



# Final Report

## NoBo Creative Campus Community Sentiment & Data Analysis

August 16, 2022



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## MISSION

Centro Inc. and FordMomentum are charged with assessing the sentiments and desires of the community related to a Creative Campus to be developed by Emerald Management in North Boulder (NoBo), anchored by a new facility for the Boulder Museum of Contemporary Art (BMoCA). The intent of the work is to provide thoughtful qualitative and quantitative input from and about the community to assist in shaping the development and programming of the campus.

Specifically, our team has been tasked with:

- Establishing and delivering a positive engagement and communications strategy related to the development of an arts-centric campus in NoBo, inclusive of opportunities for a mix of uses such as affordable housing, artist studio spaces, retail, commercial space and open space, as well as the relocation of the Boulder Museum of Contemporary Art (BMoCA) to North Boulder as an anchor for the campus;
- Bringing local stakeholders and the community at large into the discussion about the proposed campus in a positive way, and building support for and connections to the project resulting in a coalition to champion the development of the campus; and
- Assisting in conceptualizing ideas for the development site which connect to stakeholder's desires and wishes, and ensure the project is connected to the larger NoBo community, both physically and programmatically.

## VISION AND GOALS

Emerald Management and BMoCA seek to enhance North Boulder through the Creative Campus project, providing sustainable contributions to the NoBo Art District's burgeoning reputation as an arts and culture hub by creating a development that provides long-term value to the community. Our assessment seeks to support this vision through research, focused engagement, strategic community engagement, and balanced qualitative and quantitative data which can be used in decision making and development.

Emerald Management and BMoCA's goals for this work are:

- To ensure that whatever is ultimately developed is inclusive of the current NoBo community (landowners, tenants, residents, artists) and identify ways for locals to inhabit the new spaces to be developed (i.e. development without displacement);
- To address concerns about inclusiveness and gentrification in an intentional and thoughtful way; and
- To bring the community on board in a manner that allows them to help shape the development in ways that support their values and sustainability.



## PROCESS AND FINDINGS

### SITE TOUR AND ASSESSMENT

To begin the work, our team conducted a tour of North Boulder and the proposed Creative Campus development site, looking at existing assets, design and nearby developments, both existing and proposed. We also spent time touring surrounding neighborhoods and communities to understand the geography of the area and the opportunities for connections to and drawing from adjacent places. During our visits, we spent time at NoBo businesses and had conversations with local individuals to better understand the social current of the community. Our assessment included spending time with the Emerald Management and BMoCA teams to gather a baseline of information to inform the work.

### REVIEW OF PREVIOUS PLANNING DOCUMENTS

Prior to diving into direct stakeholder engagement, our team undertook a comprehensive review of existing research and reports that could inform our work. The documents reviewed, and a brief overview of our key takeaways from each are included in the table below:

DOCUMENT REVIEWED	KEY TAKEAWAYS
City of Boulder Pre-Application Site Review for the Creative Campus Development Site	This document provided context on the existing conditions and zoning of the site, as well as the proposed zoning of the site and possible location of the campus elements. This helped us understand some of the questions at play related to building development, including height, interaction of proposed site elements with existing elements, community benefits, etc.
BMoCA Case for Support	This report was developed to make a case for supporting a future expansion for BMoCA. The report lays out key accomplishments and recent growth as well as the vision and goals for expansion, including: <ul style="list-style-type: none"> <li>● ART — Supporting BMoCA’s mission; Presenting awe-inspiring and thought-provoking contemporary art in an intentionally designed and accessible space</li> <li>● ARTISTS — Amplifying the voices of artists; Deepening engagement with regional and local artists by positioning BMoCA in Boulder’s designated Arts District, home to 125+ creatives; Catalyzing the momentum of Boulder’s Arts District by becoming one of the anchors alongside the North Boulder Library and NoBo Arts District</li> <li>● COMMUNITY — Building community; Serving all equally by locating the new facility in Boulder’s most quickly growing and diverse neighborhood</li> <li>● IMPACT — Strengthening our impact; Strengthening our impact in a facility that can support year-round education; programs for all ages and providing more impactful programming for youth and families in a dedicated space</li> </ul>



<p>BMoCA Campaign Planning Study Report (Jan 2022)</p>	<p>This study was conducted to help determine the viability of raising \$13,500,000 to fund the construction of a new, state-of-the-art BMoCA in NoBo. It includes highlights from consultant-led interviews with 35 individual stakeholders, a BMoCA Board Focus Group/questionnaire with 12 individuals, and seven individual board member interviews. The goal of the study was to understand:</p> <ul style="list-style-type: none"> <li>● The image and benefits of BMoCA</li> <li>● The strengths of the collective members of Leadership, Staff and the Board</li> <li>● Feedback on the Case for Support</li> <li>● The availability of significant gifts to accomplish the campaign goal</li> <li>● Leadership for a capital campaign</li> </ul> <p>The findings demonstrated significant support for BMoCA and the report provides an overall strategy for fundraising and next steps. The sentiments shared by the interviewees and board members in this report helped to form the basis of our questions for engagement.</p>
<p>Vision 2022: A Future BMoCA</p>	<p>This report outlines programmatic goals for BMoCA for the next 25 years, and sets the context for the need for a new facility to support these goals, initially identifying the East End of the Civic Center as the preferred expansion site. While this assessment is focused on another site not related to North Boulder, it provides important context on the future programmatic considerations for BMoCA and insight from additional community engagement conducted that we reflected in our engagement work.</p>
<p>NoBo Branch Library Community Engagement Report</p>	<p>This report summarizes the findings from seven community engagement events that were held throughout North Boulder and the surrounding area to get information on the proposed NoBo Branch Library. Just over 200 people were engaged in these discussions about programming and needs for the community. We utilized this report to build our engagement and survey, aiming to add context to the responses which generally demonstrated that:</p> <ul style="list-style-type: none"> <li>● NoBo values community, accessibility and the arts and appreciates the diverse mix of uses, neighborhood feel and outdoor spaces present.</li> <li>● Community spaces and outdoor space is felt to be missing, as well as parking. A desire for child space was noted. More programming overall is desired.</li> <li>● Other considerations noted here were to ensure connectivity to the library, ensuring a sense of “intimacy” in the space, multi-purposes spaces, exhibition spaces, outdoor performance/plaza space that has flexible programming, addressing safety and thinking about the library as a gateway</li> </ul> <p>Common themes emerged in our engagement work as well aligning well with the overall desires of the community. This report aims to look at what the library will not be able to provide that the Creative Campus can.</p>
<p>North Boulder Art District ULI TAP Report</p>	<p>This report, completed in 2017, took a comprehensive look at the current and future land uses, creative placemaking, and policy tools to support NoBo’s</p>



	future development. The report addressed critical issues of connectivity, signage, lack of affordable space for artists, need for more retail and parking issues, among others. This report was reviewed for context in terms of what changes have occurred in the last five years, and what challenges still remain that can be addressed by the Creative Campus.
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**STAKEHOLDER INTERVIEWS**

Following this preliminary research and team meetings to assess the best process and way forward, an initial group of stakeholders was identified with whom individual interviews would be held. These interviews were designed in partnership with the Emerald Management and BMoCA teams, and questions were developed to determine values, aligned with our approach which is based on the understanding that **when folks can clearly articulate their values, they can better quantify their value.**

Our team assesses community based on FordMomentum’s five-pillar methodology, Standard of LOVE (STOLO): Literacy, Values, Self-Esteem, Economic Power, and Justice. STOLO helps us to understand what people want and how to deliver on that. Interpersonal conversations with community stakeholders offered a respectful and safe opportunity for dialogue about themselves and this project.

A total of 17 interviews were conducted including: Boulder elected officials (2); municipal administrators (2); community organizational leaders (4); and residents (9). The individuals interviewed were selected by the Emerald Management and BMoCA teams and/or were referred by other resident/business owner interviewees:

NAME	TITLE, ORGANIZATION
Kirk Ambrose	Professor, University of Colorado
Chris Barge	Executive Director, Boulder Public Library Foundation
Yvette Bowden	Assistant City Manager, City of Boulder
Gwen Burath	Deputy Director, BMoCA
Matt Chasansky	Manager, Office of Arts & Culture, City of Boulder
David Dadone	Executive Director, BMoCA
Jeremy Durham	Executive Director, Boulder Housing Partners
Mary Fairfield	School Director, Shining Mountain Waldorf School
Rachel Friend	Councilperson, City of Boulder



Andrew Ghadimi	Partner, Emerald Management
Cris Jones	Community Vitality Director, City of Boulder
Eliza Leach	Chair of the Board, BMoCA
Mara Mintzer	Executive Director, Growing Up Boulder
Ann Moss	Resident
Lisa Nesmith	NoBo Art District
Tom Sunderlund	Owner, Native Edge Landscapes
Mark Wallach	Councilmember, City of Boulder

A set of standard questions was developed to establish a baseline of consistency and trust (See **Appendix A**, Interview Questions). These interviews allowed us to extrapolate information about shared language and values that was utilized in other engagement efforts.

The standardized questions allowed us to document, organize, and analyze a standard set of variables. From there, we were able to identify some common themes. While they were not exhaustive, we used these themes to drill into the root cause of desires so that we can identify what tools, resources and potential solutions already exist or need to be created to make the Creative Campus a success.

Of the 19 qualitative questions asked more than 20+ cultural and social themes emerged with specific subcategories. The themes ranged from perception of the region's assets, tools and resources compared to other personal experiences, to social capacity for equitable and smart change, to how to leverage the arts as an anchor for the future of the community. The chart of the qualitative interviewee themes can be seen below.



THEME/STAKEHOLDER	DEVELOPER	MUNICIPAL	COMMUNITY ORGANIZATION	RESIDENT	BUSINESS/ INVESTOR
MIGRATED FROM OUTSIDE BOULDER	X	XXXX	XXXX		X
NATURE		X	XXXXX	X	XX
WORK/PROGRESS ("OWN THE MAKING") - OWN THE MAKING - OPERATE BASED ON THE SAME SET OF FACTS	XX	XX	XXX	X	XX
LACKS ETHNIC DIVERSITY	X	X	XX		X
IDEALISTIC - FAIL TO LIVE THE VALUES WE PROMOTE - COMMUNITY CAN BE LIMITING - LIMITS THE ABILITY TO GROW ECONOMICALLY - NOBO IS STAGNANT		XX	XXX		X
ART AS A TOOL FOR INCLUSION	X		XXX		X
GENERATIONAL DIFFERENCES			X		X
CLASS DIFFERENCES - ECONOMICS - SOCIAL/EDUCATIONAL?	XX	X	XX	X	X
ETHNIC DIFFERENCES?	XX		X		X
DO NOT GENTRIFY/DISPLACE PEOPLE WHO ARE ALREADY THERE	X	XX	XX	X	
POLITICAL DIVISION - POWER DYNAMICS (NEED TO QUANTIFY WHAT THIS MEANS)	X	X	x		
BMOCA AS AN ANCHOR	XX	XX	XXX		
PRESERVATION OF NATURE		XX	XX		X
PRESERVATION OF ARTISTIC PROCESS			X	X	
FLEXIBLY USED SPACES	X	XX	XXXX		X
SAFE SPACE FOR RADICAL CHANGE - PRACTICE/GETTING HANDS DIRTY - AGGREGATING DATA AND OUTCOMES FOR DECISION MAKING - IDEATING WAYS FOR SUSTAINABLE CREATION	XX		XXXX	X	
THE ARTISTS ARE A KEY ASSET. PROTECT AND SUSTAIN THEM.	X	XX	XXX	X	
DENSIFY THE AREA W/ SMART, FLEXIBLE DEVELOPMENT	X	X	XXXXX		X
ORGANIC AND NOT CONTRIVED; NATURALLY OCCURRING DEVELOPMENT - MAINTAINING THE FRINGE/INDUSTRIAL FUNKINESS - IF OPEN SPACE IS THE PLAYGROUND, LIBRARIES ARE OUR LIVING ROOMS - LOOK AT THE BRIDGE AT THE LIBRARY; PEOPLE FROM ALL WALKS OF LIFE ARE WELCOMED - SUPPORTS CREATIVE PEOPLE THAT LOVE TO LIVE OUTDOORS	X	X	XXX		
AFFORDABLE HOUSING IN DIFFERENT STOCKS - PLACES WHERE PEOPLE CAN CREATE MEMORIES AND RELATIONSHIPS - ELIMINATE DISPLACEMENT - ALLOW HUMANS TO REMOVE SHAME FOR BEING WHOLE BY CREATING SPACES THAT DON'T FOCUS ON WORK	X	XX	XXX		X
ECONOMIC OPTIONS THAT CREATE EQUITY - RECIPROCITY - AUTHENTIC INTERCONNECTEDNESS (COMMUNITY)	XX	XX	XXXX	X	XX

We pared the themes into the 3 core sections used for the survey:

1. Gather respondent information on their relationship to, and knowledge of, NoBo.
2. Prioritize the NoBoCreative Campus with 4 focus areas: style, housing, open space and activities.
3. Outline community impact and offer elements necessary to create a regenerative, sustainable cultural arts community.

## SURVEY

The qualitative data from the interviews informed a community survey and supporting communications assets. The survey was intended to validate the understanding, language, context and desires for a Creative Campus in NoBo. An online Qualtrics survey was utilized. Qualtrics is a nationally recognized and trusted research software that supports automated analytics and visualization in a simple way. The 23 question





survey was hosted in both English and Spanish. Of the 138 responses, we received 2 responses in Spanish and one in Mandarin. The numerical goal was to capture a minimum of 80 survey respondents; 138 responded between June 3, 2022 and July 7, 2022. We leveraged First Friday events and our network of contacts to promote the survey. All efforts were promoted in both English and Spanish. (See **Appendix B**, Communications Campaign Assets; **Appendix C**, NoBo Creative Campus Survey )

The community engagement and survey work we did focused on identifying the values of the NoBo community. The perspective is two fold: a) people protect what’s important to them; and b) shared values are a form of currency and have a defined worth in a community.

The community overwhelmingly prioritized the following as their values in the survey, confirming what we had heard/learned about in our interviews:

1. The protection of natural resources and the environment as you develop is important;
2. Artistic discovery, creation and exchange must be given space; and
3. The development of built infrastructure that supports accessibility, affordability, and flexibility should be the priority.

There was additional context established as to how these values are implemented, specifically:

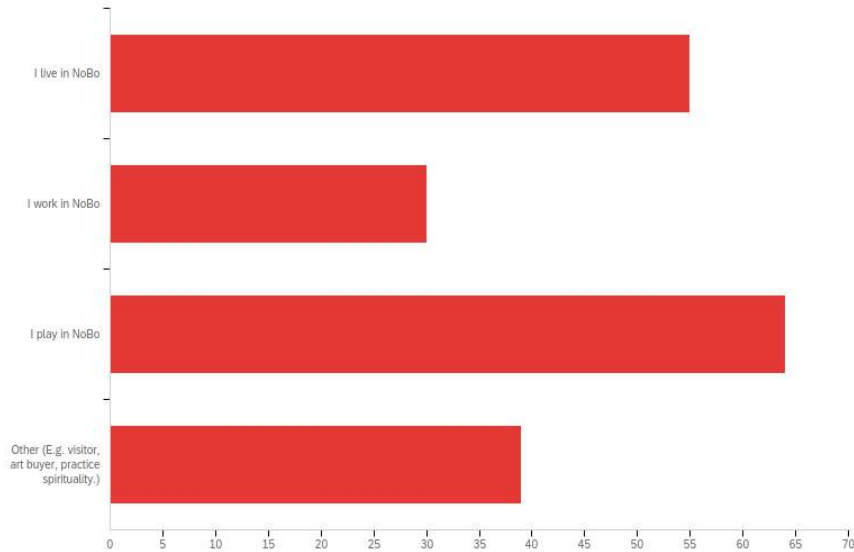
- This project is an opportunity to live the values we promote, breaking out of similar typologies and approaches to development and programming.
- The Creative Campus should explore how to diversify the economic base of the community and confirm opportunities to allow individuals to both design and own space.
- Create intentional paths to ethnic and social diversity and economic exchange through the design of spaces and programming, recognizing art can be a tool for inclusion.
- Sustain the region’s natural resources, being very intentional about design, environmental stewardship and sustainability.

The survey responses and more detail on each can be found below.



## SECTION I: NoBo COMMUNITY

Q1. Select all that apply to you in the NoBo community:

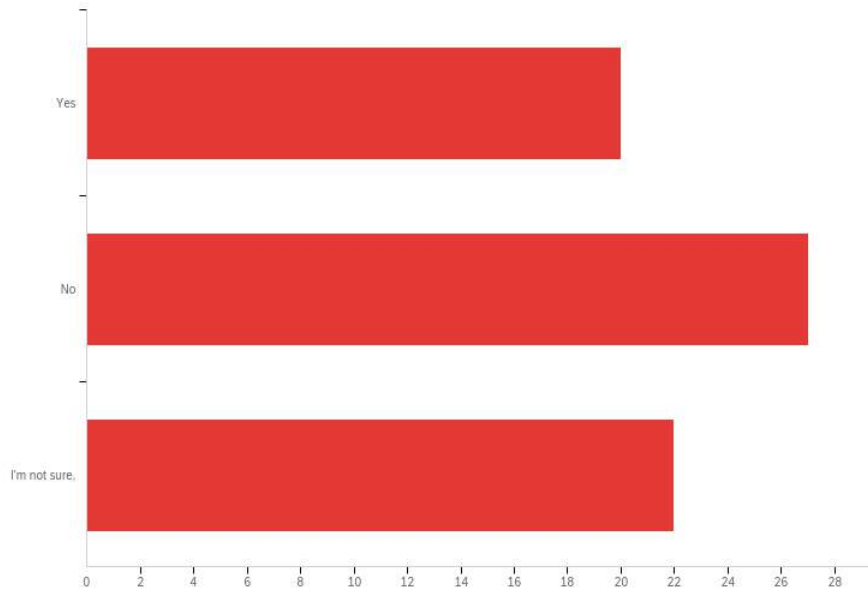


We wanted to gain insight into the relationship between the respondent and the NoBo community. The respondents reported:

- 29% live in NoBo
- 15% work in the NoBo
- 34% play in the NoBo
- 20% engage in NoBo for other reasons including: retail shopping, visiting friends and enjoying nature



## Q2. I would live in NoBo if I could afford it.

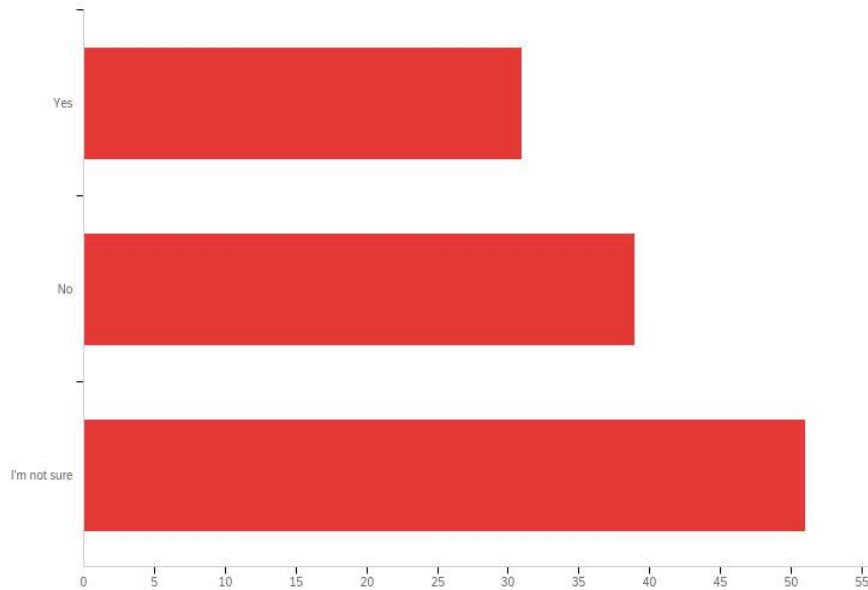


This question was asked to those who responded that they did not currently live in NoBo (71% of respondents). We sought to clarify the potential of their desire to reside in NoBo if there was housing capacity and cost wasn't a factor. Respondents were generally less favorable to wanting to reside in NoBo even if they could afford it:

- 29% would live in NoBo if they could afford it
- 39% would not live in NoBo if they could afford it
- 32% are undecided if they'll live in NoBo if they could afford it



**Q3: I find NoBo more affordable and accessible than the rest of the city.**

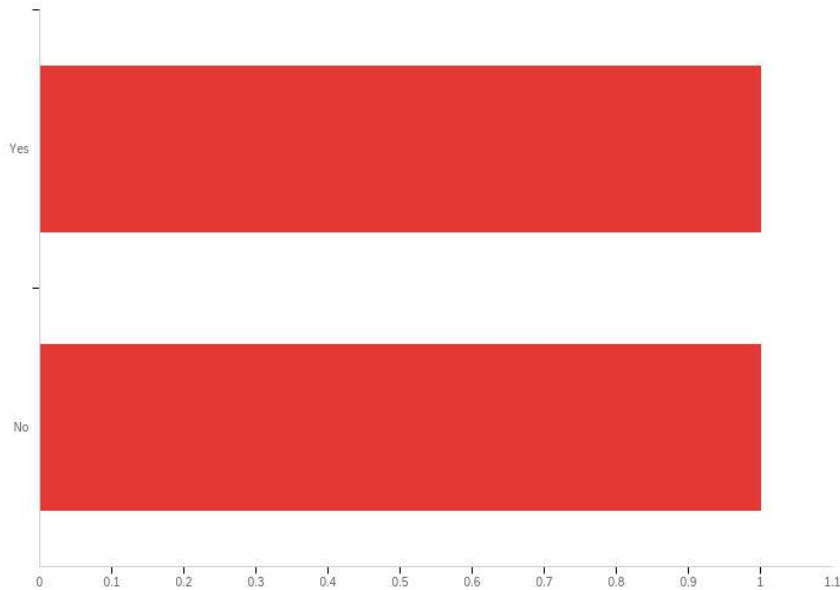


Just over one quarter of the respondents perceived that NoBo is more affordable than the rest of Boulder, while one-third believe it to be less affordable and the remainder are unsure:

- 26% feel NoBo is more affordable than the rest of Boulder
- 32% feel NoBo is less affordable than the rest of Boulder
- 42% aren't sure about affordability in NoBo



#### Q4: Are you a small business owner or artist that works in NoBo?

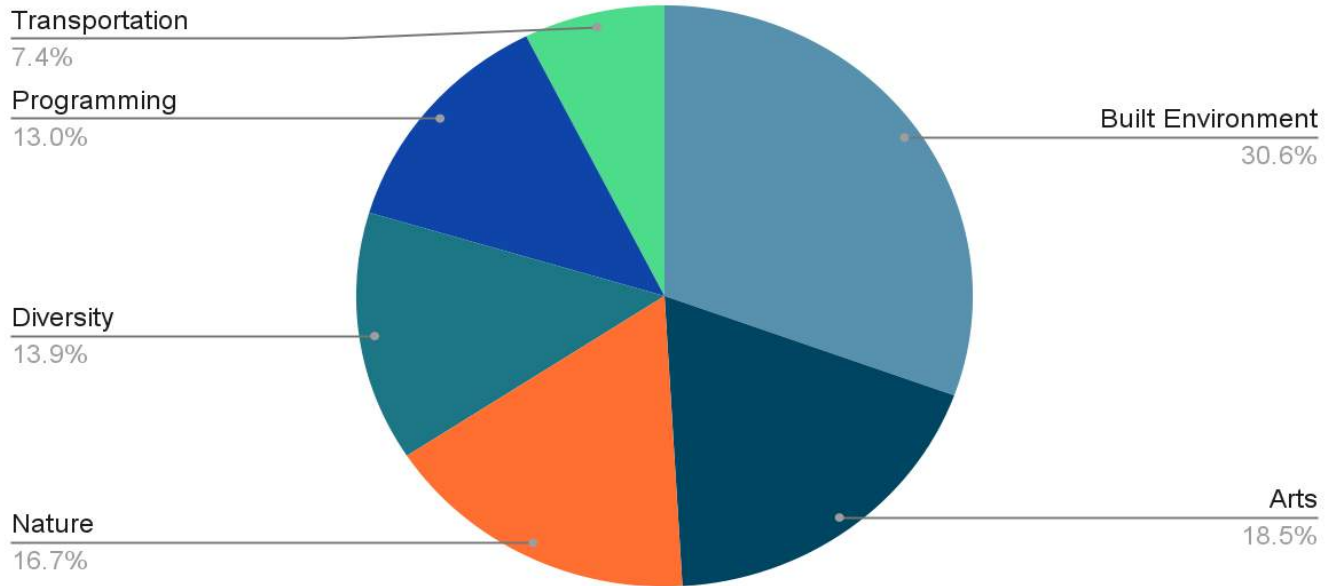


We asked a follow up question to respondents who said they work in NoBo. There weren't enough responses to cross-tabulate this data. Understanding the importance of addressing displacement for this audience, we advise being intentional about including this audience in charrettes and activations around design as the project goes forward.



### Q5: What do you value or enjoy the most about NoBo?

The responses were categorized into 6 core themes:



Noteworthy comments related to each theme are detailed below:

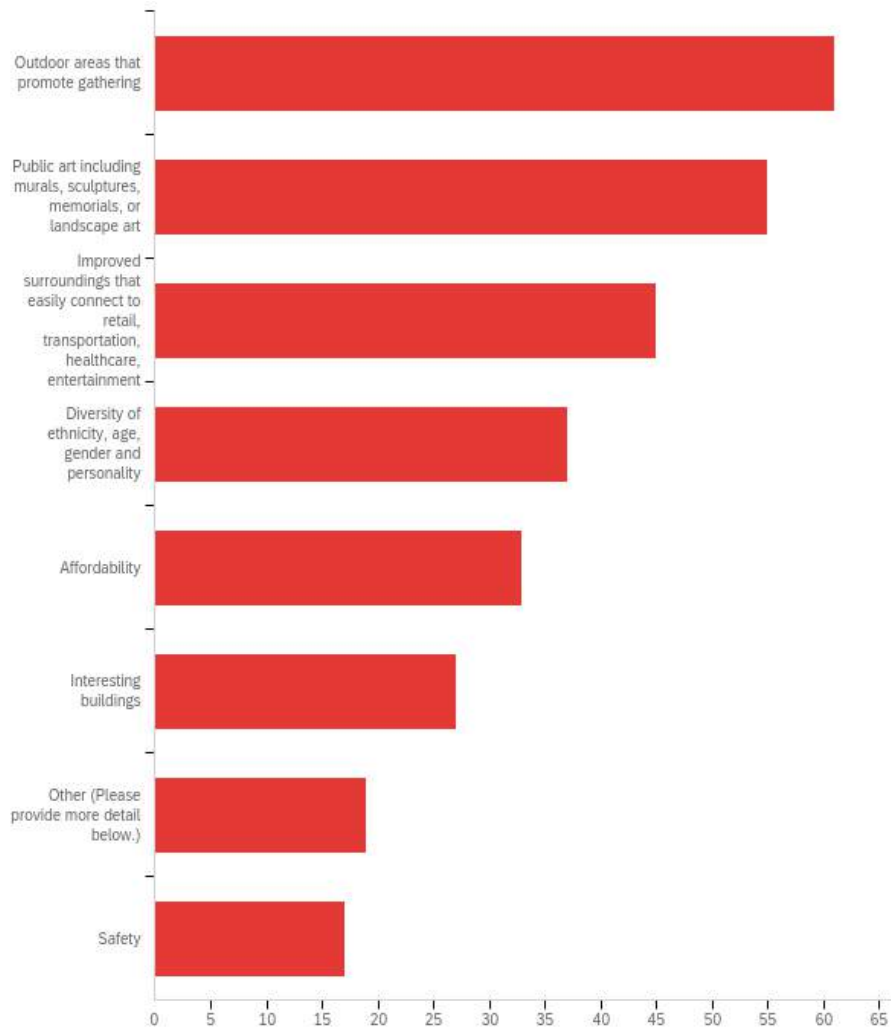
THEME	SUBTHEME	DETAILS
Built Environment	Businesses and Community Space	<ul style="list-style-type: none"> <li>Mixed old and new, messy and tidy, still has some scruffy personality.</li> <li>I love the sense of community--love bumping into neighbors at the coffee shop, when taking a walk or being at the park</li> <li>Local businesses like Amante, Native Edge, Atlas</li> <li>Out of the way but genuinely local establishments such as Wapo's, Tierra y Fuego Taqueria, Moxie North Boulder, Proto's</li> <li>The Holiday neighborhood, Spruce Confections, Proto's</li> </ul>
	Open Space	<ul style="list-style-type: none"> <li>Calm, adjacent to open space, better-than-average public transport.</li> <li>Love the open space, ball fields</li> </ul>
	Affordable Space	<ul style="list-style-type: none"> <li>Affordable workspace for studio art and teaching.</li> </ul>
Arts		<ul style="list-style-type: none"> <li>Growing art scene that is open to all</li> </ul>



		<ul style="list-style-type: none"> <li>● My studio is there and the rent is more affordable than in the rest of boulder; also enjoy the restaurants and art offerings.</li> <li>● Great art that I can potentially bring home</li> <li>● The art walk</li> </ul>
Nature		<ul style="list-style-type: none"> <li>● Views of the Foothills to the west, trails into foothills</li> </ul>
Diversity		<ul style="list-style-type: none"> <li>● Diversity of uses and access to trails</li> <li>● Walking neighborhood with Luckys. Mature trees. Diverse neighborhoods with diverse houses</li> <li>● It is the last vestige of hippie dippy, less pretentious Boulder</li> </ul>
Programming		<ul style="list-style-type: none"> <li>● Art celebrations, walkability, mix of buildings (not all new)</li> <li>● First Fridays, the art walk</li> </ul>
Transportation		<ul style="list-style-type: none"> <li>● Walkability and greenery and sense of community</li> <li>● SKIP bus access</li> </ul>



**Q6: What would make NoBo a more welcoming place for you? (Select up to 3 options.)**



The primary desire for making NoBo a welcoming place for the respondents include:

- 21% outdoor areas that promote gathering
- 19% Public art including murals, sculptures, memorials, or landscape art
- 15% improved surroundings that easily connect to retail, transportation, healthcare, entertainment

Noteworthy comments related to creating a welcoming environment include:

- Nobo is extremely welcoming... it just lacks foot traffic. There still isn't enough publicity about our events. We need even more advertisements/community involvement ...which I'm starting to see happen[ing].
- A cultural center piece. A gathering place for arts and culture.

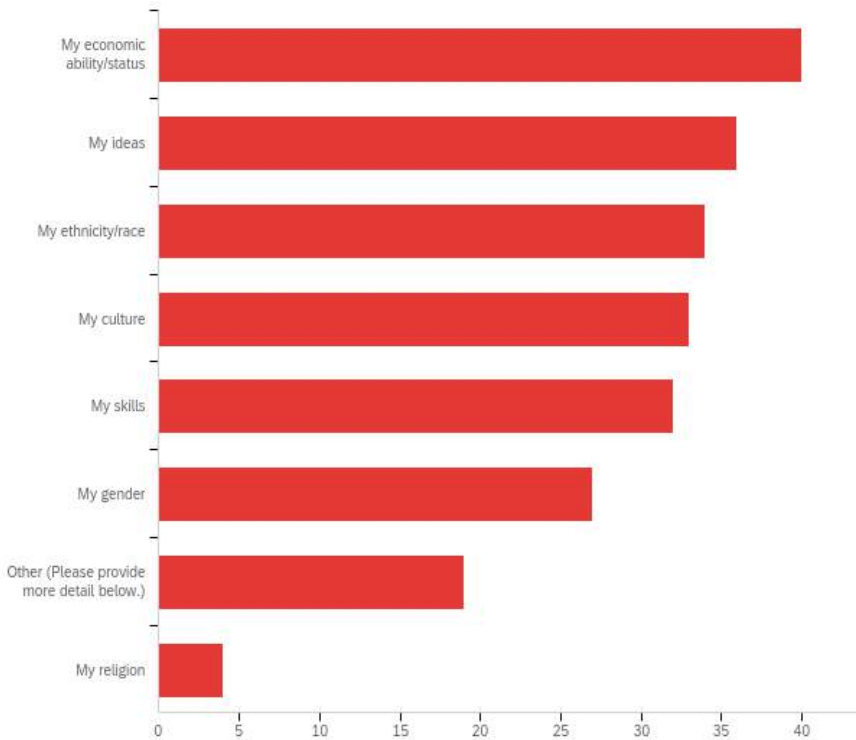




- Permanently affordable housing available ONLY to qualified ARTISTS running an ACTIVE business entity registered with city and state.
- Views of the Foothills from local businesses and residences. Would love to see big high power lines come down south of Violet.
- Library events, movies and concerts in the park.



**Q7: When I'm in NoBo, I feel the following are accepted and reflected in the space around me. (Select up to 3 options.)**



Values are important to how people make decisions about their lives. A balanced outcome to one's internal values is directly reflected in their sense of self-esteem, which is also considered a measure of their personal integrity. In order to practice this authentically in public spaces, one must feel safe to exist in their natural state and practice their values freely. This question sought to understand what variables, if any, make the respondent feel safe and reflect their sense of self-esteem in NoBo; a concept called mirroring. *E.g. Does NoBo show your reflection, and do you like what you see in yourself?*

Respondents felt their economic status (18%), ideas (16%) and ethnicity (15%) were most accepted and reflected in the space around them. The context is expected, as the area is predominately ethnically homogenous. Some of the open comments point to how respondents see themselves reflected in the space. Noteworthy comments included:

- (Translated from Spanish into English) Although there is diversity, I don't think there is interculturality. I think there is a lot of elitism. Something I (do) like is art.
- It's hard to tell that I'm accepted at all. The locals tend to keep to themselves and charge such high prices for everything that it's hard to be present without a fat bankroll.
- I don't feel any of this. It's a neighborhood, not a religion or an institution.
- Acceptance and reflection are not on my mind when I'm in Nobo. Guess that means a lot too.



## Q8: Are there other important beliefs that NoBo reflects for you?

This question is a follow up to the previous inquiry with specific variables about safety in reflection and esteem. We wanted to give respondents an opportunity to share additional variables that were not listed in the prior question.

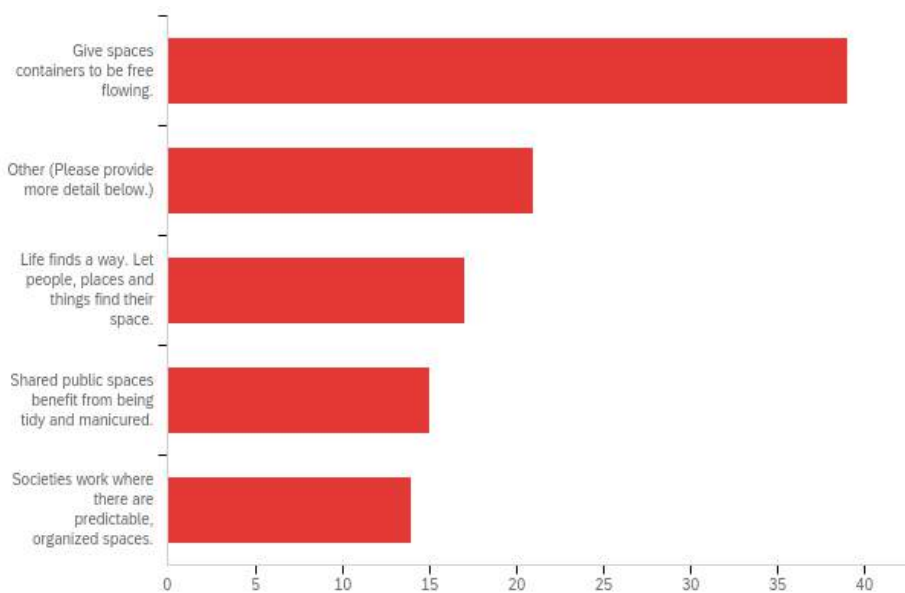
There were 51 write-in comments from respondents that offer a less linear view of what makes them feel safe. These responses show an appetite to stretch beyond what makes them feel safe and happy in their reflection. Leveraging this high esteem as a catalyst to growth in the community can provide exponentially rewarding and sustainable results that the entire community can get behind. Noteworthy comments are below:

- My identity as an LGBTQ+ person.
- Great support for the arts and diversity of people and a diversity of housing types.
- Familiarity - it's been my neighborhood for 20+ years
- Well the best is...there is space for our collective hopes and dreams to establish a special neighborhood that is "unsuburban", walkable, green, animated with art and people and more...and demonstrates to others that there is hope for the future!
- Creativity, community, a sense of striving to include everyone
- Interrelation of natural/open and domestic spaces
- I am a white, older, cisgender woman of some means and privilege who naturally fits in in NoBo. I would like to see NoBo serve many more diverse people than me.
- I would love to see spaces that feel welcoming to a variety of cultures and income levels. Right now, it feels pretty separated. I think if built correctly, the arts campus could help change this.
- I enjoy the mix of people, not all like me but accepting.
- It's not over-stimulated like many areas of Boulder.



## SECTION II: CREATIVE CAMPUS

**Q9: Style is important to how we bond with the environment around us. What is your style preference? (Select your top priority.)**

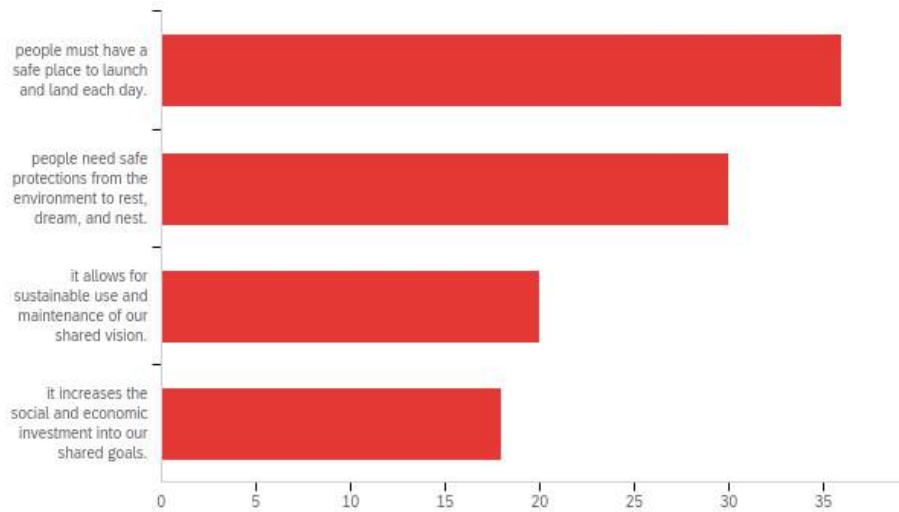


Respondents value dedicated spaces that support organic use. More than half of the respondents prioritized flexible and intuitive spaces over dedicated or predictable spaces.

- 37% Give spaces containers to be free flowing.
- 16% Life finds a way. Let people, places and things find their space.
- 14% Shared public spaces benefit from being tidy and manicured.
- 13% Societies work where there are predictable, organized spaces.

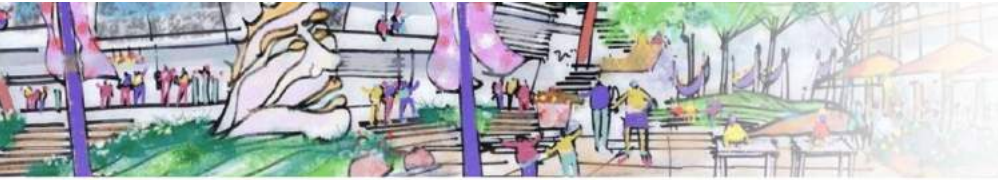


**Q10: Housing is important to communities because \_\_\_\_\_.**  
**(Select your top priority.)**

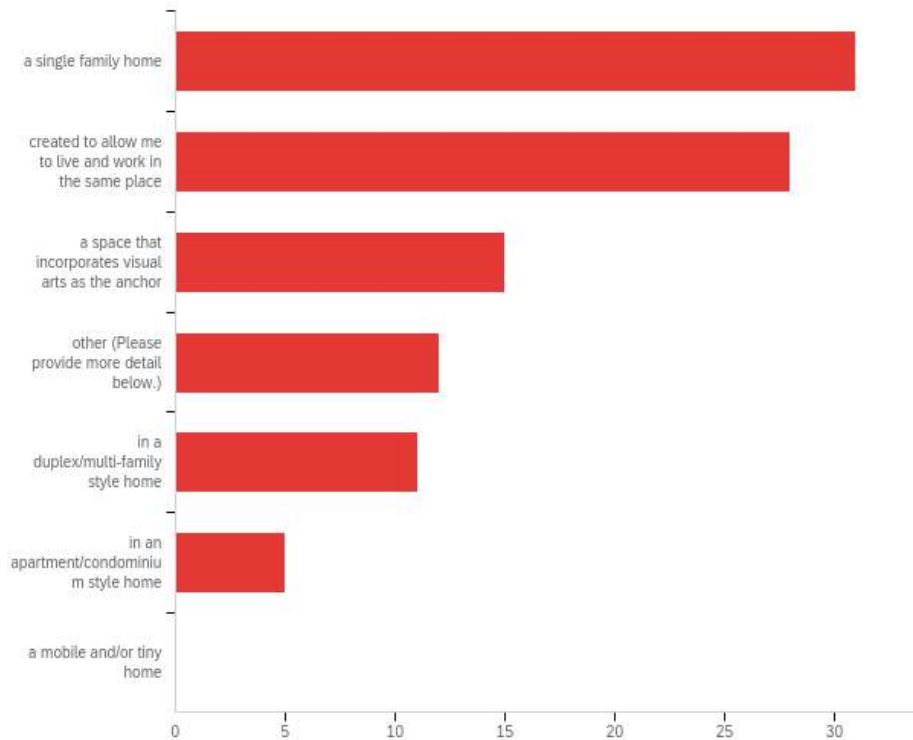


Respondents value safety and respite in housing more than utility or economic sustainability.

- 35% people must have a safe place to launch and land each day.
- 29% people need safe protections from the environment to rest, dream, and nest.
- 19% it allows for sustainable use and maintenance of our shared vision.
- 17% it increases the social and economic investment into our shared goals.



**Q11: Whether you currently live in NoBo or would like to, you like living spaces that are \_\_\_\_\_ . (Select your top choice.)**



Respondents prefer single family homes that allow for both work and daily living in an artistic environment. Given the demographics of NoBo, it is not surprising that single family homes - which most Americans still see and are trained to see as the American dream - are a common response. However, other interesting themes emerge such as an interest in spaces that allow for living and working, that center around artistic expression, and a mix of types of housing and uses all in one place. (Additionally, the following two questions separate what respondents think and want, versus what they actually intend to do.)

- 30% A single family home
- 27% Created to allow me to live and work in the same space
- 15% A space that incorporates visual arts as the anchor

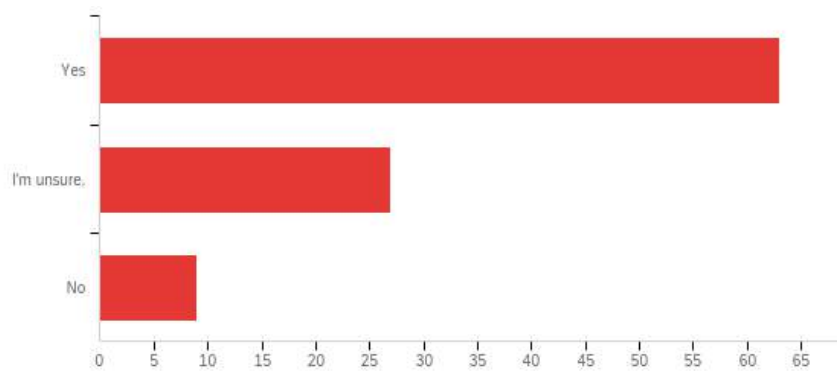
Noteworthy comments include:

- (Translated from Spanish into English.) Both integrating art and allowing me to live and work, but also have space to grow a backyard garden.
- Reflective of occupants, a chance for personal expression regardless of scale.
- Mix of single family, multi-family, and apartments and affordable!
- Access to outdoor space, be it shared or private, is critical to me and my family.
- Community centered and hospitable to all, including children.



It is important to note the discrepancy between the concept of “shared community” and “increased community activity” we viewed from respondents. A shared community is a value of increasing community activity. Increasing community activity increases opportunities for gathering, shared resources and economic exchange. However, the community also expressed concerns with increased activity negatively impacting the elements that they value most about NoBo. This may indicate a desire to control the conditions they engage in, a lack of understanding of how shared resources benefit their values, or a desire to allow naturally occurring programming based on need. This bifurcation of values to desired outcomes is a concern for fundraising efforts, long-term development, and applied use. Education and confirmation of the core audiences will benefit the project as a whole.

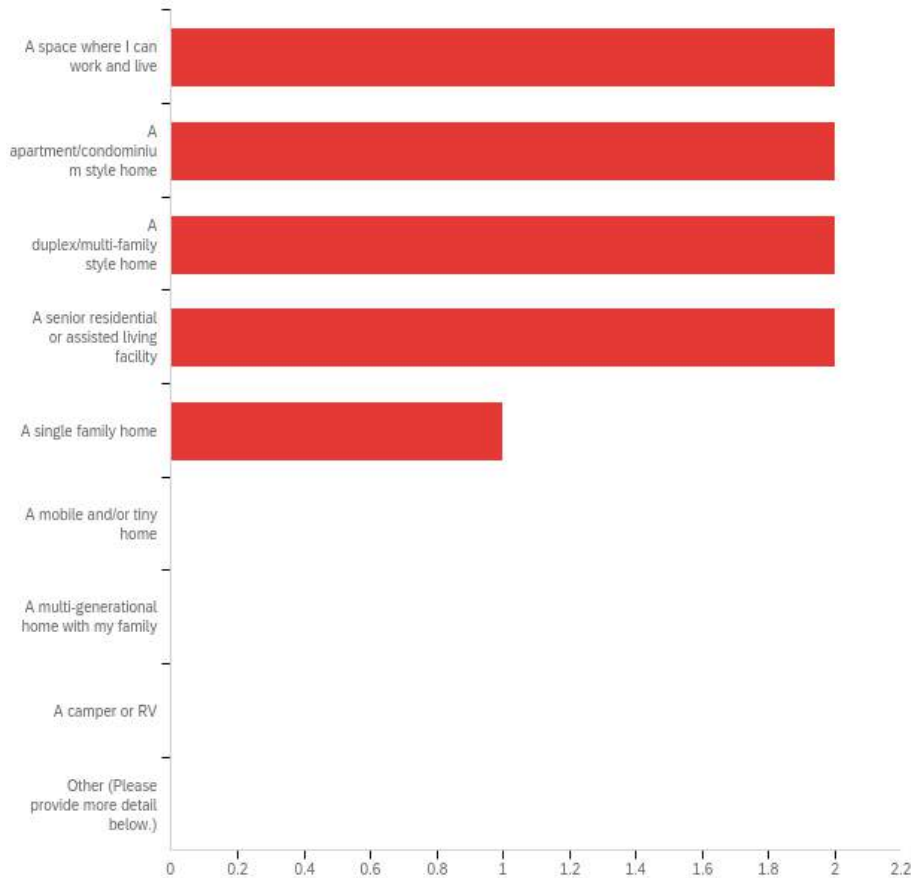
**Q12: If you live in this type of home now, do you plan to remain there over the next 10 years?**



We asked this question to gauge the intention and desire for housing mobility in the next 10 years. 64% of respondents plan on staying in their current preferred home type, **36% were unsure or plan to change their home type in the next 10 years.** This offers a considerable opportunity to offer novel types of built infrastructure that equitably meets the holistic needs of environment, density, social, and economic sustenance in the community.



### Q13: I plan on moving to the following type of living space in the next 10 years:



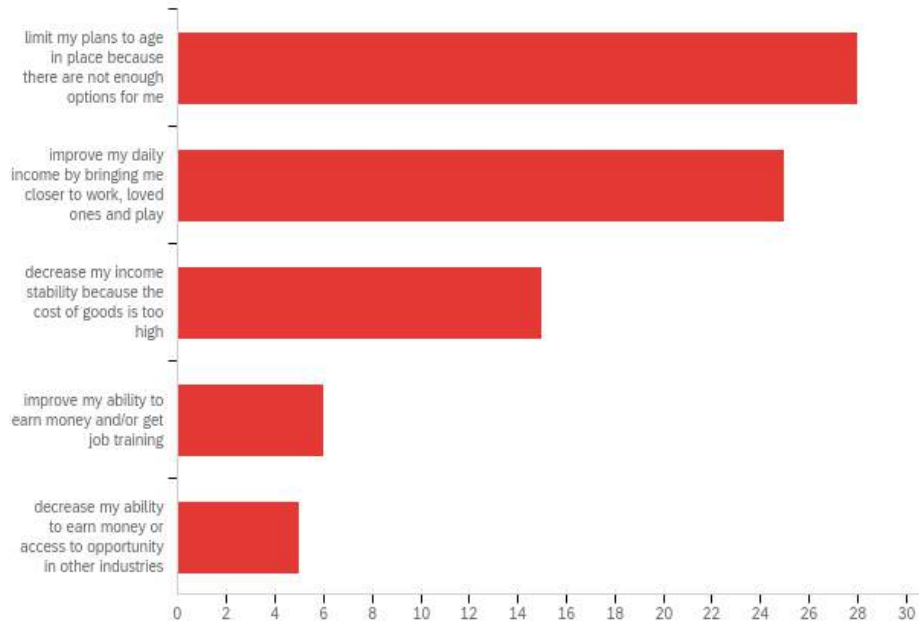
This question was asked as a follow up to those who responded “I’m unsure” or “No” to question 12 (36% of respondents from Q12). Of those, the preferences were equal for work/live, condominium/apartment, duplex/multi-family, and senior residential or assisted living facility. This clarifies what type of housing stock they’d prefer to reside in over the next 10 years.

Notice the desire for single family homes here is lower than the other housing types, contradictory to the respondent’s desires in Q11. This is a subset of the overall data, but shows that the housing stock desire isn’t directly aligned with what respondents will actually do. We recommend more investigation into the opportunities, appetite, and capacity of this consumer over the next 10 years.





**Q14: Living in NoBo would \_\_\_\_\_ . (Select one.)**



NoBo’s redevelopment seeks to retain and attract stakeholders who are committed to a diverse, sustainable, prosperous community centered around a Creative Campus. It’s important to understand how a stakeholder would leverage the community’s regional and natural assets, economic tools and local resources to thrive. This question was asked to understand how the respondent perceived NoBo’s Creative Campus resources relative to their successful future. Their feelings about moving to NoBo were varied.

- 35% feel like living in NoBo would limit their plans to age in place because there are not enough options for them
- 32% feel living in NoBo would improve their daily income by bringing them closer to work, loved ones and play
- 19% feel living in NoBo would decrease their income stability because the cost of goods is too high
- 8% feel living in NoBo would improve their ability to earn money and/or get job training
- 6% feel living in NoBo would decrease their ability to earn money or access to opportunity in other industries

60% of respondents felt living in NoBo’s Creative Campus would negatively impact their futures, whereas 40% of respondents felt it would increase their income and/or quality of life. This information identifies a few key opportunities for short and long term sustainability.

- Intentionally designing and allocating space for quality of life institutions can increase awareness, opportunities for social mobility, and create a network for community redundancy. This network acts as a buffer to economic, environmental, and social shocks; which stabilizes the Creative Campus’

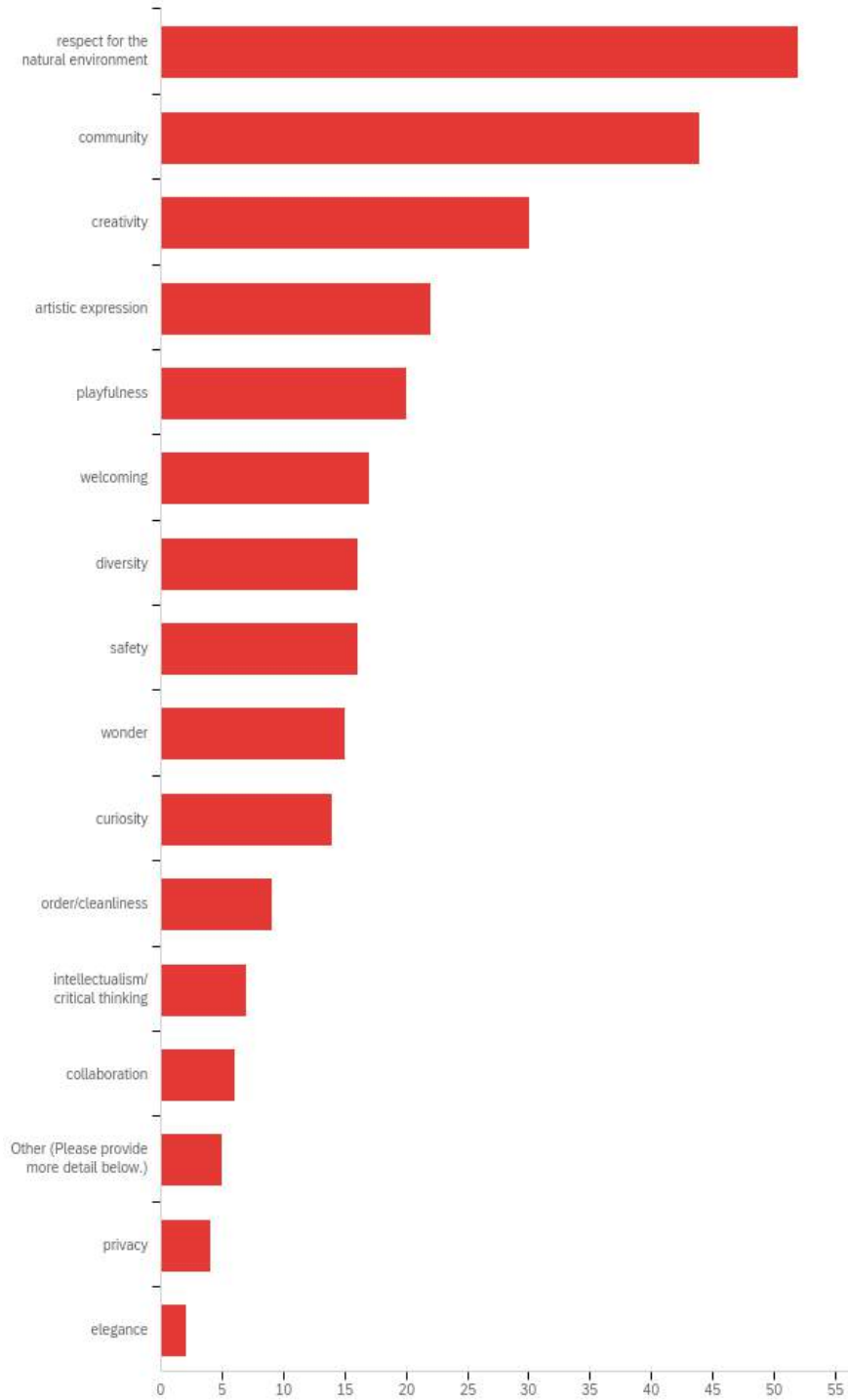


ability to sustain.

- Focusing on the core areas that NoBo does well will strengthen the socio-economic focus and power of the Creative Campus. 40% of respondents felt their lives would improve by residing on or near the campus. This reflects the opportunity respondents desire in Q10 - 13 for a built environment that protects their values and esteem.
- The census data shows the region is mature and doesn't offer equitable resources for residents to age in place. Built infrastructure that intersects the needs of those who are aging in place and can subsequently serve the next generation provides flexible options for accessibility for all.
- Creating spaces that are under-programmed, safe, and flexible in use improve the chances of the Creative Campus being timeless for generations to come because the use is able to flex with the needs of the residents.



**Q15: I like NoBo's open spaces to make me feel a sense of \_\_\_\_\_.**  
**(Select your top 3 options.)**



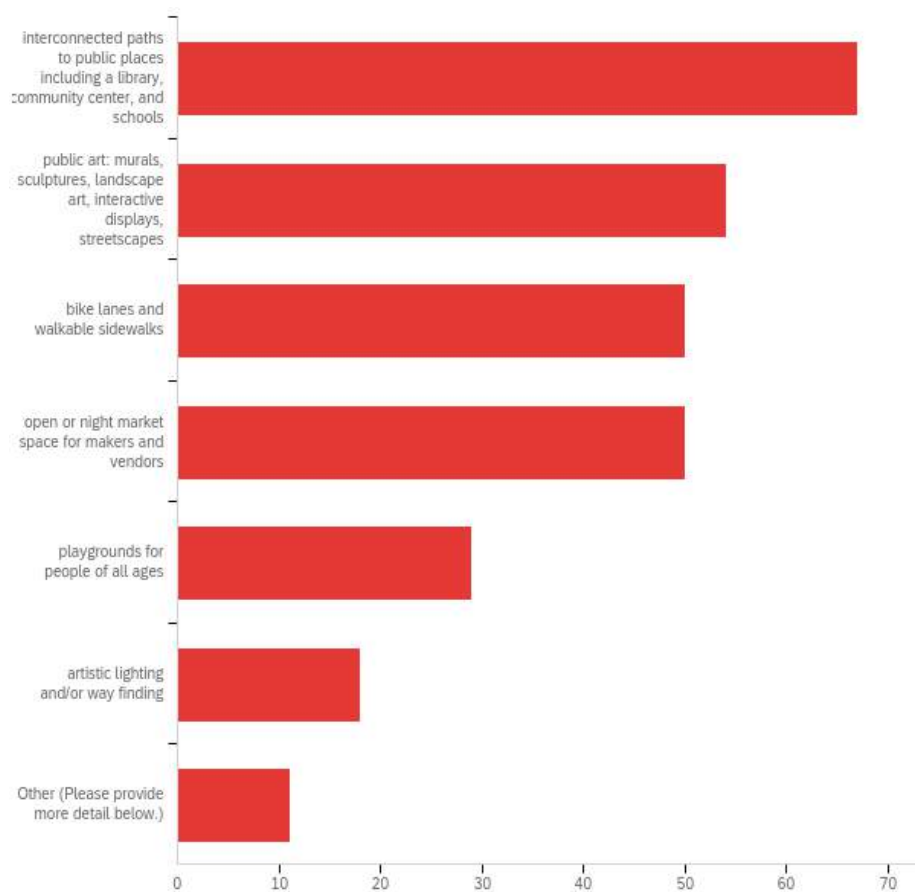


The top priorities for respondents were respect for the environment (19%), community (16%), and creativity (11%). Artistic expression and playfulness also ranked high.

Other noteworthy considerations are:

- (Translated from Spanish into English) A combination of all of the above. A comprehensive vision must include all that and more. The risk of only being able to select 3 leaves the option open for developers to prioritize (some) activities and neglect others. This prevents a true integral development of people and communities.
- Open space must be prioritized!

**Q16: Some of the elements NoBo's open space could have are \_\_\_\_\_.**  
**(Select your top 3 options.)**



Respondents prioritized the following:

- 24% interconnected paths to public places including a library, community center, and schools
- 19% public art: murals, sculptures, landscape art, interactive displays, streetscapes



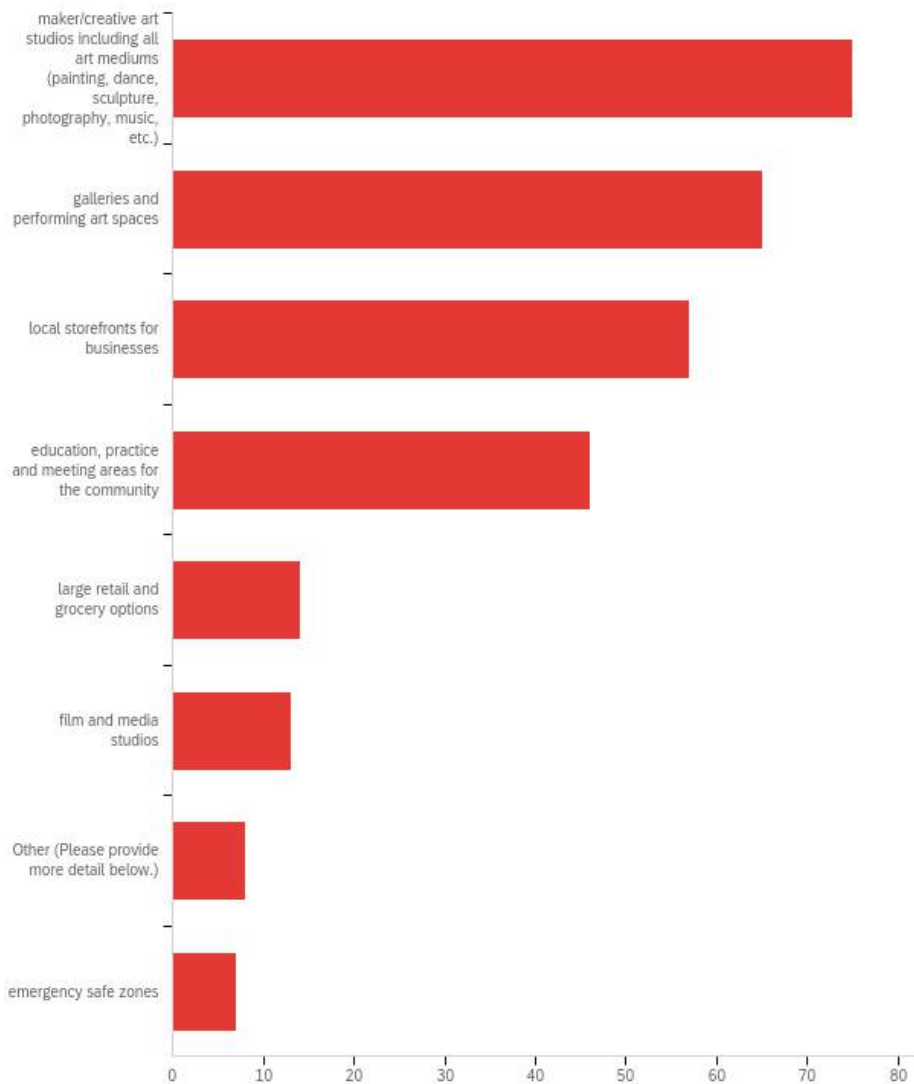
- 18% bike lanes and walkable sidewalks
- 18% open or night market space for makers and vendors

Other noteworthy considerations include:

- Untouched/rewilded spaces. Let the ecological needs be the art display
- Maker space and supplies
- Ordinary shops for living (groceries etc) rather than discretionary goods
- Open space. Natural beauty. No boxy high buildings!

**Q17: Some of the types of buildings NoBo could have are \_\_\_\_\_.**

**(Select your top 3 options.)**





The respondent's preferred types of buildings are:

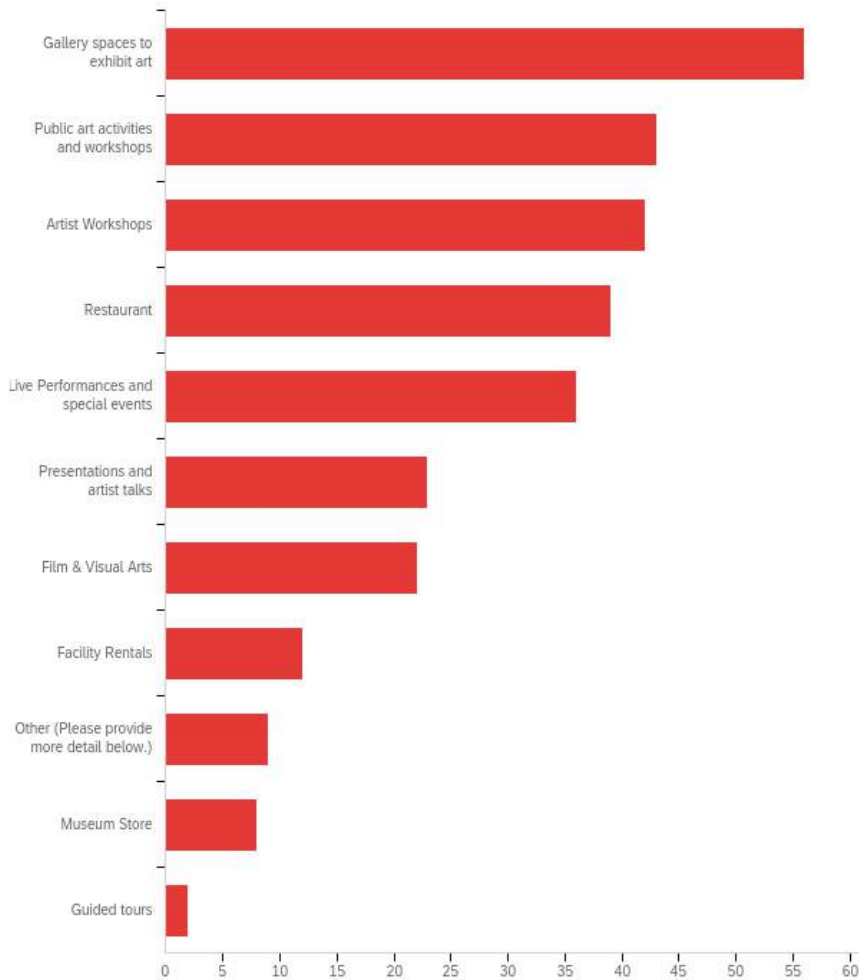
- 26% maker/creative art studios including all art mediums (painting, dance, sculpture, photography, music, etc.)
- 23% galleries and performing art spaces
- 20% local storefronts for businesses

Other noteworthy considerations include:

- Mixed use at an approachable neighborhood scale
- Maker/creative art studios including film and media
- Film and media studios bring trucks, noise, and light pollution. This is not a good idea.
- Space for nonprofits, particularly those supporting arts
- Radio station / podcasting studio space



**Q18: What kind of activities and services would you like to see at the Creative Campus? (Select top 3 options.)**



Respondents prefer activities that center artistic exploration, practice, engage in dialogue, and to commune.

- 19% Gallery spaces to exhibit art
- 15% Public art activities and workshops
- 14% Artist Workshops
- 13% Restaurants

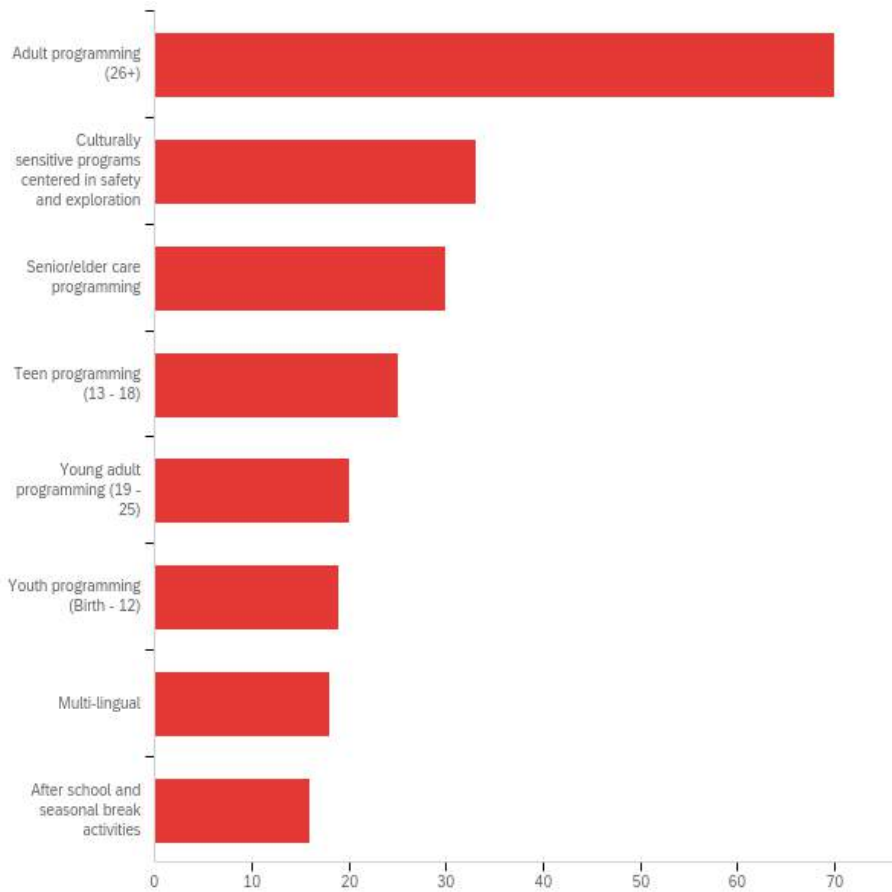
Other noteworthy considerations include:

- A Great Hall, like the Royal Academy of Art, where local artists can annually or monthly display their finest art and the public can view/purchase the art and open discussions can be held to debate the art and help curate the future of art.
- If the Emerald warehouses at 40 919 Broadway are going to close then we would need comparable studio/teaching space in the new facility.



- (Translated from Spanish into English) All of the above. Invite people from the community to share their artistic skills with the rest of the community. Everyone has something to share. There is a great need for spaces where people who are not conventionally considered artists feel safe to be able to express and share their experiences.

**Q19: What types of programming would you enjoy or need in NoBo? (Select your top 3 options.)**



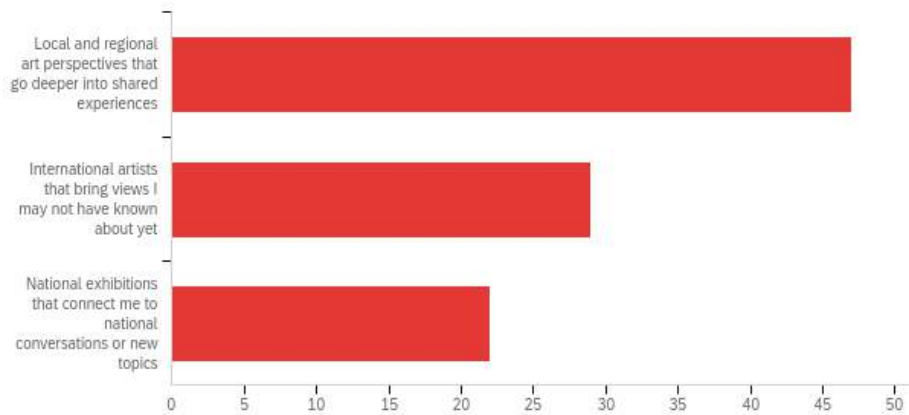
The respondents would actively participate in programming focused on adults ages 26+, culturally inclusive initiatives, and senior programming.

- 30% Adult programming (26+)
- 13% Senior/elder care programming
- 14% Culturally sensitive programs centered in safety and exploration
- 11% Teen programming (13 - 18)
- 9% Young adult programming (19 - 25)





## Q20: What excites you the most about art these days?



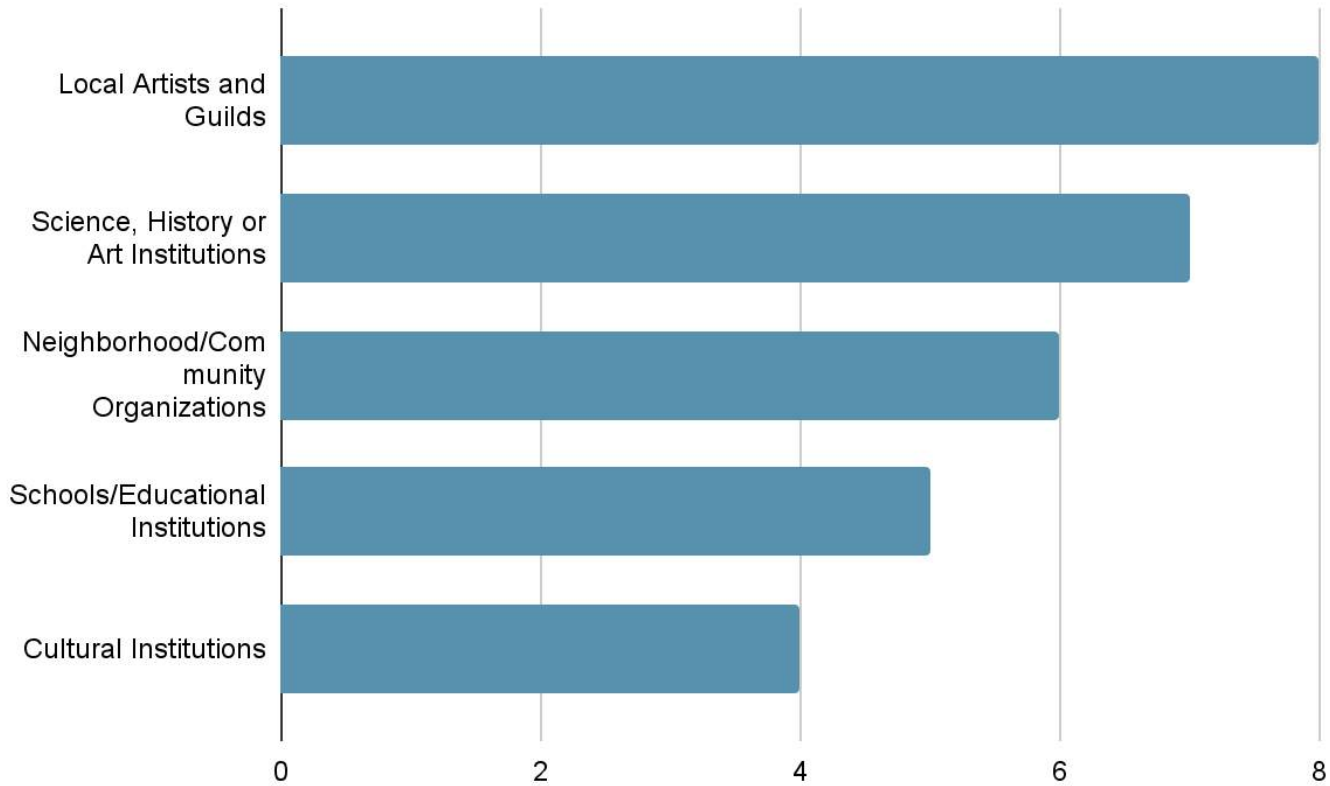
Respondents are eager to have a shared location to experience each other's local and regional perspectives together.

- 48% of respondents would like to see local and regional art perspectives that go deeper into their shared experiences
- 30% of respondents would like to see International artists that bring views they may not have known about yet
- 23% of respondents are interested in national exhibitions that connect them to national conversations or new topics



**Q21: It is important for museums to have partnerships and collaborations with other cultural, historical and civic institutions. What collaborations would you like to see with BMoCA at the NoBo Creative Campus?**

The responses were categorized into 5 core themes:



Noteworthy comments related to each theme are below:

<p><b>Local Artists and Guilds</b></p>	<ul style="list-style-type: none"> <li>Integration with the existing artists and studios already in North Boulder. Boulder Metalsmithing Association would be interested in finding a way to collaborate with BMoCA</li> </ul>
<p><b>Science, History or Art Institutions</b></p>	<ul style="list-style-type: none"> <li>Connect with the science organizations, like NOAA and NCAR, to bring art and science together more. And gardens — maybe partner with the Denver Botanic Gardens to bring a better horticulture presence to Boulder.</li> <li>Boulder is a place that attracts people because of its physical environment, so, I would like to see collaborations with Science orgs like NOAA , NCAR and</li> </ul>

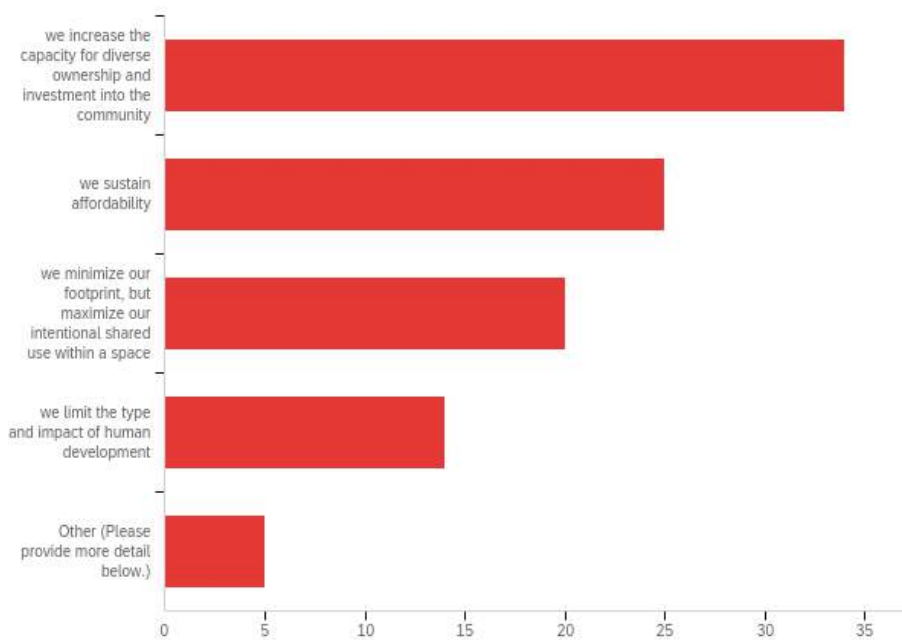


	Fiske to bridge art and science
<b>Schools/Educational Institutions</b>	<ul style="list-style-type: none"> <li>● CU Boulder: Art Program / Music / Theater / ATLAS / CNAIS / Gender Studies</li> </ul>
<b>Neighborhood/Community Organizations</b>	<ul style="list-style-type: none"> <li>● Connection to mobile home park and to the homeless shelter, connection to area restaurants and businesses (Sweet Cow, brewery, coffee shop, etc.), connection to international art orgs</li> <li>● Boulder Housing Partners, Boulder Library, OSMP, City of Boulder</li> </ul>
<b>Cultural Institutions</b>	<ul style="list-style-type: none"> <li>● Native American (CNAIS) focused institutions</li> <li>● KGNU is looking for a location to expand, and NoBo would be good for them (technically, public transportation, parts of the arts community). The station wants to include public access and performing arts space... but costs are an issue. Perhaps BMoCA and KGNU can combine their resources to achieve something greater together.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>● CWA, fine dining restaurants, and the homeless shelter --&gt; get a refettorio going.</li> <li>● As much as I'd like to give feedback in this section- It may be worth holding space for most of the ideas to evolve once the BMoCA move occurs. Maybe holding space for monthly meetups with the central art neighbors/small business community would be of value? Make it fun and talk will happen. There is definite talk happening between the businesses and artists already about how we can team up for our own type of growth.</li> <li>● I am deeply disappointed they are moving the museum at all. I strongly believe it belongs downtown and its current location is near the tea house. That's where it was truly connected with the culture and the community.</li> <li>● Boulder Open Space and Transportation Departments</li> </ul>



### SECTION III: COMMUNITY IMPACT

**Q21: NoBo has the best opportunity to be successful in 50 years if \_\_\_\_\_.**  
**(Select one.)**



Respondents are consistent in their values for the present and future of NoBo. We asked this question to better understand what their values would look like if successfully implemented.

- 35% we increase the capacity for diverse ownership and investment into the community
- 26% we sustain affordability
- 20% we minimize our footprint, but maximize our intentional shared use within a space
- 14% we limit the type and impact of human development

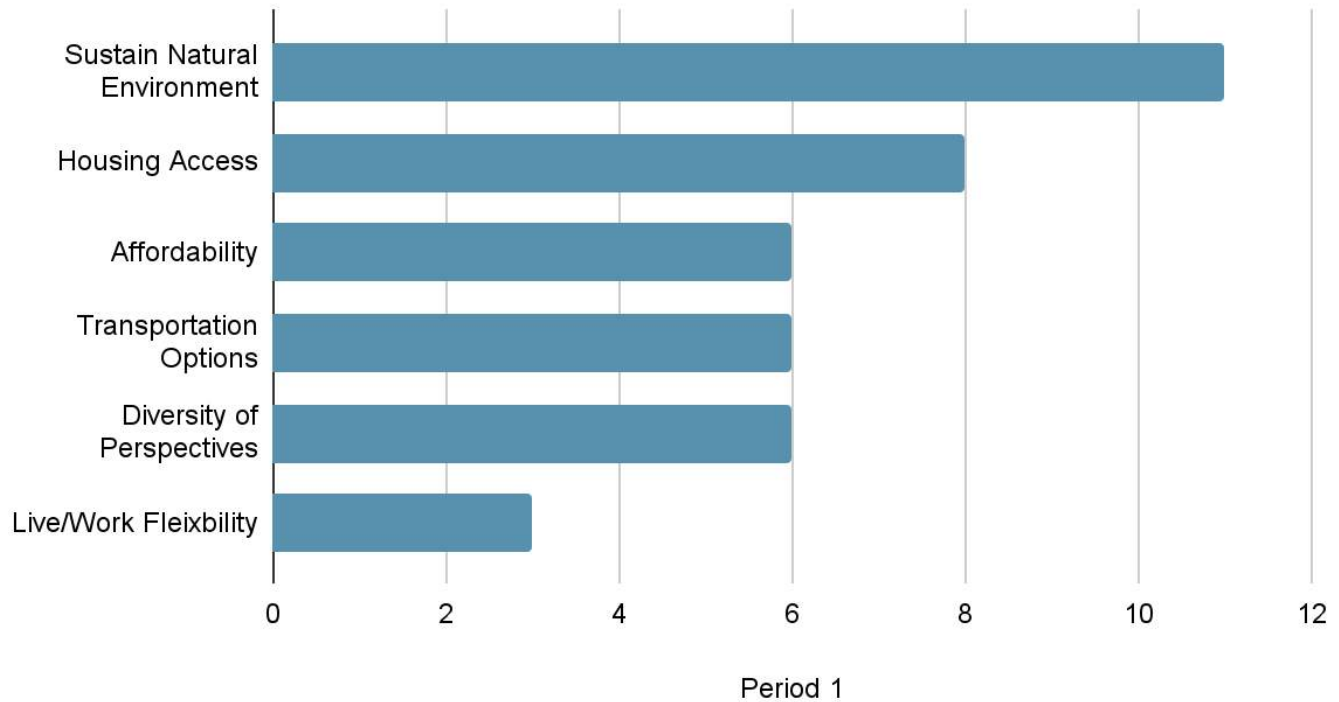
Other noteworthy comments include:

- Efficiently and equitable utilize the space we have to make it a sustainably affordable place to live, work, and play
- Increase diversity of income, housing, businesses, and non-profit organizations mingled in the space
- Can provide goods and opportunities not available in large shopping malls.
- Create more opportunities for middle income families to nest



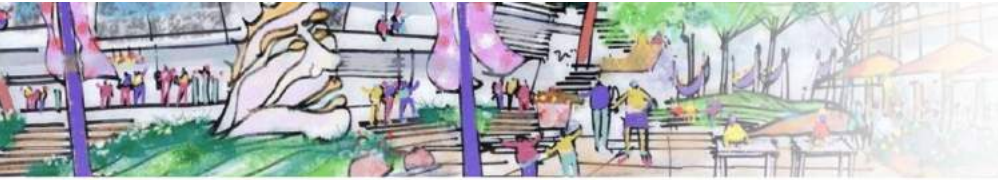
**Q22: If you had ONE thing that would improve NoBo for future generations, what would it be?**

Period 1 vs.



The following write-in responses provide context to the preferences noted in the table above:

ISSUE AREA	WRITE-IN RESPONSE
<b>Sustain Natural Environment</b>	<ul style="list-style-type: none"> <li>Being better stewards of natural resources - minimize water use, build wisely using LEED certified architects, use renewables, xeriscape, make it easier to walk, bike, or use public transit to get around.</li> </ul>
<b>Housing Access</b>	<ul style="list-style-type: none"> <li>Subsidized housing or commercial space so people can break into the market... stepping stones for building equity or a business.</li> </ul>
<b>Affordability</b>	<ul style="list-style-type: none"> <li>Affordability so that people from all socioeconomic classes can live, work, and play in this area. This would also drive racial, ethnic, and cultural diversity.</li> <li>Affordable, intentional design. Small living with the necessities close by (not necessarily walking distance, but in NoBo) so denser living does not significantly increase congestion in the center of Boulder.</li> </ul>



<b>Transportation</b>	<ul style="list-style-type: none"> <li>● State-of-the-art public transit, walkability, and significantly reduced focus on parking and driving. Also please create pet-free spaces. Not everyone wants animals around all the time.</li> <li>● Ways to access the area (bus stations, bike paths, rideshare) options that are safe to use, accessible and affordable - not having to rely on cars for all transit needs but bearing in mind that older adults may not physically be able to use bikes as readily.</li> <li>● Ways to access the area (bus stations, bike paths, rideshare) options that are safe to use, accessible and affordable - not having to rely on cars for all transit needs but bearing in mind that older adults may not physically be able to use bikes as readily.</li> </ul>
<b>Diversity of Perspectives</b>	<ul style="list-style-type: none"> <li>● A center for making and showing art, education for children and adults in multiculturalism, and entertainment such as films, music and dance</li> <li>● See the diversity of boulder represented and artists thriving</li> </ul>
<b>Live/Work Flexibility</b>	<ul style="list-style-type: none"> <li>● More flexible warehouse space for creators and creative marketplaces.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>● Putting in a hardware store and affordable grocery store, and a bank.</li> </ul>

**Q23: Are you an authentic representative of what you want to see in NoBo? Tell us who else we should be speaking to.**

Respondents were particularly sensitive and considerate of practicing inclusivity. More than 55 comments offered additional direction, context, and clarification on authentic representation of the NoBo community. Some of the comments are below, however, the full report (see **Appendix D**, NoBo Creative Campus Survey Results) provides unedited comments.

- Artist entrepreneurs. Specifically the people who already work out of the NoBo area. The folks working out of emerald warehouses and surrounding spaces are the heart and soul of the area. Lose that vibe and it all falls apart.
- I am a long time Boulder community member living near NoBo and distressed by the direction of change to large homes that aren't occupied by full-time residents. Speak to people interested in co-housing—both young people starting families and older folks wanting to age in a vibrant, supportive, affordable, diverse community that isn't driven by maximizing profit.
- Have you connected with the LGBTQ+ community, especially us older ones who would like a creative, artistic space to visit and relax in?
- Lower-income communities and Hispanic communities that already call NoBo home.
- Families who work in NoBo or Boulder who commute more than 40 minutes
- Residents of affordable housing, school leaders and students, public employees who work in Open Space



- Yes. I'm an artist who cannot afford space to work, or find space to grow my practice to a point where I CAN afford a studio in Boulder.
- Any empty space that is unused for 6 mos should fall into this category. There is no reason for spaces like Sports Authority and smaller spaces to sit empty for years, when they could be utilized. We HAVE the space, we have artists who need it, and if we want to continue to be a creative city, we have to make space for folks to work.
- People for whom this area is only marginally affordable - those of us who have been nearly pushed out of town and for whom NoBo is the only hope of being in their hometown any longer
- Yes, I am an authentic representative of what I want to see in NoBo but this questionnaire seems a bit one-dimensional. You should be speaking to Elon Musk, Oprah, Jay Z, Paula Wallace (president of SCAD), Ryan Reynolds, Steve Harvey, Kevin Hart, and generally people with vision.
- People to talk to- The businesses in the warehouse district that aren't focused on art but are proving to be solid community staples. This is important because they hold a ton of value in the current warehouse community. With such a big change coming, it would be the best to have all on board, or at least the ones interested.

## DATA ANALYSIS

We obtained 2020 Census data for the three census tracts within North Boulder to understand demographics, income, employment, residential situation and transiency. In addition we obtained affordable housing data from the City of Boulder to understand density of affordable housing units within the area.

The intent of collecting the data is to align qualitative information with the quantitative, which helps bring clarity to themes and trends and helps to validate values and provide context for what can sometimes emerge as misinformation in the community.

Overall, the data told us:

- NoBo is about 10% of Boulder's population, and demographically trends to a more middle-age audience. This aligns with sentiment from the community that they seek a more mature, meaningful experience in the museum and the campus both. While activities for children were certainly mentioned, the emphasis was on a much more high-culture experience.
- It is highly-educated with 77% of the population having a bachelor's or master's degree.
- While mostly white, it is home to a significant Hispanic population originating from Mexico, Puerto Rico and Cuba. Much was addressed as to a desire to see more diversity in design and programming.
- Approximately 17% of NoBo's population turns over each year, and of those coming in 56% are coming from elsewhere in Boulder and the remainder from outside the community. There is much circulation within the Boulder community as a whole, with people explicitly looking for new ideas and influences. NoBo provides an opportunity for people to explore themselves, their identities, and

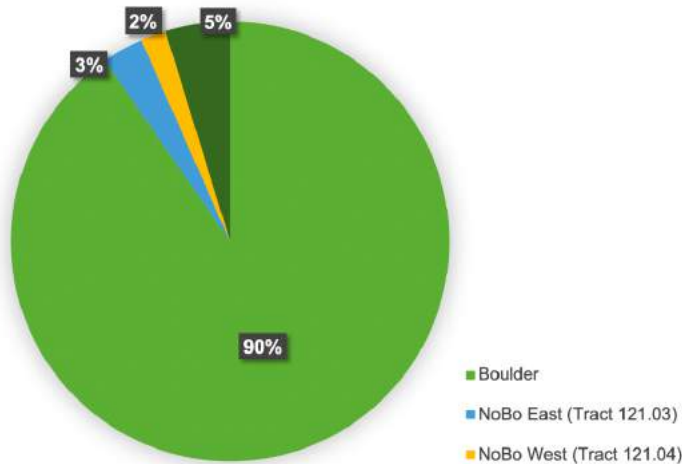


new ways of thinking.

- Only about 2/3rds of residents are employed, and while the data can't explicitly explain the other 1/3 some are most certainly retired while others are likely creatives and workers generating income through their own creative sources, as unemployment is relatively low.
- Median incomes in North Boulder exceed those in Boulder by about \$25K/year; still, nearly half the NoBo population is considered rent burdened. There are opportunities to think creatively about housing that is accessible rather than specifically defined as affordable.
- NoBo and Boulder are on par with each other as it relates to AMI qualifying families, but North Boulder has a significantly higher percentage of affordable units than the rest of the city. It is also home to a significant number of homeless and social service agencies. As a neighborhood, it is contributing more than its fair share of mixed-income housing opportunities and services.

The following charts demonstrate some of the specific demographic findings of note:

# POPULATION



TOTAL BOULDER POPULATION: 127,141

TOTAL NOBO POPULATION: 12,300 (10%)

121.03 – East Section Pop: 3,866 (3%)

121.04 – West Section Pop: 2,368 (2%)

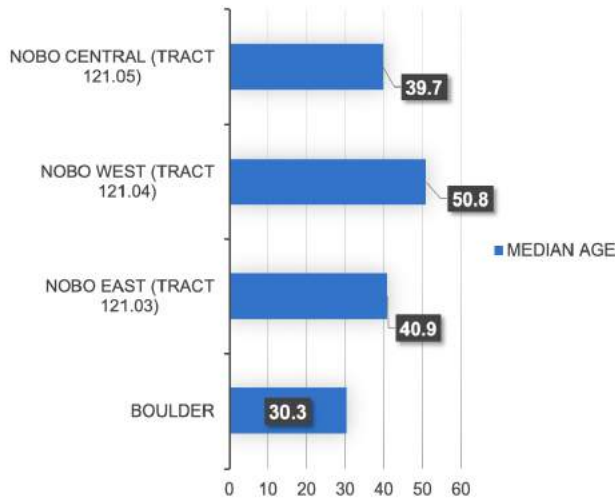
121.05 – Central Section Pop: 6,066 (5%)

Just over 12,000 residents live in North Boulder, and NoBo constitutes approximately 10% of Boulder's total population.





# AGE



**MEDIAN AGE OF NOBO COMBINED: 43.8**

**Of note:**

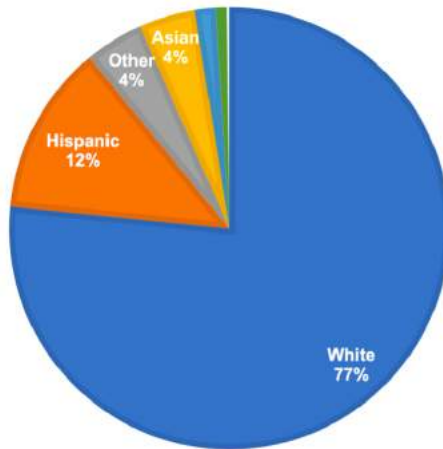
- NoBo’s population trends 13.5 years older than Boulder’s median age of 30.3
- 21.3% of NoBo’s population (2,618) is under 18
  - 19.7% are under 5
  - 18% are under 5-9
  - 31.9% are 10-14
  - 30.4% are 15-18

The median age of NoBo is significantly higher than the median age of Boulder as a whole. Of the 12,300 residents of North Boulder, only 21.3% (2,618) are youth under the age of 18. This speaks to the respondents overall desire for more mature programming and design as a whole. It does not discount the need or desire for programming and space for families to enjoy, but rather notes that it should lean more heavily towards adult-focused.



# RACE/ETHNICITY

■ White ■ Hispanic ■ Other ■ Asian ■ Black ■ American Indian ■ Hawaiian



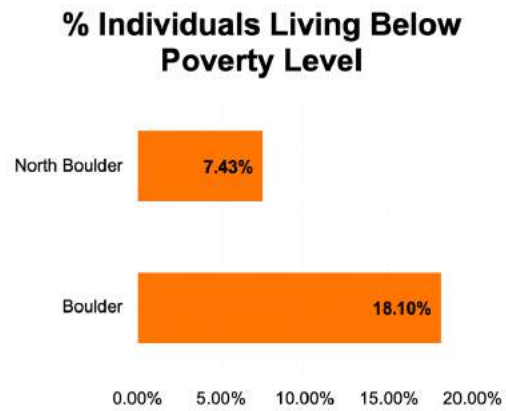
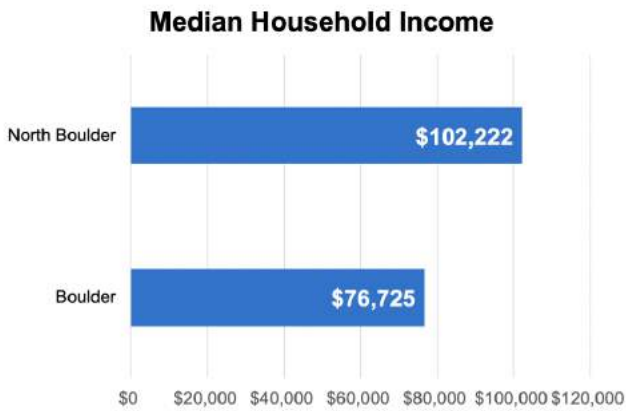
The second largest minority group is Hispanic at 12%, followed by Asian at 4%.

**Of note:**

- The central portion of NoBo is far more diverse than the Eastern or Western portions
- Of the large Hispanic population, the majority (61.5%) are from Mexico with additional significant populations from Puerto Rico and Cuba



# MEDIAN HOUSEHOLD INCOME + POVERTY LEVEL



NoBo has a higher household income and a significantly lower number of people living below the poverty level.

# HOUSING



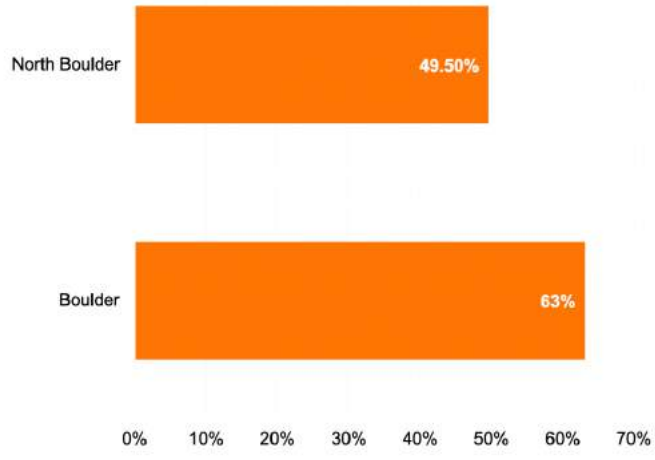
North Boulder is home to 9.86% of the city's total housing units.

Of note:

- 45.05% are households with a married couple
- 28.41% are households with children under 18



# RENT BURDEN

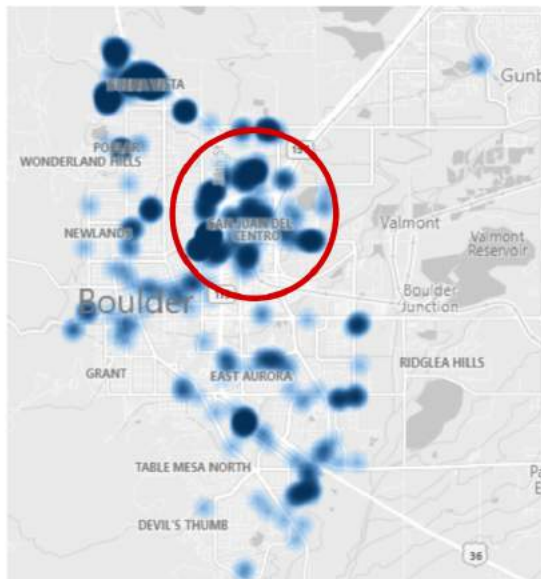


HUD defines rent burdened families as those who pay more than 30% of their income for housing.

Of note:

- Nearly half of NoBo's rental population is rent-burdened
- Still, this is lower than the overall rent-burdened population of Boulder at 63%

# AFFORDABLE HOUSING



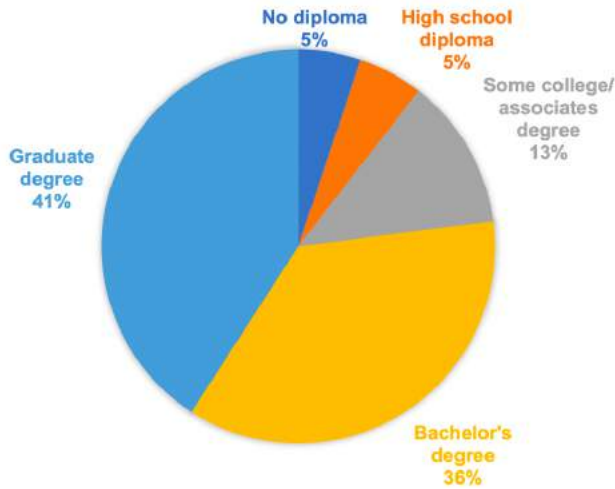
North Boulder has a slightly higher percentage of families who qualify for affordable housing at 30% and 60% AMI...

However, it has a significantly higher percentage of the city's affordable housing stock located within its boundaries.

	Boulder	NoBo
% of families qualifying for 30% AMI	9%	10%
% of families qualifying for 60% AMI	18%	20%

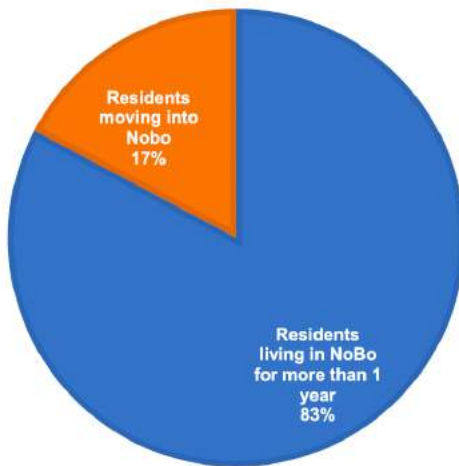


# EDUCATION



77% of NoBo residents have either a bachelor's or master's degree

# MOBILITY



82.76% of NoBo residents have lived in the same house for the last year

Transiency is approximately 17.24%

Of the transient:

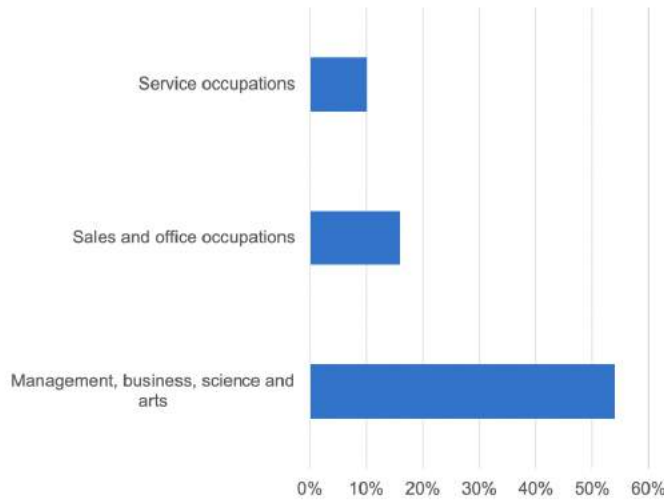
- 56.26% moved within Boulder
- 43.74% moved in from a different community

Of those moving from a different community:

- 49.04% moved from another Colorado community
- 50.96% moved from another state



# EMPLOYMENT



NoBo’s workforce population (16+ that can work) is 10,185.

Of those, 69% are employed.

The primary sectors of employment are:

- Management, business, science and arts operations
- Sales and office occupations
- Service occupations

## SUMMARY AND RECOMMENDATIONS

Determining community sentiment and values and extrapolating key messages is one critical piece to obtaining community buy-in and building successful projects; another is correlating those qualitative findings to quantitative data. In this work we have done that, looking for the common threads that weave through both and highlighting those for further discovery. This work is as much an art as it is a science. Community sentiment shifts depending on current political environments and community dynamics. In this full report we’ve shared significant information about the community and their feelings, but our work really begins by turning that information into concrete information that can be used to make decisions.

Our overall recommendations are as follows:

### RECOMMENDATION #1: You’ve Brought the Community to the Table; Keep Them There

There is no significant concern over the campus development as a whole or the relocation of BMoCA to North Boulder. The community seems genuinely intrigued by the project and open to ongoing exploration of the benefit it can provide to NoBo. The work you’ve done up front to engage the community has established good will and let both the community and the City of Boulder know you are committed to transparency and accountability. As you move forward, that commitment must remain via ongoing conversations with the community and opportunities for input where it can be meaningfully incorporated.

### RECOMMENDATION #2: Values Alignment is Critical to Long-Term Success

This assessment is rooted in a method that views communities as asset-rich, and identifies shared language and values prior to investigation of qualitative and quantitative data. The shared values of Emerald Management, BMoCA and the NoBo community, as identified through our work, are:



- Protecting the presence of the arts community, ensuring places remain for creatives to live, work and come together
- Ensuring that spaces and places within the development are created thoughtfully and are accessible
- Celebrating and honoring the natural setting of NoBo and its location at the base of the Rocky Mountain Foothills
- Creating a built environment which integrates thoughtfully into the fabric of the community, is well-connected to it, and unobtrusive
- Creating spaces that offer a sense of peace and also a place for community to be together

As planning begins for the campus, these values should be prioritized and reflected in the work. The following table provides a brief summary of how to think about how these values should be applied to the Creative Campus design and programming:

PROTECT THIS	DO THIS	DO NOT DO THIS	CONSIDER THIS
Arts community	Create outdoor areas that promote gathering	Do not overplan the area. Create flexible spaces that allow for free-form use	Build flexible spaces that offer multi-functional use for every economic group
Natural setting at the foothills	Have public art including murals, sculptures, memorials, or landscape art	Do not increase auto traffic. Create more bike, pedestrian, and mass transit mobility	Maximize the assets of the community, first, by investing in local arts practice, development and distribution. Make NoBo known for the place where artists perfect the art of artistry.
Open sky	Build with respect to nature, first, humans second	Do not ignore local assets. The creative economy in the region draws inspiration from the Foothills and produces tangible and intellectual products for the masses.	Be intentional about ethnic, social, and economic diversity. Do the right thing and plan to be a leader in social equity, sustainability, and parity.



Quiet/Peace	Create living spaces that allow folks to live and work in the same place	Do not focus on one demographic. 42% of respondents requested adult programming for ages 26+.	Increase opportunities for exposure and audience reach by engaging in value-based collaborations with other institutions.
Affordability	Increase walkability and intra-neighborhood connections; decrease auto traffic	Do not be afraid to engage in culturally sensitive programs centered in safety and exploration. The community suffers from limited ethnic, social, and economic diversity; a threat to sustainability.	Allowing space for the community to regularly ideate, develop and implement the path to success increases the protection and sustainability of shared assets.
Accessibility	Create space for economic exchange	Do not forget that shared community is a value of density. Increasing density increases opportunity for gathering, shared resources and economic exchange.	35% of respondents felt that NoBo will be sustainable in 50 years if we increase the capacity for diverse ownership and investment into the community.

**RECOMMENDATION #3: Creative Campus Design Should Be Minimal, Natural and Playful**

The community expressed repeatedly how much they appreciate the sometimes discordant built environment throughout North Boulder, and that the mix of styles and uses create a unique place worthy of exploring. The campus design should not try to become that, or be so bold as to be something completely different that NoBo is not. The opportunity for the campus is to melt right into the areas around it, serving as a distinctive and yet not overwhelming space that draws people into it - to be, and also to explore. The critical elements important to the design that reflect the community's values are:

- *Minimize the footprint of development* - The community envisions opportunities to truly integrate open space amongst a scattering of buildings, rather than one large block of buildings, leaving room for open space, exploration, performance, lingering, learning and more. These designed spaces





should be free-flowing and natural.

- *Respect and mirror the natural environment* - Views, dark sky design, native plantings that almost envelop the space and weave in and out of the buildings are all part of the community's vision for the campus. A reclaiming, in some ways, of the built environment by the natural landscape. Landscapes and streetscapes were noted as critical to the overall design and ongoing investment.
- *Artistic expression should be evident in all of the design* - The creative environment and the artists who have made it so are embraced by locals and visitors alike. Celebrating artistic expression in all its forms should be part of the design and part of the programming. As you design the space, consider how the built environment can incorporate artist design and input. Think about ways to turn the museum inside-out. This includes public art, murals and sculptures but also should include thoughts towards lighting design, furniture, sound, and more. Include artists alongside architects, landscape designers and other partners in the creation of the campus to ensure creativity is woven throughout.
- *Create spaces for community and gathering* - People connect NoBo with a strong sense of community, and this space should highlight that. Ideally, design allows the public into the campus freely - not making it exclusive to certain users - but also provides places for those who live and work in the area to connect and share with each other. The community told us they value some sense of playfulness and interactivity, and investments to make it feel safe day and night. Opportunities for night markets where businesses and vendors could spill into open space creates a unique destination and draw.
- *Interconnection* - The campus should create opportunities to connect North Boulder to other public places (North Boulder Library, schools, creative and retail hubs) by considering how the design creates thoroughfares within it and clear directional pathways (or even creative signage) to other places. Building a space that promotes connections is valued by the community.

#### **RECOMMENDATION #4: Campus Programming Should be Mature, Diverse and Engaging**

The sentiment from the survey and outreach conducted for the Creative Campus suggests less interest in family and youth programming, and more of a focus on programming for adults, with an elevated offer that provides unique opportunities to explore a diversity of topics through art, conversation and other programmatic offers. Notably, 42% of respondents to the survey, when asked about the types of programming they'd like to see, requested adult programming for ages 26+. The programming considerations build off sentiments expressed regarding the overall design of the campus, and include:

- *Integrated maker/creative art studios* - The community noted a desire to see working artists' space integrated into the design of the campus in some capacity, noting that as development happens in NoBo we should be thoughtful to not see a net loss of affordable working artist space, and ideally a net gain. There is flexibility in the type of space - some may be integrated into the housing (see Recommendation #5), some may be within the museum. There may also be other considerations for unique stand alone spaces (e.g. repurposed shipping containers, spaces within retail, etc.). Survey



respondents specifically called out a desire for both traditional artist studio spaces and maker spaces as well

- *Galleries to showcase local and regional art* - The community expressed a deep interest in seeing work from and being connected to regional and local artists, something that BMoCA also prioritized in the Case for Support. Given the rotating nature of BMoCA exhibits and installations, identifying a space that is committed to local/Colorado-based artists would be welcome. A desire to sprinkle in national/international artists and provide opportunities for and exchange of ideas between both was also noted.
- *Diverse voices represented* - The campus provides an opportunity to meaningfully engage with diverse artists and audiences, providing space for a diversity of artistic expressions and creating a continuous dialogue.
- *Education and practice areas* - Learning from artists and being given opportunities to practice new forms of art was a desire expressed by the community. This may be integrated into BMoCA's design or spaces could be provided throughout the campus for this amenity.
- *Live performance space* - The community expressed interest in seeing live performances spaces within the campus, something also highlighted in the library design research. This could certainly include music and art, but may also include other performance art such as animation projection (there were concerns noted in the survey about film and projection creating light pollution that would need to be addressed), podcast spaces that were interactive and certain types of more industrial creation and performance that needs to be accommodated in an outdoor environment.
- *Local storefronts* - Having business integrated in the campus was strongly supported. Of note, the community mentioned they'd love to see more local restaurants supported as part of the complex.

#### **RECOMMENDATION #5: Creative Housing is Key; Accessibility Means More Than Affordability**

The housing component of this project is a critical component to consider thoughtfully - it has the opportunity to be a positive centerpiece of this project or a potential detractor from its overall success. While early team conversations centered around significant concerns related to the affordable housing discussion, and no doubt ensuring that the units are within grasp of the income ranges of artists, workers and the median income of the community, accessible housing tended to be the focus of the conversation in our stakeholder discussions and the survey. By accessible housing, community valued considerations of the design, layout and use of the housing itself - and the shared amenities - over specific concerns on price point. In other words, an artist who can have a space that serves as - for example - living space on an upper floor, studio space on the bottom, with garage doors that open up to an open space in which their work can be showcased and their art sold is more focused on that design first and foremost, and the economics of how to live, create and make a living in one collaborative environment. The scale, design, and placement of the housing as well as its overall positioning within the campus is a higher factor for consideration than price point. And the amenities the campus can provide help continue to make it more economical for the user. Specific considerations for housing that emerged in our conversations include:



- *Opportunities to live AND work in the same space* - As noted above, the design for housing should consider unique approaches that allow for artists to live/work in the same unit (e.g. housing above, work space below). Being able to live and work in the same space, and have shared amenities, increases the affordability and accessibility for artists and other potential residents. At least one survey respondent called out a desire to see dedicated housing for artists only.
- *High affordability is less of a concern; creating an entry point for housing is more important* – Given the high density of existing subsidized affordable units in North Boulder per capita, subsidized affordable rental housing should be less of a focus. Rather the opportunity the Creative Campus provides is to create economic opportunity through housing, understanding from individuals how design and amenities of the housing can offset costs and inherently make it more affordable. Community expressed an interest in arts-centric, creative spaces and places that speak to the gritty vibe of NoBo. What that looks like in implementation can be further explored through the design process.
- *Focus on adult-housing more so than family housing* - Given both the demographics and desires of the community, the type of housing needed in NoBo is housing that can accommodate adults more so that designing to family-based needs. This means housing can be designed more streamlined in some instances with more flexible spaces for living and working.
- *Increase/create opportunities for ownership and diversity* - Consider new models to get individuals into ownership rather than looking towards deep subsidies for affordability

## NEXT STEPS

This analysis of quantitative and qualitative data provides a foundation upon which decisions for the design, programming and ultimate successful delivery of the NoBo Creative Campus should be made. This work was requested of our team to ensure that as Emerald Management and BMoCA move forward making critical decisions about the ultimate shape the campus will take, those decisions are congruent with the community. While the campus may not be able to meet every desire, this information provides context to make decisions and also help explain why some community desires are not addressable in this particular project.

This document, and the supporting appendices should continue to be referenced through the design process, selection of an architect, fundraising and ultimate delivery of the project.



## **APPENDIX**

**APPENDIX A: NoBo CREATIVE CAMPUS INTERVIEW QUESTIONS**

**APPENDIX B: NoBo CREATIVE CAMPUS COMMUNICATIONS CAMPAIGN ASSETS**

**APPENDIX C: NoBo CREATIVE CAMPUS SURVEY**

**APPENDIX D: NoBo CREATIVE CAMPUS SURVEY RESULTS**

**APPENDIX E: NoBo CREATIVE CAMPUS SURVEY RESULT MAP**

**APPENDIX E: NoBo CREATIVE CAMPUS PRESENTATION**