

DOWNTOWN MANAGEMENT COMMISSION

October 6, 2014

5:30 p.m. - Regular Meeting

Council Chambers- 1777 Broadway

AGENDA

1. Roll Call
2. Approval September 8, 2014 Meeting Minutes
3. Public Participation
4. Police Update
5. Parks Update
6. BID Update
7. Public Hearing and Consideration of a Motion to Make a Recommendation to City Council of the Downtown and University Hill Management, Parking Services 2015 Budget
8. Mall Ordinance Changes Update
9. Feedback on AMPS Best Practices
10. Matters from Commissioners
11. Matters from Staff
 - Update on the Smoking Ban - Landrith
 - West Pearl Construction Update – Matthews

Attachments

- Meeting Minutes – September 8, 2014
- Sales and Use Tax Revenue Report – July 2014
- DUHMDPS 2015 Recommended Budget
- Police Stats
- Downtown Boulder Open/Close List
- Mall Ordinance Changes Summary Matrix
- Best Practices Document for AMPS

<p>DUHMD/PS 2014 Priorities</p> <p>University Hill Hill Reinvestment Strategy Development, Adoption and Implementation</p> <ul style="list-style-type: none">• Capital Improvements• Marketing and Events• Organizational Structure• Clean and Safe• Innovation <p>Smoking Ban 14th Street Mixed Use Development Partnership "Parklet" pilot</p> <p>Boulder Junction Implementation of TDM District</p> <ul style="list-style-type: none">• PILOT payments• Revised budget projections <p>Depot Square Garage Operations Parking Plan for future development Smoking Ban</p> <p>Downtown "Parklet" Study Smoking Ban Civic Area Plan Participation Civic Use Pad Recommendation Implementation of Bond Projects:</p> <ul style="list-style-type: none">• 15th Street Streetscape	<ul style="list-style-type: none">• West End Streetscape <p>Parking AMPS Phase I Implementation: Work Plan Development, Scope and Phased Implementation Garage Arts Plan Parking Philosophy NPP Expansions</p> <p>Internal Division Value Goal: Customer Service Name Change Office Space Planning and Remodel Phase II</p> <p>DMC 2014 Priorities</p> <ul style="list-style-type: none">• Civic Area Plan• Homelessness• Downtown Vitality• West Pearl Streetscape Project <p>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.</p>
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**CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM**

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: KOVAL, CRABTREE (absent), SHAPINS, DEANS, MILLSTONE

STAFF: WINTER, MATTHEWS, WEISS, LANDRITH, HERRING, JOHNSON, JOBERT,
HAYDEN, MCELDOWNEY

GUESTS: ADAMS

TYPE OF MEETING: Off Site September 8, 2014

AGENDA ITEM 1 – Roll Call: Meeting called to order at 5:30 p.m.

AGENDA ITEM 2 – Approval of the August 4, 2014 (See Action Item Below):

AGENDA ITEM 3 – Public Participation: None

AGENDA ITEM 4 – Police Update: Johnson introduced Katie McEldowney, the new commander for downtown, and she will be coming to DMC meetings in the future. Commissioners and advisory members introduced themselves. Deans welcomed McEldowney and gave a fond farewell to Johnson. Johnson mentioned that more promotions are coming within BPD. McEldowney gave a synopsis of the stats and their outcomes. Rainbow people were discussed. The Edge Early Diversion Get Engaged is a program in front of offense to put mental health workers in the police department during prime times and they respond to calls to divert such cases to mental health from criminal scenario. It started in Boulder County and can't always make mental health a priority and it helps get them into the health system. Johnson continued by discussing that the chronically homeless and the use of this program to leverage them to address the long term solution. Deans questioned the Rainbow gathering location for this year.

AGENDA ITEM 5– Parks Update: Hayden offered that Parks is fully staffed on the mall, finishing off the last block of the Mall irrigation project; and, getting ready to do any hardscape finishes before the winter weather hits. Shapins mentioned the tree guards being installed are great.

AGENDA ITEM 6 – BID Update: Adams said that Bands on the Bricks has wrapped up; Beer Fest had 2,000 people attend in the rain with 48% were from Boulder, 12 % from out of state and the rest from other parts of Colorado. Fashions Night Out had 30 retailers participating. Fall Fest is coming up. Pearl Street Stampede and Fall Fest are currently being marketed. Operations has all new CU banners, Be Boulder, is the new campaign. Some alleys are being power washed. Private security will be evaluated later this month. Tebo Train run has ended. Visitor Center hours are down to 10 to 6 and August was the best month ever. Iron Man was discussed. Adams said that next year's event for Iron Man sold out a week after this year's event ended. Herring mentioned that Iron Man wanted a pilot situation to happen and now negotiations will determine city's financial input. Koval encourages city council to make this event happen. Koval said that there are some lessons to be learned.

AGENDA ITEM 7 - Public Hearing and Consideration of a Motion to Recommend to City Council the DUHMD/PS 2015 CIP Projects – Jobert gave details on upcoming projects that are ongoing projects, added an RFP to replace the hardware and software for the gate system on the garage, the city manager has endorsed it and looking for commission support. Matthews mentioned that the back office computer system for the garage access no longer supports the current system and all needs to be replaced. Working with consultants to get a thorough RFP to make garage access easier, there is also pay on foot options and a method to take credit cards in lane, along with better ways to eliminate fraud in the garage. Various ways and choices are being investigated but the equipment needs to be replaced in the five garages and it will be a major expenditure; will be working with the variable messaging at the garages; and 4 of the 5 garages are giving good counts. Public hearing was opened; and Public Hearing was closed without a comment from the public.

Millstone motioned to support the budget as moved and with changes, Shapins seconded the motion and all Commissioners approved. The motion passed by 4 – 0.

AGENDA ITEM 8– 2015 Downtown Employee Travel Survey Changes: Landrith said that the RTD Smart Card has not been successful with data collection. Landrith continued that the Downtown Employee Travel survey has been reduced from 48 to 25 questions to get better responses and to get more input from the restaurant employee sector. Deans questioned several questions meaning. Millstone questioned how people are getting the survey. Landrith replied that the consulting firm will use the tenant data base to select a statistically valid sampling of businesses. The survey will either online or paper, and in Spanish. Landrith continued that smaller employers are more likely to respond than larger ones.

AGENDA ITEM 8– Matters from the Commissioners: Deans said that she and Shapins met with Lesli Ellis regarding the Comprehensive Plan, talked about how to make the comp plan more accessible; Millstone questioned the main topics; Deans talked about trends; Shapins offered that planning should make a pitch to other departments to demonstrate where we've been and where we are going. Winter said that at the next District Joint Board meeting it would be a good agenda topic and schedule prior to the council retreat to have all the boards weigh in.

AGENDA ITEM 9 – Matters from the Staff: Matthews said that West Pearl is moving forward and the 9th Street intersection is being rebuilt; finding stone for benches and edging is a challenge; bike racks are going in; new bike corrals are on order; Pearl “W”est project is moving forward; big drilling rigs will be gone at end of October; 901 Pearl has steel structure in the air; 909 will break ground next week; Colorado building is under way; Frasca is underway; 17th and Walnut is all residential and is going up; hotel at Canyon and Pearl has begun. Deans questioned if anyone is monitoring the economic impact of all the construction. No work will occur on the weekend of Fall Fest.

Winter mentioned the status of the civic use pad and went to council for the first reading on August 19th and council had many questions. It will be rescheduled due to FAR questions, clarifications on who is paying for the subsidy for civic use and come up with a funding source to help groups pay for the space, just a series of clarifications. Winter mentioned that the Joint Board AMPS meeting is cancelled for 9/23 with a new date forthcoming. Winter continued that Jobert and she will call for CAGID. Trinity Lutheran cost has doubled from the original cost and there is work to be done and negotiations to come and a draft MOU will set the stage to come up with the final agreement. The hope is for resolution soon. The project at Armory in north Boulder has potential for CAGID participation in a mobility hub and remote parking for downtown employees with the thoughts for out of the box thinking. There is potential of Broadway and Spruce lot for parking and housing. Winter offered that it needs to maximize parking and it would need to be wrap around the building with a maximizing for parking or financial assets. Winter mentioned that she and Landrith went to the IDA in Ottawa and that homeless is not only an issue in Boulder. Landrith commented on place making, flowers and Jessica Goldman that took derelict neighborhoods and made public gardens.

Deans questioned AMPS and Winter responded that the Joint Board Meeting will be in October and not sure what will be shared. Koval questioned what is the funding and the budget aspects.

Dean motioned to adjourn, Millstone seconded. The motion passed unanimously with a vote of 4 – 0. Meeting adjourned at 7:14 pm.

ACTION ITEMS:

MOTION: Millstone motioned to approve the August 4, 2014 meeting minutes subject to corrections. Koval seconded the motion. The motion was approved 5 – 0.

MOTION: The Downtown Management Commission recommends to City Council the DUHMD/PS 2015 CIP Projects Millstone motioned to support the 2015 DUHMD/PS 2015 CIP Projects Budget as moved and with changes, Shapins seconded the motion and all commissioners approved. The motion passed by 4 – 0.

FUTURE MEETINGS:

November 3, 2014

Council Chambers

Regular Meeting

APPROVED BY:

DOWNTOWN MANAGEMENT COMMISSION

Attest:

Ruth Weiss, Secretary

Sue Deans, Chair

City of Boulder

Sales & Use Tax Revenue Report

July, 2014

Issued September 24, 2014

This report provides information and analysis related to July 2014 year-to-date sales and use tax collections. Results are for actual sales activity through the month of July, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Cheryl Pattelli, Director of Finance, at (303)441-3246 or pattellic@bouldercolorado.gov.

PLEASE NOTE: Pursuant to a vote in November, the sales and use tax rate changed on January 1, 2014 from 3.41% to 3.56%. Therefore, actual dollars collected in the report may show as being higher in 2014 solely because of the tax rate increase. However, the actual percentages changes included in this report have been normalized to be able to compare the actual increase or decrease for this year compared to the same period in 2013 as if the rates were the same. This normalized percentage better reflects the underlying economic activity in the city and enables city staff to readily determine if revenue targets are being met.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, YTD “normalized” Sales and Use Tax has increased from the 2013 base by 9.85%.

TABLE 1

ACTUAL SALES AND USE TAX REVENUE

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	5.36%	77.01%
Business/Consumer Use Tax	40.41%	11.50%
Construction Use Tax	17.13%	8.62%
Motor Vehicle Use Tax	20.15%	2.87%
Total Sales & Use Tax	9.85%	100.00%

Retail sales tax from recreational marijuana is a new revenue source in 2014. Therefore, adjusted numbers are provided in Table 2 to better illustrate underlying retail sales and related tax, excluding revenue from recreational marijuana. Further, due to a number of uncertainties in costs related to the sale of this new commodity, much of this revenue is being reserved, pending increased certainty, and is not available for other purposes.

TABLE 2

SALES AND USE TAX REVENUE ADJUSTED TO EXCLUDE RECREATIONAL MARIJUANA

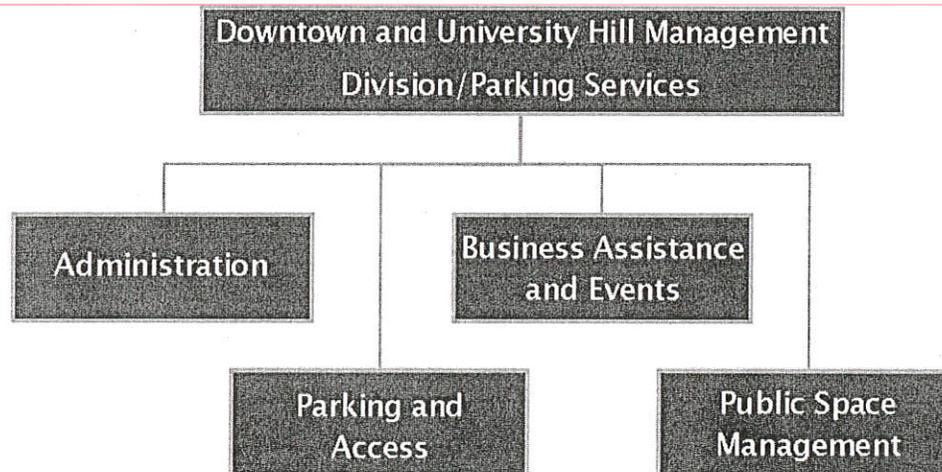
TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	4.00%	76.79%
Business/Consumer Use Tax	40.32%	11.61%
Construction Use Tax	17.13%	8.71%
Motor Vehicle Use Tax	20.15%	2.89%
Total Sales & Use Tax	8.75%	100.00%

Downtown and University Hill Management Division/Parking Services

2015 Recommended Budget

\$12,532,113

The mission of Downtown and University Hill Management/Parking Services is to serve the Downtown, University Hill, Boulder Junction and other neighborhoods by providing quality programs, parking, enforcement, maintenance, and alternative mode services with the highest level of customer service, efficient management, and effective problem solving.



Department Overview

Administration

- Provide administrative and financial support to the department, customer service to patrons, and sales and administration of commercial and residential parking permits. Provide staff liaison support to four advisory boards: Downtown Management Commission, University Hill Commercial Area Management Commission, and two Boulder Junction Access Districts – Parking and Travel Demand Management.

Business Assistance and Events

- Manage public space permitting on University Hill, the Pearl Street Mall, and citywide; coordinate with downtown and hill business organizations; provide business retention and outreach services; and coordinate capital improvements downtown and in the Hill commercial district.

Downtown and University Hill Management
Division/Parking Services

Parking and Access

- **Operations and Maintenance.** Maintain and operate downtown and University Hill automobile and bicycle parking infrastructure, including six surface lots, five garages, 4,440 on-street auto parking spaces, and over 1,300 bike racks. Plan for the implementation of the Boulder Junction Access Districts.
- **Travel Demand Management (TDM).** Administer the downtown travel demand management programs: employee EcoPass, Car Share and Bike Share.
- **Parking Enforcement.** Use education and enforcement to manage parking in the downtown and University Hill commercial areas, in ten Neighborhood Parking Permit zones, and citywide.

**Table 8-14: Downtown and University Hill Management Division / Parking Services
Summary Budget**

	2013 Actual	2014 Approved	2015 Recommended
STAFFING			
Administration	6.45	6.45	8.45
Business Assistance and Events	1.50	1.50	1.50
Parking and Access: Operations TDM and Enforcement	34.30	34.30	34.55
Capital Improvements Program, Interdepartmental Charges and Debt Service	-	-	-
TOTAL STAFFING	42.25	42.25	44.50
EXPENDITURE			
Administration	\$ 1,028,567	\$ 1,118,545	\$ 1,672,906
Business Assistance and Events	457,136	352,279	328,200
Parking and Access: Operations TDM and Enforcement	4,285,034	4,355,887	4,767,224
Capital Improvements Program, Interdepartmental Charges and Debt Service	5,125,000	3,047,439	5,763,783
TOTAL EXPENDITURE	\$ 10,895,737	\$ 8,874,150	\$ 12,532,113
FUNDING			
General	\$ 1,268,925	\$ 1,214,032	\$ 1,582,182
Downtown Commercial District	8,077,413	7,027,957	9,714,556
University Hill Commercial District	561,817	569,215	653,882
Boulder Junction General Improvement District-Parking	6,371	12,599	432,798
Boulder Junction General Improvement District-TDM	1,612	50,347	148,695
Capital Improvement Bond	979,599	-	-
TOTAL FUNDING	\$ 10,895,737	\$ 8,874,150	\$ 12,532,113



2014 Accomplishments

- Completion of 2011 Capital Bond Projects: Pearl Street Mall Interactive Kiosk, 15th Street and West End streetscape improvements
- Began an interdepartmental Access Management and Parking Strategy assessment
- Boulder Junction Access District – TDM commencement of TDM programs.
- Expanded Neighborhood Parking Program (NPP) in Mapleton, East Ridge and Whittier districts
- Expanded car share access in Boulder through a parking agreement with Car2Go and EcoCar share.
- Provided sponsor and grant support to Boulder BCycle to allow growth in the bike share system
- Initiated Pay by Phone option to provide more parking convenience in the commercial districts
- Completed office renovation to provide more office space for additional staff
- Adopted a Hill Reinvestment Strategy that included:
 - Hired 2 year fixed term Hill Coordinator to assist with Hill Revitalization project
 - Began the Hill Residential Service District as a two year pilot
 - First Boulder "Parklet" installed on University Hill converting 2 parking spaces to a people space. Temporary installation from May–October 2014
 - Entered into a Memo of Understanding for the redevelopment of the UHGID 14th Street Parking Lot
- Completed a Memorandum of Understanding with St. Julien Partners to create a civic use benefit space at the pad adjacent to the hotel.

Key Initiatives for 2015

- Completion of 2011 Capital Bond Projects: Pearl Street Mall Interactive Kiosk, 15th Street and West End streetscape improvements
- Began an interdepartmental Access Management and Parking Strategy assessment
- Boulder Junction Access District – TDM commencement of TDM programs.
- Expanded Neighborhood Parking Program (NPP) in Mapleton, East Ridge and Whittier districts
- Expanded car share access in Boulder through a parking agreement with Car2Go and EcoCar share.
- Provided sponsor and grant support to Boulder BCycle to allow growth in the bike share system
- Initiated Pay by Phone option to provide more parking convenience in the commercial districts
- Completed office renovation to provide more office space for additional staff

Downtown and University Hill Management
Division/Parking Services

Key Initiatives for 2015 continued

- Adopted a Hill Reinvestment Strategy that included:
 - Hired 2 year fixed term Hill Coordinator to assist with Hill Revitalization project
 - Began the Hill Residential Service District as a two year pilot
 - First Boulder "Parklet" installed on University Hill converting 2 parking spaces to a people space. Temporary installation from May–October 2014
 - Entered into a Memo of Understanding for the redevelopment of the UHGID 14th Street Parking Lot
- Completed a Memorandum of Understanding with St. Julien Partners to create a civic use benefit space at the pad adjacent to the hotel.

**Table 8-15: Downtown and University Hill Management Division/Parking Services
Significant Changes Between 2014 and 2015 Budget**

	2014 Approved Budget	2015 Recommended Budget	Total Change	2014 FTE	2015 FTE	FTE Change
GENERAL FUND						
Hill Reinvestment Strategy Coordinator	\$ 73,514	\$ 151,309	\$ 77,795	0.00	1.00	1.00
Hill Reinvestment Strategy - Residential Services Pilot	47,500	95,000	47,500	0.00	0.00	0.00
Parking Kiosk Data & Communication Fees	19,380	21,204	1,824	0.00	0.00	0.00
Access and Parking Management Strategy	-	48,000	48,000	0.00	0.00	0.00
Parking Kiosk Modem Upgrade	-	13,430	13,430	0.00	0.00	0.00
On-Street Meter Non-Personnel Expense	5,000	25,000	20,000	0.00	0.00	0.00
BOULDER JUNCTION ACCESS GENERAL IMPROVEMENT DISTRICT - TRAVEL DEMAND MANAGEMENT FUND						
Non-Personnel Expense Increase	\$ 50,347	\$ 148,696	\$ 98,349	0.00	0.00	0.00
DOWNTOWN COMMERCIAL DISTRICT (CAGID) FUND						
Parking Kiosk Data & Communication Fees	\$ 59,925	\$ 65,844	\$ 5,919	0.00	0.00	0.00
Parking Kiosk Modem Upgrade	-	49,770	49,770	0.00	0.00	0.00
Access and Parking Management Strategy	60,000	124,000	64,000	0.00	0.00	0.00
Deputy Director	-	88,072	88,072	0.00	0.80	0.80
Public/Private Partnership with Trinity Lutheran Church	-	1,700,000	1,700,000	0.00	0.00	0.00
UNIVERSITY HILL COMMERCIAL DISTRICT (UHGID) FUND						
Parking Kiosk Data & Communication Fees	\$ 16,320	\$ 18,972	\$ 2,652	0.00	0.00	0.00
Parking Kiosk Modem Upgrade	-	15,800	15,800	0.00	0.00	0.00
Access and Parking Management Strategy	-	28,000	28,000	0.00	0.00	0.00
Deputy Director	-	22,018	22,018	0.00	0.20	0.20
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - PARKING FUND						
Non-Personnel Expense Increase for Depot Square	\$ 12,599	\$ 432,798	\$ 420,199	0.00	0.00	0.00
Total Changes, Downtown and University Hill Management Division/Parking Services			\$ 2,703,328			2.00

**Table 8-16: Downtown and University Hill Management Division/Parking Services
Department Detail Page**

	2013 Actual		2014 Approved Budget		2015 Recommended Budget		Variance - 2014 Approved to 2015 Recommended	
	Standard FTE	Amount	Standard FTE	Amount	Standard FTE	Amount	Standard FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	6.45	\$ 1,022,870	6.45	\$ 1,055,599	7.45	\$ 1,393,991	1.00	\$ 338,392
Planning - Hill Revitalization	-	-	-	-	1.00	246,309	1.00	246,309
Planning Boulder Junction Access GIDs	-	5,697	-	62,946	-	32,606	-	(30,340)
Planning Civic Use Pad - St. Julien	-	-	-	-	-	-	-	-
Subtotal	6.45	\$ 1,028,567	6.45	\$ 1,118,545	8.45	\$ 1,672,906	2.00	\$ 554,361
Business Assistance and Events								
BID Funding for Survey/Database	-	\$ -	-	\$ 5,000	-	\$ 5,000	-	\$ -
BID Funding for Events/Marketing	-	38,059	-	38,059	-	38,059	-	-
BID Funding for Trash, Ambassadors, Kiosk	-	25,145	-	40,146	-	24,477	-	(15,669)
Citywide Event Permitting	0.50	61,128	0.50	53,607	0.50	42,062	-	(11,545)
Citywide Film Permitting	0.10	13,493	0.10	10,976	0.10	8,365	-	(2,611)
Civic Plaza - Farmer's Market	-	2,606	-	1,800	-	1,800	-	-
Downtown and Community Improvements - Pearl Street Mall/Downtown Streetscape	-	253,990	-	110,500	-	110,500	-	-
Mall Operations	0.45	29,810	0.45	44,659	0.45	47,532	-	2,873
Mall Permitting	0.45	29,810	0.45	44,659	0.45	47,532	-	2,873
News Box Program	-	3,095	-	2,873	-	2,873	-	-
Subtotal	1.50	\$ 457,136	1.50	\$ 352,279	1.50	\$ 328,200	-	\$ (24,079)
Parking and Access: Operations TDM and Enforcement								
# Meter Program	3.00	\$ 776,209	3.00	\$ 756,554	3.00	\$ 889,725	-	\$ 133,171
Public Information/Economic Vitality	-	33,095	-	37,000	-	37,000	-	-
Parking Garages/Lots - Downtown and University Hill/BJAD	17.73	1,612,638	17.73	1,703,469	17.88	1,802,738	0.15	99,269
University Hill Streetscape and Public Space Maintenance	1.03	89,275	1.03	95,838	1.13	105,080	0.10	9,242
Neighborhood Parking Program	1.09	60,337	1.09	74,306	1.09	82,926	-	8,620
Parking Enforcement and Special Event Enforcement	10.95	834,156	10.95	782,796	10.95	819,085	-	36,289
TDM - Commercial District Access Program	0.50	49,085	0.50	41,624	0.50	166,370	-	124,746
EcoPass Program	-	813,750	-	843,800	-	843,800	-	-
CAGID Parking Refunds	-	16,164	-	16,000	-	16,000	-	-
Trash Bag Supplies Outside the Hill Business District	-	324	-	4,500	-	4,500	-	-
Subtotal	34.30	\$ 4,285,034	34.30	\$ 4,355,887	34.55	\$ 4,767,224	0.25	\$ 411,337
Capital Improvements Program, Interdepartmental Charges and Debt Service								
Capital Improvement Program		\$ 1,827,849		\$ 400,000		\$ 1,475,000		\$ 1,075,000
Interdepartmental Charges		278,922		287,383		377,903		90,520
Debt Service		3,018,229		2,360,056		3,910,880		1,550,824
Subtotal		\$ 5,125,000		\$ 3,047,439		\$ 5,763,783		\$ 2,716,344
Total	42.25	\$ 10,895,737	42.25	\$ 8,874,150	44.50	\$ 12,532,113	2.25	\$ 3,657,963

Table 8-16: Downtown and University Hill Management Division/Parking Services
Department Detail Page (Cont.)

	2013 Actual		2014 Approved Budget		2015 Recommended Budget		Variance - 2014 Approved to 2015 Recommended	
	Standard		Standard		Standard		Standard	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		\$ 2,658,716		\$ 2,667,115		\$ 3,014,091		\$ 346,976
Operating		3,899,212		3,182,446		3,207,112		24,666
Interdepartmental Charges		638,841		468,225		473,268		5,043
Capital		1,482,582		410,000		3,220,000		2,810,000
Debt Service		1,908,607		1,830,124		2,208,597		378,473
Other Financing		307,779		316,240		409,045		92,805
Total		\$ 10,895,737		\$ 8,874,150		\$ 12,532,113		\$ 3,657,963
STAFFING AND EXPENDITURE BY FUND								
General	14.33	\$ 1,268,925	14.33	\$ 1,214,032	15.33	\$ 1,582,182	1.00	\$ 368,150
Downtown Commercial District	24.29	8,077,413	24.29	7,027,957	25.14	9,714,556	0.85	2,686,599
University Hill Commercial District	3.63	561,817	3.63	569,215	4.03	653,882	0.40	84,667
Boulder Junction General Improvement District-Parking	-	6,371	-	12,599	-	432,798	-	420,199
Boulder Junction General Improvement District-TDM	-	1,612	-	50,347	-	148,695	-	98,348
Capital Improvement Bond	-	979,599	-	-	-	-	-	-
Total	42.25	\$ 10,895,737	42.25	\$ 8,874,150	44.50	\$ 12,532,113	2.25	\$ 3,657,963

Table 9-15: Downtown Commercial District Fund, 2015 Fund Financial

DOWNTOWN COMMERCIAL DISTRICT

	2013 Actual	2014 Revised	2015 Recommended	2016 Projected	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	\$ 4,332,420	\$ 5,493,478	\$ 5,193,190	\$ 3,441,412	\$ 4,537,948	\$ 5,648,626	\$ 6,671,610	\$ 8,734,193
Sources of Funds								
Property/Owner Tax	\$ 1,110,605	\$ 1,105,829	\$ 1,127,946	\$ 1,150,505	\$ 1,173,515	\$ 1,196,986	\$ 1,220,925	\$ 1,245,343
Short Term Fees	1,996,216	1,600,625	1,666,805	1,681,517	1,696,376	1,711,393	1,723,388	1,738,665
Long Term Fees	2,527,735	2,660,973	3,048,320	3,048,320	3,170,253	3,170,253	3,297,063	3,297,063
Meterhood & Tokens	43,933	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Interest	28,405	22,775	32,198	21,337	28,135	35,021	41,364	54,152
Rental Income	205,517	180,500	175,500	177,250	179,018	180,803	182,606	184,427
Miscellaneous	16,589	20,535	15,165	15,194	\$15,223	15,252	15,282	15,312
Transfers in Meters	1,475,000	1,525,000	1,525,000	1,525,000	1,525,000	1,525,000	1,525,000	1,525,000
Transfer in for 1000 Walnut	1,829,734	889,575	284,748	293,273	274,833	283,297	265,980	272,004
10th/Walnut - Property, Sales, Accommodations and TIF	13,224	39,151	39,543	39,938	40,338	40,741	41,149	41,560
10th/Walnut- other Revenue								
Total Sources of Funds	\$ 9,246,958	\$ 8,079,963	\$ 7,950,225	\$ 7,987,334	\$ 8,137,890	\$ 8,193,736	\$ 8,347,756	\$ 8,408,526
Uses of Funds								
Operating-								
Parking Operations	\$ 1,833,617	\$ 1,935,867	\$ 2,060,849	\$ 2,071,441	\$ 2,132,780	\$ 2,196,142	\$ 2,261,600	\$ 2,329,229
Major Maintenance/Improvements - Parking	848,250	250,000	1,325,000	250,000	250,000	250,000	250,000	250,000
Downtown & University Hill Management Division	943,519	997,394	1,229,805	1,143,966	1,180,952	1,219,242	1,258,885	1,299,930
Eco-Pass Program	795,250	\$843,125	843,125	859,988	877,187	894,731	912,626	930,878
Major Maintenance/Improvements - Downtown	253,990	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Sick/Vacation Accrual	(8,487)	12,555	12,555	13,057	13,579	14,123	14,688	15,275
Capital Replacement Reserve	165,675	165,675	165,675	165,675	165,675	165,675	165,675	165,675
Debt:								
Series 1998	1,008,000	1,012,910	1,016,920	1,021,498	1,024,093	1,030,013	-	-
Bond Refunding	-	-	-	-	-	-	-	-
Trinity Lutheran	-	-	1,700,000	-	-	-	-	-
Series 2003 (10th and Walnut)	901,407	817,214	819,300	821,088	822,574	823,761	826,890	825,063
Transfers-								
Cost Allocation	229,373	238,283	316,327	332,143	348,750	366,188	384,497	403,722
Carryover, Encumbrances and Adjustments	-	\$721,674	-	-	-	-	-	-
Excess TIF to City of Boulder	1,106,820	1,173,109	-	-	-	-	-	-
Total Uses of Funds	\$ 8,077,413	\$ 8,392,806	\$ 9,714,556	\$ 6,903,855	\$ 7,040,591	\$ 7,184,875	\$ 6,299,860	\$ 6,444,772
Less: Sick/Vacation Accrual Adjustment	\$ 8,487	\$ (12,555)	\$ (12,555)	\$ (13,057)	\$ (13,579)	\$ (14,123)	\$ (14,688)	\$ (15,275)
Ending Fund Balance Before Reserves	\$ 5,493,478	\$ 5,193,190	\$ 3,441,414	\$ 4,537,948	\$ 5,648,626	\$ 6,671,610	\$ 8,734,193	\$ 10,713,222

Table 9-15: Downtown Commercial District Fund, 2015 Fund Financial (Cont.)

	2013 Actual	2014 Revised	2015 Recommended	2016 Projected	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Reserves								
Designated Reserve	\$ 436,235	\$ 442,962	\$ 586,201	\$ 472,913	\$ 484,517	\$ 496,491	\$ 508,847	\$ 521,599
Pay Period 27 - 2013 Reserve	72,736	86,236	99,736	113,236	126,736	140,236	153,736	167,236
Sick and Vacation Liability Reserve	143,225	155,780	168,335	181,392	194,972	209,094	223,782	239,057
Reserve-CA GID 10th and Walnut Debt Service	285,089	285,089	285,089	285,089	285,089	285,089	285,089	285,089
Total Reserves	\$ 937,285	\$ 970,067	\$ 1,139,361	\$ 1,052,630	\$ 1,091,314	\$ 1,130,911	\$ 1,171,454	\$ 1,212,981
Ending Fund Balance After Reserves	\$ 4,556,193	\$ 4,223,123	\$ 2,302,053	\$ 3,485,318	\$ 4,557,312	\$ 5,540,699	\$ 7,562,739	\$ 9,500,242

MACRO ISSUES TO CONSIDER

Although total Sales and Use Tax revenue is up in total by 9.85%, some of this revenue is for newly taxable retail commodities and may not show similar rates of increase in the future. Excluding revenues from sales of both medical and recreational marijuana for both 2014 and 2013 reflects that our traditional retail sales tax revenue source from brick and mortar stores in the city is up by a more modest 3.91%. This is close to our original budget forecast of a 3.5% increase.

The other tax components (Business Use Tax, Construction Use Tax, and Motor Vehicle Use Tax) are currently trending upward and may continue to be strong for the next few years as we recover from the recession, but they will ultimately settle back down to lower rates of increase or even decrease somewhat from current levels.

Although difficult to quantify, other trends impacting spending on taxable goods in the city follow:

- Unemployment continues to decline, increasing earned income and consumer confidence.
- The stock market and housing prices continue to increase, creating what is often called "the wealth effect" where people with increased assets feel more comfortable spending money on both taxable and non-taxable items and services.
- Housing prices and rents continue to increase, possibly decreasing disposal income available for the type of retail purchases that we rely on as our retail sales tax revenue base.
- Paying off large student loans may reduce disposable income for a relatively large segment of our population.
- Increasing internet sales (those upon which retail sales tax is not collected by the vendor) will continue to divert some of the disposable income that was previously a part of the retail sales tax base for the City of Boulder. For 2014 this amount is estimated to be four million dollars in lost tax collections.
- Business spending on new capital equipment tends to occur in cycles and the end of the recession may have triggered a high point in this cycle.
- Auto purchases were relatively slow during the recession with the average age of the vehicle fleet in the country approaching eleven years. When new purchases decrease the age of the fleet, replacements may slow.

DETAILED ANALYSIS OF MAJOR CATEGORIES

The following monthly information is provided to begin to identify trends in the various categories. While this information is useful, it is important to remember that relatively small aberrations (like the timing of remittances by certain vendors) can make relatively large variances given this limited time period and it will take several more months of data to better enable extrapolation of trends.

Retail Sales Tax – July YTD retail sales tax revenue was up by 5.36% from that received in 2013. Without the tax revenue from the sale of recreational marijuana (which was not in the comparative 2013 base) the YTD increase would have been 4.00%. A portion of the February increase was due to audit revenue collected during that month. Also, beginning in April, the sale of recreational marijuana has improved the variance as there is no comparative revenue in the prior year. The negative percentage change in June is due primarily to revenue from a very large business computer provider in 2013 that was not duplicated in 2014.

Jan	Feb	Mar	Apr	May	Jun	Jul
2.83%	5.87%	2.92%	11.09%	8.05%	(0.19%)	9.16%

Food Stores - Retail sales tax revenue for food stores is up 4.93% YTD. A portion of the variable performance is due to timing issues where the vendor files 13 tax returns per year and the extra return does not occur in the same month each year.

Jan	Feb	Mar	Apr	May	Jun	Jul
3.70%	(11.10%)	8.47%	12.32%	13.68%	0.83%	8.76%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 13.00% of sales/use tax) and are often an indicator of the health of the economy in the city. This discretionary category is often correlated with disposable income and consumer confidence. Total July YTD retail tax at Eating Places is up by 4.03%.

Jan	Feb	Mar	Apr	May	Jun	Jul
1.47%	7.57%	(1.30%)	6.34%	10.01%	0.13%	4.71%

Apparel Store retail sales are up by 3.76% YTD. A portion of the monthly fluctuations was due to the timing of receipt of certain remittances.

Jan	Feb	Mar	Apr	May	Jun	Jul
(1.35%)	13.85%	15.64%	(18.70%)	(0.60%)	9.12%	8.99%

General Retail is down by 1.07% YTD.

Jan	Feb	Mar	Apr	May	Jun	Jul
(16.62%)	6.07%	3.91%	4.62%	(2.89%)	(4.09%)	3.83%

Public Utilities (primarily retail sales tax on natural gas and electricity) are up by 2.72% YTD. Tax on Public Utilities comprises approximately 5.00% of total sales and use tax revenue. Even as natural gas prices and rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder's energy use.

Jan	Feb	Mar	Apr	May	Jun	Jul
5.63%	9.85%	9.89%	(0.98%)	(0.31%)	9.27%	4.59%

MEDICAL MARIJUANA RETAIL SALES TAX

Total YTD retail sales tax revenue collected in this category is \$592,447, up by 11.31% from the same period in 2013. Monthly sales tax revenue and the percentage change by month, is presented below. This industry segment represents less than three fourths of one percent of total sales/use tax collections.

Jan	Feb	Mar	Apr	May	Jun	Jul
\$86,993	\$110,174	\$75,274	\$63,256	\$79,663	\$85,190	\$91,897
25.13%	50.58%	(11.38%)	(17.65%)	9.92%	10.70%	17.22%

RECREATIONAL MARIJUANA RETAIL SALES TAX AND EXCISE TAX

The first remittances related to sales of recreational marijuana were received in the month of February. The Municipal Code prohibits providing any information that would identify sales by individual vendors. Beginning with April data, enough vendors have reported to obscure individual data. Therefore, we have begun to report year-to-date revenue related to the sale of recreational marijuana. July YTD retail sales tax collections for the sale of recreational marijuana were \$634,869.

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

TABLE 3

2014 RETAIL SALES TAX (% Change in Comparable YTD Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Food stores up by 4.93% ▪ Eating Places up by 4.03% ▪ Apparel Stores up by 3.76% ▪ Home Furnishings up by 9.72% ▪ Transportation/Utilities up by 3.68% ▪ Automotive Trade up by 3.26% ▪ Building Material Retail up by 9.18% ▪ Consumer Electronics up by 24.60% ▪ All Other (including marijuana sales) up by 33.22% ▪ Downtown up by 6.29% ▪ N. 28th St Commercial up by 10.72% ▪ Basemar up by 2.03% ▪ UHGID up by 10.61% ▪ N. 28th St. Commercial up by 10.75% ▪ University of Colorado up by 1.07% ▪ BVRC (excl 29th St) up by 15.54% ▪ Table Mesa up by 3.60% ▪ The Meadows up by 15.04% ▪ Pearl Street Mall up by 3.56% ▪ Boulder Industrial up by 7.30% ▪ Public Utilities up by 2.72% 	WEAKNESSES: <ul style="list-style-type: none"> ▪ General Retail down by 1.07% ▪ Computer Related Business down by 35.42% ▪ Out of State down by 5.50% ▪ TwentyNinth St down by 0.23% ▪ Gunbarrel Industrial down by 2.29% ▪ Gunbarrel Commercial down by 7.15%

2014 USE TAX (% Change in YTD Comparable Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Construction Use Tax up by 17.13% (when adjusted to exclude dedicated Boulder Junction tax, up by 11.38%) ▪ Business Use Tax up by 40.41% ▪ Motor Vehicle Use Tax up by 20.15% 	WEAKNESSES

BUSINESS USE TAX

YTD Business Use Tax is up significantly (40.41%) through the month of July. This tax category can be very volatile as it is associated primarily with the amount and timing of purchase of capital assets by businesses in the city and the amount and timing of audit revenue. June 2014 YTD audit revenue was approximately \$2 million. While we expect this revenue category to be up for the year due to increasing business confidence and related spending, it may be unrealistic to expect this high rate of increase to continue.

MOTOR VEHICLE USE TAX

July YTD Motor Vehicle Use Tax is up by 20.15%. This tax category applies to the purchase of vehicles registered in the city. As individuals and businesses become more confident about jobs and the economy, they are replacing their vehicles and thus reducing the average age of their fleet. It appears that 2014 will be a strong year for motor vehicle sales, but at some point the rate of increase will slow as the average age of the total vehicle fleet in the city declines and the comparative numbers from the prior year become more difficult to meet or exceed.

ACCOMMODATION TAX

YTD 2014 Accommodation Tax revenue is up by 12.62% from the same period in 2013. In the same vein as other tax types, results can be volatile for limited time periods. While the remittances of some accommodation providers are up fairly substantially, some of the increases appear to be the result of timing, where receipt of the comparative remittances in 2013 was delayed. The hotel industry in Boulder is in a state of flux. The Hampton Inn in Gunbarrel opened in June of 2013 so increases from the comparative 2013 revenue base will be more difficult to achieve in November and December of 2014. It is uncertain if/when other new properties in the pipeline will open. Some upward adjustment in room and occupancy rates may be possible during the transition when the total number of rooms available in the City is down slightly. While we expect this revenue category to be flat or up slightly in 2014, it will take multiple months to be able to extrapolate trends from the tax collection data. Some of the changes follow:

- America Best Value – closed March 2014 (to be converted to student housing)
- Golden Buff – closed October 2014 (to be redeveloped into two hotels)
- Boulder Outlook – proposed to close November 2014
- Hampton Inn, Gunbarrel – opened June 2013
- Hyatt Place Depot Square – broke ground, projected opening January, 2015
- Other Planned Properties – in concept or site review

ADMISSIONS TAX

Year-to-date 2014 Admission Tax revenue is down by 14.67% from the same period in 2013. Admissions Tax collections are dependent on the number of taxable productions and events held in the City and the level of attendance at such events.

TRASH TAX

Year-to-date 2014 Trash Tax receipts are up by 3.23%.

REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

Three recent articles in the *Boulder County Business Report* by Biz West Media continue to illustrate the positive direction of the regional economy:

Index: State's business leaders remain positive: The confidence of Colorado business leaders remains positive and has slightly increased going into third quarter 2014, according to the most recent Leeds Business Confidence... The third-quarter index posted a reading of 61.2, an increase from 61 last quarter.

While both large and small employers were notably positive heading into the new quarter, large employers (with 50 or more employees) expressed greater optimism with an index of 64 compared to 58.8 for small employers. Expectations measured positive – at 50 or higher – for all of the metrics within the index, which include the national economy, state economy, industry sales, industry profits, capital expenditures and hiring plans.

The across-the-board positive standings represent 11 consecutive quarters of positive expectations, according to the index. “Increased confidence coincides with increasing home prices, employment gains, rebounding household income and falling foreclosure rates,” Wobbekind said.

Jobless rates go below 4% in Boulder, Larimer counties:

Boulder County's non-seasonally-adjusted unemployment rate was 3.8 percent in August. The county's rate hadn't been so low since hitting 3.7 percent in May 2008. Despite the low figures, both counties still have room to improve to match 2007 unemployment levels. In May 2007,

Boulder County was at 2.8 percent. Still, the rates are big drops from a month before. In July, both counties had rates of 4.3 percent.

Boulder's economic growth wins no. 1 spot nationally:

A NerdWallet.com study ranks Boulder No. 1 in the country for economic growth from 2009 to 2013, thanks in large part to a steep rise in median wages over that period.

The NerdWallet study analyzed U.S. Census Bureau data for more than 500 of the largest American cities. Three criteria weighed in: growth in the working age population, employment growth; and median income growth.

While working age population growth in Boulder was minimal from 2009 to 2013 at 0.26 percent, median wages leaped 49.51 percent, more than anywhere else in the country. The employment rate, meanwhile, grew 5.42 percent. All three factors were weighted equally.

"Boulder has experienced strong growth in recent years, and it doesn't appear to be slowing down anytime soon," NerdWallet wrote about Boulder. "A growing number of businesses, especially in the tech sector, have propelled the city's rise." Boulder was the only Colorado city listed among the top 20 in the study.

The Conference Board *Consumer Confidence Index*® improves again:

The Conference Board Consumer Confidence Index®, which had increased in July, improved further in August. The Index now stands at 92.4 (1985=100), up from 90.3 in July. The Present Situation Index increased to 94.6 from 87.9, while the Expectations Index edged down to 90.9 from 91.9 in July.

Says Lynn Franco, Director of Economic Indicators at The Conference Board: "Consumer confidence increased for the fourth consecutive month as improving business conditions and robust job growth helped boost consumers' spirits. Looking ahead, consumers were marginally less optimistic about the short-term outlook compared to July, primarily due to concerns about their earnings. Overall, however, they remain quite positive about the short-term outlooks for the economy and labor market."

A September 12, 2014 article in the *Christian Science Monitor* titled "Retail sales bounce back in August. Why consumers are feeling confident" discusses trends in national retail sales:

Retail sales looked like a drag on US economy for much of the summer, as stagnant wages and other financial uncertainties kept shoppers out of stores. But things got a little better in August.

US retail sales increased 0.6 percent last month, according to new figures released Friday by the Commerce Department. That doesn't seem like much, but it's the indicator's best performance in four months. Additionally, retail sales growth for June and July was revised slightly upward, from flat to 0.3 percent and from 0.2 percent to 0.4 percent respectively. "Today's report helps put the spending data more back in line with improving fundamentals," Joshua Shapiro, chief US economist with MFR, Inc. writes via e-mailed analysis.

The growth for August was broad-based: a strong month for auto sales led the charge (up 1.5 percent), with furniture, building materials, electronics, and sporting goods enjoying strong sales as well. The biggest slump was gasoline's 0.8 percent slide, which was likely due to uncommonly cheap gas prices during the summer months. The only other two categories in the negative were general merchandise and department stores, which fell 0.1 percent and 0.4 percent respectively. Cumulative, retail sales are up 1 percent for the third quarter of 2014 so far.

Upbeat consumer sentiment data, also released Friday, bolstered analysts' notions that US consumers are slowly but surely starting to spend money again. The University of Michigan's Consumer Sentiment index increased two points from August to September, according to preliminary readings.

Total Net Sales/Use Tax Receipts by Tax Category	JULY YTD Actual			
	2013	2014	% Change	% of Total
Sales Tax	44,588,551	49,044,726	5.36%	77.01%
Business Use Tax	4,995,860	7,323,388	40.41%	11.50%
Construction Sales/Use Tax	4,490,107	5,490,808	17.13%	8.62%
Motor Vehicle Use Tax	1,454,780	1,824,733	20.15%	2.87%
Total Sales and Use Tax	55,529,298	63,683,655	9.85%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	JULY YTD Actual			
	2013	2014	% Change	% of Total
Food Stores	7,271,502	8,009,387	5.51%	12.58%
Eating Places	7,489,710	8,131,666	4.00%	12.77%
Apparel Stores	1,979,308	2,141,305	3.63%	3.36%
Home Furnishings	1,342,742	1,544,290	10.16%	2.42%
General Retail	11,103,416	12,406,957	7.03%	19.48%
Transportation/Utilities	4,460,858	4,949,683	6.28%	7.77%
Automotive Trade	3,924,383	4,467,333	9.04%	7.01%
Building Material-Retail	1,972,897	2,245,918	9.04%	3.53%
Construction Firms Sales/Use Tax	3,664,454	5,029,663	31.47%	7.90%
Consumer Electronics	1,060,212	1,336,170	20.72%	2.10%
Computer Related Business Sector	3,955,301	3,860,740	-6.50%	6.06%
All Other	7,304,515	9,560,543	25.37%	15.01%
Total Sales and Use Tax	55,529,298	63,683,655	9.85%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	JULY YTD Actual			
	2013	2014	% Change	% of Total
North Broadway	777,908	763,465	-5.99%	1.20%
Downtown	3,638,323	4,431,925	16.68%	6.96%
Downtown Extension	404,433	411,386	-2.57%	0.65%
UHGD (the "hill")	554,121	658,368	13.81%	1.03%
East Downtown	364,119	527,694	38.82%	0.83%
N. 28th St. Commercial	2,596,897	2,842,340	4.84%	4.46%
N. Broadway Annex	475,490	258,718	-47.88%	0.41%
University of Colorado	458,296	608,830	27.25%	0.96%
Basemar	1,348,856	1,705,702	21.13%	2.68%
BVRC-Boulder Valley Regional Center	10,309,467	12,463,406	15.80%	19.57%
29th Street	4,355,308	4,515,654	-0.69%	7.09%
Table Mesa	1,386,279	1,496,880	3.43%	2.35%
The Meadows	440,956	585,011	27.08%	0.92%
All Other Boulder	3,357,650	4,023,234	14.77%	6.32%
Boulder County	640,121	675,412	1.07%	1.06%
Metro Denver	1,600,984	1,918,426	14.78%	3.01%
Colorado All Other	131,820	209,063	51.91%	0.33%
Out of State	6,130,866	6,201,153	-3.12%	9.74%
Airport	44,745	22,024	-52.85%	0.03%
Gunbarrel Industrial	3,149,748	5,067,608	54.11%	7.96%
Gunbarrel Commercial	669,247	672,649	-3.73%	1.06%
Pearl Street Mall	1,595,592	1,727,955	3.73%	2.71%
Boulder Industrial	5,334,070	6,058,292	8.79%	9.51%
Unlicensed Receipts	1,484,625	955,758	-38.34%	1.50%
County Clerk	1,454,780	1,824,733	20.15%	2.87%
Public Utilities	2,824,597	3,057,970	3.70%	4.80%
Total Sales and Use Tax	55,529,298	63,683,655	9.85%	100.00%

Miscellaneous Tax Statistics	JULY YTD Actual		
	2013	2014	% Change in Taxable Sales
Total Food Service Tax	355,128	356,497	0.39%
Accommodations Tax	2,958,133	3,331,306	12.62%
Admissions Tax	364,496	311,041	-14.67%
Trash Tax	882,300	910,767	3.23%
Disposable Bag Fee	0	132,645	#DIV/0!
Rec Marijuana Excise Tax	0	157,512	#DIV/0!

COMPARISON OF YTD ACTUAL REVENUE FOR THE YEAR 2014 TO COMPARABLE PERIOD IN 2013

USE << SALES

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
JULY YTD Actual			JULY YTD Actual			
2013	2014	% Change	Standard Industrial Code	2013	2014	% Change
73,003	123,967	62.66%	Food Stores	7,198,498	7,885,420	4.93%
95,815	101,110	1.08%	Eating Places	7,393,896	8,030,555	4.03%
10,095	8,112	-23.03%	Apparel Stores	1,969,212	2,133,193	3.76%
7,465	14,746	89.21%	Home Furnishings	1,335,277	1,529,544	9.72%
815,333	1,780,870	109.22%	General Retail	10,288,082	10,626,087	-1.07%
115,986	246,610	103.66%	Transportation/Utilities	4,344,871	4,703,074	3.68%
1,520,916	1,876,428	18.18%	Automotive Trade	2,403,467	2,590,905	3.26%
12,183	11,045	-13.16%	Building Material-Retail	1,960,714	2,234,873	9.18%
3,466,695	4,826,890	33.37%	Construction Sales/ Use Tax	197,759	202,773	-1.79%
51,421	23,958	-55.37%	Consumer Electronics	1,008,791	1,312,212	24.60%
2,242,755	2,706,129	15.58%	Computer Related Business	1,712,547	1,154,611	-35.42%
2,529,079	2,919,063	7585.37%	All Other	4,775,436	6,641,481	33.22%
10,940,747	14,638,929	1779.17%	Total Sales and Use Tax	44,588,551	49,044,726	5.36%

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
JULY YTD Actual			JULY YTD Actual			
2013	2014	% Change	Geographic Code	2013	2014	% Change
48,656	49,303	-2.94%	North Broadway	729,252	714,162	-6.20%
272,441	697,033	145.07%	Downtown	3,365,882	3,734,892	6.29%
31,234	45,030	38.10%	Downtown Extension	373,199	366,356	-5.97%
8,050	27,777	230.52%	UHGD (the "hill")	546,071	630,591	10.61%
28,136	135,213	360.32%	East Downtown	335,982	392,480	11.89%
179,336	47,871	-74.43%	N. 28th St. Commercial	2,417,561	2,794,468	10.72%
232,748	4,215	-98.27%	N. Broadway Annex	242,742	254,503	0.43%
131	125,386	91581.59%	University of Colorado	458,165	483,444	1.07%
264,504	550,656	99.41%	Basemar	1,084,352	1,155,046	2.03%
237,953	314,645	26.66%	BVRC	10,071,514	12,148,761	15.54%
69,530	51,441	-29.13%	29th Street	4,285,779	4,464,213	-0.23%
23,664	23,141	-6.33%	Table Mesa	1,362,615	1,473,739	3.60%
9,150	66,402	595.13%	The Meadows	431,806	518,610	15.04%
1,545,566	1,944,345	20.50%	All Other Boulder	1,812,083	2,078,889	9.89%
72,141	122,986	63.30%	Boulder County	567,981	552,426	-6.84%
149,677	320,531	105.13%	Metro Denver	1,451,306	1,597,895	5.46%
6,151	69,969	989.59%	Colorado All Other	125,669	139,094	6.02%
700,574	843,828	15.37%	Out of State	5,430,292	5,357,325	-5.50%
30,014	8,362	-73.31%	Airport	14,732	13,662	-11.17%
2,467,719	4,371,866	69.70%	Gunbarrel Industrial	682,028	695,742	-2.29%
3,984	27,815	568.75%	Gunbarrel Commercial	665,263	644,834	-7.15%
22,203	26,949	16.26%	Pearl Street Mall	1,573,388	1,701,006	3.56%
1,868,123	2,175,870	11.57%	Boulder Industrial	3,465,947	3,882,423	7.30%
1,151,819	667,752	-44.47%	Unlicensed Receipts	332,807	288,006	-17.11%
1,454,780	1,824,733	20.15%	County Clerk	0	0	0.00%
62,463	95,811	46.92%	Public Utilities	2,762,135	2,962,159	2.72%
10,940,747	14,638,929	28.16%	Total Sales and Use Tax	44,588,551	49,044,726	5.36%

Tax by Mo & Category

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change In Taxable Sales
RETAIL SALES TAX															
Rate Chg 3.56%>3.41%	2007	5,118,353	5,014,615	6,918,421	4,965,981	5,500,701	6,172,841	5,565,371	6,393,028	6,954,377	5,747,963	5,695,703	8,411,484	72,988,838	9.34%
Rate 3.41%	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,508,796	6,258,640	6,520,533	5,382,779	5,255,155	7,443,455	70,170,045	0.35%
	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,730	5,790,533	6,093,314	5,170,325	4,735,769	7,814,230	66,877,613	-4.69%
	2010	4,576,034	5,368,190	6,196,697	5,320,225	5,470,595	6,895,283	5,522,076	5,943,315	6,855,385	5,240,211	5,240,211	8,414,157	71,473,106	6.87%
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,608	7,016,826	5,820,933	6,531,707	7,286,644	5,765,805	5,830,545	8,390,145	74,960,833	4.88%
	2012	5,363,541	5,129,096	6,754,740	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,188,194	5,693,025	9,604,529	77,741,989	3.71%
	2013	5,557,163	5,824,808	7,171,949	5,077,649	6,197,302	7,968,604	6,161,076	6,944,797	7,500,133	6,591,707	6,120,225	9,739,609	81,485,022	4.81%
Rate 3.56%	2014	5,965,991	6,438,048	7,706,036	6,619,759	6,990,628	8,303,288	7,020,977	8,303,288	7,020,977	6,990,628	6,120,225	9,739,609	49,044,726	-42.35%
Change from prior year (Month)		2.83%	5.87%	2.92%	11.09%	8.05%	-0.19%	9.16%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		2.83%	4.39%	3.82%	5.53%	6.04%	4.75%	5.36%	-8.84%	-20.42%	-28.41%	-34.52%	-42.35%		

CONSUMER USE TAX (includes Motor Vehicle)	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change
Rate 3.41%	2007	763,650	574,006	975,178	888,726	733,196	858,072	975,456	652,501	923,667	732,463	716,317	1,575,908	10,369,140	-6.63%
	2008	818,034	991,472	1,109,160	689,214	736,901	1,067,769	732,334	596,399	899,934	989,676	1,253,267	1,467,988	10,463,043	5.35%
	2009	909,588	657,250	1,062,587	997,891	531,724	790,819	868,325	1,299,767	989,089	741,578	698,452	1,600,457	11,137,497	6.44%
	2010	687,502	778,796	913,223	701,931	682,382	945,800	620,328	633,593	909,315	752,143	618,493	1,386,131	9,589,636	-13.90%
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	903,665	1,410,793	11,468,205	19.59%
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	737,310	1,469,940	11,867,314	3.48%
	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	835,063	768,003	1,338,726	1,121,736	807,130	1,522,486	12,008,722	1.19%
Rate 3.56%	2014	924,895	901,234	1,328,607	1,727,986	666,706	2,541,847	1,056,846	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,148,121	-27.03%
Change from prior year (Month)		-21.74%	13.23%	29.98%	91.10%	-29.98%	152.58%	21.23%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		-21.74%	-7.66%	5.16%	25.06%	14.27%	38.02%	35.84%	-7.28%	-23.43%	-32.09%	-37.15%	-46.76%		

CONSTRUCTION USE TAX	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change
Rate Chg 3.56%>3.41%	2007	293,078	347,860	112,016	293,061	621,413	430,207	1,119,425	259,226	421,376	286,524	376,978	253,590	4,814,755	-13.02%
Rate 3.41%	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-12.21%
	2009	944,905	1,111,907	425,028	776,511	276,919	995,132	721,209	676,301	235,485	223,169	591,970	1,467,798	7,449,176	83.98%
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	406,868	531,670	6,550,964	-12.06%
	2011	622,872	281,210	274,661	240,970	2,150,036	352,336	332,848	455,211	478,988	314,958	171,137	471,157	6,550,964	-5.78%
	2012	385,392	1,697,323	315,856	503,719	342,448	214,896	595,334	214,896	422,866	473,523	799,552	371,254	6,497,662	5.27%
	2013	732,539	941,386	298,613	577,351	366,959	728,441	845,123	1,182,131	1,196,147	876,749	622,491	1,511,632	9,879,257	52.04%
Rate 3.56%	2014	716,119	1,110,714	600,580	430,524	571,269	1,688,472	373,129	1,182,131	1,196,147	876,749	622,491	1,511,632	5,490,808	-46.76%
Change from prior year (Month)		-6.36%	13.02%	92.65%	-28.57%	49.12%	122.12%	-57.71%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		-6.36%	4.54%	17.88%	7.36%	12.61%	34.49%	17.13%	-7.28%	-23.43%	-32.09%	-37.15%	-46.76%		

TOTAL FOR MONTH & CHANGE FROM PREVIOUS YEAR (MONTH & YTD)	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change
Rate Chg 3.41%>3.56%	2007	6,175,081	5,936,481	8,005,615	6,147,768	6,855,311	8,001,120	7,660,252	7,304,754	8,299,420	6,786,951	6,788,999	10,240,982	88,182,732	5.73%
Rate Chg 3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,445,459	6,553,206	6,341,753	6,341,889	7,297,691	7,868,423	6,590,347	5,962,862	9,078,475	84,663,070	0.26%
Rate 3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,464,286	0.92%
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,285,572	10,311,957	87,613,706	2.51%
	2011	7,264,374	6,064,242	8,001,928	6,598,565	8,709,205	8,535,347	6,892,523	7,758,275	8,809,664	6,783,855	6,911,348	10,272,056	92,601,421	5.69%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,860,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	12,773,727	103,373,001	7.56%
Rate 3.56%	2014	7,607,004	8,449,996	9,635,223	8,778,269	8,228,603	12,533,607	8,450,951	8,450,951	8,450,951	8,450,951	8,450,951	8,450,951	63,683,655	-40.99%
Change from prior year (Month)		-40.302	-5.272	-22.761	-363	-5,099	0	-7,568	-806	-5,947	-406	0	0		
Change from prior year (YTD)		-38.291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-91,001		
	2008	-978	-3,335	0	-46,974	-1,409	0	-2,375	-445	-9,493	0	-48,521	-500		
	2009	-3,335	-3,469	-68,130	-35,924	-1,444	-43,920	-3,832	-1,648	-7,969	0	-12,480	-214		
	2010	-8,569	-2,179	-1,188	-2,918	0	0	-7,175	0	0	-162	0	-140,199		
	2011	6,175,081	5,898,190	8,003,602	6,147,039	6,845,984	7,996,572	7,645,812	7,304,077	8,299,420	6,786,988	6,788,999	10,235,967	88,091,731	5.76%
	2012	6,344,536	6,443,800	7,816,680	6,454,050	6,553,206	6,341,753	6,341,889	7,288,198	7,868,995	6,590,347	5,914,341	9,077,975	84,570,947	0.23%
	2013	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,180,517	0.72%
	2014	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,285,572	10,311,957	87,613,706	2.64%
	2015	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.97%
	2016	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,860,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	12,773,727	103,373,001	7.56%
	2017	7,607,004	8,449,996	9,635,223	8,778,269	8,228,603	12,533,607	8,450,951	8,450,951	8,450,951	8,450,951	8,450,951	8,450,951	63,683,655	-40.99%
% Change (month)		-1.82%	7.51%	9.23%	1.57%	5.43%	24.27%	3.23%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%		
% Change (YTD)		-1.82%	2.86%	5.17%	8.07%	7.55%	20.94%	9.85%	-5.31%	-18.08%	-26.55%	-32.67%	-40.99%		

Sales and Use Tax Revenues Generated on The Downtown Mall by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)								
January	2,928	66,101	29,190	7,855	34,512	201	5,040	145,827
February	3,470	70,801	28,617	7,434	35,055	252	4,669	150,297
March	3,980	81,526	42,461	9,151	48,830	1,898	6,007	193,904
April	3,596	77,090	37,727	9,348	45,072	119	4,731	177,882
May	3,967	88,058	42,266	10,307	60,947	1,320	7,346	214,210
June	4,560	89,786	47,353	10,258	63,721	4,433	8,346	228,543
July	1,483	97,575	58,723	13,679	63,427	11,762	4,492	251,142
August	4,389	108,868	48,300	12,932	64,536	677	7,900	247,602
September	7,527	83,661	54,702	11,161	59,424	3,252	8,539	228,276
October	4,242	95,879	54,514	11,272	46,196	37	6,641	218,780
November	2,586	65,737	34,570	15,082	48,036	890	6,508	173,409
December	6,234	79,779	60,332	29,632	96,423	59	11,274	283,776
2011 TOTAL	48962	1004861	538754	148110	666178	24899	81493	2,513,448
2012 (sales tax rate of 3.41%)								
2012 TOTAL	55184	1287832	555044	147717	674189	18311	82826	2,821,103
2013 (sales tax rate of 3.41%)								
January	2,384	90,901	31,131	7,642	41,822	1,586	6,857	182,323
February	4,983	86,618	27,557	7,387	39,312	2,291	4,270	172,418
March	4,635	108,923	54,375	8,575	47,799	20	3,847	228,174
April	2,481	105,544	40,522	7,830	49,521	1,074	3,829	210,801
May	4,537	106,528	53,177	10,486	60,409	85	6,036	241,258
June	3,446	126,332	58,360	10,248	72,037	2,944	6,796	280,163
July	6,696	124,982	56,676	11,621	74,025	746	5,706	280,452
August	5,256	123,766	64,299	12,501	72,927	2,929	8,334	290,012
September	4,312	107,396	40,456	7,928	51,124	127	7,288	218,631
October	4,367	105,884	59,110	9,853	52,023	-	8,810	240,047
November	4,232	88,149	39,058	14,429	55,342	-	7,290	208,500
December	6,143	85,900	63,723	28,709	101,846	9,161	10,088	305,570
2013 TOTAL	53472	1260923	588444	137209	718187	20963	79151	2,858,349
2014 (sales tax rate of 3.56%)								
January	3,302	85,271	28,026	6,829	37,742	833	4,568	166,571
February	3,856	98,027	41,026	7,082	40,703	7,671	12,000	210,365
March	4,685	102,057	43,182	9,116	55,194	654	10,524	225,412
April	4,410	112,112	44,846	8,721	53,203	-	8,957	232,249
May	4,508	123,034	52,233	11,002	65,929	3,840	12,701	273,247
June	5,258	127,320	52,274	10,898	73,635	4,995	11,843	286,223
July	4,754	143,732	50,214	12,113	92,479	267	30,327	333,886
August	-	-	-	-	-	-	-	0
September	-	-	-	-	-	-	-	0
October	-	-	-	-	-	-	-	0
November	-	-	-	-	-	-	-	0
December	-	-	-	-	-	-	-	0
2014 TOTAL	30773	791553	311801	65761	418885	18260	90920	1,727,953
% Change from 2011-2012	12.71%	28.16%	3.02%	-0.27%	1.20%	-26.46%	1.64%	12.24%
% Change from 2012-2013	-3.10%	-2.09%	6.02%	-7.11%	6.53%	14.48%	-4.44%	1.32%
% Change from 2013-2014	1.08%	1.12%	-7.19%	-1.25%	4.24%	99.98%	133.23%	3.73%
% Change from previous year month	-31.99%	10.16%	-15.13%	-0.16%	19.67%	-65.72%	409.10%	14.04%

Sales Tax Revenues Generated on the Downtown Mall by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)							
January	2,910	65,957	29,095	7,855	34,487	5,040	145,344
February	3,445	70,664	28,221	7,434	35,022	4,669	149,455
March	3,953	81,375	42,432	9,151	48,677	5,177	190,818
April	3,584	76,801	37,647	9,348	45,038	4,731	177,149
May	3,961	87,915	42,068	10,307	60,908	7,346	212,506
June	4,554	89,625	46,433	10,258	63,676	7,857	222,489
July	1,483	97,097	58,311	13,679	63,350	4,492	238,414
August	4,351	108,588	48,068	12,932	64,455	7,900	246,294
September	7,474	82,235	52,979	11,161	59,355	7,930	221,207
October	4,201	95,669	54,453	11,272	46,123	6,641	218,360
November	2,549	65,522	34,524	15,082	47,903	6,506	172,084
December	6,169	79,392	60,316	29,632	96,299	9,392	281,241
2011 TOTAL	48,633	1,000,841	534,548	148,110	665,294	77,681	2,475,360
2012 (sales tax rate of 3.41%)							
2012 TOTAL	54,676	1,277,112	553,212	147,717	668,472	76,260	2,777,449
2013 (sales tax rate of 3.41%)							
January	2,371	90,449	30,728	7,642	41,481	4,938	177,609
February	4,966	86,268	26,262	7,387	39,036	4,152	168,071
March	4,599	108,576	54,250	8,575	47,728	3,724	227,452
April	2,460	104,357	40,083	7,830	49,460	3,775	207,965
May	4,472	104,775	53,053	10,486	60,344	5,997	239,127
June	3,425	125,845	57,695	10,248	71,962	5,863	275,038
July	6,673	124,038	56,534	11,621	73,650	5,608	278,124
August	5,229	123,237	63,898	12,501	72,838	8,298	286,001
September	3,655	106,135	40,282	7,928	51,067	5,261	214,328
October	4,156	105,602	59,054	9,853	51,866	8,810	239,341
November	3,982	87,939	38,478	14,429	55,242	7,290	207,360
December	5,780	85,521	63,020	28,709	101,738	8,973	293,741
2013 TOTAL	51,768	1,252,742	583,337	137,209	716,412	72,689	2,814,157
2014 (sales tax rate of 3.56%)							
January	3,236	84,800	27,857	6,829	37,714	3,444	163,880
February	3,761	97,322	40,355	7,082	40,619	11,915	201,054
March	4,630	101,711	43,040	9,116	55,124	9,184	222,805
April	4,355	111,784	44,765	8,721	53,147	8,886	231,658
May	4,472	122,720	52,090	11,002	65,848	12,602	268,734
June	5,226	126,868	52,226	10,826	73,635	11,412	280,193
July	4,738	143,241	50,205	12,113	92,197	30,185	332,679
August	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-
2014 TOTAL	30,418	788,446	310,538	65,689	418,284	87,628	1,701,003
Total % Change from 2011-2012	12.43%	27.60%	3.49%	-0.27%	0.48%	-1.83%	12.20%
Total % Change from 2012-2013	-5.32%	-1.91%	5.45%	-7.11%	7.17%	-4.68%	1.32%
Total % Change from 2013-2014	0.59%	1.47%	-6.64%	-1.36%	4.43%	146.46%	3.56%
% Change from previous year month	-31.99%	10.62%	-14.94%	-0.16%	19.91%	415.57%	14.58%

Sales and Use Tax Revenues Generated in CAGID (Excluding the Mall) by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)									
January	2,074	211,068	24,834	29,147	110,488	2,017	4,228	23,772	407,627
February	-	219,026	31,397	8,284	107,741	2,003	3,038	24,862	396,151
March	-	256,053	36,629	11,972	120,059	2,827	15,055	74,313	516,907
April	3,056	254,771	37,183	11,458	132,921	2,538	11,166	37,928	491,019
May	3,661	278,324	42,867	21,440	148,346	2,780	13,840	28,788	540,045
June	1,128	284,315	47,897	18,791	138,936	2,588	23,699	131,870	649,228
July	1,194	314,287	42,986	9,347	168,343	2,963	7,817	35,901	582,838
August	1,218	299,410	44,427	9,660	159,649	3,163	26,381	8,268	552,177
September	1,095	283,563	42,367	12,442	147,583	2,735	3,775	80,291	573,861
October	1,193	286,724	41,810	21,590	142,667	2,632	4,765	53,725	555,104
November	1,677	237,828	31,937	14,341	124,518	2,259	13,278	21,764	447,603
December	3,359	249,838	39,027	12,385	181,607	2,187	4,667	75,430	568,505
2011 TOTAL	19,655	3,175,205	463,360	180,856	1,682,856	30,693	131,708	596,712	6,281,065
2012 (sales tax rate of 3.41%)									
2012 TOTAL	30,389	3,262,719	469,321	196,012	1,747,183	32,464	116,176	597,014	6,451,278
2013 (sales tax rate of 3.41%)									
January	1,006	208,424	24,850	17,256	126,402	2,281	37,975	24,434	442,628
February	1,028	210,415	26,859	7,102	127,502	2,259	(214)	11,667	386,618
March	4,113	288,457	36,275	21,116	143,321	2,654	27,222	39,452	562,610
April	2,424	258,801	43,256	15,318	151,707	2,777	12,626	14,987	501,896
May	1,125	265,298	41,881	17,532	172,042	3,268	17,727	7,355	526,228
June	4,082	319,612	38,360	12,453	181,523	8,688	26,860	80,843	672,421
July	1,400	288,575	37,641	9,584	178,565	3,615	9,101	17,439	545,920
August	1,372	298,780	32,025	13,847	156,795	3,893	3,075	17,771	527,568
September	3,495	252,537	54,161	10,612	192,476	14,503	22,719	104,711	655,214
October	1,302	288,691	48,857	12,373	195,086	3,277	7,234	23,983	580,803
November	1,754	268,369	28,424	11,611	158,229	2,643	23,128	7,661	501,819
December	6,038	265,730	28,172	18,957	200,039	4,472	33,750	67,085	624,243
2013 TOTAL	29,139	3,213,689	440,761	167,761	1,983,687	54,330	221,203	417,388	6,527,958
2014 (sales tax rate of 3.56%)									
January	1,034	210,406	30,654	8,922	90,948	2,837	102,750	43,978	491,529
February	1,073	252,127	22,042	20,930	88,938	2,858	19,465	39,988	447,421
March	4,028	302,651	46,602	23,393	96,791	8,095	22,998	112,444	616,992
April	1,113	322,362	30,744	17,488	93,794	7,774	8,238	229,441	710,954
May	1,230	344,174	35,775	19,525	117,079	6,826	116,907	86,567	728,083
June	1,241	342,762	39,418	21,944	116,443	3,471	92,745	145,132	763,156
July	1,241	343,892	39,443	9,291	129,161	3,861	49,451	97,450	673,790
August	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-	-
2014 TOTAL	10,960	2,118,374	244,678	121,493	733,154	35,712	412,554	755,000	4,431,925
% Change from 2011-2012	54.61%	2.76%	1.29%	8.38%	3.82%	5.77%	-11.79%	0.05%	2.71%
% Change from 2012-2013	-4.11%	-1.50%	-6.09%	-14.41%	13.54%	67.35%	90.40%	-30.09%	1.19%
% Change from 2013-2014	-30.83%	10.30%	-5.92%	15.96%	-35.04%	33.93%	200.97%	268.64%	16.68%
% Change from previous year month	-15.09%	14.15%	0.37%	-7.14%	-30.71%	2.30%	420.46%	435.26%	18.22%

Sales Tax Revenues Generated in CAGID (Excluding the Mail) by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)									
January	2,074	209,899	24,834	29,126	108,819	2,000	-	17,341	394,092
February	-	31,397	8,186	107,551	1,992	-	-	17,949	384,893
March	-	254,333	36,629	11,949	119,473	2,815	-	56,602	481,800
April	3,056	253,077	37,183	11,442	130,281	2,523	101	29,299	466,962
May	3,661	276,733	42,867	21,417	147,985	2,764	-	25,341	520,768
June	1,128	282,719	47,897	18,734	138,329	2,566	85	115,106	606,565
July	1,194	312,963	42,986	9,347	167,923	2,935	-	27,116	564,463
August	1,218	297,789	44,427	9,660	157,367	3,149	-	5,410	519,020
September	1,095	281,826	42,273	11,595	147,169	2,708	1	67,753	554,420
October	1,193	284,981	41,733	21,058	142,272	2,597	-	47,466	541,300
November	1,677	236,565	31,937	13,005	124,077	2,236	-	16,181	425,678
December	3,359	247,700	38,954	11,985	180,364	2,154	145	48,051	532,712
2011 TOTAL	19,655	3,156,402	463,117	177,502	1,671,611	30,438	333	473,615	5,992,673
2012 (sales tax rate of 3.41%)									
2012 TOTAL	30,389	3,206,102	468,356	173,873	1,738,783	32,204	333	483,357	6,133,397
2013 (sales tax rate of 3.41%)									
January	1,006	206,696	24,850	14,530	123,652	2,260	-	7,914	380,908
February	1,028	208,483	26,801	4,980	123,545	2,239	-	6,225	373,301
March	4,023	284,345	36,285	14,006	140,205	2,626	9	20,399	501,878
April	1,117	256,655	43,256	11,041	148,093	2,716	-	13,241	476,119
May	1,125	267,228	41,789	14,957	164,852	3,246	-	6,514	499,711
June	4,001	316,158	38,360	8,573	178,036	8,558	16	61,664	615,366
July	1,400	286,388	37,641	7,119	174,918	3,469	-	7,660	518,595
August	1,372	296,554	31,923	13,847	153,274	3,876	-	9,962	510,808
September	3,354	250,116	54,152	7,410	173,883	14,486	7	72,130	575,538
October	1,302	286,269	48,817	8,890	163,693	3,144	-	8,158	520,273
November	1,754	266,285	28,390	8,962	153,712	2,625	-	6,613	468,341
December	5,911	263,671	28,136	16,208	194,814	4,457	157	45,561	558,915
2013 TOTAL	27,393	3,188,848	440,380	130,523	1,892,677	53,702	189	266,041	5,999,753
2014 (sales tax rate of 3.56%)									
January	1,034	208,722	30,629	8,922	86,769	2,678	-	42,572	381,326
February	1,073	247,007	21,874	18,048	78,528	2,518	-	38,648	407,696
March	3,907	295,393	46,561	18,883	93,923	7,699	75	100,754	567,195
April	1,113	314,507	30,701	16,145	93,324	7,533	-	75,028	536,351
May	1,230	337,737	35,379	16,836	116,424	6,811	-	85,009	599,426
June	1,241	337,783	39,404	19,727	115,867	3,449	55	118,693	636,219
July	1,241	337,779	39,360	6,981	127,785	3,839	-	87,697	604,682
August	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-	-
2014 TOTAL	10,839	2,078,928	243,908	105,542	712,620	34,527	130	548,401	3,734,895
Total % Change from 2011-2012									
	54.61%	1.57%	1.13%	-2.04%	4.02%	5.80%	0.09%	2.06%	2.35%
Total % Change from 2012-2013									
	-9.86%	-0.54%	-5.97%	-24.93%	8.85%	66.76%	-43.24%	-44.96%	-2.18%
Total % Change from 2013-2014									
	-24.22%	9.06%	-6.16%	34.42%	-35.19%	31.69%	398.05%	324.94%	6.29%
% Change from previous year month									
	-15.09%	12.97%	0.16%	-6.07%	-30.02%	6.00%	#DIV/0!	996.63%	11.69%

CAGID and Mail Yearly Summary

SALES and USE Tax Breakdown by Industry Category

This chart does not factor change in sales tax rate change

SALES and USE Tax Breakdown by Industry Category

Year	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2014	\$41,733	\$2,909,927	\$556,479	\$187,254	\$1,152,039	\$1,312,446	\$6,159,878	100%
2013	\$82,611	\$4,474,612	\$1,029,205	\$304,970	\$2,701,874	\$793,035	\$9,386,307	1.23%
2012	\$85,573	\$4,550,551	\$1,024,365	\$343,729	\$2,421,372	\$846,791	\$9,272,381	5.43%
2011	\$68,617	\$4,180,066	\$1,002,115	\$328,967	\$2,349,034	\$865,715	\$8,794,513	6.57%
2010	\$70,130	\$3,880,876	\$898,763	\$275,517	\$2,331,670	\$795,618	\$8,252,575	4.55%
2009	\$60,702	\$3,662,530	\$877,050	\$711,868	\$1,953,052	\$628,296	\$7,893,497	-7.96%
2008	\$53,956	\$3,876,669	\$952,169	\$337,898	\$2,282,469	\$1,073,446	\$8,576,608	-0.79%
2007	\$95,998	\$3,930,574	\$915,216	\$400,345	\$2,392,682	\$910,116	\$8,644,930	-1.59%
2006	\$89,498	\$3,649,151	\$898,310	\$411,471	\$2,313,444	\$1,422,740	\$8,784,613	14.67%
2005	\$86,454	\$3,421,618	\$881,002	\$389,093	\$2,167,694	\$715,009	\$7,660,869	7.81%
2004	\$83,887	\$3,141,620	\$904,648	\$393,012	\$2,089,921	\$493,110	\$7,106,198	1.35%
2003	\$74,145	\$2,742,867	\$845,180	\$389,354	\$1,973,549	\$986,479	\$7,011,574	-2.78%
2002	\$72,607	\$2,854,183	\$875,150	\$464,839	\$2,008,573	\$936,382	\$7,211,734	0.42%
2001	\$76,359	\$2,853,126	\$972,296	\$488,348	\$2,064,518	\$727,228	\$7,181,876	-6.11%
2000	\$72,675	\$2,740,325	\$1,157,122	\$539,287	\$2,156,961	\$982,496	\$7,648,866	7.74%
1999	\$91,976	\$2,333,744	\$1,179,320	\$493,423	\$2,066,272	\$934,543	\$7,099,279	11.62%
1998	\$90,134	\$2,150,351	\$1,090,860	\$438,127	\$1,756,311	\$834,265	\$6,360,047	6.35%
1997	\$99,373	\$2,027,812	\$788,006	\$423,585	\$1,944,035	\$697,436	\$5,980,247	5.54%
1996	\$98,564	\$1,895,926	\$738,435	\$436,004	\$2,017,401	\$479,907	\$5,666,237	9.99%
1995	\$92,497	\$1,724,770	\$688,726	\$392,885	\$1,731,611	\$620,919	\$5,151,508	6.89%
1994	\$93,338	\$1,518,413	\$587,830	\$444,251	\$1,700,769	\$474,921	\$4,819,522	100%

CAGID and Mail Yearly Summary

SALES Tax Breakdown by Industry Category

this chart does not factor change in sales tax rate change

SALES Tax Breakdown by Industry Category

Year	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2014	\$41,257	\$2,867,374	\$554,446	\$171,231	\$1,130,904	\$670,686	\$5,435,898	100%
2013	\$79,161	\$4,441,590	\$1,023,717	\$267,732	\$2,609,089	\$392,621	\$8,813,910	-1.08%
2012	\$85,065	\$4,483,214	\$1,021,568	\$321,590	\$2,407,255	\$591,886	\$8,910,578	5.23%
2011	\$68,287	\$4,157,243	\$997,665	\$325,612	\$2,336,905	\$682,321	\$8,468,033	6.46%
2010	\$69,771	\$3,848,681	\$893,314	\$274,634	\$2,325,279	\$542,760	\$7,954,439	4.34%
2009	\$59,819	\$3,622,195	\$875,174	\$710,598	\$1,951,595	\$403,863	\$7,623,245	-3.50%
2008	\$53,433	\$3,815,239	\$950,225	\$334,234	\$2,275,609	\$471,240	\$7,899,981	-3.43%
2007	\$95,798	\$3,879,561	\$913,775	\$393,603	\$2,384,296	\$513,949	\$8,180,981	5.57%
2006	\$89,106	\$3,607,336	\$897,115	\$386,962	\$2,295,259	\$473,767	\$7,749,546	7.41%
2005	\$86,019	\$3,373,571	\$880,079	\$381,806	\$2,155,216	\$338,119	\$7,214,809	6.61%
2004	\$83,374	\$3,084,715	\$903,711	\$390,387	\$2,086,655	\$218,867	\$6,767,708	9.61%
2003	\$72,545	\$2,702,412	\$840,575	\$354,141	\$1,964,846	\$239,710	\$6,174,230	-3.57%
2002	\$72,115	\$2,796,110	\$872,641	\$436,777	\$1,997,807	\$227,529	\$6,402,980	-2.74%
2001	\$73,248	\$2,756,121	\$970,925	\$486,186	\$2,043,123	\$253,717	\$6,583,320	-5.92%
2000	\$72,499	\$2,706,001	\$1,154,714	\$538,703	\$2,141,271	\$384,115	\$6,997,303	8.35%
1999	\$90,777	\$2,287,116	\$1,177,775	\$493,467	\$2,052,375	\$356,398	\$6,457,908	9.91%
1998	\$88,255	\$2,128,285	\$1,086,634	\$438,230	\$1,743,427	\$391,001	\$5,875,832	3.72%
1997	\$96,013	\$1,988,439	\$777,595	\$422,810	\$1,917,831	\$462,187	\$5,664,875	4.21%
1996	\$98,211	\$1,861,887	\$736,297	\$433,917	\$1,974,989	\$330,772	\$5,436,073	12.47%
1995	\$90,727	\$1,693,218	\$688,494	\$389,699	\$1,699,384	\$371,640	\$4,833,162	4.19%
1994	\$92,912	\$1,503,606	\$587,463	\$442,029	\$1,694,284	\$318,724	\$4,639,018	100%

City Wide Yearly Summary

CAGID and Mall Sales and Use Tax as a Percent of Total City Wide Sales and Use Tax

		Eating	Apparel	Home	General	Total
	Food Stores	Places	Stores	Furnishings	Merch	All Other
2014	\$8,009,387	\$8,131,666	\$2,141,305	\$2,880,460	\$12,406,957	\$30,113,880
	1%	36%	26%	7%	9%	4%
2013	\$13,454,838	\$13,174,730	\$3,774,426	\$4,692,270	\$20,776,166	\$47,500,571
	1%	34%	27%	6%	13%	2%
2012	\$13,060,743	\$12,937,276	\$3,717,039	\$22,440,706	\$19,948,416	\$24,002,787
	1%	35%	28%	2%	12%	4%
2011	\$12,241,084	\$11,838,300	\$3,426,738	\$5,259,120	\$19,948,416	\$39,725,073
	1%	35%	29%	6%	12%	2%
2010	\$11,130,533	\$10,930,482	\$2,690,372	\$4,459,406	\$19,279,577	\$38,940,102
	1%	36%	33%	6%	12%	2%
2009	\$11,160,109	\$10,572,840	\$2,626,020	\$4,304,383	\$17,515,062	\$39,002,103
	1%	35%	33%	17%	11%	2%
2008	\$11,204,475	\$10,910,035	\$2,819,260	\$4,827,635	\$18,101,297	\$36,708,245
	0%	36%	34%	7%	13%	3%
2007	\$11,205,584	\$10,888,135	\$2,804,311	\$5,522,090	\$18,040,152	\$39,631,459
	1%	36%	33%	7%	13%	2%
2006	\$10,392,069	\$9,582,212	\$2,424,694	\$4,611,056	\$15,402,540	\$37,371,060
	1%	38%	37%	9%	15%	4%
2005	\$10,046,723	\$8,995,846	\$2,362,366	\$4,465,788	\$14,587,419	\$35,882,350
	1%	38%	37%	9%	15%	2%
2004	\$10,148,861	\$8,637,718	\$2,232,147	\$4,118,312	\$14,123,007	\$32,171,342
	1%	36%	41%	10%	15%	2%
2003	\$9,052,658	\$7,847,285	\$2,046,951	\$3,922,549	\$13,185,423	\$31,552,637
	1%	35%	41%	10%	15%	3%
2002	\$9,294,397	\$8,133,237	\$2,346,305	\$4,164,992	\$13,572,651	\$33,815,600
	1%	35%	37%	11%	15%	3%
2001	\$9,312,676	\$8,384,190	\$2,646,021	\$4,537,112	\$15,553,807	\$38,279,526
	1%	34%	37%	11%	13%	2%
2000	\$9,080,910	\$8,484,601	\$3,159,262	\$5,915,794	\$17,887,211	\$36,269,737
	1%	32%	37%	9%	12%	3%
1999	\$9,207,721	\$7,790,648	\$3,359,914	\$5,553,219	\$17,008,884	\$33,893,706
	1%	30%	35%	9%	12%	3%
1998	\$8,932,097	\$7,469,094	\$3,252,729	\$3,570,448	\$15,736,140	\$30,637,104
	1%	29%	34%	12%	11%	3%
1997	\$7,739,779	\$6,797,237	\$2,781,018	\$3,129,089	\$15,439,169	\$28,494,047
	1%	30%	28%	14%	13%	2%
1996	\$7,611,055	\$6,614,561	\$2,782,149	\$2,862,572	\$15,111,950	\$26,975,579
	1%	29%	27%	15%	13%	2%
						\$63,683,655
						\$103,373,001
						\$96,106,967
						\$92,438,731
						\$87,430,472
						\$85,180,517
						\$84,570,947
						\$88,091,731
						\$79,783,631
						\$76,340,492
						\$71,431,387
						\$67,607,503
						\$71,327,182
						\$78,713,332
						\$80,797,515
						\$76,814,092
						\$69,597,612
						\$64,380,339
						\$61,957,866
						\$9.1%

Downtown Sales Tax Revenue-22

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	3.56
January	281,789	303,911	303,211	350,972	346,303	377,788	340,123	434,783	394,092	370,921	380,910	381,325	3.41
February	281,926	295,159	334,033	353,475	384,949	394,061	330,622	348,215	384,893	421,972	373,299	407,696	3.41
March	347,345	386,464	405,854	457,916	513,351	453,315	406,592	410,852	481,800	533,371	501,878	567,195	3.41
April	313,658	322,834	381,409	407,402	429,910	429,364	397,041	445,775	466,962	477,947	476,121	538,351	3.41
May	363,683	369,350	391,843	444,690	490,189	493,179	451,724	473,034	520,768	529,743	495,710	599,426	3.41
June	397,239	434,006	464,057	512,487	556,969	498,498	875,333	532,952	606,565	599,729	615,366	636,218	3.41
July	335,260	382,910	406,346	447,533	454,725	470,376	438,488	488,944	564,463	467,329	516,595	604,662	3.41
August	351,333	389,941	437,412	478,646	500,891	518,881	498,282	486,212	519,020	562,884	510,808	604,662	3.41
September	322,633	434,834	493,083	510,843	567,653	489,202	437,665	522,777	554,420	564,404	575,538	604,662	3.41
October	356,878	369,818	418,157	459,707	478,372	466,288	439,390	474,779	541,300	471,178	520,273	599,426	3.41
November	302,598	318,751	370,726	283,133	416,857	382,562	370,084	443,647	425,678	491,068	468,341	558,914	3.41
December	435,738	507,725	541,253	646,636	565,818	484,305	427,276	540,855	532,712	602,751	558,914	604,662	3.41
Totals	4,120,082	4,635,703	4,947,383	5,353,439	5,705,896	5,457,828	5,412,522	5,612,824	5,932,673	6,133,397	5,993,763	3,734,893	3.56
\$ change from	-176,009	415,621	411,680	406,056	352,457	-248,068	-45,305	200,302	379,849	140,724	-133,644	-133,644	3.41
% change from	-4.1%	10.1%	9.1%	8.2%	6.6%	-4.3%	-0.8%	3.7%	6.8%	2.3%	-2.3%	-2.3%	3.41
3 year avg ch.	-2.7%	1.9%	5.0%	9.1%	8.0%	3.5%	0.5%	-0.5%	3.2%	4.3%	2.3%	2.3%	3.41

Pearl Street Mall Sales Tax Revenues-26

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	3.56
January	117,837	130,222	125,468	149,158	136,125	141,061	147,586	125,248	145,344	156,605	177,609	163,881	3.41
February	132,592	128,689	146,528	168,115	151,030	153,728	142,804	136,605	149,455	157,989	168,072	201,054	3.41
March	157,720	173,998	181,977	166,606	190,882	184,556	160,097	171,768	190,818	212,543	227,451	222,805	3.41
April	148,641	181,100	159,786	204,842	180,119	194,104	155,239	163,820	177,149	218,317	207,965	231,656	3.41
May	176,302	186,067	190,862	202,877	205,859	220,400	194,388	196,365	212,506	241,045	239,127	288,734	3.41
June	193,136	200,903	212,068	221,430	242,031	237,789	199,585	220,066	222,489	256,768	275,038	280,193	3.41
July	183,416	216,019	228,010	231,650	248,109	248,181	216,150	238,601	238,414	253,966	278,125	332,679	3.41
August	193,570	206,106	215,701	227,670	239,506	248,123	233,815	238,691	246,294	285,174	286,002	332,679	3.41
September	182,551	192,600	191,187	211,864	221,278	202,872	186,847	201,202	221,207	228,371	214,324	288,734	3.41
October	162,089	177,888	189,225	176,159	210,188	200,059	177,877	213,641	218,360	223,840	239,340	288,734	3.41
November	151,473	178,919	173,394	186,045	185,961	169,230	165,869	177,575	172,084	207,925	207,360	288,734	3.41
December	254,819	262,493	252,230	249,890	263,997	241,951	230,464	258,091	281,241	304,906	283,741	332,679	3.41
Totals	2,054,148	2,235,004	2,266,437	2,396,107	2,475,085	2,442,154	2,210,722	2,341,672	2,475,360	2,777,449	2,814,154	1,701,004	3.56
\$ change from	-55,976	180,856	31,423	129,880	78,978	-32,932	-231,431	130,950	133,668	302,089	36,705	163,881	3.41
% change from	-2.7%	8.8%	1.4%	5.7%	3.3%	-1.3%	-9.5%	5.9%	5.7%	12.2%	1.3%	9.5%	3.41
3 year avg c	-6.6%	-0.3%	2.5%	5.3%	3.5%	2.6%	-2.5%	-1.6%	0.7%	7.9%	6.4%	6.4%	3.41

COMMERCIAL AND RESIDENTIAL MALL POLICE CALL STATISTICS

MONTH	Assault		Auto Theft		Burglary		Crim. Mis.		Crim. Tres.		Disturbance		Domestic		Drunk		DUI		Felony Menacing		Fight	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
January	3	3				3	4	4	2	6	23	45		5	20	24	3	2				
February	3	4				1	5	2	1	1	22	20	2		22	5		3				
March	8	5				1	3	4	1	1	39	28	3	3	11	16	3	6				
April	3	3					5	4		1	24	26	3	2	14	15	4	3				
May		4						3		2		31		2		14		2				
June	3	3				1	5	2			29	31	1	1	15	17	3	3				
July	4	2					5	4	2		38	30	1	4	17	9	7	2				
August	4	7						7		1	46	33	4	4	9	13	4	3				
September		8					2	3			35	20	1	2	9	7	3	3				
October		7						7				25		4		4		3				
November		6						4		3		28				21		3				
December		3						4				30		3		28		3				
MONTH	Fireworks		Hang Ups		Harassment		Indec. Exp.		Liq. Law Vio.		Littering		Loitering		Narcotics		Noise		Open Door		Party	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
January			14	13	2	17	1			7			12	8	5	5			3	2		
February			5	8	6	3		1	2	8			2	5	2	4			7	3		
March			7	12	5	4		1	4	4			13	9	2	7				2		
April			10	9	9	7	2	1	5	1			14	8	6	8				1		
May				22		8				2				13		9						
June			12	7	6	4	1			1			17	15	5	6				2		
July			11	11	10	8	3		1	1			17	18	9	8						
August			12	10	11	7	2	1	5	10			18	21	12	4			1	1		
September			9	9	4	5	1		1	2			17	10	2	2				1		
October				5		8		3		1				10		3				3		
November				10		9				3				12		1						
December				17		3		3		1				4		4					3	
MONTH	Prowler		Robbery		Sex Assault		Shoplifting		Shots		Stabbing		Suicide		Suspicious		Theft		Trespass		Weapon	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
January					1	2									2		27	31				
February				1											5	2	22	13				
March				1											5	3	29	22				
April					1	1									4	6	33	26				
May						4										4		35				
June	1				1										2		22	32				
July					1										2	5	33	34				
August	1			1	2										4	3	11	33				
September						2									2	3	5	25				
October																		15				
November						1										5		23				
December		1		1												1		13				

Opened in 2013-2014

Business			Open Date	Notes
Earthbound Trading	935	Pearl	February-13	national soft goods (replacing Eclectix)
Timothy's of Colorado	1136	Spruce	February-13	fine jewelry
Meta Skateboards	1505	Pearl	March-13	
Island Farm	1122	Pearl	April-13	Soft goods/clothing
The Riverside	1724	Bdwy	April-13	Event center, café, wine bar, co-working space
Bohemian Biergarten	2017	13th	April-13	Replaces Shugs
Bishop	1019	10th	April-13	home furnishings (owners of 3rd and Vine)
ReMax of Boulder	1320	Pearl	April-13	replaces Little Buddha
Old Glory Antiques	777	Pearl	May-13	Replaces West End Gardener
Yeti Imports	2015	Brdwy	May-13	Replaces BolderWorld
Into Earth	1200	Pearl	July-13	Replaces LeftHand Books
The Savvy Hen	1908	Pearl	July-13	
The Dragontree	1521	Pearl	July-13	Day Spa
Steele Photography	2039	11th	July-13	
FlipFlopShop	1110	Pearl	August-13	Replaces Blue Skies
BOCO Fit	2100	Pearl	August-13	Fitness gym
Ceder & Hyde	2015	10th	October-13	Apparel
Fjall Raven	777	Pearl	October-13	replaces Old Glory
Lon	2037	13th	November-13	Gifts
Boulder Brands	1600	Pearl	November-13	Marketing services
Wok Eat	946	Pearl	December-13	replaces World Café
Zeal	1710	Pearl	December-13	replaces H Burger
AlexandAni	1505	Pearl	January-14	Jewelry
Made in Nature	1708	13th	January-14	Organic food products
Foundation Health	1941	Pearl	January-14	Medical office
Sforno	1308	Pearl	March-14	replaces Roma
Regus	1434	Spruce	March-14	Shared office
Cariloha	1468	Pearl	April-14	bamboo products
Explicit	2115	13th	April-14	Street ware
Fior di Latte	1433	Pearl	June-14	gelato
Goorin Bros Hat Shop	943	Pearl	June-14	Hats
Nature's Own	1215	Pearl	July-14	replaces Giaim
PMG	2018	10th	August-14	replaces Beehive
Ramble on Pearl	1638	Pearl	August-14	
VPK by Maharishi ayurve	2035	Bdwy	September-14	
Ninox	1136	Spruce	September-14	

Closed in 2013-2014

Business			Close Date	Notes
Silhouette	2115	10th	January-13	
Sensorielle	1300	13th	January-13	Moved to Lafayette
Little Buddha	1320	Pearl	February-13	Moved to Yehti Imports
Boulder Map Gallery	1708	13th	March-13	Moved to Table Mesa
Blue Skies	1110	Pearl	March-13	
Left Hand Books	1200	Pearl	March-13	
Installation	1955	Bdwy	March-13	
West End Gardener	777	Pearl	March-13	
Bolder World	2015	Bdwy	April-13	replaced by Yeti Imports
Swiss Chalet	1642	Pearl	Jun-13	
Lilli	1646	Pearl	June-13	Chelsea to replace
H Burger	1710	Pearl	June-13	

Timothy's of Colorado	1136	Spruce	July-13	
Atlas Coffee	1500	Pearl	July-13	
Sweet Bird Studio	2017	17th	July-13	
Old Glory Antiques	777	Pearl	July-13	
A Café	2018	Bdwy	September-13	
Independent Motors	250	Pearl	November-13	
Om Time	2035	Bdwy	November-13	
Boulder Mart	1713	Pearl	December-13	
Retail Therapy	1638	Pearl	December-13	
Jovie	2115	13th	December-13	
Holiday & Co	943	Pearl	January-14	
Il Caffè	1738	Pearl	January-14	converted to private event space for Frasca
Roma	1308	Pearl	January-14	being replaced by Sforno
Twirl	1727	15th	January-14	rethinking concept
Bacaro	921	Pearl	March-14	new owner/concept
Maiberry	1433	Pearl	March-14	replaced by gelato
hip consignment	1468	Pearl	March-14	moved out of Downtown
Gaiam Living	1215	Pearl	March-14	
Define Defense	1805	11th	March-14	
Julie Kate Photography	1805	11th	March-14	
Bacaro	921	Pearl	March-14	
Steele Photography	2039	11th	April-14	
Trattoria on Pearl	1430	Pearl	May-14	
Into Earth	1200	Pearl	May-14	
Gypsy Wool	1227	Spruce	June-14	Moved to 30th & Arapahoe, Rebecca's took space
3rd and Vine Design	1815	Pearl	July-14	
kidrobot	1420	Pearl	August-14	
Enchanted Ink	1200	Pearl	August-14	Moved to Broomfield
Pita Pit	1509	Arapahoe	August-14	
Roger the Barber	1200	Pearl	August-14	
Boulder and Beyond	1211	Pearl	September-14	
I Support U	1825	Pearl	September-14	bought building @ 47th and Valmont
Future				
Business			Open Date	Notes
LYFE Kitchens	1600	Pearl	Fall 14	former Gondolier space
Organic Sandwich	1500	Pearl	Fall 14	
Liberty Puzzles	1420	Pearl	September-14	Replaces KidRobot

MALL ORDINANCE UPDATES
SUMMARY OF AMENDMENTS

<p>4-11-7 & 4-11-8 “Permits for patio’s and building encroachments”</p>	<p>– moved from Chapter 4-11 “Mall Permits and Leases” to 8-6-6 “Requirements for Revocable Permits, Short-Term Leases and Long-Term Leases”</p> <p>- From P&DS: After doing some research I would recommend removing all sections related to “Building Extensions” or “Building Ornaments” in Title 4. In 1997 Ordinance 5919 created Chapter 8-6 and defined the use of revocable permits and leases to manage any encroachments in the public right-of-way. It appears this ordinance also moved the authority to review and approve encroachments from the DMC to Public Works. As far as I am aware we have not approved a Building Extension or Building Ornament (as defined in Title 4) on the mall since this ordinance was adopted. Currently any encroachments proposed for the mall would be reviewed as a revocable permit or lease under Chapter 8-6. See BRC 8-6-3 and 8-6-6. Directing all proposed encroachments on the mall to the criteria in Chapter 8-6 would consolidate and codify the policies and practices for managing encroachments into the right-of-way, which was the objective of Ordinance 5919.</p>
<p>4-11-2 “Definitions”</p>	<p>- The definition of “special activity” was changed to reflect the more common practice of using the term “special event”. This change was implemented throughout the chapter. Other changes to the term “special event” include providing that the city manager (staff) schedule events rather than DMC and removing specific requirements for sales conducted as a fundraising activity by a nonprofit group. “Festive activity” was removed and combined with “special event”.</p> <p>- Removal of “building extension” and “building ornament” because no longer applicable to this chapter.</p> <p>- added “artist using non-airborne mediums” to Ambulatory vendor due to health risks with spray paint.</p> <p>- Added the term, “encroachment” as referenced in 4-11-4(c).</p>

MALL ORDINANCE UPDATES
SUMMARY OF AMENDMENTS

4-11-4 “Uses prohibited without a permit”	<ul style="list-style-type: none"> – amended section (c) to only allow amplified music on the mall as part of an approved special event permit. - Repealed 4-11-6 “Amplified Sound Permit” to be consistent with the amended section above (allowing amplified sound permits only as part of a special event).
4-11-9 “Entertainment Vending Permit”	<ul style="list-style-type: none"> – amended section (d) to allow approval of permit for up to one month rather than “3 continuous days or one month”. - From a consistency perspective all permits are only approved for one month.
4-11-12 “Mobile Vending Cart Permit”	<ul style="list-style-type: none"> – Removed ability to locate carts in zone 1. There has never been an approval for a cart in zone 1. Zone 1 is right up against a store front and requires written consent from tenant. - Under section (b), changed maximum number of carts allowed on mall from 14 to 13. The Mall’s capacity is at 13. This is due to Mall renovations in 2000. - Under section (i), established a more user friendly process of renewing vending cart permits rather than having to reapply as a new vendor. - Under section (l), added a requirement that permittee provide proof when requested of permit. This will be helpful to enforcement.
4-11-15 “Sidewalk Sales Permits”	<ul style="list-style-type: none"> – removed section (d) which provided details about how the applicant could determine sub permit eligibility based on cost sharing with other permittees and city manager made final determination on whether the amount was reasonable. Staff do not want to be involved in making these business type decisions for permittee.
4-11-16 “Special Event Permit”	<ul style="list-style-type: none"> – amended section (c) to reflect the current practice of approving permits for one month rather than three months per permit. <p style="background-color: yellow; margin-top: 10px;">No more than six days total may be permitted to the same person during a calendar year. Question to Commissioners: DELETE??? Clarify in code?</p>

MALL ORDINANCE UPDATES
SUMMARY OF AMENDMENTS

4-11-18 “General Permit and Lease requirements”	– clarified in section (c) that the provisions of 4-1-9 “Authority to Deny Issuance of Permits and Licenses” is applicable to the Mall.
4-11-19 “Application Procedures”	- included monthly permits to the list of permits that DMC does not approve. This has been the standard practice and is now being reflected in the code.
4-11-22 “Termination of Permits”	– Amended section (c) to provide staff with discretion to deny a permit for 3 years subsequent to being revoked.
4-1-9 “Authority to Deny Issuance of Permits and Licenses”	<p>– amended code to provide additional basis for denial of permit to include:</p> <ul style="list-style-type: none"> - Providing false information or misrepresenting a material fact on application; - The applicant has within the past three years, from application date, violated a law or condition in a license governing the activities permitted by the license; - The applicant has previously unlawfully conducted activities that require a permit or license without obtaining such permission in advance; - The applicant had a city issued license revoked within the past three years.



MEMORANDUM

To: Transportation Advisory Board (TAB)
Planning Board (PB)
Downtown Management Commission (DMC)
University Hill Commercial Area Management Commission (UHCAMC)
Boulder Junction Access and Parking Districts Commissions (BJAD)

From: Molly Winter, Director, Downtown and University Hill Management Division/
Parking Services
Kathleen Bracke, GO Boulder Manager
Lesli Ellis, Comprehensive Planning Manager
Jay Sugnet, Senior Planner

Date: October 3, 2014

Subject: Update on the Access Management and Parking Strategy (AMPS)

EXECUTIVE SUMMARY

The purpose of the briefings to the various city boards is to:

1. Review the best practices and innovations research;
2. Seek input on options for Transportation Demand Management policies for new development;
3. Provide an overall project update and status report on the short term parking and bike parking code changes; and
4. Share on-going work plan items.

AMPS is reviewing and updating the current access and parking management policies and programs and developing a new, overarching citywide strategy in alignment with city goals. The project goal is to evolve and continuously improve Boulder's citywide access and parking management policies, strategies and programs tailored to address the unique character and needs of the different parts of the city. The project purpose, goals and guiding principles are shown in Attachment A.

Outreach to the city advisory boards and the public is essential with the dual purpose of educating the community about the multi-modal access system and seeking input and ideas about the future opportunities for enhancements. City Council is holding a Study Session on the AMPS project on October 28, 2014. Staff will share feedback from the October Board meetings with City Council as part of the October Study Session.

The primary focus of the board briefings is on the best practices and innovation research; however staff is also looking for more detailed input on two early phase components of the AMPS work program: TDM Plan policies for New Private Development and associated code changes. Staff is gathering input from the community, boards and commissions to help identify priorities for further research and community discussion. Board members are welcome to attend an AMPS open house tentatively scheduled for October 20 to provide additional input. Board members may also provide input directly to staff through your board liaison. A future joint board workshop will also be scheduled in January to provide an opportunity for all of the various board members to collaborate on the next stage of the AMPS process.

Questions for Board Members

1. Does the Board have feedback regarding the best practices and innovation research? Specifically, is anything missing?
2. What is the Board's input on the seven key aspects of TDM Plan policies for new private developments?
3. Does the Board have any feedback regarding the short term code changes?
4. Does the Board have any feedback regarding the on-going work plan items?

MEMO ORGANIZATION

- I. Background**
- II. Community, Board and Commission Feedback**
- III. Best Practices and Innovation Research**
- IV. Travel Demand Management Plans for New Private Development**
- V. Short Term Code Changes**
- VI. Other Ongoing Work Related to AMPS**
- VII. Timeline**
- VIII. Next Steps**

I. BACKGROUND

The City of Boulder's parking management and parking district system has a long history. Parking meters were first installed on Pearl Street in 1946. Over the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multi-modal access system incorporating transit, bicycling and pedestrians along with automobile parking in order to meet city goals, support the viability of the city's historic commercial centers and maintain the livability of its neighborhoods. Districts currently are in place in three areas of the community: Downtown, University Hill and Boulder Junction.

The AMPS project approach emphasizes collaboration among city departments and acknowledges the numerous current and anticipated planning efforts and initiatives such as the Transportation Master Plan (TMP) Update, Economic Sustainability Strategy, and Climate Commitment. In addition of considering enhancements to existing district, AMPS will be examining parking and access policies and strategies outside of the districts including parking requirements by land use, bicycle parking requirements, neighborhood parking permit program, and on-street parking.

Elements of the AMPS project approach are:

- AMPS is a strategy which is defined as an integrated planning approach coordinated with other master planning efforts which focuses on a particular set of goals and guiding principles that are cross-cutting and create an adaptable set of tools and methods allowing the city to continually improve and innovate to achieve its goals.
- Evaluating existing and new parking and access management policies and practices within existing districts and across the community including for on- and off-street and public and private parking areas.
- Developing context appropriate strategies using the existing districts as role models for other transitioning areas within the community and incorporating national best practices research.

City Council held study sessions on [June 10](#) and [July 29](#) to review work to date on the seven focus areas (District Management, On & Off Street Parking, Technology, Transportation Demand Management, Code Changes, Parking Pricing, and Enforcement) and provide overall direction on the approach for AMPS, as well as short term code changes. A summary of the two study sessions is available [here](#).

This memo contains a summary of the best practices and innovation research, TDM Plans for new private development, a summary of the short term code changes, updates on other efforts related to AMPS and an updated timeline.

II. COMMUNITY, BOARD AND COMMISSION FEEDBACK

Staff is compiling community, board and commission feedback for inclusion in the October 28 study session. Over late summer and continuing into the fall staff is conducting outreach to residents and commuters through the project website, Inspire Boulder, and a series of coffee talks throughout Boulder to help develop a good understanding of how the community currently views parking and access management. The feedback to date, from the public and boards, although many interviewed are happy with parking and access in the city and did not indicate they would make any changes, others made suggestions based on the following themes:

- Build more parking downtown;
- Expand pay-for-parking approaches in the community;
- Strengthen travel demand management programs;
- Expand approaches to share, unbundle, manage and price parking;
- Convert parking minimums to parking maximums;

- Do not build more parking downtown. Instead better manage public and private parking through ideas such as dynamic pricing, increased bike racks and other infrastructure for non-automotive transportation; and
- Expand innovative approaches to on-street parking such as parklets, bike corrals, carshare parking, etc.
- Improve public transit, primarily the regional service to Boulder with more direct routes and increase service frequency.

These are themes based on initial outreach. Additional events are scheduled as follows:

- October 20 – Open House with special invitation to City Board members
- October 28 – City Council Study Session
- November – City Staff workshop
- 1st Quarter 2015 – Joint Board Meeting
- 1st Quarter 2015 – City Council Study Session
- Spring 2015 – AMPS recommendations for consideration by Boards and City Council

III. BEST PRACTICES AND INNOVATION RESEARCH

This phase of the AMPS project considers best practices in other communities in all the different focus areas. The information gathered from the best practices will provide staff and the communities with approaches and ideas that will inform the AMPS process about how we can “raise the bar” on our existing access and parking management programs, as well as consider new programs throughout the city. The full report compiled by Kimley Horn is available in Attachment F. Attachment G is a summary list of all best practices in the report. Below are some highlights by focus area.

District Management

Boulder has well defined and successful parking and access management districts in the downtown and University Hill. Elements of these districts have been adapted to create the new access and parking management districts in the Boulder Junction transit oriented development area. The district management focus area will both further enhancement and evolution of existing access and parking districts as well as consider new districts that could be formed to address the specific issues and opportunities in other areas of the city such as North Boulder and along the East Arapahoe Corridor. A tool kit of policies, implementation strategies and operational procedures will be developed to assist in the creation of new districts.

Edge Parking as a Potential Commuter Parking Strategy: Seattle, Washington, Santa Clara Valley, California (Best Practice # 10)

The concept of providing shared remote parking within mixed use development associated with transit oriented development and/or mobility hubs. The plans include coordination with existing districts to develop shared parking options for employees in edge locations with “last mile” transit and bike options. Parking spaces could be shared to maximum benefit with off-site employee parking during the day and residential parking at night.

Neighborhood Parking Management Plans and Benefit Districts – Houston and Austin, Texas (Best Practice # 34 and 35)

These communities are examples of an engagement strategy with neighborhoods, both commercial and residential, to develop specific parking solutions and parking/transportation related investments. Applications have varied in different types of neighborhoods. Strategies include the option of revenue sharing of parking revenues for community benefit.

Integration with Broader Community Planning Strategies – Vancouver, British Columbia, Seattle, Washington and Portland, Oregon (Best Practices #32, 36 and 37)

These cities have taken very broad comprehensive and holistic approach to integrated planning including transportation through either a cluster or district approach addressing multiple sustainability components.

Neighborhood Parking Permit Program Permit Pricing – Seattle, Washington and Charlotte, North Carolina (Best Practice #39)

The different parking permit pricing structures will be reviewed and evaluated with the program goals and pricing, including regional pricing. Potential relationship to the Neighborhood Parking Benefit District Best Practice will be considered.

On & Off Street Parking

One of the significant issues for providing good access to a community is how we allocate our limited curb-side (on-street) space. This space tends to be used as unrestricted parking on most roadways, with restricted (either time restricted by sign or meter) in commercial areas like the downtown, University Hill and the North Boulder commercial area. However, there are a lot of other uses for this curb-side space which compete with these general uses. These other uses include handicapped-only designated parking; commercial loading zones; passenger loading zones; taxi stops; RTD bus stops; Bicycle parking corrals; and Parklets, as well as new ideas such as possible on-street B-cycle stations; possible on-street Electric Vehicle (EV) charging stations; or possible designated Car-share parking spaces. The challenge is how to balance the needs for all these different uses of the curb-side space with the limited curb-side supply in a fair and equitable manner which meets the City's various goals and objectives. Staff is pursuing the creation of a "Policy Document" which would guide staff in making these decisions about balancing the use of curb-side space.

Also in this focus area is the off-street parking; either in parking lots or garages. The on-street and off-street parking resources work together to provide a variety of parking access options. On-street is focused on the convenience for the short term parker and the off street parking provides both short term parking and long term, permit parking for employees. Coordinated management of the two different resources is essential to providing access to the variety of different commercial area users and the viability of our commercial areas.

72 Hour On-street Parking: (Best Practice #5)

Currently the B.R.C. restricts on-street parking to no more than 72 hours at a time. A parked vehicle must be moved from the street every 72 hours. This restriction is in place for a variety of reasons. It is used to ensure that vehicles are not left abandoned in the public right-of-way with no resource for removal. It is also used to denote the time requirement in advance of a construction project or special event that "temporary parking restriction" signing be placed on a roadway. If a vehicle must be moved every 72 hours then temporary signing restricting parking

for such events need only be placed 72 hours in advance. It has been suggested that this restriction should be either modified or eliminated. One reason suggested is that a requirement to move a vehicle every 72 hours is counter to some of our transportation (less driving) and environmental (better air quality) goals. Staff is investigating the need for modifying or eliminating this 72 hour restriction, and options for doing so if that is the policy direction.

Coordinated Private Parking Systems: Seattle, Washington (Best Practice #7)

Seattle has addressed the challenge of reduced parking from the waterfront viaduct project by developing a program that provides consistent public access to private parking facilities including coordinated marketing and branding. This approach maximizes utilization of existing parking resources.

Parking Garage Management: San Francisco CA, Seattle WA, Denver CO

Staff will also be considering the off street parking approaches of SF Park, Seattle Free Float Car Share, and Denver Strategic Parking Plan.

<http://www.denvergov.org/Default.aspx?alias=www.denvergov.org/parking>.

Technology

Technology has become an integral part of access and parking management strategies. Currently Boulder has adopted a variety of technologies to make parking more convenient and efficient. Those include a variable messaging system in the downtown garages to monitoring garage occupancy, the on-street parking kiosks and pay by phone. As new technologies evolve, staff will be considering cost-effective, customer-oriented and sustainable apps and systems to enhance the parking and access experience. In addition, the garage gate access and permitting technology systems will be replaced in 2015 and a request for proposal process is underway. (See section VI of the memo).

Parking Apps: Phoenix, Arizona, San Francisco and Los Angeles, California (Best Practice #14)

Parking applications for smart phones, tablets and other electronic devices are valuable tools. Currently we do not have an adequately accurate data base to provide reliable service to our patrons. As we move through the AMPS process, we will be working on developing that data base. The PARCS equipment project for the garages is one means to achieve a consistent count and provide the data base link. Our current level of sophistication with our on-street parking management can provide a lower level of information. In later phases of AMPS we will look at what technology (GIS and transaction data) can provide to provide real time information for available on street parking. We will be looking at what other cities utilizing similar equipment to us to learn from best practices.

Transportation Demand Management

Transportation Demand Management (TDM) involves all programs that reduce single occupant vehicle trips including travel by transit, bikes, walking and car and van pool programs. In addition there are strategies for telecommuting and parking pricing. The TDM focus area includes three primary components; the integration of TDM with Access and Parking Management; refinement of the policies, implementation, and evaluation of TDM Plans in Development Review for private development; and the management of TDM programs in Districts (existing and new/city-wide). The city of Boulder's downtown has a robust and

successful employee TDM program which has contributed to a major mode shift of downtown employees in this high-density area. The free downtown employee EcoPass, support of bike and car share, and providing public bike parking area all elements of our current success.

TDM For New Private Development

This element of the TDM focus area has been a priority and an early work plan item as it is a part of the recently updated Transportation Master Plan (TMP). Staff has worked with Urban Trans, a sub consultant on the project, and detailed information regarding TDM Plan policy options are described later in the memo and in Attachment B.

Enhancements to Existing TDM Programs: Ann Arbor, Michigan and Arlington County, Virginia (Best Practices # 31 and 33)

The best practices research from those two communities focuses on additional opportunities for outreach, education and program development to enhance existing programs and engage constituents. Each community also has an educational component to share information about travel options and evaluation results.

Code Changes (Best Practice #25)

Planning staff is working on updates to the land use code for parking requirements citywide (e.g., adding special parking requirements for uses with low parking demand such as the airport and warehouses where current parking requirements require too much, updating the code to meet ADA requirements). Longer term code changes would respond to recent changes in travel behavior (e.g. increased bicycling and transit use) with changes including but not limited to, increased use of unbundled parking, shared parking requirements, parking maximums, automatic parking reductions and special parking requirements for transit corridors.

The following options are best practices being considered in the Phase II (Long-term) parking code changes:

Analyzing current parking requirements to assess whether the appropriate amount of parking is being provided based on contemporary conditions;

Maximum parking requirements in addition to minimum parking requirements;

Allowance of shared parking between properties through agreements if demonstrated that parking needs would be met for land uses on both sites based on different hours of usage;

Considering new parking standards specific to land use rather than generalized per zoning district;

Creation of district specific parking standards such as overlays, special requirements along transit corridors, unbundled parking, transit-oriented development (TOD) areas etc. based on shared parking characteristics of an area (similar to how parking requirements are required and managed in downtown Boulder);

Exploring automatic parking reductions based on set conditions (e.g., car share, transit access, bike parking above required amounts etc.);

Reassessing the city's current parking design standards to determine if alternative car stall sizes are warranted among other design considerations; and

Requiring car charging stations

Communities that have initiated some or all of the above and are being analyzed as part of the process: Fort Collins CO, Arlington VA, Ann Arbor MI, Largo FL, Eugene OR, Portland, OR, Madison WI.

Parking Pricing

Through the AMPS process, parking pricing and parking enforcement fines will be reviewed and analyzed. Best practices from other cities will be considered as well as comparisons with other local and regional communities. The SUMP parking principles – shared, unbundled, managed and paid – are the basis for our parking management strategies. It will be important to “right price” the parking in the various areas of the community to meet multiple objectives: manage parking, provide convenient access, encourage multi-modal use, maintain neighborhood livability and ensure economic viability. Public outreach and education will be a major component of the process. This effort will be coordinated with the review of parking enforcement fines. Pricing for both long term (permit) and short term parking will be considered. The following are some parking pricing best practices that will be analyzed.

Performance Based and/or Variable Pricing: Seattle, Washington; San Francisco, Los Angeles and Redwood City, California (Best Practice #22)

Pricing parking based on parking demand – locations with greater demands will have a higher rate, whereas locations with less demand have a lower rate. The intent is balanced parking management and providing availability and turnover in high demand areas. Parking rates can change by time period or location. An optimal industry standard is 85% occupancy.

Progressive Pricing: Albany, New York (Best Practice #23)

Rates in a progressive pricing structure are determined by the length of time a person remains parked. The intent is to provide flexibility by allowing those who wish to park longer to do so at a progressively higher rate. The elevated rate structure deters people from parking long periods of time, thus creating more availability.

Coordinate On and Off Street Parking Rates (Best Practice #4)

On and off street parking rates should be coordinated so that the parking facilities work together as a comprehensive system to achieve a common goal: to encourage longer term parkers to use off street facilities and short term parkers to use the more convenient on-street parking. Higher rates on-street will also encourage greater turnover.

Parking Tax: San Francisco, CA, Pittsburgh, PA, Vancouver, British Columbia, and Sydney, Australia (Best Practice #24)

There are a variety of types of parking taxes. Commercial parking taxes are a special tax applied to parking rental transactions; per space parking levies are a special property tax applied to parking facilities. Parking taxes can raise funds and help achieve various planning objectives including more compact development and increased use of alternative modes. Additional taxes can be unpopular.

Enforcement

Enforcement is a key to balancing parking access and management through education, customer service and regulation in an effort to better serve those who live, work and visit the City of Boulder.

Development of a Parking Enforcement Manual: variety of communities (Best Practice # 20)
We continue to evaluate current policies and have been provided sample policies from the consultant as best practices gathered from a variety of communities. Attachment H.

Parking Enforcement Fines: Ft. Collins, Colorado (Best Practice # 19)

While certain parking fines have been increased overtime, the overtime at meter rates have not been increased in at least 20 years. During the AMPS project, a detailed review will be conducted of other peer communities, as well as an analysis of the relationship to the short term parking rates. Graduated or escalating parking fines is an approach used in different communities that focuses on fining repeat violators rather than people who occasionally receive tickets, such as tourists.

Evaluation: Arlington County, Virginia (Best Practice #31)

An essential component of AMPS will be evaluation. First determining the appropriate goals for the different focus areas and then the refinement and enhancement of our methods to determine and evaluate how successful we will be in meeting them, as well as alignment with the AMPS guiding principles. We currently have a variety of surveys – Boulder Travel Survey, Downtown Boulder Employee Travel Survey, Downtown Intercept survey, downtown bike occupancy survey – and other data regarding parking utilization and revenues that provide us with statistics our access and parking management performance. How we use this data to evaluate our success and share it with the public will be an outcome of the AMPS project.

The Arlington County Commuter Services Performance Report is an excellent example of an annual report that tracks their performance and progress towards achieving their defined objectives and goals. They include drive alone commute mode share, average weekday vehicle trips and miles in Arlington, and transit usage in Arlington. Additionally they track bicycle usage, bike share memberships, number of employers with the Arlington Transportation Partners, resident awareness of TDM services and greenhouse gas emission reductions attributed to their programs. Attachment I .

IV. TRAVEL DEMAND MANAGEMENT PLANS FOR PRIVATE DEVELOPMENT

Under current city code which sets policies for Site Review, commercial and residential developments that generate additional vehicle trips over specific amounts are required to submit a Travel Demand Management (TDM) Plan. The TDM Plan demonstrates how they intend to “significantly” reduce vehicle trip generation. The city provides a TDM Toolkit and staff assistance to guide applicants through the Site Review process and develop a TDM Plan. As part of the Transportation Master Plan (TMP) update and the AMPS work program, staff is working to make changes to Site Review TDM Plan policies and process and updating the TDM Toolkit for new developments. The options presented by staff include findings from a review of peer cities and municipalities that have regulated TDM plan for new developments through ordinance. The draft report compiled by UrbanTrans and Kimley Horn’s for the AMPS work program can be found at: www.bouldertransportation.net.

During City Council study sessions on the TMP and AMPS in June and July of 2014, council members expressed the concept of implementing a TDM program for new developments “with teeth.” To implement such a program with “teeth”, that being one that is guided by ordinance, monitored and enforced, several key aspects need to be determined including:

- The specific goals and objectives of the TDM plans;
- The target level of the measurable objective(s);
- The trigger(s) for when such plans are required;
- The TDM Plan design;
- The timing and duration of monitoring;
- The enforcement to meet TDM Plan objectives; and
- Program staffing and funding evaluation program.

Attachment B of the memo contains background and questions related to policy options for TDM Plans for new private developments. It is based on current practice in the City of Boulder and our traditional peer cities, as well, as municipalities that have ordinances in place to guide the design, implementation, evaluation and enforcement of TDM plans that mitigate the impacts of new developments. Attachment C contains the current language of the Design and Construction Standards which currently dictate the TDM Plan process for Site Review in the City of Boulder. Attachment D provides a list of potential TDM plan elements that could be included or required as part of TDM Plans.

At this early phase of re-thinking TDM Plans for new developments and modification of the TDM Toolkit, staff is seeking initial feedback from members of our Boards and City Council in regard to the following questions based on the information provided in Attachment B:

Measuring Success:

1. Which measurable objective should determine the success of a TDM plan for new developments?
2. Which factors should be taken into account when calculating target levels for the measurable objective?

Triggers and Thresholds:

3. What triggers (and thresholds) should be considered in a regulatory approach to TDM Plans for new developments?
4. Are there TDM Plan elements that should be required based on the characteristics of the development?

Monitoring and Enforcement:

5. What should be the timing and duration of TDM Plan monitoring?
6. What kind of “teeth” and how much “teeth” is right for Boulder?

Funding

7. How will a regulated TDM Plan program be funded and staffed?

V. SHORT TERM CODE CHANGES

As part of the Access Management and Parking Strategy (AMPS) process, staff is bringing forward ordinances that would:

1. Update vehicle parking standards to simplify and correct parts of the vehicle parking requirements that either require too much parking, contain errors or are difficult to implement. Some examples are reducing parking requirements for low parking demand uses (i.e., warehouses, self-storage, and aircraft hangers), simplifying requirements for restaurants and retail in large retail centers, and other clean up items and updates,
2. Revise bike parking requirements for new development to base bike parking requirements on land use type and require both short and long-term bike parking, and
3. Amend the DCS related to bicycle parking design standards.

The [report](#) to Planning Board has additional details and the ordinances are scheduled for a Second Reading at City Council on November 6.

VI. OTHER ONGOING WORK RELATED TO AMPS

- Staff is developing with assistance from Kimley Horn a request for proposal for the replacement of downtown garage access and revenue control and permitting systems to a state of the art system that will coordinate with other technologies such as the variable messaging system.
- Negotiations are continuing for a shared parking option between the Central Area General Improvement District (CAGID) and Trinity Lutheran Church in downtown and a public private partnership redevelopment of the University Hill General Improvement District (UHGD) 14th Street parking lot on the Hill with Del Mar interests.
- As one of the action items from the recently updated Transportation Master Plan, the city is exploring the concept of a mobility hub for North Boulder, at the intersection of North Broadway and US36. The mobility hub could include opportunities for enhancing transit station, bike parking, bikeshare/carshare, and potential for edge parking (park & ride), kiss & ride, etc. City is working with CDOT, RTD, Boulder County, and area property owners to develop concept sketches for consideration through fall 2014. In a related effort, staff is in initial discussions with a developer regarding a public private partnership of a shared parking garage that could be used as edge parking for downtown employees.
- Downtown CAGID long term parking permit rate increases are proposed in the 2015 budget for both the downtown and the Hill, surface lots and garages. These proposed rates are in line with the private parking rates.

- Potential policy recommendations for on-street car share are under consideration in order to provide the flexibility with new car share programs.
- Implementation of the bi-annual community-wide and downtown employee travel survey is underway this fall. The survey has been done bi-annually for many years and provides valuable information to evaluate and monitor our access and parking management programs.
- Preliminary discussions are underway with the Steelyards Association regarding the potential of a coordinated parking management and TDM program for the mixed use neighborhood in anticipation of the completion of Depot Square
- Parking staff is coordinating with SWEEP and Climate Commitment staff regarding Electric Vehicle charging stations in parking facilities.
- A study is underway to determine potential criteria and locations for parklets in the downtown. The evaluation of the pilot parklet on University Hill will be completed this fall and provide valuable information for the development of future parklets.
- Coordination is ongoing with CP&S and Transportation staff and consultants regarding the parking and access projections for Civic Area planning effort and the integration of future TDM programs and additional parking.
- The downtown bike rack occupancy count was completed in August. This survey provides valuable information and informs staff of locations for additional bike racks. The final report will be distributed in late October.

VII. TIMELINE

Attachment includes a timeline of the project – along with major milestones and outreach activities.

VIII. NEXT STEPS

A public open house is scheduled for October 20 and boards are encouraged to attend. Input from the community and the Boards will be incorporated into a staff memo for an October 28 City Council study session. A multi-department staff meeting will be scheduled in November to review and plan the next steps including future work plan items and identify areas for policy recommendations. In the first quarter staff will schedule a joint board workshop and Council study session to provide an update on next steps and policy recommendations. Community engagement and outreach will continue to ensure public feedback and participation regarding AMPS.

For more information, please contact Molly Winter at winterm@bouldercolorado.gov, or Kathleen Bracke at brackek@bouldercolorado.gov or www.bouldercolorado.gov/amps.

ATTACHMENTS

- A: Project Purpose, Goals and Guiding Principles
- B: TDM Plan Policy Options for Private New Developments
- C: Design and Construction Standards and TDM Plans
- D: TDM Plan Elements
- E: Project Timeline
- F: Best Practices Document

- G. List of Best Practices
- H. Parking Enforcement Manual
- I. Arlington County Performance Report

ATTACHMENT A: PROJECT PURPOSE, GOALS, AND GUIDING PRINCIPLES

Purpose

Building on the foundation of the successful multi-modal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop over-arching policies, and tailored programs and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles.

Goals

The Access Management and Parking Strategy (AMPS) will:

- Be consistent with and support the city's sustainability framework: safety and community well-being, community character, mobility, energy and climate, natural environment, economic vitality, and good governance.
- Be an interdepartmental effort that aligns with and supports the implementation of the city's master plans, policies, and codes.
- Be flexible and adapt to support the present and future we want while providing predictability.
- Reflect the city's values: service excellence for an inspired future through customer service, collaboration, innovation, integrity, and respect.

Guiding Principles

1. Provide for All Transportation Modes: Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.
2. Support a Diversity of People: Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
3. Customize Tools by Area: Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city's diverse neighborhoods both residential and commercial.
4. Seek Solutions with Co-Benefits: Find common ground and address tradeoffs between community character, economic vitality, and community well-being with elegant solutions—those that achieve multiple objectives and have co-benefits.
5. Plan for the Present and Future: While focusing on today's needs, develop solutions that address future demographic, economic, travel, and community design needs.
6. Cultivate Partnerships: Be open to collaboration and public and private partnerships to achieve desired outcomes.

ATTACHMENT B: TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN POLICY OPTIONS FOR PRIVATE NEW DEVELOPMENT

MEASURING SUCCESS:

Goals and Measurable Objectives TDM Plans for New Developments

The overarching reasons for incorporating TDM into the Site Review process and regulating implementation and evaluation is to meet the goals and objectives of the Boulder Valley Comprehensive Plan, the City of Boulder’s Sustainability Framework and the Transportation Master Plan. However, when designing a new set of policies and a TDM toolkit, it is important to understand the *specific* reasons in terms of new developments.

Currently, the City focuses on vehicle trip reduction as the key measurable objectives of TDM plans. The Design and Construction Standards state that when a commercial development is expected to exceed 100 vehicle trips at peak hour or 20 vehicle trips at peak hour for residential developments, a traffic study is required. See Attachment C for additional background. One element of the traffic study is the design of a TDM Plan, which provides an outline of site design amenities and vehicle trip reduction strategies to mitigate traffic impacts. To be approved, the TDM plan must be judged to provide a “significant” reduction in vehicle trips. However, what is meant by “significant” trip reduction is not defined by ordinance, nor is there any regulatory mechanism to enforce the implementation of the plan or penalties for failing to meet the plan objectives.

In Boulder Junction, the Trip Generation Allowance ordinance is more specific and focuses on allowing just 45 percent of all trips in single-occupant vehicles within the TDM Access District as a whole. It is up to the District to implement, monitor, and intensify the TDM strategies designed to meet the ordinance. As properties redevelop in Boulder Junction, payment-in-lieu-of-taxes (PILOT) fees and property taxes are collected to fund the Boulder Junction TDM program. The funds are being used to provide RTD Eco Passes to all residents and employees within the District, free carshare memberships and subsidized bikeshare memberships. As more properties redevelop and join the District, staff will begin to monitor SOV trips and make adjustments as necessary to meet the target.

In designing a TDM program for new developments with a regulatory approach, policy makers will need to determine what will be the measurable objective that will determine whether a TDM plan is successful or not. A review of peer cities and municipalities that have ordinances in place reveal a limited number of key measures. These include:

- Vehicle trips,
- Single-occupant vehicle trips, more specifically, and
- Average vehicle ridership (AVR)

Typically, the target level of vehicle trip reduction is based on a percent reduction from peak hour ITE trip generation rates based on size and land-use. Our current Site Review traffic studies estimate the number of vehicle trips that a specific-sized land use will generate and the City could determine what percent reduction will align with our wider transportation and sustainability goals. In Fairfax County, Virginia for example, vehicle trip reduction targets vary

based on size and location, specifically proximity to transit oriented development (TOD) locations.

In places where reducing SOV trips is the basis of a TDM ordinance for new developments, the target is generally set by wider city or county goals. For example, our TMP objective is to have just 25 percent of all trips by residents in SOVs by 2025 and currently in Boulder Junction TDM Access District the target is to have just 45 percent of all trips by residents and employees immediately. In Cambridge, Massachusetts TDM plans are required to meet a 10 percent reduction in the SOV mode share from overall drive alone mode share of the census tract in which the development is located.

Average vehicle ridership (AVR) is typically found in California where air quality regulations require TDM plans for new and existing developments. AVR is calculated by dividing the number of persons traveling by all persons trips (including transit riders) by the number of private vehicle trips, while taking into account the average vehicle ridership of multiple-occupant vehicles. In Pasadena, California, the peak hour AVR targets range from 1.5 to 1.75 for large commercial developments depending on location and proximity to TOD locations. In California, TDM plans and targets must meet the regional Air Quality Management District's regulations and monitoring requirements as well.

When deciding which measurable objective to use it is important to consider the time and cost to collect the necessary data from property managers, residents and employees. While vehicle trip generation can be measured with driveway counts, SOV mode share and AVR require the administration of surveys to collect the necessary data.

Question for Boards and Council: Which measurable objective should determine the success of a TDM plan for new developments?

Staff Considerations: Staff is considering using SOV mode share as the primary objective since it is also used as a TMP objective and the key metric of the existing Boulder Junction Trip Generation Allowance ordinance. Tracking of this measurable objective would be accomplished through survey of employees/residents of the development. Staff also is considering the collection of vehicle trip generation data through traffic counts to validate survey findings through the use of pneumatic tube counters at entrances of the development.

Setting Target Levels

Once a measurable objective is identified, setting the target levels can be a difficult process considering of the level of complexity that can be generated if the calculation of target levels varies based on the characteristics of development. Based on the review of peer cities and municipalities with ordinances in places there is a potentially a large number of characteristics that could influence the target level of the measureable objective. The report on peer cities and existing ordinances provides examples of specific target levels for locations with ordinances in place.

For both commercial and residential developments, the most frequently used characteristics include land-use, size and location. Location is often related to proximity to a TOD location or

transit level of service in general. In our case, the City may also want to consider proximity to our Community Transit Network (CTN) routes and future bus rapid transit (BRT) service specifically, as well as location in a current or future parking management or TDM district. Also, depending what changes, if any, are made to the City's parking code, it may be necessary to include parking supply as an additional factor given the frequency of requests for parking reductions.

For the City, it will be important to align targets with the BVCP, TMP and Sustainability Framework objectives related to SOV mode share, VMT, transportation-related GHG emissions. An option to consider is have targets change over time to match the trajectory of the necessary reductions to meet the goal of an 80 percent reduction in GHG by 2050.

Question for Boards and Council: Which factors should be taken into account when calculating target levels for the measurable objective?

Staff Considerations: Staff is considering using land-use, size, proximity to CTN or BRT service, location in an existing Parking or TDM Access District, and parking supply in relation to reductions from minimum parking requirements as the key factors in determining specific target levels for the measurable objective(s). For multi-family residential, location in an existing Neighborhood Eco Pass program could also impact specific target levels.

TRIGGERS AND THRESHOLDS

Triggers for TDM Plan Requirement

In all places with TDM ordinances for new development, there are some projects that are exempt from the requirements. Typically, this is based on size or estimated ITE trip generation rates. As previously stated, the Design and Construction Standards state that when a commercial development is expected to exceed 100 vehicle trips at peak hour or 20 vehicle trips at peak hour for residential developments an approved TDM Plan needs to be submitted. The City may want to revisit these figures and raise or lower the thresholds based on staff feedback on the frequency of exempted Site Review developments.

While trip generation or size measured in square feet, or number of bedrooms for residential, are most typically used, the City may want to consider some other triggers which either exempt or automatically require a regulated TDM plan. As mentioned, a request for parking reduction could automatically trigger the need for a plan. Other options to consider include location within a TOD or sub-plan area or in an existing district such as CAGID or UHGID. Under current code, any property that redevelops in Boulder Junction is already required to meet the Trip Generation Allowance through the District or independently.

Question for Boards and Council: What triggers (and thresholds) should be considered in a regulatory approach to TDM Plans for new developments?

Staff Considerations: Staff is not considering changing the trip generation thresholds currently in place. Staff is also considering the inclusion of parking reduction requests as a trigger for

requiring TDM Plans as well as location in an existing parking or TDM Access District, or in an existing or future TOD site.

TDM Plan Design

Once a TDM plan is required for a new development, the plan must be designed through a collaborative process with city staff and the applicants. One of the key aspects to consider in regard to plan design is whether or not there are required elements. For example, parking cash-out programs, in which an employee is financially compensated for not using a parking space, were frequently required in regional California Air Quality Management Districts. On the other side of the spectrum, plans could be flexible and customized to each development without any required elements. TDM plan ordinances that do not require specific elements still meet the overall goals through monitoring and enforcement. When developments are not meeting the target levels are typically required to submit modified plans until the target is reached and in some areas are subject to financial penalties.

In Boulder, RTD Eco Passes for residents or employees could be a required element based on the characteristics of the development. In locations underserved by transit, the unbundling of parking could be a required element of multi-tenant commercial properties or attached multi-family residential projects. There is a long list of TDM plan elements that could be required in addition to Eco Pass and unbundled parking. Attachment D contains a list of residential and commercial TDM plan elements which could be required in certain cases.

Question for Boards and Council: Are there TDM Plan elements that should be required based on the characteristics of the development?

***Staff Considerations:** Staff's preference would be to have very few required TDM Plan elements required which would allow TDM Plans to be more flexible and customized for each particular site. If a development is located in an existing District such as CAGID or Boulder Junction for example, participation in certain programs like the Eco Pass would be automatic. However, staff does not recommend that Eco Pass participation be a required element, with the exception of a residential development being located within an existing Neighborhood Eco Pass program. Since Eco Pass participation has proven to be one of the most effective strategies for changing travel behavior it is highly likely that it will be a necessary element to be in compliance with a TDM Plan ordinance wherever transit level of service is adequate.*

The few elements that could be required include:

- *Facilitation of scheduled TDM Plan evaluations or submission of required reporting*
- *Appointment of ETC as a point of contact for commercial developments or residential properties*

Additional elements to consider include:

- *Unbundled parking for multi-tenant commercial or multi-family residential properties with possible size thresholds*
- *Showers and Changing Facilities for commercial developments with possible size thresholds*

- *Neighborhood Eco Pass program participation if development is located within existing program boundaries*
- *Transportation Management Organization (TMO) membership as a way to secure services to meet TDM Plan requirements.*

MONITORING AND ENFORCEMENT

Timing and Duration of TDM Plan Monitoring

Once regulated TDM plans have been implemented they need to be monitored to ensure that the target levels of the measurable objectives are being met. In designing a TDM ordinance for new developments, decisions need to be made about how often and for how long the effectiveness of the TDM plan is evaluated. The review of peer cities and current ordinances in place reveal that plans are typically evaluated annually for a certain number of years. After that period, often three to five years, the requirement either ends or compliance with the ordinance continues but with less periodic monitoring.

A frequent question of Boards and Council specifically concerns the duration of required Eco Pass participation, which in practice has been three years in time. With an ordinance in place that requires permanent compliance to a specific target, the “required duration” of any specific TDM Plan element becomes moot.

Developments are sometimes required to submit annual reports that are based on data collected by themselves or consultants or in some areas by city or county staff. Who actually is responsible for submitting reports and collecting data often depends on staff resources and the number of TDM plans that are required to be monitored.

When a development is not meeting their targets annual evaluations can continue beyond the initial time period. If targets are being met, require annual evaluations can cease or evaluations requirements can change. For example in Cambridge, when a development has been met its objective three years in a row, their file is set aside in a pool of projects that can be randomly selected for a special evaluation every five years.

Question for Boards and Council: What should be the timing and duration of TDM Plan monitoring?

Staff Consideration: *Staff is considering an approach in which compliance to the TDM Plan ordinance is permanent. Developments would have three years to be in compliance and to meet the measurable objective target. During those first three years, annual evaluations would be conducted or annual reporting would be required. If a development is non-compliant in any of the first three years, then action is taken to modify the existing TDM Plan with assistance from GO Boulder and/or Boulder Transportation Connections (BTC), the city’s local transportation management organization (TMO).*

If after the initial three years the development is still non-compliant, then additional measures are taken and possible fines or fees are levied. Any fines, fees, or escrowed funds are then reinvested into the development to provide additional programs, services or incentives to

motivate travel behavior change until the development is in compliance. Any development that is in compliance three years in a row would still be required to meet the target, but would no longer be required to be annually evaluated or submit annual reports. Instead the development would be placed in a pool subject to random or periodic review to check for compliance similar to the process used in Cambridge.

TDM Plan Enforcement

The difference in the City's current approach to TDM Plans for new developments and a regulatory approach is the ability to actually enforce that target objectives be met and outline a course of action if targets are not met. There is a wide spectrum of options for how TDM Plans can be enforced. In some areas, developments simply have to make "a good faith effort" to achieve the target levels. In others, like Cambridge, MA, properties face a \$10 per parking space per day fine if in non-compliance with the ordinance and the city also has a right to revoke the landowner's parking permits if non-compliance continues. Without the willingness to enforce it, a TDM ordinance is not worth pursuing.

Like in Cambridge, TDM Plan requirements are most often enforced through the use of fines, with a few exceptions. In Fairfax County, letters of credit are held and developments that fail to meet the vehicle trip reduction goals are required to use those funds to implement additional TDM plan elements or strategies. Continued failure to reduction goals in Fairfax County can result in the assessment of fines against the penalty fund. In Bloomington, MN the city requires financial guarantees valued at \$50 per parking space. In both places the letter of credit or escrow account funds are returned if the development meets the plan objectives for the required consecutive years. Under current practice in the City, letters of credit or escrowed financial guarantees are used to ensure that commercial developments participate in the Eco Pass programs they have agreed to provide.

In Montgomery County, Maryland and in the Warner Center of Los Angeles, new developments required to have TDM Plans must join their local transportation demand management organization/association (TMO or TMA). In exchange for annual membership fees, the TMO provides programs and services to assist in meeting the target levels. The TMO fees are collected as part of the property's tax assessment. Locally, Boulder Transportation Connections (BTC), in conjunction with DRCOG's Way to GO regional TDM program, could fill a similar role in providing outreach services to assist in the implementation and monitoring of TDM Plans for new developments, which at the same time securing needed funding and cultivating relationships with employers and employees. Instead of membership fees going directly to BTC, any fines imposed on a property could be used to fund BTC outreach to developments that are not meeting their targets. BTC's 2014 scope of work with the city includes conducting evaluations of existing TDM Plans and will commence with evaluations of Two-Nine North on 29th Street and the Whole Foods on Pearl Street this fall.

As the report illustrates, there are a variety of ways to enforce a TDM ordinance and policy makers will need to decide how much "teeth" is the right amount. Before deciding on an enforcement approach, Colorado state and local laws need to be thoroughly reviewed to determine their legality.

Question for Boards and Council: What kind of “teeth” and how much “teeth” is right for Boulder?

Staff Consideration: *The issue of enforcement and just how much “teeth” is the right amount will be one of the more challenging aspects of a TDM Plan ordinance for new developments. Staff is considering an approach based on the use of escrowed financial guarantees that are set aside by developments. The escrowed funds or financial guarantees would be used to pay for additional programs, services or incentives if a development is in non-compliance with the ordinance. The funds could also be released to the local TMO to be used to provide assistance to the development in question. The level of the financial guarantee would need to be high enough to ramp up a development’s TDM Plan when there is persistent non-compliance or include additional fees if original financial guarantee is spent. Input from the City Attorney’s Office will be critical in development of the ordinance and enforcement procedures.*

FUNDING AND STAFFING

If Boulder were to pass a TDM ordinance for new developments, staffing and funding of the program also need to be taken into account. The ability to monitor, evaluate, enforce, and assist improving TDM plans requires time and money. The City should consider how to provide a sustainable source of funding for the evaluation and enforcement of TDM plans. As previously mentioned some places with ordinance in place, the use of financial guarantees or development impact fees can offset some or all of the cost of monitoring and enforcement. Membership fees to a TMO can also provide funding for evaluation as well as plan modification or the provision of additional services if targets are not being met.

Following the successful ballot initiative for transportation, additional funds from GO Boulder will be used to expand the programs and services provided through BTC including TDM Plan evaluation which is to begin in fall 2014. With staffing limitations with city staff, BTC is a key partner in providing TDM programs and services in Boulder and regionally in conjunction with Boulder County, DRCOG’s Way to GO program, 36 Commuting Solutions and Front Range MPO’s SmartTrips.

Question for Boards and Council: How will a regulated TDM Plan program be funded and staffed?

Staff Considerations: *One option to consider is using a portion of the required financial guarantee referenced above to fund the TDM Plan program evaluation which could be performed by the City or the local TMO. Staff considers maximizing the use of BTC for TDM Plan evaluation and monitoring. For example, funds could be funneled directly to BTC to perform the evaluations. Another option could be to fund the annual evaluations through required annual membership fees to BTC. If the City wanted program evaluation funds to be separated from TDM Plan financial guarantees, funding could come from increased development excise taxes or impact fees.*

ATTACHMENT C: DESIGN AND CONSTRUCTION STANDARDS: TDM PLANS

The foundation for TDM Plans within the Development Process is located in the Boulder Revised Code 9-2 Review Process under 9-2-14-d-16 of the Site Review section where it states that a traffic study required by city of Boulder Design and Construction Standards.

In section 2.02 of the city of Boulder Design and Construction Standards, it states:

(A) Traffic Assessment

The Director will require an applicant to submit a Traffic Assessment in order to adequately assess the impacts of any development proposal on the existing and planned transportation system. The Assessment shall include a peak hour trip generation study projection (Refer to 2.03(J)) and may require additional information as determined by the Director.

(B) Traffic Study Requirements

For any development proposal where trip generation from the development during the peak hour of the adjacent street is expected to exceed 100 vehicles for nonresidential applications, or 20 vehicles for residential applications the Director will require an applicant to submit a Traffic Study to evaluate the traffic impacts of any development proposal required to undergo a concept review as set forth in Section 9-4-10, "Concept Plan Review and Comment," B.R.C. 1981. The traffic study may include the information required in Subsections (A) through (K), of Section 2.03, "Traffic Study Format," of these Standards at the discretion of the Director.

The TDM Plan requirements are specifically referred to in section I of Chapter 2:

(I) Travel Demand Management Strategies

Include an outline of travel demand management strategies to mitigate traffic impacts created by proposed development and implementable measures for promoting alternate modes travel, including but not limited to the following:

- (1) **Site Design:** Incorporate design features that facilitate walking, biking, and use of transit services to access a proposed development, including features such as transit shelters and benches site amenities, site design layouts, orientations and connections to increase convenience for alternate modes and reduce multiple trips to and from the site, and direct connections to existing offsite pedestrian, bicycle, and transit systems.
- (2) **Programs and Education:** Incorporate alternate modes programs, such as providing transit passes to employees and residents, van pooling to the site by a major employer, ride-sharing, parking pricing, and planned delivery services, and educational measures such, as promoting telecommuting, distributing transit schedules and trails maps, signing alternate travel routes, and providing an onsite transportation coordinator or plan to educate and assist residents, employees, and customers in using alternate modes.

ATTACHMENT D: TDM PLAN ELEMENTS

Residential Development Elements	Commercial Development Elements
<u>Parking</u>	<u>Parking</u>
Managed On-Site Parking	Managed On-street Parking
Unbundled Parking	Unbundled Parking
Short-term bicycle parking	Short-term Bicycle Parking
Long-term bicycle parking	Long-term Bicycle Parking
Electric Vehicle Parking/Charging	Electric Vehicle Parking/Charging
Carshare Vehicle Parking	Carshare Vehicle Parking
	Preferential Parking
	Employee Paid Parking
	Parking Cash-out Program
<u>Infrastructure/Amenities</u>	<u>Infrastructure/Amenities</u>
Pedestrian Access/Safety Enhancements	Pedestrian Access/Safety Enhancements
Bicycle Access/Safety Enhancements	Bicycle Access/Safety Enhancements
Transit Enhancements	Transit enhancements
Onsite Amenities	Onsite Amenities
Transportation Information Center	Transportation Information Center
	Showers
	Changing Facilities/Lockers
<u>Programs</u>	<u>Programs</u>
NECO Pass Program	BECO Pass Program Participation
Alternative Transportation Subsidy Fund	Alternative Transportation Subsidy Fund
Resident Orientation Packets	Employee/Tenant Orientation Packets
Carshare Membership Subsidy Program	Carshare Membership Subsidy Program
Bikeshare Membership Subsidy Program	Bikeshare Membership Subsidy Program
Pool Bike Program	Pool Bike Program
	Transportation Management
	Organization Membership
	Financial Incentive/Pre-tax Programs
	Alternative Work Schedules and Policies
	ETC Appointment
	Walk and Bike Month Participation
	Walk and Bike Month Sponsorship
<u>Evaluation</u>	<u>Evaluation</u>
Scheduled TDM Plan Evaluation	Scheduled TDM Plan Evaluation

Attachment G

City of Boulder

AMPS Best Practices Documentation

Summary List

PARKING MANAGEMENT STRATEGIES – ON-STREET

1. Evaluate the use and management of loading zones to improve loading efficiency and access to businesses
2. Review implications of new federal regulations related to Accessible (ADA) Parking
3. Assess the use of time zones as a parking management tool in lower demand zones
4. Coordinate on- and off- street parking rates
5. Reassess Boulder's 72 hour on-street parking limitation (abandoned vehicles)
6. Repurpose on-street parking spaces

PARKING MANGEMENT STRATEGIES – OFF-STREET

7. Develop relationships/potential partnerships with private parking providers
8. Evaluate the use of one day parking permits
9. Develop a parking and access management program strategic communication plan and annual report
10. Explore the concept of "edge parking" as potential commuter parking strategy
11. Use parking to create a sense of place
12. Explore "brackets" systems of shared parking

TECHNOLOGY AND INNOVATION STRATEGIES

13. Develop an overview of currently available parking technology options
14. Research the latest developments in parking apps
15. Multi-modal apps and payment options
16. Explore emerging best practices in electric charging stations
17. Automated parking garages
18. Preparing for "driverless cars"

PARKING ENFORCEMENT STRATEGIES

19. Escalating parking fine structures
20. Develop enhanced parking enforcement operations and training manual
21. Develop parking enforcement checklist

PARKING PRICING STRATEGIES

22. Performance based or variable pricing
23. Progressive on-street parking pricing
24. Parking Taxes

PARKING CODE STRATEGIES

25. Review and update parking codes

TDM STRATEGIES

26. Explore "first and last mile" strategies
27. Trip reduction or trip generation allowance
28. Explore the concept of increasing availability by decreasing demand
29. Local government's role in promoting car share
30. Parking cash out options
31. Adopt a research and educational mission to promote all modes of transportation

DISTRICT MANAGEMENT STRATEGIES

32. Livable neighborhood plans
33. Integrated downtown management and TDM programs
34. Neighborhood partnership program
35. Neighborhood district parking management plans and benefit districts
36. Seattle's Urban Village strategy for neighborhood development
37. Industry cluster development
38. Innovation districts
39. Neighborhood parking programs
40. Transit oriented corridor
41. District Trolley

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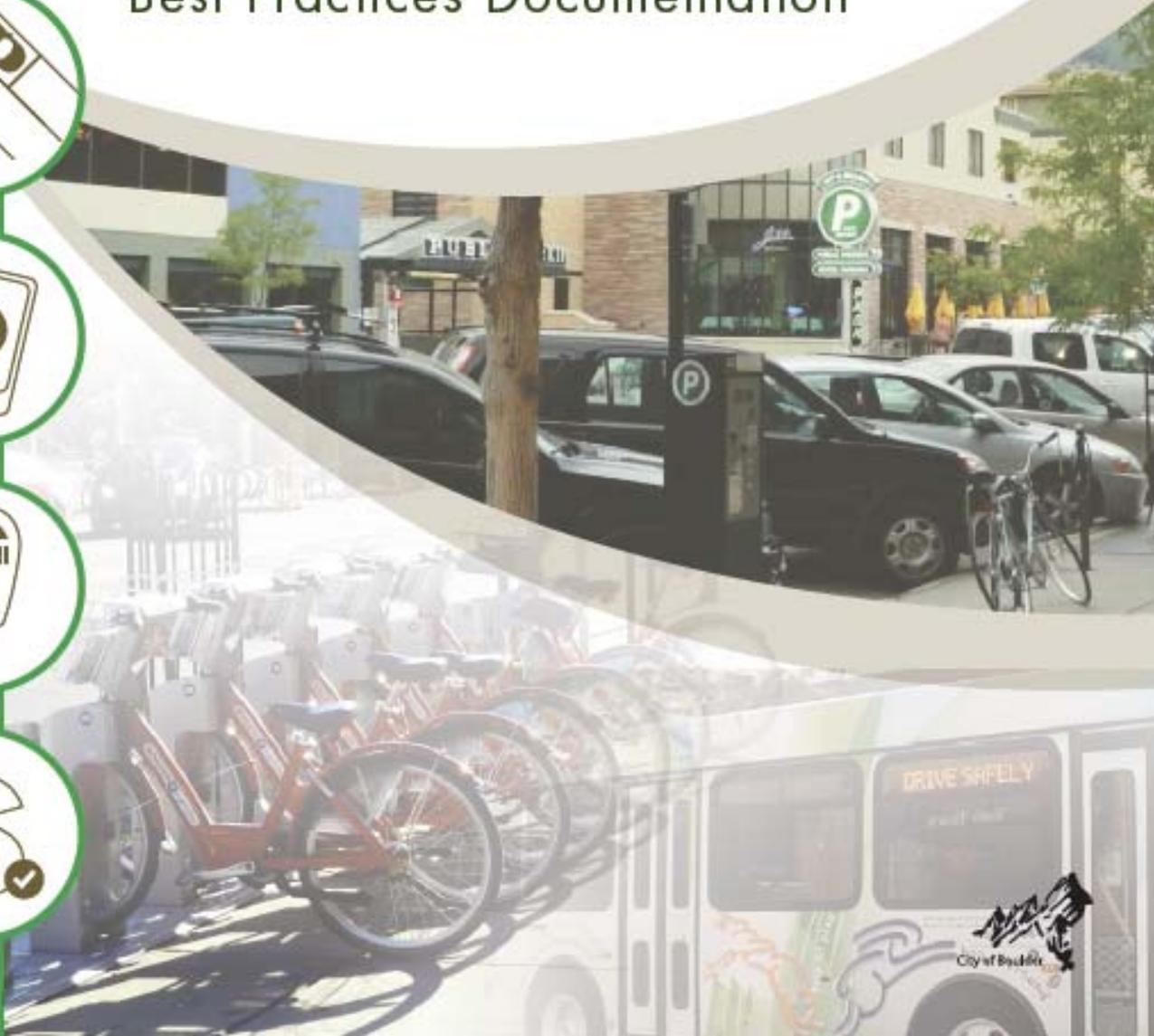


AMPoS

CITY OF BOULDER

ACCESS MANAGEMENT & PARKING STRATEGIES

Best Practices Documentation



Boulder Access Management and Parking Strategies

Project Overview and Best Practices Research



Introduction to AMPS

Access Management and Parking Strategy

WHAT IS AMPS?

The Access Management and Parking Strategy (AMPS) will update current access and parking management policies and programs and develop a new, citywide strategy to align with city's sustainability goals.

The City of Boulder's parking management system has a long history. Parking meters were first installed on Pearl Street in 1946. Over the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multi-modal access system (autos, transit, bicycling and pedestrians) along with parking in order to meet city goals, support the viability of the city's historic commercial centers and maintain the livability of its neighborhoods.

The goal of AMPS is to evolve and continuously improve Boulder's citywide access and parking management strategies and programs tailored to address the unique character and needs of the different parts of the city.

WHAT ARE THE ISSUES?

Although the city of Boulder is a national leader when it comes to parking and access management, more work is needed to create a state of the art system that addresses new challenges:

- Boulder has one of the highest bike and transit use rates in the country, but more work is needed to meet our sustainability objectives and climate commitments
- Current regulations are out of date with respect to how much parking should be provided on certain sites considering the growing shift in travel behavior (more bike, transit and walking trips)
- While managing transportation demand has proven effective for private development, the city lacks the ability to enforce requirements
- The trend in lower car ownership among younger generations is causing the city to rethink future access and parking needs
- The need to create a parking and multimodal access system that works in both north Boulder and south Boulder
- Providing parking and multimodal access that works well for older adults, millennials, and everyone in between

WHAT IS THE GOAL OF AMPS?

Goal

Develop tools and strategies to evolve Boulder's access and parking management to a state of the art system reflecting the city's sustainability goals.

Another key goal of the AMPS project is to align parking and access management philosophies and programs with larger Citywide policies, goals and adopted plans.

Guiding Principles

The following AMPS project "Guiding Principles" provides a set of criteria that will be used to both guide the project in terms of overarching goals as well as to assess the relevance and appropriateness of specific best practices that will be evaluated and refined as tools to advance the City of Boulder's parking and access management programs.

- **Provide for All Transportation Modes and Safety:** Support a balance of all modes of access for a safe transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.
- **Customize Tools by Area:** Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city's diverse neighborhoods both residential and commercial.
- **Support a Diversity of People:** Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
- **Seek Solutions with Co-Benefits:** Find common ground and seek mutually supportive outcomes among community character, economic vitality, and community well-being with elegant solutions—those that achieve multiple objectives and have co-benefits.
- **Plan for the Present and Future:** While focusing on today's needs, develop solutions that address future demographic, economic, travel, and community design needs. Align with the city's Master Plans, including the updated Transportation Master Plan, as well as the city's Climate Commitment and Sustainability Framework.
- **Cultivate Partnerships:** Be open to collaboration and public and private partnerships to achieve desired outcomes.

WHAT IS THE FOCUS OF THE AMPS PROJECT?

To address the above challenges, AMPS will focus on the following seven “Focus Areas”. Each focus area below is followed by a list of key topics to be explored within the focus areas. Some focus area tasks have some overlap with related areas. A more detailed description of these key topics or issues is provided in Appendix A.

1. District Management

- A. This focus area explores the future of existing access and parking districts (downtown, Boulder Junction, University Hill) as well as considering the formation of new districts.
- B. Key Topics/Issues:
 - Partnerships with private parking providers
 - Integration Between Districts
 - IPI’s Parking Program Accreditation Initiative and the Green Parking Council’s Garage Certification Program
 - Consideration of how access districts could evolve to integrate with other types of districts: Eco Districts, Arts, Innovation etc.
 - District Development Projections
 - Parking/Access Demand Planning Software
 - Creation of New Districts
 - Car Share/Pool/Electric Charging Strategies to Support Access Districts
 - Public Private Partnerships

2. On and Off-Street Parking

- A. Investigates uses of public rights-of-way (e.g. Car-share parking, E-vehicle parking, neighborhood permit parking and the repurposing of parking spaces for uses such as bike parking or “Parklets”). Off-street parking (all surface lots and parking garages that are owned and managed by the districts) is also part of the discussion.
- B. Key Topics/Issues: - On-Street Parking
 - 72 Hour Parking Limitation
 - Back-In Angled Parking to Facilitate Bike Traffic
 - Protected Bike Lanes, Swapping Bike Land with Parking Areas
 - Loading Zone Management
 - Disabled Parking Designation and Location
 - Use of Time Zones as a Management Tool
 - Neighborhood Parking Permit Programs (NPP)
 - On-Street Car Share
 - Edge Parking
 - City Employee Parking
 - Parklets
- C. Key Topics/Issues: - Off-Street Parking
 - Variable Messaging Signage / Parking Guidance Systems
 - Replacement of the Parking Access and Revenue Control (Gate Access System) in the Public Garages
 - Incorporation of Public Art

- Electric Vehicle Charging Stations

3. Transportation Demand Management (TDM)

- Explores existing programs that reduce single occupant vehicle trips, including travel by transit, bikes, walking and car and van pool programs and new practices that could be adopted in Boulder.
- Key Topics/Issues:
 - Impact of RTD Smart Card on Pricing
 - Last Mile Options – Car and Bike Share
 - Multi-modal Access Card for Transit, Parking and Share Programs
 - Enhanced Pedestrian Amenities
 - Expanded Bike Parking Options
 - Bike Corrals
 - Implementation of Boulder Junction Access District (BJAD) TDM District
 - Community-Wide EcoPass
 - Parking Cash Out
 - Alternative Work Schedules
 - Car Pools/Van Pools

4. Technology and Innovation

- Assesses parking access equipment (garages) for both internal systems (permitting, products, and reporting) and customer-focused technology to make parking more convenient and reduces the time needed to park.
- Key Topics/Issues:
 - Integration of Existing Five Technology Systems
 - Consideration of New Technologies

5. Code Requirements

- Identifies code improvements for parking requirements citywide (e.g. updating parking requirements for specific uses and updating the code to meet ADA requirements). Longer term code changes will respond to recent changes in travel behavior (e.g. increased bicycling and transit use) with new policies related to shared and unbundled parking.
- Key Topics/Issues:
 - Update off-street parking standards for standard, small car, and accessible parking stalls to create less complicated parking requirements that meet, but do not exceed, the parking needs of restaurants/taverns, warehouses, and industrial uses . Also, update RH-1 parking requirements to match that of RH-2 zoning districts.
 - Assess whether private property parking requirements should be by use instead of zone district.
 - Consider automatic parking reductions in addition or in lieu of current parking reduction process.
 - Consider Parking Maximums
 - Bike Parking Standards for New Development
 - Reassess compact parking requirements and consider whether tandem spaces should count as parking in certain scenarios.

- Allow Parking Spaces for Car Share/Pool/Electric to be Included in Parking Totals.
- Create Regulations for Shared Parking with Cross Access Between or Within Development Sites.
- Create Area Specific Requirements (not just zoning specific)(i.e. Student residential areas east of 28th)
- Assess other strategies to reduce superfluous parking supply or potentially not require minimum amount of parking on site, including but not limited to unbundling parking and additional on-street permit or metered parking.

6. Enforcement

- A. Balances parking access and management through education, customer service and regulation in an effort to better serve those who live, work and visit the City of Boulder.
- B. Key Topics/Issues:
 - Title 9 Parking Enforcement Responsibility
 - Expansion of LPR Enforcement
 - Parking Ticket Fine Amounts in Relation to Parking Pricing
 - Explore Graduated Parking Fines
 - Develop an enhanced Parking Enforcement Operations and Training Manual
 - Develop a parking enforcement program audit process

7. Parking Pricing

- A. Analyzes parking pricing and enforcement fees (including variable and performance based pricing and graduated fines).
- B. Key Topics/Issues:
 - Parking Management through Pricing
 - Pricing Considerations
 - Cost of NPP Permits
 - Variable or Performance-Based Pricing Options
 - Parking Fine Amounts

AMPS PROJECT OVERVIEW – SUMMARY OF PROGRESS TO DATE

Project Progress Summary

Overall Project Goals

The City of Boulder (City) has contracted with Kimley-Horn and Associates, Inc. (Kimley-Horn) and their sub-consultant partners, to assist in developing an integrated Access Management and Parking Strategy (AMPS).

To accomplish this goal, the City and Kimley-Horn team will complete a multi – phased approach.

- Phase One will complete specific early action items, conduct best practice research activities to complete scoping in other technical areas, initiate a public process, and develop an overall framework to provide an integrated final deliverable.
- To meet City needs in synchronizing deliverables with other planning and approval processes, early action items will complete specific tasks and deliverables. This Phase will also include best practice research tasks in areas where the final scope of strategy development is dependent upon the identification of best practices. Based on the research and deliverables completed in this phase, the scope of phase two will be more clearly defined.
- Phase Two will initiate as the scoping aspects of Phase One are completed and more detailed scopes of work developed by Focus areas. Phase Two will generally focus on policy development and implementation strategies.

City staff has done a tremendous amount of advance work to aid in the development of a comprehensive and integrated approach format to better define the scope and goals of this project. This work includes the development of a set of project “guiding principles”, a project format based on seven key “focus areas”, detailed matrices by focus area defining key programs/policies, task descriptions, issues, priorities, etc.

Editorial Note:

Based on staff review comments, additional work is proceeding to better document program results and performance metrics. Many good examples have been found and will be incorporated into the final report. The development of specific performance measures and success metrics will be developed for each strategy that the City prioritizes as part of Phase Two of the project.

The diagram below summarizes the overall project approach:

AMPS PROJECT SCOPE AND DELIVERABLES

The following is a proposed conceptual project work plan organizing structure for the Boulder AMPS project. The City's internal project team developed a set of Focus Areas and Guiding Principles as part of creating the purpose and priorities for the AMPS project. This proposed project approach uses the project's defined "Areas of Focus" as a key organizational element. Each focus area will be evaluated with an eye toward creating deliverables in eight primary categories as noted below.

AMPS AREAS OF FOCUS	AMPS PROJECT DELIVERABLE CATEGORIES	FUNDING STRATEGIES
		NEW TECHNOLOGY APPLICATIONS
		SUPPORTIVE OF CLIMATE COMMITMENT
		SUSTAINABILITY / TRIPLE BOTTOM LINE
		POLICIES AND REGULATIONS
		MULTIPLE PLAN INTEGRATION
		COMMUNICATIONS STRATEGIES
		NEW PROGRAM DEVELOPMENT / CURRENT PROGRAM REFINEMENT
PROJECT PHASING PLAN		
<p>PHASE 1 – Assessment</p> <ul style="list-style-type: none"> Background / Planning Context Story line Development Graphics Development Best Practices Research 	<p>PHASE 2 – Outreach & Analysis</p> <ul style="list-style-type: none"> Outreach (Internal and external) Issues Assessment Policy Analysis and Integration Staff Workshops 	<p>PHASE 3 – Recommendations</p> <ul style="list-style-type: none"> Draft recommendations Recommendation Refinements Presentations Final Deliverables

These objectives are completed through the following work plan. The work plan is organized by the eight Focus areas (seven AMPS focus areas plus a focus area related to communications and plan integration).

While the project is still in its early phases, several priority areas have been addressed, including:

1. *Develop TDM Toolkit*

One of the early priorities of the AMPS project was the task of exploring opportunities to improve the city's existing Developer TDM Toolkit, which encourages developers to implement TDM programs. Currently, developer participation in TDM can be either voluntary or mandatory, leading to some inconsistencies. Additionally, the current TDM toolkit allows developers to select TDM strategies from a list of options. It has been found that the combination of strategies selected by developers is often not ideal for maximizing synergies among strategies and reducing vehicle trips. Other issues associated with the toolkit include:

- How to provide long-term funding for the implementation of TDM strategies
- Identification of an ideal time period for which developers should be required to implement and fund TDM strategies
- How to address changes in property ownership, if at all
- Identification of new options for the implementation of developer-based TDM programs, such as the utilization of TMAs
- Identification of new TDM strategies that should be added to the toolkit, such as bike share and car share
- How requirements should vary by development type and location, if at all
- How best to enforce compliance with TDM requirements
- How best to measure the anticipated trip reduction impacts associated with TDM strategies and requirements

Based on initial research, staff would like to pursue a policy in which a number of TDM “packages” are created. Each package would contain a specific set of TDM strategies that are selected based on their ability to work effectively together and generate significant vehicle trip reductions. Developers would be able to select a package from various options. The available packages from which developers would choose could vary based on location, land uses, and other characteristics. Staff would like to move forward with the identification of improvements to the TDM Toolkit with this concept serving as the basis for future changes.

TDM Best Practices Research

Best practices research was conducted for three primary subject areas: (1) opportunities to create sustainable funding sources for the implementation of TDM; (2) current best practices for the integration of TDM requirements into the development review process; and (3) best practices for encouraging and/or requiring developers to include bike share and car share spaces at new developments.

A major component of the research for this task will be the collection of best practices information from communities that have implemented successful development-based TDM requirements. Key research areas included:

- The processes communities use to develop TDM plans
- What TDM and parking strategies they require
- What triggers TDM requirements, how TM program funding is guaranteed
- Internal staffing costs
- Enforcement policies

- Incentives to encourage developer participation
- Processes for benefit estimation
- Inclusion of bike share and car share requirements
- Use and/or funding of transportation management associations to meet TDM requirements
- Zoning regulations and language
- Lessons learned

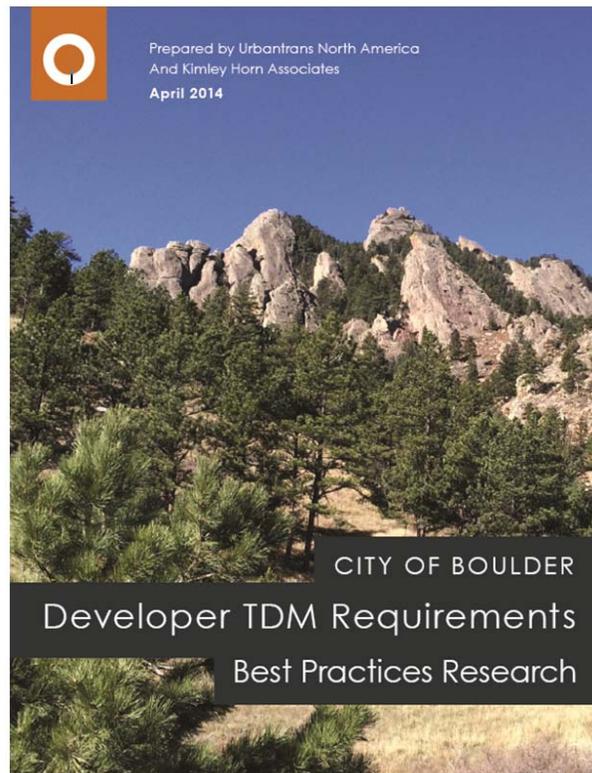
A special focus is being placed on the identification of “documented results” (although we have been disappointed to find a general lack of results documentation primarily due to resource limitations within TDM programs overall). However, despite the general scarcity of data related to program results measurement, recent research has turned up some promising leads. This research will be directed toward the development of Boulder specific defined program metrics geared toward documenting overall program success in a number of key areas.

TDM Toolkit Modification and Design

Upon conclusion of the best practices research, staff and our consultant team will work to review and modify the existing TDM Toolkit. The effort will start with a review of current issues that limit the toolkit’s effectiveness.

Information gathered in the best practices research will be used to identify new tools and strategies that can be used to improve the effectiveness of the toolkit. Additional research is being conducted (as part of this larger best practices research and the two research efforts will be merged as we focus on maximizing the benefits associated with TDM in the City of Boulder.

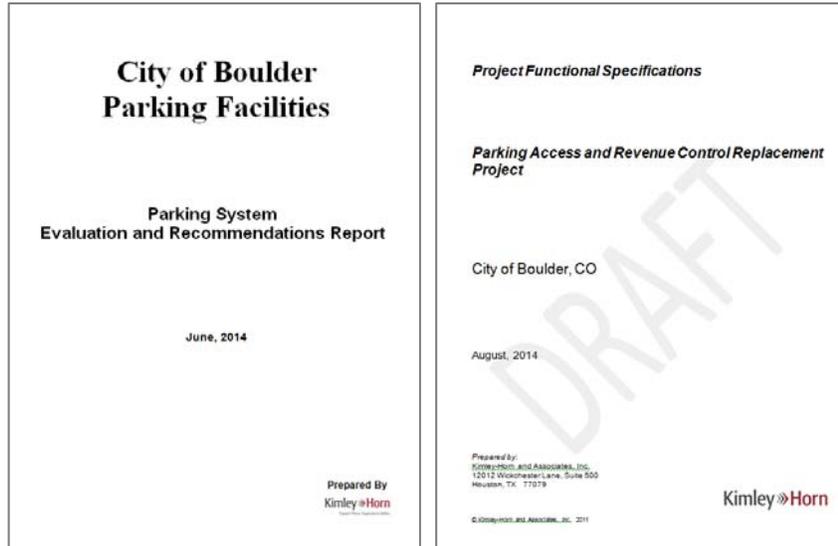
Draft recommendations will be reviewed through the public outreach process. Feedback obtained from that process will be used to update and improve the draft recommendations. Final recommendations will include estimates of developer costs and the staffing levels required to comply with the adjusted toolkit along with estimates of the toolkit’s impacts on vehicle trip generation and the community cost savings associated with anticipated vehicle trip reductions. Ultimately, both research efforts will be merged into a single report.



2. Replacement of the Parking Access and Revenue Control (Gate Access System) in the Public Garages

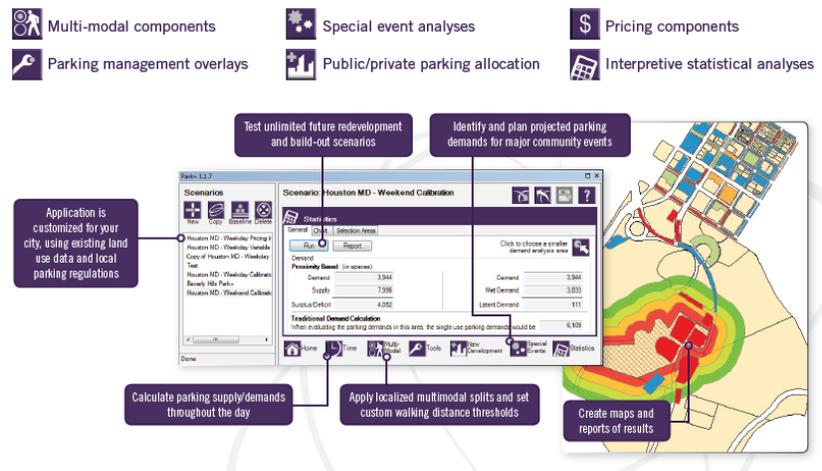
The current parking access and revenue control system (PARCS) is near the end of its operational life. Significant progress has been made in the evaluation of system needs and the development of functional specifications for the proposed new system.

Review of the draft functional specifications and RFP document are currently being completed by City staff and the procurement process for the new system is expected to be completed by the end of 2014.



3. Parking/Access Demand Planning Software

In order to plan for access and parking demand resulting from new and projected land uses, a software-based parking planning tool will be essential. A system exists, "Park Plus", developed by Kimley-Horn and Associates that can model building uses as well as mode share percentages and parking demand rates to develop access demand projections for specific areas. This tool will be very important for the planning for the Boulder Junction area, where it is unclear what uses will be built, and for the redevelopment of University Hill.



Progress has been made in building the GIS-Based access demand model. Kimley-Horn and associates have met with representatives of Fox-Tuttle, a locally based planning firm that has worked for many years with the City of Boulder's parking program to ensure consistency of data and to reduce the need to duplicate data collection and planning scenario development.

Communications and Community Outreach

In addition to the seven primary focus areas of the AMPS project, community outreach strategies are another major area of focus for the project team.

Three primary phases have been identified within the area of communications and community outreach. These three phases include:

- I. Inform, Educate and Engage
- II. Test Ideas, Inform and Engage
- III. Implement, Inform and Educate

For each of these phases, a combination of traditional outreach tools and strategies as well as a menu of new web-based/innovative tools and strategies are being explored. Examples of what is envisioned under each category are outlined below:

Traditional Outreach Tools and Strategies

- Board Meetings
- Presentations to Key Groups
- Open Houses/Charettes
- Individual Interviews
- Surveys
- “Coffee Talk” Listening Sessions
- Focus Groups
- Development of Project Info-Graphics

Web-based / Innovative Outreach Tools and Strategies

- Project Website
- Project Facebook Page
- Instagram “Your Point of View”
- “Common Place” / Polls Everywhere
- “Inspire Boulder” / MindMixer
- Partnering Organization’s Social Media Sites
- An Expert Advisory Panel
- Special Invited Experts on Specific Topics or Emerging Trends

Boulder Best Practices Research

Best Practices and Peer City Research Summary

The following information is a summary of the best practices and peer city research efforts conducted as part of Phase One of the AMPS project.

This research effort is primarily organized by the seven major Focus Areas of the AMPS project. It should also be noted that specific “Peer Cities” were identified by staff. In some cases, the places where parking management and TDM innovations are occurring cannot truly be called “peer cities” due to their size or other factors, however, due to the advanced nature of Boulder’s programs, we need to look beyond programs of the same size or orientation. These innovative communities/programs were simply classified as “Cities We Can Learn From” to distinguish them from true “peer cities”.

In addition, given the advanced and progressive nature of the programs currently in place in Boulder, many of the identified “best practices” are already in place in Boulder. In the summary boards being developed for upcoming public meetings and Board updates, the following format will be used when summarizing the extensive best practices research:

- All materials will be organized by focus areas
- Under each focus area the following structure will be used:
 - Researched best practices
 - Data from selected peer cities
 - Advanced Concepts / Innovations (Cities We Can Learn From)
 - Listing of best practices already employed by the City of Boulder
 - A category for “What’s Missing” to allow board members and the general public to bring forward strategies that may not have been captured.
- For each “Row” above on the summary boards, supporting columns will provide the following data:
 - Name of the strategy being reviewed
 - A brief description of the strategy
 - Applicability to Boulder - A checklist of how the particular strategy aligns with the AMPS project’s Guiding Principles
 - An assessment of the replicability of the specific strategy

Public Meeting Input

The summary boards described above will be used to solicit feedback from the public and elected officials as to which strategies they feel should be prioritized. A voting exercise will be conducted allowing attendees to express which strategies they feel would be most impactful and appropriate for additional evaluation, assessment and refinement.



Parking Management Strategies - On-Street

Best Practice # 1

Strategy:

Evaluate the use and management of loading zones to improve loading efficiency and access to businesses

Description:

Understand how commercial loading zones are being used and determine if there is an opportunity to better manage loading zones so that carriers can access them quickly and easily, businesses are supported, and so that on-street parking operations aren't adversely impacted.

Action Items for Consideration:

- Review curb lane uses (location and management).
- Consider conducting a limited "Curb Lane Management Study" as a pilot program.
- Review of commercial loading activity (when, where, and for how long loading needs to occur)
- Consider developing a permitting system for use of loading zones. The use of "In-Car Meters" as the permit mechanism is being piloted in several cities and some are employing them for business/commercial accounts. More information on this use can be found at: <https://www.easyparkusa.com/business-commercial>.
- Review enforcement of loading zone regulations

Potential Sub-Strategies for Implementation:

- Convert loading zone space to on-street parking spaces at certain times of the day when delivery activity is low or non-existent
- Consolidate loading zones along the curb so that multiple businesses have access to centralized loading and the remainder of the space along the block is open for other curb lane uses
- Consider implementing loading zone permits. Match the needs of the carriers and businesses (e.g. have different permits available for purchase that allow carriers to access zones for various lengths of time)

Documented Results:

- Efficient use of curb space
- Better access to business for carriers
- Reduced conflicts with other curb lane users
- Reduced confusion on when and where to load and park
- Reduced citations related to illegal loading/unloading procedures
- Improved traffic flow since carriers are not blocking traffic to make deliveries

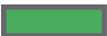
Stakeholder Engagement:

This strategy would require extensive outreach with the public, but particularly with business owners and commercial carriers to help determine how to appropriately manage loading zones.

Applicability/Similarity to Boulder:

This strategy is applicable to Boulder because it involves efficient management of existing community resources to improve business operations, the users experience, and promote efficient use of the curb space. It can be tailored to meet the specific needs of the Boulder community.

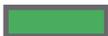
This strategy supports City goals of economic development, preserving and improving community character, and improving the City's transportation network.

 **Replicability:**

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

To implement a change in management to the City's loading zones, (e.g. a cost to manage loading zones, such as requiring permits or having a special meter rate for commercial use, regulating placement or time limits of commercial vehicles, etc.) will likely require the City to update their policies.

Cost  **Implications:**

This strategy involves effectively leveraging already available community resources. The main cost of implementation might be in the stakeholder outreach, education, and communication.

References:

- [Charlotte Center City Curb Lane Management Study \(2011\)](#)
- [New York City Off-Hour Delivery Program](#)
- [City of Houston](#)

Best Practice # 2**Strategy:**

Review implications of new federal regulations related to Accessible (ADA) Parking

Description:

On July 23, 2010, Attorney General Eric Holder signed final regulations adopting ADAAG 2004 for the design and construction of accessible buildings and facilities. The following is a summary of the information provided on the Department of Justice (DOJ) website. It should be noted that the regulations also include other requirements beyond simply adopting ADAAG 2004; thus the DOJ calls the overall regulation the 2010 ADA Standards for Accessible Design (2010 Standards).

The additional elements in the 2010 Standards (which DOJ terms “supplemental requirements”) appear to be in response to the most common lawsuits and otherwise contentious areas of enforcement since ADA first became effective. For example, there are updated regulations

related to requiring property owners/managers to allow service animals, wheel chairs and other mobility aids such as Segways in buildings, as well as updated requirements regarding communication aids, interpreters etc.

The 2010 Standards will take effect six months from publication of the regulations in Federal Register. Compliance with ADAAG 2004 for new construction and alterations will be required 18 months from publication.¹

Action Items for Consideration:

- All new construction: after the trigger date after Feb/March 2012 must meet ADAAG 2004.
- All alterations to existing facilities: Alterations includes restoration as commonly defined in parking circles, as well as resurfacing of parking lots and any change to parking layout that occurs during resealing and restriping. These requirements have two parts: The actually planned restoration work aka “the alteration”, and the path of travel to the area being altered.
 - If the alteration occurs after the trigger date, the alteration work must meet ADAAG 2004, even if it now meets 1991. For example, when parking lots are resurfaced and/or reconfigured after the trigger date, the parking layout has to be modified to meet the new requirement for 1 in 6 van stalls rather than the 91 requirement for 1 in 8 van stalls, unless it is structurally impracticable to do so. But even then the requirements should be met to the degree possible. For example, it would be structurally impracticable to provide the required 8’2” vehicular clearance for van stalls in a facility that does not now have that clearance. However 1 in 6 van stalls must still be provided, even without the required clearance. The reasoning is that many vehicles with side lifts requiring the larger stalls do not require the 8’2” clearance.
 - Path of Travel: ADA regulations require that improvements must also be made to the path of travel to the area being altered. For example, if the top level of the parking deck is being restored, there is an obligation to bring the path of travel to the top level up to ADAAG (1991 or 2004 according to the trigger date.) The limitation on how much must be spent on the path of travel is 20% of the cost of the alteration.
 - Safe Harbor: If the path of travel fully met the 1991 Standards before the trigger date, the “entity is not required to retrofit such elements to reflect incremental changes in the 2010 Standards solely because of an alteration to a primary function area served by that path of travel.” In other words, no further improvements to the path of travel would be required if it met ADAAG 1991 before Feb/March 2012.
- Existing Facilities: ADA requires that property owners improve the areas of facilities where the public goes to receive goods and facilities³ that were constructed prior to January, 1993 to remove physical barriers. There is a different standard of care under the regulations for public entities (state and local governments and associated agencies) and private entities, under Titles II and III of the ADA, respectively.

¹ IPI – Department of Justice Adopts ADAAG 2004

Potential Sub-Strategies for Implementation:

- There is an excellent discussion of the differences between ADAAG 2004 and ADAAG 1991 posted on the DOJ website.²

Documented Results:

- Ensure compliance with ADA regulatory changes.

Stakeholder Engagement:

Changes in policy or regulations regarding handicap spaces or use of handicap placards should involve the handicap community, business owners, and the general public.

Applicability/Similarity to Boulder:

This strategy is applicable to Boulder and all public entities providing public parking which is mandated to comply with Federal accessibility standards.

Replicability:

This strategy is not optional and a careful evaluation of new regulations is recommended.

Policy Implications:

Review any special legal conditions that may be applicable to the City of Boulder.

Cost Implications:

A review of all potential changes required by the new ADA regulations should be conducted and specific costs estimated and compared to ADA guidelines related to cost limitations (typically 20% of the cost of the total project).

References:

- IPI ADA Whitepaper
<https://www.parking.org/media/58516/ada%20standards%202010b.pdf>
- Topic Guides on ADA Transportation: <http://dredf.org/ADAtg/index.shtml>

Best Practice # 3**Strategy:**

Assess the Use of Time Zones as a Parking Management Tool in Lower Demand Areas

Description:

Parking does not always have to be regulated by prices. Regulation through the use of time limits can be effective in areas where demands are not so high that they need to be managed by pricing. In general, time limits should be set to reflect parking demand. Some businesses thrive on shorter parking periods (30 – 60 minutes for dry cleaners or coffee shops, 1-2 hours for retail areas to allow customers to shop but also to encourage turnover, creating space for new customers; whereas other businesses or destinations need longer parking periods for their

² http://www.ada.gov/regs2010/titleIII_2010/reg3_2010_appendix_b.htm

users such as theaters and dining establishments. Time limits should be appropriately set to allow users to park for the necessary amount of time to support the surrounding land uses.

Action Items for Consideration:

- Research under what conditions might time zones without parking meters be an effective parking management strategy
- Understand the occupancies of the area in question to know when and where peaks occur
- Understand how long people are parking in an area
- Engage business owners to understand what time limits are suitable to support their business

Potential Sub-Strategies for Implementation:

- Adjust time limits in certain areas to reflect the needs of that area. For instance, an area that caters to long-term parkers can have longer time limits (e.g. around schools, employee parking areas, evening parking). Likewise, there may be some areas that need very little time and businesses thrive from higher turnover rates.

Documented Results:

- Maintains a level of availability along the curb. If it is determined that surrounding businesses and destinations have customers that only park for 1-2 hours, the parking time limits that reflect this ensure that people do not park for longer than necessary, creating more space along the curb for the next customer. As a result, users are able to find parking and businesses experience the amount of turnover necessary to support their business.

Stakeholder Engagement:

Any changes to the time limit structure should be clearly communicated to the public and other stakeholders through various methods of outreach (meetings, social media, media, etc.)

Applicability/Similarity to Boulder:

Time zone management is applicable to Boulder because it supports the City's goals of supporting area businesses by providing access to these destinations.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

Parking rules and regulations need to be considered and adopted. This strategy will likely trigger a change in the City's policies regarding time restrictions and how they are managed.

Cost Implications:

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is a restructuring of how the parking is managed.

References:

- [City of San Jose, Department of Transportation](#)

- [City of Austin, Downtown Austin Alliance](#)

Best Practice #4

Strategy:

Coordinate On- and Off-Street Parking Rates

Description:

On- and off-street parking rates should be coordinated so that the parking facilities work together as a comprehensive system to achieve a common goal. For instance, the rates can be coordinated so that they encourage long-term parkers to use off-street facilities and short-term parkers to use on-street parking.

Action Items for Consideration:

- Review and compare existing on-street and off-street parking rates
- Coordinate with off-street parking providers to establishing a coordinated rate structure

Potential Sub-Strategies for Implementation:

- Adjust rates so that on-street rates are competitively priced with off-street rates to encourage parkers to park in the desired locations for the desired lengths of time

Documented Results:

- Encourages parkers to park in off-street facilities if they are parking for longer periods of time
- Creates more availability along the curb for those who need parking for quicker trips

Stakeholder Engagement:

This strategy will require extensive coordination with private off-street parking providers. Any changes to the rate structure should be clearly communicated to the public and other stakeholders through various methods of outreach (meetings, social media, media, etc.).

Applicability/Similarity to Boulder:

A coordinated parking system supports the City's goal of providing a balanced transportation system that uses the available parking supply efficiently and effectively.

 **Replicability:**

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

This strategy will require the City to reconsider their parking rules and regulations.

Cost  **Implications:**

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is a restructuring of how the parking is managed.

References:

- [MTC Parking Code Guidance: Case Studies and Model Provisions \(2012\)](#)
- City of Durham Comprehensive Parking Study

Best Practice # 5**Strategy:**

Reassess Boulder's 72 Hour On-Street Parking Limitation (Abandoned Vehicles)

Description:

The City of Boulder considers a vehicle abandoned after 72 hours parked in one spot. As part of this project similar practices from other communities have been researched. A key consideration will be the balance between neighborhood livability and encouraging the use of other modes than driving. The following is a summary of the initial research:

Oregon DMV

- Vehicles in public right-of-ways that have not been moved in 72-hours are considered abandoned vehicles
- Anyone can report an abandoned vehicle towed and request removal
 - A posted notice must be affixed to the vehicle stating that if the vehicle is not removed, it will be towed
 - A form must also be filled out and signed that describes the vehicle to be towed, the location of the property the vehicle is on, and a statement saying that you have affixed a notice and waited 72 hours. This form must be provided to the towing agency.
 - References:
 - <http://www.oregon.gov/ODOT/DMV/pages/vehicle/abandoned.aspx>

Washington State Department of Licensing

- Abandoned vehicles are considered vehicles that have been impounded by a registered tow truck operator and held in their possession for at least 120 consecutive hours
 - The last registered owner on record must pay all costs related to the abandoned vehicle
- Reference Files:
 - <http://www.dol.wa.gov/vehicleregistration/abandoned.html>

Texas Statutes

- A vehicle is considered abandoned when it has been left unattended on public property for more than 48 hours or left unattended for more than 24 on the right-of-way of a turnpike
- Notice shall be given to the last known owner of the vehicle on record by law enforcement
- If left unclaimed, the vehicle can be auctioned
- Reference Files
 - <http://www.statutes.legis.state.tx.us/Docs/TN/htm/TN.683.htm>

City of Durham, NC Code

- An abandoned vehicle is that which:
 - Has been left on any public street or highway for more than 7 days
 - Is left on city owned and operated property for more than 24 hours
 - Is left on private property without consent of owner, occupant, or lessee for longer than 2 hours
- Notice is given to the registered owner by the housing code administrator. Notice contains:
 - Description of vehicle
 - Location of vehicle
 - Violation
 - Procedure owner can follow to request a towing
 - Date the vehicle will be towed (if not requested)
 - Notice that the vehicle is subject to a lien
- If owner cannot be identified, a warning notice will be posted on the vehicle with the date it will be towed and number to contact. The vehicle will not be towed until 7 days have passed
- Reference Files
 - [http://durhamnc.gov/ich/cb/nis/Documents/Vehicle%20Ordinances%20\(2\).pdf](http://durhamnc.gov/ich/cb/nis/Documents/Vehicle%20Ordinances%20(2).pdf)

City of Maple Plain, Minnesota

- Abandoned vehicles are regulated because they can impact traffic, interfere on private property, and create safety and health hazards that impede the well-being of the public and contribute to public blight
- A vehicle is considered abandoned if a vehicle has remained on public property for more than 48 hours or on private property for more than 96 hours.
- Reference Files:
 - <http://www.mapleplain.com/vertical/sites/%7B1E07A900-35B0-4FBD-9A42-9B27B50AAA7E%7D/uploads/%7BA421E71E-FDE6-4A21-A1F7-1FD3F62B0ECB%7D.PDF>

Center for Problem-Oriented Policing, University of Albany, Abandoned Vehicles Guide No. 53 (2008)

- Abandoned vehicles can be a hazard (waste and fluids from the vehicle leak and aren't disposed of properly), attract unlawful behavior (drug drops, prostitution), and uncleanliness (refuse, act as homeless shelter)
- Vehicles are typically considered abandoned due to:
 - Condition – damaged or missing parts, garbage in the vehicle
 - Missing or outdated license plates or registration
 - Length of time at location – short period of time on highways and limited-access roads and longer periods of time in parking facilities, and mid-length of time for on-street parking
- Time must elapse between the time the vehicle is tagged or reported as abandoned and when it is towed.
- When analyzing a community's abandoned vehicle problem, consider the following:
 - The location and time vehicles are being dumped
 - Number of abandoned vehicles and their condition
 - Are the places vehicles are being dumped being affected environmentally

Action Items for Consideration:

- Boulder’s 72 hour policy is consistent with several other communities and is greater than some cities and much less than others. It appears to strike a good balance.
 - The range from other communities was between 24 hours and 7 days.
- Providing registered vehicle owners with a reasonable period of time to respond is an important consideration
- The longer vehicles stay on the street, they more it attracts unlawful behavior (according to law enforcement personnel and cause environmental issues (according to public works officials).
- Reducing the interval for removing abandoned cars can result in less vandalism and more vehicles being returned to owners (these results occurred in Michigan as a result of reducing the time from 48 hours to 24 hours).
- Balancing between the aesthetics of living cars on-street for longer periods of time with encouraging people not to drive and use modes other than cars.

Documented Results:

Metrics for evaluating abandoned vehicle policy effectiveness include:

- Fewer documented abandoned vehicles
- Fewer abandoned vehicles reports
- Reduced time between reports
- Fewer vehicles sold at government auction
- Fewer vehicles reported meeting the abandoned vehicles definition for your community
- Fewer complaints from owners of abandoned vehicles re: lack of notification, lack of time to respond, etc.

Stakeholder Engagement:

The public should be informed of any changes made regarding the law; however, the process of changing the law should require only the normal level of public involvement associated with changes of this sort.

Applicability/Similarity to Boulder:

Virtually all cities have some form of abandoned vehicle policies in place. The issue here is how long is an appropriate timeframe before a vehicle is considered abandoned.

 **Replicability:**

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

Adjustments to the 72-hour limitation will require the City to review and update its policies and rules regarding abandoned vehicles.

Cost  **Implications:**

Low cost to implement.

Best Practice # 6

Strategy:*Repurpose On-Street Parking Spaces***Description:**

With an explosion of new uses for on-street parking (bike corrals, bike sharing, car-share, electric vehicles, parklets, etc.) research how other communities address the policy issues related to these potential changes in the use parking spaces in the public right-of-way.

Action Items for Consideration:

- Understand parking demands to determine appropriate locations where spaces can be repurposed. This might be in areas with mid- to low parking demands or areas with ample parking supply.
- Review the use and implementation standards of parklets (where to locate and how to manage)
- Review the use and implementation standards for on-street bicycle parking (e.g. bike corrals), (where to locate and how to manage)
- Review the use and implementation standards for EV charging stations (where to locate and how to manage)

Potential Sub-Strategies for Implementation:

- Consider appropriate and wanted uses to repurpose on-street parking in appropriate locations (e.g. parklets, charging stations, car sharing, bike parking, etc.)

Documented Results:

On-Street Bike Parking: typically appropriate in a location that regularly sees more than 10 bicycles locked outside. Can hold approximately 20 bikes in one location and occupies 1-2 vehicular parking spaces

- **Parklets:** appropriate in areas with low parking occupancies. They expand park space, seating areas, green space, etc. of a community. Main benefit is that it maximizes the use of an otherwise underutilized space.
- **Car Share:** car share programs may occupy on-street parking spaces (the number depends on the size of the fleet), however they have been shown to reduce on-street parking demands because fewer people need to drive. In Hoboken, NJ, approximately 3,000 members have either decided to give up their personal vehicle or not purchase a car at all.

Stakeholder Engagement:

Engagement with stakeholders will play a major role in this strategy. The removal of on-street spaces is usually met with some contention and open, frequent communication needs to happen with surrounding land uses in order to gain support for the project. Education should also be a component of the stakeholder engagement.

Applicability/Similarity to Boulder:

This strategy supports the City's goals of creating a sense of place, improving sustainability practices, and efficient management of the on-street parking supply. This strategy is applicable in many communities; however the exact locations and implementation will have to be tailored to the City of Boulder to meet Boulder's needs.

 **Replicability:**

Although able to be applied to the City, this strategy requires some design and area specific considerations that make this strategy more difficult to replicate in all desired areas.

Policy Implications:

The City may have to review their right-of-way rules and regulations to determine whether certain other uses are allowed on the street. This may involve adoption of new policies to allow these uses and determine standards for when these uses are appropriate, design standards, and a process for request and implementation of these uses.

Cost  **Implications:**

This strategy has the potential to be more expensive because of the need for infrastructure, potential policy changes, coordination efforts, and potential technology related to the strategy.

References:

- [City of Portland, Portland Bureau of Transportation](#)
- [City of Hoboken, Transportation and Parking](#)
- ["Data Show a City's Car Sharing May be Working..." The New York Times \(2012\)](#)
- "2013 Seattle Free-Floating Car Share Pilot Program Report Prepared by the Seattle Department of Transportation" (2014)



Parking Management Strategies - Off-Street

Best Practice # 7

Strategy:

Develop relationships/potential partnerships with the owner's/operators of existing private parking assets as a cost effective and environmentally sensitive approach to improving parking supply/availability

Description:

As the public parking supply in the downtown gets tighter, it often the case that private parking supply is underutilized. There are two specific strategies that might be considered to increase the availability of publicly available parking by leveraging under-utilized private parking assets.

Downtown Seattle Parking Model

The first is a model jointly developed by the City of Seattle/The Downtown Seattle Association/Commute Seattle and the Metropolitan Improvement District which operates under the name



“Downtown Seattle Parking” (www.downtownseattleparking.com). This partnership was created when the decision to remove the viaduct roadway from along the waterfront due to structural issues created by earthquake damage. Removal of the viaduct would also cause the loss of a significant amount of surface parking used primarily to support downtown retail. While the reality was that the loss of parking under the viaduct was not enough to create major parking issues overall, there would be localized parking shortages. The bigger issue was a perception of a lack of parking downtown and a perception that parking downtown was very expensive. Public opinion surveys ranked parking as one of the greatest barriers to coming downtown. Another factor in this equation was the fact that the City had not invested in many public off-street parking facilities, and therefore had very little ability to impact parking supply and/or pricing.

In response the City developed partnerships with private parking owners and operators and launched their E-Park Program – a system of variable message, parking wayfinding signs that included information on available spaces. This was followed by the Downtown Seattle Parking program that attempts to create a unified parking system and marketing program to promote a combination of parking and alternative transportation options, especially during anticipated 10 years of Waterfront construction. The Downtown Seattle Parking Program website also has excellent web-based maps and other resources documenting parking availability, location and rates. Recent improvements related to mobile-optimized websites have dramatically increased site usage. The program also invested heavily in paid advertising, extensive media coverage and a range of other outreach strategies to increase program awareness and utilization. Documented results included dramatic increases in garage utilization (upwards of 146% in some locations). Specific agreements are required for participating private garage partners, including agreements for reduced pricing during certain timeframes to help address the “perception of cost” and affordability issues.

Downtown Asheville Model

In Asheville, NC a downtown parking study conducted by Kimley-Horn and Associates confirmed the suspicion that the City’s three public parking garages were approaching capacity. The study projected that another 1,000 spaces would be needed over a ten year planning horizon within the study area. However, the study also made another interesting observation. While it was true that the City’s three public parking facilities were over 90% utilized, these garages only represented 20% of the total parking supply in the downtown area. The remaining 80% of the supply was made up of private parking assets. The private parking resources (80% of the total supply) averaged a 50% utilization rate. A concept was advanced that the City could, in partnership with the private sector, develop a virtual “online market place” for the underutilized parking spaces. While the envisioned system might cost upwards of \$1,000,000, that cost was approximately 1/25th of the cost of building a new parking garages to meet the long-term needs.

Action Items for Consideration:

- Assess private parking utilization rates
- Identify locations of available private parking resources
- Assess willingness of private parking owners/operator to participate
- Develop a strategy specific to Boulder
- Develop the framework for a pilot program

Documented Results:

- Improved parking availability
- Better use of existing assets
- Environmental benefits related to not over-building parking supply
- Cost savings compared to new facility construction

Stakeholder Engagement:

This type of program innovation will require significant planning, research and stakeholder engagement to produce a plan and get buy-in. However, evidence from the Seattle program indicates the program could generate significant benefits for all parties.

Applicability/Similarity to Boulder:

This strategy is applicable to Boulder as a potential strategy to address parking supply issues without building additional public parking, by leveraging existing, underutilized resources first.

Replicability:

These strategies are still relative new and would require a certain degree of customization and experimentation.

Policy Implications:

While these strategies are aligned with many overall community goals, issues such as revenue sharing, city investment in a program that would benefit certain private business could create potential policy issues.

Cost Implications:

Compared to building new parking facilities this project could result in significant cost saving long-term, however an initial investment in system development, technology, marketing and community engagement would be required.

References:

- Seattle Downtown Parking Presentation from IDA Conference 2014
- www.downtownseattleparking.com

Best Practice # 8

Strategy:

Evaluate the use of “One Day Parking Permits”

Description:

Offering a single day parking permit for public garages may be a positive customer service amenity. This approach can simplify parking for visitors from out of town if businesses purchase them in advance and provide them to their guests. It can benefit the parking system by getting permits paid for in advance.

Another approach is to offer a single day parking through an on-line reservations system. This is done by the Bart Program in San Francisco. The “Hercules Transit Center Single Day Reserved Parking Reservation System” is for patron’s using the Hercules Transit Center. All Sales are Final. No Transfers or Refunds. The following outlines this systems procedure:

- Have your license plate number available before continuing, if you do not have a plate number, use the last eight digits of your VIN number. Misentering your plate number will result in ticketing and billing for permits that may not be yours.
- Choose the desired station and desired dates of use from the menu. A computerized reservation system will determine whether permits are available at that station for the dates requested. Only 10 days of permits may be purchased at one time.
- If permits are available, you will be asked to supply the license number of the vehicle in which the permit will be displayed.
- Credit card information where parking fees will be billed. Your credit card statement will show REMIT-ONLINE as the payee. Renounced charges are subject to a \$20 fee.
- You will be billed once each month (in areas) for all the single day permits you purchased during the prior month to the last card entered prior to billing. The billing to your card will reflect the total of ALL permits purchased during the prior month.
- Upon approval, print EACH permit FOR EACH day you have reserved on your home or office printer.
- Display ONLY ONE permit on dash of vehicle in parking area at authorized location.

The City of Ann Arbor experimented with a similar system through a company called Parking Carma.

Action Items for Consideration:

- Determine rules related to permit issuance and usage.
- Identify where permits are valid and when
- Identify where and how permits can be obtained

Documented Results:

- Effective in high demand areas
- Provides reliability for those who need to park, but may come later in the day when parking may be full or harder to find.
- Rate can be higher to support the benefit of having a space guaranteed.
- Can be problematic if supply is overly tight and space cannot be guaranteed
- May require special equipment to secure/access reserved areas/spaces.

Stakeholder Engagement:

Market research should be conducted in advance to verify that there is sufficient demand for such as service. If implemented, this strategy would require education related to how the program functions, permit costs, special rules/regulations, etc.

Applicability/Similarity to Boulder:

This strategy may be applicable to Boulder if there is a demonstrated need for this type of service.

Replicability:

This strategy is replicable for any community.

Policy Implications:

This program addition is considered a relatively minor program option, which should not create significant policy issues.

Cost  Implications:

A cost/benefit analysis is recommended re: the cost for developing or purchasing the parking reservation software. This approach may be supported by some pay-by-phone applications.

References:

- <https://www.park-by-phone.com/daily/default.aspx?ownerid=hercules>
- <http://www.parkingcarma.com/>

Best Practice # 9**Strategy:**

Develop a Parking and Access Management Program Strategic Communications Plan and Annual Report Template

Description:

It is important to communicate program progress and goals with the public on a regular basis to keep them informed. A template for an annual report could be developed to communicate the progress, goals, and upcoming projects or improvements. A consistent template will streamline the process of developing the report as well as give the report a unique identity.

Action Items for Consideration:

- In developing an on-going strategic communication plan for your program, the following project goals should be assessed:
Does it effectively support your goals?
- Does it honor the findings of your audience analysis?
- Do you have the resources necessary to complete the project?
- Can you execute in a way that aligns with your windows of opportunity?
- Can you execute in a way that allows for durability, easy updating, or adaptive reuse?

Documented Results:

- Improved communication with the public.
- The report can be used as an educational component to educate the public on the aspects of the parking system.
- Re-establishes City goals on a regular basis.

Stakeholder Engagement:

Stakeholder engagement to produce the report is likely minimal since it is a report that communicates the state of the parking program.

Applicability/Similarity to Boulder:

This strategy is applicable to the City because it involves continued communication of the City's programs and goals, thus supporting the goal to be an inclusive community.

 Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

The City would not have to review or adopt new policies to produce a report of this nature. It may, however, help the City evaluate its goals and direction and highlight new policies or regulations that should be considered.

Cost Implications:

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is a communication document of how the access management and parking systems are managed.

References:

[Missoula Parking Commission Annual Report \(2012\)](#)

Best Practice # 10

Strategy:

Explore the Concept of “Edge Parking” as Potential Commuter Parking Strategy

Description:

Remote parking and park and rides are nothing new, but with the growth in Transit Oriented Developments, in which less parking is being provided to increase the potential for development density, providing “storage parking” options that can be accessed by rail, BRTs or transit for occasional use of second vehicles is a topic that is gaining attention.

Action Items for Consideration:

- Analyze transit network and parking available that support those transit networks.
- Coordinate with transit providers to determine what types of parking would best support their users.
- Review land use codes and how they apply to transit.
- Analyze parking demands and ridership to understand how much parking should be provided.
- Ancillary items to consider could include connectivity for pedestrians and bicyclists.

Potential Sub-Strategies for Implementation:

- Consider shared parking agreements with nearby parking providers
- Consider changes to land use codes to reduce parking requirements
- Establish parking priority for van/carpools, carshare programs
- Implement paid or permitted parking to regulate high parking demands in facilities that serve transit.

Documented Results:

- Supports the use of transit because it provides a place for commuters to parking their vehicles and take transit options to complete their trip.

- As parking facilities near transit providers becomes too heavily occupied, these sub-strategies can help to balance demands while still supporting transit user needs.

Stakeholder Engagement:

Stakeholders, particularly the transit providers and operators, need to be engaged to help determine what parking is appropriate and how to manage the parking.

Applicability/Similarity to Boulder:

This strategy supports the City's goals of supporting transit and other modes of transportation by providing sufficient parking to support the transit network.

 **Replicability:**

Although able to be applied to the City, this strategy requires some design and area specific considerations that make this strategy more difficult to replicate in all desired areas.

Policy Implications:

This strategy would require that parking rules and regulations need to be considered and adopted as they relate to transit use. In some instances it may require the reduction of parking requirements. But more so it may be in regards to how the parking is managed.

Cost  **Implications:**

The cost for this strategy varies depending on what is needed. If parking facilities already exist and it is just a matter of managing them for the use of transit riders, then the cost might be relatively low. However, if new parking needs to be constructed, the price will be on the higher end.

References:

- ["Smarter Parking at Transit Stations", Susan Shaheen and Charlene Kemmerer, \(2007\).](#)
- ["Guidelines for Providing Access to Public Transportation Stations". Transit Cooperative Research Program, Report 153.](#)
- [City of Seattle, Sound Transit](#)
- [Santa Clara Valley Transportation Authority](#)

Best Practice # 11

Strategy:

Use Parking to Create a Sense of Place

Description:

Garages don't have to be the stereotypical structure with a less than appealing façade. There have been trends in many downtowns to design lots and garages so that they match the character of the surrounding area. In this way, garages can be part of the fabric of the community, rather than an eyesore. Additionally, off-street parking facilities can be designed to accommodate other uses when they aren't being utilized. An example can be farmer's market or other type of social activity on the weekend in a lot that is typically only used during the week.

Action Items for Consideration:

- Identify existing facilities that could incorporate some art, mixed uses, or otherwise support community needs.
- Adopt design guidelines and land use policies that encourage the integration of parking facilities into the fabric of the community.
- Consider access management guidelines to restrict the number of driveways for a parking facility.

Potential Sub-Strategies for Implementation:

- Incorporate art into parking garages.
- Incorporate mixed use into garages (e.g. retail, restaurant on first floor and parking above)
- Use lots to host community events when they aren't occupied (e.g. farmer's markets on the weekends)

Documented Results:

Integrating parking facilities into the character of the community has been gaining a lot of recent attention, particularly in downtown parking facilities. Having the ability to incorporate retail or restaurants in a parking facility makes the parking facility more attractive. Incorporating art or at least a decorative facade into the parking structure that matches the surrounding buildings helps to maintain the visual quality of the area.

Stakeholder Engagement:

The City should work with developers, parking providers, and internal city departments to determine appropriate guidelines for alternative uses and design guidelines for parking facilities.

Applicability/Similarity to Boulder:

This strategy supports the City's goals of creating a sense of place, maintaining and building upon the City's character, while supporting the transportation network.

 **Replicability:**

Although able to be applied to the City, this strategy requires some design and area specific considerations that make this strategy more difficult to replicate in all desired areas.

Policy Implications:

This strategy would require that parking rules and regulations need to be considered and adopted, related to designing and construction of parking facilities and how those facilities can be incorporated into the community.

Cost  **Implications:**

The cost for this strategy varies depending on what is needed. If the result is a restructuring of the parking policies then the cost might be relatively low. If the City becomes more involved and decides to construct, redevelop, or add art or other uses to the facilities, it may be more expensive.

References:

- "Build a Better Burb How to Manual: Better Transit/Less Parking". Susan Weaver.

Best Practice # 12

Strategy:

Explore the “Brackets” System of Shared Parking

Description:

The “Brackets” concept takes a combination of mainstream ideas and packages them in a new way. The “Brackets” concept marries a shared parking strategy with signage/wayfinding, pedestrian pathways and landscape improvements that make it easier to find available parking, and more pleasing to walk from the designated parking areas to a range of possible destinations. This concept could be linked to more effectively utilizing private parking assets in an integrated system.

Action Items for Consideration:

- Coordinate with all off-street parking providers to determine their occupancies and best ways to navigate to their facility.
- Install new signage where appropriate to help people navigate to parking facilities. If the City desires the wayfinding system can be dynamic, allowing the number of available spaces to be shown. This would require additional coordination with parking providers to ensure that they count vehicles entering the facility and are able to share that information.
- Clearly identify each facility by name and/or visually (e.g. giving each facility a unique look).

Potential Sub-Strategies for Implementation:

- Facilitate shared parking between municipal lots and other parking providers
- Direct motorists to available parking with common signage, wayfinding and well landscaped pedestrian pathways. The use of mobile apps is another potential option to promote parking options and availability.
- Create an identify for each lot and tie the lots together in a systematic way.

Documented Results:

The brackets have helped balance demands between off-street facilities that were easier to find (and therefore almost always full) and those that were less easy to find (and therefore underutilized). As a result, the brackets helped make better use of the parking that was already available.

Stakeholder Engagement:

Engagement for this task is mostly with the parking provider community to determine appropriate methods for wayfinding and identification. This relationship with the parking providers would have to be ongoing to maintain the system. The City could act as the facilitator that brings all parties to the table to discuss how this strategy would be best applied.

Applicability/Similarity to Boulder:

This strategy is able to be applied to the City of Boulder since it is more of a coordination and management strategy. The wayfinding system can be incorporated into other City wayfinding

systems, should the City decide to move in that direction. Additionally, this strategy supports the City's goal of optimizing the existing parking supply.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

The key component of this strategy is cooperation among the various off-street parking providers. However, this strategy may require the City to consider their signage policies and update them if necessary, particularly if dynamic wayfinding is desired. The policies need to be supportive of the City's goals.

Cost **Implications:**

The cost to implement this strategy could vary; however, this strategy has opportunity for public/private partnerships that may alleviate some of the cost for the City. The cost would lie in installation of new signage and continued coordination.

References: ["Main Street Brackets: Shared Parking Patchogue". Build a Better Burb.](#)



Technology and Innovation Strategies

Best Practice # 13

Strategy:

Develop an Overview of Currently Available Parking Technology Options

Description:

This review will focus on currently available technologies, payment methods, and their implications for both the customer and program staff. It is also important to understand that more technology is not always better, but rather how that technology is used. A lot can be accomplished with efficiently used, minimal technology. Technologies for consideration could be in-car meters, "Skymeters", various pay station options and add-ons. This would include a review of what benefits come with each type of technology. This strategy would evaluate the different technologies available in Boulder and consider ways to integrate them into a comprehensive system.

Action Items for Consideration:

- Inventory the type of technology currently in use by the City and its add-on capabilities.
- Review City parking goals and determine whether the technology is able to accomplish the City's goals.
- Research existing parking technologies and their benefits.

Potential Sub-Strategies for Implementation:

- Implement add-on features to the existing technology in use (e.g. improved payment options, increased capabilities to collect parking data on the back-end to better analyze parking patterns, etc.)
- Install new technology to enable the City to meet their parking goals.

Documented Results:

Improved technology makes the parking system easier to manage from the City's perspective and easier to use from the users perspective.

Stakeholder Engagement:

When reviewing available technology it might be beneficial to understand how the system is used and what users would like changed to make the system better. To accomplish this, engagement with the public, users, and business owners is critical.

Applicability/Similarity to Boulder:

This strategy is applicable to the City because it involves a review and improvement of their technology. It helps support the City's goal of managing the existing parking system more efficiently and effectively.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

Since this strategy is to inventory and review available technology trends, it would likely not trigger any policy changes.

Cost Implications:

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is an analysis of the parking system technology and potential restructuring of how the parking is managed through technology.

References:

- City of Phoenix On-Street Parking Study, Kimley-Horn and Associates (2012).
- Missoula Parking Commission Parking Pay Station Study: On-Street Parking Technology Overview, Kimley-Horn and Associates (2013).

Best Practice # 14

Strategy:

Research the Latest Developments in the Area of Parking Apps, Parking Availability Monitoring

Description:

Wireless communications are transforming the parking and transportation industry by providing new and powerful tools to improve information on transportation options, providing parking availability, parking pricing and trip planning.

There are a range of potential options in this area. The most technologically advanced (and most expensive) systems utilize wireless sensors embedded into the pavement to track utilization of on-street parking in real-time. (LA Express Park, SFpark, etc.). One use of this new on-street utilization data has been to inform demand-based parking pricing programs. The theory is that in areas with higher parking demand the price to park would increase, thus shifting demand to other on-street areas with more availability by offering a lower price point or to available off-street locations. This “balancing” of parking demand also has the effect of reducing congestion from vehicles “cruising for parking”, improves the perception that parking is available by targeting a 15% vacancy rate for on-street spaces and has environmental benefits related to reducing vehicle emissions and vehicle miles traveled by reduced cruising. One of the systems with the most market share in this arena is the StreetLine system. ParkSight is a software module within the StreetLine system that provides extensive system data that can be used to drive parking analytics to help you better understand how your assets are being utilized and allowing better data-driven decisions. For more information visit: <http://www.streetline.com/>.

Other, less equipment dependent options are also on the market. For example, ParkMe is a mobile app that uses historical parking utilization data merged with a proprietary program/algorithm to provide potential parkers with data that estimates “the likelihood” of finding an available space based on historical patterns. For more information visit: <http://www.parkme.com/>.

There is an extensive amount of information available on this topic. A separate white paper has been provided with information on all the major programs currently being tested from around the country. Also, the SFpark program from San Francisco recently issued its evaluation report of the multi-million dollar, FHWA funded pilot project. This evaluation is also included in the research materials.

Action Items for Consideration:

- Research smart phone applications and implementation and data needs associated with smart phone or web-based parking tools.
- Document the latest technologies and applications related to parking and access management and explore potential pilot programs for those strategies most applicable to Boulder’s current needs.
- Low or no-cost “pilot programs” are being offered by several of the major system providers and may be an option for Boulder to consider.

Potential Sub-Strategies for Implementation:

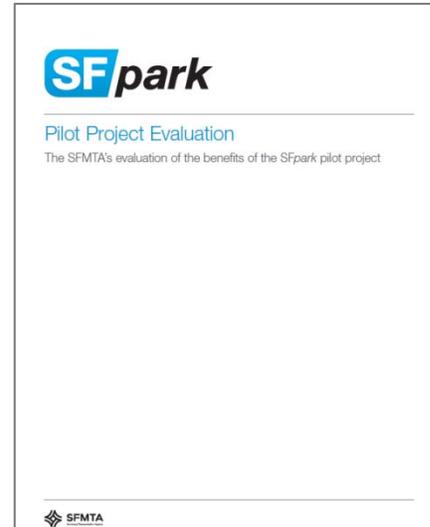
- Coordinate with all parking providers to obtain availability, rate, time limit, validations, and other necessary information that the City may want to provide on a map, website, or application.
- Review the City's goals to determine the best technology(ies) to use.
- In reviewing the major sensor-based programs from around the country, one key issue emerged. While having real-time utilization data for on-street parking was valuable, parking rate changes based on demand were not effective unless they could be communicated and understood by the public so that they could use the data to affect parking behavior changes. As a result, demand-based pricing changes that originally were tested on a weekly basis, shifted to monthly and eventually to a quarterly basis.
- Seattle has chosen to use a more traditional data collection process and make adjustments only once per year

Documented Results:

Use of maps, parking applications, and availability monitoring enable users to find parking easily, reducing the need to circle to find parking and thus reducing congestion and vehicular emissions. Additionally, users are able to make better decisions about where to park before they get in the car. Furthermore, identifying where parking is available or where it is cheapest can help to balance parking demands, both on- and off-street.

The SFpark Pilot Project Evaluation document published by the San Francisco Municipal Transportation Agency (SFMTA) is organized by the following chapters:

- Executive Summary
- Overview of SFpark
- Effectiveness of Parking Pricing
- Effectiveness of Parking Management
- Parking Enforcement
- Congestion and Environment
- Transit Performance
- Customer Experience
- Economic Vitality
- Financial Analysis
- Technology



Stakeholder Engagement:

This strategy requires coordination with all parking providers to obtain and update price, time limit information, availability, and other parking information that the City wishes to track and communicate to the public.

The public, parking users, and businesses should be engaged to solicit their input on which technologies they prefer.

Any implementation of new technology should be well advertised to the public and an educational component should be included in the outreach efforts to help people learn how to use the new technology.

Applicability/Similarity to Boulder:

This strategy is applicable to Boulder since it is a review and update of wireless parking technology. It supports the City's goals of effective and efficient management of the City's parking and transportation network.

 **Replicability:**

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

This strategy may require the City to evaluate their policies on the use of wireless technology.

Cost  **Implications:**

The cost to implement this strategy involves extensive and ongoing coordination with parking providers as well as maintenance of the wireless technology in use.

References:

- [SFPark Pilot Project Evaluation, SFMTA \(2014\)](#)
- [LA Express Park](#)

Best Practice # 15**Strategy:**

Multi-modal Apps and Payment Cards

Description:

Our cities are undergoing a dramatic shift in urban mobility. Changing demographics, economies, technologies, and environmental pressures have altered traditional travel demand to more sustainable transportation modes. The future of urban mobility, specifically in regard to public transit and shared-use mobility services (e.g., carsharing, bikesharing, and ridesharing), as well as multi-modal transportation. Multi-modal means having access to multiple modes in making a trip.

One aspect of what has been called “digitized” transportation access involves the use of “multi-modal apps and integrated transportation payment platforms.

Shared-use mobility services can complement public transit by addressing the first/last mile problem and, thereby, enable households to reduce their automobile dependence. Multi-modal trip making has created a new demand for enhanced integration among transportation options. At present, the vast majority of transportation systems require that travelers use transit smartcards, bikesharing key fobs, and carsharing mobile apps and/or smartcards to access modes independently. This can create a disarray of memberships and hardware. Instead, users are in need of an integrated platform that enables them to seamlessly compare (cost, route, time spent, etc.) and access and pay for different transportation services.

The smartphone is one tool likely to have an increasing role in multi-modal transportation. Mobile apps like RideScout and Nimbler, which aggregate public transit and shared-use mobility services into one map, allow users to find the various modes available nearby and even book and pay for some. Similarly, Red Ride aggregates ridesharing, on-demand ride services, and carsharing services and enables users to find the closest vehicles available. These apps are on the forefront of “digitized” transportation access and will play a growing role in urban mobility in the future.

Apart from the smartphone, RFID technology may also play an increasing role in multi-modal transportation in the future. Unlike the smartphone, most public transit services, many carsharing, and several bikesharing providers currently enable user access through an RFID card, and some partnerships have already been formed.

Action Items for Consideration:

- Review programs such as:
 - Chicago Transit Authority (CTA) and I-Go Carsharing that have begun offering a joint carsharing and public transit pass.

- New York, San Francisco, and Chicago, bikesharing systems are equipped with RFID card readers in anticipation of a multi-use RFID card.
- Similarly, B-cycle bikesharing equipment, which can be found in over 15 cities across the United States, features RFID card readers.
- In London, the Oyster card has set the precedent for RFID admission as cardholders are able to access local and regional forms of the transportation network with a single card, including the subway, light rail, regional rail, trolleys, and buses.
- While multi-modal RFID cards are already helping users access multiple transportation modes, they too have their limitations. Most apparent: RFID cards are unable to show expected trip times or give users an understanding of where the closest available bike sharing bicycle or carsharing vehicle is located. Recognizing this gap, the company TransitScreen developed a kiosk for public transit destinations that enables users to find which transportation options are available nearby. Hypothetically, a cardholder would be able to find their mode(s) of choice on TransitScreen – or a similar kiosk – and use a single RFID card to access them, regardless of the mode.

Potential Sub-Strategies for Implementation:

- Review transportation alternatives and evolving infrastructure
- Identify potential funding opportunities that, based on the trends, can help the City with transportation projects.
- Explore trends in the use of hybrids and electric cars

Documented Results:

Examples of this emerging trend include:

- Washington, DC-based RideScout integrates data from a host of different providers, including carshare, bikeshare, fixed-route transit, and the burgeoning market of ride services.
- Commute Greener! (a platform for mobility management) UbiGo is a “mobility as a service” project that uses the platform. Both UbiGo and Commute Greener! are examples of innovative initiatives organized by the telematics service provider WirelessCar, a wholly owned subsidiary of the Volvo Group.
- The Las Vegas based company Zappos’ Project 100, which aims to create a seamless network of 100 on-demand chauffeured Tesla sedans, 100 shared vehicles, 100 shared bikes, and 100 shared shuttle bus stops that a phone app would optimally assign to each subscriber who inputs a destination. This mixed mode “concierge” service could be the next level of the concept of mobility as a service.

Stakeholder Engagement:

Since this strategy is to review mobility trends, stakeholder engagement may be minimal. However, the City may wish to survey the general public or other select groups to identify their preferences in regards to some results found in the analysis of the trends.

Applicability/Similarity to Boulder:

This strategy is applicable to the City of Boulder in that it is very well aligned with the City’s transportation and environmental goals.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

A potential outcome of such a review could be to leverage this new technology trend to shape and influence commute behaviors, improve mode share and influence transportation practices and policies.

Cost Implications:

Costs will vary depending on the specific technologies employed, however the cost to the City could be minimal if its role is primarily an advocate of private sector initiatives.

References:

- Is The Future Of Urban Mobility Multi-Modal & Digitized Transportation Access? (Susan A. Shaheen, Co-Director, Transportation Sustainability Research Center, University of California, Berkeley and Matthew Christensen, Researcher, Transportation Sustainability Research Center, University of California, Berkeley)
<http://www.newcitiesfoundation.org/future-urban-mobility-multi-modal-digitized-transportation-access-2/>
- "Next Stop, Innovation: What's Ahead for Urban Mobility?" Wharton Enterprise (2013)

Best Practice # 16**Strategy:**

Explore Emerging Best Practices in the Area of Electric Vehicle Charging Stations

Description:

As the nation becomes more environmentally conscious, there has been a rise in the ownership and use of electric vehicles. To help support this trend, cities across the nation are looking to provide charging stations in appropriate locations, however this often raises issues of what is appropriate, how does this get incorporated into the utility network, and how can these stations be incorporated into the parking network (on- and off-street).

Action Items for Consideration:

- Identify appropriate number of and locations for charging stations (perhaps priority locations to encourage use of EVs).
- Provide various types of charging stations to enhance options (Levels 1-3).
- Determine a fee schedule or time limit for these spaces (e.g. Salt Lake City allows free parking at all charging stations, although considering implementing a fee for Level 3 stations. All stations are regulated by a 2-hour time limit and must be charging when parked).
- Identify the location and regulations of EV parking with signage.
- Post information on the location and use of EV stations on the City website.

Potential Sub-Strategies for Implementation:

- Identify potential funding sources to help fund EV charging station projects.

- Determine appropriate incentives to encourage use of Eves (e.g. priority parking spaces, reduced rates for EVs, extended time limits, etc.)

Documented Results:

Encourages the use of EVs, which can lower emissions caused by traffic and support other sustainability goals.

Stakeholder Engagement:

This strategy would require extensive outreach with the public, parking users, and business owners.

Applicability/Similarity to Boulder:

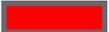
EV stations are able to be installed in any community interested and able to do so. This strategy is applicable to Boulder because it supports the City's sustainability initiatives.

 **Replicability:**

This strategy is able to be replicated for the City of Boulder, however, the policies and practices that are implemented would have to be very specific not only to the City but to the corridor the practices are being implemented.

Policy Implications:

Implementation of EV charging stations would require a review, update and adoption of policy changes in regards to how EV stations are implemented, managed, regulated, and maintained.

Cost  **Implications:**

This strategy has the potential to be more expensive because of the need for infrastructure, potential policy changes, coordination efforts, and potential technology related to the strategy.

References:

- [City of Salt Lake](#)
- [City of Boston](#)
- ["Electric Vehicle Infrastructure Implementation by DOE Clean Cities". US Department of Energy](#)
- ["Project Get Ready", Rocky Mountain Institute. \(2009\)](#)
- US Department of Energy, Plug-In Electric Vehicle Handbook for Public Charging Station Hosts
- [San Jose Clean Air Parking Program](#)

Best Practice # 17**Strategy:**

Automated Parking Garages or Automated Vehicle Storage and Retrieval Systems (AVSRs)

Description:

Automated parking is the automated storage, or parking, of vehicles with no human intervention. The technology used to do this is typically based on automated warehousing and there are several different technologies used in automated parking today.

From a driver's perspective they simply park their vehicles in a parking module, somewhat similar to pulling into a single garage, and are guided to the correct parking position by sensors via a display sign. The drivers switch off their engines, all vehicle occupants leave the parking module, and the parking module door is closed to secure the module. Once the module is secured the vehicle is removed from the parking module and stored. When drivers return and request their vehicles, their vehicles are returned to a parking module, usually facing the correct direction, ready to be driven away.

Since there is no requirement for ramps, driveways and personnel access to the parking areas, automated parking can typically park twice the number of vehicles in the same volume as conventional parking. Or, conversely, park the same number of vehicles in half the volume.

Some of the potential advantages of automated parking over conventional parking are:

- Reduced construction costs through less excavation, air rights saving and less construction time
- Reduced operating costs through accelerated depreciation, lower ventilation and lighting requirements, lower operator costs and reduced insurance premiums
- Reduced land cost due to smaller footprint
- Added value from the space gained providing more leasable or sellable real estate
- Improved entitlements for developers
- More LEED points available
- Safe and secure parking for drivers and their vehicles
- Less CO2 emissions and more green spaces
- All parking spaces can be ADA compliant

Source: <http://automatedparking.com/>

Action Items for Consideration:

- Automated garages are becoming much more prevalent and reliable, especially in China and other countries. While only a handful have been constructed in the US, the technological advances combined with the benefits and features noted above begin to make this option more attractive and viable for certain applications.

Documented Results:

Boomerang Parking Systems have developed mechanical parking structures leveraging “robotic devices” combined with a “Tray System” that offers the following benefits:

- Robot lifts only the tray - nothing touches the vehicle
- Rolls on solid concrete decks (new or retrofit)
- Easy to maintain over long lifecycle
- Moves underneath vehicles from any side
- Transports vehicles in any direction

- Rotates vehicles without a turntable
- Lifts payloads up to ~7,000 lbs
- Battery operated

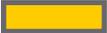
Stakeholder Engagement:

Prior to considering this design option for future public parking facilities, a good deal of public education and stakeholder feedback would be highly recommended.

Applicability/Similarity to Boulder:

This strategy may be most applicable to parking for residential or other developments with constrained sites.

Replicability:

This strategy is  able to be replicated for the City of Boulder, however, the right set of site constraints, user mix and land uses would have to come together for this approach to be viable. A key issue remains system through-put at peak demand periods. However, under the right set of circumstances, the financial, operational and energy efficiency characteristic could make this an effective solution.

Policy Implications:

Given the relatively limited implementation of this technology in the US, this could be a politically risky and sensitive strategy. An investment in this cutting edge technology would warrant a robust public dialogue, a stringent due diligence process and potentially a defined policy statement outlining the criteria to be used in the assessment/approval of this option if public funds are to be used.

Cost Implications: 

This strategy can be cost effective under the right conditions.

References:

- <http://automatedparking.com/>
- <http://boomerangsystems.com/>

Best Practice # 18**Strategy:**

Preparing for “Driverless Cars”

Description:

In the “innovations” category, the news is abuzz with talk of “driverless cars”. A driverless car, also known as an autonomous car, driver-free car, self-driving car, or robot car is an autonomous vehicle capable of fulfilling the transportation capabilities of a traditional car. As an autonomous vehicle, it is capable of sensing its environment and navigating without human input. Robotic cars exist mainly as prototypes and demonstration systems. As of 2014, the only self-driving vehicles that are commercially available are open-air shuttles for pedestrian zones that operate at 12.5 miles per hour.

Autonomous vehicles sense their surroundings with such techniques as radar, lidar, GPS, and computer vision. Advanced control systems interpret sensory information to identify appropriate navigation paths, as well as obstacles and relevant signage. Some autonomous vehicles update

their maps based on sensory input, allowing the vehicles to keep track of their position even when conditions change or when they enter uncharted environments.

In July 2013 Vislab world premiered BRAiVE, a vehicle that moved autonomously on a mixed traffic route open to public traffic. As of 2013, four U.S. states have passed laws permitting autonomous cars: Nevada, Florida, California, and Michigan. In Europe, cities in Belgium, France, Italy and the UK are planning to operate transport systems for driverless cars, and Germany, the Netherlands, and Spain have allowed testing robotic cars in traffic.

The Google Self-Driving Car is a project by Google that involves developing technology for autonomous cars. The software powering Google's cars is called Google Chauffeur. The project is currently being led by Google engineer Sebastian Thrun, former director of the Stanford Artificial Intelligence Laboratory and co-inventor of Google Street View.

Autonomous Car Parking

There are only a few minutes before your flight check-in closes, or before your train departs, but you now have to spend precious time hunting for a free space at the airport or station car park. Imagine leaving your vehicle at the main entrance and letting the car do the rest on its own. Researchers from Germany, Italy, the UK and Switzerland are working on this, and successful tests took place at Stuttgart airport earlier this year. €5.6 million of EU funding is invested in the system which will be available in the coming years.

A Smartphone App to Leave and Get Back the Car

Drivers will be able to leave their car in front of the car park and use a smartphone app to trigger the parking process. The vehicle will connect with the car park's server and drive itself to the designated space. While in the garage, the car can also be programmed to go to a charging station. Upon returning, the driver uses the same app to summon the car – fully charged and ready to go.

Since GPS satellite signals don't always work inside garages, the scientists have developed a camera-based system based on their expertise in robotics and environment sensing. Safety is at the center of the project: the car is designed to avoid unexpected obstacles.

Dr Furgale believes the same technology could be used to develop autonomous parking systems for electric cars on city streets. "That will be more of a challenge", he says. "But once you have the maps in place, the rest of the technology will come together."

Obviously, this technology is still years away from widespread commercial applications, but then this whole concept was virtually unimaginable just a few years ago.

Action Items for Consideration:

- None at this point; but continue to monitor technological developments.

Documented Results:

None at this point.

Stakeholder Engagement:

None at this point.

Applicability/Similarity to Boulder:

In the future, more and more people will drive electric cars and will switch from one mode of transport to another – creating the need for more and varied parking options at transport hubs.

To prepare for this mobility shift, the V-CHARGE consortium is working on a fully automated parking and charging system for electric cars at public car parks.

"The idea is that we can actually use technology to give people a better mix of public and private transport", explains Dr. Paul Furgale, scientific project manager for V-CHARGE and deputy director of the autonomous systems lab at the Swiss Federal Institute of Technology in Zurich.

Replicability:

This strategy is able to be replicated for the City of Boulder, however, the policies and practices that are implemented would have to be very specific not only to the City but to the corridor the practices are being implemented.

Policy Implications:

None at this point.

Cost **Implications:**

None at this point.

References:

- http://europa.eu/rapid/press-release_IP-14-894_en.htm
- http://en.wikipedia.org/wiki/Autonomous_car



Parking Enforcement Strategies

Best Practice # 19

Strategy:

Escalating Parking Fine Structures

Description:

Escalated parking fines allow cities to fine more heavily for a second offense, as opposed to a flat fine for each type of offense. Escalating or progressive fine structures are seen as an effective strategy to put the focus on the "real enforcement problem". This strategy also has the potential to be less punitive to occasional violators and provide a greater opportunity for community education since people won't be as disgruntled toward enforcement and will learn how to properly park from the first offense experience.

When considering parking enforcement and parking fine structures, it is important to consider "What is the real problem we are trying to solve?" The real problem is keeping long-term parkers from parking in what should be short-term parking resources. Therefore, the occasional violator that was having fun shopping and over stayed his or her time limit is not the core problem - we can afford to be more forgiving to these types of violations. The real problem is habitual parking violators who know the rule, but are willing to take the risk of getting a citation because it outweighs cost or inconvenience of parking in a more appropriate location. One

solution to this problem is an escalating fine structure. This approach places an emphasis on repeat offenders, while still remaining friendly to first-time customers and visitors.

Fort Collins, CO has had an escalating fine structure in place for several years. Key elements of this program include:

- The first citation is considered a warning and is viewed as an “educational opportunity.”
- First citations are often accompanied by a brochure or other information teaching the violator “how to park legally”.
 - A similar program in Cheyenne, WY, adopted more of a “marketing approach”. The citation is called a “Howdy Partner” and begins with “You must not be from around these parts...” The brochure goes on to explain how to parking legally, provides information on on-street parking time limits, the location of off-street lots for longer term parking options, etc.
- Initial fine amounts are kept low, but quickly ramp up for repeat offenders.
- An incentive is also provided for the prompt payment of citations. If paid within a 2 week period the fine is stated amount on the citation. If payment is not made within the designated time period the fine amount increases.
- Perhaps the most interesting and innovative aspect of this program is that it has a built-in rolling 180 day timeframe whereby, if the violator has not received another citation, the first citation comes off their record. Eventually, if the violator modifies their behavior, they can get back down to original state and the level of the fine is lowered. This focus on changing bad behavior is what makes this program most effective.

Action Items for Consideration:

- Evaluate the existing fine rates
- Evaluate the types, frequency, and location (if possible) of violations
- Update enforcement technology to enable faster and more streamlined collection of violation information (e.g. license plate recognition technology)
- Balance the appropriate amount of parking. Goals include not requiring too much parking that consumes excess land and creating visual blight, but also avoid spillover impacts associated with requiring too little parking.
- Update parking design standards including the placement of car charging stations.

Potential Sub-Strategies for Implementation:

- Review various enforcement technologies that would streamline and improve enforcement capabilities.

Documented Results:

A graduated fine structure that fines more heavily for repeat offenders has the effect of deterring people from making the same parking violation repeatedly. In addition, this type of structure, because it is more punitive towards repeat offenders, tends to educate parkers on the proper way to park.

Stakeholder Engagement:

Changes to the fine structure should be communicated to the public in advance. Communication materials can be used to educate the public on the proper ways to park.

Applicability/Similarity to Boulder:

This strategy can be applied to the City of Boulder through a re-evaluation of their fine structure. An escalating fine structure supports the City's goal managing the existing parking supply more effectively and efficiently. A fine structure that can promote compliance with parking regulations enables the parking system to work more effectively.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

This strategy will require the City to reconsider their parking fine structure and update new policies regarding the fine structure.

Cost **Implications:**

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is a review of their rate structure for parking violations.

References:

- ["Graduated Parking Fines", Donald Shoup. Los Angeles Times](#)
- [City of Claremont](#)

Best Practice # 20

Strategy:

Develop an Enhanced Parking Enforcement Operations and Training Manual

Description:

Building on documented best practices from around the country, create a handbook/manual that documents current policies, procedures and practices and that is geared to train and support Parking Enforcement Officers in the effective and efficient performance of their required duties.

Action Items for Consideration:

- Document and assess existing policies and procedures
- Document departmental mission and key goals
- Define key duties and responsibilities by job class
- Define standards of conduct
- Define regulation regarding vehicle usage, radio protocols, enforcement systems, etc.

Potential Sub-Strategies for Implementation:

- Develop for use both as an operational manual and a training document.

Documented Results:

- Improves documentation of program operational policies and procedures
- Provides an effective tool for staff training and development
- Provides improved support for performance documentation and human resources issues if needed.

Stakeholder Engagement:

Low – This is primarily an internal document, however, having well defined policies and procedures can help in educating the general public as needed.

Applicability/Similarity to Boulder:

This strategy can easily be applied to the City of Boulder. It is important for any enforcement agency to have well-defined rules and regulations in a format that can updated annually.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its general nature.

Policy Implications:

This strategy will require the City to review their parking enforcement policies and procedures and a regular basis. Any new policies, practices and/or technology advances should be updated in the manual. Significant changes or deviations from past policies should be highlighted and sent to program administrators for review. Significant changes should be approved by the appropriate governing boards.

Cost Implications:

This strategy is relatively easy to implement since it does not require large investments in new technology or other infrastructure. It is a review of their rate structure for parking violations.

References:

- Kimley-Horn has provided a sample Parking Enforcement Handbook as a starting point for the development of document specific to the City's program.

Best Practice # 21

Strategy:

Develop a parking enforcement program audit check-list for citation revenue, receivables management and permit operations

Description:

The development of a detailed audit checklist tool for assessing a municipal parking enforcement program is an identified program best practice. The goal is the establishment of audit standards and a process for reviewing and assessing compliance with Boulder specific rules, regulations and policies.

Action Items for Consideration:

- Ordering and Control of Citation Stock
- Control and Processing of Issued Citations
- Pursuit of Delinquent Citations
- Monitoring and Auditing of Parking Permit Operations

Potential Sub-Strategies for Implementation:

- Review various enforcement technologies as they impact program implementation and auditing.

Documented Results:

Development of an enforcement program audit checklist can provide an important quality control tool for assessing the detailed functions of a municipal parking enforcement program. Through the development of audit standards, auditors and administrators can note whether or not the program complies with established best practices or if the result is unclear.

Stakeholder Engagement:

Low – This is primarily an internal document, however, having well defined policies and procedures can help in educating the general public as needed.

Applicability/Similarity to Boulder:

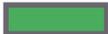
This strategy can easily be applied to the City of Boulder. It is important for any enforcement agency to have well-defined program auditing tools and standards that can updated annually or as new technology is implemented.

 **Replicability:**

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

None. This practice is strictly an internal process improvement tool.

Cost  **Implications:**

Low.

References:

- Kimley-Horn has provided a draft document for the City’s review. This tool was developed by evaluating several municipal parking enforcement programs. City staff is encouraged to review and amend specific elements of this tool to ensure that Boulder specific rules, regulations and policies are incorporated to the greatest degree possible.



Pricing Strategies

Best Practice # 22

Strategy:

Performance-Based or Variable Pricing

Description:

Performance-based pricing programs structure their rates based on the parking demands of the area. Locations with greater demands will have a higher rate, whereas locations with less demand will have a lower rate. The intent is to help distribute the high demands experienced into areas with lower demands to balance the system and create more availability. The intent is also to encourage turnover in areas with high demands to create more availability along the curb. Rates can be changed as frequently as the City wishes to change and technology allows. Cities like Seattle evaluate and potentially change their rates on an annual basis, whereas Los Angeles changes its rates every 4-6 weeks.

Because of the amount of interest and activity nationally around this topic a separate whitepaper on this topic has been provided. The paper covers the following programs:

- Primary Programs Reviewed
 - i. SFPark
 - ii. LA Express Park
 - iii. Washington DC Pilot Programs
 - iv. NYC ParkSmart
- Secondary Programs Reviewed
 - i. Albany, NY
 - ii. City of Manchester, NH
 - iii. Winnipeg, Manitoba, Canada
 - iv. City of Berkeley Value-Priced Parking and Transit Program
 - v. Redwood City, CA

Specific staff comments and questions related to this document are in the process of being addressed.

Action Items for Consideration:

- Conduct an occupancy and turnover counts of on-street parking spaces to determine locations of high and low demands (occupancy by block-face, time of day, and day of the week).
- Evaluate occupancy data, rates, time limits, and technology capabilities to identify appropriate ways to adjust the parking rates.
- Use all this information to determine the right price to obtain ~85% occupancy (an industry standard for optimal parking occupancy). The City may have to try a few pricing iterations to find the right level of pricing that helps to balance demands and improves turnover.

Potential Sub-Strategies for Implementation:

- Adjust parking rates appropriately to balance the parking demands throughout the system.
- Determine an appropriate frequency to review and adjust the rates. This may be dependent on the type of parking technology available and its capabilities (e.g. parking meters with sensors can collect real-time parking availability and relay that information and enable the City to adjust prices throughout the day based on the changing demands).
- Install new signage that clearly states the pricing rates and regulations.

Documented Results:

Results have shown that performance-based pricing encourages people to park in areas with more availability (lower rate) and improves turnover in areas with higher demands. Another result could be an increase in revenue. Not only because some rates may increase, but also because of increased turnover (more people paying meters) and increased compliance (because people may opt to park in areas with lower rates so they can park longer instead of parking illegally).

Stakeholder Engagement:

Because this strategy deals with rate adjustments for on-street parking, it should be communicated with the public openly and in advance of changes. It is critical that they understand the new system to prevent public pushback, to encourage proper use of parking, and educate the public on the intent of the change so that the changes have the greatest impact. Additionally, the public should be involved so they have an opportunity to provide their opinions on what is or isn't working and what their preferences are. The more the public and other community stakeholders are involved, the more successful the program will be. Additionally, communications should be handled through various media (websites, newspapers, social media, radio, etc.)

Applicability/Similarity to Boulder:

This strategy speaks directly to Boulder's goal of managing the existing parking supply more effectively and efficiently. The City is already using pay station meter technology and pay-by-cell to optimize payment options. These technologies could be leveraged or optimized to implement a performance-based pricing structure. However, this strategy might require a paradigm shift in how the City manages parking and some back-end management adjustments to allow the City to collect and analyze meter data in a way that is conducive to setting prices based on demands.

Replicability:

This strategy is able to be replicated for the City of Boulder, however, the technology currently in use may have to be modified slightly to allow for this type of pricing structure.

Policy Implications:

This strategy will require the City to reconsider their parking rate structure and update new policies regarding the rate structure.

Cost Implications:

Because the City already has more advanced meter technology, the investment in technology may not be substantial. However, there may be costs with expanding the use of the technology and setting up programs on the back-end of the meter data collected in order to analyze parking conditions and change rates appropriately.

References:

- [City of Seattle, Department of Transportation](#)
- City of Seattle Performance-Based Parking Pricing Study (2011)
- [SFPark Pilot Project Evaluation, SFMTA \(2014\)](#)
- [Washington, D.C. District Department of Transportation. Performance-Based Parking Pilots](#)
- [LA Express Park](#)
- [Redwood City, CA](#)

Best Practice # 23**Strategy:***Progressive On-Street Parking Pricing***Description:**

Rates in a progressive pricing structure are determined by the length of time a person remains parked. Instead of a flat rate per hour (e.g. \$1 per hour with a 2-hour time limit), rates in a progressive pricing program elevate the longer a vehicle is parked. For instance, the first hour might be \$1, but the second hour may be \$2, and so on. The intent is to provide flexibility, by allowing those who want to park longer to be able to do so as long as they pay, while also creating more availability. The elevated rate structure deters people from parking long periods of time, thus creating more availability.

Action Items for Consideration:

- Conduct an occupancy and turnover counts of on-street parking spaces to determine locations of high and low demands (occupancy by block-face, time of day, and day of the week).
- Evaluate occupancy data, rates, time limits, and technology capabilities to identify appropriate ways to adjust the parking rates.
- Use all this information to determine the right price to obtain ~85% occupancy (an industry standard for optimal parking occupancy). The City may have to try a few pricing iterations to find the right level of pricing that helps to balance demands and improves turnover.

Potential Sub-Strategies for Implementation:

- Adjust parking rates appropriately to balance the parking demands throughout the system.
- Install new signage that clearly states the pricing rates and regulations.

Documented Results:

Results have shown that progressive pricing structures encourage turnover of vehicles due to the graduated rate structure (people don't want to have to pay more so they don't park for as long). This strategy is effective in managing the long-term parkers that can abuse a parking system by occupying priority spaces (spaces near destinations) for long periods of time (typically an issue seen with employees) and leaving no available parking for customers. The progressive rate structure allows people to park for as long as they want, however, the longer they park the higher the rate to park, and people are disinclined to continue to pay high fees for parking unless necessary. Another result is a potential increase in revenues. Not only because of the increase in rates for long-term parkers, but also because of increased turnover (more people paying the meters).

Stakeholder Engagement:

Because this strategy deals with rate adjustments for on-street parking, it should be communicated with the public openly and in advance of changes. It is critical that they understand the new system to prevent public pushback, to encourage proper use of parking, and educate the public on the intent of the change so that the changes have the greatest impact. Additionally, the public should be involved so they have an opportunity to provide their

opinions on what is or isn't working and what their preferences are. The more the public and other community stakeholders are involved, the more successful the program will be. Additionally, communications should be handled through various media (websites, newspapers, social media, radio, etc.)

Applicability/Similarity to Boulder:

This strategy speaks directly to Boulder's goal of managing the existing parking supply more effectively and efficiently. The City is already using pay station meter technology and pay-by-cell to optimize payment options. These technologies could be leveraged or optimized to implement a progressive pricing structure. However, this strategy might require a paradigm shift in how the City manages parking and some back-end management adjustments to allow the City to collect and analyze meter data so they can gauge how the progressive price structure is working (e.g. is it encouraging turnover? do the rates need to be adjusted higher or lower and during which hours of stay?).

Replicability:

This strategy is able to be replicated for the City of Boulder, however, the technology currently in use may have to be modified slightly to allow for this type of pricing structure.

Policy Implications:

This strategy will require the City to reconsider their parking rate structure and update new policies regarding the rate structure.

Cost Implications:

Because the City already has more advanced meter technology, the investment in technology may not be substantial. However, there may be costs with expanding the use of the technology and setting up programs on the back-end of the meter data collected in order to analyze parking conditions and change rates appropriately.

References:

- [Albany Parking Authority](#)
- ["Implementing On-Street Market Based Rates", Presentation to IPI by Executive Director Albany Parking Authority \(2012\)](#)
- [Berkeley, CA \(Elmwood District\)](#)

Best Practice # 24

Strategy:

Parking Taxes

Description:

There are a variety of types of parking taxes. Commercial parking taxes are a special tax on parking rental transactions. Per-space parking levies are a special property tax applied to parking facilities. Commercial parking taxes discourage the pricing of parking and concentrate impacts in a few areas. Per space levies distribute cost burdens more broadly, encourage property owners to manage parking supply more efficiently, and reduce sprawl. Although per-space levies are more challenging to implement they tend to support more strategic planning objectives.

Many experts advocate various types of transportation pricing reforms, including cost-based fees and taxes for the use of roads and parking facilities (“Market Reforms,” VTPI, 2005). Such reforms can provide double dividends by raising revenues and helping to achieve other planning objectives such as reducing traffic congestion, air pollution and sprawl.

Vehicle parking is particularly appropriate for reform (Shoup, 2005). Current parking planning practices tend to favor generous parking supply and minimal parking prices, which have unintended and undesirable consequences: they increase development costs, reduce housing affordability, cause dispersed land use patterns (commonly called sprawl), and increase automobile travel which exacerbates various problems including traffic congestion, roadway costs, crashes and pollution emissions. As a result, many professional organizations and planners recommend parking planning and management reforms (Litman, 2006a).

One such reform is to tax parking activities and facilities. Parking taxes can raise funds and help achieve various planning objectives, including more compact development and increased use of alternative modes (Feitelson and Rotem, 2004). Because excessive parking supply has so many negative impacts such taxes can provide significant benefits, particularly in growing urban areas where problems are greatest.

There are also practical reasons to tax parking. Such taxes are an appropriate source of revenue for local governments and public entities such as port districts and business improvement associations; they impose costs on property owners and motorists in specific areas and so can be considered a fair way to finance local transport services.

Types of Parking Taxes:

- Commercial Parking Taxes
 - Many jurisdictions impose a special sales tax on commercial parking transactions, called an ad valorem tax.
- Per Space or Area Levies
 - Some jurisdictions apply special taxes (called a levy) on parking facilities, based either on the number of spaces or their surface area. Such taxes can be structured to support specific planning objectives, such as applying a levy only on unpriced parking, to encourage property owners to price parking.

Action Items for Consideration:

- The tax base should be broad and well defined. A broad tax base spreads the financial burden and does not give certain groups a competitive advantage. For example, it is most equitable to tax publicly owned as well as private parking facilities.
- Before imposing special parking taxes, local governments should increase their own parking prices to market rates. Commercial operators tend to be more accepting of a parking tax if governments are already maximizing income from other parking-related revenue sources, such as meters and enforcement of parking regulations.
- Taxes and fees should be structured to avoid undesirable land use, travel or economic impacts, such as increased sprawl or reduced downtown competitiveness.
- Parking tax reforms should be part of overall parking and mobility management programs and coordinated between jurisdictions in a region.
- Exemptions and discounts should be well defined and audited to insure they apply as intended.

Potential Sub-Strategies for Implementation:

- If possible, require parking suppliers to pass taxes on to motorists, rather than absorb it.
- Enforcement should be fair, friendly and effective.
- Taxes should be structured for efficient compliance and auditing. When implementing a commercial parking tax, operators should be required to use a ticketing system that provides receipts and creates secure transaction records suitable for auditing.
- Establish an evaluation program, with before-and-after analysis, to determine the taxes impacts on parking supply and pricing, economic activity, traffic, and spillover problems.

Documented Results:

- Commercial Parking Taxes
 - The City of San Francisco imposes a 25% tax on all commercial off-street, nonresidential parking transactions (“any rent or charge required to be paid by the user or occupant of a parking space”). Revenues are divided between the city’s general revenue, public transportation and senior citizen funds.
 - The City of Pittsburgh imposes a 31% parking tax (increased to 50% in 2005), the highest rate in the U.S. Parking operators indicated that they had been able to pass the majority of the tax onto the users, but had absorbed some of the tax themselves.
- Per Space or Area Levies
 - In Sydney, a Parking Space Levy of AU\$800 annual per stall is currently applied to parking in the central business district (CBD), and AU\$400 per stall at other business districts. The levy applies to all privately owned, non-residential, off-street parking. It is prorated for parking facilities that are only used occasionally, such as church parking lots; property owners must maintain daily records indicating how often such space is used. The levy raises more than AU\$40 million annually, which is dedicated to transportation projects and cannot be used for operating expenses.
 - Vancouver, British Columbia, TransLink, the Vancouver, British Columbia regional transportation authority which builds and operates roads, transit facilities, bicycle facilities and other transport services, implemented a Parking Site Tax in 2006. The initial rate is \$1.02 annually per square meter of non-residential parking facility, typically \$25-\$40 per space. Assessment, collection and enforcement of the tax utilizes the existing property tax framework, operated by BC Assessment, a provincial agency. The agency used aerial photos, digital mapping, municipal records and site visits to develop an inventory of non-residential parking facilities in the region. Exemptions include:
 - On-street parking.
 - Most buildings exempt from general property taxes (schools, churches, synagogues, etc.).
 - Parking facilities used for vehicle retail and rental business inventory storage, impounded vehicles, trailers of tractor-trailer units, vehicle servicing and fueling.
 - Parking facilities owned by TransLink (including Park & Ride lots).
 - Ferry loading queuing

Stakeholder Engagement:

Stakeholders, such as commercial parking operators, should be consulted to insure that regulations, administrative procedures, and enforcement policies are efficient and fair.

Applicability/Similarity to Boulder:

Leveraging a parking tax to support other multi-modal alternatives seems very well aligned with Boulder’s overall transportation and climate commitment goals. However, taxes are never popular and significant public process would be required.

 **Replicability:**

This strategy can be applied in a number of ways to be tailored to the specific goals of community. While the concept can be replicated, the key issues will be community acceptance and approval. This tactic is likely the most politically sensitive of all the best practice options, but it also has the potential to contribute positively to a wide range of community goals.

Policy Implications:

This strategy will have significant policy and political implications. Defining the specific type of tax, the reasons for the tax, the level of taxation and how the potential tax revenues would be used will all be key policy decisions if this strategy is advanced.

Cost  **Implications:**

Costs for this strategy would involve investing significant council and administrative time to develop and implement the campaign to achieve the support needed to pass the legislation authorizing the new tax. Additional costs would be incurred to implement and collect the tax revenues. Ultimately, however, the tax would generate significant revenues to off-set implementation costs.

References:

- Parking Taxes, Evaluating Options and Impacts - Todd Litman, Victoria Transport Policy Institute



Parking Code Strategies

Best Practice # 25

Strategy:

Review and update of City adopted parking codes including parking generation rates

Description:

Identify the existing parking requirements within the City and identify potential parking code strategies to provide updated standards consistent with current and projected development trends, opportunities for parking reductions, parking placement while increasing the availability (usability) of land.

There is generally an economic disadvantage to providing too much parking (underutilization of properties, inefficient land use patterns) as there is with too little parking (actual and/or perceived lack of safe, convenient parking). Providing optimal parking that is convenient, safe and efficiently utilizes valuable land can enhance economic vitality and livability.

Action Items for Consideration:

- Review existing Parking Standards (required parking rates; minimum and maximum)
- Review of shared parking provisions including off-site and on-street parking.
- Review bicycle parking requirements.
- Review the City's existing land use and zoning standards (uses).
- Identify areas for Transit Oriented Development (TOD), Land Use and Parking Overlays.

Potential Sub-Strategies for Implementation:

- Amend City parking standards from zoning based to land use based.
- Provide simplified, generalized listing of land use categories (broad based) versus use specific standard; include review of minimum and maximum parking standards.
- Provide development incentives for targeted parking standards and programs (e.g., designating a percentage of provided parking to public parking needs)(incentivized zoning and/or performance zoning standards).
- Simplification of the City's current code (ease of understanding and application of standards).
- Evaluate the placement and connectivity of parking spaces/areas to buildings and facilities.

Documented Results:

- Efficient use of developable land
- Improved application of parking standards
- Reduced variance and/or modification requests for parking reductions
- Code reflects current development practices and uses
- Encourages use of transit and alternative transportation measures
- Reduced storm water needs through reduced surface parking and/or implementation of LID measures
- Require appropriate amount of parking with goals of not requiring too much and consuming land, and creating visual blight, but also avoid spillover impacts associated with requiring too little parking.

Stakeholder Engagement:

This strategy would require outreach with the public, including targeted stakeholders including large land holdings, major employers and community/educational services, to identify future development, opinions on existing parking and other customer comments.

Applicability/Similarity to Boulder:

This strategy is applicable to Boulder because it involves updating the City's parking code which has typically had minor or targeted amendments as compared to a complete parking code review. It can and should be tailored to meet the specific needs of the Boulder community. This strategy supports City goals of economic development, preserving and improving community character, and improving the City's transportation network.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

To implement a change in the City's parking codes, will require the City to update their policies.

Cost**Implications:**

This strategy involves effectively leveraging already available community resources. The main cost of implementation might be in the stakeholder outreach, education, and communication, as well as staff resources (time).

References:

- City of Fort Collins, CO
- City of Arlington, VA (MobilityLab)
- City of Ann Arbor, MI
- City of Largo, FL
- Eugene, OR
- Portland, OR
- Madison, WI

**TDM Strategies****Best Practice # 26****Strategy:**

Explore “First and Last Mile Strategies” as Part of an Overall Mobility Management Strategy

Description:

First and last mile strategies are typically designed to help transit users access transit or final destinations. Strategies vary widely from infrastructure to policy to education. Successful programs will improve the user experience by supporting intuitive, safe and recognizable routes to and from transit stations/stops. There are no set standards but rather a menu of options. Common improvements include: intersection crossing improvements (crosswalks, bulb outs, raised crossings, scramble crossings, and mid-block crossings), signage (way finding, motor vehicle signalization/signage, real-time transit signage), pedestrian prioritized signal timing, lighting and streetscape improvements (street furniture and trees/landscaping), freeway underpass/overpass improvements, enhanced transit stops, sidewalks (completing gaps, surface improvements, widening, short cuts), using street space for bicycle and transit lanes, providing priority parking or waiting areas for “green” transportation, car and bike share stations/parking, carpool and vanpool parking, bike parking, and trail/off street path access.

Action Items for Consideration:

Consider reviewing efforts by the city of Los Angeles, which uses GIS mapping to determine missing pieces in the overall travel system. Maps of existing transit stops show 1/4- and 1/2-mile radii as well as existing transportation networks such as roads, transit routes, bus routes, sidewalks, accident locations, land use, and other pertinent layers. The layers have been used to determine what infrastructure improvements to utilize and how best to make transit stops easy to reach. If a strategic first and last mile program is pursued, a funding source would need to be identified.

Documented Results:

Initial program review did not yield information on specific outcomes of first and last mile strategies in terms of their impact on transit ridership and community mobility. Impacts would be likely to vary significantly depending on the strategy implemented. For example, shuttle services combined with subsidized transit passes could have a significant impact on transit ridership whereas installation of short lengths of sidewalk may have relatively limited impacts.

Stakeholder Engagement:

Integrate with larger community planning and transportation/transit development initiatives. Engage the public as well as private development sector to promote common goals and benefits of first and last mile strategies.

Applicability/Similarity to Boulder:

First and last mile strategies tie in with Boulder's high bicycle and transit ridership and would be helpful in capturing additional transit riders. The strategies are important to encourage transit, bicycle, and pedestrian commuting. The infrastructure, policies, and educational components needed for a complete system are important throughout the city, not only near transit stations.

 **Replicability:**

Examples of complete streets (pedestrian, bicycle, transit) policies and infrastructure can be found nationwide and internationally. Most strategies should be easily replicated in Boulder.

Policy Implications:

First and last mile strategies support broader policy directives related to clean air, health, and economic sustainability. By improving transit access and effectiveness, more people will likely opt to use transit, which in turn will reduce vehicle miles traveled and greenhouse gas emissions, integrate physical activity into daily commute patterns, and improve economic vitality by connecting people locally and to regional attractions/jobs.

Cost  **Implications:**

Vary widely depending on measures implemented. Infrastructure improvements can be expensive while signage and educational efforts can be relatively inexpensive.

References:

- "First Last Mile Strategic Plan: Path Planning Guidelines": Los Angeles County Metropolitan Transportation Authority - Metro, 2013
- [Pedestrian and Bicycle Information Center](#)
- "Intermodal Transportation Planning and Development: A closer look at linking transit to bicycling and walking": Pedestrian and Bicycle Information Center Case Study for Tucson, Arizona.

Best Practice # 27**Strategy:***TDM Districts and Trip Reduction Ordinances or Trip Generation Allowance***Description:**

TDM districts typically use overlay zones or other zoning requirements to encourage or enforce more stringent development regulations specific to TDM. The regulations can require employers and property owners to participate in TDM programs, implement TDM programs, and/or fund TDM programs. Funding is often collected through a property tax or its equivalent.

Action Items for Consideration:

Consider reviewing the following: St Louis has two overlay zones created specifically for TDM measures. Each of these zones have requirements for certain developments to provide various TDM measures such as a plan and outlined strategies. Furthermore, developments within these districts must pay a fee to help manage the district and TDM operations. Minneapolis has a pedestrian orientated overlay district. Within this district are two areas that require TDM plans for developments of certain sizes. Furthermore, all developments within the district must comply with requirements for bicycle parking and pedestrian infrastructure to facilitate pedestrian access, safety and circulation. San Mateo has a TOD district that promotes TOD development including enhanced pedestrian, bicycle, and transit facilities. Additionally, the TOD district requires developments of a certain size to create TDM programs that must include both short- and long-term trip and parking reduction goals. The TOD district details specific alternatives for TDM implementation, including transit pass subsidies, bicycle parking, and parking cash-out programs.

Documented Results:

Little data has been collected on the vehicle trip and parking reduction impacts associated with TDM districts. It can be difficult to separate TDM impacts from external variables such as walkability, level of transit service, density, etc.

Stakeholder Engagement:

Integrate with larger community planning and transportation/transit development initiatives to develop areas and methods to implement TDM strategies. Engage the public as well as private development sector to promote common goals.

Applicability/Similarity to Boulder:

Determining whether to create TDM districts, TMA's, zoning overlay districts, or other unique approaches will require Boulder to analyze current and proposed TDM implementation goals and outcomes.

 **Replicability:**

There are several unique examples of how TDM measures are enforced in specific areas, as outlined. Additionally, Boulder Junction offers an example of a local TDM district that can be replicated.

Policy Implications:

Creating TDM districts, TMA zoning overlay districts, or other unique approaches will require different policy approaches and regulation. However, enhancing TDM strategies, outcome, and enforcement is a common policy thread within these.

Cost  **Implications:**

Low to medium depending on city staff time used to develop new policies and monitor compliance.

References:

- City of St Louis Zoning Code. Article 4, Zoning Districts, Division 9 Travel Demand Management District, Section 36-321.
- City of Minneapolis Code of Ordinances. Chapter 551 of the Minneapolis Code of Ordinances relating to Zoning Code: Overlay Districts, Article II: Pedestrian Oriented PO Overlay District.
- City of San Mateo Zoning Code. 27.90 TOD District - Transit Oriented Development.

Best Practice # 28

Strategy:

Explore the Concept of Increasing Availability by Decreasing Demand

Description:

This strategy focuses on what can be done to encourage employers and existing property owners to implement TDM programs. This is separate from TDM regulations for new development, a best practice area that has already been reviewed in greater detail by UrbanTrans and Kimley-Horn. Employers and property owners can be encouraged or mandated to implement or participate in TDM programs. Incentives and requirements can be city-wide or geographically limited. California has been a leader in the implementation of mandates that require employers to implement or participate in TDM programs. Many other communities make TDM services available for free to employers to encourage them to implement TDM programs. This is already done in Boulder and is a common practice within the Denver region.

Action Items for Consideration:

Consider reviewing the following: The Bay Area Air Quality Management District recently passed Regulation 14, Rule 1, which requires employers with 50 or more employees to provide one of three options to employees: (1) pre-tax transit and vanpool fare purchases, (2) employer-paid transit and vanpool fares up to \$75, or (3) employer provided transit service. Maryland and Minnesota both offer tax incentives to encourage employers to subsidize transit costs. The Maryland tax credit is worth up to \$50 per employee per month. The Minnesota tax credit is worth up to 30% of the employer's expenditure on bus passes and vanpool fares.

Documented Results:

The Bay Area program is launching this month and no specific outcomes are yet known. The program has resulted in a significant increase in employer participation in the regional 511 program. No data were immediately available on the impacts of incentives on employer participation and funding of TDM programs. Data are available regarding the impacts of employer subsidized transit passes and TDM programs on travel choice, but data have not been collected regarding the impacts of government programs/mandates on employer uptake/funding of TDM programs.

Stakeholder Engagement:

Implementation of policies would require close coordination with employers and property owners. Financial incentives will require the identification of city funding sources or lobbying efforts to encourage state action.

Applicability/Similarity to Boulder:

The identified best practices are not directly applicable to Boulder. Implementation of similar practices would likely require action by the state or region. The free provision of TDM services to employers is already available. The Boulder Carbon Tax could be a funding source for subsidies to employers.

Replicability: 

With sufficient local, regional, and state support all examples could be implemented.

Policy Implications:

Depending on the action taken, significant policy changes could be required.

Cost**Implications:**

Current TDM programs could be expanded at a low cost depending on the degree of expansion. The provision of subsidies to encourage employer TDM programs could be expensive.

References:

- [TDM and Telework Financial Incentives](#)
- [Regulation 14 Rule 1 Guidance](#)

Best Practice # 29**Strategy:**

Local Government's Role in Promoting Car Share

Description:

Car sharing is a model of car rental where people rent cars for short periods of time, often by the hour. Car share is typically most successful in high-density residential and commercial locations. There are an estimated 800,000 car share members in the United States. Cities have promoted car share through informal partnerships, marketing assistance, administrative assistance, the provision of parking, and grant/funding support.

Action Items for Consideration:

The following programs could be reviewed for additional information: Brookline and Cambridge, MA both provide marketing support; San Francisco requires some developers to make car share spaces available; Denver provides incentives to developers to encourage the provision of private parking spaces; Denver and Hoboken have innovative programs to provide on-street parking spaces to car share providers; Arlington County, VA encourages car share through its TDM program and the inclusion of parking spaces on its transportation maps.

Documented Results:

Car Share programs have been found to reduce car ownership and parking demand. They can also serve as a “last-mile solution”. One car share vehicle can typically remove four to five vehicles from the road. Car share's impacts on vehicle miles traveled are less clear.

Stakeholder Engagement:

Local government, car share operators, and communities must all work together when crafting car share policies, especially policies that provide parking locations in the public right of way.

Applicability/Similarity to Boulder:

Car share is applicable to Boulder because of its high pedestrian and transit use as well as the city's goals for environmental stewardship and traffic reduction. Successful examples already exist. Any government efforts would be likely to increase utilization and meet success.

Replicability:

Many examples of government agencies promoting car share can be implemented in Boulder. Examples that are linked to zoning would need to be reviewed to determine their legality in Boulder and Colorado.

Policy Implications:

Depending on the strategies implemented, parking policies and regulations will need to be updated. Additionally, certain policies may require updates to the zoning code.

Cost Implications:

Low to High depending on funding and support provided by the City.

References:

- "TCRP Report 108: Car Sharing Where and How it Succeeds": Published in Washington DC by the Federal Transit Administration and the Transportation Research Board, 2005.
- "Contemporary Approaches to Parking Pricing: A Primer": U.S. Department of Transportation Federal Highway Administration 2012
- [City and County of Denver](#)

Best Practice # 30

Strategy:

Parking Cash-Out Programs

Description:

Parking cash out is a program that allows employees to opt out of having a parking space and instead receive compensation. The employer who owns or leases a space pays the employee not to park. The employee can then use this money to purchase transit fares or it can be kept as cash. An update to the Internal Revenue Code in 1998 supports parking cash out programs by allowing employers to offer commuters the option of taxable cash instead of tax-exempt subsidies for parking, transit, or vanpool. The federal tax code states "for 2014, the monthly limit on the amount that may be excluded from an employee's income for qualified parking benefits is \$250. The combined monthly limit for transit passes and vanpooling expenses for 2014 is \$130".

Employer costs are likely to increase slightly with cash out programs as employers must pay employment taxes on the cash employees receive if they do not use their payments for tax-deductible transportation expenses. Administrative costs will also be incurred but could potentially be offset by reductions in travel allowances or parking subsidies (i.e., charging employees who decline a cash-out offer a small fee for parking).

Action Items for Consideration:

Additional research could be conducted on existing cash-out programs. The states of California and Rhode Island have laws that require certain employers to offer cash-out programs. Both state laws effect employers with 50 or more employees. California's law is applicable only to leased parking spaces and does not affect employers that own their parking. Rhode Islands' law does not require a cash payment but rather a free transit pass in lieu of a parking space.

Documented Results:

Analysis by Shoup found that parking cash-out programs in California reduced drive-alone trips from 76 percent to 63 percent of total commute trips at surveyed employers. A model created by De Borger and Wuyts using Belgian data to evaluate cash out estimated that cash out would reduce car commuting by 8.5 percent.

Stakeholder Engagement:

Work with city and business leaders to develop a policy that supports traffic and vehicle reduction goals but does not place too much burden on employers. Identify the administrative burden that could be placed on employers and develop programs to help overcome those burdens.

Applicability/Similarity to Boulder:

Parking cash out programs support Boulders alternative transportation system by encouraging employees to utilize transit and bicycling rather than driving.

Replicability:

Existing laws that require cash out are at the state level making them less replicable in Boulder. However, opportunities likely exist to implement programs to encourage rather than mandate cash out. Additional research would be necessary to determine the legality of requiring cash out.

Policy Implications:

Parking cash out supports policies of traffic and vehicle reduction as well as goals to increase transit and bicycle ridership. Excessive burdens to employers must be considered however.

Cost Implications:

Low to medium depending on enforcement and policy decisions.

References:

- "Contemporary Approaches to Parking Pricing: A Primer": U.S. Department of Transportation Federal Highway Administration 2012
- ["Section 132\(f\) Qualified Transportation Fringe Benefit – Commuter Parking and Transit Benefit Plan Document"](#)

- [City of Santa Monica](#)
- "Congress Okays Cash Out": Donald Shoup. The Institute of Transportation Studies at the University of California, Los Angeles, CA. 1998
- ["California's Parking Cash Out Law" California Environmental Protection Agency](#)
- [State of Rhode Island Statute 37-5-7.1](#)

Best Practice # 31

Strategy:

Adopt a Research and Educational Mission Relative to Promote All Modes of Transportation

Description:

Using the "Mobility Lab" model as guide, develop a robust TDM outreach, research and educational program to promote and continually reinforce multi-modal options. "Mobility Lab" is a very impressive component of the Arlington County Virginia Commuter Services program. It is perhaps the most advanced and comprehensive TDM program in the country and one which the City of Boulder could emulate in a number of ways. A review of the Mobility Lab program follows.

Overview:

- Mobility Lab is a leading U.S. voice of "transportation demand management" – moving people instead of cars – and works to create a shared national voice with clear calls to action from TDM agencies across the country.
- One of Mobility Lab's primary roles as a start-up think tank is to measure the impacts of TDM services in Arlington County, Virginia – frequently cited as a leader in the industry.
- Mobility Lab believes – through storytelling, original research, events, and strategic partnerships – we can effectively gain funding and prestige for a traditionally underfunded and little-known industry.
- TDM helps people use transit, ridesharing, walking, biking, and telework. It is cost-effective in guiding the design of our transportation and physical infrastructure so that alternatives to driving are naturally encouraged and our systems are better balanced.
- TDM thus underlies most of the important new initiatives of today: transit-oriented development, complete streets, walkable activity centers, livability and sustainability initiatives, and integrated corridor management.

Mission:

Mobility Lab nurtures innovations to a fundamental requirement of human life: transportation. It is a place of collaboration, education, and continuous improvement for moving people in more healthy, efficient, and sustainable ways.

Action Items for Consideration:

Mobility Lab is based on three pillars. Research. Collaboration. Communication:

- Research about how Arlington's transit-oriented development works. Mobility Lab is embedded within the living laboratory that is Arlington County Commuter Services. It

produces and disseminates cutting-edge original transportation research that details why Arlington’s roads are amazingly free of the traffic that clogs so many urban areas.

- Collaboration to bring about innovation. Mobility Lab functions as a convener and engager of top minds on transportation in the D.C. region, nationally, and internationally. They regularly hold online collaborations and events like Hack Days, Transportation Camp, and educational symposiums on topics ranging from sustainability to real-estate development and beyond.
- Communication about best practices. Mobility Lab is a leading online source for how communities can improve the lives of its citizens by making better transportation choices than the ones our society has been trained to embrace. Mobility Lab shares research, builds databases of readable, entertaining, and usable best practices.

More information is available at: <http://mobilitylab.org/about-us/#sthash.6BZ2aoni.dpuf>.

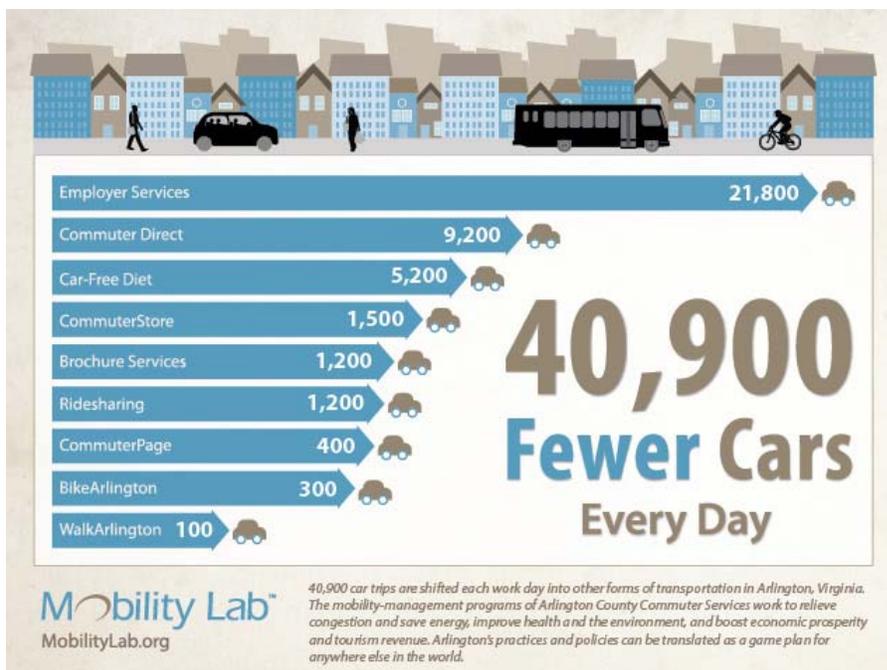
Documented Results:

One of Mobility Lab’s primary roles is to measure the impacts of Arlington County Commuter Services, showing that what we do works, and can be translated as a game plan for anywhere else in the world.

ACCS produces annual reports that provide further information about their program results. Links to several of these annual reports are provided below:

Annual Reports

- [ACCS Making an Impact 2012](#)
- [ACCS Making an Impact 2011](#)
- [ACCS Making an Impact 2010](#)
- [ACCS Making an Impact 2009](#)
- [ACCS Making an Impact 2008](#)
- ACCS Annual Report 2005



Mobility Lab tracks the actions of ACCS programs. Here are the latest numbers, updated in July 2014:
- See more at:

<http://mobilitylab.org/about-us/#sthash.6BZ2aoni.dpuf>

Below is data from Fiscal Year 2011 (July 2010 through June 2011):

- 35,000,000 dollars in sales at CommuterDirect.com and at The Commuter Store®
- 24,524,604 dollars in fare media sales at the Commuter Information Center \$9,331,370 dollars' worth of sales at The Commuter Store®
- 1,920,000 visits to CommuterPage.com® family of websites, including ArlingtonTransit.com
- 1,000,000 trips on Capital Bikeshare in year 1
- 600,000 transit timetables distributed
- 248,984 page views were logged at WashingtonAreaBikeForum.com
- 205,000 customers through The Commuter Store® doors
- 153,377 individual transactions and 986 corporate transactions processed at CommuterDirect.com.
- 131,397 employees reached through 661 employers by Arlington Transportation Partners
- 116,578 page views logged by 38,941 unique visitors at BikeArlington.com
- 79,750 tons of CO2 removed from the air every year
- 60,000 redesigned four-color Walkabouts brochures printed with updated text and maps for 18 Walkabout routes
- 50,000 Arlington County bike maps distributed
- 42,000 issues of Solutions newsletters and 1,160 e-Solutions issues distributed
- 29,000 phone calls at our call center
- 27,110 phone calls answered at the Commuter Information Center
- 19,111 people at 20 WalkArlington events including walking tours, workplace walks, health fairs, environmental expos, and school programs.
- 16,185 people at 53 Car-Free Diet events
- 10,000 people at 39 BikeArlington events
- 6,000 people reached at 48 transportation fairs
- 3,268 followers of Car-Free Diet on Twitter
- 3,237 pledges to go car-free
- 2,000 bikers checked in at Bike to Work Day rest stops in Arlington
- 1,000 bike light sets given away
- 307 Car-Free Diet Retail Partners
- 244 Personalized Commute Planners distributed
- 100 ART bus stops repaired or replaced due to vandalism, storms or accidents
- 48 transportation fairs attended reaching over 5,000 commuters.
- 42 site inspections of buildings for compliance
- 32 Redefine Your Commute campaign events conducted reaching over 6,000 commuters
- 20 walk events attracting 19,111 participants
- 14 new site plan properties assisted to comply with TDM requirements
- 10 Arlington businesses awarded the "Bicycle Friendly Business" status by the League of American Bicyclists
- 9 Confident City Cycling classes organized by BikeArlington with 169 attendees
- 6 TDM compliance reviews for residential site plan buildings completed

- 2 Car-free Diet Skeptics who went 30 days each without a car that was followed by thousands of people on a reality series show
- 1 new The Commuter Store@kiosk in Ballston
- See more at: <http://mobilitylab.org/about-us/#sthash.q2edO8iV.dpuf>

Stakeholder Engagement:

Mobility Lab also serves as a meeting place and the home of idea generation for:

- Transportation Techies DC monthly “Meetups”
- Technology-development fellowships such as the one that created TransitScreen
- Virginia Tech and American University transportation-focused students
- Crowdsourcing hackers for bike trip planning software and real-time transit screens
- Fairfax County (Virginia) Connector busline executives, and
- Roanoke (Virginia) transportation planners, to name a few.
- See more at: <http://mobilitylab.org/about-us/#sthash.6BZ2aoni.dpuf>

Applicability/Similarity to Boulder:

Developing in a program similar to Mobility Lab, while a daunting endeavor and a significant investment, seems a natural next step for Boulder and one that is very strongly aligned with AMPS program as well as overall community goals.



Replicability:

While programs like Mobility Lab and Portland’s Metro (which has also adopted a similar education, research and outreach mission) provide good models, the effective implementation of such a program is a very difficult and potentially expensive task. However, the paybacks could also be significant in terms of congestion relief, progress toward climate commitment and transportation master plan goals.

Policy Implications:

This strategy seems very well aligned with Boulder’s stated policy objectives, but it would need a significant funding mechanism. The parking tax strategy listed earlier in this document could provide that funding source.

Cost



Implications:

Low to High depending on level of program development adopted.

References:

- Idea for Smarter Transit Fares Wins George Mason Competition - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>
- Hitchhiking Goes High Tech: The Story Behind CarmaHop’s Upcoming Launch - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>
- The Technology Behind a New Kind of Travel Planning - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>
- Arlington County Building High-Tech Commute-Planning Software - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>

- An Open Data Standard Would Help Public Discover Bikesharing - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>
- Techies Work to Merge Data From Multiple Transit Agencies - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>
- Examining Mobility Innovations in the Sharing Economy - See more at: <http://mobilitylab.org/tech/#sthash.VW7XCmBb.dpuf>

More detail about the Mobility Lab program is provided in a separate whitepaper.



District Management

Best Practice # 32

Strategy:

Livable Neighborhood Plans

Description:

1. West End District Development Plan (2013): The West End is a livable neighborhood that is similar in size to Boulder with 43,000 residents, 23,000 jobs and millions of visitors each year. It is a community that features a range of housing, land use, heritage buildings, transportation options, and amenities. Because demand for new development is growing, City staff have prepared a community plan to ensure that future growth in the West End meets the needs of the community. In 2013, community members supported a set of emerging and refined plan directions, including the West End Community Values, which helped shape the community plan. The plan focuses on neighborhood character, housing, local business, heritage, and transportation and parking. [Watch the project overview video.](#)
2. Greenest City 2020 Action Plan
3. Neighborhood Champions Network (NCN)

Applicable Sub-Categories:

- Building Partnerships between Local Governments & Non-Profit Organizations
- “Greening Downtown”: Strategies for Institutionalizing Sustainability
- Guidelines for Expanding or Enhancing Existing Districts
- Important of District Context and Identity

Action Items for Consideration:

- Consider an Expert Panelist from the City of Vancouver

Potential Sub-Strategies for Implementation:

- Additional research into the formalized Neighborhood Champions Network (NCN) as a potential model for a formalized public participation process.
- Strong consideration should be given to the communication strategies that were used to provide information to the public about the plan's goals, implementation strategies and

accomplishments. Both online and print materials were created in a visually-appealing, easy to understand design that is consistent among mediums and gives the project a high-quality, professional feel.

- Consider cost implication matrix model as a format for sharing information about public and private investment

Documented Results:

- West End District Plan was approved by City Council in 2013.
- Results from the NCN's work on the West End Plan can be found in the Supplemental Materials and on the NCN's website (URL listed in references).
- 2011-2014 Implementation Updates from the Greenest City 2020 Action Plan can be found in the Supplemental Materials.

Stakeholder Engagement:

The West End Plan included significant community engagement, which is detailed on the West End Community Plan page of the City of Vancouver's website. According to the site, "In an effort to improve outreach during the community planning process, the West End Neighborhood Champions Network (NCN) was formed to:

- Provide advice on matters of public involvement and
- Assist with outreach to encourage wide participation in the public engagement process.

The NCN is based on the principles that:

- Everyone is entitled to have a voice, and
- Processes and outcomes are more effective when a diversity of participants are able to contribute."

The model recognizes that communications channels have changed a lot in recent years, especially the way people engage with each other, with businesses, and with government. The general public is no longer as dependent on representatives to access information and to share their ideas. The role of NCN members was to participate in and encourage others to participate in engagement channels that are open to all. Members did not have special status in regards to influencing final policy or designs; however they helped shape the engagement process itself.

Applicability/Similarity to Boulder:

- The West End District area is similar in size to Boulder with 43,000 residents, 23,000 jobs and millions of annual visitors.
- The West End is diverse, walkable, and densely populated. It is situated on peninsula and nearly surrounded by water, which has interesting parallels to Boulder's close proximity to the mountains and dense core. The West End is comprised of a vibrant Central Business District and four main commercial districts.
- The City is on track to bring its GHG emissions 5% below 1990 levels, 93% of the electricity generated is from renewable sources and the City has shifted its investment to supporting alternate modes rather than building new roads.

Replicability:



Despite their difference in size, the City of Vancouver and the City of Boulder have many parallels in their overall community values, respect for diversity of residents and desire to invest

inauthentic community engagement. While larger in scope than AMPS, the information provided on the creation of the West End Plan (on the City's website) provides a detailed overview of planning and implementation strategies. Additionally, the City has done an effective job of communicating about its multitude of planning efforts in a succinct way on its website. The layout, format and information included on the West End and Greenest City 2020 Action Plan page (especially the implementation updates) are very user (citizen) friendly. Examples are provided in the Supplemental Materials. Similar to AMPS alignment with the Climate Commitment, the West End Plan aligns with and supports the City's "Greenest City 2020 Action Plan" which aims to make Vancouver the "greenest City in the world". The West End Plan also aligns with the City's housing and homeless action plan, as well as the City's larger neighborhood planning efforts. The West End plan aligns closely with AMPS Guiding Principles as well, especially the desire to plan for both the present and the future, supporting a diversity of people (the West End is one of Vancouver's most diverse areas) and providing for all modes safely. More details on these alignments can be found in the Supplemental materials.

Policy Implications:

The West End plan included a variety of recommendations that have policy implications outlined in both the West End Plan and the Greenest City 2020 Action Plan. A sampling of those include

- Establishment of the NCN
- Developing financing tools to help bridge the gap between where the City currently stands with relation to energy efficiency and its goals

Other policies that are currently being explored by the City include: expanding support for car sharing; better management of on-street parking; unbundling the cost of parking from housing; and working with partners to encourage work-from home and other programs that reduce the need for vehicle trips.

Cost Implications:

West End Plan: A detailed matrix of cost implications and funding strategies are laid out on Page 119-120 of the plan (provided in the Supplemental Materials). A high-level breakdown includes 25% of costs covered by the City (through utility bills and property taxes), 50% from Community Amenity Contributions (CACs), Citywide Development Cost Levies (DCL's) and direct contributions provided by developers and 25% from donations, in-kind contributions from community partnering organizations.

References:

- IDA Awards of Excellence Submission: West End Community Development Plan (2014)
- [West End Plan video](#)
- [West End Plan website](#)
- [Neighborhood Champions Network webpage](#)
- [Greenest City 2020 Action Plan webpage](#)
- [Livable Laneways](#)

Best Practice # 33

Strategy:

Integrated Downtown Management and TDM Programs, - getDowntown

Description:

City of Ann Arbor's getDowntown Program. Founded in 1999, the getDowntown Program is a partnership between the Ann Arbor Transportation Authority, the Ann Arbor Downtown Development Authority, and the City of Ann Arbor. The program provides commuting programs and services to employees and employers in downtown Ann Arbor. Programs and services include the go!pass, the Commuter Challenge and Commuter Club, bike locker rentals, free commuting assistance to downtown employees and employers, commuting materials, Zipcars and more. getDowntown has its own staff and board.

Applicable Sub-Categories:

- Building Partnerships between Local Governments & Non-Profit Organizations

Action Items for Consideration:

- Further research into structure of getDowntown program's organizational structure, funding streams and effectiveness as a public-private partnership
- Review process for collecting feedback from those that utilizing the program's services and participate in program sponsored events as a possible model

Documented Results:

The getDowntown team periodically conducts surveys to garner information from regional employees. They also conduct a bi-annual Program Study and create an annual Commuter Challenge Report that includes information and statistics regarding downtown commuting choices in Ann Arbor, including the amount of CO2 emissions saved, participant calories burned and decrease in SOV trips. Program Study and Commuter Challenge Report results can be found in the Supplemental Materials.

Stakeholder Engagement:

The getDowntown program sponsors events throughout the year to educate residents on commuting options and to incentive the use of alternate modes (i.e., "Conquer the Cold" Commuting Challenge, Green Fair and Commuter Challenge). The Program Study Survey also provides stakeholders with an annual opportunity to provide feedback on the services. The program also uses a variety of mediums to engage with users including YouTube, social media, blogging and participation incentive partnerships with local businesses. Sample marketing/promotional items from these programs can be found in the Supplemental Materials.

Applicability/Similarity to Boulder:

- Boulder has identified Ann Arbor as a Peer City
- College town (University of Michigan)
- Similar weather
- Nationally recognized; award winning for livability
- Deep commitment to community "brand as a bohemian, politically aware, culturally active, 'hip' and exciting place unlike any other"
- Desire to maximize existing infrastructure

- Successful public transit system in place with "TheRide." TheRide had 6.6M riders and ridership was 4th highest in the nation in 2012

Replicability:

The City of Boulder already has a good foundation on which to build a program similar to getDowntown. Additional investments in staff time, marketing and event program coordination would be needed. Additionally, increase engagement with existing organizations like Downtown Boulder Inc. would help leverage/extend the reach of existing City staff.

- Aligns with Climate Commitment, Sustainability Framework and overall AMPS Guiding Principles
- Goals to decrease SOVs, CO2 emissions, and GHG emissions
- Encourages the cultivation of partnerships between the public and private sectors
- Offers a variety of transportation options to fit the needs of community members
- Promotes physical health and well being

Policy Implications:

- Encourages increased partnership between the City and private economic and community development organizations like Downtown Boulder Inc.

Cost Implications:

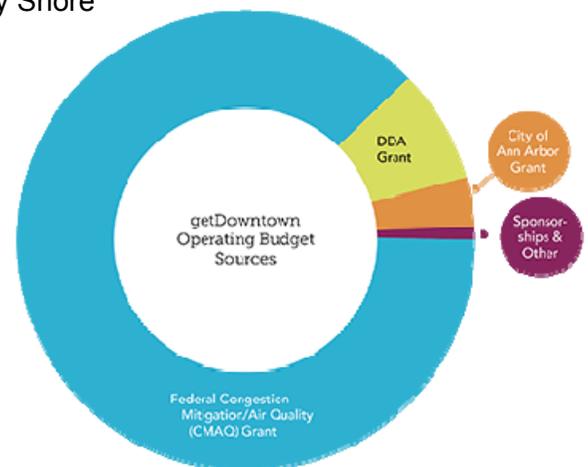
Total program budget is \$261,000/year with a FY 2014 breakdown of funding in the following amounts:

- \$212,000 CMAQ
- 40,000 Ann Arbor Downtown Development Authority
- 7,100 City of Ann Arbor

The program receives a small amount of sponsorships and other revenue from bike lockers. Of the \$261,000 budget, salaries and wages account for \$140,000. The remaining funds go directly to programming.

References:

- [DDA Development and TIF Plan 2003-2033](#)
- Phone call with getDowntown staff member Nancy Shore
- Supplemental Materials include: Commuter Challenge Infographic; Commuter Challenge Brochure; getDowntown Commuter Survey Results (2012)\



Best Practice # 34

Strategy:*Neighborhood Partnering Program***Description:**

Neighborhood Partnering Program: In support of Imagine Austin, the Neighborhood Partnering Program (NPP) provides opportunities for community and neighborhood organizations to affect public improvements by sharing in the costs of those efforts with the City of Austin government. The Neighborhood Partnering Program consists of four subprograms:

1. The Neighborhood Cost Share Program (NCSP): The program assists neighborhood groups in developing, resourcing, and executing small- to medium-sized improvement projects in the City's right of way or on City-owned property. Cost sharing can be achieved through cash contributions, in-kind contributions, or donated labor)
2. The Grant Assistance Program (GAP) will provide City matching funds that will enable applicants to meet cost sharing or matching requirements for external grant opportunities
3. The Parking Benefit Project Proposal Program (PBPPP) assists the associated neighborhood organization identify, scope, and coordinate local improvement projects for which Parking Benefit District revenue can be dedicated and
4. The Adopt-A-Median Program (AAMP) provides an approval mechanism for community groups interested in adopting, beautifying and maintaining a median or other right-of-way areas

Brazos Tech District: "Brazos Technology District is a coalition of tech businesses in downtown Austin, Texas working together to solve common problems — minimizing transportation woes, improving our urban space, and creating better sense of community". With 3,000 high tech employees located along the Brazos Street corridor, the Brazos Tech District is addressing three areas:

- community building
- transportation solutions
- expanding food options

Lead Entity/Entities:

1. City of Austin, Public Works Department; other partners include: University Area Partners
2. Brazos Tech District

Applicable Sub-Categories:

- Building Partnerships between Local Governments & Non-Profit Organizations
- Guidelines for Expanding or Enhancing Existing Districts
- The Important of District Context and Identity

Action Items for Consideration:

- Detailed review of the Neighborhood Partnering and Neighborhood Cost Sharing Program processes as potential models for cost-sharing initiatives with growing districts/neighborhoods

- Engage tech community in conversation about a concept like the Brazos Tech District. This could be done in conjunction with an educational session on Innovation Districts to both provide information about district development beyond the CBD and encourage the investment of private seed funding for such district development.

Documented Results:

- [Neighborhood Partnering Program](#): Names, descriptions and photos of successful Neighborhood Partnering Program projects 2011-2014
- Parking Benefit District: In the pilot program's first year, meters generated \$163,000 for the PBD; over \$40,000 was devoted to streetscaping projects, including sidewalk and curb enhancements, benches, crosswalks, transit shelters and bike lanes. In the first three months following the West Campus first full-scale PBD launch, the district generated \$119,500 in meter revenues, a remarkable increase over the pilot and more than was estimated. Of this amount after city expenses, \$28,000 was returned to the district. Moreover, thanks to its use of Austin's Neighborhood Partnering Program, the PBD received a matching benefit, resulting in \$56,000 for more focused streetscape projects including sidewalks, trees and benches to accommodate pedestrian and bicycle traffic. These improvements have been doubly beneficial thanks to the city's work with retail and commercial users to encourage the use of non-automobile transportation in the area.

Stakeholder Engagement:

- The City of Austin uses the "SpeakUp" platform for online community conversation provided by Granicus and is similar to (but less functional) than Inspire Boulder.
- Neighborhoods that are interested in applying for the Neighborhood Partnering Program can request a presentation online through the City's website
- Funding requests for the NPP are heavily weighted (20/100 total points) based on level of community participation in the application

Applicability/Similarity to Boulder:

- College town
- Abundance of distinct, active neighborhoods and commercial districts
- Strong culture of community engagement
- High presence of entrepreneurs, tech community and startups
- Strong bicycle culture
- Known for being an active community
- High commitment to quality of life

Replicability:

The cities of Austin and Boulder share a similar "vibe" and reputation as hip, diverse, creative and a magnet for high-tech jobs and people. While Austin is a much larger community with a much bigger City budget, the median income and median property value in Boulder is significantly higher. Also similar to Austin, Boulder has a very dense presence of high-tech, high growth companies (especially for a community of its size) and an established commitment to public/private partnership which can help leverage and extend public investment.

Both the NPP and the Brazos Tech District are seeking solutions with co-benefits that encourage the cultivation of partnerships between the public and private sectors. The NPP is firmly rooted in the City of Austin's larger master planning effort, "Imagine Austin" and the City has adopted a complete community planning framework similar to the TMP.

Policy Implications:

- With its adoption of "Imagine Austin" master plan, the City of Austin is working to identify itself as a City of "complete communities that provide access by foot, bike, transit and car to jobs, shopping, learning, open space, recreation, and other amenities and services.
- [City of Austin established a Parking Benefit District ordinance in 2011.](#)

Cost Implications:

1. The NPP is a cost-sharing program with the City of Austin. Project requests can range from \$500 - \$500,000. A full outline of the program's cost-sharing breakdown can be found in the Supplemental Material.
2. Campus Parking Benefit District: City of Austin received \$43,275 US Environmental Protection Agency grant to pilot

References:

- [Neighborhood Partnering Program website](#)
- [Neighborhood Partnering Program videos](#) (available in both English and Spanish)
- [The Connector](#)
- [Brazos Tech District](#)

Best Practice # 35

Strategy:

Neighborhood District Parking Management Plans

Description:

City of Houston Neighborhood District Parking Management Plans

The City of Houston's District Parking Management Program was developed by Kimley-Horn while under contract with the City of Houston for a larger Parking Strategic Plan (2012-2014). The goal of the program was to engage with the neighborhoods surrounding the Central Business District in the developing district specific parking management solutions, and included the neighborhoods of Montrose, Washington Avenue, EaDo, Rice Village, Central Business District and the Museum District. The program was designed as a template so that the City's Parking Management Division could work directly with the local neighborhoods/districts to help them achieve their larger neighborhood development and management goals through the development and implementation of neighborhood district specific parking management programs and parking/transportation related investments.

Lead Entity/Entities:

City of Houston Parking Management Division (PMD) in partnership with neighborhood/district associations/leadership

Applicable Sub-Categories:

- Guidelines for the Creation of New Districts
- The Important of District Context and Identity
- Fostering Coordination/Collaboration between Districts

Action Items for Consideration

Review and evaluate the format for neighborhood district assessment and engagement used in Houston. An overview and flowchart is provided in the supplemental reference materials.

Potential Sub-Strategies for Implementation

- Create a parking management plan concept.
- Address parking comprehensively for the entire district.
- Establish goals and objectives for parking to support short-term and long-term development plans for the district.
- Create effective district communication mechanism to improve user information and marketing.
- Ensure that parking standards conform with adopted urban form and design goals.
- Establish parking maximums, instead of, or in addition to, parking minimums.
- Consider establishing a parking cap within a district to limit the amount of land dedicated to automobile storage.
- Maintain and optimize parking that already exists in a district, before taking on costly addition of new parking facilities.
- Encourage shared parking among neighboring businesses.

Documented Results

The Houston Washington Avenue area implemented a Parking Benefit district in 2013, installing new multi-space smart meters and implementing a revenue sharing plan with the district. Initial revenues available for district sharing after the first 6 months were approximately \$60,000. A copy of the parking benefit district ordinance for the Washington Avenue area is provided in the supplemental reference materials.

Neighborhood District Parking Management plans are currently in process for the Rice Village, Museum and East Downtown districts.

Stakeholder Engagement

The neighborhood district parking management plan process used in Houston utilizes the following steps:

- Defining Neighborhood Context
- Current Conditions Overview
- Neighborhood Parking Resources and Market Conditions
- Economic Development Initiatives

- Community Values and Goals
- Historical, Cultural, Religious, Social Values
- Key Issues Identification
- Funding Tools, Resources & Potential Partner Organizations
- Parking and Mobility Management Specific Issues
 - On-Street Parking
 - Off-Street Parking
 - Valet Ordinances
 - Events Management
 - Parking Planning/Coordination with City Planning
 - Parking & Economic Development
 - Legal & Regulatory Issues
 - Urban Planning Initiatives
 - Multi-Modal Issues

Applicability/Similarity to Boulder:

Houston has identified Houston as a "City We Can Learn From"

Replicability:

High replicability

Policy Issues:

Prior to embarking on a similar initiative, ensure that the potential policy issues such as parking revenue sharing, are considered prior to opening discussions. Ensure that staff resource availability and funding sources are available to see the initiative through or be open with the neighborhood districts that resources are limited up front.

Cost Implications:

The initial costs for initiative a neighborhood parking management plan is relatively low if done in-house. If a consultant is engaged to lead the process and generate an initial report/action plan a budget of \$25K is recommended per area.

References:

- Houston Parking Benefit presentation (August 2014)
- City of Houston website (cityofhouston.gov/parking)
- City of Houston Neighborhood Parking Management District Process Flowchart
- Washington Avenue Parking Benefit District Ordinance

Best Practice # 36**Strategy:***Seattle's Urban Village Strategy for Neighborhood Development***Lead Entity/Entities:**

City of Seattle, Department of Neighborhoods

Description:**Seattle's Urban Village Strategy for Neighborhood Development**

In 1994 the City adopted the Comprehensive Plan in compliance with the State of Washington's Growth Management Act (GMA). The City's Comprehensive Plan promotes an "Urban Village Strategy" to concentrate growth in areas of the city already zoned to accommodate substantial additional development. As part of this process the City identified a number of "Urban Centers" and "Urban Villages" throughout the city where growth would be encouraged and concentrated. Subsequently, the City Council conducted "sub-area planning" through an extensive neighborhood planning process for 38 neighborhoods created by nearly 20,000 community members. The plans identified over 4,200 actions recommended by these neighborhoods to ensure that they will continue to thrive and improve as Seattle grows over the next 20 years in ways that meet their commitments under the State's Growth Management Act. Of the 2,358 projects identified in the plans, more than 87 percent have been finished or are under way.

Action Items for Consideration:

- Consider an Expert Panelist from the Seattle Department of Neighborhoods
- Further research of the "Adoption Matrix" and lead agency "implementer" model as possible format for implementation of AMPS recommendations

Applicable Sub-Categories:

- Guidelines for the Creation of New Districts

Potential Sub-Strategies for Implementation:

Additional research into the formalized Neighborhoods Outreach and Engagement Program, specifically the roles and funding for the Public Outreach and Engagement Liaisons and Neighborhood District Coordinators as a potential model for a formalized public participation process.

Documented Results:

Transportation projects were the largest category of projects identified in the neighborhood planning process. Locally identified transportation projects became critical parts of city-wide plans for transit, biking and pedestrian safety. Today, 80% of the transportation projects outlined in the neighborhood plans have been built or are currently being built. Additionally, the City has invested \$11M to improved streets and \$13.5M in transportation projects. A recent survey of Seattle residents found that 93 percent said neighborhood plans had improved their communities.

Stakeholder Engagement:

Public engagement for the Neighborhood Planning Process was handed through the Seattle Department of Neighborhoods Outreach and Engagement Program. The Program was designed to increase access to information, resources, and civic processes for the diverse groups and individuals in each neighborhood, including historically underrepresented

populations. The Program's work is implemented by Public Outreach and Engagement Liaisons and Neighborhood District Coordinators, a team of professionals located in offices throughout Seattle who serve as resources and liaisons for community members. Together they assist other city departments in their outreach and engagement needs ensuring that city government provides information to all community members, forges connections, fosters relationships, and receives rich, diverse, and meaningful civic participation.

Applicability/Similarity to Boulder:

- Boulder has identified Seattle as a "City We Can Learn From"
*Presence of major university in downtown area (WU)
- Abundance of distinct, active neighborhoods and commercial districts
- Strong culture of community engagement
- High presence of entrepreneurs, tech community and startups
- Strong bicycle culture
- Known for being an active community
- High commitment to quality of life

Replicability:

Despite their difference in size, the City of Seattle and the City of Boulder have many parallels in their overall community values, respect for diversity of residents and desire to invest in authentic community engagement. The City of Seattle's Neighborhood Planning Process has been recognized for its unique "bottom-up approach", an approach that would align well with the high level of community participation that exists in Boulder. The model of empowering some of the AMPS districts with a "Urban Village Strategy" with a specific policy "Approval and Adoption Matrix" seems like a model that would work well in Boulder.

- Aligns with several of the AMPS Guiding Principles including: customizing tools by area, supporting a diversity of people, seeking solutions with co-benefits and building partnerships for the future.

Additionally, the City of Seattle's ability to create a planning framework that aims to balance a process that is managed by the City and whose recommendations are ultimately approved by the Council that at the same time feels grassroots in nature encourages the cultivation of authentic and productive partnerships between the public and private sectors.

Policy Implications:

The Neighborhood Planning Process began in 1995 with a City resolution calling for a partnership between the City and its neighborhoods to improve the quality of life while embracing the City's Urban Village Strategy, and concluded in 1999 with the City Council's adoption of broad policies from each neighborhood plan into the Comprehensive Plan chapter on Neighborhood Plans. The City also "recognized" the plans created by each neighborhood as "reflecting the wishes of the neighborhood," and adopted an Approval and Adoption Matrix for each plan that listed the recommendations from the plan, identified a lead agency as "implementer", and included a City response about the likelihood of implementation.

Cost Implications:

As part of its mission, the Seattle Department of Neighborhoods (DON) also manages the Neighborhood Matching Fund (NMF), which provides grants to preserve and enhance the City's diverse neighborhoods. DON has four lines of business:

1. The Community Building Division delivers technical assistance, support services, and programs in neighborhoods,
2. to strengthen local communities, engage residents in neighborhood improvement, leverage resources and
3. Complete neighborhood-initiated projects. The programs that support this work include:
 - P-Patch Community Gardens;
 - Neighborhood District Coordinators;
 - Major Institutions and Schools;
 - Historic Preservation;
 - Neighborhood Planning Outreach; and
 - Neighborhood Matching Fund (NMF)

A complete overview of the Department of Neighborhood's 2014 budget can be found in the Supplemental Material.

References:

- [City of Seattle website](#)
- Seattle Neighborhood News article (2009)
- Department of Neighborhood's Budget Overview 2014

Best Practice # 37

Strategy:

Industry Cluster Development

Description:

Portland Cluster Development

An industry cluster is a group of geographically concentrated, inter-related firms. Companies that locate in a cluster benefit from a skilled labor force, increased innovation, coordinated advocacy efforts, high-quality supply chains, and knowledge spillover. Clusters interact in ways that establish competitive advantages through the creation and incorporation of new knowledge into products and the processes that produce them. PDC understands the importance of building strong clusters, and that's why we support initiatives that strengthen cooperation and competitive advantages for Portland companies. The Portland Development Commission (PDC) targets clusters that are part of the traded sector, meaning that they sell to markets outside the region, bringing new money into the community.

By focusing on clusters PDC can:

- Deploy limited resources in a strategic and catalytic fashion.
- Develop a deep understanding of factors influencing competitiveness.
- Interact with groups of firms rather than conduct isolated transactions.
- Facilitate industry-led innovation and interventions.
- Foster the alignment of resources among regional and state partners.

Objectives for Organizing Portland Clusters:

- Convene critical players in cluster eco-system.
- Develop detailed market analyses for each cluster defining actual market opportunities.
- Develop and implement industry-driven action plans
- Create self-sustaining momentum within clusters
- **Lead Entity/Entities:**
- Portland Development Commission (PDC)

Applicable Sub-Categories:

- Guidelines for the Creation of New Districts
- Guidelines for Expanding or Enhancing Existing Districts

Action Items for Consideration:

- Consider an Expert Panelist from the Portland Development Commission
- Identify potential cluster sectors
- Identify and begin conversations with key partners/cluster/sector leadership

Potential Sub-Strategies for Implementation:

Similar to Vancouver and Seattle, further research on the public participation model in Portland with specific focus on the structure of the NED Leadership Group and how it works with the Ad-Hoc Citizen Advisory Committees is recommended. Creating a sustainable and consistent model for public participation would be beneficial both in terms of saved staff time and increased consistency/understanding of the process for stakeholders.

Documented Results:

Portland has identified four main industry concentrations to which it directs staff and financial resources, including:

- Athletic & Outdoor
- Clean Tech
- Advanced Manufacturing
- Software

Each cluster area also has its own webpage that outlines recent news for the cluster, economic impact of the cluster focus, top PDC initiatives in that cluster area and a downloadable strategy document specific to the cluster. Examples can be found in the reference section.

Stakeholder Engagement:

In October 2013, PDC updated its public participation policy to tailor its public outreach and involvement to reflect both the agency's mission and its organizational capacity. PDC's main approaches to engage the community will encompass:

1. The NED Leadership Group. The charge of this approximately 30-member group is to guide the implementation of the NED Strategy.

2. The Central City Budget Advisory Committee. This approximately 15-member committee will advise PDC during the budget development process, focusing on projects, programs, and activities in the Central City Urban Renewal Areas (URAs).
3. Citizen Advisory Committees. PDC has a process for creating, managing, and staffing one-time and ongoing citizen advisory committees to advise and inform PDC on significant projects and activities.

Additionally, PDC is actively involved with social media outreach including Facebook, Twitter, Flickr and YouTube.

Applicability/Similarity to Boulder:

- Portland has identified Portland as a "City We Can Learn From"
- Nationally recognized; award winning for livability
- Strong culture of community engagement
- High presence of entrepreneurs, tech community and startups
- Strong bicycle culture
- Known for being an active community
- High commitment to quality of life

 **Replicability:**

The cities of Boulder and Portland share a similar "vibe" and reputation as hip, diverse, creative and a magnet for high-tech jobs and active people. Similar to Portland, Boulder has a very dense presence of high-tech, high growth companies (especially for a community of its size) and an established commitment to public/private partnership which can help leverage and extend public investment. Additionally, with the presence of budding commercial districts beyond the CBD, the cluster concept would be a good model to explore for encouraging targeted growth in specific industry areas that would support the City's larger economic development goals.

1. Similar to Boulder, the City of Portland has a strong commitment to building a sustainable economy. The main focus of its economic development strategy is to align its strategic partners behind three key goals:
2. Stimulate neighborhood business vitality,
3. Maximize competitiveness and
4. Drive urban innovation. Additional information about the strategies under each focus area can be found in reference #6 (Economic Development Strategy Presentation).

This strategy aligns with several of the AMPS Guiding Principles including: customizing tools by area, supporting a diversity of people, seeking solutions with co-benefits and building partnerships for the future.



Policy Implications:

Public Participation Policy, Updated 2013

Cost Implications:

According to the PDC's 3-Year Status Report: Approximately \$74.8 million of direct financial assistance to support business and job growth in Portland – largely in the form of multi-year loans and tax abatements – has leveraged \$745 million in private and federal government investments and produced an estimated 4,748 construction jobs. A breakdown of estimated jobs created, public financial assistance, private investment and leveraged ratio of investment from Economic Development-Related Programs from July 2009 - July 2012 can be found on page 3 of reference # 7 (Portland Economic Development Strategy).

References:

- [Portland Development Commission Community Engagement website](#)
- [PDC Cluster information](#)
- Sample Cluster Industry Report (for Athletic & Outdoor Cluster) (PDF)
- [PDC Cluster information](#)
- Economic Development Strategy Presentation (PDF)
- Portland Economic Development Strategy 3-Year Status Report (PDF)

Best Practice # 38**Strategy:**

Innovation Districts

Description:**Innovation Districts: Case Study Boston, MA**

For the past 50 years, the landscape of innovation has been dominated by places like Silicon Valley—suburban corridors of spatially isolated corporate campuses, accessible only by car, with little emphasis on the quality of life or on integrating work, housing, and recreation. A new complementary urban model is now emerging, giving rise to what we and others are calling “innovation districts.” These districts, by our definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail. Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, place making and social networking. In recent years, a rising number of innovative firms and talented workers are choosing to congregate and co-locate in compact, amenity-rich enclaves in the cores of central cities. Rather than building on green-field sites, marquee companies in knowledge-intensive sectors are locating key facilities close to other firms, research labs, and universities so that they can share ideas and practice “open innovation.”

Lead Entity/Entities:

City of Boston, Office of the Mayor Tom Menino

Applicable Sub-Categories:

- Guidelines for Expanding or Enhancing Existing Districts
- District Certification and Designations

Action Items for Consideration:

- Consider an Expert Panelist from community where successful Innovation District exists
- Identify potential partnering entities and institutions (both public and private)
- Identify existing districts/neighborhoods/activity centers that align with one of the three main models for Innovation District development with a specific focus on the Anchor District model, perhaps in partnership with CU

Documented Results:

Case Study: Boston, MA: The Innovation District is Mayor Thomas M. Menino's initiative to transform 1,000 acres of the South Boston waterfront into an urban environment that fosters innovation, collaboration, and entrepreneurship. In the three years since the initiative began, the area has grown rapidly. The growth is spread across a diverse range of companies in different sectors and at different scales. Here are selected highlights of all we've accomplished in just a few short years:

New Jobs

- Added over 5,000 new jobs in over 200 new companies
- Technology companies have contributed 30% of new job growth
- 21% of new jobs are in creative industries like design and advertising
- Greentech + life sciences are growing, with 16% of new jobs in these sectors

New Companies

- Of the new companies, 11% are in the education and non-profit sectors
- 40% of new companies are sharing space in co-working spaces and incubators
- 25% of new companies are small scale, with 10 employees or fewer

Stakeholder Engagement:

Creating an Innovation District is a highly collaborative and stakeholder intensive process. After researching dozens of Innovation Districts across the world, researchers at The Brookings Institute determined that a "collaborative leadership network" is key to creating a district. A collaborative leadership network is a collection of leaders from key institutions, firms, and sectors who regularly and formally cooperate on the design, delivery, marketing, and governance of the district (i.e. City governments, nonprofit economic development groups, private developers, for profit businesses). Practitioners reflected that to bring innovation to scale—i.e. beyond the boundaries of individual organizations and firms—has required leaders from disparate institutions to encourage idea sharing across researchers, firms, universities, and supportive organizations. Likewise, physically remaking a place in the service of innovative growth and expanding employment and educational opportunities for low-income residents has required leaders to think and act in a multi-dimensional fashion, across multiple sectors and communities.

Applicability/Similarity to Boulder:

While the creation of "Innovation Districts" typically adhere to three general models, the model most applicable to Boulder appears to be the "Anchor Plus" model. The "Anchor Plus" model, primarily found in the downtowns and mid-towns of central cities, is where large scale mixed-use development is centered around major anchor institutions and a rich base of related firms, entrepreneurs and spin-off companies involved in the commercialization of innovation. Additionally, innovation districts can reduce carbon emissions and drive denser residential and employment patterns at a time of growing concern with environmentally unsustainable development. Innovation districts are potential engines for sustainable development since they embrace residential and employment density via the strategic use of transit, historic buildings, traditional street grids, and existing infrastructure. Some districts are going further by using renewable energy as their primary power source and by transforming their buildings, streets, and parks into living labs to test cutting edge sustainable projects in concert with technology firms and entrepreneurs.

 **Replicability:**

Globally, Barcelona, Berlin, London, Medellin, Montreal, Seoul, Stockholm and Toronto contain examples of evolving districts. In the United States, districts are emerging near anchor institutions in the downtowns and midtowns of cities like Atlanta, Baltimore, Buffalo, Cambridge, Cleveland, Detroit, Houston, Philadelphia, Pittsburgh, St. Louis, and San Diego. They are developing in Boston, Brooklyn, Chicago, Portland, Providence, San Francisco and Seattle where underutilized areas (particularly older industrial areas) are being re-imagined and remade. Still others are taking shape in the transformation of traditional exurban science parks like Research Triangle Park in Raleigh-Durham, which are scrambling to meet demand for more urbanized, vibrant work and living environments. Innovation districts represent a radical departure from traditional economic development

Policy Implications:

While Innovation Districts are still a relatively new trend, their design and implementation has been driven/led by a variety of individuals and institutions, both public and private. For example:

- Mayors & Local Governments (Boston, Barcelona, Stockholm)
- Real Estate Developers and Land Owners (Seattle, Brooklyn)
- Incubators, Accelerators and Other Economic Cultivators (Barcelona, Cambridge, St. Louis)

Cost Implications:

Due to the various types of models used to create an Innovation District, the financing tools and public investments used can be distinct. Districts can use a variety of special taxing districts, seed funding, infrastructure development, and grants. This demonstrates the possibility of multiple methods of achieving similar outcomes depending on the resources available in each city. For example, Barcelona concentrated its efforts on five high-tech areas, whereas Toronto focused on biomedical and financial industries. Boston, however, chose not to target specific industries, instead allowing different industries to grow naturally.

References:

- "The Rise of Innovation Districts: A New Geography of Innovation in America", a report for the Metropolitan Policy Program of the Brookings Institute by Bruce Katz and Julie Wagner (May 2014)

- [Boston's Innovation District website](#)
- [Michigan Municipal League](#)

Best Practice # 39

Strategy:

Neighborhood Parking Programs

Description:

Often time residential areas that are near busy commercial areas experience spillover and parking problems where customers occupy spaces, leaving minimal spaces for the residents and their visitors. As a way to combat this, many cities implement a permit program specifically for neighborhoods so that they residents are ensured a parking space.

Action Items for Consideration:

- Review new practices related to residential permit programs. Specifically, evaluate how neighborhood parking demand is documented, how the effectiveness of existing policies are assessed, how new blocks/areas are added or modified.
- Research potential program innovations that attempt to be more proactive in regards to program adjustments.
- Review how pricing is structured for different types of permits.
- Review the potential introduction of parking charges in residential developments, through separating or “unbundling” the cost of parking from rents or sale prices.
- Assess concepts such as “rent rebates” or discounts to residents who own fewer vehicles and do not use their allocated parking spaces.

Potential Sub-Strategies for Implementation:

- Implement paid meters in appropriate neighborhoods (and the residents agree with it). Have the meter revenue fund improvement projects within that neighborhood.
- Evaluate each neighborhood requesting a permitted zone to have unique regulations that meet their needs. For instance, one neighborhood may be fine with allowing customer parking for a 2-hour time limit, whereas others may not allow any parking on the street without a valid permit.
- Create a simple online permitting process where people can apply for permits and request that their neighborhood be part of the program.

Documented Results:

NPP programs find a balance between customer demands and residential parking demands. The types of programs vary from city to city, however, they have effectively balanced parking demands in those areas.

Stakeholder Engagement:

Revamping this program would require continuous and open outreach with neighborhood representatives and residents. Furthermore, information

Applicability/Similarity to Boulder:

The City currently has a neighborhood permitting program in place. The program could be reviewed and adjustments made to improve the program in how it is applied, application processes, and other management components of the program.

Replicability:

This strategy is not tailored to any specific type of area or community. It can be replicated easily because of its broad nature and ability to be molded to the specific needs of the community.

Policy Implications:

This strategy will require the City to reconsider their permit program and its applicability to the City's neighborhoods.

Cost **Implications:**

Costs for this strategy may involve a revamping of the permitting structure and online services to ease the permitting and application processes.

References:

- [City of Seattle, Department of Transportation](#)
[City of Charlotte, Department of Transportation](#)

Best Practice # 40

Strategy:

Transit Oriented Corridors

Description:

Assess best practices related to the creation of effective TOD Corridors or Transit Oriented Corridors (TOCs). Below is summary of a TOC planning process including planning goals/desired outcomes:

1. Comprehensively planning and designing a collection of transit oriented developments (TOD) at a corridor, or TOC scale can optimize many key benefits, such as:
 - Higher corridor internal trip capture rates
 - More balanced ridership flows
 - Maximize the person miles per hour on a corridor
 - More effective coordination between transit investments and public and/or private development initiatives
2. A key process goal is to better understand the relationship between transit use and key TOC/TOD components, including:
 - TOC/TOD densities and both peak & off peak ridership rates
 - TOC/TOD land use synergies and balanced, bi-directional transit travel
 - Reduced Greenhouse Gas emissions, energy consumption, and other benefits associated with improved travel efficiencies

3. Another key process goal is to refine stakeholder's and planner's understanding and application of the TOC/TOD perspective to leverage the following objectives:

- Corridors more effectively capture natural travel patterns
- Easier to effectively coordinate transportation, land use and urban design at a sub-regional/corridor level, as opposed to a regional level

See reference document: "Central Corridor TOD Investment Framework: A Corridor Implementation Strategy December, 2010"

Center for Transit-Oriented Development

The Center for Transit-Oriented Development (CTOD) is the only national nonprofit effort dedicated to providing best practices, research and tools to support market-based transit-oriented development.

CTOD partners with both the public and private market sectors to strategize about ways to encourage the development of high performing communities around transit stations and to build transit systems that maximize development potential. CTOD works to integrate local and regional planning, generate new tools for economic development, real estate and investment issues, improve affordability and livability for all members of the community, and respond to imperatives for climate change and sustainability. The Center for TOD is a partnership of Reconnecting America, the Center for Neighborhood Technology, and Strategic Economics.

For more information go to CTOD's website at www.ctod.org. Several reference documents from the Center for Transit-Oriented Development are provided for review including:

- <http://www.reconnectingamerica.org/assets/Uploads/tod101full.pdf>
- <http://ctod.org/pdfs/tod201.pdf>
- <http://puff.lbl.gov/transportation/transportation/pdf/ra-tod-202.pdf>
- http://www.fta.dot.gov/documents/RA_TOD206_IntercityRail_6.6.13.pdf
- <http://www.reconnectingamerica.org/resource-center/browse-research/2008/tod-202-transit-employment-increasing-transit-s-share-of-the-commute-trip/>
- [http://www.crcog.org/publications/TransportationDocs/Transit/NHHS/TOD%20Resources/\(2\)BestPracticesLibrary8-8.pdf](http://www.crcog.org/publications/TransportationDocs/Transit/NHHS/TOD%20Resources/(2)BestPracticesLibrary8-8.pdf)

Minneapolis/St. Paul - Central Corridor Project

Another example of an effective TOD corridor planning project is the Central Corridor between downtown St. Paul and Minneapolis. This eleven-mile light rail corridor will run on University and Washington Avenues linking with the Hiawatha light rail line and the new Northstar commuter rail line.

The key take-away from this project is the idea of a coordinated investment framework for the Central Corridor, in order to strategically coordinate investments and maximize the value of new light rail transit for surrounding neighborhoods. The Central Corridor Funders Collaborative (CCFC) supported this planning process and the creation of a Central Corridor Working Group, which consisted of representatives from the City of St. Paul, the City of Minneapolis, Ramsey County, Hennepin County, the Metropolitan Council, and the Minnesota Housing Finance Agency.

The purpose of the Central Corridor Investment Framework is to identify critical challenges and opportunities associated with TOD-supportive investments that might otherwise be missed by individual jurisdictions and participants. The framework provides a comprehensive summary of all of the corridor-wide key investments necessary to fulfill the visions contained in local community-based plans. It is intended to help in establishing a coordinated voice in support of future corridor-wide funding needs, clarify strategies for various funding partners, and provide information to support individual jurisdiction funding requests and private investments. The referenced report (Central Corridor TOD Investment Framework: A Corridor Implementation Strategy December, 2010) summarizes the results of this effort.

Arlington County Corridor

Arlington County is arguably the nation's best TOD success story of the past 30 years. Located directly across the Potomac River from Washington, D.C., Arlington County attracts many visitors to sights such as Arlington National Cemetery and the Pentagon. Since the 1970s, it has also become an increasingly popular place to live, work, and shop due in part to high-density development along its two Metrorail corridors: Rosslyn-Ballston and Jefferson Davis.

A conscious decision by county planners, officials and citizens to locate the Metrorail along two major arterials (Wilson Boulevard and Fairfax Drive) instead of down the median of Interstate 66 created opportunities for both public and private development. Superb transit access coupled with connect thoroughfares ensured that trains, buses, cars, and pedestrians could easily reach neighborhoods that surround stations. Since Metrorail began operating in Arlington County in the late 1970s, it has become a popular origin and destination for residents and visitors alike.

Through a combination of strategic planning and market forces, each of Arlington County's Metrorail stations has taken on a specialized function: Rosslyn, Ballston, Crystal City serve as business centers, Court House has emerged as a governmental center, Pentagon City has become a regional shopping center, Clarendon functions as an "urban village" with shops and restaurants, and Virginia Square has a cultural and educational focus. Of the nearly 190,000 people living in Arlington County, 26 percent reside in Metrorail corridors even though they comprise only 8 percent of land area. Since 1960, over 31 million square feet of gross floor area (GFA) of office space and nearly 30,000 residential units have been constructed in the county, and over three-quarters of these amounts have been in Metrorail corridors. Arlington County today boasts one of the highest percentages of transit use in the region with 39.3 percent of Metrorail corridor residents commuting to work by public transit.

Documented Results:

The cumulative effects of joint development and corridor planning over the past 4 decades in Arlington County are revealed by smart growth and ridership statistics.

Arlington County planners understood that Metrorail provided an unprecedented opportunity to shape future growth and proceeded to introduce various strategies — targeted infrastructure improvements, incentive zoning, development proffers, permissive and as-of-right zoning — to entice private investments around stations. After preparing countywide and station-area plans on desired land-use outcomes, density and setback configurations, and circulation systems, zoning classifications were changed and developments that complied with these classifications could proceed unencumbered. The ability of complying developers to create TODs "as-of-right" was particularly important for it meant developers could line up capital, secure loans, incur upfront costs, and phase-in construction without the fear of local government "changing its mind."

Understanding Transportation and Land Use Interactions at the Station and Corridor Scales

Here are the initial findings of this research:

- Diversity, as represented by The Mixed Use Entropy index shows a statistically significant relationship to AM Boardings
- Density, as shown by Employees per acre shows a significant relationship with AM Boardings
- Parking spaces shows a statistically significant negative relationship

And finally, when selecting stations without parking spaces there were some interesting findings between several dimension and AM peak hour boardings, as follows:

- The mixture of land use entropy index of the shows up as both significant and positively correlated with AM peak hour boardings.
- Population density is significant, and negatively correlated
- As the time to drive to downtown SF goes up, AM boardings go down

Stakeholder Engagement:

The Creative Districts program is heavily stakeholder driven. Indeed one of the most important qualifiers for the program is to demonstrate extensive stakeholder engagement across all sectors in the community and to be able to show their support and role in the district's development and growth. The state has successfully worked with these districts, providing funding, training in support as they work towards sustainability.

Applicable Sub-Categories:

- District Certification and Designations

Applicability/Similarity to Boulder:

The City of Boulder is currently working on a mile-wide corridor that runs east from Folsom Street to 75th Street along Arapahoe Avenue. The project is set to run through 2015.



Replicability: ████████

The approaches to TOD Corridor planning in the examples and reference documents provided can be adopted to apply to any corridor planning project.

Policy Implications:

Limited. The corridor project is already approved; these planning and implementation recommendations should support the policy decisions already approved.

Cost Implications:

Limited. The referenced examples and planning process elements highlighted in the attached could be integrated into the East Arapaho project with minimal cost.

References:

- Central Corridor TOD Investment Framework: A Corridor Implementation Strategy December, 2010
- City of Sparks Nevada, TOD Corridor Master Plan

Best Practice # 41**National, Local or International:**

National

City:

Fort Worth, TX (Pop: 777,992)

Lead Entity/Entities:

Downtown Fort Worth, Inc.

Description:

Molly the Trolley. To make it easier for people to get around downtown Fort Worth, several downtown organizations joined creative forces to test a new shuttle service. "Molly the Trolley", a whimsical take on Fort Worth's traditional longhorn mascot, is a rubber-tire trolley that appeals to visitors and locals alike. Molly links all of downtown together by traveling a circular route, allowing visitors, employees and residents to conveniently travel downtown. The Trolley runs Monday-Friday, 10 AM to 10 PM with several extended service times offered (like Sunday night).

Applicable Sub-Categories:

- District Branding, Marketing and Strategic Communication

Action Items for Consideration:

- While Go Boulder has information and links to the various RTD routes on the City's website, several of the web links to bus routes (including the Downtown Hop) are broken. Regular maintenance on the website to ensure that links are working and up to date is strongly recommended.
- Connect with RTD and Downtown Boulder Inc. about a partnership to do a pilot on one of the in-town routes where increased ridership would be most impactful. This pilot could include rebranding of fleet vehicles (with wraps) partnered with an educational (yet fun!) marketing campaign to encourage increased ridership.

Documented Results:

The Molly the Trolley project has included a large research component. When the program was launched, riders were surveyed every other day by volunteers who rode the trolley from 7 a.m. to 9 p.m. Survey takers wear eye-catching Molly t-shirts and serve as downtown ambassadors. They report very enthusiastic riders who love the service, love the name and even want to purchase the t-shirts. The marketing surveys also allow us to make improvements to the service almost in "real time." Within the first 10 days of service, ridership ranged from 138 to 392, with an average of 207 (initial estimates were 50 riders/day).

Other survey results:

- 68.7% rated Molly "excellent" for comfort
- 70.5% rated the route and schedule as "excellent"
- 75% rated Molly "excellent" in meeting their downtown transportation needs
- 80% use Molly 1-2 times per day

Stakeholder Engagement:

While the program was implemented at the downtown association staff level, and done so very quickly, its success relied heavily on gaining "real time" feedback from riders. Downtown Ambassadors were dedicated to the service and acted as downtown "tour guides" - handing out information and getting rider feedback through surveys. Additionally, the program was made possible by an innovative public-private partnership that included the Fort Worth Transportation Authority, non-profit downtown association, Convention and Visitor's Bureau and private businesses.

Applicability/Similarity to Boulder:

While the cities are vastly different in size and demographic make-up, the program's public-private partnership, marketing and outreach campaign and program monitoring/expansion provide a good template for future transportation marketing/promotional campaigns.

 **Replicability:**

The entire program was created, approved and launched within one month. A downtown circulator trolley could be replicated in any downtown as long as there are dedicated partners involved to support the service both financially and through marketing. The service could simply be renamed to reflect the unique character of each city. The various elements of the marketing campaign could also be replicated.

- Encourages the cultivation of partnerships between the public and private sectors
- Offers a variety of transportation options to fit the needs of community members
- The success of the campaign relied heavily on community adoption of a creative and community-specific brand. The visuals used in the creation of the "Molly the Trolley" persona provide a good example of how transportation marketing campaigns can be done in a way that successfully ties into a community's larger values and character.

Policy Implications:

The service was a public-private partnership led by the Downtown Fort Worth Inc. organization.

Cost Implications:

The Trolley was funded through a public-private partnership that included: Downtown Fort Worth, Inc., the Fort Worth Convention & Visitors Bureau, Sundance Square, the Fort Worth Transportation Authority (the T), the Omni Fort Worth Hotel, The Ashton Hotel and the Sheraton Fort Worth Hotel and Spa. The pilot was launched with a reasonable marketing budget of \$15,000.

References:

- [Molly the Trolley website](#)
- IDA Awards of Excellence Submission 2009 (PDF)

Conclusion and Next Steps

This initial research into best practices organized by the AMPS “Focus Areas” is intended to provide a range of options for staff, City officials and community stakeholders to consider as the first step in a process of refining and prioritizing the key action items that will be fleshed out in Phase Two of the Access Management and Parking Strategy (AMPS) project.

These preliminary best practices will be summarized onto boards by focus area and presented to the community through a series of public meetings, board presentations and other outreach strategies. An interactive exercise will allow all stakeholders to provide feedback and recommendations on prioritization. We will also be asking for feedback on “What’s Missing”.

A large number of industry best practices were documented that the City of Boulder has already adopted or pioneered. These “already implemented” best practices will be documented for informational purposes at the public meetings.

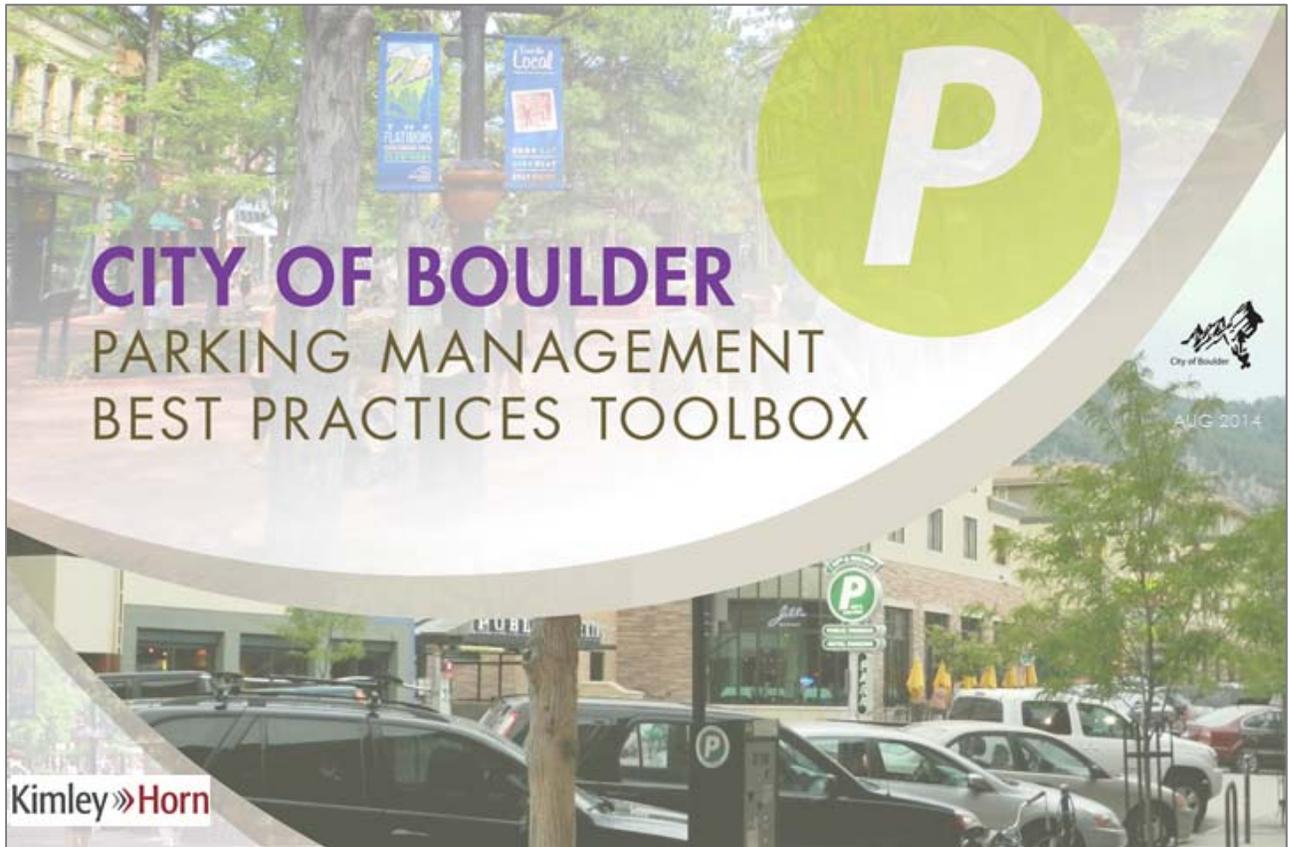
As the list of prioritized strategies is finalized, specific “PhaseTwo” project work plans will be drafted for City staff review. These work plans will define the process for the remainder of the project.

APPENDICES

Appendix #1: Parking Management and Design Best Practices

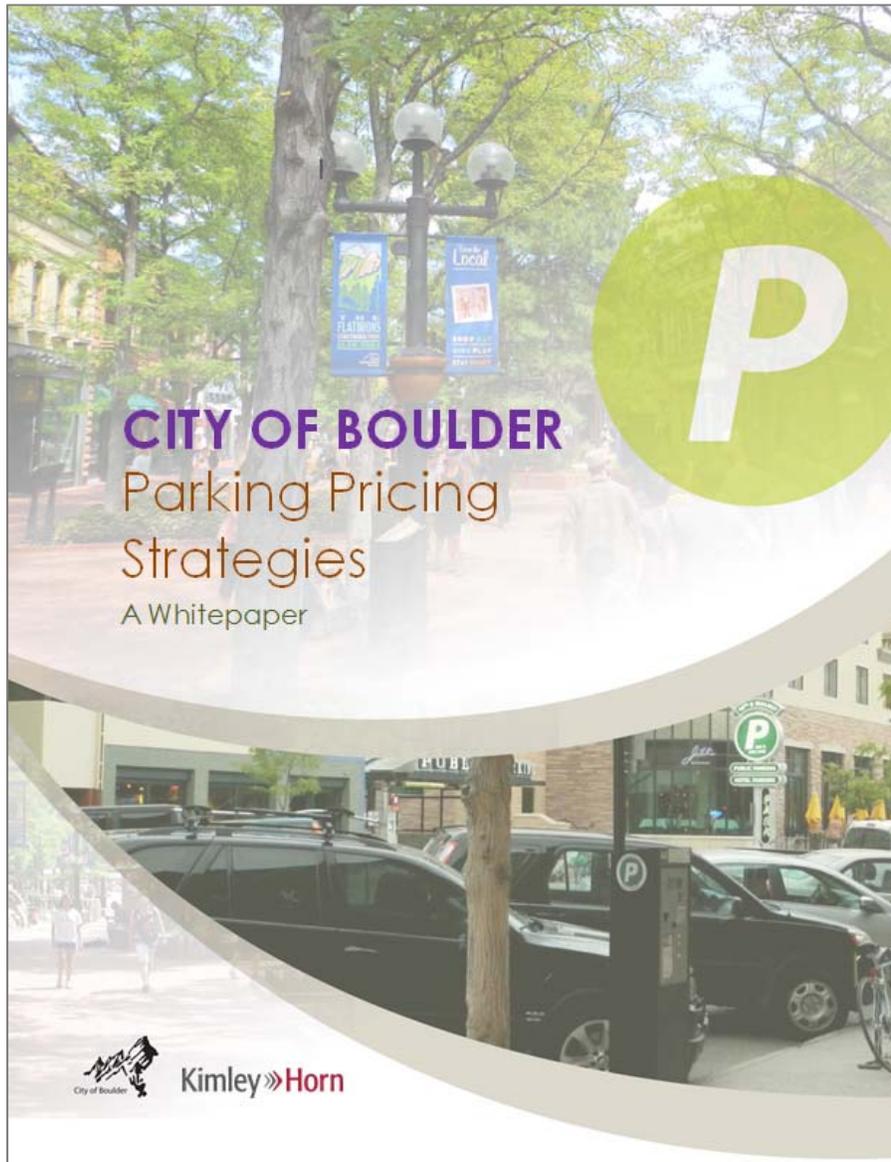
Appendix # 2: Parking Pricing Strategies Whitepaper

Appendix # 1: Parking Management Best Practices



This supplemental document, available on the City’s AMPS webpage, contains over 300 additional parking management best practices, many of which the Boulder program has already adopted or even pioneered in some cases.

Appendix # 2: Parking Pricing Strategies Whitepaper



This draft document provides detailed information about a number of performance-based parking pricing project that are being piloted around the country. This work is in the process of being updated based on staff comments.

