UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION

OFF-SITE MEETING – August 21, 2013

Grace Lutheran Church, 1001 13th Street

AGENDA

1. Roll Call
2. Committee Assignments
3. Approval of the July 17, 2013 Minutes
4. Police Update
5. Public Participation
6. CUSG Update
7. UHNA Update
8. Parking Services Update
9. Matters from the Commissioners
   - Innovation District Update – Spark
   - Hill Flea
10. Matters from Staff
    - Budget Committee Representative
    - Update on 14th Street Parking Lot Public/Private Partnership Project
    - Hill Revitalization Update:
      Residential Service District
    - Draft City of Boulder Economic Sustainability Strategy
    - EBikes Proposal
    - Mural Project for the Fall

Attachments

- Quarterly Financial Report
- Police Stats
- City of Boulder Economic Sustainability Strategy Draft
- EBikes Proposal

DUHMD/PS 2013 Priorities

University Hill Revitalization

- Support for creation of a Residential Service District
- Innovation District/Organizational Options
- 14th Street Lot Redevelopment

Parking

- Technology Enhancements
- Access/Parking Management Strategy
  - In collaboration with the Transportation Master Plan Update

Downtown Capital and Planning Projects

- 15th Street (Canyon to Arapaho) Streetscape Implementation
- 14th and Walnut Pedestrian Improvements Implementation
- West Pearl Streetscape Design
- Pearl Street Mall Interactive Kiosks Implementation
- Civic Use Pad Recommendations
- Civic Park Master Plan participation

Boulder Junction

- Access Districts (Parking and TDM) Implementation
- Depot Square Construction Coordination

Administration

- Remodel reception area
- TBBI Planning
- CRM and new website implementation

Additional Items:

- Pearl Street Smoking Ban Implementation
- Revisit Mobile Food Vending Ordinance
- Complete CAGID Garage CIP Projects
- Organizational Assessment
  - Transition with Cunningham retirement

UHCAMC 2013 Priorities

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

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.

CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM

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

NAME/TELEPHONE OF PERSON PREPARING SUMMARY: **Ruth Weiss – 303-413-7318**
NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:
COMMISSIONERS: **DAHL, RAJ (late arrival), WINER, MITCHELL (late arrival), GRIFFITH**
STAFF: **WINTER, LANDRITH, WEISS, GOSAGE, LANDRITH, JOBERT, MATTHEWS,**
GUESTS: **GLENN MAGEE, SAM VEUCASOVIC, MARK HEINRITZ, CHRIS SCHAEFBAUER, MICHAEL P. ABSALOM, BILL SHRUM**

TYPE OF MEETING: Regular **MINUTES** **MEETING: July 17, 2013**

AGENDA ITEM 1 – Roll Call: Meeting called to order at 9:06 a.m.

AGENDA ITEM 2 – Committee Assignments: Griffith offered to be on Budget Committee.

AGENDA ITEM 3 - Approval of May 9, 2013 Minutes: (See Action Item Below):

AGENDA ITEM 4 - Police Update: Gosage mentioned that it has been a quiet summer, up 3% in overall major crime with sex assaults up 400% from last year; burglaries are down from last year especially since the students are gone and doors are not open; 4th of July was very busy on the hill; and, a large party was discussed. Dahl commented that her employees were commenting that since it was quieter there appeared to be more police harassment. Winer questioned safety concerns and the incoming class. Gosage replied that there will be marketing and door to door meetings to pass on message.

AGENDA ITEM 5 – Public Participation: None

AGENDA ITEM 6: Council Chamber Remodel: Magee approached the podium to discuss the remodel of the space and offered that a consultant, K2, was hired; there is a package of upgrades to include audio, visual, digital, and greater microphone control. Magee continued with the new dais set up, a meeting room creation along with another CAO office, other security measures in place, design plans also include getting the public more engaged with council and vice versa. Griffith offered that IPad docking stations would be appreciated. Magee agreed with Griffith and offered that there are lots of options available and is concerned that there is not enough desk space to accommodate appropriately. Winer asked about how it will work with construction from November to January. Magee replied that other rooms will be used and it is planned to start in November. Griffith suggested using hill locations/businesses for meetings. Magee offered that six more board presentations are planned and going to council in August with plans.

AGENDA ITEM 7 –Proposed 500' Alcohol Rule and Alcohol Land Use Definition Options: Winter mentioned that this will be going to many boards for their comments and there will be a first reading on 9/17 with city council. Winter continued that there are two separate types of changes. Land use changes apply citywide; page 5 shows the options; interpretation of uses; hill is BMS zoning; land use changes include restaurants that are required to close at 11 pm as a conditional use; those open past 11 pm and there will not be any additional restaurants permitted after Midnight on the hill; taverns would not be permitted on the hill and brew pubs would have a conditional use; and, retail liquor license stores were discussed. Winter continued that it gives more flexibility to the licenses allowed. Winter mentioned the 500 Foot Rule changes which impacts the hill and some peripheral locations; may grandfather in existing licenses but one option no new licenses would be granted; and there is a lot of detail per Winter.

Mark Heinritz, The Sink, 1165 13th Street, Boulder, approached the podium and offered it was interesting to hear the consultant talk about chamber AV upgrades because they had a plan with a defined purpose and an expected outcome, and they filled in the blanks on how they were going to get there, and what could be expected when they were done. Heinritz commented that was not done in this entire process. He continued that there have been a string of public meetings for 18 years with no real focus on the issue except for overconsumption of alcohol in our community. Heinritz continued that there has been no analysis of the issue to date on what effect these changes will make and we don't know what we are stepping into and yet, language has been drafted to vote on in November. Heinritz continued that a third option should be a

hotel liquor license on the hill. Heinritz offered that it seems preordained that this is going to happen, decision has been made, stay out of the way, we know what's best, and it is insulting. The question should be to find out if hill liquor licenses are a contributing aspect and advise city council that this is inappropriate. Griffith questioned Heinritz that if he were to design a study to understand the impact of the bars and restaurant, what would he recommend? Heinritz replied that he has done his own analysis, mentioned the differences of the licenses and the size of the establishments to hold people. Heinritz remarked on the crowd numbers from years ago and that today there are only 4 occasions that would draw a maximum of 900 people opposed to the 2 thousand people years ago. Dahl asked if the hill is being singled out. Heinritz remarked that the issue is broad and started out as to change alcohol on the hill. Winer questioned Heinritz as to how will the 500' Rule long term impact the hill. Heinritz, as an operator, he constantly is on the defensive and it should be a matter of putting more energy into the hill. Raj questioned Heinritz's solution on the hill would be and he replied that the problems needs to be separated to location, he empathizes with neighbors regarding noise, and mentioned that one - is for city council to personally lend their voices to support the hill and getting to know it; and two -, shifting the conversation to how to curb the egregious behavior. Heinritz would not be concerned with licensing on the hill as they are difficult to get. Heinritz said that understanding social norms is important and the 500' Rule would do irreversible economic damage to the hill, the brand of the hill is so tarnished. Higher density on the hill would require more parking on the hill, a parking structure would be beneficial and can't build it without demand and can't get demand without a parking structure. Winter questioned Heinritz and a new type of license that would be beer and wine only and open to Midnight and its viability. Heinritz commented that for a smaller footprint place, it would be a perfect application but if you want another Aion, it would need the full alcohol availability and the rule would turn away larger operators. Beer and wine licenses were discussed.

Chris Schaefbauer, President of Student Affairs, CU Student Government, 6175 Habitat Drive, Boulder, and served in the role as the director of Health and Safety and worked with a group to address this issue and looked at this problem with CU staff, students, residents, and there was a lot of consensus. Schaefbauer continued with the 500' rule and its unintended consequences in the long term; if we continue to over regulate the hill and make it more difficult to come to the hill for businesses, good businesses will be driven away. Schaefbauer continued that as a student, it is important to have positive places on the hill to get together and alcohol is part of it; most heavy drinking happens on Pearl Street and in private residences and house parties; targeting the hill with this potential solution that does not solve the problem. Research has shown that highest risk drinking is done in houses and they drink more. The 500' rule is concerning. Schaefbauer urged the commission to make statements about it and council needs a strong message, economics of the hill at risk and student safety is a concern. He continued with discussing definitions and offered that before you have definitions, consequences needs to be understood, and so if you have definitions without consequences, it seems unfair for businesses if you don't know what will come. So, to have no more restaurants on the hill, in order to get rid of liquor, it is proposed to have no more restaurants and removing food from the equation will bring more harm. There should be more restaurants open after 11 pm and regulating restaurants to get rid of alcohol is backwards and alcohol should be focused. Creating polices for establishments to do well should be the focus and not creating polices to prevent people from doing things. Winter questioned the use of the word consequences of definition and Schaefbauer replied that the definitions need to be clear as to how they will be used. Griffith commented if there are commercial areas within other universities that have the same issues, is there a way to look at them. Winter does have more information on this issue. Griffith questioned the path from Pearl Street to the hill at night. Gosage replied with the streets typically taken and offered concern of the number of single intoxicated females out at night and walking. Mitchell offered that he has noticed an increase in the number of females walking alone at night in the last ten years. Winer questioned if increased lighting across the creek would help and Gosage replied that it could help. Winter questioned if there is an official position from student government, Schaefbauer offered that this is consistent with the student government position from last year. Schaefbauer is looking to do some research with students in this regard. Mitchell offered that this limit will drive more risk behavior house parties and believes the drinking laws are wrong and should be moved to 18, parents continue to buy homes for their students on the hill, existing businesses will form a monopoly and the good operators are induced to sell out, concurs with Heinritz, it creates crime and a mess on the hill, and cleaning up the aftereffects of weekend drinking is a start.

Michael P. Absalom, 2638 Grapewood Lane, Boulder; president of the Responsible Hospitality Group and general manager with the Mountain Sun Restaurant Group, is very encouraged by the tone of this board. Absalom continued that in terms of definitions that every licensee in the State are defined as a license type and the City of Boulder is outside of their purview. The definitions they are trying to put forth are in place already set by the Colorado State Liquor Code. When the City of Boulder is trying to regulate alcohol, they are doing what the state has already done in the State Liquor Code. At the February 19 City Council meeting, council was concerned that there may be a tax on landlords and problem landlords pr problem residents. Things to address are the over consumption, council was concerned that students would be scared to all police, spend a lot of money and time to train staff how to serve people and watch safety, and the issue of the house parties

are not being addressed. Raj offered that neighbors are concerned with noise and trash, and she is concerned that they are going about it the wrong way, but thinks the approach to shut down commercial establishments is not the way to go. Griffith offered that a door hanger could be distributed to residences with a phone number to give their voice to communicate, a hot line / website of sorts. Absalom mentioned that council requested more analysis and feedback from the community and suggested that everything discussed today is valuable and should be brought to council. .

Bill Shrum offered that he was part of the stakeholder group and is extremely disappointed at the things that they were convened to discuss by council. As we all found some agreement on certain things, none of those things the groups found agreement on were in the packet. Finds it disappointing that no one from council was present at this meeting. This is the most impactful piece of legislation that council has potentially put forth on the hill. Shrum offered that he has seen more council members at UHNA meetings listening to the complaints of neighbors as opposed to an open public meeting to a commission that they assembled to gather feedback from the public. Shrum continued that he hopes council will read the minutes of this session. Shrum continued that the 500' Rule and having a geographic solution for a health and safety issue is completely inappropriate. He continued that students are the most health impacted group involved in this issue and if we taking care of them, it needs to be citywide as they can acquire alcohol citywide. Raj commented that she agrees with Shrum and sees it as a behavior problem and how are we speaking to young people. Shrum replied that speaking to young people by the media focuses on ruckus induced fun with alcohol. Shrum suggested addressing alcohol health concerns together.

Mitchell motioned to council: The University Hill Commercial Area Management Commission does not support the proposed changes to the 500 foot Rule; additionally, we recommend the solutions proposed include more consideration from the working groups and the individuals who presented testimony to us today, addressing education, prevention and enforcement. The proposed changes in the liquor code do not appear to us to adequately address the problem given the public testimony we received at our meeting today. Consideration of public input from the working groups and effected parties should be included. Further targeted analysis is needed in the following areas: economic impact to the hill, feedback from the students, impacts on public health, similar university's solutions and proven results, before there are any new definitions are created. UHCAMC requests that City Council more carefully define the problem so that tailored solutions can be implemented. The motion was four in favor and Raj abstaining.

Dahl offered that a relationship should be established between CU and Hill businesses.

AGENDA ITEM 8 – CUSG Update: Shrum would appreciate UHCAMC support of his nomination in CU Student Government.

AGENDA ITEM 9 – UHNA Update: None

AGENDA ITEM 10 - Parking Services Update: Matthews commented that he hasn't reviewed the construction on College; has had a couple of service project requests to include sticker removal, paint railing along 13th Street and clean up of tree wells. Matthews continued that an RFP will go out today regarding pay by phone for parking. Winter mentioned that curb repair will take place. Raj questioned the tree grates and Matthews replied that tree grates allows for walk able space, allows water in and is a city standard.

AGENDA ITEM 11 – Matters from the Commissioners: Hill Flea is on August 17th on the hill.

AGENDA ITEM 12 – Matters from the Staff: Landrith commented that the hill wall mural is back on track and Tyler Alpern, from the Libby Dorm at CU, and his director are in support and want to make it part of their syllabus for the start of the school semester and looking at an October date. We are applying for a Boulder Arts Commission grant that requires a commitment from a property owner that it will all be used. Fox Theatre will be a host for the AAA Music Radio Convention. Live music stage will be set up on College between the alley 12th and 13th, beginning Wednesday August 7 through the 9th with two hours of live musical entertainment each night. No alcohol service, just live music. Griffith offered that she has another woman interested in mural and discussed sister city and the mural.

Winter – RSD is moving forward with discussion on the most effective legal process; Spark is moving forward with Shrum and Winer on the group and a legal firm is providing financial support and may be open by November; AMPS and a joint board meeting on August 19th from 5:30 to 8 p.m. at Shine, Climate Commitment, Transportation Master Plan Update and Access Management and Eric Ameigh, senior project manager with the city, will be doing coordination and project

management of the RSD.

Meeting adjourned at 10:59 a.m.

ACTION ITEMS:

MOTION: Winer motioned to approve the May 9, 2013 UHCAMC meeting minutes. Dahl seconded the motion. All commissioners approved.

MOTION: The University Hill Commercial Area Management Commission does not support the proposed changes to the 500 foot Rule; additionally, we recommend the solutions proposed include more consideration from the working groups and the individuals who presented testimony to us today, addressing education, prevention and enforcement. The proposed changes in the liquor code do not appear to us to adequately address the problem given the public testimony we received at our meeting today. Consideration of public input from the working groups and effected parties should be included. Further targeted analysis is needed in the following areas: economic impact to the hill, feedback from the students, impacts on public health, similar university's solutions and proven results, before there are any new definitions are created. UHCAMC requests that City Council more carefully define the problem so that tailored solutions can be implemented. The motion was four in favor and Raj abstaining.

FUTURE MEETINGS

August 21, 2013	**Grace Lutheran Church**	**Off Site**

APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION

Attest:
Ruth Weiss

_____
Hillary Griffith, Chair

MEMORANDUM

TO: UHCAMC Advisory Committee
Molly Winter - Executive Director

FROM: Donna Jobert, Financial Manager

SUBJECT: Jan-June 2013 Revenues and Expenditures

DATE: July 31, 2013

Shown below is a summary of Jan-Jun 2013 revenues and expenditures. The 2013 budget and 2012 actuals are shown for comparative purposes.

Overall revenues are 51.2% of total budget collected and are down $10,792 when compared with last year.
Meter revenues for on-street meters are near budget to date. They are below last years revenue.
Meter revenue for the 14th St lot is under budget and below last year at this same time.
Meter revenue for the Pleasant St lot is over budget and above last year at this same time.
Permit revenue for the Pleasant Lot is lower than last year. This may be due to timing of payments as, permit revenue is near budget to date.

Expenditures through June 2013 equal 42.8% of budgeted expenses and up $9,394 compared with last year.
The most significant variance is for the work done on the tree wells and additional fleet expenses in 2012.
In addition, parking studies carried over from 2012 are expensed in 2013
Cost allocation (amount UHGID pays the City GF for services) increased over 2012.
The trends are similar to last year and we will be watch revenue closely and adjust expenses accordingly.

UHGID Revenues and Expenditures - Jan-Jun 2013

Revenues	Jan-Jun 2013 Revenue Collected	2013 Approved Budget	% Collected	Jan-Jun 2012 Revenue Collected	2012-2013 $ Difference	2012-2013 % Difference
Taxes	$ 24,221	$ 29,627	81.8%	$ 21,402	$ 2,819	13.2%
Street Meters	201,969	400,000	50.5%	208,951	(6,983)	-3.3%
14th Street Lot	25,703	66,000	38.9%	29,458	(3,755)	-12.7%
Pleasant Lot (permits)	18,840	37,996	49.6%	21,334	(2,494)	-11.7%
Pleasant Lot (meters)	10,327	15,000	68.8%	8,082	2,246	27.8%
Tokens	0	500	0.0%	13	(13)	-
Meterhoods	4,063	5,500	73.9%	5,475	(1,413)	-25.8%
Miscellaneous revenues	0	0	-	0	-	#DIV/0!
Interest	2,215	6,158	36.0%	3,415	(1,199)	-35.1%
TOTAL	**$ 287,337**	**$ 560,781**	**51.2%**	**$ 298,130**	**$ (10,792)**	**-3.6%**

Expenditures	Jan-Jun 2013 Expense	2013 Budget	% Expended	Jan-Jun 2012 Expense	2012-2013 $ Difference	2012-2013 % Difference
Parking Svcs Personnel	$ 78,173	$ 161,649	48.4%	$ 74,638	$ 3,535	4.7%
Parking Svcs Non-personnel	59,918	141,175	42.4%	79,607	(19,689)	-24.7%
Pay Station Replacement Reserve	-	13,086	0.0%	-	-	-
Vac/Sick Liability Adjustment	-	2,323	0.0%	-	-	-
DUHMD Personnel	56,735	115,155	49.3%	52,849	3,886	7.4%
DUHMD Non-personnel	15,068	30,406	49.6%	14,287	781	5.5%
Studies	22,512	69,000	32.6%		22,512	#DIV/0!
Economic Vitality - Mktg/Parking Studies	900	10,000	9.0%	2,400	(1,500)	-62.5%
Eco-Pass Prog.	-	675	0.0%	-	-	-
Cost Allocation/Benefit fund	23,632	47,264	50.0%	23,761	(129)	-0.5%
Capital Replacement Reserve	-	9,000	0.0%	-	-	-
TOTAL	**$ 256,937**	**$ 599,733**	**42.8%**	**$ 247,543**	**$ 9,394**	**3.8%**

COMMERCIAL AND RESIDENTIAL HILL POLICE CALL STATISTICS

MONTH	Assault		Auto Theft		Burglary		Crim. Mis.		Crim. Tres.		Disturbance		Domestic		Drunk		DUI		Felony Menacing		Fight	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January	8		4		16		10		5		11		1		6		4				3	
February	7		3		19		12		3		8		4		15		3				6	
March	9		4		43		23		11		15		1		10		3				11	
April	5		6		15		25		9		13		3		14		7				6	
May	6		1		17		23		3		16		8		10		8				5	
June	3		2		13		11		3		13		2		13		3				2	
July	2	3	2		14	3	16	1	5	2	5	8	4	2	6	8	3	1			1	
August	6		5		13		19		4		12		1		7		4				6	
September	10		6		23		25		11		22		3		18		4				15	
October	8		3		22		25		3		15		5		13		2				9	
November	1				10		9		1		4		2				3					
December	17				14		15		5		12		1		6							

MONTH	Fireworks		Harassment		Hill Noise		Indec. Exp.		Liq. Law Vio.		Loitering		Narcotics		Noise		Open Door		Party		Prowler	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January	2	4	10	5	39	32	1	2	22	7	2		1	2	9	22	2				2	
February	1		3		31				13		3		2		16		2				4	
March	4		3		72				28		1		10		14				1		3	
April	6		4		70		1		3		3		5		29		3		1		4	
May	6		10		85		1				2		1		20		2		1		1	
June	12		8		81				3		1		4		21		2					
July	17	1	4	2	53		1		1	1		9	3	5	13	18	1		1		4	
August	7		3		47		1		12		2		2		23		2		1		2	
September	2		12		119		1		7		6		3		31		1		2		4	
October	1		8		52				6		2		5		18		1		7		5	
November	1		3		6				1						7		2				3	
December	5				22		1		1		2		1		17		1				4	

MONTH	Robbery		Sex Assault		Shots		Stabbing		Suicide		Suspicious		Theft		Threats		Trespass		Weapon		Welfare Ck	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January	2		2			1					10	13	18	19	1		7	11		1	6	
February	1										12		17		1		11				19	
March	1		1								10		22		2		15		4		7	
April			3								5		15		1		8		1		9	
May			1		1						10		25		2		7		1		6	
June			2						1		10		20		2		8				13	
July	1		2								4	4	15	10	2		8	10	3		12	6
August	1				3						10		25		1		11		1		8	
September			5								12		18				15				11	
October			1								16		26				16				16	
November											6		10				2				2	
December											8		20				9				11	

City of Boulder
Economic Sustainability Strategy

Draft for Public Review
8-5-13

Introduction

In response to input from the local business community and direction from City Council, the city of Boulder has developed an Economic Sustainability Strategy (ESS) designed to support the city's economic vitality by building on its strengths and addressing challenges.

Economic vitality in the city of Boulder is a public-private collaboration to promote a healthy economy which supports the outstanding quality of life enjoyed by its residents. Boulder is following a sustainable path to economic development, adopting strategies that foster innovation, competitiveness, and entrepreneurship, and maintaining a positive business climate, while enhancing community character and preserving environmental quality.

The ESS will be used to guide the actions, work program, and efforts of the city and its strategic partners related to economic sustainability, and to integrate and inform other city plans and processes. The strategy will help Boulder manage and react to change while maximizing the use of available resources, and to encourage and support the creativity, innovation and entrepreneurship that drives the city's economy.

The ESS is the key tool to implement the Economic Vitality strategy area of the city's Sustainability Framework. The Sustainability Framework is based on the goals and policies of the Boulder Valley Comprehensive Plan and the city's priority based budgeting process and is used to assess and evaluate plans and programs against goals of the City Council and community.

Implementing the ESS will rely on both the city and external stakeholders including businesses, commercial property owners and non-profit organizations that work with businesses. Leveraging community assets is critical to maintaining a strong and diverse economy.

The ESS will be regularly evaluated through informal and formal (surveys, focus groups, etc.) feedback to ensure that actions are achieving desired results.

Economic Sustainability

There are critical interrelationships among economic, social and environmental health. Maintaining a healthy, adaptable economy that is vital to the community's quality of life and high level of services and amenities, which support a diverse economy with a qualified and diversified work force that meets employers' needs and supports a range of jobs while providing for and investing in a quality of life, unique amenities, and infrastructure that attracts, sustains, and retains businesses and entrepreneurs.

Economic Sustainability Strategy

Vision

Boulder will continue to be recognized throughout the world as a city where employers and employees innovate, create, and thrive in a manner consistent with their community's environmental and social values.

Mission

The city supports a healthy, adaptable economy that reflects our community's economic, social and environmental sustainability goals through:

- *Sustainable income and employment*
- *Strategic redevelopment*

- *Diverse economic base*
- *Superb quality of life*
- *Sustainable business practices*
- *A well-educated, highly skilled workforce*

This living *strategy document* outlines the ESS and is designed to be a flexible document with actions that are updated annually as community needs and priorities change. It includes strategies and actions organized into three categories:

- **People** –workforce, quality of life and social issues
- **Place** – physical environment (infrastructure, amenities, buildings)
- **Process** – ease of doing businesses (city processes, programs, codes and procedures)

A **"place-based"** approach to economic sustainability seeks to create vibrant, amenity-rich business districts that vary in their focus and intensity but all of which offer environments that support key industry clusters, retain talented workers and enhance a unique and sustainable "Boulder" quality of life. Each area of the city is different and a place-based approach looks at Boulder's various employment areas to identify desired change and tailored strategies for achieving that change.

Strategies describe how the city can best respond to issues raised in the 2012 Primary Employer Study and other research conducted by the city while furthering the ESS vision and the goals articulated in the Boulder Valley Comprehensive Plan (BVCP). The strategies are based on a "place-based" approach to economic vitality, improving city codes and process and addressing broader policy issues.

Action items identify how strategies will be implemented over the next 5 to 10 years. Some actions can be accomplished by the city through improvements in internal processes and procedures. Others involve coordination with external stakeholders or require further analysis, particularly when an issue to be addressed may lead to policy changes or major program additions or enhancements. Action items are categorized as priority actions to be completed in 2014 or long-term actions that may begin during this timeframe but would be completed at a later date.

Boulder's Economy

Boulder is a highly desirable place to work, live, and play. The city is an important employment center for the area and has a diverse and healthy economy. Boulder businesses represent a wide variety of industries and the city has a high concentration of aerospace, bioscience, clean tech, data storage, digital media, natural and organic products, outdoor recreation and software companies. While the majority of the city's employers are small businesses, several Fortune 300 corporations have a presence in Boulder. This diversity has contributed to the city's economic vitality and helped mitigate effects of recent economic downturns.

Businesses in Boulder build on the foundation of the city's highly educated workforce, superb quality of life, favorable business climate, high concentration of companies in growing industries and synergies with the University of Colorado and 14 federal labs. The city attracts talented entrepreneurs who have created a unique business community focused on cutting edge innovation and vision. The city has been recognized as one of the nation's best cities for start ups in 2013 and Richard Florida, author of *The Rise of the Creative Class,* named Boulder the most creative city in the U.S. in 2012 based on a detailed analysis of how more than 350 metro areas ranked in technology (new ideas, inventions, high-tech companies), talent (skilled, ambitious individuals), and tolerance (non-judgmental, open-minded).

Many people choose to work or live in Boulder because of its high quality of life, sense of place and extensive amenities. Boulder boasts hundreds of miles of bike and walking trails, excellent bus service, easy access to open space and the mountain backdrop, numerous and varied art, cultural, dining, entertainment and shopping options, excellent schools, and high quality healthcare. These community characteristics have created a strategic economic advantage that is difficult to replicate, but requires careful consideration and planning to ensure its viability into the future.

Boulder is a land-constrained, compact community by design, reflecting the city's commitment to a sustainable urban form while protecting the area's scenic beauty, open space and recreational opportunities. With relatively little undeveloped land available for commercial development, the city is strategic about economic vitality. Boulder's economic sustainability efforts recognize the importance of jobs already in the city; and business retention and support for homegrown companies is a priority. While the ESS is intended to help implement the results of the 2012 Primary Employer Study, Boulder's economic sustainability is much broader. Economic sustainability also results from the unique mix of a successful and healthy tourist industry, partnerships with universities and federal laboratories, and many arts, cultural, entertainment and retail options. The city also recognizes the importance of the primary employers that make up the core of the local economy. Primary employers are defined by city ordinance as:

> *A business or organization of any number of employees that generates more than 50 percent of its revenues from activities outside of Boulder County, and shall include, but is not limited to those facilities of such business and organization devoted to manufacturing, research and development, data processing, telecommunications and publishing, but shall not include hotels, motels, retailers, or food service facilities.*

Primary employers bring new money into the local economy, support secondary employers (restaurants, printers, banks, etc.) and pay substantial property taxes, sales and use taxes and permit and development fees to the city. Many of the city's economic vitality efforts, including business outreach and assistance, a flexible rebate program and a microloan program, have focused on primary employers.

In 2012, city staff, along with the University of Colorado Leeds Business Research Division and the Boulder Economic Council, conducted a primary employer study identifying the issues, trends and needs of Boulder's primary employers relative to the city's existing industrial and commercial space.

Key findings from the 2012 Primary Employer include:

- Boulder has approximately 554 primary employers
    - 8.2% of all Boulder employers
- Boulder's primary employers employ an estimated 26,059 individuals
    - 29% of all individuals employed in Boulder *(excluding self-employed)*
- Boulder's primary employers occupy approximately:
    - 538 commercial buildings (29% of all commercial buildings in city)
    - 7.5 million square feet of commercial space (35% of total)
- Primary employers are concentrated in three main areas: East Boulder (44%), Gunbarrel (15%) and Downtown (15%).
  A significant number of primary employers expect to expand in the next few years and many anticipate needing more space and moving to a new location.

The four key issues identified in the study were:

1. Availability of suitable space for expansion
2. Lack of flexibility in allowed uses
3. High cost of land / cost of doing business
4. Lack of amenities in some areas of the city

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People

Introduction

Boulder has a well educated, highly skilled and creative workforce. The city has the nation's highest percentage of college graduates and a very high concentration of individuals employed in scientific and technical occupations including aerospace engineers, architects, biochemists, environmental scientists and software developers. This high concentration of talent reflects the presence of the University of Colorado at Boulder, federal labs, and technology-intensive industries which draw companies and entrepreneurs from around the world.

Boulder's workforce draws from several key sources. The desirability of Boulder's quality of life and a collaborative and supportive business climate has attracted people with world-class talent and skills for many decades, and the workforce includes many who chose Boulder as a place to live and found a job here. The workforce also includes technically trained and "creative class" workers drawn to growing Boulder companies, residents who grew up and remained in Boulder and University of Colorado and other area college graduates who find work and careers in the city. City-wide, median income has decreased for Boulder households since 2000. Poverty rates and other negative economic indicators are increasing among certain populations (e.g. Latino residents, seniors, children).

Issues and Challenges

- An educated, creative and productive workforce has always been vital to Boulder's economic prosperity, and will be even more so in the future as other communities, other states, even other nations cultivate the education, creativity and productivity of their workforces. Workforce training and high quality education needs to be a focus, especially in the Science, Technology, Education and Math (STEM) fields.

- Boulder's workforce is drawn to employment areas with a wide variety of amenities, uses, and services (e.g. restaurants, retail), recreational amenities, the arts, and increased walkability to public transportation, bicycle, and pedestrian facilities. East Boulder and Gunbarrel are primary employment centers that lack the same diversity of amenities that are available to downtown workers.

- Changing work patterns and technology have resulted in more individuals operating small businesses and start-ups from their homes, with occasional visitors or part-time employees. Current city regulations for home occupations do not always reflect these types of home-based businesses that many times are compatible with residential uses. (Note: see Process 2014 Action chart)

- While most of the individuals who work in Boulder are residents within Boulder County, between half and two-thirds of Boulder employees live outside the city limits. While the city has a high concentration of self employed and residents who work from home, over 59,000 employees commute into the city for work (2013 City of Boulder estimate), using

the U.S. 36 Corridor (26%) and the Diagonal Highway 119 (18%) (Boulder Economic Council Commuting Patterns Study 2012).

- As technology changes, there will be increased demand for workforce with specialized skills. Current K-12 and post K-12 higher education options, including non-university training, professional and technical schools, and community colleges, may need to be expanded and customized to meet the needs of employers, workers and residents. In addition, demographic trends indicate between 2020 and 2025 Colorado will require a significant in-migration of employees to fill vacancies from retirees.

Strategies

- Expand opportunities for workers to live within the city.

- Expand regional transit alternatives with local partners so that commuters have more transportation options other than single occupant vehicles.

- Work with employers to develop and support programs designed to help attract workers with highly specialized skills and experience, and provide workforce training opportunities.

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2014 Action Chart

Priority Actions	Responsible Parties	Timing
Action 1.1: Enhance **engagement with education and training organizations,** seeking opportunities to collaborate on development of the workforce available to Boulder employers.		
Action 1.2: (2014) Ensure that the city's **Transportation Master Plan update, city involvement in the RTD Northwest Area Mobility Study, and the city's Access Management and Parking Strategy** focus on developing strategies and funding mechanisms for addressing the local and regional commuting challenges and opportunities for Boulder workers.		
Action 1.3: (2014) Through the city's **Comprehensive Housing Strategy** currently under development, understand and develop approaches for the needs, desires and preferences of Boulder workers who do not live inside the city limits. Expand housing opportunities for those working in Boulder.		
Action 1.4: Support local business and industry organizations to **foster "productive collisions"** of local workers which provide opportunities for exchanges of ideas and collaboration.		

Longer term Actions

- Work with strategic partners – industry associations, business organizations, and education institutions – and employers to develop a plan to help attract workers in select fields.

- Work with the Boulder Chamber and other community partners to implement the Innovation Blueprint 3.0, in particular to "expand mentoring and training programs for entrepreneurs, female and minority business leaders, facilitate cross-industry collaboration, and develop talent among our university student population".

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Place

Introduction

The workplace needs of today's employers are vastly different from those of just a few years ago. The city's employment areas need to make a similar transformation. Each area of the city is different and a more place-based approach would identify desired change and tailored strategies for achieving that change. There is enormous opportunity to improve Boulder's employment areas to provide a greater diversity of uses and services, increased walkability, improved quality of the built environment, and increased access to public transportation, bicycle and pedestrian facilities. Public investment in infrastructure can also be a key component.

The city has three major employment centers, generally described as Downtown, East Boulder, and Gunbarrel. Primary employers have also clustered in other areas like the Twenty Ninth Street area (Crossroads subcommunity), Boulder Junction, the North Boulder subcommunity, as well as smaller commercial centers. However, with the development of the city, those employment areas on the west side of Boulder benefit from the smaller, tighter street grid and pre-war development pattern, whereas the East Boulder and Gunbarrel employment areas are very auto oriented in large superblocks, and a lack of a connected street grid.

The 2012 Primary Employer Study highlights the unique characteristics and needs of specific Boulder areas where most primary employers are located. Desired public and private amenities like restaurants, shopping, parking, bike paths, and transportation – and the needs of primary employers – differ greatly between Downtown, East Boulder, and Gunbarrel.

- **Downtown** restaurants, retail, district parking, and the Pearl Street Mall serve downtown employees, residents, and visitors. Downtown zoning includes non-industrial primary employer offices in addition to financial services and other professional offices. Employers love downtown for the many opportunities for "casual collisions" on the mall or in a coffee shop. Some companies find the parking district convenient, while others do not choose a downtown location because they don't want their employees or visitors to pay for parking. High demand has resulted in very limited office space availability.

- **East Boulder** houses a mix of manufacturers, research and development, and a wide range of industrial uses, and is the city's largest employment center for primary employers. Free and abundant parking is seen as a plus for most employers. Bike paths and sidewalks provide pedestrian access. There are some lunchtime options within Flatiron Park and in the area of the 55th and Arapahoe intersection, but many employees drive to Twenty Ninth Street, downtown, or other commercial areas for more eating options. Additional amenities such as pedestrian connections, restaurants and other services are desired. Shuttle buses or other transportation options have been requested.

- **Gunbarrel** is evolving, with new housing, retail, brewery/restaurant, and hotel development all under construction. Gunbarrel is home to many larger companies, and employers desire more eating options and services in this portion of Boulder. As in East Boulder, parking is free for employees and visitors. More Gunbarrel housing options – in type and price –would allow more Gunbarrel workers to consider living closer to work.

Boulder recognizes the need to revitalize its older commercial and industrial areas, renovate "tired buildings" and support business growth in these areas. As a mature, compact city with little remaining vacant land, the city has an opportunity to revitalize areas of the city that are not reaching their full potential. Strategic planning to address the unique needs and priorities of each employment area and ensure that economic sustainability and place-making is a primary outcome is the essence of the place-based approach. While supporting and sustaining these vibrant places, the city can help to retain and attract primary employers as well as enhance the unique character of Boulder's sub communities and advance other community sustainability goals.

Issues and Challenges

- Main employment centers of East Boulder and Gunbarrel lack a diversity of amenities, uses, and services (e.g. restaurants, retail), increased walkability, recreational amenities, the arts, and increased access to public transportation, bicycle, and pedestrian facilities to meet the needs of Boulder's workforce.

- As an older community, Boulder has an older commercial building stock as compared to newer, remodeled space in neighboring or similar cities. As a result, "tired" buildings may not provide the amenities or upgrades desired by employers.

- There is limited availability of high quality, large floor plate commercial space to meet the demand of growing Boulder larger primary employers. Many larger employers look for the efficiencies provided by larger floor plates.

- The very low supply (low vacancy rate) of downtown office space presents a challenge due to the high desirability and demand for downtown space (and its numerous amenities and concentration of companies) by Boulder primary employers.

Strategies

- Support the vitality of Boulder's varied employment areas throughout the community (e.g. Twenty Ninth Street, South Boulder, and North Boulder) through a place-based approach that builds upon the unique amenities to those areas, in addition to the city's main employment centers.

- Enhance the East Boulder employment area to create a more desirable place for companies and workers with desired amenities: eating and drinking places, retail services, the arts, and increased multi-modal access to public transportation and bicycle and pedestrian facilities.

- Continue the efforts in the Gunbarrel community center, to create a more inviting and diverse place for companies and workers, with desired amenities and increased access to public transportation and bicycle and pedestrian facilities.

- Ensure Downtown Boulder's continued success as a vibrant, desirable location for a rich mix of uses by finding opportunities to upgrade and create additional space for key industries as well as high quality outdoor spaces, including implementation of the civic area plan.

- Encourage and incentivize the upgrading of Boulder commercial buildings in appearance, tenant amenities, energy efficiency, and other sustainability measures.

- Support a multi-pronged, community development based strategy to maximize the unique assets and opportunities of University Hill.

2014 Action Chart

Actions	Responsible Parties	Timing
Action 2.1: Implement the **Civic Area Plan** Phase 1 including investment strategies, financing tools, capital improvements, flood protection, safety improvements, and feasibility planning for future phases.		
Action 2.2: Work to support public and private investment in amenities in the East Boulder employment area through the **East Arapahoe area planning effort** (to begin in 2013).		
Action 2.3: Examine the mix and type of businesses located in and around **North Boulder** as part of the Subcommunity Plan update, including analysis of the feasibility of fully developing the Village Center.		
Action 2.4: In partnership with **the Hill** stakeholders, provide resources and coordination for the implementation of the **Residential Service District and the innovation district concept**. Develop a cross departmental Hill team to ensure coordination of and communication about Hill programs and activities.		

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Longer term Actions

- Support areas like Diagonal Plaza to maximize redevelopment opportunities and strengthen economic health (from BVCP policy 5.01).

- Explore incentives and financial tools for commercial property owners to upgrade their building stock, catalyze commercial energy upgrades, and provide employee amenities.

- Through the Sustainable Streets and Centers project and East Arapahoe area planning, study East Boulder and Gunbarrel zoning (e.g. open space, parking, and floor area requirements) and consider updates to reflect current employment trends and needs of primary employers.

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Process

Introduction

Many issues related to primary employers' space, location, and expansion are purely defined by the market. To support the retention and attraction of today's talented workforce and progressive employers, however, the city can have a direct influence on a number of important issues:

- The city's comprehensive plan sets broad economic policy and land use direction.
- The city's zoning districts define the uses allowed in different areas occupied by primary employers.
- Developing new space or upgrading existing buildings require review and permits by the city.
- Business retention, expansion, outreach, and incentives through the city's economic vitality program.

The comprehensive plan recognizes that land use regulations impact the ability of businesses to evolve. The city's regulations and review processes need to provide flexibility to allow businesses to be responsive to emerging technologies and evolving industry sectors. There are daily interactions between employers and Boulder's city government. These occur when companies get services from the city and are subject to city regulations and programs. These include licensing and taxing, permitting and development review, the adoption of legislation, and business assistance and business retention services provided by the Economic Vitality program. Over the past few years, the city has placed additional focus on the improvement of these business services, as part of the city's vision to strive for service excellence. Efforts implemented and underway include expanded economic vitality services, a web business portal, and new ways to communicate about city news and projects that matter to businesses.

Many Boulder primary employers lease their space. They often grow quickly and move frequently, triggering remodeling to meet tenants' needs. Remodeling construction requires some combination of city development review and permits. Timing windows are routinely affected by lease timing and company operations. As companies plan their moves from space to space (often every few years), the cost, predictability, and timing of building improvement projects and permits (including code-triggered upgrades) become key factors in their decisions to stay and grow in Boulder.

The city's economic vitality program provides support for business relocation, retention, and expansion. One tool is the flexible rebate business incentive program in which the city manager can approve customized rebates of sales and use taxes and permit and development review fees to key primary employers. A microloan program provides an additional funding source for Boulder small businesses.

Issues and Challenges

- The city's discretionary review process can result in a wide range of outcomes which can increase the level of risk and associated costs (which affects the ability to build the development potential according to the zoning code).

- Because most primary employers are lessees (81 percent) and move frequently, employers and property owners may not invest capital in building upgrades.

- Certain city zoning regulations on the uses of commercial space (and size of uses) may unnecessarily limit use flexibility.

- Upgrading older buildings can result in significant building improvement requirements (e.g. energy code, accessibility, wiring, utilities) that may be unexpected to a property owner or a business tenant.

- Land cost is a significant factor; Boulder's commercial land cost is generally higher than surrounding communities and this affects decisions to upgrade and develop commercial property.

Strategies

- Ensure that Boulder's land use and other codes respond to changes that support 21st century employer needs for flexibility in commercial uses and employee workplaces.

- Encourage owners of Boulder's industrial and commercial building stock to update their buildings so that they become models of 21st century energy efficiency.

- Make doing business with the city easier, through improved application and permitting processes.

- Continue and expand the city's economic vitality efforts in business retention and expansion, outreach, incentives, and assistance.

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2014 Action Chart

Actions	Responsible Parties	Timing
Action 3.1: **Update commercial and industrial zoning use charts and definitions to provide more flexibility** for space options, respond to the dynamic nature of Boulder's primary employers, and to allow and encourage desired amenities.		
Action 3.2: Continue to improve the **commercial tenant finish permit process** to make it more timely and predictable (with predictable requirements) for applicants and property owners.		
Action 3.3: **Update home-based occupation** regulations reflect current industries and businesses, the use of the Internet, and to balance potential impacts to residential neighborhoods while allowing flexibility for home-based businesses.		

Longer term Actions

- Evaluate updates to zoning bulk and intensity methods (height, stories, FAR, building size, open space, setbacks, parking).
- Examine policies and regulations around complimentary uses and amenities in employment centers, such as eating establishments, retail and services.
- Consider increased funding for flexible rebate incentives.
- Modify/enhance development review processes (review thresholds, review times, fees, predictability).

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Standard Response to Electric Bicycle Questions

Thank you for your message to the Boulder City Council.

The Boulder Revised Code (BRC) regulates the operation of electric-assisted bicycles in Boulder. Electric-assisted bicycles are currently permitted to operate on streets and in designated bicycle lanes, but are prohibited from operating on paths and sidewalks. The specific regulations are listed in BRC Chapter 7-5: Pedestrian, Bicycle, and Animal Traffic.

Proposed electric bike pilot project for 2013-14

As part of the 'Complete Streets' focus area of the current update to Transportation Master Plan (TMP), staff is developing a proposal for City Council consideration of a one-year pilot project to test the use of electric bicycles on off-street multi-use paths (this pilot will not include open space trails).

Changing an ordinance, even for a pilot program, requires council action. The Transportation Advisory Board will hold a public hearing on Sept. 9 and make a formal recommendation to City Council. Council will consider the pilot ordinance change at its on Oct. 1 meeting.

If approved by council, the pilot project would modify the existing city ordinance to allow people to ride electric bicycles on multi-use paths. In addition to the ordinance change, the city would implement a public information campaign to raise bicyclist and pedestrian awareness, emphasizing safety and courtesy among all multi-use path users.

Concurrently, the city is also working on local amendments to be consistent with new policies adopted by the Americans with Disabilities Act (ADA) that will allow people with mobility impairments to use personal motorized devices, including electric-assisted bicycles, on multi-use paths. However, this will not address the use of electric bicycles by able-bodied persons.

Transportation Master Plan (TMP) Update Process

As part of the 2013-14 TMP update, the city is looking for public feedback to better understand transportation choices and identify strategies that encourage more people in our community to walk and bike. The city is also seeking community input on proposed innovations to be included in a "Bicycling and Walking Action Plan" that will be incorporated into the TMP update.

The TMP update is a good forum to discuss and consider changes to current regulations on electric-assisted bicycles. You can learn more about the current TMP update process at www.bouldertmp.net and to participate in the conversation, visit www.inspireboulder.com.

Please consider sharing your ideas with the city through Inspire Boulder and staying informed about the TMP update on Twitter and our blog at goboulder.tumblr.com.

You also may contact me directly at 303-441-4138 or ratzelm@bouldercolorado.gov. Thank you for taking time to share your ideas.

To learn more about the operation of electric-assisted bicycles, motor scooters, Segways and other personal motorized devices in Boulder, see the Personal Motorized Vehicles Fact Sheet.

Marni Ratzel
City of Boulder Bike and Pedestrian Coordinator