

UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION
REGULAR MEETING – May 19, 2016
4 - 6 p.m.
1777 West Conference Room, 1777 Broadway
AGENDA

1. Roll Call
2. Election of Officers
3. Approval of the April 20, 2016 Meeting Minutes
4. Public Participation
5. Police Update – Walker
6. Hill Impact Team – Vaporis
7. Draft of Resilient Strategic Plan - Greg Guibert, Chief Resilience Officer
8. CUSG - Ahram
9. UHNA Update – Blackwood
 - New EC Members
10. Hill Boulder Update - Liguori
11. Matters from Commissioners
 - Liquor Ordinances: Current Rules
12. Parking Services Update – Matthews
 - Maintenance Scope of Work
13. Matters from Staff
 - Boards and Commissions Committee - Matt Appelbaum and Jan Burton – Meeting Date
 - UHCAMC Priorities Update
 - Retreat Dates: July 7th?
 - Assignments
 - HOP Refresh Committee
 - Marketing Committee
 - 2017 Budget Recommendation - Jobert
14. Action Summary

Attachments

- Meeting Minutes – April 20, 2016
- Sales and Use Tax Revenue Reports – February 2016
- Resilience Strategy Memo and Draft
- Current Hill Commercial Liquor Rules – May 2016
- UHGID Maintenance Staff Scope of Work – May 2016
- Q1 Progress Report: UHCAMC 2016 Priorities & HRS – May 2016
- Commission Meeting Dates
- University Hill Stakeholder Updates – April 21, May 2

Upcoming Meetings:

UHCAMC Meeting – June 16

Commissioner Terms:

Soifer 2019 (business owner)
Nelson 2020 (resident)
Gall 2018 - 2021 (business owner)
TBD 2016 - 2021 (resident)
Liguori 2017 (business/property owner)

UHCAMC 2016 Priorities:

- Pursue retention/attraction of diverse businesses
- Promote residential diversity, including working with CU
- Pursue creative solutions to district access and connectivity
- Support the construction of public parking garages on the UHGID lots
- Encourage connectivity with the proposed CU conference center/hotel
- Meet with Council members on a quarterly basis
- Host an open house with Hill businesses
- Explore options for input on the 2017 budget
- Reduce the food sales requirement for liquor licenses
- Streamline the event permitting process, especially for 'event street'

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

NAME OF BOARD/COMMISSION: UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

NAME/TELEPHONE OF PERSON PREPARING SUMMARY: Ruth Weiss – 303-413-7318

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

BOARD MEMBERS: SOIFER, LIGUORI, NELSON, GALL

STAFF: WIEBENSON, WEISS, JOBERT, MATTHEWS, CONNELLY, VAPORIS

GUESTS: Nancy Blackwood, Michael Brown

TYPE OF MEETING: Regular Meeting April 20, 2016

AGENDA ITEM 1 – Swearing In of New Commissioner – Karen Gall: Completed

AGENDA ITEM 2 – Roll Call: Meeting was called to order at 4:00 p.m.

AGENDA ITEM 3 – Approval of the February 17, 2016 Meeting Minutes (see Action Item Below).

AGENDA ITEM 4 – Public Participation: None

AGENDA ITEM 5 - Police Update – Walker: None

AGENDA ITEM 6 – Hill Neighborhood Impact Team (NIT) - Vaporis: Vaporis introduced himself as the pilot Neighborhood Policing Program officer in charge of the Hill business area and the residential blocks west to Ninth Street. Recent burglaries were discussed. Wiebenson mentioned an upcoming walk-through with the BPD community safety officer to examine business safety improvements. Wiebenson mentioned transient issues on the Hill. Vaporis replied that most homeless calls come in before 5 pm, when the NIT shift starts. Nelson attested to encountering transients in the Hill commercial district on her morning commute. Officer Vaporis said that funding for overtime officers is an issue, and camping laws have been pushed back. He will talk with Commander Walker about the situation and maybe his shift could go from 6-9 a.m. once a month. Nelson asked staff to identify the geographical boundary of the police stats provided to the commission, and possibly provide the stats on a map instead of in a table format.

AGENDA ITEM 7 – CUSG Update - Ahram: Ahram was not in attendance.

AGENDA ITEM 8 – UHNA Update: Blackwood announced five new Executive Committee members and mentioned the Alpine Café’s application for a beer and wine license. UHNA will be participating in the cemetery Hillanthropy/Community Clean Up day site. Parks submitted a grant of \$60,000 for the cemetery. Soifer asked about the Alpine license application; Blackwood said that most responses have been favorable. Soifer mentioned that Span-ish is also applying for a liquor license, and the hotel is unhappy with the current zoning restrictions that apply only to Hill. Liguori mentioned that she met with Council Member Young and discussed the liquor restrictions issue.

AGENDA ITEM 9 – Parking Services Update: Matthews said the tree irrigation project is moving ahead, including receiving an additional \$50,000 to complete the improvements along Broadway. Soifer asked for an estimated completion date. Matthews responded that they are aiming for the end of May. Wiebenson mentioned concerns with construction-related parking restrictions, and advised that the contractor estimates

two days of parking restrictions in each area. Mathews reported that one of the UHGID maintenance staff has been unwell, so staffing is down to one person. Soifer raised the issue of outsourcing the Hill maintenance to avoid staffing issues and reduce costs. Matthews will bring back a scope of work for UHGID maintenance and look into private companies that provide district maintenance services. He indicated that snow removal is likely the greatest cost, and can be unpredictable.

AGENDA ITEM 10 – Hill Boulder Update - Liguori: Liguori reported progress with securing a marketing person. The 2016 events are set up. The date for Hilltoberfest is still being determined; three Sundown cinemas are schedule for the future Event Street. The association is working toward developing a budget and getting greater participation from the business community. A meeting of the Hill Boulder will be scheduled for after CU graduation. Soifer submitted a grant with Grenadier to design and install a unified way-finding system. Soifer commended Wiebenson on her presentation to city council the previous night. Wiebenson gave a synopsis of the presentation related to a cost estimate and potential financing mechanism for the proposed public-private partnership to construct a 247-space public parking garage under a hotel with related retail and dining uses. A ‘letter of intent’ related to the partnership will be presented to Council on May 31.

AGENDA ITEM 11 – Matters from Commissioners: Soifer reiterated the maintenance funding question.

AGENDA ITEM 12 – Matters from Staff: Wiebenson reported that power washing of the district began today; several news boxes have been replaced; the Event Street design workshop was not well attended but the designers appreciated the feedback from Hill businesses and commissioners; and lighting installation in the neighborhoods will begin soon. Wiebenson discussed status of the Hill Reinvestment Strategy, including starting to plan for an Alley Enhancement program in 2017; and, will find out about the National Register Historic District application in January 2017. Nelson commented on the liquor application and is now on city’s email list for upcoming BLA applications. Connelly mentioned the Chautauqua access open house next week. The commission asked staff to re-send the HOP Refresh board invitation. Gall has been assigned to councilmen Brockett and Jones. Jobert discussed the budget and will be back to the board for a recommendation, with the recommendation going to council in September. Soifer requested a sneak peek at the budget at the next meeting from Jobert. Connelly introduced herself and gave background. Michael Brown introduced himself, lives on the Hill and submitted application to join the board. Hillanthropy coming up and Wiebenson will seek businesses to sponsor snacks and refreshments.

UHCAMC ACTION LIST:

- Engage community safety officer to determine best practices
- BPD to provide geographic area of stats
- Matthews to provide UHGID maintenance scope of services at next meeting.
- Wiebenson to provide written update on priorities and current liquor rules at next meeting.
- Weiss to look at first two weeks in July for retreat, possibly at Chautauqua
- Wiebenson to re-send HOP Refresh invitation to commissioners
- Possibly schedule meeting at Crawford Hotel with Sage Hospitality
- Next month meet on third Monday from 4 - 6
- Jobert will bring draft budget for next meeting if possible

Meeting adjourned at 5:35 p.m.

ACTION ITEMS:

MOTION: Nelson motioned to approve the February 17, 2016 meeting minutes. Soifer seconded the motion and it passed 3-0 with Liguori absent for motion.

FUTURE MEETINGS:

Thursday, May 19

1777 West Conference Room

Regular Meeting

APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

Attest:
Ruth Weiss, Secretary

Dakota Soifer, Chair

CITY OF BOULDER MEMORANDUM

TO: Downtown Management Commission
Environmental Advisory Board
Human Relations Commission
Library Commission
Open Space Board of Trustees
Parks & Recreation Advisory Board
Planning Board
Transportation Advisory Board
Water Resources Advisory Board

FROM: Greg Guibert, Chief Resilience Officer.
Mary Ann Weideman, Deputy City Manager
Casey Earp, Assistant City Manager I

DATE: April 27, 2016

SUBJECT: **City of Boulder Resilience Strategy – Full draft for public comment period**

PURPOSE

The purpose of this memo is to provide select boards and commissions the draft of the City of Boulder's Resilience Strategy and receive feedback.

QUESTIONS FOR THE BOARDS AND COMMISSIONS

- 1. Is anything important missing from the draft strategy?**
- 2. Are there proposed actions that the board feels aligns well with their strategic roadmap?**

BACKGROUND

100 Resilient Cities (100RC) is a global network pioneered by the Rockefeller Foundation to help cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. Boulder joined the network as part of its first wave in 2013 and through its participation, is committed to demonstrating leadership in resilience as well as take advantage of the resources and opportunities it presents.

100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks – floods, wildfires, violence, and other acute events – but also the stresses that weaken the fabric of a city on a day to day or cyclical basis, such as economic hardship or social inequality. By addressing both the shocks and the stresses in a holistic manner, a city becomes more able to respond to adverse events,

and is better able to deliver basic functions in both good times and bad, to all populations.

The 100RC program supports resilience building activities at the city level along four pathways:

- Financial support for the creation of a new position in the government who will lead the effort, the Chief Resilience Officer (CRO)
- Technical and logistical support for the development of a resilience strategy that will serve as the city’s roadmap to resilience activities and priorities
- Access to tools and specialized partnerships to help developed a sophisticated understanding the city’s risks, assets, weaknesses, and opportunities and how they interlink in unanticipated ways
- Inclusion into a network of 99 other cities from which best practices, innovation, and peer-to-peer learning can advance the practice of resilience globally.

The objective of the City Resilience Strategy is to provide a roadmap for building resilience in the city. The strategy should trigger action, investment, and support within city government and from outside groups. Rather than a static road map, the resilience strategy should be a living document to be continuously fine-tuned as priorities are addressed and initiatives get implemented.

NEXT STEPS

Boards & Commissions	Meeting Date
Downtown Management Commission	5/2/2016
Environmental Advisory Board	5/4/2016
Library Commission	5/4/2016
Transportation Advisory Board	5/9/2016
Open Space Board of Trustees	5/11/2016
Planning Board	5/12/2016
Human Relations Commission	5/16/2016
Water Resources Advisory Board	5/16/2016
Parks & Recreation Advisory Board	5/23/2016

5/20: End of Public Comment Period

7/26: City Council Study Session

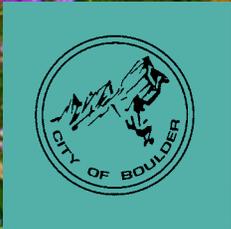
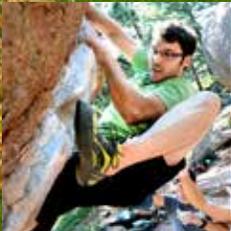
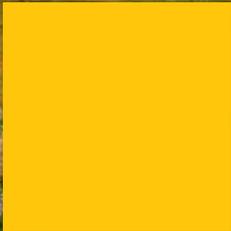
End of August: Final Strategy submitted for final adoption

APPENDIX

- A. City of Boulder Resilience Strategy

CITY OF BOULDER RESILIENCE STRATEGY

DRAFT FOR PUBLIC COMMENT
APRIL 2016 www.ResilientBoulder.com



PIONEERED BY THE
ROCKEFELLER FOUNDATION



VISION

Building on a legacy of frontier innovation, Boulder will cultivate a creative spirit to adapt to and thrive in a changing climate, economy, and society.





MICHAEL BERKOWITZ
President of 100 Resilient Cities -
Pioneered by The Rockefeller
Foundation.

RESILIENT BOULDER AND 100 RESILIENT CITIES (100RC)

From its early history as a frontier town fueled by the discovery of gold in the middle of the 19th Century, Boulder has consistently served as a destination for individuals defined by their pioneering spirit. Boulder has originated some of the most progressive policies in the United States in a variety of areas. Its long history of preserving open space and its bold climate action plans and programs are just a few examples.

The launch of Boulder's first resilience strategy is a continuation of that legacy -- complementing your history of sustainability work and establishing Boulder at the vanguard of the urban resilience revolution that will define our time. This strategy takes a comprehensive and honest view of Boulder's resilience challenges and opportunities. It outlines a path forward for the city to confront not just its most obvious shocks, like flash flooding or wildfires, but also the chronic stresses, such as the need for affordable housing, integrated regional planning, and strong, cohesive communities, which exacerbate those shocks and impact the city over the long term.

None of this could have been accomplished without the stalwart support and vision of the Mayor, Suzanne Jones, City Manager, Jane Brautigam and the Boulder City Council. We also extend our thanks to Boulder's exceptional Chief Resilience Officer, Greg Guibert. Greg led a tremendous effort over the course of the past year of robust research, extensive community outreach, and thoughtful planning in order to make this strategy come to fruition.

What makes Boulder's strategy a leading example for our international network of member cities is the way in which it integrates world-class solutions from our platform of partners, while also highlighting the various city-to-city connections Boulder has facilitated through the 100RC network. Boulder has hosted resilience delegations from Da Nang, Vietnam around climate change mitigation efforts, and will do so again, with another 100 Resilient Cities partner, Wellington, New Zealand around a community based resilience outreach program, in the coming months.

Going forward, we know that this bold vision will strengthen your work to make Boulder a more resilient city for the entire community. As you begin to implement the various initiatives outlined in this strategy, I am confident that Boulder will continue to honor its history as an urban innovator, and begin to export the lessons we learn together to cities across the 100RC network and beyond. My congratulations to you all, on behalf of the entire 100 Resilient Cities team. We look forward to partnering with Boulder on its resilience journey for many years to come.

Dear neighbors,

We are delighted to present Boulder’s Resilience Strategy, a document that reflects approaches our community will be taking as we work to strengthen our preparedness for – and ability to respond to – future challenges. These approaches build on what we already know works in our highly engaged community, as well as best practices we have learned about as one of the inaugural cities participating in the 100 Resilient Cities program. We are so appreciative of the opportunity to work with 100RC and the cohort of other cities in the program, and want to acknowledge their leadership in this crucial endeavor.

You will notice that each of the strategic focus areas in our Resilience Strategy is defined by verbs. This is by design. We know that the best way to make Boulder more resilient in the face of stress is to act – to act now, to act strategically and with appropriate coordination, and to act together. And as you can see, there is an exciting group of initiatives underway under each of these focus areas.

In exploring what it means to be a “resilient” community, this resultant strategy recognizes the importance of broadening our understanding of potential future stresses. We know from recent experiences that wildfires and floods are very real dangers in Boulder. But this plan covers so much more. How can Boulder leverage the emerging risk of the Emerald Ash Borer beetle, for example, to make our forestry systems and practices stronger? How can we strengthen the social fabric of our neighborhoods and provide more support to particularly vulnerable populations so they can withstand potential economic downturns more effectively? How can the city work with the business community to ensure that they have plans in place to recover quickly after disruptions?

As you read through this strategy document, we hope you will feel the same pride we do for our community. Many of you have played a role in the creation of this framework. You’ve participated in forums and learning opportunities. You’ve engaged in dialogue with our Chief Resilience Officer Greg Guibert. And you’ve provided input that has helped us understand our community’s priorities. We are so grateful for this kind of support and engagement. Our people and our sense of community continue to be among our greatest assets as we work toward the shared goal of strengthening Boulder and implementing the many terrific programs outlined in this plan. Let’s work together to make Boulder the very best – and strongest – it can be!

Sincerely,



Suzanne Jones
Mayor



Jane Brautigam
City Manager



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BOULDER



1

CHALLENGE



BOULDER has a long history of planning today for the challenges of tomorrow, creating innovative solutions, and undertaking successful resilience-building activities and projects. From its 40+ year legacy of open space preservation, to pioneering commitments to climate action goals, the community has supported some of the most progressive resilience activities in the country for decades, even before we saw them as building Boulder's resilience.

In order to mobilize the resources and community support necessary to significantly increase social, economic and ecological resilience, we must have a compelling vision of the future that allows us to adapt and thrive in the face of disruption. Tapping into the community's forward-thinking civic and planning culture, the goal is to weave resilience into the day-to-day life and functions of community and government. This strategy knits those activities together and presents new actions to address gaps and weaknesses discovered through a community-wide assessment to create an integrated, strategic, and intentional approach to building resilience. The actions included here are immediately implementable activities that take advantage of partnerships and resources offered by the 100 Resilient Cities network. They build off of a long and fruitful legacy in Boulder's community and intend to bring new resources and perspectives to existing ones.

An Unpredictable Future

Like many cities and communities across the country and around the world, Boulder is adjusting to a "new normal," where the effects of climate change are becoming increasingly apparent. And like residents of other cities that have recently experienced a severe natural disaster, many of us understandably perceive resilience as preparing for the kinds of events that are magnified by climate change. But shocks are not limited to natural hazards or the effects of climate change. A hyper-connected economy and the ability for pests and diseases to circle the globe with unprecedented speed, for example, mean the community is confronting a host of challenges that can strike at little notice and have severe, unknowable repercussions.

Boulder's complex topography and natural climate variability make it difficult, and sometimes impossible, to predict when and how often extreme events may occur. Flash flooding, for example, does not follow the boundaries of established flood maps, a lesson learned through the adversity of the 2013 floods. Flash floods may inundate neighborhoods and roads with little advance notice, impacting locations that may not have experienced flooding in the past.

At the same time, increasing global temperatures exacerbate many of these hazards. The 2011 National Academies of Science assessment indicates that a one-degree Celsius rise in temperature would increase fire incidence probabilities by over 600 percent. Rising temperatures also increase the length of drought cycles, which intensify flood, fire risks and create additional risks for Boulder's water supply. These dry conditions have in turn exacerbated insect, exotic weed, and disease threats in the flora and fauna communities. These complex climate and ecological connections show the tight linkages between Boulder's risks and complicate solutions to any single problem, necessitating a holistic approach.

Multiple independent measurements confirm widespread warming in the western United States. In Colorado, temperatures increased by approximately 2°F between 1977 and 2006.

- COLORADO CLIMATE PLAN

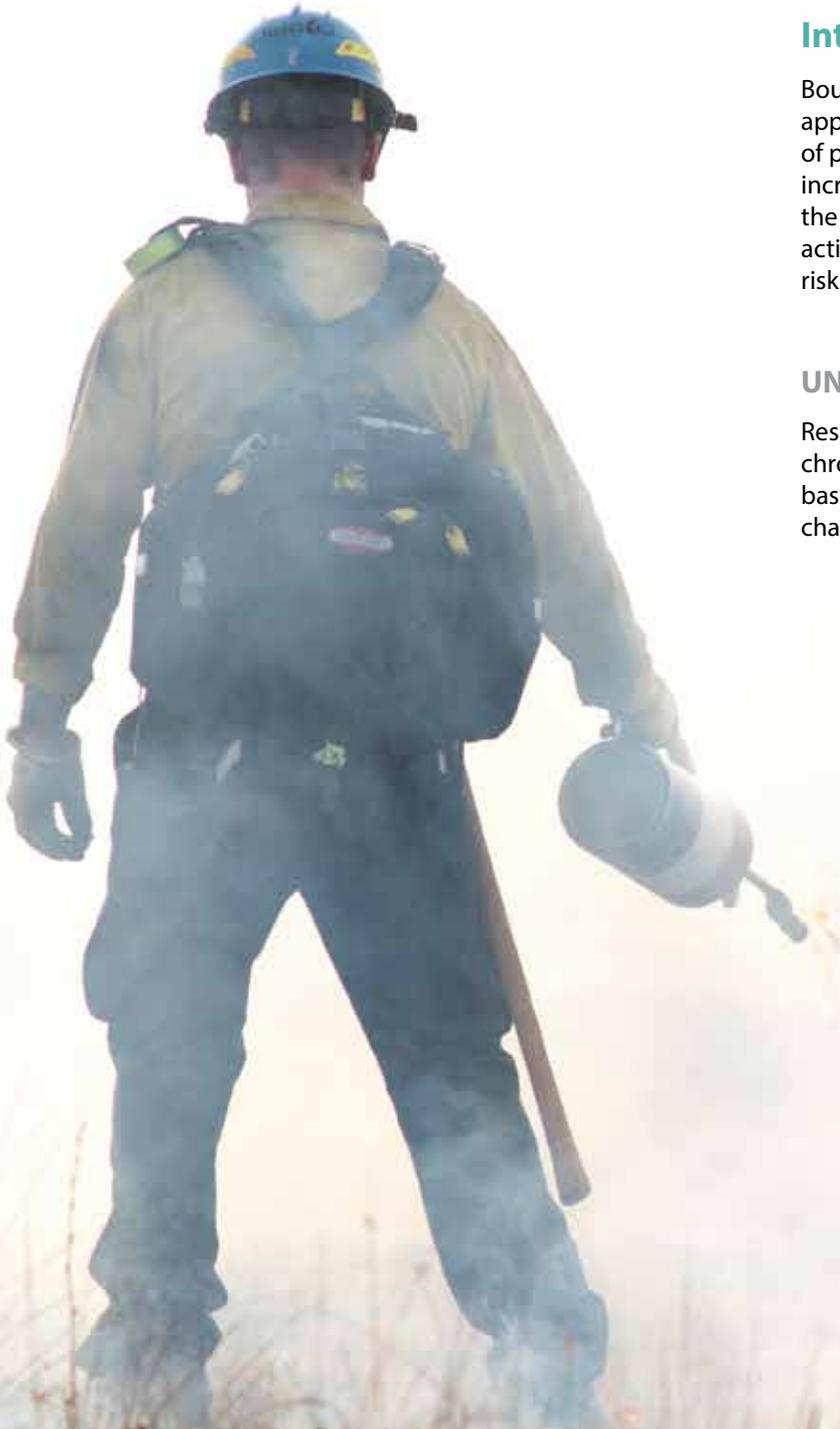


Interlinked Hazards

Boulder's natural hazards are tightly linked, necessitating a comprehensive and integrated approach to risk mitigation. Droughts stress the city's ecosystems, helping accelerate the damage of pests to forests, thereby increasing the fuel for wildfires, and consequently denuding slopes and increasing flash flooding risk. But this cycle itself is not linear; each event builds on another and sets the stage for even more complex interactions. Therefore, to address these interlinked hazards, activities and programs must be well coordinated, using a systemic approach to reduce multiple risks at the same time and prepare communities to handle disruptions of any kind.

UNDERLYING STRESSES

Resilience is not only about disaster preparedness and extreme events. It is about addressing the chronic stresses on a fundamental level that weaken the fabric of a city on a day-to-day or cyclical basis. By focusing on both shocks and stresses together, Boulder becomes more able to respond to challenging events and is more likely to thrive as a happy, healthy and inclusive community.



Boulder's regional Fire Training Center was completed in mid-2010 and is used across Boulder County by all 26 fire departments. It served as a regional hub and emergency control center during the September 7, 2010 Fourmile Canyon Fire.



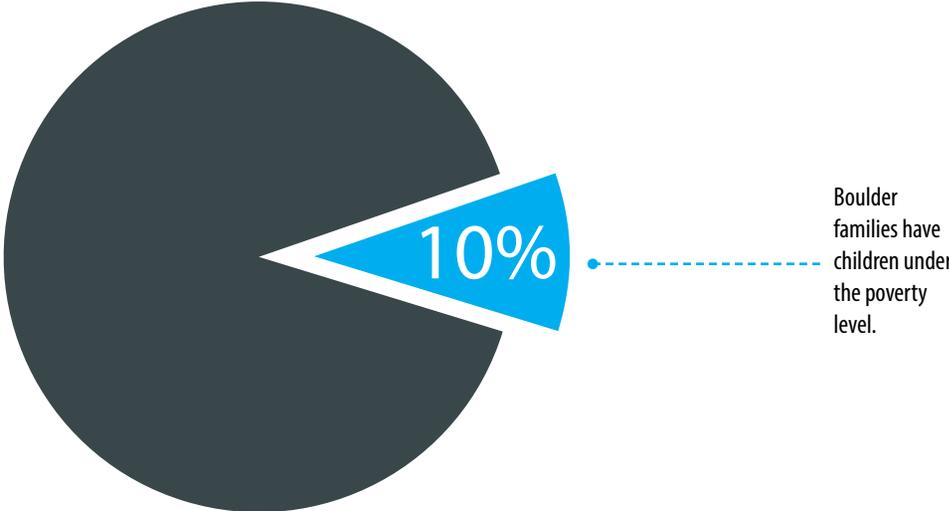
“Lower-income people are among the least able to recover, yet they are often central to the economy and culture of a community.”

- ISET INTERNATIONAL

Shocks Expose Stresses

Boulder’s social and economic stresses are sometimes harder to see, but can be exposed and exacerbated during a crisis or disaster. The city’s vibrant economy and high quality of life often mask latent stresses that strain the community and make it less resilient overall. Natural disasters like floods and fires disproportionately impact low-income residents who already struggle to thrive in a city that is becoming more unaffordable. A Boulderite living on a fixed income, for example, whose home is damaged in a disaster has limited options to find affordably-priced alternatives because the city has a constrained supply of housing.

Stresses can also present a threat to our economic future. Successful, thriving cities need young people to fuel their economic pipeline. However, in Boulder, individuals between the ages of 25 to 44 is a cohort that has declined by 15 percent since 2000. Similarly, increasing real estate prices have also affected the commercial sector. High office rents and limited commercial space hamper the opportunity of growth-stage firms seeking to expand from start-up status, and many of these companies choose to expand in places like Denver and Longmont where there may be more available space.



Boulder families have children under the poverty level.



Boulder's Core Resilience Challenges:



Natural events such as flooding and wildfires will become more frequent and severe as a result of climate change.



Ecological and social stresses are tied to hazards and will negatively impact and exacerbate each other.



Rising housing and commercial real estate costs may limit the diversity of residents and businesses and threaten long-term economic vitality.



Boulder's residents, businesses and government need to work together to be vigilant and prepared for future disruption.

Resilient Communities and Government

At a community level, preparing for an uncertain future means understanding our risks and being vigilant for the unexpected, whether it is a flash flood or global recession. It means that individuals, families and neighborhoods strengthen ties to support each other during times of need. Residents will need to reach out to their neighbors, particularly the most vulnerable and isolated individuals, to support each other when disaster strikes and critical systems fail. Business owners will need to create business continuity plans and understand the available public and private resources to prepare for the economic risks they face.

At the same time, local government must plan for and respond to shocks that affect the city and stresses by working collaboratively across departments and jurisdictional boundaries, as well as with private and institutional stakeholders. This collaborative approach will facilitate more robust information sharing and analysis, development of cross-cutting solutions and strategic private-public partnerships.

Leveraging Boulder's History of Planning Innovation

Boulder's pioneering spirit and commitment to advancing critical initiatives such as open space preservation, climate mitigation and inclusive affordable housing happened decades before the rest of the country adopted similar efforts. Through this strategy, and as reflected by the process leading up to the preparation of this document, the Boulder community will prepare and adapt to existing and future challenges by infusing resilience into the day-to-day operations and activities of residents, businesses and government.





City Highlight

FISCAL LEADERSHIP

Leadership in fiscal resilience is making Boulder better equipped to respond to and recover from economic shocks, whether this is withstanding a global recession or responding to a major event.

- For many Front Range cities, nearly 75 percent of revenues come from sales taxes; in Boulder, less than 45 percent of sales taxes comprise the city’s general fund.
- One of the city’s primary financial policies is that one-time revenues shall only be used to cover one-time expenses and that ongoing costs should not be greater than ongoing revenues.



City Highlight

HOUSING AFFORDABILITY INITIATIVES

We recognize that housing affordability is a key issue for the community. It ensures that Boulder remains a place for residents of different backgrounds, incomes and household sizes.

- Boulder’s mandatory inclusionary housing ordinance requires 20 percent of housing in new developments to be priced affordably for low-income households.
- As of August 2015, there are 3,586 units in Boulder’s affordable housing program. This represents 8 percent of the total units in the city, which puts Boulder 2 percent away from the city’s goal of making 10 percent of all housing units affordable.



City Highlight

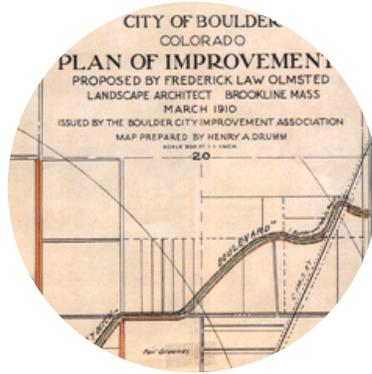
OPEN SPACE CONSERVATION

Nearly 50 years ago, Boulder voters enacted an open space initiative where residents taxed themselves to purchase and preserve undeveloped land surrounding the city, an unprecedented feat at the time and even today still rarely emulated.

- The roots of Boulder’s robust open space system date back to 1875 to 1929 when the city acquired over 5,000 acres, including Chautauqua, Buckingham Park (in Left Hand Canyon) and much of the mountain backdrop.
- There are more than 102,000 acres of land in Boulder County’s parks and open space system. Of these, approximately 62,000 acres (60 percent) are either publicly owned, leased from the State Land Board, or held in the form of access or trail easements. The remaining 40,000 acres in the system (40 percent of the total) are privately-owned lands with county conservation easements.



CONTEXT



Boulder has a long history of planning today for the challenges of tomorrow, creating innovative solutions and undertaking many successful resilience-building activities and projects.



Located at the base of the foothills of the Rocky Mountains, Boulder is a small city with a high quality of life, a diverse and vibrant economic base and tremendous open space resources. The community enjoys the natural and recreational amenities resulting from decades of progressive land use planning which preserves a vast rural and undeveloped landscape that encircles the city. Boulder is truly a city whose identity and future is inextricably linked with the natural environment, and environmental sustainability has been a long-standing and primary guiding principle in planning and policies. A strong commitment to sustainability is regularly reinforced through voter-initiated ballot measures to increase taxation for additional open space preservation or carbon reduction measures.





162 HOMES DESTROYED
IN THE 2010
FOUR MILE CANYON FIRE



BOULDER IS DEPENDENT ON
SNOWPACK, WHICH CAN VARY;
2011 WAS A RECORD YEAR FOR
SNOWPACK WHILE 2012
WAS AMONG THE WORST.



ALL 15 OF BOULDER'S
WATERWAYS FLOODED
IN 2013



230 ACRES BURNED
IN THE 2012 FLAGSTAFF
FIRE

Boulder is inextricably linked to the mountains, which contain the city's watershed and attract over 5.3 million visitors to its open spaces each year.

BOULDER'S natural terrain and location at the mouth of numerous canyons creates a constant flood risk for the city. Fifteen major creeks pass through town, including Boulder Creek, which flows right through downtown. The Front Range is also susceptible to wildfires and drought, which create dry, less vegetated conditions and contribute to increased flood risk. In addition, Boulder's propensity for sudden bursts of isolated and severe storms contributes to flash flooding risk. Flooding and wildfires demonstrate the connections between Boulder's natural environment, climate change-related conditions and the interconnections between major hazards.

BOULDER'S WATER RESOURCES

Like most western communities, Boulder depends on stored water most of the year. High streamflows from melting snowpack occur for only a few spring and summer months. Natural streamflows in late summer and the winter are not sufficient to meet customer demands and must be supplemented with previously stored water supplies. The amount of water available also changes from year to year depending on how much snow falls in the mountains. Therefore, Boulder must store water in reservoirs during wetter years to carry over for use in dry years.

The city stores water in seven reservoirs and several natural lakes in the headwaters of the North Boulder Creek basin within the Silver Lake Watershed. In addition, the city stores water in the Barker Reservoir facilities on Middle Boulder Creek and the Boulder Reservoir northeast of Boulder. The latter is supplied through Western Slope water diversions that come from miles away.

Investing in both source water protection and enhancing water infrastructure continue to be of chief importance to the city. This has included investments that secure additional capacity and redundancy at the city's water treatment facilities which help reduce risk from drought and other concerns. It also includes a long history of investing in the city's stormwater and wastewater systems which help mitigate flooding and sewer back-ups.

INVASIVE SPECIES ARE A MAJOR CONCERN FOR BOULDER

Boulder's urban forest provides nearly \$5.2 million in annual environmental, economic and social services benefits to the community. These services include air quality improvements, energy savings, stormwater runoff reduction, atmospheric CO2 reduction and aesthetic contributions to the social and economic health of the community. One of the largest threats faced by urban forests across the U.S. is from invasive insects and disease pests such as the Emerald Ash Borer (EAB). EAB will cause mortality of all untreated ash trees in Boulder and destroy a significant portion of urban tree canopy.



EAB is a green jewel beetle that feeds on ash tree species. The beetle originated from Asia and is thought to have been introduced to North America in the 1990s on solid wood packing material. In the U.S., EAB is a federally quarantined, invasive tree pest responsible for the death or decline of more than 50 million ash trees to date.

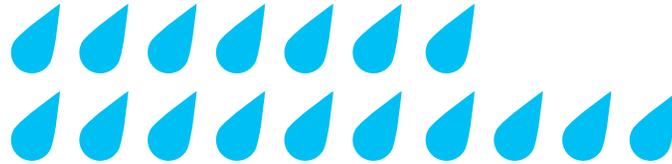


Putting It In Perspective

COMPARING HISTORICAL RAINFALL TO 2013 FLOOD

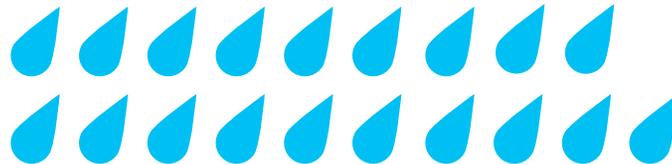
17"

September 2013
Total Rainfall



19"

Boulder's Average
Annual Rainfall



From Fire to Drought to Flood

Changing weather in Colorado is nothing new, but the arc of shocks from 2012 to 2013 offers a glimpse of the types of extreme events and swings that will only be exacerbated by the impacts of a warming climate. A dry summer with little rainfall set up conditions for Boulder's 2012 Flagstaff Fire. Drought concerns loomed larger in Boulder and across the state moving into 2013, only to have the year end with flooding and record rainfall.

The Greenways Program

The Greenways Program divides each of the city's 15 tributaries into reaches to facilitate a manageable implementation approach for improvements. The greenways system is maintained by the city and funded by the city's Transportation Fund, Stormwater and Flood Control Utility Fund and the state's Lottery Fund. Each of these funding sources provides \$150,000 annually to 1) protect and restore riparian, floodplain and wetland habitat; 2) enhance water quality; 3) mitigate storm drainage and floods; 4) provide alternative modes of transportation routes or trails for pedestrians and bicyclists; 5) provide recreation opportunities and 6) protect cultural resources



Boulder has a history of floods including the "Big Flood" of 1894 - the largest flood on record. Other major floods in 1938, 1969, 1995 and 2013 all reinforce the need to educate the public about flood safety. Each year, city staff coordinate with multiple groups to maximize the impact and reach of ongoing community engagement around flood outreach.

City Highlight

COMMUNITY RATING SYSTEM (CRS)

The federal Community Rating System provides flood insurance discounts to communities that exceed the minimum requirements to prevent and reduce flood damage to insurable property. The city's efforts have earned discounted flood insurance rates for Boulder property owners.

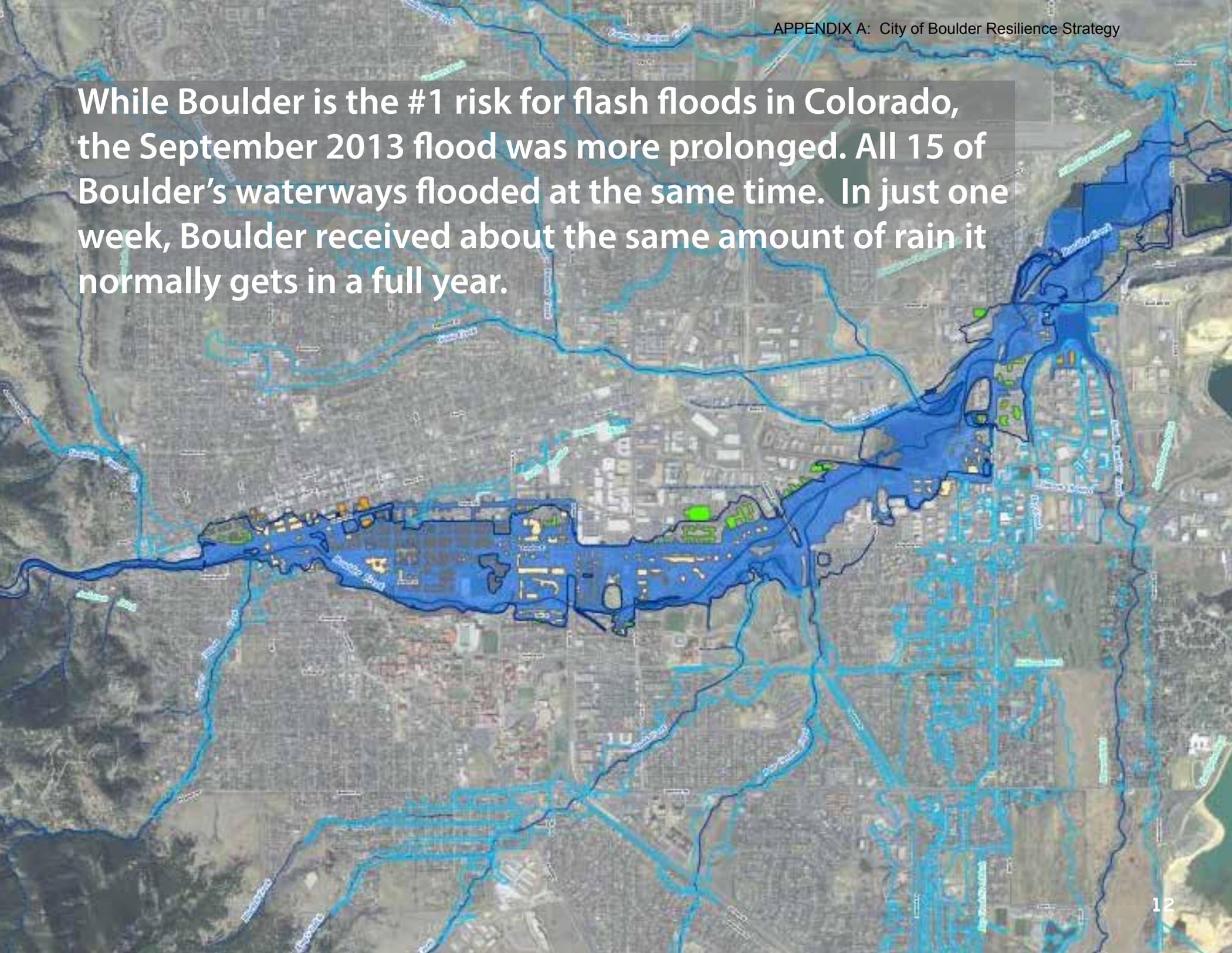
City Highlight

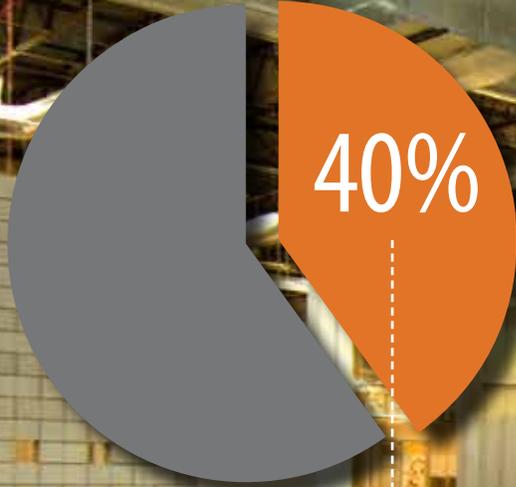
CIVIC CENTER FLOOD MEMORIAL

Gilbert F. White arguably did more to advance flood policy than anyone. While his efforts had broad impacts advancing natural hazard research, White was a tour de force in Boulder. The Gilbert F. White Memorial dedication monument marks the level of the 50-year, 100-year, 500-year and the Big Thompson floods (one of the biggest in Colorado).



While Boulder is the #1 risk for flash floods in Colorado, the September 2013 flood was more prolonged. All 15 of Boulder's waterways flooded at the same time. In just one week, Boulder received about the same amount of rain it normally gets in a full year.





**OF 1,000 TECH COMPANIES
STARTED IN COLORADO SINCE
2000, NEARLY HALF HAVE
BEEN IN BOULDER COUNTY**

Boulder is nationally-recognized for its quality of life, thriving tech- and research-based economy and booming real estate market. In addition, Boulder has become a hub of entrepreneurship in the U.S., particularly for businesses that value the lifestyle that is rooted in a love of the outdoors, healthy living and access to tech resources. We have a robust and diverse economy defined by the research and institutional sector. Over the past 10 to 15 years, the tech industry has experienced pronounced growth throughout Boulder County.

“If you look at a lot of the green technology and the systems we’re implementing, they’re coming from Boulder.”

- Robert F. Kennedy Jr.
Speaking at the June 12, 2013
BizWest, Boulder Earth Conference



Owing to the presence of the University of Colorado's (CU) flagship campus in Boulder, the city maintains a relatively high proportion of young people. With a current enrollment of just under 30,000 students, CU accounts for approximately 29 percent of the total population. Boulder is also one of the most educated metropolitan areas in the country. The presence of the university and 17 federally-funded research labs support many of the jobs for this demographic including those that focus on weather, climate and geophysical research. Furthermore, this segment of the workforce is supported by the presence of tech jobs that draw from and attract scientists and engineers.



Regional Resilience

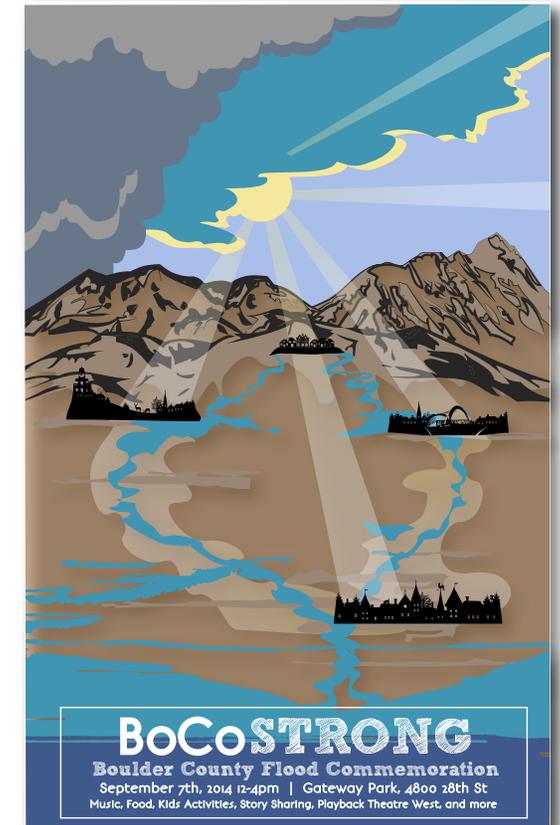
Boulder is part of a larger community and region, and, just as the shocks and stresses we face do not simply start at the borders, neither do the actions and partnerships necessary to address them. Even as recent disasters have motivated Boulder's own resilience building efforts, they have also spurred action at the county, state and national levels. Boulder has developed a strong network of partnerships that have helped inform activities and strategies, and it regularly participates in the collaborative development of this emerging field.

BoCo Strong

BoCo Strong is a countywide resilience hub that creates and supports collaborative relationships between individuals, communities, nonprofits, governments and businesses. BoCo Strong increases the web of connections among individuals, organizations and governments across Boulder County to foster inclusivity, increase disaster resilience and build vibrant and prosperous communities. Its vision is that all Boulder communities will have access to the resources and connections needed to allow all residents to adapt and thrive in the face of community stressors. From the outset, Boulder has recognized that the challenges we face do not start or stop at the city's edge. Building a sustaining effort requires close collaboration, learning from a broad base of experience and building enduring partnerships.

Colorado Resilience Framework

Governor John Hickenlooper adopted the Colorado Resiliency Framework in May of 2015, a first-of-its-kind statewide framework in the nation. The framework was developed under the leadership of the Colorado Resiliency and Recovery Office (CRRO) through a collaborative and inclusive process that engaged local, state, federal, non-profit and private sector partners, as well as individual Coloradans. The framework provides guiding principles for Colorado communities and concrete actions that the state commits to implement. One of the first priority strategies implemented under the framework was a pilot regional resiliency planning process to build and strengthen collaborative relationships locally, establish a unified regional vision for resilience, and put in place a coordinating framework for long-term regional resilience action. Starting in the summer of 2015, the CRRO partnered with some of the most heavily disaster-impacted communities to conduct the pilot process which utilized the state framework's guiding principles to help facilitate a vision and identify strategies unique to each participating region. The Boulder County region was one of three communities to participate.



Uniquely Boulder

GROWING UP BOULDER

In collaboration with Resilient Boulder, Growing Up Boulder (GUB) worked with approximately 120 children and youth to develop their perceptions of resilience within the city. Overall, access to nature and family, friends and supportive networks (from school and community) help support resilience, as do activities that help young people develop skills and confidence (including music, arts and skateboarding). Aspects of the community that do not support resilience include social, environmental and economic concerns (including the need for greater care of homeless residents, fracking and the cost of living). Children spoke about bullying and youth spoke about cultural exclusion as aspects of their community that need to be addressed in the city. High school students also participated in a poetry project in which they described a personal moment of resilience. Many of these stories included surviving the flood, family losses and coping with poor family health, and the challenges of immigration/immigration status. Access to nature in relatively close walking space could help some of the children and youth we worked with access greater opportunities for restoration and resilience.





APPROACH

Resilience and Sustainability

Resilience and sustainability are sometimes confused with one another. Resilience is a new way of thinking about the community in a holistic way that adds to and deepens the way we already plan for a sustainable future. Resilience and sustainability represent complementary values and ways of managing urban systems. Where sustainability is about actively and thoughtfully managing resources to achieve environmental, social and economic goals that preserve or enhance Boulder's quality of life, resilience is about anticipating the inevitable events that cause disruption and then developing the strategies to reduce their impacts to the greatest extent possible. While resilience itself is not new, 100 Resilient Cities is the first organization to use resilience as a systematic framework, on a global scale, for actively managing and prioritizing city operations and activities.

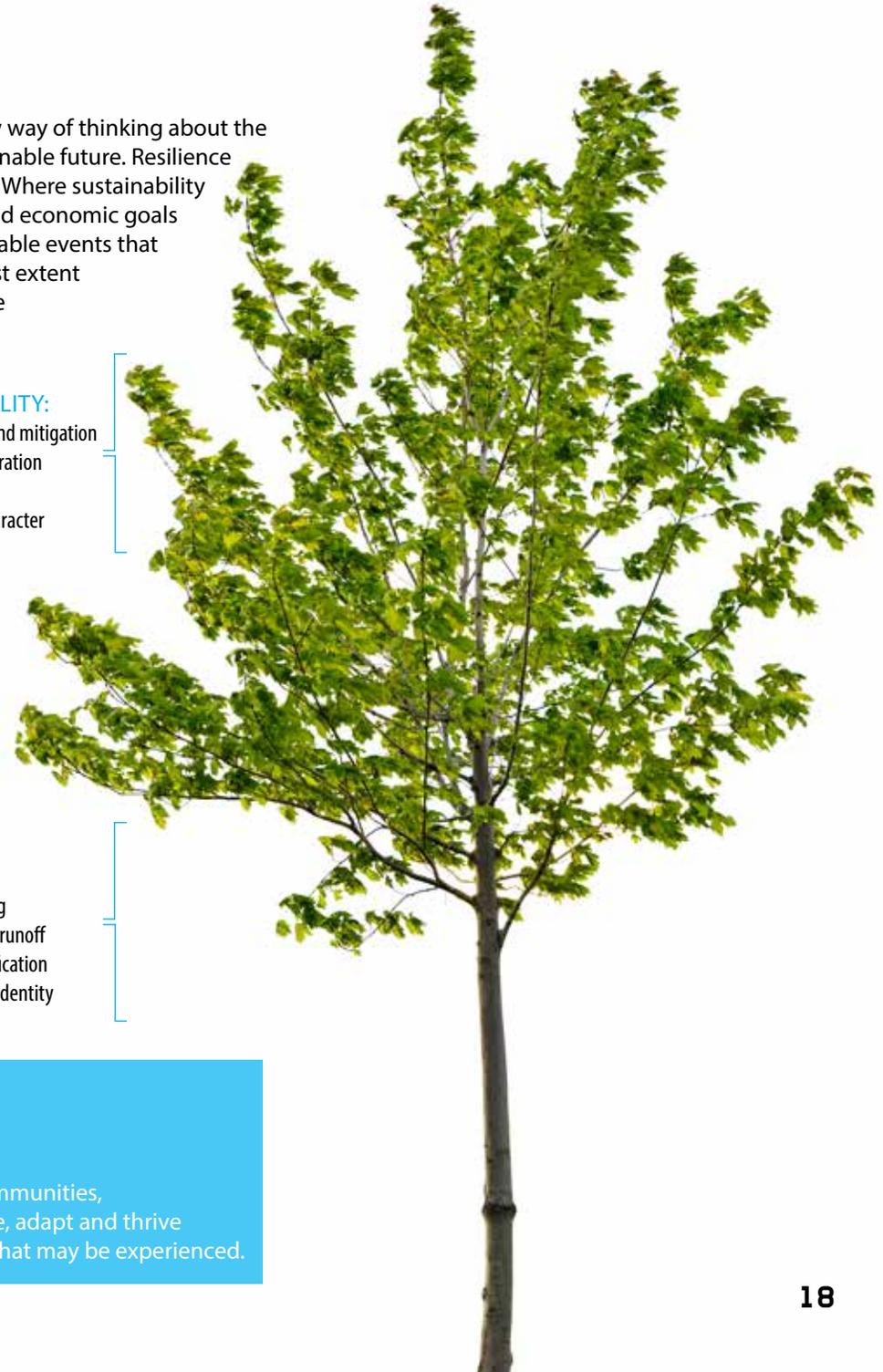
Sometimes metaphors can help explain complex topics. For some, the reasons for planting street trees help illustrate the relationship between resilience and sustainability.

SUSTAINABILITY:

- Urban heat island mitigation
- Carbon sequestration
- Cleaner air
- Community character
- Aesthetic value

RESILIENCE

- Summer cooling
- Reduced storm runoff
- Species diversification
- Neighborhood identity



re·sil·ience

/rə 'zilyəns/

Boulder defines resilience as the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks that may be experienced.

CITY RESILIENCE FRAMEWORK

The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences. The framework is built on four essential dimensions of urban resilience: Leadership & Strategy, Health & Wellbeing, Economy & Society, and Infrastructure & Environment. Each dimension contains three "drivers," which reflect the actions cities can take to improve their resilience.

Leadership & Strategy

The processes that promote effective leadership, inclusive decision-making, empowered stakeholders and integrated planning.

Health & Wellbeing

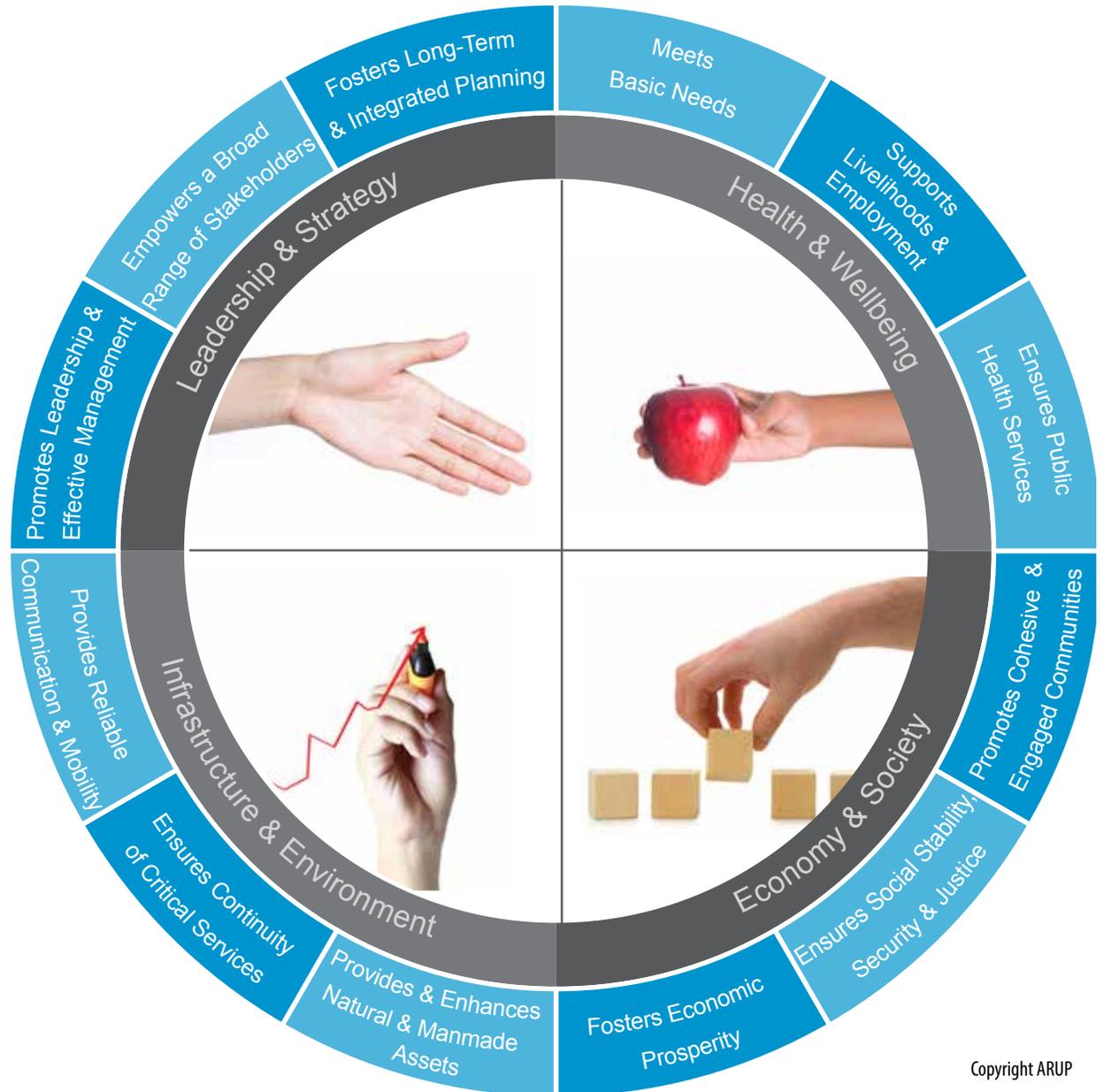
Everyone living and working in the city has access to what they need to survive and thrive.

Economy & Society

The social and financial systems that enable urban populations to live peacefully and act collectively.

Infrastructure & Environment

The physical and natural systems that provide critical services and protect and connect urban assets, enabling the flow of goods, services and knowledge.



The Process

Building resilience is as much a process as it is a set of outcomes. The process itself must also embody the characteristics of resilient systems and be iterative, inclusive, integrated, adaptive and flexible. It must allow for the constant infusion of new information and accommodate often unpredictable change in the community, creating the ability for reassessment and reprioritization of activity to address new risks and opportunities.

From the outset, Boulder’s goal has been to do things differently. The city set off to build on existing efforts, but recognized the opportunity to tap into the new energy around the 100 Resilient Cities network. For example, the city has explored new methods for community engagement and ownership through the MIT Climate CoLab, harnessing the creative potential of the whole community, and Growing Up Boulder (GUB), giving voice to youth in the process. This approach has given us the chance to position Boulder as a resilience testbed for new technologies, innovative partnerships and creative thinking.

In 2014, the city initiated its first resilience assessment, ultimately leading to the creation of this strategy. The assessment methodology was an analysis of current efforts that support resilience and identified important gaps in knowledge, capacity and activity. However, this initial assessment process itself highlighted areas where the existing methodology could be augmented by new diagnostics to be incorporated in future resilience assessments. New elements being developed as part of Boulder’s resilience efforts will bring insights and depth of analysis for the continuous process of reflection and assessment.

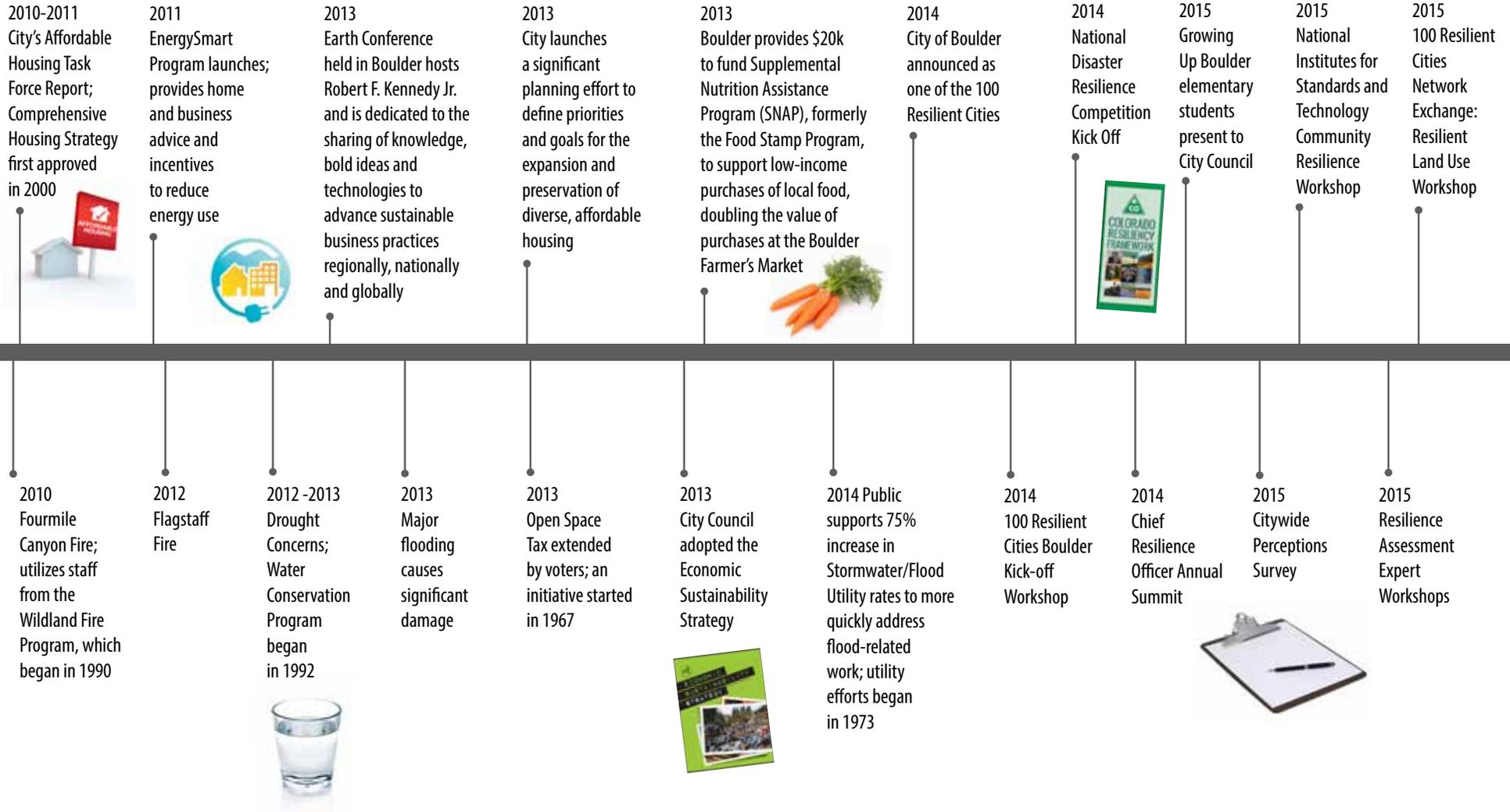


Learning with 100 Resilient Cities

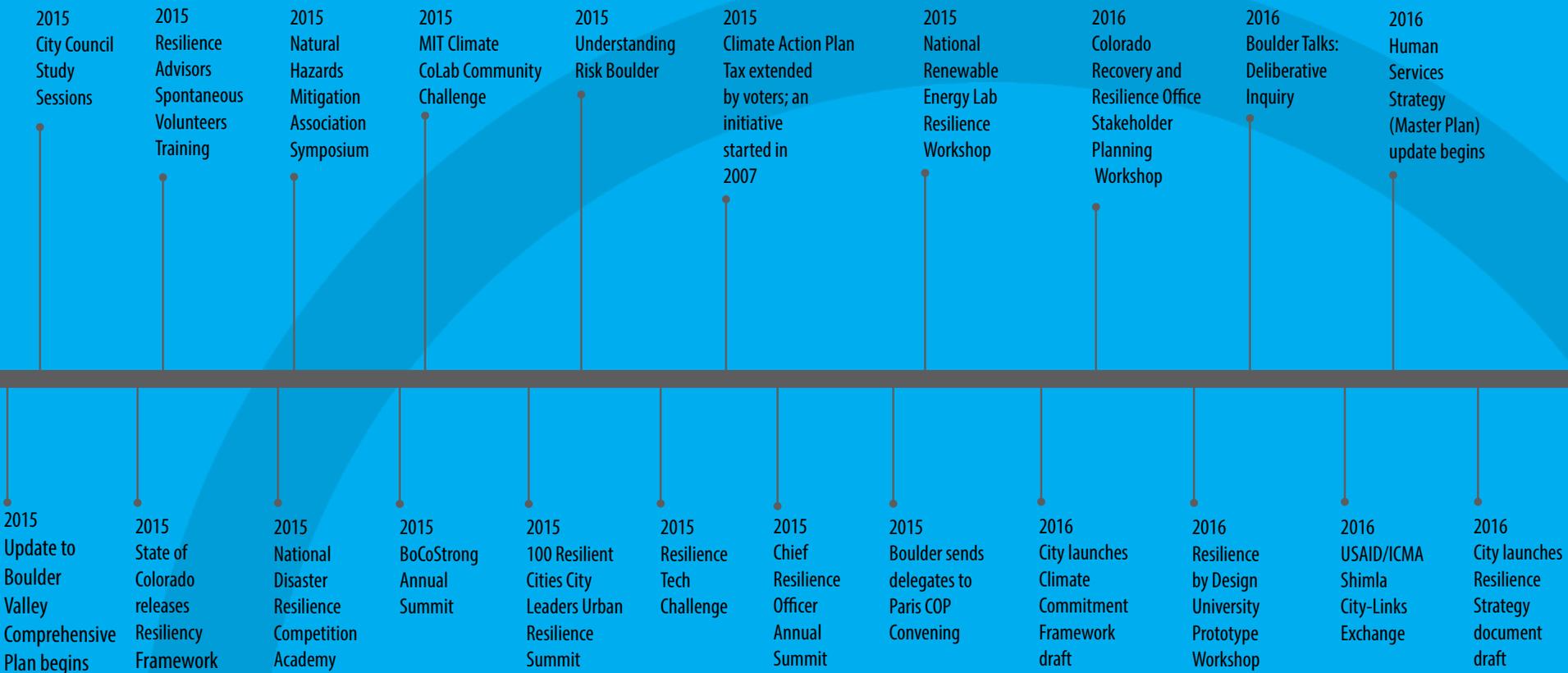
WHAT ARE THE PLATFORM PARTNERS?

The 100RC Platform of Partners provides member cities with a curated suite of donated tools and services, supplied by partners from the private, public, academic, and non-profit sectors, to support cities in their resilience-building activities. Boulder has already partnered with a number of these service providers, including Trimble, a company that provides geospatial technical solutions and domains to capture, measure, analyze, monitor and share built and environmental information.

From Boulder's 40+ year legacy of open space preservation, to pioneering commitments to climate action goals, the Boulder community has supported some of the most progressive resilience activities in the country for decades.



Since joining 100RC, the City of Boulder has increasingly leveraged opportunities, participated in events and utilized the Chief Resilience Officer to drive community engagement.



RESILIENT



4 STRATEGIES

THROUGH THE RESILIENCE assessment and community discussions, Boulder has identified three major resilience strategies. Working collaboratively to create actions that achieve these interconnected strategies will help build a resilient and adaptive community that is better able to address the unpredictable impacts of environmental, social and economic shocks and stresses.

Building community resilience is a never-ending process and requires constant adjustment to new conditions and opportunities. Through the actions identified here, we take steps towards meeting these goals, but as noted earlier, these are not the first steps. These new actions add to ongoing and historic efforts in a way that brings intentional direction toward catalyzing change across all sectors of the community.

Strategies

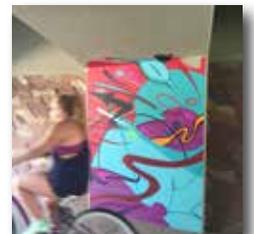
The following three strategies represent the main action areas for the city.

- **CONNECT AND PREPARE** - Prepare all segments of the community for uncertainty and disruption by encouraging community preparedness, creating a culture of risk awareness and personalizing resilience.
- **PARTNER AND INNOVATE** - Capitalize on the collective problem-solving and creativity of our community by leveraging advances in data, research and observations to address emerging resilience challenges.
- **TRANSFORM AND INTEGRATE** - Embed resilience into city operations and systems by transforming our approach to community resilience.



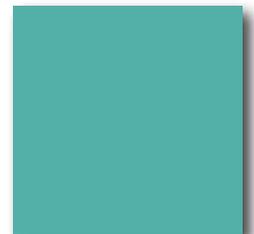
Actions

These are immediate priority activities to be implemented over the next two to three years that take advantage of partnerships and resources catalyzed by the 100RC network and program. The actions being proposed are intended to be responsive to existing city priorities and bring a resilience lens and added value to projects and initiatives that are already underway. A summary table of all the proposed activities is provided at the end of this document.



Frontiers

Transformative investments in community resilience that currently have no models to emulate, represent extremely complex areas for action and/or require an extensive community conversation to be successful.

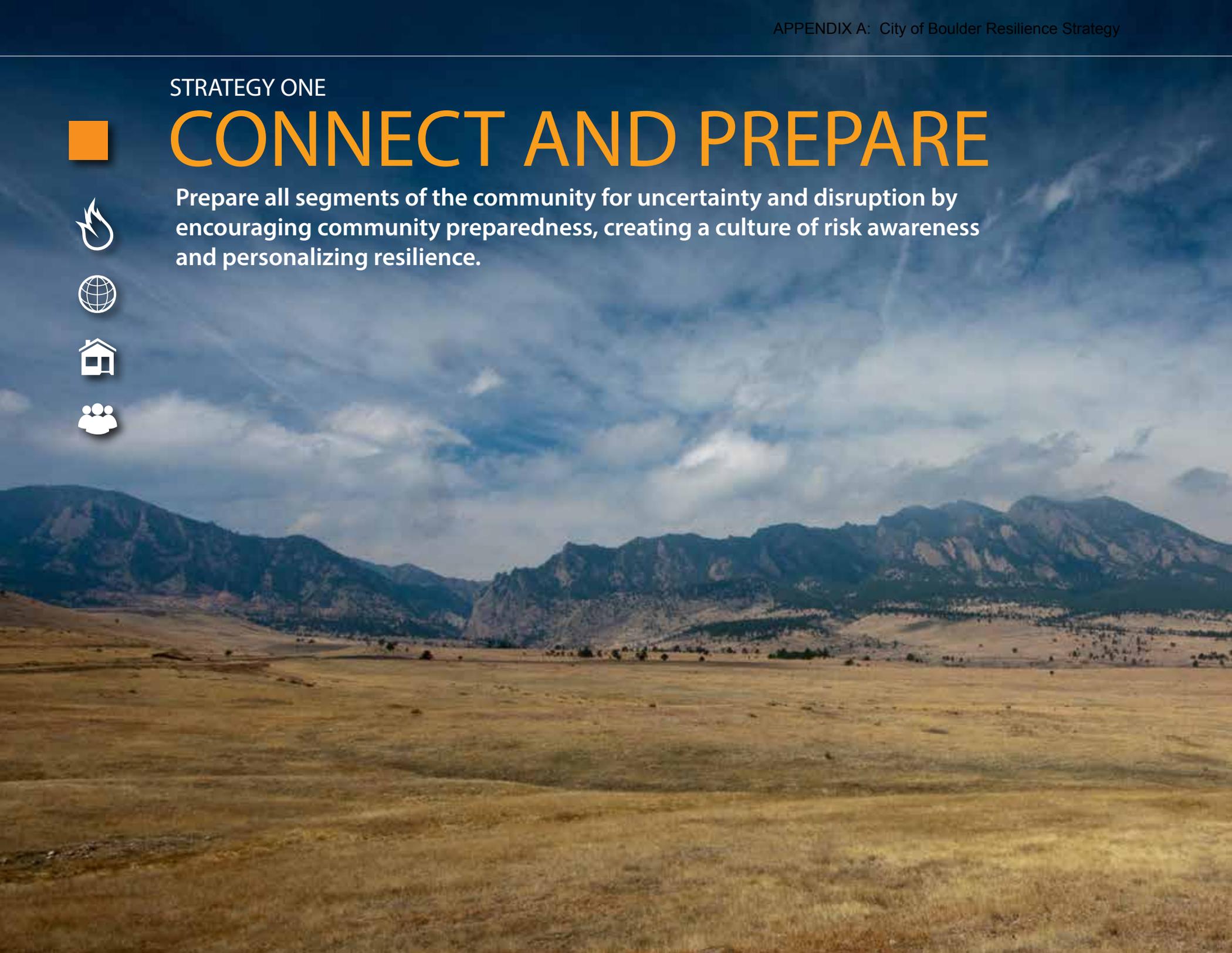


STRATEGY ONE



CONNECT AND PREPARE

Prepare all segments of the community for uncertainty and disruption by encouraging community preparedness, creating a culture of risk awareness and personalizing resilience.



**ACTIONS:****1.1 Make Resilience Accessible**

Deploy a community driven, interactive “Mobile Resilience Lab.”

1.2 Activate Volunteerism

Develop a volunteer community preparedness training program.

1.3 Assess Economic Strength

Identify risks to future economic vitality.

1.4 Prepare Businesses

Facilitate the use of continuity planning strategies with local businesses.

1.5 Connect for Rapid Recovery

Develop rapid post-disaster impact assessment capacity in partnership with the local business community.

1.6 Foster Artistic Engagement

Engage the creative power of the arts to convey and involve people in complex risk and resilience themes.

PURPOSE:

Despite several severe natural disasters over the last decade, most Boulder community members remain unprepared for future events. Many of the potential shocks the city faces require constant vigilance, a deeply personalized understanding of individual exposure and community risk, and an ability to act quickly in case of an emergency. Fundamental to preparedness is community connectivity and the ability for all members of the community to contribute to response and recovery when disaster strikes. Community connection can be as simple as knowing your neighbors, but it can also mean building new relationships and capacities between the city and local businesses. By enhancing preparedness and connection now, before the next disaster, the city can empower everyone to take quick action, while also deepening the city’s overall sense of community.

RESILIENCE VALUE:

Preparing for future disruption is a core aspect of building community resilience. To address gaps in the city’s response to the 2013 flood, the city is preparing for future uncertainty by building robust and flexible local capacity, inclusive plans and new opportunities for community collaboration.

Action 1.1 Make Resilience Accessible**Deploy a community driven, interactive “Mobile Resilience Lab.”**

In partnership with BoCo Strong, the collaborative countywide resilience building organization, the City of Boulder will bring resilience and preparedness activities directly into neighborhoods and communities through a “Mobile Resilience Lab.” The lab will be a highly interactive space that accommodates programming as varied as developing your own bee-safe garden to creating personalized blueprints for individual resilience to building disaster “go kits.” Deploying a mobile lab recognizes that true resilience building occurs first and foremost at home and in your own neighborhood, with the people and places you know best. The lab will provide a fun and dynamic platform for building relationships around preparedness and will, literally, be a vehicle for the community to share challenges and solutions. By meeting people where they are, the city will deepen public ownership of resiliency and seek to address community concerns about the responsiveness and transparency of government.

Action 1.2 Activate Volunteerism**Develop a volunteer community preparedness program.**

A key to effective and successful disaster response is community and individual preparedness. Boulder’s formal emergency response capabilities are well-resourced and effective; however, local neighborhoods and communities need to be better prepared and possess a deeper capacity to be first responders while formal systems gear up for relief operations. Developing a more robust and flexible capacity to respond to crisis when it occurs is a direct outcome of lessons learned from recent disasters.



In August 2015, Boulder was selected as one of 10 cities to host the inaugural class of Resilience AmeriCorps VISTA members. The program was created as a response to the recommendations made by President Barack Obama’s State, Local, and Tribal Leaders Task Force on Climate Preparedness and Resilience. The AmeriCorps VISTAs will assist Boulder in developing and piloting a citizen corps disaster preparedness training initiative by partnering with 100RC network city, Wellington, New Zealand, and aligning these emerging efforts with deliberate ties to community volunteerism and civic ownership opportunities that already exist.

Action 1.3 Assess Economic Strength**Identify risks to future economic vitality.**

Ensuring the continuing vitality of the local economy is an essential component of long-term community resilience. The City of Boulder will incorporate an analysis of the local business community’s vulnerability to disruptions in core infrastructure provision, workforce availability and financial services into an update to the Economic Sustainability Strategy. Boulder will also explore whether there are latent vulnerabilities to larger macro-economic trends that the city can plan for proactively. Cyclical swings in the economy are normal and are predictable stresses whose effects can be minimized through thoughtful preparation.

Learning with 100 Resilient Cities

RESILIENCY ADVISORS

During the 2013 flood, even before the rain had stopped falling, thousands of volunteers were out helping neighbors, friends and strangers protect their homes and clean up debris. This outpouring of assistance reflected the best of Boulder’s spirit and was a vital unplanned resource during the flood recovery. However, without the coordination to direct, equip and support these activities, volunteers can place themselves in danger and unintentionally hamper or overwhelm formal responses. Recognizing the need to create the capacity to welcome this energetic community support, the City of Boulder, the newly-formed Boulder County Volunteers Active in Disaster (VOAD) and 100 Resilient Cities Platform Partner, Resiliency Advisors, partnered to deliver the “Leading and Managing Community Volunteers in Disaster” workshop. During this best practices workshop to manage and marshal spontaneous volunteerism, participants engaged in sharing lessons learned, assessing future risks and resourcing mapping, as well as applying proven disaster management concepts to manage spontaneous volunteers. Post session, the group was provided an after action report that outlined next steps including a strong focus on Volunteer Reception Center training. The session was delivered by Lisa Orloff, president of Resiliency Advisors.



Learning with 100 Resilient Cities

PARTNERSHIP WITH WELLINGTON, NEW ZEALAND

Wellington, New Zealand is a 100 Resilient Cities network city that is recognized globally for its community disaster preparedness program. Wellington’s approach integrates volunteerism, community-based trainings and a network of district disaster hubs to create a multi-tiered preparedness and response capability across their region. Wellington’s success rests largely on the accessibility of training courses to a wide range of community members, as well as an innovative approach to regularly scheduled activities that create new opportunities for community interaction with the program. In May 2016, experts from Wellington, NZ will visit with city staff and community organizations in a weeklong workshop to design and implement activities that will prepare the community for the next disaster.



Action 1.4 Prepare Businesses

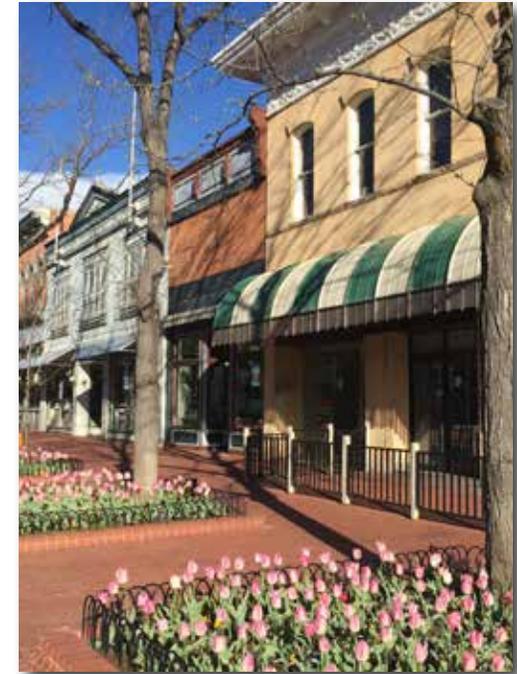
Facilitate the use of continuity planning strategies with local businesses.

The sooner local businesses return to normal operations after a disaster, the faster the surrounding neighborhoods and city recover. We will collaborate with public and private institutions and organizations to identify best practices; facilitate the use of continuity plan templates and other resources; develop policies and procedures for improved situational awareness; coordinate between business support organizations; and communicate with businesses after a disaster. Ultimately it is in each organization's interest to proactively plan for uncertainty and disruption, but our community at large has a clear stake in helping all businesses weather the inevitable crises and bounce back faster and better.

Action 1.5 Connect for Rapid Recovery

Develop rapid post-disaster impact assessment capacity in partnership with the local business community.

The ability for businesses to rapidly access resources and financial assistance after a disaster is essential for the successful return to operations. Each day that businesses remains idle represents lost revenue, wages and taxes, eliminating vital infusions of financial capital just when a community needs it most. Boulder will partner with local businesses and associations to develop the necessary capacity, relationships and systems to quickly and efficiently collect impact information and data, access recovery funds and return businesses to operation after a disaster with minimal disruption. The city will also explore the creation of a Business Disaster Assistance Center that would become operational when needed. By developing a user-friendly process to address gaps in our response to the 2013 flood, we are preparing for future uncertainty.

**Action 1.6 Foster Artistic Engagement**

Engage the creative power of the arts to convey and involve people in complex risk and resilience themes.

Mobilizing action at a broad scale also requires varied ways of communicating complex topics so that they are relatable and actionable to the diverse residents that make up our community. Breaking from the traditional model of community engagement, we will invest in the creative talent of our visual artists, filmmakers, poets, theatre-makers, dancers and musicians to broaden our vision, discussion and experience of risk and resilience. By enhancing our collective thinking about resilience and exploring creative ways to communicate it, we will broaden the circle of community ownership, action and perspective. This effort will lead to creative insights and solutions from community members who might not otherwise participate.

FRONTIER



INVEST IN THE FUTURE
Prioritize city investments to promote community resilience and proactively address future risks.

Uniquely Boulder

YOUTH “SHINE” IN PERFORMANCE FOR RESILIENCE

Performance can be a dynamic tool for including youth participation in authoring our city’s plan for resilience. Shine is a musical performance that weaves climate science and artist expression into a funny and powerful story that spans 300 million years of geological time to convey how humanity and climate are interrelated. Performed at NCAR in Boulder in June 2015 as a collaboration between NCAR scientists, Beth Osnes at CU and Boulder’s youth, rehearsing each part of the musical led participants through different aspects of climate science, from dancing the various phases of photosynthesis to creating flags to representing the ways in which our city utilizes fossil fuels. This show has gone on to engage youth in other 100 Resilient Cities, including New York City and London, with Durban, South Africa and New Orleans to come.



The capital budgeting process is the critical intersection between public policy and program implementation. Given limited resources, city officials must choose among competing priorities. These choices are often significantly determined by the criteria that are used to prioritize and rank public expenditures. Given the relatively recent emergence of resilience capacity-building as a public policy priority, there are few formal evaluation criteria built into the capital planning process that provide guidance on how to weigh the costs of proposed actions against potential benefits. This is essential to enable systematic consideration of proposed resilience actions and measures against other priorities.

Currently, for example, city investments and budgets do not specifically consider likely climate impact on city systems, nor are there mechanisms for internalizing the cost implications of the city’s commitment to a zero-carbon energy policy. It is important to have valuation mechanisms that evaluate the potential cost of carbon and the potential for future constraints on carbon emissions. Implementing climate risk screening mechanisms in the Capital Improvement Program or internalizing the carbon cost of projects will reprioritize budgets and drive new conversations about risk and resilience tradeoffs across the entire city organization.



STRATEGY TWO



PARTNER AND INNOVATE

Capitalize on the collective problem solving and creativity of Boulder’s community by leveraging advances in data, research and observations to address emerging resilience challenges.





ACTIONS:

2.1 Put Science in the Hands of the Community

Create a “citizen science” program to foster the co-creation of knowledge.

2.2 Ensure Food Security

Design and conduct a local food security assessment.

2.3 Make Data Accessible to All

Spur creative representation of data through investments in artistic visualization and knowledge display.

2.4 Crowd Source Solutions

Drive the creative use of community data through competitive challenges and hackathons.

PURPOSE:

In order to make the most informed decisions about the future, Boulder needs a better understanding of the changes taking place around us. The city must develop the ability to anticipate changes to proactively address emerging challenges. Rapid evolutions in remote sensing, data architecture and mobile technology now allow us to design integrated monitoring and observations systems to create new insights into the world and community. By using the power of people and place, tapping into vast research and educational resources, the city will develop the data, observation systems and partnerships necessary to understand and predict forces of change across social, economic and environmental factors, as well as create new opportunities for engagement from a wide range of stakeholders.

RESILIENCE VALUE:

The complex issues which the Boulder community faces lack easy or obvious solutions. By developing mechanisms and partnerships for inclusive and collective problem-solving, Boulder can elicit novel and innovative answers from a broad pool of expertise, creativity and talent.

Action 2.1 Put Science in the Hands of the Community

Create a “citizen science” program to foster the co-creation of knowledge.

Citizen science can take many forms, but as technologies have advanced over the last decade, each member of the community can now serve as independent, mobile data-collecting participants. To harness this potential, the city will develop the information architecture necessary to support community-driven mobile science applications and translate that data into information and metrics to inform city decision-making. The aggregation of information from so many data points can create new insights into changes in the community, collective behavior or climate, as examples. By relying on community members to play a role in the creation of data and shared knowledge, Boulder will foster co-ownership in understanding the factors of change affecting us all. The underlying architecture will be openly available to the public to creatively develop applications to support data collection from sources as diverse as the Boulder Valley School District to Boulder’s active and enthusiastic outdoor community.

Action 2.2 Ensure Food Security

Design and conduct a local food security assessment.

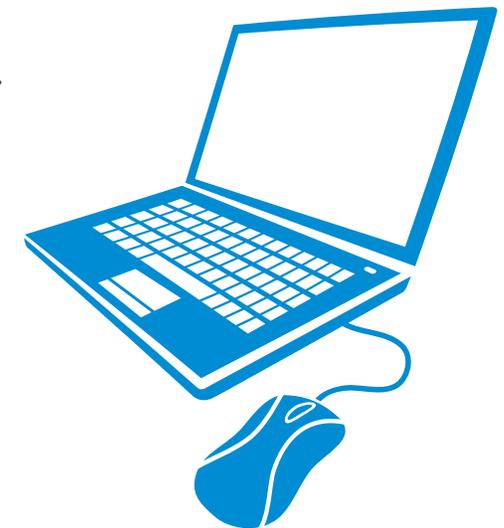
Boulder’s passion for safe, local and ethical food has made the community a global hub for natural foods. As a leader in the natural and organic industry, Boulder has world-class, locally sourced restaurants and has made revolutionary contributions to natural food packaging and labeling. However, Boulder needs a better understanding of what role locally produced food can play in buffering the community from a disruption in national or global food or transportation systems. The city will conduct an entirely new food security assessment, deviating from traditional scales of analysis and definitions of “security.” An assessment of this type will require a broad range of partnerships from the business, agricultural, transportation and water sectors, among others, to understand how changes in the complex dynamics of the food production, delivery and consumption system can both be impacted by disruption, but also meaningfully mitigated by local action.



Action 2.3 Make Data Accessible to All

Spur creative representation of data through artistic visualization and knowledge display.

New capabilities created by the integration of enhanced computational power, big data and visual representation systems provide the opportunity to bring many previously complex and abstract concepts into stunning visual relief for the first time. The city will convene some of the world's great artists and media professionals to work with scientists, librarians and city officials to develop and refine some of these data visualization systems to create a compelling community education and communication approach. Boulder will work with partners to put the vast amount of collected scientific and citizen science data in the hands of artists and hackers, giving them the tools they need to interpret and represent the data in a clear, resonant message. Through these creative partnerships, the city will unleash untapped knowledge to inform decisions and mobilize collective action.



Action 2.4 Crowd Source Solutions

Drive the creative use of community data through competitive challenges and hackathons.

As part of an ongoing effort to democratize the city’s data through community dashboarding and a more accessible open-data portal, Boulder will create data and technology challenges to encourage the use of city and community data. These challenges are dynamic competitions intended to focus the creative and entrepreneurial talent of the city to help identify and solve collective problems. Similarly, the city will partner with the local coding and tech community to host hackathons—events that focus intense programming attention toward a collaborative solution to a single, discrete issue. Taken together, this approach taps into two powerful behavioral motivators—competition and collaboration—to find solutions to particularly complex resilience issues.

Uniquely Boulder

UNDERSTANDING RISK: BOULDER

In October 2015, the City of Boulder, in partnership with Ushahidi, a 100 Resilient Cities Platform Partner, the University of Colorado, the World Bank’s Global Facility for Disaster Risk Reduction (GFDRR) and several local technology companies, hosted a two-day event called Understanding Risk Boulder (URBoulder). URBoulder convened the talent and expertise of the region’s communities, scientists, technologists and government to develop a shared understanding of the challenges faced in building long-term resilience to natural hazards; understand the impacts of climate change; and develop innovative solutions to meet them.

In conjunction with UR Boulder, Ushahidi hosted a Tech Challenge that sought to use open-source technology to improve resilience in Boulder and strengthen community engagement. The UR Boulder Tech Challenge was designed to identify technological gaps in the resilience landscape of Boulder and provide seed funding for innovate solutions to them. The challenge was funded by The Rockefeller Foundation.



“With an estimated 2.8 million visitor nights in 2013, the tourism industry contributed to an estimated \$420 million total economic impact on the City of Boulder. The industry is supported by the area’s scenic beauty and recreational opportunities, variety of entertainment and attractions, support for arts and culture, and broad range of dining, shopping and lodging options.”

- BOULDER ECONOMIC COUNCIL



FRONTIER



ENVISION THE FUTURE OF ENERGY Develop a sustainable, secure and equitable energy system.

“We are working on a wide array of policies, programs and projects to reduce emissions and realize other important community outcomes. We know that long-term success will require better feedback loops, honest assessment, persistence and collective action.”

- City of Boulder’s 2016
Climate Commitment Framework

Extreme weather events have created a call to action for deploying more resilient power systems. Communities face a growing number of stresses that pose risks to their energy systems and economies. These include aging infrastructure in need of costly maintenance upgrades and severe weather events. Energy efficiency and local power generation are strategies that enhance the resilience of energy systems and the communities they serve.

Boulder is committed to transitioning to a no-carbon energy system as part of its climate action plan. This wholesale transformation will fundamentally alter the landscape of energy production, storage, distribution and use in ways that are only now being fully explored. With this transition comes an additional opportunity—a chance to apply core resilience principles, such as flexibility, redundancy and robustness, as additional drivers of the system design. Many of the renewable energy sources we rely on as part of our strategies for reducing carbon are well suited to serve as the backbone for a resilient energy system.

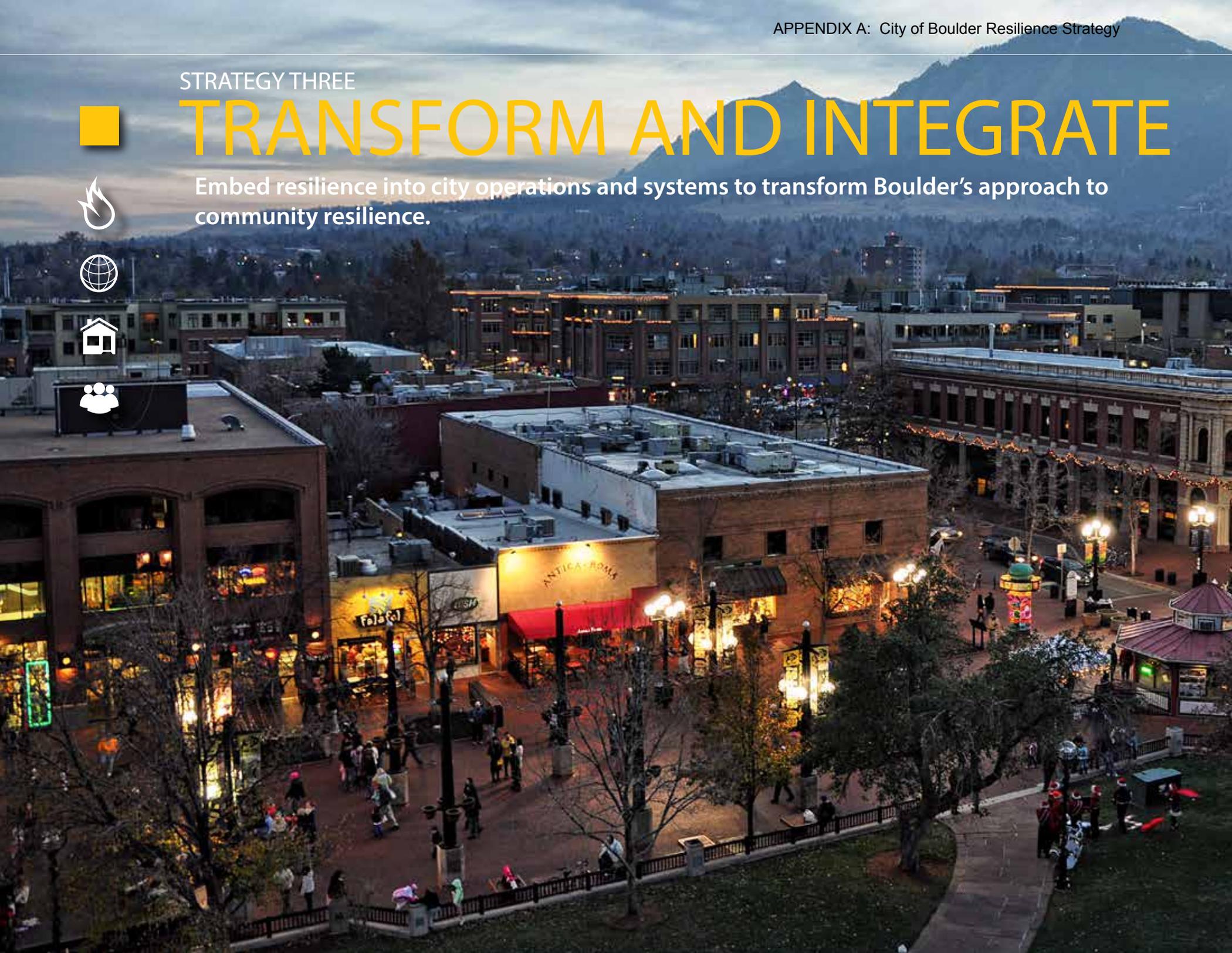
The city aims to improve resiliency and address economic and environmental concerns by prioritizing a local, clean energy system that combines Boulder-based generation, integrated storage and other distributed energy resources, increasing clean energy opportunities to low-income communities and protecting vulnerable populations by serving critical power needs. It will require careful consideration and extensive design, partnerships that span the entire community, and, ultimately, a collective leap of faith and the willingness to embrace change, even when the outcome is not yet entirely clear.



STRATEGY THREE

■ TRANSFORM AND INTEGRATE

Embed resilience into city operations and systems to transform Boulder's approach to community resilience.





ACTIONS:

3.1 Create Community Resilience Centers

Ensure the continuity of all critical life-safety services at a network of community resilience centers.

3.2 Foster Climate Readiness

Build climate preparedness capacity across the city organization.

3.3 Advance Sustainability with Resilience

Integrate resilience principles into Boulder's Sustainability Framework.

3.4 Embed Resilience in the Comprehensive Plan

Integrate resilience into the Boulder Valley Comprehensive Plan.

3.5 Manage Thriving Ecosystems

Develop an integrated urban ecosystem management plan.

PURPOSE:

The city's infrastructure, design and neighborhoods are driven by public investments and land use decisions. Choices made today will last for generations. These choices also must be considered on multiple scales and across issues and systems. Facing a future with so much uncertainty will ultimately require flexible and adaptive systems that do not lock the Boulder community into a single pathway.

RESILIENCE VALUE:

Embedding resilience into long-held sustainability values creates systemic change for both the city and the larger community that allows us to better address a wide range of climate, economic and social challenges.

Action 3.1 Create Community Resilience Centers

Ensure the continuity of all critical life-safety services at a network of community resilience centers.

Recent events have highlighted the extreme vulnerabilities and interdependencies of core life-safety infrastructure and utilities (e.g. energy, water and sanitation) and the need for their combined secure, continuous operation during crisis. Advance planning for large-scale, high-impact events is critical to ensuring that these incidents do not overwhelm either immediate response capabilities or the long-term well-being of highly vulnerable segments of Boulder's community. The city will design and implement a communitywide network of resilience centers that ensures continuity of critical community services, protection for high-risk populations and infrastructure, and an enhanced capacity to provide and maintain basic services at a neighborhood scale, and develop the capacity to 'island' critical infrastructure provision without jeopardizing core life-safety functions. These resilience centers will contain small-scale or compartmentalized infrastructure systems that can operate independent of the larger utility system to sustain a sheltering facility during wide-scale disruption.

Boulder will also create place-based platforms for assembly, cooperation and education. By basing and delivering community outreach, activities and other functions (e.g., mobile farmers markets, food trucks, fix it clinics, recycling support, etc.) from these locations, these centers can be integrated into the new focus on neighborhood-based engagement during good times as well as crisis. The likely integration of significant renewable energy assets at these locations can also provide foundational elements for a distributed energy system that could include neighborhood-based load balancing through on-site battery storage, neighborhood microgrid development or other emerging decentralized energy utility models.

By thoughtfully investing in public safety infrastructure as a response to lessons learned in previous events, the city can weave in multiple additional community benefits such as neighborhood development and energy transition.

Action 3.2 Foster Climate Readiness

Build climate preparedness capacity across the city organization.

Most of the city's climate risk is tied to larger scale changes in the global and regional climate, and the community's understanding of those impacts at the local scale is inconsistent. This is in part because of the complexities of Boulder's local topography, but also because the city currently uses a wide variety of models, methods and analysis to characterize potential "futures." In order to efficiently and effectively plan for Boulder's future climate impacts, the city will systematize the use of climate information across all departments and city functions in a way that is scientifically robust yet retains appropriate flexibility.

**CLIMATE LEADERS PROGRAM**

The City of Boulder will pilot a program to train department leaders, from Human Resources and Finance to Utilities and Parks and Recreation, in the science of climate change so that everyday decisions across the organization can be informed by a consistent foundation of knowledge and understanding.

SCENARIO PLANNING

We must prepare to accommodate a much wider range of possible future conditions than in the past. Part of the solution is to design a scenario-based process for planning that allows us to test programs, actions and investments against different plausible potential future conditions and prioritize actions that represent "no or low regrets" strategies. "No or low regrets" strategies are those that are sound investments and adaptations regardless of the severity of future change.

By investing in the core capacity of city staff to understand climate science and impacts, and by developing flexible mechanisms to plan for a range of potential climate impacts, Boulder is creating the adaptive governance structures necessary to address the wide-ranging effects that climate change will have on all functions of government.

Action 3.3 Advance Sustainability with Resilience

Integrate resilience principles into Boulder’s Sustainability Framework.

Boulder’s Sustainability Framework is the unifying mechanism that connects all of the city’s policies and programs, and therefore represents the best point for integrating the resilience principles that will have the greatest impact across all of Boulder’s departments and functions. The Sustainability Framework has been used successfully in practice for several years, informing the city’s policies, budget prioritization and program design. The Boulder community has a deeply embedded sense of sustainability as a core value system, manifested through the well-established framework, among many other community-driven initiatives. Resilience, however, is a relatively new and emerging concept being systematically applied as a practice in cities for the first time. By thoughtfully integrating resilience into a familiar and operational framework, resilience activity will be placed in a relatable and immediately actionable context.



The city is continuously working to provide service excellence for an inspired future and moving towards the vision of One City, One Boulder.

Action 3.4 Embed Resilience in the Comprehensive Plan

Integrate resilience into the Boulder Valley Comprehensive Plan.

The Boulder Valley Comprehensive Plan (BVCP) serves as the city’s highest level policy document, articulating the community’s vision and core values. The BVCP contains sustainability principles and policies and chapters that convey discrete topics such as land use, transportation, housing and economy. By integrating new resilience policies and strategies into the BVCP, the plan can address key elements of a healthy, stable and adaptive community, reflect and address Boulder’s highest risks so the community can be adaptive, underscore connectivity between systems and vulnerabilities, and illustrate ways that the BVCP can address Boulder’s resilience, not only in times of disruption and crisis, but also on a day-to-day basis and over the long term. Integrating resilience into the BVCP will leverage interdisciplinary expertise and generate strategies that are responsive to Boulder’s challenges, as well as align activities and priorities across city departments.



Action 3.5 Manage Thriving Ecosystems**Develop an integrated urban ecosystem management plan.**

By creating an integrated ecosystem management plan, Boulder will support its complex local ecosystem and plan for the systemic stresses and changes anticipated with climate change impacts. As part of Boulder's long history of progressive planning, the city actively manages many aspects of the urban ecosystem, including monitoring wildlife-human interactions, maintaining a healthy forest canopy and conducting regular riparian renewal and restoration efforts. The success of these programs contributes to the city's rich quality of life and sense of community. These programs also add to the ongoing success of Boulder's signature planning achievement—the vast greenbelt of open space that encircles the city. Building on these efforts, Boulder will develop an integrated strategy that aims to knit disparate efforts to create a single ecosystem management plan.

Learning with 100 Resilient Cities**TRIMBLE AND DIGITALGLOBE**

Boulder's urban forest faces unique challenges due to both the higher stresses already caused by geographic conditions and the onset of diseases and exotic pests such as the recently arrived Emerald Ash Borer (EAB). Given these factors and the need to develop a more robust set of urban forest management tools, the City of Boulder partnered with 100RC Platform Partners Trimble and DigitalGlobe to map the urban tree canopy.

DigitalGlobe was able to provide Boulder with the high-resolution multi-spectral satellite imagery needed to extract, map, and measure the trees throughout the city. Trimble presented an initial citywide urban tree canopy analysis, as well as provided free training to city staff on the use of the eCognition software necessary to map changes to the urban tree canopy over time.

The result provided the city with a baseline to prioritize future management plans and track green infrastructure changes whether through loss due to EAB infestation or gain through green infrastructure improvements. The urban tree canopy analysis will be published in Boulder's Open Data Catalog. In addition to working with Boulder, Trimble and DigitalGlobe are assessing how to replicate and offer similar outcomes to other municipalities based on the work done and lessons learned with Boulder.

The 18-month "Tree Debris to Opportunity" project (see pg 42) aims to transform Emerald Ash Borer infested wood debris into items area residents can use. In partnership with the Bridge House Ready to Work program, participants will receive expert training to turn milled wood into practical items and artistic expressions at the new Building 61 Makerspace at the Boulder Main Library.





Uniquely Boulder

TRAINING THE HOMELESS TO TURN “TREE DEBRIS TO OPPORTUNITY”

The City of Boulder has won a prestigious Knight Cities Challenge grant to develop an innovative program that will train homeless community members to turn trees impacted by Emerald Ash Borer into beautiful products. This 18-month project addresses a variety of community challenges, including Emerald Ash Borer infestation and homelessness. The program, called Tree Debris to Opportunity, was one of 37 recipients chosen by the Knight Cities Challenge for support and funding. The city’s application was submitted in partnership with the Bridge House and Library Maker Space.

The goal is to engage the Boulder community in repurposing Ash tree debris to usable products to be sold back to the community. The program will hire participants of the Bridge House Ready to Work program. These individuals will complete a multi-month apprenticeship at the Maker Space, located in the Main Library, to learn how to become woodworkers. The group will make products that will then be sold at the Farmers Market and other locations. Public classes will also be offered for free. The Bridge House participants will help teach and facilitate the classes, encouraging collaboration between all members of the community. The project is expected to begin in mid- to late summer and is made possible through the generous support of the Knight Cities Challenge. The grant amount totals \$200,000.

CREATE ADAPTIVE SOCIAL SERVICES

Reduce homelessness by designing an adaptive and predictive social service network.

Human Services provides vital support for large segments of the Boulder community through grants to community agencies, direct services and community capacity-building partnerships. These programs provide a range of community services for vulnerable residents—from access to mental and physical health, child care and family support to emergency services. The 2016 revision to the Human Services Strategy seeks to shift how Human Services conducts business, away from primarily tracking program-based success metrics, such as the number of shelter beds filled or meals served, to a predictive and adaptive service provision based on achieving social outcomes. This shift will allow us to identify “tipping points” in the social safety net that cause individuals and families to move from relative stability into homelessness. It will allow us to monitor for those changes and preemptively adjust resources to avoid them.

Homelessness represents a profound threshold for the most vulnerable in our society and once crossed, individuals and families encounter significantly more social, economic and health barriers. Reducing homelessness not only brings obvious and important benefits for the individuals and families involved, but ultimately saves substantial resources in the social safety net that can be redirected toward additional positive investments. Boulder is a prosperous and innovative city, and it has pioneered many important cultural and environmental issues. Thus, developing new ways to assist residents with the greatest needs, so that no one falls into homelessness, is a resilience frontier.

BOLDERBOULDER



A RUNNING START

The actions listed to the right showcase many of the resilience activities the city is currently undertaking across the community. Boulder has taken inspiration and learned from its successes in the design of the new actions proposed earlier in this strategy. However, the list is not comprehensive – Boulder is doing much more. Let us know what you, your organization or company is already doing to build community resilience at www.resilientboulder.com. Add to the ever-growing list of resilience building projects, programs and activities!

2016-2017 Resilience Actions	Resilience Challenge Area	Boulder's Running Start
Strategy 1: CONNECT AND PREPARE Prepare all segments of the community for uncertainty and disruption by encouraging community preparedness, creating a culture of risk awareness, and personalizing resilience.		
1.1 Make Resilience Accessible: Deploy a community driven, interactive "Mobile Resilience Lab."		NEW!
1.2 Activate Volunteerism: Develop a volunteer community preparedness training program.		City of Boulder Fire Rescue's Citizen's Fire Academy
1.3 Assess Economic Strength: Identify risks to future economic vitality.		City of Boulder's Economic Sustainability Strategy
1.4 Prepare Businesses: Incentivize the use of continuity planning strategies with local businesses.		Boulder Office of Emergency Management
1.5 Connect for Rapid Recovery: Develop rapid post-disaster impact assessment capacity in partnership with the local business community.		NEW!
1.6 Foster Artistic Engagement: Engage the creative power of the arts to convey and involve people in complex risk and resilience themes.		Boulder's Community Cultural Plan
FRONTIER 1: Invest in the Future: Prioritize city investments to promote community resilience and proactively address future risks.		City of Boulder Capital Improvements Program
Strategy 2: PARTNER AND INNOVATE Capitalize on the collective problem solving and creativity of Boulder's community by leveraging advances in data, research and observations to address emerging resilience challenges.		
2.1 Put Science in the Hands of the Community: Create a "citizen science" program to foster the co-creation of knowledge.		NEW!
2.2 Ensure Food Security: Design and conduct a local food security assessment.		City of Boulder's Local Foods Initiative
2.3 Make Data Accessible to All: Spur creative representation of data through investments in artistic visualization and knowledge display.		Bold Measures, Boulder's Community Dashboard (Coming Soon!)
2.4 Crowd Source Solutions: Drive the creative use of community data through competitive challenges and hackathons.		Understanding Risk Boulder
FRONTIER 2: Envision the Future of Energy: Develop a sustainable, secure, and equitable energy system.		City of Boulder's Energy Future
Strategy 3: TRANSFORM AND INTEGRATE Embed resilience into city operations and systems to transform Boulder's approach to community resilience.		
3.1 Create Community Resilience Centers: Ensure the continuity of all critical life-safety services at a network of community resilience centers.		City of Boulder's Climate Commitment
3.2 Foster Climate Readiness: Build climate preparedness capacity across the city organization.		Colorado's Water Plan - Chapter 6, Water Supply Management for the Future
3.3 Advance Sustainability with Resilience: Integrate resilience principles into Boulder's Sustainability Framework.		Boulder's Sustainability Framework
3.4 Embed Resilience in the Comprehensive Plan: Integrate resilience into the Boulder Valley Comprehensive Plan (BVCP).		Our Legacy. Our Future. BVCP 2015 Update
3.5 Manage Thriving Ecosystems: Develop an integrated urban ecosystem management plan.		City of Boulder's Urban Forest Strategic Plan
FRONTIER 3: Create Adaptive Social Services: Reduce homelessness by designing an adaptive and predictive social service network.		City of Boulder's Human Services Strategy



CREDITS

ACKNOWLEDGMENTS

Resilient Boulder would like to thank the many partners that contributed to Boulder’s Resilience Strategy. Most importantly, we thank the thousands of community members who participated in workshops, surveys and conversations and provided boundless energy, creativity and insights during the strategy process.

The city would like to extend a very special thanks to the tremendous support provided by the team at 100 Resilient Cities, including Michael Berkowitz, Bryna Lipper, Andrew Salkin, Amy Armstrong, Leah Flax, Corinne LeTourneau, Katherine Michonski, Paul Nelson, David Schreiner, Roya Shariat, Max Young and the rest of the team. The success of this effort and partnership, however, would not have been possible without the immeasurable contributions of Katya Sienkiewicz.

Finally, we offer our sincere thanks and appreciation to our 100RC platform and strategy partners listed below.

STRATEGY PARTNER:

HR&A Advisors



100RC PLATFORM PARTNERS:

- AGU Thriving Earth Exchange
- Climate CoLab
- DigitalGlobe
- Earth Economics
- Resiliency Advisors LLC
- Trimble
- Ushahidi



PHOTO CREDITS:

Pg. 03, Full Page	Nate Paradiso, Open Space & Mountain Parks Photo Contest	Pg. 15, Full Page	University of Colorado Sports Video & Athletics
Pg. 10, Top Left	Art Source International	Pg. 31, Middle	Walk My Path in Class 18- AmeriCorps NCCC
Pg. 10, Top Right	Art Source International	Pg. 38, Bottom	UR Boulder
Pg. 10, Middle Left	The Sink	Pg. 45, Full Page	Austin Baily, Open Space & Mountain Parks Photo Contest
Pg. 11, Full Page	Earth Observatory, NASA		



BOULDER





MEMORANDUM

To: University Hill Commercial Area Management Commission

From: Sarah K. Wiebenson, Hill Community Development Coordinator

Date: May 12, 2016

RE: Commission Request for Current Liquor Rules

At the April meeting of the University Hill Commercial Area Management Commission, members asked staff to return with information on the current rules that apply to University Hill establishments that serve alcoholic beverages.

Staff has received the attached email response from Mishawn Cook, the city's License & Collection Administrator.

Wiebenson, Sarah

Subject: FW: Rules on the Hill

From: Cook, Mishawn
Sent: Thursday, May 12, 2016 9:06 AM
To: Wiebenson, Sarah
Cc: Toebe, Chris; Mazurkiewicz, Beata; Brown, Patrick
Subject: RE: Rules on the Hill

Hi Sarah, my reply is that liquor establishments on University Hill (and other parts of the city) are fine-tuned in a two part process: 1) zoning review and approval, and 2) liquor licensing review (because the liquor code states that our office should not retain a liquor application that is not compliant with local zoning laws).

I can answer item 2, liquor licensing, but can't answer for zoning review so have cced Chris here.

For the liquor licensing, what the liquor code says for hotel-restaurant and beer and wine licenses (the two licenses where city council has waived the prohibition from a liquor license within 500 feet of CU) is that on-premise liquor licenses must be closed from 2AM to 7AM the next morning, and as to food requirements:

- 1) hotel-restaurants must have on the restaurant premise a full kitchen serving "meals", that the kitchen must operate 8AM to 8PM (if they are open during those hours), after those hours that at least sandwiches and light snacks must be made there and available to be served at all open hours, and that at least 25% of the total sales must be food sales of meals, and
- 2) beer and wine licenses must have at least sandwiches and light snacks available for on-premise consumption at all times but that the food may be made elsewhere. There is no food percentage for beer and wine licenses but they must be able to show food receipts that show the sandwiches and light snacks service.

Now again, please note that the above answer is based on the overall requirements in the state liquor code. Any liquor license application may need to meet more strict zoning standards first before entering into our application process, so I think that Chris could describe when there are more strict standards (conditional use review or 11PM closing time or greater mandatory food percentage) through zoning.

Mishawn J. Cook
License & Collection Administrator, CMC
City of Boulder, Finance Dept.
Direct: 303-441-3010; Fax: 303-441-1919
Web page: www.bouldercolorado.gov/licensing

From: Wiebenson, Sarah
Sent: Thursday, May 12, 2016 8:37 AM
To: Cook, Mishawn
Subject: Rules on the Hill

Hi, Mishawn.

The UHCAMC is asking for me to provide the current rules for Hill establishments serving liquor. I could find the Use table that requires conditional use review for any restaurants, brewpubs or taverns, and I found the section on conditional use review, but nothing that points to the specific rules for food sales and hours of operation.

If you or a member of your staff could point me in the right direction, it would be much appreciated.

Wiebenson, Sarah

Subject: FW: Rules on the Hill

From: Toebe, Chris
Sent: Friday, May 13, 2016 10:30 AM
To: Wiebenson, Sarah
Cc: Cook, Mishawn
Subject: RE: Rules on the Hill

Hi Sara,

As you noted in your email, the main issue in the Land Use Regulations, Title 9 Boulder Revised Code, 1981, is the conditional use standard for restaurants, brewpubs and taverns in the University Hill General Improvement District within the Business Main Street (BMS) zoning district is that hours of operation are limited if the establishment is operated with a liquor license. See 9-6-5(b)(2) below.

- 9-6-5(b)(2)

Restaurants, Brewpubs, and Taverns in the University Hill General Improvement District Within the BMS Zoning District: The following criteria apply to restaurant, brewpub, and tavern uses permitted as a conditional use in the BMS zoning district that is also located within the University Hill General Improvement District:

(A)

Meeting With Surrounding Property Owners Required: Restaurant, brewpub, and tavern owners and operators shall be required to organize and participate in a good neighbor meeting with the surrounding property owners pursuant to Section 9-2-4, "Good Neighbor Meetings and Management Plans," B.R.C. 1981.

(B)

Preparation and Distribution of a Proposed Management Plan: The owner or operator shall prepare a proposed management plan, pursuant to Section 9-2-4, "Good Neighbor Meetings and Management Plans," B.R.C. 1981, and present it to the surrounding property owners at the neighbor meeting.

(C)

Size of Establishment: Restaurants, brewpubs, and taverns shall not exceed four thousand square feet in size.

(D)

Hours of Operation: Restaurants, brewpubs, and taverns shall close no later than 11 p.m. unless the establishment is operated without a liquor license.

(E)

Outdoor Patios: Outdoor patio service shall cease no later than 11 p.m. and, when applicable, shall comply with the requirements of Paragraph (b)(4) of this section.

(F)

Trash, Recyclables, and Compostables: If the use is located within 500 feet of a residential zoning district, trash, recyclables, and compostables shall not be collected between the hours of 10:30 p.m. and 7:30 a.m.

(G)

Food Service in Brewpubs and Taverns: In brewpubs and taverns, snacks shall be offered and available for consumption on the premises during all business hours.

(H)

Food Service in Restaurants: In restaurants:

(i)

A food preparation area shall be in operation on the premises during all business hours, and solid food, prepared in the food preparation area, shall be offered and available for consumption on the premises during all business hours; and

(ii)

Hill work plan

Minimum Frequency

Cleaning

- Empty trash cans
- Pick up loose trash/glass
- Remove/paint grafitti
- Remove stickers
- Blow sidewalks
- Clean shed/garage
- Tag abandoned bikes
- Clean stairs/cig butts/debris
- Clean Truck/Equipment
- Run sweeper

Mon	Tues	Wed	Thur	Fri	Sat	Sun	Monthly	Annually
x	x	x	x	x	x	x		
x	x	x	x	x	x	x		
x		x		x				
x		x		x				
			x					
							x(1st)	
							x(15th)	
	x							
							x	
	x		x			x		

Landscape

Maintenence

- Weed/prune beds
- Weed/prune Pots
- Water Pots
- Weed around trees
- Water trees(new)/prune
- Weed eat surface lots
- Mulch beds
- Check irrigation systems
- Weed expansion joints

Mon	Tues	Wed	Thur	Fri	Sat	Sun	Monthly	Annually
	x	x						
			x					
	x		x		x			
							x	
			x					
							x	
								x
							x	
							x	

Streetscape

Maintenance

- Paint benches/bike racks
- Check lights/poles/banners
- Check signs/replace/repair

Mon	Tues	Wed	Thur	Fri	Sat	Sun	Monthly	Annually
							x	
		x						
x								

As Needed

- Extra cleanup @ events
- Hillanthropy set up/prep

2016 Projects

- Bid to paint poles (SECOR)
- Remove Soil at 1095 14th
- Clean Surface lot curbs
- Mulch Bed
- Clean/Organize Shed/Gar
- Change light bulbs/clean lenses

Joe Secor 303-443-4020 35 poles



MEMORANDUM

To: University Hill Commercial Area Management Commission

From: Sarah K. Wiebenson, Hill Community Development Coordinator

Date: May 12, 2016

RE: Q1 Progress Report on UHCAMC 2016 Priorities and the Hill Reinvestment Strategy

Attached is the list of UHCAMC 2016 priorities updated to include progress reports on each item.

On the second page is an update on the Q1 work plan of the Hill Reinvestment Strategy.

**University Hill Commercial Area Management Commission
Retreat Questions for Boards and Commission for 2016**

Q1 Progress Report

What are your top priorities within the framework of the current Council work plan adopted at the last City Council retreat?

- Pursue retention and attraction of a more diverse mix of businesses.
 1. *Staff has conducted tours of the district with a handful of commercial brokers to get feedback and inform them of the improvements in process, and goals for the 'catalyst' sites.*
 2. *Staff has reached out to retailers that would appeal to year-round visitors to the Hill and attempted to connect these retailers with brokers for vacant spaces.*

- Promote residential diversity: should be a top priority for 2016. If this is accomplished it could have a lasting positive impact on the character and engagement of University Hill students and residents.
 1. *Staff invited Housing Boulder to present the outcome of recent workshops to 'preserve the middle' and other strategies related to maintaining and promoting housing diversity in Boulder.*
 2. *The Hill Reinvestment Working Group (HRWG) is working toward making a recommendation to Council that could include the creation of a working group to identify strategies for promoting residential diversity and reducing negative impacts from student-impacted neighborhoods.*

- Explore opportunities for working with CU to cooperatively pursue neighborhood stabilization and preservation of neighborhood character.
 1. *Representatives from CU administration and the CU Office of Off-Campus Housing were invited to participate in the HRWG workshops looking at this issue.*
 2. *It is anticipated that CU representatives, including undergrads and grad students will be asked to participate in the student-impacted neighborhood policy working group.*

- Pursue creative solutions and strategic improvements to district access, e.g. bus routing, pedestrian crossings, aesthetic appeal of bus shelters, way-finding and more.
 1. *Members of UHCAMC and The Hill Boulder have been invited to participate in the HOP Refresh group that will begin to meet in 2016.*
 2. *The Alley Enhancement Master Plan process that will begin at the end of 2016 will include an effort to look at connectivity within the district.*

What would you like to see done that would further advance the Council Goals?

- City support for the proposed public parking garage on the Pleasant Street UHGID-owned lot. We realize the extremely high cost of underground parking could be what stands between making the hotel development happen or not. The benefits of the proposed development would support most of the Hill Reinvestment and the expanded parking facilities would reduce the parking concerns in the commercial district.

1. *Staff brought forward the opportunity for a public-private partnership to construct a 247-space public parking garage at Pleasant/Broadway. Council directed staff to return with a cost estimate and proposed financing mechanism, and most recently directed staff to return with related agreements and assurances that the city will be getting a good deal in the partnership. It is anticipated that staff will return to Council on May 31st with a "Letter of Intent" or road map that outlines the parameters of the proposed development, including how the cost of the project will be shared and other details.*
- Encourage clear connections between the design of the potential CU conference center/hotel project and the effort to enhance the economic vitality of the Hill Commercial Area.
 1. *Staff members from Planning, Housing and Sustainability and Community Vitality are in discussion with CU about future plans. No further information is known at this time as to the current status of the site selection process.*

How can your board specifically help reach the current Council goals?

- Meet again in 2016 with council members on a quarterly basis.
 1. *Council members were assigned to commission members at the April meeting.*
- Engage with commercial district businesses and The Hill Boulder by hosting an open house in 2016 to take feedback and inform them of priorities and progress.
 1. *Staff welcomes commission feedback on how and when they would like this open house to take place.*

Are there City policies that need to be addressed that would enable your board to function at a higher level?

- Explore options for earlier board input on budget allocations.
 1. *For the 2017 budget process, the commission Budget Committee members met with staff before the draft budget was complete.*
 2. *The Budget Committee asked at the April meeting if staff could return with a scope of work for the UHGID maintenance staff. The scope of work is included in the May packet.*

Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

- Reduce the 50% food sales requirement to 25% for Hill commercial district liquor licensees. The Hill is the only area in Boulder with the higher food % requirement, which feels discriminatory and reduces the attractiveness of the district to a neighborhood brew pub and other uses desired by year-round residents.
 1. *Staff has spoken with the Commercial Brokers of Boulder and confirmed that this requirement is a barrier to brewpub and fine dining restaurants locating on the Hill. The developers of the potential hotel/public parking garage have also indicated that the Hill-specific rules will be a problem for their customers.*
 2. *At the request of the commission, staff will be forwarding the current rules for discussion at the May meeting.*
- Identify opportunities to streamline the event permit application process, especially for events hosted on the future 'event street' at Pennsylvania Ave. and 13th Street.

Hill Reinvestment Strategy: Q1 Work Plan Update

- Pilot Hill EcoPass Program
A contract with RTD was finalized in late March and the city hosted office hours on the Hill in April to facilitate sign-ups for Hill employees. To-date, 128 out of 390 eligible employees are enrolled in the program. We will do a survey before the end of the first year of the program to evaluate usage. The passes are meant to alleviate employee parking concerns in the district and to promote public transit usage.
- Bear-Proof Trash Can Requirements
Enforcement of the commercial requirements will begin in June 2016. Ticketing has already begun for dumpsters that are not being secured correctly. Long-term, the city is looking into consolidating dumpsters and creating more attractive and secure enclosures in the Alley Enhancement Master Plan process (see below). Any illegal dumping should be reported to Code Enforcement: 303-441-3333.
- HCA Tree Irrigation
Work on installation of the tree irrigation system was delayed by underground obstacles, snow and rain, and CU graduation. Work has begun along Broadway, and we will be boring under 13th Street soon. Staff has been sending out updates to Hill stakeholders through the *Uni Hill Update*, and to Hill businesses and property owners specifically when an alert is necessary.
- HCA Event Street
The city hosted a design workshop a couple of weeks ago to allow members of the public to weigh in on their preferences for lighting, parking, seating and other specific elements of the concept designs. The designers met with the city's Arts & Culture office earlier this week to talk about opportunities for integrating public art into the design. A portion of the 2A-funded public art has been dedicated to the Hill.
- Pedestrian Lighting Improvements
The contract to install the lighting along key pedestrian corridors in the Hill neighborhoods has gone out to bid and staff recently sent out a 'Heads Up' to Hill residents to alert them to the coming work. Staff from Public Works, Parking Services and Communications will be working together to make sure that impacted residents have advance notice to move their cars, etc.
- Hillanthropy
This year's Hillanthropy volunteer cleanups are in partnership with the Parks & Recreation Department. The first cleanup of the year will be held on Community Cleanup Day, May 21st. There will be two project sites: the Columbia Cemetery site will be supervised by Parks & Rec in partnership with the University Hill Neighborhood Association (UHNA), and food for volunteers will be provided by Hill restaurant, Alpine Modern Café; the HCA site will be supervised by Community Vitality in partnership with The Hill Boulder business association, and food for volunteers will be provided by Hill restaurants The Corner and Cheba Hut. To participate, sign up [HERE](#). It is a great opportunity to work alongside Hill businesses, CU faculty, students and neighbors.

The next two Hillanthropy events will be held on August 15th and September 24th. More information on the program can be found on the city's website: <https://bouldercolorado.gov/commercial-districts/hillanthropy>

7. Transients

At the last meeting of the University Hill Commercial Area Management Commission (UHCAMC), the Boulder Police Department officer assigned to the Hill Commercial Area (HCA) from the Neighborhood Impact Team (NIT), Officer Jake Vaporis, was introduced. He said he would bring back the commission's request to adjust his shift so he could patrol the Hill Commercial Area in the early morning hours, instead of late at night, to address potential safety concerns for commuters walking through the district.

Staff also continues to promote the 'Squeaky Wheel Policy' to discourage Hill employees from confronting potentially violent homeless persons on their own, and to instead have a trained officer stop by to assess the situation. We are still looking for the best method to communicate the policy to Hill businesses.

8. HCA Façade Improvement Program

The city has engaged a consultant to prepare a National Register Historic District application to design the HCA as a National Register district. The intent is to submit the application by Q3. Depending on the outcome, we will be looking at integrating the tax credits into a larger façade improvement program for the HCA.

9. HCA Alley Enhancement Program

Staff members toured the alleys of Fort Collins to understand the parameters of this type of planning effort. One of the lessons learned was that the planning process should include engineering considerations very early on. Later in the year, staff will prepare a scope of services and issue an RFQ for a firm to develop the plan in 2017. The City of Longmont has also completed an Alley Master plan, which staff will tour later this year.

10. Hill Reinvestment Working Group

The group of stakeholders charged with looking at long-term governance and financing mechanisms for ongoing Hill improvements after the second phase of the Hill Reinvestment Strategy has participated to-date in three workshops. The first workshop identified funding priorities; the second workshop developed ideas for funding and governance mechanisms; and the third workshop reviewed staff's findings relative to the feasibility of the options identified at the second workshop. Staff has now scheduled a meeting with Hill Commercial Area property owners to review the potential increase in the HCA mill levy (the University Hill General Improvement District). If owners wish to move forward with increasing the mill levy, a petition would need to go to Council before July. A fourth and final HRWG workshop is intended to be held in June to finalize the group's recommendations to Council.

11. Pilot RSD

The Hill Reinvestment Working Group (HRWG) discussed the future of the Residential Service District (RSD) and how it is funded. The group is leaning toward asking Council to continue to fund the RSD pilot until the deadline for compliance with Smart Regs, after which time the responsibility for funding the program would shift to the rental

properties causing the impact. The goal is to develop a funding proposal within a larger set of policy recommendations to reduce the impact of majority student occupancy in the Hill, Goss Grove and Martin Acres neighborhoods.

12. Public-Private Partnership Team: Hill Hotel Project

The staff team working on financing mechanisms for a public-private partnership on the Hill to construct a 247-space public parking garage brought forward its recommendation for Certificates of Participation (COPs) and a cost estimate to Council on April 19th. Staff is now working on related agreements to pursue the project, including ensuring that the partnership is a good deal for the city and identifying potential synergies with the effort to bring in more year-round customers to the Hill, and to encourage CU to locate the potential future conference center/hotel on the Hill. The next Council discussion (focused on the related agreements and funding for the pre-construction period) is scheduled for May 31st.

13. Phase Two HRS Work Plan (2017-2019)

The initial Hill Reinvestment Strategy work plan pursues quality of life improvements on the Hill within 2014-2016. These improvements were meant to 'prime the pump' to encourage private investment, in particular on the 'catalyst' sites, e.g. the UHGID surface parking lots, the CU parking lot, the Everyday gas station and the potential future site of the CU conference center/hotel. Work is currently being done to craft a work plan for a second phase of the HRS and the city investments needed to sustain and build on the Phase One efforts.

2016 UHCAMC MEETING SCHEDULE

4:00 – 6:00 PM

JANUARY 20	1777 WEST CONFERENCE ROOM
FEBRUARY 17	1777 WEST CONFERENCE ROOM
MARCH 16	1777 WEST CONFERENCE ROOM
APRIL 20	1777 WEST CONFERENCE ROOM
MAY 19	1777 WEST CONFERENCE ROOM
JUNE 16	1777 WEST CONFERENCE ROOM
JULY 21	1777 WEST CONFERENCE ROOM
AUGUST 18	1777 WEST CONFERENCE ROOM
SEPTEMBER 22	1777 WEST CONFERENCE ROOM
OCTOBER 20	1777 WEST CONFERENCE ROOM
NOVEMBER 17	1777 WEST CONFERENCE ROOM
DECEMBER 22	1777 WEST CONFERENCE ROOM

UNIVERSITY HILL UPDATE

From: Sarah K. Wiebenson
Hill Community Development Coordinator

To: University Hill Stakeholders

Date: Thursday, April 21, 2016



Council Direction on Proposed Hill Garage/Hotel

On Tuesday, staff presented Council with a cost estimate for a public parking garage as part of the **proposed hotel project** at Broadway/University. The city would own and operate the garage, which would add approximately 100 new public parking spaces to the Hill. Council indicated support for drafting agreements to pursue the partnership, with particular attention to ensuring that the rewards outweigh the risks. Staff anticipates returning to Council with a Letter of Intent (a 'road map' that lays out the structure of the project) at a special meeting on May 31st.

HCA Power-washing/Irrigation Work Update

The annual **power-washing** of the Hill Commercial Area for CU graduation has begun. **Tree irrigation** work will soon move off of 13th and College and onto Broadway, and all work will cease from Friday, May 6 – Sunday, May 8.



Baseline Underpass Improvements Begin April 25th

The **Baseline Road Underpass** project (www.BaselineRoad.net) is slated to begin **Monday, April 25**, with major construction ending by December 2016. During this period, there will be significant impacts to travel on Baseline, from 27th Way to Broadway, from lane closures and pedestrian or bike detours to bus stop relocation. For more information, visit www.BaselineRoad.net or contact Melanie Sloan at sloanm@bouldercolorado.gov.

Chautauqua Access Discussion on April 28th

Members of the public are invited to share how they get to Chautauqua with members of city staff to begin to develop an **Access Management Plan** for the popular open space attraction. The open house will be held at the Chautauqua Community House on **Thursday, April 28th from 6:30-8:30 p.m.** For more information go to: www.ChautauquaAccessManagementPlan.com.



UHCAMC Board Application Extended to May 2nd

The 'at large' (any Boulder resident) seat on the **University Hill Commercial Area Management Commission** remains open and Council has extended the deadline to **May 2nd**. Interested individuals may apply [HERE](#).

Hill Employee EcoPass Enrollment Now Located Downtown

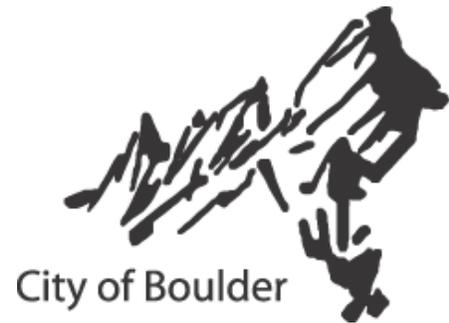
100+ signed up. Participants can enroll at the regular **EcoPass** office hours on **Mondays, from 10:30 a.m. to 2:30 p.m.** at the information kiosk where the Pearl Street mall meets 13th Street. For more information, visit: <https://bouldercolorado.gov/commercial-districts/employees-how-to-get-your-ecopass>

UNIVERSITY HILL UPDATE

From: Sarah K. Wiebenson
Hill Community Development Coordinator

To: University Hill Stakeholders

Date: Monday, May 2, 2016



Six-Day Review Trash Pickup Begins 5/5

Each year around CU graduation, the city requires all **residential rental property landlords** on the Hill to sign up for daily trash service for a six-day period. This year, the requirement will be for **May 5-May 11**. If you have trash on the ground and your rental property is not signed up for Six-Day Review, you may be ticketed by the **Boulder Police Department**. Each violation has a fine per occurrence of up to \$1,000.

#HILLANTHROPIST

2016 Hillanthropy Begins This Month!

This year, there will be three '[Hillanthropy](#)' volunteer clean-up days on University Hill. The first will be held on **Saturday, May 21st**, Boulder's annual **Community Cleanup Day**.

There will be two project sites: one at **Columbia Cemetery** (sign up [HERE](#)) and one in the **Hill Commercial Area** (sign up [HERE](#)). There is no deadline to sign up, but we would ask that volunteers register at least one week in advance (by May 14th) so we can be sure to have adequate supplies and food.

Cemetery cleanup volunteers will be provided with a light lunch from the Hill business [Alpine Modern Café](#). The Hill Commercial Area cleanup volunteers will be provided with a light lunch from Hill businesses [Cheba Hut](#) and [The Corner](#). We look forward to a beautiful summer on the Hill!

2016 'Heart of the Hill' Events Preview

This year, **The Hill Boulder** business association will be expanding its '**Heart of the Hill**' events

series to host three 'Sundown Cinema' evenings, in addition to the return of the **FMQB AAA Music Festival** (**August 10-12th**) and the **Hill Block Party** (**August 27th**). The Sundown Cinema evenings are scheduled for three Saturdays: **June 18th**, **July 16th** and **August 20th**. Each night, the future '[event street](#)' at Pennsylvania and 13th will be closed off to accommodate outdoor movie watching and food from local Hill restaurants. The event series is designed to welcome year-round residents of the Hill to the commercial district with activities geared toward adults and families in the quieter summer months.

Sundown Cinema

Upcoming Meetings

Thursday, May 19, 4:00-6:00 p.m. – *NEW DATE* Monthly **UHCAMC** Meeting (Muni Building, 1777 Broadway)

Tuesday, May 31, 6:00 p.m. – **City Council** Discussion: Public-Private Partnership for Hill Public Parking Garage