

UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION

REGULAR MEETING – June 17, 2015

9 – 11 a.m.

Council Chambers, 1777 Broadway

AGENDA

1. Roll Call
2. Approval of the April 15, 2015 Meeting Minutes
3. Election of Vice Chair
4. Police Update - Trujillo
5. Budget Update - Jobert
6. Public Participation
7. Community Cultural Plan – Matt Chasansky
8. Hill Boulder Update – Soifer
 - 2015 Events
9. UHNA Update – Nancy Blackwood
10. Parking Services Update – Matthews
11. Matters from Commissioners
12. Matters from Staff
 - Meeting Timing
 - Hill Reinvestment Strategy Update – Wiebenson
 - Baseline Conditions Survey – Wiebenson
 - Summer Volunteer Partnership Opportunities – Wiebenson
 - 2A Project Update

Attachments

- Meeting Minutes
- Sales and Use Tax Revenue Reports – March 2015
- Police Stats
- Council/Commissioner Liaison List
- Community Cultural Plan

Upcoming Meetings:

June 16: City Council Study Session - HRS

Commissioner Terms:

Soifer 2019 (business owner)
Nelson 2020 (resident)
Rubino 2018 (business owner)
Raj 2016 (resident)
Liguori 2017 (business/property owner)

UHCAMC 2015 Priorities:

- Establish baseline/benchmarks for Hill Reinvestment Strategy
- Determine feasibility of Hill employee Eco Pass program
- Extend Hill Community Development Coordinator funding
- Pursue anchor tenant and public-private partnerships on UHGID sites
- Pursue short-term incentive program for building improvements
- Enhance communication and coordination with CU
- Integrate arts into planning for 'Event Street'
- Evaluate liquor restriction impacts
- Greater engagement with Hill Commercial Area Community

**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: RAJ (left at 10:40 am), SOIFER, RUBINO (absent), LIGUORI, NELSON

STAFF: WINTER, WIEBENSON, JOBERT, MATTHEWS, TRUJILLO, CAMERON,
FELL, WILTSHIRE

GUESTS: NANCY BLACKWOOD, MONIQUE COLE

TYPE OF MEETING: Regular April 15, 2015

AGENDA ITEM 1 – Swearing in of New Commissioner – Lisa Nelson: Completed

AGENDA ITEM 2 – Roll Call: Meeting called to order at 9:05 a.m.; an introduction of audience members was conducted.

AGENDA ITEM 3 – Approval of the March 18, 2015 Meeting Minutes (Action Item Below): Soifer motioned to approve the minutes. Liguori mentioned an issue with tax rate and amended the minutes to include her comments regarding increased steam cleaning for the Hill. Liguori seconded the motion with corrections. Motion was approved 4 – 0 with Rubino absent.

AGENDA ITEM 4 – Election of Officers: Liguori nominated Soifer for Chair, Raj seconded, all commissioners were in favor. Soifer accepted the nomination. Vice Chair election will take place at the next meeting.

AGENDA ITEM 5 – Police Update: Trujillo said that prior to last meeting was St. Patrick’s Day and numbers will be going up due to changes in enforcement action on the Hill. Travelers are coming into town, i.e., Rainbow folks; they stay for a couple of weeks on their way to their gathering. Day watch commander has them in his radar.

AGENDA ITEM 6 – Public Participation: None

AGENDA ITEM 7 – Historic District Overview – Marcy Cameron: Wiebenson introduced Cameron. Cameron began with an overview of the history of the Hill. The overview included the shaping of the Hill with rail to Chautauqua and the formation of the University of Colorado in 1877. Several buildings were called out. There are two levels of designation for a Historic District. There is a National Register of Historic Places and local landmark designation; both are eligible for tax credits. Local designations are eligible for local incentives and exemptions. Winter said that downtown started with a national designation and then became a local designation. Colorado’s Historic Preservation Tax Credit handout was distributed to the commission. Liguori questioned boundaries. Cameron replied that at least half of the buildings in a boundary historically designated. National Register process begins with outreach and community engagement. Next is the determination of eligibility in the history of Colorado. The area is resurveyed and nomination is prepared. Then there are community meetings with results for Boards. Blackwood asked how property owners are involved. Cameron said that the national register requires owner support without any objection. Winter said that downtown was a National Register for twenty years and local designation carries more review. Winter said that council was interested in the historic designation and there is a Study Session with council on the heritage tourism components. Cameron continued that if a property owner takes advantage of the tax credit for the historic property. Liguori asked about the State Historic Fund, Cameron replied that a historic benefit is required. Raj asked about the Hanna Barker house.

Raj motioned to support the idea of a historic district designation, pursuing the National Registry and the façade improvement program. Liguori seconded and all commissioners were favor.

AGENDA ITEM 8 – 2A Project Coordination Introduction – Jason Fell: Jason Fell, Transportation Division, Project Manager for the Event Street improvements. This is the beginning of this project. Fell will be coordinating with the various groups and hope to go into construction in 2016. Design is unknown at this point and will deliver a project to

be proud of. Soifer asked for a timeline of this project to present to groups. Winter mentioned the irrigation project. Winter mentioned that there is a sketch, and it will be unique to the Hill. Liguori questioned timing as the event street would be used primarily in the summer. Fell said the initial vision was for the summer and Liguori would like to use the street beginning in the summer of 2016. Winter said that nothing is set in stone. Soifer voiced concern that construction in early summer is a detriment to visitors. Fell replied that the scope of work has to be determined and it will be a great project and wonderful for the hill. Winter said that the next step is an RFP for the design and an internal meeting with staff, and follow up with a stakeholder meeting to give detail and talk through scheduling. Liguori asked about pedestrian scale lighting and safety issues, Fell is not handling these concerns. Fell mentioned that Wiltshire is working on this items and he is working on a design submittal in the next couple of months. Liguori mentioned the need for tree trimming. Wiebenson replied that Forestry has targeted the job and did some pruning even though it is typically done in a 10 year cycle.

AGENDA ITEM 9 – Hill Boulder Update: Soifer said summer series of events will kick off this Saturday and voiced appreciation for Grenadier. Soifer continued that the summer series has been named “Heart of the Hill”. Events are happening on the third weekend of the month; mentioned the Hill by Southwest music, Father’s Day will have a street food market with a family friendly movie, July has Slide the City with sidewalk sales, and a welcome back community block party. Soifer continued that it is not just for this summer but begins an annual series and looking forward to the event street. Soifer looks to partner with BIFF and Parking Services.

AGENDA ITEM 10 – UHNA Update: Nancy Blackwood, UHNA, said the events sound exciting and will send it out the UHNA. Blackwood mentioned that Columbia Cemetery has been a recipient of State Historic Funds. Blackwood presented a check to Wiebenson for \$600 to match the city funds for the pots project this weekend. Liguori said 60 people are signed up to volunteer. Blackwood said there will be a community cleanup on May 18th from 8am to Noon and encouraged the commission to join the cleanup effort. May 14 at SPARK at 7 pm will be the next UHNA meeting. Mid Summer’s Eve Dinner at the cemetery on June 21, with a picnic supper provided by Bridge House with tours and scavenger hunt for the kids. Victorian dress is encouraged. The Alpine Café is scheduled to open and hope to make it a community gathering space. Blackwood mentioned working with IFC on the condition of fraternity houses. There are maintenance issues with these buildings.

AGENDA ITEM 11 – Parking Services Update: Matthews said approval has been given to start 2A projects. Matthews introduced Brian Wiltshire. Matthews mentioned the steam cleaning will be done prior to graduation. Additional steam cleaning is expensive and would take away from other uses with the budget being so tight. Matthews continued that the 2A irrigation project has an RFP out and hope to start construction in late fall. Matthews discussed bricks and stamped concrete. Liguori suggested a “Walk of Fame” to the Hill with famous musicians and Matthews said it would not impact the sidewalk repairs.

AGENDA ITEM 8 – Matters from the Commissioners: Soifer said there is a sense of resentment with some businesses regarding the liquor ordinance changes and would like to push rescinding the ordinance. Liguori mentioned that the results of a community survey responded that they would like to have a Mountain Sun type business on the Hill but the liquor ordinance is detraction for such a business to come to the Hill. Nelson is a community member with the AACT group (AACT is the Public Health Coalition comprised of decision makers from the city, the university, schools districts, hospitality, business, and community members, broad based stakeholder formed public health coalition that looks at alcohol and substance abuse issues in the county.) Nelson continued that there is a lot of communication with this issue, there are very few people that are happy with what has happened and it’s a hot button issue with a lot community members. Nelson said there needs to be care with introducing this topic to the community. Soifer said the ordinance came about from community frustrations’, and with the revitalization, it’s time to let people know that the Hill is open for business. Nelson recommended that there are a lot of other positive things happening now and the alcohol issue needs the right people on board and a focus on the things that are working in order to earn back credibility from negative things of the past. Nelson said that support needs to be strategic. Liguori said that with the potential of a hotel coming in, the right way to go for the changes on the Hill requires support and at this time there is no support. Liguori asked if the Mike Boyers project does not happen in the next two years, Grenadier would be moving off the hill. Winter said that generally it is correct. Soifer asked if the city has any other developers with interest on the Hill. Winter replied affirmatively. Soifer suggested creating a responsible liquor group for the Hill. Liguori offered there this the Responsible Hospitality Group addressing alcohol. Winter gave background of the Downtown Alliance with all stakeholder groups getting together, all faced council, and council’s response. Nelson said it would be suicide unless there is a plan and

support. Liguori said diversification on the Hill is a priority. Soifer would like to start the coalition now.

AGENDA ITEM 9 – Matters from the Staff: Brian Wiltshire, will be in charge of the 2A Hill lighting project, a consultant has been hired, there will be a stakeholder group meeting to discuss what everyone is looking for. It should be in design by the fall with construction beginning in the winter with mostly underground work and it is a scalable project with a defined budget. Prioritizing of projects will be sought with the stakeholders. Nelson asked about lighting poles and Wiltshire said that most light poles are Xcel owned and the city is looking to use their own poles as it is more cost efficient. Soifer asked if neighborhoods could sponsor a pole and Wiltshire said it will be part of the discussion with stakeholders. Liguori asked if this is in the commercial district and the response was negative.

Winter welcomed Lisa to the commission. Nelson asked about changing the meeting time, Winter replied that council has a preference to meeting at night.

Wiebenson said baseline benchmarks and EcoPass eligibility are in the Study Session memo for 4/28 with council. Wiebenson gave the commission the key questions for feedback by the commissioners. Wiebenson gave HCA survey results. EcoPass Feasibility Study determined there are 400 full-time employees on the Hill with 68% driving. It would be a \$57,000 program and looking to have the city fund the program and Go Boulder could supplement with \$15,000. Going forward with the National Historical designation, would start 2015 and the eligibility process is \$30,000 cost and would have outreach to property owners and stakeholders.

Wiebenson gave an update for Saturday's event.

Meeting adjourned at 11:05 a.m.

ACTION ITEMS:

MOTION: Soifer motioned to approve the March 18, 2015 meeting minutes. Liguori seconded and accepted the minutes with corrections. Motion passed 4 -0, with Rubino absent.

MOTION: Raj motioned to support the idea of a historic district designation, pursuing the National Registry and the façade improvement program. Liguori seconded and all commissioners were favor.

FUTURE MEETINGS:

May 20, 2015

The Academy

Retreat

APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

Attest:

Ruth Weiss, Secretary

Dakota Soifer, Chair

City of Boulder

Sales & Use Tax Revenue Report

March, 2015

Issued May 26, 2015

This report provides information and analysis related to 2015 Year-to-Date (YTD) sales and use tax collections. Results are for actual sales activity through the month of March, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Patrick Brown, Revenue & Licensing Officer, at (303) 441-3921 or brownp@bouldercolorado.gov.

PLEASE NOTE: Pursuant to a vote in November of 2014, the sales and use tax rate changed on January 1, 2015 from 3.56% to 3.86%. The additional 0.30% tax was approved for a three year period and is earmarked for "Community Culture and Facilities." Actual dollars collected in the report may show as being higher in 2015 solely because of that tax rate increase. However, the percentage changes included in this report have been "normalized" to be able to compare the actual increase or decrease for this year compared to the same period in 2014 as if the rates were the same. This "normalized" percentage better reflects the underlying economic activity in the city and enables city staff to more readily determine if revenue targets are being met.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

Historically, remittances in the first quarter of each year have been somewhat erratic and do not provide sufficient information to extrapolate trends for taxable activity later in the year. As reflected in Table 1, "normalized" Sales and Use Tax has increased from the comparable 2014 base by 12.40%.

TABLE 1
"NORMALIZED" ACTUAL SALES AND USE TAX REVENUE
(Adjusted to exclude change in tax rate)

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	8.21%	75.35%
Business/Consumer Use Tax	26.38%	10.38%
Construction Use Tax	36.59%	11.48%
Motor Vehicle Use Tax	2.72%	2.79%
Total Sales & Use Tax	12.40%	100.00%

Any time a new commodity (such as recreational marijuana) becomes taxable, it generates additional revenue and increases the revenue "base," but the percentage increase in revenue may distort perception of the strength of the underlying economy. For that reason, the following chart is presented to illustrate "normalized" sales and use tax revenue excluding revenue from the sale of recreational marijuana.

TABLE 2
"NORMALIZED" ACTUAL SALES AND USE TAX REVENUE, EXCLUDING REVENUE FROM THE SALE OF RECREATIONAL MARIJUANA
(Adjusted to exclude change in tax rate)

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	6.74%	75.01%
Business/Consumer Use Tax	26.19%	10.51%
Construction Use Tax	36.59%	11.65%
Motor Vehicle Use Tax	2.72%	2.83%
Total Sales & Use Tax	11.25%	100.00%

COMMUNITY CULTURE AND FACILITIES TAX

March 2015 YTD, the newly enacted Community Culture and Facilities Tax (an additional 0.30%, effective for 3 years beginning January 1, 2015) has generated \$2,433,520. This tax is dedicated to fund a variety of projects in the Civic area along the Boulder Creek Path and on University Hill as well as improvements for several culturally oriented projects. It will also fund pedestrian safety lighting improvements along Baseline Road at the entrance to Chautauqua Park.

DETAILED ANALYSIS OF MAJOR CATEGORIES

The following monthly information is provided to identify trends in the various categories. While this information is useful, it is important to remember that relatively small aberrations (like the timing of remittances by certain vendors) can make relatively large monthly variances. Particularly near the beginning of the year, limited months do not necessarily define a trend.

Retail Sales Tax – March YTD retail sales tax revenue was up 8.21% from that received in 2014. It is important to note that any significant sales of recreational marijuana did not begin until the second quarter of 2014. Therefore, comparisons are not "apples to apples" for the first quarter.

Jan	Feb	Mar
6.50%	9.40%	8.54%

Food Stores - YTD retail sales tax revenue for food stores was up 17.48% from that received in 2014. The increase is primarily due to companies who file thirteen four-week periods instead of reporting monthly. Companies who file thirteen four-week periods do so because of reporting purposes. Each reporting period has the same number of days in the period. Since the city reports monthly, there will be one month out of the year where our report contains two filing periods.

Jan	Feb	Mar
46.51%	8.69%	2.00%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 12.00% of sales/use tax) and are often an indicator of the health of the economy in the city. This discretionary category is often correlated with disposable income and consumer confidence. Total March YTD retail tax at Eating Places is up by 7.46%.

Jan	Feb	Mar
4.82%	10.46%	6.98%

Apparel Store - YTD retail sales are down by 3.90%.

Jan	Feb	Mar
(29.55%)	15.03%	(1.28%)

General Retail sales are up by 2.95% YTD.

Jan	Feb	Mar
1.97%	3.75%	3.02%

Public Utilities (primarily retail sales tax on natural gas and electricity) are down by 4.24% YTD. Tax on Public Utilities comprises approximately 5.00% of total sales and use tax revenue. Even if natural gas prices and rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder's energy use.

TOTAL MARIJUANA REVENUE

The latest revenue sources for the City of Boulder are the sale of both medical and recreational marijuana. These sources represent 1.07% and 1.14% of the total sales/use tax collected respectively in 2014.

The sale of medical marijuana generates:

- 3.86% sales and use tax on product sales paid by the purchaser and/or costs of any construction materials, furniture, fixtures, or equipment paid by the business.

The sale of recreational marijuana generates:

- 7.36% sales tax on product sales paid by the purchaser (3.86% base and 3.50% additional).
- 7.36% use tax on the cost of any construction materials, furniture, fixtures, or equipment paid by the business (3.86% base and 3.50% additional).
- A 5.00% excise tax paid by the grow facility when shipping product to dispensaries and/or marijuana infused product facilities.
- A "share-back" of certain State of Colorado revenue. The State collects a 10.00% tax on recreational marijuana sales and "shares back" 15.00% of that 10.00% to each city where such revenue is generated.

A summary of all year-to-date 2015 marijuana related revenue follows:

Total February YTD Marijuana Related Revenue			
Medical marijuana:			
3.86% Sales/Use Tax	\$302,723		
Sub-total Medical marijuana revenue		\$302,723	
Recreational marijuana			
3.86% Base Sales/Use Tax	238,080		
3.50% Additional Sales/Use Tax	211,046		
5.00% Excise Tax	223,919		
State Share-back	110,999		
Sub-total Recreational Marijuana revenue		\$784,044	
TOTAL MARIJUANA RELATED REVENUE			\$1,086,767

While the City's base 3.86% sales/use tax is distributed to City funds based upon various past voter decisions, certain other revenue has been dedicated to cover incremental costs related to the sale and use of marijuana in the City of Boulder. Year-to-date collections for these dedicated revenue sources follow:

Total January "Incremental" Recreational Marijuana Related Revenue		
3.50% Additional Sales/Use Tax	\$211,046	
5.00% Excise Tax	223,919	
State "Share-back"	110,999	
TOTAL "INCREMENTAL" RECREATIONAL MARIJUANA REVENUE		\$545,964

Medical Marijuana Retail Sales Tax

Total March YTD sales/use tax revenue collected in this category is up 3.26% from the same period in 2014. The percentage change by month is presented below.

Jan	Feb	Mar
26.96%	(7.57%)	(9.21%)

Recreational Marijuana Retail Sales Tax

The first remittances in 2014, related to sales of recreational marijuana, were received in the month of February. Significant retail establishments were not open until April of 2014. Therefore, increases for the first quarter of 2015 are not representative due to the non-existent or low comparative base.

Jan	Feb	Mar
na	na	82.89%

Significant YTD increases / decreases by sales/use tax category are summarized in Table 3.

TABLE 3

2014 YTD RETAIL SALES TAX (% Change in Comparable YTD Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Food Stores up by 17.48% (January had two returns for each store by a 13 period filing taxpayer) ▪ Eating Places up by 7.46% ▪ General Retail up by 2.95% ▪ Automotive Trade up by 1.27% ▪ Computer Related Business up by 43.16% ▪ All Other up by 11.91% ▪ Medical Marijuana up by 3.26% ▪ Downtown up by 13.57% ▪ UHGID (the "hill") up by 6.46% ▪ N. 28th St Commercial up by 21.33% ▪ University of Colorado up by 1.53% ▪ Basemar up by 6.83% ▪ BVRC (excl 29th St) up by 6.43% ▪ The Meadows up by 16.02% ▪ All Other Boulder up by 15.43% ▪ Out of State up by 10.13% ▪ Metro Denver up by 27.03% ▪ Pearl Street Mall up by 20.32% ▪ Boulder Industrial up by 13.03% 	WEAKNESSES: <ul style="list-style-type: none"> ▪ Apparel Stores down by 3.90% ▪ Home Furnishings down by 0.08% ▪ Transportation/Utilities down by 3.13% ▪ Building Material Retail down by 0.53% ▪ Consumer Electronics down by 3.13% ▪ Twenty-Ninth St down by 3.73% ▪ Table Mesa down by 1.13% ▪ Public Utilities down by 4.24%

2014 USE TAX (% Change in YTD Comparable Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Motor Vehicle Use Tax up by 2.72% ▪ Business Use Tax up by 26.38% ▪ Construction Use Tax up by 36.59% (when adjusted to exclude dedicated Boulder Junction tax, up by 35.63%) 	WEAKNESSES

BUSINESS USE TAX

March YTD Business Use Tax is up by 26.38%. This tax category can be very volatile as it is associated primarily with the amount and timing of purchase of capital assets by businesses in the city and the amount and timing of audit revenue. 2014 YTD audit revenue was over \$2 million.

MOTOR VEHICLE USE TAX

March YTD Motor Vehicle Use Tax is up by a modest 2.72%. This tax category applies to the purchase of vehicles registered in the city. As individuals and businesses become more confident about jobs and the economy, they have replaced their vehicles and thus reduced the average age of their fleet. 2014 was a strong year for motor vehicle sales, but at some point the rate of increase will slow as the average age of the total vehicle fleet in the city declines and the comparative numbers from the prior year become more difficult to meet or exceed. Motor Vehicle Use Tax may have already reached that inflection point as both November and December 2014 results were negative (down 17.88% and 12.16% respectively when compared to the very strong sales in the comparative months of 2013). Although virtually flat in January and February of 2015, sales were up by 6.96% in March.

ACCOMMODATION TAX

March Accommodation Tax revenue is up by 11.69% from the same period in 2014. The hotel industry in Boulder is in a state of flux. It is uncertain if/when new properties in the pipeline will open. Some upward adjustment in room and occupancy rates has occurred during the transition when the total number of rooms available in the City is down slightly. Some of the changes follow:

- America Best Value – closed March 2014 (to be converted to student housing)
- Golden Buff – closed October 2014 (to be redeveloped into two hotels)
- Boulder Outlook – proposed to close November 2014
- Hyatt Place Depot Square – broke ground, projected opening in early 2015
- Other Planned Properties – in concept or site review

ADMISSIONS TAX

Year-to-date 2015 Admission Tax revenue is up by 18.45% from the same period in 2014. Admissions Tax collections are dependent on the number of taxable productions and events held in the City and the level of attendance at such events.

TRASH TAX

March YTD Trash Tax receipts are down by 5.62%. Trash Tax remittances are due on a quarterly basis. The variance is due to smaller trash collection companies variability in work due primarily to larger construction projects.

REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

The Conference Board Consumer Confidence Index® Retreats in April

The Conference Board *Consumer Confidence Index*®, which had increased in March, declined in April. The Index now stands at 95.2 (1985=100), down from 101.4 in March. The Present Situation Index decreased from 109.5 last month to 106.8 in April. The Expectations Index declined from 96.0 last month to 87.5 in April.

“Consumer confidence, which had rebounded in March, gave back all of the gain and more in April,” said Lynn Franco, Director of Economic Indicators at The Conference Board. “This month’s retreat was prompted by a softening in current conditions, likely sparked by the recent lackluster performance of the labor market, and apprehension about the short-term outlook. The Present Situation Index declined for the third consecutive month. Coupled with waning expectations, there is little to suggest that economic momentum will pick up in the months ahead.”

The University of Michigan Consumer Sentiment Index also declined significantly in May:

Confidence fell in early May as consumers became increasingly convinced that there would be no quick and robust rebound following the dismal 1st quarter (even if the under performance was exaggerated by inadequate seasonal adjustments). The decline was widespread among all age and income subgroups as well as across all regions of the country. In contrast to last year's rapid 2nd quarter revival, this year the economy faces reduced production and employment from lower oil prices, falling exports, and rising imports from a stronger dollar. Although this was not the first time in recent years consumers have abandoned expectations for a faster recovery, the data nonetheless suggest that consumers have remained optimistic about their future personal finances and have maintained their buying plans at reasonably high levels. Overall, at this time the data are still consistent with a 3% growth rate in real personal consumption expenditures during 2015.

On May 13, 2015, McClatchy also reported that sales in April were dour:

WASHINGTON — April proved to be another head-scratching month for the nation's retailers, who saw flat sales last month during a period when economists expected a spending snap-back. Overall retail sales were unchanged in April, the Commerce Department reported Wednesday, revising upward its earlier March estimate of 0.9 percent growth to 1.1 percent. It's the opposite of what was expected coming out of a harsh winter, which had suggested consumers making up for lost time.

"Retail sales disappointed," Jack Kleinhenz, chief economist of the National Retail Federation, said bluntly, calling "anemic" the 0.9 percent year-over-year growth in consumer spending. "Consumers are the key driver of the economy but they can spend more! Employment gains, wage and salary increases and greater savings are all fuel for the consumer spending engine to be tapped for the rest of the year," Kleinhenz said in an analysis of retail numbers.

Economists are befuddled about why consumers aren't spending more given a number of other positive economic indicators. "We remain puzzled by the softness in retail sales given the gains in employment, real incomes from lower energy prices, and wealth, but we continue to look for consumer spending to pick up this year," said Gus Faucher, a senior economist with PNC Financial Services in Pittsburgh.

PNC economists forecast inflation-adjusted growth in consumer spending of 3.1 percent in 2015, after 2.5 percent growth in 2014.

A March 12, 2015 analysis by Reuters finds that U.S. Retail Sales have been down in January and February of 2015:

U.S. retail sales unexpectedly fell in February as harsh weather kept consumers from auto showrooms and shopping malls, tempering the outlook for first-quarter growth and a June interest rate increase by the Federal Reserve. Even accounting for the snowy and cold weather, which blanketed much of the country in late February, there is little doubt that consumer spending has slowed significantly after robust growth in the fourth quarter. The Commerce Department said on Thursday retail sales dropped 0.6 percent as receipts fell in almost all categories marking the third straight month of declines. Retail sales excluding automobiles, gasoline, building materials, and food services were flat after a downwardly revised 0.1 percent dip in January. February was the first time since 2012 that retail sales had dropped for three consecutive months.

Economists are confident economic activity will accelerate in the second quarter of the year, as consumer spending gets a tailwind from the massive savings from the lower gasoline prices in late 2014 and early this year. Most believe consumers saved the bulk of the windfall from cheaper prices at the pump and expect the money to be spent starting in March as temperatures warm up. Prospects for a pick-up in spending were also brightened by a report from the Fed showing household net worth posted its biggest rise in a year... "Consumers may have throttled back spending, but they maintain the ability and means to spend," said Jack Kleinhenz, chief economist at the National Retail Federation.

Colorado business confidence continues to rise, says CU Leeds report, as reported in an April 1, 2015 article in the *Denver Business Report*:

Confidence among Colorado business leaders about the coming months rose again at the start of the second quarter of 2015 from previous quarters, and hiring expectations were up sharply,

according the latest quarterly Leeds Business Confidence Index report from the University of Colorado Boulder's Leeds School of Business.

"Overall, the greatest optimism is in sales expectations and the greatest boost in optimism was recorded for hiring expectations," the report says. Business leaders were less optimistic about capital expenditures over the coming quarter. The report has shown greater stability over the last several quarters in terms of expectations for business than at any time previously in its 11-year history.

"People are not only evaluating the economy and saying, 'things look good,' but they're very confident quarter after quarter that their beliefs are very solid," said economist Richard Wobbekind. "They're on firm ground. This really bodes well for not only just the next quarter or two, but for the longer term."

According to an economist speaking at the Boulder Economic Council's annual economic forecast event, as reported by *BizWest* on January 14, 2015, lagging sales tax may threaten Colorado's future budgets:

Phyllis Resnick, lead economist at CSU's Colorado Futures Center, stated ... the rates of retail sales tax growth are starting to fall in Colorado for a variety of reasons. E-commerce has been cutting into retail sales tax collected locally for years as people shop online rather than in local stores. The United States as a whole is also becoming increasingly unmarried, with single people traditionally spending less on goods and services than married individuals. Resnick also said there's evidence mounting that as income inequality rises, the nation will see further decline in sales tax collections. When you concentrate income up high...you have fewer people buying those things that contribute to the tax base.

Perhaps the greatest threat to sales tax revenues, though, is the fact that physical taxable goods are becoming a smaller share of consumption as more and more people hire for services like lawncare or other household services that don't bring in sales tax revenue. Especially among younger segments of the population, the trend is steering toward spending on experiences and services and away from goods. And things like smartphones have already replaced the need for several other devices that individuals used to buy. The shift away from purchasing goods will also be magnified by the aging population, as those 65 and older also tend not to spend a lot of money on goods but rather on experiences like travel. We're going to have to start to acknowledge the new way of consuming," Resnick said. "It's going to take a lot of work to start thinking about the ways we generate public revenues off a system of consumption that is changing quite rapidly.

Total Net Sales/Use Tax Receipts by Tax Category	MARCH YTD Actual			
	2014	2015	% Change	% of Total
Sales Tax	20,110,074	23,594,451	8.21%	75.35%
Business Use Tax	2,370,667	3,248,639	26.38%	10.38%
Construction Sales/Use Tax	2,427,413	3,594,928	36.59%	11.48%
Motor Vehicle Use Tax	784,069	873,276	2.72%	2.79%
Total Sales and Use Tax	25,692,222	31,311,293	12.40%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	MARCH YTD Actual			
	2014	2015	%Change	% of Total
Food Stores	3,314,261	4,125,012	14.79%	13.17%
Eating Places	3,180,114	3,714,660	7.73%	11.86%
Apparel Stores	869,576	906,894	-3.81%	2.90%
Home Furnishings	668,370	726,323	0.22%	2.32%
General Retail	4,904,681	5,652,074	6.28%	18.05%
Transportation/Utilities	2,304,155	2,434,549	-2.55%	7.78%
Automotive Trade	1,836,396	2,033,120	2.11%	6.49%
Building Material-Retail	772,192	835,551	-0.20%	2.67%
Construction Firms Sales/Use Tax	2,312,529	3,530,822	40.82%	11.28%
Consumer Electronics	594,881	635,022	-1.55%	2.03%
Computer Related Business Sector	1,564,164	2,442,134	44.00%	7.80%
Rec Marijuana	107,197	449,126	n/a	1.43%
Medical Marijuana	272,441	302,723	2.48%	0.97%
All Other	2,991,265	3,523,283	8.63%	11.25%
Total Sales and Use Tax	25,692,222	31,311,293	12.40%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	MARCH YTD Actual			
	2014	2015	% Change	% of Total
North Broadway	320,219	329,296	-5.16%	1.05%
Downtown	1,555,942	2,001,112	18.62%	6.39%
Downtown Extension	211,636	204,420	-10.92%	0.65%
UHGID (the "hill")	288,514	310,011	-0.90%	0.99%
East Downtown	197,277	179,751	-15.97%	0.57%
N. 28th St. Commercial	1,147,554	1,523,842	22.47%	4.87%
N. Broadway Annex	94,482	104,983	2.48%	0.34%
University of Colorado	297,535	326,796	1.30%	1.04%
Basemar	544,180	548,976	-6.96%	1.75%
BVRC-Boulder Valley Regional Center	5,196,285	6,032,163	7.06%	19.27%
29th Street	1,863,460	1,933,647	-4.30%	6.18%
Table Mesa	616,996	666,704	-0.34%	2.13%
The Meadows	286,253	304,336	-1.95%	0.97%
All Other Boulder	1,413,136	2,116,331	38.12%	6.76%
Boulder County	273,331	271,259	-8.47%	0.87%
Metro Denver	775,238	2,924,157	247.88%	9.34%
Colorado All Other	118,500	191,661	49.17%	0.61%
Out of State	2,557,730	2,954,853	6.55%	9.44%
Airport	8,170	9,430	6.45%	0.03%
Gunbarrel Industrial	2,082,295	1,958,764	-13.24%	6.26%
Gunbarrel Commercial	274,571	337,458	13.35%	1.08%
Pearl Street Mall	602,348	774,957	18.66%	2.48%
Boulder Industrial	2,501,170	2,887,286	6.47%	9.22%
Unlicensed Receipts	244,397	68,668	-74.09%	0.22%
County Clerk	784,069	873,276	2.72%	2.79%
Public Utilities	1,436,936	1,477,158	-5.19%	4.72%
Total Sales and Use Tax	25,692,222	31,311,293	12.40%	100.00%

Miscellaneous Tax Statistics	MARCH YTD Actual		
	2014	2015	% Change in Taxable
Total Food Service Tax	141,384	148,750	5.21%
Accommodations Tax	1,039,073	1,160,558	11.69%
Admissions Tax	122,206	144,758	18.45%
Trash Tax	442,403	417,559	-5.62%
Disposable Bag Fee	64,767	66,248	2.29%
Rec Marijuana Excise Tax	7,886	223,919	2739.45%

USE TAX BY CATEGORY

USE >< SALES

SALES TAX BY CATEGORY

MARCH YTD Actual			Standard Industrial Code	MARCH YTD Actual		
2014	2015	% Change		2014	2015	% Change
97,446	27,290	-74.17%	Food Stores	3,216,815	4,097,722	17.48%
45,867	62,840	26.36%	Eating Places	3,134,247	3,651,820	7.46%
2,975	3,872	20.04%	Apparel Stores	866,601	903,021	-3.90%
3,479	6,013	59.40%	Home Furnishings	664,891	720,310	-0.08%
417,590	643,138	42.04%	General Retail	4,487,091	5,008,936	2.95%
114,110	134,391	8.62%	Transportation/Utilities	2,190,045	2,300,158	-3.13%
796,858	891,668	3.20%	Automotive Trade	1,039,538	1,141,453	1.27%
6,746	9,995	36.65%	Building Material-Retail	765,446	825,555	-0.53%
2,232,033	3,421,751	41.39%	Construction Sales/ Use Tax	80,496	109,071	24.97%
9,078	19,704	100.18%	Consumer Electronics	585,803	615,318	-3.13%
986,578	1,545,580	44.48%	Computer Related Business	577,586	896,554	43.16%
295	5,284	n/a	Rec Marijuana	106,901	443,842	n/a
6,394	4,839	-30.20%	Medical Marijuana	266,047	297,884	3.26%
862,699	940,477	0.54%	All Other	2,128,566	2,582,807	11.91%
5,582,148	7,716,842	27.50%	Total Sales and Use Tax	20,110,074	23,594,451	8.21%

USE TAX BY CATEGORY

SALES TAX BY CATEGORY

MARCH YTD Actual			Geographic Code	MARCH YTD Actual		
2014	2015	% Change		2014	2015	% Change
23,666	5,745	-77.61%	North Broadway	296,553	323,551	0.62%
199,727	331,053	52.87%	Downtown	1,356,215	1,670,059	13.57%
40,223	-6,853	-115.71%	Downtown Extension	171,414	211,273	13.67%
21,258	1,504	-93.47%	UHGD (the "hill")	267,256	308,507	6.46%
49,293	17,434	-67.38%	East Downtown	147,985	162,317	1.16%
22,324	43,529	79.83%	N. 28th St. Commercial	1,125,230	1,480,313	21.33%
-2,207	3,009	-225.74%	N. Broadway Annex	96,689	101,975	-2.73%
667	0	-100.00%	University of Colorado	296,868	326,796	1.53%
85,122	17,245	-81.32%	Basemar	459,058	531,730	6.83%
174,921	237,657	25.31%	BVRC	5,021,364	5,794,506	6.43%
21,781	11,179	-52.66%	29th Street	1,841,679	1,922,467	-3.73%
3,895	9,455	123.88%	Table Mesa	613,102	657,249	-1.13%
54,984	13,403	-77.52%	The Meadows	231,269	290,933	16.02%
674,870	1,192,301	62.94%	All Other Boulder	738,266	924,030	15.43%
50,280	60,866	11.65%	Boulder County	223,051	210,393	-13.01%
127,613	2,032,185	1368.69%	Metro Denver	647,625	891,972	27.03%
61,428	11,333	-82.98%	Colorado All Other	57,072	180,329	191.41%
180,056	115,776	-40.70%	Out of State	2,377,674	2,839,077	10.13%
2,596	359	-87.25%	Airport	5,574	9,071	50.09%
1,757,387	1,696,884	-10.95%	Gunbarrel Industrial	324,908	261,879	-25.66%
19,919	1,653	-92.35%	Gunbarrel Commercial	254,652	335,805	21.62%
14,607	8,185	-48.32%	Pearl Street Mall	587,741	766,772	20.32%
975,514	1,017,526	-3.80%	Boulder Industrial	1,525,656	1,869,760	13.03%
202,757	123	-99.94%	Unlicensed Receipts	41,640	68,545	51.82%
784,069	873,276	2.72%	County Clerk	0	0	#DIV/0!
35,398	22,016	-42.64%	Public Utilities	1,401,538	1,455,143	-4.24%
5,582,148	7,716,842	27.50%	Total Sales and Use Tax	20,110,074	23,594,451	8.21%

Tax by Mo & Category

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change in Taxable Sales
RETAIL SALES TAX	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,372,335	5,508,796	6,258,640	6,620,535	5,382,779	5,255,155	7,443,455	70,170,045	0.04%
Rate 3.41%	2009	4,919,570	4,859,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,770	5,790,533	6,093,314	5,170,325	4,735,769	7,814,230	66,877,613	-4.69%
	2010	4,576,034	5,386,190	6,196,697	5,320,225	5,470,595	6,895,283	5,522,076	5,943,315	6,855,385	5,652,938	5,240,211	8,414,157	71,473,106	6.87%
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,608	7,016,826	5,580,953	6,531,707	7,286,644	5,765,805	5,830,545	8,390,145	74,960,833	4.88%
	2012	5,363,541	5,129,096	6,754,740	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,188,194	5,693,025	9,604,529	77,741,989	3.71%
Rate 3.56%	2013	5,557,163	5,824,808	7,171,949	5,707,649	6,197,302	7,968,604	6,161,076	6,944,797	7,500,133	6,591,707	5,934,326	9,925,508	81,485,022	4.81%
Rate 3.86%	2014	5,965,991	6,438,048	7,706,036	6,619,759	6,990,628	8,303,288	7,020,977	7,893,039	8,584,506	7,452,664	7,031,634	9,966,741	89,973,310	5.76%
	2015	6,889,039	7,636,464	9,068,947										23,594,451	-75.81%
Change from prior year (Month)		6.50%	9.40%	8.54%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		6.50%	8.00%	8.21%	-18.59%	-35.47%	-48.22%	-55.83%	-61.78%	-66.79%	-70.18%	-72.80%	-75.81%		
CONSUMER USE TAX (Includes Motor Vehicle)	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,399	899,934	989,683	599,876	1,253,267	10,464,043	-6.63%
Rate 3.41%	2009	909,558	657,250	1,062,587	997,891	531,724	790,819	858,325	1,299,767	989,089	741,578	698,452	1,600,457	11,137,497	6.44%
	2010	687,502	778,796	913,223	701,931	662,382	945,800	620,328	633,593	909,315	752,143	618,493	1,366,131	9,589,636	-13.90%
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	903,665	1,410,793	11,468,205	19.59%
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	737,310	1,469,940	11,867,314	3.48%
Rate 3.56%	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	835,063	768,003	1,338,726	1,121,736	807,130	1,522,486	12,008,722	1.19%
Rate 3.86%	2014	924,895	901,234	1,328,607	1,727,986	666,706	2,541,847	1,056,846	1,297,348	1,409,960	1,012,343	1,011,907	1,429,435	15,309,114	22.11%
	2015	1,274,337	1,134,561	1,713,016										4,121,914	-75.17%
Change from prior year (Month)		27.07%	16.11%	18.91%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		27.07%	21.66%	20.50%	-22.14%	-31.50%	-53.02%	-58.44%	-63.61%	-67.93%	-70.46%	-72.61%	-75.17%		
CONSTRUCTION USE TAX	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-13.02%
Rate 3.41%	2009	944,905	111,907	425,028	776,511	279,761	995,132	721,209	676,301	235,485	223,169	591,970	1,467,798	7,449,176	83.98%
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	406,868	531,670	6,550,964	-12.06%
	2011	622,872	281,210	274,661	240,970	2,150,036	352,336	352,846	455,211	478,988	314,958	177,137	471,157	6,172,383	-5.78%
	2012	385,392	1,697,323	315,856	503,719	342,448	375,499	595,334	214,896	422,866	473,523	799,552	371,254	6,497,662	5.27%
Rate 3.56%	2013	732,539	941,380	298,613	577,351	366,959	728,141	845,123	1,182,131	1,196,147	876,749	622,491	1,511,632	9,879,257	52.04%
Rate 3.86%	2014	716,119	1,110,714	600,580	430,524	571,269	1,688,472	373,129	379,130	713,014	908,032	325,754	1,557,635	9,374,372	-9.11%
	2015	387,123	680,064	2,527,741										3,594,928	-64.63%
Change from prior year (Month)		-50.14%	-43.53%	288.17%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		-50.14%	-46.12%	36.59%	16.01%	-3.31%	-35.21%	-39.62%	-43.52%	-49.63%	-55.74%	-57.58%	-64.63%		
TOTAL FOR MONTH & CHANGE FROM PREVIOUS YEAR (MONTH & YTD)															
Ratechg 3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,455,459	6,553,206	7,881,753	6,341,889	7,297,691	7,868,423	6,590,347	5,962,862	9,078,475	84,683,070	
Rate 3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,464,286	0.92%
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,265,572	10,311,957	87,613,706	2.51%
	2011	7,264,374	6,064,242	8,001,928	6,598,565	8,709,205	8,535,347	6,892,523	7,758,275	8,808,664	6,783,855	6,911,348	10,272,096	92,601,421	5.69%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
Rate 3.56%	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,363,947	12,959,626	103,373,001	7.56%
Rate 3.86%	2014	7,607,004	8,449,996	9,635,223	8,778,269	8,228,603	12,533,607	8,450,951	9,569,517	10,707,479	9,373,039	8,369,295	12,953,810	114,656,795	6.24%
	2015	8,550,499	9,451,089	13,309,704	0	0	0	0	0	0	0	0	0	31,311,293	-74.81%
% Change (month)		3.67%	3.15%	27.40%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
% Change (YTD)		3.67%	3.40%	12.40%	-16.22%	-32.37%	-47.72%	-54.65%	-60.58%	-65.61%	-69.06%	-71.61%	-74.81%		

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

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)								
January-December	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2012 TOTAL	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2013 (sales tax rate of 3.41%)								
January	5,943	42,867	692	1,897	31,839	307	1,769	85,314
February	6,733	47,024	793	2,316	14,252	233	494	71,845
March	7,356	58,287	2,599	2,239	14,377	9	1,150	86,017
April	8,177	60,975	1,098	2,254	14,143	1,364	574	88,585
May	7,428	44,596	1,141	1,945	17,981	51	502	73,644
June	6,202	49,221	2,797	1,675	15,803	1,783	1,316	78,797
July	6,778	45,052	1,410	1,929	14,021	223	506	69,919
August	7,880	59,050	2,478	2,320	30,234	826	655	103,443
September	9,034	58,377	2,276	1,593	33,195	342	1,355	106,172
October	9,092	75,238	1,588	2,109	20,456	296	628	109,407
November	7,239	55,042	1,019	1,854	14,400	6,281	473	86,308
December	6,413	41,638	1,692	1,783	27,202	115	4,075	82,918
2013 TOTAL	88,275	637,367	19,583	23,914	247,903	11,830	13,497	1,042,369
2014 (sales tax rate of 3.56%)								
January	6,674	44,901	549	1,698	29,309	14,291	617	98,039
February	7,481	60,702	527	1,677	18,003	268	548	89,206
March	7,999	57,709	280	1,754	25,677	2,691	5,161	101,271
April	9,253	74,888	335	2,261	19,990	3,118	516	110,361
May	7,951	58,390	299	1,603	22,328	1,008	557	92,136
June	6,859	49,694	1,533	1,411	18,656	56	4,114	82,323
July	7,189	55,013	500	1,870	19,805	134	522	85,033
August	10,246	64,092	389	2,090	43,632	3,089	719	124,257
September	10,861	91,142	2,127	1,858	28,778	51	4,420	139,237
October	10,302	74,466	327	2,709	21,707	1,661	654	111,826
November	7,552	59,692	219	1,880	17,482	117	640	87,582
December	7,923	55,416	2,200	2,745	19,672	126	4,462	92,544
2014 TOTAL	100,290	746,105	9,285	23,556	285,039	26,610	22,930	1,213,815
2015 (sales tax rate of 3.86%)								
January	7,859	50,053	1,137	2,449	26,953	35	865	89,351
February	8,924	74,115	423	1,717	17,243	97	836	103,355
March	9,623	76,124	1,619	2,331	22,524	447	4,638	117,306
April	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-
2015 TOTAL	26,406	200,292	3,179	6,497	66,720	579	6,339	310,012
% Change from 2012-2013	17.72%	-0.05%	-30.23%	-22.36%	-3.59%	-44.69%	32.45%	-1.68%
% Change from 2013-2014	8.82%	12.13%	-54.58%	-5.65%	10.14%	115.46%	62.73%	11.54%
% Change from 2014-2015	9.93%	13.11%	116.22%	16.83%	-15.69%	-96.90%	-7.58%	-0.90%
% Change from previous year month	10.95%	21.66%	433.28%	22.57%	-19.10%	-84.68%	-17.12%	6.83%

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

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)							
January-December	74,972	630,882	28,068	30,800	254,698	8,615	1,028,035
2012 TOTAL	74,972	630,882	28,068	30,800	254,698	8,615	1,028,035
2013 (sales tax rate of 3.41%)							
January	5,943	42,419	683	1,897	31,839	663	83,444
February	6,733	46,945	793	2,316	14,240	494	71,521
March	7,356	58,210	2,599	2,239	14,365	933	85,702
April	8,177	60,898	1,098	2,254	14,133	566	87,126
May	7,428	44,535	1,141	1,945	17,979	502	73,530
June	6,202	49,128	2,797	1,675	15,800	1,084	76,686
July	6,773	43,431	1,410	1,929	14,014	506	68,063
August	7,880	58,942	2,478	2,320	30,225	655	102,500
September	9,034	58,301	2,276	1,593	33,190	1,032	105,426
October	9,092	75,153	1,588	2,109	20,452	622	109,016
November	7,239	54,518	1,019	1,854	14,389	473	79,492
December	6,413	41,556	1,692	1,783	27,202	3,852	82,498
2013 TOTAL	88,270	634,036	19,574	23,914	247,828	11,382	1,025,004
2014 (sales tax rate of 3.55%)							
January	6,674	44,572	549	1,698	29,308	617	83,418
February	7,481	57,318	527	1,677	18,003	548	85,554
March	7,999	57,635	280	1,754	25,675	4,941	98,284
April	9,253	73,736	335	2,261	19,985	516	106,086
May	7,947	58,322	299	1,603	22,326	557	91,054
June	6,859	49,148	1,533	1,411	18,654	3,806	81,411
July	7,169	54,921	500	1,870	19,801	522	84,783
August	10,246	63,974	389	2,090	43,631	707	121,037
September	10,859	89,597	2,127	1,858	28,775	4,106	137,322
October	10,302	74,379	327	2,709	21,704	654	110,075
November	7,552	59,538	219	1,880	17,441	493	87,123
December	7,923	55,287	2,200	2,745	19,670	4,248	92,073
2014 TOTAL	100,264	738,427	9,285	23,556	284,973	21,715	1,178,220
2015 (sales tax rate of 3.86%)							
January	7,859	49,979	1,137	2,449	26,951	857	89,232
February	8,922	74,022	423	1,717	17,242	686	103,012
March	9,623	75,994	1,619	2,331	22,518	4,180	116,265
April	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-
2015 TOTAL	26,404	199,995	3,179	6,497	66,711	5,723	308,509
% Change from 2012-2013							
	17.74%	0.50%	-30.26%	-22.36%	-2.70%	32.12%	-0.29%
% Change from 2013-2014							
	8.80%	11.56%	-54.56%	-5.65%	10.14%	82.75%	10.10%
% Change from 2014-2015							
	9.92%	15.63%	116.22%	16.83%	-15.70%	-13.56%	6.46%
% Change from previous year month							
	10.95%	21.61%	433.28%	22.57%	-19.11%	-21.98%	9.10%

UHGID Yearly Summary
Sales and Use Tax Breakdown by Industry Category

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2015	\$26,406 9%	\$200,292 65%	\$3,179 1%	\$6,497 2%	\$66,720 22%	\$6,918 2%	\$310,012 100%
2014	\$100,290 8%	\$746,105 61%	\$9,285 1%	\$23,556 2%	\$285,039 23%	\$49,540 4%	\$1,213,815 100%
2013	\$88,275 8%	\$637,367 61%	\$19,583 2%	\$23,914 2%	\$247,903 24%	\$25,327 2%	\$1,042,369 100%
2012	\$74,987 7%	\$637,659 60%	\$28,068 3%	\$30,800 3%	\$257,134 24%	\$31,580 3%	\$1,060,228 100%
2011	\$58,221 5%	\$650,532 59%	\$31,199 3%	\$29,330 3%	\$281,896 26%	\$49,701 5%	\$1,100,879 100%
2010	\$40,028 3%	\$604,913 53%	\$37,852 3%	\$30,571 3%	\$355,637 31%	\$61,746 7%	\$1,150,748 100%
2009	\$49,066 5%	\$578,900 55%	\$44,712 4%	\$24,213 2%	\$326,839 31%	\$34,018 3%	\$1,057,749 100%
2008	\$60,686 6%	\$568,892 53%	\$63,307 6%	\$24,768 2%	\$333,780 31%	\$12,073 1%	\$1,063,507 100%
2007	\$56,250 5%	\$588,610 53%	\$72,142 6%	\$30,921 3%	\$353,173 32%	\$19,270 2%	\$1,120,367 100%
2006	\$56,511 5%	\$525,911 50%	\$86,527 8%	\$33,045 3%	\$321,897 31%	\$19,261 2%	\$1,043,152 100%
2005	\$58,421 6%	\$493,955 50%	\$98,605 10%	\$28,891 3%	\$288,004 29%	\$29,024 3%	\$996,900 100%
2004	\$47,446 5%	\$461,253 44%	\$87,695 8%	\$25,958 2%	\$301,938 29%	\$124,607 12%	\$1,048,897 100%
2003	\$43,618 5%	\$417,782 44%	\$94,036 10%	\$35,450 4%	\$304,099 32%	\$46,965 5%	\$941,951 100%
2002	\$42,268 5%	\$407,606 44%	\$89,454 10%	\$34,104 4%	\$313,795 34%	\$41,419 4%	\$928,646 100%

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

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2015	\$ 4,125,012 1%	\$ 3,714,660 5%	\$ 906,894 0%	\$ 1,361,345 0%	\$ 5,652,074 1%	\$ 15,551,308 0%	\$ 31,311,293 1.0%
2014	\$14,681,607 1%	\$14,447,798 5%	\$ 4,180,365 0%	\$ 5,475,586 0%	\$22,124,094 1%	\$ 53,747,345 0%	\$114,656,795 1.1%
2013	\$13,454,838 1%	\$13,174,730 5%	\$3,774,426 1%	\$4,692,270 1%	\$20,776,166 1%	\$47,500,571 0%	\$103,373,001 1.0%
2012	\$13,060,743 1%	\$12,937,276 5%	\$3,717,039 1%	\$4,850,988 1%	\$20,402,962 1%	\$41,137,961 0%	\$ 96,106,967 1.1%
2011	\$12,241,084 0%	\$11,838,300 5%	\$ 3,426,738 1%	\$ 5,259,120 1%	\$19,948,416 1%	\$ 39,725,073 0%	\$ 92,438,731 1.2%
2010	\$11,130,533 0%	\$10,930,482 6%	\$ 2,690,372 1%	\$ 4,459,406 1%	\$19,279,577 2%	\$ 38,940,102 0%	\$ 87,430,472 1.3%
2009	\$11,160,109 1%	\$10,572,840 5%	\$ 2,626,020 2%	\$ 4,304,383 1%	\$17,515,062 2%	\$ 39,002,103 0%	\$ 85,180,517 1.2%
2008	\$11,204,475 1%	\$10,910,035 5%	\$ 2,819,260 2%	\$ 4,827,635 1%	\$18,101,297 2%	\$ 36,708,245 0%	\$ 84,570,947 1.3%
2007	\$11,205,584 1%	\$10,888,135 5%	\$ 2,804,311 3%	\$ 5,522,090 1%	\$18,040,152 2%	\$ 39,631,459 0%	\$ 88,091,731 1.3%
2006	\$10,392,069 1%	\$ 9,582,212 5%	\$ 2,424,694 4%	\$ 4,611,056 1%	\$15,402,540 2%	\$ 37,371,060 0%	\$ 79,783,631 1.3%
2005	\$10,046,723 1%	\$ 8,995,846 5%	\$ 2,362,366 4%	\$ 4,465,788 1%	\$14,587,419 2%	\$ 35,882,350 0%	\$ 76,340,492 1.3%
2004	\$10,148,861 0%	\$8,637,718 5%	\$2,232,147 4%	\$3,118,312 1%	\$14,123,007 2%	\$32,171,342 0%	\$70,431,387 1.5%
2003	\$9,052,658 0%	\$7,847,285 5%	\$2,046,951 5%	\$3,922,549 1%	\$13,185,423 2%	\$31,552,637 0%	\$67,607,503 1.4%
2002	\$9,294,397 0%	\$8,133,237 5%	\$2,346,305 4%	\$4,164,992 1%	\$13,572,651 2%	\$33,815,600 0%	\$71,327,182 1.3%

UHGID Sales Tax Revenues (N/A Does not factor in tax rate changes.)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
January	98,853	118,058	120,247	113,123	110,986	112,825	100,726	85,100	83,445	83,418	89,231
February	72,140	79,436	78,684	81,957	76,043	73,913	69,547	84,232	71,520	85,554	103,011
March	72,060	75,944	75,112	72,996	78,172	83,309	77,463	93,790	85,702	98,284	116,264
April	74,662	82,378	79,016	91,281	80,517	84,060	90,460	84,564	87,124	106,086	
May	61,131	68,638	90,603	74,823	71,299	74,711	86,261	84,923	73,530	91,055	
June	69,085	72,486	71,063	66,754	62,685	74,080	75,299	69,958	76,685	81,411	
July	65,768	56,168	67,097	65,755	62,034	71,846	77,257	67,462	68,064	84,783	
August	144,466	109,263	118,556	145,179	149,212	138,971	121,559	96,703	102,501	121,037	
September	99,702	147,416	149,898	117,567	118,373	121,834	109,669	121,503	105,425	137,322	
October	93,865	89,472	101,034	93,772	82,191	89,506	89,788	90,290	109,016	110,075	
November	65,915	60,321	71,082	65,404	70,564	71,343	75,716	74,312	79,492	87,123	
December	62,359	72,197	79,696	64,029	83,085	77,446	72,817	75,198	82,497	92,072	
Totals	980,005	1,031,777	1,102,088	1,052,642	1,045,162	1,073,843	1,046,562	1,028,035	1,025,001	1,178,220	308,506
Tax Rate	3.41	3.41	3.56	3.41	3.41	3.41	3.41	3.41	3.41	3.56	3.86

2015 City Council Members
Liaison List

Matt Appelbaum
Macon Cowles
Suzanne Jones
George Karakehian
Lisa Morzel
Tim Plass
Andrew Shoemaker
Sam Weaver
Mary Young



MEMORANDUM

TO: Members of UHCAMC

THROUGH: Molly Winter, DUHMD/Parking Services Director
Sarah Wiebenson, Hill Community Development Coordinator

FROM: David Farnan, Library and Arts Director
Matthew Chasansky, Office of Arts and Culture Manager

DATE: June 17, 2015

SUBJECT: Preliminary Review of the Draft Community Cultural Plan

Below and attached is information provided to City Council for their study session on May 26, 2015. Staff will be providing a brief presentation on this information during the June 17 meeting, and will be welcoming your questions and suggestions.

The content of the City Council Memo follows:

I. PURPOSE

The purpose of the May 26, 2015 study session is to update City Council on the preliminary draft of the Community Cultural Plan and obtain Council feedback. The preliminary plan is presented in outline form as Appendix A.

II. SUMMARY

The Community Cultural Plan (CCP) is intended to respond to a City Council priority to define strategies for arts and culture and the creative sector in our community. This preliminary draft documents the community's vision related to the arts, culture, and creative vitality. It outlines how the city can provide tools to assist the community in achieving that vision.

The CCP is aspirational. It reflects the highest expectations of the community. The public vetting of these aspirations and securing sustainable funding for the future are important steps that will be undertaken in the execution of the plan over the next nine years.

III. BACKGROUND

The Community Cultural Plan will be presented to Council for approval later this fall. The final plan will be the result of over 20 months of cultural assessment, research, and community engagement. It is meant to help define the city's role in the development of arts and culture in Boulder over the next nine years. As the plan is implemented city staff will seek ongoing input from Council on how to build supportive policies, secure sustainable funding, and considerations of future capital investment.

A clear consensus exists in the broader community and among civic leadership to elevate culture as a priority. It has been ten years since the last plan was completed and it no longer reflects current community needs. This past fall, Boulder voters overwhelmingly approved the 2A ballot initiative. This initiative funds up to \$8M in capital project support to The Dairy and the Museum of Boulder, and \$600K in funding for public art.

This is a great first step to building a sustainable arts and culture program for the city. The success of 2A raised the community's expectations for what culture and the creative economy can mean for Boulder. For at least the past two decades, the community has grappled with the question: "where do arts and culture fit within the community's priorities?" The international perception of our city has been shaped by our natural beauty, advanced scientific research, and technology industries. Progressive policy development on environmental stewardship and social equity has further defined Boulder as one of the top rated cities to live and work in the country. The City of Boulder continues to explore new avenues for enhancing the livability of our community. Recent investments and ongoing discussions regarding multi-modal transportation, affordable housing, and walkable neighborhoods are an extension of the community's commitment to making Boulder a socially responsible and attractive community. Arts and creative vitality are ascending among these community priorities.

Boulder is already home to a broad and diverse community of arts and culture and has a vibrant creative economy. Research conducted during this plan indicates that Boulder has cultural assets and a creative workforce that are in the highest echelons of benchmark cities. Boulder has more than 130 registered nonprofit cultural organizations. The top 52 of these nonprofits had a combined 2014 budget of roughly \$28M. Creative professionals who live and work in Boulder make up nearly 9% of the population. This exceeds benchmark cities, and easily outpaces neighboring cities as a percentage of our overall population by a margin of nearly 3 to 1. Cultural opportunities in the form of music, dramatic performance and visual arts are prevalent year round.

Boulder leads other cities in its investment in open space, human services and housing. A city's priorities for funding take shape over time. The strong interest from the community, supported by the success of 2A and data in the CCP indicates that the ascending priority of culture should be examined. It is worth noting that the arts and cultural community has a long history in Boulder. Many institutions and artists have found a strong foothold in the community through earned income and/or philanthropic means without relying on direct support from city funding.

Arts and culture are among a community's most powerful assets. They contribute to a unique sense of identity and speak volumes about the commitment to quality of life, diversity of expression, and inclusivity. The "Smart Cities" movement illustrates that arts and culture are a competitive tool, strengthening civic life, economic and workforce development, education, youth engagement, neighborhood vitality, sustainability, and cultural equity. In addition, the Knight Soul of the Community Study found Boulder to be advanced in nearly all of the ten measures of community attachment, five of which are related to culture. An increasing body of research documents how thoughtful cultural policy is essential to civic health. Cultural planning is a primary tool for organizing the best use of this critical asset. The CCP fundamentally views cultural planning as holding up a mirror to the Boulder community and reflecting our diverse needs and aspirations.

In conjunction with the data gathering and community engagement process, the continued development of the Civic Area Plan and the successful 2A ballot measure have been instrumental in the evolution of the community's thoughts about how the Community Cultural Plan will take shape. Staff continues to make every effort to work in collaboration with the Civic Area planning team and with cultural partners as substantive plans take shape for public art and investment in cultural facility development. The community's energy around the Civic Area Plan and 2A has raised expectations for the potential of the CCP to deliver high quality arts and cultural services in Boulder.

At the June 10, 2014 Council Meeting, staff outlined the scope of the Community Cultural Plan that would address three key questions:

- What are the community's goals for arts, culture and the creative sector?
- What strategies [programs and tools] will the city provide to support the community in achieving these goals?
- What capacities and resources are required to fully implement these strategies?

Staff also outlined some basic values for the process: Transparency, Inclusion, Openness, Collaboration, and Sustainability. The priorities were to focus the plan on public art, the creative sector of the economy, secure and sustainable funding for cultural amenities, advancing cultural tourism, and building upon the vibrancy of everyday experiences for all Boulder residents and visitors. In the course of a four month community engagement process, the CCP team surveyed approximately 2,000 residents and visitors. In that process, the city received nearly 1,000 unique comments and ideas from participants about their vision for arts and culture in Boulder.

The community's priorities are clear. Staff is still in the process of articulating a vision statement that brings the community's aspirations into focus. Staff has proposed core strategies meant to address the community priorities. These are outlined in the Preliminary Draft Plan included as an attachment to this memo. This study session is the next step toward presentation of a final plan this fall and outlines a series of strategies that redefine Boulder's relation to arts and culture and enable us to continue the dialogue about how to enhance the creative lives and experiences of all of our residents. The CCP's community engagement process has discovered a strong interest in the community's desire to lift art and culture to a new priority level.

IV. OVERVIEW OF PRELIMINARY DRAFT PLAN

The CCP proposes eight strategies to support the community in achieving its vision.

1) Support for Cultural Organizations and 2) Reinventing our Public Art Program are cornerstone strategies for the CCP. These strategies have the most significant long term budget implications and have the most potential to result in major lasting positive impacts. Thanks in part to the passage of 2A and a proposal to reframe the Office of Arts and Culture Grant Program, work can begin on each in 2016. With secure funding, defined parameters, and careful execution these strategies can have a broad and lasting impact on the structure of arts and culture in Boulder for years to come.

Key near-term priorities for the CCP include 3) Creating and Enhancing Spaces and Facilities, 4) Enhancing the Vitality of the Creative Economy, 5) Emphasizing Culture in Neighborhoods and Communities, and 6) Support for Individual Artists and Creative Professionals.

Creating and Enhancing Spaces and Facilities - The Civic Area will be a particular focus for this strategy. Venues and performance space were a significant factor in the Civic Area Vision Plan. Staff has begun conducting a feasibility analysis of the north library site, but a full plan for capital investment is a few years away. This plan will be conducted in conjunction with Planning and Sustainability, Parks and Recreation and the Civic Area Planning Team.

Enhancing the Vitality of the Creative Economy - Bolstering the creative and cultural economy may be reflected in several tactics: workforce initiatives, convening the discussion of best practices and innovation, and an arts district in North Boulder. Partnering with city agencies to establish and support a creative district and following the lead of neighborhood groups will raise awareness and enhance the city as an attractive home for creative professionals.

Emphasizing Culture in Neighborhoods and Communities - A new program designed to celebrate neighborhood arts, culture, and heritage programming are components of the plan that can activate and engage our diverse community and promote civic dialogue about the value of culture to our community at a local level.

Support for Individual Artists and Creative Professionals - Building a support mechanism for creative professionals was one of the top priorities that emerged in the community engagement process. The issue of recognition of artists and creative professionals is clearly an area where the city can have an immediate impact. But the larger issue of how affordability may threaten our position in the regional and national market for attracting artists and creative professionals to live and work in Boulder will require public and private groups examining opportunities and coming up with creative solutions.

Finally, 7) Advancing Civic Dialogue, Awareness and Participation and 8) Engaging our Youth are future priorities. Both strategies are pivotal to communicating and sustaining the plan over the next nine years. Facilitating the community conversation, projecting Boulder's unique cultural identity, supporting arts education, and convening youth leadership will allow a fresh voice and a viable plan over the course of the nine-year time horizon.

V. QUESTIONS FOR COUNCIL

- a. Does Council have any questions on the public feedback or recommended strategies proposed for meeting the community's goals for arts and culture?
- b. Does Council have feedback regarding the proposed next steps?

VI. KEY FOCUS AREAS OF THE DRAFT COMMUNITY CULTURAL PLAN: VISIONING PROCESS

The most critical component of the Community Cultural Plan is the visioning process. This will articulate the goals of the community with regards to culture and will guide the city.

The first step to set a vision was in establishing a set of "Community Priorities". During The Culture Kitchen, staff was able to collect data and stories that emphasize a few key indicators. These indicators were studied alongside the research projects and dialogue with stakeholders.

The second step in articulating a community vision is to establish the foundation of Boulder's assets: a set of Vision Elements. These can be understood as a community profile: those things that make Boulder's culture unique.

Articulating a Vision Declaration is the third step. This statement assembles the Community Priorities and Vision Elements into a proclamation: how will cultural life change in nine years? What work will we, together, do to accomplish the vision?

In the attachment, sections D and E give specific proposed language for the Community Priorities, Vision Elements, and Vision Declaration. This core element of the CCP, supported by community input and research, indicates the ascendant priority of culture in Boulder.

VII. NEXT STEPS

Staff will incorporate City Council's feedback from the May 26 study session and revise the preliminary draft of the Community Cultural Plan accordingly. The updated plan will be reviewed by the Boulder Arts Commission as a public hearing June 17, 2015. The Community Cultural Plan will be presented to City Council later this year as a public hearing item for review and consideration for approval. Staff continues to work with the Civic Area

Planning team to refine and examine plans for expanded performance and visual arts space in the Civic Area. Staff anticipates presenting this information to Council by July 2015. Staff continues to evaluate funding mechanisms and revenue sources for a 1 % for art program in anticipation of bringing forward a long term sustainable funding model by 2017 when 2A funding for public art expires. Staff will continue to evaluate public art policies in anticipation of bringing forward a permanent public art policy by January of 2016.

VIII. ATTACHMENT & APPENDIXES

Attachment: Preliminary Draft of the Community Cultural Plan

Appendices:

1. Community Cultural Plan Process Timeline and Roles & Responsibilities Chart
2. Preliminary Creative Vitality Index Findings
3. Selections from the Community Cultural Plan Benchmark Study
4. Summary of Findings from the Community Cultural Plan Inquiry
5. Comparison: Public Art Programs in Colorado
6. Review of Performing Arts Center Study

Attachment: Draft Community Cultural Plan

Follows Next Page

Community Cultural Plan

City of Boulder Library & Arts Department

Draft: May 26, 2015

DRAFT

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A. Introduction

(To be addressed in the final draft.)

DRAFT

B. Background

(To be addressed in the final draft.)

DRAFT

C. Planning Process

(To be addressed in the final draft.)

DRAFT

D. Community Feedback

(Staff continues to work on the Community Feedback section.)

The planning process for the CCP relied heavily on an investigation of community sentiment to establish the vision. If this community vision is to be successful, the responsibility of executing the CCP falls to all of Boulder. This is not merely a municipal government work plan. Rather, we all have a role to play: public and private, non-profit and for-profit, in education, in personal and professional life.

By emphasizing the public inquiry components of the process, staff was able to collect data and stories that emphasize a few key indicators. These “Community Priorities” are summaries of common responses in the surveys which answer the question “What is your vision for Boulder’s culture and creative economy over the next nine years?”. The statements are derived directly from the comments of a few individuals, but represent broader trends that appear in the data combined with dialog directly with key stakeholders and results from the research projects. Thus, the Community Priorities are the first step in articulating the community’s vision:

Community Priorities:

- Support the resiliency of cultural organizations to enhance their ability to benefit the community.
- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.
- Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.
- Project Boulder’s identity as an innovative world leader in cultural matters to the region and the world.
- Focus on the expression of culture and creativity in the public realm through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts.
- Amplify the vibrancy of Boulder’s cultural destinations: the museums, performance venues, events, districts, studios, maker spaces, and other facilities. Work to fill in the gaps and address issues of access and affordability.

E. Vision

(Staff continues to work on a draft vision statement utilizing community feedback noted below as vision elements and a vision declaration.)

E.1 VISION ELEMENTS

The second step in articulating a community vision is to establish what elements are most important. These can be understood as a community profile: those things that make Boulder's culture unique.

It is in Boulder's nature to lead. Our community appreciates that the world's most creative innovators call this place home. Our community takes seriously leadership in arts, culture, science, technology, outdoor life, environmental sustainability, and social justice.

It is in Boulder's nature to build thoughtful and engaging public spaces. Our community demands the urban environment, those places in which we live, work, and play, be full of vibrant and diverse encounters with public art, architecture, natural & built landscapes, destinations, festivals, events, and unexpected encounters with culture.

It is in Boulder's nature to engage in creative expression. Ours is a community of active participants, hobbyists, students, and teachers in all forms of artistic expression, especially: photography, writing & reading, music, gardening & cooking, dance, crafting, video & animation, painting & sculpting, and the contemplative arts.

It is in Boulder's nature to support our talented workforce, creative businesses, and cultural destinations. Ours is a community of museum-goers, audience members, and cultural tourists. Ours is a community of volunteers, philanthropists, consumers, and thought-leaders. We are professionals in photography, creative & technical writing, the music industry, education, graphic design, landscape & architecture, advertising, animation & digital media, fine arts, craft industries, performing arts, film & video, and industrial design.

E.2 VISION DECLARATION

The final step in articulating a community vision is to assemble the Community Priorities and Vision Elements into a Vision Declaration: how will cultural life change in nine years? What work will we, together, do to accomplish the vision?

Every person that calls Boulder home will find that they value culture in their life. Every person who visits Boulder will experience culture as integral to their visit. Every person who does creative work will find Boulder to be a vibrant place to succeed in their endeavors. All the decisions we make together about the future of Boulder will include a consideration of culture.

Together, we will improve Boulder in three ways:

Together, we will achieve a high level of Creative Vitality. A diverse mix of cultural, economic and social activity affects the life of every person who works, plays, or lives in Boulder.

Together, we will nurture the Cultural Identity of Boulder. Every person who visits Boulder counts culture at the top of their list of grand expectations and memories.

Together, we will cultivate a Vibrant Environment. Thoughtfully applied creativity positively affects the public spaces, mix of destinations, and encounters with culture.

DRAFT

I. Strategies

The eight strategies identified below establish the framework the city will utilize to support the community in achieving the vision.

1. Support for Cultural Organizations
2. Reinvent our Public Art Program
3. Create and Enhance Spaces and Facilities
4. Enhance the Vitality of the Creative Economy
5. Emphasize Culture in Neighborhoods and Communities
6. Support for Individual Artists and Creative Professionals
7. Advance Civic Dialogue, Awareness, and Participation
8. Engage our Youth

These eight strategies are tools the city government will provide to support the community in achieving the vision. Each addresses several Community Priorities, though in most cases a single Priority is the primary driver around which the Strategy is designed. And, each of these strategies has thoughtful tactics that address all three components of the Vision Declaration: Creative Vitality, Cultural Identity, and a Vibrant Environment.

I.1 Strategy One: Support for Cultural Organizations

I.1.1 Program Areas:

- A. Support for Cultural Organizations
- B. Sponsorships / Partnerships
- C. Leadership Development and Convening

I.1.2 Goal:

Have a substantial and positive effect on the ability of Boulder's many cultural organizations to advance their operational capacity, promote organizational resiliency, and encourage innovation for the benefit of the community.

I.1.3 Community Priority:

- Support the resiliency of cultural organizations to enhance their ability to benefit the community.

I.1.4 Challenge:

Institutional Support - This plan recommends increased funding for cultural organizations and institutions that are not necessarily owned by the city; yet have the potential to significantly contributing to the community vision. A metric for identifying which institutions would qualify for support has not yet been developed. Several nonprofit institutions already receive some level of city funding in the form of annual support. That level of funding is typically less than 1/50th of the operating costs of these institutions. It is easy to assume that many of Boulder's long time 'legacy' institutions that provide a community benefit, bring tourist to town, and provide an economic benefit would receive an increased level of support if they continue to meet the goals of the Community Cultural Plan. Institutional support will allow these legacy institutions and some emerging and innovative nonprofits increased stability and allow them to advance operational capacity and encourage innovation.

For the past twenty years, the Office of Arts and Culture has been a grantor organization that funds programming, with a grant making capacity in 2015 of \$225,000. The primary recipients of the city's arts and culture grants have been individual artists or groups who need funds to create or perform a program. While some projects have succeeded beyond expectations, the overall grants program has had limited success in altering the sustainability of the cultural landscape of Boulder. Consideration may need to be given to altering the grants program away from primarily funding individual projects and toward institutional support for organizations. This shift would definitely impact some individual artists and nonprofit groups who are used to seeing the Office of Arts and Culture as a funding source for programming.

I.1.5 Priority Recommendations:

- Funding - Establish a focused, sustainable, and adequate revenue source that increases the Office of Arts and Culture's annual grant and institutional support funds from its current level of \$250K per year to \$1.2M per year by 2023.
- Grants Process - Reorganize the structure and processes of the grants program in a strategic manner in which the grants respond to the vision for the Community Cultural Plan and the goal of this strategy. This strategy should take into account the needs of long-standing institutions while continuing to invest in new ideas and emerging organizations. Structure the grant-making strategy over the nine years of this plan to specifically recognize the unique characteristics and needs of:
 - Large Institutions
 - Mid and Smaller Organizations at various stages of their life cycle, including new and emerging organizations
 - Investments in innovation, entrepreneurship and artistic risk
 - Building leadership capacity for more effective management

I.1.6 Partners: (To be addressed in the final draft.)

I.1.7 Operational Framework: (To be addressed in the final draft.)

I.1.8 Action Items: (To be addressed in the final draft.)

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I.2 Strategy Two: Reinvent our Public Art Program

I.2.1 Program Areas:

- A. Public Art Commissioning
- B. Maintenance and Conservation Program

I.2.3 Goal:

Build on the success of the public art investments made by the City of Boulder Transportation, Parking, and Parks & Recreation Departments to establish a publicly transparent, sustainable, and innovative public art program.

I.2.4 Community Priority:

- Focus on the expression of culture and creativity in the public realm through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts.

I.2.5 Challenges:

Sustainable Funding - There is a strong level of community support for increased funding to support arts and culture, including public art. Neighboring cities, such as Denver, Loveland and Fort Collins have had success integrating art into all aspects of the public realm. On a national level, cities such as Seattle, Chicago and Kansas City have passed bold measures to ensure that funding for public art is a priority and a securely committed for the future. At this time, city staff continues to investigate funding for public art programs throughout the State of Colorado. (Please see appendix six.) Funding available for public art as a result of the passage of 2A will generate approximately \$600K through 2017. This works out to an average annual contribution nearly equal to 1% of CIP based upon the 5-year average of actual capital expenditures. Other possible financial increments are noted in the chart, below.

Percentage for Art	Dollar Amount
1.00%	\$ 299,906
0.75%	\$ 224,930
0.50%	\$ 149,953
0.25%	\$ 74,977

Long term sustainable funding beyond 2017 will require further investigation. It is a recommendation of this plan to seek a commitment of general fund support for 2018 based upon an average of 1% of CIP expenditures. It is also staff's recommendation to research other sources of revenue including impact fees, accommodations tax, and private funding generated by development to supplement or enhance general fund support for public art. Many cities have utilized city/public funding to encourage more aggressive philanthropic campaigns, and it is staff's expectation that the CCP will proceed in this manner. City staff

recommends ongoing evaluation of revenue options through the course of this plan to ensure a vibrant public art program.

Unified Approach - The City of Boulder has invested money in public art over the past decade. The dollar amount expended shifts from year to year depending upon city projects. A review of the past five years of public art expenditures in Transportation, Parks and Recreation, and Downtown & University Hill shows that the city has expended on average approximately \$128K per year on public art. This funding does not have a consistent revenue source, but the departments listed above have consistently and aggressively pursued funds to add art to significant capital improvement projects. These public art projects are mostly 'ad-hoc' and project specific. A public art policy will recommend taking an integrated approach to folding these programs into a seamless, public process with community selection committees to solicit and review artist's submissions and approval from the Arts Commission and the Office of the City Manager. It is vital that the public process not serve as a disincentive to city departments seeking additional funding within Capital Improvement Project budgets for arts. On the contrary, it is staff's expectation that sustainable and secure funding for public art could be used to supplement funding for these project-specific programs.

Capacity - (To be addressed in the final draft.)

I.2.5 Priority Recommendations:

- Best Practices and Innovation - Utilize the most advanced approaches to public art. - In thinking of the full life cycle of a project, consider the most profound processes and don't be afraid to take risks. Be nimble in the selection process. Consider maximizing access to the public process through careful communications and technology. Explore new ways of doing public art including temporary commissions, innovative media, new approaches to site, and the most sophisticated approaches that artists are deploying.
- Sustainable Funding - Structure funding to be sustainable over many years. Public art needs to be considered in terms of decades: well after the time horizon of this plan. This funding should not only be secure, but also flexible and at an adequate level to maintain a desirable level of new commissions on a regular basis.
- Staffing - (To be addressed in the final draft.)

I.2.6 Partners: (To be addressed in the final draft.)

I.2.6 Operational Framework: (To be addressed in the final draft.)

I.2.7 Action Items: (To be addressed in the final draft.)

I.3 Strategy Three: Create and Enhance Spaces and Facilities

I.3.1 Program Areas:

- A. Municipal Venues for the Arts
- B. Rental Assistance Grants

I.3.2 Goal:

Improve the conditions of visual and performing arts organizations, and their audiences, that are currently challenged by gaps in venues. Mitigate the barriers to innovation and sustainability that are encountered due to affordability of space.

I.3.3 Community Priority:

- Amplify the vibrancy of Boulder’s cultural destinations: the museums, performance venues, events, districts, studios, maker spaces, and other facilities. Work to fill in the gaps and address issues of access and affordability.

I.3.4 Challenges:

Civic Area Venue - The Civic Area planning process has included the community’s vision for a small to medium sized performing arts facility and community space. In the 2013 Civic Area Vision Plan consideration was given to building a performing arts facility on the east or west end of the park. At a study session in March 2015, City Council directed staff to fully investigate the feasibility of renovating and/or redeveloping the north library building site on the western part of the park to accommodate a performing arts venue. Staff anticipates presenting the results of the analysis in July 2015.

In concert with the Civic Area plan, an independent nonprofit, the Boulder Center for Performing Arts (BCPA) contracted with performing arts consultant Duncan Webb to conduct a community needs assessment for performance venues in Boulder. Duncan Webb’s study was completed in 2014 and makes a strong recommendation that Boulder can support a medium sized performing arts center. BCPA continues to refine a complete business plan for operation of the facility. Their stated intent has been to form a partnership with the city for land prior to executing a capital fundraising campaign.

As part of the Civic Area planning process, the city contracted with the Cultural Planning Group (CPG) to conduct an independent analysis of the BCPA study in February 2015. This analysis confirmed many of the findings of the Duncan Webb study. CPG agrees with the BCPA study that a performance space that accommodates at least 500 seats is optimal and is needed in Boulder. The BCPA plan projects that additional ‘black box’ space is required in the facility to meet their program. While CPG agrees that building conjoined space is a ‘nice to have,’ it does not contend that such space is essential. In addition, a black-box-style space is included in the plans for the renovation of The Dairy Center for the Arts.

Conversations between city staff and the BCPA board are ongoing. Over the past month the conversation has focused on how the city and BCPA can partner on plans for a performing arts center if it were to be located on the site of the current North Library building. At its latest meeting, the BCPA board indicated it would only be willing to partner with the city on the project if plans included a minimum of 500 seats, and a robust plan for parking on the site was executed in conjunction with build out of the performance space.

The Civic Area Vision Plan also recommended the continued exploration of a blend of indoor and outdoor “arts facilities” as an integral and important component of the Civic Area. Of note; housing the Boulder Museum of Contemporary Art [BMOCA] in a new facility such as the Municipal Building or in an expanded facility at its existing location remains a part of the planning process and would respond to the community’s interest in expanded arts and cultural venues within the city.

Fill In the Gaps - Community feedback also notes the need for rehearsal and flexible space. Staff should fully investigate the feasibility of incorporating rehearsal and small performance spaces into the city’s current facility assessment. The recreation centers are an example of city facilities that are easily accessible, well staffed, and have adequate parking. These facilities may have space that could be evaluated to see if it could meet some of the community’s rehearsal and performance space needs. Executing a plan to incorporate rehearsal and performance space within the city’s current facility inventory could likely be done at a fraction of the cost of new construction downtown. Staff will collaborate with Facilities and Asset Management and Parks and Recreation on this issue.

I.3.5 Priority Recommendations:

- Convene a community working group to assess performing and visual arts venues within the Civic Area.
- Pursue existing and potential new opportunities within existing city facilities to include cultural venues.

I.3.6 Partners: (To be addressed in the final draft.)

I.3.7 Operational Framework: (To be addressed in the final draft.)

I.3.8 Action Items: (To be addressed in the final draft.)

I.4 Strategy Four: Enhance the Vitality of the Creative Economy

I.4.1 Program Areas:

- A. Partner with City Agencies for the Creative Sector
- B. Creative Districts
- C. Creative Sector Programs and Research

I.4.2 Goal:

Enhance Boulder's leading position as a home to creative professionals.

I.4.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.4.4 Priority Recommendations:

- Creative District in North Boulder – Support the grass-roots effort that has successfully assembled the energy of neighbors, businesses, artists, and organizations in North Boulder around the creative district. Work with the NoBo Arts District organization on the success of artists: the cornerstone of the creative district's future.
- Creative Economy - Investigate an incentives program specifically designed for creative businesses and entrepreneurs to retain or attract jobs and businesses. Investigate the regulatory environment to find efficiencies that will assist the creative sector

I.4.5 Partners: (To be addressed in the final draft.)

I.4.6 Operational Framework: (To be addressed in the final draft.)

I.4.7 Action Items: (To be addressed in the final draft.)

I.5 Strategy Five: Strengthen Culture in our Neighborhoods and Communities

I.5.1 Program Areas:

- A. Creative Neighborhoods
- B. Diversity and Inclusion

I.5.2 Goal:

Every resident of Boulder finds ways to creatively impact their neighborhoods and social communities, and has easy access to impactful cultural experiences in the places that are most emotionally important to their everyday lives.

I.5.3 Community Priorities:

- Focus on the expression of culture and creativity in the public realm through public art, the urban landscape, culture in the neighborhoods, and serendipitous encounters with the arts.
- Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

I.5.4 Challenge:

Diversity - The efforts to reach out to diverse communities in the Community Cultural Plan process were purposeful and profound. The people who participated in the process provided valuable insight. However, in order to authentically represent the needs of all communities in Boulder, the most important thing staff learned was just how much more is to be accomplished. It is recommended that the Office of Arts and Culture embrace very high standards in principles of outreach and communications to diverse groups. It is a priority in the first phase of this plan to build those bridges, engage minority communities, and associate the efforts of the Office of Arts and Culture with agencies that have been successful in this effort.

I.5.5 Priority Recommendations: (To be addressed in the final draft.)

I.5.6 Partners: (To be addressed in the final draft.)

I.5.7 Operational Framework: (To be addressed in the final draft.)

I.5.8 Action Items: (To be addressed in the final draft.)

I.6 Strategy Six: Fostering the Environment for Individual Artists and Creative Professionals

I.6.1 Program Areas:

- A. Artist and Creative Professional Support and Recognition
- B. Livability and Affordability Issues

I.6.2 Goal:

Boulder will increasingly attract artists and creative professionals for all it has to offer, not only in beautiful surroundings and quality of life, but also in the ability to thrive in the creative sector.

I.6.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.6.4 Challenge:

Livability - Without question the issues of affordability and livability are the most complex to address in the Community Cultural Plan. These issues are a priority among survey respondents; the issue of affordability ranked second among critical issues among residents filling out the surveys. Addressing these issues implies working with many stakeholders, inside and outside the city government: affordability and access to housing, studio space, display and performance venues, and livability in general are critical to artists who are trying to get a foothold in Boulder's creative economy. These challenges compromise our position in the regional and national economy as a magnet for attracting creative professionals and artists.

I.6.5 Priority Recommendations:

- The City of Boulder is working with many public partners and private groups to address the issue of affordability and access in residential and commercial markets. It is recommended that the Office of Arts and Culture work with these groups on means to resolve this challenge for all professions, including artists.

I.6.6 Partners: (To be addressed in the final draft.)

I.6.7 Operational Framework: (To be addressed in the final draft.)

I.6.8 Action Items: (To be addressed in the final draft.)

I.7 Strategy Seven: Civic Dialogue, Awareness, and Participation

I.7.1 Program Areas:

- A. Promoting the Community Cultural Plan
- B. Facilitate the Civic Dialogue
- C. Project Boulder's Cultural Identity
- D. Partner a Community Creative Calendar

I.7.2 Goal:

Every person in Boulder will understand their role in the culture of the community, feel that access to information about culture is readily at hand, and will feel invited into the conversation.

I.7.3 Community Priorities:

- Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.
- Project Boulder's identity as an innovative world leader in cultural matters to the region and the world.

I.7.4 Partners: (To be addressed in the final draft.)

I.7.5 Operational Framework: (To be addressed in the final draft.)

I.7.6 Action Items: (To be addressed in the final draft.)

I.8 Strategy Eight: Engage our Youth

I.8.1 Program Areas:

- A. Youth Council
- B. Arts in Education Grants
- C. Mentoring Program

I.8.2 Goal:

At the end of this nine-year plan, the young people who are now studying the creative pursuits will find Boulder the perfect place to grow into cultural leaders.

I.8.3 Community Priority:

- Build a city that is a supportive environment for artists and creative professionals, while fostering innovative thinking and leadership among them.

I.8.4 Partners: (To be addressed in the final draft.)

I.8.5 Operational Framework: (To be addressed in the final draft.)

I.8.6 Action Items: (To be addressed in the final draft.)

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Guiding Principles

(Staff continues to work on draft guiding principles.)

The eight strategies and their specific programming elements describe the tools that the city will provide to the community. And, they provide a framework for work plans that will be necessary for implementation. However, the success of the strategies relies on a strong set of principles to guide leadership and management of the work plans. These principles should be considered habits: a set of standard practices that staff should deploy in considering any decision or action.

II.1 Stewardship:

The staff members of the Office of Arts and Culture are stewards of the public dollar, our system of laws and policies, and trust in local government. Respecting this responsibility is all the more important in the emotional, sometimes contentious, civic dialogue about culture.

- Staff will consider the proper stewardship of the public trust for every decision made to implement the CCP.

II.2 Boulder Arts Commission:

The BAC is an advisory and decision-making body representing the residents of Boulder. Appointed by City Council, the members of the BAC have the responsibility of a) serving in a jury capacity for the awarding of cultural grants, b) serving as an approval body for the selection process of the public art program, c) serving as an advisory body for the execution of the CCP, d) serving on several non-governmental boards or committees related to the execution of the CCP, and e) serving as ambassadors to the community. What is more, the members of the BAC are experts in different aspects of culture and creative life and are keenly invested in the success of the city government.

- In addition to the mandated decision making that is their responsibility; staff will utilize the talents, experience, and enthusiasm of the members of the BAC to the best benefit of the implementation of the CCP.

II.3 Public Inquiry:

The BAC should serve as the pinnacle of many opportunities for the community to participate in the conversation about the implementation of the CCP. Every strategy depends on a degree of public inquiry to be successful. This practice works best when staff is diligent in stewarding public dialogue, but also thoughtfully designing that dialogue to fit the needs of the program. Also, a careful consideration of access is important; be sure that the program to consult with the community considers accessibility, availability, affordability, acceptability and accommodations. Public art, in particular, requires a careful consideration of community input.

- Staff will thoughtfully design public inquiry tools for each strategy as well as, in some cases, individual programs or projects to ensure that the community is fully invested in the success of the CCP.

II.4 Best Practices:

Some of the eight strategies are part of an industry: a national sector of cultural activity. Other strategies are novel: experiments in new ways of delivering cultural tools to the public. When possible, staff will best serve the community by utilizing accepted best practices are responsive to special circumstances in Boulder. When no such commonly accepted system of best practices exists, staff should consider establishing them. Staff should also participate in the national conversation about best practices, ensuring that Boulder's voice is a part of the dialogue on how to best implement government cultural programs.

- Staff will apply best practices to ensure that programs and projects have every chance to succeed.

II.5 Partnerships and Collaboration:

The eight strategies are tools services which the city provides to the community in our common aspiration to achieve the vision. In many cases, deploying these strategies will only be successful by collaborating directly with other city agencies, non-profits, for-profits, and leaders in the community. Also, some aspects of the vision are best addressed in the private sector; the city government is an interested party, but not in a position to lead. And, finally, there are situations where the role of government is to "clear the path" for others to achieve. In all cases, a sophisticated look at collaboration is critical. Each strategy should be considered with these thoughts in mind: Who is already doing this in the community? Who connects us with the people and organizations the CCP is designed to benefit? Who stands to gain from this course of action?

- In addition to regular consultation and collaboration with city agencies, staff will make partnerships the standard practice of doing business.

II.6 Professionalism:

The practices of professionalism are far more than a simple courtesy. The quality of service that staff provides to the public impacts expectations about the whole of city government. The ways in which staff conducts business, from answering the phone, to designing documents, to marketing and promotions all matter to how the public, partners, and other city staff can trust the government and feel invested in the process.

- Staff will conduct their business with the most professional manner that reflects well on the city government and the high expectations of City of Boulder's workplace culture.

II.7 Diversity:

Diversity of all kinds is critical to the success of the Community Cultural Plan: for leadership, for public inquiry, and for the results of programming. Diversity is first addressed in terms of dialogue. Actively pursue the voices necessary to ensure broad and deep perspectives on all issues. Diverse perspectives on culture, ethnicity, ability, age, socio-economic position, and beliefs are among the important elements for quality programming. Diversity is secondly a consideration of results. For instance, the collection of public art should include a spectrum of diverse artists: their styles, media, and narratives.

- Staff will actively seek out diverse perspectives, and diverse results, in community dialog, leadership, tactics, and results.

II.8 City of Boulder Vision and Values:

The implementation of the CCP should be inexorably linked to the City of Boulder's vision and values.

Vision:

- Service Excellence for an Inspired Future

Values:

- Customer Service - We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.
- Respect - We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.
- Integrity - We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.
- Collaboration - We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.
- Innovation - We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

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Implementation

(Staff continues to work on draft implementation elements.)

III.1 CCP Time Horizon:

The implementation of the above strategies will occur over a nine-year time horizon:



This nine year scope is divided into three year increments. Individual strategic planning will occur to provide structure the development of each of the eight strategies. These incremental strategic plans will be undergo a planning and public inquiry process in “year three” of each phase.

Additionally, yearly work plans will be developed to guide staff through the day-to-day implementation of the strategies.

III.2 Staff Capacities: (To be addressed in the final draft.)

III.3 Structure: (To be addressed in the final draft.)

III.4 Funding:

The budget of the Office of Arts and Culture will necessarily require review and increases over time as new components of the CCP are implemented. In collaboration with the Budget office, these needs will be assessed and city leadership will decide on the best action.

We anticipate that the following budget increments will be considered:

First Third: Increase from a 2015 budget of ~\$550,000 to ~\$900,000.

Second Third: Increase from ~\$900,000 to \$1.2M.

Final Third: Increase from ~\$1.2M to ~\$2.2M.

Note: it is important to understand that these figures are approximations developed by Cultural Planning Group. Much work will be done in the first phase of the plan to refine these numbers, conduct the appropriate studies, and evaluate the final budget requests.

III.5 Partnerships: (To be addressed in the final draft.)

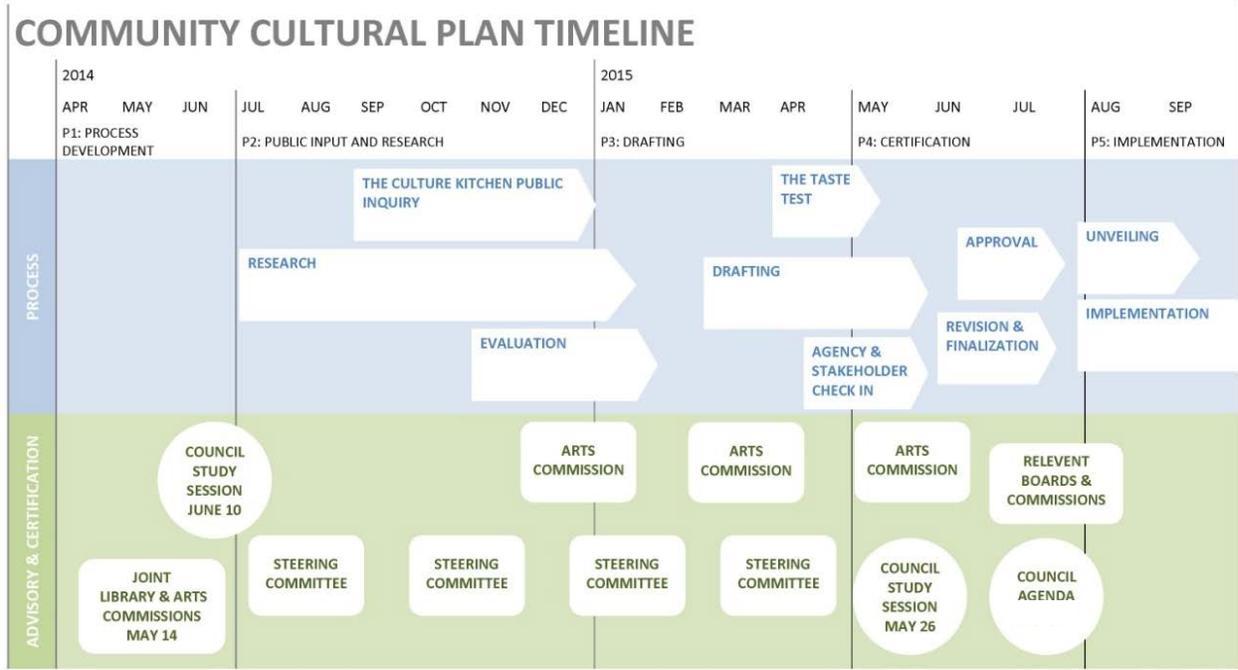
IV. Appendices

- IV.1 Community Cultural Plan Process Timeline
- IV.2 Creative Vitality Index Findings
- IV.3 Selections from the Community Cultural Plan Benchmark Study
- IV.4 Summary of Findings from the Community Cultural Plan Inquiry
- IV.5 Comparison: Public Art Programs in Colorado
- IV.6 Review of Performing Arts Center Study

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APPENDIX ONE

Community Cultural Plan Process Timeline



June 10, 2014

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APPENDIX TWO

Creative Vitality Index Findings, page one

CPG has contracted with Westaf to conduct a Creative Vitality Index study. Using data from several sources, this tool dissects the creative sector of the economy based on postal codes to compare key indicators with similar geographical areas.

2013 Occupation Figures	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
City Population	103,166	152,061	71,344	243,344	168,288	159,190
Study Population	118,362	181,350	87,733	338,408	169,425	193,334
Advertising and promotions managers	41	20	8	78	53	48
Public relations and fundraising	24	11	5	156	79	88
Agents and business managers	80	51	16	73	55	36
Architects, except landscape and naval	419	151	72	331	282	160
Landscape architects	89	34	16	73	41	16
Architectural and civil drafters	178	85	45	190	199	121
Anthropologists and archeologists	25	11	3	40	16	50
Historians	7	6	3	23	5	6
Religious activities and education	45	73	40	262	78	70
Postsecondary teachers	749	161	33	7,790	1,404	2,807
Archivists	7	4	1	21	5	4
Curators	13	7	3	28	6	10
Museum technicians and conservators	3	5	2	10	4	4
Librarians	29	14	66	339	47	84
Library technicians	49	22	53	375	87	167
AV and multimedia collections specialists	5	2	4	27	12	5
Art directors	337	177	59	300	138	137
Craft artists	153	98	52	118	57	97
Fine artists	124	86	41	145	64	81
Multimedia artists and animators	304	167	56	378	124	154
Artists and related workers, all other	64	45	16	58	33	30
Commercial and industrial designers	84	56	20	142	102	53
Fashion designers	46	17	3	25	22	21
Floral designers	49	62	20	119	63	62
Graphic designers	728	405	116	1,012	640	452
Interior designers	238	207	38	323	224	124
Merchandise displayers and trimmers	114	82	39	131	295	39
Set and exhibit designers	17	11	3	19	19	14
Designers, all other	31	15	4	34	24	11
Actors	146	84	28	143	130	62
Producers and directors	130	62	25	263	95	117
Dancers	44	36	10	54	21	22
Choreographers	17	11	3	11	11	10

Creative Vitality Index Findings, page two

Continued from page one.

2013 Occupation Figures	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
Music directors and composers	96	69	31	181	52	76
Musicians and singers	751	477	166	659	271	432
Radio and television announcers	59	29	21	178	24	60
Broadcast news analysts	24	14	6	25	8	13
Reporters and correspondents	83	40	16	116	29	93
Public relations specialists	360	188	82	1,020	263	137
Editors	302	147	71	486	210	140
Technical writers	124	63	23	194	129	24
Writers and authors	786	429	156	722	343	380
Interpreters and translators	263	327	56	712	888	150
Media and communication workers, all other	89	88	14	193	252	55
Audio and video equipment technicians	62	44	13	117	151	67
Broadcast technicians	17	4	6	94	12	18
Sound engineering technicians	35	14	3	95	12	20
Photographers	990	1,122	181	2,270	2,645	471
Camera operators, television, video, and motion picture	33	18	7	93	42	40
Film and video editors	50	15	6	39	35	17
Media and communication equipment workers, all other	41	17	6	20	21	17
Ushers, lobby attendants, and ticket takers	107	189	52	159	172	96
Costume attendants	4	5	1	14	4	7
Entertainment attendants and related workers, all other	4	3	1	39	29	4
Makeup artists, theatrical and performance	18	12	3	18	10	11
Advertising sales agents	325	124	61	475	246	204
Library assistants, clerical	32	21	44	275	79	114
Musical instrument repairers and tuners	21	29	8	52	43	17
Jewelers and metal workers	69	68	60	78	82	77
TOTAL	9,134	5,834	1,996	21,415	10,488	7,902
% of population	8.85%	3.84%	2.80%	8.80%	6.23%	4.96%

(Cultural Planning Group continues to work on the completion of the Cultural Vitality Index study for inclusion in the final CCP document.)

APPENDIX THREE

Selections from the Community Cultural Plan Benchmark Study

2013 Data	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
City Population	103,166	155,000	66,859	243,344	168,228	159,190
Geographic Size	25.7 sq. miles	57.0 sq. miles	25.5 sq. miles	76.8 sq. miles	40 sq. miles	43.7 sq. miles
Total General Fund Budget	\$319,600,000	\$556,500,000	\$222,400,00	Figures to come.	Figures to come.	\$493,900,00
Staff Level	2.00 FTE	21.30 FTE	13.00 FTE	1.00 FTE	Figures to come.	29.25 FTE
Annual Budget	\$587,872	\$5,066,866	\$2,376,310	Figures to come.	Figures to come.	\$4,975,964
Public Art Funding	\$128,000*	\$325,100	\$351,040	\$150,000	Figures to come.	Figures to come.
Grant Program Funding	\$225,000	\$364,500	Figures to come.	\$150,000	Figures to come.	\$110,995
Per Capita Funding for the Arts	\$6.93	\$34.78	\$35.54	Figures to come.	Figures to come.	\$31.25

**Public art funding calculations for the City of Boulder fluctuates dramatically from year to year. To provide more comparable data, this figure is calculated as an approximate average derived from 5 years of data.*

(Cultural Planning Group continues to work on the completion of the benchmarking study for inclusion in the final CCP document.)

Summary Findings from the Public Inquiry Process

The Community Cultural Plan public inquiry was conducted online and on the streets from October – December 2014 in a series of engagements that were collectively branded as “The Culture Kitchen”. The priorities of this process were to a) hear from as wide and diverse a group as possible, b) to assemble a sample that was large enough to be convincingly valid, and c) establish measures that could be repeated and improved over the time horizon of the CCP.

Culture Kitchen Inputs:

1. Pop-up Events
2. Onsite Interviews and Group Discussions
3. Neighborhood Conversations
4. MindMixer (The Recipe Box)
5. Full Online Survey
6. Intercept Survey

Response:

- **25** Culture Kitchen Pop-up Events
- Over **75** Onsite Interviews and Group Discussions
- **300+** Intercept Surveys
- **20+** Neighborhood Conversations, More Than **100** Participants
- MindMixer Engagement: **1,132** Unique Visitors, **4,867** Page Views, **500+** Interactions
- **1,087** Respondents to the Full Online Survey in English and Spanish
- Total Interactions Topped **2,000**

Respondent Profiles:

Full Online Survey

Gender Identification	Age	Education	Race Identification
Female = 68% Male = 32% PNTA = 0%	Under 21 = 1% 21-44 = 34% 45-54 = 21% 55-64 = 24% Over 65 = 17% PNTA = 3%	High School = 1% Some college = 5% Undergraduate = 40% Graduate Degree = 52% PNTA = 2%	American Ind/Alaska = 0% Asian = 1% Black/Multi-racial = 3% Hispanic/Latino = 4% White = 84% PNTA = 8%
Income Range	Professional in the Arts	Volunteers at Arts or Cultural Orgs	Engaged in the Arts
Less than \$50K = 22% \$50K-\$100K = 27% \$100K - \$250K = 33% PTNA = 18%	Yes = 43% No = 55% Not Sure = 1%	Yes = 23% No = 42% Sometimes = 35%	Very = 47% Somewhat = 34% Mildly = 15% Not Really = 3% Not At All = 1%

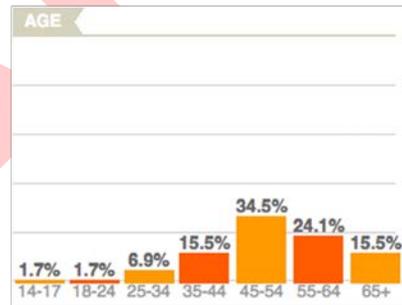
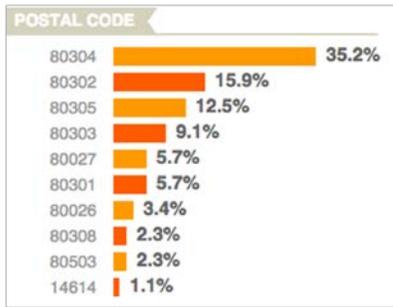
Intercept Survey

Gender Identification	Age	Race Identification	Residency
Male = 28% Female = 63% PNTA = 9%	Under 21 = 5% 21-44 = 43% 45-54 = 15% 55-64 = 18% Over 65 = 17% PNTA = 2%	American Ind/Alaska = 1% Asian = 3% Black/Multi-racial = 6% Hispanic/Latino = 4% White = 86% PNTA = 0%	Live and work in Boulder = 54% Only Live in Boulder = 20% Only Work in Boulder = 7% Live and Work Outside Boulder = 19%

*PNTA = Prefer not to answer.

“The Recipe Box” MindMixer Website

MindMixer Stats



Findings: Key Themes

The resource of artists as an asset to Boulder:

- Addressing affordable venues and spaces
- Developing a city focus on arts and cultural activities/events
- More support for individual artists
- Authentically celebrating diversity
- A focus on historic preservation
- Addressing access and affordability (housing, lifelong arts education)

Fostering involvement and support from the City government:

- Funding (more than just The Dairy and BMOCA)
- Communications
- Cultural diversity

Cultivating private sector support:

- Venture capitalist community
- Tech community
- Foundations

Creating an arts district in Boulder:

- Collaborative spaces for artists to live/work
- Performing spaces/rehearsal spaces
- Use of existing building (industrial)
- Multi-use

Improved communications, artist collaborations and press coverage:

- Community awareness
- One source with all events, programming, opportunities, etc (currently there are 19 different sites but events-oriented)
- Media relations

Findings: What Do You Love About Boulder?

Open Spaces: Trails, outdoor sports, competitive sports environment

- The Culinary Culture: past, present, and future.
- Farm-to-table origins
- Sustainability and support of local agriculture industry
- The Independent Music Scene:
- Collaborative culture
- Local venues

What is your favorite cultural place or activity in Boulder?

- Farmer's market
- BMOCA
- NoBo ARTs
- Macky Auditorium
- E-Town Hall
- International film festival
- Chautauqua summers
- Dinner theater
- Open Studio
- The Dairy
- The Bluegrass Festival
- Dushanbe Teahouse
- The Library
- Story Slams
- CU arts and cultural events
- Visiting Denver for arts and cultural experiences

What is your vision for Boulder's culture?

- Cultural equity for all groups in the city
- A community with a distinct culture of philanthropy
- A cultural center for the arts and the community
- An affordable signature event which brings together all of the diverse neighborhood and groups – ethnicities, ages, social groups
- An arts and cultural district within the city
- A "community" of the arts – sharing resources, better use of space, communications
- Public art– planning, temporary exhibits (A Glass Room)

Findings: Thoughts on Vision

Some common themes arose when we asked people for the vision for Boulder's culture and creative sector. Below are samples that represent some of those ideas that came up frequently:

"Boulder should have a designated arts district where people could view art studios and galleries, have coffee or a nice meal, and be close to other venues for music, theatre and dance all within walking distance of each other."

"To create a culture of philanthropy for the arts, if this could be encouraged, public / private partnerships could be established to fund some great art and culture in Boulder."

"I would like for Boulder to value art as an integral aspect of our humanity and sense of wellbeing. And, to make art accessible to all, regardless of income."

"A more diverse and integrated representation of art; including African American, Hispanic, Jewish, etc. cultures."

"20 years ago Boulder was known as an 'Arts' city. I would love for Boulder to once again be known nationally as a community that is supporting and generating avant guard art. Having more festivals does not achieve this goal, the City needs to support artist living here and producing art."

"I would like to see more public art that represents the current, more educated and sophisticated art appreciators that live and work here."

Findings: The Role of the City

Respondents also answered the question of the municipal government's role in some key ways:

"It's important for the City government to provide funding and structure such as initiatives and zoning changes to accomplish a new art and culture vision."

"The City should create more funding through taxation and partnership with private donors."

"It is within the best interests for Boulder for the city to value art as an integral part of our humanity, then plan and fund accordingly."

"The city should connect people and geographic areas and provide the necessary ongoing support to ensure projects are completed. And, importantly, the city is in a unique position to encourage philanthropy."

"Provide incentives for developing an arts/cultural district. City needs to motivate redevelopment that allows for arts spaces – finding spaces for all creatives, commercial as well as non-commercial."

Findings: The Latino Perspective

During the Culture Kitchen events, the CCP team put out a special call to the Latino community of Boulder. Online and intercept surveys were distributed, and a special forum was held. Below are some key results of that inquiry.

- More representation for the Latino community in city government is needed.
- Latino community marginalized from main Boulder community.
- City treats events with “Latino agenda add-ons” rather than integrated into the events.
- Want events which integrate all cultures and show “real” culture rather than the stereotypical.
- Zoning is a significant issue when organizing neighborhood events.
- Lack of cultural understanding within city communications.
- A distinct split between Latino and White begins in middle school – there is a need to change the patterns.
- Latino youth need space outside of school – access and affordability are issues.
- Arts and cultural opportunities for youth is significantly lacking.
- Creation of a family-oriented cultural center is a need – “Gathering places create understanding”.
- The investigation of how the government can support culture in minority communities needs more time, resources, and tools to complete.

“It’s a puzzle – Boulder is a beautiful place, but a contradiction at times. There are so many good things: the natural wealth, everything is clean and safe, but we don’t participate in it. We are left on the outside; someone else owns it”.

“We need a voice...a champion in city government ... someone who really knows the community and understands the needs. “

“Arts and culture for us is a way of life...it is in our everyday routines, part of all of our celebrations...we can share that with Boulder”.

“Great events include the Latino Youth Conference and the Women’s Conference...they are life changing for some Latinos.

Critical Insights

- Respondents are creatively active, with almost all respondents indicating they participate in arts and cultural activities.
- Both residents and non residents want to see better support of artists and arts and cultural nonprofits.
- The majority of respondents cite more traditional modes of participation such as attending live performances, art galleries and shows, museums, and festivals. Many want to see more arts and cultural activities within their own neighborhoods, and at non-traditional venues.
- There is significant support for a tax increase to support arts and cultural activities.
- There is a significant call to the city to increase their support arts and culture

"I have a vision of a Boulder where artists are more involved and active in the planning and spending decisions."

"I would like to feel like Boulder citizens and city Council hold and support art as a vital aspect of "what we value" and "who we are" as a culture, and to recognize that art is a valuable economic resource. There are so many talented people who call Boulder home."

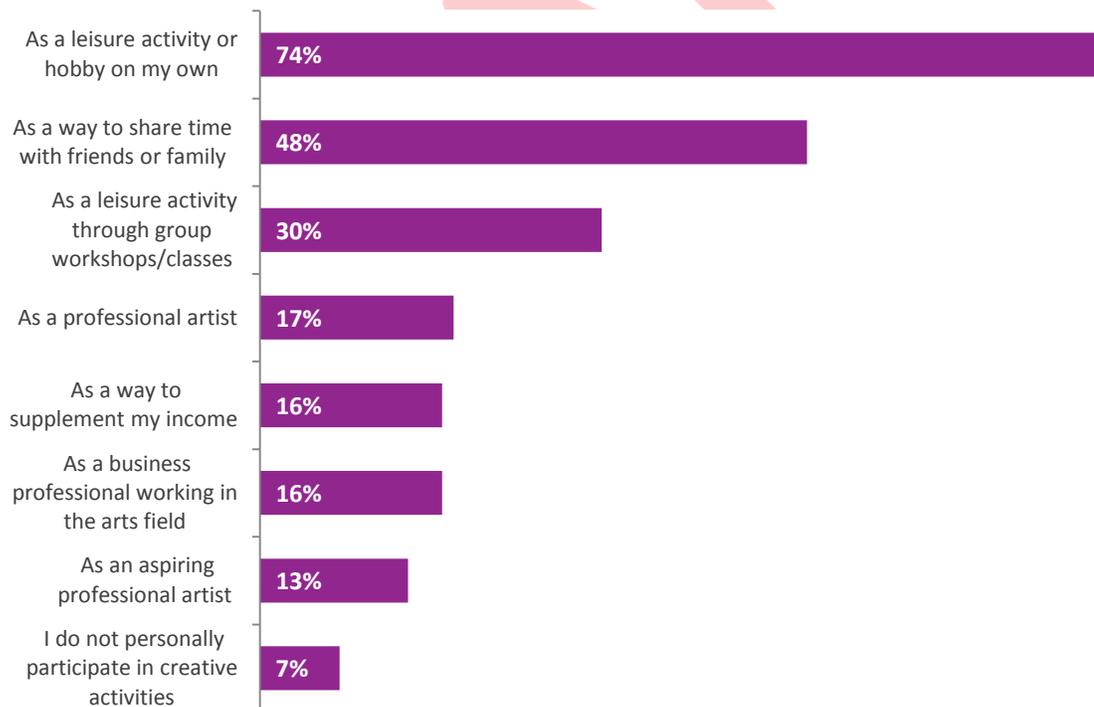
"The best single feature of Boulder has been Pearl Street. It is walker friendly, and the collection of sidewalk cafes brings people out of the buildings. It's a great place to people watch. I would love to see more participatory cultural activities in different parts of the city."

Boulder is at a crossroads...needs to choose between being an "elite" destination or a unique creative community...it can't be both.

Community Profile: Creative Activities

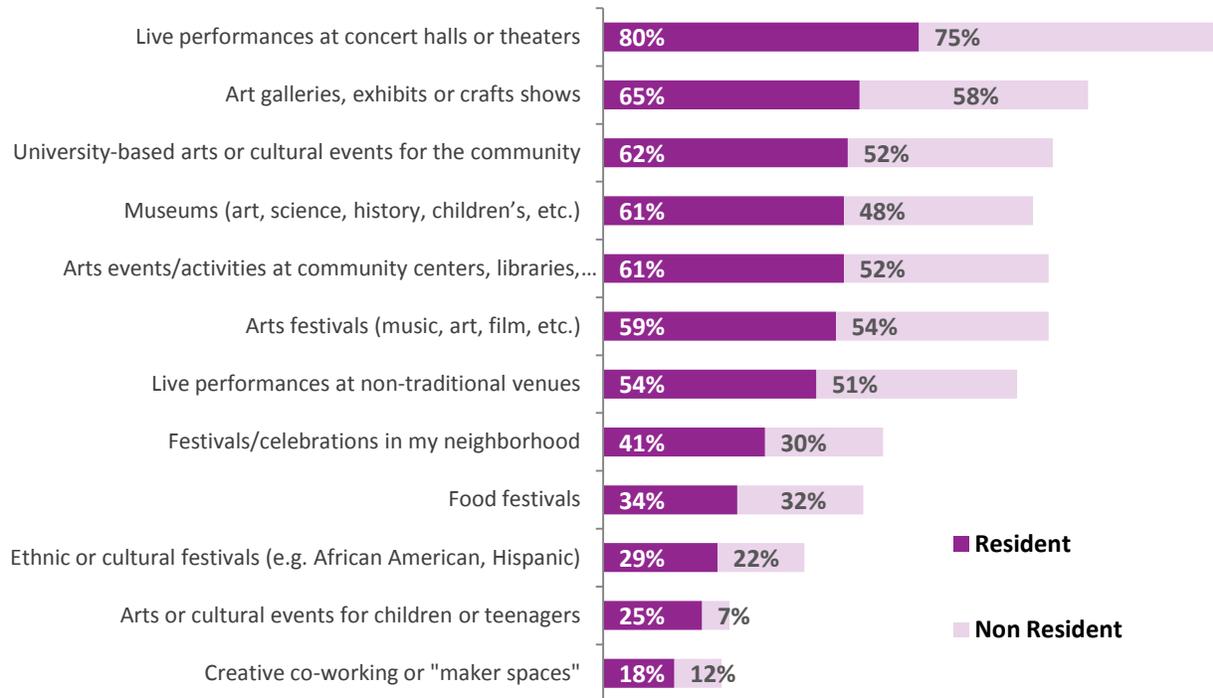
76%	Took photographs
68%	Read novels, sort stories, or poems
67%	Cooked creative dishes or meals
38%	Played a musical instrument
33%	Danced socially or with a group
31%	Made crafts such as jewelry, sewing, knitting, or quilting
30%	Painted or drew pictures, or did print-making or collage
21%	Wrote novels, short stories, or poems
20%	Made videos, short films or animation
18%	Sung in choir, with a group, or solo
18%	Worked with fiber arts such as knitting, sewing, embroidery
14%	Made sculptures, woodwork, or ceramics
11%	Made digital illustrations or 3-D digital art
13%	Played live music or performed rap
8%	Wrote music, composed lyrics
7%	Acted in plays, musicals, or theatre
6%	Performed in storytelling events or poetry slams
5%	Choreographed dance, ballet, modern, etc.

Why do you take part in these activities?

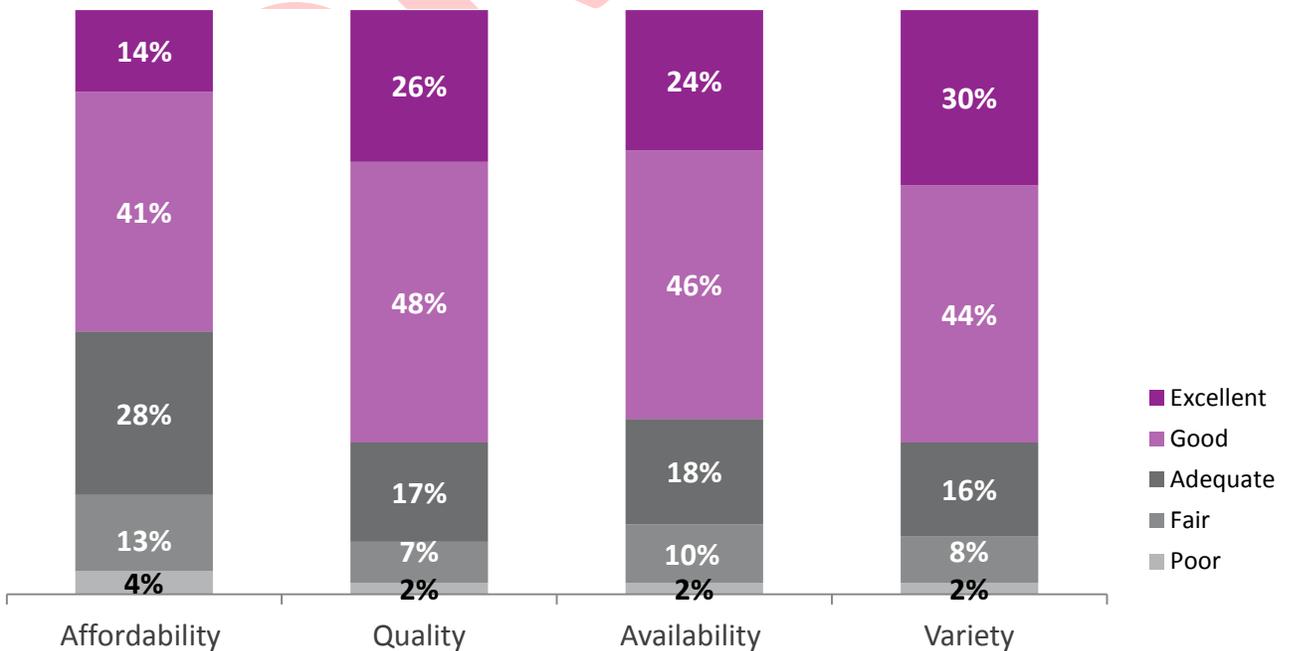


Community Profile: Destinations

Where do you get your culture?

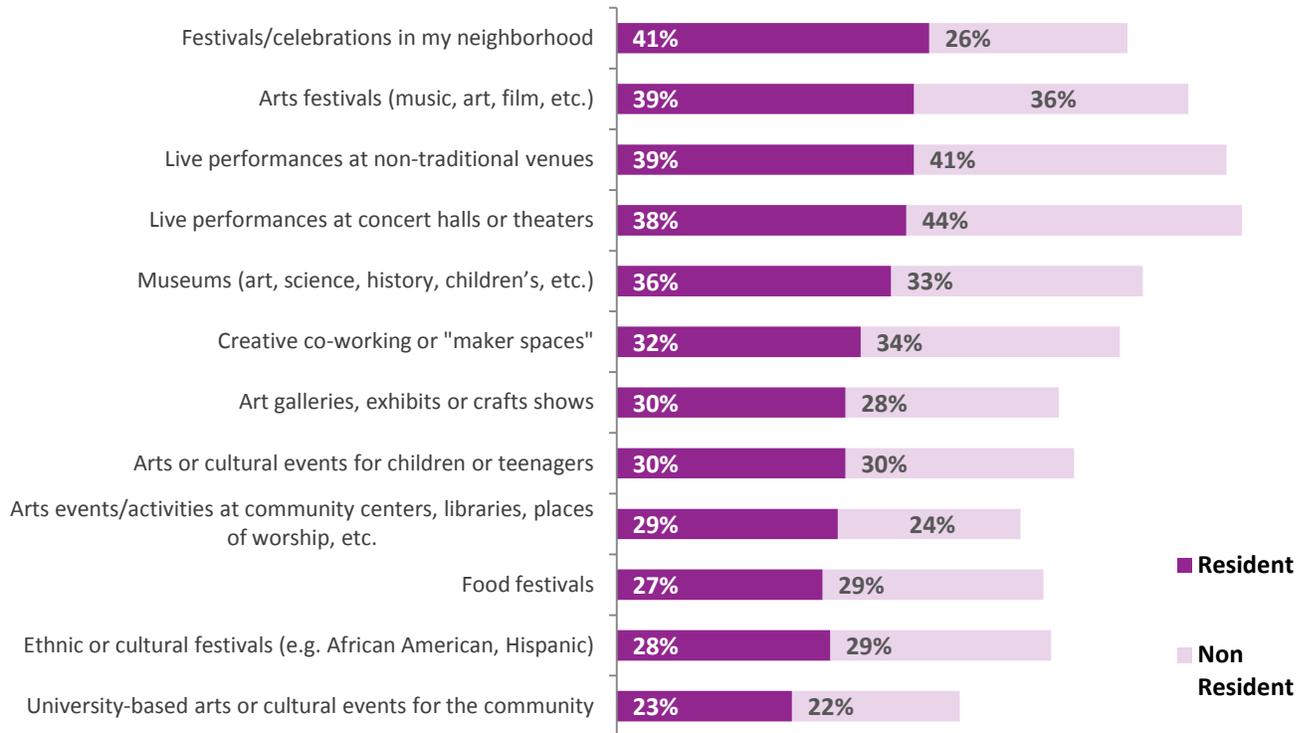


How do you rate cultural offerings in Boulder?

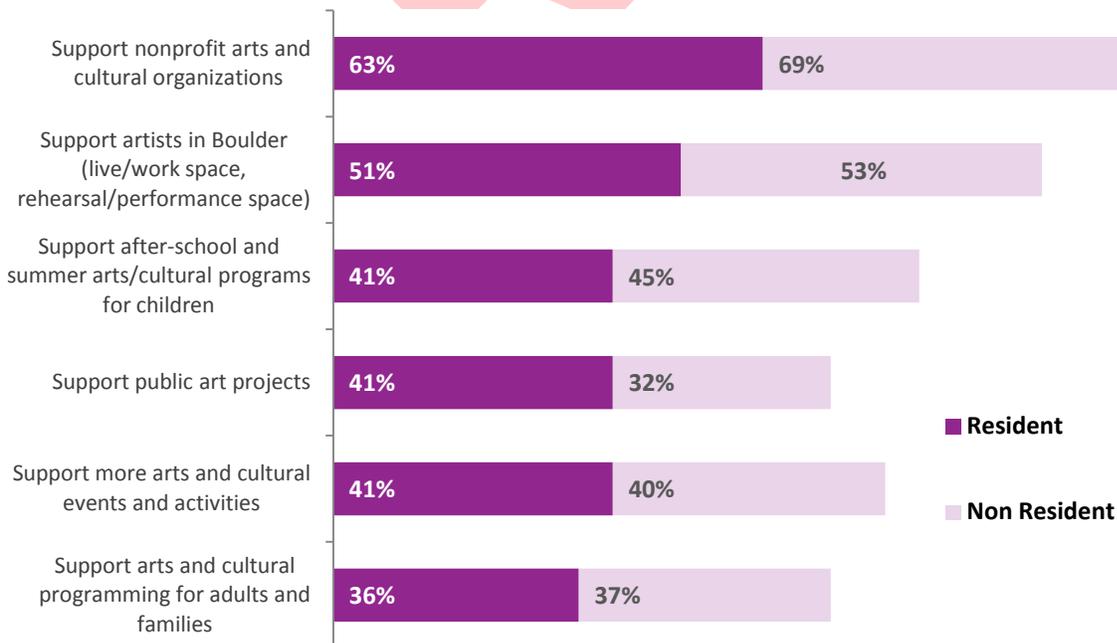


Community Profile: Desires

What would you like to see more of in Boulder?

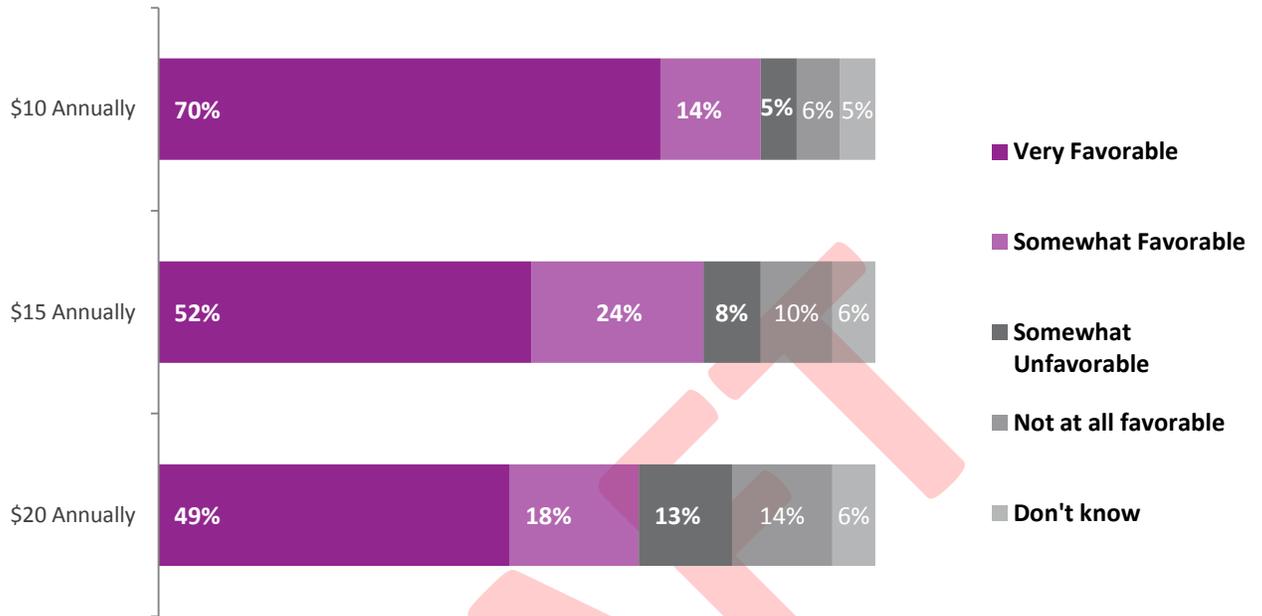


What are the most important things for the city to support?

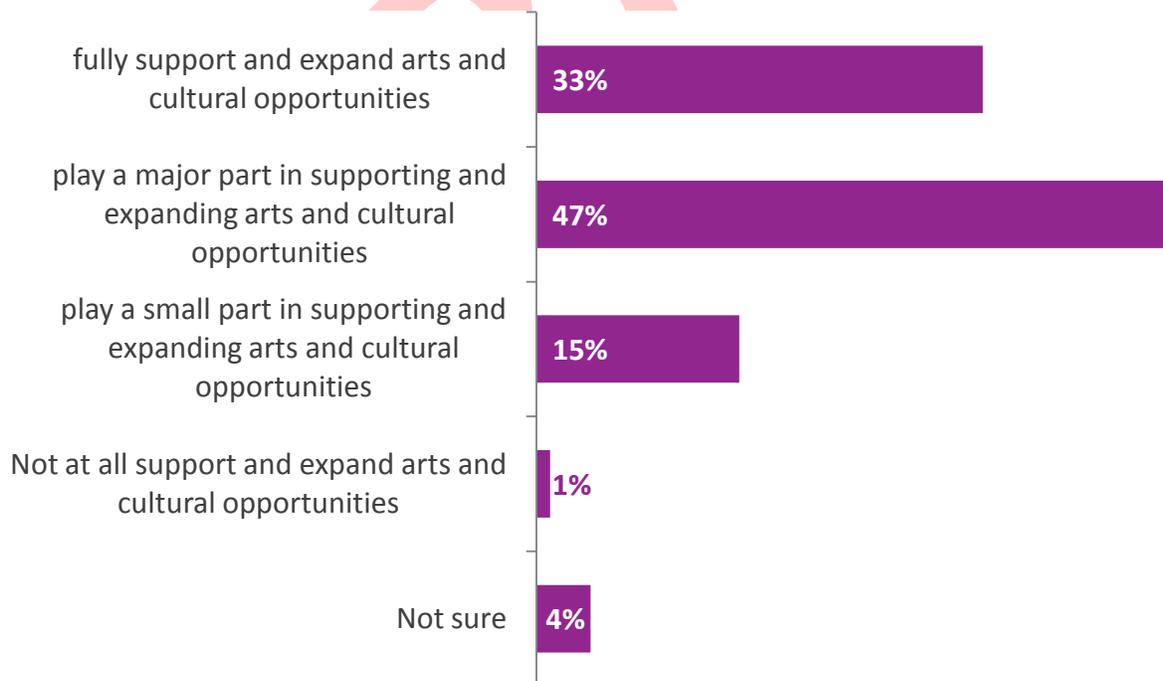


Community Profile: Support from the City

I would support additional funding for city programs. (Residents Only)

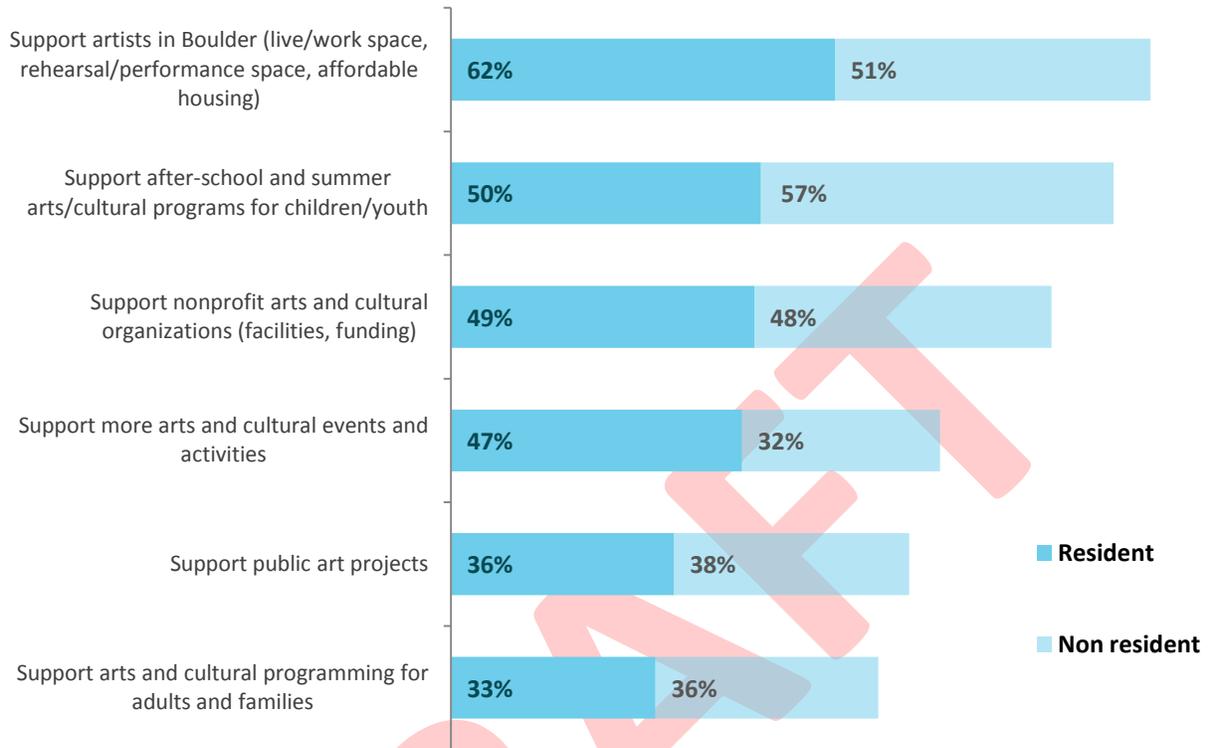


The City of Boulder should... (Residents Only)

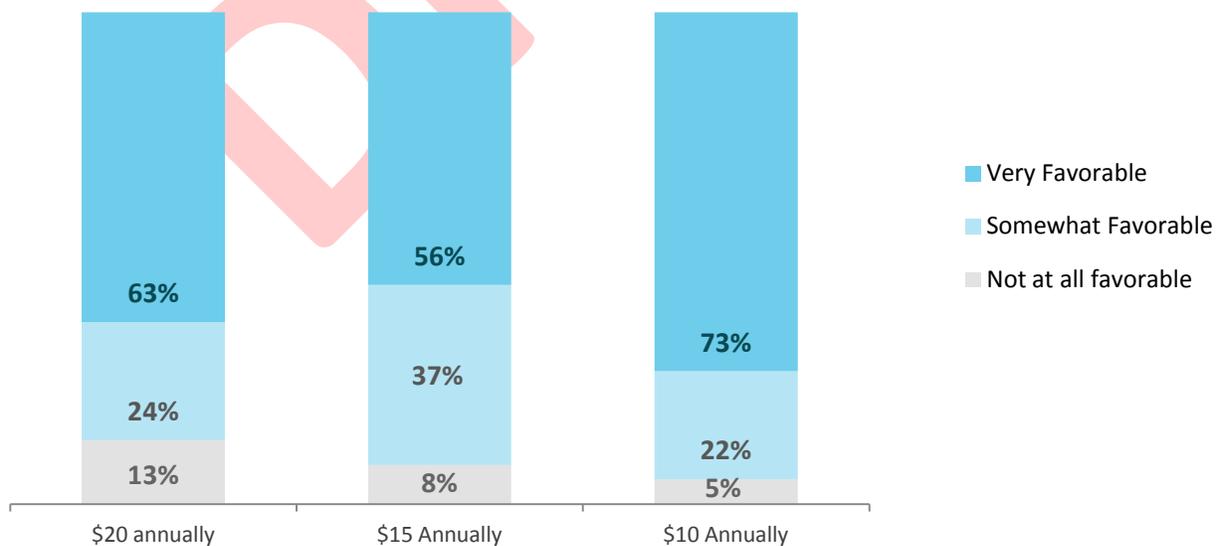


Intercept Survey Results: Findings

What should the city support?



I would support additional funding for city programs. (Residents Only)



APPENDIX FIVE

Comparison of Public Art Programs in Colorado, page one

<u>City</u>	<u>Funding Mechanism</u>	<u>Eligible Projects</u>	<u>Benchmark Budgets</u>
Fort Collins	Standard Percent for Art	1% of CIP; Over \$250,000; Artists added to projects of \$50,000 - \$250,000 at the discretion of PM.	2013-2014= \$272,232.00 (Calculated Biennially)
Lakewood	Standard Percent for Art	1% of CIP; New Projects Only	2013= \$41,000 2014= \$45,000
Littleton	General Fund	Includes capital funds, operating revenue, donations, etc.	2013= \$69,475.00 2014= \$71,778.98
Loveland	Pooled Percent for Art (at least 1% stated in ordinance)	CIP; Over \$50,000 excl engineering, admin, fees, permits, and indirect costs; excl special impr. districts.	2013= \$273,501.00 2014= \$607,120.00 2015= \$351,040.00
Vail	Private Fee and Tax Increment	Real Estate Transfer Tax (set amount)	Approx. \$80,000/year

Comparison of Public Art Programs in Colorado, page two

Type	Funding	Pros	Cons	Models
1. Traditional Percent-for-art	A portion (typically 1% - 3%) of the construction budget of municipal capital improvement projects is set aside from the project budget for the purposes of commissioning public artworks. In most cases, a threshold amount is set; for instance the rule might apply only for projects that have a total budget of more than \$50,000.00.	<ul style="list-style-type: none"> Protected politically over the long term. Public is invested in founding the program. Palatable implications to tax rates. Could be applied to utilities spending to increase capacity. 	<ul style="list-style-type: none"> Funding will be inconsistent over time. Funding is typically low, and projects few, for our size city. Project sites only associated with their source construction projects. 	Denver, Longmont, Ft. Collins, Grand Junction.
2. Public Benefit / Private Mandate	Private developers are required to set aside a portion of commercial projects to acquire artwork for public display. Often, additional rules are included such as a threshold budget, or the stipulation that the owner may contribute the amount to a pool which is spent by public commissioning.	<ul style="list-style-type: none"> Adds a source of funding and projects to build a critical mass of artworks. Adds a tool for fulfilling public benefit requirements. 	<ul style="list-style-type: none"> May not be palatable to developers. 	Aurora (in addition to traditional percent-for-art).
3. Percent-for-art Pooled	Rather than being derived directly from CIP project budgets, the funds are calculated according to the budgets of CIP projects, and then transferred from the general fund into a pooled account. Funds are then spent based on a strategic plan, rather than solely based on an association with the CIP project site. Note: transportation and/or Parks and Recreation projects may be exempted from the rule.	<ul style="list-style-type: none"> More flexible budgets and sites. Projects can be distributed geographically in a more strategic way, rather than only adjacent to city buildings. 	<ul style="list-style-type: none"> Possibly less politically stable. Requires complex budgeting and analysis, and risks incomplete calculations. 	Loveland.
4. General Fund	An account within the city budget, derived from the general fund or some other reliable source, is assigned to the commissioning of public art. In many cases the amount is determined by a formula, such as a percentage of the total general fund.	<ul style="list-style-type: none"> Offers flexibility for the implementation of a strategy over short periods of time. 	<ul style="list-style-type: none"> Most precarious in terms of sustainable funding. 	Co Springs.
5. Private Fee or Tax Increment	A specific allocation derived from an incremental tax or fee is transferred to a special account. For instance, a portion of the fees on permits or a portion of the seat tax for a convention or theater district can be applied to commissioning public art.	<ul style="list-style-type: none"> Offers a complimentary funding mechanism that can bolster a standard model. 	<ul style="list-style-type: none"> May not be palatable to those impacted by the fees or taxes. 	Wheat Ridge.

APPENDIX SIX

Review of Boulder Performing Arts Facilities Assessment
and Alignment with Community Cultural Plan Research
by Cultural Planning Group

Follows next page.

DRAFT

Review of Boulder Performing Arts Facilities Assessment and Alignment with Cultural Plan Research

April 13, 2015

Prepared for David Farnan, Boulder Public Library



The Cultural Planning Group

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Introduction

Beginning in August 2014, Boulder, CO has been engaged in a comprehensive community cultural planning process. This process was initiated for several reasons including a recognition that there is an interest in the community and among civic leadership to elevate arts and culture within the civic dialogue; it has been ten years since the last plan was completed and it is no longer relevant; and new leadership is in place for both the Boulder Public Library and the Office of Arts and Culture. The cultural planning process has been underway within the context of concurrent civic efforts that have significant implications for arts and cultural activity and facilities, including a ballot initiative (2A) that would support both an initial investment in infrastructure for the Civic Area and capital funds for The Dairy Center for the Arts and the Boulder Museum. The Civic Area Plan, whose vision begins “Boulder’s Civic Area will be the heart of Boulder with nature at its core, flanked by bookends of civic, cultural, and commercial buildings that are alive with activity, collaboration, and innovation at the east and west” suggests there are a range of possibilities for both development of facilities as well as cultural programming in the mix of activity.

In addition to these municipal efforts, a group of citizens formed an organization to explore the viability and feasibility of developing a performing arts center, Boulder Center for the Performing Arts (BCPA), and commissioned a set of studies to examine demand and options of a performing arts center in Boulder.

This review includes a review of the needs assessment commissioned by BCPA, an analysis of and alignment with relevant findings in the community cultural plan research, and conclusions by The Cultural Planning Group regarding the need for performing arts facilities.

It is ultimately the opinion of The Cultural Planning Group that there is a need in Boulder for an affordable, mid-size performing arts facility – approximately 500 seats – that can accommodate a broad range of performing arts groups and other rental activity. This is further elucidated below.

Review and Analysis of Needs Assessment

BCPA commissioned Webb Management Services, Inc., to conduct research on existing performing arts facilities as well as to consider the feasibility of developing new performing arts facilities in Boulder. The report was issued in April 2014. The Cultural Planning Group (CPG) has been asked to review the findings of this study and to examine if, and how, they are aligned with the community engagement research conducted for the cultural planning process.

Key Findings and Analysis

The 2014 report issued by Webb Management Services suggests that: “a case can be made for a medium-capacity hall in the range of 500 to 700 seats.”¹ Webb further states that 700 seats would be an upper limit and qualifies his statement that there is a case: “This seat capacity recommendation accounts for potential touring product. If the project was exclusively focused on responding to local demand, we would not recommend a space with 700 seats as an upper limit. Local arts groups will not draw enough of an audience and won't be able to afford to use a larger facility. The touring potential drives up the capacity for this larger space -- *but that space still must be active and usable by a core group of local organizations.*” This recommendation represents a compromise between providing additional capacity for local arts organizations (100 projected uses), with upwards of 30 local presenters/producers needing 700 seats or less. It would also serve as a venue for some touring activity (especially if the hall is at the upper end of that range. A facility of this size could also provide much needed meeting space to serve the City, the Chamber of Commerce and the Convention and Visitors Bureau. The University of Colorado is also identified as a potential user of this facility.

The Webb report is based on several areas of research: audience demand, analysis of potential facility uses and users, existing Boulder performance venues, regional competitors and community preferences.

Audience Demand

There are two primary aspects of audience demand to be considered: 1) the geographic area from which audiences might be drawn; and 2) the demographic characteristics of the potential local/regional audiences might be likely attendees. Webb's detailed analysis of two key Boulder organizations (Boulder Ensemble Theatre Company and Colorado Music Festival) suggests that approximately 87% of audience

¹ Page 33; Webb Management Services Needs Assessment, Section 7.1

members for these two organizations fall within a 30-mile radius. Industry standards indicate that any figure above 80% is an acceptable predictor of attendance.

The second element that must be understood is the demographic nature of the potential audience. General conclusions about the population within the 30-mile radius are that it is growing, relatively young, highly educated, and economically successful. (The median family income in Boulder County is \$90,197, compared to a national average of \$62,735.)

A third potential source of audience for a new performance venue in Boulder is tourism. The report does not cite any specific data to suggest that tourists comprise a significant element in Boulder audiences. Rather it notes that any facility must make a name for itself and its programs before visitors/tourists could be expected to comprise an important segment of the potential audience. Over time, outside visitors might rise to 25% after a period of five years.

Facility Uses and Users

The Webb study included interviews with nine key potential users, including:

- Boulder Philharmonic Orchestra – needs a larger facility with improved acoustics.
- University of Colorado – could use a facility of about 1,000 seats to fill a gap between its large presenting hall and the smaller venues on campus.
- LOCAL Theatre Company – has been challenged by the lack of a venue with advanced technological capabilities.
- Colorado Music Festival – would be able to expand its offerings year-round with a new performance center.
- Frequent Flyers Aerial Dance – needs a venue to accommodate its growing audience and could use space for rehearsals and classes.
- Boulder Chamber Orchestra – wants to grow its audience without raising ticket prices and needs high end audio/video recording capacity.
- Naropa University – wants a venue to accommodate its performance training programs and its speakers and productions.
- Boulder International Film Festival – needs larger, well equipped venues in its preferred downtown location.

- Boulder Ensemble Theatre Company – audience demand is growing beyond the capacity of existing facilities, including the 240-seat theater in The Dairy.

The Webb study conducted a survey of 41 local performing arts organizations to determine their optimal size facility and their projected use days in a new facility if it were available. Stated ideal capacity ranged from 50 seats to 1,900 seats. The average capacity needed was 570 seats. Twenty-seven of the organizations needed a facility within the 500- to 700-seat range proposed by the Webb report.

Projected use days totaled 1,510, comprised of 412 performance days, 958 rehearsal days and 140 other. Performance days projected ranged from 1 day to 50 days. Demand for use days calculated by the 27 organizations whose facility size needs fell within the recommended range totaled 1,335, with an anticipated 100 performance uses annually. The report noted that the greatest overall demand is for venues with less than 500 seats. It also noted that many of the organizations surveyed desired a space that could permit touring presentations.

The report further noted that there might be significant demand for a facility that could support conventions, corporate meetings, and other gatherings. A performance facility might also be of use for meetings and activities sponsored or convened by the City itself. Webb conducted a survey of both statewide and national organizations to assess demand for an event space. The survey indicated that there would be substantial demand.

Local and Regional Facilities

There are a total of 33 performing arts facilities in the local market and another 18 facilities in the regional market. However, it should be noted that many of these facilities are situated within high schools or other educational institutions, where access to local nonprofit performing arts organizations is severely limited. The theater at The Dairy Center for the Arts is the most heavily used facility. This venue is due for some much-needed upgrades, which will improve its technical capabilities, but will not increase available seat capacity (The Dairy Center will begin upgrades and renovations this summer). It is important to note the following conclusions from the Webb study:

- There is no readily available facility in the mid-range of 500- to 700-seats.

- Generally, Boulder performing arts venues are not well equipped technically, which significantly drives up the user cost of performing in these theaters.
- Most of these facilities lack basic theatrical components, including orchestra pits, gallery spaces, adequate restrooms and full service food service and prep kitchens. One new facility is under development – a flexible 400-seat theatre at Boulder JCC.

Community Preferences

The report notes that patterns of arts and cultural attendance are changing, with some decline noted in overall attendance performing arts. However, the general lack of available venues in Boulder, coupled with anticipated growth in the local and regional population, suggest that sufficient audience demands to justify the addition of a mid-sized theater in Boulder can be justified.

Summary of Findings

The needs assessment conducted for BCPA by Webb Management Services concludes:

- There is sufficient audience demand to justify the development of a new performance facility in Boulder in the 500- to 700-seat range.
- Development of such a facility could be expected to generate at least 100 uses by local performing and presenting organizations.
- Development of a facility in this capacity range would also be able to accommodate some touring presentation, particularly at the higher end of the range (700 seats).

It is the opinion of the Cultural Planning Group reviewers that these findings are sound and consistent with the findings of our research for the community cultural plan. Discussion of those findings are outlined below.

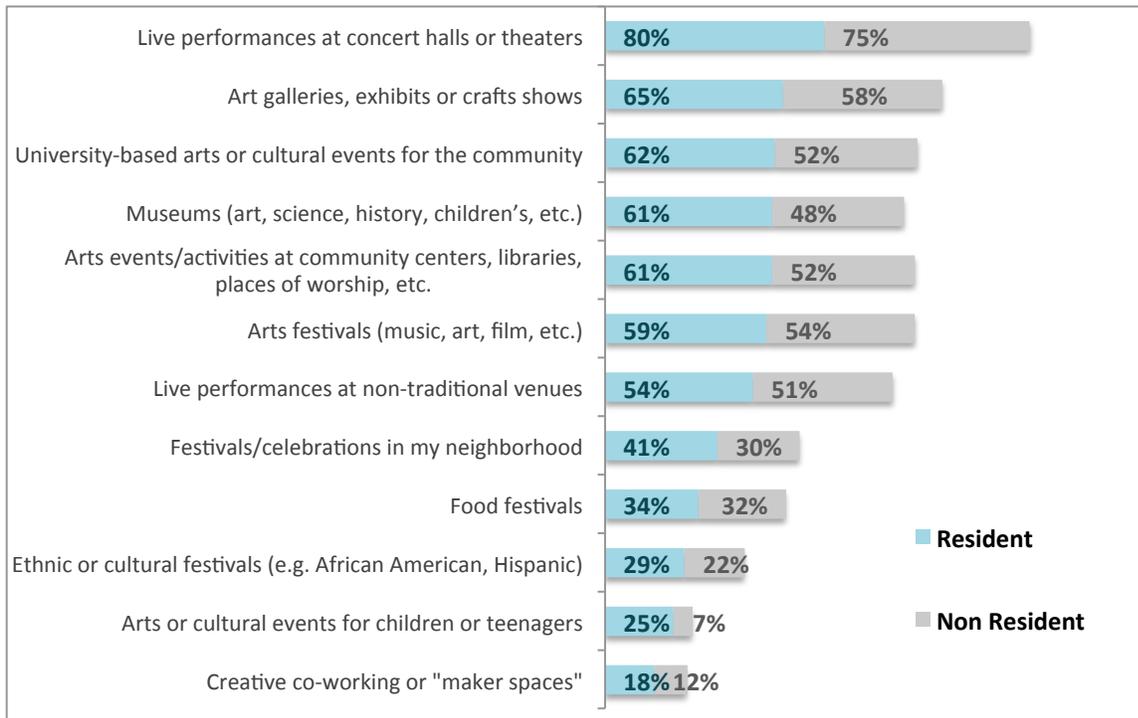
Alignment with Cultural Plan Research

The Community Cultural Plan was anchored by extensive community engagement that occurred between late August 2014 and December 31, 2014. Engagement activities ranged from individual interviews with community, civic, business, arts and philanthropic leaders to extensive neighborhood based events, intercept surveys, volunteer led community conversations, and an on-line survey. Over 300 intercept surveys and nearly 1,100 on-line surveys were completed.

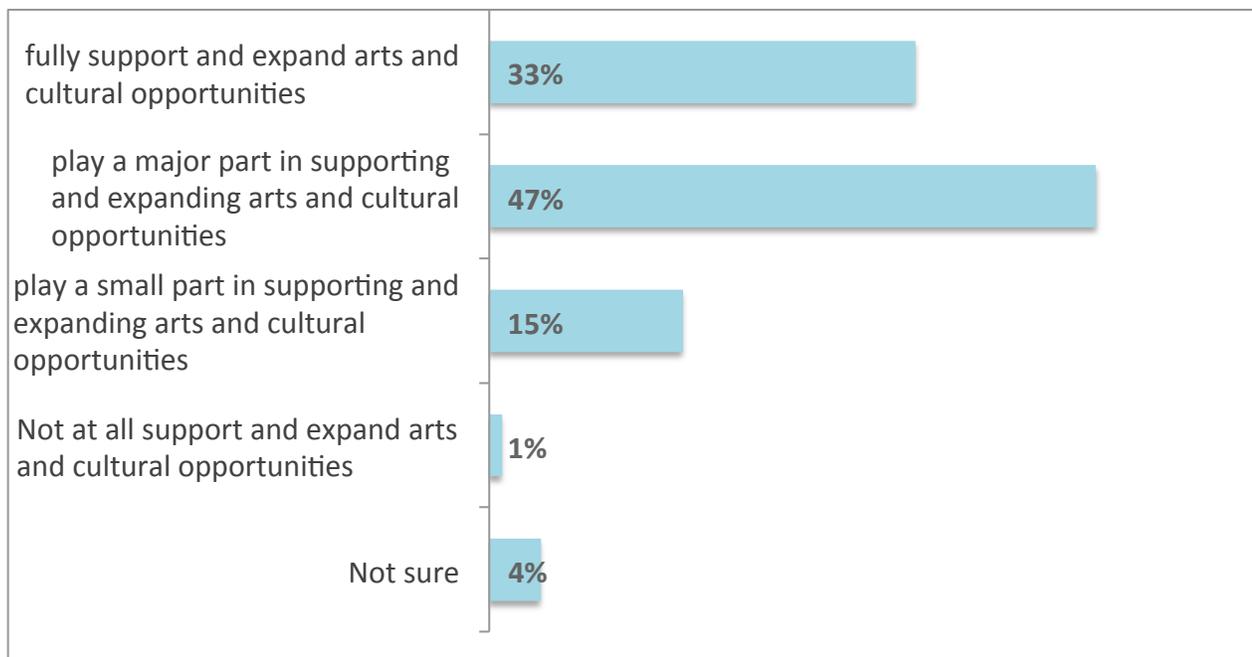
It was notable from the community research that facilities were a strong and present theme – performing arts facilities, rehearsal facilities, affordable, flexible space options, and ‘maker’ space (ranging from high tech to painting studios). This was evident across all modes of data collection – surveys, interviews, focus groups, community conversations, and on-line interactions. Residents and participants consistently sited the need for both performing arts facilities and facilities for classes and community uses. Common themes included:

- Recognizing the Dairy Center and Chautauqua as primary venues but they are seen as inadequate. The Dairy Center was sited as being too small for many uses as well as having demand for availability that it could not meet.
- Chautauqua was recognized and lauded though comments were clear that it is only for summer months as an outdoor venue and having less than desirable acoustics. It is not seen as fulfilling the needs of the community as a performing arts center, rather it provides a seasonal experience.
- University facilities were viewed as inaccessible, not appropriate beyond their primary academic purpose and/or too expensive and limited in availability for rental.
- The Civic Area was consistently sited as the most appropriate and desirable area for a new performing arts facility.

Through the community engagement, participants were asked where they find or participate in cultural activities. Concert halls or theaters for live performances was sited as the most important, with 80% of respondents indicating these venues as where they participate.



When asked “What are the three most important things the City of Boulder should focus on to meet residents’ arts and cultural needs?” 80% indicated that Boulder should either play a major role or fully support and expand arts and cultural opportunities. This chart represents responses by residents of Boulder.



The following quotes from interviews, focus groups and surveys are representative of the feedback throughout the engagement process in regards to facilities (emphasis added):

- “I would very much welcome a dedicated performing center that could accommodate larger audiences than what is currently available at The Dairy (Center). It would be great to have a gallery dedicated to local artists in this venue as well.”
- “I would love access to a small scale Performing Center with better individual access for ballet/dance and more of a buffer for the performing /Theatre. When many events happen on top of each other at the Dairy, the sound becomes an issue for all involved. When performances cross over one another, sound becomes a problem for all involved including paying patrons. ***I would love in ten years time to be proud that we were home to a nationally respected performing center in Boulder. It is a missing element in our civic pride!!***”
- ***“I find myself going to Denver more often for quality performances and spaces as there is not really a proper home for music and dance in Boulder.*** While I appreciate the Dairy, it really is inadequate. And I don’t find that CU as a place that belongs to the community.”
- ***“We need a centrally located, affordable, flexible high caliber center fulfilling all mediums of making including music & performance.”***
- “We NEED a central civic center, including auditoriums of various sizes with superb facilities, affordably available to local groups. ***Macky Auditorium is neither the right size nor affordable.*** Other local auditoriums are just too small (library, Dairy, eTown).”
- “With a performing center we would be able to offer a myriad of quality local activities and attract more outside events that ***people now have to drive to other towns to attend.***”

Conclusions

There are several significant, concurrent research processes underway in Boulder – The Civic Area Plan, the cultural planning process and the research by BCPA – that implicate the need and potential for a new performing arts facilities.

The Webb Management Services report examined several options, feasibility and demand for a new facility. CPG concurs that a new facility, located in the Civic Area, with a capacity of 500 seats is needed in Boulder. The possibility of a larger hall – up to 700 seats – should only be considered with a clear, viable and sustainable business plan that would create demand for a larger hall. A 500-seat facility however serves both the capacity of local producers and presenters well, allows for growth and increased demand for those producers, as well as providing greater flexibility over time.

There are smaller facilities, particularly the Dairy Center and E-Town (both with either technical limitations and/or issues of availability and affordability) and larger facilities, most notably Macky Auditorium on the CU campus. There is not a mid-size theater available that was identified in CPG’s process or evident in the Webb assessment.

The Webb Management Services report includes a recommendation for a mid-size multi-purpose performing arts facility. Beginning on page 33 of the report are examples of similar facilities in other communities. Essential, minimal elements of these facilities that are important to consider as a baseline to both meet demand as well as providing a space that is in demand include:

- Technically well equipped for a broad range of uses.
- Designed with a proscenium stage of size and depth sufficient for a wide range of performing arts uses – dance, music, theater, musical theater - with a fully functioning fly space and wing space. The space needs to accommodate the needs of local producers and presenters as well as smaller off Broadway and touring productions.
- Appropriate dressing room facilities and other support spaces that can accommodate demand from a broad range of programs.
- State of the art acoustic design

The Cultural Planning Group concurs that designing and engineering a space with a high level of technical capacity and a stage house that supports a broad range of activity will best serve and support a sustainable operation over time. By limiting elements such as wing space, fly space, support space – the elements not seen by the audience but essential ‘behind the curtain’ – is more efficient to integrate from the outset. In our observation over time, when these elements are ‘value engineered’ out of

a building plan, the type and quality of work that is produced is limited. This constrains usage and financial viability and it is not unusual that it requires expensive retrofitting.

Two issues that are of note:

Regarding the number of seats – in CPG’s observation working in numerous communities, performing arts halls that have limited the number of seats results in limiting usage. For example, while a hall of approximately 350 seats may be attractive and at the outset seem the most affordable, and perhaps seem the most appropriate for local producers at this particular point in time, it serves to limit any growth and as importantly limits presenters and producers from bringing in touring productions that rely heavily on box-office revenue over subsidies. The following table is a simple illustration of significant differences in ticket revenue, based on average ticket prices and average percentage of number of seats sold. For a producer of a touring production, the difference in gross revenue over an 8-show week is significant and may impact the viability of presenting in the space.

Capacity sold	70%/350-seat hall	70%/500 seat	80%/350 seat	80%/500 Seat	95%/350 seat	95%/500 Seat
Avg per seat revenue	245	350	280	400	335	475
Avg Seat @ \$28	\$6,860	\$9,800	\$7,840	\$11,200	\$9,380	\$13,300
Avg Seat @ \$38	\$9,310	\$13,300	\$10,640	\$15,200	\$12,730	\$18,050
Avg Seat @ \$52	\$12,740	\$18,200	\$14,560	\$20,800	\$17,420	\$24,700
Avg Seat @ \$65	\$15,925	\$22,750	\$18,200	\$26,000	\$21,775	\$30,875
8-show week						
\$28 avg	\$54,880	\$78,400	\$62,720	\$89,600	\$75,040	\$106,400
\$38 avg	\$74,480	\$106,400	\$85,120	\$121,600	\$101,840	\$144,400
\$52 avg	\$101,920	\$145,600	\$116,480	\$166,400	\$139,360	\$197,600
\$65 avg	\$127,400	\$182,000	\$145,600	\$208,000	\$174,200	\$247,000

CPG recently completed a project in Hilton Head Island, SC regarding the role of the Town of Hilton Head in supporting arts and culture, and, specifically, the operations of the Arts Center of Coastal Carolina. This facility was built in 1996 with an original design of a 650-700 seat hall. Based on limited fundraising at the time, the hall was reduced to 346 seats.

The reality currently facing the Arts Center is that several organizations will not produce their programs in this space (e.g., The Hilton Head Symphony) as the limited number of seats are insufficient for their audiences and dramatically limits their revenue potential on a per show basis. The Arts Center annually struggles to meet the operating costs of the facility and regularly cannot meet additional capital needs that arise out of the aging of the building. They have demand for their own

productions that outstrips their seating capacity as well as the viability of extending performance runs. Economies of scale are not possible. The result is an on-going debate within the town as to the use of public resources to support a facility that is insufficient to meet demand and has no potential for growth. The facility is less than 20 years old at this point and its viability is in question.

While there are considerations that must be taken into account regarding the capital costs of development as well as ongoing operations (and the commitment to ongoing operating subsidies) it is our opinion that a hall smaller than 500 seats significantly limits options for the hall now and into the future.

Additional spaces – The question has been raised as to the need for a second space adjacent to a performing arts hall that is smaller and flexible – a ‘black box’ space. While it is desirable to have a variety of facilities in one location as well as create the potential for a hub of activity, it is not essential. What is important is that any facility includes flexible adjacent space that can be utilized for rehearsals as well as serve other rental uses (meetings, etc.).

In relation to the cultural planning process, CPG believe a there is a demand in the community for at least one additional flexible performing and rehearsal space – a black box theater. While it is ideal to include it as part of a performing arts center, it is CPG’s recommendation that such a space be built adjacent to either the North or East Boulder Recreation Centers. It is our observation that these facilities are already well regarded, accessible and recognized gathering places for a broad spectrum of the community and as such may lower barriers for participation. Additionally, these recreation facilities have sufficient parking; parking is at a premium in the Civic Area, and could be a deterrent for audiences.

It is likely that the cost of producing for small and mid-size organizations looking to rent and produce in such a space would be lower as well.