

UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION

REGULAR MEETING – February 19, 2013

9 – 11 a.m.

Council Chambers, 1777 Broadway

AGENDA

1. Roll Call
2. Election of Vice Chair
3. Approval of the October 1 and November 20, 2013 Meeting Minutes
4. Police Update – Commander Tom Trujillo
5. Public Participation
6. CUSG Update
 - SPARK Open House
7. UHNA Update
8. Parking Services Update
9. Matters from the Commissioners
10. Matters from Staff
 - Hill Reinvestment Strategy
 - Pilot Parklet Competition
 - Hill Travel Survey

Attachments

- Sales and Use Tax Revenue Reports – November, 2013
- Police Stats
- Hill Reinvestment Strategy
- Hill Travel Survey Forms: Intercept Survey, Business Survey and Employee Survey
- Parklet Competition Flyer
- City Council 2014 Retreat – Vision and Outcomes
- Transportation Master Plan Update – Information Packet

DUHMD/PS 2014 Priorities

University Hill

Hill Reinvestment Strategy Development, Adoption and Implementation

- Capital Improvements
- Marketing and Events
- Organizational Structure
- Clean and Safe
- Innovation

14th Street Mixed Use Development Partnership

"Parklet" pilot

Boulder Junction

Implementation of TDM District

- PILOT payments
- Revised budget projections

Depot Square Garage Operations

Parking Plan for future development

Downtown

"Parklet" Study

Civic Area Plan Participation

Civic Use Pad Recommendation

Implementation of Bond Projects:

- 15th Street Streetscape
- West End Streetscape

Parking

AMPS Phase I Implementation: Work Plan Development, Scope and Phased Implementation

Garage Arts Plan

Parking Philosophy

NPP Expansions

Internal

Division Value Goal: Customer Service

Name Change

Office Space Planning and Remodel Phase II

Mission Statement: We serve the downtown, University Hill and affected communities by providing quality program, parking enforcement, maintenance and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

UHCAMC 2013 Priorities

- Support the Residential Service District
- Support the Hill Ownership Group
- Create a clear brand identity for the Hill Commercial area that includes a focus on sustainability, creativity, innovation
- Encourage sustainable pilots to meet our energy future
- Think creatively but carefully about affordable housing on the hill
- Provide funding through the CIP for capital projects on the hill
- Develop sustainable partnerships with the University
- Changes to the regulations in the hill commercial area to promote creativity

**CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM**

NAME OF BOARD/COMMISSION:

**UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION**

NAME/TELEPHONE OF PERSON PREPARING SUMMARY:

Ruth Weiss – 303-413-7318

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

COMMISSIONERS: DAHL, GRIFFITH, MITCHELL (absent), RAJ

STAFF: LANDRITH, WEISS, JOBERT, MATTHEWS, HERRING, WINTER (arrived 2:35 p.m.)

GUESTS: LISA SPALDING, MONIQUE COLE

TYPE OF MEETING: Off Site

MINUTES

MEETING: October 1, 2013

AGENDA ITEM 1 – Roll Call: Meeting called to order at 1:40 p.m.

AGENDA ITEM 2 – Committee Assignments:

AGENDA ITEM 3 - Approval of August 21, 2013 Minutes: (See Action Item Below):

AGENDA ITEM 4 - Police Update: None

AGENDA ITEM 5 – Public Participation: Lisa Spalding spoke with Raj about historical land marking the Fox Theater and asked if there were enough people doing it; it would be a draw to bring people to the hill. Raj offered that it is the one distinction of the hill. Spalding offered that the properties would need to be cleaned up prior to designation.

AGENDA ITEM 6 - Public Hearing and Consideration of a Motion to Make a Recommendation to City Council of the Downtown and University Hill Management, Parking Services 2014 Budget: Griffith motioned to make the recommendation to council. Dahl questioned doing an annual hill event as the budget currently stands. Jobert mentioned that there is a line item in the budget of \$10,000 for it. Griffith offered that council needs to look at ways to get more funds to UHGID. Jobert mentioned that it starts with Molly Winter and to contact her for the 2015 budget. Jobert gave a quick review of the budget; Raj questioned what the money would be used for. Jobert offered that it varies with what is going on and it is meant to market hill parking. Parking revenue was discussed. Griffith requested costs for several events. Raj seconded the motion. All commissioners were in agreement and the motion passed 3-0.

AGENDA ITEM 7 – Historic District Discussion – James Hewat: Hewat offered that there are a couple historic districts on the hill, building designations were updated about 4 years ago. Raj questioned getting the data and Hewat replied it was available at Carnegie Library. Hewat mentioned that Boyers had a few buildings landmarked. Griffith questioned understanding how to make a building designated historic to offer recommendations as a commission. Griffith continued with inquiry into historical cultural designation. Raj discussed the Jones Drug building. Hewat remarked that the Jones building went to the historic designation committee and the building did not have historic integrity, but it was a landmark with strong associations. Hewat offered that the process is best by first talking with property owners and need to have several interested. Hewat mentioned that 25% of the owners need to be interested to do designation and it is a collaborative situation; it about gauging what people feel is important. Hewat continued that it is about streets having a designation rather than looping buildings. Hewat continued with the Pearl Street historic designations and that it is on the National Historic Registry. Hewat continued that when something is designated and tax credits are available for repairs and used Boyers project as an example. Griffith mentioned to host a meeting with property owners and discuss historic designating. Hewat commented that national and statewide stats show that historic districts have a higher value than those that are not. Discussion on land marking continued. Monique Cole questioned if a property is designated, is it harder to put new windows that are energy efficient and Hewat replied that there is a way to rehab the historic windows to achieve energy efficiency. Cole questioned if tenants are eligible for tax credits and Hewat replied that if they are there for more than 5 years, yes.

AGENDA ITEM 8 – Smoking Ban Proposals/Discussion: Moved to November meeting.

AGENDA ITEM 9 – CUSG Update: Landrith mentioned that Homecoming is on the 26th commencing at 9 am from

Pennsylvania, gave the route and budgeting will be limited as sponsorship was poor. Griffith questioned what would make the parade a success and Landrith replied that not many merchants are open at 9 am and most people tail gate by the field. The theme is Celebrate Colorado.

AGENDA ITEM 10 – UHNA Update: Cole reported that the Executive Committee has not met in several months and there is concern with bears and that bear proof containers should be mandatory. Couch burning was discussed and fireworks during the rain were impressive per Cole. Cole continued that UHNA has not made a stand on the alcohol issue. Cole mentioned that Aspen has a bear container ordinance and it has been successful. The trash container fees were discussed. Cole offered that the Executive Committee (EC) is meeting tonight or tomorrow night. Commissioners requested of Cole to provide UHNA EC meeting dates.

AGENDA ITEM 11 - Parking Services Update: Matthews commented that flood damaged items in the alley will not be picked up by city staff and it needs to be put on the street; will post no parking signs and will go thru as best as they can. Matthews continued that there was a day of service in August and did a lot of work on College; working with fraternities to do another day of service in October; and, the 14th Street lot retrofit was discussed.

AGENDA ITEM 12 – AMPS Guiding Principles Feedback: Matthews mentioned that it may be pushed back for submittal with council. Winter is looking for thoughts and feedback from the commission. Winter mentioned that due to the flood it may be pushed back to January 2014.

AGENDA ITEM 13 – Matters from the Commissioners: Spark update – not available. Griffith questioned if funds were going to be provided and Winter replied affirmatively with \$1,000. Pass Port to the Hill event, Dahl mentioned that the kind of crowds anticipated did not come; 5 – 9 pm to the businesses with 33 and retail and food specials, 13th Street was closed and did not think it went that well; Dahl continued that it was a good idea and that perhaps a 3 – 7 pm would be better and it could be reworked. Dahl mentioned that they spent under \$3,000, more in advance and frustrated with those that dropped the ball. Griffith questioned the marketing for the event and they placed ads in the Colorado Daily and some online ads, CUSG did not work out, and, need to get sponsorship to get it blown up. Dahl mentioned that students have changed over the years and some had no interest in going to the hill; a matter of the sociology and psychology of events. Marketing ideas were discussed by Griffith. Dahl offered that the piece missing is the coordination with CU and has to happen in a big way, apathy is embedded. Griffith discussed data collection/survey results and advertising ideas.

AGENDA ITEM 10 – Matters from the Staff: Winter mentioned that she hadn't heard from Michael Boyers and will follow up with him. The 14th Street Lot was discussed and the financial implications. Winter continued that it is very complicated and has broader impact on the hill. Winter mentioned that there is a specific mention of the Hill in the City of Boulder Economic Sustainability Strategy, pages 21, 29 and 30 and it's going to council on the 29th. This is a great effort that primarily focuses on primary employers. Griffith mentioned that its part of an eco system and a larger connectivity. EBikes Proposal and the different options' awareness to use multi use paths as a pilot going to council tonight for first reading. Mural project for the fall per Landrith does not have private property owner to provide a wall for it and is now looking toward spring.

Meeting adjourned at 3:12 p.m.

ACTION ITEMS:

MOTION: Dahl motioned to approve the August 21, 2013 UHCAMC meeting minutes. Raj seconded the motion. All commissioners approved.

MOTION: Griffith motioned to make a recommendation to City Council of the Downtown and University Hill Management, Parking Services 2014 Budget. Raj seconded the motion. All commissioners were in agreement and the motion passed 3-0.

November 20, 2013	FUTURE MEETINGS 1777 West Conference Room, Muni Bldg	Regular
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APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

Attest:
Ruth Weiss

Hillary Griffith, Chair

**CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM**

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MANAGEMENT COMMISSION**

NAME/TELEPHONE OF PERSON PREPARING SUMMARY:

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NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

COMMISSIONERS: DAHL, GRIFFITH (absent) , MITCHELL (absent), RAJ (absent)

STAFF: LANDRITH, WEISS, JOBERT, MATTHEWS, WINTER, HERRING

GUESTS: TIM PLASS, MIKE BOYERS, DAN GUIMOND, MATT PROSSOR

TYPE OF MEETING: Off Site

MINUTES

MEETING: November 20, 2013

AGENDA ITEM 1 – Roll Call: Meeting called to order at 9:15 a.m.

AGENDA ITEM 2 – Election of Vice Chair: Moved to December meeting

AGENDA ITEM 3 - Approval of October 1, 2013 Minutes: (See Action Item Below): Moved to December meeting

AGENDA ITEM 4 - Police Update: None

AGENDA ITEM 5 – Public Participation: None

AGENDA ITEM 6 – Board and Commission Committee Report and Recommendations – Commission Feedback –

Tim Plass: Tim Plass, City of Boulder Councilman, began by mentioning his work with Suzy Ageton as a subcommittee for Boards and Commissions. After outreach to boards and support staff, they have put together a report and objectives to enhance recruitment, and the selection process. They put the feedback together, noticed overlap, and they came up with recommendations: Roles and responsibilities needed clarification, there needs to be training to assist; broadening the pool of recruitment with videos (Plass showed a Channel 8 promotional video and it will be shown throughout the recruitment timing); recruitment to also include going out to the community for meetings to get community members to attend; application process questions that will get more about can one work through problems; orientation to be beefed up and show how the city works; lessons learned panel with experienced board members that could tell their story as a learning tool of what they have experienced; ongoing training on capacity building in a proactive way; norming – annual retreats, agenda meetings, debrief after meeting, special training for chairmen and minutes to be more standardized – best practices; working with staff to create a city wide board and commission staff committee to enhance the efficiency; and, parody between boards such as food for meeting and money for training for professional development, some boards have no money for anything, it's a fairness issue. Plass continued that they are going to all the boards and commissions for input and comments. Plass thanked Dahl for her commitment and effort. Dahl mentioned that there is a lot of talent being missed and wondered if board membership could be opened up to non city of Boulder residents. Winter mentioned that district boards require that 3 slots are for property owners or a representative of a property owner and they must be city of Boulder residents. Winter continued that having a student representative is great but it's hard to fulfill a 5 year term. Winter questioned what is the role of staff in the recruitment process? Dahl mentioned that she has been on the board for 7 years and is resigning since there has not been much improvement. The Hill is now back on the radar since its in decline. The board has never had power. Council has said in the past it would be in the forefront but they have no money, no resources to make change. The businesses on the Hill are beat down, no cohesion. Dahl has tried to make it happen. Council with its numerous areas of concern has overlooked them; her Yo Yo business is in decline and has a plea for help. Plass offered that he is hopeful that something can be done with the Hill and asked what powers the board should have to make things happen. Dahl replied that the agenda today is not the norm, it has to be something that makes a difference, no access to any funds, mentioned a back to school event she organized and it wasn't successful and found out that there is a student population that who don't come up to the hill. Dahl mentioned the difficulty with finding funds for the event. Winter offered that there is a Hill Reinvestment Strategy being created and needs a broader coalition to make it happen; mentioned the redevelopment of the 14th Street Lot with Michael Boyers and there will be an MOU to council in December.

Dahl mentioned some projects and the need to partner with the University of Colorado, talked about kiosk, a gateway to the hill and trash cans. Plass mentioned the SPARK. Dahl there needs to be more. Plass offered that there are 18 boards and

commissions.

AGENDA ITEM 7 – Proposal for the 14th Street Parking Lot Public/Private Partnership Presentation: Winter introduced Dan Guimond and Matt Prosser from EPS. EPS has done an analysis and noted that it could work for both the developer and city. The components of the deal include, per Guimond, 14th Street parking lot with 64 spaces and a 13th Street property across the street with a proposal a public/private partnership on the two properties. The primary reason for the 13th Street property is for the access of the 14th Street project, with a lease back of 191 spaces and the access to the residences. UHGID has the option to lease as many spaces over the 40 years. The developer proposes to purchase property from UHGID for \$1, financially the developer is given option to build residences and UHGID will pay the developer to a percent of revenue generation. EPS analysis of the project UHGID will pay 90% of the revenues back to developer for construction of the parking structure, and there would be three phases. The economic benefits of the deal are slightly positive for UHGID and negative for developer but for the benefits from the construction of the residences. Winter mentioned that bonding the project was not an option. The project needs to be looked at from both the UHGID and city perspective. Issues for the MOU include the ownership of the land, whether the 90/10 split is the right number for revenue distribution, and project design. EPS recommends to city in terms of refining terms and conditions that the city and UHGID should look at the entire project and not just the parking. EPS recommends that the proposal has merit and worthy to pursue. Boyers offered that EPS has done a fine, fair and reasonable report. Boyers mentioned that discussions with CU has just begun and believes that CU needs to step up. Boyer has asked CU to do focus and study groups to see about leasing residences to non-undergrad students, faculty and staff. Boyers offered that CU has not been involved on the Hill and its time to step up. Boyers provided a diagram of the project with the historic building not considered. This study there will be 220 – 230 parking spaces. The parking spaces will be owned by UHGID after the 40 years. Boyers mentioned the lenders are fine with a land lease and the spaces returned to city with no debt. Specifics of the deal were discussed by Boyer. Boyer continued with explaining the parking structure and the residences. Winter is looking for approval of the MOU by council to move forward.

AGENDA ITEM 8 – Hill Reinvestment Strategy: Winter presented an approach to hill redevelopment in which the city takes a leadership role. Council would like to talk about it at their retreat, UHGID cannot finance it, and its goal is for a more sustainable future. Winter offered that the city needs to be the leader and catalyst, there needs to be others to bring it forward. Dahl commented that CU needs to be more involved.

AGENDA ITEM 9 – CUSG Update: None

AGENDA ITEM 10 – UHNA Update None

AGENDA ITEM 11 - Parking Services Update: Matthews mentioned that the holiday lights are going up currently.

AGENDA ITEM 12 – Matters from the Commissioners: SPARK open house was mentioned.

AGENDA ITEM 10 – Matters from the Staff: Winter mentioned that a maintenance supervisor is being sought. Winter continued that a Parklet plan is being devised and doing a pilot parklet on Pennsylvania, as a competition with CU students, at the beginning of the year and hopes to have in place by then end of the school year. It is an opportunity for more public open space. Winter mentioned the BID Exploration meeting. AMPS is on hold due to the flood and will be ramping up again, looking at best practices, Pay by Cell was mentioned as another option and interviews are in the near future. Landrith offered that the Fox Theater has offered space for the mural; it will be on a CU syllabus for credit. Landrith continued that Espresso Roma is closed. Landrith mentioned the Homecoming Parade was great; floats were wonderful, good participation.

Meeting adjourned at 10:38 a.m.

ACTION ITEMS:

MOTION: No quorum

December 18, 2013

**FUTURE MEETINGS
1777 West Conference Room, Muni Bldg**

Regular

APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

Attest:
Ruth Weiss

Bonnie Dahl

City of Boulder

Sales & Use Tax Revenue Report

November, 2013

Issued January 16, 2014

This report provides information and analysis related to 2013 November year to date (YTD) sales and use tax collections.

Results are for actual sales activity through the month of November, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Cheryl Pattelli, Director of Fiscal Services, at (303)441-3246 or cpattelli@bouldercolorado.gov.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, Sales and Use Tax has increased from the 2012 base by 7.01%. Table 1 includes actual revenue for both comparative years. Retail sales tax was up by 5.30% YTD through November 2013. A large portion of this increase was due to one-time events (covered below) that will not occur on a monthly basis.

TABLE 1

ACTUAL SALES AND USE TAX REVENUE

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	5.30%	79.19%
Business/Consumer Use Tax	(1.07%)	8.86%
Construction Use Tax	36.58%	9.24%
Motor Vehicle Use Tax	7.69%	2.72%
Total Sales & Use Tax	7.01%	100.00%

ANALYSIS OF YEAR-TO-DATE RESULTS

- Retail Sales Tax – YTD retail receipts are up by 5.30%. A portion of this increase is due to business-to-business sales that are one-time retail (not use tax) and will not reoccur on a monthly basis. Another portion is due to large audit revenue collected during the month of September.
- Business/Consumer Use Tax – YTD revenue is down by 1.07%.
- Construction Use Tax – This category is up by 36.58%. Excluding Boulder Junction projects (the majority of which occurred in the 2012 “base” and are specifically dedicated to fund projects in that area), Construction Use Tax is up by 52.87%. This “adjusted” increase is due primarily due to a number of large one-time projects.
- Motor Vehicle Use Tax is up by 7.69%.

COMPLEXITIES IN INTERPRETING RETAIL TRENDS

We have continued to see a turn-around in November after seeing several negative trends in August and September. Without significant audit revenue collected in the month of September, retail sales tax for the month would have been down by 4.59% for that month. It is unknown how much of the downtrend in September may have been due to impacts of the flood, downward trends in consumer purchasing activity in general, and the continuing increase in internet shopping. Those experiencing the largest positive changes in November were building supplies, eating places, general retail and apparel stores.

The other larger trend we are experiencing relates to large one-time construction projects in the City. These projects generate significant construction use tax during the year they are built. It is important to note that these projects, though generating significant revenue in 2013 and 2014, will probably not be duplicated in the continuing revenue “base” that funds City services in future years. When this building trend “blip” eventually slows down, combined sales and use tax revenue may experience much slower growth. Large increases in construction use tax revenue cannot be counted on to fund on-going expenditures in the future. Due to this, the city’s financial policy in this situation is to spend these incremental one-time revenues on one-time expenditures.

DETAILED ANALYSIS OF MAJOR CATEGORIES

The following monthly information is provided to enable identification of trends in the various categories.

Retail Sales Tax – November YTD retail sales tax revenue was up by 5.30% from that received in 2012. A portion of this increase was due to business-to-business sales which are one-time in nature and do not occur on an ongoing basis throughout the year. Another significant portion was due to audit revenue collected during the month of September. Although we have seen increases in the months of October and November, on-going consumer retail results continue to be somewhat less robust.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
3.61%	13.56%	6.18%	1.94%	3.48%	9.10%	10.98%	(1.67%)	(0.03%)	6.52%	7.50%

Food Stores - Retail sales tax revenue for food stores is up by 1.78% YTD. A portion of the variable performance is due to timing issues where the vendor files 13 tax returns per year and the extra return does not occur in the same month each year.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
(7.02%)	19.74%	(7.91%)	(1.22%)	1.18%	7.79%	5.76%	(20.65%)	(2.63%)	5.45%	-0.45%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 13.00% of sales/use tax) and are usually an indicator of the health of the economy in the city. This discretionary category is often correlated with unemployment (disposable income) and consumer confidence. Total November YTD retail tax at Eating Places is up by 1.98%.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
2.24%	1.15%	2.18%	1.58%	(4.10%)	8.13%	9.95%	(4.42%)	(4.88%)	9.00%	2.90%

Apparel Store retail sales are up by 2.01% YTD.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
9.08%	(3.08%)	(1.11%)	(1.73%)	6.93%	9.12%	(1.69%)	(12.11%)	(1.71%)	13.05%	8.68%

General Retail is up by 4.33% YTD. A significant portion of the increase in January and February was due to business-to-business sales and is not expected to reoccur on a monthly basis. We were pleased to see healthy increases in this category in October and November.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
15.69%	14.60%	2.18%	(0.28%)	(5.53%)	6.09%	10.20%	4.52%	(10.65%)	5.36%	14.14%

Utilities (primarily retail sales tax on natural gas and electricity) are up by 5.47% YTD. Tax on Public Utilities comprises approximately 5.00% of total sales and use tax revenue.

Three, sometimes offsetting, factors appear to be impacting tax on natural gas and electricity sales: 1) base rates have increased; 2) natural gas cost (impacting the “fuel cost adjustment”) used for heating and for the generation of electricity are increasing; and 3) conservation may be impacting the volume of usage. According to an article in the June 18, 2013 *Denver Post*, the average electricity bill for the 2013

summer quarter is projected to rise almost 6 percent... when compared with the summer of 2012. In the past 12 months, the spot price of natural gas on the New York Mercantile Exchange has risen more than 47 percent. Last year the natural-gas price hit a 10-year-low. The cost of fuel is just one part of the monthly gas and electric bill, but it is directly passed to customers through the Commodity Adjustment.

Even as natural gas prices and rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder's energy use.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
(0.18%)	2.82%	3.18%	26.98%	21.01%	10.70%	3.98%	(2.13%)	18.96%	13.59%	4.32%

MEDICAL MARIJUANA BUSINESS SALES TAX

Total YTD retail sales tax revenue collected in this category is \$851,122, up by 20.23% from 2012. Monthly sales tax revenue, and the percentage change from the same time period in 2012, is presented below. This industry segment represents less than one half one percent of total sales/use tax collections.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
\$66,591	\$70,084	\$81,364	\$73,574	\$69,421	\$73,714	\$75,094	\$86,156	\$81,333	\$92,875	\$80,911
24.94%	15.64%	27.19%	11.21%	(1.92%)	15.27%	25.87%	38.88%	30.19%	46.27%	(0.75%)

Significant YTD increases / decreases by tax category are summarized in Table 2.

TABLE 2

2013 RETAIL SALES TAX (% Change in Comparable YTD Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Food Stores up by 1.78% ▪ Eating Places up by 1.98% ▪ General Retail up by 4.33% ▪ Apparel Stores up by 2.01% ▪ Transportation/Utilities up by 7.95% ▪ Automotive Trade up by 16.68% ▪ Building Material Retail up by 16.69% ▪ Computer Related Business up by 24.97% ▪ BVRC (excl 29th St) up by 5.66% ▪ TwentyNinth St up by 8.45% ▪ Table Mesa up by 5.27% ▪ All Other Boulder up by 14.30% ▪ Metro Denver up by 0.03% ▪ Out of State up by 4.74% ▪ Gunbarrel Industrial up by 13.42% ▪ Gunbarrel Commercial up by 3.87% ▪ Pearl Street Mall up by 1.94% ▪ Boulder Industrial up by 20.53% ▪ Public Utilities up by 5.47% 	WEAKNESSES: <ul style="list-style-type: none"> ▪ Home Furnishings down by 2.13% ▪ Consumer Electronics down by 2.30% ▪ Univ. of Colorado down by 1.04% ▪ Downtown down by 1.62% ▪ UHGID (the "hill") down by 1.08% ▪ N. 28th St. Commercial down by 3.17% ▪ The Meadows down by 7.90%

2013 USE TAX (% Change in YTD Comparable Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Motor Vehicle Use Tax up by 7.69% ▪ Construction Use Tax up by 36.58% (when adjusted to exclude dedicated Boulder Junction tax, up by 52.87%) 	WEAKNESSES <ul style="list-style-type: none"> ▪ Business Use Tax down by 1.07%

ACCOMMODATION TAX

Total year 2013 Accommodation Tax revenue is up by 2.82% from the same period in 2012.

ADMISSIONS TAX

Total year 2013 Admission Tax revenue is down by 3.46% from the same period in 2012.

REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

The *December 2013 Focus Colorado: Economic and Revenue Forecast* by the Colorado Legislative Council Staff continues to be generally positive:

Colorado's economy continues to improve with growth in employment, personal income, wages and salaries, and retail sales in 2013. The unemployment rate has also fallen, although much of the decrease is due to ongoing slack in the labor market as evidenced by declining labor force participation. Housing prices are also rising as a limited supply of homes is pushing up prices. Inflation, though, remains low as limited wage and salary growth and low fuel prices have offset increases in rent.

The economy will continue to face challenges in 2014. The congressional spending limit, commonly known as the debt ceiling, was temporarily suspended until February 7, 2014, with any new debt incurred before this deadline added to the existing ceiling. If a new limit is not approved or suspended by then, the Treasury could face another default situation in March 2014. Additionally, Congress provided temporary spending authority for federal agencies through January 15, 2014, so a new budget deal will need to be reached to avoid another government shutdown after January 15, 2014. Finally, the effects of the federal government spending cuts will continue to have an impact throughout 2013 and 2014.

Monetary policy could also impact the state's economy in 2014 as the Federal Reserve begins considering a slowdown in its expansion of the money supply. If the Federal Reserve starts to decrease or decelerate the expansion of the money supply, it could cause the housing market to slow as well as stock prices to fall.

The following information also looks forward to the state of the 2013 economy and discusses some of the positive events and the continuing negative pressures that will impact City of Boulder sales and use tax revenue.

The area jobless rate dropped for 5th month in row reports the *Boulder County Business Report*:

The unemployment rates in Boulder and Broomfield counties decreased for the fifth month in a row in November as Colorado recorded its lowest unemployment rate since December 2008....

Boulder County's November rate was 4.7 percent. That rate was down from 4.9 percent in October and 5.5 percent in November 2012. Broomfield County's unemployment rate was 5.5 percent, down more than a full percentage point from 6.6 percent in the same month a year ago and down from 5.7 percent in October.

Colorado's November rate of 6.5 percent was down from 7.6 percent from November of 2012. Nationally, the unemployment rate dropped to 7.0 percent in November.

The annual economic outlook from the Leed's School of Business projects generally positive economic activity for Colorado according to the *Boulder County Business Report*:

Colorado is expected to be among the top five states for job growth in 2014 – with 61,300 new jobs - according to the annual economic outlook from the University of Colorado-Boulder's Leeds School of Business. The 2014 projection for new jobs is down slightly from the 66,900 jobs Colorado has added so far this year, according to the outlook from CU economist Richard Wobbekind with the Leeds School.

Unemployment is expected to remain below 7 percent in 2014, a smaller percent than the national unemployment rate, according to the outlook. The professional and business services sector is expected to be the strongest sector for projected job growth in 2014 – with 14,200 new jobs. The total would be an increase of 3.8 percent from this year's growth in the sector, according to the outlook. Other leading sectors include construction, which is expected to add 11,000 jobs in 2014, and the trade, transportation and utilities sector, which is expected to grow by 9,100 jobs.

If national political and fiscal uncertainty subsides, Colorado could see even more job growth in the professional and business services sector, Wobbekind said in a press statement.

"Colorado has strategic advantages in the professional and business services sector, given the highly educated workforce, innovative spirit and small-business base that we have in the state," Wobbekind said.

Federal budget problems, including sequestration, the debt limit, Federal Reserve policy and health-care reform all could negatively impact expected economic growth in 2014....

Colorado's population also is expected to growth by 1.7 percent to nearly 5.4 million people next year....

A summary of relatively positive economic news was included in a December 31, 2013 article published by the *Associated Press*. Unfortunately, several of the factors mentioned (new housing sales and increasing internet sales) do not necessarily generate sales and/or use tax for the City of Boulder.

U.S. consumer confidence jumped this month on a better outlook for hiring and overall growth, supporting other signs that show the economy could accelerate in 2014. The Conference Board said Tuesday that its index of consumer confidence rose to 78.1 in December, up from 72 in the previous month. November's figure was revised up from 70.4.

Consumer confidence is nearly back to where it was before the partial government shutdown in October. Steady job gains and a surging stock market have made Americans more optimistic about the economy and hiring both now and in the next six months.

"The upbeat consumer mood bodes well for spending in 2014," said Michael Dolega, senior economist at TD Economics. Optimism about the job market is at a five-year high. That is a positive sign for a strong December jobs report, which will be released next week. A better job market could also drive more consumer spending, which accounts for 70 percent of economic activity.

A last-minute surge of online shopping helped boost overall holiday spending, according to MasterCard Advisors' SpendingPulse report. Sales from Nov. 1 through Dec. 24 rose 3.5 percent compared with last year, the firm said last week. While many retailers have reported disappointing holiday sales, consumers appear to be spending more at car dealers, on utilities and other services and online. Americans increased their spending in November by the most in five months, according to government data, led by big gains in auto purchases.

The confidence index has averaged 73.3 this year, according to economists at Barclays Capital, the highest since 2007. That's above the 45.2 average in 2009, when the economy was in

recession for half the year. But it is still below the reading of 90 that is consistent with a healthy economy.

The consumer confidence report shows Americans are willing to spend more on large purchases. The percentage of Americans planning to buy a home in the next six months rose to the highest level since July. And the proportion of Americans planning to purchase a major appliance in the next six months rose in December from the previous month.

Better hiring is putting more money in more Americans' wallets. Employers have added an average of 200,000 jobs a month in the past four months, a big improvement from the summer. Those gains have helped push the unemployment rate to 7 percent, a five-year low.

There are some weak spots: Income rose at a slower pace than spending last month. That means Americans saved less to spend more. And existing home sales have fallen for three straight months, held back by higher prices and mortgage rates.

Still, the economy expanded at a 4.1 percent annual rate in the third quarter, the best showing in nearly two years. The healthy gain largely reflected a jump in restocking, as companies built up their inventories. That's unlikely to be repeated in the current quarter. But many economists have become more optimistic about the fourth quarter and expect growth will clock in at a solid 2.5 percent annual rate.

An article in the September 16, 2013 *Boulder County Business Report* discusses how the flood was mostly bad for the economy:

Economist Richard Wobbekind acknowledges some of the new economic activity being created in the state by last month's devastating flooding, from cleanup to infrastructure repairs to home construction and rebuilding. He's afraid, however, that the negative effects on tourism and the fact that so many homeowners who suffered damage were uninsured or underinsured will far outweigh any positive effects that disaster recovery efforts might have on the economy.

All of those underinsured, Wobbekind said, will end up paying for many of their losses out of their own pockets if they're able to rebuild at all, meaning less disposable income. Worker productivity could drop in many instances. Damaged businesses could lead to an overall drop in the state's level of business output and thus reduced employment.

"If I had to do a cold, calculated cost-benefit of this thing, not accounting for the stress that all these people went through, it's really going to be questionable because of how many people appear to be uninsured or underinsured," Wobbekind said. "I think that could easily wind up being a really big negative in terms of the overall effects."

Although tax from eating places increased in October and November, the following information published on December 2, 2013 by *Bankrate.com* may shed some light on the reason why restaurant sales weakened earlier in the year:

Does it seem like you're bringing home less money than you used to? Chances are, you are. With the payroll tax increases that went into effect in January, the paycheck of every working American is a little less than it was last year.

According to the Tax Policy Center, a worker earning a \$40,000 median wage will take home \$800 less this year than in 2012, a 2.3 percent reduction. A single high earner making \$120,000 will see his or her payroll tax bill jump more than \$2,400, a 2.5 percent cut in take-home pay. That amount could move even higher because there's an extra 0.9 percent payroll tax for the highest earners, due to the Affordable Care Act.

How are Americans making up for the money they're not getting each month? A new study from Accounting Principals of Jacksonville, Fla., shows that as a result of payroll tax increases, 20 percent of American workers are going out to bars and restaurants less often, and 19 percent are eating out for lunch less often.

The following projections are included in the December 2013 publication of *Focus Colorado: Economic and Revenue Forecast* by the Colorado Legislative Council Staff:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	7.0%	6.7%	6.4%
Personal Income	7.3%	5.1%	3.9%	5.7%	6.0%
Wage and Salary Income	4.4%	5.3%	4.2%	5.3%	5.6%
Retail Trade Sales	6.8%	6.0%	4.3%	5.3%	5.4%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.9%	2.9%	2.5%

The September 20, 2013 publication, *The Colorado Outlook*, by the Governor's Office of State Planning and Budgeting includes the following forecast for the same financial parameters:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	7.0%	6.4%	5.9%
Personal Income	7.3%	5.1%	3.6%	5.6%	5.5%
Wage and Salary Income	4.4%	5.3%	4.0%	5.2%	5.4%
Retail Trade Sales	7.7%	5.4%	4.4%	5.6%	5.5%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.6%	2.4%	2.5%

It is important to note that "Retail Trade Sales" on the State level are not strictly consistent with the taxable retail sales tax base of the City of Boulder. The State forecasts may include gasoline and some retail services that are not included in the City of Boulder tax base.

The report from the Governor's Office of State Planning and Budgeting includes a similar view of the Colorado economy:

Economic activity in Colorado is a primary factor determining State revenue levels. The state's human capital and entrepreneurial energy is helping growth in today's more technological and knowledge-based economy. Colorado's specialization in diverse industries is also helping its economic foundation. As with the nation, however, economic progress across the state is uneven. Further, the economy is always vulnerable to adverse, often unexpected, events that could constrain budget condition.

Total Net Sales/Use Tax Receipts by Tax Category	NOVEMBER YTD Actual			
	2012	2013	% Change	% of Total
Sales Tax	68,137,460	71,745,413	5.30%	79.19%
Business Use Tax	8,109,906	8,022,924	-1.07%	8.86%
Construction Sales/Use Tax	6,126,408	8,367,625	36.58%	9.24%
Motor Vehicle Use Tax	2,287,469	2,463,312	7.69%	2.72%
Total Sales and Use Tax	84,661,243	90,599,274	7.01%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	NOVEMBER YTD Actual			
	2012	2013	% Change	% of Total
Food Stores	11,454,147	11,735,499	2.46%	12.95%
Eating Places	11,841,104	12,082,796	2.04%	13.34%
Apparel Stores	3,269,595	3,349,154	2.43%	3.70%
Home Furnishings	2,362,296	2,316,544	-1.94%	2.56%
General Retail	17,919,685	18,071,102	0.84%	19.95%
Transportation/Utilities	6,340,999	6,902,842	8.86%	7.62%
Automotive Trade	5,745,660	6,495,158	13.04%	7.17%
Building Material-Retail	2,928,225	3,370,984	15.12%	3.72%
Construction Firms Sales/Use Tax	5,701,823	7,462,592	30.88%	8.24%
Consumer Electronics	1,781,646	1,799,024	0.98%	6.56%
Computer Related Business Sector	5,102,898	5,941,390	16.43%	12.22%
All Other	10,213,164	11,072,191	8.41%	0.00%
Total Sales and Use Tax	84,661,243	90,599,274	7.01%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	NOVEMBER YTD Actual			
	2012	2013	% Change	% of Total
North Broadway	1,244,470	1,240,248	-0.34%	1.37%
Downtown	5,815,562	5,903,713	1.52%	6.52%
Downtown Extension	618,316	628,598	1.66%	0.69%
UHGID (the "hill")	983,137	959,452	-2.41%	1.06%
East Downtown	582,130	609,327	4.67%	0.67%
N. 28th St. Commercial	4,140,829	4,276,791	3.28%	4.72%
N. Broadway Annex	405,221	646,857	59.63%	0.71%
University of Colorado	1,202,933	919,837	-23.53%	1.02%
Basemar	1,844,951	2,412,307	30.75%	2.66%
BVRC-Boulder Valley Regional Center	17,322,643	17,040,524	-1.63%	18.81%
29th Street	6,902,636	7,399,415	7.20%	8.17%
Table Mesa	2,099,756	2,211,948	5.34%	2.44%
The Meadows	771,438	732,698	-5.02%	0.81%
All Other Boulder	4,475,048	5,447,127	21.72%	6.01%
Boulder County	938,291	1,033,545	10.15%	1.14%
Metro Denver	2,515,981	3,190,346	26.80%	3.52%
Colorado All Other	193,725	278,851	43.94%	0.31%
Out of State	8,932,436	8,704,600	-2.55%	9.61%
Airport	49,724	79,571	60.03%	0.09%
Gunbarrel Industrial	5,272,545	5,565,302	5.55%	6.14%
Gunbarrel Commercial	1,004,496	1,101,423	9.65%	1.22%
Pearl Street Mall	2,510,990	2,552,778	1.66%	2.82%
Boulder Industrial	7,254,102	9,002,427	24.10%	9.94%
Unlicensed Receipts	1,206,725	1,843,766	52.79%	2.04%
County Clerk	2,287,469	2,463,312	7.69%	2.72%
Public Utilities	4,085,690	4,354,513	6.58%	4.81%
Total Sales and Use Tax	84,661,243	90,599,274	7.01%	100.00%

Miscellaneous Tax Statistics	NOVEMBER YTD Actual		
	2012	2013	% Change in Taxable Sales
Total Food Service Tax	607,909	557,375	-8.31%
Accommodations Tax	4,771,379	4,905,937	2.82%
Admissions Tax	549,437	530,427	-3.46%
Trash Tax	1,301,919	1,331,342	2.26%
Disposable Bag Fee	0	67,613	

COMPARISON OF YEAR-TO-DATE ACTUAL REVENUE FOR THE SECTORS 2013 TO COMPARABLE PERIOD IN 2012

USE TAX BY CATEGORY			Standard Industrial Code	SALES TAX BY CATEGORY		
NOVEMBER YTD Actual				NOVEMBER YTD Actual		
2012	2013	% Change		2012	2013	% Change
64,767	143,234	121.15%	Food Stores	11,389,380	11,592,265	1.78%
150,393	160,992	7.05%	Eating Places	11,690,711	11,921,804	1.98%
27,906	42,406	51.96%	Apparel Stores	3,241,689	3,306,747	2.01%
11,282	15,601	38.28%	Home Furnishings	2,351,014	2,300,944	-2.13%
1,841,945	1,297,858	-29.54%	General Retail	16,077,739	16,773,244	4.33%
140,410	209,148	48.96%	Transportation/Utilities	6,200,589	6,693,693	7.95%
2,367,152	2,553,274	7.86%	Automotive Trade	3,378,508	3,941,884	16.68%
55,741	19,074	-65.78%	Building Material-Retail	2,872,485	3,351,910	16.69%
5,400,208	7,113,349	31.72%	Construction Use Tax	0	0	na
0	0	na	Construction Sales Tax	301,616	349,243	15.79%
35,047	92,517	163.98%	Consumer Electronics	1,746,599	1,706,507	-2.30%
3,287,257	3,672,454	11.72%	Computer Related Business	1,815,641	2,268,936	24.97%
3,141,674	3,533,954	12.49%	All Other	7,071,490	7,538,237	6.60%
16,523,782	18,853,861	14.10%	Total Sales and Use Tax	68,137,461	71,745,413	5.30%

USE TAX BY CATEGORY			Geographic Code	SALES TAX BY CATEGORY		
NOVEMBER YTD Actual				NOVEMBER YTD Actual		
2012	2013	% Change		2012	2013	% Change
37,733	61,658	63.41%	North Broadway	1,206,737	1,178,589	-2.33%
284,916	462,875	62.46%	Downtown	5,530,646	5,440,839	-1.62%
21,897	38,649	76.50%	Downtown Extension	596,418	589,949	-1.08%
30,300	16,947	-44.07%	UHGID (the "hill")	952,837	942,505	-1.08%
72,177	67,099	-7.04%	East Downtown	509,952	542,227	6.33%
90,374	354,909	292.71%	N. 28th St. Commercial	4,050,455	3,921,882	-3.17%
8,079	242,674	2903.76%	N. Broadway Annex	397,143	404,183	1.77%
273,926	503	-99.82%	University of Colorado	929,007	919,334	-1.04%
87,871	630,285	617.28%	Basemar	1,757,080	1,782,022	1.42%
1,496,152	318,180	-78.73%	BVRC	15,826,491	16,722,344	5.66%
227,680	160,408	-29.55%	29th Street	6,674,956	7,239,008	8.45%
34,316	37,710	9.89%	Table Mesa	2,065,440	2,174,238	5.27%
14,857	35,879	141.50%	The Meadows	756,581	696,819	-7.90%
1,902,806	2,507,181	31.76%	All Other Boulder	2,572,242	2,939,946	14.30%
95,909	128,002	33.46%	Boulder County	842,381	905,543	7.50%
266,726	940,373	252.56%	Metro Denver	2,249,255	2,249,973	0.03%
25,775	10,446	-59.47%	Colorado All Other	167,950	268,406	59.81%
1,463,788	882,036	-39.74%	Out of State	7,468,648	7,822,564	4.74%
32,494	54,608	68.06%	Airport	17,230	24,962	44.88%
4,261,605	4,418,709	3.69%	Gunbarrel Industrial	1,010,940	1,146,594	13.42%
6,434	64,775	906.76%	Gunbarrel Commercial	998,062	1,036,648	3.87%
38,447	32,364	-15.82%	Pearl Street Mall	2,472,543	2,520,414	1.94%
2,599,255	3,391,853	30.49%	Boulder Industrial	4,654,847	5,610,573	20.53%
790,376	1,410,563	78.47%	Unlicensed Receipts	416,349	433,203	4.05%
2,287,469	2,463,312	7.69%	County Clerk	0	0	na
72,419	121,863	68.27%	Public Utilities	4,013,271	4,232,650	5.47%
16,523,782	18,853,861	14.10%	Total Sales and Use Tax	68,137,461	71,745,413	5.30%

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change In Taxable Sales
RETAIL SALES TAX	2006	4,734,249	4,645,436	5,537,253	4,659,458	4,882,331	6,129,363	4,737,773	5,237,757	6,156,056	4,950,305	4,387,847	7,891,618	63,949,446	7.10%
Rate Chg 3.41%>3.56%	2007	5,118,353	5,014,615	6,918,421	4,965,981	5,500,701	6,712,841	5,565,371	6,393,028	6,954,377	5,747,963	5,695,703	8,411,484	72,998,838	9.34%
Rate Chg3.56%>3.41%	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,508,796	6,258,640	6,620,535	5,382,779	5,255,155	7,443,455	70,170,045	0.35%
Rate3.41%	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,770	5,790,533	6,093,314	5,170,325	4,735,769	7,814,230	66,877,613	-4.69%
	2010	4,576,034	5,386,190	6,196,697	5,320,225	5,470,595	6,895,283	5,522,076	5,943,315	6,855,385	5,652,938	5,240,211	8,414,157	71,473,106	6.87%
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,600	7,016,826	5,580,953	6,531,707	7,286,644	5,765,805	5,830,545	8,390,145	74,960,833	4.88%
	2012	5,363,541	5,129,096	6,754,740	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,188,194	5,693,025	9,604,529	77,741,989	3.71%
Change from prior year (Month)	2013	5,557,163	5,824,808	7,171,949	5,707,649	6,197,302	7,968,604	6,161,076	6,944,797	7,500,133	6,591,707	6,120,225	0	71,745,413	-7.71%
Change from prior year (YTD)		3.61%	8.48%	7.58%	6.19%	5.83%	6.33%	6.95%	5.70%	4.94%	5.09%	5.30%	-100.00%		
CONSUMER USE TAX	2006	686,686	517,101	1,277,146	577,144	964,529	781,362	895,403	776,258	1,054,696	727,776	1,092,224	1,287,157	10,637,482	-4.43%
(Includes Motor Vehicle)	2007	783,650	574,006	975,178	888,726	733,196	858,072	975,456	652,501	923,667	732,463	716,317	1,575,908	10,389,140	-6.63%
RateChg3.56%>3.41%	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,999	899,934	989,683	599,876	1,253,267	10,464,043	5.35%
Rate3.41%	2009	909,558	657,250	1,062,587	997,891	531,724	790,819	858,325	1,299,767	989,089	741,578	698,452	1,600,457	11,137,497	6.44%
	2010	687,502	778,796	913,223	701,931	662,382	945,800	620,328	633,593	909,315	752,143	618,493	1,366,131	9,589,636	-13.90%
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	903,665	1,410,793	11,468,205	19.59%
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	737,310	1,469,940	11,867,314	3.48%
Change from prior year (Month)	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	835,663	1,338,726	1,121,736	807,130	0	0	10,486,236	-11.64%
Change from prior year (YTD)		48.26%	-0.81%	13.86%	-11.30%	-24.76%	-6.77%	14.42%	-18.31%	39.76%	-20.88%	9.47%	-100.00%		
		48.26%	23.65%	20.13%	11.02%	1.55%	0.02%	1.68%	-0.90%	3.82%	0.20%	0.85%	-11.64%		
CONSTRUCTION USE TAX	2006	197,263	331,341	420,749	294,094	337,237	774,420	352,533	261,409	343,749	559,975	410,958	1,018,272	5,302,000	-5.28%
Rate Chg 3.41%>3.56%	2007	293,078	347,860	112,016	293,061	621,413	430,207	1,118,425	259,226	421,376	286,524	376,978	253,590	4,814,755	-13.02%
RateChg3.56%>3.41%	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-12.21%
Rate3.41%	2009	944,905	111,907	425,028	776,511	279,761	995,132	721,209	676,301	235,485	232,169	591,970	1,467,798	7,449,176	83.98%
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	406,868	531,670	6,550,964	-12.06%
	2011	622,872	281,210	274,681	240,970	2,150,038	352,336	352,846	455,211	478,988	314,958	177,137	471,157	6,172,383	-5.78%
	2012	385,392	1,697,323	315,856	503,719	342,448	375,499	595,334	214,896	422,866	473,523	799,552	371,254	6,497,662	5.27%
Change from prior year (Month)	2013	732,539	941,380	298,613	577,351	366,959	728,141	845,123	1,182,131	1,196,147	876,749	622,491	0	8,367,625	28.78%
Change from prior year (YTD)		90.08%	-44.54%	-5.46%	14.62%	7.16%	93.91%	14.62%	450.09%	182.87%	85.15%	-22.15%	-100.00%		
		90.08%	-19.63%	-17.76%	-12.14%	-10.11%	0.68%	6.51%	28.03%	41.52%	45.40%	36.58%	28.78%		
TOTAL FOR MONTH & CHANGE FROM PREVIOUS YEAR (MONTH & YTD)															
Rate 3.41%	2006	5,618,198	5,493,878	7,235,148	5,530,896	6,184,098	7,685,145	5,985,709	6,275,424	7,554,500	6,238,056	5,891,030	10,197,046	79,888,928	4.52%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,996,481	8,005,615	6,147,768	6,855,311	8,001,120	7,660,252	7,304,754	8,299,420	6,766,951	6,788,999	10,240,982	88,182,732	5.73%
RateChg3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,455,459	6,553,206	7,881,753	6,341,889	7,297,691	7,868,423	6,590,347	5,962,862	9,078,475	84,683,070	0.26%
Rate3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,464,286	0.92%
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,265,572	10,311,957	87,613,706	2.51%
	2011	7,264,374	6,064,242	8,001,928	6,598,585	8,709,205	8,535,347	6,892,523	7,758,275	8,809,664	6,783,855	6,911,348	10,272,096	92,601,421	5.69%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
Change from prior year (Month)	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	0	90,599,274	-5.73%
Change from prior year (YTD)															
Less Refunds	2005	-246	-66,044	-909	-2,666	-1,847	-10,080	-3,062	-4,207	-846	-1,586	0	-4,757	-96,051	
	2006	-40,302	-5,272	-22,761	-363	-5,099	0	0	-7,568	-806	-5,947	-406	-16,773	-105,296	
	2007	0	-38,291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-91,001	
	2008	-978	0	-46,974	-1,409	0	-2,375	-445	-9,493	-1,429	0	-48,521	-500	-112,123	
	2009	-3,335	0	0	-1,111	-602	-692	-967	-3,520	-2,747	-179,087	-65,331	-26,376	-283,770	
	2010	-3,469	-68,130	-35,924	-1,444	-43,920	-3,832	-1,648	-4,204	-7,969	0	-12,480	-214	-183,234	
	2011	-8,569	-2,479	-1,188	-2,918	0	0	-7,175	0	0	-162	0	-140,199	-162,690	
Adjusted total	2006	5,577,896	5,488,606	7,212,388	5,530,333	6,178,998	7,685,145	5,985,709	6,267,856	7,553,694	6,232,110	5,890,624	10,180,273	79,783,631	4.51%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,998,190	8,003,602	6,147,039	6,845,984	7,986,572	7,645,812	7,304,077	8,299,420	6,760,988	6,788,999	10,235,967	88,091,731	5.76%
	2008	6,344,536	6,443,800	7,816,680	6,454,050	6,553,206	7,879,378	6,341,444	7,288,198	7,866,995	6,590,347	5,914,341	9,077,975	84,570,947	0.23%
	2009	6,770,698	5,428,789	7,337,653	6,850,938	5,942,327	8,213,602	6,785,337	7,763,080	7,315,140	5,955,985	5,960,860	10,856,109	85,180,517	0.72%
	2010	5,851,665	6,339,447	7,319,826	6,383,330	6,315,288	9,758,926	7,215,834	7,040,127	8,002,092	6,639,102	6,253,092	10,311,744	87,430,472	2.64%
	2011	7,255,806	6,061,763	8,000,739	6,595,647	8,709,205	8,535,347	6,885,348	7,758,275	8,809,664	6,783,693	6,911,348	10,131,897	92,438,731	5.73%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.97%
Change from prior year (Month)	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	0	90,599,274	-5.73%
% Change (month)		13.96%	5.98%	6.18%	4.92%	3.73%	5.10%	6.27%	6.54%	7.36%	7.26%	7.01%	-100.00%		
% Change (YTD)															

Sales and Use Tax Revenues Generated in the UHGID Area by Standard Industrial Classification

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)								
January	4,508	50,460	1,204	2,400	41,579	900	607	101,659
February	4,634	46,447	973	2,297	14,556	3,724	741	73,373
March	4,870	51,591	1,994	2,249	16,375	9,059	963	87,101
April	5,438	66,217	1,834	2,458	18,772	298	(1,084)	93,933
May	4,175	54,508	1,611	1,950	23,506	25,023	711	111,486
June	4,024	50,603	2,424	2,264	15,395	1,257	1,133	77,100
July	4,386	49,952	2,253	2,261	17,963	2,280	557	79,652
August	5,529	54,052	2,960	2,839	55,427	478	787	122,071
September	6,123	66,496	5,588	2,264	28,241	638	1,602	110,953
October	5,946	64,799	3,410	3,019	19,015	43	(5,330)	90,904
November	4,833	50,027	3,257	2,699	14,365	3,215	573	78,970
December	3,754	45,380	3,688	2,629	16,701	499	1,026	73,678
2011 TOTAL	58,221	650,532	31,199	29,330	281,896	47,416	2,286	1,100,879
2012 (sales tax rate of 3.41%)								
January-December	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2012 TOTAL	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2013 (sales tax rate of 3.41%)								
January	5,943	42,867	692	1,897	31,839	307	1,769	85,314
February	6,733	47,024	793	2,316	14,252	233	494	71,845
March	7,356	58,287	2,599	2,239	14,377	9	1,150	86,017
April	8,177	60,975	1,098	2,254	14,143	1,364	574	88,585
May	7,428	44,596	1,141	1,945	17,981	51	502	73,644
June	6,202	49,221	2,797	1,675	15,803	1,783	1,316	78,797
July	6,778	45,052	1,410	1,929	14,021	223	506	69,919
August	7,880	59,050	2,478	2,320	30,234	826	655	103,443
September	9,034	58,377	2,276	1,593	33,195	342	1,355	106,172
October	9,092	75,238	1,588	2,109	20,456	296	628	109,407
November	7,239	55,042	1,019	1,854	14,400	6,281	473	86,308
December	-	-	-	-	-	-	-	-
2013 TOTAL	81,862	595,729	17,891	22,131	220,701	11,715	9,422	959,451

Sales Tax Revenues Generated in the UHGID Area by Standard Industrial Classification

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)							
January	4,508	50,434	1,204	2,400	41,573	607	100,726
February	4,634	46,429	973	2,297	14,543	671	69,547
March	4,870	51,312	1,994	2,249	16,370	668	77,463
April	5,438	63,130	1,834	2,458	18,769	(1,169)	90,460
May	4,175	54,496	1,611	1,950	23,499	529	86,261
June	4,024	50,581	2,424	2,264	15,386	619	75,299
July	4,386	49,870	2,253	2,261	17,955	532	77,257
August	5,529	54,031	2,960	2,839	55,422	777	121,559
September	6,123	66,479	5,588	2,264	28,218	997	109,669
October	5,946	63,727	3,410	3,019	19,015	(5,330)	89,788
November	4,833	50,013	3,257	2,699	14,365	548	75,716
December	3,754	45,248	3,688	2,629	16,701	797	72,817
2011 TOTAL	58,221	645,750	31,199	29,330	281,816	246	1,046,562
2012 (sales tax rate of 3.41%)							
January-December	74,972	630,882	28,068	30,800	254,698	8,615	1,028,035
2012 TOTAL	74,972	630,882	28,068	30,800	254,698	8,615	1,028,035
2013 (sales tax rate of 3.41%)							
January	5,943	42,419	683	1,897	31,839	663	83,444
February	6,733	46,945	793	2,316	14,240	494	71,521
March	7,356	58,210	2,599	2,239	14,365	933	85,702
April	8,177	60,898	1,098	2,254	14,133	566	87,126
May	7,428	44,535	1,141	1,945	17,979	502	73,530
June	6,202	49,128	2,797	1,675	15,800	1,084	76,686
July	6,773	43,431	1,410	1,929	14,014	506	68,063
August	7,880	58,942	2,478	2,320	30,225	655	102,500
September	9,034	58,301	2,276	1,593	33,190	1,032	105,426
October	9,092	75,153	1,588	2,109	20,452	622	109,016
November	7,239	54,518	1,019	1,854	14,389	473	79,492
December	-	-	-	-	-	-	-
2013 TOTAL	81,857	592,480	17,882	22,131	220,626	7,530	942,506

City Wide Yearly Summary
UHGID Sales and Use Tax as a Percent of Total City Wide Sales and Use Tax

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2013	\$11,454,147	\$11,841,104	\$3,269,595	\$4,143,942	\$17,919,685	\$36,032,770	\$ 84,661,243
	1%	5%	1%	1%	1%	0%	1.1%
2012	\$13,060,743	\$12,937,276	\$3,717,039	\$4,850,986	\$20,402,962	\$41,137,961	\$ 96,106,967
	1%	5%	1%	1%	1%	0%	1.1%
2011	\$12,241,084	\$11,838,300	\$ 3,426,738	\$ 5,259,120	\$19,948,416	\$ 39,725,073	\$ 92,438,731
	0%	5%	1%	1%	1%	0%	1.2%
2010	\$11,130,533	\$10,930,482	\$ 2,690,372	\$ 4,459,406	\$19,279,577	\$ 38,940,102	\$ 87,430,472
	0%	6%	1%	1%	2%	0%	1.3%
2009	\$11,160,109	\$10,572,840	\$ 2,626,020	\$ 4,304,383	\$17,515,062	\$ 39,002,103	\$ 85,180,517
	0%	5%	2%	1%	2%	0%	1.2%
2008	\$11,204,475	\$10,910,035	\$ 2,819,260	\$ 4,827,635	\$18,101,297	\$ 36,708,245	\$ 84,570,947
	1%	5%	2%	1%	2%	0%	1.3%
2007	\$11,205,584	\$10,888,135	\$ 2,804,311	\$ 5,522,090	\$18,040,152	\$ 39,631,459	\$ 88,091,731
	1%	5%	3%	1%	2%	0%	1.3%
2006	\$10,392,069	\$ 9,582,212	\$ 2,424,694	\$ 4,611,056	\$15,402,540	\$ 37,371,060	\$ 79,783,631
	1%	5%	4%	1%	2%	0%	1.3%
2005	\$10,046,723	\$ 8,995,846	\$ 2,362,366	\$ 4,465,788	\$14,587,419	\$ 35,882,350	\$ 76,340,492
	1%	5%	4%	1%	2%	0%	1.3%
2004	\$10,148,861	\$ 8,637,718	\$2,232,147	\$3,118,312	\$14,123,007	\$32,171,342	\$70,431,387
	0%	5%	4%	1%	2%	0%	1.5%
2003	\$9,052,658	\$7,847,285	\$2,046,951	\$3,922,549	\$13,185,423	\$31,552,637	\$67,607,503
	0%	5%	5%	1%	2%	0%	1.4%
2002	\$9,294,397	\$8,133,237	\$2,346,305	\$4,164,992	\$13,572,651	\$33,815,600	\$71,327,182
	0%	5%	4%	1%	2%	0%	1.3%

UHGID Yearly Summary
Sales and Use Tax Breakdown by Industry Category

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2013	\$81,862	\$595,729	\$17,891	\$22,131	\$220,701	\$21,137	\$959,451
	9%	62%	2%	2%	23%	2%	100%
2012	\$74,987	\$637,659	\$28,068	\$30,800	\$257,134	\$31,580	\$1,060,228
	7%	60%	3%	3%	24%	3%	100%
2011	\$58,221	\$650,532	\$31,199	\$29,330	\$281,896	\$49,701	\$1,100,879
	5%	59%	3%	3%	26%	5%	100%
2010	\$40,028	\$604,913	\$37,852	\$30,571	\$355,637	\$81,746	\$1,150,748
	3%	53%	3%	3%	31%	7%	100%
2009	\$49,066	\$578,900	\$44,712	\$24,213	\$326,839	\$34,018	\$1,057,749
	5%	55%	4%	2%	31%	3%	100%
2008	\$60,686	\$568,892	\$63,307	\$24,768	\$333,780	\$12,073	\$1,063,507
	6%	53%	6%	2%	31%	1%	100%
2007	\$56,250	\$588,610	\$72,142	\$30,921	\$353,173	\$19,270	\$1,120,367
	5%	53%	6%	3%	32%	2%	100%
2006	\$56,511	\$525,911	\$86,527	\$33,045	\$321,897	\$19,261	\$1,043,152
	5%	50%	8%	3%	31%	2%	100%
2005	\$58,421	\$493,955	\$98,605	\$28,891	\$286,004	\$29,024	\$996,900
	6%	50%	10%	3%	29%	3%	100%
2004	\$47,446	\$461,253	\$87,695	\$25,958	\$301,938	\$124,607	\$1,048,897
	5%	44%	8%	2%	29%	12%	100%
2003	\$43,618	\$417,782	\$94,036	\$35,450	\$304,099	\$46,965	\$941,951
	5%	44%	10%	4%	32%	5%	100%
2002	\$42,268	\$407,606	\$89,454	\$34,104	\$313,795	\$41,419	\$928,646
	5%	44%	10%	4%	34%	4%	100%

UHGID Sales Tax Revenues (NO use tax)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
January	83,022	96,846	100,032	99,422	98,853	118,058	120,247	113,123	110,986	112,825	100,726	85,100	83,445
February	65,046	56,994	63,769	64,521	72,140	79,436	78,684	81,957	76,043	73,913	69,547	84,232	71,520
March	64,537	68,740	69,760	72,985	72,060	75,944	75,112	72,996	78,172	83,309	77,463	93,790	85,702
April	60,826	68,547	62,055	66,129	74,662	82,378	79,016	91,281	80,517	84,060	90,460	84,564	87,124
May	61,329	56,306	62,078	65,583	61,131	68,638	90,603	74,823	71,299	74,711	86,261	84,923	73,530
June	92,013	76,086	69,726	73,693	69,085	72,486	71,063	66,754	62,685	74,080	75,299	69,958	76,685
July	59,675	63,058	48,079	53,263	65,768	56,168	67,097	65,755	62,034	71,846	77,257	67,462	68,064
August	88,127	87,167	125,801	124,050	144,466	109,263	118,556	145,179	149,212	138,971	121,559	96,703	102,501
September	123,121	129,966	104,739	108,698	99,702	147,416	149,898	117,567	118,373	121,834	109,669	121,503	105,425
October	66,451	73,867	81,351	82,562	93,865	89,472	101,034	93,772	82,191	89,506	89,788	90,290	109,016
November	60,396	58,271	67,097	64,189	65,915	60,321	71,082	65,404	70,564	71,343	75,716	74,312	79,492
December	86,683	71,034	74,835	72,674	62,359	72,197	79,696	64,029	83,085	77,446	72,817	75,198	
Totals	911,224	906,884	929,322	947,770	980,005	1,031,777	1,102,088	1,052,642	1,045,162	1,073,843	1,046,562	1,028,035	942,504

DRAFT: University Hill Reinvestment Strategy 2013-2018
November 14, 2013

University Hill occupies a special place in the hearts and imaginations of many Boulderites, CU alumni, current residents and business owners. The business district is designated as one of the three major business centers in Boulder and has a rich historic past as a shopping and music center for the area. The residential neighborhood is one of the city's oldest, full of beautiful architecture and tree-lined streets. Across Broadway is the main campus and heart of the University of Colorado with its abundant academic and cultural facilities.

Given this context, it is widely acknowledged that the area faces challenges. As the regional and local retail landscape has changed and there are greater transportation options, the Hill business district has lost some of its business diversity and vibrancy. The residential district is a mix of high density, student-focused rental properties with varying degrees of maintenance, Greek houses, and permanent residents in single family homes. Area residents frequently experience quality of life concerns such as noise and vandalism. The high density area is plagued by litter and graffiti. The University, while a major influence on the Hill, does not have a physical or programmatic presence on the Hill.

There have been a number of studies, analyses and community engagement processes to create a common vision for the Hill and present options and ideas for revitalization. While there have been some positive outcomes they have been isolated and have not achieved the long term, sustainable revitalization that has been expected. What is presented here is a new approach to this complicated and challenging issue within our community – **a Hill reinvestment strategy**. The basis for this strategy is that there are hard, cold realities that must be accepted prior to making meaningful and long term change. In order to proceed with working on the Hill, these realities must be understood and acknowledged, and inform the development of any Hill efforts:

- Hill cannot be revitalized on its own; no single entity can do it; all the stakeholders need to be part of the solution, everyone; a new paradigm is needed to ensure long term, sustainable success.
- The Hill is different and unique and needs different and unique solutions; we cannot rely on the normal planning tool box; this is community development not planning. It will require direct intervention and it will require public money to fuel change.
- The past is the enemy of the future; while we can learn from the past, the Hill is frozen in people's minds and stymied by the past and people's perceptions of past events: riots, music center, citywide shopping destination; and these perceptions are holding the Hill back from a different future.
- There is not a common vision for the Hill and hence efforts have been stuck in a tug of war about what people think the Hill should be. Another visioning process will not change that fact.
- Sustainable change on the Hill is longer than a two year timeframe of a Council work program.
- There is distrust of the city within the Hill community.
- In order to proceed with this reinvestment strategy, we must be willing to embrace uncertainty, risk and a lack of total control. The Hill will require solutions that are not traditional in Boulder.
- The Hill needs a community champion and that champion is the city of Boulder.

As the Hill champion, the city can provide resources to leverage a foundation of existing collaborative relationships among Hill stakeholders. In recent years, partnerships have developed among a broad spectrum of community stakeholders including property managers, investment property owners, local business owners, the responsible hospitality association, visitor's bureau, permanent Hill residents, student organizations, CU faculty and staff, city staff, and others. Programs and initiatives that have grown from these relationships include the Hill Ownership Group, the Residential Service District (RSD), the Addressing Alcohol Concerns Together (AACT) public health coalition, Move-In Orientation, CU Dialogues, CURJ, CU Day of Service, the Spark co-working facility, and the Hill Flea, among others.

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This outline is the result of a Hill staff team's commitment to re-shape and re-think the revitalization effort proposing both *quick and coordinated action* on some of the many good ideas that have emerged during the recent past, and a longer term commitment to ensure sustainable change. Some ideas have come from various studies or plans while others spring from stakeholder input or the sound judgment of staff. The approach is built on three key assumptions: 1) that the long term sustainability of the Hill can only be accomplished by a broad-based coalition of stakeholders building an organizational structure that is financially sustainable; 2) a multi-pronged strategy is needed, focusing on public spaces and infrastructure, marketing and programming, building a culture of innovation, ensuring a clean and safe community, and organizational capacity); and 3) that the city is the entity to "prime the pump" in order to provide the support to build the initial momentum the Hill reinvestment strategy needs. UHGID resources contribute to the effort but are not sufficient to create substantial and sustainable change.

The Hill Reinvestment Strategy proposes a comprehensive approach broken into five categories :

- *Public Spaces and Infrastructure*
- *Marketing and Programming*
- *Building a Culture of Innovation*
- *Clean and Safe Community*
- *Building Organizational Capacity*

And planned within two phases: the shorter term: Prime the Pump, and longer term: Sustainable Strength. This scope of work will be started by existing city staff but part of the plan is to designate additional, dedicated staff in 2014 to help manage the work. Staff would be augmented by contractors as needed.

The "Prime the Pump" Phase (2014 – 2015)

Public Spaces and Infrastructure

- Concept Design for Pennsylvania event street - spring of 2014
- Develop proposal for the Hill business district irrigation plan – summer of 2014?
- Implement a pilot "parklet" on Pennsylvania Street – spring of 2014
- Implement a mural on the Fox Theatre through the CU Libby Residential Academic Program (Libby RAP)– spring of 2014
- Identify CIP funding timeline for capital projects - tbd
 - Pennsylvania Event Street
 - Residential/commercial districts gateway features
 - Hill business district irrigation system

- Residential area corridor pedestrian lighting

Marketing and Programming

- Continue support for existing and identify resources for new events
- Develop a marketing and communication plan

Building a Culture of Innovation

- Support Spark co-working facility opening January 2014 – UHGID financial contribution fall of 2013
- Explore and develop innovative zoning tools - tbd
- Explore incentives for innovative types of businesses - tbd
- Explore an Eco District on the Hill and/or LEED ND status – winter 2013/14

Clean and Safe Community

- Continue and strengthen policing and enforcement - on-going
- Implement the RSD - reevaluate funding model – winter 2013/14; pilot implementation 2014-2016
- [Expand Move-In Orientation – summer/fall 2014](#)
- [Coordinate with CU and Greek organizations on Hill Service projects – begin spring 2014](#)
- Enhanced maintenance in the commercial area through hiring a maintenance supervisor – January 2014
- Explore building code enforcement strategy
- [Explore minimum landscaping policy/strategy](#)

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Building Organizational Capacity

- Explore the potential for a business improvement district or other mechanism- winter 2013
- Explore potential of the Denver Theatre District signage model for ongoing funding – winter 2013/4
- Develop interim staffing plan and funding – winter 2013/4
- Make recommendations on organizational options – by 3rd quarter of 2014.

Sustainable Strength Phase 2016 –

The “Sustainable Strength” phase will begin sometime in 2016. By that time, it is expected that a first phase capital work will have shown visible results, that a collaboratively funded, two -year pilot period for the RSD will have shown visible results, and that a proposal will be developed for a new organizational model with a sustainable revenue stream will be identified to take over management of many Hill functions.

Public Space and Infrastructure

- Implementation plan for capital projects established

Marketing and Programming

- New event in place
- Staffing resources in place
- Communication strategy in place

Clean and Safe Community

- Continue enforcement strategies
- Continually assess commercial district maintenance needs
- RSD assessment and long term plan developed

Building Organizational Capacity

- Implement new organizational structure

The transition of responsibilities from solely the city to a new Hill organization is reflected, simply, in this table:

	"Prime the Pump"		"Sustainable Strength"		
	2014	2015	2016	2017	2018
Public Spaces & Infrastructure	O	O	O	O	O
Marketing & Programming	O	O	X	X	X
Culture of Innovation	O	O	O X	O X	O X
Clean & Safe	O	O	O X	O X	O X
Organizational Capacity	O	O	X	X	X

O - Mainly City Responsibility

X - Mainly Hill Organization Responsibility

O X - Shared Responsibility

The first phase will require an infusion of new city resources beyond UHGID financial support. Staff anticipates a first phase budget of approximately \$350,000 per year. Capital projects implementation is not included in this budget. It is possible the two half time FTEs could be combined into one to make management more efficient but that is not likely to reduce costs in any way. City staff involvement would continue but would be projected to decrease as additional resources are brought on line.

.5 FTE Hill Coordinator	\$50,000
.5 FTE RSD Coordinator	\$50,000
RSD Services	\$150,00
Marketing/Events	\$50,000
Contractors/Consultants	\$50,000
Total	\$350,000

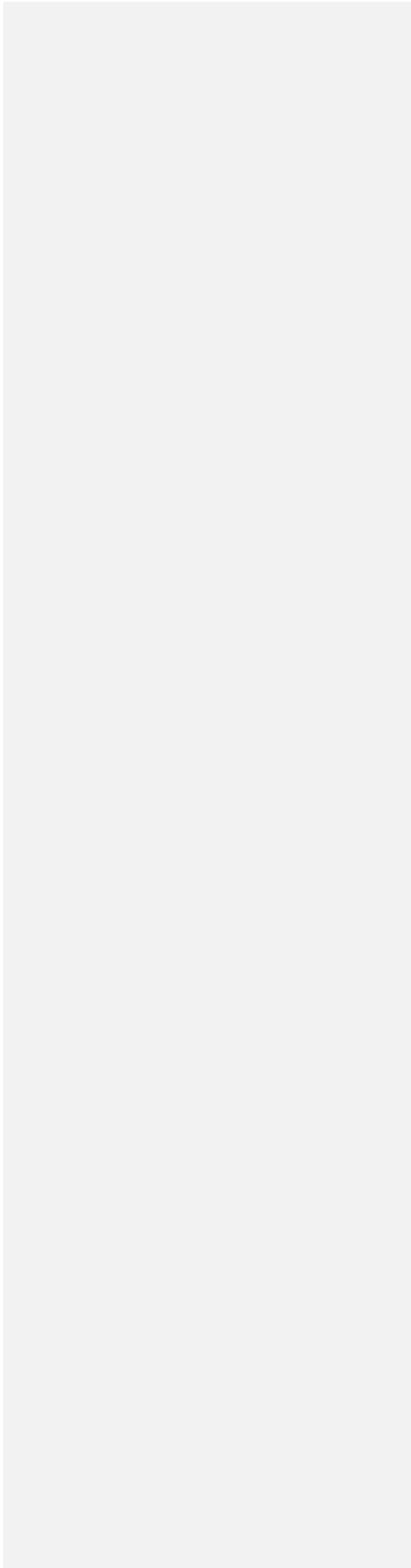
Comment [a3]: I adjusted the budget so it adds up. Feel free to adjust downward if you want.

Measuring Success

Ultimately, the sustainability of the Hill will require a culture shift. This is not something that can be achieved on a short timeline. Long term outcomes must be defined for the long term effort but, in the meantime, short term success for the strategy is more appropriately measured by key outputs such as capital projects completed or new events established.

Staff is considering one exception, however, that could provide insight into the program’s success in the first few years. A neighborhood survey of resident perceptions could be administered at regular intervals (perhaps annually) and would indicate whether short term initiatives were making any tangible difference in the eyes of the neighborhood. Staff will be researching this option, including the cost, as part of its planning and setup in the first quarter of 2014.

DRAFT



University Hill Commercial Area Intercept Survey

Hello, my name is _____ and I am working on behalf of the University Hill Commercial District. We are conducting a survey of people who traveling through the University Hill area. I have just a few quick questions I'd like to ask you. To thank you for your time, you can choose a granola bar or candy bar once we are finished!

1. Have you come from or are you going to a store, restaurant or other place of business in the University Hill commercial area, or are you passing through on your way to somewhere else?
 - Came from or going to one or more places of business on the Hill
 - Other _____
 - Passing through → Are you coming from or going home?
 - Yes No
 - Are you coming from or going to campus?
 - Yes No
2. Are you an owner or an employee of a business on The Hill?
 - No Yes → Are you going to or coming from your workplace?
 - No Yes → go to question #5
3. About how many stores or businesses have you/will you visit on your trip to this area.
 - None Three
 - One Four
 - Two Five or more
4. Which businesses did you/will you visit?

5. How did you get to the Hill commercial area today?
(Please check all that apply.)
 - Drove alone
 - Drove with at least one other person →
how many others total?..... _____
how many under 16 years old? _____
 - Walked
 - Biked
 - Rode a bus or buses
 - Carried a bike on a bus or buses
 - Used a Park-n-Ride
 - Other _____
6. If you drove to the Hill, where did you park?
 - Didn't drive today
 - Parking lot at 1205 Pleasant
 - Parking lot at Pennsylvania and Broadway
 - Parking lot at 14th St
 - On the street in the University Hill District
 - On the street in the University Hill residential area
 - On the CU campus
 - Other _____
7. Where did you come from before you got to the Hill?
Did you come from . . .
 - Home
 - Shopping or errands in another part of town
 - CU Campus
 - Workplace on the Hill
 - Workplace somewhere other than CU Campus or the Hill
 - Eating a meal
 - Other _____

8. Do you live in Boulder?
 - No Yes → Where?
 - The Hill area
 - Somewhere else
9. Are you a student at CU Boulder?
 - Yes, an undergraduate student
 - Yes, a graduate student
 - No
10. In which category is your age?
 - Under 18 35-44 years 55-64 years
 - 18-24 years 45-54 years 65 years or older
 - 25-34 years
11. Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides?
(Please check all that apply.)
 - don't know if I am eligible
for an EcoPass or CollegePass → go to question #13
 - no, I am not eligible
for an EcoPass or CollegePass → go to question #13
 - yes, through my employer, or through the program I
have set up for my business
 - yes, through my neighborhood program
 - yes, a CU Boulder student CollegePass
 - yes, a CU Boulder faculty/staff CollegePass
 - yes, other pass: _____
12. On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?
 - I did not pick up my EcoPass or CollegePass
 - less often than once a month
 - about once every two weeks
 - about once a month
 - about once a week
 - more than once a week
13. Is a car or other motor vehicle usually available to you for commuting to work?
 - Yes No
14. Is a bicycle usually available to you for commuting to work?
 - Yes No
15. Are you a member of eGo CarShare?
 - Yes No
16. Are you a member of Boulder B-cycle (bike share)?
 - Yes No
17. What do you see as the strengths of the University Hill commercial district?

18. What one thing would make the University Hill commercial district a better place?

Thank you! That's all my questions!

A. Sex: Male Female

B. Mode When Interviewed:

walking

biking

in vehicle

C. Number of

people in group: _____

D. Children in group? yes no

E. Site:

13th & College

13th & Pennsylvania

F. Day:

Tuesday

Wednesday

Thursday

Friday

F. Time: _____:

_____ (am/pm)

G. Date: _____

H. Weather:

sunny, dry

sunny, wet

rainy

cloudy, dry

cloudy, wet

snow



University Hill Business Survey

Thank you for participating in the University Hill Business Survey!

1. What is the name of your business?

2. Are the owner or a manager of the business?

- Owner
- Manager
- Other _____

3. Which category best describes the type of business you own/manage?

- Retail: clothing , accessories, jewelry, gifts etc.
- Retail: grocery, convenience, etc.
- Retail: bookstore
- Retail: office supplies, art
- Retail: other
- Restaurant
- "Fast food"
- Concert/entertainment venue
- Finance, insurance, accounting, banking, etc.
- Real estate, rental and leasing
- Information or computer services
- Advertising/Design/Architect
- Health Care Services (inc. medical marijuana and massage therapy)
- Other _____

4. About how many years has your business been in operation in the University Hill District?

_____ years

5. About how many hours a week do you spend at this business?

_____ hours

6. Including yourself, how many full-time, part time and contract employees do you have at this location?

_____ Full time employees

_____ Part time employees

_____ Contract workers

_____ TOTAL

7. Including yourself, how many of your employees are students at CU Boulder?

_____ employees who are students at CU Boulder

8. Roughly, what percent of employees at your worksite work the following schedules:

_____ weekdays, daytime

_____ weekdays, evenings and/or nights

_____ weekends, daytime

_____ weekends, evenings and/or nights

_____ variable/rotating schedule

9. Do you or does your employer participate in the EcoPass program, in which an employer purchases EcoPasses which are annual passes that allow unlimited bus rides?

- Yes
- No

10. Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? (Please check all that apply.)

- don't know if I am eligible for an EcoPass or CollegePass → go to question #12
- no, I am not eligible for an EcoPass or CollegePass → go to question #12
- yes, through my employer, or through the program I have set up for my business
- yes, through my neighborhood program
- yes, a CU Boulder student CollegePass
- yes, a CU Boulder faculty/staff CollegePass
- yes, other pass: _____

11. On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?

- I did not pick up my EcoPass or CollegePass
- less often than once a month
- about once every two weeks
- about once a month
- about once a week
- more than once a week

12. How did you get to work today?

(Please check all that apply.)

- Drove alone
- Drove with at least one other person →
how many others total? _____
how many under 16 years old?..... _____
- Walked
- Biked
- Rode a bus or buses
- Carried a bike on a bus or buses
- Used a Park-n-Ride
- Other _____

13. If you drove a car to work today, where did you park?

- Didn't drive today
- Parking lot at 1205 Pleasant
- Parking lot at 14th St
- Parking lot at Pennsylvania and Broadway
- Private lot or parking space owned or leased by this business
- On the street in the University Hill District
- On the street in the University Hill residential area
- On the CU campus
- Other _____

14. In a typical week, how many days do you commute to work using each of these transportation modes?

- _____ Driving alone
- _____ Driving with others (carpooling)
- _____ Walk
- _____ Bike
- _____ Bus
- _____ Multiple modes (e.g., bike to bus stop, take bus, bike to workplace)
- _____ Other
- _____ TOTAL

15. When you drive to work, where do you usually park?

- Never drive to work
- Parking lot at 1205 Pleasant
- Parking lot at 14th St
- Parking lot at Pennsylvania and Broadway
- Private lot or parking space owned or leased by this business
- On the street in the University Hill District
- On the street in the University Hill residential area
- On the CU campus
- Other _____

16. About how often when you are at your business do you make trips away from your business for work?

- Two or more times a day
- About once a day
- Several times a week
- About once a week
- About once every two weeks
- About once a month
- Less than once a month
- Other _____

17. About how often when you are at your business do you make trips away from your business for reasons OTHER than work?

- Two or more times a day
- About once a day
- Several times a week
- About once a week
- About once every two weeks
- About once a month
- Less than once a month
- Other _____

18. What percent of work commute trips would you estimate the employees of this business (not including yourself) make by these transportation modes?

_____ Driving alone

_____ Driving with others (carpooling)

_____ Walk

_____ Bike

_____ Bus

_____ Other

_____ 100% TOTAL

19. When they drive to work, where do you your employees usually park?

- Never drive to work
- I don't know
- Parking lot at 1205 Pleasant
- Parking lot at 14th St
- Parking lot at Pennsylvania and Broadway
- Private lot or parking space owned or leased by the businesses
- On the street in the University Hill District
- On the street in the University Hill residential area
- On the CU campus
- Other _____

20. What do you see as the strengths of the University Hill commercial district?

21. What one thing would make the University Hill commercial district a better place?

22. At present, how many motorized vehicles – cars, vans, or light trucks – does your household have the use of?

_____ motorized vehicles

23. Is a car or other motor vehicle usually available to you for commuting to work?

- Yes
- No

24. Is a bicycle usually available to you for commuting to work?

- Yes
- No

25. Are you a member of eGo CarShare?

- Yes
- No

26. Are you a member of Boulder B-cycle (bike share)?

- Yes
- No

27. Where do you live?

- Boulder (within the city limits)
- Unincorporated Boulder County
- Ward/Nederland/Jamestown
- Lyons
- Superior
- Lafayette
- Louisville
- Longmont
- Erie
- Broomfield
- Westminster
- Arvada
- Denver or other metro-area suburb
- Berthoud/Loveland/Fort Collins
- Weld County
- Other _____

28. Are you a student at CU Boulder?

- Yes, an undergraduate student
- Yes, a graduate student
- No

29. In which category is your age?

- Under 18
- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years or older

30. What is your gender?

- Female
- Male

31. [If you have more than 5 employees] Would you be willing to send an email to your employees asking them to participate in a brief survey about their work commute, or to distribute paper surveys to them?

- Yes
- No



University Hill Employee Survey

Please take a few minutes to complete the following questionnaire for the University Hill Commercial District. If you would prefer to do the survey on-line, please go to the website:

www.n-r-c.com/survey/hillemmployee.htm

If you have more than one job, please answer these questions ONLY for the job you do for the employer through which you received this survey.

All of your responses are completely confidential, and will be reported in group form only.

Today's

Date: _____ / _____ /2014

The organization

for which you work: _____

1. How did you get to work today?

(Please check all that apply.)

- Drove alone
- Drove with at least one other person →
how many others total? _____
how many under 16 years old?..... _____
- Walked
- Biked
- Rode a bus or buses
- Carried a bike on a bus or buses
- Used a Park-n-Ride
- Other _____

2. If you drove a car to work today, where did you park?

- Didn't drive today
- Parking lot at 1205 Pleasant
- Parking lot at 14th Street
- Parking lot at Pennsylvania and Broadway
- Private lot or parking space owned or leased by the business
- On the street in the University Hill District
- On the street in the University Hill residential area
- On the CU campus
- Other _____

3. In a typical week, how many days do you commute to work using each of these transportation modes?

- _____ Driving alone
- _____ Driving with others (carpooling)
- _____ Walk
- _____ Bike
- _____ Bus
- _____ Multiple modes (e.g., bike to bus stop, take bus, bike to workplace)
- _____ Other
- _____ TOTAL

4. When you drive to work, where do you usually park?

- Never drive to work
- Parking lot at 1205 Pleasant
- Parking lot at 14th St
- Parking lot at Pennsylvania and Broadway
- Private lot or parking space owned or leased by the businesses
- On the street in the University Hill District
- On the street in the University Hill residential area
- On the CU campus
- Other _____

5. About how often when you are at work do you make trips away from your workplace for work?

- Two or more times a day
- About once a day
- Several times a week
- About once a week
- About once every two weeks
- About once a month
- Less than once a month
- Other _____

6. About how often when you are at work do you make trips away from your workplace for reasons OTHER than work?

- Two or more times a day
- About once a day
- Several times a week
- About once a week
- About once every two weeks
- About once a month
- Less than once a month
- Other _____

7. Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? (Please check all that apply.)

- don't know if I am eligible for an EcoPass or CollegePass → go to question #9
- no, I am not eligible for an EcoPass or CollegePass → go to question #9
- yes, through my employer, or through the program I have set up for my business
- yes, through my neighborhood program
- yes, a CU Boulder student CollegePass
- yes, a CU Boulder faculty/staff CollegePass
- yes, other pass: _____

8. On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?

- I did not pick up my EcoPass or CollegePass
- less often than once a month
- about once every two weeks
- about once a month
- about once a week
- more than once a week

9. What do you see as the strengths of the University Hill commercial district?

10. What one thing would make the University Hill commercial district a better place?

11. At present, how many motorized vehicles – cars, vans, or light trucks – does your household have the use of?

_____ motorized vehicles

12. Is a car or other motor vehicle usually available to you for commuting to work?

- Yes
- No

13. Is a bicycle usually available to you for commuting to work?

- Yes
- No

14. Are you a member of eGo CarShare?

- Yes
- No

15. Are you a member of Boulder B-cycle (bike share)?

- Yes
- No

16. Where do you live?

- Boulder (within the city limits)
- Unincorporated Boulder County
- Ward/Nederland/Jamestown
- Lyons
- Superior
- Lafayette
- Louisville
- Longmont
- Erie
- Broomfield
- Westminster
- Arvada
- Denver or other metro-area suburb
- Berthoud/Loveland/Fort Collins
- Weld County
- Other _____

17. Are you a student at CU Boulder?

- Yes, an undergraduate student
- Yes, a graduate student
- No

18. In which category is your age?

- Under 18
- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years or older

19. What is your gender?

- Female
- Male

CALL FOR ENTRIES - DESIGN AND BUILD A PARKLET!

The City of Boulder is organizing a design competition to guide a community-based selection process for a parklet to be used by people living, working and visiting our community. The City is interested in exploring the use of parklets in strategic locations with the intent to provide enhanced public spaces.

The City of Boulder invites community members, including architects, designers, artists, landscape architects and any and all creative thinkers - both professionals and

students - to submit a proposal detailing their vision for a functional installation to transform one to two on-street parking spaces on Pennsylvania Avenue into a temporary parklet. This parklet competition will result in the first pilot parklet within the city – on University Hill along the north side of Pennsylvania Avenue west of 13th Street, adjacent to Innisfree. As a pilot project, the temporary installation is envisioned to be complete by late spring 2014 and in place through the summer and fall until the end of October, 2014.

What is a parklet?

San Francisco's Parklet program describes a parklet as: "A parklet repurposes part of the street into a public space for people. They are intended as aesthetic enhancements to the streetscape, providing an economical solution to the need for increased public open space. Parklets provide amenities like seating, planting, bike parking, and art..... and are publicly accessible to all."

Competition Process and Schedule

Date	Description
7 March	Entries are due to the City (See "Include in Your Submission" for more information)
14 March	Design review panel completes review and selects 3 finalists <i>Three Finalists will each receive a \$200 stipend to further develop their proposals</i>
4 April	Finalists submit detailed plans . At a minimum, detailed plans must include: Dimensioned and labeled layout plan Construction details and materials specifications Cost estimate demonstrating project is within budget <i>Note: Finalists must team with a licensed contractor/builder who will implement the project. The city will work with the finalist to obtain necessary permits.</i>
11 April	Project is awarded and fabrication begins. Winner is awarded up to \$5,000 for design, construction and installation.
12-16 May	Targeted installation
24 October	Targeted breakdown and removal by the project winner

Initial Entry Requirements:

Four hard-copy submittals and a PDF on disk are required by 4 pm Friday March 7.

One 11x17 sheet in your proposal may be used for public display on the Hill. The City reserves the right to use any submitted materials for publication.

Deliver to: Downtown and University Hill Management Division/Parking Services
Attn: Ruth Weiss
City of Boulder Parking Services
1500 Pearl Street, Suite 302
Boulder, CO 80302



For questions or more information, contact: Lane Landrith, City of Boulder, LandrithL@bouldercolorado.gov
A CAD file and PDF of the existing conditions can be requested from weissr@bouldercolorado.gov

Include in your submission:

- 1. Parklet Narrative**
 - Describe your parklet concept – What will it look like? What materials will be used? Who will build it? What are the maintenance needs? How will community members use the space?
 - Constructability – How easy will it be to build? To dismantle?
 - Ideas for programming the parklet
 - Ideas about how the community can participate in the creation or stewardship of the parklet
 - Does it include public art?
 - How will it respond to the context of the Hill and enhance the Hill area?
- 2. Parklet Plan**
 - Site plan drawn to scale
The City will provide a CAD file and PDF of the parklet area.
Contact Ruth Weiss at: weissr@bouldercolorado.gov
- 3. Parklet Sketches**
 - Illustrative sketches, sections, elevations or other imagery (as needed) to convey the design intent.

Design Criteria

The parklet must:

- be built within the city's construction budget of \$5,000.
- be ADA accessible and have a maximum 2% cross slope
- fit within the identified area
- maintain positive drainage in the street (along the curb)
- leave a minimum of 5 feet of sidewalk clear for circulation
- have a railing or other barrier 3 feet high on the street side
- be graffiti and vandal resistant
- be designed for easy removal (seasonal installation)
- have built-in seating only – no movable furniture
- not have an overhead structure
- have a location for a sign ("open to the public" and credits – COB, Designer/Builder, Contributors)

Note: Live plant material is encouraged. Local businesses and/or the city will maintain and water.

Selection Criteria

Contextual design including its relationship to the surrounding streetscape. Specific criteria include:

Intuitive: function is obvious and how to use the space is clear to community members.

Safe: vandal-proof and durable

Artistic: aesthetically pleasing and user friendly, incorporates public art

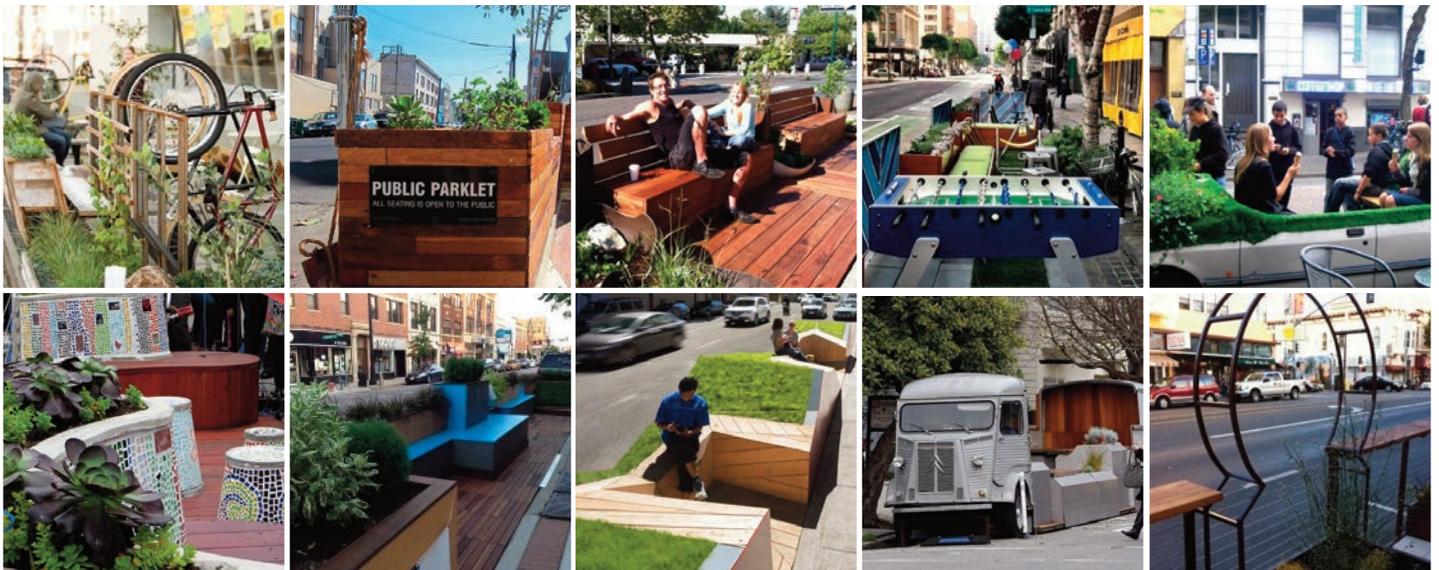
Relationship: fits well into surrounding area and in relation to other streetscape fixtures/objects, does not impede movement of people or other uses of the space. Is an expression and enhancement of the Hill area

Functional: meets design criteria

Sustainable Design: incorporates sustainable design features (such as locally sourced materials, recycled materials, ease of maintenance)

Creativity and Quality of Submission

Cost effective to fabricate, maintain, and deconstruct. Minimal routine and long-term maintenance issues



CALL FOR ENTRIES - DESIGN AND BUILD A PARKLET!



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Paul J. Fetherston, Deputy City Manager
Maureen Rait, Executive Director of Public Works
Tracy Winfree, Director of Public Works for Transportation
David Driskell, Executive Director of Community Planning + Sustainability
Molly Winter, Director, Downtown and University Hill Management Division/
Parking Services
Susan Richstone, Deputy Director, Community Planning + Sustainability
Michael Gardner-Sweeney, Transportation Planning and Operations Coordinator
Kathleen Bracke, GO Boulder Manager
Lesli Ellis, Comprehensive Planning Manager
Brett KenCairn, Senior Environmental Planner

Date: February 18, 2014

Subject: Information Item: Update on Integrated Sustainability Planning Initiatives with a focus on Transportation Master Plan Update, Access Management and Parking Strategies, and Climate Commitment.

EXECUTIVE SUMMARY

This memo provides City Council with information on three related and integrated work efforts: the Transportation Master Plan (TMP) Update, Access Management and Parking Strategy (AMPS), and Climate Commitment.

Each of these work efforts are guided by the Boulder Valley Comprehensive Plan's (BVCP) Sustainability Framework and related to other city sustainability goals. The interdepartmental staff teams and the Executive Oversight team established early in the TMP update process assures that these city work efforts are developed through on-going integration and collaboration. The body of this memo provides a brief status report for each of the following projects as well as information of upcoming work activities:

- TMP Update is moving forward with technical work and public outreach for the focus areas and objectives approved by council. Transit system scenario testing,

pedestrian/bicycle innovations, Community-wide EcoPass Feasibility Study, ongoing financial analysis, and metrics updates and modifications are underway.

- The AMPS team has hired a consultant team and is moving forward on developing a multi-year work plan with interdepartmental staff working groups in seven focus areas.
- The Climate Commitment work effort currently underway includes updating the city's greenhouse gas emissions (GHG) inventory, establishing an evaluation and report methodology, working with the Energy Futures team to identify next generation energy efficiency and energy source strategies, and initiating a TravelWise Working Group to focus on GHG reduction strategies in the transportation sector in coordination with the TMP update.

Similarly, staff is collaborating on the city's Comprehensive Housing Strategy as well as the North Boulder and East Arapahoe corridor planning efforts and will provide more details regarding these initiatives in future updates to council.

At its regular Study Session on Tuesday, Feb. 11, City Council will discuss the citywide work plan. Feedback from the work plan discussion may result in project timeline adjustments in relation to citywide priorities.

FISCAL IMPACT

These three integrated work efforts are supported by existing staff and funding from the city's 2014 budget. This funding largely supports consultant analysis and community outreach efforts.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

Economic: Transportation costs are a significant portion of household expenses and important to business competitiveness and employee retention. Enhancing travel options for residents and employees supports more sustainable travel behavior, GHG reduction and the movement of goods and people essential to the local economy. Providing regional transit and last mile travel options is particularly important for in-commuting employees and GHG reductions. Completing the walk, bike and transit systems and supporting their use with effective Transportation Demand Management (TDM) programs responds to the lifestyle choices and desires of younger workers, particularly those in the "creative class" that are a foundation of the Boulder economy. In the commercial areas, a well-balanced access management system accommodating all modes – autos, bikes, transit and pedestrians – is essential to ensure the city's economic vitality.

Environmental: Achieving the city's goals of reducing single occupant vehicle (SOV) travel and achieving an 80 percent reduction in GHG will have immediate and long term environmental benefits. Transit has the potential to replace mid and long distance SOV trips with significant GHG emission reductions. Biking and walking are zero emission transportation options reducing green house gas and vehicle miles traveled. TDM programs built on the base of parking management are key to reducing the number of trips made by cars.

Social: Enhanced travel options improve access for all community members. Improved

transit access is particularly important to seniors, low income residents and people with disabilities. Recent research shows that transit riders tend to walk more and are healthier than auto commuters while neighborhood accessibility is an increasing focus related to public health for both children and adults. The increased focus on transit, accessibility and TDM will contribute to a safer and more connected community, including expanding travel choices for low-income, older adults and children. Access/parking management is a means to maintain quality of life in residential areas adjacent to commercial districts, universities and high schools.

BACKGROUND

Boulder Valley Comprehensive Plan/ Sustainability Framework

Since the adoption of the 1978 city-county BVCP, the plan has provided strong policy direction to manage and focus growth into the urban area, protect the environment and increase the quality of life in the community.

The city and county seek to maintain and enhance the livability, health and vitality of the Boulder Valley and the natural systems that it is a part of, without compromising the ability of future generations to meet their needs, anticipating and adapting to changes in community needs and external influences. Taken from the BVCP, the Sustainability Framework has been refined into the following seven broad categories guiding these work efforts: Safe Community; Health & Socially Thriving Community; Livable Community; Accessible & Connected Community; Environmental Sustainable Community; Economically Vital Community; and, Good Governance. Descriptions of these areas are contained in **Attachment A**.

TMP Policy Direction

As with other master plans, the TMP is set within the broader context of the BVCP, with the resulting transportation system expected to support the sustainability and quality of life goals set by the community. The TMP is a mature plan reflecting more than 20 years of consistent policy direction, with the documented results presented to council in a study session on Aug. 27, 2012 as part of the Policy Refinement phase. Council approved the update work program in September 2012 with the following elements:

- Maintain the existing four TMP Focus Areas: Complete Streets, Regional Travel, Transportation Demand Management, and Funding.
- Add “Integrate with Sustainability Initiatives” as a new, fifth Focus Area. For example, this includes integrating TMP Update activities with the city’s Sustainability Framework development, Civic Area plan, Climate Commitment, Parking and Access Management Strategy, Comprehensive Housing Strategy and other city-wide planning initiatives.
- Add three new measurable objectives of *Safety, Neighborhood Accessibility, and Vehicle Miles Traveled (VMT) Per Capita for residents and in-commuters.*

Access Management and Parking Strategy

The AMPS was presented to council at the April 2013 study session and is intended to take a comprehensive look at how all access and parking management is integrated throughout the city. It is a strategy rather than a stand-alone plan, so it is envisioned to be a phased, multi-year effort

that integrates with the scope and timing of all the other related planning initiatives such as TMP update, Climate Commitment, East Arapahoe corridor, North Boulder plan update, and Comprehensive Housing Strategy.

Through several staff workshops and input from the Transportation Advisory Board (TAB), Environmental Advisory Board, Planning Board, and the District Boards, the AMPS effort has identified the following areas of focus. Each area of focus will include analysis of existing parking districts as well as city-wide applications: 1) District Management; 2) On and Off Street Parking; 3) Transportation Demand Management; 4) Technology and Innovation; 5) Zoning and Code Requirements; 6) Enforcement and Compliance; and 7) Parking Pricing.

Climate Commitment

The Climate Commitment builds on the previous Climate Action Plan and is intended to be a coordinated effort across city master plans that integrates climate action into the full range of city initiatives and investments, and make GHG reduction targets a central focus of planning and action in each key area of GHG emissions. The July 30, 2013 study session presented a range of longer term goal options and their implications in setting interim decadal reduction goals for each of the major GHG emissions categories: energy efficiency and conservation (Better Buildings), energy source change (Ramp-up Renewables) and transportation (Travelwise). Actions in the other four major “pillars” will also be the focus of subsequent efforts (Waste Not, Every Drop, Grow Green, and Community Design). During the study session, council provided preliminary direction for a long-term goal to reduce greenhouse gas (GHG) emissions 80 percent below 1990 levels by 2050.

ANALYSIS

Summaries of the planning work for the TMP Update, AMPS, and Climate Commitment projects are provided in the following section, and work in each of these planning initiatives is being developed in collaboration with interdepartmental staff teams as well as joint outreach events with the community:

TMP UPDATE

The TMP benefits from more than 20 years of consistent policy direction and progress. Since the 2003 TMP, the plan is also cast as a living document with an adopted amendment process meant to keep it consistent with other city plans. The continued development of these integrated planning efforts will influence both the TMP update and its action plan. The TMP update policy recommendations and action plan will then help to inform the upcoming update to the BVCP, reflecting the iterative cycle and evolution of all of these plans to reflect the community values over time. The plan will be amended as needed to reflect the outcomes of these projects.

TMP Focus Areas

Planning work is underway in all TMP focus areas with substantial progress and products in the Complete Streets Focus Areas. A brief summary of the work and progress in each area is

provided below and a new video highlighting the TMP Update focus areas and work to-date with the community is available at www.BoulderTMP.net

Complete Streets

The Complete Streets Focus Area includes all the modes of travel, including the major work in the areas of Bicycle/Pedestrian Innovations and Transit Planning.

Bicycle and Pedestrian Innovations

In the bike area, the emphasis of this update is attracting and better accommodating “Interested but Concerned Cyclists” and in particular increasing trips by older adults, women and families with children. And for pedestrians, the city has introduced a Walk Audit program to work with community members to learn what makes a good pedestrian environment. Both the Walk Audits and the testing of a variety of new bicycle facilities and programs are part of the Living Laboratory effort.

Living Laboratory

A number of Walk Audits have been conducted giving staff and community members insight into the varying contexts of the existing built environment and the extent they meet the needs and desires of pedestrians in creating a sense of place. Additionally, the audits have helped identify design elements that support a walkable community. While audits were interrupted by the September flood event, additional Walk Audits will resume in the spring of 2014. Information from the audits can be incorporated into the Neighborhood Access Tool discussed below.

Installation of new bicycle treatment pilot projects began in August, with four completed before the flood. These treatments include buffered bike lanes along Spruce Street from 15th to Folsom streets and along University Avenue from 9th Street to Broadway, back in angle parking from Broadway to 17th Street and a protected bike lane along Baseline Road from 30th to 35th streets. Additionally, the first segment of the multi-way boulevard along the south side of Pearl Parkway opened in October 2013.

The electric bike demonstration is underway as approved by council in September 2013. This pilot has a sunset date of Dec. 31, 2014.

Future bicycle pilot project treatments planned for installation in early 2014 include an advisory bike lane along Harvard Lane, a bike box for southbound Folsom Street at Canyon Boulevard, and a Bike Boulevard along 13th Street north of Balsam Avenue. The Phase II treatment to replace the buffered bike lanes along University Avenue with a bike lane protected by on-street parking is anticipated to be installed during the summer of 2014.

The bicycle pilot projects installed as part of the living laboratory are anticipated to continue for 12 to 18 months and their performance monitoring will include several qualitative and quantitative measurements.

A *Low-stress Bicycling Network Connectivity* analysis also is being conducted citywide to understand the functionality of the existing bike network and quantify the value of proposed projects. High-stress streets are measured as those with high speed limits, limited or non-existent bike lanes and signage, and large distances to cross at intersections.

A before/after-level analysis of the living laboratory pilot projects is planned to determine whether these treatments reduce stress level for bicyclists. The results of the low-stress network analysis also will help guide prioritization of potential transportation improvement projects that would create a connected, low-stress network. Staff is working with the BikeWalk Steering Committee and in partnership with the community (recent BikeWalk Summit) on development of the Bike & Pedestrian Action Plan that will be part of the TMP update.

Transit Planning

Transit ridership was identified in the Policy Review phase of the TMP Update as an area that has lagged in progress in recent years. The first phase of transit planning involved an extensive data collection and analysis effort of the existing transit system and best practices. This material was reviewed by the Transit Technical Advisory Committee (TAC) and is presented in the *Transit State of the System Report* available at www.BoulderTMP.net

Transit Scenario Development and Evaluation:

A key step in creating a renewed vision for transit is allowing the community to weigh the costs and benefits of various approaches to developing a complete transit system in Boulder and connecting with surrounding communities. By modeling distinct capital and operating strategies for a complete transit system, the scenario process provides a quantitative basis for justifying future investments and for identifying near-term transit enhancements that provide the greatest return on investment. The scenario evaluation process helps to:

- Illuminate possible futures, not “the” future plan;
- Test key constraints;
- Test tradeoffs; and
- Inform decisions.

Four transit scenarios were developed based on input from the Boulder community, TAC, RTD and the city interdepartmental team, a review of key operating data from the State of the System Report and high-level financial projections. The scenarios represent a range of strategies that highlight the framing concepts developed by the TAC and were financially constrained to amounts judged to be meaningful and achievable.

While the initial round of modeling will be based on existing land use and TDM programs, additional sensitivity analysis will consider factors like land use changes (based upon the city’s current land use plans) and more advanced TDM programs that affect transit use. These TDM programs include elements such as EcoPass expansion and parking district management as well as transit access and connectivity improvements. All results from the scenario analysis will be evaluated through a standard set of performance

measures aligned with the city's Sustainability Framework and presented to city boards and council for review in the 2nd Quarter 2014.

Regional Travel

The city continues to work with regional partners to advance TMP goals and address regional transportation opportunities and challenges, including the large number of daily in-commuters. Examples of current projects include construction of the managed lanes, and regional bus rapid transit (BRT) service and bikeway system along US 36, scheduled to be complete by first quarter of 2016. In addition, city representatives remain active on both the technical and policy planning committees to expand travel options on regional corridors through the RTD Northwest Area Mobility Study (NAMS). The TMP transit scenarios are consistent with the NAMS study corridors and data from the city's analysis has helped inform the study. The initial results of the NAMS analysis for the regional corridors were released in January 2014. Staff and the TMP consultant team have analyzed these results and compared them to the initial TMP transit results. Both seem to indicate that there is a significant opportunity to increase transit ridership on the regional corridors serving Boulder.

Transportation Demand Management (TDM)

The TDM focus area includes partnership activities in the areas of community-wide EcoPass with Boulder County, as well as a focus on updates to the city's TDM Tool Kit as part of the AMPS process. The Community-wide Eco Pass Feasibility Study is scheduled to be released before the end of February 2014. The data analysis and results of the feasibility study will be incorporated into the TMP Update, and specifically the development of future transit scenarios and investment plans.

Funding

With the recent voter approval of the transportation funding measures, approximately \$4.2 million per year will be generated, with \$3.2 million used for transportation operations and maintenance (O&M) and the remaining funds allocated to core system enhancements. In approving the two recent ballot measures, council also directed staff to continue to explore user-based funding sources for future additional/replacement funding. The TMP Update will outline a work plan/schedule and evaluation criteria for continuing to explore future transportation funding mechanisms.

Staff has continued the internal review of the existing TMP investment programs. The transportation funding ballot measures provided additional funding for filling the existing operations and maintenance deficit. The investment challenge for the update will be the level of transit and EcoPass funding desired by the community, and the need to reconcile and "right-size" the existing Fiscally Constrained, Action and Vision Plan investment programs with current economic realities and future trends.

Integrate with Sustainability Initiatives

This new TMP update focus area emphasizes city-wide integration under the city's Sustainability Framework. These are collaborative, interdepartmental project

management approaches for the TMP Update in coordination with the city-wide planning initiatives. For example, TAB and Transportation staff participated in a joint Board workshop on the Sustainable Streets and Centers and the East Arapahoe planning project on Dec. 19, 2013. This type of joint board workshop is an example of opportunities to integrate input from a variety of city boards on inter-related topics. Another joint board workshop is being scheduled for early April 2014 to include material from the TMP update, Climate Commitment and AMPS.

TMP Update Objectives

Following council direction for the TMP update, staff has been considering improvements to all of the existing TMP objectives as well as developing approaches to the three new ones. These improvements are meant to better reflect the multimodal approach of the plan as well as the need to account for vehicle miles of travel (VMT) relative to GHG goals. The International Council for Local Environmental Initiatives (ICLEI) methodology requires that the city account for half of the in and out-commute trips by non-residents employed in the Boulder Valley and by residents employed elsewhere. The transportation sector represents approximately 22 percent of the city's GHG emissions and initial consultant estimates show that in-commuters contribute 32 percent of these. Transportation staff is in the process of reviewing the consultant's methodology and developing a system for estimating external commuter VMT based on existing city data for use in the Climate Action inventory.

The remaining stages of the TMP update planning process will bring together the technical analysis and community input for all focus areas and objectives to create options for city board and council consideration. These options will represent new and/or refined policies, programs, projects, and potential action items to continue Boulder's progress in achieving a multimodal transportation vision as well as broader community goals.

ACCESS MANAGEMENT AND PARKING STRATEGY

Since the Study Session in April 2013, a cross-departmental team of 25 staff have developed a preliminary work plan within the AMPS focus areas, prioritized work items based on coordination with existing planning and work efforts, hired a consultant and developed AMPS guiding principles. **Attachment B** provides more detailed information regarding the AMPS guiding principles and areas of focus.

Over the next month, staff will finalize the scope of work with the consultant and develop a coordinated work program. A staff workshop will be conducted in late February or early March in preparation for the joint advisory board meeting scheduled in April. A study session will be scheduled with City Council by the end of the second quarter. In addition, a communication strategy and plan will be developed that will include regular check-ins with advisory boards, council and the public.

The proposed 2014 priority projects for AMPS are:

- TDM Tool Kit for the TMP Update;

- Short-term and longer-term planning and zoning code changes for both bike and automobile parking, including exploration of parking maximums;
- Technology improvements within the garages;
- “Parklet” Plan and pilot project on the Hill;
- Development of a public art plan for the downtown garages;
- Best practice research in the areas of district management, parking pricing and on and off street parking in order to coordinate with the Sustainable Streets and Centers Project, North Boulder Plan Update and East Arapahoe Plan;
- Installation of electric charging stations in the Broadway and Spruce Parking Lot;
- Development of an assessment by McKinstry of the downtown garages for energy generation opportunities; and
- Updated downtown access demand analysis based on the Civic Area Plan.

CLIMATE COMMITMENT – TRAVEL WISE

Over the past nine months, the Climate Commitment team has worked closely with the GO Boulder/Transportation team to integrate greenhouse gas (GHG) emissions into the transportation master planning process. This effort has involved a comprehensive assessment of existing data to determine the primary areas of GHG emissions among the different types of transportation—resident, non-resident employee, freight, student etc. Based on these categories, a series of strategy options were developed for more detailed analysis in the TMP process. Parallel to this effort, the joint Climate/GO Boulder team is also convening a technical working group to develop preliminary estimates for the range of GHG reductions that could be achieved across both existing transportation strategies and those identified for additional analysis. This will be compared to the overall goal of reducing GHG emissions by 80 percent below 1990 levels by 2050 to identify the amount of additional reductions that will need to be achieved through other measures. The products of this working group analysis will be completed in early April for inclusion in the final round of TMP analysis taking place April-June.

OTHER RELATED PROJECTS

While the three projects described above are closely related and the primary focus of this memo, there are a number of other planning projects underway that will inform the outcomes of these projects including the Comprehensive Housing Strategy, East Arapahoe corridor plan, and North Boulder Plan update.

Attachment C provides more detailed information regarding each of these projects.

Integrated Work Program

Since 2012, the city has focused on developing an integrated work program that supports the community’s desire to be a more sustainable, vibrant and inclusive while maintaining the high quality of life and environmental protection that characterizes Boulder. While the city has achieved significant success in many areas, the 2010 BVCP identified key trends influencing the update and the following work program. These trends include:

- Demographic challenges including an aging population, changing household structure and the lack of low and moderate income housing appropriate to these groups;
- Ramped up climate action to reduce GHG emissions and dependence on fossil fuels while being a leader in responding to climate change; and,
- Economic challenges of long-term changes in existing revenue sources combined with increased regional competition while the demand for services increases.

As a result of these identified challenges, the 2010 BVCP enhanced the Sustainability Framework and city structure elements of the plan. Recognizing the need for cross-cutting and mutually supportive actions to make significant strides toward city sustainability goals, city work efforts have been closely integrated across projects and departments. The integrated nature of the current work efforts are shown in the graphic in **Attachment D**. With the city's ambitious GHG reduction and transportation goals, analysis of efforts clearly shows that the city needs to accelerate the rate of change to achieve our Climate Commitment and transportation goals.

The interrelated nature of the challenges identified in the 2010 BVCP and the city's sustainability goals acknowledges that there are multiple projects focusing on various aspects of these challenges. While the projects are well integrated as the staff and work level, different project schedules and levels of technical development mean there will not be one point in time where all results are known. Consequently, a series of policy discussions and decisions are needed as each project produces results and conclusions that inform other efforts. As part of developing the work program that council will consider at the Feb. 11 study session, staff has been considering project schedules and products in the context of needed policy discussion with council. Periodic policy discussions and recognition of the iterative planning process is part of the on-going, continuous improvement model illustrated in **Attachment E**.

NEXT STEPS

At the Study Session on Tuesday, Feb. 11, City Council will discuss the citywide work plan. Feedback from the work plan discussion may result in project timeline adjustments in relation to citywide priorities. The below descriptions assume no adjustments are necessary.

Based on requests from the last joint board workshop, staff will be preparing materials for an additional joint board workshop planned for early April.

TMP Update

Major elements of the TMP update are scheduled to come to council at a study session on April 29, 2014. Following this discussion, these elements will be compiled into a draft TMP plan document. The draft plan will be reviewed by boards in May and June and is expected to come to council in July 2014.

TMP update efforts leading up to the study session include the BikeWalk Summit and continued assessment of the transit modeling and Community-wide EcoPass study results. Staff continues to develop the TDM Toolkit and the TMP investment program. The results of work in all five TMP Focus Areas will be presented at the April study session.

AMPS

Finalize the AMPS phased, multi-year work program with staff and the consultant based on coordination with other city efforts including the TMP Update, Climate Commitment and planning efforts. Present the work plan, guiding principles, schedule and communication strategy to advisory boards, public and City Council at a study session by the end of the second quarter.

Climate Commitment – TravelWise

On Feb. 12, the TravelWise technical working group will be convened to provide input on transportation related strategies. Following this meeting, subgroups will work on refining the analysis initiated during this meeting. Work products from these subgroups will be considered during a second working group meeting to be scheduled in late March/early April. The final reviewed analysis and recommendations will be forwarded back to Transportation staff by early-to-mid April.

Attachments:

- A. Sustainability Framework graphic
- B. Access Management and Parking Strategy graphic
- C. Project Summaries
- D. Integrated work efforts
- E. Continuous improvement illustration

SUSTAINABILITY FRAMEWORK

The city is continuously working to provide service excellence for an inspired future and moving towards the vision of One City, One Boulder. As part of this effort, the sustainability framework helps to provide a common language for community and City Council goals and priorities and ensure alignment across the city organization.

The framework uses seven broad categories as desired community outcomes necessary for Boulder's vision of a great community. When the city implements the strategies outlined in this framework, then Boulder will have a Safe, Healthy & Socially Thriving, Livable, Accessible & Connected, Environmentally Sustainable, and Economically Vital Community and provide Good Governance. Strategies to achieve those outcomes are developed and advanced in the annual budget as well as strategic and master plans.

GETTING AWAY FROM "SILOS" TO WORK TOWARD MULTIPLE GOALS

Alignment across the organization with the wide range of community priorities, allows the city organization to evaluate whether or not expectations are being met and to more nimbly adjust, if necessary. Overall, the framework encourages holistic, systemic thinking and allows for more strategic decision-making as the city moves together in the same direction. There are key concepts like resiliency, equity and engagement that are embedded in each category because they are essential in all areas.

USE THE FRAMEWORK IN PLANS, PROJECTS AND KEY INITIATIVES

Specific initiatives to achieve these Boulder outcomes and strategies are outlined in greater detail in master/strategic plans and the city's budget. Certain multiple-objective or cross-departmental projects will benefit from using the framework to guide strategies but it may not be effective or applicable for all projects. Efforts are ongoing to align the framework with budget process and key initiatives.



SAFE COMMUNITY: When the City of Boulder...enforces the law and protects residents and property from physical harm; and fosters a climate of safety and social inclusiveness...then it will be a **Safe Community**.



HEALTHY & SOCIALLY THRIVING COMMUNITY: When the City of Boulder... supports the physical and mental well-being of its community members; cultivates a wide-range of recreational, cultural, educational, and social opportunities; fosters inclusion, embraces diversity and respects human rights...then it will be a **Healthy and Socially Thriving Community**.



LIVABLE COMMUNITY: When the City of Boulder... sustains and enhances a compact development pattern with appropriate densities and mix of uses that provides convenient access to daily needs for people of all ages and abilities; supports a diversity of housing and employment options for vibrant and livable neighborhoods and business districts; and maintains abundant and accessible public gathering spaces... then it will be a **Livable Community**.



ACCESSIBLE & CONNECTED COMMUNITY: When the City of Boulder... maintains and develops a balanced transportation system that supports all modes of travel; maintains a safe system and shifts trips away from single-occupant vehicles; and provides open access to information, encourages innovation,

enhances communication and promotes community engagement... then it will be an **Accessible and Connected Community**.



ENVIRONMENTALLY SUSTAINABLE COMMUNITY: When the City of Boulder... promotes an ecologically balanced community; prevents and mitigates threats to the environment; and ensures the efficient use of energy resources...then it will be an **Environmentally Sustainable Community**.



ECONOMICALLY VITAL COMMUNITY: When the City of Boulder... develops and maintains a healthy, resilient economy and maintains high levels of services and amenities...then it will be an **Economically Vital Community**.



GOOD GOVERNANCE: When the City of Boulder...models stewardship of the financial, human, information and physical assets of the community; supports strategic decision making with timely, reliable and accurate data and analysis; and enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service...then it will have provided **Good Governance**.



Sustainability Framework

AMPS

Attachment B: Access Management and Parking Strategy graphic

Access Management & Parking Strategies



What is Purpose?

Building on the foundation of the successful multi-modal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop over-arching policies, and tailored programs and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles.

The Access Management and Parking Strategy (AMPS) will :

- Be consistent with and support the city's sustainability framework: safety and community well-being, community character, mobility, energy and climate, natural environment, economic vitality, and good governance.
- Be an interdepartmental effort that aligns with and supports the implementation of the city's master plans, policies, and codes.
- Be flexible and adapt to support the present and future we want while providing predictability.
- Reflect the city's values: service excellence for an inspired future through customer service, collaboration, innovation, integrity, and respect.

AMPS Areas of Focus



District Management



Integration of public space management, parking management, business assistance, maintenance, and alternative modes services to the Downtown and University Hill commercial areas through the highest level of customer service, efficient management and effective problem solving in order to support economically and socially vital commercial areas.

Travel Demand Management Programs



Manage access in our commercial districts through alternative modes of transportation, including the downtown employee Eco Pass, eGo CarShare memberships, Boulder B-cycle stations, and pedestrian-based infrastructure improvements. Reducing employee automobile trips leads to increased parking supply for customers and visitors, and supports the city's Climate Action Plan.

Enforcement



Employ enforcement to ensure reasonable access and turnover for businesses, residents and visitors to support the health, safety, neighborhood livability and economic vitality of the City. Well-designed enforcement enables the City to maximize its use of the existing parking supply.

Technology



Research and utilize the most efficient technologies to manage existing and future parking and enforcement operations, and to improve the overall customer parking experience in Boulder.

Parking Management On Street and Off Street



Manage parking garages, on-street systems and enforcement for three of Boulder's commercial districts: Downtown Boulder, University Hill and, when completed, Boulder Junction, as well as, the 10 Neighborhood Parking Permit districts throughout Boulder.

Parking Code Requirements for Private Property



Consider code changes for private, off-street parking regulations in order to align policies with citywide goals for reducing single occupant vehicle trips, supporting alternative modes of transportation with the goal of creating vital centers and neighborhoods.

Parking Management through Pricing



Use pricing to effectively manage parking resources and balance the role of pricing in supporting the use of alternative modes of transportation with economic viability.

Access Management & Parking Strategies



Specific Guiding Principles



- **Provide for All Transportation Modes:** Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.

- **Support a Diversity of People:** Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
- **Customize Tools by Area:** Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city’s diverse neighborhoods both residential and commercial.
- **Seek Solutions with Co-Benefits:** Find common ground and address trade offs between community character, economic vitality, and community well-being with elegant solutions—those that achieve multiple objectives and have co-benefits.
- **Plan for the Present and Future:** While focusing on today’s needs, develop solutions that address future demographic, economic, travel, and community design needs.
- **Cultivate Partnerships:** Be open to collaboration and public and private partnerships to achieve desired outcomes.

Issues & Opportunities

- Meeting the access needs of our diverse customer base to our city centers – employees, visitors, customers, clients, residents; young, old, disabled and everything in between.
- Balancing the economic vitality of our commercial districts with other city sustainability goals: social and environmental.
- Maintaining neighborhood livability within the context of our compact, mixed use, higher density development model.
- Increasing our downtown employee alternative transportation mode-share by offering viable options and valuable incentives in a market now experiencing longer commuter miles.
- Balancing the demands for use of the public right of way: providing space for alternative modes, pedestrian walkability, socializing and having events.

2014 - Project Integration

Draft – 01/22/14

The Boulder Valley Comprehensive Plan has been in place since 1970 and updated periodically, most recently in 2010. It is the overarching long range vision and plan for the community. As a statement of community values, the Comprehensive Plan *seeks to protect the natural environment of the Boulder Valley while fostering a livable, vibrant, and sustainable community*. Core values include:

1. Sustainability as unifying framework to meet environmental, economic and social goals
2. A welcoming and inclusive community
3. Culture of creativity and innovation
4. Strong city and county cooperation
5. Our unique community identity and sense of place
6. Compact, contiguous development and infill that supports evolution to a more sustainable urban form
7. Open space preservation
8. Great neighborhoods and public spaces
9. Environmental stewardship and climate action
10. A vibrant economy based on Boulder’s quality of life and economic strengths
11. A diversity of housing types and price ranges
12. An all-mode transportation system to make getting around without a car easy and accessible to everyone
13. Physical health and well being

The Land Use and Area maps define the desired land use pattern for the valley regarding location, type, and intensity of development.

Key Integrated Housing, Transportation, Climate, AMPS, and Planning Projects

All projects strive to be consistent with the Comprehensive Plan and establish detailed policies, priorities, standards, etc.

Project	Description / Purpose	Major Milestones
Transportation Master Plan (TMP) Update	The TMP update will continue the city’s multimodal transportation system that serves as a model for sustainable travel. It will carry forward the vision and funding direction for achieving it. Existing Focus Areas are: Funding, Complete Streets (including transit, bike/ped, CU East Campus) Regional Travel, TDM. The update will add the new focus areas related to coordination and integration with the city’s Sustainability Framework and Priority-Based Budgeting approach and neighborhood accessibility, safety, and Vehicle Miles Traveled per capita.	Joint Board Workshop in April Council SS – April 29, 2014 Adoption – July 2014

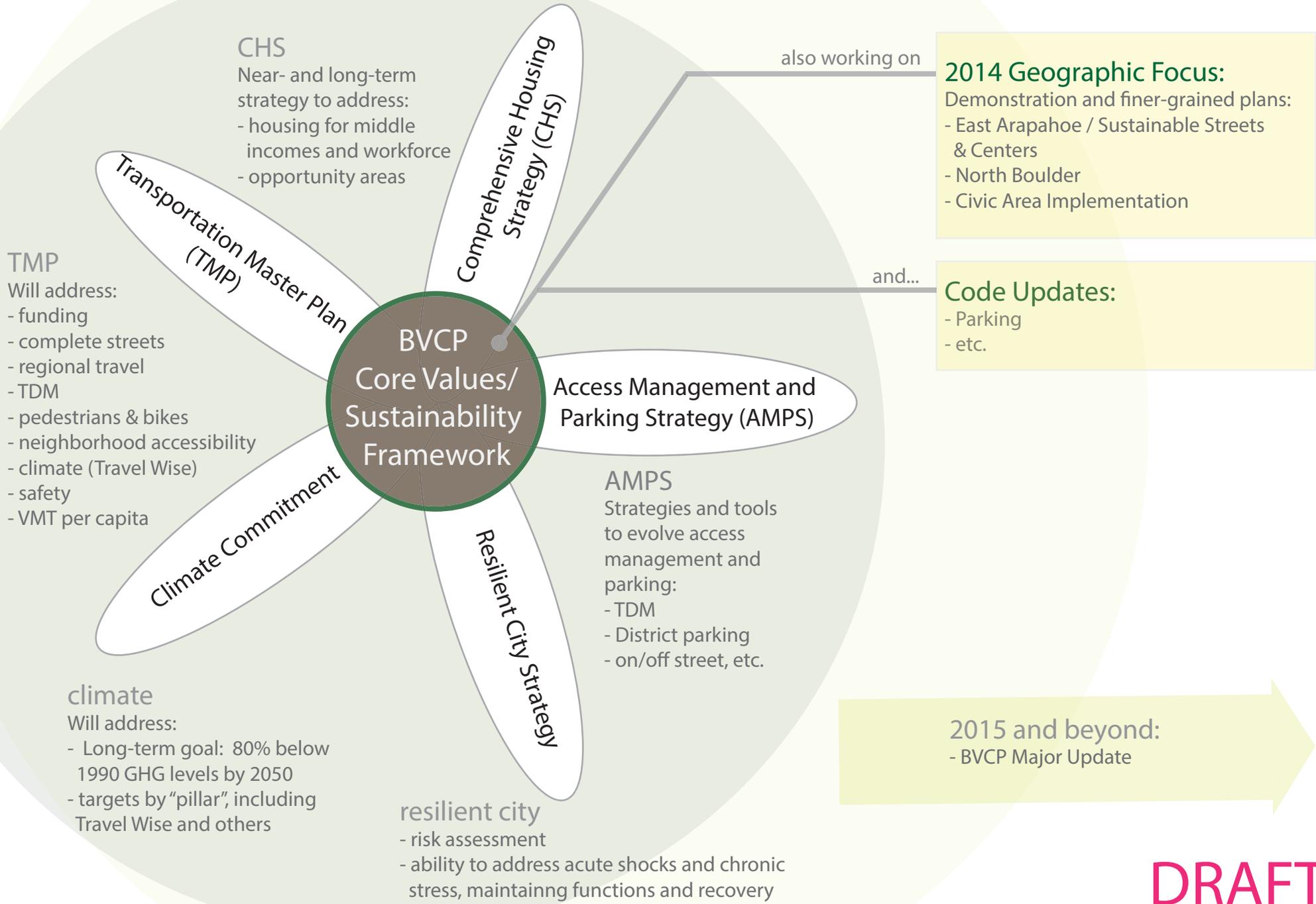
Project	Description / Purpose	Major Milestones
Boulder’s Climate Commitment	This project builds on the previous Climate Action Plan but will become a new “living” and iterative plan that is highly integrated with departmental master plans. The project will set a long-term goal to reducing greenhouse gas emissions (GHGs) across multiple focus areas – 80% below 1990 levels by 2050. It will integrate strategies, performance metrics, and new city and communitywide tracking and reporting systems. It will coordinate with internally-focused city strategies for reducing emissions and fostering behavior change to support climate goals. Additionally, the project will address and coordinate with adaptation and resiliency. As the plan policies and strategies are defined, pilot projects will be put in place to test them.	Apr – Travel Wise. July – Renewables Q4 – Strategy Approval
Access Management & Parking Strategy (AMPS)	The AMPS project will develop policies, strategies, and tools to evolve Boulder’s access and parking management program to a state of the art system reflecting the city’s sustainability goals. It builds on the foundation of the successful multi-modal, district-based access and parking system and will define priorities and over-arching policies and tailored programs and tools to address citywide access management in a manner consistent with the community’s sustainability framework. It will focus on TDM, District management, technology and innovation, zoning and code requirements, and best practices in specific areas.	Joint board workshop in April. Council SS - May
Comprehensive Housing Strategy	CHS is intended to be a next generation policy framework, along early action items, that will: <ol style="list-style-type: none"> 1. Guide on-going city support for permanently affordable housing for low and moderate income households; and 2. develop strategies for the retention of middle income households who are increasingly priced out of Boulder’s housing market. 	Council SS – February – Briefing (with other related efforts), work plan Council SS – May– objectives, recommended early action items
East Arapahoe Plan (combined with Sustainable Streets & Centers)	The “Area Plan Lite” approach that council has described can be tested here. The plan will be Visionary yet practical for the area and demonstrate Comprehensive Plan core values and sustainability. It will be underpinned by visualization and scenario development, powerful but rapid analysis, a clear set of guiding principles, as well as next-steps implementation. It will not contain the full level of detail that a typical area plan might or take as much time. However, the process should demonstrate how to effectively and quickly identify potential redevelopment areas and weigh choices about policy options, services, infrastructure investments, and feasibility. SS&C is intended to implement the community design/sustainable urban form policy section to the BVCP. It will be a tool to help shape urban form, improve quality of streets and centers, and provide design guidance. Later, the project will lead to identified and prioritized prototypes.	April – SS briefing – scope Workshops – May and June Q2 – Council SS
North Boulder Subcommunity	The project began in fall 2012 with discussions with interested community members, Planning Board discussion, a council IP, and a public meeting on Oct. 30. The update will identify market conditions, and address other needs such as 100-year floodplain,	March community workshop

Project	Description / Purpose	Major Milestones
Plan Update	possible need for grocery or retail to anchor the Village Center, transportation, and expansion of arts, culture, and a new library and define possible new directions for North Broadway.	April – Briefing for Council
Resilient City Strategy	Boulder is one of 33 worldwide inaugural member cities to be part of the 100 Resilient Cities program and will be hiring a “Resilience” assistant city manager and developing a Resilience Strategy over a two to three year period that will likely be coordinated with the Boulder Valley Comprehensive Plan and other master plans (format TBD).	Agenda Setting Workshop in April
Comprehensive Plan 2015 Major Update	Many of the topics to be identified in projects above may need to be revised during the 2015 Major Update. Community will begin to discuss the possible focus topics (e.g., refined Structure Plan to identify opportunity corridors and opportunity housing areas, resilience/hazard mitigation walkable (“15-minute”) neighborhoods, arts and culture, and food and agriculture), and ideas for public process, and phasing of the update. It will need to address 4-body review and the county IGA.	Scoping Q3 - Typically, the plan update takes 12 to 18 months.

The **Sustainability Framework** aligns master plan goals with priorities of the BVCP, PBB, community, and council. It improves alignment of citywide initiatives and services and integration of sustainability principles throughout the organization. The related indicators will result in set of carefully chosen summary measures or index that provide information on the state of, or change in, community systems.

City of Boulder - 2014 Integrated Planning

draft 01/27/14



City of Boulder Planning

community planning, housing,
transportation, access management
and parking, and climate

draft 01/28/14

CONTINUOUS IMPROVEMENT



Planning Together

- Link with BVCP core values and sustainability
- Establish project goals
- Establish department leadership and teams
- Identify baseline, current actions
- Set goals and measures
- Evaluate using Sustainability Framework

Working Together

- Implement actions to achieve goals
- Capital improvements and coordination
- communicate with community
- Coordinate with “team”

Monitoring

- Monitor policies and programs
- Measure
- Document (Sustainability Index or Scorecard)

Acting and Updating

- Update plans
- Apply lessons learned
- Modify goals/measures if necessary