

A. Regional Cooperation

Goal A.1: Collaborate with local jurisdictions and agencies to implement the Comprehensive Plan.

Discussion: It is vital to the successful implementation of the Comprehensive Plan that the City of Lafayette work closely and cooperatively with Boulder County, City and County of Broomfield, City of Louisville, and the Town of Erie. Understanding and acknowledging municipal growth boundaries and establishing mutually acceptable annexation policies should be a top priority. Coordination with other local agencies will also be critical to the long-term success and implementation of the Comprehensive Plan. Local service providers must acknowledge the goals and policies of the Comprehensive Plan in order to achieve success in preventing undesirable development and in assuring adequate levels of service without undue pressure on the current tax structure.

- Policy A.1.1: Work with Boulder County, adjacent municipalities, and other quasi-governmental agencies on cooperative planning efforts, including:
- Preparation of joint growth plans to govern annexations within the City's targeted Urban Growth Boundary and beyond;
 - Negotiation of joint planning agreements to govern review and action on development applications within the City's targeted Urban Growth Boundary;
 - Explore agreements regarding joint use of facilities; and
 - Pursue agreements regarding revenue sharing where feasible and appropriate.
- Policy A.1.2: Work toward agreements with all utility and service providers operating within and near the City of Lafayette to ensure that future service extensions and improvements are consistent with the City of Lafayette Comprehensive Plan's goals and policies.
- Policy A.1.3: Ensure that the provision of services by any special district created after the adoption of the Comprehensive Plan will be consistent with the Comprehensive Plan.
- Policy A.1.4: Refer development submittals to appropriate agencies and committees to ensure that regional issues are identified and considered.

B. Growth Management

Goal B.1: The City shall not annex land unless that land is included within the City's Urban Growth Boundary and the annexation occurs in a manner that is an overall benefit to the community and is in conformity with the Comprehensive Plan's goals and policies.

Discussion: The City's Urban Growth Boundary identifies areas considered desirable and appropriate for future annexation and potential development. A number of parcels referenced on the Land Use Plan are outside the existing City's municipal boundary, but are included within the Urban Growth Boundary. These parcels are generally located proximate to the City's existing development and have the potential to be efficiently served by existing utility infrastructure and community services and facilities. In addition, there are several existing county enclaves (unincorporated properties within the City of Lafayette's municipal boundaries) that are also within the City's Urban Growth Boundary. The City should pro-actively investigate the potential benefits of annexing these enclave parcels. In some cases these properties represent existing or potential conflicts with surrounding incorporated properties in terms of their appearance or uses, and in a few cases represent health and safety concerns. However, because these enclave properties are technically outside the City's jurisdiction, the City is unable to address these issues through application of its rules and regulations. Additionally, these enclave properties often represent a financial drain on the City because they do not pay City property taxes but often benefit from City services, such as police and fire protection.

Whether a parcel should be annexed, when it should be annexed, and what uses should occur on it are all critical to the future character of the community. The Comprehensive Plan generally describes the proposed character, land use, access, and public facilities associated with development outside the City boundary, but within the Urban Growth Boundary. No annexation should be allowed that is in conflict with the provisions of this plan.

- Policy B.1.1: Prohibit annexations outside of the Urban Growth Boundary indicated on the Land Use Plan.
- Policy B.1.2: Ensure that conditions stipulated in all annexation agreements between the City and an annexor(s) benefit both existing and future City residents alike and fully address the City's goals and policies.
- Policy B.1.3: Continue to inventory and analyze unincorporated county enclave parcels located within Lafayette's municipal boundaries to determine potential community and fiscal benefits of annexing these parcels into the City. If there appears to be community and/or fiscal benefits of annexing, potential benefits should be explored and identified for individual property owners and discussed with those property owners to encourage them to voluntarily annex into the City of Lafayette.

Goal B.2: Match the rate of development to the City's ability to provide necessary and appropriate infrastructure, facilities, and services.

Discussion: According to the 2012 Community Survey, 64% of the respondents felt that residential growth was just right, with 22% responding growth was somewhat too fast and 6% feeling it was too fast. This compares with the 2002 Community Survey where 63% of respondents believed the rate of growth that had occurred in Lafayette had been too fast. Support within the community exists for the continuation of Lafayette's residential growth management effort. In 2012 the citizens voted to extend the residential growth management and provided additional flexibility by allowing 1200 residential building permits to be issued over a six year period rather than limit the number to 200 per year over a six-year period.

- Policy B.2.1: Ensure that adequate utility, drainage, transportation infrastructure; community services; and, community facilities are available to appropriately serve any proposed development or redevelopment. If such facilities and services are not available or determined to be inadequate, the applicants of the proposed development or redevelopment should dedicate proportional funding to expand these elements.
- Policy B.2.2: Encourage compact and clustered development to facilitate more efficient provision of utility, drainage, and transportation infrastructure; community services; and, community facilities.
- Policy B.2.3: Develop and maintain an inventory of development by land use types to support potential future sustainability studies.
- Policy B.2.4: On a regular basis, conduct a review of all development related fees to ensure that new development pays its fair share, and to ensure that the application of the various fees are not unduly burdening development or redevelopment.

Goal B.3: Work with neighboring local jurisdictions and with state and regional agencies to share in the benefits of future growth and to collectively mitigate its costs and negative impacts.

Discussion: Recent growth and development trends have resulted in the physical expansion of all communities located along the Front Range. Small towns and cities can no longer operate independently of adjacent municipalities and jurisdictions. Although regional cooperation is often cited as desirable, Colorado's state tax structure stifles collaboration between communities to jointly plan for future growth due to the competition for sales-tax revenues. Because of expanded municipal boundaries, very few cities are completely surrounded by unincorporated county lands. The City of Lafayette shares boundaries with the City and County of Broomfield, the Town of Erie, the City of Louisville, and Boulder County. It is in the best interest of the City of Lafayette and its residents to work closely with adjacent governing authorities to address the

immediate and future impacts of land use and development. The City of Lafayette is in a position to set a regional precedent regarding regional cooperation to effectively deal with future growth.

- Policy B.3.1: Use Intergovernmental Agreements (IGA's), Transferable Development Rights, and other cooperative land management tools to ensure that development occurs within appropriate locations and at the appropriate rates.
- Policy B.3.2: Increase cooperation with and encourage the participation of other communities on regional growth management efforts that focus growth into existing urban areas and preserve existing rural open lands.
- Policy B.3.3: Support the designation of appropriate receiving and sending sites within the Planning Area as part of the Transfer of Development Rights Intergovernmental Agreement with Boulder County.

C. Land Use and Development

Goal C.1: Provide a balanced system of land uses that offers a range of housing options, diverse commercial and employment opportunities, and high quality civic, cultural and recreational facilities that work in concert to strengthen Lafayette's economic and social diversity.

Discussion: The location and density of development contained within each land use category including residential, commercial, industrial, public facilities, parks, open space and agricultural directly impacts Lafayette's future economic and social diversity. As indicated on the Land Use Plan, Lafayette's predominant land use is residential, reflective of the region's strong residential market. Although residential development will continue as the prevailing land use within Lafayette, commercial and industrial development is critical to ensuring that Lafayette remains a vibrant and sustainable community. Increasing the opportunity for residents to live, work, shop, recreate and enjoy civic, and cultural resources within Lafayette will also enhance the quality of life enjoyed by Lafayette's residents by reducing traffic congestion and shortening travel distances both of which translate into improved air quality, reduced energy use and increased personal free-time. Commercial and industrial land uses provide important tax revenues that minimize residential property taxes while enabling the City to fund both essential and desired community facilities and services.

The land use plan identifies a large area of agricultural lands in the Panhandle area north of the City's current boundaries. The importance of these lands as cultural and natural resources should be preserved, and these lands should remain rural in character with limited development.

- Policy C.1.1: Ensure that proposed development and redevelopment projects conform to the Land Use Map's designations. Periodically review the

Land Use Plan to ensure an adequate supply of land for all land use designations.

- Policy C.1.2: Provide opportunities for commercial businesses to service existing and new employment centers.
- Policy C.1.3: Focus commercial and other community services around Lafayette's key roadway intersections rather than locate these uses in a linear fashion along the length of City's arterial and collector roadways.
- Policy C.1.4: Provide neighborhood-oriented commercial development in locations that are convenient to residential neighborhoods. New commercial development should provide pedestrian and bicycle links to residential development, when appropriate.
- Policy C.1.5: Enhance Lafayette's pedestrian, small-town character by targeting future medium and high-density residential development to infill development locations that are readily accessible to and otherwise integrated with potential employment centers, commercial shopping areas and transit service routes.

Goal C.2: Use mixed-use development to create a more balanced, sustainable system of land uses throughout Lafayette while meeting the daily needs of residents within individual neighborhoods.

Image 1: Use mixed-use to create a balanced system of land uses.

Discussion: Traditional land use and zoning patterns typically indicate a single use for a parcel of property. Although development codes list permitted uses, those uses reflect a primary use such as commercial or residential development. Transportation issues such as congested roads and the desire for walkable, pedestrian-friendly neighborhoods have resulted in the desire to encourage mixed-use development. The term "mixed-use" can be applied to a development that offers a variety of different land uses scattered throughout the parcel (horizontal mixed-use), or it can be applied to a building that contains multiple uses such as residential units atop commercial or office space (vertical mixed-use). This type of hybrid use also encourages shared parking and generates commercial activity as local employees frequent adjacent businesses. Although mixed-use projects are not desirable or even feasible everywhere, specific parcels within the city have been identified as suitable for this type of use.

- Policy C.2.1: Support vertical and/or horizontal mixed-use development in those areas identified as Opportunity Parcels on the Land Use Plan. Encourage a mix of uses as outlined in the description of each Opportunity Parcel below.

Opportunity Parcel A

Background: This approximately 49-acre parcel is located in unincorporated Boulder County, on the west side of 95th Street, north of Baseline Road and south of Arapahoe Road. Surrounding land uses are as follows:

- North: Atlas Valley Commercial Shopping Center and the YMCA facility
- East: Highway 42 (95th Street) and Indian Peaks medium density residential subdivision
- South: Indian Peaks medium density residential subdivision, Indian Peaks Golf Course and the golf course maintenance facility
- West: Shannon Estates, a large lot (1+ acre lots) unincorporated Boulder County subdivision

This parcel is composed of three separate properties. A 2.5-acre parcel contains a barn and residence known as the Shannon Farm and is recognized on the National Register of Historic Places and the Boulder County Historic Register. An 11.5-acre parcel that borders the commercial property to the north contains a farmhouse, caretaker's house and associated out-buildings and silos. This property is eligible for the National Register of Historic Places. The third parcel is 35-acres and is currently being used for agricultural purposes. A right-of-way has been dedicated to the City through the 35-acre parcel to extend Indian Peaks Trail West to Highway 42. The proximity to the Indian Peaks Golf Course may attract other recreational uses. Transit options should be explored for the Highway 42 corridor.

In development of this parcel, consideration should be given to:

- Residential uses of various densities that are compatible with and complementary to the surrounding land uses with a mix of commercial, recreational and/or institutional uses.
- Expansion of the golf course maintenance facility.
- Transitioning to the surrounding low and medium density residential subdivisions and historic properties.
- Buffering from more intensive uses such as Highway 42 and the Atlas Valley commercial center.
- Pedestrian access to the Atlas Valley shopping center.
- Providing links to existing or planned trail corridors as identified in the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Possible vehicular access to the Atlas Valley shopping center.
- Possible expansion of the YMCA.
- Extension of Indian Peaks Trail West to Highway 42.
- Preservation of the grove of large cottonwood trees.

- Preservation of riparian corridor along the South Boulder Creek irrigation ditch.
- Proximity to the golf course.
- Transit Options.

Opportunity Parcel B

Background: This parcel consists of approximately 70 acres and is located on the northwest corner of Dillon Road / Northwest Parkway and Highway 287. The parcel includes a 32-acre vacant parcel and nine large residential lots ranging in size from one to five acres which are located in the southern half of the Maple Grove Subdivision. Maple Grove Subdivision is located within unincorporated Boulder County. Surrounding land uses are as follows:

North: The northern half of the Maple Grove Subdivision, a five to one acre lot residential subdivision.

East: Highway 287 and vacant property

South: Dillon Road and Northwest Parkway interchange and Boulder County Open Space (Pumpkin Farm)

West: Boulder County Open Space

The southern two-thirds of the parcel is currently vacant and located within the city limits. The northern one-third of the parcel containing the large lot single-family residences is in unincorporated Boulder County. This parcel's location at the intersection of two (2) major highways means that it enjoys high visibility, has proximity to major transportation corridors and also functions as a gateway to the City. Although it enjoys high visibility, vehicular access to the site is challenging. Currently the only access to the vacant property is from Dillon Road at the southwest corner of the parcel and no access to Highway 287. The southern part of the Maple Grove Subdivision has access to Highway 287 at a planned signalized intersection with Maple Street. Coordination with the Maple Grove Subdivision is essential to provide Highway 287 access to the development of this entire parcel. Transitional uses would be appropriate for those properties south of Maple Street to act as a buffer between the lower density residential uses to the north and any commercial/office development to the south near the highway interchange.

Views of the front range are uninhibited and should be capitalized as much as possible with building and site orientation. The protected view may attract office and employment uses. Additionally the completion of the Northwest Parkway (a.k.a. Jefferson Parkway) will help attract retail, office and employment users. Proximity to the Exempla Healthcare Campus may attract other health provider uses. Development of this parcel should include important gateway attributes as an entrance to the City and should capitalize on its

proximity to the Highway 287 and Northwest Parkway transit corridors.

In development of this parcel, consideration should be given to:

- Inclusion of gateway features that should reinforce this area as a primary entryway to the City.
- High density residential and employment development to capitalize on its proximity to transit routes and two major highways.
- Unobstructed views of the front range.
- Providing links to existing or planned trail corridors as identified in the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Existing gas/oil facility.
- Extension of utilities.
- Proximity to Exempla Healthcare Campus.
- Good southern exposure that may help support solar developments and/or businesses.

Opportunity Parcel C

Background: This parcel, located at the northwest corner of 119th Street and Baseline Road (Highway 7) consists of approximately 26 acres with a single residence and is in unincorporated Boulder County. Surrounding uses are as follows:

North: City owned future Regional Park and existing dog park.

East: Opportunity Parcel E, unincorporated Boulder County with a church and large lot residential development along Baseline Road and 119th Street.

South: Opportunity Parcel D, unincorporated Boulder County vacant agricultural parcel.

West: Automotive Repair Business, Mobile Home Park and 70-unit senior apartment complex (Josephine Commons).

This parcel has over 1,200 lineal feet of frontage on both Baseline Road and 119th Street providing for good access from both streets. The parcel is highly visible at the intersection of Baseline Road and 119th Street. With high traffic volumes, the high density residential to the west and the potential customers from the City's regional park, this property has strong retail potential at the southeast corner. A transition should be provided between the commercial uses at the corner and the existing residential uses to the west. Office and residential developments may be attracted to the unobstructed views from the northwest side of the property. Transit options should continue to be explored for the Baseline Road corridor.

In development of this parcel, consideration should be given to:

- Visibility from high traffic intersections that supports potential for commercial development.
- Transition between commercial uses on the corner and the existing residential to the west.
- Improvement to the intersection to accommodate high traffic volumes.
- Access available from both Baseline Road and 119th Street.
- Unobstructed views of the front range.
- Inclusion of gateway features that should reinforce this area as a primary entryway to the City.
- Incorporate common theme with other corners of Baseline Road intersection.
- Extension of transit service options.
- Extension of utilities.

Opportunity Parcel D

Background: This parcel consists of approximately 70 acres and is located at the southwest corner of 119th Street and Baseline Road (Highway 7) and is in unincorporated Boulder County. Surrounding land uses are as follows:

- North: Baseline Road, Opportunity Parcel C, single-family residence on large agricultural parcel.
- East: Twenty acre vacant commercial property included in Opportunity Parcel F.
- South: One residence located on the oversized lot on the north side of Emma Street with common ownership, two residences with oversized lots on the south side of Emma Street, and vacant industrial zoned property.
- West: Old Town residential, Feed & Grain Store, single residence on a third-acre parcel along Baseline Road and the “Rails to Trails” regional trail.

This parcel has over 1,200 lineal feet of frontage along Baseline Road and over 1,600 lineal feet of frontage along 119th Street which provides good access for commercial development. A large pond situated near the west property line and the natural habitat surrounding it has been identified as a feature that should be preserved. Trail connections, from the “Rails to Trails” regional trail located along the west edge of the property, east to 119th Street should be established. Residential development similar to the Old Town residential neighborhood may be appropriate along the west side of the property creating a transition to more intensive uses towards Baseline Road and 119th Street. Transit options should continue to be explored for the Baseline Road corridor.

In development of this parcel, consideration should be given to:

- Visibility from high traffic intersection that support commercial development.
- Improvement to the intersection to accommodate high traffic volumes.
- Preservation of existing pond and natural habitat.
- Access to “Rails to Trail” regional trail and trail connections to the east and west.
- Providing links to existing or planned trail corridors as identified in the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Residential uses that are compatible with and complementary to the surrounding land uses.
- Connectivity to Burlington Avenue.
- Inclusion of gateway features that should reinforce this area as a primary entryway to the City.
- Incorporate common theme with other corners of Baseline Road intersection.
- Existing gas/oil facilities.
- Extension of transit service options.
- Extension of utilities.

Opportunity Parcel E

Background: This parcel, located at the northeast corner of Baseline Road (Highway 7) and 119th Street, contains 11 separate residential properties ranging in size from two to five acres and a two acre church site at the northeast corner of the intersection, all of which are located in unincorporated Boulder County. Surrounding land uses are as follows:

North: Unincorporated Boulder County, agricultural use.

East: Unincorporated Boulder County, agricultural use.

South: Baseline Road (Highway 7), Opportunity Parcel F.

West: 119th Street, Opportunity Parcel C.

Collectively this parcel has over 2,500 lineal feet of frontage on Baseline Road and near 1,200 lineal feet of frontage on 119th Street which provides good access for commercial development. Redevelopment of this parcel will involve a consolidation of existing properties into a larger development project. A wetlands area known as Powers Marsh is located east of this parcel. This marsh has been identified as an important feature that should be buffered and preserved. Residential development is appropriate as a buffer from more intensive uses at the corner of Baseline and 119th Street to the low intensity uses to the north and east. Residential development may benefit from the transportation corridors along Baseline and 119th and the Powers Marsh as a protected wildlife area. Transit options should continue to be explored for the Baseline Road corridor. Given the

collective large size of the parcel and the existing transportation corridors serving this area, a transit facility may be supported on this parcel.

In the development of this parcel, consideration should be given to the following:

- Consolidation of multiple properties.
- Visibility from high traffic volume intersection that support commercial development.
- Improvement to the intersection to accommodate high traffic volumes.
- Incorporate common theme with other corners of Baseline Road intersection.
- Protection of the Powers Marsh near the east side of the parcel.
- Residential development to capitalize on its proximity to transportation corridors.
- Inclusion of gateway features that should reinforce this area as a primary entryway to the City.
- Providing links to existing or planned trail corridors as identified in the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Extension of transit service options.
- Transit facility.
- Extension of utilities.

Opportunity Parcel F

Background: This parcel located at the southeast corner of Baseline Road (Highway 7) and 119th Street consists of an approximately 137-acre agricultural parcel fronting on Baseline Road to the east. Surrounding uses are as follows:

North: Baseline Road, Opportunity Parcel E, consisting of 11 separate residential properties of various sizes and one church site.

East: Irvington Replat residential subdivision with two-acre (+/-) lots fronting onto Flagg Drive.

South: Capital Hill Townsite residential subdivision with one to two-acre lots fronting onto Flagg Drive.

West: Lowes-Waneka Subdivision containing 22 acres of commercial development, 119th Street, Opportunity Parcel D.

The 137-acre agricultural parcel has over 2,000 lineal feet of frontage on Baseline Road and access to 119th with an east/west connecting street platted as part of the Lowes – Waneka Subdivision. This agricultural parcel contains a residence, a large barn and several out buildings and is recognized as a Centennial Farm because the farm

was operated by the same family for over 100 years. Dating back to 1883, the Waneka Farm is eligible for the National Register of Historic Places. A variety of institutional/educational uses may benefit from these resources. East of the property is a wetlands area referred to as Powers Marsh. This marsh has been identified as an important feature that should be buffered and preserved. Residential development could benefit from Baseline Road and 119th Street as major transportation corridors and the views of the front range and Powers Marsh. Trails should be established in accordance with the PROST Master Plan. Transit options should continue to be explored for the Baseline Road corridor. Given the large size of the parcel and the transportation corridors serving this area, a transit facility may be supported on this parcel.

In development of this parcel, considerations should be given to:

- Visibility from high traffic volume intersection that helps support commercial development.
- Improvements to the intersection to accommodate high traffic volumes.
- Access to both 119th Street and Baseline Road.
- Inclusion of gateway features that should reinforce this area as a primary entryway to the City.
- Incorporate common theme with other corners of Baseline Road intersection.
- Buffer and protect Powers Marsh
- Establish trail system in accordance with the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Recognition of the Waneka Centennial Farm as a historic and cultural resource.
- Residential uses that are compatible with and complementary to the surrounding land uses that can capitalize on the transportation corridors.
- Providing links to existing or planned trail corridors as identified in the PROST Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Extension of transit service options
- Transit facility.
- Extension of utilities

Policy C.2.2: Development should provide pedestrian connections to adjacent development and whenever feasible to existing and proposed trail systems as identified in the Parks, Recreation, Open Space, and Trails (“PROST”) Master Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).

Goal C.3: Ensure that Lafayette continues to develop as a community of safe, interactive and cohesive neighborhoods that contribute to the community's overall character and image.

Discussion: Residential neighborhoods are the foundation of the Lafayette community. The City desires to strengthen existing neighborhoods, encourage new residential development to provide a greater diversity of housing choices, increase the amount of common landscaping and open areas through more compact site design, and provide greater access throughout the community. Neighborhoods should be interconnected by expanding the existing trail system and providing multiple street and public transit connections. Single or otherwise limited access points that funnel residents to arterials roadways should be discouraged. The City also desires to expand cultural, recreational, and commercial opportunities serving both new and existing neighborhoods.

The Land Use Plan identifies three different residential classifications based upon a range of allowable densities:

- ***Low Density Residential:*** Three dwelling units or less per developable acre;
- ***Medium Density Residential:*** Greater than three and no more than six dwelling units per developable acre; and
- ***High Density Residential:*** Greater than six dwelling units per developable acre.

Each of these three residential classifications represents the range of average residential densities allowed for any particular development based upon a property's gross developable acreage (i.e. including streets, parks, and other public land areas and open space). This enables residential developments to provide a mix of housing types within a single development to better meet the housing needs of different segments of community, to create more interesting and integrated neighborhoods, and to efficiently integrate into existing infrastructure systems and adjacent land uses.

Image 2: Develop safe, interactive, and cohesive neighborhoods.

Policy C.3.1: Encourage new residential development to provide a variety of housing densities, styles, and price ranges.

Policy C.3.2: Encourage street connections between proposed and existing residential neighborhoods. Impacts on existing neighborhoods will be considered and mitigated through the use of multiple access connections, traffic calming devices and/or street design standards that avoid long, straight, uninterrupted routes. Such techniques will be employed to minimize cut through traffic.

- Policy C.3.3: Discourage gated communities that deny or otherwise restrict public access meant to create separate, exclusive enclaves that detract from Lafayette's sense of community and small town character.
- Policy C.3.4: Ensure proposed residential developments provide adequate community facilities, physical infrastructure, and services.
- Policy C.3.5: Consider changing family and household needs when reviewing proposed residential development applications.
- Policy C.3.6: Support innovative demonstration projects that offer potential alternative land development and construction techniques without jeopardizing health, safety, and welfare considerations.
- Policy C.3.7: Review the architectural design of proposed new residences within existing neighborhoods to address issues of compatibility.
- Policy C.3.8: Ensure that new residential development provide pedestrian connections to adjacent development and whenever feasible to existing and proposed trail systems as indicated on, the PROST Plan or the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Policy C.3.9: Sidewalks should be of sufficient width to be an effective transportation corridor for pedestrians and bicyclists when on-street bike lanes are not present or impractical.
- Policy C. 3.10: Consider tree lawns in new development to strengthen the streetscape with detached sidewalks to shade sidewalks and roadways.

Goal C.4: Encourage viable, sustainable commercial, light manufacturing and industrial development that enhances the City's overall economic health, contributes to the community's image and character, provides both residents and visitors increased choices and services, is compatible with surrounding development and contributes to Lafayette's local employment base.

Discussion: Two primary issues relating to commercial development emerged from the 2003 planning process. First, citizens stressed their deep commitment to maintaining Lafayette's small town character. They did not want isolated, strip commercial development that is fragmented from the rest of the community. Residents also expressed concern regarding the threat temporary market forces can have to incrementally dictate the community's long-range development pattern and form. The Land Use Plan responds to these issues in several ways. The Land Use Plan aims to strengthen Lafayette's small town character by establishing several commercial hubs, which serve nearby residential neighborhoods. Secondly, although Downtown Lafayette is seen as the city's primary business and civic center, residents indicated their desire to locate future

commercial uses in other areas within Lafayette that would benefit from proximity to existing development and/or public amenities, and in areas that can benefit from the opportunities provided by improved access from the Northwest Parkway. In all cases, it is imperative that the City carefully guide and direct high quality and sustainable commercial development to enhance existing neighborhoods and to increase the commercial variety and choice for local residents, property owners and business owners.

Although the majority of existing industrial development is concentrated east of Old Town Lafayette, "clean" flex-tech/light industrial development provides employment opportunities that should be considered vital to the future of the community. The Land Use Plan depicts several sites that Lafayette residents and business owners believe are well suited for such uses. However, there exists a stigma associated with the term "industrial" that often creates undue concern. A number of new technologically oriented businesses use industrial space, but do not generate the truck traffic and emissions often associated with heavy industrial use. In addition, many communities have explored the feasibility of creating a live/work developments that allow for light manufacture/industrial uses that do not possess significant conflicts with other surrounding land uses.

- Policy C.4.1: Encourage future commercial businesses to cluster buildings and to provide publicly accessible amenities.
- Policy C.4.2: Require adequate infrastructure improvements including paved access, utilities, and controlled access from major collectors and arterials.
- Policy C.4.3: Encourage neighborhood-oriented retail and service activities in locations that are convenient to residential neighborhoods and major collectors and arterials. Such development shall provide pedestrian connections to adjacent development and whenever feasible, to existing and proposed trail systems as indicated on the PROST Plan, and the Multi-modal Transportation Plan Map (referenced in Policy G.2.13).
- Policy C.4.4: Continue to keep the Lafayette building code updated with the most current national and state energy codes.

Image 3: Retail and service center at Baseline Road and US Highway 287.

D. Community Character

Goal D.1: Ensure that new development and redevelopment is integrated and compatible with existing and planned adjacent development, and that it provides quality design that contributes to Lafayette's community image and character.

Image 4: Ensure new development and redevelopment is integrated and compatible with existing development and provides high quality design.

Discussion: The City of Lafayette is located in a unique place along the Front Range and contains one of the few historic downtowns that has retained its original charm. In addition, proximity to Metro Denver and Boulder as well as easy access to the Rocky Mountains combine to make Lafayette an attractive and desirable place to live. The city's image and unique identity can be strengthened through thoughtful design, enhancement of historic buildings, landscapes, public facilities, streetscapes and gateways.

Lafayette has many prominent landscape features such as Coal Creek and a collection of buildings of a historic significance that help to create a strong sense of community form and identity. These features provide context and historic development patterns that have influenced the growth and development of the city. Future infill and redevelopment and new development should integrate elements from these influential features to strengthen the cohesiveness of the city. This section provides policy direction relative to the physical design of the city to enhance the city's image and character.

- Policy D.1.1: Ensure that both the scale and appearance of proposed development and redevelopment responds appropriately to adjacent development and provides a compatible transition to existing neighborhoods
- Policy D.1.2: Discourage large surface parking areas that directly abut local streets. If a large surface parking area is located abutting a local street, use berms, plant materials of varying height, or other screening materials to buffer and screen these parking areas.
- Policy D.1.3: Cluster development within parcels to increase open areas and public access.

Goal D.2: Create community gateways and streetscapes that reflect and strengthen Lafayette's unique community character and image.

Discussion: Lafayette's critical entryways, from the east along CO Highway 7 and the potential extension of South Boulder Road, from the north and south along US Highway 287, and from the west along South Boulder Road, Baseline Road, and Arapahoe Road provide a lackluster introduction to the community, giving first-time visitors no indication of the city's unique qualities and character. Because significant portions of undeveloped and/or redevelopable lands flank these corridors, there is an opportunity to work with the landowners and private development community to create cohesive streetscapes throughout the city. Streetscape improvements could be simple edge treatments that reflect the existing character of the landscape, such as along CO Highway 7 or they could be more elaborate designs containing new plant material, lighting, and signage that reflect the character and quality of adjacent development, such as along US Highway 287.

Policy D.2.1: Improve the streetscape along important thoroughfares, as identified on the Community Framework Map, to strengthen Lafayette's overall community image and to stimulate future development and redevelopment by providing a more attractive and cohesive street edge.

Goal D.3: Enhance the city's image as a unique and distinct community exemplifying quality development and conveying the small town character cherished by Lafayette's residents.

Discussion: One of the most important attributes appreciated and worthy of preservation, as identified by citizens, is Lafayette's small town character and unique community image. There are many components that combine to create a community's image and character. For example, the preservation of Lafayette's historic Old Town neighborhood with its wide range of housing stock helps to maintain an economically diverse community and small town feel. Creating interest on the street by preservation of Old Town's historic homes, front porches, mature trees and connective sidewalks support an interactive walkable small town feel. Lafayette has taken many important steps to preserve and strengthen those elements that are vital to the quality of life currently enjoyed by its residents. Perhaps the most effective action has been to preserve open space along the City's boundaries through both independent acquisitions and through Intergovernmental Agreements (IGA's).

The density, scale and configuration of future development and redevelopment will greatly influence Lafayette's overall community character and image. Corporate development themes should not dictate the appearance of development. While appropriate marketing elements will be allowed to ensure business success, they should not dominate a development's design, nor detract from Lafayette's overall character and image. Instead, development should exemplify quality design principles that are both compatible with surrounding development and able to transition from one user to the next.

Policy D.3.1: Develop community gateways along the City's major roadway corridors (as identified on the Community Framework Map) that respond to and strengthen Lafayette's community identity. Gateways will delineate the City's boundaries using landscape, signage and/or sculptural elements that are applied consistently to create a unified community image at the City's border.

Policy D.3.2: Strengthen Lafayette's community edge to distinguish it from neighboring communities through the continued preservation of open areas using all methods available, including acquisition of areas currently designated rural preservation.

Policy D.3.3: Corporate architectural themes should not dictate the architectural style or theme of a commercial building; however, in order to ensure a

business's success appropriate marketing elements should be allowed if such elements do not dominate a design.

Goal D.4: Preserve Old Town Lafayette's character and continue to emphasize Downtown as the community's commercial, cultural and civic core.

Discussion: Platted in 1889, Lafayette's original Old Town neighborhood and its associated downtown commercial area were expanded during the first half of the 20th century to create what is now known as Old Town Lafayette. The Old Town Lafayette area is characterized by the classic gridded street pattern typical of most turn-of-the century western communities and its eclectic collection of architectural styles. The challenge facing Old Town is to preserve its unique physical and social attributes while enabling those who live or own property there to develop or redevelop their properties to meet their personal and/or the community's changing needs. The City, in concert with the Old Town residents, has developed the following documents to assist those contemplating either building or remodeling in Old Town:

- *Old Town Lafayette Design Resource Book (2001)*
- *Old Town Residential Design Tools and Strategies (2001)*
- *Urban Renewal Plan (1999)*
- *Urban Renewal Architectural Standards and Guidelines (2007)*
- *Downtown Vision Plan (2011)*

Additionally, the following Architectural and Cultural Resource Surveys have been completed to help identify buildings and properties that are eligible for listing on the Local, State or National Registers.

- *Architectural Survey of Old Town Lafayette (1999)*
- *Architectural Survey of West Lafayette (2001)*
- *Architectural Survey Old Town Perimeter Survey (2004)*
- *Architectural Survey Commercial & Agricultural Survey (2008)*
- *Architectural Survey Public Road Survey (2010)*

Downtown serves as the community's commercial, social, civic and cultural center. It provides a unique sense of place in contrast to the impersonal environment typified by many large, auto-oriented retail shopping centers. The continued development of Downtown Lafayette will serve to enhance the livability and quality of life in Lafayette. An integral part of the continued growth and development of Downtown Lafayette is promoting its pedestrian friendly character. Thoughtful development that exhibits a pedestrian friendly character including wide sidewalks, on-street parking, and interesting urban design elements (landscaping, public art, plazas, etc.) is fundamental to creating a vital downtown core. Streetscape amenities, such as lighting, signage,

trash receptacles, benches, bike racks, and news kiosks should work in harmony to create a consistent image and character.

As stated in the Urban Renewal Authority's Vision Statement, Downtown Lafayette is comprised of three distinct areas: Public Road, East Simpson Street, and Baseline Road. Pedestrian and vehicular transportation networks should interconnect these areas. Combined, these three important streetscapes can create a vital, comfortable, and inviting core.

Figure 4: Old Town and Downtown Lafayette

- Policy D.4.1: Coordinate efforts between the Urban Renewal Authority, the Chamber of Commerce, and other organizations to strengthen Downtown as the commercial and civic core of Lafayette.
- Policy D.4.2: Require new development and redevelopment of existing structures in Downtown Lafayette to include architectural elements, site planning, and hardscape elements that encourage pedestrian activity.
- Policy D.4.3: Promote mixed-use development in Downtown Lafayette.
- Policy D.4.4: Encourage the use of the Old Town Lafayette Design Resource Book for new development and renovations to existing residential structures in the Old Town Residential (OTR) Zoning District in order to preserve the area's historic character.
- Policy D.4.5: Update the Lafayette Urban Renewal Authority's Architectural Standards for Downtown to reference the preservation of the area's historic character, and to reflect the 2011 Downtown Vision Plan.
- Policy D.4.6: Ensure that Downtown Lafayette is pedestrian friendly.
- Policy D.4.7: Target appropriate new civic and cultural facilities to Downtown Lafayette.
- Policy D.4.8: Promote a pedestrian-friendly and inviting downtown environment that encourages residents and visitors to frequent and remain in Downtown Lafayette for extended periods of time.

Image 5: Downtown Lafayette business and Public Road streetscape.

- Policy D.4.9: Continue to provide on-street parking and strategically located off-street parking areas in Downtown Lafayette.

- Policy D.4.10: Provide opportunities for additional downtown bus stops, bus shelters, bike racks, benches, trash and recycling containers.
- Policy D.4.11: Continue efforts to create a more creative, diverse and eclectic streetscape on Public Road that slows traffic and strengthens and extends Downtown Lafayette's pedestrian oriented environment.
- Policy D.4.12: Support public art, street performers, and community events in Downtown Lafayette.
- Policy D.4.13: The architecture of new buildings proposed in Old Town should be reviewed for compatibility with adjacent properties to help maintain neighborhood character.
- Policy D.4.14: Increase the utilization of Festival Plaza as a community meeting place by promoting a variety of events, programs and meetings.

Goal D.5: Ensure protection, conservation, rehabilitation, and adaptive reuse of historically significant resources in Lafayette.

Discussion: The Lafayette Historic Preservation Program began in 1996 with the creation of a citizen board, followed by a Historic Preservation Ordinance and state accreditation as a Certified Local Government. The Program seeks to integrate historic preservation with the City's Comprehensive Plan and promote quality design and development. Architectural surveys have been conducted in Lafayette's historic Old Town and agricultural areas establishing an eligibility list for landmark designation for individual structures and neighborhoods. The Historic Preservation Board recognizes that not all historic properties have been reviewed for eligibility of landmark designation. The Historic Preservation Board refers applications for landmark designation to the City Council for approval. As of July 2013 there are twenty-four buildings currently on the Lafayette Register of Historic Places.

- Policy D.5.1: Encourage the nomination of eligible, privately owned archaeological and historical resources to the Lafayette Register of Historic Places in accordance with the Historic Preservation Ordinance, Chapter 47 of the Lafayette Municipal Code.
- Policy D.5.2: Ensure consistency between the City's historic preservation/community character goals and its growth management, land use, economic development, housing, and transportation goals.
- Policy D.5.3: Evaluate development proposals to avoid or mitigate adverse impacts on historical resources. Require applicants to mitigate impacts, which may include, but are not limited to, preservation, reclamation, and/or compensation for as many of the historic resource values as are adversely affected.

- Policy D.5.4: When appropriate, solicit recommendations from the Lafayette Historic Preservation Board on development and redevelopment proposals through the development referral process.
- Policy D.5.5: Expand the permitted uses to accommodate “adaptive reuse” of a landmarked building in certain zoning districts.
- Policy D.5.6: Encourage property owners of eligible structures to submit a landmark nomination for their property.
- Policy D.5.7: Maintain a complete and updated inventory of all buildings and properties eligible for landmark designation.
- Policy D.5.8: Encourage rehabilitation, restoration, and in some cases reconstruction options, for older buildings over demolition and new construction.
- Policy D.5.9: Pursue financial incentives to assist landmark property owners to restore, rehabilitate, preserve or reconstruct their historic sites and structures.

Goal D.6: Develop new and continue to enhance existing cultural facilities, events, and programs that strengthen Lafayette's community character and image.

Discussion: The City of Lafayette has several public facilities that contribute to the quality of life currently enjoyed by its residents and by people residing in unincorporated areas of Boulder County; the Library, the Recreation Center and many parks are utilized by non-residents. In addition, Downtown’s Festival Plaza and the many downtown and city-wide events serve both residents and non-residents. However, Festival Plaza and many of the venues and public facilities have limited space. Additional and expanded cultural facilities and venues should be considered to increase the potential for a wide variety of cultural events.

- Policy D.6.1: Continue to support cultural offerings oriented to families.
- Policy D.6.2: Encourage local festivals and special events.
- Policy D.6.3: Expand cultural opportunities such as art shows, musical events, public art, theater, etc., and increase community awareness of these opportunities by supporting the Lafayette Cultural Arts Committee,
- Policy D.6.4: Encourage development of civic, cultural and recreational amenities that benefit existing neighborhoods.
- Policy D.6.5: Coordinate efforts between various organizations to strengthen Downtown as the commercial, social, civic and cultural core of Lafayette.
- Policy D.6.6: Develop additional community spaces.

Image 6: Mary Miller Theater

E. Housing

To better understand the housing vision, goals, and policies, it is important to consider the context in which they were developed. Lafayette is a relatively small, growth-managed city located within Boulder County. It has a limited amount of developable land, as well as limited redevelopment potential. Economic sustainability is an important goal for the City of Lafayette, and including a range of housing types and prices that supports future employees is an important component of its economic development strategy.

Lafayette is committed to providing a range of housing options to support the growing and changing needs of residents. The importance of having housing for persons of all ages at different income levels is reflected in the following position statement adopted by City Council:

"Lafayette is special because it is a community that is small enough to have a "hometown" feeling, but large enough to accommodate households of different ethnic, social and economic backgrounds."

This position promotes a strong sense of, and commitment to, the community. It also recognizes that a range of housing options tends to support continued economic growth and stability, while maintaining a hometown atmosphere for residents. Ideally, a balance between economic and residential uses in the city will be achieved. For example, a range of housing choices can support businesses that generate tax revenue, such as restaurants, while also providing housing opportunities for middle class households who are finding it increasingly difficult to remain in the area because of high housing costs.

Goal E.1: Support housing development and program strategies that provide a supply of workforce and market rate housing to meet the economic and social needs of Lafayette.

Discussion: According to the 2012 Citizen Survey, 63% of the respondents rated the variety of housing options in Lafayette as "excellent" or "good". However, one of the factors contributing toward the need for a variety in type and pricing of rental and for-sale housing is the fact that 31% of the 2012 Citizen Survey respondents were found to pay housing costs in excess of 30% of their monthly household income. These residents pay so much of their income to housing costs that little remains to bolster their own quality of life or local businesses.

The current housing stock in Lafayette reflects diversity in unit types. As of December 2012, there were 10,910 housing units in the city. The majority of these units (58%) were single-family residences. Multi-family units make up 37% of the inventory. The 2000 Lafayette Housing Study indicated that approximately 10% of the housing inventory was made up of mobile homes. With the increase in multi-family units that percentage has dropped to 5% of the housing inventory in Lafayette. New residential development should continue to contribute to this diversity in housing stock.

Source:

Colorado Demographers Office & City of Lafayette Community Development Department

Without variety in the housing type and pricing the characteristics of a community may migrate toward a single group. Without such a variety a community potentially loses the vibrancy of diverse thoughts and lifestyles, in addition to losing the service workers that sustain all communities. Such workers must live outside the community and commute to work at the detriment of traffic and air quality. The City's Growth Management program allows for an additional 50 dwelling unit permits per year for housing that will benefit low to moderate income residents. Allocation of any of the 50 permits made available by Section 6.10 of the City Charter shall be allocated only to projects that provide units in conformance to the Community Housing Guidelines, i.e. are priced to be affordable to households with annual incomes of 80% of the area median income, as calculated by HUD.

A multi-faceted strategy is needed to ensure new residential development provides a range of housing types and prices that will support moderate to middle income households. Involvement and cooperation of the private sector, local and county governments, employers, non-profit agencies, local housing authorities and residents themselves are important components of a multi-faceted strategy.

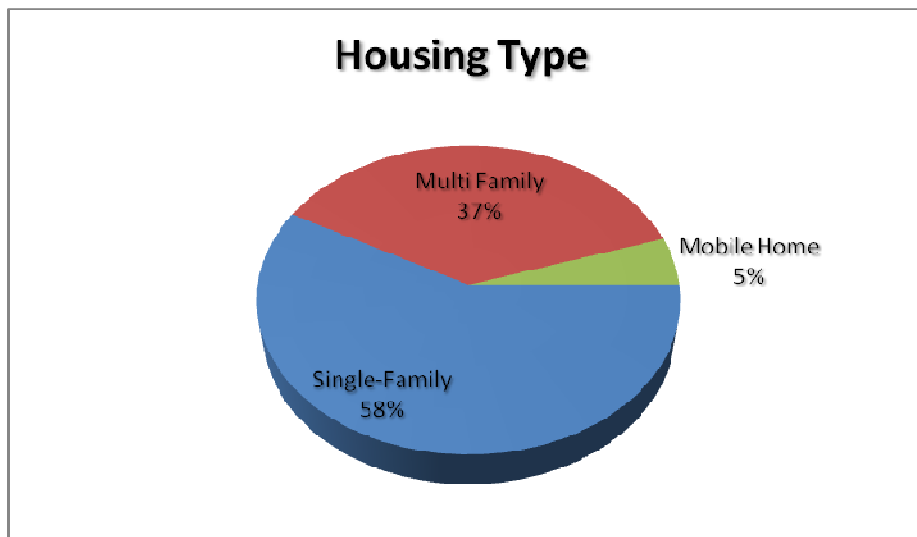


Figure 5: Lafayette Housing Inventory, December 2012 Sources: Boulder County Assessor and Lafayette Community Development Department

Lafayette is diverse, not only ethnically, but also in the vast number of age groups living within its borders. An important goal for the City of Lafayette is to support a continuum of housing that will support the needs of its fast growing elder population.

Policy E.1.1: Encourage residential development that supports the spectrum of housing needs in the community, including seniors, first time house

buyers and entry-level to mid-level employees through the provision of a variety of housing types, prices, styles and sizes.

Policy E.1.2: Maintain and update information about local employment, wages and housing costs to monitor, over time, how residential development is responding to the City's housing goals and to the employment opportunities in the area.

Policy E.1.3: Increase the rate of Lafayette residents who also work in Lafayette from the current rate of 19%.

Policy E.1.4: Pursue strategies to support more affordable housing development, including:

- Soliciting available State, Federal, and other appropriate grant funding for the construction or rehabilitation of housing that is affordable to low to middle income households;
- Use of private financing for the construction and purchase of housing units;
- Land banking, use of federal and state tax credits and private activity bonds; and
- Fee waivers for affordable housing projects.

Policy E.1.5: Support housing that meets the health, safety, childcare, transit, social, and recreational needs of those households comprised of seniors, single-parent families and persons with disabilities.

Policy E.1.6: Increase housing choice by exploring strategies that encourage mixed-use and mixed-income development.

Policy E.1.7: Encourage development of the following housing types:

- Housing that is attainable for low to middle-income households, including rental and ownership opportunities; and
- Senior housing for persons age 55 or older, including rental housing, smaller for-sale housing units and residential facilities that offer support services such as assisted living, skilled nursing and memory care.

Image 7: Encourage attainable housing for low and middle-income households and for seniors.

- Policy E.1.8: Monitor the effects of regulations, ordinances, codes, and standards on development costs to ensure that policies do not hinder the availability and affordability of needed housing or accessibility to housing programs.
- Policy E.1.9: Support increased housing densities in appropriate areas for the older adult population. Encourage greater overall diversity in unit mix, size, and bedroom configurations.
- Policy E.1.10: Evaluate barriers to the development of accessory dwelling units in the Old Town Residential zone district.
- Policy E.1.11: Encourage entities involved with homebuyer training to provide services to Lafayette residents and employees.
- Policy E.1.12: Provide information about affordable housing activities proposed or available in Lafayette and throughout Boulder County through maintaining active web-site links.

Goal E.2: Conserve and maintain Lafayette's existing housing stock and residential neighborhoods.

Discussion: Conserving and maintaining existing housing enhances the overall livability of the neighborhood and contributes to a sense of community well being. The mix of housing types and prices in existing neighborhoods provides housing opportunities for seniors, entry-level employees, essential workers and young adults who have grown up in the community. Some single-family residences in Lafayette are older and may need rehabilitation to improve livability, access and overall appearance. Utilize Universal Design home modifications to make existing homes accessible and allow older adults to stay in their homes safely and enable them to “age in place” in their community.

Several approaches may be pursued to maintain existing housing, including:

- *Creating agreements with the Boulder County Housing Authority, or other non-profit or private organizations, to acquire existing housing within the community. These organizations can often acquire and rehabilitate existing housing to enhance its overall appearance and usefulness to residents;*
- *Actively pursuing the redevelopment of at least one mobile home park located within the Old Town Urban Renewal District. Require a substantial portion of the newly developed housing units to be affordable to entry-level workers and seniors;*
- *Establishing relationships with current mobile home park owners. If there is an interest in selling the mobile home park, the City should help facilitate such sale to honor the intention of affordable housing and/or assist residents in organizing to acquire the park;*

- *Creating a rehabilitation loan program that could be used to repair residences with major code violations and provide needed livability improvements. A loan program would require that the loans be repaid over time or at the time a residence is sold. In this way, the funds could revolve, and be used by other homeowners. Local housing authorities and various non-profit organizations provide assistance to create rehabilitation programs; and*
- *Support non-profits who provide community based programs, such as the Paint-a-thon and repair programs that will improve residences owned by seniors living on fixed incomes and families with limited incomes.*
- *Continue to financially support the senior services home modification program developed to assist older adults in modifying existing homes allowing them to “age in place” safely in their home.*

Policy E.2.1 Increase the number of multi-family rental housing units in Lafayette to increase housing affordability.

Policy E.2.2: Discourage new development that would displace existing housing worthy of retention.

Policy E.2.3: Improve and maintain the quality of existing housing stock while preserving affordability by:

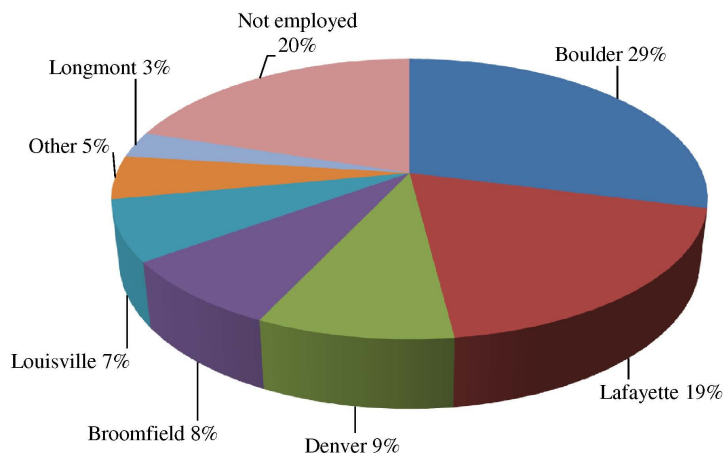
- Exploring the various means by which private and public investment can contribute to housing rehabilitation;
- Supporting community organizations involved in housing rehabilitation activities; and
- Encouraging the removal of sub-standard units when they cannot be rehabilitated.

Policy E.2.4 Pursue partnerships with non-profits, private organizations and the Boulder County Housing Authority to acquire existing properties in Lafayette that will maintain affordable housing options for residents and employees.

Policy E.2.5 Promote redevelopment of older mobile home parks to a mix of uses that would enhance services for area neighborhoods and include a component of affordable housing to replace the housing lost as a result of this action.

Goal E.3: Foster regional housing strategies to benefit Lafayette and the surrounding communities.

Discussion: Housing is recognized as a regional issue. To date, many discussions have taken place through Denver Regional Council of Governments (DRCOG) and the metro-Mayors Caucus, but without visible success. As the metro area continues to pursue economic development opportunities, there will be increased pressure on communities such as Lafayette to provide housing for those employed outside of the city. The 2012 Citizen Survey found that approximately 29% of Lafayette residents commute to jobs in Boulder with another 32% commuting to jobs in the metro Denver region or elsewhere as shown by the following chart. Place of employment versus residence provides some indication of the on-going need to pursue regional housing solutions



Source: The 2012 Citizen Survey

Policy E.3.1: Provide leadership in addressing housing as a regional issue.

Policy E.3.2: Work closely with appropriate agencies or entities involved in regional housing initiatives.

Goal E.4: Identify potential redevelopment sites that could provide a mix of housing and other uses.

Discussion: Lafayette has several sites that are appropriate for redevelopment, including some older, mobile home parks. Given the locations and the condition of these properties, redevelopment of these sites with a mix of uses is appropriate. Redevelopment could create additional retail/commercial space with housing integrated within or adjacent to the development. Redevelopment of these areas with a mix of uses would support economic

development goals as well as provide additional housing in areas that are well situated relative to services. However, care needs to be exercised when considering redevelopment of existing residential sites as the existing housing is affordable and it is likely that current residents would be displaced as a result of this action.

- Policy E.4.1: Identify sites that are appropriate for redevelopment.
- Policy E.4.2: Consider partnerships with non-profit and private sector developers to redevelop sites for mixed-use.
- Policy E.4.3: Research impacts on residents who may be displaced as a result of redevelopment. Options to mitigate such impacts should be explored.
- Policy E.4.4: Identify incentives that would be appropriate to encourage the redevelopment of key sites.

F. Economic Development

Goal F.1: Encourage diversified local employment opportunities to strengthen and stabilize the tax base.

Discussion: The primary purpose behind economic development is to achieve new gains in the economic growth of the community. This most often means creating business activity and jobs that reduce unemployment and increase the earnings of residents that will in turn be reinvested into the community. Any community dependent on a single industry or source of revenue for its sustainability will experience highly volatile economic cycles of growth and decline. Diversification of a community's economic base through the attraction of primary industries, expansion of revenue-generating industries and public support of its economic development "infrastructure" is essential for long-term health and viability. Locations within the community where employment uses should be encouraged include all of the major gateways including the Northwest Parkway interchange, the CO Highway 7(Baseline Road) and 119th Street interchange area, US Highway 287 corridor and , the CO Highway 42 (95th Street) and Arapahoe Road interchange area .

Colorado is building a New Energy Economy that helps create jobs, increase energy security, and keeps Colorado competitive with a world moving quickly to adopt cleaner renewable and homegrown sources of energy. The building blocks of a New Energy Economy are;

- Growth** - *Attract new energy businesses that will provide jobs and lay foundation for long-term economic growth;*
- Stability** - *Encourage clean and affordable domestic energy;*
- Protection** – *Protect our natural ecosystems and combat the rising threat of climate change*
- Innovation** – *Keep America on the cutting-edge of global competition*
- Leadership** - *Guide the country along the road to a more secure, stable, sustainable and affordable energy future.*

- Policy F.1.1: Annually update and maintain a demographic profile of the City.
- Policy F.1.2: Coordinate business attraction, retention and reinvestment efforts between City departments.
- Policy F.1.3: Maintain and retain existing businesses and encourage the expansion of existing businesses that have the potential to grow within Lafayette.
- Policy F.1.4: Actively strive to attract new and support existing companies in Lafayette by promoting the city and its available industrial and commercial lands and other opportunities. Budget a reasonable sum for marketing and recruitment.
- Policy F.1.5: Pursue economic development benefiting the city through its City Administrator and in cooperation with the Lafayette Chamber of Commerce. A range of incentives and selection criteria should be used for different project types, which outline appropriate levels of public investment and projected returns to the City. Incentives should be selectively offered, if offered at all, to achieve particular economic development goals of sufficient importance so as to justify the incentive.
- Policy F.1.6: Maintain data on local economic indicators, the labor force, marketable commercial and industrial sites, and other items of concern to new and existing businesses including inventories of currently available commercial and industrial land and buildings.
- Policy F.1.7: Encourage investment in the city by issuing Industrial Development Revenue Bonds and General Improvement District Bonds; maintaining City development standards; utilizing public-private financing mechanisms; applying for development or redevelopment grants, as appropriate and advantageous to the City; and, supporting the concept of regional participation (cost and revenue) in delivering infrastructure which supports economic development efforts.
- Policy F.1.8: Initiate and support efforts to obtain extramural funds, including grants designed to assist local economic development efforts in cases where there would be a significant improvement in the local economy or in meeting the needs of the labor force.
- Policy F.1.9: Develop programs and policies in support of the redevelopment of older commercial areas through a continued commitment to understanding the barriers to reinvestment.

- Policy F.1.10: Continually review business taxation practices in an effort to maintain their competitive position in the region, while maintaining a healthy fiscal structure.
- Policy F. 1.11: Support the Colorado’s New Energy Economy that involves energy efficiency and clean, renewable energy generation and utilization.

Goal F.2: Maintain and improve the quality of life of Lafayette residents by promoting high quality growth supportive of a more independent and resilient economic structure.

Discussion: While the presence of commercial, and industrial uses are vital components of a strong and diversified economy, a community's sustainability is largely dependent on the location of these land uses and the quality of the built environment. Strong relationships between housing and commercial districts, their proximity to employment centers, and high standards of development quality are what give communities their identity and are a critical concept for the success of any economic development initiative.

Local government has the largest and longest-term interest and responsibility in a community's economic sustainability. Therefore, under any plan, the public entity needs to have strong involvement, a visible presence, and always provide continuing leadership. Through a system of regulations and incentives, the City will be better positioned to effectively leverage private investment and thereby further their goal for quality economic growth in the community.

- Policy F.2.1: Encourage commercial and industrial development which is safe, healthy, attractive, and which meets the City's planning and design criteria.
- Policy F.2.2: Encourage businesses and industry to locate or expand in compatibly zoned activity centers or in areas scheduled for future facility improvements as designated in the City's Capital Improvements Plan, or in other appropriate areas to maximize use of existing public services and infrastructures.
- Policy F.2.3: Provide adequate and efficient infrastructure for a wide range of business and industry in locations identified within the Comprehensive Plan.
- Policy F.2.4: Work to maintain a high level of consistency between the Comprehensive Plan's goals and policies and the projects in the City's Capital Improvement Plan.
- Policy F.2.5: Promote subarea planning as a vehicle to ensure compatibility between private sector efforts and the community vision.

- Policy F.2.6: Ensure new development is financed in such a way that no undue financial burden is placed on the existing community or the proposed future community.
- Policy F.2.7: Encourage the development of commercial retail and service businesses, both large and small, to serve the local community, thus limiting the necessity by residents to leave the community to purchase goods and services.
- Policy F.2.8: Seek and implement innovative methods of financing infrastructure and services wherever possible to minimize current and future tax burdens.

Goal F.3: Encourage businesses that complement Downtown Lafayette and that enhance its character.

Image 8: Encourage businesses that complement Downtown Lafayette and enhance its character.

Discussion: It is widely recognized that a community's mainstreet is the barometer of its overall quality of life. Area-wide and local chamber of commerce executives, economic development specialists, and industrial recruiters have found time and again that projects are often won or lost based on one single criterion - the condition and economic health of a community's downtown. Public investment in the downtown environment is considered to be one of the most fiscally responsible initiatives implemented by government. In 2007, the City collaborated with the Chamber of Commerce in an exchange of office space at City Hall for public meeting and public restroom space at the Starkey Building. In 2009, the Lafayette Urban Renewal Authority, with a grant from the state Department of Local Affairs created Festival Plaza, a community gathering place on Public Road and Chester Streets, adjacent to the Starkey Building. The Plaza and the Starkey Building are extensions of each other – offering the City a central downtown location to hold events, such as Art Night Out, and for City committees and the public to meet in the Starkey Building's meeting room.

Downtown Lafayette is not only a community amenity, but also an economic development incentive for employers interested in increasing their ability to attract and retain high quality employees, and the City in promoting itself as a superior location for business and industry.

In 2011 the Colorado legislature passed House Bill 11-1031 creating a statewide designation for creative districts which are defined as a “well-recognized, designated mixed-use area(s) of a community in which a high concentration of cultural facilities, creative businesses, or arts-related businesses serve as the anchor of attraction.” Designated creative districts receive Colorado Creative Industries Division technical support and monetary assistance to attract and retain businesses. Creative enterprises include fields such as design, film/media, heritage,

literary/publishing, and visual arts/crafts, and together are the fifth largest industry cluster in Colorado.

- Policy F.3.1: Promote Downtown Lafayette's viable niche opportunities to create creative, diverse and eclectic tenant profile.
- Policy F.3.2: Support businesses and other uses that grow and attract similar businesses and uses to Downtown Lafayette.
- Policy F.3.3: Provide opportunities for development on vacant parcels in the Downtown Lafayette area to serve both the region's retail market and local residents.
- Policy F.3.4: Support small business programs that provide development funding or educational tools to such businesses in order to retain existing businesses by allowing them to expand and to bring new businesses to Downtown Lafayette. One example of such a program is the Lafayette Louisville Downtown Revitalization program that provides flexible financing.
- Policy F.3.5: In accordance with budgetary limitations, allocate resources, including but not limited to, city staff support for the Lafayette Urban Renewal Authority.
- Policy F.3.6: Locate appropriate public facilities in Downtown Lafayette.
- Policy F.3.7: Review methods for meeting Lafayette's parking needs, including public parking agreements with owners of under-utilized private parking lots
- Policy F.3.8: Support the development of additional outdoor public plazas, in addition to Festival Plaza, in order to enhance Downtown Lafayette as the civic and cultural center of the city.
- Policy F.3.9: Consider a creative district for Downtown Lafayette and encourage new creative industries to locate within the district.

Goal F.4: Consider building and streetscape design within the context of and in support of expansions to existing establishments.

Discussion: The policies presented herein assume implementation of programs and policies to encourage businesses and industries to locate within the City boundaries. Recognizing the challenges that arise with this goal, policies have been developed to address integrating uses,

maintaining quality without discouraging investment, and promoting reinvestment in both residential and non-residential districts.

Policy F.4.1: Consider the existing systems when designing and financing infrastructure for new development (example: utilities and sidewalks).

Policy F.4.2: Encourage downtown businesses to further the creative, eclectic and diverse theme outlined in the Downtown Vision Plan. Ensure that both public and private improvements further this theme.

Policy F.4.3: Ensure that new development provides safe, pedestrian-friendly, barrier free, streetscape design.

Policy F.4.4: Identifying where public right-of-ways improvements could be made to enhance safe, pedestrian-friendly, barrier free streetscapes.

Goal F.5: Develop a specific approach towards tourism and recreation that works collaboratively with organizations throughout the community as a key economic development element, with special emphasis on capitalizing upon the unique assets and characteristics of Downtown Lafayette.

Discussion: Increasingly, cities and towns are seizing upon tourism as an economic development strategy, attempting to capitalize on arts, cultural, historical, natural, and other attractions to bring dollars into the local economy. Tourism is a large industry in the world. It ranks high as one of the top employers in Colorado. In recognition of the importance tourism and recreation play to both the economic and overall health of a community, the Colorado State Legislature recently mandated that municipalities with a population over 2,000 residents provide within their master plan/comprehensive plan a tourism and recreation uses element.

Tourism is remarkably resistant to recession often shifting locations and changing characteristics but rarely declining or disappearing. The Colorado Tourism Office, through Longwood's International, conducts an annual overview of Colorado's travel and tourism market. According to the Colorado Longwood 2011 Report the state's largest tourist trips segments are Touring trips, Skiing trips and Outdoor trips. Touring trips accounted for the most number of visitors in the overnight travel segments in 2010 and 2011. Touring vacationers were more likely to seek out and visit cultural activities, and attractions, including museums, art galleries and theater, fine dining and wine and brewery tours/tasting.

The Economic Impacts of Travel on Colorado (2009) indicated that tourist spent more than \$1.6 billion on arts, entertainment and recreation (including heritage tourism activities). This segment of tourism is consistent with Lafayette's community development efforts in its Cultural/Heritage Tourism programs. This segment is the fastest growing segment of the industry. Several trends that indicate heritage and cultural tourism will continue to have an even more profound impact include:

- *Rising education levels, which influences cultural participation;*

- *Increasing number of retirees - baby boomers are reaching their peak levels of leisure time and discretionary income;*
-
- *Less leisure time - greater emphasis on shorter trips, mini-vacations and weekend escapes; and*
- *Importance of quality: "Quality time requires quality space."*

Cultural/heritage tourism programs usually meet three primary goals:

- *Create economic development opportunities through the increased exposure of cultural heritage resources to residents and visitors;*
- *Create increased quality of life in the community by not just preserving important historic and cultural resources, but by also celebrating them; and*
- *Create exciting cultural heritage tourism opportunities in the city that increase visitation and enhance leisure options for residents.*

The best tourism programs are ones that focus on authenticity and high quality; make sites come alive; find a fit between the community values and tourism, and are based on collaboration. The definition of a tourist can be broad. Locals can fit into this category whenever they leave their home to investigate their community, for example school children on field trips are essentially tourists. The Strategic Plan for Colorado Heritage Tourism notes, "What makes heritage tourism so effective is that it gives local people the chance to show off the "authentic" and the "special" to those who appreciate it...and by doing so helps build a more robust economy for all Coloradoans to enjoy."

Another side benefit of a cultural heritage/tourism program is the development of community pride. The writer Wendall Berry has stated, "If you don't know where you are, you don't know who you are." As individuals gain knowledge about a location they often gain a sense of ownership emotionally and feel they have a stake in the area. Gaining a sense of place helps residents become more involved in what is going on around them. Understanding local history and heritage encourages the complexities of a place to be better understood and dealt with in daily affairs.

Policy F.5.1: Support marketing of Downtown as a tourist destination.

Policy F.5.2: Develop additional cultural heritage educational exhibits, artistic amenities, cultural resources, or events that spotlight Lafayette's unique past (e.g. coal mining heritage, agriculture, historic neighborhoods and businesses, etc.).

- Policy F.5.3: Develop additional cultural heritage tourism attractions oriented toward both local residents and those of surrounding communities.
- Policy F.5.4: Create a cultural heritage tourism report/plan that addresses the following:
- Inventories of existing resources;
 - Archives donated collections to the Historical Society,
 - Assists with preservation technical services;
 - Promotes historical/cultural education in local schools;
 - Identifies additional potential venues for interpretive facilities;
 - Creates active programs and events;
 - Creates a marketing plan; and
 - Creates a unified story of the city with a thematic structure.
- Policy F.5.5: Recognize and promote the Lafayette Chamber of Commerce as the visitor center that provides information about the Lafayette community, its businesses, and the various special activities and events occurring within the community.
- Policy F.5.6: Continue to maintain the City's website to include local tourist attractions (arts, cultural, historic and recreational). Monitor and maintain the website and the public access television channel to provide both current and general information about the Lafayette community, its businesses, and the various special activities and events occurring within the community.
- Policy F.5.7: Ensure that the development of tourism, recreational, arts, cultural and historic attractions, parks, open space, trails, trails heads, bike routes, and pedestrian improvements are coordinated within an integrated wayfinding signage program.
- Policy F.5.8: Honor and identify cultural and historic sites with such elements as markers, memorials, fountains, sculptures, statues, signage, banners, informational kiosks, and public art.
- Policy F.5.9: Encourage and facilitate businesses to seize upon opportunities to create new tourist attractions relating to interesting, niche retail and/or and manufacturing operations such as the WOW! Museum, Miners

Museum, Rocky Mountain Music School, and the Mary Miller Theater.

- Policy F.5.10: Seek opportunities to highlight and support local artists, experts, and resources such as private collections or specific hobbies as part of Lafayette's overall cultural/heritage and artistic efforts.
- Policy F.5.11: Explore opportunities to showcase local ethnic diversity through highlighting food, shopping, and entertainment events.
- Policy F.5.12: Coordinate advertising of local festivals and events with window displays and special promotions by area businesses.
- Policy F.5.13: Seek marketing opportunities for local businesses such as restaurants and lodging to capitalize on an overall cultural/heritage/artistic community image rather than a single venue or event.
- Policy F.5.14: Encourage collaborative approaches between the various community stakeholders, such as but not limited to the Lafayette Urban Renewal Authority, the Lafayette Chamber of Commerce, the Boulder Valley School District, the Lafayette Parks and Recreation Departments, the Library Board, the Lafayette Historic Preservation Board, the Lafayette Cultural Arts Commission, Lafayette Old Town Association, WOW ! Museum, Rocky Mountain Center for Musical Arts, and the Book Arts League to enhance Lafayette's overall tourism potential.
- Policy F.5.15: Continue support of historic tourist facilities like the Miner's Museum and the Mary Miller Theater.
- Policy F.5.16: Encourage the development of lodging accommodations so visitors can stay in Lafayette.

Image 9: Peach Festival

G. Transportation

Lafayette's transportation system is becoming increasingly congested and this trend is expected to continue into the foreseeable future. It is clear that Lafayette will not be able to build its way out of congestion by adding new or expanding existing roadways due to funding and environmental constraints. Lafayette needs to strategically manage its transportation system by promoting the use of alternative modes and targeting roadway improvements that address major transportation bottlenecks. Effective management of Lafayette's transportation system will allow for the preservation of the mobility and the high quality of life that Lafayette residents have come to expect.

Goal G.1: Manage and enhance Lafayette's roadway system.

Discussion: The City of Lafayette is served by a comprehensive roadway network, shown in the Transportation Roadways Map , comprised of a hierarchy of functional class types including freeways/tollways, arterials, collectors, and local streets. Table 2 below describes each type of facility based upon the character of service it is intended to provide.

Table 2: Typical Characteristics of Roadway Functional Class Types.

The 2011 and 2035 (projected) traffic volumes for selected links along some of the state highways and other arterials are shown in the Transportation – Traffic Conditions Map below. The 2035 traffic levels were developed using the Denver Regional Council of Governments (DRCOG) regional travel demand model refined with more detail in the Lafayette area, and revised population and employment estimates for Lafayette. The revised 2035 population and employment estimates are consistent with the future land use assumptions developed as part of this comprehensive planning effort. Existing and future congestion levels for the network of freeways/toll ways and arterials are shown in Map 4 and Table 3. The information depicted in both the Transportation – Traffic Conditions Map and Table 3 indicates that traffic levels on roadways within Lafayette are expected to grow significantly between now and 2035. Correspondingly, congestion levels will increase with some of the more congested roadways being US Highway 287, Arapahoe Road west of US Highway 287, CO Highway 7, CO Highway 42 between Baseline Road and South Boulder Road, and 119th/120th Streets.

The future traffic volumes and congestion levels shown reflect certain roadway improvements anticipated to be implemented by 2035 based on DRCOG 2035 Fiscally Constrained Regional Transportation Plan. The roadway improvements reflected in the DRCOG plan include:

- *Improvements to 119th and State Highway 7 (Baseline Road) intersection and arterial road improvements to 119th Street to the north and south to promote efficient traffic flow around Lafayette without cutting off traffic to homes and business on State Highway 7 (Baseline Road) in Lafayette.*
- *The extension of South Boulder Road past 120th to Broomfield's Lowell Boulevard.*

Location		ADT Two-Way Volumes	
		2011 Count	2038 Model
Arapahoe Road	West of 95th Street	20,000	31,800
	West of US Highway 287	16,000	27,900
	East of US Highway 287	13,200	20,300
Baseline Road	West of US Highway 287	13,600	20,000
	East of Public Road	11,400	13,000
South Boulder Road	West of US Highway 287	19,500	27,000
	West of 120th Street	7,400	16,400
Empire Road/County Road 42	West of US Highway 287	7,600	15,100
95th Street	South of Arapahoe Road	16,000	47,500
	South of South Boulder Road	7,600	15,100
US Highway 287	South of Arapahoe Road	36,000	47,600
	South of South Boulder Road	24,000	35,200
	South of Empire Road	37,000	51,700
Public Road	South of Baseline Road	8,400	11,300

Table 3: Current and Future Traffic Volumes

Source: Colorado Department of Transportation (CDOT), City of Lafayette, and DRCOG

- Policy G.1.1: Construct all new roadways according to the City's adopted design standards and classifications.
- Policy G.1.2: Require new development to provide appropriate streets consistent with anticipated volumes and speeds based on documented and agreed upon traffic impacts from new development.
- Policy G.1.3: Coordinate transportation planning in situations involving State and County roads, including the design of roadways, bike/pedestrian ways, and curbcut locations with the State of Colorado and Boulder County. Configure land uses along arterial roads, to consolidate and minimize the number of curbcuts.

- Policy G.1.4: Regulate transport and shipping such that it does not interfere nor hinder local vehicular traffic by working with the Colorado Department of Transportation (CDOT) to sign and enforce designated trucking routes.
- Policy G.1.5: Support the formation of a special assessment district for paving streets and alleys, upon residents' request.
- Policy G.1.6: Encourage all proposed subdivisions to have multiple vehicular access points. In the rare case when multiple access points are not practical, a secondary emergency vehicle access point should be provided.
- Policy G.1.7: Coordinate with Boulder County, the Town of Erie, and Colorado Department of Transportation (CDOT) to accelerate intersection improvements to CO Highway 7 at 119th Street consistent with the 2013 CDOT Planning Environmental Linkage (PEL) Study. Advocate for improvements beyond those identified in the study based on potential congestion levels identified in the Transportation - Traffic Conditions Map.
- Policy G.1.8: Advocate for the following roadway improvements to relieve potential congestion levels identified in Table 3 and the Transportation – Traffic Conditions Map:
- Intersection improvements to CO Highway 7 (Baseline Road) at 119th Street per the CDOT 2013 PEL Study.
 - The widening of South Boulder Road to four lanes of traffic from LaMont Does Park to 120th Street.
 - Arterial road improvements to 119th /120th Street from CO Highway 7 (Baseline Road) south to city limits.
 - Intersection improvements to 120th Street and South Boulder Road.
 - The extension of South Boulder Road past 120th Street to Broomfield's Lowell Boulevard.
 - Removing the “bottleneck” on 111th Street north of the Police Station to allow for turn lanes, sidewalk and thru lane.
 - Construction of Bus Rapid Transit (BRT) lanes on US Highway 287.

- Policy G.1.9: Pursue funding of the CO Highway 7 (Baseline Road) improvements indentified in the CDOT 2013 PEL Study thru CDOT and DRCOG.
- Policy G.1.10: Coordinate transportation with Boulder County Housing Authority, Boulder County Area Agency on Aging, RTD, and Via from senior housing locations to the Senior Center, Library, City Hall and shopping areas.

TRANSPORTATION – ROADWAYS MAP

TRANSPORTATION – TRAFFIC CONDITIONS MAP

Goal G.2: Promote the development of alternative transportation choices to the automobile that are safe and convenient for Lafayette residents, workers, and visitors.

Discussion: Lafayette has a complementary alternative transportation network to its roadway system that includes public transit, bicycle, and pedestrian routes. Lafayette's network of bicycle routes and public transit routes is depicted in the Transportation – Alternative Modes Map. Lafayette is served by four local RTD bus routes (Route 225, Route 76, the DASH, and the JUMP) and one regional route (Route L). All RTD routes interface with each other at the centrally located Lafayette Park-n-Ride on Public Road just north of South Boulder Road. This facility includes parking for 92 vehicles. According to the 2012 Community Survey, a majority of working residents commute outside of Lafayette. The City may find it beneficial to focus on transportation and commuter solutions, than other, less commuter oriented cities might. Source: LESAC Master Plan 2009

In 2004, Lafayette voters approved the RTD FasTracks plan. This plan includes commuter rail on the Burlington Northern Santa Fe (BNSF) line at the western edge of Lafayette, including a station in the vicinity of South Boulder Road in Louisville. In 2012, RTD indicated that funding for the commuter rail line was not available and it would be 2044 before the commuter rail line was complete unless additional funding sources could be found. The FasTracks plan also includes the development of Bus Rapid Transit (BRT) as part of the US Highway 36 Corridor Improvements. Development of the BRT improvements along US 36 began in 2012. The plans include utilization of the new station improvements built in Broomfield near the intersection of US Highway 287 and US Highway 36 to serve the area in and around Lafayette. Lafayette should continue to advocate for increased bus service of the Route 76 (proposed 225 extension) or other mass transit alternatives to connect with this station or other connections.

Between 2003 to 2009, the Colorado Department of Transportation (CDOT) and the Regional Transportation District (RTD), in partnership with the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA), studied multi-modal transportation improvements for the U.S. 36 corridor between Denver and Boulder in the U.S. 36

Environmental Impact Statement (EIS). The final study indicated improvements to include 18-miles of Bus Rapid Transit (BRT) from Denver Union Station to the Table Mesa Park-n-Ride in Boulder. CDOT and RTD have begun construction of the first phase of the BRT system which includes extension of the express lanes from Federal Boulevard to 88th Street in Louisville.

In 2013 RTD began the process of studying the Northwest Corridor to identify other possible solutions for providing increased level of services in light of the delay in providing commuter rail per the original FasTracks Plan. The City participates in a new study with RTD, the Northwest Area Mobility Study (NAMS) to determine transit needs within the FasTracks Northwest Corridor. This study needs to include a discussion on how to connect Lafayette residents with the improvements taking place on US Highway 36.

In 2009, Lafayette and Boulder County adopted the Transit Services Enhancement Plan. Among other recommendations, this plan includes support for the implementation of bus service along Highway 7 (Baseline Road), east of Public Road and Highway 7 (Baseline Road) to I-25. This Plan has been included in the 2012 Boulder County Transportation Master Plan Lafayette's identified bicycle route system consists mainly of paved shoulders or separate multi-use paths that parallel the roadway. On a variety of arterial and collector streets within Lafayette's municipal limits, various federal, state and regional entities also have a range of bicycle routes on shoulders, paths and sidewalks. The 2011 Boulder County Comprehensive Plan Transportation Component Update includes multi-modal improvements to accommodate bicycles along Arapahoe and Baseline Roads leading into Lafayette. Regional trails (Coal Creek Trail and Rock Creek Trail) provide important bike routes as well. A separated bikeway is proposed for the Northwest Parkway.

Travel demand management (TDM) techniques are available to help promote the usage of alternative modes and reduce the demand for single occupant vehicle usage. DRCOG's RideArrangers program promotes carpooling and vanpooling in the Denver Metro Area. Other TDM techniques available include flexible work hours for employees and RTD's Eco Pass program.

Travel demand management (TDM) techniques are available to help promote the usage of alternative modes and reduce the demand for single occupant vehicle usage. DRCOG's RideArrangers program promotes carpooling and vanpooling in the Denver Metro Area. Other TDM techniques available include flexible work hours for employees and RTD's Eco Pass program.

Policy G.2.1: Actively seek to enhance both local and regional mass transit systems by supporting improvements such as RTD's FasTracks Plan Bus Rapid Transit or other options to be determined to build out the regional rapid transit system.

Policy G.2.2: Provide pedestrian and bicycle connections and investigate shuttle services to proposed transit stops.

- Policy G.2.3: Work with RTD to enhance bus access to and from the US Highway 36 Corridor to ensure that Lafayette has easy and convenient access to any proposed rapid transit improvement along the US Highway 36 Corridor.

- Policy G.2.4: Support the Boulder County Services Enhancement Plan.

- Policy G.2.5: Work with RTD to explore bus service along Highway 7 (Baseline Road) to connect with other transit services in Lafayette and to I-25.

- Policy G.2.6: Encourage the development and maintenance of bike routes, which include trails, paths, and street bike lanes, to complement an enhanced multipurpose trail system.

- Policy G.2.7: Support carpooling and vanpooling efforts through the DRCOG RideArrangers program.

- Policy G.2.8: Encourage local employers to promote TDM measures that encourage the use of alternative modes of transport, flexible work schedules, telecommuting, employees working from their home, or other TDM type measures.

- Policy G.2.9: Provide opportunities for bus stops at public facilities such as the library, recreation center and shopping destinations that serve older adults, people with disabilities and low-income residents that utilize public transportation.

- Policy G.2.10: Support Via, Call N' Ride, Access a Ride, and CareConnects Medical Mobility efforts for older adults, people with disabilities and low-income residents.

- Policy G.2.11: Work with RTD to ensure Lafayette residents and employees have a voice regarding quality bus service for Lafayette residents and businesses

- Policy G.2.12: Collaborate with various committees and department to prepare a Multi-modal Transportation Plan Map that incorporates all forms of alternative mode transportation options and future connections.

Image 10: The local Jump bus links Lafayette and Boulder

Goal G.3: Support land use development patterns that encourage alternative modes of transportation and provide bus, bike, and pedestrian access to all parts of Lafayette, including Downtown Lafayette and surrounding communities.

Discussion: The accommodation of alternative modes as a part of new development is essential to promote the high quality of life that the citizens of Lafayette expect. The provision of sidewalks, bicycle trails, and bus stops make the community more pedestrian and bike friendly and minimizes reliance on private automobiles. The provision of alternative modes and facilities not only enhances mobility but promotes recreational opportunities for families and individuals who have come to expect a high level of recreational amenities as a part of living in Lafayette and Colorado.

- Policy G.3.1: Ensure that pedestrian and bicycle routes, which include trails, paths, sidewalks, and street bike lanes, are planned and built to allow users access to key city destinations, and are integrated with and strengthen the City's alternative transit system.
- Policy G.3.2: Require proposed development and redevelopment to construct bus stops (including shelter, seating, etc.) when located along transit corridors.
- Policy G.3.3: Ensure that proposed development and redevelopment provides an adequate system of sidewalks and trail facilities that meet City standards to promote walking and bicycling throughout the City. Connect new sidewalks and trails to existing sidewalks and trails.
- Policy G.3.4: Ensure proposed modifications to existing pathways conform to the PROST Plan and the Multi-modal Transportation Plan Map (referenced in Policy G.2.13). Allow minor alterations to existing pathways only if the overall concept of pedestrian access is not compromised and an efficient trail corridor is achieved.
- Policy G.3.5: Incorporate bikelanes in the construction and/or redesign of all collector and arterial roadways and connection corridor roadways, wherever possible.
- Policy G.3.6: Support higher density, more compact development along transit corridors.
- Policy G.3.7: Monitor the impact of existing transit service and recommend improvements, where appropriate, to meet residents' needs.
- Policy G.3.8: Ensure that proposed development and redevelopment plans include the interconnection of all multi-modal neighborhood transportation systems.

- Policy G.3.9: Develop incentives programs (such as density increases, reduced parking requirements, permit fee reductions, tax credits, etc) for businesses that implement programs to reduce their employee related traffic impacts (such as carpooling programs, flexible work schedules, telecommuting, and bus pass programs).
- Policy G.3.10: Encourage development of alternative fuel filling stations within Lafayette.
- Policy G.3.11: Support funding options for pedestrian/cyclist over and under pass crossings at arterial streets and state highways.
- Policy G.3.12: Consider opportunities for local shuttle services along Public Road in conjunction with local events (July 4th, Peach Festival, etc.).
- Policy G.3.13: Promote bicycling and walking throughout Lafayette. Residential, commercial and recreational destinations should all be safely and efficiently accessible by these modes of transportation.

H. Parks, Recreation, Open Space and Trails

Goal H.1: Provide Lafayette residents with parks, trails, open space and high quality recreational opportunities while contributing to community identity by establishing an interconnected "green" physical framework.

Image 11: Provide parks, trails, and recreational opportunities that contribute to community identity and establish an interconnected “green” framework.

Discussion: The Parks Recreation Open Space and Trails (“PROST”) Master Plan was developed and adopted concurrently with the 2013 Comprehensive Plan Technical Update. The official trails plan is part of the PROST Master Plan and maintained and updated as needed by the Park Open Space and Golf Department Through the PROST Master Plan Lafayette's citizens guide the City's system of parks, open space, recreational facilities, and trails. The 2013 PROST Master Plan generally accomplishes the following:

- *Outlines community needs based on citizen input;*
- *Analyzes existing service levels; and*
- *Identifies potential funding strategies.*

A system of parks provides a variety of gathering spaces, as well as larger spaces for group gatherings and high level recreational activity. High quality indoor and outdoor recreation facilities are desired by citizens for their social, individual and economic benefits as well as health and wellness opportunities. The PROST Master Plan identifies existing gaps and opportunities and gives direction to address the community's recreation needs. Funding is needed for the development of park, open space, trail and recreational facilities as guided by the PROST plan.

Trails should link all parks, open space, recreational and civic facilities, schools, neighborhoods, and community activity centers. Trails should also provide safe, convenient alternative transportation options in addition to their recreational benefits. The PROST Master Plan provides a Connectivity Framework Plan which gives guidance regarding the general location and alignment for potential future trails.

Recommendation #1 from the PROST Master Plan highlights the importance of maintaining existing public facilities. According to the PROST Master Plan, maintaining the quality of the City's park, recreation, open space and trail assets and facilities is of key importance to the citizens and tax payers, and is of more importance than building new or adding additional offerings and amenities.

- Policy H.1.1: Assure that park service is adequate to meet both the City's population based Level of Service (LOS) standards and are available within a reasonable walking distance of ½ mile radius of all new and existing residential development.
- Policy H.1.2: Ensure proposed development plans maximize park services through land dedication requirements and that new park, open space and trail sites are located appropriately.
- Policy H.1.3: Maintain existing park, open space, trail and recreation facilities and improve them as necessary.
- Policy H.1.4: Provide adequate park, open space, trail and outdoor recreation acreage to accommodate future recreation needs based on population growth.
- Policy H.1.5: Pursue additional indoor recreation space based on current and future demand.
- Policy H.1.6: Encourage private development of indoor recreation facilities, such as ice arenas, climbing walls, tennis courts, etc.
- Policy H.1.7: Create a citywide trails system that provides access to existing and future regional trail systems and that supports the Multi-modal Transportation Plan Map (referenced in Policy G.2.13) which aims to link parks and open space areas, civic amenities, and other public activity centers such as schools and the library, where possible.
- Policy H.1.8: Evaluate appropriately spaced rest stop improvements such as benches and shade structures on public trails.

- Policy H.1.9: Use kiosks, gateway maps, web pages, etc. to publicize the existing park, recreation, open space and trail resources available to citizens.
- Policy H.1.10: Work with surrounding communities to establish a consistent trail naming system for existing and future regional trails.
- Policy H.1.11: Add signage along existing trails to improve wayfinding on the City's trail system.
- Policy H.1.12: Support the use of signs, art and exhibits for identifying and interpreting cultural/historic resources on trails and open space properties.
- Policy H.1.13: Review requirements for public land dedication to allow partial credit, rather than prohibition, for lands consisting of steep slopes, rock formations, utility easements or other adverse features.

Goal H.2: Enhance the beauty of Lafayette through sustainable design of parks, trails, and other improvements.

Discussion: The design of parks, trails, and other improvements contribute to community image. These "green" attributes buffer and connect the built environment and provide a framework for the community. They also offset greenhouse gas generation of other city activities and filter air and water.

- Policy H.2.1: Locate parks and trails, when possible, in places that enhance the overall appearance of the city.
- Policy H.2.2: Review current design standards to ensure sustainable construction practices.

Image 12: Public Park.

Goal H.3: Provide and maintain public park, recreational facilities, open space and trails as equitably, efficiently, and cost effectively as possible.

Discussion: Efficient and cost effective parks, recreation, and trails systems require long-term perspective during the conceptual design phase for economy of scale, adjacencies, choice of materials, and requirement for resources, among other considerations. Operation and maintenance costs are manageable when identified and planned for in advance. Established funding sources used equitably, leveraged, and combined with developer participation will result in all citizens contributing a fair share to maintain the existing system. Partnerships and collaborative efforts with those whose missions overlap with the City's, will maximize community

resources, while the seeking of grants and provision of volunteer opportunities generates community pride and ownership. The PROST Master Plan identifies revenue sources for the capital or ongoing operations and maintenance anticipated for future funding needs. The funding sources include:

- *Group A: ½ Cent Sales Tax Fund for Open Space and Parks¹, General Fund, Grants, and Lottery Funds. With the exception of the General Fund, these funding sources are dedicated solely to parks, recreation and/or open space uses. Parks, recreation and open space projects would compete for priority within these funds, or compete against other City projects for the General Fund. Grants would be applied for as appropriate and available. Consideration could also be given to a dedicated sales tax issue, and/or bonding of current anticipated funding from some of these sources.*

¹: These sales tax funds are comprised of a ¼ cent sales tax for parks and open space acquisition and maintenance, and another ¼ cent sales tax dedicated solely for open space acquisition and maintenance.

- *Group B: Public land dedication requirements, cash-in-lieu and Park and Tree Fees are designed to support new growth and are aligned with future park needs. Service Expansion Fee funds generated from building permits are also available to meet growth needs. Projects would be in competition with other City needs.*
- *Group C: Fees and Charges are generally used to offset all or a portion of ongoing operating expenses for the services received.*
- *Group D: Partnerships with other agencies and city departments.*

Policy H.3.1: Design parks and other public landscaping with water conservation and cost efficiency in mind.

Policy H.3.2: Seek partnerships and collaborative efforts and funding with the Boulder Valley School District, other municipalities and agencies for regional recreational facilities, additional space for senior citizen programs, and for general indoor recreational activity.

Image 13: Indian Peaks Public Golf Course

Policy H.3.3: Provide scholarships, reduced rates and other programs to make recreational programs accessible and economically viable to all residents.

Policy H.3.4: Apply Parks and Recreation Acquisition and Development Funds to the construction of new park facilities and the expansion and renovation of existing facilities.

- Policy H.3.5: Periodically review the Development and Zoning Code in order to set the appropriate amount of the City's public land dedication requirement for new development.
- Policy H.3.6: Use available funds for parks and recreation projects determined appropriate by the City Council.
- Policy H.3.7: Ensure that the Park and Tree Fee meets the needs of new park development, based on assumed acquisition and development costs.
- Policy H.3.8: Plan for the ongoing cost of maintenance and operations for developed park sites through annual budget cycles as parks are developed.
- Policy H.3.9: Use the Multi-modal Transportation Plan Map (referenced in Policy G.2.13) and enforceable development requirements to guide trail locations and alignments required of or necessitated by new development.
- Policy H.3.10: Require new developments, especially residential developments, to dedicate land for neighborhood parks to the development's owner's association rather than dedicating such land to the City, in order to manage the City's ongoing parks and public lands maintenance costs.

Image 14: Autumn Ash Park

Goal H.4: Provide a balanced system of open lands, natural areas, wildlife corridors and habitat areas, trails, and greenways using a variety of conservation methods to meet both the needs of Lafayette's citizens and the City's resource protection goals.

Discussion: The Lafayette Open Space Advisory Committee (LOSAC) and City staff guide the Open Space program for the City of Lafayette. The PROST Master Plan defines Open Space for the City and provides general guidelines for use, management and maintenance of the lands, and a site-specific plan for parcels managed by the City.

The City of Lafayette defines Open Space as property or rights acquired solely or jointly by the City of Lafayette with the intent that the property or rights be permanently protected and preserved as: community buffers; wildlife corridors and habitat areas; view corridors; land for agricultural use; areas of archeological, historical, geologic or topographic significance; property containing significant renewable and/or nonrenewable natural resources; and/or other undesignated undeveloped land.

Open Space does not include parks and other open areas set aside by the City for active recreational use. Open Space areas are typically non-irrigated land with minimal improvements and, comparatively, require less maintenance.

- Policy H.4.1: Seek the advice of the Lafayette Open Space Advisory Committee (LOSAC) regarding open space acquisition and management.

Policy H.4.2: Endeavor to purchase as open space any land within the planning area that has been designated as rural preservation or community buffer under an Intergovernmental Agreements (IGA'S) to which the City of Lafayette is a signator.

Policy H.4.3: Create trail connections through and between Lafayette's open space properties in order to provide an integrated and complete trail system within the community.

I Environmental Sustainability

Goal I.1: Conserve environmental resources to insure the most efficient use of such resource to advance a sustainable community.

Discussion: Shaping Lafayette's sustainable future is an overarching goal for the entire community. Sustainability touches many facets of the community including land use, community character, transportation and environment. While sustainability is woven throughout other Goals and Policies, protecting our natural resources is a specific approach that involves energy conservation and waste reduction. Energy conservation in buildings, development and processes creates local jobs and reduces the amount of energy dollars "burned".

Policy I.1.1: New development should provide an analysis of sustainable elements such as renewable energy, water conservation, and water quality improvements that can be incorporated into the project.

Policy I.1.2: Encourage infill development over green-field development.

Policy I.1.3: Encourage development of alternative fuel filling stations within Lafayette.

Policy I.2.4: Encourage solar energy utilization in all forms throughout the community.

Policy I.1.5: Evaluate requirements for designation of Solar Friendly Community and, if appropriate, pursue such designation.

Policy I.1.6: Encourage renewable and alternative energy systems in new buildings and use of upgrades to existing buildings.

Policy I.1.7: Continue purchasing light duty hybrid vehicles for city use and continue monitoring advancements in fuel technology for use within the city's fleet.

Policy I.1.8: Encourage and enable energy conservation throughout the community.

- Policy I.1.9: Continue to keep current with Energy Efficient codes.
- Policy I.1.10: Encourage energy efficient design in new buildings and upgrades to existing buildings.
- Policy I.1.11: Promote use of green building and energy efficient appliances and building techniques and water conservation approaches for new and existing development.
- Policy I.1.12: Conserve water through public education, supply management, and demand management techniques.
- Policy I.1.13: Encourage the construction of a reclaimed water conveyance and storage system to maximize raw water exchange potential at the Goose Haven Reservoir complex. (Re-written Policy J.2.5)

Goal I.2: Support Waste Reduction in the Community

Discussion: Yard and food waste when sent to the landfill generate methane, a powerful greenhouse gas. In addition, their soil building attributes, when composted, are too valuable to waste. Compost supplemented soil captures carbon dioxide through healthier trees and lawns with more efficient water use. Compost fed soil also enables more local food production with less toxic pesticide use. Reducing the amount of material sent to the landfill can also be accomplished with the rehabilitation and maintenance of existing buildings and can also conserve the embodied energy of the existing building materials.

- Policy I.2.1: Support regional and local efforts for recycling and zero waste. Maintain support of regional recycling facilities and support Pay-As-You-Throw pricing for curbside pickup of trash, recycling and compost material to all citizens of Lafayette. (Red changes to current Policy J.2.3)
- Policy I.2.2: Coordinate with Boulder County CHaRM to establish local drop-offs locations for hard-to-recycle materials, coordinating with Boulder CHaRM (<http://www.ecocycle.org/charm>).
- Policy I.2.3: Encourage new residential development that does not provide individual unit curbside solid waste collection and new non-residential development to provide areas for recycling/compost collection bins.

Goal I.3: Encourage Local Food Production

Discussion: The term local food system is used to describe a method of food production and distribution that is geographically local rather than national or international. There are many

benefits of local food production: Transportation costs are dramatically reduced to ship the food; the short time from harvest to plate results in fresher food that stays fresher longer without the need for preservatives; shorter travel between the food source and plate reduces the chance for contamination; and local production allows for the ability to verify organic and environmentally friendly processes. The City of Lafayette allows backyard chickens and has several Community Supported Agriculture (CSA) sites providing local food. The Thomas Open Space farm is a 10-acre farm where organic crops are grown and sold. Wilson Gardens, located near downtown Lafayette, and Kerr Gardens, located on the Harney Lastoka Open Space, provide gardening plots to residents to grow their own fresh produce. Additionally, Lafayette Elementary and Ryan Elementary participate in the Garden to Table Schools program that provides hands-on opportunities for children to learn about where food comes from and to make healthy and environmentally sustainable lifestyle choices. Other community gardens are found throughout the community such as the Josephine Commons apartment complex and local church sites.

- Policy I.3.1: Support community-supported agricultural programs.
- Policy I.3.2: Encourage local farmers markets to locate within the community.
- Policy I.3.3: Explore opportunities to incorporate food production into commercial landscape plans.
- Policy I.3.4: Encourage residential developments to provide common areas and irrigation for community gardens.

J. Environmental Quality and Natural Resources

Goal J.1: Protect the health, safety, and welfare of the citizens through adequately mitigating environmental hazards and by eliminating, reducing, or preventing air, water, light, and noise pollution.

- Policy J.1.1: Restrict development in the 100-year floodplain. No structure should be located, constructed, extended, converted, or altered without full compliance with Lafayette's Floodplain Standards.
- Policy J.1.2: Require applicants for new development and redevelopment to submit analyses of the 100-year floodplain as performed by professional engineers in areas where the floodplain has since been filled, graded, or otherwise altered since the 12/18/12 Federal Emergency Management Agency (FEMA) maps.
- Policy J.1.3: Apply pre-construction design considerations to all proposed construction as outlined in the State of Colorado, Boulder County Subsidence Investigation (dated March, 1986) study area regardless of the hazard zones involved.

- Policy J.1.4: On undeveloped land, abatement techniques for mine shafts and slopes may be required of developers and no undeveloped land overlying high-risk subsidence zones will be built on unless either:
- Detailed studies are performed which show more favorable conditions than does the Dames & Moore report; or
 - Abatement measures are successfully undertaken before development; or
 - Structures are designed to withstand very severe subsidence damage.
- All such studies, proposed abatement measures, and designs should be submitted for review by the State Geologist's office.
- Policy J.1.5: Require appropriate control of fugitive dust from disturbed sites in adherence with the County's Health Department Standards on a case-by-case basis as determined by the Building Department.
- Policy J.1.6: Consider the reduction or prevention of inappropriate noise as identified and regulated in the Municipal Code during the development review process or other land use planning.
- Policy J.1.7: Protect the visible night sky by ensuring that outdoor lighting does not create undesirable light pollution. Exterior light fixtures should conceal the light source in such a way so as to not cause excessive glare as perceived from neighboring properties.
- Policy J.1.8: Continue to monitor the federal, state and local regulations regarding the development of oil and natural gas resources within the City. Amend local regulations where legally appropriate to ensure that such development is accomplished in a manner that balances the rights of both the surface and minerals owners, and protects the health, safety and welfare of the public and the environment.
- Policy J.1.9: When development is proposed around or on property that includes, or previously included, a gas or oil well, a Phase I Environmental Study should be required as part of the preliminary plan submittal.

Goal J. 2: Preserve and conserve unique or distinctive natural and man-made features in recognition of their irreplaceable character and importance to the quality of life in the City of Lafayette.

- Policy J. 2.1: Protect from destruction or harmful alteration historic landmarks (as defined by the City's Historic Preservation Ordinance [Section 47-2]), archaeologically sensitive areas, and other landmarks as determined by the city. Preservation of these sites will be protected through the planning of compatible surrounding land uses. Proposals with potential adverse impact will be dealt with on a case-by-case basis. Evaluation of impacts may be required as part of the development review process.
- Policy J. 2.2: Require applicants proposing developments on prominent hillsides and ridgelines, as determined by the City on a case by case basis, to submit a view analysis indicating proposed building heights and the associated visual impacts of the development on adjacent community vantage points, as determined by the city. Developments on these prominent hillsides and ridgelines should preserve significant views, as determined by the City, and minimize visual impacts from community vantage points.
- Policy J. 2.3: Recognize that existing, mature trees contribute to community character and should be considered an important natural resource. The City, at its discretion, may require any development and/or redevelopment proposal to submit plans showing "Areas of Disturbance" as part of the development review process and refer these plans to the City's Tree Committee for its review and comment. Revise construction standards to require the installation and maintenance of construction fencing to minimize soil compaction and destruction around existing trees and other vegetation identified by the City during the development review process as being worthy of preservation.
- Policy J.2.4: Recognize the importance of agricultural lands outside the Urban Growth Boundary and agricultural lands designated as open space within the City's Urban Growth Boundary as cultural and natural resources. Support efforts to preserve and protect adjacent agricultural lands through conservation easements, Intergovernmental Agreements (IGA's), participation in the County's Transferable Development Rights program, and other efforts and mechanisms.
- Policy J. 2.5: Require, at the City's discretion, that proposed development applications include an evaluation of potential impacts on possible wildlife habitat and corridors, and wetland areas. Construction of buffer zones may be required to protect these areas. The size and dimensions of such buffer zones and their vegetation will be determined by the City on the basis of reports which may be required from the developer for the particular habitat. Refer development proposals to LOSAC when the proposed development abuts City open space, land designated for preservation on the Land Use Plan, or contain wetlands or other potentially significant natural resources.

- Policy J. 2.6: Encourage private developers to follow the City’s prairie dog mitigation policy for public land. .
- Policy J. 2.7: Protect wildlife habitats and wetlands.
- Policy J. 2.8: Ensure that proposed development and redevelopment appropriately responds to existing topography to avoid excessive site grading and/or retainage.
- Policy J. 2.9: Cooperate with Boulder County in establishing a wetlands management plan to avoid degradation of critical wetlands located within the Planning Area.
- Policy J. 2.10: Address wildlife issues as appropriate.
- Policy J. 2.11: Incorporate significant wildlife habitat and corridors, community buffers, view corridors, and stands of unique native vegetation as designated by the City into open space reserves.

HAZARDS MAP

K. Public Services, Facilities, Utilities, and Government

Goal K.1: Provide adequate police services for the public health, safety, and welfare within the City limits.

Discussion: The Lafayette Police Department is a full-service State Accredited law enforcement agency providing 24-hour professional community oriented law enforcement services to the citizens of Lafayette. The Department currently consists of 38 commissioned police officers and 10.5 support staff. The goal of the department is to partner with the community to make Lafayette a safe place to live, work and visit. A strong emphasis is placed on community policing, crime prevention and providing services to youth. Numerous community policing initiatives and several crime prevention programs exist including Neighborhood Watch, Business Watch, Citizens Police Academy, and Operation ID. One full-time Police Officer is assigned as School Resource Officers at Centaurus High School, and seven School Liaisons I Officers are assigned to each school. The Police Department consists of two divisions, Operations and Support Services. A Police Division Commander commands each Division. The Operations Division is comprised of Patrol and Traffic Officers, Detectives and Community Service Officers while the Support Services Division is comprised of personnel assigned to Records, Training, Budget and Professional Standards. Department priorities include:

- *Community policing;*
- *Crime prevention;*

- *Having a positive relationship with youth;*
- *Maintaining an above average crime clearance rate;*
- *Maintaining a well trained department; and*
- *The use of state of the art technology.*

- Policy K.1.1: Provide adequate police protection, given available funding and other constraints.
- Policy K.1.2: Encourage industrial and commercial businesses to install alarm systems.
- Policy K.1.3: Support Crime Prevention through Environmental Design.
- Policy K.1.4: Consider police protection issues as part of the development review process.
- Policy K.1.5: Require developers to meet with the City's Crime Prevention Officer as part of the development review process.
- Policy K.1.6: Encourage volunteer efforts such as neighborhood watch, business watch, and operation ID.
- Policy K.1.7: Support and cooperate with federal, state, and local public safety agencies.
- Policy K.1.8: Support youth initiatives to include HRM (Human Resources Media) Anti Violence and Safety Training. Safe to Tell, Jump Start Program to end violence along with other public safety youth programs and events.
- Policy K.1.9: Support a community oriented/problem solving policing philosophy that engages residents and businesses pro-actively in addressing community safety issues.
- Policy K.1.10: Require crime prevention officer review of proposed trails and trail connections as part of trail development to promote public safety.
- Policy K.1.11: Support and cooperate with Senior Services, Boulder County Adult Protective Services and the District Attorneys Office on Elder Abuse and fraud issues against at risk older adults.

Goal K.2: Provide the citizens of Lafayette professional fire protection by using a combination fire department (career and volunteer firefighters).

Discussion: The Lafayette Fire Department provides fire, rescue and emergency medical service to the community. These services are provided by a combination of career and reserve personnel. Currently, the department is experiencing an increase in demand for services to the community. Fire and rescue calls have gone from 600 in 1991 to over 1500 in 2002 and to over 1900 in 2012. In 2002, a Fire Department Master Plan was created through the cooperative efforts of the City staff, Chief Officers, and firefighters of the Lafayette Fire Department and officials from other emergency response agencies.

Any business that uses high amounts of hazardous materials places the current and future citizens of Lafayette at risk. Such instances will require the fire department to expand its ability to provide service beyond the current fire protection level. Any business that has an increased fire hazard due to the nature of that business should be restricted. By allowing a "high risk" business into the City of Lafayette, the ISO rating (Insurance Services Organization) for the entire city could be negatively impacted, causing higher premiums for the citizens and businesses in Lafayette.

A larger segment of the population will be reaching their retirement years and the demand for Assisted Living and Retirement facilities will be increasing. In 2011 the City approved two senior housing developments that will have over 200 units. As the city approves more of this type of housing, the fire department will see an increase in call volume. The fire department must be prepared to deal with this increase in call volume.

- Policy K.2.1: Maintain and enforce construction standards and adopt fire protection codes that are consistent with National Fire Protection Association (NFPA) standards.
- Policy K.2.2: Reserve the right to require sprinkling over and above current code requirements for structures located outside of six-minute fire protection response zones.
- Policy K.2.3: Require Fire Department review of all development proposals.
- Policy K.2.4: Ensure that street standards do not significantly increase fire response times.
- Policy K.2.5: Ensure that Fire Department equipment is compatible with the City's street standards.
- Policy K.2.6: Analyze fire response times as part of the development review process.
- Policy K.2.7: Increase permanent fire department staff to ensure appropriate level of fire protection service, given available funding and other constraints.
- Policy K.2.8: Maintain mutual aid agreements with the fire departments of surrounding municipalities.

- Policy K.2.9: Maintain or improve current Insurance Services Organization (ISO) rating.
- Policy K.2.10: Review the Fire Department's Master Plan annually, with expenditures subject to annual appropriation by City Council.

Goal K.3: Encourage the best educational facilities possible for Lafayette residents.

Discussion: Lafayette is part of the Boulder County School District RE-2. Public school facilities serving the city include four elementary schools (Lafayette, Ryan, Pioneer, and Sanchez), Angevine Middle School, and Centaurus High School. Additionally, Peak-to-Peak charter school serves grades K-12.

- Policy K.3.1: Continue to coordinate with the Boulder Valley School District to identify and develop new school sites, facilities, and programs within Lafayette to ensure that Lafayette children have viable opportunities to fulfill their educational needs within Lafayette.
- Policy K.3.2: Inform the Boulder Valley School District annually of growth projections to enable the District to plan for the community's future educational needs.
- Policy K.3.3: Refer appropriate proposed residential development applications to the Boulder Valley School District for review and comment.
- Policy K.3.4: Consider the estimated student yield, as provided by Boulder Valley School District, of new residential neighborhoods during the development review process.
- Policy K.3.5: Encourage and support high-quality education opportunities for Lafayette's children and adults to maintain and improve the quality of Lafayette's work force and to meet local business and industry labor needs.
- Policy K.3.6: Participate to resolve conflicts between local schools and adjacent land uses.
- Policy K.3.7: Cooperate with local schools and the Boulder Valley School District to develop agreements for the joint use of both City and school facilities.
- Policy K.3.8: Encourage the provision of summer literacy programs, kindergarten readiness programs, and continuing education services.

Goal K.4: Offer library materials, services, and programs necessary for a well-informed, well-read, and well-educated community.

Discussion: The Lafayette Public Library exists to make knowledge and ideas available to the entire Lafayette community. Through this linking of people with information, the library strengthens the community, fosters creativity, opens children's minds, and nourishes families. The Library's service program focuses on providing practical information for people to use in their daily lives, on supporting children's development through books and learning, on facilitating the learning of new technologies, and on serving as a center for community information and gatherings.

- Policy K.4.1: Support the City Library's status as a center for community activities and information.
- Policy K.4.2: Solicit the advice of the Library Board in programming and planning for library needs.
- Policy K.4.3: Encourage the Library to collaborate with other local and regional libraries to solve regional library service issues and to take advantage of efficiencies and to increase other community services.
- Policy K.4.4: Support the City Library's efforts to promote an appreciation of learning, an interest in books, and a love of reading.
- Policy K.4.5: Encourage the City's Library to remain responsive to the community's changing library service needs, and to new opportunities in the delivery of information.
- Policy K.4.6: Protect the privacy and confidentiality of its customer's lawful use of information, materials and resources in the Library.
- Policy K.4.7: Support the City Library's development, maintenance, and management of the City of Lafayette web site as an essential communications tool for disseminating information to citizens and showcasing Lafayette to prospective residents and businesses.

Goal K. 5: Engage Lafayette youth in outreach, advisory, and educational opportunities through solutions-based discourse and action in their community.

Discussion: The youth of Lafayette have demonstrated a desire to be involved in their community with an eye towards civic involvement. The City of Lafayette should seek to ensure that youth of Lafayette have the opportunity to thrive as contributors to a healthy community through collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations.

The Lafayette Youth Advisory Committee's ("LYAC") purpose and mission are to engage Lafayette youth in outreach, advisory, and educational opportunities through solution-based discourse and action, as well as to promote youth leadership and civic participation in the

greater community. LYAC may make recommendations to the City Council on youth-related issues and other relevant topics. The LYAC was initially founded in April 2006; it became an official board in 2011. LYAC comprises 18 members and two alternates, representing six schools, including Centaurus High School, Angevine Middle School, and Peak to Peak Charter School.

- Policy K.5.1: Collaborate with student groups and youth serving agencies to identify sustained opportunities for youth involvement.
- Policy K.5.2: Empower youth to find solutions to the community's salient issues via service-learning projects and initiatives.
- Policy K.5.3: Replicate and refine best practices in the field of youth leadership, and provide youth with the public skills needed to assume leadership positions.
- Policy K.5.4: Foster civic engagement through the coordination of several annual events, including Martin Luther King, Jr. Day, Cesar Chavez Day of Service and Learning, and Global Youth Service Day.
- Policy K.5.5: Share the youth perspective via dialogue and presentations to the Lafayette City Council, and solicit feedback from Lafayette youth regarding youth-centered policies.
- Policy K.5.6: Coordinate professional development opportunities as a means to educate the public on the importance of youth-centered civic participation.

Goal K. 6: Ensure that public buildings and facilities are in good repair, safe, secure and instill civic pride.

Discussion: The condition and availability of public facilities should instill civic pride among residents, business owners, and local employees. Although existing facilities adequately support the current population, future population projections included in this document (see section IV.C) provide insight into the projected facility needs of the community. Continued growth may require the expansion of existing facilities and acquisition of land to accommodate new civic buildings.

- Policy K. 6.1: Provide capital expenditures from the General Fund to meet department budgetary needs for the replacement, updating, and upgrading of materials and equipment.
- Policy K. 6.2: Ensure that the Service Expansion Fund, which is used for the acquisition of new City services, facilities, and equipment is sufficient to meet the City's future growth and expansion demands.

Policy K. 6.3: Pursue grant funds, as available, to preserve historic public buildings.

Goal K. 7: Provide public utilities in the most efficient manner possible so that public expenditures are minimized.

Discussion: The City of Lafayette's water system presently services approximately 8,400 water accounts, of which approximately 95 percent are located within the city. The remaining units are in subdivisions located along the water distribution system outside Lafayette. The City has approximately 400 taps outside the city limits. Current City policy will allow a limited number of approximately 45 new taps outside the city.

As in other cities, there is a monthly charge associated with water and wastewater service. Lafayette uses an inverted rate system to encourage conservation. Property owners are responsible for the maintenance, repair, and replacement of the water and wastewater lines that serve their property.

Lafayette has water rights in South Boulder Creek, Boulder Creek, and Coal Creek. These rights include shared ownership in several Ditch Companies, including the Dry Creek #2, South Boulder Creek, Bear Creek, and the Goodhue, Davidson, Leyner-Cottonwood, Lower Boulder, and Coal Ridge ditch companies. The City's raw water storage facilities include Waneka Lake, the Goose Haven Reservoirs, and approximately 70 percent of Baseline Reservoir. In 2001 the City was using about 5,000 acre-feet of water per year. In 2002 the City, along with other cities located along the Front Range, experienced one of the worst droughts on record. Based on water restrictions imposed by the City and on a program designed to educate and encourage residents to conserve water, the City was able to reduce its consumption to 2,900 acre-feet for the year. In 2011 the City was using about 5,000 acre-feet of water per year. Adequate water rights currently are available to meet current and projected water needs for the residents and businesses of the city.

Lafayette's potable water facilities include a 13 million gallon per day water treatment facility on Baseline Road, along with the capability to store 13 million gallons of finished water. Peak daily demand was 10.0 million gallons in 2000 and 11.1 million gallons in 2012. The City's water reclamation facility, located on Coal Creek, currently has a plant capacity of 4.4 million gallons per day, and is operating at 2.0 million gallons of effluent per day in 2012.

In 1997, the City procured the majority share of the ownership of Baseline Reservoir. In 2003 the City joined the Northern Colorado Water Conservancy District to allow the use of Colorado-Big Thompson water in the City for future development and for participation in two future water storage projects, the Windy Gap Firming Project and the Northern Integrated Supply Project. The City has begun the process to increase storage volumes at the Goose Haven Reservoir complex.

Policy K. 7.1: Where possible serve new developments by gravity feed wastewater to minimize maintenance costs. Allow existing buildings within the city

not serviceable by gravity feed wastewater to connect to existing wastewater by means of sewage ejectors, at owner's expense, in order to reduce reliance on septic systems.

- Policy K. 7.2: Withhold new utility service to unannexed lands, except as allowed or required by Intergovernmental Agreements, or as established by City policy as outlined in Resolution 99-32.
- Policy K. 7.3: Require proposed development to employ land use and development patterns that ensure efficient delivery of utilities.
- Policy K. 7.4: Require and amend utility facility requirements as necessary and ensure new development complies with all codes and design standards.

Goal K. 8: Facilitate the orderly proliferation of competitive telecommunication services sufficient to serve all citizens and businesses of Lafayette.

- Policy K. 8.1: Provide to Lafayette's residents the best and most cost effective television cable franchise utility and technological services.
- Policy K. 8.2: Increase the supply of competitive wireless services through the proactive development and deployment of infrastructure, including a variety of line-of sight broadcast platforms.
- Policy K. 8.3: Use existing conduit for utilities to avoid or minimize street repairs and traffic interference.
- Policy K. 8.4: Require co-location of multiple facilities and a continuous use requirement.

Goal K. 9: Pursue a level of service capability sufficient to meet explicit population growth projections

- Policy K.9.1: Provide water and wastewater services based on the ultimate build out of the City.
- Policy K. 9.2: Pursue the acquisition of water rights and associated facilities to meet utility demand within the service area.
- Policy K. 9.3: Ensure that projects authorized from the Water Fund meet the water needs of the city. Ensure that water rights dedications, cash-in-lieu payments, water tap fees, and water charges are sufficient to meet the long-range needs of the city.
- Policy K. 9.4: Use the Wastewater Fund to fund expansion and upgrades of City facilities necessary to ensure the health, safety, and welfare of

Lafayette's populace. Periodically review the wastewater tap fees and wastewater charges to ensure they are sufficient to fund future expansion and upgrades of the City's wastewater systems.

Policy K.9.5: Continue to design and build the major storm water drainageway conveyance system as funds permit thru the Stormwater Utility Enterprise Fund.

Goal K. 10: Encourage the civic participation of Lafayette citizens by providing effective and open access to the City's staff, service agencies, and elected and appointed officials.

Discussion: Civic participation is both a right and an obligation of any truly democratic society. The success of this participation is dependent on the public's ability to effectively acquire the information associated with the issues and decisions facing their community. Today, however, the demands on people's time often leave less and less time for involvement in community events or to stay informed about local affairs. Simultaneously, the complexity of these issues and the required decisions necessary to effectively plan for and administer a community such as Lafayette are ever increasing. It is therefore critical that the means of communication between the public and City staff, service agencies, and elected and appointed officials are continuously reviewed and improved to ensure that they match people's lifestyles and the technology available.

A specific component of the City of Lafayette's governmental regulations needing review and improvement is the City's Development and Zoning Code. The City of Lafayette's Development and Zoning Code establishes regulations controlling the legal use of land and the dimensional requirements (setbacks, building heights, lot coverage, etc.) of development within Lafayette. These regulations affect every structure and property within the city, and play a key role in the implementation of the community's vision, goals and policy as stated within this plan. These regulations should be easily understood and conveniently available to citizens, property owners, developers, City staff, and elected and appointed officials.

Policy K. 10.1: Update the City's Development and Zoning Code to reflect the Comprehensive Plan's goals and policies and improve the Table of Contents.

Policy K. 10.2: Encourage citizens' volunteer efforts, community involvement, and civic participation.

Policy K. 10.3: Encourage the organization of neighborhood residents to solve neighborhood problems and to implement socializing activities on a neighborhood level.

Policy K. 10.4: Re-format the Development and Zoning Code so that it is more user friendly and incorporate more diagrams and other visual aides.

- Policy K. 10.5: Examine the potential of using additional available technologies and methods for increasing the public's awareness of impending City matters/issues, to include pending ordinances, proposed development reviews, and policy decisions.
- Policy K. 10.6: Create additional opportunities to entice public input, particularly from a broader range of Lafayette's citizens.