



# TOWN OF NEDERLAND PLANNING COMMISSION WORK SESSION

NEDERLAND COMMUNITY CENTER  
750 Hwy 72 Nederland, CO 80466

June 8, 2016 - 7:00 P.M.

## AGENDA

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### A. CALL TO ORDER

### B. DISCUSSION ITEMS

1. 2016 GIS Residential and Commercial infill analysis (Lex Ivey)
2. Discussion of Board of Trustees' Housing Goal for 2016-2018
3. 2016 Work Plan Discussion – Housing Goal Tools: Overlay district(s) and Incentives

### C. ADJOURNMENT



## AGENDA INFORMATION MEMORANDUM NEDERLAND PLANNING COMMISSION

Meeting Date: June 8, 2016  
Prepared By: Alisha Reis  
Dept: Planning and Zoning  
Consent  Information  Action  Discussion

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### **AGENDA ITEM:**

Update on the proposal for use of GIS analysis performed by GIS Engineer Lex Ivey pertaining to infill analysis for residential redevelopment. Ivey will be in attendance to present the updated residential infill analysis, as well as introduce the commercial analysis.

### **HISTORY AND PREVIOUS COMMISSION ACTION:**

The Planning Commission previously discussed GIS application for housing items as identified in the #NedZero action plan, with subsequent inclusion in the Commission's 2016 Work Plan.

The Commission recommended prioritization of infill analysis pertaining to housing and commercial properties, which was included in the 2016 Budget. The initial presentation of this information occurred at the Commission's Feb. 24 meeting.

### **ATTACHMENTS:**

1. PC Minutes, Feb. 24, 2016 (introduction presentation)
2. PC Minutes, Jan. 27, 2016 (project goals)



# TOWN OF NEDERLAND PLANNING COMMISSION REGULAR BUSINESS MEETING

NEDERLAND COMMUNITY CENTER  
750 Hwy 72 Nederland, CO 80466

February 24, 2016 - 7:00 P.M.

## MINUTES

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### A. CALL TO ORDER

Chairman Cornell called the meeting to order at 7:04 pm.

### B. ROLL CALL

**Present:** Chairman Roger Cornell, Vice Chairman Steven Williams, Trustee Topher Donahue and Commissioners Timmy Duggan, Greg Guevara, Jesse Seavers, and Wendy Williams.

**Absent:** Commissioner Herring and Town Administrator Alisha Reis.

**Also in attendance:** Planning and Building Technician/Commission Clerk Cynthia Bakke.

### C. APPROVAL OF MINUTES FROM January 27, 2016

Motion to approve the minutes was made by Chairman Cornell, seconded by Vice Chairman Williams, with 4 in favor, and abstention by Trustee Donahue and Commissioner Williams due to absence from the January meeting.

### D. PUBLIC COMMENT

There was no public comment.

### E. INFORMATION ITEMS

#### 1. Legal memorandum from Town Attorney Carmen Beery re: *Reed v. Gilbert* decision; Sign Code review

A memorandum from Town Attorney Carmen Beery was provided within the packet regarding sign content, with a forthcoming draft Ordinance to come before the Planning Commission and Board of Trustees.

#### 2. GIS residential infill analysis by Lex Ivey

Lex Ivey presented the preliminary GIS Residential Infill analysis, meant to provide a maximum upper limit to development potential based upon the existing zoning code, with the flood plain used as the main constraint. The GIS analysis shows

approximately 1,236 total lots throughout the town -- minus 711 existing dwelling units—resulting in about 566 lots that could contain additional dwelling units per their zoning allowances, said Ivey. Trustee Donahue asked if tiny homes alter the number of buildable lots. Ivey acknowledged that he used the established minimum lot size per dwelling unit, thus additional buildings may be a challenge due to lot configuration of existing buildings.

Ivey requested Commission feedback.

Commissioner Guevara asked how the efficiency factor was derived. Ivey explained that each area was reviewed by zoning district from existing building types, which included platted parcels, outlets, dedicated lots and rights of way (ROW), minus roughly 25% factored out for ROW, utilities and dedications.

Chairman Cornell said that the Commission's direction is to increase density specifically within the core area, with GIS analysis to supplement staff review.

Vice Chairman Williams inquired if setbacks were analyzed. Ivey said density is driven by minimum lot size requirements, with setbacks more relevant during site design. In many cases, an accessory dwelling unit (ADU) could be added without setback issues, except upon narrow lots, said Ivey.

Trustee Donahue requested more data about the 500+ units identified for infill to determine the actual number of developable units within current zoning allowances. Chairman Cornell asked everyone to look at opportunities appropriate within the town, with further discussion about overlay districts to create transitional zoning areas.

### **Trustee Donahue exited due to quasi-judicial status of land use applications.**

Leonard Kottenstette, of Nederland, said about half of the 500+ lots have topographical considerations, such as steep slopes, that change the development potential, as seen in Big Springs and other areas throughout town. Kottenstette said other considerations will include location, ownership, land value, and a developer amendable to subdivision. Chairman Cornell noted that some parcels could contain one structure as a duplex or triplex.

Ivey inquired at what point to set the variable for steepness. Chairman Cornell said topography is a relevant consideration for the finalized residential infill analysis.

## **F. ACTION ITEMS**

### **1. Consideration of a Preliminary Planned Unit Development (PUD)**

**Application by Wendy Williams at 439 and TBD W. 3<sup>rd</sup> Street, 442 and 492 W 4<sup>th</sup> Street (Block 29 , Lots 1-9).**

Bakke introduced the item. She said the parcel is located within the Neighborhood Commercial (NC) zoning district, and the applicant intends to apply for Density Increase, as outlined in NMC Sec. 16-88. She said that the proposal is in alignment with the Comprehensive Plan, with the majority of the parcel already developed

and served by utilities.

Chairman Cornell read a statement, noting that Town staff generally advises applicants who are members of a decision-making body (e.g. Planning Commission or Board of Trustees) not to present on their own behalf; this is particularly relevant given that applicant Williams is a member of the Planning Commission; however, the applicant indicated she did not have an alternative person to present.

Williams said she is looking to build 8 new units over 4 phases for the Planned Unit Development, with the intention to apply for a density increase allowable for the district. She referenced the enlarged site plan for the block, as well as the exterior and floor plan illustrations included within the packet. She indicated parking areas, utilities, and green space, which will include community gardens and a dog run. Williams said the project will be phased over 10-15 years, as her husband Mike Williams will be the main builder, along with a need to secure financing.

Project phasing:

- Phase 1 - Triplex to be built on lots 4 and 5, currently a vacant parcel
- Phase 2 - Duplex at 492 W. 4<sup>th</sup> St., to be added to existing single unit structure
- Phase 3 – Demolition of half of existing duplex at 439 W. 3<sup>rd</sup> Street, with addition of three apartments to create a 4-unit structure
- Phase 4 - Carriage house apartment to be added above the garage of the existing house at 442 W. 4<sup>th</sup> Street

**Chairman Cornell opened the Public Hearing.**

There was no public comment presented upon this item, thus Chairman Cornell closed the Public Hearing portion of the meeting.

Commissioner Guevara requested Williams provide the square footage for each unit. Builder Mike Williams, of Nederland, responded that the units will range from 900-1,000 square feet, except for two one-bedroom units, one being the garage apartment above 442 W 4<sup>th</sup> Street. Guevara expressed concern about the smaller size without a garage for storage. Wendy Williams responded that each unit will include storage. Williams said that within her property management business she's seen rental demand for singles and single parent households, with the intended cost within the range of \$750 - \$1500 per month.

Commissioner Seavers said he would support the creation of affordable housing, and would be open to exploring building design energy efficiency. Wendy Williams said the smaller units have proven to be very efficient, with less heat loss with combined units.

Chairman Cornell asked if parking for 439 W. 3<sup>rd</sup> Street will reduce street parking. Williams said to her knowledge, no on-street parking is allowed, but she will seek further clarification.

Commission discussion included whether the properties would have a homeowners' association, questions about storage units, and trash. Williams said she would maintain the units as rental properties. She said she could consider a community storage structure, however solar gain would be lessened upon the site if either one larger structure, or storage units were attached to each dwelling. As proposed, Williams said each storage unit will also include a small trash enclosure.

Chairman Cornell enumerated considerations prior to review of the Final PUD Plan to include delineation of required 25% landscaped open space, individual unit square footage, location of storage sheds, parking, and eastern/southern exposures for solar energy. He said the timeline for a PUD Agreement is typically 10 years; however, a review could be proposed at the 10-year mark to request a continuance. Chairman Cornell noted that a drainage plan and a landscaping plan will be required at the building phase.

**Motion to recommend approval with aforementioned conditions to move forward to Final PUD Plan made by Chairman Cornell, seconded by Commissioner Seavers, with all in favor.**

## **G. DISCUSSION ITEMS**

### **1. Consideration of a Conceptual Review Application by Mark Stringfellow for a Planned Unit Development (PUD) at 179 Conger Street—readdressed in 2015 as 155, 163 and 171 Conger Street (Lot 2 Block 3 Big Springs Park Meadows).**

Chairman Cornell introduced the item.

Mark Stringfellow, of Nederland, presented his concept proposal for a PUD on Conger Street, which is currently a vacant lot, with utilities already onsite. He said that the High Density Residential (HDR) zoning is limited to a small strip on the east side of the grocery store, with existing multi-family units on this block.

Stringfellow said most new construction in Nederland is at the \$400k-500k price level. He said he has been working with Norris Designs, who helped write the Comprehensive Plan update in 2013. He said he could build 2- to 3-story units ranging from 1,100-1,700 square feet, utilizing a cabin zoning concept in the \$200k price range, noting the proximity to commerce.

Stringfellow referenced the home designs included in the packet. He showed a slide of an existing cabin zoning concept in Frisco, with 6 units on a parcel just over 10,000 s.f. In this design, the main parking area is situated at one end to encourage walking, with a courtyard that can be utilized for moving and/or deliveries. As well, all utilities and trash collection are contained in one area, and fenced for aesthetics.

Chairman Cornell asked the Commission to consider whether NMC Sec. 16-88

allowance for density increase should be extended to the HDR district, as allowed in the NC district. He indicated the need to change code, with a comprehensive town-wide review, and legal review for the higher density residential use.

Commissioner W. Williams noted the price point per square footage with his proposal fits with the need for young families. She said she agrees with the allowance to increase density for HDR lots.

Commissioner Seavers requested that external doors be designed to open out into central courtyard to foster neighborliness, and inquired about solar thermal heat, solar glazing, and ventilation. Stringfellow said he intends to include a 4-panel solar thermal unit with water heaters able to reliably provide 100% domestic water use for nine months of the year, with about 70% for the other three months, along with a radiant in-floor system to preheat water for domestic use.

Commissioner Guevara said he supports units facing one another to enhance community, inquired about external storage, and whether Stringfellow would consider 3-4 units instead of 6 units. Stringfellow said he'd prefer a slightly larger home design to contain stuff inside. He said he can build 3 units by right, which would be larger than the concept proposed.

Vice Chairman S. Williams expressed concerns about site crowding with 6 separate units, especially regarding solar access for the garden. S. Williams also asked if Stringfellow had discussed the concept with neighbors. Stringfellow said that Steve Karowe, builder of 80 Big Springs, is excited about workforce housing, along with support from others in discussion of the concept.

Commissioner Duggan said he would support the concept in keeping with town needs, and inquired whether Stringfellow is amendable to a duplex/triplex instead of individual units. Stringfellow indicated that multi-family units are less desirable and may be cost prohibitive for small families, despite increased energy efficiency.

Chairman Cornell requested further information regarding overlay districts to be included in the next meeting agenda.

## **H. OTHER BUSINESS**

Bakke said she has issued the building permit for Steve Karowe at 80 Big Springs.

The Commission discussed the next meeting date, as the regularly scheduled March meeting falls during Spring Break. Bakke will send a message regarding the date options presented to determine availability.

**I. ADJOURNMENT**

**Motion to adjourn was made by Vice Chairman S. Williams, seconded by Chairman Cornell, with all in favor. Meeting adjourned at 9:57pm.**

Approved by the Planning Commission,

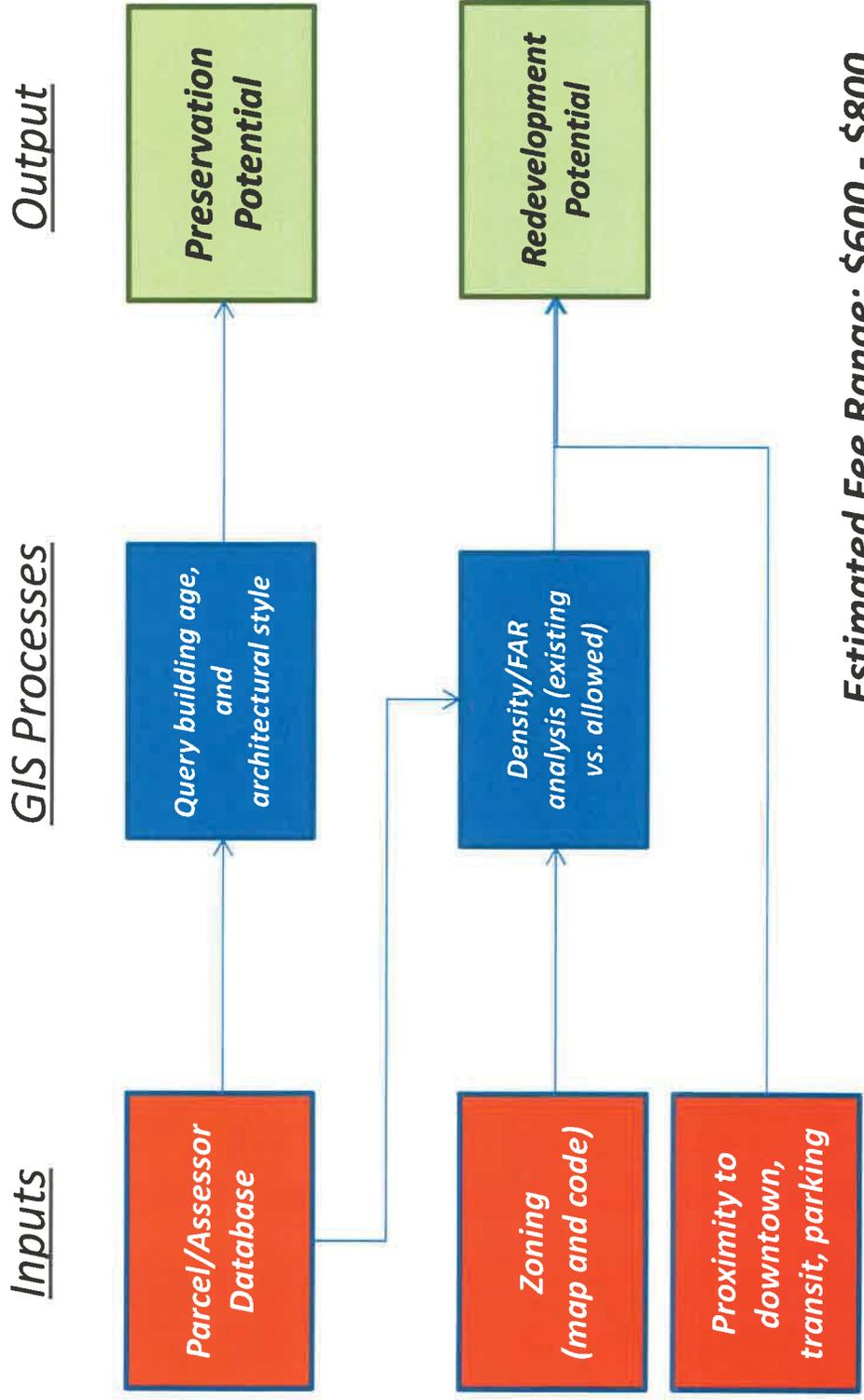
\_\_\_\_\_  
Roger Cornell, Chairman, Planning Commission

ATTEST:

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Cynthia Bakke, Planning and Building Technician

# SAP ID: 7G-01, SAP Section 7. Built Environment

Action: map properties with highest redevelopment potential and preservation potential



**Estimated Fee Range: \$600 - \$800**  
**Estimated Fee Range: \$1000 - \$1200**



# TOWN OF NEDERLAND PLANNING COMMISSION REGULAR BUSINESS MEETING

NEDERLAND COMMUNITY CENTER  
750 Hwy 72 Nederland, CO 80466

January 27, 2016 - 7:00 P.M.

## MINUTES

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### A. CALL TO ORDER

Chairman Cornell called the meeting to order at 7:01 pm.

### B. ROLL CALL

**Present:** Chairman Roger Cornell, Vice Chairman Steven Williams, and Commissioners Timmy Duggan, Greg Guevara, and Jesse Seavers.  
Commissioner Herring arrived at 7:15pm after Roll Call.

**Absent:** Trustee Topher Donahue, Commissioner Wendy Williams.

**Also in attendance:** Town/Zoning Administrator Alisha Reis, Planning and Building Technician/Commission Clerk Cynthia Bakke.

### C. APPROVAL OF MINUTES FROM December 16, 2015

**Motion to approve the minutes was made by Commissioner Duggan, seconded by Commissioner Guevara, with 4 in favor, and abstention by Commissioner Seavers due to absence from the December meeting.**

### D. PUBLIC COMMENT

Ron Mitchell invited the Commission to attend the DDA meeting on February, at which he will present a conceptual plan that he intends to formally submit to the town. The initial presentation to the DDA will be followed by two additional open house events on Sunday, February 21, and February 28, both from 4:30-7:30 pm, in the Community Center multi-purpose room.

### E. INFORMATION ITEMS

There were no information items.

### F. ACTION ITEMS

There were no Action Items.

## **G. DISCUSSION ITEMS**

### **1. Planning Commission 2016 Work Plan Goal refinement**

Reis introduced the item, noting the Commission's familiarity with outlined goals from the December meeting, coupled with the #NedZero goals. She referenced the list compiled by Bakke that delineates goals, targets and strategies. She asked if the 2016 Work Plan seems feasible, and solicited suggestions for prioritization.

Chairman Cornell suggested focus upon workforce housing as with the Commission's limited resources, they must focus upon goals and tools within the zoning code to increase buildable lots and density.

Reis noted a need to narrow focus upon workforce housing to determine a level between 30-80% of area median income (AMI). She referenced the Nederland area AMI breakdown, specifying housing payment-only limits for a family and singles. Reis directed the Commission to determine a goal between the 30-60% and/or 60-80% range, as the 0-30% involves social programs, and 80-100% is attainable for higher income earners.

Lex Ivey presented GIS analysis, re: infill on the residential end, which Reis will send to the Commission via email. Reis noted that GIS analysis can assist the process of identifying underdeveloped areas with the highest potential prior to reviewing the code, and this targeted approach can expedite the policy process. Ivey said that other tools can be reviewed for feasibility after the build-out analysis.

Commission discussion underscored established zoning rules, although Reis highlighted the opportunity to create overlay districts. Would the Commission like to consider the GIS analysis values to focus upon in a study session, she asked. Reis said the initial density-to-zoning analysis can be available for the February 24 meeting, followed by suitability analysis. Ivey indicated each tool takes about a week to build. Ivey noted the ability to utilize similar analysis on commercial areas, which can be assisted by partnering with the Downtown Development Authority (DDA).

Overall, Ivey said GIS analysis can help to address issues regarding housing, historic preservation, commercial floor space, build out analysis of existing zoning dwelling unit capacity, and allowable units by zoning. He explained the suitability analysis can comprise mapped criteria of priorities, i.e. existing infrastructure, or solar gain for encouragement of residential solar or a commercial solar farm. Lastly, Ivey said the analysis can assist efficiency of future planning efforts and fulfill items in #NedZero.

Reis noted that the Commission decided in 2015 to begin with support of residential infill and areas of opportunity. Commission discussion presented a desire to promote economic diversity, with consideration of marijuana business cap. Reis added that this could be a discussion item at the annual joint session with the Board of Trustees, assisted by town staff, and GIS analysis of commercial properties as well.

### **2. Introduction of discussion on Short Term Rentals (VRBO, airB&B, HomeAway etc.)**

Reis introduced the item, noting it is a broader discussion to address the commercial

use of homes for short term vacation stays, which is already happening in the town. She said that the current lack of code doesn't address this residential use, although does have commercial hotel lodging.

Reis referenced research items sent to the Commission, to include the Colorado Association of Ski Towns (CAST) study, the Estes Park white paper, and regulation undertaken by the City of Boulder and Boulder County. She noted that Town staff has no recommendations at this point, but in an attempt at fact finding, invited several attendees to speak further on this item.

Chairman Cornell asked for Commission discussion, although directed the focus toward short term vacation rental. Reis explained that the regulatory tool of rental licensing had mixed community response, but can be revisited.

Commissioner Guevara asked if the Commission should try to reduce VRBO's to revive the rental inventory or determine regulatory policy. Reis said that this use is less common in Nederland than for other mountain communities, but it is important to be proactive to recognize use and adjust the zoning code if so desired. She noted the benefits of lessened development for this market-drive use, whereas complaints usually fall in the realm of the nuisance code: trash, noise, parking, etc.

Ed Burne of Boulder, noted the recent surge in short-term rentals which can provide an income opportunity for homeowners, with justification for inspections if there are public safety issues. He highlighted the increased revenue with establishment of a lodging tax and increased visitor spending. He expressed concern about the City of Boulder's overly rule-bound approach, as owner-occupation can prevent a limited liability entity from being on a deed. Burne noted the self regulating aspect of social media as opposed to inspections, and said he supports town buy-in versus a regulatory approach.

Zachary Nassar provided information regarding Nassar Development construction in Copper Mountain and their experience with VRBO rentals which provided a tool to continue building and investing in the community during the economic recession. He said that despite a lack of established rules, they didn't encounter resistance to the 4% taxation rate, without mandated home inspection or monitored leases. He added that homeowners or HOA's can include nuisance issues within the lease.

Reis noted that a ballot issue could be presented to voters to retain the tax revenue from a special assessment tax. Chairman Cornell said that short-term rentals can deplete workforce housing, so it's essential to review all pros and cons.

Reis encouraged the Commission to familiarize themselves with the CAST study and the Estes Park white page.

Commission discussion referenced differences between Nederland and other resort communities, especially regarding the impact upon schools. Commissioners also noted the difference between short-term room rental and rental of entire home, the latter being more in line with a business. Reis said that commercial short term rental should

have fair business practice as for hotels. Reis said town staff can be directed to collect info, regarding limitations and regulation. Ivey reiterated previous Commission consideration that taxation can offset impacts upon infrastructure or creation of affordable housing.

Commission Herring mentioned the Estes Park VRBO process in which the application fee includes a certified letter of intent to neighbors, with any opposition requiring presentation before the Planning Commission. Reis noted the similarity with already established for liquor licensing. Herring asked if neighbors should have input about permanent or full-time VRBO's, as it can alter the nature of the neighborhood. Vice Chairman Williams questioned whether fees should include utility impact(s).

Commissioner Duggan inquired about GIS analysis assistance. Ivey said that he can establish a floor-to-area ratio (FAR) floor to area ratio element for zoning. Reis said that for commercial properties, it would be helpful to seek DDA support.

#### **H. OTHER BUSINESS**

Reis noted that the Board of Trustees voted to remove the allowance for marijuana cultivation and testing facilities in the residential zone districts at the January 5 meeting, and contained within Ordinance 739.

She said the upcoming election may include ballot questions, such as whether voters desire to “debruce” i.e. to remove adherence to revenue limits on TABOR; and a DDA tax debt request, if moved to ballot by the Board of Trustees. The latter ballot question would improve multimodal transit and parking in the downtown core.

Reis said the Election Candidate’s forum will be held on March 8 at 6pm at the Theater, moderated by Janette Keene Taylor and Hansen Wendlandt.

#### **I. ADJOURNMENT**

**Motion to adjourn was made by Commissioner Herring, seconded by Commissioner Seavers, with all in favor. Meeting adjourned at 8:36 pm.**

Approved by the Planning Commission,

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Roger Cornell, Chairman, Planning Commission

ATTEST:

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Cynthia Bakke, Planning and Building Technician



## AGENDA INFORMATION MEMORANDUM NEDERLAND PLANNING COMMISSION

Meeting Date: June 8, 2016  
Prepared By: Alisha Reis  
Dept: Planning & Zoning  
Consent  Information  Action  Discussion

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### AGENDA ITEM:

Discussion of Board of Trustees' Housing Goal for 2016-2018

### SUMMARY:

The Board of Trustees is scheduled on June 7 to consider the attached resolution to adopt the Board's goals for the 2016-2018 term. These goals arose out of a retreat attended by all members of the Board and Town management staff. A summary report of that meeting is attached. The primary themes of the emerging report were translated into goals, incorporating guidance from Vision 2020 and other guiding documents, as well as previous iterations of these goals.

With adoption of the attached resolution, the Board will announce its three primary goals to the public and promote these themes in budget discussions and other policy decisions.

At the Board's direction, three follow-up work sessions on these subjects have been established:

- *Economic Sustainability*: Joint session with the Nederland Downtown Development Authority (NDDA) on June 15 from 5:30 to 7 p.m.
- *Infrastructure*: July 12 from 6 to 8 p.m.
- *Housing*: Joint session with the Planning Commission on August 24 from 7 to 9 p.m.

It would be beneficial for the Planning Commission to begin discussion on what items may be ripe for discussion at the joint session, including policies the Commission expects to forward in support of housing to the Board, in light of the Commission's work plan.

### ATTACHMENTS:

- 1) Resolution 2016-19
- 2) Summary Report of Goals Retreat, May 9, 2016

**FINANCIAL CONSIDERATIONS:**

The adopted Board goals will help guide budget development for the next two years.

**#NEDZERO ALIGNMENT:**

The Board goals were aligned with the tenets of Vision 2020, the Comprehensive Plan and Master Infrastructure Plan, all of which contributed to the composition of #NedZero (public engagement tool following the adoption of the Town's Sustainability Action Plan).

**TOWN OF NEDERLAND  
Boulder County, Colorado**

**RESOLUTION 2016 - 19**

**A RESOLUTION ADOPTING 2016-2018 BOARD GOALS**

**WHEREAS**, the Nederland Board of Trustees (“Board”) and members of Town senior staff met to collaborate on goals for the next two years at a work session on May 9, 2016; and

**WHEREAS**, the Board finds that the resulting report on this work session accurately reflects the several goals arrived upon; and

**WHEREAS**, the Board finds that the goals below properly align with Town guiding documents, including the adopted Vision 2020 statements, Comprehensive Plan, and Master Infrastructure Plan; and

**WHEREAS**, the Board now desires to adopt these goals and more fully develop them via further discussion and other engagement of the Board, staff and the public.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF NEDERLAND, COLORADO:**

**Section 1.** The Board of Trustees hereby adopts and establishes the following as Priority Goals for the Town of Nederland for the 2016-2018 years:

Infrastructure. Maintain and improve current infrastructure to meet community needs now and into the future, prioritizing needs related to storm water management and well-functioning streets and pathways. Designs for infrastructure improvements should incorporate EPA-recognized green infrastructure techniques and other methods that serve to provide functionality while also supporting a healthy environment.

Housing. Support policies and projects that advance attainable, diverse housing for Nederland residents, particularly those with moderate to low incomes and those within the local workforce.

Economic Sustainability. Support policies and projects, in collaboration with the Nederland Downtown Development Authority, that encourage an economy that is locally oriented, self-sufficient and characterized by diverse and essential products, services and jobs that both support the local

community and are mindful of potential impacts to the environment. Recommendations put forth from the Comprehensive Plan, Mayor's Task Force on Economic Development's 2016 Report, and the NDDA 2016 Master Plan should be drawn upon to guide this work.

Section 2. This Resolution shall take effect immediately upon adoption.

**RESOLVED, APPROVED and ADOPTED this 7<sup>th</sup> day of June, 2016.**

TOWN OF NEDERLAND

By: \_\_\_\_\_  
Mayor Kristopher Larsen

ATTEST:

\_\_\_\_\_  
LauraJane Baur, Town Clerk



# Town of Nederland

## SUMMARY REPORT

TOWN BOARD AND STAFF RETREAT  
at  
Happy Trails Café

*May 9, 2016*

Suiter & Associates

## **INTRODUCTION**

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On May 9, 2016 the Nederland Board of Trustees and senior staff met at the Happy Trails Café to discuss relevant issues and set goals for the coming 2 years. In attendance were Mayor Kris Larsen, Mayor Pro Tem Charles Wood, Trustees Kevin Mueller, Stephanie Miller, Julie Gustafson, Dallas Masters and Topher Donahue; Police Chief Paul Carrill, Public Works Manager Chris Pelletier, Town Clerk LauraJane Baur, Community Center Coordinator Dawn Baumhover, and Town Administrator Alisha Reis. Gary Suiter facilitated.

The objectives for the retreat were agreed as follows:

- Get to know each other better
- Affirm the Town's vision statement
- Discuss/establish Board roles and protocol
- Identify and discuss major issues
- Establish goals and priorities for the next two years
- Humor and Candor 😊

Gary welcomed the group, and provided a bit of background on himself. He asked each participant to answer the following questions:

- What brought you to the town of Nederland?
- Where did you grow up?
- What skill sets do you bring to the table?

The introductions revealed some common elements among Board and staff members and identified an impressive set of skill sets, as follows:

- Aerospace engineer with experience at Los Alamos National Lab
- Systems and data analysis (2 participants have this experience)
- Information technology
- Bringing out the best in people
- Staff development
- Three participants had experience in communications, planning, building relationships, and partnerships
- Synthesizing large volumes of information
- Transportation planning
- Communications and public relations
- Environmental experience
- Planetary science – worked at Jet Propulsion Laboratory
- Outdoors and recreation experience

- Emergency response
- Nonprofits and partnering
- Law enforcement/criminal justice/criminal investigations/cybercrime
- Engineering and construction
- Accounting
- Management
- Mechanical aptitude
- Excavation
- HVAC and refrigeration
- Mechanical engineering
- Building LEED certified buildings

Gary noted the diversity of background and depth of experience with the Board and staff members, and encouraged the group to utilize that experience in moving the Town forward.

Gary briefly described his approach to **strategic planning**:

#### **Purpose**

- Clarifies your most important and compelling beliefs
- Provides overarching guidance for future leaders
- Prevents ending up where you do not want to be

#### **Issues**

- Surfaces conflict
- Shows differing perspectives
- Clarifies the problem(s)
- Can be emotional
- Takes the most time

#### **Outcomes**

- Visualize what success looks like
- Be clear on where you are going
- Be sure it is consistent with purpose
- Set your goals

#### **Resources**

- What do we have?
- What else do we need?
- How much will it cost?
- Quality, speed, and cost – pick two

### **Timing**

- Provides context
- Brings goals closer to reality
- Allows for small successes early on
- Be realistic
- Be flexible

## **VISION REVIEW**

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The group spent some time discussing Nederland Vision 2020, developed by the citizenry in 2011.

The Chief of Police noted the importance of adding public safety to the vision statement. Discussion followed. The group generally agreed that the vision statement is a community-based document and that it should be left as is. One person noted that a commitment to the environment is also a safety issue. Quality of life was noted as being an important aspect of the vision statement. The Board thought it best to honor the work of the citizenry done in 2011 and not take on revising the vision statement at this time.

## **ROLES, PROTOCOL AND AGREEMENTS**

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The Board had substantive discussions on procedures and protocols for work sessions, regular meetings, staff contact, public involvement, etc.

Gary briefly reviewed the roles of Board and staff, including the difference between policymaking, and implementation (administration). He described it as the difference between the “what” (policy) and the “how” (implementation).

The point was made that staff also needs to respect the knowledge of the Board members. There was a discussion on trust and how to build and maintain trust through communication, sticking to your roles, and “how the message is delivered”. It was also noted that follow-through builds trust.

The Board and staff clarified expectations. Following are some of their preliminary agreements:

- Discuss and clarify roles of staff and consultants
- Establish timelines on a project to clarify expectations
- Stick to the “rule of four”. That is, affirming staff direction with a nod of four trustees
- Staff will ask for clarification if unsure of Board direction

- Staff to create and maintain a running list of Board requests
- Discuss, agree, and stick to formal and informal communication rules in advance of the meeting
- Staff to provide “equal time and equal information” to the Board of Trustees, to the extent possible

## **GOALS AND THEMES**

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Three major themes were identified. Discussion occurred on how the Trustees’ goals align with, or are supported by, the various plans that have been adopted by the Town. For example, Vision 2020, the Master Infrastructure Plan, and the Comprehensive Plan. The Board will work to collaborate with advisory boards and community groups working on these items, in line with the expressed policies of these plans.

1. **Infrastructure** – Schedule a study session on the whole plan in July. Include streets, storm water, and funding for the 2014 Master Infrastructure Plan. Discussed the “how” in developing infrastructure improvements. Consider future generations in design and development. How do we implement the plan without culverts and ditches? Consider other, more natural methods of storm water control. Identify the needs to be addressed by each project. Budget accordingly.
2. **Housing** – Schedule a study session, aiming for August. Discuss:
  - Available land for housing – what are the goals? The Town of Nederland needs to formally commit to developing the existing Town Shop site on 5th Street for affordable housing, per the original intention of the Mud Lake IGA
  - Staff to draft the definition of affordable housing to be adopted by the Board
  - Land use code changes to be considered in support of housing
  - Density code to be considered soon
  - Set expectations with the Planning Commission – look at the codes and suggest changes to the Board
  - Meet with landowners and developers to encourage housing development, particularly for those with moderate incomes
  - Be proactive with the public in discussing these needs
  - Develop a baseline. What’s the current building footprint? What’s our build-out scenario for the community?
  - Consider VRBO impact – shared economy -- on affordable housing availability
3. **Economic Sustainability**
  - a. Schedule a study session for June
  - b. Calendar should aim for August ballot referral at the Board and November vote

- c. Priority is to pass the Downtown Development Authority debt authorization in 2016
- d. Clarify the purpose of the DDA; improve the “messaging” of the master plan update currently being completed
- e. Consider the Economic Development Task Force report recommendations
- f. Reinstitute the Chamber of Commerce
- g. Support local job growth
- h. Consider the environment
- i. Remote “location neutral” jobs
- j. Consider land use code changes – what are the barriers?

Other Discussion Items:

- How meetings are run. How to deal with public misconduct? Board will discuss further at a Study Session.
- The Police Chief noted the need to update the criminal code, including camping, traffic, and parking. A suggestion was made to increase public outreach in consideration of these codes. How do we address complaints of marijuana odor?
- It was also suggested that recruitment and retention of staff be established as another goal. This would include updating the compensation and classification plan. It was also noted the importance of volunteers in conducting the work of staff that they do not have the time or resources to get to.

**SUMMARY OF ACTION ITEMS**

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- *Schedule a study session on meeting protocol for May 25. Discuss and agree to formal and informal communication guidelines.*
- *Economic Sustainability – Schedule study session in June*
- *Infrastructure – Schedule study session on the whole plan in July*
- *Housing – Schedule a study session in August*
- *Staff to maintain a running list of Board requests*

Gary thanked the group for their ideas, participation, and commitment to move the Town forward in a positive manner.

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## AGENDA INFORMATION MEMORANDUM NEDERLAND PLANNING COMMISSION

Meeting Date: June 8, 2016  
Prepared By: Alisha Reis  
Dept: Planning and Zoning  
Consent  Information  Action  Discussion

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### **AGENDA ITEM:**

2016 Work Plan Discussion -- Housing Goal Tools: Overlay districts and Incentives

### **HISTORY AND PREVIOUS COMMISSION ACTION:**

The Planning Commission previously discussed various tools to advance housing initiatives, in line with the primary focus of its 2016 Work Plan.

For discussion are two of them: overlay districts and incentives. Staff will present information on these subjects and pass out materials.