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1. Concept Review

2. Study Session

2A. Broomfield Town Square -- Developer Update

The Developer (BTS-A) of the Broomfield Town Square development project will provide a project update, including project activity and timeline.

2B. Fast-Track Review for Income Aligned Residential Developments

2C. I-25 Sub Area Plan Phase 1

2D. Legislative Discussion

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City and County of Broomfield

City Council Study Session

Fast-Track Review for Income Aligned Residential Developments

Meeting	Agenda Group	
Tuesday, October 15, 2024, 6:00 PM	Study Session	Item: 2B.
Presented By		
Lynn Merwin		
Community Goals		
<input checked="" type="checkbox"/> Thriving, Diverse, Safe and Welcoming Community		

Overview

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This study session discussion is being held to present to Council opportunities for updating the existing municipal code to establish an expedited review process for income-aligned residential developments. This proposed amendment will bring the City and County of Broomfield into compliance with Proposition 123 which was approved by voters at the 2022 statewide election. This study session is intended to provide an opportunity for discussion and to receive direction from Council prior to staff bringing forth a formal ordinance for consideration.

Attachments

[Fast-Track Review Process for IAH Study Session Memo.pdf](#)

Summary

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This study session discussion is being held to present to City Council opportunities for updating the Broomfield Municipal Code development review requirements to establish an expedited review process (also referred to as a fast-track process). The proposed fast-track process would only be available for eligible income-aligned residential developments.

This proposal is driven by [Proposition 123](#) (Prop 123) a ballot measure approved by Colorado voters in 2022 authorizing the state to retain money from existing state tax revenue to support affordable housing investment. Prop 123 created the State Affordable Housing Fund (described below) and requires interested local governments to file a commitment to increase its baseline amount of affordable (inclusionary) housing units by 3% per year for a three-year period ending December 31, 2026. Prop 123 also requires local governments to establish a fast-track process to remain eligible to apply for funding from the State Affordable Housing Fund. Broomfield filed its commitment with DOLA in August 2023.

This study session addresses the second Prop 123 requirement that local governments establish a “fast-track approval process” for eligible affordable housing projects by November 1, 2026, so the local governments can access state funding for affordable housing. The fast-track review and decision (approval or denial) must occur within 90 calendar days of a complete application unless the applicant opts out of the process.

Staff has prepared two draft fast-track review processes: one for development proposals subject to the public hearing process and a second for those development proposals subject to administrative review. These processes are described in greater detail below. No changes are proposed to aspects of the City and County of Broomfield [inclusionary housing ordinance](#) related to mandatory affordable housing requirements for residential developments. The proposed expedited processes would only apply to eligible projects.

This study session is intended to provide an opportunity for discussion and to receive direction from City Council before bringing forward a formal ordinance for consideration. If City Council directs staff to proceed with a new ordinance for fast-track review processes that comply with Prop 123 requirements, Broomfield could remain eligible for funding consideration of new inclusionary housing developments within the community.

Broomfield and other local governments currently qualify for Prop 123 Cycle 1 (2023-2026) funding. If City Council does not approve a fast-track process by November 1, 2026, that complies with new requirements, then Broomfield will no longer be eligible for state funding in Cycle 2 (2027-2029) for its eligible inclusionary housing projects.

Financial Considerations

The fast-track reviews would be limited to eligible inclusionary housing development and is expected to be met with existing staffing. No financial impacts have been identified.

Prior Council or Other Entity Actions

On [August 8, 2023](#), Council approved Resolution No. 2023-109 opting into the Proposition 123 program and authorizing the City and County Manager to make and file an implementation commitment with the Colorado Division of Housing. In August 2023, Broomfield filed its commitment with the State Department of Local Affairs (DOLA) to meet the Prop 123 required 9% increase (or 167 units) in its baseline number of affordable housing units (3% per year over a three-year period). The commitment disclosed Broomfield's baseline number of affordable housing units at 1,845. This final baseline number was reduced from the baseline number originally calculated as of the August 8th resolution (3,566), due to an adjustment in the calculation methodology suggested by the DOLA staff.

Broomfield received a commitment from DOLA to fund a \$1.5M down payment assistance program for two years at \$750K per year. Broomfield has executed an agreement with our service provider for that program.

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

No formal action. Staff is seeking direction on whether City Council desires to direct staff to proceed with drafting an ordinance to adopt fast-track review process(es) for eligible affordable housing developments.

Alternatives

Direct staff to make no changes to the Broomfield Municipal Code at this time. This alternative is not recommended as Broomfield would forfeit its ability to apply for Prop 123-enabled grants and/or loans that may be available for qualified affordable housing proposals.

Background

In November of 2022 Colorado voters approved [Proposition 123](#), a ballot measure intended to promote the development of income-aligned housing throughout the state. The measure authorizes the state to retain money from existing state tax revenue to support investment in affordable housing and is expected to create significant funding (approximately \$310 million for the 2023-2024 fiscal year) for eligible communities and projects. Prop 123, and associated [HB23-1304](#) created the [State Affordable Housing Fund](#), dedicating 40% of the funds to the Affordable Housing Support Fund administered by the Department of Local Affairs (DOLA) and 60% to the Affordable Housing Financing Fund overseen by the Colorado Office of Economic Development and International Trade (OEDIT) to fund housing programs. OEDIT subsequently selected the Colorado Housing and Finance Authority (CHFA) as the third-party administrator for the Affordable Housing Financing Fund. The State Affordable Housing Fund supports down payment assistance, mobile home programs, new construction/acquisition rehabilitation, and single-family owner-occupied rehabilitation. Individuals may not apply directly to the housing fund. Rather, they must apply to specific programs that are supported by these funds. The [Colorado Affordable Housing Financing Fund \(AHFF\)](#) supports land banking, equity, and concessionary debt for affordable housing.

Prop 123 requires local governments to file a commitment with DOLA to increase its affordable housing by 9% (3% per year or approximately 56 units per year) above its baseline number of affordable housing units. Broomfield determined and filed its baseline number of affordable housing units at 1,845 in August 2023. Prop 123 also requires local governments to have implemented a "fast-track approval process" for eligible

affordable housing projects by November 1, 2026. The fast-track review and decision (approval or denial) must occur within 90 calendar days of an application deemed complete. Currently, Broomfield's standard public hearing process for residential development projects with PUD zoning, including those with income-aligned housing, generally takes between 8 and 9 months for review and final approval. For reference, the Cottonwood development proposal required 10 months from submittal of the concept review in May 2023 to Council's approval in January 2024. Additional time is required for building permit and civil plan review. The Cottonwood development is currently preparing to submit building permits and civil plans. This review requires approximately 3.5 - 4 months.

Proposition 123 defines eligible projects as any proposed residential development providing 50% or more of their units as affordable units to be constructed on-site, consistent with the guidelines established within the Broomfield Municipal Code and Colorado Housing and Finance Authority (CHFA). If a formal ordinance is adopted by City Council, a fast-track process is expected to help accelerate the construction of income-aligned housing units in Broomfield, advancing local and state housing goals. The fast-track process would be optional and a developer could opt out if desired. The fast track process requires the developer to also commit to specific timeframes and there may be certain circumstances where a developer chooses to opt out because they have determined it is not in their interest to try and meet the specific timeframes.

Currently, development proposals with this level of affordability are not common within Broomfield and staff anticipate that approximately one project per year could be eligible for this fast-track process. If a future developer proposing an eligible project does opt to use a fast-track process, it will require all applicable reviewers (including staff, referral agencies, and the decision-making body such as City Council) to prioritize this work to meet strict accelerated deadlines during this 90-day review period. Other development projects already being reviewed through the typical development process could potentially be impacted by a fast-track development due to the need for staff to reprioritize their workload in order to review the fast-tracked project. This could result in additional time being added to a standard project(s) (those not eligible for fast-tracking) development review process schedule.

The Prop 123-required 90-calendar day time frame starts upon submission of an application deemed complete and ends with a final decision of approval or denial. Developers are permitted a one-time extension request for up to 90 additional calendar days to comply. This developer-initiated extension request would allow time for a developer to comply with a state law or court order, or to address comments from an agency with approval authority over the project (i.e., the State Colorado Department of Transportation would have approval over a development that seeks access from a state highway). Local governments such as Broomfield may implement one or more 30-calendar day extension(s) to work with a developer on addressing comments on the application. As previously noted, this fast-track process is optional and developers with an eligible project may choose not to follow the fast-track process. They may also opt out of the fast-track process at any time during the review with a formal notification to staff.

Each local government has the autonomy to establish local policies and procedures that meet or exceed the minimum criteria set by Prop. 123. Staff has met with DOLA representatives to discuss Broomfield's proposed approach and has received confirmation that the draft processes, presented at a high level at this time, would meet state requirements. Additional work will be required to draft the ordinance and create administrative documents that will be needed to implement these processes.

Broomfield Comprehensive Plan

The 2016 Broomfield Comprehensive Plan identified that it is critical that, “Broomfield promotes a range of housing options that will meet both current and future residents’ changing needs and conditions, and that support the community.” Some of the goals, policies and action steps from the Comprehensive Plan that support housing diversity and affordable housing include:

Goal HO-B: Maintaining Housing Affordability/Attainability, Encourage an adequate supply of affordable/attainable housing for lower-income households.

Policy HO-B.1: Plan for future affordable/attainable housing that meets the needs for the workforce and special populations.

Action Step HO-B.1.3: Identify possible regulatory modifications that may be appropriate to promote attainable, sustainable and quality housing for lower-income households. This may include evaluating residential design standards, review procedures, permit fees, density requirements, inclusionary and restricted housing, etc.

Goal HO-C: Diversity of Housing Types and Ownership Options, Encourage a diversity of populations within developed areas by providing a variety of housing types that serve a broad spectrum of households.

Policy HO-C.2 Promote a diversity of housing types, styles, and price points within individual neighborhoods to accommodate a range of affordability.

Action Step HO-C.2.1: Evaluate and establish potential locations for different housing types to provide a full spectrum of housing options.

Action Step HO-C.2.2: Identify potential gaps in the current and projected housing supply, and develop and consider programs to address these gaps.

Broomfield Review Processes

Broomfield currently has two processes for reviewing development applications including an administrative review process and a public hearing process. A significant portion of Broomfield is zoned Planned Unit Development (PUD) which requires a neighborhood meeting, a concept review, multiple plans (a PUD Plan, a site development plan, a plat), technical reports, and ultimately approval through a public hearing process. This multi-step development review process takes approximately 9 months at a minimum (including approximately two months for the concept review) for a typical project. Additional time is then required for the permit application reviews. By contrast, some proposals with Euclidean (straight or non-PUD) zoning may proceed straight to permit reviews which typically take three and one-half to four months once they comply with set standards and code requirements. If a property has straight zoning, but is located in an urban renewal area, it often is required to follow the same public hearing development review process due to the requirement for an urban renewal site plan. The following table provides a high-level summary of the two processes.

Summary of Administrative Review and Public Hearing Review Timelines

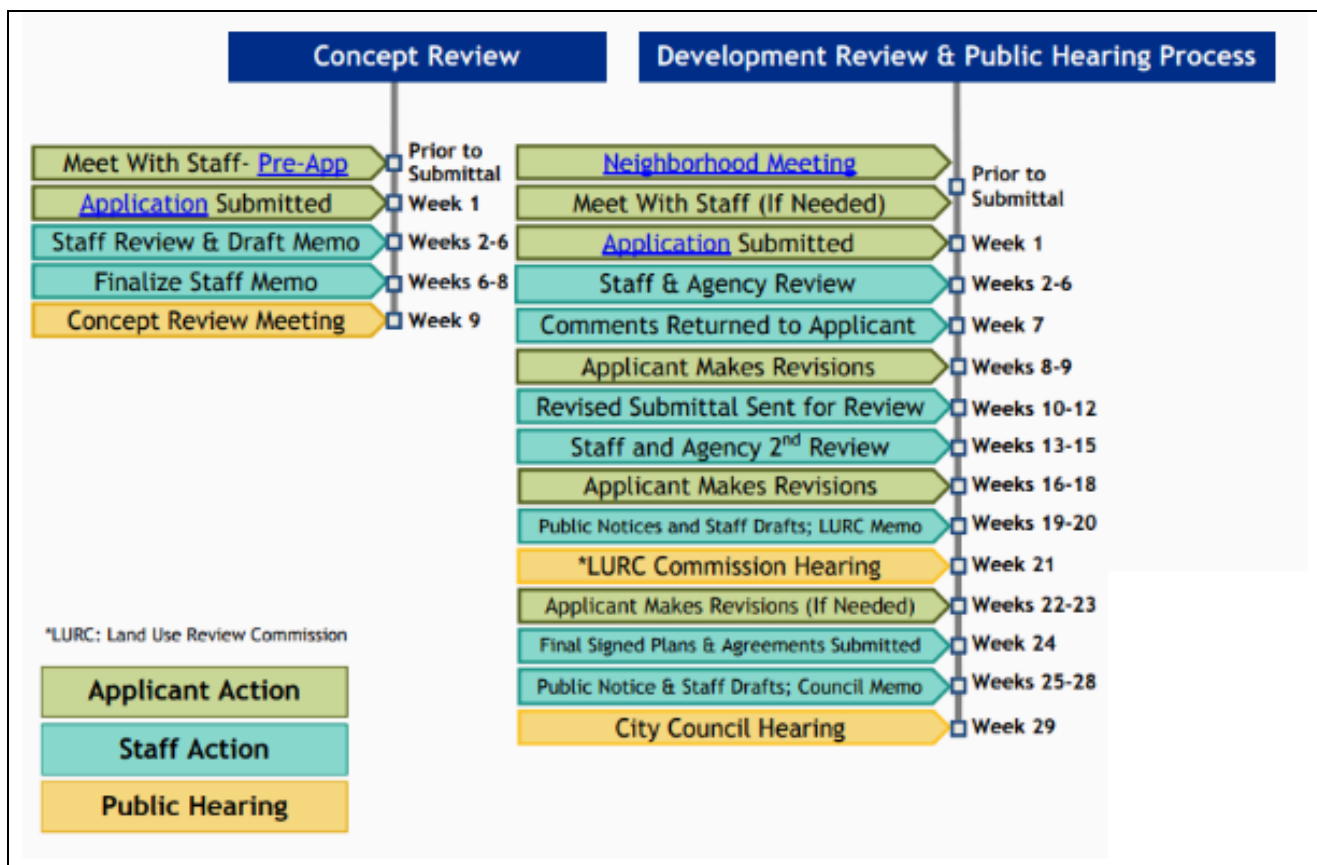
Review Type	Property Zoning	Review Criteria	Approval	Approximate Review Time
Administrative Review	Euclidean (straight) zoning such as R-3, R-5, etc.	Must comply with set standards and code requirements.	By staff.	3.5 - 4 months to Permit Issuance
Formal Review through a public hearing process	PUD zoning or Subject to an Urban Renewal Area overlay requiring an urban renewal site plan	Must comply with site-specific (customized) PUD standards, municipal code and/or urban renewal standards. Requires more robust technical engineering studies.	By LURC, City Council and/or the Broomfield Urban Renewal Authority (BURA) through a public hearing process. Requires public notices in advance of the hearing(s).	9 months minimum to LURC, City Council or BURA Approval* plus 3.5 to 4 months to permit issuance

*Nine months includes approximately two months for a neighborhood meeting and concept review which are required before formal application.

The following graphic provides additional detail on the typical development review timeline for PUD-zoned properties and properties located in urban renewal areas requiring an urban renewal site plan. Applications for smaller developments (7 acres or less) may be eligible for LURC approval subject to City Council call up of the application for a final public hearing.

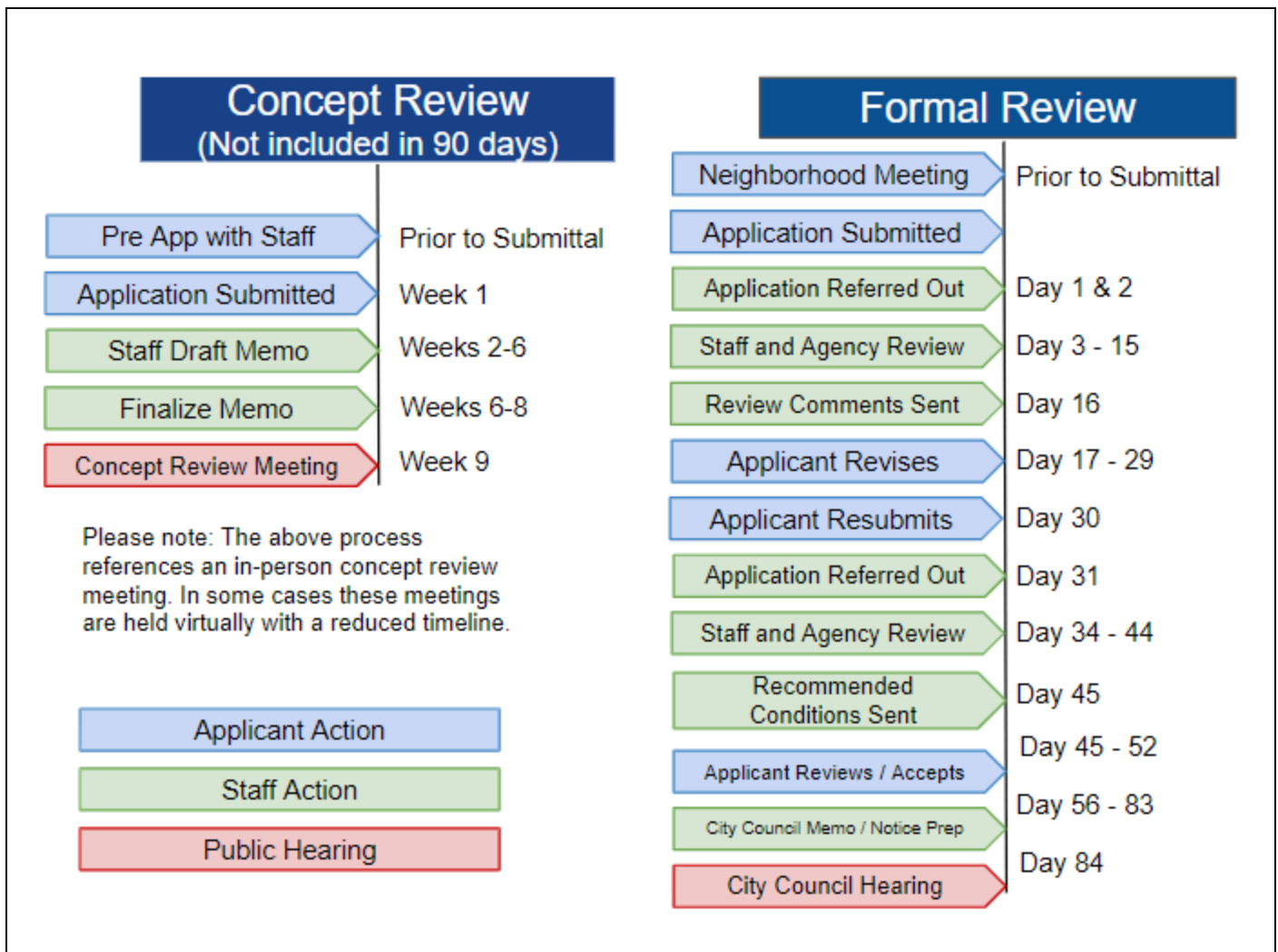
Study Session Regarding Fast-Tracking Eligible Income Aligned Housing Developments

Prepared By: Lynn Merwin, Deputy Director of Community Development - Planning & Shelby Donohoe, Principal Planner



At this time, Broomfield does not offer fast-track review timelines for any development proposals including income-aligned residential projects. The review time for a development proposal can be impacted by the complexity of the proposal, the level of interest that the application may generate in the community, and the development team's responsiveness during the technical review process. Projects requiring a public hearing process are ultimately scheduled for public hearing when there is space available on the LURC and City Council agendas.

The following graphic provides additional detail on the anticipated development review timeline for a PUD zoned property for an income-aligned development which chooses to opt into the 90 day expedited process.



Broomfield's Inclusionary Housing Requirements

Broomfield adopted an [inclusionary housing ordinance \(No. 2187\)](#) in 2022 requiring new residential development to provide on-site inclusionary housing units or a cash-in-lieu fee. Currently, a majority of the residential development proposals within the City and County of Broomfield providing onsite income-aligned units contain the minimum required number of required units. Broomfield's inclusionary housing ordinance currently requires at most 20% of a project to be income-aligned units to comply with code requirements. As such, they would typically not meet the 50 percent threshold required by Prop 123 and would not be considered "eligible" affordable developments able to opt to utilize the fast-track development review process. Broomfield has had several recent projects that would have met the eligible affordability criteria outlined in Prop 123; including, but not limited to, The Grove at Cottonwood (approved, not built), Academy Place (built and occupied), Northwest Apartments (built and occupied), Harvest Hill (approved, not built) and Crosswinds at Arista (built and occupied). Recently, Broomfield Housing Alliance requested and was granted a PUD amendment to allow inclusionary housing at a property in Vista Point and this project, if it proceeds into the development review process, would likely meet the affordability criteria outlined in Prop 123. Allowing a fast-track review of eligible income aligned proposals could potentially attract more eligible projects; however, there is not expected to be a significant increase in eligible proposals in Broomfield due to challenges in financing these developments.

Summary of the Proposed Fast-Track Processes

Fast-Track Process by Property Zoning

This study session outlines a high-level proposal for revisions to the Broomfield Municipal Code (BMC) to establish formal fast-track processes for residential developments with 50% or more of their units deed-restricted as income-aligned. The study session includes two separate fast-track review processes which vary depending on the underlying zoning of property.

One fast-track review process is proposed for developments with Euclidean zoning (also referred to as straight zoning). Currently, zoning districts such as, but not limited to, R-1, R-3 and R-5 are Euclidean districts and are subject to administrative review and approval. The Academy Place development is an example of an Euclidean-zoned project approved by administrative review once it met the requirements of the R-5 zone district and other building code requirements.

A second, unique fast-track review process is proposed for properties with PUD zoning or an urban renewal plan overlay which typically require consideration of approval through one or more public hearings. The Grove at Cottonwood is an example of a PUD-zoned project approved by City Council following a more rigorous development and public review process. In this case, the applicant applied to rezone the site to PUD to allow customized development standards afforded through a PUD-zoning process. A similar process also applied to the Harvest Hill development (approved but not built) due to its PUD zoning.

The establishment of fast-track processes will require Broomfield staff and referral agencies to prioritize eligible projects being processed through the fast-track process over other projects following the typical development review process. The responsibility of adhering to expedited processes is shared between Broomfield, referral agencies, and the applicant's team.

Prop 123 does not allow for time to be added to the fast-track process to respond to the agenda capacity of the decision-making body. For projects requiring public hearings that opt into the fast-track process, they will require priority placement on the public hearing agendas in order to comply with the 90-day timeline for final decisions. The decision-making body (i.e., City Council as proposed) will likely be unable to continue the development to a future date to address any key issues. Instead, it will need to make a final decision of approval, denial, or approval with conditions within the required 90-day time frame.

Common Elements of the Two Review Processes

Staff has drafted two separate review processes: one for proposals subject to the public hearing process and one for those subject to administrative review. There are some common requirements as afforded by Prop 123 and/or the Prop 123 Guidelines developed by DOLA for local communities. For example, both administrative and public hearing projects must comply with the 90-calendar day time frame. The fast-track clock starts once the application submittal is deemed complete and ends with a final decision of approval (with or without conditions) or denial.

In both the administrative and public hearing processes, developers are permitted a one-time extension request of up to 90 calendar days to comply with a state law or court order, or to address comments from an agency with approval authority over the project. The developer cannot split the one-time extension over multiple review cycles (such as allocating 45 days to address comments in the first review and allocating a second 45 days to resolve comments associated with the second review). Local governments can implement one or more 30-calendar day extension(s) to work with a developer on addressing comments on the application.

Staff anticipates developing detailed timelines and checklists for each process that would be reviewed with the applicant during pre-application meeting(s). A robust pre-application process will be essential to establish clear expectations and optimize the developer and staff's ability to adhere to the strict timelines and application details.

As noted above, the fast-track process is optional for eligible projects. If the applicant determines the fast-track review does not fit with their intended timeline or workload capacity, they may opt to withdraw upon formal notification to the Planning Division. The application could then continue according to the standard development review process. They would not be required to refile an application.

Fast-Track for Public Hearing Proposals

The preliminary proposed fast-track process for an eligible affordable housing project subject to public hearing review is outlined in the table below. Applicants will be required to hold pre-application meetings with staff. They will also be required to hold a neighborhood meeting and submit a concept review application when applicable. These steps are considered to be pre-application tasks and are not subject to the 90-day timeline.

Based on prior discussions of City Council, staff has sought to ensure public engagement remains a part of the review process for properties zoned PUD and those in an urban renewal area. These projects will still have Broomfield Voice pages, neighborhood meetings, concept reviews, and a public hearing prior to approval.

The 90-day timeline will begin once a formal development application (ex: site development plan, urban renewal site plan, etc.) has been submitted and deemed complete. Projects will be subject to two rounds of review and staff will have eight (8) business days for each review period. This timeline will require all staff assigned to the project to prioritize the proposed development and remain on a strict review schedule. Similarly, the developer's team will have 8 business days to respond to the review comments and resubmit for a second review. The developer's team will also have to prioritize their work to respond to comments, resubmit and remain on schedule. After the second review period, and assuming there are outstanding items to be finalized in the plans and/or reports, Broomfield and the referral agencies will generate a list of conditions of approval. These conditions may be related to any outstanding changes needed for approval. For example, the conditions of approval could include requirements to revise the drainage report to comply with applicable standards and specifications and reduce the parking requirements to comply with the code or PUD Plan requirements as applicable. The applicant will be asked to review and sign off on this list of conditions prior to the City Council hearing for the proposal. If the applicant does not accept the conditions of approval, then the conditions will be identified as a key issue for City Council's consideration during the hearing. The applicant's choice not to comply with the conditions of approval could be grounds for Council's conditional approval or denial of the application.

Assuming the applicant accepts the conditions of approval, the case will be publicly noticed for a hearing with City Council. One notable change included for this process is the exemption from a hearing with the Land Use Review Commission (LURC). As currently proposed, these fast-track applications will only be reviewed by City Council for final approval (with or without conditions) or denial. The LURC hearing has been removed from the fast-track review process due to time constraints dictated by Prop 123.

Proposed Fast-Track Process for Public Hearing Cases

PRE-APPLICATION (Not included in 90-day timeline)	<ol style="list-style-type: none"> 1. Detailed pre-application to review all requirements (timeline, checklists...) 2. Applicant hosts a Neighborhood Meeting 3. Applicant submits for Concept Review and concept review is completed (online or in-person), BroomfieldVoice page is created as a part of this process to collect comments and share information about the project
FORMAL APPLICATION & REVIEW (90-day timeline from complete application to decision)	<ol style="list-style-type: none"> 1. Applicant sends notice of intent to submit +/-7 days before submittal date. 2. Application is submitted and staff completes formal intake review and accepts as “complete” or outlines missing elements. 3. 90-day clock begins: Complete Application is referred out for review and comment and BroomfieldVoice page is updated with application materials <ul style="list-style-type: none"> o Following review period, comments are distributed to applicant o Applicant revises and resubmits 4. Repeat staff and referral agency review process 1 additional time. 5. Attach any staff recommended conditions of approval with the second review. 6. Obtain confirmation of acceptance of conditions from the applicant. 7. Prepare notices for public hearing before City Council.
DECISION By City Council	<ol style="list-style-type: none"> 1. Hold a public hearing. Council decision. <p>Final decision by City Council (approve or deny) must occur within 90-days.</p> <p>Note, for this fast-track process, staff proposes only one hearing before Council. There is insufficient time for a hearing before both LURC and Council.</p>
POST APPROVAL (Not included in 90 day timeline)	<ol style="list-style-type: none"> 1. Applicant finalizes any conditional terms within the plans and technical reports, records approved plans, finalizes agreement if applicable, and may proceed to the permitting review process. <p>Note, while the permitting review process may be held concurrently with the development review process, this does not occur today and is not expected to occur with the fast-track process due to the complexity of the various reviews among other factors.</p>
PERMIT REVIEW (May be a separate 90-day process)	<ol style="list-style-type: none"> 1. Applicant proceeds to the building and/or engineering permit review phase. 2. These phases are eligible for separate, 90-day administrative review timelines. The proposed fast-track administrative review process is addressed below.

This [90 day calendar](#) shows an example of how the above activities fall within the limited timeframe.

Administrative Proposals

Currently, development proposals for properties with standard Euclidean zoning (R-1, R-3, R-5, etc.) and no urban renewal plan requirements are already reviewed through an administrative approval process. The draft fast-track process for an affordable housing project subject to administrative review is outlined in the table below. Similar to the process for public hearing proposals, these projects will have a robust pre-application review process. The applicant will be required to set up pre-application meetings with staff which could include the Engineering Division, the Building Division, and/or the Planning Division. The purpose of these meetings is to establish clear expectations for these submittals related to content, process

and the fast-track timeline. The pre-application phase provides an opportunity for staff, and referral agencies if applicable, to identify any concerns with the proposal before formal submittal to ensure the applicant has a full understanding of the submittal requirements and process.

Once a formal development submittal (i.e., building permits, civil construction drawings, administrative modification if applicable) has been submitted and deemed complete by staff, the 90-day timeline will begin. Projects will be subject to between two and three rounds of review. In most cases, staff and the development team will each have 8 business days for each review period and a total of three review cycles. After the final review period, staff will provide a list of final conditions of approval and the applicant, upon formally accepting the conditions of approval, will be issued a Notice of Approval or Notice of Conditional Approval for the proposal. The notice of approval is intended to convey to the applicant they have addressed, or agree to address, the final conditions of approval that may be required. The notice of approval does not include issuance of permits to proceed with construction as there will be other steps required before permit issuance such as paying permit-related fees, securing approval of the 20-day Environmental Clearance for the site, etc. If the applicant declines to accept the conditions of approval, the application will be denied. The review criteria for administrative applications must be met for an application to be approved.

Proposed Fast-Track Process for Administrative Cases

PRE APPLICATION (Not included in 90 day timeline)	<ol style="list-style-type: none"> 1. Civil plan review meeting with Engineering Division 2. Building plan review meeting with Building Division 3. Administrative review meeting with Planning Division <p>Note, these meetings may be held concurrently or separately. Due to the unique technical nature of the civil and building plan reviews (horizontal vs vertical construction), separate pre-application meetings are likely.</p>
FORMAL REVIEW	<ol style="list-style-type: none"> 1. Applicant sends notice of intent to submit +/-7 days before submittal. 2. Application is submitted and staff completes formal intake review and acceptance as "complete" or outlines missing elements. <p>90-Day Clock Begins if complete</p> <ol style="list-style-type: none"> 3. Complete Application is referred out for review and comment 4. Following review period, comments are distributed to applicant <ul style="list-style-type: none"> o Applicant revises and resubmits 5. Repeat 1 - 2 additional times. <ul style="list-style-type: none"> o The Building Division requests a longer 1st review and will limit to 2 reviews. o The Engineering Division requests three, shorter review periods. 6. Reviewers attach any conditions with the last review. 7. Applicant reviews and provides confirmation accepting the conditions of approval.
ADMINISTRATIVE DECISION BY STAFF	<ol style="list-style-type: none"> 1. Decision must occur within 90 days. 2. Issue a Notice of Plan Approval, Conditional Approval, or Denial. 3. Final decision by staff based on underlying property zoning and specific review standards including applicable land use, engineering standards and specifications, and building code. <p>Note, a Notice of Denial means the current application cannot be approved as presented within the allocated timeline. The applicant may proceed with the application at this time following a standard review process. The applicant could also opt out of the fast-track review process prior to staff issuing a Denial Notice.</p>

POST APPROVAL (Not included in 90 day timeline)	<ol style="list-style-type: none"> 1. Based on conditions of approval - applicant finalizes any conditional terms within the plans and technical reports, submits 20-day environmental clearance & letter of credit, and pays applicable fees, etc. 2. CCOB issues permit(s) where applicable.
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Public Engagement

Staff has initiated preliminary engagement with many Broomfield plan reviewers to brief them on this proposal and seek input on how the fast-track review processes could work. Staff has also had a preliminary meeting with the Broomfield Housing Alliance and DOLA staff. The DOLA team has confirmed our high-level approach appears consistent with the Prop 123 requirements and DOLA-issued guidance.

Looking forward, if Council desires to proceed with the proposed changes to remain eligible for funding for inclusionary housing projects, then staff will proceed with developing the ordinance and inviting additional stakeholder engagement. Staff will develop a Broomfield Voice page to provide information regarding the proposed changes that will be presented to City Council as part of a future proposed ordinance and to accept comments and questions on the proposal. Broomfield Voice provides a venue for comments and concerns regarding the proposed amendments to the Broomfield Municipal Code. Staff intends to utilize the Community Update and may include social media posts to encourage engagement with the Broomfield Voice page. Staff will hold one or more technical review sessions with stakeholders to explain the proposed fast-track processes and expectations. Stakeholders could include the developers interested or obligated to provide affordable housing and external referral agencies. In addition, there will be an opportunity at the public hearing for the second reading of the proposed ordinance for additional public comments to be provided for City Council's consideration.

Request for Direction

Staff is seeking City Council's direction regarding the potential updates to the Broomfield Municipal Code regarding the fast-track review process for eligible income-aligned housing developments.

Questions for City Council to Consider when Providing Feedback:

1. Recognizing that Broomfield is required to have established a fast-track process as a condition for seeking Prop 123 funding for local projects, would Council like staff to bring forward an ordinance that would establish fast-track review processes for eligible income-aligned housing projects?
2. Recognizing the Prop 123 required 90-day review and decision process results in reducing Broomfield's current formal application review time by approximately four months (120 days) for projects requiring review through public hearing, does Council support the proposal for City Council to serve in the decision-making role for approving (with or without conditions) or denying fast-tracked inclusionary housing proposals?

This approach would remove the Land Use Review Commission (LURC) from fast-track reviews of eligible inclusionary housing developments due to time constraints imposed by Prop 123.

As an alternative, City Council could direct staff to designate the LURC instead of City Council as final review authority if that is preferred.

Staff does not believe it would be possible to accommodate both a LURC and City Council hearing within the 90-day timeframe and, similarly, adding a LURC hearing with a potential call-up to City Council could not occur within the 90-day time frame.



City and County of Broomfield

City Council Study Session

I-25 Sub Area Plan Phase 1

Meeting	Agenda Group
Tuesday, October 15, 2024, 6:00 PM	Study Session Item: 2C.
Presented By	
Branden Roe, Principal Planner	

Community Goals
<input checked="" type="checkbox"/> Thriving, Diverse, Safe and Welcoming Community

Overview

[View Correspondence](#)

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The I-25 Sub Area Plan was adopted by the Broomfield City Council in September 1999 in coordination with the Town of Erie and was created to complement Broomfield's Master Plan (now known as the Comprehensive Plan). The I-25 Sub Area Plan was an advisory document designed to guide growth in Broomfield's Northern Gateway and encompassed approximately 7,640 acres.

This study session serves as an update to City Council on the findings and recommendations of best practices and innovations to sub area planning. These findings and recommendations are intended to guide the scope of services for completion of the formal rewriting of the I-25 Sub Area Plan in a future Phase II.

Attachments

[I-25 Sub Area Plan Phase I Study Session Memo .pdf](#)

[I-25 Sub Area Plan Phase I Draft Report.pdf](#)

Summary

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[View Presentation](#)

This study session serves as an update to City Council on the findings and recommendations of best practices and innovations to sub area planning. City Council's review and comment on these findings and recommendations are needed at this time to help guide the scope of services for completion of the formal rewriting of the [I-25 Sub Area Plan](#) that will begin in 2025.

During a study session on January 16, 2024 providing an Overview and Update Regarding Coordinated Effort to Update Development Plans and Regulations staff introduced the I-25 Sub Area Plan rewrite project. That discussion noted that staff would begin working on updating the plan with a focus on the area east of Huron Street and that the plan would take place over two phases and multiple years.

The I-25 Sub Area Plan and its associated [Opinion of Probable Costs](#) was adopted by the Broomfield City Council in September 1999 in coordination with the Town of Erie and was created to complement Broomfield's Master Plan (now known as the Comprehensive Plan).

The I-25 Sub Area Plan is an advisory document designed to guide growth in Broomfield's Northern Gateway and encompassed approximately 7,640 acres.

Since its approval in 1999, the I-25 Sub Area Plan has successfully helped guide the development of large master planned communities west of I-25 such as Anthem Highlands, Anthem Ranch, Baseline, Palisade Park and the Highlands.

The I-25 Sub Area Plan envisioned updates to occur as development took place within the project area; however, the plan was not updated and the conditions of the northern gateway region have changed significantly in the nearly 25 years since the plan was originally adopted.

In addition to development occurring in the west half of the project area, the City and County of Broomfield has undergone significant demographic and economic changes which have ushered in new community goals to guide the future of the community.

Prior to the kickoff of Phase 1 of this project, staff had identified fiscal responsibility as a paramount guiding principle for the project. This theme of fiscal responsibility in addition to intentionality in shaping development was reiterated by staff from all departments during their respective staff interviews as these were seen as being fundamental elements required to shape the rewriting of the I-25 Sub Area Plan in order to align with Broomfield's goal for financial sustainability and resiliency.

As a result of these changes, the I-25 Sub Area Plan has become outdated and is no longer considered an effective resource for informing and directing growth consistent with the [community's goals](#). The Plan needs a significant update to realize its potential to be a powerful tool to guide development of Broomfield's Northern Gateway in the future.

The preparation of this major Sub Area Plan update is a significant undertaking and requires contracting with consulting team(s) to ensure its success.

In 2024, Broomfield entered into a contract with RVi Planning + Landscaping to complete the first phase of the project. Phase 1 of the project focused on the Scoping of Best Practices and Innovations for Sub Area Planning and culminated in a [draft report](#).

As part of this study session, staff is proposing to provide an update to City Council regarding Phase 1 of this process and seeks input regarding proceeding with the second phase of the process, which will require significant input from the community.

Financial Considerations

The I-25 Sub Area Plan rewrite is a large project which requires contracting with consultants to successfully complete the project. The first phase of the project was funded in the 2024 Capital Improvement Projects (CIP) Budget with an approved budget of \$100,000. Broomfield contracted the first phase with RVi Planning + Landscape for a total contract budget of \$99,950.

Funding for Phase 2 of this project is proposed as part of the 2025 CIP Budget with a requested total budget of \$750,000. A comprehensive breakdown of anticipated activities, deliverables and costs for Phase 2 are provided in later sections of this memorandum. Phase 2 of the project would require a competitive request for proposal process and the contract for the second phase would require City Council approval.

Prior Council Action

September 1999 - City Council adopted the I-25 Sub Area Plan.

Board and Commissions Prior Actions and Recommendations

N/A

Proposed Actions/Recommendations

There are no proposed actions required at this time. Staff is requesting Council discussion on proposed recommendations at this time.

Alternatives

The City Council can choose not to move forward with updating the I-25 Sub-Area Plan at this time. The existing plan would remain in place.

How to Submit Public Comments on this Proposal

Email directly to Planning@broomfield.org

Applicable City and County of Broomfield Plans

Broomfield Comprehensive Plan

The I-25 Sub Area Plan was developed as a companion document to the Broomfield Comprehensive Plan and as such was intended to advance and promote the goals, policies, and action items of the Comprehensive Plan. However, because the plan is no longer aligned with realities of the development pattern or all of

Broomfield's community goals, it is not as effective of a tool to advance the Comprehensive Plan goals, policies and action items as desired.

The timing for updating the I-25 Sub Area Plan aligns with the anticipated schedule for updating the Comprehensive Plan, which will also begin in 2025. The Comprehensive Plan update is anticipated to be an 18-24 month process whereas the Sub-Area Plan update is anticipated to be a 12-18 month process. The intent is for the focused Sub-Area plan update to inform and provide specific guidance in regard to development of this area for the Comprehensive Plan.

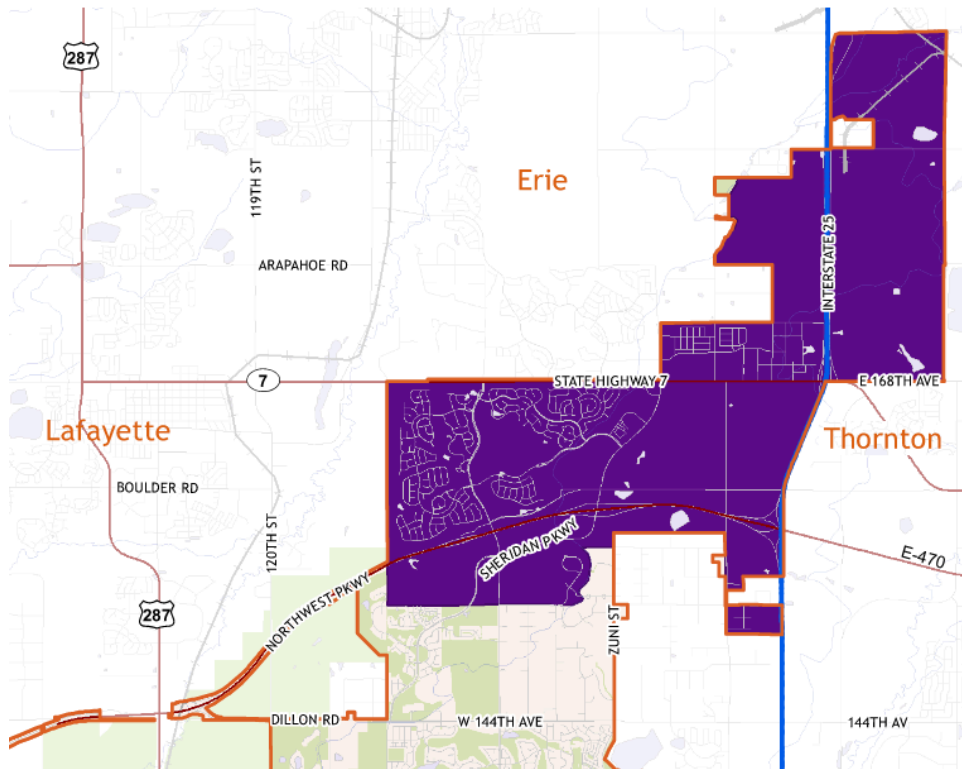
Background

The I-25 Sub Area Plan was the second in a series of planning studies completed by the City of Broomfield (and subsequently the City and County of Broomfield) to complement Broomfield's Master Plan (now known as the Comprehensive Plan). The I-25 Sub Area Plan was created in collaboration with the Town of Erie and was adopted in September 1999.

The I-25 Sub Area Plan was designed to achieve the following goals:

- Create a quality "Gateway Image" that conveys the desired vision for the Broomfield Community
- Establish a balance of complementary land uses
- Maintain economic stability for the City (and County) through value-creation and value-retention
- Provide a means for coordinating planning for infrastructure
- Promote meaningful dialog among landowners, governmental agencies, and others to facilitate communication, cooperation, and successful development results; and,
- Fulfill intergovernmental commitments made through agreements.

The I-25 Sub Area Plan was specifically developed to help direct Broomfield's growth in what it called the Northern Gateway vicinity. The plan was intended to be used as an advisory document to assist in the planning and evaluation of proposed development in the area. The map of the current I-25 Sub Area Plan Area is depicted below with major roadways and adjacent communities identified. The Plan covered approximately 7,640 acres generally from County Road 11 in the east to the City and County municipal boundary to the west and from Summit Boulevard (County Road 8) in the north to 150th Avenue to the south.



The I-25 Sub Area Plan recommended that the plan document should have been reviewed and updated as the area developed to preserve its use as an effective tool for guiding development. The I-25 Sub Area Plan introduction recommended that the plan document be updated as development occurred within the sub area plan boundaries. While the Northern Gateway vicinity has seen significant development, predominantly west of the I-25 corridor, the plan has not been updated since its original adoption with the exception of periodic land use map amendments associated with new development proposals.

In the approximately 25 years since adoption, Broomfield (and the entire front range) have undergone significant changes in demographics, economic markets and development patterns, as well as new and refined community goals. Major events like Broomfield's consolidation into a City and County in 2001; as well as, Colorado's economic resiliency during the Great Recession sparked dramatic population growth along the entire front range corridor, especially the northern suburbs of Denver. The COVID-19 Pandemic also ushered in a wave of social and economic change which are further accelerating development pressures within front range communities including Broomfield, particularly within the community's Northern Gateway vicinity (I-25 Sub Area Plan Area).

Developing the remaining portions of the I-25 Sub Area Plan plan area will require significant investment in and expansion of infrastructure and services for the area. The cost estimates included in the existing I-25 Sub Area Plan's Opinion of Probable Costs are also 25 years old and have not been updated to reflect inflation since original adoption. Due to the unprecedented increases in infrastructure costs post 2020, careful analysis regarding the land uses east of I-25 is necessary to ensure the continued fiscal health of Broomfield. The culmination of these historic events and ongoing land development and social pressures have made it clear that the current conditions and anticipated future needs for the Northern Gateway vicinity are no longer aligned with the guiding principles and assumptions built into the I-25 Sub Area Plan. As such, the plan needs to undergo a significant update (rewrite) to ensure it can once again be an effective

tool to shape the future development of Broomfield's Northern Gateway while supporting and advancing Broomfield's community goals.

I-25 Sub Area Plan Rewrite and Phasing of Project

Broomfield has six existing sub-area plans which have been adopted by City Council since 1997. All of these plans have been developed in partnership with consulting teams to provide a full spectrum of subject matter expertise in developing the plans. Broomfield has not completed a sub-area plan writing effort like this process for more than a decade.

The I-25 Sub Area Plan Rewrite project has been organized to be completed in two phases. The first phase consists of scoping innovations and best practices for sub area planning. The second phase is planned to include the public engagement, technical analysis and formal rewriting of the plan.

The first phase of the project began in January 2024 when Broomfield entered into a contract with RVI Landscape + Planning, and will conclude by December 31, 2024. The scoping of innovations and best practices by the RVI consulting team gathered a comprehensive understanding of the current I-25 Sub Area Plan requirements and developed recommendations for plan organization, content, and structure along with engagement strategies to be used to craft the RFP for Phase 2 and ultimately utilized in the completion of the project.

Phase 1 Draft Report

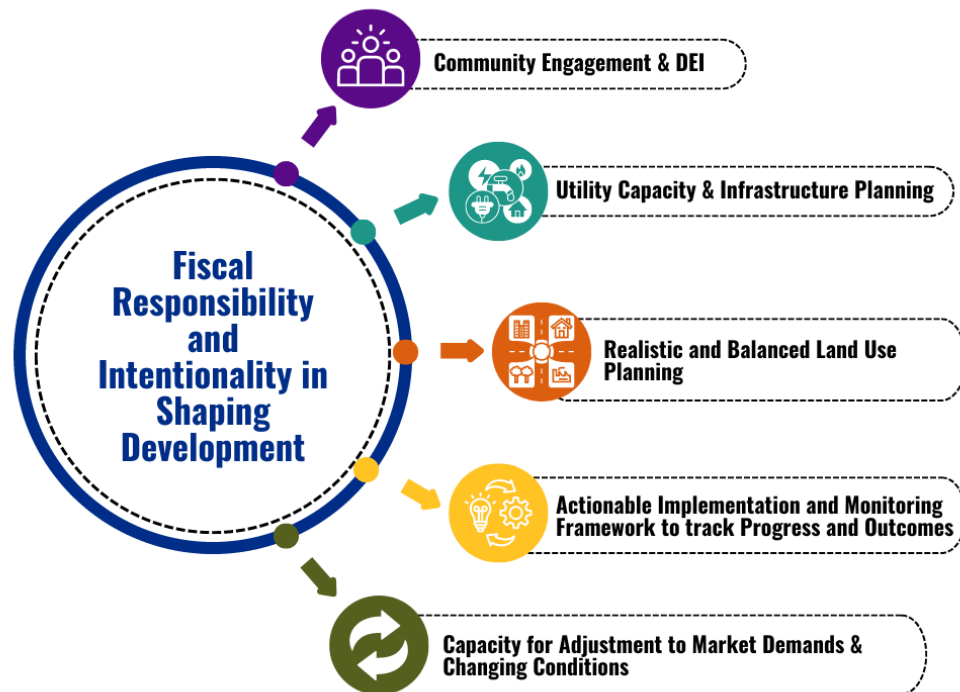
The first phase of the I-25 Sub Area Plan major update (rewrite) project consisted of a series of tasks for the consulting team to complete, these tasks included: an existing conditions review, an analysis of and recommendations of best practices and innovations, recommendations for plan organization for Phase 2, probable cost organization recommendations, public engagement planning, and budget estimates. The details of the tasks and specific deliverables for each of the tasks to be included in the final report can be reviewed in a copy of the [comprehensive scope of work](#) from the RFP for the first phase of the project. The individual tasks for Phase 1 have been consolidated into a [draft final report](#) which will be finalized following this study session with a conclusion incorporating Council's discussion and direction as requested at the end of this memorandum. No formal adoption or approval of this report is intended or necessary.

Key Takeaways from Phase I

The consultant's draft report provides significant insight into the current I-25 Sub Area Plan, it's strengths, weaknesses, opportunities and threats, the shortcomings of the plan as perceived by the users of the document as well as best practices and innovations in sub area planning and engagement and options for next steps to be completed in Phase 2 of the project. While there is immense value in the entire draft report, there are a number of key takeaways that are the foundation of staff's proposed recommended approach to Phase 2.

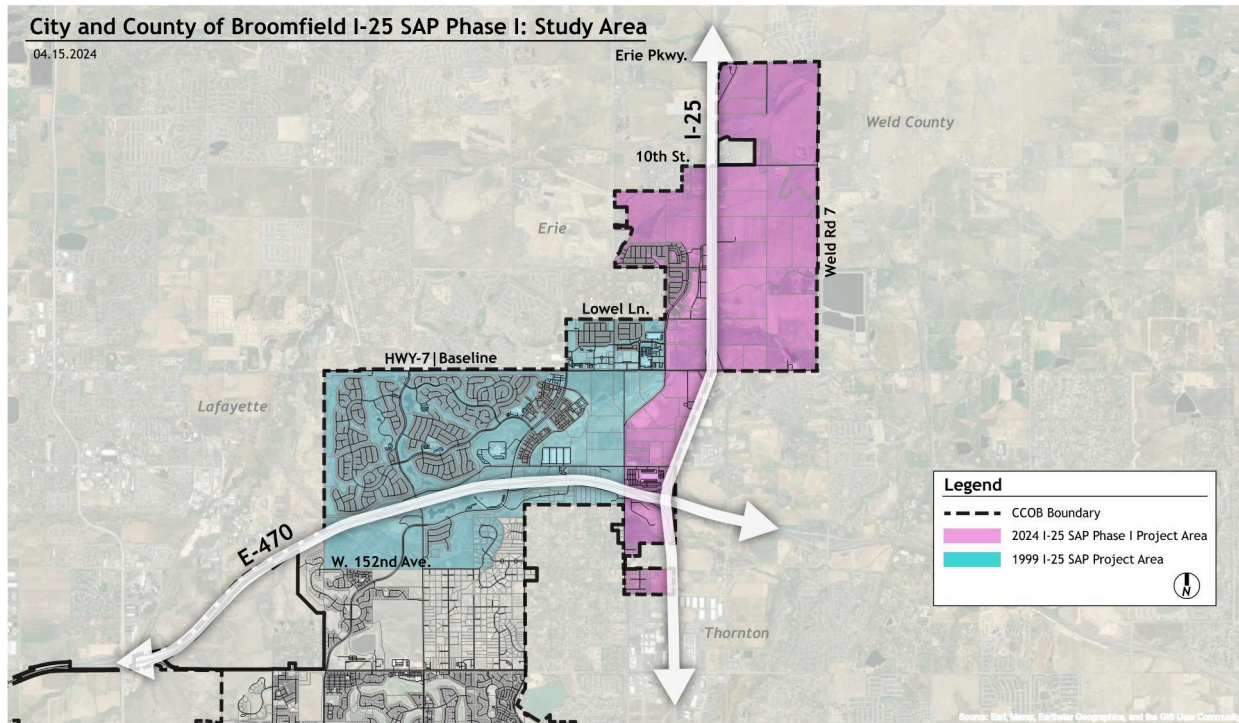
One of the biggest takeaways from the consultant's draft report is the consensus out of staff interviews that the future rewriting of the I-25 Sub Area Plan needs to fundamentally be based upon the foundation of fiscal responsibility and intentionality in shaping future development in alignment with Broomfield's community goals. The Phase 1 report clearly identifies that there are five overarching principles which are seen as vital to be incorporated into the future sub area plan which are discussed and illustrated in the figure below.

These overarching principles are community engagement and diversity equity and inclusion, utility capacity and infrastructure planning, creation of a realistic and balance land use plan for the project area, the creation of actionable implementation strategies and a monitoring framework to track progress and outcomes and building the capacity for adjustments to be made to the new I-25 Sub Area Plan in order to respond to market demands and changing conditions.



A second major takeaway from Phase 1 of the project is that the geographic boundaries for the project area should be revised to remove the portions of the current I-25 Sub Area Plan which have either been built out or have existing PUD Plans which are aligned with the community goals and the development patterns of the area. The map below illustrates the current I-25 Sub Area Plan boundaries (both the pink and blue areas) and the proposed new I-25 Sub Area Plan boundaries (pink only). This change to the project area would mean that the new I-25 Sub Area Plan would be focused on the lands generally east of Huron Street, and would remove current developments like Anthem, Highlands, the western half of Baseline and the majority of Palisade Park.

The focus of the new I-25 sub area plan would be the eastern half of Baseline, the eastern portions of Palisade Park, the Ikea property, all of the lands east of I-25, the Nordstrom subdivision (which will have active oil and gas operations for the foreseeable future), and the Westbrook Preserve subdivision.



Other key takeaways from the Phase 1 report are detailed below and will also be important elements to consider during the second phase of the project.

- Rising costs in infrastructure investment and maintenance and reassessing what infrastructure is necessary to enable development of Broomfield's I-25 corridor and adjacent properties.
- Balancing land use patterns with service capacities (particularly related to water, sewer, police, fire, and schools).
- Looking at existing zoning including historical PUDs in undeveloped areas of the sub area for conflicts with the new sub area plan goals and objectives.
 - Conflicts could mean that Broomfield needs to consider rezoning private property to better align with the new I-25 Sub Area Plan and possibly revoke or amend existing PUD Plans.
- Engage with adjacent cities and counties and state and regional agencies to ensure that the plan accounts for regional planning strategies and avoids unnecessary or excessive infrastructure investment.
- Create a plan that has a more effective capacity to respond to changes in the market to ensure the plan continues to be a useful tool for guiding development.
- Create a monitoring framework, possibly through a digital dashboard, which tracks the development of the project area to ensure the plan's goals are being achieved and to identify when changes to the plan may be necessary

The draft report also identifies three options for plan design to create a concise, user friendly guide for users and residents alike. These options included a precedent-based approach, a checklist-based approach, and a digitally optimized approach. The precedent-based approach organizes the sub-area plan following the structure of previous plans, including sections such as Vision and Goals, Land Use, Transportation, Housing, Infrastructure, Parks and Recreation, Economic Development, and Implementation and Monitoring. Whereas the checklist-based approach organizes the sub-area plan as a checklist of activities and resulting actions, formatted like an instruction manual. This includes step-by-step guidance for completing each

section of the plan, ensuring all necessary tasks are covered. The final proposed organizational approach is digital optimization, while presented as a third option it is anticipated that the future sub area plan would be digitally optimized regardless of whether the plan is organized in a precedent-based or checklist-based manner. Staff is recommending a combined precedent-based and digitally optimized approach to the plan and this is detailed in a later section of the memorandum.

The consulting team also compiled a preliminary list of anticipated deliverables for the second phase of the project which are a key element that will be incorporated into the RFP for Phase 2. These initial anticipated deliverables are outlined below.

- Market Study
- Comprehensive Traffic Impact Analysis
- Infrastructure and Utility (including Water Resource and Sewer) Capacity Analysis
- Land Use Capacity Analysis and Future Land Use Scenario Planning
- Housing Threshold Analysis and Projections
- Future Infrastructure Analysis with Cost Projections & Stakeholder Responsibilities
- Public Engagement & Outreach Plan
- Public and Stakeholder Engagement Report
- Draft and Final New I-25 Sub Area Plan
- Probable Cost Document

Phase 2 Approach and Staff Recommendations Moving Forward

Key Areas of Focus and Preliminarily Anticipated Phase 2 Deliverables

Fiscal responsibility is a driving goal for the City and County of Broomfield and as such this is proposed to be the guiding principle for the plan rewrite. As such, the key areas of focus for Phase 2 will be based around prioritizing infrastructure planning and costs and balancing land uses to ensure alignment with utility capacity and service capacity (including fire, police, schools, health and human services, and library services).

Structure

As previously discussed, staff is proposing that the new I-25 Sub Area Plan that will be the final product of Phase 2 of this project be organized using the precedent-based approach with digital optimization. The precedent-based approach provides a familiar structure which is easier for stakeholders and staff to navigate and understand while building on successful frameworks that had been used in the past. The sub-area plan would include specific sections such as Vision and Goals, Land Use, Transportation, Housing, Infrastructure, Parks and Recreation, Economic Development, and Implementation and Monitoring. By integrating this approach with the practice of digital optimization, there would be increased capacity to expand access and enable future capacity for updates to reflect changing conditions as the plan enters its implementation stage in the future.

The current I-25 Sub Area Plan has a stand alone Opinion of Probable Costs. The Opinion of Probable Cost is a costing tool related to infrastructure investments that were anticipated for the development of the sub-area plan. The standalone nature of the Opinion of Probable Cost meant that the document was not utilized effectively and oftentimes unknown to users. Staff is recommending that the Opinion of Probable Cost be integrated directly into the future I-25 Sub Area Plan either as a stand alone section or as an

appendix. This integration will create a more unified document which can be more effectively used by stakeholders and monitored throughout implementation of the document.

The structure of the plan is designed to allow for future updates to occur as necessary to adapt to the realities of the current market at any given time, and to have the capacity to revise infrastructure costs on a more regular basis in order to better inform all stakeholders of the cost related to future development and ultimate buildout of the sub area plan.

Engagement

The Preliminary Public Outreach and Engagement Plan which was created as part of the Phase 1 draft report is designed to be a guide for implementation during Phase 2 of the project. The preliminary plan was developed to reflect best practices and innovations in methods of meaningful engagement and to emphasize the importance of input from a wide range of voices and viewpoints. The Preliminary Public Outreach and Engagement Plan and its recommendations are intended to be expanded upon, modified (as appropriate), and finalized by the Phase 2 consulting team.

The consulting team provided a menu of engagement strategies to implement during Phase 2, this full menu can be found in [Appendix H of the draft report](#) (begins on page 69 of the pdf). Engagement is often one of, if not the most expensive elements of these types of planning projects. Staff recognizes that engagement is vital to the successful completion of Phase 2 and ultimate implementation of the plan in the future and is recommending that the following strategies and best practices be utilized moving forward. It should be noted that engagement is a dynamic and fluid activity; the approach to engagement may deviate from these recommendations as Phase 2 progresses should particular strategies prove more or less effective in order to maximize the outcomes within a finite budget.

- Use of BroomfieldVoice
 - Online surveys and discussion boards
 - Online interactive comment maps
 - Question and answer opportunities
- Stakeholder meetings and presentations (both in person and virtual)
 - Open house style in person events with various information stations and possible interactive activities to encourage community participation and feedback
- Utilization of Existing Communication Channels and Strategies
 - Together We Thrive employee email newsletter
 - B in the Loop
 - Social Media Posts
- On site signage and mailers prior to engagement meetings
- Digital signage through passive slides displayed on Broomfield's facility TV's
- Include information on water bills or in inserts with water bills
- Participate in regularly scheduled Broomfield events, such as:
 - Broomfield Days
 - Brew Haha
 - National Night Out

Staff is recommending that there be two primary engagement points for the community. These meetings are proposed to be open house style events, similar to the approach and set up which was utilized for the Enterprise Fund workshops earlier this year. The events would include a layout of various stations with information pertinent to the current stage of the I-25 Sub Area Plan rewrite with opportunities for the public

to provide feedback. The first engagement point would be in the first third of the project timeline and would be designed to build awareness of the planning process, share initial technical information produced after completing a market study and utility capacity analysis. This first engagement opportunity would also solicit input on community preferences and desired visions for the area. The feedback received at this stage would help to develop the plan's formal vision and respective goals and directives.

The second engagement point would be after the plan has been initially drafted and would be an opportunity for staff and the consulting team to share the proposed plan and to gather feedback prior to finalization of the document for City Council consideration for adoption.

While these two primary engagement points are recommended for community feedback, there would be ongoing engagement and dialogue between the project team and the community through the BroomfieldVoice throughout the entire project in order to ensure transparency in the project and build community buy-in for the plan. There would also be public meetings with the City Council as detailed below.

Role of Stakeholders

There are a number of stakeholders to consider during Phase 2 of the I-25 Sub Area Plan rewrite project. These stakeholders include both internal and external parties. Internal stakeholders include multiple departments and City Council. External stakeholders include surrounding municipalities and counties, regional and state agencies, multiple school districts, as well as residents and the business community. Each of the stakeholders will play a different role in the creation of a final sub area plan.

As part of Phase 2 of the I-25 Sub Area Plan rewrite, there will be a core project team consisting of representatives from key Broomfield departments which have vested interests in the I-25 Sub Area Plan which meets regularly during the second phase of the project. A preliminary list of departments and divisions anticipated to be included as part of this core team are outlined below. Each of these represents subject matter experts who's insights and input will be vital to ensure the creation of a fiscally responsible and effective planning document to help shape development in the region for the future.

- City Manager's Office
- Community Development
 - Planning Division
 - Engineering Division
 - Capital Improvement Projects (CIP) Division
 - Traffic Engineering Division
 - Transportation Planning Division
- Communications and Engagement
- Diversity, Equity and Inclusion (DDEI)
- Economic Vitality and Housing
- Parks, Recreation and Senior Services
- Open Space and Trails
- Public Works
- Public Health and Environment
- Human Services
- Broomfield Police Department

External stakeholders for the project can be subdivided into two general groupings. One group consists of various public sector entities (examples include surrounding cities and governments, school districts, and state agencies such as RTD), while the second includes residents, community groups and the business community.

Coordination with the public sector entities including neighboring communities, school districts and various regional and state agencies is vital to ensure that decisions made by Broomfield during the rewriting of the I-25 Sub Area Plan align with the overall vision for the region particularly related to infrastructure and

service capacity. These stakeholders will be engaged throughout the process but particularly early in Phase 2 to ensure that analysis and deliverables are appropriately aligned with the visions of the collective. A preliminary list of these public sector stakeholders are listed below.

- North Metro Fire Rescue District
- Town of Erie
- Weld County
- Adams County
- City of Thornton
- City of Northglenn
- City of Westminster
- Town of Dacono
- Regional Transportation District (RTD)
- Colorado Department of Transportation
- Denver Regional Council of Governments (DRCOG)
- Adams 12 Five Star School District
- Weld RE-8 School District
- St. Vrain Valley School District

Both residents and the business community within and adjacent to the project area and throughout Broomfield are the second group of external stakeholders that will need to be included in the process. Ultimately, the I-25 Sub Area Plan is a tool to shape development for the project area. The plan will prioritize creating fiscally sound and reasonable development guidelines and requirements for the future. While fiscal sustainability is vital to the success of this project, the planning process will need to focus on people - their needs and desires, their experiences, their involvement, and their understanding and excitement for developing a future for the I-25 Sub Area and community goals. Ultimately these stakeholders' needs, desires and experiences are vital to ensure that the plan guides development for the future in a way that resonates with the people who will ultimately live in, work in, or congregate in the I-25 Sub Area Plan project area. Their engagement in the process is not only key to help guide the rewrite, but also to encourage community buy in for the project.

Role of City Council

City Council is a fundamental stakeholder for the I-25 Sub Area Plan. Council's role begins with this study session and the direction and feedback provided during the discussion this evening. Staff has provided a series of recommendations for next steps in Phase 2 of the project as part of this study session. Council's feedback on those recommendations will be incorporated into the Phase 1 final report and will help to formalize the RFP for Phase 2 of the project. As the key findings section above discusses, Phase 2 of the project is anticipated to cost between \$562,000 and \$1,237,000 and a budget request for \$750,000 is included in the 2025 CIP Budget. With the proposed budget, Council will also have the opportunity to review and approve the proposed contract for Phase 2 of the project prior to work commencing. Phase 2 is anticipated to begin in 2025, more details on the timeframe for the project is outlined in the following section of this memorandum.

Staff has proposed that Council be engaged during Phase 2 of the project. The frequency of engagement is one of staff's requests for direction as part of this study session. Staff has created a framework for Council's engagement in the sub-area plan update that seeks to ensure Council's ability to help provide guidance and feedback as the plan is drafted while also being mindful of the other key projects starting in 2025, including the Comprehensive Plan and Strategic Plan, that will require Council time. The proposed approach includes an-early project status update and opportunity for Council to provide input on key elements of the sub-area plan during a study session in mid 2025 and monthly updates through the CMO Weekly Update to City Council communication. A second study session will be scheduled near the conclusion of Phase 2 to present the draft

rewritten I-25 Sub Area Plan. Finally, the City Council will hold a public hearing to review and adopt the final plan in order for it to become effective.

Timeframe

Phase 2 of the I-25 Sub Area Plan is anticipated to overlap with the proposed schedule for the Comprehensive Plan update. Phase 2 of the Sub Area Plan project is anticipated to begin in 2025 and is expected to take approximately 12-18 months after a consultant is selected and the contract is executed. The comprehensive plan will occur over a longer timeframe and therefore the information from the sub-area plan can be used to inform the comprehensive plan update process.

The current anticipation is that the project will begin with stakeholder meetings with surrounding partner agencies and technical analysis including a possible market study, land use and utility capacity studies, and traffic analysis. With public engagement anticipated to follow later in the year, once the project team has meaningful information to share with the community to allow for productive engagement and feedback opportunities.

Anticipated Budget

As previously discussed, the 2025 CIP budget includes a request for funding for Phase 2 of the I-25 Sub Area Plan rewrite totaling \$750,000. This budget proposal was formulated by the consulting team at the beginning of Phase 1 in order to align with Broomfield’s budget deadlines. As the project progressed over the year, the consulting team was able to identify directives and anticipated deliverables and refined the anticipated costs for Phase 2 into a pricing range accounting for flexibility in the scope and scale of deliverables. The high end of the costs representing the most robust approach to completing the rewriting of the I-25 Sub Area Plan, and the low end of the costs representing spending which eliminates potential deliverables while rewriting the plan. The formal costing estimates are outlined below.

General Plan Guidelines/Management	\$100,000 - \$230,000
Land Use, Economics, and Housing	\$132,000 - \$343,000
Transportation and Utilities	\$195,000 - \$340,000
Parks, Recreation, and Open Space	\$11,000 - \$15,000
Community Services	\$5,000 - \$10,000
DEI and Public Engagement	\$119,000 - \$230,000

Phase 2 Anticipated Cost Range	\$562,000 - \$1,168,000
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The \$750,000 budget request included in the 2025 CIP budget for Phase 2 of this project comes in just under the midpoint of the cost estimate range outlined above. Proposed budgets will be required by consultants as part of their competitive bids for Phase 2 which will help to formalize and align budgets with deliverables and project completion.

Next Steps

Following the finalization of the Phase 1 report, the findings, recommendations and plan directives will be used to create an RFP for consulting services to complete Phase 2 of the I-25 Sub Area Plan rewrite. City Council would need to approve the construction contract. Phase 2 would include completing a series of deliverables and implementing the public engagement plan to ensure stakeholders are engaged throughout

the process. At the conclusion of Phase 2, the new I-25 Sub Area Plan would be brought forth to City Council for adoption.

Questions for City Council to Consider While Providing Feedback

Staff is requesting Council's feedback on the Phase 1 recommendations and plan directions and on how they would like to be engaged throughout Phase 2 of the project. Questions related to areas staff seeks specific feedback are below:

1. Does Council support changing the boundaries of the I-25 Sub Area Plan? The scope of the study area is proposed to be reduced to focus on the remaining areas for new development (greenfields) and possible infill and redevelopment.
2. Does Council agree with the intended method for City Council's engagement with the sub-area plan Phase 2 as summarized below? Staff welcomes feedback and direction.
 - Monthly updates through the weekly CMO Weekly Update to City Council (ongoing throughout project timeframe)
 - Early study session to review provide a project status updated and seek direction regarding key elements of the sub-area plan (mid 2025)
 - Second study session to present the draft written sub-area plan near the conclusion of the project (early 2026)
 - Public hearing and final consideration (mid 2026)
3. Does Council agree with the intended method for public/stakeholder engagement with the sub-area plan Phase 2 as summarized below? Staff welcomes feedback and direction.
 - Use of BroomfieldVoice
 - Online surveys and discussion boards
 - Online interactive comment maps
 - Question and answer opportunities
 - Stakeholder meetings and presentations (both in person and virtual)
 - Open house style in person events with various information stations and possible interactive activities to encourage community participation and feedback
 - Utilization of Existing Communication Channels and Strategies
 - Together We Thrive employee email newsletter
 - B in the Loop
 - Social Media Posts
 - On site signage and mailers prior to engagement meetings
 - Digital signage through passive slides displayed on Broomfield's facility TV's
 - Include information on water bills or in inserts with water bills
 - Participate in regularly scheduled Broomfield events, such as:
 - Broomfield Days
 - Brew Haha
 - National Night Out

I-25 Sub Area Plan

Phase 1 Scoping

Summer 2024



CITY AND COUNTY OF
BROOMFIELD

Colorado



Project Summary

Beginning in January 2024, the City and County of Broomfield (CCOB) commenced a two-phase effort to rewrite and replace the 1999 version of the I-25 Sub-Area Plan (SAP).

This document summarizes the activities and findings of Phase 1, which focused on identifying the strengths and challenges of the 1999 plan; understanding the needs and opportunities for CCOB planning according to departments and staff; analyzing contemporary sub-area planning innovations; documenting the needs and opportunities for CCOB planning according to departments and staff; and establishing best practices to guide future planning efforts.

The findings from Phase 1 were used to provide best-practice planning recommendations and develop a scope of services for Phase 2, which will commence with an official Request for Proposal issued by CCOB at a future date.



Purpose of This Document

Transparent communication and clear understanding are a top priority for CCOB. This document is intended to serve as a playbook for the following audiences:

CCOB City Council:

Empower local elected officials with a viable plan of action to understand, approve, and oversee implementation of future planning efforts along the I-25 corridor.

CCOB Departments & Staff:

Assist CCOB departments and staff establish a clear, implementable vision with detailed objectives to realize the desired future potential of the community.

CCOB Development Partners:

Guide proposing consultants and potential CCOB partners with targeted solutions and clear instructions to achieve mutually agreeable objectives.

CCOB Residents & The General Public:

Openly communicate the vision, goals, directives, process, and desired outcomes for the future of Northeast Broomfield.



06

Project Background

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Plan Design Guidelines

- Plan Objective
- Optimizing for Clarity & Usability
- Existing Plans
- Important Partnerships
- Roadmap to Completion

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Planning & Implementation Directives

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- Community Services
- Diversity, Equity, Inclusion & Public Engagement

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Plan Organization & Cost Scenarios

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SAP Insights & Best Practices

- Learning from Other Sub-Area Plans
- Best Practices in Sub-Area Planning
- SAP Innovation Summary

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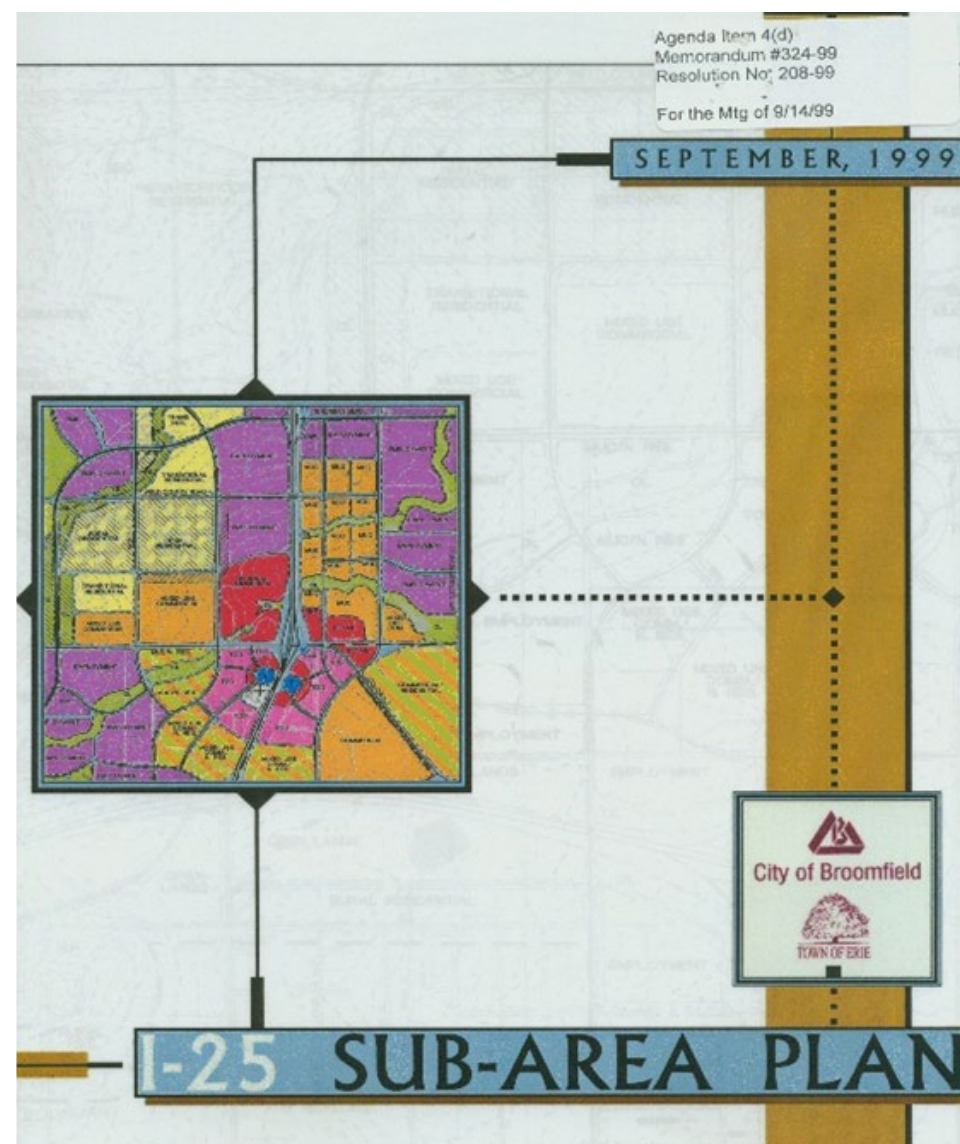
Appendix

- Appendix A: Project Introduction
- Appendix B: Local Planning Environment
- Appendix C: Demographics & Growth
- Appendix D: 1999 Plan SWOT Analysis
- Appendix E: Summary of Available Information
- Appendix F: Department Interviews & Findings
- Appendix G: Case Study Analysis & Findings
- Appendix H: Public Engagement Plan



The Need for a new I-25 Sub-Area Plan

The Broomfield City Council adopted the I-25 Sub-Area Plan (SAP) in September 1999, in coordination with the Town of Erie. This plan covered 7,640 acres in the northeastern part of the City of Broomfield, now known as the City and County of Broomfield (CCOB).



The Original I-25 Sub-Area Plan is Outdated

The I-25 SAP was created to complement Broomfield's Master Plan, now called the Comprehensive Plan, and to guide growth in Broomfield's Northern Gateway. It serves as an important advisory document to help Broomfield plan and evaluate proposed developments and public improvements in the area.

The 1999 I-25 SAP included an Opinion of Probable Infrastructure Costs (OPIC) to guide infrastructure projects and estimate costs for public and private partners.

Since 1999, updates to the plan have not occurred, and conditions of the planning area have changed significantly. As a result, the 1999 I-25 SAP and its OPIC have become ineffective at informing and directing growth consistent with the community's goals.

A full analysis of the 1999 plan's strengths, weaknesses, opportunities, and threats was conducted as part of the assessment process and can be found in Appendix exhibit XX.

The Planning Area Has Evolved

The 1999 I-25 SAP examined a planning area that was largely undeveloped, consisting mostly of agricultural land and green fields. Between 1999 and 2024, substantial development has occurred both within and outside of the planning area. Ongoing and completed development within the original I-25 SAP project area and in the adjacent areas are summarized below.

Baseline

The Baseline development will include at completion, over 6 million square feet of commercial space, 170 acres of open space, 9,000 residential units, and welcome over 18,000 new residents to Northeast Broomfield. Amazon's fulfillment center, a 200,000 square-foot sorting facility on 54 acres at the Northwest corner of the I-25 and E-470 interchange within the Baseline development, operates with more than 300 workers 24 hours a day.

Palisade Park

Palisade Park is located north of CO 7 and west of I-25. This mixed use development is still being built out, and currently includes approximately 1,400 residential units and more than 400,000 square feet of non-residential development. The National Archives and Records Administration (NARA), and Children's Hospital are the largest non-residential developments in Palisade Park, and total approximately 394,000 square feet.

Vista Highlands

Vista Highlands is located north of CO 7 between Sheridan Boulevard and County Road 7. This mixed-use development is also still being built out and currently includes approximately 870 residential units and more than 200,000 square feet of commercial and employment uses.

Ikea currently owns 123 acres at the northwest corner of I-25 and CO-7. Although this land is currently vacant, development of the land for a new retail location is anticipated in the future. Anthem Ranch and Highlands is a master planned residential development located between CO 7 and the Northwest Parkway, generally west of Sheridan Parkway. The development is nearing buildout and will total 2,896 residential units when complete.

IKEA

Ikea currently owns 123 acres at the northwest corner of I-25 and CO-7. Although this land is currently vacant, development of the land for a new retail location is anticipated in the future.

Anthem Ranch and Highlands

Anthem Ranch and Highlands is a master planned residential development located between CO 7 and the Northwest Parkway, generally west of Sheridan Parkway. The development is nearing buildout and will total 2,896 residential units when complete.

Harmer Open Space & Professor's Park

Harmer Open Space and Professor's Park are a large land acquisition by the City and County of Broomfield located adjacent to I-25 and the Palisade Park development. The land totals 411.5 acres and is currently vacant but is planned to be developed as a regional amenity with open lands and park and recreation facilities. The Open Space and Trails Department and Parks, Recreation, and Senior Services Department will jointly complete a development plan and environmental assessment for the site in the future to formalize the programming of the site.

Vista Ridge Marketplace

The Vista Ridge Marketplace in Erie north of Colorado State Highway 7 (CO-7) and west of Sheridan Parkway, brought a grocery store, commercial pad sites, new office locations, in-line retail, and new multifamily residences to the planning area.

There are several approved Planned Unit Developments (PUDs) throughout the planning area, including within the developments discussed above. The PUDs include development rights and potential agreements that could impact the vision for the community and will be an element to consider as part of Phase 2 of the I-25 Sub Area Plan in the future.

By 2040, **56,000 new residents** and **38,000 new jobs** are projected along the CO-7 corridor with a **37%** increase in traffic

As the conditions of the planning area continue to evolve, traffic demands and the infrastructure needed to support them are anticipated to change as well. By 2040, 56,000 new residents and 38,000 new jobs

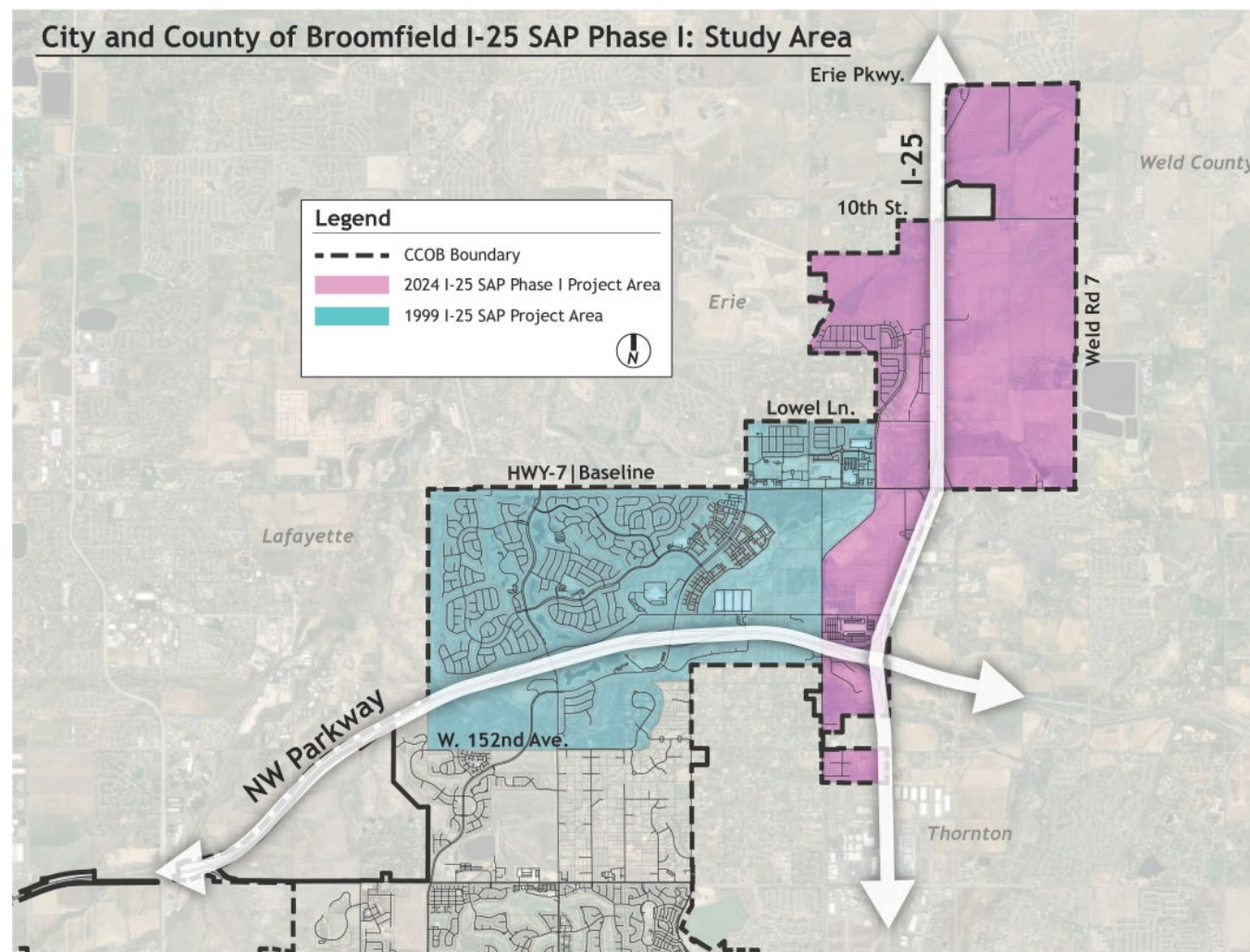
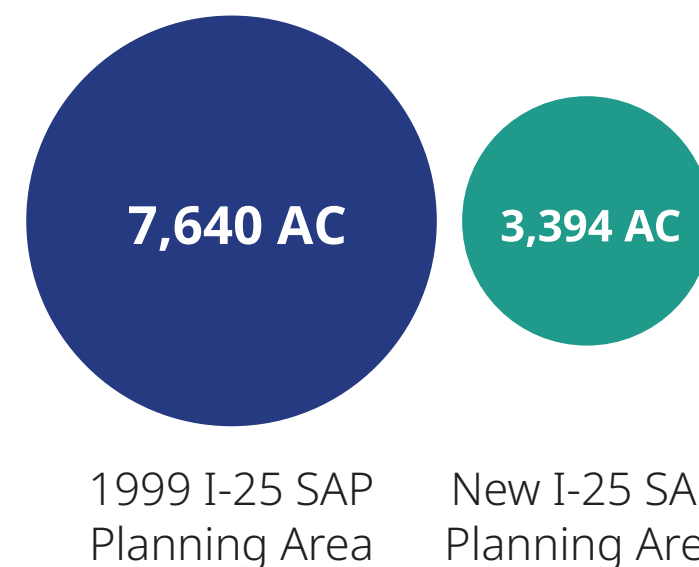
- Connecting Brighton to Boulder via Bus Rapid Transit (BRT) along CO-7
- On-roadway BRT facilities and lanes
- A regional bikeway
- Pedestrian focused infrastructure
- First- and final-mile connections to transit stations
- A mobility hub at the intersection of I-25 and CO-7 as part of the Colorado Department of Transportation's (CDOT) I-25 Express Lane Expansion Project

The image below shows the differences between the 1999 I-25 SAP planning area and the proposed new I-25 SAP planning area (purple). The change in project area is due to development which has occurred since the original 1999 Plan was adopted and removes developments that are either substantially built out or completed. In

are projected along the CO-7 corridor, and traffic is anticipated to increase by 37%. Anticipated improvements to manage this influx include:

addition to changing development patterns, Broomfield and the surrounding area has seen significant population growth and demographic shifts. A complete analysis of demographic shifts and the evolving Broomfield population can be found in Appendix XX.

The new I-25 SAP planning area includes places where development has not yet happened or where infill development is expected. The difference between the planning area size of the 1999 plan and the new I-25 SAP is illustrated in the graphic below.



I-25 Sub Area Plan Phase 2

Plan Design Guidelines

As Broomfield continues to grow, a new Sub-Area Plan with an adjusted planning area is crucial to guide effective land use planning. Based on the analysis of the 1999 Plan, the findings from staff interviews, and the examination of planning efforts of similar communities across the country, a roadmap has been created for the CCOB I-25 Area Plan Phase 2 study.

Plan Objective:

A Responsible Guide for Community Growth

In order to achieve the highest and best use of land and welcome new residents and businesses to northeast Broomfield, the new I-25 Sub-Area Plan must align with community goals; capitalize on investment in mobility-focused improvements; create healthy relationships between the community and new development; establish a roadmap for the necessary infrastructure to support these changes; and help ensure that growth in Broomfield is suitable to shifting market conditions.

The new I-25 SAP must accomplish the following objectives:

- Develop a vision for the project area with aspirational goals to guide future development and decision-making.
- Create a welcoming gateway to CCOB.
- Address current and future needs of people and their behaviors.
- Implement community engagement models for continuous and innovative collaboration with all stakeholders, residents, and users.
- Communicate project outcomes effectively to diverse audiences for buy-in and understanding.
- Align future development and land uses with existing and future infrastructure capacities.
- Ensure equitable distribution of development costs among partners and stakeholders.
- Establish strategies for continually updating infrastructure costs and estimates to inform real-time design, construction, and maintenance efforts.
- Form key inter-agency and inter-jurisdictional partnerships to achieve complementary solutions.
- Incorporate recently adopted and pending state legislation related to land use, housing, transportation, and other relevant topics.



Optimizing for Clarity & Usability

One of the most important functions of a sub-area plan is to serve as a “playbook” that helps departments and staff at CCOB guide local planning and development decisions. As part of the Phase 1 process, interviews were conducted with CCOB staff to understand shortcomings of the 1999 I-25 SAP and discuss how the new plan could become a more effective development guide and decision-making tool. The summary of findings and detailed information from these interviews can be found in Appendix A: I-25 SAP Interview Notes.

Existing Plans to Guide SAP Development

The following reports, documents, and guidance should be evaluated to identify applicable goals, plans, and directives that can serve as a foundation for CCOB I-25 Area Plan Phase 2 Scope Development. A comprehensive list of CCOB plans and their potential application to CCOB’s I-25 Area Plan Phase 2 can be found in Appendix exhibit XX.

HOUSING

Incorporate key findings and strategies from CCOB Housing Needs Assessment and annual HUD Housing Action Plan.

OPEN LANDS

Reference the current Open Space, Parks, Recreation, and Trails (OSPRT) Plan for future open lands locations, park typologies, and disbursement principles.

SUSTAINABILITY

Propose SAP solutions that further the objectives outlined in the current Greenhouse Gas Emissions Reduction Plan.

COMPREHENSIVE PLAN

Propose and develop SAP solutions the further the objectives outlined in the Comprehensive Plan.

COMMUNITY GOALS

Vetted community goals and accompanying key performance indicators to inform sub area visioning.

Important Partnerships

Local agency partnerships will be necessary to realize complimentary solutions for the I-25 Area Plan Phase 2. Phase 2 will also require coordination with local elected officials, other relevant departments, and communications staff to ensure interjurisdictional plan coordination and distribution of public engagement notices. Planning staff from the following agencies should be involved through regular agency stakeholder meetings to facilitate coordination:

- Town of Erie
- Weld County
- Adams County
- City of Thornton
- City of Northglenn
- City of Westminster
- Town of Dacono
- Regional Transportation District (RTD)
- Colorado Department of Transportation
- Denver Regional Council of Governments
- Adams 12 Five Star School District
- Weld Re-8 School District
- St. Vrain Valley School District
- United Power
- North Metro Community Services



A Roadmap to Completion

All insights have been refined to a simple list of general planning recommendations, plan directives, and anticipated deliverables that the new SAP must accomplish for the following areas of study:



General Guiding Directives



Land Use, Economics & Housing



Transportation, Infrastructure & Utilities



Parks, Recreation, Open Space & Trails



Community Services



Diversity, Equity & Inclusion



Public Engagement

I-25 Sub Area Plan Phase 2

Planning & Implementation Directives

These directives and deliverables should be used as a rubric for CCOB to set objectives and guide successful realization of the I-25 Area Plan Phase 2, and consultants interested in partnering with CCOB should use them to develop an appropriate scope of work to consider for SAP completion.



General Plan Development

General Plan Deliverables

- ✓ **Project Management Plan**
- ✓ **Visually compelling I-25 Sub Area Plan**
(Digital & Print Formats)
- ✓ **Plan Appendices**
 - Public & Stakeholder Engagement Report
 - Infrastructure & Utility Capacity Study (with cost estimates and escalations)
 - Flexible Phase Funding & Financing Scenarios
 - Development Partnership Expectations
 - Implementation Roles and Responsibilities
- ✓ **COSTS:** Develop cost projections that account for anticipated market conditions, identify future land uses, and have mechanisms to adjust for future potential cost escalations.
- ✓ **FUNDING:** Analyze CCOB development agreements and SIA obligations and explore a suite of alternative funding and financing mechanisms for infrastructure and improvement districts, including but not limited to, development agreement scenarios with cash-in-lieu or proportional share contributions.

General Plan Directives

- ✓ **SUSTAINABILITY:** Emphasize and implement Broomfield's sustainability goals.
- ✓ **FEASIBILITY:** Update the I-25 SAP to reflect future growth potential, market viability, fiscal responsibility, developmental feasibility, and best practices from other communities.
- ✓ **FLEXIBILITY:** Ensure flexibility to accommodate future development uncertainties, specifically east of I-25.
- ✓ **ENGAGEMENT:** Create a comprehensive and diverse public and stakeholder engagement process that obtains feedback and direction from the entire range of I-25 SAP stakeholders and facilitates trusting relationships among stakeholders.
- ✓ **ACCESSIBILITY:** Develop strategies that meet accessibility requirements within the built environment for all potential users. Incorporate and meet CCOB document accessibility guidance and standards.
- ✓ **DEVELOPMENT PARTNERSHIPS:** Establish clear expectations of CCOB's plan vision and expectations to CCOB development partners for the area.
- ✓ **INTERJURISDICTIONAL COORDINATION:** Collaborate with neighboring jurisdictions and communities to explore development opportunities adjacent to the project area and coordinate a cohesive strategy for long-term planning, visioning, funding, and implementation.
- ✓ **PLAN COMMUNICATION:** Clearly design the I-25 SAP and related communications for the following audiences:
 - CCOB City Council
 - CCOB Land Use Review Commission
 - CCOB Community
 - CCOB Staff
 - CCOB Service Providers
 - Neighboring Jurisdictions and Agencies (CDOT, RTD, and DRCOG)
 - Development Partners
- ✓ **RELATIONSHIP BUILDING:** Develop and foster trusting relationships with the public, CCOB leaders, CCOB Staff, neighboring jurisdictions, and other key project partners to perpetuate the momentum of the I-25 SAP Phase 2 project for successful implementation.



Land Use, Economics & Housing

Land Use, Economics & Housing Deliverables

✓ **Land Use Capacity Analysis & Future Land Use Scenarios**

✓ **Future Parking Scenarios**
(using code language as a foundation)

✓ **Housing Type Thresholds & Projections**

- Housing Needs Assessment
- Housing Type Thresholds, Projections, and Needs gaps.
- Racial Equity Analysis

✓ **Market Study**

✓ **Phasing Scenarios and Related Cost Spreadsheet for Tracking & Monitoring**

✓ Identify suitable locations for public and quasi-public land uses to serve northeast Broomfield.

✓ Reconsider the viability, impact, and application of Planned Unit Developments (PUDs) on future development scenarios.

Economic Directives

✓ Prioritize mixed-use development with access to transit stations, stops, and walkable, bikeable neighborhoods.

✓ Identify a suitable center of activity that reflects an urban/suburban environment appropriate for Broomfield.

✓ Prioritize street-facing commercial areas in key Sub Area locations.

✓ Establish higher-intensity commercial and residential density near future Bus Rapid Transit stops along CO 7, aiming for 40+ dwelling units and employment per acre within ½ mile of CO 7 and I-25.

✓ Determine how existing CCOB Economic Vitality programs can support the implementation of the I-25 SAP.

✓ Perform market-based research to determine if land-focused or business-focused incentives, or a combination, best suit project outcomes.

✓ Develop adaptable financial models that account for inflation and changing material costs to inform negotiations with developers and plan long-term operations and maintenance costs.

✓ Identify targeted financial incentives for specific industries, land uses, and market sectors desired within the I-25 SAP.

✓ Perform an employment analysis for the market / trade area to identify primary trends and challenges.

✓ Complete a residential housing market analysis to identify inventory, absorption, and lease rates for both market rate and affordable housing.

✓ Complete a commercial market analysis focusing on office, industrial, retail, and entertainment uses in the area to identify market opportunities and gaps.

✓ Complete a fiscal impact analysis of identified development scenarios to determine their long-term viability and potential CCOB obligations and costs.

✓ Convene a workshop with area developers to better identify development opportunities.

Housing Directives

✓ Realize a diversity of housing types to accommodate different income levels, family sizes, and lifestyle preferences.

✓ Ensure a mix of housing types and income-aligned options (inclusionary housing).

✓ Create an area-specific housing needs assessment based on CCOB Housing needs assessment.

✓ Determine the future housing needs of all types of future residents. Including, housing typologies and potential price points for for-lease and for-sale products.

Land Use Directives

✓ Perform a land capacity analysis based on the current zoning of the area.

✓ Propose a balanced plan for commercial and residential development, open lands, and mobility options with optimized solutions to minimize impacts on CCOB infrastructure.

✓ Identify existing and future land uses and density/intensity thresholds.

✓ Determine how new land uses will support the Sub Area plan vision and complement adjacent uses, reducing reliance on automobiles for short trips and minimizing transportation infrastructure needs.

✓ Establish a mix of land uses and densities that ensure fiscal sustainability, balanced with service provision and infrastructure expansion costs.

Promote the city-wide goal of maintaining 40% open lands.

✓ Update the vision for undeveloped land east of I-25 with market-appropriate uses.



Transportation & Utilities

Transportation & Utilities Deliverables

- ✓ **Transportation & Utilities Deliverables**
 - Comprehensive Traffic Impact Analysis
 - Future Transportation Scenarios
 - Water Resource & Sewer Capacity Analysis
 - Future Infrastructure w/Cost Projections & Stakeholder Responsibilities

- ✓ Develop strategies to enhance safety for all road users following the Safe Systems Approach.
- ✓ Minimize future roadway infrastructure operations and maintenance costs by selecting appropriate roadway capacity and intersection treatments,
- ✓ Investigate strategies to coordinate additional roadway improvements, including interchanges, with the Colorado Department of Transportation (CDOT).

- ✓ Implement a process that balances market conditions, infrastructure capabilities, and land use visions to identify realistic and implementable utilities solutions. Analyze potential water resources needs, sewer capacities needs, related costs, and phasing to reach implementable and CCOB cost effective solutions.

- ✓ Identify how CCOB can partner and collaborate with developers to equitably share construction and operations and maintenance costs when development occurs.

Transportation Directives

- ✓ Conduct a comprehensive traffic impact analysis to identify roadway needs and confirm strategies supportive of future land uses and transportation networks, including the need and feasibility of new I-25 crossings.
- ✓ Create a connected street pattern for the transportation network, identifying modal priorities to complete networks for bicyclists and pedestrians. Integrate service level analysis for vehicles and traffic stress analysis for bicyclists/pedestrians.
- ✓ Introduce strategies and policies to increase active transportation facilities, leveraging planned transit on I-25 and CO 7 for safe and convenient access to transit stops and stations.
- ✓ Decrease reliance on personal vehicles by increasing travel options for all ages and abilities.
- ✓ Consider pedestrian walkshed and bicycle bikeshed to improve access to/from bus stops.
- ✓ Develop strategies to support future local fixed routes or microtransit options, connecting destinations to regional transit opportunities.
- ✓ Prioritize development that supports Bus Rapid Transit viability along CO 7

- ✓ Identify performance measures to track progress and monitor success over time.
- ✓ Develop strategies to minimize future CCOB costs related to roadway infrastructure operations and maintenance.
- ✓ Coordinate with CDOT, RTD, and neighboring jurisdictions to understand and incorporate the larger transportation network.
- ✓ Work with market, housing, and land use investigations to identify appropriate, implementable, cost-effective, and maintainable public roadways and associated infrastructure.

Utilities Directives

- ✓ Identify the scope, timing, and construction methods for needed infrastructure.
- ✓ Balance desired outcomes with CCOB infrastructure capabilities, defining roles and responsibilities of all stakeholders.
- ✓ Analyze water resources, sewer capacity, infrastructure costs, and timing related to potential land uses. Meet with all utility providers to gather a complete picture of opportunities and constraints.



Parks, Recreation & Open Space

Parks, Recreation & Open Space Deliverables

- ✓ Parks & Trails Framework based on OSPRT plan
- ✓ Future Facility Requirements (across all park typologies)

Recreation Directives

- ✓ Develop a connected recreation system ensuring all residents are within a half-mile of a park or trail.
- ✓ Identify locations for future community recreation facilities and various park types using direction from the OSPRT plan.
- ✓ Prioritize recreation facilities near Eagle Point, such as sports complexes, multi-purpose fields, athletic courts, playgrounds, and parks.

Parks & Open Space Directives

- ✓ Allocate large acreage for passive park design.
- ✓ Preserve and enhance natural features, including Preble Creek, Little Dry Creek, and a trail buffer along Bull Canal. Identify existing and potential wildlife corridors for enhancement and preservation. Also consider impacts to potential historic canal features and infrastructure.
- ✓ Leverage relationships with ditch companies to maintain canal integrity and optimize related community programming.
- ✓ Identify how CCOB can partner and collaborate with developers to equitably share construction, operations, and maintenance costs when development occurs for new parks.
- ✓ Solutions should identify and consider possible impacts of parks and open space improvements to potentially sensitive historic and cultural resources that may be present in the area.



Community Services

Community Services Deliverables

- ✓ Future CCOB Life & Safety Needs Analysis with Recommendations (Police and Fire)
- ✓ Future Human Service Improvements & Expansion Analysis with Recommendations
- ✓ Library Service Expansion Analysis

Community Services Directives

- ✓ Provide accessible and equitable city services to existing and future populations, including the need and potential locations for such services in the planning area.
- ✓ Determine how Community Service offerings can enhance the area's Broomfield identity.
- ✓ Identify and collaborate key partners for service provision in the project area.
- ✓ Coordinate with Broomfield Police and North Metro Fire Rescue to identify emergency service demands, including future police and fire stations and access needs.
- ✓ Collaborate with neighboring jurisdictions and local nonprofits to explore shared facilities and service co-locations.
- ✓ Assess multijurisdictional library plans to determine the potential need for a new library.
- ✓ Collaborate with school districts to identify requirements for future facilities.



Diversity, Equity, Inclusion & Public Engagement

Diversity, Equity, Inclusion & Public Engagement Deliverables

- ✓ **Public Issues & Community Needs Analysis**
- ✓ **DEI Goals, Actions & Results Report**
- ✓ **Public Engagement & Outreach Plan** (including equity and Limited English Proficiency analysis)
- ✓ **I-25 SAP Contact List**
- ✓ **Project Brand & Templates for Various Communication Channels**
- ✓ **In-Person & Virtual Engagement Communication Tools** (web page content, surveys, meeting and event advertisements, graphics, and supplies, maps, fact sheet, project contact cards)
- ✓ **Summary of Engagement Process, Points & Meetings** (including overall process, individual meeting notes, methods used, metrics of participants, analysis, measurement of engagement analytics relative to performance indicators & compilation of comments received)

Diversity, Equity & Inclusion Directives

- ✓ Illustrate the project's engagement and incorporation of diverse stakeholder feedback using innovative strategies.
- ✓ Identify and acknowledge disadvantaged populations and the prehistory and history of the land.
- ✓ Develop a final report on Diversity, Equity, and Inclusion (DEI) actions taken during the project and how they advanced CCOB DEI goals.
- ✓ Align with State of Colorado Digital Access Legislation and CCOB communications guidance.

Public Engagement Directives

- ✓ Propose creative strategies in the Public Outreach and Engagement Plan, using a mix of in-person and online tools to engage the North Broomfield community.
- ✓ Prepare a comprehensive list of diverse stakeholders in the I-25 sub area to ensure inclusive engagement.
- ✓ Use innovative and proven methodologies for meaningful engagement, building on best practices.
- ✓ Adopt a listen-first approach to build key relationships at the project start.
- ✓ Leverage community leaders and cultural institutions to reach populations typically hesitant to participate in local government processes.
- ✓ Focus on aspirations for the I-25 sub area to drive positive engagement, partnering with community members to develop concepts.
- ✓ Track and report outcomes of focused engagement with specific communities, showing how feedback was implemented.

Plan Organization & Cost Scenarios

These directives and deliverables should be used as a rubric for CCOB to set objectives and guide successful realization of the I-25 Area Plan Phase 2, and consultants interested in partnering with CCOB should use them to develop an appropriate scope of work to consider for SAP completion.

Plan Organization Scenarios

There are several scenarios that could inform potential design and organization of the final CCOB I-25 Area Plan Phase 2 Each scenario presents a unique set of opportunities and challenges that CCOB must consider for its relevant audiences.

SCENARIO 1

Precedent-Based Traditional Plan Organization

Organize the sub-area plan following the structure of previous plans, including sections such as Vision and Goals, Land Use, Transportation, Housing, Infrastructure, Parks and Recreation, Economic Development, and Implementation and Monitoring.

Opportunities

Familiar Structure.

Easy for stakeholders and staff to navigate and understand.

Proven Framework.

Builds on successful past frameworks.

Alignment.

Easier to align with existing policies and plans.

Challenges

Lack of Innovation.

May not address unique modern challenges effectively.

Engagement.

Can be less engaging for the community and stakeholders.

Adaptability.

Potentially slower to adapt to changing needs or new information.

SCENARIO 2

Checklist-Based Plan Organization

Organize the sub-area plan as a checklist of activities and resulting actions, formatted like an instruction manual. This includes step-by-step guidance for completing each section of the plan, ensuring all necessary tasks are covered.

Opportunities

Clarity and Actionability.

Provides clear, actionable steps.

Ease of Use.

Simplifies the planning process for those involved.

Accountability.

Makes it easy to track progress and responsibilities.

Challenges

Oversimplification.

May oversimplify complex planning elements.

Flexibility.

Less flexible for addressing unforeseen issues.

Engagement.

May not engage stakeholders as effectively as other formats.

SCENARIO 3

Digitally Optimized Plan Organization

Organize the sub-area plan for digital optimization, designed for website architecture. This format would prioritize ease of access, interactivity, and continuous updates.

Opportunities

Accessibility.

Easy access for all stakeholders, with interactive elements.

Engagement.

Engages a broader audience with multimedia and interactive content.

Up to Date.

Allows for continuous updates and real-time information.

Challenges

Technical Skills.

Requires technical skills and resources to maintain.

Digital Divide.

May exclude stakeholders without internet access or digital literacy.

Consistency.

Ensuring consistency and accuracy across digital platforms.

The following provides estimated cost for each of the previously referenced tasks and project elements. Ranges are provided to illustrate the potential range of costs within each element based on providing either basic or innovative approaches for each task. This section should serve as a high level guide to right-sizing the project budget relative to desired CCOB work processes and project outcomes

I-25 Sub Area Plan Phase 2

Anticipated Costs and Estimated Budget

General Plan Guidelines.....	\$100,00 - \$230,000
Land Use, Economics, and Housing.....	\$132,000 - \$343,000
Transportation and Utilities.....	\$195,000 - \$340,000
Parks, Recreation, and Open Space.....	\$11,000 - \$15,000
Community Services.....	\$5,000 - \$10,000
Diversity, Equity, Inclusion, and Public Engagement.....	\$119,000 - \$230,000

SAP Insights & Best Practices

As part of the Phase 1 project, several projects and plans were evaluated to determine best practices and innovations in Small Area / Sub-Area Planning. To ensure that issues and challenges addressed in the case studies would be relevant to the new I-25 SAP planning area, most of the case study plans analyzed were completed during or after the COVID-19 pandemic.

Learning from Other Sub-Area Plans

The case studies reviewed include examples from Colorado and other communities across the nation to ensure that possible best practices and innovations in sub area planning being adopted in other states could be reviewed and potentially incorporated in the new I-25 SAP Phase 2.

- Central Park (Stapleton) Green Book Development Plan. Denver, CO. 1991.
- Northern South Park Neighborhood Plan. King County, WA. 2022.
- Daybreak Pattern Book. South Jordan, UT. 2005.
- SR200 A1A Corridor Master Plan. Nassau County, FL. 2021.
- North Highline Community Service Area Subarea Plan. King County, WA. 2022.
- 44th Avenue Subarea Plan. Wheat Ridge, CO. 2023.
- West Area Plan. Denver, CO. 2023.
- Kamp Washington Small Area Plan. Fairfax, VA. 2022.
- Wakefield Area Study. Raleigh, NC. 2023.

While many of these studies are recent, two projects from the early 1990s and 2000s were included: the Stapleton Green Book and Daybreak Pattern Book were selected for their best practices in addressing the needs of both private and public sectors in development. The case studies were generally grouped into three categories: market economics, land use, and mobility and infrastructure.

This multi-perspective approach helps identify realistic private sector contributions and responsibilities for Phase 2 of the new I-25 SAP. It also shows how market economics, land use, and infrastructure need to be examined together for accurate and financially feasible planning outcomes. A full and detailed report of the case study findings can be found in Appendix XX.





Best Practices in Sub-Area Planning

The following Sub-Area Plan innovations and best practices were derived from the case study research and used to develop directives to guide Phase 2 plan development.

Vision & Goal Setting

Best Practices

Develop a clear vision and Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals to guide development and align with community goals and aspirations.

Planning Examples

Visionary Revitalization: Central Park (Stapleton) Development Plan
Adaptive Visioning: Northern South Park Neighborhood Plan

Planning Examples

Inclusive Outreach: Kamp Washington Small Area Plan
Comprehensive Engagement: Northern South Park Neighborhood Plan



Land Use & Urban Design

Best Practices

Create a balanced land use plan that explores the tension and possibilities of developing solutions land use and transportation solutions that are market appropriate and fiscally sound for all stakeholders Engage developers early and often. Consider administrative rezoning in select areas to formalize the project's vision and to catalyze implementation of the vision. Promote high-quality urban design to enhance aesthetic appeal and create a unique community identity.

Planning Examples

Integrating Urban Spaces & Aesthetic Enhancements: 44th Avenue Subarea Plan
Urban Design Excellence: Daybreak Pattern Book



Diversity, Equity & Inclusion

Best Practices

Include economic considerations at each project step and examine broader trends to identify new opportunities.

Planning Examples

Market-Responsive Planning: SR200 A1A Corridor Master Plan
Economic Viability: Daybreak Pattern Book

Economics & Market Viability

Best Practices

Include economic considerations at each project step and examine broader trends to identify new opportunities.

Planning Examples

Market-Responsive Planning: SR200 A1A Corridor Master Plan
Economic Viability: Daybreak Pattern Book

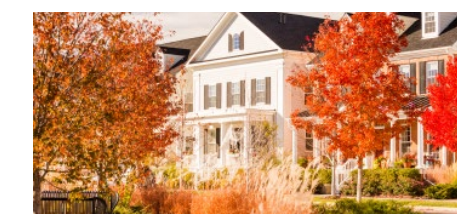
Housing

Best Practices

Develop attainable and affordable housing programs with partners and consider higher-density residential options.

Planning Examples

Diverse Housing Solutions: Daybreak Pattern Book
Inclusive Housing: Northern South Park Neighborhood Plan



Infrastructure

Best Practices
Develop realistic infrastructure plans that balance market conditions and land use visions, identifying needs and costs for fiscally responsible alternatives.

Planning Examples
Infrastructure Planning:
West Area Plan
Integrated Infrastructure:
Northern South Park
Neighborhood Plan

Open Space, Trails, Parks, Recreation & Senior Services

Best Practices
Create multifunctional, connected, and accessible open spaces, trails, and recreational areas to enhance quality of life.

Planning Examples
Multifunctional Open Spaces:
Central Park (Stapleton)
Development Plan
Northern South Park
Neighborhood Plan:
Connected Recreation

Life Safety: Police & Fire

Best Practices
Engage early with fire and police departments to identify development barriers and opportunities.

Planning Examples
Comprehensive Safety Planning:
Wakefield Area Study
Safety Integration: Northern
South Park Neighborhood Plan

Mobility & Transportation

Best Practices
Promote multimodal transportation options and conduct traffic impact studies to understand development impacts.

Planning Examples
Multimodal Connectivity: SR200
A1A Corridor Master Plan
Active Transportation: Northern
South Park Neighborhood Plan
South Park Neighborhood Plan



Library, Cultural Facilities & Historic Preservation

Best Practices
Collaborate with library districts and cultural institutions to locate future facilities in the area. Research the area’s history to identify themes and preserve cultural and historical assets with public art and programming.

Planning Examples
Cultural Integration: Kamp
Washington Small Area Plan
Community Amenities: Northern
South Park Neighborhood Plan
Celebrating History: Central Park
(Stapleton) Development Plan
Historic Preservation: 44th
Avenue Subarea Plan



SAP Innovation Summary

Based on the Best Practices learned from each case study, the following innovations may be considered for application in Phase 2 of the I-25 SAP development.

Dynamic Plan Design

Employ dynamic web interfaces and digital platforms for interim and final deliverables. Including GIS storyboards & dynamic data interfaces.

Community-Led Visioning

Implement a community-led visioning process to guide the project.

Comprehensive Data Collection

Leverage all types of data collection to develop a clear picture of existing conditions.

Story-Based Communication

Use verbal and visual storytelling tactics to create deeper engagement, conversation, and understanding with the community. Present outcomes and deliverables using graphics and lay-language to build momentum and support across broad audiences.

Branding of Place

Sub-brand areas and assets to support and reinforce the city brand while elevating a unique value proposition in the market.

Balanced Development

Balance market, infrastructure, and land use recommendations to ensure that future development and development costs are equitably distributed.

SMART Goal Design

Ensure that goals are specific, measurable, achievable, relevant, and time-bound (SMART).

Agile Monitoring & Improvement

Set up a monitoring and evaluation framework to track progress, measure outcomes, and make necessary adjustments.

Integrated Art & Culture

Integrate public art and cultural programming to enrich the community's cultural landscape.

Dynamic Business Support

Develop strategies to attract and retain businesses and support local entrepreneurship to foster economic growth.

Form-Based Code

Use form-based codes and visual elements to guide the physical form of development, ensuring it aligns with the community's vision and to convey expectations and direction to wide-audiences.

Infrastructure Cost Estimation and Calibration

This section outlines potential approaches for estimating infrastructure needs relative to land use visions and economic conditions. A preferred approach will lead to the identification accurate infrastructure estimates and related stakeholder roles and responsibilities that are fair, accurate, balanced, and sustainable for the City of Broomfield.

Approach

This section outlines potential approaches for estimating infrastructure needs relative to land use visions and economic conditions. A preferred approach will lead to the identification accurate infrastructure estimates and related stakeholder roles and responsibilities that are fair, accurate, balanced, and sustainable for the City of Broomfield.

Step 1: Initial Calibration (For both Approaches)

Market study: Identify economic opportunities and constraints

- Identify local, regional, and national market and related land use opportunities

Infrastructure Capacity Study: Identify existing infrastructure capacities

- Meet with local providers and agencies to identify existing conditions and future plans
- Map and document existing infrastructure in the study area

Land Use Vision: Identify a desired land use vision

- Using identified market opportunities, infrastructure capacity findings, stakeholder input, and other factors

Step 2: Infrastructure Cost Analysis

The following provides two potential approaches for infrastructure estimation

STEPS

1. Collect historical infrastructure cost data across categories
2. Adjust costs for inflation
3. Estimate future infrastructure escalation rates
4. Include contingency costs
5. Identify an estimate for future infrastructure needs for the study area.

Strengths

- Tried and true methodology
- Information based on past costs and proven historical data
- Includes projected inflation assumptions
- Factors typical cost and labor increases
- Includes contingency costs

Weaknesses

- Includes inherent bias related to future inflation and cost escalations
- Can be an overly simple process
- Does not factor in disruptive technological change
- Depends on the accuracy of past costs and data
- Difficult to ascertain and predict future economic conditions

Alternative Approach 2: Scenario Based Infrastructure Analysis

STEPS

1. Define escalation scenarios. Typically scenarios included, best case (low cost escalation), medium (moderate cost escalation), and worst-case (high cost escalation). Each scenario includes assumptions on labor and material costs.
2. Identify economic factors for each scenario using existing economic models to identify costs with in a selected time range.
3. Calculate wage growth and materials costs using selected economic models for each scenario, it will be important to use differing economic models for each scenario to identify distinct range. It will also be important to think about disruptive technology and its impacts.
4. Identify and outline assumptions and potential risk factors for each scenario
5. Calculate potential infrastructure cost for each scenario.

Strengths

- Will lead to three potential scenarios that are adjustable to all potential economic conditions.
- Flexible and dynamic, leading to an understanding of a range of potential of costs and outcomes. Allowing for a more comprehensive approach to prepare for an unpredictable future.
- Customizable to local and regional conditions using different scenarios, economic models, and selected inputs.
- Allows for the identification and incorporation of local, national, and global risks to fine tune potential future states.

Weaknesses

- Inherent bias related to risk identification and in the selection economic models.
- Outcomes depends on the selection of scenarios and the level of inputs selected.
- A more intensive process the requires specific expertise and time.
- Results will depend on the accuracy of future forecasts.
- Somethings are unexpected and will be impactful.
- Difficult to ascertain and predict future economic conditions.
- Requires planning for multiple potential outcomes.

Step 2: Recalibration, Infrastructure Strategy, and Continuous Monitoring

Based on the outcomes and findings of the selected alternative approach:

STEPS

1. Use findings from the selected Infrastructure analysis approach and recalibrate the land use plan to ensure that it is serviceable and cost effective.
2. Identify development-paid for and CCOB-paid for infrastructure elements
 - Roles and Responsibilities: Identify typical roles and responsibilities for developer contributions related to the direct impacts of their developments (adjacent streets, sub-grade infrastructure, etc.).
 - Identify Needs: Identify regional infrastructure needed to realize development in the study area and develop cost sharing models for funding as development occurs to ensure funding for this infrastructure.
 - Regulations and Agreements: Identify and revised new and existing regulations for infrastructure cost sharing when development occurs based on findings from above elements.
 - Establish Monitoring and Update Cadence: As development occurs, perform bi-yearly reviews of agreements, costs, and infrastructure models. Amend as needed to reflect changes in the study area, current economic conditions, costs, and potential future states.

Appendix A: Project Background

Overview of the 1999 I-25 Sub-Area Plan

The 1999 I-25 Sub-Area Plan (SAP) was a critical planning document adopted by the Broomfield City Council in September 1999, in collaboration with the Town of Erie. The plan covered a total of 7,640 acres, encompassing the northeastern portion of what later became the City and County of Broomfield (CCOB).

Master Plan—later referred to as the Comprehensive Plan—and to guide growth in the city’s Northern Gateway. The SAP served as an advisory document, assisting Broomfield in planning and evaluating proposed developments and public improvements within the project area.

The primary purpose of the 1999 I-25 SAP was to complement Broomfield’s

Opinion of Probable Infrastructure Costs (OPIC)

An essential element of the 1999 I-25 SAP was the inclusion of the Opinion of Probable Infrastructure Costs (OPIC). This component was developed as a guide to identify necessary infrastructure projects and estimate potential costs for design and construction. The OPIC served both public and private partners, providing a framework for understanding the

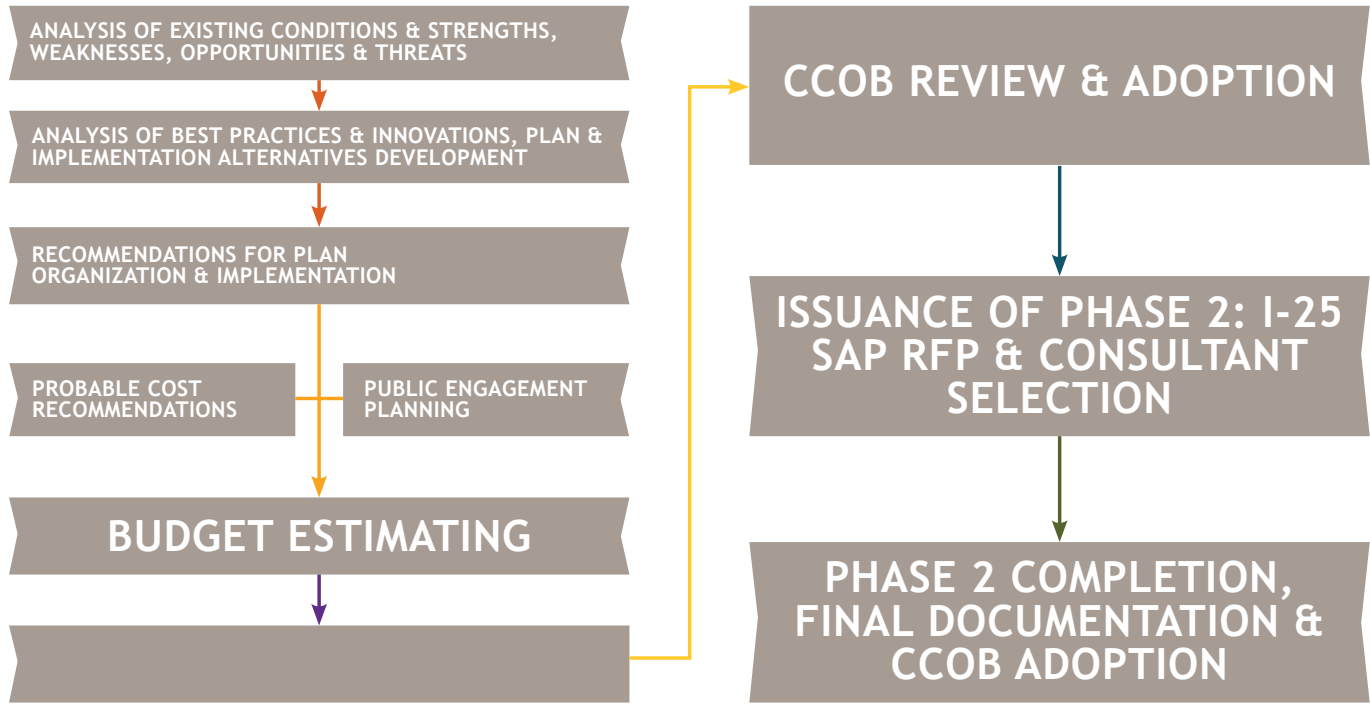
anticipated infrastructure improvements needed to serve the area, and the financial implications of infrastructure needs.

However, both the I-25 Sub Area Plan and the OPIC was designed to be a living document, intended for periodic updates as the area developed. Unfortunately, since its initial adoption, no updates were made to either of the documents.

Evolving Conditions & Need for a New Plan

The planning area defined in the 1999 I-25 SAP underwent significant changes between 1999 and 2024. What was once largely undeveloped agricultural land transformed into a rapidly growing region characterized by substantial residential and commercial developments. The absence of updates to the 1999 I-25 SAP and its companion OPIC rendered them ineffective in addressing the contemporary needs and challenges of the area. This created a clear and urgent need for a new sub-area plan that could effectively guide future development, infrastructure investments, and land use planning in Northeast Broomfield.

The proposed new I-25 SAP planning area encompassed a smaller portion of the original 1999 SAP project area. Over the intervening years, areas that were part of the 1999 plan but were removed from the new I-25 SAP planning area were built out. Most of the new I-25 SAP planning area now consists of areas where development has yet to occur or where infill development is anticipated. This shift in focus underscores the importance of the new I-25 SAP in addressing the current and future needs of undeveloped and underdeveloped areas within Northeast Broomfield.



Guiding Plans & Reference Documents

The following reports, documents, and guidance should be evaluated to identify applicable goals, plans, and directives that can serve as a foundation for CCOB I-25 Area Plan Phase 2 Scope Development.

Primary Reference Documents

- HOUSING:** Incorporate key findings and strategies from CCOB Housing Needs Assessment and annual HUD Housing Action Plan.
- OPEN LANDS:** Reference the current Open Space, Parks, Recreation, and Trails (OSPRT) Plan for future open lands locations, park typologies, and disbursement principles.
- SUSTAINABILITY:** Propose SAP solutions that further the objectives outlined in the current Greenhouse Gas Emissions Reduction Plan.
- COMPREHENSIVE PLAN:** Propose and develop SAP solutions the further the objectives outlined in the Comprehensive Plan.
- Broomfield Community Goals:** Vetted community goals and accompanying key performance indicators to inform sub area visioning.

Secondary Reference Documents

- Existing I-25 Sub Area Plan (1999)
- Baseline Urban Renewal Area Plan
- North Park West Urban Renewal Area Plan
- North Park Urban Renewal Area Plan
- Baseline Urban Renewal Area Plan
- Residential Design Guidelines
- Broomfield Bicycle and Pedestrian Assessment
- Broomfield Transportation Master Plan
- 2018 SH 7 BRT Feasibility Report
- 2014 CDOT SH Planning and Environmental Linkage Study: US 287 to US 85
- RTD First and Last Mile Study
- Traffic Mitigation Criteria
- Traffic Mitigation Toolbox
- School Walking Routes Map
- Grow Community: With Broomfield Library, Arts, History, and CSU Extension
- Broomfield Development, Diversity, Equity, and Inclusion
- Economic Vitality’s “It’s Broomfield”
- Advance Broomfield Economic Vitality Strategy
- Broomfield’s Sustainability

Appendix B: Local Planning Environment

Analysis Methodology

The existing conditions analysis began with a comprehensive review of the strengths, weaknesses, opportunities, and threats (SWOT) associated with the 1999 I-25 Sub-Area Plan (SAP) and its Opinion of Probable Infrastructure Costs (OPIC) (details in Appendix X). The analysis aimed to identify the plan's efficacy in guiding development and infrastructure investments over the past two decades. The assessment revealed that while the 1999 I-25 SAP had served its purpose in the early stages, the absence of updates and revisions rendered it increasingly ineffective in addressing the evolving needs of the area. The OPIC, initially intended to guide infrastructure project costs for both public and private partners, also became outdated, further limiting the plan's utility. In addition to the SWOT analysis, the review included an assessment of parallel CCOB plans and processes applicable to the I-25 SAP rewrite. This assessment identified gaps in information, data, and

plans that would need to be addressed in Phase 2 of the rewrite. Moreover, staff interviews provided insights into the challenges and successes of the 1999 I-25 SAP, contributing to a stronger understanding of the existing conditions and the needs for the updated plan. The proposed new I-25 SAP planning area encompassed a smaller portion of the original 1999 SAP project area. Over the intervening years, areas that were part of the 1999 plan but were removed from the new I-25 SAP planning area were built out. Most of the new I-25 SAP planning area now consists of areas where development has yet to occur or where infill development is anticipated. This shift in focus underscores the importance of the new I-25 SAP in addressing the current and future needs of undeveloped and underdeveloped areas within Northeast Broomfield.

Development & Public Investments

When the 1999 I-25 SAP was first developed, the planning area was largely composed of undeveloped agricultural land and green fields. However, between 1999 and 2024, substantial development occurred both within and outside the planning area. The new I-25 SAP study area includes several significant developments and considerations within Broomfield and adjacent communities.

Baseline

The McWhinney Baseline master-planned community represented one of the most significant developments within the original I-25 SAP area. Although the built-out and currently developing portions of Baseline were not included in the new I-25 SAP planning area, portions of the undeveloped property within Baseline were retained in the new plan. This decision reflects the need to guide future development in these remaining areas.

The Amazon Fulfillment Center

Amazon's fulfillment center represents a substantial development that was completed after the 1999 I-25 SAP was finished. This large facility is strategically located at the northwest corner of the I-25 and E-470 interchange within the Baseline development and is included in the planning area of the new I-25 SAP. This facility has had a significant impact on the local area and infrastructure, and its key details are as follows:

200,000 SF Sorting Facility: The fulfillment center is a 200,000 square foot facility dedicated to sorting packages for local distribution.

54-Acre Property: The center is situated on a 54-acre property, providing ample space for its operations and potential future expansion.

24-Hour Operations: The facility operates 24 hours a day, ensuring continuous processing and distribution of goods.

Workforce: The facility employs approximately 300 workers within the building, in addition to a significant number of delivery drivers who facilitate the last-mile delivery process.

Final Mile Fulfillment Center: The center serves as a final mile fulfillment center, acting as an intermediary between larger, regional fulfillment centers and local customers, ensuring efficient and timely delivery of goods.

Traffic Impact: The center generates substantial traffic and trips within the planning area, contributing to increased vehicular activity on surrounding roads and highways. This impact necessitates careful consideration in the new I-25 SAP to ensure that the transportation infrastructure can accommodate the increased demand.

The Town of Erie

A key partner in the original 1999 I-25 SAP, Erie also experienced significant development during this period. Changes and development within Erie, particularly near the new I-25 SAP project area, included substantial commercial growth north of Baseline Road (CO-7) within the Vista Ridge Marketplace. This development featured a grocery anchor, pad sites, office spaces, and in-line retail, along with new multifamily residential units as part of the Vista Ridge development.

Ikea Property

Ikea currently owns 123 acres at the northwest corner of I-25 and CO-7. While the property is currently vacant, it is anticipated that Ikea will develop a retail location within the new I-25 SAP study area. Traffic impacts and the potential effects on Broomfield's northern gateway will need to be considered during Phase 2.

Larkridge Marketplace

Located at the northeast corner of I-25 and CO-7 within the City of Thornton, Larkridge Marketplace may be nearing the end of its lifecycle due to its development over 20 years ago. However, the addition of Top Golf and other entertainment amenities has likely reinvigorated the area. Market studies conducted during Phase 2 should include Larkridge, and considerations of traffic, noise, and light impacts will be essential.

Residential Communities

Engaging residential communities within and around the new I-25 SAP study area is crucial. These communities include Highlands, Palisade Park, and Baseline. Active engagement will help address frustrations from residents regarding unanticipated developments and ensure that their concerns and needs are incorporated into the planning process.

Active Oil Wells

Several active oil wells were identified within the study area, including facilities located on the southwest and northwest corners of the I-25 and Northwest Parkway interchange. An investigation of these wells, their status, and the application of reverse setback standards and regulations should be included in Phase 2.

Transit & Mobility Improvements

Colorado State Highway 7 (CO-7) transit improvements, led by CDOT, represent a key area of focus for the new I-25 SAP. The planned transit improvements include:

Bus Rapid Transit (BRT) Connecting Brighton to Boulder

By 2040, traffic along CO-7 is projected to increase by 37%, with 56,000 new residents and 38,000 new jobs expected along the corridor. The BRT, along with on-roadway BRT facilities, lanes, and a regional bikeway, are critical components of addressing this growth.

Pedestrian Improvements

First and final mile connections to transit stations are crucial for ensuring accessible and efficient transit options within the study area.

Moreover, the I-25 corridor transit improvements, including the planned mobility hub at the intersection of I-25 and CO-7 as part of the CDOT I-25 Express Lane Expansion project, are vital considerations for Phase 2 of the I-25 SAP rewrite. These improvements will enhance regional transit connections to both Denver and Fort Collins, further integrating the study area into the broader transportation network.

Approved Planned Unit Developments (PUDs)

Several Approved Planned Unit Developments (PUDs) are present throughout the study area. These PUDs include development rights and possible development agreements between Broomfield and developers. During Phase 2 of the new I-25 SAP, it will be crucial to evaluate these underlying PUDs to identify potential conflicts with the future vision. Broomfield has existing mechanisms to amend or revoke PUDs as outlined in the Broomfield Municipal Code, providing the flexibility that may be needed to align PUDs with the updated plan.

Additional Land Uses

The proposed new I-25 SAP study area includes a diverse range of additional land uses, such as:

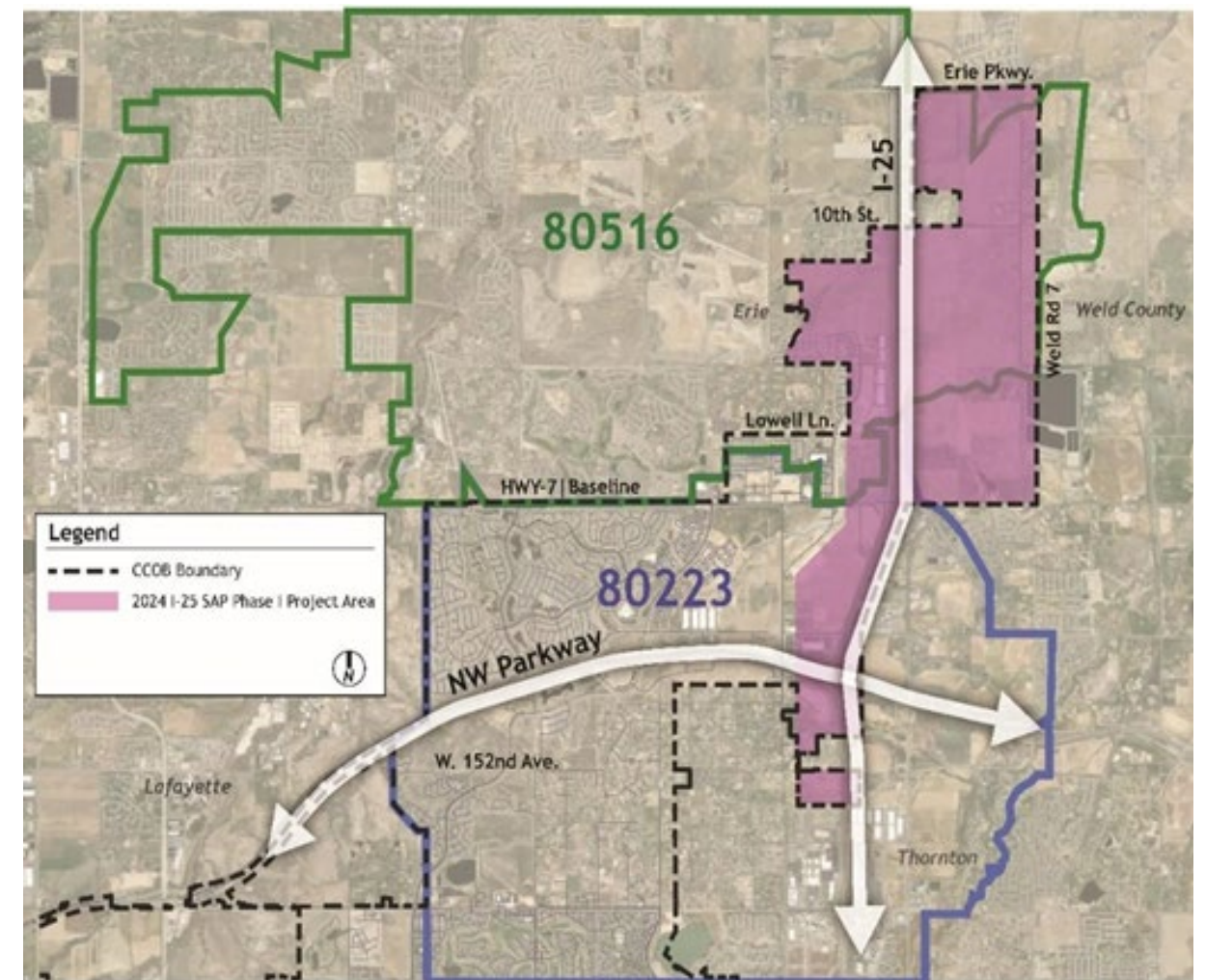
- New light industrial and distribution uses adjacent to I-25, north of the E-470 interchange, and east of the Hearthstone Community within Palisade Park
- Large lot residential estates
- Agricultural uses
- Parks and open space
- Irrigation ditches
- A cemetery
- Legacy light industrial uses

Existing Conditions Analysis Summary

The existing conditions analysis highlighted the significant changes that have occurred within the I-25 SAP planning area since the adoption of the 1999 plan. These changes underscore the need for a comprehensive and updated sub-area plan that addresses the current and future needs of the community. The analysis of existing developments, public investments, and collaboration opportunities provided a foundation for identifying the key areas of focus for Phase 2 of the I-25 SAP rewrite. By addressing these areas, the new I-25 SAP will ensure that Broomfield is well-prepared to manage growth and development in a sustainable and community-focused manner.

Appendix C: Demographics & Growth

Demographic Study Area



I-25 SAP Area Demographics

To develop practical and lasting solutions, it's essential to understand the area's people and demographics. The information below provides a brief overview of the local population. In Phase 2, a more detailed analysis of the community and their needs should be prioritized as an initial task.

This data comes from the 2022 American Community Survey and represents two zip codes (80023 & 80516) that cover the

proposed new I-25 SAP study area. Although these zip codes cover a broader area than the study area itself, the information provides an early, high-level understanding of the demographics in and around the study area.

	Language	Household Income	Median Age	Unemployment	Median Income	Poverty	Race	Education	Population
Zipcode 80516	Speak Language other than English at Home 11.6%	\$105,774	37.7	3.8%	\$68,129	Population below 100% of poverty level 3.4% Population at or above 150% of poverty level 94.4%	84% white 1% African American 6% Asian 8% Two of More 11% Hispanic/ Latino	11.2% High School 23% Some Collage 35.8% Bachelor's 29.7% Graduate	34,998
Zipcode 80023	Speak Language other than English at Home 13.3%	\$160,221	41.1	3.0%	\$72,397	Population below 100% of poverty level 3.2% Population at or above 150% of poverty level 95.4%	80% white 2% African American 10% Asian 7% Two of More 8% Hispanic/ Latino	9.8% High School 21% Some Collage 37.4% Bachelor's 29.4% Graduate	25,998

Regional Growth Projections

Broomfield and the northern parts of the Denver Metropolitan Area have seen significant growth in both jobs and population. This positions the new I-25 SAP study area within one of the most dynamic and fastest-growing regions of the metro area. The data below, sourced from the Denver Regional Council of Government's (DRCOG) 2050 Small Area Forecast and Scenario Planning Analysis from the 2050 Metro Vision Regional Transportation Plan, highlights these trends.

When comparing northern communities to the broader Denver Metropolitan region, the data shows higher rates of housing growth and a greater corresponding need for housing. In contrast, employment growth in the northern regions aligns with the projected job growth for the entire metro area.

	2030	2040	2050	% Change 2030 - 2050
Population  Denver Metro	3,813,800	4,190,500	4,415,900	+14%
Population  Adams, Boulder, Broomfield, & Weld	466,200	539,900	612,900	+24%
Jobs  Denver Metro	2,440,800	2,702,000	2,964,600	+18%
Jobs  Adams, Boulder, Broomfield, & Weld	682,400	758,300	835,000	+18%

Appendix D: 1999 I-25 SAP SWOT Analysis

Analysis Approach

The following section evaluates the 1999 I-25 SAP to assess its Strengths, Weaknesses, Opportunities, and Threats (SWOT). The information is organized by discipline, highlighting department-specific strategies and approaches that could be considered for inclusion in the I-25 SAP Phase 2 Scope.



PLAN ORGANIZATION & LAYOUT

STRENGTHS

- A detailed and comprehensive document that presented all data, analytical processes, and plan recommendations across each subject area.
- Clear visual presentation of design criteria and standards, making it easy for end users to understand and apply each element of the plan.
- Effective visual maps (for 1999) that clearly communicated the plan’s solutions.
- Detailed delineation of suggested land uses and the permitted uses within each district, providing useful information for implementation.
- Crucial information on how other jurisdictions were incorporated into the planning process.

WEAKNESSES

- The plan’s layout and graphics did not encourage readers to explore or engage with the document.
- The absence of infographics, concise text sections, compelling graphics, and photographs made it difficult for laypeople to understand the opportunities and solutions presented in the study area.
- The overarching vision and corresponding directives were presented with minimal detail, offering limited information on how recommendations and strategies were developed and how they supported the vision.
- The plan lacked an executive summary to communicate major themes and strategies to broader, less specialized audiences.
- The 8.5 x 11 layout, combined with large, uninterrupted text sections, resulted in a very lengthy document.
- A substantial amount of detailed technical information and analysis was included in the main document, much of which would be better suited for appendices.
- There was little explanation of how the community was engaged, what feedback was received, and how that feedback was incorporated into identifying issues and corresponding solutions.
- While subject areas were described well, there were no distinct implementation steps for each area. Each section should include not only the aspirational goals but also the steps and methodologies for implementation and related workflows.
- The plan included some discussion on partnerships and agreements with neighboring jurisdictions but did not offer suggestions for ongoing coordination.
- The plan was not ADA compliant.

OPPORTUNITIES

- Detailed technical information could have been paired with higher-level explanations and graphics to create a broad understanding of the plan’s vision, while still providing the necessary details for practitioners to implement the plan effectively.
- A larger, landscape-oriented layout designed for digital platforms could be considered. This format would allow space for graphics that help tell the story.
- Adopting a storytelling approach, rather than focusing solely on technical prose, would enhance engagement. This approach should include short text explanations, graphics, images, visualizations, and easy-to-understand data.
- Creating a “people-focused” plan by identifying users, their experiences, and their needs would humanize the planning process. This approach fosters empathy, a deeper understanding of the plan’s purpose, and stronger support for the proposed solutions.

THREATS

- Focusing on specific performance metrics can lead to costly spending aimed at meeting participation numbers rather than prioritizing the quality of engagement and feedback received.
- Collecting demographic data from participants may reduce participation and diversity, as some individuals, particularly in immigrant communities, may be reluctant to share personal information due to a lack of trust in authority.
- High expectations for public engagement from residents and council must be balanced with the realities of available budgets and project timelines. In some cases, “over-engagement” can lead to apathy and confusion among the public and stakeholders.
- It can be challenging to engage people in long-term, vision-oriented planning efforts, as these processes often involve a time horizon that is difficult to conceptualize and understand.
- Positive and aspirational ideas tend to receive less feedback and reaction, as perceived negative impacts often elicit more input and comments due to innate human nature.



STAKEHOLDER ENGAGEMENT



STRENGTHS

- Detailed descriptions of standards and regulations might overshadow the overarching vision of the SAP. Ensuring a broad understanding of the vision is essential for generating excitement and support, which are critical for the plan's adoption and effectiveness.
- A deep understanding of Broomfield constituents, including their values, needs, and issues, as well as effective methodologies and strategies for engaging them.
- Leveraging parallel Broomfield planning processes and projects to create joint engagements, reducing over-communication with the public and increasing efficiency.



OPPORTUNITIES

- Implement equitable public engagement strategies that effectively reach underserved communities and populations.
- Conduct an analysis of demographics and Limited English Proficiency (LEP) populations in both the sub-area and the entire city before starting outreach activities.
- Translate project notices into Spanish and address other translation/interpretation needs based on the LEP analysis of the study area and surrounding communities.
- Enhance compliance with House Bill 21 to ensure web accessibility.
- Establish performance measures for public engagement and identify evaluation points. Focus on gathering quantifiable feedback, documenting the volume of responses, who was reached, and their locations. Share engagement data and methods with the Council to reinforce findings and enhance understanding of engagement strategies and how feedback was integrated.



WEAKNESSES

- Detailed descriptions of standards and regulations might overshadow the overarching vision of the SAP. Ensuring a broad understanding of the vision is essential for generating excitement and support, which are critical for the plan's adoption and effectiveness.
- Broomfield is in the early stages of developing a public engagement strategy that includes diversity, equity, and inclusion (DEI) approaches, but currently lacks established policies.
- Most project materials are produced exclusively in English.
- There is a lack of engagement analytics to report which communities were reached, the specific methodologies used, and the feedback received



THREATS

- Avoid including too much design detail. Extensive design standards can overwhelm a single document. Consider dividing the content into two separate documents: one focused on vision, goals, and solutions, and another dedicated to implementation and standards.
- Detailed descriptions of standards and regulations might overshadow the overarching vision of the SAP. Ensuring a broad understanding of the vision is essential for generating excitement and support, which are critical for the plan's adoption and effectiveness.
- Balance positivity with the identification of potential threats and risks associated with proposed solutions. This approach ensures an honest and transparent view of possible outcomes.

Notes

The 1999 Plan document did not provide an overview of the public engagement activities or the comments received during the planning process. The engagement SWOT analysis is based on information provided by current Broomfield staff through interviews conducted during the I-25 SAP Phase 1 process.

LAND USE & HOUSING

STRENGTHS

- The plan provided a thorough analysis of Broomfield’s existing physical site conditions, including topography, subterranean hazards, waterways, and habitats.
- The plan illustrated a well-developed network of wildlife corridors, with detailed explanations of how this network was established.
- The system of open spaces, trails, and corridors identified in the plan has been implemented as the surrounding areas have been developed.
- Some transportation infrastructure goals and

planned areas were successfully implemented, including the Lowell Blvd and Northwest Parkway intersection, creating Erie’s southern gateway, and Sheridan Blvd as a north-south link in the city.

WEAKNESSES

- The plan prescribed too much commercial development, driven by Colorado’s focus on sales tax and the market conditions of 1999.
- Many of the large transportation improvements outlined in the plan were not implemented.
- The transit center and accompanying Transit-Oriented Development (TOD) area lacked clarity.
- The commercial design standards were difficult to evaluate due to a lack of implementation guidance and execution.
- The plan did not include a housing-focused section or any analysis with quantifiable goals for housing types, leaving few connections between existing conditions and the plan’s conclusions.
- There were no public engagement activities or input specific to the land use section.
- The land use chapter lacked an implementation or next steps section.
- The plan may have been overly prescriptive, lacking built-in flexibility.
- Large portions of the subarea remain undeveloped due to a lack of interest in the “employment” and commercial districts.

OPPORTUNITIES

- High development interest in the area continues.
- The area’s greenfield character, being largely undeveloped, provides a blank slate for new development.
- The focus on park space was realistic and justified given the greenfield nature of the area.
- The greenfield character allows for the application of unique design standards across

the subarea, offering the flexibility to create innovative solutions.

- Traffic along I-25, CO-7, and the Northwest Parkway has both positive and negative impacts, with significant effects on land use.

THREATS

- The low realized density increases vehicular trips, raises service costs, and diminishes the potential for attracting community-serving land uses.
- Several references were made to creating road viaducts or crossing structures over I-25 to improve connectivity, but high infrastructure costs and funding shortfalls may have prevented these projects from moving forward.
- Developers often view design standards as a barrier, citing increased development costs.
- The plan lacked continual updates over its 25-year span.
- The absence of an implementation section made it challenging for staff unfamiliar with the plan to execute it effectively.
- Unclear implementation roles and responsibilities led to unimplementable solutions.

MARKET & ECONOMY

STRENGTHS

- The plan recognized the importance of economic vitality, emphasizing the need to “maintain economic stability for the city through value creation and value retention.”
- It acknowledged key audiences interested in economic development, including marketing representatives, economic development entities, prospective developers, and users.
- High-level goals and visions were established for future land uses that align with market conditions.
- The appendix featured large maps that depicted useful existing conditions, such as area services, property ownership, and other physical attributes.

WEAKNESSES

- There was no acknowledgment or summary of existing regional conditions, growth, or development trends, which are essential for setting the overall context in which the subarea might develop. While the plan did recognize that the subarea was rural in 1999 and highlighted its long-term development potential due to its location along the proposed Northwest Parkway and the planned northern extension of Sheridan Boulevard, a broader analysis was missing.
- Equity and access-related issues were not acknowledged or addressed in the plan.
- The plan lacked a market study that could have helped bridge the gap between infrastructure needs and identified land uses. A multidisciplinary approach, examining infrastructure, land use, and market opportunities together, should have been considered to identify potential opportunities.
- Potential Significant employment and residential opportunities were identified (during a time when the Denver metro economy was booming) The plan suggested large scale industrial and mixed-use commercial development along with residential uses.
- Given Denver’s (and national) now more extensive history with the buildout of master planned communities, lessons learned can be incorporated.
- Changing economic conditions, environmental awareness, and questions around ensuring diversity and access present opportunities with the plan’s future update.
- Opportunities include the potential to create a more expansive vision for Broomfield in a critical gateway area.

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THREATS

- Potential Significant employment and residential opportunities were identified (during a time when the Denver metro economy was booming) The plan suggested large scale industrial and mixed-use commercial development along with residential uses.
- Balancing the vision and goals with future economic changes is challenging in long-term master plans. It’s difficult to predict how the economy will evolve, what future markets will prefer, the impacts of technological advancements, and international geopolitical factors. The plan needs to strike a balance between a strong vision and practical implementation steps, while also being flexible enough to adapt to changing conditions—a delicate balance that is tough but necessary.
- The fiscal reality assumed by the 1999 plan was that a large commercial component and the resulting sales tax revenue would help cover a significant portion of future infrastructure costs. However, increasing the residential component, including affordable housing, may present more challenges and could be more costly to serve.

OPEN LANDS & PARKS



STRENGTHS

- There was a strong desire to leverage and highlight the natural features of the subarea to create unique and accessible open lands and parks.
- The plan built on the findings and directives of Broomfield's Comprehensive Plan and Open Space, Parks, Recreation, and Trails Plan to ensure that broader Broomfield goals were implemented at the subarea planning scale.
- There was an emphasis on understanding and identifying how open spaces would interact with other identified land uses.



WEAKNESSES

- There was little explanation of how open lands and parks should be implemented and funded, with no clear distinction between developer responsibilities and those of CCOB.
- The plan did not include descriptions of open land and park typologies or hierarchies. If these were covered in the larger community master plan, they should have been repeated and expanded upon in the subarea plan.
- There was no discussion of budget, financing, or partnerships for the creation of open lands and parks.
- The plan lacked any discussion on park access, level of service for future communities, or corresponding standards of access to parks from future residential areas.
- There was limited explanation of how open lands and parks were identified and the unique purpose of each.
- The plan did not include costing related to land acquisition, potential improvement costs, or long-term operations and maintenance expenses.
- There was little explanation of how trail alignments were identified, the types of trails envisioned, or how they would integrate with the area's larger transportation framework and system.
- The plan offered little discussion on operations and maintenance responsibilities and agreements.
- There was no discussion of recreation centers or other active recreation facilities or amenities.



OPPORTUNITIES

- Create a hierarchy of activated and linked parks and open lands that serve as amenities for distinct populations and groups.
- Clearly identify specific roles and responsibilities for CCOB and developers.
- Determine high-level costs based on open land and park typologies and sizes to aid in negotiations and funding discussions.
- Identify opportunities to establish larger regional trail connections alongside concurrent transit investments, facilitating easy and logical first and last-mile connections to mobility hubs and transit stations.
- Connect with the larger region's system of open lands and parks to develop a well-organized and navigable network of open spaces and parks.
- Develop multiuse spaces that function both as parks and open lands, and as areas for stormwater detention, retention, and treatment.
- Create a distinct and unique park aesthetic in this area to establish a sense of place and differentiate the subarea from other areas within CCOB. Future phases should consider CCOB plans to establish a large municipal park and open space within the study area.



THREATS

- The absence of specific implementation details creates ambiguity, providing unclear direction for practitioners and applicants during the development and implementation stages.
- The lack of costing for land acquisition, improvements, and operations and maintenance makes it challenging to understand the fiscal implications of the plan.
- The plan does not identify funding sources, leading to ambiguity and confusion regarding roles and responsibilities for implementation.
- The lack of an overarching guiding vision for the subarea's open spaces could result in a disjointed, duplicative, or incongruent system of open lands and spaces that fail to create unique and differentiated recreational areas.



TRANSPORTATION

STRENGTHS

- The 1999 I-25 SAP plan utilized existing traffic patterns as an objective and defensible data foundation for traffic forecasting and identifying area-specific needs.
- Forecasted travel patterns were employed to design a future roadway and transportation network.
- The plan involved close collaboration and coordination with the Town of Erie, acknowledging that transportation issues and opportunities extend beyond the study area.
- The transportation goals and principles were well-structured and clearly communicated, serving as the foundation for the suggested strategies.

WEAKNESSES

- The plan focused solely on vehicular travel patterns, neglecting to address transit, multimodal transportation options, and their corresponding needs.
- There was no clear connection between transportation and land use, resulting in solutions that were often incongruent and unbalanced.
- The plan lacked any analysis of crashes or safety considerations, a critical component in developing safe and navigable transportation networks.
- Potential freight corridors and their corresponding needs were not analyzed or identified, leading to a plan that failed to recognize the differing access and transportation requirements for freight vehicles, as well as their impact on communities and other land uses.

OPPORTUNITIES

- There is a new opportunity to address multimodal transportation needs and the way people move today, including bicycles, pedestrians, scooters, ridesharing, and transit.
- Update the plan to reflect new modes and behaviors in human transportation, such as electric vehicles (EVs), micro-mobility options, paratransit, mobility hubs, and ride-hailing services.
- Develop a plan using innovative data points and methodologies for transportation analysis and recommendations.
- Revise the transportation plan based on updated city, state, and national policies and guidelines, and ensure regional coordination with relevant agencies (Erie, Lafayette, Thornton, Weld County, CDOT, RTD) to align the future of this area with the larger transportation network and region.
- Address transportation needs through a diversity and equity lens to better understand and meet the distinct transportation needs of underserved communities.

THREATS

- There is a new opportunity to address multimodal transportation needs and the way people move today, including bicycles, pedestrians, scooters, ridesharing, and transit.
- The future is uncertain due to rapid changes in technology, shifts in commuting patterns and habits, uncertainty in transportation funding, evolving economic conditions, and new working patterns and schedules.
- Identifying capital costs is challenging due to dynamic supply chain issues and the global political environment.
- Coordination with Weld County is necessary to address the area's larger transportation needs and exterior connections.
- Ongoing coordination with RTD and CDOT is essential, given the uncertainty of future transit funding and corresponding service levels.

INFRASTRUCTURE & PROBABLE COSTS

STRENGTHS

- Incorporated comprehensive design standards for future development.
- Included an Opinion of Probable Construction Costs for identified improvements.
- Provided a framework for intergovernmental agreements related to cost-sharing and defining roles and responsibilities.
- Identified the intent to preserve and enhance sensitive natural habitats and open lands while also providing opportunities for recreational use.
- Identified lands with development challenges due to geographical factors such as slopes, soil types, and flood plains.
- Identified planned facilities for both wet and dry utilities.
- Mentioned water quality runoff opportunities, needs, and treatments in general terms.
- Addressed sensitive environmental needs by incorporating design standards.

WEAKNESSES

- Revise the transportation plan based on updated city, state, and national policies and guidelines, and ensure regional coordination with relevant agencies (Erie, Lafayette, Thornton, Weld County, CDOT, RTD) to align the future of this area with the larger transportation network and region.
- The study did not address or outline the limitations of current and future utility services in relation to proposed land uses, leading to an unbalanced relationship between transportation and land use.
- It did not establish development standards to provide resilience against local threats, such as construction in floodplains or slope stability issues.
- The study overlooked water delivery facilities, canals, and related water rights obligations.
- Lighting standards were not evaluated for their impacts on eco-sensitive areas or in relation to dark sky standards.
- The study did not examine traffic impacts on existing federal and state facilities.
- It failed to differentiate between publicly funded city infrastructure and privately funded infrastructure and did not propose strategies for funding city infrastructure.

OPPORTUNITIES

- There is a new opportunity to address multimodal transportation needs and the way people move today, including bicycles, pedestrians, scooters, ridesharing, and transit.
- Update the plan to reflect new modes and behaviors in human transportation, such as electric vehicles (EVs), micro-mobility options, paratransit, mobility hubs, and ride-hailing services.
- Develop a plan using innovative data points and methodologies for transportation analysis and recommendations.
- Revise the transportation plan based on updated city, state, and national policies and guidelines, and ensure regional coordination with relevant agencies (Erie, Lafayette, Thornton, Weld County, CDOT, RTD) to align the future of this area with the larger transportation network and region.
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- Coordination with Weld County is necessary to address the area’s larger transportation needs and exterior connections.
- Ongoing coordination with RTD and CDOT is essential, given the uncertainty of future transit funding and corresponding service levels.

Appendix E: Summary of Available Information

Relevant Plans & Processes for Phase 2 Consideration

The table below outlines relevant CCOB plans and processes that are applicable to the proposed new I-25 SAP. The list is organized by order of importance in relation to the plan. During Phase 2 of the I-25 SAP rewrite, these plans will serve as a crucial foundation and starting point to ensure alignment and coordination across Broomfield’s efforts.

Plan	Location <i>What is the geographic area of the document?</i>	Status <i>In process, complete, or needs to be developed in Phase II</i>	Analysis/ Applicability: <i>What elements can inform Phase II Scope? How should it be incorporated during Phase II?</i>	Timing <i>When was this done / complete?</i>
CCOB Zoning code	City - Wide	Completed	Zoning districts should be used to identify new land uses in the study area within Phase II	On-going updates
Comprehensive Plan Rewrite	City - Wide	In-process	Consider joint public engagement events, processes, and project goals setting during development of both plans to ensure alignment and coordination.	2016, Update in progress
Housing Needs Assessment	City - Wide	Completed	Should serve as the foundation for residential visioning and housing within Phase II of the SAP	2023
Open Space, Parks, Recreation, and Trails Plan	City - Wide	Completed	Goals, principles, and findings of the plan should be used as a foundation for the I-25 SAP. The SAP should serve as the first location in CCOB to put the findings of this plan into action	2024
Green House Gas Reduction Plan	City - Wide	Completed	Resiliency and sustainability goals should be included from this plan in the I-25 SAP. Specific strategies suitable for the area should be incorporated to further implement the plan.	2020
Urban Renewal Areas	City-wide	On-going	Several urban renewal areas are located within the SAP study area. Locations should be identified in the I-25 SAP to understand how special conditions could assist in realizing the plan’s overarching vision and fiscal mechanisms to drive development.	On-going

Planning Area Private Development Entitlements

Within the I-25 SAP planning area, there are several approved private development entitlements, with Planned Unit Developments (PUDs) being among the most significant. These PUDs warrant further analysis in Phase 2 of the I-25 SAP. The analysis should assess whether the current PUDs should remain as approved and determine if any information or findings from these developments should be integrated into the sub-area plan, or if the PUD’s should be looked into for amendments or possible revocation consistent with Broomfield code.

Available Data & Associated Gaps

The list below outlines the data and potential data needs required for completing Phase II of the I-25 SAP rewrite. This list is not exhaustive, and additional data and data points will need to be identified, developed, and/or considered during Phase 2.

Data	Available?	Location / Notes
Existing roadway network	Yes	Available on CCOB Open Data
Future roadway network	No	Part of 1999 SAP and 2016 Comprehensive Plan and Transportation Plan. Phase II to develop
Current travel patterns	No	Phase II: Start with the 2016 Transportation Master Plan, assume would need to collect traffic counts and run the DRCOG model
Speed limit	Yes	CCOB Shapefile
Crash analysis	No	Start with 2016 TMP. Consult DRCOG / CDOT Online Transportation Information System (OTIS)
Forecasted travel patterns	No	Start with 2016 TMP. Consult DRCOG Data
Regional travel patterns	No	Start with the 2016 TMP, Consult DRCOG DATA
Traffic Distribution / Traffic Impact Analysis	No	Start with the 2016 TMP, Consult DRCOG DATA

Data	Available?	Location / Notes
Roadway Classification	Yes	In CCOB Traffic County Map
Pedestrian	Yes	Start with 2016 TMP and 2019 Pedestrian / Bike Assessment. Consider including all studies on CO 7. This includes 2014 CDOT Planning & Environmental Linkages (PEL), Bus Rapid Transit Feasibility, CO7 Preliminary Engineering and Env. Studies (Bikeway Design Guide, Transit Station Area Concepts), CO7 Station Area Master Plan.
Bicycle	Yes	Start with 2016 TMP and 2019 Pedestrian / Bike Assessment. Consider including all studies on CO 7. This includes 2014 CDOT PEL, BRT Feasibility, CO7 Preliminary Engineering and Env. Studies (Bikeway Design Guide, Transit Station Area Concepts), CO7 Station Area Master Plan.
Transit	Yes	Start with 2016 TMP. Consider including all studies on CO 7. This includes 2014 CDOT PEL, RTD NAMS, SH7 BRT Feasibility, CO7 Preliminary Engineering and Env. Studies (all related documents), CO7 Station Area Master Plan, I 25 Interchange interim and Concept Ultimate Plans.
Trails and Pathways	Yes	Start with recently completed Open Space, Parks, Recreation, and Trails Plan
Freight Corridors	Yes	Start with the 2016 TMP, update with more up to date data (if available). Consult DRCOG Freight Zones. I-25/CO 7 is a focused area to support freight movement.
Assessors Parcels for CCOB	Yes	Available via Broomfield Raw Data Feed
Zoning	Yes	Available via Broomfield Raw Data Feed
Existing Land use	No	N/A would need to be developed as part of existing conditions in Phase II
City Limits	Yes	Available via Broomfield Raw Data Feed
Building Footprints	Yes	Available via Broomfield Raw Data Feed
Placenames	Yes	Available via Broomfield Raw Data Feed
Open lands	Yes	Available via Broomfield Raw Data Feed
Future Land use / Comp Plan	Yes	Consult and collaborate with parallel Comprehensive Plan Update Project.
Subarea Plans	Yes	Available via CCOB website
Planning Areas	Yes	Available via Broomfield Raw Data Feed
Neighborhoods	Yes	Available via Broomfield Raw Data Feed

Data	Available?	Location / Notes
Precincts	Yes	Available via Broomfield Raw Data Feed
Urban Renewal Plans	Yes	Available via CCOB Website
Planned Unit Development Areas	Yes	Available via Broomfield Raw Data Feed
Open Space, Parks, Recreation, and Trails	Yes-in process	Work with CCOB to coordinate with planning process during Phase II
Housing Needs Assessment	Yes	Available via Website
Greenhouse Gas Reduction Plan	Yes	Available via Website

Appendix F: Department Interviews Summaries

Research Methodology

The table below outlines relevant CCOB plans and processes that are applicable to the proposed new I-25 SAP. The list is organized by order of importance in relation to the plan. During Phase 2 of the I-25 SAP rewrite, these plans will serve as a crucial foundation and starting point to ensure alignment and coordination across Broomfield's efforts.

Economics, Land Use & Housing

The table below outlines relevant CCOB plans and processes that are applicable to the proposed new I-25 SAP. The list is organized by order of importance in relation to the plan. During Phase 2 of the I-25 SAP rewrite, these plans will serve as a crucial foundation and starting point to ensure alignment and coordination across Broomfield's efforts.

- Broomfield is nearing build-out and needs a new development paradigm that is fiscally sustainable.
- The plan should prioritize fiscal responsibility and consider infrastructure costs.
- Mixed-use development with transit access is a high priority.
- Balancing resident needs with commercial development is crucial.
- The current plan (from 1999) is outdated and does not reflect current needs or financial realities.
- Balancing infrastructure costs with land use is crucial.
- A mix of housing types and densities is desired, with a focus on transit-oriented development (TOD).
- Broomfield must move away from a reliance on new development to fund services.
- Existing Infrastructure is aging and needs replacement, new infrastructure is expensive - both are requiring a strategic investment plan and approach to financing.
- Collaboration with neighboring communities is essential for regional coordination.

Public Works, Transportation & Infrastructure

- The 1999 plan needs an update, particularly regarding land use compatibility and transportation.
- Higher density development requires revised street standards (including cross-sections and potentially protected intersections) to encourage walking/cycling and accommodate mixed-use development.
- Traffic calming measures are desired during street construction.
- Transit integration is a priority, focusing on future ridership and a potential transit center near CO 7 and I-25.
- Collaboration with neighboring entities (CDOT, Adams County, Weld County, Erie, Thornton) is crucial for regional coordination, especially regarding access points, interchanges, and potential new I-25 crossings.
- Sanitary sewer capacity and potential lift station needs must be considered in land-use planning.
- Public outreach will require a mix of online and in-person events (potentially with incentives) to engage a diverse range of residents.
- Infrastructure investment should prioritize supporting transit and alternative transportation options.

Community Services

The table below outlines relevant CCOB plans and processes that are applicable to the proposed new I-25 SAP. The list is organized by order of importance in relation to the plan. During Phase 2 of the I-25 SAP rewrite, these plans will serve as a crucial foundation and starting point to ensure alignment and coordination across Broomfield’s efforts.

Diversity, Equity, Inclusion & Engagement

- CCOB has offered diversity training and wants to include historically underrepresented groups in the I-25 SAP project.
- Schools, renters, and specific language groups (Spanish, Vietnamese, Korean, Hmong) should be identified for outreach.
- The project needs to consider resident expectations for engagement beyond simple surveys.
- Emphasis on engaging non-English speakers and addressing language barriers.
- Previous public engagement efforts saw challenges reaching younger and non-English speaking populations.
- Collaboration is needed with other city departments like Housing and Public Health.
- Best practices include online and in-person methods, targeting specific demographics, and leveraging existing community events.

Parks, Trails, Open Space & Recreation

- Outreach included translated materials (executive summary), focus groups, surveys, and pop-up events.
- Limited attendance at developer focus group, ensuring equal representation across demographics and geographic areas (especially north Broomfield).
- Priority will be given to larger parks (3-5 acres minimum).
- The project will consider Erie’s recreation and open space plans through an existing Intergovernmental Agreement (IGA).
- The project aims to convert the oil and gas area near Anthem Community Park into active recreation fields.
- Open space, trails, parks, and recreation are high priorities for the community.
- The plan should consider the 2024 Open Space, Parks, Recreation, and Trails (OSPRT) Plan.
- A large regional park west of Sheridan is planned.
- The 1999 SAP did not adequately address large-scale recreation opportunities north of CO7 and east of I-25.

Appendix G: Case Study Analysis

Research Methodology

To achieve the comprehensive findings above, a detailed evaluation process was employed, focusing on precedent projects identified through case study research. The selected case studies were meticulously examined to uncover best practices, industry innovations, and other contributory elements that could be integrated into the new I-25 SAP. The process began by identifying categories that would serve as the organizational framework for evaluating these case studies, ensuring that they aligned with the objectives of the new plan.

The categories included:

- Communications and Engagement
- Land Use and Urban Design
- Development, Diversity, Equity, and Inclusion
- Economics and Markets
- Housing
- Infrastructure
- Open Space, Trails, Parks, Recreation, and Senior Services
- Life Safety: Police, Fire
- Mobility and Transportation
- Library and Cultural Facilities

Each project or plan was selected based on its alignment with these categories and its incorporation of innovative practices that were relevant to the new I-25 SAP planning area. Particular attention was paid to case studies completed during or after the COVID-19 pandemic to ensure that the issues and challenges addressed were contemporary and applicable.

A diverse range of projects and plans were consulted, including older initiatives like the Stapleton Green Book Development Plan (1991, Denver, CO) and the Daybreak Pattern Book (2005, South Jordan, UT), as well as more recent plans like the Northern South Park Neighborhood Plan (2022, King County, WA) and the 44th Avenue Subarea Plan (2023, Wheat Ridge, CO).

The inclusion of older case studies, such as the Stapleton and Daybreak plans, was strategic; these plans demonstrated best practices that successfully bridged the needs of both the private and public

sectors in development. This multi-perspective approach was critical to identifying realistic private sector contributions and responsibilities for Phase 2 of the new I-25 SAP.

The analysis of these case studies also highlighted the importance of examining market economics, land use, and infrastructure elements in tandem. By doing so, the research team aimed to develop planning outcomes that were not only accurate but also financially feasible.

Each case study was analyzed in depth to identify best practices and innovations that could be incorporated into the new I-25 SAP's Phase 2 scope of services. These findings were meticulously organized by category and supplemented with insights from staff interviews and industry best practices to ensure that the final recommendations were comprehensive, applicable, and forward-thinking.

Summary of Findings

The following Sub-Area Plan innovations and best practices were derived from the case study research and used to develop directives to guide Phase 2 plan development. The categories included:

Vision & Goal Setting

Best Practices
Develop a clear vision and Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals to guide development and align with community goals and aspirations.

Examples in Action
Central Park (Stapleton) Development Plan: Visionary Revitalization
The Central Park (Stapleton) Development Plan, known as The Green Book, set a clear and actionable vision to transform the former Stapleton International Airport into thriving, mixed-use community. By adopting Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals, the plan guided future development in alignment with community aspirations. The successful revitalization of Central Park (Stapleton) into a vibrant neighborhood is a testament to the power of visionary goal-setting.

Northern South Park Neighborhood Plan: Adaptive Visioning
The Northern South Park Neighborhood Plan in Jackson, Wyoming, developed a comprehensive vision that adapted to evolving community needs and environmental considerations. This dynamic visioning process ensured that the plan remained relevant and effective over time.

Implementation & Monitoring

Best Practices
Establish a clear framework to update, monitor, and evaluate progress.

Examples in Action

Northern South Park Neighborhood Plan: Adaptive Strategies
The Northern South Park Neighborhood Plan implemented a robust framework for monitoring and evaluating progress. The plan included adaptive strategies to address evolving needs, ensuring that development aligned with both the community’s vision and environmental considerations. This adaptive approach allowed for continuous improvements and responsive updates.

West Area Plan: Continuous Monitoring
Denver’s West Area Plan established a clear framework for continuous monitoring and evaluation, incorporating feedback mechanisms to track progress and adjust strategies as needed. This approach ensured that the plan remained effective and responsive to changing conditions. Monitoring included:

- Life and safety monitoring through City of Denver’s Vision Zero Program which looks to minimize transportation related injuries and deaths.
- Scheduled plan updates as part of Denver’s larger neighborhood planning initiative.
- Assignment of specific transportation and community development staff to the neighborhood. Allowing for important relationship building and providing Denver staff with detailed knowledge of the community and its corresponding needs and issues.
- A continuous on-line feedback loop with citizens to listen and inform.
- Staff check-ins with district Council representatives and registered neighborhood organizations.

Communications & Engagement

Best Practices
Use diverse outreach methods to gather feedback and understand user needs. Tailor findings to reach broad audiences with visually focused deliverables.

Examples in Action
Kamp Washington Small Area Plan: Inclusive Outreach
The Kamp Washington Small Area Plan in Fairfax, Virginia, demonstrated innovative community engagement by leveraging both in-person and online methods. Including:

- Stakeholder and focus group meetings organized around specific subject areas and issues.
- Interactive community design charrettes to identify issues and vision solutions.
- Town Halls and public meetings
- Focused and targeted meetings with business owners, property owners, and residents
- Digital townhalls and web platforms
- Intercept surveys and going to where people are

This approach ensured broad participation across diverse demographic groups. The plan’s success in gathering comprehensive community feedback and fostering inclusive dialogue set a new standard for public engagement.

Northern South Park Neighborhood Plan: Comprehensive Engagement
The Northern South Park Neighborhood Plan used a mix of engagement techniques, including workshops, surveys, and public meetings, to gather input from a wide range of stakeholders. This comprehensive approach ensured that diverse voices were heard and incorporated into the planning process.

Land Use & Urban Design

Best Practices
Create a balanced land use plan that explores the tension and possibilities of developing solutions land use and transportation solutions that are market appropriate and fiscally sound for all stakeholders Engage developers early and often. Consider administrative rezoning and specific and focused design guidelines in select areas to formalize the project’s vision and to catalyze implementation of the vision.

Examples in Action
44th Avenue Subarea Plan: Integrating Urban Spaces
Wheat Ridge, Colorado’s 44th Avenue Subarea Plan balanced commercial, residential, and public spaces to create a cohesive urban environment. The plan’s focus on integrating land use with urban design elements such as pedestrian-friendly streetscapes and green spaces fostered a vibrant and sustainable community.

Daybreak Pattern Book: Masterful Urban Design
The Daybreak Pattern Book in South Jordan, Utah, provided detailed guidelines for creating a master-planned community with a mix of uses and a focus on walkability. The plan’s emphasis on high-quality urban design and public spaces created a livable and attractive environment.

Development, Diversity, Equity & Inclusion

Best Practices
Acknowledge historical inequities and conduct an Equity Impact Review (EIR) to ensure fair distribution of benefits and inclusive processes.

Examples in Action
West Area Plan: Equitable Development
Denver’s West Area Plan incorporated an Equity Impact Review (EIR) to ensure fair distribution of benefits and inclusive processes. By acknowledging historical inequities and prioritizing equitable development, the plan aimed to create a more inclusive and balanced community, addressing both current and future needs.

Northern South Park Neighborhood Plan: Inclusive Development
The Northern South Park Neighborhood Plan emphasized inclusivity by engaging historically underrepresented communities in the planning process. This focus on diversity and equity helped ensure that the plan addressed the needs of all community members.

Economics & Markets

Best Practices
Include economic considerations at each project step and examine broader trends to identify new opportunities.

Examples in Action
SR200 A1A Corridor Master Plan: Market-Responsive Planning
The SR200 A1A Corridor Master Plan in Nassau County, Florida, integrated economic considerations at every project step. The plan examined broader community and market trends to identify new opportunities and development typologies, ensuring that infrastructure and land use recommendations were responsive to real-world market conditions. development, the plan aimed to create a more inclusive and balanced community, addressing both current and future needs.

Daybreak Pattern Book: Economic Viability
The Daybreak Pattern Book included strategies to attract and support local businesses, ensuring economic viability. By planning for a mix of uses and incorporating market analysis, the plan created a thriving economic environment.

Housing

Best Practices
Develop attainable and affordable housing programs with partners and consider higher-density residential options.

Examples in Action
Daybreak Pattern Book: Diverse Housing Solutions
The Daybreak Pattern Book in South Jordan, Utah, offered a comprehensive approach to housing diversity. By promoting a variety of housing types to accommodate different income levels, family sizes, and lifestyle preferences, the plan ensured inclusive and sustainable residential development.

Northern South Park Neighborhood Plan: Inclusive Housing
The Northern South Park Neighborhood Plan focused on creating affordable and attainable housing options. By addressing housing needs across different income levels, the plan supported a diverse and inclusive community.

Infrastructure

Best Practices
Develop realistic infrastructure plans that balance market conditions and land use visions, identifying needs and costs for fiscally responsible alternatives.

Examples in Action
Northern South Park Neighborhood Plan: Integrated Infrastructure
The Northern South Park Neighborhood Plan analyzed water resources, sewer capacity, and infrastructure costs, to develop a plan that was fiscally responsible and sustainable when future growth and development occurred.

West Area Plan: Infrastructure Planning
Denver’s West Area Plan included detailed infrastructure planning to support future development. The plan integrated infrastructure with land use and transportation by studying roadway and transit capacities to identify appropriate locations for denser (and diverse) development, minimizing impacts on surrounding single family neighborhoods and providing large infill developments access to trunk infrastructure.

Open Space, Trails, Parks, Recreation & Senior Services

Best Practices
Create multifunctional, connected, and accessible open spaces, trails, and recreational areas to enhance quality of life.

Examples in Action
Central Park (Stapleton) Development Plan: Multifunctional Open Spaces
The Central Park (Stapleton) Development Plan emphasized the creation of multifunctional open spaces that serve various roles, including recreation, environmental conservation, and community gathering areas. The incorporation of multifunctional open space allows for the efficient use of land for both recreational and infrastructure needs. Riparian corridors were returned to their natural channels, allowing them to better

handle storm flows. At the same time trails and recreational infrastructure were added adjacent to riparian corridors to provide natural experiences for pedestrians. This approach enhanced the overall quality of life for residents while promoting sustainable land use.

Northern South Park Neighborhood Plan: Connected Recreation
The Northern South Park Neighborhood Plan created a connected system of parks and trails, ensuring that all residents had easy access to recreational spaces. This focus on connectivity and accessibility fostered a healthy and active community.

Life Safety: Police & Fire

Best Practices
Engage early with fire and police departments to identify development barriers and opportunities.

Examples in Action
Wakefield Area Study: Comprehensive Safety Planning
Raleigh, North Carolina’s Wakefield Area Study engaged early with local police and fire departments to identify potential development barriers and opportunities. This proactive approach ensured that safety considerations were integrated into the planning process, addressing the community’s emergency service demands effectively.

Northern South Park Neighborhood Plan: Safety Integration
The Northern South Park Neighborhood Plan included comprehensive safety planning, coordinating with local emergency services to ensure that new developments met safety standards and community needs.

Environmental Sustainability

Best Practices
Incorporate green building standards and sustainable practices.

Examples in Action
West Area Plan: Sustainable Practices
Denver’s West Area Plan incorporated green building standards and sustainable practices to reduce environmental impact. The plan’s focus on sustainability aimed to protect and enhance natural resources, promoting ecological health and resilience.

Central Park (Stapleton) Development Plan: Eco-Friendly Development
The Central Park (Stapleton) Development Plan integrated environmental sustainability into its core principles, promoting green building practices and the preservation of natural areas. This commitment to sustainability helped create an eco-friendly community.

Mobility & Transportation

Best Practices
Promote multimodal transportation options and conduct traffic impact studies to understand development impacts.

Examples in Action
SR200 A1A Corridor Master Plan: Multimodal Connectivity
The SR200 A1A Corridor Master Plan prioritized multimodal transportation options, enhancing pedestrian, bicycle, and public transit infrastructure. By conducting comprehensive traffic impact studies, the plan ensured that transportation networks were efficient, safe, and accessible for all users.

Northern South Park Neighborhood Plan: Active Transportation
The Northern South Park Neighborhood Plan promoted active transportation by creating a network of bike lanes, pedestrian paths, and transit connections. This focus on multimodal transportation reduced reliance on personal vehicles and improved overall mobility.

Urban Design & Aesthetics

Best Practices
Promote high-quality urban design to enhance aesthetic appeal and create a unique community identity.

Examples in Action
44th Avenue Subarea Plan: Aesthetic Enhancements
The 44th Avenue Subarea Plan in Wheat Ridge, Colorado, promoted high-quality urban design to enhance the area’s aesthetic appeal by focusing on enhancing streetscapes and creating new public spaces to foster a unique community identity and vibrant urban environment that help brand the area as Wheat Ridge. The plan further formalized aesthetic improvements by identifying characters areas within the study areas that included specific aesthetic guidance for each area.

Daybreak Pattern Book: Design Excellence
The Daybreak Pattern Book provided detailed design guidelines to ensure high-quality urban aesthetics. By focusing on building form, public spaces, and architectural standards, the plan created a visually appealing and cohesive community.

Library, Cultural Facilities, and Historic Preservation

Best Practices
Collaborate with library districts and cultural institutions to locate future facilities in the area. Research the area’s history to identify themes and preserve cultural and historical assets with public art and programming.

Examples in Action
Kamp Washington Small Area Plan: Cultural Integration
The Kamp Washington Small Area Plan in Fairfax, Virginia, collaborated with local cultural institutions to integrate future facilities into the community. This approach enriched the area’s cultural landscape and ensured that new developments supported the community’s cultural and educational needs.

Northern South Park Neighborhood Plan: Community Amenities
The Northern South Park Neighborhood Plan included provisions for library and cultural facilities, ensuring that these important community amenities were accessible to all residents.

Central Park (Stapleton) Development Plan: Celebrating History
The Central Park (Stapleton) Development Plan preserved and celebrated the area’s cultural and historical assets through public art and cultural programming. By integrating these elements into the community, the plan maintained Stapleton’s unique identity while fostering a sense of place and continuity. In addition, key historic structures were identified for adaptive reuse to tie the redevelopment to its former aviation use, often as commercial, recreational, or civic amenities. Historic amenities are often augmented with interpretive signage to further link the present to the past.

44th Avenue Subarea Plan: Historic Preservation
The 44th Avenue Subarea Plan in Wheat Ridge, Colorado, focused on preserving the historical character of the area. By protecting historic buildings and incorporating heritage elements into new developments, the plan celebrated the community’s history while promoting sustainable growth.

Central Park Development Plan

“The Green Book”

Plan Framework

Jurisdiction:
City and County of Denver

Date of Adoption:
1991

Type of Plan:
Conceptual neighborhood plan; eventually adopted into the City’s Comprehensive Plan. The Central Park Tomorrow Concept Plan was adopted in 1991 and later replaced by the 1995 Central Park Development Plan, which provided the roadmap for the community’s redevelopment. Peter Calthorpe further refined the concepts in a subsequent plan.

Plan Duration:
18-24 months for the main plan, excluding prior citizen-driven planning and developer-specific processes.

Consulting Firms:
Andropogon Associates, BRW, Civitas, Cooper Robertson and Partners, Economic and Planning Systems, Harold Massup and Associates.

Budget:
Initial budget of \$4-\$5 million, funded through contributions from the Central Park Redevelopment Foundation, businesses, foundations, individuals,

and the City of Denver. **Jurisdiction Type:**
City and County

Jurisdiction Size:
150 square miles

Jurisdiction Population:
470,000 in 1990

Area Covered by Plan:
7.5 square miles

Funding Stream:

Central Park Redevelopment Foundation, led by Sam Gary, initiated the project with \$2 million, matched by additional contributions.

Updates:
The core outlines of the plan remain unchanged, though some updates were made to respond to market conditions in individual neighborhoods.

Relationship to Other Plans:
The plan was adopted into the City’s Comprehensive Plan in the 1990s, setting the framework for zoning and serving as the development roadmap.

Relationship to Zoning/Regulations:
The plan set the foundation for neighborhood zoning and served as a guiding vision for future development.

Plan Organization and Structure:
Plan outline: I) Executive Summary, 2) Introduction and Background, 2I) Context (National, International, Community, and Site), IV) Community Objectives and Guiding Principles, V) Development Plan, VI) Redevelopment Management Structure, V2) Phasing Strategy, and V2I) Conclusion (including future projections).

Topic Areas Addressed:
Comprehensive in its scope, addressing land use, context, phasing, governance, funding, and cost estimates.

Key Insights: A New Model of Urban Redevelopment

The Central Park Development Plan set a precedent for urban redevelopment by transforming a decommissioned airport into a vibrant mixed-use community. As a conceptual neighborhood plan, it aimed to align urban growth with principles of new urbanism, blending residential, commercial, and recreational spaces into a walkable, connected community. At the heart of the plan were the goals of community engagement, economic stimulation, and infrastructure development. The plan’s structure emphasized the creation of eight distinct districts, each centered around walkability and multimodal transportation options. This allowed for the integration of residential neighborhoods, commercial hubs, and public amenities into a cohesive framework.

Phased Development for Long-Term Flexibility

One of the primary successes of the Central Park Development Plan was its ability to adapt over time. Recognizing that urban redevelopment would be a long-term process, the plan was designed with phased development in mind. This approach allowed for flexibility in response to market conditions and changing economic realities, while still adhering to the core principles set out in the original plan. The use of early action items helped to create momentum for the project. By prioritizing key aspects such as governance, regulatory frameworks, and infrastructure planning, the project was able to maintain progress and adapt to emerging needs without deviating from its long-term goals.

Community-Driven Process: Engagement and Stakeholder Involvement

Public engagement was a crucial element in the Central Park plan’s development and eventual adoption. Over six years of community effort—including more than 100 public meetings, workshops, and televised presentations—ensured that residents had a direct voice in the project’s direction. This community-driven approach fostered trust and provided valuable feedback that helped shape the plan’s final form. Diversity, Equity, and Inclusion (DEI) principles were integrated throughout the planning process, aligning the project with Denver’s broader goals of stimulating the economy, enhancing neighborhoods, and providing affordable housing opportunities. These objectives were core to the Comprehensive Plan’s vision, ensuring that Central Park would meet the needs of residents from diverse economic and social backgrounds.

Partnerships for Success: The Role of the Central Park Foundation and Developers

The Central Park Redevelopment Foundation played a pivotal role in the project’s early success. By spearheading funding efforts and hiring consultants, the Foundation provided the necessary leadership to bring the plan to fruition. The partnership between the City and the Foundation was essential in ensuring the long-term sustainability of the project, particularly as it related to governance and financial management. Developers were also key stakeholders in the project’s success. Forest City, selected as the master developer, committed to following the principles of the Green Book (the guiding document for the development), ensuring that the plan’s core objectives were maintained. The developer’s involvement in creating new schools in collaboration with Denver Public Schools further highlighted the importance of public-private partnerships in urban redevelopment.

Innovative Infrastructure and Multimodal Transportation

One of the defining characteristics of the Central Park plan was its emphasis on multimodal transportation and sustainable infrastructure. The development aimed to reduce car dependency by promoting alternative modes of transport, such as walking, cycling, and public transit. The design included two major thoroughfares, Martin Luther King Boulevard and Central Park Boulevard, which were designed to accommodate bus service and provide essential connectivity throughout the development. Transportation Demand Management (TDM) strategies were also implemented to encourage residents to use non-car options for short trips. This approach not only promoted environmental sustainability but also enhanced the overall quality of life for residents.

Economic Realities and Flexible Adaptation

The Central Park Development Plan demonstrated a pragmatic approach to economic challenges. Early in the project, the development of the Quebec Square shopping center—an automobile-oriented retail space—was met with resistance, as it seemed at odds with the plan’s pedestrian-focused vision. However, this retail hub became a necessary economic generator that provided the financial foundation to support the broader community goals. The architects designed the site to allow for future densification, ensuring that it could evolve into a more pedestrian-friendly space over time. This flexibility proved essential as market conditions fluctuated, particularly during economic downturns. The phased approach allowed the project to adjust to these realities without compromising its long-term vision.

Lessons Learned and Best Practices

- 1. Public Engagement is Key:**
The Central Park plan’s success can be largely attributed to its robust public engagement process. By involving residents early and consistently, the project was able to maintain transparency and build a strong foundation of trust.
- 2. Partnerships Drive Success:**
The collaboration between the Central Park Foundation, the City of Denver, and developers like Forest City was crucial. These partnerships allowed for effective governance, financing, and implementation, ensuring that the plan remained viable over the long term.
- 3. Flexibility in Development:**
The project’s phased approach allowed it to adapt to changing economic conditions. By starting with early action items and planning for future densification, the Central Park plan was able to maintain its relevance even as market dynamics shifted.
- 4. Innovative Infrastructure Planning:**
By prioritizing multimodal transportation and Complete Streets, Central Park set a new standard for sustainable urban development. The integration of TDM strategies and transit connectivity helped reduce car dependency and improve accessibility.

Conclusion

The Central Park Development Plan serves as a model for urban redevelopment, blending innovative infrastructure, community engagement, and long-term flexibility into a cohesive plan. By adhering to the principles of new urbanism and aligning with Denver’s broader goals of social equity and sustainability, the project successfully transformed a decommissioned airport into a thriving, sustainable community. Central Park stands as a thought-leading example of how cities can navigate complex urban redevelopment projects by leveraging public-private partnerships, maintaining flexibility in the face of economic challenges, and promoting a holistic approach to land use, housing, and transportation planning.

Daybreak Pattern Book

Plan Framework

Jurisdiction: South Jordan, UT	<div>sources, including Community Development Areas (CDA) and a \$75 million tax rebate, along with bonds and Housing and Transit Reinvestment Zones, were used to support infrastructure, housing density, and transit stations.</div>
Date of Adoption: Early 2000s	
Type of Plan: Developer Master Plan: Prescribes construction requirements such as streetscape features, indoor air and light quality, building materials, landscaping, and garage location (based on historic Salt Lake City neighborhoods). The Daybreak plan was influenced by statewide Smart Growth principles from the Envision Utah initiative, aiming to minimize sprawl, water use, and congestion, while guiding sustainable community development.	
Plan Duration: 24 months	
Consulting Firms: Calthorpe Associates, Ken Kay Associates, Loci, Urban Design Associates, Rio Tinto Kennecott	
Budget: Not specified for the plan; multiple funding streams	
for infrastructure and development. Jurisdiction	
Type: Municipality	
Jurisdiction Size: About 26 square miles	
Jurisdiction Population: 83,500 persons	
Area Covered by Plan: 4,200 acres (approximately one-third of the city)	
Funding Stream: The land was owned by Rio Tinto, which transitioned from mining to development. Several funding	

Updates: The core framework has remained intact, though updates have been made to adapt to market conditions.
Relationship to Other Plans: The Daybreak plan is part of the South Jordan Comprehensive Plan.
Relationship to Zoning/Regulations: Daybreak was developed under a Planned Community (PC) zone, allowing significant flexibility in land use and design.
Plan Organization and Structure: Pattern Book and Design Manual.
Topic Areas Addressed: The plan focused on urban design, homebuilding standards, and sustainable infrastructure.

Building a Smart Growth Community: The Vision of Daybreak

The Daybreak Pattern Book represented a novel approach to community development in Utah, heavily influenced by Smart Growth principles. At the time of its adoption in the early 2000s, the development aimed to integrate housing, open space, and commercial uses within a single, sustainable framework, minimizing the environmental impacts of suburban sprawl. Envisioned as a mixed-use, transit-oriented community, Daybreak’s development focused on creating a comprehensive living environment with housing, recreational spaces, and access to transit hubs. The developer, Rio Tinto, and the City of South Jordan collaborated to ensure that Daybreak would provide residents with multiple transportation and social options.

Land Ownership and the Role of Developer Leadership

Daybreak’s development benefited from being developer-led, with Rio Tinto owning the land outright. This structure allowed the project to avoid many of the bureaucratic hurdles typically associated with large-scale developments. The project included an extensive remediation process, as the area was formerly a mining site, which allowed the developer to move forward with community building following environmental restoration.

Daybreak’s master plan was also governed by a Master Development Agreement (MDA) between South Jordan City and Rio Tinto, ensuring a cohesive vision for the community.

Public Engagement: Minimal but Adequate

In contrast to many other master plans, Daybreak’s development did not emphasize extensive public outreach, likely due to its origins on former mining land, somewhat isolated from neighboring communities. The Pattern Book, however, set out detailed requirements to guide the homebuilding process, ensuring that developers adhered to a shared vision. The document was not subject to significant changes despite evolving market conditions.

Smart Growth and Transit- Oriented Design

A key feature of the Daybreak development was its emphasis on transit-oriented design. As the development progressed, the availability of transit (including access to commuter rail and light rail stations) became a core element of the community’s value proposition.

Daybreak was intentionally designed with Complete Streets to support pedestrian and cycling infrastructure, integrating sidewalks, greenbelts, and public spaces throughout. This multimodal focus allowed the community to cater to residents looking for non-car-based transportation options, aligning with Smart Growth strategies.

Housing and Community Design: Diversity and Affordability

Daybreak’s housing design focused on offering affordable and diverse housing types, making it one of the most comprehensive developments in Utah in terms of housing choice. Home styles included everything from single-family detached homes to townhouses, mansions, and apartments, addressing a wide range of price points and family sizes.

The developer’s strategy shifted over time, with early phases of Daybreak marketed heavily around the community’s lakes and environmental features, but later phases promoted a more emotional lifestyle appeal, emphasizing community values such as quality schools, daycare, and community centers.

Phased Development to Mitigate Risks

The phased approach used in Daybreak allowed the project to adapt to changing market conditions while mitigating risk. The project was initially entitled for 13,000 housing units and 9 million square feet of commercial space, but was later re-entitled in 2007 to accommodate up to 20,000 units and 14 million square feet of commercial space. This flexibility allowed the development to respond to housing demands and market shifts over time.

Lessons Learned and Best Practices

- 1. Developer-Led Process:**
The success of Daybreak demonstrates the advantages of a developer-led approach, particularly when the land is owned outright. This model allowed the project to move forward without significant public opposition or zoning hurdles.
- 2. Transit-Oriented Design**
Daybreak’s emphasis on transit from the outset was critical to its success. By advocating for transit infrastructure early in the planning process, the development was able to offer a comprehensive transportation solution that appealed to future residents and ensured long-term viability.
- 3. Phased Flexibility:**
The plan’s ability to evolve—adapting its entitlements and expanding capacity for housing and commercial spaces—allowed Daybreak to remain relevant and responsive to market needs.
- 4. Diverse Housing:**
Offering a broad range of housing types helped meet the needs of different demographic groups, particularly families and empty nesters, which were the key target markets identified by early market studies.

Conclusion

The Daybreak Pattern Book stands as an important example of smart growth in suburban Utah. By combining a strong emphasis on transit-oriented development, diverse housing, and sustainable infrastructure, the Daybreak project successfully created a new community that catered to both residents and newcomers.

The project’s developer-led process allowed for efficient execution, while the flexibility built into the plan enabled the community to grow in response to changing market conditions. As a model for future development, Daybreak illustrates how planning strategies like Complete Streets, phased development, and public-private partnerships can foster long-term, sustainable growth.

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Case study:

SR200/A1A Corridor Master Plan

Plan Framework

Jurisdiction:
Nassau County, Florida

Date of Adoption:
December 13, 2021

Type of Plan:
Corridor Master Plan

Plan Duration:
N/A

Consulting Firms:
GAI consultants, Community Solutions Group, Femme by Design

Budget:
N/A

Jurisdiction Type:
County

Jurisdiction Size:
726 square miles

Jurisdiction Population:
90,000

Area Covered by Plan:
13 linear miles of corridor

Funding Stream:
N/A

Updates:
No updates since, related to Comp Plan but no previous plan shown.

Relationship to Other Plans:
Nassau County Comprehensive Plan. Three applicable overlay districts: East Nassau Community Planning Area, William Burgess Overlay, and SR200/A1A overlay.

Relationship to Zoning/Regulations:
Transect-based land development code implementation outlined to guide zoning.

Plan Organization and Structure:
Community context, vision, physical character, actions, implementation. The bulk of the plan is targeted at actions such as transition, mobility, livability, low-impact design, branding, etc.

Topic Areas Addressed:
Transition, pedestrian and cycle connectivity, livability, LID, branding, viewsheds, historic areas, surplus property, gateway character, transect-based land development code implementation.

Building Complete Engagement and Connectivity

The SR200/A1A Corridor Master Plan emphasized a holistic approach to engagement and connectivity, with a key focus on creating an inclusive environment. Engagement methodologies included workshops, roundtables, surveys, asset mapping, and innovative tools like “community stories” and gaming elements in public engagement. The plan further integrated community feedback through social media, in-person charrettes, and intercepts at commercial and community centers, ensuring that voices from all segments of the population were heard.

Comprehensive Implementation: A Focus on Transect-Based Codes

A major component of the SR200/A1A plan was the transect-based development code, which bridges the gap between high-level land use planning and detailed zoning codes. The transect-based code allows for smoother transitions between different land uses and encourages mixed-use development along the corridor. This approach ensures that the plan’s vision is carried forward into actual implementation, providing concrete guidelines for future development while maintaining flexibility for stakeholders.

Inclusive Development: DEI and Workforce Housing

The plan integrated principles of Diversity, Equity, and Inclusion (DEI) throughout, addressing affordable housing, support for local businesses, equitable transportation, cultural preservation, and environmental and health considerations. The focus on workforce housing is a key part of the plan, ensuring that future developments provide housing options for residents from different income levels, while also supporting local businesses and employment opportunities.

Addressing Infrastructure and Phased Cost Management

The SR200/A1A Corridor Master Plan placed significant emphasis on the development of infrastructure and the associated costs. A phased approach to infrastructure implementation allows for adjustments to be made in response to real-time market conditions and cost fluctuations. For example, stormwater management systems were critical to the infrastructure strategy. The plan recommended a stormwater fee and budgeted between \$4 million and \$6 million to develop a comprehensive stormwater management system along the corridor.

Lessons Learned and Best Practices

- 1. Complete Engagement:**
The plan’s extensive engagement methods ensured that community voices were central to the development process. Public participation through innovative methods like gaming, asset mapping, and social media interaction can serve as a model for other communities.
- 2. Transect-Based Development:**
The use of a transect-based development code provided a clear path from vision to implementation, balancing high-level planning with actionable steps for zoning and development.
- 3. Phased Infrastructure Planning:**
The plan’s emphasis on flexible, phased infrastructure development ensured that infrastructure costs were manageable and allowed for adjustments based on market conditions and evolving needs.
- 4. Economic and Environmental Integration:**
The SR200/A1A plan balanced economic development with environmental considerations, such as the creation of green spaces, pedestrian and bike paths, and sustainable stormwater systems.

Conclusion

The SR200/A1A Corridor Master Plan is a comprehensive and forward-thinking approach to corridor development, emphasizing inclusivity, flexibility, and sustainability. The plan’s use of transect-based codes, phased infrastructure strategies, and holistic engagement ensures that it will remain a relevant and adaptable guide for Nassau County’s future growth.

This case study demonstrates how planning frameworks can be aligned with market needs, environmental goals, and community engagement to create a well-rounded, sustainable development plan.

North Highline Community Service Area Subarea Plan

Plan Framework

Jurisdiction:
King County, WA

Date of Adoption:
2022

Type of Plan:
Subarea Plan

Plan Duration:
48 months - Public engagement started in 2019, adopted 2022

Consulting Firms:
Berk (for Affordability Housing Incentives Analysis and Equity Impact Review)

Budget:
N/A

Jurisdiction Type:
County

Jurisdiction Size:
County: 2.3k miles², Subarea: 3 miles²

Jurisdiction Population:
County: 2.2 million, Subarea: 20k

Area Covered by Plan:
3 square miles

Funding Stream:
N/A

Updates:
First subarea plan, previous efforts (1994, 2007, 2017) cover parts of the area.

Relationship to Other Plans:
Element of the King County Comprehensive Plan

Relationship to Zoning/Regulations:
Amends zoning map to accommodate the plan’s updates

Plan Organization and Structure:
Introduction, public outreach, plan context, elements, and implementation. Appendices follow.

Topic Areas Addressed:
Housing, land use, transportation, services, economic development, parks

Extensive Public Engagement and Inclusive Policies

The North Highline Subarea Plan was shaped by a comprehensive engagement process that began in 2019, involving community-centered discussions, workshops, virtual and in-person meetings, and a strong focus on anti-displacement strategies. These methods ensured that underrepresented voices, including non-English speakers, youth, and persons with disabilities, were central to the planning process. Key stakeholder engagement strategies included virtual workshops (due to COVID-19), door-to-door outreach, food and childcare at meetings, and partnership with the White Center Community Development Association (WCCDA) for the Community Voices Project.

Anti-Displacement and Affordable Housing Focus

The plan focused heavily on affordable housing and anti-displacement strategies. Policies include preserving affordable housing through inclusionary zoning, community land trusts, and right-to-return policies. The plan also addressed rising housing prices and aimed to provide affordable options for low-income residents while promoting equitable transportation and access to local services. A separate Anti-Displacement Strategy Report was produced to support these efforts, outlining specific actions, such as tax exemptions and funding for community-driven housing projects, that aim to prevent displacement and improve housing affordability.

Implementation Through Performance Metrics

The North Highline Subarea Plan established a set of performance metrics to track the success of its implementation. These metrics include housing units by type, percentage of residents cost-burdened, proximity of housing to transit and jobs, and percentage of income-restricted housing units. By outlining these metrics, the plan ensures that progress is measurable, reasonable, and aligns with both community goals and equity-focused outcomes.

Planning for Growth

The plan promotes increased housing density near transit corridors and commercial areas, particularly through the development of medium-density housing options such as townhouses, duplexes, and triplexes. Additionally, the plan highlights the importance of public transportation improvements, such as the RapidRide H Line, to reduce reliance on cars and improve access to services. Infrastructure improvements, including sewer connections and sidewalk installations, are also prioritized to accommodate higher population density and ensure residents can easily access essential services.

Lessons Learned and Best Practices

- 1. Comprehensive Engagement:**
The plan’s success in capturing community needs, especially from underrepresented groups, highlights the importance of inclusive engagement. Combining in-person and virtual workshops, translated materials, and on-the-ground outreach proved essential.
- 2. Anti-Displacement Strategies**
The inclusion of anti-displacement policies and affordable housing solutions, such as community land trusts and inclusionary zoning, provides a robust framework for preventing displacement in rapidly developing areas.
- 3. Performance Metrics for Accountability:**
By embedding performance metrics into the implementation plan, North Highline ensures that the outcomes can be regularly assessed and that progress remains on track.
- 4. Integrated Transportation/Land Use Planning**
The focus on housing density near transit corridors promotes sustainable urban growth and reduces reliance on private vehicles, creating a more connected and equitable community.

Conclusion

The North Highline Community Service Area Subarea Plan serves as a comprehensive guide for balancing growth, equity, and community preservation. By focusing on anti-displacement strategies, affordable housing, and transit-oriented development, the plan aligns with King County’s broader equity goals and ensures that new development benefits all residents.

With a focus on performance metrics, community-driven solutions, and equitable land use planning, the North Highline Subarea Plan sets a precedent for addressing the challenges of urban growth while preserving community character and preventing displacement.

44th Avenue Sub Area Plan

Plan Framework

Jurisdiction:
City of Wheat Ridge, Colorado

Date of Adoption:
2023

Type of Plan:
Subarea Plan

Plan Duration:
16 months: January 2022 to April 2023

Consulting Firms:
MIG, EPS, Fehr and Peers

Budget:
N/A

Jurisdiction Type:
City

Jurisdiction Size:
9.5 square miles

Jurisdiction Population:
32,400

Area Covered by Plan:
2.2 square miles

Funding Stream:
N/A

Updates:
First comprehensive plan: 2009, updated in 2019. This plan replaced the 2007 Fruitdale Subarea Plan.

Relationship to Other Plans:
Amendment/Addendum to the Comprehensive Plan, replaces the 2007 Fruitdale Subarea Plan

Relationship to Zoning/Regulations:
Recommends for future land use changes.

Plan Organization and Structure:
Introduction, public outreach, plan context, elements, and implementation. Appendices follow.

Topic Areas Addressed:
Large area development, existing uses and infill, pedestrian experience, historic character, residential uses, transportation connectivity, priority crossings.

Extensive Public Engagement and Inclusive Policies

The plan involved extensive community engagement, including an Advisory Committee of 15 representatives from residents, businesses, and key community organizations. This committee provided feedback, vetted preliminary strategies, and helped ensure that the project reflected the community’s needs. Focus groups and public open-house meetings were conducted, allowing residents and business owners to provide input on plan strategies. In addition, bi-annual business walks were held to engage directly with developers and business owners, ensuring that their needs and challenges were incorporated into the plan.

Anti-Displacement and Affordable Housing Focus

The plan highlights the importance of affordable housing along primary corridors. An Affordable Housing Strategy and Action Plan is proposed to ensure that new developments include affordable and workforce housing options close to employment centers. This will improve accessibility and reduce commuting times for workers. In addition, a Race and Equity Task Force is dedicated to reviewing policies, services, and ordinances to identify discriminatory practices. The task force will work toward creating a more inclusive community by providing recommendations and measuring success towards these equity goals.

Implementation with Defined Costs and Prioritization

The 44th Avenue Subarea Plan includes a comprehensive Action Plan that breaks down actions with associated costs, responsible parties, and timelines. For instance, improvements to pedestrian crossings and bridges are categorized as high-cost (\$\$\$) items, while smaller interventions, such as signalizing crossings, are considered mid-cost (\$\$) items.

The plan prioritizes phased implementation, allowing for adjustments based on market conditions and funding availability. Collaboration with state agencies and private developers is critical for major infrastructure improvements, particularly for bridge upgrades and pedestrian pathways.

Lessons Learned and Best Practices

- 1. Extensive Community Engagement:**
The success of the plan was largely due to its robust engagement strategies, including advisory committees, focus groups, and business walks. These methods ensured that residents, business owners, and developers had a direct role in shaping the plan.
- 2. Affordable Housing Integration:**
By linking affordable housing development to key corridors, the plan ensures that future housing projects are aligned with job centers and transit options, reducing travel times and improving quality of life for workers.
- 3. Implementation with Specific Costs:**
The detailed Action Plan, with categorized costs and responsible parties, provides a clear framework for moving the plan from vision to reality. This level of specificity ensures that the plan remains actionable, and that progress can be tracked effectively.
- 4. Developer Engagement:**
Engaging developers from the beginning was key to aligning the plan with market realities. Developer participation ensured that proposed zoning changes and development incentives were practical and market responsive.

The 44th Avenue Subarea Plan demonstrates how cities can balance community needs with economic development goals. Through extensive community engagement, detailed implementation strategies, and an emphasis on equity and affordable housing, Wheat Ridge has laid the foundation for sustainable growth that benefits all residents.

By prioritizing infrastructure improvements, affordable housing, and public-private collaboration, the 44th Avenue Subarea Plan sets a strong example for future urban planning initiatives.

Conclusion

West Area Plan

Plan Framework

Jurisdiction:
City of Denver

Date of Adoption:
March 2023

Type of Plan:
Neighborhood Plan

Plan Duration:
3.5 years

Consulting Firms:
OV, WSP, DIG Studio, EPS, Michael Baker

Budget:
N/A

Jurisdiction Type:
City

Jurisdiction Size:
Large

Jurisdiction Population:
650,000

Area Covered by Plan:
5.1 square miles

Funding Stream:
General Fund

Updates:
N/A

Relationship to Other Plans:
Part of the City of Denver’s Neighborhood Planning Initiative

Relationship to Zoning/Regulations:
N/A

Plan Organization and Structure:
N/A

Topic Areas Addressed:
Large area development, community engagement, housing, transportation, economic development

Public Engagement and Developer Involvement

The West Area Plan emphasized extensive public engagement through public meetings, pop-up events, surveys, focus groups, and a steering committee. There was a deliberate effort to include underrepresented populations and offer a mix of virtual and in-person engagement methods.

Developers were engaged through one-on-one discussions, partnerships with local business improvement districts (BIDs), and community events. Their feedback was incorporated into land use, housing, and economic strategies.

DEI and Anti-Displacement Strategies

The plan prioritized equity by addressing historical disinvestment in West Denver and focusing on anti-displacement measures. The “Planning for Equity” section included policies to expand housing diversity, reduce displacement risks, and ensure that new developments provide benefits for existing residents.

The plan’s equity framework also included health and environmental resiliency, with recommendations for air and water quality improvements, expanding the urban tree canopy, and enhancing public spaces.

Implementation and Performance Metrics

The West Area Plan included several implementation tools to ensure its vision could be realized. Future rezoning efforts must align with the plan’s guidance on building heights, neighborhood context, and street types. Public infrastructure projects, such as park expansions and transit improvements, were prioritized and tied to funding sources, including federal, state, and local grants. Specific metrics were established to track progress, including housing affordability, infrastructure improvements, and transportation equity.

Lessons Learned and Best Practices

- 1. Inclusive Community Engagement:**
The use of both virtual and in-person engagement strategies ensured broad community input, particularly from historically underrepresented groups.
- 2. Planning for Equity:**
By including specific anti-displacement measures, the plan directly addressed the risk of gentrification and provided a path for community-driven development.
- 3. Partnerships with Developers:**
By working with local developers and business improvement districts, the plan was able to integrate economic growth with community needs, ensuring a balance between new development and the preservation of neighborhood character.

Conclusion

The West Area Plan serves as a model for inclusive urban development, with a focus on anti-displacement, health equity, and environmental resilience. Through extensive community engagement and partnerships with developers, the plan balances growth with the preservation of neighborhood character and the needs of long-term residents.

The plan’s focus on performance metrics, rezoning guidelines, and economic development strategies sets the foundation for sustainable growth and ongoing community involvement.

Kamp Washington Small Area Plan

Plan Framework

Jurisdiction: City of Fairfax, Virginia	Topic Areas Addressed: Housing, transportation, sustainability, and development
Date of Adoption: October 25, 2022	
Type of Plan: Small Area Plan	
Plan Duration: 1.5 Years	
Consulting Firms: N/A	
Budget: N/A	
Jurisdiction Type: City	
Jurisdiction Size: 6.25 square miles	
Jurisdiction Population: 25,000	
Area Covered by Plan: N/A	
Funding Stream: General Plan	
Updates: N/A	
Relationship to Other Plans: N/A	
Relationship to Zoning/Regulations: N/A	

Plan Organization and Structure:

Public Engagement and Community Feedback

The Kamp Washington Small Area Plan involved extensive community outreach through stakeholder meetings, community charrettes, town halls, and consultations with city staff. Community members provided geo-tagged comments on digital maps, attended in-person workshops, and participated in digital outreach initiatives.

Various groups, including nearby residents, property owners, and developers, were consulted to ensure that their concerns were addressed. Feedback from these engagements shaped the final plan’s recommendations.

DEI and Sustainability Integration

The plan integrated affordable housing provisions, ensuring housing options for various income levels. Environmental sustainability was also a key component, with green infrastructure and stormwater management practices incorporated to improve environmental resilience.

While community engagement was prioritized, it is noted that efforts to reach diverse populations were limited. However, digital outreach and in-person workshops ensured that community voices were heard.

Phased Implementation and Infrastructure Upgrades

The plan outlines both near-term and long-term actions to guide development and infrastructure upgrades. Near-term actions include upgrading roads, pedestrian paths, and public spaces, while long-term projects involve extensive redevelopment efforts, including new construction. Infrastructure improvements focus on enhancing multimodal transportation options, creating green public spaces, and addressing stormwater management concerns. These efforts are phased over time to ensure steady progress and coordination with other development initiatives.

Lessons Learned and Best Practices

- 1. Phased Development:**
The plan’s phased approach allows for gradual improvements, balancing immediate needs with long-term vision.
- 2. Community Feedback Integration:**
Community members were actively engaged throughout the process, ensuring that the plan reflected their needs and concerns.
- 3. Green Infrastructure:**
The incorporation of green infrastructure and sustainable practices supports the city’s goals for environmental resilience and long-term sustainability.

Conclusion

The Kamp Washington Small Area Plan is a forward-looking framework that emphasizes sustainability, housing affordability, and community-driven development. The plan’s phased implementation ensures that infrastructure improvements align with the city’s long-term vision for growth and environmental resilience.

Through community engagement, collaborative planning, and targeted development initiatives, the Kamp Washington Small Area Plan will help guide the city’s transformation while preserving its unique character and addressing future challenges.

Wakefield Study Area

Plan Framework

	N/A
Jurisdiction: City of Raleigh, North Carolina	Topic Areas Addressed: Transportation, growth and development, public safety, open space and environment
Date of Adoption: August 2022	
Type of Plan: Small Area Plan	
Plan Duration: 7 months	
Consulting Firms: N/A	
Budget: N/A	
Jurisdiction Type: Municipal	
Jurisdiction Size: 148 square miles	
Jurisdiction Population: 476,587	
Area Covered by Plan: 10 square miles	
Funding Stream: N/A	
Updates: N/A	
Relationship to Other Plans: N/A	
Relationship to Zoning/Regulations: N/A	

Plan Organization and Structure:

Public Engagement and Community Feedback

The Wakefield Area Study incorporated a wide range of public engagement methods, including online surveys, virtual focus groups, and interactive mapping. Participants provided feedback on transportation, open space, development priorities, and public safety, which informed the plan’s recommendations. The community played a central role in prioritizing capital investments through a series of public engagement efforts, such as a ranking activity for streetscape elements and word clouds created from open-ended responses.

DEI and Multimodal Transportation

The plan incorporated equity principles, focusing on improving accessibility for underrepresented groups by promoting multimodal transportation options and enhancing pedestrian safety. The design sessions and online surveys ensured that a broad cross-section of the community could participate.

Additionally, the plan emphasized green infrastructure and sustainable design to improve environmental equity and enhance public spaces, which benefit all residents.

Infrastructure Improvements and Phased Implementation

A comprehensive list of infrastructure improvements was proposed, including road upgrades, greenway expansions, and stormwater management. These projects were phased to allow for gradual implementation, balancing short-term wins with long-term goals.

Capital Improvement Projects were integrated into the city’s capital improvement plan (CIP) to align funding with other ongoing infrastructure developments in Raleigh.

Lessons Learned and Best Practices

- 1. Community-Driven Prioritization:**
The use of interactive tools, such as ranking activities and word clouds, allowed for effective community input and helped prioritize key investments.
- 2. Focus on Multimodal Transportation:**
The plan successfully integrated multimodal transportation options, including bike lanes and pedestrian paths, to enhance connectivity and reduce reliance on automobiles.
- 3. Phased Infrastructure Investments:**
The inclusion of both short-term and long-term infrastructure projects helped ensure that critical improvements could be made immediately, while larger-scale projects were phased over time.

Conclusion

The Wakefield Area Study offers a well-rounded approach to urban planning, incorporating community input, equity-focused transportation strategies, and phased infrastructure improvements. The plan’s recommendations for green infrastructure, multimodal transit options, and safety enhancements set a strong foundation for sustainable growth in the area.

With a focus on inclusive engagement and a balance between immediate and long-term actions, the study helps ensure that future developments align with community priorities while addressing environmental and mobility challenges.

Northern South Park Neighborhood Plan

Plan Framework

Jurisdiction:
Teton County and Town of Jackson, Wyoming

Date of Adoption:
July 2022

Type of Plan:
Neighborhood Plan

Plan Duration:
24 months

Consulting Firms:
Opticos Design, Cascadia Partners, Charlier Associates, Crabtree Group, Cambridge Systematics

Budget:
\$400,000

Jurisdiction Type:
Rural Resort County; includes Jackson, WY

Jurisdiction Size:
Teton County is 4,200 square miles

Jurisdiction Population:
23,250

Area Covered by Plan:
225 acres

Funding Stream:
Likely General Funds of County and Town

Updates:
Implementation is underway

Relationship to Other Plans:
The Jackson/Teton County Comprehensive Plan designates the Northern South Park project area (Subarea 5.6) as a “transitional subarea,” meaning it is a place where the community accepts redevelopment and anticipates the character will change.

Relationship to Zoning/Regulations:
The plan is intended to define a vision for development, to provide details to inform new Land Development Regulations (LDRs) and zoning that will guide development, and to evaluate future development proposals relative to the plan vision.

Plan Organization and Structure:
1) Introduction with Vision Statement, Executive Summary, and background context 2) Plan Vision, including Housing Program, Open Space, Mobility, Connectivity, Neighborhood Design, and Character Areas 3) Implementation.

Topic Areas Addressed:
Background, vision, land use, housing, open space, mobility, neighborhood design, and character areas. Additional alternatives were compared to identify a vision that responds to community needs and is financially feasible.

Public Engagement and Stakeholder Feedback

The public engagement process for the Northern South Park plan involved various methodologies, including stakeholder interviews, community surveys (398 responses), virtual community workshops using Konveio, plan alternatives open house, and Spanish language workshops. Regular committee meetings were held to gather community feedback.

The engagement process included a mix of in-person and online tools to encourage broader engagement, with a specific focus on creating diverse opportunities for community input.

DEI and Affordable Housing Integration

The plan included a significant amount of affordable housing, ensuring that different income levels were accommodated. This was complemented by a Spanish language workshop to engage non-English-speaking residents, underscoring the plan’s focus on DEI.

The area’s nonprofit housing developers were actively involved, bringing their expertise in affordable housing to the process.

Phased Implementation and Metrics

An implementation checklist was developed to track the progress of individual elements, such as housing programs, open spaces, and mobility. Each task was categorized as short-, medium-, or long-term, with specific departments or stakeholders responsible for its execution.

The plan was designed to be implemented gradually, with infrastructure and housing projects being phased over the first three years.

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Lessons Learned and Best Practices

1. Engagement through Various Formats:
The plan successfully combined in-person and virtual engagement strategies to accommodate diverse community members. This helped build broader participation, even during the pandemic.

2. Affordable Housing Focus:
The integration of affordable housing was a key component of the plan, and nonprofit developers played a vital role in ensuring the plan addressed housing needs effectively.

3. Checklist for Implementation:
The checklist format used for tracking metrics provided a clear, organized structure for ensuring that tasks are completed on time and by the appropriate entities.

Conclusion

The Northern South Park Neighborhood Plan represents a comprehensive and adaptable approach to neighborhood development in Teton County. The plan emphasizes community engagement, affordable housing, and phased infrastructure improvements, ensuring that future growth aligns with local needs and sustainability goals.

With its emphasis on inclusivity, coordination between stakeholders, and a clear implementation strategy, the Northern South Park Neighborhood Plan sets a strong example for similar rural resort areas facing development pressures.

Appendix H: Public Engagement Plan

Introduction

This Preliminary Public Outreach and Engagement Plan (PPOEP) provides a guide for the Phase 2 consultant to inform and involve community members and stakeholders in development of the I-25 Sub Area Plan. Preparation of a useful and realistic plan reflective of the priorities of diverse stakeholders will require targeted public and stakeholder input. The planning process will focus on people - their needs and desires, their experiences, their involvement, and their understanding and excitement for developing a future for the I-25 Sub Area and community goals. This PPOEP has been developed to reflect best practices and innovations in methods of meaningful engagement and to emphasize the importance of input from a wide range of voices and viewpoints. This list of preliminary information and recommendations is intended to be expanded upon, modified as appropriate, and finalized following discussions between City and County of Broomfield (Broomfield) staff and the Phase 2 consultant.

Phased Implementation and Metrics

- Seek out and facilitate involvement of the diverse population and stakeholders who may be affected by the plan.
- Incorporate an emphasis on diversity, equity, and inclusion.
- Partner with community leaders and cultural institutions to involve hard-to-reach populations.
- Use a combination of in-person and online outreach and involvement tools.
- Use a range of innovative and proven methodologies to focus on meaningful engagement, building upon best practices.
- Incorporate a listen-first approach to build key relationships at project onset.
- Build excitement to drive positive engagement by focusing on the community's aspirations for the area and joint concept development.
- Conduct a transparent planning process.
- Educate community members about the sub area planning process and reasons it is important to engage.
- Listen to feedback to optimize the future of the I-25 Sub Area.
- Document comments, correspondence, and engagement activities in engagement point summaries and share how comment themes influenced Plan outcomes and why some suggestions were not included.

Stakeholder Analysis

A preliminary stakeholder analysis is included below. Before the PPOEP is finalized during Phase 2, this analysis will be updated to reflect the latest understanding of internal and external stakeholders. An equity analysis will be conducted in Phase 2 in order to better understand demographics of Broomfield residents, languages spoken and translation and interpretation needs.

Internal Stakeholders

Regular coordination will occur with Broomfield technical staff and leaders from the following departments:

- Communications and Engagement
- Diversity, Development, Equity and Inclusion
- Economic Vitality
- Parks and Recreation
- Planning
- Police
- Public Health and Environment
- Public Works, Transportation and Infrastructure (including Water Resources)
- Periodic check-ins will occur with the following groups:
- City Council
- Historic Landmark Board
- Land Use Review Commission

Key Agency Partnerships

Key agency partnerships will be necessary to realize complimentary solutions for the I-25 Sub Area. Planning staff from the following agencies should be involved through regular agency stakeholder meetings (assume a minimum of five and a maximum of seven group meetings) to facilitate coordination:

- Town of Erie
- Weld County
- Adams County
- City of Thornton
- City of Northglenn
- City of Westminster
- Regional Transportation District
- Colorado Department of Transportation
- Denver Regional Council of Governments

Agency stakeholder meeting attendees will be tasked with coordinating with their elected officials and other departments as needed. The Phase 2 consultant in collaboration with the City and County of Broomfield will establish connections with communications staff within these agencies to facilitate broad distribution of public engagement notices.

Demographics

Broomfield’s current population is estimated to be approximately 76,000 people. The overall current population and demographic profile includes the following:

- 15,570 (22%) under the age of 18
- 10,550 (14%) over the age of 65
- 17,780 (25%) non-white
- 9,790 (13%) speak a language other than English at home
- 7,530 (10%) foreign born
- 4,190 (6%) veterans
- 3,770 (5%) persons with a disability
- 3,160 (4%) persons in poverty

Agency stakeholder meeting attendees will be tasked with coordinating with their elected officials and other departments as needed. The Phase 2 consultant in collaboration with the City and County of Broomfield will establish connections with communications staff within these agencies to facilitate broad distribution of public engagement notices.

Engaging Diverse Audiences

A project contact list will be established with a goal of engaging a wide range of stakeholders including vulnerable and historically underrepresented populations. Considerable effort should be focused on researching and establishing contacts at the onset of Phase 2. To the extent possible, contacts established during recent area planning efforts should be obtained and asked to participate (e.g., Open Space, Parks, Recreation and Trails Plan Refresh). Working with community partner organizations and using their trusted leaders as liaisons is a best practice Broomfield has found through previous outreach efforts and is commonly recognized as a more effective way to gain participation. Those parties in the sub area will be engaged using focused discussions and those from the larger community will also be informed and involved since the development of this area will affect the community as a whole.

In addition to general engagement and communication with the larger Broomfield community, focused engagement efforts will be needed with those most directly impacted. An initial list of key individual and group audience members is included below. Additional stakeholders and more specificity will be added to this list during Phase 2. Various methods will be used to involve these stakeholders, including up to 12 one-on-one and small group meetings focused on specific coordination topics.

- **Property owners within the project area**
- **Residents within the project area**
- **Metro districts/improvement districts**
 - Homeowner Associations/Registered Neighborhood Organizations
 - Renters and apartment managers
 - Students and young people
 - Long-time area residents
 - People with disabilities
 - Non-English speaking residents
- **Developers**
- **Major land owners and/or employers**
 - McWhinney (Baseline)
 - Urban Frontier (Palisade Park)
 - Other prospective developers
- **School Districts**

<ul style="list-style-type: none">• Children’s Hospital• UC Health• IKEA• Amazon	<ul style="list-style-type: none">• Costco• Genesse Properties Inc.• NE 725 LLC	<ul style="list-style-type: none">• Flatirons Community Church Inc• Cardon Family LLC
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- **School Districts**

<ul style="list-style-type: none">• Adams 12 Five Star Schools• Saint Vrain Valley School District• Weld RE-8	<ul style="list-style-type: none">• Brighton 27J Schools
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- **Business interests**
 - Economic development groups
 - Broomfield Area Chamber
 - Businesses
 - Oil and gas industry
 - Those currently in and adjacent to the I-25 Sub Area
 - Those with potential to expand into Broomfield
- **Freight industry**
 - Colorado Motor Carrier’s Association
 - Major freight carriers
- **Special interest groups/advocates/community partners (Group leaders of community organizations can act as trusted liaisons. Broomfield Communications and Engagement maintains a list of Community Partners that should be referenced and Adams/St. Vrain county staff should also be asked for suggestions of groups to connect with such as critical nonprofit partners.)**

<ul style="list-style-type: none">• FISH• A Precious Child• Greenhouse gas experts• Environmental groups• Colorado Parks and Wildlife• Public health ambassadors• Bicycle groups	<ul style="list-style-type: none">• Transit alliance groups• LatinX community• Coordinate with the City Councilmember for this district to identify community leaders and opportunities to best engage the community
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- **Faith communities/religious leaders in Broomfield’s places of worship**
- **Service providers**
 - Emergency service providers
 - North Metro Fire Rescue District
- **Utility companies**
 - Farmers Reservoir and Irrigation Company (FRICO)
 - Mile High Flood District

Engagement Strategies and Communication Methods

Approach

The International Association for Public Participation designed a Spectrum of Public Participation to assist with the selection of the level of participation the public should have in a public participation process. Spectrum engagement levels will include “Inform”, “Consult”, and “Involve” for this planning effort, which means the public will be provided information they need to understand the planning task and components, will be asked to provide feedback on draft ideas, and will be directly coordinated with so their concerns and aspirations for the area are considered.

In addition to engaging the general public, elected and appointed officials will also be involved as the plan progresses. These groups are expected to include City Council, the Historic Landmark Board, and the Land Use Review Commission. City staff will provide quarterly written updates to these groups to keep them informed. Mid-way through the process, a presentation will be made at a City Council Study Session and at a Land Use Review Commission meeting.

There will be a focus on meaningful participation. Engagement points have been

designed to occur at times that would allow input to be used for the process. Public trust should be built by only asking for input on things that will inform the plan, so participant’s time is valued. This engagement approach will ask the right questions at the right time, then build feedback into the results for the project.

Typically, it is difficult to get people to engage in long-term planning efforts that are often intangible and lack immediacy. While realistic metrics for participation should be set, efforts should also be made to increase participation. Making engagement convenient by bringing opportunities to community members where they already are can increase participation. Providing incentives tied to immediate needs such as food, gift cards for groceries, gas, or local restaurants, or small giveaways such as tote bags or seasonal items could entice people to participate. Messaging the project to explain how this plan could impact their life or their children’s future would also help people understand why getting involved is important. Fun and engaging activities will be used for active involvement during meetings and events. Going beyond only asking for feedback and including community members in developing concepts will drive positive, aspirational engagement.

Tactics

A combination of in-person and online engagement opportunities will be used to provide choice and flexibility in order to increase participation. The approach recommended includes conventional and innovative tactics found as best practices to facilitate two-way information sharing, collect and compile input, and bring people together to formulate a shared vision. Best practices are noted with *BP* prior to the tactic; efforts should be made to keep these items in the final Public Outreach and Engagement Plan (POEP) even if reductions are made to the engagement efforts. Recommended tactics include:

- ***BP* Pop-ups/tabling at special events**
 - Use simple, attention-getting displays, add fun elements and giveaways (such as tote bags or raffles for gift cards for groceries, gas, or local restaurants in exchange for participation), and an interactive activity or questionnaire/survey.
 - Use a card storming activity to generate ideas/input about what is important to them in the plan, then organizing ideas by themes that emerge for others to view as the event continues. Each participant would be given a small stack of blank cards/Post-it notes and asked to write one idea per Post-it. Cards/notes would be displayed on a table or large surface, with participants helping to group similar ideas together. This activity helps people think about other perspectives and ideas to spur more ideas and discussion. This can be used as an initial activity before prioritization activities.
 - Use a tangible activity where residents vote for their preferences or prioritize categories of desired emphasis by putting beads or marbles in jars.
 - Upon initiation of Phase 2, review the list of Broomfield community events to find events that best correspond with the timing of the engagement points. If possible, attend Broomfield Days (the largest Broomfield event with approximately 30,000 attendees) in September and the Brew Haha (targeted at young adults). Both of those events are hosted in the southern portion of Broomfield, which will provide a good way to gather input representing the general perspective.
- Outreach at religious establishments and events at places of worship
- **Workshops**
 - Workshops have proven to be a more effective way to engage people than public open house meetings. They work best to focus on a set of specific issues or discrete tasks. Design charrettes or focus group meetings centered on important project topics would be helpful workshop formats.
 - These meetings could be held in person or virtually. If virtual, consider Mentimeter or Zoom polling within videoconference meetings to gain real-time feedback in a way that encourages even those less confident to speak during meetings to have their input heard.
 - ***BP* Incorporate appreciative inquiry process with a diverse set of stakeholders for a co-creative process.** In this appreciative inquiry process, reviewing the background will help the group imagine the desired future. In advance, the team will prepare a brief presentation to illuminate the relevant past and important considerations, then ask participants to envision the ideal future. (e.g., Discovery - appreciate what is. Dream - imagine what might be. Design - determine what should be. Destiny - create what will be.) This collaborative process fosters co-creation of creative solutions that align with the vision and emphasizes possibilities rather than problems.
- **Relationship building with underrepresented group leaders**

- ***BP*** Early in Phase 2, efforts will be made to identify and connect with leaders of underrepresented populations and hard-to-involve stakeholder groups. They would be provided with a review of the process, educated on the benefits of participation, asked to provide input about the best ways to connect with their group members, and asked if they would be willing to act as a trusted liaison. At a minimum, an introductory meeting would be planned with up to six group leaders. Subsequent meetings or presentations to their groups, or sharing of information may occur depending on the leader's preference and may require additional budget allocation for time, customization or translation of materials, and interpretation needs. This method of relationship building respects the fact that some populations usually don't engage in traditional ways and often lack trust in government.
- **School activity**
 - High schools could be asked if a social studies class (such as AP Human Geography) would be interested in helping plan the vision of the area. A workshop held with project consultant staffing would gain valuable youth input while educating the students in a real-life community planning activity. This would provide an opportunity to explain the planning process and the focus on big-picture elements rather than identifying things such as specific stores or restaurants. Getting students invested in the process would in turn increase the changes their parents and peers engage.
- **Developer interviews**
 - Calls with developers early in the project are an efficient way to understand developer perspectives and needs and establish contacts. Contact with three to five developers would likely include an initial phone interview early in the process and a videoconference later in the process to provide a review of planning progress and gather feedback.
- ***BP* Online surveys and discussion boards**
 - Capitalize on Broomfield's investment in Granicus by using "Broomfield Voice" as a discussion platform to gather public thoughts through discussion forums, idea boards, and surveys.
 - An idea board on Broomfield Voice could be used to facilitate a community photo visioning activity, where people are asked to post pictures of things representative of their desires for the I-25 Sub Area.
- Topical surveys will provide a way to understand issues and gather a full picture of the sub area's strengths, weaknesses, challenges, and opportunities.
- ***BP* Online interactive comment maps**
 - Interactive maps provide a more engaging online experience than simply posting PDFs and asking participants to fill a comment form. The Broomfield Voice Places tool allows participants to place pins at specific locations along with comments, images, or responses to survey questions.
- **Broomfield Voice Questions tool**
 - This tool will be used to gather participant questions at their convenience. Responses can be made public, creating a repository of questions and answers to help others as the project progresses.
- **Stakeholder meetings and presentations**
 - The project may require attendance at meetings or presentations to specific groups upon request or as deemed necessary. This will include presentations to elected and appointed officials.

Communication Plan

Branding & Visual Identity

Branding will facilitate public and stakeholder identification and awareness of the plan development. A meeting will be held with applicable Broomfield staff to discuss and confirm the project name (this may be held as an element of another meeting if appropriate). A minimum of two options for visual identity will be provided to help with project recognition and messaging consistency. Color contrast, existing Broomfield templates, and adherence to Broomfield Brand Identity Guide standards will be respected. Following the meeting, the official project name, supporting graphic headers, footers, document templates, project colors, and fonts for use on all project documents and outreach materials will be provided for one round of review, then finalized.

Equity and Inclusion

An equity analysis will be conducted at the onset of Phase 2 in order to better understand demographics of Broomfield, languages spoken and translation and interpretation needs. In addition to using Census data, other sources should be explored, such as asking schools what languages they translate and what needs they are seeing. Translation and interpretation of main outreach materials (engagement advertisements and fact sheet) in up to four languages is assumed until further investigation can be done. Potential languages include

Spanish, Mandarin, Arabic, Nepali, Romanian, Turkish, H'mong, Russian, Korean, and Vietnamese. Deliverables will be compliant with House Bill 21-1110 to facilitate access for those with visual impairments and disabilities. In some cases where graphic and design-heavy materials would be helpful to the majority of the population but would not meet accessibility guidelines, two versions of documents will be posted to the project web page: an accessible, compliant document and a more engaging, aesthetically pleasing document. House Bill 21-1110 compliance is not an optional task and will remain in the Phase 2 scope regardless of other adjustments that may be made.

Outreach Materials

Work with the Broomfield Communications and Engagement team to create a timeline for sharing information on City and County of Broomfield communication channels.

- **Establish a project contact list (assumed to include a list of contacts with email addresses and a physical mailing list for the postcard distribution)**
- **Content for outreach channels (done in collaboration with the Broomfield Communications and Engagement team, with the consultant to formulate the messaging at each engagement point and the city to extract and tailor information for specific city communication forums and distribute information**

through the city forums)

- Broomfield.org content directing to Broomfield Voice project landing page
- Drafted content for Broomfield Voice web page
 - A drone video to show the context of the project area could be posted to the page. (City production assumed)
- Project e-newsletter distributed through Broomfield Voice
- Postcard to be mailed early in the project to up to 2,500 property owners and tenants near the planning area (neighborhoods to the west) (created, printed, and mailed by consultant)
- News release (include Broomfield Enterprise)
- Community Update weekly e-newsletter blurb (2 - 3 sentences ideally) prior to each public engagement point
- Social media posts (Facebook (general and Senior Services pages), Twitter, Instagram, and Nextdoor) to be posted by Broomfield prior to each public engagement point

- Together We Thrive employee email newsletter article prior to each public engagement point
- City Manager’s Office Update email article prior to each public engagement point to inform City Council
- B in the Loop
- Yard signs placed at the City & County building, Broomfield Auditorium, The Paul Derda Rec Center, Broomfield Community Center, The Bay Aquatic Park (season-dependent) in advance of the first public engagement point
- Flyers to be posted in community gathering places and distributed to target schools requesting information be shared in school weekly email messages in advance of the first public engagement point
- Digital signage passive slides displayed on Broomfield facility TVs
- Water bill inserts or language added to actual billing statement
- **Collateral for engagement events (full responsibility of the Phase 2 consultant)**
 - Fact sheet to be posted on the project web page and distributed at meetings/events
 - Project business cards to be handed out at meetings and events with easy reference contact information and the project web page QR code
 - Display boards and large-format sub area maps
 - Workshop and meeting agendas and presentation materials

Distribution of Project Notices

Primary announcements of public engagement points and project notices will come from Broomfield through distribution in existing communication forums. These announcements will direct readers to the project web page to sign up for this project’s electronic mailing list. The Phase 2 consultant will maintain an electronic contact list which will be updated with current and relevant information as comments are submitted or interested parties join the project list. Notices will also be sent to those on the project contact list once established. Assessor’s data will be used to form a list of property owner and tenant mailing addresses for postcard distribution.

Communications Timeline

Upon initiation of Phase 2 and finalization of the POEP, a Communications Timeline will be developed to outline general communication needs for the first engagement point. The Timeline will be expanded to include details for the second engagement point prior to it beginning. This will be a spreadsheet or table listing communication tools and responsibilities followed by content generation, review, and distribution deadline dates. Sharing this in advance with all responsible parties will be an effective way to coordinate and execute outreach in a timely and strategic manner.

Communication Plan

The public outreach and engagement activities outlined above are estimated to cost approximately \$300,000 to execute. During Phase 2 contracting, the consultant shall provide a detailed cost estimate considering their rates for personnel to reach agreement on scope tasks and budget.

The Phase 2 consultant is expected to provide necessary staffing to execute the majority of the plan. Broomfield Planning staff support is assumed for meetings/ events and review of draft engagement materials. The consultant is expected to provide all necessary software for deliverables, printing and mailing, and event supplies (including tables) unless otherwise noted. Broomfield would be asked to provide and set up a tent/ canopy for community events and provide tablecloths.). Budget for some participation incentives (beyond basic

snacks and refreshments) is included in the initial estimate for pop-up events. Additional/increased incentives and childcare would be the responsibility of Broomfield and are not included in the assumed cost at this time.

Partnership with Broomfield’s Communications and Engagement team will be required. It is assumed Broomfield will distribute information prepared by the consultant through their established communication channels and maintain project information and engagement on Broomfield Voice and Broomfield.org. Broomfield staff will also handle all media contacts, inquiries, interview requests, and news release distribution with supporting information provided by the Phase 2 consultant.

Schedule

Phase 2 will include two main engagement points to seek input at key milestones. A final project notice will be used to circle back with participants and inform them of outcomes. Engagement tactics and their anticipated timing are listed below. A detailed project schedule will be developed during Phase 2 for all project tasks, including planned dates and durations of public engagement activities. Once developed, the schedule will be included in this plan.

Engagement Point 1

Early 2025: Build awareness of the planning process and input opportunities. Uncover community values and preferences, and gather feedback regarding the community’s vision, needs, and desires for the I-25 Sub Area. Develop a publicly supported vision, goals, and directives to serve as guides and touchstones for the Plan as it progresses.

- **Tactics:** Pop ups, workshops, meetings in a box, school activity, developer interviews, online surveys and discussion boards, interactive comment map, Broomfield Voice Questions tool, and stakeholder meetings and presentations.

Elected & Appointed Official Briefings

Spring 2025: Introduce the planning effort, present public comment themes and participation analytics from engagement point 1, review the draft I-25 Sub Area vision and its associated goals, and present results of alternatives development and evaluation. Gather feedback to inform development of the I-25 Sub Area Plan.

- **Tactics:** Presentation at a City Council Study Session and at a Land Use Review Commission meeting.

Engagement Point 2

Mid-2025: Review the I-25 Sub Area vision, its associated goals, and the resulting solutions to confirm alignment. Present the Draft I-25 Sub Area Plan for review and comment. Gather feedback to be considered prior to plan finalization.

- **Tactics:** Pop ups, workshops, online surveys and discussion boards, interactive comment map, Broomfield Voice Questions tool, and stakeholder meetings and presentations.

Final Project Notice

Late 2025: A final project notice will be sent to the project email contacts to explain how public input shaped the Sub Area Plan, share a link to the final plan, and outline next steps.

- **Tactics:** Information distribution.

Documentation, Monitoring and Evaluation

Summaries of the engagement process used and public comments received will be compiled at the conclusion of each of the main engagement points by the Consultant. These documents will be provided to Broomfield and the entire consultant team and considered prior to moving into the next project phase. Summaries will include an overview of the engagement point, communication methods, participation numbers, and compilation of all comments received. Comments will be arranged/ categorized by topic and will not be associated with the commenter’s name. Comments will be displayed as submitted, except to remove any personal identifying information or inappropriate content. These summaries will be posted on the project web page to provide transparency and greater understanding of the public feedback being used to shape the Sub Area Plan development and may ultimately be appended to the Plan.

After the first main engagement point, project leadership will discuss the engagement methods, participant demographics and numbers, level of controversy/support, and analyze comments received. If adjustments are needed to increase understanding of a certain project aspect, better involve underrepresented populations or stakeholders, provide a better return on investment, or gain more community involvement, they will be made for the second engagement point, as the consultant contract allows for. If needed, additional engagement efforts could be executed with supplemental project budget to reach desired metrics. Methods that didn’t provide adequate value will be removed as needed and others may be emphasized. At the end of Phase 2, the extent to which participation affected the outcome of the plan should be analyzed and reported.

Brief memos documenting the evaluation of public engagement activities, including engagement analytic data, will be provided following each main engagement point. These will be shared with Broomfield staff and may be distributed to elected and appointed officials and others as appropriate and may ultimately be appended to the Plan..

Upon initiation of Phase 2 of the I-25 SAP, coordination will need to occur with Broomfield staff to determine

specific public engagement performance metrics. A draft set of metrics could be shared in quarterly City Council written project updates. Metrics may be quantitative and qualitative elements that can be directly observed and/or measured to demonstrate the degree to which the desired performance has been reached in each key result metric area. Execution of engagement activities will be designed to obtain the necessary level of measurable data to complete this evaluation of metrics.

Potential metrics could be related to the following:

- **Number of participants by engagement method**
 - Number of comments received
 - Number of interested parties (project contacts researched and those who requested to be informed)
 - Diversity of participants (demographic metrics)
 - Age
 - Disability status
 - Gender identity
 - Ethnicity or preferred language
 - Total household income
 - Renter/owner status
 - General location of residence
 - Interest in project (area resident, business interest, stakeholder group representative, etc.)
 - Reach of communication tools/forums used to advertise engagement opportunities

Careful consideration should be given to development of these public engagement performance metrics in order to avoid requiring submission of personal/demographic information that may discourage community members from participating. It is possible people would be discouraged from participating if they believe their personal information will be shared with others. Beyond concerns about privacy related to data breaches or an increase in being targeted by unwanted/junk e-mail or mail, many fear more serious consequences of the sharing of their information with those not involved in the intended planning process. For example, undocumented individuals could believe they are being monitored or surveilled by government authorities and would not risk identification and legal consequences. Certain demographic

questions such as asking for ethnicity or gender may cause people to fear they are being judged or that they could be targeted for harm if the information made it into the wrong hands. Our country is experiencing a rising lack of trust in government, so many people don't believe introductory statements promising to keep information confidential and explaining it is being gathered in order to make sure engagement efforts are reaching a wide representation of the community. If only certain types of people are more likely to participate when demographic information is required, the results of the engagement process may not be representative of the entire community. For these reasons, it is best to minimize personal data collection and only collect information that is necessary and truly would direct engagement activities.

Approximate Cost Estimate

High-level projected costs for outreach and engagement tasks are included below based on the components described in the Preliminary Public Outreach and Engagement Plan. Exact time and budget expenditures will be dependent upon the distribution of responsibilities between city and consultant staff and city decisions regarding specific scope elements, number of meetings and outreach methods, participation incentives, etc. Final costing will occur following additional conversation during Phase 2 scoping and identification of the Phase 2 consultant. These costs are approximate for planning purposes.

Task 1 - Agency Coordination

1.1 Agency Coordination

- Agency stakeholder meetings: \$17,500 - \$24,500 (\$3,500 per meeting)
- Coordination with other agencies' communications staff: \$1,800

Task 2 - Engagement Strategies

2.1 Tactics

- Pop-ups: \$24,000 (\$6,000 each x 4)
- Workshops: \$30,000 (\$5,000 each x 6)
- Group leader relationship building: \$6,000
- School activity workshops: \$8,000
- Developer interviews: \$7,000
- Online surveys and discussion boards: \$5,000
- Online interactive comment maps: \$5,000
- Broomfield Voice Questions tool: \$2,000
- Stakeholder meetings and presentations: \$38,400 (\$3,200 each x 12)

Task 3 - Communication Plan

3.1 Initial Communication Tasks

- Finalize PEOP, branding, equity analysis, communications timeline, contact list: \$13,000
- Translation of advertisements and fact sheet and interpretation for initial group leader interviews in four languages (difficult to get cost until page count and specific languages identified - costs could vary widely): \$30,000
- HB 21-1110 compliance of public engagement documents: \$40,000

3.2 Outreach Channel Content

- Outreach channel content/advertisements of engagement opportunities: \$18,000

3.3 Meeting and Event Collateral

- Fact sheet, business cards, presentations, meeting materials, displays and maps: \$35,000
- Task 4 - Documentation, Monitoring, and Evaluation

4.1 Documentation, Monitoring and Evaluation

- Metrics, analysis, engagement point summaries and evaluation memos: \$12,000

Total estimated cost for planning purposes:
\$299,700



City and County of Broomfield

City Council Study Session

D. Legislative Discussion

Meeting	Agenda Group
Tuesday, October 15, 2024, 6:00 PM	Study Session Item: 2D.
Presented By	
Danee Brouillard	
Community Goals	

Overview

[View Correspondence](#)

[View Presentation](#)

Review of the 2024 Legislative Efforts and Direction from Council Regarding the 2025 Legislative Session.

Attachments

[October 15 Study Session - Direction for the 2025 Legislative Session .pdf](#)

Summary

[View Correspondence](#)

[View Presentation](#)

On [July 2, 2024](#), staff provided background regarding the 2024 Legislative efforts and sought direction regarding the interim efforts and 2025 legislative session. Council's discussion focused on the Council's membership organizations, a better understanding of how staff time is dedicated to the membership groups, and conversations about creating a Council legislative committee.

Based on this discussion, the staff was directed to bring back a plan for staff support for the 2025 legislative session. This memorandum outlines the proposed methodology for prioritizing staff resources for bills most directly impacting Broomfield's resources or local control authority. Bills that do not directly impact Broomfield, as determined by their impact on Broomfield resources or our local control, would not be prioritized for staff resources/time.

Background

The City and County of Broomfield's (CCOB) investments in the 2024 Colorado Legislative Session:

Staff Commitment: An average of 71 hours per week of senior staff time was spent on state-level lobbying activities during the 2024 General Assembly session, not including external lobbying contracts. A majority of the staff time spent on legislative efforts was related to supporting Councilmembers in the various membership organizations including attending meetings, analyzing legislation, providing bill summaries and the impact to Broomfield, if any, and providing reports (both written and oral) to the Council.

Membership Organizations: There are six membership organizations that Councilmembers serve on in a formal capacity and are active in legislative efforts. Note: This list is not exhaustive and is focused on the groups with the largest presence in the legislative space, specifically membership groups with lobbyists on staff/contract. CCOB pays ~\$130K annually in membership fees for the six groups listed below.

- Colorado Counties Acting Together (CCAT) - \$22,000
- Colorado Counties Inc. (CCI) - \$26,150
- Colorado Municipal League (CML) - \$46,442
- Colorado Communities for Climate Action (CC4CA) - \$10,300
- Metro Mayors' Caucus (MMC) - \$8,115.50
- Metro Area County Commissioners (MACC) - no membership dues at this time
- Northwest Mayors and Commissioners Coalition \$13,064

Staff also participates in professional organizations, and in many cases have leadership positions in the associations. Staff's role in these positions looks different due to our unique city and county home rule authority and the fact that our positions that are typically County elected positions, such as Treasurer, Sheriff, Clerk and Recorder, and Assessor, are full-time leadership staff. The staff professional associations have dedicated staff/contract lobbyists and national/state legislation, regulatory monitoring, and advocacy are elements of their work. Staff will continue in these membership groups, providing another layer of access and voice related to legislative efforts in these areas.

It is through these professional associations that CCOB has had a voice at the table in multiple arenas to bring additional information, both technical and financial, to aid the City Council in further discussion and

possible action. Examples include Colorado Association of Local Public Health Officers (CALPHO), Colorado Human Services Director Association (CHSDA), Colorado Assessor's Association (CAA), Colorado Association of Chiefs of Police (CACP), County Sheriffs of Colorado (CSOC), Colorado Clerks Association, Denver Regional Council of Governments (DRCOG), Colorado Stormwater Council, Colorado Wastewater Utility Council, Housing Colorado, Economic Development Council of Colorado (EDCC), Rocky Mountain Water Environment Association, Colorado Parks and Recreation Association, and Colorado Emergency Management Association.

Fiscal Impact: The conservative estimated budgetary investment in the 120-day 2024 session was ~\$135K based on staff time and a contract with an external lobbying firm (Aponte-Busam). This is in addition to the estimated \$130K membership dues for Council membership organizations, with an estimated total fiscal impact of ~\$265K.

Influence: While staff acknowledges that influence on legislation and regulations can be challenging to quantify in absolute terms, it has become increasingly clear that the return on these investments regarding legislative outcomes favorable to the CCOB has been limited. In the 2024 legislative session, Broomfield took positions on 25 bills. While efforts did make an impact by raising awareness and ensuring CCOB's priorities were heard, it's important to acknowledge that these contributions did not ultimately change the outcome of the legislation. Moving into 2025, the challenge to secure meaningful changes or influence outcomes of legislation remains. The staff cannot speak to the influence of networking opportunities and professional development/exposure that Council members experience, only the tangible outcomes based on the data.

Several factors impact our level of influence, including:

- **Broomfield's Unique Status:** ~90% of the bills introduced each session have minimal to no impact on CCOB as an entity. This is because Broomfield is positioned differently than other cities and counties in Colorado due to the combination of home rule Authority and city and county authority; positions that are typically County elected positions, such as Treasurer, Sheriff, Clerk and Recorder, and Assessor, are full-time leadership staff; and Broomfield is "debruced" meaning Broomfield voters, under TABOR, and via multiple ballot questions over the years have permitted the retention of excess revenue. Therefore, staff involvement in legislation often looks different than our neighbors.
- **State-Level Complexity and Competition:** For the small percentage of bills that impact CCOB directly (~10% of bills introduced annually), it is challenging to influence state policy as lobbying efforts are often diluted by larger players or are already being represented via membership organizations and their lobbying efforts.
- **Wide Variety of Policy Priorities:** Due to Broomfield's multiple policy priorities and interests, efforts are often spread thin across multiple issues, reducing our ability to build coalitions and advocate powerfully on any single front.

2025 Legislative Session - Direction Needed

In advance of the 2025 Colorado General Assembly legislative session, which will begin on January 8, 2025, staff seeks direction or clarification from Council on the following:

1. Shared definition/understanding of impact:

As stated, ~90% of the bills introduced each legislative session have minimal to no impact on CCOB as an entity. Yet, Broomfield takes positions on several bills due to broad, sweeping legislative principles, and the return on investment regarding legislative outcomes favorable to the CCOB has been limited. To continue refining the organization's legislative strategy, staff must understand the Council's direction and prioritization moving forward so staff can be aligned Council's and expectations of what meaningful impact looks like in this space. Using Broomfield's community goals, and legislative policy statements and principles as guiding documents, below is the structure staff recommends to keep CCOB's legislative agenda laser-focused:

- **Bills that *directly* impact CCOB as an entity:**

Staff will review bills and determine if there is a direct impact on the CCOB as an entity. If there is a direct impact on CCOB's resources and local control and initiating a formal position will best serve the CCOB, staff will flag the legislation for Council's consideration of a recommended position. If the Council chooses to take a position on this limited number of bills (maximum of ~5 bills per session), it would activate staff efforts to advocate CCOB's position on the proposed legislation.

A recent example would be [SB23-213: Land Use](#). The proposed bill would have had a tremendous impact on CCOB as it removed local control, limited local land-use decisions, removed public processes in specific areas, and was unfunded. The Council took an opposing position, directing staff to allocate resources and time consistent with the position.

- **Bills that do *not* directly impact CCOB as an entity:**

Staff acknowledges that there are often bills that, while not directly affecting CCOB as an organization, may still impact our community, businesses, and residents. For these bills, staff would not request an official position. Instead, individual Councilmembers are welcome to take a position. For instance, if Councilmembers are asked to testify or support a stance on behalf of a membership organization or wish to advocate for legislation that does not directly impact CCOB, they may do so independently.

When bills fit into this category, staff would not provide support for these individual efforts. If that is desired by Council, additional funding and staffing will be required.

A recent example of a bill in this category would be [HB24-1098: Cause Required for Eviction of Residential Tenant](#). The bill established a "For Cause" eviction policy in state law that prohibits landlords from evicting tenants from residential properties without cause, subject to certain conditions and requirements specified in the bill. This bill did not directly impact CCOB resources or local control, but it was important legislation that may benefit residents,

2. **Council Membership Organizations:** It is important to note that approximately 90% of the bills being reviewed through the organizations do not impact CCOB as an entity. Therefore, staff seeks direction from the Council on the structure and level of staff support desired for each Council membership organization listed below. The summary includes the annual membership costs and information on the estimated level of staff support provided in 2024.

- Colorado Counties Acting Together (CCAT) - \$22,000
 - **Minimal staff effort.**
 - 2024 staff support for CCAT included attending meetings as deemed necessary by staff based on agendas and if the legislation being discussed had a direct impact on CCOB. For example, staff's attended meetings related to SB24:233 Property Tax and HB24:1313: Housing in Transit-Oriented Communities.
- Colorado Counties Inc. (CCI) - \$26,150
 - **Significant staff effort.**
 - 2024 staff support for CCI included attending ~3 full-day monthly meetings throughout the session. Staff also reviewed every piece of legislation on the CCI agendas and provided a summary of the bills and the impact on Broomfield, if any. Staff also provided survey/feedback data when requested. About 100 bills were analyzed, and less than 10% impacted Broomfield.
- Colorado Municipal League (CML) - \$46,442
 - **Minimal staff effort.**

- 2024 staff support for CML included attending monthly legislative updates and providing feedback/survey data when requested.
- Colorado Communities for Climate Action (CC4CA) - \$10,300
 - **Medium staff effort.**
 - 2024 staff support for CC4CA included staffing legislative calls and completing surveys when requested. Staff also reviewed talking points provided by CC4CA staff.
- Metro Mayors' Caucus (MMC) - \$8,115.50
 - **Minimal staff effort.**
 - 2024 staff support for MMC included staff attending the legislative committee meetings when deemed necessary based on agendas. The Mayor usually collects any data or feedback needed before the meeting and presents it herself.
- Metro Area County Commissioners (MACC)
 - **Medium staff effort (anticipated to move to minimal as the Chair now shifts to Denver).**
 - 2024 staff support for MACC included staff attending monthly meetings and agenda settings. MACC is currently setting its priorities for 2025 and exploring its role in legislative matters, if any.
- Northwest Mayors and Commissioners Coalition (NWMCC) - \$13,064
 - **Medium staff effort.**
 - 2024 staff support for NWMCC included staff attending monthly meetings. The structure of NWMCC is different than that of other membership organizations, as the scope of the meetings is largely beyond state policy and legislation. NWMCC members have met for over 25 years to share information, advocate for regional transportation improvements, and lobby for federal investments in our region. Additionally, the staff meets regularly with other NWMCC staff to support and collaborate on the implementation of regional transportation projects and initiatives as directed by the NWMCC and identified in the NW MCC Policy document (Northwest Rail, Front Range Passenger Rail, CO 7, advocating for increased US 36 transit operations, etc.)

3. **Communication to Council regarding Legislation:** In 2024, legislative updates included timely written communication as needed, legislative updates at Council meetings (~2 council meetings/month from February - June), and virtual updates every three weeks with the contract lobbyist and internal CCOB legislative team.

As we move into the 2025 session, staff seeks direction on the expectations of Council regarding communication. Staff recommends email communication and updates as it is timely and allows a more agile response for staff if needed. Council meetings would then be utilized when the Council needs to take formal positions, etc. Pending Council's direction and expectations, additional staffing may be needed.

4. **Re-evaluate External Lobbying Contracts:** Pending the direction provided by the Council, staff will secure an external lobbyist with a contract that can support the direction received.

Financial Considerations

The financial considerations below are based on the budget amounts included in the proposed 2025 budget for legislative efforts specifically. The final amounts available in this account will be pending the Council's approval and adoption of the 2025 budget at the October 22, 2024 Council meeting. It is important to note that the expenses do not include personnel expenses as staff time is paid via other accounts (for example, city and county attorney wages are paid from the city and county attorney personnel account). In 2024, this was estimated to be over \$134,000. Additionally, this account does not capture Council membership fees (~\$130K annually).

Sources and Uses of Funds	Amount
Executive Management Budget - Professional Services, 01-13100-53170	\$75,000
Expenses	
Executive Management Budget - Professional Services, 01-13100-53170	-75,000
Projected Balance	\$0

Prior Council or Other Entity Actions

February 27, 2024 Council Meeting - [Legislative Update](#)

March 26, 2024 Council Meeting - [Legislative Update](#)

April 9, 2024 Council Meeting - [Legislative Update](#)

April 23, 2024 Council Meeting - [Legislative Update](#)

June 11, 2024 Council Meeting - [Legislative Update](#)

July 2, 2024 Study Session - [Council Direction on Future Legislative Efforts](#)

Boards and Commissions Prior Actions and Recommendations

N/A

Proposed Actions / Recommendations

Staff seeks direction from the Council for the 2025 legislative session, including the structure and level of support from staff for Council's membership organizations.

Alternatives

N/A