City of Boulder
2015 Library Commission **Agenda**

Meeting date: Wednesday, June 3, 2015
Location: Canyon Meeting Room, Main Library, 1001 Arapahoe Ave.

Meeting start time: 6:00 p.m.

1. Approval of agenda
2. Library Commission photograph
3. Public comment
4. Consent agenda
   a. Approval of May 6, 2015 meeting minutes (p. 2-4)
5. Downtown Boulder, Inc. partnership with the Library – Sean Maher, CEO of Downtown Boulder, Inc. (p. 5-10)
6. Presentation on plans for the new Maker Space – Adam Watts, Library Technology Support Specialist
7. 2015 Library budget update and 2016 budget planning– Devin Billingsley, Senior Budget Analyst (p. 11-15)
8. Approval of the updated Privacy Policy (p. 16-18)
9. Library Commission update (from memo) (p. 19-26)
   a. Future agenda items
   b. Discussion of Library Commission job description
   c. Boulder Library Foundation update
10. Library and Arts Director's report (p. 27-63)
    a. Civic Area Update: preliminary options for north building and theater renovations (p. 27, 30-58)
    b. Update on discussion about liquor license for Library partners (p. 27-29)
    c. July 11, 2015 Library Commission retreat agenda and discussion topic planning (p. 29)
    d. Draft Master Plan process overview (p. 29, 59-60)
    e. BPL quarterly performance statistics – Q1 2015 (p. 29, 61-63)
    f. Jaipur Literature Festival update (p. 29)
11. Adjournment

2015 Library Commissioners
Paul Sutter, Chair
Donna O'Brien
Joni Teter
Alicia Gibb
Tim O'Shea

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING
MINUTES

Name of Board/ Commission: Library Commission

Date of Meeting: May 6, 2015 in the Canyon Meeting Room, Main Library, 1001 Arapahoe Ave.

Contact Information Preparing Summary: Carrie Mills, 303-441-3106

Commission Members Present: Paul Sutter, Donna O'Brien, Alicia Gibb, and Tim O'Shea
Commission Members Absent: Joni Teter

Library Staff Present:

David Farnan, Director of Library & Arts
Jennifer Miles, Deputy Library Director
Aimee Schumm, eServices Manager
Beth Gallinger, Systems Librarian
Hillary Dodge, Meadows Branch Manager
Carrie Mills, Administrative Specialist II
Anna Lull, Meadows Branch Library Specialist

City Employees Present:

Glenn Magee, Facilities Design and Construction Manager

Public Present:

Susan Herbert
Kathy Turner
Diane Kleis
Deborah Ardila
Bill Sackett

Type of Meeting: Regular

Agenda Item 1: Call to Order and Approval of Agenda **[6:00 p.m., Audio 0:22 min]**

The meeting was called to order at 6:00 p.m. Sutter added Dodge to the agenda to discuss the Summer Reading Program. Dodge spoke after Agenda Item 4: Consent Agenda.

Agenda Item 2: Public Participation **[6:01 p.m., Audio 0:50 min]**

Sutter explained the public comment guidelines. Herbert addressed the need for a corner or branch library in Gunbarrel. She calculated that Gunbarrel residents were roughly 10 miles from the Reynolds Branch Library, 9 miles from the Main Library, 8 miles from the Meadows Branch Library, and 7 miles from the NoBo Corner Library. Turner followed, noting that Gunbarrel is expanding with nearly 800 apartments opening in the next couple months. Diane Kleis frequents the Main Library with her children and grandchildren. She cited the traffic as problematic. Further, Kleis expressed her willingness to do what is necessary to assist. Ardila, the daughter of Kleis, has lived in Gunbarrel for 15 years. She is excited by the idea and encouraged the commission to consider this. O'Brien referenced the impending five-year plan master plan update. The commissioners agreed that this topic would be discussed at length during the development of the plan.

Sackett urged the commissioners to approve the bulletin board policy at this meeting. Sackett, organizer of the Boulder Great Books group, hoped to use the bulletin boards to reach those who don't use the Internet. Also, Sackett asked if there was any discussion amongst the commission regarding the policy to not link to external websites through the Boulder Public Library website. Commissioners replied that they had not discussed this policy.

Agenda Item 3: Swearing-In of New Commissioner **[6:08 p.m., Audio 8:50 min]**

Gibb administered the oath to O'Shea, officially swearing him in as a library commissioner.

Agenda Item 4: Consent Agenda **[6:10 p.m., Audio 10:01 min]**

Item 3A, Approval of Apr. 8, 2015 minutes (p. 2-4)

O'Brien motioned to approve the minutes as written. Gibb seconded. Vote 4-0, unanimous.

DRAFT

Agenda Item 5: Summer Reading Program **[6:11 p.m., Audio 11:08 min]**

Dodge presented on the 2015 Summer Reading Program. She distributed some materials, found here: https://boulderlibrary.org/wp-content/uploads/2014/12/2015-May-LC-Handouts.pdf
She also showed a video produced by teens in the Teen Space, advertising the Summer Reading Program: http://teens.boulderlibrary.org/content/unmasked-2015-teen-summer-reading-program-may-30-july-25
The Summer Reading Program kicks off with events on Saturday, May 30, for all ages. There are three programs to target different age groups – pre-readers, children, and teens. Each age group has its own pamphlet and "missions." The superhero theme is replicated across age groups. Pre-readers will work through literacy activities with their caregivers. Children will track the number of books read or the total minutes spent reading. The teen program merges reading with maker activities. Staff worked to ensure the programs will be consistent at all locations, allowing participants to pick the branch that is most convenient. Prizes include sunglasses, spy pens, messenger bags, T-shirts, Whole Foods coupons, and more. Approximately 1,600 participated last year, and the goal for 2015 is 2,500. O'Brien expressed concern that there was not enough focus on reading for teens. Dodge mentioned that the maker kits included manuals and suggested reading lists. Ultimately, Dodge emphasized the importance of attracting teenagers to the programs, and not simply with a summer film series.

Agenda Item 6: Main Library Renovation Wrap-up (p. 5-6) **[6:37 p.m., Audio 37:20 min]**

Magee give a brief history of the renovation, beginning with the first facilities study that was published in 2008. He calculated that the final cost for the project was about $5 million spent over the last 7 years. By Magee's calculations, this was his 38th commission meeting. He concluded that this was one of the best projects he had ever been involved in. The commission paused the meeting briefly to celebrate Glenn Magee's dedication and eat cake.

Agenda Item 7: Review of the Discovery Layer **[7:04 p.m., Audio 49:18 min]**

Gallinger explained the new discovery layer, defining it as an overlay of the catalogue intended to show related materials that are not always catalogued, such as streaming media. She gave a brief overview of the process that led staff to Pika by Marmot, beginning with a RFP (Request for Proposals) in October 2014. Sutter appreciated Gallinger's presentation, especially in light of several patron complaints. Gallinger emphasized that the greatest benefit of Pika is the rapid response and solutions provided by the Marmot team to customer feedback and recognized needs. In response, O'Shea asked if there is external communication to patrons about continuous updates and progress based on feedback. Gallinger noted that Marmot makes introductory videos which we may be able to use.

Agenda Item 8: Review and/or approval of draft policies **[7:42 p.m., Audio 1:27:30 hr]**

Item 8A, Approval of Computer and Internet Use policy (p. 8-9)

Gibb asked if the statement from the American Library Association would be included, as seen in the previous draft. Farnan and Miles confirmed that it would be included. Sutter recommended grammatical changes to ensure clarity and continuity. Commissioners discussed expanding the introduction to include more information about the legal rationale behind the policy, but they ultimately elected to not include it. Following a question from Sutter regarding mechanisms for allowing blocked sites to be accessed, Miles assured that even if asked, staff would not provide access to pornographic material as the rules of conduct would prohibit patrons from visiting those sites. O'Shea recommended replicating some of the language used in the Connect Boulder disclaimer. Sutter moved to approve the policy with suggested changes, allowing for staff discretion. O'Brien seconded. Vote 4-0, unanimous.

Item 8B, Review of the updated Privacy Policy (p. 10-12)

Sutter recommended removing the asterisk and instead writing a catch-all line referring to the end of the document, which would reference the bottom of the page where a more in-depth explanation would sit. Sutter and O'Shea asked if computer search information is ever saved or connected to users. Miles agreed to find out if that was technologically possible with the current system. Commissioners recommended grammatical changes to ensure clarity and continuity. The commission asked to review this policy again at the next meeting to allow for feedback from all commissioners.

Item 8C, Review of the draft Community Bulletin Board Policy (p. 13)

Sutter asked if the community bulletin board was for publicizing events or to serve as a free speech venue. O'Brien asked if citizens could post statements or political material. Farnan explained that the board should serve as an avenue for public discourse, barring only illegal activity from posting. Farnan noted that the policy will cover all libraries, as staff anticipated posting bulletin boards at the Meadows and Reynolds branch libraries. Gibb moved to pass the policy with changes offered. O'Shea seconded. Vote 4-0, unanimous.

DRAFT

Agenda Item 9: Library Commission updated (from memo) **[8:26 p.m., Audio 2:11:16 hr]**

Item 9A, Future Agenda Items (p. 14-15)
Sutter and O'Brien will be unable to make the July 2015 Library Commission meeting. In light of the retreat scheduled in July, the commission decided to cancel the regularly scheduled July meeting.

Item 9B, Update on emails to Library Commission (p. 15-22, 25-26)
Sutter emphasized the correspondence with Julie Reiskin on behalf of Beth Emming. He explained that the letter was part of a larger document regarding the situation. Sutter met with Farnan upon receipt of the contents. Sutter contacted Reiskin and invited her, Emming, and any other representatives to meet with him and Farnan to discuss at greater length. Sutter had not yet received a reply. O'Brien appreciated the inclusion of all correspondence.

Item 9C, Commission Meetings Section of the Library Commissioner Handbook (p. 22-24)
O'Brien inquired about the possibility of proxy voting, noting that previous attempts have been denied due to city rules. O'Brien emphasized the important of a written minority opinion in the event of split votes. Sutter hoped for the option for the majority opinion to submit a written statement. O'Brien acknowledged the viewpoint that the minutes inherently documented the majority viewpoint.

Item 9D, City Council Study Session on recommended changes to the City Charter (p. 24)
Farnan mentioned that the second reading is coming up soon.

Agenda Item 10: Library and Arts Director's Report **[8:42 p.m., Audio 2:27:50 hr]**

Item 10A, Downtown Boulder, Inc. & Library Partnership (p. 27)
Farnan cited difficulties in solidifying a liquor license for the Downtown Boulder, Inc. (DBI) cinema plan. He mentioned that DBI will likely drop the deal if a liquor license is not secured. Farnan explained that the Friday and Saturday night events would occur after the library is closed, but noted a conflict with the Thursday night events as they would begin while the library is still open to the public.

Item 10B, Website report (p. 27, 29-34)
Farnan present the website report and will again in six months. The next meeting will include visitor, event attendance, and materials statistics.

Item 10C, Meeting Room Reservation System Updates (p. 27)
Farnan noted that the reservation system is taking longer than expected, but it is in the works.

Item 10D, Library Foundation Bylaws and Open Meeting Requirements (p. 27, 35)
Farnan presented the findings from the City Attorney's Office, which concluded that having three commissioners in attendance at the Library Foundation meetings would require an open meeting. Farnan urged commissioners to go to the foundation and discuss preferences and possibilities. On a related note, O'Brien provided an update on the Library Foundation's reorganization. The foundation has established four committees to help structure the group. They are considering the option of offering memberships to further tap into the community. Farnan and O'Brien remarked on the dramatic and positive shift.

Item 10E, Library Commission Retreat, July 11, 2015 (p. 28)
Farnan had not yet confirmed with Sharon Morris, but her facilitation is expected. He hoped to share articles with commissioners prior to the retreat to instill background prior to the meeting.

Agenda Item 11: Adjournment **[8:58 p.m., Audio 2:43:30 hr]**
There being no further business to come before the commission at this time, the meeting was adjourned at 8:58 p.m.

Date, Time, and Location of Next Meeting:
The next Library Commission meeting will be at 6 p.m. on Wed., June 3, 2015, in the Canyon Meeting Room at the Main Library, 1001 Arapahoe Ave., Boulder, CO 80302.

DRAFT

BOULDER ART CINEMA

At The Boulder Public Library

Bringing Art & Independent Film to Downtown Boulder, Colorado

A Partnership of:

Boulder Public Library
Downtown Boulder, Inc.

With Additional Support from:

Boulder County Farmers Markets
Boulder International Film Festival

Background

As a regional entertainment hub, downtown Boulder was home to multiple movie theaters for nearly 80 years. However, in the 1980's and 90's, these single screen theaters became obsolete as multiplexes sprang up in more suburban locations. Eventually property owners converted the old theaters to higher return uses including restaurant, retail and live music venues.

Today, downtown Boulder is one of the most vibrant and successful downtowns in America with over 100 restaurants, 200 retailers and a thriving live entertainment scene. The one missing element is a great cinema experience.

An Opportunity for Cinema in Downtown Boulder

Due to space constraints, building a multi-screen theater is not possible in the downtown business district. However, the Boulder Public Library is home to an existing 200 seat theater that has recently been upgraded with new screen, sound system and renovated gallery/lobby area. A new digital projector is also in the pipeline.

The Public Library, Downtown Boulder, Inc. and the Boulder County Farmers Markets are joining forces to bring quality cinema back to the heart of Boulder. The Boulder Art Cinema will operate every Thursday through Saturday year round and offer first-run art and independent films in both evening and matinee showings.

The Library is providing the space, security and cleaning services. Downtown Boulder, Inc. will handle the marketing, ticket sales and onsite operations. The Farmers Markets will provide food service via Seeds, their onsite café.

All the Elements of Success

With its historic charm, thriving culinary scene and famous Pearl Street Mall, downtown Boulder is a major tourist draw as well as the favorite destination of local residents. More than 30,000 people live within walking distance of the Boulder Art Cinema and over 10,000 employees work in the district. Major employers include Boulder Brands, Twitter and Microsoft. The district also draws more than 2.5 million tourists every year.

Home to the University of Colorado, four federal laboratories and the most vibrant start-up tech community outside of Silicon Valley, Boulder is the most educated city in America. In short, the demographics of our community are perfect for a high quality art cinema featuring local food, craft beers, wine and cocktails.

With our strong partners, we are confident this concept will thrive and perfectly complement the existing mix of retail, restaurant and entertainment offerings in the downtown district.

The Boulder Art Cinema will meet multiple community goals including:

1) Drawing people downtown to see movies for the first time in decades
2) Energizing the Library and Civic Area during slow periods
3) Generating needed revenue for these important community nonprofits

Operating Plan

The Library will utilize existing staff and contract resources to provide security, cleaning and access to the theater and gallery. Library staff will also manage the technical operations of the projector, sound system, lighting, etc. They may also train some DBI personnel to handle these tasks as needed. Joel Haertling from the Library will emcee and serve as the "Voice of Boulder Art Cinema."

Downtown Boulder, Inc. will be responsible for marketing, film procurement, ticket sales and onsite customer service. Boulder County Farmers Markets will offer food concessions via Seeds, their onsite café.

In addition to food, art house theaters generally offer alcohol sales to patrons. Examples include the Mayan Theater in Denver and the Boedecker Theater at the Dairy Center in Boulder. In order to be a viable art cinema in this region, we believe that offering liquor is an important part of our business plan.

Note that liquor will ONLY be available to ticketed patrons of the cinema, similar to the Boedecker operation at the Dairy Center. Alcohol is an amenity of the theater and not a primary focus of the venue.

Our team has met with the City Licensing Clerk and the City Attorney. The most logical option to allow liquor service in the gallery and theater involves procuring an Arts License which is a state sanctioned liquor permit specifically for cultural venues like the Canyon Theater. Either a municipal government or a nonprofit entity may qualify for an Arts License. The City Attorney's office is currently exploring two options:

1. The City (library) applies for an Arts License and a Retail Warehouse Storage Permit (to store liquor in a locked cage in the basement). The City would enter into a management agreement whereby DBI would handle management of all liquor issues.

2. DBI, as a non-profit applies for an Arts License and a Retail Warehouse Storage Permit, and the City leases a defined premises area to DBI. DBI is the liquor license holder (they are responsible for every aspect of the liquor) and the City is more like a landlord.

We expect to hear back soon from the Attorney's office on which option is the most feasible and best mitigates any liability risk to the City. DBI is amenable to either scenario.

Marketing Plan

Downtown Boulder, Inc. has extensive experience in marketing events and programs in the Boulder market. We have already discussed a partnership with the Daily Camera for weekly advertising space and will also utilize the following promotional tools:

- Dedicated website for the Boulder Art Cinema
- Extensive social media presence – Facebook, Twitter, etc.
- Links from both the Downtown Boulder and the Library websites
- Exposure at all DBI produced events
- Public relations campaign
- Major Grand Opening events during the first month of operation
- Joint events and screenings with Boulder International Film Festival
- Joint promotional efforts with the Boedecker Theater
- Email blasts to subscriber lists for Downtown Boulder, BIFF and others

Start-Up Costs

Start-up costs are estimated below. These will be funded by DBI with the understanding that as the Cinema generates revenue during the first year, they will be reimbursed.

Pre-opening advertising	$1,000
Website development	$3,000
Grand Opening	$1,000
Pre-opening staff/labor costs	$5,000
Total Start-Up costs	**$10,000**

Financial Projections

We are projecting a relatively conservative 20 percent occupancy during the first year of operations. Based on the theater's 200 seat capacity this will generate roughly 10,000 patrons in year one.

Boulder Art Cinema P&L - Year 1			
Income			
Ticket Sales	$101,000	79.5%	Based on 20% occupancy for 21 monthly screenings at an average of $10 per ticket. The theater will operate 3 Saturdays per month to allow for other nonprofits to utilize the venue.
Liquor Sales	$21,000	16.5%	Based on 30% of patrons purchasing one alcoholic beverage at $7.00
Food Commissions	$5,000	4%	Based on 50% of patrons spending $5.00 and Seeds paying a 20% commission to the Cinema.
Total Income	$127,000	100%	
Expenses			
Film Rental/License	$35,000	27.6%	Based on 35% ticket sales (minimums might apply)
Alcohol COG	$5,500	4.3%	Based on 26% Cost of Goods
Personnel/Staff	$40,000	31.5%	Based on two part time staff
Supplies	$1,200	1.0%	$100/month
Booking contractor	$6,500	5.1%	$125/week
Advertising/Marketing	$12,000	9.4%	$1,000/month
Insurance	$3,000	2.3%	$250/month
Repairs/Maintenance	$1,200	1.0%	$100/month
Cleaning	$3,000	2.4%	Based roughly on 2 hours at $11; times 132 days
Online ticketing	$4,500	3.5%	Based on 50 cents per online ticket and 50% online sales; $150 monthly fee (Veezi)
Start-Up Payback	$10,000	7.9%	Reimbursement to DBI for estimated start-up expenses
Total Expenses	$121,900	96%	
Net Profit	$5,100	4.0%	

Timeline

Theater/Gallery Renovations	March 2015
New Sound System & Screen Installed	April 2015
Donated Projection System Installed	August 2015
Website Complete	September 2015
Initial Film Schedule Announced	September 2015
Grand Opening	October 1, 2015

About The Partners

Boulder Public Library

BPL is a department of the City of Boulder and operates Boulder's main library and five branches throughout the community. BPL will serve as the host venue and provide security, cleaning and maintenance services for the Boulder Art Cinema.

Downtown Boulder, Inc.

Downtown Boulder, Inc. is a 32-year-old nonprofit dedicated to the economic and cultural vitality of downtown Boulder. DBI produces over 50 events each year downtown, including major festivals, parades, concerts and children's programming. DBI will provide marketing, ticket sales and onsite operations for the Cinema.

Boulder County Farmers Markets

BCFM is the largest farmers market operation in Colorado, producing three weekly markets in the Boulder area from April through November. They manage a café in the newly renovated Boulder Public Library and will manage theater food concessions with a focus on local food.

Boulder International Film Festival

The Boulder International Film Festival is entering into its 12th year and has become one of the great festivals in America. We look forward to partnering with BIFF to show some of their most popular films from past festivals.

DATE: June 3, 2015

TO: **Boulder** Library Commission

FROM: David Farnan, Director of Library and Arts Department
Jennifer Miles, Deputy Library Director
Devin Billingsley, Senior Budget Analyst

SUBJECT: **2015 Library Budget Update and 2016 Budget Planning**

The purpose of this memo is to: 1) provide an overview of the Boulder Public Library budget; 3) describe approved adjustments to the 2015 base budget; 4) discuss 2016 budget additions under consideration; and 5) provide an updated timeline for the 2016 budget development process.

2015 Library Budget

The library's 2015 $7.7 million budget sits in-line with a trend of modestly growing expenditures over time. **Table 1** below shows that library budgeted expenditures, both actual and approved, have grown at a compound annual rate of 1.8% between 2012 and 2015. The composition of library expenditures over this time period has been dominated by personnel costs which comprise over two-thirds of all expenditures. Notably, the materials budget as a percentage of overall expenditures has been declining. Year-to-date library spending is on pace to generate up to a 5% surplus by year-end.

Table 1
Library Expenditures
(in $1,000s)

Use	2012 Actuals	% of Total	2013 Actuals	% of Total	2014 Actuals	% of Total	2015 Adopted	% of Total	CAGR
Personnel	$4,651	63.8%	$4,852	65.0%	$5,018	67.0%	$5,390	70.0%	5.0%
Non-Personnel	1,742	23.9%	1,767	23.7%	1,634	21.8%	1,485	19.3%	-5.2%
Collection/Materials	895	12.3%	843	11.3%	838	11.2%	825	10.7%	-2.7%
Total	7,288		7,462		7,490		7,700		1.8%

Library expenditures are controlled by the city's ability to fund ongoing services and/or program enhancements. **Table 2** on the following page shows the library's funding sources and amounts between 2012-2015 (actual and approved). Funding for the library has grown by a compound annual rate of 0.9% between 2012 and 2015. The library has generated consistent

budget surpluses despite the fact that funding growth has trailed expenditure growth during this period. This is the result of operating according to balanced budgets. Over 85% of the library's funding is sourced from a direct General Fund transfer with the remainder of funding comprised of property taxes and operating revenues. Library funding should be largely viewed within the context of overall city sales and use tax collections given that the General Fund is heavily dependent on these revenues.

Table 2
Library Funding
(in $1,000s)

Source	2012 Actuals	% of Total	2013 Actuals	% of Total	2014 Actuals	% of Total	2015 Adopted	% of Total	CAGR
General Fund	$6,390	85.2%	$6,815	86.9%	$6,637	85.1%	$6,638	86.2%	1.3%
Property Tax	819	10.9%	818	10.4%	845	10.8%	866	11.2%	1.9%
Other[1]	295	3.9%	213	2.7%	319	4.1%	196	2.5%	-12.7%
Total	$7,504		$7,846		$7,801		$7,700		0.9%

[1]Other includes: Overdue Fines and Fees, Facility Rental, Interest on Investment, Misc. 3rd Party Revenues, Grants

The revenue portion of the 2015 Approved City of Boulder Budget was based partially upon projected General Fund revenues of $120.6 million of which $54.6 million, or approximately 45%, is derived from sales and use tax collections. These projected revenues represent 3.1% growth over 2014 sales and use collections. As can be seen in **Table 3** below, sales and use tax collections registered 12.40% year-over-year growth through March 2015 exceeding the growth projection. However, it must be noted that the first few months of the calendar year can be erratic collection periods and may not be indicative of annual trends.

Table 3
Actual Sales and Use Tax Revenue
2015 Fiscal Year through March

Tax Category	Change in Revenue	% of Total
Sales Tax	8.21%	75.35%
Business Consumer Tax	26.38%	10.38%
Construction Use Tax	36.59%	11.48%
Motor Vehicle Tax	2.72%	2.79%
Total Sales and Use Tax	12.40%	100.00%

As describe above, the majority of library funding originally emanates from direct General Fund support, dedicated property taxes, or library operating revenues. Ultimately these funds flow through the budgetary and accounting processes and end up residing in five distinct funds and sub-funds, over which the library has discretion. These funds, along with their year-end balances, are provided on the following page in **Table 4**.

Table 4
2014 Year-End Balances

Source	Balance
Library Fund	$ 2,206,899
Gifts and Contributions	$ 675,317
Laesar House (General Fund Sub-Fund)	$ 451,028
Facilities Renovation and Replacement	$ 289,782
Equipment Replacement Fund	$ 449,119
Capital Development Fund	$ 2,575,459

Adjustments to 2015 Base Budget

On May 19, 2015, the City Council approved Ordinance 8046 appropriating additional budget for 2015. **Table 5** below provides a detailed description of all the budget adjustments that were approved on behalf of the library. Approval of these adjustments effectively increased the library's 2015 budget by $817,500. These appropriations are all one-time in nature and will expire at the end of 2015. Any unspent monies would need to be carried over and re-appropriated during next year's adjustment to base process.

Table 5
1st Round of Adjustments to 2015 Base Budget

Title	Amount	Type	Source	Description
Meadows Branch Library Renovation	$37,000	Operating Carryover	Fund Balance	Funding for new patron computer furniture for adults and childern, media shelving, and shelving end panels.
Library Program Promotion Plan	$15,000	Operating Carryover	Fund Balance	Funding to continue implementation of library program promotion plan including promotion of children's programs and templates for the library's digital sign system.
Technology Upgrades for Internet Filtering and Meeting Room Reservation System	$26,500	Operating Carryover	Fund Balance	Funding for additional computing resources in the children's as well as implementation of filtering software and installation of meeting room electronic management resources.
Automated Materials Handling System	$524,000	Operating Carryover	Fund Balance	Funding for completion of Main Library Automated Materials Handling system project and installation of Meadows Branch Automated Materials Handling system.
Operating Carryover Subtotal	$602,500			
Library e-book Collection	$75,000	Budget Supplemental	Fund Balance	Funding for expansion of e-book collection within the materials budget.
Library Patron Survey and Master Plan	$140,000	Budget Supplemental	Fund Balance	Funding for the Library Patron Survey and Master Plan consulting expenses
Budget Supplemental Subtotal	$215,000			
Total	$817,500			

2016 Budget Development

The budget development process operates on an incremental basis. This means that the 2016 budget begins with a base that is reflective of staffing counts (full-time equivalent) and non-personnel expenditures that are exactly the same as what was approved in the 2015 budget. Projected salary and benefit increases are the only automatic increases built into the budget. Any additional budgetary needs for 2016 must be individually requested through the budget process for possible inclusion in the 2016 City Manager's Recommended Budget. Library staff is currently working on preparing 2016 budget requests with a focus on the following areas:

Collections

Library staff is recommending an ongoing increase of $150,000 to the library collections budget. This request is intended to address an ongoing decline in buying power, as well as to support a shift toward purchases of higher demand and higher cost materials. If approved, this request will place the collections budget at approximately 12% of overall expenditures which is closer in-line with the long-term goal and industry best practice of 16%. Seventy-five thousand dollars in one-time funding for collections (eBooks) was requested and approved during the 1st adjustment to the 2015 base budget (see Table 5).

Marketing

Library staff is requesting an additional $40,000 in budget to support an ongoing awareness and marketing outreach for library programs and services with an emphasis on eServices, meeting rooms available for public use, and general reading and reading development services (such as several levels of story times for different ages). It is envisioned that this marketing campaign would involve multiple outreach and marketing methods including social media, newspaper (print and digital), radio, and television.

Facilities Asset Management

Library staff is recommending the transfer of building operations, maintenance, and custodial services and associated budget to the City of Boulder's Public Works Department – Facilities and Asset Management Division (FAM). This reallocation will include the transfer of a maintenance supervisor position, along with its budgeted salary, and $365,000 in non-personnel budget. Under the current arrangement, FAM coordinates the operation, maintenance and custodial services at the library according to a memorandum of understanding. However, the budget resides within the library. It is anticipated that transferring the budget to FAM will streamline maintenance processes, take better advantage of FAM's broader set of maintenance resources, and lead to a better service outcome.

2016 Budget Timeline

The 2016 Budget development process began in late April and will end with City Council adoption of the 2016 Budget in October 2015. **Table 5** on the following page presents the timeline of budget-related deliverables and events. Dates that require Library Commission attention are shaded.

Table 5
2016 Budget Timeline

Date	Deliverable/Event
March 2015	Review Library's first round of adjustments to the 2015 base budget and solicit Library Commission input
April 2015	First round of adjustments to 2015 base budget due for City Manager's review.
May 2015	First round of adjustments to 2015 base budget read before City Council (first and second reading)
June 2015	2015 Budget Update and 2016 Budget Planning; solicit Library Commission input
August 2015	Update Library Commission on the City Manager's 2016 Recommended City Budget
August 2015	2016 Recommended City Budget delivered to City Council
September 2015	First City Council Study Session on 2016 Recommended City Budget
September 2015	Second City Council Study Session on 2016 Recommended City Budget (if needed)
September 2015	Review library second round of adjustments to the 2015 base budget; solicit Library Commission input
October 2015	Second round of adjustments to 2015 base budget due for City Manager's review.
October 2015	First reading of ordinances to approve 2016 Recommended City Budget with opportunity for public comment.
October 2015	Second reading of ordinances to approve 2016 Recommended City Budget with opportunity for public comment.
November 2015	Update on Approved 2016 City Budget (including Library Department Budget)
November 2015	Second round of adjustments to 2015 base budget read before City Council (first reading and second)
December 2015	Update Library Commission on outcome of second round of 2015 adjustments to base budget

TO: Boulder Public Library Commission

FROM: David Farnan, Library and Arts Director
Jennifer Miles, Deputy Library Director

DATE: June 5, 2015

SUBJECT: Commission review of the updated Boulder Public Library Privacy Policy

The draft Boulder Public Library Privacy Policy was reviewed by the Library Commission on April 8, 2015. Changes recommended by the Library Commission and the City Attorney's Office have been incorporated into the policy (**Attachment A**).

The City Attorney's Office advised the following regarding replacing "limited" with "rare" in the second sentence.

"Rare" is not an accurate characterization of when state law requires disclosure. CRS 24-90-119(2): "Records may be disclosed in the following instances: (a) When necessary for the reasonable operation of the library; (b) Upon written consent of the user; (c) Pursuant to subpoena, upon court order, or where otherwise required by law; (d) To a custodial parent or legal guardian who has access to a minor's library card or its authorization number for the purpose of accessing by electronic means library records of the minor."

Staff requests that the Library Commission make a motion to approve the Boulder Public Library Privacy Policy as written in **Attachment A**.

ATTACHMENT A

Boulder Public Library Privacy Policy

At the Boulder Public Library, patrons' library records are strictly confidential. The Boulder Public Library follows section 24-90-119, Colorado Revised Statutes, which requires all public libraries to guarantee the privacy of patron records except in limited circumstances established by state law. Information about patrons' borrowing, search, or reading history, and records or other information that identifies a person as having requested or obtained specific materials or service or as otherwise having used the library, may be disclosed pursuant to subpoena, upon court order, or where otherwise required by law.

Library account information

When patrons open an account with the Boulder Public Library by applying for a library or computer use card, the following information is retained:

- Name, home address, and current telephone number
- Library or computer use card number
- Issue date and expiration date
- Total number, not titles, of checkouts, renewal and items claimed returned
- Patrons are given the option to provide an email address, work or business telephone number, and a birth date or year.

If patrons forget their library card, they can check out and retrieve account information with photo identification. Patrons should report any loss or theft of their library card to the library immediately.

Borrowed items

When library items are borrowed by a patron, a record of these items is retained so the library can contact patrons if items are not returned. Once items are returned and checked in, a system identification number indicating that these items were the last checked out on the patron account remains until it is checked out and returned by the next borrower. This is necessary to make sure any damage to an item can be attributed to the appropriate borrower. Once the next borrower returns the item, the association with the previous patron account is removed.

Items that become overdue will remain associated with the patron account until the late fee is paid. A history of the fines paid is maintained for a minimum of 6 months to provide data for fees that are disputed.

Items that become 5 weeks overdue and not returned to the library are billed to the patron account and remain associated with the account until the bill is reconciled.

ATTACHMENT A

Optional library account features

- Maintaining a reading history is an opt-in feature which tracks an ongoing list of the items patrons have checked out even after they have been checked in.
- Maintaining a search history is an opt-in feature which tracks a list of the search criteria patrons have used to search the library catalog.

City of Boulder
2015 Library Commission **Commission Memo**

Meeting Date: June 3, 2015

Date/Location	Agenda Items	Visitors
June 3 **Canyon Meeting Room**	1. Take Commission photo for webpage. 2. Update on Master Plan process 3. Planning the Retreat 4. Downtown Boulder-BPL partnership 5. Update on Jaipur LF 6. 2015 budget update/2016 budget planning 7. Library Statistics 8. Approve Patron Privacy policy 9. Revisit Alcohol Policy 10. Library Commission Job Description Discussion 11. New Maker Space (Adam) 12. North building/theater renovations update	Adam Sean Maher, DBI Devin
June 6	**Summer Festival, 1-4 pm – Main Library**	
July 1	**Commission Meeting Cancelled**	
July 11	**Commission Retreat (location TBA)**	
August 5 **Canyon Meeting Room**	1. Budget: update on outcome of 1st ATB / review budget #s report 2. Approve Warner Charitable Trust donation 3. Seeds and Farmer's Market 4. Boulder Reads 5. Review bi-annual statistics. 6. Discussion of Community Information Policy 7. Update on City Manager's recommended city budget 8. Boulder Reads	- Shelley - Brian Coppam from Farmers' Market - Jessie Friedman (Jaipur)
September 2 **Canyon Meeting Room**	1. Discussion of the Collection 2. Budget: review 2nd round ATB 3. Approve Patron Privacy policy 4.	
October 7 **Canyon Meeting Room**	1. Review Foundation funding proposal requests 2.	

Interesting Upcoming Dates:

June	National GLBT Book Month
September	Library Card Sign-Up Month
Sept. 27-Oct. 3	Banned Books Week
September 30	Banned Websites Awareness Day

October 18-24 Teen Read Week
National Friends of Libraries Week

2. Update on Email Responses to Library Commission

May 29 – Michael Gutierrez

I have a friend who has written a novel on the early life of Dr. John Henry Holliday.
Doc Holliday.
We feel this novel would be a wonderful addition to your libraries.
What is the procedure in getting this novel into the Boulder Public Libraries?
If you would like the authors synopsis and purchasing please email me.

Thank you for your time
Michael Gutierrez

Michael - Thanks for your note about your friend's new novel. Your best approach would be to use the "suggest a purchase" service on the BPL's website: https://boulderlibrary.org/services/suggest-a-purchase/. You can find it either under the "Services" banner or under "Contact Us," just below the link you used to send your initial email to us. Library staff do their best to meet these requests, though they have to work within BPL's broader purchasing priorities.

Best,

Paul Sutter
Chair, Boulder Library Commission

May 21 – Judy Reid

Dear Paul,

We had a very informative meeting with David Farnan on the 8th. He outlined several possible plans for renovation of the Canyon Theater.

On Tuesday, the BCPA Board voted to support the use of land at the library site for the purpose of building a performing arts center for the City of Boulder. In particular we favor a scrape and build option, one of the plans David mentioned. We have informed David of our vote.

We thanked David for his leadership in this effort, and we look forward to a positive decision for this use of the land by City Council in the near future.

Assuming a favorable decision, we look forward to working with David and the Library Commission closely to bring this vision into reality.

Best wishes,

Judy

Judy - Thanks very much for your note about this. We are going to be getting an update about the options for the Canyon Theater at our June meeting, so I'm glad to know about the BCPA vote and will share the news with the rest of the Commission.

Best,

Paul

May 20 – Matthew Tripp

Mr. Tripp wrote a lengthy email about a variety of matters, none of which were relevant to Library Commission or staff.

Matthew - Thank you for your note, but these are not issues that the Library Commission or Library staff can help with.

Best,

Paul Sutter
Library Commission

May 18 – "Sean "

Jennifer received an email through Formstack from a purveyor of patron telephone notification systems. She responded and also forwarded the email to Beth Gallinger.

May 13 – Jenna Woods

I'm happy that the library is open again after renovations, and I wish it were still as quiet as it was. I was in the cafe a couple of times recently, and had to leave because the girl at the counter was carrying on a loud conversation with a patron. The floor being tile, sound carries. Which brings me to my second point. With all the uncarpeted floors reflecting sound and making hard-soled shoes very audible, it is really much noisier in the library now. When I go there, I go for the quiet as much as for the resources. Please give serious thought to carpeting those areas and restoring quiet to our library.

Thank you for your consideration.

Jenna Woods

Jenna - Thanks for your note and for your feedback about the renovation. One of the goals of the renovation was to activate spaces in the library that were dead, and the bridge was one of those spaces. We wanted to bring in a cafe operation that would make that a vital space during business hours, and we think we have succeeded. You are certainly right that it is not the quietest space in the Library, but as libraries change patrons are looking for more active and flexible spaces like these in which to connect and socialize. It is also a fairly discrete space, with separation from the other Main Branch spaces. It seems to be doing what we hoped it would, though you are right that quiet is a casualty of increased activity and vitality.

The Main branch does still have plenty of quiet spaces to read and work, including the designated quiet space in the southeast corner of the second floor (and you are now allowed to bring food and drink into those spaces). We also feel like some of the renovations, such as the enclosed children's area, actually have worked to remove sources of noise from the other library spaces. I hope you will seek out those spaces if quiet is what you are looking for.

As for installing carpet in the cafe and other areas, we decided against carpet mostly for durability and ease of cleaning. My sense is that those spaces are limited - the cafe, the Canyon Gallery, etc. Are there particular places that you are thinking about as being particularly noisy?

Thanks again for your input and your support of the library,

Best,

Paul Sutter
Chair, Library Commission

Paul,

Thank you for your considered reply. One of the appeals of the bridge is that it is the only location in Boulder where one can sit over Boulder Creek while working. I always enjoyed sitting there when the other cafe was in operation. There were always people there, and it was never noisy. It is my experience that in most coffee/cafe places, a high percentage of patrons go there to use the wifi and sit alone. I have not noticed much socializing. This has also been true on the bridge the last couple of times I went. The loud conversations were going on between the girl behind the counter and a man. Both times. Everyone else either had a laptop, a book, or was sitting quietly. Maybe I missed the rush, in which case I will continue to attempt to find quiet times over the water.

As for uncarpeted areas, the ramp from the gallery up to the cafe and the new ramp from the first floor stacks up to the bridge come to mind. It's very echoey. If you wanted good acoustiics in the library, you certainly have them now.

Thanks for your thoughts, Jenna. I will share them with the other Commissioners and the Library staff.

Best,

Paul

May 5 – Regina Richardson

Hi, I hate your new website design. I've used your regular website for many years; everything was clear and accessible. Why in heaven's name do you have books splattered across the front page? This isn't Amazon or B&N trying to push titles on me. Why don't you have the look-up menu box clear, so if I press the category title or author, I SEE that rather than just back to the "go" button as if nothing's been selected? And now I have to travel down to the bottom of the page to find the prospector button. It's all over-designed and annoying. Really! I get on the library website several times a week; I'm in the Louisville library picking up ILL books weekly, twice a week, sometimes more. Now, I guess I'll start going to the Lafayette library website and library. Oh, I wish you could return to your previous website design! Regina

Regina - Thanks very much for your email, and for explaining your concerns about the new website. We are actually having a demonstration of the new website at our Library Commission meeting tonight, and so I will share your concerns with the Commission and raise some questions with staff.

Best,

Paul Sutter
Chair, Library Commission

Oh, thanks, Paul. I thought the previous website was very clear, very simple, and user-friendly.

(If I'd known my email was going to so many people, I would have been a little less passionate, even though I would have had the same concerns.)

Regina

Library Commission Job Description:

We decided that we see value in having a document similar to the Lafayette Public Library Board's Board Member Job Description (attached new page) to explain the scope of work and desired qualifications of potential Library Commission applicants. We will request that this document be attached to the Library Commission Application Form on the City of Boulder's Boards and Commissions recruitment pages. Of course, some of the content of this may be dependent on approval of the recommended Charter changes.

Items that were considered when we first looked at a job description from other boards (though not discussed fully or agreed upon) are:

- Current library user
- A strong desire to preserve and promote the library as a public forum for the sharing of information and ideas without prejudice
- Desire to learn and share knowledge of issues that may affect the library. Reads distributed materials before each meeting.
- Adds to the diversity of the commission by understanding and representing the views and opinions of community members, no matter the origin, age, or background
- Willing and able to give time and talent to the library; schedule permits participating in monthly meetings, special library functions and other community events at which the library is promoted
- Commands confidence and respect in the local community
- Functions well in committees, group discussions, public events
- Ability to assess information and make important decisions
- Courage to state one's views on important issues and speak openly and directly with staff and other commission members
- A strong sense of legal and ethical conduct appropriate to the position.
- Active in the local community, interested in people – their problems and potentials
- Good communication skills
- Provides counsel, advice and encouragement to the staff. Assists the staff as requested by the library director.

Draft Library Commission Job Description

Lafayette Public Library Board Member Job Description

General Function
Participate as a member of a team (the library board) to protect and advance the interests of the broader community by effectively advising the City Council and Library Director in the policies, promotion, and development of the Lafayette Public Library.

Qualifications
- A strong desire to preserve and promote the library as a public forum for the sharing of information and ideas without prejudice
- Voting resident of the City of Lafayette, Colorado for 12 months
- Adds to the diversity of the board by understanding and representing the views and opinions of community members, no matter the origin, age, or background
- Willing and able to give time and talent to the library; schedule permits participating in monthly meetings, special library functions and other community events at which the library is promoted
- Commands confidence and respect in the local community
- Functions well in committees, group discussions, public events
- Ability to assess information and make important decisions
- Courage to state one's views on important issues and speak openly and directly with staff and other Board members
- A strong sense of legal and ethical conduct appropriate to the position.

Desirable Traits
- Active in the local community, interested in people – their problems and potentials
- Good communication skills
- Understands city development plans
- Experience with library boards or library operations
- Current library user

Principal Activities - Roles and Responsibilities of a Library Board Member
- Active meeting participation and regular attendance at monthly Library Board Meetings, committee meetings, and special events.
- Understands and makes decisions on library issues – purpose, goals, programs, policies, priorities, and laws affecting libraries.
- Learns and shares knowledge of issues that may affect the library. Reads distributed materials before each meeting.
- Provides counsel, advice and encouragement to the staff. Assists the staff as requested by the library director.
- Advises the City Council on library matters and assists in the orderly and efficient management of the library as directed by the City Council.
- Prepares and submits a master plan for the development and maintenance of the library (50-1.d.2)
- Reviews the annual library budget request prepared by the library director and makes written recommendations regarding approval or modification. (50-1.d.3)
- Encourages and administers gifts of money to the library. (50-1.d.4)
- Develops library policies and by-laws. (50-1.d.5)
- Reviews the qualification of any final candidate for the position of library director. (50- 1.d.6)
- Participates in the goal setting process for the library board and the library.
- Promotes the library as a source of books and information resources for the interest, information and enlightenment of all people of the community that the library serves.
- Represents the library to other community groups and at events.
- Participates as an advocate of the library to governmental and political organizations when legislative or other governmental decisions may impact the library.
- Becomes familiar with the state and national library community. Participates in statewide or regional library events and meetings.

Library and Arts Director's Report June 2015

I. Civic Area Update: Preliminary Options for Main Library North Building/Theater Renovations

Since 2013 when the Civic Area Vision Plan was accepted by City Council, the idea of a performing arts center has been a key component of the long term plans for a re-envisioned civic area. As was mentioned during the May 6, 2015 Library Commission meeting, at the March 31, 2015 City Council study session to review plans for the Civic Area, City Council instructed staff to conduct a feasibility analysis of the Main Library's north building to see if it is a suitable location for a new or renovated performing arts center. The Civic Area staff team has hired an architect, engineering firm and a theater consultant to conduct the feasibility analysis. The team has already proposed three draft scenarios for a remodeled Main Library north building and theater. The scenarios are;

1. Expansion of the Canyon Theater to approximately 320 seats with minimal changes to the footprint of the building.
2. An addition to the north building to accommodate a 500 seat theater.
3. An entire scrape and rebuild of the north building to create a 50,000 sq ft performing arts center that connects to the St. Julien Hotel.

While all of these scenarios present exciting opportunities to activate the north building of the Main Library, none are imminent. Rather, they are options that are emerging for discussion around long term plans for the Civic Area. As Library and Arts Director, I have been tasked with the responsibility to ensure that library and arts staff, building use, needs are met while also remaining open to community needs for improved space. Library staff is meeting with the architect to scope current and future space needs (including staff space, maker space needs and housing our current partners such as the Small Business Development Center.) I am also meeting with the nonprofit community group Boulder Center for the Performing Arts to ensure that they remain a viable partner in these negotiations.

The Community Cultural Plan which is in its draft phase has a recommendation for a 500 seat, highly flexible (no fixed seats) performing arts space. Staff will present options to City Council for the space for consideration sometime in late summer/early fall 2015.

Also, attached is an information memo from the Civic Area staff team consisting of a project update on the Civic Area Park Site Plan, the implementation process, and next steps. **See Attachment A**.

II. Update on discussion about liquor license for Library partners

Discussions have proceeded rapidly around the idea of using the current Canyon Theater as an art house cinema in partnership with Downtown Business Inc. (DBI). As you may know from previous discussions at Library Commission meetings, it is the desire of the DBI, Library staff and the Boulder County Farmer's Market to use the Canyon Theater 3 days per week to present a cinema program. In the intervening months, I have done quite a lot of research on small art house cinemas and as we suspected from the beginning, the nature of film houses is changing

dramatically. Many successful ones serve alcohol and high end foods. Concessions are how they make the money to keep their programs thriving and the quality of the concessions is what keeps customers coming back. The alcohol licensing for the space is an issue which I am looking to the Library Commission for guidance. We have examined several options for the space and met with the liquor board and made inquiries to the State of Colorado.

Sandra Llanes, Assistant City Attorney, has been working through the logistics of this issue and here is where it stands as of May 28, 2015:

After reviewing the State liquor code, we found two potential options. They are:

1. The City (library) applies for an Arts License and a Retail Warehouse Storage Permit (to store liquor in a locked cage in the basement). The City would enter into a management agreement whereby DBI would handle management of all liquor issues.
2. DBI, as a non-profit applies for an Arts License and a Retail Warehouse Storage Permit, and the City leases a defined premises area to DBI. DBI is the liquor license holder (they are responsible for every aspect of the liquor) and the city is more like a landlord.

Questions asked of the State of Colorado:

1. **From a practical perspective, how does the city (a municipality) apply for a liquor license? Do we go through the state for the new license state hearing?**
   The City of Boulder would make application as usual to the Beverage Licensing Authority (BLA) via city licensing. The BLA would be the local licensing authority.

2. **Would violations need to be addressed by the state in a state hearing?**
   Violations go to the BLA.

3. **Who would the applicant be? Is it the city manager? Would the state do a background check on the city manager, library director, or city council?**
   We would run the City Manager (Ex. Director) and the Library Director (Ops. Manager) and the Mayor (Chairman of the board). City council could pass a resolution which states that the Library Director will hold all of the positions of the ED, OM, and the Chair for purposes of this license only if we want to i.e. if we only want to background the library director to qualify them.

4. **Is it permissible for the city to have a management agreement like the one described in option #1?**
   Yes, it may be possible. It just depends on the way the agreement is structured. The agreement would need to be approved by the state.

Also, if DBI is the licensee, DBI would have to show that they had exclusive possession and control of the licensed premises. That may be difficult to show in that they would not have exclusive possession and control of all of the licensed premise (in a lease) 24/7/365 but rather only 3 days a week. The state seemed to think that would not be sufficient.

There are other examples of this, such as the Arvada Center, which has an arts license which licenses the whole place, but then they occasionally give permission to other non-profits to have

other events there which is allowed under an arts license. That may be a good example to look into.

According to the state, a third option may be a joint license arrangement (between DBI and the City).

Lastly, you asked me to look into the following question:

Are there any prohibitions on the city purchasing alcohol, selling, and collecting revenue for alcohol sales?

I did not find any city policies that prohibit this activity.

The City and DBI are very excited about the prospects of starting a cinema in the Main Library and activating the Canyon Theater.

Questions for the Library Commission:

1. Does the Library Commission support either of the above scenarios for application for a liquor license?
2. What concerns does Library Commission have with the proposed program?

III. July 11, 2015 Library Commission retreat agenda

While our plans are somewhat fluid, the main objective is to have a facilitated discussion of trends in libraries in anticipation of beginning our master planning process later this year. Our discussion will be led and facilitated by Sharon Morris, Library Development Director for the State Library. We intend to invite library leadership staff and Boulder Library Foundation officers to the retreat. There will be opportunities for large group discussion and likely some small breakout sessions.

It is also our intent to spend some time discussing what we hope to achieve in the master planning process, with regard to public engagement, research, and analysis. Ideally we will all leave the retreat with a better understanding of some of the trends in public libraries and how they might apply to Boulder Public Library's master planning process. See **Attachment B.** Draft Master Plan process overview.

We would appreciate feedback from the Library Commission on this proposed plan and to learn what other topics the Library Commission would like to address during the retreat.

IV. BPL quarterly performance statistics – Q1

The BPL quarterly performance statistics for the first quarter 2015 are **Attachment C**.

V. Jaipur Literature Festival update

Any information update on the festival planning will be given during the June 3, 2015 meeting.

C I T Y OF B O U L D E R
BOARD & COMMISSION INFORMATION ITEM

TO: Boulder Arts Commission
Boulder Design Advisory Board
Downtown Management Commission
Greenways Advisory Committee
Human Relations Commission
Landmarks Board
Library Commission
Parks and Recreation Advisory Board
Transportation Advisory Board
Water Resources Advisory Board

FROM: David Driskell, Executive Director of Community Planning & Sustainability
Maureen Rait, Executive Director of Public Works
Yvette Bowden, Director of Parks and Recreation
Sam Assefa, Senior Urban Designer, Project Coordinator
Jeff Haley, Project Coordinator
Joanna Crean, Project Coordinator

DATE: May 8, 2015

SUBJECT: Update on the Boulder Civic Area Master Plan and Park Site Plan

EXECUTIVE SUMMARY:
With the passage of the Community, Culture and Safety tax initiative in November 2014, the first phase of improvements in the Civic Area continue to move forward. Building on the council-adopted vision plan and community feedback, a Civic Area Park Site Plan is being developed to implement the $8.7 million Phase I improvements and coordinate with the more than $5 million from the tax devoted to Boulder Creek Path, 11th Street lighting, public art and Arapahoe underpass improvements. Additionally, in order to advance implementation items for the near-term and guide further work on longer-term investments, amendments to the adopted Civic Area Vision Plan have been developed with the intent of replacing the existing 1992 Boulder Civic Center Master Plan and serving as the updated Civic Area Master Plan.

The purpose of this information item is to provide an update on the Civic Area project, including:

- Civic Area Master Plan (**Attachment A**),
- Park Site Plan (**Attachment B**), and
- Project schedule for 2015.

BACKGROUND

In January, 1993, the City Council adopted the 1992 Civic Center Master Plan, which served as an implementation tool to translate the Boulder Valley Comprehensive Plan (BVCP) into action. While the 1992 Civic Area Master Plan guided some implementation efforts subsequent to its adoption, many of its proposals were never realized.

On Sept. 3, 2013 City Council approved the Vision Plan for Boulder's Civic Area that reflects 18-month collaboration with the Boulder community, boards and commissions and City Council. The long-term vision is to transform the Civic Area into an even more unique place that reflects the community's shared values and its diversity, providing space and programs for people to gather, recreate, eat, learn, deliberate and innovate. The vision plan established site performance goals, guiding principles and core themes for the Civic Area.

However, the vision plan was not adopted as a master plan, a necessary implementation document that provides a common framework for planning the delivery and funding of city services, facilities and programs. Therefore, amending the vision plan and presenting it for adoption as the updated Civic Area Master Plan is needed. The updated plan will integrate technical and site analysis and public input, including amendments to enhance the goals, guiding principles and core themes.

With the passage of the Community, Culture and Safety tax initiative in November 2014, a Civic Area Park Site Plan is being developed to implement the $8.7 million in phase I improvements and coordinate with the more than $5 million from the tax devoted to Boulder Creek Path, 11th Street lighting and Arapahoe underpass improvements. In order to advance these Phase I improvements and guide further work on longer-term investments, updating the Civic Area Master Plan is necessary.

PUBLIC AND BOARD/COMMISSION COMMENT AND PROCESS:

In the fall of 2014, community feedback was collected about program preferences and park design themes. In March 2015, the city hosted a stakeholder[1] workshop and a public open house as well as a joint board and commission workshop. The purpose was to collect feedback on draft Park Site Plan options and long-term improvement strategies related to the Master Plan update.

Below is a brief summary of the consistent themes. Follow the link https://bouldercolorado.gov/planning/boulder-civic-area-project for a more detailed summary of the comments as well as the verbatim comments from each meeting.

Park Development

Participants expressed overall support for the plans and believe that the designs will begin to transform the area into a more actively used and engaging public space. Many agree the physical site development must be complemented by intentional programs and activation strategies to invite users with a range of dynamic activities supported by attractive public spaces. Community members offered that certain existing uses should be reconsidered and improved such as the

[1] Stakeholders, for the purpose of this workshop, included on-site property owners and tenants, organizations with a clear interest in the project, and participants from previous Civic Area focus groups.

current alignment of the Boulder Creek Path and the location of the bandshell to achieve desired outcomes. Additionally, strong emphasis was placed on the Farmers' Market and opportunities for expansion into the park.

East Bookend
The general preference is for a mix of uses in the 1300 Block, not for single predominant use such as a large municipal facility or performing arts center. However, many expressed desire for small performance or events space that will activate the area. Additionally, smaller scale building forms are preferred to allow more permeability, sightlines and to bring light and air to the plazas and the outdoor Farmers' Market. Finally, there are mixed views related to the existing Atrium building. Some felt it could be repurposed, while others felt it would be better to redevelop the site to accommodate a richer mix of uses.

West Bookend
Outreach indicated that the west end needs more activation and mix of uses ranging from senior services to performance spaces and enhanced connection to park areas. While there is mixed support for new residential use, there is consistent support for parking structures to be located in this area to support the larger development of the Civic Area. Some expressed interest in expanding the Canyon theatre to increase performance space as small size venues to complement the existing library function.

On March 31, 2015, this information was presented to City Council during a Study Session. After receiving City Council feedback on strategies for the long-term improvements, the Civic Area Master Plan and Park Site Plan were revised accordingly.

CIVIC AREA MASTER PLAN

The Boulder Civic Area Master Plan outlines a roadmap for the future enhancement and transformation of the Boulder's "Civic Heart" into a place for community inclusiveness and activity—a cohesive and expanded central "green" at the core, bookended by vibrant "built" mixed-use blocks on the west and east ends. Boulder Creek serves as the defining feature that establishes much of the natural beauty of the Civic Area and captures the beauty of Downtown Boulder. The roadmap is articulated in the key section of the plan, which includes the Guiding Principles, illustrative plans, phasing, park and "bookend" development criteria, land use priorities, and financing strategies and options, all of which were developed consistent with the BVCP (see **Attachment A** for details).

One of the specific uses identified in the Civic Area Master Plan is a year-round Market Hall that complements the existing Farmers' Market as well as advance local foods and activate the East End. The project team will initiate a feasibility analysis to identify the type and scale of a year-round market hall appropriate for Boulder and the Civic Area, including associated programming, governance, financing and infrastructure. Concurrently, the city-owned Atrium Building that is located within the east bookend has been suggested as a potential location for the year-round Market Hall. The Feasibility Analysis will include an architectural and program analysis that will explore this option either within the Atrium Building, or as part of a new mixed-use building. Additionally, Historic Boulder has recently submitted an application to the city for the landmarking of the Atrium Building.

PARK SITE PLAN

The initial park design process included three plan alternatives that illustrated multiple scenarios for improvements to achieve the park development goals. Based on the feedback received and guidance from the vision plan, a preferred option has been developed that incorporates the successful elements of each of the alternatives. The preferred hybrid-plan combines all the elements such as a promenade along Canyon, 11th Street "spine," creek terraces, nature play, improved creek path, plaza spaces and an expanded Farmers' Market area. The plan can be viewed in **(Attachment B)** and will continue to be refined through an ongoing design process described below in "Next Steps"

Throughout this spring and summer, the Park Site Plan will also be informed by detailed site analysis work and various concurrent technical studies, including the Canyon Boulevard Complete Street that began in 2014 and will continue through 2015. Several allied initiatives will also ensure the Civic Area continues its transformation through the following opportunities:

> ***Nature Play –*** On June 10 and 11, 2015 the city will host a Nature Play Symposium and Workshop with Robin Moore and Louise Chawla. Robin is a world-renowned nature play educator from North Carolina State University. Louise is a professor emeritus at CU Boulder's Environmental Design School, an internationally recognized expert on the importance of nature in child development, and lead advisor with Growing Up Boulder (GUB). Robin and Louise will share their expertise on the importance of nature play opportunities in the urban setting and provide design examples from other communities. This interactive workshop will inform the nature play design development, integrating nature play and learning with the new children's library wing and other parts of the park design.
>
> ***Activation & Programming –*** Several events and initiatives are scheduled for the upcoming spring and summer to continue activation of the Civic Area. A current listing of activities will continue to be updated on the Civic Area website throughout the summer.

NEXT STEPS: PROJECT SCHEDULE FOR 2015

The Civic Area Master Plan will be presented to Planning Board on May 21 and will then be presented to City Council as a public hearing item for review and consideration on June 16, 2015. Concurrently, staff continues to develop the Park Site Plan that refines the design considerations set forth in the Civic Area Master Plan in order to begin implementation of Phase I construction in 2016. During the fourth quarter of 2015, the Park Site Plan will be brought to the Parks and Recreation Advisory Board (PRAB), Planning Board and City Council for review and consideration.

The public will also have the opportunity to provide input on key design elements identified in the Park Site Plan through upcoming outreach. The project team has identified a Design Inspiration Initiative that will solicit ideas from the community to inspire the final design of a few key elements of the plan. Details of this initiative will be communicated in the coming weeks. Additional key dates for the project include:

- Mid July 2015 – Community Open House to review outcomes of the Design Inspiration Initiative and latest Park Site Plan
- July 28, 2015 – City Council briefing on outcomes of Design Inspiration Initiative and Park Site Plan

In addition to the updated Civic Area Master Plan and the Park Site Plan, the city will be developing guidelines for future improvements for the west and east "bookends" of the Civic Area. The primary goal is to serve as an implementation tool to provide clear design guidelines on urban form that address scale, mass, height and architectural character of buildings and set standards for the public realm including connections and public spaces such as plazas. This work will be developed later in 2015 and early 2016 through a robust public process, including the engagements of boards, commissions and council, and will be presented for council's acceptance in 2016. The Civic Area design guidelines for the bookends will be informed by the update to the Downtown Design Guidelines and the Form Based Code pilot, both of which are scheduled to be completed later this year.

ATTACHMENTS:
A – Draft Civic Area Master Plan
B – Park Site Plan

DRAFT

THE MASTERPLAN FOR

BOULDER'S CIVIC AREA

Revised June 2015
BoulderCivicArea.com

Acknowledgments

Special thanks to the people and organizations below who contributed their time and ideas throughout the Civic Area Master Plan update process.

City Council Members

Matt Appelbaum, Mayor
Suzanne Jones, Mayor Pro Tem
Suzy Ageton
KC Becker
Macon Cowles
George Karakehian
Lisa Morzel
Tim Plass
Andrew Shoemaker
Sam Weaver
Mary Young

Boards and Commissions

Boulder Arts Commission
Boulder Design Advisory Board
Downtown Management Commission
Human Relations Commission
Landmarks Board
Library Commission
Parks and Recreation Advisory Board
Planning Board
Transportation Advisory Board
Water Resources Advisory Board

Consultants

Tom Leader Studio
Anderson Consulting
ERO Resources Corporation
HR&A
JVA Consulting
Tuttle
Re: Architecture
Russell + Mills Studios

City Staff

Jeff Arthur, Director of Public Works for Utilities
Sam Assefa, Senior Urban Designer, Project Coordinator
Michael Banuelos, Communication Specialist
Joanna Bloom, Source Water Administrator
Yvette Bowden, Director of Parks and Recreation
Kathleen Bracke, GO Boulder Manager
Jane Brautigam, City Manager
Joe Castro, Facilities and Fleet Manager
Matt Chasansky, Arts and Cultural Services Manager
Bill Cowern, Traffic Operation Engineer
Joanna Crean, Project Coordinator
Jeff Dillon, Capital Investment Manager, Parks and Recreation
David Driskell, Executive Director, Community Planning and Sustainability
Bob Eichem, Chief Financial Officer
David Farnan, Director of Library and Arts
Jeff Haley, Parks Planning Manager, Project Coordinator
Heidi Hansen, Civil Engineer II
James Hewat, Senior Planner
Lauren Holm, Administrative Specialist
Katie Knapp, Engineer Project Manager
Lane Landrith, Business Coordinator, Downtown and University Hill Management Division & Parking Services
Glenn Magee, Facilities Design and Construction Manager
Lisa Martin, Urban Parks Operations Manager
Annie Noble, Flood and Greenways Engineering Coordinator
Karen Rahn, Director of Human Services
Maureen Rait, Executive Director of Public Works
Michael Sweeney, Interim Director of Public Works for Transportation
Molly Winter, Director of Downtown and University Hill Management Division & Parking Services
Patrick von Keyserling, Communications Director

Contents

Overview.. 5
The Vision 6
How Will the Plan Be Used 7
Guiding Principles 8
Creating the Place 13
PARK AT THE CORE 16
EAST END: FOOD AND INNOVATION 20
WEST END: ARTS AND CULTURE 24
Access and Mobility 28
Key Improvements 30
Implementation and Phasing 37
Strategies 38
Phasing Plan 40
Implementation Roles 42

View from the park looking south towards Boulder Creek

Part 1

Overview

The Vision

Just imagine... It's 2025 and you are walking through the Civic Area. You see a variety of people and activities surrounding Boulder Creek, interspersed between timeless architecture and a great downtown park.

Boulder's Civic Area will be the heart of Boulder with nature at its core, flanked by bookends of civic, cultural, and commercial buildings that are alive with activity, collaboration, and innovation at the east and west. It will be a place for everyone - a lively and distinct destination that reflects our community's values, where people of all ages, abilities, backgrounds and incomes feel welcome to recreate, socialize, deliberate, learn and access city services. The green space and beauty along Boulder Creek will provide significant open space and will be the unifying design that weaves existing and new facilities with a rich diversity of civic, commercial, recreational, artistic, cultural and educational amenities and programs. The Civic Area also will continue to be a service center for Boulder municipal government and a new center for innovation, where community members, officials, and partners can meet, interact, and innovate. All together, these elements create a true civic heart for the Boulder community, a place where the city's past, present, and future are debated, celebrated, and realized.

How Will the Plan Be Used

The Civic Area Master Plan reflects robust multi-year community collaboration. Over that period, the community came together to define a future for the Civic Area - one that reaffirms shared values and provides a path for engagement while addressing change over time. Reflecting back, Boulder began with a series of questions: What if ...the area could be a transformative place for gatherings, recreation, dialogue and innovation? What if...it could showcase sustainability values? What if... it could have an expanded farmers' market and provide space for arts, culture, education and other events?

The Civic Area Master Plan provides a roadmap for how the Civic Area can transform into an even more extraordinary place that reflects the community's shared values as well as its diversity. The plan maintains beloved places - the Dushanbe Teahouse, the Boulder Public Library, the Farmers' Market, Sister Cities Plaza, and others - and views of the Flatirons and access to Boulder Creek. It also:

- identifies future facility needs;
- makes more space for art, food and culture; and
- provides a framework that allows Boulder to maintain a sense of place in the heart of the city - while positioning the area to be a model of future innovation.

This plan illustrates future prospects for the largest publicly-owned place in the heart of Boulder. The plan area is located south of downtown and includes some private properties. The plan is intended to be consistent with the Boulder Valley Comprehensive Plan and provide direction for a specific geographic area and its land use.

The plan provides a generalized picture of the desired future of the Civic Area and is advisory in nature. The city zoning map assigns every parcel of land in the city a zoning district. The zoning regulates allowable uses and building forms and more. The plan defines policies, priorities, facility needs, and capital budgeting. The plan's intent is to:

1. provide flexible guidance, allowing for change over time based on further analysis and new information;
2. present an illustrative future plan for mostly public owned land and guide decision making, coordination, and detailed site design;
3. give direction for the future of adjacent private lands, encouraging coordinated planning and proposals that are consistent with the intent of this plan;
4. support continued interdepartmental coordination and collaboration to create integrated outcomes; and,
5. provide the foundation for a comprehensive and multi-faceted financing strategy, including capital budgeting for facilities and multiple types of financing sources - public, private, non-profit, grants, and others - to accomplish the expressed vision. Implementation of the plan is dependent on funding from already available and newly identified sources.

This plan is intended for use by the public, businesses, property owners, city officials and staff. It provides the community with an idea of what to expect in the future in the Civic Area and will guide decisions about private development, and public facilities and services in the area.

The pace of area redevelopment will be determined by private property owners who voluntarily choose to redevelop their properties. The publicly owned areas will be guided by the schedule for development of the Civic Area park site. The plan helps ensure that when redevelopment occurs, property owners can design their projects to be consistent with the vision for the area. It also helps ensure that public improvements will be in place to support the new development.

Details of the plan will change, especially because of its dependence on funding and coordination with multiple parties. As details change, it will not be necessary for the city to formally amend the plan. If changes to the vision, principles or general direction are proposed, City Council will consider amending the plan. Periodically, City Council may revisit the work program and implementation schedule. Additionally, City Council and appropriate city boards and commissions will review and give direction or approval on the various specific improvements to make the plan's vision a reality. The implementation section (page 42) details the role of council as well as boards and commissions in the transformation of the Civic Area.

Guiding Principles

Seven key principles guide the vision for Boulder's Civic Area. They were approved by City Council early in the planning process to inform development of the plan. The principles will continue to provide direction as the plan is implemented, when analyses are prepared, and as detailed planning, design and financing decisions are made.

1. The Civic Heart of Boulder

the idea...

Boulder's Civic Area has symbolic, geographic, and functional importance and should serve as an inclusive place for people to interact with each other and with government. The area should be complementary to Pearl Street (the commercial heart) and Downtown. In the future, the Civic Area will adhere to the following principles.

City Center: Serve as the primary location for city management and government, including functional and interactive places for the community to interface and conduct city business and be creative;

Diversity: Represent the cultural richness, history, and diversity of our community;

Art Center: Continue to be one of the major centers for art in Boulder;

Phasing: Allow for phasing, with flexibility for new ideas to be ever-evolving and incorporated over time;

Unified Public Space: Be maintained as the largest thematically cohesive, unified public outdoor space in Central Boulder;

Design Excellence: Be a model of design excellence with compelling architecture and design reflecting forward thinking;

Destination: Be an enjoyable destination for the community and visitors; Be an integrated place that blends "natural" and "built" environments;

Welcoming and Safe: Be designed to be welcoming, accessible, comfortable, clean and safe;

Space for All: Foster programming and design of spaces and facilities to encourage use and participation by all age groups, income levels, and visitors and locals, avoiding the predominance of any one group of people;

Linking Areas: Complement and link with surrounding neighborhoods and destinations, including Downtown, Goss-Grove, CU and University Hill, and Boulder High School; and,

Canyon Boulevard as Complete Street: Include a new urban design and streetscape character for Canyon Boulevard - to make it more of a "boulevard" with attractive landscaping that is comfortable for pedestrians, bicycles, and accessible by transit.

2. Life & Property Safety

the idea...

Boulder's Civic Area is located within the 100-year floodplain, and much of the land lies within the High Hazard Zone (HHZ). The city will meet or exceed existing flood standards, including avoiding placing new structures and parking in the HHZ and will be proactive about planning for and educating about floods. Specifically, the city will adhere to the following principles.

Flood Regulations: Ensure any proposal meets or exceeds all current flood-related codes and regulations, which prohibit new development and substantial improvement to existing facilities in the HHZ;

Parking and Structures Relocation: Pro-actively develop a plan for removal of surface parking and structures, including the New Britian and Park Central buildings that are in the HHZ. In their place will be expanded park space with amenities and activities. Also, plan how to relocate facilities and uses after a flood;

Flood Safety Education: Educate the public and Civic Area and building users about safety and risks associated with flooding and natural and public values of water (e.g., through public art, landscape elements, and interpretive signage);

Landscape Plans: Create future landscape plans that enhance public safety and orientation of visitors to flood egress routes, while also enhancing the aesthetic or artistic character of the area; and,

Critical Facilities: Ensure that any new facilities (e.g., emergency services, critical government operations, and facilities that house vulnerable populations such as day cares and nursing homes) will be in compliance with the adopted Critical Facilities ordinance.

3. Outdoor Culture & Nature

the idea...

Boulder's Civic Area is a central place to enjoy the outdoors in the middle of the city. The linear "green" along Boulder Creek will be a unifying focus, providing natural beauty, ecological function and flood safety as well as recreational, art, and cultural opportunities. The city will follow these principles.

Maintain/Expand Green: Maintain or expand the green, open space (no net loss), particularly in the High Hazard Flood Zone - as a blend of natural, restored creek, urban parks and playgrounds, and community gardens;

Cohesive Green Space: Create a unifying "linear green" theme and cohesive outdoor spaces - uniting the parks south of downtown as a significant asset to the city's overall park system;

Protect Significant Trees: Protect existing significant trees and shrubs (taking into consideration their anticipated lifespan) and maintain an ecologically healthy creek channel;

Public Art: Blend public art into outdoor spaces to attract, inspire, educate, and encourage exploration and play;

Boulder Creek: Allow safe access to Boulder Creek in locations that will not damage ecological value;

Views: Provide and maintain views and breathing room;

Farmer's Ditch: Improve the park-like quality and linear connections along the Farmer's Ditch;

Welcoming Space: Make outdoor spaces feel safe and welcoming (e.g., through lighting, seating, strategic landscape and design, programs and activity, and enforcement); and,

Recreation: Provide increased opportunities for outdoor recreation including nature exploration and play, fishing, kayaking, jogging, yoga, tai chi, etc.

4. Celebration of History & Assets

the idea... *Boulder's Civic Area has a historical focus and many long-standing functions and facilities highly valued by the community, such as the library, Sister City Plaza, Farmers' Market and Teahouse. Existing community assets will continue to play a vital role in the area. The following principles will guide the community.*

Farmers' Market: Continue and expand the Farmers' Market as a vital component of the area, source of community pride and economic benefit, and source for local and healthy food. Partner to expand the Farmers' Market extent and function as an outdoor market, and possibly expand it as a year-round (or extended season) local foods marketplace;

Local Food and Farms: Encourage sharing of information about local food and farms and regional relations (e.g., Farmer's Ditch);

Inclusive History: Preserve, reflect and celebrate the area's fully inclusive history (e.g., indigenous populations, mining, the railroad, Olmsted's linear park and landmarked structures);

Historic Structures: Preserve historic structures in accordance with city policies and regulations;

Integration of History: Integrate history with arts, culture, local food, and any new structures or designs; and,

Existing Assets: Ensure that existing assets contribute positively to the area and are vital and useful (e.g., address Bandshell use, access and delivery/noise; increase enjoyment of Sister City Plaza).

5. Enhanced Access & Connections

the idea... *Boulder's Civic Area has well-used bicycle and pedestrian amenities and convenient transit connections, serving as both an important destination and connector. Travel and access to the area will continue to be improved. The following principles will guide the city.*

Improvements: Continue to improve the pedestrian and bicycle experience and amenities;

Wayfinding: Continue to improve connections and wayfinding to/from Downtown for those on foot or bike or using transit;

Parking: Explore replacement of surface lots with structured parking; Assess the parking needs for proposed new uses to address the carrying capacity for all modal access and potential for shared parking;

Boulder Creek Path: Address conflicts and connectivity along the Boulder Creek Path, which is a significant transportation route and recreational amenity (in and through the area);

Thoroughfares: Reduce the barrier-effect of major thoroughfares (e.g., Canyon Boulevard, Arapahoe Avenue and Broadway) and improve their aesthetic quality; and,

Streets: Explore feasibility of shared, closed, or event street(s)(e.g., 13th Street).

6. Place for Community Activity & Arts

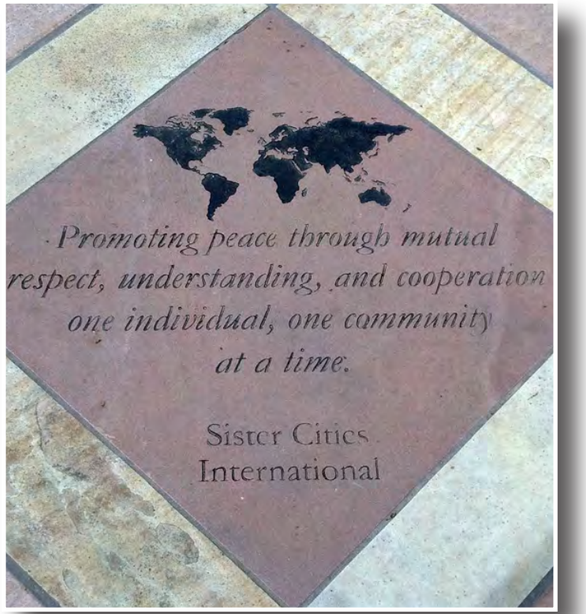
the idea... *Boulder's Civic Area offers potential to expand civic services or cultural, arts, science, educational or entertainment amenities that are otherwise lacking in the community. Any new facilities will provide a high level of public benefit and will be guided by the following principles.*

Architecture and Design: Increase the area's potential for great beauty and attention through artistically compelling architecture and site design;

Indoor & Outdoor Space: Elegantly blend indoor and outdoor spaces to encourage movement and gathering;

Mixed-Use: Provide a vibrant mix of uses and design to encourage activity and inclusiveness throughout daytime and evening hours and around the year; and,

Harmonious with Downtown: Fit the area's overall public purpose and be harmonious with (but not a replication of) activity on Pearl Street and Downtown.



7. Sustainable & Viable Future

the idea... *All future uses and changes in Boulder's Civic Area's public properties will exemplify the community's sustainability values (i.e., economic, social and environmental) and will be guided by the following principles.*

Partnerships: Rely on and encourage partnerships in which key roles, such as administrative, maintenance operations, financial and program services, are collaboratively but formally shared between the city and other entities;

Financial Analysis: Demonstrate consideration of sound financial analysis, including likely capital and ongoing operations and maintenance costs for public and private uses;

Community Benefits: Prove community and social benefit, increase inclusiveness, and minimize impact to like-uses, venues and nearby neighborhoods;

Environmental Considerations: Conserve energy, consider the use of renewable energy, minimize waste and carbon emissions, conserve water and improve water and air quality; and,

Experiential: Provide educational and experiential components.

Part 2

Creating the Place

The Place

The Civic Area vision embodies thousands of community-driven ideas. It adds green space for recreation, while creating new built spaces for essential community functions. It addresses public safety and environmental issues while at the same time meeting the community's recreational, cultural, and diversity objectives. Boulder's Civic Area is envisioned to transform into a place for community inclusiveness and activity-a cohesive and expanded central "green" at the core, bookended by vibrant "built" mixed-use blocks on the west and east ends.

Park at the Core

Boulder Creek serves as the defining feature that establishes much of the natural beauty of the Civic Area and captures the beauty of Downtown Boulder. Along the creek will be a variety of park spaces, play areas, art, mobile food, and programmed activities filled with a diversity of people. To encourage safety and night use, the park will be better lit, landscaping will be cleared and maintained, and new adjacent day and night uses will provide more "eyes on the park." Buildings and urban plazas on the east and west ends will complement and bookend this expansive outdoor "playground," offering more places for people to gather, shop, learn, meet, dine and be entertained. These uses will harmonize with existing and historic structures and places, such as the Dushanbe Teahouse, Sister Cities Plaza, Municipal Building, Storage and Transfer Building (Boulder Museum of Contemporary Art/ BMoCA). The whole area will complement Downtown to meet broad community needs.

Additionally, removing buildings and parking lots currently in the High Hazard Flood Zone (HHZ) will improve safety and create additional park land. The vision approximately doubles the area's usable pervious surface, promoting "green" infrastructure to help mitigate storm water run-off and urban heat island effects. Green infrastructure also improves the quality of place and increases surrounding property values. In turn, the land outside of the HHZ on both ends of the area will be redeveloped to add more vitality and excitement to the Civic Area. For more information on the park, see page 16

The East End: Food and Innovation

The East End (from 13th Street to 14th Street between Canyon Boulevard and Arapahoe Avenue) will likely include an expanded Farmers' Market and plaza space, the Dushanbe Teahouse, the BMoCA building, possibly a year-round public market hall, a mixed-use community services /innovation center and structured parking to support these functions. Additionally, a vibrant mix of uses are encouraged at the East End that could include small restaurants, cafes, incubator offices, hotel and/ or residential units mixed in with city services and civic functions, such as event and meeting space. This will ensure activity and interest throughout the day and night, all week long and all year. For more information on the East End, see page 20.

The West End: Arts and Culture

The West End (the area west of Broadway between Canyon and Arapahoe) will include the existing library on both sides of the creek; a cafe; the Senior Center; the landmarked Municipal Building; a new multi-use building on the St. Julien Civic Use Pad, as well as structured parking. The north library may accommodate a small performing arts facility as part of an expansion and renovation of the existing Canyon Theater, or as part of redevelopment of the north wing library. In addition to existing and new library functions, a future redevelopment of the north wing library could also include community meeting space (possibly connected by a pedestrian bridge over Canyon Boulevard to a future use at the Civic Use Pad). There is the possibility of mixing private and public development to generate 24/7 vitality. A new pedestrian bridge across Boulder Creek west of the existing covered library bridge will better connect the west park area, as well as any future new activities and uses if the Senior Center and the north library are redeveloped. The Municipal Building may be repurposed for a hands-on arts center, museum or other civic related uses should any or all current municipal services relocate elsewhere in the Civic Area. For more information on the West End, see page 24.

PARK AT THE CORE

Over half of the 27 acres - and the core - of the Civic Area is Civic and Central parks with Boulder Creek flowing through, a green spine that unifies spaces and provides natural beauty, ecological richness, shade, recreation, art and places to gather. Park amenities and activities, such as kiosks, food and seating, lighting, and cohesive signage will be added throughout for a consistent look and feel, and green space will expand through the relocation of parking and structures from the High Hazard Zone (HHZ) to other places. Adjacent buildings will create "eyes on the park" and make the area feel more inclusive, safe, and family-friendly.

Performance Criteria

Public parks are central to the vision for the Civic Area. These criteria establish program and design standards for parks within the area.

Plazas and Gathering Places: Generally, large open spaces should be spatially defined into smaller, more easily identifiable and relatable areas. People commonly gather at articulated edges in or around a plaza. A distinct sense of place can be achieved by defining edges and establishing a sense of enclosure through the use of canopies, trees, shrub plantings, arcades, and trellises, which must be balanced with visibility and defensibility. For plazas, small parks, and portions of larger parks, peripheral uses that generate activity, such as eating and drinking outlets, small retail, and music performances are particularly important to the park's attractiveness and liveliness.

Plazas will generally have a "human scale" if they are less than 60 feet across. Avoid large, unarticulated areas, except for those intended for public gathering. Provide a variety of sizes and shapes to encourage socializing and community building.

Park Access: The Boulder Civic Area has well-used bicycle and pedestrian amenities and convenient transit connections. Travel through and access to the area will continue to be improved with enhanced pedestrian and bike as well as limited vehicular access.

- Traffic calming features and pedestrian-oriented streetscape amenities for all streets surrounding and intersecting parks, including: Canyon Boulevard, Arapahoe Avenue, 9th Street, Broadway, and 11th, 13th, 14th and 15th Streets.
- Pedestrian access across Canyon Boulevard should be improved at key crossing points.
- Establish a hierarchy of types of paths that includes: commuter biking paths, children's biking paths, soft (unpaved) walking paths and health paths (perhaps incorporating stone inlays or other interactive art).
- Pathways should provide safe, protected pedestrian links from the park to adjacent uses, such as transit stops and Downtown.
- Pathways should consider those park users who may wish to meander through or around the park as well as those who wish to move efficiently from point to point.

Art and Entertainment: Encourage visual and performance arts by integrating art and opportunities for art to take place throughout parks. Visual art may include earthworks, temporary or permanent sculptures, lighting installations and murals. Visual art may also be incorporated into park fixtures and furnishings such as park signage, gateway markers, pedestrian light posts, banners, pavement, seating, tree grates and guards, and bike corrals. Performance art spaces may include multiple performance venues of different types, including a stage with an amphitheater as well as open plazas.

Food: Incorporate access to a variety of existing and new food establishments and vendors in the park, including permanent and temporary seasonal outdoor and indoor facilities. Recognize the community values of existing food establishments such as the Dushanbe Tea House, the Boulder Farmers' Market, and Mustard's Last Stand, and provide opportunities for enhancing their social and economic viability in the area. When Park Central Building is relocated, consider opportunities for Mustard's to continue to be part of the future development of the Civic Area.

- Provide cafe seating opportunities with flexible furniture, including permanent, fixed picnic seating at appropriate locations.
- Expand outdoor seating and cafe opportunities at the North Library garden, including external access to the library cafe.
- Provide opportunities for an ice cream vendor and food trucks.

Services Extending the Range of Uses: At plazas and performance spaces, provide secure electrical outlets, water spigots, restrooms, and other services that will encourage a greater range of uses.

Views and Viewpoints: Design parks to take advantage of views to the mountains, the creek and other amenities. Use vegetation and path orientation to frame and direct views. Incorporate park edge vegetation to screen views of surrounding roadways and parking and create a sense of place and enclosure. Plan for views into the park from access points.

Noise Mitigation: Mitigate and detract attention from traffic and other ambient noise, in strategic locations for performance spaces as well as quiet contemplative places, by using elements such as fountains, waterfalls and vegetation.

Public Amenities: Provide site furniture and amenities, such as waste receptacles, bicycle racks, drinking fountains, game tables, kiosks, children's play equipment and artwork at key locations within the park. Provide restrooms that are accessible from outdoors within existing buildings, such as the library, and in new buildings. Wayfinding elements, such as signage, lighting, entry gateways and pavement treatment, should be designed to provide a unified look to the park.

Build Green:

- Exceed minimum energy performance and take advantage of renewable resources.
- Conserve water for landscaping.
- Mitigate urban heat island and stormwater runoff.

Safety and Security: Crime Prevention through Environmental Design (CPTED) refers to a group of strategies intended to reduce the fear of crime and the opportunities to commit crime.

- Natural Surveillance: This type of "passive surveillance" occurs when areas of the park are open to view by the public and neighbors, and is a major crime deterrent. Maximize the number of "eyes on the park." Ensure that an officer driving by or through the park can see the facilities that might be targeted by offenders. Orient restrooms, shelters, and other structures so that they are easily visible from the roadways and parking areas.
- Defensible Space: Design parks so that potential perpetrators cannot lurk or commit a crime and then flee via a convenient escape route.
- Lighting: Lighting along pathways, plazas, entrances, parking structures, play areas, etc., should suit the intended hours of operation and level of activity, and should not create glare and deep shadows.
- Windows: Encourage windows and adjacent uses that look out onto parks and provide good natural surveillance to discourage criminal activity.
- Landscaping: Provide landscaping that is open and allows visibility and natural surveillance and doesn't allow places to hide. Hedges should be no higher than 3 feet and tree canopies should start no lower than 8 feet. This is especially important around entryways and windows. Native, riparian vegetation should be restored and maintained along Boulder Creek in a manner that addresses both ecological health and safety concerns.
- Territoriality: Visual cues show that the community "owns" its parks. Good maintenance and seasonal displays send a clear message that people care and won't tolerate crime in the area.

PARK AT THE CORE
Key Elements

Dynamic topography

A large contiguous lawn with dynamic topography and necessary infrastructure to accommodate large formal gatherings and special events as well as less formal daily uses and activities.

Cafe Terrace & Cherry Tree Plazas

Distinct plaza areas adjacent to the Library and Municipal building that feature urban design elements to support a range of activities and flexible uses.

Enhanced circulation

Gateway Promenade

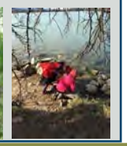
A continuous promenade along Canyon and repeated along Arapahoe as feasible for access, arts and events, inviting visitors to the Civic Area and creating a strong edge for the park.

Expanded Farmers' Market

Development of picnic areas and gathering spaces within Central Park to better accommodate the market and allow expansion into the park areas for stalls and tents on market days.

Nature Play along the Creek

Nature play and interactive physical play spaces primarily south of the creek and incorporated throughout the park for innovative activation and to create a destination for families.



11th Street Spine + Signature Bridge

Continuous paved access corridor aligning the north and south areas of the park to connect Pearl Street through the Civic Area and south to University Hill that features a signature bridge across the creek as well as distinct gateways located at both Canyon and Arapahoe entrances.

Potential Relocation of the Bandshell

EAST END: FOOD AND INNOVATION

(13th/14th Street Block)

The East End is envisioned as a mixed-use block that incorporates a variety of uses in existing buildings and future new developments. Desired uses include civic functions integrated vertically and/or horizontally with private uses such as a center for innovation, incubator offices, residential/hotel and commercial uses. The area's proximity and link to the Pearl Street Mall via 13th Street, as well as access to transit services, make this block conducive to maximizing synergy with existing public and private amenities. As the site with the most potential for new development, special attention is required for a careful mix of uses and their design to achieve the guiding principles. Since all desired uses may not fit within the block, all effort should be made to make sure the final plan reflects a balance in the type, mix, and scale of uses. The following performance criteria will guide program choices and site planning.

Illustrative example of 13th Street Plaza with Farmers' Market and market hall

Illustrative example of a mixed-use facility on 13th St block

Performance Criteria

- **Service Center:** Develop civic uses such as municipal services as part of a mixed-use development vertically and/or horizontally integrated with other uses to encourage innovation and creative collaboration. Day and evenings, during the week, Boulder residents, business owners and government officials will gather to meet and deliberate over local choices and policies, and conduct business and work with partnering non-profits.
- **Day and Night Time Uses:** Integrate uses that generate 24 hour activities such as residential or hotel.
- **Public Plaza:** Develop an urban plaza space to serve as an organizing feature within the block and to provide a variety of public and outdoor functions as a complement to the more "green" park spaces to the west and Farmers' Market.
- **Structured Parking:** Provide the appropriate amount of parking for adequate and convenient access to existing and future uses, balanced with area wide Transportation Demand Management. If new structures are proposed with below grade parking, the hydrologic impacts on the creek and riparian areas must be carefully considered.

The East End: Food and Innovation

The plan graphics and drawings shown here are intended to illustrate the concepts and principles contained in the plan. They are not meant to prescribe the exact location, type or size of future buildings or amenities. The actual physical form of the area will evolve over 10 or more years and will likely be different from these illustrations.

Building Form and Massing

The Civic Area Masterplan will be used as the basis of future land use map changes in the Boulder Valley Comprehensive Plan (BVCP), as well as the basis for rezoning. The performance criteria for Building Form and Massing will be used in the Site Review process to help determine whether a project meets the Site Review criteria. The East End includes five private properties. As the plan is implemented, the City will coordinate with the owners on development opportunities.

- Building heights should range from two to four stories. Along Canyon, provide up to four stories to help create a more urban character, while buildings along Arapahoe should help transition to the relatively lower height of the residential buildings in the vicinity.
- At the ground level, buildings should have permeability and transparency with visual and physical connections to the outdoors and public spaces.
- At least 60% of the ground floor area should be visually transparent along all major public streets, including Canyon Boulevard, Arapahoe Ave., 13th and 14th Streets, as well as along public plazas.
- Use high quality, durable materials that enhance the building and convey a sense of permanence.
- Employ sustainable green building standards.
- To the extent possible, include active market hall and food-related uses along Canyon Boulevard, 13th and 14th Streets, and facing new plazas.
- Consider the effect of building height on shading and views.
- Building orientation should enhance the opportunity for views of the Flatirons and publicly accessible roof-tops.
- Building entrances should be clear, direct, and welcoming and orient to public areas, streets, plazas, and parks.
- Locate parking structures either underground, or above ground wrapped with active uses to avoid visibility and degradation of the pedestrian environment. Structures should be well lit and easy to navigate in the interior.

Possible Program Elements

- Market Hall
- Service/Innovation Center
- Museum
- Night time uses

For Continued Consideration...

The block will include the outdoor Farmers' Market (expanded), Teahouse, City Storage and Transfer Building (BMoCA), outdoor space and parks, and structured parking. The Atrium Building could be repurposed or redeveloped. With further analysis, any of the above possible program elements could also occur here, provided they meet the performance criteria.

WEST END: ARTS AND CULTURE

(Library and Senior Center)

The West End is envisioned as a cultural/arts core within the Civic Area that builds on the existing civic and cultural functions including the Main Library and the West Senior Center. Building on this site provides opportunity to enhance both the indoor and outdoor functions of the existing amenities, as well as redevelopment and/or new development opportunities. North of the Creek, the north wing of the library has potential for redevelopment as a state-of-the art facility for performing arts, taking advantage of its location with the expansive view of the Flatirons to the west and hotel and downtown amenities directly across Canyon Boulevard. The consideration of the Civic Use Pad for a mix of public and private uses provides a potential synergetic relationship of land uses throughout the West End. In addition, a potential repurposed Municipal Building to the east, and the park in-between, provide further opportunity to create a unique and vibrant mix of outdoor/indoor uses primarily focused on arts and cultural uses.

Illustrative example of performing arts lobby

Illustrative example of Civic Use Pad/North Library connection

Performance Criteria

Library North: If a performing arts center is included as part of a redeveloped library, its flexibility is key to its success. A fully redeveloped north library building would need to function as a multi-purpose and flexible performing arts facility. In addition to performance and gallery space, there needs to be creative ways to incorporate a mix of uses such as the library's maker space, flexible rehearsal space that could double as meeting rooms or small banquet space, and even possibly incorporating retail and/or restaurant facilities. The capacity for the space to include events and meeting space for non-profits and businesses at a reasonable price is critical to its success. On the weekend and evenings, the facility could be a place for weddings, receptions and parties, as well as performances and art shows. If plans proceed for only rehabilitating the existing Canyon Theatre by increasing capacity to mezzanine seating, there will still need to be opportunities for maximizing a mix of uses in the north building to activate the space.

Library Cafe: As part of the new cafe at the bridge, expand opportunities for outdoor seating and gathering to spill out onto the adjacent garden to the east.

Library South: Closely coordinate the proposed renovation and reconfiguration of the library's interior space with the redesign of Civic Park south of the creek to make it more kid and family friendly as well as a community destination and gathering place. The interior space and function of the library should be integrated with the outdoor space through art, park design, play area and future programming of the library. Features may include public art that enhance the physical and visual link between the outdoor and indoor spaces, a nature play tot lot, a children's reading garden, a water play sculpture, and intimate picnic and seating areas among shade trees along the creek.

Senior Center: If redeveloped as a new senior facility, explore providing a wider range of services, including relevant city and community services, in a more integrated "one stop shop" model. If the senior center is relocated elsewhere outside the Civic Area, consider the site for residential development, including potential micro units. Consider also potential coordination with Boulder Housing Partners and federal H.U.D. for incorporation of Arapahoe Apartments into new residential development.

Structured Parking: Provide the appropriate amount of parking for adequate and convenient access to existing and future uses, balanced with area wide Transportation Demand Management. If new structures are proposed with below grade parking, the hydrologic impacts on the creek and riparian areas must be carefully considered.

The West End: Arts and Culture

The plan graphics and drawings shown here are intended to illustrate the concepts and principles contained in the plan. They are not meant to prescribe the exact location, type or size of future buildings or amenities. The actual physical form of the area will evolve over 10 or more years and will likely be different from these illustrations.

Building Form and Massing

The Civic Area Masterplan will be used as the basis of future land use map changes in the Boulder Valley Comprehensive Plan (BVCP), as well as the basis for rezoning. The performance criteria for Building Form and Massing will be used in the Site Review process to help determine whether a project meets the Site Review criteria.

- Building heights should range from two to four stories along Canyon to create a more urban character along this wide public right of way, and to establish a better formal relation in mass and scale with St. Julien and the future development at the Civic Use Pad.
- Along Arapahoe, building scale and mass should help transition to the relatively lower height of residential buildings in the vicinity. Building heights should be limited to no more than three stories.
- At the ground level, buildings facing Canyon Boulevard and Arapahoe Avenue should have permeability and transparency with visual and physical indoor/outdoor connections and public spaces, with at least 60% visual transparency along all major public streets and park space.
- Use high quality, durable and timeless materials that enhance the buildings and convey a sense of permanence.
- Employ sustainable green building standards.
- Consider the effect of building height on shading and views.
- Building orientation should enhance the opportunity for views of the Flatirons, especially along west building facades.
- To the extent possible, include opportunities for publicly accessible roof-top spaces.
- Building entrances should be clear, direct, and welcoming and orient to public areas, streets, plazas, and parks.
- Locate parking structures either underground, or above ground wrapped with active uses to avoid visibility and degradation of the pedestrian environment. Structures should be well lit and easy to navigate in the interior.

Possible Program Elements

- Multi-Purpose Senior Center (Redeveloped)
- Expanded Cafe
- Civic Use Pad
- Night Time Uses
- Performing Arts

For Continued Consideration...

The West End will include the existing south wing of the library as it is today, the Municipal Building, structure parking, and outdoor space and parks. With further analysis, any of the above possible program elements could also occur here, provided they meet the performance criteria.

Access and Mobility

Access and mobility are important to the vitality of the Civic Area. People using all transportation modes-whether on foot, bicycle, bus or car-need to be able to get around easily. People also need to be able to connect to surrounding destinations safely and conveniently. The Civic Area and Downtown already have well-used multi-modal amenities and connections, including the 13th Street contra-flow bike lane, local and regional transit services and the Transit Center, bike parking, Boulder Creek Path, Pearl Street Mall, and a parking district. However, improvements throughout the area could still be made.

Access and Mobility Elements

Canyon Boulevard: Canyon Boulevard will be enhanced from 9th to 17th Street to become a complete street, incorporating dedicated bike lanes, safe pedestrian environments and more street trees and landscaping while still accommodating cars and buses.

Broadway: Reduce Broadway as a barrier by employing design elements to improve pedestrian safety at the Arapahoe and Canyon intersections. Design treatments similar to the special brick pavers used at the Pearl Street Mall and Broadway crossing would help to reduce the barrier perception while improving safety.

11th Street: 11th Street will be improved to allow enhanced physical and visual connectivity from Pearl Street to the Civic Area and to the University Hill area. This improvement will provide a pedestrian and bike friendly corridor that allows visitors to easily access these core areas of downtown.

13th Street: 13th Street could be remain unchanged, which is open to vehicular traffic except during the Farmers' Market, or could be transformed into an urban plaza with bike access and a stronger connection to Pearl Street Mall.

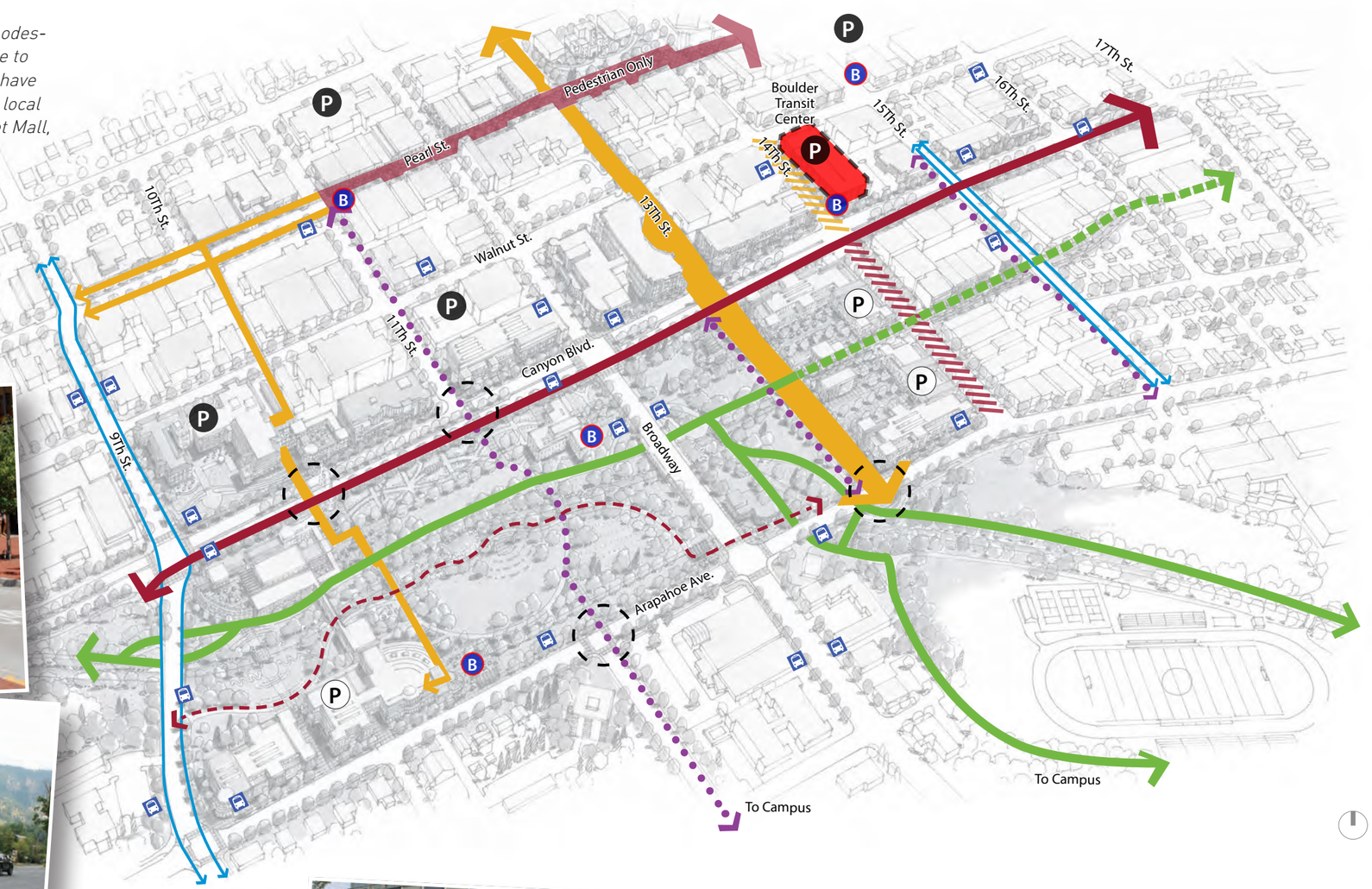
14th Street: 14th Street could remain unchanged, or converted to transit-only with bike and pedestrian access, or converted to a transit and general use street.

Public Transit: Local and regional transit public transportation services, including the SKIP, JUMP, DASH, BOLT, BX, and AB, will continue to provide access to the Civic Area and the Downtown.

Bicycle/Pedestrian: Maintain and expand current bicycle and pedestrian pathways to facilitate better circulation as well as connections to nearby areas, including Pearl Street Mall, Goss/Grove, CU and University Hill.

Goss/Grove Access: Create an east-west bike/pedestrian corridor through the Goss/Grove neighborhood starting at 14th Street and continuing to 17th Street.

Parking: Over time, the surface parking in the HHZ will be removed to improve life safety and to open up more parkland; however, these spaces will be replaced with parking structures on either or both the west and east end of the Civic Area.

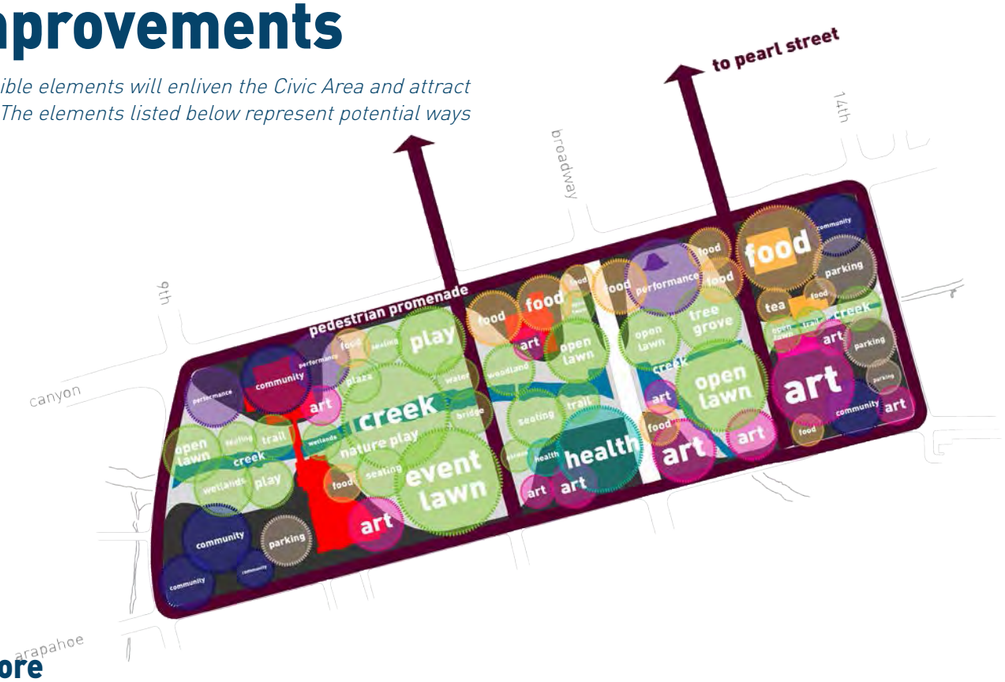


Legend

Major Ped/Bike Connection	Internal East/West Connection	B-Cycle Station
New Ped/Bike Connection - Canyon Blvd.	Bike Lane	Transit Station and/or Stop
Ped/Bike Connection	Existing Parking Structure	Boulder Transit Center
Boulder Creek Trail - Ped/Bike	Potential Parking Structure	Transit Corridor
New Ped/Bike Connection - Goss/Grove Access	Enhanced Ped Crossing	Potential Transit Corridor

Key Improvements

Many different possible elements will enliven the Civic Area and attract people and activity. The elements listed below represent potential ways to develop the area.



Park at the Core

the idea...

The green space and beauty along Boulder Creek will provide significant natural and programmed park spaces and will be a "ribbon" that weaves together existing and new parks facilities. The park will be active and safe, with a rich diversity of civic, recreational, artistic and cultural amenities and programs. The four major focus areas are:

1. The Creek

2. The Civic Front Door

3. Nature in the City

4. Central Park

The Creek: Boulder Creek will continue to be a focal point and unifying element running through the park. The creek will be enhanced by creating opportunities for access, designing viewpoints, maintaining the riparian vegetation (in a manner compatible with safety concerns), and varying the shoreline treatment with vegetation in some areas and terraced rock shores in others.

The Civic Front Door: Civic Park north of the creek will remain an open, sunny Great Lawn for gathering and unstructured sport, but it will also be newly activated with outdoor dining, musical and dance performances, yoga and exercise classes, and other events, such as "Picnic in the Park." Seating for a new library cafe will spill out onto adjacent terraces. Food trucks and carts will add culinary diversity, while folks enjoy live music and games, like ping-pong and chess, and browse demonstration gardens and sculpture displays.

Nature in the City: Civic Park south of the creek will be a naturalistic, shady refuge that relates to the library, and Boulder Creek will be designed with children and families in mind. Improvements will be coordinated with the planned renovation and reconfiguration of the library's interior space and function, aimed at better integrating the interior physically and programmatically with nearby outdoor space. Features may include public art enhancing the physical and visual link between outdoor and indoor spaces, a nature play tot lot, a children's reading garden, a water play sculpture, intimate picnic and seating areas among shade trees and along the creek, and themed gardens, such as edible, shade or xeric/low water.

Central Park: This area is characterized by the historic bandshell and several state champion trees that demonstrate the history of the park while also providing a park experience for the adjacent Farmers' Market along 13th Street. In the near-term, the bandshell programming will be increased to encourage an array of performances and cultural activities that are multi-generational and attract more visitors to the area. However, due to various constraints determined in the current location, the bandshell will be relocated to improve the functionality and use of the current site. This will provide opportunities for enhancements to the Farmers' Market within the park and a promenade along Canyon Boulevard that is complimentary to the future "complete street." This relocation will also achieve better visibility through the site and increased lawn areas for park uses.

Farmers' Market

the idea...

The Farmers' Market will continue to operate on 13th Street and expand to the west and into the Teahouse Plaza, improve access and function, and possibly extend days or hours of operation.

In 2012, the Farmers' Market celebrated 25 years of operation, and it is one of the most notable draws in the Civic Area. It operates on 13th Street on Wednesday afternoons and Saturday mornings from April to October. The locally grown fresh produce fits Boulder's values for healthy living, eating fresh, and supporting local businesses and farmers.

The city has invested in improvements along 13th Street to provide better space for the market stalls. The Farmers' Market, working with the city, is exploring how to better provide drop-off/pick-up access for customers, easier access for vendors, and closer and more accessible parking. Also with the city, it will explore how a year-round "public market hall" could complement its mission to provide a marketplace for local and Colorado agricultural producers.

Public Market Hall

the idea...

The public market hall, or food hall, may supplement (not replace) the outdoor seasonal market on 13th Street, subject to further coordination with the Farmers' Market and analysis. It could be a new vertically mixed-use structure or repurposed Atrium building.

A public market hall would provide a year-round venue for local food and other locally produced goods and provide additional space for the Farmers' Market to expand during the peak season. A new building could be in the 13th/14th Street block that would complement the park uses across the street and enhance the market experience within the park. On 13th Street, it would ideally be mixed vertically with other uses. Additionally, the building could be designed for specific market needs. If the market hall were to be located in the Atrium building, city offices would have to be relocated, and the functionality of the market would be limited by the building configuration and size. The market hall concept will be further analyzed by the city in partnership with the Farmers' Market. Considerations will include synergy with the Farmers' Market function; cost; prospective tenant interest, projected market demand and impact; usability on non-market days; suitability of adjunct uses; synergy with adjacent uses; and access and parking.

Bandshell

the idea...

Explore relocating the bandshell within the Civic Area or other locations that allow increased usefulness as an outdoor structure.

The Glen Huntington Bandshell, built in 1938, is a local historic landmark and protected under the city's Historic Preservation Ordinance. It is architecturally significant as an example of Art Deco architecture in Boulder. Today, it faces challenges, including limited programming, worn appearance, uncomfortable seating, frequent transient occupation, and traffic noise and access challenges for performances. The context also has changed significantly from the 1930s. The north end of the bandshell is within the 65-foot setback from the centerline of Canyon Boulevard, which is needed for creating a "complete street" design along Canyon from 9th Street to 16th Street. The current location of the bandshell would prohibit implementation of a "complete street" between Broadway Avenue and 13th Street.

Recent outreach and public involvement has concluded that the bandshell is not currently functional and faces many challenges relating to its physical location and programmatic effectiveness. Additionally, many proposed uses and physical improvements have been identified for the current space that is occupied by the bandshell within Central Park. Consideration has been given to relocate the bandshell to increase its effectiveness and functionality while allowing improvements to the park area in its current location. The community will be further engaged in the relocation initiative through an outreach to gather ideas and thoughts about its new location and programmatic opportunities. This process will balance the framework of historic preservation while achieving the goals outlined by the community for the improvement to the Civic Area.

Arts, Culture & Science Opportunities

the idea...

Continue to explore a blend of indoor and outdoor arts, cultural and science facilities and spaces as an integral and important components of the Civic Area, including:

- Permanent and temporary art installations or outdoor cultural, arts, and science displays throughout parks;
- Ideas to incorporate an art and cultural related multi-use event space into at the Civic Use Pad.
- Housing the Boulder Museum of Contemporary Art (BMoCA) in a new facility, or in an expanded facility at its existing location.
- Possible repurposing of the Municipal Building (if city facilities are consolidated in new building(s)) for art or cultural related uses; and,
- New facilities as an addition to (or as a redevelopment of) the north wing of the library.

The community wants new arts, culture, and science in the Civic Area and has expressed interest in a community events venue for meetings, banquets, reception dinners, charitable events, etc. BMoCA is exploring expansion of its facility, either at its current location on 13th Street or moving to a new facility within the Civic Area. Additionally, outdoor arts and science are ideas that resonate with the community.

Performing Arts Facility

the idea...

Continue to explore the feasibility of a performing arts facility, either as an addition to or redevelopment of the north wing of the Main Library. A facility may generate excitement and should reflect emerging trends in arts facility programming and usage. The demand for and capital and operation costs of a facility requires further study, as does its projected impact on the Downtown and other venues in and near Boulder. Any facility would need to meet the Guiding Principles and performance criteria in this plan.

In 2013, a local nonprofit, the Boulder Center for the Performing Arts (BCPA), commissioned a feasibility study for a performing arts center in Boulder. Their results were published in April of 2014. The group expressed preference for a mid-sized performing arts center (700-1,200 fixed seats) that would be built through a private/public partnership on city-owned land. The city's Community Cultural Planning process executed in 2014 and 2015 has also identified a need within the community for a mid-sized performance venue. An independent analysis of the BCPA study commissioned by the City of Boulder suggests that the greatest need is for a flexible performance venue of approximately 500-700 seats depending upon the program expectations of the space. The independent analysis stresses the importance of constructing a technically well-equipped venue capable of adapting to future needs in order to host multiple types of events. A well-equipped flexible venue will be of interest to many in Boulder if it has a flexible design capable of hosting large meetings and events as well as performances. The next step is to complete a comprehensive business plan for a performing arts facility. Any performance facility must ensure many uses to avoid creating an inactive zone when it is not in use.

Mixed-Use Community Services / Innovation and Events Center

the idea...

Create a mixed-use community services/innovation and events center (one or several buildings on the 13th/14th Street block) as a space for public/private collaboration, gathering, and celebration through events. Buildings will integrate well with outdoor plazas, theatre, etc. and exemplify the community's sustainability values. The building may accommodate replacement of city functions removed from the HHZ or any repurposed buildings (possibly the Municipal Building and/or Atrium), other city functions, and/or other community needs.

To optimize day/night uses, any new building should be part of a mix of uses, including possibly a vertical mix with the public market hall, other small restaurants or cafes, community event space, and plazas and outdoor spaces. More than 25,000 customers are served each year in seven city buildings in the Civic Area (excluding the Main Library and Senior Center), and multiple events and meetings occur. A center with private incubator space could accommodate multiple community needs.

West Senior Center

the idea...

Continue to explore the creation of a 21st century Senior Center consistent with best practices and models providing a wider range of access for older adults to resources, socialization, and continuous learning and enrichment. Explore co-location of the center with other services, activities, and amenities - either in its current location (redeveloping existing center) or elsewhere, possibly including Downtown, close to other services and amenities.

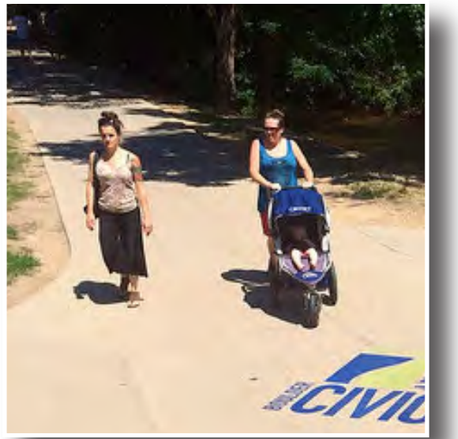
The West Senior Center is west of the library and south of Boulder Creek and was built in 1974. The center, a 16,200 square foot facility, serves 56,400 customers a year, including Meals on Wheels, and the city offers many other senior programs here. The Human Services Department is currently updating its masterplan, and is exploring the senior center's future, consistent with 21st century best practices and models. Often, newer centers are co-located with other services (such as for children, youth, and families) to be convenient for customers and providers. Additionally, they provide both dedicated space for senior adults and flexible, intergenerational community space .

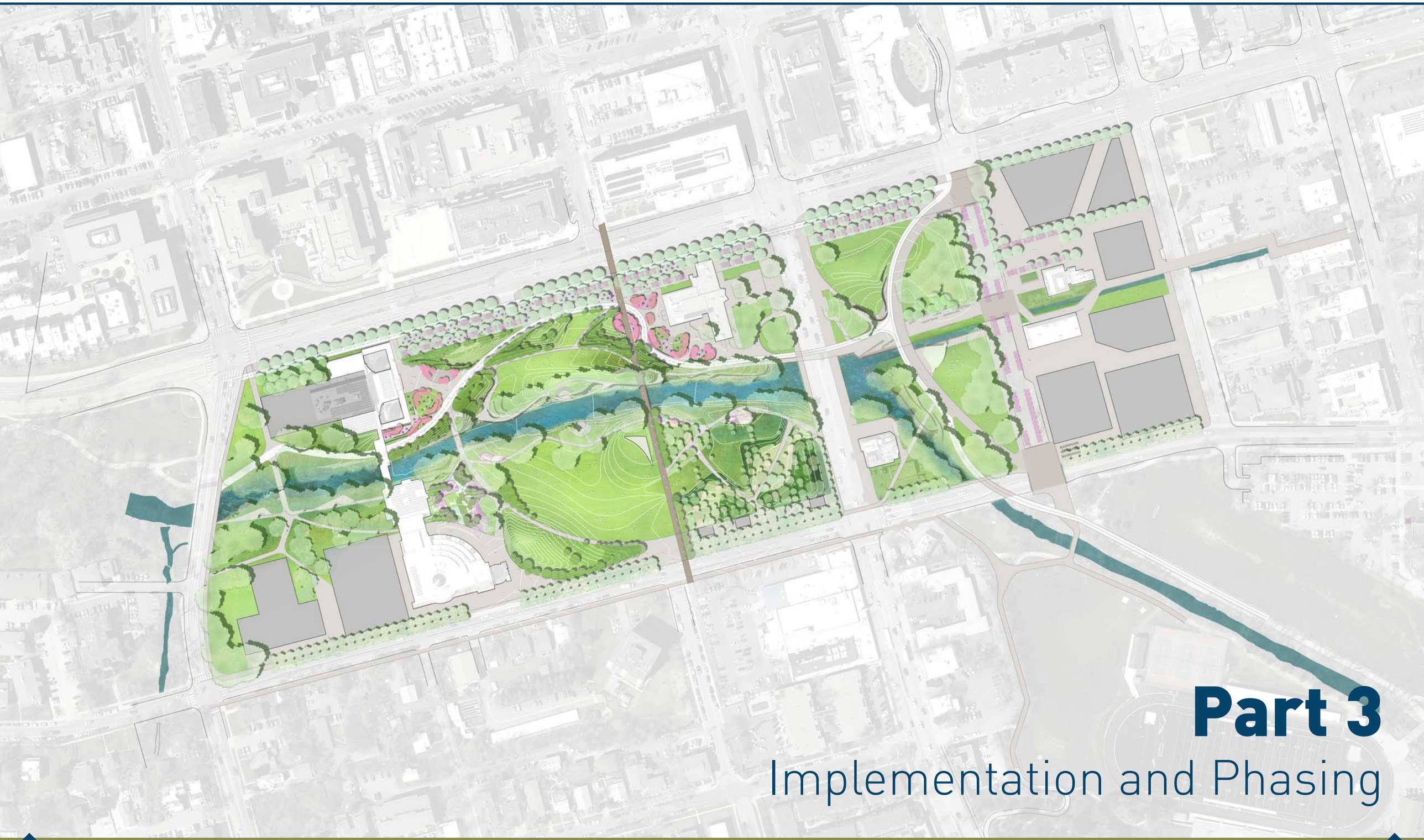
Structured Parking

the idea...

Relocate most surface parking in the Civic Area to structured parking on the west and east ends. Some handicapped spaces and spaces for seniors may remain near building entrances; however, most parking would be in structures designed to be convenient and attractive, and to include a mix of uses around the outside, similar to other downtown parking structures.

To create a strong pedestrian environment for the Civic Area, "just enough" parking spaces will be provided for those who chose to arrive by car. Parking demand is expected to increase with the new, additional uses and amenities, increased events and programming, and higher park visitorship envisioned by this plan. However, that demand will be minimized to the greatest extent possible by providing facilities, services and a physical environment that support and encourage walking, biking and transit use, and by ensuring that parking spaces are shared by uses with different peak periods. The appropriate number of parking spaces and their location will be determined through further analysis and discussion, and will take into account: current and projected parking supply and demand for specific uses and activities at different days, times and seasons, within and adjacent to the Civic Area; potential for coordinating uses and sharing spaces; pedestrian, bicycle and transit enhancements; floodplain issues; site configurations; surrounding street network and access; and other factors.





Part 3

Implementation and Phasing

Strategies

The following strategies will help accomplish the plan.

1 **Phasing/Prioritization "Roadmap."** Key steps and phasing will be necessary to sequentially and systematically work toward the vision in the near-term and over time. (See phasing diagrams on pages 42 and 43 for initial prioritization and phasing.)

2 **Coordination.** Using designated staff coordinators and other staff within the city to work across city departments and with community partners to carry out the plan (e.g., nonprofit organizations, such as the Farmers' Market and BMoCA, private land owners and developers, and others, such as the Ocean Coalition, Bridge House and Boulder Chamber). See sidebar on right for further details.

3 **Detailed Planning and Design.** Develop detailed site plans for certain parts of the Civic Area (e.g., site plan for the core park, for the East and West Ends and for the future Canyon Boulevard). Further engage the community and boards and commissions to review and give feedback on detailed plans. Develop cost estimates for infrastructure and improvements.

Examples of Partners

4 **Investment Strategy**. Identify a comprehensive portfolio of financing tools and development structures to pay for capital improvements in phases and identify ongoing operations and maintenance funds. The financial and investment strategy could include any combination of:

- public financing through voter-approved bonds or sales tax;
- private financing;
- districts such as general improvement districts, metropolitan districts and others;
- endowments;
- certificates of participation (COPs);
- General Fund and Capital Improvement Program (CIP) alignment of priorities;
- public improvement fees;
- state and federal grants (e.g., state Great Outdoors Colorado funds for parks and open space, and National Endowment for the Arts);
- urban renewal financing; and,
- crowd source funding.

The proposed land uses and ownership (e.g., private or public) to some degree determine what kind of financing strategies (financing tools and organizational structures) might be applicable.

5 **Land Use Code Update.** If the Land Use Code is inconsistent with the desired plan, update standards as necessary to incentivize or limit certain types of development.

6 **Programs and Activities.** Collaborate with appropriate partners to expand existing programs and activities or create new programs consistent with the Plan's vision and principles (e.g., programming new facilities, expanding flood education, and/or creating work opportunities for people who are homeless).

7 **Construction.** Following detailed site planning and engineering, construct infrastructure, street improvements, art, informational pieces, park improvements or structures, and buildings.

Partnerships: Cooperate with non-profit and service organizations to ensure that in all programming or built spaces, there are options for people of all incomes and abilities to use the space or participate in events together. As spaces are redeveloped or reprogrammed, enable ways to create space for service provision even if it is not a direct city-provided service.

Maintenance and Operations: Develop on-going community-oriented maintenance activities for the Civic Area. Develop regular ways to involve community members in clean-up and maintenance and to build civic pride and cooperation. Engender a different way of thinking about this area throughout the community. For example, have an on-going clean up paid program for low-income or homeless residents, possibly sponsored by the business community, and also structure regular times for full community projects.

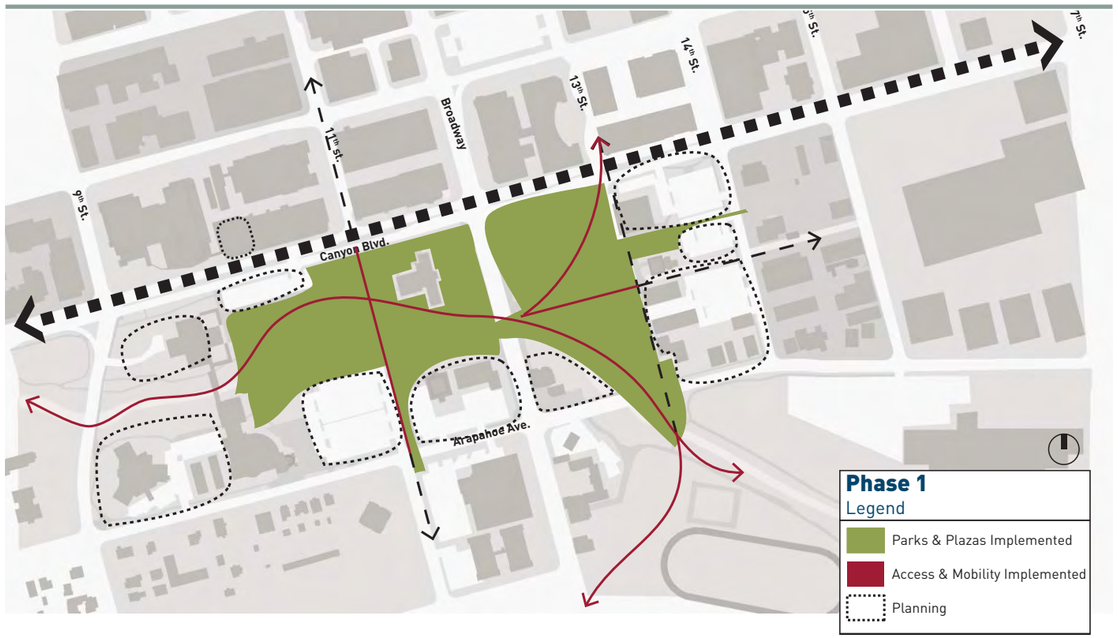
A mix of uses will take a mix of strategies. For example some options may be:

- **Arts/Culture/Parks:** private/public shared financing, supplemented with grants
- **City facilities:** public financing supplemented with private development and city leasing
- **Offices or retail:** private/public partnership, city lease or sale
- **Parking Structure:** Central Area General Improvement District (CAGID) and user fees
- **Housing:** private, public-private partnership, possible trust, lease/sale by city

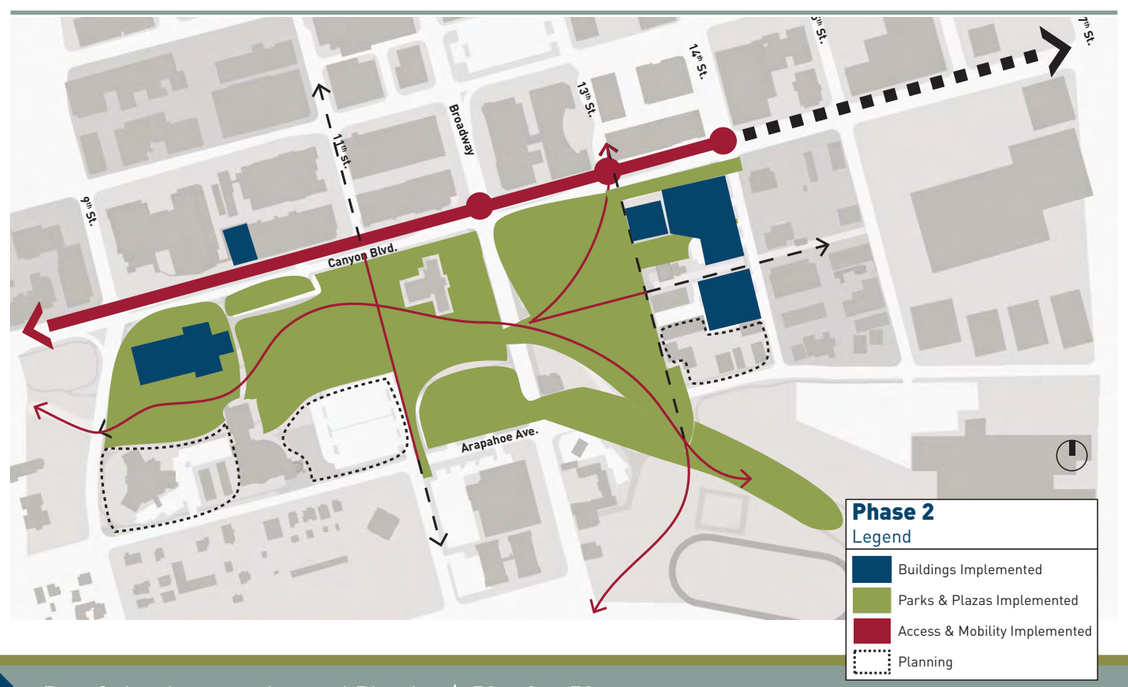
Phasing Plan

The diagrams that follow identify the likely phasing and timing to implement the plan. This phasing plan is preliminary and depends on the availability of funding sources (public, private and other). The phases are broken into the following approximate time periods:

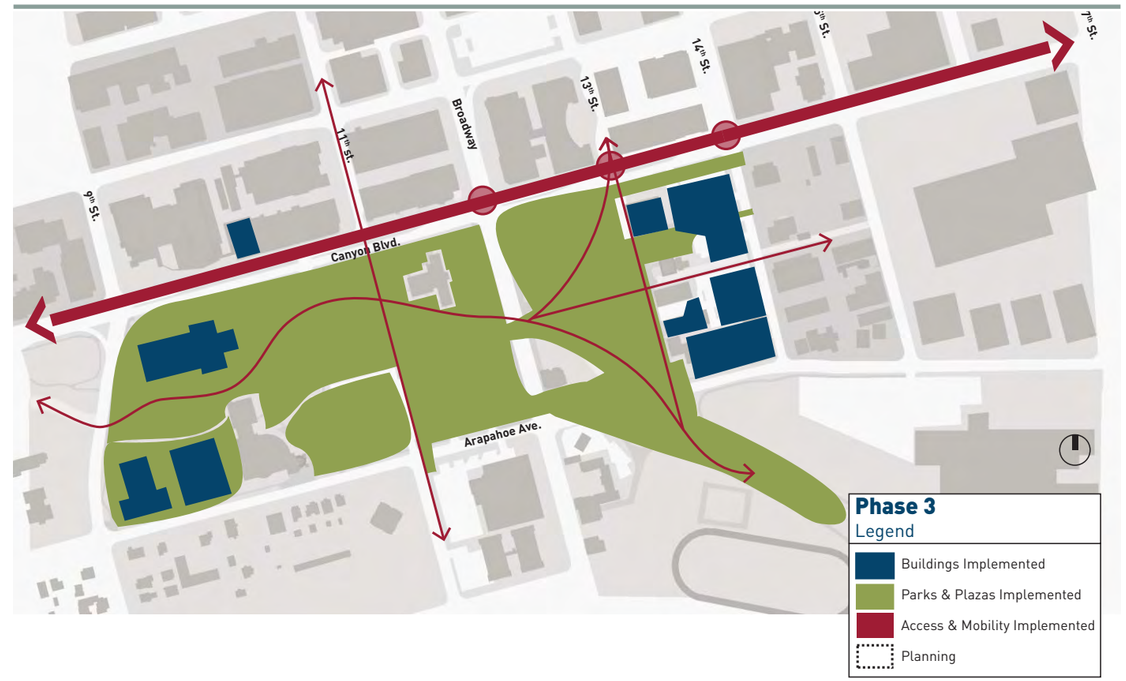
Phase 1: 2016 - 2018



Phase 2: 2018 - 2023



Phase 3: 2023+



City Council & Board/Commission
Implementation Roles

Additional guidance from City Council and the boards and commissions with purview in the Civic Area will be needed to implement this plan. This table describes their roles.

	Purview (as it relates to Civic Area)	Implementation Role
City Council	Whole plan; decisions about city-owned land and facilities	Approval of any proposals related to city-owned land, facilities or financing; approval of any plan amendments
Arts Commission	Art in public places, role of arts in the Civic Area	Direction on public art and refinement of strategies related to arts
Boulder Design Advisory Board	Urban design	Input on urban design for any new buildings or major changes to existing buildings
Downtown Management Commission	Parking and development in CAGID (Central Area General Improvement District, a.k.a. Downtown)	Input on parking implementation that affects Downtown, advice on parking strategies, approve any changes to CAGID
Human Relations Commission	Inclusiveness, homeless	Advice on fostering inclusiveness, particularly as it relates to the homeless population, in proposed programs and designs
Landmarks Board	Historic preservation and review of landmarked structure	Review of any landmark alteration permit, including moving bandshell or alterations to other area landmarks, or other proposals that emerge related to historic preservation during the implementation of the plan
Library Commission	Library Master Plan and any overlapping aspects	Approval for any changes to the library and input on any changes adjacent to or affecting the library
Parks and Recreation Advisory Board	Parks planning, greenways, parks function	Advice on site planning and choices about activating the park
Planning Board	Land use changes (private land)	Approval of any land use changes to private properties (in the vicinity, and any public or private development) review application in the area that normally requires zoning changes and/or Planning Board approvals
Transportation Advisory Board	Transportation and connections	Input on transportation connections and improvements, such as Canyon "complete street" design, recommendation on any Transportation Master Plan changes that affect the area
Water Resources Advisory Board	Changes to the floodplain	Input on creek improvements and any proposed flood mitigation

CREEK VALLEY HYBRID- SITE PLAN

CREEK VALLEY HYBRID - MASTER PLAN

Boulder Civic Area - Site Plan Concept
2015.04.30

TOM LEADER STUDIO

ATTACHMENT B – LIBRARY AND ARTS DIRECTOR'S REPORT

DRAFT

Boulder Public Library Master Plan Process Overview & Timeline (updated 5/22/2015)

Scope & Process	Issues Identification, Research, & Goal Development	Strategy Development Mission, SWOT, stakeholder Input	Financial Analysis / Performance Measures Development	Community Update & Discussion	Recommendations & Draft Plan	Final Plan & Adoption
- Research on planning methods - Library Commission discussions and retreat - Community needs assessment - RFQ/RFP process for consultant and graphic design - Preliminary schedule for project milestones - Establish Master Plan Steering Committee - Consultant/staff develop workplan	- Research on future of libraries, trends, standards, service delivery options - Conduct Patron survey – telephone - Conduct public forum/ focus groups - Master Plan Steering Committee discussions - Library Commission discussions - Establish staff working groups	- Research on future of libraries, trends, standards, service delivery options - Master Planning Committee – SWOT, review of mission and focus group input - Library Leadership Team – SWOT - Library Commission SWOT, review of mission and focus group input - Identify stakeholders and gather input	- Standards & Performance Measure development - Development of service delivery options - Library Commission discussions - Master Planning Committee – review focus group issues - Input and review by City Master Plan Review Committee - Planning Board update - City Council Study Session	- Open houses - Public forums	- Master Planning Committee - Library Commission - City Master Plan Review Committee - Public Forum - Planning Board update - City Council Study Session	- Library Commission review & adoption - Planning Board review & recommendation - City Council review & acceptance
Key Outcomes: - Planning process - Preliminary schedule	**Key Outcomes:** - Planning focus areas	**Key Outcomes:** - Key assumptions - SWOT summary - Revised mission	**Key Outcomes:** - Draft goals & strategies - Draft service delivery options - Financial analysis for service delivery options - Standards & performance indicators	**Key Outcomes:** - Summary of major themes from input	**Key Outcomes:** - Draft plan	**Key Outcomes:** - Approved plan
June – Dec. 2015	2016	2016	2016-2017	2017	2017	2017 (end 2nd quarter)

ATTACHMENT B – LIBRARY AND ARTS DIRECTOR'S REPORT

DRAFT

Boulder Public Library Master Plan Process Overview & Timeline (updated 5/22/2015)

Resources

City Council goals
Boulder Valley Comprehensive Plan
2015 Community Cultural Plan
2015 Update to the Library Facilities Sustainability Study from studiotrope Design Consultants
2014 Community Survey
2009 Library Facilities Sustainability Study
2007 Boulder Public Library Master Plan

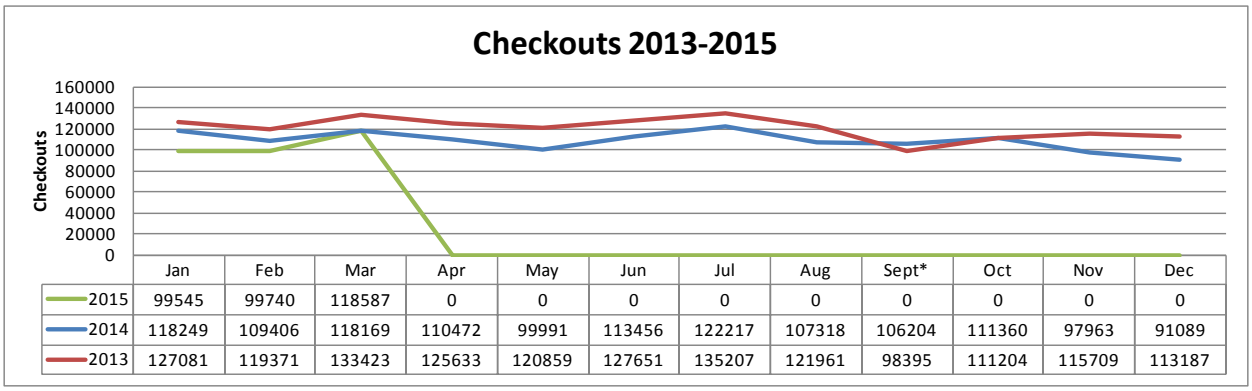
Stakeholders
YOAB
Boulder Library Foundation
BTAB
Immigrant Advisory Committee

BPL Quarterly Performance Q1 2015

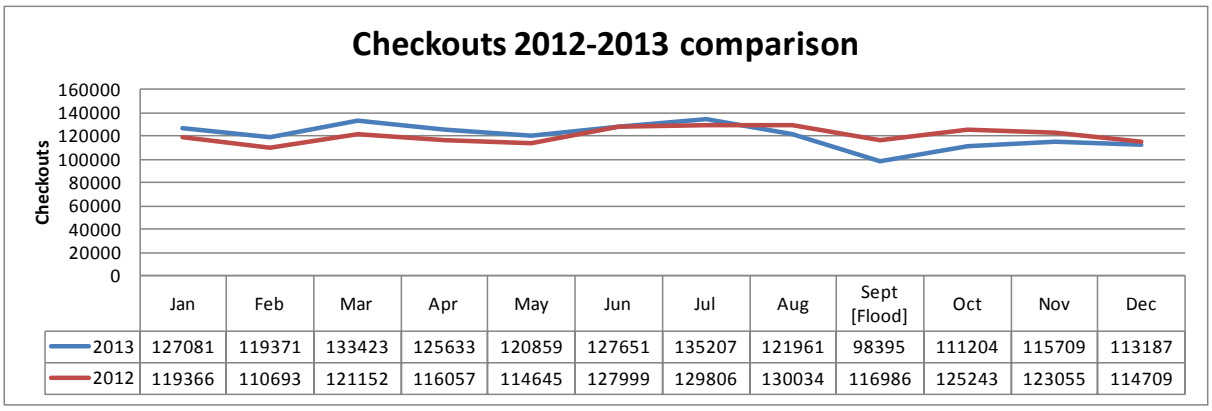
Circulation and Collections

Mid-February saw the opening of the South doors and physical collections returned to the shelves from storage. All collections (with the exception of Children's, Spanish and Literacy) were suppressed and unavailable at some point during the year long renovation. Fiction was in storage for the longest duration from August until February. The impact of the renovation is clearly represented in the drop in circulation at Main. While YTD circulation is still down over last year March 2015 saw that trend reverse and tick upward; although a small increase (less than a percent) we should continue to see growth and a return to normal circulation levels. March compared to February, always sees an increase (due to 3 more days) but the average increase is usually around 8-12% and this March it was 26% (we also saw a 27% increase in holds filled by Main).

YTD Totals	Checkouts	Prior Checkouts		Percent Change	
		Prior Month	Prior Year	Prior Month	Prior Year
Jan	99545	91089	118249	9%	-16%
Feb	99740	99545	109406	0.2%	-9%
Mar	118587	99740	118169	19%	0.4%



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept*	Oct	Nov	Dec
2015	99545	99740	118587	0	0	0	0	0	0	0	0	0
2014	118249	109406	118169	110472	99991	113456	122217	107318	106204	111360	97963	91089
2013	127081	119371	133423	125633	120859	127651	135207	121961	98395	111204	115709	113187



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept [Flood]	Oct	Nov	Dec
2013	127081	119371	133423	125633	120859	127651	135207	121961	98395	111204	115709	113187
2012	119366	110693	121152	116057	114645	127999	129806	130034	116986	125243	123055	114709

In 2014 and early 2015 collection levels across the system underwent significant analysis and maintenance for quality, use and relevancy in preparation for our new spaces as well as the implementation of RFID; the goal was to provide a clean and more relevant collection while maintaining depth in perennially popular areas.

In Person Visits

South Doors re-opened in mid-February without a counter in place due to renovation. Counts were averaged based on surrounding dates and 2014 statistics. January counts may also need to be normalized.

Patrons and Programs

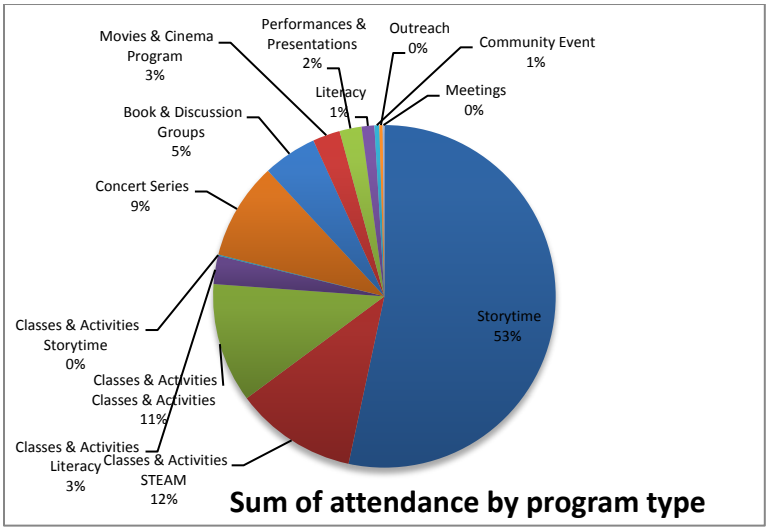
. This quarter BPL averaged about 975 new cards each month. After city residency cards, computer use cards rank second in number issued, demonstrating the continued need for internet access in the community.

The systems librarian implemented home library card types in July of 2014, allowing us to track cards issued as the preferred location for patrons. While no data exists to compare to previous years, the averages of home library cards issued each month by location are:

Main: 814 NoBo: 23 and Meadows and Reynolds showing exactly equal averages of 69 each.

Overall, new patrons are up 21% over last year.

Programs have increased significantly this quarter over last with the wildly popular STEAM programs, additional story times and a dedicated staff member for programming.



Row Labels	Sum of Attendance Q1
Storytime	7295
Classes & Activities	3496
STEAM	1572
Classes & Activities	1543
Literacy	365
Storytime	16
Concert Series	1253
Book & Discussion Groups	697
Movies & Cinema Program	353
Performances & Presentations	285
Literacy	164
Community Event	63
Outreach	43
Meetings	22
Grand Total	13671

**N.B. Too little data will result in 0%. Some data on Book and Discussion groups and other volunteer reported attendance may be forthcoming. Also, Reading Buddy Activity is not represented, although GED classes are included.

eMedia & databases

Overdrive shows strong growth at 28%. We also adopted hoopla (Jan) and Zinio (Oct) in 2014 and circulation is increasing in each collection—Movies are the most popular format in hoopla. Hoopla will be adding eBooks and comics in May as an aggregated (not staff selected) pay per use model. None of the Big 5 publishers are on board at launch, but hoopla does anticipate some will be joining before year end.

Databases were down 2% over last year. Total databases as sum of hits fluctuates quite a bit each year, due to additions and cancelations and use can vary widely in a month; a typical pattern is that Q1 & Q4 are stronger quarters due to the use by schools. Research Rendezvous in January led to a boost in all of our history databases, most significantly in NYTimes Historical which article requests up 60%.

We would like to strengthen our partnership with schools and also hope to see increased use of our business databases as well with the SBDC partnership.

Summary level information

Years	Category	Location	Jan	Feb	Mar	
2014			305,993	589,175	894,766	
	Circulation		118,249	227,685	345,854	
	Door Counts		78,031	152,412	230,644	
	Web Sessions		73,960	141,204	217,564	
	Holds Filled		14,280	26,537	38,557	
	Database Usage		9,909	19,468	28,833	
	eCollection chkouts		9,261	17,467	26,725	
	New Patrons		916	1,630	2,417	
2015			275,321	538,240	844,523	% change
	Circulation		99,545	199,285	317,872	-8%
	Web Sessions		81,430	147,852	209,802	-4%
	Door Counts		61,314	128,486	223,619	-3%
	Holds Filled		11,892	23,477	36,607	-5%
	Database Usage		11,125	20,394	28,274	-2%
	eCollection chkouts		9,003	16,891	25,418	-5%
	New Patrons		1,006	1,849	2,925	21%