

BOULDER COMMUNITY ASSESSMENT

2017



RURAL

PLANNING GROUP

TABLE OF CONTENTS

Introduction3

Methodology3

Community Snapshot (Demographics).....4

Financial Analysis - City Financial Ability6

SWOT Analysis.....7

Community Identity8

Signage Analysis

Dark Sky Analysis

Land Use13

Sensitive Lands Components

Population Density Map

Zoning Map

Septic Tank Absorption

Code Analysis

Community and Economic Development30

Housing34

Housing Condition Assessment

Appendices

Appendix A: Housing Documents.....38

Appendix B: Boulder General Plan Notes41

Appendix C: Resident, Business, and Leadership Survey..43

Appendix D: Additional Resources47

NOTE

This document is disseminated by the Rural Planning Group, a project of Housing and Community Development, part of the Department of Workforce Services, in the interest of information exchange. The state assumes no liability for its contents or use thereof. This publication does not constitute a state standard, specification, specific recommendation or regulation.

SPECIAL THANKS

The Rural Planning Group would like to thank Carla Saccomano and the Boulder Town Council and Planning Commission for their hard work on behalf of Boulder and for the support and cooperation of Boulder’s citizens and residents.



INTRODUCTION

Boulder Town invited the State of Utah's Rural Planning Group (RPG) to perform a community assessment in June 2017. Town leaders identified four primary issue areas currently facing Boulder: (1) community identity, (2) land use, (3) economic development, and (4) housing. RPG spent the majority of its time studying these issues, which constitute the following sections of this document. While onsite, RPG interviewed town leaders and residents, conducted surveys, and held a town meeting to collect feedback on each of the four primary concerns. RPG also performed analyses on Boulder's dark sky, signs, and general plan.

For each issue area, this report addresses the current conditions in Boulder and makes recommendations for change and further action. As Boulder Town continues to prepare for the future and to develop plans and strategies, this guide should be used to understand Boulder's current conditions and identify possible actions.

METHODOLOGY

Survey results from the town council and planning commission were used to identify core issues before an onsite assessment. Rural Planning Group spent two days in Boulder conducting interviews with residents in their homes, distributed surveys door-to-door, and hosted a town hall meeting. There was no attempt to draw a scientific sample for the survey, simply general opinion sampling. Copies of the survey were left at Town Hall and multiple residents were surveyed on the phone before and after RPG visited Boulder Town. Copies of the surveys and their results are found in Appendix C.

While in Boulder, Rural Planning Group conducted a dark sky analysis by observing artificial light conditions at night and comparing to best practices. Rural Planning Group also performed a sign analysis by examining signage from an outsider's perspective.



COMMUNITY SNAPSHOT (DEMOGRAPHICS)

Demographics are central to both land use and housing issues. For towns with small populations such as Boulder, the decennial U.S. Census provides the most consistent and accurate information. The American Community Survey (ACS) that is conducted annually for all communities is generally unreliable for small towns (due to high margins of error—see chart below). As a result, planning assumptions based on ACS assessments can lead to inaccurate conclusions. To ensure the most accurate demographic data is used in their planning documents, Boulder Town can either (1) generate its own data, or (2) wait for the results of the 2020 Federal Census. The population pyramid in Figure 2 (page 5) reflects the best population information available for Boulder from the 2010 Census (Green = male, Orange = female).

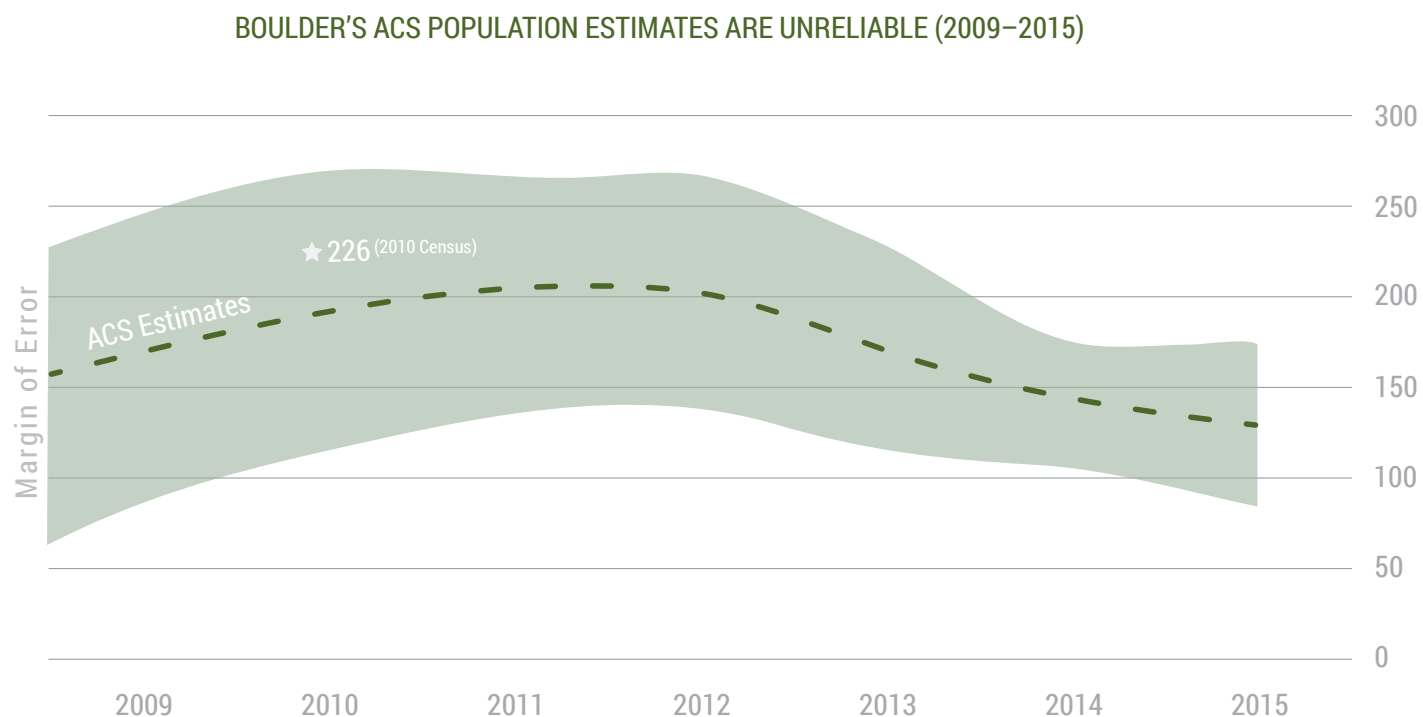


Figure 1: ACS Population estimates are generally unreliable for small towns because of the large margin for error.

The annual American Community Survey data provides inaccurate population estimates for small towns; towns must decide to obtain their own data or wait for the decennial census to ensure accurate demographic data.



POPULATION PYRAMID 2010 Census

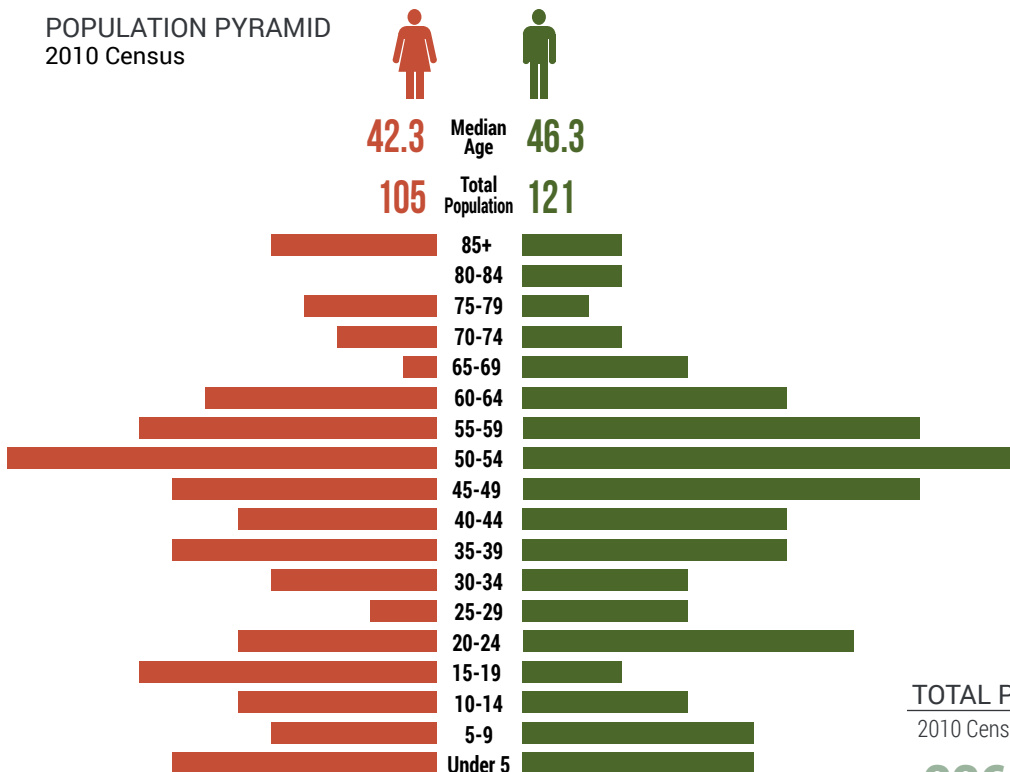


Figure 2 shows Boulder's population by age and gender. The city's largest population group is adults between the ages of 45 and 64. The median age in Boulder in 2010 was 45. Boulder has a top-heavy population pyramid, which means more elderly people and a smaller labor force. This indicates that needs for elderly-oriented services, such as transportation, healthcare, recreation, etc. These will become increasingly important in future years. Without a strong labor force the local economy will continue to struggle.

TOTAL POPULATION	
2010 Census	2015 ACS
226	130

MEDIAN AGE	
2010 Census	2015 ACS
45	53.5

Figure 2: Population Pyramid from 2010 census data; the age pyramid shows a large cohort in their 50's.

FINANCIAL ANALYSIS

INDICATOR	BOULDER	ACCEPTABLE STANDARD	RATING	
Median Income	\$40,625	\$53,482	Adequate (65–90%)	ECONOMY
Market Value per Capita	\$96,954	\$55,000	Strong (\$80,000–100,000)	
General Fund Balance as % of Operating Revenues	35%	1–4%	Very Strong (≥ 15%)	FINANCES
Unreserved General Fund Balance	77%	2–8%	Very Strong (≥ 15%)	
Debt-to-Market Value	1%	≤ 3%	Low (<3%)	DEBT
Debt Service-to-Operating Expenditures	6%	≤ 8%	Low (8%)	
Overall Debt per Capita	\$912	\$1–2,000	Low (<\$1,000)	
Appropriate Debt Amortization	19% @ 5 yr; 39% @ 10 yr \$40,000 2016–2020 \$40,000 2021–2025	25% @ 5 yr; 50% @ 10 yr	Adequate	

Table 1: Boulder's finances are generally strong and appear well-managed.

To assist leaders in better understanding their fiscal condition, the Rural Planning Group conducted a high-level financial review, measuring local performance against benchmark standards based on 2015 financial statements (the most recent submitted to the Auditor's Office). These are intended to raise questions and generate discussion—they should not be taken as a final statement on the fiscal health of the community.

The following are brief explanations of the importance of each of these financial metrics.

Median Income

Median income divides community income levels into two equal groups: half earn more than the median and half earn less. It helps to identify individual wealth in the community and the potential to absorb tax or rate increases.

Market Value Per Capita

This metric divides the community's total market value, or value of all taxable property, by the community's population. This helps leaders understand if raising property taxes is feasible.

General Fund Balances as % of Operating Revenues

This metric contrasts revenue with expenses and answers if the community is operating at a profit or loss. It helps leaders with a basic gauge of fiscal management.

Unreserved General Fund Balance

Communities should have a buffer to absorb unexpected expenses, but should not leave the general fund unallocated. This metric shows how much of a buffer is available.

Debt-to-Market Value

This metric divides the community's debt by its total taxable property. It provides a reference for the community's ability to raise property taxes to pay off its debts if needed.

Debt Service-to-Operating Expenditures

This calculates how much of total operating expenditures is being used to pay down community debt. If too high, it indicates the community is debt-burdened.

Overall Debt per Capita

This divides the total community debt by the population of the community. It is used to view each community members' portion of the community debt and can be helpful to understand the community's ability to pay down debt.

Appropriate Debt Amortization

This benchmarks the towns current rate of paying down debt to see if the community is retiring its debts at a healthy rate. Debt is important for communities, but equally should be paid down at a steady rate.

SWOT ANALYSIS

The following table aggregates community comments and RPG's impressions of the town's strengths, weaknesses, opportunities, and threats (SWOT) currently facing Boulder Town. While the Town members and leadership know these strengths and weaknesses better than RPG or any outsider could, it is useful to understand the perception of those viewing Boulder from the outside. As Boulder plays to its strengths, mitigates its weaknesses, takes advantage of its opportunities, and prepares for its threats, Boulder will be better prepared for its future.

STRENGTHS

WEAKNESSES

<ul style="list-style-type: none"> Proximity to national parks, public lands and recreation Natural beauty of landscape Engaged leadership 'Small-town feel' Located right off scenic Highway 12 Anasazi State Park Friendly, cohesive community Cluster of excellent dining options Nice playgrounds Beautiful town buildings and facilities 	<ul style="list-style-type: none"> Limited employment opportunities Lack of accommodations for tourists Aging workforce Isolated Fear of business development No critical mass or sense of place Lack of community infrastructure (medical, grocery) Limited way-finding Lack of available and affordable seasonal housing High price of lands
<ul style="list-style-type: none"> Outdoor recreation Tourism Local food community & culture Local artisan cluster Local value-added agriculture Distinct Boulder culture State and national parks Educated and engaged citizens Good 'getaway & unplug' location Boulder Mountain Lodge Scenic drive Southern gateway 	<ul style="list-style-type: none"> Aging /declining population Lack of incoming residents Flight of young people Price of gas Fluctuations in tourism Growth Seasonal nature of the economy

OPPORTUNITIES

THREATS

COMMUNITY IDENTITY

INTRODUCTION

Community identity entails how a community is perceived internally and externally. It includes the general aesthetic as well as the cohesion among community members. Community identity is important to establish because it shapes elements that a community would like to retain into the future. Meeting attendees and survey respondents were asked two survey prompts about Boulder's community identity:

1. *Describe the community's current state by responding to "Currently Boulder is..."*
2. *Describe their desires for Boulder's future by responding to "In 10 years Boulder should be..."*

Residents identified the following as important factors for locating or staying in Boulder:

- Close proximity to trails and open space
- Overall quality of the community
- Neighborhood character
- Recreation access
- Safe community
- Place you like to show to friends/visitors
- Able to cross paths with neighbors and community members
- Good place to raise a family
- Reputation of community
- Proximity to family and friends

CONDITION

Most respondents mentioned Boulder's beautiful scenery, tight sense of community, and isolation as strengths of the community. Some residents mentioned the town's lack of services (health care, retail, food service, etc.) as a weakness while others saw it as a strength to keep tourists at bay. Residents are resistant to change and enjoy their quiet, isolated town the way it is now; however, many residents also suggested a need for tourism related growth.

As for the future, respondents overwhelmingly spoke of their desire to retain Boulder's current look and feel as isolated and scenic. This response was backed up by our resident survey. When asked what they would like Boulder

to look like in 10–20 years, the majority of respondents (57%) said that they would like the town to look similar or the same as how it is now. Many respondents also spoke of their desire to see a locally owned grocery store, restaurants, and other businesses. However, it is important to residents that any new businesses in town are owned by residents who appreciate the town's aesthetic. While this is not something that the community can control, it is useful to recognize that residents' ideal economic development either comes from within, or from people who want to move and live in Boulder. Respondents would also like ranching, agriculture, and cottage industry to continue to develop and thrive during any business or service expansion. Residents stressed that the town must find an affordable housing solution for seasonal workers in order to be able to grow economically without becoming an exclusive, elitist second-home community.

EVALUATION

The key to preserving the town's community identity will be finding a balance between new people, businesses, services, and housing that the town needs to survive, with the quiet, pristine natural environment that residents want to retain. Almost all residents expressed their desire that the town not become like Moab or Park City. In this respect, it is critical that Boulder understand what they can and cannot control. While working towards community ideals, Town leadership must be careful not to abridge property rights.

RECOMMENDATION

Many of the solutions proposed below are ideas from Boulder residents, discussed during individual interviews and group discussion. RPG believes that these ideas will help Boulder expand economically, enticing young people and families, while still retaining Boulder's unique, rural feel.

- Provide a town shuttle to serve residents' needs and avoid an influx of services in Boulder.
- Expand the farmer's market and run more consistently throughout the year, including a winter market in the city building, in order to promote cottage industry and buying locally.

- Expand and improve the town's fiber optics to provide consistent, high speed internet in order to entice young families and others who can work remotely.
- A new "Welcome to Boulder" sign that is aesthetically pleasing and identifies Boulder's core.
- Capitalize on some of Boulder's best products (e.g. cheeses, beef, etc.) as exports to create a definitive "Boulder" brand.
- Revisit the general plan, especially the vision and goals section, to ensure that they are measurable and achievable (see Appendix B for suggestions).
- Increase events and programs that promote a shared identity, especially between ranchers and some of the younger community groups.
- Monitor lighting around town to make sure it complies with Dark Sky guidelines.

SIGN ASSESSMENT

RPG and Epicenter examined Boulder's signs along Highway 12. Boulder has struggled with balancing appropriate sign regulations with the needs of businesses to be recognized.

The Southern Gateway: The southern gateway sign has limited function and visibility. The town name is below the map, making it difficult to see, particularly when tourists are examining the map. While the parking area and lookout are used, the area is poorly maintained with an abrupt shoulder and significant potholes. This area could be a great asset for the community—particularly for identifying recreational and cultural opportunities.

The Corner: The Burr Trail Sign needs to be refreshed. It has an authentic, do-it-yourself look but has been weathered and neglected. Parking opportunities at The Corner are hard to define, and there may be some concerns about UDOT's right-of-way ownership.



The southern gateway has greater potential for educating visitors about Boulder's attractions.

Off-street trail: There is evidence of an off-street trail in town, but RPG is uncertain if it was a formal or informal trail. This type of amenity would be great for visitors looking for an off-street place to walk—further pedestrian connections could be encouraged as well.



The Burr Trail sign is authentic but needs a refresh.

Town Hall: Some type of wayfinding signs are necessary for identifying where the city hall, park, and post office are located from Highway 12. These assets are not easily identified.

Business signs: With the exception of the Hell's Backbone Grill and Mountain Lodge, business signs are not consistent or effective. Some use movable A-frame signs and others rely on building fixed signs. It is easy to miss these businesses while driving through at highway speeds. Flexibility for sign size may need to be considered for commercial areas and should fit an accepted local aesthetic.



A-frame signs like this one help notify visitors of what businesses are available.

Northern Gateway: Given the distance between the commercial areas of town and the northern gateway sign, it may be appropriate to move the sign closer to the core of town, or have a second "Welcome to Boulder" sign near the center of town to help avoid confusion.



Example of a potential wayfinding sign



Example of a potential welcome sign when arriving in the core of town



Example of potential business or community identification signs



Example of a potential welcome sign for the south pulloff

EXAMPLES OF TOWN SIGNS FOR INSPIRATION, COURTESY OF EPICENTER

DARK SKY ANALYSIS

Boulder has previously considered pursuing a dark-sky ordinance and town designation. According to the RPG analysis, the town does not emit significant light pollution. Some residents had reservations about pursuing dark-sky efforts, stating that dark-sky means dark-town and that they would not be able to have exterior lights at night. However, dark sky simply means ensuring that the lighting in town doesn't unnecessarily obstruct the natural night sky. Becoming a certified dark sky town or park and establishing policies that protect against significant, increased light pollution is best accomplished now so the community can avoid light pollution problems rather than trying to mitigate them in the future.

RPG examined several areas of town for dark-sky practices and drove a short distance outside of town to judge the effects of any light pollution on night-sky visibility.



Street lights like this one emit unshielded light pollution both upwards and wide on both sides. The warm spectrum of light is better for night wildlife and is effective for vehicles. To reduce light pollution, it should be shielded and directed down to the streetscape more.



Town Hall: Although not observed in operation, lighting around the town hall grounds is well shielded and placed relatively low to the ground. Building lighting is well shielded, directed down, and in the warmer light spectrum. Given the proximity to the athletic court and playground, as well as use for public meetings, the nighttime lighting is useful. However, using timers or motion sensors could reduce the light footprint.



Fire Station: The light is well positioned, but needs further shielding and direction to focus on the door entry and reduce light pollution. It likely does not require the full wattage illustrated in this picture and could be reduced or set to a motion detector.



Boulder Mountain Lodge and Hell's Backbone Grill: Attractive wooden signs are both brightly lit at night. Lighting is well directed towards the signs to avoid excessive spillover. Lighting intensity may be stronger than needed. The community can institute policies that ensure this type of directed, sky-sensitive lighting is approved and implemented in any future development.

Boulder Mountain Lodge: Does a good job of subdued, low-intensity, directed lighting on its campus. Lighting appears sufficient for the needs of those visiting the hotel and was well designed for light sensitivity. Their lighting could provide a good model for lighting requirements.



View from southern welcome sign: While some lights were visible, the town did not produce a significant level of light pollution to disrupt the night-sky visibility from this site.

Park lighting: Lighting at the park next to the town hall uses the less-desirable cooler light spectrum and should be placed on a timer, on demand, or a motion detector to limit the unnecessary use of lighting.

RPG recommends instituting a dark sky ordinance to help meet stated goals in the town general plan while ensuring agricultural outdoor lighting uses are protected. The community can take multiple approaches to addressing current lighting issues and ensuring that future growth does not jeopardize this critical component of community character. First, the community can focus on addressing lighting on community properties (fire station, parks, street lights, etc.). Next, the community can adopt ordinances that require shielded lighting, warmer light spectrums, and lower light intensity. Any light ordinances adopted should be sensitive to ranching and farming needs; lights are critical to these operations and animal and human safety. RPG recommends either excluding agricultural uses from these requirements or having significantly reduced requirements. If no action is taken, future development will unnecessarily increase light pollution.

LAND USE

INTRODUCTION

Given the amount of state, federal, and sensitive lands in-and-around the town, Boulder leaders identified current and future land use as a critical community issue.

Land use decisions will play a fundamental role in determining the town's identity, look, and feel; its housing market and population; and its economic development. Rural Planning Group used available demographic and geospatial data as well as the Boulder Town general plan, zoning ordinance, and zoning map to assess current land-use conditions. This review guided RPG discussions with residents in a survey and through a public meeting addressing local concerns about land-use decisions.

To help with local land-use decisions, RPG collected sensitive lands data that includes slope, wildfire, floodplain, wildlife, and septic capacity layers. Sensitive lands are the physical and biological attributes that contribute to the health, safety, and welfare of humans and the environment. Sensitive lands, along with other biological and cultural attributes and resources, should be a critical component of current and future land-use decisions. The components identified in this model are meant to provide a foundation for land-use decisions—not a completed plan. These maps, alongside a brief description of each, are included in this section.

CONDITION

Many of the town's stated goals in the general plan address land use. The town wants to preserve open and agricultural lands, promote dark skies, reduce pollution, and encourage affordable housing. The town also has stated goals to promote organized growth.

Leadership Survey

Every leader listed land-use questions as a top concern. In open-ended questions, leaders stated that “handling large agricultural lands being gradually subdivided... [and] looking ahead to municipal waste treatment in lieu of unlimited, individual septic systems” were of concern, especially related to future growth pressure.

Community Survey

Community members highlighted land use as the most critical issue facing the community in open responses. However, the range of responses differed between a group that embraces smaller lot sizes that lead to more affordable housing for families and those that prefer maintaining current population size.

SENSITIVE LANDS COMPONENTS BREAKDOWN

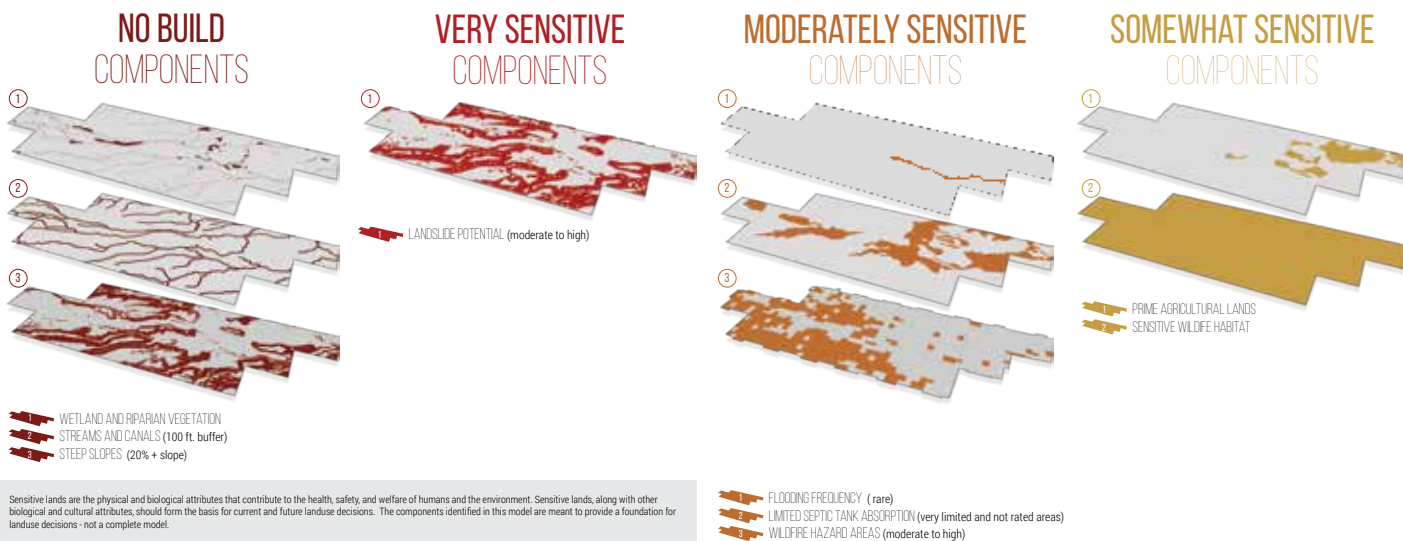
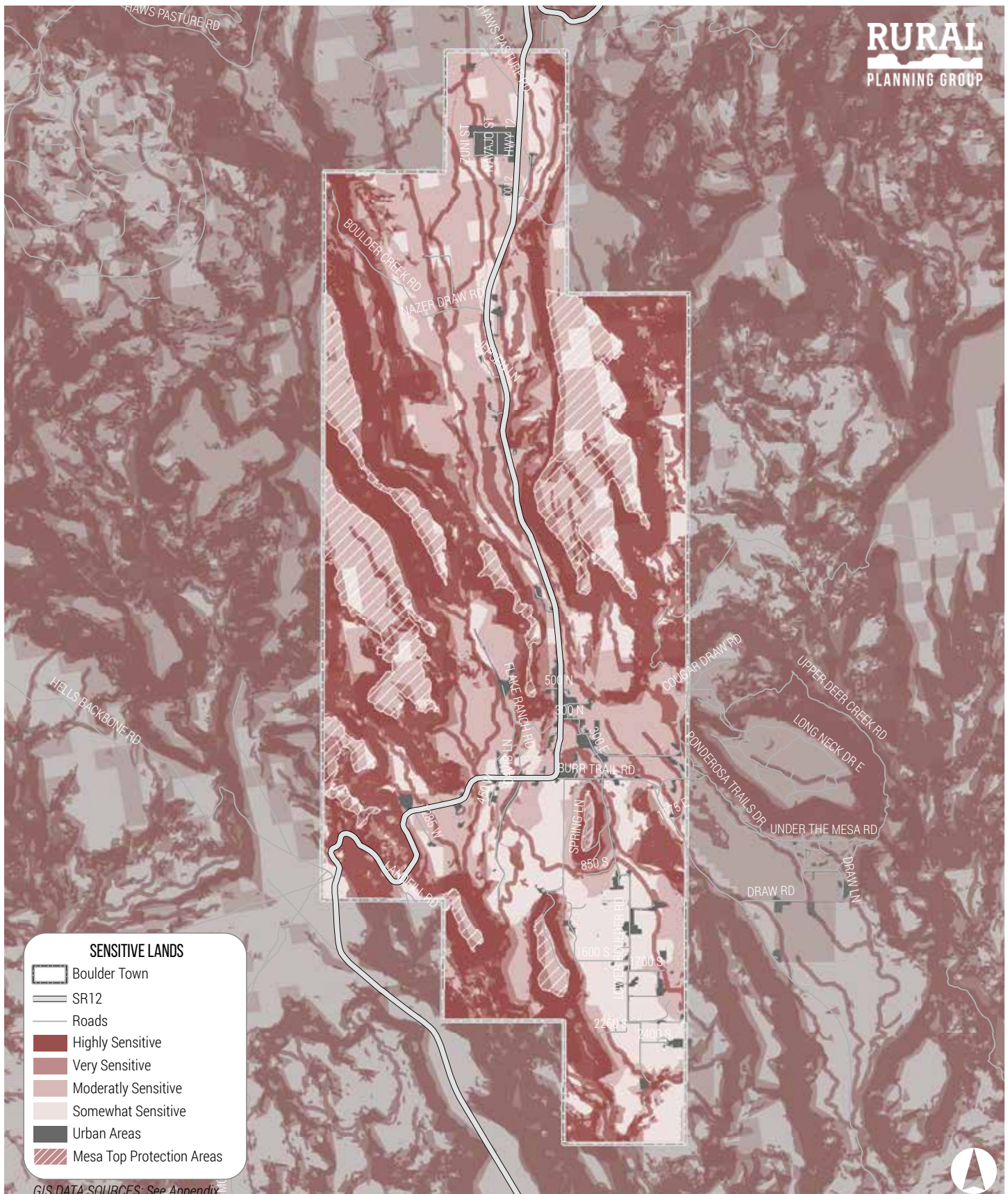


Figure 3: Sensitive Lands Components Breakdown

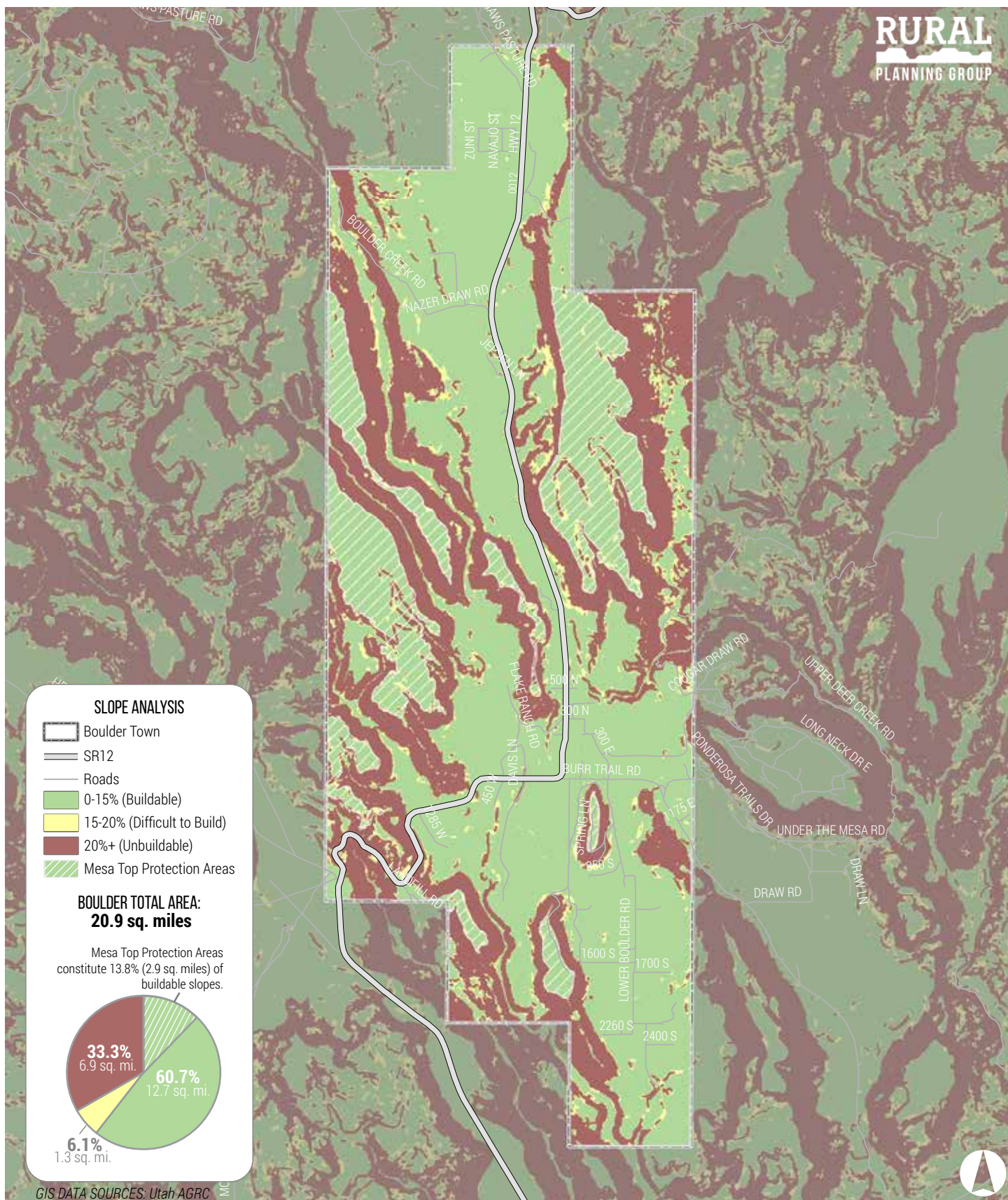


BOULDER TOWN 2017 Community Analysis

SENSITIVE LANDS

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 4: Sensitive Lands Map

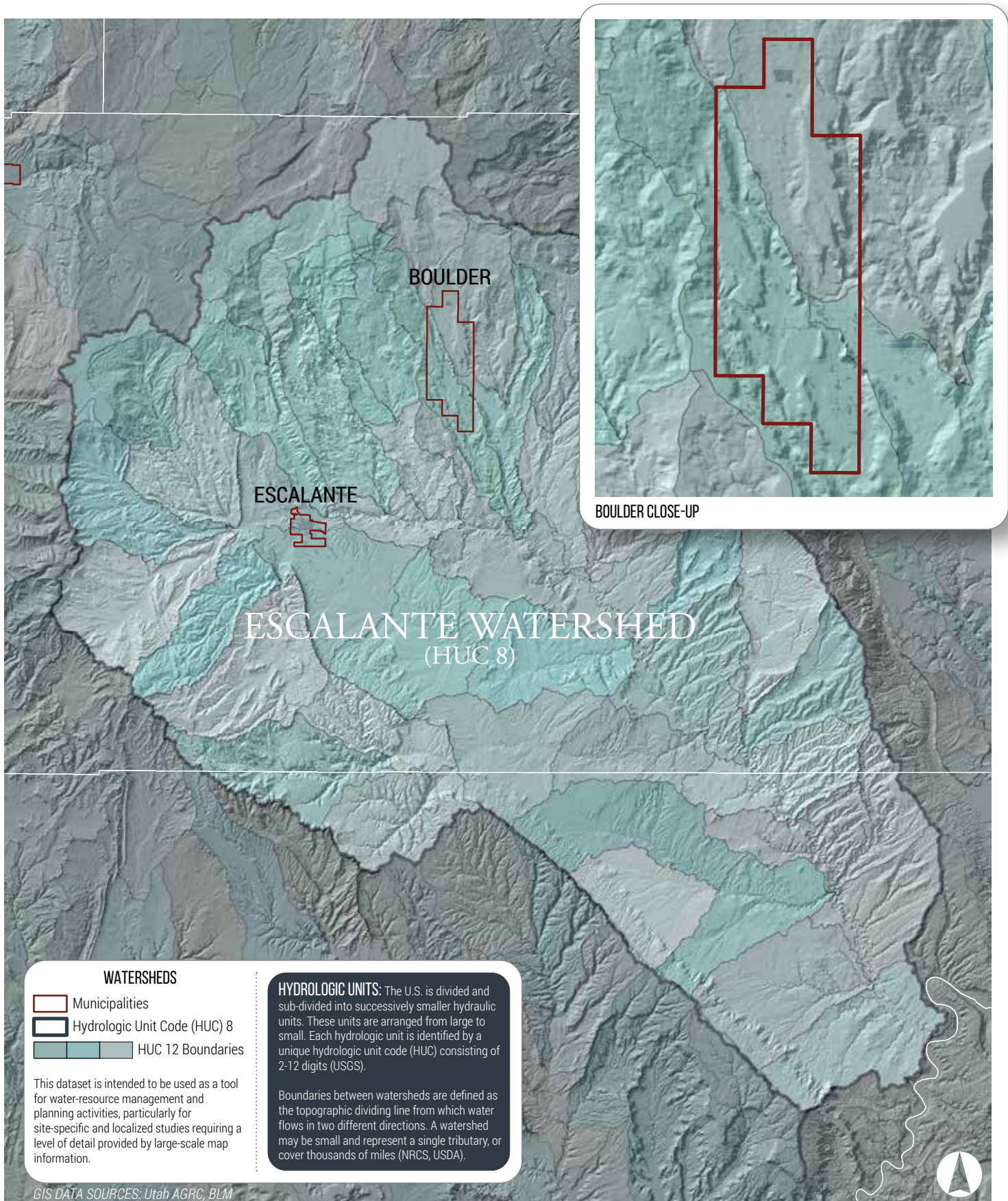


SLOPE ANALYSIS

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available

BOULDER TOWN 2017 Community Analysis

Figure 5: Slope Analysis Map

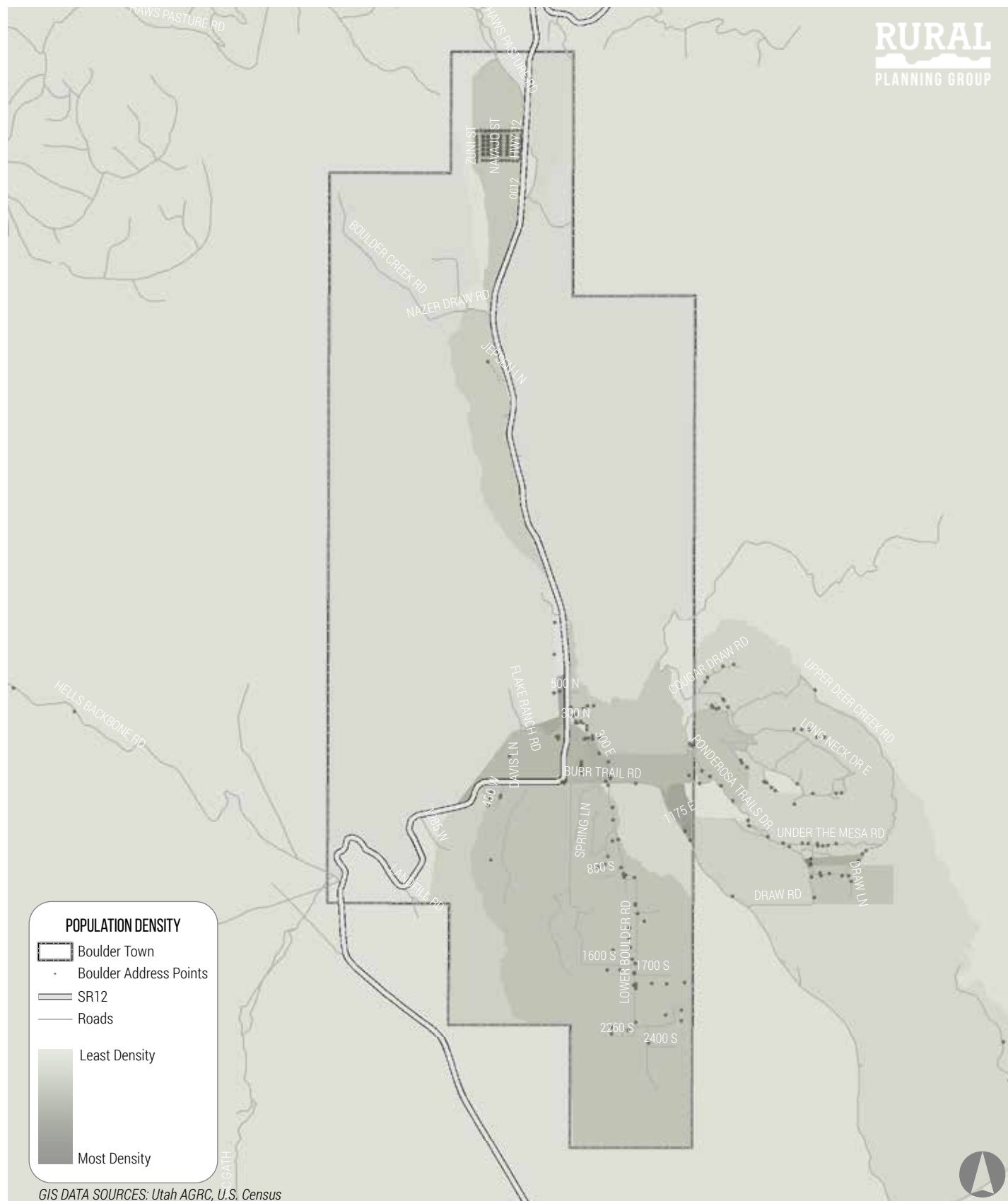


Not to scale

BOULDER TOWN 2017 Community Analysis

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 6: Boulder watershed/surrounding watersheds

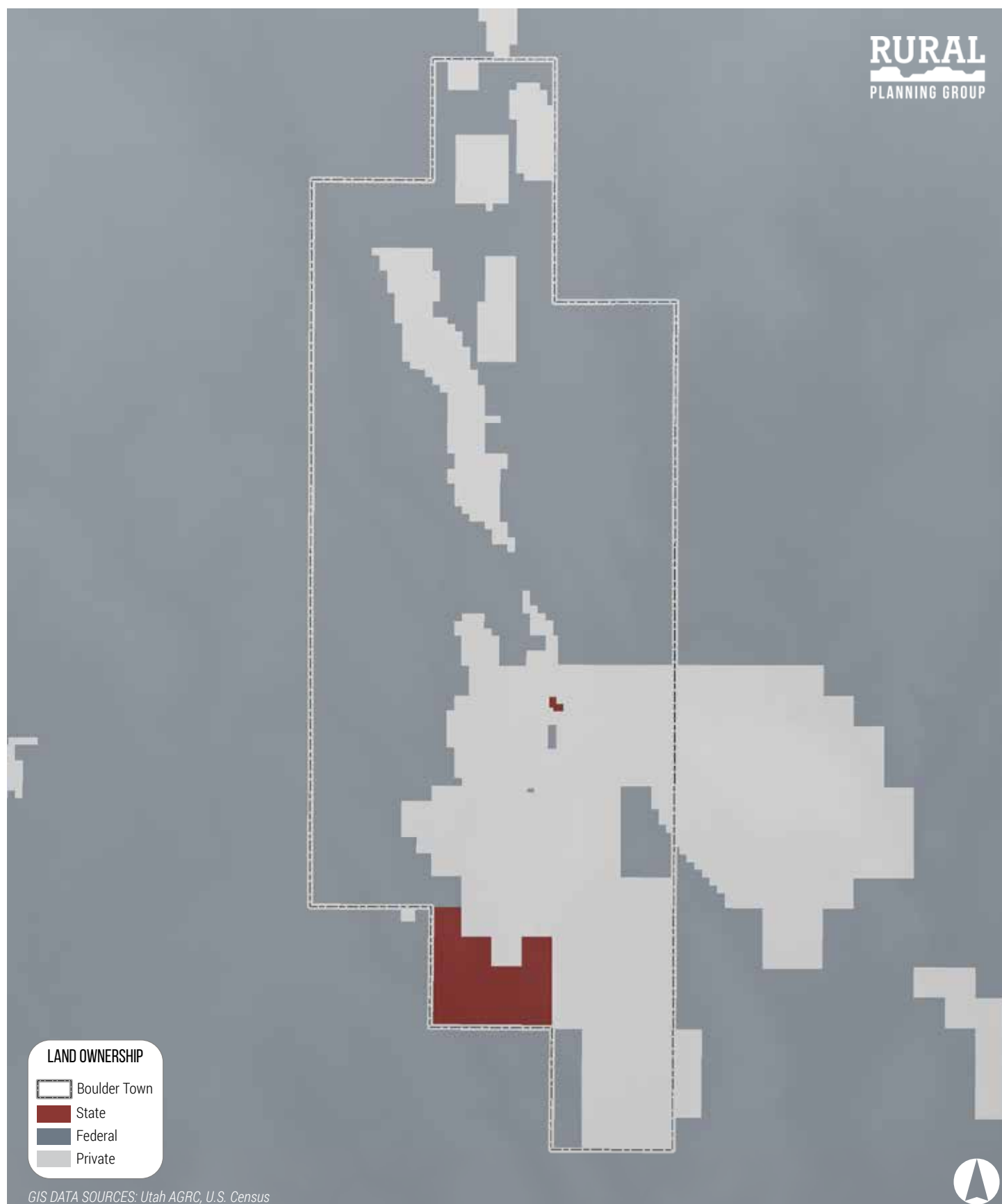


BOULDER TOWN 2017 Community Analysis

Figure 7: Population density map

POPULATION DENSITY

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

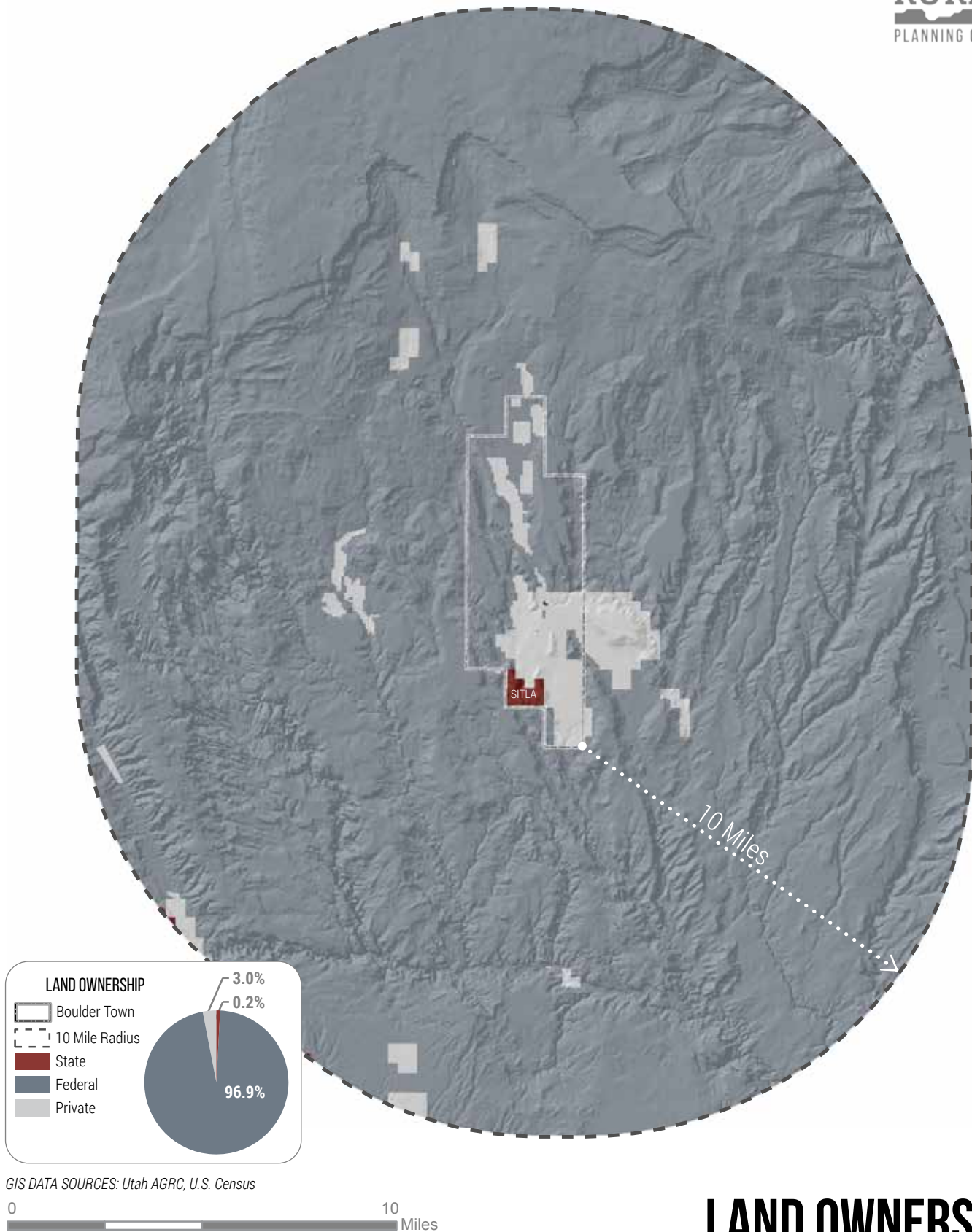


BOULDER TOWN 2017 Community Analysis

LAND OWNERSHIP

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 8: Land ownership within Boulder and the immediate vicinity



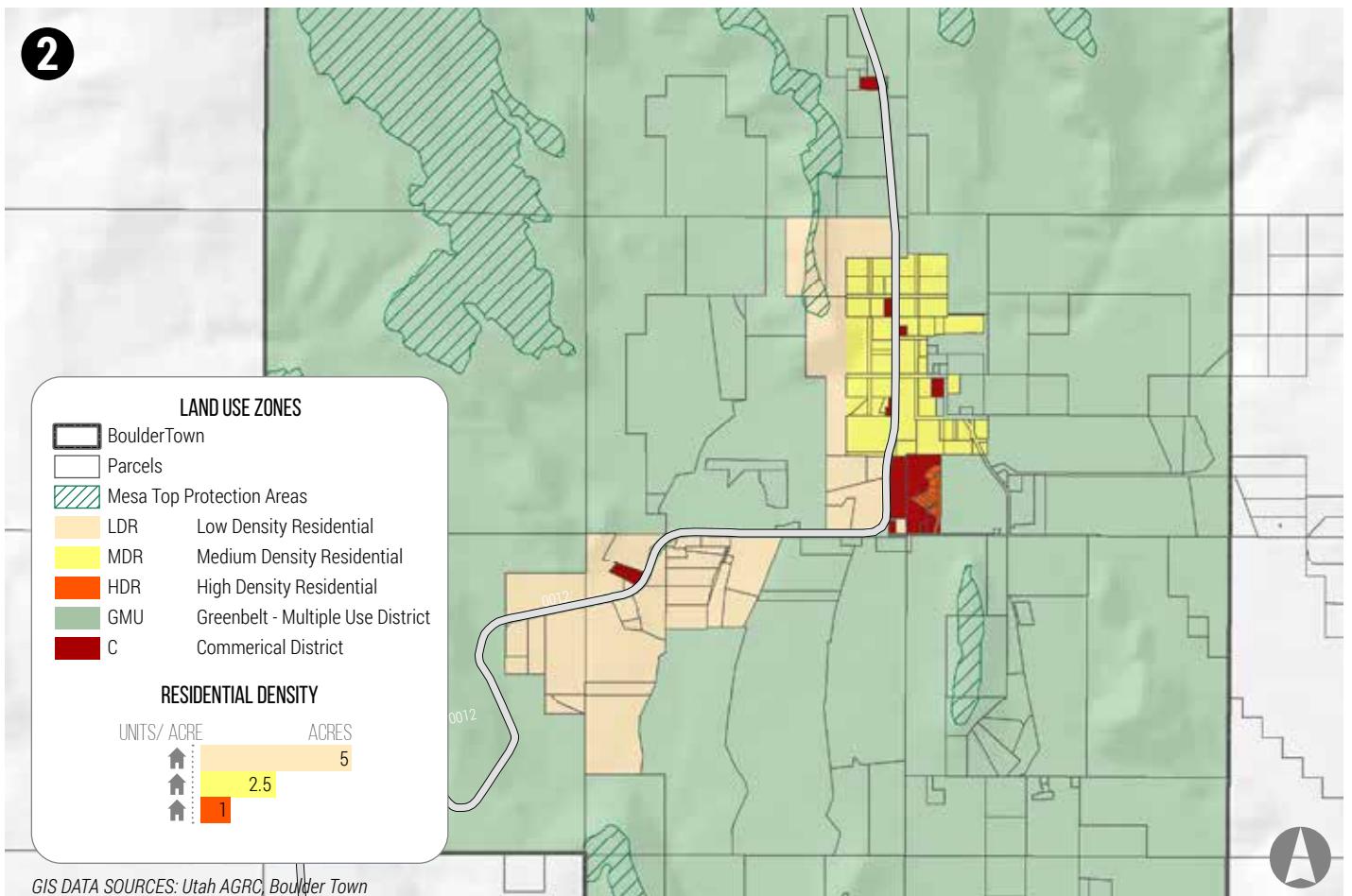
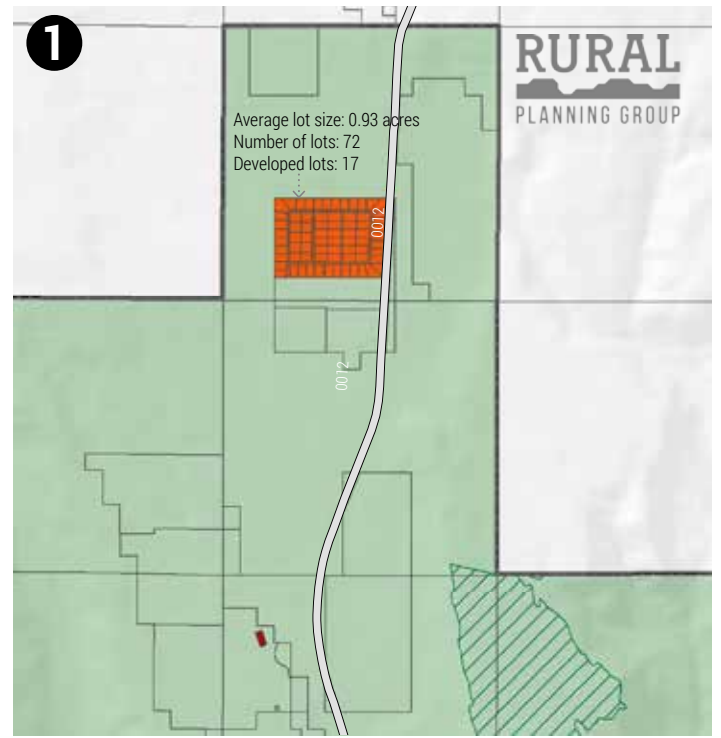
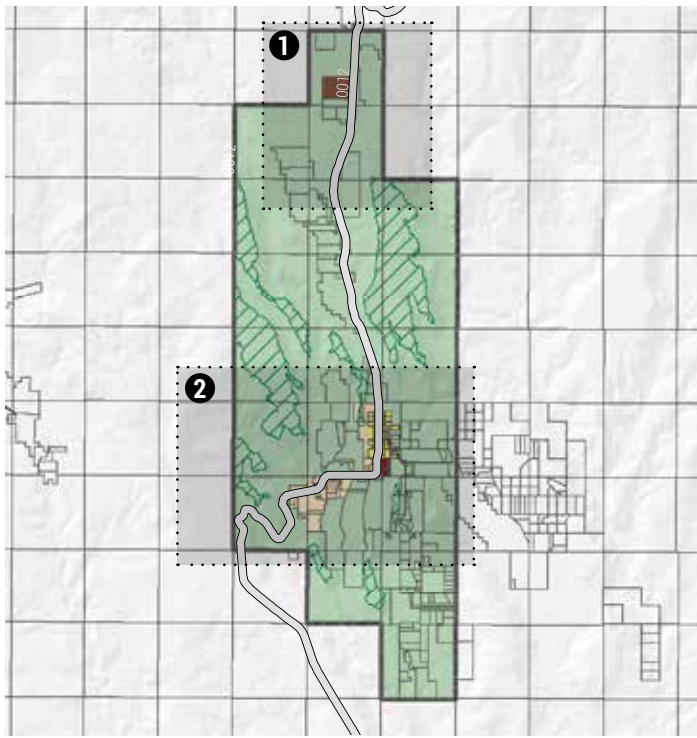
GIS DATA SOURCES: Utah AGRC, U.S. Census

BOULDER TOWN 2017 Community Analysis

LAND OWNERSHIP

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 9: Annexation considerations, land ownership around Boulder. 96.9% federal land refers to pictured 10-mile radius surrounding Boulder, not within Boulder's boundaries exclusively.



ZONING

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

BOULDER TOWN 2017 Community Analysis

Figure 10: Zoning Map

ZONE	% TOTAL LAND	MIN. LOT	USES/CODE REFERENCE
Greenbelt - Multiple Use (GMU)	95.9%	5 Acres	Intended for agricultural uses (Section 601-06, pg. 29-44)
Low Density Residential (LDR)	2.3%	5 Acres	Intended for "single-family..., low-density residential living..." (Section 601-06, pg 29-44)
Medium Density Residential (MDR)	0.9%	2.5 Acres	Intended for medium density housing (Section 601-06, pg. 29-44)
High Density Residential (HDR)	0.6%	1 Acre	Highest density residential in town (Section 601-06, pg. 30-44)
Commercial (C)	0.2%	N/A	Commercial activities (Section 601-06, pg. 30-44)
Mesa Tops Overlay Protection District	13.7% (as a percent of GMU = 14.3%)	N/A	Minimize development impact on natural environment. Underlying zoning still applies. (Section 1201-07, pg 80, Boulder Zoning Ord.)

Table 2: Currently, Boulder has five different land use zones and one Mesa-Top protection zone that operates as an overlay zone for mesa tops. These zones include the following: (Total area within town boundaries = 13,396.77 acres)

Most of Boulder is zoned as Greenbelt-Multiple Use, which can be used for agricultural uses and can have one residence for every five acres. In the southern section of town (see population density map), land is largely zoned as low-density (one residence every five-acres) and medium-density (one residence every two-and-a-half acres) residential. Boulder has scattered commercial zoning, which follows the current location of commercial enterprises.

EVALUATION

Boulder residents appreciate its small-town atmosphere, and agree that the town should strive to protect it. Most residents also stated a need for lower cost housing and a low level of growth, consistent with the small-town atmosphere. However, Boulder's minimum lot size policies have made it difficult for new construction to occur due to high costs. The town's zoning ordinances impede the creation of affordable housing and have contributed to an extreme shortage of housing for summer workers and others who lack the finances to build on five-acre lots.

RPG found that although all residents desire to maintain the town's identity, a majority of citizens believe that Boulder can and should support increased residential density. Most (88 percent) survey respondents would support a higher density housing option, and in the public meeting, residents responded that decreasing lot size was critical to improving affordable housing options for current and prospective residents.

Residents fear that if lot sizes shrink too much, the town will lose its open space and the agricultural lands that are critical to its character and culture. Community leaders stated that these potentially competing concerns are the reason for the five-acre residential lot sizes. The town was unsure how it could provide lower-cost housing without losing important characteristics.

Cluster zoning, or conservation oriented development, preserves more of the agricultural and open space than traditional zoning models, while increasing flexibility of uses for land owners throughout the community. Cluster zoning is a growth management tool which allows density to be determined for an entire area rather than on a lot-by-lot basis (Beyer, 2010).



Figure 10 illustrates how different lot sizes and cluster zoning can allow both open space preservation and densification, which may lead to more housing opportunities. Cluster zoning can also decrease infrastructure placement and repair costs.

Competing Visions

Boulder's concerns and desires appear, in many ways, to compete with one another. Many residents desire to stay the same while concurrently wanting adequate job and low-cost housing opportunities for families. They want economic stability while also hoping to maintain the current number of businesses, and desire to maximize property rights while preserving the town's look and feel.

Addressing these competing interests will require the town to prioritize its goals and objectives. Ultimately, the community must move forward as community leaders make difficult decisions informed through continual community outreach. These decisions are critical to realizing the town's vision; if acted upon, the decisions will guide the community's future.

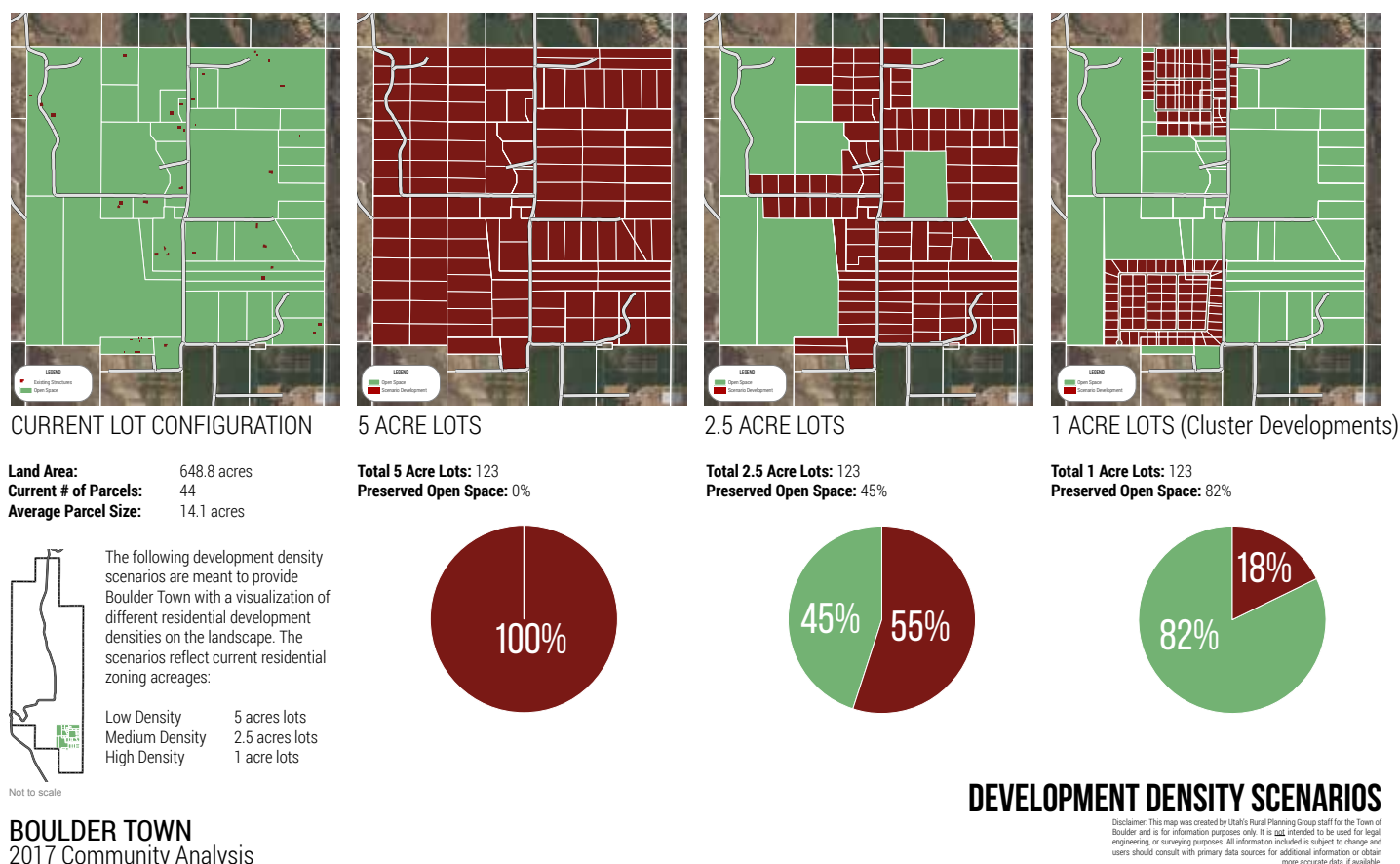


Figure 11: Development Density Scenarios

Septic Considerations

When considering smaller lot sizes, Boulder leaders need to take septic soil capacity into account. Many residents obtain water from wells, and higher density septic fields can contaminate drinking water. Before changing lot sizes, the town must determine what densities it desires.

After determining optimal densities for the different parts of town, the community should know what densities are safe for the current system. The community then should have a serious conversation about financial capacity and determine whether or not to pursue its preferred levels of density while considering the financial, social, and other implications for the community. Some sewage options that could address various community densities include creating group septic systems, establishing a sewer system, developing a hybrid septic/sewer system, or leaving the current individual septic systems in place and moving to the highest safe density possible.

The current individual septic system limits density possibilities, while large septic systems and hybrid sewer options allow for more density, though with a higher price tag. It is important to note that larger septic systems are subject to federal and state regulations.

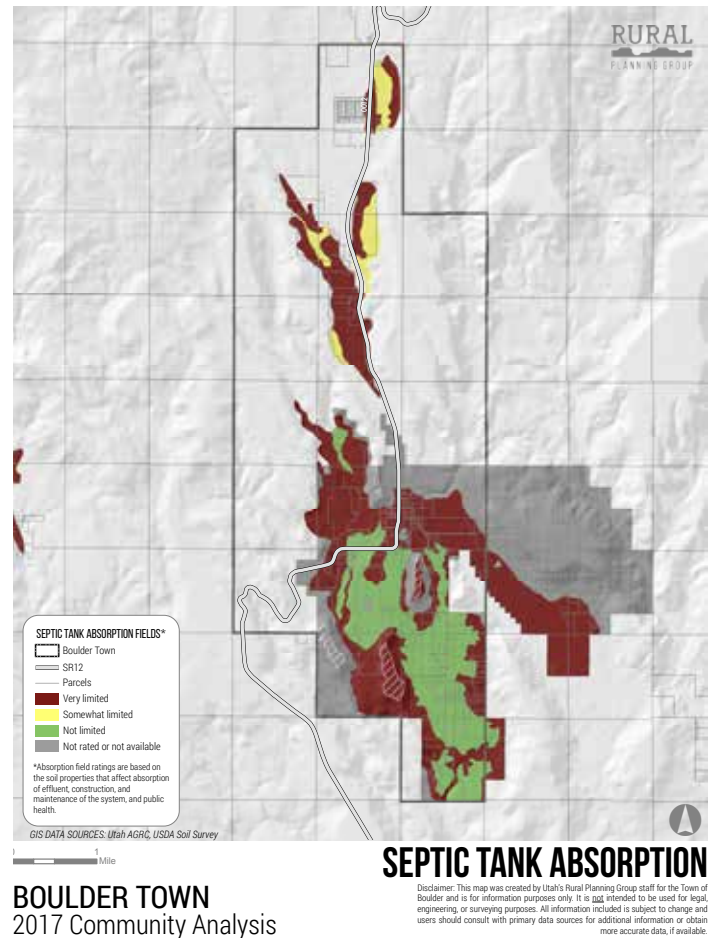
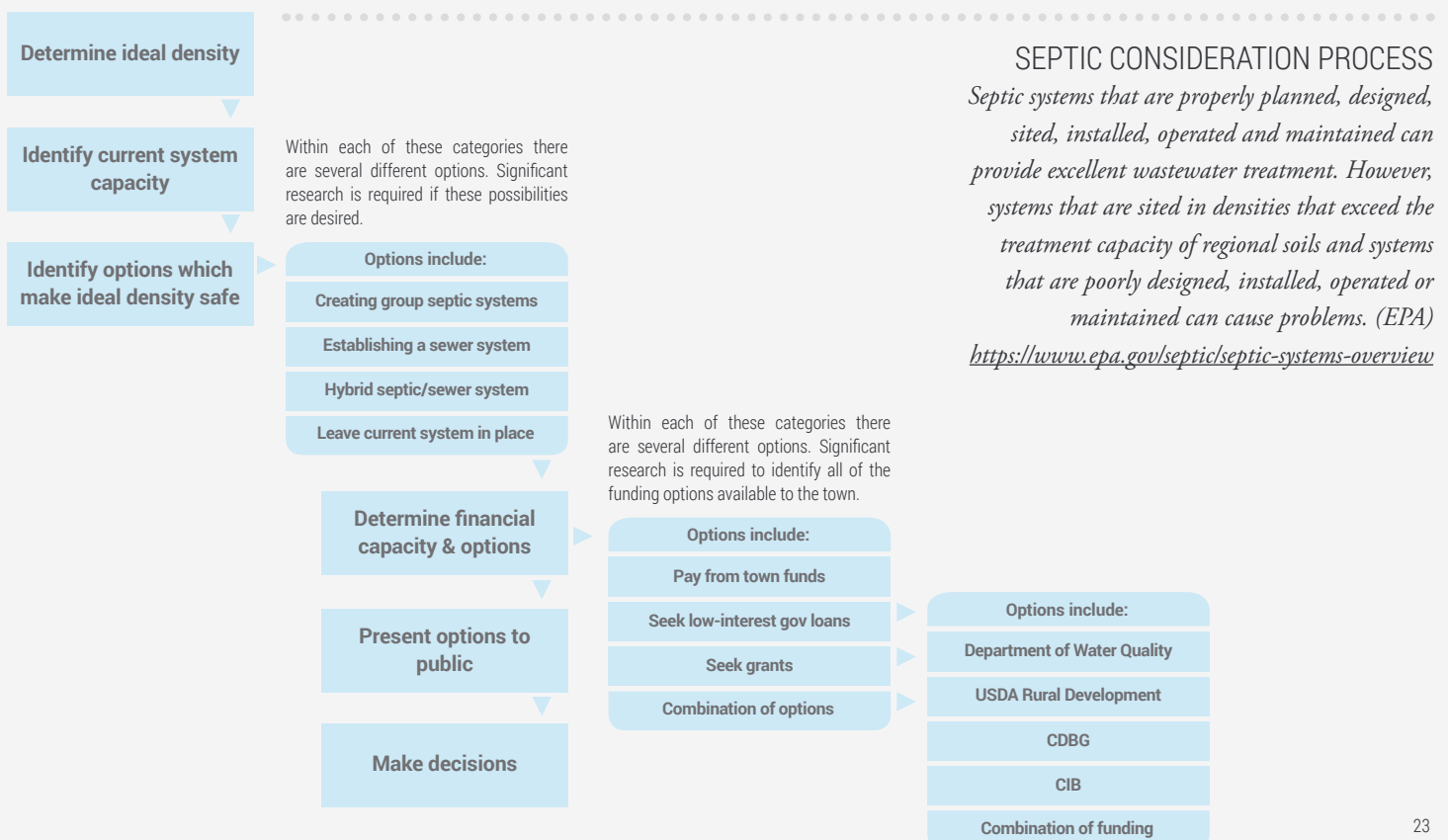


Figure 11: Septic Tank Absorption





Commercial Zoning

To encourage commercial development, Boulder should designate some land as a commercial zone and explicitly state through ordinance its acceptable uses. For example, Boulder can establish the number of required parking spaces or can stipulate the maximum heights and style of buildings.

resident concerns regarding affordable housing and work opportunities underline the significant difficulty in reaching its goals for sustainable job opportunities without creating additional commercial or other industry zones.

Conditional uses are recognized by leaders as a potential liability. Current zoning ordinances make a large number of uses, including all commercial uses, conditional. The town must understand that conditional uses are “approved uses” if the applicant meets the codes' conditions. Retaining conditional uses, especially for a large number of uses, without specific conditions or criteria for approval, results in a significant legal liability for the community. Because of this, Rural Planning Group recommends that Boulder limit their use of conditional uses and review and update their conditions for approval.

Annexation

Public meeting attendees were asked their opinions about a potential annexation of the Draw and the Ridge on the southeast side of town at some point in the future. RPG recommends the community address annexation more in their next general plan update by collecting additional input from residents. If supported by leaders, RPG recommends adopting an annexation plan that includes the private lands surrounding the community. This will enable the community to act quickly if nearby properties file petitions for annexation.

Most residents RPG spoke with were supportive of adopting an annexation plan that identifies areas that Boulder could annex in the future. However, some residents had significant concerns that adopting an annexation plan was a slippery slope that would result in an annexation that they did not support. Adopting an annexation plan would simply entail preparing information on a potential annexation area so those implications are understood by residents and leaders—annexation plans are only implemented when a petition for an annexation occurs.

Residents that Supported an Annexation Plan

- *Including an annexation plan increases community flexibility to consider annexations in the future.*
- *Annexation plans can set forth the conditions on which annexation will be conducted, enabling community leaders to ensure the process incorporates adequate public input to enable all parties to provide their perspective.*
- *Without having an annexation plan that includes these areas, the community has no “standing” in adjacent areas and will not be considered as a stakeholder in future decisions for those areas.*
- *If annexation occurs, there will be more active residents who can be involved in community development, planning, political, and management efforts.*

Residents Opposed to an Annexation

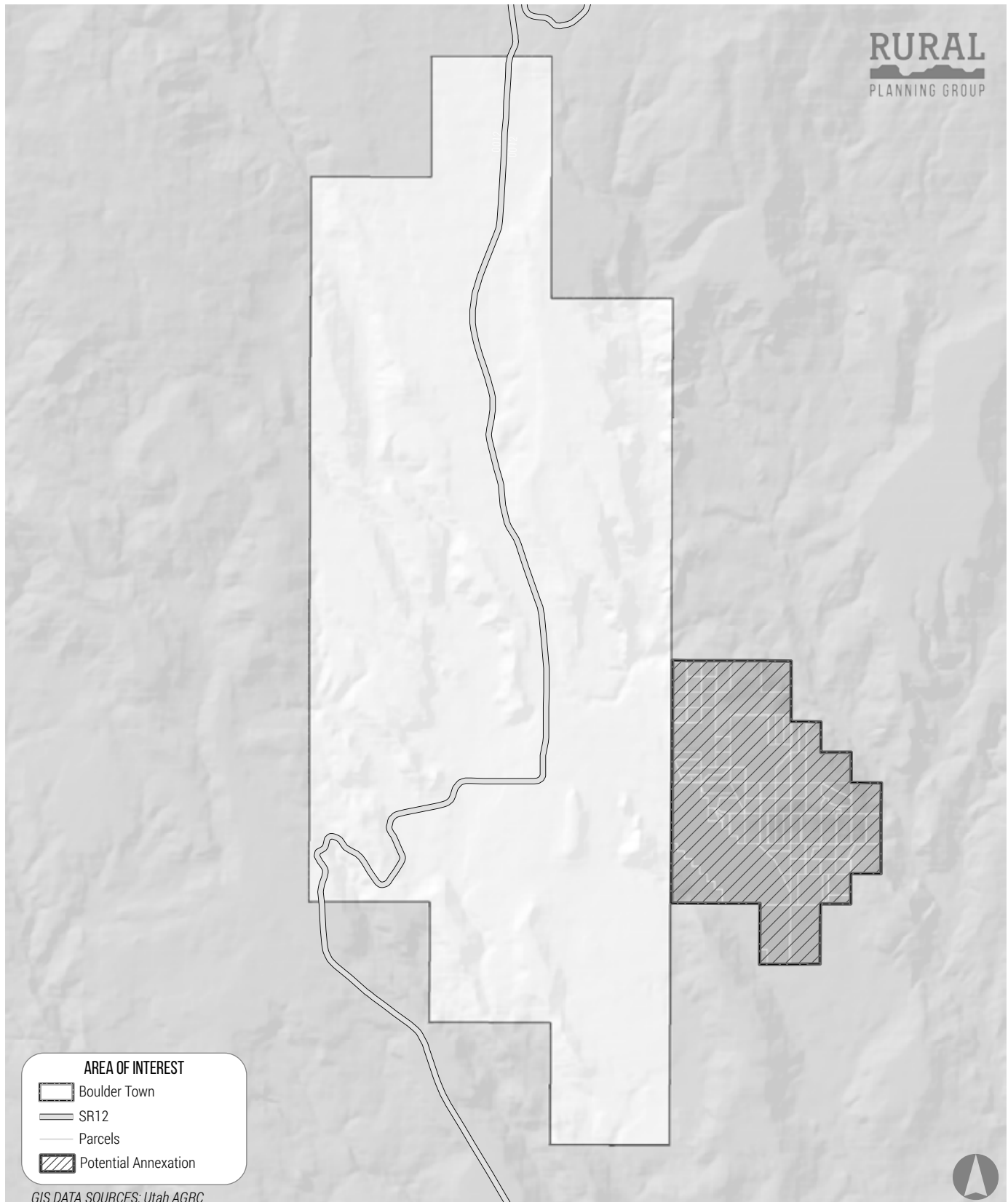
- *An annexation plan is simply the first step on a slippery slope to annexation.*
- *The current community members' political voice will be reduced if annexation occurs.*
- *Annexing could increase service provision costs in the future.*

Figure 12 shows a draft annexation map created by RPG. The proposed annexation area would incorporate a residential area that currently identifies with the Boulder community, and would provide Boulder with the ability to impact land uses to help protect open space in that area. If annexed, residents within the annexation area would have the right to vote, hold office, and otherwise be involved in Boulder governance. Although some residents expressed concern about the potential influence of those property owners, those property owners would be able to lend their efforts to community development, planning, politics, and town management.

Annexations are intended to be conducted for the benefit of the annexed and the community. Boulder should ensure that any annexation plans clearly delineate the conditions under which the community will annex.



The areas to the south and east of town have the highest potential for annexation into Boulder.



BOULDER TOWN 2017 Community Analysis




AREA OF INTEREST







Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 12: Potential Annexation Map





CITY & TOWN PLANNING & ZONING ORDINANCE REVIEW*

Rural Planning Group provides high-level reviews of codes and general plans to check for legal compliance with common legal issues. This review does not constitute official State opinion of the communities plan and code. Rather, it is included to help the community as they consider alterations in the future.













	Requirement fulfilled and in good condition
	Requirement fulfilled but in questionable condition
	Requirement not fulfilled

ITEM REQUIRED BY STATE CODE... (STATE CODE REFERENCE)	CONDITION	NOTES / CITY CODE
Do we have a General Plan? (10-9a-401(1))		
Is General Plan up-to-date? (Last 10 yrs) (best practice)		Last updated Aug. 1, 2013.
Do we have an official map? (10-9a-401(2)(j), -407, 10-9a-103(34))		Referred to in code, no map in the code.
Do we have a zoning ordinance? (10-9a-502)		Last amended May 8, 2008.
Do we have a zoning map? (10-9a-502, 505)		
Are our plans and ordinances publicly available?		





PLAN ELEMENTS DOES IT COVER...

Land use (10-9a-403(2)(i))		Chp. 7
Affordable housing (10-9a-408(2)(iii)) (*Towns, defined in 10-2-301 as municipalities with a population less than 1,000, are exempt)		Chp. 8. Not required, but given current priorities, town should consider additional planning.
Transportation (10-9a-403(2)(ii))		Chp. 10. Recommend including a map of all roadways and rights-of-way.
Implementation strategy (10-9a-403(3)(e) best practice)		Some implementation components for different sections, but no aggregated plan.
Capital improvements plan (aligned to GP 10-9a-406)		

ORDINANCE REQUIREMENTS

Creates a Planning Commission (10-9a-301(1)(a))		Section 303
Establishes an appeal authority (10-9a-701(1))		Section 304. May consider updating to "board of adjustment" from "appeal authority."
Proper allocation of land use authority		Chp. 3
Nonconforming uses match State code (10-9a-511)		Chp. 13.
Residential facilities for elderly (10-9a-516, 57-21-5)		Section 603. Conditional use in all zones but commercial.
Residential facilities for disabled (10-9a-516, 57-21-5)		Section 603. Conditional use in all residential zones; does not allow treatment/support facilities. City required to allow this use.
Allows for compliant manufactured homes (10-9a-514)		Section 603. The document defines manufactured homes, but does not address their permissibility.
Addresses cell towers (can't completely prohibit—Telecommunications Act, 1996)		Section 603. Not in land use tables, considered prohibited in all zones. The Town can enact regulations addressing cell towers; complete denial is ill advised
Reestablish nonconforming structure after calamity (10-9a-511(3)(a))		Chp. 13. Follows state language.
Allows for charter schools in all zones (10-9a-305 (7)(a))		Section 603. Does not allow for any schools, including Charter, in commercial zones.
Allows for adult-oriented businesses (Renton v. Playtime Theatre Inc.)		Section 603. Not a permitted use in any zone.
Conditional use ordinance has objective standards / approved when conditions met (10-9a-507)		Chp. 8. Conditions are mostly good, Section 804, #2 is very vague and #9 is impermissible. Section 806 should be revised. City cannot impose additional conditions after initial approval.

PROCEDURES FOR...

Planning Commission (10-9a-301(1)(b))		Section 3. Procedures for appeal authority are very light, few guidelines for process
Land use authority (10-9a-306) (10-9a-103(26))		Chp. 3
Appeal authority (10-9a-701)		Section 304. Very limited.
Meetings posted to the Utah Public Notice website? (Multiple)		Town Council has published minutes and agendas; planning commission has agendas only.

COMMUNITY VISION

Overall, how well are county goals and vision reflected in the code?		Based on current priorities, town documents support transportation vision, but do not support housing vision, particularly regarding density.
--	---	---

* This review does not constitute an official stance nor comprehensive review of the State of Utah on the entity's general plan, zoning map, or zoning ordinance. It is intended for discussion purposes only for local leadership.

RECOMMENDATIONS

To preserve open space and promote residential growth, Boulder may want to encourage cluster zoning.

With inclusive outreach, Boulder should address the complexity of their vision, creatively look for ways to fulfill seemingly competing priorities, and explicitly prioritize certain goals over others when needed.

Determine future community density by using the outlined septic consideration process.

Conduct additional public outreach about designating new commercial zones.

Limit the use of conditional uses; review and revise or eliminate current conditional uses. Review conditions for approving conditional use permits for objectivity and clarity.

Conduct additional outreach on adopting an annexation plan. If supported, adopt an annexation plan for the private lands surrounding Boulder.

Examine and revise potentially problematic areas of Boulder's ordinances.

RESOURCES

Utah Quality Growth Commission. Evan Curtis, State Planning Coordinator. 801.538.1424. [ecurtis@utah.gov. https://utahqualitygrowth.wordpress.com/](https://utahqualitygrowth.wordpress.com/)

Cluster sewer system types. <https://www.extension.purdue.edu/extmedia/id/id-265.pdf>

State Rules. <https://rules.utah.gov/publicat/code/r317/r317-003.htm>

National Environmental Services Center. They provide training materials and direct technical assistance on wastewater and drinking water questions. <http://www.nesc.wvu.edu/wastewater.cfm>

Alternative sewer options that decrease the costs of sewer service provision. http://www.nesc.wvu.edu/pdf/WW/publications/pipline/PL_FA96.pdf

- Alternative funding options. http://www.nesc.wvu.edu/pdf/WW/publications/pipline/PL_FA99.pdf
- Environmental Protection Agency. Septic Systems Case Studies and Demonstration Projects. <https://www.epa.gov/septic/septic-systems-case-studies-and-demonstration-projects>
- National Rural Water Association: <https://nrwa.org/>
- Water Infrastructure Finance and Innovation: <https://www.epa.gov/wifa>
- Utah League of Cities and Towns. Standards for Granting Conditional Use Permits. 2016. <https://site.utah.gov/luu/wp-content/uploads/sites/28/2016/05/Utah-League-of-Cities-and-Towns-Conditional-Uses-Handbook-2016-1-1.pdf>
- Utah League of Cities and Towns. http://www.ulct.org/ulct/wp-content/uploads/sites/4/2013/02/conditional_use_checklist.pdf
- Land Use Academy of Utah. Conditional Uses in Utah - Do You Know the Law? <https://luau.utah.gov/2017/05/16/conditional-uses-in-utah-do-you-know-the-law/>
- Town of Ancram, New York. Ridgeline Protection: Questions and Answers. http://www.townofancram.org/images/uploads/zoning_amendments/Pkg%205%204-16-13/Ridgeline_Prot_Q_A.pdf
- Payson City, Utah. Title 21, Sensitive Lands Ordinance. August, 1999. <http://www.paysonutah.org/img/File/CityCode/Title%2021%20Sensitive%20Lands%20Adopted%2008-04-99.pdf>
- City of Novato, California. Hillside and Ridgeline Protection Ordinance. January, 2015. <http://novato.org/home/showdocument?id=13310>
- Lebanon County, Pennsylvania. Model Residential Cluster Development Ordinance. http://www.lebcounty.org/Planning/Documents/Comp%20Plan%20-%20Appendix%20III/LCCP_AppIII_07_ResidentialClusterDevelopment.pdf
- University of Illinois Extension. Cluster/Conservation Development. <http://extension.illinois.edu/lcr/cluster.cfm>
- University of Arizona. Rural Cluster Zoning: Survey and Guidelines. <http://www.u.arizona.edu/~gpivo/Rural%20Cluster%20Guidelines.pdf>

Boulder should address the complexity of their vision, creatively look for ways to fulfill seemingly competing priorities, and explicitly prioritize certain goals over others when needed.



ECONOMIC AND COMMUNITY DEVELOPMENT

INTRODUCTION

Community leaders asked for RPG to consider economic development in the analysis. In order for the town to fulfill its vision to remain economically sound, some level of economic development must occur. To help inform residents and leaders on economic development decisions, RPG conducted two different business surveys (see Appendix C), independent analysis, and engaged with residents on the topic of economic development during a public meeting. There was no attempt to draw a scientific sample for the survey, simply general opinion sampling. Feedback from that meeting, the surveys, and independent analysis is identified in this section.

Many Boulder residents recognize the interdependency between economic development, community vision, housing, and land use. Boulder currently has several well-recognized businesses and the businesses surveyed rated current market conditions as good. While residents generally expressed a desire to avoid significant growth and retain culture, they also wanted the community to thrive economically into the future.

RESOURCES

Small Towns, Big Ideas: Case Studies in Small Town Community Economic Development. University of North Carolina School of Government & North Carolina Rural Economic Development Center. http://www.iog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf

Supporting Sustainable Rural Communities. USDA. https://www.epa.gov/sites/production/files/documents/2011_11_supporting-sustainable-rural-communities.pdf

Drivers of Economic Performance in Michigan: Natural Features, Green Infrastructure, and Social/Cultural Amenities. Michigan State University Extension. <https://mnfi.anr.msu.edu/reports/2012-08%20Drivers%20of%20Economic%20Performance%20in%20Michigan.pdf>

Talent Ready Utah: Building Our Workforce. <http://talentreadyutah.com/>

Rural Resources for Economic Development. Utah Governor's Office of Economic Development, Rural Development. <http://business.utah.gov/programs/rural/resource-information-2/>

CURRENT CONDITION

Cottage Industries: Boulder's vision calls for the promotion of "appropriate commercial and cottage industry". Cottage industries are businesses which can easily be based at home. In order to support cottage industries, residents mentioned changing or removing "road block" ordinances, or ordinances which inhibit business development.

Sign Ordinances: Some business operators expressed concern with either overly stringent or inconsistently enforced sign ordinances. Some signs currently used are non-compliant. Revising sign ordinances was referenced as one of the top three things the community could do to help businesses.

Traditional Industries: Retention of the traditional ranching and agriculture activities and culture was repeatedly mentioned as important to many residents. Instead of looking at the conflicts between the agriculture and recreational industries, there's potential for leveraging "legacy" industries to augment tourism.

Non-Tourism Employment: Residents were concerned about securing employment in sectors outside tourism. This desire is common among tourism-driven areas across Utah. Obtaining broadband access to promote those working from home and technology jobs is seen as highly desirable. Several town members currently freelance or consult remotely, providing both an example and network for future teleworkers.

Clusters: Boulder has a unique local food and artist community and culture. High-quality food, anchored by the famous Hell's Backbone Grill and their farm-to-table approach, continues with other local restaurants and creates a unique local cluster. Boulder was recognized by an independent analysis of USU graduate students as the dining hub of Highway 12 because of Hell's Backbone Grill and the Burr Trail Grill. There are also many local artists with ties to Boulder who sell their work locally.

Employee Deficit: One of the top issues discussed was a lack of available employees. Two businesses cited a lack of employees as the reason they closed down during the public meeting. Several businesses stated they would hire immediately if there was available labor. The lack of labor was most often associated with a lack of affordable housing. Labor shortages can also be caused by low wages.

EVALUATION

Supporting cottage industries both aligns with Boulder's vision and is a logical strategy for encouraging entrepreneurship. Some ordinances can deter business creation or growth, while others may only have a perceived effect on business. A periodic review of all ordinances—why they exist and if they are meeting their original purpose—can help avoid unnecessary impact.

Proper signage is essential for businesses dependent on tourism to function. Signs can be regulated to fit the fabric of the town. Establishing clear guidelines with the active input of local business owners, and then consistently applying those regulations, will help the town retain its desired character while businesses succeed.

Traditional industries offer authentic experiences which are unique to the town and integral to its identity. Agritourism is a significant and growing niche industry which would combine the legacy industries with new town economic drivers--tourism. Building compatibility between traditional and new sectors will likely be important for retaining community heritage and building a unified community.

While there may be many tourism jobs, the current salary levels are insufficient for many to support year-round living in Boulder. The town is seeking greater stability and internet-based employment is desirable for many rural towns like Boulder. Broadband access is central to this strategy. Better access will also greatly benefit current residents and businesses. Boulder's resources may enable the town to attract residents interested in niche markets.

Clusters provide a critical mass of one industry which increases the visibility of each business. Many clusters happen naturally as entrepreneurs pursue common assets, but communities can support and integrate clusters as part of their identity. Clusters can be viewed regionally, and scenic Highway 12 offers potential for its communities to link together for greater visibility of a regional cluster.

Boulder's local food culture is already recognized outside its borders. Building on its strength, Boulder can develop and engage with visitors in new ways to ride the relatively recent surge in the agritourism industry.

Boulder's labor shortage is likely a mix of these factors. As is common in resort communities, some local businesses house their employees on-site to solve this problem. The housing section in this document directly addresses these issues.

RECOMMENDATIONS

All regulations should be reviewed to understand why they exist and if they unnecessarily and negatively impact business.

Given the limited commercial zoning, determine where future businesses should be located.

Examine business sign ordinances against current practices and determine appropriate regulations while still enabling reasonable business advertising that is compatible with the town aesthetic.

Enforce current ordinances and only adopt ordinances in the future with full intent to enforce.

Examine ways tourism can increase compatibility with agriculture and ranching activities (e.g., agritourism, dude-ranch experiences, farm-to-table, or glamping [glamour camping]).

Develop a region-wide brand that Boulder can tie into.

Improve signage, messaging, and decrease speeds in areas where cattle are typically moved to help avoid direct safety issues and potential conflicts.

RPG's survey work should serve as a starting place for town leaders to survey and dialogue business owners.

Build a local entrepreneurs network.

Work with Utah Broadband to bring higher-quality internet to Boulder.

Leverage potential community assets like a subsidized community kitchen or manufacturing space.

Since most rural communities desire to attract internet-based workers and entrepreneurs, Boulder should also leverage local assets and build amenities to encourage and support local unique entrepreneurial activities.

Formalize and promote local clusters with assigned town representatives.

Form a community identity committee and develop a community branding strategy.

Work with other Highway 12 communities to create a regional food tour.

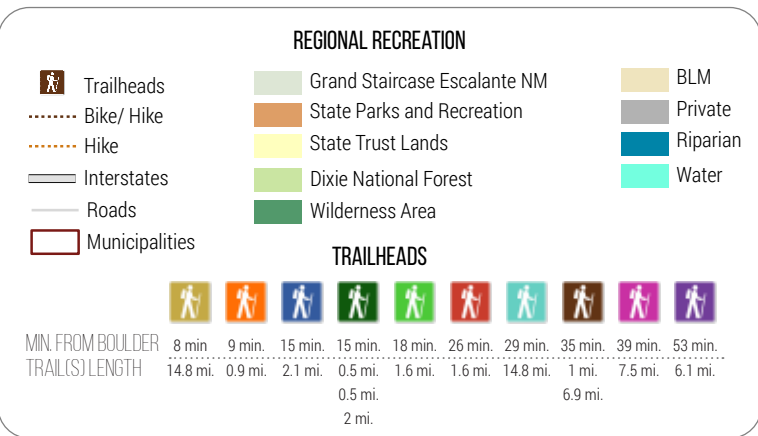
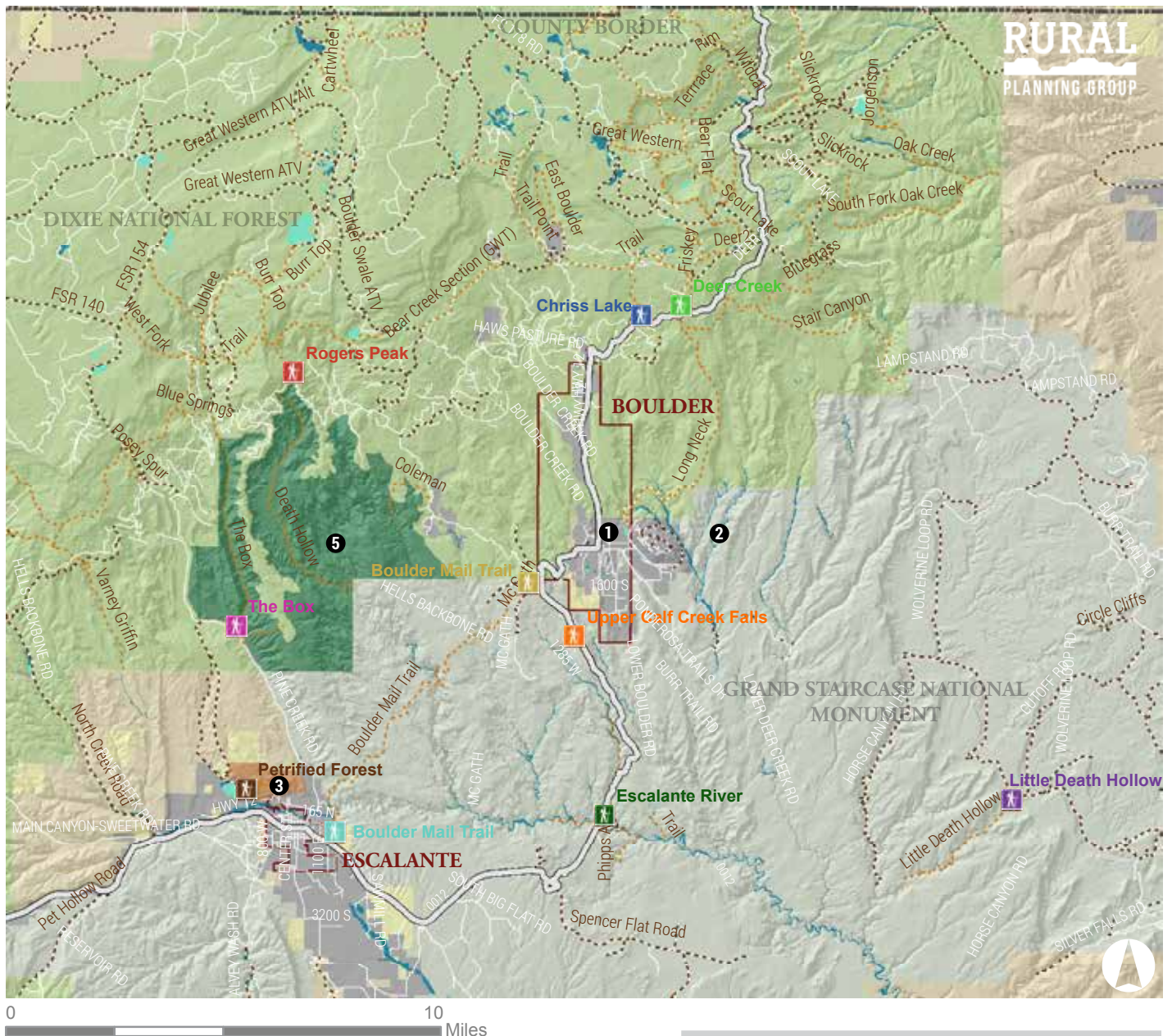
Support and promote Boulder as part of a food pilgrimage—where visitors learn about and enjoy excellent food and learn about its production.

Help visitors engage with the artist community beyond a gift shop by creating new and expanding current food and art festivals.

Survey visitors to learn about why they come, what they are looking for, and what else they want.

Develop workforce housing solutions (see housing section).

Town leaders should engage with businesses who have plans to remodel or are looking to hire.



GIS DATA SOURCES: Utah AGRC, USDA

BOULDER TOWN 2017 Community Analysis

#	ATTRACTION	DISTANCE	TIME	DIRECTION
1	Anasazi State Park	0 miles	0 min.	In Boulder
2	Grand Staircase National Monument	0 miles	0 min.	S
3	Escalante Petrified Forest State Park	30.7 miles	46 min.	SW
4	Capital Reef National Park	39 miles	54 min.	N
5	Box-Death Hollow Wilderness	39.8 miles	1 hr. 18 min.	W
6	Kodachrome Basin State Park	69.5 miles	1 hr. 31 min.	SW
7	Bryce Canyon National Park	77 miles	1 hr. 38 min.	SW
8	Zion National Park	144 miles	2 hr. 50 min.	SW
9	Canyonlands National Park	199 miles	3 hr. 32 min.	NE
10	Glen Canyon National Park	232 miles	4 hr. 28 min.	SE

REGIONAL RECREATION

Disclaimer: This map was created by Utah's Rural Planning Group staff for the Town of Boulder and is for information purposes only. It is not intended to be used for legal, engineering, or surveying purposes. All information included is subject to change and users should consult with primary data sources for additional information or obtain more accurate data, if available.

Figure 13: Regional Recreation Map

Building compatibility between traditional and new sectors will likely be important for retaining community heritage and building a unified community.



HOUSING

Boulder leadership identified housing opportunities as a key issue for the community. In general terms, housing concerns can include quality, types, and affordability. Adequate forms of housing should enable residents in a variety of situations to find housing options. However, while many of the residents agree that housing is an ongoing issue in Boulder, the solutions available are varied and complex.

CONDITION

Participants view the lack of affordable housing options for incoming residents and seasonal workers as an ongoing issue. Several meeting participants viewed the housing problem as a sustainability issue and believe the lack of young people in Boulder will have a detrimental effect on the long-term viability of the community.

Furthermore, while most participants agreed that affordable housing is an issue, some expressed their opposition to any housing solution proposed by the town. The solution, as some see it, should be provided by the private sector. Other participants feared that an increase in affordable housing might increase the population in certain areas, resulting in densities that detract from the community's current culture, look, and feel. Overall, residents agreed that they want to remain a small, peaceful community.



Yurts and other non-traditional dwellings are somewhat common in Boulder.

EVALUATION

Rural Planning Group conducted a housing quality assessment in Boulder; many homes were difficult to assess due to the vegetation blocking views of our visual inspection from the road. Boulder has a unique practice of using alternative structures, like yurts as residences, the review criteria do not account for differences in these housing types.

The visual inspection included an exterior, visual assessment of a building's roof, siding, windows, front porch or approach, and foundation. All evaluation criteria were not always visible.

Despite this, the homes that could be evaluated appeared to be in overall good condition. From its assessment, RPG only found three abandoned residential buildings. The table below shows the results of the assessment. The vast majority of residences (71%) were rated a condition of *Good* or *Excellent*. Single family homes rated slightly better, with 78% being either *Good* or *Excellent*. However, 54% of mobile homes were in *Poor* or *Fair* condition.

HOUSING TYPE	SATISFACTORY EXCELLENT	MAJOR WEAR	DILAPIDATED	GRAND TOTAL	
Abandoned				3	3
Barn	1				1
Trailer	5	7	6	8	26
Uncertain Building Use		5			5
Yurt	3		1		4
Single Family Home	42	28	14	5	89
Total	51	40	21	16	128

Table 3: Boulder's housing is in generally good condition

Community meeting attendees, leaders, and residents noted concerns about the large number of summer workers who travel to Boulder each summer and leave in the fall. Residents and seasonal employees noted a lack of housing that left some living in substandard structures (e.g., tents, non-compliant uses of homes or agricultural buildings, vehicles, and deteriorated travel trailers). Respondents suggested that addressing the housing issues for this group was important for the employees, economic development, and sustained community development.

RECOMMENDATIONS

The town has a wide range of solutions that should be considered. Most of the solutions proposed below are ideas from Boulder residents. While the guiding principles of the solutions offered below coincide with the community goals outlined in the general plan, the problems are complex. Residents should consider the benefits and limitations of each solution.

Smaller lots and multi-family housing units: In a core area of town, review what is feasible (given septic constraints) and create higher density zoning or multi-family housing zoning, as feasible given septic requirements.

Cluster development: Create a cluster zoning ordinance that incentivizes cluster developments to help increase density while protecting open space.

Accessory dwelling should be legal within commercial zones: Residents suggested that legalizing accessory apartments on commercial properties was acceptable and a simple way to start addressing employee housing issues, while leaving it in the employer's hands. Current ordinances prohibit this.

One accessory dwelling should be allowed in higher density zones: Another resident suggested that altering ordinances to allow for a single accessory apartment or removed grandmother flat could allow residents to address housing concerns on their own terms.

Tiny houses allowed by ordinance: Residents also suggested tiny houses be considered within the ordinance. While this might help solve some of the capital costs of owning a home, tiny houses will not increase density without smaller minimum lot requirements or specific zoning.

Tax incentives for businesses to build housing: The community could also incentivize local businesses to build housing for their employees with sales tax incentives.

Summer-long campsite: The community could build an improved campsite (with showers, bathrooms, shared kitchen, washer/dryer) that could be leased by local business owners for their employees. The sites not leased by business owners could be rented to travelers.

Self-Help Homes (USDA program): USDA runs a self-help housing program that bands groups of six to ten people who would like to build a home. This group then works under a general contractor to help each other build their homes.

SELF-HELP HOMES PROCESS



If Boulder would like to pursue a self-help homes program in Boulder, they need to follow the process on the left. These homes results in a group of invested homeowners who have developed a sense of community assisting each other in completing their homes. While typically completed on the periphery of urban areas, Boulder's unique situation could work provided the conditions laid out in the flowchart are met.

Lori Silva, USDA Housing Program Director

801-524-4323
lori.silva@ut.usda.gov

Community Driven Housing Program (Olene Walker Housing Fund): If the community determined that higher-density four-plexes were acceptable, the State of Utah's Housing and Community Development Division (HCD) may be a source of funding for low-income housing. They primarily build higher-density apartment complexes. The community would need to develop an affordable housing plan that establishes specific goals, identifies optimal locations, and otherwise plans for affordable housing. See Appendix A for sample plan language and data collected by HCD.

CONCLUSION

Boulder Town residents would like to preserve the town's scenic, rural nature while finding a solution to the current housing, land use, and economic dilemmas. Solving the housing crisis is a key to unlocking Boulder's economic future, allowing for younger families to join the community and for local businesses to provide housing for their employees. There are several options available, including zoning and development changes; however, it is up to the town to decide which combination of potential solutions it would like to implement. Inaction will result in leaders only being capable of reacting to future events, rather than shaping those events and directing Boulder towards its goals.

RESOURCES

<http://lotuscdcs.org>

2008 Utah Workforce Housing Initiative: http://lotuscdcs.org/images/PDF/UWFHIGuidebook_FINAL2a.pdf


World Trade Center Utah, Rural Outreach
Don Willie 801.859.5094 dwillie@wtcutah.com
WTCU provides motivation, education, assist in building capacity and expanding the global network of Utah Businesses.

Governor's Office of Economic Development: Rural Development
Linda Gillmor 801.538.8804 lgillmor@utah.gov
GOED-RD administers small business funds and provides other services.

Utah Small Business Development Center
Craig Isom 435.586.8883
USBDC provides consulting services, funding options, and the national chapter can assist local companies in obtaining federal contracts.

Governor's Office of Outdoor Recreation
Tom Adams 801.538.8873 tomadams@utah.gov
GOOR takes on statewide initiatives to improve and increase outdoor recreation.

- Procurement Technical Assistance Center
- Joni Anderson 435.586.8883 findlay@utah.gov
- PTAC provides technical assistance to businesses trying to obtain government contacts.
- USDA Rural Development
- Perry Matthews 801.524.4328 perry.matthews@ut.usda.gov
- www.rurdev.usda.gov/ut USDA-RD provides a large number of grants for rural businesses.
- Five County Association of Local Governments
- Gary Zabriskie 435.673.3548 x 126
- Provides loans, planning assistance, and other residents services.
- Garfield County Economic Development
- Justin Fischer 435.676.1157
- Provides economic development support for the county.
- Utah Department of Transportation
- Anne Ogden 435.893.4715
- Area Supervisor 435.259.7492 x24
- Maintenance 435.587.2620
- Controls the right-of-way for Highway 12, Boulder's main street. Anne is the regional traffic engineer.
- Rural Community Assistance Corporation
- Carol Cohen 801.521.2169 ccohen@rcac.org
- RCAC provides loans, planning, and consulting services to rural communities across the West.
- Utah Department of Workforce Services, Cedar City
- Shelley Esplin 435.865.6542 shelleyesplin@utah.gov
- Provides workforce training, housing and utility assistance, unemployment benefits, employment counseling, etc.



While the guiding principles of the solutions coincide with the community goals outlined in the general plan, the problems are complex. Residents should consider the benefits and limitations of each solution.

APPENDIX A: HOUSING DOCUMENTS AND GRAPHS

This text was developed as an illustration of the data and issues that an affordable housing plan can consider. It is not a completed plan; significant community outreach, location identification, and other considerations must be taken into account prior to adopting an affordable housing plan.

HOUSING STOCK

As of the 2015 American Community Survey, there were 143 housing units in Boulder. Of those units, 67 (46.85 percent) are occupied and 76 (53.14 percent) were vacant. Owner-occupied units made up the majority (55.22 percent) of the city's housing stock, while renter-occupied units accounted for 44.78 percent of the city's housing stock.

Boulder's total housing stock consisted of 119 (83.22 percent) single-unit detached homes, 0 (0 percent) single-unit attached homes, 0 (0 percent) two- to four-unit structures, 0 (0 percent) five- to nineteen-unit structures, 0 (0 percent) structures with twenty or more units, and 24 (16.78 percent) other structure types, such as RVs and mobile homes. Given that 83.22 percent of the city's housing stock was made up of single-unit detached homes, Boulder may want to consider whether a more diversified housing stock would benefit current and future residents.

In terms of unit size, Boulder's total housing stock consisted of 17 units with no bedrooms, 23 units with one bedroom, 82 units with two or three bedrooms, and 21 units with four or more bedrooms.

An assessment of structure age can, in some cases, reveal whether there is a need for housing rehabilitation. In Boulder, 40.56 percent of residential structures were built before 1960, 10.49 percent were built between 1960 and 1979, 32.87 percent were built between 1980 and 1999, and 16.08 percent were built in the year 2000 or later. With 51.05 percent of the city's housing stock constructed before 1979, the city may want to determine its role in rehabilitation efforts and consider performing a windshield survey to evaluate housing conditions.

HOUSEHOLD INCOME AND NEEDS

The median household income in Boulder is \$40,625 in 2015, which is below the area median income (AMI) for Garfield County (\$42,614). Given these figures, 10.01 percent of the households in Boulder earn less than or equal to 30 percent of AMI, 4.83 percent earn between 30 and 50 percent of AMI, 26.12 percent earn between 51 and 80 percent of AMI, 16.10 percent earn between 81 and 100 percent of AMI, and 42.94 percent earn more than 100 percent of AMI. Households that earn a moderate income (80 percent of AMI) or less made up 47.78 percent of Boulder's population.

Housing is considered affordable when households—regardless of their income—spend no more than 30 percent of their monthly income on housing expenses. Therefore, cost-burdened households are those households whose housing expenses exceed 30 percent of their monthly income. Based on this definition, 85.71 percent of Boulder's renters with a household income at or below 80 percent AMI, and 0 percent of the city's homeowners that earned a household income of 80 percent AMI or less were cost burdened, which indicates that Boulder's residents would benefit from additional affordable rental options.

POPULATION CHANGE AND AFFORDABLE HOUSING DEMAND

The population of Boulder is expected to increase from 226 in 2010 to 241 by 2020 and 269 by 2030. These additional residents amount to an additional 8.15 households by 2020 and an additional 23.37 households by 2030, based on the city's current average household size (1.84).

Based on population change, observed income levels, and existing vacancies, it is projected that Boulder will not need additional housing units by 2020. This does not, however, indicate that the city is meeting the needs of its extremely low-, and moderate-income households, as there may be cost-burdened households that would benefit from additional affordable housing options.

Note: Graphs found elsewhere in the appendix reflect the data that was available at the time of that analysis. New data became available prior to publication and is listed above.

SPECIAL NEEDS GROUPS

Data from the 2012 American Community Survey indicates that 8.3 percent of all Americans under the age of 65 and 36.8 percent of all Americans 65 and older have some form of disability. Assuming that the percentage of Boulder residents with disabilities is comparable to national figures, approximately 17 Boulder residents under the age of 65 and 11 Boulder residents 65 and older suffer from a disability. Individuals with disabilities may require special housing accommodations.

About 12.8 percent of Boulder's population was 65 and older as of the 2010 U.S. Census. The share of the city's population that is 65 and older is expected to increase to 15.9 percent by the year 2020 and 21.1 percent by the year 2030. Some elderly individuals may not be able to remain in their homes or may choose to relocate to a unit that better suits their preferences and needs. The legislative body of Boulder may wish to evaluate the housing options available to seniors wishing to remain in or move to the community.

FAIR HOUSING PRACTICES
ACKNOWLEDGMENT

By consent of the people of Utah, Boulder lawfully exercises planning, zoning, and land use regulation authority to promote the health, safety, and welfare of its residents. Boulder is committed to the equal protection and equitable treatment of all members of its community and anyone seeking to rent, lease, or purchase real property within its boundaries. Boulder does not condone housing related practices that intentionally or indirectly discriminate on the basis of color, disability, ethnicity, familial status, gender identity, national origin, race, religion, sex, sexual orientation, source of income, or other suspect classifications. Boulder upholds the Utah Fair Housing Act and complies with federal requirements that affirmatively further fair housing. Boulder promptly reports housing discrimination to the Utah Antidiscrimination and Labor Division (UALD) and assists in its investigations of claims in a timely manner. Boulder also systematically identifies and eliminates unfair encumbrances that impede its ability to promote and maintain an adequate supply of moderate-income targeted housing within its boundaries.

- Addressing issues associated with fair and affordable housing requires regular reviews of plans, policies, and ordinances as well as ongoing monitoring and assessment of potential disparate impacts and adverse effects within the community. Regular performance reviews of implemented housing plans, policies, and ordinances provide Boulder with continuing feedback for making improvements. Boulder has set forth the following goals in accordance with its commitment to eliminate barriers to fair and affordable housing:
- Allocate resources to update, create and localize an Analysis of Impediments to affirmatively further fair housing.
- Create action steps to overcome the impediments to fair housing.
- Document any fair housing action steps taken.

APPENDIX B: BOULDER GENERAL PLAN NOTES

According to the Boulder General Plan, Boulder’s goals and vision for the town are as follows:

“... (1) to preserve the ranching and agricultural lifestyle and heritage of the area and the rural spirit of Boulder; (2) to preserve the open space, clean air, dark skies, and quiet country-style atmosphere that our families have enjoyed for over 100 years and (3) to promote a balance of conserving resources and development/growth. In addition to these primary objectives, Boulder wants to remain economically sound by promoting appropriate commercial and cottage industry growth on a small scale.

The following list expresses the primary goals of the citizens of Boulder:

- 1. To preserve Boulder’s rural agricultural atmosphere and cultural resources.
- 2. To promote farming, ranching and the conservation of open lands to support agricultural endeavors.
- 3. To preserve the natural beauty, open space, clean air and water and quiet atmosphere.

- 4. To keep agricultural fields open, watered, and productive.
- 5. To encourage pride in the town’s appearance and maintenance of our community.
- 6. To promote strong community involvement in planning for the town’s orderly and controlled growth.
- 7. To provide facilities for education, recreation, and cultural activities.
- 8. To provide for improved traffic flow and maintenance of our town roads.
- 9. To foster economic viability of the community by promoting small community and cottage industry compatible with the above goals.
- 10. To maintain diverse community structure by creating housing opportunities for seasonal workers and low to moderate income individuals.
- 11. To control and limit noise.
- 12. To protect the dark skies and natural nighttime visual environment.
- 13. To promote local food production.”

BOULDER PLAN NOTES

This review occurred prior to RPG's two-day visit to town. It represents my perception of the general plan from an outside perspective with very little context.

GENERAL PLAN REVISION HISTORY (P. II)

It is great that you are keeping track of your plans alterations through time. You might consider including the scope and/or section of the change as a note to each revision in the future. This will help future community members identify how things have changed in those timeframes. Additionally, in the "reason" column, I would list the state code reference that caused you to update your code.

SURVEY (APPENDIX C, P. 22)

Appendix C is supposed to contain the 2011 community survey used to inform the general plan—is it available elsewhere?

INTENDED LIFESPAN (P. 2)

The plan states that it is intended to be a "dynamic, adaptable document, to serve the community needs today and for the foreseeable future." It may be worthwhile to identify a timeline on which it is anticipated the plan will be updated.

INTENDED LIFESPAN (P. 2)

The plan states that the information and analysis that informed this general plan are from 1985; +30 year old data is a questionable data source for a 2013 policy document. To what extent was this data the basis for this plan?

WATER SOURCES & USAGE(P. 2)

This may be a good place to identify what those water sources are in addition to any water sources you hope to add to your "water portfolio" in the future. If there are any contended water sources, it may be good to list the communities stance on that water here.

SOILS (APPENDIX B, P. 22)

While the data is viewable at the town office, for landowners outside the community, including even a simple map could be of value. If you prefer not to include it as an actual appendix, I would remove it as a reference from p. 5, and simply say "soil data available at the town office." This will reduce expectation of being able to see the data in the plan.

DARK SKY (P. 5)

Where dark skies are an important element of community desires, stating that the community intends to adopt ordinances that protect dark skies could be helpful in aligning the general plan and future ordinances. Specifically, I would recommend a few policy statements that address the subject directly:

1. Boulder supports development practices that have limited to no effect on night-time lighting.
2. Boulder Town intends to adopt and continually refine ordinances that limit impact of new development on dark skies.

3. Ensure that lighting uses for agricultural development are allowable and protected to ensure ranching/farming is not impacted.
- (After meeting with community members, additional outreach may be needed to address community support for dark-sky related ordinances.)
- ## GEOLOGY & SOILS (P. 5)
- If the Town has a policy that opposes the creation of a community sewer system, stating so here could help protect against density issues. Also, poor drainage, coupled with reliance on septic systems could make cluster development and protection of open space difficult. The Town will need to ensure they allow adequate space for all septic requirements.
- ## LAND USE COMPATIBILITY (P. 6)
- You should list where to find or access the "Land Use Patterns and Land Use Map."
- ## PRESERVATION OF NATURAL ENVIRONMENT & OPEN SPACE (P. 6)
- Defining "smart" growth could be valuable here. The definition means different things in different contexts; for Boulder, this probably means maximizing density while meeting septic limits, and other natural limitations to development (like floodplains and slope), and developing density in a town core (or conversely limiting a core element while promoting nodular development). Defining it can help limit misinterpretations and misrepresentations in the future.
- ## DISTINCTIVE COMMUNITY CHARACTER (P. 6)
- I like that you identify the need for different types of housing arrangements. It may be useful to also state some of the restrictions that limit possibilities here: topography, sensitive lands, septic system, etc. Listing these makes it clear that various housing arrangements will be pursued insofar as they are within natural and legal limits.
- ## CLUSTERING DEVELOPMENT, PERIMETER DEVELOPMENT, AND SITE-SENSITIVE DESIGN (P. 7)
- Increasing density through cluster development is a great idea (provided minimum lot sizes meet septic requirements). This language could be simplified with a graphic or representation so it is more clear to the reader what is meant by cluster development. The two additional components of this section did not appear to be addressed (perimeter development and site-sensitive design) in the text, they should be addressed or removed from the title.
- ## AFFORDABLE HOUSING (P. 7)
- We have yet to receive the affordable housing plan from 2002. It may be that most of the information in the 2002 plan would be the same if completed today (desired locations, level of density, etc.). However, the plan could use review since it is 15 years old. Additionally, RPG recommends including the plan as an appendix if it is not included in the text of the general plan. Finally, a few policy statements could be valuable here.
- ## GOAL 1 (P. 7)
- G2-2 may fit better under goal one. Also, has the identification process occurred? Has the town identified efficient land use patterns? When identified, will the information be returned to the general plan or be identified in the code?

GOAL 2 (P. 8)

Defining G2-1 more could be valuable. Some people see preservation of open-space through clustering development as “preserving rural character” while others think that 5-acre lots is “preserving rural character.” Classifying the attributes you are most interested in maintaining can help clarify things for leadership and land owners.

GOAL 3 (P. 8)

G3-2 states that conservation easements should be held by a “local or town approved land trust,” does one currently exist, or is this impetus to create one when developments start occurring?

GOAL 3 (P. 8)

G3-3: “Steep” should be defined in your ordinance (identified in “C. Critical/Sensitive/Agricultural Lands” p. 10 >30% slope).

GOAL 3 (P. 8)

G3-4: Have wildlife corridors been identified? If so, do they reflect on the zoning map? If they have not been identified, it may be useful to denote that the town will identify and protect corridors as information becomes available.

GOAL 4 (P. 9)

G4-4: Annexation plans are highly encouraged, as the Town cannot annex without one. Is there a specific reason why this is “consider” rather than “create and adopt”? (After meeting with residents, this probably deserves additional community outreach.)

GOAL 4 (P. 9)

G4-5: These safety components should be a core component of your goals as a community--same question as above: is there a reason why it is “consider” rather than “identify and adopt”?

GOAL 4 (P. 9)

G4-4: Annexation plans are highly encouraged, as the Town cannot annex without one. Additionally, the amount of development that could occur on the East side of Town could result in development that meets county code, but does not meet Town requirements or desires.

COMMERCIAL (P. 10)

Conditional use permits are approved uses, provided specific criteria are met. The way this reads makes it sound as though the intent is to allow the town to approve or deny whatever they would like. Similarly, the language discouraging franchises and large corporations is questionable. If the town denies permitting solely on this criteria, a landowner may feel they have a case against the town.

MINOR SUBDIVISIONS (P. 10)

I did not understand the minor subdivisions section. It seemed unclear what implications it has for landowners.

LOW DENSITY RESIDENTIAL (P. 10)

There is no mention here regarding perimeter or cluster development. Including the desire for these types of development in every section that addresses these zones will help limit confusion about what is and is not allowed or encouraged.

HIGH DENSITY RESIDENTIAL (P. 11)

Granting this use only as an exception is not clear--does this mean only as a conditional use or as a variance? Conditional use makes more sense in this situation, however, that makes it an approved use provided conditions established in your code are met. The list in this section appear to be the conditions on which approval would be based.

Additionally, based on the plan content to this point, it appears Town would not consider community sewer or some form of communal septic. Is that accurate?

GOAL 3 (P. 12)

Town may consider adding “sexual orientation” to the list of persons contained in goal 3.

GOAL 3 (P. 12)

G3-3: It is unclear what “a positive action culture” is.

GOAL 5 (P. 12)

Controlling the “timing” of residential development may not be the best way to word this. Location and impact are more defensible.

10-2 ROAD SYSTEM (P. 14)

The state code requests that plans describe the location of all roadways. RPG recommends including a map with the general plan that simply outlines current roadways and row's.

12-8 CULINARY WATER (P. 14)

This information does not give a sense for whether or not the town is going to pursue a municipal water system or stick with the status quo in the future. It states that "it has been suggested" that the town create a municipall system, it might make sense to outline the conditions on which a municipal system would be deemed necessary or worthwhile.

10-2 WASTEWATER (P. 14)

Similar to above, this does not line out whether or not a municipal system is a serious consideration. Also identifying the minimum possible lot size for septic systems (or conversely the required acreage or sq. footage per residence (this could be based on slope, soil type, density of well-water users, etc.)) would be valuable in informing future land use and lot size decisions.

10-2 ROAD SYSTEM (P. 14)

This is very specific (which is absolutely awesome); who in Town is responsible for implementation?

APPENDIX C: RESIDENT, BUSINESS, AND LEADERSHIP SURVEYS

LOCAL BUSINESS SURVEY RESULTS

RPG surveyed 9 businesses of 49 listed businesses. Those businesses surveyed were open and readily identifiable; many businesses listed are likely home-based or do not otherwise have a commercial location. While the Department of Workforce Services lists 21 businesses in the community, town staff provided a list of 49 businesses.

Business environment: 3.8 / 5 (good)

The following factors were generally rated important to business owners and operators:

- 1. Overall quality of the community
- 2. Safe community
- 3. Reputation of the community

Top things the community can do to help?

- 1. Workforce housing
- 2. Revised sign ordinances
- 3. Unified promotion of all businesses

Highly rated:

- 1. Local labor force
- 2. Local market
- 3. Local services

Low rated:

Regional government support

LOCAL BUSINESS SURVEY

ADDRESS:
MAINSTREET: Y / N

YEARS OPERATING:

How much sales and marketing do you do online?

Nearly all (90-100%)	Majority (60-90%)	Significant (30-60%)	Some (10-30%)	Little/none (0-10%)

How is your business doing, 1 (poor) to 5 (excellent)? _____

Do you have plans to expand or reduce operations?

Expand	No change	Reduce	No answer

What is the greatest challenge your business is currently facing?

What is the top thing your community could do to retain and grow businesses?

What do you need for your business to be more successful?

BUSINESS NAME:

TYPE: B2C / B2B / Hybrid MARKET: Local / Regional / USA / Foreign / Int'l

Please rate the following 4 3 2 1 N/A
Excellent (4) – Poor (1)

Local labor force					
Local market					
Local services (utilities, etc.)					
Current suppliers					
Local gov't support					
Regional gov't support					
State gov't support					

Plans to move or remodel? Highly likely Likely Somewhat likely Not likely N/A

Change location					
Remodel					
Hire more employees					
Layoff employees					

Would you participate in a town-sponsored recycling program?

Yes

No

Why or why not? _____

RESIDENT SURVEY RESULTS

Rural Planning Group surveyed 34 Boulder Town residents (slightly over 15%) on a wide range of issues relating to the town. The most common concerns raised related to housing cost and availability, land use, and economic development.

What do you want Boulder to look like in 10–20 years?

The majority of respondents (57%) said that they would like the town to look similar or have no change in the next 10 - 20 years. Respondents mentioned that they wanted to avoid too much growth and/or keep growth carefully controlled.

“About like it is now, just so it’s not Moab.”

“Not too different--controlled and appropriate growth.”

However, there was little explanation as to how to keep the town looking the same while simultaneously tackling housing and economic development concerns.

What kind of businesses do you believe would improve the town?

Respondents were given the following options for potential industries that could come to town: retail, food service, recreation, manufacturing, transportation, health care, construction, agriculture, and home businesses. The respondents could submit as many responses as they’d like.

The top response was home business with 70%, followed by health care with 57%, and food service/grocery with 35%.

Which issues facing the town are of greatest concern?

Respondents were given a list of 15 potential issues facing the town as were asked to rank those of greatest concern.

The top response was housing (cost and availability) with 78%, followed by land use with 43%, and economic development with 30%.

Yes and No Questions

The respondents were asked the following questions:

Would you participate in a town-wide recycling program?

87% Yes, 13% No

Should community leaders be actively involved in community development? 83% Yes, 17% No

Should Boulder create more commercial zoning opportunities?

64% Yes, 34% No

Should Boulder support more at-home businesses? 92% Yes, 8% No

Do you feel that higher density, rental housing is needed in town? 80% Yes, 13% No

Likert Scale Questions

Respondents were given 3 statements and asked to rate them on a scale from strongly agree to strongly disagree:

The community should place recycling or garbage facilities in high-visitor locations.

Strongly Agree 53%, Agree 33%, Neutral 6%, Disagree 0%, Strongly Disagree 6%
(No Response 2%)

Boulder should consider either exchanging septic for sewer or expanding septic options.

Strongly Agree 18%, Agree 41%, Neutral 18%, Disagree 23%, Strongly Disagree 0%

Boulder Town should enact ordinances to preserve its dark sky.

Strongly Agree 44%, Agree 31%, Neutral 13%, Disagree 6%, Strongly Disagree 6%

BOULDER RESIDENT SURVEY

PURPOSE

Please fill out this survey to help your local leaders know about your desires for the community's future. All responses are anonymous, and the feedback will be used to improve the town. If you have questions, comments, or concerns, please feel free to contact Rural Planning Group at (801) 468 - 0143. Thank you.

GENDER: M / F AGE: <18 20-30s 40-50s 60-70s >80s <80s ADDRESS: _____

1. Why do you live here?

- ☐ My family lives here
- ☐ My place of employment is nearby
- ☐ Affordable housing
- ☐ I grew up here
- ☐ I like it here (amenities, character, etc.)
- ☐ I don't want to live here
- ☐ Other: _____

3. What do you appreciate most about living in your community?

4. Describe how you want your community to be in the future.

5. Please describe your community in one sentence.

7. Rate each item below based on the degree to which you either agree or disagree.

I believe that more _____ businesses would improve the town.

Retail _____

Food Service _____

Recreation _____

Manufacturing _____

Transportation _____

Health care _____

Construction _____

Agriculture _____

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

2. Please rate your level of concern about the following:

Greatest (4)–Least (1)	4	3	2	1
Water Supply				
Land Use / Zoning				
Economic Development				
Shopping				
Utilities				
Roads				
Jobs				
Recreation				
Aging Population				
Young Adults Leaving				
Crime				
Community Identity				
Housing Availability				
Cell & Internet				
Other: _____				

6. Would you participate in a town-wide recycling program?

Yes

No

Why or why not? _____

8. Do you believe that your community leaders should be actively involved in economic development?

Yes

No

Why or why not? _____

9. The map below shows Boulder's current zoning.

- a. Should Boulder create more commercial zoning opportunities? If yes, please mark where on the map.
- b. Should Boulder support more at-home businesses?

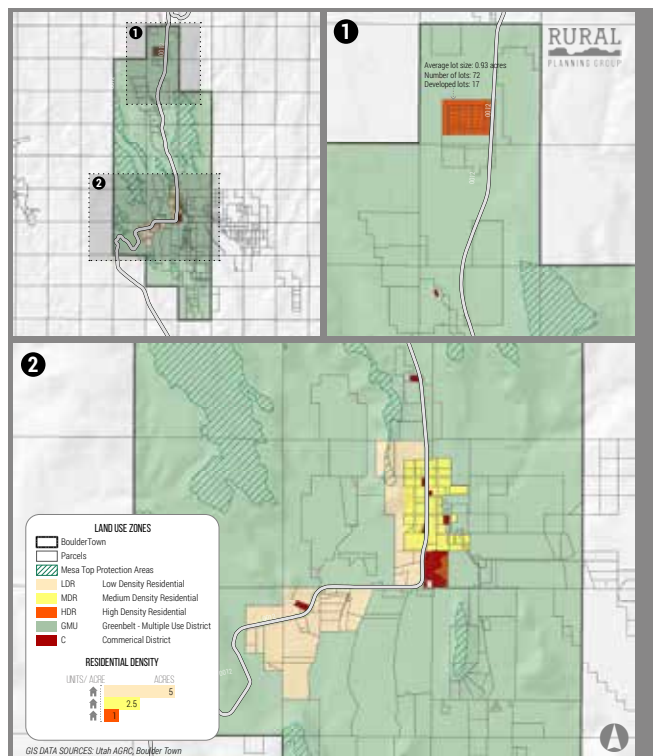
Yes

No

10. Do you feel that more high density, rental housing is needed in town? If yes, mark where with a star on the map.

Yes

No



12. Please circle the degree to which you agree with the following statement: *Boulder should consider either exchanging septic for sewer or expanding the current septic options.*

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

13. Please circle the degree to which you agree with the following statement: *Boulder should be actively involved in preserving its dark sky resource.*

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

14. What else should we know about Boulder?

APPENDIX D: ADDITIONAL RESOURCES AND IDEAS

BROADBAND

Here are some resources to help Boulder strengthen their Broadband from the Utah Broadband Advisory Council:
www.broadband.utah.gov

ONLINE MEDICAL (TELEMEDICINE) GRANT:

USDA – Rural Distance Learning and Telemedicine Grant
<https://www.rd.usda.gov/programs-services/distance-learning-telemedicine-grants>

MEDICAL INSURANCE FOR SMALL BUSINESSES:

Avenue H – Utah's Online Small Business Health Insurance Marketplace – recommended by GOED
<http://business.utah.gov/programs/avenue-h/>
<https://avenueh.com/employer-employee-videos/avenue-h-utah-s-health-insurance-marketplace>

MEDICAL CLINICS (TELEMEDICINE/ MOBILE CLINICS):

<https://www.ruralhealthinfo.org/topics/telehealth>

What is Telemedicine?

Telemedicine is the remote delivery of healthcare services and information using telecommunications technology.

What is telehealth?

While one of the most common images of telehealth is of a patient speaking by video conference with a remote physician, telehealth can take many forms. The Health Resources Services Administration defines telehealth as the use of electronic information and telecommunications technologies to support long-distance clinical healthcare, patient and professional health-related education, public health and health administration.

Telehealth technologies can include:

- Videoconferencing,
- Store-and-forward data, images or videos,
- Remote patient monitoring, and
- mHealth (mobile health) applications

MOBILE CLINICS:

<http://www.deseretnews.com/article/865664675/Taking-it-to-the-streets-Mobile-clinic-planned-for-proposed-SL-homeless-resource-centers.html>

The 4th Street Clinic (SLC) is proposing to create mobile clinics to serve the three new homeless resource centers in SLC. Something similar may benefit Boulder as well.

BUSINESS GRANTS:

Here are some resources to help start businesses in Boulder:

Waypoint Grant

- <http://business.utah.gov/programs/office-of-outdoor-recreation/office-of-outdoor-recreation-grant-program/>
- The Office of Outdoor Recreation's Utah Outdoor Recreation Grant has been created to help communities to build trails and other recreational amenities as an aid for local economic development.

TAX CREDIT FILM INCENTIVE

- <https://film.utah.gov/tax-credit/>
- Along with our incredible locations, professional crew and services, our Motion Picture Incentive Program offers a post-performance tax credit of 20–25% on qualified production dollars spent in Utah.

TAX CREDIT QUICK POINTS

- The incentive is a post-performance program
- Productions with a Utah spend of at least \$500,000 are eligible for a 20% tax credit
- Productions with a Utah spend of at least \$1,000,000 may be eligible for a 25% tax credit
- There is no per-project cap
- \$6.79 million per year is allocated to the MPIP fund
- All tax credits are fully refundable, non-transferrable

EDTIF—Economic Development Tax Increment Financing

- <http://business.utah.gov/programs/incentives/edtif/>
- The EDTIF tax credit is a post-performance, refundable tax credit rebates for up to 30% of new state revenues (sales, corporate and withholding taxes paid to the state) over the life of the project (typically 5-10 years). It is available to companies seeking relocation and expansion of operations to the State of Utah.

IAF—Industrial Assistance Fund

- <http://business.utah.gov/programs/incentives/iaf/>
- https://le.utah.gov/lfa/reports/cobi2015/li_WFB.htm#overviewTab
- The Industrial Assistance Fund was established to provide funding for a post-performance grant program to enhance job creation in the state. UCA 63M-1-903 and 63M-1-905 establish the uses and restrictions on the fund. Replenishments to the fund are authorized and appropriated by the Legislature

TCIP—Technology Commercialization Innovation Program

- <http://business.utah.gov/programs/tcip/>
- The Technology Commercialization and Innovation Program, administered by the Governor's Office of Economic Development, provides competitive grants to small businesses and university teams to accelerate the commercialization of their innovative technologies. This program helps companies secure non-dilutive funding at critical points in their funding and commercialization lifecycles, resulting in long-term success and economic development in the state.

PAB—Private Activity Bond

- <http://business.utah.gov/wp-content/uploads/PAB-what-is-2016.pdf>
- <http://business.utah.gov/programs/pab/>
- The Private Activity Bond (PAB) Program is Utah's tax-exempt bonding authority creating a lower cost, long-term source of capital under the Federal Tax Act of 1986. The Federal Government allocates over \$37 billion per year to states on a per capita basis, with Utah receiving \$305,315,000 in 2017. Each state establishes its usage priorities by statute.
- Here's a link to the application: <http://business.utah.gov/wp-content/uploads/2017-PAB-Manufacturing-Application-V.1.doc>
- Among the criteria used in the evaluation are:
 1. Public benefit to the community and state, including: new employment, wages and distribution of wages and programs promoting employee education and skill.
 2. Community support and sponsorship.
 3. Efficiency as measured by employee/bond ratio.
 4. Demonstrated need for tax-exempt financing.
 5. Innovative financing (i.e. use of other sources of funding).
 6. Construction and equipment costs.
 7. Location of facility: rural areas of the state, areas with high unemployment rates, disadvantaged economic areas, etc.
 8. Financial capacity of applicant.

Enterprise Zone Tax Credits - Office of Rural Development

- <http://business.utah.gov/programs/rural/enterprise-zone-tax-credits/>
- Tax credits may be claimed by eligible businesses locating or expanding in enterprise zones on Utah state income tax forms.

SMALL TOWN BUSINESS IDEAS/ EXAMPLES:

Festivals:

Agricultural Festival: Tulare World Ag Expo
<https://www.worldagexpo.com/>

CAA – Cowboy Artists of America
<http://cowboyartistsofamerica.com/>

West Texas Artist Workshop:
<https://www.facebook.com/CowboyArtistsOfAmerica/>

Trail Rides:

<http://cowboyartistsofamerica.com/trail-ride>

Plays

Cedar City Shakespeare Festival
<https://www.bard.org/>

Recreation

Trails
Hunting Trips
Guided Horse Back/Packing Trips
Guided Fly Fishing Tours (nearby lake or river?)
Outdoor Survival Schools (ex: BOSS – Boulder Outdoor Survival School)

Lodging

Family owned Cabins that offer Recreation Activities (ex: Rockin M Ranch)
<http://rockinmranchwyoming.com/>

Mom n Pop Bed & Breakfasts

Glamping: Luxury Tee Pees, Wagons, Tents (ex: Conestoga Ranch and Capitol Reef Resort)
<http://conestogaranch.com/>
<http://capitolreefresort.com/>

CONTACTS

LOANS

Utah Department of Environmental Quality (DEQ)

801.536.4400 • deqinfo@utah.gov
DEQ administers several loan and grant programs to fund water quality and wastewater infrastructure projects in Utah including the Clean Water State Revolving Fund (SRF); Non Point Source Funding (NPS); and Municipal Storm Water Loans.
www.deq.utah.gov/FeesGrants/index.htm

Utah Department of Heritage and Arts (DHA)

801.245.7202 • bsomers@utah.gov
DHA has a variety of funding types for arts and heritage projects which include Utah Arts & Museums Grants, Cemetery Grants, Historic Preservation Tax Credits, and the Community Library Enhancement Fund.
heritage.utah.gov/dha/funding-dha

-
- **Utah Permanent Community Impact Fund Board (CIB)**
- Candace Powers • 801.468.0131 • cpowers@utah.gov
- CIB provides loans and grants for a variety of project types including municipal buildings, roads, water and sewer infrastructure, and planning.
- jobs.utah.gov/housing/cib

• **Governor's Office of Economic Development: Rural Development (GOED-RD)**

- James Dixon • 801.538.8687 • jdixon@utah.gov
- GOED-RD administers a tax credit programs like the Utah Enterprise Zone Tax Credit, and the Utah Recycling Market Development Tax Credit program. They also have the Rural Fast Track program, a small grant program for qualifying businesses.
- business.utah.gov/programs/rural

• **Olene Walker Housing Loan Fund (OWHLF)**

- 801.468.0144 • sglines@utah.gov
- OWHLF supports affordable housing options through multi-family and single-family programs like the Single Family Rehabilitation & Reconstructions Program, Rural Self-Help Program, HomeChoice, and the Community-Driven Housing Program.
- jobs.utah.gov/housing/owhlf

• **Rural Community Assistance Corporation (RCAC)**

- Carol Cohen • 801.521.2169 • ccohen@rcac.org
- RCAC provides a variety of loan and grant programs including the Community Facilities Loan Program, Affordable Housing Loans, Environmental Infrastructure Loans for water and sewer infrastructure, Small Business Loans, and Household Water Well Loan/Grant Programs.
- rcac.org/lending

• **Rural LISC**

- Kristin Blum • 617.899.7301 • kblum@lisc.org
- programs.lisc.org/rural_lisc/
- Rural LISC administers a few funds including the Growing Rural Communities Fund for economic development, the Community Facilities Fund which streamlines the USDA Community Facilities loan process, and other low interest financing for rental housing, for sale housing, child care centers, charter schools, health care facilities, small business loans, and nonprofit loans.
- programs.lisc.org/rural_lisc/resources/rural_lisc_loan_products/index.php

- **U.S. Department of Agriculture, Rural Development: Utah (USDA)**
- 801.524.4320
- www.rurdev.usda.gov/ut
- USDA provides a variety of funding programs including the Community Facilities Direct Loan & Grant Program, Rural Economic Development Loan & Grant Program, Rural Microentrepreneur Assistance Program, and the Water & Waste Disposal Loan & Grant Program.
- rd.usda.gov/programs-services/programs-services-communities-nonprofits

• **Utah Department of Agriculture and Food (UDAF)**

- 801.538.7100 • agriculture@utah.gov
- UDAF offers four loan programs, two for farmers: Agriculture Resource Development Loans, and Rural Rehabilitation Loans; and two made in cooperation with DEQ and DWQ: Petroleum Storage Tank Loans, and the State Revolving Fund Water Quality Loans.
- ag.utah.gov/markets-finance/agriculture-loans.html

• **Governor's Office of Energy Development (OED)**

- Cameron Archibald • 801.538.8718 • carchibald@utah.gov
- Along with some renewable energy tax-credit programs, OED has two loan programs the Commercial Property Assessed Clean Energy program, and the U-SAVE Energy Efficiency Fund for public building energy efficiency improvements.
- energy.utah.gov/tax-credits-funding/

• **Utah Clean Energy**

- 801.363.4046 • info@utahcleanenergy.org
- Coordinates several renewable energy incentives and energy efficiency programs.
- Select Utah at dsireusa.org for all programs.

GRANTS

• **Community Development Block Grant (CDBG)**

- 801.468.0118 • cbrown@utah.gov
- CDBG is a federal grant program to assist in developing viable communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate incomes.
- jobs.utah.gov/housing/cdbg

• **Economic Development-related Grants**

- A collected listing for grants is available at business.utah.gov/programs/rural/resource-information-2/grant-resources/

Miscellaneous Grants

Subscribe to Rural LISC's monthly emails for a list of upcoming national grants covering a wide variety of topics.

programs.lisc.org/rural_lisc/resources/rural_e-news.php

View a massive directory of national grants at www.grants.gov.

U.S. Housing and Urban Development (HUD) Grant Writing Workshop

Pauline Zvonkovic • 801.524.6076 • pauline.zvonkovic@hud.gov

HUD offers several two-day workshops on grant writing and program development throughout the year. Contact Pauline for more info.

MUNICIPAL GOVERNANCE

Land Use Academy of Utah (LUAU)

luau.utah.gov

Office of the Utah State Auditor

(801) 538-1040 • jeremywalker@utah.gov
auditor.utah.gov

Utah Association of Counties (UAC)

(801) 265-1331 • info@uacnet.org
uacnet.org

Utah City Management Association

Benjamin Reeves, Secretary • breeves@santaquin.org
www.ucma-utah.org

Utah League of Cities & Towns (ULCT)

801.328.1601 • mryan@ulct.org
www.ulct.org

Utah Lieutenant Governor Municipal Certifications

(801) 538-1041
municert.utah.gov

ECONOMIC DEVELOPMENT

Economic Development Corporation of Utah (EDC-Utah)

800.574.8824
edcutah.org

Governor's Office of Economic Development: Rural Development

Linda Gillmor • 801.538.8804 • lgillmor@utah.gov
business.utah.gov/programs/rural/

Governor's Office of Outdoor Recreation

Tom Adams • 801.538.8873 • tomadams@utah.gov
business.utah.gov/programs/outdoor/

Office of Energy Development

801.538.8718
energy.utah.gov

- **Procurement Technical Assistance Center**

- Chuck Spence • 801.538.8655 • cspence@utah.gov
- business.utah.gov/programs/ptac/

- **Utah Department of Agriculture and Food**

- (801) 538-7100 • agriculture@utah.gov
- ag.utah.gov

- **Utah Department of Workforce Services (DWS), Workforce Development Division**

- 801-526-WORK (9675) • dwscontactus@utah.gov
- Find your local office at jobs.utah.gov/workforce/localteam.pdf; jobs.utah.gov

- **Utah Manufacturers Association**

- 801.363.3885 • uma@umaweb.org
- umaweb.org

- **Utah Office of Tourism**

- 801.538.1900 • info@visitutah.com
- www.visitutah.com

- **Utah Small Business Development Center**

- LOCAL CONTACTS VIA WEBSITE WWW.UTAHSBDC.ORG

- **Western Rural Development Center (WRDC)**

- Don Albrecht • 435.797.2798 • wrdc@usu.edu
- wrdc.usu.edu

- **World Trade Center Utah, Rural**

- **Outreach**
- Don Willie • 801.859.5094 • dwillie@wtcutah.com
- www.wtcutah.com

- **AFFORDABLE HOUSING**

- **Housing & Community Development (HCD)**
- (801) 468-0144 • sglines@utah.gov
- jobs.utah.gov/housing/hcdprograms.html

- **COMMUNITY DEVELOPMENT**

- **Rural Community Assistance Corporation**
- Carol Cohen • 801.521.2169 • ccohen@rcac.org
- www.rcac.org

- **U.S. Department of Housing and Urban Development (HUD)**

- 801.524.6070 • UT_Webmanager@hud.gov
- portal.hud.gov/hudportal/HUD?src=/states/utah

- **Utah AmeriCorps VISTA Program**

- 801.524.5412 • jmurakami@cns.gov
- www.nationalservice.gov/impact-our-nation/state-profiles/UT

- **Utah Center for Rural Life**

- Wes Curtis • 435-586-7738 • curtis@suu.edu
- utahlinks.org/urs/

- **Utah Rural Planning Group**

- (801) 468-0133 • info@ruralplanning.org
- ruralplanning.org

- **Utah State University Extension**

- <http://extension.usu.edu/>

- **ASSET INVENTORY AND MANAGEMENT**

- **Rural Water Association of Utah**

- (801) 756-5123
- www.rwau.net

- **Utah Department of Environmental Quality (DEQ)**

- 801-536-4400 • deqinfo@utah.gov
- See funds at www.deq.utah.gov/FeesGrants/index.htm.
- deq.utah.gov

- **Utah Department of Heritage and Arts (DHA)**

- 801.245.7202 • bsomers@utah.gov
- See funds at heritage.utah.gov/dha/funding-dha
- heritage.utah.gov

- **Utah Department of Transportation**

- 801-965-4000 • srwebmail@utah.gov
- Regional office contacts at <http://bit.ly/2g0F8cZ>.
- www.udot.utah.gov

- **Utah Local Technical Assistance Program (LTAP)**

- (435) 797-2933 • nick.jones@usu.edu
- www.utahltap.org

- **PLANNING & LAND USE**

- **American Planning Association: Utah Chapter**

- www.apautah.org

- **Utah Automated Geographic Reference Center (AGRC)**

- gis.utah.gov

- **Utah Land Use Institute**

- (801) 675-6955
- utahlanduse.org

- **Utah Property Rights Ombudsman**

- (801) 530-6391 • propertyrights@utah.gov
- propertyrights.utah.gov

- **Utah State University Landscape Architecture**


- **Project Assistance Program**

- 435.797.0500
- laep.usu.edu/extension/project-assistance

- **Regional Planning Program Planners:**

- **Five County AOG**

- Gary Zabriskie • 435-673-3548 • gzabriskie@fivecounty.utah.gov



Inaction will result in leaders only being capable of reacting to future events, rather than shaping those events and directing Boulder towards its goals.





RURAL



PLANNING GROUP

The Rural Planning Group is a program of the Housing and Community Development Division, part of the Utah Department of Workforce Services.

info@ruralplanning.org • 801-468-0133