

**Boulder City Council
STUDY SESSION**

**Tuesday
April 22, 2014**

6-7:30 PM

Budget and Revenue Update/Potential Ballot Items

7:30-9 PM

Reinvestment Strategy for the Hill

**Council Chambers
Municipal Building
1777 Broadway**

Submit Comments to City Council
Email: [council @bouldercolorado.gov](mailto:council@bouldercolorado.gov)

or

Attention: Alisa Lewis, City Clerk
PO Box 791, Boulder, CO 80306

or

Fax: 303-441-4478



CITY OF BOULDER STUDY SESSION

To: Members of City Council

From: Jane S. Brautigam, City Manager
Bob Eiche, Chief Financial Officer
Cheryl Pattelli, Director of Finance
Peggy Bunzli, Budget Officer
Elena Lazarevska, Senior Financial Analyst

Date: April 22, 2014

Subject: 2013-2014 Financial Overview and 2015 Budget Development

PURPOSE

This information and the staff presentation at the study session will provide a financial overview for the City of Boulder and provide information regarding the 2015 budget development process.

QUESTIONS FOR COUNCIL

Does council have any questions for staff on the financial overview and budget information that has been provided?

BACKGROUND

Financial Overview

The overall financial picture for the City of Boulder remains steady, as local, regional and national economic growth continues at a moderate pace. The City of Boulder has maintained appropriate financial and budgetary controls which have helped to manage past economic downturns and new initiatives going forward. Most recently these have also provided the city with the ability to cover immediate emergency and short term recovery costs related to the September 2013 flood event.

The 2013 unaudited financial results for the city of Boulder are in line with projections, revenues and expenditures came in within expectations, and reserve goals were met. Due to a major flood event, some reserves were used to cover emergency and damage repair in 2013, in accordance with reserve policies.

Total sales and use tax revenue for 2013 came in at 7.56 percent above 2012 collections. Retail sales tax makes up approximately 80 percent of total sales and use tax collections for the City of

Boulder and, while not robust, ongoing retail sales tax remained stable throughout 2013 and so far in 2014. Construction use tax collections, which are one time in nature, were the highest the city has seen in 2013 and can be attributed to a few very large projects that occurred within the city. Additional one time revenue came from a portion of the 2013 retail sales tax collections that resulted from business to business sales, which are not expected to recur monthly. Consequently, much of the sales and use tax collections over projection in 2013 were due to one time revenue and are not expected to occur again in 2014 or 2015.

Sales and use tax through January 2014 show an overall growth of 2.5 percent over the same period in 2013, which includes an additional temporary .15 cent sales and use tax passed by voters in November 2013 and to be used for Transportation. Comparing year over year without the new tax, sales and use tax decreased by 1.82 percent over the same period last year. As always, reporting and timing anomalies are typical in the first month of the year and it is too early to be able to interpret trends from this data. A more detailed and complete analysis will be available once we have received the first quarter results in mid May.

2015 Budget Process

Priority Based Budgeting and the Sustainability Framework

The City of Boulder budget is developed using Priority Based Budgeting (PBB). PBB is the iterative process of prioritizing city programs in terms of their influence on achieving defined “results” which are the high level, overarching objectives that represent the priorities of City Council and the community. The PBB “results” parallel the categories of the Sustainability Framework, which are used in strategic and master plans and projects, to ensure alignment across the city organization and to bridge planning and budgeting. These “results” (**Attachment 1**) incorporate City Council and community feedback and input.

PBB was chosen as a decision tool that gives Boulder the following financial planning capacities:

- Clarify the city’s service objectives;
- Evaluate all of the services the city provides in one process;
- Understand the connection between services and the impact they have on achieving the city’s priorities;
- Provide a means for city leadership to develop the annual budget; and
- Communicate to internal and external customers how the city assesses services, invests in priorities, and shifts resources away from lower priority services.

All city programs and scores have been reviewed as part of the annual PBB process. Based on the finalized scoring, programs will be ranked into four quartiles, identifying a low to high impact on achieving the Results.

2015 Budget Focus

As the city begins building its 2014 budget, the City Manager and her Budget Team have been looking at key areas of focus. Along with council priorities and using both PBB and the Sustainability Framework to guide the work, the 2015 budget process will also focus on:

- Public Safety
- Boulder’s Energy Future

- Flood Recovery and Resilience
- Utility Rates
- The Civic Area.

As 2015 budget development work continues, additional areas of focus may become apparent and staff will communicate these to council, if they arise.

Public Safety

The 2014 Budget included funding for two new police officers and a commander. The 2015 budget will continue to focus on implementation of the Police Department's long-term plan to hire eight new officers and strengthen overall service and accountability to the public. Additionally, the city will continue its analysis of replacement funding practices to help bring replacement funding in line with industry standards.

Boulder's Energy Future

The Boulder Energy Future is moving into the third phase of its efforts. This means our resources will be focused on two significant efforts, litigation to acquire the system and preparing to take over and operate the system once it is acquired. The litigation will include condemnation proceedings, PUC filings, and potentially FERC filings, all of which will require outside counsel supported by the CAO's office. Significant staff effort will be dedicated to insuring the city can operate a safe and reliable system on Day 1. Additional information will be presented to council in the second quarter of 2014.

Flood Recovery and Resilience

The September 2013 flood caused significant damage to city infrastructure. The full financial impact and costs related to flood recovery are not yet known, due to some ongoing and upcoming repair work analysis, and determination of actual reimbursements the city will obtain. City staff is closely monitoring and analyzing costs, and working diligently to maximize appropriate reimbursement of expenses. The financial work efforts of flood recovery include cash flow analysis, consultant assistance, grant applications and management, and developing a plan to replenish reserves used for flood related costs in a fiscally responsible way and timeframe. The city is also compiling lessons and information learned to make the city more resilient into the future.

Utility Rates

In the development of the 2014 budget and 2014-2019 CIP, the anticipated rate increases for 2015 were 4 percent in the Water Fund, 5 percent in Wastewater and 3 percent in Stormwater/Flood Management. As a result of the September 2013 floods, these rate increases are being re-evaluated. Most significantly, in the Stormwater/Flood Fund some community members have expressed the desire for more investment into flood and stormwater infrastructure and enhanced maintenance of the system. In working with the Water Resources Advisory Board, discussions have focused on an option that would increase the single-family dwelling monthly (up to 15,000 sq. ft.) stormwater charge from \$7.69 per month to around \$13 per month. This \$5.31 per month increase equates to an almost 70 percent rate increase. This would result in approximately \$3.8 Million in additional ongoing funding which will be used for pay-as-you-go capital projects, or bonding may be considered. The details of the how this additional funding

would be prioritized will be refined through the budget process. For reference, this rate increase would put the stormwater rate similar to Ft. Collins and Longmont and may be appropriate given the relative flood risk in Boulder.

In the recent past the rate increases in the Wastewater Fund have been driven by treatment plant upgrades due to more strict environmental regulations. While those still remain a funding need, the flood highlighted vulnerabilities of an aging collection system. Additional funding levels are currently being evaluated for enhanced rehabilitation and are focusing on rate increase options that are between 5 and 10percent. For reference, a 7percent rate increase would increase the average single-family residential bill by \$1.63 per month.

The Water utility experienced the least damage from the floods. There are still major projects in the CIP being evaluated including rehabilitation of the Betasso Water Treatment Facility, work on the Barker Dam, and the Carter Lake Pipeline project. At this point, the focus is on options that reprioritize and defer projects to work within a 4 to 5 percent rate increase in 2015. This equates to a \$1.40 to \$1.75 per month increase to the average single-family residential bill.

Civic Area

Work to redevelop and reactivate the Civic Area has moved from community engagement/concept masterplanning to implementation. With the support of two project management hires, multiple city departments are contributing to plans for the physical redesign and a pilot of summer events, the latter in cooperation with key stakeholders like the library, BMoCA, Farmer's Market, Library and Downtown Boulder Inc. Budget focus will include proposals to formalize and support Civic Area programming, to deliver capital improvement projects (planned in 2014) and to fund associated operating and maintenance costs. Additional information is included in the pay as you go financing attachment to the April 22 Study Session memo entitled: *Potential 2014 Ballot Items and an Ongoing Strategic Look at the Future*.

NEXT STEPS

PBB information will be distributed to departments in late April, along with other key economic, revenue and cost information needed to build the 2015 budget. The City Manager and her Budget Team will evaluate budget proposals and prepare the 2015 Recommended Budget. In September, the City Manager will present her Recommended Budget to City Council for consideration and the City Council will then be able to adjust and adopt a budget as necessary and appropriate.

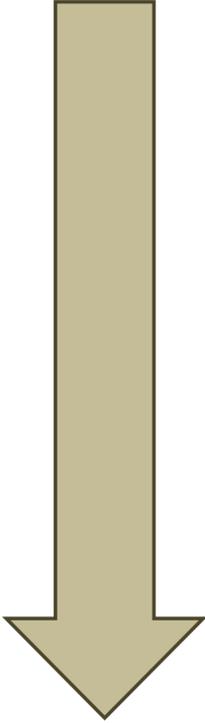
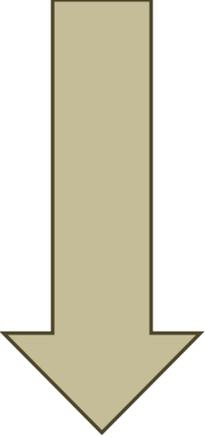
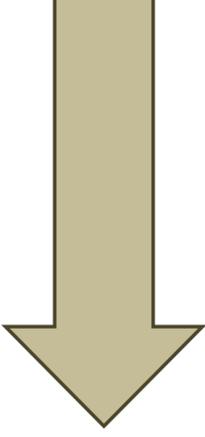
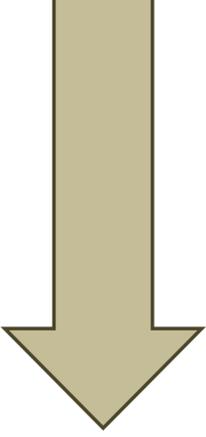
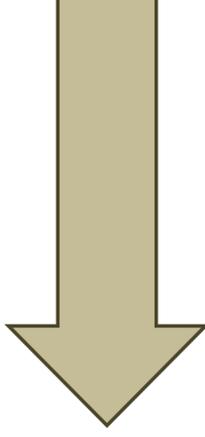
Key meeting dates for City Council are as follows:

- **August 12:** City Council Capital Improvement Program Study Session
- **September 9:** City Council Budget Study Session
- **September 23:** City Council Budget Study Session (if needed)
- **October 7 and October 21:** Public Hearings to Adopt the 2015 Budget

ATTACHMENTS

Attachment 1: PBB Results and definitions

CITY OF BOULDER PRIORITY BASED BUDGETING RESULTS AND DEFINITIONS

If the City of Boulder...					
Offers and encourages a variety of safe, accessible and sustainable mobility options	Supports an environment for creativity and innovation	Promotes and regulates an ecologically balanced community	Cultivates a wide-range of recreational, cultural, educational, and social opportunities	Enforces the law, taking into account the needs of individuals and community values	Models stewardship and sustainability of the city's financial, human, information and physical assets
Plans, designs and maintains effective infrastructure networks	Promotes a qualified and diversified work force that meets employers' needs and supports broad-based economic diversity	Supports and sustains natural resource and energy conservation	Supports the physical and mental well-being of its community members and actively partners with others to improve the welfare of those in need	Plans for and provides timely and effective response to emergencies and natural disasters	Supports strategic decision making with timely, reliable and accurate data and analysis
Supports strong regional multimodal connections	Encourages sustainable development supported by reliable and affordable city services	Mitigates and abates threats to the environment	Facilitates housing options to accommodate a diverse community	Fosters a climate of safety for individuals in homes, businesses, neighborhoods and public places	Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all city business
Provides open access to information, encourages innovation, enhances communication and promotes community engagement	Fosters regional and public/private collaboration with key institutions and organizations that contribute to economic sustainability	Promotes and sustains a safe, clean and attractive place to live, work and play	Fosters inclusion, embraces diversity and respects human rights	Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive	Supports, develops and enhances relationships between the city and community/regional partners
Supports a balanced transportation system that reflects effective land use and reduces congestion	Invests in infrastructure and amenities that attract, sustain and retain diverse businesses, entrepreneurs and the associated primary jobs		Supports and enhances neighborhood livability for all members of the community	Provides safe and well-maintained public infrastructure, and provides adequate and appropriate regulation of public/private development and resources	Provides assurance of regulatory and policy compliance
			Enhances multi-generational community enrichment and community engagement		
then it will have provided/achieved...					
Accessible and Connected Community	Economically Vital Community	Environmentally Sustainable Community	Healthy and Socially Thriving Community	Safe Community	Good Governance

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CITY OF BOULDER STUDY SESSION

To: Members of City Council

From: Jane S. Brautigam, City Manager
Tom Carr, City Attorney
David Gehr, Deputy City Attorney
Maureen Rait, Executive Director of Public Works
David Driskell, Executive Director of Planning and Sustainability
Alisa D. Lewis, City Clerk
Don Ingle, Director of Information Technology
Carl Castillo, Policy Advisor
Bob Eichen, Chief Financial Officer
Elena Lazarevska, Senior Financial Analyst
Comprehensive Financial Strategy Team:
Cheryl Pattelli, Director of Finance
Peggy Bunzli, Budget Officer
Chris Meschuk, Community Planning & Sustainability Planner II
Jeff Haley, Parks Planning Manager
Joanna Crean, Public Works Project Coordinator
Dave Bannon, Purchasing Manager
Eric Ameigh, Senior Project Manager

Date: April 22, 2014

Subject: Potential 2014 Ballot Items and an Ongoing Strategic Look at the Future

I. PURPOSE

This memorandum and the staff presentation at the study session:

- Identify potential items and next steps for the 2014 November city ballot;
- Report relevant and current information involving potential city, school district, county, regional and state ballot items.

The focus of the discussion at the study session will cover the time period from 2014 through 2039 (when the last sales and use tax will sunset) and continues the focus on long range fiscal sustainability and resilience of the City of Boulder.

In the background and analysis section found below, the review of upcoming or potential revenue issues are divided into four categories.

A. Near term ballot items for consideration – 2014 through 2019 (this corresponds to the current year plus five year look that is found in the fund statements of the annual budget each year.

This category includes taxes that will sunset by the end of 2019, or that have previously been discussed as potential ballot issues. There are no sales and use taxes that sunset during this time spectrum. The taxes that do sunset during this time are:

- the Utility Occupation taxes:
 - the occupation tax that sunsets on December 31, 2017 is a general fund revenue that took the place of the franchise tax for electricity (app. \$4.1M annually)
 - the occupation tax that pays for the study of whether to create an electric utility sunsets the earlier of December 31, 2017, when the city decides not to create a municipal utility, or when the city commences delivery of municipal electric utility services (app. \$1.9M annually)
- the Climate Action Tax that sunsets March 31, 2018 (app. \$1.8M annually).

This time spectrum also includes information regarding what staff has observed regarding the competing citywide needs in capital and operating needs requiring additional revenue currently and in the future.

B. Intermediate and long term items for consideration- 2020 and beyond

This category looks at city revenue ballot issues from 2020 through 2039 when the last time limited sales and use tax expires:

- the non-dedicated .15% general fund sales and use tax that will sunset on December 31, 2024.
- the Parks and Recreation dedicated tax that expires at the end of 2035.
- the .15% sales and use tax that will expire at the end of 2039.

C. Other revenue or ballot items for consideration

This category covers new revenue items council may have discussed in the past but for which no in-depth analysis or consideration has occurred to date. If City Council indicates an interest in further analysis of any items in this category, they will be added to the work plan. Some of the items came from the Blue Ribbon Commission I study and others have been brought up or considered in various meetings, community groups or staff. This category also includes potential charter changes that City Council may want to consider.

D. Ballot items to be brought forward by other levels of government

This category is provided so that City Council is provided information to understand what other levels of government will be doing in the coming years. The information provided for this study session is based on what is known at this time. It is recognized that change may occur in the future that will impact issues that may need to be considered by City Council.

To help provide a broader context and additional background information, **Attachment 3** contains a summary of ballot items that have passed and failed in the past ten years. In addition, **Attachments 4, 5 and 6** contain a summary of the taxes that sunset in the future, and sales tax rates and mill levy comparisons for nearby and comparative communities.

II. QUESTIONS FOR COUNCIL

1. Does council want staff to move forward with next steps to:
 - a. Place a short term Pay-As-You-Go sales and use tax item or items on the ballot for the November ballot (background regarding this method and various options can be found in **Attachment 1 and number 3** in the background and analysis section below)?
 - i. If yes, should non-profit agencies be included in the requests for funding?
 - b. Place a vacation rental by owner item on the November ballot that would tax these types of transactions (number 4 in the background and analysis section below)?
 - i. If yes, which option or options would council like staff to bring forward?
 - c. Additional information will be brought forward in May or June regarding transition costs, as Boulder Energy Future moves into the third phase of its efforts and determines the timing of various actions that could occur in the future. It is unknown at this time if a ballot item will be needed. Therefore, a placeholder is being used at this time.
 - d. Prepare and propose a ballot item to exempt the city from state law (Senate Bill 05-152) restricting public investment or public/private partnership in the provision of telecommunication (broadband) networks and related services (number 12 in the background and analysis section below).
2. Does council want staff to bring forward any additional ballot items or information on other items for the 2014 November ballot?

III. BACKGROUND AND ANALYSIS

The two Blue Ribbon Commission (BRC) reports (see **Attachment 2** for a brief summary of the reports) have become the blue print for the long range fiscal planning in the city. The two reports dealt with operational costs in the city and did not address capital needs.

Originally, the update for the two plans (called the Comprehensive Financial Strategy or CFS) was to occur during late 2013 and into 2014. This update was to include both operating and capital. Due to a variety of major work plan efforts, including the implementation of a new finance, human resources and payroll system, the 2013 flood work that continues to require large amounts of staff resources, and numerous other work plan items, the operational aspects of CFS have been delayed until later in 2014 and will conclude in the first quarter of 2015. Due to the already heavy workload a consultant will help staff update the reports.

To begin to address the capital side, the \$49 million bond issue that was approved by the voters in 2011 was done without a tax increase. The annual debt service payments are made with funds that were available from bond issues that had been paid off, previously voter approved new revenues, and efficiencies savings derived from operating costs. This bond issue mainly dealt with taking care of infrastructure priorities and basic needs that the city could not address with operating dollars only.

It is now time to bring forth for consideration new capital projects that address capital deficiencies and new projects that can continue to make the City of Boulder the unique and great city that it is. At the February 18, 2014 study session, council discussed possible next steps in addressing capital needs in the city. The study session packet that was used for this discussion can be found at the following link:
<https://documents.bouldercolorado.gov/weblink8/0/doc/124762/Electronic.aspx>

Several projects could have a major positive impact on the community and could be completed by requesting that the voters approve a temporary short term increase in the sales and use tax rate. As this short term tax approached its sunset date, voters could determine if they liked the benefits and results of the short term tax increase. This form of funding is called Pay As You Go (PAYG) is discussed more in depth below and in **Attachment 1**.

The rest of this forward looking strategic analysis will review the revenue items that need to be addressed in the near term, intermediate and longer term, and potential ballot items to consider in 2014 and the future.

A. Near Term Ballot Items for Consideration 2014-2019

Staff recommends that items one and two in the following tables, the Utility Occupation Tax, the Climate Action Plan Tax not be considered as ballot items in 2014. Within the following year, additional information will be available about the possibilities regarding a city electric utility and these related items can be considered at that time.

<i>1. Utility Occupation Tax</i>	
<i>Revenue Generated</i>	<u>Approximately \$6.0 annually</u>
<i>Expiration</i>	
<p>The occupation tax that sunsets on December 31, 2017 is a general fund revenue that took the place of the franchise tax for electricity (approx. \$4.1M annually),</p> <p>The occupation tax that pays for the study of whether to create an electric utility sunsets on the earlier of December 31, 2017, when the city decides not to create a municipal utility, or when the city commences delivery of municipal electric utility services (approx. \$1.9M annually)</p>	

<i>2. Climate Action Plan Tax</i>	
<i>Revenue Generated</i>	\$1.8 million annually
<i>Expiration</i>	March 31, 2018
<i>Description:</i> The Climate Action Plan Tax funds programs and services to reduce greenhouse gas emissions. Some examples include EnergySmart energy efficiency services and rebates for the residential and commercial sectors, and SmartRegs implementation assistance and rebates for residential rental properties. The tax also funds four positions to support the programs and services. This item is an informational item at this time since options will become clearer as the path to clean energy unfolds.	

<i>3. Pay As You Go (PAYG) Capital Project Funding Using Sales and Use Tax - full analysis and background can be found in Attachment 1.</i>	
<i>Revenue Generated</i>	<u>Per .1% \$2.8 million annually</u>
<i>Expiration Date</i>	Three or five years
<p>There are numerous projects in the city that cannot be approved because of a shortage of funding. This is evident in all of the tax supported funds except Open Space. PAYG funding has been used successfully in both Denver and Fort Collins. Revenues are generated via a temporary tax that sunsets in a predetermined number of years. A list of capital projects are prioritized and as the new revenues are collected the projects are built. If inflation or cost increases reduce the number of projects that can be built the lower prioritized projects do not occur until another funding source can be determined.</p> <p>Attachment 1 provides a background and analysis for PAYG funding, projects that could be considered for a potential ballot item and staff recommendations.</p>	

4. Vacation Rental By Owner (VRBO) Tax	
Revenue Generated	Unknown
Expiration	N/A or Unknown at this time
<p>Description: A Vacation Rental type of tax is levied on the rental amount charged for rental accommodations. Since this was originally reviewed by City Council and staff in 2006, a subsequent Colorado Supreme Court ruling may make it possible to collect this tax without violating the Taxpayer Bill of Rights (TABOR). However, the case was not specifically about a vacation rental tax and the penalties for violating TABOR are financially severe. The actual language is as follows, "Revenue collected, kept, or spent illegally since four full fiscal years before a suit is filed shall be refunded with 10% annual simple interest from the initial conduct."</p> <p>To be certain there would be legal authorization that the tax could be assessed and collected it would be necessary for the registered voters of Boulder to approve the taxation of vacation rentals.</p> <p>This is a compliance issue more so than a revenue issue. These transactions are occurring illegally in many neighborhoods in the city and continue to proliferate. They are advertised in various forms of media and often on web sites. One of the most perplexing issues has been that if the city taxes these transactions the city will be taxing something that is illegal within the city and the city has not done this in the past.</p> <p>There is a wide discrepancy in what advocates of this tax have projected it will produce and what staff has found the tax produces when checking with the mountain towns that have such a tax. Advocates believe it would generate several hundred thousand dollars per year. Staff research that was updated recently, indicates such a tax should be considered a compliance issue instead of a revenue issue. Previous information gathered from mountain communities that tax vacation rentals indicates the administrative burden for collecting the tax is great and the revenues received have been small in relation to the work required to collect the tax.</p> <p>Since this tax will be administratively burdensome and it is unknown how much that cost will be, the costs of this program should be covered first before paying for other city operating costs or sharing it with other organizations.</p> <p>Options:</p> <ol style="list-style-type: none"> 1. One option is to call it a new tax such as VRBO Tax and the tax rate could be set to be the same as the lodging tax rate. While this does not address the legal question of running this type of business it does make it a taxable transaction. It may be possible that the tax ordinance could be written so that it always stays the same as the lodging tax rate. Since this would be a new type of tax it would require voter approval. 	

2. A second option would be to include VRBO as a legal transaction and expand the definition of the lodging tax to include VRBO. Staff would still recommend that it be placed on the ballot so there is not a question regarding the legality of the tax.
3. A third option would be to include VRBO as a legal transaction and expand the definition of the lodging tax to include VRBO and go forward without a ballot question. Staff does not recommend this option since the ballot item could be challenged and tied up in court for a significant amount of time while the money would have to be held in escrow. If the city would lose the money would have to be refunded with interest.

Staff would also recommend that if this item is placed on the ballot and if it were successful, no sharing of these new revenues occur until there is a multi-year history of revenues collected and costs incurred by the city for this new program. This would ensure that the city was not spending more than is collected to administer the tax.

5. Funding start up costs for a possible city electric utility	
Revenue Generated	Unknown at this time
Expiration	Unknown at this time
Description: Since this is a comprehensive look at citywide strategic financial planning this item is put in as a placeholder at this time. Options for funding start up costs are being further analyzed. Staff will return to council in May or June with additional information on this topic.	

6. Increases in either sales tax or property tax to cover current ongoing or new operating costs.	
Revenue Generated	Unknown at this time
Expiration	Unknown at this time
Description: .1% of sales tax generates approximately \$2.8M of revenue per year. A one mill increase in property tax generates approximately \$2.5M of revenue per year. Staff does not recommend placing an increase on the ballot in 2014, unless council wants to consider a small increase to pay for any new operating costs that could be generated by new capital projects under item three above (PAYG capital projects).	

B. Intermediate and longer term ballot items for consideration 2020 and beyond

Items in this category are not up for current consideration. They are presented so council members are aware of taxes that sunset in future years.

<i>7. .15% Sales and Use Tax Currently used for General Fund Operations</i>	
<i>Revenue Generated</i>	Currently \$ 4.2 million annually
<i>Expiration</i>	December 31, 2024
<i>Description:</i> This tax sunsets but is not dedicated. It is used to fund General Fund programs.	

<i>8. .25% Sales and Use Tax Currently Dedicated to Parks and Recreation</i>	
<i>Revenue Generated</i>	Currently \$7.0 million annually
<i>Expiration</i>	December 31, 2035
<i>Description:</i> Debt service for bond repayment annually is \$2.1 million. The bonds will be paid off in 2015. The remaining \$4.9 million is spent on the following programs listed in order of magnitude of funding: park operations and ground maintenance, major renovation and refurbishment of park and recreation facilities, capital improvement program, sports fields maintenance, department administration, planning and project management, civic park complex improvements, and city-wide historical and cultural facility maintenance. Examples of the latter are Columbia Cemetery, Chautauqua, and Harbeck House.	

<i>9. 33% and .15% dedicated to Open Space. Increases in either sales tax or property tax to cover current ongoing or new operating costs.</i>	
<i>Revenue Generated</i>	Currently \$13.4 million annually
<i>Expiration</i>	Please see description below
<i>Description:</i> Based on voter approval in 2013: The .33% does not sunset and was reallocated starting in 2019. The .15% sunsets in 2039 and is reallocated beginning in 2020.	

C. Information Regarding Other Types of Revenues and Ballot Items

<i>10. Occupational Privilege Tax (OPT), also known as a head tax</i>	
<i>Revenue Generated</i>	Unknown at this time
<i>Expiration</i>	Unknown at this time. Depends on how such a tax was applied, that is, employee only, owner only, or both.
<p><i>Description:</i> The OPT is in place in Aurora, Denver, Glendale, Sheridan and Greenwood Village. A minimum threshold level is often implemented if the tax is approved by the voters. The Blue Ribbon Commission I report stated that previous examinations of this tax in the City of Boulder identified three significant concerns:</p> <ol style="list-style-type: none"> 1. It would place Boulder businesses at a competitive disadvantage to those in the region. 2. Governments do not have to pay the employer portion and Boulder has a significant government employment base. 3. There would be a negative impact on non-profit organizations. <p>Based on this, the Blue Ribbon Commission I assumed only employees would pay the tax and Boulder businesses would not pay the tax, but would collect it from employees and remit it.</p> <p>When the BRC I report was prepared, it was estimated that based on the number of employees in the city at that time, every one dollar of OPT per employee per month would generate approximately one million dollars annually. If council is interested in discussing the OPT, staff would re-analyze all calculations and projections.</p>	

11. Charter Amendments for the City of Boulder Charter

The charter committee will meet soon to determine if any proposed charter will be brought forward for consideration. A brief memo is attached regarding this area of the ballot process.

12. A Ballot item to re-establish the City’s right to provide telecommunications (e.g. broadband) services

State legislation enacted in 2005 (SB05-152) significantly limits the ability of municipal governments to engage in the provision of telecommunication (e.g. high-speed broadband internet) services, including partnering with private entities to provide such services. Efforts to rollback that state law as outlined in the City’s 2014 legislative agenda will be delayed until at least next year, and even then will be difficult to pursue. However, state law does allow Colorado local governments to exempt themselves from the limitations through a public vote.

Boulder is a community that would significantly benefit from more economical, higher-capacity broadband services given our tech-savvy demographic, readiness for “next gen” broadband services, and available public fiber optic infrastructure. While the city has no current plans to create a broadband utility or engage in new public-private partnerships in Boulder, the city’s ability to plan and execute such initiatives would be greatly facilitated if it could be exempted from the state law limitations through a ballot measure.

Staff is seeking Council’s direction on a ballot item that could take one of two forms: a complete exemption from SB-152 (as the City of Longmont successfully enacted in 2011), or a more limited exemption that simply allows the city to engage in public-private partnerships in the use of its telecommunication infrastructure (as the City of Centennial successfully enacted in 2013). Below is the respective ballot language from each of these initiatives:

Longmont Question 2A: "Without increasing taxes, shall the citizens of the City of Longmont, Colorado, re-establish their City's right to provide all services restricted since 2005 by Title 29, article 27 of the Colorado Revised Statutes, described as "advanced services," "telecommunications services" and "cable television services," including any new and improved high bandwidth services based on future technologies, utilizing community owned infrastructure including but not limited to the existing fiber optic network, either directly or indirectly with public or private sector partners, to potential subscribers that may include telecommunications service providers, residential or commercial users within the City and the service area of the city's electric utility enterprise?"

Centennial Question 2G: "Shall the City of Centennial, without increasing taxes, and to restore local authority that was denied to all local governments by the state legislature, and foster a more competitive marketplace, be authorized to indirectly provide high-speed Internet (advanced services), telecommunications services, and/or cable television services to residents, businesses, schools, libraries, nonprofit entities and other users of such services, through competitive and non-exclusive partnerships with private businesses, as expressly permitted by Article 29, Title 27, of the Colorado Revised Statutes?"

Background information on other types of taxes:

Items such as a real estate transfer tax, a local income tax or increases in the gas tax have not been included in this memo. Such taxes, which are currently prohibited in the Colorado constitution or in the case of the gas tax, prohibited by state law, could be lobbied for at the state level and would need to be added to the legislative agenda.

The current federal prohibition against taxing internet sales continues to erode the tax base of the city. This prohibition also puts bricks and mortar establishments within the city at an operational disadvantage. At the same time, any internet retailer that has an office or store (a physical presence) in the city must collect retail sales tax from a purchaser and remit the sales tax to the city.

Based on a study conducted by the Leeds Business School Business Research Division in 2013, the City of Boulder loses an estimated \$4.0 million per year in sales tax collections due to internet sales. This equates to over \$117 million of sales per year.

D. Ballot items that may be brought forward by other means or levels of government

The following ballot item descriptions could influence the city's decisions with regard to revenue related ballot measures and timing.

13. Renewal of the .10% Scientific and Cultural Facilities District (SCFD) extension.

The SCFD tax was originally passed in 1988. The Scientific Cultural Facilities District Tax or Cultural District (CD) tax is a 0.1% tax. The tax boundaries for SCFD are basically the same as the Regional Transportation District (RTD) boundaries. Although state collected, after the tax is collected it is distributed to localities in which it applies for the purpose of supporting scientific and cultural organizations in the Metro Denver region.

The SCFD board has decided to ask for the renewal in November of 2016, two years prior to its 2018 expiration date.

SCFD distributes over \$40 million annually to over 300 programs. Additional information can be found at <http://www.scfd.org/>.

14. Boulder County

At this time, the indication is that the county may have a sales tax for sustainability on the ballot in 2014. The type of tax (sales or property) is still being considered. Additional information will be provided in the future as it becomes available.

15. Boulder Valley School District (BVSD)

At this time, indications are BVSD is considering having a bond issue on the ballot this November. Their tax would be a property tax. Staff will provide additional information in the future as the time ballot measures are discussed.

16. Regional Transportation District (RTD)

At this time, staff is not aware of any tax that RTD plans to put on the ballot in November.

17. Colorado Department of Transportation (CDOT)

At this time, staff is not aware of any tax that CDOT plans to put on the ballot in November.

18. State of Colorado

At this time it is not certain what revenue or ballot items may be considered by the state. Staff will provide additional information as it becomes available.

19. Various initiatives that may be brought forward via the city process

While no specific topics have been submitted to the City Clerk, it is possible that initiatives could occur in the coming months.

IV. NEXT STEPS

Based on council guidance provided at the study session, staff will bring back more detailed information on ballot items council wants to consider further, and the timeline that will need to be met.

The date by which the final reading of any ballot issue should be completed is Tuesday, August 19. This will allow the City Clerk's office time to complete all administrative requirements and meet all deadlines required in Colorado laws for elections.

ATTACHMENTS

- Attachment 1: Pay as You Go Financing, including staff recommendations
- Attachment 2: Brief History of Long Range Fiscal Planning in the City of Boulder
- Attachment 3: Tax Measure Results, 2002-2013
- Attachment 4: Expiration of Current Taxes
- Attachment 5: Municipal Sales and Use Tax Rates in Neighboring Cities
- Attachment 6: Mill Levy Rate Comparisons

Pay As You Go (PAYG) Financing - Background and Analysis Including a Staff Recommendation

This attachment is included to provide Council with information related to the first phase of the Comprehensive Financial Strategy (CFS) work being conducted by city staff. This phase has covered capital needs of the city. Capital is defined as any project that will cost \$50,000 or more and will last more than one year. This can consist of construction projects, major software implementations or large equipment.

During the upcoming second phase of the CFS, the operational costs of the city's long range fiscal plan will be updated and presented to council in the first four months of 2015. The third phase will include large capital projects that are better suited to bond financing and will come forth for council consideration in 2015 or 2016.

BACKGROUND

In 2011, the City Council initiated a Capital Investment Strategy, examining more than \$700 million in unfunded capital needs of the city. The initial phase resulted in Ballot Item 2A, which Boulder voters passed by a 3-to-1 margin and gave the city the authority to bond for up to \$49 million to pay for necessary capital investments. Because the bond is paid for with existing revenues, the 2011 ballot item did not raise taxes. The \$49 million bond package requires payments for 20 years.

As a follow up to the work of the Blue Ribbon Commission (BRC) (I) and BRC (II) council directed staff to provide an update and complete a financial analysis to determine progress on strategies identified by both BRCs. The resulting Comprehensive Financial Strategies initiative which began in August 2013 consists of three phases. The first phase has focused on unfunded capital needs for which capital costs can be readily determined, can be implemented in a short time frame, and can have a significant impact once completed. The second phase will focus on operating costs and the progress that has been made on the expenditure side in reducing the trajectory between revenues and costs. The third phase will consider larger capital projects that will likely require more extensive up front construction estimates as well as longer construction timelines and debt financing.

The September 2013 floods impacted the city's planned capital improvement program (CIP) with approximately \$40 to \$50 million damage or destruction of city infrastructure. To date, approximately \$9.5 million has been spent in the response and recovery phase, some of which has helped make essential infrastructure operational. A significant task lies ahead of the city to manage the considerable increase in capital projects created by the flood. This impact will require reconsideration of the CIP previously approved in the 2014-2019 Capital Improvement Program budget and projects funded by the 2011 Capital Improvement Bond. The departments with the most projects impacted by the flood are Open Space and Mountain Parks, Parks and Recreation, and Public Works.

FINANCING ANALYSIS

Funding Strategies

The total unfunded action and vision plan capital needs, excluding the utilities (that pay for their capital through rates) and open space (that were discussed extensively when decisions were being made by council to put the .33% and .15% on the ballot in 2013), are estimated to be around \$550 million. Different financing strategies were reviewed by staff that could be used to begin addressing these capital projects. Based on the discussion and analysis, staff recommends that consideration for potential ballot items in 2014 concentrate on PAYG rather than debt financing. This is because there are multiple high impact projects that can be funded with short temporary sales and use taxes and not tie up city funds for extended amounts of time.

Background of Pay as you go financing

With PAYG financing, capital projects are fully funded with cash from current revenues, accumulated reserves, or a new revenue stream. The city has used PAYG financing on several occasions in the past. It is commonly used in the utility funds, open space, transportation, and parks and recreation for smaller capital infrastructure projects. An example from the past is when voters approved increasing the sales tax by .15 percent for the year of 2007. This temporary tax was used to make up for the shortfall in Phase I construction of the Fire Training Center (FTC). This PAYG project initially was to be financed solely through a one-year county sales tax, but the accumulation of funds for the PAYG project fell short of the amount needed.

Advantages of PAYG financing include no interest or debt issuance costs, no debt covenants, and no concerns about issuance of debt or burdening future generations with too much debt. Both the City and County of Denver and Fort Collins have used this method successfully for a large variety of capital projects. When sales and use tax serves as the funding source in the City of Boulder, the amount contributed from people living outside of the city is approximately 50 percent of the total amount needed.

The major disadvantages of PAYG financing are: collections can fall short of projections (so projects are not built), an economic downturn can reduce the amount collected, and inflation can increase the construction costs beyond the money that will be collected. If PAYG is used as a financing method all of these factors must be monitored very closely.

Types of revenue streams council may want to consider

Sales and use tax: Every one-tenth percent increase in sales and use tax generates approximately \$2.8 million annual in today's dollars. This is the method that staff recommends.

Property Tax: Each mill of property tax generates approximately \$2.5 million annually in today's dollars. While property tax could be used, staff feels that the phasing in for removing the restrictions on the property tax over the past few years is still being digested by businesses and home owners. Therefore this method of funding could be considered in a future year. There is

also the possibility that the Boulder Valley School District could ask for a property tax increase to fund capital needs in November of 2014.

At the February 28, 2014 council meeting, staff introduced the idea of providing the voters with three ballot questions. Each question would propose a sales and use tax increase of 0.1% with the revenues devoted to specific themed projects such as emergency preparedness, infrastructure deficiencies and placemaking. Information on the three themes discussed at that meeting are included at the end of this memo. The second option discussed at the February study session was to combine the projects, creating a ballot measure proposing a 0.3% sales and use tax increase for a three year period.

Since the February 18 meeting, staff has delved deeper into the projects that were listed, determining that several of the projects could be better addressed in the operating budget, while others were too complex for a November 2014 ballot measure. These projects will be considered in phase three that will come forward for consideration in 2015 or 2016.

As staff worked to prepare a recommendation for council consideration at the April 22 study session, a set of filters was developed in order to select the projects that might be most appropriate for a November 2014 ballot measure proposing a three year pay as you go financing plan. These filters are:

- Which projects do not belong because they should resolved in the operating budget?
- Which projects are high priority and new, as opposed to maintenance backlogs that should be addressed in the operating budget?
- Which projects have accurate cost estimates, and which need a great deal more work and vetting, therefore, they would not be ready for 2014 consideration?
- Of those projects that may have inaccurate cost estimates, which could be refined in a timely manner?
- Which projects will be impactful in the community to clearly demonstrate value and success using PAYG financing?

PAYG financing options

The following table has been developed to assist council in discussing the possible options in terms of percentage increases in sales and use tax, as well as in the number of years the increase would be effective:

Rate	One Year Amount	Three years	Five Years
.1%	\$2.8M	\$8.4M	\$14.0M
.2%	\$5.6M	\$16.8M	\$28.0M
.3%	\$8.4M	\$25.2M	\$42.0M

Staff Recommendation

Based upon staff review of the projects discussed in February and in light of a focus on shorter term projects that would be impactful to the community, the staff is recommending that city council consider placing a .2% - 3 year temporary sales and use tax on the ballot in November 2014 that would include the following projects:

The Hill:

Commercial District Event Street	\$700,000
Gateway Features	\$500,000
Commercial District Tree Street Irrigation	\$520,000
Flatirons Event Center	\$6,700,000
Boulder Civic Area Catalytic Improvements	<u>\$8,700,000</u>
Total	\$17,120,000*
Projected tax to be generated	\$16,800,000*

*The projections for revenue use 2014 numbers. If this ballot item moves forward 2015 projections must be used for TABOR requirements. Early indications are that the projected 2015 revenues will be enough to cover the \$17,120,000 total over the three year period. As more information becomes available, these amounts will be updated.

Exhibit A lists all projects that were considered for funding and the reason why some are not being recommended at this point. **Exhibit E** contains the themes that were discussed during the February study session.

Additional projects to be considered:

Prior to the February 18 study session, several culturally focused nonprofits contacted the city manager to request city funding for specific capital projects. Since that study session, additional information has been received regarding each of the proposals, and city council has received communications from each of them in support of using the proposed pay as you go financing for their needs. Copies of the letters from each of these entities are attached to this memo as Exhibit B through D. The information received from these entities is as follows:

Dairy Center for the Arts:

The Dairy Center for Arts is requesting funding of \$4 million for improving two of the current theaters, including soundproofing, the addition of dressing rooms and the reconfiguration of one into a black box theater, as well as expanding and modernizing the building's lobby and façade, including an outdoor deck area as a special events space. The request would also include modernizing a hallway, reconfiguring administrative spaces to provide greater efficiency, and funding for lost operational revenues during the construction period. A detailed plan and budget has been developed in concert with an architect, general contractor and acoustics consultant. With appropriate funding, this project is nearly ready to go. A copy of The Dairy Center letter is included as **Exhibit B**.

Museum of Boulder:

The Museum of Boulder has recently acquired the historic Masonic Lodge building at Broadway and Pine with plans to convert the building into an expanded museum that will accommodate larger displays, as well as Smithsonian-class traveling exhibits in a specially designed gallery. The museum's scope would be expanded to allow for science and technology exhibits, as well as enhanced programming and space for children. The Museum has embarked on an ambitious

capital campaign to raise the \$8 million dollars need for the renovation, and is requesting that the city provide \$4 million dollars of that total with the rest to be matched by the community. The museum commissioned an evaluation of the viability of a museum of this size and scope in Boulder, and found that it was likely to draw at least 55,000 visitors per year. The city, in partnership with the Convention and Visitors Bureau, will be conducting a study to understand the likely economic impact of the Museum. We believe that the Museum of Boulder has raised approximately \$1 million dollars, or 12.5% of their goal, to date. In the event Council were interested in funding this project, it would be appropriate to fashion a mechanism to make sure that the city's contribution would not exceed funds donated by the community through the organizations own fundraising efforts; and that the total amount raised was sufficient to build out the facility to accommodate the needs of the Museum. A copy of the Boulder Museum letter is included as **Exhibit C**.

Chautauqua:

Chautauqua has requested capital funding of approximately \$3 million dollars to be used for needed rehabilitation of historic infrastructure. The proposal would use the funding for undergrounding overhead utility lines that surround the neighborhood and that may present a fire danger not only to the neighborhood, but to open space as well. In addition, the historic stone swales that serve as stormwater infrastructure and de facto sidewalks, as well as roadway and utilities infrastructure improvements are proposed for improvements. The cost of these improvements was estimated in 2010 to be \$2.3 million dollars, and with cost increase is now estimated at \$3 million. A copy of the Chautauqua letter is included as **Exhibit D**.

Additional projects summary

Entity	Project	Amount Requested
Dairy Center for the Arts	Building Renovations	\$4,000,000
Chautauqua	Electric Line Undergrounding	\$3,000,000
Museum of Boulder	Various for the new museum	\$4,000,000
Total		\$11,000,000

In the event Council is interested in providing funding for some or all of the capital projects requested by these entities, it could do so by considering an additional 0.1% sales and use tax increase for a 3 year period. Such an increase would generate an estimated \$8,400,000 over three years. While the .1% would not fund all of the requests it would be a significant contribution toward each request. If council would be interested in funding the entire amount an increase of .13% would be needed. The amounts listed are estimates provided by the entities and have not been verified by staff. If council is interested in investigating these projects as part of the ballot question, direction to staff to work with them to provide more detailed information would be appropriate.

It is also important to note that the Library & Arts Department will begin a **Community Cultural Plan** in May of this year. The topic will be part of a June 10, 2014 Study Session. As part of the planning process, a cultural facilities analysis and vision for the current and future cultural investments by the City is recommended to be completed. There are many organizations and facilities in the city, some of which have a partnership with the city, and some that do not.

One of the goals of the community cultural plan will be to build a community vision for what important existing facilities/organizations should continue to receive direct support from the city and what others exist that might be appropriate for partnership. As an alternative to considering funding for the cultural facilities that have approached the city to date through the pay as you go approach, some or all of these funding requests could be considered in the future in the context of the completed Community Cultural Plan. This approach would delay funding until another ballot measure could be considered in the future.

Final considerations:

The major cause of failed capital improvement programs is the lack of a funding stream adequate to pay for the new operating costs associated with new capital projects. There have been numerous stories across the United States of new schools and prisons that have been built, or where funds are in place to build them, but there were no resources to pay for the new operating costs so the projects have never been built. If the voters approve investing in new or expanded projects, then new operating dollars need to accompany the approval of the projects if they cannot be absorbed with current resources.

The amount will need to be sufficient to cover ongoing operation and capital maintenance funding in the future. There are various options to accomplish this and staff can provide these methods at a later date if there is sufficient interest in moving ahead with the capital projects. If new operating costs are added without a new source of funding, the GAP will increase. Therefore, this step is essential if the city is to continue making progress in reducing the GAP.

The amount of the operating costs will be driven by what projects are selected if this ballot item goes forward. If there are replacement projects for current existing capital items then the operating costs are already covered. In addition, the new project may be more efficient and operating costs may be reduced. If the projects are new and have associated operating costs then costs will increase and need to be considered if this potential ballot item moves forward.

Prioritization of projects is needed

Finally, under any pay as you go option projects must be prioritized in case costs would rise rapidly or collections would fall short of projections. In that event, some projects could not be built with the funds collected, however once prioritized, the community and staff would know in advance what order projects would be completed as revenues are collected over the life of the tax.

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
University Hill Various Redevelopment Improvements	Due to its small size and constrained location, the University Hill commercial district lacks public plazas, parks or similar areas for community gatherings and events. A section of Pennsylvania Avenue is proposed to be redesigned and retrofitted to become a multi-purpose event street that would accommodate festivals, special events and community gatherings. The Pennsylvania Event Street would be a pilot project that could incorporate many shared street concepts but be tailored to facilitate closure and production of events, such as special lighting, infrastructure for tenting and access to electricity, and could be used as a model for other commercial districts. During other times, it would continue to function as a transportation corridor and provide parking but could emphasize biking and pedestrians. Other improvements include gateway features between the commercial and residential areas, and a commercial district street tree plan which would bring the hill street trees up to city standards. The improvements would cover a street tree irrigation system, tree grates and guards and some new street trees; and would allow maintenance staff more time for maintenance and landscaping projects rather than hand watering trees.	Commercial District Event Street	\$ 700,000	Recommended
		Pedestrian Scale Residential Pedestrian Lighting:	\$ 5,700,000	Not Recommended - scope and timing not consistent with proposed PAYG financing
		Gateway Features	\$ 500,000	Recommended
		Commercial District Tree Street Irrigation:	\$ 520,000	Recommended
City-Wide Energy Efficiency Projects and Programs	Complete energy efficiency projects and programs including: replacing single pane windows with double pane windows at the Municipal Building, Fire Stations, and other city facilities; installing building automation systems to remotely monitor and control building settings and performance; and fund a contracted service to provide 24/7 monitoring and analysis of a building's energy performance to maintain peak performance of existing systems. These are projects which could not be accomplished as part of the energy performance contracts due to the longer payback periods.		\$ 2,000,000	Not Recommended - these projects would be less impactful to the community and can be addressed over time through capital and operating budgets

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
Citywide Radio Infrastructure and Equipment Replacement,	Over the next five years, much of city's radio infrastructure will need to be replaced due to age or new narrow banding FCC requirement (anticipated by 2018). This replacement impacts multiple departments throughout the city that use radio equipment.		\$ 5,100,000	Not Recommended - timing not consistent with proposed PAYG financing; additional research needed on conversion from analog to digital, compatibility issues and phase in options
Reduce Maintenance Backlog in Emergency Preparedness Infrastructure	This project completes city facility repairs and upgrades currently on the city's backlog list associated with Emergency Preparedness infrastructure, and reduces the backlog to \$7.6 million in 2020.		\$ 2,800,000	Not Recommended - to be addressed through operating budget
Replacement of the Fire Station Alerting Equipment	Current system is proprietary and decades old; repairs made in 2013 but system remains unreliable and will not allow city to take full advantage of new Computer Aided Dispatch system.		\$ 500,000	Not Recommended - to be addressed through operating budget
Office Productivity Suite	The office productivity suite [Microsoft Office] is in need of upgrade and replacement. While some funding exists in the Computer Replacement fund (CRF) for this purpose, it will not be sufficient to fund the entire purchase or the continuing on-going costs of the upgraded tools. This project, which would bring the city's desktop tools current and implement a plan to stay on more current releases going forward, may also include a city-wide collaboration tool.		\$ 1,300,000	Not Recommended - to be addressed through operating budget

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
Community Park Enhancements	This recommendation includes the design and development of planned future phases and enhancements to existing community parks including: Foothills Community Park, Harlow Platts Community Park, and East Boulder Community Park. Based on Council feedback these parks can be split into individual projects and individual improvements. Each of these Community Parks has planned future phases that include additional amenities and recreation areas further outlined within the sub project column.	Foothills Community Park: Provide new shade shelters, parking areas, ADA upgrades, site furnishings, 2 new baseball field, multi-use turf fields, basketball courts, tennis courts, handball courts, improved landscaping and irrigation.	\$ 8,500,000	Not Recommended - to be addressed over time through existing capital and operating budget
		Harlow Platts Community Park: Provide new playground equipment in 2 areas, refurbished parking lots, new park signage, new site furnishings, enhanced landscape and irrigation and a new shade shelter at the multi-use turf field.	\$ 1,500,000	
		East Boulder Community Park: to provide new irrigation pond with enhanced landscaping, pavilion plaza for special events, large shade structure with plaza area, site furnishings and new play courts for various sports.	\$ 1,600,000	

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
Flatirons Events Center Redevelopment and Golf Course Improvements	As a result of the 2013 Flood, the Flatirons Event Center suffered damage to interior spaces. Prior to the flood the facility was assessed in 2008 and found to be nearing the end of its useful life. After the flood the facility was reassessed and the findings included out of date and deteriorated building systems, marginally adequate life safety systems, overwhelming accessibility shortcomings, extreme energy inefficiencies and substantial quantities of hazardous materials. The structure also sits within the South Boulder Creek floodplain on a site is nearly flat that has lead to repeated flooding of the structure and needs floodproofing to prevent future flood damage. Clearly, the existing structure is in poor condition and is in need of a huge capital infusion just to keep it marginally functional. In addition the structure possesses many immediate and near term hazards, resulting in considerable risk exposure for the city. Prior to proceeding with new construction, a full public engagement process to determine community needs and associated demand for the facility, partnership opportunities and appropriate locations should be completed. Long term operation and maintenance costs associated with a new facility will also need to be calculated as part of this effort.	Scenario 1 Demolition of the existing Event Center, repair of the snack bar for ongoing use by the golf course and construction of a new restroom facility for golf patrons.	\$ 610,000	
		Scenario 2 Demolition of the entire structure and construction of a new golf clubhouse and restaurant includes revisions to the parking lot and approach road and includes modifications to the golf course and driving range as outlined in the 2010 Dye Design Business Plan.	\$ 3,560,000	
		Scenario 3 Demolition of the entire structure and construction of a new event center with integrated restaurant and golf clubhouse (includes revisions to the parking lot and approach road and includes modifications to the golf course and driving range as outlined in the 2010 Dye Design Business Plan.)	\$ 6,700,000	Recommended - see description
Incident Command Vehicle Replacement	Current ICV expected to be replaced in 2016 but increasing technology needs means that the funding for replacement is falling short.		\$ 450,000	Not Recommended - to be addressed through operating budget
Boulder Junction – Continue Phase 1 Transportation Connections	This project would include the next phase of the unfunded transportation connections that are a part of the Transit Village Area Plan (TVAP) Transportation Connections Plan	Junction Phase I Bridge at Boulder Slough	\$ 3,000,000	Not Recommended - more work needed for accurate cost estimates; scope and timing not consistent with proposed PAYG financing
		Junction Phase I Roadway (Boulder Slough to 32nd St/Prairie Ave)	\$ 2,000,000	
		Boulder Slough Multi-use Path (30th St to 3100 Pearl)	\$ 500,000	
		Boulder Slough Underpasses at BNSF Railroad and at Pearl Parkway	\$ 5,500,000	
		North Goose Area Multi-use Path Connections	\$ 1,200,000	

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
Recreation and Community Center Enhancements	The Boulder Parks and Recreation Master Plan outlines various improvements and enhancements to all recreation facilities and centers within the three funding priorities. Enhancements to recreation centers allow the department to meet critical goals relative to the community health and wellness and ensure facilities are maintained at an appropriate standard according to the department's asset management program. Proposed projects will provide facility upgrades and operational efficiencies to fitness areas, aquatic areas and sports facilities. Enhancement projects may include: pool renovations, fitness and program area expansions, new concession areas, weight room renovations and increased multi-purpose rooms. Cost of enhancements will range from \$500,000 to \$14,000,000 and can be phased based upon available funding	North Boulder Recreation Center: Expansion of weight room and program space, front desk remodel, new recycling facilities	\$ 14,000,000	Not Recommended - more work needed for accurate cost estimates; scope and timing not consistent with proposed PAYG financing
		East Boulder Recreation Center: Facility/entry remodel, additional gymnasium, multi-purpose art room and program areas, outdoor covered patio, concessions, expanded leisure pool and weight room, remodel of office/meeting space)		
		South Boulder Recreation Center: Leisure/therapy pool, raised indoor running track, high-tech teen area, concessions area, program, office space and multi-purpose rooms, indoor playground, child care		

Potential City of Boulder PAYG Capital Projects

Project Name	General Description	Sub-Projects	Costs	Recommended/Not Recommended
<p>Boulder Civic Area Catalytic Improvements</p>	<p>Community engagement for the Civic Area highlighted the importance of: (1) Boulder Creek at the core of the revitalized Civic Area; (2) enhanced connections and access to/from Downtown, and (3) platforms for community activity (arts, performances, food, etc.) initially leveraging existing attractors like the Farmer’s Market and BMoca.</p> <p>These themes tie directly to the Civic Area Masterplan guiding principles and involve improvements across the Civic Area, on the North and South sides of the Creek and in the area East of Broadway.</p> <p>The cost to make the improvements to deliver these aspirations is estimated at \$8.7. This estimate does not include major capital projects, e.g., a year-round Farmer’s Market structure, innovation center, etc.). Improvements are needed</p>	<p>To revitalize Boulder Creek, the projects include the development of a nature play area along the South side, with linkages to the library -- with spaces for education, play, recreation. On the North-side, a corresponding creek-side nature area will be delivered, creating a stronger relationship the Creek, the North library area – to create spaces for people across the generations.</p>	<p>\$ 8,700,000</p>	<p>Recommended</p>
		<p>The gateways, from downtown to the Civic Area and vice versa, on both the West and East Ends, involves delivering enhanced crossings/way finding and/or art to bridge Canyon Boulevard and create a visible presence and function for the Civic Area’s front door.</p>		
		<p>Platforms for community and the arts involves delivering or enhancing plazas and staging/performance space for 13th Street and/or the areas outside the library.</p>		

Additional Capital Projects for Consideration	
North Boulder Library	Not Recommended - more work needed for accurate cost estimates; scope and timing not consistent with proposed PAYG financing
Citywide Eco-Pass	Not Recommended - more work needed for accurate cost estimates; scope and timing not consistent with proposed PAYG financing

Potential Support of Community Cultural Facilities Capital Projects			
Dairy Center for the Arts Facility Upgrades	Building Renovations	See exhibit B	\$ 4,000,000
Museum of Boulder	Various Projects - see exhibit C	See exhibit C	\$ 4,000,000
Chataqua	Electric Line Undergrounding -	See exhibit D	\$ 3,000,000



April 9, 2014

Dear Council Members:

On behalf of the fourteen arts organizations resident at The Dairy, the nearly 2,500 music and dance students who take lessons here, the thousands of theater goers, arts movie buffs, dance enthusiasts, and the local, national, and international artists who have an opportunity to display their work here, thank you for your consideration of including The Dairy in your “pay as you go” tax proposal to the Boulder community.

The quality of performance that is offered at The Dairy deserves a state-of-the-art environment and sound-proofed theaters. The 200,000 arts experiences that will happen here this year deserve the best possible surroundings. The organizations, businesses, groups, and non-profits that meet here and hold events here deserve a quality facility. Unfortunately, time has caught up with this former dairy building and it is losing its ability to meet the growing demands and needs of this city.

The \$4 million required to upgrade the entire facility has been thoroughly researched and strategically planned. The construction process has been planned in phases to allow The Dairy to remain operational during renovation. Once this project is complete, Boulder will have a physically iconic building, but more importantly, a quality facility commensurate with the vital role it plays as the heart of arts and culture in Boulder.

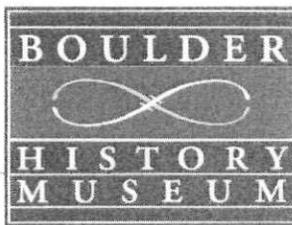
With additional capacity possible, the renovation of The Dairy has been planned to allow for potential future add-on capabilities that may be determined appropriate to further support the arts. The first and foremost requirement, however, is to make certain The Dairy of today is physically and operationally excellent, providing a cultural center for Boulder today while also assuring the ability to expand to meet new needs of tomorrow.

We are truly thrilled on behalf of all of Boulder to be considered as part of your funding priorities. Please know, too, that we enthusiastically accept all accountability associated with making certain the voters of this community understand the significance of their vote for the sales tax proposition and will support it.

The return on investment regarding the renovation of The Dairy is both immediate and long-lasting. Thank you again for your consideration and support.

Sincerely,

Bill Obermeier
Executive Director



April 7, 2014

Boulder City Council
1777 Broadway
Boulder, CO 80302

Re: Museum of Boulder

Ladies & Gentlemen:

Thank you for the opportunities you have provided us over the past few months to share with each of you our plans to create the new Museum of Boulder. To assist you in preparing for your April 22 study session on a potential ballot issue that could include support for the new museum, we provide below a summary of our plans and an update on our progress.

The Boulder History Museum, founded in 1944, has operated since 1985 at the historic Harbeck House, which is owned by the City and provided rent-free to the Museum. While the Museum welcomes about 9,000 visitors a year to Harbeck House and presents programs to another 9,000 adults and children at various locations throughout Boulder, we have long recognized that we could better serve the community in a larger facility that is more centrally located. A larger building will allow us to display more of the 45,000 artifacts and 900,000 photos and documents that tell the history of Boulder, and will permit us to bring Smithsonian-class exhibits to the community in a gallery specially-built for traveling exhibits. A downtown location will allow us to share local and out-of-town visitors with Pearl Street merchants. A bigger space will also allow us to expand the Museum's scope to provide a place for the community to explore science and technology and to create a separate children's museum, both of which Boulder lacks. This new community gathering place will be called the Museum of Boulder.

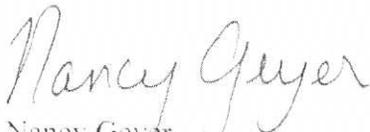
In order to achieve these goals, we have purchased the historic Masonic Lodge building at Broadway and Pine and we have received approvals from the Landmarks and Planning Boards to convert the building into the planned Museum of Boulder. We recently launched an \$8 million capital campaign and we have already received pledges and gifts from members of the community totaling \$1 million. In addition to community gifts, we will seek grants from foundations, sponsorships from local companies and support from governmental agencies, including the City of Boulder. If we are successful in securing these investments quickly, we anticipate returning Harbeck House to the City and opening the new Museum of Boulder before the end of 2016.

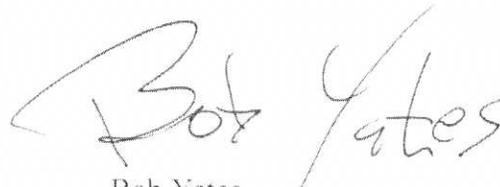
Both the Boulder Chamber of Commerce and Downtown Boulder Inc. are supporting the new museum, recognizing the increase in visitors it will bring downtown and the improved quality of life it will provide Boulder's residents. An independent

evaluation conducted by AECOM concluded that a museum in Boulder of the size and location we are planning would draw at least 55,000 visitors each year.¹ AECOM estimated that approximately 40 percent of those visitors will come from out of town, bringing with them dollars to spend on gifts, meals and hotels. Tourists list a visit to the local museum as one of the top three items on their itinerary, and visitors to museums stay longer and spend more money than visitors to other attractions. But more important than money is the improved quality of life that the new museum will bring to our community. It is well documented that museums bring to their communities tremendous social, cultural and educational benefits. People view museums as one of the most important resources for educating our children and as one of the most trustworthy sources of objective information. As educational institutions, museums are critical to our future economic competitiveness, maintaining American leadership in technology, innovation and culture.

We have enjoyed several fruitful discussions with the City Manager and her staff to determine the best way for the City of Boulder to support the new museum. We have proposed to her that the City provide \$4 million of the total \$8 million cost to build the Museum of Boulder, to be matched dollar-for-dollar by the community and other sources (including the \$1 million that we have already raised). At your study session on April 22, you will discuss whether Boulder should have a November ballot issue providing for a three-year sales tax that would generate funds to help build the Museum of Boulder, along with other worthwhile projects. We urge you to place this matter before the voters in November and we look forward to working with you towards its successful passage. Together, we can build the museum our community wants and deserves.

Sincerely yours,


Nancy Geyer
Chief Executive Officer


Bob Yates
President, Board of Trustees

cc: Jane Brautigam, City Manager

¹ A similar study conducted by AECOM predicted that the new Fort Collins Museum would draw 70,000 visitors a year; in its first year of operation (November 2012-November 2013), the Fort Collins Museum attracted 144,000 visitors.

COLORADO CHAUTAUQUA ASSOCIATION

900 BASELINE ROAD, BOULDER, CO 80302

P 303.442.3282 F 303.449.0790 WWW.CHAUTAUQUA.COM

April 9, 2014

Mayor Matt Appelbaum and Members of the City Council
City of Boulder

RE: City's Capital Investment Strategy and Potential Ballot Issues

Dear Mayor and Members of Council:

One of the key responsibilities of the Colorado Chautauqua Association (CCA) as a co-steward of Chautauqua with the City of Boulder is to ensure Chautauqua's preservation and sustainability, which now more than ever also includes ensuring Chautauqua's resiliency in the face of fire and flood. As you may recall from prior discussions or prior annual reports to the City, CCA in 2010 identified various physical improvements to the Chautauqua campus which the board and staff felt were important to accomplish to ensure Chautauqua's safety, accessibility, sustainability and vitality in its second century. We called this vision "the Chautauqua 2020 Plan." Since that time, we have slowly but surely pursued those projects that we could, including most recently the interior renovation of the Dining Hall and, in collaboration with the City, the successfully completed bus/vehicle pullout near the main Chautauqua entry and the in-process ADA accessible restrooms to serve users of the Chautauqua Auditorium.

CCA's stewardship of the historic core of Chautauqua on behalf of the City as landowner includes approximately \$1 million annual investment in routine repair and maintenance and capital replacement/improvement for the 67 buildings and the 20+ acres within our leasehold. We prepare a rolling five-year capital improvements budget to guide our planning and asset allocation, and to focus grant-seeking and other forms of fund raising. We can handle the vast majority of the financial investments required to ensure the safety and accessibility, historic preservation, visitor experience and sustainability of Chautauqua - including many aspects of wildfire mitigation -- but three items we identified back in 2010 are not within our reasonable reach. These three one-time or very infrequent capital investments on City-owned land at Chautauqua may well be appropriate for the City's consideration as part of your capital investment strategy:

- (1) **Undergrounding of overhead utility lines** that run around and through Chautauqua in order to significantly reduce wind-induced fire danger in and around Boulder's only National Historic Landmark district and, thus, to the surrounding residential neighborhoods to the north and east of Chautauqua

- (2) Necessary **rehabilitation of the historic stone swales** that serve as the foundation of the **storm water management** system at Chautauqua, which also serve as the *de facto* sidewalks within Chautauqua, which are considered a character-defining element of the

historic district and which are deteriorated to the point of presenting a significant safety concern

(3) Related to storm water management and pedestrian safety in a district without curbs and gutters, roadway and utilities infrastructure improvements - not very glamorous, but important infrastructure shortcomings that must be addressed

The total cost of the utilities undergrounding, stone swales rehabilitation and roadway improvements -- which must be undertaken together for the sake of efficiency and to minimize disruption to visitors, residents and CCA operations -- was estimated in 2010 to be \$2.3 million. Assuming a 15% increase in costs since 2010 estimates and the amount is still less than \$3 million.

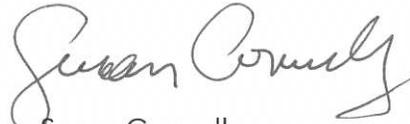
The approach of possible pay-as-you-go capital investment utilizing short-term sales tax increases is creative and smart, including that it allows visitors to aid in investment of services and amenities they enjoy in Boulder. Capital investment in the three noted capital improvements at Chautauqua -- as a park AND a cultural asset -- could be appropriate under all three themes of emergency preparedness, infrastructure AND place-making. Having Chautauqua in the mix likely would help one or more ballot issues pass.

Thank you for considering this request to include three Chautauqua projects in your planning for capital investment ballot issues. Please contact either of us or any of the members of our board of directors (list and contact info attached) if we may provide additional information to aid your considerations.

Sincerely,



Bill Patterson, President
Board of Directors



Susan Connelly
Executive Director

Attachment: Colorado Chautauqua Association Board of Directors contact info

COLORADO CHAUTAUQUA ASSOCIATION

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P 303.442.3282 F 303.449.0790 WWW.CHAUTAUQUA.COM

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Themes from the February 2014 Study Session

At the February 28 council meeting, a theme option was discussed as means of presenting the ballot item to the voters. The idea was that voters would be given choices and can approve all or none of the theme options. The themes and possible projects discussed at the February 18, 2014 meeting were:

Item 1, 0.1% Temporary Sales Tax for Emergency Preparedness

Essential infrastructure that will maximize effective response and recovery from catastrophic events, which have been identified as needs, or are new needs discovered through recent disasters.

Examples in this area could include:

- Replacement of the Fire Station Alerting Equipment, City-Wide Radio Infrastructure & Equipment Replacement, and Incident Command Vehicle Replacement- \$6 million
- Reduce Maintenance Backlog in Emergency Preparedness Infrastructure (public safety & fire stations) - \$2.8 million

Item 2, 0.1% Temporary Sales Tax for Infrastructure Deficiencies

Improvements, enhancements, or corrections to take care of what we have and achieve health and safety, maintaining industry standards, and or legal/ballot requirements.

- City-Wide Building Energy Efficiency Improvements - \$2 million

Additional Options:

- Community Park Enhancements - \$8.5 million in total
- University Hill Commercial Area Street Tree Irrigation System - \$520,000
- Office Productivity Suite - \$1.3 million
- Flatirons Events Center Redevelopment and Golf Course Improvements - \$2 million to \$5 million (later revised).

Item 3, 0.1% Temporary Sales Tax for Placemaking

Capital and infrastructure enhancements that impart new life and vigor to the community through innovative improvements that engage the community in shared vision through vibrant and unique public spaces.

- Boulder Civic Area Park Improvements - \$4.8 million
- Boulder Junction – Continue Phase 1 Transportation Connections - \$4 million (identified \$12.2 million in total)

Additional options:

- University Hill Various Redevelopment Improvements (identified as \$7.4 million in total)

Brief History of Long Range Fiscal Planning in the City of Boulder

The genesis of the long range fiscal sustainability and resilience work for the City of Boulder began with the Blue Ribbon Commission I (BRC I) report that was presented to council in January of 2008. The primary finding of the first study was that revenues for tax supported funds were increasing at three percent per year and expenditures were rising at four percent per year. Based on this mismatch, and if the trend was not changed, an annual deficit of \$135 million would occur by the year 2030. This shortfall was termed the GAP. Since then, steady progress has been made in reducing this projected \$135 million annual shortfall.

The BRC I report focused mainly on revenue issues and how they are influenced by Colorado's public finance structure, policy choices, inflation, and demographic shifts that are occurring within the community. The report highlighted a number of observations, challenges and recommendations to help stabilize and create a more predictable revenue stream for the city. There were several key action items recommended by the report that have been presented to and approved by the voters. A full summary of ballot items for the past ten years can be found in **Attachment 3**. Ballot items approved by the voters since the BRC I report have been:

- Renewal and removal of sunset and dedications provisions (to improve flexibility in future years) for the .38% and .15% sales and use tax;
- Removal of the last Taxpayer Bill of Rights (TABOR) limits on property tax;
- An increase in the accommodations tax;
- An update of the growth impact fees and excise taxes;
- A renewal and extension of the dedicated .25% sales and use tax for parks and recreation;
- Renewal and extension of the occupation taxes that replaced the franchise tax and to support the municipalization study; and
- Renewal of the CAP tax.
- Renewal, reallocation and removal of the sunset on the .33% sales and use tax that was originally set to expire at the end of 2018;
- Renewal of and reallocation of the sunset .15% sales and use tax that was originally set to expire at the end of 2019;
- Approval of new taxes on non-medical marijuana (sales and use and excise)

In addition, the following fiscal issues were also approved by the voters:

- Converting Open Space sales tax revenue bonds to general obligation bonds which will reduce the interest rate and remove a ten percent reserve requirement when issued;
- Authority to use pension obligation bonds without a tax increase to stabilize payments in the old hire fire and police pension plans; and
- Issuance of \$49 million of Capital Improvement bonds without a tax increase with a focus on addressing deficiencies in capital projects.

Long range fiscal analysis continued with the work of a second Blue Ribbon Commission (BRC II). BRC II focused on the expenditure side of fiscal sustainability and presented their report to the City Council in 2010. Major recommendations included:

- Enhancing the city's budget process;
- Implementing performance measures for city services;
- Updating compensation policies; and
- Implementing the budget stabilization plan.

Each of these recommendations has been or is being implemented.

Other changes that have contributed to narrowing the GAP have been the implementation of best practices in financial policies. The two policies having the greatest impact have been the following:

1. On an annual basis, ongoing revenues will be matched to ongoing expenditures, and one-time revenues will be used for one-time expenses.
2. Adequate reserves shall be maintained to offset unexpected downturns in the economy or natural disasters (each fund is analyzed individually to determine the appropriate level of reserves that should be maintained for each fund).

The changes on both the revenue and expenditure sides of the equation are expected to reduce the GAP from \$135 million to \$55 million annually by 2030. While great progress has been made, there is additional work to do. This will require a continued emphasis on both looking at revenues of the city and continuing to control expenditures in coming years.

City of Boulder Tax Measure Results, 2002-2013

Ballot Measure Summary	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
1 .15% Sales Tax for Public Safety	X											
2 .15% Sales Tax for Open Space		P										
3 .15% Sales Tax for General Fund Services		P										
4 One Year .15% Sales Tax for Fire Training Center					P							
5 Climate Action Plan Tax					P							
6 .38% Sales and Use Tax							P					
7 De-Brucing: Remaining Property Taxes							P					
8 .15% Sales and Use Tax								P				
9 Increase of Housing Excise Tax								X				
10 Accommodations Tax Increase From 5.5% to 7.5%									P			
11 Utility Occupation Tax to Replace Franchise Fee									P			
12 Increase Utility Occupation Tax by \$1,900,000										P		
13 Climate Action Plan Tax Extension											P	
14 .25% Sales and Use Tax for Parks and Recreation Renewal											P	
15 .15% Sales and Use Tax for Transportation												P
16 0.33% Sales and Use Tax for Open Space and General Operations												P
17 0.15% Sales and Use Tax for Open Space, Transportation and General Operations												P
18 Recreational Marijuana Tax												P

X = Measure Failed
P = Measure Passed

	2014 Projected Revenue	Tax Expiration Date
Utility Occupation Tax	\$6.00 M	12/31/2017
CAP Tax	\$1.80 M	3/31/2018
.15% General Fund Tax	\$4.20 M	12/31/2024
25% Parks and Recreation Tax	\$7.00 M	12/31/2035
.15% Sales and Use Tax	\$4.20 M	12/13/2039

City	Sales and Use Tax Rate (%) ¹
Longmont	3.275
Arvada	3.460
Superior	3.460
Louisville	3.500
Lafayette	3.500
Boulder	3.560
Thornton	3.750
Westminster	3.850
Broomfield	4.150

¹ April 1, 2014, Colorado Department of Revenue

City	Tax Rate (mills) ¹
Westminster	3.650
Arvada	4.310
Louisville	6.710
Superior	9.430
Thornton	10.210
Broomfield	11.457
Boulder	11.981
Longmont	13.420
Lafayette	14.368

¹ 2014 Mill Levy, Colorado Department of Local Affairs



TO: Members of City Council
FROM: Alisa Lewis on behalf of the Council Charter Committee
DATE: April 11, 2014
SUBJECT: April 22, 2014 Study Session on
Budget Update and Ballot Issues

I. PURPOSE

The Council Charter Committee convenes annually to research and provide recommendations on potential Charter Changes to be considered for placement on the November ballot. The purpose of this discussion is to receive input on items from council members for the committee to analyze and bring back to council with recommendations.

The Charter Committee asks that council members come prepared to discuss potential issues they would like additional information on with respect to potential amendments to the City Charter.

Respectfully,

Charter Committee Members Karakehian, Morzel and Weaver



CITY OF BOULDER
STUDY SESSION

TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Community Planning and Sustainability/Interim Housing Director
Molly Winter, Director of Downtown/University Hill Management Division and Parking Services (DUHMD/PS)
Greg Testa, Interim Police Chief
Jennifer Korbelik, Community Coordinator
Kurt Matthews, Manager Parking Services, DUHMD/PS
Lane Landrith, Business Coordinator, DUHMD/PS
Sandra Llanes, Senior Assistant City Attorney
Tom Trujillo, Police Commander
Jack Walker, Police Commander
Jennifer Riley, Code Enforcement Supervisor
Michelle Allen, Inclusionary Housing Program Manager
Eric M. Ameigh, Senior Project Manager

DATE: April 22, 2014

SUBJECT: University Hill Reinvestment Strategy

I. PURPOSE

The purpose of the study session is to update council on the proposed University Hill Reinvestment Strategy and to seek feedback on the overall approach as well as some specific components of the effort.

II. QUESTIONS FOR COUNCIL

- 1 Does Council have questions or feedback on the proposed University Hill Reinvestment Strategy?
- 2 Does Council support exploration of new potential organizational structures and funding options for a future University Hill management entity to support ongoing community development work and partner engagement?
- 3 Does Council support the proposal to fund a multi-year Residential Service District pilot?

III. EXECUTIVE SUMMARY

University Hill (the 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 activity centers in Boulder and has a rich history as a shopping and music center for the area. The residential neighborhood is one of the city's oldest, with historic architecture and tree-lined streets. Across Broadway is the main campus of the University of Colorado with its abundant academic and cultural facilities.

In recent years, University Hill has faced challenges, and there is a clear consensus that some level of revitalization is needed if it is to achieve its promise as one of Boulder's primary activity centers, including its roles as a quality residential neighborhood, a vibrant commercial district, and a gateway to the university's main campus.

Several revitalization efforts have been undertaken in recent years, but have not had the desired impact. City Council once again affirmed its desire to improve conditions in the neighborhood when it identified University Hill as one of its top priorities for the 2014-2015 council term.

In response, staff has developed a phased Hill Reinvestment Strategy (HRS) that builds on work done in the past, devotes more resources to the Hill, continues to engage the Hill stakeholders (the city, CU, students, businesses, property owners and managers, Hill institutions and residents), explores a new "tool box" of revitalization options, researches organization options with shared responsibility for long term financial sustainability, and enhances coordination of city services with the goal of long term sustainability. The strategy includes next steps in the Pilot Residential Service District (RSD) to provide maintenance services in the high density residential area surrounding the University Hill business district.

Specifically, the proposed strategy focuses on three key areas of action:

- **Quality of Life:** public safety, code enforcement (including property conditions, trash, and noise), and urban design beautification efforts.
- **Organizational Structure and Funding:** a new two-year, fixed-term revitalization coordinator and a new stakeholder organization, structure to be determined, that will be comprised of neighborhood stakeholders and will manage Hill affairs in a financially sustainable way.
- **Catalyst Sites:** identification and redevelopment of key sites that will alter the character of the Hill commercial district in a positive way.

Staff is already implementing parts of the strategy, including public art projects such as murals and a "parklet" on Pennsylvania Avenue and the addition of a full time, fixed-term University Hill Revitalization Coordinator.

IV. BACKGROUND

History of University Hill Revitalization

University Hill has been a vital neighborhood of the Boulder community since the main campus of the University of Colorado was located in Boulder in 1877. The Hill is roughly defined from University to Baseline and Broadway to 9th. It consists of three distinct areas – the commercial district along Broadway, the higher density student housing area adjacent to the west and single family residences occupying the majority of the area towards the foothills.

The Hill’s character is shaped by the interplay between the university, the business district and the residential area. Similar to other town/gown communities, the area has experienced its share of tension between the student lifestyle and the established, single family residences, balanced with the significant economic, intellectual and cultural benefit of proximity to the main campus of the University of Colorado.

The business district has a rich history and has evolved over time. Once the center for Boulder’s music culture and a prime shopping venue, it has also been the center for student protests in the 1960s and disturbances in the 1990s. Influenced by the revitalization of the downtown, the 28th Street area and other neighborhood commercial centers, as well as development of Boulder’s robust and connected transportation system, the Hill’s mix of businesses has shifted over the past twenty years, but still maintains its unique, student-centric and bohemian culture.

Against a background of distrust that had developed between different Hill stakeholders, a group of Hill business, residential, student and institutional representatives convened in 2009 as the Hill Ownership Group (see Attachment A). This group sought to initiate a different approach: owning the complex Hill issues; committing to bridge differences between the different Hill stakeholders; creating a positive vision; and changing the culture of community expectations and interactions while maintaining and appreciating the Hill’s special character. The Hill Ownership Group, in collaboration with the University Hill Commercial Area Management Commission (UHCAMC) developed two “big ideas for catalytic change” that were among others presented to a joint meeting of Planning Board and City Council in April 2010 (Attachment B) – (1) the RSD to clean up the Hill and (2) the Arts/Innovation District to shift the focus of the commercial district.

Hill Ownership Group Big Idea #1 – Residential Service District

The RSD was one of the two “big” ideas to come from the Hill Ownership Group and UHCAMC. The goal of the RSD was to change the quality of life for residents on the Hill and shift its culture by addressing one of the long-standing Hill problems – litter and graffiti in residential neighborhood surrounding the business district. To address this issue, the Hill Ownership Group developed a plan for creation of a General Improvement District (District) in the high density residential district to take care of routine clean-up and maintenance, funded through the taxation of property owners. Boundaries were proposed and a scope of services was defined. Part of the process included a Pilot RSD

funded by private and public resources. This pilot lasted approximately three months, and was deemed a partial success; however, much was learned. The group further defined the scope and boundaries and then held several community meetings. Feedback was varied. The primary concern focused on additional tax (cost) on top of other regulations placed on the property owners by the city.

The group shepherding the effort then proceeded to draft a reduced scope of services and a leaner budget that would reduce the amount of tax required by property owners. The stakeholder group landed on a four day per week schedule for litter pick-up and graffiti removal with an RSD-employed coordinator. The petition process necessary to place the question of forming an RSD on the ballot was then considered and raised several issues including the tax exempt status of Greek organizations within the proposed pilot boundary, which would require a special payment in lieu of taxes (PILOT) agreement. Issues also emerged regarding the qualifications of the electors to create the RSD. These obstacles were difficult to overcome by a volunteer committee and could possibly require consideration of ordinance changes to District formation by city council. As a result, the idea of forming a taxing district was tabled. As an alternative, staff is proposing a 2.5 year RSD pilot financed by the city with potential support from other stakeholder groups as a component of the HRS.

Hill Ownership Group Big Idea #2 – Innovation/Creative/Arts District

The other “big idea” proposed by the Hill Ownership Group was an Innovation District. Building on the innate qualities of the Hill commercial district including creativity, youthfulness, and energy, an Innovation District is envisioned to transform the Hill from solely a student-services center to an area focused on creativity in the broadest sense, not confined specifically to the “arts” in the traditional sense but on the creative process producing a climate and culture of innovation, interaction, inclusion, experimentation and vibrancy. The strategies selected for exploration included:

- Collaborate with the university’s entrepreneurial, cultural, scientific and arts programs;
- Create community partnerships to redevelop facilities;
- Create incentives for businesses which fit the innovation district criteria;
- Promote and encourage public art and arts programming;
- Consider innovative regulations and new approaches to encourage experimentation; becoming a “test site” for new ideas

Several initiatives were undertaken to explore this concept (some of which are directly related to the proposed HRS and are described in greater detail later in this memo). An Urban Land Institute (ULI) Technical Advisory Panel (TAP) was commissioned; an application was submitted to the state of Colorado in the first year for a creative district designation; a CU “Maymester” workshop about civic engagement and the arts was conducted; the International Town Gown Association Conference hosted events on the Hill; a mural was painted on the Flatiron Theater in 2011; a special signage district is being explored as a potential funding source for the arts and programming; and a student co-working space called SPARK was opened at the beginning of 2014.

Development of Draft Hill Strategy

At the City Council retreat in January 2014, Hill revitalization was affirmed as a council priority. Key components of the vision for the Hill described by council included well maintained and managed high density residential properties; lively, safe streets within a vital business and cultural district; and preserved single family housing within a residential environment that is conducive to families (see Attachment C).

Specific outcomes that the Council desires are:

- A short term staff position with experience in economic development to coordinate the revitalization effort.
- Tools to promote innovation in the commercial district
- An appropriate mix of parking and alternative modes to support business vitality as well as city transportation goals
- Arts and beautification in the commercial district, including programming
- Appropriate transitional zoning between the business and residential district – gateway zones to the Hill
- Consistent and timely code enforcement:
 - Bears and trash
 - Litter
 - Expanding licensing requirements to capture parents
 - Rentals and licensing.

To implement City Council’s vision and outcomes, staff, with feedback from UHCAMC and Hill stakeholders, recommends that the city take a leadership role in initiating positive and immediate actions, as outlined in the proposed Hill Reinvestment Strategy, described in the next section of this memo.

V. HILL REINVESTMENT STRATEGY

There is no “silver bullet” for turning around the Hill. Capital investment, by itself, cannot revitalize a neighborhood when market demand is too low for the development of desired use. Similarly, the negative behavior of some people is difficult to control, and issues surrounding alcohol consumption create tension between stakeholder groups. A successful revitalization strategy must be a mix of high-leverage and achievable actions coordinated and sequenced in a way that facilitates positive momentum.

The proposed Hill Reinvestment Strategy (HRS) recognizes the multifaceted nature of this work and focuses on three broad but critical areas (see Attachment D for the strategy framework). They are:

1. Quality of Life: This category covers public safety, code enforcement (including property conditions, trash, and noise), and urban design beautification efforts.

- RSD Pilot. The proposed RSD pilot, discussed previously in the memo and again below, is an important component of this area of work.
- Code Enforcement. Sustained and coordinated code enforcement is an integral part of the strategy and was discussed at a council [study session on Apr. 8, 2014](#).
- Public Safety. The Boulder Police Department has taken significant steps toward preserving and enhancing public safety on the Hill through its Neighborhood Impact Team, which is responsible for the geographic area between Baseline Road to the south, Spruce Street to the north, and extends into the Goss/Grove neighborhood. The team has an authorized strength of 12 officers and 1 sergeant.

Each member of the team is responsible for working directly with at least one fraternity or sorority. This has proven to be a very successful program, since the leaders of the fraternities and sororities are familiar with a specific officer. At the beginning of each school semester, the officers take advantage of opportunities to address the leadership of the fraternities and sororities and advise them about ways to maintain a healthy relationship with the Hill neighborhood and the City of Boulder.

The team also works to address problems at parties on the Hill, including overcrowding, underage consumption of alcohol, loud noise/music and trash among other issues that arise. In addition, the team is aware of the problems caused to the community when large groups leave the downtown bars at 2 a.m. The Impact Team saturates the affected areas as much as possible at “bar close” to attempt to minimize these problems.

Members of the team also work on special operations in their area of responsibility to address identified crime trends including burglaries, sex assaults and other pattern crimes. During these operations, team members may work plain clothes assignments in an attempt to apprehend the perpetrators of these crimes.

The team is also working to address violations of municipal and state ordinances, which negatively impact the quality of life of the community, that are committed by the increasingly large transient population. This includes open-air drug dealing, open container violations, violence, trespassing and littering.

Lastly, team officers are also assigned as liaisons with alcohol-serving establishments on the Hill and Downtown Mall. These officers frequently walk through these establishments and meet with the management of the establishments to address problems.

- Parklet Pilot. Staff from Downtown University Hill Management Division and Parking Services (DUHMD/PS) is exploring the use of parklets in strategic locations in the public right of way with the intent to provide enhanced public space in commercial districts. A parklet repurposes portions of the street and/or

parking areas into public space. Parklets may include a variety of public amenities such as seating, art, and landscaping. The University Hill commercial district provides an ideal opportunity for such a creative use of space; particularly since it does not have a public park or gathering area. In cooperation with Innisfree Poetry Bookstore, staff has solicited proposals to transform one to two on-street parking spaces on Pennsylvania Avenue into a temporary pilot parklet. The parklet will be installed by late spring 2014 and remain in place until the end of October 2014. (See Attachment E for information about the four finalists.) The pilot parklet provides a “living laboratory” to study and evaluate how parklets can influence street vitality and understand the operational characteristics and needs. The results of this pilot will provide valuable information for the parklet plan being developed through the Access Management and Parking Strategies (AMPS) project.

- **Murals.** The first of an ongoing series of Hill wall murals was completed in September 2011 at the Flatirons Theater and set the stage for future collaborative community-based endeavors. This highly visible project was coordinated by city staff, and designed and supervised by CU faculty, staff and students. University Hill residents also brought their children to participate. In April 2014, the Hill will again see a major collaborative effort take place in the alleyway on the Fox Theatre building with another mural orchestrated by Tyler Alpern, CU Associate Director of the Libby RAP program. And, in the fall, a mural by South American artist David Ocelotl Garcia will be painted as part of the America’s Latino Festival arts festival on the south facing wall of the Innisfree Bookstore and Café. The image will be a detail from a larger mural painted on the exterior of the Dairy Center for the Arts. Staff continues to seek locations on private properties for additional murals.
- **Capital Projects.** Several unfunded city Capital Improvement Projects are being considered as part of the “pay as you go” bond proposal being considered by Council for the November 2014 ballot (also to be discussed at the Apr. 22, 2014 study session). These include revisioning Pennsylvania Avenue, between 12th and 13th Streets, to create an “event street,” making the block more amenable to all modal options but also a venue to host festivals and events. This is particularly important on the Hill as there is no public space dedicated to public gatherings. The addition of gateway art features are also envisioned at key locations marking the gateway between the business district and high density residential zone. It is an opportunity to demarcate the transition from a residential area to a commercial district. And finally, a street tree plan in the business district would provide an irrigation system as well as select new trees and tree grates and guards to ensure the long term sustainability of the trees and to meet city standards. The improvements would also free up maintenance staff to focus on other task such as graffiti removal and other landscaping rather than hand watering the trees.

2. **Organizational Structure and Funding:** This category covers the creation of a sustainable organization that can represent the diverse interests of all Hill stakeholders

(the city, University, businesses, the University Hill General Improvement District, property owners, students, short- and long-term residents, and other entities on the Hill, including the churches) and identify an ongoing funding source to maintain the organization and support the vitality of the Hill. The HRS cannot be successful, nor will the long term hopes of the Hill be achieved and sustained, if there is no entity that ties together and intentionally manages the implementation of the Hill vision. Building the right Hill organizational structure will be a critical component of the HRS.

Although the exploration of organizational models is only at an early stage, the following are some possibilities under review. The descriptions have been provided by Progressive Urban Management Associates (PUMA), the consultant helping to analyze these options (see Attachment G for more detail). The final outcome could be one of these, a combination, or something altogether different:

- Business Improvement District: A business improvement district (BID) is a private sector initiative to manage and improve the environment of a business district with services financed by a self-imposed and self-governed assessment. Similar to a common area maintenance (CAM) charge commonly found in shopping malls and office parks, a BID can help a business district increase its competitiveness in the regional marketplace. Services financed by a BID are intended to enhance, not replace, existing city services.
- Downtown Development Authority: Downtown Development Authorities (DDAs) are quasi-public agencies that can provide both organizational focus and financing to support downtown improvements. DDAs facilitate partnerships, joining businesses and property owners with local government. In addition, DDAs create a self-sustaining organization to champion vitality for the long-term.

A DDA is authorized by city council and managed by a board of directors appointed by the municipality. It is funded primarily through Tax Increment Financing (TIF) funds generated by the anticipated increase in sales and property taxes in the district. TIF funds are then reinvested into the area. If approved by the city and the voters, the DDA can also impose up to 5 mills for DDA operations.

- Community Development Corporation: Community development corporations, or “CDCs,” have been an integral part of community revitalization strategies in the US for more than 40 years. CDCs are generally non-profit 501(c)3 organizations that are initiated on a grassroots level. They tackle public benefit projects and other redevelopment activities in areas that have difficulty attracting private capital or lack development expertise to undertake complicated public/private financing strategies.

Another important piece of organizational capacity will be the hiring of a Hill Revitalization Coordinator, a role which is described in greater detail later in this memo.

3. Catalyst Sites: This category covers opportunity sites that could alter the character of the neighborhood in a positive way, incorporating physical redevelopment as a component of the HRS. Prior to the last five years, there had not been significant reinvestment in the private buildings within the Hill commercial district for decades. While the student market will always be substantial on the Hill, there is a universal desire for greater diversity of uses and experiences, whether through a more diverse mix of housing choices, a greater mix of types of retail businesses beyond convenience retail and restaurants (such as Innisfree Poetry Bookstore and Café, Café Aion and Frisk), and/or additional opportunities for professional office space (such as Spark and Grenadier Advertising). In the last five years, \$20 million has been invested in the commercial district with the new projects at 1155 and 1143 13th Street and 1350 College Avenue. In addition, there are other redevelopment tools and strategies including programs to encourage commercial building façade enhancements, and creating an interface/gateway zone between the commercial district and the RH5 high density residential zone that would allow a mix of uses including offices. A priority for the Hill coordinator will be exploring these redevelopment opportunities as well as working with the businesses to develop commercial area marketing, events and programs to help energize and revitalize the Hill.

Several potential catalyst sites have been identified:

- 14th Street Parking lot. The redevelopment of the University Hill General Improvement District (UHGID) 14th Street Parking lot into a public/private mixed use development is one example. The [City Council, at the December 17, 2013 meeting](#), approved in concept a non-binding MOU between UHGID and Del Mar Interests (DMI), including additional public outreach, to further pursue a public private partnership for additional district parking and housing. DMI proposes to finance, design and build the project under a long-term ground lease from UHGID. Del Mar would lease back to UHGID approximately 200 parking spaces. DMI is proposing UHGID pay the developer 90% of the annual net operating income generated by the UHGID public parking. The city and Del Mar interests are finalizing the terms of the MOU. Public outreach for the proposed partnership included feedback at the March UHCAMC meeting, an open house for Hill businesses on April 9, presentation at the University Hill Neighborhood Association on April 24 and a presentation to the Transportation Advisory Board in May.

Before entering into a final agreement with Del Mar Interests, UHGID will be working with a consultant to conduct the necessary due diligence with legal, design and financial feasibility analyses and pursue further negotiations with the developer in order to make a final recommendation to City Council for consideration.

- Other opportunities exist at another UHGID surface parking lot on Pleasant, the University of Colorado parking lot at Pennsylvania and Broadway and the gas station at 13th and Pleasant.

- Access Demand. To facilitate development of catalyst sites, the implications for parking demand must be understood. Staff commissioned two studies: a survey of employee and visitor travel habits by the National Research Center, and an analysis of projected future parking demand by Fox Tuttle.

The Transportation Survey by National Research Center, which used a survey of businesses and employees and an intercept survey, found that proximity to CU and the student market is a great strength of the neighborhood but it also revealed a strong desire by Hill employers and employees for improved parking (see Attachment H).

Fox Tuttle, transportation consultants, used development projections developed by RRC in conjunction with city planning staff to estimate the future UHGID parking demand based on current parking ratios. An additional square footage of 194,736 is estimated at ultimate build out of UHGID which would result in a total parking demand of 690 parking spaces based on the current rate of two spaces per 1000 square feet. The ultimate parking demand for the district will be dependent upon the types of uses within the commercial spaces, the pace of development and the success of transportation demand management policies and programs. If both UHGID parking lots redevelop with some additional parking (potentially adding up to 690 additional parking spaces within the district), the district will meet the parking demand of the district with a variance of about 40 parking spaces. If future uses on the Hill begin to attract a more city-wide or regional audience, there would be a higher demand for parking. Staff will be using the studies to help define a multi-modal access strategy for the Hill.

VI. KEY ISSUES

A. Role of the Hill Coordinator and Hill Team

Work related to University Hill has been a shared responsibility from several staff across the city organization. While this work does fall under the purview of several city staff in different departments, there has not been a single staff person whose job it is to focus their full attention to the Hill. There is a need within the city organization for a dedicated position to coordinate and connect the work of staff across the city as well as provide a dedicated full-time focus on Hill revitalization.

The role of the Hill Coordinator will be to manage and coordinate both the internal and external Hill revitalization work as well as to bridge the two and develop a comprehensive work plan. A key element will be to strengthen stakeholder engagement and affect positive change near- and long-term change.

The city, through the role of the Hill Coordinator, can leverage the existing collaborative relationships among Hill stakeholders, developed through the Hill Ownership Group as well as with groups such as the Responsible Hospitality Group, Convention and Visitor's Bureau, permanent Hill residents, student organizations, CU Faculty and staff, city staff

and others. The Hill Coordinator will be charged with creating a broad array of opportunities for interaction, as well as develop an organizational structure that will formalize the relationships and partnerships that are essential to effect sustainable change on the Hill.

The other key component of the Coordinator's role will be to work with an expanded staff team, including representation from DUHMD/PS, Municipal Court, City Manager's Office, Police Department, Community Planning and Sustainability, Housing and the City Attorney's Office. The Coordinator will coordinate and track the work of this team and ensure that each department's work aligns with the broader revitalization goals as well as the city's sustainability framework.

B. Future analysis on Organizational Structure and Financial Sustainability

At this time, the combined efforts of the city, the business community, student volunteers, and permanent neighborhood residents can only achieve a portion of the strategic goals for the Hill. Similarly situated neighborhoods and business districts that have been successful in their efforts to revitalize did so by creating a partnership organization with a variety of robust management capabilities. Downtown Boulder Inc, with the Downtown Boulder Business Improvement District, is one example of an organization that effectively manages its area in partnership with the city and area businesses.

It is currently unknown exactly what type of stakeholder organization would be best for the Hill. The exploration will have to take into account the needs and desires of multiple stakeholder groups. If it takes the form of a special taxing district, it may require an election and/or council action. If the organization takes the form of a private non-profit entity like a community development corporation, its relationship to the city will need to be firmly outlined from both governance and funding perspectives. Financial sustainability will be key. As in the case of the RSD, the willingness of the stakeholder groups to contribute financially to the organization and its activities will determine, in large measure, the viability of the revitalization effort.

One potential funding avenue is a non-profit "media district" in the commercial area, similar to the one in the theater district in downtown Denver and another in Portland, which could generate revenue for revitalization efforts. (See link: <http://www.denvertheatredistrict.com/>) The commercial electronic signs could have artistic standards in addition to financial value. However, the city's sign code does not currently allow such signs. Further discussion and analysis will be necessary to evaluate the benefits and impacts as well as potential ordinance options.

C. Funding for RSD Pilot

The pilot RSD program is planned to be a contracted service with a part time independent coordinator. The RSD coordinator would be responsible for managing contracted cleanup crews (Ready to Work from the Bridge House has been considered a possibility), being the coordinator for mobilizing volunteer and community service programs, and acting as a contact for the community. Substantial person-power can be leveraged from the CU and

Greek volunteer projects and court-mandated public service programs to supplement contracted services. An annual budget is estimated at approximately \$95,000. Staff is proposing a 2.5 year pilot program, beginning prior to the start of the fall semester in 2014, which would be funded from city reserves and potentially other stakeholder contributions. A focus will be placed on evaluating the success of the pilot and monitoring the impacts and results. Creating a cleaner environment in the high density residential area can be an important contributor to a more respectful and civil environment and enhanced quality of life.

VII. NEXT STEPS

The following activities are all anticipated to be completed by the end of the second quarter of 2014:

- The Fox Theatre will be completed (scheduled for weekend of Apr. 19, 2014).
- The Pennsylvania Avenue parklet will be installed.
- The Hill coordinator will be hired and begin work.

The following activities will take place in the third quarter of 2014:

- A comprehensive work plan for the HRS will be created.
- The Innisfree mural will be completed in the fall.
- Implementation of 2.5 year RSD pilot will begin.
- Council will be updated on the public/private partnership for the 14th Street lot.
- Council will be updated on the implementation status of the HRS.

VIII. ATTACHMENTS

A: Hill Ownership Group Information

B: April 12, 2010 Joint Planning Board and City Council Study Session on the Hill

C: City Council 2014 Goals

D: Framework for Hill Reinvestment Strategy

E: Parklet Proposals

F: Tools and Toolboxes for Urban Development – Progressive Urban Mgmt. Associates

G: Draft Hill Travel Study April 2014

Hill Ownership Group – Statement of Purpose

February 9, 2010

Vision: We believe the vision for the Hill includes:

- a safe and clean environment;
- economically sound businesses;
- attractions for a variety of age groups;
- services and cultural entertainment during the day and evenings;
- redeveloped attractive, mixed use properties;
- collaboration with the University of Colorado;
- residential and commercial components that complement and reinforce each other;
- adequate access including parking, transit, biking and walking; and
- contributions to the quality of life in the residential area.

Objective: Understand the interlocking realities of the Hill and serving as a catalyst for realizing the full potential of the Hill – both residential and commercial.

Who we are, Hill Ownership Group:

We are bridge builders - we proactively seek diverse points of view in order to understand each other and find common ground;

We assume the best of intent when working through issues with each other and the broader community;

We want to create a future that is inclusive of the different stakeholders in and around the Hill: including CU students, faculty, staff, alumni and administrators; non-student residents and student residents; business owners and managers; commercial, institutional and residential property owners and managers;

We believe the Hill is a rich and diverse environment that holds both the energy and creativity of youth and the wisdom and calmness of age; we strive to create a balance in this dynamic in our work; the hill has the unique opportunity to be representative of the best in our city.



Jane B. Stoya



Il Mh

Mami Zuyah

Bonnie Oehl

Ashley Michener

Pastor Ronald W. Rowland



Mark Hering

John W. Brown





Kurt A. Mathews

Gene Sandwith



Michelle C. Bayne

MEMORANDUM

TO: Mayor Osborne and Members of City Council
Members of Planning Board

FROM: Jane S. Brautigam, City Manager
Paul J. Fetherston, Deputy City Manager
David Driskell, Executive Director of Community Planning and Sustainability
Molly Winter, Director, Downtown and University Hill Management Division and Parking Services
Jen Korbelik, City/CU Liaison, City Manager's Office

DATE: April 12, 2010

SUBJECT: April 27, 2010 Joint Study Session – Hill Revitalization Update

I. PURPOSE:

The purpose of this portion of the joint study session is to inform Planning Board and City Council regarding the work of the stakeholder-based Hill Ownership Group and their recommendations for “Big Ideas” for catalytic change for the hill commercial area. At the retreat in January, City Council identified hill revitalization as one of their 2010 priorities and requested big ideas to accomplish the redevelopment.

II. QUESTIONS FOR COUNCIL:

Does City Council and Planning Board support the Hill Ownership Committee in their work on Hill revitalization?

What is Council's and Planning Board's feedback on the Hill Ownership Committee's recommendations about "Big Ideas" to spur catalytic change on the Hill? Is there support to analyze the next steps necessary to understand the scope and resources necessary to pursue the feasibility of the recommendations?

III. BACKGROUND:

A number of planning efforts aimed at revitalizing the University Hill Business District have been completed in the last decade (see list below). While these efforts have been informative and have generated some great ideas, it has become clear that a more *comprehensive revitalization strategy* involving a variety of community partners is needed to rejuvenate the area.

Some of the planning efforts aimed at revitalizing the University Hill Business District include:

- 1996 *University Hill Area Plan* adopted by Planning Board and City Council: established goals to make the area comfortable, safe, and attractive and resulted in a package of civic improvements and land use regulation changes in the business district.
- 2001 *Market Based Study* sponsored by the University Hill General Improvement District (UHGID): included a competitive analysis, niche strategy and recommendations for the hill commercial district.
- 2004 *Ross Consulting Report* (Ross Report) sponsored by UHGID: studied redevelopment from the property owner/developer perspective noting specific issues that could facilitate redevelopment.
- 2005 *Hill Redevelopment Workshop* sponsored by UHGID: using the findings from the Ross report, architectural teams tested redevelopment scenarios on four Hill sites.
- *Boulder Valley Comprehensive Plan*: revised in 2005 to reflect the Hill's unique role as a neighborhood center and—with the adjacent University of Colorado (CU) - an area that also provides education, culture, and entertainment to a large portion of Boulder's population.
- 2007 New Hill Company's *Hill Commercial Context Study* (HCCS): a privately sponsored urban design study that involved residents, businesses, and property owners.
- 2008 *University Hill Commercial Area Historic District Re-evaluation* produced for the Planning Department: an analysis of the Hill's historic and cultural resources, and build-out potential of the Hill commercial area under existing zoning.

On Feb. 3, 2009, City Council agreed with Planning Board's recommendations 1) that focusing on density and build-out options did not address the most important and pressing issues on the Hill; and 2) that a comprehensive revitalization strategy was needed instead to outline recommended short- and long-term actions. City Council approved a motion outlining the next steps in planning for the revitalization of the Hill Business District including refining a problem statement, goals and objectives for a strategy; continuing to address alcohol issues; considering minor changes to the land use code; and developing a work plan for a comprehensive revitalization strategy. At the January Retreat, City Council selected hill revitalization as one of their 2010 priorities and requested staff to come back with big ideas to promote the implementation of this goal.

As the first step in developing a work plan for such a revitalization strategy, a workshop involving representatives of key stakeholder groups was held July 29, 2009. The

workshop included representatives from key Hill stakeholder groups and resulted in establishing the following top three priorities for the Hill commercial district:

- Clean and safe
- Development/planning/zoning
- Economic vitality.

The workshop group also recommended the creation of an ongoing group of stakeholders to craft the work plan for the comprehensive revitalization strategy and monitor its accomplishments. The Hill Revitalization Ownership Group began monthly meetings in September 2009 and created a Statement of Purpose (Attachment A) that has been signed by all members. The Ownership Group includes:

- Mike Boyers, commercial property owner
- Frank Bruno, CU Vice Chancellor for Administration
- Bonnie Dahl, business owner and UHCAMC member
- Mark Heinritz, business owner
- Tom Higginbotham, CU Student and UCSU Tri-Executive
- Ashley Michelson, CU Student and UCSU Executive Staff member
- Joel Miller, CU Student and CMACS member
- Rev. Ron Roschke, Hill neighborhood
- Andrew Shoemaker, Hill neighborhood and Planning Board Member
- Bill Shrum, business owner and UHCAMC member
- Jane Stoyva, hill neighborhood
- Caldwell Sullivan, residential property manager
- Christine Thai, CU Student and UCSU Tri Exec.

Staff members include:

- Community Planning: David Driskell, Louise Grauer, Jonathan Koehn
- Downtown and University Hill Management Division and Parking Services: Lane Landrith, Kurt Matthews, Molly Winter
- University Liaison: Jen Korbelik

IV. ISSUES:

Other the last seven months, the Hill ownership group has created a work program that includes new initiatives, as well as, ongoing efforts. See Attachment B. The areas of focus are:

- Clean and Safe
- Development/Planning/Zoning
- Environmental Sustainability
- Vibrant Hill Marketing Events
- Economic Vitality
- Neighborhood Integrity.

The Group also identified several “unresolved issues” that need to be addressed as part of the hill revitalization work plan:

- The role of entertainment and alcohol in the hill commercial area
- The designation in the Boulder Valley Comprehensive Plan for the business district as either a regional or neighborhood designation, and
- Relationships between renters and landlords, hill neighbors and hill businesses and student and non-student residents of the residential area of the hill.

Some of the accomplishments to date include:

- Commercial area tree improvement plan
- Hill clean up event lead by CUSU
- Sidewalk power washing funded by University of Colorado
- Support for the proposal for changes to the BMS zoning to exclude basement FAR
- Support for the proposal to include the UHGID parking lots within the BMS zone
- Continued support of the Hill's Zero Waste initiative – Greening of the Hill – including full-color banners celebrating member businesses
- Support for the Hill Flea market
- Outreach to Downtown Boulder Business Improvement District and the Small Business Development Center to work on strategies to enhance the hill's economic vitality structure including creating a business improvement district
- Creating a Neighborhood Integrity Committee to develop strategies to address the relationships between student and non-student renters, and relationships between renters and landlords.
- Special meeting with CU, hill businesses and Nick Forster of Etown to develop ways to enhance the hill music scene
- Exploring ways to facilitate more cohesive communication strategies amongst stakeholder groups

A major accomplishment of the Hill Ownership Group has been to respond to City Council's challenge to come up with big ideas to spur hill revitalization. The Big Ideas for Hill Redevelopment – How to Effect Catalytic Change on the Hill are described in Attachment C. The ideas are:

- High Density Residential Service District
- Broadway Parkway
- University Hill Commercial Area as an Arts/Creative/Innovation District
- Double the Sales Tax Revenue of the Hill
- Revitalize “Tired Buildings” in the Commercial and Residential Areas
- Explore Options in the Public Right of Way in the Commercial District
- Coordinated Redevelopment of the UHGID Properties.

At their meeting on April 9, the Hill Ownership Group prioritized the big ideas as follows:

1. High Density Residential Service District – 25.5
2. Arts/Creative/Innovation District – 25.5
3. Coordinated Redevelopment of UHGID Properties – 21
4. Revitalize Tired Buildings - 10

5. Right of Way Improvements – 10
6. Double Sales Tax – 3
7. Broadway Parkway – 0

The Hill Ownership Group also discussed that if the University of Colorado should decide to develop a conference facility on the hill it would have a tremendously positive impact on the hill commercial area.

V. CONCLUSION / NEXT STEPS:

The University Hill Commercial Area Management Commission will consider the “Big Ideas” at their meeting on April 21st and provide feedback

Based on the feedback from City Council and Planning Board, staff will work with the Hill Ownership Group and other staff and potential partners to scope out the recommended “Big Ideas” in terms of next steps and undergo an analysis of staff time and resources necessary to fully develop the ideas and understand the feasibility of implementation.

ATTACHMENTS:

Attachment A: Hill Ownership Group Statement of Purpose

Attachment B: Hill Ownership Group Work Program

Attachment C: Hill Ownership Group’s “Big Ideas”

Hill Ownership Group – Statement of Purpose February 9, 2010

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We believe the Hill is a rich and diverse environment that holds both the energy and creativity of youth and the wisdom and calmness of age; we strive to create a balance in this dynamic in our work; the hill has the unique opportunity to be representative of the best in our city.

Handwritten signatures in black and blue ink, including names such as Jane B. Stoya, Bonnie Dahl, Ashley Michener, and others.

Draft Work Plan Items for Hill Revitalization	Status	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10
Clean and Safe													
Walkabout outreach to CU students (CU/ COB-all)	Annually												
Replace tree grate at Fox theatre (COB-DUHMD/PS)	Completed 09												
Flower pots and banners (COB-DUHMD/PS)	Annually												
Meet re potential maintenance partnerships (CU/COB-DUHMD/Tri Execs)	On-going Aug & Sept							Mtg UCSU					
Power wash sidewalks (COB-DUHMD)	Annually 3x/year												
Develop plan for tree replacement (COB-DUHMD)	Completed												
Develop watering plan for commercial area trees (COB-DUHMD)	to be determined												
Implement commercial tree maintenance plan (COB-DUHMD)	On-going						Pruning						
Pruning of residential trees (COB-Forestry)	to be determined												
BPD special coverage for back to school (COB-BPD)	On-going												
Pursue grant for cigarette butt clean-up (COB-DUHMD)													
Taxi company on the Hill (Private initiative)													
Paint CU Logo on the street	Completed 09												
Alley improvements (COB-all)													
Maintenance Responsibility Graphic (COB-DUHMD)	Completed 09												
Cigarette butts into fabric (UHCAMC)													
UHNA Traffic and Trash Committee (UHNA- Donna Sichko/Callie Holleman)	Ongoing												
Explore concept of Sanitation District	to be determined												
Establish "adopt a zone" for cleanup (CU/Tri Execs/ COB-DUHMD)									4 weekends				
Study ideas for gateway enhancements	to be determined												
Development/ Planning/ Zoning													
Basement FAR (COB-Community Planning (CP))		Analysis/prep w/ other code changes to Plng Bd to Council											
Redraw BMS zone to include UHGID lots (COB- CP)		Undertake as part of 2010 Boulder Valley Comp. Plan Update											
Address Alcohol-Land Use Issues		Work plan to PB											
Explore Redev. Incentives and CU/City Property Owner Opportunities (COB-CP)		Ownership Group Mtgs.											
Unresolved issue: Hill regional/neighborhood area (Ownership Group +others)		Ownership Group Mtgs. And Comp Plan Update											
Unresolved issue: Entertainment/alcohol - to what degree? (Ownership Group)		Ownership Group Mtgs.											
Environmental Sustainability													
Greening of the Hill Partnership (GHP) event (COB-DUHMD/ Hill bus/ PACE)	Completed 2/09												
GHP banners hung on the Hill (COB-DUHMD)	Completed 7/09												
Streamline GHP certification process (COB-CP/ GHP/ PACE)	To Be Determined												
"Two techs and a Truck" business outreach (COB-CP)	to be determined												
Trash compactor research (UHCAMC)													

Vibrant Hill Marketing Events												
New UHNA website (UHNA)	Completed											
Hill Flea (various (www.thehillflea.com)	Completed											
CU Homecoming parade on Hill (CU/COB-DUHMD/ other stakeholders)	Completed/Annual											
Return of the neighborhood picnic (All plus Lisa Shoemaker/Callie Holleman)												
Communication with Editorial Boards (All)												
Explore additional opportunities to expand the music culture			Meeting									
Organization / Partnerships												
Convene ownership Committee of all stakeholder groups (COB-All)		Ongoing through 2010										
3 Group meetings: Council candidate Forum & others to be arranged (UHNA)												
CU/City joint work on Master Plan and Comp Plan Updates		Ongoing through 2010										
With CU explore potential for conference facilities	to be determined											
Economic Vitality												
Specific support for Revitalization of the Hill (UHNA)												
Continued participation in CU/City Oversight, UHCAMC												
Provide a forum to share resources with businesses (SBDC, COB, DBI)												
Neighborhood Integrity												
Climate Action loans for rental housing (COB-CP)												
Add trash cans in residential areas (COB-DUHMD & CP/ UHNA)												
Incentives to property owners (COB/Property owners)												
Sponsor an "open house" weekend (CU, COB, property owners)												
Explore a fall hill community picnic (UHNA, CU, COB)												
Unresolved issue: relationship between businesses and neighbors (all)												
Unresolved issue: relationship between renters and property owners												
Incentives to renters (Property owners)												

ATTACHMENT C

DRAFT DRAFT DRAFT

Big Ideas for Hill Redevelopment - *How to Effect Catalytic Change on the Hill*

3.16.10

High Density Residential Service District

The Hill Ownership Committee believes the future redevelopment of the commercial area must also consider the status of the surrounding high density residential neighborhood immediately adjacent to the west. The residential neighborhoods and the commercial area are interconnected; each area's success is dependent on each other. To that end, the improvement of the quality of life in the high density residential is a high priority. The proposal is to explore a general improvement taxing district that could address the following services:

Trash:

- Trash pickup in the public right of way and potentially, with appropriate waivers, in specific areas on private property – i.e. front yards.
- Graffiti removal in the public right of way and potentially, with appropriate waivers, on specific locations of private property
- Weed removal in the public right of way
- Sidewalk snow removal
- Notification procedures for more serious offenses
- Coordinated approach to recycling
- Additional trash service pickups at specific times, i.e. move in and move out

Access/Parking:

- Support of a car share program for residents within the district
- Creation of a hybrid Neighborhood Parking Permit (NPP) program that could effectively deal with the parking issues within the area. It would be separate from the existing University Hill NPP and would be differently structured, i.e. increase permit pricing or limit number of permits available.
- Explore the potential for bike programs including the bike share program or providing bike services

Safety:

- Explore programs and/or services that could increase safety within the area including: increased lighting, overtime police patrols, expanded Blue Light programs.

Broadway Parkway

Underground Broadway the length of the commercial district and create a park between CU and the commercial district. This could create additional open space and “bridge” Broadway between the University and the Hill neighborhood creating a stronger connection between CU and the community.

University Hill Commercial Area as an Arts/Creative/Innovation District

Essential qualities of the hill commercial district have been ones of youthfulness, energy and creativity. The goal of an arts/creative/innovation district would be to capitalize on the hill's energy and assets to refocus and rebrand the hill to express its full potential as a district of creativity, entrepreneurship and cutting edge culture. Strategies would be explored to incentivize commercial and non-profit endeavors that would encourage and promote this spirit. Collaboration with the University's entrepreneurial, cultural and arts programs is viewed as an essential component. Ideas include:

- create a "power partnership" of the private and public sectors that would purchase the Flatirons Theatre building and create an arts, cultural and community center that could be a venue for University programs such as film studies, the Conference on World Affairs and an arts cinema. These types of uses would attract the diversity of audiences that are essential to the hill's rebirth.
- Explore the Lincoln, Nebraska model of a partnership with the university to promote entrepreneurship
- Create incentives for businesses and redevelopment through construction tax rebates for facilities that fit the district criteria

Increase Sales Tax Revenues on the Hill by \$1 million - Double the Sales Tax Revenue of the Hill

While the sales tax revenues have not experienced some of the dramatic reductions of other commercial areas, there is the consistently held option that the types of businesses on the hill lack diversity and are not living up to their potential. A goal would be to:

- develop a retail/commercial strategy with specific options of businesses for property owners when they are looking for tenants
- explore creating an *infrastructure* to support the sustainability of the economic vitality of the hill including:

- the creation of a business improvement (BID)
- the creation of a local improvement district (LID)
- assessing how an arts/creative district could impact increased business diversity and create a destination for visitors and alumni.

Revitalize "Tired Buildings" in the Commercial and Residential Areas

The hill area has a major number of commercial and residential structures that have been neglected, are in disrepair and have not seen capital improvements for years or decades. The goal would be to create a "carrot and stick" program to encourage reinvestment into the structures including energy saving upgrades. Incentives could include construction use tax rebates or reevaluating occupancy levels and could be contingent on joining the potential high density residential service district. Sticks could include more stringent building inspections and escalating tickets for substandard building conditions.

Explore Options in the Public Right of Way in the Commercial District

Reevaluate the current street layout and options, including the potential of a pedestrian mall and realigning the street grid connections to parking lots. Also explore the potential of gateway entry arch features at 13th/Broadway and College/Broadway to "announce"

the presence of the commercial district. Have the arch features express the essence of a potential arts district.

Coordinated Redevelopment of UHGID Properties

The parking lots within the UHGID boundaries are prime sites for redevelopment on the hill. Based on the Ross Hill Business Plan, the focus would be upon coordinated development with adjacent private properties creating a larger more flexible building footprint and the potential for underground parking.

CITY OF BOULDER

CITY COUNCIL RETREAT

2-YEAR DESIRED Outcomes & Tasks



BLOCK PARTY!



Climate Change

- Develop clear expectations & timelines for energy efficiency in commercial/industrial buildings within 2 years.
- Zero Waste Management Update
 - Ways to significantly increase comm'l
 - Explore anaerobic digester, C&D, higher landfill tipping fees.
- Clarify what a mini utility can do (goals, regs)
 - Investigate efficient streetlights
- Ordinance: allow only electric vehicles to park at charging stations.
- Climate Action Plan
 - Improve climate metrics so they're relative to results with other alternatives of region
 - Set timeline for achieving milestones for 80% reduction in emissions by 2050
- Greater leadership role in effecting statewide & national change (Staff & Council)

Open Space

- Resolve charter interpretations - e.g., passive/active recreation vis. vis Flagstaff, & bikes on multi-use paths.
- Building regional trails
- Overarching policy issues: Carrying capacity; night time use; on/off road trail use; temporal restrictions
- Enforcement: homeless camping, user-group conflicts

Local Food

- Develop local Food Policy
- Establish cross-department team
- Appoint staff person to address:
 - Locations
 - Scale
 - Charter implications
 - Partnerships
 - City procurement
 - Infrastructure required
 - Farmers' markets, incl. food justice/access satellites
 - Housing farmers on land
 - Edible landscapes
 - Keep doing the good things we're doing

Economy & Budget

- Economic Vitality
 - Explore ways to partner w/ Chamber
 - Innovation Blueprint
 - Consider rejoining Chamber if non-political & appropriate
- Budget
 - Consider capital bond for flood & civic center projects
 - Consider how to close funding gap, to include new tax revenue sources
 - Council role in budget process
 - Better understand funding of ext. groups
 - Availability of discretionary funding

Livability

- Code enforcement
 - Increase enforcement immediately, to address
 - Trash on Hill (bear issue)
 - Transient issue on municipal campus
 - Study session w/ Staff about other areas of code enforcement & how to better support - e.g. over-occupancy on Hill
- Other
 - Smoking ban
 - Chautauqua lease - Council input on competing demands
 - Make it easier to hold block parties/events in parks

Housing / Land Use Planning

- As part of Comp Plan Update, map potential job & residential development, get data on trends for commercial/Industrial SF, take broader look at past updates
- Broad-minded opportunity site inventory aimed at housing - evaluate suitability of current zoning
- Better direct residential & commercial development to relate to transportation & climate goals
 - Pattern books, "Area Plan Lite"
 - Anticipate redevelopment in key areas
- Integrate housing into everything we do
 - Permanent affordability at all levels
 - Goal: Boulder workers can afford to live in Boulder
 - Lots of public engagement ala Civic Center Plan
 - Look at smaller units to increase density w/o bulk
 - Engage University early on in process
- Revise ordinances for ADUs/increased occupancy limitations/co-ops & consider pilot programs in specific neighborhoods, as needed. Include VRPOs.
- Annexations in targeted areas of city
- Residential tree replacement
- Engage DPAB in revising land use guidelines

University Hill

- Consider short-term professional leader w/ experience in economic development, to coordinate approach
- Explore:
 - Only City has to promote innovative businesses on Hill
 - Appropriate mix of parking and alternative modes
 - Encouraging arts & beautification, including programming 19th St.
 - Ensuring we have appropriate transition & gateway zones to the Hill
 - Including economic vitality assessment, if needed
- Emphasize code enforcement:
 - Beginning year of enforcement
 - Bears & trash; litter
 - Expanding licensing to capture parents
 - Rentals & licensing

Homelessness/Human Services

- Human Services
 - Review/refine how we fund programs - review redundancy, effectiveness, types of services, what incentives our services create
 - Review how Shelter is operated, get more transitional housing
 - Consider additional support for Ready to Work
- Get on agenda for Consortium of Cities
- Transients
 - Focus on enforcement to address bad behaviors in municipal campus
 - Get on agenda for Consortium of Cities

Arts

- Develop options to invest 1% in art
- Support for designation of viable arts districts (No Bo, Uni Hill, 15th St)
- Support & encourage new leadership of department; completion of Cultural Arts Plan
- Library: Meet w/ new Director, support him/her in Library remodel & trouble-shooting, as well as how system is evolving

General

- Make sure public process on flood recovery occurs as part of Resiliency effort
- Make better use of Boards & Commissions

Transportation

- Proceed with Transportation Master Plan, with deadlines
 - Finish feasibility study for community-wide EcoPass (or similar)
- Continue Parking Management Study
 - Include parking as tool to achieve multi-modal and other transportation goals while maintaining economic vitality
- Continue to be regional leaders in identifying State & regional transportation funding, especially regarding equitable funding for Hwy 36 corridor & NW Region
- Continue to be creative in pilot projects to increase bike safety (e.g., more dedicated bike lanes)

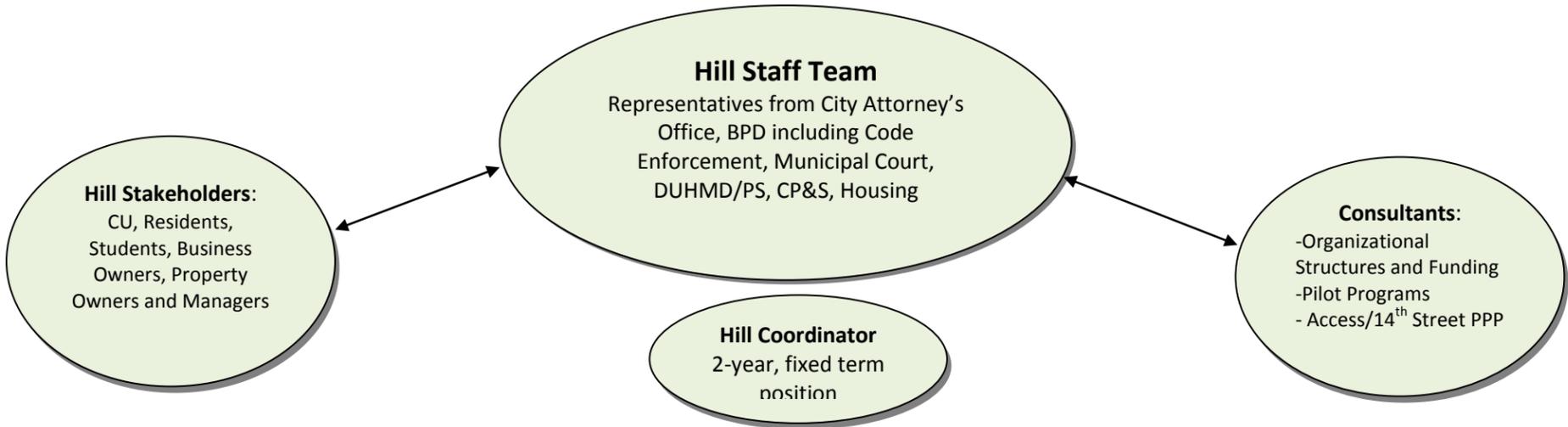


City Council Vision for the Hill:

Business/Residential Diversity
The Arts
Multi-Modal Access
Health and Safety
Stakeholder Partnerships
Code Enforcement

Recommendation:

- Increase resources devoted to the hill to achieve visible results:
 - Build on the existing staff team by expanding participation to include representatives from Code Enforcement, CP&S and Housing and develop an integrated and coordinated work plan addressing Council vision and goals
 - Hire a hill coordinator to focus on internal coordination and commercial area revitalization
 - Build on past planning efforts and existing work by staff and the community by engaging professional consultants to assist with exploring organizational structures and implementation of pilot projects including program funding
- Maximize input from stakeholders by exploring an ongoing advisory group
- Explore long term, sustainable strategies to create organizational structures for the hill including funding options



Proposed Program Elements

Quality of Life

Code Enforcement:

Safety	Noise
Occupancy	Litter
House Parties	Bear/Trash

Beautification:

Pilot Parklet
Hill Commercial Area Murals
Proposed Capital projects:

- Event street
- Gateways
- Ped Lighting
- Street tree irrigation

Pilot Program: RSD

Part time coordinator to implement RSD, supervise staff and outreach to the community for a two to three year pilot.

Org Structure & Funding

Explore District Concepts with sustainable funding and Stakeholder involvement:

- Arts/Innovation District
- Signage District
- Business Improvement District (BID)
- Downtown Development Authority (DDA)
- Community Development District (CDD)
- Future Residential Service District

Catalyst Sites

Explore redevelopment opportunities:

- UHGID 14th Street Lot PPP
- Opportunity Sites
- Commercial building enhancements
- Commercial area interface zoning
- Commercial area marketing, programs and events

Next Steps:

- Hire Coordinator position
- Develop coordinated work program based on Council goals
- Develop benchmarks and milestones
- Convene expanded Hill Team
- Develop scope for consultants
- Outreach to stakeholders

Role of the Hill coordinator:

- Organize and coordinate the Hill Staff Team
- Develop, coordinate, and monitor Hill work program
- Connect with Sustainability Framework and other plans
- Focus on the hill commercial area revitalization options and opportunities
- Provide outreach and coordination with the hill stakeholders



HILL ON THE HILL



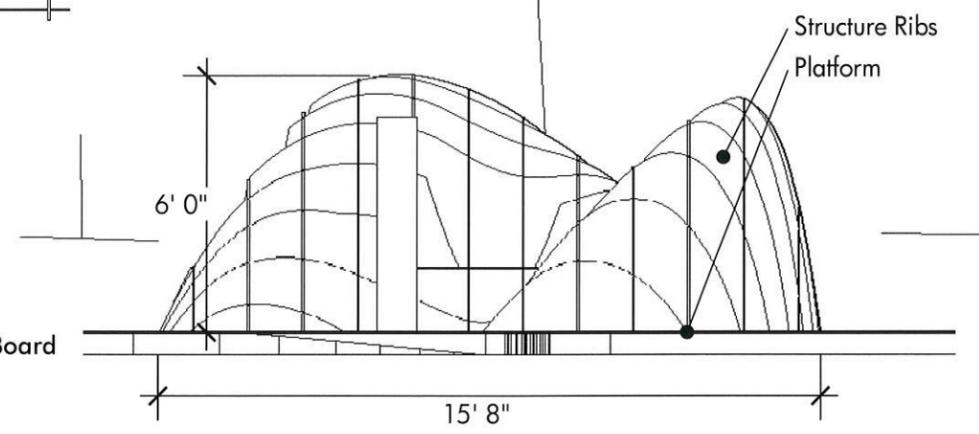
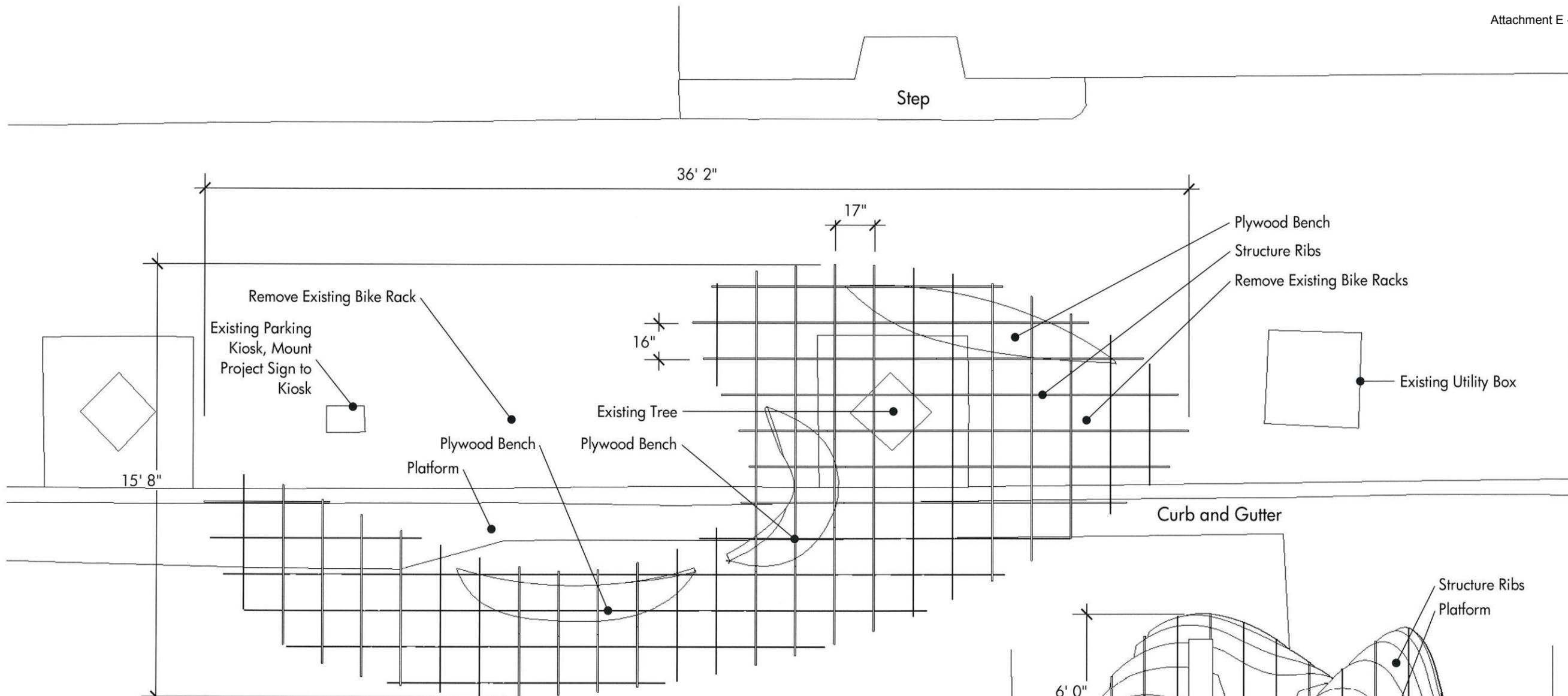
PROJECT
University Hill Parklet Competition

ISSUE
04.07.14

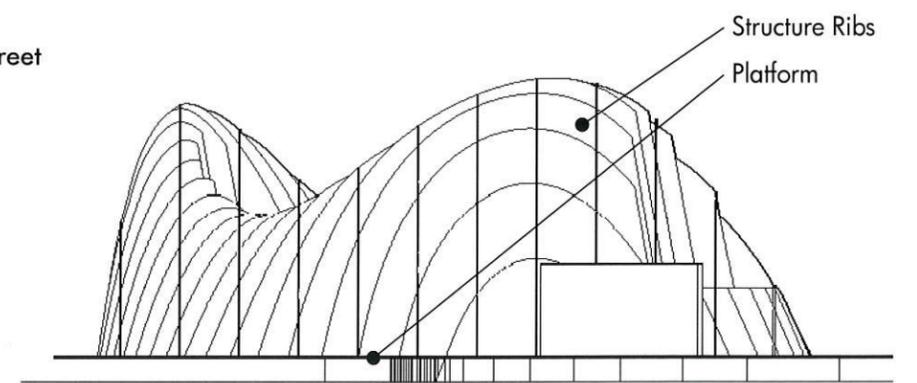
DRAWN BY
MBM

DESCRIPTION
Cover

0



West Elevation



East Elevation

MATERIALS

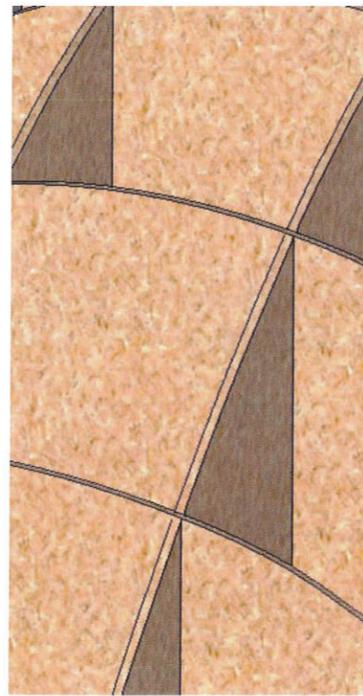
- Structure Ribs:**
 1/2" Tongue and Groove Oriented Strand Board (OSB) Plywood
 - CNC Routed to form specification
 - Sanded
 - (2) Coats Clear Satin Polyurethane

- Plywood Bench Seats**
 1" Plywood
 - CNC Routed to from specification
 - Sanded
 - (2) Coats Semi Gloss Polyurethane
 - Screwed to structre ribs with 3" deck screws

- Plywooe Bench Backs**
 1/4" Plywood
 - CNC Routed to form specification
 - Sanded
 - Steamed to shape
 - (2) Coats Semi Gloss Polyurethane

- Platform:**
 1/2" Tongue and Groove Oriented Strand Board (OSB) Plywood
 - CNC Routed to form specification
 - Sanded
 - (2) Coats Clear Satin Polyurethane
 - Screwed to Joists with deck screws

- 2" x 6" Pine Joists
 - Cut to match the profile of the crown of the street to provide consistent surface for structure ribs

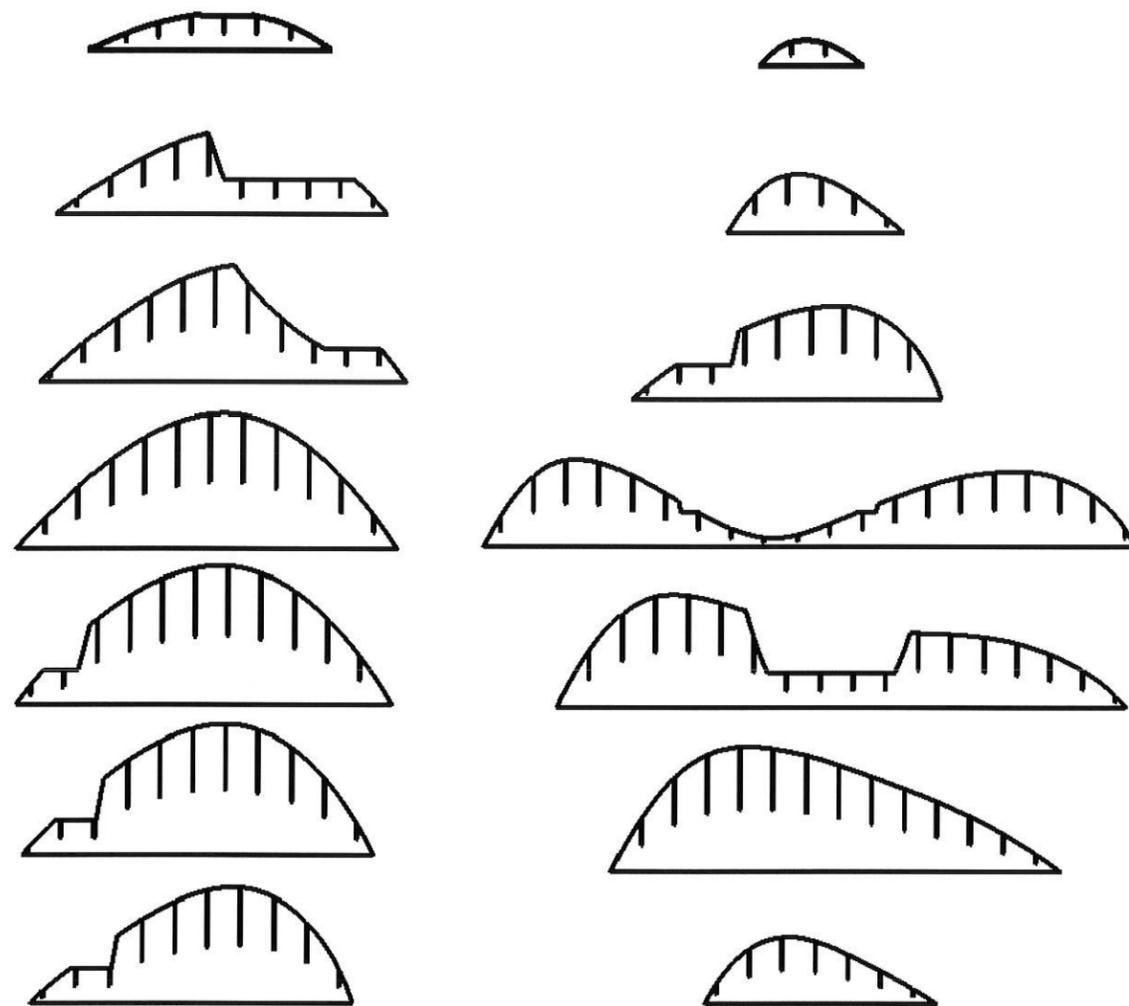


FABRICATION

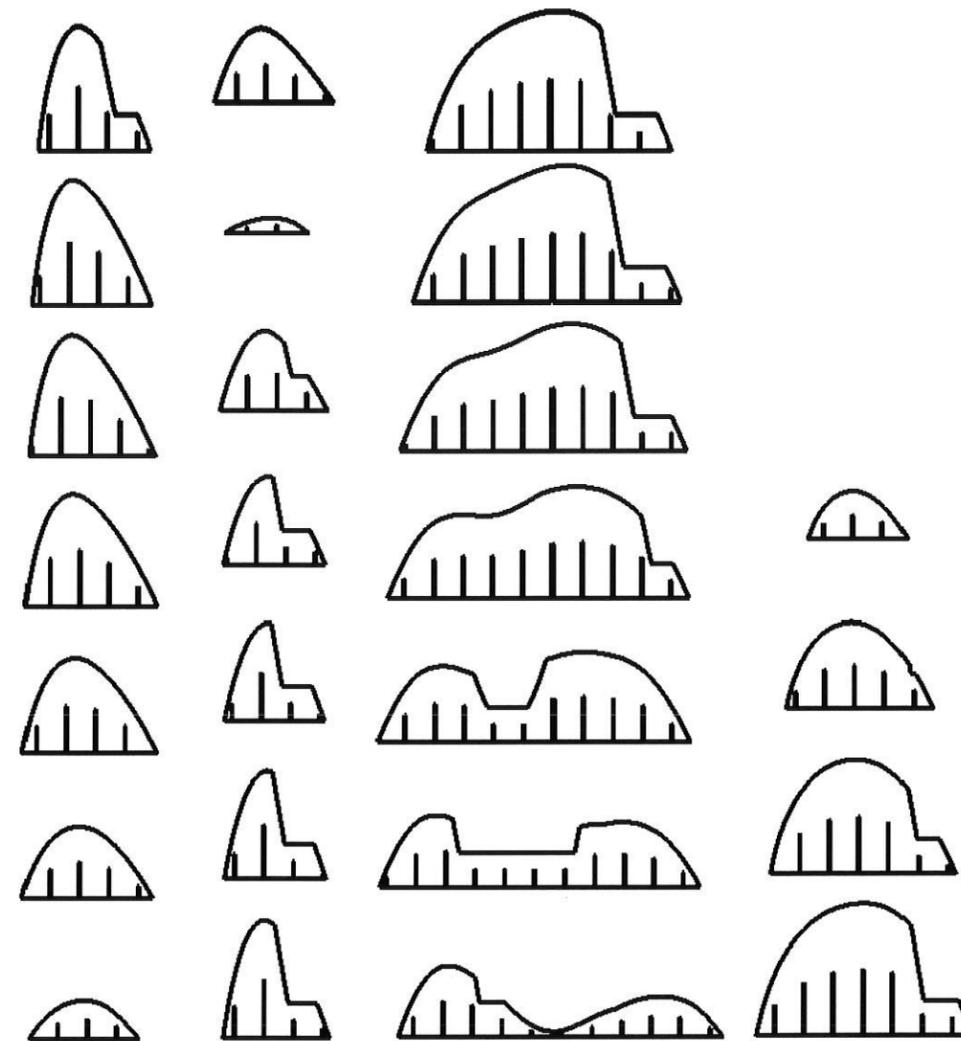
Digital layouts are used to CNC route the plywood to exact form specification so the sheets can easily interlock during assembly. Each sheet will have an identification number inscribed in the surface to ensure organized assembly.

The larger sheets will be cut from multiple 4" x 8" sheets, and the tongue and groove aspect of the plywood will lock the sheets together.

Once the sheets have been sanded and coated with polyurethane, they are then delivered to the site for installation. Industrial velcro strips are applied to the inside of the ribs to attach the grow bags with.



A SERIES RIBS



B SERIES RIBS



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DESCRIPTION
Construction Details



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Parklet Competition

DRAWN BY
MBM
DESCRIPTION
Construction Details



PLANT PALLETTE

A sturdy mix of fast growing perennials and grasses are planted in the grow bags. Planting soil consists of an imported topsoil with high organic content.

Tightly planted grow bags can fill in quickly and have an immediate presence. The plants are chosen for their long blooming period and textured forms.



Blonde Ambition
Blue Grama Grass



Coronado Hyssop



Walkers Low Catmint



Denver Daisy



Korean Feather
Reed Grass



Terra Cotta Yarrow



Tennessee Purple
Coneflower



Narbonne Blue Flax

GROW BAGS



Reusable grocery bags provide a low cost planter that remains flexible. 2" wide Industrial velcro strips attach the grow bags to the structure ribs.

When the projet is disassembled the bags can simply be cut open and the entire perennial garden can be replanted in a new home.

IRRIGATION

A simple drip irrigation system will run through holes in the ribs below the planters. This system can be connected to a nearby spigot and water the plants on a regular basis. A small fertigation system is included in the system to replenish the nutrients in the grow bags



Project: **UNIVERSITY HILL PARKLET**

Date: **4/7/2014**

Phase **Construction Documents**

#	Description	Quantity	Unit	Unit Price	Total
STRUCTURE					
1	4' X 8' T&G OSB Plywood	85	EA	\$15.00	\$1,275.00
2	Platform Joists	30	EA	\$10.00	\$300.00
3	Routing Plywood	1	LS	\$1,000.00	\$1,000.00
4	Sanding and Applying Polyurethane	1	LS	\$500.00	\$500.00
Structure Subtotal					\$3,075.00
LANDSCAPE					
5	Imported Topsoil	10	CY	\$10.00	\$100.00
6	Plantings	160	EA	\$10.00	\$1,600.00
7	Irrigation System	1	LS	\$200.00	\$200.00
Landscape Subtotal					\$1,900.00
TOTAL					\$4,975.00

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04.07.14

PROJECT
University Hill
Parklet Competition

DRAWN BY
MBM
DESCRIPTION
Construction Details



DOORS OPEN, C'MON IN!

PENNSYLVANIA AVENUE PARKLET - BOULDER, COLORADO

APRIL 7, 2014 - FINAL SUBMITTAL PACKAGE



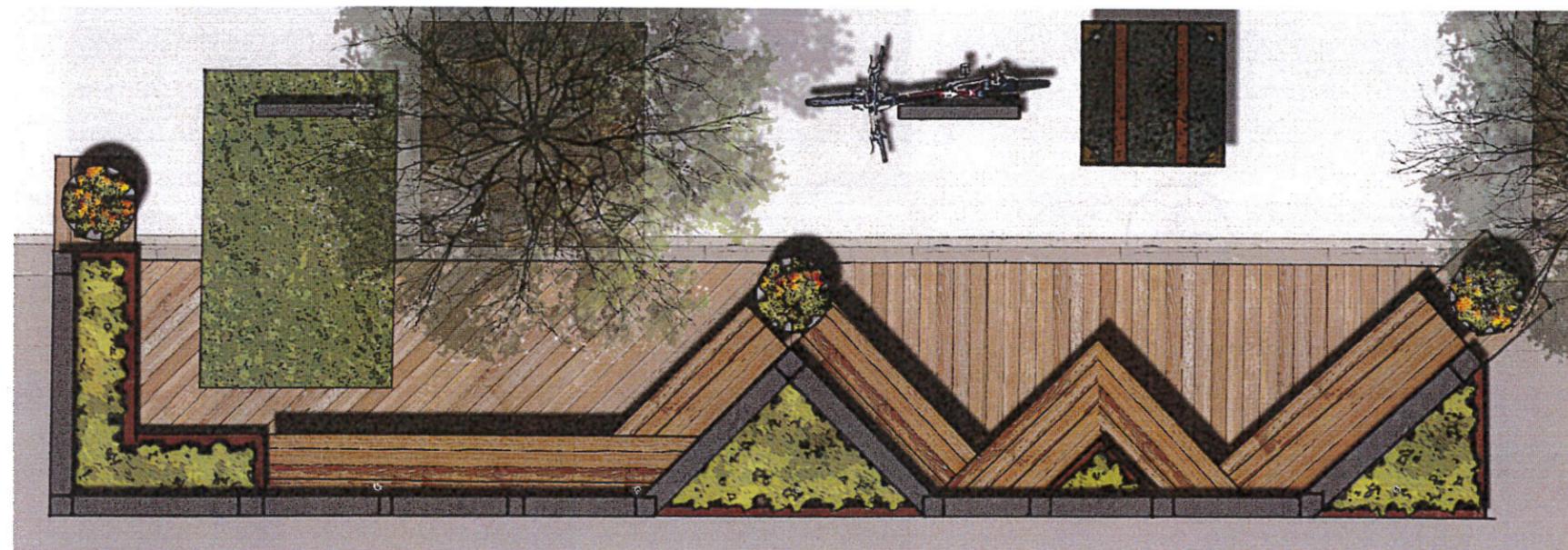
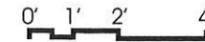
OPPORTUNITY KNOCKS

Doors Open Team Members: Sandy Brown, Tracy Colling, Marleen Hagen, Josie Kohnert, Angie Nelson, Aaron Stoddard and Susan Wade

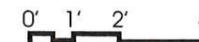
OPPORTUNITY KNOCKS



Parklet Elevation



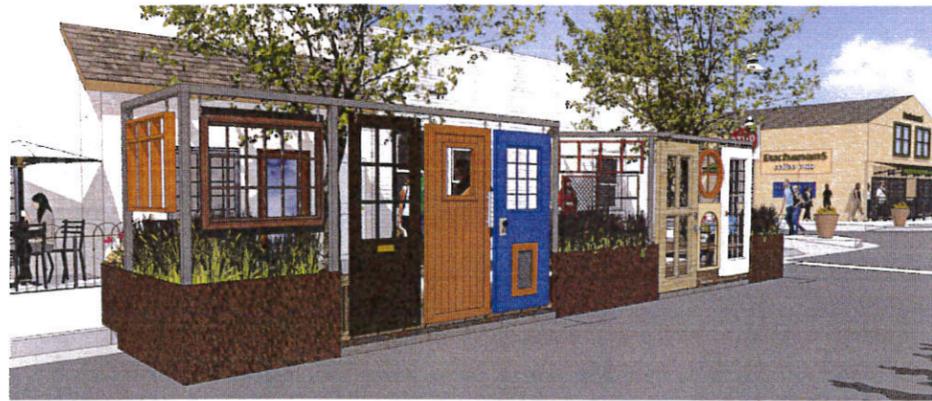
Parklet Plan



DESIGN CONCEPT:

Using a combination of recycled doors, windows, transoms and other materials available at The ReSource Yard, we will build the parklet as an outdoor room:

- The exterior wall is composed of a seven-foot tall mosaic of repurposed door and window frames that provide shade and enclosure from Pennsylvania Avenue. Window placement creates a variety of unique views into the surrounding community.
- Since the configuration of the room requires a strong structure, our design team includes a metal fabricator who will construct the frame from recycled steel. The frame will include simple supports for benches constructed of recycled wood, arranged to form multiple seating areas.
- Even the smallest details of this outdoor room create opportunities that reflect the Boulder culture. A combination of steel and repurposed beer kegs – a nod to the popularity of the craft brewing industry in Boulder – create planters that contain small, ornamental grasses which soften the surrounding hardscape. Contained within some window frames will be chalkboards suitable for visitors to sign their names, record their thoughts or even create a quick sketch.



6 VIEW FROM STREET 01
2.0



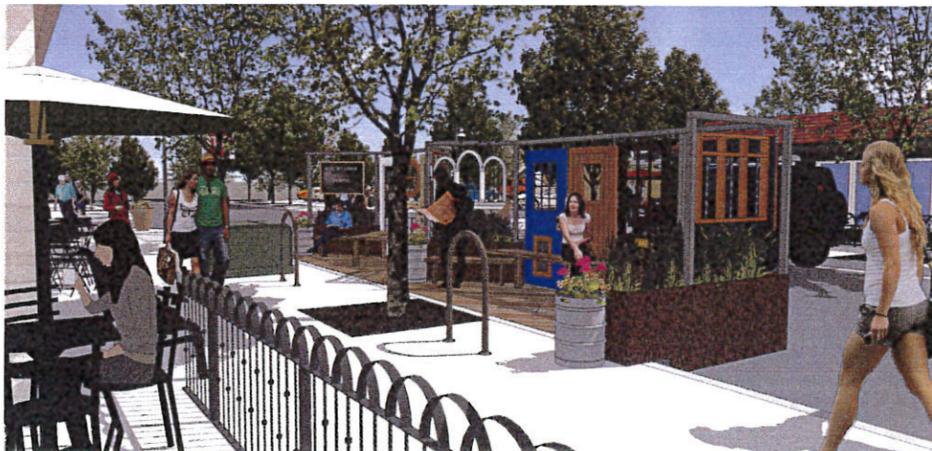
3 VIEW FROM STREET 02
2.0



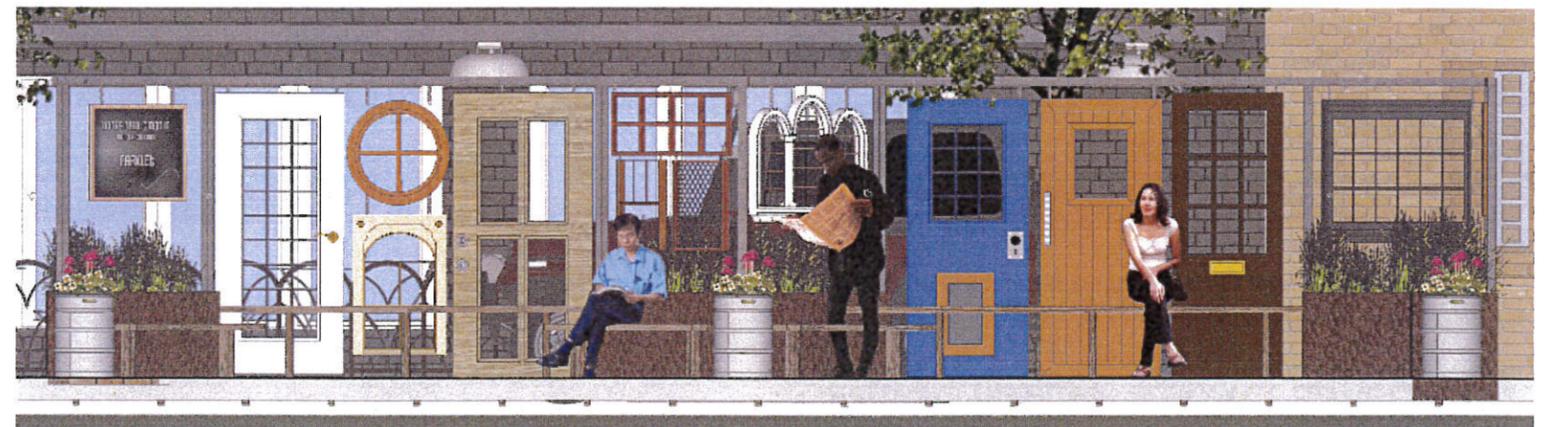
5 VIEW FROM WALK 02
2.0



2 STREET SIDE ELEVATION
2.0



4 VIEW FROM WALK 01
2.0



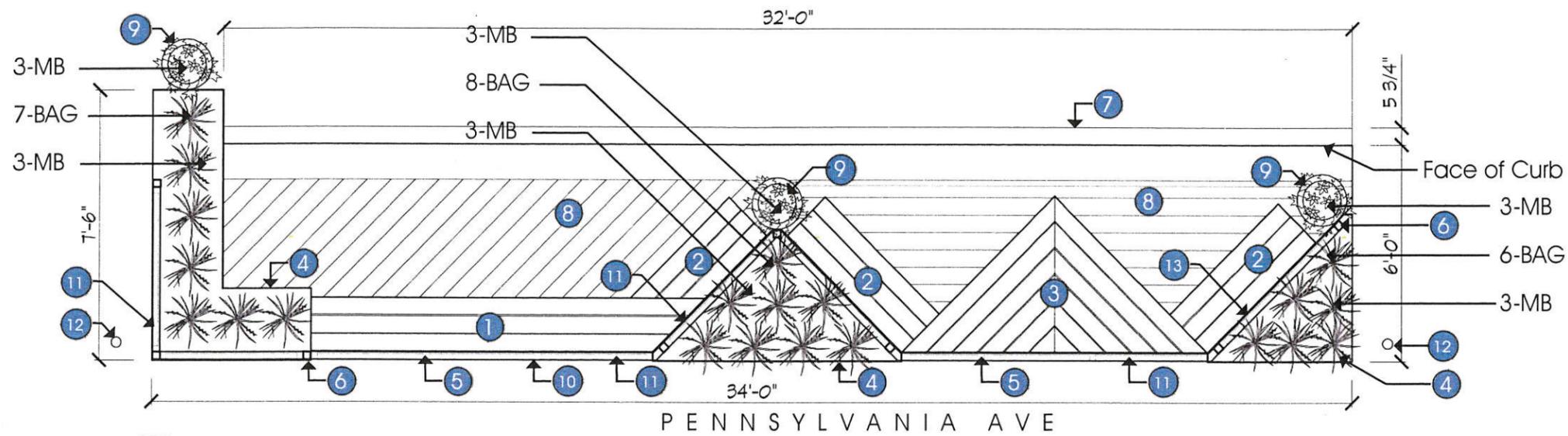
1 WALK SIDE ELEVATION
2.0

SKETCH UP MODEL

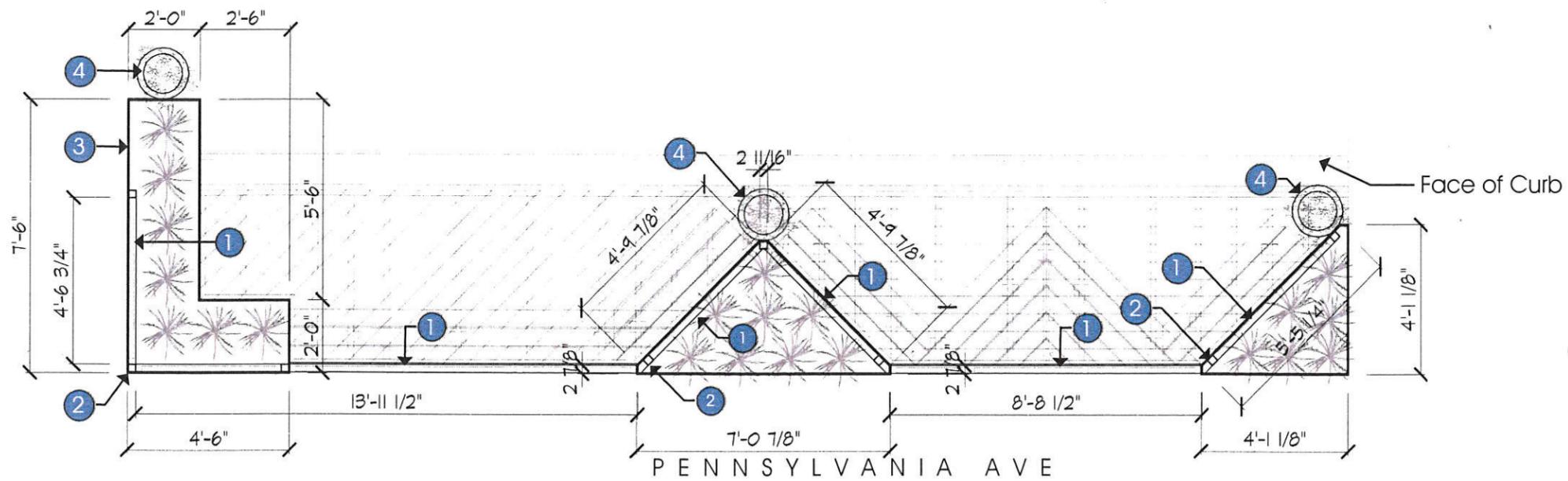
Doors Open, C'mon in!

April 7, 2014 - Final Submittal Package

Pennsylvania Avenue Parklet - Boulder, Colorado



1 GENERAL LAYOUT PLAN/LANDSCAPE PLAN
3.0



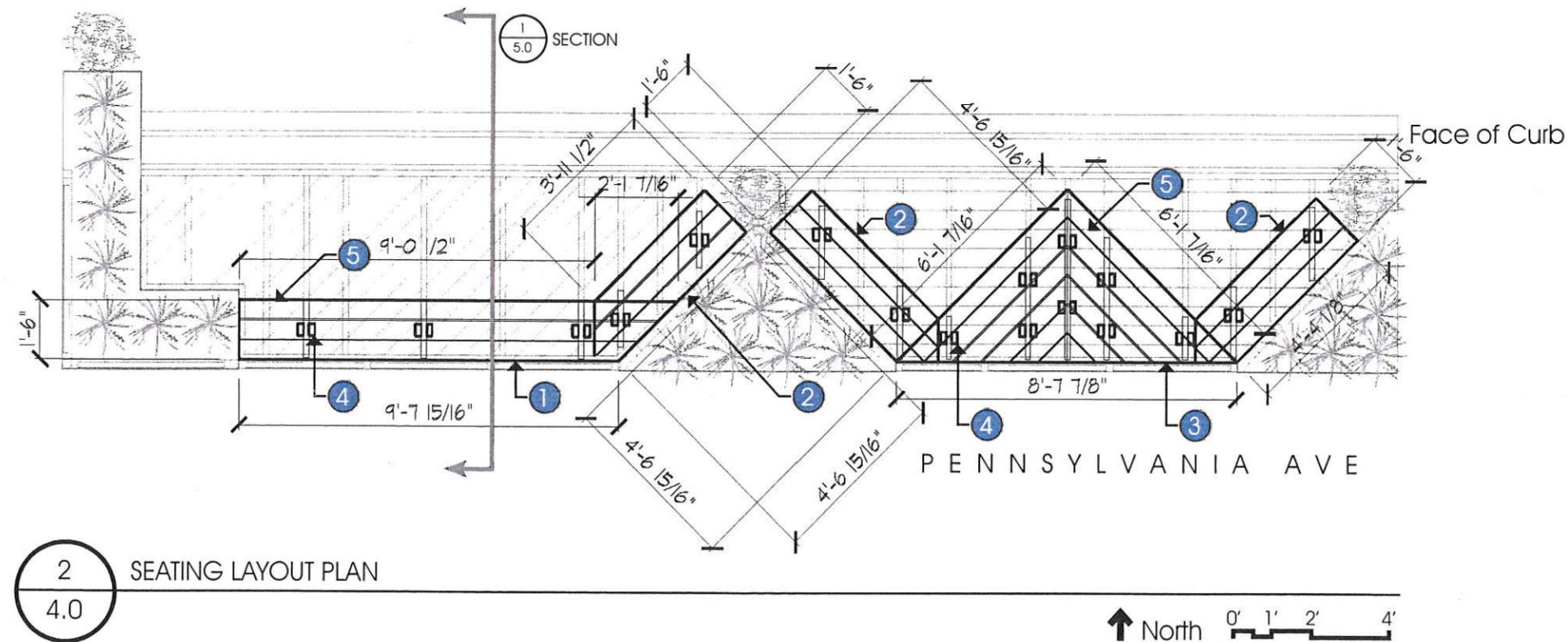
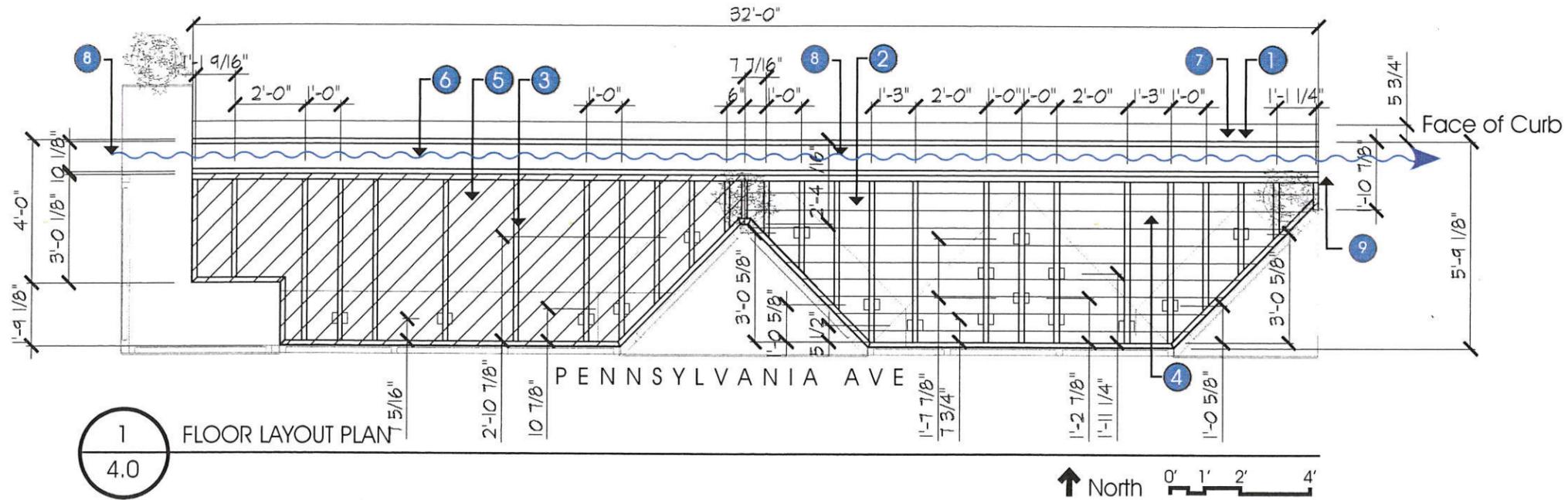
2 METAL FRAME & PLANTER LAYOUT PLAN
3.0

- 1 WOODEN BENCH A
- 2 WOODEN BENCH B (TYPICAL)
- 3 WOODEN BENCH C
- 4 STEEL PLANTER
- 5 STEEL TOP RAIL
- 6 STEEL POST (TYPICAL)
- 7 WOODEN A.D.A. THRESHOLD
- 8 WOODEN FLOOR/DECK
- 9 CIRCULAR PLANTER (TYPICAL)
- 10 METAL FRAME BELOW
- 11 DOORS AND WINDOWS
- 12 3-1/4" DIAMETER SURFACE MOUNT DELINEATOR
- 13 PARKLET SIGN

MB-MILLION BELLS VINE
BAG-BLUE AVENA GRASS

- 1 STEEL FRAME (TYPICAL, SEE NOTE BELOW)
- 2 2-1/2" TUBULAR STEEL POST (TYPICAL)
- 3 STEEL PLANTER, WELDED, 30" HIGH, TYPICAL
- 4 CIRCULAR PLANTER, 30" HIGH, CONSTRUCTED OF METAL KEG (OR COMPARABLE), ANCHORED TO SIDEWALK OR PARKLET. PLANTERS/FOUNDATION. TOP OF KEG WILL BE CUT OFF ALLOWING FOR PLANTING.

NOTE: METAL FRAME TO SUPPORT DOORS AND WINDOWS CONSISTS OF 2-1/2" TUBULAR TOP RAIL AND 2-1/2" X 7'-6" POSTS SPACED AT REGULAR INTERVALS AS SHOWN. BOTTOM OF FRAME CONSISTS OF 4" LINEAR ANGLE IRON, ANCHORED TO ASPHALT WITH 8" X 1/2" STAKES - 22 ANCHORS TOTAL (DIRECTLY BELOW TOP FRAME BETWEEN PLANTERS)



- 1 WOODEN THRESHOLD, 6" WIDE, EASES GRADE BETWEEN SIDEWALK AND PARKLET FLOOR
- 2 WOODEN FLOOR, CONSTRUCTED IN TWO SECTIONS. FRAMEWORK OF 2" X 4" JOISTS, 24" ON CENTER, AND 1" X 6" DECKING. SEE CONSTRUCTION DETAILS/SECTION. JOISTS AT 12" ON CENTER WHERE EXTRA SUPPORT IS NEEDED FOR BENCH POST BASE. JOISTS WITH IRREGULAR SPACING ARE LABELED IN PLAN.
- 3 2" X 4" JOISTS (TYPICAL)
- 4 1" X 6" DECKING PARALLEL TO CURB (TYPICAL)
- 5 1" X 6" DECKING AT 45 DEGREES TO CURB (TYPICAL)
- 6 2" X 12" PLANK OVER DRAINAGE BELOW (SEE SECTION)
- 7 2"X6" JOIST ATTACHED TO CURB WITH CONCRETE ANCHOR BOLTS
- 8 GUTTER CREATED BETWEEN JOISTS AND UNDER STEEL PLANTER TO ALLOW FOR DRAINAGE IN CURB GUTTER PAN.
- 9 2" X 6" JOIST
- 1 WOODEN BENCH A, 18" DEEP X 20" HIGH
- 2 WOODEN BENCH B, 18" DEEP X 15" HIGH
- 3 WOODEN BENCH C, 20" HIGH
- 4 WOODEN BENCH SUPPORTS, 2" X 4" POST ATTACHED TO JOIST BELOW, WITH 2" X 4" CROSS BRACE SUPPORT FOR BENCH DECK PLANKS (TYPICAL)
- 5 WOODEN BENCH 2" X 6" TOP PLANKS (TYPICAL)

SITE LAYOUT

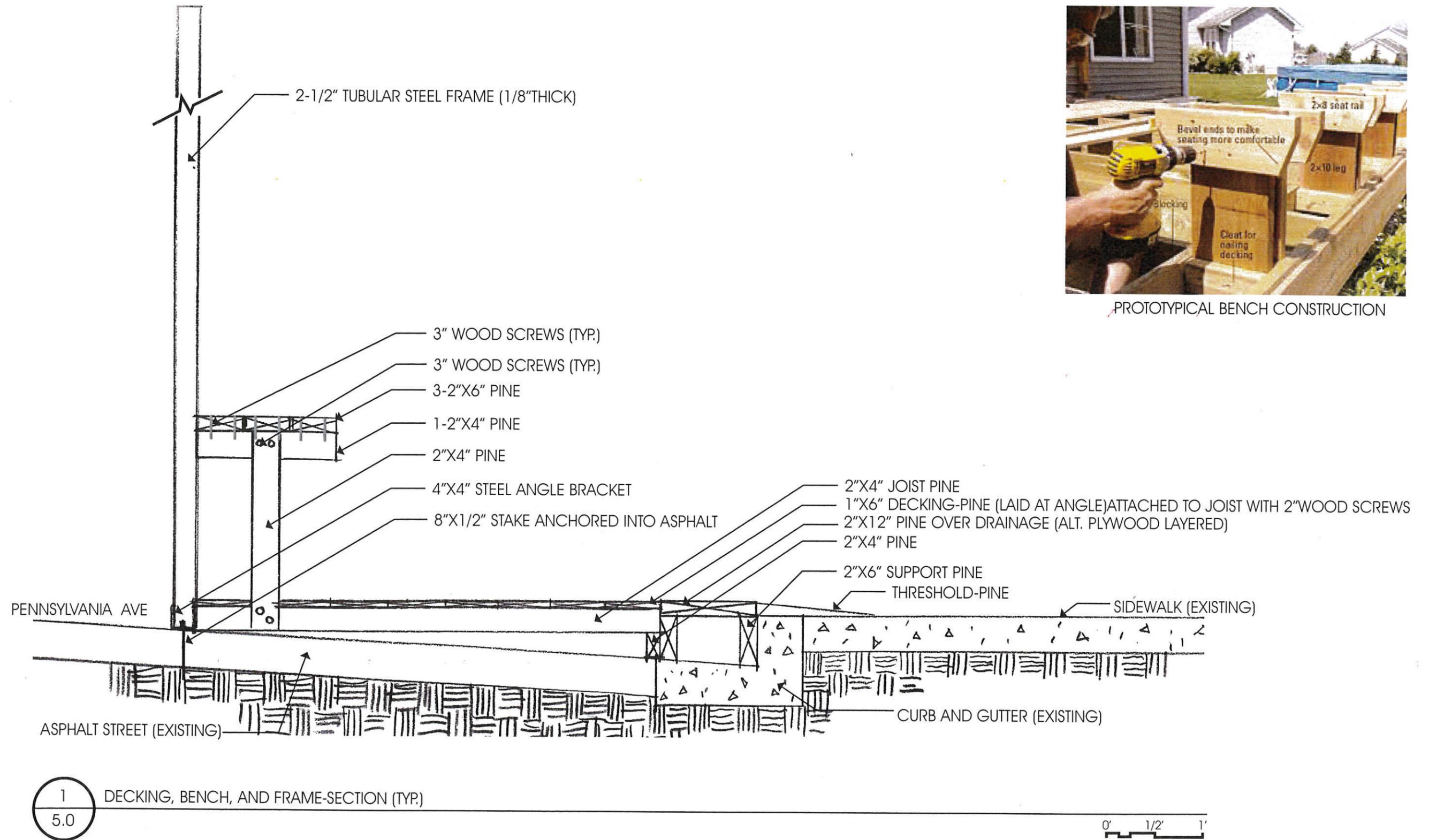
SITE LAYOUT

April 7, 2014 - Final Submittal Package

Doors Open, C'mon in!

Pennsylvania Avenue Parklet - Boulder, Colorado

UniHill Reinvestment Strategy Study Session
April 22, 2014
Sandy Brown, Tracy Colling, Marleen Hagen, Josie Kohnerf, Angie Nelson, Aaron Stoddard and Susan Wade



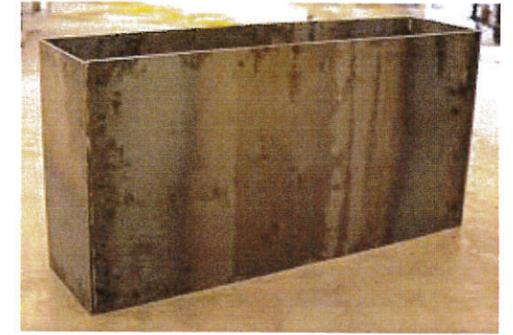
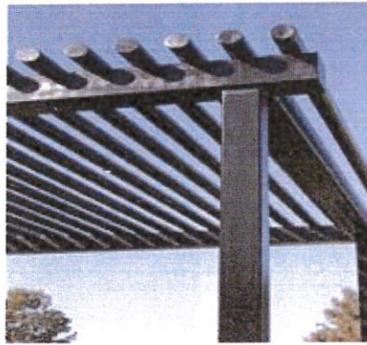
DETAILS

April 7, 2014 - Final Submittal Package

Doors Open, C'mon in!

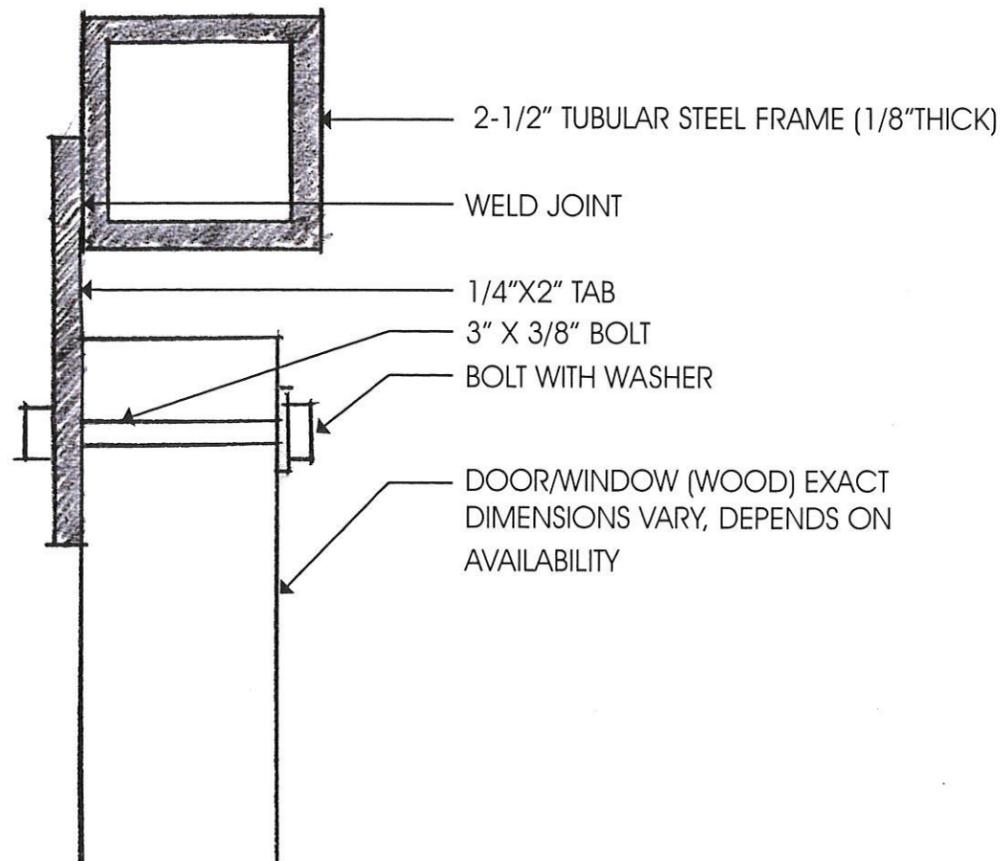
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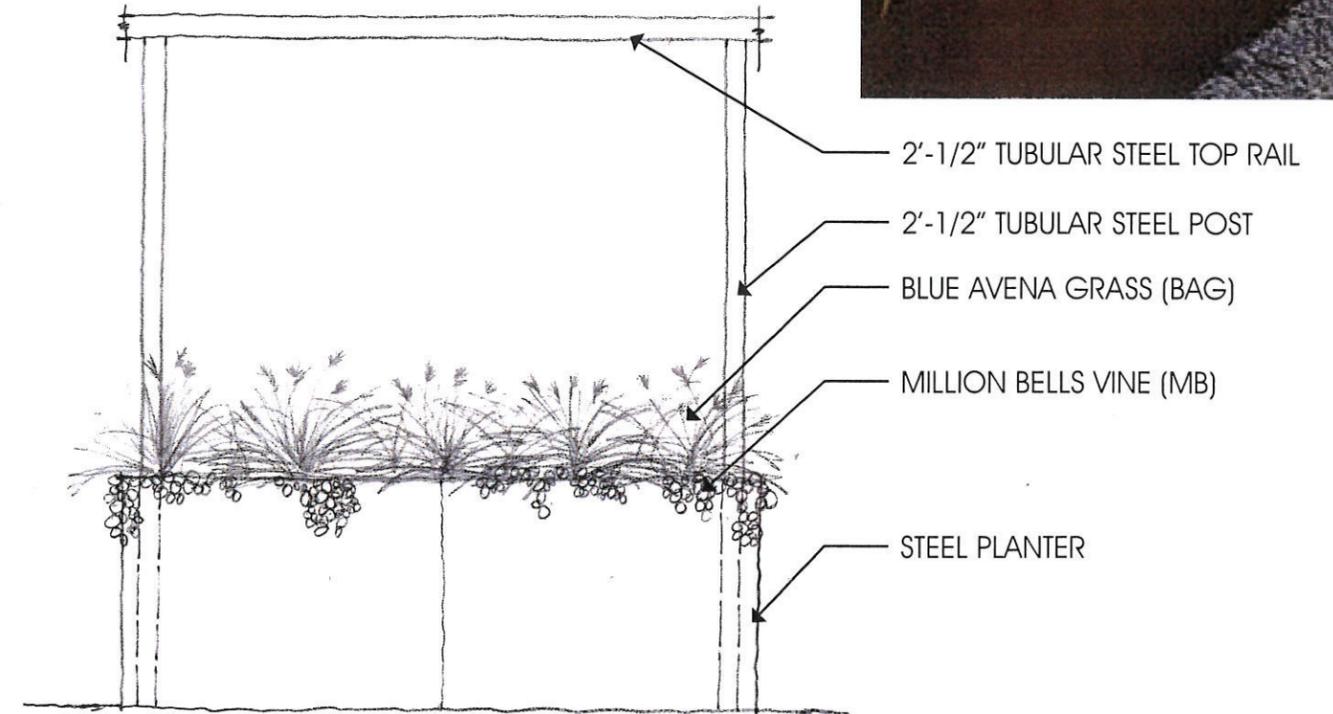
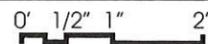


STEEL PLANTER NOTES:

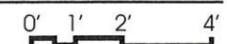
- PLANTERS ARE CONSTRUCTED OF WELDED STEEL PANELS, 1/8" THICK, 30" TALL, WITH DRAINAGE HOLES DRILLED INTO BOTTOM.
- PLANTERS WILL SIT ON ASPHALT OR CONCRETE WALK.
- 2-1/2" TUBULAR STEEL POSTS ON INTERIOR OF PLANTERS SUPPORT THE TOP RAIL AND WELDED TO THE STEEL PLANTER
- PLANTER FILLED AS FOLLOWS:
 - ONE LAYER 6-8" DIAMETER COBBLE
 - GROUND CLOTH
 - ONE LAYER 2-3" DIAMETER COBBLE
 - MINIMUM 18" LAYER COMMERCIAL GRADE POTTING SOIL
 - BLUE AVENA OAT GRASS & MILLION BELLS VINE
- PLANTERS & METAL FRAMEWORK WILL BE PRIMED AND PAINTED BRONZE-BROWN.



2 STEEL FRAME CONNECTION (TYP.)
6.0



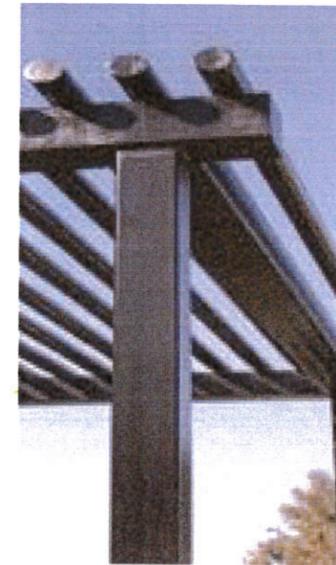
1 STEEL PLANTER AND FRAME (TYP.)
6.0





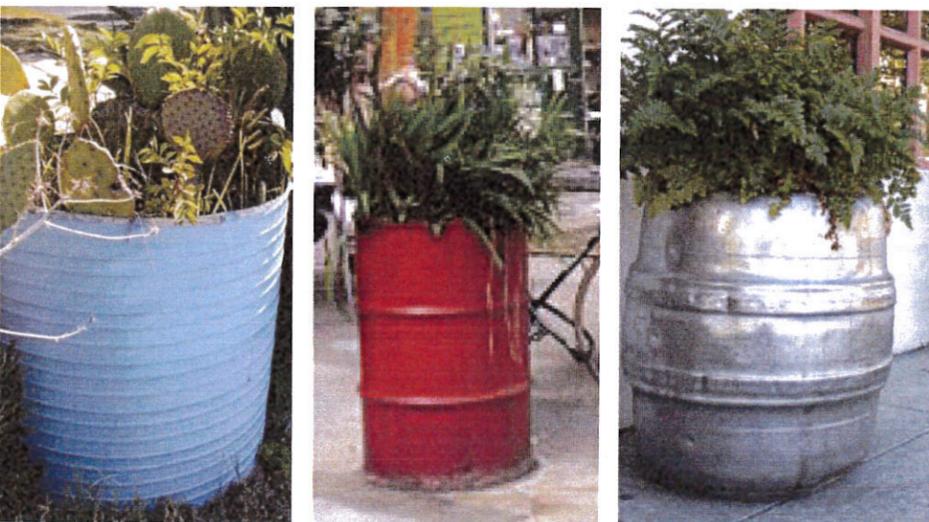
DOORS:
The team has visited ReSource and ReStore on numerous occasions to determine what type of doors are generally in stock. While style and supply vary, if the team is awarded the project we are confident that we can find suitable door frames that are sturdy and interesting, such as those pictured here (photographed at ReSource/ Boulder).

STEEL PLANTERS/POSTS:
Steel planters will be constructed with sheets of 1/8" thick steel, welded at the corners, with drainage holes at the bottom. At 30" tall, they will be the perfect anchors to the steel framework and parklet 'walls'. Like the doors, windows and decking, we will try to use recycled steel components. Framework will be constructed from 2 1/2" tubular steel.



WINDOWS:
Like the doors, all window frames will be purchased at either ReSource or ReStore, and actual frames will depend on availability. Glass, screens and other insert materials will be removed, as will protruding hardware or anything sharp that may cause injury. Some window frames will surround signs that acknowledge the City of Boulder, team members, donors and sponsors, and one sign will warn visitors not to climb on the structure. Also, some windows will contain chalkboards for visitors to sketch or record their thoughts.

PLANT MATERIAL:
Our palette of plant materials consists of only two species. Blue Oat Grass (*Helictotrichon sempervirens*) has blue-gray blades and buff-colored seed heads, and it is drought tolerant. Blue Avena Grass will create a graceful silhouette and soften the corners of the parklet. At key corners we'll add a flowering vine called Million Bells (*Calibrachoa* sp.) which is available in many colors.



REPURPOSED PLANTERS:
While our initial submittal featured beer kegs as planters at three corners, we have encountered difficulty in locating or affording them. If we cannot secure kegs, we will use some other repurposed material, possibly corrugated metal pipe or trash barrels. Both repurposed planters and steel planters will be filled with commercial grade potting soil that consists of 3 parts organic matter, 1 part sphagnum peat moss and 1 part sand or perlite.

FLOORING/BENCHES:
The floor will be constructed of wood or, if it is available at ReSource or ReStore, composite decking, in 1x6 dimensions. If neither wood nor composite decking are available, we will use sheets of plywood and paint them to look like decking.



Open Doors Parklet - Cost Estimate						
April 7, 2014						
Item	Qty	Unit	Unit Price	Cost	Source	Alternate Item
<u>Metal Framework</u>						
Steel Tubular 2.5" x 2.5" x 1/8"	103	L.F.	\$ 4.00 /L.F.	\$ 412.00	R & S Steel	
Angle Iron 4" x 4"x 1/4"	20	L.F.	\$ 5.00 /L.F.	\$ 100.00	R & S Steel	
Steel Tabs 3/16" x 2"	81	L.F.	\$ 1.25 /L.F.	\$ 101.25	R & S Steel	
Bolt 3"x 3/8"	81	Ea.	\$ 1.46 /Ea.	\$ 118.26	Lowes	
Stakes/Anchor 8" x 1/2"	25	Ea.	\$ 1.50 /Ea.	\$ 37.50	R & S Steel	Rebar 1/2"
Primer paint	2	gal	\$ 30.00 /Ea.	\$ 60.00	Home Depot	
Paint, Bronze brown (Spray)	3	gal	\$ 30.00 /Ea.	\$ 90.00	Home Depot	
<u>Steel Planters</u>						
Steel sheets, 1/8"- 5 ft. x 10 ft	5	Sheets	\$ 200.00 /Ea.	\$ 1,000.00	R & S Steel	
Soil, Potting	120	C.Y.	\$ 3.75 /C.Y.	\$ 450.00	Home Depot	
Rock 2" (for Drainage)	50	C.F.	\$ 6.00 /C.F.	\$ 300.00	Home Depot	
Ground Cloth	40	S.F.	\$ 0.25 /S.F.	\$ 10.00	Home Depot	
BAG - Blue Avena Grass - (Helictotrichon sempervirens)	24	Gal.	\$ 18.00 /Ea.	\$ 432.00	Alameda Wholesale	
MB - Million Bells -(Calibrachoa Sp.)	21	Quart	\$ 10.00 /Ea.	\$ 210.00	Alameda Wholesale	
<u>Walls</u>						
Doors	5	each	\$ 40.00 /Ea.	\$ 200.00	ReSource or ReStore	
Windows	11	each	\$ 20.00 /Ea.	\$ 220.00	ReSource or ReStore	
Plywood inserts for signs 4' x 8'	1	sheet	\$ 20.00 /Ea.	\$ 20.00	ReSource or ReStore	
Exterior latex paint (for chalkboards)	1	gallon	\$ 30.00 /Ea.	\$ 30.00	Home Depot	
<u>Repurposed Planters</u>						
Keg - 15.5 Gal	3	Ea.	\$ 100.00 /Ea.	\$ 300.00	Ebay	Wine Barrels
<u>Foundation/Floor/Decking</u>						
Pine 2" x 4" joist	180	L.F.	\$ 0.45 /L.F.	\$ 81.00	Lowes	Plywood
Pine 2" x 6" joist	75	L.F.	\$ 0.67 /L.F.	\$ 50.25	Lowes	
Pine 1" x 6" (Decking)	150	S.F.	\$ 1.10 /S.F.	\$ 165.00	Lowes	
Shims (sm pkg)	3	Pkg.	\$ 10.00 /Ea.	\$ 30.00	Lowes	
Wood Screws 3" (250 Count box)	1	Box	\$ 39.00 /Ea.	\$ 39.00	Lowes	
Wood Screws 2" (100 Count box)	1	Box	\$ 15.60 /Ea.	\$ 15.60	Lowes	
Plywood 4'x8' sheet	2	Sheet	\$ 20.00 /Ea.	\$ 40.00	ReSource or ReStore	
Threshold 12" tall	32	L.F.	\$ 1.50 /L.F.	\$ 48.00	Lowes	
<u>Benches</u>						
Pine 2" x 4 "	90	L.F.	\$ 0.45 /L.F.	\$ 40.50	Lowes	
Pine 2" x 6 "	120	L.F.	\$ 0.67 /L.F.	\$ 80.40	Lowes	
Angle Iron Steel 2.5" x 2.5"	20	L.F.	\$ 3.00 /L.F.	\$ 60.00	R & S Steel	
Exterior Stain, Thompsons Weather Sealent	2	gallon	\$ 18.50 /Ea.	\$ 37.00	Home Depot	
<u>Misc.</u>						
Donation Plaque	3	each	\$ 5.00 /Ea.	\$ 15.00	Lowes	
Surface Mount Delineators 3.25"	2	each	\$ 32.50 /Ea.	\$ 65.00	Tapco (City of Bldr)	
SubTotal				\$ 4,857.76		
Contingency 15%				\$ 728.66		
TOTAL				\$ 5,586.42		

Notes: 1. Permit fees will be waived by the City of Boulder. 2. All labor is voluntary.

NOTES:

- Actual door and window frames, round planter materials and lumber will be sourced at Center for ReSource Conservation's ReSource Yard or Habitat for Humanity's ReStore. Steel and metal will be sourced at R&S Steel or purchased, as necessary.
- All materials will be recycled when the Parklet is dismantled in October.
- Applicant requires construction schedule to be modified to incorporate weekends on either side of the projected installation dates so that we can use volunteer labor for construction. Construction will occur May 10-18.
- We recognize that our budget exceeds the \$5,000 allocation, it is possible that some of our materials can be donated by the city or other local merchants. We will continue to investigate resources.
- All labor is voluntary.

CITY RESPONSE:

The jury voiced the following concerns regarding the initial Doors Open submittal:

1. Concern about having any glass which can be broken: what is the surface, Plexiglass? What about using openings for climbing – how is this addressed?
All window and door inserts such as glass, plastic or screen will be removed. Interior edges will be smoothed so there is no danger of injury. While door and window frames will be anchored to the top and bottom rails with metal tabs, they are not secure enough to support human beings. A cautionary sign will be posted.
2. Need photos of actual doors and windows to be used – demonstrate sturdiness.
We have included photos of doors and windows (pg. 7) that are currently available at ReSource Boulder. If we are the Parklet winner and these particular doors and windows are still obtainable, we will purchase them. Selection of actual door and window frames will depend upon availability.
3. Need to demonstrate ADA accessibility from sidewalk to Parklet platform due to high crown in street.

A cross section on page 5 and construction detail 1, page 5 illustrates accessibility. We have also removed the turf rug as it could potentially be a tripping hazard.

4. Who owns the transformer? Need permission to paint – please research this.
We have learned that the transformer is owned and operated by Excel Energy. We spoke with Excel's Electric Construction Manager for Boulder and he stated that transformers could not be painted or decorated in any way at all. This component of our original Parklet submittal has thus been removed.
5. Need to add a Parklet sign.
The original Doors Open submittal included an elevation that illustrates the Parklet sign. Actual sign content will include the City of Boulder, team members, sponsors and donors, as stated in project requirements.
6. What is the budget?
All labor and some materials may be donated, but most materials alone will consume the entire, \$5000 budget allocation. A budget outline is included on page 8.
7. How will the kegs be anchored?
The team is unable to afford/secure kegs to be used as planters. Instead, we will utilize something like the cylinder show on page 7 as planters at three key points in the parklet layout. Actual planter materials will be dictated by supply at ReSource Boulder. Planters will be bolted to the foundation/floor so they cannot be moved.
8. What will the parklet look like from the street?
The SketchUp model allows the team and the jury to view the Parklet from various perspectives. Page 2 of this application features multiple viewpoints and perspectives including one from Pennsylvania Ave.
9. The area can be 34 feet long: need to add rubber bumpers and safety bollards.
The City agreed to install wheel stops East and West of the Parklet on Pennsylvania. Safety bollards or 'Surface Mount Delineators' specified by the City's Signs and Markings Department are itemized in our budget and shown the "General Layout Plan" on page 3.

ADDITIONAL NOTES

Doors Open, C'mon in!

April 7, 2014 - Final Submittal Package

Pennsylvania Avenue Parklet - Boulder, Colorado

UniHill Reinvestment Strategy Study Session
April 22, 2014
Sandy Brown, Tracy Colling, Marleen Hagen, Josie Kohnerf, Angie Nelson, Aaron Stoddard and Susan Wade

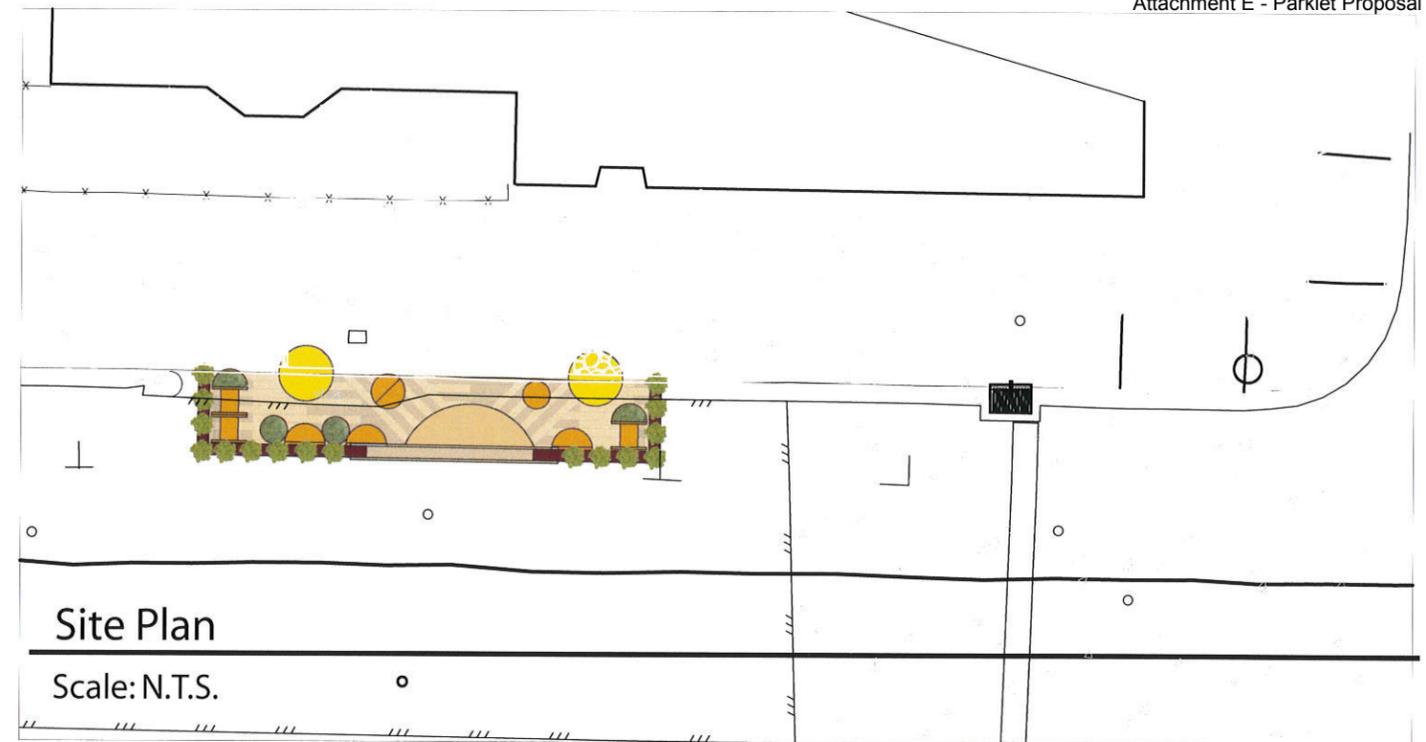
BOULDER PARKLET

Program & Community Participation

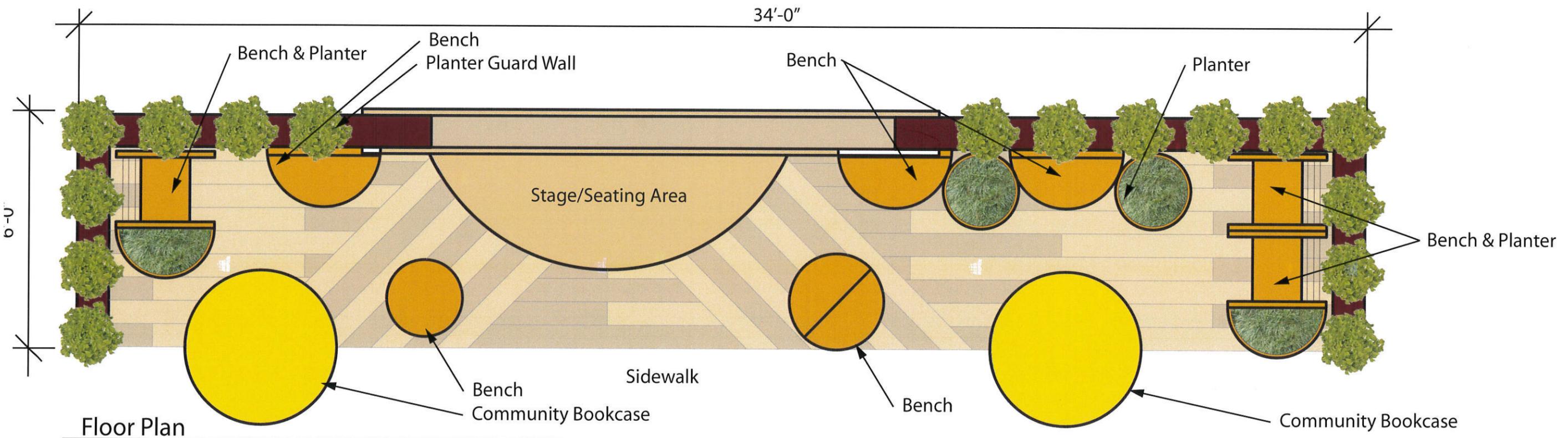
The Boulder Parklet project offers a unique opportunity to take a piece of land and reclaim it for larger public use, rescuing it from the mundane duties of daily parking. We wanted to turn this salvaged public space into something more than just a seating area. We wanted it to have an active role in this community and become an outdoor extension of activities already taking place in the neighborhood. The design of our parklet is based on adaptability and allowing the community to dictate its success. The programming of the parklet aims to keep visitors coming back to see what is new. The parklet is multi-functional, a community book exchange and reading area, but also a special event space for poetry or music performances. Each of these programs is dependent on the community giving and taking to the parklet.

As a place, it is a stopping point within the neighborhood as a community book exchange with a reading area. It fits within the existing fabric, but becomes a unique outdoor extension of the surrounding businesses and university campus.

As a destination, it is a focal point within the neighborhood for residents, students and visitors. It can hold events, a stage for acoustic musical performances and a food truck serving area.



Site Plan
Scale: N.T.S.
Pennsylvania Avenue



Floor Plan

Scale: 3/8" = 1'-0"

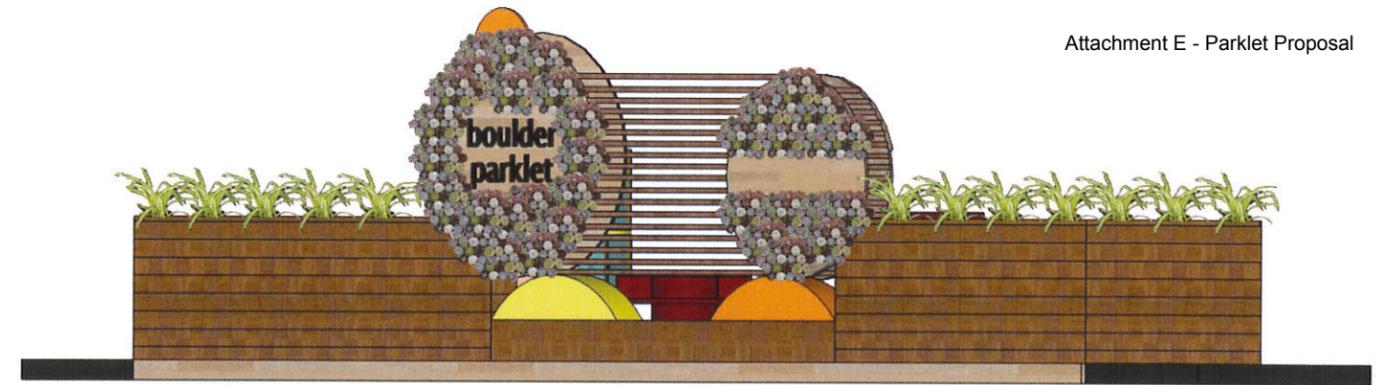
BOULDER PARKLET

Materials and Construction

The primary building component of the parklet design are salvaged wooden reels. The wooden reels come from site construction, they are used to store and transport wires and cables. The wooden reels can be used over and over again, but eventually must be thrown away or restored. The parklet will use the wooden reels, and after the parklet has been dismantled, they can be turned over to a company that recycles or restores them for further use. The reels come in a wide range of sizes, are modular, durable and easily painted. The parklet features 3 main types: a bookshelf, a planter, and a bench. The parklet is easily constructed because most of the pieces are already built and will just need to be modified.

Public Art & Landscaping

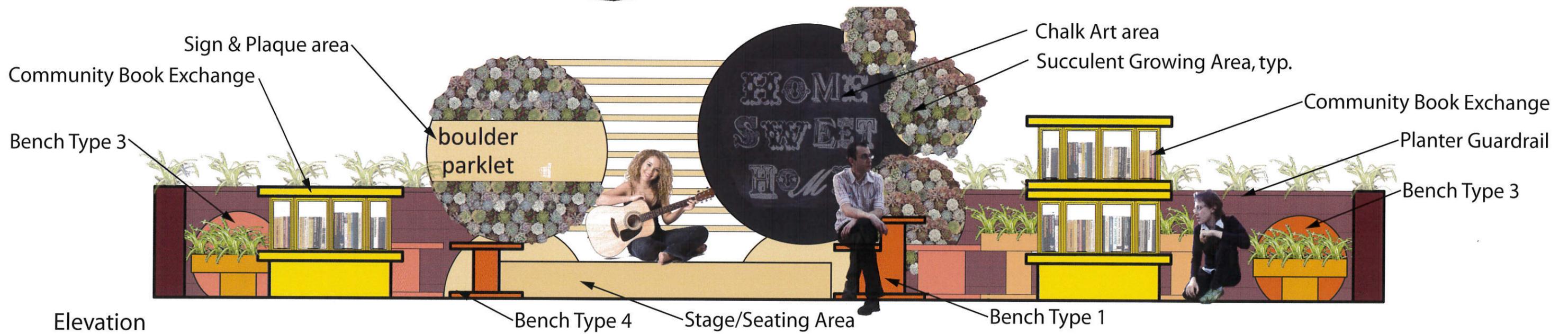
There are planing opportunities throughout the space, including vertical succulent growing areas, and planters for small plants. Behind the stage is a large area covered with chalkboard paint, allowing artists to come and draw new pieces at any time, and encourage many new chalk drawings over the life of the installation.



View from Street



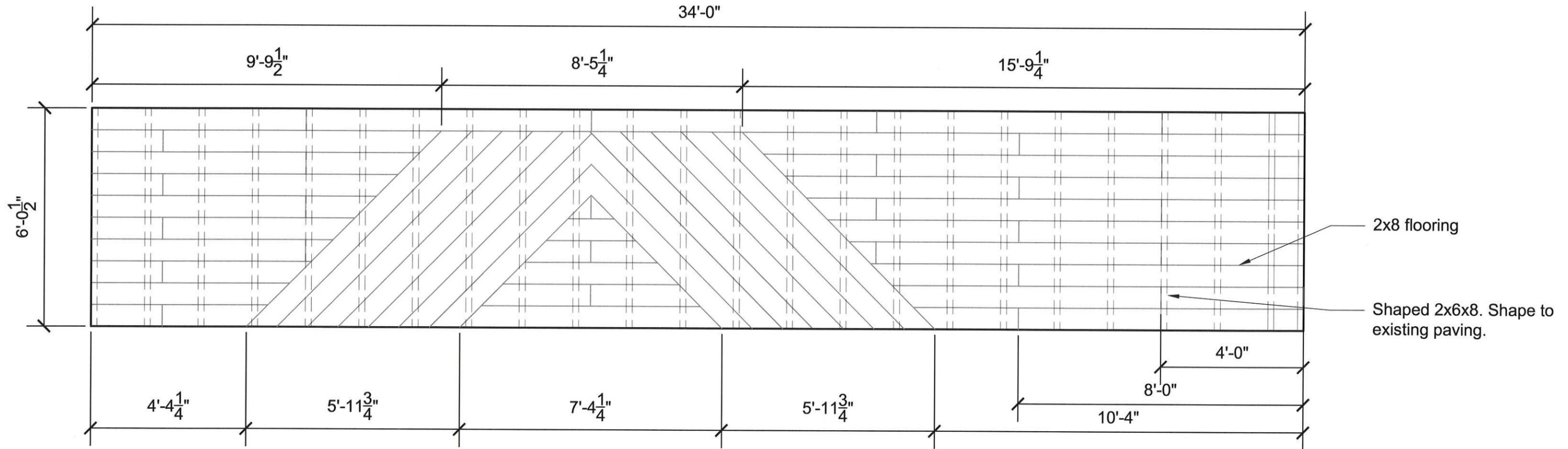
View from Sidewalk



Elevation

Scale: 3/8" = 1'-0"

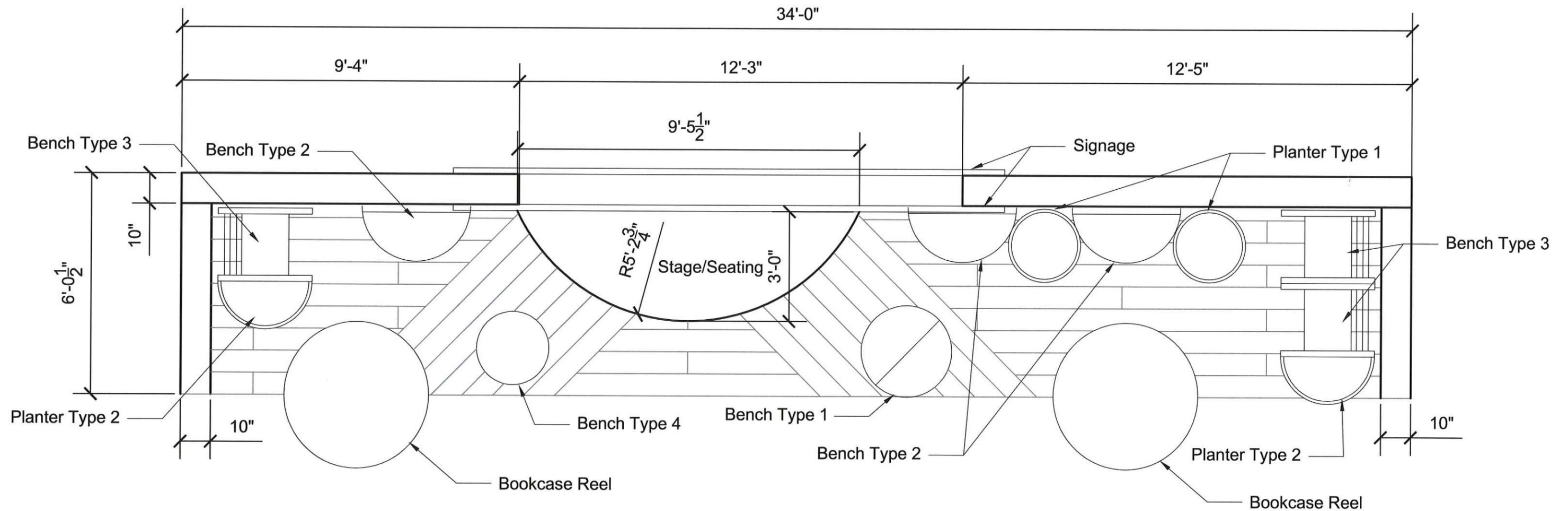
BOULDER PARKLET



Platform Plan

Scale: 3/8" = 1'-0"

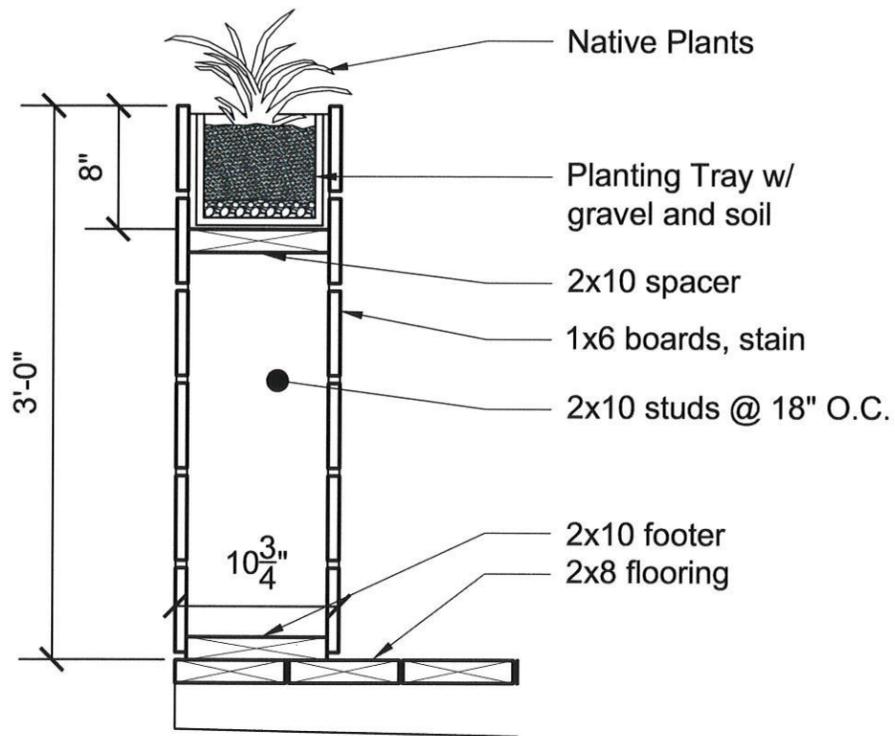
BOULDER PARKLET



Floor Plan

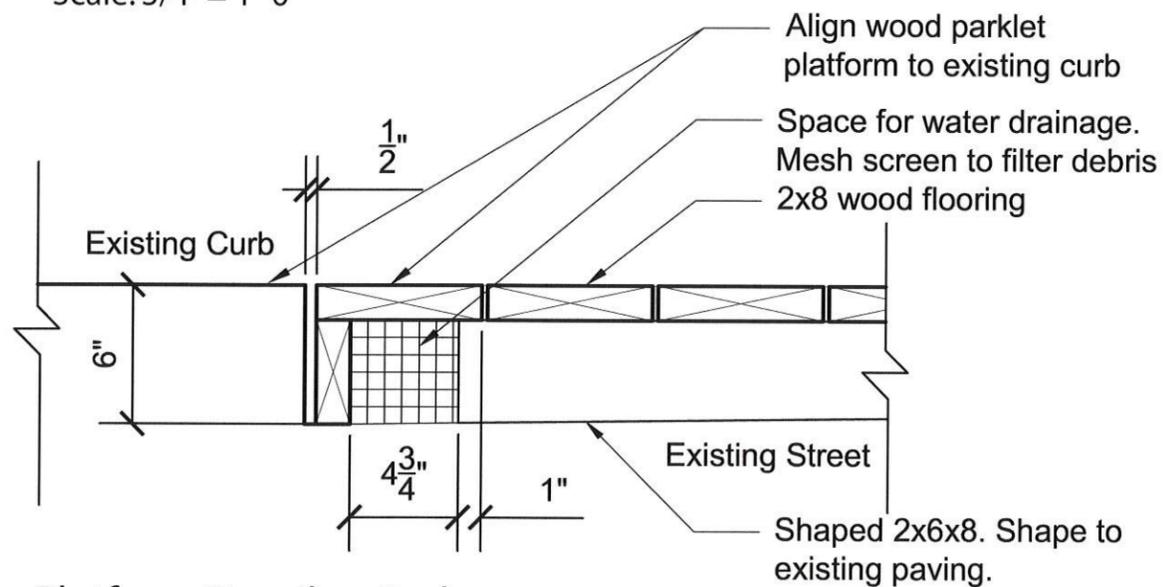
Scale: 3/8" = 1'-0"

BOULDER PARKLET



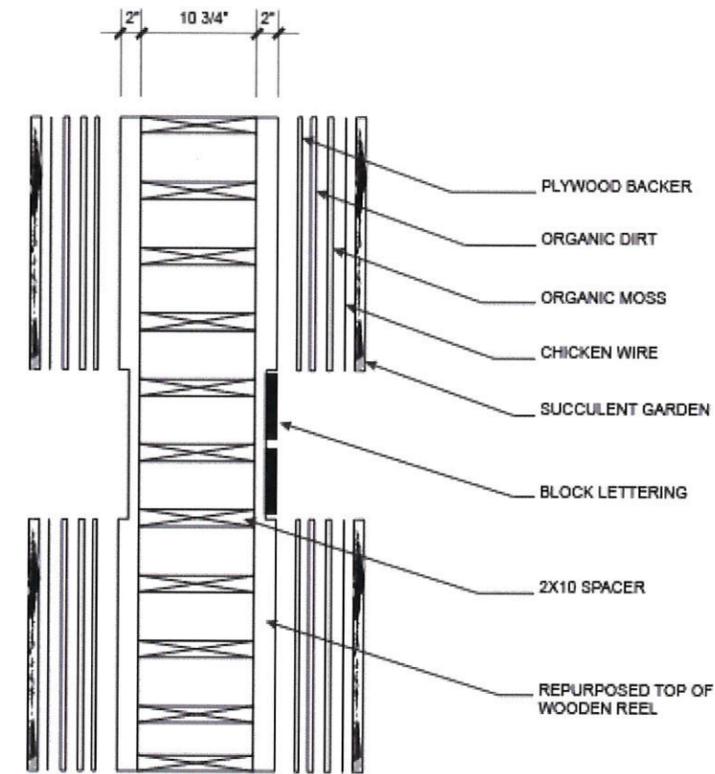
Planter Guard Wall Detail

Scale: 3/4" = 1'-0"



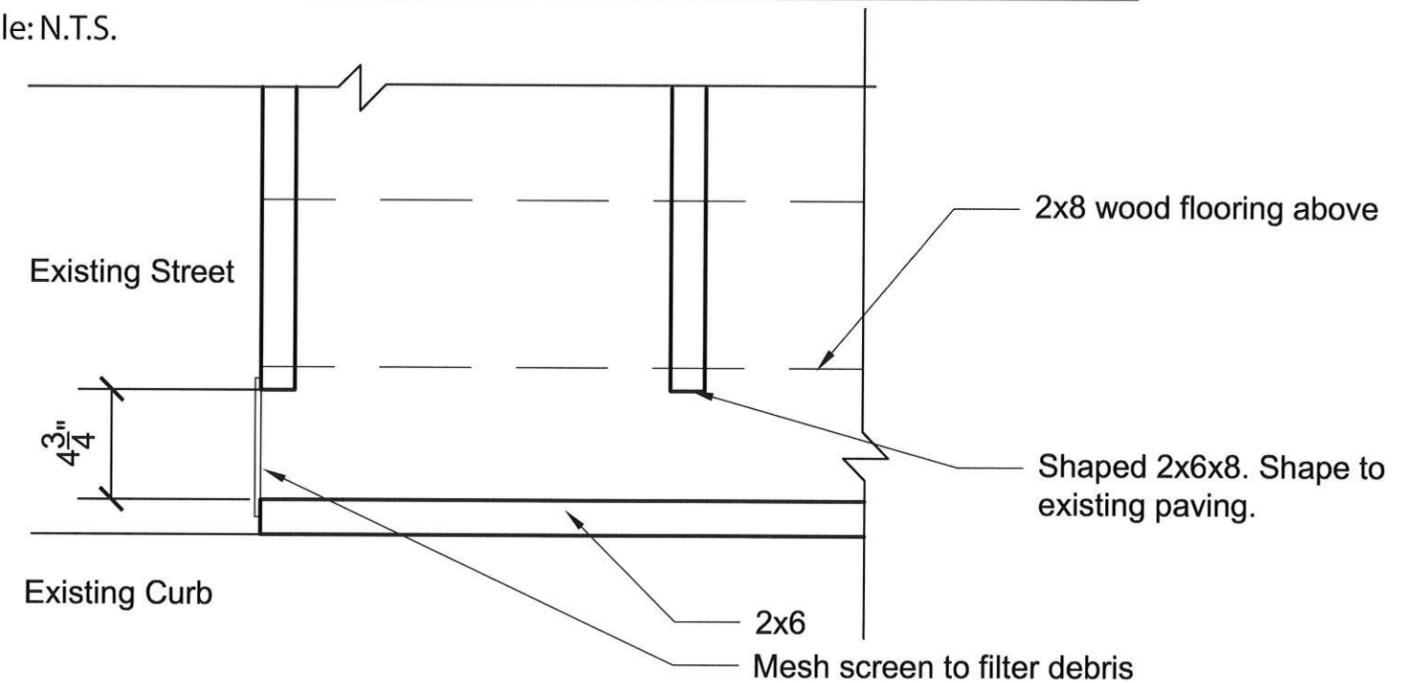
Platform Detail at Curb

Scale: 1 1/2" = 1'-0"



Vertical Succulent Growing Area Detail

Scale: N.T.S.

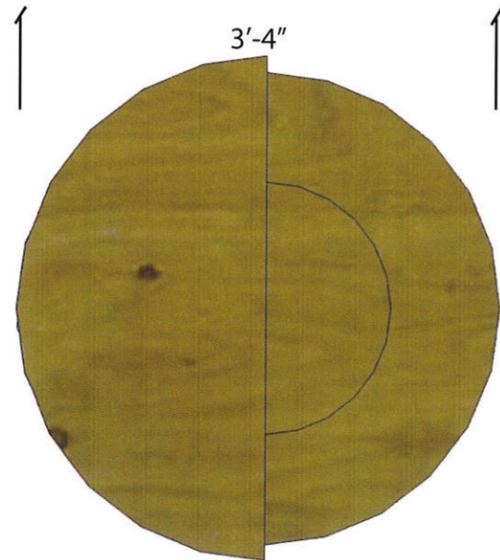


Platform Plan Detail at Curb

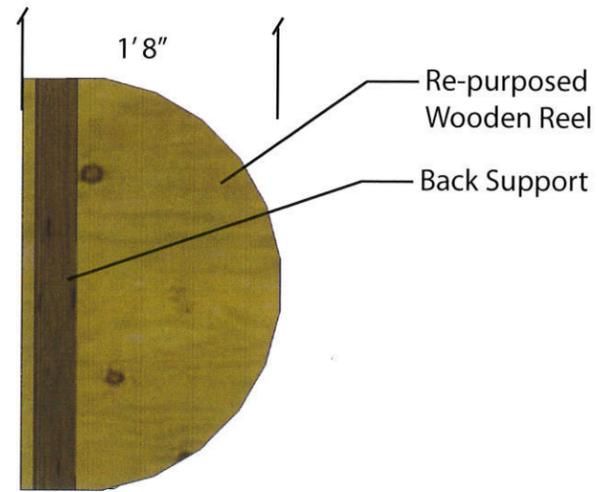
Scale: 1 1/2" = 1'-0"

BOULDER PARKLET

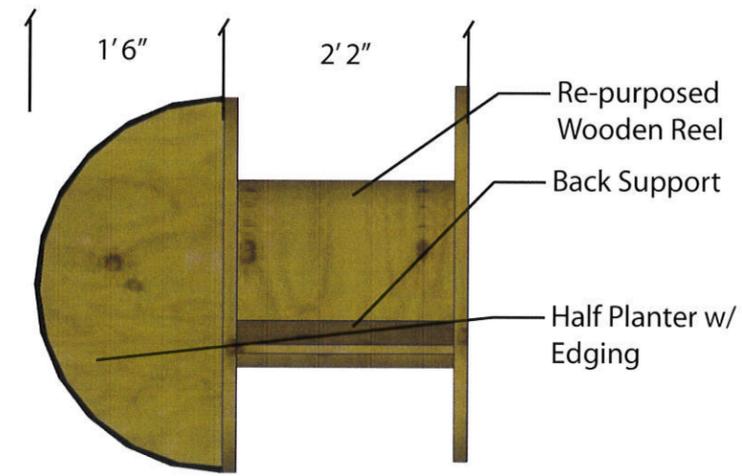
Bench Assemblies



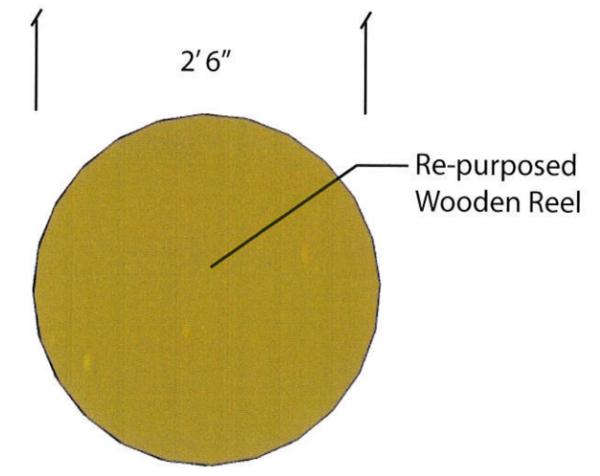
Bench Type 1 Plan



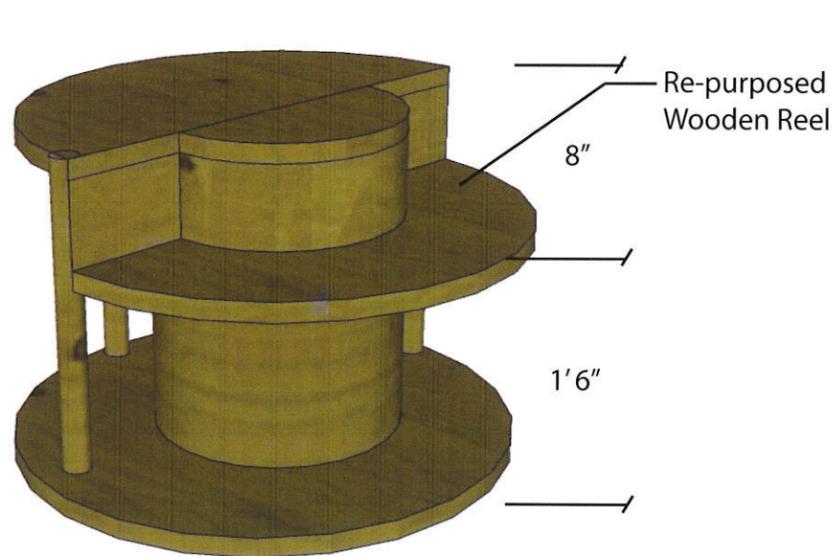
Bench Type 2 Plan



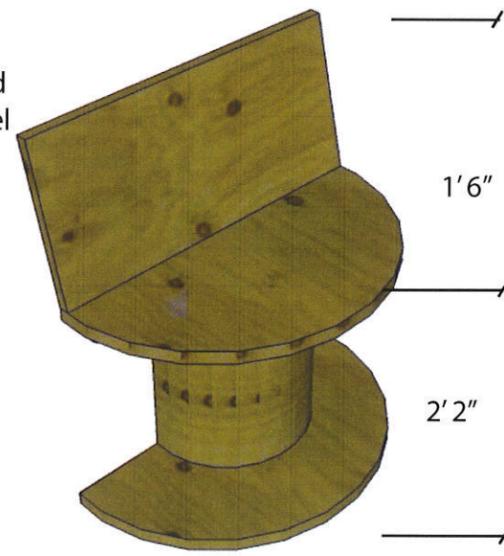
Bench Type 3 Plan



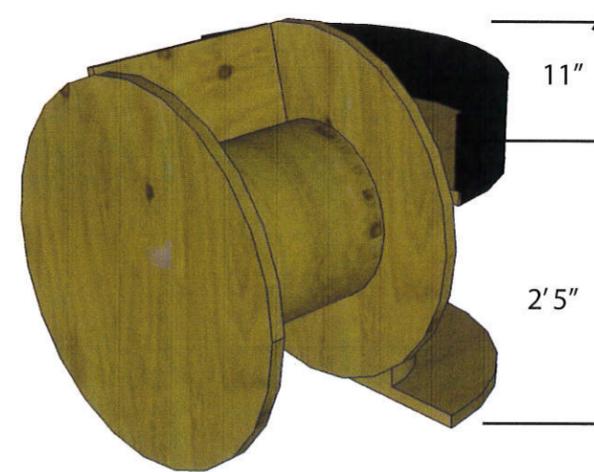
Bench Type 4 Plan



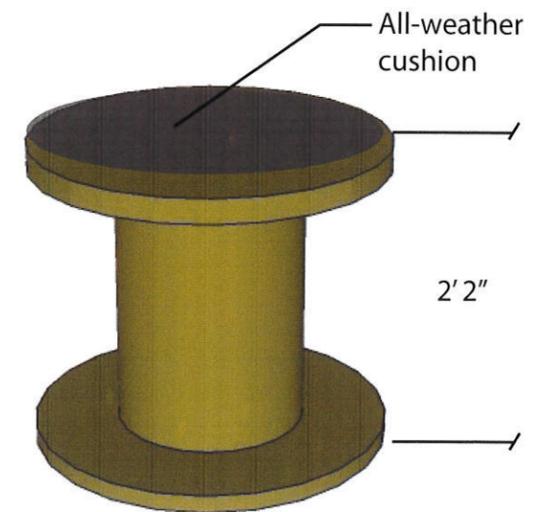
Bench Type 1 Axo



Bench Type 2 Axo



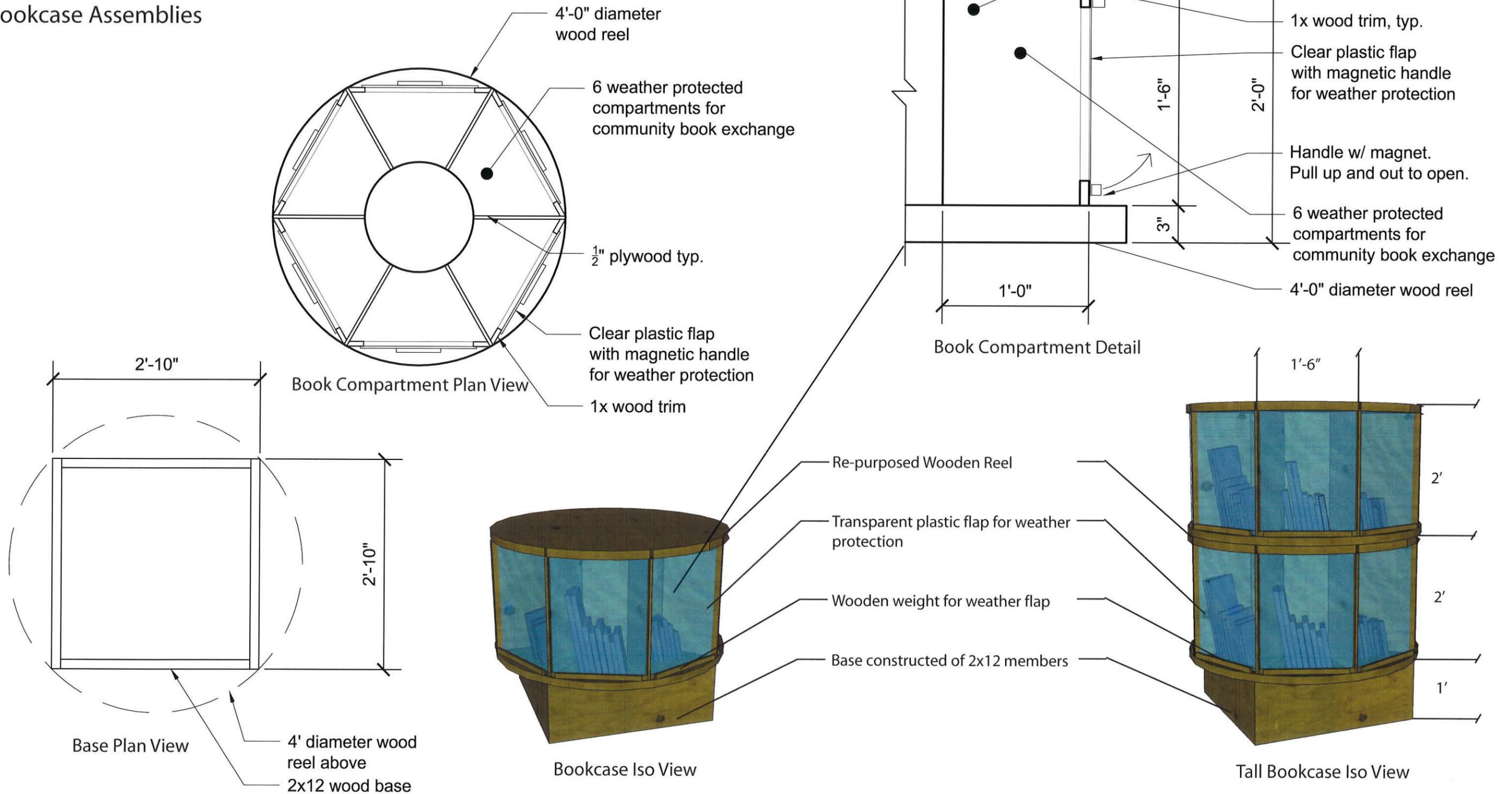
Bench Type 3 Axo



Bench Type 4 Axo

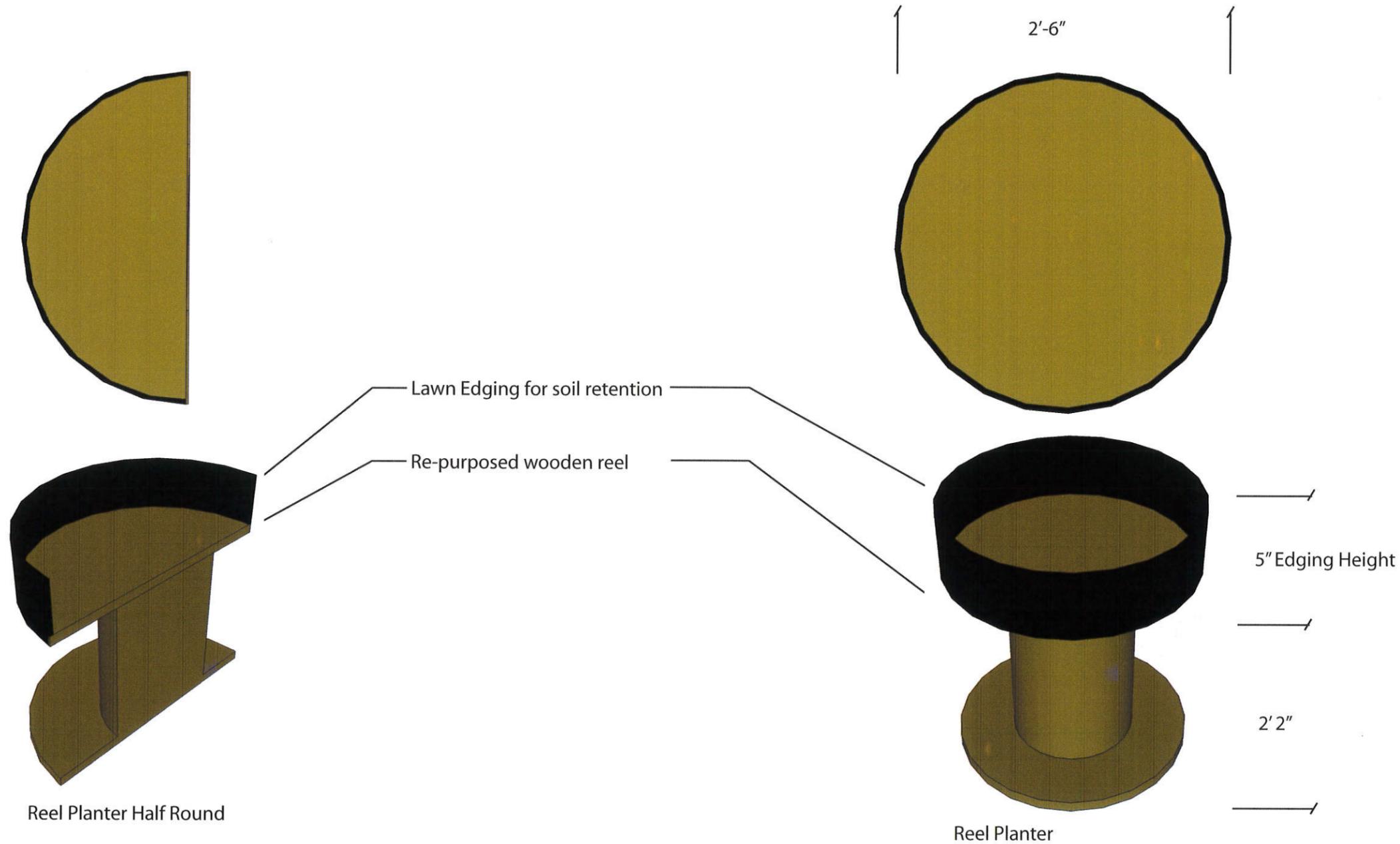
BOULDER PARKLET

Bookcase Assemblies



BOULDER PARKLET

Planter Assemblies

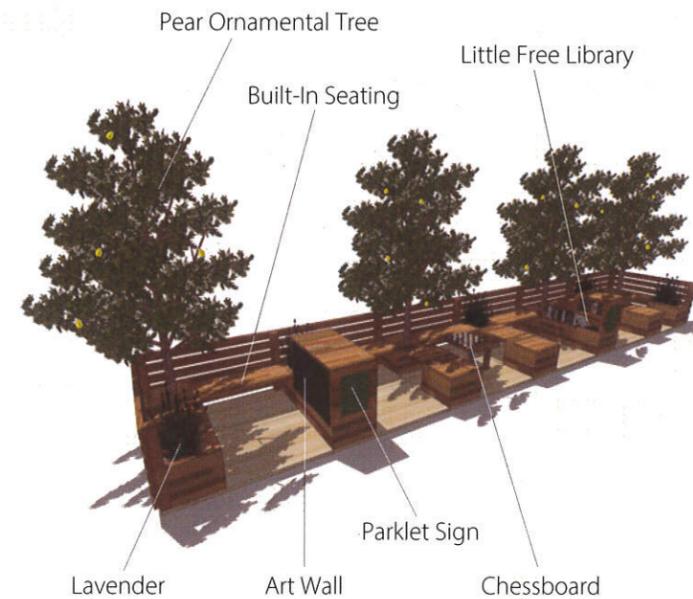


The Book Nook

The Book Nook parklet is designed as a quaint place for people to gather to drink a cup of coffee and read a book. Amenities include a **little free library**, where neighbors can share their favorite books with others; a built-in **chessboard** for lunch-time entertainment; a **community art wall** for local artists to display their work; and **ornamental pear trees** to enhance the social, aesthetic, and natural environment to parklet users.



The Book Nook parklet is designed for maximum usability from start to finish. The parklet is broken into six (6) six foot by six foot sections, and can be rearranged based on future locations. Each section has its own unique place-making features that **enhance pedestrian** experience on the Hill.



Each section can be **prefabricated off-site** and then assembled on site. Dismantling the parklet works the same way: each section can be carried off and taken apart off-site. **The Book Nook** could be relocated to a new location and, depending on the size of the site, extra parklet sections would be stored until further use. **Lavender** or another sensory plant will be used to provide therapeutic experiences of smell and touch. **Ornamental pear trees** will be planted for shade and at the end of the parklet life, these trees can be relocated elsewhere in Boulder as street trees. Plants will need to be watered regularly.

The parklet is designed with wood because it can be easily found in construction re-use shops such as ReSource located in Boulder. **Scaled lumber** will be used for most of the support and, depending on material availability at ReSource, decking material (such as **Trex** or Kebonized wood) would be preferred for construction of the seats and floor. If these materials aren't available, then stained wood pallets will be used for seating, planter boxes, and flooring.

Cost Estimate:

Materials:	Cost:	Area or Quantity:	Approx. Total
Trex Decking*	\$1 per linear foot	416 sq feet	\$416.00
Trees	~\$200 each	4 trees	\$800.00
Lavender plant	~\$10	5 plants	\$50.00
Scaled Lumber*	\$0.15 per linear foot	200 linear feet	\$30.00
Casted Clear Acrylic	~\$102 per sheet (2304 sq in)	1800 sq in	\$102.00
Hinges, locks	\$1 per hinge, \$5 per lock	12 hinges 6 locks	\$42.00
Screws	\$22 per 1,000	5,000 (est.)	\$110.00
Planting Pots**	\$10 per pot	9 planters	90
Material Total:		\$1,640.00	Labor Total: \$3,032.00
Buffer (20%):		\$328.00	
Material Total:		\$1,968.00	Total Cost: \$5,000.00

RIGHT: Cost estimation. The amount left over after the cost of materials will be put towards labor costs. Prices and quantity are estimated.

*Price from ReSource as of 3/3/2014

**If trees are potted at the nursery, then reduce quantity by 4

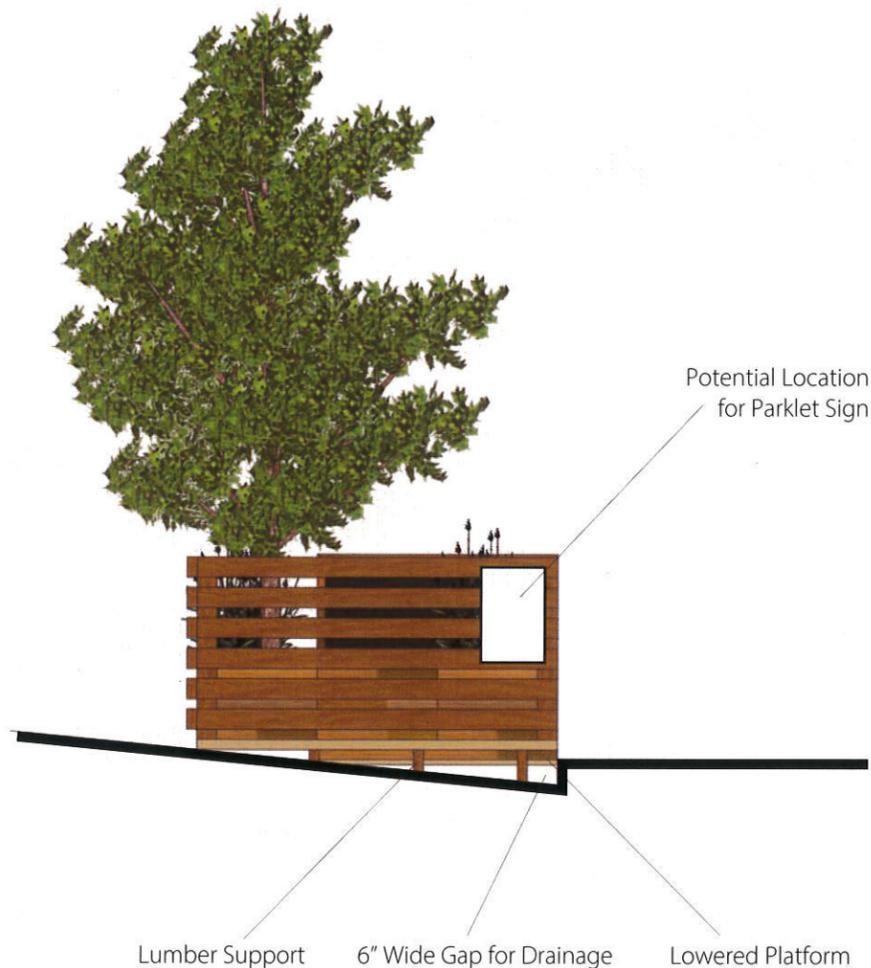
The Book Nook

Accessibility

One of the main challenges of the site is that Pennsylvania Avenue has a high road crown that extends above the curb at an 84 degree angle. The angle and curb height were reproduced in the 3D model to give a more accurate representation of the site and allowed for further analysis.

Scaled lumber will be used to prop the parklet above to meet the curb and each section will be readjusted based on unique road conditions. In order to make the parklet flush with the curb, the parklet platforms will be lowered to meet the curb. This created a "stepping" condition seen in the side view below, with seating and planters raised above the platform to account for the slope.

RIGHT: Perspective of lowered platform. Seating height was modified to make up the difference.



Trees and Shade

While trees might be difficult to plant and require more upkeep, trees are highly recommended for this project due to shading and cooling they provide. As seen in the Google Earth Streetview, which was taken in the middle of the day in July 2013, street trees don't give adequate shade to the street where the parklet is located. Trees will help create a comfortable microclimate for users by cooling down parklet seating. Plus, some of the pear trees bloom white flowers in spring and turn to brilliant orange-red in the fall. However, if trees are not possible, plants such as lavender or various tactile plants can be substituted in place of trees.



Trees with small root balls that are already potted will be installed within the wood casing. The wood casing dimensions are 20"x 20"x 18", and all plants will be planted in pots and then be secured by wood casing.

Potential Tree Types:

- | | |
|-----------------------|--------------------|
| Cleveland Select Pear | Imperial Locust |
| Autumn Blaze Pear | Shademaster Locust |
| Jack (Dwarf) Pear | Japanese Lilac |

Acrylic Window Hinges



Little Free Library

To protect the books from rain and weather, a clear acrylic window will be attached to the library with hinges and a knob to open the case. Also, a padlock and rings will be attached from the acrylic window to the book case so that it can be secured during the night. Keys to the padlocks will be kept at Innisfree or another local business.

The Book Nook

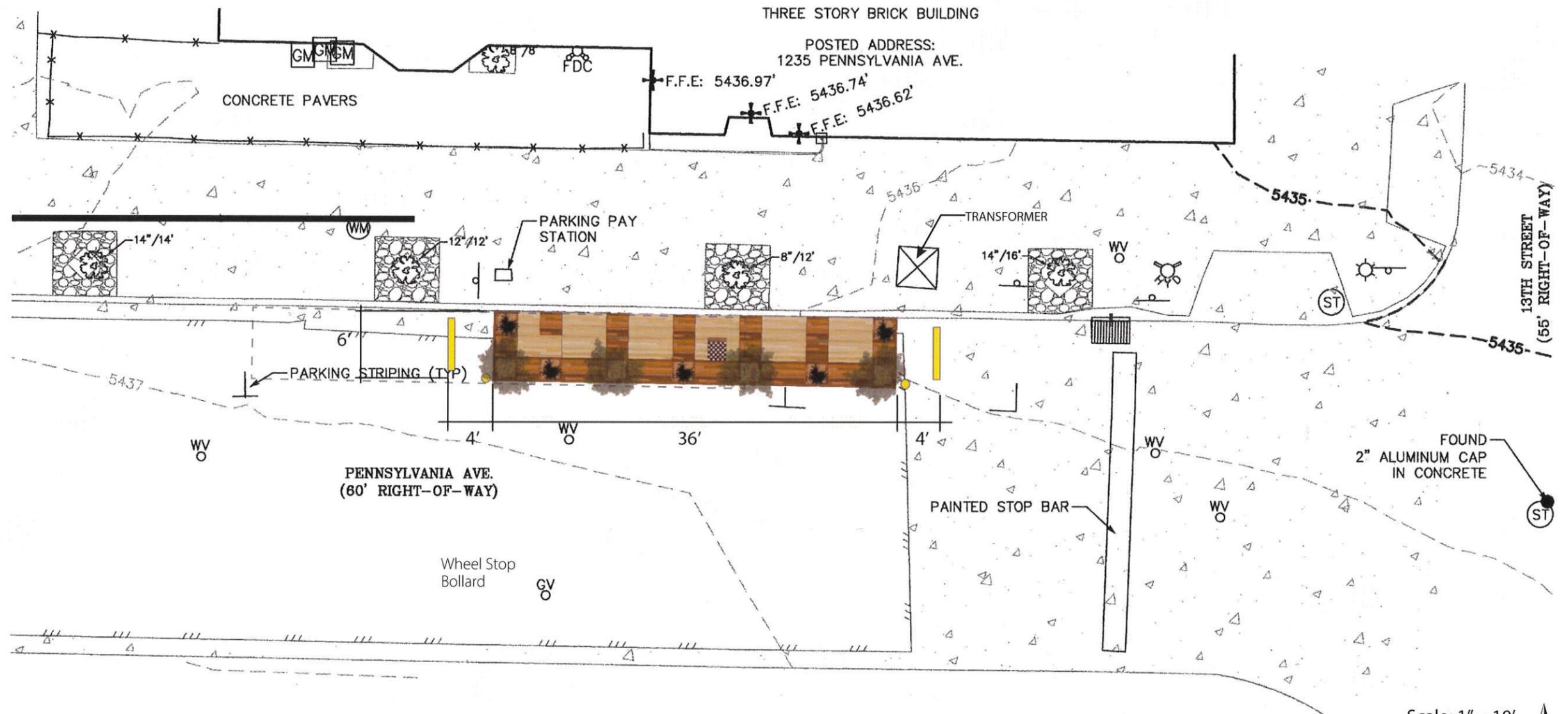
Detailed Site Plan

Ideally, the Book Nook should be located in between the transformer and parking pay station to avoid obstruction by either of these two objects. This location is still within the design parameter of taking up two parking spaces and further reduces conflict with objects along the streetscape.

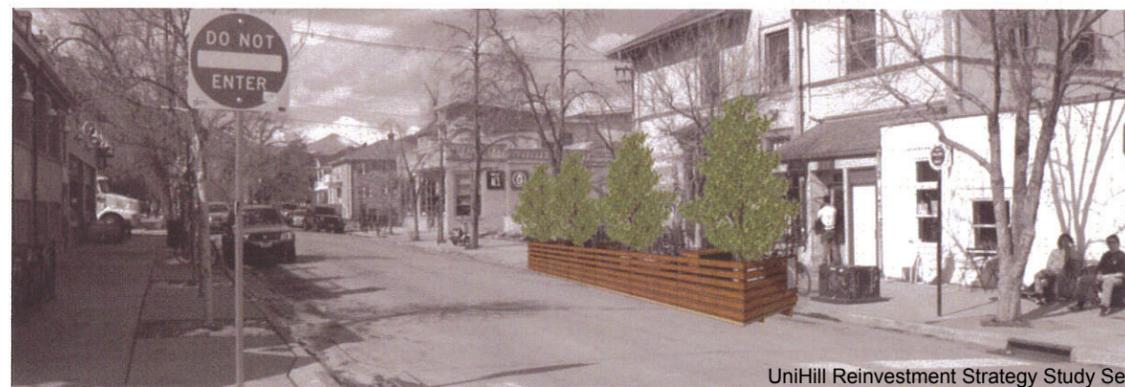
This location also provides an in between area for public enjoyment in between outdoor seating along Innisfree (seen in Google Streetview) and outdoor patron seating for Aion Cafe.

However, the Book Nook can also be located within the central large parking space, thus taking up only 1 parking space (shown as a dotted line). This location still avoids the transformer, but is in more conflict with the pay station.

RIGHT: View from across the street. Thinner horizontal wood planks could be used to let in more views from the street.



Scale: 1" = 10'



UniHill Reinvestment Strategy Study Session
April 22, 2014

Construction

Two contractors within Boulder are willing to help with construction of The Book Nook:

1. Coburn construction team
2. Silver Lining Builders

If the Book Nook is chosen, then one of these two construction teams could proceed with building

Tools & Toolboxes for Urban Development



Hill Work Session – December 9, 2013

UniHill Reinvestment Strategy Study Session
April 22, 2014

District Development Framework

Organizing for Each Phase of a District's Growth Cycle...

District Lifecycle	General Conditions
Stagnant	Challenged, with high vacancies, underutilized properties, uninviting public realm and poor regional image
Growing	Up and coming, with a sprinkling of new businesses, pioneering new investments and an image of a district in transition
Mature	Established, with a strong mix of retail, restaurants and jobs, inviting public realm and strong regional image

District Development Framework

Stagnant Districts

Private Sector Champions?

Several local leaders motivated to change the district, but high levels of apathy and cynicism among stakeholders

Program Priorities

- Attract new investment & stabilize the environment
- Create confidence among local stakeholders
- Combat regional stigma

Organizational Options

- Appointed commission
- Community development corporation
- Redevelopment agency
- Main Street™ program

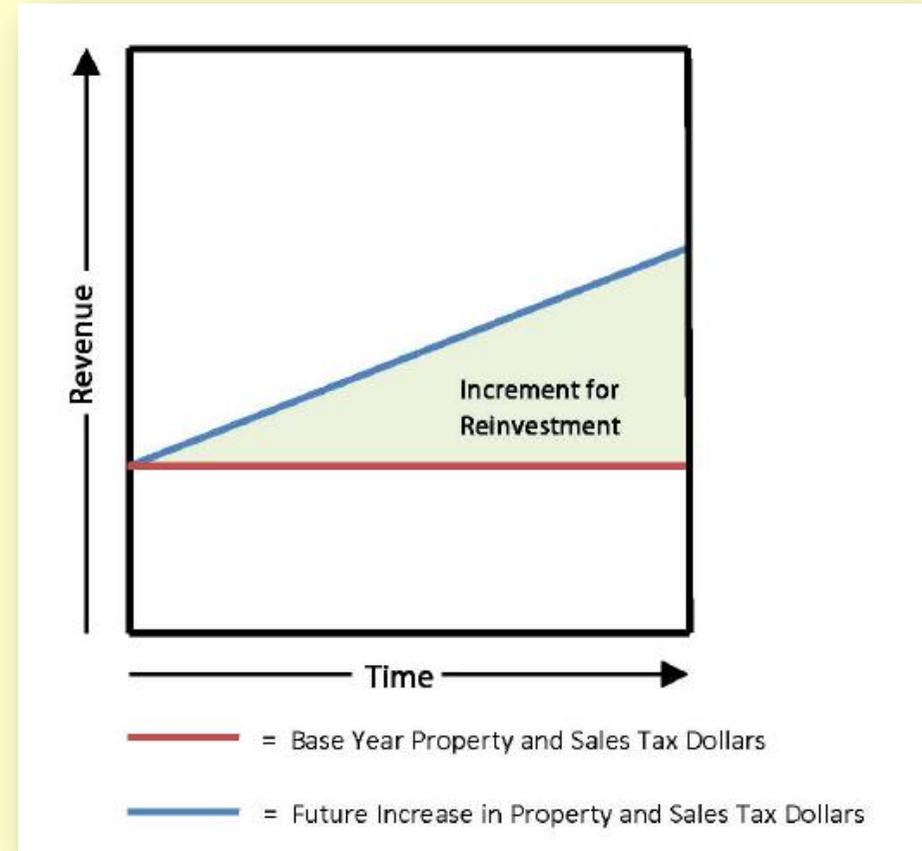
Tools & Resources

- Tax increment financing
- Local government support, both money and services
- Charitable grants
- Earned income from development

Finance Tools: TIF

Basics of tax increment financing (TIF)...

- Uses future increases in property and/or sales tax to finance improvements today
- Common to bond with TIF
- Tool for “bricks & mortar” – infrastructure & buildings
- *Now may be the time to establish a base year*



Successful Strategies: URAs

Denver Urban Renewal Authority

- Formed in 1958 – Nearly \$500M has leveraged \$8B in investment
- Has powers of TIF and eminent domain
- The redevelopment process
 - ✓ Findings of blight
 - ✓ Project feasibility & gap analysis
 - ✓ Urban renewal plan/agreement
 - ✓ Approval by DURA & City Council



Community Development Corporation (CDC)

Non-profit community organization with public/private orientation...

- Oriented to advance real estate and business development
- Provides planning and project development services
- Facilitator and problem solver for otherwise challenging projects
- Organized as a 501(c)3 non-profit

Funding Source: Contributions, grants, fees and earned income

Successful Strategies: CDCs

NEWSED

- 501(c)3 CDC formed in 1973
- Variety of programs advancing revitalization of Santa Fe Drive & adjacent neighborhoods
 - ✓ Housing & commercial development
 - ✓ Counseling & workshops
 - ✓ Santa Fe Drive business support
 - ✓ Special events



Finance Tool: Community Capital

Mobilizing Local Capital & Resources...

- Variety of ownership models – community-owned corporations, cooperatives, investment fund
- Local incentive for small business development, marketing
- Provide both equity and debt
- New online crowdsourcing applications

Funding Sources: Individuals, banks, institutions, foundations

Successful Strategies: Community Capital

The Mercantile, Powell WY

- Community-owned, for-profit store
- \$500 shares sold to 800 residents
- Retains spending and local jobs
- Help revitalize downtown
- Customer service & special orders



Successful Strategies: Main Street Program

Brush!

- Main Street™ program formed in 2001
- Façade improvement grants to 12 properties
- Streetscape enhancements underway
- Program purchased/renovated a building
- *A sustainable champion for the district*



District Development Framework

Growing Districts

Private Sector Champions?

Core group of vested property and business owners, with energy from new entrepreneurs. Motivated to explore public/private approaches to improve the district.

Program Priorities

- Attract new businesses & market the area to consumers
- Beautify and improve the public realm
- Provide meaningful participation for new owners and businesses
- Convey a new emerging image

Organizational Options

- Membership organization
- Business improvement district
- Downtown development authority
- Foundation or 501(c)3 subsidiary

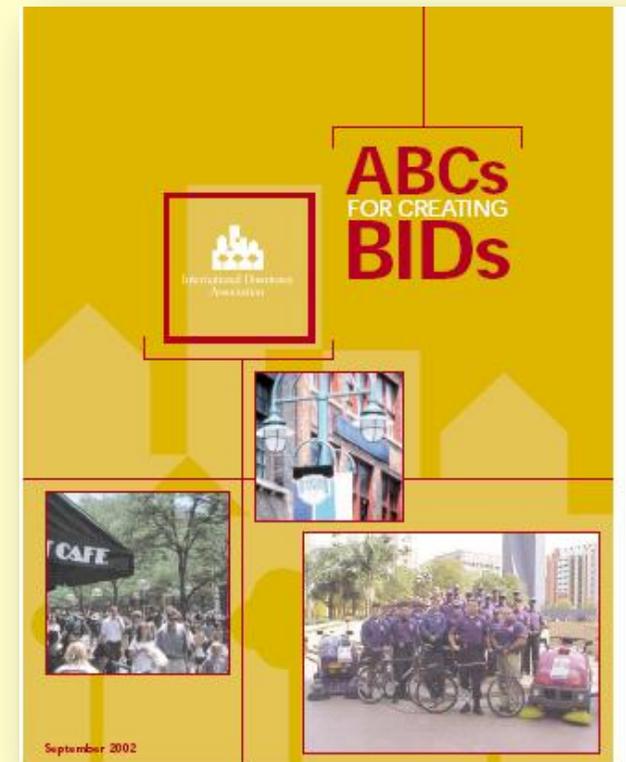
Tools & Resources

- All of the preceding plus:
- Property or business assessments
 - Revenue generating promotions and special events
 - Membership dues

Business Improvement Districts (BIDs)

Quasi-public special district governed by ratepayers...

- Provides funds to manage, market and maintain the downtown environment -- “CAM” fee for downtown
- Self-governed, self-imposed, accountable
- Need:
 - 1) private sector champions;
 - 2) supportive local government;
 - 3) staff and financial resources;
 - 4) tradition of public/private partnership



Successful Strategies: BIDs

Downtown Boulder BID

- BID formed in 1999
- 4.7 mills annual budget of \$1M
- Services include marketing, economic development, maintenance, capital repair & social services



Downtown Development Authorities

Can often combine advantages of TIF & BIDs...

- Differs from state to state
- In Colorado, allows TIF and a mill levy
- Must implement a downtown development plan
- Governance is more public-sector connected
- Does not have power of eminent domain
- Now may be the time to establish the base year for TIF

Successful Strategies: DDAs

Glenwood Springs DDA

- Formed in 2001 following a downtown plan
- Includes \$350K mill levy plus TIF
- Library, CMC & parking garage
- Provides leadership for downtown improvements



Also in Longmont, Windsor, Castle Rock, Nederland, etc.

District Development Framework

Mature Districts

Private Sector Champions?

Experienced core group of vested property and business owners with a history of being organized and participating in public/private partnerships.

Program Priorities

- Retain & grow businesses
- Market the area to consumers
- Keep organization fresh to keep stakeholders engaged
- Strengthen a positive image

Organizational Options

- Entrepreneurial holding company
- Parking districts
- Events production company
- Transportation management organization

Tools & Resources

- All of the preceding plus:
- Parking revenue
 - Local improvement bonds
 - Merchandising the district

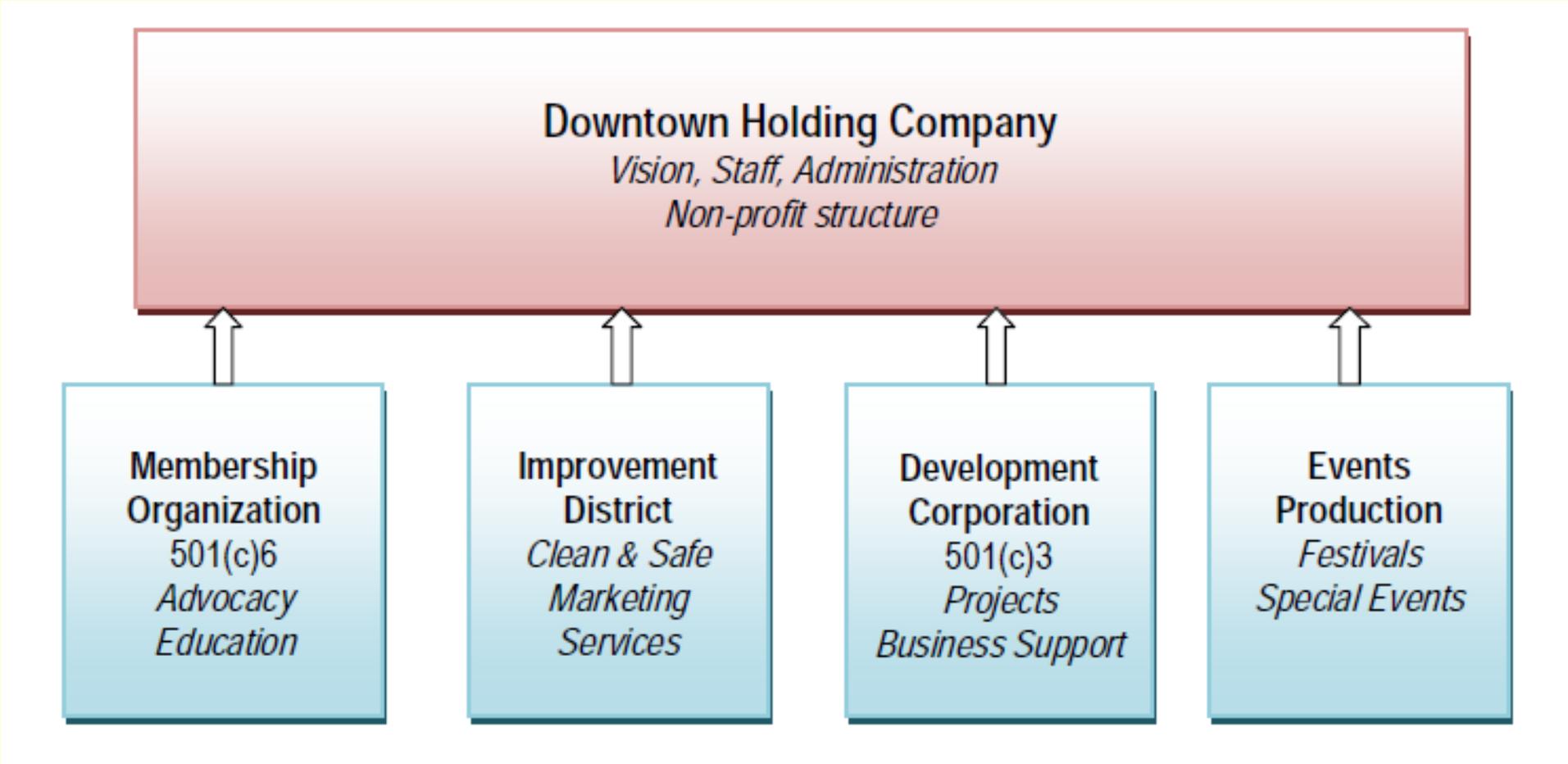
Successful Strategies: Revenue Bonds

Cherry Creek North BID

- ▶ 16-block retail and restaurant district, 320 independent businesses
- ▶ Generates approximately \$3 million in annual revenue
- ▶ Passed \$18.5 million bond issue to streetscape entire district
- ▶ BID issued bonds in 2009



Holding Company Structures

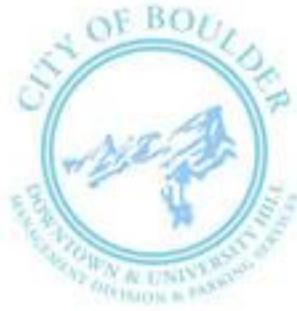


Tools & Toolboxes for Urban Development



Hill Work Session – December 9, 2013

UniHill Reinvestment Strategy Study Session
April 22, 2014



2014 University Hill Business and Employee Surveys for Transportation and Hill Area Intercept Survey and Mode Count Report of Results

April 2014

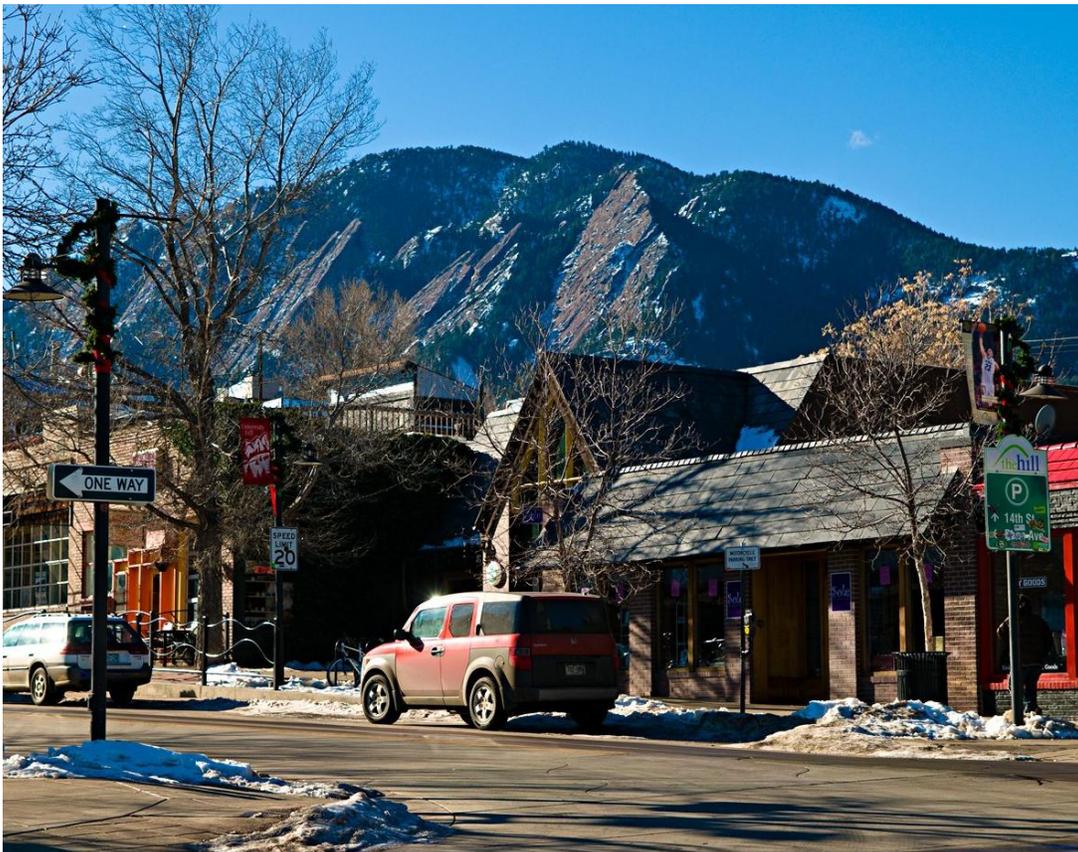


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Summary of Results

Survey Background

The City of Boulder's University Hill General Improvement District (UHGID) desired to learn more about transportation to and from as well as through the Hill commercial area. Several data collection efforts were undertaken to obtain this information: 1) a survey of Hill business owners/managers, 2) a survey of Hill employees, 3) intercept surveys of those walking in the Hill commercial area, and 4) mode counts of the transportation modes being used in the Hill commercial area.

UHGID contracted with National Research Center, Inc. to help develop a data collection strategy and to design the questionnaires and data collection instruments. With guidance from UHGID, NRC drafted the various questionnaires. These questionnaires underwent several iterations as they were reviewed by UGHID and revised by NRC before being finalized. Copies of the questionnaires and data collection forms can be found in *Appendix E: Survey Instruments*.

A total of 48 businesses were requested to complete the business survey; 18 did so, for a 38.5% response rate. Employees from 48 businesses were asked to complete the employee survey; 95 employees from 22 businesses did so.

Intercept surveying took place from 11am to 3pm for two weeks on Tuesdays through Fridays. Additional shifts were also completed on Thursday from 1pm-3pm the following week. Two interviewers were assigned to work each of these shifts. One would approach individuals to do the interview, the other would count transportation modes. Copies of the instructions given to the interviewers can be found in *Appendix E: Survey Instruments*. A total of 1,383 people were approached to do a survey, of these, 295 did so, for a response rate of 21%. Of the 1,088 people who refused to do the survey, 62% said they too busy or did not have enough time, 33% "didn't want to," 2% said they had already been surveyed, less than 1% did not speak English, and 3% gave an "other" response. None of those approached to be interviewed who refused had children in their group, while about 1% of those who were interviewed had children in their group. The average party size of those who refused to be interviewed was 1.4 people, compared an average party size 1.3 for those who agreed to be interviewed; 67% of those who refused to be interviewed were one-person parties compared to 76% of those who were interviewed.

Business and Employee Demographics

With discussions currently taking place about potential reinvestment strategies on University Hill, it is clear that a better understanding of who is in the University Hill commercial area community and how they travel to and from the district will be critical to making well-informed strategic decisions regarding the district. The survey of business owners and managers asked questions about the nature of their business and demography of employees and both employers and employees were asked how they travel to and from work, and in what other ways do they use University Hill. This information was combined with results from intercept surveys to create a more robust picture of the different groups of users who interact in the shared district.

Of the 17 respondents to the survey of business owners and managers, 22.2% were from retail stores (N=4), 16.6% from restaurants (N=3), 11.1% had professional services (N=2), and 11.1% had health care services (N=2). Six businesses (35.3%), were in the "other" category; and

provided descriptions that would be considered services. The average age of the businesses (Question #5) was 13.2 years, with the oldest in business for 54 years.

The University Hill businesses that responded to the survey had an average of 10.2 employees per business (Question #6) with 4.2 full-time and 5.5 part time staff. However, a surprising finding was that only 22.1% of the employees, on average, were current CU students (Question #7). Of the employees, 56.2% had a weekday, daytime schedule (Question #8) with the second-most popular shift being ‘variable/rotating schedule’ (20.9%). Fewer of the staff worked weekday (5.9%) and weekend evenings (5.6%).

Business Owner Transportation Trends

Most business owners/managers (83.3%, N=15) either didn’t know if they were eligible for an EcoPass or were not eligible for an EcoPass (Question #10). Those that knew they were eligible (N=3) unanimously used the pass more than once per week (Question #11). On the day of the survey, 70.6% of the business owners drove alone (N=12) and only 11.8% (N=2) biked to work (Question #12). Of those owners who drove, 3 parked in one of the UHGID parking lots, 4 parked in a space leased by the business, 2 parked on the street in the UHGID district, and 2 parked on the street in the University Hill residential area (Question #13). Nearly 80% of the business owners said that they typically drive alone (74%) or carpool (5.8%) to work, while every other modal use comprised only 20.2% of the business owner trips (Question #14). When asked ‘when you drive to work, where do you usually park?’ 29.4% (N=5) responded that they park in a space leased by the business and 23.5% (N=4) said that they usually park on the street in the University Hill residential area (Question #15).

This trend was similar for employees; business owners estimated that 68.6% of the commuter trips made by their staff were made by driving alone or carpooling (Table 21: Question #18). When asked where they thought their employees who drove usually parked, 5 responded that their employees park in private lots or leased spaces, 3 said employees usually park on the street in the UHGID district, 3 said the University Hill residential area, and 2 thought their employees parked in one of the UHGID parking lots.

Of the business owners, 47.1% (N=8) lived within Boulder city limits, 17.6% (N=3) lived in Longmont, and 17.6% (N=3) lived in Broomfield, Westminster, or Arvada (Question #27).

Perceived Strengths and Weaknesses of University Hill

In an open-ended question, business owners were asked to comment on what they saw as the strengths of the University Hill Commercial District (Question #20). A number of respondents mentioned similar themes, as follows:

- Location to campus (x7)
- Students/ customers (x4)
- Diverse mix of businesses (x3)

Employees were asked the same question (Table 49: Question #9) and of the 64 comments, the most frequently cited were:

- Food: quick/ restaurants/ etc. (x9)
- Location to campus (x8)
- Unique area/ district/ shops (x6)
- Variety of needs available (x6)

Overall there was a variety of proposals for making the Hill better from the 17 owners, but the most prominent themes were:

- Parking (x7)
- More diversity of use (x5)

The employees working on University Hill were much more united in what they felt would be one thing that would make the University Hill commercial district a better place. The most popular themes of the 64 responses were the following (Table 50: Question #10):

- Parking (x43)
 - Free (x14)
 - More (x12)
 - Better (x7)
 - Cheaper (x3)
- More diversity/ variety in businesses (x11)

Next most frequently mentioned by employees were:

- Wanting more alcohol licenses/ restaurants/ establishments (x6)
- Cleanliness (x5)
- Safety and security (x2)

Employee Transit Patterns

Fifty-six employees responded to the survey asking them about how they travel to work and how they used the University Hill.

Asked about parking (Table 39: Question #2), 24.5% (N=23) said they did not drive to work, 25.5% (N=24) said they parked in the University Hill residential area, and 11.7% (N=11) said they parked in a private lot or space leased by the business. Overall, a combined 28.7% (N=27) stated that they parked in the UHGID district, either in one of the parking lots or on the street. The employees were much less likely than the business owners to travel during their work day (Table 44: Question #5), 32.3% (N=30) said they did so 'less than once a month'. Between 9% and 14% (N=11: N=13: N=8) replied to each response that they travel two or more times a day, once a day, or several times a week.

Fourteen of the respondents to the employee survey said they qualified for an EcoPass (Table 46: Question #6), and of those, nearly half did not pick up the EcoPass (N=7) or used it less than once a month (N=6) (Table 48: Question #8). Another quarter (N=7) responded that they used the EcoPass more than once a week. It is worth noting that when asked what would make the district a better place (Table 50: Question 10) there was only one response calling for employee EcoPasses to be free.

Employees were asked how many days in a typical week that they commuted by a variety of travel modes (Table 41: Question #3). Most of these days (70.4%) employees drove alone or carpoled to work. Regarding other commute modes, employees said they walked 11.6% of the time, biked 11.2% of the time, and used the bus 5.4%. Only 12.9% (N=12) noted they never drive to work (Table 42: Question #4), which is less than the total of those eligible for a CollegePass. Of the employees, 81.7% (N=76) responded that they do have access to a motor vehicle (Table 52: Question #12) and 49.5% have access to a bike (N=46) (Table 53: Question #13), only 2 employees were members of eGo CarShare (Table 54: Question #14), and one was a member of Boulder B-cycle (Table 55: Question #15).

Most University Hill employees lived within Boulder (Table 56: Question #16), 63.4% (N=59) and another 2.1% (N=2) lived in Gunbarrel. Other employees lived in Denver or other metro-area suburbs (13.9% (N=13), and the remaining employees all stated that they lived in Boulder County. This employee housing profile was relatively similar to another study conducted by NRC; the Downtown Boulder DBI in 2011. However, according to that study 43% of employees commuted to work by driving alone, whereas 22% used transit. These findings indicate that more University Hill employees drive alone to work (62.0%) than the employees of Downtown Boulder, and significantly less utilize transit (6.4%) than Downtown Boulder employees.

Findings from the Intercept Survey

Over the course of 400 hours of surveillance and interview time, 288 randomly selected people participated in an intercept survey conducted at two intersections on the Hill. Of the 288 people intercepted, 200 of them (69.4%, Table 77) were coming from or going to one or more places on the Hill, while 88 were 'just passing through'. Of those passing through, 79% (N=51) said they were coming from or going home (Table 78: Question #1a) and 82.1% (N=55) said they were coming from or going to campus. About 1 in 8 of those stopped (14.5%, N=41) were a Hill business owner or employee (Table 81: Question #2), and of those 41, 52.6% (N=20) said they were going to or coming from work.

Somewhat mirroring a lack of Hill employee travel on the Hill while at work, of the 246 non-employee respondents, about half of them 47.6% (N=117) mentioned they were only coming to the Hill to visit a single place of business on their trip (Table 83: Question #3). A minority (22.4%, N=55) planned to visit two locations on University Hill, and 10.5% (N=26) planned to visit 3 or more locations. When asked where they were going, the most commonly mentioned places were:

- 7-eleven (x22)
- Buchanans (x11)
- Innisfree (x19)
- Half-fast subs (x13)
- The Sink (x16)

Of the 55 respondents who mentioned one or more business location that they would visit on the single trip, the most popular locations in a multi-stop trip were:

- 7-eleven (x14)
- Innisfree (x9)
- Chase Bank (x6)
- Freaky's (x5)
- Illegal Pete's (x5)
- Buchanans (x5)

Parking and Transit

A slight majority, 50.2% (N=148) of all the people participating in the intercept survey walked to the Hill commercial area (Table 85: Question #5), while 22.4% (N=66) drove alone, 14.2% (N=42) drove with at least one other person, 8.5% (N=25) rode a bus, and 5.4% (N=16) biked to the Hill. Of those who drove alone or carpooled (N=107) of (Table 88: Question #6) most said they (42.9%, N=46) parked on the street within the UHGID district or parked in the University Hill residential area (24.3%, N=26). Only 3 parked at either the 1205 Pleasant lot or the 14th and College lot. When asked 'what one thing would make the University Hill commercial district a better place' (Table 103: Question #18) a total of 84 respondents mentioned a need for more/better/free parking on the Hill.

It is worth noting that of the 293 total respondents in the intercept survey, only 71.7% (N=210) live in Boulder (Table 92: Question #8). This clearly indicates that there is some transit activity from outside of Boulder either via bus, bike, or carpool. Most interviewees (71.1%, N=209) said that a car was available to them to use (Table 98: Question #13) so it is also clear those who have a car are choosing alternative methods of travel, but the survey did not cross-tabulate the options those with a car chose or what percentage of them were CU students who walked instead of driving. Only 2.4% (N=7) were members of eGo CarShare (Table 100: Question #15) and 1.4% (N=4) were members of Boulder B-cycle (Table 101: Question #16).

CU Student Analysis of Use

How students use the Hill commercial area was another major question the survey tried to illuminate, and in Table 111, the intercept survey reveals that 63.9% of CU students were coming from or going to one or more places on the Hill, while 32.7% were just passing through to campus or home. Table 112 shows that of the previous 32.7%, 89.5% of them were coming or going home specifically, and Table 113 reveals that of the 32.7% passing through, 92.7% of them were coming from or going to campus. This shows there is slightly more of a draw from students on campus coming to the Hill than students in the neighborhood. Of the total student responses to Table 111, only 15.4% of students were coming from or going to work (Table 115).

CU students were more likely to take a bus to the Hill (9.9%) than non-CU survey respondents (Table 117: Question #5), and were most likely to walk (65.1%). Students by a small margin were also the most likely (48.9%) to visit only one store or business when coming to the Hill (Table 116: Question #3). This suggests that it might not be common for students to loiter or hang out on the Hill, instead using the area for a specific purpose and leaving. Of the Hill respondents who were *not* CU students, only 51.1% lived in Boulder (Table 121: Question #8) while 90.7% of CU students surveyed lived in Boulder.

Appendix A: Responses to the Business Survey

The following pages contain a complete set of responses to each question on the University Hill Business Survey.

Table 1: Question #2

Are the owner or a manager of the business?	Percent of Respondents	Number of Respondents
Owner	72.2%	N=13
Manager	22.2%	N=4
Other	5.6%	N=1
Total	100.0%	N=18

Table 2: Question #2 Other

Are the owner or a manager of the business? Other responses
Partner (1 of 5) and Managing Director

Table 3: Question #3

Which category best describes the type of business you own/manage?	Percent of Respondents	Number of Respondents
Retail: clothing , accessories, jewelry, gifts etc.	0.0%	N=0
Retail: grocery, convenience, etc.	0.0%	N=0
Retail: bookstore	5.6%	N=1
Retail: office supplies, art	5.6%	N=1
Retail: other	11.1%	N=2
Restaurant	16.7%	N=3
"Fast food"	0.0%	N=0
Concert/entertainment venue	5.6%	N=1
Finance, insurance, accounting, banking, etc.	0.0%	N=0
Real estate, rental and leasing	0.0%	N=0
Information or computer services	5.6%	N=1
Advertising/Design/Architect	5.6%	N=1
Health Care Services (inc. medical marijuana and massage therapy)	11.1%	N=2
Other	33.3%	N=6
Total	100.0%	N=18

Table 4: Question #3 Other

Which category best describes the type of business you own/manage? Other responses
Co-working office and event space
Hair Salon
off campus prepaid card
Retail Services / Shipping (maybe this is Retail: Other)
Service: Tattoo and Piercing
Services

Table 5: Question #4 and #5

Question #4 and #5	Average	Median	Minimum	Maximum	Number of Respondents
About how many years has your business been in operation in the University Hill District?	13.7	10.0	0	54	N=18
About how many hours a week do you spend at this business?	37.4	36.5	5	80	N=18

Table 6: Question #6

Including yourself, how many full-time, part time and contract employees do you have at this location?	Average	Median	Minimum	Maximum	Number of Respondents
Full time employees	4.2	4.0	0	12	N=18
Part time employees	6.6	4.0	0	25	N=18
Contract workers	1.3	0.0	0	15	N=18
Total number of employees (including contract workers)	12.1	11.0	2	44	N=18

Table 7: Question #7

Question #7	Average	Median	Minimum	Maximum	Number of Respondents
Including yourself, how many of your employees are students at CU Boulder?	2.5	1.0	0	12	N=18
Percent of employees who are students at CU Boulder	0.2	0.1	.0%	80.0%	N=18

Table 8: Question #8

Roughly, what percent of employees at your worksite work the following schedules:	Average	Median	Minimum	Maximum	Number of Respondents
Weekdays, daytime	54.2%	65.0%	.0%	100.0%	N=18
Weekdays, evenings and/or nights	5.9%	.0%	.0%	20.0%	N=18
Weekends, daytime	11.5%	10.0%	.0%	30.0%	N=18
Weekends, evenings and/or nights	9.7%	.0%	.0%	80.0%	N=18
Variable/rotating schedule	20.9%	.0%	.0%	100.0%	N=18

Table 9: Question #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?	Percent of Respondents	Number of Respondents
Yes	0.0%	N=0
No	100.0%	N=18
Total	100.0%	N=18

Table 10: Question #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.)	Percent of Respondents*	Number of Respondents
Don't know if I am eligible for an EcoPass or CollegePass	44.4%	N=8
No, I am not eligible for an EcoPass or CollegePass	38.9%	N=7
Yes, through my employer, or through the program I have set up for my business	0.0%	N=0
Yes, through my neighborhood program	11.1%	N=2
Yes, a CU Boulder student CollegePass	5.6%	N=1
Yes, a CU Boulder faculty/staff CollegePass	0.0%	N=0
Yes, other pass:	0.0%	N=0

* Percents may add to more than 100% as respondents could give more than one answer

Table 11: Question #11

On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?	Percent of Respondents	Number of Respondents
I did not pick up my EcoPass or CollegePass	0.0%	N=0
less often than once a month	0.0%	N=0
about once every two weeks	0.0%	N=0
about once a month	0.0%	N=0
about once a week	0.0%	N=0
more than once a week	100.0%	N=3
Total	100.0%	N=3

* Question only asked of those who were eligible to have an EcoPass or CollegePass

Table 12: Question #12

How did you get to work today? (Please check all that apply.)	Percent of Respondents*	Number of Respondents
Drove alone	72.2%	N=13
Drove with at least one other person	11.1%	N=2
Walked	5.6%	N=1
Biked	11.1%	N=2
Rode a bus or buses	11.1%	N=2
Carried a bike on a bus or buses	0.0%	N=0
Used a Park-n-Ride	0.0%	N=0
Other	5.6%	N=1

* Percents may add to more than 100% as respondents could give more than one answer

Table 13: Question #12 Other

How did you get to work today? (Please check all that apply.) Other responses
delta jet "coach-class"

Table 14: Question #13

If you drove a car to work today, where did you park?	Percent of Respondents	Number of Respondents
Didn't drive today	11.8%	N=2
Parking lot at 1205 Pleasant	11.8%	N=2
Parking lot at 14th St	5.9%	N=1
Parking lot at Pennsylvania and Broadway	0.0%	N=0
Private lot or parking space owned or leased by this business	29.4%	N=5
On the street in the University Hill District	11.8%	N=2
On the street in the University Hill residential area	11.8%	N=2
On the CU campus	0.0%	N=0
Other	17.6%	N=3
Total	100.0%	N=17

Table 15: Question #13 Other

If you drove a car to work today, where did you park? Other responses
Church
colorado book store
Private lot owned by another business

Table 16: Question #14

In a typical week, how many days do you commute to work using each of these transportation modes? (Percent of days)	Average	Median	Minimum	Maximum	Number of Respondents
Driving alone	72.7%	90.0%	0.0%	100.0%	N=18
Driving with others (carpooling)	8.3%	0.0%	0.0%	50.0%	N=18
Walk	8.3%	0.0%	0.0%	100.0%	N=18
Bike	5.0%	0.0%	0.0%	50.0%	N=18
Bus	5.7%	0.0%	0.0%	66.7%	N=18
Multiple modes (e.g., bike to bus stop, take bus, bike to workplace)	0.0%	0.0%	0.0%	0.0%	N=18
Other	0.0%	0.0%	0.0%	0.0%	N=18
Total	100.0%	100.0%	100.0%	100.0%	N=18

Table 17: Question #15

When you drive to work, where do you usually park?	Percent of Respondents	Number of Respondents
Never drive to work	0.0%	N=0
Parking lot at 1205 Pleasant	11.1%	N=2
Parking lot at 14th St	11.1%	N=2
Parking lot at Pennsylvania and Broadway	0.0%	N=0
Private lot or parking space owned or leased by this business	27.8%	N=5
On the street in the University Hill District	16.7%	N=3
On the street in the University Hill residential area	22.2%	N=4
On the CU campus	0.0%	N=0
Other	11.1%	N=2
Total	100.0%	N=18

Table 18: Question #15 Other

When you drive to work, where do you usually park? Other responses
book store parking lot
Private lot owned by another business

Table 19: Question #16

About how often when you are at your business do you make trips away from your business for work?	Percent of Respondents	Number of Respondents
Two or more times a day	11.8%	N=2
About once a day	23.5%	N=4
Several times a week	29.4%	N=5
About once a week	17.6%	N=3
About once every two weeks	5.9%	N=1
About once a month	0.0%	N=0
Less than once a month	11.8%	N=2
Other	0.0%	N=0
Total	100.0%	N=17

Table 20: Question #17

About how often when you are at your business do you make trips away from your business for reasons OTHER than work?	Percent of Respondents	Number of Respondents
Two or more times a day	5.6%	N=1
About once a day	16.7%	N=3
Several times a week	16.7%	N=3
About once a week	22.2%	N=4
About once every two weeks	16.7%	N=3
About once a month	5.6%	N=1
Less than once a month	16.7%	N=3
Other	0.0%	N=0
Total	100.0%	N=18

Table 21: Question #18

What percent of work commute trips would you estimate the employees of this business (not including yourself) make by these transportation modes?	Average	Median	Minimum	Maximum	Number of Respondents
Driving alone	66.2%	70.0%	0.0%	100.0%	N=18
Driving with others (carpooling)	3.9%	0.0%	0.0%	25.0%	N=18
Walk	15.8%	0.0%	0.0%	99.0%	N=18
Bike	6.9%	0.0%	0.0%	25.0%	N=18
Bus	7.4%	0.0%	0.0%	40.0%	N=18
Other	0.3%	0.0%	0.0%	5.0%	N=18
Total	100.0%	100.0%	100.0%	100.0%	N=18

Table 22: Question #19

When they drive to work, where do you your employees usually park?	Percent of Respondents	Number of Respondents
Never drive to work	5.6%	N=1
I don't know	5.6%	N=1
Parking lot at 1205 Pleasant	11.1%	N=2
Parking lot at 14th St	0.0%	N=0
Parking lot at Pennsylvania and Broadway	0.0%	N=0
Private lot or parking space owned or leased by the businesses	27.8%	N=5
On the street in the University Hill District	16.7%	N=3
On the street in the University Hill residential area	22.2%	N=4
On the CU campus	0.0%	N=0
Other	11.1%	N=2
Total	100.0%	N=18

Table 23: Question #19 Other

When they drive to work, where do you your employees usually park? Other responses
book store parking lot
Permitted spaces

Table 24: Question #20

What do you see as the strengths of the University Hill commercial district?
A few shops where the owners are in.
Diverse services and retail outlets
Foot traffic
Fun, quirky character; more affordable rent vs. Pearl St./Boulder proper; diversity of stakeholders; proximity to campus/student labor force; The Hill has every opportunity to become a hotbed of entrepreneurial/startup activity.
Great business owners and great student customers
Interesting place to be
Located near campus
Location in proximity to campus. /
Location to Campus. Students. Local businesses.
Location, mix of small businesses
Lots of places to eat.
lots of vacancy
Proximity to campus
the customer base
The students.
The walk by traffic generated by the students, and the proximity to local neighborhoods.
Vicinity to the college and housing for our direct target market. Movement towards businesses that aren't restaurants. Serious capital investments.

Table 25: Question #21

What one thing would make the University Hill commercial district a better place?
1) PARKING STRUCTURE. There are 3 or more downtown. Why are there not any on the Hill? Poeples won't stay if they can't park, and the parking naz... errr enforcement officers are sticklers. I understand given the limited amount of spaces on the Hill. However, we want consumers to have a place to park without it costing them \$15 if they reach their two hour time limit. / 2) Allow the students and residents feel like it is more of a destination. Lift the ridiculous liquor sanctions, and make it eadier for bars and restuarants to serve beer and liqour. The Hill used to be a place where people wanted to congrugate. Now it seems like it is more of a transient consumer destination. Everyone goes downtown now. It used to be different many years ago.
a cohesive vision & plan
A commitment from the city to address district streetscape/beautification/street and sidewalk trash mitigation - also a district coordinator who can serve as a liason between Hill business owners, the city, and other stakeholders; as well as programming of events and activities on the Hill that showcase it as more than a destination for head shops and fast food.
A more diverse retail area. Not so may resteraunts, more parking.
All new buildings with simultaneous lower rent. / / But since my first option is not realistic, I would shoot for Improved coordination of energy & waste management. Coordinated / consolidated dumpsters. I also would shoot for a higher quality street scape, and further investment in making a walk through The Hill both safe and enjoyable.
City investment of both concern and money.
filling empty store fronts...there is too much vacancy!
free parking
Less bums, more diversity in customer base and businesses, cheaper rents and common sense liquor licensing. Sorry, that's 4.
Make 13th a pedestrian zone between College and Pennsylvania
Maybe more professional services, dentist etc....
More diversity of uses, instigated by higher parking capacity and employment.
More Parking
More shopping variety.
Parking
Treating restaurant owners like others in the city are treated
upgraded infrastructure, we still have phone lines coming in on a nuts and bolts board and no cable or good internet options

Table 26: Question #22

Question #22	Average	Median	Minimum	Maximum	Number of Respondents
At present, how many motorized vehicles – cars, vans, or light trucks – does your household have the use of?	2.41	2.00	1	4	N=18

Table 27: Question #23

Is a car or other motor vehicle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	100.0%	N=17
No	0.0%	N=0
Total	100.0%	N=17

Table 28: Question #24

Is a bicycle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	47.1%	N=8
No	52.9%	N=9
Total	100.0%	N=17

Table 29: Question #25

Are you a member of eGo CarShare?	Percent of Respondents	Number of Respondents
Yes	11.8%	N=2
No	88.2%	N=15
Total	100.0%	N=17

Table 30: Question #26

Are you a member of Boulder B-cycle (bike share)?	Percent of Respondents	Number of Respondents
Yes	5.9%	N=1
No	94.1%	N=16
Total	100.0%	N=17

Table 31: Question #27

Where do you live?	Percent of Respondents	Number of Respondents
Boulder (within the city limits)	47.1%	N=8
Unincorporated Boulder County	0.0%	N=0
Ward/Nederland/Jamestown	0.0%	N=0
Lyons	0.0%	N=0
Superior	0.0%	N=0
Lafayette	0.0%	N=0
Louisville	0.0%	N=0
Longmont	17.6%	N=3
Erie	0.0%	N=0
Broomfield	5.9%	N=1
Westminster	5.9%	N=1
Arvada	5.9%	N=1
Denver or other metro-area suburb	5.9%	N=1
Berthoud/Loveland/Fort Collins	0.0%	N=0
Weld County	0.0%	N=0
Other	11.8%	N=2
Total	100.0%	N=17

Table 32: Question #27 Other

Where do you live? Other responses
Adams County, Henderson
Park City, UT

Table 33: Question #28

Are you a student at CU Boulder?	Percent of Respondents	Number of Respondents
Yes, an undergraduate student	5.9%	N=1
Yes, a graduate student	0.0%	N=0
No	94.1%	N=16
Total	100.0%	N=17

Table 34: Question #29

In which category is your age?	Percent of Respondents	Number of Respondents
Under 18	0.0%	N=0
18-24 years	0.0%	N=0
25-34 years	41.2%	N=7
35-44 years	35.3%	N=6
45-54 years	17.6%	N=3
55-64 years	5.9%	N=1
65 years or older	0.0%	N=0
Total	100.0%	N=17

Table 35: Question #30

What is your gender?	Percent of Respondents	Number of Respondents
Female	17.6%	N=3
Male	82.4%	N=14
Total	100.0%	N=17

Table 36: Question #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?	Percent of Respondents	Number of Respondents
Yes	76.9%	N=10
No	23.1%	N=3
Total	100.0%	N=13

Appendix B: Responses to the Employee Survey

Complete Set of Responses to the Employee Survey

The following pages contain a complete set of responses to each question on the University Hill Employee Survey.

Table 37: Question #1

How did you get to work today? (Please check all that apply.)	Percent of Respondents*	Number of Respondents
Drove alone	66.3%	N=63
Drove with at least one other person	9.5%	N=9
Walked	16.8%	N=16
Biked	15.8%	N=15
Rode a bus or buses	9.5%	N=9
Carried a bike on a bus or buses	0.0%	N=0
Used a Park-n-Ride	0.0%	N=0
Other ("taxi")	1.1%	N=1

*Percents may add to more than 100% as respondents could give more than one answer

Table 38: Question #1 Other

If drove with at least one other person, how many others?
Of those who drove with others, none drove with any persons under age 16
Of those who drove with others, 5 drove with 1 other person, 2 drove 2 others, 1 drove with 3 others and 1 drove with 4 others

Table 39: Question #2

If you drove a car to work today, where did you park?	Percent of Respondents	Number of Respondents
Didn't drive today	24.5%	N=23
Parking lot at 1205 Pleasant	10.6%	N=10
Parking lot at 14th St	3.2%	N=3
Parking lot at Pennsylvania and Broadway	1.1%	N=1
Private lot or parking space owned or leased by this business	11.7%	N=11
On the street in the University Hill District	13.8%	N=13
On the street in the University Hill residential area	25.5%	N=24
On the CU campus	2.1%	N=2
Other	7.4%	N=7
Total	100.0%	N=94

Table 40: Question #2 Other

If you drove a car to work today, where did you park? Other responses
12th and Far away
9th and college
Cemetery on 9th st
Commuter Pass
parking where needs to be paid

Table 41: Question #3

In a typical week, how many days do you commute to work using each of these transportation modes? (Percent of days)	Average	Median	Minimum	Maximum	Number of Respondents
Driving alone	62.0%	80.0%	0.0%	100.0%	N=95
Driving with others (carpooling)	8.4%	0.0%	0.0%	100.0%	N=95
Walk	11.6%	0.0%	0.0%	100.0%	N=95
Bike	11.2%	0.0%	0.0%	100.0%	N=95
Bus	5.4%	0.0%	0.0%	100.0%	N=95
Multiple modes (e.g., bike to bus stop, take bus, bike to workplace)	1.0%	0.0%	0.0%	50.0%	N=95
Other	0.4%	0.0%	0.0%	40.0%	N=95
Total	100.0%	100.0%	100.0%	100.0%	N=95

Table 42: Question #4

When you drive to work, where do you usually park?	Percent of Respondents	Number of Respondents
Never drive to work	12.9%	N=12
Parking lot at 1205 Pleasant	10.8%	N=10
Parking lot at 14th St	4.3%	N=4
Parking lot at Pennsylvania and Broadway	1.1%	N=1
Private lot or parking space owned or leased by this business	14.0%	N=13
On the street in the University Hill District	21.5%	N=20
On the street in the University Hill residential area	22.6%	N=21
On the CU campus	3.2%	N=3
Other	9.7%	N=9
Total	100.0%	N=93

Table 43: Question #4 Other

When you drive to work, where do you usually park? Other responses
9th and pleasant
9th and college
Cemetery on 9th st
Commuter Pass
No Parking, depends on where I can find a free spot somewhere free

Table 44: Question #5

About how often when you are at your business do you make trips away from your business for work?	Percent of Respondents	Number of Respondents
Two or more times a day	11.8%	N=11
About once a day	14.0%	N=13
Several times a week	8.6%	N=8
About once a week	4.3%	N=4
About once every two weeks	8.6%	N=8
About once a month	11.8%	N=11
Less than once a month	32.3%	N=30
Other (all who said "other" wrote in "Never" or "None")	8.6%	N=8
Total	100.0%	N=93

Table 45: Question #6

About how often when you are at your business do you make trips away from your business for reasons OTHER than work?	Percent of Respondents	Number of Respondents
Two or more times a day	3.2%	N=3
About once a day	14.0%	N=13
Several times a week	10.8%	N=10
About once a week	5.4%	N=5
About once every two weeks	9.7%	N=9
About once a month	11.8%	N=11
Less than once a month	31.2%	N=29
Other (all who said "other" wrote in "Never" or "None")	14.0%	N=13
Total	100.0%	N=93

Table 46: Question #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.)	Percent of Respondents*	Number of Respondents
Don't know if I am eligible for an EcoPass or CollegePass	32.3%	N=30
No, I am not eligible for an EcoPass or CollegePass	38.7%	N=36
Yes, through my employer	15.1%	N=14
Yes, through my neighborhood program	2.2%	N=2
Yes, a CU Boulder student CollegePass	15.1%	N=14
Yes, a CU Boulder faculty/staff CollegePass	1.1%	N=1
Yes, other pass:	2.2%	N=2

* Percents may add to more than 100% as respondents could give more than one answer

Table 47: Question #7 Other

Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? Other responses
a CU Denver student CollegePass
I have been offered through my employer who received it for their pearl street business which I delivered to.

Table 48: Question #8

On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?	Percent of Respondents	Number of Respondents
I did not pick up my EcoPass or CollegePass	24.1%	N=7
less often than once a month	20.7%	N=6
about once every two weeks	3.4%	N=1
about once a month	17.2%	N=5
about once a week	10.3%	N=3
more than once a week	24.1%	N=7
Total	100.0%	N=29

* Question only asked of those who were eligible to have an EcoPass or CollegePass

Table 49: Question #9

What do you see as the strengths of the University Hill commercial district?
?
A lot of shops in one central location
access to many restaurants in a few blocks
Accessibility to the CU Boulder campus.
Affordable rent
as a district business owners try to get better businesses and try for better parking as it is the #1 worst issue/ complaint by clients/ customers
beautiful neighborhood
close to campus
close to campus, good place for quick meals
Close to coffee shops
close to downtown, everything in walking distance
Closer to North Boulder and 36 for commuting
community among business owners
constant revolving customer base
Cool area, interesting people watching
Density and proximity to the CU campus.
Diversity, character and convenience
Diversity, local, unique, art-friendly, memorable
everything is close
Food
food
Friendly, unique area that supports small businesses that cater to the needs and interests of college students and young adults
good variety
Great businesses that have great relationships
great little community
Great place for students/ residents to hang out, eat, and shop
great place to relax/ study and hang out
i don't
I don't see too many positives. It seems like a really underused and empty part of the college community.
I love the feel of the Hill community.
It covers a variety of needs that cater well to the desires of the collegiate populace.
its pretty creative, lots of commotion, people are good
Local businesses
Location
Location.
Location..
Lots

2014 UHGID Business and Employee Surveys for Transportation and Hill Area Intercept Survey and Mode Count

Lots of customers
Lots of food
Many different places to eat
N/A
Nice place to walk around
none, parking sucks - only the restaurants/ business
Not many, feels like an area that is dying off. Business seems to be getting worse throughout the hill, high business turnover.
Proximity to CU's campus
Proximity to walking and bike paths.
Spark Boulder
Strong walking traffic, enjoyable vibe of the businesses and spectacular view of the flatirons.
student population
Student Traffic, main thoroughfare
Students
Thai Avenue
The Fox Theatre and Albums On the Hill is a strength. So is mamacitas and the sink. The vapor shop is also a strength. However, the Hill has gone down in quality in the last 10 years. Places for people to socialize need to get better.
The Hill commercial district covers students needs well
The hill used to be vibrant. There are so many closed businesses and very few new businesses stay open for very long. Something other than live music needs to bring foot traffic to the hill when the students are out for summer. Almost any new business that opens any later than february is doomed.
The students are for the most part extremely friendly and easy to deal with.
The youth and sense of support for local businesses and mindful environment attitudes
Unique dinning and social experiences. / Tremendous exposure to the University of Colorado students
Unique local businesses like Rush, Albums on the Hill, Innisfree, and The Sink.
unique shops and restaurants, friendly employees
Unite as one
variety of businesses, location
We have many food options that are quick. There are a couple nice coffee shops as well.
Well lit up at night /

Table 50: Question #10

What one thing would make the University Hill commercial district a better place?
parking better assortment of businesses & restaurants
?
A better sense of community
ACTUAL SUPPORT FROM THE CITY. / The hill has been shunned because it's the "college" area of Boulder, but without those kids and the intangible things they bring this city wouldn't have nearly as large a school or worldwide appeal. / / Plain and simple, stop hurting the people who have built this damn town.
Allow all employees of businesses on the Hill to get a free bus pass like folks in the Pearl Street district can. / Cleaner streets, alleys.
Allow for liquor licence to renew for new and nice bar scenes.
better and cheaper parking space for businesses
Better parking
better parking and lower cost for employees on the hill - if it should cost something, free for employees would be best
Better parking areas
Better parking for those employed on the Hill
Better Parking options.
better/ accessible non \$ parking
Better maintenance of the streets, alleys, sidewalks.
Bring back Tulagi's. I think the hill has become a place that tries to be commercial when it used to be more social. The tshirts shop that replaced Tulagi's is a big mistake. Tulagi's was a historical venue and it had nothing to do with noise levels or riots on the hill. The old espressoroma used to maintain a daytime coffee shop which used to have a great social feel. That is no longer around. There's also too much pizza and not enough variety of food. I think it's better if there were more places to see music, socialize, and just enjoy the day.
Bus passes for workers. Parking passes for workers
Cheaper parking.
Cleaner, better parking, better choice of businesses (like Aion, The Corner)
cleaning up of beer cans and college party debris
Diversity and more solutions to the homeless/drifters problem.
Free parking
Free parking
free parking
Free parking for employees
FREE PARKING FOR HILL EMPLOYEES!
FREE parking for the Hill employees, more security
FREE parking for Uni Hill employees, less transients, more security
Free parking on weekends
Free parking or "limited" time parking
Free parking space
Get rid of Starbucks.
Get rid of the loft apartments, or at least their balconies.

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

Having a thriving commercial district. Giving people a reason to go to the hill rather than Pearl Street. Maybe allowing a bar or two to open in the area. Everyone either chooses to go to Pearl Street or stay at house parties, etc. leaving the hill an economic ghost town. More food options rather than sandwich or pizza or burrito, everything is homogenous.

Higher quality food with fewer poisonous elements.

I work 2 jobs on Pearl St. and would love to take the bus more often but the bus stops running North on 19th st around 9pm. / It would be nice to have it run later. /

If it were more friendly to local businesses...too many local ones are going out of business and franchises are swooping in the available real estate (starbucks, five guys, 7 eleven). This takes away from the charm, the community, the sense of the Hill as being a one-of-a-kind area. Its losing tis heart. And it makes it even more of a challenge for local businesses attempting to foster communities of art, friends, and conversation like Innisfree to stay afloat.

If the Hill commercial district would widen it's scope so as not to not exclude the rest of the community, if the parking people stopped giving me parking tickets, or if there was parking close by.

Improved parking. More diversified businesses. More partnerships with the University.

Incentive for more small, local businesses to open shop. Fewer corporate entities that rob the hill of its unique Boulder appeal.

Less college student themed restaurants and bars. It would be nice to have some more up scale places. A health store with a pharmacy would also be great.

less liquor restrictions

Less regulations, more free parking closer to the businesses

Less trash

More ample parking, easier access to liquor licenses for restaurants

More business space, less housing

More businesses.

More community cooperation

More discounts and incentives for Uni Hill commercial district employees.

more diversity in the type of retail shops, i.e catering to professionals who work on the hill

more free employee parking, allow businesses to sell alcohol again!

More free parking

More late night bars would make the University Hill commercial district a better place.

more late-night places w/ alcohol, stronger retail shops

More lights

More parking

more parking meters pauable in 2scont intervals

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

More parking! More supplementation from the city for special events.

more parking, more diversity of business

more parking, more retail

more pizza

More Recycling

more shops and restaurants, parking garage

More variety of shops

New and better designed buildings. MORE ART!

One thing?? Cleaner

parking

Parking for Hill employees. It is frustrating having to pay to go to work or move my car because it's in a 3 hour times zone.

Parking Passes for Employees

PARKING! Take over the parking lot off of Boulder please! And extend the time limit to 3-4 hours. More free parking would be incredibly helpful as well.

parking, less empty businesses

strict traffic regulation for students and drivers

The businesses have formed a strong community

Table 51: Question #11

Question #11	Average	Median	Minimum	Maximum	Number of Respondents
At present, how many motorized vehicles – cars, vans, or light trucks – does your household have the use of?	1.80	1	0	6	N=95

Table 52: Question #12

Is a car or other motor vehicle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	81.7%	N=76
No	18.3%	N=17
Total	100.0%	N=93

Table 53: Question #13

Is a bicycle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	49.5%	N=46
No	50.5%	N=47
Total	100.0%	N=93

Table 54: Question #14

Are you a member of eGo CarShare?	Percent of Respondents	Number of Respondents
Yes	2.2%	N=2
No	97.8%	N=91
Total	100.0%	N=93

Table 55: Question #15

Are you a member of Boulder B-cycle (bike share)?	Percent of Respondents	Number of Respondents
Yes	1.1%	N=1
No	98.9%	N=92
Total	100.0%	N=93

Table 56: Question #16

Where do you live?	Percent of Respondents	Number of Respondents
Boulder (within the city limits)	63.4%	N=59
Unincorporated Boulder County	3.2%	N=3
Ward/Nederland/Jamestown	0.0%	N=0
Lyons	1.1%	N=1
Superior	1.1%	N=1
Lafayette	1.1%	N=1
Louisville	3.2%	N=3
Longmont	6.5%	N=6
Erie	2.2%	N=2
Broomfield	2.2%	N=2
Westminster	2.2%	N=2
Arvada	1.1%	N=1
Denver or other metro-area suburb	8.6%	N=8
Berthoud/Loveland/Fort Collins	0.0%	N=0
Weld County	0.0%	N=0
Other (Gunbarrel-2 , Nederland-1 South Boulder-1)	4.3%	N=4
Total	100.0%	N=93

Table 57: Question #17

Are you a student at CU Boulder?	Percent of Respondents	Number of Respondents
Yes, an undergraduate student	10.9%	N=10
Yes, a graduate student	3.3%	N=3
No	85.9%	N=79
Total	100.0%	N=92

Table 58: Question #18

In which category is your age?	Percent of Respondents	Number of Respondents
Under 18	0.0%	N=0
18-24 years	34.4%	N=32
25-34 years	37.6%	N=35
35-44 years	14.0%	N=13
45-54 years	10.8%	N=10
55-64 years	2.2%	N=2
65 years or older	1.1%	N=1
Total	100.0%	N=93

Table 59: Question #19

What is your gender?	Percent of Respondents	Number of Respondents
Female	35.6%	N=32
Male	64.4%	N=58
Total	100.0%	N=90

Crosstabulations of Employee Survey Results by CU Student Status

The following pages contain tables of responses to each question on the University Hill Employee Survey by the CU student status of the respondent.

Table 60: Question #1 by CU Student Status

How did you get to work today? (Please check all that apply.)*	CU student	NOT a CU student
Drove alone	15%	75%
Drove with at least one other person	15%	9%
Walked	38%	14%
Biked	23%	15%
Rode a bus or buses	15%	8%
Carried a bike on a bus or buses	0%	0%
Used a Park-n-Ride	0%	0%
Other	0%	1%

* Percents may add to more than 100% as respondents could give more than one answer

Table 61: Question #2 by CU Student Status

If you drove a car to work today, where did you park?	CU student	NOT a CU student
Didn't drive today	54%	19%
Parking lot at 1205 Pleasant	0%	13%
Parking lot at 14th St	0%	4%
Parking lot at Pennsylvania and Broadway	0%	1%
Private lot or parking space owned or leased by this business	0%	14%
On the street in the University Hill District	8%	15%
On the street in the University Hill residential area	31%	24%
On the CU campus	0%	3%
Other	8%	6%
Total	100%	100%

Table 62: Question #3 by CU Student Status

In a typical week, how many days do you commute to work using each of these transportation modes? (Percent of days)	CU student	NOT a CU student
Driving alone	26%	69%
Driving with others (carpooling)	12%	8%
Walk	35%	7%
Bike	22%	10%
Bus	5%	4%
Multiple modes (e.g., bike to bus stop, take bus, bike to workplace)	0%	1%
Other	0%	1%
Total	100%	100%

Table 63: Question #4 by CU Student Status

When you drive to work, where do you usually park?	CU student	NOT a CU student
Never drive to work	31%	9%
Parking lot at 1205 Pleasant	0%	13%
Parking lot at 14th St	0%	5%
Parking lot at Pennsylvania and Broadway	0%	1%
Private lot or parking space owned or leased by this business	0%	17%
On the street in the University Hill District	31%	21%
On the street in the University Hill residential area	23%	23%
On the CU campus	0%	4%
Other	15%	8%
Total	100%	100%

Table 64: Question #5 by CU Student Status

About how often when you are at your business do you make trips away from your business for work?	CU student	NOT a CU student
Two or more times a day	23%	10%
About once a day	23%	13%
Several times a week	8%	9%
About once a week	0%	5%
About once every two weeks	0%	10%
About once a month	8%	11%
Less than once a month	38%	32%
Other	0%	10%
Total	100%	100%

Table 65: Question #6 by CU Student Status

About how often when you are at your business do you make trips away from your business for reasons OTHER than work?	CU student	NOT a CU student
Two or more times a day	0%	4%
About once a day	31%	11%
Several times a week	15%	10%
About once a week	0%	5%
About once every two weeks	15%	9%
About once a month	15%	11%
Less than once a month	15%	34%
Other	8%	15%
Total	100%	100%

Table 66: Question #7 by CU Student Status

Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? (Please check all that apply.)	CU student	NOT a CU student
Don't know if I am eligible for an EcoPass or CollegePass	8%	35%
No, I am not eligible for an EcoPass or CollegePass	8%	44%
Yes, through my employer	0%	18%
Yes, through my neighborhood program	0%	3%
Yes, a CU Boulder student CollegePass	85%	4%
Yes, a CU Boulder faculty/staff CollegePass	0%	1%
Yes, other pass:	0%	3%

* Percents may add to more than 100% as respondents could give more than one answer

Table 67: Question #8 by CU Student Status

On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?	CU student	NOT a CU student
I did not pick up my EcoPass or CollegePass	27%	22%
less often than once a month	18%	22%
about once every two weeks	0%	6%
about once a month	18%	17%
about once a week	9%	11%
more than once a week	27%	22%
Total	100%	100%

* Question only asked of those who were eligible to have an EcoPass or CollegePass

Table 68: Question #11 by CU Student Status

Average number of vehicles	CU student	NOT a CU student
At present, how many motorized vehicles – cars, vans, or light trucks – does your household have the use of?	1.54	1.87

Table 69: Question #12 by CU Student Status

Is a car or other motor vehicle usually available to you for commuting to work?	CU student	NOT a CU student
Yes	62%	86%
No	38%	14%
Total	100%	100%

Table 70: Question #13 by CU Student Status

Is a bicycle usually available to you for commuting to work?	CU student	NOT a CU student
Yes	69%	47%
No	31%	53%
Total	100%	100%

Table 71: Question #14 by CU Student Status

Are you a member of eGo CarShare?	CU student	NOT a CU student
Yes	15%	0%
No	85%	100%
Total	100%	100%

Table 72: Question #15 by CU Student Status

Are you a member of Boulder B-cycle (bike share)?	CU student	NOT a CU student
Yes	0%	1%
No	100%	99%
Total	100%	100%

Table 73: Question #16 by CU Student Status

Where do you live?	CU student	NOT a CU student
Boulder (within the city limits)	100%	57%
Unincorporated Boulder County	0%	4%
Ward/Nederland/Jamestown	0%	0%
Lyons	0%	1%
Superior	0%	1%
Lafayette	0%	1%
Louisville	0%	4%
Longmont	0%	8%
Erie	0%	3%
Broomfield	0%	3%
Westminster	0%	3%
Arvada	0%	1%
Denver or other metro-area suburb	0%	10%
Berthoud/Loveland/Fort Collins	0%	0%
Weld County	0%	0%
Other	0%	5%
Total	100%	100%

Table 74: Question #17 by CU Student Status

Are you a student at CU Boulder?	CU student	NOT a CU student
Yes, an undergraduate student	77%	0%
Yes, a graduate student	23%	0%
No	0%	100%
Total	100%	100%

Table 75: Question #18 by CU Student Status

In which category is your age?	CU student	NOT a CU student
Under 18	0%	0%
18-24 years	77%	27%
25-34 years	15%	42%
35-44 years	8%	15%
45-54 years	0%	13%
55-64 years	0%	3%
65 years or older	0%	1%
Total	100%	100%

Table 76: Question #19 by CU Student Status

What is your gender?	CU student	NOT a CU student
Female	33%	36%
Male	67%	64%
Total	100%	100%

Appendix C: Responses to the Intercept Survey

Complete Set of Responses to the Intercept Survey

The following pages contain a complete set of responses to each question on the University Hill Intercept Survey.

Table 77: Question #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?	Percent of Respondents*	Number of Respondents
Came from or going to one or more places of business on the Hill	69.4%	N=200
Other	4.5%	N=13
Passing through	26.0%	N=75
Total	100.0%	N=288

Table 78: Question #1a

Are you coming from or going home?*	Percent of Respondents	Number of Respondents
Yes	79.7%	N=51
No	20.3%	N=13
Total	100.0%	N=64

*Note: Question was only asked of those who said they were "passing through" the Hill area

Table 79: Question #1b

Are you coming from or going to campus?*	Percent of Respondents	Number of Respondents
Yes	82.1%	N=55
No	17.9%	N=12
Total	100.0%	N=67

*Note: Question was only asked of those who said they were "passing through" the Hill area

Table 80: Question #1 "Other" responses

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? Other responses		
Albums on the hill	Look around	Visiting
Canvassing	Rush	Walking
Doing business	School	Wandering
Hustling	Taking surveys	

Table 81: Question #2

Are you an owner or an employee of a business on The Hill?	Percent of Respondents	Number of Respondents
No	85.5%	N=241
Yes	14.5%	N=41
Total	100.0%	N=282

Table 82: Question #2a

Are you going to or coming from your workplace?*	Percent of Respondents	Number of Respondents
No	47.4%	N=18
Yes	52.6%	N=20
Total	100.0%	N=38

*Note: Question was only asked of those who said they were a Hill business owner or employee

Table 83: Question #3

About how many stores or businesses have you/will you visit on your trip to this area.	Percent of Respondents	Number of Respondents
None	19.5%	N=48
One	47.6%	N=117
Two	22.4%	N=55
Three	5.7%	N=14
Four	2.0%	N=5
Five or more	2.8%	N=7
Total	100.0%	N=246

Table 84: Question #4

Which businesses did you/will you visit?*			
1/2 fast	Chase	Half fast subs	Resturant, house
10 for project	Chase	Half fast subs	Root, fitter, freakys
4star	Chiba hut	Half fast subs	Rose hill
7-eleven	Chiba hut	Half fast subs	Rose hill, 7-eleven
7-eleven	Chibatlot	Hana sushi	Rush
7-eleven	Christy construction	Hold fast sub	Rush
7-eleven	Coffee and tea to go	lc	Rush, meningers
7-eleven	Coffee buchanan's	Illegal petes	S&g backer shop
7-eleven	Coffee shop, book store	Illegal petes	Sabajos, illegal petes, fresh
7-eleven	Coffee, innisfree	Illegal petes, boca	Silver and gold barka, innisfree
7-eleven	Coffee/food	Illegal petes, smelly deli	Sink
7-eleven, 5 goy	Core power	Innisfree	Sink, bookstore
7-eleven, 5 guys	Corner	Innisfree	Sink, bookstore, college corner, buffstuff
7-eleven, boss lady pizza	Corner	Innisfree	Sink, innisfree, tea house
7-eleven, illigle petes, u market	Corner coffee express	Innisfree	Sink, rush
7-eleven, sink 4-star	Corner, 7-eleven	Innisfree	Smelly deli
A restaurant tbd	Corner, salvascos	Innisfree	Smelly deli, deli zone, chase bank
Aion	Cosmos	Innisfree	Smiley deli mamacitas
Albums on the hill	Cosmos, freakys, 7-eleven	Innisfree,	Spark
Albums on the hill	Deli	Innisfree, buchans	Spark
Alfalfas, boxcar	Deli zone	Innisfree, five guys, fatshack	Spark boulder illegal petes

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Which businesses did you/will you visit?*			
Alterators	Dots diner, chase bank	Innisfree, hana	Starbucks
Cheba hut	Everyday, smelly deli	Innisfree, illegal petes, coffee	Starbucks
Art store	Fat sandwich	Jec	Starbucks
Art store, gift	Fat shack	Jimmy johns	Starbucks
Bake salad, 7-eleven	Fat shack	Jimmy johns	Starbucks
Bank	Fitter, 5 guys	Lady bugs, jimmy johns, 7-eleven, 5 guys	Tattoos
Bank	Food	Liquor store	The corner
Bcco	Food court	Lolaicup	The corner, 7-eleven
Book store, supplies	Food court salad bar	Lolicup, girkas	The corner, chase
Bookstore	Food court, innisfree	Looking for job	The fitter, frekys, shipping on the hill
Bookstore	Food, 7-eleven, bank	Lunch	The fox
Boss cady pizza	Food, bar	Mac shack	The sink
Boss lady	Food?	Music shop	The sink
Boulder salad, boco café	Food-the corner	Not sure	The sink
Boulder salad, petes	Fox	Not sure	The sink
Boulder vapor pass	Freakys	Petes	The sink
Brazil on the hill, owner, mamacitas for lunch	Freakys, chase	Pottery lab, dispensaries	The sink
Buchanans	Freakys, full cycle	Qdoba	The sink
Buchanans	Full cycle	Qdoba	The sink
Buchanans	Fundraising	Qdoba	The sink
Buchanans	Half assed subs, 7-eleven	Qdoba	The sink
Buchanans coffee	Half fast	Qdoba	The sink
Buchanans innisfree	Half fast	Qdoba, albums on the hill	Tribal rite
Buchanans, innisfree	Half fast	Qudoba jimmy john	Wildside, 7-eleven
Buchanans, the sink	Half fast foods	Restaurant	Work
Buchanans, vapor	Half fast subs	Restaurant	Yoga, college optical,
Chaba hut	Half fast subs	Restaurant, 7-eleven	

* Only asked of those who were visiting/had visited one or more businesses or stores.

Table 85: Question #5

How did you get to the Hill commercial area today? (Please check all that apply.)	Percent of Respondents*	Number of Respondents
Drove alone	22.4%	N=66
Drove with at least one other person	14.2%	N=42
Walked	50.2%	N=148
Biked	5.4%	N=16
Rode a bus or buses	8.5%	N=25
Carried a bike on a bus or buses	0.0%	N=0
Used a Park-n-Ride	0.0%	N=0
Other	1.7%	N=5

* Percents may add to more than 100% as respondents could give more than one answer

Table 86: Question #5a

How many people were in the vehicle (for vehicle trips)	Average	Median	Minimum	Maximum	Number of Respondents
Number of people in vehicle (including those who drove alone)	1.8	1.00	1.00	6.00	N=295
Number of adults in vehicle (including those who drove alone)	2.02	2.00	0.00	5.00	N=295
Number of children in vehicle (including those who drove alone)	0.02	0.00	0.00	2.00	N=295
Number of people in vehicle (only those with 2 or more)	3.02	3.00	2.00	6.00	N=295
Number of adults in vehicle (only those with 2 or more)	2.05	2.00	0.00	5.00	N=295
Number of children in vehicle (only those with 2 or more)	0.03	0.00	0.00	2.00	N=295

Table 87: Question #5h "other" responses

How did you get to the Hill commercial area today? (Please check all that apply.) Other responses
Caught a ride
Hitch hike
Long board.
Skateboard
Skateboard

Table 88: Question #6

If you drove to the Hill, where did you park?	Percent of Respondents	Number of Respondents
Didn't drive today	37.8%	N=65
Parking lot at 1205 Pleasant	1.2%	N=2
Parking lot at Pennsylvania and Broadway	7.0%	N=12
Parking lot at 14th St	0.6%	N=1
On the street in the University Hill District	26.7%	N=46
On the street in the University Hill residential area	15.1%	N=26
On the CU campus	2.3%	N=4
Other	9.3%	N=16
Total	100.0%	N=172

Table 89: Question #6 "other" responses

If you drove to the Hill, where did you park? "Other" responses
13th and aurora
9th street
Church
Co. Parking lot
Downhill
Dropped off
Illegally at wine store
Lot, behind business
Off campus alley
Rented space at church up the street
Size of campus
Spot at church

Table 90: Question #7

Where did you come from before you got to the Hill? Did you come from . . .	Percent of Respondents	Number of Respondents
Home	48.8%	N=144
Shopping or errands in another part of town	3.4%	N=10
CU Campus	30.5%	N=90
Workplace on the Hill	0.3%	N=1
Workplace somewhere other than CU Campus or the Hill	4.4%	N=13
Eating a meal	0.7%	N=2
Other	11.9%	N=35
Total	100.0%	N=295

Table 91: Question #7 "other" responses

Where did you come from before you got to the Hill? Did you come from . . . "Other" responses	
Boulder	Home of a friend
Brothers house	Jail
Denver	Kansas
Denver	Mountains
Denver	Nist
Denver	North boulder
Denver	Open lane
Denver looking at colleges, from conn.	Rec center
Dia	School
Doctor	Skiing eldora
Dog park	Sority haus
Estes park visiting campus for tour	Visiting out of town
Farm	Volunteering
Fort collins	Winter park, skiing from ma here on tour
Frat house	

Table 92: Question #8

Do you live in Boulder?	Percent of Respondents	Number of Respondents
No	28.3%	N=83
Yes	71.7%	N=210
Total	100.0%	N=293

Table 93: Question #9

Are you a student at CU Boulder?	Percent of Respondents	Number of Respondents
Yes, an undergraduate student	45.9%	N=134
Yes, a graduate student	6.2%	N=18
No	47.9%	N=140
Total	100.0%	N=292

Table 94: Question #10

In which category is your age?	Percent of Respondents	Number of Respondents
Under 18	1.4%	N=4
18-24 years	55.8%	N=163
25-34 years	17.1%	N=50
35-44 years	6.8%	N=20
45-54 years	8.2%	N=24
55-64 years	5.5%	N=16
65 years or older	5.1%	N=15
Total	100.0%	N=292

Table 95: Question #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.)	Percent of Respondents*	Number of Respondents
don't know if I am eligible for an EcoPass or CollegePass	13.0%	N=38
no, I am not eligible for an EcoPass or CollegePass	26.7%	N=78
yes, through my employer, or through the program I have set up for my business	6.8%	N=20
yes, through my neighborhood program	2.7%	N=8
yes, a CU Boulder student CollegePass	45.2%	N=132
yes, a CU Boulder faculty/staff CollegePass	4.8%	N=14
yes, other pass	1.0%	N=3

* Percents may add to more than 100% as respondents could give more than one answer

Table 96: Question #11 "other" responses

Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? "Other" responses	
Discount pass	Work

Table 97: Question #12

On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?*	Percent of Respondents	Number of Respondents
I did not pick up my EcoPass or CollegePass	7.1%	N=13
less often than once a month	25.7%	N=47
about once every two weeks	8.7%	N=16
about once a month	7.1%	N=13
about once a week	8.2%	N=15
more than once a week	43.2%	N=79
Total	100.0%	N=183

*Only asked of those who were eligible for an EcoPass or CollegePass

Table 98: Question #13

Is a car or other motor vehicle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	71.1%	N=209
No	28.9%	N=85
Total	100.0%	N=294

Table 99: Question #14

Is a bicycle usually available to you for commuting to work?	Percent of Respondents	Number of Respondents
Yes	57.1%	N=168
No	42.9%	N=126
Total	100.0%	N=294

Table 100: Question #15

Are you a member of eGo CarShare?	Percent of Respondents	Number of Respondents
Yes	2.4%	N=7
No	97.6%	N=286
Total	100.0%	N=293

Table 101: Question #16

Are you a member of Boulder B-cycle (bike share)?	Percent of Respondents	Number of Respondents
Yes	1.4%	N=4
No	98.6%	N=287
Total	100.0%	N=291

Table 102: Question #17

What do you see as the strengths of the University Hill commercial district?	
A lot available, convenient	Girls
A lot of people, relaxing	Good bus system
Access	Good cash flow to the area
Accessibility to students	Good community
Accessibility,	Good food, close to campus
Accessible, affordable businesses	Good food, hanging out, nice environment
Add parking, business district	Good food, the fox is fun
Air is good, good music, legal pot, nice people	Good parking and transit
Albums on the hill, the fox	Good public transit
Ample parking	Good public transit
App-next bus	Good restaurants
Art store, coffee shops	Good restaurants
Atmosphere	Good shops, food
Beautiful	Good stores
Beautiful, nice atmosphere	Good transit
Better then home	Great food, party, people
Blinders off	Handy and close
Build well for peds.	Handy live on the hill
Building community	I don't know
Bus	I don't know
Bus system	I don't know
Bus system on broadway	Innisfree
Buses, transit are helpful	Innisfree
Business/homes concentrated	Keep it as is, don't expand
Businesses	Local businesses
Businesses	Local businesses,
Businesses, location	Local shop
Busses that are more eco friendly	Localized/ centralized shopping
Campus academics	Location
Can usually find parking	Location
Caters to college street, cheaper than pearl st.	Location
Central	Location
Central party location, fun beautiful, good times, fox	Location
Chase bank only chase that works	Location
Cheap food	Location stores
Clean	Location vibes and atmosphere
Close	Location. Diversity
Close knit community, walking accessible	Lot of food, really close, easily walkable

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What do you see as the strengths of the University Hill commercial district?	
Close to campus	Lots of food and stuff
Close to campus	Lots of food places open late
Close to campus	Lots of small shops, not a lot of chains
Close to campus	Lots of variety
Close to campus	Lots of variety
Close to campus, flatiron meal plan, easy access late night	Love the fox, restaurants, proximity to campus
Close to campus, social area for food and drink	Lunch
Close, convenient	More community feel, not a lot of big chains
Close, convenient	Multiuse many things here
Coffee	Near university location
Coffee place, convenience	Neat little shops
Coffee shops	Nice paths, well lit at night
Community, dense	No strengths! She hates the hill!
Community, lots of people	Not much coffee shops
Compact	Off campus place for students to gather
Concise, compact, got what you need.	Old buildings, lots of students, good place to eat
Condensed	Pay to park-simple
Convenience	People
Convenience, little bit of everything	People
Convenient	People
Convenient	People pleasant, selection of business
Convenient	People that go to school here and come back
Convenient	Pleasantly designed
Convenient for food and drinks	Postage, eatery
Convenient, fun innisfree, food good	Pretty
Convenient, serves existing population.	Pride in being party animals
Convenient, variety	Proximity
Cool stores and restaurants	Proximity of campus
Couple of good places to eat	Proximity of food
Culturally diverse	Proximity of shops
Cute and inviting	Proximity to campus
Decent businesses close together but pricey	Proximity, small shops
Decent dining or coffee	Public transit
Demographics	Quality of service, character, unique
Denx, accessible	Quick food, location, parties, friends
Diff. Than other places in boulder	Remodel on buchanans, city working to improve
Different foods, cool atmosphere	Restaurants
Different types of food, location	Restaurants
Diversity	Restaurants,

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What do you see as the strengths of the University Hill commercial district?	
Diversity	Selection
Diversity	Sense of community
Diversity of stores	Shops conceatrate
Diversity of stores	Slope skateboarding
Easy to get around	Social meeting
Easy to walk around	Sorority house close by
Eateries	Stores appeal to college population, reasonably priced food, the fox
Environment	Students, food
Everything	System is great
Everything	The hop bus, variable schedules
Fast access	Transit is accessible and inexpensive
Fast food restaurants	Transit is good
Food	Transit, buses
Food	Variety
Food	Variety close to campus
Food	Variety convenient location
Food is over rated	Variety of food, cafes where you come and work, college optical,
Food options	Variety of shops, lively community
Food rather than commercial goods	Variety of stores, bars, restaurants,
Food unique, people watching, convenient, pedestrian friendly	Variety restaurants.
Food vibes	Vibe is good
Food, approximity	Walking access
Food, friendly business, outdoor seating	Walking around
Foot traffic	Walking distance
Fulfilling, divirse	Walking, not too much traffic
Full of character, lots going on.	Water
Fun	Weak
Fun	Yough

Table 103: Question #18

What one thing would make the University Hill commercial district a better place?	
Accessible parking for owners, cheaper parking	More bike lanes
Additional bike parking, small grocery/market.	More cafes
Angled parking for more spaces!	More coffee
Another illegal petes, wth coin style margs.	More development
Areas look grungy	More diverse food selection. Local foods, no starbucks
Bars-near, would make it	More diverse shops
Being more people in the summer/fall when businesses have a hard time repeal 10cent bag tax	More diversity of business
Better coffee shops	More free parking
Better education about trash and recycling	More free parking
Better food	More good restuarants like mamacitas
Better parking	More independent
Better parking, traffic circulation	More inviting atmosphere
Better plowing	More local businesses
Better restaurants	More local businesses, less chains, penn. And 13th intersection safer
Café like roma	More parking
Cheaper	More parking
Cheaper and better parking	More parking
Cheaper or free parking	More parking
Cheaper parking	More parking
Cheaper parking	More parking
Cheaper prices	More parking
Cheaper rents for businesses	More parking
Clarity in cross walks	More parking
Clean it up	More parking
Clean it up, classier buildings, make buildings nicer	More parking
Clean streets west of broadway	More parking
Clean up trash	More parking
Cleaner	More parking
Cleaning it up	More parking and cheaper parking
Clothing shops	More parking areas, larger parkint lot
Coffee shop	More parking for customers
Community business awareness events. Business with staying power	More parking for non residents
Create pedestrian mall	More parking for students
Cut down on drunk and disorderly people	More parking on campus
Decent restaurants	More parking, all day parking
Dirty and traffic	More ped. Crossings

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What one thing would make the University Hill commercial district a better place?	
Dispensaries	More public parking, create larger parking lot
Dispensary	More quality business
Dispensary	More recreational venues for under 21 hookah bar
Don't change it	More short term parking, cheaper parking
Don't feel safe walking after 8pm	More snow
Don't know	More space parking
Don't know	More stops, public transit, more bus routes on the hill
Don't know	More stores where parking lot is more franchises, hot dog stand, fancier places
Easier to get quick food	More study places to sit and hang out for free
Ecopass more businesses	More than just food
Enforce drinking, litter, noise regulations	Movie theater, multipurpose theater. Less expensive parking, cleaner annual river clean up
Expensive parking	Multi storie parking
Face lift, better bar scene.	Need bagel, doughnut store
Fine as	Need more parking
Fine as is	Need more parking, cheaper parking
Fine as is	No cars, get rid of them
Fine as is	No complaints
Fine as is	No grocery store, cheaper liquor store
Fine as is, inn/out	No loitering
Fines for littering, locking trash lids	No parking
Free buses	Noise after 2am
Free parking	Not friendly to new people in area
Free parking	Not well lit, enough at night. Hard to park
Free parking	Nothing
Free parking	Nothing
Free parking	Nothing- only a freshman hasn't explored area much yet
Free parking	Nothing really
Free parking	Open spaces, more liveliness
Free parking for less than an hour parking	Pain to park, free parking to students
Free parking for short term	Painted crosswalk, repaint
Free parking, parking enforcement	Parades, fireworks, inn n out, chick fila
Free parking, short term an hour or less	Parking
Free short term parking	Parking
Fresh ingredients, real food	Parking
Friendly individuals	Parking
Get rid of commision	Parking
Get rid of paid parking	Parking
Grocery store	Parking

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What one thing would make the University Hill commercial district a better place?	
Grocery store	Parking
Grocery store, less expensive	Parking
Hard to say	Parking
Hassle to have street vendors	Parking
Have more smoke shops	Parking
Headshop/dispensary	Parking for non residents
Healthy food options	Parking garage
High class restaurants	Parking garage, take off 2hr parking limit
Homeless	Parking is expensive
I don't know	Parking lot at pa and 13th is way too expensive would like an ice cream shop for kids
I don't know	Parking needs to be cheaper
I don't know	Parking needs to be cheaper
I don't know	Parking sucks
I don't know	Parking, more lots, all day parking
I don't know	Parking, too expensive, parking lot
I don't know	Pay to park doesn't always work
I don't know	Permit access per residents
I don't know	Pie shop
I don't know	Quieter
I don't know	Re open espresso roma, movie theater
I don't know	Rents are too high for small businesses
I like it the way it is!	Revitalize dying stores
Image of alcohol use	Rowdiness at night
Jones drug store and fedex, post office, we need this	Safer
Lacks diversity	Serve alcohol, earlier!
Large parking lot for customers and workers	Shoveling sidewalks
Less car traffic	Shuttle from downtown
Less cars	Smash burger
Less expensive	Solutions to traffic, without parking
Less expensive parking more time parking	Something nice-restaurant
Less fast food	Starbucks
Less strict parking rules/enforcement	Stop cracking down on the bars
Less students	Student discounts
Less traffic	Tax incentive for business owners
Lights	Too crowded for parking
Longer term parking, 4 hours or more	Too little street parking for residents, need large parking lot for rec center and library
Lower rent on businesses	Transportation, better transport/parking
Lower taxes	Transportation, less traffic

What one thing would make the University Hill commercial district a better place?	
Make it friendly to non students	Turn 13th into green space, mini park, ped. Mall
Make parking in the commercial district	Variety of shops
Me	Vary business more
Mediterranean food	Wider roads, better with clearing snow
More affordable parking	Wider streets, more parking
More affordable shops	Work on light rail
More amenities to attract young adults not university students	Work on the congestion
More bars, less starbucks, no smoke shop	Yoga

Table 104: Question #A

What was the sex of the respondent?	Percent of Respondents	Number of Respondents
Male	59.4%	N=170
Female	40.6%	N=116
Total	100.0%	N=286

Table 105: Question #B

Mode When Interviewed	Percent of Respondents	Number of Respondents
walking	95.4%	N=271
biking	3.5%	N=10
in vehicle	1.1%	N=3
Total	100.0%	N=284

Table 106: Question #C

Number of people in group	Percent of Respondents	Number of Respondents
1	76.4%	N=220
2	18.8%	N=54
3	2.4%	N=7
4	1.4%	N=4
5	1.0%	N=3
Total	100.0%	N=288

Table 107: Question #D

Children in group?	Percent of Respondents	Number of Respondents
yes	1.4%	N=4
no	98.6%	N=280
Total	100.0%	N=284

Table 108: Question #E

Site	Percent of Respondents	Number of Respondents
13th and College	52.6%	N=152
13th and Pennsylvania	47.4%	N=137
Total	100.0%	N=289

Table 109: Question #F

Day	Percent of Respondents	Number of Respondents
Tuesday	24.5%	N=70
Wednesday	30.8%	N=88
Thursday	18.9%	N=54
Friday	25.9%	N=74
Total	100.0%	N=286

Table 110: Question #H

Weather	Percent of Respondents	Number of Respondents
sunny, dry	66.4%	N=190
sunny, wet	1.0%	N=3
rainy	0.0%	N=0
cloudy, dry	28.3%	N=81
cloudy, wet	4.2%	N=12
snow	0.0%	N=0
Total	100.0%	N=286

Crosstabulations of Intercept Survey Results by Whether Respondent Was Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

The following pages contain tables of responses to questions from the University Hill Intercept Survey by whether respondent was visiting businesses or passing through, owner/employee status of respondent and CU student status of respondent.

Table 111: Question #1 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

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/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Came from or going to one or more places of business on the Hill	100.0%	0.0%	87.2%	67.4%	63.9%	74.6%
Other	0.0%	14.8%	2.6%	5.1%	3.4%	5.8%
Passing through	0.0%	85.2%	10.3%	27.5%	32.7%	19.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 112: Question #1a by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you coming from or going home?*	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	66.7%	80.8%	66.7%	80.8%	89.5%	65.4%
No	33.3%	19.2%	33.3%	19.2%	10.5%	34.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Note: Question was only asked of those who said they were "passing through" the Hill area

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Table 113: Question #1b by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you coming from or going to campus?*	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	55.6%	85.7%	71.4%	81.5%	92.7%	65.4%
No	44.4%	14.3%	28.6%	18.5%	7.3%	34.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Note: Question was only asked of those who said they were "passing through" the Hill area

Table 114: Question #2 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you an owner or an employee of a business on The Hill?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
No	82.4%	93.9%	0.0%	100.0%	92.4%	78.7%
Yes	17.6%	6.1%	100.0%	0.0%	7.6%	21.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 115: Question #2a by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you going to or coming from your workplace?*	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
No	30.8%	81.8%	36.7%	80.0%	84.6%	26.1%
Yes	69.2%	18.2%	63.3%	20.0%	15.4%	73.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Note: Question was only asked of those who said they were a Hill business owner or employee

Table 116: Question #3 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

About how many stores or businesses have you/will you visit on your trip to this area.	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
None	3.8%	65.5%	33.3%	17.7%	22.1%	17.0%
One	59.3%	15.5%	42.9%	47.9%	48.9%	47.3%
Two	26.9%	6.9%	19.0%	23.3%	22.1%	22.3%
Three	6.0%	3.4%	4.8%	6.0%	5.3%	5.4%
Four	1.6%	3.4%	0.0%	1.9%	1.5%	1.8%
Five or more	2.2%	5.2%	0.0%	3.3%	0.0%	6.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 117: Question #5 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

How did you get to the Hill commercial area today? (Please check all that apply.)*	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Drove alone	24.0%	18.2%	39.0%	20.3%	13.8%	31.4%
Drove with at least one other person	17.5%	8.0%	17.1%	14.1%	7.2%	21.4%
Walked	45.5%	60.2%	36.6%	52.3%	65.1%	35.0%
Biked	6.5%	3.4%	2.4%	6.2%	5.3%	5.7%
Rode a bus or buses	8.0%	9.1%	4.9%	7.5%	9.9%	6.4%
Carried a bike on a bus or buses	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Used a Park-n-Ride	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.5%	4.5%	0.0%	2.1%	1.3%	2.1%

* Percents may add to more than 100% as respondents could give more than one answer

Table 118: Question #5a by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

How many people were in the vehicle (for vehicle trips)	Came from/going to 1+ Hill store/business		Passing through or other		Hill business owner or employee		Not an owner or employee		CU student		NOT a CU student	
	Average	Median	Average	Median	Average	Median	Average	Median	Average	Median	Average	Median
Number of people in vehicle (including those who drove alone)	1.84	1.00	1.70	1.00	1.78	1.00	1.76	1.00	1.61	1.00	1.88	1.00
Number of adults in vehicle (including those who drove alone)	1.94	2.00	2.43	2.00	2.71	2.00	1.80	2.00	2.09	2.00	2.00	2.00
Number of children in vehicle (including those who drove alone)	0.03	0.00	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.05	0.00
Number of people in vehicle (only those with 2 or more)	2.97	3.00	3.29	2.00	3.57	3.00	2.82	3.00	2.80	2.00	3.13	3.00
Number of adults in vehicle (only those with 2 or more)	1.97	2.00	2.43	2.00	2.71	2.00	1.82	2.00	2.10	2.00	2.03	2.00
Number of children in vehicle (only those with 2 or more)	0.05	0.00	0.00	0.00	0.00	0.00	0.04	0.00	0.00	0.00	0.07	0.00

Table 119: Question #6 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

If you drove to the Hill, where did you park?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Didn't drive today	36.2%	44.2%	15.4%	42.3%	54.9%	26.3%
Parking lot at 1205 Pleasant	1.6%	0.0%	3.8%	0.7%	0.0%	1.0%
Parking lot at Pennsylvania and Broadway	8.7%	2.3%	7.7%	7.0%	5.6%	8.1%
Parking lot at 14th St	0.8%	0.0%	3.8%	0.0%	0.0%	1.0%
On the street in the University Hill District	28.3%	23.3%	19.2%	28.2%	14.1%	35.4%
On the street in the University Hill residential area	13.4%	18.6%	30.8%	12.0%	12.7%	17.2%
On the CU campus	2.4%	2.3%	0.0%	2.8%	4.2%	1.0%
Other	8.7%	9.3%	19.2%	7.0%	8.5%	10.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table 120: Question #7 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Where did you come from before you got to the Hill? Did you come from . . .	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Home	49.0%	48.9%	68.3%	44.4%	40.8%	57.1%
Shopping or errands in another part of town	3.0%	4.5%	2.4%	3.7%	1.3%	5.0%
CU Campus	29.0%	34.1%	24.4%	32.0%	47.4%	12.9%
Workplace on the Hill	0.5%	0.0%	2.4%	0.0%	0.0%	0.7%
Workplace somewhere other than CU Campus or the Hill	4.0%	4.5%	0.0%	5.0%	1.3%	7.9%
Eating a meal	1.0%	0.0%	0.0%	0.8%	0.7%	0.7%
Other	13.5%	8.0%	2.4%	14.1%	8.6%	15.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 121: Question #8 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Do you live in Boulder?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
No	30.7%	23.9%	29.3%	28.5%	9.3%	48.9%
Yes	69.3%	76.1%	70.7%	71.5%	90.7%	51.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 122: Question #9 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you a student at CU Boulder?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes, an undergraduate student	41.1%	56.8%	27.5%	47.9%	88.2%	0.0%
Yes, a graduate student	6.6%	3.4%	0.0%	7.5%	11.8%	0.0%
No	52.3%	39.8%	72.5%	44.6%	0.0%	100.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 123: Question #10 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

In which category is your age?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Under 18	2.0%	0.0%	0.0%	1.7%	0.0%	2.9%
18-24 years	50.8%	67.4%	41.5%	58.4%	82.8%	26.8%
25-34 years	17.1%	16.3%	24.4%	15.5%	14.6%	20.3%
35-44 years	7.5%	4.7%	12.2%	5.5%	2.6%	11.6%
45-54 years	10.6%	3.5%	14.6%	7.1%	0.0%	15.9%
55-64 years	7.0%	2.3%	4.9%	5.9%	0.0%	11.6%
65 years or older	5.0%	5.8%	2.4%	5.9%	0.0%	10.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 124: Question #11 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you eligible to have an EcoPass or CollegePass, an annual bus pass that allows you unlimited bus rides? (Please check all that apply.)	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
don't know if I am eligible for an EcoPass or CollegePass	12.6%	13.8%	12.2%	13.0%	8.0%	17.9%
no, I am not eligible for an EcoPass or CollegePass	28.8%	23.0%	41.5%	24.8%	2.7%	52.1%
yes, through my employer, or through the program I have set up for my business	7.6%	4.6%	9.8%	6.7%	3.3%	10.7%
yes, through my neighborhood program	3.0%	2.3%	4.9%	2.5%	0.0%	5.7%
yes, a CU Boulder student CollegePass	41.4%	52.9%	24.4%	47.9%	86.0%	2.1%
yes, a CU Boulder faculty/staff CollegePass	6.1%	2.3%	7.3%	4.2%	0.0%	10.0%
yes, other pass	1.0%	1.1%	0.0%	1.3%	0.7%	1.4%

* Percents may add to more than 100% as respondents could give more than one answer

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Table 125: Question #12 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

On average, how often do you use your EcoPass or CollegePass (for work AND non-work trips)?*	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
I did not pick up my EcoPass or CollegePass	5.8%	10.3%	5.0%	6.5%	4.3%	15.6%
less often than once a month	25.0%	27.6%	35.0%	25.5%	29.0%	15.6%
about once every two weeks	10.8%	5.2%	10.0%	9.2%	8.0%	11.1%
about once a month	7.5%	6.9%	15.0%	6.5%	6.5%	8.9%
about once a week	7.5%	10.3%	15.0%	5.9%	9.4%	4.4%
more than once a week	43.3%	39.7%	20.0%	46.4%	42.8%	44.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Only asked of those who were eligible for an EcoPass or CollegePass

Table 126: Question #13 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Is a car or other motor vehicle usually available to you for commuting to work?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	73.9%	65.9%	78.0%	70.0%	68.4%	73.6%
No	26.1%	34.1%	22.0%	30.0%	31.6%	26.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table 127: Question #14 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Is a bicycle usually available to you for commuting to work?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	58.8%	53.4%	56.1%	57.1%	59.9%	53.6%
No	41.2%	46.6%	43.9%	42.9%	40.1%	46.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 128: Question #15 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you a member of eGo CarShare?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	2.5%	2.3%	2.5%	2.5%	2.6%	2.1%
No	97.5%	97.7%	97.5%	97.5%	97.4%	97.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 129: Question #16 by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Are you a member of Boulder B-cycle (bike share)?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Yes	1.5%	1.1%	2.5%	1.3%	1.3%	1.4%
No	98.5%	98.9%	97.5%	98.7%	98.7%	98.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table 130: Question #A by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

What was the sex of the respondent?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Male	60.8%	57.6%	70.0%	56.7%	51.4%	68.1%
Female	39.2%	42.4%	30.0%	43.3%	48.6%	31.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 131: Question #B by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Mode When Interviewed	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
walking	93.7%	98.8%	97.5%	94.8%	95.9%	95.6%
biking	4.7%	1.2%	0.0%	4.3%	3.4%	3.7%
in vehicle	1.6%	.0%	2.5%	0.9%	0.7%	0.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table 132: Question #C by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Number of people in group	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
1	70.6%	87.4%	85.0%	74.5%	79.1%	73.7%
2	22.2%	12.6%	15.0%	19.6%	17.6%	19.7%
3	3.6%	0.0%	0.0%	3.0%	1.4%	3.6%
4	2.1%	0.0%	0.0%	1.7%	1.4%	1.5%
5	1.5%	0.0%	0.0%	1.3%	0.7%	1.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 133: Question #D by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Children in group?	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
yes	2.1%	0.0%	0.0%	1.7%	0.0%	3.0%
no	97.9%	100.0%	100.0%	98.3%	100.0%	97.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 134: Question #E by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Site	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
13th and College	51.8%	55.2%	57.5%	50.4%	53.7%	51.8%
13th and Pennsylvania	48.2%	44.8%	42.5%	49.6%	46.3%	48.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table 135: Question #F by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Day	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
Tuesday	19.2%	36.0%	30.0%	23.9%	23.1%	25.0%
Wednesday	32.6%	25.6%	27.5%	30.8%	31.3%	30.9%
Thursday	19.7%	18.6%	12.5%	20.1%	21.8%	15.4%
Friday	28.5%	19.8%	30.0%	25.2%	23.8%	28.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 136: Question #H by Whether Visiting Businesses or Passing Through, Owner/Employee Status and CU Student Status

Weather	Came from/going to 1+ Hill store/business	Passing through or other	Hill business owner or employee	Not an owner or employee	CU student	NOT a CU student
sunny, dry	68.9%	64.0%	80.0%	65.2%	62.8%	71.1%
sunny, wet	1.0%	1.2%	0.0%	1.3%	1.4%	0.7%
rainy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
cloudy, dry	27.5%	31.4%	20.0%	28.8%	30.4%	25.9%
cloudy, wet	2.6%	3.5%	0.0%	4.7%	5.4%	2.2%
snow	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix D: Tabulation of Mode Count Data Collection

The following pages contain the tabulation of results to the Mode Count data collection.

Table 137: Number and percent of modes per hour

Modes per hour	Number of Modes		Percent of Modes	
	Average	Median	Average	Median
Westbound bikes per hour	12	10	6.1%	4.3%
Westbound pedestrians per hour	178	165	75.2%	70.8%
Westbound vehicles per hour	65	82	19.1%	26.3%
Northbound bikes per hour	8	7	3.6%	3.2%
Northbound pedestrians per hour	132	129	56.7%	56.6%
Northbound vehicles per hour	93	87	41.5%	40.9%
Eastbound bikes per hour	6	5	2.6%	2.3%
Eastbound pedestrians per hour	102	96	48.8%	48.1%
Eastbound vehicles per hour	101	98	48.6%	50.0%
Southbound bikes per hour	6	6	2.8%	2.6%
Southbound pedestrians per hour	105	105	45.3%	45.7%
Southbound vehicles per hour	120	118	51.9%	51.5%
Bikes per hour	32	30	3.5%	3.3%
Pedestrians per hour	512	502	55.7%	55.5%
Vehicles per hour	374	374	40.8%	41.1%

Appendix E: Survey Instruments and Data Collection Forms

The following pages contain the survey instruments and data collection forms used for the Spring 2014 UHGID Surveys.