

Legacy Lafayette Comprehensive Plan

Preliminary Draft: Outline

October 2020

Plan Organization and Definitions

Key terms and organizing components detailed below:

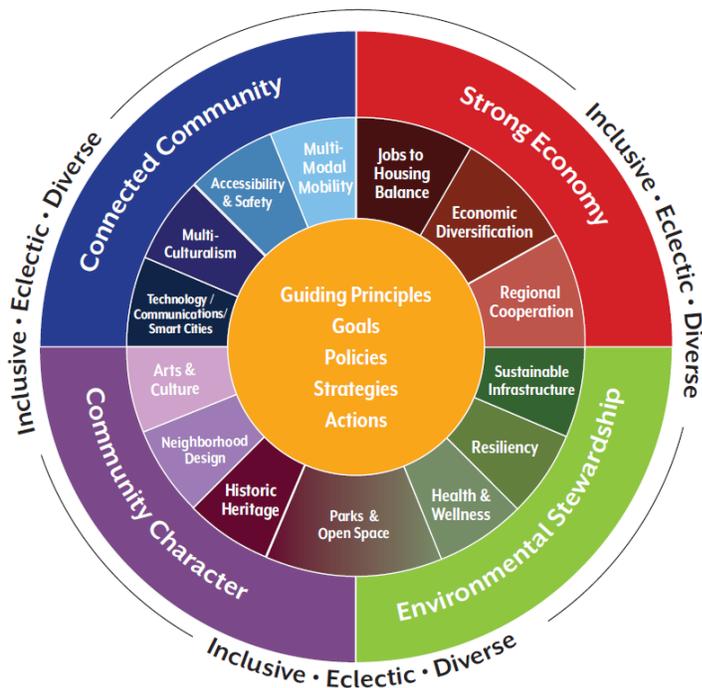
Plan Themes

Common themes that apply to plan elements (areas of emphasis for goals, policies and implementation strategies and actions):

- Community Character
- Environmental Stewardship
- Connected Community
- Strong Economy

Definition: Elements

The main topics or organizing “chapters” of the Comprehensive Plan, “nested” under each plan theme. Each element contains a suite of supporting goals and policies to inform future decision-making. An example of a plan element within the theme of Environmental Stewardship is **Health and Wellness**. The “Sustainability Wheel” diagram illustrates the revised set of plan Elements for Comprehensive Plan.



Elements:

- Arts & Culture
- Neighborhood Design
- Historic Heritage
- Parks & Open Space
- Technology / Communications / Smart Cities
- Accessibility & Safety
- Multi-Culturalism
- Multi-Modal Mobility
- Health & Wellness
- Resiliency
- Sustainable Infrastructure
- Regional Cooperation
- Economic Diversification
- Jobs to Housing Balance

Definition: Guiding Principle

Each plan theme is framed by a guiding principle. A guiding principle reflects the community's vision for each plan theme, and begins with the words "Lafayette will". An example of a guiding principle for the Environmental Stewardship theme may be **"Lafayette will protect and enhance its natural environment and scenic vistas, with particular emphasis on open lands preservation."**

Definition: Goals

A goal is a qualitative statement of desired direction or future conditions. Goals read like directives to the community at-large and start with the word "To". Goals should be carefully crafted to ensure that they are achievable. Each element should be limited to one or two achievable goals to emphasize their importance. An example of a goal for the Parks & Open Space element may be **"To establish an interconnected "green" physical framework of open lands, natural areas, wildlife corridors and habitat areas using a variety of conservation methods."**

Definition: Policies

Policies are statements of the City's official position to inform decision-making for all growth, development, and land-use matters. A policy begins with the words "The City shall". An example of a policy for the Natural Systems element goal listed above may be **"The City shall 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) to which the City is a signatory."**

Definition: Strategies

A statement of a specific approach directed toward the achievement of a plan theme goal. An example of a strategy for the Neighborhood Design element goal listed above may be "Use Intergovernmental Agreements (IGA's), Transferable Development Rights (TDR's), Purchased of Development Rights (PDR's)

and other cooperative land management tools to ensure that development occurs within appropriate locations and at the appropriate rates.”

Definition: Actions

A statement of an initiative based on its potential to implement a key strategy. An example of an action for the strategy listed above may be “Work with Boulder County to designate appropriate receiving and sending sites within the Planning Area as part of the Transfer of Development Rights Intergovernmental Agreement.”

Actions can be assigned to a general category, such as:

- Regulations (e.g., code changes)
- Plan development/revisions
- Public/capital improvements
- Policy changes/updates (including development review processes, unless codified)
- Programs
- Coordination & Partnerships
- Financial Mechanisms

Definitions: Metrics / Indicators

Each plan theme will include a handful (anywhere from two to five) of metrics/indicators as ways to monitor the progress and impacts of the plan over time. These are measurable and have a known and reliable data source. Baseline values can be provided if data is available. Ideally these will represent progress towards achieving the vision and guiding principle. There may not be a 1:1 ratio of indicators to elements if data are unavailable.

Vision

Vision Statement

A statement of a community's vision for its future. An example is Lafayette's current vision statement:

“Lafayette’s panoramic view of the Rocky Mountains inspires our view into the future. We value our heritage, our unique neighborhoods, our environmental values, a vibrant economy and active lifestyles. We envision a future that mixes small town livability with balanced growth and superior city services.”

Community Character Theme

Guiding Principle – Community Character:

Lafayette will grow and reinvest strategically to complement the community's small town and historic character, strengthen its unique neighborhoods, and maintain its focus on arts, culture, and the natural environment.

Elements – Community Character

Arts & Culture

Goal 1: To develop a master plan for the City of Lafayette Arts & Cultural Resources Department and affiliated advisory groups in order to have a comprehensive, achievable approach to the enhancement and expansion of arts and cultural services, programs and events throughout the community, and provide those opportunities to all residents

Policy 1.1: The City shall periodically evaluate and update the City ordinances that establish and define the Lafayette Cultural Arts Commission and the Lafayette Public Art Committee.

Policy 1.2: The City shall work with public and private sector and community partners to enhance and expand programming and events and cultural offerings throughout and around Lafayette.

Policy 1.3: The City shall utilize the arts as an engagement tool to support all of the major theme areas of this Comprehensive Plan.

Strategies:

- Explore the potential implementation of additional community programming and events that would highlight and engage different cultures.

- Explore the potential implementation of additional community programming and events geared to the IDD (Intellectual and Developmentally Disabled) community.
- Maximize the use of City staff and financial resources by partnering with and/or supporting community groups and businesses in carrying out the range of community events and programming in Lafayette, where feasible, in order to minimize the use of City staff time and financial resources.
- Whenever possible, collaborate with county, regional and state partners to achieve the goals of this plan.
- Investigate if there is community support to expand dedicated funding to further support the community's desired level of programming and arts facilities.
- Pursue grants to further support arts and cultural activities in the City.

Actions:

- Explore the potential for a winter carnival or winter-themed event for the entire community.
- Identify commercial and/or community partners in each quadrant of the City who would like to potentially collaborate on an arts and culture program in their part of the city.
- Explore providing at least one community-wide program during each season of the year.
- Collaborate with commercial property owners around the 95th and Arapahoe focus area to explore establishing at least one annual arts or cultural event in this focus area, to provide more events in the western portion of the City.
- Work with partners in Boulder County to explore establishing an annual event celebrating Hispanic culture and cuisine.
- Work with partners in Boulder County to explore establishing an annual event celebrating all international cultures in Lafayette.
- Collaborate with local school organizations to explore establishing arts and cultural programming and events specifically geared to diverse and sometimes underrepresented demographic groups, including but not limited to youth, elders, people from different cultures, people of different sexual identity / orientation, and differently abled persons.

Goal 2: To integrate art within the design of existing and new areas in the City

Policy 2.1: The City shall integrate public art within public spaces, where feasible, and encourage public art on private properties throughout the City.

Strategies:

- Leverage the regulatory tools of the City to encourage the integration of public art
- Commit City funding, and the securing of outside funding, to support public art around Lafayette

Actions:

- Explore opportunities to dedicate at least one percent of capital project budgets to the design and installation of public art.
- Secure grants for public art projects in Lafayette.

- Continue to dedicate a portion of building permit fees to a fund dedicated to providing public art throughout the community.
- Require new development to include a public art component as a condition of approval.
- Require public art on private property to maintain such public art through a development agreement or similar agreement.

Neighborhood / Local Design

Goal 3: To encourage the use of design strategies to enhance streetscapes and provide for an enhanced public realm

Policy 3.1: The City shall enhance design considerations in the development review process.

Strategies:

- Leverage the City's regulatory standards to enhance community design standards.
- Provide for greater community oversight over the development process, to enhance community design

Actions:

- Institute a "complete streets" policy and associated design guidelines to guide the design of particular streets, as improvements are made or adjacent developments are completed
- Update the City's design standards and codes as they pertain to the design of public spaces

Goal 4: To encourage the completion of connections from local neighborhoods to parks and open space areas and community destinations

Policy 4.1: The City shall identify off-site gaps in neighborhood connectivity during the development review process.

Strategies:

- Continue to fill in gaps in neighborhood connectivity where there are missing connections..

Actions:

- Complete a multi-modal transportation plan to designate specific alignments for the installation of future sidewalk and/or trail connections in the City. The plan will draw from the Map P: Connectivity Framework from the 2019 PROS plan in order to identify proposed connections of multi-use trails, urban trails, bike lanes and detached sidewalks.
- Explore grants and other funding to fill connection gaps in different areas of the community.
- Update the city's design standards and development codes as they pertain to neighborhood connectivity.

Goal 5: To encourage the completion or enhancement of neighborhood destinations and other areas of community activity, in different neighborhoods around the City.

Policy 5.1: The City shall explore working with public and private sector partners to implement neighborhood destination features (such as gathering places and parks, or other amenities that attract residents and visitors)

Strategies:

- Complete more detailed planning and design for neighborhood destinations identified in the Comprehensive Plan and secure public and private sector funding for these improvements

Actions:

- Integrate plans for public improvements associated with neighborhood destinations into the City's Capital Improvement Plan.
- Seek out grants and other sources of outside funding for various neighborhood destination improvements.
- Complete plans for public improvements geared to the needs of the IDD community.

Historic Heritage

Goal 6: To ensure the protection, rehabilitation, and adaptive re-use of historic resources in the City.

Policy 6.1: The City shall explore opportunities to provide city funding and / or tax incentives to projects involving the rehabilitation or adaptive re-use of historically designated properties in Lafayette.

Strategies:

- Continue to fund programs through the Historic Preservation Board and Lafayette Urban Renewal Authority which provide rehabilitation options for older buildings in the community.
- Promote State Historic Tax Credit programs.

Actions:

- Set aside funding for the Façade Improvement program and the Building Improvement grant program.
- Pursue becoming a reviewer of State Historic Tax Credit applications.

Policy 6.2: Integrate Lafayette's historic resources in the design of new and existing areas of the community.

Strategy:

- To the greatest extent possible, preserve and protect existing structures which have historic merit.

Actions:

- Review Lafayette Municipal Code Chapters 47 and 26 to revise code to increase opportunities to incorporate existing historic structures into the redevelopment of sites.
- Refer development plans to the Historic Preservation Board which will impact existing historic structures and potentially historic structures.
- Encourage the development community to preserve and adaptively reuse existing structures.

Policy 6.3: Support the implementation of the Historic Preservation Plan

Strategies:

- Encouraging the listing of building and sites and potentially districts on the local landmark register.
- Support the surveys of historic structures and areas throughout the community
- Provide educational material to the community about the advantages of landmarking the community
- Communicate with property owners who's site is found to have historic merit about the landmarking process

Actions:

- Provide funding for surveys
- Pursue grants for surveys
- Provide space on the Historic Preservation Board website to disseminate information
- As appropriate, take forward applications to the Historic Preservation Board and City Council for landmarking review.

Parks, Recreation and Open Space

Goal 8: To Continue Focusing Attention on Advancing a Healthy and 'Active Lafayette'

Policy 8.1: The City shall promote collaboration internally and with outside organizations to advance the community's goals for healthy and active living.

Strategies

- Design Cultural and Arts Programs that respond to service assessment outcomes.
- When appropriate, formalize partnerships with organizations which share values (concerning Parks, Recreation and Open Space) to maximize resources.
- Promote the integration of Lafayette schools (including the Boulder Valley School District) as key partners in promoting Parks, Recreation and Open Space.

Actions

- TBD (based upon input from parks and open space staff)

Goal 9: To provide, where appropriate, high-quality outdoor recreation and trail opportunities that are compatible with associated Open Space lands, provide high quality access between Open Space, parks, and community destinations, and minimize adverse impacts to the environment.

Policy 9.1: The City shall promote collaboration with the development community and with other organizations in the local area to achieve the community's goals for high quality outdoor recreation and trail opportunities

Strategies

- Identify a multi-tiered trail network on open space lands in connection with other City-owned lands, local amenities, and businesses
- As part of the development review process, identify trail connection priorities within the greater Lafayette region
- Conduct an annual review of Map P (from the PROS Plan) with the LOSAC committee to determine the best routes for future trail connections, providing the least impact on wildlife and the environment.

Actions

- Complete the multi-modal transportation plan to designate specific alignments for the installation of future sidewalk and/or trail connections in the City.
- Continue to utilize Maps O and P from the 2019 City of Lafayette Parks, Recreation and Open Space Master Plan to identify trail priorities and connectivity opportunities.
- Design future trail and sidewalk connections, and related amenities such as benches, to serve seniors and the IDD community
- Fund, design, and construct prioritized additions and connections annually, working to achieve the established goal

Goal 10: To provide healthy living program offerings that fill identified service gaps

Policy 10.1: The city shall prioritize program offerings consistent with community needs.

Strategies

- Converse with targeted customer groups by conducting services assessments and program evaluations.
- Design cultural and arts programs in conjunction with the Arts and Cultural Resources Department.
- Formalize partnerships with organizations which share values to maximize resources.

Actions

- Promote integration with Lafayette schools as a key partner.
- Conduct surveys and attend listening sessions with community groups.
- Collaborate on developing and marketing art and cultural awareness programs that integrate with healthy living initiatives

Goal 11: To administer the Open Space and trails program in a manner that is effective, efficient, and responsive to the ever-changing management needs of Open Space and trails.

Policy 11.1: The City shall utilize best practices and draw from customer feedback in operating its Open Space and trails program

Strategies

- Provide open space staff the training and opportunities to advance their knowledge and acquire resources to remain relevant in meeting the needs and desires of Lafayette community patrons
- Follow guidance and objectives outlined in the PROS Master plan
- Engage citizen committees, composed of industry professionals that reside in Lafayette, to ensure community desires are being heard and met

Actions

- Attend industry conferences and trainings for open space staff
- Meet monthly with the Lafayette Open Space Advisory Committee and, whenever emerging issues arise, with the Prairie Dog Advisory Working Group
- In addition to 24 annual outreach and environmental education programs, host an annual Open Space forum, providing residents the opportunity to discuss successes and concerns with Open Space staff and LOSAC.
- Explore the development of an Open Space maintenance facility combining three current locations into one, providing Open Space staff the resources, efficiencies, and effectiveness that we strive to achieve through organizational investment in the Open Space program

Goal 12: To develop, manage, and maintain the City's Open Space and trails in a manner that is sensitive to and respectful of adjacent landowners, land uses, and communities.

Policy 12.1: The city shall support the advancement of Parks, Recreation and Open Space as an essential community resource and service.

Strategies

- Work directly with partners, including Boulder County Open Space and neighboring municipalities, to identify and develop regional trail and conservation connectivity, allowing the City to effectively leverage resources and work collaboratively with other industry professionals.
- Provide open lines of communication to residents located adjacent to open space properties, when their property may be impacted by the activities associated with wildlife management.

Actions

- Continue to participate in Tech Review meetings with Planning staff in order to review development plans as they pertain to open space and trails.

- Bring planning updates to LOSAC allowing the committee to speak into the plans and provide technical review as part of the development review process.
- Include Planning updates on LOSAC agendas. Foster open lines of communication with Planning Dept; stay abreast of Planning review process on developments that abut open space property.

Environmental Stewardship Theme

Guiding Principle – Environmental Stewardship

Lafayette will demonstrate leadership in environmental stewardship and promote a healthy and resilient community by preserving parks and open space, promoting the use of and education about parks and open space resources and programs, bolstering natural and human-made systems, and using resources efficiently and effectively.

Elements – Environmental Stewardship

Parks & Open Space

Goal 13: To preserve and enhance significant natural areas and wildlife habitat, as well as the ecological integrity of the greater Lafayette region, while applying a strategic approach to Open Space conservation.

Policy 13.1: The City shall preserve and protect lands that benefit wildlife and represent the Open Space values of the greater Lafayette community.

Policy 13.2: The City shall coordinate conservation efforts that will enhance the overall network of Open Space and Trails.

Policy 13.3: The City shall collaborate with Boulder County, the City and County of Broomfield, the City of Louisville and the Town of Erie on the conservation and management of Open Space areas of mutual interest.

Strategies

- Continue to target Open Space acquisitions in a way that is consistent with guidelines and objectives outlined in the Lafayette Parks, Recreation, and Open Space Master Plan.
- Evaluate missing sections of the open space and trails network and develop a plan to complete the network.
- Where appropriate, incorporate areas within the 100-year floodplains of Rock Creek and Coal Creek into the Open Space system.
- Identify opportunities to collaborate with neighboring jurisdictions, and other public and private entities, to identify creative solutions for Open Space acquisition and conservation.
- Identify land dedication and conservation opportunities during development proposal review, in accordance with the Parks, Recreation, and Open Space Master Plan.

Actions

- Continue to work with willing sellers and landowners interested in conservation easements or estate protection, and purchase property to meet the City's objectives and goals.

Goal 14: To provide an effective and balanced approach to Open Space management that protects and enhances environmental values.

Policy 14.1: The City shall manage the Open Space system to accommodate diverse uses including recreation, agriculture, and wildlife management.

Policy 14.2: The City shall coordinate development to protect and enhance the quality, continuity, and ecological integrity of riparian and other sensitive habitat areas

Strategies

- Coordinate recreation, wildlife management, and agricultural stewardship activities in accordance with adopted Parks, Recreation, and Open Space Master Plan strategies.
- Locate development outside of riparian and sensitive habitat areas.
- Protect large patches of contiguous habitat areas and the habitat corridors that connect them.
- Restore and enhance native plant communities.

Actions

- Continue to work with Planning Dept on issues that involve the City of Lafayette's Prairie Dog Management Ordinance and permitting process.
- Work with Colorado Parks & Wildlife and other pertinent partners in the development of a City-wide Wildlife Conservation Plan.

Health & Wellness

Goal 15: To expand opportunities for community members to access nature and high-quality indoor and outdoor recreation and engagement opportunities which contribute to community members' social interactions, and their physical and mental health.

Policy 15.1: The City shall continue to improve trail connections and add additional amenities and services to meet needs and close service gaps.

Policy 15.2: The City shall encourage multi-department collaborations to provide engagement opportunities such as Story Time in the Park, Music in the Park, Poetry Writing and Plein Air Painting in Open Space

Policy 15.3: The City shall maintain social services and provide programs geared to the age 55+ community

Policy 15.4: The City shall collaborate with other agencies and partners in the local area to address the needs of the IDD community

Policy 15.5: The City shall adopt and maintain additional healthy living policies and guidelines

Strategies

- Coordinate efforts between the Planning Department and the Parks, Recreation, and Open Space Department during development review to identify opportunities to enhance and improve the City's trail network and recreational opportunities.
- Coordinate with neighboring jurisdictions and regional partners to identify opportunities to enhance regional trail connectivity.
- Promote coordination between City departments to provide additional programs that engage people in a variety of other outdoor activities. Examples of this type of coordination are library and arts programs held as part of Parks and Open Space programs.
- Coordinate between City departments, during development review, to identify opportunities to close additional service gaps as identified in the Parks, Recreation, and Open Space Master Plan.

Actions

- Continue to promote, advertise, and manage Open Space Outdoor Education program offerings to the community at large.
- Establish inter-departmental relationships and collaboration on Outdoor Education programming with Library, Recreation, and Arts & Cultural Resources.
- Continue to include Senior Services and Senior Advisory Board in review of projects pertaining to the 55+ community.
- Continue collaboration with Boulder County Area Agency on Aging to maintain social services for the 55+ community.
- Work with PROS Department to support initiatives pertaining to healthy living policies and guidelines.

Goal 16: To maintain social services and provide programs to older adults in Lafayette.

Policy 16.1: The City shall support the changing needs of aging community members.

Strategies:

- Monitor use of Senior Center and Senior Services to evaluate the future use of facilities and social services.

Actions:

TBD

Goal 17: To increase access to locally sourced and healthy food options.

Policy 17.1: The City shall promote a wide range of food retail types interspersed across the community, to limit gaps in the community (in terms of access to healthy food).

Policy 17.2: The City shall encourage community gardens, farm markets, urban agriculture, and Community Supported Agriculture programs.

Strategies

- Evaluate gaps in terms of access to quality and sufficiently plentiful food within Lafayette.
- Leverage opportunities to achieve the goals established by the PROS Master Plan with regard to adopting healthy living policies and guidelines.
- Evaluate Lafayette's Code of Ordinances for opportunities to more explicitly allow or encourage healthy food establishments across the community.
- Encourage the inclusion of community gardens or other shared urban agriculture spaces as part of communal gathering spaces.
- Evaluate opportunities in the Code of Ordinances to explicitly define allowed urban agricultural uses.

Actions:

- Investigate the potential of expanding the Lafayette Farmers Market to a year-round operation, and explore options to create an indoor facility for the market
- Through collaboration with Boulder County, explore possibilities to expand food production operations on Boulder County open space lands in the Lafayette area
- Evaluate opportunities to create new programs, or enhance existing programs, to source foods and beverages for local schools and City functions from local farms and food producers

Goal 18: To limit or prevent air, water, light, noise, and other sources of pollution.

Policy 18.1: The City shall protect the visible night sky by limiting outdoor light pollution.

Policy 18.2: The City shall ensure the protection of the health, safety, and welfare of the public and the environment during the development of oil and gas resources.

Policy 18.3: The City shall reduce and prevent inappropriate noise associated with development and land use, and promote projects that improve the quality of noise in the community and the presence of more natural sounds

Policy 18.4: The City shall reduce and prevent adverse water quality impacts associated with development and land use

Policy 18.5: The City shall reduce and prevent adverse air quality impacts associated with development and land use

Strategies

- Coordinate with neighboring jurisdictions and the State to identify, when appropriate, opportunities to align, enforce, and amend local regulations and practices to protect the health, safety, and welfare of the public and the environment.

Actions

- Study the possibility of adopting a Dark Sky ordinance.
- Identify and mitigate potential noise impacts and air quality impacts during the development review process.
- Bolster construction requirements to mitigate water and air pollution during new construction.
- Identify key habitat corridors and enhance buffer requirements to protect identified corridors.
- Enhance low impact development standards to offset site-level water quality impacts.
- Monitor federal, state, and local regulations regarding the development of oil and natural gas resources within the City.
- Explore opportunities for arts and library programming which integrate the arts into education efforts for these areas.

Resiliency

Goal 19: To establish an interconnected “green” framework of trees, open lands, and water resources that strengthens natural systems and functions.

Policy 19.1: The City shall prioritize the protection and preservation of healthy and desirable trees and other natural features during the development proposal review process.

Strategies

- Identify opportunities in the Lafayette Code of Ordinances to bolster the protection and development of a diverse tree canopy.

Actions

- Explore the potential creation of a Tree Fund to accept payments (as cash in lieu) for the removal of trees that cannot be mitigated or replaced during development.

Goal 20: To protect community members and their property by planning for natural and human-caused hazards, reducing vulnerabilities, and mitigating risks.

Policy 20.1: The City shall continue to restrict development in the 100-year floodplain such that no structure is located, constructed, extended, converted, or altered without full compliance with Lafayette’s floodplain standards.

Policy 20.2: The City shall restrict development in areas that are at risk of subsidence from previous mining activities.

Strategies

- Continue to work with Boulder County to maintain an updated floodplain map.
- Continue to 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.

Actions

- Continue to update floodplain maps for Lafayette as information becomes available.

Goal 21: To increase the ability of the natural and built environment to adapt to a changing climate.

Policy 21.1: The City shall promote sustainable building practices, including, but not limited to, the use of durable materials, low impact development practices, and building design that promotes health and life safety through features that are resilient to natural and human-made hazards.

Strategies

- Identify opportunities in the Lafayette Code of Ordinances to bolster sustainable, green, and healthy building practices, including considering the material and energy life cycle impacts of a building.
- Identify and implement development incentives, such as reduced parking requirements, or increased building height, to encourage sustainable development practices.
- Develop stormwater management best practice guidance materials to assist developers in implementing low impact development and other stormwater management best practices.

Actions

- Adopt the 2021 International Green Construction Code (IGCC). Annually review and revise the adopted IGCC for necessary changes; and amend the City's development code to encourage Xeriscaping for all new development and redevelopment projects

Sustainable Infrastructure

Goal 22: To maintain and efficiently use existing infrastructure and extend infrastructure to support strategic community growth and redevelopment.

Policy 22.1: The City shall ensure that needs to maintain existing infrastructure are balanced with needs to expand infrastructure to facilitate development or redevelopment.

Policy 22.2: The City shall not annex new land into the City's boundaries unless the land in question is included within the City's Urban Growth Boundary and the annexation occurs in a manner that provides an overall benefit to the community and is in conformity with the Comprehensive Plan's goals and policies.

Policy 22.3: The City shall ensure that there are adequate public facilities and infrastructure to support new development.

Policy 22.4: The City shall maintain infrastructure plans designed to account for the ultimate build-out of the City.

Strategies

- Continue to explore opportunities to balance infrastructure needed to support new growth areas with projects needed to maintain and support infrastructure in existing areas.
- Continue to require developers to provide that adequate utilities, drainage, transportation infrastructure, community services, and community facilities are available to serve any proposed development or redevelopment. Where facilities and services are determined to be inadequate to serve an application for development or redevelopment, the City will require applicants to dedicate proportional funding to expand these elements.

Actions

- Explore the potential use of a sustainability-oriented evaluation framework, such as Envision (a sustainability rating system for infrastructure), to inform infrastructure investment.
- Regularly conduct a review of all development-related fees to ensure that new development pays its fair share, and to ensure that the application of various fees is not unduly burdening development or redevelopment.

Connected Community Theme

Guiding Principle – Connected Community

Lafayette will pursue a multi-faceted approach to connecting community members socially, technologically, and physically, by celebrating the diversity of the community, promoting inclusivity, investing in high-quality communications infrastructure, and emphasizing multi-modal safety and accessibility.

Elements – Connected Community

Multimodal Mobility

Goal 23: To promote safe, multi-modal travel for all users (residents, employees, and visitors), and for all types of movement (walking, biking, cycling, transit, and vehicular), while increasing regional connectivity and enhancing local connections

Policy 23.1: The City shall pursue opportunities to enhance local and regional connectivity, including regional trails and transit connections

Policy 23.2: The City shall pursue opportunities to enhance local and regional transportation safety

Strategies:

- Continue to leverage regional partnerships to identify and implement plans for enhancing connectivity
- Continue to identify and implement multi-modal transportation improvements to improve safety

Actions:

- Complete the Multi-Modal Transportation Plan, with the enhancement of public safety as a key goal
- Collaborate with other municipalities, counties and agencies to identify near term and long term transportation improvements to enhance local and regional connectivity.
- Collaborate with other municipalities, counties and agencies to identify near term and long term transportation improvements to serve senior citizens as well as the IDD community.
- Work with affected agencies to enhance the Park-and-Ride site.

Goal 24: To maximize the operation and use of existing transportation corridors by following “Complete Streets” principles

Policy 24.1: The City shall evaluate and implement potential transportation improvements using “Complete Streets” principles

Strategies:

- Collaborate with CDOT, RTD, and other partners to implement improvements to key corridors in Lafayette using Complete Streets principles
- Collaborate with property owners, residents, and businesses to create Complete Streets templates for various street types
- Determine the key corridors in Lafayette for the implementation of Complete Streets principles

Actions:

- Complete multi-modal subarea plans for the various “Focus Areas” identified in the Comprehensive Plan
- Adopt a Complete Streets policy for the City
- Complete corridor plans for key corridors in Lafayette (such Arapahoe Road, Baseline Road, South Boulder Road, Dillon Road, 119th and 120th Streets, and 95th Street) that implement Complete Streets goals
- Establish templates for collectors and local street design that incorporate Complete Streets concepts, and incorporate these templates into the City’s development codes

Goal 25: To support and promote the use of transportation alternatives to reduce vehicle miles traveled (VMT) and single-occupancy automobile travel

Policy 25.1: The City shall expand the network of on-street and off-street pedestrian facilities for commuting, recreation, and meeting daily needs

Policy 25.2: The City shall expand opportunities for community members to be able to bike for commuting, recreation, and meeting daily needs

Policy 25.3: The City shall complete missing links in trails, paths and sidewalks

Policy 25.4: The City shall proactively plan and coordinate with other local and regional agencies to provide high quality, reliable transit

Strategies:

- Leverage partnerships with other nearby jurisdictions to improve multi-modal systems serving Lafayette and nearby communities
- Pursue funding at the local, regional, and state levels to implement desired improvements for people walking, biking, or taking transit
- Develop partnerships with individual neighborhood groups and businesses to improve facilities and services for people walking, biking, or taking transit in different parts of Lafayette
- Explore the use of artistic elements to enhance components such as benches, bike racks, and bus shelters to create a sense of place and make Lafayette's commitment to multi-modal opportunities more visible and engaging

Actions:

- Explore funding mechanisms for the implementation of Bus Rapid Transit (BRT), in collaboration with neighboring communities and jurisdictions.
- Complete the Multi-Modal Transportation Plan to identify and prioritize specific sidewalk and trail connections needed around Lafayette
- Update the City's development code to include requirements and/or incentives for the installation of bike facilities (including bike storage, showers, bike stations, etc.)
- Participate in BRT studies focused on the Highway 287 corridor and identify specific locations for potential BRT stations along this corridor.
- As part of the Multi-Modal Transportation Plan, identify local transit connections (supplementing existing RTD service), connecting different parts of Lafayette to potential BRT routes and to commuter rail (at Downtown Louisville)
- Continue to work with CDOT and nearby jurisdictions to enhance transit connections along the Highway 287 corridor to the Flatiron Flyer station at US 36 and Wadsworth
- Conduct an ADA audit of existing sidewalks and public trails in Lafayette to ensure that existing facilities meet ADA standards
- As part of the Multi-Modal Transportation Plan, explore new ideas for "transit on demand" and flexible transit, to serve Lafayette residents and visitors

Goal 26: To better connect the east and west sides of the City across Highway 287

Policy 26.1: The City shall explore opportunities for pedestrian and bicycle connections across Highway 287

Strategies:

- Identify locations for potential connections across Highway 287

Actions:

- Pursue funding for desired improvements to connect pedestrians and bicyclists across Highway 287

Goal 27: To explore the role of emerging technologies in the delivery of transportation

Policy 27.1: The City shall leverage emerging transportation technologies to diversify the range of transportation options for residents and visitors and to provide for a more efficient transportation system in Lafayette

Strategies:

- Collaborate with private sector partners to explore the potential introduction of emerging transportation technologies in Lafayette
- Integrate planning for emerging transportation technologies into the City's overall public works program.
- Use data from emerging transportation technologies to reduce congestion and improve the efficiency of the local street network

Actions:

- Update the City's Capital Improvement Plan to include eventual upgrades to City streets and traffic signals to facilitate self-driving vehicles.
- Update the City's development code to reflect parking and circulation needs, in light of emerging trends and technologies
- Integrate planning for micro-mobility in the City's upcoming Multi-Modal Transportation Plan
- Collaborate with private sector businesses to incorporate emerging transportation technologies
- Integrate data from emerging data sources in future transportation planning in Lafayette

Celebrating Diversity

Goal 28: To encourage the participation of individuals of diverse backgrounds in Lafayette in civic groups and leadership roles

Policy 28.1: The City shall encourage individuals from various cultural groups, and individuals of varying abilities, to participate in civic groups and leadership roles in Lafayette, including leadership roles within the City staff

Strategies:

- Leverage existing relationships with community groups to identify individuals from various cultural groups to join civic groups and take on leadership roles
- Forge new relationships around the community to engage individuals from various cultural groups in civic life in Lafayette
- Offer leadership training opportunities for people interested in being involved in local government and other community leadership opportunities
- Provide training on diversity, equity, and inclusion to City Council, City staff, and all Board and Commission members. Training should be provided at the introductory, intermediate, and advanced levels.
- Encourage senior citizens in Lafayette to join civic groups and take on leadership roles
- Encourage IDD and people of all abilities to join civic groups and take on leadership roles

Actions:

- With assistance from the broader community, identify a series of “cultural brokers”, empowered by the City Council, to encourage participation with various community groups in civic groups and leadership roles in Lafayette

Goal 29: To foster a culture of inclusion and an appreciation of the heritage and contributions of various cultural groups in the community

Policy 29.1: The City shall leverage, encourage and support participation by cultural groups in community events and programs in order to celebrate the heritage and contributions of various cultural groups in Lafayette.

Strategies:

- Enhance cultural events and programming to celebrate the various cultural groups in Lafayette
- Encourage the development of gathering places in Lafayette that celebrate the various cultural groups in the community.

Actions:

- Collaborate with community groups to explore establishing community-wide events throughout the year that celebrate the full range of cultural groups in Lafayette

- Work with neighborhood groups to explore establishing neighborhood destinations that help to celebrate the various cultures in Lafayette
- Install historical markers, public art, or similar features that celebrate the contributions of different cultural groups to Lafayette over the course of the community's history

Accessibility & Safety

Goal 30: To provide for adequate police and fire services for public health, safety, and welfare in Lafayette

Policy 30.1: The City shall periodically evaluate its police and fire services to ensure that services are adequately provided to residents and visitors in Lafayette

Policy 30.2: The City shall coordinate its police and fire services with other departments in Boulder and surrounding counties, to provide for resiliency planning for the community

Strategy

- Leverage existing planning and management tools of the police and fire departments to continue providing excellent services to the Lafayette community

Actions:

- Continue to update the City's operational plans for the fire and police departments to ensure that the community is meeting or exceeding current standards for the provision of these services.
- Continue to conduct regular coordination meetings with other agencies and departments in other nearby communities.

Goal 31: To ensure that public facilities are well maintained, safe, and provide for equitable access to the Lafayette community.

Policy 31.1: The City shall plan for public facility expansions or maintenance on a regular basis

Strategies

- Leverage the existing planning and management tools of the City to continue providing excellent services through public facilities in Lafayette.

Actions:

- Review Capital Improvement Plans to ensure that planned facility enhancements or expansions serve different interest groups, cultural groups and geographic areas of the City equitably
- Conduct an ADA audit of City facilities to ensure equitable access to people of all abilities and all ages
- Conduct assessments to determine how enhancements or expansions of City-owned facilities may better meet growing operational and community needs.

Goal 32: To provide for transparency and accessibility to the City's staff, service agencies, and elected and appointed officials, for all community members

Policy 32.1: The City shall routinely review its procedures and policies to ensure transparency and accessibility to the City's staff, service agencies, and elected and appointed officials

Strategies

- Leverage and expand upon existing policies designed to provide for transparency and accessibility

Actions:

- Continue to hold "Coffee with the Council" sessions in different locations around the City, and with different community groups, on a regular basis
- Provide for translation services at community meetings, when requested
- Work with community groups to ensure that communications from the City are reaching people of different age and cultural groups across the City

Technology / Communications / Smart Cities

Goal 33: To encourage the provision of competitive technology and telecommunications services to efficiently serve all residents and businesses in Lafayette

Policy 33.1: The City shall work with the private sector to ensure that the technology and telecommunications services provided in Lafayette serve the needs of residents and enhance the competitive position of the community

Strategies:

- Attract greater levels of competition in providing technology and telecommunications in Lafayette
- Work with the business community to identify the technology needed to serve the economic goals of the community

Actions:

- Recruit additional companies to provide broadband and similar connectivity services in Lafayette, in order to increase options for residents and businesses
- Identify specific technology goals as part of more detailed economic development plans for Lafayette

Goal 34: To design future expansions and maintenance to City systems to allow for the technological integration of these systems (in a “Smart Cities” orientation)

Policy 34.1: The City shall complete upgrades to infrastructure and related systems that are integrated with Smart Cities strategies to maximize system efficiency

Strategies

- Integrate Smart Cities planning into the Capital Improvement Program
- Ensure that the City has an interconnected system that maximizes efficiency for City operating systems

Actions:

- Explore the potential to create a comprehensive plan for public works facilities (street lights, streets, water systems, etc.) that will implement Smart Cities capabilities over time, and integrate the plan into the Capital Improvement Program
- Explore the implementation of a Smart Cities system that will track the utilization and efficiency of city public works and related operations

Strong Economy Theme

Guiding Principle – Strong Economy

Lafayette will work collaboratively with the local business community and other partners to grow economic opportunities, provide for economic diversity and inclusivity, and build a resilient local economy.

Elements – Strong Economy

Jobs to Housing Balance

Goal 35: To increase the share of Lafayette residents who also work in Lafayette.

Policy 35.1: The City shall actively collaborate with partners in the public and private sector to increase the percentage of residents who also work in the City.

Strategies

- 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.
- Support efforts to provide affordable spaces for small businesses in the community, in particular for small businesses associated with the arts or other creative endeavors.

Actions:

- Explore potential incentives to attract and retain companies that would provide employment for a diverse range of residents in Lafayette

- Develop a recruitment strategy, as part of a more detailed Economic Development Plan, to target companies that are well suited to the skills and education of Lafayette residents
- Explore potential partnerships with local schools and community colleges to develop training programs geared to the needs of local companies.

Goal 36: To 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.

Policy 36.1: The City shall foster regional housing strategies that benefit Lafayette and the surrounding communities.

Policy 36.2: The City shall encourage residential development that supports the needs of the full spectrum of users including, but not limited to, seniors, Intellectually and Developmentally Disabled (IDD) persons, first time house buyers, entry- to mid-level employees, move-up buyers, and cultural creatives, through the provision of a variety of housing types, prices, styles, and sizes.

Policy 36.3: The City shall support housing development that meets the health, safety, childcare, transit, social, recreational, and resiliency needs of the community.

Policy 36.4: The City shall support housing diversity in terms of unit mix, size, bedroom configurations, and overall density, in appropriate areas.

Strategies

- Identify potential redevelopment sites that could provide a mix of housing and other uses.
- Explore potential State, Federal, and other appropriate grant funding for the construction, rehabilitation, or improvement of housing that is affordable for low to middle income households.
- Engage entities involved with homebuyer training to provide services to Lafayette residents and employees.
- Use private financing for the construction and purchase of housing units.
- Use Federal and State tax credits and private activity bonds for land banking.
- 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.

Actions

- 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.
- Update the land development codes to provide fee waivers for affordable housing projects.
- Update the City's land development codes to include provisions for tiny homes, ADUs, and other creative housing options.

- Partner with the private sector to market properties around Lafayette identified for potential redevelopment into housing units
- Investigate potential collaborations with organizations that help communities develop studio or live-work units for “cultural creative” workers.
- Explore the potential for a land bank, either at the City level or in partnership with Boulder County Housing, to purchase parcels in Lafayette for future construction of residential units to serve the needs of Lafayette residents
- Complete a revision to the City’s development codes, and work with the private sector to minimize the regulatory costs of the City’s codes with regard to residential development
- Explore incentive policies (in terms of financial resources, or streamlined permitting processes) for residential developments that meet the objectives of the City

Economic Diversification

Goal 37: To strengthen and stabilize the tax base.

Policy 37.1: The City shall actively strive to attract new companies to Lafayette by promoting the City and its available industrial and commercial lands and other opportunities.

Policy 37.2: The City shall actively strive to retain existing business in Lafayette by promoting a “buy local” educational campaign designed to reduce sales tax leakage.

Policy 37.3: The City shall encourage the expansion of existing businesses that have the potential to grow within Lafayette.

Policy 37.4: The City shall encourage investment in the City by issuing Industrial Development Revenue Bonds and General Improvement District Bonds.

Policy 37.5: The City shall consider opportunities to leverage public-private financing mechanisms where appropriate and advantageous to Lafayette.

Strategies

- Review business taxation practices in an effort to maintain a competitive position in the region while maintaining a healthy fiscal structure.
- Outline appropriate levels of public investment and projected returns to the City.
- Explore programs and policies in support of the redevelopment of older commercial areas through a continued commitment to understanding the barriers to reinvestment.
- Coordinate business attraction, retention, expansion and reinvestment efforts between City departments and the Lafayette Chamber of Commerce.

Actions

- Annually update and 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.
- Develop a range of incentives and selection criteria to be used for different project types.
- Identify sites that are appropriate for redevelopment for a variety of residential, commercial, and mixed land uses.
- Explore potential grants for development and redevelopment efforts around Lafayette

Goal 38: To improve and maintain the quality of life of Lafayette residents via a supportive, independent and resilient local economy.

Policy 38.1: The City shall encourage commercial and industrial development which is safe, healthy, attractive, and which meets the City's planning and design criteria.

Policy 38.2: The City shall encourage businesses and industry to locate or expand in compatibly zoned "focus areas" 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 infrastructure.

Policy 38.3: The City shall create an economic development strategy that will be implemented and supported by City staff.

Strategies

- Promote subarea planning as a vehicle to ensure compatibility between private development and the public realm.
- Promote the Lafayette Chamber of Commerce as one of the key resources that provide information about the Lafayette community, its businesses, and the various special activities and events occurring within the community.

Actions

- Annually update and maintain a demographic profile of the City.
- Annually update and maintain marketing materials, promoting the City as a great place to live and work
- Integrate marketing and promotional content for Lafayette into similar content produced for Boulder County as a whole, as well as for the Denver and Boulder metro areas as a whole
- Prepare more detailed subarea plans for the various focus areas identified in the Comprehensive Plan (95th and Arapahoe, 119th and Baseline, S Public and South Boulder Road, Highway 287 and Dillon Road, and 120th and South Boulder Road) in order to promote ongoing investment that matches the vision for these areas

Goal 39: To capitalize upon the unique assets and characteristics of Old Town Lafayette.

Policy 39.1: The City shall encourage businesses that complement Old Town Lafayette and that enhance its character.

Policy 39.2: The City shall invest in and designate Old Town Lafayette as the civic and cultural center of the city.

Strategies:

- Promote Old Town Lafayette's viable niche opportunities to foster a creative, diverse and eclectic tenant profile.
- Utilize arts and cultural programming to enhance the marketability and tourism appeal of Lafayette as a regional destination.
- Support businesses and other uses that grow and attract complementary businesses and uses to Old Town Lafayette.
- 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 Old Town Lafayette.
- Encourage the development of outdoor public plazas as small gathering places, in addition to Festival Plaza.

Actions:

- Update the Downtown Vision Plan with a focus on identifying and prioritizing public and private improvements.
- Evaluate the benefits versus the investment costs of applying for entry into the Colorado Creative District Program.
- Explore 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.).
- Collaborate with the Chamber of Commerce and other entities around the area to develop updated marketing collateral for Old Town Lafayette on a periodic basis

Regional Cooperation

Goal 40: To collaborate with local jurisdictions and agencies for the purpose of maintaining balanced growth.

Policy 40.1: The City shall work with Boulder County, adjacent municipalities, and other quasi-governmental agencies on cooperative planning efforts.

Policy 40.2: The City shall work with regional and local service providers to ensure that future service extensions and improvements will be consistent with the Comprehensive Plan.

Policy 40.3: The City shall 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 40.4: The City shall refer development submittals to appropriate agencies and committees to ensure that regional issues are identified and considered.

Strategies

- Assess the ability of existing IGA's and other joint planning agreements to effectively govern annexation, development, and the provision of services within the City's Urban Growth Boundary.
- Collaborate with neighboring jurisdictions to ensure that plans adopted by the various jurisdictions are in general alignment, in order to reduce conflicts over potential development or land use changes in the future.

Actions

- Review the existing IGA's for areas around Lafayette and complete amendments as necessary
- Pursue necessary agreements with other agencies regarding joint use of facilities
- Pursue amended or new agreements regarding revenue sharing where feasible and appropriate.
- Conduct an annual meeting with municipal staff from surrounding jurisdictions (including public works, planning, transportation, and economic development) in order to review alignment of policies and plans between Lafayette and surrounding jurisdictions (this would be similar to the annual review of Comprehensive Plans that many planning commissions do, around the country, to ensure that the comp plan is still on track, etc.)