



CITY OF BOULDER
PLANNING BOARD MEETING AGENDA
DATE: October 22, 2015
TIME: 6 p.m.
PLACE: 1777 Broadway, Council Chambers

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
- 3. PUBLIC PARTICIPATION**
- 4. DISCUSSION OF DISPOSITIONS, PLANNING BOARD CALL-UPS/CONTINUATIONS**
 - A. CALL UP ITEM: LUR2009-00057:** Request for approval to demolish an existing single-family residence and construct a new three-unit, three-story structure with parking located within a ground floor garage. The request includes requested modifications to setbacks (front and sides).
- 5. PUBIC HEARINGS ITEMS**
 - A. AGENDA TITLE: Staff briefing and board input regarding the Access Management and Parking Strategy (AMPS)**
- 6. MATTERS FROM THE PLANNING BOARD, PLANNING DIRECTOR, AND CITY ATTORNEY**
 - A. AGENDA TITLE: Staff will provide the board with an overview of the Housing Boulder 2015/16 Action Plan** discussed with City Council at their September 1st, 2015.
 - B. Information Item: Second Review of the Draft Community Cultural Plan**
 - C. Information Item: Zero Waste Strategic Plan**
- 7. DEBRIEF MEETING/CALENDAR CHECK**
- 8. ADJOURNMENT**

**CITY OF BOULDER PLANNING BOARD
MEETING GUIDELINES**

CALL TO ORDER

The Board must have a quorum (four members present) before the meeting can be called to order.

AGENDA

The Board may rearrange the order of the Agenda or delete items for good cause. The Board may not add items requiring public notice.

PUBLIC PARTICIPATION

The public is welcome to address the Board (3 minutes* maximum per speaker) during the Public Participation portion of the meeting regarding any item not scheduled for a public hearing. The only items scheduled for a public hearing are those listed under the category PUBLIC HEARING ITEMS on the Agenda. Any exhibits introduced into the record at this time must be provided in quantities of ten (10) to the Board Secretary for distribution to the Board and admission into the record.

DISCUSSION AND STUDY SESSION ITEMS

Discussion and study session items do not require motions of approval or recommendation.

PUBLIC HEARING ITEMS

A Public Hearing item requires a motion and a vote. The general format for hearing of an action item is as follows:

1. Presentations

- a. Staff presentation (10 minutes maximum*)
- b. Applicant presentation (10 minute maximum*). Any exhibits introduced into the record at this time must be provided in quantities of ten (10) to the Board Secretary for distribution to the Board and admission into the record.
- c. Planning Board questioning of staff or applicant for information only.

2. Public Hearing

Each speaker will be allowed an oral presentation (3 minutes maximum*). All speakers wishing to pool their time must be present, and time allotted will be determined by the Chair. No pooled time presentation will be permitted to exceed ten minutes total.

- Time remaining is presented by a Green blinking light that means one minute remains, a Yellow light means 30 seconds remain, and a Red light and beep means time has expired.
- Speakers should introduce themselves, giving name and address. If officially representing a group, homeowners' association, etc., please state that for the record as well.
- Speakers are requested not to repeat items addressed by previous speakers other than to express points of agreement or disagreement. Refrain from reading long documents, and summarize comments wherever possible. Long documents may be submitted and will become a part of the official record.
- Speakers should address the Land Use Regulation criteria and, if possible, reference the rules that the Board uses to decide a case.
- Any exhibits introduced into the record at the hearing must be provided in quantities of ten (10) to the Secretary for distribution to the Board and admission into the record.
- Citizens can send a letter to the Planning staff at 1739 Broadway, Boulder, CO 80302, two weeks before the Planning Board meeting, to be included in the Board packet. Correspondence received after this time will be distributed at the Board meeting.

3. Board Action

- d. Board motion. Motions may take any number of forms. With regard to a specific development proposal, the motion generally is to either approve the project (with or without conditions), to deny it, or to continue the matter to a date certain (generally in order to obtain additional information).
- e. Board discussion. This is undertaken entirely by members of the Board. The applicant, members of the public or city staff participate only if called upon by the Chair.
- f. Board action (the vote). An affirmative vote of at least four members of the Board is required to pass a motion approving any action. If the vote taken results in either a tie, a vote of three to two, or a vote of three to one in favor of approval, the applicant shall be automatically allowed a rehearing upon requesting the same in writing within seven days.

MATTERS FROM THE PLANNING BOARD, DIRECTOR, AND CITY ATTORNEY

Any Planning Board member, the Planning Director, or the City Attorney may introduce before the Board matters which are not included in the formal agenda.

ADJOURNMENT

The Board's goal is that regular meetings adjourn by 10:30 p.m. and that study sessions adjourn by 10:00 p.m. Agenda items will not be commenced after 10:00 p.m. except by majority vote of Board members present.

*The Chair may lengthen or shorten the time allotted as appropriate. If the allotted time is exceeded, the Chair may request that the speaker conclude his or her comments.

MEMORANDUM

TO: Planning Board
FROM: Karl Guiler, Senior Planner/Code Amendment Specialist
DATE: October 12, 2015
SUBJECT: CALL UP ITEM: LUR2009-00057: Request for approval to demolish an existing single-family residence and construct a new three-unit, three-story structure with parking located within a ground floor garage. The request includes requested modifications to setbacks (front and sides).

Attached is the disposition of approval ([Attachment A](#)) to permit the construction of a new three-unit building within the RH-2 (Residential High - 2) zoning district (see Figure 1 below) at 944 Arapahoe Avenue in the vicinity of the West Senior Center and the Boulder Public Library.

Background: The Site Review application was originally submitted in 2009 for a larger, five-unit residential structure requiring Planning Board review and has since been revised to be a more compact, three-unit building in order to minimize impact on the rear of the property (special circumstances described below), decrease potential parking impacts on adjacent properties and result in a building that has a design and massing consistent with the surrounding context.

The context around the project is eclectic and includes a variety of designs and scales. While there are more modern structures than other historic residential neighborhoods and some that are vastly out of scale with their surroundings, the general character of the area remains more historically scaled with most buildings built in the early 1900s (roughly around 1920s).

The 9,375 square foot site (see Figure 1) is located on the south side of Arapahoe Avenue, includes a small single-family residence and is unique in that the rear of the property (south) contains underground piping and infrastructure used by Boulder Fish and Game to collect water from underground springs in the area for diversion to a facility off of Lincoln Place (see Figure 1 below) where fish are raised. The system is old and while there are underground pipes in the rear of the subject site, only a manhole inlet to the pipe system is within easement on the rear southeast corner of the property (see [Attachment B](#) for approved plans).

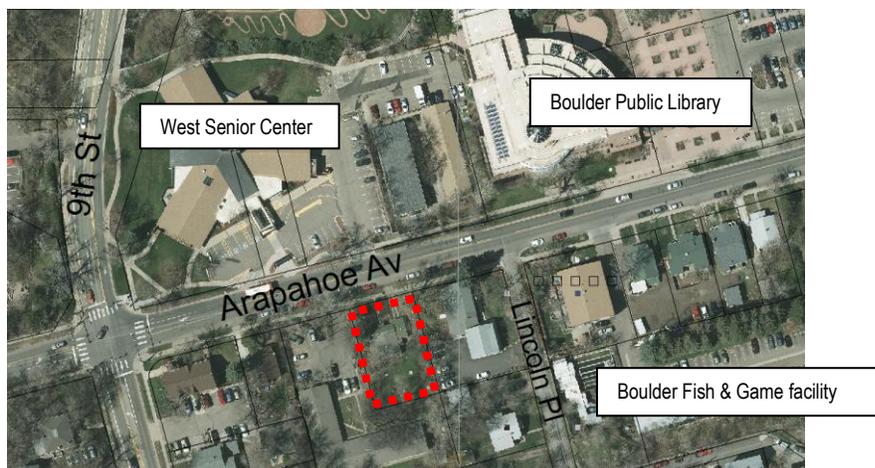


Figure 1- Vicinity Map

Project Proposal: The applicant is proposing to demolish the existing single-family residence (requires Landmarks approval, but has been approved for demolition in the past) and construct a new three-story, three-unit building with parking provided within a recessed enclosed garage. Access would be taken from Arapahoe Avenue as there is no alley access in this location. Setback modifications to position the building closer to the street are proposed in order to move the building away from the rear easement and piping used by Boulder Fish and Game in efforts to minimize impact to the water collection system. The first story parking garage, which aside from the garage entry, designed to be deemphasized, contains five parking spaces and bike parking meeting current requirements. Previous iterations included a parking reduction, but this request has been removed due to neighborhood opposition. To encourage alternative modes of transportation, a Transportation Management Plan (TDM) is included with the approved plans. The two upper stories contain the three units and open space on the lot would be provided in greenspace in the rear yard and elevated balconies.

Review Process: Three units are permitted by-right on the site. However, Site Review is required due to the requested setback modifications.

Project Analysis: Staff has found that the project would meet the Site Review criteria of Section 9-2-14(h), B.R.C. 1981. Staff responses to the criteria can be found in **Attachment D**. In summary, the building is designed with a similar massing, location and materiality as adjacent structures and would appear consistent with the eclectic character of the neighborhood with its use of historic materials of clapboard siding and brick, but with a more contemporary design. Rather than having surface parking and building in the rear, which could impact Boulder Fish and Game pipes and subsurface water flow, the building is positioned closer to the front (similar to other building locations along Arapahoe) to minimize impact. The garage is also designed to minimize subsurface water flow by not being sunken deeper than the current residence's crawlspace. To minimize any aesthetic impact of the garage its door is the minimum allowable width, is setback from the front face of the building and is further deemphasized by two more prominent building entries flanking it. Lastly, the proposed project will be required to meet the city's recently adopted energy code (International Energy Efficiency Code (IECC) plus 30 percent additional efficiency). These standards are considered to be very aggressive with regard to energy efficiency in building design. As a residential project, it is also subject to the city's green points program.

Public Comment: Previous iterations of the project were opposed by some neighbors due to its scale, number of units requests for a parking reduction and solar access exceptions. The project has since been revised to address these concerns. However, latest correspondence with Boulder Fish and Game has continued to express concern about the impact of the project to the flow of ground water with respect to the water collection system. As stated above, staff has found that the project has been appropriately downsized and designed to minimize impact as much as possible on the site as to not impact Boulder Fish and Game's interests. In fact, staff finds that the project as a Site Review project is preferred as it permits the location of the building closer to the street to minimize impact, whereas a by-right project could present greater impacts to water the collection system if the building is set back further from the street or proposed with greater massing.

Next steps:

Staff has attached the approved plans (**Attachment B**) for the Planning Board's review. The proposal was approved by Planning and Development Services staff on **Oct. 12, 2015** and the decision may be called up before Planning Board on or before **Oct. 26, 2015**. Questions about the project or decision should be directed to Karl Guiler at (303) 441-4236 or guilerk@bouldercolorado.gov. Staff will also be available to answer questions from the Planning Board at its Oct. 22, 2015 meeting within the 14-day call up period.

Attachments:

- A) Notice of Disposition dated Oct. 12, 2015
- B) Approved plans dated Aug. 20, 2015
- C) Written Statement dated October 7, 2015
- D) Staff responses to the Site Review criteria.



**CITY OF BOULDER
Community Planning & Sustainability**

1739 Broadway, Third Floor • P.O. Box 791, Boulder, CO 80306-0791
phone 303-441-1880 • fax 303-441-3241 • web www.bouldercolorado.gov

**CITY OF BOULDER PLANNING DEPARTMENT
NOTICE OF DISPOSITION**

You are hereby advised that the following action was taken by the Planning Department based on the standards and criteria of the Land Use Regulations as set forth in Chapter 9-2, B.R.C. 1981, as applied to the proposed development.

DECISION: APPROVED WITH CONDITIONS
PROJECT NAME: 944 ARAPAHOE AVENUE
DESCRIPTION: SITE REVIEW to demolish an existing single-family residence and construct a new three-unit, three-story structure with parking located within a ground floor garage.
LOCATION: 944 ARAPAHOE AVENUE
COOR: N02W07
LEGAL DESCRIPTION: See Exhibit A
APPLICANT/OWNER: The 944, LLC
APPLICATION: Site Review, LUR2009-00057
ZONING: RH-2
CASE MANAGER: Karl Guiler
VESTED PROPERTY RIGHT: NO; the owner has waived the opportunity to create such right under Section 9-2-19, B.R.C. 1981.

APPROVED MODIFICATIONS FROM THE LAND USE REGULATIONS:

Section 9-7-1, "Schedule of Form and Bulk Standards," B.R.C. 1981:

- 16-foot front yard setback when 25 feet required by-right (north side)
- 6-foot side yard setback when 10 feet is required by-right (west side)

FOR CONDITIONS OF APPROVAL, SEE THE FOLLOWING PAGES OF THIS DISPOSITION.

Approved On: 10-12-15
Date

By: [Signature]
David Driskell, Executive Director of Community Planning and Sustainability

This decision may be appealed to the Planning Board by filing an appeal letter with the Planning Department within two weeks of the decision date. If no such appeal is filed, the decision shall be deemed final fourteen days after the date above mentioned.

Appeal to Planning Board expires: 10-26-15

Final Approval Date: _____

IN ORDER FOR A BUILDING PERMIT APPLICATION TO BE PROCESSED FOR THIS PROJECT, A SIGNED DEVELOPMENT AGREEMENT AND FINAL PLANS FOR CITY SIGNATURE MUST BE SUBMITTED TO THE PLANNING DEPARTMENT WITH DISPOSITION CONDITIONS AS APPROVED SHOWN ON THE FINAL PLANS. IF THE DEVELOPMENT AGREEMENT IS NOT SIGNED WITHIN NINETY (90) DAYS OF THE FINAL DECISION DATE, THE PLANNING DEPARTMENT APPROVAL AUTOMATICALLY EXPIRES.

Pursuant to Section 9-2-12 of the Land Use Regulations (Boulder Revised Code, 1981), the applicant must begin and substantially complete the approved development within three years from the date of final approval. Failure to "substantially complete" (as defined in Section 9-2-12) the development within three years shall cause this development approval to expire.

CONDITIONS OF APPROVAL

1. The Applicant shall ensure that the **development shall be in compliance with all plans** prepared by the Applicant on August 20, 2015 and the written statement dated October 7, 2015, on file in the City of Boulder Planning Department, except to the extent that the development may be modified by the conditions of this approval.
2. Prior to a building permit application, the Applicant shall submit a Technical Document Review application for the following items, subject to the approval of the City Manager:
 - a) **Final architectural plans**, including materials and colors, to insure compliance with the intent of this approval.
 - b) A **final site plan** detailing all proposed site improvements, including but not limited to site open space, hardscape areas and walkways, building foundation, and bicycle parking locations.
 - c) A **detailed landscape plan**, including size, quantity, and type of plants existing and proposed; type and quality of non-living landscaping materials; any site grading proposed; and the proposed irrigation system, to insure compliance with this approval and the City's landscaping requirements. The plans must conform to the preliminary Tree Preservation Plan and arborist assessment attached to the approved plans. Any construction that affects the existing trees, including but not limited to foundations, grading, impervious surfaces, and the erection of walls within the vicinity of trees to be preserved that result in unanticipated damage to existing trees, shall require mitigation pursuant to the detailed landscape and tree protection plan.
 - d) A **detailed outdoor lighting plan** showing location, size, and intensity of illumination units, showing compliance with Section 9-9-16, B.R.C. 1981.
 - e) A **detailed parking plan** showing the arrangement, locations, dimensions, and type of parking stalls (including any areas of the site for bicycle parking or reserved for deferred parking) to ensure compliance with this approval and Section 9-9-6, B.R.C. 1981.
 - f) A **detailed shadow analysis** to insure compliance with the City's solar access requirements of Section 9-9-17, B.R.C. 1981.
 - g) A **final utility plan** meeting the City of Boulder Design and Construction Standards.
 - h) A **final storm water report and plan** meeting the City of Boulder Design and Construction Standards.
3. Prior to a building permit application, the Applicant shall dedicate to the City, at no cost, the following easement as shown on the approved plans, meeting the City of Boulder Design and Construction Standards, as part of a Technical Document Review application, the form and final location of which shall be subject to the approval of the City Manager:

- a) A **public access easement** approximately 2 feet in width along the north property line adjacent to Arapahoe Avenue.

[Faint handwritten notes or signatures]

EXHIBIT A

Legal Description

The Easterly half of the Northerly 125 feet of Outlot 1 of Reek's Addition to the City of Boulder, according to the recorded plat thereof and more particularly described as follows: Beginning at the Northeast corner of said Outlot 1; thence Southerly along the East side of said Outlot 1, a distance of 125 feet; thence Westerly, parallel with the North line of said Outlot 1, 75 feet to the North-South centerline of said Outlot 1; thence Northerly parallel to the East line of said Outlot 1 along said centerline, 125 feet to the North line of said Outlot 1; thence Easterly along the North line of said Outlot 1, 75 feet to the point of beginning; County of Boulder, State of Colorado

944 ARAPAHOE

OWNER/DEVELOPER
THE 944 LLC
16495 GRAYS WAY
BOULDER CO
303.440.7999

ARCHITECT
CADDIS PC
1510 ZAMIA AVENUE #103
BOULDER, CO 80304
303.443.3629

CIVIL ENGINEER
THE SANITAS GROUP, LLC
1022 WILLOW PLACE
LOUISVILLE, CO 80027
303.981.9238

TRAFFIC ENGINEER
DREXEL, BARRELL & CO.
1800 38TH STREET
BOULDER, CO 80301
303.442.4338

LANDSCAPE DESIGN
EARTHSCAPED LANDSCAPING
7018 ALADAR DRIVE
WINDSOR, CO 80550
970.690.5415



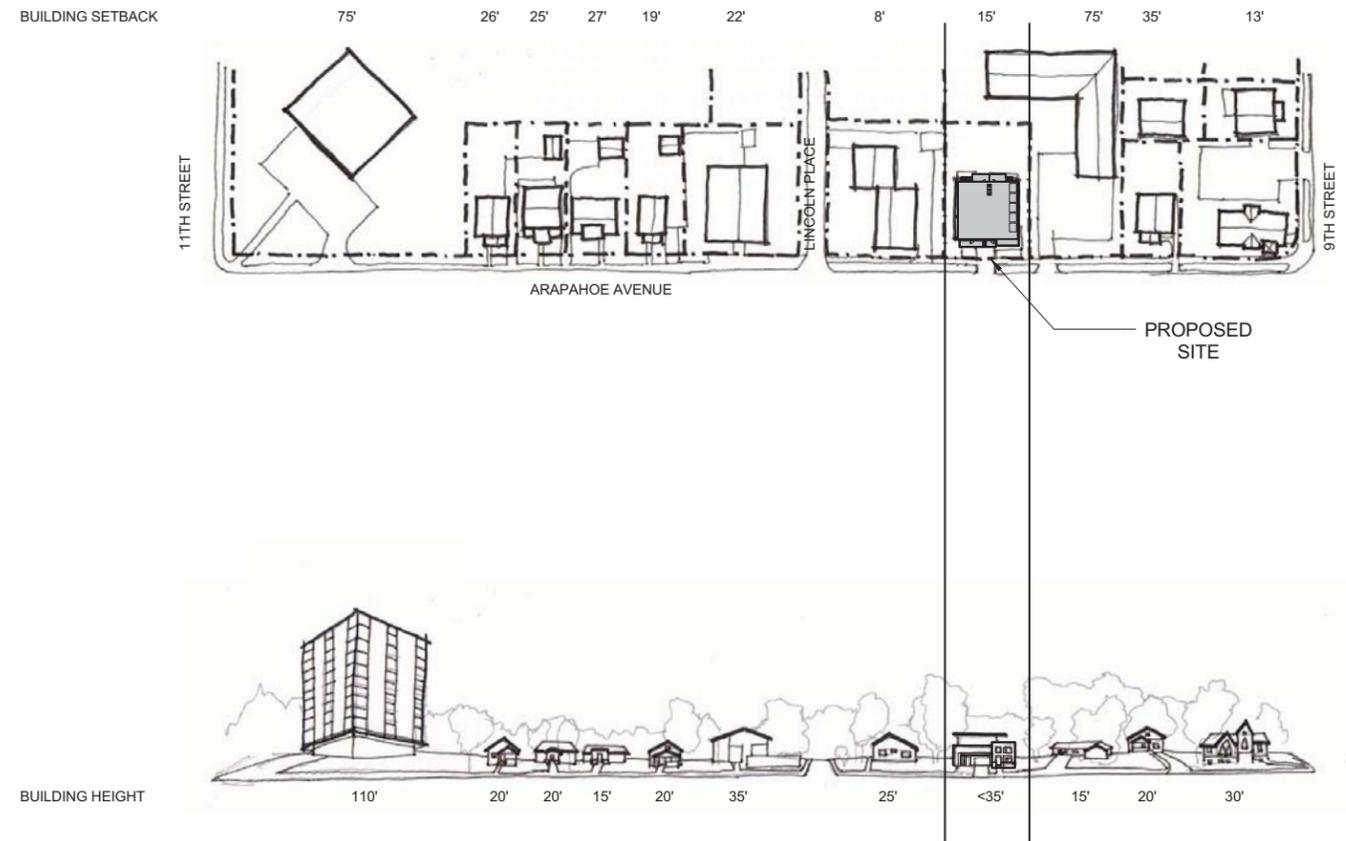
SITE REVIEW RESUBMITTAL
LUR 2009-00057
RESUBMITTAL DATE: 20 August 2015

944 ARAPAHOE AVENUE, BOULDER, CO
RESIDENTIAL REDEVELOPMENT





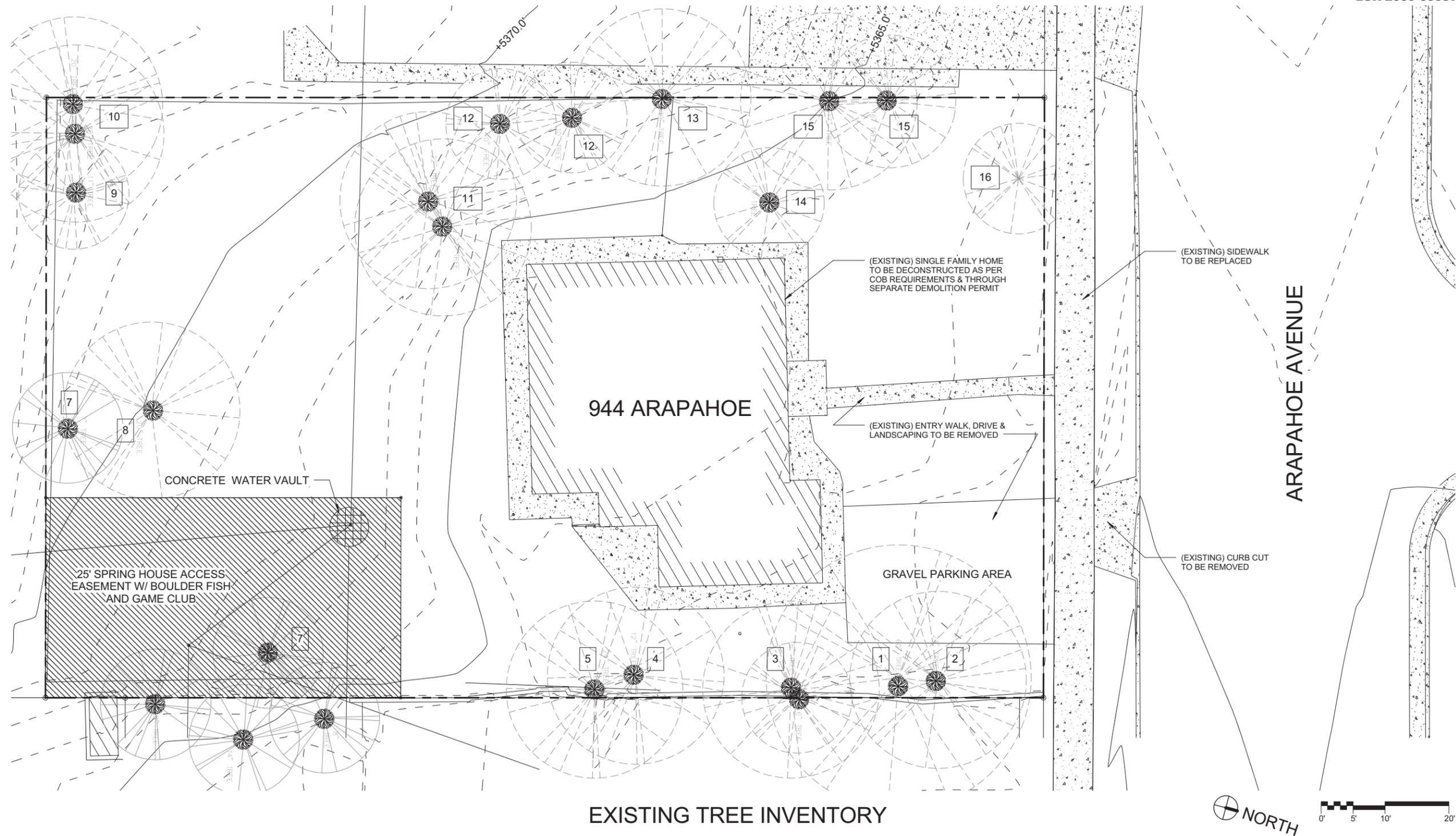
CIVIC AREA ZONING MAP



SETBACK ANALYSIS

CIVIC AREA & SETBACK ANALYSIS

As indicated
 08/20/2015
 PROJECT #1408
CADDIS PC



EXISTING TREE INVENTORY

SPECIES	CONDITION	SPECIES	CONDITION
1) WILLOW	REMOVE	9) AMERICAN ELM	DEAD/REMOVE
2) ASH	REMOVE	10) ASH TREES (6)	REMOVE
3) ASH	REMOVE	11) ASH TREE	POOR/REMOVE
4) BOX ELDER	REMOVE	12) POPLAR (2)	DEAD/REMOVE
5) AMERICAN ELM	REMOVE	13) BOX ELDER	REMOVE
6) RUSSIAN OLIVE	REMOVE	14) CEDAR	REMOVE
7) VARIOUS SMALL SPECIES	TRIM	15) ASH (2)	REMOVE
8) ASH	REMOVE	16) PINE	REMOVE

NOTE: INVENTORY PER NELSON TREE SERVICE; SEE PLAN FOR LOCATION AND DIAMETER)

SITE DEVELOPMENT PLAN
- EXISTING CONDITIONS
1/8" = 1'-0"
08/20/2015
PROJECT #1408
CADDIS PC

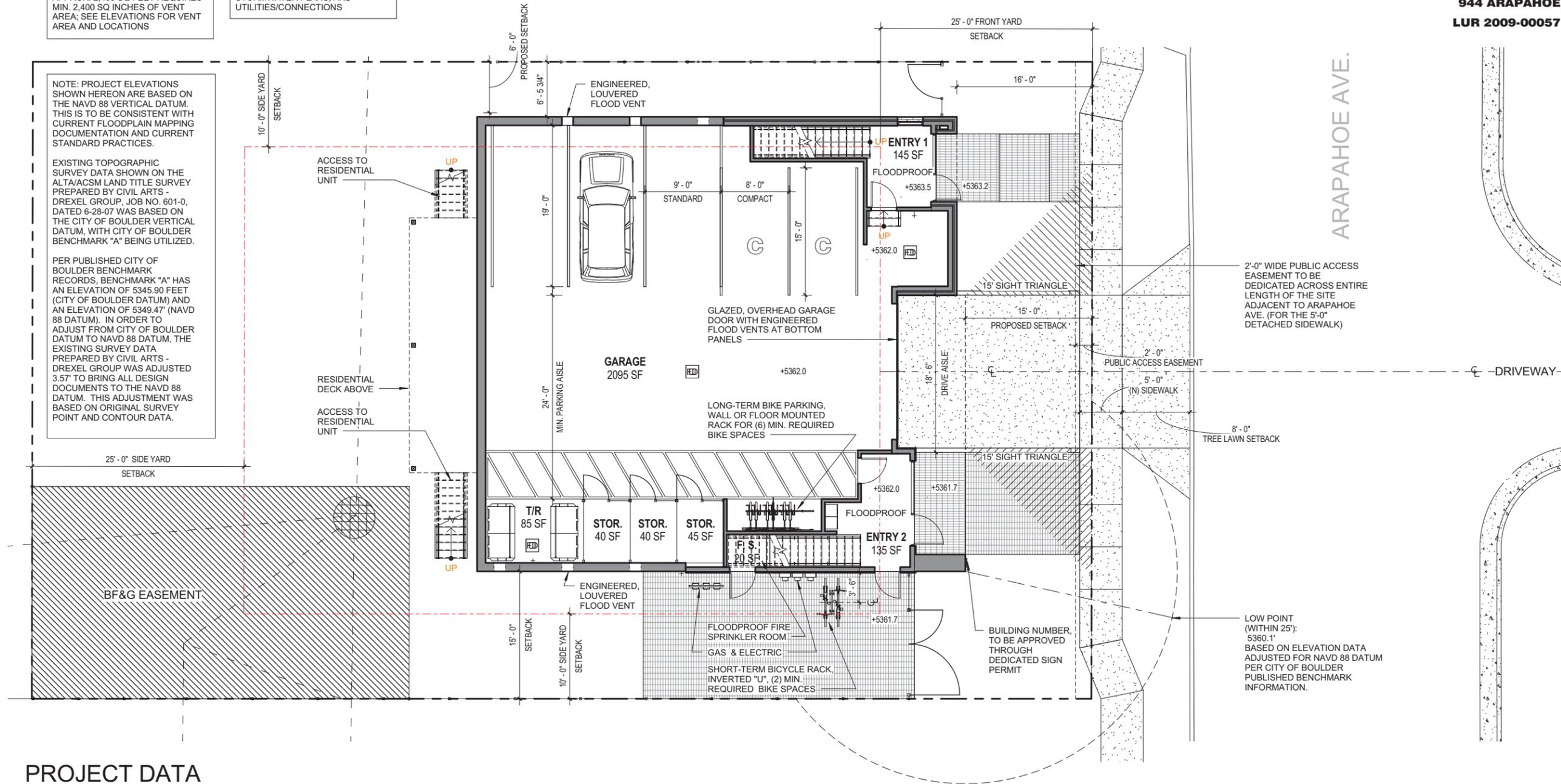
NOTE: FLOOD VENTING FOR GARAGE: TOTAL GARAGE AREA OF APPROX. 2,400 SQ FEET REQUIRES MIN. 2,400 SQ INCHES OF VENT AREA; SEE ELEVATIONS FOR VENT AREA AND LOCATIONS

NOTE: SEE CIVIL PLANS FOR GRADING, BASE FLOOD ELEVATIONS, STORMWATER PLANS, AND UTILITIES/CONNECTIONS

NOTE: PROJECT ELEVATIONS SHOWN HEREON ARE BASED ON THE NAVD 88 VERTICAL DATUM. THIS IS TO BE CONSISTENT WITH CURRENT FLOODPLAIN MAPPING DOCUMENTATION AND CURRENT STANDARD PRACTICES.

EXISTING TOPOGRAPHIC SURVEY DATA SHOWN ON THE ALTA/ACSM LAND TITLE SURVEY PREPARED BY CIVIL ARTS - DREXEL GROUP, JOB NO. 601-0, DATED 6-28-07 WAS BASED ON THE CITY OF BOULDER VERTICAL DATUM, WITH CITY OF BOULDER BENCHMARK "A" BEING UTILIZED.

PER PUBLISHED CITY OF BOULDER BENCHMARK RECORDS, BENCHMARK "A" HAS AN ELEVATION OF 5345.90 FEET (CITY OF BOULDER DATUM) AND AN ELEVATION OF 5349.47' (NAVD 88 DATUM). IN ORDER TO ADJUST FROM CITY OF BOULDER DATUM TO NAVD 88 DATUM, THE EXISTING SURVEY DATA PREPARED BY CIVIL ARTS - DREXEL GROUP WAS ADJUSTED 3.57' TO BRING ALL DESIGN DOCUMENTS TO THE NAVD 88 DATUM. THIS ADJUSTMENT WAS BASED ON ORIGINAL SURVEY POINT AND CONTOUR DATA.



PROJECT DATA

FLOOR AREAS: (USEABLE, BY AREA)	RESIDENTIAL UNITS	4,195 SF
	COMMON AREAS	710 SF
	GARAGE	2,095 SF
FLOOR AREAS: (GROSS, BY LEVEL)	LEVEL 3	1,853 SF
	LEVEL 2	2,838 SF
	LEVEL 1	2,780 SF
TOTAL AREA (FAR)		7,471 GSF
SITE AREA:	TOTAL	±9,375 SF
FAR:		.80

EXISTING:	SINGLE STORY WOOD STRUCTURE
PROPOSED:	THREE STORY BUILDING WITH (3) RESIDENTIAL UNITS AND LOWER LEVEL PARKING
	(2) 2 BEDROOM, 1-1/2 BATH (1,345 SF, 1,095 SF)
	(1) 3 BEDROOM, 2-1/2 BATH (1,755 SF)
DWELLING UNITS:	
	ALLOWED BY RIGHT: 3
	PROPOSED: 3

PARKING SPACES REQUIRED:	5
PARKING SPACES PROPOSED:	5
COMPACT SPACES ALLOWED:	40%
COMPACT SPACES PROPOSED:	2 (40%)
BIKE PARKING REQUIRED:	6
BIKE PARKING PROPOSED:	6+ (LONG-TERM) 2 (SHORT-TERM)



MODIFICATIONS REQUESTED: SETBACK (FRONT AND WEST SIDE)

SITE DEVELOPMENT PLAN - PROPOSED

1/8" = 1'-0"

08/20/2015

PROJECT #1408

CADDIS PC

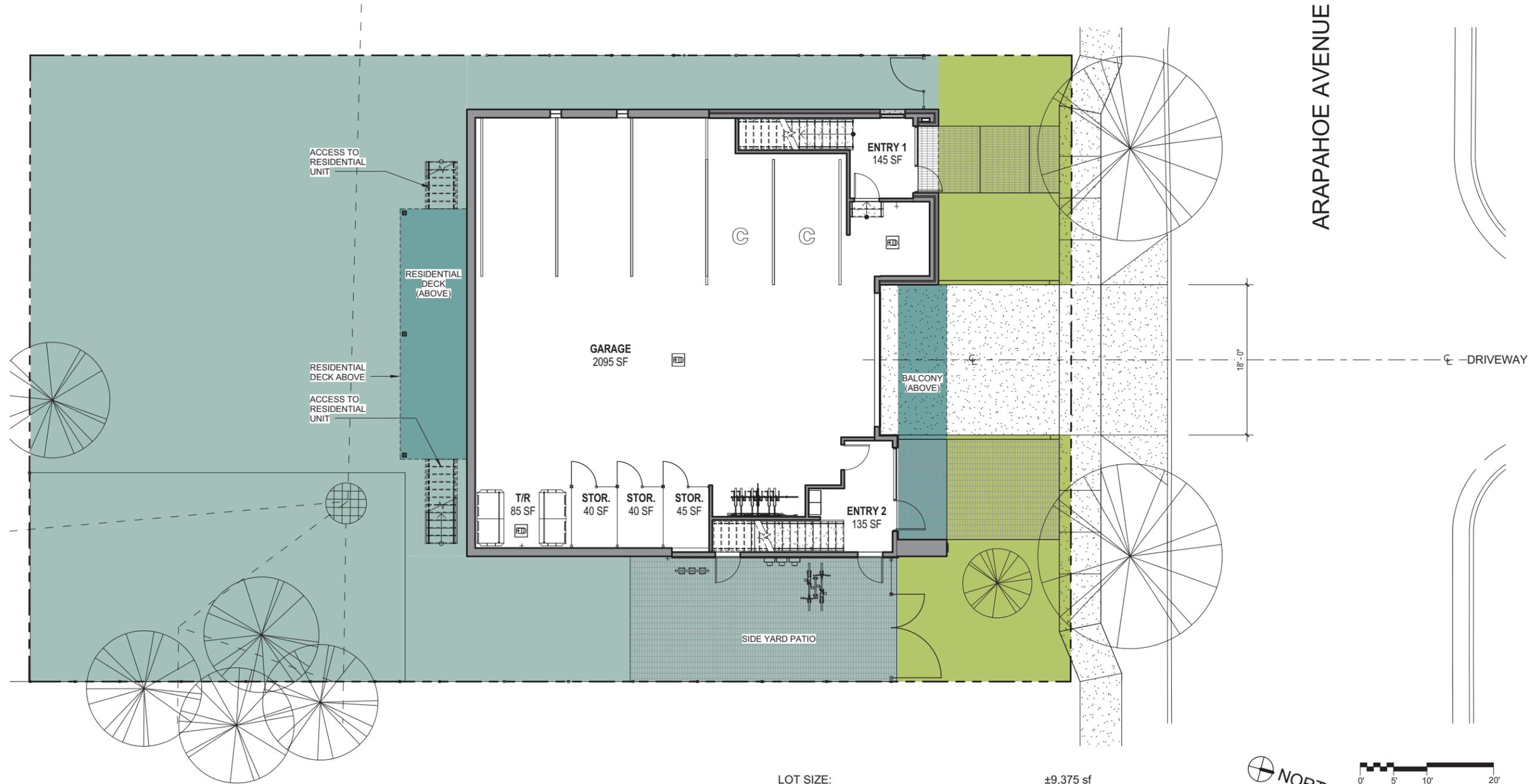
Site Location:	944 Arapahoe, Boulder, CO
Program:	Description
Facilities and Design:	
1. Protected Walk/Bike Corridor	We have (1) enclosed space on the ground level in the garage for the storage of bicycles. We anticipate the storage of a minimum of 6 bikes in this space on floor or wall mounted racks. The dedicated space is separated from the garage drive aisle by a 5' striped zone. An additional (2) short-term bike spaces are provided at the side yard on an inverted "U" ramp. We selected this particular property because of its pedestrian access to amenities such as the Library, grocery store and Downtown Boulder. Residents will not have to use their cars because of the proximity to such great amenities and transportation. If one is leaving the site via bicycle they have two possible routes. The first would be through the garage door for long-term parking and the other will be through the pedestrian gate at the side yard out to the detached sidewalk running on Arapahoe for short-term parking.
2. Traveler Friendly Site Design	There is a transit stop within view of the property, and the project will allow its occupants easy access to many bus and bike routes. The 205 runs down Arapahoe right in front of the property. The property is 1/4 blocks from Broadway, which has ex. 15 local bus lines. The Creek path is one block from the site, which then links to multiple bike paths and lanes. There is no bike lane adjacent to the property however 1/2 block to the East one can cross over to the Library and then have access to the Creek path.
Enhancements and Amenities:	
Electric Vehicle Charging	It will be our intent to install outlets for the future use of plug-in cars and hybrids, and other alternative electric powered vehicles, accessible to all six (5) parking spaces. It will also be potential to power these cars via PV panels being considered for on the roof of the building.

Marketing Strategies and Outreach:	
1. Liaison to GO Boulder	Applicant will provide a point of contact to serve as liaison to GO Boulder. Transportation coordinator will distribute information to tenants provided by GO Boulder, such as the Welcome Kits described below. Michael Hannan, the applicant, shall be this point of contact.
2. Welcome Kits	With assistance from GO Boulder, transportation coordinator will distribute Welcome Kits to new tenants that will include brochures and pamphlets provided by GO Boulder on the bicycle and transit networks and other transportation options. Welcome kits will specifically include a bicycle rider's guide that includes bike routes, rack locations, and other pertinent information, and a bus rider's guide includes information on how to read a bus schedule, where to wait for the bus, and how to use the "bikes-on-buses" program. Transportation coordinator will alert GO Boulder at least one week prior to occupation to allow time to construct Welcome Kit.
3. GO Boulder Travel Behavior Survey	Applicant will provide 10-Ride Local Ticket Books (\$18 cost) for each new resident over 6 years of age to be included in Welcome Kit. The applicant will coordinate with or allow GO Boulder to distribute a survey provided by GO Boulder to understand the effectiveness of the TDM programs provided after one year of tenant occupancy. Applicant is responsible for alerting residents upon occupancy that they will be asked to complete a short survey to collect data on travel behavior approximately one year after occupation as it is important to understand the impact of TDM plans on resident travel behavior. Residents are not required to complete the survey, but should be encouraged to do so.

Mitigation Policies:	
1. Unbundled Parking	The current proposal provides with required parking for (2) residential units. With (2) two bedroom units and (1) three bedroom unit, (5) parking spaces are required and provided. The residential units in this proposal are for sale and a rental scenario is not anticipated at this time. However, we are including two unbundled parking scenarios in which parking spaces can be unbundled and sold or unbundled and leased. • Sell to Owner Scenario: There are 3 units and 5 spaces. It is recommended that each unit have one space. The additional (2) spaces can be sold to unit owners. If more than one owner wants the space(s), they can have a lottery. Developer can decide on the value of the spot. If a unit owner doesn't need the space they get with their unit, they can lease it to another resident. • Lease Scenario: Parking is unbundled from unit sales and unit owners pay separately each month for the spot they lease at market rates (estimated \$60 - \$100 per month). Unit owners have the option of buying a single parking space. If they do not need a parking space they don't pay for it. The additional spaces can be sold to other unit owners. If more than one unit owner wants the space(s), they can have a lottery to see who gets and pays extra for it.
2. Eco Passes	RTD has minimums in regard to size and contract amount. RTD will not do an Eco Pass contract for a development under 10 units. However, given this is such a small development with little impact, staff would support providing a ValPass to each unit for three years which would require a financial guarantee to be determined at a later date.

caddis
Caddis Architecture, pc.
THE 944 LLC
944 ARAPAHOE
LUR 2009-00057

TDM PLAN



LOT SIZE:	±9,375 sf
OPEN SPACE REQUIRED:	1,800 sf
OPEN SPACE PROPOSED:	6,230 sf
 COMMON OPEN SPACE REQUIRED:	300 sf
 COMMON OPEN SPACE PROPOSED:	967 sf
 TOTAL PATIO AREA:	430 sf
 MAX PATIO AREA COUNTED TOWARDS OPEN SPACE:	750 sf
 BACK YARD AREA:	2,453 sf
 SIDE YARD AREA:	1,254 sf
 WELL EASEMENT AREA:	1,126 sf



SITE OPEN SPACE & TDM
As indicated
08/20/2015
PROJECT #1408
CADDIS PC

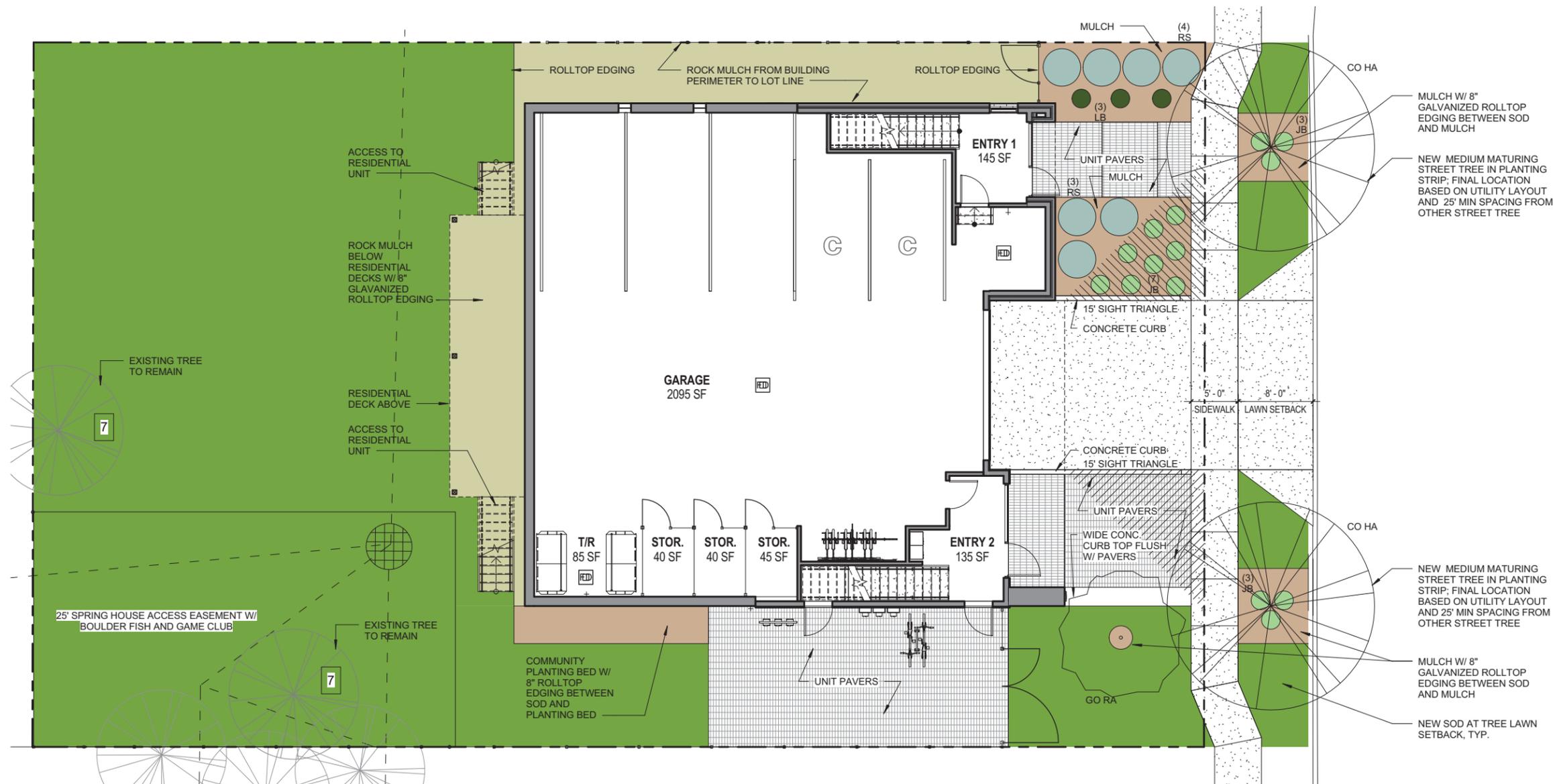
LANDSCAPE AREA CHART

TOTAL LOT AREA	9,375 SF
BUILDING FOOTPRINT	2,845 SF
TOTAL LANDSCAPED AREA	5,822 SF
TOTAL PARKING LOT SIZE	413 SF (DRIVEWAY)
USABLE OPEN SPACE	6,230 SF
TOTAL NUMBER PARKING STALLS REQUIRED	NA (ENCLOSED PARKING)
TOTAL NUMBER PARKING STALLS PROVIDED	NA (ENCLOSED PARKING)
TOTAL INTERIOR PARKING LOT LANDSCAPE AREA REQUIRED	NA
TOTAL INTERIOR PARKING LOT LANDSCAPE AREA PROVIDED	NA

TREE INVENTORY SUMMARY

NUMBER OF EXISTING TREES	24
NUMBER OF TREES REMOVED	22
NUMBER OF TREES IN GOOD CONDITION TO REMAIN	2
TOTAL NUMBER STREET TREES REQUIRED	2
TOTAL NUMBER STREET TREES PROVIDED	2
TOTAL QUANTITY OF PLANT MATERIAL REQUIRED	4 TREES, 20 SHRUBS
TOTAL QUANTITY OF PLANT MATERIAL PROVIDED	5 TREES, 24 SHRUBS

NOTE: SEE EXISTING CONDITIONS PLAN FOR EXISTING TREE INVENTORY



PLAN LEGEND

	GRASS, SOD
	ROCK MULCH
	MULCH

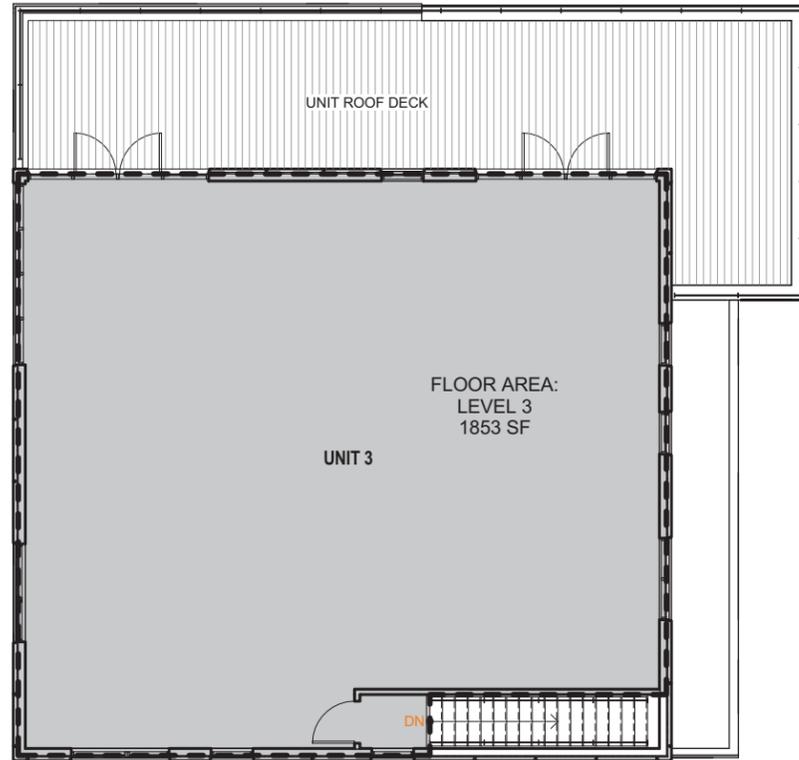
NEW PLANTING LEGEND

SYMBOL	#	ABBR.	COMMON NAME	BOTANICAL NAME	SIZE	HEIGHT & SPREAD
	2	CO HA	WESTERN HACKBERRY	CELTIS OCCIDENTALIS	2 IN CALIPER	60' x 40'
	1	GO RA	GOLDEN RAIN TREE	KOELREUTERIA PANICULATA	2 IN CALIPER	30' x 25'
	14	JB	JAPANESE BLOODGRASS	IMPERATA CYLINDRICA	5 GAL	18" x 18"
	7	RS	RUSSIAN SAGE BLUE SPIRES	PEROVSKIA ARTIPLICIFOLIA "BLUE SPIRES"	5 GAL	48" x 48"
	3	LB	BLAZE LITTLE BLUESTEM GRASS	SCHIZACHYRIUM SCOPARIUM "BLAZE"	5 GAL	24" x 15"

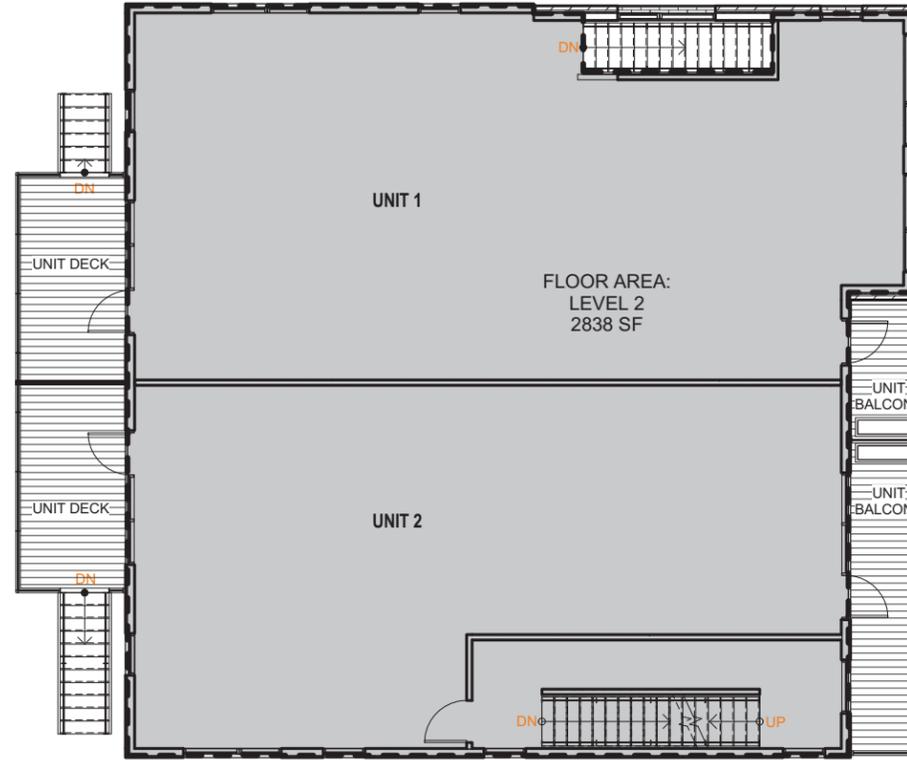
NOTE: REFER TO PLAN FOR PLANT SPACING



LANDSCAPING PLAN
1/8" = 1'-0"
08/20/2015
PROJECT #1408
CADDIS PC

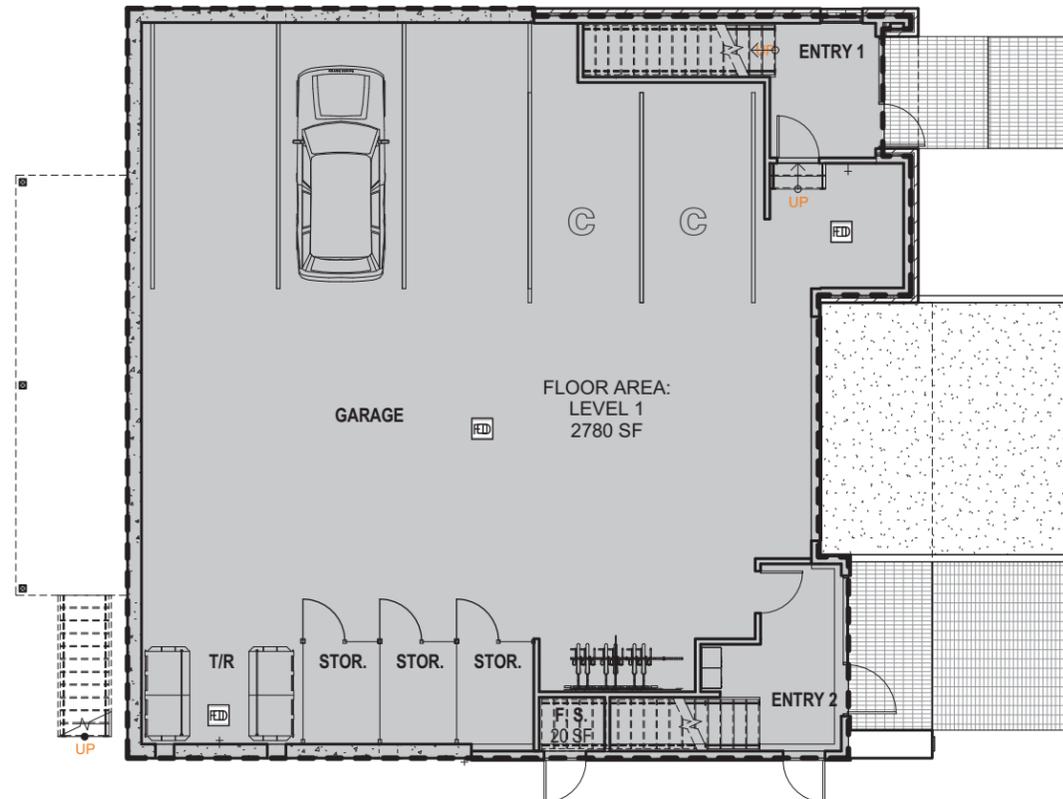


FAR DIAGRAM - LEVEL 3



FAR DIAGRAM - LEVEL 2

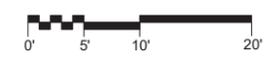
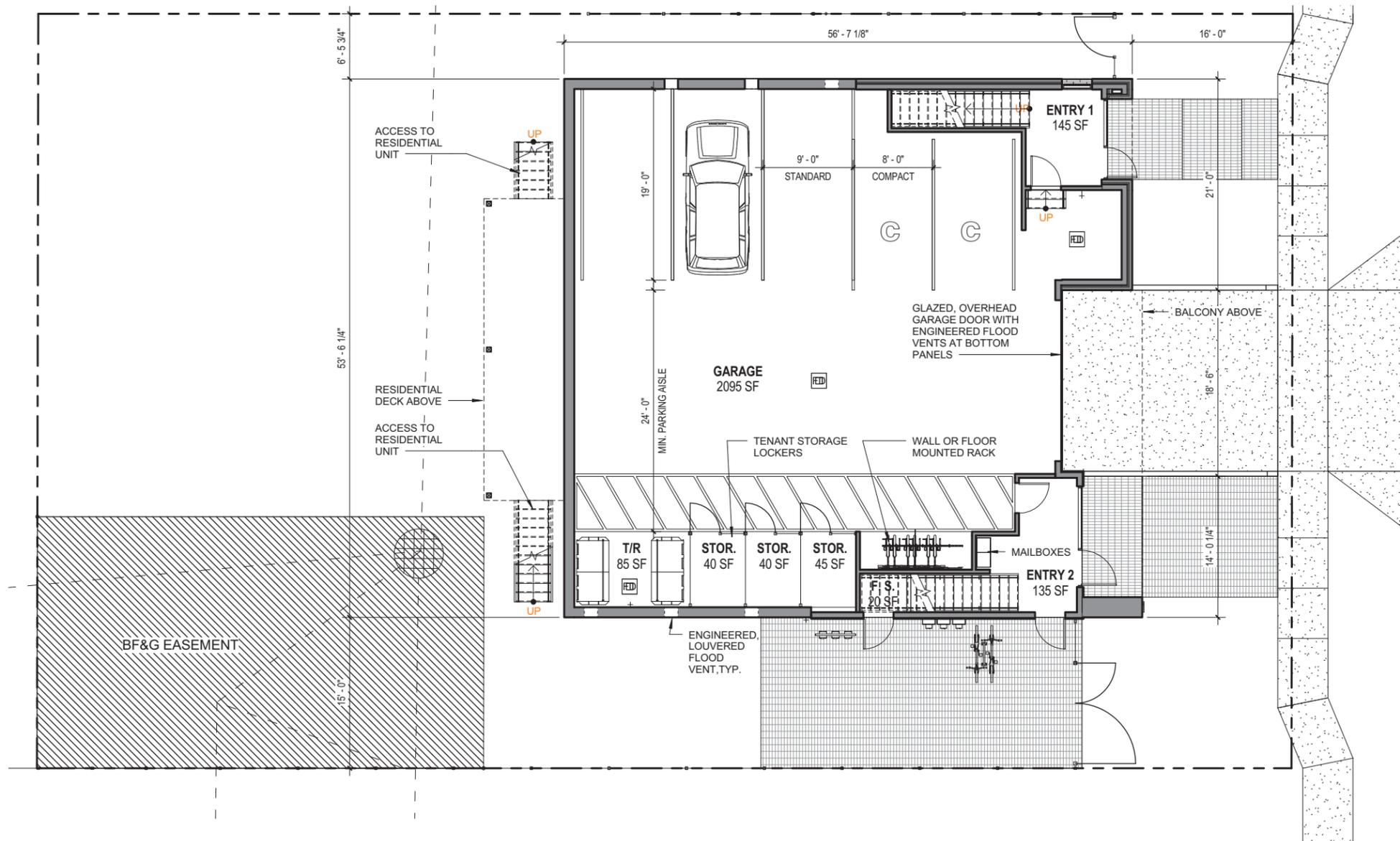
NOTE:
 SEE SITE DEVELOPMENT PLAN FOR
 PROJECT DATA INCLUDING FAR
 CALCULATIONS



FAR DIAGRAM - LEVEL 1



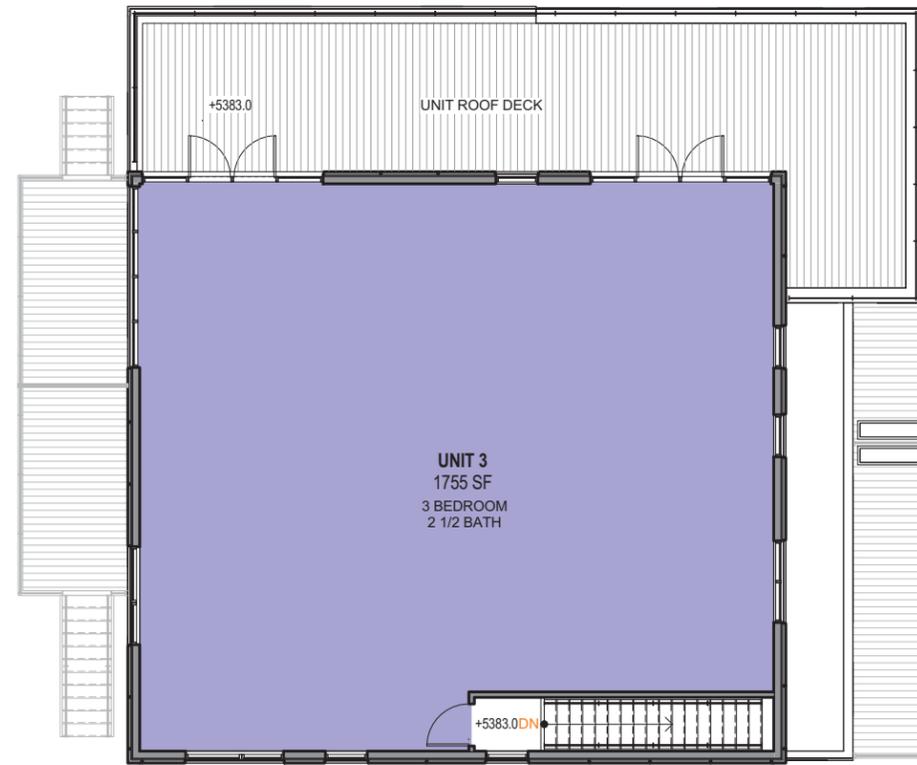
F.A.R. DIAGRAMS
 1/8" = 1'-0"
 08/20/2015
 PROJECT #1408
CADDIS PC



LEVEL 1 - GARAGE
 1/8" = 1'-0"
 08/20/2015
 PROJECT #1408
CADDIS PC

RESIDENTIAL UNIT TYPE

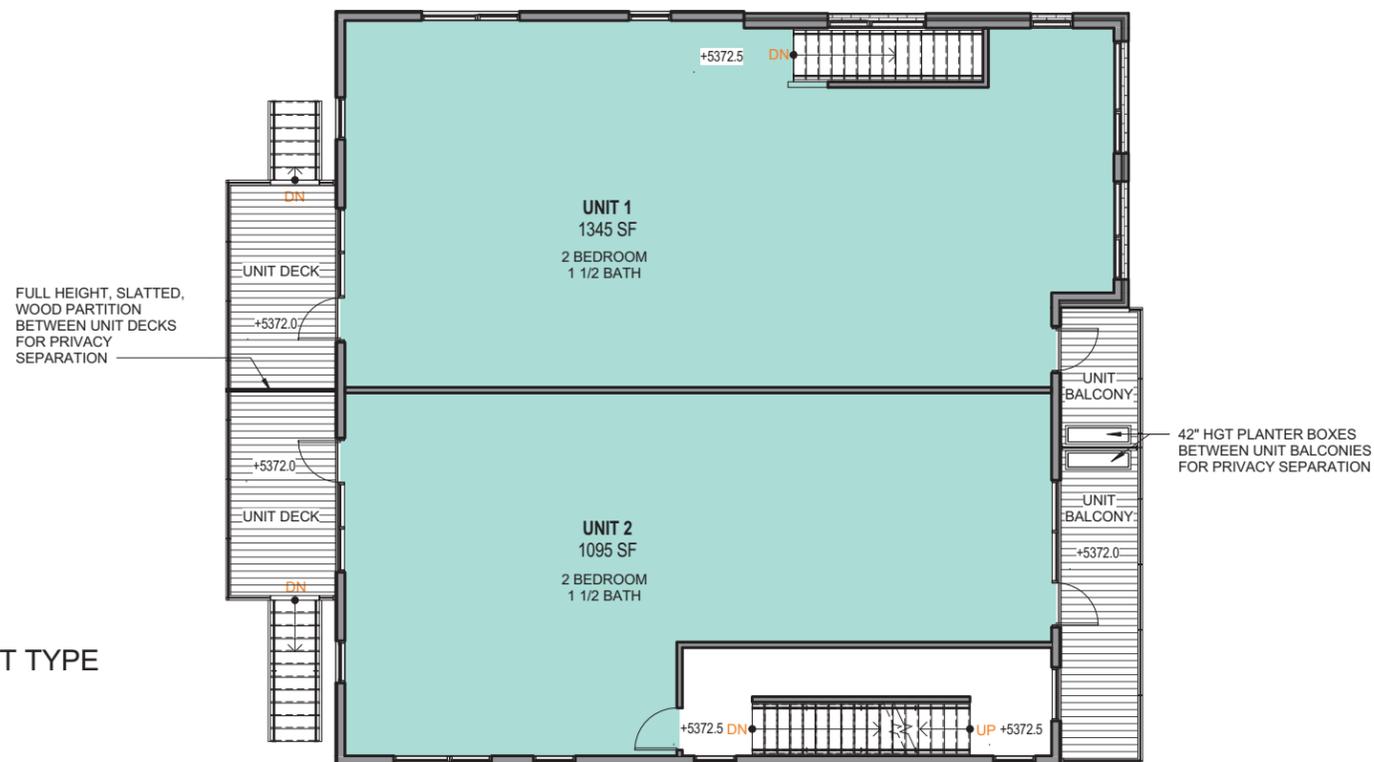
THREE BEDROOM



LEVEL 3

RESIDENTIAL UNIT TYPE

TWO BEDROOM



LEVEL 2



LEVELS 2 & 3
 1/8" = 1'-0"
 08/20/2015
 PROJECT #1408
CADDIS PC



Masonry Axon - Detail



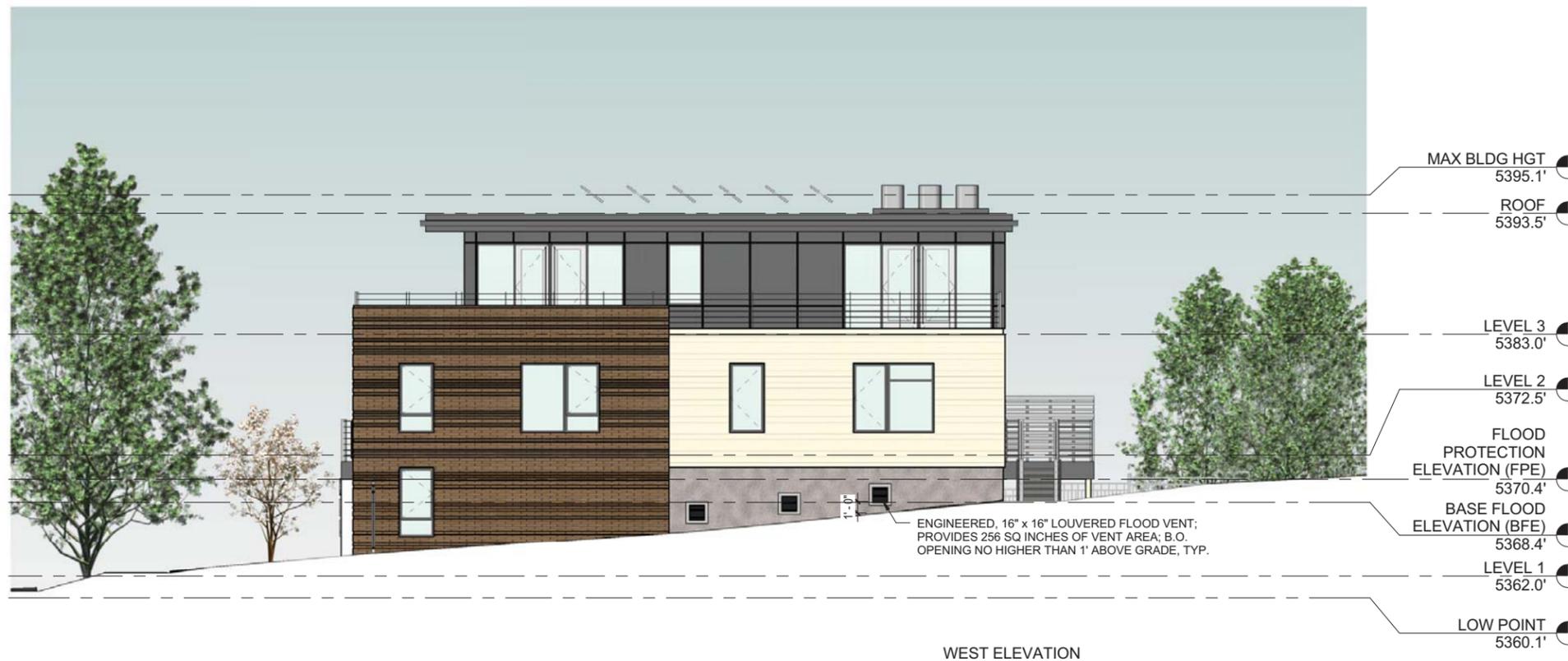
NORTH & EAST ELEVATIONS

1/8" = 1'-0"

08/20/2015

PROJECT #1408

CADDIS PC



CHARACTER



TOP LEVEL UNIT SET BACK FROM LOWER LEVELS



FRONT ENTRANCES AT FRONT YARD SETBACK, ORIENTED TO ENGAGE PUBLIC STREETSCAPE



RESIDENTIAL SCALE, MASONRY "TOWNHOUSE" UNIT

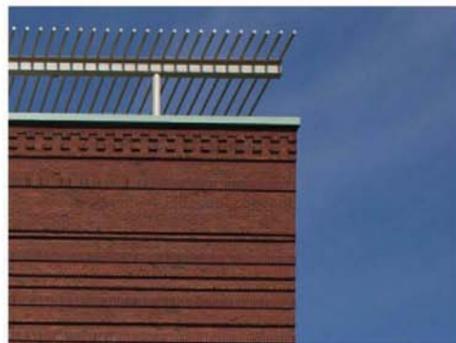
MATERIALS



METAL RAINSCREEN SYSTEM AT LEVEL 3 UNIT



FIBER CEMENT LAP SIDING WITH MITERED CORNERS AND MINIMAL ACCENT TRIM



TEXTURED BRICK DETAIL

PAVING



PERMEABLE PAVER UNITS AT SIDE YARD PATIO



NARROW PRECAST UNIT PAVERS AT FRONT YARD ENTRY WALKS



ONE-THIRD OFFSET OR STACK JOINT AT UNIT PAVERS AT FRONT YARD ENTRY WALKS

PLANTING



JAPANESE BLOODGRASS



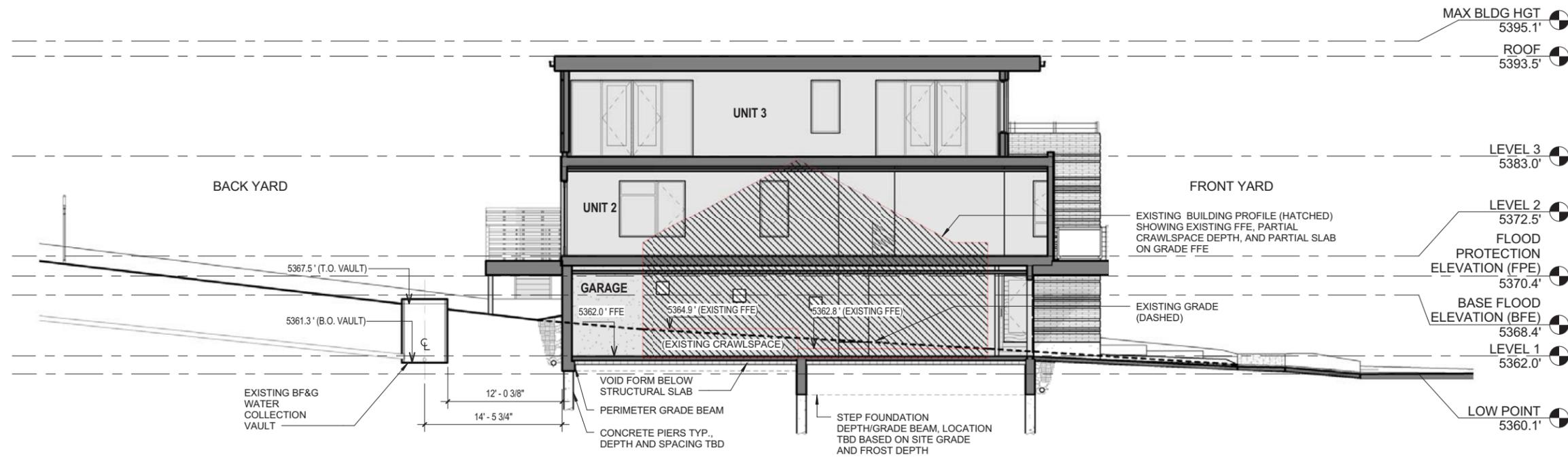
RUSSIAN SAGE BLUE SPIRES

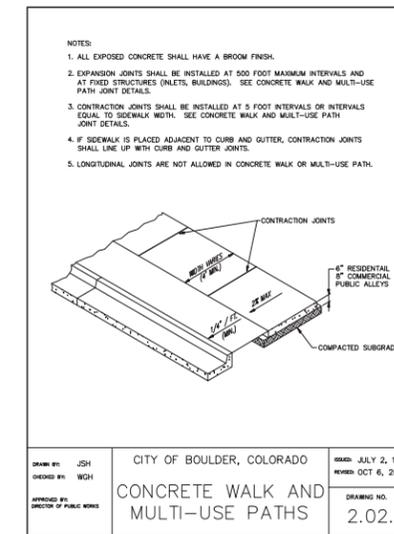
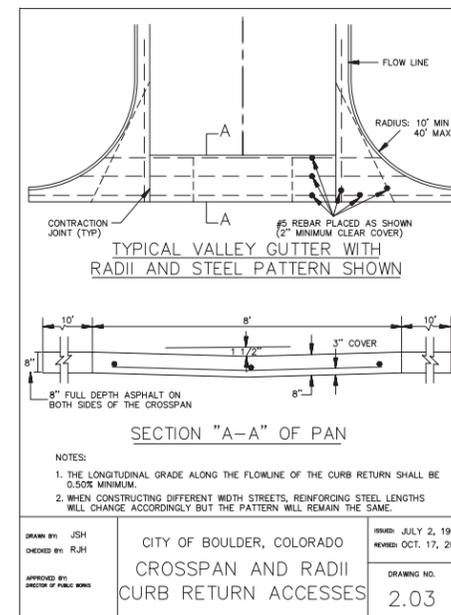
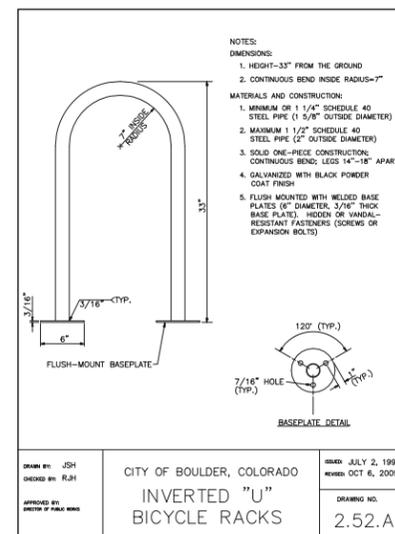
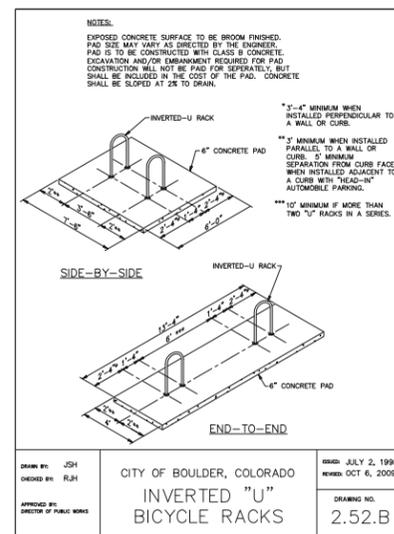
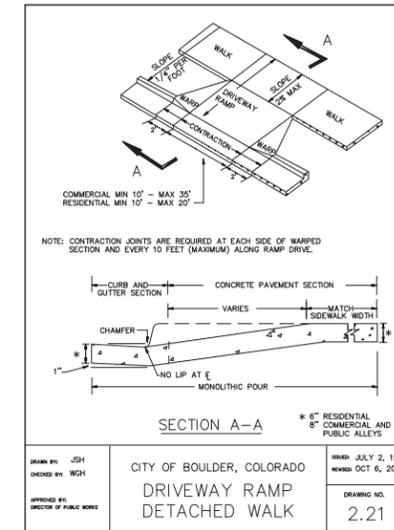
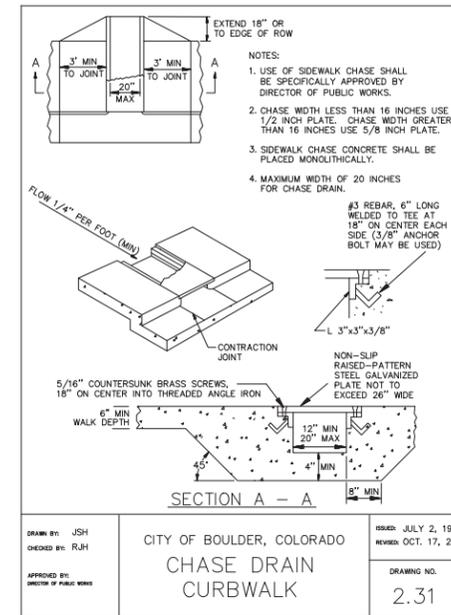
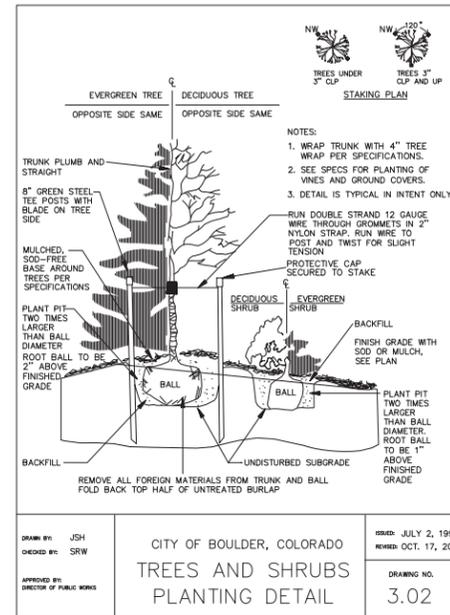
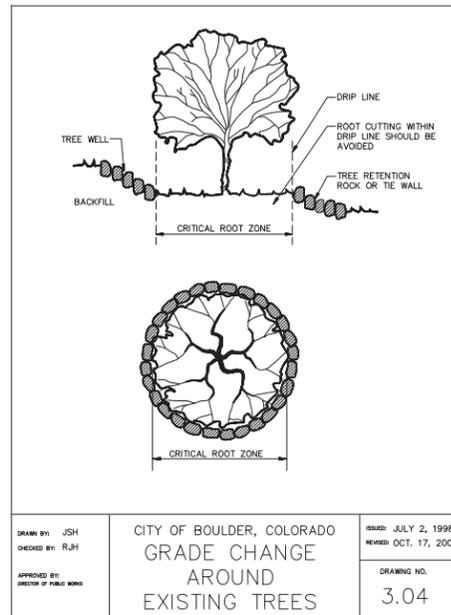


BLAZE LITTLE BLUESTEM GRASS

MATERIALS & CHARACTER

08/20/2015
 PROJECT #1408
CADDIS PC





October 7, 2015

Written Statement for Review of Site Development Criteria

For

944 Arapahoe Avenue, Boulder, Colorado
RH-2 Zoning, 9,375 s.f.

A. The above mentioned property is currently owned by THE 944 LLC, a Colorado Limited Liability Corporation and the applicant herein.

B. We propose to remove the existing single-family home and construct a building which consists of Three (3) dwelling units (two of which are two bedroom units and one three bedroom unit), and covered, at grade level parking which will accommodate 5 parking spaces as is required by code. Supporting Architectural renderings including elevations have been submitted.

C. We anticipate the following development schedule:

Latest Submittal	September 2015
Site Review approval	Late October-Early November
Building Permit Submittal	March-April 2016
Award of Permit	April-May 2016
Start of Construction	August-September 2016
Completion of Construction	Spring 2017

D. A previously submitted survey of the property, previously submitted, indicates there is an Easement at the S.E. corner of the site in favor of the Boulder Fish and Game Club which allows for a spring water pipeline, that collects water from a spring head off the site of the subject property which allows the water to flow towards a water vault within the easement. From the vault the water then flows to the east across the adjoining property to an area used to raise fish. This project has been designed so as to take this easement into account and, any other possible right or any claim that the Boulder Fish And Game Club may have with respect to the subject property. Additionally, the applicant has purposely not maximized the potential use of all the available surface area, contained within the subject property, as is permitted by City of Boulder development code, but located the development not only outside of the easement referred to in the survey but also has requested a front setback modification, similar to the majority of other improvements on the south side of 9th and Arapahoe Ave. to further mitigate any impact to the man-made water collection system of the BF&GC. We have met on site with members of the Club and have taken their concerns into consideration in the design of this project. As such, any structure, as proposed, will be located well outside of any Easement area, or other area used for water collection, and there will be no anticipated pumping of underground water other than what has co-existed on the site for many years in the past through the present not to exceed a ½ h.p. pump.

As per Criteria set forward in section 9-2-14 of the Revised Boulder Code 1981, we are requesting the following:

1.) **Minimum lot size.** As per 9-8-3(b) B.R.C. 1981, we are proposing a minimum lot size of 3,125 s.f per unit.

2.) **Number of units.** Three (3) dwelling units on this 9,375 s.f. lot, which, but for the request for setback modification in the front yard, and side yard setback on the west side of the property, made necessary as a result of City of Boulder's transportation department's requirement to align the entrance driveway with that of the Senior Center on the north side of the street, would otherwise be a development by right.

3.) **Required Parking.** As per 9-9-6 B.R.C. 1981 table 9-1, Three (3) units consisting of 1 Three (3) bedroom unit (2 spaces) Two (2) 2bedroom units (1.5 spaces each= 3 spaces) and we are showing Five(5) spaces, so no reduction in parking is being requested as part of this site review.

The site survey shows an easement at the Southeast corner of the property which allows the Boulder Fish and Game Club access to a "Spring Head", not located on the subject site, that provides for man-made water collection to a collection point within the easement area and then conveys it to the East for use in the Clubs fish-hatching facility.

The current Gregory Canyon Creek Flood plan shows the property in the 100 year flood zone so we have designed the all habitable space to be above any projected flood water and further the garage has been designed taking into consideration the 100 year flood zone requirements.

Please feel free to contact me with any questions or requests for further information.

Thank you,

Michael G. Hannan

Michael G. Hannan, Member
For THE 944 LLC
16495 Grays Way
Broomfield, CO
80023

Site Review criteria:

(h) Criteria for Review: No site review application shall be approved unless the approving agency finds that:

(1) Boulder Valley Comprehensive Plan:

(A) The proposed site plan is consistent with the land use map and the service area map and, on balance, the policies of the Boulder Valley Comprehensive Plan.

The project is consistent with the land use map and, on balance, meets the policies of the Boulder Valley Comprehensive Plan (BVCP), including but not limited to the following policies:

- 2.03, Compact Development Pattern
- 2.10, Preservation and Support for Residential Neighborhoods
- 2.30, Sensitive Infill and Redevelopment
- 2.33, Environmentally Sensitive Urban Design
- 2.37, Enhanced Design for Private Sector Projects
- 4.04, Energy-Efficient Land Use

(B) The proposed development shall not exceed the maximum density associated with the Boulder Valley Comprehensive Plan residential land use designation. Additionally, if the density of existing residential development within a three-hundred-foot area surrounding the site is at or exceeds the density permitted in the Boulder Valley Comprehensive Plan, then the maximum density permitted on the site shall not exceed the lesser of:

(i) The density permitted in the Boulder Valley Comprehensive Plan, or

The proposed number of units (3) equates to 14 dwelling units per acre, which is consistent with the allowed density within the High Density Residential land use range of 14 dwelling units and up.

(ii) The maximum number of units that could be placed on the site without waiving or varying any of the requirements of chapter 9-8, "Intensity Standards," B.R.C. 1981.

(C) The proposed development's success in meeting the broad range of BVCP policies considers the economic feasibility of implementation techniques required to meet other site review criteria.

The development would not be rendered infeasible in meeting the BVCP policies or the Site Review criteria.

(2) Site Design: Projects should preserve and enhance the community's unique sense of place through creative design that respects historic character, relationship to the natural environment, multi-modal transportation connectivity and its physical setting. Projects should utilize site design techniques which are consistent with the purpose of site review in subsection (a) of this section and enhance the quality of the project. In determining whether this subsection is met, the approving agency will consider the following factors:

(A) Open Space: Open space, including, without limitation, parks, recreation areas and playgrounds:

(i) Useable open space is arranged to be accessible and functional and incorporates quality landscaping, a mixture of sun and shade and places to gather;

The project includes a variety of open spaces including elevated decks and porches, greenspace in the rear and landscape areas in the front that are designed to be accessible and functional.

N/A (ii) Private open space is provided for each detached residential unit;

Not applicable. There are no detached units in the project.

- (iii) The project provides for the preservation of or mitigation of adverse impacts to natural features, including, without limitation, healthy long-lived trees, significant plant communities, ground and surface water, wetlands, riparian areas, drainage areas and species on the federal Endangered Species List, "Species of Special Concern in Boulder County" designated by Boulder County, or prairie dogs (*Cynomys ludovicianus*), which is a species of local concern, and their habitat;**

Subterranean water flows beneath the rear portion of the site (and the area) and provides water for Boulder Fish and Game and its nearby facility. There is an easement on the rear southeastern corner of the property where a manhole access to underground piping can be accessed, which would not be impacted by the building location. Impacts to the natural system, which affects all surrounding developed properties, would be difficult to access; however, to minimize impacts to the rear man-made system for water collection, the building is designed to be closer to the street (matching other building setbacks along the streetscape) and leaves the back part of the property largely untouched. The building is also proposed to not be sunken into the ground any lower than the current building as to minimize impacts to the subsurface flow of water.

- (iv) The open space provides a relief to the density, both within the project and from surrounding development;**

The building is situated close to the front of the property where the existing home resides and the rear yard would remain in its natural state providing relief to the density and protection of the subterranean water resources.

- (v) Open space designed for active recreational purposes is of a size that it will be functionally useable and located in a safe and convenient proximity to the uses to which it is meant to serve;**

The site is 0.2 acres with three units and would not be conducive to larger active recreational spaces.

- (vi) The open space provides a buffer to protect sensitive environmental features and natural areas; and**

Subterranean water flows beneath the rear portion of the site and provides water for Boulder Fish and Game and its nearby facility. Much of the catchment of this water is within a special private easement, which would not be impacted by the building location. Impacts to the natural system, which affects all surrounding developed properties, would be difficult to access; however, to minimize impacts to the rear man-made system for water collection, the building is designed to be closer to the street (matching other building setbacks along the streetscape) and leaves the back part of the property largely untouched. The building is also proposed to not be sunken into the ground any lower than the current building as to minimize impacts to the subsurface flow of water.

- (vii) If possible, open space is linked to an area- or city-wide system.**

A sidewalk would be improved along the Arapahoe frontage, which would improve resident accessibility to nearby open space – namely the Boulder Creek path to the north of the site.

(B) Open Space in Mixed Use Developments (Developments That Contain a Mix of Residential and Nonresidential Uses):

Not applicable to a 100% residential development.

- (i) The open space provides for a balance of private and shared areas for the residential uses and common open space that is available for use by both the**

residential and nonresidential uses that will meet the needs of the anticipated residents, occupants, tenants and visitors of the property; and

- (ii) **The open space provides active areas and passive areas that will meet the needs of the anticipated residents, occupants, tenants and visitors of the property and are compatible with the surrounding area or an adopted plan for the area.**

(C) Landscaping:

- (i) **The project provides for aesthetic enhancement and a variety of plant and hard surface materials, and the selection of materials provides for a variety of colors and contrasts and the preservation or use of local native vegetation where appropriate;**

Much of the site is left in its natural state; however, in the areas where the building is proposed there is an aesthetic enhancement of the site and streetscape through planters and hardscape elements.

- (ii) **Landscape design attempts to avoid, minimize or mitigate impacts on and off site to important native species, healthy, long lived trees, plant communities of special concern, threatened and endangered species and habitat by integrating the existing natural environment into the project;**

Much of the wooded area of the site is in the rear of the site, which will be left in its natural state without any building features or construction activities. No important native spaces or plant communities of special concern have been identified.

- (iii) **The project provides significant amounts of plant material sized in excess of the landscaping requirements of sections 9-9-12, "Landscaping and Screening Standards," and 9-9-13, "Streetscape Design Standards," B.R.C. 1981; and**

The project exceeds the minimum landscaping requirements of the code.

- (iv) **The setbacks, yards and useable open space along public rights of way are landscaped to provide attractive streetscapes, to enhance architectural features and to contribute to the development of an attractive site plan.**

Landscaping is focused in the areas close to the public right-of-way and provides an appropriate and attractive interface between the project and the public realm.

(D) Circulation: Circulation, including, without limitation, the transportation system that serves the property, whether public or private and whether constructed by the developer or not:

- (i) **High speeds are discouraged or a physical separation between streets and the project is provided;**

Vehicular travel on the site is limited to a short driveway into a parking garage. The design would not be conducive to high speeds and an appropriate separation between the street and the project would be provided.

- (ii) **Potential conflicts with vehicles are minimized;**

The parking garage is compact, but is designed to meet the required back out and turnaround requirements. Potential conflicts with vehicles would be minimized.

- (iii) **Safe and convenient connections are provided that support multi-modal mobility through and between properties, accessible to the public within the project and between the project and the existing and proposed transportation systems, including, without limitation, streets, bikeways, pedestrianways and trails;**

The project would connect to the city sidewalk systems and would allow pedestrian access to nearby trails like the Boulder Creek path.

- (iv) Alternatives to the automobile are promoted by incorporating site design techniques, land use patterns and supporting infrastructure that supports and encourages walking, biking and other alternatives to the single-occupant vehicle;**

Code compliant long and short-term bicycle parking and upgrades to the sidewalk along the frontage will support travel modes alternatives to the automobile.

- (v) Where practical and beneficial, a significant shift away from single-occupant vehicle use to alternate modes is promoted through the use of travel demand management techniques;**

A Transportation Demand Management (TDM) has been submitted and commits to a number of strategies to encourage shifts from single-occupant vehicle use.

- (vi) On-site facilities for external linkage are provided with other modes of transportation, where applicable;**

See (iii) above.

- (vii) The amount of land devoted to the street system is minimized; and**

To accommodate the parking on-site and access thereto, the amount of land devoted to the vehicular uses is the least possible.

- (viii) The project is designed for the types of traffic expected, including, without limitation, automobiles, bicycles and pedestrians, and provides safety, separation from living areas and control of noise and exhaust.**

Vehicular travel on the site is confined to a partly subterranean parking garage, which would provide appropriate separation from noise and exhaust. The project also has bike racks and connections to the sidewalk system to accommodate other modes.

(E) Parking:

- (i) The project incorporates into the design of parking areas measures to provide safety, convenience and separation of pedestrian movements from vehicular movements;**

The parking garage is compact and would require drivers to walk from their cars to the internal stairway to access the building and site. The amount of traffic expected on the site is low and therefore, no additional modifications would be required to accommodate pedestrian safety.

- (ii) The design of parking areas makes efficient use of the land and uses the minimum amount of land necessary to meet the parking needs of the project;**

The parking garage is compact and therefore, the amount of land devoted to the vehicular uses and parking is the least possible.

- (iii) Parking areas and lighting are designed to reduce the visual impact on the project, adjacent properties and adjacent streets; and**

The parking area would be confined within the building and would not be visible from the street thereby reducing its visual impact.

- (iv) Parking areas utilize landscaping materials to provide shade in excess of the requirements in subsection 9-9-6(d), and section 9-9-14, "Parking Lot Landscaping Standards," B.R.C. 1981.**

With internal parking, the section referenced above would not apply.

(F) Building Design, Livability and Relationship to the Existing or Proposed Surrounding Area:

- (i) **The building height, mass, scale, orientation, architecture and configuration are compatible with the existing character of the area or the character established by adopted design guidelines or plans for the area;**

No specific guidelines or plans apply to the area (although the Civic Area is nearby and a planning process for the area owned and managed by the city is underway); however, the area is predominantly within the historic core of Boulder with a gridded street network and smaller lotting pattern. The area has a mix of historic buildings as well as more contemporary examples. The building's height, mass, scale and orientation all match the pattern of development along the western stretch of Arapahoe. Its configuration and access from Arapahoe also match the development pattern of the area where topography in the rear of sites led to no alley access. Its architecture, while modern, borrows from more historic architectural elements seen on adjacent properties such as the brick church to the west or the clapboard sided residence to the immediate east. For these reasons, the project will appear consistent with the existing character of the area.

- (ii) **The height of buildings is in general proportion to the height of existing buildings and the proposed or projected heights of approved buildings or approved plans or design guidelines for the immediate area;**

The building height complies with the zoning district maximum. The height would exceed the height of some surrounding structures, but is not out of line when compared to the height of other buildings in the vicinity, such as 949 Marine Street, 1050 Arapahoe Avenue, and the Boulder Public Library.

- (iii) **The orientation of buildings minimizes shadows on and blocking of views from adjacent properties;**

The project is designed to meet the solar access regulations and will not create shadows that cast more than what a hypothetical 25-foot solar fence would. No significant views would be altered.

- (iv) **If the character of the area is identifiable, the project is made compatible by the appropriate use of color, materials, landscaping, signs and lighting;**

The context around the project is eclectic and includes a variety of designs and scales. While there are more modern structures than other historic residential neighborhoods and some that are vastly out of scale with their surroundings, the general character of the area remains more historically scaled with most buildings built in the early 1900s (roughly around 1920s). The project takes this immediate context into account and includes building materials that match that of surrounding structures with clapboard siding similar to 952 Arapahoe and brick similar to the historic church at 900 Arapahoe. The building is also situated closer to the streetscape similar to the older buildings along the block. Therefore, the proposed building design is found to be consistent with the character of the area and made compatible by the appropriate use of color, materials, landscaping, signs and lighting.

- (v) **Projects are designed to a human scale and promote a safe and vibrant pedestrian experience through the location of building frontages along public streets, plazas, sidewalks and paths, and through the use of building elements, design details and landscape materials that include, without limitation, the location of entrances and windows, and the creation of transparency and activity at the pedestrian level;**

- N/A (vi) To the extent practical, the project provides public amenities and planned public facilities;**

The size of the site and expected density are not significant enough to expect public amenities or planned public facilities.

- (vii) **For residential projects, the project assists the community in producing a variety of housing types, such as multifamily, townhouses and detached single family units, as well as mixed lot sizes, number of bedrooms and sizes of units;**

The project would include five units of varying sizes and numbers of bedrooms that would be consistent with this criterion.

- (viii) For residential projects, noise is minimized between units, between buildings and from either on-site or off-site external sources through spacing, landscaping and building materials;**

High quality construction would be expected to separate the impacts of noise between units. Floor separations and the orientation of units would minimize issues of this nature.

- (ix) A lighting plan is provided which augments security, energy conservation, safety and aesthetics;**

At time of Technical Document review, a lighting plan would be required to affirm consistency with the Outdoor Lighting regulations of Section 9-9-16, B.R.C. 1981.

- (x) The project incorporates the natural environment into the design and avoids, minimizes or mitigates impacts to natural systems;**

Subterranean water flows beneath the rear portion of the site and provides water for Boulder Fish and Game and its nearby facility. Much of the catchment of this water is within a special private easement, which would not be impacted by the building location. Impacts to the natural system, which affects all surrounding developed properties, would be difficult to access; however, to minimize impacts to the rear man-made system for water collection, the building is designed to be closer to the street (matching other building setbacks along the streetscape) and leaves the back part of the property largely untouched. The building is also proposed to not be sunken into the ground any lower than the current building as to minimize impacts to the subsurface flow of water.

- (xi) Buildings minimize or mitigate energy use; support on-site renewable energy generation and/or energy management systems; construction wastes are minimized; the project mitigates urban heat island effects; and the project reasonably mitigates or minimizes water use and impacts on water quality;**

The proposed project will be required to meet the city's recently adopted energy code (International Energy Efficiency Code (IECC) plus 30 percent additional efficiency). These standards are considered to be very aggressive with regard to energy efficiency in building design. As a residential project, it is also subject to the city's green points program.

Provided in the applicant's response to comments dated July 6, 2015 and considered a part of the written statement is the applicant's preliminary energy model for the proposed project. The preliminary energy model outlines the following construction and energy efficiency techniques:

The applicant indicates that the project has been design per IAW 2012 IBC, IECC, and Boulder Commercial Energy prescriptive standards to comply with the a full range of energy efficiency and resource conservation measures. In addition, the applicant notes that the design minimizes energy use due to solar orientation and fenestration allow for passive solar heating. Further, the reduced building footprint will allow for an increase in landscape and pervious surface along with a high albedo roofing material to mitigate urban heat island effects. The project ill employ energy and resource conserving appliances and fixtures. The roof has also been design to accommodate solar panel installation.

- (xii) Exteriors of buildings present a sense of permanence through the use of authentic materials such as stone, brick, wood, metal or similar products and building material detailing;**

The use of clapboard siding and brick on the structure present a sense of permanence and detailing of the brick, in particular, are consistent with this criterion.

- (xiii) Cut and fill are minimized on the site, the design of buildings conforms to the natural contours of the land, and the site design minimizes erosion, slope instability, landslide, mudflow or subsidence, and minimizes the potential threat to property caused by geological hazards;**

Cut and fill are minimized and confined to the foundation of the building and to avoid conveyance drainage off the site. The building is also proposed to be situated closer to the front lot line as to minimize impacts on the rear part of the site where Boulder Fish and Game has water rights and easement. The foundation walls of the building are setback from said easement seven feet.

- (xiv) In the urbanizing areas along the Boulder Valley Comprehensive Plan boundaries between Area II and Area III, the building and site design provide for a well-defined urban edge; and**

Not applicable as the project site is within Area I and not in the boundary area of Area II and III.

- (xv) In the urbanizing areas located on the major streets shown on the map in Appendix A to this title near the Boulder Valley Comprehensive Plan boundaries between Area II and Area III, the buildings and site design establish a sense of entry and arrival to the City by creating a defined urban edge and a transition between rural and urban areas.**

Not applicable as the project site is within Area I and not in the boundary area of Area II and III.

- (G) Solar Siting and Construction: For the purpose of ensuring the maximum potential for utilization of solar energy in the City, all applicants for residential site reviews shall place streets, lots, open spaces and buildings so as to maximize the potential for the use of solar energy in accordance with the following solar siting criteria:**

- (i) Placement of Open Space and Streets: Open space areas are located wherever practical to protect buildings from shading by other buildings within the development or from buildings on adjacent properties. Topography and other natural features and constraints may justify deviations from this criterion.**

The building is sited closer to the front lot line than that permitted by-right, which would be closest to the north to increase yard space on the south side consistent with this criterion. The stature of neighboring buildings would not shadow the subject structure.

- (ii) Lot Layout and Building Siting: Lots are oriented and buildings are sited in a way which maximizes the solar potential of each principal building. Lots are designed to facilitate siting a structure which is unshaded by other nearby structures. Wherever practical, buildings are sited close to the north lot line to increase yard space to the south for better owner control of shading.**

See (i) above.

- (iii) Building Form: The shapes of buildings are designed to maximize utilization of solar energy. Buildings shall meet the solar access protection and solar siting requirements of section 9-9-17, "Solar Access," B.R.C. 1981.**

The building is designed with flat roofs that would enable the possibility of angle solar collectors on the roof in the future.

- (iv) Landscaping: The shading effects of proposed landscaping on adjacent buildings are minimized.**

No significant landscaping is proposed such that solar collectors would be impacted presently or in the future.

- (H) Additional Criteria for Poles Above the Permitted Height: No site review application for a pole above the permitted height will be approved unless the approving agency finds all of the following:**

- (i) The light pole is required for nighttime recreation activities which are compatible with the surrounding neighborhood, light or traffic signal pole is required for safety or the electrical utility pole is required to serve the needs of the City; and**

- (ii) The pole is at the minimum height appropriate to accomplish the purposes for which the pole was erected and is designed and constructed so as to minimize light and electromagnetic pollution.

(l) Land Use Intensity Modifications:

Not applicable to this zone.

(i) Potential Land Use Intensity Modifications:

- a. The density of a project may be increased in the BR-1 district through a reduction of the lot area requirement or in the Downtown (DT), BR-2 or MU-3 districts through a reduction in the open space requirements.
- b. The open space requirements in all Downtown (DT) districts may be reduced by up to one hundred percent.
- c. The open space per lot requirements for the total amount of open space required on the lot in the BR-2 district may be reduced by up to fifty percent.
- d. Land use intensity may be increased up to twenty-five percent in the BR-1 district through a reduction of the lot area requirement.

(ii) Additional Criteria for Land Use Intensity Modifications: A land use intensity increase will be permitted up to the maximum amount set forth below if the approving agency finds that the criteria in paragraph (h)(1) through subparagraph (h)(2)(H) of this section and following criteria have been met:

- a. **Open Space Needs Met:** The needs of the project's occupants and visitors for high quality and functional useable open space can be met adequately;
- b. **Character of Project and Area:** The open space reduction does not adversely affect the character of the development or the character of the surrounding area; and
- c. **Open Space and Lot Area Reductions:** The specific percentage reduction in open space or lot area requested by the applicant is justified by any one or combination of the following site design features not to exceed the maximum reduction set forth above:
 - 1. Close proximity to a public mall or park for which the development is specially assessed or to which the project contributes funding of capital improvements beyond that required by the parks and recreation component of the development excise tax set forth in chapter 3-8, "Development Excise Tax," B.R.C. 1981: maximum one hundred percent reduction in all Downtown (DT) districts and ten percent in the BR-1 district;
 - 2. Architectural treatment that results in reducing the apparent bulk and mass of the structure or structures and site planning which increases the openness of the site: maximum five percent reduction;
 - 3. A common park, recreation or playground area functionally useable and accessible by the development's occupants for active recreational purposes and sized for the number of inhabitants of the development, maximum five percent reduction; or developed facilities within the project designed to meet the active recreational needs of the occupants: maximum five percent reduction;
 - 4. Permanent dedication of the development to use by a unique residential population whose needs for conventional open space are reduced: maximum five percent reduction;
 - 5. The reduction in open space is part of a development with a mix of residential and nonresidential uses within a BR-2 zoning district that, due to the ratio of residential to nonresidential uses and because of the size, type and mix of dwelling units, the need for open space is reduced: maximum fifteen percent reduction; and

6. The reduction in open space is part of a development with a mix of residential and nonresidential uses within a BR-2 zoning district that provides high quality urban design elements that will meet the needs of anticipated residents, occupants, tenants and visitors of the property or will accommodate public gatherings, important activities or events in the life of the community and its people, that may include, without limitation, recreational or cultural amenities, intimate spaces that foster social interaction, street furniture, landscaping and hard surface treatments for the open space: maximum twenty-five percent reduction.

(J) Additional Criteria for Floor Area Ratio Increase for Buildings in the BR-1 District:

Not applicable to this zone.

- (i) **Process:** For buildings in the BR-1 district, the floor area ratio ("FAR") permitted under table 8-2, section 9-8-2, "Floor Area Ratio Requirements," B.R.C. 1981, may be increased by the city manager under the criteria set forth in this subparagraph.
- (ii) **Maximum FAR Increase:** The maximum FAR increase allowed for buildings thirty-five feet and over in height in the BR-1 district shall be from 2:1 to 4:1.
- (iii) **Criteria for the BR-1 District:** The FAR may be increased in the BR-1 district to the extent allowed in subparagraph (h)(2)(J)(ii) of this section if the approving agency finds that the following criteria are met:
 - a. Site and building design provide open space exceeding the required useable open space by at least ten percent: an increase in FAR not to exceed 0.25:1.
 - b. Site and building design provide private outdoor space for each office unit equal to at least ten percent of the lot area for buildings twenty-five feet and under and at least twenty percent of the lot area for buildings above twenty-five feet: an increase in FAR not to exceed 0.25:1.
 - c. Site and building design provide a street front facade and an alley facade at a pedestrian scale, including, without limitation, features such as awnings and windows, well-defined building entrances and other building details: an increase in FAR not to exceed 0.25:1.
 - d. For a building containing residential and nonresidential uses in which neither use comprises less than twenty-five percent of the total square footage: an increase in FAR not to exceed 1:1.
 - e. The unused portion of the allowed FAR of historic buildings designated as landmarks under chapter 9-11, "Historic Preservation," B.R.C. 1981, may be transferred to other sites in the same zoning district. However, the increase in FAR of a proposed building to which FAR is transferred under this subparagraph may not exceed an increase of 0.5:1.
 - f. For a building which provides one full level of parking below grade, an increase in FAR not to exceed 0.5:1 may be granted.

(K) Additional Criteria for Parking Reductions: The off-street parking requirements of section 9-9-6, "Parking Standards," B.R.C. 1981, may be modified as follows:

- (i) **Process:** The city manager may grant a parking reduction not to exceed fifty percent of the required parking. The planning board or city council may grant a reduction exceeding fifty percent.

Not applicable.

- (ii) **Criteria:** Upon submission of documentation by the applicant of how the project meets the following criteria, the approving agency may approve proposed modifications to the parking requirements of section 9-9-6, "Parking Standards," B.R.C. 1981 (see tables 9-1, 9-2, 9-3 and 9-4), if it finds that:

- a. For residential uses, the probable number of motor vehicles to be owned by occupants of and visitors to dwellings in the project will be adequately accommodated;
 - b. The parking needs of any nonresidential uses will be adequately accommodated through on-street parking or off-street parking;
 - c. A mix of residential with either office or retail uses is proposed, and the parking needs of all uses will be accommodated through shared parking;
 - d. If joint use of common parking areas is proposed, varying time periods of use will accommodate proposed parking needs; and
 - e. If the number of off-street parking spaces is reduced because of the nature of the occupancy, the applicant provides assurances that the nature of the occupancy will not change.
- (L) **Additional Criteria for Off-Site Parking:** The parking required under section 9-9-6, "Parking Standards," B.R.C. 1981, may be located on a separate lot if the following conditions are met:

Not applicable to this project.

- (i) The lots are held in common ownership;
- (ii) The separate lot is in the same zoning district and located within three hundred feet of the lot that it serves; and
- (iii) The property used for off-site parking under this subparagraph continues under common ownership or control.

CITY OF BOULDER
PLANNING BOARD AGENDA ITEM

MEETING DATE: October 22, 2015

AGENDA TITLE: Staff briefing and board input regarding the Access Management and Parking Strategy (AMPS).

PRESENTERS:

Molly Winter, Director, Department of Community Vitality
Kathleen Bracke, GO Boulder Manager, Public Works Transportation
Chris Hagelin, Senior Transportation Planner, GO Boulder
Bill Cowern, Transportation Operations Engineer
Karl Guiler, Senior Planner, Planning Housing + Sustainability
Jay Sugnet, Senior Planner, Planning Housing + Sustainability

EXECUTIVE SUMMARY



The purpose of this memo is to:

1. Seek the Planning Board's input on draft recommendations for key priorities for 2015 and 2016:
 - a. options and draft recommendation for parking code amendments;
 - b. draft recommendations for Transportation Demand Management (TDM) policies for new developments; and
 - c. options and draft recommendations on car sharing policy.
2. Share ongoing community engagement and work plan items related to AMPS and next steps.

The purpose of AMPS is to review and update the current access and parking management policies and programs and develop 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 in a manner tailored to address the unique character and needs of the different parts of the city.

Staff has gathered input from the community, boards and commissions to help identify 2015 priorities for further research and community discussion. Ongoing outreach to the city advisory boards and the community has served the dual purposes of educating the public about the multimodal access system and seeking input and ideas about future opportunities for enhancements. The community and board members attended an AMPS open house in September

2015, and provided the input summarized in Section II below. Staff is preparing the most recent feedback from the boards and commissions, surveys, and September 21 open house, which will be submitted to council prior to the study session.

Questions for the Boards and Commissions

1. What is your input on the following AMPS 2015 priority work program items:

Updates to Off-Street Parking Code Regulations

a. Recent parking data shows that current parking requirements generally require more parking city wide than is needed for land uses. Which scenario for parking code changes would be advised moving forward (*see Section III*)?

TDM Plans for New Development

b. What are the pros and cons related to the two approaches – district focused and city-wide – for a TDM Plan ordinance for new developments?

c. Should staff include in the city-wide approach an option to have the trigger based on the number of employees or bedrooms/housing units or number of peak hour vehicle trips?

Car Share On-Street Parking Policy

d. Should the city include a designated on-street parking alternative for car share companies in our car share on-street parking policy?

e. Should the city include a permitting process for geo-tracked car share vehicle to park in undesignated public right-of-way parking spaces in managed districts, in excess of time restrictions present in these areas?

2. Do the Boards and Commissions have any feedback regarding the ongoing AMPS community engagement and related work plan items and next steps?

MEMO ORGANIZATION

I. Background

II. Community, Board and Commission Feedback

III. Updates to Off-Street Parking Code Regulations (Land Use Code)

IV. Transportation Demand Management Plans for New Development

V. Car Share On-Street Parking Policy

VI. Parking Pricing Preview

VII. AMPS Implementation

VIII. Ongoing Work and Coordination Related to AMPS

IX. Next Steps

I. BACKGROUND

The Access Management and Parking Strategy (AMPS) project approach emphasizes collaboration among city departments and close coordination with the numerous interrelated planning efforts and initiatives such as the Transportation Master Plan (TMP), Economic Sustainability Strategy, and Climate Commitment. Guiding principles for AMPS include:

- provide for all transportation modes;
- support a diversity of people;

- customize tools by area;
- seek solutions with co-benefits;
- plan for the present and future; and
- cultivate partnerships.

In addition of considering enhancements to existing districts, AMPS is examining parking and multimodal 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 throughout the community.

Elements of the AMPS project include:

- integrated planning, coordinated with other master planning efforts;
- a focus on goals and guiding principles that create an adaptable set of tools and methods, allowing the city to continually improve and innovate to achieve its goals;
- evaluation of existing and new parking and access management policies and practices within existing districts and across the community, including on- and off-street parking, and public and private parking areas; and
- development of context-appropriate strategies using the existing parking districts as role models for other transitioning areas within the community and incorporating national best practices research.

The full text of the project purpose, goals and guiding principles are shown in [Attachment A](#).

City Council held study sessions on [June 10](#), [July 29](#), [Oct. 28](#), 2014 and [May 26](#), 2015 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. Staff prepared summaries of the study sessions for [June and July 2014](#), [October 2014](#), and [May 2015](#).

It is important to note that if Ballot Questions No. 300 and 301 are passed by the voters on November 3, there will be implications for the AMPS work effort. This memo reflects current staff thinking on AMPS. If the ballot measures pass between now and the City Council Study Session on November 12, staff will need to reevaluate the overall AMPS work plan to reflect the city's approach to implementing the two measures. The City Attorney's Office submitted an [information packet memorandum](#) to City Council on Oct. 6 with additional information on plans for implementation of the ballot measures if they pass.

II. COMMUNITY, BOARD AND COMMISSION FEEDBACK

Staff continues to compile community, board and commission feedback to inform the development of AMPS. Staff has been conducting outreach to residents and commuters through the project website, surveys, Inspire Boulder, and a series of coffee talks throughout Boulder to help develop an understanding of how the community currently views parking and access management. To provide feedback on the relationship of potential changes to the parking code and the TDM Plan ordinance for new developments, staff has convened a stakeholder group consisting of neighborhood and business representatives, developers, and transportation

engineers to gather feedback on proposed changes. This group will be meeting throughout the fall of 2015 as staff prepares for the November study session with Council.

Associated with the current phase of work the following community, board and commission activities have occurred or been scheduled.

- September 21 – AMPS Joint Board Workshop
- September 28 – AMPS Open House
- October 5 – Downtown Management Commission
- October 8 – Downtown Boulder Business Improvement District
- October 12 – Transportation Advisory Board
- October 14 – Downtown Boulder, Inc.
- October 15 – Boulder Junction Access Districts Commissions
- October 15 – Planning Board
- October 21 – University Hill Commercial Area Management Commission
- November 12 – City Council Study Session

A summary of feedback from the commissions and boards will be provided at the study session. A summary of recent community engagement, as well as the full documentation of comments received as part of this phase of AMPS, is available on the [AMPS website](#).

III. UPDATES TO OFF-STREET PARKING REGULATIONS (LAND USE CODE)

With the exception of the recently approved “fixes” and addition of new bike parking regulations to the parking code in 2014, the City of Boulder has not conducted a comprehensive review of its parking requirements or updated the standards for some time. The current parking requirements do not reflect the travel mode shift that has occurred in Boulder in recent years or the desired continued mode shift in the future. Boulder’s current mode split (including higher than regional and national trends for walking, biking, and transit) is reflected in the high number of parking reductions that are requested and approved for new development projects and in data that shows an increasing use of transit and bike facilities.

As part of the AMPS process, the city is evaluating updates to the land use (zoning) code to ensure that parking is being provided according to contemporary and future travel needs. These needs should take into account the higher percentages of people choosing to walk, bike and ride transit as alternatives to the automobile. This memo outlines the best practices that staff has researched and discussed in previous memoranda, includes new data on parking supply and demand in the city (see **Attachment B** – Parking Study), and specifies three scenarios ranging from conservative to more aggressive related to how much of the parking regulations should be updated. Based on direction received from review boards and council on these scenarios, staff will return with more specific land use changes and analysis for consideration. It should be noted that parking regulations, particularly those that may impact residential areas may be affected if the Ballot Questions 300 and 301 pass on November 3 as discussed in the Executive Summary.

Staff’s work on evaluating the current parking requirements are informed by policies in the Boulder Valley Comprehensive Plan, discussed below, and the Transportation Master Plan’s (TMP) goals of encouraging transportation options and reducing vehicle miles traveled (VMT).

City policies seek to require more efficient parking solutions and avoid excessive parking as expressed in the two Boulder Valley Comprehensive Plan (BVCP) policies below:

6.09 Integration with Land Use

Three intermodal centers will be developed or maintained in the downtown, Boulder Junction and on the university's main campus as anchors to regional transit connections and as hubs for connecting pedestrian, bicycle and local transit to regional services. The land along multimodal corridors will be designated as multimodal transportation zones when transit service is provided on that corridor. In these multimodal transportation zones, the city will develop a highly connected and continuous transportation system for all modes, identify locations for mixed use and higher density development integrated with transportation functions through appropriate design, and develop parking maximums and encourage parking reductions. The city will complete missing links in the transportation grid through the use of area transportation plans and at the time of parcel redevelopment.

6.10 Managing Parking Supply

Providing for vehicular parking will be considered as a component of a total access system of all modes of transportation - bicycle, pedestrian, transit and vehicular - and will be consistent with the desire to reduce single occupant vehicle travel, limit congestion, balance the use of public spaces and consider the needs of residential and commercial areas. Parking demand will be accommodated in the most efficient way possible with the minimal necessary number of new spaces. The city will promote parking reductions through parking maximums, shared parking, unbundled parking, parking districts and transportation demand management programs.

Consistent with the policies mentioned above, staff is considering incorporating the following best practices from other communities into the land use code:

- Updated parking requirements that include new parking minimums and parking maximums;
- Shared parking requirements;
- Automatic parking reductions;
- Unbundled parking in areas outside of Boulder Junction; and
- Requirements for electric vehicle charging stations.

Staff worked with Fox Tuttle Hernandez Transportation Consultants on analyzing different land uses throughout Boulder in different contexts (e.g., suburban locations away from transit vs. mixed-use locations along transit routes) to evaluate current parking needs. The study, which looked at the parking supply and demand of over thirty locations during peak and non-peak periods and during the university school year, found that parking supply exceeds demand in all instances. Therefore, consistent with the policy direction provided by the Boulder Valley Comprehensive Plan and goals of the Transportation Master Plan (TMP), reducing parking requirements – principally for commercial and office uses – is warranted.

The data also indicates that there is not a strong correlation between the parking needs of properties in more urban, walkable mixed-use locations versus more isolated, vehicle-oriented, suburban locations. This is due to city's high level of walk-ability, bike-ability and transit access. While differences can be seen between these locations, they are not large enough to necessitate complicated, localized parking requirements, but rather it makes sense to have updated parking requirements per land use citywide.

Based on the parking data results and the intrinsic connection between reducing parking requirements and encouraging transportation options, staff has been working on creating updated parking regulations that are linked to new Transportation Demand Management (TDM) requirements (in addition to those TDM requirements discussed later in this memorandum). The approach is to create new parking maximums and parking minimums per land use such that if a new development includes parking amounts towards the lower end of required parking, the required TDM strategies would need to be more robust to offset the need for parking and encourage transportation options. Staff is looking for direction on whether this is a good approach and also how aggressive the numeric parking amounts should be changed.

Questions:

- a. The Fox Tuttle Hernandez parking data shows that current parking requirements generally require more parking city wide than is needed for land uses. Which scenario for parking code changes below would be advised moving forward?

Scenario 1

- Minimal change to current parking requirements.
- Parking lots would continue to take up large portions of sites.
- Spillover impacts would be largely avoided.
- May result in continued applications for parking reductions.
- Would have the least impact to businesses reliant on provision on parking.
- Least alignment with city BVCP policies and Transportation Master Plan (TMP) goals.

Scenario 2

- Recognizes that alternative modes are a growing trend in Boulder based on transit use and bike-ability.
- Would entail a reduction in parking supply requirements closer to the average parking demand numbers in the data.
- More flexibility in site design as parking lots would take up some portions of sites.
- Would likely result in tighter parking availability during peak periods and potential for some spillover for some land uses. If spillover parking into neighborhoods occurred during peak periods, mitigation through the Neighborhood Parking Permit (NPP) program may be necessary.
- Would include implementation of new TDM requirements in the land use code.
- Would likely reduce the amount of applications for parking reductions.
- May have a moderate impact to businesses reliant on provision on parking.
- Better alignment with city BVCP policies and TMP goals.
- Would be more of an incremental approach towards TMP goals.

Scenario 3

- Recognizes that use of transportation options is a growing trend in Boulder based on transit use and bike-ability.
- Would entail a more significant reduction in parking supply requirements to potentially less than the current demand.

- Greatest level of site design flexibility with parking lots and garages taking up minimal portions of sites.
- Spillover parking may be more likely. If spillover parking into neighborhoods occurred during peak periods, mitigation through the NPP program may be necessary.
- Would include implementation of more robust TDM requirements in the land use code.
- This scenario would result in minimal applications for parking reductions.
- May have a detrimental impact on businesses reliant on provision of parking.
- Most alignment with city BVCP policies and TMP goals.
- May have biggest impact to travel behavior and modal choice if less parking is available.

IV. TRANSPORTATION DEMAND MANAGEMENT PLANS FOR NEW DEVELOPMENT

Staff is developing a Transportation Demand Management (TDM) Plan ordinance for new developments. The work represents a systematic approach to holistically address the impacts of new commercial and residential developments on our transportation system. This TDM Plan ordinance work is moving forward together with two other initiatives that are also addressing the impact of new developments. The two initiatives include changes to the city parking code and an impact fee study that includes evaluating the feasibility, design and implementation of a multi-modal impact fee.

Parking Code Changes

As described above, staff is considering changes to the city parking code which establishes parking supply requirements for new developments. One possible modification includes the establishment of parking maximums in addition to current parking minimums. Due to the connection between parking supply, parking management and TDM, there is a need to evaluate the relationship between the parking code and TDM strategies and move these two work items in tandem. For example, if both parking maximums and minimums were implemented, the closer the parking supply is to the minimum required number of parking spaces, the more robust the TDM program should be to limit parking demand and prevent spillover parking in surrounding areas.

To move the parking code changes together with TDM Plans for new developments, staff formed a new stakeholder group with representatives from the development, commercial and neighborhood communities. The group met in early September and will meet together two more times during the next several months to provide input and feedback on the design of a TDM ordinance within the context of a modified parking code. The need to develop the TDM Plan ordinance and parking code changes together was a direct outcome of earlier input from developers and property owners in the spring of 2015.

Development-Related Impact Fees and Excise Taxes

A second related initiative is the city's update to the [development-related fee studies](#). The city has retained TishlerBise and Keyser Marston Associates to assist in the analysis. The update is examining four different areas:

1. an update of the 2009 Impact Fee study;

2. affordable housing linkage fee on non-residential development;
3. the preparation of a study to create a public art program for new development; and
4. a study of both the capital and operating impacts to multimodal transportation facilities and services of new development.

The last area related to multimodal transportation facilities and services will employ new thinking regarding traditional Transportation Impact Fee and other funding programs. TischlerBise will employ innovative approaches toward Multimodal Mobility Fees that consider different requirements for infill/redevelopment; variations due to geographic subareas and multimodal options; and approaches to recognize the need to move people, not cars, and finding ways to pay for those improvements. For example, the revenue could be used to fund the installation of electric vehicle charging stations, bike-sharing stations, long-term secure bicycle parking, car share vehicles, or transit facility improvements. This type of fee has the potential to work as a foundation for the TDM Plan Ordinance in which the fee provides for initial capital improvements and long-term TDM programs and service commitments are required through the ordinance.

The development related fee study is expected to conclude in 2016.

TDM Plan Ordinance 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. At the last AMPS Study Session, City Council directed staff to study two approaches for a TDM Plan ordinance for new developments; a city-wide approach and a district approach.

City-wide Approach

There is wide variety of ways a city-wide TDM Plan ordinance could be designed in terms of:

- what is measured to determine compliance;
- level of the specific targets of the measurable objective(s);
- triggers for requiring compliance;
- required elements of the TDM Plans;
- timing and duration of monitoring; and
- enforcement.

Other considerations include identifying a sustainable way of monitoring and administrating the program. Depending on the triggers and thresholds for compliance, a city-wide TDM ordinance could require significant staff time and resources.

Based on feedback from boards and council, a possible city-wide TDM Plan ordinance would measure single occupant vehicle (SOV) mode share and use vehicle trip generation as a way to verify survey results of residents and employees. The specific targets would be based on existing SOV mode share data, land use, size and location in terms of level of multi-modal access and service. These targets would likely be lowered over time to reflect the city's long-term sustainability and transportation master plan objectives.

The trigger for requiring compliance would be based on peak trip generation as currently outlined in the city's Design and Construction Standards. Currently TDM plans are required when a commercial development is expected to exceed 100 vehicle trips at peak hour and 20 vehicle trips at peak hour for residential developments. Boards and council have discussed lowering the commercial threshold, but there has been no clear consensus.

Another option for a trigger that has come out of the stakeholder process at this point is size of commercial and residential developments in regard to the number of employees or the number of housing units or bedrooms. One advantage of this trigger is that the ordinance would be designed to require the compliance of commercial tenants as oppose to property owners on the commercial side. One of the difficulties of a TDM ordinance linked to the property is that the owner of the property has less influence on the travel behavior of their tenants as a business has on its employees.

In terms of the TDM Plan design and the question of required elements, feedback supports the idea of maintain as much flexibility as possible with very few required elements. Of the wide variety of possible elements, Eco Pass participation, appointment of an employee transportation coordinator, participation in the evaluation process, and the unbundling of parking were identified as being required elements when appropriate.

Based on initial feedback, city boards and council support allowing a three year period to meet targets with annual monitoring. If after three years the property is in compliance, the annual monitoring ends but properties would be periodically monitored as targets are lowered over time. If the property is in non-compliance, a revised TDM plan would be required with additional programs and incentives and the property would have one more year to reach compliance. It has also be discussed as an option to require support from a transportation consultant or membership in transportation management organization to receive the necessary technical assistance if a property is non-compliant after the initial three years. If the property continues to be in non-compliance – an enforcement phase would be initiated.

After several board and council meetings, there remains little consensus on what enforcement looks like. The spectrum of input ranged from making a good faith effort is sufficient to meaningful fines and penalties. Some feedback from the stakeholder groups on this topic is that using fines is counterproductive as it takes away from funding possible TDM programs and services. Often if a property is in noncompliance it is related to the level of multi-modal service. In other words, it may not matter how robust a TDM Plan is or how much “teeth” an ordinance has, if there are no accessible transportation options for employees or residents to use.

District Approach

The district approach is modeled after the system that has been implemented in Boulder Junction. In Boulder Junction, the city adopted a Trip Generation Allowance, which states that only 45 percent of all trips by residents and employees can be completed in a single-occupant vehicle. Rather than meeting the ordinance as individual properties, the owners voted to establish a TDM Access District. The TDM Access District is a general improvement district that collected property taxes to provide TDM programs and services designed to meet the target of

the trip generation allowance. The TDM Access Districts works in conjunction with a Parking Access District that provides funding for parking management and the construction of shared parking structures. The revenue from the TDM Access District is currently used to provide Eco Passes to all residents and employees, discounted bike share memberships and free memberships to car sharing organizations.

There are many benefits of this approach. The taxes provide a sustainable and flexible source of revenue for TDM programs and administration of the district. The focus is not on individual property compliance and monitoring, but on how the district operates as a whole, and providing incentives for travel behavior change by providing the necessary programs and services rather than on the disincentive of fines and penalties. If in non-compliance, enforcement and penalties are not necessarily required as taxes can be raised to provide the necessary programs and services to increase mode shift. The district approach would also provide a way to bring not only new developments, but also existing commercial and residential properties in our highest trip generation area under the ordinance. The citywide model would only cover new developments and has a limited impact on overall trip generation.

If the Boulder Junction model is applied to our current parking districts in downtown and on University Hill, this approach would concentrate resources on the higher density commercial areas of the city where parking demand and vehicle trip generation are the highest. Furthermore, a district approach could be coupled with an ordinance covering any significant developments that occur outside of existing districts. With increased development in North Boulder and along East Arapahoe, a TDM Access District approach combined with capital investments in multi-modal facilities and service could significantly improve long term sustainability and reduce the impacts of new developments. One critical disadvantage of the approach is that the establishment of a general improvement district (GID) requires the vote of property owners even with an ordinance in place. In Boulder Junction, the option to form a district was developed as an alternative to individual properties meeting the requirement of the Trip Generation Allowance on their own.

Next Steps

The next steps in designing a TDM Plan ordinance for new developments is to develop the criteria for setting targets and produce a matrix outline the targets for different land uses, sizes and locations for the city-wide approach. For both approaches, staff will be working with an internal working group and the City Attorney's Office to begin to craft potential ordinances reflective of the two models. Similar to potential parking code changes, the current approach to the TDM Plan ordinance will need to be reevaluated if the Ballot Measures 300 and 301 pass on November 3 as discussed in the Executive Summary.

Questions:

- b. What are the pros and cons related to the two approaches for a TDM Plan ordinance for new developments?
- c. Should staff include in the city-wide approach an option to have the trigger based on the number of employees or bedrooms/housing units? Or number of peak hour vehicle trips?

V. CAR SHARE ON-STREET PARKING POLICY

Car sharing has been recognized as a viable transportation option for use in urban areas. The City of Boulder currently has a relationship with eGo car share that operates out of public and private parking lots. Staff has been approached by other car share companies wishing to operate in Boulder and a clear on-street parking policy is needed to help guide those conversations.

There are two basic models for on-street car sharing parking. The first is a roundtrip model where the vehicle is located in an assigned position and must be returned to that position. The second model allows for geo-tracked vehicles to be rented from any geo-fenced location, driven to another geo-fenced location, and left for the next customer to find using a GPS-based mobile application. Both business models have asked for (geo-tracked requires) on street parking privileges. The roundtrip model would require a specific marked space in the public right of way, while the geo-tracked, one-way model would require some type of permit or exemption from parking at a pay station or in an NPP or other managed parking location. Current policy is that on-street parking is shared, unbundled, managed and paid (SUMP), to meet these requests would require both a change in policy and in ordinance. A [draft consultant report](#) is available for more information.

Questions:

- d. Should staff include a designated on-street parking alternative for car share companies in our car share on-street parking policy?
- e. Should staff include a permitting process for geo-tracked car share vehicle to park in undesignated public right-of-way parking spaces in managed districts, in excess of time restrictions present in these areas?

VI. PARKING PRICING PREVIEW

Based on the SUMP principles, parking pricing is a key component of parking management ensuring parking turnover and creating an incentive to use other transportation modes. It is also a critical element in creating economically viable and accessible community commercial districts. Since the three access/parking districts – downtown, University Hill and Boulder Junction – are the only commercial centers that have customer paid parking, it is essential to approach parking pricing policies carefully and thoughtfully, mindful of the impacts to businesses and the perceptions of the public consumers who have the alternative to shop, dine and visit commercial areas without paying for parking.

All elements of parking pricing are under consideration: long-term, permit parking, short term, hourly parking, and short term parking fines, as well as the cost of the parking permits in the Neighborhood Parking Permit (NPP) areas. The consideration of parking pricing will be undertaken in a phased approach from 2015 through 2016. Community engagement and outreach will be an important component throughout the process. Please find below an update the status and next steps of parking pricing in all areas:

Progress Update

- Long-term, Permit Rates: Updates to long-term permit rates in the downtown and on the hill, and in NPP commuter permit rates are included in the 2016 budget process which take into account increases in permit parking rates charged in the private and non-profit sector.

Historically, permit rates have been increased on a regular basis. Prior to 2014 the rates were increased every other year. Beginning in 2014, the permit rates have been increased on an annual basis based on demand and monitoring of private parking rates. In the last three years the permit rates have increase 28.6 percent in the downtown. The proposed rates for 2016 are:

- Downtown garages: **\$360 per quarter**
- Downtown surface lots: **\$210 per quarter**
- University Hill surface lots: **\$185 per quarter**
- NPP Commuter permits: **\$90 per quarter**

Staff will continue monitoring parking supply and parking rates on a regular basis to recommend further adjustments as needed.

- Parking Fines: The current on-street, overtime at meter parking fines have not been increased for more than 20 years and staff will be presenting council with recommendations for fine increases, as well as considering a graduated fine approach, in the first quarter of 2016. Currently, staff is working with the AMPS consultant, Kimley-Horn, who surveyed communities nationwide and in Colorado to research rates for a number of parking fines. A summary of the research to date is included in [Attachment C](#). This background data will inform the recommendations. The rate of the overtime at meter fines has a proportional relationship with the short term parking rates so it is important that these two issues are considered together.
- Short-term, Hourly Parking Rates: The on-street and garage hourly rates will also be reviewed, including the option of variable rates at different times of day or in different locations. Numerous communities across the country have instituted different approaches to short term parking rates using performance or geographically based criteria. A report from Kimley-Horn on potential pricing strategies and applications is available [here](#). Prior to developing any recommended changes the first step will be to determine the goals of parking pricing. Short term parking rates were last increased in 2007. Outreach and community engagement will be critical to arrive at an informed and balanced recommendation. In order to learn directly from other communities, staff will be organizing along with our consultants a panel of representatives from peer municipalities to share their experience with performance based parking pricing.
- Boulder Junction: The Boulder Junction district developed a parking pricing strategy to implement the shared, unbundled, managed and paid (SUMP) principles and reflect the market of the surrounding area. Staff is also phasing in on-street parking management as newly constructed streets become available.
- Neighborhood Parking Program: The rates for the Neighborhood Parking Program (NPP) permits will be evaluated – both business and resident – to ensure a comprehensive pricing approach. Currently, the residential permit rate is \$17 per year and the permits for businesses embedded with an NPP is \$75 per year. The residential rates were last increased in 2006. Community outreach and engagement will be integrated into every stage of this process. It is estimated a recommendation will be forthcoming in the first quarter of 2016.

Next Steps

Staff will continue to work on the policy options described above and will return to the boards and city council in the first quarter of 2016.

VII. ACTIONS IN PROGRESS

The following are AMPS related action items currently in progress.

New Technology Improvements

- Staff has selected a vendor (contract negotiations are underway) for the replacement of the downtown garage access, revenue control, and permitting systems to a state-of-the-art system that will coordinate with other technologies such as the variable messaging system. Installation is expected in 2015 and will take approximately two months to complete. Installation will be phased and managed to maintain access to the garages.
- With the projected completion of the Depot Square mixed-use development in Boulder Junction in the second quarter of 2015, staff is working with the multiple parties – the hotel, RTD, affordable housing and Boulder Junction Parking District – to implement a parking management system to accommodate the variety of users of the shared parking.
- The Department of Community Vitality is pursuing an innovative pilot program with a downtown Boulder startup company, Parkifi. Parkifi is developing a real-time parking space occupancy technology system and is proposing to pilot the program in the Broadway and Spruce Street surface parking lot, in on-street spaces downtown, and potentially in the downtown garages. The pilot consists of installing sensors in parking spaces at no cost to the city. The sensors are connected to a Parkifi gateway that is connected to a cloud-based dashboard that displays occupancy data. The goal will be to work with the city's existing mobile payment vendor, Parkmobile, to provide real-time parking data to customers. Installation of the sensors is expected within the next couple of months as the details and specifications are worked out.

Shared Parking

The goal of a shared parking partnership policy is to maximize potential opportunities for additional shared and managed parking between private developments and established parking districts. The proposed policy could require a mandatory step in the development review process for projects of a certain size located inside one of the three parking districts (downtown, University Hill and Boulder Junction) to explore options and opportunities for additional parking and/or parking management strategies benefiting the entire district. Partnerships could take a number of different forms, including adding district-funded parking to the private development and/or district management options to increase or maximize private parking utilization to the benefit of the district as well as the private property owner. Staff is proposing the approach of requiring a mandatory discussion between the developer and the parking/access district during the review process with voluntary compliance.

There are several examples of potential and implemented partnerships between Boulder's access districts and private developments. These include St. Julien Hotel and the downtown parking district Central Area General Improvement District (CAGID); the Depot Square garage in Boulder Junction between multiple parties (RTD, Hyatt Hotel, affordable housing, the depot and the Boulder Junction Access District - Parking); the current negotiations between CAGID and

the Trinity Commons project; and the University Hill General Improvement District (UHGD) and Del Mar Interests. Initial discussions are underway between BJAD and the S'Park development in Boulder Junction, and between UHGID and a coalition of property owners for a potential development at the southwest corner of Broadway and University.

Based on Council feedback from the last study session, staff is proceeding with the development of a policy that would be incorporated as a step in the development review process.

District Satellite Parking Strategy

Parking opportunities are becoming more limited for employees in the downtown and the University Hill commercial area. This strategy explores opportunities for shared parking facilities for non-resident employees who commute into Boulder for work along major transportation corridors associated with available transit service, off-street multiuse paths, and on-street bike lanes, and ideally with a multimodal "mobility hub." Commuters could park their vehicle at vacant lots outside of the commercial districts and then finish their trip into work by transit, bike, carpool, bike share, or car share. RTD already has several free Park-n-Ride locations that are primarily used for trips from Boulder to areas outside of the community that could be used by in-commuters. Staff is reviewing different types of locations:

- existing public (city, RTD, CDOT) and/or private parking lots with multimodal amenities;
- existing parking lots that would require amenities such as sidewalks, bus shelters, etc.; and
- locations without existing parking facilities that could become satellite locations.

These types of satellite parking lots could be used by employees driving into the city and finishing their trip by transit, carpool, biking, and/or walking. Satellite parking lots could also be used for special events parking.

As one of the action items from the [Transportation Master Plan](#), the city is continuing to work with CDOT, RTD, Boulder County, and area property owners to explore the concept of a mobility hub for north Boulder, at the intersection of north Broadway and US 36. The mobility hub could include potential opportunities for enhancing transit operations and passenger amenities, bike parking, bike share, car share, and satellite parking (Park-n-Ride), kiss-and-ride, etc. The project team is currently revising the conceptual site plan designs based on prior City Council input.

The city's consultant is working on an analysis of the different potential locations, travel sheds that have the greatest number of employees in-commuting, location assessments, and recommendations regarding the highest priority opportunities both long- and short-term. A presentation of the consultant findings is available [here](#). All sites will be reviewed to ensure compliance with existing zoning regulations and project specific requirements. Staff is pursuing the short term options as well as working with other entities such as CDOT and the County to include satellite parking options in corridor studies along SH119 and East Arapahoe.

Coordination with Civic Area project for access/parking/TDM programs

In conjunction with proposed changes to the Civic Area, staff is working to develop recommendations on how to holistically manage civic area parking and a strategic TDM plan to increase access to the Civic area by city staff, residents, library patrons, and visitors. With construction set to begin in 2016 and the potential loss of some parking spaces, staff will be implementing new TDM strategies and enhancing existing programs to reduce the parking demand by employees of the city government. Some of these programs will be piloted at the end of 2015 and potentially formally adopted in 2016 prior to construction.

VIII. ONGOING WORK AND COORDINATION RELATED TO AMPS

In addition to the items described above, the project team is advancing work in several AMPS focus areas in 2016.

Districts

- Negotiations are continuing for a shared parking option between the Central Area General Improvement District (CAGID) and Trinity Lutheran Church in downtown for a mixed-use project, including senior affordable housing, additional congregational space, and additional parking.
- Negotiations are also continuing for a public-private partnership redevelopment of one of the catalyst sites - the University Hill General Improvement District (UHGID) Pleasant Street parking lot - for a hotel, and a district parking garage.
- Downtown and University Hill development and access projections will be updated during the second and third quarters of 2015 to reflect recent zoning changes on the hill, projected development, and the results of the employee travel surveys. This is a valuable tool in anticipating the access needs, including parking, for the downtown area.
- The downtown bike rack occupancy count was completed in August 2014. This survey provides valuable information and informs staff of locations for additional bike racks. Based on the data from the final report and recommendations, additional bike parking was added to the West Pearl area.
- Staff will be developing recommendations for guidelines for the creation of new access/parking districts. Suggested locations include East Arapaho and North Boulder.

Transportation Demand Management

- The communitywide Boulder Valley Employee Survey was completed at the end of 2014 with a special subsample taken from downtown employees. A survey of the travel patterns of the University Hill commercial district employees was completed in the beginning of 2015. A hill employee pilot Eco Pass program is recommended in the 2016 budget for implementation in 2016.
- The property owner of the future Google campus at the southwest corner of 30th and Pearl streets petitioned to join the Boulder Junction Access District (BJAD) – Travel Demand Management (TDM) and was accepted by the Boulder Junction Access District-Parking. In addition, staff is in initial discussions with the Reve project at the southeast corner of 30th and Pearl about their petitioning to join the TDM district.

On-Street/Off-Street

- A downtown parklet study determined potential criteria and locations, operational parameters and considerations, installation requirements, and recommendations for potential parklet sites. The evaluation of the pilot parklet on University Hill has been completed and provided valuable information for the development of future parklets in the downtown.
- An alley master plan for the University Hill commercial district is proposed in the 2016 budget.
- Beginning in 2015 and continuing into 2016, a review will be conducted of the Neighborhood Parking Permit program's regulations and how the program serves the variety of community needs. Staff will also be preparing the Chautauqua Access Management Plan (CAMP) that is called out in the Chautauqua lease. In addition to the Chautauqua leasehold, the surrounding neighborhoods will be included to address any spillover impacts. Preliminary discussions are underway with the Steelyards Association regarding the potential for a coordinated parking management and TDM program for the mixed-use neighborhood in anticipation of the completion of Depot Square at Boulder Junction. The homeowners' association has expressed interest in creating a form of a NPP in their mixed-use neighborhood.

IX. NEXT STEPS

Information from the community outreach and input from the City Council and boards will be used to refine the AMPS 2016 work plan items. In second quarter of 2016, staff will schedule a joint board workshop in preparation for a council study session to consider a final AMPS Summary Report. Not all AMPS topics will be addressed within the AMPS umbrella, therefore an on-going strategy will identify future action items to address the next generation of Boulder access and parking needs. A timeline of all AMPS work plan items is shown in **Attachment D**.

As noted throughout this memo, the potential passage of Ballot Questions No. 300 and 301 on November 3 will influence the discussion at the City Council study session on November 12. This memo reflects the current thinking on AMPS and if the measures pass, staff will need to reevaluate the overall AMPS work plan to reflect how the city implements the two measures.

Community engagement and outreach will continue to ensure public feedback and participation with the AMPS. **Attachment E** shows an info-graphic that staff uses to help explain the overall purpose of AMPS.

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

ATTACHMENTS

- A. AMPS Project Purpose, Goals and Guiding Principles
- B. Tuttle, Fox Hernandez Parking Study
- C. Parking Fines in Boulder and Other Cities
- D. AMPS Timeline
- E. AMPS Infographic

ATTACHMENT A: AMPS 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.

Date: September 11, 2015

To: Karl Gulier – City of Boulder

From: Carlos Hernandez – Fox Tuttle Hernandez Transportation Group
 Bill Fox - Fox Tuttle Hernandez Transportation Group
 Drew Willsey – Fox Tuttle Hernandez Transportation Group

RE: 2015 Parking Study Results

This memo summarizes the results of a parking study conducted in the City of Boulder between Spring and Fall 2015. This study is an extension of a prior study that was conducted in Summer 2014. The purpose of these studies is to provide the Transportation Advisory Board, Planning Board, and the AMPS project with actual parking data from selected sites around the city. The attached summary presentation provides specific details. The key findings from the 2015 parking study are summarized in Table 1 below. The ranges shown in the table include sites studied in 2014 as well as the ones studied in 2015. A detailed list of all sites studied and when their peak demands occurred can be found at the end of this document.

Table 1: Parking Supply and Demand Rate Ranges (2014 & 2015) by Land Use Type (Not Including On Street)

Land Use Type	Observed Supply Range		Observed Demand Range		Units
	Lowest	Highest	Lowest	Highest	
Residential	0.48	1.72	0.43	1.27	(Spaces per DU)
Commercial	2.57	5.92	1.96	4.39	(Spaces/1000 sq. ft.)
Office	1.92	4.15	0.92	2.79	(Spaces/1000 sq. ft.)
Mixed-use (Residential)	0.82	1.58	0.42	1.17	(Spaces per DU)
Mixed-use (Commercial)	1.69	2.89	1.3	2.22	(Spaces/1000 sq. ft.)

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2015 Study Details

In April and early May of 2015, Fox Tuttle Hernandez (FTH) staff conducted a comprehensive city-wide parking study of 6 commercial sites, 5 office/light industrial sites, 8 residential sites, and 3 mixed-use sites. The data-gathering phase of this study was completed before the end of the spring semester at the University of Colorado. Additional follow-up mid-week counts were conducted at selected commercial retail sites in August and September.

Sites were chosen in the interest of obtaining a representative sample of the entire city. Therefore, sites adjacent to the Community Transit Network and bike network were evaluated as well as sites with fewer destinations and higher reliance on motor vehicle access. A visual survey of building occupancy and resident occupancy was also conducted, and only commercial and residential sites that appeared to be near or at full occupancy were studied. Finally, follow-up calls to some of the residential sites were made to determine the ratio of students to non-students for those complexes to enable better understanding of parking patterns of university students.

For all commercial sites, parking demand was sampled 3 times: weekday afternoons between noon and 2 pm, Friday evenings between 5:30 and 7:30 pm, and Saturday afternoons between noon and 2 pm. For all residential sites, parking demand was sampled once on weekdays after 8 pm. For all office sites, parking demand was sampled once on weekday afternoons between 2 and 3 pm. Mixed-use sites were sampled 4 times in order to ensure the peak demand was captured considering the unique and more complex demand fluctuations at those sites. These samples were taken on Friday afternoons between noon and 2 pm, Friday evenings between 5:30 and 7:30 pm, Saturday afternoons between noon and 2 pm, and Saturday evenings between 5:30 and 7:30 pm. Additional mid-week samples were conducted at four commercial retail sites in August and September. These additional samples were taken on Tuesday afternoons between noon and 2 pm and Tuesday evenings between 5:30 and 7:30 pm. Parking supplies were determined at the time of the first demand observation at all sites, and any significant changes in supply that occurred during subsequent samples were noted and taken into account. FTH staff photographed peak demand at all sites when possible (i.e., when peak demand occurred during daylight hours). Supply rates were observed in the field on study days and adjusted when necessary for temporary supply constraints such as special events taking place in the lot.

Results, once entered, were then used in conjunction with gross square footage figures and/or residential unit counts that city planning staff provided to determine the observed supply rates and peak demand rates for all sites (spaces per 1000 square feet for commercial and office sites and spaces per dwelling unit for residential sites). Rates were calculated both including and excluding any applicable on-street parking.

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Chart 1: Parking Supply & Highest Demand Rates for Residential Sites (Excluding On Street)

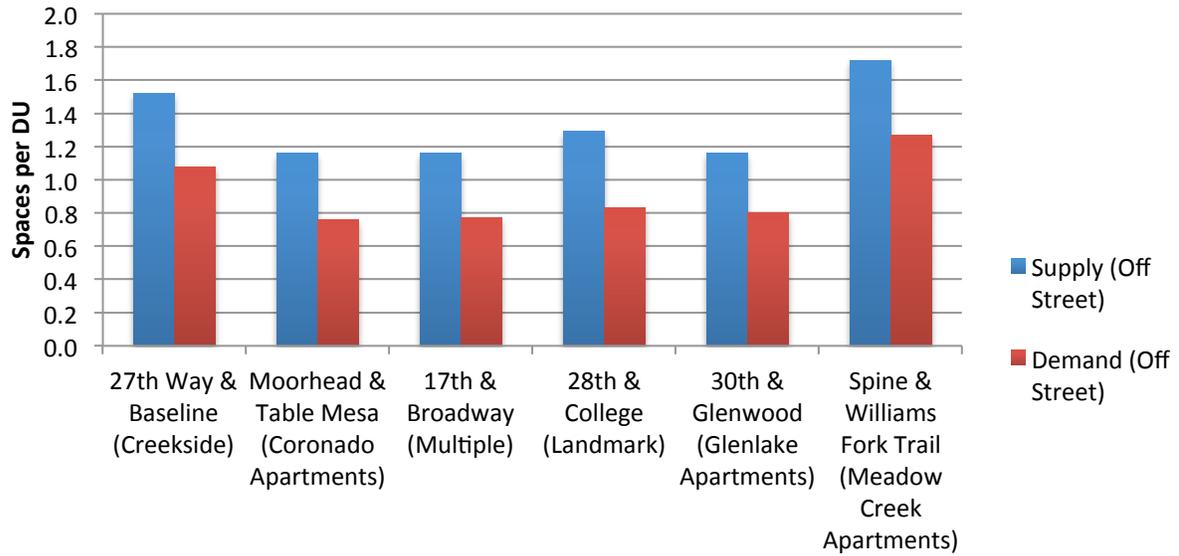
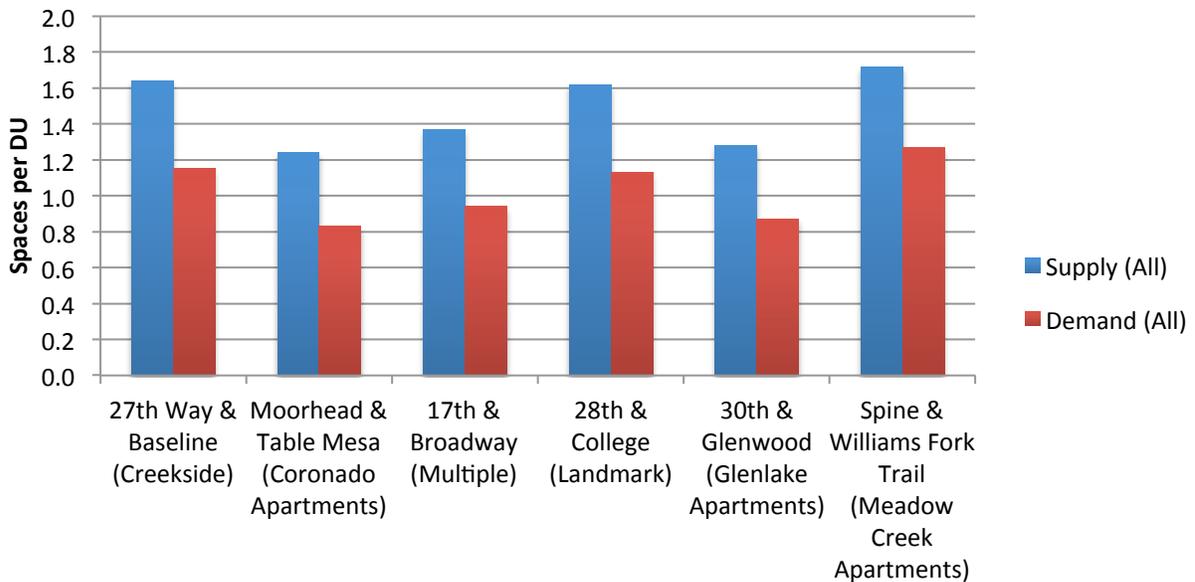


Chart 2: Parking Supply & Highest Demand Rates for Residential Sites



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Chart 3: Parking Supply & Highest Demand Rates for Commercial Sites (Excluding On Street)

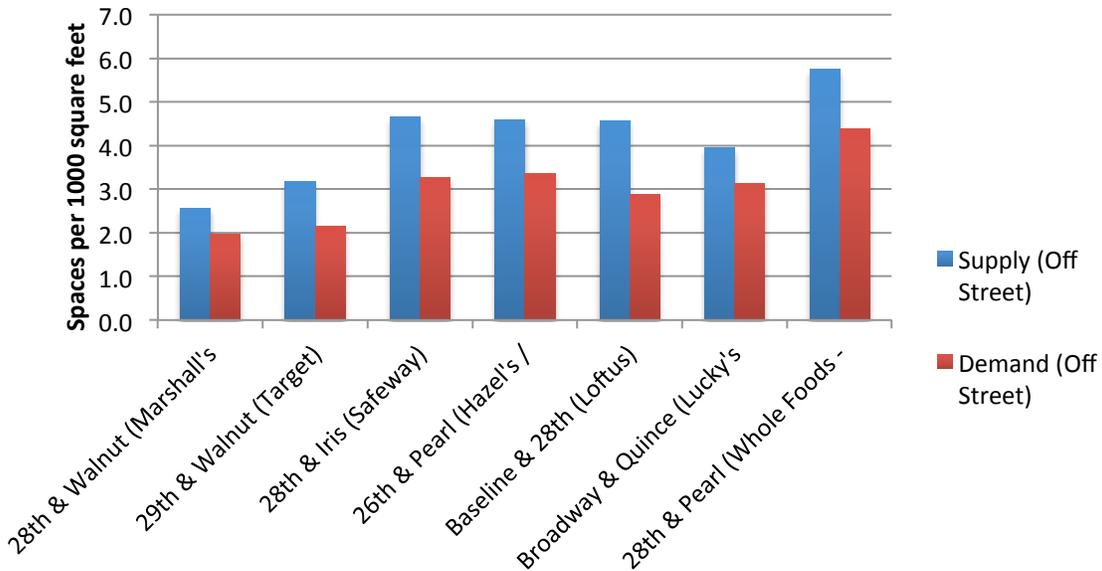
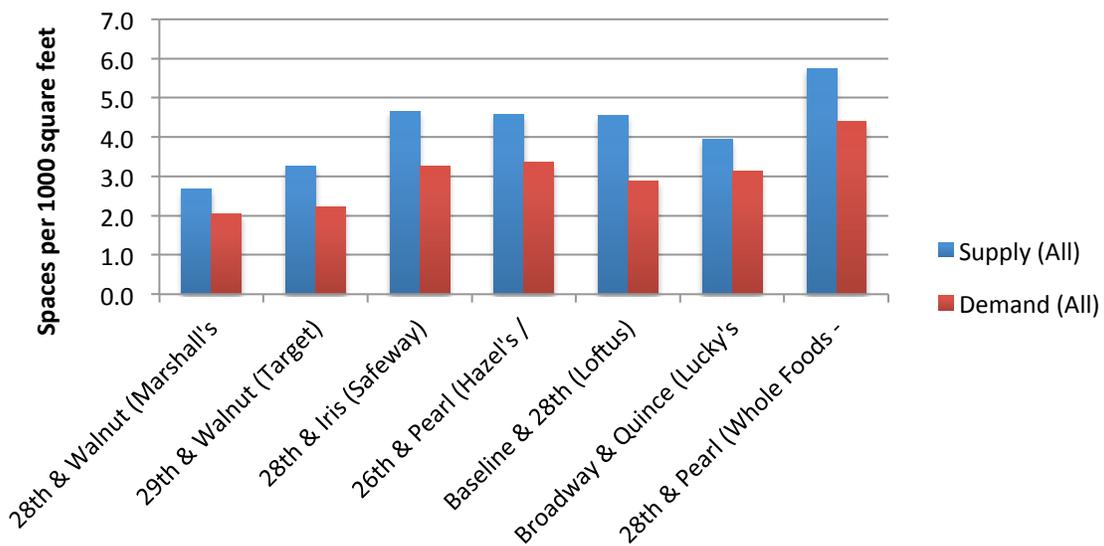


Chart 4: Parking Supply & Highest Demand Rates for Commercial Sites



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Chart 5: Parking Supply & Highest Demand Rates for Office Sites (Excluding On Street)

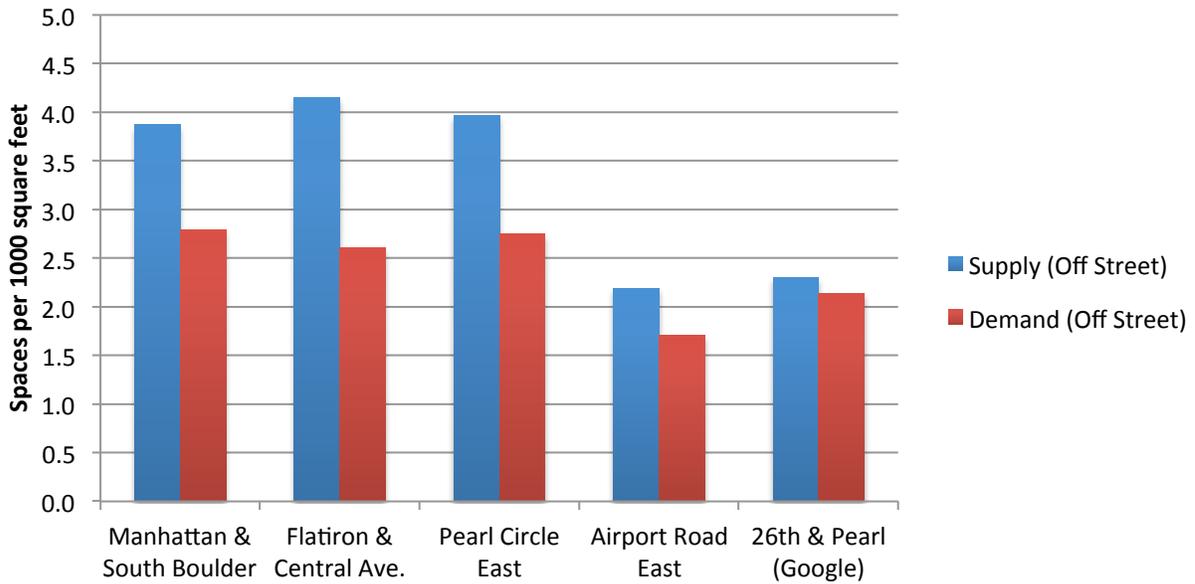
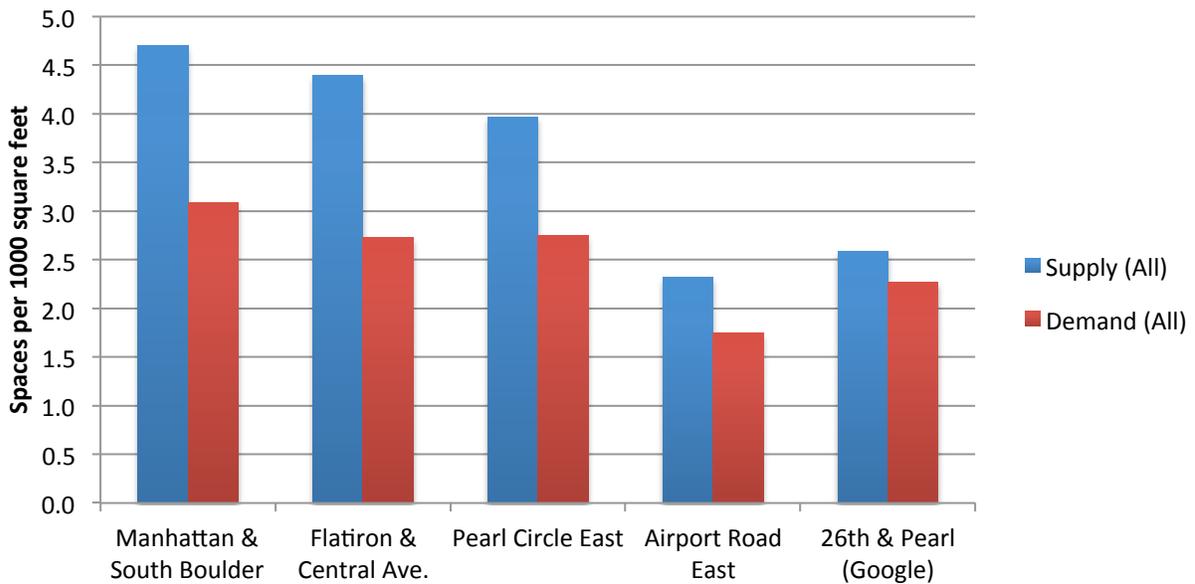


Chart 6: Parking Supply & Highest Demand Rates for Office Sites



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Chart 7: Parking Supply & Highest Demand Rates for Mixed-Use (Residential) Sites (Excluding On Street)

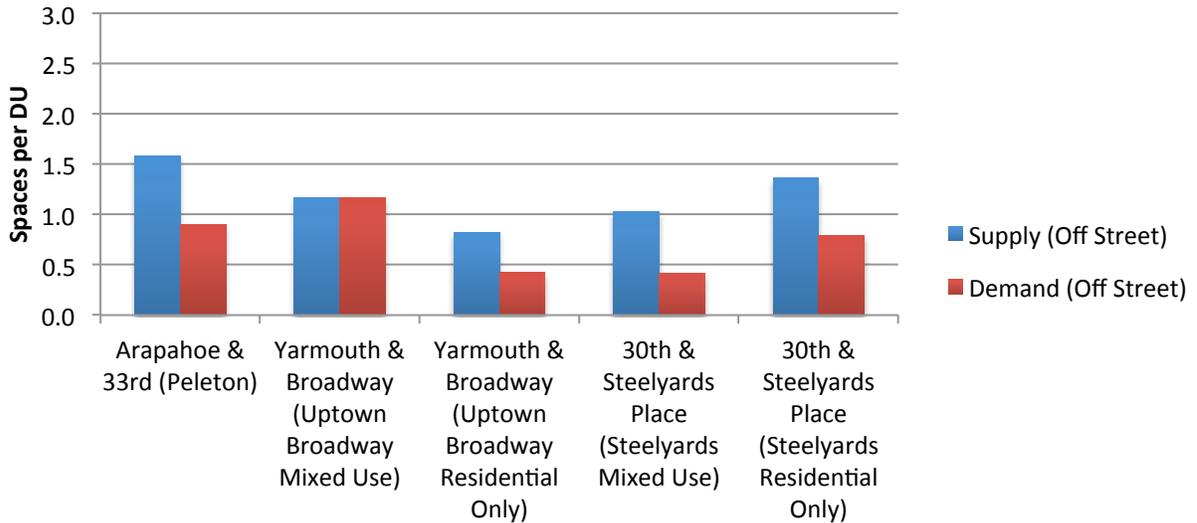
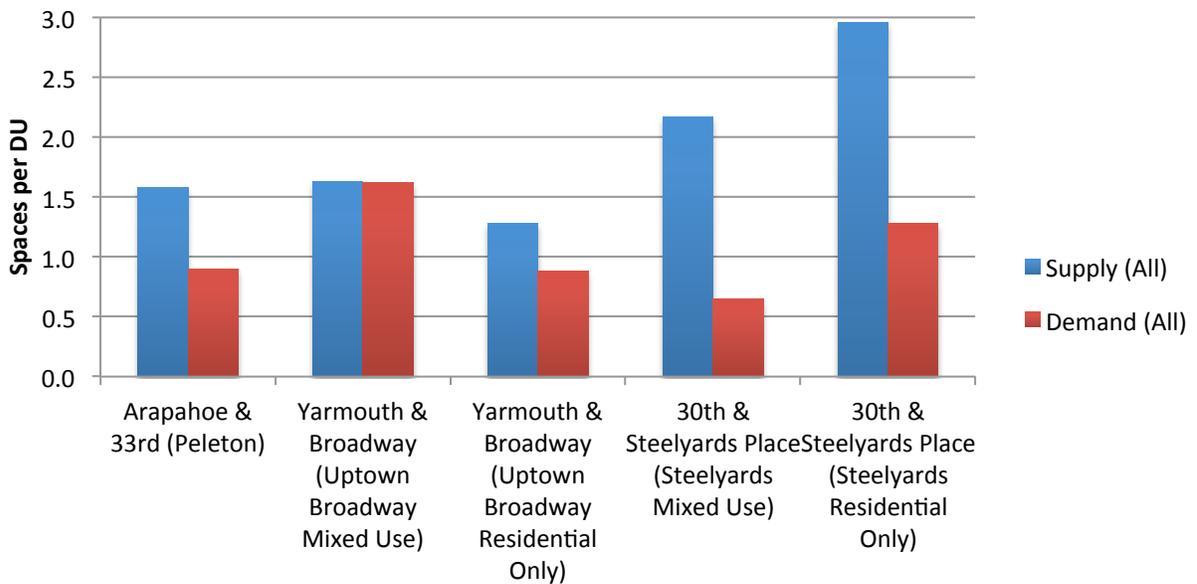


Chart 8: Parking Supply & Highest Demand Rates for Mixed-Use (Residential) Sites



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Chart 9: Parking Supply & Highest Demand Rates for Mixed-Use (Commercial) Sites (Excluding On Street)

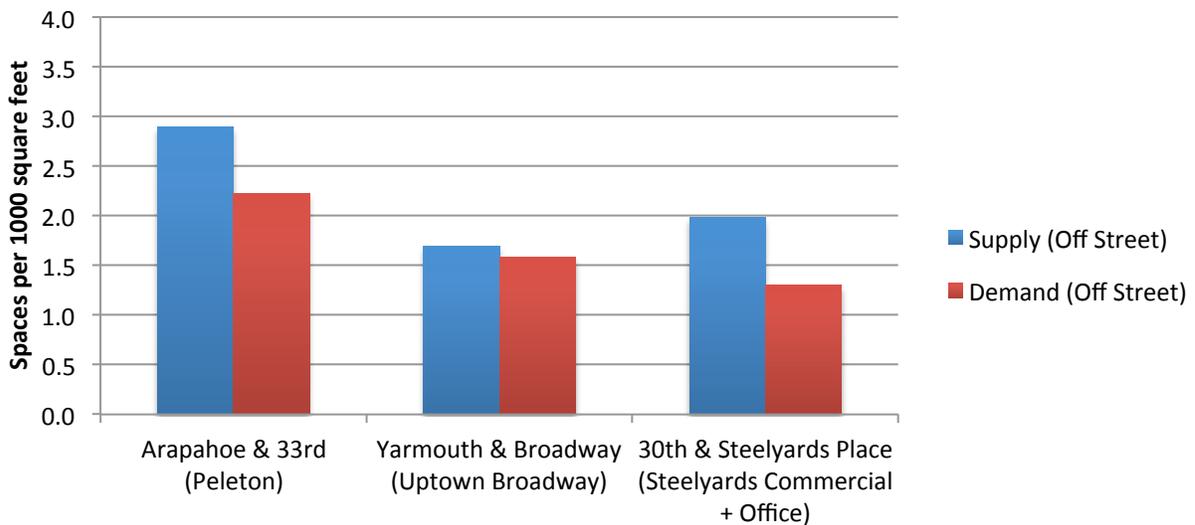


Chart 10: Parking Supply & Highest Demand Rates for Mixed-Use (Commercial) Sites



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Comparison to Peer Cities

In order to gather perspective on and context to Boulder’s existing parking code, FTH staff reviewed the parking rate requirements of three other selected cities: Davis, CA; Walnut Creek, CA; and Portland, OR. Tables summarizing how Boulder’s code compares to these peer cities are given below.

Table 2: Summary of Basic Rate Requirements Across Selected Cities by Major Land Use Type

Use Type	Davis, CA	Portland, OR	Walnut Creek, CA	Boulder, CO
Detached Dwellings	1 covered space, 1 uncovered space for 0 - 4 bedrooms; 1 additional uncovered space per additional bedroom.	Typically, 1 space per DU.	2 covered spaces per DU.	Typically, 1 space per DU; 0 for MU-4 or RH-7.
Attached Dwellings	1 covered space, 1 uncovered for 0 - 3 bedrooms, 1 additional space per additional bedroom.		1 additional space per DU compared to detached dwelling requirement.	Minimum: Varies by zoning. Either 1 space per DU; 1 for 1 - 2 bedrooms, 1.5 for 3 bedrooms, and 2 for 4 + bedrooms; or 1 for 1 bedroom, 1.5 for 2 bedrooms, 2 for 3 bedrooms, and 3 for 4 + bedrooms. No minimum for MU-4 or RH-7. Maximum: typically, no maximum except for MU-4 and RH-7 (1 space per DU maximum).
Multi-family Dwellings	1 space for 0 - 1 bedrooms, 1.75 for 2 bedrooms, 3 for for 3+ bedrooms.		1.25 spaces per studio, 1.5 per 1 bedroom, 2 per 2 bedrooms, 2.25 per 2+ bedrooms. At least one space must be covered.	
Retail	1 space per 300 square feet of gross area.	Minimum: 1 space per 500 square feet of net building area. Maximum: 1 per 196 square feet.	1 space per 250 square feet of RFA.	Minimum: Varies by zoning. No minimum for RH-3, RH-6, RH-7, MU-4; 1 space per 400 square feet of floor area for BCS, MR-1, IS, IG, IM, A; 1 per 400 sq. ft. if residential is less than 50% of FA (otherwise 1 per 500 sq. ft.) for RMX-2, MU-2, IMS, BMS; 1 per 300 sq. ft. if residential is less than 50% of FA (otherwise 1 per 400 sq. ft.); 1 per 300 sq. ft. of FA for all other zones. Maximum: typically, no maximum except for RH-3, RH-6, RH-7, and MU-4 (1 space per 400 sq. ft. of FA if residential is less than 50% of FA, otherwise 1 space per 500 sq. ft.).
Restaurants (Dine-in)	1 space per 3 seats.	Minimum: 1 space per 250 square feet of net building area. Maximum: 1 per 63 square feet.	1 space per 5 seats and 1 per 75 square feet of floor area for portable seats or tables.	
Mixed Use	1 space per 350 square feet of gross commercial area; 1 per DU.	N/A	1 space per 200 square feet of rentable floor area up to 50,000 square feet, 1 per 250 square feet after 50,000. Residential requirement determined on case-by-case basis.	

* Requirements listed are minimums unless otherwise noted

Table 3: Examples of Space Requirements per Parking Code by Selected City and Land Use Type (Not Including Reductions)

Example Number of DU's or Amount of Square Feet	Davis, CA	Portland, OR	Walnut Creek, CA	Boulder, CO****
Detached Dwellings				
1BR DU	2	1	2	1
2BR DU	2	1	2	1
3BR DU	2	1	2	1
4+BR DU	2	1	2	1
Attached Dwellings				
1BR DU	2	1	3	1
2BR DU	2	1	3	1.5
3BR DU	2	1	3	2
4+BR DU	3	1	3	3
Multi-family Dwellings				
1BR DU	1	1	1.5	1
2BR DU	1.75	1	2	1.5
3BR DU	3	1	2.25	2
4+BR DU	3	1	2.25	3
Retail				
5,000 SF	17	10	20	17
15,000 SF	51	30	60	51
40,000 SF	133	80	160	133
Restaurants (Standalone Dine-In)**				
5,000 SF	67	20	40	67
10,000 SF	133	40	80	133
15,000 SF	200	60	120	200
Mixed Use***				
10,000 SF with 10 DU	39	40	60	0 - 43
25,000 SF with 40 DU	111	90	165	0 - 123
50,000 SF with 200 DU	343	300	400	0 - 367

* Requirements listed are minimums

** Assuming 200 seats per 5,000 sq. ft. of restaurant space

*** Assuming 1 space per DU for Walnut Creek, CA and Boulder, CO mixed-use residential (actual requirement determined on case-by-case basis)

**** Assuming typical suburban zoning type (highest minimum possible listed; minimums may be lower depending on other criteria)

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Correlations to Transit Network Accessibility and Bicycle Facilities

In addition to comparing Boulder’s parking code to that of selected peer cities, FTH staff researched each 2015 study site’s proximity to transit routes, both on and off the Community Transit Network (CTN), as well as proximity to existing bicycle facilities, and related those proximities to parking demand in order to ascertain if any correlations exist. These correlation graphs are depicted below.

Chart 11: Commercial Demand versus All Nearby Transit Routes

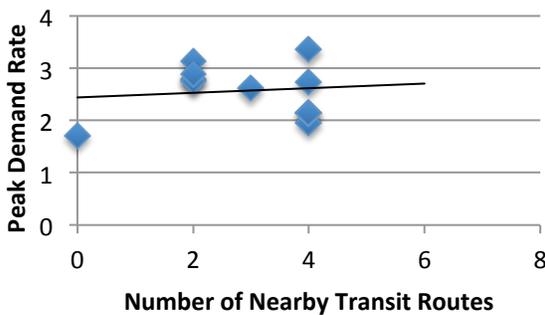


Chart 12: Commercial Demand versus Nearby CTN Routes

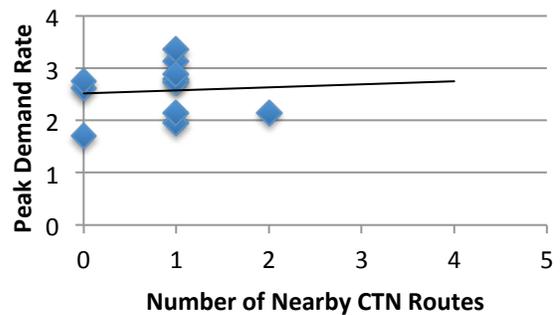


Chart 13: Commercial Mixed Use Demand versus All Nearby Transit Routes

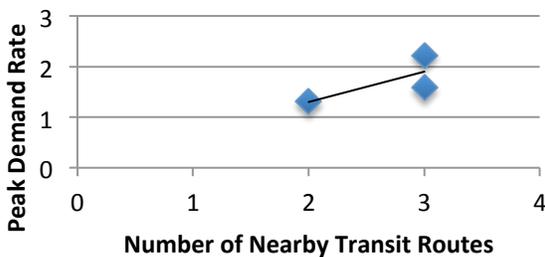
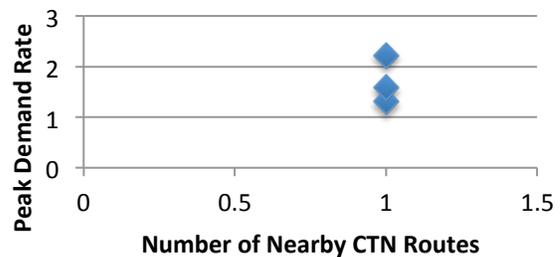


Chart 14: Commercial Mixed Use Demand versus Nearby CTN Routes



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Chart 15: Residential Demand versus All Nearby Transit Routes

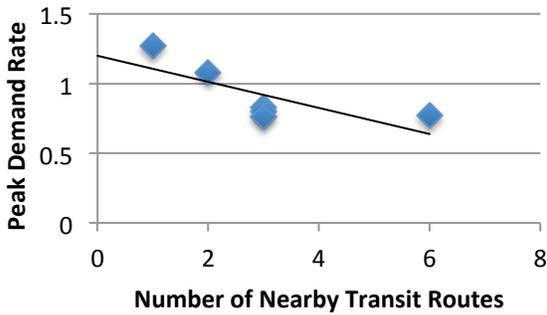


Chart 16: Residential Demand versus Nearby CTN Routes

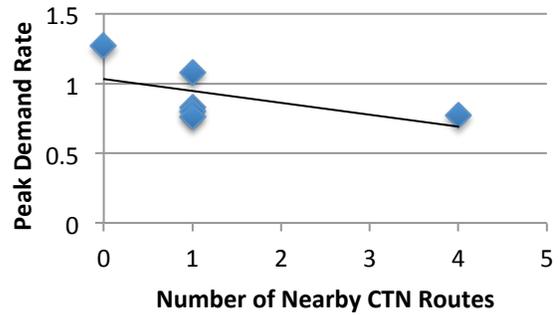


Chart 17: Residential Mixed Use Demand versus All Nearby Transit Routes

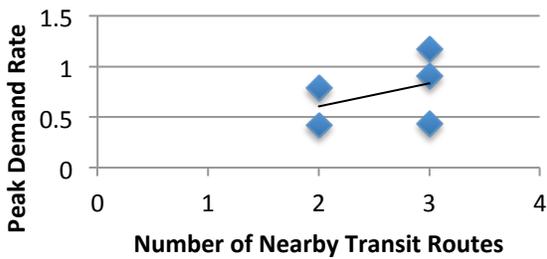
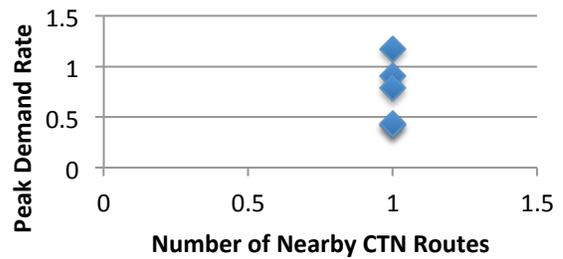


Chart 18: Residential Mixed Use Demand versus Nearby CTN Routes



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Chart 19: Commercial Demand versus Nearby Bike Facilities

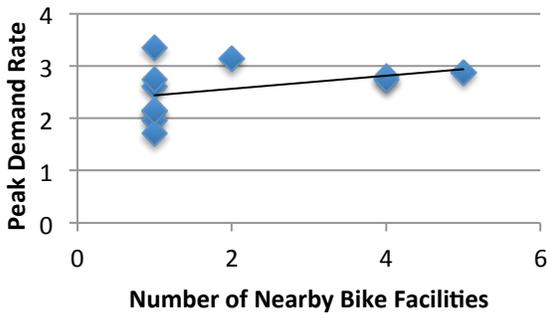


Chart 20: Residential Demand versus Nearby Bike Facilities

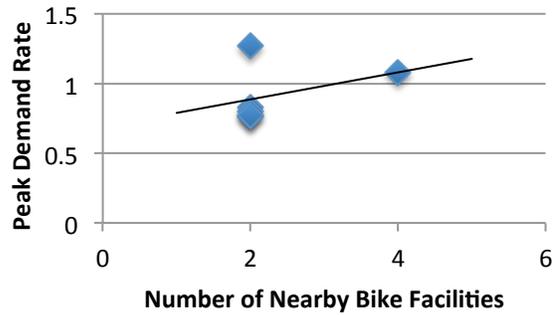


Chart 21: Commercial Mixed Use Demand versus Nearby Bike Facilities

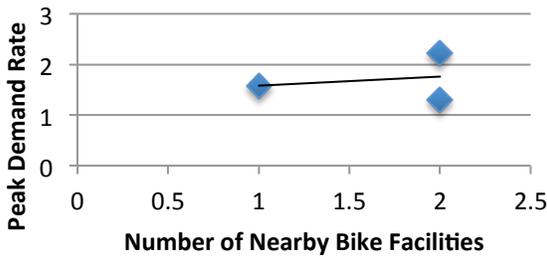
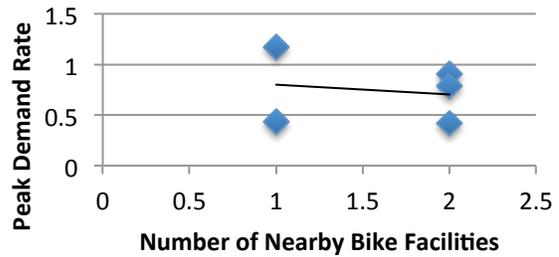


Chart 22: Residential Mixed Use Demand versus Nearby Bike Facilities



2015 Parking Study Results

September 11, 2015

Page 12

2

Key Questions To Consider

The following questions can be considered as part of upcoming conversations with Transportation Advisory Board and Planning Board regarding parking code adjustments:

- Should new requirement be a parking minimum, parking maximum, or both?
 - If no minimum, should parking reductions be eliminated?
 - If maximum, should a new exception process be created to allow for more parking in certain circumstances and/or when requested?
- Should different parking requirements be created depending on zoning district/typology or by land use type, or a combination of the two?
 - If by typology, should proximity to multi-modal networks or CTN routes be considered?
- If parking reductions are kept, should the criteria for obtaining a reduction be more stringent or more lenient?
- What methodology should be used to determine option ranges (i.e., conservative, moderate, progressive)?
- Can the data determine automatic percentage parking reductions that should apply under certain scenarios?
- How do other AMPS components factor into any proposed code changes (e.g., TDM, district parking enforcement, et cetera)?
- Where should, if at all, unbundled parking be required outside of Boulder Junction?
- Should special considerations be made in the updated code for electric vehicles (EVs)?
 - If so, how many EV stations should be required?
 - What type(s) of EV stations should be required?

Table 4: Summary of Days Observed in 2014 & 2015 by Site

2015 Sites

Site ID Number	Site	Highest Commercial Demand Rate Observed (Excluding On Street)	Highest Residential Demand Rate Observed (Excluding On Street)	Days Studied (Highlighted Indicates Peak Demand Observed)										
				Weekday Afternoon 2 - 3 PM (Tuesday thru Thursday)	Weekday Late Night 8 - 11 PM (Tuesday thru Thursday)	CU Move-in Tuesday Afternoon 12 - 2 PM	CU Move-in Tuesday Evening 5:30 - 7:30 PM	Tuesday Afternoon 12 - 2 PM	Tuesday Evening 5:30 - 7:30 PM	Friday Afternoon 12 - 2 PM	Friday Evening 5:30 - 7:30 PM	Saturday Afternoon 12 - 2 PM	Saturday Evening 5:30 - 7:30 PM	
Residential														
2	28th & College (Landmark)		0.83		X									
9	20th & Glenwood (Glenlake Apartments)		0.8		X									
10	27th Way & Baseline (Creekside Apartments)		1.08		X									
14	Spine & Williams Fork Trail (Meadow Creek Apartments)		1.27		X									
16	Moorhead & Table Mesa (Coronado Apartments)		0.76		X									
19	17th & Broadway (Multiple)		0.77		X									
22	20th & Steelyards Place (Residential Only)		0.79		X									
23	Yarmouth & Broadway (Uptown Broadway Residential Only)		0.43		X									
Commercial/Retail														
3	Arapahoe & 33rd (Peleton)	2.22	0.9							X	X	X	X	
6	26th & Walnut (Marshall's Plaza)	1.96							X	X	X	X	X	
7	20th & Steelyards Place (Mixed Use Portion)	1.3	0.42							X	X	X	X	X
8	29th & Walnut (Target)*	2.15				X	X			X	X	X	X	
12	Broadway & Quince (Lucky's Market/Nomad)	3.14				X	X			X	X	X	X	
13	Yarmouth & Broadway (Uptown Broadway Mixed Use Portion)	1.58	1.17							X	X	X	X	X
15	26th & Pearl (Hazel's/Wahoo's)	3.36								X	X	X	X	
17	28th & Iris (Safeway)	3.26						X	X	X	X	X	X	
20	Baseline & 28th (Loftus)	2.88							X	X	X	X	X	
Office														
1	Manhattan & South Boulder (Multiple)	2.79		X										
4	Flatiron & Central Ave. (Multiple)	2.61		X										
5	Pearl Circle East (Multiple)	2.75		X										
11	Airport Road East	1.71		X										
21	26th & Pearl (Google Campus - Largest Two Buildings)	2.14		X										

* Peak demand (2.61 rate) that occurred on CU move-in day is noted in red highlight. Typical peak demand is highlighted in yellow.

2014 Sites

Site ID Number	Site	Highest Commercial Demand Rate Observed (Excluding On Street)	Highest Residential Demand Rate Observed (Excluding On Street)	Days Studied (Highlighted Indicates Peak Demand Observed)										
				Weekday Afternoon 2 - 3 PM (Tuesday thru Thursday)	Weekday Late Night 8 - 11 PM (Tuesday thru Thursday)	CU Move-in Tuesday Afternoon 12 - 2 PM	CU Move-in Tuesday Evening 5:30 - 7:30 PM	Monday Afternoon 12 - 2 PM	Monday Evening 5:30 - 7:30 PM	Friday Afternoon 12 - 2 PM	Friday Evening 5:30 - 7:30 PM	Saturday Afternoon 12 - 2 PM	Saturday Evening 5:30 - 7:30 PM	
Residential														
A	Walnut & 9th (Multiple)		0.43		X									
B	18th & Marine (Multiple)		1.04		X									
C	21st & Goss (Multiple)		0.53		X									
Commercial/Retail														
D	28th & Pearl (Whole Foods Shopping Center)	4.39									X			
E	Broadway & Baseline (Basemar)	3.36									X			
F	Broadway & Table Mesa (King Soopers)	2.77						X						
G	28th & Arapahoe (The Village)	2.77										X		
H	28th & Iris (Willow Springs Shopping Center)	3.16									X			
I	29th & Arapahoe (29th Street)	2.09											X	
Industrial/Office														
J	Pearl & Foothills Northwest Side (Multiple)	1.73		X										
K	Pearl & Foothills Southwest Side (Multiple)	0.92		X										

Table 5: Site Transit & Bike Route Access Analysis

Site	Highest Commercial Demand Rate Observed (Excluding On Street)	Highest Residential Demand Rate Observed (Excluding On Street)	Transit										Bike Facilities								Walkability Rating	Walkability Rating Index					
			Boulder Community Transit Network						Other Transit				Total Proximate Boulder Transit Routes	Total Proximate Numbered Transit Routes	Total Proximate Transit Routes (All)	Designated Bike Route	Multi-use Path	On Street Bike Lane	Paved Shoulder	Sidewalk Connection			Soft Surface Multi-use	Street with Single Bike Lane	Total Proximate Bike System Features		
			Existing			Future			1			2														3	
			1	2	3	4	1	2	3	1	2	3	1	2	3												
1	2.79		DASH				LEAP				206			1	1	2	1					1		4	36	3	
2		0.83	STAM				ORBIT				201	J		1	2	3						1		2	36	3	
4	2.61						LEAP				206	208	S	0	3	3								1	15	1	
5	2.75						LEAP				206		S	0	2	2								1	15	1	
6	1.96		HOP				LEAP	ORBIT	DART		205	F/H/T	206	1	3	4						1		1	70	6	
8	2.15		HOP	BOUND			ORBIT	LEAP			205	206		2	2	4								1	70	6	
9		0.8	BOUND								205	208		1	2	3	1					1		2	57	5	
10		1.08	BOUND								204			1	1	2	1	1	1			1		4	57	5	
11	1.71													0	0	0								1	0	0	
12	3.14		SKIP								M			1	1	2	1							2	46	4	
14		1.27									205			0	1	1	1				1			2	36	3	
15	3.36		HOP				ORBIT	DART			205	206	F/H/T	1	3	4								1	70	6	
16		0.76	DASH				LEAP				204	206		1	2	3					1			2	57	5	
17	2.73		BOUND				ORBIT				205	208	F/H/T	1	3	4								4	70	6	
19		0.77	HOP	SKIP	DASH	STAM					203	204		4	2	6	1	1	1	1	1			2	57	5	
20	2.88		BOUND								203			1	1	2	1	1	1	1	1			1	70	6	
21	2.14		HOP				ORBIT	DART			205	206	F/H/T	1	3	3								1	70	6	
Mixed Use Sites																											
3	2.22	0.9	JUMP								S	J		1	2	3	1	1							2	57	5
7	1.3	0.42	BOUND								208			1	1	2		1	1						2	70	6
13	1.58	1.17	SKIP								M	204		1	2	3									1	57	5
22		0.79	BOUND								208			1	1	2		1	1						2	57	5
23		0.43	SKIP								M	204		1	2	3									1	57	5

ATTACHMENT C: PARKING FINES IN BOULDER AND OTHER CITIES

Parking Fines in Boulder and Other Cities

INFRACTION	Boulder, CO	Ann Arbor, MI	Austin, TX	Breckenridge, CO	Colorado Springs, CO	Denver, CO (Including Cherry Creek)	Fort Collins, CO	Longmont, CO	Madison, WI	Pasadena, CA	Portland, OR	Santa Monica, CA	Seattle, WA
Most Recent change	2007*	2010		2015						2010		2012	
Expired/Unpaid Meter	\$15	\$20	\$30	N/A	\$20	\$25	NA	NA	\$25	\$47	\$60	\$53	\$44
Overtime Parking-Meter	\$15	\$35	\$40	\$30-300**	\$30	\$25	NA	NA	\$35	\$47	\$39/45/65	\$53	\$ 47
Overtime -Non-Meter	\$20	\$35	\$30	\$30-300**	\$30	\$25	W-\$50**	\$20	\$35	\$47	\$39/45/65	\$64	\$47
Outside Lines/Markings	\$15	\$ 35	\$40	\$30	\$40	\$25	\$25		\$30	\$41	\$39	\$53	\$47
Double Parking	\$15	\$50	\$70	\$30	\$50	\$25	\$ 25	\$10	\$30	\$47	\$80	\$53	\$47
Loading Zones (Commercial)	\$20	\$45	\$40	\$30	\$50	\$ 25	\$25		\$40	\$41	\$90	\$53	\$53
No Permit (in Permit Zone)	\$25	\$25	\$40	\$30		\$25	\$25		\$30	\$47		\$64	\$53
Bus Stop	\$25	\$35	\$40	\$30		\$25	\$25		\$45	\$281	\$100	\$304	\$47
Crosswalk	\$25	\$35	\$40	\$30	\$50	\$25	\$25	\$20	\$30	\$ 47	\$90	\$53	\$47
Red Zone/Fire Lane	\$50	\$50	\$70	\$30	\$70	\$50	\$25		\$30-100	\$58	\$80	\$53-64	\$47
Parking Prohibited	\$25	\$35	\$40	\$30	\$50	\$25	\$25	\$25	\$ 30	\$47		\$64	\$47
No Stopping/Standing	\$25	\$35	\$40	\$30	\$50	\$25	\$25		\$30-45	\$53	\$80	\$64	\$47
Fire Hydrant	\$50	\$40	\$70	\$30	\$50	\$25	\$25	\$35	\$30	\$53	\$150	\$53	\$47
Blocking Traffic	\$15	\$35	\$40	\$30	\$50	\$25	\$25			\$41	\$50	\$53	\$47
Disabled Parking	\$112	\$125	\$300	\$100	\$350	\$150	\$100	\$100	\$150	\$362	\$160-435	\$ 399	\$250
Blocking Driveway	\$25	\$35	\$40	\$30	\$50	\$25	\$25		\$30	\$47	\$90	\$ 53	\$ 47

*Increase was for “safety violations” only, not overtime fines.

**Escalating fines: Breckenridge is based on 365 days; Fort Collins has no meters; overtime fine escalated based on 180 days (Initial infraction is warning)

Note: Pasadena fines have been increased based on the CPI so are not in even dollars. Table data is rounded to nearest dollar. Austin has “standard” fines, with a lesser amount accepted for a certain period after issuance. Table displays the reduced “early payment” amounts.

Access Management & Parking Strategy Timeline



Focus Areas and Specific Projects		2015 2ND QUARTER	2015 3RD QUARTER	2015 4TH QUARTER	2016 1ST QUARTER	2016 2ND QUARTER
<p>District Management</p>	Analyze Satellite Parking and Other Mobility Options	●		★		
	Explore Shared Parking Policy with Public-Private Partnerships	●		★		
	Develop Criteria to Pilot New Multimodal Districts			●		
	Develop Civic Area Access & Parking Strategy			●	★	
<p>Pricing</p>	Evaluate Neighborhood Parking Permit Program Pricing					★
	Evaluate Pricing Options for Hourly Rates					★
	Recommend Amount for Overtime at Meter Fine				★	
	Consider a Graduated Fine Structure				★	
<p>Technology</p>	Install New PARCS Equipment in Downtown Garages					
	Integrate PARCS Software with Existing Technology					
	Explore Applications to Enhance the Parking Experience					
<p>Parking</p>	Reassess Long-term On-Street Parking (72-Hour) Limitation	★				
	Develop a Curbside Space Management Plan					
	Explore Transportation Demand Management Options for New Private Developments	★				
	On Street Car Share Policy			★		
<p>Code</p>	Evaluate & Update Parking Requirements			★		
	Explore Automatic Parking Reductions for Beneficial Projects			★		
	Evaluate Expansion of Shared, Unbundled, Managed & Paid Parking in New Districts or as Potential Overlays			★		
<p>Travel Options</p>	Transportation Demand Management Toolkit for Private Developments			★		
	Explore Trip Reduction Tools for Existing Commercial			●		
	Investigate Bundled First & Final Mile Strategies					
	Explore Parking Cash-Outs for CAGID Employees			●		

Project Phase(s)

- = Alternatives Analysis
- = Policy/Strategy Recommendations
- = Development & Implementation
- = Community Outreach
- = City Council Review of Draft Recommendations
- = City Council Review of Policy/Strategy Recommendations



Access Management & Parking Strategy

Boulder is a national leader in providing options for access, parking and transportation. To support the community's social, economic and environmental goals, it is important to create customized solutions that meet the unique access goals of Boulder's diverse districts, residential and commercial.

AMPS: A balanced approach to enhancing access to existing districts and the rest of the community by increasing travel options — biking, busing, walking and driving — for residents, commuters, visitors and all who enjoy Boulder.

TOOLS FOR CHANGE



district management



pricing



technology



parking



code



travel options



mixed use neighborhoods
• North Boulder



transit oriented development
• Boulder Junction
• Depot Square



historic commercial
• Downtown
• University Hill



office park
• East Arapahoe
• Flatirons Park



residential
• Mixed Use
• Multi-Family
• Single-Family



suburban commercial
• 29th Street
• Table Mesa
• BaseMar

15
minute
neighborhood

Mixed-income, mixed-use neighborhoods where residents can easily walk or bicycle to meet all basic daily, non-work needs.



**CITY OF BOULDER
PLANNING BOARD AGENDA ITEM**

MEETING DATE: October 22, 2015

AGENDA TITLE: Update on Housing Boulder.

REQUESTING DEPARTMENT:

David Driskell, Executive Director, Planning, Housing and Sustainability
Susan Richstone, Deputy Director, Planning, Housing and Sustainability
Jeffrey Yegian, Manager, Planning, Housing, and Sustainability
Jay Sugnet, Project Manager, Housing Boulder

OBJECTIVE:

Planning Board requested an update on the Housing Boulder Action Plan and an opportunity to discuss the Toolkit of Housing Options.

SUMMARY

On Jun. 9 and Sep. 1, 2015, City Council reviewed the key outcomes and preliminary themes that emerged from the Housing Boulder analyses and community conversations of the past year. Council provided feedback on a proposed Housing Boulder action plan for 2015 and 2016. Those actions represented priority areas of agreement as well as areas in which further analysis and discussion are needed.



The [Housing Boulder action plan for 2015 and 2016](#) acts on key areas of consensus that can be moved forward parallel to the housing-related work being undertaken in the Boulder Valley Comprehensive Plan (BVCP) update. This includes the development of a middle income housing strategy and program; articulating the city's housing preservation strategy and priorities; specific actions related to the city's existing 10 percent goal for permanently affordable housing; and exploration of governance models for overseeing implementation of the strategy over time. These are in addition to housing topics to be further explored and analyzed through the BVCP update process, including consideration of the relationship between future jobs and housing as well as the overall housing mix by type, price and households served.

The [September 1 Council memo](#) on Housing Boulder provides an overview of the process to date and proposed Housing Boulder action plan for 2015 and 2016. The [Toolkit of Housing Options](#) provides additional information on the specific tools mentioned in the action plan.

For more information, please contact Jay Sugnet at 303-441-4057 or sugnetj@bouldercolorado.gov.



MEMORANDUM

TO: Members of the Planning Board

THROUGH: David Driskell, Community Planning and Sustainability Executive Director
Susan Richstone, Community Planning and Sustainability Deputy Director

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

DATE: October 22, 2015

SUBJECT: Second Review of the Draft Community Cultural Plan

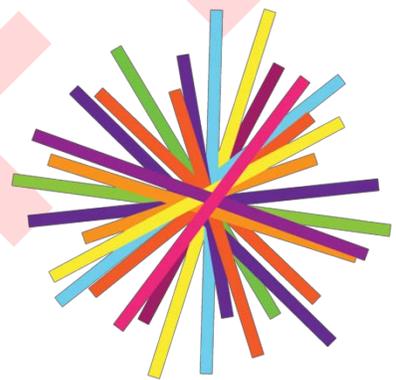
Attached is an update to the draft Community Cultural Plan which was first presented to the Planning Board on June 17 meeting. This new document follows several months of public engagement and revision. This will be the Planning Board's final opportunity to give suggestions and comments about the Cultural Plan as a group before it is presented to Council at the November 10, 2015 meeting.

Staff will be available at the October 22nd meeting to answer any questions.

Attachment: Draft Community Cultural Plan

Follows Next Page

DRAFT



Community Cultural Plan

City of Boulder Library & Arts Department
Office of Arts + Culture

Draft: September 10, 2015

DRAFT

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DRAFT

A.

Introduction

(This section will be addressed in a later draft.)

DRAFT

B. Background

(This section will be addressed in the final draft.)

B.1 Foundation Documents, Studies, and Stories

B.1.1 2005 Cultural Master Plan

(This section will be addressed in the final draft.)

B.1.2 2010 Boulder Valley Comprehensive Plan

(This section will be addressed in the final draft.)

B.1.3 Knight Soul of the Community Study

(This section will be addressed in the final draft.)

B.1.4 Public Art in Boulder

(This section will be addressed in the final draft.)

B.1.5 The Role of Non-profit Organizations

(This section will be addressed in the final draft.)

B.1.6 Boulder Innovators

(This section will be addressed in the final draft.)

DRAFT

C.

Planning Process

C.1 Guidelines for the Planning Process

The following guidelines were created to shape the planning process in reflecting the city's priorities for the development of the Community Cultural Plan:

As a "Community Cultural Plan," the project has a city-wide perspective and an extensive time-horizon. The Plan will seek to answer the question "What is the community's vision for arts, culture and the creative industries?"

Transparency and good stewardship of the public trust will ensure the inclusion of the community's voice and encourage the continued support for the implementation of this plan.

Focus areas for the plan may include public art, the creative sector of the economy, funding, sustainable cultural tourism, and the vibrancy of street-level experiences.

The process will be open and forthcoming, taking best advantage of the City of Boulder's collaborative professional culture.

The City-wide priorities of advancing sustainable and resilient practices, encouraging diversity, and promoting the success of Boulder communities will be foundations for the process.

C.2 Staff, Consultants, and Participants

Appreciation is due to the many people who helped with the Community Cultural Plan:

Thanks to the thousands of residents who participated by giving their opinions, filling out surveys, joining the online conversation, and commenting on the Community Cultural Plan at various points along the way.

Thanks to the many talented experts, stakeholders, and community activists who were interviewed through the course of this plan, including: Mark and Polly Addison, Robin Beeck, Kathy Beeck, Joan Breummer, Annette Coleman, Aaron Cook, Brian Coppom, Joe deRaimes, Bruce Dierking, Nick Forster, Donna Gartenmann, Alicia Gibb, Sue Hammond, Kent Hansen, Carrie Haverfield, Josie Heath, Kathy Jones, Kathy Kuscan, Melinda Mattingly, Deana Miller, Sacha Millstone, Lisa Nesmith, Judy Reid, Bill Rigler, and Amanda Berg Wilson.

Thanks to the staff members of the many City of Boulder agencies who assisted in this process. Most particularly we appreciate the staff of the Office of Arts + Culture: Juliette Bartsch, Joel Haertling, Greg Ravenwood, and in particular Mary Fowler and Mary Wohl Haan who both played a critical role in the operation of the planning process.

Thanks to the members of Cultural Planning Group especially Martin Cohen, Linda Flynn, and Jerry Allen. Their expertise, talents, and thoughtfulness contributed to the success of the process.

Thanks to the many leaders of Boulder's community of non-profit cultural organizations who participated in a special series of "cultural summits" to review and comment on the drafting of the Community Cultural Plan: Dairy Center for the Arts: Bill Obermeier, Raissa Johnson, Sharon Nehls – Cudmudgeonly Press: Clara Burns – LOCAL Theater Company: Megan Mathews, Sallie Smith – Language of Fish Collective Arts: Soleil Chappelle, Arrow Zoe Amelia, Adderly Bigelow – Boulder Ensemble Theatre Company: Stephen Weitz Janet Salmons – Barrio É: Tamil Maldonado –; Latino Chamber: Jose D. Beteta – Truth Be Told: Nina Rolle, Johanna Walker – BaoBao Festival: Kari Abankwah, Kasey Shelling (also The Living Classroom) – Boulder History Museum: Nancy Geyer, Carol Taylor, Laura Skaggs – Boulder Housing Partners: Shannon Cox Baker, Danielle Vachon – Greater Boulder Youth Orchestras: Brian Jack, Gary Lewis, Pris Walker, Arthur Lieb – Americas Latino: Irene Vilar – Joanna & the Agitators: Joanna Rotkin – Moondance International Film Festival: Elizabeth English – Boulder International Film Festival: Robin Beeck, Kevin Smith – Art Parts Creative Reuse Center: Denise Perreault – Boulder Art Matrix: Sally Eckert, Buffy Andrews (also Art Parts), Amy Tremper – Conference on World Affairs at CU: Bryan New – Boulder Museum of Contemporary Arts: David Dadone, Jaye Zola, Jordan Robbins, Ron McMahan, Caitlin Berube-Smith, Mardee Goff – Cantabile: Kathleen McCormick, Joanne Karpinski – Boulder High School: Virginia Schick, Chris Sweeney, Beau Bryson, Scott Cawlfild – e-Town: Margo Josephs – Sound Circle and Resonance Women's Chorus: Sue Coffee – Boulder County Arts Alliance: Charlotte LaSasso – Boulder Chamber Orchestra: Jennifer Slater, Bahman Saless – Viva Theatre Program of the Society for Creative Aging – Boulder Chorale: JoAn Segal (also American Music Center) – Band of Toughs: Joan Bruemmer-Holden, Jeff Goldberg, Colleen Mylott – Seicento Baroque Ensemble: Deborah Vink, Evanne Browne, Doug Hofmeister – Boulder Chorale: Karon Kelly, Eddie Cheng – Boulder Metalsmithing Association: Beth Merckel – Motus Theater: Audrey Fishman-Franklin, Kirsten Wilson, Wendy Baring-Gould (also One Action Boulder and Women Work Together/Mujeres Trabajan Unidos) – ARTology: Laura Tyler – NEOCOMPROMO: Dalia Dorta – Habitat for Artists: Cindy Sepucha – Locheartarts: Chelsea Pohl – Randy Compton – Colorado Chautauqua Association: Susan Connelly, Bob Yates – Boulder Ensemble Theater Company: Stephen Weitz – Studio Arts Boulder: Paul Heffron – Bob Crifasi – Seicento: Deborah Vink (also Nature Conservancy) – Boulder Philharmonic Orchestra: Kevin Shuck – Ecoarts: Marda Kirn – Conundrum: Matt Cohn, Stephen DeNorscia – Off Broadway Fine Arts: Catherine Compton – NoBo Arts District: Susan Eriksson, Lisa Nesmith – US Pro Cycling Monument: Kimmerjæe Johnson – Tesseract Productions: Hugh Moore, Kori Beck – The Secret Garden: Ed Jabari – KGNU: Jeannie Brisson – Boulder Fringe Festival: Liberty Shellman – Circle of Care: Joan Raderman – Now or Never Theatre: Betsy Tobin – Square Product Theatre: Emily K. Harrison (also Boulder Arts Week) – Colorado Music

Festival: Andrew Bradford – Kirsten Cohen Photography: Kirsten Cohen – ARTology: Laura Tyler – Boulder Center for the Performing Arts: Melinda Mattingly – Catamounts: Joan Bruemmer-Holden – Lyra Mayfield Dance: Lyra Mayfield – Tinker Arts: Christie Slater – CU Presents: Joan McLean Braun – Boulder Chamber of Commerce: Deborah Malden – Convention and Visitors Bureau: Mary Ann Mahoney.

Special thanks to the cultural partners to the city for their advice and leadership: Susan Connolly of the Colorado Chautauqua Association, David Dadone of the Boulder Museum of Contemporary Art, Nancy Geyer of the Museum of Boulder, and Bill Obermeier of the Dairy Center for the Arts.

Thanks to the members of the Boulder Arts Commission who served during the process: Felicia Furman, Linda Haertling, Tamil Maldonado, Ann Moss, Anna Salim, and Richard Turbiak.

Thanks to the members of the City of Boulder Boards & Commissions that weighed in on the plan throughout the process: Boulder Junction Access District, Downtown Management Commission, Parks & Recreation Advisory Board, Planning Board, and the University Hill Commercial Area Management Commission.

Thanks to the member of City Council who served during the process: Matt Appelbaum, Macon Cowles, Suzanne Jones, George Karakehian, Lisa Morzel, Tim Plass, Andrew Shoemaker, Sam Weaver, and Mary Young,

A special thanks to the volunteers on the Community Cultural Plan steering committee: Jose Beteta, Joan Mclean Braun, Leah Brenner, Rebecca DiDomenico, Roy Holloway, Brandy LaMae, Max Lenderman, Lyra Mayfield, Charlotte LaSasso, Mary Ann Mahoney, Deborah Malden, Virginia Schick, and Christie Slater.

C.3 Public Inquiry as the Cornerstone

The cultural landscape of Boulder has changed since the Cultural Master Plan of 2005. Among these changes are an unparalleled marketplace of cultural organizations, growth in the number and types of creative sector workers and businesses, and an emphasis on culture in the civic dialog. These emerging conditions convinced staff that it was now imperative to gain a thorough understanding of the new priorities and desires of Boulder residents.

To accomplish this, Cultural Planning Group (CPG) developed a public inquiry system titled “The Culture Kitchen”. In a series of engagements held in person and online from October to December 2014, the staff and consultants gathered public input using the following components:

- A public art event series,
- Stakeholder interviews,
- Lengthy online surveys,
- Brief intercept surveys,
- “The Recipe Box”: an online forum hosted by MindMixer,
- Neighborhood pop-up conversations,
- Volunteer-led conversations in the community,
- Meetings with Boulder High School students,
- A pop-up meeting space at the Boulder farmer’s market,
- Focus group meetings, and
- Summits of cultural organizations.

These events and forums resulted in more than 2,000 interactions with Boulder community members. Information and data gathered during the Cultural Kitchen was compiled and analyzed, along with a series of research projects, and presented back to the community in “The Taste Test”: a series of events held in May of 2015. It is through this outreach that the staff and consultants were able to develop a set of “Community Priorities”: the narrative of our community’s desires for the advancement of art and culture in Boulder.

A summary of findings from the Culture Kitchen can be found in [appendix IV.4](#).

C.4 Conditions of Culture and the Creative Economy in Boulder Today

Boulder finds itself in an advanced position...

...in its creative workforce:

- 9,134 creative professionals live here, or 8.85% of the total population (as compared to an average 5.33% in like cities),
- With concentrations among photographers, writers, musicians, postsecondary teachers, graphic designers, and architects.¹

...in the creative sector of the economy:

- In 2013, the creative industries represented \$2.3 Billion in sales.²

...in the marketplace of cultural organizations:

- 137 cultural organizations are headquartered in Boulder,
- The top 50 of which had a direct economic spending of approximately \$20 Million.³

...in cultural participation:

Respondents to our survey told us that

- 80% take advantage of our theaters and concert halls,
- 74% are artists as a hobby,
- 65% attend art galleries, exhibitions, or craft shows,
- 61% visit museums,
- And, 30% take classes or workshops.⁴

¹ Boulder Cultural Vitality Index (WESTAF, 2015) – See appendix IV.2

² Boulder Community Cultural Plan Survey 2014 – See appendix IV.3

³ Federal Nonprofit Tax Data 2014 (Citation needed).

⁴ Boulder Community Cultural Plan Survey 2014 – See appendix IV.3

Boulder has work to do...

...in diversity:

- 8% of the city's population identifies as Latino, which is fewer as compared to Latino populations generally
- Including 21% in Colorado and 17% nationally.
- Boulder is 2% Asian, 1% Black, >1% Native American, which also under-represents state and national averages.⁵

...in public spending on the arts:

- The city government spends just over \$6 per person on cultural affairs,
- As compared to an average of just over \$33 in comparable cities.⁶

...to be a welcoming city for artists:

- The cost of living in Boulder challenging. Particularly in housing, where Boulder is 155% of the national average.⁷
- Meanwhile, the wages of creative professionals is generally below standard livable wages across different family types.⁸
- Boulder residents feel that social offerings and the sense that the community is open and welcoming are areas that need improvement.⁹

⁵ Boulder County Trends Report Community Foundation of Boulder <http://www.commfound.org/trendsmagazine> (9/3/2015) – see appendix IV.11

⁶ Boulder Community Cultural Plan Benchmark Study 2015 – See appendix IV.3

⁷ Sperling's Cost of Living Index for Boulder, Colorado http://www.bestplaces.net/cost_of_living/city/colorado/boulder (9/2/2015) – see appendix IV.11

⁸ Living Wage Index for Boulder County <http://livingwage.mit.edu/counties/08013> (Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, 2015) – see appendix IV.11

⁹ Soul of the Community Study (Knight Foundation, 2010) – see appendix IV.11

D. Community Priorities

The Community Cultural Plan will be successful only through collaboration: success for our culture is the responsibility of all of Boulder. Thus, this document is not merely a municipal government work plan. Rather, we all have a role to play: public and private, non-profit and for-profit, in education, in personal and professional life.

To understand our roles, the priority is to establish the “Community Priorities”. These statements summarize the most common responses in answer to the question “What is your vision for Boulder’s culture and creative economy over the next nine years?” and represent the broader trends that appeared in the data from the Cultural Kitchen, dialog with key stakeholders and industry research.

Support the resiliency and sustainability of **cultural organizations** to enhance their ability to benefit the community.

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

Prioritize the **civic dialogue** about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

Develop Boulder’s **creative identity** in becoming an innovative world leader in cultural matters and project that identity to the region and the world.

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

Amplify the vibrancy of Boulder’s **cultural destinations**: the lively mix of museums, performance venues, events, districts, studios, maker spaces, and other facilities that make Boulder an enticing place to visit, live, play, and work. Fill in the gaps and address issues of access and affordability.

E. Vision

E.1 (This section will be addressed in a later draft.)

E.2 Vision Elements

In considering the Community Priorities, these three “Vision Elements” summarize the things we must accomplish for success:

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

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

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

Each vision element is described in detail in [appendix IV.8](#).

It is from the Vision Elements that the municipal government will design “strategies”: tools and capacities of the Office of Arts + Culture to support organizations, businesses, and individuals for achieving the Community Priorities.

E.3 Time Horizon



I. Strategies

Directly derived from the Vision Elements and Community Priorities, below are eight strategies: programmatic tools, tactics, and capacities which the municipal government will provide to the community.

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

Below are summaries of each strategy.

Full operational details of each strategy can be found on [page 32](#).

I.1 Strategy One: Support Our Cultural Organizations

I.1.1 Program Areas:

- A. Cultural Grants
- B. Sponsorships / Partnerships
- C. Leadership Development and Convening

I.1.2 Goal:

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

I.1.3 Community Priority:

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

I.1.4 Challenges:

Institutional Support – This plan recommends increased funding for cultural organizations and institutions that are not necessarily owned by the city; yet have the potential to significantly contribute to the Community Priorities. Several nonprofit institutions already receive some level of city funding in the form of annual support. Other organizations have come to rely on small project grants from the city as a supplement to their portfolio of revenue. The results of both these programs have been inconsistent. This Strategy, in calling for the funds to be spent on organizational sustainability, is a new perspective on the structure of this giving. Institutional support will allow organizations to build stability, advance operational capacity, and encourage innovation.

Funding – For the past twenty years, the Office of Arts + Culture, with oversight from the Boulder Arts Commission, has stewarded a grant making capacity which, in 2015, amounts to \$225,000. This is less than 1% of the total budgets of Boulder cultural organizations.¹⁰ While there have been projects of notable success funded from these grants, in general the impact is insignificant. The level of funds for grant distribution must increase to have a significant impact towards achieving the goal of this strategy.

Private Philanthropy – A key factor in the sustainability of cultural organizations is private philanthropy, memberships, volunteerism, and participation. The municipal government cannot participate directly in this activity, but there are new and existing organizations in the community that have the potential to galvanize leadership in this area. The Office of Arts + Culture will support leadership in the advocacy for private giving and participation, and invest in a partnership to catalyze the effort.

¹⁰ Federal Nonprofit Tax Data 2014 (Citation needed).

I.1.5 Priority Recommendations:

Funding – Establish a focused, sustainable, and adequate revenue source that increases the Office of Arts + Culture’s annual grant funds from its current level of \$225K per year to \$1 Million by 2021.

Grants Process – Reorganize the structure and processes of the grants program in a strategic manner in which the grants respond to the Community Priorities and the goal of this strategy. Take into account the needs of long-standing institutions while continuing to invest in new ideas and emerging organizations. Structure the grant-making strategy over the nine years of this plan to recognize the unique needs of:

- Large institutions,
- Mid-sized, Smaller, and emerging organizations,
- Investments in innovation, entrepreneurship and artistic/organizational risk, and
- Building leadership capacity for more effective management.

I.1.6 Allies:

Boulder County Arts Alliance – Boulder Convention and Visitors Bureau – Awesome Boulder – Community Foundation of Boulder – Scientific and Cultural Facilities District (SCFD) – Boulder Chamber of Commerce – the Latino Chamber of Commerce – University of Colorado – Naropa University – Boulder County Arts Leadership Forum – Create Boulder – Boulder Library Foundation – The PLAY Foundation – Social Venture Partners – City of Boulder Department of Human Services – and others.

I.1.7 Timeline:

(This section will be addressed in a later draft.)

I.1.8 Models of Success:

(This section will be addressed in a later draft.)

[*Jump to the full detailed operation recommendations for Strategy 1: Support Cultural Organizations.*](#)

I.2 Strategy Two: Reinvent our Public Art Program

I.2.1 Program Areas:

- A. Public Art Commissioning
- B. Maintenance and Conservation
- C. Interpretation, Communications, and Legacy Initiatives
- D. Mural Program / Facilitation of Urban Art and Design

I.2.3 Goal:

Many individuals, businesses, organizations, and developers will be encouraged to invest in improvements to public spaces through the addition of meaningful, innovative, and quality works of art. The municipal investment in public art will be a model, using a system of publicly transparent, sustainable, and innovative practices to commission artworks of enduring cultural value.

I.2.4 Community Priority:

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

I.2.5 Challenges:

Sustainable Funding – There is a strong level of community support for increased funding to support arts and culture, including public art.¹¹ Immediate steps have already been taken to launch the public art program; voters approved the Community Culture and Sustainability temporary tax program, part of which will be used for this purpose. However, long term sustainable funding will require further investigation.

I.2.5 Priority Recommendations:

A Sophisticated Program – In considering the full lifecycle of a public art project, from selection to design to the finished display and beyond, the Office of Arts + Culture will build a high-performing public art program that is an industry leader. In terms of process, this involves a thorough updating of practices, among them: a high standard of public inquiry, strategic and thoughtful selection processes, sustainable funding, and carefully executed design review. In addition, the collection itself must meet the highest of standards and represent the most important developments in contemporary practice. This pursuit of quality works of art implies variety and diversity. Not popularity. It is important for the city to be confident in this measure of success; no work of art will be universally loved. The ability to take risks is important to the program. A sophisticated public art collection is also one in which new mediums, narratives, and methods of presenting public art are represented. The public art program will actively seek temporary and permanent public art in bronze and marble, yes. And, also in time-based media, performance, music, interactive

¹¹ Boulder Community Cultural Plan Survey 2014 – See appendix IV.4

projects, design, social practice, conceptual art, web-based art, and all emerging forms of public art.

Sustainable Funding – After the initial launch of the public art program, the Office of Arts + Culture will explore a source and mechanism for permanent public art funding in the 2018 budget.¹² An important consideration will be the ability to create a robust program, with many new commissions every year. Therefore, staff will also research other sources of funding including fees, accommodations tax, and private funding generated by development to supplement or enhance general support for public art. Structure the funding to be sustainable over many years. Public art needs to be considered in terms of decades, well after the time horizon of this plan. This portfolio of funding should not only be secure, but also flexible and at an adequate level to maintain a desirable level of new commissions on a regular basis.

Unified Approach – There have been substantial investments in public art over the years, particularly by the Transportation, Parks, and Parking Services agencies. However, a strategic and consistent process is needed to advance the investments in public art. The Office of Arts + Culture will assume leadership in the public art process while maintaining close collaborations with those agencies that are most affected by the public art program.

I.2.6 Allies:

Boulder County – The State of Colorado – RTD – Federal Government Public Art Program – City of Boulder Transportation – City of Boulder Downtown and University Hill Management/Parking Services – City of Boulder Parks & Recreation – City of Boulder Planning & Sustainability – City of Boulder Facilities Access Maintenance – Civic Area Team – and others

I.2.7 Timeline:

(This section will be addressed in a later draft.)

1.2.8 Models of Success:

(This section will be addressed in a later draft.)

[Jump to the full detailed operation recommendations for Strategy 2: Reinvent our Public Art Program.](#)

¹² An explanation of options for public art funding appears in appendix IV.5.

I.3

Strategy Three: Create and Enhance Venues

I.3.1 Program Areas:

- A. Municipal Venues for the Arts
- B. Advocate among Private Venues
- C. Rental Assistance Grants

I.3.2 Goal:

Improve the resiliency of visual and performing arts organizations, and the experience of their audiences, which are currently challenged by gaps in studio, rehearsal, performance, and exhibition space. Mitigate the barriers to innovation and sustainability that are encountered due to these challenges.

I.3.3 Community Priority:

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

I.3.4 Challenges:

Civic Area Venues – An opportunity exists to explore the mix of current and planned facility projects in the Civic Area for cultural uses. Already, the Main Library, Senior Center, and Boulder Museum of Contemporary Art (BMoCA) can begin to address the gaps in facilities. What is more, the potential for future building projects in the east and west ends of the park will be examined to include significant arts venues. Finally, the outdoor spaces envisioned in the Civic Area plan are opportunities for cultural venues. The Office of Arts + Culture play an advocacy role for cultural programming and facilities in the Civic Area.

Fill In the Gaps – The gap in venues falls across fine art disciplines, and is attributable to issues of availability, affordability, and access. It is recommended that staff fully investigate the feasibility of incorporating rehearsal and small performance spaces into the city's current process of facility assessment. The potential for cultural uses will be considered whenever the city builds or renovates a public facility. Staff will collaborate with Facilities & Asset Management, Planning, Parks & Recreation, and other agencies on this issue.

I.3.5 Priority Recommendations:

A project to build a performing arts venue in the Civic Area has been ongoing for some time. The Boulder Center for the Performing Arts is a group of volunteer advocates that has worked closely with city staff on this project. They have recently demonstrated that their concept for a performing arts venue may indeed fill a significant gap in available facilities. Though there are a number of considerations that many city officials and the public need to keep in mind, the Office of Arts + Culture is in a position to advocate for the specific cultural

value that success in this project will bring to the community. Staff will continue to support the investigation of a venue in the Civic Area with the Boulder Center for the Performing Arts organization and other city agencies. Carefully consider not only how to fund and build such a venue, but perhaps more importantly how the programming and management of the facility will best be an enhancement to the mix of cultural organizations in Boulder, and how the sustainable business model will be a consistent benefit to the community.

Be an advocate in the health of Boulder's portfolio of private for- and non-profit performing and visual arts venues. Convene this group regularly to promote collaboration and alignment of their goals.

I.3.6 Allies:

The Dairy Center for the Arts – Colorado Chautauqua Association – Museum of Boulder – Boulder Museum of Contemporary Art – Studio Arts Boulder – Boulder Center for the Performing Arts Organization – NoBo Arts District Organization – University of Colorado – Naropa University – private non-profit and for-profit performing and visual arts venues – City of Boulder Parks & Recreation – City of Boulder Planning & Sustainability – Civic Area Team – and others

I.3.7 Timeline:

(This section will be addressed in a later draft.)

1.3.8 Models of Success:

(This section will be addressed in a later draft.)

[Jump to the full detailed operation recommendations for Strategy 3: Create and Enhance Facilities and Venues.](#)

I.4

Strategy Four: Enhance the Vitality of the Creative Economy

I.4.1 Program Areas:

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

I.4.2 Goal:

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

I.4.3 Community Priorities:

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

Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

I.4.4 Priority Recommendations:

Creative District in North Boulder – Support the grass-roots effort that has successfully assembled the energy of neighbors, businesses, artists, and organizations in North Boulder around the creative district. Work with the NoBo Arts District organization for the success of artists: the cornerstone of the district's future.

Creative Economy – There exists an enormous potential to deploy an incentives program specifically designed for creative businesses and entrepreneurs to retain or attract jobs and businesses. This will be best accomplished if the Office of Arts + Culture collaborates closely with the Economic Vitality Office. It is recommended that the two offices co-lead an initiative to investigate the regulatory environment, find efficiencies, market existing incentives, and create new programs that will assist the creative sector.

Taskforce on Workforce and Talent Retention – While Boulder's creative businesses thrive, on the horizon is a significant challenge in hiring and retaining the young, talented people who will sustain the work that they do. To protect Boulder's advanced position among centers for the creative sector, a collaboration must be established between the city, organizations, and businesses to address these issues. The Office of Arts + Culture will convene a task force made up of leaders in these areas to explore solutions for the creative workforce and talent retention.

I.4.5 Allies:

NoBo Arts District Organization – North Boulder community stakeholders – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Boulder Economic Council – University of Colorado – Boulder Valley School District – Growing Up Boulder – City of Boulder Office of Economic Vitality – City of Boulder Planning & Sustainability – City of Boulder Neighborhood Services – and others

I.4.6 Timeline:

(This section will be addressed in a later draft.)

1.4.7 Models of Success:

(This section will be addressed in a later draft.)

[*Jump to the full detailed operation recommendations for Strategy 4: Enhance the Vitality of the Creative Economy.*](#)

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I.5

Strategy Five: Strengthen Culture in our Neighborhoods and Communities

I.5.1 Program Areas:

- A. Creative Neighborhoods
- B. Diversity and Inclusion

I.5.2 Goal:

Every resident of Boulder finds ways to creatively impact their neighborhood and social community, with an emphasis on underserved groups, and has easy access to cultural experiences in the places that are most important to their everyday lives.

I.5.3 Community Priorities:

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

Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

I.5.4 Challenge:

Diversity - In order to authentically represent the needs of all communities in Boulder, the most important thing staff learned from the Culture Kitchen process was just how much remains to be accomplished; nine months of public meetings was simply not enough time to build bridges to every diverse community. In addition, the lack of diversity in Boulder (that is, diversity of all kinds including cultural diversity), is an emerging threat to the economic and social resiliency. The Office of Arts + Culture will embrace very high standards in principles of outreach and communications to diverse groups. It is a priority in the first phase of this plan to build those bridges, engage underserved communities, and associate the efforts of the Office of Arts + Culture with agencies that have been doing well in this effort. If successful, the strategies of this plan will be useful and accessible to ALL of Boulder.

I.5.5 Priority Recommendations:

An opportunity exists to collaborate closely with the City of Boulder Neighborhood Services Office. It is recommended that the Creative Neighborhoods program, and other initiatives in this strategy, employ collaborative leadership with the Neighborhood Services Office.

I.5.6 Allies:

Neighborhood groups and organizations – Intercambio – El Centro de Amistad – Boulder Latino Chamber of Commerce – City of Boulder Department of Human Services – City of Boulder Neighborhood Services Office – City of Boulder Libraries – City of Boulder Parks & Recreation – City of Boulder Open Space – and others

I.5.7 Timeline:

(This section will be addressed in a later draft.)

I.5.8 Models of Success:

(This section will be addressed in a later draft.)

[Jump to the full detailed operation recommendations for Strategy 5: Strengthen Culture in our Neighborhoods and Communities.](#)

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Strategy Six: Support Artists and Creative Professionals

I.6.1 Program Areas:

- A. Support and Recognition for Artists and Creative Professionals
- B. Livability and Affordability
- C. Professional Development Tools

I.6.2 Goal:

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

I.6.3 Community Priority:

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

I.6.4 Challenge:

Livability – Without question the challenges of affordability and livability are the most complex issues to be addressed in the Community Cultural Plan. These concerns are a priority among survey respondents; the issue of affordability ranked second among critical issues to resolve.¹³ Addressing these issues implies working with many stakeholders, inside and outside the city government: affordability and access to housing, studio space, display and performance venues, and livability in general are critical to artists who are trying to get a foothold in Boulder’s creative economy.¹⁴ These challenges have the potential to compromise our position as a magnet for attracting creative professionals and artists.

I.6.5 Priority Recommendations:

- The City of Boulder is working with many public partners and private groups to address the issue of affordability and access in residential and commercial markets. The Office of Arts and Culture will join with these groups on finding the means to resolve this challenge for all professions, including artists.
- Establishing or partnering on a fellowship program for artists and creative professionals can provide an impressive return on a modest investment. An initiative to recognize the work of the most innovative and promising talent in our community, and provide them with unencumbered resources to “do what they do best”, will not only be a system of recognition, but will also encourage the brand of Boulder as a great place for creative people to thrive. This may be accomplished as a program of the Office of Arts + Culture, or be incorporated into an existing program such as The Dairy Center Honors.

^{13 and 14} Boulder Community Cultural Plan Survey 2014 – See appendix IV.4

- Until recently, a collaboration with the Boulder County Arts Alliance for professional development was a popular tool for individual artists and creative professionals to enhance their business skills. This “Business of the Arts” program was ended when funding was cut, but continues to have potential. By the second phase of this plan, the partnership with Boulder County Arts Alliance will be renewed, with an eye on developments that may improve content and format to best serve the creative professionals of Boulder.

I.6.6 Allies:

The NoBo Arts District Organization – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Boulder County Arts Alliance – Boulder County Arts Leadership Forum – University of Colorado – Naropa University – Small Business Development Center – Studio Arts Boulder – Open Arts – Boulder Digital Arts – Boulder Design Works – madelife – Boulder Arts Association – Boulder Metalsmithing Association – The Dairy Center for the Arts – City of Boulder Planning & Sustainability – City of Boulder Office of Economic Vitality – and others

I.6.7 Timeline:

(This section will be addressed in a later draft.)

I.6.8 Models of Success:

(This section will be addressed in a later draft.)

[*Jump to the full detailed operation recommendations for Strategy 6: Support Individual Artists and Creative Professionals.*](#)

I.7

Strategy Seven: Civic Dialogue, Awareness, and Participation

I.7.1 Program Areas:

- A. Promoting the Community Cultural Plan
- B. Facilitate the Civic Dialogue
- C. Develop Boulder's Creative identity
- D. Partner on a Community Cultural Calendar
- E. Participate in Regional and National Leadership

I.7.2 Goal:

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

I.7.3 Community Priorities:

Prioritize the civic dialogue about the ability of culture to positively contribute to the economy, social offerings, the environment, and the authentic expression of diversity.

Develop Boulder's creative identity in becoming an innovative world leader in cultural matters and project that identity to the region and the world.

I.7.4 Challenges

Identity – Boulder has been quietly innovating as a creative center for some time. We are proud of the moments when that innovation is honored on as part of the national story: the founding of Chautauqua, our Beat poets of the 1950s and 60s, the many accomplished musicians that have landed in Boulder. Today, still a home to remarkable artists and cultural leaders, Boulder is on the way to again being recognized for creativity. The work of Naropa University, e-Town, the Colorado Chautauqua Association, Frequent Flyers, the Boulder International Film Festival, the Conference on World Affairs, and others are increasingly recognized in the international conversation about culture. The Office of Arts + Culture will work with the community on how to nurture a creative identity for the city.

Aligned with this effort, work must be done to tell the story of innovations in city government. Some innovations are described in this plan: the focus on cultural organizations, a sophisticated public art program, the creative neighborhoods initiative, and comprehensive research projects are among the unique aspects of this plan that will be a point of pride.

I.7.5 Priority Recommendations:

An initiative to form a regional cultural alliance began with community conversations and a steering committee in 2015. This initiative for collective leadership promises to fill important gaps in the cultural landscape, and can have significant benefits to achieving the vision of the Community Cultural Plan for Boulder. The Office of Arts + Culture will participate in the formative dialog around this issue in representing the interests of Boulder.

Boulder residents are hungry for arts, culture, and the creative economy to be elevated among the most important priorities in the civic conversation. To do this, a profound step will be to the active participation in government by creative professionals and thought leaders in culture. To the degree possible given city rules, the Office of Arts + Culture will encourage these leaders to actively participate in many ways, including the bold step of applying for positions on Boards & Commissions across city agencies.

I.7.5 Allies:

Boulder County Arts Alliance – Boulder Convention and Visitors Bureau – University of Colorado – Naropa University – City of Boulder Communications – City of Boulder Boards & Commissions – and others.

I.7.6 Timeline:

(This section will be addressed in a later draft.)

1.7.8 Models of Success:

(This section will be addressed in a later draft.)

[Jump to the full detailed operation recommendations for Strategy 7: Civic Dialogue, Awareness, and Participation.](#)

I.8

Strategy Eight: Engage our Youth

I.8.1 Program Areas:

- A. Youth Council
- B. Collaboration with BVSD and Education Organizations
- C. Mentoring and Participation

I.8.2 Goal:

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

I.8.3 Community Priority:

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

I.8.4 Challenges

Youth are an Underserved Community – In considering the gaps in cultural opportunities faced by underserved communities, youth are often overlooked. While the school districts offer arts programming in the classroom, offerings around the city are lacking. There are many opportunities for our university population; CU and Naropa students are far from bored. However, the perspective of high school youth is that opportunities for social offerings are limited.¹⁵ While some successes by groups like Growing Up Boulder, BMoCA, and others are stand-outs, this programming is not always widely communicated, or of interest to the large numbers of youth. This gap is important not only for the edification of these particular young people, but also has impacts on the creative economy; the youth of today are the cultural leaders a decade from now. And, when asked, many of these youth in high school and college do not see a promising future for creative pursuits in Boulder.

1.8.15 Priority Recommendations:

Youth Council – (This section will be addressed in the final draft.)

¹⁵ See appendix IV.4

I.8.5 Allies:

Growing Up Boulder – Boulder Valley School District – Tara School for the Performing Arts – private schools and homeschooling associations – University of Colorado – Naropa University – Boulder Chamber of Commerce – Boulder Latino Chamber of Commerce – Office of Economic Vitality – Human Services – and others

I.8.5 Timeline:

(This section will be addressed in a later draft.)

I.8.6 Models of Success

(This section will be addressed in a later draft.)

[*Jump to the full detailed operation recommendations for Strategy 8: Engage our Youth.*](#)

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Guiding Principles

II.1 Stewardship:

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

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

II.2 Boulder Arts Commission:

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

- Staff will utilize the talents, experience, and enthusiasm of the members of the Boulder Arts Commission to the best benefit of the implementation of the Community Cultural Plan.

II.3 Public Inquiry:

Every strategy depends on public inquiry to be successful. This practice works best when staff is diligent in stewarding public dialog, but also thoughtfully designing that dialog to fit the needs of the program. Consideration of access is important; be sure that the program to consult with the community considers accessibility, availability, affordability, acceptability and accommodations. Public art, in particular, requires a careful consideration of community input.

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

II.4 Partnerships and Collaboration:

These strategies will only be successful by collaborating directly with other city agencies, non-profits, businesses, and leaders in the community. Some aspects of the vision are best addressed in the private sector; successful with the city government as an interested party, but not in the lead. And, there are situations where the role of government is to “clear the path”. In all cases, collaboration is critical. Each strategy should be considered with these thoughts in mind: Who is already doing this in the community? Who connects us with the people and organizations the CCP is designed to benefit? Who stands to gain from this course of action?

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

II.5 Professionalism:

Quality of service impacts the public’s expectations about the whole of city government. The ways in which staff conducts business builds trust: good practices for the grants program and public art, designing documents, responsiveness, honesty, the quality of marketing and promotions, even answering the phone.

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

II.7 Diversity:

Diversity of all kinds is critical to the success of the Community Cultural Plan: for leadership, for public inquiry, and for the results of programming. Diversity is first addressed in terms of dialog. Actively pursue the voices necessary to ensure broad and deep perspectives on all issues. Diversity is secondly a consideration of results. For instance, the collection of public art should include a spectrum of diverse artists: their styles, media, and narratives.

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

II.8 City of Boulder Vision and Values:

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

Vision: Service Excellence for an Inspired Future

Values:

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

III. Implementation

III.1 Tactics

III.1.1 Consultation with the Community: Task Force Gatherings and Convening

There are not necessarily ready answers for every challenge that appears in the Community Cultural Plan. In those cases where further discussion, research, and evaluation are necessary, the Office of Arts + Culture will convene a task force to continue the conversation. The subjects for specific groups may include diversity, cultural calendars, and workforce / talent retention. In addition, there may be ongoing discussions across city agencies that require the participation of the Office of Arts + Culture. Subjects for these umbrella challenges include affordability, the built environment and development, the regulatory environment, and other issues.

The city is in a position to convene large stakeholder groups around some of the elements of this plan. This should be done when a Community Priority, Vision Element, or Strategy will be primarily accomplished through private leadership (as opposed to those initiatives that are primarily a city government function). These gatherings may include cultural summits, gatherings of venue owners, or creative sector businesses.

(This section will be addressed in the final draft.)

III.1.4 Shared Leadership

(This section will be addressed in the final draft.)

III.2 Detailed Operation of Strategies

This section is intended to provide insight into the major considerations for implementing the Community Cultural Plan, and as a guide for staff to execute their responsibilities. These should be understood as a set of flexible tools. Provided that the strategies are being well executed, and the guiding principles respected, there should be no barrier to staff’s creativity and innovation in the application of these guidelines.

Measures – Within the detailed recommendations are “measures”: high level summary of those aspects of the strategy which are ideal for evaluating success. Posed as questions, the measures are designed to give direction on what investigations need to be considered. The methods and tools for the actual evaluation are described on page 69, under Strategy 7: Advance Civic Dialog, Awareness, and Participation.

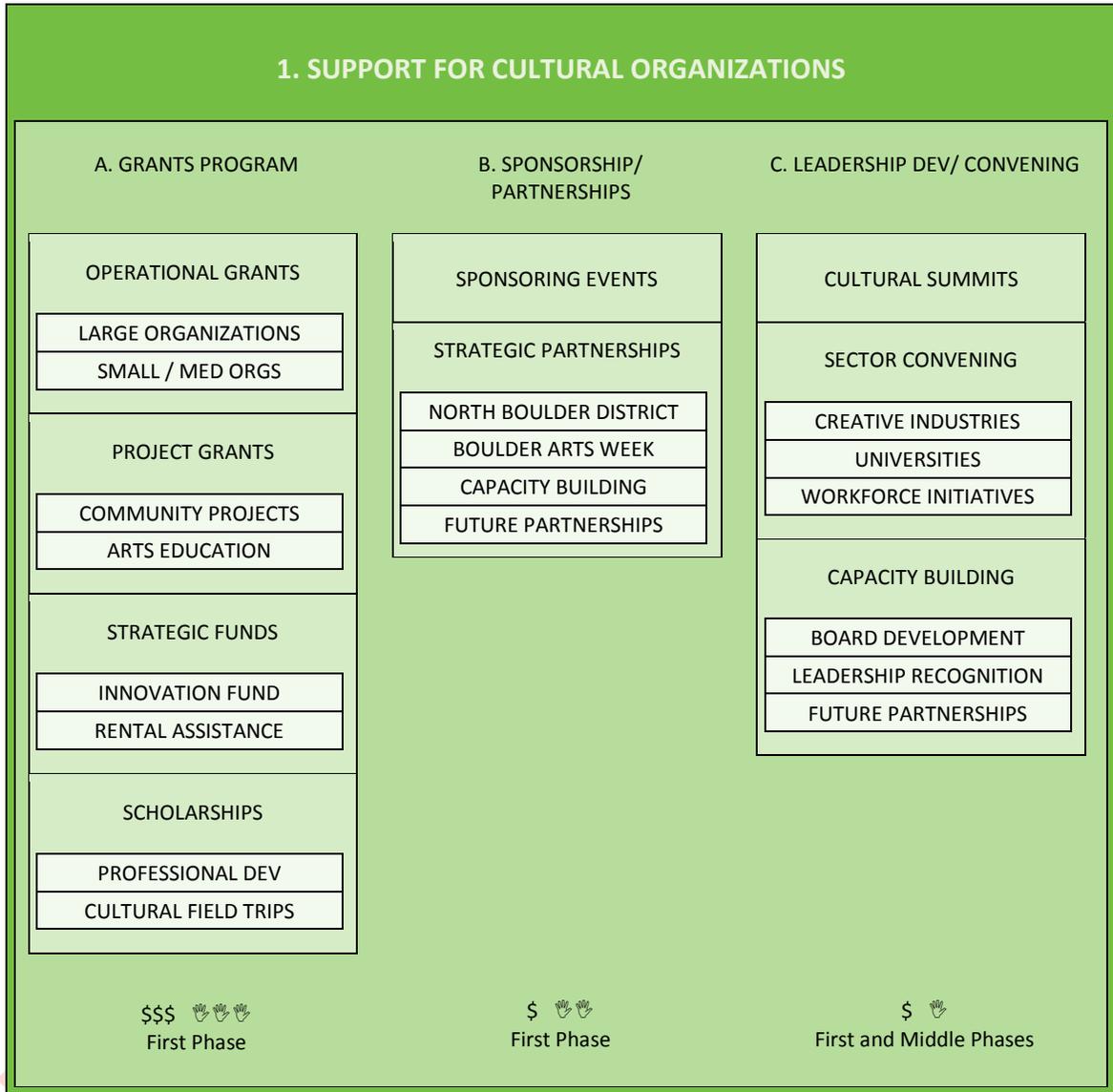
Key to symbols in the strategy operation charts:

\$\$\$: Significant Budget Required
\$\$: Moderate Budget Required
\$: Minor Budget Required

👤👤👤: Significant Staff Time Required
👤👤: Moderate Staff Time Required
👤: Minor Staff Time Required

First Phase: 2016 to 2018
Middle Phase: 2019 to 2021
Final Phase: 2022 to 2024

Strategy One – Support for Cultural Organizations, Programmatic Structure:



A. Grants Program

It is important to understand that the grants program includes not only the grants to cultural organizations, but several other programs that appear in different strategies. Thus, all the grants should be assembled as a single program for the purposes of administration, budget, and staffing.

The grants program can be divided in to four categories: operational grants, project grants, funds, and scholarships:

- Operational Grants for Large Organizations
- Operational Grants for Mid-sized and Small Organizations
- Project Grants for Community Events
- Project Grants for Arts Education
- Innovation Fund
- Rental Assistance Fund
- Scholarships for Professional Development / Leadership
- Scholarships for Cultural Field Trips

Because these grants are derived from different places within the Plan, it may be necessary to address the administration and guidelines in context to that individual Strategy. For instance, the Operational Grants for Large Organizations should be designed with the goals and measures of the Support for Cultural Organizations strategy in mind. However, the Scholarships for Cultural Field Trips should be designed to fulfill the Engage Our Youth strategy.

- Operational Grants – To bolster the sustainability of the community’s cultural organizations, a system of operational grants will be the priority. The justification of this system is best summarized by the National Assembly of State Arts Agencies, in their “General Operating Support Fact Sheet”¹⁶. In this document are outlined six “advantages” for operating grants, here modified to suit the circumstances of the Community Cultural Plan:

Operational grants maintain the autonomy of grantees, allowing them to allocate the dollars to their most pressing needs.

Operational grants tend to be more predictable over time, which helps organizations maintain continuity of services to their communities.

Because operational grants are flexible, grantees can use the funds in more opportunistic or entrepreneurial ways than project-restricted funds often allow.

Operational grants come with stringent accountability and management requirements that incentivize and perpetuate good business practices among arts organizations.

¹⁶ *State Art Agencies Fact Book*, page 1 (National Assembly of State Arts Agencies) – see appendix IV.10

Because the grantee—not the grant maker—ultimately defines the activities for which operational grants are used, this funding mechanism can reduce "mission drift" among grantees and can help to curtail the proliferation of programs designed solely to appeal to funders.

Operational grants strengthen the nonprofit arts infrastructure and deepen working relationships between funders and core grantees.

For each grant cycle, the Office of Arts + Culture will consider these motivations, as well as the practices, experience, and consultation with the Boulder Arts Commission, to design a program that will best serve the goal of this strategy.

The best distribution of funds will be in multiple-year cycles. In order to align with other aspects of the Community Cultural Plan, three year cycles are ideal. However, the city budget process allows for only single-year budget cycles; multiple year commitments are not permitted. A compromise must be struck between the city budget rules and the best interest of the organizations.

- Innovation Fund – Boulder’s cultural organizations are comprised of a talented, thoughtful, and innovative workforce. The great ideas and initiatives they come up with are risks worth taking. However, it is often the case that organizations simply do not have the financial flexibility to take those risks. This understandable reluctance results in a gap in the ability of Boulder’s creative thought leaders to be rewarded for innovative thinking. The Office of Arts + Culture will support the ability of organizations to take those risks through the Innovation Fund. This pool of support will be granted by the Boulder Arts Commission for risk-taking ventures and experiments in management systems, technology, or programming.
- Oversight and Coordination – For the grants program, the role of the Boulder Arts Commission is described by the The City of Boulder Revised Code Title 2 Chapter 3-2-3-2:

To assist in the preparation of applications for grants or other sources of funding for arts programs for the city, and

To administer the city arts grant program and other city arts programs pursuant to any authority provided therefore by ordinance of the council.

Therefore, it is the role of commissioners to i) work with staff to establish the guidelines and process as is described above, ii) conduct a jury process to select grant recipients, and iii) assist grant applicants in understanding the decision-making process. It is important to keep in mind that this role is limited. It is staff’s role to execute the grants program and support the members of the commission in their responsibilities.

It is necessary to revise the guidelines, application process, jury process, measures, grant delivery, and reporting structures every three years in coordination with the transition to a new phase of implementation. Thus, the staff work plans for years

2018, 2021, and 2024 will include a thorough evaluation of the program and a series of workshops with the public, the commissioners, and grant recipients to design any improvements. That action can be followed by a process to refine and approve any changes that need to be made.

Staff will work with applicants to support them on the entire process. Establishing an internal grants management system to better track and assess reach and impact will be critical in the first year.

- Allies – In order to provide fair and transparent execution of this program area, it is important that the Office of Arts + Culture and the Boulder Arts Commission maintain the highest standards regarding ethical rules. This means that, for the grants program, partnerships will be limited. That said, these grants do not exist in isolation. An understanding of the full portfolio of funding that cultural organizations need is important, and a conversation with organizations that work in these areas will be needed to align efforts:

The grants program area will function best when considered in concert with the other grants that organizations rely on. Coordinate with the Boulder County Arts Alliance, the Boulder Convention and Visitors Bureau, Awesome Boulder, the Community Foundation, SCFD, the City of Boulder Human Services Department, the PLAY Foundation, and others.

Earned revenue is vital to Boulder organizations. Staff will consult with them and the organizations that support their funding efforts including the Boulder Convention and Visitors Bureau, the Boulder Chamber of Commerce, the Economic Vitality Office, and others.

A key factor in the sustainability of cultural organizations is private philanthropy, memberships, volunteerism, and participation. The municipal government cannot participate directly in this activity, but there are new and existing organizations in the community that have the potential to galvanize leadership in this area. The Office of Arts + Culture will support leadership in the advocacy for private giving and participation, and invest in a partnership to catalyze the effort.

- Capacities – Funding for the grants program should continue to be integrated with the general fund allocation that is annually appropriated for the Office of Arts + Culture in the near term. An investigation of a separate, sustainable funding source will be conducted by 2021, for implementation in the long term.

Initially, the grant budget should be increased by \$225,000 to a total of \$450,000 in 2016. This launch of the new grants program will provide a level of funds appropriate to show substantial impact in those grant programs that are a priority to the purposes of this strategy: operational grants and the innovation fund. In subsequent years, the amount of funding should be further increased: \$800,000 by the end of the first phase and \$1 Million by the end of the middle phase. This amount will be considered full implementation. However, over the course of the

final phase it is important that staff be flexible and attentive to changing needs and inflation that may affect the exact amount of this allocation.

Staff needs should be carefully evaluated given the recommendation that funding increase over time. There may be a need to increase staff in the Middle and Final Phases to accommodate the increased demands for process and evaluation.

B. Sponsorships / Partnerships

There will often be opportunities that arise which are not appropriate for the grants program. When an event, organization, business, or individual can collaborate with the Office of Arts + Culture to achieve the goals of this plan, but is not a good fit to the grants program, staff will have a process and budget available to offer sponsorships or partnerships.

- Sponsorships – Opportunities often come up for great things to happen for Boulder. The Office of Arts + Culture will take advantage of these opportunities, and have the funding and collaborative capacity to follow through and support the organizations that bring these important events, exhibitions, performances, products, initiatives, and support programs to the community.

The process for staff to review proposals for sponsorship must be thoughtfully designed. It is of primary importance that, in considering any proposal, staff first considers if the proposal might not be a better fit for the grants program; the stewardship by the Boulder Arts Commission should be the default for any funding. Only when it is determined that the proposal does not fit into the grants program should staff consider it.

- Partnerships – There are already many partnerships that exist between the Office of Arts + Culture and community organizations. Others are emerging. Below are a few of the most immediate opportunities:

Boulder Arts Week – This yearly event encourages cultural tourism, develops audiences, and galvanizes the community conversation about the arts. Boulder Arts Week is in a position to positively affect the success of the community priorities of the Community Cultural Plan in significant ways. The Office of Arts + Culture will identify a budget to partner on Boulder Arts Week. This relationship will be established with the purpose of developing the sustainability and effectiveness of Boulder Arts Week over the long term. Each transitional year should be an opportunity to reevaluate the partnership.

Creative District in North Boulder – A grass-roots effort for place-making in North Boulder was founded out of the concentration of artists in the district, and has galvanized a community effort to focus on the arts as an anchor to the area. A partnership with the NoBo Arts District organization,

convening of all interested stakeholders, and municipal district designation, will be the first steps in a formal relationship designed as the cornerstone of successful operation of a flourishing creative district.¹⁷

Private Philanthropy – A key factor in the sustainability of cultural organizations is private philanthropy and participation. Through the research and engagement for the Community Cultural Plan, it was discovered that leadership and advocacy around private philanthropy for the arts are needed in Boulder. However, it is not best for the city government to take on this role. The Office of Arts + Culture will participate in convening groups and individuals aligned with this goal, and identify leadership in the community, either from an existing organization or from a new organization, to partner on filling this need.

Innovation and Excellence in the Arts – Boulder has an international reputation for innovation and excellence in science and technology, food systems, healthy living, and social services. One component of these accomplishments is that, for all these issues, the local conversation about innovation and excellence is vigorous. In considering the arts, much is in place: Boulder is home to many important thought leaders, there is a profound culture of participation, and the universities continue their remarkable work in contemporary practice. Yet, there are specific barriers that have prevented creative leaders from holding that conversation which other sectors enjoy; these barriers include a lack of diversity, challenges to collaboration, and a gap in convening. The Office of Arts + Culture will organize a task force to find the right forums and fill gaps to catalyze that community conversation around innovation and excellence in the arts.

Professional Development for Artists and Creative Professionals – For Boulder to be a good home for artists and creative professionals, there must be opportunities for them to learn the business skills that will compliment their artistic talents. The Boulder County Arts Alliance and the Office of Arts + Culture collaboration titled “Business of the Arts” will be renewed and enhanced. Other partnerships with organizations that offer programs for creative professionals will also be pursued.¹⁸

Plan for Future Partnerships – On transitional years, evaluate the current portfolio of partners and look to expand the program as new opportunities arise.

- Oversight and Coordination – Staff should regularly seek consultation and advice from the Boulder Arts Commission. However, it is important to keep in mind that this is not a grants program. In fact, there is a danger of confusion between

¹⁷ See page 55

¹⁸ See page 65.

sponsorships or partnerships and cultural grants. Thus, a clear process for staff to receive, process, approve, and administer proposals for sponsorship or partnership will be established.

- Capacities – Though time is needed to ramp up to full capacity, a healthy program in Boulder will require approximately \$120,000 for sponsorships and partnerships. In transitional years, conduct an investigation of the performance of the program and adjust the funding accordingly.

C. Leadership Development and Convening

- Cultural Summits – During the Culture Kitchen the community of non-profit organizations met in a series of “Cultural Summits”. In those gatherings, the cultural leaders expressed a desire for regular convening. This is reinforced by the data: Boulder is home to a large number of non-profits in the arts, and they have a significant economic impact. It is recommended that the Office of Arts + Culture hosts a regular series of events that brings together the staff and boards of Boulder’s cultural non-profit community. Rather than serving as a strict platform for municipal issues, these events should be viewed as a forum: programmed from among the participants to address their desires and concerns. This is also an opportunity to leverage evaluations and civic dialog initiatives.
- Sector Convening – In many cases the members of the creative sector in Boulder are already gathering in formal and informal settings. Professionals in advertising, design, digital technology, and other sectors have created a culture of conversation in these convening moments. In other cases gaps exist. The music industry, for instance, is a healthy component of Boulder’s creative economy that has yet to find the right forum to get together. The Office of Arts + Culture will be a facilitator of these gatherings; supporting those that already exist and encouraging groups to fill the gaps.
- Capacity Building – The Office of Arts + Culture will find allies among private organizations to achieve common goals in leadership development. There are many groups in the city, county, and state that offer programs in professional development and capacity building. Connecting Boulder non-profit leaders and workers with these resources will accomplish many goals and community priorities. It is recommended that the Office of Arts + Culture actively partner with organizations that offer services and support to cultural non-profits. This initiative overlaps with professional development tools that the Office of Arts + Culture will be providing to individual artists and creative professionals.¹⁹ And, the programs should be considered useful for organizational capacity as well.²⁰

¹⁹ See page 55.

²⁰ See page 65.

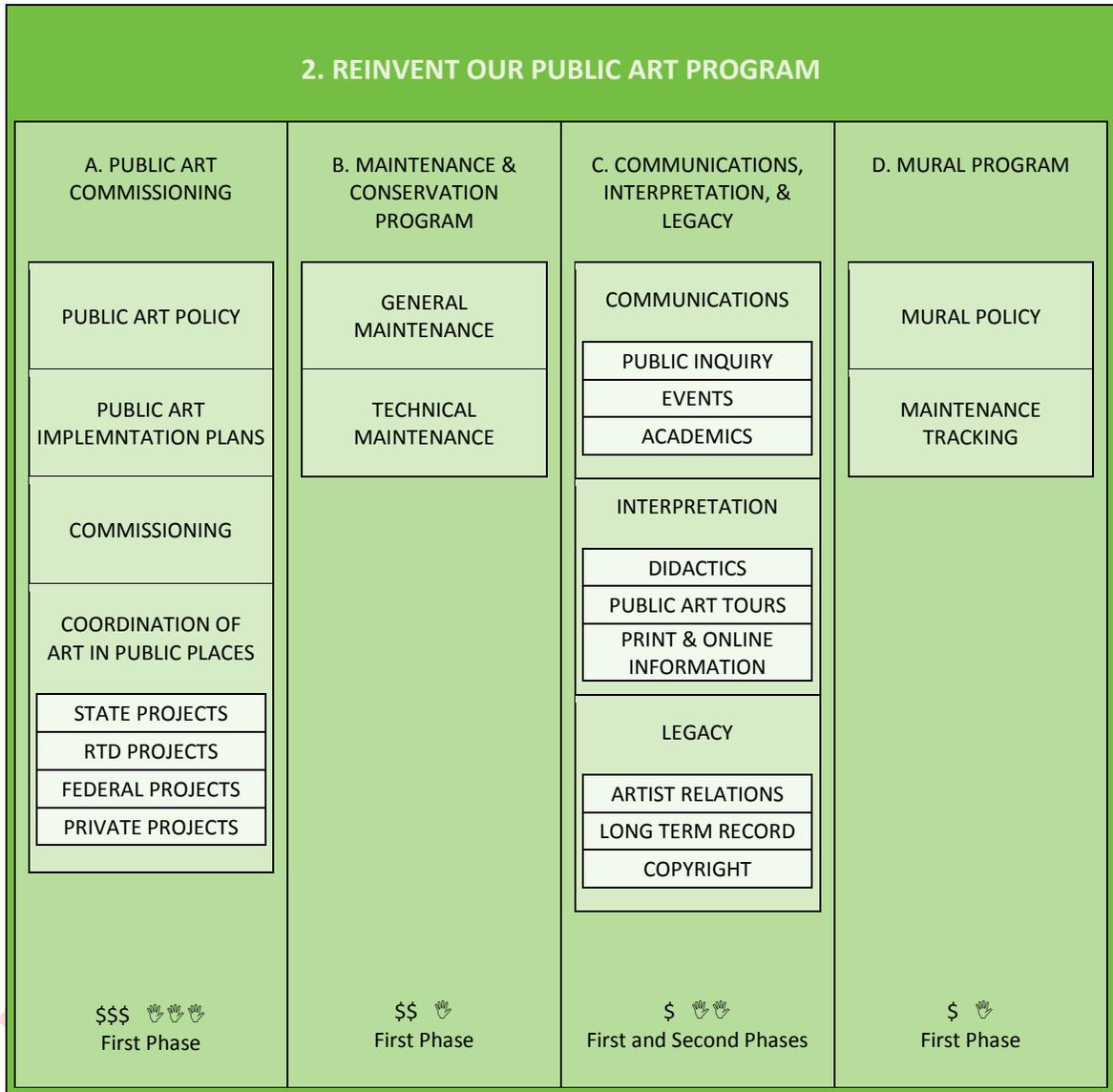
- Oversight and Coordination – More so than in other strategies, the relationship between the staff person coordinating this program area and the leaders of cultural organization should be strong. A single point of contact on leadership development and convening initiatives is the goal.

Measures – Success in Strategy One will be measured against the strategic goal: *Have a substantial and positive effect on the ability of Boulder’s many cultural organizations to advance their operational capacity, promote organizational resiliency, and encourage innovation for the benefit of the community.*

- As businesses, how healthy are Boulder’s cultural organizations?
- What outreach is being conducting to encourage impact and participation of local and tourism audiences? How effective is this effort?
- What outreach are the organizations conducting to underserved populations? How effective is this effort?
- What is the opinion of the community about Boulder’s cultural organizations?
- What economic impact, including workforce and cultural tourism, are the organizations providing?

DRAFT

Strategy Two – Reinvent our Public Art Program, Programmatic Structure:



A. Public Art Commissioning

- Public Art Policy – The drafting and maintenance of a functional policy will govern how public funds are stewarded, how the selection process is administered, steps for approval, procedures regarding donated or loaned artwork, and commitments to maintenance and other legacy issues. This document has a long time-horizon, and must be conceived with future generations in mind. Thus, it must be carefully written to be a strong tool. However, it must also be a flexible instrument, providing staff the right amount of leverage to ensure that individual projects are successful. This will best be done with thorough research into model programs and consultation with experts in public art at the drafting phase.
- Public Art Implementation Plans – Known in many communities as Public Art Master Plans, these Implementation Plans will govern the use of public art funds with specificity: the sites, selection processes, funding levels, schedules, and the detailed goals for each project. It is easy to fall into the trap of writing these implementation plans to serve the staff in making their job easy. Be sure that the perspective is maintained: the goal of Public Art Implementation Plans is to properly steward the public trust and complete successful projects for the community.

The Implementation Plans should be drafted in transitional years of the Community Cultural Plan. However, in certain circumstances, specific projects or series may be best served with special documents. This is certainly true for the Civic Area.

- Commissioning – In addition to the above, a few considerations are critical when designing a program for the commissioning of public art:

The scale of projects must be considered carefully. It is easy to fall victim to a desire to spread the commissions out among many artists in the interest of broadcasting as much of the money as possible. However, this is likely to diminish the quality and impact of individual commissions as well as of the collection as a whole. Balance the scale of commissions, keeping in mind the goal of this strategy and the smart investment of public funds in these assets.

Great public art programs are a balance between the process and the results. Boulder must have a sophisticated program that addresses both. While it may be easy to say that one compromises the other, for instance that a great process means one must be willing to concede the quality of the completed artwork, do not fall into that trap. Every public art project in Boulder will have a great process and a guarantee a great product, or it will not proceed.

Join in the regional and national conversation about the public art process. The collaborative spirit amongst public art administrators, especially in Colorado with its numerous municipal programs, is a source for innovation and a sounding board for practices. The conversation is important, and will be a benefit of the work of staff

Establish a high standard of public inquiry. Though it is a guiding principal for all programs, in the case of Public Art there is a heightened need for robust and well communicated interactions. Public inquiry must be viewed as a tool for the selection panel members to learn more about the sentiment of residents, and to elevate the civic dialog about a specific project. It is important for staff to avoid the slippery slope of the process becoming a public vote on art contracts. Rather, the public inquiry should inform a sophisticated and careful selection panel process (instead of rendering the selection panel useless). Finally, leverage the public inquiry process to build good will in the community. Residents who participate, even if they do not particularly like the artwork, will feel invested in the process and be advocates for the future of public art in Boulder.

Maintain a consistent commissioning schedule. The current interest in reinventing public art in Boulder reflects a desire for a level of vibrancy in the built environment. Therefore, a high frequency of installations is an expectation of the public. Consider all aspects of the Implementation Plans, and especially the schedules and funding levels, to ensure that this can be achieved.

Cultivate a diversity of artists and arts practices. The value of the collection to residents is connected to the variety of experiences they find. The public art program will actively seek to commission a wide variety of the most innovative approaches to contemporary practice in the arts. People of many different backgrounds should be represented, and the variety of stories the art tells should be broad. Be open to new media and forms of expression that are not typically thought of for public art: digital media, performance, music, web-based art, and social interventions should be in the mix. Temporary art should be deployed when possible; this is particularly useful in the ability of temporary commissions to allow for experimentation and risk. This pursuit of variety and diversity is about quality, not popularity. It is important for the city to be confident in this measure of success; no work of art will be universally loved.

Keep in mind the ultimate purpose of any municipal public art program: to commission works of enduring value.

- **Coordination of Art in Public Places** – A municipal public art program is but one aspect of a city’s portfolio of art in public places. Private commissions of sculpture can be sited for public display; hospitals and schools often hire artists; cultural organizations should be encouraged to curate artworks for the community; other agencies such as the Regional Transportation District, the universities, the State of Colorado, and the federal government will commission public art. It is recommended that staff stay highly active in tracking and, to the degree possible, providing leadership to ensure that these variety of projects are encouraged and coordinated strategically.

In addition, there is great value in artists and creative members of the community to be encouraged to express themselves through impacting the urban space. The Pearl Street Mall, and its management company Downtown Boulder Inc., have proven the value of this exercise by allowing busking on the Pearl Street Mall without a permit. This open access to creative expression has positively impacted the atmosphere of that retail district. Yet, the public feels that this sense of openness is missing from the rest of Boulder²¹: we are in need of the places and situations for people to chalk the sidewalk, sing or play music, dance or hold flash-mobs. The Office of Arts + Culture will work with city agencies to provide these forums and clear the hurdles for creativity in the public realm. Keeping in mind the value of the existing rules and the needs of public safety, the examination of the regulatory environment is a key first step. Do the rules have unintended consequences that stifle the community voice? A next step is to provide actual places, like the Pearl Street Mall, where creativity is encouraged. The Civic Area has much potential for this type of activity.

- Oversight and Coordination – The public art policy must enshrine the approval process as described above. The role of the Boulder Arts Commission as a significant approval body must not be underestimated. The commissioners, serving as they will on a variety of selection panels and given their responsibilities to the process, have a special role to play. They need to have a profound knowledge of the collection, the public art implementation plans, and what new commissions might mean to the city as a whole. This umbrella knowledge must then be brought to each selection panel by the commissioner representative. To do this, the commissioners will need special opportunities for training and facilitated conversations so that they are comfortable with this role.

Coordination with a variety of City of Boulder agencies will be critical. It is important to remember that the Transportation Division, Parks and Recreation Department, and Downtown and University Hill Management / Parking Services Department have all done significant work in building the existing collection over the decades. These agencies will be key in executing the new public art strategy. It should be the practice of the public art staff person to consult with these internal partners early in the process, include them in decision making, and ensure that their needs and suggestions are thoughtfully considered.

- Capacities – In the First Phase, a fund will be established that can be easily mobilized and serves to kick-start the public art program. The funds identified for public art in the Culture and Safety Tax, passed by voters in 2014, is ideal for this purpose. Then, a full study and plan will be conducted to establishing a sustainable source of funding. This will be best accomplished with a “percent-for-art” ordinance.²² This study will be conducted in 2017, for implementation the following year.

²¹ Soul of the Community Study (Knight Foundation, 2010) – See appendix IV.7.

²² For more information, see appendix IV.5.

Once established, it is estimated that a 1% of capital improvement projects (should that be the method enacted,) could generate as much as \$300,000 per year. Given the need for a robust program with a high frequency of installations, it is likely that this amount of money is not enough to successfully meet the goals of this program. Therefore, it will be necessary to supplement a percent-for-art funding structure with other sources. Investigate alternative funding sources such as dedicated tax or fee programs or mandates on private development.

B. Maintenance and Conservation Program

The Office of Arts + Culture will coordinate a program of asset management for the public art collection. Clear roles will be established on who is responsible for regular maintenance as well as conservation or repair of works of art. For instance, many cities have a policy to ensure that the agency responsible for the site is also responsible for regular maintenance for the art at that site, while special repair projects are a shared responsibility. A condition inventory of the public art collection should be conducted by the Office of Arts + Culture regularly, and staff should assist the parties responsible for regular maintenance to track activity. The neglect of public artwork reflects poorly on a community; it must be a directive of the program to efficiently and consistently maintain the collection.

Consider the following when designing the maintenance program:

A frequent challenge to the maintenance of public art begins before the artwork is even installed. A thorough understanding of the artist's intent of narrative and materials is important to ensuring that maintenance and conservation work is done properly. Include a requirement in each public art commission to capture the artists intentions.

Artists are not always the best experts to know how to maintain their own artwork. Contract with conservation and technical experts to produce maintenance and conservation recommendations for each work of art.

More so than in other program areas and strategies, the application of best practices in public art maintenance and conservation are technically complex. It will require diligence and consistency to make sure this work is being done properly. Ensure staff has a thorough and careful understanding of these practices. In addition, Boulder is in a position to lead and innovate in maintenance and conservation. Participate in the national dialog. Also, it will be a great benefit to the program if staff creates a relationship with the programs at the University of Colorado and their programs that overlap the needs of the collection.

C. Communications, Interpretation, and Legacy Projects

- Communications – There are two needs in communicating about public art projects: a) promoting applications to commissions and b) public awareness about the process and collection. The format and media for these communications must be thoughtfully considered. In the case of promoting applications, it is critical to the process that broad and competitive participation be encouraged. The story that emerges from these different exchanges is important to consider; a personality that reflects the sophistication of Boulder’s public art program must be fostered among artists, other arts professionals, and the residents of Boulder.
- Interpretation – The selection is complete, the artwork installed, and the ribbon cut. After this initial phase is complete, the artwork now has a life within the larger collection of public art. This long-term relationship between the artwork, the collection, and the public is important and will not be neglected. The Office of Arts + Culture will create programs to help the public understand the collection. This can take the form of plaques, interpretive panels, guided tours, websites, audio, video and interactive assets. Staff will also consider how social media and crowd sourcing can influence the interpretation of a work of art; perhaps there is a viral campaign or photo opportunity that can be encouraged around a particular artwork or site. It is important to keep in mind that the opinions and conversations about the existing collection has a lasting impact on the public’s expectations about public art spending and their appetite for new commissions.
- Legacy Projects – The Office of Arts + Culture will maintain strong and mutually collaborative relationships with artists who complete public commissions. This is made necessary by ongoing issues of maintenance and copyright. It is also a desirable act for the health of the program. Boulder’s public artists should be considered a group of alumni. Staff will keep track of their careers and celebrate their accomplishments. The artists will get regular notes from staff on the status of their artwork and any press or community conversation their work produces. Doing this is not mere good will; the continuing relationship with these artists is an asset to create a strong brand around the public art program. Staff will be able to tell great stories about the work that Boulder’s alumni artists are doing around the world, and the artists themselves will carry forward the good message about Boulder’s program to their international network.

D. Mural Program

Currently, the owners and tenants of private buildings who wish to commission publicly visible murals are asked to acquire municipal review through the Sign Code²³ and the City of Boulder Design Review Committee. Though these procedural entities do provide some public deliberation on issues of the built environment and visual questions, they are not equipped to provide expertise or guidance regarding art in public places.

²³ City of Boulder Revised Code Chapter 9-9-21 – See appendix IV.11

In order to resolve these gaps, the Office of Arts + Culture will develop a policy for publicly accessible murals. The Boulder Arts Commission will play a role in the new review process, in addition to coordination with effected government agencies and their Boards & Commissions. In addition to an approval process, the policy should also contain standards for how the murals are maintained, address issues of ownership, and plan for the inevitable end of display.

Several considerations are key for designing the program:

Use caution in judging the aesthetic choices of private individuals. It should not be the role of the Boulder Arts Commission to be the aesthetic court of Boulder. At the same time, some evaluation of the quality and imagery must be established, as these works will be visible to the general public. Clear and commonly accepted guidelines will be helpful, as will robust communications to solicit public input.

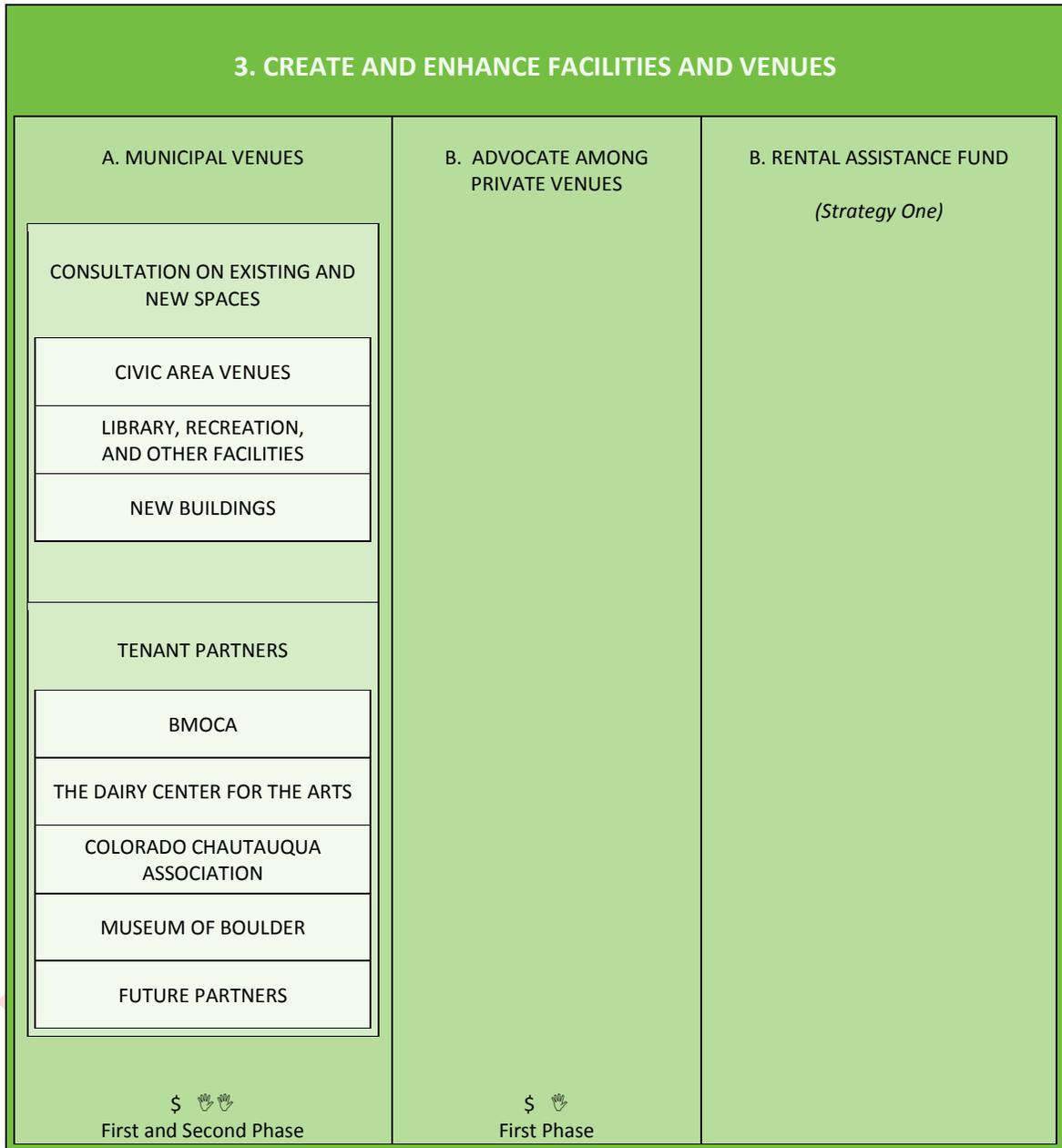
The ultimate purpose of this program area is to encourage more art in public places. Construct the rules, procedures, and evaluation criteria with this in mind.

- Oversight and Coordination – The mural policy will require that private organizations wishing to commission a mural on their property first apply to the Boulder Arts Commission. The role of the commissioners’ review will be to determine if the mural qualifies as a “work of art”, or if it is a “sign or advertisement”. Criteria should be established to codify this distinction. Those determined to be works of art are then subject to a distinct set of performance standards. Those determined to be a sign or advertisement would go on to be reviewed through the standard sign code and design review processes.

Measures – Success in Strategy Two will be measured against the strategic goal: *Many individuals, businesses, governments, organizations, and developers will be encouraged to invest in improvements to public spaces through the addition of meaningful, innovative, and quality works of art. The municipal investment in public art will be a model, using a system of publicly transparent, sustainable, and innovative practices to robustly commission artworks of enduring cultural value.*

- In what ways, and to what degree, does the public art installed in the city impact the community? What is the impact of adding art to public spaces on issues of sustainability, livability, public health, and resilience? How does the commissioning of public art add value to the goals of other municipal priorities?
- How do the funds for commissioning art get spent? What is the direct economic impact of spending on public art?
- How is public art, both in process and when installed, perceived in the community? What is the perception of Boulder’s program outside of Boulder: among visitors, the media, and across the country?
- In what ways does public art play a role in the business of being an artist in Boulder?

Strategy Three – Create and Enhance Facilities and Venues, Programmatic Structure:



A. Municipal Venues for the Arts

- Consultation on Existing and New Spaces – Currently, opportunities exist in facilities operated by the Library, Parks & Recreation, and other departments, to take advantage of venues for cultural uses. This is true only when that can align with those departments’ plans and missions. Yet, the potential of using city facilities for filling in gaps in access, availability, and affordability of venues may have enormous benefits. The Office of Arts + Culture needs the leadership of other city agencies in accomplishing this goal. Staff will take advantage of the expertise and passion these agencies have for improving Boulder to advocate for cultural uses in existing and planned municipal facilities.

A priority in this program area will be to build or improve venues in the Civic Area for visual and performing arts. The 2012 Civic Area Vision Plan²⁴ articulates a community desire for lively arts experiences. Given this direction, the existing assets of the Library, BMoCA, the Farmer’s Market, and a variety of festivals and events should be enhanced. New opportunities are emerging: BMoCA is considering expansion, there are discussions about a possible reuse of the Municipal Center, the band shell and other spaces may be redesigned for new uses, an “arts campus” is proposed by the Boulder Arts Commission, and the Boulder Performing Arts Center group is proposing new facilities in the Civic Area.

- Tenant Partners – It is important to continue the successful relationships the city has been developing for years in providing great venues for performing arts, visual arts, heritage and public culture with their cultural tenants. BMoCA, Chautauqua, and the Dairy Center for the Arts are all private organizations that occupy city-owned facilities. In addition, the Museum of Boulder has partnered with the city to create a private venue that is due to open in 2016 and Studio Arts operates The Pottery Lab. Continue to partner with these organizations and keep the door open to future opportunities for organizations that can best use city property for the benefit of the community.
- Oversight and Coordination – The partnerships with tenant organizations should be a cross-agency activity, connected with city leadership and a variety of Boards & Commissions.

B. Advocate among Private Venues

Staff will play a leadership role in advocating for solutions to the challenges of affordability, availability, and access among private venues. This can be done in several ways: by leveraging the ongoing research that derives from this Plan, by convening the community of venue owners to discuss issues, or by partnering with other community leaders and organizations that are in a position to improve this situation.

²⁴ See appendix IV.11.

C. Rental Assistance Fund

The Office of Arts + Culture will provide a flexible fund to assist organizations and individuals in the community to meet needs for renting studio, exhibition, and performance space. There are many challenges that need to be carefully considered in structuring a rental assistance fund:

The awards will be decided based on need and in an objective manner. This is not a tool for evaluating the quality or popularity of a particular performance or exhibition. Though a first-come-first-served system is probably unworkable, some measure of objectivity should be integral to distributing funds.

The funding should not be for entire rental fees, but instead should be either a partial calculated amount or a matching fund.

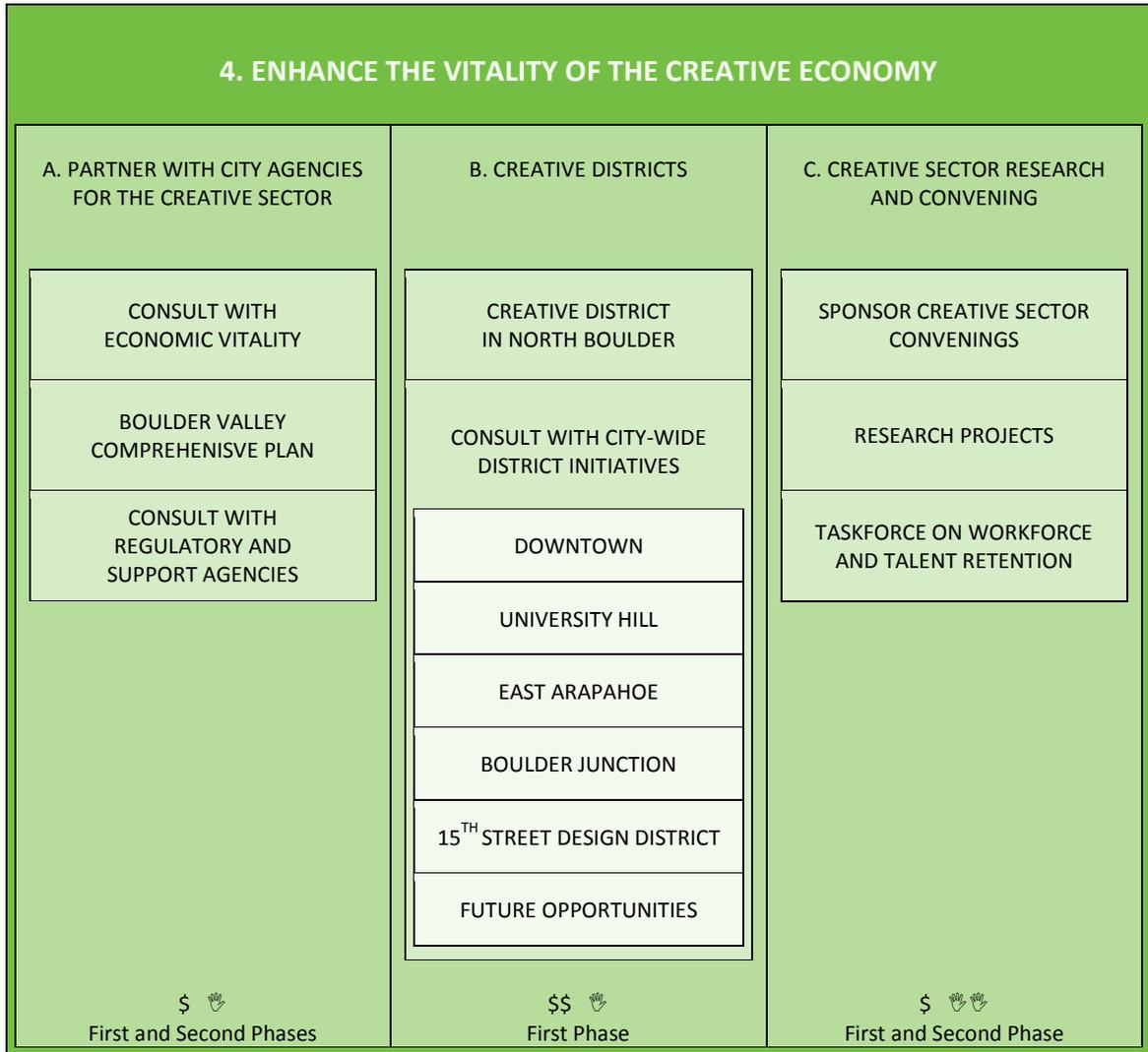
The awards should be for single events, rather than drifting in purpose to become ongoing support for the long term use of facilities.

The structure and function of the grants should be considered in the spirit of their purpose: to bridge a gap that exists in the ability of some groups to afford renting venues. The market demands a certain rent level that some organizations and individuals from time to time may not be able to meet. At the same time there are many organizations that can afford the going rates. That ability to succeed in Boulder's existing market is an important goal for all cultural groups. Ensure that this fund is used to assist applicants to get to that place of resiliency, rather than becoming a crutch that prevents organizations from improving.

Measures – Success in Strategy Three will be measured against the strategic goal: *Improve the resiliency of visual and performing arts organizations and individuals, and the experience of their audiences, which are currently challenged by gaps in venues. Mitigate the barriers to innovation and sustainability that are encountered due to affordability of space.*

- What are the mix of venues; the gaps and needs? How are they serving arts presenters? How are the issues of location, use, scale, affordability, availability, and equity changing over time?
- What are the economic impacts of the market for studio, rehearsal, performance, and exhibition space? How is the city's contributions, directly and indirectly affecting the market for venues?

Strategy Four – Enhance the Vitality of the Creative Economy, Programmatic Structure:



A. Partner with City Agencies for the Creative Sector

- Consult with Economic Vitality – The Office of Economic Vitality currently offers programs and incentives, and partners with community groups to provide professional development tools to business owners. The goal of these programs is to enhance the ability of businesses to succeed in Boulder’s economic climate and keep jobs in Boulder.²⁵ The Office of Arts + Culture will work with the Office of Economic Vitality to communicate opportunities to leaders in the creative sector. Also, staff will investigate new opportunities that may position Economic Vitality to fully support the creative sector as an important part of the mix of businesses in Boulder. For example, programs may include sector-specific incentives, districts to incentivize creative businesses, revolving loan programs, or other initiatives.
- Boulder Valley Comprehensive Plan – Staff will work with the team that is developing the 2015 revisions to the Boulder Valley Comprehensive Plan to ensure that the Community Priorities are considered in the revisions. Prepare to do the same for the 2020 revisions process.²⁶
- Consult with Regulatory and Support Agencies – The regulatory environment in Boulder has a mixed record when it comes to encouraging creative businesses. For instance, the diminishing inventory of studio space for visual artists can be in part linked to the decreasing availability of space in the few warehouse or light industrial areas that zoning allows. Open conversations with other city agencies responsible for regulations and support programs. The goal of these conversations is to contribute to a healthy regulatory environment for the retention and attraction of creative sector businesses and workers.

B. Creative Districts

The origins of arts, gallery, or creative districts are generally organic, springing from leadership among the businesses and artists they serve. In recent years, the districting concept has been formalized; a process that has in large part been championed by Colorado Creative Industries (CCI), the State arts agency. Useful to the Community Cultural Plan is CCI’s “purposes”²⁷ of a creative district, here modified for circumstances in Boulder:

Creative Districts are:

- Attracting artists and creative entrepreneurs to a community, infusing new energy and innovation, which in turn will enhance the economic and civic capital of the community;

²⁵ See appendix IV.11

²⁶ See appendix IV.11

²⁷ <http://www.coloradocreativeindustries.org/communities/colorado-creative-districts/about-creative-districts> (State of Colorado, 9/1/2015) – See appendix IV.11

- Creating hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as create new economic activity;
- Attracting visitors;
- Revitalizing and beautifying communities;
- Providing a focal point for celebrating and strengthening a community's unique identity;
- Showcasing cultural and artistic organizations, events and amenities;
- Contributing to the development of healthy communities; and
- Improving Boulder's quality of life.

For these reasons, it is vital that the Office of Arts + Culture work with city agencies to build creative districts. Also consider creative components in other types of districts. From this perspective, districts can be defined as a relationship between the city, businesses, and neighborhoods to achieve the mutual benefits listed above.

- Creative District in North Boulder – The creative district in North Boulder is a grass-roots effort in which the critical concentration of artists in the district have galvanized a community effort to focus on the arts as an anchor to business and place-making. The primary organization that has played a leadership role in this effort is the NoBo Arts District group. Other organizations, including the Boulder Metalsmithing Guild, First Congregational Church of Boulder, and Artmatrix, are active in programming. A partnership with the NoBo Arts District group, and convening of all organizations and interested stakeholders, should be the first step in a formal relationship designed as a cornerstone of the successful operation of a flourishing creative district. The structure and governance of this relationship should be described in a separate strategic document, one that provides official municipal designation of the district. However, the conversation and collaboration can begin immediately. The ultimate goal is to create the conditions by which the city and partners can align their efforts around the success of the business of fine art. This can be done through efforts in the built environment, programming, the regulatory environment, economic tools, shared promotional marketing, and place making initiatives.

- Consult with City-wide District Initiatives – There are many districts existing and planned in Boulder. They have a variety of functions and structures. Some of them have the promise of a creative component:

Downtown Boulder, governed by Downtown Boulder Inc., has long been participating in both cultural programming and as a host for creative businesses. It is also the primary landing site for tourists as they begin to explore Boulder. Support their activities and encourage the health of the cultural components of their strategic planning.

A part of the Downtown service area is East Pearl Street. These few blocks of Pearl Street between 15th and 28th Street is an area that has a distinct personality as home to several galleries, dance studios, and other creative businesses. Explore this concentration and the potential for a unique personality to emerge there.

University Hill, governed by several municipal and private interest groups, is a center for entertainment and culture focused on both the University students and neighbors. The potential for taking advantage of a culture of innovation and a history of music venues in this district is compelling.

East Arapahoe has been proposed as a “eco district” due to the concentration of reuse, recycling, and green industry businesses that have established themselves there. The recently founded Art Parts provides recovered materials specifically for resale to artists. In addition, this area is being explored for redevelopment as part of a transportation corridor. The community has expressed interest in a minor cultural hub centered around the Boulder Dinner Theater in that plan. Finally, the presence of part of Naropa University’s campus in this area adds to the potential of creative assets in East Arapahoe.

Boulder Junction is a district governed by two municipal commissions. Already a site for some of Boulder’s most recent works of public art, there is an intention that the plazas and businesses around Boulder Junction be an active location for festivals, events, restaurants, and local business.

15th Street Design District is a grass roots collective of several architecture, design, technology, and landscape architecture firms on 15th Street between Canyon and Arapahoe. The city has worked with this group on streetscape improvements and some programming. However the potential for this area to be a destination remains untapped.

Be open to future opportunities for districts that are generated from the community. And, it is important to understand that culture and creativity are not restricted to districts. Look for ways to enhance the entire city as a great home for artists, creative professionals, organizations, and businesses.

All districts will benefit from a cohesive approach. The Office of Arts + Culture will collaborate with other city agencies, and particularly the Downtown and University Hill Management / Parking Services Department, to formulate and execute a city-wide approach to districting.

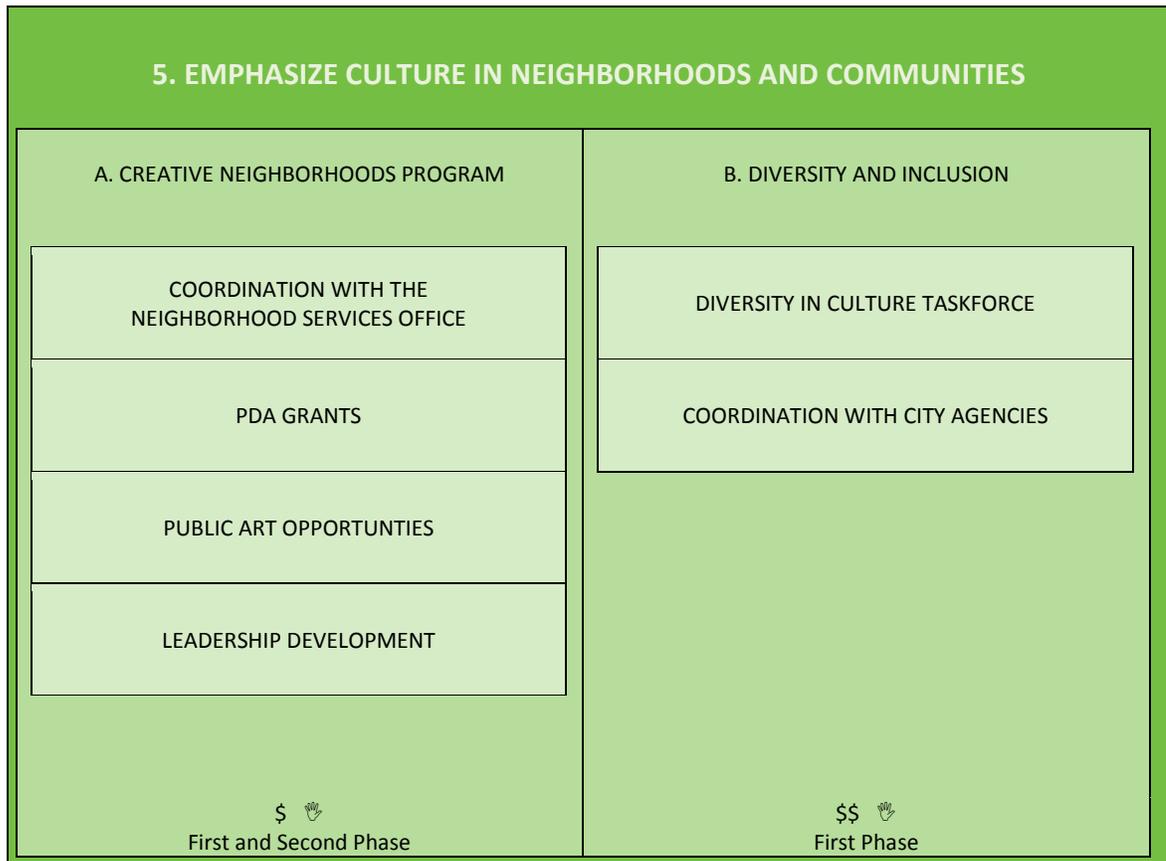
C. Creative Sector Programs

- Convening the Sector – In addition to the Cultural Summits, there is a need to facilitate gatherings for artists, creative workers, the owners of creative businesses, educators, and other groups. In many cases, there are organizations that have taken this on. For others, a gap can exist in opportunities for groups to come together. A careful analysis of groups to best benefit from this convening, finding the right partners in those groups, and working with the community for the best way to program, fund, and coordinate events is necessary.
- Task Force on Workforce and Talent Retention – While Boulder’s creative businesses thrive, on the horizon is a significant challenge in hiring and retaining the young, talented people who will sustain the work that they do. Affordability of housing is certainly a facet of this problem. However, other issues are affecting these young people: a perceived deficit in social offerings, a lack of open and welcoming communities, and a deficit in all forms of diversity. To protect Boulder’s advanced position among centers for the creative sector, a collaboration must be established between the city, organizations, and businesses to address these issues. The Office of Arts + Culture will convene a task force made up of leaders in these areas to explore solutions for the creative workforce and talent retention.

Measures – Success in Strategy Four will be measured against the strategic goal: *Enhance Boulder’s leading position as a home to creative professionals and businesses.*

- How is the creative economy growing and changing? How does the creative sector compare and interrelate with the other important components of Boulder’s economy?
- What creative professions are currently most critical to the health of the overall economy? What are expectations for the future of the workforce?
- How are the components of talent retention changing, focused on the needs of the most critical elements of the workforce? What is the health of Boulder’s livability and attachment in comparison to competitive cities as homes for creative professionals?
- What is the relationship between the city’s districts and the economy at both the hyper-local and city-wide levels? How do the primary focus sectors in each district take advantage of the services of that district?

Strategy Five – Emphasize Culture in Neighborhoods and Communities, Programmatic Structure:



A. Creative Neighborhoods Program

During the public engagement process, there was discovered a curious, but clear priority among residents regarding how culture is delivered. The data appears to show a sentiment that, while continuing to support events in the existing cultural concentrations of downtown, University Hill, and North Boulder, the people of Boulder would like the city to encourage cultural activity and creative expression at an even more local level. Folks want cultural programs right in their neighborhoods.²⁸ In addition, opportunities exist to craft the aligning of this program area with the newly re-established Neighborhood Services Office and the team working on the revision of the Boulder Valley Comprehensive Plan.

- Coordination with the Neighborhoods Services Office – The Office of Arts + Culture will both build a strong partnership with the Neighborhood Liaison to encourage alignment for improved programs from both agencies. The result will be a stronger set of programs, enhanced by leadership from both offices.

²⁸ Boulder Community Cultural Plan Survey 2014 – See appendix IV.4

- PDA Grants – In 2014 the Office of Arts + Culture incentivized meaningful, fun, and collaborative projects to build attachment through a small grants program. These “Public Displays of Affection” or “PDA” funded projects in which residents expressed their love of Boulder. The Office of Arts + Culture will re-imagine these grants as a neighborhood project. The goals for the program are in no small way linked to the measures of “attachment” that are described in the Knight Soul of the Community Study²⁹ and philosophy of livable cities. However, this is not intended to become an overtly tactical exercise. In the spirit of the concept, the grants should be easy to apply for and execute. Success in this program will not be measured by numbers in attendance, or any revenue or media attention. Rather, the stories that emerge, the good will among neighbors, and the ability for enthusiastic Boulder residents to creatively produce a “love letter to Boulder” will be a substantial success.
- Public Art Opportunities – Nationally a remarkable new series of experiments in deploying public art concepts to neighborhoods is emerging. This trend of rethinking the convention of placing public art only in city centers can have substantial benefits for Boulder. The Office of Arts + Culture will establish a program in which a portion of public art funding is used for neighborhood projects. This will best flourish when the neighbors themselves are closely involved in the process.
- Leadership Development – A substantial amount of cultural activity happens at the hyper-local level. Neighborhoods are centers of cultural activity: art shows in church lobbies, concerts in local parks, art making projects at block parties, or hobbyists sharing their creative work with their neighbors. There is leadership potential to be nurtured which can help encourage creative activity at a block-by-block level. These leaders in neighborhood culture can also be facilitators of city services across many agencies to help municipal programs achieve their goals. The Office of Arts + Culture will work with other city agencies to find and mobilize these neighborhood creative leaders to support their work and partner with them on improving their communities.

B. Diversity and Inclusion

- Diversity in Culture Taskforce – The outreach for the Community Cultural Plan included strong conversations with leaders in many diverse communities, especially among Latino activists. And, the process included a successful effort to receive a depth of cultural diversity among survey respondents. However, a limited nine month public outreach project is hardly adequate to meet our very high expectations about fostering effective civic dialog with all facets of Boulder’s community. The demand, best articulated by a participant in one of our group interviews, for the “authentic expression of diversity” will only be possible over time and with substantial effort on the part of staff. The Office of Arts + Culture will take

²⁹ Soul of the Community Study (Knight Foundation, 2010) – See appendix IV.7

that time: to build bridges, to align itself with successful initiatives, and to hold the conversations necessary to ensure that the strategies in the Community Cultural Plan are available and effective for all communities in Boulder.

To start this conversation and this learning initiative, the Office of Arts + Culture will partner with groups and leaders to convene a taskforce. The goal of this group will be to face the most challenging aspects of the current conditions in Boulder, among them: the lack of diversity in the community when compared to the rest of the nation, the hurdles for the city government to meet the needs of underserved populations, and the impending crisis that both these issues may cause in social and economic health. Also, the conversation can address a gap in attachment that was identified in the Knight Soul of the Community Study in “openness” and “social offerings”³⁰: Boulder residents do not find this city to be an open and welcoming place. Ideally, this conversation can result in substantial projects by the end of the First Phase of this plan, so that work can begin to ensure that the strategies and vision of the Community Cultural Plan are available to ALL residents, workers, and visitors in Boulder.

- Coordination with City Agencies – Boulder lacks the cultural diversity that is an advantage to most other cities throughout of the nation. The reasons are complex: a stratification of job opportunities, barriers in transportation, the cost of living, competition with surrounding cities, and the deficits in “openness” and “social offerings”. The risks of hesitation are significant; Boulder faces a crisis if we do not remain competitive. The Office of Arts + Culture will join other city agencies that are working on this issue. If successful, harnessing cultural diversity will go far in maintaining our economic and social resiliency, and will ensure that we do not fall behind in the innovation, talent, and relevancy.
- Oversight and Coordination – This strategy, perhaps more than any other, overlaps with other efforts in city government. Therefore, collaboration and engagement are critical. Consider the horizontal elements of these programs: how might public inquiry and oversight that other city agencies employ be necessary for these initiatives? What boards and commissions need to check in?

³⁰ Knight Soul of the Community Study (Knight Foundation, 2010) – See appendix IV.7

Measures – Success in Strategy Five will be measured against the strategic goal: *Every resident of Boulder finds ways to creatively impact their neighborhoods and social communities, and has easy access to impactful cultural experiences in the places that are most emotionally important to their everyday lives.*

- What are the cultural offerings in Boulder’s neighborhoods? How does this activity compare to large events in the downtown and commercial areas in attendance, audience composition, scale, funding, impact, and perception?
- What are the cultural needs of underserved populations? How does cultural activity and consumption of the diverse communities in Boulder compare? What are the barriers to inclusion and how are they addressed?
- What is the diversity profile of cultural organizations, audiences, and leaders?
- How are trends in diversity, and particularly cultural diversity, expected to affect culture and the creative economy? How are threats to Boulder’s creative economy due to lack of diversity addressed?

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Strategy Six – Support for Artists and Creative Professionals, Programmatic Structure:

6. SUPPORT FOR ARTISTS AND CREATIVE PROFESSIONALS		
A. DIRECT SUPPORT AND RECOGNITION	B. LIVABILITY AND AFFORDABILITY	C. PROFESSIONAL DEVELOPMENT TOOLS
FELLOWSHIPS	CONSULTATION WITH CITY AGENCIES AND ALIGNED ORGANIZATIONS	PROFESSIONAL DEVELOPMENT GRANTS <i>Strategy One</i>
PROJECT GRANTS <i>Strategy One</i>	TASK FORCE ON WORKFORCE AND TALENT RETENTION <i>Strategy Four</i>	PROGRAMS FOR BUSINESS PRACTICES
\$\$ 🙌 First and Second Phase	\$ 🙌 First Phase	\$ 🙌 First and Second Phase

A. Direct Support and Recognition

- Fellowships – Recognizing creative leaders in the community is more than simple goodwill. A program of fellowships graduates beyond simple recognition, acknowledging accomplishment while also investing directly in the work that they do. It can also be a strong tool in advocating for the arts as a priority in the community dialog, as well as sending a message to the world that Boulder is a great place for artists to work; a place that appreciates the contribution of its creative residents. The Office of Arts + Culture will develop a fellowship program to meet these objectives. This need not be strictly a city initiative, and may very well integrate with existing programs in the community such as The Dairy Center Honors.³¹ A fellowship should also consider the benefits of connecting the work of an artist with other aspects of the Community Cultural Plan, for instance the dialog around diversity, or how to improve the vibrant urban environment. It is important that the highest goal of this program is to benefit the artist. There should be an honorarium associated with the award. However, this is not a contract for the purchase of artwork, or a residency, or payment for services in any way. The main objective is that the artist continues to do what they do best. A secondary aim will be to build a competitive accolade; something that creative professionals are eager to acquire and can leverage to the benefit of their career. In keeping with the broad call from the community to consider the widest definition of “culture”, this fellowship should be open to all creative professionals. Accomplishment in fine arts, design, the music industry, architecture, food culture, and all other creative pursuits should be on the table. Carefully consider the structure of this program: how will

³¹ See appendix IV.11

the artist be chosen in a transparent manner? What is the benefit of receiving this fellowship? How is it presented and communicated in such a way to be an encouraging part of professional life in Boulder?

- Project Grants – The Community Project Grants and Arts Education Grants, though operationally integrated with first strategy, are none-the-less useful to individual artists. This fact should be strongly communicated to Boulder’s creatives and artists.

B. Livability and Affordability

- Consultation with City Agencies and Aligned Organizations – The challenges of livability and affordability are not unique to creatives. Many people of many different professions are squeezed out of living in Boulder. A robust low-income housing program has done much to ease this problem. However, this program cannot reach out to that significant gap between low wages and the wealthy. These people in the middle are challenged to afford housing. In addition to housing, artists are particularly affected by the high rates of commercial space; their unmet need for studio or practice space has reached a critical point. Finally, affordability is a wide issue, and is not limited to real estate. The sustainable wage index³² identifies several categories of budget expenses for which Boulder is challenged with high costs. All of these issues of livability and affordability are the primary cause of a current crisis in culture: artists no longer find Boulder a sustainable place to live and work. Though the Office of Arts + Culture cannot take on this challenge alone, it can offer leadership and innovation to the conversation. A convening of city agencies and aligned organizations will be the first step in the search for solutions. Examine the issues in a collaborative forum, and look for solutions in the city’s toolbox: programming, incentives, communications, and the regulatory environment.

C. Professional Development Tools

- Professional Development Grants – The Office of Arts + Culture will ensure that the professional development scholarships, as well as leadership programs and convening events, include individual artists. Though not necessarily defined alongside “cultural organizations” or “creative sector businesses”, artists are none-the-less small business owners. They are leaders in the community, and need the same tools for running a successful business, having a positive impact on the community, and using good practices in their work.
- Programs for Business Practices – For Boulder to be a good home for artists and creative professionals, there must be opportunities for them to learn the business

³² Living Wage Index for Boulder County, <http://livingwage.mit.edu/counties/08013> (Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, 2015) – see appendix IV.11

skills that will compliment their artistic talents. This will be accomplished through partnerships with several organizations that are suited to provide these services. The Boulder County Arts Alliance and the Office of Arts + Culture recently ended a successful series of programs titled “Business of the Arts”. This ended simply due to a funding lapse, despite demonstrated interest in the program. The collaboration should be renewed and enhanced.

In addition, an investigation has begun to partner with the Boulder Chamber of Commerce and the University of Colorado for bringing the Arts Incubator of the Rockies (AIR) program to Boulder business and creative leaders. AIR convenes leaders in business and the arts around entrepreneurship in creative sector, and has demonstrated success in cities around the region in fostering new partnerships and business ventures.

Finally, there are resources across the region for individuals to gain professional skills. When these workshops or conferences arise, the Office of Arts + Culture should find ways to clear the barriers for Boulder creatives to participate. Coordinating transportation, assisting in communications, offering scholarships, or other efforts will be offered.

Measures – Success in Strategy Six will be measured against the strategic goal: *Boulder will increasingly attract artists and creative professionals for all it has to offer, not only in beautiful surroundings and quality of life, but also in the ability to thrive in the creative sector.*

- How many individual artists live in Boulder? How do they rate access, affordability and availability of a) housing, b) practice/studio space, c) performance / exhibition space?
- What are the assets and gaps for creative professions in comparison to employment needs? What is the gap between the livelihood of creative professionals and Boulder’s minimum livable wage?
- What are the social and professional offerings available to creative professionals in Boulder? How do they compare with competitive cities? What is the economic impact of spending on social offerings?
- What is the perception of Boulder’s creative economy, both within and outside the city? Do young people studying to enter the creative professions believe that Boulder is a viable environment for them to thrive as they enter the workforce? How are the components of livability in Boulder specifically viewed by creative professionals?

Strategy Seven – Advance Civic Dialogue, Awareness, and Participation, Programmatic Structure:

7. ADVANCE CIVIC DIALOG, AWARENESS, AND PARTICIPATION			
<p>A. PROMOTING THE COMMUNITY CULTURAL PLAN</p>	<p>B. FACILITATE THE CIVIC DIALOG</p>	<p>C. PROJECT BOULDER'S CULTURAL IDENTITY</p>	<p>D. PARTICIPATE IN REGIONAL AND NATIONAL LEADERSHP</p>
<p>PROMOTING THE GRANTS</p>	<p>CULTURAL CALENDARS TASK FORCE</p>	<p>RECOGNIZING ACHEIVEMENT</p>	<p>DENVER-AREA COLLECTIVE LEADERSHIP INITIATIVE</p>
<p>COMMUNICATING PUBLIC ART CALLS</p>	<p>MUNICIPAL PROGRAMMAING PARTNERS</p>	<p>BOULDER IN THE MEDIA AND ACEDEMIC WORKS</p>	<p>LEADERSHIP IN BEST PRACTICES</p>
<p>SERVICES AND PROJECTS OF THE CCP</p>	<p>PUBLIC INQUIRY INITIATIVES</p>	<p>OPEN SOURCE SCRAPBOOK</p>	
	<p>ONLINE ENGAGEMENT</p>	<p>BOULDER IN INDUSTRY CONVENING</p>	
	<p>RESEARCH PROJECTS</p>		
	<p>TASK FORCE ON CULTURE IN THE MEDIA</p>		
<p>\$\$ 🖐️🖐️ First Phase</p>	<p>\$ 🖐️🖐️ First and Second Phases</p>	<p>\$ 🖐️🖐️ First and Second Phases</p>	<p>\$ 🖐️ First Phase</p>

A. Promoting the Community Cultural Plan

The breadth and complexity of the Community Cultural Plan is designed to provide a variety of tools to the community; some are long standing programs that will be improved and others are new initiatives that will change expectations of the Office of Arts + Culture. Staff will take care to develop a program that a) communicates the improved and new services that are being provided by the city, and b) messages the progress towards achieving goals in the plan.

- Promoting the Grants – An identified flaw for the grants program over the past few years has been in communications. Boulder’s cultural organizations, creative professionals, and arts educators told us an incongruous story: those who have been in Boulder for a long time have come to know the grants program while newer arrivals tend to miss out. In addition, the tools for staff outreach are currently underemphasized. Staff will work as a team to make sure that the full timeline of the grants process: from the initial announcements to the final report, is conducted with the understanding that this program is in service to the grants applicants and recipients.
- Communicating Public Art Calls – One of the most noticeable changes that will occur from the Community Cultural Plan will be the increased conversation around public art. Much of this promotional process is outlined in Strategy 2. This is the case both to ensure that artists are aware of opportunities, and that the public can clearly see the progression of the process. The Office of Arts + Culture will undertake significant outreach to accomplish this.
- Services and Projects of the CCP – In addition to the special needs for communication of grants and public art, the other programs of the Office of Arts + Culture will require some good engagement tools. Staff will develop these tools, and deploy them in a sophisticated manner. A marketing plan and branding strategy is a part of this deployment. The specialized needs of staff and budget should not be overlooked.

B. Facilitate the Civic Dialogue

- Cultural Calendars Task Force – The existing calendars that are published by the Boulder County Arts Alliance and the Boulder Convention and Visitors Bureau do not lack for their depth or ease of use. However, judging by responses to surveys, the community has not yet embraced either resource.³³ The Office of Arts + Culture will assist the effort to reconcile this. The first step is to convene a leadership group to discuss the challenges of useful and productive cultural calendars: the infrastructure, funding, operation and marketing. From that conversation, steps can be taken to improve the resources and get that information into the hands of residents.
- Municipal Programming Partners – The City of Boulder has a long tradition of successful arts programming:

The libraries host popular cinema screenings, concerts, exhibitions, and STEM learning programs,

Recreation centers and parks are venues for performances, visual arts, and runs the Pottery Lab: a long standing neighborhood center for art-making,

³³ Community Cultural Plan Survey 2014 – See Appendix IV.4

Open Space coordinates innovative programs for Plein Air painting, concerts set in nature, and other programs, and

The Human Services Department collaborates with community organizations to amplify remarkable cultural projects.

While all these groups have had success in delivering programs to the community, there has been little coordination between them. The Office of Arts + Culture, while not a programming agency itself, can offer leadership and facilitation, assist in aligning the goals of these programs, and can offer advice on how the city's programs best fit into the menu of opportunities offered throughout the community. It is recommended that a working group be formed, hosted by the Office of Arts + Culture, which gathers these leaders.

- Public Inquiry Initiatives – Direct engagement with residents of Boulder is a guiding principle of the Community Cultural Plan. In this way, every program and initiative must consider how to steward a serious and effective public inquiry element. It is beneficial for the Office of Arts + Culture to collect the public inquiry elements of each program into a single clearing house. Using online, in person, and survey tools, staff will clear barriers to participation. One profound step to do this will be in making a single point of conversation that can then be applied to each strategy and program area.

A healthy cultural environment in Boulder will include individuals and organizations who are engaged and prepared to hold government accountable. The success of the Community Cultural Plan depends as much on this community advocacy as on any staff person, strategy, or funding that might be assigned. Though the Office of Arts + Culture cannot promote lobbying around specific issues, it is important that advocacy for the arts be encouraged in general. Community activists will be encouraged to continue their work and given every opportunity to participate. When gaps in advocacy at the local level exist, the Office of Arts + Culture should encourage the formation of interest groups or organizations to fill the need.

- Online Engagement – The platform of www.boulderarts.org is an asset. The Office of Arts + Culture will invest improving the website for communicating information, resourcing shared knowledge, deploying interactive tools, and as the nexus through which the public can access the good work that will grow out of the Community Cultural Plan.
- Research Projects – Research is required to understand how the Community Cultural Plan is meeting the goals for each strategy:

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

Strategy Two: Reinvent our Public Art Program – Many individuals, businesses, governments, organizations, and developers will be encouraged to invest in improvements to public spaces through the addition of meaningful, innovative, and quality works of art. The municipal investment in public art will be a model, using a system of publicly transparent, sustainable, and innovative practices to robustly commission artworks of enduring cultural value.

Strategy Three: Create and Enhance Facilities and Venues – Improve the resiliency of visual and performing arts organizations, and the experience of their audiences, which are currently challenged by gaps in venues. Mitigate the barriers to innovation and sustainability that are encountered due to affordability of space.

Strategy Four: Enhance the Vitality of the Creative Economy – Enhance Boulder’s leading position as a home to creative professionals and businesses.

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

Strategy Six: Support Individual Artists and Creative Professionals – Boulder will increasingly attract artists and creative professionals for all it has to offer, not only in beautiful surroundings and quality of life, but also in the ability to thrive in the creative sector.

Strategy Seven: Advance Civic Dialog, Awareness, and Participation – Every person in Boulder will understand their role in the culture of the community, feel that access to information about culture is readily at hand, and will feel invited into the conversation.

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

By evaluating these goals with compelling and complete data, through the questions in each “measures” section, the Office of Arts + Culture can track progress over the course of the plan.

For the work required to answer the measures, it is important that staff responsibilities for research and data from across these strategies be collected under a single effort. That staff member will be tasked with working with all other staff to ensure that these measures are consistently prioritized.

There are many specific tools that can be utilized for evaluation of the measures:

- Grants and Public Art Programs Evaluation Tools
 - Artist Census
 - Community Surveys
 - Cultural Asset Mapping
 - Cultural Vitality Index (WESTAF)
 - Online Engagement (Mindmixer)
 - Youth Council Engagement
 - Media Tracking, Traditional and Social
 - Taskforce and Sector Convening
 - Public Inquiry Events
 - Boulder Arts Commission Consultation
 - Annual Report to the Community
- Task Force on Culture in the Media – A need has been identified for more and better coverage and critique of the arts in local and regional media. This is all the more important as the platforms for information and dialog about the arts diversifies. The Office of Arts + Culture may not be best placed to play a leadership role in filling in this gap. However, it should lead in facilitating the conversation about culture in the media.

C. Project Boulder's Cultural Identity

- Recognizing Achievement – Celebrating Boulder's creative talent has several benefits for the community: to recognize and promote excellence, to encourage leadership, to communicate Boulder as a great home for artists to thrive, and to build a brand of innovative contemporary practice in all forms of creativity. The Office of Arts and Culture is in a position to amplify the accomplishments artists receive locally, regionally, and nationally through the communications tools described above.
- Boulder in the Media and Academic Works – In partnership with the Convention and Visitors Bureau, the Office of Arts + Culture can enhance the promotional work of artists, creative professionals and organizations. Staff will build relationships with the media, focusing on those reporters and critics in traditional and social media and from across the country. When an important event or program is planned, staff should have the tools and capacity to advise artists and organizations on the means to produce quality collateral, strategically connect them with the media, and encourage coverage.

In addition to references in the media, the Office of Arts + Culture will build relationships to encourage academics working in fields related to culture and the creative economy to include Boulder individuals, organizations, and programs into their work.

- Open Source Scrapbook – The Office of Arts + Culture will be tracking coverage of Boulder’s culture and creative sector for the purposes of measuring success of the Community Cultural Plan. There is an opportunity to leverage this data for an online resource that others may use in their own promotional initiatives. The data collection process can be enhanced by making the resource open- and crowd-sourced.
- Boulder in Industry Convening – The national conversation about government policy, stewardship, contemporary creative practice, and programming for culture and the creative economy is conducted in several national and regional forums which convene thought leaders and practitioners. The Office of Arts + Culture will be active in both encouraging Boulder’s creative professionals to represent the city, and should ensure that staff can participate themselves. Every important industry convening event across the country will have representation from Boulder.

D. Participate in Regional and National Leadership

- Denver-area Collective Leadership Initiative – An proposal to develop collective leadership for creative organizations in the Aurora-Denver-Boulder metropolitan area has been initiated by Denver Arts and Venues and the Bonfils Stanton Foundation. This may eventually take the form of a regional alliance for culture and creative sector professionals and businesses. As of the writing of this document, the initiative is still in its formative stages, and promises to provide for many benefits that are detailed in the Community Cultural Plan. In time this effort may: a) provide resources for a broad approach to research and data, b) advocate for the creative sector at the state and national levels, c) convene the community and provide programs for good practices, and d) provide collective services. The Office of Arts + Culture will continue to play a leadership role in the exploration of collective leadership, and will advocate for Boulder in that forum.
- Leadership in Good Practices – The Office of Arts + Culture will participate in the national conversation about the best practices of government cultural programming. This includes leadership in the development of these practices, interpreting them for the situation in Boulder, and implementing them to the best possible standards. The Office of Arts + Culture will be a model to other governments for cultural affairs at the municipal level.

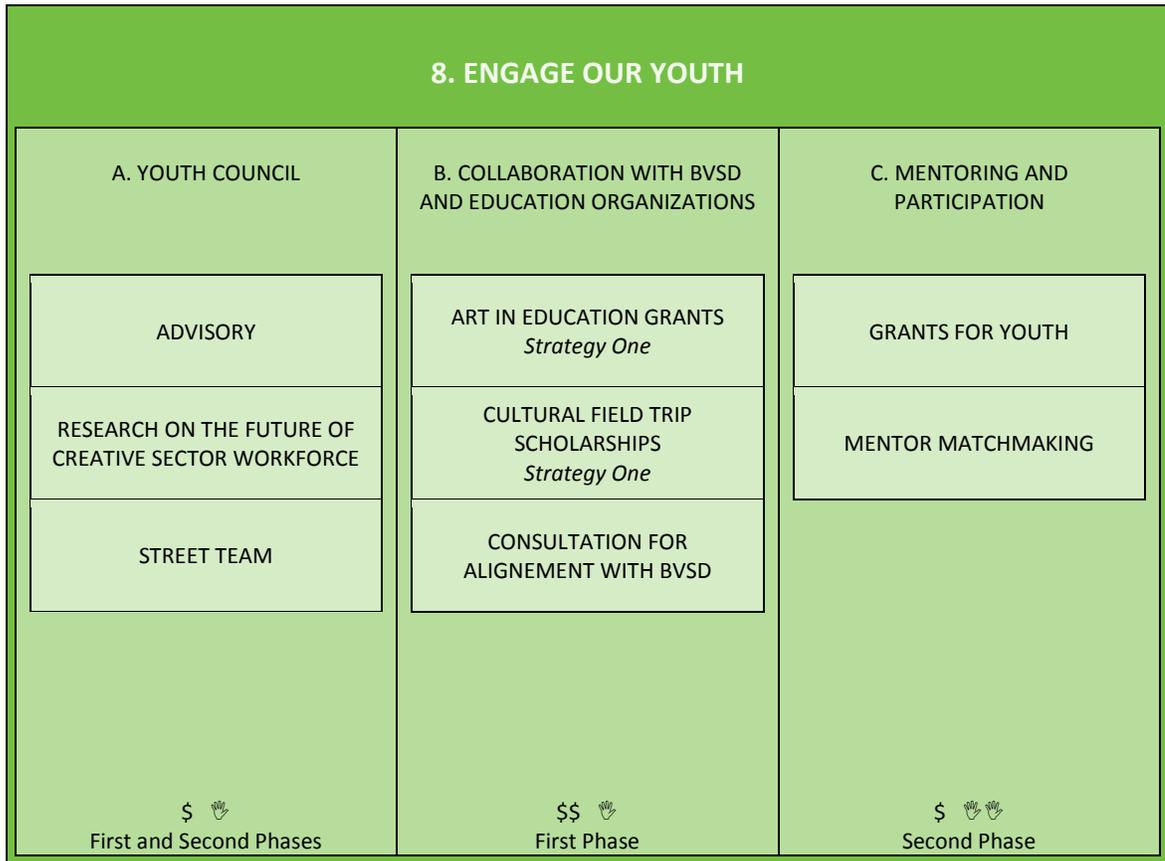
(This section will be addressed in the final draft.)

Measures – Success in Strategy Seven will be measured against the strategic goal: *Every person in Boulder will understand their role in the culture of the community, feel that access to information about culture is readily at hand, and will feel invited into the conversation.*

- What are the opportunities for the community to inquire, and be heard, on matters of culture? How many people are participating?
- What are the results of public inquiry on decision making? How does the city follow through on questions and suggestions raised through public engagement?
- To what degree do residents feel that Boulder is an “open” culture: a place that is welcoming, where ideas are encouraged, and innovations possible?
- What is the perception of the ability of individuals to creatively impact their community?
- What is the nature of the civic dialog about culture in the community, traditional and social media, and in other forums?

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Strategy Eight – Engage our Youth, Programmatic Structure:



A. Youth Council

In considering the nine-year time horizon of the Community Cultural Plan, an opportunity exists to collaborate directly with the creative young people who will be the cultural leaders at the end of that time. Youth, for instance in their junior and senior years of high school, who plan to pursue creative professions will be approached to join this Youth Council.

- Advisory – The Office of Arts + Culture will take advantage of the fresh perspective the members of the Youth Council can provide. In addition to the advice that can benefit programs, these individuals can use this experience to develop leadership skills that could become an asset later for service on boards, commissions, and panels.
- Research on the Future of the Creative Sector Workforce – By participating over the full nine years of the plan, the members of the Youth Council can be engaged longitudinally for data and stories that may reveal how the Community Cultural Plan serves individuals that will be entering full participation in culture as the plan comes

to a close. The Office of Arts + Culture will convene this group, and develop a series of tools for measuring their progress. This is best done in close collaboration with the schools and educational experts, for instance at the University of Colorado. The project will also require a significant commitment from the youth. Nine years is a long time for continuous engagement; staff will not only strategize ways to keep people interested in participating, but will also create contingencies for the inevitable attrition that will occur.

- Street Team – In the initial years, the Youth Council can serve as ambassadors for the Community Cultural Plan. The Office of Arts + Culture will deploy these motivated individuals as a “street team”: serving to bring the public inquiry and research projects of the Plan directly to the community. Staff will find the right ways to thank them for their service.

B. Collaboration with Boulder Valley School District and other Education Organizations

- Art Education Grants & Cultural Field Trip Scholarships - These grants, coordinated in the Strategy One, will only function at their fullest potential when aligned with the mission, goals, and structures of the educators and administrators that stand to benefit. The Office of Arts + Culture will coordinate with BVSD, other school districts, education organizations, private schools, and educators to ensure that the format of these grants are designed to the best service of the students and teachers.
- Consultation for Alignment with BVSD - The Office of Arts + Culture will take advantage of the opportunity to work with BVSD on a close alignment of goals and systems. This is especially true in matters of cultural participation, civic dialog, and the creative economy.

C. Mentoring Program

- Grants for Youth – Creative leaders among Boulder’s high school and university youth may be a perfect fit for the goals of some of the grants described in Strategy One. In particular, the Community Project grants and Professional Development scholarships promise to provide young people with specific opportunities. In addition to the benefits that may arise from awarding youth, the mere process of applying for grants is a valuable learning experience and will be encouraged. To accomplish this, the Office of Arts + Culture will create special outreach and mentoring programs to encourage youth to apply for grants, give special assistance in the application and reporting processes, and support the recipient of a grant to ensure success. Staff may also consider assigning specific grants especially for youth.

- Mentor Matchmaking – Staff will find sponsorship opportunities, or directly partner with an organization, to connect young creative leaders with practicing artists and creative professionals in the community for mentoring relationships. The opportunities for such a program to support Community Cultural Plan goals regarding participation and workforce over the long term are important to consider.

Measures – Success in Strategy Eight will be measured against the strategic goal: *At the end of this nine-year plan, the young people who are now studying the creative pursuits will find Boulder the perfect place to grow into cultural leaders.*

- What are the offerings for young people to learn about, and be inspired to become, cultural participants, cultural leaders and creative professionals? What is the impact of these programs?
- What are the barriers for young people to pursue the full arc of their career goals in Boulder? How does mitigation of these barriers affect the composition of the creative workforce?
- What is the perception of culture among young people? Do they feel engaged, and feel that social offerings in culture are adequate? Do they feel that Boulder offers them the environment for building a successful career and creative life?

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III.2 CCP Time Horizon:

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



This nine year scope is divided into three year increments. Work plans will be developed by staff for each year to give guidance to the day-to-day operation of the Strategies and to set achievable goals. The end of each phase is considered a “transitional year”: 2018, 2021, and 2024. In the work plans for these transitional years, staff will refine all the strategies and program areas, and update necessary documents such as the Public Art Implementation Plans and grants program guidelines. For the final transitional year, an update of this Community Cultural Plan should be considered.

III.3 Financial Recommendations

Since 2011 the City of Boulder uses Priority Based Budgeting (PBB) as a tool to ensure city service priorities are based on community goals and values. Implementation of PBB is two-fold; follow best practices for allocating resources to ensure fiscal health and identify a prioritization scheme. Programs and services are ranked and prioritized based on two sets of criteria, a) the ability to help the community achieve desired results and b) basic program attributes.

Community Results Goals:

- Accessible and Connected Community
- Economically Vital Community
- Environmentally Stable Community
- Healthy and Socially Thriving Community
- Safe Community
- Good Governance

Basic Program Criteria:

- Mandate to Provide Service
- Change in Demand for Service
- Reliance on City to Provide Service
- Self Sufficient / Cost Recovery
- Cost Avoidance / Increasing Inefficiencies

Responsive to the criteria, the Office of Arts + Culture will actively align the documentation of initiatives, research, and evaluations from within the strategies and programs in order to be specifically responsive to the needs of the PBB process.

III.3.1 Funding Sources

In the near term, the Office of Arts + Culture will continue to be funded through a contribution from the General Fund, with a special fund established for public art from the proceeds of the Community Culture and Safety Tax. This will provide flexibility to begin priority initiatives immediately upon adoption of the Community Cultural Plan.

In the first phase of the time horizon, a sustainable source of funding for Public Art needs to be implemented. Then, the potential of a secure funding source for the grants program will be explored, for deployment in the third phase.

III.3.2 Projected Uses of Funds:

Use	First Phase Goal for 2018	Middle Phase Goal for 2021	Final Phase Goal for 2024
Personnel & Administration <ul style="list-style-type: none"> Increase staff from 2 FTE to a fully staffed office of 6 FTE by the end of the middle phase. Identify and fund any key administrative gaps including professional development, equipment and technology, administration of grants and public art, etc. <p><i>* These amounts are a preliminary estimate, and will continue to be refined as the process continues.</i></p>	\$310,000*	\$450,000*	\$450,000*
Cultural Grants <ul style="list-style-type: none"> Funds will be used for distribution to grant recipients only. By 2021, a sustainable source of funding will be identified. 	\$600,000	\$800,000	\$1,000,000
Sponsorships / Partnerships <ul style="list-style-type: none"> Increases will be considered based on the developing needs of sponsored and partnered programs, as well as for adding additional sponsored events and partners each year. 	\$70,000	\$100,000	\$120,000
Public Art (Assigned Fund) <ul style="list-style-type: none"> Funds will be used for contracts with artists in the commissioning of public art only. In the first two years, this funding will be derived from the Community Culture and Safety Tax. By 2018, a permanent source of funding will be identified. After the permanent sources of funding are in place, it is expected that the budget will fluctuate from year to year, with \$300,000 being an expected average. 	\$300,000	\$300,000	\$300,000
Programming for Strategies <ul style="list-style-type: none"> Funds will be used for the programs, events, and materials to operate the strategies. A portion of this budget will be assigned to technical maintenance of the public art collection. 	\$30,000	\$100,000	\$130,000
TOTAL:	\$1,310,000	\$1,750,000	\$2,000,000

Purple: Administration
Green: Public Art & Programs
Orange: Funds Delivered to Organizations and Individual Artists

III.4 Staff Capacities:

Manager, Office of Arts + Culture (1 FTE)

- Liaison to the BAC
- Leadership & Management of All Strategies
- Personnel, Finance, and Liaison to City Agencies
- Community and Media Contact
- Task Forces
- Program Area 1.B, Strategic Partnerships
- Program Area 5.B, Diversity and Inclusion
- Program Area 6.B, Livability and Affordability
- Program Area 7.D, Participate in Regional and National Leadership

Office Coordinator (1 FTE)

- Board Secretary to the BAC
- Office Management
- Budget Tracking
- Support for All Strategies

Program Coordinator, Grants and Cultural Support Programs (1 FTE)

- Strategy One – Support our Cultural Organizations
- Strategy Three – Create and Enhance Facilities and Venues

Program Coordinator, Creative Sector and District Programs (1 FTE)

- Strategy Four – Enhance the Vitality of the Creative Economy
- Strategy Six – Support Individual Artists and Creative Professionals

Program Coordinator, Research and Community Programs (1 FTE)

- Strategy Five – Emphasize Culture in Neighborhoods and Communities
- Strategy Seven – Advance Civic Dialog, Awareness, and Participation
- Strategy Eight – Engage our Youth

Program Coordinator: Public Art Program (1 FTE)

- Strategy Two – Reinvent our Public Art Program

III.5 Structure:

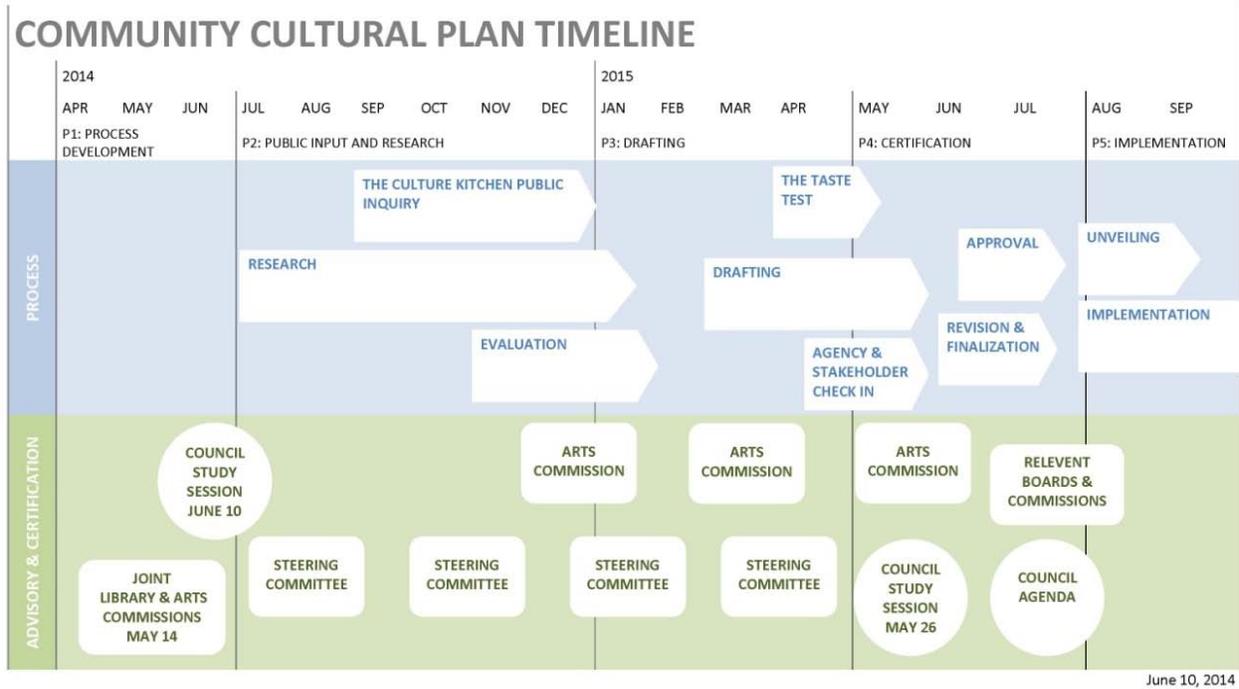
The Office of Arts + Culture is a division of the Library & Arts Department. The Director of the Department serves as leadership, shares responsibility with the Manager as community and media contact, and is the liaison to the City Manager's Office and City Council.

IV. Appendices

- IV.1 Community Cultural Plan Process Timeline
- IV.2 Cultural Vitality Index Findings
- IV.3 Selections from the Community Cultural Plan Benchmark Study
- IV.4 Summary of Findings from the Community Cultural Plan Inquiry
- IV.5 Comparison: Public Art Programs in Colorado
- IV.6 Boulder Valley Comprehensive Plan
- IV.7 Knight Soul of the Community Study
- IV.8 Vision Elements Defined
- IV.9 Connections to the City of Boulder Sustainability Framework
- IV.10 National Assembly of State Arts Agencies *State Arts Agency Fact Sheet*.
- IV.11 Further Reading

APPENDIX ONE

Community Cultural Plan Process Timeline



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APPENDIX TWO

Creative Vitality Index Findings, page one

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

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

Continued from page one.

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

APPENDIX THREE

Selections from the Community Cultural Plan Benchmark Study

2013 Data	Boulder CO	Ft. Collins CO	Loveland CO	Madison WI	Tempe AZ	Eugene OR
City Population	103,166	155,000	66,859	243,344	168,228	159,190
Geographic Size	25.7 sq. miles	57.0 sq. miles	25.5 sq. miles	76.8 sq. miles	40 sq. miles	43.7 sq. miles
Total General Fund Budget	\$319,600,000	\$556,500,000	\$222,400,000	\$267,123,939	\$494,417,726	\$493,900,00
Staff Level	2.00 FTE	21.30 FTE	13.00 FTE	1.00 FTE	Figures to come.	29.25 FTE
Annual Operating Budget*	\$587,872	\$5,066,866	\$2,376,310	\$1,970,000	\$9,000,000	\$4,975,964
Public Art Funding	\$128,000**	\$325,100	\$351,040	\$150,000	\$152,000	Not provided.
Grant Program Funding	\$242,000	\$364,500	\$0	\$150,000	\$150,000	\$110,995
Per Capita Funding for the Arts	\$6.94	\$34.78	\$35.54	\$8.71	\$59.00	\$31.25

**Annual Operating Budget combines all funds including the public art and grants budgets. This also includes facility operations or subsidies, if any.*

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

Context – A Benchmarking Study by Cultural Planning Group

As an integral part of developing the cultural plan for Boulder, a cohort of six communities was examined from across the country sharing certain characteristics with Boulder. They are small to mid-sized municipalities with large state universities (for the most part). They range in size from 66,900 to 243,000 or so. Three are in Colorado and were chosen based on perceptions of their arts and culture amenities and municipal support. Additionally, the communities chosen for benchmarking generally have profiles of being progressive communities with values similar to Boulder.

The benchmarking research was an opportunity to ask “how do we compare to other places like us?” In approaching this research, there were two different approaches utilized. One was basic research on the support for arts and culture in each community. Questions posed included: What role do these communities play in supporting the arts? What form does that support take? What is their level of arts and cultural funding? What role do they play in providing arts and cultural facilities? The answers vary widely, with their individual approaches to arts and cultural support responding to the unique qualities of the community.

Secondly, data from the CV Suite, a research product of WESTAF³⁴ was utilized to understand the characteristics of the creative landscape – creative occupations, creative industries and the non-profit cultural industry.

In addition to Boulder, the five communities studied are:

- Eugene, OR
- Madison, WI
- Tempe, AZ
- Loveland, CO
- Ft. Collins, CO

¹ The Creative Vitality™ Suite was designed and developed by WESTAF, a regional nonprofit arts service organization, experienced research organization, and developer of technology solutions for the arts. Information is available at www.cvsuite.org.

Table 1: Population and University Presence

	Population	University	University Enrollment
Boulder, CO	103,166	University of Colorado	30,265
Tempe, AZ	168,288	Arizona State University	83,301
Madison, WI	243,344	University of WI-Madison	43,193
Eugene, OR	159,190	University of Oregon	24,181
Loveland, CO	66,859		N/A
Ft. Collins, CO	155,000	Colorado State University	31,725

Support within the six communities, including Boulder, ranges from grants for arts and cultural organizations and individual artists, to support for facilities and public art programs. All commit local tax dollars to support the arts, primarily through the general fund with the exception of Tempe, AZ where the programs are funded through a dedicated 1/10th of a cent sales tax for the arts. This sales tax was a 10-year assessment, primarily focused on funding the capital and operating costs of the Tempe Center for the Arts. In some instances the municipalities own and operate cultural facilities. In others they may subsidize local facilities. Programming expenditures vary by municipality depending on local tradition.

All five cities examined in here had active public art programs. All public art programs are funded through the capital projects funds and four of the five are dedicated as 1% for art programs. Eugene, OR is on any project over \$50,000.

Per capita funding of the arts by the municipality ranges from a low of \$6.94 in Boulder to a high of \$59.00 in Tempe, AZ. Average per capita funding among the benchmark cities is \$28.59 and the median is \$33.02.

Table 2: Local tax-funded support for arts and culture

	Per Capita expenditure	Grants for the arts	Total Annual Budget, including facility funding/subsidy	Public Art Program
Boulder, CO	\$6.94	\$242,000	\$587,872	\$128,000
Tempe, AZ	\$59.00	\$150,000	\$9,000,000	\$152,000
Madison, WI	\$8.71	\$170,000	\$1,970,000	\$150,000
Eugene, OR	\$31.25	\$57,000	\$4,975,000	1% capital \$50K+
Loveland, CO	\$35.54	\$-	\$2,376,310	\$351,040
Ft. Collins, CO	\$34.78	\$364,500	\$5,066,866	\$325,000

In addition to examining the municipal support for non-profit arts, individual artists and public art, this study utilized data from the Creative Vitality Suite (CVSuite) from WESTAF, a research tool to examine and compare creative activity, both for-profit and non-profit, in benchmark communities.

Data for this report was derived by approximating municipal boundaries through zip codes. As a result, the population provided in the CVSuite for the communities examined may differ than the Census estimates, as zip codes stretch beyond municipal boundaries.

The CV Suite draws from secondary sources including ESMI, the National Center of Charitable Statistics and the National Assembly of State Arts Agencies.

A “Snapshot” report on Boulder is included in the Appendix of this plan that includes background on the source data.

In a review of the CVSuite data, the findings regarding creative occupations the following:

- It is notable that in nearly all instances the average and median wages in Boulder are higher (the highest in fact in most cases) - out of the 58 creative occupations examined through CVSuite, Boulder had the highest average and median wages in nearly 85% of occupations.
- Of these six cities for comparison Boulder has the highest percentage of jobs in creative occupations, 8.85% of all jobs. Five of the six cities are university towns (only Loveland does not have a public university).

- Tempe, Boulder and Madison have nearly the same number of architects, though Boulder is much smaller than the other two communities (1/2 the population of Madison).
- Boulder, perhaps not surprisingly, has the highest number of craft artists of the six cities.
- Boulder has the highest number of artists though not the highest number of fine artists.
- Boulder has the highest number of actors and musicians.
- Boulder has the highest percentage of its population engaged in creative occupations of the comparison cities (slightly higher than Madison).

It is a reasonable observation that Boulder for its population is highly engaged in creative activities as measured by creative workers, creative occupations and overall creative industries. Of the six cities examined, Boulder has a far more robust and vital creative economy

Other notable data regarding Boulder and creative activity:

- Between 2012 and 2013 there was an increase of 1% in total number of creative jobs in Boulder.
- In 2013 the creative industries represented nearly \$2.3B in industry sales.
- In descending order, the five occupations with the greatest number of creative workers in Boulder are:
 - Photographers
 - Writers and authors
 - Musicians
 - Postsecondary teachers
 - Graphic designers

Summary Findings from the Public Inquiry Process

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

Culture Kitchen Inputs:

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

Response:

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

Respondent Profiles:

Full Online Survey

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

Intercept Survey

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

*PNTA = Prefer not to answer.

“The Recipe Box” MindMixer Website

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Findings: Key Themes

The resource of artists as an asset to Boulder:

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

Fostering involvement and support from the City government:

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

Cultivating private sector support:

- Venture capitalist community
- Tech community
- Foundations

Creating an arts district in Boulder:

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

Improved communications, artist collaborations and press coverage:

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

Findings: What Do You Love About Boulder?

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

What is your favorite cultural place or activity in Boulder?

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

Findings: Thoughts on Vision

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

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

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

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

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

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

Findings: The Role of the City

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

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

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

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

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

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

Findings: The Latino Perspective

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

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

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

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

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

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

Critical Insights

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

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

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

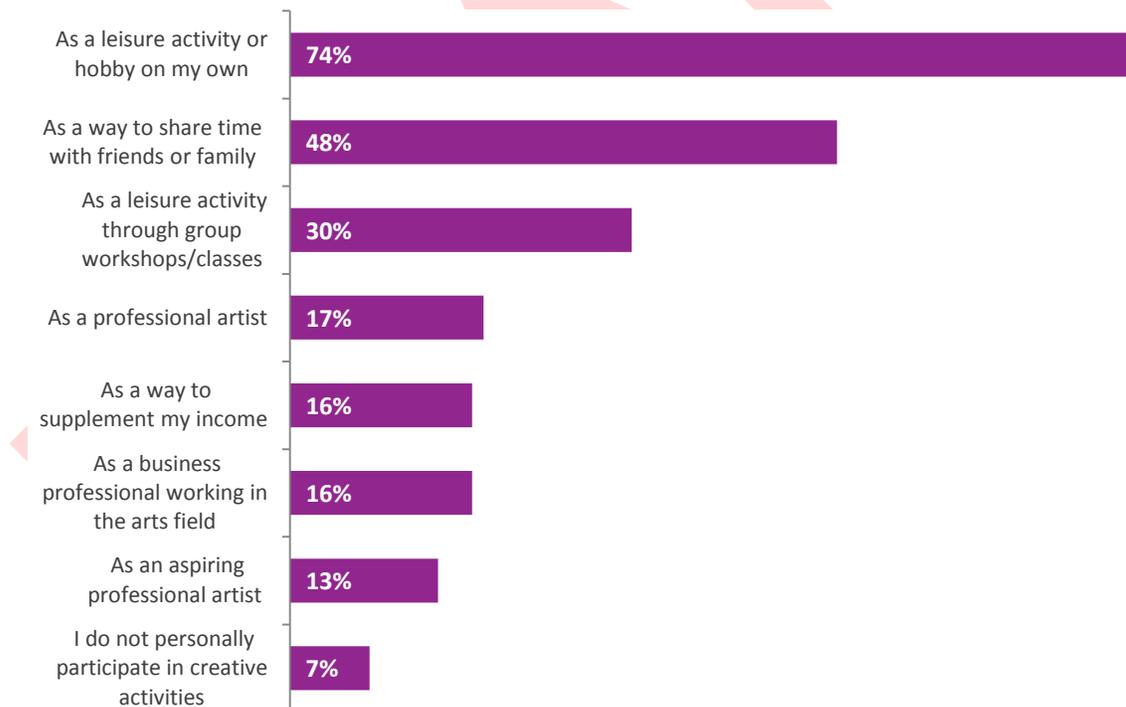
"The best single feature of Boulder has been Pearl Street. It is walker friendly, and the collection of sidewalk cafes brings people out of the buildings. It's a great place to people watch. I would love to see more participatory cultural activities in different parts of the city."

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

Community Profile: Creative Activities

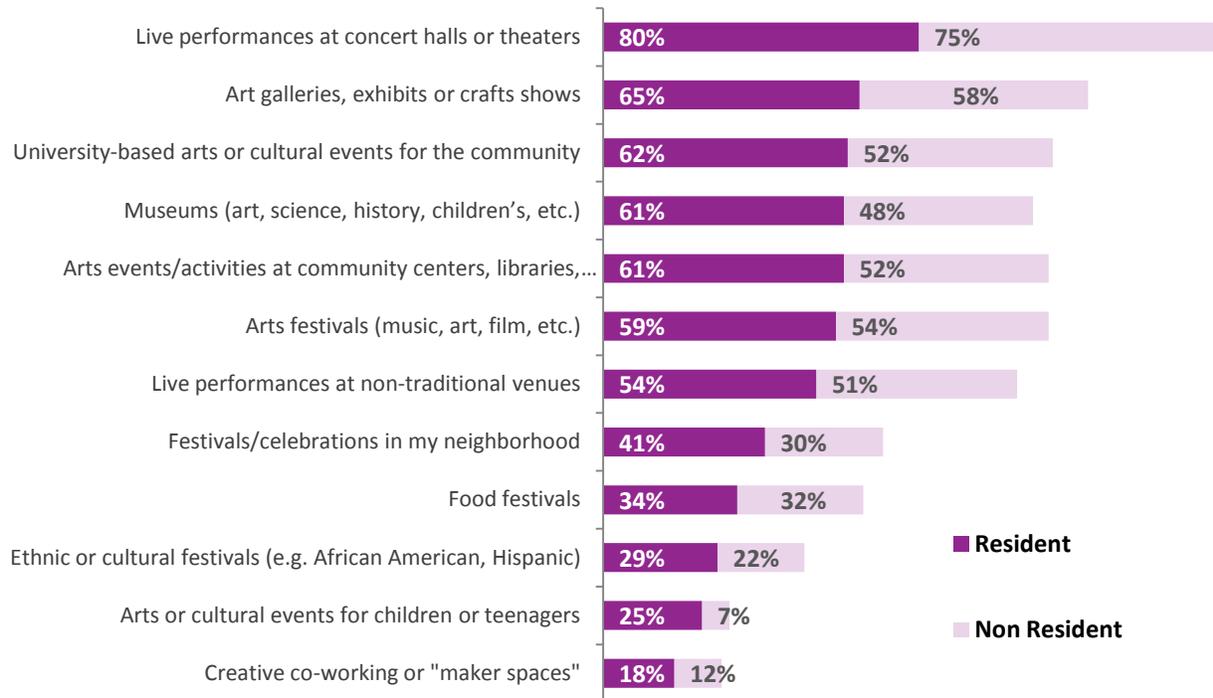
76%	Took photographs
68%	Read novels, sort stories, or poems
67%	Cooked creative dishes or meals
38%	Played a musical instrument
33%	Danced socially or with a group
31%	Made crafts such as jewelry, sewing, knitting, or quilting
30%	Painted or drew pictures, or did print-making or collage
21%	Wrote novels,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

Why do you take part in these activities?

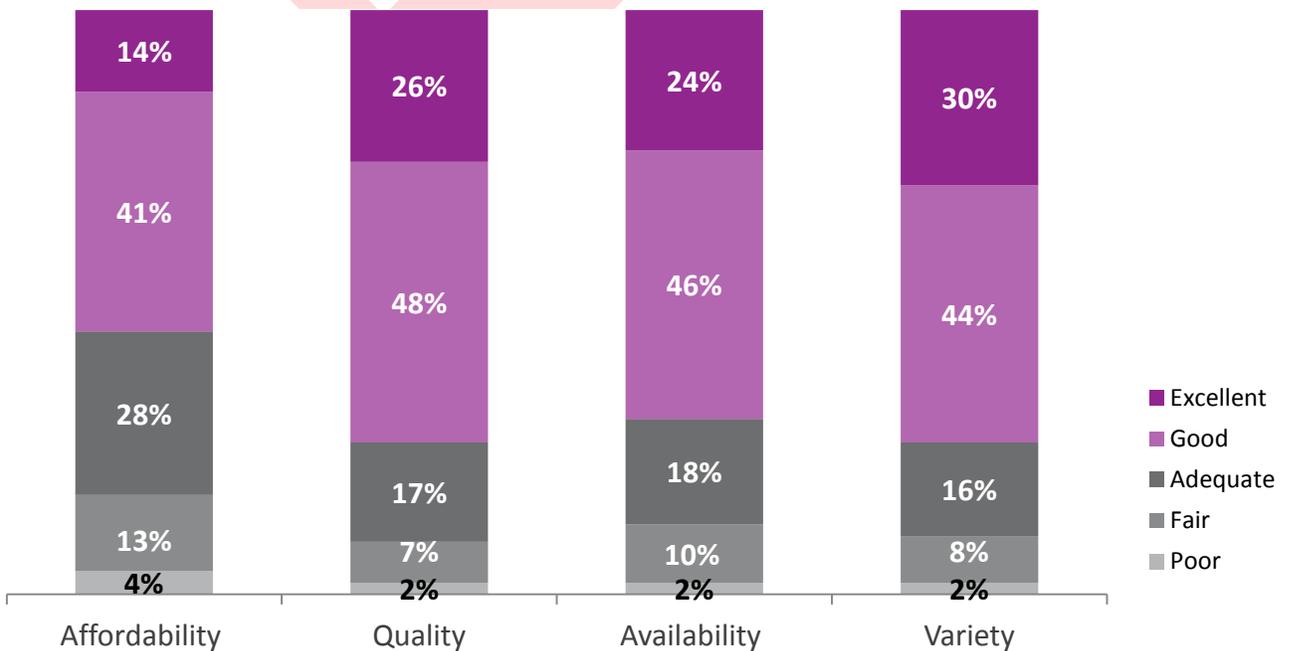


Community Profile: Destinations

Where do you get your culture?

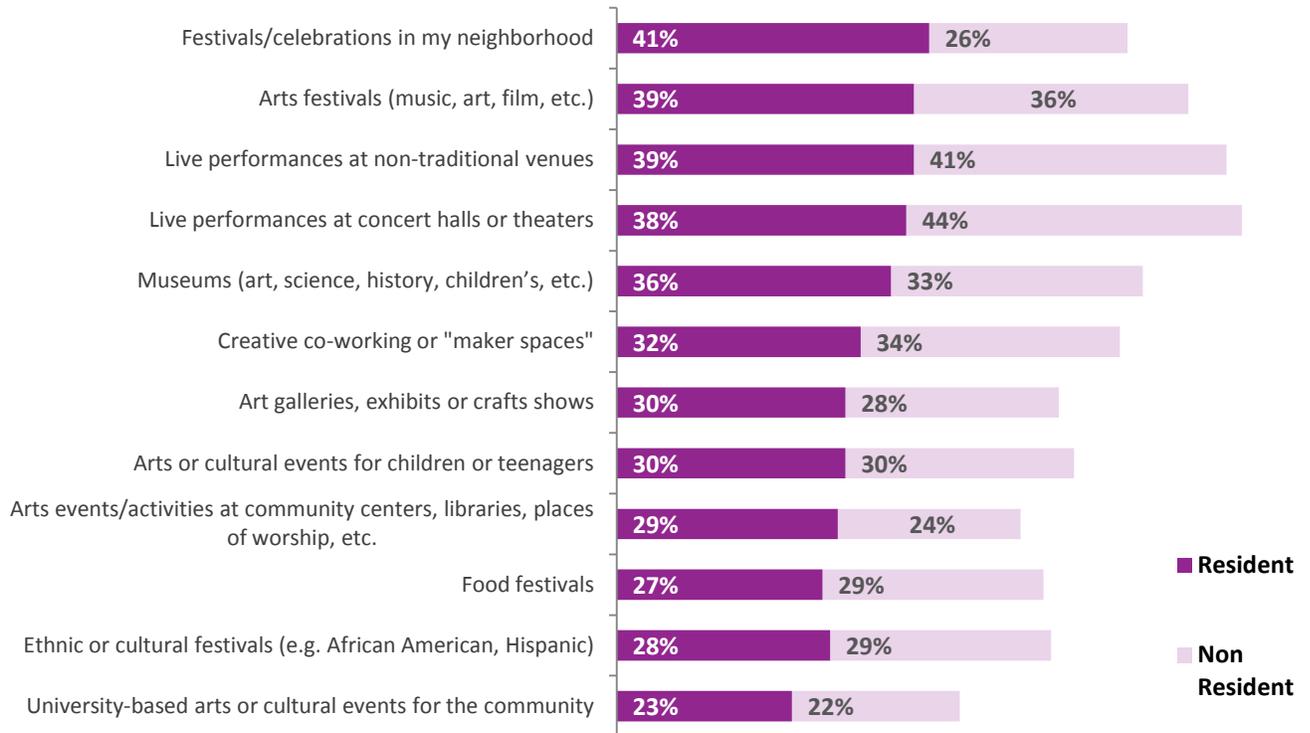


How do you rate cultural offerings in Boulder?

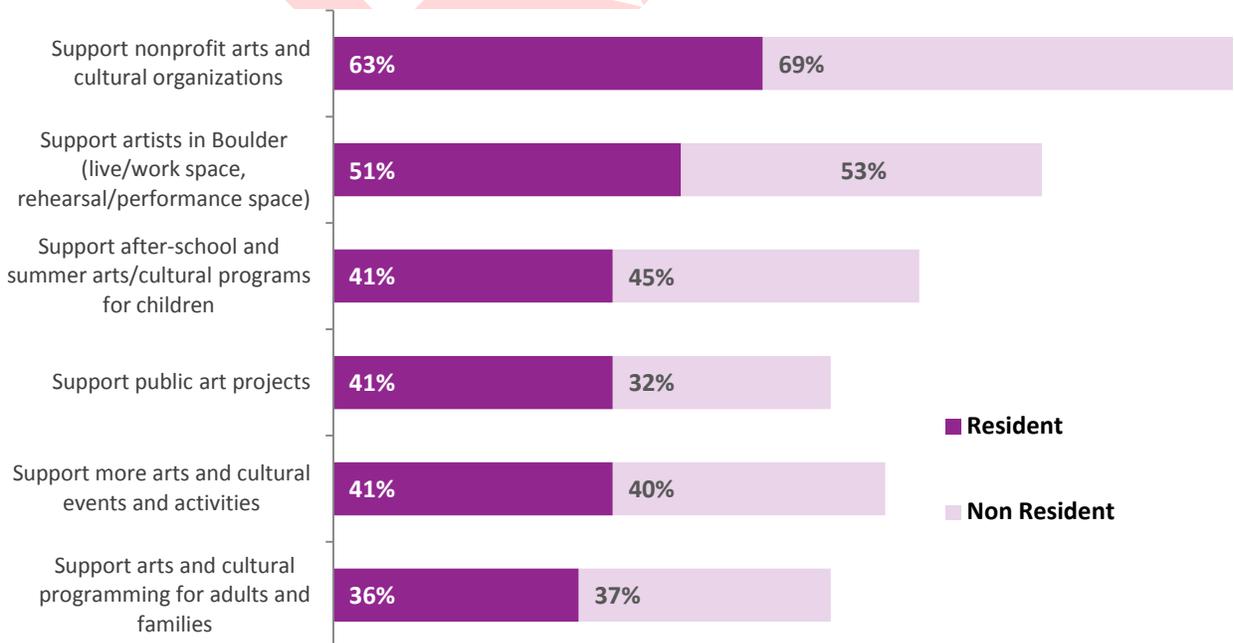


Community Profile: Desires

What would you like to see more of in Boulder?

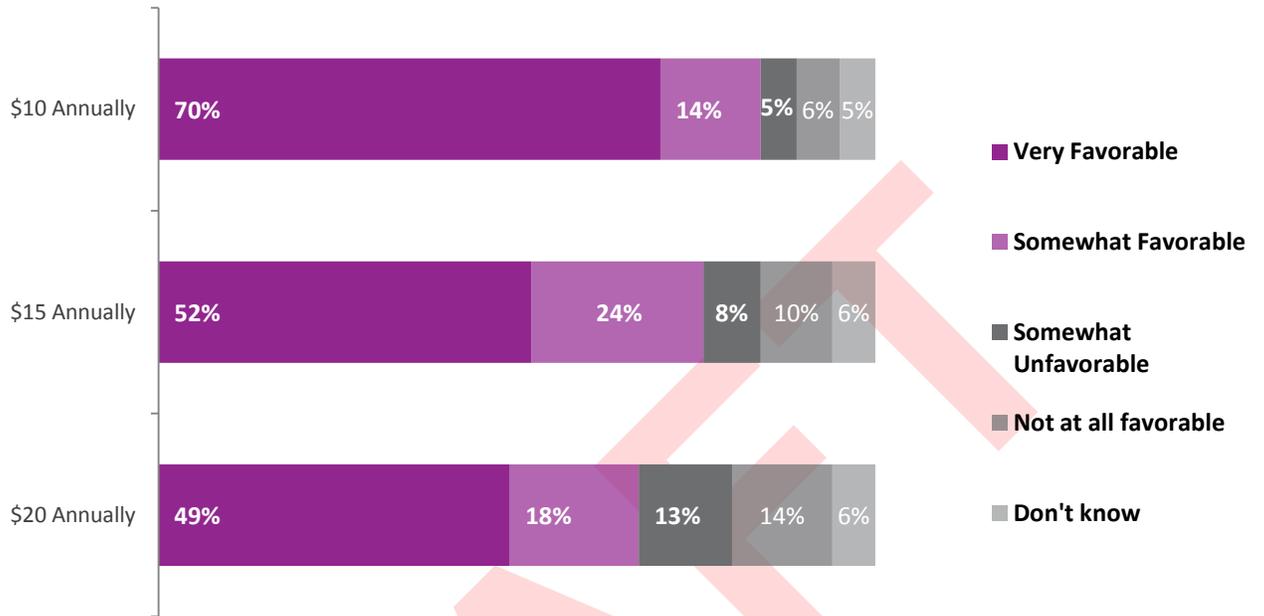


What are the most important things for the city to support?

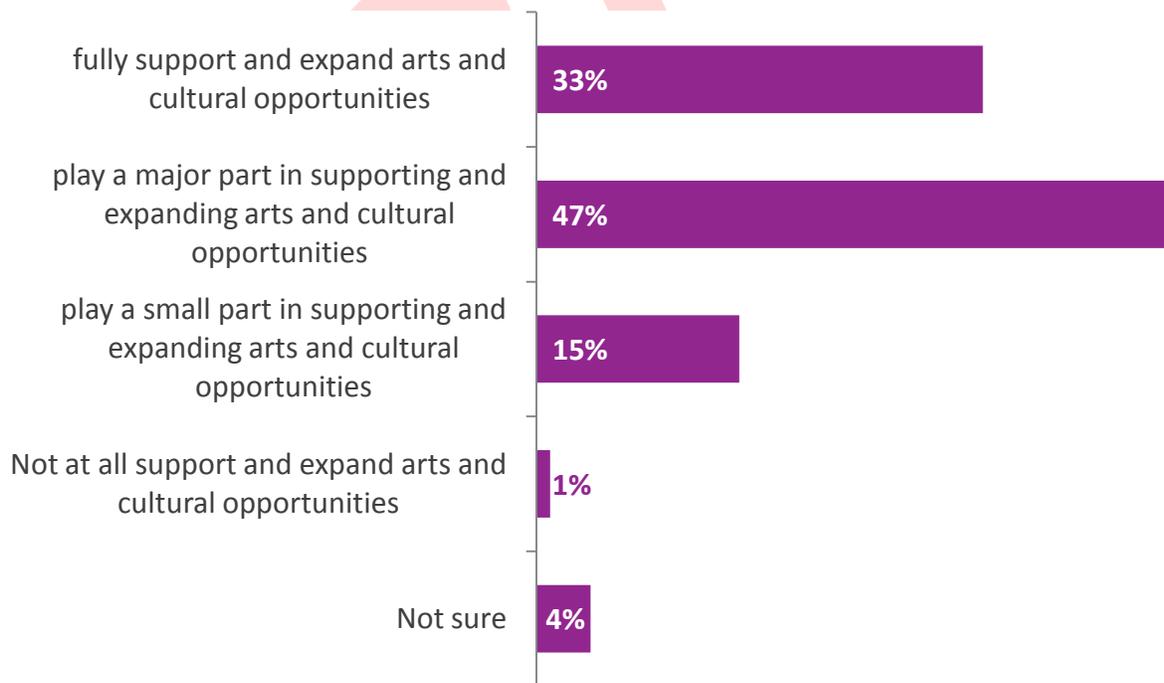


Community Profile: Support from the City

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

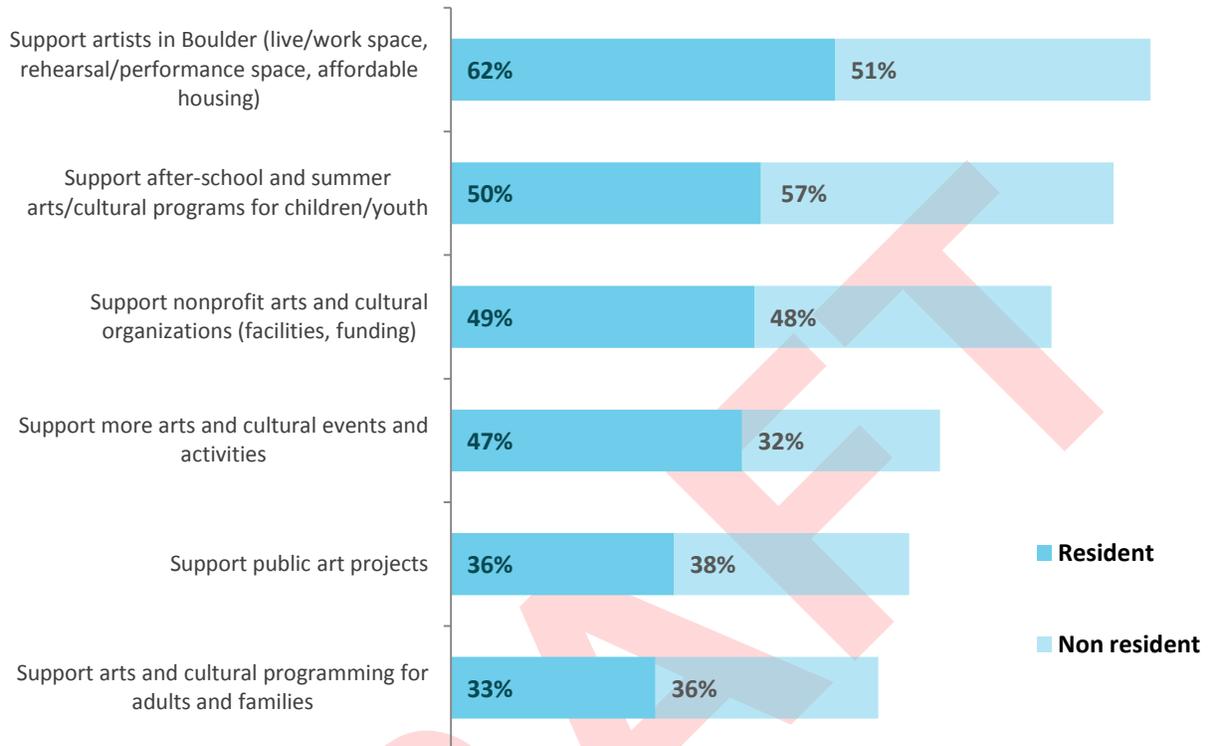


The City of Boulder should... (Residents Only)

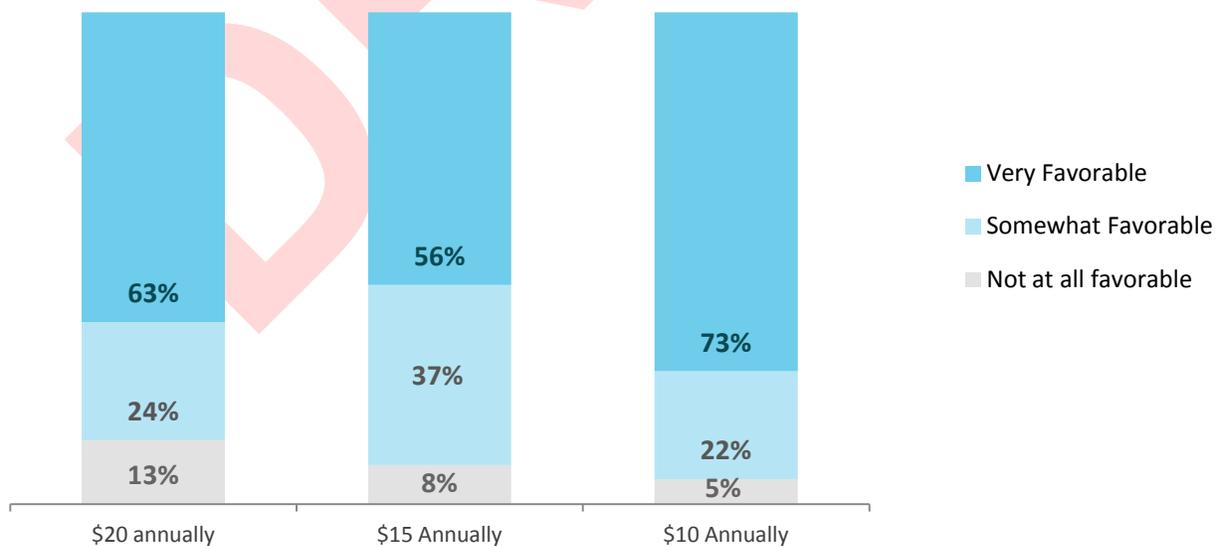


Intercept Survey Results: Findings

What should the city support?



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



APPENDIX FIVE

Comparison of Public Art Programs in Colorado, page one

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

Comparison of Public Art Programs in Colorado, page two

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

APPENDIX SIX: SELECTIONS FROM THE BOULDER VALLEY COMPREHENSIVE PLAN, 2010 UPDATE

(This section will be included in the final draft.)

DRAFT

APPENDIX SEVEN: KNIGHT SOUL OF THE COMMUNITY STUDY

Knight Soul of the Community – Summary of Findings by Community
(<http://knightfoundation.org/sotc/findings/boulder/>, August 26, 2015)

Boulder, Colo.

The information in our study covers the [Boulder, Colo., Metropolitan Statistical Area](#).

In each community, the Knight Soul of the Community study identified factors that emotionally attach residents to where they live. Some of these community characteristics that drive attachment were rated highly by residents, and are therefore community strengths while others were rated lower, making them opportunities for improvement. This information can provide communities a roadmap for increasing residents' emotional attachment to where they live, which the study found has a significant relationship to economic vitality.

Attachment to the Boulder area is trending higher in 2010. Residents' passion for the Boulder area is significantly higher and residents' ratings of it being the perfect place to them is significantly higher in 2010.

In the Boulder area, social offerings (entertainment infrastructure, places to meet people), aesthetics (an area's physical beauty and green spaces) and openness (how welcoming a place is) are the most important factors emotionally connecting residents to where they live.

Aesthetics is perceived as a community strength. Parks and trails were rated significantly higher in 2010.

Openness, particularly to racial and ethnic minorities and social offerings, particularly residents caring about each other remain areas needing improvement.

Perceptions of the local economy and safety significantly improved; however, neither were key drivers factors in attaching residents to the area.

Knight Soul of the Community 2010: Boulder Implications

The purpose of Knight Soul of the Community is to provide communities a roadmap for understanding what attaches residents to their community and why it matters – not to be prescriptive on what communities should do with the information. However, the findings do point to some general implications and suggestions, some of which the community may be already undertaking, or provide new opportunities for consideration.

Like the other 25 communities studied in Soul of the Community, Boulder's key attachment drivers are social offerings, aesthetics and openness. However, it is not as simple as identifying best practices in each of these areas and replicating them everywhere. Instead, as the name implies, Soul of the Community encourages a conversation about a community's soul or essential essence as a place around these key drivers. Some possible questions to ask are: What is it about our aesthetics/social offerings/welcomeness that is unique to our community? Where do we excel or struggle in those areas? Using that information to optimize those drivers to encourage resident attachment—and potentially local economic growth – is what Soul of the Community seeks to accomplish.

Attachment to Boulder has increased during the three years of the study. This finding alone helps to demonstrate that attachment to place is about more than jobs and the economy. The things that most attach residents to the area – social offerings, openness and aesthetics – and the general rating of these areas by residents have remained basically unchanged during all three years of the study.

A consistent and clear strength of Boulder in the eyes of its residents is the area's parks, playgrounds and trails which are rated similarly to the natural beauty of the area, due to a significant jump in the rating of parks, playgrounds and trails in 2010. Ratings of aesthetics in the Boulder area far surpass those in its comparison communities, which includes high-performing coastal communities. This is a central strength the community should leverage.

An additional strength is Boulder's relatively high ratings of welcomeness to young talent. In 2009, young talent was perceived as significantly more welcome than the year before, and this gain was maintained in 2010. Boulder was one of the very few communities studied that had a significant increase in perceived welcomeness to young talent in any year of the study. This important and unique momentum is critical to maintain.

Despite having higher ratings than its comparison communities, social offerings remains a challenge area for Boulder, particularly the perception that residents care about each other. This must be addressed as social offerings are particularly important to young people.

Additionally, the community's perceived openness is another challenge area, despite its gains with young talent. Although residents rate it as fairly welcoming to young adults, young families and gays and lesbians, it has lower ratings in welcomeness to all other groups. For attachment to continue to grow and for people to want to come and stay in Boulder, all residents must feel welcomed there.

Clearly, Boulder has made unique and significant gains in recent years in feeling like a welcoming place for young talent. This finding coupled with its upward trending levels of attachment position Boulder as a community on the rise if it can maintain and even improve this momentum. The community should market its clear strength in aesthetics and welcomeness to young talent as a hallmark differentiator between it and comparable communities.

Additionally, creating social offerings that take advantage of the aesthetics is warranted. The community should continue to provide arts and cultural opportunities and social community events, but it should focus more on using them to build resident caring in the community. For example, have the young professionals lead a series of community events in the arts district or along the riverfront or beach so they can volunteer their professional expertise to other groups in the community (tax help for young families, English as second language service for new local citizens, showcasing local bands, etc.). This will improve perceptions of openness to all while also potentially improving the perception of residents caring for each other.

Page 3 of 3

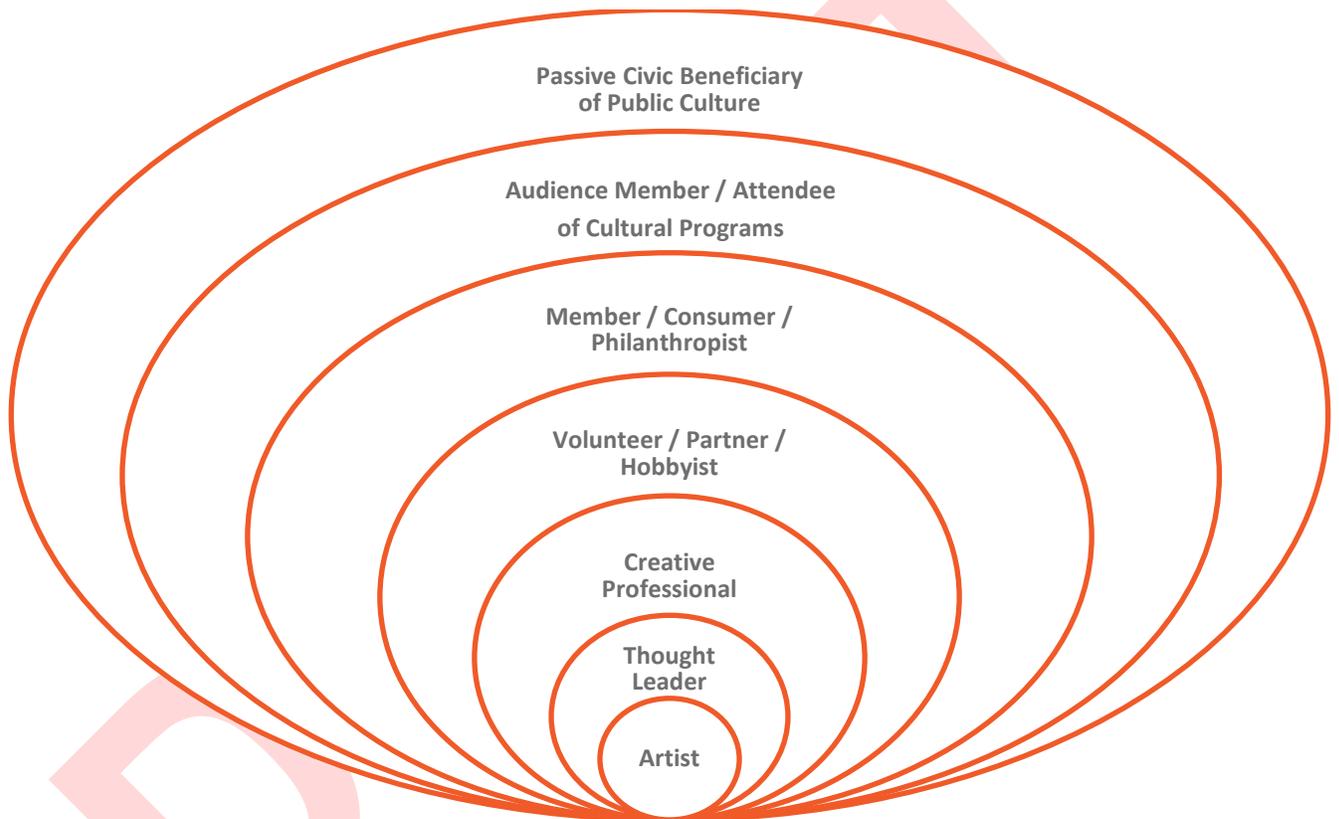
Full study: <http://knightfoundation.org/sotc/>.

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Cultural Vitality

What does it mean for a community to be “culturally vital”? More than a mere measure of economic factors or a count of destinations, vitality is a perspective that examines community through the health and resiliency of the many facets of creativity expressed by, and consumed by, the people there.

First, we all fall into categories, or roles, of participation:



The size of the circle, though not a corollary to data, represents the relative size of the population that is participating as described. Thus: the deeper the participation, the smaller the population.

Next, culture affects our lives in several places: at home, at work, in a classroom, in our “third places”, in a museum, gallery, studio, or performance venue, or in the public realm.

Finally, the creative activity in our lives is delivered to us from different sources: from non-profit museums, venues, and organizations, from for-profit businesses, from the media and entertainment industry, from educational institutions, from the support provided by government, from friends and neighbors, from religious institutions, from social clubs and organizations, from individual artists, from within.

Cultural vitality, then, is the health and resiliency of each category of our personal interaction with culture:

- Our category of participation,
- The places we live, play and work,
- And the source from which we get our culture.

Not only do we discover that, given the depth and variety of ways we all participate, that cultural vitality has an effect on every person who lives in, works in, or visits Boulder. It is a concept for which we all have a role to play. However, it also implies specificity. The depth of participation, the variety of places and sources, indicates the degree to which an individual has responsibilities to the rest of the community.

Another valuable definition of Cultural Vitality comes from The Urban Institute and their 2006 study, *Cultural Vitality in Communities: Interpretation and Indicators*.

Cultural vitality is the evidence of creating, disseminating, validating, and supporting arts and culture as a dimension of everyday life in communities.

The authors go on to write that this definition:

... recognizes arts and cultural participation as valuable on its own terms and also integral to everyday life, community dynamics, and community conditions. It recognizes that arts and culture are also resources that come out of communities rather than merely resources that are “brought to” communities from the outside. Arts and cultural activity is no longer thought of as only for special occasions.

The *Cultural Vitality in Communities* study divides cultural vitality into three “domains”: 1) the presence of opportunities for cultural participation, 2) participation itself, and 3) support for cultural participation.³⁵

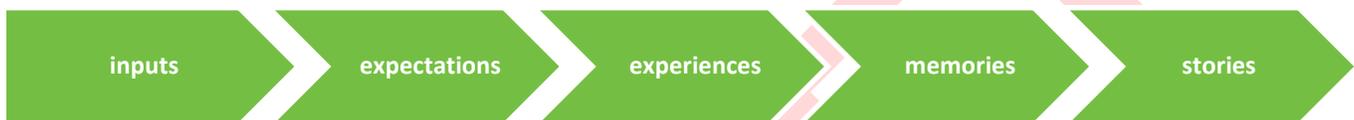
Thus, the examination, measurement, and designing of programs from the perspective of cultural vitality lead us to think about the whole. Rather than actions taken from an isolated or specialized perspective, we will contemplate the many facets of any decision. There are many direct and indirect connections. The Community Cultural Plan, and the city’s strategies, will be successful when enhancing the full spectrum of cultural vitality. The vision of transforming Boulder into a capital of creativity can only be accomplished with this approach to breadth and depth.

³⁵ Jackson, Maria Rosario et. al., *Cultural Vitality in Communities: Interpretation and Indicators*, (12-14, The Urban Institute, 2006)

Creative Identity

There are several creative capitals. We think of New York, Chicago, L.A.: big cities that provide the inescapable gravity of cultural activity. Yet we also think of Taos, Marfa, and Ann Arbor. The spectrum and variety of cities that are centers of cultural leadership are diverse. Among the components of a creative capital we could measure in all these places is the way their identity impacts the decisions they make.

Identity for a city is an extension of the city's personality. This might be perceived as "brand", but it is much more as well. In one sense, the identity of a city is a process by which an individual comes to know Boulder. This process contains five steps:



An individual comes to hear about Boulder through inputs. They have heard Boulder casually mentioned on the news as the location of a Federal agency, or featured in a television show as the backdrop for a story. Someone tells them about the great time they had there, or when they passed through in the Sixties. From these inputs, a set of expectations is established. Boulder is a place for natural beauty, innovative science and technology, or healthy living. Next they directly experience Boulder by visiting or working in the city. The expectations are confirmed or refuted. Their memories of time in the city come next. Will these memories be extraordinary and inspiring? The stories they tell others contribute to how Boulder's identity is perpetuated.

Identity also has an internal aspect; the people who live in Boulder also are impacted by the identity. Though the sequence of building this identity may be more fluid, the components are the same. Inputs include community conversations, the local media, and government speech. The experience may be more developed, adding neighborhoods, schools, and churches to the restaurants and cultural destinations. The stories they tell are more personal, emotional, and impactful.

To achieve the vision, we all can contribute to each step in the process of building identity. This is not to say that we all will speak with one voice; the vocal diversity of our opinions is a positive part of our identity.

Vibrant Environment

(This section will be addressed in the final draft.)

DRAFT

APPENDIX NINE: CONNECTIONS TO THE CITY OF BOULDER SUSTAINABILITY FRAMEWORK

(This section will be addressed in the final draft.)

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APPENDIX TEN: STATE ARTS AGENCY FACT SHEET

Note: this document contains the “advantages” of operational support as referenced above.

State Arts Agency Fact Sheet

GENERAL OPERATING SUPPORT

General operating support (GOS) grants are a mechanism for providing flexible, unrestricted funds to grantees. Rather than funding a particular project, these grants provide support to the organization as a whole and can be used for either programming or administration. State arts agencies are an important source of GOS, which is not available from the National Endowment for the Arts and which many foundations and corporate funders do not offer. State arts agencies play an important role in making flexible dollars accessible to many different kinds of organizations, including small, rural and community based groups.

GOS is a popular form of support among grantees and offers a variety of advantages to both the grant maker and the recipient:

- GOS grants maintain the autonomy of grantees, allowing them to allocate the dollars to their most pressing needs.
- GOS awards tend to be more predictable over time, which helps organizations maintain continuity of services to their communities.
- Because GOS funds are flexible, grantees can use the funds in more opportunistic or entrepreneurial ways than project-restricted funds often allow.
- Grants for GOS come with stringent accountability and management requirements that incentivize and perpetuate good business practices among arts organizations.
- Because the grantee—not the grant maker—ultimately defines the activities for which GOS funds are used, this funding mechanism can reduce “mission drift” among grantees and can help to curtail the proliferation of programs designed solely to appeal to funders.
- GOS awards strengthen the nonprofit arts infrastructure within a state and deepen working relationships between funders and core grantees.

GOS dollars awarded:	\$81,410,925
Share of all SAA grant dollars:	37%
Median grant size:	\$6,761
Number of GOS grants awarded:	4,711
Share of all grants:	23%
Number of communities receiving a GOS grant:	1,499

Grant funding: State arts agencies invest more than \$81 million in organizations through operating support grants. As a portion of all state arts agency grants, these grants have held steady, making up about a quarter of all grants and more than a third of total grant funds.

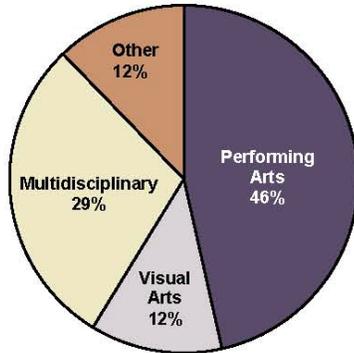
GOS grants tend to be larger in size than awards designed to support particular projects. In fiscal year 2013, the median size of state arts agencies' GOS awards was \$6,761. By comparison, the median size of other types of project-oriented grants was \$2,817.

State Arts Agency GOS Grants
Fiscal Years 2004-2013

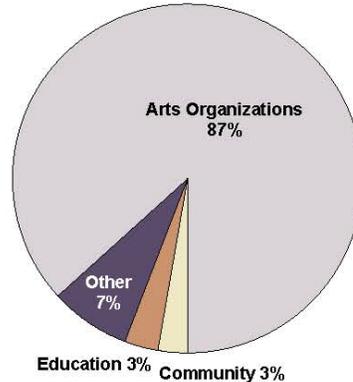
Fiscal Year	Number of Grants	Percent of SAA Grants	Grant Dollars	Percent of SAA Grant Dollars
2004	4,624	19%	\$88,611,323	39%
2005	4,464	18%	\$91,872,980	37%
2006	4,701	18%	\$96,489,783	36%
2007	4,543	19%	\$99,675,015	35%
2008	4,960	20%	\$107,815,907	39%
2009	4,973	22%	\$97,996,336	39%
2010	4,887	22%	\$85,383,290	37%
2011	4,990	23%	\$82,546,811	38%
2012	5,147	25%	\$83,218,390	39%
2013	4,711	23%	\$81,410,925	37%

National Assembly of State Arts Agencies
February 2015

**State Arts Agency GOS Grants
FY2013**
By Artistic Discipline



**State Arts Agency GOS Grants
FY2013**
By Recipient Type



Other artistic disciplines include media arts, interdisciplinary and design. Community recipients include media, parks and recreation, and social service organizations. Education recipients include arts programs within higher education institutions. Other recipients include non-arts museums, historical societies and humanities councils. Figures represent data from fiscal year 2013 or the most recent information available. Statistics reflect only grants awarded; they do not reflect other state arts agency programs and services.

Many state arts agencies offer GOS funding on a multiyear basis. Funding organizations over a longer period of time provides a more stable source of income, streamlines grants administration for the state arts agency and reduces the reporting burden for grantees. To qualify for operating support, most state arts agencies require applicants to have a long funding history and very favorable panel reviews. For organizations seeking operating support for the first time, many state arts agencies offer entry points through separate programs geared to meet the needs of new applicants.

Capacity building and technical assistance: In addition to funding, state arts agencies offer a wide variety of services that strengthen the capacity of nonprofit arts organizations. Many state arts agencies offer targeted training and technical assistance for new, emerging and small arts organizations, addressing issues unique to these types of groups. State arts agencies offer consultation and training to address specific areas of concern, such as financial health, leadership development and long-range planning. Some state arts agencies also offer tools to help organizations self-assess their institutional strengths and weaknesses.

Networking and peer learning: State arts agencies convene constituents in a variety of ways to facilitate learning and collaboration. These convenings include statewide conferences, where the entire arts community gathers for networking and learning from peers and outside experts. State arts agencies offer smaller gatherings for groups of constituents focused on specific topics, as well as site visits where peers offer guidance and advice for a single organization. In recent years, state arts agencies have taken advantage of new technologies and held some convenings on-line, allowing for greater accessibility and a wider range of learning experiences.

National Assembly of State Arts Agencies

The National Assembly of State Arts Agencies (NASAA) represents the nation's state and jurisdictional arts agencies and serves as a clearinghouse for data and research about public funding and the arts. This report draws on data from state arts agencies' final descriptive reports of grant-making activity submitted annually to the National Endowment for the Arts (NEA) and NASAA. NASAA's collection of grant-making statistics is supported in part through a cooperative agreement with the NEA. For more information on the work of state arts agencies, call 202-347-6352, email nasaa@nasaa-arts.org or visit www.nasaa-arts.org.

National Assembly of
State Arts Agencies
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APPENDIX ELEVEN: NETWORK OF DATA and REFERENCES

In addition to the resources that appear as appendices, below are links to documents or information referenced in the Community Cultural Plan.

- City of Boulder Sign Code: <https://bouldercolorado.gov/plan-develop/sign-code>.
- City of Boulder Civic Area Vision and Master Plans: <https://bouldercolorado.gov/civic-area>.
- City of Boulder Office of Economic Vitality: <https://bouldercolorado.gov/business/economic-vitality>
- “Purposes of a Creative District” *Colorado Creative Industries Creative District Program at a Glance* <http://www.coloradocreativeindustries.org/communities/colorado-creative-districts/about-creative-districts> (State of Colorado Office of Economic Development: Colorado Creative Industries, 9/1/2015)
- Knight Soul of the Community Study <http://knightfoundation.org/sotc/> (Knight Foundation, 2010)
- *Living Wage Index for Boulder County* <http://livingwage.mit.edu/counties/08013> (Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, 2015)
- The Dairy Center Honors <https://tickets.thedairy.org/Online/Honors> (9/1/2015)
- *Cultural Vitality in Communities: Interpretation and Indicators* by Maria Rosario Jackson, et al. (<http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311392-Cultural-Vitality-in-Communities-Interpretation-and-Indicators.PDF>, The Urban Institute, 9/1/2015)
- Sperling’s Cost of Living Index for Boulder, Colorado http://www.bestplaces.net/cost_of_living/city/colorado/boulder (9/2/2015)
- *Boulder County Trends Report* Community Foundation of Boulder <http://www.commfound.org/trendsmagazine> (9/3/2015)

Below are links to the network of data which describe Boulder’s culture. These are studies and researches that, though not directly related to the content of the Community Cultural Plan, are none-

the-less critical to understanding the broad context in which the issues of culture and the creative economy are best understood.

- CBCA Study (link and citation needed)
- AFTA Study (link and citation needed)
- Boulder County Comprehensive Plan (link and citation needed)
- *Economic Impact of Tourism* Boulder Convention and Visitors Bureau
<http://www.bouldercoloradousa.com/includes/content/images/media/docs/2014-RRC-Tourism-Economic-Impcat-Visitor-numbers-2013.pdf> (March 2014)

DRAFT



**CITY OF BOULDER
PLANNING BOARD INFORMATION ITEM**

TO: Planning Board

FROM: David Driskell, Executive Director, Planning Housing + Sustainability
Kara Mertz, Local Environmental Action Project Manager
Jamie Harkins, Sustainability Coordinator

DATE: October 22, 2015

SUBJECT: Information Item: Zero Waste Strategic Plan

PURPOSE

The City of Boulder has a goal of becoming a Zero Waste community, which in practical terms means 85 percent of the materials discarded in Boulder would be reused, recycled, or composted and only 15 percent would be buried in landfills.

The purpose of this memo is to provide the Planning Board information on the Zero Waste Strategic Plan (ZWSP), a draft of which City Council reviewed in February 2015. This memo provides updates on the community's zero waste progress to date and reviews the goals, objectives and strategies that make up the ZWSP. City Council is tentatively scheduled to receive and accept this strategic plan on November 10, 2015.

BACKGROUND

The City of Boulder's [Master Plan for Waste Reduction](#) was completed and accepted by City Council in February 2006 along with a [Zero Waste Resolution](#). This plan contained a goal of 85 percent waste diversion by 2017. The process to update the plan began in 2011, but the process was put on hold to dedicate staff resources to the Disposable Bag Fee ordinance development and implementation and completion of construction for Phase I of 6400 Arapahoe.

Work on the strategic plan resumed in late 2012 with the hiring of Kessler Consulting, Inc., with LBA Associates, to conduct a Zero Waste Program Evaluation study. The study evaluated current waste diversion facilities, programs and policies and identified potential alternatives for achieving the community's zero waste goals. A waste task force helped define the scope, strategies, and criteria in the study. The waste task force consisted of industry experts, community leaders and interested organizations including Boulder County, Eco-Cycle, Western Disposal, Boulder County Public Health (zero waste business advisors), the Center for Resource Conservation, the Boulder Area Rental Housing Association, the University of Colorado and more.

The results of the study were presented to City Council in [Feb. 2014](#), at a study session on July

29, 2014 and at a council meeting on February 17. At these meetings, council weighed in on the ZWSP format, goal areas and priority initiatives. The feedback received from council included the following:

- Waste diversion is very important, especially as it tracks very closely with greenhouse gas reductions
- Toxicity reduction should stand on its own and not be set against the other goals
- Re-use activities and source reduction should be prioritized over recycling or composting
- Requirements for commercial recycling and composting and composting at multi-family complexes should be prioritized
- Single-family residential strategies are a lower priority than the commercial strategies
- Recycling and composting need to be made more convenient and accessible in multi-family complexes
- Cost-effectiveness should be the primary consideration in facility investment
- The entire property at 6400 Arapahoe should be kept open for zero waste activities and other entities besides ReSource and Eco-Cycle should be allowed to locate there; especially those that can highlight innovation in the zero waste arena
- The city should not invest in a construction and demolition (C&D) facility

In addition, council requested staff pursue Universal Zero Waste Requirements that were adopted by ordinance on June 16. The requirements include provisions that:

- All property owners must provide adequate trash, recycling and composting service to their tenants and occupants;
- All businesses must separate recyclables and compostables from the trash; providing properly placed containers and signage to facilitate the collection of recyclables and compostables;
- All special events in Boulder must provide both recycling and composting collection;
- The “six-day review” special trash collection period for student move-in must begin to also include a requirement for twice per week recycling collection; and
- All recyclable materials must be directed to the Boulder County Recycling Center, with a provision allowing the City Manager to set conditions under which clean, pre-sorted paper may be sold elsewhere.

Current progress toward the existing goal of 85 percent waste diversion is presented in the table below.

Diversion Rates		
	<u>2004</u>	<u>2014</u>
Single-Family Residential	48%	58%
Multi-Family Residential	14%	20%
Commercial and Industrial	25%	28%
Community Wide	30%	34%

ZERO WASTE STRATEGIC PLAN

The ZWSP is designed to be a guiding document that provides an overarching framework to prioritize future zero waste investment options and assist council and staff decision-making. In addition to the written plan, the content will also be accessible by the community as part of a new “zero waste portal” on the city website (www.ZeroWasteBoulder.com) that will go live during

the second week of October. The new Web portal will help the community understand the progress that has been made towards the goals, what strategies the city is currently pursuing and how they can get involved. Attached to the ZWSP is an Action Plan that describes the next two to three years of significant work plan items and initiatives to be pursued, which will be updated annually to reflect any changes or additions. The main components of the plan include:

- Outline of roles for the city and its community partners
- Zero Waste Goals and Performance Metrics
- Trash Tax Guiding Investment Principles
- Evaluation Criteria for Future Initiatives

Key Components of the Strategic Plan

Roles

The ZWSP includes an outline of roles developed with the city's primary waste reduction partners. While not intended to be an exclusive or static list, this explanation will assist in guiding and prioritizing the efforts the city should pursue in years to come.

Goals and Performance Metrics

The ZWSP expands upon the original 2006 goal of 85 percent waste diversion in recognition that the percentage of waste diverted from the landfill, on its own, provides an insufficient picture of the waste reduction efforts of the community. Additional goals related to source reduction, climate, and participation are included in the plan. While the goals are not prioritized, as they are all critical in achieving a zero waste community, the desire to prioritize source reduction efforts, or reducing waste before it is created, is reflected in the Guiding Investment Principles.

Waste Diversion Goal

- **85% Waste Diversion in each sector by 2025** (Residential single-family, Residential multi-family, and Commercial)

Source Reduction Goal

- **Measure per capita total waste generation** (Trash, recycling and compost) **and work to decrease this over time.**

Climate Change Goal

- **Measure greenhouse gas (GHG) emissions from waste disposal to the greatest extent possible and implement strategies to reduce GHG emissions from waste.**

Participation Goal

- **Maximize the number and diversity of individual participants in zero waste services and programs.**

Guiding Investment Principles

The guiding investment principles focus on providing convenient programs and services that reduce waste but are not initially viable for the private sector to provide. Once a new program or facility investment is determined to help achieve one or more of the plan's goals and there is sufficient funding to support the investment, it will be evaluated according to the investment principles and given a score for how many principles it aligns with.

Evaluation Criteria

New initiatives that meet at least one investment principle will also be evaluated qualitatively and quantitatively according to the evaluation criteria in the plan. When evaluating the quantitative criteria these ratings will be based on estimated tons (of waste diverted or greenhouse gases avoided) or estimated increases in participation.

The final and perhaps most important piece of the criteria evaluation is a measure of cost effectiveness. Depending on the focus of the new initiative (i.e. increasing diversion, participation, etc.) the cost for the city to implement and sustain it will be divided by the relevant quantitative measure. This will provide an estimated cost per ton of material or per additional participant that the initiative will achieve. If a new initiative also has an associated cost to the user, those costs will also be considered.

Action Plan

Intended to dovetail with the short-term action plans of our community partners, the city's action plan covers the next two to three years of significant work plan items that will move us closer to the goals outlined in the Zero Waste Strategic Plan. This plan will be updated annually to reflect any changes or additions in strategies and investments. The 2015 Action Plan includes:

- Requirements for commercial recycling and compost collection
- Requirement for multifamily compost collection
- Robust business zero waste advising services to aid compliance with new requirements
- Further develop multifamily housing zero waste advising program

The city's zero waste partners will also be providing their action plans to append to the final ZWSP so that the community has a complete picture of what zero waste services, programs, and other initiatives are being pursued.

ATTACHMENTS

A: [Zero Waste Strategic Plan and Action Plan](#)

**City of Boulder
Zero Waste Strategic Plan**

October 2015

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Section 1: Introduction

Waste reduction has long been a community value in the City of Boulder, and since the adoption of a Zero Waste Resolution and the Master Plan for Waste Reduction by City Council in 2006, the city has worked to create the programs, services and facilities needed to reach the plan's goal of 85 percent waste diversion, a milestone recognized internationally to define a zero waste community. Many of these initiatives have been implemented and continue to be improved and expanded, including new facilities, advising programs, financial incentives and regulations. The city is fortunate to collaborate with a network of private, public and nonprofit partners in the community to collectively work towards becoming a zero waste Boulder. The process for updating this plan, renamed the Zero Waste Strategic Plan (ZWSP), provides an opportunity to re-evaluate the priorities, goals and initiatives Boulder can use to reduce waste generation and increase diversion across all sectors of the community.

How the Zero Waste Strategic Plan Will Be Used

Recognizing that the city does not have control of waste hauling and that Boulder relies on a strong network of nonprofit, for-profit, governmental and community partnerships to invest resources in the success of our zero waste systems, the Master Plan for Waste Reduction has transitioned to a Zero Waste Strategic Plan. This new strategic plan is designed to be a living document, and will set an overarching framework for reaching its goals but remain flexible to respond to changing community needs, opportunities and partner actions. The guiding principles in the plan will assist with prioritizing different trash tax investment options. The plan includes an Action Plan outlining which initiatives the city will pursue in the near-term based on current progress and immediate opportunities.

History

Recycling and waste reduction are interwoven into the fabric of what makes Boulder, Boulder. Beginning in 1976, when a group of Eco-Cycle volunteers began collecting recyclable materials from neighborhoods in old, yellow school buses, Boulder was one of the first communities in the country to have curbside recycling. In 1989, the city instituted the trash tax and took over the recycling program, expanding it to include city-wide curbside collection in a partnership between the city, Eco-Cycle, Western Disposal and the Boulder Energy Conservation Center (now, Center for Resource Conservation). In 1992, 1995, and in 2001, the city expanded the types of recyclable materials collected. In 2001, the city also transformed the municipally contracted, curbside program into a regulated, private sector industry, allowing the existing trash tax funding to be used to expand into commercial recycling and hard-to-recycle materials collection services.

When surveyed, residents consistently report recycling to be one of Boulder's signature programs, and repeatedly ask for increased recycling opportunities. Since 2010, the free zero waste assistance delivered through PACE (Partners for a Clean Environment) has provided services to more than 600 businesses. Surveys and meetings with business groups have also shown that most business leaders agree that recycling is a core value in Boulder and that their customers and employees demand the service.

Planning Framework

This plan fits under the policy umbrella of the Boulder Valley Comprehensive Plan (BVCP) and implements the broader community vision contained in the BVCP for the area of Environment, specifically subsections 4.33 through 4.44, Protect Natural Resources: Resource Conservation. It is also created within the context of the Sustainability Framework, a tool used to ensure that departmental plans align with and advance the goals and priorities of City Council and the

community. The categories of the Sustainability Framework are built upon the BVCP and the city's Priority Based Budgeting approach. The framework is comprised of seven categories:



Safe Community – When the City of Boulder enforces the law; plans for and provides timely and effective response to emergencies and natural disasters; fosters a climate of safety; encourages shared responsibility; and fosters an environment that is welcoming and inclusive, *then it will be a Safe Community.*

Healthy and Socially Thriving Community – When the City of Boulder cultivates a wide-range of cultural, educational and social opportunities; supports the physical and mental well-being of its community members; fosters inclusion, embraces diversity and respects human rights; and enhances multi-generational community engagement, *then it will be a Healthy and Socially Thriving Community.*

Livable Community – When the City of Boulder promotes and sustains a safe, clean and attractive city; facilitates diverse housing options; provides safe and well-maintained public infrastructure; provides adequate and appropriate regulation of public/private development and resources; encourages sustainable development supported by reliable and affordable city services; and supports and enhances neighborhood livability for all community members, *then it will be a Livable Community.*

Accessible and Connected Community – When the City of Boulder offers a variety of accessible and sustainable mobility options; plans and maintains effective infrastructure networks; supports strong regional multimodal connections; provides open access to information, encourages innovation, enhances communication and promotes community engagement; and supports a balanced transportation system that reflects effective land use and reduces congestion, *then it will be an Accessible and Connected Community.*

Environmentally Sustainable Community – When the City of Boulder supports and sustains natural resource and energy conservation; promotes and regulates an ecologically balanced community; and mitigates threats to the environment, *then it will be an Environmentally Sustainable Community.*

Economically Vital Community – When the City of Boulder supports an environment for creativity and innovation; promotes a qualified and diversified work force; fosters regional and public/private collaboration with key organizations; and invests in infrastructure and amenities that attract and retain

diverse businesses and entrepreneurs, *then it will be an Economically Vital Community.*

Good Governance – When the City of Boulder models stewardship of the city’s financial, human, information and physical assets; supports strategic decision making; enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service; supports, develops and enhances relationships between the city and community/regional partners; and provides assurance of regulatory and policy compliance, *then it will have provided Good Governance.*

The ZWSP exists to promote an environmentally sustainable community, encouraging the prevention of waste and the recycling/composting of materials to ensure the efficient use of resources and reduce pollution. Additionally, Boulder’s unique zero waste landscape, which relies heavily on fostering partnerships, supports organizations that contribute to the economic vitality of the community.

The strategies that will be needed to reach the zero waste goals of this plan will further good governance and address many of the other categories as well. The attached Action Plan identifies which Sustainability Framework categories each initiative promotes.

Section 2: Current Progress and Getting to Zero Waste

Despite the progress since the original 2006 Master Plan for Waste Reduction, community-wide waste diversion, which includes single-family residential, multi-family residential and commercial properties, rose modestly from 30 to 33 percent in the nine years between 2004 and 2013. Gains have been made in the residential sector’s diversion rates; however, the percentage of Boulder’s waste stream generated by the commercial sector has increased significantly while the corresponding diversion rate has remained stagnant. This has contributed to keeping Boulder’s community-wide diversion rate relatively low.

Diversion Rates		
	<u>2004</u>	<u>2014</u>
Single-Family Residential	48%	58%
Multi-Family Residential	14%	20%
Commercial and Industrial	25%	28%
Community Wide	30%	34%

Getting to Zero Waste

When the city’s Zero Waste Resolution was passed in 2006, it included the following specific reasons why Boulder should strive to be a zero waste community, including:

- the disposal of materials in facilities such as landfills and incinerators wastes natural resources, wrongly transfers liabilities to future generations, and has the potential to cause damage to human health;
- avoiding the creation of waste materials in the first place is the most economically efficient and environmentally sustainability resource management strategy; and
- a resource-based economy will create and sustain more productive and meaningful jobs than a disposal-based economy.

The Resolution also began to outline the city’s role in achieving this zero waste vision, stating that “government can be ultimately responsible for establishing criteria needed to eliminate waste, for creating the economic and regulatory environment in which to achieve it, and for leading by example”. Inherent in this description is the reality that the city cannot work alone, and that only through collaboration with its private, nonprofit and public sector partners can the entire community achieve zero waste. One aim of this plan is to further define the appropriate roles for the city and its partners given the current infrastructure and regulatory environment present which will guide trash tax investment decisions in the future.

One of the city’s partners, Eco-Cycle, developed a *Bridge Strategy to a Zero Waste Community*, which details the path a community can take to achieve the zero waste milestone. At its core, the strategy has three phases:

- **Phase One: ACCESS** – develop infrastructure and provide access to recycling services across all sectors.
- **Phase Two: PARTICIPATION** – build participation in a source separation society and target hard-to-recycle material streams.
- **Phase Three: ZERO WASTE** – reduce per-capita discard generation and phase “waste” items out of the community.

In parallel with this strategy, Boulder has already done significant work developing the infrastructure and access needed for all residents, businesses, employees and visitors to properly separate most of their waste materials. This list below of basic facilities needed builds upon the facilities in Eco-Cycle’s strategy and includes eight facilities that Boulder needs:

BASIC FACILITY NEEDS	
• Materials Recovery Facility for Recycling	√
• Composting Facility	√
• Center for Hard-to-Recycle Materials (CHaRM)	√
• Deconstruction Reuse Facility	√
• Construction and Demolition Debris Recycling Facility	
• Creative Reuse Center	
• Zero Waste Transfer Station for Residue (for “whatever’s left”)	

Boulder is fortunate to have in place four of these seven facilities; however work needs to be done to provide universal access to them and to ensure a high level of participation in their services. The city continues to build participation through education, services, incentives and regulations. Future trash tax investments in new programs, services and facilities guided by this plan will work to build that participation to new heights and to improve source reduction efforts, reducing per-capita waste generation to create a more efficient society.

This is how Boulder will get to zero waste. While not all of the solutions to every part of the waste stream exist today, focusing on the trajectory of maximizing participation at every level and reducing the use of materials designed for the landfill will allow the community to reach the goals of this plan.

VISION

It is the city’s vision that Boulder is a place where residents, business owners, employees and visitors are empowered and take personal action to generate zero waste. It is a place where all are informed on how to play their part in achieving the goals of the Zero Waste Strategic Plan. The community will minimize the creation of all types of waste through conscious consumption choices and reuse opportunities, and will be able to divert waste materials that are produced to the appropriate recycling, compost or reuse services.

In recognition that a large part of enabling personal action is knowledge of how each person can contribute to achieving these goals, this ZWSP has an accompanying website at www.ZeroWasteBoulder.com that will be updated consistently and aims to condense and summarize all the information the community needs to achieve the vision.

Existing Programs

[This content will be a sidebar/call-out box in the section above]

The city currently sponsors a variety of waste reduction programs and incentives with Trash Tax revenues that drive materials to existing facilities. These include the following (and more information about each can be found at www.ZeroWasteBoulder.com):

• Yard Waste Drop-Off Center at Western Disposal
• Wood Waste Drop-Off Center at Western Disposal
• Green Teams – Student-to-student outreach in off campus residential neighborhoods
• Boulder Valley School District Educational Programs
• Extra corrugated cardboard collection on University Hill during August move-in time period
• Sponsorship of Eco-Cycle Times, Holiday Guides and other educational materials
• Business Start-up Rebate for towards interior bins, compostable bags, signage, etc.
• Property Manager Rolling Grant Program to offset cost of expanding enclosures
• Free one-on-one business advising program through PACE (Partners for a Clean Environment)
• Custom zero waste signs for inside businesses
• Multi-family housing recycling and composting advising program
• \$250 Zero Waste Special Event Rebate

Section 3: City and Partner Roles

In contrast to communities with municipal control over waste hauling, state mandates or high landfill tip fees that encourage zero waste investments, Boulder relies on a strong network of nonprofit, for-profit, governmental and community partnerships to invest resources in the success of our zero waste systems. In this dynamic environment, the City of Boulder has a role to: facilitate a community vision around zero waste; “set the rules” so everyone can play on an even

field; and work with each community partner to collaboratively build facilities and deliver strategic programs and services.

Due to this unique zero waste landscape in Boulder, this plan aims to clarify the roles of both the City and its partners in moving towards the community's zero waste goals. The process of developing this plan included conversations with many partners to define the roles outlined below. While not intended to be an exclusive or static list, this explanation will assist in guiding and prioritizing the efforts the city should pursue in years to come. It is important to recognize that these individual roles are only effective when they are taken together and many organizations are working toward a common vision. For example, the City could develop an ordinance designed to level the playing field between private companies, but it may go nowhere unless community members are willing to add their expertise to inform ordinance options; advocates can inform and organize the community; regional facilities can adapt operations if necessary to respond to the proposed regulation; and community members can participate in the resulting zero waste programs and services. It is with this in mind that the following guidance was developed.

Roles of the City of Boulder:

- Council and staff development and support for state and federal legislation
- Support regional and statewide efforts in areas such as product stewardship, locally generated compost, toxics reduction and other forms of market development and waste prevention
- Collaborate on planning efforts to craft a community-wide vision for zero waste; set goals; plan local facilities, programs and services
- Collaborate with other partners to create educational messages and materials that help inform and empower community members to reach toward zero waste
- Own and manage leases and operating agreements with the Center for Resource Conservation (CRC) for ReSource and Eco-Cycle for the Center for Hard-to-Recycle Materials at 6400 Arapahoe
- Develop and manage city programs and services, including yard waste and wood waste drop-off facilities, and provide financial incentives when needed and appropriate
- Ensure zero waste policies, programs and services “protect the common good” and conform to state and federal laws and regulations, and promote the health, safety, and welfare of the residents of Boulder
- Develop and implement regulation, associated enforcement and land use approvals within the City of Boulder
- Provide financial support and contracts for critical infrastructure/facilities¹
 - If the private sector cannot independently fund
 - To ensure longevity of facilities
 - To ensure equitable access to facilities
 - To serve current and near-term City/Boulder community needs¹
- Support the Partners for a Clean Environment service providing zero waste advising services, recognition, and certification of performance to City of Boulder businesses
- Create and manage community working groups/task forces when needed
- Pursue City Council motions, actions, recognition when needed/appropriate

¹ The City may invest in a facility that ultimately serves the entire region if Boulder's needs are more immediate than the rest of the county. Conversely, if the need for processing capacity is more heavily weighted in the rest of Boulder County or is more equitably distributed across the county, Boulder County or other communities should take the lead in facility investment and contracting.

- Serve as a member of regional committees for infrastructure planning; standardized reporting; education and outreach; etc.
- Provide expertise on zero waste issues, education, opportunities, and services by participating in working groups and on advisory boards; participate in Resource Conservation Advisory Board discussions and subcommittees for regional policy discussions, zero waste facility planning and feedback to the Board of County Commissioners on the operations of the Boulder County Recycling Center

Roles of Boulder County:

- Commissioner and staff development and support for state and federal legislation
- Support regional and statewide efforts in product stewardship, cooperative purchasing of recycled-content materials and locally generated compost, toxics reduction, and other forms of market development and waste prevention
- County-wide leadership through the intergovernmental Resource Conservation Advisory Board (RCAB), and other community partnership building activities, to:
 - Promote resource conservation, zero waste and a healthy environment through policy change recommendations, regional planning, goal setting, educational outreach and advisory services, providing grant funding, development and management of facilities and programs, and standardized reporting.
 - Foster regional agreements to formalize commitments and activities--initially on zero waste education and outreach--using guiding principles to standardize messaging, facilitate cost sharing, and to better define the roles of county, municipal, nonprofit and for-profit partners.
- Manage regional facilities, programs and services, including owning and managing the Boulder County Recycling Center, the Hazardous Materials Management Facility and public drop-off recycling centers, waste transfer stations, yard waste and wood waste drop-off facilities and construction and demolition (C&D) drop-off facilities.
- Provide financial support and contracts for critical infrastructure/facilities
- Regulate deconstruction waste diversion, hauling of waste, recyclables, etc. in unincorporated Boulder County
- Ensure that zero waste policies, programs and practices conform to state and federal laws and regulations, and promote the health, safety, and welfare of the residents of Boulder County
- Support the Partners for a Clean Environment service providing zero waste advising services, recognition, and certification of performance to Boulder County businesses in partnership with municipalities and potentially other entities
- Provide expertise on zero waste issues, education, opportunities, and services by participating in working groups and on advisory boards.

Roles of other Community Zero Waste Partners:

- Help galvanize the community around the vision of Zero Waste Boulder
- Educate and communicate to partner's customers/members
- Community organizing
- Research on national and international best practices
- Private investment in facilities or services
- Test services/material recovery prior to full-scale implementation
- Operate "waste exchanges" where proprietary information must be protected (thus inappropriate for the city or county to hold as public record)
- Operator for publicly-sponsored or privately-held facilities or services

- Volunteer mobilization
- Social media pushes and other community education requiring quick turnaround
- Advocacy to represent desires of community members
- Tracking and reporting (measurement and verification) for partner organizations' own activities

Nonprofit

- Investments that can be supported by grants or cross-subsidized by organization's commercial strategies ("social enterprise")
- Focus on "how to change the world"
- Partner with the city to "protect the common good"
- Fee-based services

For-profit

- Investments with payback potential
- Facility capital improvements
- Fee-based services

Community members

- Expertise to inform government-sponsored initiatives
- Feedback to government on proposed programs, services and regulations
- Collaborative program development and partner in entrepreneurial initiatives
- Participation in zero waste services
- Customers for zero waste services and facilities

Section 4: Goals and Performance Metrics

This ZWSP expands upon the original 2006 goal of 85% waste diversion in recognition that the percentage of waste diverted from the landfill, on its own, provides an insufficient picture of the waste reduction efforts of the community. Additional goals related to source reduction, climate, and participation are included in this plan as a result of input received throughout the update process regarding community priorities.

Waste Diversion

The percentage of waste diversion is calculated by taking the weight of total materials recycled and composted and dividing this by the weight of the total discarded materials (total recycled, composted, and landfilled). In 2006 City Council adopted a goal of 85% waste diversion, which is the internationally accepted diversion rate for a zero waste community, in recognition that currently there are materials in the waste stream that cannot yet be recycled, composted, or otherwise repurposed. The new target date to achieve this level of waste diversion is 2025. Each sector of the Boulder community, including single-family residential, multi-family residential, and commercial should each achieve 85% waste diversion.

- **GOAL: 85% WASTE DIVERSION IN EACH SECTOR BY 2025 (RESIDENTIAL SINGLE-FAMILY, RESIDENTIAL MULTI-FAMILY, AND COMMERCIAL)**
- **PERFORMANCE METRIC: WASTE DIVERSION BY SECTOR (REPORTED ANNUALLY)**

Source Reduction

While much of the city's focus since the acceptance of the original master plan has been on recycling and compost services and infrastructure, this ZWSP has an increased focus on reducing waste at its source. This priority is aligned with the EPA's waste hierarchy, which ranks the most environmentally sound strategies for municipal solid waste. This hierarchy emphasizes source reduction and reuse as the most preferred approach.



Source reduction goals are commonly measured by calculating the total waste material generation per capita (including all discarded materials that are thrown in the trash, recycled and composted). According to EPA data, the average American generated 4.38 pounds of total waste per day in 2012, and recycled or composted 1.51 pounds of those materials. The city will begin to measure this metric annually. It will be based on the required reports of the waste haulers operating in the city and the city will prioritize initiatives that reduce this number.

- **GOAL: MEASURE PER CAPITA TOTAL WASTE GENERATION (TRASH, RECYCLING AND COMPOST) AND WORK TO DECREASE THIS OVER TIME**
- **PERFORMANCE METRIC: POUNDS OF TOTAL WASTE PER PERSON PER DAY (REPORTED ANNUALLY)**

Climate Change

The renewal of the Climate Action Plan Tax in 2012 and the continued support of the city's Climate Commitment efforts demonstrate Boulder's recognition that the community supports the imperative of drastically reducing our greenhouse gas (GHG) emissions. City master and strategic plans that address the focus areas of the Climate Commitment are a main tool for achieving those emission reductions, and waste is one of these focus areas. Boulder's past GHG inventories did calculate emissions from the disposal of waste, but the methodology then did not take full account

of recycling and compost practices. The city's new GHG inventory, currently under development, will include improved methods to measure the GHG impacts of the transport and disposal of waste.

In addition to emissions from the disposal of waste, there is emerging recognition of the importance of measuring the GHG impacts created by the consumption choices a community makes. The city will continue to monitor the evolution of this process, as there is not yet a widely adopted methodology for incorporating consumption measures into GHG inventories.

- **GOAL: MEASURE GHG EMISSIONS FROM WASTE DISPOSAL TO THE GREATEST EXTENT POSSIBLE AND IMPLEMENT STRATEGIES TO REDUCE GHG EMISSIONS FROM WASTE.**
- **PERFORMANCE METRIC: GHG EMISSIONS GENERATED FROM WASTE DISPOSAL (REPORTED ANNUALLY)**

Participation

In addition to performance metrics above, increasing participation in Boulder's zero waste programs is also a priority. Beginning in 2010, the annual Boulder hauler reporting form included a request for the number of trash, recycling and compost customers (by service address) by sector in addition to tonnage data. In addition, while we track the number of customers using the CHaRM or ReSource, we are working with Eco-Cycle and CRC to help identify and increase the number of "unique" customers accessing those city-sponsored facilities. The city will continue to collaborate with partners to develop improved measures of participation across all programs and facilities. Initiatives will be created or adjusted with the goal of maximizing the number and diversity of individual participants in zero waste services and programs. Community-wide surveys on zero waste programs and participation will be used when possible to gauge diversity of participants.

- **GOAL: MAXIMIZE THE NUMBER AND DIVERSITY OF INDIVIDUAL PARTICIPANTS IN ZERO WASTE SERVICES AND PROGRAMS.**
- **PERFORMANCE METRIC: NUMBER OF UNIQUE PARTICIPANTS USING ZERO WASTE PROGRAMS, SERVICES AND FACILITIES (REPORTED ANNUALLY)**

Section 5: Evaluation Process

Guiding Investment Principles

This strategic plan will guide the city's annual decisions about which investments in new or expanded programs, incentives and facilities should be made by providing a clear framework to evaluate the options. Generally speaking, the basic trajectory of strategies the city implements is to begin with voluntary programs, then encourage broader participation with financial incentives, and finally moving to regulatory approaches when incentives do not create enough of the desired outcomes.

The guiding investment principles focus on providing convenient programs and services that reduce waste but are not initially viable for the private sector to provide. Programs and services are designed to be "spun off" when either the economic motivators or the desires of the program

participants have shifted sufficiently to allow the private sector to take over. Sometimes this shift requires enabling legislation so that all private sector companies are playing by the same rules.

Once a new program or facility investment is determined to help achieve one or more goals and there are sufficient trash tax funds to support the investment, it will be evaluated according to the following investment principles and given a numerical score for how many principles it aligns with:



- Preference will be given to cooperative ventures with for-profit and nonprofit organizations over sole municipal control.
- One-time funding is preferable to ongoing program support.
- Investments will be prioritized if they are “opportunistic” and take advantage of fund matches or enjoy significant community support.
- The city will avoid duplicating services where an existing community organization can either provide the service or whose existing services could be built upon.
- Investments will be prioritized if they have the ability to achieve multiple community sustainability goals in addition to the zero waste goals in this plan.
- Following the Environmental Protection Agency’s Waste Management Hierarchy, preference will be given first to source reduction or waste avoidance; then to recycling and composting; then to energy recovery for non recyclable materials; and lastly to treatment and disposal. The City will generally not invest in energy recovery facilities that use materials that would otherwise be recyclable or compostable as a feedstock.
- The City will strive to fund projects that test new and innovative waste reduction solutions, especially solutions that provide an alternative to disposing materials that are not currently recyclable or compostable or those that offer a more efficient process for recycling (or reusing) a material.
- Toxic materials are inherently non-sustainable. Any investment is encouraged that can reduce their use, whether through legislation, education or encouraging producer responsibility.
- The city can fund business plans and technical assistance to help partners determine private sector (for-profit or nonprofit) viability.

All new investments options in a given budget year will be ranked according to how well it scores against these investment principles. By ensuring that new investments meet at least one of these principles the city will fund programs, services and facilities that are consistent with its role as defined in this plan.

Evaluation Criteria

Following the initial ranking with the investment principles, new initiatives that meet at least one investment principle will also be evaluated qualitatively and quantitatively according to evaluation criteria. For each criterion the initiative will receive 3 points for a “high” rating, 2 points for a “medium” rating, and 1 point for a “low” rating. When evaluating the quantitative criteria these ratings will be based on estimated tons (of waste diverted or greenhouse gases avoided) or estimated increases in participation.

Quantitative	Rating based on:
Diversion Potential	Tons of waste that will be diverted from the landfill
Greenhouse Gas Reduction Potential	Tons of greenhouse gas emissions that will be avoided
Community Engagement	Ability to encourage broad community participation and raise awareness across diverse audiences

Qualitative	Rating based on:
Upstream Conservation	Ability to support source reduction, repair, reuse or reduced toxicity
Difficulty of Implementation	Consideration of how difficult an initiative will be to implement, taking into account staffing, funding and policy needs

The final piece of the criteria evaluation is a measure of **cost effectiveness**. Depending on the focus of the new initiative (i.e. increasing diversion, participation, etc.) the cost to implement and sustain it will be divided by the relevant quantitative measure. This will provide an estimated cost per ton of material or per additional participant that the initiative will achieve.

These four filters (goals, investment principles, evaluation criteria and cost effectiveness) and the resultant rankings will allow staff and Council to determine zero waste priority work plan items and investments.

Section 6: Issues, Challenges, and Potential Initiatives

Commercial Sector

Issues and Challenges

Based on discussions with the city’s business zero waste advisors, surveys and meetings with property owners and business leaders, it is clear that some barriers exist to implementing recycling or compost service in businesses. These barriers include:

- Businesses and multi-family property managers must initiate and pay for additional services, unlike the single-family residential sector where services can be included with trash collection service.
- Unless a business is able to reduce its level of trash service, these costs are additive.
- There is a landlord/tenant split incentive, where an owner or property management company pays the trash bills and may be unwilling to subscribe to additional services requested by businesses.

- Trash and recycling containers in common collection areas often suffer from “the tragedy of the commons,” and contamination is an issue. Many businesses report illegal dumping as a significant concern, especially if they are to be required to add recycling or compost collection service.
- There is often insufficient space for additional carts or dumpsters, especially in dense commercial districts.

Potential New Initiatives

Business Recycling Requirement – This universal recycling requirement for businesses would likely require every business to subscribe to single-stream recycling collection. Any such ordinance would need to include exemptions for extreme financial hardship and significant space constraints; an adequate phase-in period; and be paired with incentives and technical assistance. **[Universal Zero Waste Ordinance adopted June 16, 2015 and takes effect June 16, 2016.]**

Food Business Compost Collection Requirement – This universal requirement for business that serve, sell or prepare food or other compostable organic materials (florists, grow operations, landscapers) would require compost collection service. Again, specific exemptions, technical assistance and incentives should be designed to help affected businesses overcome common barriers at start-up. **[Universal Zero Waste Ordinance adopted June 16, 2015 and takes effect June 16, 2016.]**

Take-Out Packaging – This strategy would encourage voluntary use of recyclable or compostable packaging by take-out restaurants. Significant technical assistance and incentives to encourage more widespread adoption would be needed, including helping establish proper on-site collection systems for recyclable and compostable take-out packaging.

Potential Commercial Initiatives	Goals Addressed	New Diversion (tons)	New GHG Reductions (tons)
Business Recycling Requirement	Diversion Climate Participation	5,500 – 11,900	17,000 – 36,600
Food Business Compost Collection Requirement	Diversion Climate Participation	8,600 – 17,100	1,800 – 3,600
Take-Out Packaging	Diversion Climate Participation	100 – 200	< 100

Single-Family Residential Sector

Issues and Challenges

While this sector has access to curbside recycling and compost collection and diverts a higher percentage of waste than other sectors, waste sorts reveal that there are still gains to be made from the recyclable and compostable materials still present in the trash. According to previous years’ surveys and input at public meetings, the main barrier to greater diversion is persistent confusion over what materials are recyclable and compostable. Single-family residents would benefit from a more intense focus on:

- Clarity around recycling and composting guidelines
- Technical assistance to overcome barriers to food waste composting

- Facilities that accept hard-to-recycle and hazardous materials
- Reduce and reuse opportunities

Potential New Initiatives

Every Other Week Trash Collection – This strategy would decrease regular single-family trash collection to an every-other-week frequency while increasing organics or recycling collection to a weekly frequency. Any resident still wishing to subscribe to weekly trash collection could do so for an additional charge.

Homeowner Collection Service Requirement – This requirement would modify Boulder Revised Code subsection 6-3-3(b) to require all homeowners to subscribe to curbside trash collection, which is not currently mandated. This would provide an estimated 20% of the single-family residents in Boulder with curbside recycling and compost collection service. This requirement would help alleviate the problem of illegal dumping, since residential rental property owners are the only property owners required to subscribe to trash collection, they frequently report instances of illegal dumping.

Potential Single-Family Initiatives	Goals Addressed	New Diversion (tons)	New GHG Reductions (tons)
Every Other Week Trash Collection	Diversion Climate Participation	2,500 – 5,000	2,600 – 5,200
Homeowner Collection Service Requirement	Diversion Climate Participation	7,400	15,000

Multi-Family Residential Sector

Issues and Challenges

Similar to the experiences of other cities, the multi-family housing sector has the lowest diversion rate of all sectors in Boulder. This is due to barriers including the high resident turnover, inadequate recycling containers on site and limited education received by residents since many do not interact with their waste hauler. In multi-family housing complexes issues with improper recyclable and compostable materials sorting (contamination) are more common in comparison to single-family homes and property owners report a significant problem with illegal dumping. The fact that property owners or managers are often not onsite is also a barrier.

Potential New Initiatives

Multi-Family Composting – This strategy could either modify existing policy to require haulers provide compost collection to multi-family accounts in addition to recycling; or could require multi-family property owners to subscribe to recycling and composting service. This requirement should be phased in over time with significant technical assistance and should be accompanied by a review of potentially conflicting land use code requirements to accommodate a smooth transition to any new requirement.

Existing Policy Enforcement – This strategy would increase resources for enforcement of the existing recycling requirement for multi-family housing, which requires that haulers provide a volume of recycling collection equal to at least half of the volume of trash collection offered to multi-family customers.

Potential Multi-Family Initiatives	Goals Addressed	New Diversion (tons)	New GHG Reductions (tons)
Multi-Family Composting	Diversion Climate Participation	300 – 600	< 100
Existing Policy Enforcement	Diversion Climate	2,100 – 5,800	9,400

Zero Waste Facilities

While Boulder is close to having access to all of the zero waste facilities needed to achieve the plan goals, there are several remaining needs that will have to be addressed in coming years. This list below outlines possible facility needs anticipated today, however future technological developments or partnership opportunities may arise, at which time those facility investments will be evaluated according to the guiding principles in this plan.

Potential New Facility Investments

Compost Site for Commercial Organics - Currently, compostable materials collected from businesses are taken to Western Disposal’s compost facility only if that business contracts with Western as its hauler. Other haulers take commercially generated compostable materials to processing facilities that are outside of Boulder County. A city-supported compost facility, at Western or another site, could ensure capacity to serve Boulder’s zero waste needs for the long-term, ensure the gate fees are equitable for all haulers using the facility, and make the system more efficient and cost-effective while reducing transportation fuel emissions. In April 2015, A-1 Organics, in partnership with The EDF Group, a private energy firm based in France, is opening a biofuel organic materials digester in Weld County. This facility will be set up to accept compostable materials from businesses from throughout the Colorado Front Range. The digester will create two end-products - a peat moss substitute and natural gas. The facility has already signed a 20-year contract with the Sacramento Municipal Utility District and can accommodate additional compostable food waste collected from Boulder restaurants and supermarkets.

Construction and Demolition (C&D) Recycling Facility - Right now there is no facility in close proximity to Boulder that can sort and process mixed construction and demolition waste. Having this type of facility would greatly increase the diversion from construction projects.

Expanded CHaRM and ReSource - “Phase II” of development at 6400 Arapahoe, already approved through site review by City Council and Planning Board, allows for expanded capacity inside the existing leased area for CHaRM and ReSource. This development would allow each facility to accept a greater quantity and more types of materials for recycling and reuse.

Creative Reuse Center - A creative reuse center typically accepts industrial waste items that cannot be recycled and makes them available very inexpensively to the community, often artists, teachers and students for reuse. This type of facility would increase diversion, address upstream conservation and could increase community engagement and participation in other zero waste initiatives of the city.

Improvements to Boulder County Recycling Center (BCRC) - In order for the BCRC to accept a broader range of plastic packaging (including small, plastic “clamshell” food containers) and a larger quantity of commercial recyclables, the facility needs equipment upgrades.

Waste to Energy Facilities - In the broad definition of how Boulder can become a zero waste community, it would be inappropriate to ignore the possible role of facilities that could process low-grade waste into heating or vehicle fuels. In keeping with the adopted hierarchy of 1-reduce 2- reuse and 3- recycle, it would be appropriate for Boulder to fully exploit the possibility for materials to either be reused, recycled or composted before investing in waste-to-energy. However, for the last remaining waste materials that are unable to be reliably marketed for reuse or recycling, this may be a viable investment option in the future. Notwithstanding this investment priority, Boulder customers may still benefit if the private sector invests in waste-to-energy facilities (e.g., A-1 Organics food waste digester) that allow additional materials to be diverted from the landfill.

**Zero Waste Strategic Plan
2015 – 2016 ACTION PLAN
October 2015**

What is this Action Plan?

The 2015-2016 Zero Waste Strategic Plan (ZWSP) is designed to set an overarching framework for achieving the zero waste goals set within it and provide guiding investment principles and evaluation criteria to assist with the prioritization of year-to-year opportunities for investing Trash Tax revenue in new and/or expanded programs, incentives and facilities for the Boulder community. This Action Plan is designed to accompany the ZWSP and outlines the strategies the city will pursue in the coming three years based on current waste reduction needs and funding available. The Action Plan, along with community progress towards the ZWSP goals, will be updated annually.

The City of Boulder Action Plan is intended to be viewed in tandem with other community zero waste partners’ action plans. Taken together, they paint a more complete picture of the Boulder community’s zero waste facilities, services and regulations, as these are all needed to move toward the zero waste Boulder that is encapsulated by the Strategic Plan. A “Zero Waste Boulder” requires the seven basic zero waste facilities described in the plan with universal access – plus high levels of participation in services driven by programs, incentives and regulations – to bring materials to these facilities and minimize the amount of waste heading toward our neighboring counties’ landfills.

Focus of 2015-2016 Action Plan

The most recent diversion data for each sector is presented below. Despite the progress made since the original 2006 Master Plan for Waste Reduction, community-wide waste diversion has only risen modestly to 33 percent in 2013. Gains have been made in the residential sector’s diversion rates; however, the percentage of Boulder’s waste stream generated by the commercial sector has increased significantly while the corresponding diversion rate has remained stagnant. This has contributed to keeping Boulder’s community-wide diversion rate relatively low. Due to this, as well as the significant barriers faced by the commercial sector, the 2015 Action Plan primarily targets this sector along with the multifamily residential sector; and work with community partners to ensure cost-effective, universal access to facilities that can serve the Boulder community for years to come.

Diversion Rates		
	<u>2004</u>	<u>2014</u>
Single-Family Residential	48%	58%
Multi-Family Residential	14%	20%
Commercial and Industrial	25%	28%
Community Wide	30%	34%

2015-2016 Work Plan Items

- Expand multifamily housing assistance program based on findings of 2014 targeted pilot project which increased diversion at five complexes by between 4% and 16%.
 - Create a strategy for a cost-effective and efficient approach to providing zero waste education and assistance to the broader multi-family community.
 - Gather data and research the existing multi-family complexes to inform and prioritize outreach efforts.
 - Develop tiers of service to address common barriers (will be tailored to needs):
 - First tier will include a toolkit with resources, educational videos, handouts and signs for waste enclosures
 - Second tier will include toolkit alone with additional assistance, including adjustments to collection service levels, door-to-door outreach, and training for residents
 - Final tier will also include waste audits, recycling and compost containers for units, and on-going feedback to residents
 - ***Sustainability Framework categories: Livable Community, Environmentally Sustainable Community***

- Finalize Universal Zero Waste Ordinance
 - Develop City Manager’s Rule
 - Develop ordinance implementation plan
 - Develop compliance and enforcement plan, including tracking system
 - Research online self-reporting form option for compliance
 - Research ways to encourage and incentivize edible food waste donations
 - ***Sustainability Framework categories: Livable Community, Environmentally Sustainable Community, Economically Vital Community***

- Expand business assistance and advising program with multiple tiers of service:
 - Toolkit for do-it-yourself businesses to include employee training videos, free signage, list of resources; examples of good collection setups (“Tier 1” outreach)
 - “Tier 2” advising and technical assistance to inform business about the Universal Zero Waste Ordinance, help them establish internal collection systems and signage; incentives available for standardized, bulk-purchased collection bins
 - “Tier 3” zero waste advising delivered by PACE advisors focused on:
 - Food-generating businesses that need to establish compost collection service
 - Commercial leased spaces where landlord-tenant issues could introduce compliance issues
 - Businesses that choose to go beyond basic service provision and work toward achieving 70-85% waste diversion
 - ***Sustainability Framework categories: Livable Community, Environmentally Sustainable Community, Economically Vital Community***

- Update waste contracts to reflect partner roles outlined in ZWSP.
 - ***Sustainability Framework categories: Environmentally Sustainable Community, Good Governance***

- Negotiate with Western Disposal and A-1 Organics for equitable, cost-effective and convenient composting options for all area organics haulers.
 - *Sustainability Framework categories: Environmentally Sustainable Community, Good Governance*

Evaluation of 2015-2016 Strategies

Strategy	Diversion Potential* (tons/year)	Avoided Greenhouse Gas Emissions** (mtCO2e/yr)	Community Engagement	Upstream Conservation	Ease of Implementation	Cost-Effectiveness
Expanded Multifamily Housing Assistance (2,000 units)	340 tons	104 mt	2	1	3	\$128/ton diversion \$22/MF unit
Universal Zero Waste Ordinance (effective June 2016)	14,100 – 29,000 tons	4,228 – 12,056 mt	3	2	2	Implementation: \$13 - \$6/ton diversion On-going: \$1 - \$0.54/ton diversion
2015 Business Advising Program (200 Businesses)	828 tons	249 mt	2	2	3	\$92/ton diversion \$380/business
2016 Business Advising Program -Tier 3 full advising (200 businesses)	828 tons	249 mt	2	2	3	\$92/ton diversion \$380/business
2016 Business Advising Program -Tier 2 limited advising (220 Businesses)	396 tons	118 mt	2	2	3	\$140/ton diversion \$251/business

**Diversion potential for each strategy is based on assumptions around the amount of waste a business or multifamily housing unit produces and the average diversion improvement that can be expected based on prior experience or pilot studies. This calculation will get more accurate in future years with the implementation of the new RE-TRAC waste data collection system and Universal Zero Waste Ordinance tracking system currently being designed.*

***Avoided greenhouse gas emissions are calculated using the same waste reduction carbon factor used in Boulder’s community greenhouse gas inventory, which does not include consumption-based climate impacts. This calculation will get more accurate in future years with the implementation of the new RE-TRAC waste data collection system.*

Additional Future Initiatives for the Next Two to Three Years

- Continue improving business assistance and advising program in response to needs and barriers that arise.
- Assess the rate of early compliance with any commercial regulations adopted and adjust business technical assistance to bring as many businesses on board prior to compliance deadlines.
- Expand the reach of the multifamily residential assistance program.
- Expand community-wide educational efforts on available services, incentives, and facilities as well as proper recycling/composting/source reduction methods.
- Collaborate with Boulder County and other partners on developing a regional construction and demolition recycling facility.
- Perform a programming exercise to further Investigate/Analyze future uses of 6400 Arapahoe site.
 - As part of this, consider a community conversation to re-name the site
 - Analyze the potential to locate ArtParts creative reuse center on site along with expansion needs for Eco-Cycle and ReSource