

**CITY OF BOULDER
CITY COUNCIL MEETING
MUNICIPAL BUILDING, 1777 BROADWAY
Boulder, Colorado 80302
Monday, February 29, 2016
6 p.m.**

AGENDA

- 1. CALL TO ORDER AND ROLL CALL**
- 2. OPEN COMMENT and COUNCIL/STAFF RESPONSE** (limited to 45 min.)
Public may address any city business for which a public hearing is not scheduled later in the meeting (this includes the consent agenda and first readings). After all public hearings have taken place, any remaining speakers will be allowed to address Council. All speakers are limited to three minutes.
- 3. CONSENT AGENDA** (to include first reading of ordinances) Vote to be taken on the motion at this time (roll call vote required).
 - A. Consideration of a motion to accept the Boulder Creek Restoration Master Plan
 - B. Second reading and consideration of a motion to adopt Ordinance No. 8106 amending Title 11-6, the "Boulder Cable Code"
 - C. Introduction and consideration of a motion to order published by title only and adopt by emergency Ordinance No. 8108 amending Chapter 10-3, "Rental Licenses," by changing the rental dwelling unit posting and advertising requirements in Section 10-3-20, B.R.C. 1981 "correcting minor typographical errors associated with administrative remedies," in Section 10-3-16, B.R.C. 1981, and setting forth related details
- 4. POTENTIAL CALL-UP CHECK IN**
Opportunity for Council to indicate possible interest in the call-up of an item listed under 8-A. No Action will be taken by Council at this time.
 - 8A. Potential Call-Ups
 1. 2449 Pine Street Use Review

ORDER OF BUSINESS

- 5. PUBLIC HEARINGS**
Note: Any items removed from the Consent Agenda will be considered after any City scheduled Public Hearings
 - A. Consideration of a motion on the initial screening of public requests for map changes in Area II and Area III as part of the Boulder Valley Comprehensive Plan Major Update
The Public hearing was held and closed on February 2, 2016. No new testimony will be received.

6. MATTERS FROM THE CITY MANAGER

- A. Council Retreat Follow-Up Work Plan to include BVCP, Head Tax and Eco-Pass Feasibility

- B. Report Summarizing the City Wide Events in 2015 and renewal agreement with World Triathlon Corp

7. MATTERS FROM THE CITY ATTORNEY

8. MATTERS FROM MAYOR AND MEMBERS OF COUNCIL

- A. Potential Call-Ups
 - 1. 2449 Pine Street Use Review

- B. Consideration of a motion to approve the City Council Working Agreements

9. PUBLIC COMMENT ON MATTERS

Public comment on any motions made under Matters -15 min

10. FINAL DECISIONS ON MATTERS

Action on motions made under Matters

11. DEBRIEF

Opportunity for Council to discuss how the meeting was conducted-5 min

12. ADJOURNMENT

This agenda and the meetings can be viewed at www.bouldercolorado.gov /City Council. Meetings are aired live on Municipal Channel 8 and the city's Web site and are re-cablecast at 6 p.m. Wednesdays and 11 a.m. Fridays in the two weeks following a regular council meeting.

Anyone requiring special packet preparation such as Braille, large print, or tape recorded versions may contact the City Clerk's Office at 303-441-4222, 8 a.m. – 5 p.m. Monday through Friday. The Council Chambers is equipped with a T-Coil assisted listening loop and portable assisted listening devices. Individuals with hearing or speech loss may contact us using Relay Colorado 711 (711) or 1-(800)-659-3656. Please request special packet preparation no later than 48 hours prior to the meeting.

If you need Spanish interpretation or other language-related assistance for this meeting, please call (303) 441-1905 at least three business days prior to the meeting. Si usted necesita interpretación o cualquier otra ayuda con relación al idioma para esta junta, por favor comuníquese al (303) 441-1905 por lo menos 3 negocios días antes de la junta.

Electronic presentations to City Council must be sent to City Clerk staff and will NOT be accepted after 2 p.m. the day of the meeting.



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: Feb. 29, 2016

AGENDA TITLE: Consideration of a motion to accept the Boulder Creek Restoration Master Plan.

PRESENTERS

Jane S. Brautigam, City Manager
Maureen Rait, Executive Director of Public Works
Jeff Arthur, Director of Public Works for Utilities
Annie Noble, Acting Principal Engineer for Flood and Greenways
Katie Knapp, Engineering Project Manager

EXECUTIVE SUMMARY

The purpose of this memorandum is to provide a summary of the Boulder Creek Restoration Master Plan and request a motion to accept the plan. The Executive Summary of the plan is included as **Attachment A** and the full plan is available at www.iconeng.com/project/boulder-creek/.

The Boulder Creek Restoration Master Plan was initiated as a result of the September 2013 flood event. The City of Boulder joined regional partners, including the Urban Drainage & Flood Control District (UDFCD), Boulder County, and the City of Longmont on the development of the Boulder Creek Restoration Master Plan. This study was also partially funded through the Colorado Water Conservation Board (CWCB) grant program. The purpose of the master plan is to develop guidance in planning ongoing and long-term watershed recovery efforts.

This project encompasses nearly 24-miles along Boulder Creek, extending from the confluence with Fourmile Creek, located within Boulder Canyon upstream of the City of Boulder, downstream to the confluence with St. Vrain Creek in the City of Longmont, as shown in the Project Overview Map (**Attachment B**). The master plan area crosses

through the City of Boulder and also includes city-owned open space lands, outside of the city limits.

The focus of this master plan is to provide a planning tool for stream and ecological restoration along Boulder Creek. As such, this master plan does not comprehensively evaluate Boulder Creek through the city limits given that Boulder Creek through this reach resembles more of an urban stream corridor. Instead, the plan addresses specific areas of concern identified by the city staff and other interested parties who participated in the planning processes. Similarly, the plan does not reevaluate the current 100-year floodplain limits regulated by FEMA, although it is likely that the implementation of some proposed projects would improve flood conveyance and the regulatory floodplain limits.

Icon Engineering was retained by the project team to develop and evaluate alternatives for Boulder Creek and prepare the master plan, which identifies and prioritizes feasible drainage, flood management and restoration opportunities. If accepted by council, the Boulder Creek Restoration Master Plan would help guide future projects within the planning area and be a tool to help identify projects for future funding through the Capital Improvement Program (CIP), grants, UDFCD funding requests and other funding opportunities.

STAFF RECOMMENDATION

Suggested Motion Language:

Staff requests council consideration of this matter and action in the form of the following motion:

Motion to accept the Boulder Creek Restoration Master Plan

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- *Economic* – Floodwaters can damage homes and businesses, interrupt utility services, wash-out streets and disrupt people’s everyday lives and livelihoods. In September 2013, Boulder Creek experienced significant flooding. The Boulder Creek Restoration Master Plan identifies several flood mitigation measures that could help reduce flood risks and the losses due to flooding.
- *Environmental* – Flooding is a natural ecological process of rivers. When floodplains are developed, floods can damage or destroy buildings and other infrastructure, and can release contaminants into waterways. Floodplain restoration projects that convey water and sediment efficiently can help reduce the negative effects of flooding, including property damage while improving the riparian habitat and ecological functions. In September 2013, natural areas along Boulder Creek experienced severe flooding. Emergency flood repairs were completed in some areas to protect infrastructure in the floodplain. Other reaches of Boulder Creek would benefit from post-flood restoration to improve ecological functions. This restoration master plan would help guide future projects to improve these areas. The construction of floodplain restoration projects can result

in temporary or permanent impacts to streams, wetlands and riparian areas. These impacts would need to be mitigated to the greatest extent possible.

- *Social* – Flood hazards include significant risk to life, property and business, and have far-reaching impacts on the city’s transportation and utility infrastructure. While construction of creek projects causes disruption to local residents, businesses and transportation routes, mitigating flood hazards advance the city’s social sustainability goals and benefit a diverse set of community stakeholders by reducing the number of structures impacted by flood events, protecting critical infrastructure and reducing the number of people at risk from dangerous flooding.

OTHER IMPACTS

- *Fiscal* – The plan includes recommendations for approximately \$108 million of improvements, with more than \$17 million within the Boulder city limits and an additional \$14 million on city owned open space lands outside of the city limits. Funding in the 2016-2021 Department of Public Works Utilities Division CIP budget for Boulder Creek includes \$2.5 million in 2017 and \$2.25 million in 2018. Staff will evaluate funding opportunities for projects along Boulder Creek as part of the 2017-2022 Capital Improvement Program (CIP). Staff will also explore additional funding opportunities through grants, UDFCD funding requests and other funding options.
- *Staff Time* – The time needed for completing the master plan is included in existing work plans. However, implementation of the recommendations in the plan may require additional staff time from Public Works and OSMP, depending on the total number of projects moving forward and the availability of funding for those projects. Additional staff time would also be required to maintain any improvements that are constructed.

BOARD AND COMMISSION FEEDBACK

Information on the Boulder Creek Restoration Master Plan was provided to the Water Resources Advisory Board (WRAB) on May 18, 2015 and the Open Space Board of Trustees (OSBT) on Oct. 14, 2015. WRAB and OSBT did not express any concerns about the master plan. On Nov. 16, 2015, the draft Boulder Creek Restoration Master Plan was presented to WRAB; WRAB unanimously recommended council acceptance of the Boulder Creek Restoration Master Plan. The UDFCD Board accepted the Boulder Creek Watershed Master Plan on Dec. 17, 2015.

PUBLIC FEEDBACK

There have been many opportunities for public involvement and feedback throughout this master planning process. Public meetings were held on March 10, 2015; March 18, 2015; Sept. 29, 2015 and Nov. 16, 2015. Most attendees were property owners from Boulder County east of the city limits with specific questions about their properties.

Public notification post cards about the public meetings were sent to property owners in the study area, emails were sent to all interested parties signed up for email notifications and a project website was developed to provide information:

www.iconeng.com/project/boulder-creek/). The project website also provided

opportunities for comments to be submitted electronically. Public comments were compiled and are included in **Appendix B** of the Boulder Creek Restoration Master Plan.

BACKGROUND

The Boulder Creek watershed is approximately 440 square miles. It extends west of the City of Boulder to the Continental Divide with elevations exceeding 13,000 feet. Boulder Creek generally flows east, and then northeast across the city. There are 14 other major drainageways tributary to Boulder Creek.

Boulder Creek has experienced several major flooding events, with the earliest reports dating back to the 1840's. The flood of record is reported to have occurred in 1894, where nearly 3 days of rainfall washed out bridges and resulted in major damage to homes and businesses. In 2013, between Sept. 9 and Sept. 15, a large rainfall event resulted in widespread flooding along the Colorado Front Range. Boulder Creek experienced peak flows ranging from approximately 5,000 cubic feet per second (cfs) in downtown Boulder, to over 9,000 cfs downstream of US Highway 287, equating to a 25- to 50-year flood event. Although emergency flood repairs were completed, portions of Boulder Creek outside of the city limits would benefit from post-flood ecological restoration, highlighting the need for a restoration master plan.

Planning for floods within the City of Boulder and Boulder County dates back to the early 1900's. In 1910, Fredrick Law Olmsted, Jr. recommended against allowing development to encroach upon the creek channel. Since then, Boulder Creek has been the focus of numerous flood studies and master plans.

In 2012, the City of Boulder completed a [floodplain mapping study update for Boulder Creek](#) from the area west of 61st Street, upstream to the mouth of Boulder Canyon, west of Boulder city limits. The study area encompassed a reach length of five and a half miles. The new floodplain mapping was adopted by City Council on Sept. 18, 2012. FEMA began reviewing the mapping on Oct. 30, 2012. In November 2013, FEMA indicated acceptance of the study results and initiated the adoption of the new mapping through the Physical Map Revision process, a multi-year process expected to be completed in December 2016. Floodplain mapping provides the basis for flood management by identifying the areas subject to the greatest risk of flooding. Flood mitigation master planning is typically scheduled to follow floodplain mapping updates.

There are many master planning documents with policies and guidance related to floodplain management, preservation, development and mitigation, including:

- [Boulder Valley Comprehensive Plan \(BVCP\)](#)
- [Comprehensive Flood and Stormwater Utility Master Plan](#)
- [Greenways Master Plan](#)
- [UDFCD Drainage Criteria Manual](#)
- [OSMP Grassland Ecosystem Management Plan](#)

These various master plan guiding principles and policies helped form the foundation for the Boulder Creek Restoration Master Plan.

ANALYSIS

Icon Engineering was retained by the project team to develop and evaluate alternatives for Boulder Creek and prepare the master plan, which identifies and prioritizes feasible drainage, flood management and restoration opportunities. The Executive Summary of the plan is included as **Attachment A** and the full plan is available at www.iconeng.com/project/boulder-creek/.

The plan provides general guidance for stream and ecological restoration among other multiple objectives including:

- Identification of immediate project needs;
- Provide general guidance for stream restoration;
- Identify ecological needs and benefits;
- Identify floodplain management strategies;
- Identify transportation improvements at Boulder Creek stream crossings;
- Identify concurrent recreation and open space access planning;
- Identify an improvement prioritization plan; and
- Develop cost estimates for financial planning.

The Boulder Creek Restoration Master Plan divides the Boulder Creek corridor into 10 different reaches, with reaches 5, 6, and 7 containing lands managed by City of Boulder Open Space and Mountain Parks and reaches 8 and 9 running through the City of Boulder. The master plan recommendations for these reaches are summarized below:

Reach 5 – From U.S. 287 to approximately 4,200 ft. upstream of 95th Street

Master plan improvements on city managed land for this reach include stream and floodplain restoration from 95th Street upstream to the White Rocks Trail bridge. Eventual replacement of the bridge at 95th Street is also recommended.

Reach 6 – From approximately 4,200 ft. upstream between 95th and 75th streets

Master plan improvements for this reach include modifying Leggett Ditch for aquatic species passage and improving the 75th Street crossing to a 220 ft. span bridge. The roadway crossing at 75th Street should be evaluated at a future time to determine whether the structure can be removed based on the transportation needs in the area.

Reach 7 – From 75th Street to Valmont Road.

Projects within Reach 7 include the installation of gravel pond spillways, protection of the City of Boulder's sanitary sewer trunk line, improved roadway crossings, stream restoration, and modification of existing diversion structures. Seven gravel pit spillways are proposed to protect Walden Ponds near the downstream limit of Reach 7. Several gravel pond spillways are proposed within the Walden Ponds Wildlife Habitat area and along private ponds within Reach 7. Stream stabilization and bank protection is proposed to provide additional protection from erosion and degradation in the vicinity of the City of Boulder's central sanitary interceptor. Stream restoration from Valmont Road to 61st Street is proposed to restore ecological functions and provide additional protection for Boulder's sanitary inceptor. These locations will be protected using grade control

structures and bank stabilization. Master plan improvements through this reach also include modifying two irrigation ditch diversion structures to accommodate aquatic species passage.

Reach 8 – From Valmont Road to 30th Street.

Master plan improvements within Reach 8 are comprised of stream restoration, improving the railroad crossing conveyance capacity, access to Boulder Community Health and management of accumulated sediment. Stream restoration is proposed from the downstream limit of Reach 8 at Valmont Road through Foothills Parkway. No improvements are proposed for the 55th Street crossing as the existing bridge structure conveys the 100-year discharge. The BNSF railroad is a significant obstacle for Boulder Creek; the crossing is proposed to be increased to a 180 ft. span bridge to better convey flood flows and accommodate geomorphic channel conditions.

Reach 9 – From 30th Street to City of Boulder Limits

Master plan improvements within Reach 9 include mitigating flood hazards, improving access near Boulder Creek, modifying irrigation diversions and sediment maintenance. Downstream of 28th Street, along Cordry Court, realignment of the Boulder Creek Trail is proposed to increase conveyance and mitigate the high hazard conditions near residences. In accordance with city objectives, property acquisition along this reach should be considered as a means to eliminate high hazard designation and improve overall public safety. Near the CU campus, two new pedestrian bridges are proposed to improve access to the North of Boulder Creek campus. These bridges, or walkways, will provide emergency access to areas otherwise susceptible to isolation during flood events. To mitigate flood hazards along the Boulder Slough, an overflow diversion structure is proposed at 14th Street.

NEXT STEPS

The Boulder Creek Restoration Master Plan will help guide creek restoration and flood mitigation projects within the master plan area. It will be a long-term planning tool to help identify projects for future funding through the CIP, grants, UDFCD funding requests and other funding opportunities. Funding in the 2016-2021 Department of Public Works Utilities Division CIP budget for Boulder Creek includes \$2.5 million in 2017 and \$2.25 million in 2018. Staff will evaluate opportunities for additional funding for projects along Boulder Creek as part of the 2017-2022 CIP, recognizing that there are multiple creek restoration and flood mitigation needs throughout the city.

ATTACHMENTS

Attachment A: Executive Summary of the Boulder Creek Restoration Master Plan

Attachment B: Project Overview Map



ES EXECUTIVE SUMMARY

ES.1 Purpose and Objective

The purpose of this master plan is to provide planning guidance to improve resiliency along Boulder Creek from the confluence with Fourmile Creek, in Boulder Canyon, to the confluence with the Saint Vrain Creek in the City of Longmont. This plan provides general guidance for stream and ecological restoration among other multiple objectives including:

- Identification of immediate project needs;
- Provide general guidance for stream restoration;
- Identify ecological needs and benefits;
- Identify floodplain management strategies;
- Identify transportation improvements at Boulder Creek stream crossings;
- Identify concurrent recreation and open space access planning;
- Identify an improvement prioritization plan;
- Develop cost estimates for financial planning.

It is important to note that this master plan provides general guidance for restoration efforts, but it does not re-evaluate the current 100-year floodplain limits regulated by FEMA. Although the implementation of some proposed projects presented in this master plan will also improve the regulatory floodplain, the focus of this master plan is to provide a planning tool for stream and ecological restoration.

Within the City of Boulder, Boulder Creek resembles an urban stream corridor. This master plan does not comprehensively evaluate Boulder Creek through the City limits. Instead, the plan addresses specific areas of concern identified by the city staff and other interested parties. General guidance for Boulder Creek is also presented by the City’s Greenway’s Master Plan and Open Space and Mountain Parks’ Grassland Ecosystem Management Plan [Reference 4, 64].

ES.2 Planning Process

Planning for this report began in December 2014. The consultant team collected information related to stream characteristics and existing infrastructure, as well as observations related to 2013 flood event. Data was collected from multiple sources, including the Federal Emergency Management Agency (FEMA), the Colorado Water Conservation Board (CWCB), the Urban Drainage and Flood Control District (UDFCD), and the Colorado Department of Transportation (CDOT), and local counties and municipalities.

Once background information was obtained, the consultant team identified focal areas, and prepared geomorphic and riparian field assessments. This information was presented to the project team and interested stakeholders at monthly progress meetings.

Public awareness of the master planning effort was developed through a combination of direct mailings to adjacent property owners and the development of a project website. The project website included interactive features allowing individuals to subscribe to a mailing list or to leave site specific comments through an interactive comment map.

The project team was able to gather input from the public at four separate public meetings and workshops over the course of the project:

- March 10, 2015: Boulder Creek MDP Public Meeting held in the City of Boulder
- March 18, 2015: Boulder Creek MDP Public Meeting held in Weld County
- September 16, 2015: FEMA Boulder Creek PMR Public Workshop
- September 29, 2015: Boulder Creek MDP Public Meeting held in the City of Boulder

The minutes for all project meetings along with all public comments received can be found in [APPENDIX B](#)

Table ES- 1: Project Participants

Name	Representing
Craig D. Jacobson	ICON Engineering, Inc., Project Manager
Brian LeDoux	ICON Engineering, Inc., Project Engineer
Jeremy Deischer	ICON Engineering, Inc., Project Engineer
Eben Dennis	ICON Engineering, Inc., GIS Specialist
Troy Thompson	Ecological Resource Consultants, Inc.
David Blauch	Ecological Resource Consultants, Inc.
Diane Krzysztof	Ecological Resource Consultants, Inc.
Mark Wilcox	DHM Design
Shea Thomas	Urban Drainage and Flood Control District
Julie McKay	Boulder County Creek Recovery & Restoration Program Manager
Diane Malone	Boulder County IT Project Manager
Kristine Obendorf	Boulder County Transportation Engineer
Varda Blum	Boulder County Floodplain Manager
Yige Gao	Boulder County Floodplain Permitting Specialist
Jesse Rounds	Boulder County Parks and Open Space Planner
Claire DeLeo	Boulder County Parks and Open Space Senior Resource Specialist
Katie Knapp	City of Boulder
Annie Noble	City of Boulder
Marianne Giolitto	City of Boulder Open Space and Mountain Parks
Dan Wolford	City of Longmont
Jonathan Akins	University of Colorado
Naren Tayal	FEMA
Dan Marcucci	Colorado Department of Transportation
Scott Holwick	Lyons Gaddis - Attorneys & Counselors
Diana Aungst	Weld County
Steve Stanish	Town of Frederick



ES.3 Project Area Description

The Boulder Creek watershed has a drainage area of approximately 440 square miles, and is located within Boulder and Weld Counties. The majority of the watershed is located within Boulder County. The watershed is bounded to the west by the continental divide, to the north by the Saint Vrain Creek watershed, and to the south by the Clear Creek watershed. This study focuses on the main stem of Boulder Creek from the confluence with Fourmile Creek, approximately 2 miles west of the City of Boulder, to the confluence with Saint Vrain Creek, located within the City of Longmont. The study encumbers over 24 miles of channel length along Boulder Creek.

Boulder Creek is a perennial stream which generally flows from west to northeast. The study area generally lies within the South Central Semi-Arid Prairie ecoregion of the Great Plains; while a small portion of the upstream project reach occurs within the Northwestern Forested Mountain ecoregion of the Southern Rockies. The topographic elevation ranges from approximately 5,700 feet above mean sea level (AMSL) at the confluence with Fourmile Creek to approximately 4,800 feet AMSL at the downstream end of the project area.

West of the City of Boulder, Boulder Creek is confined within the steep canyon terrain of Boulder Canyon. Boulder Canyon generally shares the stream corridor with State Highway 119. East of Boulder Canyon, Boulder Creek enters the City of Boulder, where the stream reflects more of an urban waterway and greenway than a natural stream system. Although, through this reach, Boulder Creek does incorporate some degree of natural landscapes, the encroachment from urban development has occurred over many years. The channel is more confined and numerous bridges, diversions, and stabilization structures exist along its path. East of the city, within Boulder and Weld Counties and the City of Longmont, Boulder Creek resembles a plains stream with a broad floodplain. Although this stretch has fewer bridges than within the urban areas of the City of Boulder, over time, the stream also has experienced significant channel modifications as a result of farming, diversions, sand and gravel ponds, and aggregate mining. As a result, in many areas sinuosity has decreased and the stream lacks natural meanders and bends.

The predominant land cover type within the study area is cultivated cropland, which includes grazing, alfalfa and other crop production. As noted above, aggregate mining of sand and gravel since the mid 1950's has visibly shaped the project area landscape as open water ponds are scattered within the floodplain. Natural vegetation cover exists within the riparian zone and a variety of wetland habitats also exist. However, riparian and wetland habitat only occupies a small percentage of the project area. Other land uses include high and low density development within the City of Boulder, roadways and transportation infrastructure.

The Boulder Creek corridor contains a variety of wildlife, threatened or endangered species, and aquatic habitat. Both the City of Boulder Open Space and Mountain Parks and Boulder County Parks and Open Space maintain land restrictions or seasonal closures throughout the project area.

Finally, the floodplain areas along Boulder Creek are regulated by local floodplain administrators and the Federal Emergency Management Agency (FEMA) over the entirety of the study reach. Regulatory floodplain areas include a variety of flood zones for riverine and shallow flooding locations. Base Flood Elevations (BFEs), and shaded Zone X designating the 0.2%-annual-chance, or 500-year floodplain area has been identified within Boulder County. A regulatory floodway has also been designated along a portion of Boulder Creek from Valmont Road through 61st Street. Boulder County regulates floodway along Boulder Creek although a floodway designation is not shown on

the FIRM. Within Weld County the regulatory floodplain consists of an approximate study designation. It should be noted that the City of Boulder is undergoing a floodplain remapping effort for the reach of Boulder Creek and Boulder Slough through the city limits. Although the City is still awaiting the formal adoption of the study on the FEMA FIRM maps, concurrence from FEMA has been given to the technical data, and these changes have therefore been considered with this master plan where applicable.

A map of the study area can be found in [Figure ES- 1: Watershed Map](#).

ES.3.2 Project Area Hydrology

Hydrologic information for the Boulder Creek Watershed has been documented from a variety of sources, initiating with the initial U.S. Army Corps of Engineers (COE) Floodplain Information Report in 1969 [Reference 17, U.S. Army Corps of Engineers], updates by the COE in 1977, more recent Flood Hazard Area Delineation (FHAD) reports [References 18 & 19, Muller Engineering Company] for the City of Boulder and Boulder County, and current FEMA Flood Insurance Studies (FIS) [Reference 20, FEMA]. In general, the current regulatory discharges are based on the 1977 COE findings.

In 2009, the City of Boulder initiated an update to the FEMA flood maps. As part of this study, an evaluation was completed to review and confirm previous hydrologic values [Reference 21, Anderson Consulting Engineers, Inc.]. This evaluation concluded that the regulatory discharges are reasonable.

For the purposes of this master plan, the current FEMA regulatory discharges were maintained for evaluating flood control aspects of each project alternative. These discharges are presented in Table 3-1, below. It should be noted that the regulatory discharges presented were confirmed within the referenced regulatory flood studies at each location.

Table ES- 2: Peak Flow Summary

Location	Drainage Area (sq. mi.)	10-Year (cfs)	25-Year (cfs)	50-Year (cfs)	100-Year (cfs)	500-Year (cfs)
Fourmile Creek Mouth ²	129	2,050	-- ¹	7,960	11,660	21,180
Boulder Creek Canyon Mouth ²	130	2,050	-- ¹	7,960	11,660	21,180
6th Street ³	130 ⁵	2,200	5,830	8,100	12,150	22,100
55th Street ³	155 ⁵	3,600	7,070	9,300	13,050	22,056
75th Street ⁴	305	3,350	-- ¹	9,600	13,800	28,800
U.S. Highway 287 ⁴	331	2,800	-- ¹	8,600	12,700	27,600
County Line Road ⁴	431	2,850	-- ¹	9,150	13,750	31,700
County Road 16.5 ⁶	443	-- ¹	-- ¹	-- ¹	13,750	-- ¹
County Road 20.5 ⁷	446	-- ¹	-- ¹	-- ¹	12,250	-- ¹

¹ Data Not Available

² Floodplain Information Report, Upper Boulder Creek & Fourmile Creek, Gingery Associates, 1981

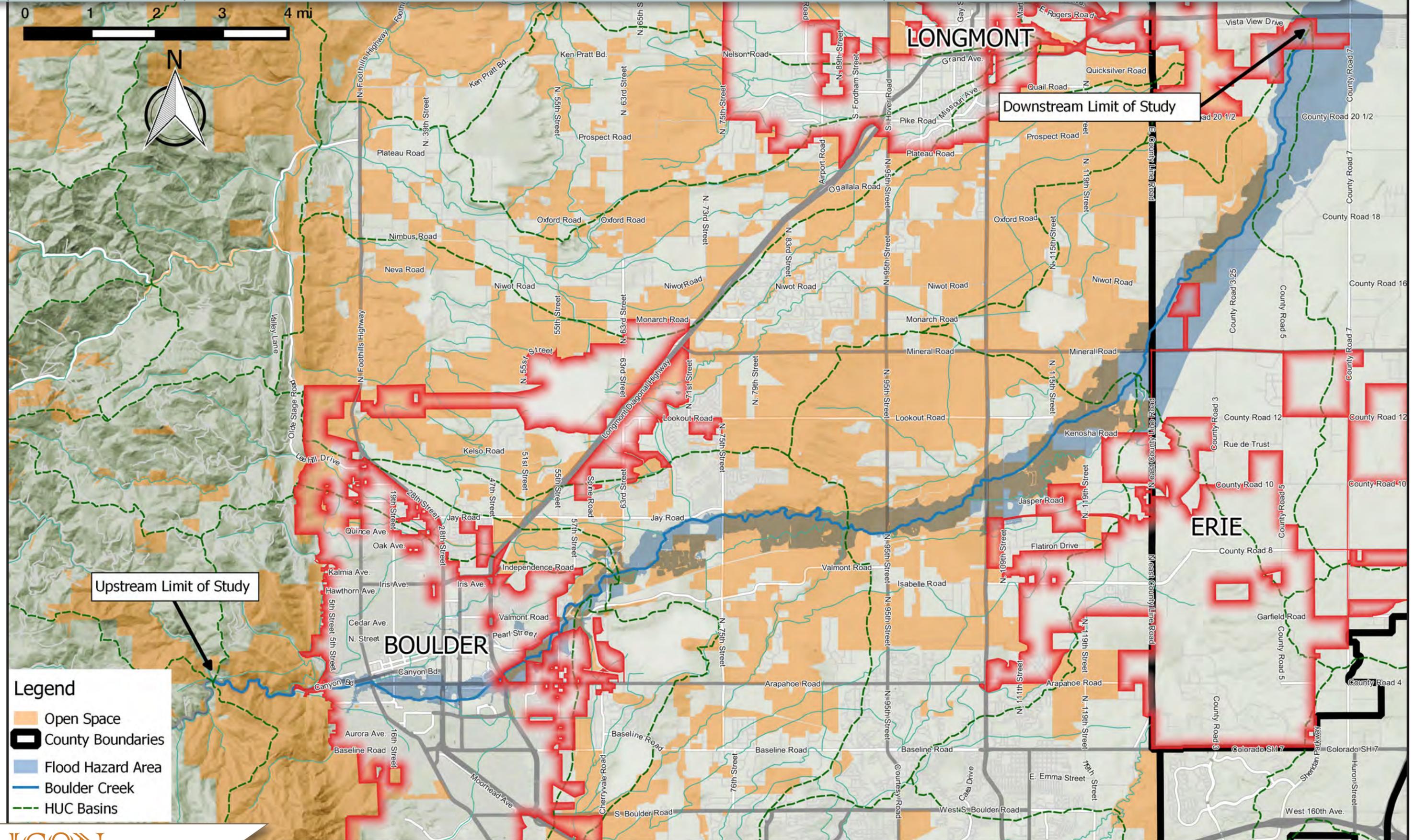
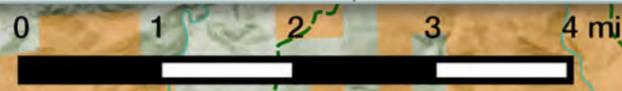
³ Boulder Creek Floodplain Mapping Study, Anderson Consulting Engineers, Inc., 2013

⁴ Flood Hazard Area Delineation, Lower Boulder Creek, Muller Engineering Company, Inc. 1983

⁵ Flood Hazard Area Delineation, Boulder Creek, Muller Engineering Company, Inc. 1983

⁶ Letter of Map Revision 12-08-0198P at 16.5 Road, Weld County

⁷ Letter of Map Revision 12-08-1047P at 20.5 Road, Weld County



Legend

- Open Space
- County Boundaries
- Flood Hazard Area
- Boulder Creek
- HUC Basins



ES.3.3 Project Area Hydraulics

The focus of this study is stream restoration and ecological enhancement along Boulder Creek. The study does not re-evaluate the current 100-year floodplain limits as regulated by FEMA. For those reasons, a comprehensive floodplain model has not been generated for this study. However, hydraulic information was collected from a variety of sources.

ES.4 Alternative Analysis

The majority of the developed alternatives were a part of four main alternative categories:

- **Sediment Maintenance:** Although restoration activities recommended with this master plan will alleviate several of these routine problem areas over time, ongoing maintenance, particularly with existing trail underpasses is still needed. Maintenance activities generally include removal of sediment on an annual basis.
- **Natural Stream / Channel Restoration:** In order to allow Boulder Creek to return to a more natural state, channel restoration projects have been proposed along Boulder Creek. These projects consist of providing an appropriate channel width, bank full depth, stream sinuosity, overbank floodplain connection, and ecological / habitat enhancements. Alternatives presented apply the stream restoration principles at locations with immediate restoration needs and a higher likelihood of implementation in the future. These projects are generally focused in areas where property has already been acquired, such as public lands, or locations where changes to private infrastructure could be more easily implemented. However, the geomorphic and ecological principles presented can be applied uniformly for Boulder Creek, as property and funding become available.
- **Roadway Crossing Improvements:** It is typical for roadway crossings of Boulder Creek, particularly east of the City of Boulder, to experience overtopping while the bridge structure, itself, remains perched over the main channel. In accordance to Boulder and Weld County criteria, new bridges are required to be elevated above the 100-year flood level. Per discussions with Boulder County transportation staff, it was determined that all bridges over Boulder Creek would meet this criteria, at a minimum. Overtopping is allowed elsewhere along the roadway. Boulder County also requested that additional alternatives be evaluated for 61st Street, 75th Street, 95th Street, and East County Line Road, to convey the 100-year event without overtopping in order to provide emergency services during flooding. A summary of major roadway crossings along Boulder Creek is presented in [Table 9-2: Bridge Information and Replacement Locations](#). This table compares the existing bridge elevations and estimated bridge deck thicknesses with FEMA’s regulatory 100-year water surface elevations along Boulder Creek to determine if a bridge currently meets criteria. Bridges outside of criteria were selected to be replaced by this master plan. Bridge replacement recommendations can be found in [Table 11-3: Recommended Bridge Replacement](#).
- **Stream Stabilization and Ditch Diversions:** Numerous water diversion points exist in Boulder Creek. Currently very few of the existing diversions structures also accommodate fish passage or macro-invertebrates common to the region. Improvements are recommended to retro-fit or rebuild diversions to satisfy this multi-objective need. Specifically these systems are proposed to be replaced with sloped drop faces and fish passage measures. Each diversion point would still be required to also maintain adequate depth to satisfy the decreed discharge for water diversion. These conversions will allow the adjacent

channel to exist in a more natural state while also providing the long term ability to divert water at the diversion point. Plans to modify any diversion structure may only proceed pursuant to agreement with the owner of the diversion structure. The diversion structures proposed to be modified to allow for aquatic and habitat passage while maintaining the efficiency to divert water to the water rights holder can be found in [Table 9-1: Alternative Ditch Diversion Structures](#). Drop structures, and other existing stabilization measures, which present obstruction to fish passage or macro-invertebrate habitat, have also been proposed to be replaced in a similar manner.

ES.5 Master Plan

The Conceptual Design for this master plan generally follows the alternatives proposed in the recommended plan with exception of three areas noted by sponsors in the Selected Plan Letter.

At the confluence with the St. Vrain Creek, Boulder Creek has breached along the north bank at a different location since the Alternative Analysis was submittal. The project plan would reflect maintaining the current stream alignment with the Boulder Creek / St. Vrain Creek confluence remaining at its existing location. Given the stream segment and breach occurs on City of Longmont Open Space, improvements in this area will be more related to maintenance of the existing stream configuration and ecological enhancements.

Flooding events have become more common at 95th Street. At the request of Boulder County, an interim improvement was developed to help prevent overtopping of the roadway during these more frequent storms, while still maintain the current bridge configurations and relation to downstream private property. This interim plan proposes changes to the roadway and integrates with stream restoration needs upstream of 95th Street on City of Boulder Open Space property. Although the interim condition is presented with the conceptual design, the master plan improvements and cost estimate reflect a more long term solution.

At Cordry Court, improvements to the Boulder Creek Trail and grading between the trail and the Cordry Court residences have been added as a recommended improvement to eliminate the high hazard on the residences. In accordance with City greenway’s objectives, property acquisition in this area could be considered as a means to eliminate high flood hazard and improve overall public safety.

ES.5.1 Reach 1 – Confluence with St. Vrain Creek to approximately 3,300 ft. upstream of the City of Longmont

Beginning at the confluence with the Saint Vrain Creek, Reach 1 extends upstream along Boulder Creek for just over a mile of channel length. All of Reach 1 is contained within Weld County and within City of Longmont Open Space towards the downstream end. There are no channel crossings within this reach with the exception to a gravel pit conveyor crossing and several non-formalized low-water crossings for vehicles. This reach includes gravel pit ponds on either side of Boulder Creek that currently hold water. The riparian area within Reach 1 is approximately 700 feet wide near the confluence with Saint Vrain Creek and narrows to approximately 250 feet at the upstream end. Beyond the riparian area the floodplain overbanks generally consist of active and fallow farm lands. Sporadic residential and farm structures are also present within the overbanks along with several petroleum well pads.

During the 2013 flood, the Saint Vrain Creek breached its banks, avulsing through nearby gravel pit ponds. A further breach of the pond bank between the Saint Vrain Creek and Boulder Creek redefined the confluence location of the



two streams, moving it approximately 1,300 feet upstream of the original location. In 2015, following spring runoff, Boulder Creek also breached the same pond bank further west. This again modified the confluence. The streams continue to change over time. The master plan recommendations reflect maintaining the creek in-place and providing additional ecological enhancements along the original stream alignment as seen in [Figure 11-9](#). Gravel pond spillways have also been recommended for ponds adjacent to Boulder Creek.

ES.5.2 Reach 2 – From approximately 3,300 ft. upstream of the City of Longmont to CR 16 ½

Reach 2 is approximately three miles long and includes bridge crossings at Weld County Roads 20½ and 16½. Although Reach 2 is located in Weld County, upstream locations are also co-managed through Boulder County Conservation Easements. Two major diversion structures to Rural Ditch and Idaho Creek are located within this reach. The diversion structure at the confluence of Idaho Creek diverts water from Boulder Creek which is conveyed in Idaho Creek for diversion by: Delehant Ditch, Houck No. 2 Ditch, Carr & Tyler Ditch, Smith & Emmons Ditch, and Godding Ditch. The structure at Idaho Creek diverting water from Boulder Creek for these five ditches is referred to as Idaho Creek Diversion throughout this report.

Disturbances from historic land use practices and channel alterations are widespread. Similarly, floodplain overbanks throughout Reach 2 generally consist of sand and gravel ponds, and aggregate mining operations. The channel within Reach 2 is relatively straight as a result of encroachment on both banks.

Master plan improvements through this reach include: replacement of the bridge crossing at Weld County Roads 20½ and 16½ with 180 foot span bridges compatible with baseline geomorphic conditions; retro-fit of the two ditch diversion structures to accommodate aquatic and habitat passage; modification of a grade control structure for aquatic and habitat passage; and the installation of gravel pond spillways to reduce the chance of failure during flood events. Downstream of CO Rd. 16 ½, general stream restoration is also recommended to repair bank erosion and revitalize Boulder Creek and the surrounding environment as seen in [Figure 11-10](#). Through this reach Boulder Creek is more confined by adjacent land uses; therefore a more confined approach to stream restoration would be anticipated.

ES.5.3 Reach 3 – From CR 16 ½ to approximately 5,800 ft. upstream

Reach 3 is located completely within Weld County with the majority of the property managed through Boulder County Open Space Conservation Easements. This is a short reach with a stream length of only 5,800 ft., spanning a distance of approximately 3,900 ft. The most significant, and ongoing, problem within Reach 3 occurs upstream of Weld County Road 16.5, where a breach in the Bryant Pond diverts flow from Boulder Creek east into the Williams Reservoir No. 1. This has led to overtopping of 16.5 Road well east of the bridge and has led to the continued cut through the south bank of Idaho Creek downstream of the Idaho Creek diversion structure thus bypassing the controlled diversion element at the confluence of Boulder Creek and Idaho Creek.

Master plan improvements in this reach focus on stream restoration and protection of the gravel pit pond from further failure. Stream restoration improvements propose a new alignment of Boulder Creek further west than its current location, reestablishing more historic stream alignment and providing additional buffer between the creek and reservoir as seen in [Figure 11-10](#). Installation of gravel pond spillways will reduce the opportunity for failure of the reservoir embankment.

ES.5.4 Reach 4 – From approximately 5,800 ft. upstream of CR 16 ½ to U.S. 287

Reach 4 is the longest reach with a stream length of 4.5 miles. Reach 4 is located in both Weld County and Boulder County with portions of the land owned or managed by Boulder County Parks and Open Space. The downstream most section is flanked by past aggregate mining activities; the Town of Erie's sanitary and Re-use facility; and areas under active gravel operations. The remaining overbanks include active and fallow farm lands and minimal residential development. There are six stream crossings that span Boulder Creek through Reach 4, some of which have capacity exceeding the 100-year event. Others are more limited in size, dilapidated, or un-usable. Several irrigation diversions also exist within Reach 4. Finally, downstream of 109th Street, Boulder County is pursuing a stream restoration project with the U.S. Army Corps of Engineers. This project extends from 109th Street to Kenosha Road.

Several different improvements are recommended through Reach 4 including: modifications to ditch diversions; improvements at roadway crossings; and stream restoration. At the downstream limits, an existing project is underway to stabilize channel banks adjacent to the Town of Erie's Re-use facility. Downstream of East County Line Road the conceptual design proposes to modify the Godding A. and D. Plumb Ditch to accommodate aquatic and habitat passage, in addition to installing gravel pond spillways at adjacent reservoirs. The East County Line Road Bridge is proposed to be improved to a 220 ft. span bridge, improving the crossing to a 100-year conveyance level consistent with the upstream Mineral Road Bridge. Bridge improvements at East County Line Road should also address stream restoration needs immediately downstream where concrete rubble has been used to stabilize stream banks. No improvements are proposed for the Mineral Road crossing as the existing crossing already meets the 100-year conveyance criteria.

Upstream of Mineral Road, stream restoration is proposed throughout the Wheeler Ranch property. Although a more unimpacted approach restoration can be performed in this area, the final restoration plan should consider constraints defined by the land owner and needs for the confluence with Coal Creek as seen in [Figure 11-11](#). An unimpacted stream corridor for all of Boulder Creek can be found in [APPENDIX B](#).

Upstream of the Wheeler Ranch property, channel banks have eroded and exposed the pipe outlet from the Bailey-Kenosha Pond. Stabilization is proposed along the east bank of Boulder Creek in this area. Upstream of the Bailey-Kenosha Pond, additional stream restoration is recommended downstream to the proposed U.S. Army Corps of Engineers project limits located upstream of Kenosha Road. The existing Howell Ditch Diversion, as well as local grade control, are also proposed to be modified for aquatic and habitat passage. Several gravel pond spillways have been proposed to reduce the chance of failure during flood events. At Kenosha Road and 109th Street, 180 ft. span bridges are proposed to increase the conveyance capacity and accommodate geomorphic channel conditions. The Kenosha Road bridge should be evaluated to determine whether the structure could be removed in the future based on the transportation needs in the area before improving the roadway crossing.

Alternate stream alignments for restoration between U.S. 287 and 109th Street should be considered during final design to best balance the historic stream alignment, with current land uses and transition to the downstream U.S. Army Corps of Engineers project.



ES.5.5 Reach 5 – From U.S. 287 to approximately 4,200 ft. upstream of 95th St.

This reach is located completely within Boulder County and has a stream length of approximately 3 miles. Within Reach 5, Boulder Creek crosses 95th Street, which washed out during the September 2013 flood event and nearly again in 2015. Diversion structures feed the Boulder and Weld County Ditch and the Lower Boulder Ditch. The overbanks generally consist of inactive gravel pit ponds and both active and fallow farm fields. A vast majority of this reach follows Boulder County Parks and Open Space, including the Alexander Dawson Open Space, or conservation easements. Past stabilization efforts have been implemented in this reach, although damage was extensive following recent floods.

Master plan improvements for Reach 5 consist of stream restoration, modifications to ditch diversions, and improving the roadway crossing at 95th Street. No improvements are proposed to the roadway crossing at U.S. 287 as the bridge crossing already exceeds the 100-year conveyance capacity.

Upstream of U.S. 287, stream restoration is proposed through Alexander Dawson Open Space, with aquatic and habitat passage improvements at the Boulder and Weld County Ditch diversion and upstream grade control. A more unimpacted approach to restoration is recommended through this area given the open space designation. An unimpacted stream corridor for all of Boulder Creek can be found in [APPENDIX B](#).

Upstream and downstream of 95th Street, stream restoration has been proposed to reestablish geomorphic channel geometry and improve riparian habitat. Similar to between U.S. 287 and 109th Street, several options for restoration may exist, including changes to both public and private property. Costs for the master plan improvements at this location generally reflect the restoration of Boulder Creek to the north of the current alignment, including: reestablishment of Boulder Creek through the 95th Street Pond (City of Boulder Open Space), new 100-year crossing of 95th Street at the roadway low point; construction of a new channel and easements across the Boulder Valley Farms property; and diversion to the current Lower Boulder Ditch at its current location. The master plan improvements represent a long term solution for the area.

Given the many entities involved and challenges of implementation for the long term solution, Boulder County requested that an interim solution be developed to address more frequent flooding problems at 95th Street. The interim solution will maintain the existing bridge, raise the roadway elevation to prevent frequent overtopping, and provide conveyance from the pond to the bridge through a vegetated spillway. This interim solution is depicted in [Figure 11-13](#).

ES.5.6 Reach 6 – From approximately 4,200 ft. upstream of 95th St. to 75th St.

Reach 6 is approximately 4.5 miles long and is completely contained within Boulder County. The stream corridor itself is located on land managed by the City of Boulder’s Open Space and Mountain Parks Division. This reach appears to remain in a natural state with little encroachments on either overbank. Gravel mining operations on the south side of the creek have left several small gravel ponds in the floodplain. Hydraulic drop structures exist both upstream and downstream of 75th Street and the diversion structure for the Leggett Ditch is centrally located.

Master plan improvements for this reach include modifying Leggett Ditch for aquatic and habitat passage and improving the 75th Street crossing to a 220 ft. span bridge. Similar to the Kenosha Road bridge, the roadway crossing

at 75th Street should be evaluated at a future time to determine whether the structure can be removed based on the transportation needs in the area.

ES.5.7 Reach 7 – From 75th St. to Valmont Rd.

This reach is approximately 3.5 miles in length and covers areas of both City of Boulder Open Space and Mountain Parks and Boulder County Parks and Open Space properties. Through this reach, the channel is nearly completely flanked by sand and gravel ponds, and mining operations. Most of these operations are no longer active and the excavated ponds remain full of water. The City of Boulder wastewater treatment plant is located just south of the creek, upstream of 75th Street. The wastewater treatment plant is protected from flooding by a ring levee. Private stream crossings, minor arterial (61st Street), bike path, and a major arterial (Valmont Road) crossings, are all located within Reach 7. The confluence of South Boulder Creek and Boulder Creek is located within Reach 7.

Projects within Reach 7 include the installation of gravel pond spillways, protection of the City of Boulder’s sanitary sewer trunk line, improved roadway crossings, stream restoration, and modification of existing diversion structures. Seven gravel pit spillways are proposed to protect Walden Ponds near the downstream limit of Reach 7. Several gravel pond spillways are proposed within the Walden Ponds Wildlife Habitat area and along private ponds within Reach 7. Stream stabilization and bank protection is proposed to provide additional protection from erosion and degradation in the vicinity of the City of Boulder’s central sanitary interceptor. These locations will be protected using grade control structures and bank stabilization.

The master plan improvements do not include stream restoration downstream of 61st Street, as this reach is currently being addressed by ongoing City of Boulder Open Space and Mountain Parks improvements; however general restoration guidance for this area is provided. Master plan improvement through this reach do, however, include modifying the two irrigation ditch diversion structures to accommodate aquatic and habitat passage.

The existing 61st Street bridge is proposed to be replaced with a 220 ft. span bridge to accommodate the 100-year event. Upstream of 61st Street to Valmont Road, stream restoration has been proposed to reestablish baseline geomorphic conditions, increase channel sinuosity, and improve overall riparian vegetation and habitat. This reach is also currently being evaluated by City of Boulder Open Space and Mountain Parks.

The existing trail crossing of Boulder Creek at Old Valmont Road is currently undersized. During the 2013 flood, the crossing was an obstruction to flow and a significant amount of blockage developed from debris and other items. This bridge is proposed to be replaced with a 180 ft. span pedestrian bridge to better convey flood flow, debris, and accommodate geomorphic channel conditions and habitat.

Finally, improvements through Reach 7 include improving the Butte Mill Ditch Crossing across South Boulder Creek. For this ditch, which originates from Boulder Creek, modifications include siphoning the canal flows underneath South Boulder Creek in a 54” RCP.

ES.5.8 Reach 8 – From Valmont Rd. to 30th St.

This reach is approximately 2.3 miles in length and primarily located within the City of Boulder. The channel characteristics generally include a combination of riparian habitat, roadway, and trail crossings. Wonderland and Goose Creeks enter Boulder Creek within Reach 8, and several small ponds are located adjacent to the stream. For Boulder Creek, Reach 8 reflects the transition to an urban flood channel and for the most part, Boulder Creek has



been locked in place through urbanization. The Burlington Northern and Santa Fe (BNSF) railroad embankment presents a significant obstacle for Boulder Creek and its connectivity with upstream and downstream floodplain areas. The BNSF crossing also has significantly less conveyance capacity than the larger span bridges within Boulder.

Master plan improvements within Reach 8 are comprised of stream restoration, improving the railroad crossing conveyance capacity, access to the Boulder Community Health Hospital, and management of accumulated sediment. Stream restoration is proposed from the downstream limit of Reach 8 at Valmont Road through Foothills Parkway. As described above, the BNSF railroad is a significant obstacle for Boulder Creek. The crossing is proposed to be increased to a 180 ft. span bridge to better convey flood flows and accommodate geomorphic channel conditions.

To ensure safe access to the hospital during major floods, up to the 500-year event, an alternate access point from 48th Street has been recommended. This access point would only serve emergency vehicles and would not provide routine access as seen in [Figure 11-14](#).

Frequent sediment deposition has been observed throughout Reach 8 along Boulder Creek and pedestrian trail crossings. This sediment is believed to be conveyed downstream from into the City from Boulder Canyon where the manmade obstructions cause the sediment to collect around infrastructure. Maintenance level sediment removal projects (up to 200 cubic yards per year) have been incorporated into the master plan at various crossing locations.

ES.5.9 Reach 9 – From 30th St. to City of Boulder Limits

Reach 9 extends through the City of Boulder from 30th St. to upstream of Arapahoe Avenue. This reach also includes the University of Colorado (CU) Campus, between 17th Street and Folsom. Many roadway crossings exist through this reach as well as Boulder Creek trail bridges. The Boulder Creek trail also follows the creek for the entire reach. Many buildings are located within the Boulder Creek floodplain. The City of Boulder has designated additional regulatory zones to manage existing development and redevelopment. Strategic plans, including CU’s North of Boulder Creek study have also been developed to identify management strategies to reduce overall flood risk. Similarly, the City of Boulder is currently in the process of planning for redevelopment surrounding the Civic Center area, and is evaluating this plan with respect to flood management.

Master plan improvements within Reach 9 include mitigating flood hazards, improving access near Boulder Creek, modifying diversions, and sediment maintenance. Downstream of 28th Street, along Cordry Court, realignment of the Boulder Creek Trail is proposed to increase conveyance and mitigate the high hazard conditions near residences. In accordance with City greenway’s objectives, property acquisition in this area should be considered as a means to eliminate high hazard designation and improve overall public safety. Near the CU campus, two new pedestrian bridges are proposed to improve access to the North of Boulder Creek campus. These bridges, or walkways, will provide emergency access to areas otherwise susceptible to isolation during flood events.

To mitigate flood hazards along the Boulder Slough, an overflow diversion structure is proposed at 14th Street. This diversion system will divert flows in excess of the conveyance capacity of the ditch back into Boulder Creek, reducing flood risk to adjacent properties and can be seen in [Figure 11-14](#).

Changes to the diversion structure at Broadway are also proposed to accommodate aquatic and habitat passage. The conceptual rendering of a typical diversion structure can be seen in [Figure 11-17](#).

Similar to other locations, six areas have been identified for annual sediment removal (up to 200 cubic yards per year) in Reach 9.

No new alternatives have been developed for the Civic Center area in this master plan study; however changes to Boulder Creek at this location should consider implementing recommendations discussed in [9.3 Improvement Alternative Categories](#).

ES.5.10 Reach 10 – From City of Boulder Limits to Fourmile Creek

Reach 10 reflects the reach of Boulder Canyon between the City of Boulder and the confluence with Fourmile Creek. This reach has much steeper overbank slopes and narrower cross section than the reaches to the east. The reach length is approximately 2 miles and the riparian zone is narrow at less than 100 feet wide. Through the canyon, State Highway 119 parallels the creek, crossing it twice. The Boulder Creek trail also parallels Boulder Creek along the opposite bank of the highway. In general, the stream banks are steep and stable, and have been armored with cobble, rock, and riprap. Boulder County is currently in process of repairing sections of the Boulder Creek trail and extending the path up to Fourmile Creek.

Reach 10 improvements consist of modifying the Farmers’ Ditch diversion for aquatic and habitat passage. Restoration of Boulder Creek has also been proposed in areas of disrepair following the 2013 flood event. Restoration locations have been depicted by the project conceptual design renderings as seen in [Figure 11-15](#).

ES.5.11 Master Plan Prioritization

In general, projects presented by this master plan are isolated in nature and can be implemented in any order without affecting adjacent projects upstream and downstream. Stream restoration and ecological enhancement will be most affected when Boulder Creek has been restored in a consistent manner across the entirety of the study length.

Since many of the alternatives in this study are not directly comparable, each recommended alternative has been grouped into a distinguishing category for prioritization. The four categories reflect: stream and Ecological Restoration, Bridge Replacement & Emergency Access; Public Safety; and Stream Maintenance. Within each category, projects were ranked in terms of a high, medium, or low priority. Top priority was given to project which serviced an immediate need; high level of stakeholder interest or collaboration; and presented higher levels of feasibility for implementation. Lower priority was assigned to locations posing less immediate threat to public safety, or integrated more long term planning goals.



Boulder Creek Restoration Master Plan

Table ES- 3: Prioritization Summary

Reach	ID	Prioritization by Project	Project Type	Jurisdiction	Priority
HIGH PRIORITY PROJECTS					
2	E	CO Rd. 16.5 - Replace Bridge with 180 ft. Span Bridge	Bridge Replacement	Weld County	High
2	G	Stream Restoration Downstream of CO Rd. 16.5	Stream Restoration	Weld County	High
3	A	Stream Restoration Upstream of CO Rd. 16.5	Stream Restoration	Weld County	High
3	B	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	Public Safety	Weld County	High
4	B	East County Line Road - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	Bridge Replacement	Boulder County	High
4	F	Stream Restoration Through Doniphan, Wittemeyer Ponds, Bailey-Kenosha Ponds, and Open Space	Stream Restoration	Boulder County	High
4	G	Stabilize Howell Ditch Diversion System, Modify Diversion for Aquatic and Habitat Passage	Stream Restoration	Boulder County	High
4	H	Kenosha Rd. - Replace Bridge with 180 ft. Span Bridge	Bridge Replacement	Boulder County	High
4	J	109th St. - Replace Bridge with 180 ft. Span Bridge; Restore Adjacent Channel	Bridge Replacement	Boulder County	High
4	K	Stream Restoration Through Wheeler Ranch	Stream Restoration	Boulder County	High
7	E	61st Street - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	Bridge Replacement	Boulder County	High
7	F	Replace Old Valmont Pedestrian Crossing with 180 ft. Span Bridge	Bridge Replacement	Boulder County	High
7	H	Protect Sanitary Interceptor Sewer	Public Safety	Boulder County	High
7	I	Stream Restoration from Valmont Rd to 61st Street	Stream Restoration	City of Boulder	High
8	C	BNSF Railroad - Replace Bridge with 180 ft. Span Bridge	Bridge Replacement	City of Boulder	High
8	F	Sediment Maintenance along Boulder Creek Path	Maintenance	City of Boulder	High
9	C	North of Boulder Creek Access Improvements	Bridge Replacement	City of Boulder	High
9	D	Boulder Slough Mitigation	Public Safety	City of Boulder	High
9	F	Sediment Maintenance along Boulder Creek Path	Maintenance	City of Boulder	High
MEDIUM PRIORITY PROJECTS					
1	B	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	Public Safety	City of Longmont / Weld County	Medium
2	A	CO Rd. 20.5 - Replace Bridge with 180 ft. Span Bridge	Bridge Replacement	Weld County	Medium
2	F	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	Public Safety	Town of Frederick / Weld County	Medium
4	C	Protect Gravel Ponds / Town of Erie Reuse Pond / Wittemeyer Ponds Inlet & Outlet During Storm Flows, Typical.	Public Safety	Town of Erie / Weld County / Boulder County	Medium
4	D	Stabilize Bank at Bailey-Kenosha Pond Outlet	Stream Restoration	Boulder County	Medium
5	C	Protect Boulder Valley Ponds Inlet & Outlet During Storm Flows, Typical.	Public Safety	Boulder County	Medium
5	F	Stream Restoration Downstream of 95th Street	Stream Restoration	Boulder County	Medium
5	G	95th St. - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	Bridge Replacement	Boulder County	Medium
5	H	Stream Restoration from Upstream of 95th St. to White Rocks Trail	Stream Restoration	City of Boulder	Medium
6	B	75th Street - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	Bridge Replacement	Boulder County	Medium
7	A	Protect Walden Ponds Inlet & Outlet During Storm Flows, Typical	Public Safety	Boulder County	Medium
7	B	Protect Ponds Inlet & Outlet During Storm Flows, Typical	Public Safety	Boulder County	Medium
7	G	Modify Butte Mill Ditch Crossing on South Boulder Creek	Maintenance	Boulder County	Medium
8	D	Stream Restoration from Foothills Pkwy to BNSF RR	Stream Restoration	City of Boulder	Medium

* Although located in Boulder County this project is City of Boulder Open Space and Mountain Park managed land and has classified as City of Boulder jurisdiction

Reach	ID	Prioritization by Project	Project Type	Jurisdiction	Priority
LOW PRIORITY PROJECTS					
1	A	Stream Maintenance and Ecological Enhancements City of Longmont Open Space	Stream Restoration	City of Longmont / Weld County	Low
2	B	Replace Existing Grade Control for Aquatic and Habitat Passage	Stream Restoration	Weld County	Low
2	C	Modify Rural Ditch for Aquatic and Habitat Passage	Stream Restoration	Town of Frederick / Weld County	Low
2	D	Modify Idaho Creek Diversion for Aquatic and Habitat Passage	Stream Restoration	Weld County	Low
4	A	Modify Godding A. and D. Plumb Ditch for Aquatic and Habitat Passage	Stream Restoration	Weld County	Low
4	E	DS of Kenosha Rd. - Remove Washed Out Bridge	Maintenance	Boulder County	Low
4	I	Replace Grade Control for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
5	A	Stream Restoration at Alexander Dawson Open Space	Stream Restoration	Boulder County	Low
5	B	Modify Boulder and Weld County Ditch for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
5	D	Modify Grade Control Structures for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
5	E	Modify Lower Boulder Ditch for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
6	A	Modify Leggett Ditch for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
7	C	Modify Diversion for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
7	D	Modify Green Ditch Diversion for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
8	A	Stream Restoration from 55th St. to Valmont Drive	Stream Restoration	City of Boulder	Low
8	B	Stream Restoration from BNSF RR to 55th St.	Stream Restoration	City of Boulder	Low
8	E	Hospital Access Improvements for 500-yr Event	Public Safety	City of Boulder	Low
9	A	Cordry Ct, High Hazard & Flood Mitigation	Public Safety	City of Boulder	Low
9	E	Modify Boulder Ditches Diversion for Aquatic and Habitat Passage	Stream Restoration	City of Boulder	Low
10	A	Modify Farmers' Ditch for Aquatic and Habitat Passage	Stream Restoration	Boulder County	Low
10	B	Boulder Canyon Stream Restoration	Stream Restoration	Boulder County	Low



Boulder Creek Restoration Master Plan

Table ES- 4: Cost Estimate Summary (Reach 1-6)

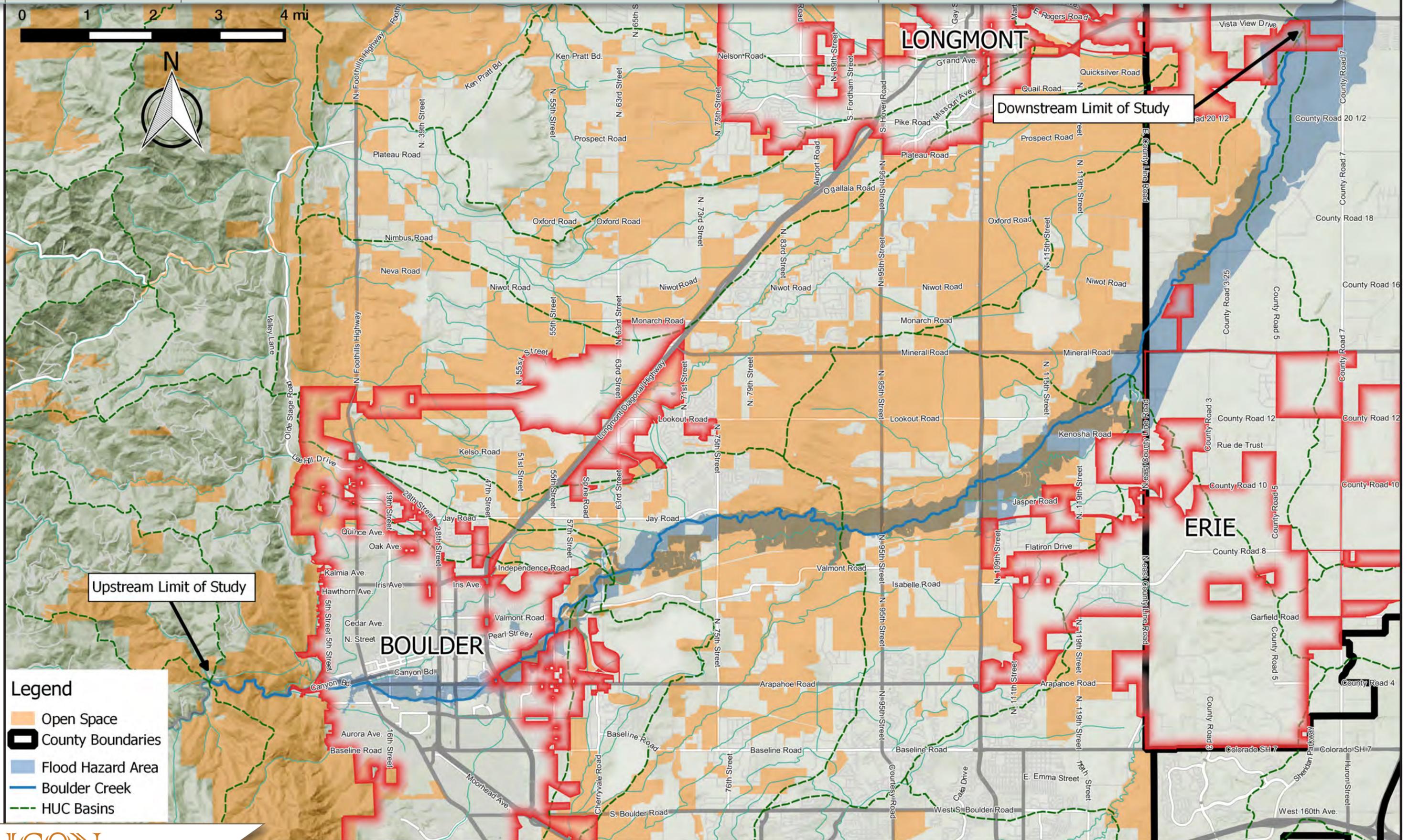
Reach	ID	Description	Jurisdiction	Reach Length (mi)	Capital	Eng / Admin / Legal	Contingency	Total Capital Cost	50-yr O&M Cost	
1	A	Stream Maintenance and Ecological Enhancements City of Longmont Open Space	City of Longmont / Weld County	0.13	\$ 39,146	\$ 11,744	\$ 9,787	\$ 60,677	\$ 9,800	
	B	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	City of Longmont / Weld County	--	\$ 261,000	\$ 78,300	\$ 65,250	\$ 404,550	\$ 1,085	
	Reach 1 Total				0.83	\$ 300,146	\$ 90,044	\$ 75,037	\$ 465,227	\$ 10,885
2	A	CO Rd. 20.5 - Replace Bridge with 180 ft. Span Bridge	Weld County	--	\$ 1,792,200	\$ 537,660	\$ 448,050	\$ 2,777,910	\$ 35,420	
	B	Replace Existing Grade Control for Aquatic and Habitat Passage	Weld County	--	\$ 237,800	\$ 71,340	\$ 59,450	\$ 368,590	\$ 4,270	
	C	Modify Rural Ditch for Aquatic and Habitat Passage	Town of Frederick / Weld County	--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	D	Modify Idaho Creek Diversion for Aquatic and Habitat Passage	Weld County	--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	E	CO Rd. 16.5 - Replace Bridge with 180 ft. Span Bridge	Weld County	--	\$ 1,792,200	\$ 537,660	\$ 448,050	\$ 2,777,910	\$ 35,420	
	F	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	Town of Frederick / Weld County	--	\$ 5,481,000	\$ 1,644,300	\$ 1,370,250	\$ 8,495,550	\$ 22,435	
	G	Stream Restoration Downstream of CO Rd. 16.5	Weld County	0.38	\$ 1,054,200	\$ 316,260	\$ 263,550	\$ 1,634,010	\$ 28,000	
Reach 2 Total				3.14	\$ 10,937,400	\$ 3,281,220	\$ 2,734,350	\$ 16,952,970	\$ 134,085	
3	A	Stream Restoration Upstream of CO Rd. 16.5	Weld County	0.38	\$ 1,058,840	\$ 317,652	\$ 264,710	\$ 1,641,202	\$ 28,000	
	B	Protect Gravel Pond Inlet & Outlet During Storm Flows, Typical	Weld County	--	\$ 261,000	\$ 78,300	\$ 65,250	\$ 404,550	\$ 1,085	
	Reach 3 Total				1.03	\$ 1,319,840	\$ 395,952	\$ 329,960	\$ 2,045,752	\$ 29,085
4	A	Modify Godding A. and D. Plumb Ditch for Aquatic and Habitat Passage	Weld County	--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	B	East County Line Road - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	Boulder County	--	\$ 3,655,197	\$ 1,096,560	\$ 913,799	\$ 5,665,556	\$ 28,560	
	C	Protect Gravel Ponds / Town of Erie Reuse Pond / Wittemeyer Ponds Inlet & Outlet During Storm Flows, Typical.	Town of Erie / Weld County / Boulder County	--	\$ 3,915,000	\$ 1,174,500	\$ 978,750	\$ 6,068,250	\$ 16,030	
	D	Stabilize Bank at Bailey-Kenosha Pond Outlet	Boulder County	--	\$ 17,089	\$ 5,126	\$ 4,272	\$ 26,487	\$ 3,220	
	E	DS of Kenosha Rd. - Remove Washed Out Bridge		--	\$ 69,600	\$ 20,880	\$ 17,400	\$ 107,880	\$ -	
	F	Stream Restoration Through Doniphan, Wittemeyer Ponds, Bailey-Kenosha Ponds, and Open Space		--	\$ 4,477,600	\$ 1,343,280	\$ 1,119,400	\$ 6,940,280	\$ 118,999	
	G	Stabilize Howell Ditch Diversion System, Modify Diversion for Aquatic and Habitat Passage		--	\$ 399,308	\$ 119,792	\$ 99,827	\$ 618,927	\$ 7,490	
	H	Kenosha Rd. - Replace Bridge with 180 ft. Span Bridge		--	\$ 2,296,800	\$ 689,040	\$ 574,200	\$ 3,560,040	\$ 28,560	
	I	Replace Grade Control for Aquatic and Habitat Passage		--	\$ 237,800	\$ 71,340	\$ 59,450	\$ 368,590	\$ 4,270	
	J	109th St. - Replace Bridge with 180 ft. Span Bridge; Restore Adjacent Channel		--	\$ 2,834,752	\$ 850,426	\$ 708,688	\$ 4,393,866	\$ 28,420	
	K	Stream Restoration Through Wheeler Ranch		0.87	\$ 2,424,657	\$ 727,398	\$ 606,164	\$ 3,758,219	\$ 64,399	
Reach 4 Total				4.59	\$ 20,617,803	\$ 6,185,342	\$ 5,154,450	\$ 31,957,595	\$ 304,218	
5	A	Stream Restoration at Alexander Dawson Open Space		Boulder County	0.85	\$ 2,378,000	\$ 713,400	\$ 594,500	\$ 3,685,900	\$ 62,999
	B	Modify Boulder and Weld County Ditch for Aquatic and Habitat Passage			--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270
	C	Protect Boulder Valley Ponds Inlet & Outlet During Storm Flows, Typical.	--		\$ 1,305,000	\$ 391,500	\$ 326,250	\$ 2,022,750	\$ 5,355	
	D	Modify Grade Control Structures for Aquatic and Habitat Passage	--		\$ 237,800	\$ 71,340	\$ 59,450	\$ 368,590	\$ 4,270	
	E	Modify Lower Boulder Ditch for Aquatic and Habitat Passage	--		\$ 475,600	\$ 142,680	\$ 118,900	\$ 737,180	\$ 8,540	
	F	Stream Restoration Downstream of 95th Street	0.38		\$ 1,054,200	\$ 316,260	\$ 263,550	\$ 1,647,495	\$ 28,000	
	G	95th St. - 100-yr Option: Replace Bridge with 220 ft. Span Bridge	--		\$ 3,778,680	\$ 1,133,604	\$ 944,670	\$ 5,856,954	\$ 28,560	
	H	Stream Restoration from Upstream of 95th St. to White Rocks Trail	City of Boulder		0.85	\$ 2,371,947	\$ 711,584	\$ 592,987	\$ 3,676,518	\$ 62,999
Reach 5 Total				2.83	\$ 11,891,227	\$ 3,567,368	\$ 2,972,807	\$ 18,444,887	\$ 204,993	
6	A	Modify Leggett Ditch for Aquatic and Habitat Passage	Boulder County	--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	B	75th Street - 100-yr Option: Replace Bridge with 220 ft. Span Bridge		--	\$ 3,097,220	\$ 929,166	\$ 774,305	\$ 4,800,691	\$ 28,560	
	Reach 6 Total				2.53	\$ 3,387,220	\$ 1,016,166	\$ 846,805	\$ 5,250,191	\$ 32,830



Boulder Creek Restoration Master Plan

Table ES- 5: Cost Estimate Summary (Reach 7-10)

Reach	ID	Description	Jurisdiction	Reach Length (mi)	Capital	Eng / Admin / Legal	Contingency	Total Capital Cost	50-yr O&M Cost	
7	A	Protect Walden Ponds Inlet & Outlet During Storm Flows, Typical	Boulder County	--	\$ 1,827,000	\$ 548,100	\$ 456,750	\$ 2,831,850	\$ 7,490	
	B	Protect Ponds Inlet & Outlet During Storm Flows, Typical		--	\$ 1,827,000	\$ 548,100	\$ 456,750	\$ 2,831,850	\$ 7,490	
	C	Modify Diversion for Aquatic and Habitat Passage		--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	D	Modify Green Ditch Diversion for Aquatic and Habitat Passage		--	\$ 290,000	\$ 87,000	\$ 72,500	\$ 449,500	\$ 4,270	
	61st Street - 100-yr Option:									
	E	Replace Bridge with 220 ft. Span Bridge		--	\$ 2,843,416	\$ 853,025	\$ 710,854	\$ 4,407,295	\$ 28,420	
	F	Replace Old Valmont Pedestrian Crossing with 180 ft. Span Bridge		--	\$ 1,117,813	\$ 335,344	\$ 279,453	\$ 1,732,610	\$ 28,210	
	G	Modify Butte Mill Ditch Crossing on South Boulder Creek		--	\$ 235,238	\$ 70,572	\$ 58,810	\$ 364,620	\$ 4,200	
	H	Protect Sanitary Interceptor Sewer		--	\$ 511,010	\$ 153,304	\$ 127,753	\$ 792,067	\$ 8,540	
I	Stream Restoration from Valmont Rd to 61st Street	City of Boulder	1.18	\$ 1,546,781	\$ 464,034	\$ 386,695	\$ 2,397,510	\$ 87,499		
Reach 7 Total				3.51	\$ 10,488,258	\$ 3,146,479	\$ 2,622,065	\$ 16,256,802	\$ 180,389	
8	A	Stream Restoration from 55th St. to Valmont Drive	City of Boulder	0.32	\$ 429,200	\$ 128,760	\$ 107,300	\$ 665,260	\$ 23,800	
	B	Stream Restoration from BNSF RR to 55th St.		0.91	\$ 1,194,800	\$ 358,440	\$ 298,700	\$ 1,851,940	\$ 67,199	
	C	BNSF Railroad - Replace Bridge with 180 ft. Span Bridge		--	\$ 2,697,000	\$ 809,100	\$ 674,250	\$ 4,180,350	\$ 28,280	
	D	Stream Restoration from Foothills Pkwy to BNSF RR		0.49	\$ 638,000	\$ 191,400	\$ 159,500	\$ 988,900	\$ 36,400	
	E	Hospital Access Improvements for 500-yr Event		--	\$ 46,932	\$ 14,080	\$ 11,733	\$ 72,745	\$ -	
	F	Sediment Maintenance along Boulder Creek Path		--	\$ -	\$ -	\$ -	\$ -	\$ 839,993	
Reach 8 Total				2.3	\$ 5,005,932	\$ 1,501,780	\$ 1,251,483	\$ 7,759,195	\$ 995,672	
9	A	Cordry Ct, High Hazard & Flood Mitigation	City of Boulder	0.06	\$ 65,589	\$ 19,676	\$ 16,397	\$ 266,662	\$ 13,650	
	C	North of Boulder Creek Access Improvements		--	\$ 3,496,000	\$ 1,048,800	\$ 874,000	\$ 5,418,800	\$ 69,999	
	D	Boulder Slough Mitigation		--	\$ 486,385	\$ 145,916	\$ 121,596	\$ 753,897	\$ 10,815	
	E	Modify Boulder Ditches Diversion for Aquatic and Habitat Passage		--	\$ 406,000	\$ 121,800	\$ 101,500	\$ 629,300	\$ 4,270	
	F	Sediment Maintenance along Boulder Creek Path		--	\$ -	\$ -	\$ -	\$ -	\$ 1,259,989	
Reach 9 Total				2.87	\$ 4,453,974	\$ 1,336,192	\$ 1,113,493	\$ 7,068,659	\$ 1,358,723	
10	A	Modify Farmers' Ditch for Aquatic and Habitat Passage	Boulder County	--	\$ 300,000	\$ 90,000	\$ 75,000	\$ 465,000	\$ 4,270	
	B	Boulder Canyon Stream Restoration		0.91	\$ 696,000	\$ 208,800	\$ 174,000	\$ 1,078,800	\$ 67,199	
Reach 10 Total				1.64	\$ 996,000	\$ 298,800	\$ 249,000	\$ 1,543,800	\$ 71,469	
Total Costs				25.27	\$ 69,397,800	\$ 20,819,343	\$ 17,349,450	\$ 107,745,078	\$ 3,322,349	



Legend

- Open Space
- County Boundaries
- Flood Hazard Area
- Boulder Creek
- HUC Basins



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 29, 2016

AGENDA TITLE

Second reading and consideration of a motion to adopt Ordinance No. 8106 amending Title 11-6, the "Boulder Cable Code"

PRESENTERS

Jane S. Brautigam, City Manager
Tom Carr, City Attorney
Debra Kalish, Senior Assistant City Attorney
Carl Castillo, Policy Advisor

EXECUTIVE SUMMARY

On April 7, 2015, City Council approved a 10-year cable television franchise agreement between the city and Comcast of Colorado IV, LLC ("Comcast"). During the negotiations for this agreement (the "Comcast Franchise") it became apparent that the city would need to revise certain provisions of Boulder's Cable Code (Chapter 11-6 of the Boulder Revised Code 1981) and the Customer Service Standards found in Appendix A to Boulder Cable Code. These revisions are necessary to ensure conformance with federal law (Title 47, Part 5 of the U.S. Code), the Comcast Franchise Agreement and the evolving industry standards for customer service that are reflected in this agreement. The revisions to the city's code are considered minor and technical in nature. This agenda item is an opportunity for council to consider adopting such revisions as reflected in the proposed ordinance (**Attachment A**).

Council approved this ordinance on first reading on February 16, 2016.

STAFF RECOMMENDATION

Suggested Motion Language:

Staff requests council consideration of this matter and action in the form of the following motion:

Motion to approve Ordinance No. 8106, included as **Attachment A**, amending Title 11-6, Amending the Boulder Cable Code

BACKGROUND

The city enters into cable franchise agreements to permit private providers to use city right-of-way (ROW) to run their cable lines to provide multi-channel program service. In return, the city collects cable franchise fees. Multi-channel program service providers that do not require use of city ROW (i.e., satellite service providers) are not required to enter into a cable franchise agreement with the city. The franchises that are granted are not exclusive, meaning that they do not prevent other entrants from using city ROW to provide competing services.

The city has been a signatory to three cable franchise agreements, all with Comcast or its predecessor companies: first in 1982; then in 2004, and; finally in 2015. This most recent agreement is set to expire at the end of 2025.

In 1998, during a time when the city anticipated many new entrants seeking cable franchise agreements, the city adopted the Boulder Cable Code, § 11-6-1 *et seq.*, B.R.C. It included in an appendix customer service standards that were appropriate for the time. Since then, the Colorado Communications and Utilities Alliance (CCUA), a coalition of Colorado local governments that support each other in all aspects of cable franchising, has developed new customer service standards that reflect not only the latest technologies and industry customer service standards, but are the product of a significant negotiations with, and compromise by, the largest cable providers in Colorado. With a few minor exceptions, these standards were all incorporated into the city's 2015 Comcast Franchise Agreement. The customer service standards in that agreement recognized changes in the industry that have taken place since the Cable Code was adopted, including centralized and upgraded service centers, expanded hours of operation and improved customer complaint handling. They include minimum requirements for providing courtesy, accessibility, and responsiveness and establish a complaint procedure for receiving, acting upon and resolving customer complaints to Comcast, or to the city as the franchising authority, and the right of the city to impose financial assessments to remedy violations. The agreement also includes stronger data privacy protections from the Cable Code that are important to Boulder customers.

ANALYSIS

The proposed ordinance would accomplish the following:

- Repeal the section of the Boulder Cable Code that refers to the customer service standards, and Appendix A, where the customer service standards are codified. The standards are central to ensuring good cable service in the city. However, including in the Boulder Cable Code customer service standards that are constantly evolving as technology advances is not recommended. It is for this reason that nearly every (or perhaps all) other Colorado municipalities, have chosen not to codify their customer service standards and instead chosen to use each expiring franchise as an opportunity to negotiate completely new standards that take into account the latest industry standards, evolving technology as well as the benefits of coalition/CCUA-leveraged negotiations to arrive at the highest level of customer service available to the community at the time such franchise is renewed.
- Repeal the section of the Boulder Cable Code on rate regulation. Only communities without competition for cable television service may regulate rates. Once the Federal Communications Commission determined in 2008 that Comcast has competition on the Front Range from direct broadcast satellite providers, this code provision became unenforceable.
- Amend the section of the Boulder Cable Code on the cost of audits. Based on our experience and in consultation with the Finance Department, the city agreed to these changes in the Comcast Franchise Agreement. This amendment ensures that the Boulder Cable Code is not inconsistent with that agreement.

ATTACHMENTS

Attachment A – Proposed ordinance amending Title 11-6, the Boulder Cable Code

ORDINANCE NO. 8106

AN ORDINANCE AMENDING CHAPTER 11-6, "BOULDER CABLE CODE," B.R.C. 1981, SPECIFICALLY SECTIONS 11-6-8, 11-6-9, AND 11-6-10 (H) AND APPENDIX A THERETO, AND SETTING FORTH RELATED DETAILS.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO:

Section 1. Section 11-6-8, "Consumer Protection Provisions," BRC 1981, and Appendix A, "Customer Service Standards," referenced therein, are repealed.

Section 2. Section 11-6-9, "Rate Regulation," BRC 1981, is repealed.

Section 3. Section 11-6-10, "Franchise Fee," B.R.C. 1981, is amended to read:

11-6-10. - Franchise Fee.

....

(h) City's Right to Audit Books and Records: The city may, from time to time, and upon reasonable notice, inspect and audit any and all books and records relevant to the determination of gross revenues and the computation of franchise fees due, and may recompute any amounts determined to be payable. If, as a result of the audit, the city determines that the franchisee has underpaid the franchise fees owed in an amount exceeding five percent of the franchise fees actually paid ~~or \$10,000.00, whichever is less,~~ the reasonable cost of the audit, up to \$10,000.00, shall be borne by the person responsible to pay the fee. The audit shall be performed in the city, and it shall be the responsibility of the person subject to the fee to have all books and records necessary to satisfactorily perform the audit readily available to the auditors.

....

Section 4. This ordinance is necessary to protect the public health, safety, and welfare of the residents of the city, and covers matters of local concern.

Section 5. The city council deems it appropriate that this ordinance be published by title only and orders that copies of this ordinance be made available in the office of the city clerk for public inspection and acquisition.

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INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY
TITLE ONLY this 16th day of February, 2016.

Mayor

Attest:

City Clerk

READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED
PUBLISHED BY TITLE ONLY this 29th day of February, 2016.

Mayor

Attest:

City Clerk



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 29, 2016

AGENDA TITLE: Introduction and consideration of a motion to order published by title only and adopt by emergency Ordinance No. 8108 amending Chapter 10-3, "Rental Licenses," by changing the rental dwelling unit posting and advertising requirements in Section 10-3-20, B.R.C. 1981 "correcting minor typographical errors associated with administrative remedies," in Section 10-3-16, B.R.C. 1981, and setting forth related details.

PRESENTERS

Jane S. Brautigam, City Manager

Tom Carr, City Attorney

Maureen Rait, Executive Director, Public Works

David Driskell, Executive Director, Community Planning and Sustainability

Susan Richstone, Deputy Director, Community Planning and Sustainability

Charles Ferro, Development Review Manager

Brian Holmes, Zoning Administrator

EXECUTIVE SUMMARY

On November 10, 2015, Council passed Ordinance 8072, which was intended to increase the effectiveness of occupancy enforcement. The ordinance became effective on January 4, 2016. Shortly thereafter council began receiving feedback regarding the new requirements. Most of the comments were focused on the requirement for posting the number of unrelated occupants permitted in a dwelling unit and the requirement for including the maximum occupancy in all advertisements. On January 19, 2016, Council directed staff to prepare an ordinance addressing the community's concerns. A proposed ordinance is attached.

Suggested Motion Language:

Staff requests Council consideration of this matter and action in the form of the following motion:

Motion to introduce, adopt on as an emergency measure and order published by title only, an emergency ordinance amending Chapter 10-3, "Rental Licenses," by changing the rental dwelling unit posting and advertising requirements in Section 10-3-20, B.R.C. 1981 " correcting minor typographical errors associated with administrative remedies in Section 10-3-16, B.R.C. 1981, and setting forth related details

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic: Illegal over-occupancy can have a detrimental effect on the city's economy by increasing housing prices for both the purchase of single family homes and for rentals.
- Environmental: Increased occupancy in an area not suitable for it could increase the city's carbon footprint.
- Social: Illegal over-occupancy has a significant detrimental effect on the social fabric of the city's neighborhoods.

OTHER IMPACTS

- Fiscal: The proposed ordinance may have some fiscal impact to support implementation.
- Staff Time: More effective regulation of occupancy should be accomplished with existing staff.

BOARD AND COMMISSION FEEDBACK

None.

BACKGROUND & ANALYSIS

At the 2015 council retreat, Council directed staff to explore ways in which the city's occupancy limits could be enforced more effectively, including the possibility of removing the "grand-fathering" provision. The purpose for this agenda item is to present potential options to Council and seek feedback and direction on which steps Council would prefer.

At the May 28, 2015 special council meeting, Council considered a presentation by the city attorney of seven options to better enforce the city's occupancy limits in residential properties. Council's direction was for the city attorney to prepare an ordinance consistent with Council's direction.

Ordinance 8072 was introduced and considered on first reading on September 1, 2015. Council held a public hearing on second reading at the September 15, 2015 council meeting. Eighty-three people spoke at the public hearing. Council continued the second reading on October 20, 2015. Council passed Ordinance 8072 on third reading on November 10, 2015.

A detailed discussion of the background of occupancy regulation in Boulder can be found in the [agenda memorandum](#) prepared for the May 28, 2015 council meeting.

PROPOSED ORDINANCE

A proposed ordinance is **Attachment A**. Staff recommends the following amendments to the provisions adopted in November:

1. Do not require posting of occupancy in units in multi-family buildings with more than four units.

Staff recommends amending section 10-3-20(a) to exclude larger multi-unit buildings from the posting requirement. Community feedback suggested that requiring posting in the larger apartment buildings would be onerous. In addition, it does not appear that there is significant problem with over occupancy in these buildings. Staff recommends that multi-family buildings with less than four units not be exempted. Many of the issues on University Hill appear to derive from duplexes, triplexes and fourplexes that were converted from single family homes. Such properties should be subject to the posting requirement.

2. Only require posting at the time a property is shown to potential renters.

Council received feedback suggesting that it would be very difficult for a property owner to insure that a sign remained posted in a property in the control of the tenant. There were also criticisms of the esthetic impact of having signs posted in rental properties. Staff recommends that council consider requiring that signs only be posted when a property is shown to a potential renter. Council's intent in enacting the original requirement was to provide notice to potential renters of the occupancy limit. Having a posting at the time that a property is shown should accomplish this goal. It also limits the time for which the property owner can be held responsible to a time when an agent for the property owner generally is present. Staff recommends that section 10-3-20(a) be amended to limit posting to times at which a property is being shown to potential renters.

3. Allow posting of an occupancy number lower than the maximum allowed by law.

Council received comments suggesting that many property owners restrict occupancy to fewer residents than allowed by law. Property owners expressed concern that a sign stating the legal limit might actually encourage an increase in occupancy beyond that which would be permitted in the lease. Accordingly, the proposed ordinance includes an

amendment to sections 10-3-20(a) and (c) clarifying that the property owner may post a sign or include in an advertisement a maximum occupancy less than the legal limit.

4. Typographical errors.

Staff recommends correcting two minor typographical errors in sections 10-3-16(a)(1)(A) and 10-3-20(b).

5. Emergency enactment.

Staff recommends that this ordinance be adopted as an emergency measure. The signage requirement involves an investment for property owners, particularly owners of multi-unit properties. It would be best to clarify these requirements as soon as possible.

ATTACHMENT

Attachment A – Proposed Ordinance

ORDINANCE NO. 8108

AN EMERGENCY ORDINANCE AMENDING CHAPTER 10-3, "RENTAL LICENSES," BY CHANGING THE RENTAL DWELLING UNIT POSTING AND ADVERTISING REQUIREMENTS IN SECTION 10-3-20, B.R.C. 1981 " CORRECTING MINOR TYPOGRAPHICAL ERRORS ASSOCIATED WITH ADMINISTRATIVE REMEDIES IN SECTION 10-3-16, B.R.C. 1981, AND SETTING FORTH RELATED DETAILS.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER,
COLORADO:

Section 1. Section 10-3-16 is amended to read as follows:

10-3-16. - Administrative Remedy.

- (a) If the city manager finds that a violation of any provision of this chapter or chapter 10-2, "Property Maintenance Code," B.R.C. 1981, exists, the manager, after notice to the operator and an opportunity for hearing under the procedures prescribed by chapter 1-3, "Quasi-Judicial Hearings," B.R.C. 1981, may take any one or more of the following actions to remedy the violation:
- (1) Impose a civil penalty according to the following schedule:
 - (A) -For any violation in the following areas: the area south of Arapahoe Avenue, north of Baseline Road, east of 6th Street and west of Broadway, the area south of Baseline Road, north of Table Mesa Drive, east of Broadway; ~~and the area west of U.S Route 36 and the area south of Canyon Boulevard, north of Arapahoe Avenue, west of Folsom Street and east of 15th Street:~~
 - (i) For the first violation of the provision, \$500.00;
 - (ii) For the second violation of the same provision, \$750.00; and
 - (iii) For the third violation of the same provision, \$1,000.00;
 - (B) For a violation in any other area:
 - (i) For the first violation of the provision \$150;
 - (ii) For the second violation of the same provision \$300; and
 - (iii) For the third violation of the same provision \$1,000.
 - (2) Revoke the rental license; and
 - (3) Issue any order reasonably calculated to ensure compliance with this chapter and chapter 10-2, "Property Maintenance Code," B.R.C. 1981.
- (b) If notice is given to the city manager by the operator at least forty-eight hours before the time and date set forth in the notice of hearing on any violation that the violation has been corrected, the manager will reinspect the building. If the manager finds that the violation has been corrected, the manager may cancel the hearing.
- (c) The city manager's authority under this section is in addition to any other authority the manager has to enforce this chapter, and election of one remedy by the manager shall not preclude resorting to any other remedy as well.
- (d) The city manager may, in addition to taking other collection remedies, certify due and unpaid charges to the Boulder County Treasurer for collection as provided by section 2-2-

1 12, "City Manager May Certify Taxes, Charges and Assessments to County Treasurer for
Collection," B.R.C. 1981.

- 2 (e) To cover the costs of investigative inspections, the city manager will assess operators a
3 \$250.00 fee per inspection, where the city manager performs an investigative inspection to
ascertain compliance with or violations of this chapter.

4 Section 2. Section 10-3-20 is amended to read as follows:

5 **10-3-20. - Occupancy.**

- 6 (a) Every operator of any property with less than five dwelling units, shall at the time any
7 dwelling unit is shown to any prospective renter, post conspicuously on the inside of the
8 main entrance to each dwelling unit a sign listing a maximum occupancy number that shall
9 be no greater than the maximum number of unrelated individuals permitted under section
10 9-8-5, B.R.C. 1981 ("Occupancy of Dwelling Units") in a form specified by the city
11 manager. Any such sign may include an occupancy limit smaller than that allowed by
12 section 9-8-5.
- 13 (b) Each license shall include a notation of the legal occupancy, including the number of
14 unrelated individuals permitted for each dwelling unit covered by the license. Acceptance
15 of the license shall constitute a waiver of any claim for a non-conforming occupancy in
16 excess of the occupancy stated on the license. The notation on the license shall also not
17 provide the basis for an assertion of non-conforming occupancy.
- 18 (c) Each advertisement for rental shall include a statement of the maximum occupancy, such
19 statement shall include a number no greater than the number ~~by~~ of unrelated individuals
20 permissible pursuant to Section 9-8-5, B.R.C. 1981 of the dwelling unit to be rented. Any
21 such advertisement may include an occupancy limit smaller than that allowed by section 9-
22 8-5.

23 Section 3. This ordinance is necessary to protect the public health, safety, and welfare of
24 the residents of the city, and covers matters of local concern.

25 Section 4. The city council deems it appropriate that this ordinance be published by title
only and orders that copies of this ordinance be made available in the office of the city clerk for
public inspection and acquisition.

Section 5. The city council finds this ordinance is necessary for the immediate
preservation of public peace, health, safety, and property justifying the adoption of this ordinance
as an emergency measure. Passage of this ordinance immediately is to clarify the rules for
operators renewing rental licenses. This ordinance shall become effective immediately.

1 READ ON FIRST READING, PASSED, ADOPTED AS AN EMERGENCY
2 MEASURE BY TWO-THIRDS COUNCILMEMBERS PRESENT, AND ORDERED
3 PUBLISHED BY TITLE ONLY this 29th day of February 2016.

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6 Suzanne Jones
Mayor

7 Attest:

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9 Lynnette Beck
City Clerk

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**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 29, 2016

AGENDA TITLE

Consideration of a motion on the initial screening of public requests for map changes in Area II and Area III as part of the Boulder Valley Comprehensive Plan Major Update

PRESENTERS

David Driskell, Executive Director, Planning, Housing & Sustainability (PH&S)
Susan Richstone, Deputy Director, PH&S
Lesli Ellis, Comprehensive Planning Manager, PH&S
Jeff Hirt, Planner II, PH&S
Caitlin Zacharias, Associate Planner, PH&S
Dale Case, Land Use Director, Boulder County Land Use
Nicole Wobus, Land Use Manager, Boulder County Land Use
Abby Shannon, Senior Planner, Boulder County Land Use
Pete Fogg, Senior Planner, Boulder County Land Use
Steven Giang, Planner I, Boulder County Land Use

EXECUTIVE SUMMARY

The purpose of this item is City Council action on the initial screening of public requests in Area II and Area III as part of the Major Update to the Boulder Valley Comprehensive Plan (BVCP). The memo provides information on the actions taken by Planning Board, the Boulder County Planning Commission, and Board of County Commissioners (BOCC).

For the joint county hearings on Jan. 26, 2016 regarding Area II and Area III requests, city and county staff provided initial recommendations. The county bodies modified and advanced the motion to the City Council and Planning Board for the joint public hearing on Feb. 2, 2016. On Feb. 2, Planning Board recommended advancing four requests as follows:

- **3261 3rd St.** – *Minor Adjustment to Service Area Boundary (Area III to II) (Request 25)*
- **3000 N. 63RD St. & 6650 Valmont Rd.** (“**Valmont Butte**” #1) – *OSO to PUB (Request 26)*
- **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #2** - *LR & PUB to MXR (Request 35)*
- **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #3** – *LR & PUB to OS (w/Natural Ecosystems or Environmental Preservation designation) (Request 36)*

The board also did not recommend further analysis on 2802 Jay Rd. #1 – Change from Public to MR or MXR (Request 29) and recommended that City Council ask the county Planning Commission and BOCC to reconsider two requests that were not advanced by the county:

- **2801 Jay Rd. #2** – *Change to Area III - Planning Reserve (Request 30)*
- **5399 Kewanee Dr. & 5697 South Boulder Rd** “Hogan Pancost” – *Change to Area III (Request 32)*

The work sheet in **Attachment A** notes the actions of the Planning Board, BOCC, and Planning Commission. Draft minutes from the Planning Board meeting are in **Attachment B**.

STAFF RECOMMENDATION

The revised recommended motion language below carries forward the action of the Planning Board except for the board’s recommendation to reconsider the two requests (i.e., 30 and 32) for several reasons noted later in the memo.

Suggested Motion

Staff requests consideration of this matter and action in the form of the following motion:

Motion to further consider and analyze the following land use map changes for Area II and Area III properties:

- **3261 3rd St.** – *Minor Adjustment to Service Area Boundary (Area III to II) (Request 25)*
- **3000 N. 63RD St. & 6650 Valmont Rd.** (“Valmont Butte” #1) – *OSO to PUB (Request 26)*
- **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #2** - *LR & PUB to MXR (Request 35)*
- **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #3** – *LR & PUB to OS (w/Natural Ecosystems or Environmental Preservation designation) (Request 36)*

CHANGE REQUESTS FOR AREA II AND AREA III

The city and county received 15 requests for changes to the map for Area II and III properties. The initial screening is intended to determine which BVCP change requests submitted by the public will receive additional study and analysis as part of the five year major update to the plan, and ultimately narrow the range of requests to the ones that are highest priority, most relevant for the major update, and manageable in terms of workload moving forward. During the initial screening phase, staff evaluates requests against criteria to determine which should move forward in the process; more detailed analysis of each request occurs in the further analysis phase.

The city completed its initial screening of requests in Area I, Area II enclaves, and for policy and text changes (requests #1 through 23). The memo for the Dec. 15, 2015 joint Planning Board/City Council public hearing is available [here](#). The memo for the Jan. 5, 2016 City Council meeting is available [here](#). The city advanced five property requests and three policy requests in the first set of initial screening hearings.

The memo provided for the Feb. 2, 2016 City Council and Planning Board joint hearing included a full description of the criteria used for analysis for the Area II and Area III requests, the original requests, and staff reports and analysis. The Feb. 2 memo can be found [here](#) with the analysis in [Attachment A](#). On Feb. 2, Planning Board voted on the recommendations advanced by the

BOCC and Planning Commission and advanced four requests and asked for reconsideration of two as noted in the executive summary and motion below.

The Feb. 29, 2016 vote of City Council should conclude the initial screening process for the BVCP Major Update, unless initial screening requests are reconsidered by the county. Requests that receive approval for further study by the four review bodies will move forward and be analyzed over the coming months. Analysis of some request are likely to be complete by summer and others may take a bit longer, according to a schedule to be determined by staff and to be shared with the four decision bodies.

Requests Recommended by Three Decision-Making Bodies for Further Analysis

This section provides brief summaries of the requests in Area II and III recommended for further analysis by three of four approval bodies.

- Request 25) **3261 3rd St. – Minor Adjustment to Service Area Boundary (Area III to II)**
Request to adjust the service area boundary from Area III to Area II for a property that has both an existing residential use and a BVCP land use designation of Low Density Residential. Further study is needed to determine if the request meets the criteria for a minor adjustment to the service area boundary and transportation access, utilities, and adjacent city open space implications. The property is currently not eligible for annexation and was recently approved for a county subdivision exemption provided they pursue annexation to the city, which represents a changed condition.
- Request 26) **3000 N. 63RD St. & 6650 Valmont Rd. (Valmont Butte) #1 – OS-O to PUB**
Request for a land use change from Open Space- Other (OS-O) to Public (PUB) at Valmont Butte. This request was submitted by the city with the intent to annex the property into the city, undertake historic landmark designation for the mill buildings, expand open space areas to include 12 acres of undisturbed historic areas, and to allow for the remainder of the site to be used for existing radio communications use as well as future material/equipment storage and renewable energy uses. The request for public use is not intended to convey that the site would have public access. The requested land use designation change should be considered further to support city operations and meet other climate-related goals.
- Request 35) **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #2 – LR & PUB to MXR**
Two requests made by the property owners for a land use change from Low Density Residential (LR) and Public (PUB) to Mixed Density Residential (MXR). Demand for a school at this location has not materialized, which makes the PUB land use designation inconsistent with BVSD’s interest in the property. The proposal to create affordable housing on the site appears to be consistent with a variety of BVCP policies. Further study is needed on the proposed land use change with Request 36.
- Request 36) **6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #3 – LR & PUB to OS (w/Natural Ecosystems or Environmental Preservation designation)**
Eleven requests, which include requests from individuals as well as the Twin Lakes Action Group (TLAG), asked generally to change the land use designation of both parcels to Open Space (OS). Generally the requests include preserving

wildlife habitat, maintaining existing neighborhood character, and meeting the open space needs of the surrounding neighborhood. Further study is needed with Request 35. Both Open Space and Mountain Parks (city) and Parks and Open Space (county) have indicated that the site does not meet their criteria for acquisition for community or regional open space. However, an OS land use designation could be appropriate if the site were to be privately acquired for that purpose.

Requests Recommended by Planning Board for Reconsideration

Planning Board asked that City Council consider and the county bodies reconsider two requests that the BOCC did not advance. They are:

Request 30) **2801 Jay Rd. #2** – *Service Area Contraction (Area II to Area III- Planning Reserve)*

The city and county received four requests to change the service area designation from Area II to Area III-Planning Reserve because of concerns related to consistency of redevelopment with neighborhood character, incremental development, traffic, and safety, among other reasons. The property has been developed and used as a place of worship since 1990. The purpose of the Planning Reserve is to maintain the option of future service area expansion and is an interim classification until it is decided whether the property should be placed in Area III-Rural or in the Service Area (Area II). Because of existing urban development on the property, Area II and Public land use designations, and contiguity with the city's existing service area, staff did not recommend further analysis of this request. The BVCP also does not contain clear criteria regarding how to change the designation of a property from Area II to Area III-Planning Reserve. BOCC discussed that Area II is more appropriate for the property. Planning Commission was interested in studying this request if the housing land use request (Request 29) was to move forward. Planning Board requested further study as they expressed concerns about intensifying uses on the property.

Request 32) **5399 Kewanee Dr. & 5697 South Boulder Rd. (Hogan Pancost)** – *Service Area Contraction (Area II to III)*

Southeast Boulder Neighborhood Association requested to change the designation of the property from Area II to Area III. The property owner also submitted a rebuttal requesting that the designation remain Area II. Planning Board's 2013 denial of a development proposal for the site initially suggested the need for further study to determine if a reclassification to Area III might be appropriate and whether the proposal would meet the BVCP's criteria for a service area contraction (BVCP Amendment Procedures section 3.b.2), therefore staff originally recommended that this be studied further. However, Planning Commission thought the appropriate intensity, use, and environmental, and technical issues could be more appropriately addressed as part of an annexation request. The BOCC did not comment on the request as Planning Commission had previously screened the property from further analysis as part of the BVCP update. Planning Board requested reconsideration as noted below with additional information.

Next Steps for Analysis of BVCP Public Requests

Given the volume of questions about the next phase of BVCP analysis, staff would like to clarify what to expect regarding level of detail and timing. Additionally, staff is sorting the remaining requests according to level of complexity, required review (two or four-body), and expected level of community engagement, among other factors. That sorting process may then determine the schedule for later hearings.

In general, the BVCP analysis following the initial screening has focused on issues such as intensity of development, mix of uses, and ability to provide urban services to a property or area. Criteria for further analysis will be based on BVCP criteria that are outlined in the Amendment Procedures (p. 59, land use map changes, 2010 BVCP) and minor adjustments to the service area boundary (p. 61, 2010 BVCP). These criteria include consistency with the policies and overall intent of the comprehensive plan, compatibility with the surrounding area, and minimal effect on service provision, among others.

Specifically, staff analysis during the further analysis phase in past major updates has entailed the following:

1. Summary Data: zoning and future BVCP land use designations, parcel acreage, square footage of existing buildings, and dwelling units and jobs based on current and proposed land use designations
2. Site Location and Context: including a description of what is permitted under the current land use designation, surrounding land uses, transit, and any environmental concerns
3. Discussion of relevant history and key issues: key issues vary by property and may included the following, among others: land use discrepancy with BVCP, development potential after floodplain re-mapping, consistency with adopted area plans, previous council direction, preservation of rural or historic character, and compatibility with surrounding area
4. Summary points from public engagement: most requests involved a public engagement component

In past updates, staff has not provided detailed analysis regarding environmental resources, hydrology, or site design – some of the issues that have been brought up for properties such as Twin Lakes. In addition to the criteria in the Amendment Procedures, compatibility with policies and land use designations in existing subcommunity or area plans and priorities for the major update are among additional considerations used in the further analysis phase. In 2010, for example, staff recommendations were based on prior or ongoing detailed studies or adopted plans and did not include any new detailed studies for the BVCP process (e.g., recommendations based on adopted plans (TVAP and the North Boulder Subcommunity Plan) and prior studies (RH-2 zoning district study, University Hill Study)). In general, the 2010 staff recommendations cite existing policies and regulations without conducting technical analysis to comprehensively examine the implications of potential alternative land use designation and zoning scenarios.

In 2010, the volume of public comment was substantially less for final decisions than staff has already seen for the 2015 requests so far. Nevertheless, of the ten 2010 requests that made it to the final stages, four had at least one public meeting, and some had several focused smaller group meetings with community members.

With the increasing complexity of infill and redevelopment projects, and the increased number of requests, new questions have arisen about how much detail to provide so decision makers are able

to determine whether a land use change is merited. If the city or county direct staff to look at alternative processes or approaches, staff would want to consider engaging consulting resources to support an added level of analysis or facilitation and engagement. *(Note: BVCP Process Subcommittee will be discussing a possible facilitated approach for the Twin Lakes requests. Staff will also provide more information regarding what level of information applicants provide during an annexation request or site review.)*

STAFF RECOMMENDATION

Staff recommends advancing the four requests advanced by Planning Board for further study but does not recommend sending additional requests back to the county for reconsideration for the following reasons.

1. **The four body review process is complex and time consuming.** The initial screening process is intended to gauge the level of interest from different bodies in studying a request before investing staff time and other resources or demanding more time on the part of the public or the bodies to review staff analysis. The county decision making bodies carefully deliberated on the change requests and formed their positions regarding which requests warrant further study. It is not clear that further deliberation would result in a four-body consensus on the items for which Planning Board requests further consideration. Furthermore, eight sets of deliberations have already occurred for the initial screening of BVCP requests. Rescheduling hearings and reconsidering requests would take additional resources and potentially detract from other commonly agreed-on aspects of the BVCP major update.
2. **Depth of study.** For Hogan Pancost, many technical studies and peer reviews have been performed for the project already. Upon further consideration and discussions with engineering staff and development review, it is unclear how additional analysis through the BVCP could address the technical and environmental matters being questioned. Much of the analysis that took place in 2013 focused on the site design that was proposed at the time, including associated engineering to mitigate environmental impacts. The deliberation in 2013 was not as much about the merits of whether or not to develop the property as how to mitigate impacts. Staff believes those topics should be addressed through the annexation review and conditions attached to it. The annexation request for this property, which was submitted after the BVCP change request and will be scheduled for council review, is the appropriate track for addressing the more complex environmental and technical issues. More detailed studies and analysis occur at the time of annexation and Site Review. At that time council may determine whether or not it is appropriate to annex the property.
3. **Change in staff resources.** Since preparation of the memo for the joint hearings on Jan. 26, the project manager for the BVCP has resigned and is no longer with the city, which means that the planning team has one less person to conduct reviews and work on other aspects of the project.

Summary of Action of the Three Approval Bodies

Planning Board's Action (Feb. 2, 2016)

The Planning Board voted to support the requests in the revised recommended motion as indicated above, but the board recommended removing 2801 Jay Road #1 from the list advanced

by the county bodies (Request 29) because they had concerns about the mixed residential intensity being out of character with the adjacent uses.

The board also asked that City Council consider and ask the county to reconsider requests for two properties: 2801 Jay Road #2 (Request 30) and Hogan Pancost (Request 32). They passed two motions to further consider and analyze the following: (a) recommendation to council to approve further analysis, and (b) request council to ask the county bodies to reconsider the two requests.

1. For 2801 Jay Road #2, the Planning Board would like to continue analysis of the request for a Service Area Contraction for 2801 Jay Road, and
2. For Hogan Pancost, the board would like to reconsider the Service Area Contraction and move to Area III.

Draft minutes from the Planning Board meeting are in **Attachment B**.

BOCC Action (Jan. 27, 2016)

The BOCC voted to support the revised recommended motion as indicated on the page above. They discussed 2801 Jay Road (Requests 29 and 30) and decided to move forward with the request to study compatible uses, affordable housing, and address the concerns of neighbors through the process (Request 29). However, they voted to remove the request for a Service Area Contraction (Request 30), an item that Planning Commission had added for further consideration, because they do not think it meets BVCP criteria for a move to Area III. They cited its current and historic use and longstanding Area II classification.

The BOCC also voted to move forward the three policy requests advanced by the city bodies (Requests 16-18). They made the point that enhancing public benefit, clarifying ditches, and addressing renewable energy and carbon footprint reduction are all important issues, especially the topic of public benefit as it relates to development and growth. **Planning Commission Action (Jan. 26, 2016)**

The Planning Commission supported further consideration of five of the six requests initially recommended by staff and made two changes to the original motion. Specifically they recommended:

3. For Request 30, continuing analysis of the request for a Service Area Contraction for 2801 Jay Road, stating that while staff is analyzing appropriate uses for the property as part of Request 29 it could be helpful to study the possibility of moving it to the Planning Reserve, and
4. For Request 32, not continuing analysis of the request for a Service Area Contraction - Area II to Area III - for Hogan Pancost. Several of the members commented that further study in the context of the BVCP would not be able to resolve technical issues such as hydrology and that those types of issues should be addressed during development review.

The Planning Commission also voted to move forward the three policy requests recommended by Planning Board and City Council (Requests 16-18).

ATTACHMENTS

- A. Worksheet with Planning Commission, Board of County Commissioners, and Planning Board Recommendations
- B. Draft Planning Board Minutes February 2, 2016

PUBLIC REQUEST WORKSHEET

(P. 1)

<i>Land Use Map and Area Change Requests: AREA II AND AREA III (Requests 24-38)</i>								
#	Description	Staff Recommendation (further study?)	PC Direction	BOCC Direction	PB Direction	CC DIRECTION		Notes
						Yes	No	
24	2975 3 rd St. – Minor Adjustment to Service Area Boundary (Area III to II)	No	No	--	No			
25	3261 3 rd St. – Minor Adjustment to Service Area Boundary (Area III to II)	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u>			
26	3000 N. 63 rd St. & 6650 Valmont Rd.* (“Valmont Butte”) #1 – Land use designation change from Open Space – Other to Public (*staff-initiated; portion of property)	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u>			
27	3000 N. 63 rd St. & 6650 Valmont Rd.* (“Valmont Butte”) #2 – Minor Adjustment to Service Area Boundary (Area III to II); Land use designation change appropriate for arts campus (*portion of property)	No	No	--	No			
28	1468 Cherryvale Rd. – Land use designation change from Very Low Density Residential to Low Density Residential	No	No	--	No			
29	2801 Jay Rd. #1 – Land use designation change from Public to Mixed Density Residential	<u>YES</u>	<u>YES</u>	<u>YES</u>	No			

PUBLIC REQUEST WORKSHEET

(P. 2)

<i>Land Use Map and Area Change Requests: AREA II AND AREA III (Requests 24-38)</i>								
#	Description	Staff Recommendation (further study?)	PC Direction	BOCC Direction	PB Direction	CC DIRECTION		Notes
						Yes	No	
30	2801 Jay Rd. #2 – Service Area Contraction (Area II to Area III - Planning Reserve) - 4 submissions received	No	<u>YES</u>	No	<u>YES</u> (Request for reconsideration)			
31	7097 Jay Rd. – Land use designation change from Open Space – Other to Low Density Residential	No	No	--	No			
32	5399 Kewanee Dr. & 5697 South Boulder Rd. (Hogan Pancost) - Service Area Contraction (Area II to III)	<u>YES</u>	No	--	<u>YES</u> (Request for reconsideration)			
33	4525 Palo Pkwy. - Land use designation change from Medium Density Residential to Low Density Residential	No	No	--	No			
34	6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #1 – Maintain Low Density Residential designation - 3 submissions received	No	No	--	No			
35	6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #2 – Land use designation change from Low Density Residential and Public to Mixed Density Residential - 2 submissions received	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u>			

PUBLIC REQUEST WORKSHEET

(P. 3)

<i>Land Use Map and Area Change Requests: AREA II AND AREA III (Requests 24-38)</i>								
#	Description	Staff Recommendation (further study?)	PC Direction	BOCC Direction	PB Direction	CC DIRECTION		Notes
						Yes	No	
36	6655 & 6500 Twin Lakes Rd., 0 Kalua Rd. #3 – Land use designation change from Low Density Residential and Public to Open Space (with Natural Ecosystems or Environmental Preservation designation) – <i>11 submissions received</i>	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u>			
37	6655 Twin Lakes Rd. #4 – Service Area Contraction (Area II to III) – <i>2 submissions received</i>	No	No	--	No			
38	0, 2300, & 2321 Yarmouth Ave., 4756 28th St. & 4815 N. 26th St. (Planning Reserve) – Service Area Expansion (Area III - Planning Reserve to Area II)	No	No	--	No			

PUBLIC REQUEST WORKSHEET

(P. 4)

<i>Policy & Text Change Requests (Requests 16-18)</i>							
#	Description	Staff Recommendation (further study?)	PC Direction	BOCC Direction	PB Direction	CC Direction	Notes
16	Enhance public benefit (<i>Chapter 2- Built Environment</i>) in as many subsections of this chapter as possible	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u> (Dec. 15)	<u>YES</u> (Jan. 5)	
17	Clarification regarding ditches (<i>Chapter 2- Built Environment, Chapter 9- Agriculture and Food, VI- Urban Service Criteria and Standards</i>)	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u> (Dec. 15)	<u>YES</u> (Jan. 5)	
18	Reflect public interest in renewable energy and reduction of carbon footprint (<i>Chapter 4- Energy and Climate</i>) by expanding this chapter	<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>YES</u> (Dec. 15)	<u>YES</u> (Jan. 5)	

CITY OF BOULDER
JOINT MEETING WITH CITY COUNCIL & PLANNING BOARD ACTION MINUTES
February 2, 2016
1777 Broadway, Council Chambers

A permanent set of these minutes and a tape recording (maintained for a period of seven years) are retained in Central Records (telephone: 303-441-3043). Minutes and streaming audio are also available on the web at: <https://www.bouldercolorado.gov/>

CITY COUNCIL MEMBERS PRESENT:

Suzanne Jones, Mayor
Aaron Brockett
Jan Burton
Lisa Morzel
Andrew Shoemaker
Sam Weaver
Bob Yates
Mary Young

PLANNING BOARD MEMBERS PRESENT:

Bryan Bowen, Chair
John Putnam
John Gerstle
Leonard May
Liz Payton
Crystal Gray

STAFF PRESENT:

Tom Carr, Deputy City Attorney
Jane Brautigam, City Manager
Heidi Leatherwood, Assistant City Clerk
Lynette Beck, City Clerk
Susan Richstone, Deputy Director of Planning, Housing and Sustainability
Lesli Ellis, Comprehensive Planning Manager
Cindy Spence, Administrative Specialist III
Courtland Hyser, Senior Planner, PH&S
Caitlin Zacharias, Associate Planner, PH&S
Joe Castro, Facilities & Fleet Manager

COUNTY STAFF PRESENT:

Abigail Shannon, Senior Planner, Boulder County Land Use
Pete Fogg, Senior Planner, Boulder County Land Use
Therese Glowacki, Boulder County Open Space

1. CALL TO ORDER AND ROLL CALL

Mayor, **S. Jones**, declared a quorum at 6:03 p.m. and the following business was conducted.

2. OPEN COMMENT and COUNCIL/STAFF RESPONSE

3. CONSENT AGENDA

4. POTENTIAL CALL-UP CHECK IN

5. PUBLIC HEARING ITEMS

- A.** Update and direction on the following item related to the 2015 Major Update to the Boulder Valley Comprehensive Plan (BVCP): Initial Screening of Public Requests for Map Changes in Area II and Area III, Policy and Text Changes.

Staff Presentation:

L. Ellis, C. Hyser and **A. Shannon** presented the item to the City Council and Planning Board.

City Council and Planning Board Questions and Comments:

L. Ellis and **C. Hyser** answered questions from the City Council and Planning Board.

Public Hearing:

(Please note that public hearing comments are a summary of actual testimony. Full testimony is available on the web at: <https://www.bouldercolorado.gov/>.)

PART I: REQUESTS RECOMMENDED FOR ADDITIONAL ANALYSIS BY COUNTY

- **Request 25 (3261 3rd Street)**
 1. **Ed Byrne**, requestor, would like this location to be under consideration for annexation. He gave a short history of the lot and to why it has not been annexed and explained no plans to subdivide the property. The owners would like to be able to sell the property which they cannot do because it is an “unrecognized lot” in Boulder County. The building is currently not occupied.
- **Request 29 (2801 Jay Road #1 – Change to MXR)**
 1. **Margaret Freund**, requestor, pooling with **Benita Duran** and **Ali Gifar**, asked for the Council and Planning Board to support continued analysis of this site. Would like the land use changed to a mixed use because there is currently a need for a wide range of housing types. She stated that they would like to do a mixed use rather than affordable housing and would create a mixed income housing that is affordable and of high quality. In addition, they are proposing a café at the southwest corner of the site. This property will define the edge of Boulder and act as a gateway.
 2. **Maureen Taylor** spoke against changing the property designation to MXR because the property is on the fringe of the city and there are still many other areas in the core of the city that could be developed.
 3. **Shawn Barry** spoke in support of the annexation because it will offer opportunities for other families that need affordable housing and to be a part of Boulder.
 4. **Wyley Hodgeson** spoke against the annexation because it would not be compatible with the adjacent land uses and the neighborhood.

5. **Paulina Hewatt** stated that the request does not meet the gateway guidelines therefore she is not in support of the rezoning.
 6. **Matthew Karowe** opposed the rezoning as the surrounding properties are rural and the rezoning of this property would alter the area considerably and would make a precedent for the Area III.
 7. **Heather Hosterman** opposed the rezoning because it would create a noncontiguous and inconsistent boundary for the Area III planning reserve. In addition, it would not maintain an urban/rural corridor for Boulder.
- **Request 35 (6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #2 – Change to MXR)**
 1. **Willa Williford**, requestor, Deputy Director of Boulder County Housing Authority (BCHA), stated that the school district and BCHA share a goal to provide attainable housing for the community. Together they are seeking approval for the mixed land use residential designation to be studied. This will allow a diversity of housing options for families, school district employees and seniors. In addition, it could create wildlife buffers and trails across the site. BCHA is committed to six-twelve units per acre and is aware of the concerns of the area and also the need for affordable housing.
 2. **Glen Segrue**, requestor, representing the school district stated that the BVSD has an interest in conducting further water and wildlife studies. This property has always been viewed as a buildable site by BVSD. The BVSD is concerned that as the number of teachers and employees who live outside the district rises, they will not have affordable housing within the district. This project could provide housing for teachers. BVSD is exploring options.
 3. **Aria Ratten** spoke in support of affordable housing at Twin Lakes. This would be an opportunity to contribute to our community.
 4. **Andy Coco** spoke in support of the affordable housing project and to continue researching this project.
 5. **Jim Williams**, pooling with **Chris Campbell** and **Maggie Crosswy**, spoke in support of affordable housing project and presented data to show the tremendous need.
 6. **Marty Streim**, pooling with **Jeff Cohen** and **Annie Brook**, asked this item to be tabled. He stated that we need to think about how development should happen in Gunbarrel and not in a piecemeal approach. He stated that development should be consistent with land use patterns.
 7. **Gordon McCurry**, pooling with **Jason Hill** and **Paul Sadauskas**, is a hydrologist who performed an independent study of Twin Lakes. He stated high ground water is present on the site and development will raise the water table in adjacent properties. He stated that it would not be good to build in this neighborhood.
 8. **Samantha Ricklefs** pooling with **Sandra Ireland** and **Kelly Disckson**, requested that the item not be accepted by council and the Planning Board. She stated that BCHA does not understand the needs of Gunbarrel or its residents. Twin Lakes is a rural, residential community and not suitable for higher density housing and does not have the amenities to support it. She cited comp plan policies.
 9. **Brian Lay**, pooling with **Dan Rabin** and **Valerie Hotzcallis**, asked that the item be denied because every other aspect of the request (social, community and the neighborhood aspect) can be satisfied with the current land use designation. MXR and annexation are not needed to meet the needs of housing.

10. **Patrick Madden**, pooling with **Dennis Dickson** and **Dave Dickson** representing the Twin Lakes Action Group, stated that they are not against affordable housing but are not in support of this request. He asked that development be slowed down to address the shortfalls in infrastructure and amenities already present. He proposed a moratorium on development in Gunbarrel to initiate studies and surveys. The goal is a final common long range vision for the future growth of Gunbarrel.
11. **Donna George** pooling with **Dinah McKay** and **Frank Karash** asked that the housing proposal not be considered for further analysis. It lacks contiguity for annexation. The site has provided scenic vistas for decades. Affordable housing should be dispersed. It violates BVCP policies. .
12. **Mike Smith**, pooling with **Kate Chandler** and **Doug Johnson**, stated that Boulder does need affordable housing, and the density is flawed, but it should be built as infill closer to downtown and located closer to infrastructure and consistent with the BVCP. He expressed concerns about hydrology, wildlife, and infrastructure.
13. **Miho Shida**, pooling with **Yvonne Lopez** and **Dave Rechberger**, stated that opposition to this request is community wide. They would like the area to remain open space, and they have an active petition which currently over 700 people have signed. The change in designation and the creation of over 300 rental units would destroy the character of this neighborhood and would be violation of the BVCP.
14. **Jessica Hartung**, pooling with **Jen Murphy** and **Suzan Yeshida**, stated that affordable housing is a critical need yet she opposes the method of this proposed land use change to achieve it. She asked that this request be denied and read Jim Wilson's letter stating this area is not appropriate for development.
15. **Mark George**, pooling with **Jill Skuba** and **Dee George**, stated that he is concerned about hydrology and soil impacts and water that would run off from development and the impact it would have on the existing wetlands.
16. **Susan Lambert**, pooling with **Myrna Besley** and **Karen Looney**, stated that the Open Space Alliance is ready to form an improvement district. A change to the land would alter the character of surrounding neighborhoods. She stated that they would prefer that affordable housing be closer to downtown.
17. **Bill Brown** stated that having high density housing on the outside of the city will not help with carbon reduction. Individuals living in the proposed housing would have long commutes and single occupancy cars.
18. **Rolf Munson**, pooling with **Martha McPherson** and **Caroline Hogue**, stated the request is inadequate and contradicts the BVCP. He stated that no studies have been done, there is no plan for missing services, and the proposal would violate ten sections of the BVCP. He stated that Gunbarrel is not interested in annexation.
19. **Betsy Marten** pooling with **Ian Swallow** and **Penny Hannegan**, representing BHP, stated strong support for housing on the site. She highlighted her experience with affordable housing in the Boulder community over the past 29 years. Look at the evidence of the projects that were opposed where concerns have not borne out. Neighborhood concerns would be addressed by thoughtful development and mitigate hydrology. Compatible development is important.
20. **Audry Gunn**, stated that she is against Request 35 and that she is concerned for the owls' existence that currently live on the land.

21. **Jennifer Johnson** stated that she is in support of affordable housing in this area. The neighborhood already has open space and single family homes. These should not be the reasons to exclude affordable housing and segregate middle and low-income people. She stated that generally fear of the poor underlies much of the opposition.
 22. **Steve Whitehead** stated that he is against the rezoning of the property to a higher density. It would not be appropriate and that higher density should be more centrally located towards the urban areas.
 23. **Doyle McClure** stated that since the flood of September 2013, he noticed a lot of damage along Twin Lakes Road. In addition, he has noticed continual flooding along that road.
 24. **Frank Alexander** stated that affordable housing is the number one community issue. Gunbarrel has the opportunity to develop 20 acres which are needed. He stated that no land parcel is simple to develop.
 25. **Amy Chu** stated that she could be on both sides of the issue. She stated that there is not much diversity in that location in terms of animals and plants so would be a good location for development. As a teacher, she would be in favor of affordable housing.
 26. **Renee Morgan** stated that hydrology concerns are not valid. Affordable housing would offer other people the opportunity to live in that area. The people that are providing the great services in the county cannot afford to live in Boulder County. Women are disproportionately affected.
 27. **Nolan Rosell** spoke on behalf of the Habitat for Humanity board members. He stated that they are in support of the change to support and construct affordable housing. It is the single top priority to be addressed from the BVCP survey. This is a 20 acre site and the opportunity is high.
 28. **Will Toor** stated that he is in favor of affordable housing. Boulder has done a great job at preserving the environment and acquiring open space but has not provided affordable housing. He cited the BVCP survey and election results to support housing. Boulder would have no housing if views of neighbors are only concern.
 29. **Mary Duvall**, CEO of Thistle Communities, stated that it would be appropriate to consider what the community desires. She stated that this parcel of land would be appropriate to be developed and it would be a diverse and inclusive community.
- **Request 36 (6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #3 – Change to OS)**
 1. **Mike Chiropalos**, requestor, pooling with **Wendy Miller** and **Jerry George**, stated that this would be Gunbarrel's last chance for protecting the parcels. He stated that the three parcels totaling 20 acres warrant permanent protection. The proposed mixed residential use would be inappropriate and must be denied.
 2. **Sandy Stewart** stated that he supports Request 35 affordable housing on the site and is asking for "age restrictive" and high quality development.
 3. **Eliberto Mendoza**, spoke in regards to Request 35, and stated it is currently difficult to find housing in this community. He said that affordable housing would be an investment that would give back to the community.
 4. **Robin Bohannon** said that affordable housing is needed and valuable. She asked council and Planning Board how to make (Request 35) happen. She suggested asking others to give up existing privileges.

5. **Tracey Bennett** stated that this community cherishes open space and yet has seen an increase in homelessness. Boulder is currently lacking in affordable housing. In her opinion, this project would not be a threat to the owls. She stated that there is a need for affordable housing.
6. **Erin Jones** stated she is in support of the land designation change for affordable housing (Request 35). Affordable and stable housing has been linked with improved health, education and economic outcomes for families and children. Affordable housing is a platform and a foundation. She stated that she is concerned that the lack of affordable housing is impacting our local work force.
7. **Mike Stratton** stated that only a few of his co-workers live and work in Boulder. All of them could benefit from moderate income housing. He asked the council and Planning Board to approve the Request 35.
8. **Monica Rotner**, in regards to Request 35, suggested it move forward for further study. She stated that all citizens are all one step away from needing affordable housing.
9. **Daphne McCabe** stated that she is in support of Request 35 (housing) and against the Request 36 for open space.
10. **Kristen Bjornsen**, pooling with **Maryann Bjornsen** and **Michelle Caolo**, spoke in support of Request 36 for open space. The mixed density change would harm animal species of special concern and violates policies of the BVCP.
11. **Lauren Kovsky**, pooling with **Milan Sefcik** and **Jeremy Kalan**, spoke against the development of affordable housing at this location and that it would violate policies of the BVCP.
12. **Juliet Gopinath**, pooling with **John Collis** and **Kristen Aldretti** stated that Request 36 is consistent with the current comp plan values and it is in keeping with the neighborhood. Green spaces and open spaces should be conserved such as those found on the two parcels.
13. **Lisa Sundell**, pooling with **Claudia Coppoli** and **Nancy Thompson**, stated that she is in support of keeping the designation of the three parcels of land as they currently are. Density on this land would not be appropriate due to lack of amenities and transportation options available, this land provides a wildlife corridor and finally the permanently high water table in the area.
14. **Ken Beitel**, pooling with **Lenni Ducanson** and **Matt Ferren**, explained the nature and nurture of the owls at Twin Lakes. No studies were done by County Open Space or the requestors. He suggested erecting an owl preserve.
15. **Carl Boen** voiced opposition to high density development and to preserve the owls' habitat in the proposed area.

PART II: REQUESTS NOT RECOMMENDED FOR ADDITIONAL ANYALYSIS BY COUNTY

• **Request 31 (7097 Jay Road)**

1. **Brent Aanerud**, requestor, stated that his proposal would be to rezone from Open Space-Other (OS-O) to Low Density Residential (LR). He stated that he would want to develop this area for affordable housing.

- **Request 32 (Hogan-Pancost)**

1. **Rich Lopez**, requestor, informed the Council and Planning Board that he would not want the request to change the property from Area II to Area III to be forwarded for any further analysis. He stated that claims in the request are false.
2. **Steve Meyer** stated that the area would be unsuitable for annexation and development. He mentioned that the threats of legal action made by the requestor to the county may have swayed the county's previous decisions. In addition, the information provided by the development group does not give an accurate depiction of what took place on the property during the 2013 flood. This may also have biased the commission's decision. He requested that the city ask the county bodies allow the request to continue through the review process.
3. **Deb Grojean**, pooling with **Lois Hayes** and **Gabriella Sattler**, stated that there has been legal intimidation and threats of being sued for slander for speaking of flood damage. Water has been displaced into homes, and the Hogan-Pancost property flooded. She requested that Boulder County Planning Commission reconsider their denial to proceed with the comp plan change request. The Planning Commission was provided incorrect information regarding the 2013 flood.
4. **Christine Rubin** stated that she wants to have another hearing with the Boulder County Commission and move Hogan-Pancost to Area III. The Commission did not understand the history of the area.
5. **Ari Rubin** informed council and Planning Board that it has been 25 years that developers have been attempting to pave over the wetlands. He asked they help stop this from continually happening.
6. **Suzanne DeLucia** explained that during the 2013 flood her home experienced substantial flooding. She reminded them that shortly after the 2013 flood, the developer pulled their annexation request.
7. **Mireille Key**, pooled with **Jeff Rifken** and **Maryann McWhirter**, stated that at the county meeting the previous week, the developer had claimed the 2013 flood was over by "Thursday morning, September 12th". She stated that was a misrepresentation of the truth and presented pictures from the same area showing flood issues. The developer's claim is false. She stated that she is not in support of the annexation.
8. **Carol Atkinson** informed the Council and Planning Board that over the past 20 years, as development have occurred on the land east of her property; the water table has risen and come closer. She stated that she worries about the next development completely flooding everyone. In addition, she expressed concern regarding the ground water and asked that the county analyze this issue again.
9. **Gene Treppeda** asked council and Planning Board to move this item back to the County Commission for review.
10. **Jim Johnson** informed council and Planning Board that he had 18 inches of water in his home during the 2013 flood which had never happened before and any construction would change things more. He asked that the County reconsider their previous decision.
11. **Robert Prostko** discussed the debris and pick up of debris from the 2013 flood and expressed concern that if high density housing were placed in that area, the debris would be even more.

12. **Alan Taylor** stated that he is a hydrologist retained by the owner to review the floodplain information for this property. He presented information declaring that the property would not be too dangerous to develop.

City Council adjourned for the evening. Planning Board continued deliberations following the Public Hearing.

6. CONTINUED DELIBERATIONS BY PLANNING BOARD

Chair, **B. Bowen**, declared a quorum at 11:09 p.m. of the Planning Board and the following business was conducted.

Board Deliberations:

MAP CHANGES FOR AREA II & AREA III

- **Request 25 (3261 3rd Street)**
 - Based on action taken by the county, the Planning Board recommended support to further consider and analyze the following request for land use map changes.
- **Request 26 (3000 N. 63rd St. & 6650 Valmont Rd.)**
 - Based on action taken by the county, the Planning Board recommended support to further consider and analyze the request for land use map changes.
- **Request 29 (2801 Jay Road #1)**
 - **C. Gray** stated that she was in disagreement with the Planning Commission and staff recommendation and recommends not changing the designation from PUB to MXR as it would be out of character with the surrounding area. The process should be incorporated into the planning reserve.
 - **L. Payton, J. Gerstle** and **L. May** agree with the PUB use designation.
 - **J. Putnam** stated that it should be considered under the BVCP process, even if he is not certain the requested designation for this property is appropriate. This process is the right time to consider.
 - **B. Bowen** added that if we had active analysis of the site, he would be interested in having staff evaluate the area for compatibility and appropriateness for area III.
 - Based on action taken by the county, the Planning Board recommended not further analyzing Request 29.
- **Request 35 (6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #2 / Request 36 (6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #3)**
 - **J. Putnam** stated that both Requests 35 and 36 should move forward and deserve further study.
 - **C. Gray** added, in regards to Request 35, to maintain the area as RL-2 to provide flexibility and to be compatible with the area. Therefore she stated that she would be voting no on Request 35 but would like to see Request 36 have further study.

- **L. Payton** added that the location for housing is a concern as it would add a burden of car ownership when housing and services are far from each other. She mentioned that we have crisis of affordable housing and we need to find a solution for on-site affordable housing. She also mentioned ground water, annexation, wildlife corridor, and access to open space as concerns. She did not believe there was much outreach or engagement to neighbors. She stated that she is in support of Request 36 but undecided about Request 35.
- **B. Bowen** stated that we need listen to the neighbors. He was in support of advancing Request 35, yet skeptical regarding Request 36, however he saw no harm to let it move forward.
- **J. Gerstle** was in support of moving ahead with Request 35 and Request 36.
- **L May** stated three issues are at hand: affordable housing, density, and whether development should happen. He expressed concern making a land use change framed around a specific project that in the future may be sold and become a different, bigger project. However, he stated that he would be in support of moving this Request 35 forward for further study in addition to Request 36.
- Based on action taken by the county, the Planning Board recommended support to further consider and analyze the Request 35 for land use map changes.
- Based on action taken by the county, the Planning Board recommended support to further consider and analyze the Request 36 for land use map changes.

Motion:

On a motion by **J. Putnam**, seconded by **B. Bowen**, the Planning Board voted 6-0 to further consider and analyze the following land use map changes for Area II and Area III properties:

- 1) 3261 3rd Street – Request 25
- 2) 3000 N. 63rd Street & 6650 Valmont Road (Valmont Butte) – Request 26

On a motion by **J. Putnam**, seconded by **B. Bowen**, the Planning Board voted 5-1 (**C. Gray** opposed) to further consider and analyze the following land use map changes for Area II and Area III properties:

- 1) 6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #2 – Request 35

On a motion by **J. Putnam**, seconded by **B. Bowen**, the Planning Board voted 6-0 to further consider and analyze the following land use map changes for Area II and Area III properties:

- 1) 6655 & 6500 Twin Lakes Rd., 0 Kalua Rd., #3 – Request 36

• **Request 32 (Hogan-Pancost)**

- **L. Payton** thought the staff recommendation and neighborhood testimony was compelling. Given the flood of 2013, development of the area is no longer within the public interest.
- **J. Putnam** stated that he will support the motion for further study but is not sure if the area should be moved to Area III. He stated that the city should review this issue.

Motion:

On a motion by L. Payton, seconded by C. Gray, the Planning Board voted 5-1 (B. Bowen opposed) to further consider and analyze Request 32, a service area contraction request, for 5399 Kiwani Drive and 5697 South Boulder Road Hogan-Pancost to change the properties from Area II to Area III.

On a motion by L. Payton, seconded by J. Putnam, the Planning Board voted 5-1 (B. Bowen opposed) to recommend that City Council approve further consideration and analysis of Request 32 and approve a motion to ask the Boulder County Planning Commission and Board of County Commissioners to reconsider their decisions on Request 32.

• **Request 30 (2801 Jay Road #2)**

- L May questioned if this property and possibly moving to Area III would be worth studying. L. Payton stated she would be in support.
- J. Putnam stated that he would not support this as it does not meet the criteria. B. Bowen agreed and stated that public use makes more sense.

Motion:

On a motion by L. May, seconded by C. Gray, the Planning Board voted 4-2 (B. Bowen, J. Putnam opposed) to further consider and analyze Request 30, a service area contraction for 2801 Jay Road #2 change the property from Area II to Area III-Planning Reserve.

On a motion by L. May, seconded by L. Payton, the Planning Board voted 4-2 (B. Bowen, J. Putnam opposed) to recommend that City Council approve further consideration and analysis of Request 30 and approve a motion to ask the Boulder County Planning Commission and Board of County Commissioners to reconsider their decisions on Request 30.

(Note: The Boulder County Planning Commission supported this request and Board of Commissioners voted did not support additional analysis.)

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The Planning Board adjourned the meeting at 12:29 a.m.

APPROVED BY

Board Chair

DATE



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 29, 2016

AGENDA TITLE: City Council Retreat Follow-up on the 2016/2017 Work Plan

PRESENTERS:

Jane S. Brautigam, City Manager
Mary Ann Weideman, Assistant City Manager
David Gehr, Deputy City Attorney
David Driskell, Executive Director of Planning, Housing, and Sustainability
Bob Eichen, Chief Financial Officer
Susan Richstone, Deputy Director for Planning
Lynnette Beck, City Clerk
James Cho, Court Administrator
Joyce Lira, Human Resources Director
Karen Rahn, Human Services Director
Mike Sweeney, Acting Director Transportation
Amanda Nagl, Neighborhood Liaison

EXECUTIVE SUMMARY

The purpose of this item is to follow up on the 2016/2017 work plan discussions at the January 22-23, 2016 City Council Retreat. Staff responses from Planning, Housing and Sustainability, and Transportation are below. A staff committee was also convened to provide information in this memo on a potential head tax work item for 2016. Other departments have provided responses to Retreat suggestions and are summarized in **Attachment A**.

Notes from the Retreat are attached for reference in **Attachment B**.

Planning, Housing and Sustainability

City Council Members expressed interest in understanding in better detail how and when the following items would/could be addressed in 2016 and 2017 as part of the Boulder Valley Comprehensive Plan Update, Housing Boulder Action Plan, Middle Income Housing Strategy, or as discrete work efforts:

Diversity of housing types and products: The Boulder Valley Comprehensive Plan (BVCP) Major Update will address the types and amount of housing likely to be built under current trends, and will also evaluate future scenarios that could change the mix of projected housing types and products through policy and land use map changes. The Middle Income Housing Strategy will look at the full range of potential city interventions to promote housing types and products affordable to middle income households. Please see **Attachment C** for an overview of the BVCP work plan, and in particular *Focus Area 4: Address Diverse Housing and Middle Income Housing Goals*, for more information on the proposed approach and next steps.

ADUs/OAUs: This is currently planned to be prioritized relative to other housing action items as staff capacity is available later in 2016 or in 2017. It may be possible to move some amendments to the current regulations forward sooner through a legislative approach (similar to short term rentals and current work on the co-op ordinance) by scheduling a Council study session to discuss and solicit Council feedback on potential regulatory changes. Some staff work has been done to identify potential changes to the current ordinance, including changes to requirements relating to concentration, parking, neighborhood notice and minimum lot sizes.

Micro Units: Staff has completed an initial analysis of zoning, building code and other issues that would need to be addressed to enable the production of micro units. The Middle Income Housing Strategy will evaluate whether micro units are a housing type that should be promoted as part of the strategy.

Tiny Homes: This is currently planned to be prioritized relative to other housing action items as staff capacity is available later in 2016 or in 2017. As with micro units, there are zoning, building code and other issues that would need to be resolved to enable the siting of tiny homes in the city.

Subcommunity/Subarea/Neighborhood Planning: Council members expressed interest in subcommunity and area planning, and requested that work occur this year to lay the groundwork and to provide information on potential resource needs to address this area of work in 2017. Some work has been completed at the subcommunity level as part of the current BVCP update including Subcommunity Fact Sheets, a series of listening sessions, and cross-tabulation of the results of the BVCP survey by subcommunity. Building on this foundational work, staff proposes to include new subcommunity plan sections and policies in the BVCP. Additionally, as part of the major update process, future area planning efforts will be prioritized (e.g., Boulder Community Health Site on Broadway, Transit Village Area Plan Phase 2, East Arapahoe, Downtown, etc.).

Staff has begun researching small area planning programs in other communities to help inform how Boulder may want to approach this area of work and to inform the 2017 budget. Additional information on how other cities address small area planning may be found in **Attachment D**.

In response to Council's request for information on potential resource needs to support subcommunity and/or area planning efforts in 2017, the department would like to request (as part of the 2017 budget) the continuation as ongoing positions two fixed term positions, one of which ends in 2016, and another that ends partway through 2017. Continuing these two planning positions would enable the department to support more than one area planning effort at the same time. Additionally, area planning efforts will require funding for consulting resources.

Boulder Valley Comprehensive Plan – Attachment C provides an overview of the 2016 work plan for the major update including the focus areas, small area planning efforts, and next steps. It would be helpful on February 29 to hear whether council members have any additional feedback on the work plan, proposed approaches and next steps to ensure it is heading in the right direction as the project moves forward.

Transportation

The focus of the 2016 transportation work plan is to continue implementation of the Transportation Master Plan (TMP) with regular check-ins with City Council. The planned schedule with the identified area of focus is:

TMP 2016 Study Session Focus

- Complete Streets – 2nd quarter
- Transit RTD issues – 3rd quarter
- Complete Streets – 4th quarter

Council gave feedback at their annual retreat regarding potential work items to integrate into the 2016 work program. Of these items some can be accommodated as “tuck-ins” associated within existing 2016 work tasks while others will be new work initiatives to be incorporated into the 2017 work plan.

Tuck-ins

Pedestrians - There was a theme of Council comments to make sure that the transportation system is working for people as they walk through the city. Specifically two suggestions were made to:

- Review city pedestrian crossing guidelines and implementation
- Snow removal efforts – pedestrian/cyclist focus: incorporate into ongoing city-wide snow/ice control review
 - Explore idea of creating “focus corridors” for enhanced enforcement of sidewalk snow removal requirements
 - Review snow removal practices to identify opportunities to enhance usability of bike routes that combine on-street and off-street multi-use paths such as 13th Street.

Autonomous Vehicle (AV) Development - Explore opportunities to advance AV development as a city organization.

New work initiatives to incorporate into future work program

Improved North-South Cycling Network: For 2016 the emphasis will be on corridor planning of priority corridors that emerged from the TMP update process including East Arapahoe, 30th Street, and Colorado Avenue as well as Canyon Complete Street associated with the Civic Area Plan.

After we have made progress on these efforts, in late 2016/early 2017 we have identified a work program task to initiate a system-wide cycling network review. This review termed Bike 2.0 will include an analysis of how to strengthen the North-South network connections.

Neighborhood Traffic Mitigation Program: The city Neighborhood Traffic Mitigation Program (NTMP) was in place for many years to assist neighborhoods with speeding traffic issues. Funding for building mitigation features such as traffic circles and speed humps was suspended due to prioritized budget reductions based on budget guiding principles. In response to requests from Council members to investigate reinstating funding for built mitigation features, staff will present options and associated analysis as part of the 2017 budget development process.

Staff Response on Head Tax

Background: At the January 2016 City Council retreat, City Council requested that staff provide information on a potential head tax work item for 2016. This information below provides context and background information on this topic and explores potential work items and work program impacts if a ballot item for this tax is considered for the 2016 ballot.

In 2015, at the July 14 study session, City Council asked staff to draft first reading of an ordinance for its consideration and discussion of a potential ballot item for a head tax in the City of Boulder. This first reading item was scheduled for August 4, 2015; however City Council removed the item from the agenda at the start of the meeting. Council Members indicated they wanted to allow more time to discuss the item and receive public input about the potential tax and the use of the revenues. Council specifically expressed interest in wanting to engage the business community in an indepth discussion about the impacts of the tax.

The purpose of a head tax would be to generate revenue to help mitigate the impacts from Boulder serving as an employment center. If the tax is placed on a ballot and approved by Boulder voters, the tax would impose a flat dollar amount on each employee working within the boundaries of the City of Boulder. There can be an exemption for the employee based on the level of income. The tax rate must be the same for all and cannot be charged at different rates based on income. In addition, each employer would pay an equivalent tax for each of its employees, unless the employer is exempt from the tax. Key issues to be determined would include: the amount of a monthly tax to be paid, exemptions, the date of implementation, the cost of implementation, and, the city's use of the tax revenue. There are currently five cities in Colorado that have such a tax: Denver, Aurora, Greenwood Village, Sheridan and Glendale. In these cities, the tax – for both employees and employers – ranges from \$2.00 to \$5.75 per month. Additional information may be found in the August 4, 2015 staff memorandum provided as **Attachment E**.

Transportation Updates: Currently there are two transportation projects that have identified a head tax as a possible funding mechanism; the Community-Wide Eco Pass and the Impact Fee Studies. The Community-Wide Eco Pass Study has identified a head tax as a possible funding source for employer-based commuter transportation programs and, as part of the Impact Fee Study, staff intends to evaluate the possibility of using a head tax to cover on-going transportation operations and maintenance (O&M) costs for new and existing commercial and residential developments. The two studies could potentially have different timelines that need to be taken into account during the city's investigation of a head tax.

Community-Wide Eco Pass Update: The purpose of the Community-Wide Eco Pass Project is to partner with Boulder County and Regional Transportation District (RTD) to identify a feasible approach to increasing transit access to employees and residents of the city of Boulder and Boulder County. In 2016, the Technical (TAC) and Policy Advisory Committees (PAC) continue to work on pricing methodologies for different scenarios, how to address induced transit service demand, overcoming administration challenges, and identifying potential funding mechanisms. If a recommendation is made by the PAC and TAC to pursue an Eco Pass program that includes either city or county employees (within the boundaries of either or both jurisdiction/s), it is likely that a head tax would be identified as a potential mechanism to fund that portion of the program.

At this stage of the Community-Wide Eco Pass process, the PAC is at a key milestone to consider next step options. The first option is to agree upon a program scenario and pricing plan with the communities, Boulder County, and RTD by spring or in the early summer of 2016, in order to place the related funding mechanism(s) on the 2016 ballot. At this time, RTD staff has not made any commitment to supporting this ambitious timeframe.

The second option is to integrate the work of the PAC and the TAC into RTD's upcoming Pass Program Working Group. In September 2015, the RTD Board approved the final fare changes to the Eco Pass programs with a commitment to convene an RTD and Stakeholder Pass Program Working Group. The Working Group's role is to define the goals for all pass programs and revisit pricing. The passes under review include all individual pass programs (day, monthly and annual passes) and group rate passes (Eco Pass, Flex Pass and College Pass). RTD staff has explicitly stated that the Community Pass concept will also be included into the Work Group's scope of work. RTD anticipates that the first Working Group meeting will take place this summer but, at this time, there is no timeline as to when the study will be concluded, which could be a multi-year process.

The advantages of the first option include making progress sooner to offer a Community-Wide Eco Pass program to Boulder residents and employers and the opportunity to synchronize the Eco Pass funding options with the city's investigation into a head tax for the 2016 ballot. The head tax could serve as a tool to provide funding for the Community-Wide Eco Pass program for Boulder employees, as well as potential funding for other transit-related services, first and final mile connections, and additional TDM programs for Boulder commuters.

Impact Fee Study Update: The City is currently working with consultants and a citizen working group to conduct a three-part Impact Fee Study. The three parts are: an update of general impact fees and affordable housing linkage fees, how to integrate public art into new developments, and multimodal transportation impacts of new development.

There are two objectives within the transportation component of the Impact Fee Study. The first is to determine the fair share of capital improvement costs related to the impacts of new development on our transportation system taking into account the city's current transportation excise tax. The second objective is to identify and evaluate options for funding on-going transportation operations and maintenance (O&M) for existing and new developments.

On the capital side, the project team will be preparing material for council study sessions in April and June. It is anticipated that if council wishes to move forward with updates to the existing transportation excise tax or an additional or replacement impact fee, public hearings would take place in the summer and the tax or fee would be incorporated into the September study session on the recommended 2017 budget. Readings of the budget would take place in October and, if passed on a November 2016 ballot, the new fees or taxes would be implemented in 2017.

It is anticipated that the work on the operational side may take additional time to develop and explore options. The staff and consultant project team will be evaluating a number of different ways to fund on-going transportation O&M such as through general improvement districts like Boulder Junction, dedicated sales taxes, a transportation maintenance fee, regulatory means such as a TDM Plan ordinance, and possibly a head tax to fund employer-based on-going programs and services.

Potential Uses of Revenue: If the city was to pursue a head tax and revenues were to be partly or wholly dedicated to transportation, there are a wide variety of programs and services that could potentially be funded. Using head tax revenue to fund the employee-side of a community-wide Eco Pass programs has been identified as one option by the PAC and TAC and some members of Council. However, knowing that the Eco Pass may not be the best tool for serving all Boulder employers based on their location and existing level of transit service, revenue from a head tax could be used to fund other types of employee transportation programs and services. For example, head tax revenue could be used to fund additional transit service, vanpool subsidies, or first and final mile programs like carshare or bikeshare. By expanding beyond Eco Passes, the city could increase the benefit of a head tax to a larger proportion of employers and commuters.

Employee Eco Pass Program Cost Estimates

Based on the findings of the 2014 Community-Wide Eco Pass Feasibility Report and taking into account the recent Eco Pass price increase for 2016, it is estimated that the cost of a city-wide Eco Pass program would be \$6.4 million in the first year. Since RTD has required that any community-wide program include additional funds for transit service due to increased demand from the program, the total cost could range between \$6.8m to \$7.4m in the first year depending on the level of induced demand.

Potential 2016 Ballot Issue Timing: The preliminary timeline for Council to approve a ballot item in any year is as follows:

- April or May: Study session on all potential ballot items. This is the annual comprehensive review that is done so all city-wide issues can be considered at the same time.
- June and July: Follow up study sessions on ballot item topics, as needed.
- July or August: Formal council action taken to put items on the November ballot.
- August: Council will have to take final action on any ballot item and have it included on the November ballot at the end of August.

While the timeline above outlines the dates of approving a ballot item, it does not provide a timeline that includes the numerous community meetings and input that will need to be gathered to have a robust discussion about the head tax topic. The timeline for such meetings and compilation of input from other sources can be found in the section below entitled Anticipated Community Engagement Process.

Anticipated Community Engagement Process: An extensive outreach process to Boulder businesses, employees, employers and residents would be necessary in order to provide sufficient information for the Boulder community to understand the proposed tax and make an informed decision on its merits.

Robust resident and employee outreach would likely involve at least one mass mailing to all Boulder postal customers and inclusion in the new city newsletter, public listening sessions and Q&A sessions throughout the city, web and social media outreach, and intensive correspondence management. Staff would also reach out to existing community groups, including Open Boulder, Better Boulder, Plan Boulder and others.

For business-specific outreach, the communication plan would include reaching out to major employers such as Ball Aerospace, IBM, Medtronics, Micro Motion, Boulder Community Health, Spectra Logic, Google and other businesses, major commercial property owners and the following organizations by email:

- Boulder Chamber
- Boulder Economic Council (BEC)
- Boulder Tomorrow
- BIBA (Boulder Independent Business Alliance)
- Boulder Small Business Development Center
- Downtown Boulder Inc.
- Latino Chamber of Boulder County
- Naturally Boulder
- Commercial Brokers of Boulder (CBB)
- Boulder Area Realtors Association (BARA)
- The Hill

Last year, the city emailed information about the issue to 200 businesses, about 10% to 20% of which responded. In addition, in 2016, presentations would be scheduled at member or board meetings for the Boulder Chamber, BEC, Boulder Tomorrow, Downtown Boulder Inc, the Hill Boulder, BARA and CBB. Several listening sessions would be held to gather input from businesses and employees.

Outreach would be extended to the University of Colorado, federal labs and non-profit community if the proposed tax were to apply to employees of those organizations.

This level of outreach and public engagement would require a significant amount of staff resources and community participation.

Other Business Impacts: Over the past few years, the cost and ease of doing business in Boulder has been impacted by a number of new fees, taxes and regulations. These changes have impacted property owners, businesses and in some cases, individuals who work in the city.

Effective Date	New Tax, Fee or Regulation	Property Owners	Businesses	Workers
2014	Commercial Energy Code (Strictest in U.S.)	X	X	
2015	Sales and Use tax rate (3.56% to 3.86%)	X	X	X
2015	Property Tax Increase for BVSD Bond Program	X	X	
2015, 2016	Water, wastewater, storm water rate increases	X	X	
2015	Affordable Housing Linkage Fee	X		
2016	Universal Zero Waste Ordinance	X	X	
2016*	Boulder Building Performance (rating & reporting)	X	X	
2018	Outdoor Lighting Ordinance	X		

**Regulations to be phased in*

Under Consideration	Property Owners	Businesses	Workers
Development-Related Impact Fees and Excise Taxes	X		
Multimodal Transportation Impact Fees or Taxes	X		
Public Art Program for New Development	X		

Consideration of a head tax needs to be evaluated within the broader context of existing and potential fees and taxes and their impact on Boulder as a place to do business.

NEXT STEPS

The exploration of a 2016 ballot item for a head tax would involve significant community engagement and staff resources are not available to undertake such a significant effort. Staff seeks Council direction on whether to move forward on this item.

- Attachment A: Summary of Other Department Work Plan Follow Up from Council Retreat
- Attachment B: Summary of January 22-23 Council Retreat Notes
- Attachment C: Boulder Valley Comprehensive Plan Phase 3 Schedule and Areas of Focus
- Attachment D: Subcommunity and Area Planning
- Attachment E: August 4, 2015 First Reading Memorandum for a potential OPT Ballot Item

Summary of Other Department Work Plan Follow Up from Council Retreat

City Attorney's Office/Municipal Court

Camping Prohibition on Public Property: Council Members at the retreat expressed an interest in further analyzing the role that prohibition of camping on public property may have on homeless persons. The first part of this process is to collect and analyze data related to municipal code violations in addition to the consequences for persons who receive a summons for such activity. Staff from the Municipal Court and the City Attorney's Office will collect this data. An important part of this analysis is the determination of the extent to which a camping ticket may lead to the consequence of receiving jail time. The City Attorney's Office may need to request analysis of the data by Human Services or other departments of the city.

It is anticipated that the first part of the analysis will be completed by the end of the second quarter of this year. The court has completed and compiled the raw data. This data should be ready for review by the end of February. Council Members Weaver and Shoemaker have volunteered to review the data and any staff analysis and make recommendations to the Council Agenda Committee or the Council as a whole.

At the February 2, 2016 city council meeting, council member Weaver asked for the Boulder Police Department policy regarding camping tickets. The Department does not have a policy specifically directed at policing standards for camping tickets. In these circumstances the overarching policy on police use of discretion applies, along with supervisory guidance to officers that warnings and summonses (when needed) are most appropriate for camping violations.

General Order 200, "Discretion, Arrest Standards and Enforcement Action," Section 200-2 D. (Use of Discretion) provides direction on using the least restrictive means to accomplish the intent or resolve the situation. The police department asks its officers to give warnings when appropriate and referral information on available services. There are times when a warning will not suffice and another enforcement action is needed. A large portion of homeless enforcement actions are related to complaints, such as camping at Eben G. Fine Park. Officers routinely check areas where the department receives multiple complaints on a regular basis.

Affordable housing options through the lens of requiring on-site, affordable housing rather than cash-in-lieu and share legal options with Council: The city's present inclusionary housing program provides a variety of options for meeting the requirements for developments to provide affordable housing that is associated with residential development. The options include on-site construction, a payment of cash-in-lieu of construction on-site, a contribution of land in-

lieu of construction, off-site acquisition or construction, or on-site construction. The City attorney's Office will provide the council with advice about changing inclusionary housing standards. The research will most likely balance the city's zoning police power with issues related to the state's rent control statute. The Housing division staff will also assist the City Attorney's Office in identifying and analyzing options.

There is a petition for certiorari review presently pending disposition for review of a California inclusionary housing case by the U.S. Supreme Court. If the Court decides that it will review this case, it has the potential to affect the timeline for this item. The Housing Division and the City Attorney's Office are monitoring this case.

It is anticipated that this legal analysis will be completed by the end of the third quarter of this year.

Options for Planning Board Vacancies: Council Members discussed the fact that many members of the Council are often elected while the member is serving on the Planning Board. When elected, it leaves a vacancy on the Planning Board that can make it difficult for the board to conduct business, especially in light of the charter requirement that requires a minimum of 4 votes of the board to take action on any matter that is before it. The City Attorney's Office and Planning, Housing and Sustainability will look at options that may provide for temporary appointment of former eligible board members to serve during times of vacancy between the November election and the board and commission recruitment that ends in March.

It is not anticipated this will be a time intensive work item nor is the completion time sensitive. Staff anticipates that this work item will be completed by the end of the fourth quarter of this year.

City Manager's Office and City Clerk's Office

Council Members discussed a variety of options to improve public participation and the following items were added to the work plans of the City Manager's Office and Clerk's Office:

Outreach to External Facilitators: One potential option discussed at the retreat was to reach out to members of the community who are skilled in facilitation, mediation or design of engagement processes. Council Members provided names and contact information for identified community members with expertise in these areas. Staff has since completed three of nine scheduled meetings with these individuals to discuss community perception and experience related to engagement, recommendations for process improvement and ideas related to continued inclusion of community members in city processes. Information gathered will be provided to staff currently engaged in this or other improvement efforts related to public process for

inclusion in broader organizational goals and objectives. A more complete report will be provided to City Council in the second quarter.

Town Hall Council Committee: On February 16, 2016, the Council appointed Mayor Jones and Council Members Burton and Brockett to a “Town Hall” committee to look further at this type of public engagement. This Committee will work together to develop a proposal for future town hall meetings. The City Clerk will serve as the staff liaison for this committee.

Council Agendas in Front Part of the Daily Camera: Currently the agenda is published in the Legals section of the paper at an average cost of \$140 per meeting agenda. Quotes to publish in the *News From City Hall* section indicate an average cost of \$728 per meeting agenda. The budget impact of this would be an additional \$12,936 per year for 22 scheduled regular business meetings.

Voluntary Shared Calendar for Council Members: The City Clerk will work with the City Attorney and Director of Information Technology to explore options for a calendar where Council Members can schedule and share their public engagement activities with each other. Existing calendar options may be sufficient to meet this need.

Background on Recent Process Improvement Initiative: In 2010, the Information Technology (IT) Department led an effort to bring business process improvement to the city organization in order to help improve delivery of services to the community. Destra Consulting Group, LLC was hired to train city staff in business process improvement. Destra Consulting is a strategic business transformation firm that has been working with Fortune 500 clients, start-ups, government and educational organizations for over thirty years. Firm principal and Boulder resident David Hannegan has been working closely with the city ever since. While Destra Consulting offers the Six Sigma approach (from one-day Executive Alignment to three-week intensive Black Belt training), the city selected the process improvement approach called SIPOC*R. Six Sigma is commonly used in large private organizations, especially as a way to improve profits. While the bottom line is important in government, it must also be considered alongside a number of other measures of success.

In many organizations that utilize LEAN or Six Sigma, the organization commits to a path and dedicated employees receive training and continually work on a portfolio of organizational processes that are in need of improvement. It is a philosophical and organizational commitment to move ahead with one of these methods across the entire organization. By contrast, SIPOC*R can be used on an ad hoc basis and is more conducive to a “train the trainer” model. As such, staff has viewed it as a more practical, accessible, and efficient approach to meeting the organization’s needs than LEAN or Six Sigma, which require a much larger commitment of resources.

Business process improvement efforts employing SIPOC*R have taken place across the organization in recent years. The entire IT department was trained in SIPOC*R. and adopted a departmental goal to improve at least two processes each year. Planning and Development Services has used SIPOC*R in the Affordable Housing Development Review process, Code Enforcement, Medical Marijuana business process development, and other permit-related business processes. It has also been used in Human Resources (HR) to evaluate business practices in support of the Transforming Boulder Business Initiative (TBBI) implementation.

Following these successful efforts, the organization's use of SIPOC*R decreased in frequency. This can be traced at least partially to two main causes: a notable increase in the size and scope of the city's work plan and the departure, over time, of many of the staff who were originally trained as the city's SIPOC*R facilitators.

Human Services and Human Resources

Living Wage: An interdepartmental staff team presented city council with options to expand Living Wage Resolution 926 on Feb. 16. Council provided the following motions and direction to staff:

- Motion to support the amended Resolution 926 to reflect the City Manager's executive action to expand Living Wage resolution to cover temporary and part-time employees at 120% of Federal Poverty Guidelines.
- Motion to direct the City Manager to explore wage negotiations with janitorial and landscape contractors to increase wage rates to \$15.67 per hour, while the city explores bringing these services in-house.
- Motion to direct staff to do the studies identified in staff recommendations including: analyzing the three wages across the categories of part-time, temporary, seasonal and contractors, including EMS, and: include information on implementation strategies from other communities and an analysis of the CLIFF effect in the areas that would be impacted by raising wages.

Staff will bring back this analysis in time for the 2017 budget consideration, with the exception of the EMS analysis which is currently on the Fire Department work plan and is anticipated to be completed by the end of 2016.

Municipal Employee Child Care: Staff will conduct a feasibility study related to providing municipal employee child care services. The goal of the study will be to research the feasibility and options of providing child care services that support city employees and their families wellbeing. A team of city staff from cross functional departments, including Human Resources, Human Services, Parks and Recreation, Risk and Finance will compile and analyze relevant information and data to make recommendations.

The report will include: employee survey of child care needs, employee demographic data, current child care programs within thin city, assessment of city only or city and public child care, potential strategic partnerships with child care providers, costs, necessary resources, regulatory requirements such as licensing and quality standards, type of care, costs and availability in the community, comparable employer sponsored child care services with peer cities, and industry standards and best practices. Recommendations for Council consideration are anticipated in the first quarter 2017.

Human Resources

Gender Wage Gap: According to the Institute for Women’s Policy Research, the national statistics show that on average, women make \$0.82 for every dollar made by a man in the same job. The Federal government is proposing a new rule to address unequal pay practices by requiring companies with more than 100 employees to submit salary data by gender. Staff will work through a consultant to complete a comprehensive study on potential gender differences in pay for city employees, provide relevant statistics and trends, and make appropriate recommendations to close any potential gaps in pay between male and female city employees. The scope of work will include benchmark studies, analyzing reasons for male/female pay differences as determined, implementing a sustainable gender equity strategy, and monitoring progress towards pay equity targets. A summary report with findings and recommendations will be prepared by a Consultant in fourth quarter 2016.

Open Space and Mountain Parks (OSMP)

Timing of Master Plan: During the retreat discussion of survey results, Council Members identified concerns about “participation fatigue” in the community; and a desire to provide some time off between major OSMP planning projects. At the same time there is a longstanding expectation to address over-arching issues such as carrying capacity, night-time use and temporal use that the Visitor Master Plan update/OSMP Master Plan would address. As with any activity that calls upon community members to participate, there is a limit to the amount of time and energy people are willing to spend reviewing plans, participating in workshops or preparing and delivering public testimony. Participation fatigue, where residents show decreasing interest in participating in planning projects over time, has been described in communities throughout the world. When an ever-growing number of issues are the subject of requests for public feedback, fewer community members tend to take part in the public process. As people choose to participate less, it becomes more difficult for the city to deliver successful community engagement—that is, public participation outcomes that are representative of a broad cross section of the population. Uneven public involvement, where a small group of community members take part in discussion affecting the entire community, can create bias in the

information and feedback provided by staff to Boards and Council for use in planning and policy development.

OSMP staff has been actively and continuously engaging the community on open space issues since 2000 when the public process for the Visitor Master Plan (VMP) began. After completion of the VMP in 2005, two Trail Study Area (TSA) plans were completed in rapid succession (2005 and 2006), after which a number of projects associated with monitoring TSA plan implementation were the focus of community involvement (2007-2009). In 2009, the public process for the Grassland Plan began, which was followed immediately by the West TSA and Acquisition Plan update. After a brief hiatus to address the 2013 flood, the North TSA (NTSA) planning process began in late 2014.

The current NTSA schedule anticipates Council action prior to its 2016 recess. The Agricultural Resources Management Plan (Ag Plan) is scheduled to come before the Open Space Board of Trustees (OSBT) for approval in July, and to City Council later in the third or in the fourth quarter of 2016. The next anticipated OSMP-related community process is a Master Plan/Visitor Master Plan update.

Staff has some preliminary thoughts on a schedule which would provide the community some relief from active public process. Staff plans to further vet these preliminary schedule ideas with the OSBT, but will be addressed with the board when the NTSA planning process is concluded.

There are a number of activities that the staff could pursue to ready itself for the master planning process, while providing a break to the community for public engagement. These include information gathering through a system-wide, year-long visitation study; a resident survey; an OSMP asset inventory; and consultation with partner open space agencies on their experience of master planning. Another precursor to public involvement would be early coordination with internal city initiatives such as master/comprehensive planning, sustainability and resilience. Staff would also be able to use this time to prepare requests for proposal for consultant support for the update. The first public engagement step would likely be establishing a scope and refined timeline for the planning process that would include a recommendation from OSBT and approval by Council. Staff recommends that this scoping step not occur until early 2017 to allow sufficient time for quality foundational staff work and a meaningful hiatus for the public from consultation.

BOULDER CITY COUNCIL RETREAT
Museum of Boulder – Boulder, CO
January 22 – 23, 2016
Meeting Summary

ATTENDANCE

City Council: Mayor Jones and Council Members Appelbaum, Brockett, Burton, Morzel, Shoemaker, Weaver, Yates, and Young.

City Staff: Jane Brautigam, City Manager and Tom Carr, City Attorney

City Staff Presenters: David Driskell, Executive Director Planning , Housing, and Sustainability, Karen Rahn, Director Human Services, Michael Sweeney, Acting Director Transportation

Facilitation: Heather Bergman and Katie Waller

OUTCOMES

<i>City Manager's Office</i>	<ul style="list-style-type: none"> • Reach out to members of the community who have expressed interest in designing standard processes for public engagement. • Complete initial review of getting Head Tax on the 2016 ballot.
<i>City Attorney's Office</i>	<ul style="list-style-type: none"> • Review affordable housing options through the lens of requiring on-site, affordable housing rather than cash-in-lieu and share legal options with Council. • Draft options outlining how the Planning Board can be filled in between regular elections.
CAC	<ul style="list-style-type: none"> • Schedule a matter for the next Council meet to approve an ad hoc committee comprised of members Burton, Jones, and Shoemaker to come up with a proposal for future town hall meetings. • Schedule new items for the City Council discussion only if they are above a certain threshold and cannot be addressed by staff.
<i>Human Services Staff</i>	<ul style="list-style-type: none"> • Begin to think about municipal employee daycare and possibly include this under the Middle Income Housing Strategy. • Compile a list of simplified options regarding Living Wage and report back to Council in February.
<i>Planning, Housing, and Sustainability Staff</i>	<ul style="list-style-type: none"> • Come back to Council in June to prioritize Q3/Q4 2016 and 2017 tasks. • Bring forward "One-for-One Replacement Ordinance" related to permanently affordable housing to Council for approval. • Explore the scope of area and/or sub-community planning as part of the BVCP. • Analyze the need and feasibility of additional staff as part of revised work

	plan discussion on Feb 29.
<i>Transportation Staff</i>	<ul style="list-style-type: none"> • Revise work plan to reflect Council discussion; identify where/how the following items can be addressed: <ul style="list-style-type: none"> ○ Assessment of high-pedestrian corridors through the lens of code enforcement. ○ Identification of road intersections that are or could become safety issues. ○ Further analysis regarding land use codes and a possible coalition for Arapahoe Road. • Come back to Council in February with a preliminary prioritization of 2017 tasks and a revised work plan for 2016.
<i>Open Space and Mountain Parks Staff</i>	<ul style="list-style-type: none"> • Asses the OSMP work plan and public and staff involvement to decide the best time to being work on the Visitor’s Master Plan/OSMP Master Plan with the knowledge that community members need a break from significant process.
<i>Boards and Commissions Committee</i>	<ul style="list-style-type: none"> • Tell all boards and commissions that they are encouraged to reach out to the public with the goal of raising awareness. • Tell boards and commissions that they are encouraged to organize meetings with other boards or commissions when appropriate and necessary.
<i>Council Members</i>	<ul style="list-style-type: none"> • Consistently refer to the 2016 work plan when deciding to take on new issues and defer to staff when necessary. (ALL) • Share names of people who have expressed interest in designing standard processes for public engagement with City Manager’s Office. (ALL) • Update all of Council on board and commission happenings when necessary and appropriate. (ALL) • Explore options for the camping ban and advance to CAC. (SHOEMAKER AND WEAVER) • Coordinate with Lynette Beck and IT Department to organize a shared Council member public engagement calendar. (YATES) • Develop a proposal for future town hall meetings. (BURTON, JONES, AND SHOEMAKER)

IMPROVING PUBLIC PARTICIPATION

The Council Members broke into small groups to discuss how to improve public participation in the City. Below is a list of the identified issues and benefits of public participation:

- Avoid getting sidetracked through unnecessary public processes and engagement.
- Use public participation to ensure Council is on the right track.
- Go forward at a moderate speed to avoid getting off course.
- Remain flexible and agile, while keeping the ultimate goal in mind.
- Identify ways to engage citizens who are not typically active in government.

- Capitalize on any opportunities to have a two-way conversation with the public.
- Improve one-way communication efforts so they are more effective.
- Identify early warning signs to avoid marginalizing vulnerable populations.
- Remain steady and consistent throughout particularly rough engagement processes.
- Anticipate problems before they arise, when possible.
- Work with members of the public who are trying to slow down processes to identify their motivations.
- Understand that policymaking is neither a straight line nor a direct route.
- Involve the public early in processes to ensure they run more smoothly.
- Understand that some opinions are fundamentally contradictory and cannot be reconciled through a public engagement process.
- Analyze the lessons from past engagement processes and apply them in the future.
- Continue forward with processes when going back is not productive, even if some citizens are unhappy.
- Limit the length of public processes so citizens remain engaged.
- Undertake tasks that are within the capacity and threshold of Council and staff.
- Recognize gaps in roles, rules, and regulations early in a process.
- Understand that some portion of the public thinks there is only one way to solve certain problems and assure them that City Council has not already made a decision.
- Keep the public from feeling railroaded by engaging them early on and allowing their input to inform the final product.
- Identify which public emails are being answered and which are slipping through the cracks and/or are not getting a complete response.

City Council members also discussed possible solutions to the identified problems. These proposed solutions are listed below:

- Use and analyze place-based, interest-based, and culture-based outreach to assess if public engagement is working as intended.
- Organize listening sessions or town hall meetings to encourage two-way discussion and allow the public to interact with City Council in a more informal setting.
- Assess possibilities for two-way conversation to ensure that they are scaled properly and engage the intended audience in a feasible manner.
- Utilize professional facilitators at future meetings to encourage the public to present possible solutions and identify tradeoffs, rather than only stating the problems.
- Explore the use of task forces and blue ribbon commissions and work to better understand the trust issues the community may have with representation on these types of groups.
- Assess the feasibility and benefits of two or three City Council members holding working or study sessions with citizens and then reporting back to the entire Council with a better understanding of certain public opinions and perspectives.
- Communicate the results of surveys in a more impactful manner, perhaps using two-way channels such as social media and other online mediums to summarize key outcomes of surveys; just posting the survey results is not sufficient.

- Outline a more efficient system to ensure that all public emails receive a response and all citizens, especially those who are not typically involved in government, are heard.
- Standardize the capacity of outreach and public engagement processes to ensure that there is consistency in depth across departments, keeping in mind that not all processes are going to require the same design.
- Express public participation or decision space constraints early in a public process and frame the problems carefully and intentionally to receive the most useful feedback.
- Tell the public the path to the final outcome and how their feedback will impact this path.
- Provide clear and concise information to the public explaining exactly how they can get involved early on; this will help to create an environment of authenticity.
- Create a voluntary, shared calendar for Council members so they remain informed about each other's interactions and meetings with concerned members of the community.
- Utilize boards and commissions to engage in public communication and outreach, encouraging them to serve as public messengers.
- Explore the possibility of having a person or department to explain processes to the public and direct input and community involvement to the proper department in a multi-disciplinary manner.
- Host Council meetings out of chambers and in the community a few times a year.
- Encourage City Council members to do listening sessions out in the community.
- Make a calendar publicly available that includes information for work plans, specific projects, and department efforts.
- Publish the City Council agendas in the front of the Daily Camera, rather than in the classified section.
- Increase meeting efficiency by providing guidance for public comment, including providing directional questions before the meeting or possibly in the Daily Camera and stating what Council hopes to learn from public comments.

Based on the previous discussions, Council members decided to take the following actions:

- **Council Member Yates** will work with Lynnette Beck to organize a shared Council member calendar for public engagement efforts. Council members Burton, Morzel, Weaver, and Yates will take part in this initial trial effort.
- **Council Members Burton, Jones, and Shoemaker** will work together to come up with a proposal for future town hall meetings. The Council Agenda Committee (CAC) will schedule a matter for the next Council meeting to have this ad hoc committee approved.
- **Jane Brautigam** will reach out to members of the community who have expressed interested in designing standard processes for public engagement. **All Council Members** should send any names of interested parties to Ms. Brautigam.
- **The Boards and Commissions Committee** will tell all the boards and commissions that they are encouraged to reach out to the public with the goal of raising awareness, but should meet with City staff before engaging in a campaign. They are also allowed and encouraged to set up meetings with other boards or commissions when appropriate.

COUNCIL PROCEDURES, EXPECTATIONS, AND LEADERSHIP

Travel Opportunities

Council members discussed Council travel opportunities and expectations. The Mayor is invited to roughly two to six national and international events requiring travel throughout the year. Typically, the organizers specifically request the presence of the mayor and must be persuaded to accept any other Council members, even though Boulder City Council members all have similar influence. After discussing the possible options, Council members decided that each request for the mayor to travel nationally or internationally will follow these steps:

1. The City Manager or the Mayor will ask the organizer if expenses are covered to decide if travel to the event is feasible and worthwhile.
2. The Mayor (Suzanne Jones) will send event invitations to other Council members when their expertise is a good fit for the specific opportunity.

Shared Information

Some members of Council expressed concern that it can be challenging to stay up-to-date on the necessary topics. Currently, all members are expected to be knowledgeable about the details contained in each of the City's master plans. Some thought that it would be beneficial to the entire Council if there were appointed liaisons to each of the master plans, so that there is one City Council member who is an expert on that specific topic when it comes up for discussion. Other members thought that this would be unnecessary, as members of Council already work closely with the boards and commissions who help produce these master plans. These members stated that it would be beneficial if each Council member took initiative in updating the others on the happenings of their respective boards and commissions, which would include master plan updates and developments. Council members agreed to do their best in keeping other Council members informed. They also agreed to work with CAC to better involve boards and commissions in study sessions and future town hall efforts, as applicable.

Public Comment

Current Council procedures regarding public comment indicate that if it is reasonably anticipated that 15 or more people are going to show up to speak, each speaker's time will be reduced to two minutes. Council agreed that continuing this practice was appropriate.

Planning Board

It is common for members of the Planning Board to be elected to City Council. This can sometimes leave an empty seat on the Planning Board. City Council members agreed to have the City Attorney draft options outlining how the Planning Board seat can be filled to minimize vacancies on Planning Board in the future.

STAFF AND COUNCIL WORK PLANS FOR 2016

Prior to the retreat, City Council members filled out a survey outlining their priorities for the 2016 work plan. After a question-and-answer session with the necessary staff and department

directors, 2016 work plan efforts were organized into a visual display. See the picture on the last page of this summary to view the visual representation of the work plan. The following tables include the changes and adjustments made by Council and staff during the meeting. Tasks and projects were organized using the following criteria:

To show the impact on the overall work plan, staff organized tasks into a visual display and used the following criteria:

- Blue tasks are led by the Planning, Housing, and Sustainability Department.
- Orange tasks are led by the Human Services Department.
- Green tasks are led by the Transportation Department.
- Yellow tasks are new additions from City Council members during the discussion.
- Bubble sizes are indicative of the staff time necessary to accomplish that task.
- Stars indicate how many Council members indicated that particular task as a proposed priority for the 2016 work plan.
- The Y-axis indicates the amount of anticipated public interest and participation; the X-axis indicates the expected City Council and Board time commitment.
- "\$" on bubbles indicates that this task will require funding for contractors.

Some Council members stated that it would be appropriate to hire more staff, specifically in the Planning, Housing, and Sustainability Department, to accomplish more of the necessary tasks. Others thought that there were more effective actions to take to solve the issue of bandwidth. The City Manager, Jane Brautigam, explained that while it can help in the long run, hiring more staff is not a solution to immediate problems. Hiring good employees and training them properly takes a long time. It is typically nine months before an employee can be hired and ready to take on larger projects. Hiring new staff this year is not going to make a large impact on the 2016 work plan. Ms. Brautigam stated that staff will look into the possibility of hiring new staff for the Planning, Housing, and Sustainability Department.

Planning, Housing, and Sustainability Projects on the Work Plan for 2016

** Italic comments indicate changes made to the proposed work plan during the retreat**

<i>Project</i>	<i>Participation</i>	<i>Staff Time</i>	<i>Notes Reflecting Staff and Council Discussion</i>
Boulder Valley Comprehensive Plan (BVCP)	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	<ul style="list-style-type: none"> • This project requires hiring consultant support • Four members of Council indicated this as a 2016 work plan priority. • <i>This will begin to define "community benefit."</i>

			<ul style="list-style-type: none"> • <i>This project will work to provide more clarity around the scope of area and/or sub-community planning.</i>
Middle Income Housing Strategy	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	<ul style="list-style-type: none"> • Four members of Council indicated this as a priority for the 2016 work plan. • This discussion will look at land use strategies as well as policies and priorities.
Development-Related Impact Fees	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	<ul style="list-style-type: none"> • This project includes four components: Transportation, Affordable Housing, Updating current fees, Public Art. • This task includes hiring consultants. • Three members of Council indicated this as a priority for the 2016 work plan.
ADUs and OAU's	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Medium	<ul style="list-style-type: none"> • <i>This task could be paired, in part, with the Middle Income Housing Strategy and Comp Plan Update.</i> • <i>2016 discussion will lead to additional action in 2017.</i> • <i>This topic could be addressed through a council-focused legislative action (similar to short-term rentals) or through a neighborhood-focused pilot project.</i>
Tiny Homes and Micro Units	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Medium	<ul style="list-style-type: none"> • <i>Conceptual examination of this topic was added by Council to the Middle Income Housing Strategy.</i> • <i>2016 discussion will lead to additional action in 2017.</i>
Sub-community Definition and Planning	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Medium	<ul style="list-style-type: none"> • <i>This task was placed under BVCP for initial concept development.</i> • Four members of Council indicated this as a priority for the 2016 work plan.
Housing Products/Types Diversity	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Medium	<ul style="list-style-type: none"> • <i>Council placed this task under BVCP.</i> • Three members of Council indicated this as a priority for the 2016 work plan.
Civic Area	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council 	Large	<ul style="list-style-type: none"> • This task includes hiring a consultant.

	Time		
Site Review Criteria and Definition of 'Community Benefit'	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • Four members of Council indicated this as a priority for the 2016 work plan.
Boulder Community Health Site Planning	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • Three members of Council indicated this as a priority for the 2016 work plan. • This task includes hiring a consultant. • <i>This task will possibly include sub-community or area planning.</i>
Climate Commitment	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	
Energy and Building Codes	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • This task includes hiring a consultant.
Mobile Home Parks	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • Two members of Council indicated this as a priority for the 2016 work plan. • <i>This task could include an assessment of tiny homes within the context of mobile home parks.</i>
Co-op Housing	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Small	<ul style="list-style-type: none"> • Five members of Council indicated this as a priority for the 2016 work plan. • This could be either a small or a medium task depending on the degree of public outreach prior to council action.
30 th and Pearl	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Small	<ul style="list-style-type: none"> • This task includes hiring a consultant.
One-for-One Replacement	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Small	<ul style="list-style-type: none"> • <i>Staff will bring this forward to Council.</i> • This is ready to go now and should not take much more work on the part of staff.

Human Services Projects

<i>Project</i>	<i>Quadrant</i>	<i>Bubble Size</i>	<i>Notes Reflecting Staff and Council Discussion</i>
Homeless Strategy Action Plan	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	<ul style="list-style-type: none"> • Four members of Council indicated this as a proposed priority for the 2016 work plan. • <i>2016 discussion will lead to additional action in 2017.</i>
Human Services Strategy Action Plan	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	2016 discussion will lead to additional action in 2016 and 2017.
Living Wage Action Plan	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Large	<ul style="list-style-type: none"> • This task cannot be completed without additional funding and resources. • <i>Council members indicated that this task and associated discussions should remain as simple as possible.</i>
Safe and Welcoming Communities	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Medium	<ul style="list-style-type: none"> • Four members of Council indicated this as a proposed priority for the 2016 work plan. • <i>2016 discussion on this topic will lead to additional action required in 2017.</i>
RMS and Substance Abuse Prevention	<ul style="list-style-type: none"> • Less Public Participation • Less Board and Council Time 	Small	Current work plan can be completed within existing resources.
Harvest Bucks	<ul style="list-style-type: none"> • Less Public Participation • Less Board and Council Time 	Small	Current work plan can be accomplished within existing resources.
Indigenous Peoples' Day Resolution	<ul style="list-style-type: none"> • Less Public Participation • Less Board and Council Time 	Small	Resolution can be completed within current resources.

Transportation Projects

<i>Project</i>	<i>Quadrant</i>	<i>Bubble Size</i>	<i>Notes Reflecting Staff and Council Discussion</i>
Transportation Impact Fees	<ul style="list-style-type: none"> • More Public Participation • More Board and Council Time 	Small	<ul style="list-style-type: none"> • This task is will be completed as part of Development Fees.
Transportation Master Plan Implementation – Complete Streets	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Large	<ul style="list-style-type: none"> • This task includes Living Lab and Corridor Plans. • Council expanded this task to include snow removal efforts and a review of pedestrian crossing processes.
Transportation Master Plan Implementation – Transit/Regional	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Large	<ul style="list-style-type: none"> • This task includes local transit, regional transit, and service delivery. • Council expanded this task to include enforcement at high-traffic pedestrian corridors.
Transportation Master Plan Implementation – Funding	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • This task includes an impact fee study and quiet zones.
Transportation Master Plan Implementation - TDM	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • This task includes a review of community passes and development requirements.
Pedestrian Crossing and Processes Standards Review	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • This task is a part of Complete Streets.
Snow Removal Efforts	<ul style="list-style-type: none"> • More Public Participation 	Medium	<ul style="list-style-type: none"> • This task will include snow removal for pedestrians, bikes, and other alternative

	<ul style="list-style-type: none"> • Less Board and Council Time 		<p><i>modes of transportation.</i></p> <ul style="list-style-type: none"> • <i>Members of Council indicated that they would like this to include better clearing secondary roads as they connect to major arterials.</i>
Enforcement at High-Pedestrian Corridors	<ul style="list-style-type: none"> • More Public Participation • Less Board and Council Time 	Medium	<ul style="list-style-type: none"> • <i>This task will be completed as a part of TMP Implementation – Transit/Regional.</i>

Items Identified for Work in 2017 – Prioritization Pending Council Review of Revised Work Plan

<i>Planning, Housing, and Sustainability Projects</i>	<ul style="list-style-type: none"> • Boulder Valley Comprehensive Plan Implementation • Middle Income Housing Strategy Implementation • TVAP Phase 2 • Preservation Priorities • Use Tables • Neighborhood Infill Project • Housing Strategy Governance • Tenant City Purchase Program
<i>Human Services Projects</i>	<ul style="list-style-type: none"> • Camping Ban • Assessment of Human Services across Departments • Gender Wage Gap
<i>Transportation Projects</i>	<ul style="list-style-type: none"> • North-South Bike Connectivity and Network Improvement • Neighborhood Traffic Mitigation

Tasks Not Currently Resourced and Therefore Not Expected to Be Completed in 2016

<i>Planning, Housing, and Sustainability Projects</i>	<ul style="list-style-type: none"> • Affordable Housing Benefit Ordinance • South of Canyon (Downtown) • East Arapahoe Envisioning • Tax-Exempt Partners
<i>Human Services Projects</i>	<ul style="list-style-type: none"> • Living Wage for Contractors • Living Wage for Seasonal Workers • Homeless Action Plan – Landlord/Tenant Outreach; Community Education • Safe and Welcoming Community • Other social policy and program options in Human Services Strategy

MANAGING CHANGES TO THE WORK PLAN

After completing the 2016 work plan, Council discussed what should be done if new projects arise, as this plan reflects 100 percent of staff resources. Some members stated that it can be difficult to plan for changes to the work plan, as they emerge from emergencies, strong community concern, or unique opportunities. Council suggested the following measures to keep the workload manageable for themselves and for staff:

- Develop criteria for when and how new items are added to the work plan in the future.
- Ensure staff checks with Council before adding anything to the agenda.
- Set a threshold for new and innovative topics, such as 1.5 hours of Council meeting time per quarter.
- Enforce the nod of five with rigor.
- Clarify decision space on the agenda to ensure efficiency in public comment.
- Encourage staff to feel comfortable reminding Council how full the work plan already is.
- Encourage Council members to hold themselves accountable for not overloading the staff with new work items.

Attachment C: Boulder Valley Comprehensive Plan – Phase 3 Schedule and Areas of Focus

(Note: City Council previously received a version of this summary as part of the Dec. 15, 2015 memo, and again for the Feb. 2, 2016 memo. Staff has updated the information to reflect recent work and feedback.)

City Council and Planning Board Feedback

- Overall, the focused topics are on track with what is needed and desired for the major update.
- Addressing housing issues should be a top priority for this update. The survey results reinforce the importance of this.
- Addressing CU South is another high priority.
- The proposal to include new sections in the BVCP specific to small areas (subcommunities) is viewed as positive and needed. However, staff may need to reconsider the utility of using subcommunities for this purpose. The boundaries may need to be revised, or a different scale of analysis may be necessary.
- The Built Environment topic should incorporate lessons learned from the Form Based Code project, and “housing the middle” solutions might also be identified through the built environment topic.
- Many of the issues are related to growth. In addition to addressing which areas are appropriate for change, rate of change is another important consideration in that conversation.
- Carbon sequestration in soil should be addressed as part of climate, energy, and resilience.

BVCP Phase 3 – Approach and Tracks

Phases 3 tracks and 4 will include the following:

Track 1: Areas of Focus

Track 2: Plan Policy Integration

Track 3: Plan Clean up

Track 4: Public Map, Policy, and Text Request Analysis

The updated work plan for 2016 (at the end of this attachment) includes additional details about the entire process, as well as the diagram for Phase 3 BVCP work.

Track 1: Areas of Focus

The following work areas are being addressed in 2016 as part of the major update. Additional descriptions of each topic follow.

1. **Renew core values.**
2. **Add climate, energy, and resilience.**
3. **Address housing and middle income housing.**
4. **Address future jobs:housing balance.**
5. **Refine Built Environment section and mixed use/height policies.**
6. **Address “planning areas” sections and local issues.** (See also **Attachment C** as part of this memo.)
7. **Boulder Community Hospital Site Planning Process.**
8. **CU South Land Use Designation Analysis Process.**

Track 2: Plan Policy Integration

The interdepartmental city/county planning team will work with other city departments to ensure the updated BVCP reflects all the recent adopted master plans or other policies, such as the Community Cultural Plan, Transportation Master Plan, and Parks and Recreation Master Plan. This could lead to changes to the Introduction and Implementation chapter, where master plans are summarized, and other specific sections as noted in the table below.

Plan Integration Topics	Relevant Ch., Sec.
Add information about regional policy alignment	<i>Introduction, History</i>
Core values will need more substantive work as noted above.	<i>Sec. 1: Core Values</i>
Coordinate with the Design Excellence Initiative including outcomes from the pilot Form-Based Code, the updated Downtown Urban Design Guidelines, as well as other more substantive changes (e.g., activity centers), as noted above.	<i>Sec. 2: Built Environment</i>
Add current policies related to biodiversity (e.g., wildlife; water, wetlands, ditches; Green Infrastructure; pollinator protection). Add current policies from county’s open space element. Coordinate with the OSMP master plan process (mid-2016). Address carbon sequestration in soil.	<i>Sec. 3: Natural Environment</i>
Add new Climate Commitment goal. More substantive work will be necessary as the climate commitment strategy and community engagement progresses as noted in Track 1 above.	<i>Sec. 4: Energy and Climate</i>
Add relevant Community Cultural Plan (2015) policies to the Economy section and others (2, 4, 6, and 8). Add current goals from 2013 Economic Sustainability Strategy and Primary Employer study.	<i>Sec. 5: Economy</i>
Add current Transportation Master Plan (2014) policies or descriptions, including reference to Renewed Vision for Transit, and any approved directions from the Access and Parking Management Strategy.	<i>Sec. 6: Transportation</i>
More substantive housing policy topics are noted above.	<i>Sec. 7: Housing</i>
Various plans may necessitate changes to the Community Well-being section including: <ul style="list-style-type: none"> ▪ Parks and Recreation Master Plan (2013) ▪ Policies related to an aging population and aging in place ▪ Homelessness strategy (ongoing) ▪ Human Services Master planning (ongoing) ▪ Library Master Plan ▪ Fire Master Plan ▪ Police Master Plan 	<i>Sec. 8: Community Well-Being</i>
Add any changes to local food programs or policies since 2010 when this chapter was added to the plan.	<i>Sec. 9: Agriculture and Food</i>
Coordinate with the city’s interdepartmental ecology team on specific changes including: updates to natural ecosystems map, the environmental protection overlay, the trails map, and the open space other land use category.	<i>Other Chapters: Amendment Procedures, Land Use Map Descriptions, Implementation, Referral Process and other maps</i>

Track 3: Plan Organization and Clean Up

Through spring, staff will prepare non-substantive edits to improve legibility and usability, including:

- **Amendment Procedures.** Some clarification was proposed as part of the 2010 update, but because the substantive questions regarding four-body review took time and never reached agreement, the non-substantive clarification also did not occur. Staff proposes to bring back the clarification pieces (not proposals for changes to the review process).
- **Land Use Map Descriptions.** Planning Board reviewed and provided feedback on an early draft of the chapter with table formatting, proposed pictures, intro text, and other enhancements. *(Note: additional substantive edits may also occur to this chapter later.)*

Following initial clean up, staff will do the organizational and format improvements (e.g., better contents, headings/footings, headers, etc.), to be completed by spring 2016. Substantive enhancements such as graphics and metrics will be added for the draft plan in Phase 4.

BVCP Phase 3 – Areas of Focus Approach and Analysis

Areas of Focus are the bigger topics to address through Phase 3 that may modify the land use plan or policy direction of the BVCP. The focused topics below reflect input from:

- Previous meetings with the four approval bodies;
- Community engagement from Phases 1 and 2;
- Results from the survey and focus groups; and
- Research from the Trends Report and other foundations work.

1: Renew Vision and Core Values

Proposal: Update the core values to reflect input from the survey and community.

What's does the 2010 Plan Say?

The plan sets forth a series of long-standing community values and aspirations for the future of the Boulder Valley that demonstrate the community's commitment to sustainability and meeting its environmental, economic, and social goals, as noted to the right. The survey asked respondents to identify if any additional core values should be emphasized by the plan. It also asked whether any of the existing values need clarification/modification. Finally it asked respondents to prioritize values in greatest need of increased attention.

Survey Results and Community Input

Respondents generally agree that the plan's values are consistent with community values. One open ended comment said, "If we can accomplish (the list) above, would be truly amazing. Let's try." Additional written comments suggested that the values be renewed to add the following:

- Resilient, prepared community
- Safety, as basic community value
- Diverse community (age, incomes, ethnicities, etc.)
- Well maintained infrastructure (and assets)

BVCP Core Values (p. 9, 2010 Plan)

1. Sustainability as a unifying framework to meet environmental, economic, and social goals
2. A welcoming and inclusive community
3. Culture of creativity and innovation
4. Strong city and county cooperation
5. A unique community identity and sense of place
6. Compact, contiguous development and infill that supports evolution to a more sustainable urban form
7. Open space preservation
8. Great neighborhoods and public spaces
9. Environmental stewardship and climate action
10. A vibrant economy based on Boulder's quality of life and economic strengths
11. A diversity of housing types and price ranges
12. An all-mode transportation system to make getting around without a car easy and accessible to everyone
13. Physical health and well-being

Applying a sustainability framework to decision-making in Boulder means considering the issues of environment, economy, and social equity together... At the intersection of all these areas is the community's ability to meet its needs now and in the future.

- Educated community / University role / community as progressive leader
- Acknowledgement of historic roots and established neighborhoods and places
- Managed, limited growth
- Representative and responsive government - “good governance” concept
- Arts and culture (as a separate concept, not bundled with welcoming and inclusive)
- Wildlife and cohabitation of people and wildlife
- Strong partnerships (e.g., city and county with University of Colorado, Naropa, Boulder Valley School District, RTD, Boulder Community Health, business community, neighborhoods)

Additionally, values possibly in need of clarification include:

- “Compact” community (i.e., explore whether there may be a better word or description of Boulder’s physical shape)
- “All mode transportation system”
- Climate action (i.e., add in the more current language and values from the climate commitment and clarify city’s role)

Approach and Timeline

In early 2016, the planning team is using the results of the survey, input from community, and feedback from the four approval bodies to suggest modifications or clarifications to the vision/core values of the plan (Introduction and Section 1) to bring drafts to the public and review bodies in spring.

2: Add Climate, Energy and Resilience

Proposal: Work with the Climate Commitment and 100 Resilient Cities (100RC) strategy teams to strengthen BVCP policies related to climate action, energy system transformation, and resilience.

Boulder’s Draft Climate Commitment, currently being reviewed by the community and scheduled for consideration and adoption by Council in 2016, defines a path to deep reductions in Boulder’s greenhouse gas emissions. Guided by the goal of reducing emissions 80% by the year 2050 (the level of reduction necessary based on current climate science), the Climate Commitment framework defines three key action areas: Energy, Resources and Ecosystems, with a central component being significant transformation of our energy system. This transformation, as well as other aspects of the climate commitment, will require shifts in city policies related to land use, building codes, transportation and other systems. The BVCP Update provides an opportunity to assess current and future policy and action priorities for achieving Boulder’s climate action goals.

At the same time, resilience is an important concept emerging in the planning world as the impacts of a changing climate and other stressors become more acute. These impacts have become an increasingly important area of focus for the city as the recent wildfires and September 2013 floods have resulted in widespread damage and illustrated the necessity of strengthening community resilience. Through the city’s participation in the 100 Resilient Cities program, the update provides an important opportunity to better understand how resilience principles and concepts can be incorporated in the BVCP.

How does the plan address climate, energy and resilience?

Boulder has been working to reduce its climate impacts since the early to mid 2000s, and the goal of reducing greenhouse gas emissions is reflected in the 2010 BVCP. However, the level of emission reductions called for in the October 2015 draft of Boulder’s Climate Commitment establishes a significantly higher bar for action, requiring more than just improved energy efficiency in buildings and greater energy conservation; it calls for a fundamental transformation of Boulder’s energy system, including a target of 100 percent clean, renewable electricity. These goals are not reflected in the current BVCP.

The 2010 BVCP also does not use the term “resilience” or “resilient.” However, while the plan hasn’t used the term, much of the planning and actions over the past few decades (e.g., floodways and greenways planning, open space in the foothills, planting diverse tree species, establishing a budget reserve) has made the community more resilient and ready to bounce back in times of emergency. The 2013 flood especially elevated awareness about the need to be adaptable and resilient at the local level. Additionally, the 100 Resilient Cities grant has brought new resources to enable the community to evaluate the plan and recommend how to make it more resilient, leading to more resilient outcomes.

Survey Results and Community Input

The Boulder community has consistently supported city-led action to reduce greenhouse gas emissions, expressed most recently by overwhelming support for extending the city’s climate action plan tax as well as in the responses to the BVCP survey. While no specific questions in the survey asked about resilience, a few respondents noted that the plan should include resilience as a concept. A climate and resilience survey about a year ago suggested that most people in the community do not understand the concept of resilience, so additional awareness and information would be helpful. Participants in listening sessions have mentioned interest in resilience.

Proposed Approach

The city’s interdepartmental Climate Commitment team will partner with the BVCP team to conduct an assessment of the 2010 BVCP and identify areas where updates could be made to better reflect the more aggressive goals of the October 2015 draft Climate Commitment and key areas of action. This work will also be informed by the grant-funded analysis being conducted in early 2016 around the concept of “whole energy system transformation” (i.e., the necessary transition toward clean, renewable energy sources for electricity, heating/cooling, and transportation). This work is looking at different development typologies to identify alternative pathways toward deep decarbonization, helping identify potential implications for land use and development. This work will further inform the assessment of current BVCP policies and suggest areas in which policies could be added or strengthened.

Through the 100 Resilient Cities (100RC) program and working with the city’s Chief Resilience Officer (CRO), the planning team will assess the BVCP through the lens of resilience, affirm what resilience means to Boulder in this context, and integrate resilience principles and policies into the BVCP (in this update and/or for forthcoming updates). The 100RC program is covering the costs to have HR&A Advisors, the 100RC Strategy Partner for Boulder, analyze the plan and co-lead an interdisciplinary working group to advise the city and county on identifying content and processes to incorporate resilience into the plan. Integrating resilience into the BVCP may result in the following tangible outcomes:

- Refined sustainability framework and plan to include resilience: The concepts of resilience, sustainability, and long term planning are generally complementary and closely aligned. This effort will identify common ground, ways to address any gaps or conflicts, and how to integrate resilience concepts.
- Broadened resilience thinking in sections of the plan: As the plan is updated to integrate other master plans and concepts, there is an opportunity to integrate resilience, for instance in the Built environment section, land use policies could be considered that reduce buildings’ exposure to floods and wildfires by restricting development in these vulnerable areas and/or prescribing standards that require buildings be made of materials that are less susceptible to wildfires or design measures to mitigate against flooding.

Timeline:

This work has commenced in January 2016 and be completed by the beginning of the second quarter. The planning team is in the initial stages of the project with HR&A.

3: Address Diverse Housing and Middle Income Housing Goals

Proposal: Based on the *Housing Boulder Action Plan for 2015/16*, the *Middle Income Housing Study*, BVCP survey results, and other community input, explore how the plan’s policies and/or land use plan can be adjusted to better achieve middle income housing goals and encourage diverse housing types as appropriate to different parts of Boulder. (Note: The Feb. 23 Middle Income Housing memo includes additional information.)

What’s the Current Housing Policy?

The plan includes a core value of “diversity of housing types and price ranges.” (p. 9). Policies relating to jobs:housing balance are noted above. The Built Environment section includes policies about character areas, neighborhood preservation, compatibility, and mix of complementary uses (p. 28). Finally, the Housing section (p. 49) includes a description of goals and policies regarding affordable (low and moderate) housing, partnerships, choices, diversity, growth and community housing goals. In 2008, City Council established a goal of 450 permanently affordable middle-income housing units. This goal is in addition to the “10 Percent Goal” for deed restricted units serving low and moderate income households. Currently, annexation is the city’s only path to create permanently affordable middle-income housing.

Housing Boulder project/Trends Report/Forecasts

The Housing Boulder project has explored a variety of programmatic and funding tools, and discussion has generally held that Boulder cannot build its way toward a housing solution, but that land use changes could be one part of improving housing affordability. The *Housing Boulder Action Plan for 2015/16* (approved by City Council in September 2015) identified a few questions and tools to be explored through the BVCP, including any potential land use or policy changes that might help support the housing goals. BBC Research and Consulting is also preparing a *Middle Income Housing Study* that will provide research on Boulder’s challenges, housing products, affordable products, and impacts of middle market development.

Survey Results and Community Input

The survey and focus group results conveyed interest in affordable housing, and contained multiple comments about the increasing challenge for middle income people to be able to afford Boulder – whether they are existing residents in neighborhoods, or potential buyers and renters feeling squeezed because of rising prices, property taxes, or changing neighborhood character. Some of the relevant quantitative results from the survey showed:

1. Of the top three community values in greatest need of attention, “A diversity of housing types and price ranges” ranked as first priority. (63 percent of people selected it as a first choice.)
2. On the question about growth rates, most selected maintaining a system to limit housing growth rate (43 percent) vs. 26 percent who would rather not limit the rate of growth or 15 percent who would rather reduce the rate of potential housing growth.
3. For new development, permanently affordable housing was identified as the most important community benefit requirement (47 percent selected as a top three priority)

Open ended questions and focus group summaries provided more nuanced responses.

- Affordability and inclusivity were recurring themes in the values.
- New housing should be affordable and fit neighborhood character (not big and bulky).
- Perceptions of neighborhoods changing (for the worse) included new “big” houses changing the physical character and social mix of the neighborhood.
- New housing should be more family- and age-friendly and have lasting value. The higher density rental housing being built seems to appeal to younger or single people (e.g., fire pits instead of playgrounds or gardens).
- Design and quality of units, especially high density, is important.

- Continue to limit housing growth rates (certain types especially, such as high end), while providing affordable options.
- Reduce costs and incentivize homes with smaller footprints (e.g., less than 1,200 sf).
- Housing and neighborhoods also need parks, services, and transit.

Approach and Timeline

In coordination with the Housing Boulder team and the BBC report underway, the suggested approach (in addition to options proposed under Topic 3 above) is as follows:

- A. First analyze types of housing that Boulder is missing, and current land use plan (and zoning) projections; then prepare options to achieve missing housing types (e.g., townhomes, duplexes, family- or age-friendly apartments, live-work, tiny homes, micro units) in areas with potential for new housing including mixed use areas.
- B. Evaluate housing and neighborhood policies for their support of middle income housing goals (in the Housing section) or other housing types not being achieved. Determine how the city may partner to preserve and maintain housing and encourage smaller units.
- C. Recognizing that housing issues are not “one size fits all”, work with the community and neighborhoods to evaluate types, amenities, etc. that may be appropriate (or not) in different places.
- D. Further address housing issues and ideas at the subcommunity planning level (or through area plans)
- E. Analyze the public requests for land use changes in part through the lens of housing the middle goals.

Timeline:

The timeline for this topic will coincide with Middle Income Housing strategy options aiming for final direction by fall 2016 after public input in the spring and summer.

4: Address Jobs:Housing Mix/Balance

Proposal: Develop options for adjusting the land use plan to improve the balance of housing. The options will explore encouraging housing near where people work, encouraging transit-oriented development in appropriate locations, preserving service commercial uses, and possibly converting non residential industrial uses to residential in appropriate locations, as noted in Policy 1.19.

What is Current Policy?

The plan includes policies (1.19, 5.02) in support of Boulder being a regional employment center with more jobs than housing. It also calls for improving the balance of jobs and housing while maintaining a healthy economy which can be accomplished through a variety of means, including converting industrial uses to residential uses in appropriate locations, other land use changes, and focusing on transportation (i.e., improving regional transportation alternatives and mitigating the impacts of traffic).

Growth management policies also address tools to manage the pace and rate of growth (1.15). The city currently uses a number of tools to control the scale, location, type, intensity and timing of new development and ensure that development provides benefits and achieves community goals. Such tools include development standards and the Land Use Code and development fees (including new commercial linkages fees). The Residential Growth Management System tool aims to manage the average annual rate of housing growth, which in the City of Boulder (from year-end 2009 to 2014) has been approximately 0.8 percent per year.

Trends Report/Projections

According to projections performed this year, in 2015 Boulder has approximately 45,700 housing units, just under 105,000 residents and close to 100,000 jobs. This equates to a ratio of 0.46 housing units to jobs. After the 2000 Plan established a jobs:housing balance goal, land use plan adjustments were made to accommodate more housing. Consequently, the city has been able to maintain a better housing and jobs balance than it might have without adjustments. However, by 2040, projections show that Boulder will potentially have 6,300 new housing units, 18,200 new residents, and 18,500 new employees. There is less land zoned for future housing than future jobs, so the balance could become more tipped toward jobs (ratio of 0.44 housing units to jobs by 2040). A finer grained analysis of the housing figures was recently prepared and presented as part of the Middle Income housing memo.

Survey Results and Community Input

For the past year, growth has been a major topic of discussion in Boulder. It was at the August community kick off, during local listening sessions, and in online input for the plan. The BVCP survey asked several questions about jobs and employment mix and rates: whether to adjust the overall potential for additional jobs and housing, and whether to adjust the rate of growth for housing and commercial.

Survey responses indicate general alignment with current policies and approaches to maintain or improve the balance of jobs and housing. Respondents thought Boulder should increase (25 percent) or maintain (57 percent) the current potential for additional jobs, and increase (43 percent) or maintain (39 percent) the current potential for additional housing. Of respondents, 11 percent would like to reduce potential for commercial and 12 percent would like to reduce the potential for additional housing. Open ended comments showed nuanced thinking about the future mix of housing and jobs. Quality, design, family-friendly design, and public spaces and views are important factors in how the community addresses the issue, also as further noted below under the housing and built environment topics.

Respondents conveyed that the city should continue to manage an average rate of growth for housing but not add a new growth management rate tool for jobs.

Proposed Approach and Timeline

The planning team proposes to develop scenarios to improve the future balance of jobs and housing. Initially it does not appear the employment center policies would need to be adjusted, but the conversation and analysis may lead to housing policy changes. Options noted as part of the middle income housing strategy could help refine the housing and jobs “balance”, including:

- A. Prepare and analyze land use option(s) that will improve the future balance of housing. Options would explore converting land uses to residential in appropriate locations as noted in policy 1.19 (e.g., Crossroads area, east side of Boulder). Options might be framed to:
 - (a) maintain the current balance to 2040, (b) improve the current ratio of jobs and housing by adding more housing in place of industrial uses, and (c) other options.
- B. Explore policies and best practices for encouraging different housing types to accomplish middle income housing goals and encourage a diverse mix of housing.
- C. Further analyze public map change requests from the standpoint of the overall balance of housing and jobs.

Based on survey results, the planning team is not proposing to explore changing the rate of growth for either residential or non residential uses unless requested by City Council.

Timeline:

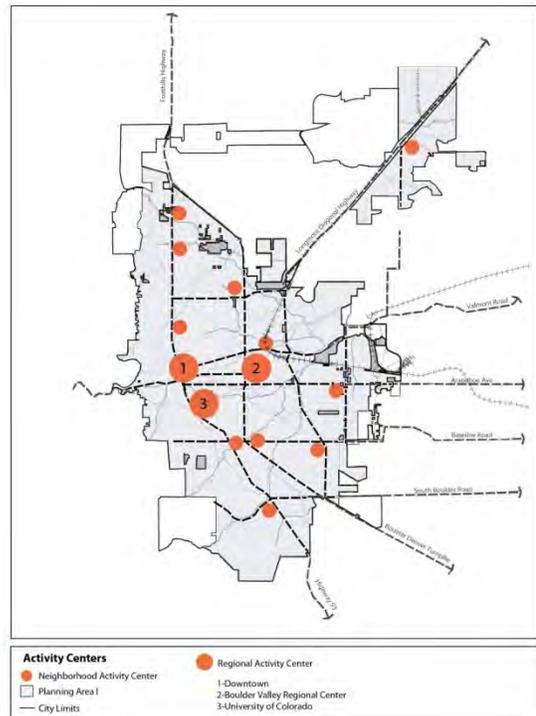
The timeline for this topic will coincide with Middle Income Housing strategy options aiming for final direction by fall 2016 after public input in the spring and summer.

5: Refine Built Environment Chapter and Policies regarding Centers, Height

Proposal: Add illustrations and description to the Built Environment section; update and refine the plan’s “activity centers”; address where to adjust height or mixed use; and address design and community benefit. Analysis may inform next steps related to the ordinance limiting height modifications (approved Mar. 17, 2015 and set to expire in 2017).

What’s the Current Policy?

The Built Environment section includes a series of maps and policies regarding mixed use development, activity centers, neighborhoods, design, etc. The “mixed use” neighborhood concept is located throughout the plan but is most clearly articulated in the Built Environment section and policy 2.16. The “activity centers” figure on page 21 shows the location of regional and neighborhood activity centers. The land use categories and plan also guide what type of uses may occur in certain locations.



The City Charter limits the height of all buildings constructed in the city after 1971 to 55 feet (as measured from a low point 25 feet away from a building), although in most areas of the city, zoning limits the height to 35, 38, or 40 feet unless a taller height is approved as part of a Site Review process. In some areas such as Downtown, the Boulder Valley Regional Center (28th/29th Street shopping area), and

Boulder Junction, the Plan and specific area plans anticipate more urban, mixed-use, and walkable development, and thus the zoning permits more intense development in terms of density (number of units per acre) and floor area. In these locations, it is more common to see height modification requests for up to 55 feet if it is demonstrated through the Site Review process that the height and design is consistent with a specific area plan or with the existing surrounding development context. Site Review also requires projects to be of a higher level of quality than by-right developments. High land values and scarce redevelopment sites often encourage property owners to seek height modifications to build to 55 feet.

Survey Results and Community Input

Survey opinions on mixed use development show that nearly half (47 percent) support mixed use within commercial hubs and along major roads, and another 39 percent think there are tradeoffs and it should be encouraged in carefully defined areas. Few disagree with the concept. The open ended comments suggested more concern about design than mix. For instance, people noted that what is getting built is often unattractive, too high end (exclusive), or generic “Anywhere USA”. Respondents would like it to be more architecturally interesting and reflective of Boulder’s unique identity, place, and scenic quality and address traffic and parking. It should be looked at intentionally (case by case basis, not appropriate everywhere). According to the summary of the focus group discussion by RRC, “The plan should be smart about what needs to go where and keep the overall balance in mind.”

Survey respondents also provided a range of opinions about height, with more agreeing that “buildings up to 55 feet might be OK in a few selected areas of Boulder only if they provide a number of community benefits...” (34 percent) or if “quality and design is exemplary.” (31 percent), or they are OK in commercial areas if consistent with an area plan (23 percent). Many open ended comments addressed views, particularly downtown and on the west side of town, with some respondents noting that taller buildings in out-of-the way areas (away from neighborhoods, in industrial business parks) might be alright.

Additional ideas from the Form Based Code project, Design Guidelines, and housing analysis, Boulder Community Health site planning, subcommunity planning, and parallel efforts might also inform how the Built Environment chapter of the plan might be updated.

Proposed Approach and Timing

The planning team proposes additional analysis on the locations of activity centers and analysis about what mixed use is appropriate where (including neighborhood services and gathering places that support 15 minute neighborhoods and other neighborhood needs). The 3D City Engine modeling tools and other visualization will support further analysis of massing, scale, and height in certain locations. Options for analysis may include:

- A. Refine the “activity centers” map – framing options from results from the survey, and using the 3D model to further explore questions related to centers and locations for future concentrated activities.
- B. Provide illustrations of intended outcomes for buildings and public spaces in different types of “centers” using visualization tools, photos, and other graphic tools to convey preferred design.
- C. Consider whether certain mixed use centers or provisions for buildings taller than 35/40 feet would be addressed intentionally through an area plan or form-based code approach (as it might apply to the ordinance).
- D. And, other ideas to be explored with the community

Additional options will be developed as staff completes review of the survey results and other community engagement around this topic. Staff would also like input from the four approval bodies.

Timeline:

Completion by fall 2016.

6: Add Planning Areas (i.e., Subcommunity Sections) to Address Issues of Local Concern

Proposal: Update the plan to include new planning area policies (i.e., for subcommunities).

What's the Current Policy?

The 1990 plan established subcommunities – 9 altogether. Area III outside of the city includes most of the city-owned open space and natural areas. The current plan explains the purpose and history of subcommunity and area planning (see the Implementation chapter). It includes criteria for selection for area planning and a list and map of adopted subcommunity and area plans. Area plans are intended for areas with special problems or opportunities that are not adequately addressed by comprehensive or subcommunity planning. After the North Boulder plan that took many years to complete, it was determined that a smaller area planning approach made sense for areas with unique problems or opportunities. Additionally, during the past year, the community has expressed interest in finer-grained planning and more focus on neighborhood issues, but not to the exclusion of comprehensive community needs. (Note: Additional information is available in **Attachment C**.)

Trends Report/Projections

As part of the foundations work staff created fact sheets, interactive story boards, and other materials at the subcommunity level. Subcommunity listening sessions conducted in November and December are a step toward being able to have conversations about future land use, infrastructure needs, and other topics of interest at the local level. It has been pointed out that the subcommunities might need further refinement if the city moves forward in using them for planning purposes. For instance, the Central Area which encompasses University Hill, Downtown, and most of the historic neighborhoods is very large. Boulder Junction crosses over two subcommunities. And, natural conditions (e.g., floodplains, open space), are not optimally addressed at the subcommunity level. While it may be impractical and time consuming to redefine boundaries for this plan update, it could be proposed for the 2020 plan that the subcommunities be further refined. Additionally, the city could identify further subdivisions within the Central Area.

Survey Results and Community Input

The survey did not contain questions about specific subcommunities but asked about needs and desires within neighborhoods. Neighborhood planning garnered some interest, however most respondents showed more interest in communications and infrastructure improvements. The listening sessions in different parts of the community are ongoing in early December, and early results show some variation and unique ideas among different subcommunities (e.g., North vs. Southeast) that may contribute toward unique policies and plans for areas.

Proposed Approach and Timeline

Community comprehensive plans can include chapters or sections that address planning areas. Planning Area policies might address unique factors in each subcommunity such as commercial options, land use unique factors, areas of relative stability or change, improvements to infrastructure, access to parks and open space, gateways, single family neighborhood preservation, etc. Next steps toward developing unique policies for subcommunities in the plan might include:

- Map neighborhood character areas (stable areas to protect vs. areas of change).
- Ask people what they want to protect vs. change (as in the listening sessions).
- Document where places have common traits and unique characteristics.
- Research best practices for small area planning. (See also **Attachment C**.)

Timeline:

The timing would coincide with other area of focus tracks, with additional community engagement throughout spring/summer of 2016, additional feedback from the four approval bodies, and recommendations occurring as part of the third quarter of 2016 and draft plan.

Site Specific Analysis as part of Track 1

In addition to the above focused topics, the planning team is working on several site specific planning processes with distinct community engagement, technical work, and analysis, including:

7. Boulder Community Hospital Site Planning Process.

The City of Boulder completed purchase of the Boulder Community Hospital (BCH) site on Dec. 4, 2015 and has been working on a plan for focused planning and community engagement plan for the redevelopment for 2016 and beyond. Generally, early steps in 2016 relevant to the BVCP are anticipated to include: (a) developing an Urban Design Framework that puts BCH in context with its Central Boulder surroundings, (b) developing guiding principles for the BCH site to help guide programming and further planning, and (c) possible land use change suggestions and support for area planning. Some of the public engagement for BCH planning may be coordinated with the BVCP events, especially Central Area meetings. However, separate and focused collaboration and partnering with specific groups and localized area also will be necessary. Staff is updated a dedicated webpage.

8. CU South Land Use Designation Analysis Process.

As part of the plan update, the city will be working with the University of Colorado (CU) and the community to analyze possible changes to the BVCP land use designations for the CU South site in advance of any land use changes, annexation, or zoning. A two-part site suitability study to address developable and undevelopable parts of the site (e.g., natural features, wetlands, sensitive species, and habitat) is underway. The second part will address land use and urban services beginning in mid-2016. It is also likely that prior to annexation, the city and CU would need to develop an agreement describing conditions for annexation. Site engineering for the South Boulder flood mitigation berm would happen on a separate but parallel track. At their joint meeting on Dec. 15, Planning Board and City Council supported further study of CU South and emphasized that it is a high priority for the update. A dedicated webpage is located at: <https://bouldercolorado.gov/planning/cu-south>

Phase 3 approach

A define concepts and key questions (Jan - May)

B prepare scenarios, choices, and analysis (June-Sept)

C narrow choices (Sept-Nov)

Phase 4

1-Areas of Focus



Confirm topics...

- Resilience, energy, and climate** (e.g., how should plan integrate resilience with sustainability principles?)
- Housing** (e.g., What is appropriate goal and locations for middle income housing?)
- Core values update**
- Jobs/housing balance** (e.g., Should future mix be adjusted to better meet community goals?)
- Housing mix and locations** (e.g., Where are opportunities for middle income housing?)
- Subcommunities/planning areas:** (e.g., What are unique needs and characteristics?)
- Built Environment,** Land Use category updates, Community Benefit

Site specific planning

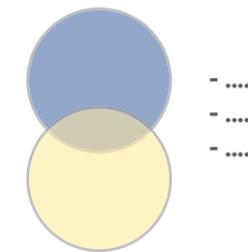
Develop scenarios or key choices and analysis for further discussion



BCH, CU South analysis

Each scenario with map based approach, visual images, possible policy changes, analysis of benefits and impacts (e.g., climate, transportation, utilities), and "what it would take"

Narrowing of preferred directions (maps and policies)



Draft Plan
(policies and maps)

2&3-Plan "Clean Up" and Policy Integration

Address alignment for topics such as:

- Regional policy alignment (Intro, History)
 - Biodiversity, soil sequestration, etc. (Nat. Environment)
 - Climate Commitment goals (Climate and Energy)
 - Community Cultural Plan (Economy, Community Well-being)
 - Transportation Master Plan (Transportation)
 - Local food programs (Agriculture and Local Food)
 - Parks and Rec, Libraries, Homelessness Strategy, Etc. (Community Well-being)
- Improve legibility for:** Amendment Procedures, Land Use Map Descriptions

Initial Draft
(policy integration)

4-Public Request Analysis

Analysis occurs for parcels and policies that passed through initial screening

Some analysis may take longer...

Possible Engagement Tools

(Jan - May)

- website updated to reflect focused topics
- a keystone meeting or events (e.g., "Planning Fair") with other parallel discussion in March/April:
 - online
 - targeted outreach to organizations, groups
- combined engagement with other projects

(June-Sept)

- local meetings (e.g., like "listening sessions"), May/June
- survey #2 on specific options and solutions
- online engagement
- meetings "to go"
- "pop up" events
- targeted outreach to organizations, groups
- focus groups on specific topics
- Boards and Commissions check in

(Sept-Nov)

- fall events TBD

Draft
2/15/16

ATTACHMENT D: SUBCOMMUNITY AND AREA PLANNING

Council members expressed interest in subcommunity and area planning, and requested that work occur this year to lay the groundwork and to provide information on potential resource needs to address this area of work in 2017. Below please find some information on:

1. How Boulder currently defines small area planning.
2. How staff is planning to address subcommunity and area planning as part of the Boulder Valley Comprehensive Plan (BVCP) update.
3. How some other cities are organized to address area planning or neighborhood planning, and a description of their respective programs.
4. Resource implications and options.

Boulder's Definitions and Approach to Area Planning

The implementation chapter of the BVCP (Section IV, pages 70-77) provides background and guidance on the use of subcommunity and area planning in Boulder. Content from that section is summarized below; the full text can be reviewed [here](#).

Subcommunity and area planning bridges the gap between the broad policies of the Boulder Valley Comprehensive Plan and site specific project review (development applications or city capital projects). Area plans typically address planning issues at a more detailed level than subcommunity plans. The planning horizon for subcommunity and area plans is the same as that for the Comprehensive Plan—15 years. Boulder County is involved in the development of plans that affect land in Area II or III. Subcommunity and area plans are adopted by Planning Board and City Council and amended as needed with the same legislative process as originally adopted.

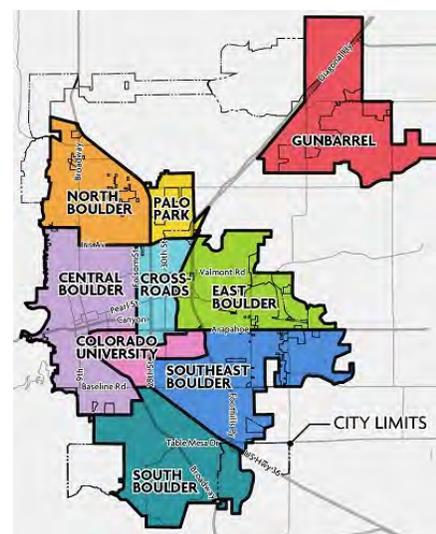
The subcommunity and area planning process generally includes:

- Identifying opportunities to address Comprehensive Plan goals;
- Developing criteria for decision-making;
- Involving the community;
- Identifying priorities and financing for recommendations; and
- Establishing a framework for implementing and ensuring future compliance with the plan.

Subcommunity Planning

Boulder has nine subcommunity planning areas within the Service Area: Central Boulder, Crossroads, the University of Colorado, East Boulder, Southeast Boulder, South Boulder, North Boulder, Palo Park, and Gunbarrel.

When the subcommunity and area planning program was instituted in 1990, the idea was to develop plans for all of the subcommunities. The North Boulder Subcommunity Plan was the first because the area had the largest amount of vacant land in the city at the time and a significant amount of change was anticipated. As the city becomes more fully developed, the need for extensive planning at the subcommunity planning level has lessened, and it is now thought that not all subcommunities will necessarily have subcommunity plans. If they do, they will address fewer issues than were tackled in the North Boulder



Subcommunity Plan. It is anticipated that each subcommunity plan will be evaluated as needed and monitored annually through the Capital Improvements Program (CIP) and the Boulder Valley Comprehensive Plan Action Plan.

Area Planning

Area plans are developed for areas with special problems or opportunities that are not adequately addressed by comprehensive planning, subcommunity planning or existing land use regulations. Area planning is initiated as issues or opportunities arise.

Criteria for Selection of Area and Subcommunity Plans

The criteria for selecting the priority for the development of subcommunity and area plans are:

- Extent to which the plan implements Boulder Valley Comprehensive Plan goals;
- Imminence of change anticipated in the area;
- Magnitude of an identified problem;
- Likelihood of addressing a recurring problem;
- Cost and time effectiveness of doing the plan; and
- Extent to which plan improves land use regulations, the development review process and the quality of public and private improvements.

Subcommunity Planning and the BVCP Major Update

Staff has already completed some work at the subcommunity level as part of the current BVCP update. This work includes the [Subcommunity Fact Sheets](#), which were recently updated to include future land use in addition to the historical timelines and existing conditions data that had been featured in previous iterations of this work product. In the fall, staff conducted a series of community [Listening Sessions](#) to collect input and feedback on issues of importance at the subcommunity level. Finally, the results of the [BVCP Survey](#) have been cross-tabulated by subcommunity, providing another source of insight on issues and opinions at this scale.

Building on the informational foundation of the work described above, staff proposes to include new subcommunity plan sections and policies in the BVCP to address local issues and character. These new sections will use feedback from local listening sessions and the survey to help define unique characteristics and needs within each area. The subcommunity sections of the plan can address land use and other topics such as neighborhood character (e.g., areas of stability), unique assets, land use compatibility, and other service and infrastructure needs. Because the comprehensive plan addresses policy issues at a high level, more detailed recommendations would not be within the purview of the current BVCP update. Rather, this would be more appropriate as part of future small area or subcommunity plans that would be individually scoped for that purpose. The BVCP could also prioritize area, subcommunity, or neighborhood plans.

Case Studies: How Other Cities Approach Small Area and Neighborhood Planning

To help inform the treatment of subcommunity planning in the BVCP, staff has begun researching small area planning programs in other cities, and some preliminary results of this work are summarized below. Further research will be needed to provide more complete information and answer questions such as how the program is resourced; how city service units are organized; how the community prioritizes areas for planning; and how communities address their full breadth of planning needs by combining different approaches.

Thus far, staff has identified four approaches to small area planning. They are the complete coverage approach, the targeted area plan approach, the service-based approach, and the community-driven approach. It is important to note that these approaches are not mutually exclusive. Some communities

incorporate more than one approach to addressing issues at the local level. Staff may identify other small area planning approaches as additional research is conducted on this topic.

- **Complete Coverage Approach-** Under this approach the intent is for each neighborhood (or other geographic unit) within the city to have its own plan. The goal is to ensure equal treatment and coverage of planning resources for all parts of the city.
 - **Charlottesville, VA** created plans for all 18 neighborhoods within their city following the adoption of their 2001 Comprehensive Plan, which identified this need. The most recent update to the neighborhood plans took place in 2006, while the Comprehensive Plan has been consistently updated every 5 years. Charlottesville’s neighborhood plans are not as detailed as the area plans that have been typically adopted by the City of Boulder. Instead, they focus more on the guiding principles and values of different neighborhoods as they relate to topics such as activity centers, connectivity, housing, and the environment.
 - **Austin, TX** follows a comprehensive small area planning model, but only for neighborhoods within the city’s central core. Nearly all neighborhoods within the core of Austin have either an adopted plan, a plan that is currently in-process, or one that is planned for the immediate future. Meanwhile, most neighborhoods outside of the core (roughly 70% of the geographic area of the city) do not have an adopted plan.
- **Targeted Area Plan Approach-** The philosophy of the targeted approach is that small area planning efforts should be directed at parts of the city expected to experience change, and it is not presumed that all areas need to have a small area plan. Boulder has followed this practice for small area planning for the past few decades resulting in plans such as the Transit Village Area Plan and the Gunbarrel Community Center Plan.
 - **Denver, CO** has followed a targeted small area planning model since the adoption of Blueprint Denver in 2002. Blueprint Denver identifies areas of change and areas of stability within the city, and small area plans are directed primarily at areas of change. In recent years, Denver’s small area plans have largely taken the form of Station Area Plans that focus on the ½ mile walkshed surrounding future RTD light and commuter rail stations, as the introduction of rail-based transit is seen as a market driver of land use change in these areas.
 - **Seattle, WA** concluded a five-year neighborhood planning process in the early 2000s. These neighborhood plans were created for areas with urban villages or centers and adopted growth targets. The city took three actions in response to each plan that was produced via this process. First, from each plan a set of neighborhood-specific goals and policies were adopted into the Comprehensive Plan. Second, the city approved by resolution a work-plan matrix addressing the implementation of specific recommendations from each neighborhood plan. Third, the city recognized by resolution that each plan, as submitted to the city, constitutes the continuing vision and desires of the community. The neighborhood plans themselves, however, were not adopted by the city.
- **Service-Based Approach-** The service-based approach uses the small area planning process to address specific challenges, issues, and opportunities, typically in the short term. The focus is primarily on characterizing existing conditions and identifying strategies to address specific issues. This differs from the previous two approaches in that the focus is on improving delivery of services and quality of life rather than following the conventional planning model of 1) establishing a long-term vision for the area and then 2) identifying the necessary land use and density changes to achieve it.
 - **Madison, WI** identifies different types of small area plans, one of which, the “Existing Neighborhood Plan”, follows this services-based approach. The focus of these plans is on identifying short-term actions (5-10 years) that will strengthen existing neighborhoods.

This is in contrast to another category of small area plans in Madison, the “Neighborhood Development Plan”, the intent of which is to guide long-term future growth on undeveloped lands at the city’s periphery.

- **Community-Driven Approach-** Community-driven planning models put plan development directly in the hands of stakeholders within the affected area. In this model the stakeholders collaborate and coordinate with city planning staff, but primarily act as “citizen planners” by undertaking the bulk of work themselves.
 - **Boise, ID** divides the city into ten large planning areas, similar to the nine subcommunities identified in the Boulder Valley Comprehensive Plan. Boise, like Denver, furthermore identifies areas of change and areas of stability within each planning areas. Small area plans are created by city staff for smaller geographies such as commercial districts and redevelopment corridors on an as-needed basis. Neighborhood plans fall into a different category and are initiated by neighborhood associations via a formal application process. These neighborhood plans can either be site-specific, issue-specific or more comprehensive as per the needs of the neighborhood. The neighborhood associations must first submit their proposal, and then be selected by the city to conduct their neighborhood plan. If selected, the neighborhood association undertakes the planning process themselves while receiving guidance from staff. The neighborhood plans are reviewed by the planning commission and adopted by City Council as part of the city’s comprehensive plan.
 - **Lakewood, CO** has adopted neighborhood plans that have been initiated by neighborhood associations via a formal application process. Unlike Boise, city staff takes the lead on the planning process after it has been selected by city council. In 2013, the City of Lakewood developed the Sustainable Neighborhood Program as an implementation program to advance the city's goals for sustainability and to support neighborhood planning efforts. The program is intended to encourage direct citizen action and focuses on five broad categories: energy, air, water, land, and people. Participating neighborhoods use guidance from city staff to organize workshops, projects and events that enhance livability and reduce residents' ecological footprint. Participating neighborhoods earn program credits for their efforts and, depending on the number of credits earned in a given year, they may receive designation as a “Participating Sustainable Neighborhood” or an “Outstanding Sustainable Neighborhood” from the city. Denver joined the program in 2014, expanding it beyond a Lakewood program and into a regional Sustainable Neighborhood Network.

Additionally, as staff researches case studies, a few practices are emerging that are shared by multiple cities. These include:

- **Small Area Plan Types-** Most cities identify different types of small area plans that can be conducted within the city’s area planning program. Plan types can differ based on the purpose and content of the plan (Madison), the different types of geography that are addressed by the plan (Denver), or even by who does the plan (as with Boise’s community-driven neighborhood planning process).
- **Areas of Stability/Change-** Both Boise and Denver use their comprehensive plans to identify Areas of Stability and Areas of Change. These designations help guide decision-making, including which areas or neighborhoods warrant a small area plan.
- **Pre-defined Geography-** Some cities establish defined boundaries for small area plans. Having pre-established plan area boundaries helps to create a consistent unit of analysis across planning efforts and furthermore mitigates debate as to which areas should/shouldn’t be included in the plan. In Austin, neighborhood planning areas have been mapped and approved in advance by city council, and changing these boundaries requires an act of council. In Denver, neighborhood plans

tend to follow the boundaries of the city's Neighborhood Statistical Areas that were first established in the 1950s.

- **Public Involvement/Steering Committee-** More so than citywide planning efforts, small area plans are likely to have a steering committee comprised of citizens who have a stake in the affected area. These committees meet regularly and work directly with planning staff to create the small area plan.
- **Staff Liaisons-** Some cities, such as Boise and Charlottesville, choose to assign city staff to specific neighborhoods or regions of the city, effectively ensuring that each neighborhood or subarea within the city has its own staff contact/liaison. Madison takes this concept one step further by forming Neighborhood Resource Teams (NRTs) comprised of interdepartmental city staff who, in addition to their normal assignments, are assigned to teams serving specific neighborhoods.
- **Neighborhood Grants-** Many cities have programs in place to empower citizens to implement change in their neighborhoods via small, competitive grant programs. These can be, but are not necessarily, tied to plan implementation activities. Boulder initiated a small grant program in 2015.

Resource Implications and Options.

Staff proposes to continue researching approaches to small area planning en route to identifying more specific options for Boulder to consider or ways to enhance existing programs. Different approaches will have different implications on resource needs moving forward, and these impacts will need to be carefully considered as part of identifying a preferred approach for small area planning in Boulder. Once the preferred approach has been identified, the actual small area planning work would need to be added to the PH&S work plan after the BVCP update is complete (2017 and beyond).

Important considerations and their resource implications include the following:

- **Selecting a Planning Model-** The choices made here will define the scope and resource needs for small area planning moving forward.
 - Is the priority to provide complete coverage of the city by small area plans, or should small area planning be targeted to areas with the greatest need or potential for change?
 - Should the small area planning model be focused on defining a long-term vision for stability/change, or targeted at the short-term provision of services?
 - Does Boulder want to borrow elements from different models in order to create a customized local planning model?
 - Might multiple approaches make sense for Boulder to enhance its existing approach and potentially add new approaches?
- **Planning Area Scale-** A smaller planning scale allows for more detailed analysis and recommendations, but allows for less geographic coverage and increases the time to complete the overall small area planning program.
 - Are subcommunities the appropriate scale for small area planning in Boulder? If so, should the boundaries be preserved as they are currently mapped, or modified in some way?
 - If subcommunities are perceived to be too large or unwieldy, what other scale would be appropriate?
- **Timing and Need-** Some areas have a more pressing need for small area planning than others.
 - Which areas should receive planning attention first?
 - In contemplating the needs of a broader area planning program, are the criteria for selection sufficient as currently identified in the BVCP?



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE:

AGENDA TITLE: INTRODUCCION, FIRST READING, AND CONSIDERATION OF A MOTION TO ORDER PUBLISHED BY TITLE ONLY, ORDINANCE No. 8067 SUBMITTING TO THE QUALIFIED ELECTORS OF THE CITY OF BOULDER AT THE SPECIAL MUNICIPAL COORDINATED ELECTION TO BE HELD ON TUESDAY, NOVEMBER 3, 2013, THE QUESTION OF AUTHORIZING THE CITY COUNCIL TO ADOPT AN OCCUPATIONAL PRIVILEGE TAX ON EMPLOYERS AND EMPLOYEES THAT ARE LOCATED OR WORK WITHIN THE CITY OF BOULDER AT THE RATE OF \$\$**** PER MONTH FOR EACH PERSON EMPLOYED BY AN EMPLOYER AND EACH EMPLOYEE BEGINNING JULY 1, 2016; SETTING FORTH THE BALLOT TITLE; AND SETTING FORTH RELATED DETAILS.

PRESENTER/S

Jane S. Brautigam, City Manager
Tom A. Carr, City Attorney
David Gehr, Deputy City Attorney
Bob Eichen, CFO
Cheryl Pattelli, Director of Finance
Pat Brown, Revenue and Licensing Officer
Liz Hanson, Economic Vitality Coordinator

EXECUTIVE SUMMARY

Included in the June 16 Council Agenda packet was an information packet item regarding an Occupational Privilege Tax (OPT) which is often referred to as a Head Tax. At the July 14, 2015 study session, staff was asked to bring forward a proposed ballot item for first reading that could be considered for discussion and potential implementation of such a tax in the City of Boulder. There are currently five cities in Colorado that have such a tax.

Tables 2, 3 and 4 reflect the amounts per one dollar of tax based on the various parameters that were discussed at the study session. The three items that will need to be decided by council before first reading can be completed. The rate per employee needs to be set, the level of the exemptions (which can be found in tables 2, 3 and 4) and the total projected revenue that would be collected for a full year. and the total amount of revenue that is projected to be collected in the first year.

As was discussed at the study session, if the tax is placed on the ballot and is passed by the voters, the earliest the tax could be started would be July 1, 2016. This would provide time for an education program, the installation of new software, and the addition of staff to be trained and to administer the new tax. These costs are not included in Attachment C that covers the costs of various levels of an expanded Eco Pass program or other transportation uses of the revenue that would be generated by the new tax if it is placed on the ballot and is passed by the voters.

Ranges of the tax projected to be collected for a full year per one dollar of tax given exemptions ranging from \$6,000 of income per year to \$33,600 (50% of AMI) are \$1.3 to \$1.7 million combined per dollar of tax for both the employer and employee. In tables 2, 3 and 4 found in the background and analysis section, staff has run projections ranging from \$2 to \$5 dollars per month for employer and employee. Since the implementation would not begin until mid-year the first year of collections would need to be reduced by one half.

At the July 14 Council meeting it was requested that staff provide additional information regarding potential use of revenue from the tax for citywide Eco passes, middle and high school students and other transportation programs. This information can be found in **Attachment C**. Included in the attachment are concerns expressed by staff regarding the work to be completed by the Community-wide Eco Pass Policy Advisory and Technical Advisory Committees when compared to the timing of the implementation of the tax.

STAFF RECOMMENDATION

Suggested Motion Language:

Staff requests council consideration of this matter and action in the form of the following motion:

Motion to introduce and order published by title only Ordinance No. 8067 submitting to the registered electors of the City of Boulder at the general municipal coordinated election to be held on Tuesday, November 3, 2015, the question of authorizing the city council to adopt an occupational privilege tax on employers and employees that are located or work within the City of Boulder at the rate of \$**** per month for each person employed by an employer and each employee beginning July 1, 2016; setting the ballot title; and setting forth related details.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic – The economic impact of an Occupational Privilege Tax has differing views by different members of the community. Some feel strongly such a tax is needed to help offset the ongoing impact on transportation costs and infrastructure. Others feel it will put the businesses in the City of Boulder at an operating disadvantage when competing with businesses located outside of Boulder that would not pay the tax.
- Environmental – The actual tax itself will not have an environmental impact on the city of Boulder. The taxes collected can be used to offset negative impacts that are incurred by the City.
- Social – The actual impact will depend on the level of income that would be exempt from the tax.

OTHER IMPACTS

- Fiscal – The actual fiscal impact will not be known until the employee and employer rates and exemptions are set in the ballot language. A more detailed impact analysis can be found within the background and analysis section of this memo.
- Staff time – Preparation of the ballot language and memo for the OPT has been absorbed in the staff work plan. If the tax is placed on the ballot and is passed by the voters an educational program would be developed and implemented. Additional staff and software changes will be needed to implement the administration of the tax.

BOARD AND COMMISSION FEEDBACK

The Community-wide Eco Pass Policy Advisory and Technical Advisory Committees have discussed the use of a head tax to fund the employee portion of a city or county-wide Eco Pass program. There has not been a specific recommendation by the committees.

PUBLIC FEEDBACK

Since the Council study session held on July 14, 2015 there have been numerous e-mails and other correspondence received by council and staff. Input has been both for and against the OPT. A website with commonly asked Questions and Answers has been created to receive business input. A summary of the themes of the input received can be found in **Attachment D**.

BACKGROUND AND ANALYSIS

Municipalities in Colorado are not permitted to collect an income tax. That right is reserved for the state. Cities may impose an occupational privilege tax (OPT). This is often referred to as a head tax because of the way it is imposed. Specifically, the OPT, in its pure form, imposes a flat dollar amount on each employee working within the boundaries of the municipality. In other words, it is a tax per head rather than a percent of income.

An OPT is currently in place in Denver, Aurora, Greenwood Village, Sheridan and Glendale. Table 1 illustrates the OPT rates paid by employees in their corresponding municipalities.

Table 1
Rate Paid by Employee Matched by Employer Unless Exempt

	City/County Denver	City of Aurora	Greenwood Village	Sheridan	Glendale
OPT Rate per Employee per Month	\$5.75	\$2.00	\$2.00	\$3.00	\$5.00

At the April 14, 2014 study session, it was requested that staff provide background information prior to the City Council recess regarding the Occupational Privilege Tax, often referred to as a Head Tax. At the July 14 council study session the tax was a specific topic of discussion and staff received general direction to bring an ordinance for first reading forward for Council discussion and action. The full staff report can be found as **Attachment B**.

General direction that staff heard at the study session has been incorporated as the following in the proposed ballot question to be considered for first reading:

1. The ordinance should provide for Taxpayer Bill of Rights (TABOR) taxation authorization. The rates and first year revenue to be determined during first reading ordinance consideration.
2. The tax would be on the employer and employee unless there is an exemption.
3. Exempt 501(c) (3) and governments as an employer. The tax would apply to the employees of the governmental organization unless they fall under the income exemption.
4. Revenue generated to be used for transportation projects, limitation eco passes, capital improvements and transportation programs. Council members expressed in interest in ensuring that the revenue source be flexible in its use.
5. Tax to be effective in the 3rd quarter of 2016 and be a perpetual tax.
6. Use Denver ordinance as a model for implementation.
7. Create a low income worker exemption that includes some discretion for council to set the rate. The exemption rate should be higher than it currently is in other cities that have such tax. The exemption should be tied to a monthly income threshold.

Based on the input received staff further refined the revenue and expenditure projections.

Tables 2 through 4 are summaries of projected revenues based on rates per employee and various levels of income exemptions.

The projections have been made with government and 501 (C) (3) employers exempt. The employee pays the tax unless they fall under the exemption level. Based on the research completed by city staff, the percent of total employees for which the OPT tax

has been paid in past years in cities that have the OPT have ranged from 79 to 86 percent, with an average of 82 percent. Based on this data the calculations of revenue produced with each dollar of tax rate have been adjusted to take this into account.

In Tables 3 and 4 below, staff has used rounded numbers when applying a percentage of AMI as an exemption per month. This is done for ease of administration for both the employer and the City. Table 3 is close to the \$20,000 amount discussed by Council at the July 14 study session. None of the cities surveyed have escalation clauses in their ordinances. If an increase is contemplated it would need to be a ballot item in a future year. Staff does not recommend including an escalation clause as it makes ongoing administration more complex for both the employer and the City. If there is not an escalation clause, revenues will increase or decrease based on the number of jobs within the city that exceed the exemption level.

Table 2

**Projected Revenue per Year at Various Rates with \$500 exemption level/month.
Annualized income for exemption is \$6,000.**

The amount per \$1 of tax is estimated to be approximately \$850,000

OPT Rate	# of Workers	Employee Paid OPT	Employer Paid OPT less Government-Match	Estimated Annual OPT Paid	Estimated Annual OPT per \$1
\$2	93,972	\$1,929,346	\$1,485,010	\$3,414,356	\$,1,707,178
\$3	93,972	\$2,894,019	\$2,227,515	\$5,121,534	
\$4	93,972	\$3,858,692	\$2,970,020	\$6,828,712	
\$5	93,972	\$4,823,365	\$3,712,525	\$8,535,891	

Table 3

**Projected Revenue per Year at Various Rates with \$1,700 exemption level/month.
Annualized income for exemption is \$20,400 or close to 30% of AMI.**

The amount per \$1 of tax is estimated to be approximately \$760,000

OPT Rate	# of Workers	Employee Paid OPT	Employer Paid OPT less Government-Match	Estimated Annual OPT Paid	Estimated Annual OPT per \$1
\$2	84,682	\$1,746,529	\$1,302,193	\$3,048,722	\$1,524,361
\$3	84,682	\$2,619,793	\$1,953,289	\$4,573,082	
\$4	84,682	\$3,493,058	\$2,604,386	\$6,097,444	
\$5	84,682	\$4,366,322	\$3,255,482	\$7,621,804	

Table 4

**Projected Revenue per Year at Various Rates with \$2,800 exemption level/month.
Annualized income for exemption is \$33,600 or close to 50% of AMI.**

The amount per \$1 of tax is estimated to be approximately \$650,000

OPT Rate	# of Workers	Employee Paid OPT	Employer Paid OPT less Government-Match	Estimated Annual OPT Paid	Estimated Annual OPT per \$1
\$2	73,436	\$1,525,201	\$1,080,865	\$2,606,066	\$1,303,033
\$3	73,436	\$2,287,801	\$1,621,297	\$3,909,099	
\$4	73,436	\$3,050,402	\$2,161,730	\$5,212,132	
\$5	73,436	\$3,813,002	\$2,702,162	\$6,515,165	

NEXT STEPS

If council wishes to pursue placing the OPT on the November ballot and passes the attached ordinance on the first reading, a second reading will occur on Aug 18. If needed, a third reading would occur on Sept. 1. All ballot items must be passed on final reading by council by the first meeting in September to meet county deadlines for ballot measures.

ATTACHMENTS

A: Proposed Ordinance

B: Information Packet memo regarding the OPT included in the June 16 agenda packet.

C: Transportation Uses for Occupational Privilege Tax Revenue

D: Summarized input received via e-mail or website



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 29, 2016

AGENDA TITLE: Summary report of 2015 major city-wide special events and renewal with the World Triathlon Corporation (Ironman) for 2017 and 2018

PRESENTERS

Jane S. Brautigam, City Manager

Maureen Rait, Executive Director, Public Works

Michael Eubank, Project Manager, City-Wide Special Events

EXECUTIVE SUMMARY

The City of Boulder permits more than 200 special events each year serving more than 250,000 participants and spectators. A variety of athletic events, festivals, parades, concerts, cultural and holiday activities reflect our active and healthy community, but also showcase Boulder as a world-class destination for visiting, shopping, dining and conducting business. This report provides a brief summary of a number of accomplished city-wide events in 2015 with updates on future expectations in 2016 and beyond.

QUESTIONS FOR CITY COUNCIL

Does Council have any questions about the staff recommendation to support the negotiations by the city manager for a renewal agreement with the World Triathlon Corporation to host the 2017 and 2018 Ironman events?

Does Council have any questions about the staff recommendation to support the negotiations by the city manager for an agreement with OC Sports to host the 2017 and 2018 Haute Route Rockies start stage within the city limits of Boulder?

Does Council have any question about the staff recommendation to provide city in-kind support as defined for proposed special events?

CITY-WIDE EVENTS

Bolder Boulder

Since 1979, Bolder Boulder (BB) has become an iconic, home-grown community event for runners and walkers of all ages and abilities. BB is the third largest running event in the United States and the largest participation event in the state of Colorado. With an average of more than 50,000 participants and more than 65,000 spectators, the event requires substantial planning and coordination with the city, as well as other agencies such as the University of Colorado (CU). City staff have reported year-after-year that BB continues to provide clear, well-documented plans, staffing and volunteers for a successful event and safe environment. The event also provides approximately \$10 million in economic impact to the City of Boulder based on a 2014 Convention and Visitors Bureau Survey. [Bolder Boulder 2015 Video](#)

City of Boulder in-kind support in 2015: \$0 (all fees, taxes, parking and police services are paid by BB with minimal city staffing support)

City of Boulder in-kind support in 2016: \$0 (all fees, taxes, parking and police services are paid by BB with minimal city staffing support)

Changes in 2016: No significant changes or modifications. BB continues to work with the city and CU to minimize community impacts, create significant multi-modal transportation options and provide zero-waste deferment for trash.

Jaipur Literature Festival

The Jaipur Literature Festival (JLF) began in 2006 in Jaipur, India, and is now among the largest literature festivals in the world. This festival is regarded as a global cultural catalyst, exposing audiences to more than 200 world-renowned speakers, authors and artists during the five day event. Uniquely, JLF is free to participants and accessible to everyone, providing an open platform for people to come together in a festival of ideas, stories, words and music. Festival sessions are designed to encourage interaction among people of all ages and from all walks of life, provoking thoughtful discourse among diverse viewpoints, cultivating literacy and giving back to the host community through associated community events.

In 2015, the JLF traveled to the United States for the first time, selecting Boulder, Colorado as the stateside host city, with the intention of cultivating an annual event. The inaugural event was held over two days, Sept. 19 and 20, 2015 drawing more than 6000 footfalls, with approximately 50 percent coming from the Denver/Boulder region, 37 percent from other US locations (with New York and Texas contributing the highest numbers) and the remainder from around the world (including 10 percent from India). Participants were drawn to the festival by the presence of 90 speakers participating in 45 literary sessions; 12 musicians performing in 5 musical sessions; and 11 workshops for families and all ages. More than 100 people volunteered to help make the event a success.

[2015 JLF @ Boulder Video](#)
[2016 Jaipur, India Video](#)
[New York Times Article](#)

City of Boulder in-kind support in 2015: \$15,000 (includes staff time, use of library and park venues, waiver and reduction of staffing services)

City of Boulder in-kind support in 2016: \$25,000 (includes additional staff time, use of library and park venues, use of parking and parking services, waiver and reduction of staffing services) *See attachments on this Memo from JLF to Council regarding a separate ask for financial support in 2016 and 2017

Changes in 2016: City staff recommends an increase of In-Kind support including, staff time, parking, parking staff and FAM services up to \$25,000.

Ironman

Boulder hosted its second annual Ironman Event on Sunday, Aug. 2, 2015 with a 2.4 mile swim at the Boulder Reservoir, a 112 mile bike ride on Boulder County Roads, and a 26.2 mile run on the Boulder Creek Path before finishing in Downtown Boulder. With more than 2,500 participants, this is one of the largest Ironman events held world-wide. The Louisville-based Ironman office and crew continue to work closely with city staff and departments to ensure this is also one of the most successful and popular events. The city also collaborates with the Convention and Visitors Bureau, Downtown Boulder, Inc. and Boulder Valley School District to fulfill various hosting requirements including lodging, meals, registration and Expo.

The event attracts a large number of visitors to Boulder including more than 40 percent of those visiting prior to the August event date to train at altitude. Of all pre-race visits, approximately 3,000 room nights are booked generating an estimated \$658,000 in direct spending. During the event week, the average per person per day spending is \$198, which includes lodging, dining, shopping and entertainment spending in and around Boulder. [2015 Ironman Video](#)

City and Ironman staff are currently negotiating a renewal for 2017 and 2018. The details will be similar to the 2015 and 2016 agreement providing limited in-kind support from the city at or below \$60,000 per year. In addition, the city is working with Ironman to confirm the necessary lodging agreements and financial support from the Convention and Visitors Bureau, which is \$50,000 per year (2015 and 2016). Ironman will continue to submit all required applications to the special events committee review for final permit approval of final routes, safety and communications plan and event operations.

City of Boulder in-kind support in 2015: \$50,000 (includes staff time, use of city and park venues, waiver and reduction of police and staffing services)

City of Boulder in-kind support in 2016: \$50,000 (includes additional staff time, use of library and park venues, use of parking and parking services, waiver and reduction of staffing services)

Changes in 2016: City and Ironman are reviewing options for a modified finish line location at 13th Street and Civic Park. This location will allow Canyon to remain open and tie the Boulder High School venue and Expo closer to the finish while still maintaining an active connection to Pearl Street Mall restaurants, bars and shops.

Haute Route Rockies

To capitalize on the cycling wave that is sweeping the western world, OC Sport created the first Haute Route in 2010 in the French Alps as a pinnacle event for amateur riders. Five years later, the Haute Route Cycling Series are firmly established as bucket-list events for both lifelong cyclists and challenge-seekers in the Alps (France), the Pyrenees (France & Spain) and the Dolomites (Italy & Switzerland). OC Sport is responding to a strong desire from existing participants to discover Colorado's famous resorts and legendary mountain passes, and as part of an on-going international expansion plan for the Series, OC Sport is proud to introduce to Colorado the Haute Route Rockies 2017.

The Haute Route is the highest and toughest amateur cycling event in the world and attracts top executives, business owners and aspirational cyclists from more than 50 countries and has established itself as the world's top amateur cycling event. Each prestigious race offers a unique challenge: seven days of timed and ranked racing over seven stages, across the most iconic passes in world cycling, covering 500 miles and featuring more than 60,000 feet of vertical ascent.

With professional level event organization including medical teams, mechanical support, feed stations, logistic services, rolling road security, film crews, recovery massages and professional sporting briefings, riders are 100 percent immersed in the world of cycling for seven unforgettable days. Rookie or expert, they tackle the world's highest, steepest, most renowned cycling terrain. They push themselves to their physical and mental limits – and experience what it's really like to “ride like a pro.” Amateur riders enjoy a profound sense of achievement in completing the Haute Route and many do so as part of teams that bond in a unique way when faced with its challenges.

Quick Facts of a typical Haute Route:

- 600 riders: half American, half from more than 50 different countries including the UK, France, Mexico, Australia, Germany, Switzerland, Canada, Germany, The Netherlands, Brazil, Belgium, etc.
- 91 percent of riders agree the Haute Route is “the best cycling event they have ever participated in.” Each race is limited to 600 entries in order to maximize safety and quality of the experience, and approximately 50 percent of participants return from previous years.
- This event attracts a premium audience, length of stay and demographic, similar to Ironman athletes. Average age among participants is 43; average annual income is \$110,000. A typical Haute Route rider will stay an average of 10-14 days in the region (7 days racing, 3 to 5 days to acclimate in Boulder as the start city), usually accompanied by one or several family members.

- The Haute Route attracts a number of celebrity riders each year: actor Patrick Dempsey, Formula One racing legend Alain Prost and past Tour de France winner Greg Lemond have all contributed to the media success of the series.

The course for the Haute Route Rockies 2017 is currently being finalized, but true to form it will consist of a mix of Classic and Queen stages, plus an individual Time Trial, going through some of the most iconic mountain passes in Colorado. Each stage will be timed and ranked (except for a few hazardous sections where timing will stop), with riders able to enter as individuals or as teams. These are some of the cities currently being considered for hosting the start and/or finish of the event or one of its stages:

Boulder	Winter Park	Beaver Creek	Vail
Steamboat Springs	Grand Lake	Buena Vista	Salida
Manitou Springs	Arapahoe Basin	Aspen	Leadville
Copper Mountain	Crested Butte	Avon	Colorado Springs
Estes Park	Idaho Springs	Breckenridge	Monarch
Gunnison	Cañon City	Georgetown	Evergreen

The Haute Route Rockies is not trying to duplicate existing cycling events in Colorado. This event is complementary with the existing offer in the state, as it brings an international audience, with riders coming from at least 35 different countries in Europe, Asia and Latin America.

In Boulder, early discussions with a local organizing committee (LOC) made up of cyclists from previous US Pro Challenge events, Cyclists for Jamestown and Cyclists for Community are assisting the city in the hosting and volunteer requirements. The LOC, local bike shops and regional outdoor businesses have indicated a strong desire to be a start city for Haute Route Rockies. The City of Boulder is considering the start stage due to the extended lodging options for arriving athletes, in-kind event support up to \$20,000 that includes primarily city venues and police services. In addition, the city is working with OC Sport to confirm the necessary lodging agreements and possible financial support from the LOC and Convention and Visitors Bureau. [Haute Route Video](#)

Proposed City of Boulder in-kind support in 2017: \$20,000 (includes staff time, use of city and park venues, waiver and reduction of police and staffing services)

Proposed City of Boulder in-kind support in 2018: \$20,000 (includes staff time, use of city and park venues, waiver and reduction of police and staffing services)

STAFF RECOMMENDATION

Staff requests council consideration of this matter and action in the form of the following motions:

Motion to support the negotiations by the city manager for a renewal agreement with the World Triathlon Corporation to host the 2017 and 2018 Ironman events within the city limits of Boulder.

Motion to support the negotiations by the city manager for an agreement with OC Sports to host the 2017 and 2018 Haute Route Rockies start stage within the city limits of Boulder.

Motion to support the proposed in-kind city support as defined and issue the appropriate permits for all event activities regulated by city code.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

City of Boulder staff continues to review, modify and approve special events that provide a safe and secure venue for participants and spectators. In addition, special event staff are working to identify the unique type of events and best practices that not only minimize potential impacts to our community, but reflect our strong social and ecological values. One of the best examples is our current event requirement to incorporate a zero-waste plan to accommodate recycling and composting. This best practice, while slightly increases event costs, has diverted tons of event waste from our local landfills.

- *Economic* – Boulder generated more than \$10,000,000 locally in Boulder. The event also donated a \$5,000 grant to Boulder Parks and Recreation Youth Services Initiative. The Ironman Triathlon included a number of pre-event training camps and clinics in Boulder before the race started. During race week, approximately 2,700 athletes arrived in Boulder with an average of 3.3 family members. The total length of stay was 5 nights with an average spending for each athlete party of \$1,785 or \$4.8 million in the Boulder area. The Ironman Foundation also provided more than \$100,000 to not-for-profit organizations in exchange for volunteer support during the event. The Haute Route Rockies athlete is expected to stay in Colorado an average of 10-14 days, with the bulk being at the start stage (Boulder) with total spending of \$4,000 to \$5,000 in transportation, lodging, meals, equipment, souvenirs and entertainment.
- *Environmental* – As a host city for all events, Boulder will develop specific event plans with the event promoters to support local environmental goals. All events include Zero Waste protocols in addition to promoting alternative transportation options including event shuttles and B-Cycle options for participants and spectators before, during and after the events.

- *Social* – All events provide activities for kids and families to participate and get involved in a non-competitive, social platform. Ironman hosts a free one-mile run for young athletes between the ages of 3 and 15.

OTHER IMPACTS

- *Staff time* – City departments will track and record staff costs and other in-kind expenses for reimbursements from the city-wide events budget.

ATTACHEMENTS

JLF Proposal to City Council
JLF Event Description
JLF Event Summary for 2015



Memorandum

February 18, 2016

**To: Mayor and Members, Boulder City Council
City Manager Jane Brautigam**

From: Jessie Friedman, Executive Director, JLF Colorado

Subject: City of Boulder support to retain Boulder as the U.S. home for the Jaipur Literature Festival

Last year, the internationally renowned and highly acclaimed Jaipur Literature Festival came to North America for the first time, choosing Boulder (after a five year search and ongoing pitches from NYC, Chicago, Seattle, San Francisco, Portland, New Orleans, Aspen, and Dallas among others) as the festival's host city and our Main library as the festival's primary venue. JLF@Boulder's test year was a resounding success: the festival drew more than 6000 footfalls to the library over the course of two days. Participants were drawn to the festival by the presence of 90 authors of diverse backgrounds drawn from around the world (many of whom are the recipients of major literary prizes¹), as well as music and family programs.² Unlike many festivals, JLF does not charge a fee to participate: the program is free and open to all, with access and service to underserved and diverse communities as a foundational pillar of the Festival. To quote the organizers:

Equity and democracy run through the Festival's veins, providing access for all to some of our greatest writers and thinkers along with a space to dare, dream and imagine; a powerful statement in a country where such opportunities remain the privilege of a few.

JLF is scheduled to return to Boulder on September 23-25, 2016. With this memo, we are requesting City of Boulder support for the festival this year and on an ongoing basis, to ensure that Boulder becomes the JLF's American "forever home."

¹Pulitzer Prize Recipients: 5, Finalists: 2

Guggenheim Fellows: 7

Pen Awards: 6

NEA Awards: 7

CO Book Award 4 (known) + a number of finalists

Colorado Poet Laureate presented

Colorado Youth Poet Laureate presented

Willa Award: 3

Pushcart: 4

National Book Award: 1

Additional Notable Awards and Standings: Recipients of American Book Award, British Book Awards, Crossword Awards and Finalists, National Book Award Finalists, Rome Prize, O Henry Prize, Dayton Literary Peace Prize, short lists for National Book Award, Pulitzers, Mann-Booker, Stanford Fellows Grant Award, Samuel Johnson Award, Oprah Winfrey Book of the Month selections, notable writers for: Vanity Fair, New Yorker, NY Times, Washington Post, The Guardian, Daily Beast, Newsweek, Time, The Economist Wall Street Journal

2 12 musicians performed in 5 musical sessions, and 11 workshops were provided for families and all ages over the festival's two days.

Why support JLF@Boulder?

Serving as the American host venue for JLF brings unique benefits to Boulder.

- **The opportunity to bring top-ranked authors from around the world to our community and to our library.** As recent experience has demonstrated, it is difficult and expensive to bring well-known authors to Boulder. Authors command high speaking fees and American book tours do not routinely include Colorado or the Mountain and SW states because of a "middle of nowhere" perception. JLF pays no speaker fees, yet authors vie for invitations to the festival due to the extraordinary festival experience and the festival's prestige in the literary world. Last year, JLF@Boulder presented a potent stream of national and international, culturally diverse, award-winning authors, including diverse authors from outside the US mainstream in - Native American, Latino, African and Asian American. The festival can literally bring the world to Boulder through literature. Diversity, multiculturalism and multiple perspectives are central to the creation and production of JLF.
- **The opportunity to host a unique "festival of ideas," which serves as a catalyst for community dialogue.** JLF is unique: there is no other literary festival like it in the USA. Unlike traditional book fairs (where the emphasis is on using authors to promote book sales), JLF's program is built around ideas. Authors from diverse backgrounds are brought together to engage in lively discussions about the ideas contained in their books. Topics are carefully selected to focus on issues of importance to the host community that resonate regionally and around the world. Festival organizers bring together diverse viewpoints, encouraging participants to look at issues from multiple perspectives and engage in stimulating multicultural encounters in an environment that is safe and welcoming. JLF is diligent about providing topics that appeal to diverse as well as millennial and young adult audiences as well as family and children's creative programming, provided by top artists, writers, and actors, which drew hundreds of participants.³
- **The opportunity to put Boulder "on the map" of the international cultural and literary world.** The JLF team is actively engaged in fund-raising from a variety of sources (grants, corporate sponsorships and individual donations), working to provide a stable financial base for the festival over the long term.⁴ One of the primary challenges encountered by JLF fundraisers is Boulder's relatively low profile in the cultural and literary world: we are frequently asked "why Boulder?" by potential donors. This perception is in stark contrast to other spheres (such as sports and outdoor activities, climate and resiliency, and sustainability) where Boulder is instantly recognized and embraced as a dynamic venue for gatherings. Hosting this internationally renowned festival will elevate Boulder's reputation as a cultural destination, supporting a key objective of the Community Cultural Plan.
- **The opportunity to expand Boulder's tourist base by bringing a different kind of visitor to Boulder.** About 40% of the people who attended the first JLF@Boulder came from outside Colorado. Based on the experience of sister festivals in India and London, this trend is expected to continue.⁵ Attendance is expected to double at this year's festival, with continued strong growth over the next 3 years. The economic benefits associated with out-of-town visitors are substantial. Festival participants will book hotel rooms, engage local transportation, dine out, purchase goods and souvenirs, and many will stay before and after the festival to experience other aspects of Boulder. Based on studies by Americans for the Arts, there is an economic return of 7:1 for the budget spent on

³ Themes and topics forming JLF panels include: Environment and Climate Change, Resiliency, Migration, Race, Outdoors, Economy, Women, LGBT, Water, Tech, Innovation, Math, Middle East, History, War, Terrorism, the Future, Mystery, the Family, Children and Parenting, Psychology, and Religion, among others. JLF has created a diverse local literary committee that polls different communities and age groups to garner the compelling themes for the Festival. Streams of sessions are created around a topic.

⁴ In 2015, JLF@Boulder formed strong relationships with a number of funding and cultural organizations in the Boulder/Denver area, and festival organizers anticipate these partnerships will continue through 2017. Funding partners in 2015 included the Boulder Library Foundation, the Bonfils-Stanton Foundation, the Boulder Arts Commission, the Boulder Convention and Visitors Bureau, the Colorado Office of Economic Development and International Trade, Naropa University, the Center for Asian Studies – University of Colorado, the Colorado Fine Arts Association, and Neodata. Partners providing programming and in-kind services included the Boulder Public Library, the City of Boulder, Boulder County Arts Alliance, the Boulder Bookstore, Dushanbe Teahouse, Boulderado, Rembrandt Yards, Downtown Boulder, Inc., the Denver Public Library, the Gathery, Taj Restaurant, and the Highland City Club.

⁵ More than 11,000 people from the US travel to India every year for the "Mother Festival."

arts and cultural events. Using these metrics, we anticipate an economic return of \$2 – 2.5 million to the City of Boulder in 2016.

- **The opportunity to create a significantly diverse event, free and open to all, in the Downtown Civic Area and Boulder Public Library, unlike any other in the City.** Not only does JLF@Boulder provide deep cultural diversity within its presentations (45+) at the Festival, the Festival drew and will continue to draw a significantly diverse audience to downtown Boulder and the Boulder Library, markedly different than the usual audiences frequenting cultural events in Boulder.
- **The opportunity to provide free outreach programs cultivating literacy, language and writing skills, cultural engagement and community building to diverse, underserved, and at-risk communities in Boulder.** Service and outreach to the community is the foundational pillar of the Jaipur Literature Festival and was a requirement of the Producers in selecting Boulder as the US extension of JLF. JLF@Boulder has an active outreach program within the Boulder Community that is growing substantially. Please see the attachments for further details.

What we are asking

Last year, the City provided substantial ‘in-kind’ support for the festival in the form of staff time, use of venues, and waiver or reduction of rental and permit fees. We are deeply grateful for this support. Going forward, we would like to continue this level of support, and to explore opportunities to increase in-kind support through additional City departments (such as Go-Boulder).⁶ We understand that City staff is recommending continuation and expansion of in-kind contributions for JLF going forward in alignment with the regular in-kind contributions the City provides for other major events such as the Boulder Boulder, Iron Man, and Cycle Pro-Classic, all of which are substantial for-profit events.

In addition to in-kind support, we request that the City consider providing direct financial support to secure Boulder as the annual American venue for the festival (the other major cities mentioned continue to vie to become the US seat of JLF). JLF is designed to be a non-profit and community festival; as a result, several revenue streams used to support more commercial festivals are not available to us. Unlike other downtown festivals, JLF will not include large numbers of commercial vendors (from whom festival organizers typically charge rental fees). Instead, JLF invites selected local artists and non-profits to set up booths within the festival grounds as a way to deepen community conversation. The focus of JLF is deep thought and the finest writing, contemporary issues, diversity, conversation, and outreach. Because JLF is committed to remaining free and accessible to all, entry fees - a substantial revenue stream for most festivals - are also not available.

We anticipate a cash budget of \$450,000 for 2016. Costs to produce the Festival fall primarily into 4 categories:

- Travel, meals and accommodation for authors and musicians. (Note that no honoraria are paid - the JLF “brand” is prestigious, and artists are happy to volunteer their time.)
- Venue creation: tent and canopy rental; rental of AV equipment; rental of equipment for venues (i.e., stages, chairs).
- Production and logistics staff (CU Conference Services and Teamwork Arts).
- Permits, licenses, insurance and administration (bookkeeping, legal advice).
- PR and Marketing.

As noted above, the JLF team is actively engaged in fund-raising from a variety of sources (grants, corporate sponsorships and individual donations), working to provide a stable financial base over the long term. However, as

⁶ The nature and scale of in-kind contributions provided to JLF@Boulder are in keeping with City support for other major events such as Ironman.

with any new event, unfamiliarity with the event creates challenges for fund-raising in the first few years, making support from early adopters especially critical to the event's long term success. As the festival grows - and the "why Boulder" factor diminishes - we expect financial support for the festival to grow.

Last year, JLF received \$50,000 through grants from the Convention and Visitors Bureau (CVB) and the Boulder Arts Commission program. We have applied for CVB funding again this year, and would appreciate Council endorsement of our request. Due to changes in the grants program associated with the passage of 2A and the CCP, the funding received from BAC in 2015 no longer exists, and JLF is ineligible to apply for an Operational Arts grant this year or for several years into the future. We are exploring the possibility of applying for "sponsorship" dollars with the Department of Arts and Culture, however this would be a significantly lower amount than the \$25,000 awarded through the BAC Open Grant of 2015 – a grant category that no longer exists.

While the increase in funding to the Department of Arts and Culture overall is greatly appreciated, the restructuring of their funding programs eliminated some significant categories for the funding of major cultural events. The Bonfils-Stanton Foundation awarded a grant of \$40,000 to JLF@Boulder in 2015. This funding also is no longer available to JLF. While delighted with the Festival, the Bonfils-Stanton Foundation has restructured its Grant Program, and will only fund programs within the City of Denver and Denver County, without exception.

In light of the immense value and the unprecedented opportunity JLF brings to the City of Boulder -- fulfilling many objectives of both the City's new Community Cultural Plan and the passage of 2A -- we are requesting that the City offer \$60,000 in direct financial support for 2016 and 2017 and thereafter, annual direct support of \$50,000. Commensurate with the City's central goals of bringing Arts and Culture as well as multiculturalism to the City, this support will go a long way toward securing the Festival for the long term. We suggest that the City consider this investment as an annual part of the City's budget, hopefully included within an expanded revenue stream for library, culture and the arts, in alignment with the City's cultural goals, the CCP and the passage of 2A.

Providing direct annual support for the Arts and Cultural events of greatest value and most central to the City's objectives aligns with the budgetary method of providing annual funding to other departments and services central to City's goals and objectives. Additionally, whereas bricks and mortar structures such as the Museum of Boulder and Dairy Center for the Arts have allocations within the City's budget of a \$4,000,000 matching grant and up to \$3.85 million respectively in fulfillment of the City's cultural objectives, it follows that a cultural event of international and unmatched significance to the City of Boulder warrants direct and annual funding from the City's budgetary allocations for library, arts, and culture.

The attached documents provide expanded information about JLF@Boulder.
Please contact Jessie Friedman, Executive Director, at jff@earthlink.net for further details.
JLF Colorado is a 501c3 non-profit organization.



*The Jaipur Literature Festival at Boulder, Colorado:
The Pulse of World Literature*

Communing in person with the greatest authors in the world, steeping in their vast expanse of ideas and knowledge, insight and imagination. Celebrating the joy of deep meaning and truly connecting across cultures. Savoring the beauty of your human potential and the magic of our common humanity. JLF will penetrate your heart and shift your perception. With this shift, we change the world. JaipurLiteratureFestival.org/boulder

A festival of literature from all over the world, JLF at Boulder, Colorado is an event unlike any other. Free and accessible to everyone, rich with words and ideas, the festival invites us to join together in examining the human experience through the rich knowledge and imagination of the most distinguished authors from around the world. An uplifting celebration of the mind and heart, authors from the Americas, Asia, Africa, and Europe engage in provocative conversations about life and society, economics and the arts, equity, freedom, and the care of our planet. In our critical times, the penetrating, intercultural dialogue exchanged at this festival of ideas moves people deeply, and the joy and warmth of genuine connection pervade the unique experience of JLF.

At JLF@Boulder, Colorado, the potent beauty of our common humanity reflects in the natural beauty of the Colorado environment.

The world-renowned Jaipur Literature Festival returns to Boulder, Colorado this September 23 – 25th, establishing Boulder as the annual US home of the world's largest literature festival. The Jaipur Literature Festival is the largest literature festival in the world and notably, a FREE festival! Producer Sanjoy Roy, of the award winning production company Teamwork Arts, has selected Boulder, Colorado as the US seat of JLF. This is an extraordinary opportunity as New York City, Chicago, San Francisco, New Orleans, Seattle, Portland, Phoenix, and other major US cities have been vying for this honor for years.

A uniquely multicultural festival, JLF is a festival of ideas; individual and panels of illustrious authors (Nobel Laureates, Mann-Booker, Pulitzer, National Book Award, Grand Prix, etc., recipients) sit in conversation with one another discussing the ideas in their books, rather than merely reading from or talking about their book. Intercultural conversations are featured, and in addition to literature from around the world, JLF@Boulder presents a potent stream of Native American, Latino, African and Asian American literature. The dates for the 2016 are 9/23 – 25 preceded by a week of lead-up events produced by the top performance and writing groups of Colorado.

Outreach to underserved and diverse communities and free access to all are the foundation and fundamental values of JLF. Numerous outreach activities have been established and continue to be cultivated within the Boulder and Metro Area. Please contact Jessie Friedman, Executive Director, at jjff@earthlink.net for further details.

JLF Colorado is a 501c3 non-profit organization
100% of all Sponsorships and Donations go directly to JLF@Boulder festival production and outreach programs.

Meaningful Benefits to the City of Boulder

Community Impact – Economic

- There will be a significant positive economic impact on Boulder’s economy during the short duration of the Festival. Using metrics calculated by Americans for the Arts and extrapolations from the India festival, we anticipate that participants will book hotel rooms, engage local transportation, dine out, purchase goods and souvenirs, and many stayed and will stay after the festival to experience other aspects of Boulder.
- Using the studies of Americans for the Arts, there is an economic return of 7:1 for the budget spent on arts and cultural events. Using this equation, for JLF@Boulder, we can predict an economic return of \$2 – \$2.5 million to the City of Boulder
- In 2015 40% of the audience for JLF@Boulder came from outside the Metro/Front Range area.
- The Boulderado has already committed to offering special rates for the Festival, and other lodging entities are doing so as well.
- Comparatively, for example, the six year old Tucson Festival of Books generates \$4 million annually in economic impact for the city. That event is two days long and attracts 120,000 visitors.
- The event will grow in size and scope annually, establishing itself in a similar way as the Conference on World Affairs – a destination event, free and accessible to all participants, and generating enormously in the area of local economy.
- 11,000+ from the US travel to India every year for the Festival in India.

Community Impact – Artistic and Cultural

- Significantly places Boulder, Colorado on the International Cultural Map
- In 2014, Time Magazine proclaimed JLF one of the top 4 Literary Festivals 'Not to be Missed.' Tina Brown, former editor of Vanity Fair, New Yorker, and originator of the Daily Beast, famously proclaimed JLF as the "Greatest Literary Show on Earth."
- JLF will also impact the “Boulder Brand,” in that JLF at Boulder will mark our city as a destination for a world-class literature festival (along with the Hay, Irawaddy, and Edinburgh festivals) and a cultural destination.
- Landed in Boulder after a 6-year search by the Producers. Cities and people who vied for this include:
 - NYC, Tina Brown, NY Times
 - Chicago: Mayor Daly’s Office (when he was in office)
 - Seattle: Mimi Gates and friends
 - San Francisco: UC Berkeley, Stanford, City of Berkeley
 - Aspen
 - New Orleans

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- In January of 2015, over 750 Press Outlets were present for the announcement of the Jaipur Literature Festival extension to Boulder
- JLF@Boulder been in the Press worldwide
- **There are no major literary events in the entire state of Colorado**
- No other large cultural events such as this exist in Colorado altogether. No other large cultural events exist in Colorado where the 'East meets West' in conversation
- Fulfills the intention of 2A and activates the Downtown Civic Area as a Community and Cultural Gathering Place
- Fulfills the strategically designed new Cultural Plan for the City of Boulder
- Authentically and potently cultivates multiculturalism
- A festival of this magnitude has not been held in Boulder before, and promises to create lasting effects.
- Cultivating vital cross-cultural dialogue, the Jaipur Literature Festival is a unique, international literary event emphasizing access, literacy, diversity and pluralism
- This is not a Festival of India or Asian authors; JLF is a Festival where many cultures come together through literature, sharing knowledge, celebrating similarities and differences, and engaging mutual and opposing viewpoints
- Cultivating literacy, providing education, disseminating knowledge, and bringing arts and cultural events to the community are central founding pillars of the Jaipur Literature Festival
- Ancillary to the main literary events, music and theater are important components to the Festival. The music and dance performances consist of the highest caliber performance groups from around the world.

Community Impact: Social Benefit, Diversity, Multiculturalism, and Innovation

Access and reaching under-served communities is the founding vision of JLF.

The core value of the JLF is to bridge culture through words, stories, and music.

All activities are free to all members of the community.

- The mission of the Jaipur Literature Festival and JLF Colorado are to engage the community in meaningful intercultural dialogue, with outreach and access to underserved populations are key strategies to achieve positive community impact.

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- According to the 2013 TRENDS Report (Community Foundation Serving Boulder County), 14% of County residents live at or below poverty level; 16% speak a language other than English at home. Boulder is generally viewed as an affluent community, but there are pockets of need and hidden diversity. JLF is an event that brings differences to light, and highlights our connections.
- Words are powerful and evocative; language is a great connector. Some of the words are presented through music – another way to celebrate diversity and foster connection. Through JLF, words become art on and off the page, and words connect diverse communities to one another.
- A festival of this magnitude has not been held here in Boulder before, and promises to create lasting effects
- We are also reaching deeply into the community to engage our marginalized neighbors, those who would otherwise be overlooked by a cultural event or organization
- We've established powerful connections and collaborations with Native American authors and communities, Latino authors and communities, and Africa Caribbean and African American authors and communities. Numerous seeds have been planted and nurtured, showing their fruits this September 2015 and will grow and blossom beautifully in the coming years.
- Boulder will be recognized for our commitment to the arts, to diverse and underserved communities, unique collaborations, and innovative partnerships that bring individuals and organizations together to create something as fantastic as a global literature festival, one that brings the consummate standards and examples of the international literary world to the Front Range.

Organizers and Production Company: JLF is produced by award winning producer Sanjoy Roy and Teamwork Arts, very well known and most highly regarded in India and around the world. Teamwork Arts produces 25 major cultural festivals around the world yearly and have done so for 25 years in the US, Canada, UK, Europe, Israel, Cairo, Kenya, South Africa, India, Singapore, China, Australia, among others. <http://www.teamworkarts.com/> jaipurliteraturefestival.org

PARTNERSHIPS:

JLF@Boulder, Colorado has strong partnerships with:

The City of Boulder

The Boulder Public Library

The Boulder Chamber of Commerce

The Boulder Arts Commission

The Boulder County Arts Alliance

The Denver Public Library

The University of Colorado and the Center for Asian Studies

The Naropa University

The University of Denver

Boulder Valley School District

Lighthouse Writers Workshop

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Stories on Stage

Truth be Told

Boulder Fringe Festival

Boulder International Film Festival

And numerous Front Range performance, arts, and writing groups, as well as Youth Service and Writers in the Schools programs.

SPONSORS 2015:

The Boulder Library Foundation

The Bonfils-Stanton Foundation

The Boulder Arts Commission

The Boulder Convention and Visitors Bureau

The Colorado Office of Economic Development and International Trade

Naropa University

University of Colorado at Boulder, Center for Asian Studies

The Boulder County Arts Alliance

Colorado Fine Arts Association

The Boulderado Hotel

The University Inn

The Dushanbe Teahouse

SAMPLING OF 2015 INTERNATIONAL AND LOCAL PRESS COVERAGE:

LOCAL:

- CoverageDate:7/29/15 • BoulderWeekly • Topic:Waterinthedesert
<http://www.boulderweekly.com/article-14762-water-in-the-desert.html>
- CoverageDate:7/21/15 • TheBoulderSource • Topic: This is Big
<http://bouldersource.com/2015/07/thisis-big/>
- CoverageDate:7/30/15 • KGNU • Topic: Jaipur Literary Festival
<http://news.kgnu.org/2015/08/jaipur-literary-festival/>
- CoverageDate:8/3/15 5280 • Topic:TheWorld'sLargestFreeLitFestComestoBoulder
- CoverageDate:9/15/15 ColoradoCollege • Topic:CCProfessorsPresentPanelatJaipurLiteratureFestival •
- CoverageDate:9/16/15 • 9News • Topic:HugeLiteraryFestivalDescendsOnBoulder •
- CoverageDate:9/17/15 • BoulderDailyCamera • Topic:Bookworms set to take over Boulder

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- [ColoradoandCompany](#) • Topic:JLFBoulder • CoverageDate:9/18/15
- [BoulderDailyCamera](#) • Topic:DonnaBaase:Thankyou,Boulder,forliteraturefestival • CoverageDate:9/29/15
- [LibraryJournal](#) • JaipurLiteratureFestivalComestoBoulderPublicLibrary • CoverageDate:10/1/15
- [BoulderDailyCamera](#) • Topic:DouglasPenick:JaipurLiteraryFestivalwasglorious • CoverageDate:10/10/15
- CoverageDate:9/17/15 • [The Economic Times](#)
- Topic:JaipurLiteratureFestival'sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [IndiaTV](#) • Topic:JaipurLitfest'sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [TheBookseller](#) • Topic:JaipurLiteratureFestivalannouncesfirstUSevent • CoverageDate:7/9/15
- [BusinessStandard](#) • Topic:JaipurLiteratureFestivalannouncesfirstUSevent • CoverageDate:7/9/15
- [TheIndependent](#) • Topic:JaipurLiteratureFestivaltoholdfirstUSeventinColoradocityofBoulder • CoverageDate:7/10/15
- [IndiaToday](#) • Topic:TheJaipurLiteratureFestivalheadstotheUSA • CoverageDate:7/13/15
- [IndiaWest](#) • Topic:ZEEJaipurLiteratureFestivalComestoColorado • CoverageDate:7/13/15
- [TheIndiaPanorama](#) • Topic:JaipurLiteratureFestival's1stUSEventInColorado • CoverageDate:7/14/15
- [DesiBlitz](#) • Topic:JaipurLiteratureFestivalGoestoUSA • CoverageDate:7/15/15
- [TheAmericanBazaar](#) • Topic:SalmanRushdie,AmitavGhosh,JhumpaLahirinotonrosterofspeakersatJaipur Literature Festival in Colorado
- [ZeeNews](#) • Topic:JaipurLiteraryFestivaltravelstoU.S.thisyear • CoverageDate:7/17/15
- [TheFinancialExpress](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [BigNewsNetwork](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [TheViewpaper](#) • Topic:JLF2016:LetTheMagicOfTheArtsCastItsSpellOnYou • CoverageDate:7/17/15
- [ANINews](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15

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- [Can-IndiaNews](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [BusinessStandard](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [WebIndia](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [NewKerlara](#) • Topic:JaipurLiteraryFestivaltravelstoUSthisyear • CoverageDate:7/17/15
- [Bilkul](#) • Topic:World’slargestfreeliteraryfestivalcomestoBoulderinSeptemberforthreedays • CoverageDate:7/21/15 .
- [TheEconomicTimes](#)
- Topic:Pulitzerprize-winningpoetVijaySephardi&authorJungChangconfirmedforJLF in America
- [WebIndia123](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [TheStatesman](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [BusinessStandard](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [TwoCircles](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [Can-IndiaNews](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15
- [NewKerala](#) • Topic:JaipurLitfest’sUSeditionbeginsSaturday • CoverageDate:9/17/15

If you would like to know more, please contact Jessie Friedman, Executive Director, at jff@earthlink.net or 303.443.4541.

Helpful Links:

jaipurliteraturefestival.org/boulder

teamworkarts.com

jaipurliteraturefestival.org

ADVISORY BOARD:

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Stephanie Carter

Margaret Coel

Margaret Fouquet

Maruta Kalnins

Jules Levinson

Boli Medappa

James Palmer

Stephanie Rudy

Carolyn Schuham

Joni Teter

Sophie Walker

Pat Wright

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Community Outreach

- * Outreach to the Community is a foundational pillar of JLF. Through the collaborations and partnerships listed above as well as creating a highly successful volunteer team of over 102 adults, JLF made a considerable impact in the community, offering literary outreach, 13+ free cultural events throughout Boulder and Denver, prior to the Festival weekend.
- * JLF procured acclaimed authors to train BVSD Secondary Language Arts teacher during their summer intensive, offered multiple free performances at the Boulder and Denver Libraries and Boys and Girl Club of Denver.
- * JLF provided free ASL translation at JLF@Boulder to the deaf community of Colorado, which was advertised statewide throughout the ASL and Deaf Community websites and networks.
- * JLF procured a grant from the Lannan Foundation to bring Native American students to JLF. JLF Colorado hope to further this grant potential in future years to mentor Native American students throughout the Metro Area.
- * JLF provided a Poetry Tent on the Boulder Library Lawns throughout the Festival weekend where the Boldering Poets **as well as diverse voices from Denver's Café Cultura** provided two days of ongoing poetry readings to an enthusiastic public.
- * JLF coordinated with the Boulder MacDonald's on 28th St., who donated one full weekend day's profits on Happy Meals and other menu selections to the Ronald MacDonald House in Denver in honor of JLF.
- * JLF conscientiously sought diverse voices from the Latino and Native American Community to participate in presentations and workshops.
- * JLF provided a free space for two days for Denver's Lighthouse Writers Workshop to offer two full days of writing workshops as well as an Open Mic night.
- * Offered 6 Free Performances at the Boulder Library including Truth be Told Story Slam, Stories on Stage, LOCAL Theater Group, and more.
- * Many more direct service programs to diverse and underserved communities are planned for 2016.

JLF Audience/Author Comments 2015

My assessment of YEAR ONE exceeded all my expectations.

James Palmer, Moderator, Former CU Film Professor and recently retired Director of the Conference on World Affairs

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I have rarely been so close to such intellectual energy as the case last weekend.

Dr. Bill Heitsmith, Participant

The Jaipur Literary Festival provided an extraordinary range of offerings which included current events, literature, history, politics, poetry, translation, along with presentations for children and adolescents. The gathering on that gorgeous fall weekend certainly marked the beginning of a vital, world-embracing, and inspiring event.

Douglas Penick, Participant

What a splendidly rich and multifarious weekend that was. A city on a hill. Thank you for all your work.

Aaron Hirsh, Author-Presenter

Thanks again for bringing JLF to Boulder, Jessie. I loved the diversity of panels as well as the opportunity to meet so many wonderful writers. Your hard work and vision resulted in something quite grand. I'll be sure to spread the word for next year! Marcia Douglas, Author - Presenter

i wanted to congratulate you and all those who worked with you for a truly spectacular weekend it could not have been better -- from the weather and the hospitality to the quality of the discussions and the chance for making new friends and renewing old relationships. thank you for all your efforts and thank you even more for letting me be a part of jlf at boulder. it will forever be one of my most cherished memories. Arshia Sattar Author, Presenter

And I delighted in the ease to engage with people from all over the world where history, economics, poetry, gender issues and just great stories were discussed. Anon.

This festival is what I and many of my friends here long for; personal engagement on an international scale.

Donna Baase

Thank you and all the others so deeply involved in making the JLC such a success! I've never seen the library with so much wonderful life and spirit! The discussions were excellent and the crowds seemed highly engaged. Ann Moss, Boulder Arts Commissioner - Sponsors, Participant

Congratulations on such a successful first JLF in Boulder! I was so impressed with the sessions I attended - so engaging and interesting. I was also impressed with how enthusiastic and engaged all the speakers, volunteers and participants that I spoke to were. I think you have something very good going there. Maggie

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Fouquet, Participant

I want to thank you so much for the festival. It was wonderful. Such a profound pleasure. What a triumph. I am so grateful to have been given such cultural nourishment. I told someone on the Boulder Arts Commission that I have really not experienced -- in Boulder -- such a terrifically satisfying event since the Colorado Dance Festival and that's been gone for at least a decade, if not two. I am so grateful, so VERY grateful. Jennifer Heath, Author-Moderator

Thank you for your hard work and dedication. We had a great time participating in our various capacities and so I wanted to take this time to express our gratitude for allowing us to participate and be a part of this inaugural event. Tanaya Winder, Author- Workshop Presenter

I wanted to echo what Tanaya said and give my sincerest gratitude to you and your team. JLF is such a vital and important event in Boulder and nationwide, and you all did an outstanding job putting it together. Thank you for letting me be a part of it. Vanessa Villarreal, Poet, Presenter- Poetry Tent

What a successful event!. It's phenomenal to me how organized, how smoothly it went, and the high quality of the presenters. Peggy Lichter, Participant

I am still buzzing about the quality and success of the Jaipur literature festival, and am convinced that we have a live one on our hands. The [6:15](#) talk about the return of the king to Afghanistan, and the dinner [at 7:30](#) were both fantastic..... Sina Simantob, Participant, Boulder Developer, Founder of the Highland City Club

Thank you so very much for the beautiful and inspiring time you gave to so many. The buzz in the halls and on the campus was terrific. It was a time of burgeoning splendor. It is so worth continuing.

Douglas Penick, Participant

I have thought about the festival non stop since the weekend and find myself so thankful and pleased to have been involved in one of the most inspiring weekends... Pat Wright, Participant, Volunteer

Please excuse this informal way of thanking you for the wonderful JLF that happened so successfully last weekend at the Boulder Public Library! It couldn't or wouldn't have happened without your commitment and wonderful, indefatigable efforts. The Library was the perfect venue for the Festival - so light and colorful with ample room and easy flow between gathering places. You did think of every detail even down to the recycling!

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Margot Brauchli, Participant

I want to thank you for allowing me to be part of the miracle of JLF in Boulder. It was not only an honor, but just look at the miraculously beautiful creations that happened during the collage workshop yesterday!

Patricia Chapman

I hope you're still feeling the joy of having done something truly extraordinary! I'm sure the accolades are coming in and I don't want to take up your time. I just wanted to say how excited I am for you and how gratefullamforwhatyou'vebroughttoBoulder!WOW!!!! Trulyamazing! Deborah Malden, Participant, Arts Advisor to the Boulder Chamber of Commerce

Just to tell you I thought it was an extraordinary beginning for Our Jaipur.

Sophie Walker, Participant, Volunteer

It was a wonderful, rich and meaningful Festival. Thank you so much for your vision and hard work which brought such an amazing gift to Boulder. Carolyn Schuham, Participant, Volunteer

Wendell and I were able to participate on Saturday (including the amazing musical event) and it was all simply thrilling. Erika Berland, Participant

Dear Ms. Friedman and Mr. Levinson, It meant so much to my wife and to me to attend the Jaipur Literary Festival in Boulder this weekend.

The authors and other speakers that the festival presented were all provocative and engaging. We were also very impressed with the number and the level of people from the Boulder/ Denver area that came to hear them. The environment was beautiful and the organization excellent. The enthusiasm and excitement of all who attended was palpable.

I was part of the first years of Naropa Institute (now Naropa University) and saw it grow and become an important and stable part of the landscape here. My wife lived in Munich for 25 years and, while she was a clarinetist in the Bavarian Radio Orchestra, participated in many of Hans Werner Henze's festivals some of which take place large cities, others in tiny towns, which have since become an enduring and important part of the cultural life of Germany, Austria and Italy. Thus we are both familiar with festivals in their beginning stages.

It was so wise of the Jaipur Literary Festival to choose Boulder for its American location. Boulder is an easily accessible, wealthy, high tech center (with the highest percentage of PHDs. per capita in the US.) whose

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national influence, especially in the sciences and in contemplative education, is still growing. As you know, Google is moving an office for 1500 people here this year.

I look forward to coming to the Jaipur Literary Festival over the years to come. This was an extraordinary beginning for what will, without doubt, begin a large and important literary festival. Debbie and I are so grateful to be able to watch this happen as we continue to attend.

Thank you and all best wishes, Douglas Penick and Deb Marshall

Only 51 weeks to the next Jaipur Literature Festival Boulder! Counting the weeks. Enjoying the ongoing integration. What a great time together in all respects! (And please forward to William with kudos for his masterful tale and storytelling to conclude the Festival and Namita's wonderful revisioning of the Sita story.)

Duncan Campbell, Moderator, Radio Host

I heard a lot of the sessions and they were all excellent. I thought it was amazing that there was a near full house for even the last sessions of the event. I picked the book by Anchee Min for my book club to read this month. Mary Hassler, Volunteer, JLF Boulder Bookkeeper

Opinion Letter to Editor in Boulder Daily Camera Donna Baase: Thank you, Boulder, for literature festival Posted: 09/29/2015 07:20:20 PM MDT Bravo and thank you city of Boulder for bringing the Jaipur Literature Festival to our town earlier this month. What a coup and what a wonderful way to rub elbows with international authors, poets and thinkers. Our library never looked more wonderful with colorful banners, food trucks, poetry tents and all on a glorious sunny weekend right on our own Boulder Creek. Our city, library, corporate and foundation sponsors and many Boulder individuals put their money and talents to work to bring the world's largest free literary festival to our town. I applaud their forward thinking and willingness to put the pulse of world literature, ideas and culture right here. And I delighted in the ease to engage with people from all over the world where history, economics, poetry, gender issues and just great stories were discussed. I've been in Boulder for over 33 years and love this city. However, some local events just don't hold the magic for me any longer. This festival is what I and many of my friends here long for; personal engagement on an international scale. As several event speakers said, "Culture is the new politics." If so, Boulder has a chance to be a leader. I so look forward to the festival making my home town its home. And, I repeat . . . it's free! Donna Baase, Participant Boulder

Please see link:

[mediacenter .dailycamera.com/2015/09/20/photos-jaipur-literature-festival-in-boulder/#1](http://mediacenter.dailycamera.com/2015/09/20/photos-jaipur-literature-festival-in-boulder/#1)

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THE PULSE OF WORLD LITERATURE

   #JLFBoulder

FESTIVAL REPORT 2015

About JLF@Boulder

The Jaipur Literature Festival traveled to Boulder, Colorado with a creative caravan of writers and thinkers, poets and balladeers. Showcasing South Asia's unique and multilingual literary heritage and juxtaposing oral and performing arts, books and ideas, dialogue and debate, this magical mystery tour was an intense two day teaser of what has been declared 'the greatest literary show on earth.'

A festival of literature from all over the world, JLF@ Boulder, Colorado, is an event unlike any other. Free and accessible to everyone, rich with words and ideas, the festival examined the human experiences through the reflections and imaginations of distinguished contemporary authors from around the world. In an uplifting celebration of the mind and heart, authors from the Americas, Asia, Africa, and Europe engaged in provocative conversations about life and society, economics and the arts, equity, freedom, and the care of our planet.



19th • 20th
September 2015
 Packet Page 129

Memorable Moments

The highlights of the diverse and vibrant two-day program, modeled after the one at the original, were discussion panels titled:

OPENING RECEPTION

Poetry readings by Anne Waldman, Vijay Seshadri, Dzigar Kongtrül Rinpoché and Arvind Krishna Mehrotra

THE POETIC IMAGINATION

Arvind Krishna Mehrotra, Eleni Sikelianos and Vijay Seshadri, moderated by Joseph Hutchison

A WRITERS LIFE: WHY, HOW, WHAT?

Simon Sebag Montefiore, Vikram Chandra and Jung Chang moderated by Rahul Jacob

RED AZALEA

Anchee Min introduced by Rahul Jacob

IN THE MINDFIELDS

Casey Schwartz in conversation with Julie Colwell

SONGS OF KABIR

Arvind Krishna Mehrotra, Linda Hess and Shabnam Virmani

CATHERINE THE GREAT

Simon Sebag Montefiore introduced by William Dalrymple

RETURN OF A KING

William Dalrymple introduced by Sanjoy Roy



IN SEARCH OF SITA: THE INDIAN WOMAN IN MYTH AND MEMORY

Namita Gokhale and Arshia Sattar in conversation

THE MAKING OF MODERN CHINA

Jung Chang introduced by Marie Brenner

EVENING MUSIC

George Brooks, Kala Ramnath, V. Selvaganesh, Osam Ezzeldin

MORNING MUSIC WITH SHABNAM VIRMANI



Festival in Numbers



6,000
FOOTFALLS OVER TWO DAYS



90
SPEAKERS



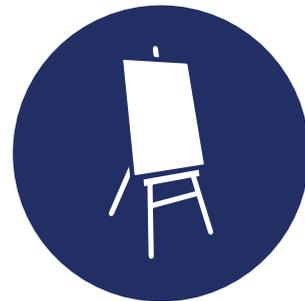
45
SESSIONS



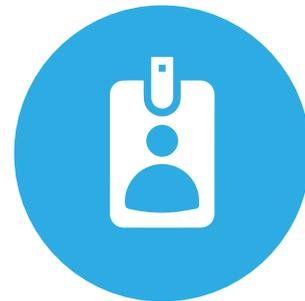
5
MUSICAL PERFORMANCES



12
MUSICIANS



11
WORKSHOPS



100
VOLUNTEERS

Media Reports



Already a thrilling success in the UK, the Jaipur Literature Festival has clearly found its audience in the US as well.

- Desi blitz

"Culture is the new politics." If so, Boulder has a chance to be a leader. I so look forward to the festival making my home town its home. And, I repeat . . . it's free!

- Donna Baase, Daily Camera



Digital Report

Pre-festival activities began with a concerted social media effort from 20th June to 20th September. This included daily updates, as well as several contests, fan engagements such as 'Twitter Chats' with authors, and online response management to answer queries and assist festival-goers.

FACEBOOK

In June 2015, the official JLF Boulder Facebook page had 21,305 likes. By 20th September 2015, it reached 22,067 likes. The festival page was seen 304,313 times by 172,082 people during the campaign period. During the festival (19-20 September), JLF Boulder posts were seen 19,643 times by 5,773 people.

TWITTER

The official JLF Boulder handle started with 8,515 followers on 20th June. It grew 3.4% to finish with 8,807 followers on 20th September.

JLF Boulder-related tweets were seen an estimated 10.8 million times during the full campaign. Our Twitter chat with Mihir Sharma generated an estimated 6.2 million impressions alone. The festival was spoken about 1,363 times by 345 individual Twitter users.

JLF Boulder Twitter posts attracted 811 engagements (retweets, replies, favourites) during the campaign period. 83% of these - 131 engagements - occurred during the festival.

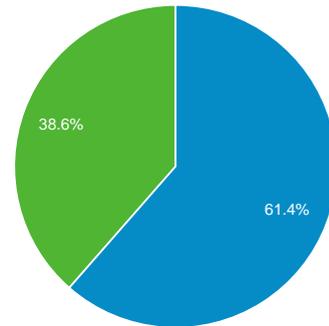
WEBSITE

USERS	PAGEVIEWS	AVG. SESSION
9641	50,247	4:19

WEB TRAFFIC

Boulder	28.93%
Denver	21.39%
New Delhi	7.64%
Jaipur	2.99%
New York	1.90%
Others	37.15%

■ New Visitor ■ Returning Visitor



Acknowledgements

FOUNDING SPONSORS

BOULDER LIBRARY FOUNDATION

The Boulder Library Foundation strategically invests in innovative programming and partnerships that enrich the Boulder Public Library and our community.



THE BONFILS STANTON FOUNDATION

Bonfils-Stanton Foundation strategically provides grants and fellowships to advance the arts and inspire creative leadership in Denver. The foundation is richly steeped in Denver's cultural history, but is also a contemporary leader in fueling innovation and exploration in our creative economy.



BOULDER ARTS COMMISSION

The Boulder Arts Commission advises the city council and local arts groups on matters relating to the artistic and cultural development of the city.



THE BOULDER CONVENTION AND VISITORS BUREAU

The mission of the Boulder Convention and Visitors Bureau is to advocate and provide leadership to develop and promote the natural environment, art/culture, historic, and visitor potential for the express purpose of aiding the boulder economy.



Festival Directors

Namita Gokhale
William Dalrymple

Festival Producer

Sanjoy Roy

Executive Director

Jessie Friedman

Festival Secretariat

Abigail Wright
Andrea Guadagnini- Zaharko
Caroline 'Swanee' Swanson
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The John Mackey and Deborah Morin Charitable Fund
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Christopher and Margot Brauchli
Deborah Malden
Linda Shoemaker
Bonnie Strand
Rajan Kapur
David Sanford
Ann Moss
Ken Paul
Nancy Ortenberg
Diana Sadighi
John Morecock
Marilyn Conroy

Founding Sponsors

Naropa University
Colorado Office of Economic Development and International Trade
Colorado Fine Arts Association
The Boulder County Arts Alliance
The Center for Asian Studies
Karing Kind
Helping Hands Herbals

In Kind

Stephanie Carter
Margaret Fouquet
Boli Medappa
Mark and Joanna Rosenblum
Stephanie Rudy
Celestial Seasonings
Gaiam TV
International Business Circle

King Soopers
Liquor Mart
McDonalds on 28th St., Boulder
Polar Bottles
Seeds Café
Stories on Stage
Taj Restaurant
The Boulderado Hotel
The Gathery
The Teaspot
Truth Be Told
Tundra
The University Inn
Wallaroo Hats
Whole Foods
Typhoo Tea
Kama Ayurveda

Fundraisers

Kathy Kucsan
Michael Carter
Justin Veach

City of Boulder

Mike Eubank

The Boulder Public Library

David Farnan
Kathy Lane
Eileen McCluskey

Sponsorship

Jessie Friedman
Jules Levinson
Michael Carter
Preeti Singh
Rajatri Biswas

Media Sponsor

KGNU

Event Planning & On-Site Management

CU Conference Services
Kelly Mason

Registration and Volunteers

Rima Ghoshal
Joni Teter

Joanna Rosenblum

Design

Archan Ghose
Subir Singh

Website

Anand Raj
Nalini Das
PR
Metzger Albee
Vidushi Khara

International Travel and Visas

Arpit Goyal
Shams Jawaid

Digital Team

Vikram Bhardwaj
Sukriti Luthra
Reprise Agency

Audio Visual

Manoj Kumar
Manveena Suri

Festival Bookstore

Boulder Bookstore

Infrastructure Rentals

Event Rents
You Want What Productions
Event Fencing Solutions
United Rentals

Audio-Visual Equipment

Multimedia Audio Visual

Security

True Security, Inc.

Portable Toilet Facilities

S&B Portabowl

Zero Waste

Eco-Cycle

Library Shelving Movers

PS Installations

What They Said...

"Jaipur's generous, international sophistication graced Boulder, and Boulder's highly literate citizenry and mountain beauty graced Jaipur. The combination created a literary love fest that I hope gets reenacted each year."

- Julene Bair, Author

"I had never been to a literary festival where I really felt were ideas, and not just the purpose of promoting books published recently, what drove the conversations, and that made for a fascinating, truly provocative two days."

- Antonio Ruiz Camacho, Author

"When I was growing up in Colorado, I didn't even know one could be a writer; it simply wasn't a profession that anyone had where I lived. It is my hope that JLF at Boulder can inspire an entirely new generation of writers, and I am immensely proud to have been part of its inaugural festival."

- Ryan Gattis, Author

"I have rarely been so close to such intellectual energy as the case last weekend."

- Bill Heitsmith, Participant

"My assessment of YEAR ONE exceeded all my expectations."

- James Palmer, Moderator, Former CU Film Professor

"That was the best literary conference I've ever been to. WHAT A JOY!"

- Laura Pritchett, Author

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Council Working Agreements

Council Process:

- The council will work on general discipline in being prepared to ask questions and make comments.
- The council asks the mayor to intervene if discussion on agenda items extends beyond a reasonable time frame.
- The council will engage in the practice of colloquy to fully explore the different sides of a specific point.
- The mayor will ask the city clerk to set the timer lights for council members if discussions begin to exceed efficient debate. Members should respect the lights as a time reminder, but will not be bound by them as absolute limits.
- Rather than restating a point, council members should simply say, “I agree.”
- The council agenda committee may, with advance notice, adjust each public speaker’s time to two rather than three minutes during public hearings for items on which many speakers want to address the council.
- Council members will grant each other permission to mentor and support each other on how each person contributes to the goal of being accountable for demonstrating community leadership.
- In order to hear each other respectfully and honor the public, council members will avoid body language that could convey disrespect, side conversations, talking to staff, whispering to neighboring council members, passing notes, and leaving the council chambers.
- Regarding not revisiting past discussions, the council should check in with fellow members periodically to ensure that this is not an issue.
- During a council meeting, any form of electronic message, including emails and texts, that relate to matters being considered and which arrived at any time during that meeting, shall not be read by council members. Nor should any message on matters under consideration be sent by council members.

Council Communication:

- Council members agree to keep quasi-judicial roles scrupulously separate between members of boards and members of council, avoid expressing ideas to board members on things coming before the board, and carefully disclose or recuse themselves when there is involvement with board members on a topic.
- Council members agree to email the city manager about issues they run into that staff or boards may be working on so that the manager can be actively involved in managing issues and keeping the full council informed well in advance of items coming before council for action.
- Council members will keep the full council informed on issues from committees, public groups, or other agencies they are following, through Hotline emails, brief verbal reports at the end of council meetings, or other means.
- The council will find ways to support majority council decisions and adequately inform the public, through responsive letters that explain how divergent points of view were heard and honored in decisions, via standard email responses for hot issues, by occasional council Letters to the Editor to clarify the facts, or by seeking out reporters after meetings to explain controversial decisions.

Council Committees:

- Council committee meetings will be scheduled to accommodate the council members on the committee.
- Notice of the times and places for committee meeting will be noticed once per month in the Daily Camera.
- The council agenda will include time for reports from committees under Matters from the Mayor and Members of Council, noting that written communications from the committees are appropriate as well.

Selection of Mayor and Mayor Pro Tem:

- Council members will make a good faith effort to select the mayor and mayor pro tem in an open and transparent process.
- After the council election, members seeking election as mayor or mayor pro tem should:
 - make their interest in the position know to their fellow members as soon as possible;
 - focus their communication with other council members on the positive attributes the member brings to the position; and
 - refrain from making any negative remarks about any person seeking election as mayor or mayor pro tem.
- Nominated individuals may make presentations that include, but need not be limited to, the following:
 - the skills and attributes the member would bring to the mayoral position;
 - the member's ability to efficiently run council meetings, respect the views of the minority while allowing the majority to rule, and perform other mayoral duties;
 - how the member would represent the city and city council and mayor position at gatherings outside of city council meetings;
 - how the member would serve on and appoint other council members to regional and national boards and commissions; and
 - how the member would engender trust from the community and other council members.
- Council members should work to avoid divisiveness by being inclusive during the mayoral selection process.

Agreed this 29th day of February, 2016.

Matthew Appelbaum

Aaron Brockett

Jan Burton

Suzanne Jones

Lisa Morzel

Andrew Shoemaker

Sam Weaver

Bob Yates

Mary Young

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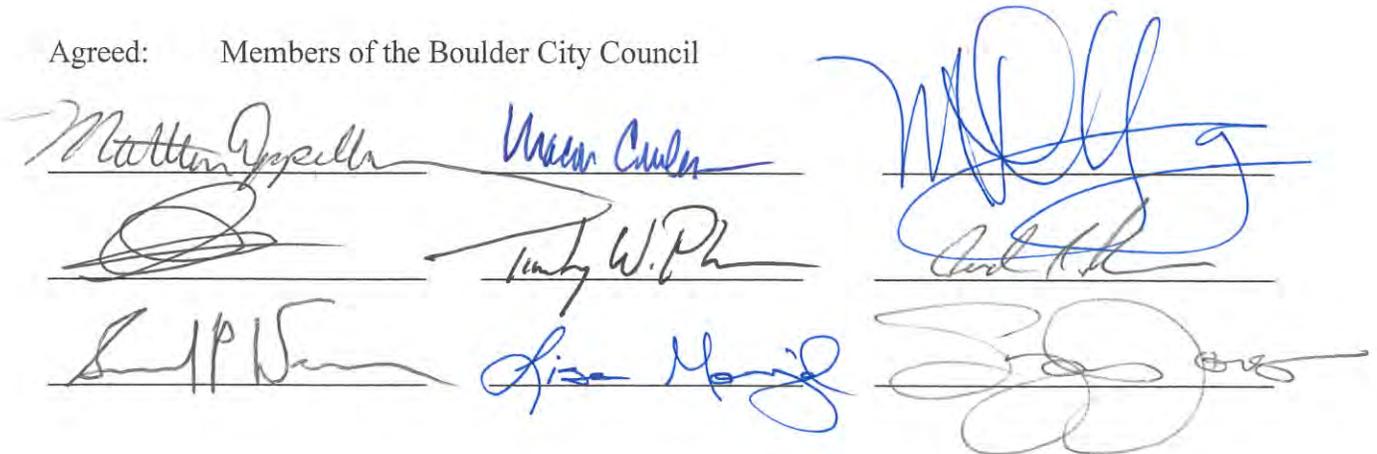
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 - how the member would promote trust of the community and other council members.
- Council members should work to avoid divisiveness by being inclusive during the mayoral selection process.

Agreed: Members of the Boulder City Council

The image shows nine handwritten signatures in blue ink, arranged in three rows and three columns. Each signature is written over a horizontal line. The signatures are: Row 1: Matthew Appella, Warren Cullen, [unclear]; Row 2: [unclear], [unclear], [unclear]; Row 3: [unclear], Lisa Meryel, [unclear].

Approved by Council: January 21, 2014

City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

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

City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

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

City of Boulder 2015 Work Plan

(Tentative as of December 16, 2014)

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

COUNCIL MEMBERS

Suzanne Jones	Mayor
Mary Young	Mayor Pro Tem
Matthew Appelbaum	Council Member
Aaron Brockett	Council Member
Jan Burton	Council Member
Lisa Morzel	Council Member
Andrew Shoemaker	Council Member
Sam Weaver	Council Member
Bob Yates	Council Member

COUNCIL EMPLOYEES

Thomas A. Carr	City Attorney
Jane S. Brautigam	City Manager
Linda P. Cooke	Municipal Judge

KEY STAFF

Mary Ann Weideman	Assistant City Manager
Bob Eichem	Chief Financial Officer
Lynnette Beck	City Clerk
Patrick von Keyserling	Communications Director
David Driskell	Executive Director for the Department of Planning, Housing Sustainability
Molly Winter	Director of Community Vitality
Heather Bailey	Executive Director of Energy Strategy and Electric Utility Development
Michael Calderazzo	Fire Chief
Joyce Lira	Human Resources Director
Karen Rahn	Human Services Director
Don Ingle	Information Technology Director
David Farnan	Library and Arts Director
James Cho	Municipal Court Administrator
Tracy Winfree	Open Space and Mountain Parks Director
Yvette Bowden	Parks and Recreation Director
Greg Testa	Police Chief
Maureen Rait	Executive Director of Public Works
Cheryl Pattelli	Director of Fiscal Services
Mike Sweeney	Acting Transportation Director
Jeff Arthur	Utilities Director

2016 City Council Committee Assignments

INTERGOVERNMENTAL ORGANIZATIONS

Beyond the Fences Coalition	Morzel (Castillo – staff alternate)
Boulder County Consortium of Cities	Young, Burton (alternate)
Colorado Municipal League (CML) – Policy Committee	Jones, Appelbaum (Castillo – staff alternate)
Denver Regional Council of Governments (DRCOG)	Brockett, Appelbaum (alternate)
Housing Authority (Boulder Housing Partners)	Shoemaker
Metro Mayors Caucus	Jones
National League of Cities (NLC)	Appelbaum
Resource Conservation Advisory Board (RCAB)	Morzel
Rocky Flats Stewardship Council	Morzel, Weaver (alternate) (Castillo – 2 nd staff alternate)
University of Colorado (CU)/City Oversight Committee	Weaver, Yates, Burton
US 36 Mayors/Commissioners Coalition (MCC)	Jones
US 36 Commuting Solutions	Burton, Morzel (alternate)
Urban Drainage and Flood Control District	Young

LOCAL ORGANIZATIONS

Boulder Museum of Contemporary Art (BMoCA)	Shoemaker
Boulder Convention and Visitors Bureau	Burton, Yates (alternate)
Colorado Chautauqua Board of Directors	Morzel
Dairy Center for the Arts	Brockett
Downtown Business Improvement District Board	Weaver, Yates

INTERNAL CITY COMMITTEES

Audit Committee	Shoemaker, Yates, Weaver
Boards and Commissions Committee	Appelbaum, Burton
Boulder Urban Renewal Authority (BURA)	Yates
Boulder Valley Comprehensive Plan (BVCP) Process Sub-Committee	Brockett, Weaver
Charter Committee	Morzel, Weaver, Young
Civic Use Pad/9 th and Canyon	Morzel, Young
Council Retreat Committee	Morzel, Yates
Council Employee Evaluation Committee	Morzel, Shoemaker
Housing Strategy Process Sub-Committee	Morzel, Young, Burton
Legislative Committee	Jones, Weaver, Appelbaum
School Issues Committee	Morzel, Shoemaker, Young

SISTER CITY REPRESENTATIVES

Jalapa, Nicaragua	Brockett
Kisumu, Kenya	Morzel
Llaza, Tibet	Shoemaker
Dushanbe, Tajikistan	Yates
Yamagata, Japan	Burton
Mante, Mexico	Young
Yateras, Cuba	Weaver
Sister City Sub-Committee	Morzel, Burton, Young

DRAFT
2016 Study Session Calendar

Date	Status	Topic	Time	Location	Contacts	Materials Due	Draft Summary Due	Final Summary Due
03/03/16	apprvd	Boards and Commissions Interviews (Thursday)	6-9 pm	1777 West	Heidi Leatherwood	02/24/16	N/A	N/A
03/08/16	apprvd	Boards and Commissions Interviews	6-9 pm	1777 West	Heidi Leatherwood	02/24/16	N/A	N/A
03/10/16	apprvd	Boards and Commissions Interviews (Thursday)	6-9 pm	1777 West	Heidi Leatherwood	02/24/16	N/A	N/A
3/22/2016		No Study Session-CU Spring Break Mar 21-25						
3/29/2016		Sister City Annual Dinner	5:30-7 PM	Lobby	City Clerk's Office	03/17/16	N/A	N/A
		Middle Income Housing Strategy Discussion	7-9 PM	Chambers	Jay Sugnet/Edy Urken	03/17/16		
4/12/2016		Board and Commissions Reception	5-6 PM	TBD	City Clerk's Office	N/A	N/A	N/A
		Boulder Valley Comp Plan Update- 3rd Phase	6:00-7:30	Chambers	Lesli Ellis/Lauren Reader	03/31/16		
		Dev Related Impacts Fees and Excise Taxes	7:30-9:00	Chambers	Chris Meschuk/Lauren Reader	03/31/16		
04/26/16		No Study Session-Council travel to Portland, OR						
05/10/16		Potential Ballot Items and Budget and Long Range Financial Planning Update	6-8 PM	Chambers	Peggy Bunzli/Elena Lazarevska	04/28/16		
		Boulder Energy Future Update	7:30-9:00	Chambers	Heather Bailey/Heidi Joyce	04/28/16		
05/24/16		Briefing	5:30-6:00	Chambers		N/A		
		Human Services Strategy Update on Comm Engagement, Direct Services Assessment, and Comm Funding Options	6:00-8 PM	Chambers	Todd Jorgensen, Linda Gelhaar	05/12/16		
		Residential and Commercial Energy Codes: Long Term Strate	8-9:00	Chambers	Kendra Tupper/Lauren Reader	05/12/16		
5/31/2016		Canyon Complete Streets Study - Update on the Design Options	6:00-7:30	Chambers	Noreen Walsh/Meredith Schleske	05/19/16		
		TMP Implementation Update- provide a 6 mo check in	1.5 hrs	Chambers	Randall Rutsch, Rene Lopez			
06/14/16		Mid Year Check in for Council Workplan	6:00-7:30	Chambers	Tammye Burnett/Diane Marshall	06/02/16		
		Session on the Development Related Impacts Fees and Excise Taxes	7:30-9:00	Chambers	Chris Meschuk/Lauren Reader	06/02/16		

DRAFT
2016 Study Session Calendar

Council Recess June 15-July 10									
07/12/16		Broadband Feasibility Study Results	6:00-7:30	Chambers	Don Ingle	06/30/16			
			7:30-9:00	Chambers		06/30/16			
07/26/16		Briefing: Boulder Energy Future	5:30-6:00	Chambers	Heather Bailey/Heidi Joyce	N/A			
		Homelessness Strategy Draft and Homeless Action Plan Update	6:00-8:00	Chambers	Wendy Schwartz/Linda Gelhaar	07/14/16			
		PLACEHOLDER -See clerk's office	8-9:00	Chambers		07/14/16			
08/09/16		Draft 2017 to 2021 Capital Improvement Program	6:00-7:30	Chambers	Peggy Bunzli/Devin Billingsly	07/28/16			
			7:30-9:00	Chambers					
08/23/16		Briefing	5:30-6:00	Chambers		08/11/16			
		Human Services Strategy Draft	6:00-8 PM	Chambers	Tofd Jorgensen/Linda Gelhaar				
			7:30-9:00	Chambers					
8/30/2016			6:00-7:30	Chambers		08/18/16			
			7:30-9:00	Chambers					
09/13/16		2017 COB Recommended Budget	6:00-8 PM	Chambers	Peggy Bunzli/Devin Billingsly	09/01/16			
		TMP Implementation Update- provide 6 mo update	8-9:00 PM	Chambers	Randall Rutsch/Rene Lopez	09/01/16			
9/27/2016		Briefing	5:30-6:00	Chambers					
		2017 Recommended Budget 2nd Study Session if needed	6:00-7:30	Chambers	Randall	09/15/16			
		Renewed Vision for Transit Update- detailed info on activities	7:30-9:00	Chambers	Randall Rutsch, Rene Lopez	09/15/16			
10/11/16			6:00-7:30			09/29/16			
			7:30-9:00			09/29/16			
10/25/15		Briefing: Boulder Energy Future	5:30-6:00	Chambers	Heather Bailey/Heidi Joyce	N/A			
			6:00-7:30	chambers		10/13/16			
			7:30-9:00	Chambers		10/13/16			
11/08/15			6:00-7:30	Chambers		10/27/16			
			7:30-9:00	Chambers		10/27/16			
11/22/15	Thanksgiving Holiday Week - No Meeting								

DRAFT
2016 Study Session Calendar

11/29/15		Briefing	5:30-6 PM			N/A		
			6- 7:30 PM			11/17/16		
			7:30-9 PM			11/17/16		
12/13/16			6-7:30 PM	Chambers		12/01/16		
			7:30-9 PM	Chambers		12/01/16		
12/22/15	Christmas Holiday Week - No Meeting							
12/29/15	New Years Holiday Week - No Meeting							



TO: Mayor and Members of City Council
FROM: Jordan Matthews, City Clerk's Office
DATE: February 29, 2016
SUBJECT: Information Packet

1. CALL UPS

- A. 2449 Pine Street LUR 2015-00105 Use Review

2. INFORMATION ITEMS

- A. Process for Analyzing Redevelopment Options at City-owned Site 30th and Pearl
- B. Boulders Energy Future: Transitions Plan and Budget Update
- C. 2016 Portland Update

3. BOARDS & COMMISSIONS

- A. Open Space Board of Trustees – February 11, 2016
- B. Human Relations Commission – February 22, 2016

4. DECLARATIONS

None



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Planning, Housing + Sustainability
Susan Richstone, Deputy Director of Planning, Housing + Sustainability
Charles Ferro, Development Review Manager for Land Use
Elaine McLaughlin, Senior Planner

Date: February 29, 2016

Subject: Call-Up Item: 2449 Pine Use Review (LUR2015-00105)

EXECUTIVE SUMMARY

On Feb. 4, 2016, the Planning Board unanimously approved (6-0, May absent) the above-referenced application with conditions as provided in the attached Notice of Disposition (**Attachment A**), finding the project consistent with the Use Review criteria of Land Use Code section 9-2-15(e), B.R.C. 1981. Approval of the application would permit the conversion of an existing skin care clinic to an optometrist office, which is a non-residential use in the residential zoning district of Residential Mixed 1 (RMX-1), thus necessitating Use Review.

The Planning Board decision is subject to City Council call-up within 30 days concluding on March 7, 2016. There is one City Council meeting within this time period for call-up consideration on: Feb. 29, 2016. The staff memorandum of recommendation to Planning Board and other related background materials are available on the city website for Planning Board [here](#).

BACKGROUND

The project site is located at the northwest corner of Pine and Folsom streets within the RMX-1 zoning district, which is defined in section 9-5-2(c)(1)(D) of the land use code as

“Mixed density residential areas with a variety of single-family, detached, duplexes, and multi-family units that will be maintained; and where existing structures may be renovated or rehabilitated.”

Under the RMX-1 zoning, a non-residential Medical Office use requires a Use Review. The zoning map is provided in **Figure 2**. The area to the west and northwest of the site are a mix of one to three-story mixed density residential buildings; the area to the east and southeast include a

gasoline service station and duplexes along with several other non-residential and residential buildings.

The site has operated for the past 15 years as Susan Melching, Inc. Skin Care which is defined as a “personal service” use under the Land Use Code section 9-16, B.R.C, 1981. This site has also been home to a variety of other non-residential uses over the years. Built in 1935, the building initially was a grocery store and over time it transitioned to other uses including a real estate office and a chiropractic office. City records indicate that the original grocery store was made nonconforming through a rezoning, and that the subsequent office use was approved through a Non-Conforming Review in 1977, although there is very little information on this case or subsequent proceedings. Because none of the non-residential uses that have occupied the site since the office was originally approved in 1977 have constituted an expansion of the use, there have been no subsequent Use Reviews for the property. The existing building as seen in photos in **Figure 3** and **Figure 4**, on the following page, is nonstandard as to setbacks.



Figure 1: Location of Site



Figure 2: Zoning of Site and Surroundings



Figure 3: Photo of Existing Building Looking North



Figure 4: Photo of Existing Building Looking Northwest

APPROVED PROJECT:

Planning Board approved a Use Review for a small Medical Office (optometry clinic) within the RMX-1 zoning district. While there are no plans to expand the 1,620 square foot building, at the time of building permit, the applicant will be required to provide four off-street bike parking spaces (two long term and two short term); a van accessible ADA parking space; repair portions of the sidewalk on Folsom and Pine streets and construct of a one-half width (nine feet) of concrete alley adjacent to the property. The city will pave the other half of the alley adjacent to the property. Depending upon the valuation of the property in relation to the remodeling value several additional site and landscape improvements may also be required such as parking lot screening and additional street trees.

Within the RMX-1 zoning district, the required parking for non-residential uses is one space per 300 square feet equating to 5.4 parking spaces. Per the land use code section 9-9-6(c)(1) (B), B.R.C. 1981, Rounding Rule, *“For all motor vehicle and bicycle parking space requirements resulting in a fraction, the fraction shall be: rounded to the next lower whole number when the required number of spaces is more than five.”*

Therefore, five parking spaces are required and the applicant is proposing seven, one of which would be striped for ADA accessibility. This will occur after issuance of a building permit as required by the land use code for site improvements.

The operating characteristics are provided in a Management Plan found in **Attachment A** and are described by the applicant in the written statement as follows:

There will be one optometrist, myself, and initially a staff of one operating under the practice name Alpine Eyecare Center, PC. I anticipate patient volume will be very similar to Susan Melching's Skin Care Clinic and definitely less than the previous clinic operating at this property from 1978-2000 with two Chiropractors, an acupuncturist and two massage therapists, typically seeing 10-15 patients per hour.

The Skin Care Clinic employed two aestheticians, each seeing 8-10 patients per day for a total of 20 on average. I plan on providing examinations to approximately 10-15 patients per day. Business hours shall be approximately 8:30 am -5:30 pm Monday through Friday with possibly a Saturday morning several times a month, similar to Ms. Melching's Clinic schedule.

PUBLIC COMMENT AND PROCESS

Required public notice was provided in the form of written notifications to property owners within 600 feet of the subject property. In addition, a public notice sign was posted on the property and therefore, all public notice requirements of section 9-4-3, "Public Notice Requirements," B.R.C. 1981 were met. Staff received one comment from a neighbor, provided in Attachment B, indicating concerns about the unpaved alley. Staff notes that the alley will be paved adjacent to the site to access the non-residential use, but that the residential alley will remain unpaved beyond the site as many residential alleys in Boulder. However, in further communication staff directed the neighbor to the city's transportation maintenance division, requests for alley paving through the Inquire Boulder website. The neighbor did communicate her concern. As indicated by the Transportation Department,

"As of September 2015, the Public Works Department has suspended alley paving while it works to develop guidelines for responding to community requests for this type of work. This is one of several operational practices that the department is evaluating as part of the Transportation Master Plan (TMP) implementation, including snow and ice control and pavement management. The department wants to create better ways to evaluate alley paving requests against competing priorities for public infrastructure maintenance and improvements as well as with consideration for impacts that can result from turning a gravel alley into a paved one. This process is being initiated in response to the number of alley paving requests received from community members and the need for consistent guidelines that address all potential impacts while balancing maintenance priorities. The Public Works Department expects these guidelines to be complete by the end of 2015, which will be in time for the next paving season. Until then, alley paving services have been temporarily suspended. The department will keep all requests for alley paving open in its Inquire Boulder customer service system until new guidelines are in place to determine next steps on each request."

PLANNING BOARD HEARING

The Planning Board reviewed the application on Feb. 4, 2016. At the hearing, the board found that the application is consistent with the applicable Use Review criteria of the Land Use Code section 9-2-15(c), B.R.C., 1918 as follows:

- (3) **Compatibility: The location, size, design, and operating characteristics of the proposed development or change to an existing development are such that the use will be reasonably compatible with and have minimal negative impact on the use of nearby properties or for residential uses in industrial zoning districts, the proposed development reasonably mitigates the potential negative impacts from nearby properties.**

Given the corner location of the site at the intersection of Folsom and Pine streets, the site serves as a transition from higher intensity non-residential uses to the lower intensity residential uses to the west. The relatively small size of the site and building along with operating characteristics that include standard business hours with approximately 10 to 15 patients per day, will be reasonably compatible with and have minimal impact on the use of nearby properties. Similarly, given the previous skin care use had a greater number of client visits, the new use will likely result in fewer impacts such as parking impacts. In addition to having seven spaces proposed where five are required, there are approximately 40 on-street parking spaces within one block east and west of the site on Pine Street.

- (5) **Character of Area: The use will not change the predominant character of the surrounding area.**

The areas to the west and northwest of the subject site are a mix of one to three-story mixed density residential buildings within the RMX-1 (Residential –Mixed 1) zoning district. The property to the east, across from Folsom Street is a gasoline service station that has been located on that site since the mid-1940s. To the southeast are mixed density residential buildings along with small office buildings along Folsom Street. Further to the south at Folsom and Spruce streets are other non-residential uses including the offices of the Nature Conservancy and auto-repair shops. As a small non-residential office use, the site will operate much as it has in this context since the 1930s and will therefore not change the predominate character of the surrounding area.

CONCLUSION

By a majority vote (6-0, May absent) the Planning Board unanimously approved the application with conditions. Consistent with the land use code section 9-4-4(c), B.R.C. 1981, if the City Council disagrees with the decision of the Planning Board, it may call up the application within a 30-day call up period which expires on Mar. 7, 2016, and with one City Council meeting during that time, it may consider this application for call-up at its **Feb. 29, 2016** public meeting.

ATTACHMENTS

- A. Planning Board Notice of Disposition dated Feb. 4, 2016
- B. Site Plan



CITY OF BOULDER
Planning and Development Services

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

CITY OF BOULDER PLANNING BOARD
NOTICE OF DISPOSITION

You are hereby advised that on February 04, 2016 the following action was taken by the Planning Board based on the standards and criteria of the Land Use Regulations as set forth in Chapter 9-2, B.R.C. 1981, as applied to the proposed development.

DECISION: **APPROVED WITH CONDITIONS**
PROJECT NAME: **PRIMARY EYE CARE OPTOMETRY**
DESCRIPTION: **STANDARD USE REVIEW** for use as a medical office, Primary Eye Care Optometry Clinic. Continued use of building without expansion. No significant change in patient/customer traffic or business impacts on neighborhood proposed.
LOCATION: **2449 PINE ST**
COOR: **N04W05**
LEGAL DESCRIPTION: **Lot 12, Block 137, BOULDER EAST O T, City of Boulder, County of Boulder, State of Colorado**
APPLICANT: **CHARLES BEATTY**
OWNER:
APPLICATION: **USE REVIEW, LUR2015-00105**
ZONING: **RMX-1**
CASE MANAGER: **ELAINE MCLAUGHLIN**
VESTED PROPERTY RIGHT: **NO; the owner has waived the opportunity to create such right under Section 9-2-19, B.R.C. 1981.**

This decision may be called up before the City Council on or before **March 7, 2016 (30 days)**. If no call-up occurs, the decision is deemed final thirty days after the Planning Board's decision.

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

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

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

At its public hearing on February 04, 2016 the Planning Board unanimously approved the request with the following motion:

Address: 2449 PINE ST

Motion:

On a motion by J. Gerstle seconded by J. Putnam the Planning Board voted 6-0 to approve the Use Review application LUR2015-00105, adopting the staff memorandum as findings of fact and subject to the recommended conditions of approval.

CONDITIONS OF APPROVAL

1. The Applicant shall ensure that the **development shall be in compliance with all plans prepared by the Applicant** on Jan. 11, 2016 on file in the City of Boulder Planning Department, except to the extent that the development may be modified by the conditions of this approval. Further, the Applicant shall ensure that the approved use is operated in compliance with the following restrictions:
 - a. The Applicant shall operate the business in accordance with the Management Plan dated January 11, 2016 which is attached to this Notice of Disposition except to the extent modified by these conditions of approval.
 - b. The hours of the approved use shall be 8:30 a.m. – 6:00 p.m. Monday through Friday, and 10:00 a.m. through 3:00 p.m. on Saturdays.
2. The Applicant **shall not expand or modify the approved use**, except pursuant to Subsection 9-2-15(h), B.R.C. 1981.
3. The Applicant **shall comply with all previous conditions** contained in any previous approvals, except to the extent that any previous conditions may be modified by this approval, including, but not limited to the following: Non-conforming Use Review #NC-77-36.
4. This **approval shall be limited to Alpine Eyecare Center**, operated consistent with the Applicant's Management Plan dated January 11, 2016. Any changes in ownership shall be subject to the review and approval of the Planning Director. The purpose of such review shall be to inform such subsequent user of this space that it will be required to operate the use in compliance with the terms of this approval.

By:


David Driskell, Secretary of the Planning Board

Address: 2449 PINE ST

Attachment A - Planning Board Notice of Disposition dated February 4, 2016

City of Boulder Planning & Development Services
1739 Broadway 3rd Floor
Boulder, CO 80302
Attn: Elaine McLaughlin

11 Jan 2016

Re: Land Use Review Application
"Management Plan"
Alpine Eyecare Center
2449 Pine Street
Boulder, CO 80302

Elaine McLaughlin:

May this letter serve as a Management Plan for the medical office, Alpine Eyecare Center to do business at 2449 Pine Street in Boulder, Colorado.

Alpine Eyecare Center proposed hours of operation are:

Monday-Thursday: 8:30am-6pm Friday: 9-5pm 2nd -4th Saturday of Month: 10-3pm

Alpine Eyecare Center will initially employ one person in addition to the owner-operator/doctor. Plans to hire an additional two employees after 8-12 months when business can support the staff.

Alpine Eyecare Center will not require any changes to the structure or land to conduct its business practice. After re-striping the parking lot, it will accommodate seven total vehicles including handicap van access; reducing it prior capacity by one vehicle. The business does not for-see use of on-street parking, and if so will not be more than one vehicle on Pine Street. Bike rack facilities for ease of patient use will be provided.

Trash/recycling has been contracted with Western Disposal Services typically occurring on Wednesdays between 8am-5pm.

Deliveries are anticipated to be equivalent to the prior owner, Susan Melching. Typically two to three deliveries/pick-ups per day maximum including common carriers such as FedEx, USPS, UPS and/or courier services. Deliveries will be executed during standard business hours.

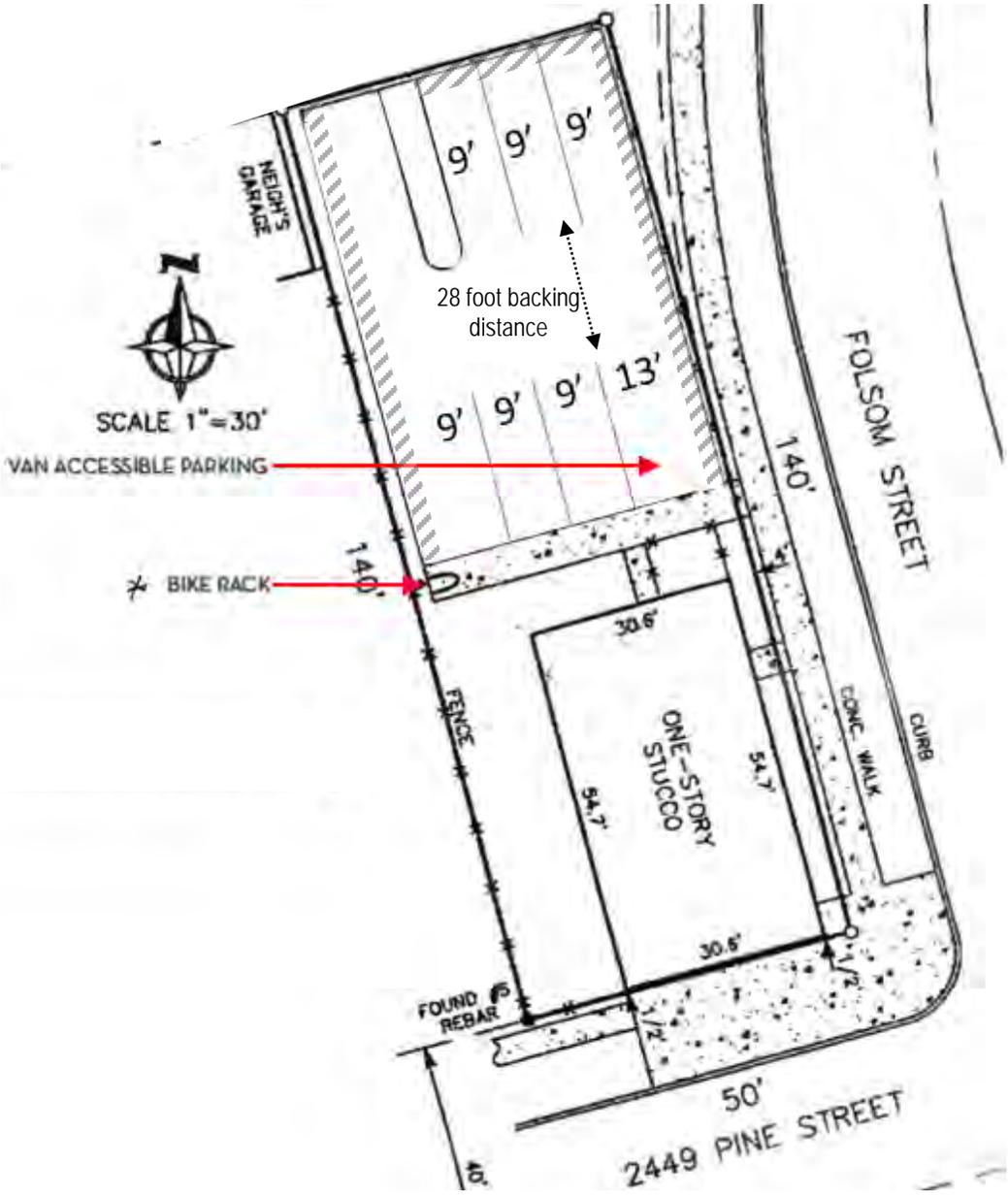
Please feel free to contact me regarding any informational needs during this Use Review process.

Sincerely,



Chuck Beatty, OD
Optometrist, President Alpine Eyecare Center

Address: 2449 PINE ST



2449 Pine: Alpine Eye Care Center Preliminary Site Plan

January 11, 2016



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Maureen Rait, Executive Director of Public Works
David Driskell, Executive Director of Planning, Housing & Sustainability
Susan Richstone, Deputy Director of Planning, Housing & Sustainability
Eric M. Ameigh, Public Works Projects Coordinator

Date: February 29, 2016

Subject: Information Item: Analysis of Redevelopment Scenarios for City-owned Site at 30th and Pearl streets

EXECUTIVE SUMMARY

The City of Boulder owns 4.3 acres in Boulder Junction, which it is seeking to redevelop in accordance with the Transit Village Area Plan, or TVAP. Staff gave City Council an update on recent redevelopment of properties in Boulder Junction and next steps for implementing Phase I of the TVAP at the Oct. 13, 2015 study session. Part of the discussion was about options for redeveloping that city-owned site, which is at the corner of 30th and Pearl streets. The matter also was discussed at the 2016 City Council retreat.

As a follow up to those discussions, staff has prepared a draft Request for Qualifications (RFQ) seeking consulting services for redevelopment analysis of that property. In order to support council discussion of redevelopment options later this year, staff will work with the selected consultant to fully develop and test a range of potential redevelopment scenarios. Possible options include the outright sale of the property, sale of the property with firm conditions, or a partnership model similar to previous projects in the Holiday neighborhood and Depot Square. Other scenarios also will be analyzed.

During the Feb. 29 City Council meeting, staff will be available to answer council members' questions or concerns during the time set aside for a follow up discussion of the council retreat. On the agenda, that is under Matters from the City Manager. Staff plans to release the RFQ later during the week of Feb. 29 and select a consultant by mid April. Council discussion of redevelopment options will take place early in the third quarter.

FISCAL IMPACT

The analysis of redevelopment scenarios is part of the 2016 work plan. Staff expects that the project can be completed within the existing budget for the Department of Planning, Housing and Sustainability.

BACKGROUND

Since the 2004 acquisition of the 11.2-acre Pollard Friendly Motors site at the corner of 30th and Pearl streets and the subsequent completion and adoption of the [Transit Village Area Plan](#) (TVAP) in 2007, the Boulder Junction area has redeveloped in a transformative way. Council was provided substantial updates on the progress of TVAP Phase 1 implementation and Boulder Junction redevelopment in [July 2012](#) and [October 2015](#).

Although significant progress has been made in the TVAP area in the past few years, the 4.3-acre city-owned site has yet to be redeveloped. The site will become available at the end of October 2016 when Pollard Friendly Motors, which still occupies the site under a lease with the city, vacates the property and moves to its new location.

A number of TVAP goals have been met since the plan was adopted but some have not. At the October 2015 study session, council reaffirmed that the city's interest in understanding how unmet TVAP goals and/or other related city goals could be met through redevelopment of the site. Staff determined that consulting resources would be necessary to complete the analysis and developed a Request for Qualifications (RFQ) to solicit consultant interest.

ANALYSIS

The RFQ includes critical information that describes the upcoming project and which the successful consultant must understand in order to effectively assist the city. What follows is a summary:

Redevelopment Options Analysis

Staff has identified, at a high level, a preliminary set of potential scenarios to analyze. They are examples only. The consultant will help the city determine the full range of possibilities and the costs and benefits of different approaches. The scenarios include, but are not necessarily limited to, the following:

- **Outright sale:** If the market would, on its own, support a development outcome in line with existing city goals for TVAP implementation, the city could consider sale of the property.
- **Sale with conditions:** If the market would not, on its own, support a development outcome in line with existing city goals for TVAP implementation, the city could consider selling the property with binding restrictions that would ensure city goals are met.
- **Partnership:** The city could seek a development partner(s) to actively plan, manage and/or participate in the redevelopment of the site in order to ensure city goals are met while taking advantage of a partner's creativity and financial capacity. Recent examples of city-involved partnerships include the Holiday neighborhood and Depot Square.

Considerations for Analysis

There are number of considerations in any future redevelopment of the property. The expectation of redevelopment is that it will be successful within a site, neighborhood and citywide context. Considerations include, but are not limited to, the following:

- Residential use: The TVAP anticipated the first phase of plan implementation would be largely residential. While many units have been added in the area, the total number of units has fallen short of expectations. In addition, most new units are stacked flat rentals, despite the plan calling for a diversity of housing types and tenures. The analysis must consider options for adding a variety of housing units.
- Affordable housing: The TVAP calls for a high percentage of affordable housing in the plan area and on the city-owned site. Actual permanently affordable unit production has fallen short of expectations. The analysis must consider options for adding permanently affordable housing units.
- Managed parking and transportation: The site falls within the Boulder Junction Access District, which provides managed parking and access to alternative modes of transportation. The cost to provide these services is paid by properties within the district. The analysis must consider how redevelopment scenarios will place demand on the district, how they will contribute to the district financially and whether off-street district parking facilities can and should be part of the site's development.
- Form-based code: The city expects that a form-based code will be in place on the site before its redevelopment. The new code will govern the site and building design to ensure development contributes positively to the city's placemaking efforts in the area. The options to be analyzed must conform to the form based code.
- Value: The value of the property will be an important variable in understanding costs and benefits of potential redevelopment scenarios. The analysis must include a realistic appraisal of the property's value and, potentially, whether sale of some or all of the property could create value that might be invested elsewhere to better achieve the city's affordable housing goals.

Required Skills and Experience

A meaningful analysis of redevelopment scenarios will require a thorough understanding and exploration of all of the city's goals and the necessary considerations. In order to accomplish this complex task, the successful firm will need to demonstrate expertise in the following areas, at a minimum:

- Real estate finance/pro forma development and analysis
- Market analysis and knowledge of trends in urban redevelopment
- Affordable housing development and financing mechanisms
- Architecture and urban design

Experience or familiarity with the Boulder real estate and development markets is highly desirable.

NEXT STEPS

Feb. 29, 2016 – Staff will be available at the Feb. 29 meeting to answer council members’ questions or concerns during the retreat follow up agenda item, under Matters from the City Manager. Staff plans to release the RFQ later during the same week.

Mid April, 2016 – Staff will choose a consultant.

April to July, 2016 – Analysis of redevelopment scenarios will be completed.

Third quarter, 2016 – Study session to discuss analysis of potential options and solicit council feedback on how best to move forward.

ATTACHMENTS

Attachment A – Draft Request for Qualifications



CITY OF BOULDER, COLORADO
REQUEST FOR QUALIFICATIONS

Analysis of Redevelopment Scenarios for City-
owned Property at 30th and Pearl

ISSUE DATE: _____

DUE DATE: March 23, 2016

CONTACT:
Eric Ameigh
303-441-4205
ameighe@bouldercolorado.gov

PROJECT BACKGROUND and SCOPE

In 2000, the city initiated a planning effort for a transit-oriented development in east Boulder as an extension of the 28th Street corridor planning project. The 11.2-acre site at the northeast corner of 30th and Pearl streets (then owned by Pollard Friendly Motors) was identified through a site selection process as the preferred location for a TOD. The site was acquired jointly by the city and the Regional Transportation District (RTD) in October 2004 and named “Boulder Transit Village.”

A plan for the area’s future redevelopment, the Transit Village Area Plan (TVAP), was adopted in September 2007 following an effort that began shortly after the acquisition of the Pollard Motor property in 2004. The plan outlines a set of goals and objectives for achieving a broad vision established for the 160-acre Transit Village Area. The vision for the Transit Village Area as articulated in the plan includes the following:

1. A lively and engaging place with a diversity of uses, including employment, retail, arts and entertainment, with housing that serves a diversity of ages, incomes and ethnicities;
2. A place that is not overly planned, with a “charming chaos” that exhibits a variety of building sizes, styles and densities where not everything looks the same;
3. A place with both citywide and neighborhood-scale public spaces;
4. A place that attracts and engages a broad spectrum of the community, not just people who live and work here or come to access the transit in the area; and
5. A place that emphasizes and provides for alternative energy, sustainability, walking, biking and possible car-free areas, e.g., an “eco-village.”

City-owned Site at 30th and Pearl streets

The 2004 acquisition effectively had two parts: the city purchased eight acres on the west portion of the Pollard Motor site for mixed-use development and RTD purchased 3.2 acres on the east portion for a transit facility. The city’s goals when it purchased its portion of the site were to:

- advance Boulder’s long-range vision for a TOD that maximizes public investment in multimodal transportation, infrastructure improvements and affordable housing;
- create a mixed-use development with predominantly residential uses and some supporting commercial uses as determined by a future market study;
- create a range of housing types;
- create a substantial amount (up to 50 percent) of permanently affordable housing, with the remaining 50 percent of the housing sold or rented at market rates; and
- create a mix of ownership and rental housing at a range of 220 to 300 units.

Chapter 3 of the TVAP, titled “Urban Design,” envisions that the city-owned site will be used to create a new transit-oriented, mixed-use neighborhood that is predominantly residential, with some retail and office space. Located in the Pearl Street Center District of the planning area, it is envisioned as a high-intensity mix of housing and associated commercial uses, capitalizing on its central location and the regional bus facility. Up to half of the residential units on the city-owned

site are envisioned as permanently affordable housing for low- to moderate-income, primarily workforce, family households and/or targeted to hard-to-serve populations that would greatly benefit from proximity to transit, such as people with disabilities and seniors.

Since 2005, the build-out estimates for the city-owned site have been reduced from 5.5 developable acres to 4.3 developable acres due to a number of factors including the future location of a $\frac{3}{4}$ -acre pocket park, realignment of Junction Place, 30th Street and Pearl Parkway redesign, siting of the historic depot building and other public improvements around the site (see figure below). Accordingly, housing estimates for potential residential apartments or condos, assuming ground floor retail/commercial along Pearl and 30th streets, have been reduced.



Redevelopment Options Analysis

As of the issue date of this Request, Pollard Friendly Motors still occupies the site under a lease with the city. Per the existing lease, Pollard will vacate the site at the end of October, 2016. The city is seeking an analysis of options for moving forward with redevelopment of the site following the expiration of the lease and the vacation of the site.

A number of TVAP goals have been met in the area since the plan was adopted but some have not. The city is interested in understanding how unmet TVAP goals, and/or other related city

goals, could be met through redevelopment of the site. The scenarios to be examined may include, but are not necessarily limited to, the following:

- **Outright sale:** If the market would, on its own, support a development outcome in line with existing city goals for TVAP implementation, the city could consider sale of the property.
- **Sale with conditions:** If the market would not, on its own, support a development outcome in line with existing city goals for TVAP implementation, the city could consider selling the property with binding restrictions that would ensure city goals are met.
- **Partnership:** The city could seek a development partner(s) to actively plan, manage, and/or participate in the redevelopment of the site in order to ensure city goals are met while taking advantage of a partner's creativity and financial capacity. Recent examples of city-involved partnerships include the Holiday neighborhood and Depot Square.

The above are examples only. The successful consultant will help the city determine the full range of possibilities and the costs and benefits of different approaches.

Considerations for Analysis

There are number of considerations in any future redevelopment of the property. The city is taking a very deliberate approach to site redevelopment given the critical location, not only within a redeveloping area, but also within a strategically important location in central Boulder. The expectation of redevelopment is that it will be successful within a site, neighborhood, and citywide context. Considerations include, but are not limited to, the following:

- **Residential use:** The TVAP anticipated the first phase of plan implementation would be largely residential. While many units have been added in the area, the total number of units has fallen short of expectations. In addition, most new units are stacked flat rentals despite the plan calling for a diversity of housing types and tenures. The analysis must consider options for adding a variety of housing units.
- **Affordable housing:** The TVAP calls for a high percentage of affordable housing in the plan area and on the city-owned site. Actual permanently affordable unit production has fallen short of expectations. The analysis must consider options for adding permanently affordable housing units.
- **Managed parking and transportation:** The site falls within the Boulder Junction Access District which provides managed parking and access to alternative modes of transportation. The cost to provide these services is paid by properties within the district. The analysis must consider how redevelopment scenarios will place demand on the district, how they will contribute to the district financially and whether off-street district parking facilities can and should be part of the site's development.

- Form based code: The city expects that a form based code will be in place on the site before its redevelopment. The new code will govern the site and building design to ensure development contributes positively to the city's placemaking efforts in the area. The options to be analyzed must conform to the form based code.
- Value: The value of the property will be an important variable in understanding costs and benefits of potential redevelopment scenarios. The analysis must include a realistic appraisal of the property's value and, potentially, whether sale of some or all of the property could create value that might be invested elsewhere to better achieve the city's affordable housing goals.

Required Skills and Experience

A meaningful analysis of redevelopment scenarios will require a thorough understanding and exploration of all of the city's goals and the necessary considerations. In order to accomplish this complex task, the successful firm will need to demonstrate expertise in the following areas, at a minimum:

- Real estate finance/pro forma development and analysis
- Market analysis and knowledge of trends in urban redevelopment
- Affordable housing development and financing mechanisms
- Architecture and urban design

Experience or familiarity with the Boulder real estate and development markets is highly desirable.

QUALIFICATIONS

Qualifications should include, at a minimum:

- cover letter
- firm background
- résumés of key personnel, including those who would work directly on the project
- hourly rates
- examples of similar or relevant projects
- list of recent clients

Qualifications must be submitted by noon on Wednesday, March 23, 2016 via email to project contact Eric Ameigh (ameighe@bouldercolorado.gov; full contact information below).

PROCUREMENT PROCESS AND SCHEDULE

TENTATIVE SELECTION SCHEDULE

RFQ issued	Wednesday, March 2, 2016
Qualifications due.....	Wednesday, March 23, 2016, NOON
Consultants Notified of Short List.....	Monday, March 28, 2016
Interviews.....	Week of April 4 or 11, 2016
Consultant selection.....	No later than April 22, 2016

PROJECT CONTACT INFORMATION

Upon release of this RFQ, all consultant communications concerning the RFQ should be directed to the RFQ Coordinator listed below. Any communications will be considered unofficial and non-binding on the city.

Name: Eric Ameigh
Public Works Projects Coordinator

Address: City of Boulder
Department of Public Works
1739 Broadway
Boulder, Colorado 80302

Telephone: 303.441.4205

E-mail: ameighe@bouldercolorado.gov



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Heather Bailey, Executive Director of Energy Strategy and Electric Utility Development

Date: February 29, 2016

Subject: Information Item: Boulder's Energy Future - Transition Plan and Budget Update

A. Transition Plan Update

The Transition Work Plan serves as a working tool for the city that will be updated on a regular basis as regulatory and legal issues are addressed, tasks are refined, and work is completed. It is designed to manage the risks of acquisition while prioritizing the fundamentals of an electric utility: safety and reliability. The updated schedule overview dated February 12, 2016, is presented as **Attachment A**. Significant work and accomplishments completed since the last update to council include:

- Initiated development of the supplemental application to the Colorado Public Utilities Commission (PUC) for transfer of assets based on November 4 hearing as documented in the December 30 order
- Ongoing evaluation and engagement with Xcel Energy (Xcel) on their response to the power supply request for proposal
- Ongoing evaluation and engagement with various vendors who provided qualification statements for ongoing operation and maintenance services
- Completed work on the Information Technology roadmap project
- Continued implementation and evaluation of energy services related to solar, electric vehicles, and nanogrids
- Continued work on the key accounts program
- Continued to meet with the Energy Services, Rates, Reliability and Safety and Resource Acquisition working groups as necessary
- Developed an operational cash flow and budget model capable of evaluating options for the supplemental application to the Colorado PUC
- Development of operations, maintenance, construction, and safety policies and procedures
- Development of customer service policies and guidelines

- Communication and outreach work
- Participation in a number of regional, national and international collaborations in support of the Boulder community's climate and energy goals (**Attachment B**)

Work during the first quarter of 2016 includes:

- Pursue discovery process with Xcel to obtain information needed to prepare supplemental application to the Colorado PUC for transfer of assets
- Develop separation alternatives consistent with the Colorado PUC order of December 30, 2015
- Develop supplemental application to the Colorado PUC for transfer of assets responding to answer testimony and discovery requests
- Ongoing evaluation and engagement with Xcel on their response to the power supply request for proposal
- Ongoing evaluation and engagement with various vendors who provided qualification statements for ongoing operation and maintenance services
- Integrate information from the Information Technology roadmap project in the transition work plan and budget
- Continue implementation and evaluation of energy services related to solar, electric vehicles, and nanogrids
- Continue work on the key accounts program
- Continue to meet with the Energy Services, Rates, Reliability and Safety and Resource Acquisition working groups as necessary
- Use the cash flow and budget model to evaluate options for the supplemental application to the Colorado PUC
- Development of operations, maintenance, construction, and safety policies and procedures
- Development of customer service policies and guidelines
- Communication and outreach work

B. Budget Update

The municipalization Work Plan represents a significant undertaking. In particular, the legal and technical work necessary to prepare for the potential acquisition of the local distribution system and launch of a municipal utility will be a considerable investment. Recognizing this, in 2011, city voters approved an increase to the Utility Occupation Tax in the amount of \$1.9 million a year. The use of this tax revenue has been allocated to the following categories:

- Legal services (PUC, condemnation and FERC Counsel)
- Consulting services related to municipalization and separation of Xcel's system (engineering and appraisal services)
- Salary and benefits (Energy Strategy and Electric Utility Development)
- Purchased services and supplies (office space and supplies)

City staff has committed to manage spending on transition plan activities such that significant investments are deferred until such time as there is a decision on the separation of the electric system from Xcel and staff will be able to assess the overall impact on utility financial metrics.

Budget

The 2015-2017 total budget of \$7,880,327 is primarily funded from the 2015 Utility Occupation Tax, part of which was prefunded through an advance from the general fund which is being reimbursed as the Utility Occupation Tax is collected for 2016 and 2017. The budget also includes a one-time general fund request of \$712,877; 2015 encumbrance carryover of \$495,731; and 2015 Operating Carryover of \$441,361. These funds have been allocated for salaries, benefits, and services which support legal and operations work related to the development of an electric utility. Expenditures for 2015 total \$2,021,490 and are below year to date budget targets.

The 2015-2017 sources and uses for this effort are provided in the charts below.

Chart 1

2015-2017 Sources				
2015 Utility Occupation Tax	2,015,710			
General Fund Reserves (to be replenished by 2016 and 2017 UOT revenue)	4,214,648			
One-time General Fund Request	712,877			
2015 Encumbrance Carryover	495,731			
2015 ATB Carryover Request	441,361			
TOTAL (2015-2017)	7,880,327			
2015 Uses (Energy Future)	2015 Revised Budget	Expenditures	Committed/ Encumbrances	Balance
Staffing	891,900	703,919	0	187,980
Consulting and Contract Services - Transition Plan	867,500	33,857	20,143	813,500
Consulting and Contract Services - Legal and Regulatory	1,261,282	923,042	347,611	-9,371
Consulting and Contract Services	2,128,782	956,899	367,754	804,129
Systems	290,000	174,471	529	115,000
Capital	0	0	0	0
Purchased Services and Supplies	216,252	186,201	0	30,051
Contingency	343,998	0	0	343,998
2015 Total	3,870,932	2,021,490	368,283	1,481,159
2015 Expenditures		2,021,490		
2015 Encumbrances		368,283		
Future Planned Expenditures		5,490,554		
TOTAL (2015-2017)		7,880,327		

In addition to the 2015 approved project budget, council approved a \$1 million contingency, out of the City Manager fund, to help supplement the Energy Future budget for additional unplanned expenses. The contingency fund has been used to help supplement staff salaries in 2015. The projected budget for the 2015 contingency fund is \$277,276. Expenditures for 2015 total \$134,709 and are below year to date budget targets.

Chart 2

2015 Uses (\$1 Million Contingency)	2015 Revised Budget	Expenditures	Committed	Balance
Staffing	277,276	134,709	0	142,567
2015 Total	277,276	134,709	0	142,567

Below is a chart of the expenditures spent to date on this project, since the approval of the Utility Occupation Tax.

Chart 3

	2012	2013	2014	2015	
Energy Future Project - Actual Expenditures	1,033,762	2,512,615	1,942,452	2,021,490	
\$1 Million Contingency - Actual Expenditures	-	-	-	134,709	
TOTAL (2012-2015)	1,033,762	2,512,615	1,942,452	2,156,199	7,645,028

The City of Boulder provides a wide range of core services and community projects on behalf of the community each year. In 2015, approximately 85% of city resources, including personnel and non-personnel expenditures, across the organization, focused on core services including maintenance, operations and public safety, and approximately 15% of city resources focused on community projects outside the delivery of core services including, the Boulder Valley Comprehensive Plan, Housing Boulder, the Civic Area Plan, the Homeless Strategy, the North Trail Study Area, and the Boulder Energy Future Project.

The Boulder Energy Future Project is one of the high profile community projects and is a top priority for City Council. In 2015, resources dedicated to this project represented approximately 6% of city resources spent on community projects. The level of indirect staff resources contributing to the Boulder Energy Future Project is commensurate with resources contributed to other city-wide community projects, and are indicated in Chart 4 below.

Chart 4

	2012	2013	2014	2015
Other Staff Resources Contributing to the Project	577,303	644,924	840,452	728,905

Staff resources who contributed to the project in 2015, the estimated percentage of staff time spent on the project and associated budget allocation is provided in **Attachment C**.

Lastly, an organizational chart showing staff assigned to this project and their areas of focus is included as **Attachment D**.

Attachments:

Attachment A: Transition Work Plan Schedule (Updated February 12, 2016)

Attachment B: Regional, National and International Collaboration

Attachment C: Staffing Resources

Attachment D: Organizational Chart

TRANSITION WORK PLAN SCHEDULE OVERVIEW										
2/12/2016										
TASK	2016				2017				2018	2019
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4		
DEFINITIONS										
DAY 1 - Boulder pays for system and has right to collect revenue										
DAY 2 - Full Separation/integration complete										
LEGAL/REGULATORY										
PUC Process										
Condemnation Process										
FERC/NERC/WECC Compliance										
PLANNING & ENGINEERING										
Systems										
GIS AND SYSTEM MAP										
Review Xcel's System Map for Boulder system										
Issue RFP, Determine Contractor, Develop System Map and Inventory										
SCADA										
Review Xcel SCADA information										
Evaluate SCADA communication protocol										
Implement SCADA system										
Policies/Procedures/Standards										
Research Electric Utility Industry Policies, Procedures and Standards										
Developer Standards										
Review Xcel Developer Standards										
Develop Boulder Developer Standards										
Interconnection Standards										
Review Xcel Interconnection Standards										
Develop Boulder Interconnection Standards										
Additional Facilities & Services										
Review Xcel Standards for Additional Facilities & Services										
Develop Boulder Standards for Additional Facilities & Services										
Impact Fees and Charges										
Review Xcel Impact Fees and Charges										
Develop Boulder Impact Fees and Charges										
Service Contracts for Large Customers										
Review Xcel Service Contracts for Large Customers										
Develop Boulder Service Contracts for Large Customers										
Substation and Distribution Design Manuals										
Review Xcel Substation and Distribution Design Manuals										
Develop Boulder Substation and Distribution Design Manuals										
Substation and Distribution Materials and Construction Standards										
Review Xcel Substation and Distribution Materials and Construction Standards										
Develop Boulder Substation and Distribution Materials and Construction Standards										
Substation and Distribution System Planning Guidelines										
Review Xcel Substation and Distribution System Planning Guidelines										
Develop Boulder Substation and Distribution System Planning Guidelines										
Meter Maintenance & Testing Standards										
Review Xcel Meter Maintenance & Testing Standards										
Develop Boulder Meter Maintenance & Testing Standards										
Council approval of Engineering Policies (as needed)										
Planning & Engineering Studies										
System Model										
Review Xcel's System Model for Boulder system										
Issue RFP, Determine Contractor, Develop System Model										
Protective Device Coordination										
Review Xcel's Device Protection schemes for Boulder system										
Issue RFP, Determine Contractor, Perform Coordination Study										
Arc Flash Analysis										
Review Xcel's Arc Flash study/incident energy levels for Boulder system										
Issue RFP, Determine Contractor, Perform Arc Flash Study										
Long Range Plan										

TRANSITION WORK PLAN SCHEDULE OVERVIEW										
2/12/2016										
TASK	2016				2017				2018	2019
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4		
Review Xcel's Long Range Plan for Boulder System										
Issue RFP, Determine Contractor, Develop Long Range Plan										
CONSTRUCTION, OPERATIONS AND MAINTENANCE										
Evaluate construction & operations services to outsource										
RFQ for on-going services					COMPLETE					
Issue RFPs for on-going services										
Negotiate contracts for on-going services										
Meter Reading										
Expand water meter reading operations or sub-contract; implement										
Locate and lease support facility space										
Office Space/Printing/Mail Room/Meeting Room (Construction)										
Indoor Warehouse										
Outdoor Warehouse/ Laydown Yard										
Transformer & Equipment Shop										
Vehicle & Equipment Shelters/Storage										
Meter Shop										
Substation Shop										
Vehicle Service & Maintenance										
Dispatch Center										
SCADA Operations Center										
Emergency Operations Center										
Systems										
Outage Management System										
Evaluate Outage Management Options										
Evaluate and Implement Outage Management or coordinate with Xcel										
Meter Data Management										
Review Xcel meter reading technical requirements and communication protocols OR contract with Xcel for meter reading										
Implement Meter Data Collection/Management System OR develop meter data transfer and system testing plan with Xcel										
Inventory										
Warehouse Stock										
Obtain list of unique or critical equipment specific to Boulder territory										
Determine warehouse inventory levels and purchasing requirements to meet scheduled and emergency work										
Stock Warehouse										
Meters										
Determine required metering inventory levels and purchasing requirements to replace meters as part of ongoing maintenance										
Stock meter shop										
Needs assessment for future meter replacement program (input into LRP); compatibility, functionality, etc.)										
Equipment/Tools										
Contract Crew Equipment										
Service Crew Equipment										
Meter Tech Equipment										
Vehicles										
Rolling Stock										
Personal Protective Equipment										
Policies/Procedures/Standards (Construction & Operations)										
System Operations Procedures										
Review Xcel system operations standards										
Develop Boulder system operations procedures										
System Inspection, Maintenance, and Testing Procedures										
Review Xcel system inspection, maintenance, and testing standards and reports for 5 historical years										
Develop Boulder system inspection, maintenance, and testing procedures										
Vegetation Management Plan										

TRANSITION WORK PLAN SCHEDULE OVERVIEW										
2/12/2016										
TASK	2016				2017				2018	2019
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4		
Review Xcel information on vegetation management requirements including clearing cycles and status of Boulder circuits.										
Evaluate existing City practices, determine expansion of City practices or develop separate plan, finalize Vegetation Management Plan										
Outage Response & Emergency Operating Plan										
Obtain SAIDI and SAIFI for Boulder circuits for the most recent 5 historical years										
Evaluate synergies with other City operations and finalize Outage Response & Emergency Operating Plan										
Council Approval of Construction & Operations Policies (as needed)										
Secure building and facility space of on-going services										
Vendor mobilization for on-going services										
POWER SUPPLY										
Policies/Procedures/Standards										
Evaluate Rocky Mountain Reservice Group participation										
Risk Management Protocols										
Utility REC & Carbon tracking protocols										
Load Forecast										
Develop estimate of future generation/displacement from existing and anticipated city owned or third-party DSM/EE/DG for 10 year planning cycle										
Perform Local Solar Potential Capacity Analysis					COMPLETE					
Create web based solar mapping platform utilizing LIDAR					COMPLETE					
Establish Short and Long Term Power Supply RFP objectives that meet technical requirements for delivery, cost, environmental priorities and Utility of Future vision										
Review 10 years of historical monthly retail load data, by customer class, from Xcel; adjust to delivery points										
Review 10 years of historical DSM & EE energy/capacity displacement from Xcel programs										
Review 10 years of historical generation from local third-party owned generation (DG)										
Develop current and 10-year summer/winter energy and demand load profile by delivery point										
Power Supply										
Power Supply Preliminary Evaluation										
Choose Power Supply Advisors										
Form Power Supply Working Group										
Ongoing Power Supply Working Group Meetings										
Secure Power Supply and Transmission Service										
Issue RFP to Xcel Energy					COMPLETE					
Evaluate Xcel Energy Proposal					COMPLETE					
Issue RFP to third party providers										
Receive responses and evaluate proposals										
Negotiate contract for integrated power supply and transmission service										
Implementation of power supply and transmission prior to Day 1										
Resource Planning										
Integrated Resource Planning										
Determine IRP process including: participants, required data, frequency, approval process, need for consultants, etc										
Potential IRP Working Groups										
Colorado Renewable Energy Resource (RES) Compliance Plan										
Develop and implement RES compliance plan based on state requirements										
CUSTOMER SERVICE										
Determine call center implementation approach										
Issue RFP for call center representative and outsource (if required)										
Billing/Collections Staff										
Expand current City operations for electric billing/collections										
Output Services Inc. (OSI) - printing and mailing bills and notices										
e-Complish/Chase Paymentech - process phone and online credit payments										
JP Morgan Chase - process check payments										
Vanco Services - electronic payments										
Systems										
Customer Information (CIS/Billing)										

TRANSITION WORK PLAN SCHEDULE OVERVIEW										
2/12/2016										
TASK	2016				2017				2018	2019
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4		
Internal evaluation for CIS system requirements										
Review Customer Account Information										
Contract with Advanced Utility to configure software for electric billing										
CIS system - Software programming implementation										
Clean Data										
Import Customer Account Information and CIS "live" testing with Call Center										
Policies/Procedures/Standards										
Customer Service Policies										
Develop Customer Service Policies and Procedures										
Develop Collection and Information Privacy Policies and Procedures										
Council approval of Policies (as needed)										
Key Accounts										
Develop Key Account Program										
Establish criteria for Key Accounts										
Identify and Tag Key Accounts										
Align with overall Customer Experience Strategy										
Customer Account Transition										
Communications and Customer Experience Working Group										
Develop/implement communication strategy										
Develop/revise customer interface platforms and contact information										
ENERGY SERVICES										
Develop Interim Energy Services Program										
Form Energy Services working group									COMPLETE	
Develop options for Interim Energy Services Program									COMPLETE	
Develop plan and funding options for Interim Energy Services Program									COMPLETE	
Implement Interim Energy Services Program										
Develop Energy Services for Day 1										
Review gap analysis with Xcel offerings										
Research best practices, emerging trends and customer needs										
Develop energy services alternatives and costs										
Develop Rate Structures or Riders for input into rate development										
Establish Measurement and Verification Guidelines and Methodology										
Public process/Council approval (as needed)										
Finalize Energy Services										
Market and Launch Day 1 Energy Services										
Existing (Xcel) Customer Programs- Billing Transition										
Obtain list of current and anticipated City customers participating in existing Xcel sponsored programs.										
Determine legacy Xcel customers that require program support and ongoing bill credits/compensation (if necessary).										
Incorporate billing methodology to continue credits/compensation to legacy Xcel program participants if necessary.										
FINANCE & ACCOUNTING										
Financial Modeling										
Select Consultant for Cash Flow Model Development									COMPLETE	
Financial Cash Flow Model Development									COMPLETE	
Financial Cash Flow Modeling										
Resource (Capital) Planning and Financial Management System										
Modify/expand Tyler Munis Enterprise Resource Planning system for electric operation										
Accounting										
Modify/expand Tyler Munis Accounting system for electric operation										
FERC Accounting										
GASB Accounting										
Purchasing										
Asset Management										
Insurance										
Evaluate Enterprise Risk Management Options										
Personnel Related Insurance - evaluate current self-insurance coverage and adjust as needed										

TRANSITION WORK PLAN SCHEDULE OVERVIEW										
2/12/2016										
TASK	2016				2017				2018	2019
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4		
Equipment Related Insurance - evaluate current self-insurance coverage and adjust as needed										
Budget										
10-20 year Budget (preliminary/pro forma)										
10-20 year Budget (final for bond issuance)										
Refresh Budget (using final retail rates) for Charter Metrics										
Rates										
From Rates Working Group	COMPLETE									
Issue RFP and choose contractor for Rate Analysis										
Identify Rate Components and preliminary rate structure										
Cost of Service Study										
Develop Rates (final for bond issuance)										
Public process/Council approval of rates (as needed)										
Finalize Rates										
FINANCING										
BRIDGE LOAN										
Solicitation										
Council Process (as needed)										
Bridge Loan Prep										
Bridge Loan Duration										
BONDING										
Bond Prep										
Issue RFP for Bond Underwriter										
Development of official statement										
Rating agency presentations										
Investor presentations/Drafting of disclosure documents										
Issue Bonds										
SUPPORT SERVICES										
Fleet Service Management System										
Administrative Policies										
Human Resources										
HR Staffing Assessment										
Review/revise existing Personnel Policies following HR Staffing Assessment										
Information Technology										
Select Consultant for IT Roadmap Development	COMPLETE									
IT Roadmap Development	COMPLETE									
Implement IT Roadmap										
Facilities										
Fleet										
Communications										
Interim Communications and Outreach										
Communication and Customer Experience Working Group										
Branding, Marketing & Communications Plan										
Evaluate need for branding and logo; develop preliminary budget										
Branding design; preliminary marketing/communication plan										
Public Process/Council approval of branding and logo (as needed)										
Finalize branding and communication plan and budget; identify audience, format, content, and timing										
Launch branding and communication plan										
Accident Investigation Procedures										
Incorporate electric operations requirements into current procedures										
Establish/Adopt Safety Policies & Training Programs for electric operations										
INTER-DEPARTMENT ASSESSMENTS										
GOVERNANCE										
Governance Working Group										
Create Utility Advisory Board										
INTERCONNECTION										

Regional, National and International Collaboration

Area of Collaboration	Relevant Activities in 2015
Legislative & Regulatory	<ul style="list-style-type: none"> • Colorado Public Utilities Commission (PUC) Proceeding No. 14AL-0660E (2014 Rate Case)—Staff participated in the proceeding including the settlement discussions. • Monitored Bills introduced in 2015 Legislative Session. • Colorado Public Utilities Commission (PUC) Proceeding No. 14R-0394EG (Rulemaking on Energy Data Access and Privacy Rules)—Created a coalition of eight local governments to recommend rule changes to facilitate climate action planning. The Commission ruled on the proceeding on July 7, approving many of the City’s recommendations for improving building owner access to whole building data such as replacing the 15/15 rule with a 4/50 data privacy rule. Concurrently, the Commission dismissed several of the more impactful recommendations made by Boulder and Denver that would have made it easier for communities to obtain energy usage data. In particular, they upheld the current 15/15 data privacy rule for community energy reports. • In partnership with Boulder County, developed the Colorado Communities for Climate Action Coalition to lead efforts to advocate for policy and regulatory changes that promote and support local decision making in pursuit of a low carbon energy future including those that would simultaneously promote community resilience, economic vitality and job creation. To date, Boulder, Boulder County, Fort Collins, Aspen, Eagle and San Miguel Counties have committed funds and are official partners. Recruitment efforts continue in 2016, and a 2016 work plan is being developed. • Colorado Public Utilities Commission (PUC) Proceeding No. 14A-1057 (2015-2016 DSM plan)—Staff participated in settlement negotiations. • EPA Clean Power Plan- In partnership with 17 US states and four cities, Boulder intervened in the DC District Court case. The Coalition is being led by the New York Attorney General’s office and was formed to defend the Clean Power Plan against motions to stay the rule. Boulder submitted a Declaration from the Mayor which was submitted as testimony in the case. Boulder will continue to be an active party.
Regional Technical and Outreach Working Groups	<ul style="list-style-type: none"> • Colorado Climate Networking Steering Committee—The Colorado Climate Network and the Colorado Municipal League are convening a statewide Local Resilience Project and the Northern Front Range Resiliency Project to help improve the resilience of Colorado local governments and local resources to possible climate change impacts. The Network released the final report available at: http://www.coclimatenetwork.org/resilience.html. Additionally, the CCN will perform the administrative functions for the Colorado Communities for Climate Action Coalition mentioned above. • Local Government Working Group on Public Utilities Commission Issues— Developed strawman community energy report and participated in meetings with Xcel Energy technical staff to refine list of energy consumption and programmatic metrics that will be provided to local governments for climate and energy planning.

	<ul style="list-style-type: none"> ● Boulder Sustainability Alliance—Representatives from CU Boulder, BVSD, Boulder County and the city have continued to meet to discuss sustainability related issues; particularly issues associated with energy. On May 4 the Alliance was the primary topic at the Town/Gown event at CU Boulder. Leadership from each of the four Alliance organizations spoke about efforts relate to climate, energy and sustainability. ● Boulder, Boulder County & City/County of Denver Collaboration—Staff from the four agencies meet quarterly to discuss ongoing issues related to energy and climate, waste reduction and transportation alternatives. ● Colorado Clean Energy Cluster—Colorado Clean Energy Cluster (CCEC) is a project-driven, nonprofit economic development organization aimed at growing primary jobs in Colorado in the area of clean energy through formal partnerships between clean energy companies, the public sector and higher education. The board is made up of cities, businesses and universities – the city’s membership includes board seats for the city, Boulder Chamber, and the University of Colorado Boulder. The city is collaborating with CCEC on the following efforts: <ul style="list-style-type: none"> ▪ Managing a Department of Energy grant funded project to increase energy resilience at the city’s Water Treatment plant ▪ Organizing and tracking the local clean tech energy sector ▪ Identifying and developing high profile/high impact pilot projects that engages our local clean energy companies ▪ Ensuring the success of the Boulder Energy Challenge grant recipients
<p>National Technical and Outreach Working Groups</p>	<ul style="list-style-type: none"> ● iUrban Smart City Advisory Group—Participated in two collaborative webinars with international advisory group members ● USDN Utility-Data User Group—Participated in bi-monthly webinars on topics from EPA Portfolio Manager to an overview of ACEEE tools and resources.
<p>Conferences & Presentations</p>	<ul style="list-style-type: none"> ● February 23-25, Panel and Presentation at COSEIA Conference ● March 5, Presentation at Law Seminars International Conference ● March 12, Presentation to Gunbarrel Energy Future ● March 17, Alliance for Sustainable Colorado Legislative Briefing ● March 25-27, Planning Committee and Presentation at the Second Annual Maui Energy Conference ● March 31, 2015, Presentation to CU Policy Class ● April 20, Hosted presentation by Hubert Fechner head of Renewable Energy at the Institute of Applied Science in Vienna ● May 12-13 Carbon Neutral Cities Alliance, Vancouver ● May 19, Presentation to Boulder Valley Rotary Club ● May 20, Presentation to Leave Boulder County Out ● May 27, Presentation at American Antitrust Institute Conference ● May 27, Presentation at Public Power in the District of Columbia ● June 18, Presentation to Boulder Economic Council ● June 29, USDN Technical Microgrid Workshop, Boston ● July 13, Vail Symposium Panel and Presentation

ATTACHMENT B

- July 14, Presentation to Boulder County Commissioners
- July 22-23, Energy System Transformation Breakthrough Convening
- July 27, Presentation to Empower Our Future
- September 1, Alliance for Sustainable Colorado Panel
- September 18, Presentation to Colorado Municipal League
- September 21, Presentation to Empower Our Future
- September 23, Presentation to Environmental Entrepreneurs
- October 8, Presentation to Fossil Fuel Free Denver
- October 9, Presentation to International Delegates
- October 16, Presentation to Colorado Association of Municipal Utilities (CAMU)
- October 22, Presentation at New Republic's - The Next Frontier of Climate Change
- October 27, Presentation to Institute for Policy Integrity New York University School of Law
- December 1, Paris COP 21 Presentation
- December 18, City of Boulder Legislative Breakfast

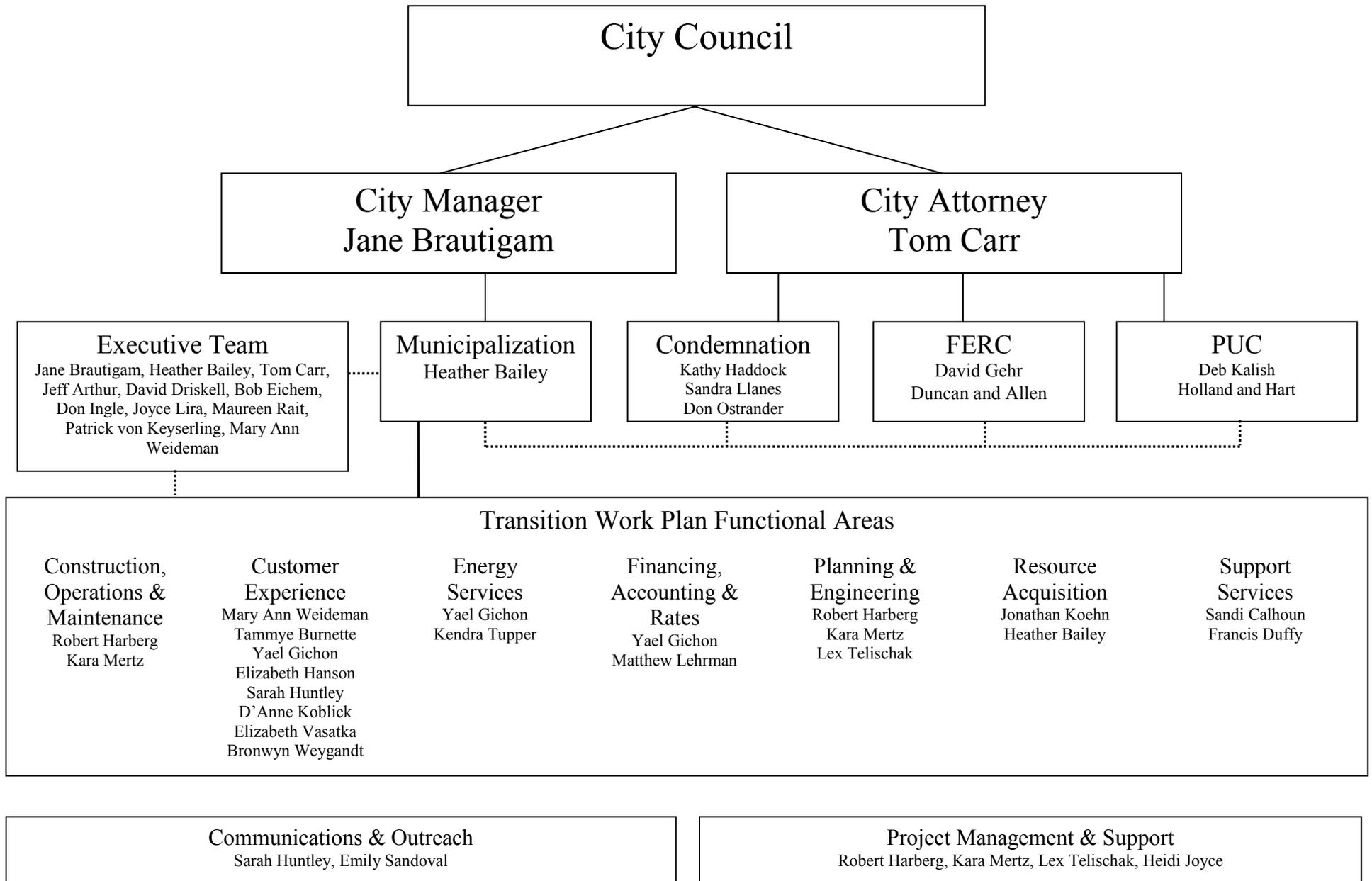
Boulder's Municipalization Exploration Project
2015 Staffing Resources
January - December, 2015

Energy Future Budget: Utility Occupation Tax (UOT)/One-time General Fund \$	
Name	% of Time Dedicated to Project
Heather Bailey	100
Aaron Estevez-Miller (Part-time Intern)	100 June-August
Maya Fohrman (Part-time Intern)	100 May-August
Robert Harberg	100 March-December
Taylor Jacobs (Part-time Intern)	<1
Heidi Joyce	100
D'Anne Koblick	13 January-June
John Miller (Part-time Intern)	100 January-February
Emily Sandoval (Part-time Intern)	100 May-December
Lindsay Sandoval (Part-time Intern Through Nov., 1.0 FTE Nov.-Dec.)	100 May-December
	\$703,919 Actual Cost

Energy Future Budget: \$1 Million Contingency	
Name	% of Time Dedicated to Project
Yael Gichon	50
Matt Lehrman	100 July-December
Jessica Sharkey	100 May-June
Lex Telischak (Part-time)	100 May-December
	\$134,709 Actual Cost

Staffing Resources Allocated Within Existing Budgets, Separate From Energy Future	
Name	% of Time Dedicated to Project
Jeff Arthur	2
Jane Brautigam	5
Tammye Burnette	<1
Tom Carr	10
Sandi Calhoun	4
Carl Castillo	1
Kelly Crandall	83 January-May
David Driskell	3
Marion Down	1
Francis Duffy	1
Bob Eiche	4
Daniel Fairchild	2
Brett Feddersen	10
David Gehr	28
Yael Gichon	50
Kathy Haddock	58
Elizabeth Hanson	5
Sarah Huntley	33
Don Ingle	8
Elesha Johnson	3
Deb Kalish	57
Jonathan Koehn	81
Joyce Lira	3
Sandra Llanes	30
Kara Mertz	5
Sean Metrick	<1
Laurie Nading	44
Denise Noe	<1
Joanna Paradiso	1
Cheryl Pattelli	<1
Maureen Rait	4
Penn Richman	12
Kendra Tupper	8
Elizabeth Vasatka	3
Patrick von Keyserling	2
Bronwyn Weygandt	2
Mary Ann Weideman	5
	\$728,905 Estimated Cost

ATTACHMENT D
Organizational Chart





**INFORMATION PACKET
MEMORANDUM**

To: Mayor and Members of Council

From: Jane S. Brautigam, City Manager

Date: February 25, 2016

**Subject: Information item: Update 2016 Intercity Leadership Visit to Portland/Eugene
April 24, 2016 – April 27, 2016**

EXECUTIVE SUMMARY:

At the Council Agenda Committee meeting of February 22, 2016, CAC members posed several questions regarding the upcoming Intercity Leadership Visit to Portland and Eugene, Oregon. I agreed to provide an update to council regarding the trip planning efforts to date.

BACKGROUND:

For a number of years, the City of Boulder has hosted visits from dignitaries of other cities who have come to study the innovative policies that we have implemented and that make Boulder such a vibrant community. In many instances, these trips have involved members of the staff and city councils from the visiting cities, as well as members of the local universities and chambers of commerce. In the past, several council members expressed the view that “we should do that” but the opportunity has not arisen.

In May 2015, Sean Maher of Downtown Boulder, Inc. (DBI) met with me to say that DBI was interested in planning such a visit to another city and asked for any ideas the city had about which other jurisdictions would provide the best learning opportunities. At that point, Portland was among the top contenders. I mentioned the idea of an intercity visit to the council and was asked to move forward with determining the cost for inclusion in the budget. During the 2016 budget process, we included a budget item for an “Intercity Visit” in 2016 which was approved.

On October 27, 2015, I received an email from Sean Maher indicating that the trip to Portland had been scheduled for April 24 – 26, 2016. This came as a surprise, as the last time we had spoken about the trip was in the Spring. Nevertheless, I immediately placed the matter on the CAC agenda for November 2 to make certain that council remained interested and the dates would work in the council calendar. The item read:

“As part of the 2016 Budget, we included funding to support a City Council trip, in coordination with DBI and others from the community, to another city as a learning opportunity. DBI has

been in the lead on this trip and informed us this week that they plan for the visit to be to Portland, OR, April 24 – 26, 2016. We need to block this out on the city council schedule and consider moving the April 26 study session to April 27.”

CAC welcomed the trip and asked staff for additional information regarding the agenda, noting that council may wish to extend the visit to include meetings on a number of important issues.

On December 7, 2015, CAC discussed the trip again, adding the possibility of visiting Eugene, OR, and including items that are important to Boulder in the itinerary. At the December 15, 2015, City Council meeting, council members Appelbaum and Burton agreed to serve on a subcommittee to work on the trip planning and logistics.

The work of the subcommittee on the Portland trip has been instrumental in developing the proposed itinerary and managing trip costs. As we move forward, the subcommittee will work with staff to establish an agenda that meets the needs of the City of Boulder attendees.

PURPOSE OF THE INTERCITY VISIT:

The one day visit to Portland is an opportunity to share ideas and experiences with other Boulder leaders and learn from Portland's political, civic and business leadership. Portland is a progressive city with a thriving downtown, healthy lifestyle, environmental commitment and entrepreneurial spirit. The city is dealing with many of the issues and challenges faced by Boulder, including affordable housing, homelessness and accessible transportation. They are a leader in the area of eco-districts and a clean economy. A one day “side trip” to visit the council and staff of the City of Eugene (only City of Boulder attendees) is intended to allow us to learn more about their unique approach to housing, homelessness and transportation issues.

TRIP COSTS AND LOGISTICS:

The cost of the two-and-a-half day trip was originally estimated to be \$1,500 per person plus travel expenses and \$40,000 was budgeted for the trip in the 2016 budget. When the DBI information was received, the cost had risen slightly and the council subcommittee asked for a complete breakdown of trip costs. Based on subcommittee direction, we have worked with DBI to reduce the trip cost for City of Boulder council members and staff to \$775 for the Portland portion of the trip. Additional costs will be incurred for the Eugene portion of the trip. The detail is as follows:

Total Cost per person (DBI) - \$775

Hotel: \$225 per night x 2 nights x tax @ 14.5% = \$515 per person (plus other fees if there are any)

Meals: Sunday reception/dinner and Monday lunch = \$95 per person; all other meals will be on your own and will not be part of the DBI group

Programming costs: COB will incur costs for only one day of programming from First Stop Portland - \$150 per person

Materials: \$15 per person (program, name tags, etc)

Additional Expenses to be incurred by the city (estimates):

Flights: \$200–300 per person

Additional meals: City attendees will use per diem amounts (\$64/day/per person) with no alcohol

Tuesday, April 26 Side Trip to Eugene for City of Boulder Council and Staff only: (estimates)

Train/bus transportation (2.5 hours): \$42 per person

Hotel: \$225 x tax @14.5% = \$258 per person

Van Rental: 2-12 passenger vans = \$600

The rough total cost per person for the three-and-a-half day trip, assuming airfare of \$300 per person, is \$1,675 plus minor miscellaneous expenses such as transit costs in Portland.

Because we have been focused on the costs and travel logistics, the detailed agenda for the trip has not been worked out. As reported to council several weeks ago, the rough itinerary follows:

Sunday, April 24, 2016 – travel to Portland in the morning or early afternoon, reception and dinner with DBI group in the evening (possibly an informal, self directed tour of the city in the afternoon)

Monday, April 25, 2016 – presentations/discussions with Portland city staff and other leaders about homelessness, housing and transportation with opportunities for small group break out discussions and special interest tracks (the details will be arranged in the next few weeks)

Tuesday, April 26 – extend our stay and take a “side trip” to Eugene (only for the COB group - council members and staff) focusing on some unique initiatives they have relating to their significant homeless population (estimated 3,000 homeless in the city) and how their Police Department, Human Rights Division, and the faith communities are working together. This will also likely include opportunities to learn about their ADUs, tiny homes and their transportation initiatives. Two sites we would like to see are Opportunity Village and Emerald Village, two tiny home communities for the homeless. We may break up into smaller groups so that we can see more things

Wednesday, April 27, 2016 – Spend the morning on additional Portland presentations/discussions without the DBI group (they are leaving Portland on Tuesday afternoon while we are in Eugene); travel back to Boulder on Wednesday afternoon

Because this is a trip that involves a number of members of City Council, focusing on city priorities, it is open to the public. In addition, the Daily Camera has been invited to send a reporter with the group.

ATTENDEES:

The city had initially estimated that there would be up to 18 Boulder attendees for the Intercity visit, nine council members and nine staff members. More recently we have learned that several council members are unable or unwilling to attend. At present, five council members have confirmed; one more is uncertain due to business engagements. We have likewise tried to cut back on the number of staff members attending the trip and now anticipate that the following staff members will attend:

Jane Brautigam, city manager
David Driskell, executive director of planning, housing and sustainability
Karen Rahn, director of human services
Kurt Firnhaber, deputy director of housing (Kurt will start with the city in early April)
Kathleen Bracke, GO Boulder manager; OR the new Transportation Director
Police Commander Katie McEldowney

There are 25 people who have expressed an interest to be included on the trip through the auspices of DBI. These include representatives from BVSD, CU and the homeless service provider community. A list of tentative attendees, provided by DBI, is attached as Attachment A.

NEXT STEPS:

The City Council may wish to ask additional staff members to attend the trip. One of the areas that Portland is known for is its focus on sustainable initiatives and Eco-districts. In the event that council wishes to include this focus, we may consider staff members from Planning, Housing and Sustainability, or Transportation. In addition, the city could choose to sponsor selected members of the public who could otherwise not afford to attend.

Once the council has confirmed that we are moving forward, staff and the council subcommittee will work on planning a more detailed agenda. This may include opportunities for the group to split up to cover more ground based on different interests

Portland Intercity Visit – Proposed Attendees as of 2.23.16

First Name	Last Name	Organization/Affiliation
Shelby	Arnold	Downtown Boulder
Lori	Call	Kaiser Permanente
Susan	Connelly	Chamber Community Affairs Council
David	Dadone	BMOCA
Frances	Draper	University of Colorado
Craig	Eicher	Xcel Energy
Richard	Foy	DBI Board Chair
Christina	Gonzales	University of Colorado
Clif	Harald	Boulder Chamber/BEC
Greg	Harms	Boulder Homeless Shelter
Chuck	Hunker	DBI Board/Boulder SBDC
Sean	Maher	Downtown Boulder
MaryAnn	Mahoney	Boulder Convention and Visitors Bureau
Isabel	McDevitt	Bridge House
Erica	Meltzer	Daily Camera
Bruce	Messinger	BVSD
Fern	O'Brien	DBI Board/O'Brien Law PC
Sue	Prant	Community Cycles
Ceyl	Prinster	Colorado Enterprise Fund
Anna	Salim	Downtown Boulder
Chris	Shears	Shears Adkins Rockmore Architects
Adrian	Sopher	Sopher Sparn Architects
Steven	Sparn	BID Board/Sopher Sparn Architects
Sam	Sussman	DBI Board/8 Days a Week Printing
John	Tayer	Boulder Chamber of Commerce



CITY OF BOULDER
Boards and Commissions Minutes

NAME OF COMMISSION: Open Space Board of Trustees			
DATE OF MEETING: February 11, 2016			
NAME/EXTENSION OF PERSON PREPARING SUMMARY: Leah Case x2025			
NAMES OF MEMBERS, STAFF AND INVITED GUESTS PRESENT: MEMBERS: Shelley Dunbar, Frances Hartogh, Molly Davis, Kevin Bracy Knight, Tom Isaacson STAFF: Tracy Winfree, Jim Reeder, John Potter, Chad Brotherton, Annie McFarland, Gabe Wilson, Don D'Amico, Mark Gershman, Marianne Giolitto, Bethany Collins, Deryn Wagner, Phil Yates, Kelly Wasserbach, Cecil Fenio, Greg Seabloom, Brian Anacker, Alycia Alexander, Juliet Bonnell, Steve Armstead, Joe Reale, Lynn Riedel, Heather Swanson, Leah Case GUESTS: Jeff Moline, Boulder County Parks and Open Space			
TYPE OF MEETING:	<u>REGULAR</u>	CONTINUATION	SPECIAL
SUMMATION: AGENDA ITEM 1 - Approval of the Minutes Tom Isaacson moved the Open Space Board of Trustees to approve the minutes from Jan. 13, 2016 as amended. Frances Hartogh seconded. This motion passed unanimously. AGENDA ITEM 2 - Public Participation None. AGENDA ITEM 3 - Matters from Staff Chad Brotherton, Maintenance Person III, Trails, gave an update on the Towhee Trail. Deryn Wagner, Environmental Planner, gave an update on the New Acquisition Management Integration. Marianne Giolitto, Wetland and Riparian Ecologist, gave an update on the Boulder Creek Restoration Master Plan. Mark Gershman, Environmental Planning Supervisor, gave an update on the Boulder Valley Comprehensive Plan. AGENDA ITEM 4 - Matters from the Board None.			

AGENDA ITEM 5 – Consideration of a motion recommending that City Council approves a resolution to support a grant application by Jefferson County to the Federal Lands Access Program for a section of the Rocky Mountain Greenway, including a financial commitment to provide a portion of local match requirements.

Deryn Wagner, Environmental Planner, presented.

This item spurred one motion:

Frances Hartogh moved the Open Space Board of Trustees (OSBT) recommend that, pending support from other local partners, City Council resolve or affirm the city’s intention to approve financial support, and that City Council approve financial support for an application by Jefferson County for grant funding through the Federal Lands Access Program, which, if awarded, would fund planning, design and construction of a grade-separated trail crossing of State Highway 128 and trail segments to connect the Rocky Flats National Wildlife Refuge and City of Boulder and Boulder County trails to the north. OSBT cautions that this should not be considered a commitment to the current proposed crossing location or trail alignment. Kevin Bracy Knight seconded. This motion passed unanimously.

AGENDA ITEM 6 – Request that the Open Space Board of Trustees (OSBT): Approve the newly refined Scenarios A and B for the North Trail Study Area (TSA) Plan Identify which of the newly refined scenarios should be used as the basis for the North TSA Plan.

Steve Armstead, Environmental Planner, presented.

This item spurred two motions:

Kevin Bracy Knight moved the Open Space Board of Trustees are approving Scenarios A and B as amended. Tom Isaacson seconded. This motion passed three to two; Frances Hartogh and Molly Davis dissented.

Kevin Bracy Knight moved the Open Space Board of Trustees identify Scenario B should be used for drafting the North Trail Study Area Plan. Tom Isaacson seconded. This motion passed three to two; Frances Hartogh and Molly Davis dissented.

ADJOURNMENT: The meeting adjourned at 12:45 a.m.

ATTACH BRIEF DETAILS OF ANY PUBLIC COMMENTS:

Many members of the public spoke in regard to the North TSA.

TIME AND LOCATION OF ANY FUTURE MEETINGS, COMMITTEES OR SPECIAL HEARINGS:

The next OSBT meeting will be Wed. Mar. 9 at 6 p.m. at 1777 Broadway in the Council Chambers

City of Boulder
BOARDS AND COMMISSIONS MEETING SUMMARY FORM

NAME OF BOARD/COMMISSION: Human Relations Commission
DATE OF MEETING: Feb. 22, 2016
NAME/TELEPHONE OF PERSON PREPARING SUMMARY: Luis Ponce 303-441-4197
NAMES OF MEMBERS, STAFF AND INVITED GUESTS PRESENT: Commissioners – José Beteta, Shirly White, Nikhil Mankekar, Emilia Pollauf, Amy Zuckerman Staff – Karen Rahn, Carmen Atilano, Luis Ponce Commissioners absent – None
WHAT TYPE OF MEETING (CIRCLE ONE) [REGULAR] [SPECIAL] [QUASI-JUDICIAL]
AGENDA ITEM 1 – CALL TO ORDER – The Feb. 22, 2016 HRC meeting was called to order at 6:02 p.m. by A. Zuckerman .
AGENDA ITEM 2 – AGENDA ADJUSTMENTS – None.
AGENDA ITEM 3 – APPROVAL OF MINUTES A. Jan. 27, 2016 - E. Pollauf moved to approve the Dec. 17, 2015 minutes with three edits. N. Mankekar seconded. Motion carries 4-0-1.
AGENDA ITEM 4 – COMMUNITY PARTICIPATION (non-agenda action items) –Rob Smoke talked about his experience with the camping ban ordinance. He urged the HRC to understand the situations of homeless and take action to repeal the ordinance.
AGENDA ITEM 5 – ACTION ITEMS A. 2016 MLK Day Fund Reports – 1. Showing Up for Racial Justice (SURJ) – Representative presented overview of the workshop. N. Mankekar moved to approve report. J. Beteta seconded. Motion carries 5-0. 2. Peers Building Justice (PBJ) – Representative provided an overview of the workshop and presented a PowerPoint presentation that showed pictures from the event. N. Mankekar moved to approve report. E. Pollauf seconded. Motion carries 5-0. 3. Towards Right Relationship Project (TRR) – Representative showcased TRR’s event achievements. N. Mankekar moved to approve report. J. Beteta seconded. Motion carries 5-0. 4. MOTUS Theatre – Representative retold the emotions and artistry present in her organization’s event. It was well attended and well received by the public. N. Mankekar moved to approve report. E. Pollauf seconded. Motion carries 5-0. 5. Voices for MLK – Students from Boulder High School presented their report, highlighting the great attendance and the fact that students from different grades were present. J. Beteta moved to approve report. E. Pollauf seconded. Motion carries 5-0. B. 2017 MLK Day Celebration – Commissioners discussed new ideas and changes for next year’s MLK Day Celebration. The ideas included formulating more family-friendly activities, coordinating the day of the event with CU-Boulder, boosting a march and putting out the RFP earlier (April) and having a deadline during the summer months. S. White moved to approve the new MLK Day Celebration format. J. Beteta seconded. Motion carries 5-0. C. Indigenous People’s Day Proposal – A. Zuckerman presented for consideration a “Proposal to Create an Indigenous People’s Day in Boulder”. Following the discussion, commissioners decided to create a subcommittee of the HRC with Native American community members to develop content of the proposed resolution to Council. J. Beteta moved to create the subcommittee. N. Mankekar seconded. Motion carries 5-0. D. 2016 Funding Allocations – S. White moved to approve the \$2,530 for 2017 MLK Day Celebrations. N. Mankekar seconded. Motion carries 5-0.
AGENDA ITEM 6 – DISCUSSION/INFORMATIONAL ITEMS A. Living Wage Recommendations Update – K. Rahn gave an overview of the Council’s decision

to move forward with staff's recommendations.

- B. Human Services Strategy Update** – K. Rahn provided an update.
- C. Inclusive and Welcoming Community Work Plan** – K. Rahn informed that the city is completing contractual agreement with the identified consultant. HRC's 2016 Work Plan was discussed. HRC members discussed the desire to possibly add a multicultural center to the Civic Center Plan. Staff informed HRC of the upcoming CC study session on the Civic Center Plan.
- D. HRC Retreat Planning** – Tentatively set for April 11, from 1 p.m. to 5 p.m.
- E. HRC Meeting Date:** March 28, 2016
- F. Appreciation for Amy** – Date to be tentatively set after the new commissioner is named in April.
- G. Event Reports** – **N. Mankekar** attended the Living Wage panel organized by the League of Women Voters at the Boulder Chamber of Commerce. He also attended CU-Boulder's activity on inclusion and diversity.
- H. Follow Up Items** – RFP and budget for 2017 MLK Day Celebration; Establish Indigenous People's Day HRC subcommittee; Activity report re HRC's work on the inclusive and welcoming community from 2002 to the present; Send link on the Civic Center Plan to HRC; HRC Retreat tentatively set for April 11.

AGENDA ITEM 7 – IMMEDIATE ACTION ITEMS – None.

AGENDA ITEM 8 – Adjournment – **N. Mankekar moved** to adjourn the Feb. 22, 2016 meeting.
E. Pollauf seconded. Motion carries 4-0. The meeting was adjourned at 9:07 p.m.

TIME AND LOCATION OF ANY FUTURE MEETINGS, COMMITTEES OR SPECIAL HEARINGS: The next regular meeting of the HRC will be held on March 28 at the West Senior Center, 909 Arapahoe Ave.