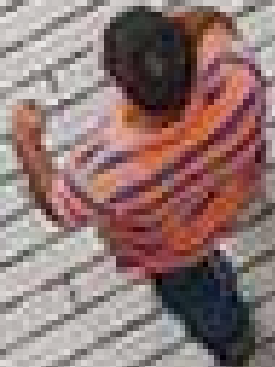


CITY OF BOULDER ALPINE-BALSAM VISION PLAN

June 6, 2017



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The Alpine-Balsam Vision Plan would not have been possible without the participation and support from:

- The Boulder Community
- City Council
- City Boards and Commissions
- City of Boulder Staff
- Project Consultants

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Introduction

Alpine-Balsam is an 8.8-acre property that was the former home of the Boulder Community Health (BCH) - Broadway Campus. The city purchased the site for redevelopment in December of 2015, and intends to occupy a portion of it with a consolidated customer service center that will co-locate key city services, improving access and better serving the community. Other uses may include housing, retail, office space, and possibly additional local government services. A prime location in a thriving neighborhood, the Alpine-Balsam site presents a valuable opportunity to develop a model for equitable, affordable and sustainable living. The city is committed to ensuring that future redevelopment of the site fits the community's vision and goals, and complements the character of the neighborhood. This vision plan represents the results of an intensive year-long planning and engagement process that explored the potential of the site and asked about community wishes – it is a first step and will be followed by a more detailed area planning process to guide the future site development.



Alpine-Balsam will include a customer service center for city services and other community serving uses.

Vision

A place for people and community

The Alpine-Balsam redevelopment aligns with what is already great about the neighborhood – walkability, convenient shopping, park access, and places to gather – to strengthen the sense of place and fill the void that will be left by the vacated hospital. However, while the existing hospital is a single large building with an institutional aesthetic – set back from the street and surrounded by surface parking lots – the Alpine-Balsam vision offers an approach to strengthen the neighborhood fabric with buildings and spaces that focus on people and community. This vision imagines individual buildings organized around a network of streets and open space, with welcoming sidewalks, plazas and pocket parks. Neighborhood shops and services, community facilities and outdoor gathering spaces will contribute to a place that is both a destination for city services and a neighborhood center for a diverse, multi-generational community. The development will be equitable, affordable and sustainable with mixed-income housing, including permanently affordable units, transit and car-share to support travel choices, efficient buildings and systems, and green infrastructure.

What is the Alpine-Balsam Vision Plan, and how will it be used?

The Alpine-Balsam Vision Plan is intended to guide the transformation of the Boulder Community Hospital, Broadway Campus site. It is aspirational and advisory in nature, not regulatory. The Vision Plan paints a general picture of the desired future for the Alpine-Balsam site and its surroundings, with Guiding Principles to inform future planning and development. The Plan also contains Strategies and Performance Criteria that identify potential means and methods that might be used to achieve the Vision and Guiding Principles.

Area Planning will follow, which will include technical studies, alternatives analysis, and more community engagement. Area Planning will be guided by the Vision and Guiding Principles, as well as the city's sustainability framework and adopted city plans and strategies such as the Transportation Master Plan, Economic Sustainability Strategy, and Climate Commitment. Area Planning will test and refine the Strategies and Performance Criteria in the Vision Plan, helping discern which tools will be most effective in achieving the community's aspirations. Ultimately, certain regulatory tools (for example, zoning) likely will be needed to support further implementation of the Vision Plan and subsequent Area Plan.



Alpine-Balsam will be a place for community gathering.

How was the Vision Plan Developed?

This vision plan was developed through an iterative process including site and context analysis, programming of city facility needs, community engagement and consultation with the City of Boulder boards, commissions and City Council. Through that process, strong support emerged for the vision presented here – a mixed-use development that will support a vital, multi-generational, community-oriented place. Please note that the site and context analysis, and documentation of the extent and nature of involvement by the community, boards, commissions, and Council, including a summary of their input is documented in the appendix.

Project Vision Statement

Alpine-Balsam will be a vibrant multi-generational hub for community life and local government services—a welcoming and inclusive new model for equitable, affordable, and sustainable living.



Figure 1: Conceptual Site Section



Site and Context

Context

The Alpine-Balsam site sits along the Broadway corridor, north of University Hill (Uni-Hill) and downtown, as illustrated in figure 3. The city broadly defines the study area as property within a quarter mile radius of the site, and the area of influence as property within a half mile radius. The study area includes a portion of the surrounding neighborhood that includes North Boulder Park and retail and office uses along Broadway as illustrated in figure 2, and the larger area of influence includes a number of surrounding residential neighborhoods which are predominantly single family. It should be noted that these study areas are established to provide context and are not literal boundaries -- those will be established through the forthcoming area plan. The neighborhood is generally walkable and bicycle friendly, with multiple bus lines along Broadway providing north-south connections, including the SKIP line with regular service to downtown, and bicycle routes along 9th and 13th streets that are well used by commuters.

Site

The Alpine-Balsam site is home to the former BCH campus, which will be vacated when the hospital completes its transition to the Foothills Hospital. The site area is highlighted in figure 2; it includes over 355,000 square feet of existing building space, a five-level parking structure (currently used as satellite parking by City of Boulder employees who work downtown and in the Civic Area) and two large surface parking areas. The site occupies most of the area between Alpine and Balsam to the south and north, and between Broadway and 9th to the east and west, with the exception of two parcels at the southwest end of the block. Much of the primary parcel is occupied by the hospital building, which was built as a series of additions over time. While the hospital building is not viable for re-use, the more recently constructed Medical Office Pavilion may offer reuse potential and will be studied further. The site also includes parcels south of Alpine along Broadway. One parcel is occupied by the parking structure, with a retail edge facing Broadway and a three-story office building called the Brenton Building, and two small undeveloped parcels front North Street. The Brenton Building will be renovated for city offices.

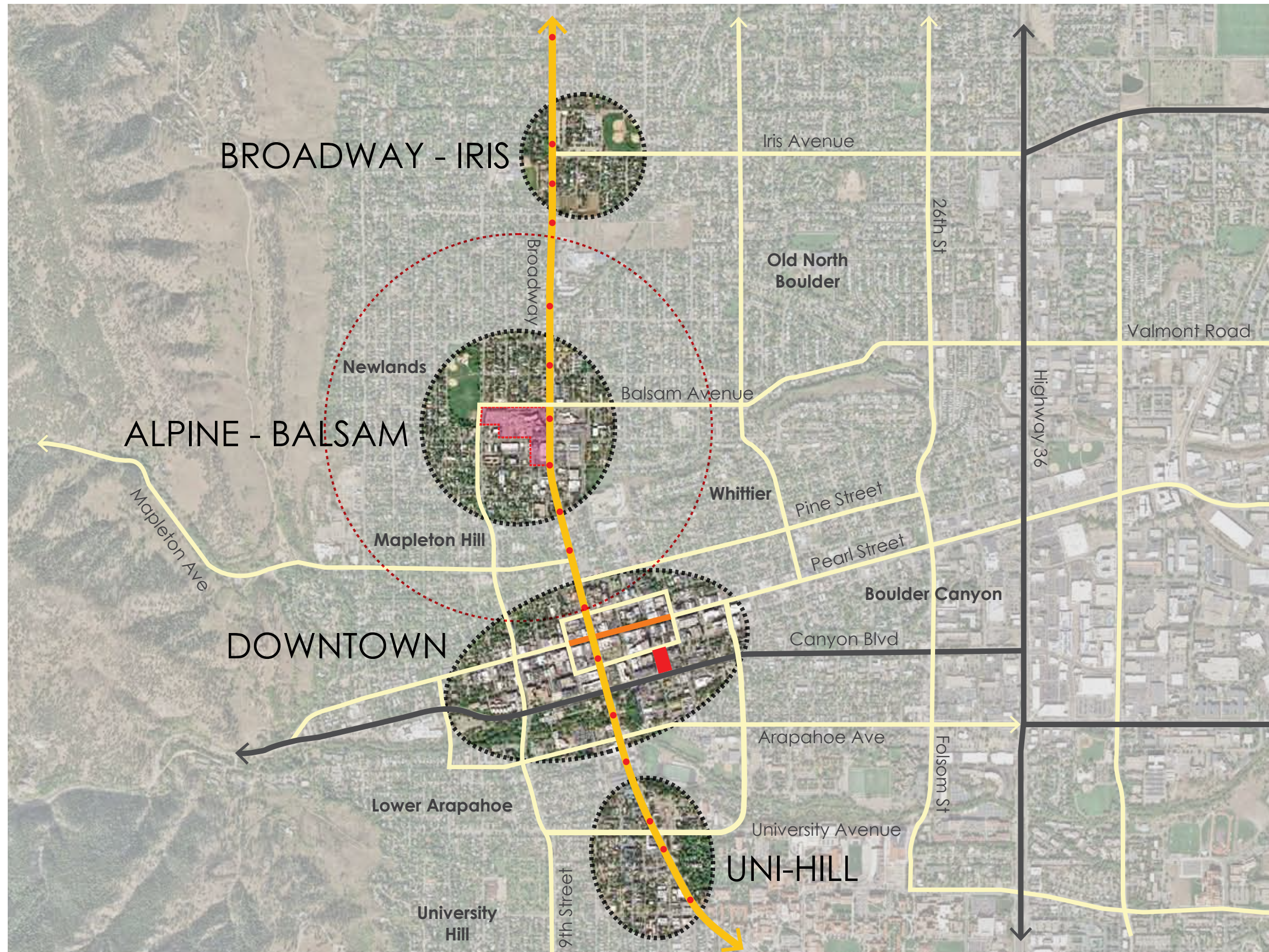


Figure 2: Aerial view of site with Broadway corridor highlighted.

KEY










1. Medical Building
2. North Broadway Shopping
3. Community Plaza Shopping
4. North Boulder Park
5. Hospital
6. Medical Office Pavilion
7. Brenton Building
8. Parking Structure and Shops
9. North Street Parcel

Site and Context



Alpine-Balsam Site

Urban Context

-  Study Area (1/4 mi radius)
-  Area of Influence
-  Alpine-Balsam Site Area
-  Transit Center
-  Transit Stops
-  Pearl Street Mall
-  Major Streets
-  Highways
-  N-S Transit Spine (Broadway)

Note: Broadway is a major street north of Canyon Blvd, and a highway south of Canyon Blvd.

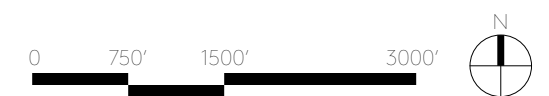


Figure 3: Context map with Broadway corridor highlighted.



Context Diagram

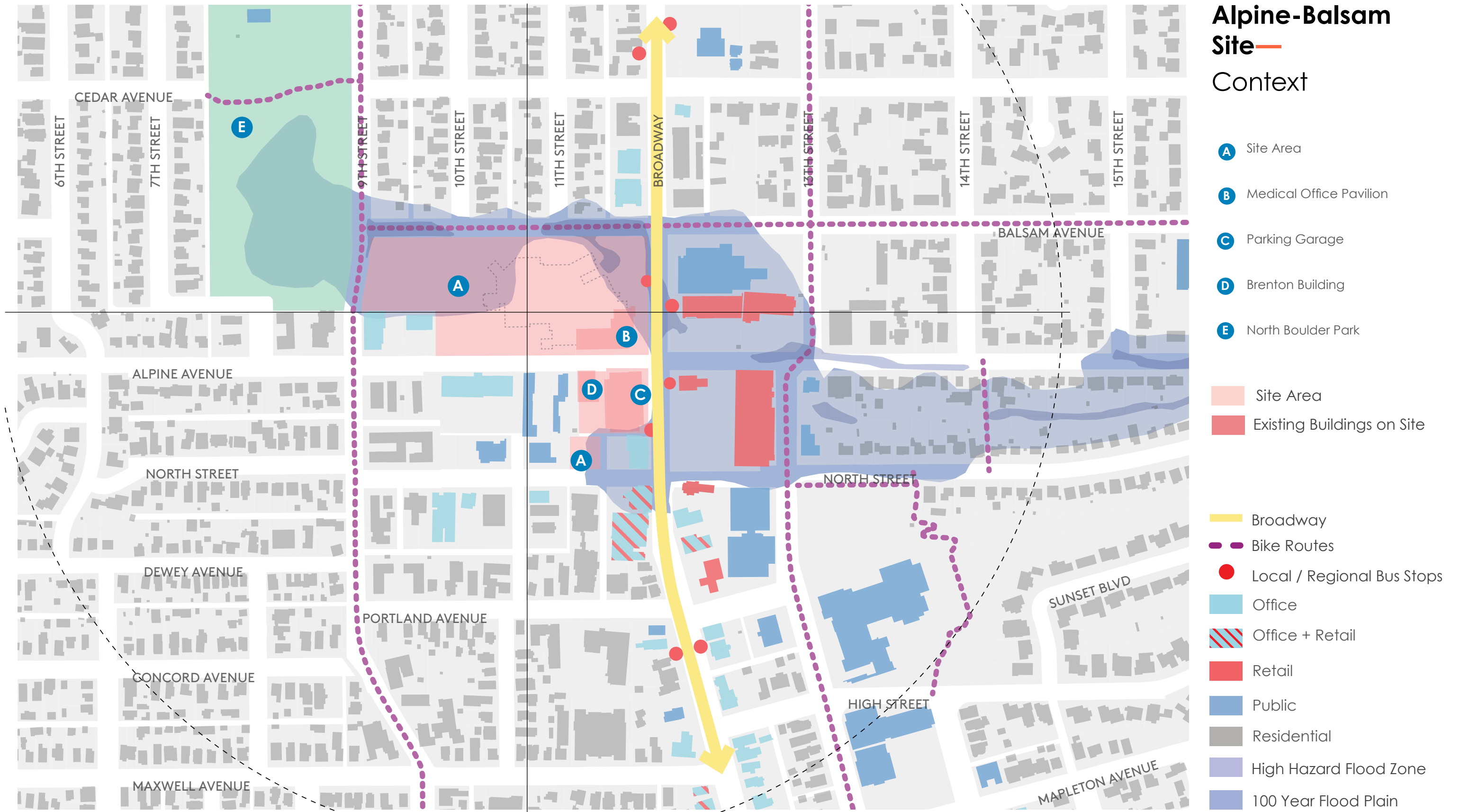


Figure 4: Context diagram with Broadway corridor highlighted.

How to Use This Document

The Alpine-Balsam Vision Plan will set the stage for future site redevelopment – it suggests overall character, density, and scale as well as some programmatic uses for the site, and will form the basis for a future area plan which will provide detailed guidance for development. This Vision is supported by three distinct levels of detail, including Guiding Principles, Strategies and Performance Criteria. The five Guiding Principles are the core concepts that comprise the project vision. Each Guiding Principle is further supported by Strategies that identify “what” will be addressed, and Performance Criteria that identify “how” the principles will be supported. The following pages contain each of the guiding principles, strategies and performance criteria. Diagrams and reference images are included to illustrate the concepts; exact details and elements of the concepts will be addressed during area planning.

Guiding Principles Overview

Five guiding principles will define the design and development of the Alpine-Balsam site:

1. Respect the site's physical environment.
2. Create a vibrant place for community gathering.
3. Capture synergies with mixed-use development.
4. Serve as a model for equity, affordability and sustainability.
5. Innovate planning, design and delivery processes.



Internal street for low speed vehicular traffic, pedestrians and bicycles.

Guiding Principle #1—

Respect the Site's Physical Environment

Develop varied building form, to reduce impact of height; integrate "green streets" with integrated stormwater management.



1.2
1.5

Explore a range of building sizes and types.



1.2

Develop integrated stormwater systems as an open space amenity.



1.5

Enhance the neighborhood with high quality design.



1.1

Improve bicycle and pedestrian pathways for safety and access.



1.3
1.4

Guiding Principle #1—

Respect the Site's Physical Environment

Alpine-Balsam will enhance the neighborhood with quality design and improved connections to the site and neighborhood destinations. To do so, the future plan will address design quality and character, neighborhood connections and crossings, creek, floodplain and watershed issues, and exterior lighting.

Strategies

The following strategies support guiding principle #1:

- 1.1 Enhance the neighborhood with **quality design**.
- 1.2 Develop a diverse and varied **built form** to respond to the neighborhood context and preserve solar access.
- 1.3 Improve **neighborhood connections** to the park, bus stops and other destinations with improved bicycle and pedestrian pathways.
- 1.4 Develop safe **streets and crossings**, especially along Broadway.
- 1.5 Include **integrated stormwater and flood management** strategies, with a focus on the benefits of green infrastructure.
- 1.6 Enhance safety with appropriate **exterior lighting** that protects the night sky.



Improve neighborhood connections with connected pedestrian pathways.

Guiding Principle #1— Respect the Site's Physical Environment

The following performance criteria describe how each of the strategies supporting guiding principle #1 will impact the design of buildings and landscape at Alpine-Balsam in terms of scale, quality and character. They also address how neighborhood connections will be enhanced through pedestrian, bicycle and transit access, greenways and integrated stormwater strategies.

1.1 Quality Design

1.1.1 Ensure design excellence for all buildings and landscape spaces at Alpine-Balsam, especially those housing city services, which should demonstrate leadership in design, sustainability and innovation.

1.1.2 Use durable and high quality building materials to convey a timeless feel and support a minimum of a 100-year life span.

1.2 Built Form

1.2.1 Develop multiple buildings of variable height, generally from three to five stories, to create variety and visual interest, with no single building dominating the site.

1.2.2 Design buildings with appropriate scale transitions along street edges and public open spaces to respond to the neighborhood context and to preserve views of the hills beyond.

1.2.3 Design buildings and landscapes with width, depth, orientation and floor heights to support daylighting, natural ventilation and active and passive solar design.

1.2.4 Orient buildings and public gathering spaces to capture views to the west, to the maximum extent possible given other goals

and priorities that may conflict.

1.2.5 Explore strategies to protect public views as balanced against other site development objectives during the area planning process.

1.3 Neighborhood Connections

1.3.1 Develop a well-connected network of pedestrian-oriented streets and walkways to enhance connections to North Boulder Park, transit stops, community gathering spaces and retail destinations. Integrate vehicular access carefully to minimize conflicts with pedestrians and bicycles.

1.3.2 Introduce new streets and/or pedestrian connections in the north-south direction to break up the size of the block; these should be generally aligned with 10th and 11th Streets. In addition, consider possible extensions of the alleys between 9th and 10th Street, 10th and 11th Street, and 11th and Broadway as streets, alleys or walkways to further enhance site connections.

1.3.3 Design new streets to prioritize low speed local vehicular traffic, pedestrians and bicycle users. Consider possible use of shared streets.

1.3.4 Explore potential opportunities to extend 10th and 11th Streets south of Alpine Street in the future, if those parcels were to be redeveloped.

1.3.5 Develop distinct design for transit stop shelters, and provide convenient sidewalk connections to encourage use. The location and frequency of service and stops will be further explored during the area planning process.

1.3.6 Enhance bicycle lanes and connections through the site.

1.4 Safe Streets and Crossings

1.4.1 Develop street intersections that serve and promote safety for all people regardless of ability, and all modes of travel: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.

1.4.2 Explore street and intersection improvements during the area planning process including bulb-outs, stop signs and possible traffic signals for key intersections, integrating guidance from “Safe Streets Boulder: Toward Vision Zero”

1.5 Integrated Stormwater and Flood Management

1.5.1 Develop a comprehensive study of site stormwater drainage systems and connections to the Goose Creek drainage system. Explore the potential role that naturalized systems could play to reduce the impact of flood conditions, replacing and/or supplementing piped systems that collect surface flow including rain and snow melt.

1.5.2 Give careful consideration to the larger Goose Creek drainage system as future strategies are developed. Note that under typical conditions, the drainage does not coalesce into a flowing creek until east of 19th Street, when it begins to collect enough additional surface flows to support an intermittent stream.

1.5.3 Explore strategies to use green infrastructure, including bioretention and rain gardens integrated with street trees, to improve stormwater management.

1.5.4 Develop resilient site and infrastructure design, with all structures and features within the floodplain designed to meet or exceed flood regulations, and to minimize damage caused by flood conditions.

1.5.5 Develop stormwater and flood management systems with a focus on potential impacts or benefits to water quality and wildlife habitat.

1.6 Exterior Lighting

1.6.1 Develop public lighting along streets and pathways that utilize energy efficient low glare fixtures with shielding to cut-off light spill to the night sky.

1.6.2 Use appropriate levels of exterior site lighting along all public streets and walkways to enhance site security, while minimizing impact to wildlife and the night sky. Consider time clock controls and occupancy sensors where appropriate.

Guiding Principle #1 — Respect the Site's Physical Environment

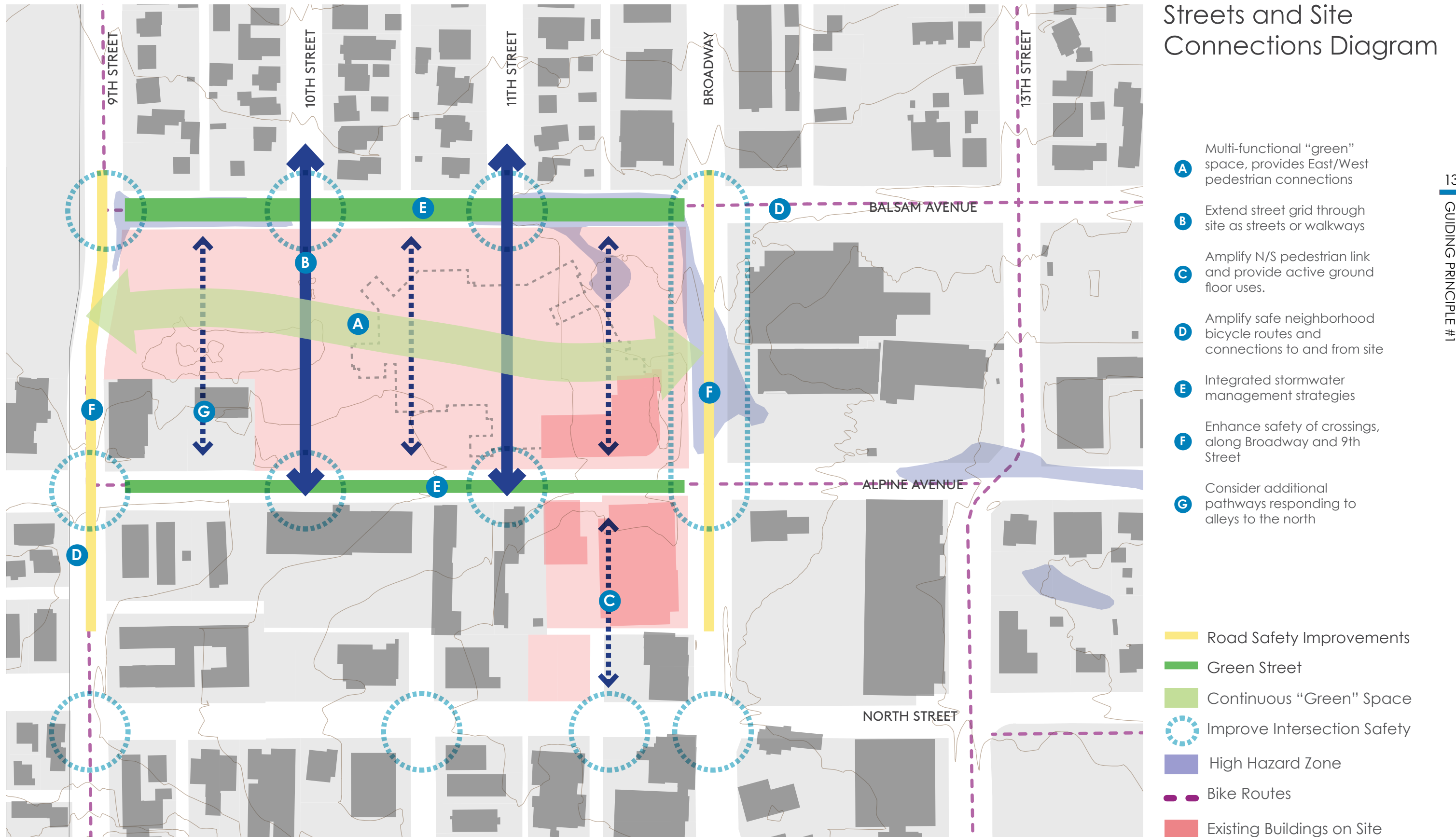


Figure 5: Streets and Connections Diagram.



Guiding Principle #2—

Create a Vibrant Place for Community Gathering

Cafes and restaurants provide places for informal gathering.



Building entries should be clear and identifiable with transparency to the street.



Active ground floor uses and walkable streets.



Introduce welcoming outdoor gathering spaces for all ages.



Create engaging ground floor uses for all.



Introduce public art and space outdoor gathering.



Plan for active use with visual transparency to the activities inside.



Include street trees and bioretention planters.



Guiding Principle #2—

Create a Vibrant Place for Community Gathering

Alpine-Balsam will become a center of community activity along Boulder's most important transit corridor, with active destinations for shopping, gathering and community services. Streets, sidewalks, plazas and ground floor spaces should be developed carefully to create an active and walkable urban fabric, with varied and defined open spaces and places for arts, culture and multi-generational activities.

Strategies

Integrate the following strategies to support guiding principle #2:

- 2.1 Develop a high-quality, pedestrian-oriented **public realm**, including streets, walkways and indoor and outdoor gathering spaces for public use.
- 2.2 Enhance neighborhood vitality with engaging **ground floor spaces** that can support a variety of active uses.
- 2.3 Introduce public art and space for **multi-generational, multi-cultural and socioeconomically diverse activities** to create a welcoming and inclusive community hub.
- 2.4 Develop multi-functional **green spaces** for ecological and community benefit.
- 2.5 Create **inviting transit experiences** with active uses near transit, sidewalk connections and inviting transit stop shelter.



2.5

Cluster active uses near transit stop to enhance transit experience.

Guiding Principle #2— Create a Vibrant Place for Community Gathering

The following performance criteria describe how each of the strategies supporting guiding principle #2 will enable Alpine-Balsam to be developed as a hub of community activity with a public realm that is active, safe, walkable and convenient.

2.1 Public Realm

2.1.1 Create a high-quality pedestrian environment along all new and redeveloped streets, including street trees that are appropriate to the climate and context.

2.1.2 Develop all new and redeveloped streets as “green streets” including bioretention planting areas integrated with stormwater management systems to the greatest extent possible. Explore opportunities to make water conveyance visible.

2.1.3 Develop 9th Street with enhanced setbacks for street trees, landscaping, seating areas and sidewalks, to strengthen the relationship with and connection to North Boulder Park.

2.1.4 Create a variety of publicly accessible outdoor gathering spaces including plazas, pocket parks and naturalized areas. These should be planned to connect with significant destinations, including city services, retail and building entries and should include amenities such as integrated art, benches, tables and shade structures.

2.1.5 Develop a civic plaza that is highly visible yet protected from street noise, as a gathering space with views into the main lobby for city services.

2.1.6 Develop dynamic public plazas that are accessible, safe places for all ages. Integrate art and landscape plantings and

explore possible use of water features and/or shade structures, with consideration given to the impacts of height and mass on sun and shading, to appropriately support use during both summer and winter months.

2.2 Ground Floor Spaces

2.2.1 Give special attention to the design of ground floor spaces, including appropriate ceiling height for retail and other active uses, and employ best-practice design for building to sidewalk relationships. Develop flexible spaces that can adapt to change over time, that integrate clearly identifiable building entrances, and that are in keeping with the neighborhood scale to support a positive pedestrian environment.

2.2.2 Develop ground floor spaces along Broadway and Alpine, and along mid-block connectors with active uses and visual transparency to the activity inside, including retail, live-work or community services.

2.2.3 Develop ground floor spaces along Balsam and 9th Street with live-work or townhouses relating to the street, and develop the portion of the Balsam Street frontage between 11th and Broadway with more active uses such as retail or community services.

2.2.4 Provide enhancements to the existing parking garage to improve the quality of the retail-to-sidewalk connection.

2.2.5 Adapt the design of the Medical Office Pavilion, if maintained, to create improved building-to-sidewalk relationships.

2.3 Multi-Generational, Multi-Cultural and Socioeconomically Diverse Activities

2.3.1 Engage community to identify groups and potential partnerships that would

benefit from dedicated and/or shared space at Alpine-Balsam during the area planning process.

2.3.2 Develop flexible community spaces in prominent ground-level locations to accommodate a variety of community priorities and activate public areas. Flexible design will enable spaces to adapt and change over time to community needs and priorities.

2.3.3 Design city facilities with building layouts and outdoor gathering spaces that enable shared use by community groups. Potential spaces for shared use during non-business hours include conference and training rooms, daycare, food service areas, etc.

2.3.4 Explore opportunities to develop places and activities for families and children, including places for out of school activities.

2.3.5 Explore opportunities to develop places and activities for older adults, including places for diverse group, community, and multi-generational activities.

2.3.6 Explore opportunities to develop places and activities to engage university students as integral part of the community.

2.4 Green Spaces

2.4.1 Develop a continuous internal “green” space from Broadway to the North Boulder Park as a site recreational amenity that will support stormwater management and flood control. Surface drainage features may be dry much of the time, but will convey water as needed to collect rain and snow melt. See 1.5.1 to 1.5.3 above for guidance on

integrated stormwater strategies.

2.4.2 Provide usable green space as an amenity to residents as well as visitors and users of city services. Plan for individuals, families, children, older adults, small groups, differently-abled pets, and civic activities. However, given the proximity of North Boulder Park, there is no need for large spaces for active outdoor recreation.

2.4.3 Consider the potential for roof spaces to act as an extension of the green space system. Habitable accessible roofs, potentially with rooftop gardens and/or rooftop solar photovoltaic for energy generation should be used to the greatest extent possible to capture the benefits of views and sun, and to create additional open space opportunities.

2.4.4 Select local and sustainable plantings for landscaped areas, with a focus on those that support pollinators, and plan for integrated pest management during the operations phase.

2.4.5 Use drought tolerant and water efficient landscaping to support water efficiency goals.

2.5 Inviting Transit Experience

2.5.1 Orient active uses such as retail and community services toward the eastern end of the site and near the transit stop along Broadway, and provide sidewalk connections to a well-designed transit shelter as part of the strategy to encourage transit as a convenient and enjoyable choice.

2.5.2 Explore potential locations for B-cycle near transit stop to support bicycle use and enhance multimodal transportation options.

Guiding Principle #2 — Create a Vibrant Place for Community Gathering

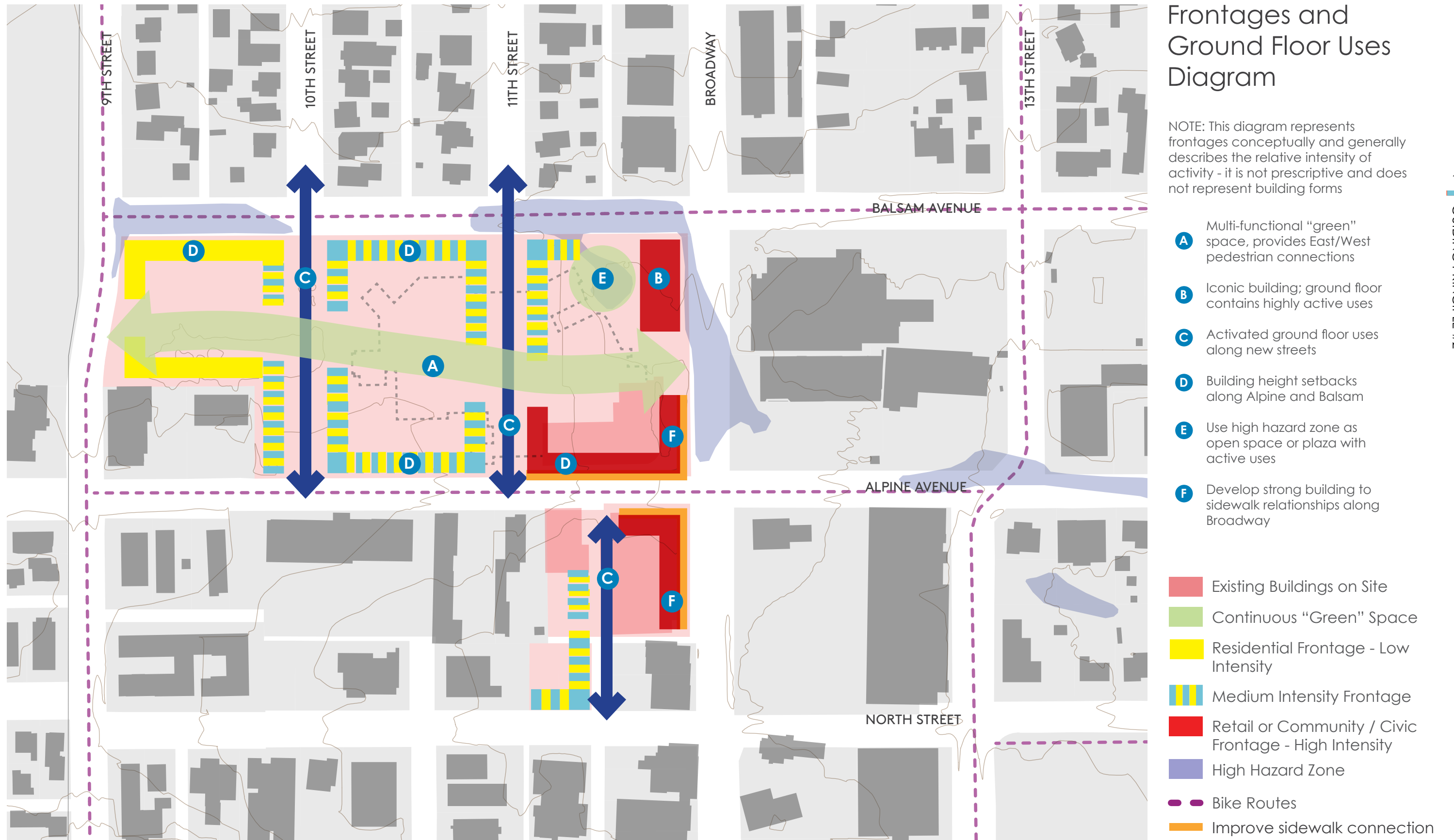


Figure 6: Edges and Ground Floor Uses Diagram.



Guiding Principle #3—

Capture Synergies with Mixed-Use Development

Creative city offices will complement the mix of uses on site.



Community and civic uses will contribute to neighborhood vitality.



Diverse housing types for all incomes.



Townhouses and live-work to activate streets.



Mixed-use with retail at grade and housing above.



Mixed use with retail and office.



Guiding Principle #3—

Capture Synergies with Mixed-Use Development

Alpine-Balsam will be developed as a vibrant mixed-use place, with a mix of uses designed to capture synergies – residents will access a range of goods and services that support basic living, transit to and from work, and access to parks and recreation within a 15-minute walk – and commercial and public uses will increase daytime activity supporting retail, transit and other amenities. Economic analysis is needed to inform detailed decisions about the types and quantities of uses.

Strategies

Integrate the following strategies to support guiding principle #3:

- 3.1 Balance the **mix of uses** and provide sufficient density to maximize the site's long term benefit to the community.
- 3.2 **Housing** is a top priority, with mixed income development preferred including low/moderate, middle and market-rate.
- 3.3 **Community services** will be included, with the City of Boulder occupying approximately 150,000 SF.
- 3.4 Develop flexible space for **retail** to complement existing neighborhood retail uses.
- 3.5 Consider development of **office space** for public, private and/or non-profit use.
- 3.6 Develop sufficient **parking** for all uses, applying Access Management and Parking Strategy (AMPS) tools and strategies.



Create a pedestrian friendly place with a mix of uses.

Guiding Principle #3— Capture Synergies with Mixed-Use Development

The following performance criteria describe how each of the strategies supporting guiding principle #3 will guide decisions about specific building uses.

3.1 Mix of Uses

3.1.1 Balance the mix of uses and include sufficient density to support a “15-minute neighborhood,” the vital multi-generational community hub that is envisioned. Civic and other commercial uses will support retail and community gathering spaces during business hours, however sufficient residential density is needed to activate the site during non-business hours.

3.1.2 Develop density targets during the area planning process. Preliminary studies indicate that a “floor area ratio” of 2.0 to 2.5 is desirable for this mixed-use development. This magnitude of development will allow the community to achieve certain benefits such as housing (affordable and market rate), local government and neighborhood services, and overall vitality, while being compatible with the surrounding neighborhoods and the city’s development along the Broadway corridor. The area planning process will include financial modeling and design studies to refine goals for site density.

3.2 Housing

3.2.1 Provide housing designed to serve various community needs, including older adults, families and the disabled, as well as a diversity of income levels. A balance of housing types should include permanently affordable rental and homeownership as well as market rate housing.

3.2.2 Provide a variety of housing sizes and typologies, including townhomes, apartments, micro-units and live-work housing.

3.2.3 Consider locating townhomes and/or live-work along Balsam and 9th Street given the existing scale and density of buildings on those streets.

3.2.4 Consider locating apartments on upper floors above other uses to enhance residential privacy and enable a more activated public realm on the ground level.

3.2.5 Develop appropriate setbacks for landscaping and entryways for all buildings with apartments or townhouses located at the ground level, and explore strategies to raise the floor level above adjacent sidewalks or other walking surfaces to protect resident privacy.

3.2.6 Provide on-site amenities to support the density of housing provided.

3.3 Community Services

3.3.1 Support design excellence for civic buildings and civic components of mixed-use buildings, with architecture that is appropriate to their functions as civic buildings.

3.3.2 Develop clearly identifiable entrances and clear pathways of travel to spaces that serve the public, to enhance access, safety and ease of use.

3.3.3 Activate entries and ground floor spaces housing community services with outdoor plazas and gathering spaces to support community gathering and interaction.

3.4 Retail

3.4.1 Develop a variety of retail uses and scales to support the neighborhood and bring vitality to the site, while complementing the vitality of retail uses already in the area. Engage a market study during the area planning process to determine the types and quantity of retail to plan for.

3.4.2 Develop flexible and adaptable retail spaces in locations with good visibility, appropriate ceiling heights, transparent ground level facades and pedestrian accessibility.

3.4.3 Locate retail on Broadway, on the segments of Alpine and Balsam between 11th street and Broadway, and on new north-south streets and pedestrian plaza spaces.

3.4.4 Foster availability of retail spaces and products to accommodate socioeconomic diversity. For example, consider including space for publicly accessible laundry facilities to support households without in-home facilities.

3.4.5 Explore use of sidewalk space for outdoor retail, for fresh food and/or other local businesses, while preserving accommodations for pedestrian mobility.

3.5 Office Space

3.5.1 Develop flexible office space that can accommodate a range of users over its life span, including public, private and/or non-profit tenants.

3.5.2 Consider development of collaborative office space, and live/work

space to support new modes of working.

3.6 Parking

3.6.1 Provide new off-street parking in underground parking structures to the greatest extent possible. Prioritize garage access off of Alpine, and carefully integrate into the street development.

3.6.2 Develop parking strategy during the area planning process, with careful consideration of flood and groundwater impacts.

3.6.3 Develop above ground parking garages, if needed, with flat floors and a minimum of 10-foot clear floor to underside of structure to be convertible to future uses. Any above ground garages should also be fully wrapped (ground level to top deck) with active uses on the ground level that support a high-quality pedestrian environment. Below ground garages may employ sloped floors for parking.

3.6.4 Develop on-street parking along designated streets where appropriate, and discourage use of off-street surface parking.

3.6.5 See section 4.3 below for additional guidance on parking and multimodal travel options

Guiding Principle #3 — Capture Synergies with Mixed-Use Development

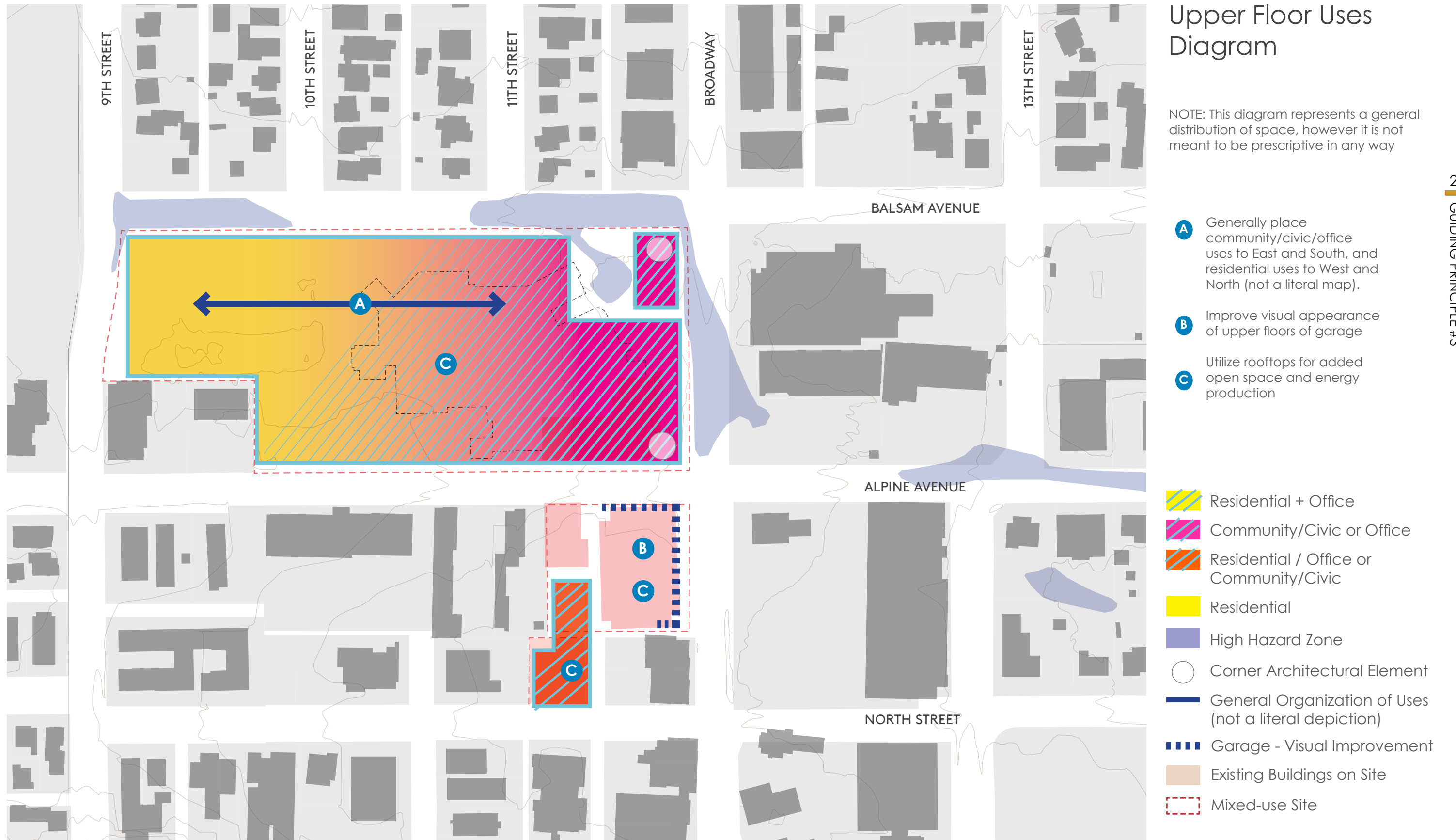


Figure 7: Upper Floor Uses Diagram.



Guiding Principle #4—

Serve as a Model for Equity, Affordability and Sustainability

Small business incubator providing office co-working space and consultation.



4.4

Daylight in the offices is an important sustainable strategy.



4.5

Prioritize permanently **affordable housing** units.



4.2

Permanently affordable housing.



4.2

Sidewalk frontage accommodating outdoor retail space, healthy food.



4.4

Rain gardens support water efficient landscaping.



4.5

Integrate B-cycle and bike parking.



4.3

Guiding Principle #4—

Serve as a Model for Equity, Affordability and Sustainability

Alpine-Balsam will be a model of affordable and sustainable living in Boulder, and will set and meet social equity goals for design, construction and operations. Affordable housing, high performance buildings, multimodal transportation and local business support are key strategies for affordable living. Buildings and site development will demonstrate best-practice sustainable design with respect to energy, water, waste, materials, and ecosystems.

Strategies

Integrate the following strategies to support guiding principle #4:

- 4.1 Establish **equity goals** that are measurable, adaptable to community input, and can be implemented over time to meet community needs.
- 4.2 Prioritize permanently **affordable housing** units for low/moderate and middle income levels, including ADA accessible housing for older adults and the disabled, within the context of a mixed-income development.
- 4.3 Develop sustainable, **multimodal travel options** applying AMPS tools and district approaches to reduce environmental impacts and household transportation costs.
- 4.4 Provide **small business support**, with a focus on local, healthy and affordable neighborhood shops and services.
- 4.5 Develop **energy and water efficiency** strategies to achieve net zero energy on site and reduce the cost of utilities; engage innovative financing to support renewable energy.
- 4.6 Integrate strategies for **waste reduction**, recycling and “sharing” strategies to meet city's zero waste goals.

Photovoltaic panels generate renewable energy and many innovative financing methods are available.



Renewable energy creates green jobs, and reduces household energy costs.



Guiding Principle #4— Serve as a Model for Equity, Affordability and Sustainability

The following performance criteria describe how each of the strategies supporting guiding principle #4 will be developed to address equity, affordability and sustainability goals, including support for the City of Boulder's Climate Commitment plan.

4.1 Equity Goals

4.1.1 Establish equity goals for the project and a method to track success in meeting goals. One resource to consider is "A Just Transition to Boulder's Climate, Energy and Employment Future" developed by The Just Transition Collaborative (JTC) at CU Boulder.

4.1.2 Foster diverse and inclusive community participation with engagement strategies, so as to cultivate community leadership that encourages inclusive policies recognizing the importance of equity across racial, ethnic and socioeconomic lines.

4.1.3 Develop inclusive ownership and employment opportunities, especially related to use of green technologies and potential new local businesses.

4.2 Affordable Housing

4.2.1 Maximize the development of affordable housing within the economic constraints of the project. Consider specialized housing for families, older adults, formerly homeless and the disabled. The ratio of housing for low/moderate and middle income households will be determined via financial modeling and other analysis during the area planning process.

4.3 Multimodal Travel Options

4.3.1 Support a full range of mobility choices, with strategies such as quality pedestrian and bicycle pathways, vehicle and bicycle sharing, ride sharing pick up/drop off areas, support for electric vehicles (EVs), and enhanced transit infrastructure. Private automobile use will be accommodated for those that choose to or are unable to use other mobility options.

4.3.2 Develop diverse travel options with a focus on those that enhance affordability including pedestrian and bicycle networks, car-and ride-sharing strategies, EcoPass and other financial incentives for transit use.

4.3.3 Incorporate the Access Management and Parking Strategy (AMPS) guiding principles and tools for integrating Transportation Demand Management (TDM) programs and parking management to achieve an integrated multimodal strategy.

4.3.4 Explore creating an underlying TDM district similar to Downtown and Boulder Junction, as the foundation for travel demand management planning, funding and implementation. Explore opportunities to integrate with a potential parking district.

4.3.5 Explore creating an underlying parking access district similar to Downtown and Boulder Junction, as the foundation for access planning, funding and implementation. Explore opportunities to integrate with a potential TDM district.

4.3.6 Promote efficient use of parking areas through unbundled, flexible and shared use, and by minimizing the use of assigned parking spaces.

4.3.5 Encourage the use of car-share as an alternative to individual car ownership. Seek out partnerships with car-sharing companies

and allocate space on site for car-share parking.

4.3.8 Encourage the use and adoption of EVs, with preferred parking, charging stations and other incentives.

4.3.9 Provide location for B-cycle rentals, and for covered bicycle parking convenient to building entrances and near public gathering places.

4.4 Small Business Support

4.4.1 Encourage local small businesses that support affordable living to locate at Alpine-Balsam, such as stores for used clothing and furnishings, co-working spaces, rental centers for tools and equipment, childcare, laundry, a bike hub for storage and servicing of bicycles, etc.

4.4.2 Consider development of financial incentives including subsidized rent for appropriate businesses to locate at Alpine-Balsam. While subsidies would be an operational concern, the intention to provide active support for small businesses may increase space needed for retail, small commercial and live-work within the site development.

4.4.3 Plan for a small-business incubator space providing office co-working space and consultation. Seek out potential partners to share in its development during the area planning process.

4.4.4 Encourage development of healthy and affordable local food options including community supported agriculture hubs, and community gardens on rooftops for on-site food production.

4.5 Energy and Water Efficiency

4.5.1 Fully integrate high performance building design for all new buildings and renovations on site. Prioritize high performance building envelope design, daylighting and other passive solar design strategies to reduce energy demand, and then integrate energy efficient systems for lighting, heating, cooling and ventilating, and finally develop solar electric systems to offset required energy.

4.5.2 Achieve net zero energy (NZE) design for all city owned buildings on site. For other buildings, develop incentives for high-performance buildings and site infrastructure that model performance beyond code requirements, to demonstrate success in meeting the city's goal reaching net zero energy (NZE) construction by 2031, ahead of schedule.

4.5.3 Explore the potential use of incentives to support on-site renewable energy production in support of the city's goal for 100 percent renewable electricity by 2030. Explore potential use of community solar programs to enable residents in multi-family buildings to participate in ownership and associated savings.

4.5.4 Encourage the adoption of electric vehicles by providing charging stations for residents, employees, and visitors, and explore potential synergies between electric vehicles and renewable energy systems.

4.5.5 Explore the potential for district-wide energy systems for efficient sharing of high performance systems and reuse of waste heat. Explore potential use of co-generation and/or geo-exchange systems as part of a

Guiding Principle #4— Serve as a Model for Equity, Affordability and Sustainability

shared district system.

4.5.6 Explore opportunities to prioritize and/or offer additional incentives for the use of technologies that reduce use of energy and water during operations for all affordable housing units produced on site. Technologies could include rooftop photovoltaic, programmable thermostats, water flow restrictors, etc.

4.5.7 Integrate best practices in water conservation for buildings and site development, including drought tolerant and water efficient landscaping.

4.6 Waste Reduction

4.6.1 Fully deconstruct the existing hospital, and salvage materials for reuse or recycling to the greatest extent possible.

4.6.2 Explore strategies to minimize construction waste for new and renovated buildings on-site, and promote best-practices for construction waste recycling.

4.6.3 Plan for comprehensive waste management strategies during the operations phase, to address the city's Zero Waste goals. Include facilities for separating waste, recycling and compost in all new and renovated buildings.

4.6.4 Develop strategies to eliminate food waste, including donations to shelters and food pantries, and plan for facilities to support this goal.

Potential Sustainable Strategies

- 1 Green roof
- 2 Natural cross ventilation
- 3 Solar collection
- 4 Storm water collection
- 5 District energy system
- 6 Geo-exchange loop



SECTION AT TYPICAL N-S STREET

Figure 8: Section Diagram at Typical N-S Street.

Guiding Principle #5—

Innovate Planning, Design and Delivery Processes

Community input on the project vision is key to success..



Workshop with city staff and community members..



An EcoDistrict charrette brought local and national expertise together to explore site opportunities.



Creative exercises like building with blocks allows the public to better understand the physical character of the site.



EcoDistrict Charrette for creative brainstorming.



Guiding Principle #5—

Innovate Planning, Design and Delivery Processes

Alpine-Balsam is an exemplar as it poses an opportunity for Boulder to manifest its vision and values. Embrace innovative processes for engaging the community, leveraging expertise, reviewing and adapting city standards, financing and project delivery, and developing sustainable urbanism.

Strategies

Integrate the following strategies to support guiding principle #5:

- 5.1 Commit to meaningful **community engagement** with regular opportunities for creative exchange throughout the planning and design process.
- 5.2 Gather knowledge and inspiration from **local and national best practices** to bring creative thinking to the project.
- 5.3 Consider piloting **innovative strategies**, if needed, to enable full realization of project vision and guiding principles.
- 5.4 Explore **creative financing and project delivery** strategies that support quality design while maximizing project value.
- 5.5 Identify **rating systems and tools** to support project as a model for sustainable urbanism meeting Boulder's 2030 climate goals.

A community design workshop gives neighbors a chance to explore ideas and hear each others point of view.



Guiding Principle #5—

Innovate Planning, Design and Delivery Processes

The following performance criteria describe how each of the strategies supporting guiding principle #5 will be developed to hold the project to the highest standards, in terms of process as well as planning, design and delivery.

5.1 Community Engagement

5.1.1 Commit to regular and meaningful community engagement throughout the planning and design process using both digital and face-to-face methods.

5.2 Local and National Best Practices

5.2.1 Develop best practice case studies for inspiration and lessons learned.

5.2.2 Consider use of local and national experts throughout the planning and design process as consultants and volunteers.

5.3 Innovative Strategies

5.3.1 Explore innovative strategies to meet the project vision and goals during the area planning process. Consider piloting new ideas that may not be in conformance with current city standards if a strong case can be made that the benefit outweighs the cost and the risk is low.

5.3.2 Consider preparing a form based area plan to guide site development instead of planning by use, as a strategy to promote flexibility while responding to the physical context of the neighborhood.

5.4 Financing and Delivery

5.4.1 Investigate public-private delivery methods to enhance project value while reducing the financial burden to the city.

5.4.2 Develop innovative financing strategies to support sustainability goals. For example, consider “Integrated Project Delivery,” where the contracts are set up to incentivize actual performance and the consultants share in the risk if the outcomes are not achieved.

5.5 Sustainable Guidelines and Rating Tools

5.5.1 Explore potential use of sustainability rating systems, including LEED certification for buildings, Envision certification for infrastructure, and “Passivhaus” which provides guidance on high performance envelope design to minimize energy requirements.

5.5.2 Consider using the Living Building Challenge and/or the Living Community Challenge to define performance goals for portions of the project receiving incentives for innovation beyond current requirements.

5.5.3 Consider use of the Well Building Standard to measure success in the integration of healthy building strategies.

5.5.4 Consider use of the EcoDistricts system as a process tool to support integration of equity, resilience and climate goals.

Program



Activated streets offer additional community gathering space.

Conceptual Development Program

The city purchased the BCH - Broadway Campus site to (among other goals) address the need for space to consolidate city services, as a strategy to improve customer service and enhance operational efficiency. In an effort to develop a holistic plan for city space needs, a programming effort was engaged and a city facilities master plan developed to explore how space should be allocated in the Civic Area (includes the area between Canyon Boulevard and Arapahoe Avenue and 9th and 14th Streets) and at Alpine-Balsam. Based on that

study, approximately 150,000 SF of space is currently allocated at Alpine-Balsam for city use. The question of how much to build at Alpine Balsam overall – the site development intensity – is an open question that will consider the need for housing and other uses, the proximity to transit that enables development with less traffic impacts, as well as the appropriate scale and density of development to complement the existing neighborhood. Based on preliminary testing of site density with community members at a workshop held in January 2016, the current

tentative target is to develop with a floor area ratio (FAR) of 2.0 to 2.5. The conceptual development program is based on that guidance, and produces a mix of uses with city space representing approximately 20 percent of the total development envisioned for the site. Other uses may include housing, retail, community space, and other local government and/or private office uses. The density, form and mix of uses at the site will be examined and refined during the area planning process, which will include design, economic evaluation and analysis.

Total Site Area	383,000 sf
Development Intensity	700,000–900,000 gsf
City Uses	150,000 gsf
Other Uses	550,000–750,000 gsf



Process

Community Engagement Process

An in-depth community engagement process has informed the vision plan process for the Alpine-Balsam site, including an open house, four “pop-up” events out in the community, an on-line questionnaire, an EcoDistrict charrette involving local and out-of-town experts, and a community design workshop attended by over 100 people. Altogether, over 600 people have provided input and thousands of written comments have been submitted online. This input shaped the guiding entire plan, including the Vision, Guiding Principles, Strategies and Performance Measures. The appendix to this report provides detailed documentation of each of the community engagement events.

Planning and Development Timeline

The city purchased the BCH - Broadway Campus site in December 2015, and a vision planning process was initiated in the spring of 2016, beginning with site analysis and preliminary building evaluations, including diverse community engagement activities and regular consultation with City Council. The Vision Plan culminates the first phase of investigation and engagement – it's a first step.

Over the next several years, the city will continue work with the community on an area plan, relevant regulatory changes, and site planning. The city also recognizes that timeliness of the planning and approvals processes will be important because the carrying cost of a vacant site could be high; a void left by the departure of active hospital uses could have a depressing effect on the surrounding retail uses if the site were to be left vacant and not redeveloped. Because of these factors, the city aims to move efficiently through the planning process, to begin design and construction as soon as is feasible. Leases with BCH have been extended through 2018, and the deconstruction of the hospital is anticipated to begin shortly thereafter.

Future Infrastructure Projects

A variety of future infrastructure projects will be needed to support the development of the Alpine-Balsam site, and additional off-site projects merit consideration so that internal and external site impacts related to the redevelopment are addressed as an integrated part of the planning process. Potential infrastructure projects that should be explored include stormwater drainage and flood management, district parking following AMPS guidelines, potential for district energy systems, and potential bicycle and transit improvements.

Anticipated Area Planning Process

This Vision Plan is the precursor to an Area Plan. The following list of studies represents the kind of analysis that will occur during the area planning process:

- Market study / Economic analysis
- Detailed re-use study for the existing Medical Office Pavilion
- Program development
- Site master planning studies
- Assessment of project delivery method
- Traffic and parking studies
- Engineering studies
- Identify project partners
- EcoDistrict roadmap
- Identify project partners