

DOWNTOWN MANAGEMENT COMMISSION
July 17, 2015
DMC RETREAT
Library Canyon Meeting Room - 1001 Arapahoe Ave
1st Floor, North Building by Canyon Theater

1 pm	Roll Call
	Approval of June 1, 2015 Meeting Minutes
1:15 pm	TMP Presentation – Randall Rutsch
1:45 pm	Community Cultural Plan Presentation and Q&A – Matt Chasansky
2:45 pm	Break
3:00 pm	CIP Presentation and Motion – Jobert/Matthews
	The Downtown Management Commission (DMC) unanimously approved the following resolution in support of the DUHMD/Parking CIP plan at their July commissioner meeting. “Motion to approve the 2016 recommended expenditures from the Downtown Commercial District Fund.”
3:15 pm	DUHMD/PS Downtown Work Plan Presentation
4 – 4:45 pm	DMC Commissioners: review 2015 priorities and other comments

Attachments

Meeting Minutes – June 1, 2015
Community Cultural Plan
2016 - 2021 DUHMD CIP Department Overview
2016 - 2021 DUHMD CIP Project Sheets
Work Plan Mid Year Update

Commissioner Terms

Crabtree: 2012-2017 Citizen at Large
Feldman: 2015-2020 Property Rep
Millstone 2013-2018 Property Rep
Deans 2014-2019 Property Rep
Shapins 2013-2016 Citizen at Large

DMC 2015 Priorities:

- AMPS and Downtown Parking
- Civic Area Plan
- Homelessness
- Civic Use Pad
- Council Use of DMC’s Advisory Feedback
- RTD Utilization Stats – Obtain and Analyze

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

NAME OF BOARD/COMMISSION: **DOWNTOWN MANAGEMENT COMMISSION**

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

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

BOARD MEMBERS: **CRABTREE, SHAPINS (absent), DEANS, MILLSTONE, FELDMAN**

STAFF: **MATTHEWS, WEISS, MARTIN, PADDOCK, LANDRITH, JOBERT**

GUESTS: **SEAN MAHER**

TYPE OF MEETING: **1777 West Conference Room** **June 1, 2015**

AGENDA ITEM 1 – Meeting called to order at 5:31 p.m.

AGENDA ITEM 2 – Roll Call:

AGENDA ITEM 3 – Approval of the April 6 and May 4, 2015 Meeting Minutes: (see below)

AGENDA ITEM 4 – Election of Officers: Crabtree nominated Deans for Chair, Deans accepted the nomination. Millstone seconded the motion. All commissioners were in favor. Deans nominated Crabtree for Vice Chair. Crabtree accepted the nomination. Millstone seconded the motion and all commissioners were in favor.

AGENDA ITEM 5 – Public Participation: None

AGENDA ITEM 6 – Police Update: Paddock said there was a total of 38 arrests, two serious assaults, and transient on transient incident at RTD. Tickets are down in the downtown from last year and overtime officers mentioned that Muni Campus is quiet with families picnicking. Most of the contacts regarding smoking were downtown employees smoking in the alleys. Dogs were on the mall and owners know to respond that they are service dogs. Maher mentioned that the presence of officers is making a difference.

AGENDA ITEM 7– Parks Update: Martin said the last block for flower planting is the 1100 block and the planting will happen tomorrow. Some flowers on the 1400 block were nipped by frost and will be replaced. The mall fountains may require some work, some plugs may need repair. The flower pots on Broadway are being replaced due to fractures in the material and the manufacturer is replacing them for free. Martin mentioned the Summer Festival this Saturday from 1 – 4 pm in the Civic Area, called Nature Play, to bring folks in. There will be bands and a DJ. Martin said the Boulder Creek Festival went well. Martin gave her staff credit for proper management of the grass. Deans said she attended the festival and it was great, lots of people. The duck race was discussed and most of the ducks were collected. Landrith mentioned that one of the mobile food vendors had an issue with electricity and Chris, DBI, fixed the electric issue during the festival.

AGENDA ITEM 8 – BID Update: Maher said Downtown sales tax through March was very strong, mall is up over 20% and not all attributable to marijuana. Jobert said that the marijuana sales tax did not start until May of 2014. Maher said the merchants agreed with the percentage increase. Millstone asked about the marijuana tax on the ballot. Matthews replied that the ballot is for State income tax. The State has underestimated the tax collection for marijuana and will it go to the State or to the people. Maher continued that the buffalo at the 1100 block looks great. DBI is having a buffalo naming contest, there are 4 finalists. Maher said that a member of the community will be doing some enhancements along the base of the buffalo. Employee Appreciation Day is Wednesday. June 10 begins Bands on the Bricks. Circus Art Training Center was visited by Maher and he mentioned the buskers on the mall have attended and they would like to create a busker festival on the mall. Maher suggested the civic area space to hold the festival. On June 3, Maher will present to the Library Commission to create a Boulder Arts Cinema at the library to show art and independent films. Maher continue that a liquor license is needed and the Library Board will be voting on it Wednesday. Maher said the DBI Board is very concerned with the ongoing war with cars movement in Boulder. DBI is not anti bike or anti bus, but the vast majority of shoppers get to the mall by car. Beginning tomorrow, 15 – 20 retailers will ask people

who spend money downtown for their zip code and how they got to Boulder that day. Restaurants and retailers are signing up now to provide the survey. Millstone agreed with Maher that it's a war on the automobile; it will get worse before it gets better due to actual supply. Deans said that it makes it hard to get around the city and older people will have the greatest difficulty. Feldman said that in the planning document for the civic area, under structured parking: "to create a strong pedestrian environment for the civic area, 'just enough parking will be provided'". Feldman said it is misguided to begin with and if it doesn't change, through recommendations from boards and commissions, we will end up with no parking in the civic area. The commission continued to discuss what is just enough. Feldman continued that the civic area is an appropriate place for the commission to weigh in on what is just enough parking and whether this is the appropriate language to put in a planning document. Parking should be the maximum amount feasible without negatively impacting the functionality of the civic area per Feldman.

Maher said that this is the only city board that has this perspective and feels this way. Matthews said that as part of the AMPS TDM agenda, code changes are being reviewed to require speaking with the district about parking opportunities. Feldman said that there needs to be the opportunity to speak with the developer and some incentives and/or funds available to the city to enable the developer. Matthews said that the civic center calls for two parking structures. Matthews said there are staff meetings specifically regarding the parking at the civic center. Martin said she was on one of the groups for the civic center and they agree that the parking structures are needed.

AGENDA ITEM 9 - Matters from the Commissioners: Millstone said that the Boulder Center for the Performing Arts agreed to back Farnan's library plan to have underground parking. Martin there is a separate plan with the library and arts folks called the Cultural and Arts Plan working in tandem with the civic area. Matt Chasansky is the Arts Manager for the city and David Farnan is the Director of Libraries and Arts, and they are working together on cultural arts in the city. It was agreed to back one of Farnan's plans which would scrap the part of the library at 9th and Canyon and to make a creative arts theatre with parking. Millstone continued that there is land use issue that needs to be decided on by council. The consultants working on it also consulted on the Boettcher Concert Hall. Farnan was looking at above ground parking structure. Below ground parking will be advocated. Matthews gave dollars amounts for above and below ground parking cost. Parking options by the library were discussed by Matthews. Martin said that the main driver is to create an active park space and the idea is to make an appealing place for the public. Martin mentioned the different pockets that could hold smaller events and the need for the infrastructure to support it. Crabtree said that DMC should convey to city council to make sure that long term parking strategy is taken into consideration in the initial planning stages as well as connectivity to the viability of downtown.

Feldman moved: the attention given parking in the Civic Area Plan is inadequate and must be revisited; the language and infrastructure planning for access are inadequate and need to be considered in the initial phase. If this is going to be a major draw in the city, make it clear and easy how to get around, there should be cross walks and entry points. The notion of economic development opportunities should be given a high priority as well as connectivity to downtown. Crabtree seconded. All commissioners were in favor 4-0 with Shapins absent.

Deans questioned Canyon Boulevard is state highway and always busy, what is the concept of Complete Streets. Matthews said the concept is two though lanes and side boulevards that shares traffic to create a protected lane for bicycles. Jobert said Complete Streets is the name for multi modal. The band shell will need to be moved. Deans is okay with the band shell moving. Matthews said that there is still the conversation about moving city services north.

AGENDA ITEM 10 – Matters from the Staff: West Pearl construction update: two totems waiting for approval to install and locations are unknown at this time. Pearl West is only behind by couple of days; two Denevre projects are moving along and should go vertical in July with openings in late 2016.

Retreat was discussed, July DMC meeting will be canceled and have the retreat in July.

AMPS feedback from council study session last week was that council was pretty happy. Matthews said that any project in the district it will confer with staff, TDM issues and new development. Feldman suggested that covenants run with the land and have an incentive program that could be lasting with parking or some other relief that would create some longevity.

Landrith mentioned the events on the mall this weekend.

Meeting adjourned at 7:15 pm.

ACTION ITEMS:

MOTION: Crabtree motioned to approve the April 6, 2015 meeting minutes. Millstone seconded the motion. All commissioners were in favor and the motion was approved 4-0 (Shapins absent, Feldman absent from meeting).

MOTION: Crabtree motioned to approve the May 4, 2015 meeting minutes. Feldman seconded the motion. The motion was approved 4-0 (Shapins absent).

MOTION: Feldman moved: the attention given parking in the Civic Area Plan is inadequate and must be revisited; the language and infrastructure planning for access are inadequate and need to be considered in the initial phase. If this is going to be a major draw in the city, make it clear and easy how to get around, there should be cross walks and entry points. The notion of economic development opportunities should be given a high priority as well as connectivity to downtown. Crabtree seconded. All commissioners were in favor 4-0 with Shapins absent.

July 6, 2015

Council Chambers

Regular Meeting

APPROVED BY:

DOWNTOWN MANAGEMENT COMMISSION

Attest:

Ruth Weiss, Secretary

Sue Deans, Chair



MEMORANDUM

TO: Members of the Downtown Management Commission

THROUGH: Molly Winter, Downtown University Hill Mgt Division/Parking Services Director

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

DATE: July 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 July 17 meeting, and will be welcoming your questions and suggestions.

Please note that these documents are presented in exactly the manner they appeared before Council. Thus, there have been several changes and updates. In particular, the information about the proposal for a performing arts venue in the Civic Area has developed significantly. A full update on developments will be presented at the meeting.

Memo to City Council dated May 26, 2015:

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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DRAFT

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.)

DRAFT

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.

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.)

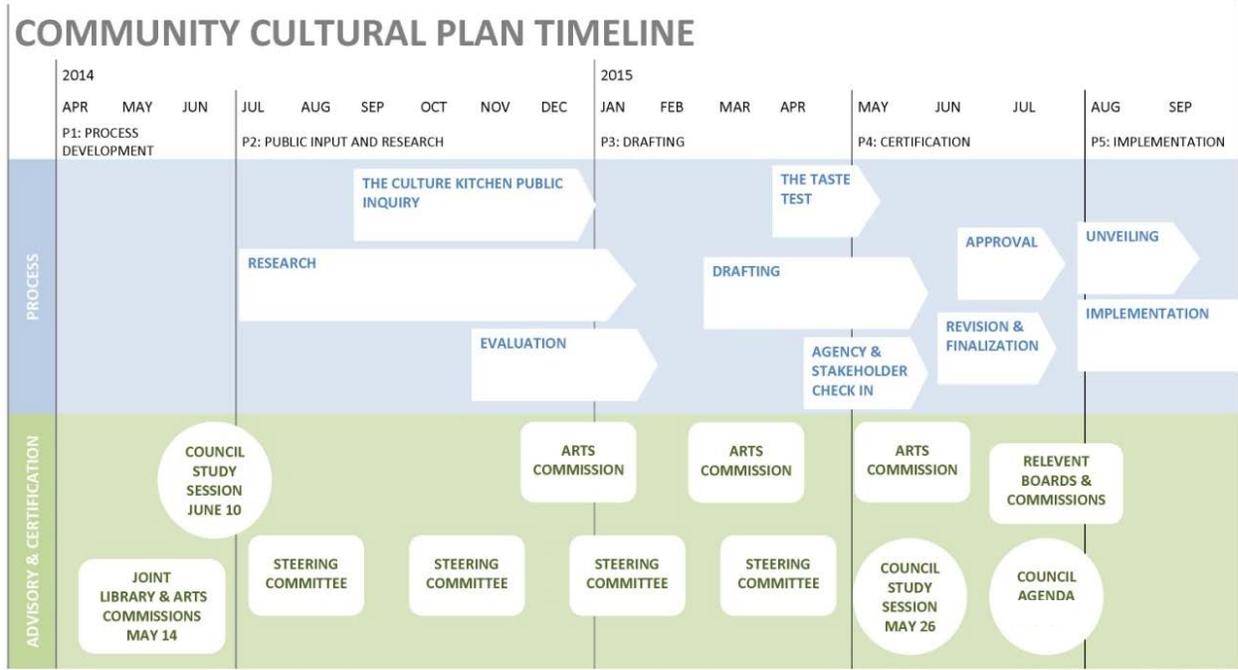
IV. Appendices

- 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%

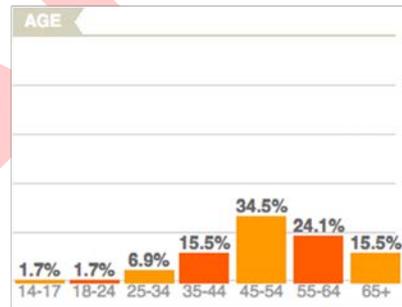
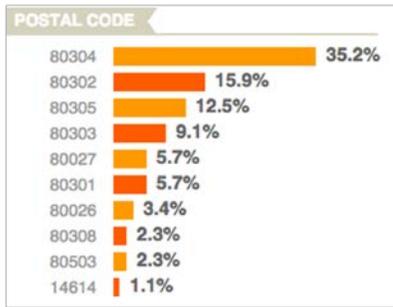
Intercept Survey

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."

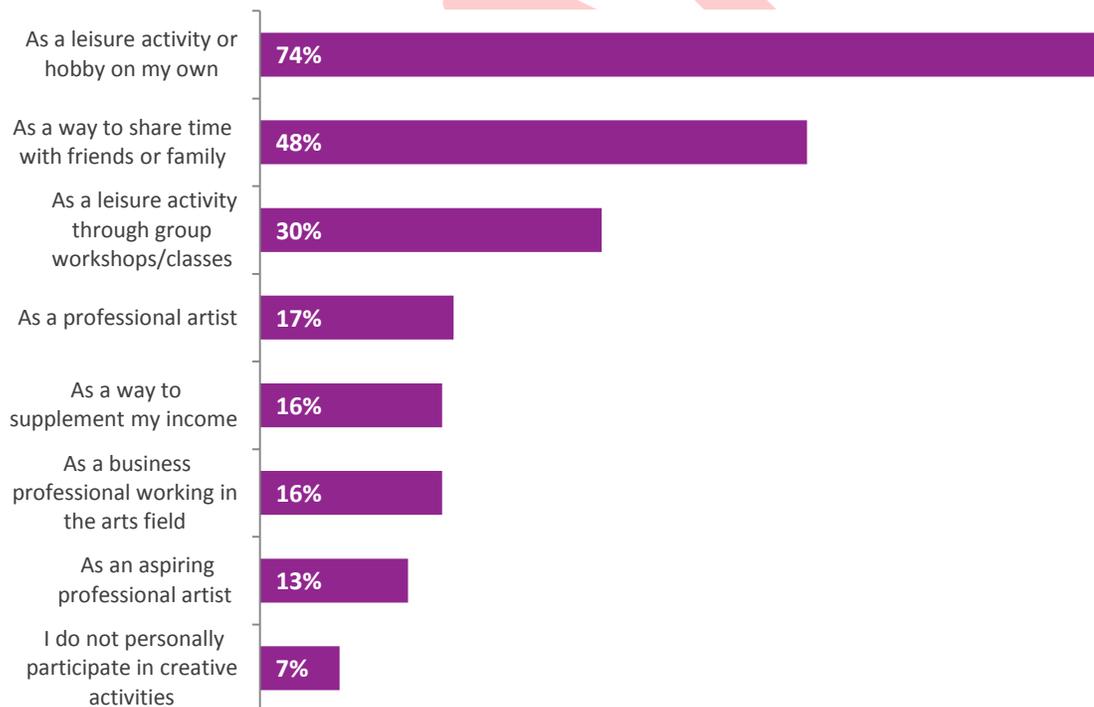
"The best single feature of Boulder has been Pearl Street. It is walker friendly, and the collection of sidewalk cafes brings people out of the buildings. It's a great place to people watch. I would love to see more participatory cultural activities in different parts of the city."

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

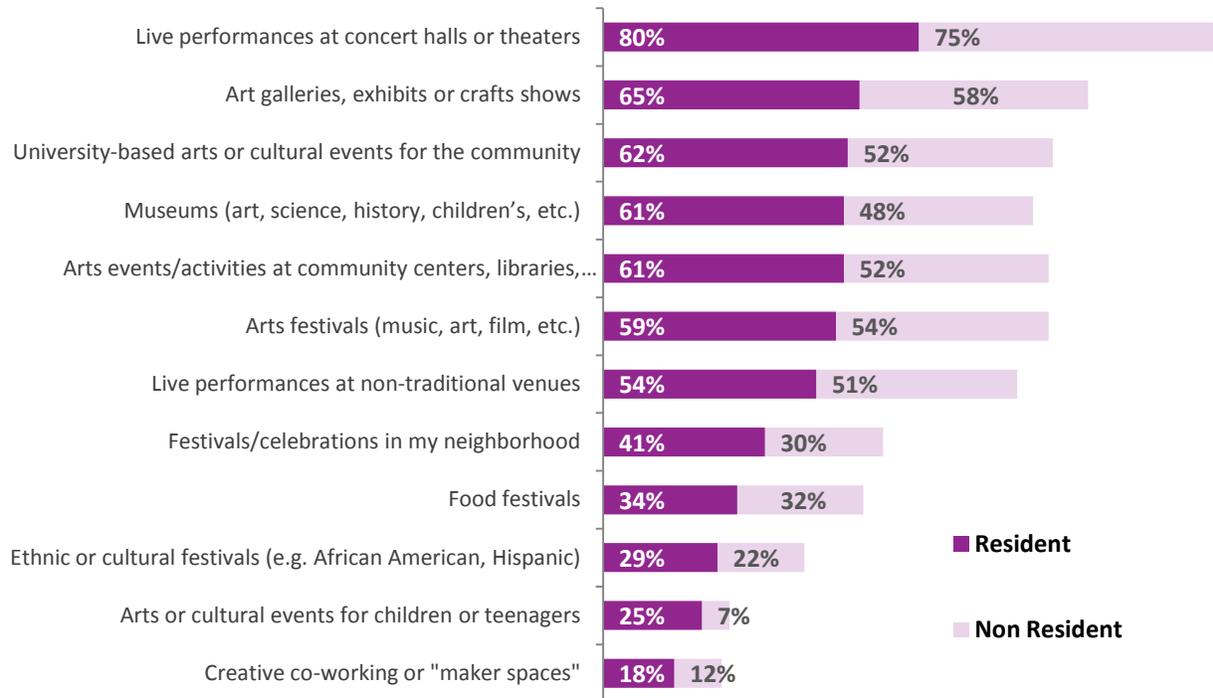
76%	Took photographs
68%	Read novels, sort stories, or poems
67%	Cooked creative dishes or meals
38%	Played a musical instrument
33%	Danced socially or with a group
31%	Made crafts such as jewelry, sewing, knitting, or quilting
30%	Painted or drew pictures, or did print-making or collage
21%	Wrote novels, 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?

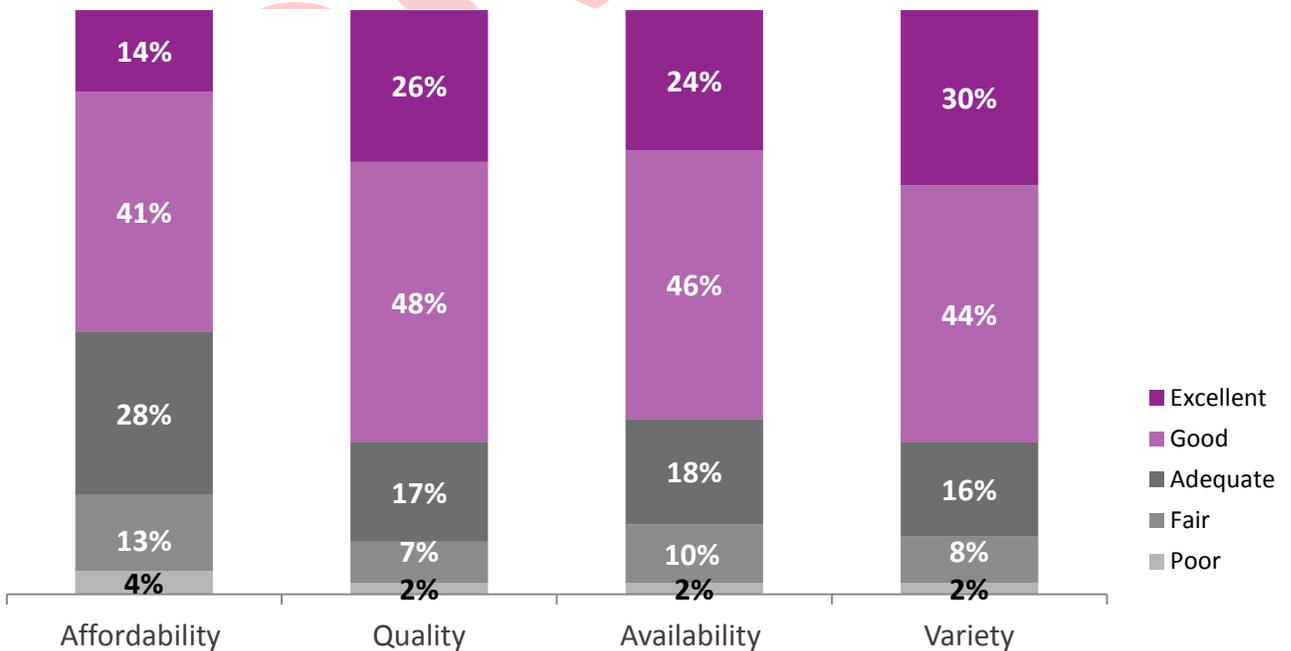


Community Profile: Destinations

Where do you get your culture?

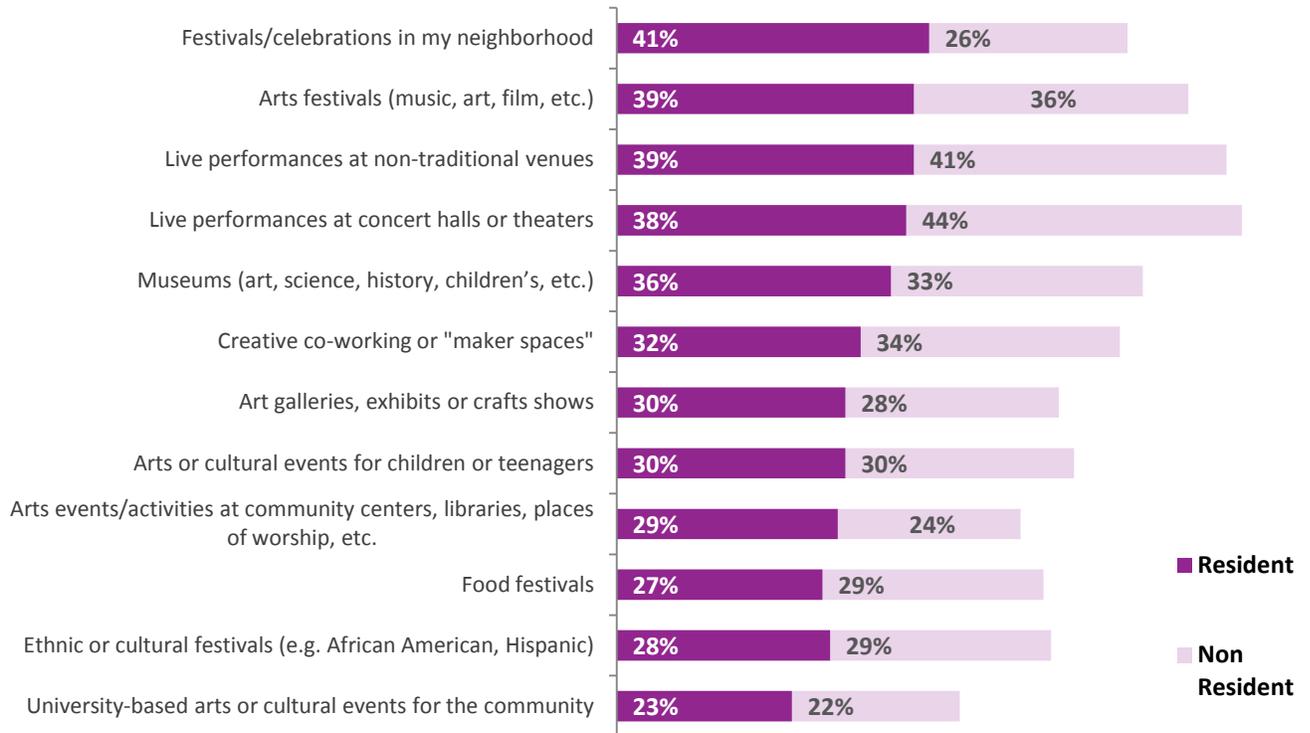


How do you rate cultural offerings in Boulder?

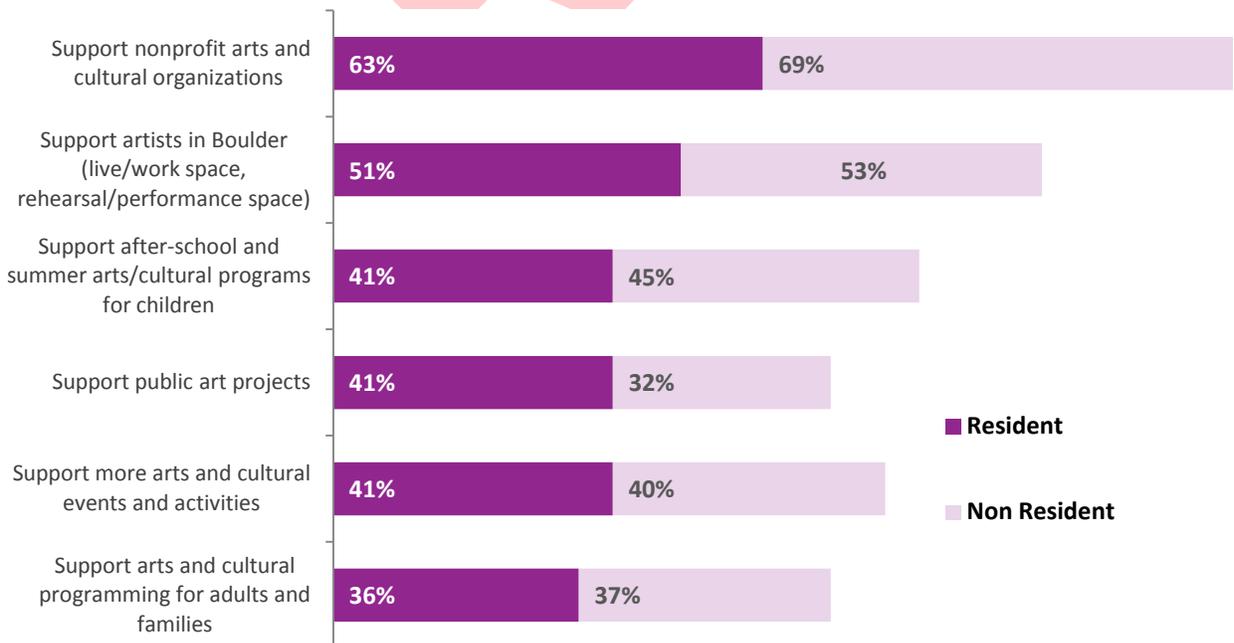


Community Profile: Desires

What would you like to see more of in Boulder?

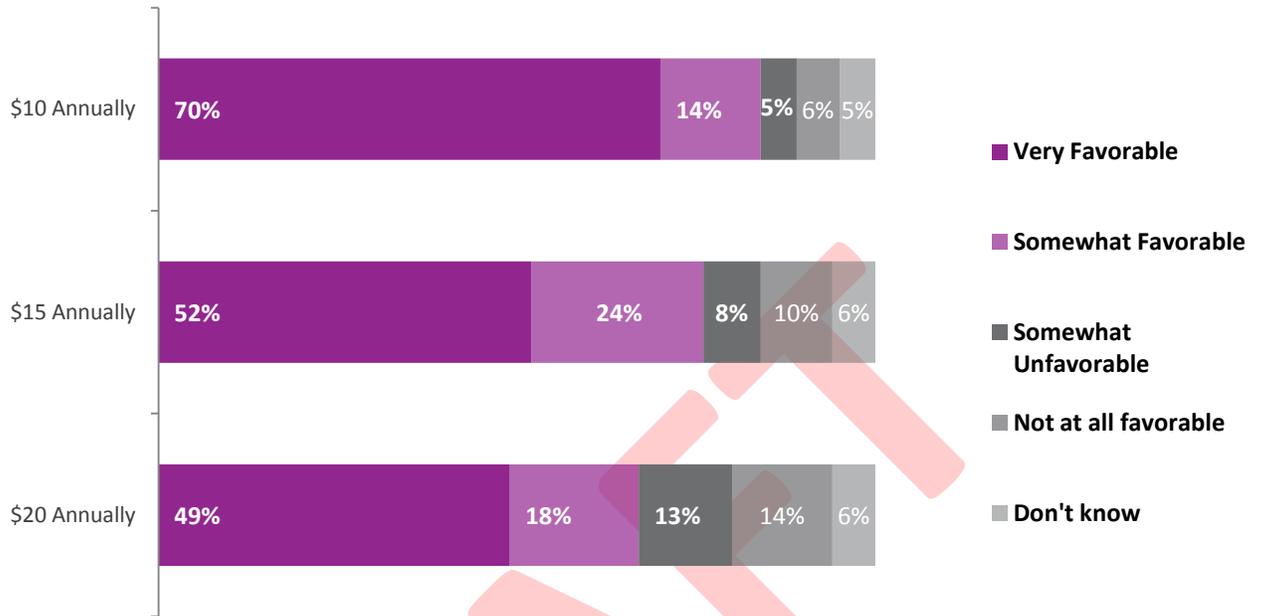


What are the most important things for the city to support?

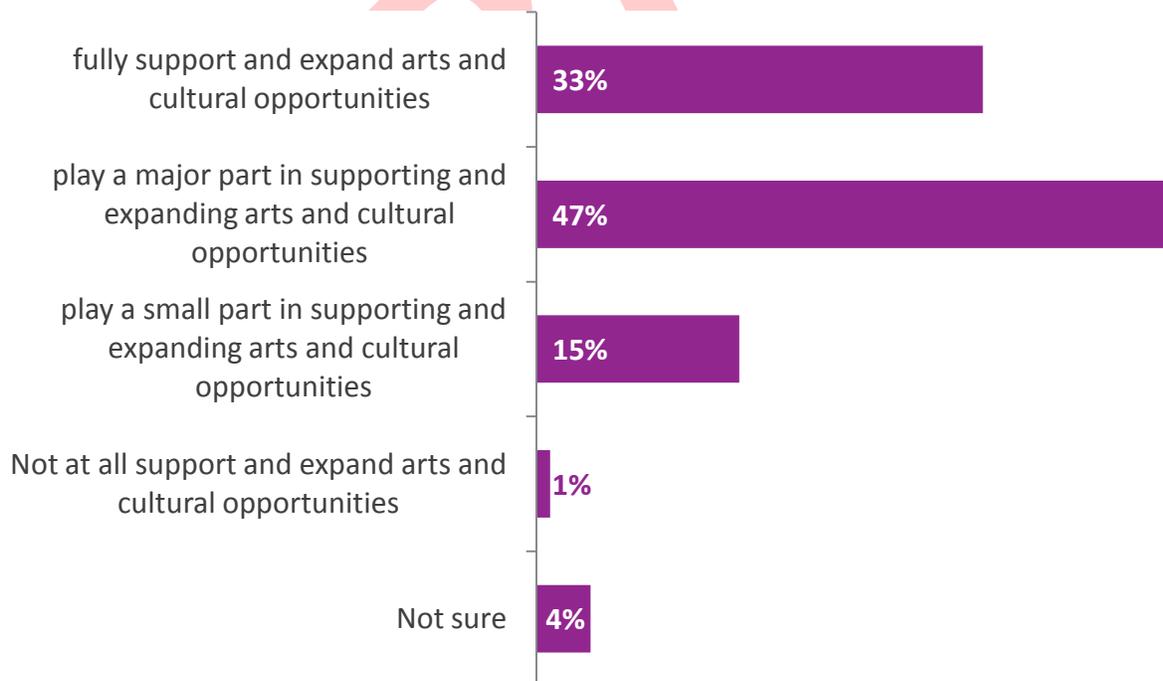


Community Profile: Support from the City

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

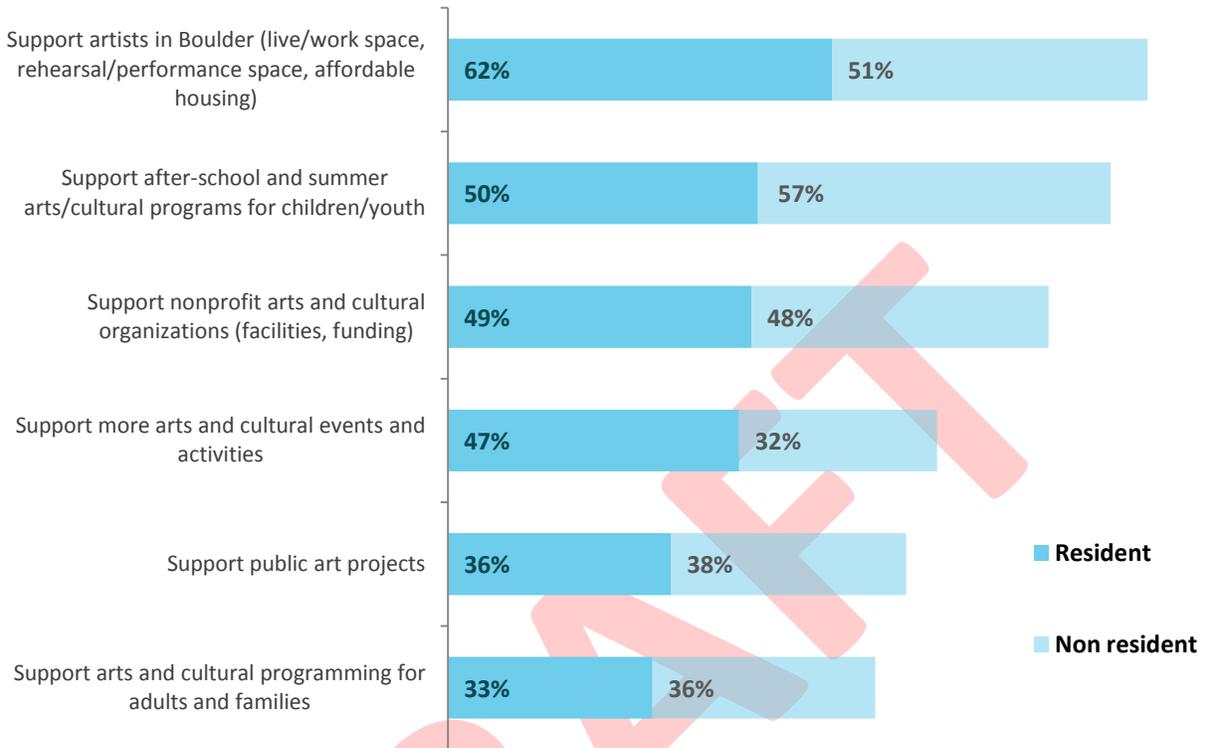


The City of Boulder should... (Residents Only)

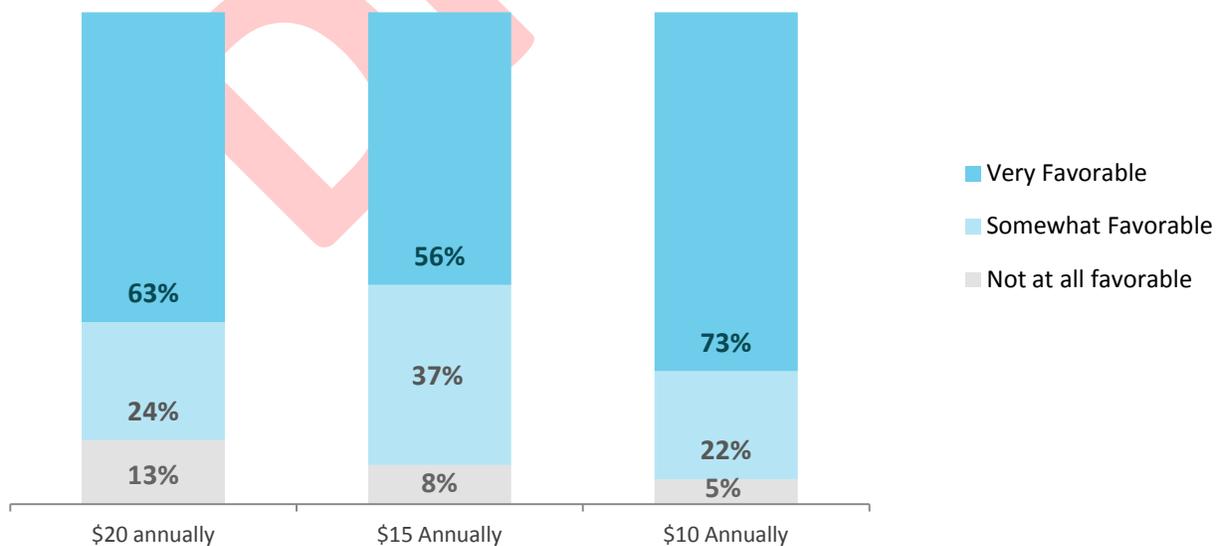


Intercept Survey Results: Findings

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.

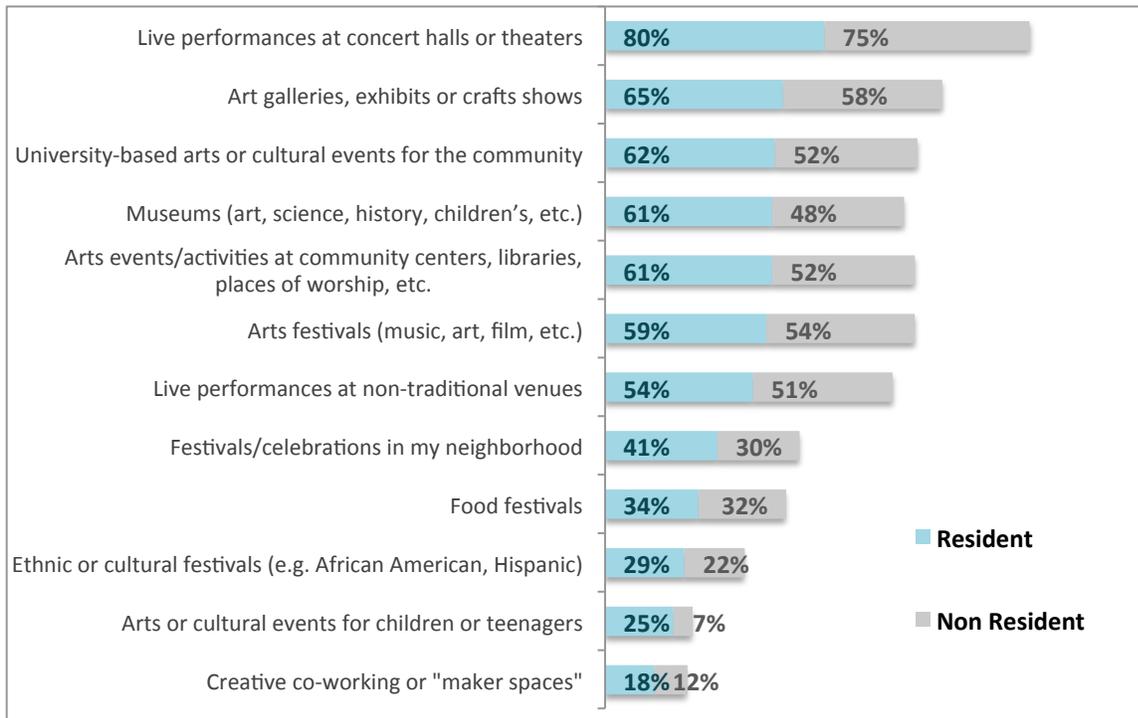
Alignment with Cultural Plan Research

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.

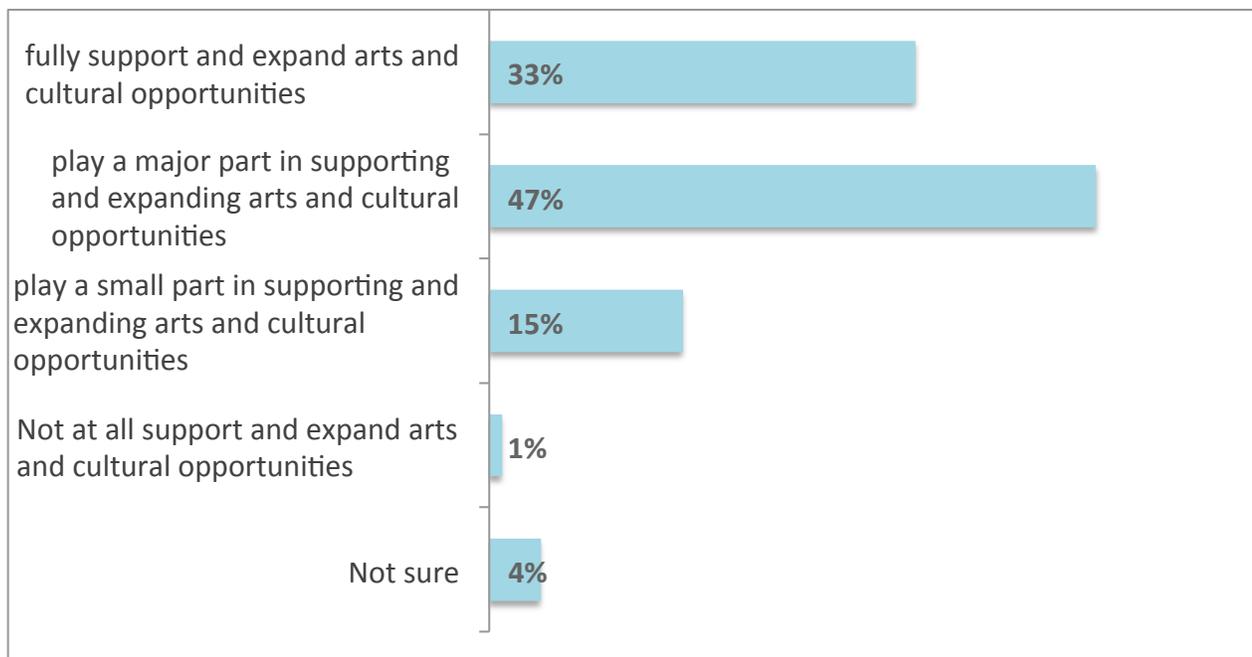
It was notable from the community research that facilities were a strong and present theme – performing arts facilities, rehearsal facilities, affordable, flexible space options, and ‘maker’ space (ranging from high tech to painting studios). This was evident across all modes of data collection – surveys, 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.

Downtown and University Hill Management/Parking Services Mission Statement

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

Funding Overview

Downtown and University Hill Management Division/Parking Services (DUHMD/PS) manages programs in five funds:

- Downtown Commercial District Fund – including restricted Central Area General Improvement District (CAGID) parking and tax revenues and on–street meter revenues
- University Hill Commercial District Fund – including restricted University Hill General Improvement District (UHGID) parking and tax revenues and on–street meter revenues
- Boulder Junction Access District (BJAD) Funds – Parking and Travel Demand Management (TDM) funds – including district tax revenues and eventually PILOT (payment in lieu of taxes) payments, and parking revenues
- General Fund – including on–street parking revenues, Neighborhood Parking Permit program revenues, and parking enforcement revenues.

Additionally, funding from the Capital Improvement Bond (CIB) Fund supported a number of projects managed by DUHMD/PS. CIB funding is indicated by the following symbol: 

2A: Community, Culture and Safety Tax projects: (WORDING WILL BE SENT OUT?)

Current focus for capital planning and projects in 2016

DUHMD/PS CIP projects for 2016 will include

- CAGID garage elevator repairs, internal painting and updating and/or replacement of the garage lot attendant booths;

- Downtown amenities repairs and replacement on the Pearl Street Mall and along 15th Street south of Canyon;
- The construction phase of hill 2A projects: commercial street tree irrigation, Pennsylvania Event Street and the residential corridor lighting; and
- Construction of shared parking facility between CAGID/Trinity Commons of a 54 space CAGID garage.

Accomplishments and Highlights

Projects completed in 2015:

- **CAGID Garage Major Maintenance:**

The 2015 projects included epoxy deck coating on the second level at 1400 Walnut garages; elevator modernization at 1400 Walnut; stair replacement at 1100 Walnut and 1400 Walnut; and CAGID parking garage gate access and revenue control equipment and supporting technology replacement in all five downtown garages.

A consultant will be hired to develop a CAGID Asset Maintenance Plan to plan for the long term capital improvements.

- **Downtown/Pearl Street Mall Improvements and Amenities Replacement:**

In collaboration with the Parks and Recreation Department, many projects were completed in 2015 including selected wooden benches repairs, replacement of the mall planter pots, refurbishment of the mall bollards, 1400 block play area surface replacement, sub grade sinkhole repairs (location of coal chutes), repainting all Pearl Street Mall light poles, Replacement and repair of wrought iron loop planter fencing

-  **West End Streetscape Improvement Project:**

All work associated with the West End Streetscape project on Pearl from 11th to 8th will be completed by the end of July.

- **2A Community, Culture and Safety Tax projects:**

Design and community outreach phase will be completed for the hill commercial area event street on Pennsylvania Avenue and the residential corridor lighting. The street tree irrigation project will be finished.

-Priority Projects for 2016

- **CAGID Garage Major Maintenance:**

Elevator repair and refurbishment of both elevators at 1100 Spruce garage and the 1500 Pearl St garage. Interior painting of parking garages and updating/replacement of select parking attendant booths.

- **Downtown/Pearl Street Mall Improvements and Amenities Replacement:**

Maintenance and repairs of the pedestrian light fixtures and banner arms; trash can replacement; phase two of the wooden bench slat replacements, and 15th Street banner pole repairs and replacement.

- **2A Community, Culture and Safety Tax projects:**

Construction phase of the hill commercial area event street on Pennsylvania Avenue, Hill street tree irrigation and the residential corridor lighting.

- **Trinity Commons Partnership**

Partnership with Trinity Commons and CAGID for the construction of a project that will provide affordable senior housing, a church fellowship hall, and a CAGID parking garage to serve downtown.

-Highlights of 2017 - 2021 Projects:

- **CAGID Garage Major Maintenance:**

Projects to be covered include major maintenance of the 1000 Walnut drive lane; and continued epoxy coatings, structural concrete repairs. Also to be included will be the planned projects from the 2015 CAGID Asset Maintenance Plan.

- **Downtown/Pearl Street Mall Improvements and Amenities Replacement:**

Reserve funds for replacement of the pop jet fountain, and shade structure awnings.

Ongoing maintenance and replacement of Pearl Street Mall, West Pearl Streetscape and 15th Street Streetscape amenities.

- **Downtown 14th Street Parking Lots:**

Reserve funds for repair and replacement of lots

- **2A Community, Culture and Safety Tax projects:**

Completion of the 2A-Community, Culture and Safety tax initiative projects on University Hill.

Board Action

The Downtown Management Commission (DMC) unanimously approved the following resolution in support of the DUHMD/Parking CIP plan at their July commissioner meeting.

- Motion to approve the 2016 recommended expenditures from the Downtown Commercial District Fund.

Guiding Principles & Project Prioritization

CIP Guiding Principles:

All proposed projects in the 2016–2021 CIP are consistent with the applicable guiding principles. All projects have sufficient funds for ongoing maintenance and operations. All projects in the proposed CIP go towards maintaining and improving existing assets.

The Downtown/Pearl Street Mall Improvements/Replacements support the economic sustainability of downtown Boulder by ensuring long term sustainability of our existing infrastructure and investing in the future economic and social vitality of our community center. The CAGID garage major maintenance, the garage elevator and the downtown 14th Street Parking Lot replacement provide essential on-going major maintenance and reinvestment in the five parking facilities and three surface lots.

Prioritization:

The Capital Improvement bond projects (CIB) were prioritized through the Capital Investment Stakeholder Committee as part of the city investment strategy. All of these projects improve and enhance the pedestrian experience in the downtown area.

DUHMD/PS has the responsibility to maintain all CAGID parking garage assets and the surface parking lots on 14th Street, in order to protect the investment and sustain functionality and safety.

DUHMD/PS has the responsibility to maintain an adequate parking supply in Downtown Boulder and will build or buy assets as available.

The Downtown/Pearl Street Mall improvements are prioritized by necessary maintenance, replacement and repair of all amenities in the downtown area. Downtown Boulder is the center of the community and an important commercial center, economic generator and tourist attraction.

CAGID is responsible for providing parking in the district. Partnering with Trinity church is an opportunity to provide this resource. Funds are currently available in fund balance.

The 2A tax initiative projects were approved by voters in November 2014WORDING COMING FROM FINANCE REGARDING HOW PROJECTS SELECTED?

Projects Not in Master Plan:

DUHMD/Parking services does not have a master plan. Projects are included in the CIP based on stakeholder interest and necessary maintenance of capital assets.

New Facilities or Infrastructure Projects

Downtown Parking Garage Elevators:

- Elevator repair and refurbishment of all elevators at 1100 Spruce garage and the 1500 Pearl St garage.

Construction of the Trinity Garage

- Construction of CAGID garage in conjunction with the Trinity Commons construction.

Operation and Maintenance Impacts

Garage and Lot maintenance and operations provide essential on-going major maintenance and reinvestment in the five parking facilities and three surface lots. Downtown and Pearl Street mall Improvements and Amenities replacement are intended to maintain all assets in current condition. With the maintenance and operation improvements programs in place, assets will avoid deferred maintenance. O&M will be required to maintain the parking garage at Trinity Commons garage when completed.

Deferred, Eliminated, or Changed Projects

The stair replacement at 1100 Walnut and 1400 Walnut was moved from 2014 to 2015. The primary reason for the delay was design and fabrication complications. There were some code concerns to be dealt with prior to design, then fabrication took longer than expected. The project is currently underway and expected to be complete by the end of July, 2015.

The Capital Bond Project – the West Pearl Streetscape – was originally scheduled for completion in the fall of 2014. However, several factors contributed to its completion in 2015. First, the original scope was expanded to include additional block faces for street tree replacement and installation of an irrigation system. Second, the West Pearl businesses requested the construction be suspended during the 2014 holiday season. With the seasonal winter weather, project construction recommenced in March of 2015.

Unfunded Projects and Emerging Needs

University Hill Commercial District Pedestrian Lighting

The pedestrian scale lighting in the University Hill commercial district is in need of replacement. Installed approximately 20 years ago, the lights are at the end of their projected lifespan. As poles are damaged, the style is no longer available, and similar models must be purchased to replace the lights leaving an inconsistent appearance. Parts such as banner arms, globes, etc. are no longer available for purchase and must be fabricated. There is not sufficient replacement dollars available to replace all the lights. A major capital investment will be required to replace the system. Options for replacement will be considered during the process of the 2A hill residential pedestrian scale lighting design to evaluate whether similar lighting

fixtures would be appropriate within the commercial district. This project has no timeline as there is no funding.

Alley Master Plan

If approved in the 2016 budget process, the development of an alley master plan for the historic commercial districts of downtown and the hill which could result in recommendations for alley improvements.

Project Name: Downtown Parking Garage Elevators

Project at a Glance

Project Type:	CIP-CAPITAL MAINTENANCE		
Department:	DUHMD	Subcommunity:	CENTRAL BOULDER
Project Number:	620CAGELEV	BVCP Area:	AREA I
CEAP Required:	No	CEAP Status:	

Project Description

There are two elevators in both the 1100 Spruce and the 1500 Pearl public parking garages. All four elevators have not been modernized or had any significant overhaul and repairs since installation. Bids were solicited from the elevator maintenance firm currently under contract; Thyssenkrupp. The refurbishment at 1100 Spruce will be completed in 2016 and in 2017 for 1500 Pearl. These improvements will be funded with fund balance from the Downtown Commercial District Fund.

Project Phasing

Project Cost

1100 Spruce garage- \$330,800
1500 Pearl garage- \$278,200

Public Process

No public process

Interdepartmental and Interagency Collaboration

There is no collaboration with other departments on the garage elevator repairs

Change From Past CIP

Capital Funding Plan

Fund(s)	Expended Through 2014 Actuals	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$0	\$0	\$330,800	\$278,200	\$0	\$0	\$0	\$0
							Funding to Completion	\$0
							Future Unfunded	\$0

Total Funding Plan: \$609,000

Additional Annual Operating and Maintenance

Additional Annual O&M: \$0 **Funding Source for O&M:**

Additional Annual O&M Description:

No additional O&M required

Project Name: Downtown 14th St Prkg Lot Improve

Project at a Glance

Project Type:	CIP-CAPITAL MAINTENANCE		
Department:	DUHMD	Subcommunity:	CENTRAL BOULDER
Project Number:	620CAGFLot	BVCP Area:	AREA I
CEAP Required:	No	CEAP Status:	

Project Description

The 14th Street parking lot improvement project is an ongoing project to maintain the 3 surface parking lots on 14th Street between Canyon and Arapahoe. These lots are not owned by CAGID, they are city property, but located within the CAGID boundaries. The 14th Street lots surfaces are near their useful life and need repair and replacement. DUHMD/PS does not have a master plan, but identified the lack of funding to maintain the lots in the 2012 budget cycle. Facilities and Asset Management performed an inspection in 2010 for the three lots. They found that 2 of the lots require replacement due to severity of asphalt fatigue, cracks, potholes and drainage issues in over 20% of the surface. The third lot requires patching and sealing to maintain in good operating condition. Once a lot is newly paved, it will have an estimated life span of 20 years. The center lot was removed and replaced by FAM in 2014 as part of a larger remediation project and rebuild of the civic plaza on 13th Street. The CIP for this project is an annual and ongoing appropriation of \$25,000 per year to establish repair and replacement savings. As the funds accumulate, the improvements to the lots will be completed on a rolling basis. Surface replacement of the lots with the highest severity of issues will be completed first. A capital improvement amount of approximately \$285,500 was estimated to complete all necessary asphalt surface repairs and replacement for the lots. 2015 represents the 4th year of appropriation toward the repair and improvement plan. As the middle lot was paved through the FAM remediation project, funds to upgrade the other two lots will be available sooner. Staff will monitor the implementation of the Civic Area Plan to ensure coordination with any redevelopment projects and responsible expenditure of funds.

Project Phasing

Project Cost

Annual transfer to FAM

Public Process

There is no public process

Interdepartmental and Interagency Collaboration

Parks and Recreation, FAM and DUHMD/PS have all participated in the care and maintenance of the 14th St lots

Change From Past CIP

Capital Funding Plan

Fund(s)	Expended Through 2014 Actuals	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
							Funding to Completion	\$0
							Future Unfunded	\$0

Total Funding Plan: \$175,000

Additional Annual Operating and Maintenance

Additional Annual O&M:

Funding Source for O&M:

Additional Annual O&M Description:

Operating Costs are currently covered in the Downtown Commercial Dis

Project Name: Downtown Pearl St Mall Amenity Repl

Project at a Glance

Project Type:	CIP-CAPITAL MAINTENANCE		
Department:	DUHMD	Subcommunity:	CENTRAL BOULDER
Project Number:	620CAGFMAL	BVCP Area:	AREA I
CEAP Required:	No	CEAP Status:	

Project Description

Until 2012, there was no capital replacement or future improvements plan or funding source identified for the Pearl Street Mall and downtown streetscape improvements. The Downtown/Pearl St Mall Amenities replacement plan consists of two components: 1) capital replacement budget for the existing amenities on the Pearl Street Mall (pop jet fountain, shade structure, kiosks, play areas, etc.) and existing streetscape elements within the downtown area (benches, trash receptacles, bike racks, etc.) and 2) replacement of future streetscape improvements in sub areas of the downtown. This project is for an ongoing funding program. DUHMD/PS worked with the Parks Mall staff and FAM to develop a replacement schedule. The replacement funds are designated as amenities age, and need replacement or repairs.

In 2016-2021, in addition to accumulating funds for amenities replacement, other projects will be identified as needed.

2016 projects are projected to include:

- o Maintenance and repairs of the pedestrian light fixtures and banner arms; trash can replacement; phase two of the wooden bench slat replacements, and 15th Street banner pole repairs and replacement.
- o Continued reserve funding for Pearl Street Mall amenity replacements including the pop jet fountain and 1300 block awnings.

Project Phasing

Project Cost

Annual transfer to FAM

Public Process

A Downtown Improvement Plan Task Force prioritized and identified improvements. Staff on the task force represent Parks and Recreation, Planning, Transportation, DUHMD/PS and Facilities Asset Management. Also included are representatives from the downtown boards and organizations. Downtown Management Division, Downtown Boulder Inc. and Downtown Boulder Business Improvement District. Additional stakeholders will be added as the project evolves. The primary foci of the task force has been twofold. First, working with Parks, GIS and FAM staff to create an inventory of existing amenity and streetscape improvements on the Pearl St Mall and the downtown. This provides the detailed budget necessary to ensure that capital replacement funds are in place for these existing investments. The second component has been the recommendation for areas for future streetscape and infrastructure improvements. FAM prepared a detailed replacement schedule spanning 10 years.

Interdepartmental and Interagency Collaboration

DUHMD/PS staff is working with staff from FAM, Transportation and Parks and Recreation to coordinate the downtown capital amenities replacement plan.

Change From Past CIP

Capital Funding Plan

Fund(s)	Expended Through 2014 Actuals	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
							Funding to Completion	\$0
							Future Unfunded	\$0
Total Funding Plan:		\$875,000						

Additional Annual Operating and Maintenance

Additional Annual O&M:

Funding Source for O&M:

Additional Annual O&M Description:

Operating costs are covered in the Downtown Commercial and P&R Funds

Project Name: Downtown Parking Garage Major Maint

Project at a Glance

Project Type: CIP-CAPITAL MAINTENANCE
Department: DUHMD **Subcommunity:** CENTRAL BOULDER
Project Number: 620CAGMain **BVCP Area:** AREA I
CEAP Required: No **CEAP Status:**

Project Description

Funding for the 4 year, 4.5 million dollar major capital renovation and repair project funding ended in 2011. Starting in 2012, \$250,000 per year was allocated as ongoing repairs/renovations to maintain the garages in good standing. Major maintenance projects include, but, are not limited to: epoxy coating of exposed garage decks (on a 6-8 year replacement schedule, one structure a year), painting (interior and exterior), major elevator repairs, and concrete deterioration. Many of these procedures require significant funding and are part of a rotating maintenance schedule. The intent is to maintain the garages in a manner to avoid or delay significant capital outlay brought on without timely maintenance.

Projects completed in 2015 include:
 -Stair replacement at 1100 Walnut and 1400 Walnut. -Elevator refurbishment at 1400 Walnut,

Projects planned for 2016 include:
 -Interior painting of all parking garages and updating/replacemnt of the parking lot attendant booths.

Project Phasing

Project Cost

This project is for an ongoing funding program. All \$250,000 is spent on rotating projects at the 5 downtown garages each year.

Public Process

No public process

Interdepartmental and Interagency Collaboration

There is no collaboration with other departments on the garage major maintenance

Change From Past CIP

Capital Funding Plan

Fund(s)	Expended Through 2014 Actuals	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
							Funding to Completion	\$0
							Future Unfunded	\$0

Total Funding Plan: \$1,750,000

Additional Annual Operating and Maintenance

Additional Annual O&M: **Funding Source for O&M:**

Additional Annual O&M Description:

Operating costs are covered in Downtown Commercial District Fund

Project Name: CAGID Pkg Gar Access Equip & Tech

Project at a Glance

Project Type: CIP-CAPITAL MAINTENANCE

Department: DUHMD **Subcommunity:** CENTRAL BOULDER

Project Number: 620CAGTECH **BVCP Area:** AREA I

CEAP Required: No **CEAP Status:**

Project Description

The current gate system, cash collection systems and supporting software is below industry standards and in need of replacement. The software is no longer supported and the hardware mechanical apparatus are aging and do not contain modern technology available in the parking industry today. As part of the AMPS project, a thorough analysis will be undertaken to assess all aspects of the parking access and control systems (PARCS) to include gate equipment and supporting software. The intent in 2014 is to create an RFP for gate replacement and supporting technology to meet Boulder's future needs in the garages. The estimated total cost of \$1,075,000 will be verified through the RFP process. Installation is estimated to begin in early 2015.

Project Phasing

Project Cost

Planning 75,000 and Construction 1,000,000

Public Process

Project is included in the AMPS assessment

Interdepartmental and Interagency Collaboration

IT and Finance will collaborate on aspects of the garage gate and payment systems.

Change From Past CIP

Capital Funding Plan

Fund(s)	Expended Through 2014 Actuals	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$0	\$1,075,000	\$0	\$0	\$0	\$0	\$0	\$0
							Funding to Completion	\$0
							Future Unfunded	\$0

Total Funding Plan: \$1,075,000

Additional Annual Operating and Maintenance

Additional Annual O&M:

Funding Source for O&M:

Additional Annual O&M Description:

Replacement funds for garage gate technology will be added in 2016

Project Name: CAGID Trinity Commons Construction

Project at a Glance

Project Type:	CIP-NEW FACILITY/INFRASTRUCTUR		
Department:	DUHMD	Subcommunity:	CENTRAL BOULDER
Project Number:	620CAGTrin	BVCP Area:	AREA I
CEAP Required:	No	CEAP Status:	

Project Description

Staff was approached by Trinity Church leaders to see if CAGID would be interested in partnering with the church in an expansion of the church property. Trinity Church is proposing to add a fellowship hall, 16 unites of affordable senior housing (with a possible expansion) and a below grade parking garage. CAGID was asked to participate in the funding to allow a second level of below grade parking that would be owned and managed by CAGID for downtown parking. A Memorandum of Understanding (MOU) is in the final stages of draft to allow CAGID and Trinity to proceed. If an agreement is reached, CAGID will provide financing from fund balance to pay for a portion of the development, to include a below grade 54 space parking garage for use by CAGID for long term parking permits. Total cost is estimated to be \$3,125,765 which includes \$70,000 for a construction consultant.

Project Phasing

Public Process

The proposal was presented at a public hearing to the Downtown Management Commission and received support. The proposal was also presented to City Council and received support.

Interdepartmental and Interagency Collaboration

DUHMD/PS staff is working closely with the CAO on the terms and conditions of the MOU and any subsequent agreements; the primary being a condominium agreement. Staff has also contracted with an outside consultant to oversee construction and related documents.

Change From Past CIP

\$1.7 million approved in the 2015 budget for Trinity Commons-no CIP

Capital Funding Plan

Fund(s)	Revised 2015 Budget - Current Year	2016 Requested Funding	2017	2018	2019	2020	2021
Downtown Commercial District	\$1,700,000	\$1,425,765	\$0	\$0	\$0	\$0	\$0
						Funding to Completion	\$0
						Future Unfunded	\$0

Total Funding Plan: \$3,125,765

Additional Annual Operating and Maintenance

Additional Annual O&M: 25,650 **Funding Source for O&M:**

Additional Annual O&M Description:

54 spaces x \$475 per space for annual O&M

DUHMD/PS Major Work Plan Items

Mid-2015 Update for DMC

Downtown items for the remainder of 2015:

- Downtown garage access system replacement
- Mall Improvements implementation: newspaper boxes and planters
- Civic Area design and implementation, specifically related to parking
- Civic Use Pad negotiations with St. Julien
- Downtown Design Guidelines Update – input to CP&S
- AMPS:
 - Shared parking policy with private developments within parking districts
 - On-street car share policy
 - “Edge” parking plan along transit corridors
 - Update to development projections, parking supply and access demand
 - Proposal for fine increases for overtime at meters and other parking fines
 - Development of process for short term parking pricing
- Final negotiations with Trinity Lutheran regarding shared parking facility

Division Priorities for 2016:

- AMPS:
 - Adoption of the strategy
 - Implementation of parking pricing changes
 - Criteria for new districts
 - Parking code changes
 - Alley Master Plan
- Hill Reinvestment Strategy:
 - On-going work plan implementation including partnerships with CU, businesses, property owners, city staff and residents
 - Stakeholder Group recommendations regarding long term governance and funding for the hill
 - Continued negotiations regarding catalyst sites including the UHGID parking lots
- Downtown Parking:
 - Development of a CAGID Asset Management Plan
 - Development of a CAGID garage art plan
 - Completion of the Trinity Commons/CAGID shared garage
- Proposal for the development of the Civic Use Pad at the St. Julien
- Boulder Junction:
 - Exploration of shared parking opportunities
 - Expansion of the TDM access district
 - Participation in the plans for the city property, “Pollard” site