

**Boulder City Council
STUDY SESSION**

**Tuesday
January 13, 2015**

**5:30-6 PM
Council Briefing
Age Well Boulder County Update**

**6-9:45 PM
Council Pre-Retreat and Financial Update**

**Council Chambers
Municipal Building
1777 Broadway**

Submit Comments to City Council
Email: [council @bouldercolorado.gov](mailto:council@bouldercolorado.gov)

or

Attention: Alisa Lewis, City Clerk
PO Box 791, Boulder, CO 80306
Fax: 303-441-4478

City Council Pre-Retreat Study Session
Tuesday, January 13, 2015
6:00 pm – 9:45 pm
(Heather Bergman facilitating)

6:00 pm – 6:15 pm

- Financial Update.....Bob

6:15 pm – 6:45 pm

- Introduce *2015 Council Action Guide* and *2014 Council “Tasks and Outcomes” Update*.....Jane

6:45 pm - 7:30 pm

- Board and Commission Feedback Discussion.....Council

7:30 pm – 9:00 pm

- Potential New Planning Work Plan Items.....David
- Discussion of Preferred Planning Work Plan Items for 2015.....Council/David/Heather

9:00 pm – 9:30 pm

- Identifying Four Action Guide Items for Discussion at the Retreat.....Council/Heather

9:30 pm – 9:45 pm

- Next Steps.....Heather

MEMORANDUM

TO: Members of City Council
FROM: Jane S. Brautigam
DATE: January 13, 2015
SUBJECT: Study Session: Pre-Retreat

In 2014, we saw significant progress on a number of important city initiatives - the acceptance of the Transportation Master Plan, the passing of three significant ballot measures, and the issuance of \$10 million in Open Space Acquisition Bonds. We accomplished this even as we continued to recover from the 2013 flood and make improvements to become a more resilient community. These milestones will benefit Boulder for generations to come.

These undertakings were successful because council provided a comprehensive vision at the beginning of 2014, and we worked diligently together to see it realized. After reviewing the 2014 *Vision and Tasks and Outcomes* graphics (Attachment B), I would like to highlight just a few of the accomplishments of which we can be particularly proud:

- Establishment of an aggressive community climate goal for 2050
- Substantial progress on the Main Library renovations and selection of Café vendor
- Completed transition plan for Day One and Beyond for operating an electric utility
- Progress with the Access Management and Parking Strategy
- Adoption of an ordinance requiring bear proof trash containers
- Establishment of smoking bans for municipal campus and areas around Boulder High School
- Support for Bridge House Ready-to-Work program and housing for chronically homeless
- Establishment of a cross-departmental team to increase communications on local food matters
- Improvements in code enforcement and safety on University Hill, including restorative justice programs
- Implementation of new, advanced energy codes for commercial buildings
- Completion of a robust collaborative 2015 budget process
- Implementation of the EDGE program (street-level intervention resource) by the Police Department
- Initiation of “Design Excellence” discussions with BDAB, Planning Board, Council and the public leading to recommendations for next steps
- Implementation of new voice and sight program for Open Space

2015 will be year where we will strengthen our commitment to community service, public engagement, fiscal responsibility and organization values. I invite you to review the attached Tasks and Outcomes Updates (Attachment C) and the Boards and Commissions feedback (Attachment D). You received the Council Action Guide (Attachment A) on December 16, but I am attaching the pdf version for your convenience. We look forward to your discussion on January 13 as council begins to set priorities for the coming year!

Attachment A – Council Action Guide

Attachment B – Vision and Tasks and Outcomes Graphics

Attachment C - Tasks and Outcomes Updates

Attachment D – Boards and Commissions Feedback

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2015 COUNCIL ACTION GUIDE (DEC. 16, 2014)

2015 Action Guide Prepared for the Boulder City Council on Dec. 16, 2014

| | | |
|---|--|--|
| <p>2015 Council Action Guide</p> <p>2015 Council Action Guide (PDF) </p> <p>2015 Work Plan </p> <p>2015 Ongoing Projects </p> <p>2015 Enhancements to Core Services </p> | <p>Department & Division Profiles</p> <p>City Attorney's Office</p> <p>City Clerk's Office</p> <p>City Manager's Office</p> <p>Communication Department</p> <p>Community Planning & Sustainability Department</p> <p>Downtown & University Hill Management Division/Parking Services</p> <p>Energy Strategy & Electric Utility Development Department</p> <p>Finance Department</p> <p>Fire-Rescue Department</p> | <p>Major Project Descriptions</p> <p>Access Management & Parking Strategy</p> <p>Boulder Junction</p> <p>Boulder Valley Comprehensive Plan - 2015 Major Update</p> <p>Capital Project Activity</p> <p>Citywide Special Events</p> <p>Civic Area Implementation</p> <p>Climate Commitment</p> <p>Community Broadband</p> <p>Community Cultural Plan</p> <p>Comprehensive Housing Strategy (Housing Boulder)</p> <p>Design Excellence</p> |
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[Vacation Rental by
Owner \(VRBO\)](#)



City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

| | Project | | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | 4 th Quarter |
|----------------------------------|--|---|---|--|--|---|
| Climate and Energy | Energy Future and Associated Projects | Council | CC: Open Access Transmission Tariff | | | |
| | | | SS: Power Supply | SS (2): Rates, Energy Services, Power Supply | Project update | Project update |
| | | | Budget update | Budget update | Budget update | Budget update |
| | | Staff Activities | Municipalization Transition Plan | Municipalization Transition Plan | Municipalization Transition Plan | Municipalization Transition Plan |
| Climate Commitment | Council | | SS: Review interim goals, targets and strategies | | | |
| | Staff Activities | Launch action plan | Energy system transformation; blue print convening | Implementation based on action plan | Implementation based on action plan | |
| Housing/Land Use Planning | Comprehensive Housing Strategy (Housing Boulder) | Council | Briefing | SS (2) | | |
| | | Staff Activities | Housing Matters launch event, engagement activities | Draft strategy development | Implementation based on adopted strategy | Implementation based on adopted strategy |
| | Sustainable Streets and Centers/ East Arapahoe | Council | SS: Direction of preferred scenario | SS : Draft plan and action plan | | |
| | | Staff Activities | Develop East Arapahoe action plan | Next Corridor - 30th St or Colorado | | |
| | Resilience | Council | SS | Direction or IP | Direction or IP | Direction or IP |
| | | Staff Activities | Develop scoping plan | Strategy analysis and development | Strategy analysis and development | Strategy analysis and development |
| | Boulder Valley Comprehensive Plan | Council | | SS | Direction or IP | Direction or IP |
| Staff Activities | | Issues identification | Strategy analysis and development | Strategy analysis and development | Strategy analysis and development | |
| Transportation | Transportation Master Plan Implementation | Council | Update and coordinate with BVCP | | Update and coordinate with BVCP | |
| | | Staff Activities | | | | |
| | Regional Travel | Council | | Briefing | | Briefing |
| | | Staff Activities | Staff and elected official activities ongoing | | | |
| | Access Management and Parking Strategy (AMPS) | Council | | SS : Review options & Update; including recommendations for TDM tool kit for new development | Council action on TDM Tool Kit for new development | Recommendations including planning code changes |
| | | | | | | SS: Review options and update |
| Staff Activities | | Ongoing work plan in 7 focus areas | Ongoing work plan | Ongoing work plan | Ongoing work plan | |
| | | Alternatives analysis and specific option development | | Specific option development/refinements | | |
| | | Joint Board workshop & public engagement | | Joint Board workshop & public engagement | | |

City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

| Project | | | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | 4 th Quarter | |
|-------------------|---|--|--|---|---|---|----|
| Civic Area | Civic Area Implementation | Council | SS: Parkland Concepts Plan | CC: Approval of Concept Plan | | | |
| | | Staff Activities | Outreach to community & partners; create delivery plan for spring, summer, fall events | Deliver spring events | Deliver summer activities and events | Review 2015 activation; compare lessons from 2014 and revise for 2016 | |
| | | | Draft of parkland concept plan options for public workshop, Boards, Council review | Board/Commission input on Concept Plan | Begin detailed design work on park improvements | Complete detailed design work for bidding | |
| | | | Develop overall site master plan concepts, begin to formulate major capital projects | Initial feasibility planning on major capital projects | Continue to develop capital projects, identify potential partners, explore financing options | Continue to develop capital projects, identify potential partners, explore financing options | |
| Local Food | Sustainable Agriculture and Local Foods | Council | IP and local meals for Council Pilot | | Council consideration of Local Food Procurement Policy; Review and acceptance of Ag Resources Management Plan | Council consideration of Local Food Procurement Policy; Review and acceptance of Ag Resources Management Plan | |
| | | Staff Activities | | | | | |
| Livability | University Hill Moratorium | Council | SS: Review options CC: Public Hearing and Decision | | IP | | |
| | | Staff Activities | Recommendation & development of ordinances, changes and recommend other strategies to address Moratorium goals | Follow up on other strategies & coordination with Hill Reinvestment Strategy; incorporate strategies into other work plan | | | |
| | | | Board review & public engagement | | Board review & public engagement | | |
| | University Hill Reinvestment Strategy | Council | | Direction on 14 th Street redevelopment proposal SS: Update on strategy | | | SS |
| | | Staff Activities | Residential service district (RSD) pilot program | RSD pilot program | RSD pilot program | RSD pilot program | |
| | | | Work plan implementation | Work plan implementation | Work plan implementation | On-going work plan implementation | |
| | | | Establish benchmarks and evaluation criteria | Commercial district: Eco Pass Study & Commercial bear dumpsters | Implement volunteer program for clean up | Evaluate existing programs | |
| | | | | Integration of strategy recommendations from Moratorium | Research options for sustainable governance & funding | Develop options for sustainable governance & funding | |
| | | | 14 th Street Lot public/private partnership redevelopment options re: work force affordable housing | 14 th Street Lot public/private partnership redevelopment options re: work force affordable housing | | | |
| | Stakeholder engagement | Stakeholder engagement | Stakeholder engagement | Stakeholder engagement | | | |
| | Homeless Action Plan | Council | IP: 2014 Accomplishments | SS: As part of Human Services strategy update | | IP - Services and Regional coordination update | |
| | | Staff Activities | | | | | |
| | Community Cultural Plan | Council | Council update and input on testing phase | Briefing | SS: Adoption of Community Cultural Plan | | |
| Staff Activities | | Research phase complete. Drafting phase complete. Testing phase begins | Testing phase complete. Certification phase begins | Implementation begins. New public art policy drafting | Public Art Policy drafting | | |

City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

| Projects | | | 1 st Quarter | 2 nd Quarter | 3 rd Quarter | 4 th Quarter |
|--|-------------------------------------|---|--|--|---|--|
| Other | Boulder Junction | Council | | | | |
| | | Staff Activities | Ongoing redevelopment coordination | North Side of Pearl and Goose Creek bridge landscaping install. Bridge opens | | Depot Square opens |
| | Capital Projects Activity | Council | Ongoing and Wastewater Collection System Rehabilitation program begins | Ongoing | SS: 2016-2021 CIP | Ongoing |
| | | Staff Activities | | | | |
| | CityWide Special Events | Council | Report on 2015 City Events | | | Summary of 2015 City Events |
| | | Staff Activities | Implement new events application and internal review process | Refine systems as needed | Refine systems as needed | Improve events application for new online Landlinks System in 2016 |
| | Community Broadband | Council | SS | | | SS |
| | | Staff Activities | Broadband Action Group formation and consultant assessment | Consultant assessment continued | Consultant assessment continued | Present findings and recommendations |
| | Design Excellence | Council | SS: Staff Recommendations design tools/process changes | IP | CC: Draft recommendations/Adopt strategy | |
| | | Staff Activities | Issues identification/ preliminary work on design tools/ process changes | Technical analysis /develop options | Draft recommendations | |
| | | | Public engagement | Boards/public engagement | Boards/public engagement | |
| | Flood-related Annexations | Council | | | | |
| | | Staff Activities | Flood Annexations - Individual | Flood Annexations - Old Tale Rd | Ongoing | Ongoing |
| | Human Services Strategy | Council | | SS | | Public Hearing |
| | | Staff Activities | | | | |
| | Flood Management | Council | | | IP: Stormwater Master Plan and Wastewater Collection System Master Plan consideration | |
| | | Staff | Stormwater Master Plan and Wastewater Collection System Master Plan updates continue | Stormwater Master Plan and Wastewater Collection System Master Plan updates continue | | |
| | Smoking Ban - Implementation | Council | CC: Second reading | | | |
| | Staff Activities | Education campaign | Enforcement begins | Monitor Outcomes | Monitor Outcomes | |
| Vacation Rental by Owner (VRBO) | Council | SS | | | | |
| | Staff Activities | Research regulations and possible fees or taxes | | | | |

2015 Council Action Guide
ONGOING PROJECTS

ONGOING PROJECTS

13th Street Plaza Mitigation Project [PW]

Since 2010, the city has performed various record and site investigations to support a Voluntary Clean Up Program application to the Colorado Department of Health and Environment (CDPHE), which was approved on Oct. 22, 2013. Remediation activities were initiated on Jan. 28, 2014 and continued through the completion of backfilling efforts on April 17, 2014. The city is continuing with pilot studies to determine the effectiveness of in-situ remediation and is seeking reimbursement from other responsible parties.

Enhancements and Related Ordinance Changes Affiliated with the Voice & Sight Dog Tag Program [OSMP]

Revisions to the Voice and Sight Tag Program go into effect on Jan. 1, 2015. The primary focus of the program in Q1 of 2015 will be the education, outreach and enforcement of the new program requirements. Throughout the year, staff will present an education class for new and renewing program participants, implement additional education strategies, and collect first year compliance data.

Urban Wildlife Issues [CP&S]

The City Council accepted the Black Bear and Mountain Lion Component of the Urban Wildlife Management Plan (UWMP), which included strategies to minimize human-wildlife conflicts and increase public awareness about how to better coexist with these animals. The city has taken an adaptive management approach to address trash, the primary urban attractant for black bears. In 2014, council accepted an ordinance to secure trash and compost from bears in the western parts of the city. Implementation of the new ordinance is occurring in three phases. The phased approach identifies two sub-areas, or zones within the entire Regulation Zone west of Broadway, south of Sumac and south to the city limits. The first implementation area is the highest priority for securing waste from bears and includes properties with trash pick-up in alleys (Zone I). The second implementation area includes the remainder of the properties in the Regulation Zone (Zone II).

The phased approach includes the following locations, waste containers, and timeline:

- **Phase I-** single family residences in Zone I effective Oct. 1, 2014
- **Phase II-** commercial and multifamily units (dumpsters) in Zone I and single family residences in Zone II effective June 15, 2015
- **Phase III-** commercial and multifamily units (dumpsters) in Zone II effective date to be determined

Valmont Butte [PW]

The Valmont Butte Voluntary Clean Up Program is complete, with a No Action Determination (NAD) approval received from the CDPHE on Feb. 24, 2014. Amended environmental covenants were signed on May 12, 2014 for the residual contaminant levels on the property at the consolidated tailings pile and the historic mill buildings. The city is examining annexation of the Valmont Butte property with a redesignation of land use from “commercial/light industrial” to “public.” The intent is to continue the historical designation of the mill buildings, expand the preservation area to include the 12 acres of undisturbed historic areas, and keep the remaining 25 acres available for a future, low-impact city use such as material/equipment storage and renewable energy production, as well as the existing radio communications use. Staff will be meeting with Boulder County land use staff to discuss the proposed

annexation of the Valmont Butte property and will convene a community open house. Future uses at Valmont Butte will also inform the Municipal Service Center (Yards) Master Plan Update.

Zero Waste Strategic Plan Update [CP&S]

The Zero Waste Strategic Plan (ZWSP) will guide future decision-making on reuse, recycling and composting policies, programs and funding. The ZWSP describes the community's shared vision for zero waste; identifies goals and strategies to reach zero waste; describes the roles of the city and its community partners in achieving this vision; and includes a trash tax investment strategy with metrics to measure cost-effectiveness and progress. Council will consider a draft ZWSP during the first quarter of 2015 along with options for zero waste ordinance(s) to carry out the plan.

Color Coding:

CP&S – Community Planning and Sustainability

OSMP - Open Space and Mountain Parks

PW - Public Works

2015 Council Action Guide

ENHANCEMENTS TO CORE SERVICES

Agenda Management Software and HD Video Streaming [Communications] - In 2015 the City Clerk's Office will undergo procurement and implementation of Agenda Management Software. This will enhance the internal efficiency of preparing council agenda packets and provide consistency and transparency of Council Meetings. The council meeting web page will connect web-streamed meetings with agendas and approved minutes which creates better access for the general public. The anticipated go live date will be January of 2016.

Aquatics Feasibility Plan - Comprehensive planning process to determine aquatic recreation trends and needs in the community [P&R] This process will engage a wide array of stakeholders and inform future operational and capital needs to ensure long-term sustainability for P&R to meet the needs of the community. The project scope will look at current operations as well as the need to upgrade/replace aging facilities like Scott Carpenter Pool as well as the potential for a new aquatics center with a private/public partnership **approach**.

Asset Management Implementation [P&R] - The department continues to enhance the asset management program to focus on "Taking Care of What We Have". Recent work includes the implementation of a relational asset database that will guide operational functions and long-term capital planning. This pilot project will focus on management decisions within the framework of the larger city wide effort on asset management.

Benefits and Wellbeing [Human Resources] - Engage employees in improving their health and well being by exploring the feasibility of launching a new city medical clinic dedicated to city employees and their families, improving benefits fair to include additional vendors, incentives for wellness and employee discount programs, and facilitating citywide health care employee advisory group to explore changes for 2016 healthcare providers and elective benefits.

Body Worn Cameras [PD]- Implement body worn cameras assigned to all officers with supervisory oversight - Cameras will be used to record in-progress calls, enforcement actions, actual or potential criminal conduct, adversarial situations, suspicious incidents and other contacts deemed appropriate by the officer. A policy is under departmental review and should be finalized sometime in January.

Boulder Civic Area - City-wide effort to transform the civic heart of the community. [P&R]- The initial catalyst projects have a focus on community activation and improving the park experience to catalyze the transformation of the larger area.

Boulder Learning Academy [Human Resources] - Staff in Human Resources are partnering with city and community partners to build a learning and training academy for city employees in 2015. The training series will be aligned with city values and priorities to equip employees with the skills they need to provide service excellence in our community. The learning academy is being designed with specific tiers of development to focus on leadership, supervisory skills and capacity, and to train employees on diversity, high performance expectations, process improvement, safety and well-being, and effective governance and customer service.

Boulder Reservoir Management Plan - Continuing the development of the management plan and site plan to inform the long-term sustainability of Boulder's unique recreation facility [P&R] - The plan engages the community in determining goals, measurements and improvements for operational and capital needs.

Community Dashboard [CMO] - A community dashboard is being developed to provide our community and organization with a transparent and accountable indication of progress toward the sustainability

framework objectives. It will be an additional tool to keep our community informed of progress on key work items, as well as support the organization with improved decision-making and goal alignment.

Development-Related Fee Studies [PW and CP&S] - Public Works and Community Planning and Sustainability will be conducting a review of development-related fees to ensure city council supported cost recovery policies are being met and that fees are aligned with the cost of providing the service. It is anticipated that an update to the excise tax/capital facility impact fee studies will also be completed. Excise taxes and capital facility impact fees are collected to fund the capital facilities that serve new growth. The last study was completed in 2008 and it's best practice to update these types of studies every five to seven years. Additionally, a utility rate study will be conducted and may inform the need to evaluate/adjust impact fees (Plant Investment Fees – PIFs) in the future, and a fee-related study of the Rental Housing Inspection and Licensing Program is also planned.

Emerald Ash Borer Mitigation [P&R] - Following the discovery of the tree pest, the department continues to develop resilience and response to the impact within the city's urban forest. The Department will continue to monitor the advance of Emerald Ash Borer while developing community outreach tools. This may include removal in the future as well as the larger forest management plan to maintain the urban tree canopy and a foundation to support tree replacement. Also, the Department has retained Davey Tree to complete a tree inventory/assessment to aid in this effort. Additionally, the project will coordinate with other department's regarding energy efficiencies such as possible use of biomass products for heat/energy production.

Facilities and Asset Master Plan [PW] - Staff presented an update to Council on the FAM Master Plan on Sept. 23, 2014 study session. Items to follow-up with Council in 2015 are the space needs assessment for the Police Department; space needs assessment for Fire Station #3 and Fire Administration, and a deliberate and public process for the proposed annexation of the Valmont Butte property.

Fire Safety Officer Program [Fire] - This program will be responsible for the implementation and management of safety related programs for the fire department including the Infection Control Program, the Fire Fighter Wellness/Fitness Program, and major emergencies on scene Safety Officer Program.

Fire Station 8, Wildland Fire Station [Fire] - Work continues on the Wildland Fire Station near the Boulder County Regional Fire Training Center. Work will be complete in the first quarter of 2015. This station will consolidate multiple equipment storage sites and replace the former location at 19th and Violet destroyed by the 2013 floods.

Fire Station 3 [Fire] - Several location options have been identified in our effort to move Fire Station 3 out of the flood plain. Finalizing a site is the next step while funding options are developed. In addition, the Fire Department is analyzing current fire station locations, emergency call demand and community hazards. Results will identify benchmarks for achieving goals and objectives. A Study Session is scheduled for April of 2015 for Council consideration.

Investing City Funds [Finance] - The city's portfolio consists of reserves, operating dollars and bond proceeds for the various funds of the City. While the current Investment Policies in the Boulder Revised Code has served the city well, much has changed since the last major update occurred to Chapter 2-10, Investing City Funds. During the second quarter of 2015, staff will bring to Council proposed updates for consideration that will reflect current best practices in governmental investing.

IT Strategic Plan Update [IT] - The current citywide IT Strategic Plan will expire at the completion of the 2011 IT bonds projects. An organization-wide effort will take place through 2015 to update the plan for the period for the 2016 to 2020 time period.

LandLink Replacement Project (LRP+) [IT] - The project will replace the city's legacy land management and permitting software to meet the evolving needs of city customers and staff. The new software application will improve customer service and reduce ongoing operational costs through improved efficiency and usability. Specific Open Space and Mountain Parks; Parking Services; Code Enforcement; and Animal, Business and Special Event Licensing services will be included in the new system.

Land Use Code Changes [CP&S] - Land Use Code changes represent an ongoing effort to identify and eliminate inconsistencies within the city's Land Use Regulations, and to identify and respond to areas where the code is not supporting development outcomes that are consistent with the community's priorities. Based on council discussions in late 2014, staff is working to prepare options for addressing a range of regulatory and development review process issues as part of the 2015 work plan. These options will be reviewed and discussed with council at its January 2015 retreat.

Library Master Plan Update [Library] - Library staff will begin the process to update the 2006 Library Master Plan. A consultant will be hired to assist with the project. Surveys focusing on overall patron satisfaction and virtual library services may be conducted before or in the early stages of the planning process. A separate consultant with expertise in conducting and analyzing survey data may also be hired.

Neighborhood Services [CMO] - In an effort to improve neighborhood engagement and resilience, a neighborhood services program is being developed and will include communication/outreach activities, enhanced collaborative relationships with neighborhoods, as well as assist the organization with neighborhood engagement processes.

North Trail Study Area Plan [OSMP] - The TSA planning process includes four major steps: 1) resource inventory, 2) public process, 3) plan drafting and 4) board and council approval. In Q1 2015, staff anticipates completing the majority of resource inventory work and finalizing the public process with the Open Space Board of Trustees and City Council. The timeline for beginning the public process as well as developing and seeking approval for the plan will be completed soon.

Parks and Recreation Facility Renovation [P&R] - Staff continues to enhance and refurbish many parks and recreation assets throughout the community through annual capital budgets and the voter-approved Capital Improvement Bond. Current projects include Boulder Reservoir Upgrades, Columbia Cemetery Restoration, Pearl Street Mall Renovations and various park improvements.

Partnerships and Philanthropy [P&R] - Staff is working with the PLAY Foundation, Parks and Recreation Advisory Board and the community to develop a robust program for effective and strategic partnership and philanthropy to support the long-term facilities and programs of the department for community benefit. This will include coordination with the Civic Area team on an expanded role of public / private partnerships.

Recreation Program Analysis [P&R] – This analysis will be a comprehensive review of the P&R department programs and services to review priority programs, funding strategies and operational requirements to provide high quality programs and services to the community based on community needs and financial ability to pay for services.

Refining Community Policing [PD] - A master plan initiative to refine our community policing approach is ongoing. The next phase will involve engaging the community and department members to discuss the community policing philosophy and what it means for Boulder.

Regional Trails [OSMP] - There are four regional trail projects currently active: 1) Eldorado Canyon to Walker Ranch, 2) US36 to Olde Stage Road (Joder Connection), 3) Boulder Creek Path Extension and 4) America's Great Outdoors Rocky Mountain Greenway. City and county staffs anticipate completing the evaluation process on the "Eldo to Walker" trail alignments in Q1 2015 and making recommendations to the appropriate appointed and elected officials later in the year. Staff and the OSBT will continue to consider alternatives for providing the Joder connection either as a stand-alone trail project or part of the North Trail Study area plan. Design work will occur in 2015 for a CDOT-City-County joint project extending the Boulder Creek Trail to connect with the Betasso Preserve. Staff will be participating with the Department of Interior staff on a feasibility study for the Rocky Mountain Greenway in 2015.

Rental Housing Inspection & Licensing/SmartRegs [PW] - The Rental Housing Inspection & Licensing Program includes two key components. The city adopted the International Property Maintenance Code (IPMC) as its housing code. The city also implemented an energy efficiency component (SmartRegs) that requires rental units to demonstrate compliance through the use of either a performance or prescriptive path. SmartRegs compliance is facilitated by the city/county EnergySmart service. To date, approximately 5,000 of the city's 20,633 licensed rental units have achieved compliance with Smart Regs. The compliance deadline is December 31, 2018.

During the consideration of the 2015 Budget, City Council asked staff to further consider how the overall quality of rental housing could be improved in support of the city's Comprehensive Housing Strategy goals. Currently, rental housing inspections are performed by third party inspectors licensed through the city and are selected and hired by the property owner. Although the contractor license qualifies the inspector, the city does not audit any of the inspectors' work to make sure buildings are meeting the minimum standards of the International Property Maintenance Code (IPMC).

To enhance the rental housing inspection and licensing program, City Council supported incorporating a new quality assurance (QA) program in 2015 which will be similar to the QA program currently in place for SmartRegs. In addition, new resources were approved to increase rental licensing enforcement. Further, a comprehensive evaluation of the Rental Housing Inspection & Licensing Program, including SmartRegs, is underway to assess the potential measures and actions needed to ensure that all units achieve SmartRegs compliance by the December 31, 2018 deadline. As part of the larger program evaluation, staff will evaluate the existing cost recovery policy and fee structure. Outcomes of this analysis will inform the 2016 Budget process.

Replacement of Records Management System [PD] - Replacement of the Police Department Records Management System is underway with the selection of a project manager who will assist with identifying system needs, vendor selection contract development and system implementation.

Succession Program [Human Resources] - The City will provide foundations in 2015 to launch a workforce development and succession planning initiative in 2016 and beyond. We will also be holding three leadership workshops for staff in 2015. We will research options for succession programs that meet the city's short and long-term priorities in 2015 so that the program is ready to roll out to the organization in 2016.

TBBI [Finance, HR and IT] - The Transform Boulder Business Initiative (TBBI) is the city's effort to modernize the way we manage our finance, human resources, and payroll operations and implement new software to better support our business processes in these areas. Several Blue Ribbon panels and an external IT Assessment recommended replacing the city's existing financial system (BFS) and HR/Payroll system (Vista) due to their age, lack of integration, deficient reporting capabilities, increasing maintenance cost and declining vendor support. After a competitive procurement process, the City purchased Munis software from Tyler Technologies. This software is designed specifically for use by local governments. The schedule for implementing the software and improving associated business processes is as follows:

- Phase I Finance –January, 2015
- Phase II HR/Payroll –April, 2015
- Phase III Implementation of additional Munis modules – TBD

TV Coverage Pilot Project [Communications] - The Communication Department will launch a six month pilot project to broadcast Board and Commission meetings held in Council Chambers. These meetings will be broadcast on Boulder Channel 8 and streamed on bouldercolorado.gov during January-June 2015. The project will be evaluated in June to determine if there is community interest in continuing the project.

Valmont City Park Planning [P&R] - Staff continues to engage the community in updating the concept plan for the City Park. The process will allow the community to review current trends and assess needs to determine most appropriate uses and amenities for multi-use development. This includes an evaluation of existing athletic facilities, coordination with the Boulder Fire Department for relocation of Fire Station #3 and upgrades to existing athletic facilities.

Water, Wastewater, Stormwater/Flood Utility Rate Study [PW] - The Utilities Division will be conducting a rate study for each of the three funds – Water, Wastewater, and Stormwater/Flood Management. This will include input from other work efforts such as the Water Conservation Futures Study and the work on Commercial/Industrial/Institutional Water Budgets. Water Budget goals and outcomes will be evaluated, along with updating rate model calculations for each utility.

Website: Redesign of internal website [Communications] - Information Technology, in partnership with the Communications Department, is initiating a project to rejuvenate and redesign the current City of Boulder intranet website, Boulder@Work. This project involves the citywide web manager team who manage their respective department websites. The factors taken into consideration with the new design include accessibility, content, user interface, system design and website design. The go-live date for redesigned site is August 2015.

Website: Redesign of external website [IT] – This project continues work to improve the general design and capabilities of the city’s public web site, including reorganization and better tagging of content to improve information access, usability and search results. The city is hiring a new Web Content Manager to manage and improve website information and its presentation, and we will be engaging an outside firm to conduct a heuristic usability analysis of the site in early-2015. The Central Records Division will also continue to add content and improve the usability of the website’s Laserfiche archival records repository.

Color Coding:

CMO – City Manager’s Office

Communications

CP&S – Community Planning and Sustainability

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Library

OSMP - Open Space and Mountain Parks

PD – Police

P&R – Parks and Recreation

PW - Public Works

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CITY ATTORNEY'S OFFICE



Mission

The mission of the City Attorney's Office is to deliver high quality legal services to the city of Boulder in a responsive, pro-active, creative and timely manner and to oversee records management for the city.

Responsibilities

The City Attorney's Office serves as the legal advisor to the City Council, the city's boards and commissions, and all city officials. The City Attorney's Office also represents the city in civil litigation and prosecutes violations of the municipal code. Central Records maintains the official files for the city and provides copies of official actions of the city upon request.

Structure

The City Attorney's Office has two locations and is staffed by 12 attorneys: the city attorney, deputy city

attorney, seven staff attorneys and three prosecutors. In addition, there are four paralegals, five legal secretaries and the office administrator. Central Records is staffed by a records manager and two assistants.

- *2015 Operating Budget: \$2,993,519*
- *2015 Number of Full-time Equivalent (FTE) Employees: 25.7*

Office Hours and Contact Information

Civil Office: The civil office, located in the Municipal Building at 1777 Broadway (P.O. Box 791), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3020.

Prosecution Office: The prosecution office, located in the Boulder County Justice Center at 1777 6th Street (P.O. Box 8015), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3025.

The city attorney prosecutors are responsible for prosecuting violations of the Boulder Revised Code. They are not able to speak with individuals about their cases, or provide any information on a case, until the individual has been through a court arraignment and has been advised of his/her rights by the judge.

Central Records: The central records office, located in the Municipal Building at 1777 Broadway (P.O. Box 791), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3043.

For information about filing a claim against the city, please contact the Risk Management (Finance Department) office at 303-441-3023.

City Attorney's Office Disclaimer

We try to ensure that the City Attorney's Office Web pages and links are accurate and up-to-date. However, the City of Boulder cannot be held responsible or liable for any errors, inaccuracies or omissions in the information displayed on these pages.

The City Attorney does not give legal advice on city ordinances to the public in the absence of a request by the City Council or city staff. The City Attorney cannot give legal advice concerning private legal disputes such as divorces, contracts, landlord/tenant, boundary disputes with neighbors or other private civil matters.

City Attorney

[Boards & Commissions](#)

[Boulder Revised Code](#)

[City Attorney Contacts](#)

[City Attorney Questions](#)

[Claims Against the City](#)

Other City Departments

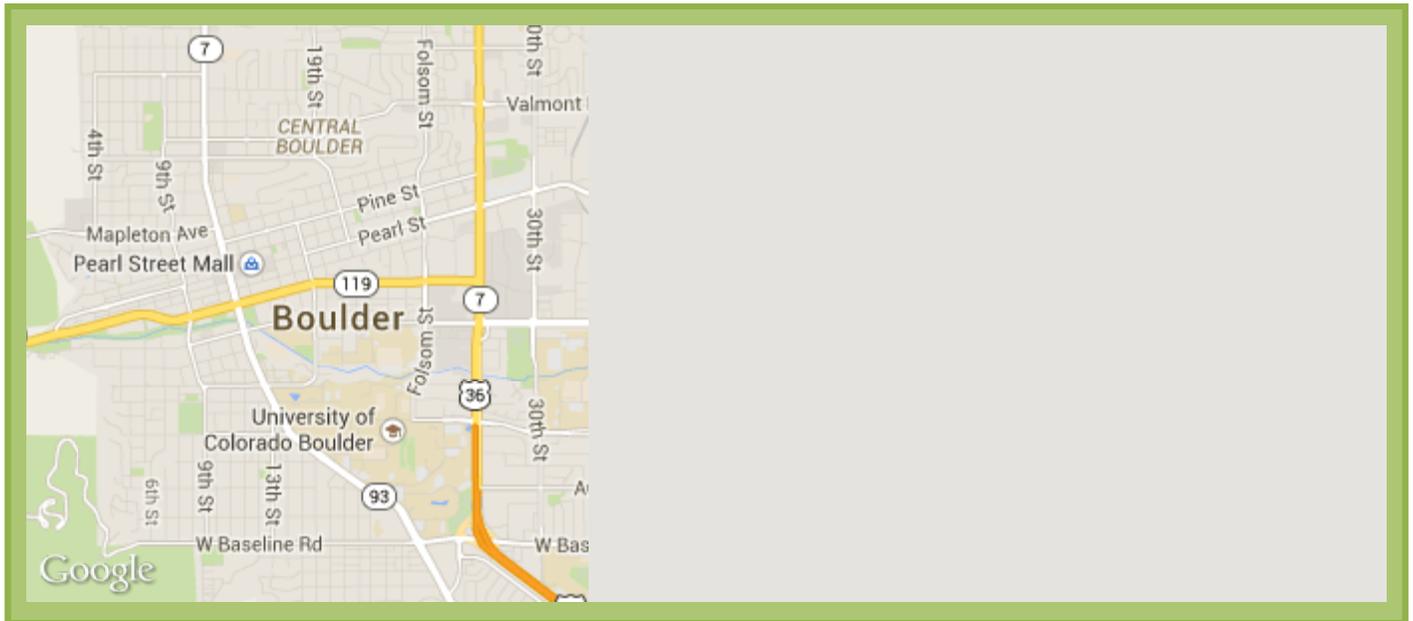
[City Attorney's Office](#)

[City Clerk's Office](#)

[City Manager's Office](#)

Location:

1777 Broadway
Boulder, CO 80302



Department Heads

Tom Carr
City Attorney

carrt@bouldercolorado.gov

David Gehr
Deputy City Attorney

gehrd@bouldercolorado.gov

Contact

303-441-3020



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[Home](#) » Office of the City Clerk



OFFICE OF THE CITY CLERK



Mission

To provide program administration, excellent customer service, guidance and access to information and resources, and various levels of support for our diverse customers to foster informed, open, and participatory government while meeting legal requirements.

Structure

The City Clerk's Office is responsible for a number of functions, including:

- Administration of all municipal elections and the Campaign Finance Initiative;
- Certification of all official city documents;
- Administrative support for City Council, including annual recruitment for boards and commissions, council subcommittee support, and Sister City relationships; and
- The Domestic Partnership Registry.

- 2015 Operating Budget: \$575,681
- 2015 Number of Full-time Equivalent (FTE) Employees: 3.0

Responsibilities

City Council Support

Responsible for preparing City Council agendas, recording all City Council meetings and study sessions, as well as preparing and retaining official City Council minutes.

Elections

Responsible for coordinating and administering all general city elections. Citizen-initiated recalls, initiatives and referendums are also submitted to the City Clerk and verified for sufficiency.

Boards and Commissions

The City of Boulder has 21 advisory boards and commissions that work with and advise city departments and City Council on community issues.

Domestic Partnership Registry

The registry is a means by which unmarried, committed couples who share a life and home together may document their relationship.

City Clerk Related Links

[Boards & Commissions](#)

[Central Records](#)

[City Council](#)

[Domestic Partnership
Registration](#)

[Elections](#)

[Sister Cities](#)

Other City Departments

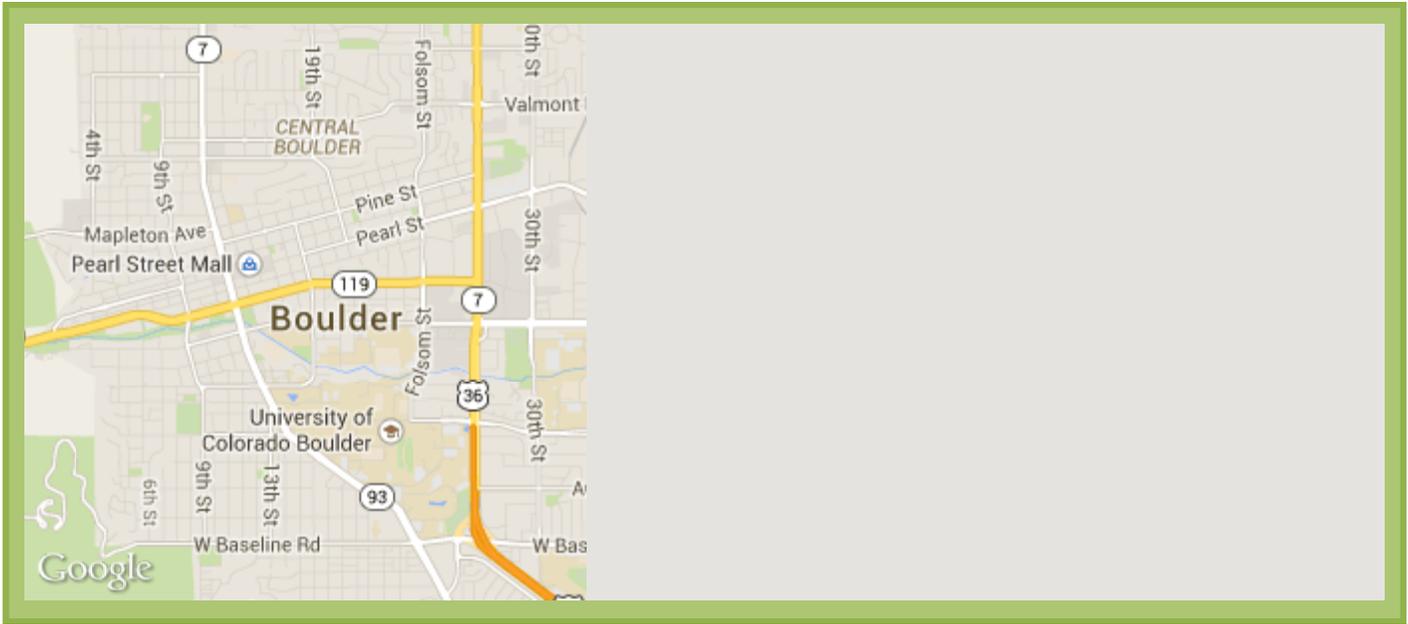
[City Attorney's Office](#)

[City Clerk's Office](#)

[City Manager's Office](#)

Location:

1777 Broadway
Boulder, CO 80302



Department Head

Alisa D. Lewis

City Clerk

Contact

City Clerk's Office

Phone: 720-564-2175

Fax: 303-441-4478



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CITY MANAGER'S OFFICE



Mission

The mission of the City Manager's Office is to provide professional leadership in the administration and execution of policies and objectives formulated by [City Council](#); to develop and recommend alternative solutions to community problems for council consideration; to plan and develop new programs to meet future needs of the city; to prepare the annual budget; and foster community pride in city government through excellent customer service.

Structure

The City Manager's Office consists of the city manager, assistant city manager, [policy advisor](#) and support staff. The office ensures the proper management of city operations and public representation and participation. In addition to supporting the day-to-day operations of all city departments, the City Manager's Office is responsible for the direct supervision of the [Communication Department](#) and [City Clerk's Office](#).

- 2015 Budget: \$1,372,407*
- 2015 Operating Budget (non-personnel): \$211,764*
- 2015 Number of Full-time Equivalent Employees (FTEs): 8*

* These figures do not include resources allocated to the Communication Department or City Clerk's Office. These resources are listed on the Web pages specific to these functions.

City Manager Jane S. Brautigam

Jane S. Brautigam was appointed city manager in October 2008 and is the city's first female manager in its 90-year history.

Before joining the City of Boulder, Brautigam was city manager for Dublin, Ohio from 2002 to 2008. Previously, she worked as the city manager (2000 to 2002) and city attorney (1996 to 2000) for Loveland, CO.; city attorney (1988 to 1995) and assistant city attorney (1985 to 1988) for Greenwood Village, CO.; and as assistant county attorney for Boulder County (1983 to 1985).

Brautigam earned a Bachelor of Arts in history from Allegheny College and a law degree from the University of Pennsylvania Law School.

The city manager receives a large volume of email daily, and each one is important to her. Due to the nature of her schedule; however, please keep in mind that you may not receive an immediate response.

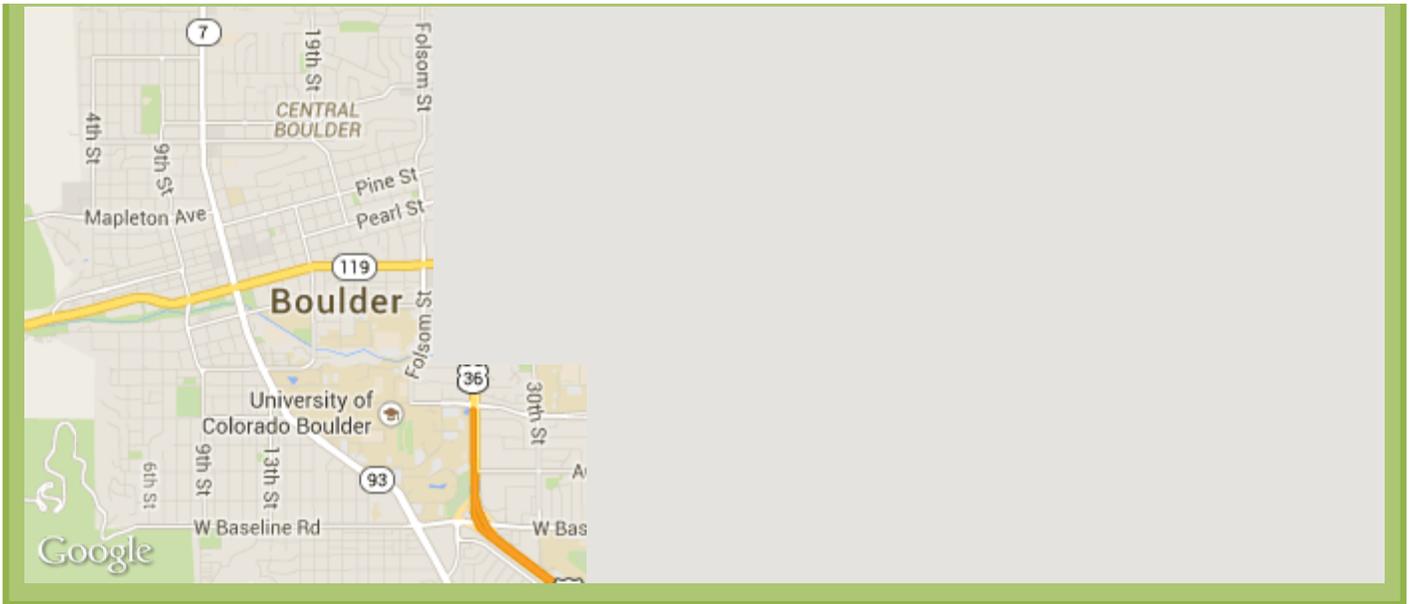
Heads Ups

Communications from the City Manager to City Council

Location:

1777 Broadway
Boulder, CO 80302





Department Heads

Jane S. Brautigam

City Manager

Mary Ann Weideman

Assistant City Manager

Contact

Jane S. Brautigam

303-441-3090

brautigamj@bouldercolorado.gov



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COMMUNICATION DEPARTMENT



Mission

The mission of the Communication Department is to gather and share information to support and encourage open, participatory government and an informed community.

Structure

The Communication Department is comprised of the following functions:

- Media/external communication;
- Video services/Channel 8;
- Internal communication;
- Web content/Social media; and
- City Clerk's Office & Support Services

- *2015 Total City Manager's Office Communications Operating Budget: \$1,076,257***
- *2015 Number of Full-time Equivalent (FTE) Employees: 18.5*
 - *Media/External Communication: 10.5*
 - *Multimedia/Channel 8 Services: 3*
 - *Internal Communication: 1*
 - *Web Content/Social Media: 1*
 - *City Clerk's Office & Support Services: 3*

** This represents 8.5 FTE employees and associated non-personnel costs budgeted within the City Manager's Office for Communication. There are an additional 6.5 Communication FTEs and associated non-personnel costs budgeted in the following departments: Public Works, Community Planning and Sustainability, Parks and Recreation, Open Space and Mountain Parks, and Energy Future/Climate Action Plan. The Boulder Police Department has 1 FTE Public Information Officer that is not reflected in this summary. The City Clerk's Office and Support Services budget is reflected separately within the City Manager's Office budget.

Responsibilities

The Communication Department, responsible for providing effective communication with citizens, staff and council, works to increase the understanding of and support for city programs, policies and projects, and to develop positive media relations that provide balanced coverage of city issues.

Media/External Communication

Media/External Communication ensures timely and accurate public information of city operations, projects and policies, council action, crisis/disaster communications, economic vitality initiatives, and awareness campaigns through traditional media, social media and the internet.

Video Services/Channel 8

Video Services/Channel 8 provides coverage of City Council, Boards and Commission meetings, and produces original Boulder programming for Comcast cable Channel 8, social media and the city website to explain issues facing the community, increase awareness of items under consideration by council and council action, provides public service announcements, delivers weekly City of Boulder news, creates annual programming such as the State of the City presentation, and produces internal organization videos.

Internal Communication

Internal Communication conveys organizational information to all City of Boulder employees through bi-monthly employee newsletters and streamed all-staff meetings, as well as weekly information from specific departments to the city organization. Topics include changes in employee benefits, city compensation systems, significant city projects, staff development and training, city policies and updates on council work plans.

Web Content/Social Media

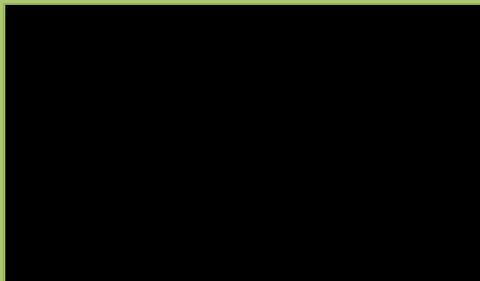
Web content/social media leads department liaison teams and oversees Internet content standards and social media guidelines to inform community members about city services and programs and to provide additional engagement opportunities outside of scheduled public meetings.

City Clerk and Support Services

The City Clerk's Office administers municipal elections and the City Council's Master Calendar and subsequent agendas, meetings and minutes. In addition, the City Clerk's Office supports the City Council through the administration of the annual Boards and Commissions recruitment, interview, appointment and orientation process. The processing of all special rules and regulations, annexations, Domestic Partnership Registry and

the Sister City Program oversight are other examples of service excellence provided to staff and the community.

Related Video



Related Links

[Boulder Channel 8 - City & Council Programming](#)

[Newsroom](#)

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Patrick von Keyserling
Communication Director

Contact

Contact
Patrick von Keyserling
303-441-4959

[Email](#)



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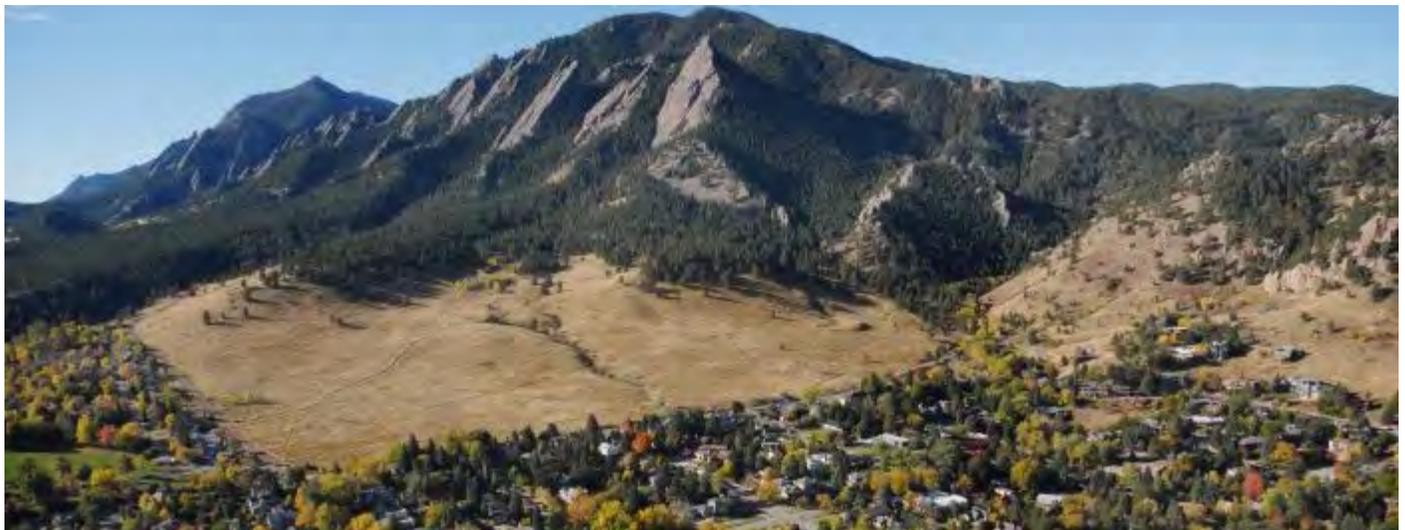
Trails and Recreation



[Home](#) » [Community Planning and Sustainability](#)



COMMUNITY PLANNING AND SUSTAINABILITY



Mission

The Community Planning and Sustainability (CP&S) Department strives to develop and implement the desired long-term future of the natural and built environments in the City of Boulder by:

- working with the Boulder community to articulate a shared vision for the city's future;
- promoting long-term sustainability and community quality through comprehensive, strategic planning and application of sustainability principles to guide new development and redevelopment in the city;
- engaging the community to promote education and action for community sustainability; and
- supporting others in the city organization and community to help carry out their missions in service of the community's sustainability goals.

Structure

The CP&S Department encompasses the following divisions:

- Development Review;
- Comprehensive Planning;
- Local Environmental Action;
- Administration; and
- Information Resources.

The department also includes the Economic Vitality program and the Chief Resilience Officer and Senior Urban Designer positions, which are housed in the Office of the Executive Director.

- *2015 Operating Budget:* \$9,161,592
- *2015 Number of Full-time Equivalent (FTE) Employees:* 50.06

Planning and Development Services (P&DS)

A “service area” known as Planning and Development Services (P&DS) coordinates all of the development-related functions across the CP&S and Public Works departments.

Responsibilities

Development Review

The Development Review group provides development review and zoning administration services for the community and P&DS customers, ensuring consistent application of city regulations and policies for both “by-right” and discretionary review projects. The group also coordinates regular updates to the city’s land use code and development regulations.

- *2015 Operating Budget:* \$1,624,185
- *2015 Number of FTE Employees:* 14

Comprehensive Planning

Comprehensive Planning leads planning and policy development initiatives and ongoing programs in the areas of long-range planning, historic preservation and ecological planning. The division develops and implements the Boulder Valley Comprehensive Plan, prepares area plans and other special planning efforts, manages the Historic Preservation program, leads Climate Commitment planning, and coordinates the Urban Wildlife and Integrated Pest Management programs.

- *2015 Operating Budget:* \$1,329,284
- *2015 Number of FTE Employees:* 8.15

Local Environmental Action Division

The Local Environmental Action Division (LEAD) develops policies, programs and support services to help Boulder residents and businesses understand and implement energy efficiency and zero waste initiatives. LEAD also supports zero waste and energy efficiency efforts within the city organization and works with key community partners to advance environmental sustainability throughout the Boulder community.

- *2015 Operating Budget:* \$3,104,568
- *2015 Number of FTE Employees:* 10.75

Office of the Executive Director

The Office of the Executive Director incorporates key leadership, administrative, and coordination functions related to planning and sustainability initiatives. In addition to the executive director and deputy director positions that manage the department’s five divisions and share management of P&DS with Public Works, the office includes the city’s Economic Vitality, Senior Urban Designer, and Chief Resilience Officer positions.

- *Economic Vitality* - The Economic Vitality program works to strengthen and sustain Boulder's economic health to benefit the overall quality of life in the community. The program coordinates and supports efforts within the city organization and with community partners to nurture and enhance Boulder's entrepreneurial spirit; including the retention and expansion of existing businesses, enhancement of business services, and incubation of innovative new businesses that build upon and contribute to Boulder's community values of sustainability, creativity, health and social responsibility.
 - *Urban Design* - The city's senior urban designer helps support high-quality outcomes in Boulder's built environment and public spaces, collaborating with the development review and comprehensive planning teams as well as interdepartmental initiatives that shape Boulder's urban form and public realm.
 - *Resilience* - The city's Chief Resilience Officer, a grant-funded position supporter through the international 1000 Resilient Cities initiative, works with the city organization and community partners to support analyses, planning, and programs that advance community resilience.
- *2015 Operating Budget*: \$1,864.303
 - *2015 Number of FTE Employees*: 7.8

Administration

Administration provides administrative, financial, and communication services to both internal and external customers by managing and providing support to the department's programs and projects.

- *2015 Operating Budget*: \$815,075
- *2015 Number of FTE Employees*: 6.46

Information Resources

Information Resources provides services that utilize technology to streamline and automate city business functions. This includes LandLink system administration, geographic information system (GIS) services, records, research and reporting services. These services make information more readily available to customers in a clear and concise manner that improves services and assists staff in achieving work plan goals.

- *2015 Operating Budget*: \$424,177
- *2015 Number of FTE Employees*: 2.9

Community Planning & Sustainability Menu

[Boards & Commissions](#)

[Boulder Valley Comprehensive Plan \(BVCP\)](#)

[Community Planning & Sustainability Department](#)

[Comprehensive Planning Policy and Design](#)

[Land Use Regulation \(Title 9\)](#)

[Planning & Development](#)

Community Planning Projects

[Boulder Junction](#)

[Chautauqua Collaborative Stewardship Framework](#)

[Civic Area Home](#)

[Envision East Arapahoe](#)

[Housing Boulder](#)

[North Boulder Subcommunity Plan](#)

[Subcommunity and Area Plans](#)

[Services Online Center](#)

Contact CP&S

[Contact Community Planning & Sustainability](#)

[Planning & Development](#)

[Services Phone List](#) 

[Sustainable Streets and Centers / Envision East Arapahoe](#)

CP&S Programs and Services

[Development Review Process](#)

[Economic Vitality](#)

[Historic Preservation](#)

[Inclusionary Housing](#)

[Integrated Pest Management \(IPM\)](#)

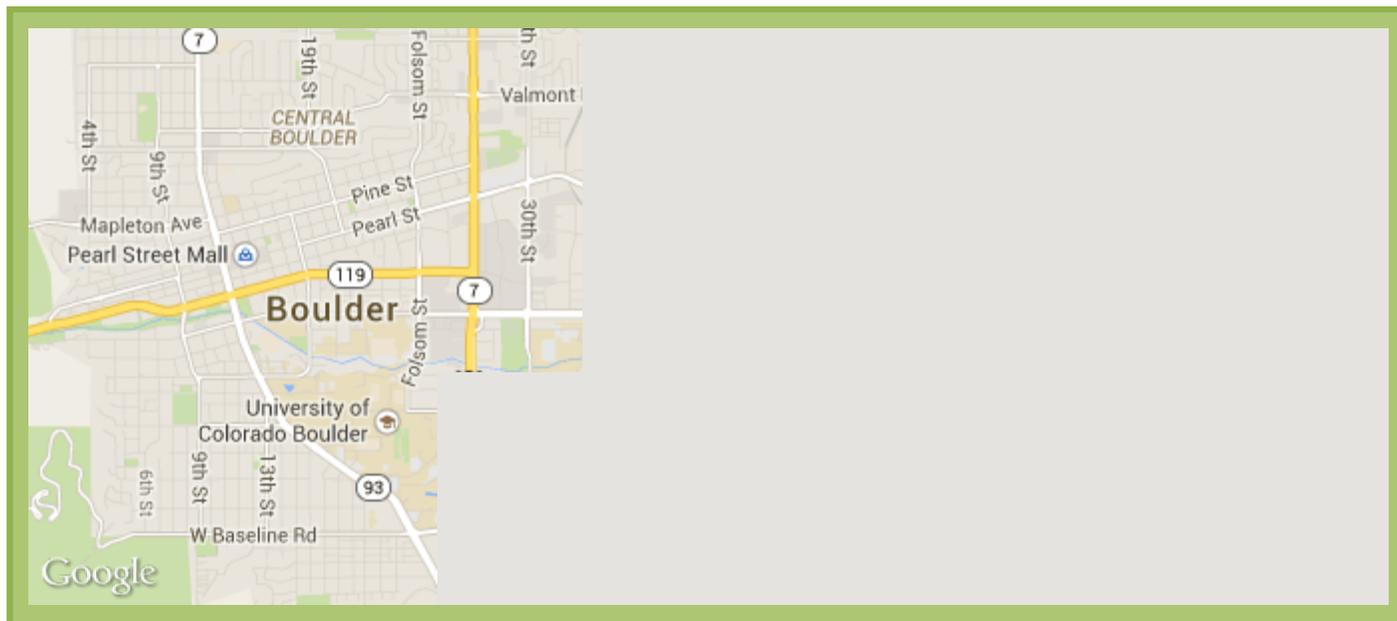
[Local Environmental Action Division \(LEAD\)](#)

[Regional Sustainability](#)

[Urban Wildlife](#)

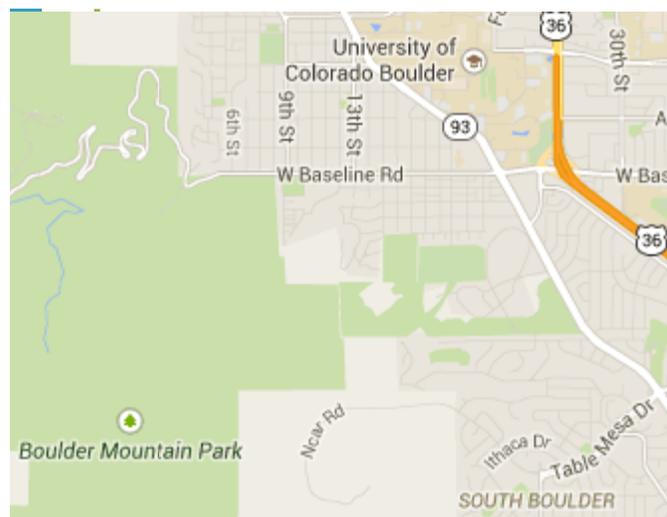
Location:

1739 Broadway
Boulder, CO 80302



Department Heads

David Driskell
Executive Director



Deputy Director

Contact

Community Planning & Sustainability

Phone: 303-441-1880

Fax: 303-441-4241

[Contact Community Planning & Sustainability](#)

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DOWNTOWN AND UNIVERSITY HILL MANAGEMENT DIVISION & PARKING SERVICES



Mission

The Downtown and University Hill Management Division and Parking Services (DUHMD/PS) provides economic vitality, public space management, parking, enforcement, maintenance, and transportation options to the downtown, University Hill and Boulder Junction communities through the highest level of customer service, efficient management and effective problem solving.

Structure

DUHMD/PS is divided into four work areas:

- Administration;
 - Public Space Management;
 - Economic Vitality and Planning; and
- Packet Page 34

- Parking and Access.

DUHMD/PS serves four city advisory boards:

- Downtown Management Commission;
 - University Hill Commercial Area Management Commission;
 - Boulder Junction Access District - Parking; and
 - Boulder Junction Access District - Transportation Demand Management (TDM).
-
- *2015 Operating Budget:* \$12,532,113
 - *2015 Number of Full-time Equivalent (FTE) Employees:* 44.50

DUHMD/PS is organized within four different funds and a general fund allocation:

Central Area General Improvement District (CAGID) - Downtown area

- *2015 Operating Budget:* \$9,714,556
- *2015 Number of FTE Employees:* 25.14

University Hill General Improvement District (UHGID) - University Hill commercial area

- *2015 Operating Budget:* \$653,882
- *2015 Number of FTE Employees:* 4.03

Boulder Junction Access General Improvement District (BJAGID) - Parking - Boulder Junction area

- *2015 Operating Budget:* \$432,798
- *2015 Number of FTE Employees:* 0

Boulder Junction Access General Improvement District (BJAGID) - TDM - Boulder Junction area

- *2015 Operating Budget:* \$148,695
- *2015 Number of FTE Employees:* 0

General Fund (parking enforcement, citywide event permitting and the Neighborhood Parking Permit program budget)

- *2015 Operating Budget:* \$1,582,182
- *2015 Number of FTE Employees:* 15.33

Responsibilities

Administration

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

Public Space Management

Manage public space permitting on University Hill, the Pearl Street Mall, and citywide; coordinate with other city departments regarding right-of-way issues; and coordinate capital improvements downtown and in the University Hill commercial district.

Economic Vitality and Business Assistance

Provide business retention and outreach services; assist businesses in the downtown and on University Hill with city-related issues; sponsor initiatives with the Downtown Boulder Business Improvement District and other organizations; participate in revitalization efforts and public-private developments as appropriate.

Parking and Access

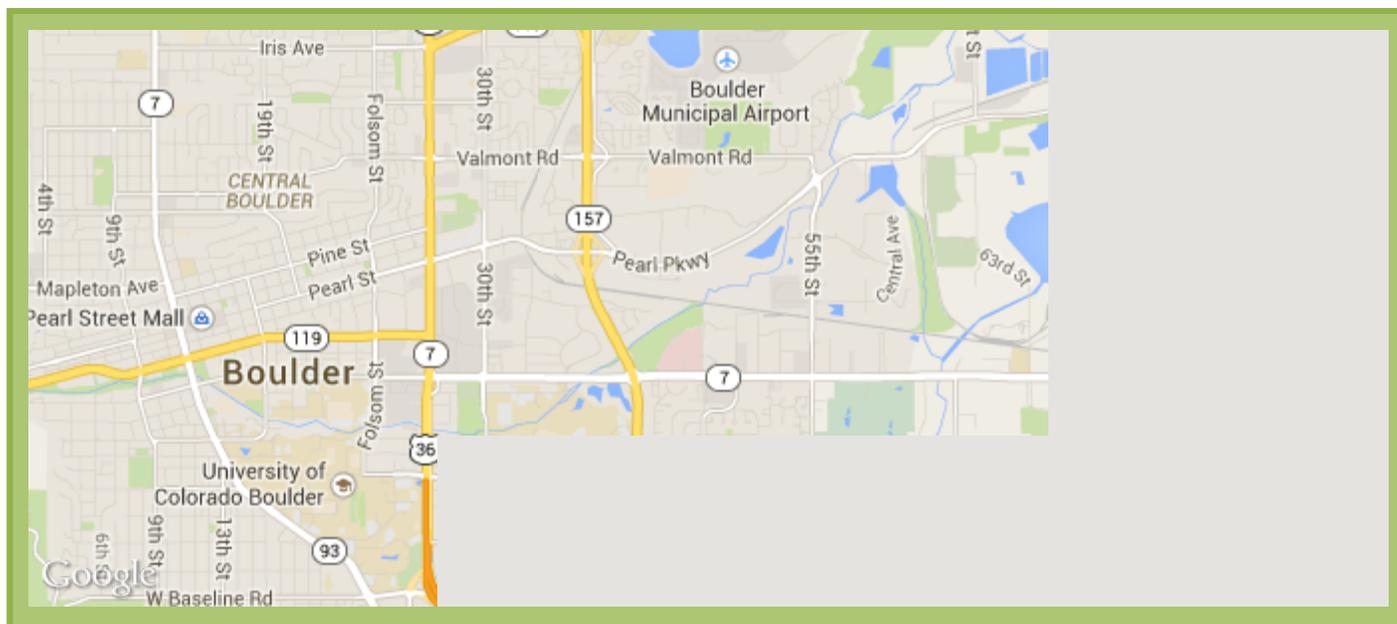
- *Operations and Maintenance* - Maintain and operate downtown and University Hill automobile and bicycle parking infrastructure, including six surface lots, five garages, 4,440 on-street auto parking spaces, and more than 1,300 bike racks. Plan and implement the Boulder Junction Access District - Parking.
- *TDM* - Administer the downtown TDM programs: employee Eco Pass, car share and bike share. Plan and implement the Boulder Junction Access District - TDM.
- *Parking Enforcement* - Use education and enforcement to manage parking in the downtown and University Hill commercial areas, in 10 Neighborhood Parking Permit zones, and citywide.

Related Links

[Commercial Districts](#)

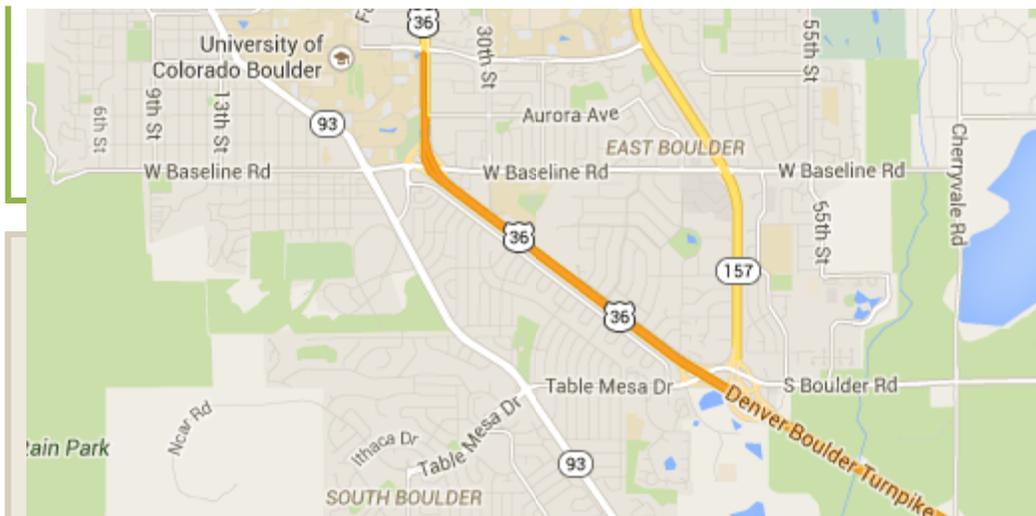
Location:

1500 Pearl Street, Suite 302
Boulder, CO 80302



Department Head

Molly Winter
Director



winterm@bouldercolorado.gov

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ENERGY STRATEGY AND ELECTRIC UTILITY DEVELOPMENT

CLEAN LOCAL ENERGY

low-cost. reliable. possible.

Mission

To ensure that residents, businesses and institutions have access to reliable energy that is increasingly clean and remains competitively priced. Boulder Energy Future is framed around a specific set of community goals. These goals and objectives serve to “unpack” the purpose statement and localization strategy into discrete, tangible outcomes important to Boulder:

- Ensure a stable, safe and reliable energy supply;
- Ensure competitive rates, balancing short- and long-term interests;
- Significantly reduce carbon emission and pollutants;
- Provide energy customers with a greater say about their energy supply;
- Promote local and economic vitality; and
- Promote social and environmental justice.

Structure

The Energy Strategy and Electric Utility Development Project, in coordination with the City Manager's Office and City Attorney's Office, performs work related to forming a locally owned utility and developing future energy strategies. The staff performs much of the analysis and manages various subprojects and contractors that relate to this initiative.

- 2015 Budget: \$6,943,235
- 2015 Number of Full-time Equivalent (FTE) Employees: 5.5

Responsibilities

Energy Strategy and Electric Utility Development will continue with next steps in forming a local electric utility and with exploring alternative ways to meet the community's energy goals. Key initiatives for 2015 include:

- Transition plan implementation;
- Community outreach and engagement on expanding the Utility of the Future vision and the implementation of the transition plan;
- Legal proceedings for condemnation, appeals, and regulatory findings;
- Formation of and reports from community technical working groups;
- Continued municipalization option analysis; and
- Regional, national and international collaborations in support of the Boulder community's climate and energy goals.

Related Links

[Boulder Energy Future](#)

Location

1101 Arapahoe Avenue
Boulder, CO 80302

Executive Director of Energy Strategy and Electric Utility Development

Heather Bailey

Heather has nearly 35 years of experience in the utility industry, and has served as a regulator, utility executive, and consultant. The majority of her career has been in public power, with positions including controller, treasurer, Deputy Chief Financial Officer, Executive Director of Corporate Services, and Executive Director of Transmission Business Services and Asset Development. As a consultant she advised independent transmission developers and power producers, as well as cities, on various utility strategic and regulatory issues.

Ms. Bailey is a CPA and has an MBA from the University of Texas at Austin, a bachelor's degree from Sam Houston State University in Huntsville, Texas.

Contact

Heather Bailey
303-441-1923

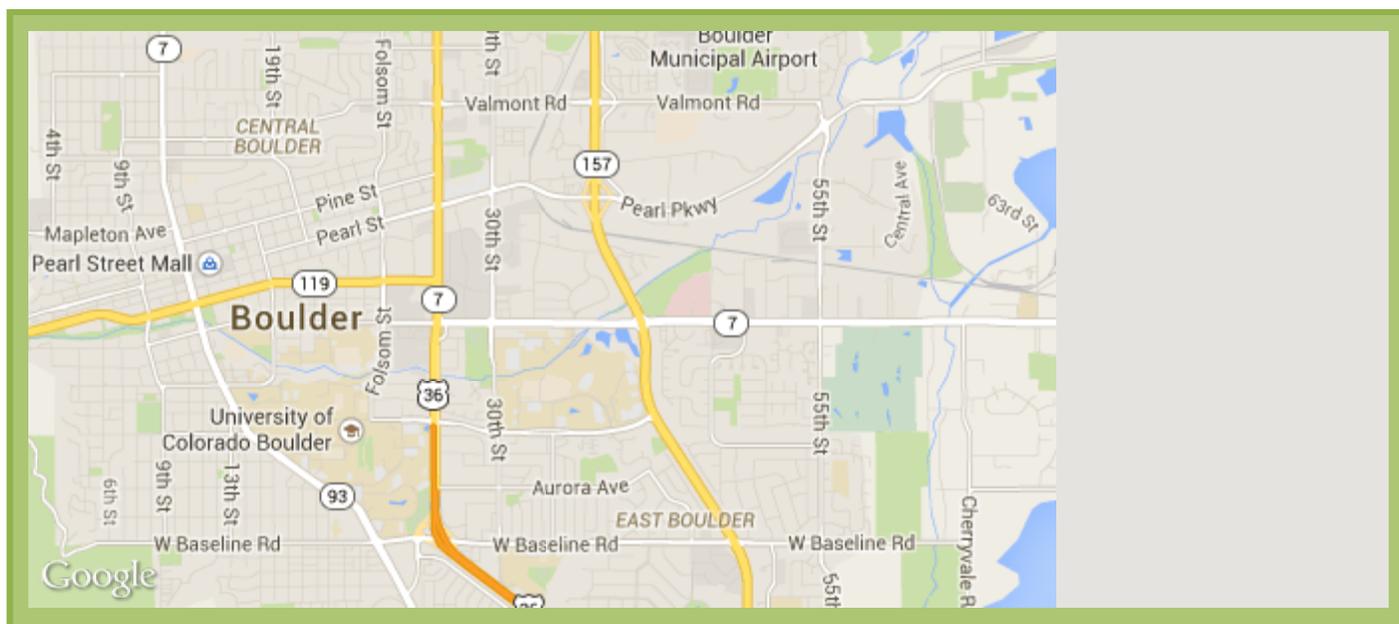
BaileyH@BoulderColorado.gov

Related Links

[Boulder's Energy Future](#)

Location:

1720 14th Street
Boulder, CO 80302



Department Head

Heather Bailey

Executive Director of Energy Strategy & Electric
Utility Development

Contact

Heather Bailey

303-441-1923

baileyh@bouldercolorado.gov

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[Home](#) » [Finance](#) » Finance Department



FINANCE DEPARTMENT



Mission

The mission of the Finance Department is to provide responsive, professional, and ethical administrative and fiscal services to meet the needs of the public, City Council, and all city departments. We value and maintain business practices that further the city's sustainability goals.

Structure

The Finance Department is comprised of four functions:

- Administration;
- Budget;
- Risk Management; and
- Fiscal Services.

- *2015 Operating Budget: \$7,619,418*
- *2015 Number of Full-time Equivalent (FTE) Employees: 38.67*

Responsibilities

Administration

Administration directs all activities of the department, actively manages Old Hire Fire and Police Pension Plans (for employees hired before April 8, 1978), and maintains communication and collaboration with city departments related to city financial matters.

- *2015 Operating Budget: \$692,633*
- *2015 Number of FTE Employees: 3.67*

Budget

The Budget Division coordinates citywide operating budget development activities; collaborates with the Community Planning and Sustainability Department and stakeholders to create the Capital Improvement Program (CIP); provides budgetary support and guidance to city departments; performs budgetary forecasting and analysis; engages in long-range financial planning; and performs policy analysis at the request of the City Manager.

- *2015 Operating Budget: \$704,537*
- *2015 Number of FTE Employees: 6.00*

Risk Management

The Risk Management Division facilitates the Employee Wellness Program and plays a key role in minimizing risk exposure for property, casualty and worker's compensation liabilities.

- *2015 Operating Budget: \$3,730,752*
- *2015 Number of FTE Employees: 4.00*

Fiscal Services

Fiscal Services includes the divisions summarized below.

Accounting and Operations

The Accounting and Operations Division provides centralized city services, including general accounting functions, external financial reporting, internal audit, financial document imaging and record retention, centralized mail coordination, payment processing, and purchasing coordination.

- *2015 Operating Budget: \$1,048,072*
- *2015 Number of FTE Employees: 9.45*

Revenue and Licensing

The Revenue and Licensing Division provides tax collection, reporting, education, and enforcement functions for the city's sales and use taxes, accommodation taxes, admission taxes, and trash taxes. In addition, the division provides general accounts receivable and assessments billing and collection functions. The licensing function of the division includes collection and enforcement activities for regular business licenses (sales, use, accommodation, admission, and trash hauler), liquor licenses, medical marijuana business licenses, special event licenses, dog licenses, and other licenses within the city.

- *2015 Operating Budget: \$511,098*
- *2015 Number of FTE Employees: 6.2*

Treasury

The Treasury Division performs the daily cash management functions of the city, including investment of available cash balances. The division also manages and monitors city debt obligations, performing ongoing bond disclosures and other functions to maintain the city's compliance with the relevant obligations. This division is also responsible for debt management of the city.

- 2015 Operating Budget: \$190,785
- 2015 Number of FTE Employees: 1.4

Sales and Use Tax Auditing and Compliance

The Sales and Use Tax Auditing and Compliance Division provides education, compliance, and auditing services for the city's more than 9,000 tax vendors.

- 2015 Operating Budget: \$693,705
- 2015 Number of FTE Employees: 7.95

Related Video



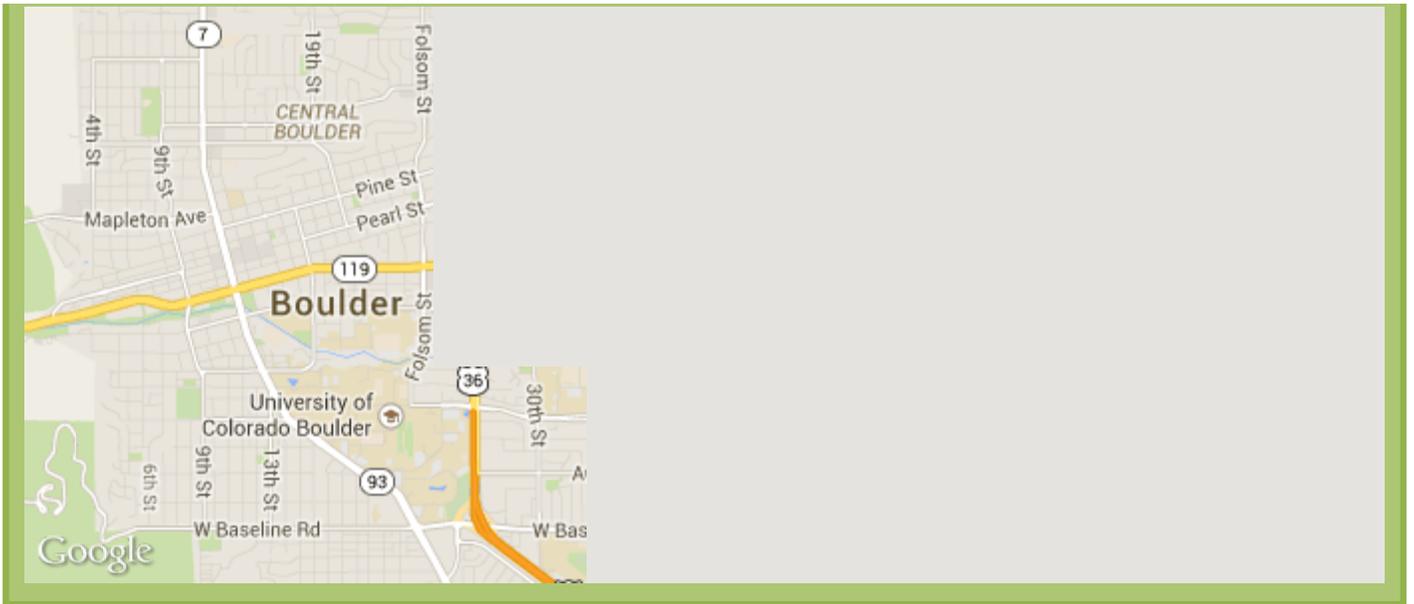
Related Links

[Finance](#)

Location:

1777 Broadway
Boulder, CO 80302





Department Head

Bob Eichem

Chief Financial Officer

Cheryl Pattelli

Director of Finance

Contact

Finance Department

Phone: 303-441-3040

Fax: 303-441-4381



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ABOUT BOULDER FIRE-RESCUE

Mission

The Boulder Fire-Rescue Department (BFRD) strives to make Boulder a safe place to live, work and play. BFRD reduces the human suffering caused by fires, accidents, sudden illnesses, hazardous material releases, and other disasters.

Structure

BFRD provides the following services:

- Fighting structural, wildland and other fires;
 - Responding to medical emergencies, rescue situations, hazardous material releases, and natural disasters;
 - Providing fire-safety education to the public, from children and youth (preschool through college age) to seniors;
 - Working with local businesses and organizations by inspecting buildings and reviewing construction plans for fire prevention code compliance;
 - Acting as the designated emergency response authority (DERA) for hazardous materials incidents in the City of Boulder;
 - Protecting more than \$21 billion dollars worth of property within Boulder, which encompasses 25.8 square miles of land and is surrounded by 70.8 square miles of city Open Space and Mountain Parks (OSMP); and
 - Responding to more than 11,000 emergencies annually.
- *2015 Operating Budget:* \$18,425,503
 - *2015 Number of Full-time Equivalent (FTE) Employees:* 121.33

Responsibilities

Operations Division

The Operations Division responds to fires, medical emergencies, rescues, hazardous materials releases and various other emergencies. The department staffs seven fire engines and one ladder truck operating out of seven fire stations for emergency response, 24/7. Fire stations are located at strategic locations in the city to provide timely responses to emergencies. There are at least 25 structural firefighters on duty at any given time. Included in the Operations Division, the Wildland Division responds to wildland fires and provides specialized training for city department members and mutual-aid departments.

- *2015 Operating Budget:* \$15,473,121
- *2015 Number of FTE Employees:* 105.33

Administrative Division

The Administrative Division, which provides support for all line services within the department, includes the chief, two deputy chiefs, two administrative assistants, and an employee dedicated to the city/county Office of Emergency Management (OEM). The division also maintains contracts with outside agencies such as the Rocky Mountain Response Group, Boulder Emergency Squad, and OEM to provide services and support for the city and departmental operations.

- *2015 Operating Budget:* \$1,226,382
- *2015 Number of FTE Employees:* 7

Fire Safety Division

The Fire Safety Division conducts plan reviews of fire-related systems in new construction, inspects installation of fire protection systems, coordinates ongoing fire prevention inspections for commercial properties, investigates fire causes, and provides public education programs for target audiences and counseling for children who misuse fire.

- *2015 Operating Budget:* \$757,617
- *2015 Number of FTE Employees:* 5.5

Training Division

The Training Division provides training for operations for existing and newly hired firefighters and coordinates training activities with mutual-aid partners.

- *2015 Operating Budget:* \$968,383
- *2015 Number of FTE Employees:* 3.5

Fire Divisions

[Administration](#)

[Fire Safety](#)

[Operations](#)

[Training](#)

[Wildland Fire](#)

Fire-Rescue Information

[Annual Report](#) 

[Fire Casualty Statistics](#)

[Fire Incident Statistics](#)

[Fire Loss Statistics](#)

[Fire Stations](#)

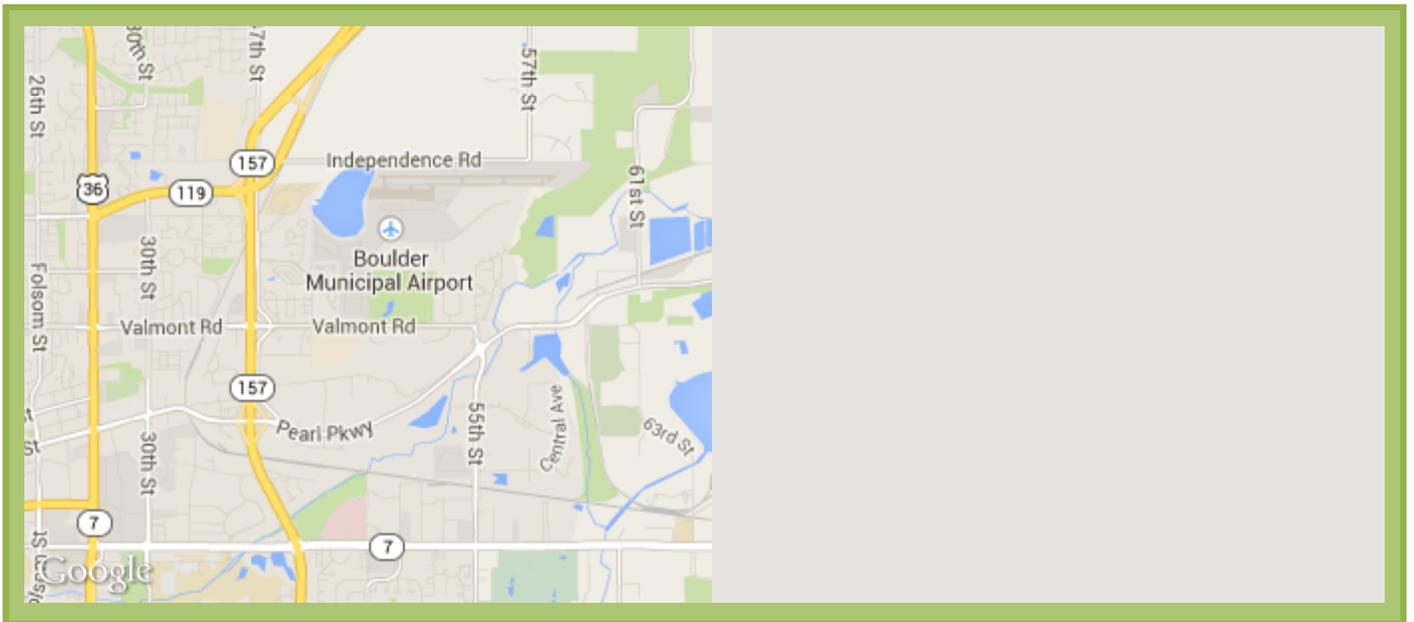
[Master Plan](#) 

[Operation & Management](#)

[Assessment](#) 

[Structure Protection Plan](#) 

[Wildfire Protection Plan](#) 



Department Heads

Michael Calderazzo
Interim Fire Chief

Jeffrey Long
Acting Deputy Fire Chief

Frank Young
Deputy Fire Chief

Contact

3065 Center Green Dr.
Boulder, CO 80301
Phone: 303-441-3350
Fax: 303-441-4350



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DIVISION OF HOUSING



Mission

The Division of Housing's mission is to preserve and provide safe, high-quality and affordable housing opportunities through collaborative community planning and funding of programs.

Structure

The Division of Housing has three primary work groups: Community Investment, Homeownership and Inclusionary Housing/Planning.

- *2015 Operating Budget:* \$5,179,813
- *2015 Number of Full-Time Equivalent (FTE) Employees:* 13.2

Responsibilities

Community Investment administers funding (Affordable Housing Fund, Community Housing Assistance Program, federal HOME Program, federal Community Development Block Grant), compliance and asset management programs.

- Homeownership provides direct services for buyers and owners of permanently affordable homes.
- Inclusionary Housing/Planning implements affordable housing policies related to development activity.
- The Division of Housing teams with Community Planning and Sustainability and other departments to support the development of housing policies.

About the Division of Housing

[Housing Boulder](#)

[2015 Fund Round Calendar - Important Dates!](#)

[2013 Final CAPER](#) 

[2014 Final Action Plan](#) 

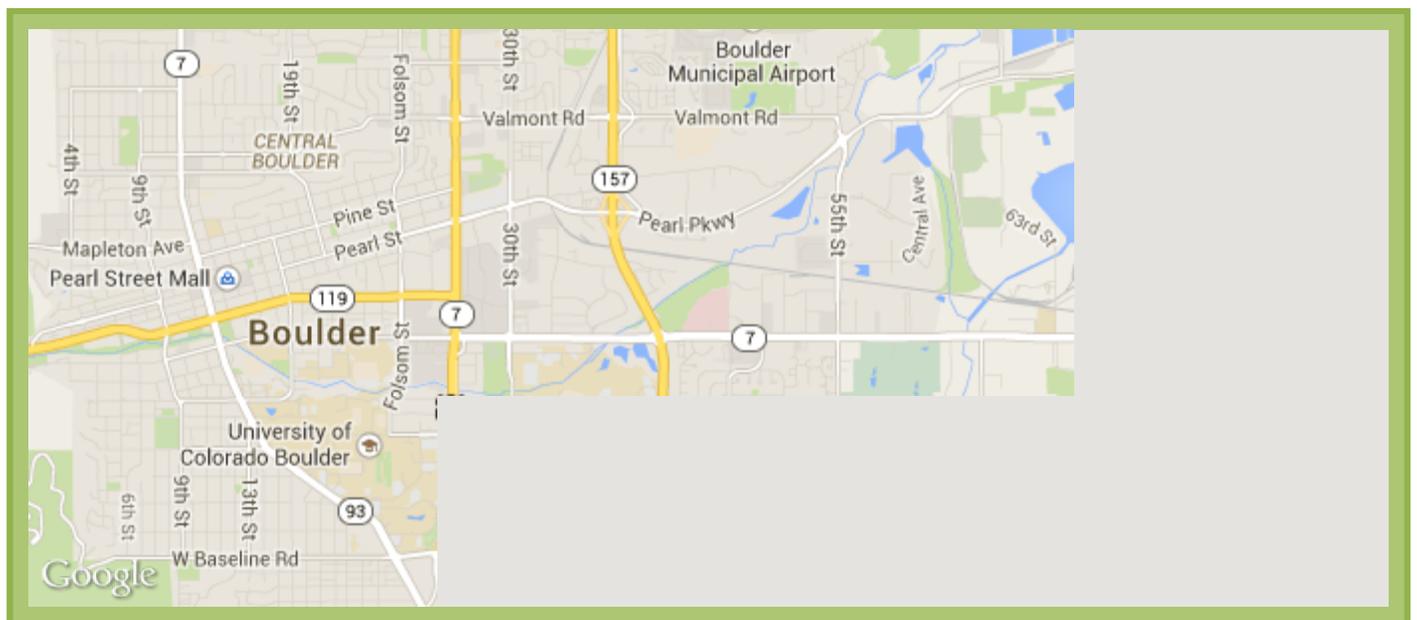
[Rental Information & Resources](#)

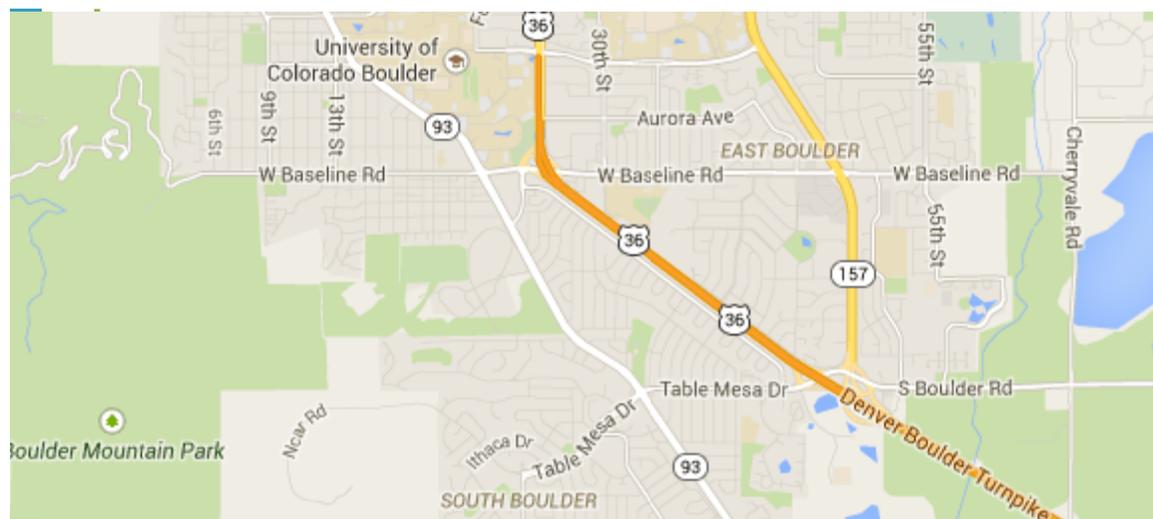
[What We Do](#)

[Who We Are](#)

Location:

1300 Canyon Boulevard
Boulder, CO 80302





Jeff Yegian

yegianj@bouldercolorado.gov

303-441-4363

Homeownership Program:

homeownership@bouldercolorado.gov

303-441-3157, option 2

Contact:

Alyssa Ostrander

Administrator

ostrandera@bouldercolorado.gov

303-441-4196



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[Home](#) » Human Resources



HUMAN RESOURCES



We are now in a new location!

3065 Center Green Dr.

Boulder, CO 80301

(Just West of the intersection at Valmont Rd. and Foothills Parkway)

Mission

The mission of the Human Resources Department is to provide strategic human resource solutions to support City of Boulder employees, goals and outcomes. We do this to help build a thriving and sustainable community.

Structure

The Human Resources (HR) Department serves as a business partner to the city manager and operations to help meet city and council objectives as they relate to employees, culture and productivity. HR supports city departments in minimizing employee risk and maximizing employee productivity through recruiting, retention, performance management, innovative process solutions, total compensation, payroll, employee and bargaining-unit relations, and training and development.

2015 Budget:

\$2,948,336

2015 Number of Full-time Equivalent (FTE) Employees:

24.63

4 CENTERS OF EXCELLENCE

| HR Customer Service Center | |
|---|---|
| <p>Customer Service: Leads the strategic direction of the department, as well as general administrative functions including customer service, budget, bill paying, communications, data management through the city's Human Resources Information System (HRIS), supporting benefits open enrollment, citywide events, scheduling needs, front desk, phone support, employment processing, HR administration, and one stop shop customer service.</p> <p>Recruitment & Selection: Together with the Strategic Consulting Services Center, partners with departments citywide to ensure hiring needs are being met. Coordinates with hiring supervisors and assists applicants in order to make the recruitment and selection process as smooth and seamless as possible.</p> <p>Employment Transactions: Setting up all new hires, rehires, promotional hires, and seasonal hires in the city's HRIS and with benefit providers, and working with department HR Managers and hiring supervisors to ensure everything is in place for their employees to start their new roles.</p> | <p>2015 Operating Budget:</p> <p style="text-align: center;">\$673,939</p> <p>2015 FTEs:</p> <p style="text-align: center;">5.63</p> |
| HR Solution Center | |
| <p>Process Improvement & HRIS Business Solutions: Centralized HR business solutions and technology focused on information reporting and customized client solutions, providing broader and deeper analysis of city HR issues and trends and works to resolve them. Standardizes HR transactional processes which will allow for more consistency throughout the city and will generate meaningful metrics and data for better decision making.</p> | <p>2015 Operating Budget:</p> <p style="text-align: center;">\$1,316,754</p> <p>2015 FTEs:</p> <p style="text-align: center;">11.00</p> |

| | |
|---|--|
| <p>Payroll: Champions paycheck processing, W-2s, vendor payments, and Federal and State legal compliance regarding payroll, pension and other tax reporting obligations.</p> <p>Benefits: Administers the city's benefits programs, including insurance (medical, dental, vision, life and disability), retirement, deferred compensation, paid time off, unemployment, employment verification, I-9s, FMLA and leaves of absence.</p> <p>Compensation: Develops and analyzes the city's compensation programs and policies, and conducts market and job studies to provide favorable salary relationships with labor markets while maintaining internal equity.</p> <p>Policies & Procedures: Develops, interprets and ensures compliance of citywide policies and procedures.</p> | |
| <h3>HR Consulting Services Center</h3> | |
| <p>Labor Relations: Organizes negotiations for collective bargaining units to create union contracts, and advises supervisors and managers on contract interpretation and application.</p> <p>Employee Relations: Supports managers to ensure respectful relationships exist within work groups, and provides coaching and training on resolving conflicts and dealing with sensitive issues.</p> <p>Citywide Department Partnering: Supports individual departments across the city with all front-end HR services, including recruitment and selection, compensation/classification, benefits consultation, and training.</p> | <p>2015 Operating Budget: \$598,525</p> <p>2015 FTEs: 5.00</p> |
| <h3>Learning & Organizational Development Center</h3> | |
| <p>Citywide Values: In partnership with the City Manager's Office, assists in developing and implementing a framework to further support the organization's success and efforts toward service excellence through strategies that enhance the organization's culture, values, design, and effectiveness.</p> <p>Citywide Training and Employee Development: Increases the organization's effectiveness and resiliency to change by focusing on improving and enhancing employee capabilities to meet strategic goals. Supports the development and learning of employees for the life of their careers at the city.</p> | <p>2015 Operating Budget: \$359,118</p> <p>2015 FTEs: 3.00</p> |

Human Resources Links

[Accessibility](#)

[Benefits](#)

[Human Resources](#)

[Our City Culture](#)

Job Resources

[Accessibility](#)

[Featured Jobs](#)

[Internships](#)

[Junior Rangers](#)

[Boulder Housing Partners](#)

[Firefighter Recruitment](#)

[Police Opportunities](#)

[Job Interest Card](#)

[Job Description Search](#)

[Benefits](#)

Location:

3065 Center Green Dr.
Boulder, CO 80301

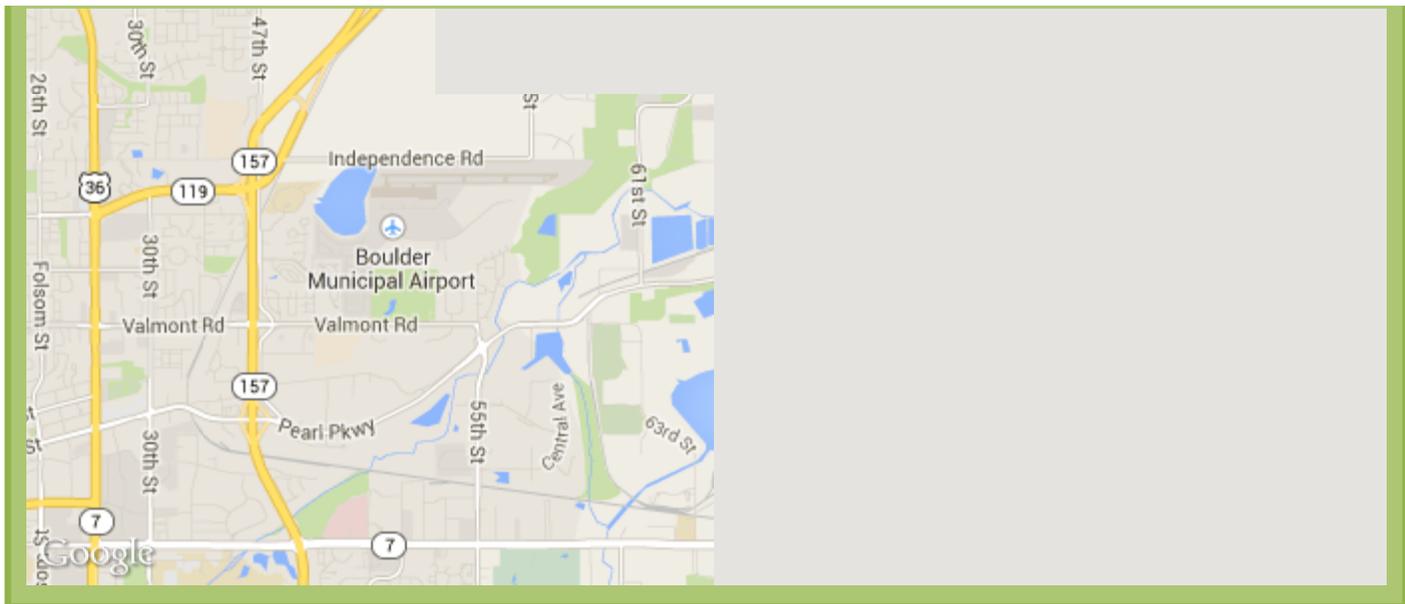
Contact:

Phone: 303-441-3070

Fax: 303-441-3049

hr@bouldercolorado.gov





Department Heads

Joyce Lira

Director of Human Resources

Denise Noe

Deputy Director of Human Resources



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Home » [Human Services](#) » Human Services: Mission, Structure, & Responsibilities



HUMAN SERVICES: MISSION, STRUCTURE, & RESPONSIBILITIES



Mission

The mission of the Human Services Department is to create a healthy, socially thriving, and inclusive community by providing and supporting human services to Boulder residents in need.

Structure

The Human Services Department comprises these work areas:

- Community Relations
- Family Services
- Human Services Planning
- Senior Services

- *2015 Operating Budget* - \$6,728,264
 - *General Fund* - \$5,939,163
 - *Grants* - \$691,791
 - *Community Development Block Grant* - \$97,310
- *2015 Number of Full-time Equivalent (FTE) Employees* - 37.19

Responsibilities

Community Relations

- Provides community conflict resolution and mediation services for city residents, organizations and businesses such as landlord-tenant and neighborhood disputes and restorative justice.
- Staffs the *Human Relations Commission (HRC)*, which is charged with identifying and alleviating human relations issues and social problems, fostering positive community relations and protecting human rights, and making social policy recommendations to City Council. Allocates funding to the community for community cultural event and programs.
- Coordinates the annual *Martin Luther King, Jr. celebration*.
- Staffs the city manager-appointed *Immigration Advisory Committee*, which is charged with providing an immigrant perspective on the city's policies and programs.
- Enforces Boulder's *Human Rights Ordinance* (anti-discrimination ordinance) through the Office of Human Rights (OHR) and enforces Boulder's *Failure to Pay Wages Ordinance*.
- Promotes youth leadership development and engagement through the *Youth Opportunities Program* and the city manager-appointed *Youth Opportunities Advisory Board*, which advises the city on youth-related issues in the community. Distributes \$150,000 in annual grants to local nonprofits and organizations for social, educational and cultural activities for youth, with an emphasis on low-income youth.

Family Services

Family Services provides direct services for families in Boulder, primarily through regional partnerships, including school-based services in elementary and high schools, child care subsidies to low-income working families, and child care provider training.

- *Early Childhood Programs* - Provides financial assistance with child care costs for low-income families; child care referrals; and provider licensing, training and professional development to improve the quality of care.
- *Family Support Services* - Includes the Family Resource Schools (FRS) program, a partnership with the Boulder Valley School District (BVSD) to provide outreach, direct services and referrals to remove barriers to academic achievement for at-risk families in five Boulder elementary schools; and the Family Resource Center (FRC), a partnership with Boulder County Housing and Human Services, which provides onsite, comprehensive community services to low-income families for the entire City of Boulder. The FRC office serving the City of Boulder is housed at Manhattan Middle School.
- *Prevention and Intervention Program* - Provides crisis intervention services, high-risk behavior prevention counseling, support services, and education for students at eight middle and high schools in partnership with BVSD, Boulder County Public Health and Mental Health Partners.

Human Services Planning

- Administers the *Human Services Fund*, which distributes approximately \$2.1 million annually in operating support to community nonprofits and provides technical assistance to the nonprofit and community at-large.

Conducts research and analysis on social policy issues and trends, makes policy recommendations to alleviate social issues and conditions, identifies human services trends and needs, leads and participates in communitywide efforts to identify and impact human services needs.

- Implements city and community plans including the Ten-Year Plan to Address Homelessness, HS Strategy, Countywide Human Services Strategy Plan, and Boulder Valley Comprehensive Plan.
- Manages updates to the department Human Services Strategy and community projects related to City Council and community human services goals.

Senior Services

- Offers senior programming and services at the East and West Senior Centers, including educational classes such as memory clinics, trip and fall clinics, nutrition services, wellness programs and social programs.
- Provides resource and referral for community services and counseling for at-risk seniors.
- Administers the city's food tax rebate program for low-income families, seniors and disabled individuals.
- Collaborates with Boulder County and senior service agencies in the community to plan, coordinate and evaluate services needed for seniors, including the Aging Well countywide senior services strategic plan.
- Staffs the city manager-appointed Senior Community Advisory Committee, which provides consultation and expertise to city staff on policy and programs related to seniors.

Administration and Finance

Provides departmental administrative and financial assistance and oversight.

1. About Human Services

[Mission, Structure & Responsibilities](#)

[Human Services Strategy](#)

[Housing and Human Services Master Plan](#) 

[Human Services News on Channel 8](#)

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Head

Karen Rahn

Director rahnk@bouldercolorado.gov

Contact

Randall Roberts

303-441-4366

robertsr@bouldercolorado.gov

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INFORMATION TECHNOLOGY



Mission

The mission of the Information Technology (IT) Department is to create an environment of seamless integration between people and technology. The IT Department's principle goals, defined in the citywide Information Technology Strategic Plan, include:

- *Service Quality and Accessibility:* Technology improves access to city information and services and enhances the quality of our customers' experience;
- *IT Service and Decision-making Alignment:* Technology services and decision-making align with citywide priorities and customer needs and support sustainability;
- *Efficiency and Effectiveness:* Technology maximizes the efficiency and effectiveness of city operations;
- *Innovation:* Technology is used as a catalyst for innovation; and
- *Quality, Sustainable IT Infrastructure:* Technology is a key element of citywide infrastructure and is current, secure and reliable - ensuring customer confidence.

Structure

The IT Department serves as a critical business partner to all city departments in addressing service and operational objectives through the appropriate use of automation. The services of the Information Technology Department include:

- long-range technology planning;
 - citywide hardware/software procurement;
 - support for all employees and personal computers (PCs), mobile devices and voice services;
 - administration of 274 physical and virtual servers and 65 databases;
 - disaster recovery and business continuity;
 - systems security;
 - 130 miles of fiber optic network infrastructure;
 - business analysis;
 - custom application development; and
 - support for a numerous mission critical applications such as payroll, permitting and licensing, web technologies, and public safety.
- *2015 Operating Budget: \$8,665,791*
 - *2015 Number of Full-time Equivalent (FTE) Employees: 36.18*

Responsibilities

Administration

The Administration Division provides general administrative support to the other divisions of IT. Staff also provides financial management, customer-service advocacy, Help Desk services, and administration of the telecommunications fund, IT operating account, and citywide computer replacement fund, which includes centralized purchasing of all computer-related equipment and software.

- *2015 Operating Budget: \$798,997*
- *2015 Number of FTE Employees: 3.5*

Infrastructure Services

The Infrastructure Services Division provides a reliable and robust communications infrastructure supporting nearly 1,400 City of Boulder employees, 1,400 telephones, 1,450 workstations, nearly 800 mobile communication devices (tablets, smartphones, cellphones, Police/Fire mobile computers) and more than 274 physical and virtual servers providing voice, email, Web, geographic information systems (GIS), database, mobile data, emergency/disaster response support, and office-productivity services. In addition, Infrastructure Services takes a leadership role in the research, selection and implementation of new technologies to improve city services.

- *2015 Operating Budget: \$1,871,004*
- *2015 Number of FTE Employees: 14.45*

Application Services

The Application Services Division provides project management, business analysis, software implementation, reporting and technical support to both the city's traditional municipal services (e.g., police, fire, land use, public works utilities and maintenance) and its enhanced services (e.g., human services, open space, parks and recreation). The division currently manages an application portfolio of 196 applications supporting business functions across the city. The division also takes a leadership role in research of the software options available to the city and participates in software selection and procurement.

- 2015 Operating Budget: \$2,054,785
- 2015 Number of FTE Employees: 16.73

Capital, Non-IT and Citywide Items

The Capital, Non-IT and Citywide Items group includes funding for major citywide technology initiatives. The most notable item in this category is the funding for the IT Capital Improvement Plan.

- 2015 Operating Budget: \$3,941,004
- 2015 Number of FTE Employees: 1.5

Related Video



Information Technology

[2013 IT Department Budget](#) 

[Boulder IT Vision](#) 

[IT Governance and Decision Making Structure](#) 

[IT Strategic Plan](#) 

[IT Performance Measurement](#) 

[IT Vendor Roster Program](#)

IT Policies

[Administrator Guide and Information Security Policy](#) 

[Connected Partner Security Policy](#) 

Website and Data

[Open Data Catalog](#)

[City of Boulder Website Infographic](#) 

[June 5, 2014 - City of Boulder and City of Arvada Win Alliance for Innovation Award for Xpress Consortium Project](#)

[Nov. 13, 2013 - City of Boulder Wins Top Honors for Web Redesign](#)

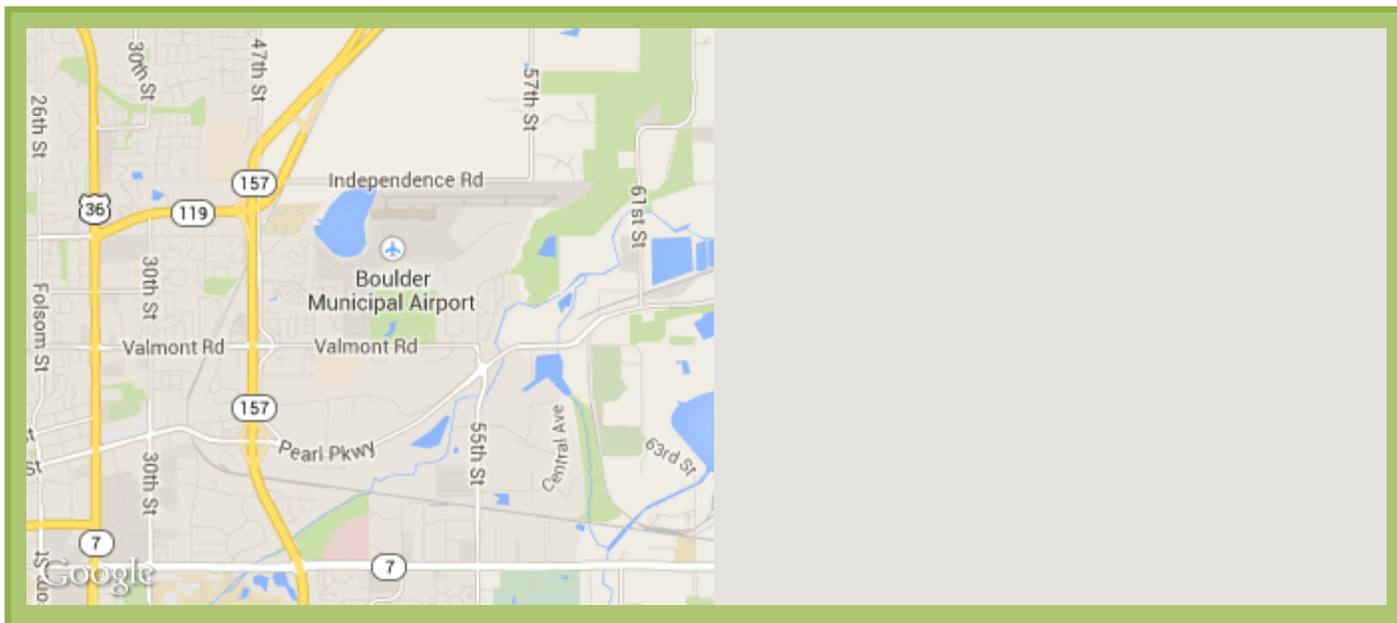
[July 29, 2013 - City of Boulder Launches New Website](#)

Location:

3065 Center Green Drive
Boulder, CO 80301

Contact:

Phone: 303-441-3080



Department Head

Don Ingle

Director of Information Technology

Contact

Don Ingle

303-441-4183

ingled@bouldercolorado.gov

Information Technology

303-441-3080

infotech@bouldercolorado.gov



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LIBRARY AND ARTS DEPARTMENT



Mission

Two missions direct the work of the department, one for the library and one for the arts: The mission of the Boulder Public Library is to enhance the personal and professional growth of Boulder residents and contribute to the development and sustainability of an engaged community through free access to ideas, information, cultural experiences and educational opportunities.

The mission of the Boulder Office of Arts and Cultural Services is to further the development of a dynamic arts community through encouraging artistic innovation, collaboration, public art and organizational stability; to increase access to the arts; to promote multicultural expression; to act as an advocate on behalf of the arts; and to foster a creative cultural climate in the community.

Structure

The Library and Arts Department is responsible for two broad functions:

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- To serve the informational and life-long learning needs of the Boulder community; and
- To support the development of Boulder's fine, visual and performing arts.

Two council-appointed commissions, the Library Commission and the Arts Commission, serve in an advisory capacity for departmental services and policies. The Arts Commission has the added role of administering a series of annual cultural grants. Five library facilities house library and arts services. The Main Boulder Public Library, 93,000 square feet, is located in downtown Boulder and houses 75 percent of the system's collection. Two neighborhood branches, George Reynolds and Meadows, serve south and east Boulder, respectively. The NoBo Corner Library serves north Boulder with materials pick-up and return, public access computers, Wi-Fi, and popular materials. The Carnegie Branch Library for Local History is located downtown and offers an archive of local history materials, including photographs. The Carnegie Branch is the city's original library, opening in 1907.

A variety of library services are available online, through the Boulder Public Library website, www.boulderlibrary.org, including access to information databases, ebooks, emagazines, downloadable music, streaming music and movies, and patron account management. The Office of Arts and Cultural Services website, www.boulderarts.org, offers information on a number of region-wide, arts-related programs and services.

- *2015 Operating Budget* - \$8,225,790
- *2015 Number of Full-time Equivalent (FTE) Employees* - 78.5

Responsibilities

There are five divisions in the Library and Arts Department.

Administration

Administration is comprised of the office of the director, general administrative functions, such as project/contract management and long-range planning, budget and accounts payable, public information, volunteer services, facilities maintenance, and administrative support for the Library Commission.

Access Services

In addition to oversight of the Meadows, George Reynolds branch libraries and the NoBo Corner Library operations and programs, Access Services includes materials circulation services, maintenance of patron accounts, administration of the holds and Prospector system, the homebound delivery program, shelving, and maintenance of the automated materials handling system.

Arts and Cultural Services

The Office of Arts and Cultural Services include administration and oversight of the Library's film and concert programs, Canyon Gallery exhibits, cultural grants, creative sector programs, and public art. It also is responsible for administering support for the Dairy Center for the Arts and The Boulder Museum of Contemporary Art, as well as the Arts Commission.

eServices

eServices is comprised of administration and maintenance of library-specific IT systems and equipment, including the integrated library system, the patron computer reservation and print release system, computer technology support, the library website, the meeting room reservation system, and the cataloging of library materials and resources.

Public Services

Public Services provides basic library services, such as reference, reader's advisory, youth services, library materials and electronic resources (e.g. ebooks and informational databases) acquisition, library collection maintenance, interlibrary loan, and assistance with public computer access. Public Services also includes the Carnegie Library for Local History collection and services, programming and events for adults, children, and families, adult and family literacy services, and outreach services.

Related Links

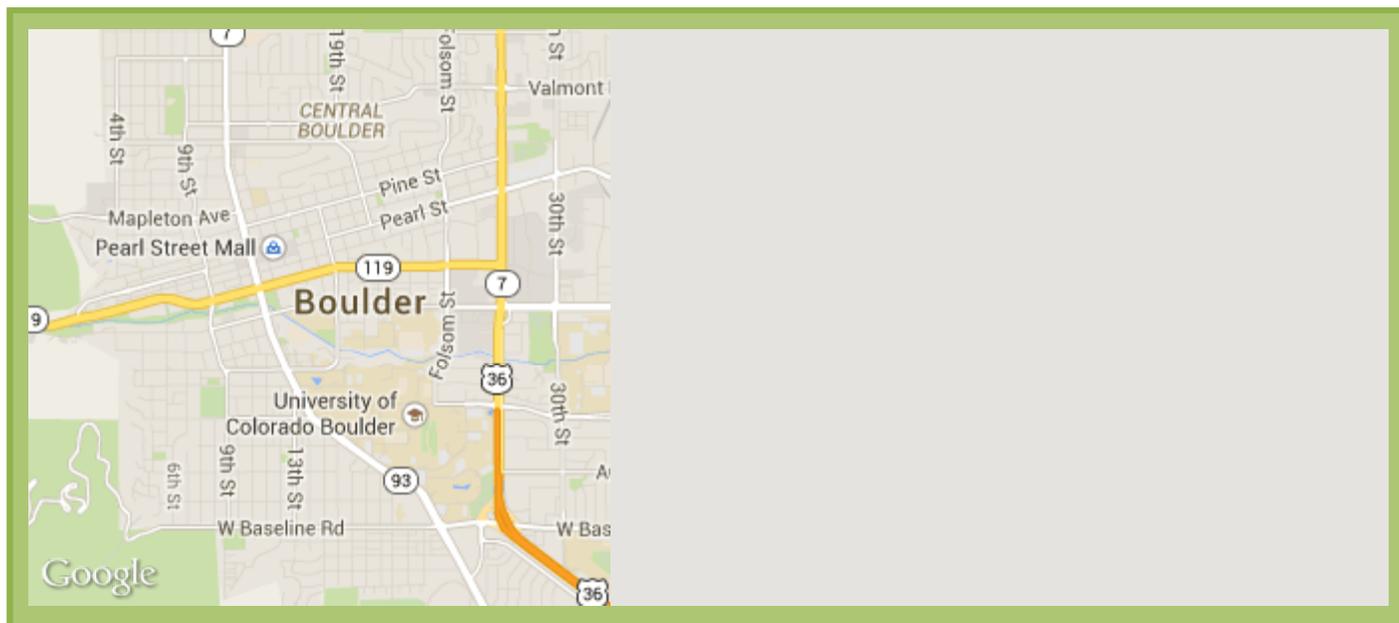
[Boulder Public Library](#)

[BoulderReads](#)

[Office of Art + Culture](#)

Location:

1001 Arapahoe Avenue
Boulder, CO 80302



Director

David Farnan

303-441-3100

farnand@boulderlibrary.org

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[Home](#) » [Municipal Court](#) » Municipal Court- City Council Reference Notebook


MUNICIPAL COURT- CITY COUNCIL REFERENCE NOTEBOOK



Mission

The mission of the Boulder Municipal Court is to:

- provide an accessible, efficient and impartial forum for all participants in cases involving municipal ordinance violations;
- adjudicate cases consistent with the law, the needs of the individual, and the community's values; and
- promote public trust in both the justice system and local government.

Structure

The Boulder Municipal Court has three primary work groups: Administration, Adjudication and Case Management.

- *2015 Operating Budget: \$2,214,211*
- *2015 Number of Full-time Equivalent (FTE) Employees: 21.13*

Responsibilities

Administration

Administration is responsible for achieving department goals and objectives; managing budgetary and financial information; assuring adherence to policies and regulations; and leading, developing and supervising court staff. Staffing includes the court administrator, deputy court administrator, and administrative support for budget preparation, financial transaction processing, accounting/statistical analyses, and various clerical responsibilities.

Adjudication

Adjudication consists of all court functions that occur in the courtroom, in addition to support for case processing. Judges preside over court sessions with animal, general, parking, photo radar, photo red light and traffic violations. Staff manages case flow in and out of the courtroom, sets court dates, and performs jury commissioner functions.

Case Management

Case Management includes a variety of functions that comprise the core work of the court, including scheduling, payment processing, database management, collections, other non-compliance actions, and interfacing with Department of Motor Vehicles and the Colorado Bureau of Investigations. The majority of court staff consists of front-line employees who interact with the public on the phone, at the counter, and in the courtroom. Probation staff monitors compliance with court orders regarding municipal violations that most impact the community and processes cases for defendants at in-custody sessions at the Boulder County jail. Additional budgetary funding received in 2013 has allowed probation officers to become deeply engaged with citywide efforts to address homelessness. This includes data collection, collaborating with other homeless service providers, brainstorming strategies for specific issues, and individual case management for violators demonstrating readiness to change.

Court Related Links

[Bond Schedule](#) 

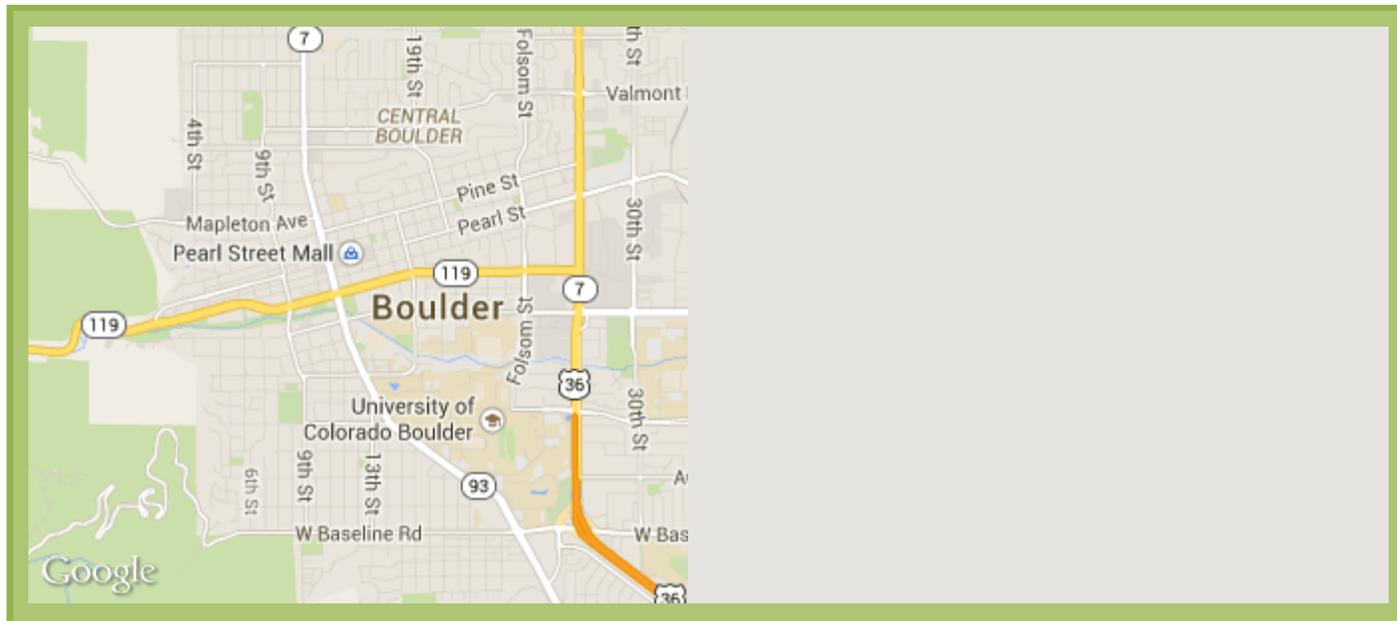
[Court Related Forms](#)

[General Court Information](#)

[Juror Reporting Instructions](#)

[Jury Service](#)

[Record Sealing](#)



Department Head

James Cho

Court Administrator

Contact

Phone: 303-441-1842

Fax: 303-441-4233



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[Home](#) » [Osmmp](#) » Open Space and Mountain Parks Department Profile


OPEN SPACE AND MOUNTAIN PARKS DEPARTMENT PROFILE



Mission

To preserve and protect the natural environment and land resources that characterize Boulder and to foster appreciation and use that sustains the natural values of the land for current and future generations.

Structure

The Open Space & Mountain Parks Department manages permanently protected land and area that is now approximately 45,484 acres, contains approximately 145 miles of developed and maintained trails, and receives approximately 5.3 million human visits per year based on the 2004-2005 Visitation Study data. The department is divided into four divisions:

- Office of the Director and Administrative Services;
- Real Estate and Central Services Division;

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- Resource Systems Division; and
- Land and Visitor Services Division.

- *2015 Total Budget:* \$29,956,952
- *2015 Number of Full-time Equivalent (FTE) Employees:* 101.35

Responsibilities

Office of the Director and Administrative Services

The office includes direction and oversight of the department, communication and public process services, and administrative support, including the role as secretary of the Open Space Board of Trustees.

- *2015 Total Division Budget:* \$1,440,248 (includes operating and cost allocation)
- *2015 Division Number of FTE Employees:* 8.00

Real Estate and Central Services Division

The division includes real estate services, acquisition of land interests for open space purposes, resolution of easement requests, boundary dispute resolutions and lease management. Real estate services for external customers in other city departments include acquisitions of land, easements, right of ways and related real estate services. The division also includes financial management services, policy analysis and the cultural resources program.

- *2015 Total Division Budget:* \$12,607,395 (includes operating, Capital Improvement Program, debt service, CIP and cost allocation)
- *2015 Division Number of FTE Employees:* 10.75

Resource Systems Division

The division, which includes environmental planning, encompasses Visitor Master Plan implementation, natural resource planning and management such as the forest and grassland ecosystem management plans. The ecological systems group monitors and manages for integrated pest management, forest, grassland, wetland, riparian and aquatic ecosystem management, and wildlife habitats. It also incorporates ranger naturalist services and resource information services.

- *2015 Total Division Budget:* \$6,764,631 (includes operating and cost allocation)
- *2015 Division Number of FTE Employees:* 44.60

Land and Visitor Services Division

The division includes engineering and project management resource operations; recreation planning; agricultural management and water resources administration; maintenance; and construction on land and facilities, including buildings, trails, trailheads, signs, and service roads; fleet services; and community outreach services, including education, volunteers, and the Junior Ranger program.

- *2015 Total Division Budget:* \$9,144,678 (includes operating; CIP; lottery projects (CIP); cost allocation)
- *2015 Division Number of FTE Employees:* 38.00

OSMP Links

[About OSMP](#)

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PARKS AND RECREATION DEPARTMENT PROFILE



Mission

Boulder Parks and Recreation promotes the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities and programs.

Structure

The department is comprised of three main divisions:

- Administration;
- Parks and Planning; and
- Recreation.

2015 Total Budget: \$25,520,653

The 2015 budget is funded by the:

- General Fund;
- \$0.25 Sales Tax Fund;
- Permanent Parks and Recreation Fund;
- Recreation Activity Fund;
- Lottery Fund;
- Boulder Junction Improvement Fund; and
- Capital Development Fund.

In 2013, the department updated the City of Boulder Parks and Recreation 2006 Master Plan. The 2014 Master Plan, was adopted by City Council on Feb. 4, 2014, will guide department investments and strategies over the next five years.

Guiding principles of the plan include:

- Sustainable practices;
- Partnerships;
- Health as our fundamental purpose;
- The common good;
- Service excellence; and
- Continuous improvement.

The proposed master plan and appendices can be found by selecting “Master Plan” from the horizontal menu on the top of the screen.

Responsibilities

Parks and Planning Division

Manages park operations and grounds maintenance; natural resources (horticulture, forestry operations and natural areas); capital project planning, design, and construction; and the management of park renovation projects.

- *2015 Budget:* \$7,573,884 for operations and maintenance
- *2015 Number of Full-time Equivalent (FTE) employees:* 56.50

Recreation Division

Manages and operates three recreation centers, two outdoor pools, the Boulder Reservoir, Flatirons Golf Course and offers programs in aquatics, arts, sports, therapeutic recreation, wellness and youth outreach services.

- *2015 Budget:* \$9,811,701
- *2015 Number of FTE employees:* 55.73

Administration Division

Includes the office of the director; business and finance; strategic leadership; marketing; public outreach; communications; information technology; staff training and development; and liaison work to the Parks and Recreation Advisory Board (PRAB) and City Council.

- *2015 Budget:* \$2,491,016
- *2015 Number of FTE employees:* 17.12

The department also maintains an annual capital improvement program (CIP) of \$2.2 million in 2015. The department prioritizes CIP projects based on meeting essential safety and compliance considerations, maintaining existing facilities, improving efficiencies, and complying with specific federal Americans with Disabilities Act (ADA) regulations.



Parks and Recreation Master Plan

[Parks and Recreation Master Plan](#)



City Council unanimously voted to accept the updated Boulder Parks and Recreation Master Plan on Feb. 4, 2014.

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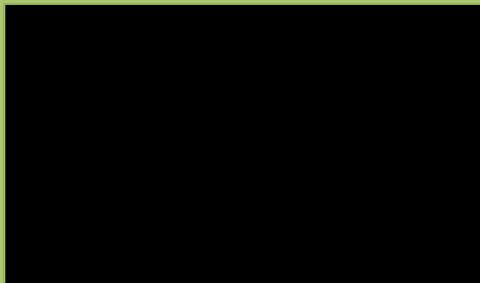
[Parks and Recreation Master Plan](#)

[Recreation Facilities](#)

[Recreation Programs & Services](#)

[Volunteer, Internship and Job Opportunities](#)

Related Video



Location:

3198 N. Broadway
Boulder, Colorado 80304

Department Head

Jeff Dillon

Director, Parks and Recreation

Contact

Abbie Poniatowski

Business and Finance Manager

303-413-7253

poniatowskia@bouldercolorado.gov



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Home » Boulder Police Department



BOULDER POLICE DEPARTMENT



- Emergencies: 911
- Non-emergency dispatch: 303-441-3333
- Boulder County Sheriff's Office/Non-emergency dispatch: 303-441-4444
- Crimestoppers: 1-800-222-TIPS (8477) or 1-800-444-3776

Mission

Working with the community to provide service and safety.

Structure

The Boulder Police Department (BPD) is responsible for general public safety; prevention of crime; responding to and investigating crime; apprehension of those who commit crime; public order; traffic safety; criminal justice records; and safety education. The department is service oriented and serves the community by building partnerships to address crime and crime-related problems, which is commonly referred to as a

community-oriented or community-based policing philosophy.

While there are many examples of success using this approach, one example is the work our University Hill officers have done with University Hill neighbors, students and the business community to make positive changes on the Hill. Other community crime prevention programs include School Resource Officers, Cops in the Classroom Program, Adopt a Frat Program, Adopt a Site program, liaisons with groups and other agencies, mentoring programs, and others. The department is involved in many other prevention, intervention and educational programs.

- *2015 Operating Budget:* \$33,666,129
- *2015 Number of Full-time Equivalent (FTE) Employees:* 288

The police department is structured into three divisions.

Administration

Consists of the Chief of Police, his assistant, two deputy chiefs, a professional standards sergeant, a legal advisor and a public information officer.

- *2015 Operating Budget:* \$1,100,941
- *2015 Number of FTE Employees:* 7

Operations

Consists of Patrol, Investigations, Animal Control and Code Enforcement. Most certified officers are assigned to the Operations Division.

- *2015 Operating Budget:* \$24,343,404
- *2015 Number of FTE Employees:* 205.75

Support and Staff Services

Consists of the support units that provide both internal and external services. This division includes units such as Records, Training, Communications, Property and Evidence, Personnel and Maintenance, and Finance.

- *2015 Operating Budget:* \$8,221,784
- *2015 Number of FTE Employees:* 75.25

Responsibilities

The department's mission includes the following responsibilities:

- Enforcing laws and preserving public safety and order;
- Reducing crime and disorder through prevention and intervention;
- Responding to community needs through partnerships and joint problem solving;
- Investigating and reporting serious and non-serious crimes for prosecution;
- Providing information and service referrals; and
- Managing and administering BPD operations.

Operations Division

The Operations Division, responsible for the enforcement and investigative functions of the department, is broken down into four primary sections, which are separated into specific work units. The five sections in Operations are: Traffic and Administration; Watch I (Dayshift Patrol); Watch II and III (Afternoon and Evening Patrol); Investigations (Detectives); and Animal Control and Code Enforcement. This division provides all the uniformed patrol officers who patrol the city and respond to calls for service, Hill and mall officers, animal

control, quality of life code enforcement, detectives who investigate unsolved crimes and a legal advisor. The Community Services Unit and School Resource Officers also work out of this division.

Support and Staff Services Division

The Support and Staff Services Division provides all support to the Operations Division, maintains the internal operations of the department, and provides non enforcement services to the public. It is broken down into four primary sections: Financial and Facility Services; Property and Evidence; Records Services; and, Communications (Dispatch).



Meet Our Employees



Police Chief

Greg Testa is the chief of police and brings three decades of law enforcement experience to the position.



Deputy Chief - Operations

Operations covers the enforcement and investigative functions of the department.



Deputy Chief - Support and Staff Services

The Support and Staff Services Division oversees Finance, Facilities, Property & Evidence, Records, Training and Communications (Dispatch).



Commander- Detectives

The Detective Section focuses on investigations involving major crimes, robberies, assaults and other general crimes.



Commander - Patrol, Watch I

Commander Katie McEldowney



Commander- Patrol, Watch II & III

The Commander of Watches II & III also oversees the Neighborhood Impact Team (which focuses on University Hill).



Commander - Traffic & Special Events

Commander Greg LeFebre



Commander - Support and Staff Services

The Support and Staff Services Division performs a number of important support functions for the department, the city and the community.



Commander - Special Services

The Boulder Police Department's Special Services Unit oversees Community Services, Animal Control and Code Enforcement.



Communications Manager

The Communications Section is staffed with highly trained civilians who answer 9-1-1 and non-emergency calls.



Financial Services Manager

Financial Services Manager Bridget Pankow started her career with the Boulder Police Department in 2008 as an Administrative Specialist.



Records Manager

The Records department counts on its employees in Records and Information Services to perform a variety of critical tasks.

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Boulder Police Department

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Department](#)

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[Professional Standards
\(Internal Affairs\)](#)

[Record Requests](#)

[Sex Offender Registry](#)

[State Laws](#)

Location:

1805 33rd St.
Boulder, CO 80301

Contact:

Phone: 303-441-3333

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PUBLIC WORKS DEPARTMENT



Mission

The Public Works Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety.

Structure

The three divisions within Public Works are:

- Development and Support Services (DSS);
- Transportation; and
- Utilities.

- *2015 Budget: \$151,757,242*

- *2015 Operating Budget:* \$79,889,536
- *2015 Capital Improvements:* \$59,503,024
- *2015 Debt Service:* \$12,364,682
- *2015 Number of Full-time Equivalent (FTE) Employees:* 319.97

Responsibilities

Development and Support Services (DSS) Division

The DSS Division's functions include Building Code Review, Permit Issuance and Inspection, Public Works-Development Review, Rental Housing Inspection and Licensing, Fleet Services, and Facilities and Asset Management (FAM). A "service area" known as Planning and Development Services (P&DS) coordinates all of the development-related functions across the Community Planning and Sustainability (CP&S) and Public Works departments. Administrative services, public information and information resources are jointly managed with CP&S.

- *2015 Budget:* \$28,127,548
- *2015 Operating Budget:* \$25,352,150
- *2015 Capital Improvements:* \$1,900,350
- *2015 Debt Service:* \$875,048
- *2015 Number of FTE Employees:* 82.71

Transportation Division

The Transportation Division's functions include transportation planning and operations (including GO Boulder, traffic engineering and safety), project management, transportation maintenance and airport operations. Engaging with the community and guided by priority-based budgeting, the division plans, designs, builds, maintains and operates a multimodal transportation system that supports Boulder's Sustainability Framework goals. The Transportation Division works with private contractors to provide a number of city services, such as street resurfacing, chip and seal, pavement crack sealing, mowing, pavement markings, sidewalk repair/Americans with Disabilities Act (ADA) compliance and other services. The Transportation Division also partners with regional agencies and neighboring communities to create multimodal regional connections.

- *2015 Budget:* \$32,348,366
- *2015 Operating Budget:* \$20,683,775
- *2015 Capital Improvements:* \$11,639,591
- *2015 Debt Service:* \$25,000
- *2015 Number of FTE Employees:* 70.34

Utilities Division

The Utilities Division's functions include potable water treatment and distribution, water resources and hydroelectric management, wastewater collection and treatment, stormwater collection and conveyance, water quality protection and enhancement, construction and maintenance, and infrastructure planning.

- *2015 Budget:* \$91,281,328
- *2015 Operating Budget:* \$33,853,611
- *2015 Capital Improvements:* \$45,963,083
- *2015 Debt Service:* \$11,464,634
- *2015 Number of FTE Employees:* 166.92

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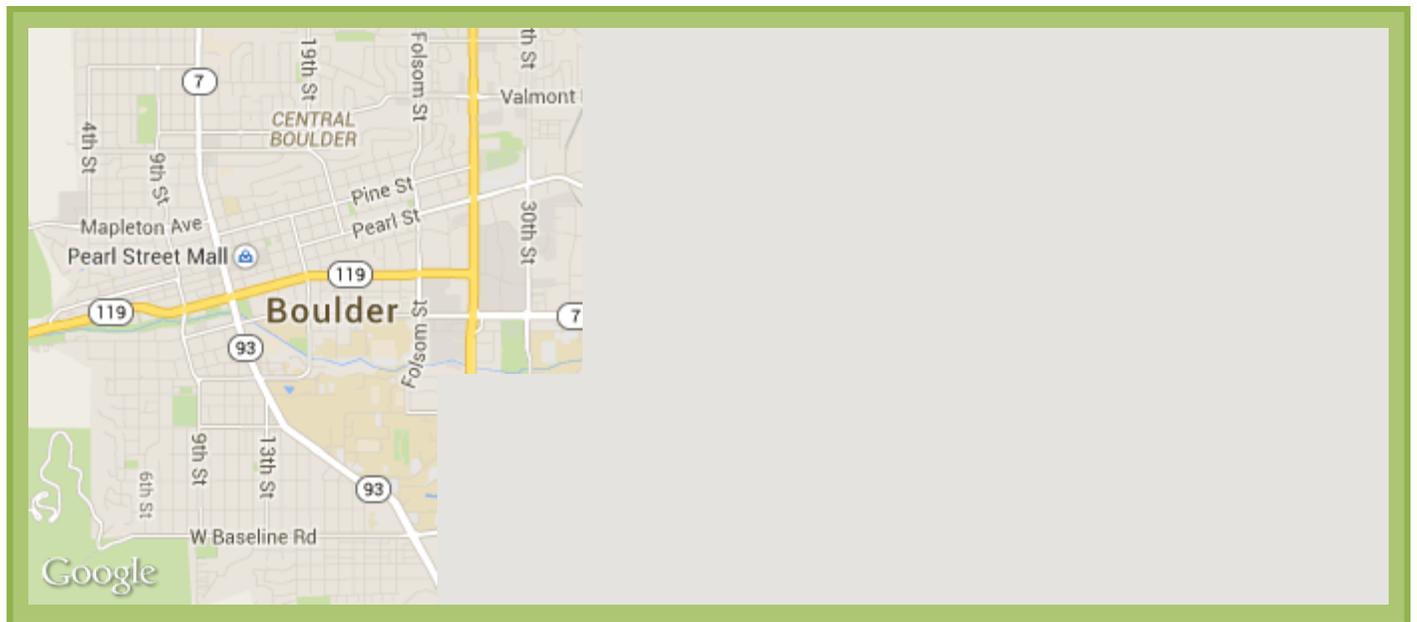
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[Greenways Program](#)

[Winter Tips & Snow Removal](#)

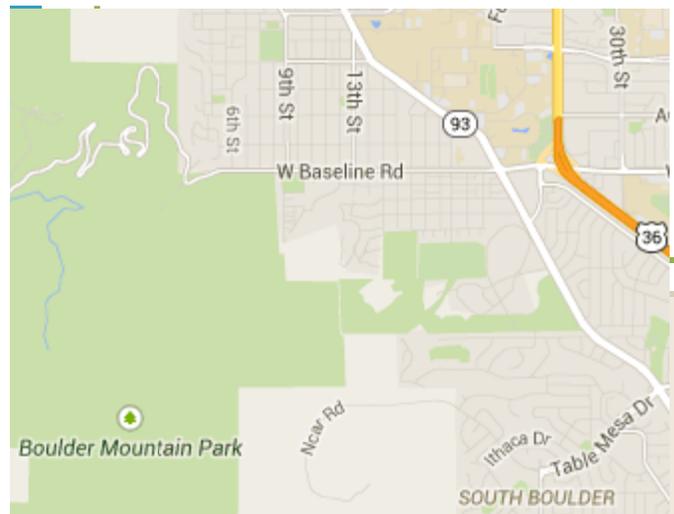
Location:

1739 Broadway
Boulder, Colorado 80302



Department Heads

Maureen Rait



Acting Director of Public Works
for Transportation

Jeff Arthur
Director of Public Works
for Utilities

Contact

Public Works
Phone: 303-441-3200
Fax: 303-441-4271
[Contact Public Works](#)



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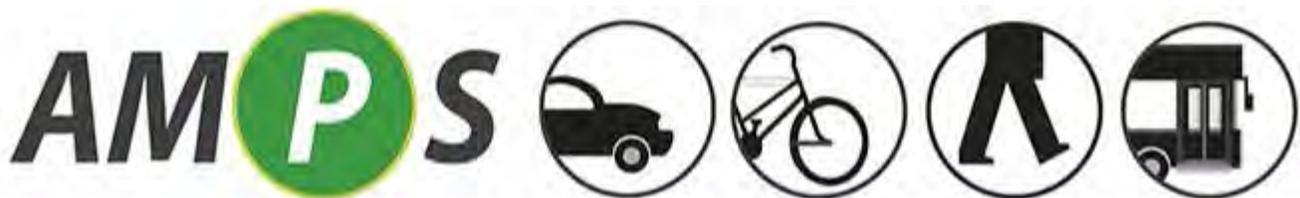
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ACCESS MANAGEMENT AND PARKING STRATEGY



Summary

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. The goal of the project is to develop tools and strategies to evolve Boulder's access and parking management to a state of the art system reflecting the city's sustainability goals. AMPS is a cross-departmental effort that will be integrated with other city initiatives and plans including the Transportation Master Plan, Economic Sustainability Strategy, Civic Area Plan, the Climate Commitment and area planning efforts such as North Boulder and East Arapahoe.

AMPS 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.

Status

2014 Major Accomplishments

- Completion of an AMPS Best Practices and Peer City document
- Short-term auto and bike parking code changes completed
- Development of a Request for Proposal for the replacement of the downtown garage access equipment
- Travel Demand Management (TDM) Toolkit for Private Development options created and reviewed
- Pilot Parklet installed on University Hill from May through October
- Solar-powered EV charging stations installed at Broadway and Spruce
- Pay by cell implementation in all parking districts
- Variable messaging signage installed in the downtown garages

Next Steps

During 2015, specific recommendations regarding the TDM Toolkit for Private Development and longer term parking and TDM planning code changes will be presented to City Council. Options for policy changes or additional programs will be developed in the seven focus areas. The priorities for the seven focus areas are listed below:

District Management

- Analysis of "edge" parking options in coordination with other mobility options
- Explore shared parking options with public private partnerships
- Develop criteria to pilot new multi-modal districts in the East Arapahoe and North Boulder areas

On and Off-Street Parking

- Reassess Boulder's 72 hour on street parking limitation (Abandoned Vehicle)
- Evaluate the cost associated with managing and providing on street parking for residents as part of the Neighborhood Parking Program
- Curbside space management - use of curbside space in parking districts, as well as the rest of the City

Transportation Demand Management (TDM)

- Trip Reduction Toolkit for Existing Commercial Development
- Investigating Bundled First & Final Mile Corporate Memberships
- Exploring Parking Cash-out Programs for CAGID Employers

Code Changes

- Evaluate current parking requirements (e.g. parking minimum and maximums)
- Explore automatic parking reductions for projects that meet desired city policy outcomes

Evaluate the expansion shared, unbundled, managed, and paid (SUMP) parking policies in new districts or as potential overlays

Parking Pricing

- Pilot the Boulder Junction parking garage management structure with multiple users
- Explore parking pricing modifications to the existing pricing structure
- Evaluate graduated fines for overtime at meters, time zones and Neighborhood Permit Parking (NPP) zones and other parking fine increases
- Begin city employee parking pricing conversation
- Evaluate parking pricing options including variable and performance based rates

Council Action

Study sessions and check-ins will be scheduled with City Council throughout the year in a two-step process. First to present policy or work plan options with pros and cons analysis; and then, after Council feedback, staff will return to Council with recommendations. The first council study session will be in April 2015 after the options have been vetted with city advisory boards and commissions and the public.

Detailed Information

AMPS Best Practices Summary 

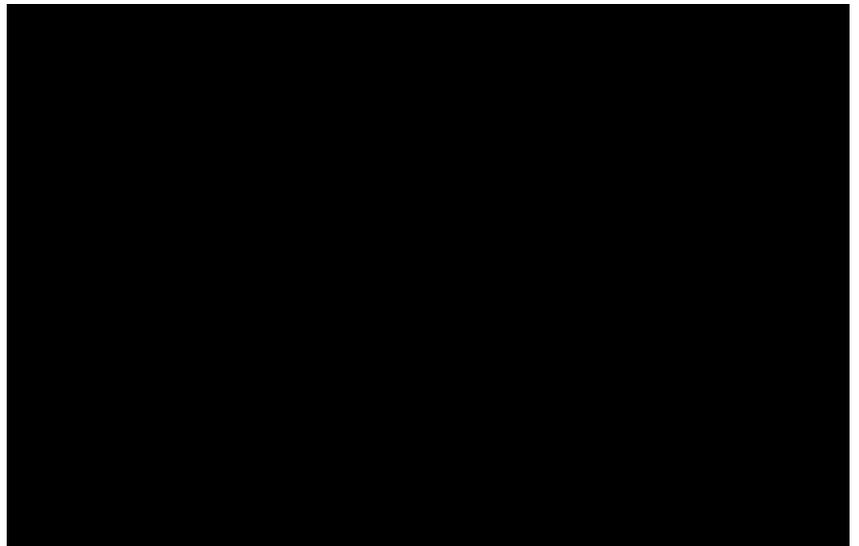
AMPS Best Practices Documentation



City Council Study Sessions

- Oct. 28, 2014 AMPS Presentation 
- Oct. 28, 2014 AMPS Memo 
- July 29, 2014 AMPS Presentation
- June 10, 2014 AMPS Memo

AMPS Videos



Schedule

WINTER - SPRING 2015

Strategic Action

City Council action on the AMPS.

Contact

| NAME | TITLE | PHONE |
|-------------------|--|--------------|
| <u>Jay Sugnet</u> | AMPS Project Manager | 303-441-4057 |
| | Director, Downtown & University Hill Management Division & Parking | 303-413- |

| | | |
|---------------------------------|---|--------------|
| Molly Winter | Services | 7317 |
| Kathleen Bracke | GO Boulder Manager, Transportation Division | 303-441-4155 |

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BOULDER JUNCTION

Summary

Boulder Junction (previously known as [Transit Village](#) ) is a 160-acre redevelopment area located in the geographic center of the community. The area is anticipated to be transformed into a mixed-use, pedestrian-oriented neighborhood with regional transit connections and public spaces that will benefit the entire community. The vision for the future of the 160-acre Boulder Junction area is guided by the Transit Village Area Plan (TVAP), adopted in 2007 by the City of Boulder. The plan vision will be carried out by the city and private property owners. The Implementation Plan, a companion document to the TVAP, identifies specific actions the city will take in the coming years to advance the plans goals and objectives.

The impetus for [Boulder Junction](#) began several years earlier, in 2000, when the City of Boulder initiated a planning effort for a transit-oriented development (TOD) in anticipation of new transit facilities to be located near the Boulder Valley Regional Center and Crossroads/29th Street Mall. Through a site selection process, a small 11.2-acre area within the overall 160 acre Boulder Junction redevelopment at the northeast corner of 30th Street and Pearl Parkway (then owned by Pollard Friendly Motor Company) was identified as the preferred location for a TOD. In October 2004, the city, in partnership with the Regional Transportation District (RTD), acquired the site from Pollard Friendly Motor Company and named the area "Boulder Transit Village." Since then, the site was renamed Boulder Junction. As part of the purchase agreement, Pollard Friendly Motor Company retained a lease to occupy the western 5.5-acre portion of the site through 2016.

The goals for purchasing the city-owned portion of the site, as articulated in previous City Council information packet memos, are to:

- Advance Boulder's long-range vision for a TOD that maximizes public investment in multimodal transportation, infrastructure improvements and affordable housing;
- Create a mixed-use development with predominantly residential uses and some supporting commercial uses, as determined by a future market study;
- Create a range of housing types, including a substantial amount (up to 50 percent) of permanently affordable housing, with the remaining 50 percent of the housing sold or rented at market rates; and

Create a mix of ownership and rental housing at a range of 220 to 300 units.

The Transit Village Area Plan identified two phases of redevelopment and forecasts a 25 to 30 year timeframe for the area to substantially redevelop. The first phase of redevelopment is located on the west side of the Burlington Northern and Santa Fe (BNSF) Railroad tracks. The planning horizon for the first phase of the redevelopment, located west of the tracks, is 10 to 15 years, and the planning horizon for the second phase, generally east of the tracks, is 15 years and beyond.

Status and Potential Next Steps

Redevelopment within [Boulder Junction](#) began in 2012 and the Solana Apartments, with 319 apartment units recently completed along with a fitness center, community space and 3,000 square feet of retail space.

Depot Square, located within a 3.2 acre area, was initiated by RTD as a TOD in 2010 and is now nearing construction completion. As a mixed use development it will include a 150 room Hyatt Hotel, the below grade RTD bus transit facility, 71 permanently affordable apartment units, and an above grade parking structure. Also nearing completion is the restoration of the historic depot building along with a public plaza space, construction of the northern side of the Pearl Parkway multi-way boulevard, Junction Place, and the new bridge over Goose Creek.

Further Boulder Junction redevelopment is occurring north and across Goose Creek from Depot Square as a 17-unit apartment building, Nickel Flats, recently began construction with anticipated completion late 2015 or early 2016. Regarding the city-owned land, the city currently owns 5.45 acres at the northeast corner of 30th Street and Pearl Parkway. This is a 2.55-acre reduction from the city's original eight acre purchase and is a result of the:

- Proposed pocket park and related improvements; and
- Junction Place right of way and easements.

The city and Pollard Friendly Motor Company amended the lease area to 4.3 acres in early 2013. The reduction in this lease area (5.5 to 4.3 acres) is a result of the:

- Construction of a multi-use path access ramp from 30th Street to the Goose Creek path;
- Junction Place right of way and easements; and
- Pearl Parkway multiway boulevard right of way and easements.

The term of the original lease of the property to Pollard Friendly Motor Company continued through Oct. 30, 2014, with ability to extend it for two years.

Initial ideas for the property included a focus on affordable housing. During the July 31, 2012 City Council study session about [Boulder Junction and the city-owned site at 30th and Pearl streets](#), council indicated an interest in re-evaluating the potential uses of the site in light of the city's goals for [Boulder Junction](#) and the realization of nearby development projects.

Council Action

A planning process will be proposed for the city-owned site once the timing of its availability for development is more concrete.

For other areas in Phase I of Boulder Junction, the developers of the former Sutherlands Lumber Co. anticipate a Site Review application submittal for the first quarter of 2015 for the redevelopment titled S'PARK. The Site Review is subject to review and approval authority by the Planning Board with call-up opportunity for City

Council. A Concept Plan for the property to the west of S’PARK, referred to as S’PARK_west was reviewed by the Planning Board in 2014, and a Site Review application is anticipated for that property in 2015.

Contact

Division of Housing Manager [Jeff Yegian](#) at 303-441-4363, and Development Review Manager, Charles Ferro at 303-441-4012.

| STAFF | | |
|---|--|---|
| Jeff Yegian Division of Housing Manager | Tracy Winfree Director of Public Works for Transportation | David Driskell Executive Director of Community Planning & Sustainability |



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BOULDER VALLEY COMPREHENSIVE PLAN - 2015 MAJOR UPDATE

Summary

The [Boulder Valley Comprehensive Plan](#) (BVCP) articulates the community's vision for the future and details policies representing long-standing and core community values, including guidance for sustainability, city/county cooperation, open space preservation, compact and contiguous urban development, diversity of housing, and a multimodal transportation system. The BVCP is jointly adopted by the City of Boulder and Boulder County.

The BVCP policies are organized according to the Sustainability Framework for a range of topics including: community well-being, built environment, natural environment, housing, agriculture and food, energy and climate, economy, and transportation. The [BVCP Land Use Designation Map](#)  delineates the desired land use pattern for the Boulder Valley and the [BVCP Area I, Area II, Area III Map](#)  provides direction for future growth of the valley.

Every five years, the city reviews and updates the BVCP to reflect changes in circumstances and community values and needs. Since the plan was approved in 1977, six major updates have been completed: in 1982, 1990, 1995, 2000, 2005, and the most recent update in 2010. A typical plan update takes 12 to 18 months to complete. Most changes to the plan require the approval of the city Planning Board, county Planning Commission, City Council, and Board of County Commissioners. Additionally, the current Intergovernmental Agreement with Boulder County that requires joint city-county adoption of the BVCP extends through Dec. 31, 2017.

Status and Potential Next Steps

In the fourth quarter of 2014, scoping for the 2015 Major Update began with a consultant assessment of the existing plan and joint study sessions of the Boulder City Council and Planning Board and the Boulder County Board of Commissioners and Planning Commission. A proposed scope and schedule will be completed by the end of 2014. The phasing of the update will be designed to sequence with other ongoing or recently completed

initiatives, such as [Envision East Arapahoe](#) and [Housing Boulder](#).

The 2015 BVCP update will uphold the community's vision and core values. Additionally, the plan update will seek to accomplish some of the following aims described by city and county leadership:

1. Convey the community's vision in a more graphic and compelling way;
2. Address current and emerging issues, such as climate, energy, resilience, workforce housing, unique neighborhoods, 15-minute neighborhoods, integration, arts and culture, local foods, and urban form;
3. Better align with the city organization, services and revised Sustainability Framework;
4. Provide clear guidance and linkages to implementation tools; and
5. Include high-level metrics that are tied to outcomes.

Council Action

- *First Quarter 2015* - City Council review and discussion of the scope for the 2015 Major Update to the BVCP.
- *Second Quarter 2015* - City Council study session to review preliminary foundation work for the plan, such as growth projections and 3-D model possibilities.

Contact

Contact Comprehensive Planning Manager [Lesli Ellis](#) at 303-441-3272.

| STAFF | | |
|--|--|--|
| David Driskell Executive Director, Community Planning & Sustainability | Susan Richstone Deputy Director, Community Planning & Sustainability | Lesli Ellis Comprehensive Planning Manager |



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CAPITAL PROJECT ACTIVITY

Summary

Over time, the City of Boulder has invested significant resources in public infrastructure to provide the current level of municipal services. The city owns and maintains 330 facilities; 1,800 acres of parkland; 45,385 acres of Open Space and Mountain Parks (OSMP); 305 centerline miles of streets; 160 centerline miles of bike facilities; 79 underpasses; two water treatment facilities; one wastewater treatment facility; and more than 800 miles of water and wastewater pipe.

The city funds the construction and maintenance of these facilities using a wide range of sources, including dedicated tax revenues, bond proceeds and fees. Each year, the city goes through a [Capital Improvement Program](#) (CIP) development process to prioritize the city's numerous capital needs, bearing in mind the limits of each funding source, the funding commitments made by prior CIPs, and progress made by project teams that design and build the improvements.

Status and Potential Next Steps

The city anticipates completing a significant number of capital projects in 2014 and 2015. These projects benefit the City of Boulder, residents, and visitors by maintaining key infrastructure and functionality; maintaining and improving the transportation network; providing greater safety; maintaining and improving recreational facilities and natural lands; and maximizing the use of technology for greater efficiency and better service delivery.

The September 2013 flood resulted in a reprioritization and new schedule for previous planning projects, as well as the addition of new projects that resulted from the flood. Challenges identified in the [2015-2020 CIP](#)  include flood impact and recovery costs; response to the Emerald Ash Borer threat; funding constraints; construction cost inflation; operational funding; and unfunded projects.

The flood disaster highlighted certain vulnerabilities in the city's utility infrastructure. Although the water system infrastructure performed admirably and sustained minimal damage, the sanitary sewer, stormwater and major drainageway systems were overwhelmed by rainfall of up to 18 inches in a relatively short period of

time and resulting runoff, groundwater infiltration, and inflow to the city's open channel and pipe conveyance systems. Although this rain event is estimated to have a recurrence interval of 1,000 years, the city's major draingeways only experienced flood flows characterized by a recurrence interval of 25 to 100 years.

To address these issues, significant additional funding has been allocated for the ongoing inspection, condition assessment and rehabilitation of the city sanitary sewer system. City staff will complete the inspection of the largest diameter concrete pipes in early 2015. Initial inspection results revealed significant internal corrosion of these pipes and a plan will be formulated to prioritize the rehabilitation work. Inspection, condition assessment and lining of smaller diameter sewer pipes will continue at an accelerated pace.

Projects funded by the 2011 Capital Improvement Bond will continue to move forward due to the Internal Revenue Service (IRS) requirements that 85 percent of the projects be underway by March 2015, with all projects completed by March 2017. Grant-funded projects, such as those through the Transportation Improvement Program (TIP), will also continue as planned.

Significant improvements to the Betasso Water Treatment Plant, including the replacement of aging equipment and underperforming treatment processes, will continue to be evaluated in 2015 and construction is anticipated to begin in 2016.

2A IMPLEMENTATION

In November 2014, Boulder voters passed the Community, Culture and Safety tax. This temporary, 0.3 percent sales tax increase over three years will provide more than \$27 million to improve community spaces, bolster cultural projects and organizations, and enhance safety in and around the downtown.

The Community, Culture and Safety tax includes:

- More than \$5 million to improve the Boulder Creek Path and surrounding amenities (from 3rd to 17th streets);
- Approximately \$8.7 million to kick start the implementation of the Civic Area Vision Plan;
- Up to \$600,000 for public art;
- About \$3.8 million to improve the Dairy Center for the Arts;
- Up to \$4 million for improvements to the Museum of Boulder;
- Approximately \$3.2 million to improve the University Hill Commercial District; and
- About \$1.5 million for improvements to Chautauqua Park.

An implementation and communication plan will be developed in the first quarter of 2015.

Council Action

Third Quarter 2015 - The proposed Capital Budget and 2016-2021 Capital Improvement Program will be presented to City Council for review and consideration.

Contact

Contact Sustainability Planner [Jean Gatza](#) at 303-441-4907.

| STAFF | |
|---|---|
| Peggy Bunzli Budget Manager, Finance | Jean Gatza Sustainability Planner, Community Planning & Sustainability |

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CITYWIDE SPECIAL EVENTS

Summary

This project is a multi-department effort intended to clarify, simplify and create a consistent, effective regulatory framework for all special events hosted in the City of Boulder and support collaboration between city departments and partnering agencies on all citywide special event requests and approvals.

Status and Potential Next Steps

The Special Events Project includes the following steps or phases.

Phase I: Baseline Special Event Practices (*Completed*)

- Established a Special Event Project Team representing all departments.
- Interacted with all city departments and staff supporting events and reviewed all business processes and systems in order to identify current practices and gaps in serving special event requests.

Phase II: Evaluation of Best Practices and Industry Standards (*In Progress*)

- The project team is researching and reviewing nationwide industry best practices, procedures, and methods for permitting successful special events.
- The project team will interview city event staff and obtain feedback about the current baseline and best practices inventory.

Phase III: Solution Design (*In Progress*)

- The project team will begin selecting and designing solutions-based improvement options, determining priorities for implementation, and customizing procedures that best fit Boulder's needs, resources, and capacities.
- The project team will create a single event application form for all event requests.

Phase IV: Implementation (*In Progress*)

- The project team will implement the improvement options in systematic stages within each City of Boulder department until the full regulatory framework is complete and activated.
- Activation will include changes in policy, procedures, application forms, websites and daily operations.

Council Action

Council will be updated on the process as appropriate and necessary. No City Council action is anticipated.

Contact

Contact Special Events Coordinator [Mike Eubank](#) at 303-413-7226.

| STAFF | | | |
|--|--|---|--|
| Molly Winter Director, Downtown & University Hill Management Division & Parking Services | Lane Landrith Downtown & University Hill Business Coordinator, Downtown & University Hill Management Division & Parking Services | Ashlee Herring Communications & Special Events Oversight Coordinator, Downtown & University Hill Management Division & Parking Services | Mike Eubank Special Events Coordinator |



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CIVIC AREA IMPLEMENTATION



Summary

In fall 2013, City Council adopted the [Civic Area Vision Plan](#). The plan illustrates a future vision for the area between 9th and 14th streets, Canyon Boulevard and Arapahoe Avenue, with a focus on enhancements to the parkland and the built environment (primarily city properties west of 14th Street).

2014/2015 Implementation

The Implementation phase of the project began in January 2014. During the year, the cross-departmental Civic Area team, among other initiatives:

- Assisted with scoping November [ballot initiative 2A](#), which will provide \$8.7 million of funding to support the first phase of Civic Area enhancements;
 - Ran a selection process and contracted with a design team (Berkeley-based Tom Leader Studios, New York HR&A and local technical advisors) to deliver the overall site/master plan, parkland redevelopment
- Packet Page 101

and programming/sustainability model for the Civic Area;

- Held a successful kickoff event in September and a second event in October with public and staff workshops (attended by approximately 300 people), featuring inspirational speakers from Governors Island and the Walker Arts Center.
- Delivered a series of well-attended summer events and activities to bring people/families to the Civic Area and grow partnerships; and
- Collaborated with Growing Up Boulder at multiple school locations to engage youth in brainstorming ideas related to the Civic Area implementation plans.

Status and Potential Next Steps

In 2015, the consulting team will be developing plan options for the Civic Area, leading to a site/master plan approval by the end of the second quarter of 2015 and more detailed parkland site design. The detailed parkland site design will form the basis of a project or series of projects to be funded by tax revenue from [ballot initiative 2A](#) . The delivery of these projects will be determined as the design progresses, and will be coordinated with the Boulder Creek Path improvements that were also included in 2A.

Also in 2015, the Transportation Division will initiate a Canyon Boulevard design process, in coordination with the Colorado Department of Transportation (CDOT).

Contacts

Contact Civic Area Implementation coordinators [Paul Leef](#) at 303-441-3441 or [Jody Tableporter](#).

| STAFF | | | | |
|--|---|---|---|--|
| David Driskell Executive Director, Community Planning & Sustainability | Jeff Dillon Interim Parks and Recreation Director | Maureen Rait Executive Director of Public Works | Paul Leef Civic Area Implementation Coordinator | Jody Tableporter Civic Area Implementation Coordinator |



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CLIMATE COMMITMENT

Summary

Boulder's Climate Commitment is the city's integrated planning initiative to reduce greenhouse gas (GHG) emissions from both city operations and the community at large. This initiative, which builds on the [Climate Action Plan](#) initially developed in 2004 and updated in 2006 and 2010, is integrating climate action elements into departmental master plans, developing a new GHG inventory based on updated protocols, and creating new metrics and tools to provide more meaningful and timely feedback on progress. In July 2013, council provided preliminary direction to establish a new community goal of 80 percent GHG reductions below 1990 levels by 2050.

A multi-departmental staff team worked with consultants to refine existing initiatives and identify new strategies and program options to enable the city and community to achieve deep greenhouse gas emissions reductions. These efforts have been integrated into the recently adopted [Transportation Master Plan](#), the Local Environmental Action Division's energy efficiency programs, and the city's municipalization efforts. In November 2014, council and staff discussed current and potential energy-related initiatives and their contribution toward reaching the goal.

In the coming year, the climate commitment team will finalize new near-term targets, define new tracking and reporting systems to allow for consistent and accessible reporting, and continue to improve Boulder's climate-related programs and policies. The Climate Commitment is an iterative, dynamic process that will be regularly updated to reflect new information and analyses.

Status and Potential Next Steps

The primary focus for the next stage of the community climate strategy is development of a comprehensive energy strategy that encompasses and coordinates existing and future efforts related to energy use in buildings, transportation-related emissions, and clean energy development.

Next steps include:

1. Coordinating analyses to finalize targets by source and sector;
2. Completing the community GHG inventory and a monitoring and forecasting system;
3. Developing an energy system transformation “blueprint;”
4. Coordinating a community energy vision outreach process; and
5. Continuing to coordinate and optimize existing initiatives.

Council Action

First Quarter 2015 - Council review of final interim targets and strategies.

Contact

Contact Senior Environmental Planner [Brett KenCairn](#) at 303-441-3272.

| STAFF | | | | |
|---|---|---|--|---|
| David Driskell Executive Director, Community Planning & Sustainability | Brett KenCairn Senior Environmental Planner | Kendra Tupper Energy Services Manager | Jonathan Koehn Regional Sustainability Coordinator | Chris Hagelin Senior Transportation Planner |



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COMMUNITY BROADBAND

Summary

In November 2014, the community resoundingly approved a ballot measure (Item 2C) exempting the city from state limitations on telecommunication services. This measure reestablishes city autonomy for investing in community broadband services currently limited by Colorado Senate Bill 152. This law significantly limits the ability of municipal governments to provide broadband services, including potential partnerships with private entities.

The city is now able to study potential uses and business models for using its fiber optic and conduit infrastructure, along with needed enhancements to better serve the telecommunication needs of the community, including broadband and wireless services.

Status and Potential Next Steps

Although the City of Boulder has had no plans in place to create a public broadband utility or engage in new public-private partnerships, passage of the ballot measure enables the planning and future execution of new public initiatives to begin. The Boulder community would significantly benefit from more economical, higher-capacity broadband services, given the tech-savvy demographic, readiness for next-generation services, and publicly available fiber-optic infrastructure.

As an initial step, work is currently underway to establish a Broadband Advisory Group composed of community representatives to aid staff in:

- Assessing needs, contributing ideas and helping guide the initial vision for Boulder's broadband efforts.
- Designing and executing initial public participation, communication and marketing strategies.
- Advising on the design of an RFQ for a consulting partner to perform a broadband network engineering assessment, as well as possible business modeling and implementation analyses.

The visioning discussion and consultant-assisted assessment of existing infrastructure and potential business and implementation models is anticipated to begin during the first quarter of 2015, extending into the third

quarter of the year. In the interim, the City is analyzing the feasibility of small projects that would have a positive impact on public spaces, similar to the current availability of Wi-Fi in the Boulder Public Library. These projects would not be possible without the recent exemption vote.

Council Action

Staff looks forward to seeking City Council input as the visioning, analysis and infrastructure assessment work progresses. Depending on the outcome of these efforts later in the year, Council may be asked to formally endorse next steps in the phased development of future community broadband service offerings.

Further information on the city's broadband efforts and periodic updates can be found on the city's ["Broadband Matters" website](#).

Contact

Please contact Information Technology Director Don Ingle at 303-441-4183 or ingled@bouldercolorado.gov.



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COMMUNITY CULTURAL PLAN



Summary

The Department of Library and Arts, Office of Art and Cultural Services is now managing a comprehensive planning effort to set community priorities and government strategies for culture and the creative economy. This community-wide effort will gather feedback from city staff, creative professionals, and Boulder residents to answer these questions:

- What is the community's vision for culture and the creative industries in nine years?
- What strategies and tools can the City of Boulder provide to accomplish that vision in three-year increments?
- What elements and programs should be included in a series of one-year, functional work plans to prioritize those strategies and tools?

The project is divided into seven stages:

- Plan to Plan (complete);
- Public Inquiry (underway, complete by Dec. 31, 2014);
- Research (underway, complete by Quarter 2, 2015);
- Drafting (First to Second Quarter, 2015);
- Testing Ideas (March 2015);
- Updates to Boards and Commissions and Council Action (Second to Third Quarter, 2015); and
- Implementation and Communication (Third Quarter 2015 and beyond).

More information can be found on the [Office of Art and Culture website](#).

Status and Potential Next Steps

In 2014, the staff completed the initial phases, including a robust public inquiry program entitled "The Culture Kitchen." Research, analysis and reporting tasks are ongoing.

Next steps include completion of the final phases, including approval of the Community Cultural Plan in the Third Quarter of 2015.

Council Action

Council action on the Community Cultural Plan is scheduled for the Third Quarter.

Related Links

[Boulder Public Library](#)

[Library & Arts Department](#)

[Office of Art + Culture](#)

Staff

David Farnan

Director of the Library & Arts Department

Matt Chasansky

Manager of the Office of Art + Cultural

Contact

Matt Chasansky

303-441-4113

chasanskym@boulderlibrary.org

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[Home](#) » [City Council](#) » Comprehensive Housing Strategy (Housing Boulder)


COMPREHENSIVE HOUSING STRATEGY (HOUSING BOULDER)

Summary

The comprehensive housing strategy effort, now called [Housing Boulder](#), will define community priorities for creating and preserving diverse, affordable housing choices. The city is developing a housing policy framework and implementation toolkit that will focus on the following goals:

1. **Strengthen Our Current Commitments** - Reach or exceed Boulder's goals to serve very-low, low- and moderate-income households, including people with disabilities, special needs and the homeless.
2. **Maintain the Middle** - Prevent further loss of Boulder's economic middle by preserving existing housing and providing greater variety of housing choices for middle-income families and for Boulder's workforce.
3. **Create Diverse Housing Choices in Every Neighborhood** - Facilitate the creation of a variety of housing options in every part of the city, including existing single-family neighborhoods.
4. **Create 15-minute Neighborhoods** - Foster mixed-income, mixed-use, highly walkable neighborhoods in amenity rich locations (e.g., close to transit, parks, open space and trails, employment, retail services, etc.).
5. **Strengthen Partnerships** - Strengthen current partnerships and explore creative new public-private-partnerships to address our community's housing challenges (e.g., University of Colorado, private developers, financing entities, affordable housing providers, etc.)

Addressing Boulder's affordability challenges will take a creative mix of policies, tools and resources to make progress on multiple fronts. The planning process will engage the Boulder community in exploring different ideas to create high-quality, highly livable places that are accessible to people of different incomes and abilities and that enhance the community as a whole. Input from the community will be used to develop a draft strategy to enable City Council to make informed decisions for short-, medium- and long-term actions. The draft strategy will not adopt any specific proposals, but will identify priorities for council to consider as they establish the future work plan.

Status and Potential Next Steps

Housing Boulder includes the following steps or phases.

Phase I: Foundations for Action (*Completed*)

Understand current housing conditions and challenges and start identifying specific tools to address those challenges.

Phase II: Strategic Direction (*In Progress*)

Develop potential tools as a basis for community discussion of ideas and opportunities. A Why Housing Matters! community symposium is scheduled for Jan. 26, 6-8 pm, at eTown Hall. Working groups are forming around each project goal and will meet in the first quarter as part of a larger community engagement process.

Phase III: Strategic Action (*Future Action*)

A draft strategy will be presented to City Council in summer 2015. Staff will then develop a detailed work plan for short-, medium- and long-term actions.

Monitoring, Reflection and Action (*Ongoing*)

As strategic priorities are acted upon, an ongoing process of monitoring outcomes and conditions, and engaging key partners and stakeholders, will help inform periodic discussions with council regarding next-step priorities and strategic course corrections.

Council Action

A June study session is proposed to review and discuss outcomes of the community engagement process and provide feedback on a draft housing strategy. Final action by Council is not expected until summer or fall 2015.

Contact

Contact Project Manager Jay Sugnet (sugnetj@bouldercolorado.gov) at 303-441-4057.



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DESIGN EXCELLENCE INITIATIVE

Summary

This initiative is intended to support a broad community discussion about what is and is not working with current design policies for buildings and the public realm, as well as evaluate built projects to determine the extent to which desired outcomes are being achieved.

The Design Excellence Initiative will be informed by the Sept. 16 City Council motion that directed staff to provide recommendations to help increase the predictability of the discretionary review process, improve the public realm, and lead to the design of better buildings.

Specifically, the Design Excellence Initiative will:

- Conduct public design forums through guest lectures and workshops;
- Evaluate built projects relative to plans, codes and design metrics to determine if desired outcomes are being met;
- Identify specific problems and issues to be addressed in order to meet community expectations; and
- Develop and adopt specific tools, incentives, code changes, process changes, and/ or review criteria to achieve better design outcomes.

The recommendations of the Design Excellence Initiative will help inform the city's coordinated planning efforts, including the:

- [Boulder Valley Comprehensive Plan 2015 Update](#);
- [Civic Area Implementation](#);
- [Access Management and Parking Strategy](#);
- [Envision East Arapahoe](#);
- [North Boulder Subcommunity Plan Update](#); and
- [Transportation Master Plan Implementation](#).

[Sign Up for Emails](#)

Status and Potential Next Steps

This effort was initiated in the fourth quarter of 2014 through a series of tours and discussions with the Boulder Design Advisory Board (BDAB), Planning Board, and City Council. On Sept. 30, 2014, the BDAB and Planning Board conducted a joint tour and discussion of [five recent developments](#)  that resulted from key planning policy decisions made by the city during the last decade. The City Council held a similar tour and discussion on Oct. 8, 2014. On Oct. 14, 2014, City Council and Planning Board held a joint study session that included a [Follow-up on Discussion of Planning Issues](#). Watch a [video of the discussion](#).

The Boulder Design Advisory Board and the Planning Board held a joint session with Victor Dover on Dec. 8, 2014. Mr. Dover also hosted a similar discussion at the City Council study session on Dec. 9.

The 2015 work plan will be informed by feedback received from BDAB, Planning Board and City Council during the project tours and work sessions with Victor Dover.

The next steps include:

- Determining the range of options, including associated scope of work and resource needs;
- Identifying work priorities and scope, based on council direction;
- Beginning preliminary work on design tools and/or process changes;
- Engaging the community in design and development issues;
- Developing design tools and process changes.

Council Action

First Quarter 2015 - City Council study session to discuss staff recommendations on design tools and/or process changes.

Third Quarter 2015 - City Council will receive draft recommendation for strategy.

Contact

Senior Urban Designer [Sam Assefa](#) at 303-441-4277.

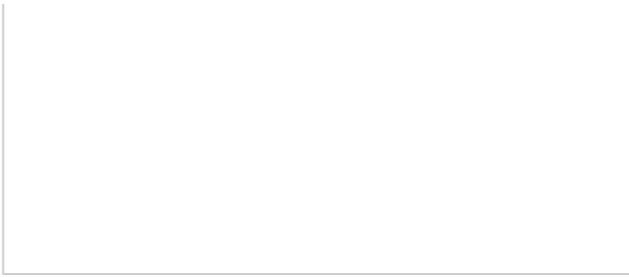
| STAFF | | |
|--|--|--|
| David Driskell Executive Director, Community Planning & Sustainability | Sam Assefa Senior Urban Designer | Charles Ferro Development Review Manager for Community Planning and Sustainability |

Public Visual Preference Exercise



Planning & Design Advisory Boards Visual Preference Exercise





Results of keypad polling facilitated by Victor Dover at a Dec. 10, 2014 public forum that 160 of 185 attendees responded to.

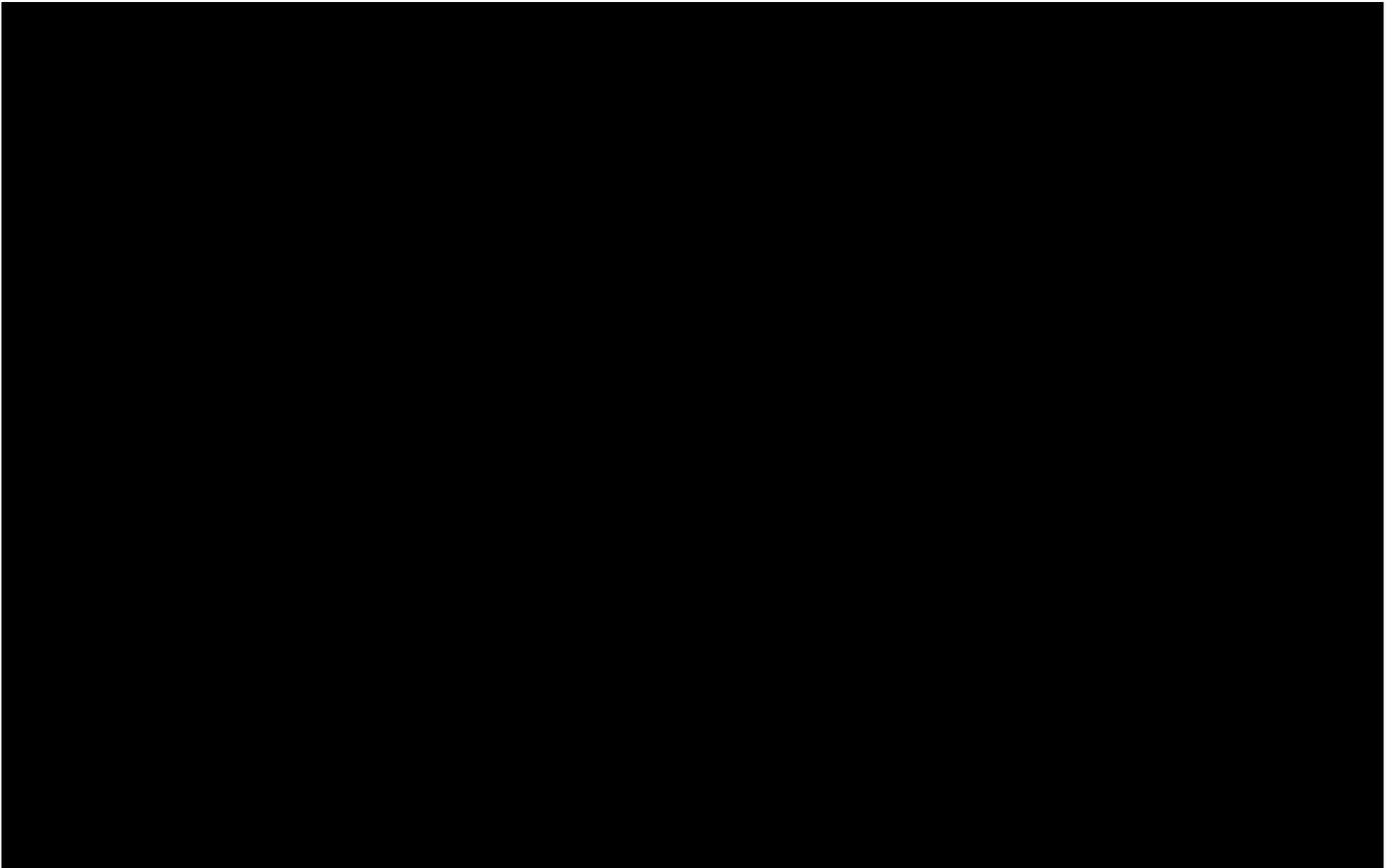


Results of keypad polling facilitated by Victor Dover at a Dec. 8, 2014 joint meeting that 11 members of the Planning and Boulder Design Advisory boards participated in.

Evaluate Recent Projects in Boulder

Fill out this workbook from the Design Excellence tours and then email your evaluation of these five recent projects to [Sam Assefa](#).

Design Excellence Videos



Inside Boulder News - Design Excellence Forum

This video is a segment from the December 5, 2014 episode of Inside Boulder. For more Inside Boulder visit [BoulderChannel8.com](#)



[Design Excellence Initiative in Boulder](#)

This video is a segment from the November 14, 2014 episode of Inside Boulder. It is a discussion about design and development issues in Boulder. For more Inside Boulder visit www.BoulderChannel8.com



[Inside Boulder News - City Council Design Excellence Tour](#)

This is a video segment from the October 10, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com

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ENERGY FUTURE - ASSOCIATED PROJECTS



CLEAN LOCAL ENERGY

low-cost. reliable. possible.

Summary

As the city charts its Energy Future, it has become increasingly clear that there is value in improving the coordination and integration of several related initiatives. In 2014, consistent with the framework of Boulder's Climate Commitment, staff worked together to create an Integrated Energy Work Plan. This work plan is organized into four functional work areas:

- Municipalization;
- Demand-side management programs
- Pilots and cross-cutting efforts
- Local generation options and analyses

Municipalization

The municipalization project began in 2010 as an effort to examine options that could provide Boulder area

residents and businesses with electricity that is increasingly clean, reliable and competitively priced while allowing for more local decision-making and control.

As a result of unprecedented analysis since then, the city is currently pursuing municipalization, or the creation of a local electric utility, in order to achieve this goal.

This particular approach was approved by Boulder voters in 2010, 2011 and again in 2013. The approval came with a series of conditions, which are included in the City Charter. City Council has the authority to issue bonds to purchase and operate its own utility, but it must demonstrate that the utility would:

- Offer energy that is as reliable or more so than Xcel Energy (Xcel)
- Charge rates that are better or equal to what Xcel would charge on the day of acquisition;
- Raise enough revenue to cover its costs, its debt plus a cushion;
- Have a plan to reduce greenhouse gas emissions; and
- Have a plan to increase renewable energy sources.

In addition, city voters in 2013 imposed a limit on costs, saying the city may not spend more than \$214 million to purchase the necessary equipment from Xcel and for any lump-sum payment of what the law calls “stranded costs.”

While much of the analysis has focused on legal, financial and technical feasibility of the city operating its own utility, this initiative has been about achieving a variety of community priorities, including: access to affordable energy with high reliability; support of the local economy and green energy industries; and the desire to create a new business model that can serve as an alternative to the current “energy as a commodity” model.

Today’s vision of Boulder’s Energy Future goes beyond reducing the carbon emissions resulting from Boulder’s electricity use; it envisions a fundamental shift, over time, toward a more decentralized, networked and integrated approach to energy generation, use and management. This “energy as a service” model is beginning to emerge as the high costs of the currently inefficient system become more evident, and the reliability of current fuel sources becomes more tentative.

The idea is to evolve from the current unsustainable electric utility business model into the “Electric Utility of the Future” that gives customers a say in their utility’s operations; supports distributed generation, renewables and aggressive energy efficiency; and manages the grid to ensure high quality, reliable electricity.

The city has explored alternatives to creating its own utility. Prior to deciding not to renew its 20-year franchise with Xcel--and since then--the city engaged in a series of discussions in hopes of reaching a partnership. Unfortunately, these discussions were not successful. Given the Boulder community’s commitment to reducing its carbon footprint, the difficulty of accomplishing this without addressing supply-side (i.e., energy generation) issues, the rapid changes taking place in the energy industry, and a number of other issues raised during the franchise discussions of 2010, council decided not to renew the agreement and to spend time considering the community’s energy options.

The city subsequently initiated the “Boulder’s Energy Future” project to clearly articulate the community’s energy goals and objectives and to define and analyze options for achieving those goals.

This is not the first time the city has considered municipalization. Boulder considered creating its own municipal utility in advance of franchise renewals as early as the late 1800s and again throughout the years. In each case, the issues that prompted the debate were different. Today, the core issues driving municipalization exploration include:

- the environmental impacts caused by carbon-based energy production;
- increasing energy costs that are a larger percentage of business and residential budgets;
- the desire to support local firms and innovators that are responding to a rapidly changing energy market; and
- investments in local infrastructure that is more resilient and supports localized generation.

Heather Bailey was hired in 2012 to serve as the Executive Director of Energy Strategy and Electric Utility Development and is leading this effort.

Status and Potential Next Steps of Municipalization Effort

Legal Action In August 2013, City Council authorized the start of the process for acquiring the infrastructure from Xcel Energy that the city would need to operate a safe and reliable local electric utility.

The city filed a petition for condemnation in July 2014, seeking to purchase the parts of Xcel's system that are necessary to serve all electric customers within city limits. The appraisal price for this equipment is about \$120 million.

This case, along with two related lawsuits filed by Xcel Energy, and two regulatory actions, also filed by Xcel, are pending in Boulder District Court. The city hopes for a decision by January 2015. There is no way to predict with certainty, but the legal process is expected to take about two years.

This means the city might be operating an electric utility as soon as the fourth quarter of 2016.

Transition Planning Working with consultants and some community members, the city recently completed a transition plan that will guide the switch to a city-operated system from Xcel's current operations.

The plan details what facilities and equipment will be needed; identify where the switches will be between the two systems; and lays out operations specifics, such as operations and maintenance plans, customer service and billing systems, as well as organizational charts and procedures. Much of the work needs to be occurring now - in late 2014 and throughout 2015 - in order for necessary staff and systems to be in place at the time of transition. In light of the uncertainty of legal outcomes, however, staff is adopting a phased spending plan and will not be making expenditures for capital purposes and limiting hiring of staff to key positions until additional information is known.

2015 Integrated Energy Work Plan: Other Components

Other components of the 2015 Integrated Energy Work Plan includes Demand Side Management programs, pilots and cross-cutting efforts, and local generation options and analyses.

These efforts are primarily funded by the Climate Action Plan (CAP) tax and the Energy Future budget. For more information on the 2015 Energy Future budget, please see the [Sept. 9, 2014, City Council memo](#). The 2013 and 2014 budget for CAP tax energy efficiency initiatives allocate programmatic funds by the approximate percentages council agreed to in 2012. More detailed information is available in the [Nov. 12, 2014, City Council Study Session memo](#). 

The following details the existing initiatives that will fall within this work plan in 2015:

Demand Side Management Programs

DSM refers to anything that modifies consumer demand for energy. It includes energy efficiency, demand response and combined heat and power (CHP). This work area includes our current energy efficiency programs and requirements, as well as future strategy efforts.

- Develop 3-year DSM strategy
- Develop a Commercial and Industrial (C&I) Energy Efficiency Ordinance (rating & reporting and efficiency requirements)
- SmartRegs: Implementation of strategy for the next four years
- Delivery of existing energy efficiency programs (i.e. EnergySmart)
- Coordination with the following: Energy Services portion of the municipalization transition plan, new construction energy codes, and efficiency efforts for city owned facilities (managed by FAM)

Pilots and Cross-Cutting Efforts

Includes pilot projects as well as programs and strategies that span multiple work areas and departments.

- Initiate development of Energy System Transformation Blueprint
- Create/maintain data systems to support energy efforts
- Community GHG inventory analysis and report
- Sustainability Dashboard: online, interactive, visual representation of energy, waste and climate goals and metrics
- Engage participants and analyze data from Community Power Partnership (CPP): Pilot w/ Pecan St. Institute to understand the value of circuit-level energy and water data.
- Administer Boulder Energy Challenge grants and track progress of the six chosen innovation projects
- Update Green Building Green Points Code
- Coordinate with Transportation Master Plan (TMP)
- Non-Muni PUC efforts and filings around a number of issues, such as improved data access for governments and building owners

Local Generation Options and Analyses

Involves understanding theoretic and real limitations, and the type of resource (solar, storage, CHP, etc) available for local, distributed generation (DG).

These efforts will identify challenges to DG adoption and projected generation capacity of various technologies.

- Update to Solar Grants program and evaluation process
- Project any significant changes to annual load from DG and DSM for resource planning purposes (contract needs)
- Local generation analyses to understand solar capacity, potential solar incentive structures and key regulatory/legislative issues.
- Finalize recommendations for natural gas replacement options
- Continue efforts in community local generation projects (i.e. Western Disposal, WWTP, FAM projects)

Related Links

[Boulder's Energy Future](#)

[Energy Strategy & Electric](#)

Utility Development
Department

Staff

Jane S. Brautigam
City Manager

Thomas Carr
City Attorney

Heather Bailey
Executive Director of Energy Strategy & Electric
Utility Development

David Driskell
Executive Director of Community Planning and
Sustainability

Contact

Heather Bailey
303-441-1923
baileyh@bouldercolorado.gov

David Driskell
303-441-3425
driskelld@bouldercolorado.gov



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FLOOD MANAGEMENT

Summary

September 2014 marked the one-year anniversary of the 2013 flood that caused extensive damage to private property, city infrastructure, and public lands. City staff, consultants and community partners continue to work diligently to make progress in achieving the council-adopted objectives for both near-term recovery and long-term resilience.

1. **Help people get assistance** - Facilitate access to individual assistance for affected homeowners, renters and businesses to support their recovery from flood impacts and strengthen long-term resilience.
2. **Restore and enhance our infrastructure** - Invest in projects to restore services and to rebuild and enhance infrastructure, as appropriate, in the interests of public health and safety, community quality of life, and long-term resilience.
3. **Assist business recovery** - Work with the Boulder business community and key partners to connect affected businesses with resources, recover quickly from flood impacts, and support long-term economic vitality.
4. **Pursue and focus resources to support recovery efforts** - Work in partnership with volunteers, governmental and other agencies to maximize financial resources and efficiencies for recovery.
5. **Learn together and plan for the future** - Engage the Boulder community in assessing neighborhood impacts, refining and rethinking community design options, prioritizing actions and opportunities that mitigate hazards before rebuilding, and supporting long-term community resilience and sustainability. By doing so, we build a city both greater and more beautiful than before.

Status and Potential Next Steps

The city continues to help residents in need of assistance as they recover from the flood. The city's latest estimate is that approximately 30 housing units continue to remain vacant and/or uninhabitable as a result of the flood. Permits to reconstruct an additional 12 units have been issued, and are estimated to be completed in April 2015.

As a result of the significant flood damage to city infrastructure, the city is working to complete approximately

300 projects across the community that include repairs, restoration, replacement and mitigation work. As of October 2014, the city has spent \$17.1 million on flood recovery and completed 62 percent of the flood-related repairs. The September 2013 flooding was declared a national disaster, which created the opportunity for possible reimbursement through the FEMA, Federal Highway Administration (FHWA) and State of Colorado. The city is striving to maximize reimbursement from all applicable agencies, as well as through grant funding opportunities.

The total cost estimate of \$27.6 million represents staff's current estimates of flood damage and recovery activities after further investigation of damages and assessment of repair and recovery alternatives. To date, the city has received more than \$2.1 million in FEMA reimbursements, and has more than \$5 million of reimbursement requests under review by the state.

While FEMA and the state typically reimburse 87.5 percent of eligible projects (75 percent and 12.5 percent, respectively), in many cases, the city's gap between incurred costs and estimated reimbursements varies significantly. To help close this gap between flood damage and response costs and FEMA reimbursements, the city is pursuing additional funding sources. The city has been awarded \$3 million in non-FEMA grants to support recovery and resilience projects in housing, open space and mountain parks, utilities, and community services. The city is also pursuing additional CDBG-DR funds in Rounds 2 and 3 (\$257 million available).

Besides the significant direct flood recovery costs that have been and will need to be absorbed, significant additional mitigation projects have been identified, including those listed below.

1. Near-term flood mitigation improvements along Wonderland and Fourmile Canyon creeks. The Wonderland Creek (Foothills Parkway to 30th Street) Greenways Improvements project is proposed to implement flood mitigation measures along Wonderland Creek from just upstream of Iris Avenue to Foothills Parkway, and extend the multi-use path from Foothills Parkway to the intersection of Iris Avenue and 30th Street. This project will include a bicycle and pedestrian underpass under the BNSF railroad. The Wonderland Creek (Diagonal Highway to Winding Trail Drive) Greenways Improvements project is the next upstream reach and will also include flood mitigation and path improvements, including bicycle and pedestrian underpasses at 28th Street and Kalmia Avenue. Funding for the construction of these improvements is proposed to be bonded in 2015, based on the current total estimated cost and assuming that an additional \$2.9 million will be received through the Transportation Improvement Program (TIP). Funding originally budgeted for this project has been reprioritized to address immediate flood recovery expenses.
2. Design of flood mitigation improvements along South Boulder Creek, Bear Canyon Creek, Gregory Canyon Creek and Boulder Creek will be based on the recommendations of the mitigation planning studies. Timing will vary, with construction of some improvements to begin as early as 2016.
3. Design and construction of localized storm drainage improvements throughout the city will be preceded by updating the Stormwater Master Plan. Improvements include stormwater collection and conveyance facilities designed to convey two-year and five-year floods.

Long-term Flood Recovery and Resiliency

Staff will be preparing formal recovery plans to capture and document the lessons learned and to plan for the future. The city is aiming to integrate its long-term resiliency planning with the [Climate Commitment](#) and other master planning efforts. City staff will continue to work with the community and across the organization to plan for the future and potentially reprioritize infrastructure investments and resources.

Staff is also coordinating recovery efforts with local, state, and federal agencies; the private sector; and nonprofit organizations through a Long-term Flood Recovery Group (LTFRG). The focus of the LTFRG is to

coordinate activities in the areas of housing assistance, human services, case management, health services, volunteers, data collection, needs assessment, fundraising, and funding allocation.

Council Action

As the flood recovery efforts progress, the work plan will continue to be evaluated to ensure efficiency and effective use of resources. Periodic council updates on flood recovery efforts will occur through information packet items on an as-needed basis.

Visit www.boulderfloodinfo.net for more information.

Contact

Contact Flood Recovery coordinators [Joanna Crean](#) at 303-441-3038, [Chris Meschuk](#) at 303-441-4293, or [Joel Wagner](#) at 303-441-3871.

| STAFF | | | |
|---|--|---|--------------------------------------|
| Maureen Rait | Joanna Crean | Chris Meschuk | Joel Wagner |
| Executive Director of Public Works / Flood Recovery Manager | Flood Recovery Coordinator - Infrastructure/Operations | Flood Recovery Coordinator - Community Services | Flood Recovery Coordinator - Finance |



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FLOOD RELATED ANNEXATIONS

Summary

After the September 2013 flood, a number of Area II property owners outside of the city limits contacted the City of Boulder with concerns about their wells and an interest in connecting to the municipal water and wastewater systems. As part of the Dec. 3, 2013 City Council flood briefing, council members expressed support for helping flood-impacted property owners by creating incentives for annexation; indicated that landowners should pay their share of costs; and did not want annexation expenses to result in deferment of other needed city projects.

In a March 2014 information packet to council (prior to property owner outreach), staff provided a detailed package of incentives that was based on the current council-approved annexation guidelines and the annexation package provided to the Gapter Road neighborhood in 2010. Except for the fee and tax waivers, the package is consistent with the city's Guidelines for Annexation of Substantially Developed Residential Properties (2000), which has been the guiding policy document for single-family residential annexations since 2000. In spring 2014, staff moved forward with the project by making an offer to approximately 160 property owners in Area II enclaves and neighborhoods adjacent to the city.

Status and Potential Next Steps

Two properties were annexed through this program in August 2014 under emergency ordinance, due to urgent well and onsite wastewater system failures. Six additional properties are proceeding through the annexation process, and the City Council public hearing is scheduled for Jan. 20, 2015.

In August 2014, the city received a \$1 million grant from the Colorado Department of Public Health and Environment (CDPHE) to construct water and sewer infrastructure in one flood-damaged neighborhood. The grant funds were authorized by the state legislature (House Bill 1002) to assist communities recovering from the September 2013 flood. The city must obligate this money by June 2015 and expend all funds by June 2016.

Property owners in the three large flood-damaged neighborhoods lacking adequate infrastructure (Old Tale

Road, Githens Acres, and Cherryvale and Baseline roads) were sent letters informing them of the grant award and the potential cost savings of annexation, along with a survey to gauge interest. Based on the survey results, the Old Tale Road neighborhood was awarded the grant funds, which was discussed with City Council during the [Oct. 28, 2014 Flood Briefing](#) . Staff is currently working with the neighborhood to prepare for the annexation, including design work for the utility installation.

Council Action

First/Second Quarter 2015 - City Council is expected to consider the annexation of the Old Tale Road neighborhood.

Contact

Contact Flood Recovery Coordinator - Community Services [Chris Meschuk](#) at 303-441-4293.

| STAFF | |
|---|---|
| Chris Meschuk Flood Recovery Coordinator - Community Services | Bev Johnson Annexation Project Manager, Community Planning & Sustainability |



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CHILDREN YOUTH & FAMILIES

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HUMAN SERVICES PLANNING

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HOMELESS ACTION PLAN



Summary

Addressing homelessness is a high priority for City Council and the community. Preventing, addressing and reducing homelessness are also key goals of the Boulder County Ten-Year Plan to Address Homelessness (TYP).

The city is working with community partners to develop a City of Boulder Homeless Action Plan to better guide city actions under the umbrella of the TYP. Many strategies are being implemented to address homelessness in the community.

Homeless Action Plan Goals

- Clarify city's role in addressing homelessness in Boulder
- Maximize efficiency and effectiveness of city resources in reducing homelessness
- Engage community and regional partners more broadly in determining effective long-term solutions
- Evaluate progress in moving people out of homelessness.

Homeless Action Plan Strategies

1. Strengthen regional partnerships
2. Develop innovative solutions to increase housing options
3. Improve local service integration and coordination
4. Improve community education

Council memos related to the Homeless Action Plan can be found [here](#).

Current Efforts

The City of Boulder supports and partners in a number of initiatives to address homelessness:

- City funding supports programs offering food, shelter, health, mental health, case management, help with benefits, employment training and connections to long-term housing solutions.
- Investments in housing for low-income and homeless people have helped hundreds of people avoid or exit homelessness. Thirty-one new units of supportive housing for the most vulnerable opened in November 2014.
- The city is a partner in regional initiatives to improve service coordination, expand housing access and better assess the needs of our homeless population. Examples include the [25 Cities Initiative](#).
- The city is working with communities on the seven-county Denver Metro Mayors Caucus Subcommittee on Homelessness and the Boulder County Consortium of Cities to advance the goal of regional coordination and support.
- Multiple city departments collaborate with community partners to direct people in need to resources and stop the “revolving door” through emergency services.
- The Municipal Court received additional funding in 2013 to enhance the ability of probation officers to facilitate connection to case management services. By participating as a service provider at the Bridge House Resource Center, they have connected clients to services more effectively.
- The Boulder Police Department (BPD) responded to safety concerns of the community and increased police presence in the downtown area. This is part of a collaborative effort with other City departments including Human Services, the City Attorney’s Office, Parks and Recreation and Boulder Municipal Court.
- BPD is collaborating with Mental Health Partners to implement a grant-funded early intervention program called EDGE. EDGE teams police officers with mental health clinicians to proactively provide immediate mental health resources to those in need and to divert individuals with behavioral health conditions from the justice system.

Since 2013, city investments in addressing homelessness have contributed to:

- More than 100 people have received employment training, and subsequently gained employment;
- More than 2,100 people at-risk of becoming homeless have received temporary assistance with rent, utilities or other expenses to prevent a costly slide into homelessness;
- 79,000 meals served/food distributed;
- More than 2,000 people received emergency overnight shelter;
- Approximately 200 people were provided with transitional housing;
- Between 600-900 people received onsite medical, mental health or substance use services at homeless service organizations; and
- Approximately 330 people maintained or obtained permanent housing.

In 2014:

- Thirteen people from Boulder County have been accepted into Fort Lyon, a supportive residential program in Bent County for people experiencing homelessness and in need of substance use treatment;
- Transitional housing increased options for nearly 150 families and individuals;
- Boulder County expanded Medicaid enrollment has significantly increased access to health care and medication for homeless adults; and
- More than 200 permanent housing options were created.

For more information, please see the [Boulder County Ten-Year Plan to Address Homelessness](#) and [Ten-Year Plan Accomplishments](#). 

Next Steps:

1. Development of draft Action Plan first quarter, 2015;
2. City Council check-in as part of the Human Services Strategy Update, April 28, 2015.

Homelessness Information

[Boulder's Annual Homeless Point-in-Time Count](#)

[Homeless News on Channel 8](#)

[Homeless Related Strategic Plans, Reports and Data](#)

[Homeless Services and Resources](#) 

[Homelessness Council Memos](#)

Contact

Wendy Schwartz

Planning Manager, Human Services Department

303-441-1818

schwartzw@bouldercolorado.gov



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HUMAN SERVICES STRATEGY



Summary

The Housing and Human Services Master Plan, 2005-2015, identifies the city's human services vision, guiding, priorities and roles in the community. Since 2005, many community and social needs and changes have occurred that will inform the development of a new plan. The new plan will be address more rapidly changing social and community conditions and be more flexible, with a shorter, five-year horizon. To reflect these changes, the updated plan is being renamed the Human Services Strategy.

The purpose of the Human Services Strategy update is to:

- Identify the city's human services goals and priorities;
- Clarify the city's role in providing human services;
- Identify new or expanded community partnerships to leverage and coordinate resources and services to the community; and
- Align city investments in human services with priorities and goals as a funder, service provider and

community partner.

Human Services Strategy Update Process

Phase I: Background Research - The first phase of the Human Service Strategy process focused on identifying current national and local human services trends and data to inform key human services needs and priorities. Research includes:

- Environmental scan of national and local social issues and trends;
- Review of human services planning models and themes;
- Review of peer and cities; and
- Review of human services best practice, policies and investments.

Phase II: Analysis and Policy Options - The second phase of the process includes stakeholder and public engagement and development of draft concepts and options:

- Public and stakeholder engagement: identifying gaps, needs, priorities and how the city can maximize impact in the broader community context;
- Analysis of data from background research and stakeholder engagement;
- Development of draft options for city goals and priorities;
- Public and stakeholder feedback on draft options; and
- City Council check-ins.

Phase III: Final Plan and Approval - The last phase of the process is finalizing the plan and approving the strategy including:

- Refinement of options and recommendations;
- Draft Human Services Strategy document;
- Public and stakeholder comment on draft strategy;
- Presentation of draft document to relevant city boards and commissions; and
- Final City Council adoption.

Status and Next Steps

Council Action

Phase I of the process has been completed. The first Human Services Strategy Study Session was held on May 13, 2014. A study session on homelessness issues was held on Aug. 26, 2014. Related information is linked on the right.

The next Human Services Strategy Study Session is scheduled for April 28, 2015. City Council will review potential human services priorities, options, program and service models, options and regional partnerships. A public hearing is anticipated for the fourth quarter of 2015.

Phase II, September 2014 to April 2015:

- Development of city Human Services priority options;
- Public comment and stakeholder feedback;
- Regional partnership assessments;
- City Council check-ins.

2006-2015 HS Master Plan

[Master Plan](#) 

[Master Plan Appendix](#) 

City Council Documents

[Study Session Summary: Aug. 26, 2014 Session on Homelessness and Ten-Year Plan Update](#) 

[Study Session: Aug. 26 2014 Session on Homelessness and Ten-Year Plan Update](#) 

[Study Session: May 13, 2014 Human Services Strategy Update](#) 

[Study Session Summary: May 13, 2014 Human Services Strategy Update](#) 

[Human Services Strategy 13 May 2014 Council PPT Presentation](#) 

[Study Session: May 28, 2013 Human Services Overview](#) 

Contact

Todd Jorgensen

Strategic Initiatives Manager, Human Services

Department

303-441-1913

jorgensent@bouldercolorado.gov

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REGIONAL TRAVEL

Boulder's Transportation Master Plan

Complete Streets

Transportation Demand Management (TDM)

Funding

Regional Travel

Sustainability

Regional Travel

Work with regional partners to provide an assortment of multimodal connections and improvements on a very limited budget.

Summary

Among the policy focus areas of the [2014 Transportation Master Plan \(TMP\)](#) is achieving greater modal choice on key regional connections. The [Regional Travel Action Plan](#)  strategies include supporting and participating in regional coalitions and collaborative efforts to plan and fund regional travel options, which will require elected official and staff involvement to implement.

Status and Potential Next Steps

There are multiple studies, coalitions and funding efforts underway.

- [US 36 Mayors and Commissioners Coalition \(ongoing\)](#) - Establishes a shared vision and advocacy for transportation solutions and funding along the US 36 corridor.
- [36 Commuting Solutions \(ongoing\)](#) - A partnership of private and public organizations supporting advocacy for funding and providing transportation demand management services to employers and

employees along the US 36 corridor.

- *Northwest Area Mobility Study Implementation (ongoing)* - In June 2014, RTD completed a study evaluating transit-based options for enhancing mobility throughout the Northwest corridor, including Northwest Rail and Bus Rapid Transit services. Based on the study results, regional partners will focus on transit priorities such as pursuing near-term regional arterial Bus Rapid Transit (BRT) along six corridors, including the Diagonal Highway (SH 119 from Longmont to Boulder) and Arapahoe Road (SH 7 from Boulder to Lafayette); bi-directional transit/managed lanes along north I-25; and monitoring for changes relative to the post-2040 timeline for Northwest Area Rail.
- *Monitor Potential Statewide and Regional Funding Initiatives* - Monitor regional and statewide discussions that may craft multimodal package(s) for voter consideration on future ballots;
- *Communitywide Eco Pass Feasibility Study* - Policy and Technical Advisory committees convened by Boulder County will evaluate the next phase of design and potential implementation recommendations for Communitywide Eco Pass. Committee meetings will begin in the last quarter of 2014 and likely continue through the last quarter of 2015 or first quarter of 2016.
- *Denver Regional Council of Governments (DRCOG)* - Multiple agencies and issues, including Board, MetroVision Issues Committee (MVIC), Sustainable Communities Initiative (SCI) Northwest Corridor Working Group, fiscally constrained Regional Transportation Plan (RTP).
- *Transportation Improvement Program (TIP)* - Establishes regional land use collaboration and transportation planning, including awarding federal transportation grant funding to local governments and agencies. The city applied for 10 projects identified in the TMP update process that would compete well in the selection process. Examples include pedestrian/bicycle underpasses and roadway reconstruction. The award process for the 2016-2020 TIP is underway and communities and agencies will see recommended project funding in the last quarter of 2014, with final approval for 2015.
- *Transportation Alternatives Program (TAP)* - A new process conducted by CDOT for awarding federal TAP funding (with lower potential funding than the TIP) is underway concurrently with the TIP. Following the awarding of TIP and TAP funds, the city's Capital Improvement Program (CIP) will be updated as part of the 2016 Budget process.

Council Action

Council members and staff are appointed to represent the city consistent with adopted city policy. Designees will return to the full City Council for guidance at key decision points.

Contact

Contact [Randall Rutsch](#) at 303-441-4270.

| STAFF | | | |
|---|---|------------------------------------|--|
| Tracy Winfree Director of Public Works for Transportation | Mike Sweeney Principal Traffic Engineer | Carl Castillo Policy Advisor | Kathleen Bracke GO Boulder Manager |

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RESILIENCE

Summary

In December 2013, Boulder was among the first 32 cities selected from around the globe to participate in 100 Resilient Cities, a new initiative pioneered by the Rockefeller Foundation. The initiative supports the city's new Chief Resilience Officer, offers technical resources to develop a resilience strategy through community engagement, and provides the ability to tap into the global network of resilient cities.

A resilient city is able to manage disruptions from shocks and stresses, such as fires, floods, and economic downturns, while maintaining essential functions, recovering quickly after disruptions, and continuing to thrive as a community. Boulder's resilience strategy builds on the city's Sustainability Framework, as well as the [Climate Commitment](#). The City of Boulder has long planned for and invested significant resources in being prepared and resilient, as put forth in more than 30 plans and documents that address resilience risks and strategies, including the Multi-Hazard Mitigation Plan; Boulder County Natural Hazard Plan; Drought Planning and Response Plan; Water Utility Master Plan; Fire-Rescue Master Plan; Transportation Master Plan, Field Guide to Flood Response; Parks and Recreation Master Plan; and Greenways plans.

The Resilience Strategy will establish and inform the resilience priorities for the city, clearly articulating the most important areas for impact and rigorously assessing gaps in existing efforts. It will also identify realistic initiatives for implementation that are financially and politically feasible. These initiatives will encompass a clear set of actionable insights about where and how to identify and augment existing efforts and make material improvements. Finally, the process of developing the strategy will provide the city with an inclusive process for mobilizing and engaging stakeholders both within and outside city government around shared resilience priorities.

Status and Potential Next Steps

In 2014, the city began its work with 100 Resilient Cities, co-organized a resilience agenda-setting workshop and public event in April 2014, and hired the city's Chief Resilience Officer.

A resilience strategy for Boulder is most likely to be effective if it builds on past and ongoing efforts and

integrates with other city initiatives, including the Boulder Valley Comprehensive Plan (BVCP). Therefore, the city is scoping the resilience strategy along with the BVCP 2015 Major Update process and engagement, and will seek ways to add the lens of resilience to the BVCP, in addition to the resilience strategy activities.

Steps toward developing a resilience strategy generally include:

1. Developing a community engagement plan;
2. Conducting a preliminary resilience assessment;
3. Conducting focus area analysis and diagnostics;
4. Identifying resilience priorities and initiatives;
5. Identifying implementation and action plans and funding strategies;
6. Creating a resilience strategy; and
7. Implementing the resilience strategy.

Council Action

First Quarter 2015 - City Council review and discussion of the proposed resilience strategy scope of work, schedule, and community engagement strategy.

Contact

Contact Chief Resilience Officer [Greg Guibert](#) at 303-441-3272.

| STAFF | | |
|--|--|---|
| David Driskell Executive Director, Community Planning & Sustainability | Lesli Ellis Comprehensive Planning Manager | Greg Guibert Chief Resilience Officer |



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SMOKING BAN - IMPLEMENTATION



Summary

In January 2014, City Council provided staff with general direction to develop a proposal to ban smoking in parks, on open space, and in other public places that would further council's goal of making Boulder as healthy and smoke-free as possible.

In response, an interdepartmental staff team developed a draft ordinance that bans smoking:

- at all Parks and Recreation facilities and lands (including the Flatirons Golf Course and Chautauqua area);
- on all Open Space and Mountain Parks lands;
- along all multi-use paths and 15 feet on both sides of the paths;
- 25 feet from all bus stops;
- the entire downtown Business Improvement District (including alleyways); and
- the area around Boulder High School.

Status and Potential Next Steps

The ordinance is scheduled for a first reading on Nov. 18, 2014, and second reading on Jan. 20, 2015. If the ordinance is approved by council at the second reading, it will go into effect on Feb. 20, 2015. An extensive public education effort will take place from January through April 2015. A staff team is working with Boulder County Public Health to create a public education and outreach campaign that is based on sending a positive message about community health. Affected departments are also working to develop appropriate signage to educate members of the public about the new ordinance. Enforcement efforts will begin on April 15, 2015, though Boulder Police officers will continue to warn members of the public before issuing court summonses.

If council approves these recommended ordinance changes as scheduled, the next steps will include:

- *November 2014 through January 2015:* City staff will work in cooperation with Boulder County Public Health's Tobacco Education and Prevention Program to develop smoking cessation messaging and prepare and draft citywide outreach content for print and online media;
- *Jan. 20, 2015:* Second reading of the proposed ordinance;
- *Feb. 20, 2015:* The ordinance will go into effect if council takes action at the Jan 20, 2015 second reading;
- *Feb. 20, 2015 through April 15, 2015:* The public education campaign and warning period will occur;
- *April 20, 2015:* The warning period will end and the Police Department will begin writing tickets, as appropriate;
- *April 2015:* Open Space and Mountain Parks staff will begin their education and outreach efforts, which take place seasonally each year.

Council Action

The ordinance is scheduled for formal consideration during a first reading on Nov. 18, 2014 and a second reading on Jan. 20, 2015.

Contact

Urban Parks Manager [Lisa Martin](#) at 303-441-3407

| STAFF | | | |
|---|--|--|--|
| Maureen Rait Executive Director of Public Works | Greg Testa Chief of Police | Tom Carr City Attorney | Jeff Dillon Interim Parks and Recreation Director |
| Molly Winter Director, Downtown & University Hill Management Division & Parking Services | Mike Patton Director of Open Space and Mountain Parks | Karen Rahn Director, Human Services | Lisa Martin Urban Parks Manager |

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SUSTAINABLE AGRICULTURE AND LOCAL FOODS



In 2010, city and county staff collaborated on developing a policy briefing paper on sustainable agriculture and local foods as a starting point for community conversation about how the Boulder Valley Comprehensive Plan (BVCP) could better address this topic. Later that year, the BVCP update was completed with a new section, focused on agriculture and food, stating that a *“strong local food system can positively impact the resiliency, health, economy and environment of the Boulder Valley and surrounding region.”*

At City Council’s January 2014 retreat, the promotion of local food was identified as a city priority. Council proposed action items to fulfill this priority over the next two years, including development of a local food policy; incorporating elements of such new food policy into revisions of the BVCP; establishment of a cross-departmental team; and appointment of staff leads to address certain issues.

Since that time the city has taken several steps to fulfill this goal, including:

1. Assuming a leadership role in the creation of a regional coalition, known as “Making Local Food Work,” which focuses on inspiring and supporting education events and serving as a central

- repository/clearinghouse for ongoing local food efforts in the region;
- 2. Contributing to the creation and funding of a “Double SNAP” program at farmers' markets which improves access to local food for our underserved population;
- 3. Establishing a cross-departmental team to increase communication and awareness on local food matters and charging a city staff member with continuing coordination of these efforts;
- 4. Developing an inventory of the various departmental efforts associated with promoting, or inhibiting the promotion, of local foods;
- 5. Developing a centralized city webpage for the community to learn about city efforts to promote local food;
- 6. Adopting a 2014-2015 workplan to promote local food;
- 7. Initiating an internal pilot to purchase local food for council meals; and
- 8. Working to enhance neighborhood connections to garden plots for growing foods

Status and Potential Next Steps

The workplan is currently underway and includes several initiatives in two major categories: **Public Policy** and **Land and Water Management**.

Public policy efforts include the following:

- 1. Implementation of a branding and marketing campaign to convey the importance of increasing the production of local food;
- 2. Creation of a website for the Making Local Food Work group to advertise local food events & opportunities;
- 3. Adoption of an organization-wide food procurement policy; and
- 4. Development of measures for current and potential local production, a precursor to development of a citywide local food policy.

At the junction between policy and land/water management the Open Space and Mountain Parks Department (OSMP) is developing the **Agricultural Resources Management Plan** —or “Ag Plan”. Staff completed the scoping phase of the Ag Plan in the fall of 2014.

The Ag. Plan will include recommended policies for improving the sustainability of agricultural operations. These include a policy recommendation about the nature of facilities that can be constructed on city open space in support of agriculture and consistent with the City Charter, an Integrated Pest Management (IPM) policy for agricultural operations on open space, and a policy describing the city’s position on the use of genetically modified organisms on open space. The Ag Plan will also include analyses and recommendations about on-the-ground management of the lands and water that comprise the OSMP system. Examples include: identifying the capacity of existing open space lands and the potential for new acquisitions to support organic vegetable farming, a program for repairs and improvements—including the purchase of additional water rights —for OSMP’s irrigation water delivery and distribution system, the development of indicators for the measurement of soil conditions to ensure ongoing productivity, and enhancements to current agricultural practices to improve ecological sustainability.

Other land and water management activities are being undertaken by the Parks and Recreation Department through their work with community gardens, educational programs and summer camps. The city’s Water Conservation Program is working with Parks and Recreation to support gardens at area schools. The Water Utilities division is actively engaged in a program to extend the growing season for Boulder County farmers and ranchers by leasing late-season irrigation water.

Council Action

First Quarter 2015:

- *Council IP regarding scoping and first tier work product for OSMP Agricultural Resources Management Plan.*
- *Local Meals for Council Pilot*

Third-Fourth Quarter 2015:

- *Council Consideration of a Local Food Procurement Policy*
- *Review/Acceptance of OSMP Agricultural Resources Management Plan*

Contact

Contact Local Foods Cross-Departmental Team Coordinator Carl Castillo at 303-441-3009.

| STAFF | | | | |
|---|--|---|----------------------|----------------------------------|
| Carl Castillo | Kacey French | Lesli Ellis | Jeff Dillon | Lauren Kolb |
| Policy Advisor | Open Space Planner | Comprehensive | Parks and Recreation | |
| City Manager's Office | Open Space and Mountain Parks Dept. | Planning Manager | Director | Agricultural Resource Specialist |
| Local Foods Cross Departmental Team Coordinator | Agricultural Resources Management Plan Project Manager | Community Planning and Sustainability 2015 Update to BVCP | Urban Agriculture | |

Related Video

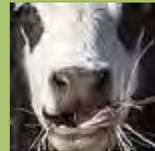


[Agriculture on OSMP](#)

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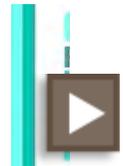
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SUSTAINABLE STREETS AND CENTERS / ENVISION EAST ARAPAHOE

Summary

In 2013, City Council identified a plan for east Arapahoe Avenue as a major work item. At that time, the need for a plan was precipitated by the pending move of Boulder Community Health to its Foothills Campus, and other changes along the corridor such as the University of Colorado's East Campus expansion. Additionally, the Boulder Valley Comprehensive Plan identified east Boulder as an area in need of transportation improvements and other connections, and the Economic Sustainability Strategy identified employer and workforce needs in the area.

Due to the synergies between the original intent of the Sustainable Streets and Centers (SS&C) initiative and the Envision East Arapahoe project, the design and land use aspects of the SS&C project have been integrated with the [Envision East Arapahoe](#) planning process.

Project Goals

- Develop a community-driven vision plan to transform the corridor into a place with more mixed uses and walkable places that are better connected with the rest of the city and region.
- Identify specific locations for place-making based on existing conditions, data, analysis, and community engagement.
- Develop specific, actionable recommendations, such as pilot projects to test ideas; Transportation Demand Management (TDM) and connection plans; funding and investment strategies; partnerships; land use/zoning changes; and guidelines for development and design review.

Status and Potential Next Steps

The Envision East Arapahoe area planning work started in early 2014. The following items have been completed to-date:

- Project inventory and map analysis;

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- Initial issue identification;
- Two study sessions with City Council;
- Multiple board meetings with Planning Board, Transportation Advisory Board, and Boulder Design Advisory Board;
- Two public workshops;
- Multiple interviews with area stakeholders, including residents, businesses, major employers, Boulder Community Health, and public agency partners such as CU, BVSD, RTD, and CDOT;
- Listening sessions;
- Development of scenarios and choices;
- Initial analysis of scenarios; and
- Updated online information.

Next steps include completing refined scenarios; analysis; refining tools and models; preparing land use regulations or guidelines; further refinements to transportation planning; and refinements to models and analysis tools, including a 3-D model of the corridor.

Council Action

- *First Quarter 2015* - City Council study session to review the scenarios, analysis and transportation options.
- *Second Quarter 2015* - The final plan will be submitted to council for consideration and potential approval.

Contact

Contact Comprehensive Planning Manager [Lesli Ellis](#) at 303-441-1898 or Senior Urban Designer [Samuel Assefa](#) at 303-441-4277.

| STAFF | | | |
|---|---|--|---------------------------------------|
| David Driskell Executive Director of Community Planning & Sustainability | Lesli Ellis Comprehensive Planning Manager | Samuel Assefa Senior Urban Designer | Kathleen Bracke GO Boulder Manager |



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TRANSPORTATION MASTER PLAN IMPLEMENTATION

Summary

The City of Boulder has a multimodal transportation system that serves as a model for sustainable travel in the U.S. The [Transportation Master Plan \(TMP\)](#) outlines Boulder's vision for transportation and provides the policy and investment direction for achieving the community's access and mobility goals.

The TMP builds upon the strong multimodal policy foundation and refinements to the existing system, and includes a focus on "Complete Streets," with work programs centered on a variety of bicycle and pedestrian innovations, as well as the community's renewed vision for transit. Additional focus areas include regional travel, transportation demand management, funding, and integration across citywide planning initiatives in collaboration with the city's Sustainability Framework.

The 2014 TMP update was developed through an extensive community engagement process and this spirit of on-going community participation is continuing in all areas of the TMP implementation. Examples include the Living Laboratory approach for advancing the "Complete Streets" goals of the TMP and ongoing work with the community and agency partners such as Growing Up Boulder, Boulder County, University of Colorado (CU), Boulder Valley School District (BVSD), Regional Transportation District (RTD), Via, Colorado Department of Transportation (CDOT), Boulder Chamber of Commerce, Boulder Transportation Connections, and 36 Commuting Solutions.

In August 2014, the [updated TMP](#) was accepted by City Council and the focus of work in 2015 and beyond is now centered on implementation of the TMP based on the TMP Action Plan. The [TMP Action Plan](#)  includes a list of "immediate" action items for 2014-2016.

The TMP implementation continues to focus on an integrated approach with departments from throughout the city organization and with local and regional community partners. The TMP implementation is being coordinated and integrated with the city's priority-based budgeting approach and capital investment strategies.

Status and Next Steps

The current focus is on implementation in all areas of the TMP, specifically as outlined in the [TMP Action Plan](#), including monitoring and reporting updates on the TMP's measurable objectives.

Implementation of the [TMP Action Plan](#) is also being coordinated with other integrated planning initiatives throughout 2015, including the Access Management and Parking Strategy (AMPS), Envision East Arapahoe, Climate Commitment, North Boulder Subcommunity Plan Update, and the 2015 Boulder Valley Comprehensive Plan Update.

Examples of TMP implementation items already underway include:

- Advancing the “Living Lab” approach to test Complete Street innovations to enhance safety and comfort for people of all ages and stages of life;
- Refining new Neighborhood Accessibility (a.k.a. 15-minute neighborhoods) and low-stress bike network GIS tools for ongoing assessment and continuous improvement of walking and biking systems throughout Boulder;
- Advancing immediate action items for the Renewed Vision for Transit, including service, capital and programmatic elements;
- Continuing to strengthen and build regional partnerships to complete the US 36 Bus Rapid Transit (BRT) and bikeway system, as well as to advance the regional arterial BRT corridors from RTD’s Northwest Area Mobility Study;
- Integrating the Transportation Demand Management Toolkit with the AMPS work;
- Continuing collaboration with Boulder County and RTD to explore opportunities for a communitywide Eco Pass program;
- Integrating the TMP update with citywide planning initiatives such as Envision East Arapahoe, Civic Area (including Canyon Boulevard), North Boulder Subcommunity Plan, and AMPS;
- Ongoing collaboration with Climate Commitment greenhouse gas emissions analysis for the transportation sector and integrating with the measurable objectives of the TMP; and
- Developing a Web-based version of the TMP, with a “dashboard” to share information regarding progress in the TMP’s measurable objectives, including the new measures for safety, neighborhood accessibility, and vehicle miles traveled per capita for residents and non-resident employees.

Council Action

- *First Quarter 2015* - Staff will provide six-month updates to City Council on the status of TMP implementation items. The first update is scheduled for the Feb. 24, 2015 City Council study session.
- *Third Quarter 2015* - The second council update will be scheduled for fall 2015.

Contact

Contact Senior Transportation Planner [Randall Rutsch](#) at 303-441-4270.

| STAFF | | | |
|--|--|---|---|
| Tracy Winfree Director of Public Works for Transportation | Mike Sweeney Principal Traffic Engineer | Kathleen Bracke GO Boulder Manager | Randall Rutsch Senior Transportation Planner |

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UNIVERSITY HILL MORATORIUM

Summary

The [University Hill Moratorium](#) project was initiated by City Council to address a concern that the current economic environment strongly favors student rental housing in the Hill commercial district, making it difficult for other more diverse uses to compete in the market place. Over-concentration of any single use in this small commercial district would conflict with the community's vision for the Hill, defined in the Boulder Valley Comprehensive Plan (BVCP) as *"a safe, comfortable, and attractive place to shop, work, visit and live,"* and *"an activity center that serves a variety of commercial, entertainment, educational and civic functions,"* and *"also serves as a neighborhood center for the surrounding area, providing a wide range of activities drawing people from the entire city as well as the region."*

In August 2014, council passed a temporary moratorium on residential uses in the Business Main Street (BMS) zoning district on the Hill to allow time to analyze and present options to address the concern. The moratorium expires in March 2015.

Revitalization of Uni Hill is one of Council's top priorities. This project will complement the larger University Hill revitalization and reinvestment efforts already underway. It is a focused effort to address a short-term economic situation and will build on past studies and recommendations to address issues in this area. It is not intended to create a new vision for the Hill.

Status and Potential Next Steps

The process and schedule for this project are as follows:

1. Project start up, information gathering, issue identification
Sept. and Oct. 2014 (Completed)
2. Preliminary options and outreach to stakeholders
Nov. 2014 (Completed)
3. Refine options and develop staff recommendation
Dec. 2014

4. Planning Board and UHCAMC public hearings and recommendations
Jan. 2015
5. City Council public hearings and decision
Feb. and March 2015

At the end of Phase One, staff issued a [Phase One Report](#)  that compiles the background research and analysis on the project and includes preliminary findings along with potential strategies to address the findings. It also includes a preliminary [University Hill Market Assessment](#)  prepared by Economic and Planning Systems, Inc., consultants hired by the city for this project. The [Phase One Report](#)  was presented to the public at an [Open House](#) and during drop-in “staff open hours” on the Hill Nov. 19 and 20. This material is [currently posted online](#).  Staff sent a link to report, highlighting the opportunity for the public to [fill out the online survey](#) through Dec. 26, to over 200 University Hill stakeholders.

Staff recently developed a draft [Phase Two Public Input Report](#)  that contains a compilation of all public comments received to date and a chart summarizing the outreach efforts during the project. We received about 40 public comment forms during the open house and staff open hours and are continuing to receive input via the online survey. The report will be updated once all comments have been received.

Council Action

On January 27, City Council will hold a study session on a variety of University Hill issues, including the moratorium project. By that time, both the University Hill Commercial Area Commission and Planning Board will have held public hearings and made recommendations on the moratorium project.

First reading of an ordinance with any zoning changes will be held on Feb. 17; second reading on March 3 and third reading (if needed) will be held on March 17. In addition to zoning changes, staff anticipates outlining additional non-regulatory strategies to address the issues that gave rise to the moratorium. These would be incorporated into the University Hill Revitalization Strategy work plan and/or other work plans.

Contact

Contact Project Manager [Ruth McHeyser](#) at 303-441-3297.

| STAFF | | |
|---|---|---|
| David Driskell Executive Director, Community Planning and Sustainability | Susan Richstone Deputy Director, Community Planning and Sustainability | Ruth McHeyser Project Manager |



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UNIVERSITY HILL REINVESTMENT STRATEGY

Summary

In spring 2014, the Boulder City Council made it a priority to improve the quality of life on University Hill for its residents, visitors and businesses. The University Hill Reinvestment Strategy provides a framework for pursuing the improvements, with the city acting as a catalyst for sustained public/private partnerships and private investment over the long term. The City Council vision for University Hill includes: business and residential diversity; arts; multimodal access; health and safety; stakeholder partnerships; and code enforcement.

2014/2015 Implementation

Implementation of the University Hill Reinvestment Strategy began in spring 2014, under the oversight of the Downtown & University Hill Management Division/Parking Services (DUHMD/PS) division and an interdepartmental Hill Staff Planning Group. Initial efforts included:

- A pilot [parklet on Pennsylvania Avenue](#);
- Alley [mural projects](#) behind the Fox Theater and the former Flatirons Theater;
- Installation of a [Boulder B-Cycle](#) bike-sharing station on College Avenue;
- Partnership with the Boulder-based nonprofit [eGO CarShare](#) service for a location at the 14th Street University Hill General Improvement District (UHGID) parking lot;
- Support for the formation of a University Hill merchants association, [The Hill Boulder](#);
- Entered into a memorandum of understanding for the mixed-use redevelopment of the 14th Street UHGID parking lot;
- Completed a study of Hill commercial district employee/visitor transportation mode shares with the [2014 Hill Employee Transportation Survey](#) ; and
- Completed preliminary plans for three projects to be funded by the Community, Culture and Safety tax: creation of an event street on Pennsylvania Avenue; commercial area street tree improvements and irrigation; and pedestrian lighting improvements in the Hill residential area (see the [2A Hill Projects Fact Sheet](#) .

In September 2014, the city hired its first Hill Community Development Coordinator to work full-time on strategy implementation and building strategic partnerships. Since September, additional progress has been made, including:

- Drafted an interdepartmental work program to pursue the Hill Reinvestment Strategy;
- Updated and expanded the stakeholder distribution list for regular communications about Hill activities and opportunities (to be added to the list, email [Sarah Wiebenson](#));
- Initiated a pilot program with University of Colorado (CU) student organizations to provide regular cleanup of the commercial district;
- Partnered with CU to install new banners in the commercial district;
- Began the [Residential Service District](#)  (RSD) as a multi-year pilot cleanup program in high-density residential areas; and
- Supported the interdepartmental moratorium effort to investigate possible code changes or other policy measures to pursue a more balanced mix of uses in the Hill commercial district for year-round vitality. See the [Phase One Report: Preliminary Findings and Draft Strategies](#) .

Status and Potential Next Steps

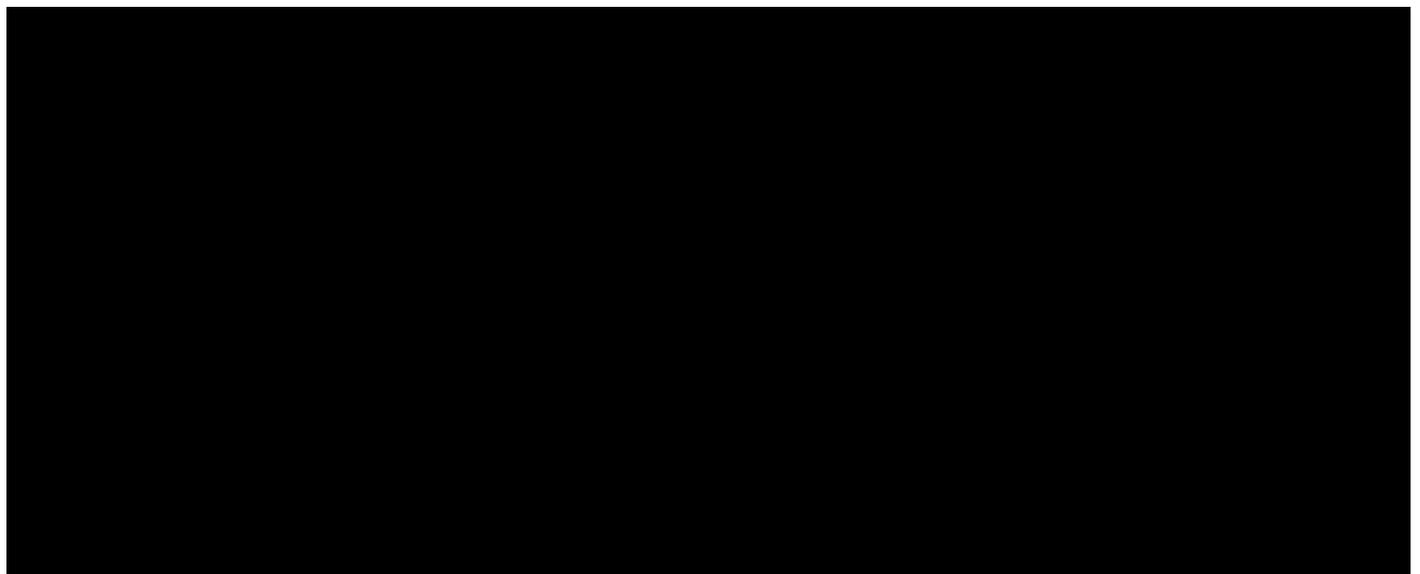
Current efforts to coordinate the Hill Reinvestment Strategy are focused on developing partnerships and building coalitions among Hill stakeholders to support a long-term, sustainable governance structure for continued improvements.

Contact

Hill Community Development Coordinator [Sarah Wiebenson](#) at 303-441-7335.

| STAFF | | |
|--|--|---|
| <p>Molly Winter Director, Downtown & University Hill Management Division & Parking Services</p> | <p>Kurt Matthews Parking Manager, Downtown & University Hill Management Division & Parking Services</p> | <p>Sarah Wiebenson Hill Community Development Coordinator, Downtown & University Hill Management Division & Parking Services</p> |

Videos





[Inside Boulder News - University Hill Moratorium](#)



[Inside Boulder News - Parklet Completed](#)

This is a video segment from the May 23, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com



[Inside Boulder News - Parklet Design Chosen](#)

This is a video segment from the May 2, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com



[Mural Project on The Hill](#)

This video is a segment from the April 11, 2014 episode of Inside Boulder and features a discussion about a new mural that will be created on The Hill in Boulder, Colorado. For more Inside Boulder visit www.BoulderChannel8.com



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VACATION RENTAL BY OWNER (VRBO)

Summary

When the owner of a property that has a single-family or multi-unit dwelling rented out for a short period of time (usually less than 30 days), it is often referred to as a Vacation Rental by Owner (VRBO). Like other cities across the United States, the City of Boulder has seen an increase in such rentals.

The rentals are often advertised online with such companies such as Airbnb, HomeAway, and FlipKey, to name a few. They are also found listed in other types of media and through some real estate companies. Many times, VRBOs are found in areas of the city that are not zoned for such transactions and are therefore illegal under current city codes.

Not all VRBOs are the same. To date, staff is aware of three types of VRBOs.

1. The owner lives in the residence and rents out a room or rooms (on an ongoing basis or indefinite in length) to help pay the rent and other bills.
2. The owner lives in the residence and rents out one or more rooms for short periods of time to different people on an ongoing basis.
3. The owner may stay in the residence a few weeks or months per year and the rest of the time the residence is rented out on a short-term or longer-term basis.

There are two major policy issues associated with these types of rentals. First, it is an illegal zoning use in many areas of the city since it has the structure of a short-term stay in a hotel or motel. While hotels and motels are subject to code inspections, licensing, or other requirements that legal businesses incur, the short-term rentals follow none of these requirements. The policy issue is, should these short-term rentals fall under similar requirements as other short-term rentals such as hotels and motels?

The second policy issue is that these types of illegal businesses, while operating much like a hotel or motel, do not contribute the same revenues that legally licensed businesses do in the city. While hotels and motels pay property taxes on an assessed valuation of 29 percent of market price, VRBOs pay on an assessed value that is less than 8 percent of market value. This is because they are not categorized as commercial businesses, but

are instead classified as residential. Hotels and motels must also have a business license and pay lodging taxes of 9.5 percent of the lodging price and pay use taxes of 3.45 percent on equipment or furnishings used to provide their services.

On the expense side, the city must still provide city services for these illegal businesses if service is ever needed (fire, police, transportation, etc.). Therefore, no revenue is generated to offset the specific costs that these businesses generate. Overall, they are not subject to the rules, regulations, other regulatory requirements, licensing procedures, and fees and taxes that legal businesses in the city pay. The policy issue is, should these short-term rentals be required to pay similar fees and taxes as other short-term rentals such as hotels and motels?

Based on discussions with staff in mountain communities that do license and collect fees and taxes from these types of businesses, it is evident that collecting these types of fees and revenues will be time consuming, labor intensive, and difficult to gain compliance and access to financial records that prove the VRBO transactions have taken place. Therefore, it is both a compliance and a financial issue.

Status and Potential Next Steps

During the first quarter of 2015, staff will bring to council options for addressing the VRBO issues of legal compliance and financial equity when compared to similar businesses. Current options being considered range from continuing as is to making this type of transactions legal and subject to rules, regulations, regulatory requirements, fees, and taxes that will recover the cost of such rules and regulations and contribute to the costs generated by such businesses. Staff is also reviewing how other communities in Colorado and across the United States are responding to the VRBO issues.

Contact

Contact Chief Financial Officer [Bob Eichem](#) at 303-441-1819.

| STAFF | | |
|---------------------------|--|---------------------------------------|
| Tom Carr City Attorney | Maureen Rait Executive Director of Public Works | Chief Financial Officer Bob Eichem |





CITY OF BOULDER CITY COUNCIL RETREAT

2-YEAR DESIRED Outcomes & Tasks

Climate Change

- Develop clear expectations & timelines for energy efficiency in commercial/industrial buildings within 2 years.
- Zero Waste Management Update
 - Ways to significantly increase compost
 - Explore anaerobic digester, C&D, higher landfill tipping fees.
- Clarify what a municipal utility can do (goals, regs)
 - Investigate efficient streetlights
- Ordinance: allow only electric vehicles to park at charging stations.
- Climate Action Plan
 - Improve climate metrics so they're relative to results with other jurisdictions
 - Get timeline for achieving milestones for 80% reduction in emissions by 2050
 - Greater leadership role in effecting statewide & national change (Staff & Council)

Open Space

- Resolve charter interpretations - e.g. passive/active recreation via e-bikes, Playstaff, e-bikes on multi-use paths
- Building regional trails
- Overriding policy issues: Carrying capacity, right time use, on/off road/trail use, temporal restrictions
- Enforcement: homeless camping, user-group conflicts

Local Food

- Develop local Food Policy
 - Establish cross-department team
 - Appoint staff person to address:
 - Locations
 - Scale
 - Charter implications + Partnerships
 - City procurement
 - Infrastructure required
 - Farmer markets, incl. + food justice/justice specialties
 - Housing farmers on + viable landscapes
 - Land
 - Keeping doing the good things we're doing

Economy & Budget

- Economic Vitality
 - Explore ways to partner w/ Chamber - Innovation Blueprint
 - Consider rejoining Chamber if non-political & appropriate
- Budget
 - Consider capital bond for flood & civic center projects
 - Consider how to close funding gap to include new tax revenue sources
 - Council role in budget process
 - Better understand funding of ext. groups
 - Availability of discretionary funding

Livability

- Code enforcement
 - Increase enforcement immediately to address - Trash on Hill (bear issue)
 - Transient issue on municipal campus
 - Study session w/ Staff about other areas of code enforcement & how to better support - e.g. over-occupancy on Hill
- Other
 - Smoking ban
 - Charitable lease - Council input on competing demands
 - Make it easier to hold block parties/events in parks

Housing / Land Use Planning

- As part of Comp Plan Update, map potential job & residential development, get date on trends for commercial/industrial SF, take broader look at past updates
- Broad-minded opportunity site inventory aimed at housing - evaluate suitability of current zoning
- Better direct residential & commercial development to transit + transportation & climate goals
 - Pattern books, Area Plan Lite
 - Anticipate redevelopment in new areas
- Integrate housing into everything we do
 - Permanent affordability at all levels
 - Goal: Boulder workers can afford to live in Boulder
 - Lots of public engagement aka CityCenter Plan
 - Look at smaller units to increase density, mix built
 - Engage University early on in process
- Revise ordinances for only ADUs/increased occupancy limitations/condos & consider pilot programs in specific neighborhoods, as needed include VRBOs.
- Amenerations in forgotten areas of city
- Residential tree replacement
- Engage DDAB in revising land use guidelines

University Hill

- Consider short-term professional leader w/ experience in economic development to coordinate approach
- Explore:
 - Tools City has to promote innovative businesses on Hill
 - Appropriate mix of parking and alternative modes
 - Encouraging arts & beautification, including programming 1500 sq ft
 - Ensuring we have appropriate transition & updating games for the Hill
 - Including economic vitality assessment, if needed
- Emphasize code enforcement:
 - Buy into year of enforcement
 - Beats & track: litter
 - Expanding licensing to capture pet rents
 - Rentals & licensing

Homelessness/Human Services

- Human Services
 - Review/refine how we fund programs - review redundancy, effectiveness, types of services, what initiatives our services create
 - Review how Shelter is operated, get more transitional housing
 - Consider additional support for Ready to Work
- Get an agenda for Consortium of Cities
- Transients
 - Focus on enforcement to address bad behaviors in municipal campus
 - Get an agenda for Consortium of Cities

Arts

- Develop options to invest 1% in art
- Support for designation of viable arts districts (10th St, 16th St)
- Support & encourage new leadership of department: completion of Cultural Arts Plan
- Library: Meet w/ new Director, support fundraiser in Library remodel & troubleshooting, as well as how system is existing

General

- Make sure public process on flood recovery occurs as part of Resiliency effort
- Make better use of Boards & Commissions

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| Goal Area: Arts |
| Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014. |
| <ul style="list-style-type: none">▪ Hired new director |
| <ul style="list-style-type: none">▪ Advanced Community Cultural Plan through dialogue on culture and arts in the community. This included obtaining Council feedback on the proposed scope and public process for the CCP as part of the June 10, 2014 study session on Library and Arts. The community Cultural Plan is almost complete and will include recommendations on arts funding and art districts. |
| Major milestones or projects that will be completed for this Goal Area in 2015. |
| <ul style="list-style-type: none">▪ Present Community Cultural Plan to Council in July |
| <ul style="list-style-type: none">▪ Obtain resolution on arts funding |
| <ul style="list-style-type: none">▪ Emphasize cultural programs for children |
| Additional direction or clarification needed from Council? |
| <ul style="list-style-type: none">▪ Arts funding |

| Goal Area: Climate Change |
|--|
| Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014. |
| <ul style="list-style-type: none"> ▪ Completed transition work plan for Day One and Beyond for operating an electric utility |
| <ul style="list-style-type: none"> ▪ Convened first community visioning session for developing the “utility of the future” |
| <ul style="list-style-type: none"> ▪ Convened regional meetings on energy issues; received DOE grant for Energy Blueprint |
| <ul style="list-style-type: none"> ▪ Completed the integrated energy/utility plan |
| <ul style="list-style-type: none"> ▪ Received direction on Zero Waste Master Plan |
| <ul style="list-style-type: none"> ▪ Selected to participate in C40 Cities International Initiative |
| <ul style="list-style-type: none"> ▪ Received grant to support multi-city collaboration around energy system change |
| <ul style="list-style-type: none"> ▪ Implemented aggressive new energy codes for new construction |
| <ul style="list-style-type: none"> ▪ Developed new GHG inventory tools: city organization inventory completed and community inventory will be completed in January |
| <ul style="list-style-type: none"> ▪ City is participating in international Carbonn Climate Registry |
| <ul style="list-style-type: none"> ▪ Initiated Boulder Energy Challenge and Community Power Partnership |
| <ul style="list-style-type: none"> ▪ Establishment of an aggressive community climate goal for 2050 |
| Major milestones or projects that will be completed for this Goal Area in 2015. |
| <ul style="list-style-type: none"> ▪ Complete community visioning process for the “utility of the future” |
| <ul style="list-style-type: none"> ▪ RFQ for operations and maintenance services for the city’s electric utility |
| <ul style="list-style-type: none"> ▪ Implementation of transition plan, including a full IT assessment of system |
| <ul style="list-style-type: none"> ▪ Customer service programs developed, including tools, policies, and philosophies |
| <ul style="list-style-type: none"> ▪ Approval from Council of first set of electric utility tariffs for transmission services, along with other rate philosophy discussions |

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| ▪ Recommendations on power supply, with input from our community working groups |
| ▪ Finalize Zero Waste Master Plan and draft ordinance |
| ▪ GHG inventory report |
| ▪ Developing targets, goals, and timeline for Climate Commitment |
| ▪ Implementation of advanced energy codes |
| ▪ Adoption of Energy Efficiency Ordinance for Commercial and Industrial Buildings |
| ▪ Develop options for commercial recycling and composting ordinance |
| Additional direction or clarification needed from Council? |
| ▪ Utility of the future vision, rates, resources and contracts for utility operation services |
| ▪ Direction on options for new commercial and industrial energy efficiency ordinance |

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| Goal Area: Economy and Budget |
| Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014. |
| <ul style="list-style-type: none"> ▪ Improved relationship with Chamber; created space for the Small Business Development Center |
| <ul style="list-style-type: none"> ▪ Advanced strategy for Community, Culture and Safety Enhancements; \$27.6M |
| <ul style="list-style-type: none"> ▪ Continued to address flood through FEMA and other agencies |
| <ul style="list-style-type: none"> ▪ Updated Comprehensive Financial Strategy |
| <ul style="list-style-type: none"> ▪ Completion of a robust 2015 budget process |
| Major milestones or projects that will be completed for this Goal Area in 2015. |
| <ul style="list-style-type: none"> ▪ Continue work on flood recovery funding issues |
| <ul style="list-style-type: none"> ▪ Continue work in long-term sustainability of funding |
| <ul style="list-style-type: none"> ▪ Vacation Rental by Owner (VRBO) scheduled for February Study Session |
| Additional direction or clarification needed from Council? |
| <ul style="list-style-type: none"> ▪ Specific requests for direction from Council will be requested as each action item is brought forward |

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| Goal Area: General / Boards and Commissions |
| Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014. |
| <ul style="list-style-type: none"> ▪ Held meeting with Council to discuss public service announcements about serving on Boards and Commissions; implemented PSAs in 2014 |
| <ul style="list-style-type: none"> ▪ Initiated process for Boards and Commissions to request televising; will seek feedback on process in February 2015 |
| Major milestones or projects that will be completed for this Goal Area in 2015. |
| <ul style="list-style-type: none"> ▪ Televis Planning Board and OSBT meetings; other Boards and Commissions could request to be televised with CAC approval |
| <ul style="list-style-type: none"> ▪ Survey on impacts, utility of televising Board and Commission meetings |
| <ul style="list-style-type: none"> ▪ Make it easier to find Boards and Commissions on webpage, with calendars and recordings |
| <ul style="list-style-type: none"> ▪ Continue PSAs in 2015 with updated information |
| <ul style="list-style-type: none"> ▪ Work with Channel 8 to build information page templates for upcoming Board and Commission meetings |
| <ul style="list-style-type: none"> ▪ Create basic notifications on website for general public |
| Additional direction or clarification needed from Council? |

Goal Area: General/Flood Recovery

Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014.

- **Financial Investment 2014*:**

- Hired 3 New Fixed Term Flood Recovery Coordinators, and re-directed one existing position to a flood recovery information specialist.
- Leveraged \$2.9 million in state and federal grant funds.

- **Capital Project Activity (as result of Sept. 2013 Flood)*:**

- Reprioritized previous planning and mapping projects.
- Added approximately 300 new projects (citywide) that included repairs, restoration, replacement and mitigation work.
- Completed 73 percent of the flood-related projects (as of Oct. 2014) and spent \$17.1 million on flood recovery.

- **Flood Related Annexations:**

- Annexed two properties in August 2014 under emergency ordinance, due to urgent well and onsite wastewater system failures.

- **Flood Recovery:**

- Held two community preparedness and flood recovery open houses attended by a total of approximately 150 people. Included 6 topic areas and a presentation by Boulder Office of Emergency Management and city staff. Presentation was televised live and recorded, and can be viewed online here: <http://vimeo.com/92368226>
- Completed door to door flood safety information canvassing to approximately 2,000 households. This effort was featured on Inside Boulder News and can be seen here: <http://vimeo.com/92288744>
- Produced and distributed 1,000 copies of a community guide to flood safety, publishing weekly flood safety tips to the community. Copies are available for download here: <https://bouldercolorado.gov/water/community-guide-to-flood-safety>
- Co-hosted a business flood recovery workshop with the Small Business Development Center (SBDC) in April 2014.
- The city held 10 events as part of flood commemoration week in September 2014. The keystone events on Sept. 10 were well-attended, with approximately 100 attendees at the afternoon [Science of Disaster Planning: Research and Response](#) panel discussions; and approximately 100 attendees at the evening [Boulder Flood Tribute: Community Stories in Action](#). Both events were recorded, and the videos are available online.
- The city also prepared a [motion graphic video](#) summarizing the community impacts from the 2013 flood and an infographic summarizing flood preparedness, response, recovery, and resilience facts and statistics. Both the video and the infographic are posted online at www.boulderfloodinfo.net.

- **BoCo Strong:**
 - Participated in the formation of BoCo Strong – a countywide network to coordinate a process of individuals, business, neighborhood, community and countywide resilience that integrates action across Boulder County.
 - BoCo Strong facilitated 22 community conversations about the resilience of individuals, neighborhoods, and sectors of the community across Boulder County. The results of those conversations were presented as a part of the Flood Commemoration Week kick-off, and a summit held on Nov. 14, 2014 the group presented 4 goals to countywide leaders.

- **Long-term Flood Recovery Group (LTFRG):**
 - Coordinated recovery efforts with local, state, and federal agencies; the private sector; and nonprofit organizations through the LTFRG. The focus of the LTFRG is to coordinate activities in the areas of housing assistance, human services, case management, health services, volunteers, data collection, needs assessment, fundraising, and funding allocation. 1,002 cases countywide as of Dec. 5, 2014.
 - Approximately 240 Boulder households have requested case management assistance with LTFRG.
 - 145 cases remain open, 92 cases have been closed (as of 12/11/2014).
 - Provided a grant of \$45,000 to assist in providing case management services to city residents.

- **100 Resilient Cities (new initiative pioneered by the Rockefeller Foundation):**
 - Began work with 100 Resilient Cities
 - Co-organized a resilience agenda-setting workshop and public event in April 2014
 - Hired the city's Chief Resilience Officer

Major milestones or projects that will be completed for this Goal Area in 2015.

- **Financial Investment including Capital Project Activity 2015*:**
 - Approximately \$2.2 million is reflected in the 2015 Budget. Some of the investment reflects capital project work that has been accelerated to mitigate possible future flood impacts while other additions are for direct repair work.
- **Flood Related Annexations:**
 - Five additional properties proposed for annexation. City Council public hearing is scheduled for Jan. 20, 2015.
 - Old Tale Road neighborhood proposed for annexation April 2015. Grant funded water line construction estimated to begin in summer/fall 2015.
- **Flood Recovery Plans:**
 - Continue development of a disaster recovery plan, to assist in being more resilient after a future disaster. This work includes:
 - Analysis of city policies and procedures.
 - New or revised detailed planning documents, such as a debris plan, damage assessment plan and shelter plan.
 - Countywide development of an unmet needs plan
 - The objective is to enhance communication, collaboration, and community preparedness and maximize FEMA assistance and eligibility in the future.

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|--|
| <ul style="list-style-type: none"> ▪ BoCo Strong: <ul style="list-style-type: none"> • Continue to participate on a steering committee for the group. • Assist in advancing BoCo Strong’s four goals for 2015: <ul style="list-style-type: none"> ○ Goal 1: Develop a robust local interface to effectively coordinate voluntary organizations aiding in disasters. ○ Goal 2: Increase neighborhood capacity, preparedness and resilience. ○ Goal 3: Create a county-wide mechanism for inventorying and leveraging existing efforts and resources (local and external), capturing lessons learned, enhancing collaboration, celebrating successes, and measuring effectiveness. ○ Goal 4: Conduct a county-wide comprehensive vulnerability assessment, identify overall resilience strategies and map social vulnerability. • Apply, via the BoCo Strong network, for a CDBG-DR planning grant (with Boulder County serving as the applicant) to advance the goals listed above countywide in 2015. |
| <ul style="list-style-type: none"> ▪ Long-term Flood Recovery Group (LTFRG): <ul style="list-style-type: none"> ▪ Continue to participate in LTFRG Committees. ▪ Continue funding assistance for case management through 2015 to assist Boulder residents in recovery. |
| <ul style="list-style-type: none"> ▪ Personal Resilience: <ul style="list-style-type: none"> • Develop extensive public outreach campaign on flood preparedness and personal resilience for 2015. |
| <ul style="list-style-type: none"> ▪ 100 Resilient Cities: <ul style="list-style-type: none"> • Scope the resilience strategy along with the BVCP 2015 Major Update process and engagement, and seek ways to add the lens of resilience to the BVCP, in addition to the resilience strategy activities. • Review and discuss with City Council during the first quarter of 2015 the proposed resilience strategy scope of work, schedule, and community engagement strategy. |
| <p>Additional direction or clarification needed from Council?</p> |

*Note: Community / public input associated with the city’s budget and other processes helped inform and shape financial investments made in both the operating and capital budgets relative to flood recovery.

Goal Area: Homelessness/Human Services

Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014.

▪ Homelessness:

- Developed Homeless Action Plan Strategies reflecting national and local policy trends and best practices
- In partnership with Ten Year Plan Board, convened county-wide dialogues with housing stakeholders to help identify need, type and location of housing for the homeless
- Funded five new EFAA family transitional housing units for families
- Funded 48 additional transitional living units for the Ready To Work Program; increased operational funding for Ready to Work Program; 1175 Lee Hill opened 31 Housing First units
- Participating in local 25 Cities Project with metro Denver counties in national pilot project matching housing resources with prioritized homeless individuals
- Initiated regional dialogue on homelessness with Consortium of Cities
- Continued coordination of Boulder Homeless Planning Group (service providers and city working on service coordination and data collection); development of consistent behavioral guidelines for services across agencies
- Secured seat on Board of Directors Metro Denver Homeless Initiative (MDHI)
- Implemented EDGE program with Police Department and Mental Health Partners
- Continued progress on municipal campus revitalization (smoking ban, municipal court sentencing changes for repeat offenders and referrals to Bridge House for connection to housing and services)
- Supported homeless shelter providers to begin evaluation of services, coordination and roles

▪ Human Services:

- Completed Phase I of Human Services Strategy Update – research and background on national and local trends, demographic shifts, best practices and peer city comparisons of services and funding
- Refined online grant management system with county-wide funders (COB, COL, BoCo, and United Way) to standardize impact areas and outcomes for funding
- Started assessment of city and county programs and partnerships

Major milestones or projects that will be completed for this Goal Area in 2015.

▪ **Homelessness:**

- Ongoing Homeless Response by Police Department, to include increased officer presence in the Hill/Mall corridor and Boulder Creek path
- Expand community education about homelessness
- Continued coordination of 25 Cities Project and placement of homeless individuals in housing
- Submission of proposal from Ten Year Plan Board to Consortium of Cities to fund county-wide housing and services study
- Assessment of potential role of Municipal Court in increasing connectivity to services, especially mental health services
- Assessment of sheltering and day services; continued coordination of emergency sheltering and services

▪ **Human Services:**

- Human Services Strategy update including Study Session and community and stakeholder engagement
- Completion of assessment of human services provided by the county and city
- Complete feasibility study of Pay for Success model of financing human services
- Implement body cameras for police officers
- Initiative to refine community policing approach and develop future strategies to partner and collaborate on issues and to reduce crime
- Continued implementation of EDGE program with Police and Mental Health Partners

Additional direction or clarification needed from Council?

- Refinement of focus areas for homelessness efforts and funding as part of Homeless Action Plan
- Direction on recommended Human Services Goals and Strategies
- Direction on community funding priorities for Human Services Fund

Goal Area: Housing/Land Use Planning

Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014.

- Prepared 2014 community profile, completed Boulder Valley Comprehensive Plan assessment; and provided background data to support council discussions re: development trends and issues
- Completed housing strategy “foundations” work; explored housing opportunities on specific sites, including micro-units, family-oriented units, and potential partnership with CU; approved 166 new permanently affordable units in addition to receiving \$4.3 million in cash-in-lieu funds; and prepared for public launch of housing strategy discussions
- Completed annexation-related data gathering in targeted areas and facilitated annexation of properties to address flood-related concerns
- Piloted corridor visioning process on East Arapahoe with integrated land use /transportation team in response to continued development pressure in the area related to the hospital expansion and CU east campus development
- Initiated “Design Excellence” discussions with BDAB, Planning Board, Council and the public leading to recommendations for next steps
- Began evaluation of spread of ash borer and non-lethal means of treatment
- Initiated development of new public engagement tools, including Boulder Planning email list and web portal; broadcast of planning board meetings, and partnering with Code for America to develop better online and tech-enabled engagement

Major milestones or projects that will be completed for this Goal Area in 2015.

- Launch new public engagement tools and robust engagement processes for Housing Boulder and other initiatives
- Based on direction from Council, refine and potentially re-sequence key planning initiatives (Design Excellence, the comprehensive plan and code-related issues)

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|---|
| <ul style="list-style-type: none">▪ Complete draft Comprehensive Housing Strategy for public, board and council consideration and initiate priority action items (issues that may be addressed in action plan priorities include ADUs/OAUs) |
| <ul style="list-style-type: none">▪ Complete foundations work for BVCP update, including new mapping tools and other analyses |
| <ul style="list-style-type: none">▪ Undertake next steps for residential tree replanting process |
| <ul style="list-style-type: none">▪ Conduct study session on VRBOs (short term rentals) and undertake next steps as appropriate |
| <ul style="list-style-type: none">▪ Continue to facilitate annexations as appropriate |
| Additional direction or clarification needed from Council? |
| <ul style="list-style-type: none">▪ Housing issues at scheduled sessions with Council |
| <ul style="list-style-type: none">▪ Planning issues at retreat (at Council’s discretion) |

Goal Area: Livability

Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014.

- **Code Enforcement:**
 - Ordinance requiring bear proof trash containers adopted March 18.
 - Code Enforcement Study Session on April 8, 2014 (summary accepted on May 20, 2014).
 - Two FTE added to the Police Department in the May 2014 Adjustment to Base in order to implement bear protection regulations for securing waste storage.
- **Smoking Ban:**
 - City Manager rule enacted for municipal campus in January and for the area around Boulder High in October.
 - Study Session on September 23, 2014 (summary accepted on October 21, 2014).
 - Two smoking ban ordinances – one that bans e-cigs and one that does not – passed at first reading on November 18.
- **Events in Parks:**
 - Park openings in 2014 were turned into community celebrations.
- **Chautauqua Lease:**
 - Continued to implement projects utilizing the Stewardship Framework, including the new restrooms (construction expected to commence by the end of the year).

Major milestones or projects that will be completed for this Goal Area in 2015.

- **Code Enforcement:**
 - City Council supported the addition of resources (2.5 FTE) to the Department of Public Works to support enforcement of rental housing licensing and the implementation of a quality assurance program for rental housing inspection.
- **Smoking Ban:**
 - Public hearing and second reading of smoking ban ordinance scheduled for February 3.
 - Public education campaign will take place in the first quarter.
- **Events in Parks:**
 - In the first quarter of 2015, staff will implement a new event (single) application form, including new online resources, and an internal review system. This will be accomplished with a “writeable” PDF, a centralized special events web page for the public and a SharePoint workflow system for staff. On-going refinements will be made throughout 2015.
 - In the first quarter of 2016, the events application will be integrated with new city-wide permitting system.

- **Chautauqua Lease:**
 - In 2015, CAO will lead the effort to review/update the lease. A study session is planned for February 10, 2015.

Additional direction or clarification needed from Council?

Goal Area: Local Food

Council Tasks and Outcomes or other accomplishments for this Goal Area 2014.

- Established cross-departmental team to increase communications on local food matters and charged a city staff member with continuing coordination of these efforts
- Prepared Aug. 1st council memo describing department-specific follow-up, along with overall inventory of all existing and planned city efforts to promote local food
- Provided leadership in funding and formalization of a regional coalition, known as “Making Local Food Work,” which focuses on inspiring and supporting education events and serving as a central repository/clearinghouse for ongoing local food efforts in the region
- Contributed to creation and funding of a “Double SNAP” program at farmers' markets which improves access to local food for our underserved population
- Developed outline for internal pilot to purchase local food for council meals
- Worked to enhance neighborhood connections to garden plots for growing foods

Major milestones or projects that will be completed for this Goal Area in 2015.

- Implementation of public education campaign to convey importance of increasing production and consumption of local food
- Creation of website for the Making Local Food Work regional group to advertise local food events & opportunities
- Development of organization-wide local food procurement policy for council consideration
- Development of measures for current and potential local production, a precursor to development of a citywide local food policy
- Development of an Agricultural Resources Management Plan which will include recommended policies for improving the sustainability of agricultural operations
- Continued and expanded funding for Double SNAP program

Additional direction or clarification needed from Council?

- Whether to explore ordinance allowing cottage industries in residential areas
- Support for delaying adoption of detailed citywide local food policy until procurement policy is implemented and metrics are identified

Goal Area: Open Space

Council Tasks and Outcomes or other accomplishments for this Goal Area 2014.

- The Open Space Board of Trustees (OSBT) has provided guidance on passive/active recreation and that guidance was sent to City Council in Nov 2014 for Council's Dec 2 packet.
- Regional Trails - SH 93 Underpass complete, progress on other regional connections underway including Eldorado Canyon to Walker Ranch, Boulder Creek extension to Betasso, US 36 Bikeway and participation in the Rocky Mountain Greenway effort. The OSBT recommended an accelerated, interim multi-user trail connection to be established across the Joder property that would contribute to Regional Trail connections. At the Dec 2014 OSBT meeting, staff recommended an interim trail alignment that was unanimously supported by the OSBT.
- Continued progress on flood recovery and repairs, including significant progress with FEMA on reconciling costs to repair Open Space infrastructure such as trails, culverts, bridges, etc.
- Addressing a continuing problem, OSMP Rangers patrolled regularly for camping in 2014 and issued more than 150 charges for camping related issues ranging from unlawful camping, littering, maintaining fires and illegal structures. Regular campsite clean-up was conducted by OSMP. OSMP Rangers developed and distributed a pamphlet which provides information on resources available to the homeless.
- The Voice and Sight Tag program enhancements were developed and education classes provided with an emphasis on reducing visitor conflicts. Dog issues continue to be the most common law enforcement issue on OSMP with 58% of all citations issued as a result of dog behavior.
- OSMP in a joint effort with Boulder County, US Forest Service and the Boulder Mountain Bike Alliance trained and provided support for bike patrol volunteers, who provided over 1,375 hours of service in 2014. Patrollers ride trails, assisting and educating mountain bikers and other park users. The goal is to promote a positive recreational experience on the trails.
- In Dec 2014, in connection with the E-bike pilot sunset removal, the city permanently implemented changes to the management of city lands and amendments to the B.R.C. to allow the use of E-bikes on Boulder multi-use paths.

Major milestones or projects that will be completed for this Goal Area in 2015.

- OSMP and the City Attorney's Office will draft clarifying language regarding disposition of Open Space property to other city departments for Council consideration.
- Regional Trails - Staff continues Rocky Mountain Greenway participation and is coordinating with Boulder County and others to make additional progress on planning, design and implementation for Regional Trails as noted above.
- Continue to make progress on flood repairs and recovery.
- Deliver a draft North TSA to the OSBT for consideration by the end of 2015. OSBT and Council deliberation and approval is expected to carry into 2016.
- Goal is to complete approved interim trail across Joder Ranch property by summer 2015. Completion includes purchasing property or an easement on west side of Joder to connect interim trail to Olde Stage for connection to Heil Ranch, which

could impact schedules. The potential of another interim trail focused on equestrian access is being evaluated. In coordination with Boulder County, plan, design, achieve CDOT and other permit approvals, and construct public access and parking lot on the east side of Joder adjacent to US 36.

- Progress on overarching issues. OSMP to report to City Council following 2015 work plan deliberation with OSBT.

Additional direction or clarification needed from Council?

Goal Area: Transportation

Council Tasks and Outcomes or other accomplishments for this Goal Area in 2014.

- Adopted Transportation Master Plan (TMP) with action plan, deadlines, and a work plan for near and long term
- Started Community-wide Eco Pass feasibility study with Boulder County
- Started Access Management and Parking Strategy (AMPS) study
- Continued regional leadership at state level with legislative funding, BRT implementation, and vision oversight
- Led efforts at DRCOG to get federal transportation dollars allocated to projects in our region; received \$6 million dollars of additional funding, with up to \$10 million possible
- Continued progress on the bike safety “living lab” pilot project which is ongoing and moving to the next phase

Major milestones or projects that will be completed for this Goal Area in 2015.

- Continued Council check-ins on progress of TMP implementation; February question for Council regarding balance of public investment/engagement
- Access Management & Parking Strategy (AMPS) study sessions and implementation of strategy
- More bike study efforts; do Complete Streets Living Lab pilots on new streets with tradeoffs for users
- Continuation of Community-wide Eco Pass feasibility study
- Continuation of integrated planning projects, including Access Management & Parking Strategy, Envision East Arapahoe corridor plan, and Civic Area Plan Canyon Blvd complete street corridor plan.

Additional direction or clarification needed from Council?

| Goal Area: University Hill |
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| Council Tasks and Outcomes or other accomplishments for this goal area 2014. |
| <ul style="list-style-type: none"> ▪ Provided leadership role in hill revitalization effort |
| <ul style="list-style-type: none"> ▪ Hiring a Hill coordinator |
| <ul style="list-style-type: none"> ▪ Improved code enforcement and safety including courts restorative justice programs |
| <ul style="list-style-type: none"> ▪ Passage of 2A Hill capital projects: pedestrian corridor lighting, tree irrigation and event street |
| <ul style="list-style-type: none"> ▪ Implemented the two-year residential services district pilot |
| <ul style="list-style-type: none"> ▪ Completed Hill Travel Survey and installed B-cycle station |
| <ul style="list-style-type: none"> ▪ Re-energized Hill business group (The Hill Boulder) |
| <ul style="list-style-type: none"> ▪ Completed the pilot Park-let |
| Major milestones or projects that will be completed for this Goal Area in 2015. |
| <ul style="list-style-type: none"> ▪ Hill moratorium ordinance changes and policy options |
| <ul style="list-style-type: none"> ▪ Continue event programming and arts projects |
| <ul style="list-style-type: none"> ▪ 2A Projects design process and public outreach |
| <ul style="list-style-type: none"> ▪ Continue to build and develop partnerships with hill stakeholders, especially with CU; clarify CU vision and build on what is currently in place |
| <ul style="list-style-type: none"> ▪ Development of long-term governance and funding strategies for the Hill |
| <ul style="list-style-type: none"> ▪ Public/private partnerships for redevelopment of UHGID parking lots |
| <ul style="list-style-type: none"> ▪ Establish benchmarks for success |
| Additional direction or clarification needed from Council? |
| <ul style="list-style-type: none"> ▪ Hill Moratorium ordinance changes and policy options |
| <ul style="list-style-type: none"> ▪ Feedback on long-term governance and funding strategies |

Boards and Commissions Feedback for 2015 City Council Retreat

DATE: December 17, 2014

TO: Members, Boulder City Council
City Manager, Jane Brautigam

FROM: Boulder Arts Commission

SUBJECT: Boulder Arts Commission Priorities that Inform the 2015 City Council Work Plan

Dear Mayor Appelbaum and Members of the Boulder City Council:

The Boulder Arts Commission (BAC) appreciates the opportunity to give input and feedback related to the 2015 City Council Work Plan. The upcoming year is an important one for the City to take the lead in creating stronger definition and clarity around how best to support our community's creative and cultural arts.

We are thrilled that Ballot Issue 2A passed, showing our community's strong support for community and culture. The BAC will continue to take a lead role in helping develop and support a vibrant, diverse and high quality public art program at the Civic Area and around the city. We will work to ensure that the various art programs, exhibits and events, both indoor and out, engage the broad diversity of people that live throughout Boulder. With the inclusion in Ballot Issue 2A of up to \$600,000 for public art, the BAC looks to Council in 2015 for **clarity around a permanent public art policy, complete with an established funding mechanism for public art moving forward.**

This year, the staff of the Office of Arts & Culture has undertaken the development of the City's **Community Cultural Plan**. This collaborative process involving stakeholders and a broad section of our community has already paid great dividends with more than 400 people attending public inquiry events, and well over 1,000 online interactions through the surveys, social media connections, and on the Mindmixer website.

In addition, a number of important goals are beginning to reveal themselves through this process.

- **Quality, affordable, well located performances spaces** (indoor and outdoor) are broadly needed throughout the City. The BAC is committed to working with other entities within the City to assist in the continuing study and development of improved city performance spaces.
- **A sustainable funding source for an ongoing citywide arts program** has long been a key priority of the BAC. With community feedback and information being gathered from the Community Cultural Plan, it is clear to members of the commission that our focus in 2015 must be on:
 - Creating a more **robust grants program, with an increased level of funding** appropriate for the high caliber work being created by arts organizations in our community;
 - Working with various entities within the City to develop a model to **designate specific areas within the City "creative districts,"** helping create a sense of place that not only enhances the immediate neighborhoods but expands its benefits out into the community;

- **Continuing to support and provide ongoing funding for Boulder Arts Week**, the city's only community-wide collaboration highlighting the extraordinary diversity and quality of the arts occurring throughout the City. The inaugural Boulder Arts Week this year boasted more than 439 events in 116 venues (both traditional and non-traditional) in the City of Boulder and was attended by approximately 16,000 people. It brought together more than 750 artists working in a variety of fields committed to celebrating and illuminating the breadth and depth of our community's distinguished arts and cultural programs.

The BAC appreciates that Council's support of the arts is not just for arts' sake, but because the city acknowledges the potential of a creative, entrepreneurial group of individuals always looking for ways to improve its community, make Boulder a vibrant place to live, work, and visit and support the effort to make our community a resilient city.

Newly designed creative cultural arts initiatives for our community will require greater levels of funding. The BAC requests that Council work with us to identify and secure these future sources of funding so that these new initiatives will be effective and successful. **We specifically request that additional funding be identified for the 2016 budget so that we may achieve our goals to provide ongoing funding of Boulder Arts Week and begin the implementation of the Community Cultural plan.**

The Boulder Arts Commission thanks the Council for its continued trust in our work and strong support of the creative and cultural arts in Boulder and looks forward to being a strong partner in turning its vision into reality in anyway the BAC can.

Respectfully,



Anna Salim
Chair, Boulder Arts Commission

Felicia Furman, Linda Haertling, Ann Moss, A. Richard Turbiak
Boulder Arts Commissioners



City of Boulder City Clerk's Office Licensing Division

December 30, 2014

Alisa D. Lewis, MMC
City of Boulder
City Clerk/Director of Support Services
1777 Broadway
Boulder CO 80302

RE: Retreat Questions for Boards and Commissions for 2015

Dear Alisa,

The Beverage Licensing Authority considered the Retreat Questions for Boards and Commissions for 2015 at their hearing on December 17, 2014. After much discussion, they arrived at a consensus on the following response:

“Officer Carlene Hofmann has done a terrific job and accomplished a lot during her tenure as the BPD Alcohol Enforcement Officer for the city. The BLA has seen excellent results due to a combination of Officer Hofmann’s time including comp time and comp time by other people, all working extra hard together with groups in the community such as the CU Restorative Justice program. It is at the Officer’s election whether they are paid overtime or take comp time for additional work, but based on Officer Hofmann’s working extra and taking comp time instead of OT, funds have not run out as quickly as they have in years past and so more undercover and specialty enforcement has occurred.

The BLA is counting on those excellent results continuing even though Officer Hofmann’s term has expired. Unfortunately, we don’t know at this time if that will be case but we hope council will pay attention to results and possible enforcement resource needs, and the BLA will definitely report back to council if they see a decline in alcohol education/awareness and enforcement efforts during the next year.”

Sincerely,

Michele Lamb
Tax & Licensing Administrator
City of Boulder Finance Department
Tax and License Division
1777 Broadway, Municipal Building
Boulder CO 80302
Phone: 303.441.3436 Fax: 303.441.1919
LambM2@bouldercolorado.gov
www.bouldercolorado.gov/licensing



CITY OF BOULDER
Board of Zoning Adjustments

January 2, 2015
Mayor Appelbaum
Members of the Boulder City Council
P.O. Box 791
Boulder, CO 80306

Re: Board of Zoning Adjustments Recommendations for 2015 Priorities and Initiatives

Dear Mayor Appelbaum and Members of Boulder City Council,

The Board of Zoning Adjustments members wish to thank Council for their hard work, and the opportunity afforded the members to serve our community through BOZA.

We know that Boulder's Comprehensive Housing Strategy will be a focus of Council's 2015 work plan. With that in mind, we would like to take this opportunity to inform you that we have found there to be gap in the variance criteria related accessory units.

Specifically, BOZA has seen increased variance requests to the size limitations for existing structures that owners wish to transform into detached owner accessory units (OAUs). Boulder's real estate market conditions suggest that BOZA will continue to see such requests.

The code provides specific variance review criteria by which to provide relief for attached dwelling units (ADUs), but such criteria does not exist for the OAU floor area limitation. BOZA has thus performed three OAU variance reviews over the past year using the general variance review standards. When applied to OAUs, these have proven to be confusing to applicants and cumbersome in the board discussion.

We anticipate that accessory units will be part of the housing discussion. As Council determines changes to OAU and ADU regulations, BOZA respectfully requests that you revisit the criteria by which variances to the lot coverage, floor area, and design standard regulations are evaluated. BOZA is prepared to offer in-depth recommendations upon request.

Sincerely,

Board of Zoning Adjustments

To: City Council
From: BHP Board of Commissioners
Re: Input for the 2015 Council Retreat
Date: December 18, 2014

Last year our memo included these three points of view that are as relevant today, if not more so, than when we shared them last year:

- Every household in Boulder with an income less than \$90,000 annually (for ownership) and \$56,000 annually (for rental) is *eligible* to have an affordable housing problem.¹
- Boulder loses 1,000 market-affordable units annually due to price inflation and replaces those lost units with an average of 123 affordable units each year, giving us a net loss of approximately 900 units each year.
- And, every household that leaves Boulder in search of affordability and drives back in to work undermines the investment that Boulder citizens clearly want to make in a cleaner environment.

This memo focuses on what's **new** since last year, both for the market and for BHP, and the ways in which BHP can work with the City to be a source for ideas and solutions to our affordable housing challenges.

New in the Housing Data/Market

Since our memo last year, we have done a calculation of how much longer Boulder's market can provide housing options for the work force². We think that Boulder has **5-6 years** left of market capacity in the rental inventory and **6-8 years** in the for-sale inventory. After that time, we predict that households whose incomes are below the median will be overly dependent on the deed restricted inventory of potentially 4,800 units to meet their housing needs. This inventory is expected to top-out at 10% of all units³.

¹ See Attachment A.

² This term refers to unrestricted (market) rents that are affordable to households using 30% of their income. Please see **Attachment A** for a description of where the market is today.

³ Boulder households who bought into the market long ago will continue to have affordable housing, as will those citizens who choose to over-occupy or live in sub-standard housing.



As a Board we have spent much of 2014 thinking about the implications of these data points. We think that the fact that they signal an upcoming affordable housing crunch is indisputable. The question for all of us is how to best respond in the limited time we have.

When we saw you back in August in study session to review our new 10 year strategic plan, we described the supply and demand dynamic as we experience it daily in the market. We provided a new strategic emphasis for BHP and the community: **Preservation**. While we remain firmly committed to the principles of preservation, and the alignment that an acquisition strategy creates with our Council and community, it will be challenging. As we've pursued acquisition opportunities in the past 6 months, we reaffirm our worry, as Housing Commissioners for the City, that *in this market* very few of the multi-family properties that are sold make it to the MLS and the ones that do are purchased by buyers who have very different investment objectives than a mission-driven buyer like BHP. Multi-family buildings are selling with capitalization rates in the 2% and 3% range⁴. Good economic theory informs us that *in this market* we must be focused not only on buying, but also on building. However, new development activity also has its challenges. We are committed to using all the tools possible to achieve our goal of 2,000 new units in the next 10 years.

New in Our Inventory, Skills and Pipeline

In 2014, BHP:

- . Opened 59 units of senior housing at High Mar, targeted to households over the age of 55 with incomes below 50% of the AMI.
- . Opened 31 units of housing for chronically homeless households at 1175 Lee Hill with incomes below 30% of the AMI.
- . Restored and renovated our flood-damaged properties.
- . Gained final approval from HUD to refinance and renovate all of our public housing inventory (332 units), thus preserving them for the very long term as deeply affordable housing.
- . Added 140 new Housing Choice vouchers to our inventory.
- . Vastly increased community outreach skills as a result of lots of engagement with our north Boulder neighbors.
- . Achieved Smart Regs compliance for 98% of the 1,100 units we own and manage.
- . Won the Energy Challenge grant and an award for Waste Diversion.
- . Won the national design award for affordable housing from Senior Housing News for High Mar.

⁴ A capitalization rate discounts future income stream to determine present value. When cap rates are very low, as they are in today's Boulder market, it means that investors are willing to forego meaningful current return on funds invested in favor of a future capture of value.



- . Came so close to our goal of 1 Megawatt of solar installed, with 929 kW of PV solar on our rooftops.
- . Saved the equivalent of 52,175 gallons of gas, taking 61 cars off the road for one year.

Requests in 2015

In 2015, BHP asks City Council to:

1. Keep City staff and financial resources focused on affordable housing
2. Adopt a housing strategy that addresses these key questions:
 - . If housing inventory dictates, to a very large extent, our ability to achieve economic, environmental and social goals, what kind of a community does Boulder want to be?
 - . If there's a short window of time in which to intervene and do something meaningful (6–8 years), how much does City Council want to do?
 - . If we know that today we have a shortfall of 7,729 housing units to meet the needs of a service-sector workforce, and that the market has increasingly limited capacity to provide housing in the future, what is the City's strategy to maintain Boulder's service economy?
 - . If we know that demand to live in Boulder will continue into the near future, thus widening the gap between housing choices and affordability, are there more and different policy tools Council can bring to help preserve diversity in Boulder?
3. Direct City staff and the community to make comprehensive housing strategy recommendations that are bold and dramatic, at the scale of energy municipalization. Boulder is at a point in time that is not dissimilar to the conditions that gave rise to the Open Space program: there is limited supply and large demand.
4. Use BHP as a City housing policy laboratory. Allow BHP to experiment with new ideas related to density, zoning, land use patterns, financing tools, and target populations. In order to do this you would need a Community Benefit Ordinance⁵, or similar legislative vehicle, that would allow BHP some flexibility and allow BHP to pilot the tools that will give the community the most return for our investment. For example, a mission-driven developer like BHP can best guarantee that an outcome of density and flexibility is affordability.
5. The next two BHP projects expected to go through the entitlement process are:
 - o Palo Park neighborhood. This project will come to the Council on February 17 as a request to transfer the land from the city to BHP. Prior to that meeting, BHP and City staff will have had many meetings with the neighborhood and will have created, with them, a plan to engage the neighborhood in the design process.
 - o Valmont frontage. This is land that BHP owns that will be developed as an extension and expansion of Red Oak Park. This is an ideal site to experiment with maximizing the potential for affordable, sustainable, walkable neighborhoods.

⁵ Consideration of a Community Benefit Ordinance was one of the recommendations from the Affordable Housing Task Force that received unanimous support.



6. Ask City staff to continue a very successful partnership with BHP in respect to our city's climate action goals, which from BHP's participation perspective include:
 - Creating the nation's first inventory of near-net-zero public housing⁶;
 - Educating BHP residents on energy efficiency;
 - Implementing a comprehensive tracking system for overall energy performance;
 - Continuing implementation of sub-metering to put residents in charge of their energy consumption; and
 - Continuing to convert properties to low water landscaping and greater use of non-turf surfaces.

We appreciate your confidence in us as your Board of Housing Commissioners, and we look forward to working with you and your staff during the upcoming year.

⁶ Funds for this goal are mostly energy-related and cannot be used, instead, to acquire or build new units.

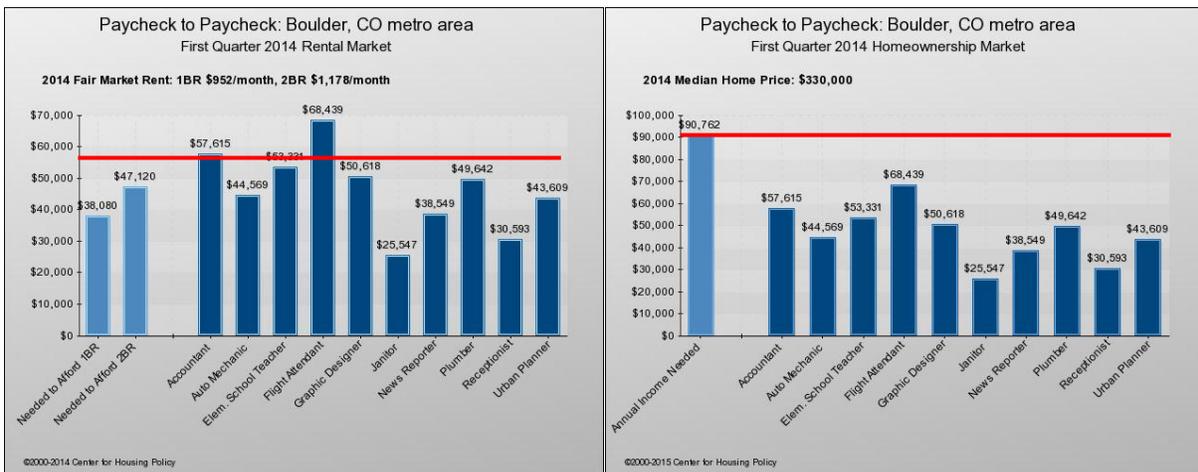


Attachment A

A Boulder Housing Wage

The market average for all rentals in Boulder, regardless of bedroom size, is \$1,830⁷. A single professional living alone, paying 30% of their income in rent for a 1 BR apartment, needs an income of \$56,000 annually.

The images below are drawn from the National Housing Conference data base on national wages⁸. The graph below on the left illustrates the wage-housing gap for some of the most common and essential jobs and where they rank in terms of affordability. The graph to the right looks at those same jobs but compares them for homeownership. The last list shows that only 14 of the 80 jobs listed (17%) pay more than the minimum housing wage threshold of \$56,000 in Boulder.



⁷ Based on 3rd Quarter data from the Metro Denver Apartment Association, city of Boulder not including the University areas.

⁸ The National Housing conference references the Fair Market Rent which is a HUD data point that defines the 40th percentile of the market. We use current market data instead of the FMR which, by design, is below market.



| | | |
|--|--|---|
| <input checked="" type="checkbox"/> Accountant | <input type="checkbox"/> Fast Food Cook | <input type="checkbox"/> Nurse (LPN) |
| <input type="checkbox"/> Administrative Asst. | <input type="checkbox"/> Fire Fighter | <input checked="" type="checkbox"/> Nurse (Registered) |
| <input type="checkbox"/> Assemblyline Worker | <input checked="" type="checkbox"/> Flight Attendant | <input type="checkbox"/> Nursing Aide |
| <input type="checkbox"/> Auto Mechanic | <input type="checkbox"/> Food Prep Worker | <input type="checkbox"/> Office Clerk |
| <input type="checkbox"/> Bank Teller | <input type="checkbox"/> Front Desk Manager | <input type="checkbox"/> Packager (Manual) |
| <input type="checkbox"/> Billing Clerk | <input checked="" type="checkbox"/> General Manager | <input checked="" type="checkbox"/> Paralegal |
| <input type="checkbox"/> Bookkeeping Clerk | <input checked="" type="checkbox"/> Geriatric Nurse (RN) | <input type="checkbox"/> Parking Lot Attendant |
| <input type="checkbox"/> Carpenter | <input type="checkbox"/> Graphic Designer | <input checked="" type="checkbox"/> Physical Therapist |
| <input checked="" type="checkbox"/> Case Manager | <input type="checkbox"/> Groundskeeper | <input type="checkbox"/> Plumber |
| <input type="checkbox"/> Cashier | <input type="checkbox"/> Hairdresser | <input type="checkbox"/> Police Officer |
| <input type="checkbox"/> Child Care Worker | <input type="checkbox"/> Help Desk Support | <input type="checkbox"/> Preschool Teacher |
| <input checked="" type="checkbox"/> Civil Engineer | <input type="checkbox"/> Home Health Aide | <input type="checkbox"/> Prison Guard |
| <input type="checkbox"/> Construction Laborer | <input type="checkbox"/> Housekeeper | <input type="checkbox"/> Receptionist |
| <input checked="" type="checkbox"/> Construction Manager | <input type="checkbox"/> HVAC Mechanic | <input type="checkbox"/> Retail Assistant Manager |
| <input type="checkbox"/> Customer Service Rep. | <input type="checkbox"/> Insulation Worker | <input type="checkbox"/> Retail Salesperson |
| <input type="checkbox"/> Data Entry Keyer | <input type="checkbox"/> Janitor | <input type="checkbox"/> School Bus Driver |
| <input type="checkbox"/> Delivery Truck Driver | <input type="checkbox"/> Laundry Worker | <input type="checkbox"/> Sec. School Teacher |
| <input type="checkbox"/> Dental Assistant | <input type="checkbox"/> Legal Secretary | <input type="checkbox"/> Secretary |
| <input checked="" type="checkbox"/> Dental Hygienist | <input checked="" type="checkbox"/> Librarian | <input type="checkbox"/> Security Guard |
| <input type="checkbox"/> Dishwasher | <input type="checkbox"/> Loan Officer | <input checked="" type="checkbox"/> Software Programmer |
| <input type="checkbox"/> Elec. Engineering Tech | <input type="checkbox"/> Longhaul Truck Driver | <input type="checkbox"/> Stock Clerk |
| <input type="checkbox"/> Electrician | <input type="checkbox"/> Machinist | <input type="checkbox"/> Stock Mover (Manual) |
| <input type="checkbox"/> Elem. School Teacher | <input checked="" type="checkbox"/> Mail Carrier | <input type="checkbox"/> Telemarketer |
| <input type="checkbox"/> Environ. Engineering Tech | <input type="checkbox"/> Maint./Repair Worker | <input type="checkbox"/> Urban Planner |
| <input type="checkbox"/> Equipment Operator | <input type="checkbox"/> Medical Billing Clerk | <input type="checkbox"/> Wait Staff |
| <input type="checkbox"/> Family Social Worker | <input type="checkbox"/> Medical Transcriptionist | <input type="checkbox"/> Welder |
| <input type="checkbox"/> Farmworker | <input type="checkbox"/> News Reporter | |



Boulder Junction Access District/Parking Commissions Retreat Questions for Boards and Commission for 2015

What are your priorities within the framework of the current council work plan that was adopted at last year's council retreat?

The community is beginning to see the fruits of many years of planning and public investment focused on the building of the city's first transit-oriented development (TOD) – the RTD bus rapid transit station, the new hotel, multi-family housing including permanently affordable units, the restoration and repurposing of the depot, the shared street design of Junction Place, a public plaza and the implementation of a TDM taxing district and the mobility amenities that it provides.

As this new city neighborhood emerges, there are certain to be challenging new issues and opportunities that Council and the commissions will be called upon to address.

What would you like to see done to further advance the council goals?

1. Planning for the Pollard Site

The Boulder Junction Commissions feel strongly that planning work on the Pollard site must start sooner than the end of 2015. The site is key to the future of the area, and preliminary work exploring the options and development priorities for the site will take time. Further, from the perspective of the Boulder Junction commissions, the site may have a role to play in the parking supply for the area.

2. Implementing “quiet zone” improvements

Livability in the new neighborhood is compromised by excessive train noise, and this will become a greater factor as Boulder Junction builds out. The city must begin to explore funding options to make quiet zone improvements at Valmont and Pearl.

3. Planning for “last mile” strategies

Boulder Junction's role as a future transportation hub will be strengthened by the development of strong inter-city circulation options. Ideas to consider in a TMP update include a HOP-like shuttle to East Arapahoe and the employment area to the east, a car share station and a trolley to the downtown.

4. Lobbying the state legislature for changes to promote ownership options in higher density residential projects. The success of Boulder Junction, and other similar areas, will depend on providing both rental and ownership options to future residents. Current state

law creates a disincentive to build for sale units. The 2015 legislative agenda should include lobbying for a solution to this problem.

5. Expand the Boulder Junction TDM access district to include adjacent properties such as the REVE project and the Google, Pearl Place. This would expand the concept of the TOD district and provide those properties that would petition into the taxing district the opportunity for EcoPasses, and bike and car share memberships.

How can your board help reach the current council goals?

The members of the Boulder Junction Access and Parking Commissions are available to the Council to share knowledge and expertise. The commissioners often feel that they are operating in a vacuum, and that the Council doesn't understand what the commissions do.

Are there city policies that need to be addressed to enable your board to function at a higher level?

The commissioners request a reassessment of the current two commission structure -- one for travel demand management and one for parking. Most, but not all, members serve on both commissions. This has resulted in occasional confusion. Cannot the same members act on behalf of the TDM district, adjourn and reconvene as the parking district commission?

Are there other priorities outside of the council goals that your board/commission would like to address in the coming year?

It is the intention of commission members to reach out to individual council members to share information and to learn council expectations.

December 31, 2014

TO: Mayor Matt Appelbaum and Members of the Boulder City Council

RE: Input to Council Goals for 2015

As we approach Chautauqua's 117th year, the Colorado Chautauqua Association (CCA) continues to be a diligent and forward-thinking steward of this precious local asset and National Historic Landmark and to produce welcoming experiences for members of our community and its visitors.

The CCA board of directors and staff join Council and City staff in thanking our community for passage of Ballot Issue 2A "Community-Culture-Safety." We look forward to implementation of the two safety and accessibility projects that will serve "greater Chautauqua" - the new sidewalk on Baseline and the pedestrian lighting on interior sidewalks serving the Auditorium and the Dining Hall.

We also thank the City for the successful collaborative process to locate and construct ADA accessible restrooms to serve the Auditorium starting in summer 2015.

We hope that each of you had an opportunity to enjoy the new Chautauqua General Store, opened last April and operated by Three Leaf Concepts (the Chautauqua Dining Hall operator) through October, returning Cottage 100 to its early use as an adjunct to the Dining Hall.

We are thrilled to share with you the great news of a generous grant from the Glenn H. Korff Foundation that will fund three improvements within the Auditorium over the next three years: (1) purchase and installation of a new state-of-the-art sound system, (2) modification of the existing acoustic panels above and around the stage, and (3) replacement of all seats in the hall. These improvements will benefit all performers and patrons of the Auditorium, including those associated with our long-time partner, Colorado Music Festival (CMF).

CMF and CCA are enjoying a new-found level of creative collaboration in our long and illustrious association, which dates back to 1978. We have just entered into a new one-year contract for CMF use of the Auditorium, box office services, etc. in 2015 that will allow us to experiment with some mutually beneficial new approaches as well as allow CMF's new executive director and new music director to experience and evaluate a first full season together on campus before determining future direction. We look forward to entering into a longer-term lease with CMF following CCA's renewal of the lease with the City.

Looking ahead -

- We look forward to renewal of the City-CCA lease in 2015, starting with Council discussion at a study session on February 10th.
- We look forward to progress on restoring regular transit service to Chautauqua (ideally year-round, but certainly on weekends and seasonally to complement the existing Auditorium event shuttle on summer evenings) to provide an alternative mode of access for Chautauqua residents and visitors and to alleviate traffic and parking congestion and pressure on both the historic resource and the surrounding neighborhoods.
- We hope to discuss how to initiate the relocation of CCA's facilities maintenance/preservation and housekeeping functions out of the Primrose building in the center of the historic core. This would improve guest experience, create better functionality for these key services, and allow rehabilitation of the historic building to its original appearance. Restoration of the original front porch on the Primrose building would have a positive impact on the entire streetscape in that core location.
- We appreciate that an updating of the Chautauqua Design Guidelines may be in order (e.g., to appropriately incorporate fire-resistant materials, just as an amendment was deemed appropriate in 2010 to allow for way finding and interpretive signage and exhibits).
- We remain enthusiastic to partner with the City on a solar garden on the reservoir above Chautauqua - land that appears to have been part of the original purchase of the Batchelder Ranch to create the Chautauqua - and to CCA being the power purchaser.

We continue to appreciate the tremendous level of professionalism and true collaboration with a wide variety of City staffers, including those who meet with CCA staff monthly as the Chautauqua Coordinating Team to advance our shared Chautauqua stewardship.

Thank you for your tremendous efforts on behalf of our community and for your consideration of these items.

**Downtown Management Commission
Retreat Questions for Boards and Commission for 2015**

What are your top priorities within the framework of the current council work plan adopted at the last city council retreat?

- AMPS and downtown parking and how it contributes to the economic and environmental sustainability of downtown
- Civic Area Plan
- Homelessness
- Civic Use Pad

What would you like to see done that would further advance the Council Goals?

- Council should obtain information from RTD on ridership utilization and pressure RTD to upgrade its service; it is difficult for downtown to continue to increase multi-modal transit ridership from its already high levels without additional regional transit service. Consider other types of transit service delivery other than RTD for example the HOP service with Via.
- Focus on the Access Management Parking Strategy and how it relates to downtown's economic future.

How can your board specifically help reach the current council goals?

- The DMC feels strongly that there needs to be frank and realistic discussions between the DMC and Council and other boards about the essential role of parking and alternative modes in the downtown, the reliability of the survey figures of alternative mode use, and the essential role parking and access plays in the downtown as an economic engine. The statistics are dynamic and changing and the projections need to be reconsidered, i.e. there are higher numbers of employees per square foot in the downtown high tech offices.
- The Council and staff have a huge agenda of projects for example AMPS, Transportation and the hill revitalization. Use the DMC and other boards to help find the common ground and the inter-relationships between these projects in order to maximize benefits, find solutions with co-benefits and create consistency throughout the community.
- Work with Staff to provide a cut sheet to summarize notable facts and points of interest with regards to current and future CAGID parking.

Are there city policies that need to be addressed that would enable your board to function at a higher level?

- Council needs to fully understand the downtown parking program and not continue to minimize the importance of access issues downtown. It was a concern to the DMC that the City Council did not understand that downtown parking was

- not subsidized by the general fund. Growth and development is wanted in the downtown and is the appropriate place for such uses and density. With growth comes an increased access demand including more parking. The approach to continually limit parking is not going to work in the downtown and will negatively impact downtown's viability as a commercial center. The Council needs to support new and innovative solutions to access and parking that work together including additional local transit and regional transit, additional parking in the civic area for the benefit of the entire area, shared parking, privately provided parking and remote parking along transit corridors. This is a fully multi-modal system and should not be limited to non-parking solutions. The Council should not deter private buildings from providing parking as additional non-CAGID parking is assumed within the development and parking projections.
- Council created the advisory boards and commissions for a reason and needs to reach out to, respect and listen to the concerns of **all** of them in a productive way. This means spelling out goals, listening to the feedback from **all** the boards, and if boards are in conflict with goals, reach out and fully understand the different perspectives. The Council needs to follow through on their policy of boards and commissions being advisors to City Council.

Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

- Make major financial investment and partnerships in expanding multi modal access to Boulder and downtown.
- Find ways for Council to really listen to and engage with the boards in a meaningful way so that their purpose is fulfilled and Council's decisions reflect the perspectives of the entire community.

To: Boulder City Council
From: Environmental Advisory Board
Date: 2014-12-30

Thank you for this opportunity to provide the Environmental Advisory Board's (EAB) input on the proposed Council work plan for 2015. We are gratified by the scope and ambition the City Council and City Staff have exhibited in 2014 toward our community's environmental objectives. The climate commitment and municipalization effort are prominent in the current work plan and we have been following that work closely. We also appreciate City Staff's proactive recruiting of EAB attendance in the Commercial benchmarking working group.

The board's feedback focuses into three areas:

- 1) New approaches to engagement and implementation**
- 2) Strategic integration and documentation of plans**
- 3) Program priorities (existing and new)**

What are your top priorities within the framework of the council work plan adopted at the last city council retreat?

- As we did at the beginning of 2014, we still agree with the Council's current prioritization of Boulder's Energy Future / the potential municipalization and the related Climate Commitment.
- Commercial Energy Benchmarking program and the Commercial Energy Ordinance
- Zero Waste Master Plan
- Local food

What would you like to see done that would further advance the Council Goals?

1) New approaches to engagement and implementation:

We believe that new approaches for engagement and implementation are warranted for climate action / municipalization, the zero waste strategic plan, and the coming commercial energy ordinance. This is a process issue. Current messaging and engagement exercises could be substantially improved. Boulder residents who stand to benefit from municipalization do not understand the process, and are quick to judge on its merits and process based on what's reported in the news. The City should do a better job of "getting out in front" of these messages and we recommend a campaign to publicize the merits and justification for municipalization.

Regardless of the quality of reasoning and due diligence behind current City initiatives, we see avoidable frustration and ambivalence in all community sectors. The business community feels marginalized, if not coerced, in energy initiatives. Some of this backlash is precipitated by money from outside of our community, but that funding would find less purchase if there were less local dissatisfaction (ideological or not). Drawing out shared objectives between the business community and our City as a whole is a difficult exercise, but negotiation or public debate without agreement on shared objectives is inefficient.

Media coverage of the court battle between the City and Xcel has disengaged much of the general public. Our community needs to stay focused on the economic and resiliency benefits of this effort.

How can your board specifically help reach the council goals?

The EAB would appreciate more explicit direction of how we can be of benefit to staff and Council. Regardless of our knowledge, perfunctory review of materials imminently heading to Council is not necessarily going to provide value to staff. Staff already has substantial environmental technical support from consulting firms who have more specific subject matter expertise and who have spent much more time with the material in question. We could be put to more productive use in community engagement, but we must first be highly fluent in City plans to the point that we can defend and engage the business community, non-profits, political groups, and the general public, where collectively the board has substantial networks. The EAB understands broad community needs and concerns, and can reflect this in our review of City initiatives. Direct feedback from the Council is important in allowing the EAB to properly synchronize our efforts with your goals. We realize that many times priorities can be fluid, so we would appreciate direct feedback, not filtered. In the past when this has happened, this has clarified our energies and efforts.

Are there city policies that need to be addressed that would enable your board to function at a higher level?

More quantitative information, such as the coming update to the City's emissions inventory would be helpful.

Our work would benefit from better articulation of the basis for projected contributions to emissions reductions and sustainability metrics. The board currently has substantial professional experience with emissions modeling, resource metrics, and sustainability program design. Our review process can certainly leverage that knowledge more given a better basis to question.

Are there other items that council should address in the coming year?

2) Strategic integration and documentation of plans

We have reviewed the Boulder Valley Comprehensive Plan and don't find that document to be sufficiently strategic to integrate the City departmental plans. We have asked for other documented locations for strategic integration of plans, but found none. We suggest that a "sustainability framework" be established with the following characteristics:

- "Sustainability" should be formally defined as a local carrying capacity for population, consumption of all resources, and an ecological services balance of trade¹. Our community can still be a net debtor in that ecological balance, but that deficit would need to be defended on some rational basis.
- Integrated modeling is necessary. As municipalization advocates have demonstrated, models that integrate technical factors, resource consumption, waste, and economic drivers are necessary for making decisions about managing complex systems.

¹ Ecological Creditors and Debtors

http://www.footprintnetwork.org/en/index.php/GFN/page/ecological_debtors_and_creditors/

- Proper scoping is very important. Expanding Boulder's economy and acting as a regional jobs center has exported our emissions to neighboring communities and increased transportation impacts.
- Growth needs to be included in that modeling and treated with greater concern. Even with zero emissions energy, unchecked compounded growth would lead to unsustainable consumption of other resources and severe impacts to the quality of life in our community.
- Sustainability / Environmental objectives should have a quantitative basis derived from that integrated modeling. All initiatives should have rough order of magnitude estimates of their potential contributions to plans and cost/benefit basis. As those initiatives progress, their effectiveness should become more accurately discernable or their shortcomings explainable. Adopting initiatives and rating them relative to less than effective actions of other communities does not necessarily advance sustainability in our community.

This resulting framework could then be used as criterion for review of issues before the EAB, such as transportation and livability which have many initiatives that are driven by quality of life, as opposed to primarily environmental issues. For example, our recent review of the proposed expansion of the smoking ban is similarly not primarily an environmental issue.

Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

3) Program priorities (new)

- Technology financing innovation: While the Boulder Energy Challenge has allowed for some market innovation, market failures for energy efficiency, waste, and other externalities are more common than efficient market results. Additional tactics to effectively leverage the market are warranted.
- City-wide development needs to have incentive based guidelines to entice the commercial sector to engrain the city values into their values. Likewise, more effective incentives are needed at the individual consumer level to allow Boulder to actually meet the goals they have set, not actually fall further back. This leads to more incentives to weatherize their homes, to use public transportation, and to come up with creative technology-based approaches (which we could financially support) to make greater progress.
- An efficiency policy for owner-occupied residences at time of sale is necessary for addressing the approximately 20,000 existing homes in Boulder that are not subject to SmartRegs.
- Neonicotinoid pesticide (neonics) use is a concern that is extending beyond its collateral impact on bee populations. There is a growing body of science that indicates these compounds are permeating our local ecosystems. Moreover, their slow breakdown is leading to bioaccumulation and impacts to vertebrate species. These impacts in turn threaten the local carrying capacity for our community.

We thank the Council for providing us with this opportunity for feedback on the environmental matters that are so critical to our community. We are honored to be part of this process and gratified to do what we can to support it.



**CITY OF BOULDER
HUMAN SERVICES DEPARTMENT**

December 30, 2014

TO: Boulder City Council
FR: Human Relations Commission
RE: 2015 Council Retreat Questions for Boards and Commissions

Thank you for the opportunity to provide our feedback on your work plan and our ideas towards meeting 2015 goals. Below are our responses to your 2015 retreat questions.

- 1. What are your top priorities within the framework of the council work plan adopted at the last city council retreat?**
 - Revisiting Resolution 926 on living wage adopted by City Council in 2003;
 - Encourage the repeal of C.R.S. Section 8-6-101 which declares that no Colorado “unit of local government” is permitted to set “jurisdiction-wide” wages for any persons other than its own employees; and
 - Ensure that the needs of low-income people, the working poor and struggling immigrants are considered in the prioritization of City strategic planning and the crafting and implementation of policies.

- 2. What would you like to see done that would further advance the Council Goals?**
 - Expand efforts to engage broader community in civic life – including underrepresented people, immigrants and low-income families; and
 - Preserve the entire continuum of human services offered through the City.

- 3. How can your board specifically help reach the council goals?**
 - Continue to report to the Council matters that adversely impact the working poor and struggling immigrants;
 - Work with impacted communities to provide the Council with feedback on proposed policy; and
 - Keep informed of current relevant legislation and make recommendations to Council.

- 4. Are there city policies that need to be addressed that would enable your board to function at a higher level?**
 - Expand Resolution 926 that committed the city to paying a “living wage” to its standard, full-time employees to include part-time employees and/or a range of contractors and vendors with whom the city works.

5. Are there other items that council should address in the coming year?

- Help to ensure that all Boulder residents are able to experience a community that is “socially and economically” vibrant (Sustainability Framework) by revisiting how a Living Wage policy would fit in Boulder.

6. Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

- Any of the actions the city might take regarding living wage are likely to have both benefits and costs. Accurately assessing each would require careful analysis and well-crafted policy. Placing the issue on the council’s 2015 work plan would provide the opportunity to make those assessments.

NOTE:

Some 12 years after the city’s last considerations of living wage issues, there is support and energy in Boulder to revisit them. On September 3 of this year, the Boulder Chamber of Commerce, Latino Chamber of Commerce, the League of Women Voters and the Human Relations Commission sponsored a community dialogue addressing wages in Boulder. The purpose of the event was to provide factual information and a range of opinions on poverty, wages and cost of living in Boulder. An audience of over 100 people listened to the presentations of three panelists and participated in a question-and-answer discussion.

In December, the Human Relations Commission hosted one living-wage public hearing, and a community gathering specifically targeting the Spanish-speaking community. The purpose of these meetings was to hear community-level, first-hand accounts of Boulder wage earners and gather opinions regarding wages in Boulder. No speaker expressed opposition to pursuing such living wage policy.

Dear Mayor Applebaum and Members of the Boulder City Council,

The Landmarks Board appreciates the opportunity to express our priorities and discuss ways we can support the City Council work plan for the coming year. Below, please find our answers in response to your questions for the upcoming Council Retreat.

1. What are your top priorities within the framework of the current council work plan adopted at the last city council retreat?

The City Council's work plan framework calls out several Council priorities that align with Landmarks Board priorities:

- (a) **Comprehensive Housing Strategy and the preservation of smaller, historic homes and structures:** Preserving such structures is important on many levels in addition to historic preservation: these structures are typically more affordable, their embodied energy makes them greener, and their small size could lead to increased neighborhood density and aging in place. The preservation of smaller, historic structures is a top priority for the Landmarks Board this year and is one of three priorities for the City Preservation Program for 2015: "Develop a Plan to Identify and Prioritize Historic Resources and Implement Strategies for their Protection." *We would like the Council to adopt incentives for retaining small, historic homes, and allow exceptions to current ADU/OAU regulations for landmarked homes. Landmarks Board members Deborah Yin and Kate Remley are available and ready to work with Council and city staff on these issues. We attach a draft "Housing Tool" that we would like to discuss in more depth with you and City Staff.*
- (b) **Boulder Civic Area:** The Landmarks Board has communicated to Council our concern regarding the status of several historic structures in the proposed Civic Area site. Several of the structures in this area could be eligible for landmarking and some are already landmarked. We feel the current design process should honor and reimagine the life of the Bandshell in its current location as a vibrant arts venue for the Civic Center. We would also like to see the mining and railroad history that has historically been represented in this area continue to be showcased and are concerned by removal of the train cars and railroad tracks. *We would like Council and Civic Area Planners to invite Landmarks Board members to discuss the disposition of the bandshell, railroad tracks and the other city buildings in the Civic Area.*
- (c) **Climate Commitment:** The Landmarks Board continues to recognize the synergy between the city's commitment to increasing sustainability and the embodied energy represented by historic structures. A great deal of research and literature is now available demonstrating the correlation between sustainability and historic preservation. We are developing a series of small handouts describing ways that owners of historic properties can improve energy efficiency while retaining historic character. *We would like to partner with City Council and staff to promote this research (through SmartRegs, EnergySmart, 10 for Change and other programs) and develop incentives for retaining historic features such as windows while improving energy efficiency (ideas include offering energy audits to owners of historic homes, credits for storm windows, etc.).*

2. What would you like to see done that would further advance the Council Goals?

Problem-solving that involves members of multiple boards and commissions can lead to innovative and workable solutions that address several city goals at a time. For each item in the Council framework, we ask Council to think broadly by considering synergy between various boards and commissions. For example, even though historic preservation is not explicitly called out as a priority this year, we would like City Council to consider historic preservation and include Landmarks Board members in strategies to achieve council goals.

3. How can your board help reach the council goals?

Landmarks Board volunteers are ready and eager to help council achieve its goals in Item 1 (Boulder Comprehensive Housing Plan, Civic Area Master Plan, Climate Action). There is strong alignment between historic preservation and these Council goals. We can also help with:

- (a) Involvement of the Landmarks Board in the Uni-Hill Revitalization process to coordinate and anticipate impacts on historic resources in the area.
- (b) Inclusion of a Landmarks Board member in city planning on the disposition of the Harbeck-Bergheim House.

4. Are there city policies that need to be addressed that would enable your board to function at a higher level?

- The Demolition Ordinance has resulted in confusion and anger of citizens and Landmarks Board members alike. The Landmarks Board has developed proposed improvements that have been stalled at the city level for over a year now. We ask City Council could help to facilitate these revisions.
- A priority this year for the Historic Preservation Program is “Establish Follow-Up Processes for Landmark Alteration Certificates.” The city needs to follow-up with property owners to ensure projects are completed in accordance with Landmark Alteration Certificate (LAC) approval. Other communities require certified contractors to work on historic properties and levy fines on property owners and design professionals for non-compliance. We would like City Council support as staff moves forward with this goal.
- We would like to see city leadership in the coordination of energy efficiency of historic buildings in city-owned historic resources (Municipal Building, BMOCA, Harbeck-Bergheim House, Pottery Lab, etc.). We are ready and willing to work with Council and city staff to develop historically sensitive work plans for improved energy efficiency.

5. Are there other items that council should address in the coming year?

The Landmarks Board has had a rough year in terms of public perception, as you know. To turn this around, one of the three priority activities of the Historic Preservation Program this year is “Foster Greater Understanding of Historic Preservation.” We would like City Council to support our steps to show historic preservation in a more positive light by adopting meaningful new incentives to landmark structures. We would also like to work with city planning entities (BOZA, Planning Staff, Planning Board, etc.) to actively engage in outreach on the benefits of landmarking.

Proposed New Tool for Boulder's Comprehensive Housing Strategy Toolkit of Housing Options
(authored by the Landmarks Board)

Historic Preservation of Smaller Houses and Accessory Buildings

- **Description:** Preserving smaller, historic houses and accessory buildings is important on many levels in addition to historic preservation: these buildings are typically more affordable, their embodied energy makes them greener, and their small size could make aging in place more feasible and allow neighborhood density to increase in an organic, contextual way. This tool suggests creating additional incentives for owners of historic properties to preserve, rather than demolish, their smaller buildings through the city's landmarking process. Incentives and relief from regulations would be offered only in exchange for landmarking historic houses and accessory buildings. *Once landmarked, appropriate massing, scale, and neighborhood compatibility would be ensured by the Historic Preservation Design Guidelines.*

Key issues:

- Historic small homes and accessory buildings are being demolished and replaced with larger structures at a rapid rate, especially in Boulder's central core.
- Preservation of smaller, historic homes, advances city goals for retaining the historic character of our central core with structures that tell the story of Boulder's less affluent citizens.
- Removing current barriers to subdivision and designation of ADUs and OAU in exchange for landmarking (concentration, parking, size, occupancy, permitting, etc.) merits reconsideration.
- Smaller homes, ADUs and OAUs provide additional affordability options in existing neighborhoods with amenities and access to services.
- Seniors may be able to stay in their neighborhoods and downsize by moving into an ADU or OAU while renting the primary residence to a larger family.
- Historic smaller homes, ADUs and OAUs use land efficiently and advance many city sustainability goals.
- Subdivision of large lots that contain small historic houses will allow a small, scattered increase in housing diversity in neighborhoods without blanket rezoning or other dramatic changes.

Background:

- ADUs are a "separate and complete housekeeping unit within a single family detached dwelling unit." They are currently only allowed in zones RL-1, RL-2, RE, RR-1, RR-2, A or P¹ and there cannot be more ADUs than 10% of the single-family homes in a given neighborhood area².
- OAUs are "separate and complete housekeeping unit within a single family detached dwelling unit," but may be located within a detached accessory structure. They are currently only allowed in zones RR, RE, and RMX³ and are limited to 450 sq. ft. in size.
- Subdividing lots to allow an owner to preserve a small home while constructing a second house on the site is not allowed for lots smaller than 6,000, 7,000, 15,000, or 30,000 sq. ft., for RMX-1, RL-1, RE, RR-1/RR-2, respectively⁴.

Options for Implementation:

¹ Ordinance clause 9-6-3(a)(1)(A)

² Ordinance clause 9-6-3(a)(2)(A)

³ Ordinance clause 9-6-3(a)(4)

⁴ Ordinance clause 9-8-1 Table 8-1 Intensity Standards.

Incentives for landmarking historic smaller houses and accessory buildings could include

- Allowing ADUs and OAU in lower-density zones, where they are currently not allowed.
- Remove restrictions for landmarked ADUs that they cannot exceed 10% of the single-family lots or parcels in a neighborhood area⁵ (allow landmarked properties outside the “10% saturation rule”).
- Allowing detached OAUs that exceed 450 sq. ft.⁶ If the proposed OAU is an existing house or accessory building, it will be allowed to exceed 450 sq. ft. if the site is landmarked. If the proposed OAU is new construction and the site is landmarked, it may exceed 450 sq. ft. and must conform to Historic Preservation Design Guidelines.
- Allow exception of the minimum lot size limitation of 6,000, 7,000, 15,000, or 30,000 sq. ft., for RMX-1, RL-1, RE, RR-1/RR-2, respectively, for subdivisions.
- Relaxing parking requirements for use of two dwelling units on a parcel of land (for OAUs and ADUs, one off-street parking space must be provided on the lot for each dwelling unit)⁷.
- Allowing subdivision of property into multiple small, non-conforming lots or create a Planned Unit Development (PUD) with multiple units on one lot to preserve an existing historic house or accessory building. All units would be subject to Historic Preservation Design Guidelines. Current land-use regulations allow site review for 5+ houses, with no provision for 2 to 4 units in most residential zones⁸. In addition to preserving the historic resource, the addition of new, small houses will provide more affordable housing options.
- Allow relief from Maximum Building Coverage for accessory buildings in rear yard setbacks⁹ in order to permit a larger additional structure to be built in exchange for landmarking all of the structures on the site. This would ease restrictions when homeowners save historic accessory buildings in the process of building a new garage.

CHS Goals Addressed through this Tool:

- Strengthen Our Commitments
- Maintain the Middle
- Create Diverse Housing Choices in Every Neighborhood
- Create 15-Minute Neighborhoods
- Enable Aging in Place

⁵ Ordinance clause 9-6-3(a)(2)(A)

⁶ Ordinance clause 9-6-3(a)(4)(B)(v)(g)

⁷ Ordinance clause 9-9-6(b)(2) Table 9-2 Supplemental Parking Requirements for Specific Uses in All Zones

⁸ Ordinance clause 9-2-14(b) Table 2-2 Site Review Threshold Table

⁹ Ordinance clause 9-7-8(a). The limitation is only in the rear yard setback, either 20' or 25' depending on zone. There already is an exception for landmarked properties and historic districts but a larger exception may serve as an incentive for landmarking.

To: Boulder City Council
Cc: Jane Brautigam, Boulder City Manager
From: Boulder Library Commission
Date: Dec. 20, 2014

2014 has been a banner year for the Boulder Public Library and the Commission is proud of the part it has played in these accomplishments:

- Hiring David Farnan as the new director. David brings to this position not only a long and accomplished resume but also the enthusiasm and talents to bring about exciting things.
- Renovation of the main BPL branch. A new teen space...a new enclosed children's area with state of the art storytime space...new meeting rooms and presentation spaces...a bright and welcoming introductory space for the library and its collections...and a state of the art materials handling system including RFID. Congratulations are in order for going above and beyond the original ballot measure and doing so within the constraints of the budget. These changes will not only bring new brick and mortar but a whole new attitude and culture to the library, its staff and patrons.
- Included within that renovation is the exciting Foundry/Maker Space providing a destination for teens and their inherent creativity.
- Opening The NOBO Corner Library. Brought to fruition after much talk and preparation, this new and exciting addition to our library system and the NOBO neighborhood is providing much needed library services to this segment of our city and its population.
- Expansion of programs provided by the Library including those traditionally supported by the Library Foundation and creating new opportunities by building upon these and through other partnerships with local industries, the SBDC (Small Business Development Center), and The Boulder Farmers Market.

Looking ahead to 2015, BPL has set the following goals:

- Increase library focus on literacy to our underserved communities.
- Reinvent the *Place to Be* to create a Community Platform to provide the infrastructure for literate, cultural and business opportunities.
- Increase usage of meeting spaces by upgrading technology and updating and improving policies for public access.
- Attract the full community, with an emphasis on children and family, to invigorate the downtown civic area.
- Invest in an improved collection to meet changing and growing community needs.
- Implement new customer service model as a reflection of new space and culture.
- Restore hours at Reynolds and Meadows branches filling a community need without increased budget.

- Continue to expand opportunities with NOBO Corner Library serving as a template for future neighborhood growth and outreach.
- Serve as a cornerstone for Civic Area planning.
- Initiate the BPL Master Plan update.
- Update the sound system and screen in the Canyon Theater with the financial support of the Boulder Library Foundation and the Arts Department respectively.

Reinventing the Place to Be, both in a literal sense with the actual renovation, and in a philosophical and cultural shift, will continue to drive the Commission's priorities. Building upon past successes and considering the goals of the library itself, the Commission has set the following priorities for 2015:

- Support the creation of the library as a *Community Platform*. This support would include but not be limited to encouraging strategic partnerships, expanding programming, and increasing utilization of new library spaces and opportunities.
- Optimize the library's digital presence and capacities with an increased emphasis on expanding digital collections and improving the user experience with the library web site.
- Continue the work that has begun on modifying the city charter, the library commission bylaws, etc. to more accurately represent the advisory role of the Commission.
- Participate in city wide planning for the civic area while reflecting the cornerstone role that the library will represent in these plans.
- Support staff as they take on the challenges represented by the new "Place to Be." Required will be a positive approach to customer service and the necessity for professional development to master new space utilization and technological needs.
- Engage with staff to update the comprehensive Library Master Plan with specific measurable goals related to topics such as partnerships, literacy, digital branch, programming, and collections.

City Council's Questions for Boards and Commissions for 2015:

1. What are your top priorities within the framework of the current council work plan adopted at the last city council retreat?
 - We encourage the city council to continue to address the issue of the homeless and transients, particularly as it impacts the library and its facilities.
2. What would you like to see done that would further advance the Council Goals?
3. How can your board specifically help reach the current council goals?
4. Are there city policies that need to be addressed that would enable your board to function at a higher level?

- We support the creation of an ongoing committee representing various public stakeholders, including library commission representation, to work with the Civic Area Planning Group as they move forward in designing the downtown civic area.
 - Understand that the website technology needs of the library do not always parallel those of the city site.
5. Are there other items that council should address in the upcoming year?
- Provide additional funding to support collection development in response to the library's shortfall and reduced buying power coupled with expanding demand from the community for additional resources including:
 - traditional: books, magazines, movies, music, databases, etc.
 - non-traditional: digital collections of ebooks, audiobooks, emagazines, etc.
 - alternative resources: maker technologies, hands-on resources and materials, etc.

Open Space and Mountain Parks Feedback

1. What are your top priorities within the framework of the council work plan adopted at the last City Council retreat?
 - Tackle the remaining "overarching issues" that have yet to be addressed – nighttime use, on-trail/on-corridor, etc.
 - Continue to pursue opportunities for regional trail connections; Prioritizing connecting Open Space lands (City, County, State, and Federal) to towns via sustainable, fun trails
 - Prioritize opportunities for obtaining optimal wildlife corridors
 - Trailheads as part of transportation system.

2. What would you like to see done that would further advance the council Goals?
 - Having a better understanding of what the priority is for these last remaining "overarching issues" in light of scarce human resources, the competing long-term projects that came out of the Visitor Master Plan such as the TSAs, etc.
 - Get metrics on certain council goals rather than ambiguous yet desirable outcomes. An example, how many acres of land do we still need to acquire in order to meet the goal of "local food" production?

3. How can your board specifically help reach the council goals?
 - We can ensure that the next big projects such as the North TSA are executed in such a way as to alleviate some of the missteps of the last TSA. To this end, the Board should exercise its good judgment to create a TSA process that minimizes conflict while staying true to the goals set out in the Visitor Master Plan. The Board should be more actively involved in defining and executing this TSA if possible.
 - Be more responsive to the community desires while balancing the competing preservation and conservation goals of the Open Space charter. Have better out-in-front-of-the-issue communication on decisions that affect users.
 - Follow up the "enhancements to the Green Tag program" with the proper tools to help people address the most annoying (i.e. Conflictive) behavior – signage and poo bag stations at every trailhead and trash receptacles wherever feasible.
 - Be aware of staff's limited bandwidth in light of the lack of upper management positions currently filled. Additionally, be available to assist in the transition of the interim director to the new director once that role is filled.
 - Review and improve signage.
 - Coordinate with transportation/TAB on "trailhead as part of transportation system."
 - Re-evaluate processes for defining how sustainable the trails are and work to fix older concepts that don't work, such as reevaluating old easements, etc. to maximize our future holdings.
 - Improving public outreach to connect with unaffiliated users.

4. Are there city policies that need to be addressed that would enable your board to function at a higher level?
 - The North TSA should consider connections to other properties as part of the process
 - Evaluate the process for starting the TSA so the West TSA doesn't repeat itself.
 - Reevaluate the timeline on the department's resource management and master plans.

5. Are there other items that council should address in the coming year?
 - We are not asking council to address issues other than the North TSA and overarching issues.

6. Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?
 - Improving external communications of OSMP; Better public engagement.
 - Select a North TSA process that will be efficient without sacrificing inclusiveness and begin that process.
 - Trail maintenance, construction, and reconstruction needs to be prioritized further.
 - Change the conversation re environment vs. recreation
 - North TSA should be a higher priority and the process should begin in the next couple of months.
 - Increase, promote and support the education component for ecological values on Open Space

Council Retreat Questions for Boards and Commissions for 2015

What are your top priorities within the framework of the council work plan adopted at the last city council retreat?

- Neighborhood/Park Events and Other Events – many P&R including community outreach and park planning and community gardening
- Civic Area – programming
- Local Foods – edible landscapes community gardens (not trees that provide food for bears) and local school/park gardens
- Smoking Ban: Implement, enforce and expand ban

What would you like to see done that would further advance the Council Goals?

- Communications
 - Social media- vibrant campaigns
 - Authentic communication; ensure a 2-way or multi-way dialogue
 - User –friendly website (where info can easily be shared, input easily gathered)
 - Web-based calendar – sharing scheduled events, openings, etc.
- Youth engagement
 - Desire to reach out to kids with activities/access to sports and outdoor activities; go to them
 - Much enhanced partnership with BVSD; create better intersections/support nets
- Partnership/sponsorship
 - Investigate appropriateness for PnR. OSMP/Transportation – how did they get approval for sponsorship recognition?
 - Implement meaningful feedback loop with new PnR Master Plan facilitation model to ensure process is having desired outcomes
 - Support and assist Park Foundation to increase efficacy of agency
 - Benchmarks in other peer communities
 - BVSD
- Zero Waste
 - Ensure parks, recreation centers and all events meet city’s goals by having in-place zero waste facilities and systems; include metrics

How can your board specifically help reach the council goals?

- Community outreach and engagement support (i.e. more meetings at recreation centers or varied locations)
- Meaningful PRAB engagement with Council. Joint study sessions to handle city-wide issues (i.e. smoking, Civic Area programming, partnerships and sponsorships.
- YOAB/PRAB collaborative opportunity on Civic Area
- Support electric vehicle and bike-share access facilities in parks

Are there city policies that need to be addressed that would enable your board to function at a higher level?

- Update the city conflict of interest policy
- Seek standardization of contracts with facilitation partners
- Review/update block party permitting process

Are there other items that council should address in the coming year?

- CC review of Valmont South development plan to confirm department and board-recommended options meet goals
- Emerald Ash Borer response team and resource



CITY OF BOULDER Planning Board

email boulderplanningboard@bouldercolorado.gov
web www.bouldercolorado.gov

January 2, 2015
Mayor Appelbaum
Members of the Boulder City Council
P.O. Box 791
Boulder, CO 80306

Re: Planning Board Recommendations for 2015 Priorities and Initiatives

Dear Mayor Appelbaum and Members of Boulder City Council,

The Planning Board thanks you for the opportunity to share our priorities and concerns with you through our annual letter. While the Planning Board broadly supports the projects included in the 2015 Work Plan, we want to draw special focus to several areas of interest that we hope you will consider as you refine Council's priorities for the coming year. In this letter, we have arranged our remarks into the following areas: Community Engagement, Community Benefit, Site Review Criteria, Use, Housing, Growth, Design Excellence and Short Term Issues.

Community Engagement

The Planning Board believes that the city's noticing procedures for land use and project development decisions should be improved and enhanced in some combination of the following ways:

1. All residents within the notification areas, including renters and tenants, should receive formal notices. This would be in addition to the present practice of notifying only property owners.
2. The size of the areas in which formal notice is required should be increased.
3. There should be enhanced and improved use of electronic media to provide project information to interested parties.
4. More detailed information on specific agenda items should be included in the newspaper public notices to improve public awareness and potential participation in Planning Board meetings.
5. The city should improve timely notification of property owners and residents materially affected by various city actions, such as proposed changes in floodplain mapping and area classifications.
6. There should be improved descriptions and information on project signage, with images if possible, and information on where to find a proposed site plan or other relevant information on the city website.

Additional effort should be devoted to providing information to neighborhoods, promoting neighborhood engagement and soliciting coherent and representative response and comment from project-affected neighborhoods, perhaps in coordination with the new city neighborhood liaison staff position. The Planning Board hopes to have regular and frequent contact with the new city neighborhood liaison.

At the pre-application stage, key city populations should be identified to the applicant to ensure their involvement.

Project and proposal-related neighborhood meetings should have a higher level of staff involvement to ensure the provision of objective information, background, and staff and Planning Board roles.

Planning Board recommends that neighborhoods be engaged in meaningful ways as part of the BVCP update. The Board supports including a neighborhood section in the updated document that identifies

neighborhoods, describes their current character, strengths and vulnerabilities (from a resilience standpoint), and expected large scale changes, if any.

Community Benefit

Perhaps the greatest source of debate among Planning Board members is whether height and area increases should require specified public benefits in order to be approved.

Three members believe increased height and area help achieve wider city goals such walkable neighborhoods, improved urban form, effective transit, greenhouse gas emissions reduction, etc., and therefore no additional specific public benefits should be required for approvals for projects pursuing these desirable increases. For these members, the critical question is whether the site review criteria are sufficiently clear to meet city objectives.

Four members, however, assert that the hoped-for benefits of height and area increases (affordability, walkability, furthering our efforts to mitigate climate change, etc.) are not being achieved and therefore need to be clearly articulated in the site review criteria. Examples of public benefits and how they could be included in the criteria are illustrated in **Appendix A**.

Site Review Criteria

The Planning Board believes that the site review criteria need updating to provide better results and more clarity and predictability, particularly with respect to height and FAR modifications. Any site review criteria changes should mirror the resolution and direction of the community benefit discussion above. Should Council decide not to modify the site review criteria to require specific public benefits, then clear pathways to increases need to be established, and clarification of how the by-right height and modifications up to 55 feet are to be applied and to what extent will be necessary.

Other recommended site review improvements include:

1. When serving specific city goals, Uses should become part of site review criteria to ensure that appealing offerings made by applicants are retained in projects and that Uses that activate streets are provided to the degree proposed.
2. Clarify “Minimize and Mitigate” energy use site review criteria (9.2.h.2.F.xi specifically *but also other similar terminology elsewhere in site review criteria*).
3. Explicitly require quality design rather than it being indirectly referred to in the BVCP and guidelines.
4. Enable Planning Board call-up for minor modifications.
5. Consider revising the site review thresholds—reduce property size threshold and tighten other triggers to get more projects into site review if it is generally agreed that site review results in better outcomes. Or, if by-right developments can accomplish city goals more effectively by tuning/clarifying the land use code then it’s possible that fewer projects need to be brought through the discretionary review processes. The underlying question is whether discretionary reviews like site review, use review, and BDAB review are yielding better results on balance than by-right projects are achieving.

Use Tables

The Use tables should be comprehensively reviewed to make sure that they reflect city goals. They may need tightening in some areas—for example, we may want to change what uses are allowed in the BC zones to make sure they support the intent of the zoning district. In other areas they may need loosening—for example, we may want to allow more uses in the MU-1 and MU-2 zones so that they can support more neighborhood services.

We should also consider requiring certain uses in certain zones. For example, we may want to require retail uses on the ground floor in critical locations in the MU, BMS and DT zones. If they are developed as 100% residential, we lose the ability to have local services that support 15-minute neighborhoods. This is part of the reason why the Hill moratorium was necessary and has been a problem along Broadway north of Violet.

Housing

The Board also recommends that the Council ensure that Housing Boulder remain a high priority during 2015. The issues related to housing affordability remain critical for the city and will require considerable staff time and resources, along with engagement from the community, Council and the Board. As the Council has seen during the year, the issues are complex and often contentious, requiring both a city-wide view and recognition that many of the opportunities and constraints are unique from neighborhood to neighborhood. As this process unfolds, the Board hopes that particular attention is paid to the recommendations by the Landmarks Board to align housing and preservation goals through incentives for the preservation of smaller, historic housing units and structures. Similarly, the Board encourages special focus on the goal of inclusion of affordable housing on site as part of community benefit for developments.

Growth Questions

As regularly happens, growth is becoming a hot topic in some portions of the public eye right now, largely spurred by the recent completion of new developments in high visibility areas. Resolving growth questions is integral to issues like affordable housing, transportation, urban form, sustainability, and economics. As such, Planning Board recognizes growth as a BVCP-level issue that should be reviewed through that upcoming process with appropriate public engagement. Our key suggestions include:

1. Use visioning as a tool to help the public, the city, and the applicants for various review processes understand what sort of character we ought to expect to see in different distinct areas of town under a variety of development assumptions. These tools should focus on the character of the public realm and incorporate both streetscapes and buildings, as the ones being proposed for the East Arapahoe effort. It would also help inform the land use code and the relevant design standards.
2. Revisit residential growth management rules to understand if they are achieving what we want.
3. Compile good numbers on commercial growth so we can see if we're going in the right direction. This can be informed by efforts in item 1.
4. Update the Impact Fee Study to make sure that the current fees are appropriate.

Design Excellence

Planning Board supports the design excellence initiative and encourages City Council to commit time and resources to it. We are hopeful that the outcome of the initiative will be tangible guidance, whether it is city-wide design guidelines or standards, a pattern book, form-based code, or revisions to the site review criteria, which drive us toward projects that achieve city goals while still being authentic to Boulder and embraced by the community. As part of this initiative, it would also be helpful to adopt a feedback loop that looks at successes and failures of recently completed projects, both by-right and discretionary. We also appreciate the input that BDAB has provided on projects and would like to clarify and improve the process of working on design with them.

Important Short Term Issues

East Arapahoe Medical Offices

The recent move of more functions to the Foothills Boulder Community Hospital has highlighted use table issues and other planning problems in the vicinity of the new location. Currently, there is inadequate close-by office space for doctors and other medical offices and that is creating difficulties for both medical professionals and patients, as well as undermining the city's objectives of reducing unnecessary car trips and enhancing the mobility of the elderly and other sensitive populations. While there is long-term potential, the hospital environs do not provide the walkable mix of jobs, services, retail and housing available at the original Broadway site. The Board recommends that the city consider, as soon as possible, short term use table and other changes to address the current imbalance between demand for, and supply of, space within walking distance of the hospital in which medical uses are allowed. In the medium and long-term, as part of the East Arapahoe planning process, the Board recommends that the city work to recreate and improve on the walkable and vibrant neighborhood that existed in the vicinity of the old Broadway medical campus.

Mapleton and Broadway Hospital Areas

The Board supports planning efforts to get ahead of redevelopment applications at the two former hospital sites and their environs as more medical practices and functions move to the east Arapahoe location.

Linkage Fees

Planning Board encourages City Council to pursue city-wide implementation of non-residential linkage fees for affordable housing.

MU-1 Zoning Changes

The MU-1 zone was created and adopted as part of the North Boulder Sub-Community Plan specifically for the Holiday Neighborhood area. The zone has not been evaluated since it was created and several changes have been suggested that would make for a better urban design to benefit the community.

1. Allowed uses: Add (small, 2000 to 2500 sf) retail to the allowed by-right uses. Current by-right uses are overly restrictive and in fact would not allow artists to sell from their studios. Add small offices by right. Add outdoor entertainment use in public spaces—the zone currently prohibits outdoor music or performance events that can enliven public spaces.
2. Ground floor uses and FAR: In many cases the goal of providing a 50% split between residential and commercial uses has led to placing residential uses on the ground floor along busy streets. The ground floor is better for uses that create pedestrian interest and add vitality to the street. In some cases, the FAR of .6 - 1, as well as the height measurement, have created a situation where a second floor (more appropriate place for residential along busy streets) was not allowed. These constraints should be re-examined. An FAR of 1 to 1 should be considered.

Support Municipalization

Planning Board is enthusiastic about playing an active role in aligning city planning to best take advantage of the opportunities from conversion to a municipal utility. Such support could come in the form of changes to zoning parameters, building codes, and site review criteria to remove barriers and/or introduce incentives to distributed energy generation, shared metering systems, solar gardens, neighborhood geothermal, and other innovations yet unexplored.

Very truly yours,

Aaron Brockett
Chair, City of Boulder Planning Board

On behalf of the board:
Bryan Bowen, Vice-Chair
John Gerstle
Crystal Gray
Leonard May
Liz Payton
John Putnam

Appendix A

1. The public benefits list would require some level of prioritization or weighting of benefits to determine what is appropriate to approve certain addition height and area increases.
2. Explore if a certain number of benefits must be provided from a minimum number of different categories *or if a point system or a hybrid of both are appropriate.*
3. Establish where geographically and to what extent of building footprint projects get to be higher or greater area than the underlying zoning limits and are allowed to extend to 55' or maximum potential area increases. Within this framework, what public benefits must be achieved to allow the increases

| Public benefits beyond what is already required to achieve greater intensity than by-right | | | |
|---|---|--------------------------|--------------------|
| Category | Public Benefit | Benefit Provision Factor | Bonus/Modification |
| Affordable housing | More affordable housing | g% | |
| | More affordable housing on site | h% | |
| | More market rate affordable | i% | |
| | More family oriented affordable | j% | |
| | For Non-residential - More impact fee for affordable housing. | k% | |
| | More Diversity of Housing: Coops and Cohousing | l% | |
| Affordable Business | Incubator space for artists and startups | | |
| | Non-profit office space | | |
| | Preserve service industrial and low cost business space | | |
| | | | |
| Urban design | Uses - Street level activation occupancy | k% | |
| | Uses – exceptional and desired uses | | |
| | Parks and urban space | | |
| | Alt mode connections not otherwise required | | |
| Architectural Merit | Architectural merit | | |
| | Embedded mechanical | | |
| Public Art | Public Art | | |
| | | | |
| Sustainability | Net zero | | |
| | Embodied Energy (Adaptive reuse of existing buildings) | | |
| | TDM with teeth | | |
| | LEED Gold, Platinum | | |
| Historic Preservation | Landmark and adaptively reuse historic building | | |
| | | | |

DATE: December 30, 2014

TO: City Council

FROM: Transportation Advisory Board

CC: Michael Gardner-Sweeney, Interim Director of Public Works for Transportation

RE: City Council Retreat Questions for Boards and Commissions for 2015 – Response from Transportation Advisory Board

In response to City Council's questions to Boards and Commissions in preparation for the upcoming 2015 City Council Retreat, the Transportation Advisory Board appreciates the opportunity to share input and has provided the following responses:

Retreat Questions for Boards and Commissions for 2015 – Responses from the Transportation Advisory Board

1. What are your top priorities within the framework of the council work plan adopted at the last city council retreat?

The TAB is pleased that it could deliver a TMP Update for Council acceptance in August 2014. Furthermore, TAB is particularly enthusiastic about strides made toward integrating Boulder's sustainability initiatives. Examples of integration were demonstrated through:

- *More ambitious mode shift goal to achieve GHG objectives while supporting overall mobility;*
- *Making progress on the Access Management and Parking Strategy,*
- *Taking next steps on Envision East Arapahoe land use and transportation coordination;*

- *Supporting the Complete Streets Living Laboratory approach, and*
- *Supporting the next phase of Community-wide Eco Pass exploration.*

*Top priorities for the TAB are to implement the TMP, particularly focusing TAB's attention where it can help **advance the TMP Action Plan**. At a recent TAB retreat and subsequent board meetings, TAB prioritized its work program for 2014-15, which is in Attachment A.*

TAB's priorities include:

- *Advancing the next phase of the **Living Laboratory** program in 2014-15 and appreciates City Council's continued support and endorsement of the innovative, and increasingly ambitious complete street projects to test new designs and optimize options for people of all ages and stages of life walking, biking, and accessing transit.*
- *Highlighting the importance of **regional collaboration** as one of the keys to realizing the goals of the TMP. As noted in the TMP Action Plan priorities, Boulder counts on other regional partners such as RTD, CDOT, DRCOG Boulder County, CU Boulder and BVSD to **implement quality Bus Rapid Transit**, implement the recommendations for the Northwest Area Mobility Study and make policy and investment decisions that expand our regional multi-modal system.*
- *TAB encourages Council to remain fully engaged in influencing regional transportation planning, decision-making and investment. TAB intends to reach out to regional partners to express the importance of these **quality regional multi-modal connections to the Boulder community**.*

2. What would you like to see done that would further advance the Council Goals?

TAB believes that additional progress must occur on in a variety of policy areas for integrated sustainability initiatives to be successful. The board recognizes that these are difficult issues for the community; however, if Boulder is serious about addressing climate change; providing a viable economy for future generations; and supporting a more diverse community, we need to make progress on:

- **land use** – mixes of uses, at densities that also support livability/sustainability, 15-minute neighborhoods
- **parking policies** – maximums instead of minimums, expanded geographic applications of shared, unbundled, managed and paid (SUMP) parking, variable priced parking, TDM requirements “with teeth” for new development as well as advancing TDM programs for existing areas of the community, etc.

3. How can your board specifically help reach the council goals?

TAB can continue to serve as one of the boards which engages in planning projects such as **Envision East Arapahoe, Access Management and Parking Strategy, Civic Area**, the update to the **Boulder Valley Comprehensive Plan** and by taking a leadership role in the community to support the ambitious living laboratory program outlined by the 2014 **TMP and Action Plan**.

TAB can continue to collaborate with members of other city boards and commissions as part of continuation of the Joint Board Workshops to advance integrated planning initiatives.

TAB can reinforce Council’s messages to regional partners regarding the importance of quality multi-modal solutions on our regional corridors, including:

- Preparing for the launch of the **US36 Bus Rapid Transit** system and opening of **Boulder Junction** in 2016,
- Supporting corridor planning for arterial **Bus Rapid Transit** on **SH119/Diagonal and SH7/East Arapahoe**.

4. Are there city policies that need to be addressed that would enable your board to function at a higher level?

TAB’s focus is on advancing multimodal transportation to achieve the city’s broad range of sustainability goals.

TAB's efforts are supported by the policies in the updated 2014 Transportation Master Plan as well as the Boulder Valley Comprehensive Plan.

The 2015 update to the BVCP will be an opportunity to integrate the recently updated TMP policies, goals, and measures into the broader comprehensive planning process.

5. Are there other items that council should address in the coming year?

TAB's 2014-15 work program supports the implementation of the Transportation Master Plan action items, and TAB appreciates City Council including the implementation of the TMP, along with the Access Management and Parking Strategy, Envision East Arapahoe, Civic Area, and other integrated planning initiatives in their 2015 work program.

6. Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

City Council's goals for 2015 include and address the TAB goals and priorities for 2014-15.

TAB Priorities for 2014 & 2015

TAB members submitted their individual priorities for implementing the Transportation Master Plan (TMP) through 2015. There was significant overlap in interests from the individual board members. A consolidated list of priorities is listed by category below.

There is significant interest in expanding improved **transit** including assuring US 36 BRT is successfully implemented and that Boulder connects well to the new system; implementing real time transit information; and expanding other local and regional transit services.

Effective **corridor** design for all modes of travel would connect with the Regional Arterial BRT corridors and would advance an accelerated innovations program testing on-street applications that make Boulder's streets safer and more convenient for all modes for people of all ages and abilities.

To achieve the ambitious TMP mode share and emissions goals, Boulder needs to advance more progressive **parking and TDM** policies and strategies across the community, employing shared, unbundled, managed and paid parking in more parts of the community.

Improving the **Land use / Transportation** relationship means that corridor and neighborhood activity center planning will advance mutually supportive community goals of addressing work force housing, supporting a vital economy, encouraging safe and convenient travel options, etc.

Transit – Regional and Local – Realizing and Optimizing Bus Rapid Transit

- Improve CTN service per Renewed Vision for Transit
- Transit Implementation Outreach process with RTD
- Real Time Transit Info Implementation
- Additional support for Via
- US36 BRT Implementation (branding, real time info, local connections, stations, First/Final Mile)
- Expand van/carpool services, including informal ridesharing options to support US36 HOT lanes 3+)

Corridor Design / Innovations / Implementation

- Regional Arterial BRT corridors from Northwest Area Mobility Study
- Corridor Studies/Traffic Calming
- Low Stress Bike Network

Parking and Travel Demand Management (TDM)

- AMPS, including fully unbundle parking price from housing price
- Bike Parking (Bike corral program, bike parking standards)
- Expand employer outreach for TDM
- Enhance access to existing Eco Pass program (NECO & BECO)
- Community wide Eco Pass

Land Use – Transportation Connection

- 15-minute neighborhoods
- Envision East Arapahoe
- Boulder Valley Comp Plan Update

Funding - Continue to Explore User fee based funding

TAB advances these initiatives through:

- making recommendations to City Council on policies specific to transportation;
- providing input at regular board meetings, open houses and joint board workshops to cross-departmental projects such as AMPS and Envision East Arapahoe;

- developing relationships with members of other boards and Council, including sharing the TMP story;
- hosting and/or participating in public engagement opportunities;
- providing advice to staff regarding design and guiding principles for projects and programs; and
- consistently messaging community interests to regional partners such as RTD, CDOT, CU Boulder and BVSD.

**University Hill Commercial Area Management Commission
Retreat Questions for Boards and Commission for 2015**

What are your top priorities within the framework of the current Council work plan adopted at the last City Council retreat (e.g. business/residential diversity, the arts, multi-modal access, health and safety, stakeholder partnerships and code enforcement)?

- Business/Residential Diversity: given that the Moratorium has identified parking as a major issue for attracting a diversity of uses and users to the Hill Commercial District, work with the owners of the catalyst sites to facilitate their redevelopment to achieve this goal; aggressively pursue the Moratorium finding that the Hill Commercial District lacks an anchor use to attract a diversity of users; survey the Hill neighbors to determine what type of businesses would bring them back; and consider dedicating a portion of the parking spaces created by the UHGID lot redevelopments as an incentive to attract new office uses;
- Multi-Modal Access: evaluate usage of current transportation options and investigate the feasibility of a district-wide Eco-Pass for Hill employees; look at location of bus stops and possible re-routing to bring in more users to the district; look at locating a taxi stand on the Hill;
- Stakeholder Partnerships: involve UHCAMC members in CU partnership efforts and reintroduce student orientation tours to the Hill Commercial District;
- The Arts: integrate arts and creativity into the planning for the event street, multi-modal access and into future efforts to develop a brand identity for the Hill Commercial District.

What would you like to see done that would further advance the Council Goals?

- Establish baseline existing conditions to be able to evaluate and benchmark the progress of the Hill Reinvestment Strategy;
- Extend the Hill Community Development Coordinator funding for an additional three years (five years total) to carry out the initiatives of the Hill Reinvestment Strategy;
- Short-term incentive or funding program (e.g. revolving loan) to encourage investment in the commercial exteriors in the Hill Commercial District;
- Develop a citywide business attraction incentive to complement the existing business retention programs, to help with the current goal of achieving business diversity;
- Look at how current liquor restrictions are impacting the goals of a diversity of uses and health and safety, e.g. ability to attract new businesses and the safety of students traveling Downtown between 11 p.m.-2 a.m.;
- Work with CU to reintroduce student orientation tours to the Hill Commercial District.

How can your board specifically help reach the current Council goals?

- Review and comment on the UHGID and Hill Reinvestment Strategy budget for 2015 and 2016;

- Take a more active role in engaging Hill Commercial District stakeholders, and generally be more visible in the community;
- Engage Hill neighbors to return to the Hill Commercial District and show their support for existing businesses;
- Host an open house or other outreach effort to capture input from community members that cannot attend commission meetings.

Are there City policies that need to be addressed that would enable your board to function at a higher level?

- Zoning Code: look at the current zoning for the Hill Commercial District to ensure that the regulations are aligned with City Council goals (not in any way creating a barrier to achieving these goals); look at making the district more of a central location, not a pass-through;
- Alcohol restrictions: work with the Police Department to evaluate the change in commercial district nuisances before/after the change in liquor rules, identify pros/cons of adopting rules that are more in keeping with those applicable to the Downtown commercial area; work with UHNA to understand current perceptions and whether nuisances are related to commercial district activity.

Are there other priorities outside of the Council Goals that your Board/Commission would like to address in the coming year?

- Support for event programming on the Hill;
- Develop a brand identity to reinforce the existing 'Bohemian' character of the district and to support marketing the district to more diverse uses and users;
- Develop retail strategy to attract diversity of uses and support existing businesses;
- Work with UHNA on the pros/cons of Historic District designation as a tool to achieve the Council goals for the Hill Commercial district.

December 15, 2015

Dear Mayor and Members of City Council,

Thank you for your request for input from the Water Resources Advisory Board in advance of your 2015 City Council retreat. The WRAB appreciates the opportunity to share its recommended goals and priorities and provides responses to each of the four questions identified by City Council below.

1. What are your top priorities within the framework of the current city council work plan adopted at the last city council retreat?

WRAB's top priorities within the current framework are primarily related to the categories of "Resilience" and "Comprehensive Planning." WRAB strongly supports continued strategic investment in resilient water, wastewater, stormwater, and flood management infrastructure. WRAB further supports prioritization of investment in education and outreach that support resilience including in the areas of water conservation, wastewater management, and flood safety.

Long-term water supply resilience should remain a priority and consider the effects of growth and climate change. WRAB anticipates that an update to the city's Water Conservation Futures Study, which evaluates these important issues, will be presented to City Council in 2015.

The importance of resilient wastewater infrastructure was demonstrated by the Sep. 2013 flood and should remain a priority in 2015. It is anticipated that Council will be asked to consider updates to the Wastewater Collection System Master Plan including potential additional capital investment priorities. Effective wastewater treatment should also remain an area of focus. There are significant regulatory requirements on both the near- and long-term horizons including Regulation 85, Regulation 31, and standards related to Arsenic, which will require Council consideration through the Capital Improvements Program.

Floodplain mapping studies to better understand risk and associated mitigation projects to improve resilience are underway or planned on nearly all of the city's major drainage ways. WRAB recommends that Council prioritize the timely consideration of these plans and studies and continue to support capital investment that reduces hazards to life and property. The WRAB also recommends that Council continue to prioritize learning from the Sep. 2013 event including pursuing opportunities to improve the city's rating in the National Flood Insurance Program's Community Rating System as a means to reduce insurance premiums and improve resilience.

In addition to items related to resilience, WRAB also requests Council's support of efforts to evaluate and potentially update the city's utility rate structure. Council will be asked to provide direction on a proposed utility rate study and related efforts around commercial, industrial, and institutional water budgets during 2015

2. What would you like to see done that would further advance the Council Goals?

WRAB recommends that Council provide timely and thoughtful consideration of the priorities identified above along with policy direction and funding that supports the long-term resilience of the community's three water utilities.

3. How can your board specifically help reach the current council goals?

The WRAB can continue to assist Council as a technical and policy advisor on water related issues. The WRAB provides detailed analysis and recommendations on water resources related issues that support more efficient and effective consideration by Council. The WRAB also plays an important role as a forum for public feedback and community discussion. Finally, the WRAB can support Council in communicating with the public on water related issues.

4. Are there city policies that need to be addressed that would enable your board to function at a higher level?

The WRAB has not identified any specific policies that need to be addressed at this time. WRAB would support measures that allowed a more significant level of interaction between City Council and the city's boards and commissions.

Respectfully submitted,
Water Resources Advisory Board
Vicki Scharnhorst, Chair
Dan Johnson, Vice Chair
Ed Clancy
Mark Squillace
Lesley Smith