CITY OF BOULDER
CITY COUNCIL MEETING
MUNICIPAL BUILDING, 1777 BROADWAY
Boulder, Colorado 80302
Tuesday, September 20, 2016
6 p.m.

AGENDA

1. **CALL TO ORDER AND ROLL CALL**
   A. Update on the Boulder Convention and Visitors Bureau

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.

   A. Consideration of a motion to **approve the July 19, 2016 City Council Meeting Minutes**

   B. Consideration of a motion to **accept the Study Session Summary from August 30, 2016 regarding the Development-Related Impact Fees and Excise Taxes**

   C. Consideration of a motion to **call the following Special Meetings:**

   - **Wednesday, October 5, 2016, at 10 a.m.** to go into **Executive Session** to obtain and discuss legal advice including negotiation strategy, with respect to Boulder's electric utility

   - **Thursday, October 13, 2016, at 6 p.m**. for a **Joint Meeting with Planning Board**

   - **Thursday, October 20, 2016, at 6 p.m.** to go into **Executive Session** to obtain and discuss legal advice, including negotiation strategy, with respect to Boulder's electric utility

   D. Consideration of a motion **to approve the Proposed Council Meeting Dates for 2017**

   E. **Introduction, first reading** and consideration of a motion to order published by title only **Ordinance 8143 clarifying the roles of the Open Space Board of Trustees and City Council in requiring that any transfer of open space land to another department** comply with the disposal requirements of Charter section 177

4. POTENTIAL CALL-UP CHECK IN

Opportunity for Council to indicate possible interest in the call-up of an item listed under 8A. No Action will be taken by Council at this time.

8A. Potential Call-Ups

1. **1102 Pearl Street- Concept Plan**
2. **1815 Pearl Street- Site and Use Review**
3. **2180 Violet- Concept Plan**

ORDER OF BUSINESS

5. PUBLIC HEARINGS

Note: Any items removed from the Consent Agenda will be considered after any City scheduled Public Hearings

A. **Second reading** and consideration of a motion to adopt **Ordinance 8141 designating the building and a portion of the property at 479 Arapahoe Ave., to be known as the Higman House,** as a **local historic landmark** per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2016-00122) Owner/Applicant: Applicant/Owner: Katherine Toan Merlin/Mark Gerwing

B. **Second reading** and consideration of a motion to adopt **Ordinance 8142 designating the building and a portion of the property at 2949 Broadway., to be known as the Hulse Hous**e, as a local **historic landmark** per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2015-00173) Owner/Applicant: ALR Investments/Michael Bosma

6. MATTERS FROM THE CITY MANAGER

A. Request from **Ball Aerospace** to **allow submittal of appropriate applications that seek approval of a development plan that would include a new building in excess of the maximum allowed height limit**

B. **Direction on the Development-related Impact Fee and Excise Taxes project**

7. MATTERS FROM THE CITY ATTORNEY

A. **Update** and request for **Council direction** regarding **implementation of Ordinance 8050 regulating Short-Term Rentals**

8. MATTERS FROM MAYOR AND MEMBERS OF COUNCIL

A. Potential Call-ups

1. **1102 Pearl Street- Concept Plan**
2. **1815 Pearl Street- Site and Use Review**
3. **2180 Violet- Concept Plan**

B. Consideration of motions to **adopt Resolution 1192 in support of Amendment 70** and **Resolution 1193 in opposition to Amendment 71**, both measures that will appear on the **November 2016 state ballot**

C. Consideration of a motion regarding **2016 performance evaluations, and salary adjustments for the City Manager, City Attorney, and Municipal Judge**

9. PUBLIC COMMENT ON MATTERS
Public comment on any motions made under Matters

10. DECISION ON MOTIONS
Action on motions made under Matters

11. DEBRIEF
Opportunity for Council to discuss how the meeting was conducted

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

Boulder 8 TV (Comcast channels 8 and 880) is now providing Closed Captioning for all live meetings that are aired on the channels. The closed captioning service operates in the same manner as similar services offered by broadcast channels, allowing viewers to turn the closed captioning on or off with the television remote control. Closed captioning also is available on the live HD stream on BoulderChannel8.com. In order to activate the captioning service for the live stream, the "CC" button (which is located at the bottom of the video player) will be illuminated and available whenever the channel is providing captioning services.

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.

Send electronic presentations to email address: CityClerkStaff@bouldercolorado.gov no later than 2 p.m. the day of the meeting.

MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Mary Ann Weideman, Assistant City Manager
Molly Winter, Executive Director of Community Vitality
Susan Connelly, Deputy Director of Community Vitality
Jennifer Pinsonneault, Community Vitality, Business Liaison

Date: September 20, 2016

Subject: Update on Boulder Convention and Visitors Bureau (CVB)

This memorandum provides an update on the Boulder Convention and Visitors Bureau (CVB), one of the city's economic vitality partners. A brief presentation will be made by CVB executive director Mary Ann Mahoney at the City Council meeting on September 20, 2016 to provide an update on the organization.

BACKGROUND:
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. The Boulder Sustainable Tourism Plan, adopted in 2003, states the purpose of the Boulder CVB is "*to increase tourism-related revenue within the community by increasing visits into Boulder with increased hotel occupancy, retail sales, restaurant, and arts and cultural attraction visits while minimizing negative impacts and increasing the City of Boulder's General Fund tax base*."

The CVB has provided tourism marketing and services to support the local economy since 1985. Tourism has a significant impact on the city of Boulder's economy. In a 2013 study, RRC Associates found that more than 6,200 local jobs are directly tied to tourism and the industry has an estimated economic impact of $375 million a year.

The City of Boulder contracts with the CVB, providing funding and fiscal oversight for the organization. The CVB is an affiliate of the Boulder Chamber, a 501(c) 3 non-profit that serves as the CVB's fiscal agent. Local industry and community leaders serve on the CVB's Board of Directors including City Council member Jan Burton with Bob Yates serving as alternate (**see**

Attachment A: 2016 Boulder CVB Board of Directors). In addition, representatives of the city's Communications, Finance, Parks and Recreation, Open Space and Mountain Parks, Library and Arts and Community Vitality departments meet with the CVB executive director each quarter to review programs and identify areas for collaboration and coordination.

Funding for the CVB comes from the restaurant food service tax and a portion of the accommodations tax collected by the city. Overnight visitors staying in hotels provide two-thirds of the organization's budget through accommodations taxes. In 2015, the CVB's operating budget was $1.6 million, a significant increase from funding from previous years which reflected the accommodations tax rate increase approved by voters in 2010. Additional funding has been used to support community programs, visitor services, group sales and enhanced marketing and communications.

2016 YEAR-TO-DATE HIGHLIGHTS:
In the first half of this year, the CVB saw an increase in visitor interest and activity (**see Attachment B: 2016 Mid-year Report**). Program highlights include:

Community and Cultural Programming

- The CVB Board's Event Grant Program supports city goals by investing in events that reflect Boulder's brand and increase tourism and revenue. The twelve cultural and sporting events sponsored by the program in 2016 include: Adventure Film Festival, Aerial Dance Festival, Boulder Arts Week, Boulder International Chamber Music Competition, Boulder International Film Festival, Boulder Jewish Film Festival, Boulder Photo Festival, eTown 25th Anniversary, History of Visual Arts, Independence Day Softball Tournament, IRONMAN and Jaipur Literary Festival.
- 2016 sponsorship of B-Cycle including messaging on printed maps and bicycle baskets. An estimated 60% of B-Cycle trips are made by visitors from out-of-state.
- Changes to this year's Boulder Ski Escape package, a cooperative marketing program with Eldora Mountain Resort to increase tourism, room nights and lift ticket sales, helped increase exposure, ski ticket redemption and revenue for hotels, restaurants and retailers.
- A sponsored TripAdvisor page continued to support the city's cultural attractions.
- Allocation of $10,000 for a partnership with the city to explore ways to mitigate impacts of visitors on the community with a transit study for Chautauqua.
- The Boulder County Film Commission saw a significant increase in the number of film inquiries received: 39 for the first half of 2016 compared to 19 for 2015 and 26 in 2014.

Visitor and Conference Services

- A vintage VW Mobile Visitor Bus and Photo Booth was introduced this summer, providing additional opportunities to build the Boulder brand and engage visitors.
- Visitor Information Centers including the remodeled kiosk at the Davidson Mesa scenic overlook on US 36 continued to provide helpful information to thousands of tourists. In

partnership with the City of Boulder and Downtown Business Improvement District, the CVB helped fund improvements at the 13th & Pearl visitor center.

Group Sales

- Group Sales saw an increase of 30% in meetings and sports/event group nights over the first half of 2015.
- To promote Boulder as a meeting and event destination, the CVB exhibited in Northern California, Washington, D.C., Chicago and New Jersey as well as multiple trade shows in Colorado.
- The CVB saw a significant increase in the number of visits to Boulder by meeting planners considering the city for group meetings and events (18 for the first half of 2016 compared to 8 in 2015 and 6 in 2014).

Marketing and Communications

- Integrated marketing, branding, social media and media relations continue to support the CVB's objectives. Expanded programs and new campaigns resulted in more impressions and leads during the first half of the year.
- The new Boulder County Farm Trail brochure was developed to highlight and map the area's 19 farm experiences. The Historic Walking Tour and Sliced & Diced: A Chef's Guide for Visitors, as well as the angling and hiking brochures were updated or reprinted.
- A three-month ad campaign on TripAdvisor was launched in mid-January to promote Boulder's off season. Two paid social media campaigns were also launched. The first, in partnership with Eldora Mountain Resort, promoted spring break skiing. The second promoted Boulder as a training destination for triathletes and century bike riders.
- The CVB provided media relations expertise and connections to travel writers to support local tourism partners including the Boulder Hotel and Motel Association, Colorado Music Festival, Firefly Market, Haute Ride, Open Studios and Tube to Work Day.

2015 HIGHLIGHTS:

2015 program highlights (see **Attachment C: 2015 Year-end Report**) include:

- Group Sales had a record-breaking year. Room nights for meetings, conferences, sports and events were the highest recorded to date at 15,012 (5.7% increase over 2014).
- Meeting and conference Requests for Proposals were up by 24%, reflecting increased interest in Boulder.
- Funding for numerous community arts and cultural organizations: Boulder Arts Week, Jaipur Literary Festival, Boulder International Film Festival, Boulder International Chamber Music Competition, MediaLive, Boulder Jewish Film Festival, and A History of Boulder Visual Arts.
- Funding for the Independence Day Softball Tournament, USA Track and Field, and the IRONMAN.

- Visitor Services saw an increase in Downtown Boulder Visitor Center traffic, website sessions, and Virtual Guide views. The CVB launched a new responsive website in November, and the Visitor Information kiosk at Davidson Mesa scenic overlook reopened in June with new amenities including a bike service station. To offer visitor information in more areas, the CVB purchased a vintage VW bus to serve as a mobile visitor information center.
- Marketing and Communications created five new videos and the *Boulder Beer Trail* brochure, hosted 28 travel writers, and created "traincation" lodging packages with the CU Sports Medicine and Performance Center.
- Average hotel occupancy rates were 73.7% in Boulder, a slight increase (.3%) from 2014. By comparison, the U.S. average hotel occupancy rate was 65.6% (+1.7%).
- The average hotel room rate in Boulder was $160.14, up 9.4% from 2014. The U.S. average in 2015 was $120.01 (+4.4%).

Attachments:

Attachment A: 2016 Boulder CVB Board of Directors
Attachment B: 2016 Mid-year Report
Attachment C: 2015 Year-end Report

Attachment A: 2016 Boulder CVB Board of Directors

Bob Trotter	St. Julien Hotel and Spa	*Board Chair*
Teresa Lomax	Gateway Fun Park	*Past Chair*
Rob Linde	RRC Associates	*Former Chair*
Jan Burton	Boulder City Council	*City Council Representative*
Matt Chasansky	City of Boulder, Office of Arts and Culture	*Arts Commission Liaison*
Bryce Clark	eggstrategy	*At Large Member*
Daniel Dykstra	CU Conference Services	*At Large Member, CU Representative*
Nancy Geyer	Boulder History Museum	*At Large Member*
Mark Heinritz	The Sink, West Flanders	*At Large Member*
Tom McGann	University of Colorado	*At Large Member*
Cathy Rothweiler	Residence Inn by Marriott	*At Large Member*
Katy Schmoll	Chamber Board	*Boulder Chamber Representative*
Steve Wallace	Best Western Plus, Boulder Inn	*Boulder Hotel & Motel Association President*
Molly Winter	City of Boulder, Community Vitality	*Environmental*
Bob Yates	Boulder City Council (alternate)	*City Council Representative alternate*
Sean Maher	Downtown Boulder, BID	*Ex-Officio Member*
Karen Kruse	Boulder Chamber (alternate)	*Ex-Officio Member alternate*
John Tayer	Boulder Chamber	*Ex-Officio Member*
Neale Ward	Boulder Hotel & Motel Association	*Ex-Officio Member*

July 28, 2016

To: Mayor Suzanne Jones
Boulder City Council members
City Manager, Jane Brautigam
City Liaison, Molly Winter
From: Mary Ann Mahoney, Executive Director Boulder Convention and Visitors Bureau

RE: Boulder Convention and Visitors Bureau 2016 Mid-year Report

Once again it is our pleasure to submit the Boulder Convention and Visitors Bureau (CVB) 2016 Mid-year Report.

The CVB continues to study the monthly lodging reports year to date. We are still seeing that Boulder is selling fewer rooms year-over-year, at a higher average room rate, and the hotel occupancy remains strong. Even though fewer rooms are being sold, the higher room rate translates into higher City of Boulder accommodations taxes collected. In addition, we watch how short term rentals are affecting the Boulder economy. There are 244 units licensed in Boulder. While this may not sound like a lot, keep in mind that there are only two hotels over 200 rooms in town (St. Julien Hotel and Spa – 201, and the Millennium – 269) so the impact of short term rentals is significant.

In the most recent Mid-year Colorado Economic Update from Richard Wobbekind, it was reported that the Leisure and Hospitality sector saw year-over-year growth in employment of 5% and 3.5% GDP, while Denver International Airport continues record breaking passenger loads reporting a 3.3% increase year over year.

The annual study from the Colorado Tourism Office (CTO) reported an increased number of visitors year-over-year:
7% Leisure, 6% Business, 10% friends and family visits, and an 11% growth of day-visitors.
This trend is expected to continue for the 2016 year. This year the CTO research asked visitors if marijuana influenced their trip: only 4% answered that it was the total motivation, while 11% answered that they visited a dispensary. There are two items in the State's statute that prohibit marketing marijuana tourism and businesses, therefore the Boulder CVB follows the state's best practices and does not promote this.

Highlights of current programs:
<u>Group Sales Department:</u>

- <u>Meetings and Sports and Events</u> group nights increased by 30% over last year. This equates to a 36% increase to city taxes. This was primarily due because:
    - The CVB realigned the group sales markets to target corporate and association business to better align with Boulder's price point.
    - The CVB is taking the role of a collaborative partner with City of Boulder and CU verses initiating sporting events leads due to challenges in space availability.

- Meeting incentive funds that are available November – April, in the need season, were very effective this year for attracting both small and large groups.
- Meeting planner visits to the website increased 34% year over year.
- An effective ad campaign aimed to CU alumni generated 56 leads for group business.
- A partnership between CU Conference Services and the Boulder Hotel & Motel Association hosted 50 professors and staff which generated request for proposals for both the CVB and hotels that attended.

Marketing and Communications Department:

- Early this year, the CVB launched two paid social campaigns on Facebook with geo-targeted audiences, with specific demographics for each campaign.
    - The Eldora Boulder Ski Escape delivered 417,000 impressions and engaged 5,294 clicks
    - Up Your Game, athletic training package had 375,000 impressions and 4,957 clicks
- The Colorado Tourism Office – Chicago Union Station takeover brought ads of Colorado and Boulder inside the busy commuter rail hub. Along with the takeover, the CVB participated in the media reception meeting 30 travel writers and two media desk-side visits with editors.

Visitor and Conference Services Department:

- The CVB website was redesigned and launched in late 2015. When this happens there is a Google recovery time, which the CVB is ahead of the normal cycle. The redesign merged the site for all devices including desktop, tablets and smart phones, so users see the same content over all platforms.
- The new CVB website received honorable mention from the Hermes – Creative Award. Hermes honors creators of traditional and emerging media.
- The website is performing above average:
    - 11% higher than average the number of pages viewed on the site
    - 16% higher than average the amount of time a user spends on the site
    - Virtual brochure views are up 32% year over year
- Website and mobile sessions showed an increase of 12% over 2015, averaging 42,200 visitors per month.
- During the web redesign the designers recommended the hotel booking engine button be placed on the bottom of our site, which provided fewer referrals to the hotels. This was rectified by adding a second button at the top.

Community Programs:

- The CVB Event Grant Program sponsored a number of Boulder events in 2016:
    - Boulder Arts Week, Boulder International Film Festival, Boulder Jewish Film Festival, Boulder Museum of Contemporary Arts – MediaLIve
    - The CVB staff continues to work with the organizations that received grants and will be produced in the second half of the year: Aerial Dance Festival, Adventure Film Festival, Boulder Photo Festival, e-town 25th Anniversary, History of Visual Arts, and the Boulder International Chamber Music Competition.
- Bookings to attractions are up 158% over last year. BookDirect is a tool on the CVB website that includes attractions, hotels, and restaurants; this year the attractions bookings totaled 507.
- The CVB sponsorship of the B-cycle program has proven to be great for overnight guests and day visitors and the CVB sponsors their map.

2016 through June	Average Hotel Occupancy		Average Room Rate	
Denver (includes Boulder and Hwy 36)	73.7%	down	$136.72	up 5.1%
Highway 36 Corridor	72%	down 0 .5%	$124.96	up 5.25%
Boulder	69.0%	down 3.9%	$161.23	up 4.4%
Sources: Rocky Mountain Lodging Report and STR				
US – National Smith Travel Research (STR)	65.1%	up 0.1%	$122.94	up 3.1%

Boulder City Tax, May 2016 year to date:		
Accommodations Tax	$2,411,844	up 5.98%
Food Service Tax	$ 274,238	up 5.36**%**
Short Term Rentals	$ 43,313	n/a

As always, if you have any questions or suggestions regarding the programs for the Boulder Convention and Visitors Bureau, please feel free to contact me at 303-442-2911.

Encl: Exhibit C, 2016 Mid-year Matrix
Mid-year Executive Summary
Mid-year Program Report
May 2016 Financial Variance Report and Financial Statements

Boulder Convention and Visitors Bureau
2440 Pearl Street • Boulder, CO 80302

EXHIBIT C

BOULDER CONVENTION AND VISITORS BUREAU Mid Year Report

PERFORMANCE INDICATORS

Reporting Period: 2016 Second Quarter	2016	Increase / Decrease over last year's Quarter	2016 Total
Meetings and Conferences			
Tradeshows / Personal Contacts	5	25%	8
Prospecting	874	20%	1,784
Site Visits	13	333%	18
Request for Proposals	81	4%	170
Number of Groups Booked	31	19%	62
Meeting webpages unique visitors	4,632	94%	7,103
Meeting and Conference room nights booked	2,906	22%	5,929
Sports and Events*			
Request for Proposals	2	-33%	5
Number of Groups Booked	4	300%	5
Sports and Events Room nights booked	3,135	49%	3,855
Total Group Sales Room Nights Booked	6,041	35%	9,764

* Starting in June 2015 the sales efforts focused on meeting/conference business with a higher ROI. CVB continues to colorable on the sporting events.

Leisure Visitor Services			
Number of Visitor Guides Mailed - 3rd Party Leads	5,344	down 16%	7,369
Number of Visitor Guides Mailed - Website Requests	2080	24%	4,069
Virtual Guide Views	1,499	52%	2,385
Website Sessions	144,110	down 12%	235,031
Website Page views	398,781	down 9%	7,005,184
Average Time on Site	0:02:34	0%	0:02:36

The CVB is seeing a significant increase in virtual guide requests (989 views is Q2 2015 vs. 1,499 views in Q2 2016) which could contribute to the overall decrease in 3rd party leads. We expected to see a decrease in sessions and page views after the launch of our new website in November 2015. Since the launch, we are seeing increased performance each month as we recover traffic. As of June 2016, organic traffic is up 6% and organic engagement has improved year over year.

	Through May 2016	Change over 2015
Accommodation tax collection figures	$2,411,844	6.0%
Short Term Rentals*	$43,331	n/a
Hotel / Motel Association Occupancy	65.9%	down 4.4%
Restaurant tax collection figures	$274,238	5.36%
Downtown Boulder tax collection figures	$5,623,712	11.70%
Twenty Ninth Street tax collection figures	$3,539,539	2.62%

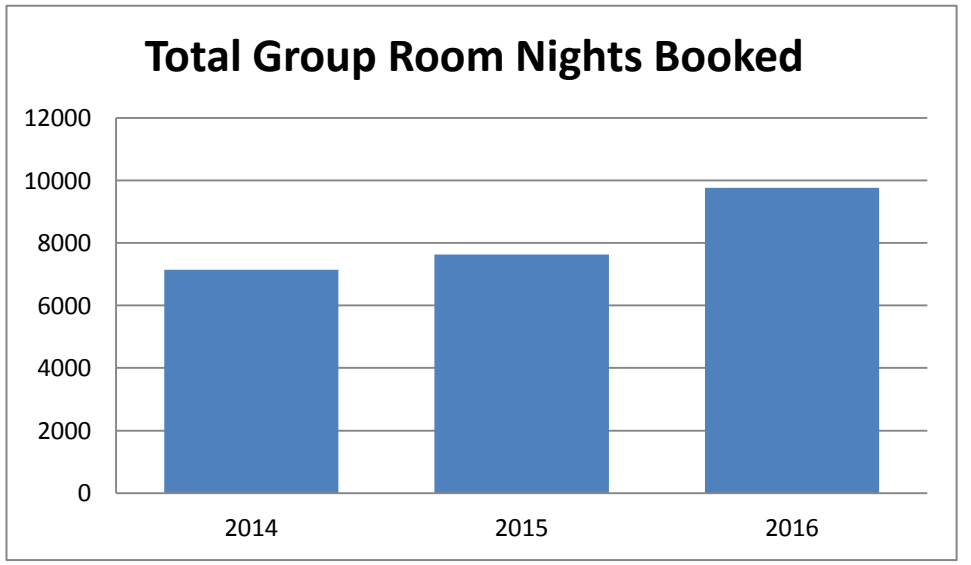
*** Short Term Rentals - through May 2016, 244 units were licensed contributing $43,313 to the General Fund**

Services/programs provided to the cultural arts in Boulder:

The CVB was a sponsor for the 2016 Boulder Arts Week and 2016 Boulder Museum of Contemporary Art's - MediaLIve
The CVB Grants committee approved funds for the 2016 Aerial Dance Festival, the Boulder Adventure Film Festival and e-town 25th Anniversary
The CVB pay for the Boulder's destination page on TripAdvisor and features the keystone cultural events rotating seasonally.

Group Sales: Execitve Summary

Mid-Year Measurements	2016	2015	2014
Meetings and Conferences			
Group Room Nights Booked	5,929	4,719	4,333
Estimated Group Revenue Generated	$2,468,243	$1,899,188	$2,113,811
Estimated Tax Revenue Generated	$130,616	$99,064	$98,308
Request for Proposals	170	155	128
Booked Groups	62	41	34
Lost Groups	111	51	43
Number of Tradeshows Attended	8	6	6
Prospecting Communications	1,784	1,391	1,485
Site Visits	18	8	6
Meeting Web Page Unique Visitors	7,103	5,395	4,824
Sports and Events			
Group Room Nights Booked	3,835	2,815	2,810
Request for Proposals	5	9	16
Estimated Group Revenue Generated	$1,596,511	$1,132,912	$1,370,830
Estimated Tax Revenue Generated	$84,485	$59,094	$63,754
Total Group Sales Department			
Total Group Room Nights Booked	9,764	7,534	7,143
Estimated Group Revenue Generated	$4,064,754	$3,032,100	$3,484,641
Estimated Tax Revenue Generated	$215,101	$158,158	$162,062



2016 Mid-Year Group Sales Highlights

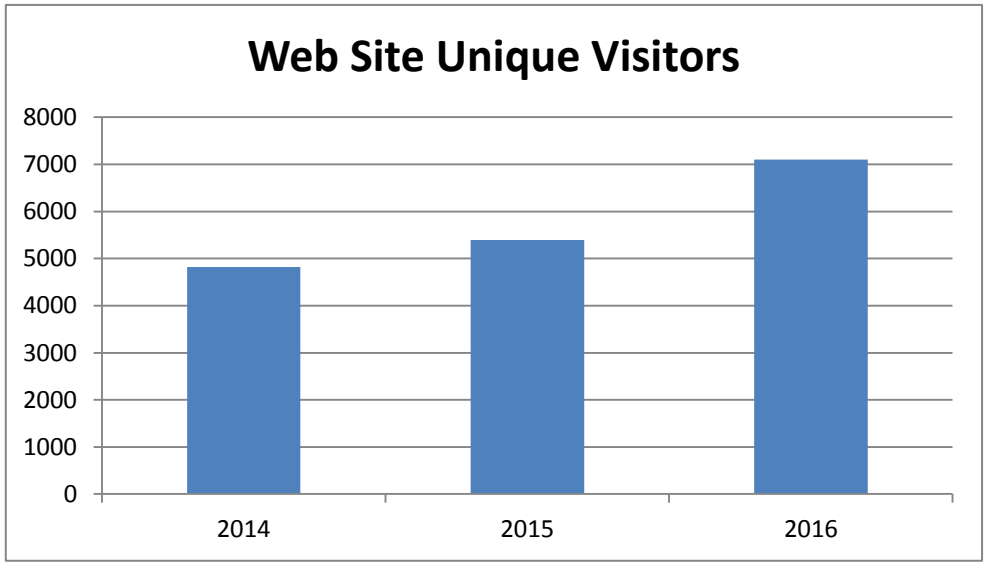
Total Group Sales room nights for meetings, conferences, sports and events increased 30%.

Tax revenues generated by group business soared by 36%. This is an indicator of the robust lodging economy in Boulder currently.

Meeting and Conference **Request for Proposals** are up 10%, an indicator of the strong demand for Boulder as a meeting destination.

Lost business numbers increased dramatically. Fully staffed team allowed for additional follow-up on tentative business. Numbers reflect the challenges for meeting planners to find availability and suitable rates for their group business in Boulder.

Group Sales: Execitve Summary

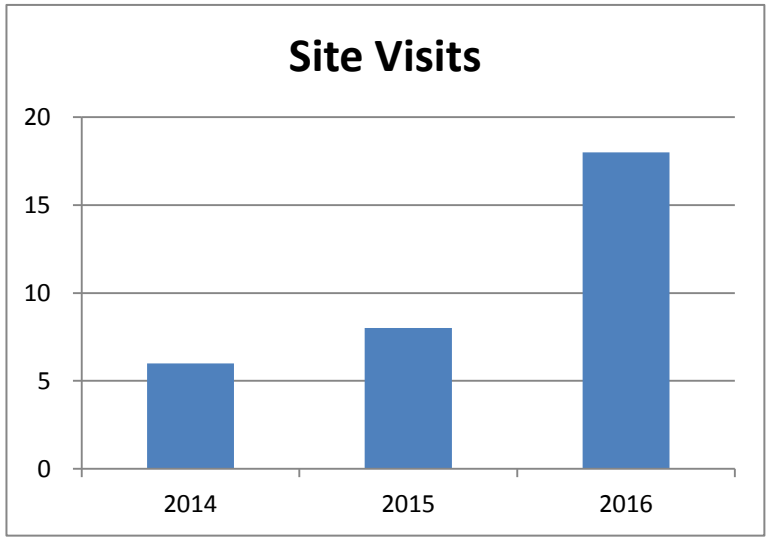


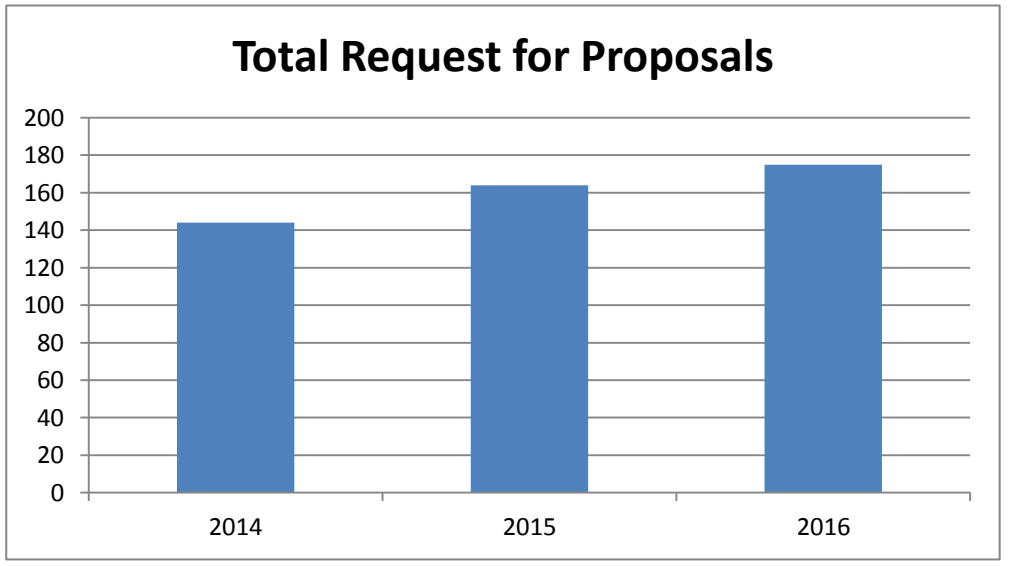
2016 Mid-Year Group Sales Highlights (cont.)

Partnered with Boulder Hotel and Motel Association and CU Conference Services to host second annual **CU Conference Planning Luncheon** for 50 CU professors and staff showcasing Boulder meeting services.

CVB launched new **Boulder Wedding web page** to increase leads and revenues for tourism partners. Results include increased Request For Proposals that will be tracked moving forward.

CVB partnered with CU Alumni Association for second year on a **strategic marketing campaign for CU alumni** to bring meetings back to Boulder. The program has generated 56 leads to date.





Visitor and Conference Services Executive Summary

The Visitor Services department is responsible for stocking materials and maintaining kiosks at Davidson Mesa, Gateway Park Fun Center, Pearl Street Mall and the Downtown Boulder Visitor Center. The CVB mails specific Boulder information to leads generated by listings in magazines and specific websites. Daily updates are made to the CVB website to include a calendar of events and a complete database of visitor information. The CVB offers tourism partners the opportunity to participate in familiarization tours and packaging forums. In addition, the CVB provides free conference services to assist meeting planners and to help build attendance.

Mid-Year Measurements:	2016	2015	2014
Downtown Boulder Visitor Center Traffic	4,425	4,896	4,413
Main + Mobile Website Sessions	253,031	286,440	260,159
Main + Mobile Website Pageviews	705,184	784,435	883,137
Main + Mobile Time on Site	0:02:36	0:02:30	0:02:06
Virtual Guide Views	2,385	1,809	783
BookDirect Website Referrals	5,492	10,970	13,301
BookDirect Estimated Room Night Total	448	1,941	1,447
BookDirect Estimated Hotel Room Revenue	$458,550	$262,035	$158,168
BookDirect Referrals by Activities/Events	503	195	39
BookDirect Referrals by Restaurant	143	150	175
Information Requests (Website)	4,069	3,429	3,785
Information Requests (Leads)	7,369	9,886	12,803
Total Conferences Serviced	20	42	26
Brochures Provided to Conferences	2,745	6,867	4,476

Mid-Year Visitor & Conference Services Highlights

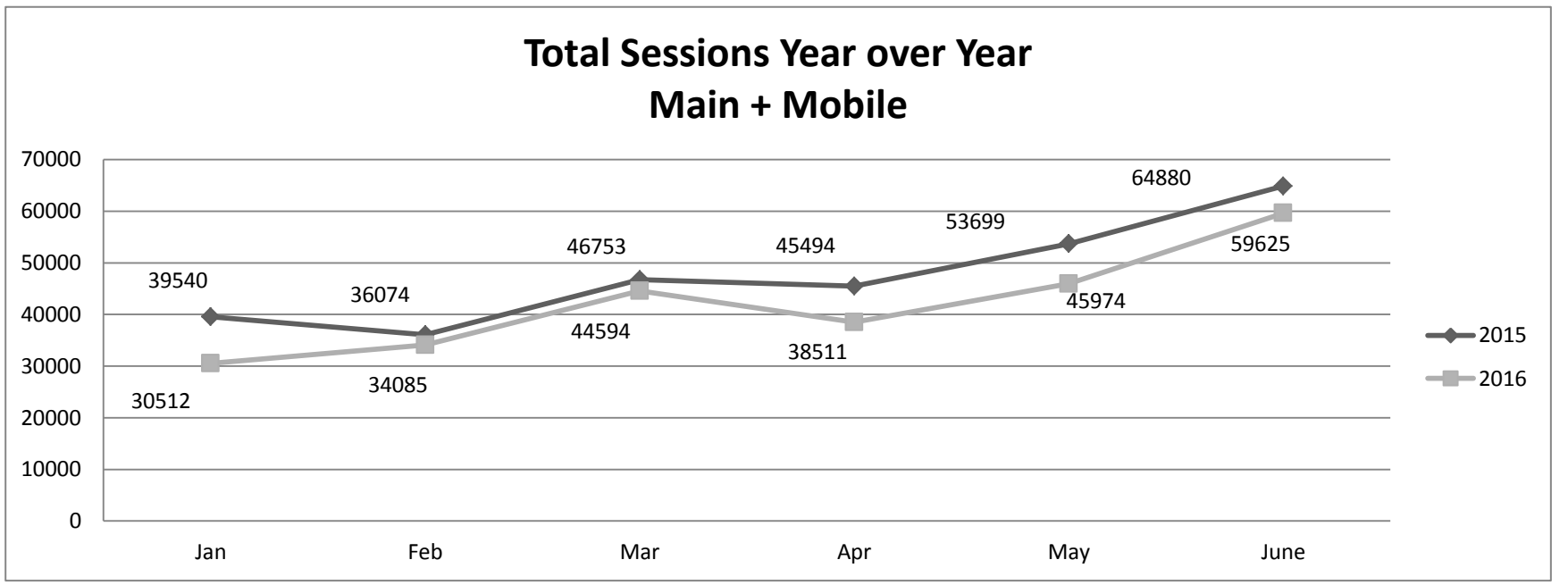
Since the launch of the new website, performance is improving each month as traffic recovers. As of June 2016, organic traffic is up 6% and organic engagement has improved YoY. Pageviews have increased 23% YoY and pages per session have improved 7% YoY.

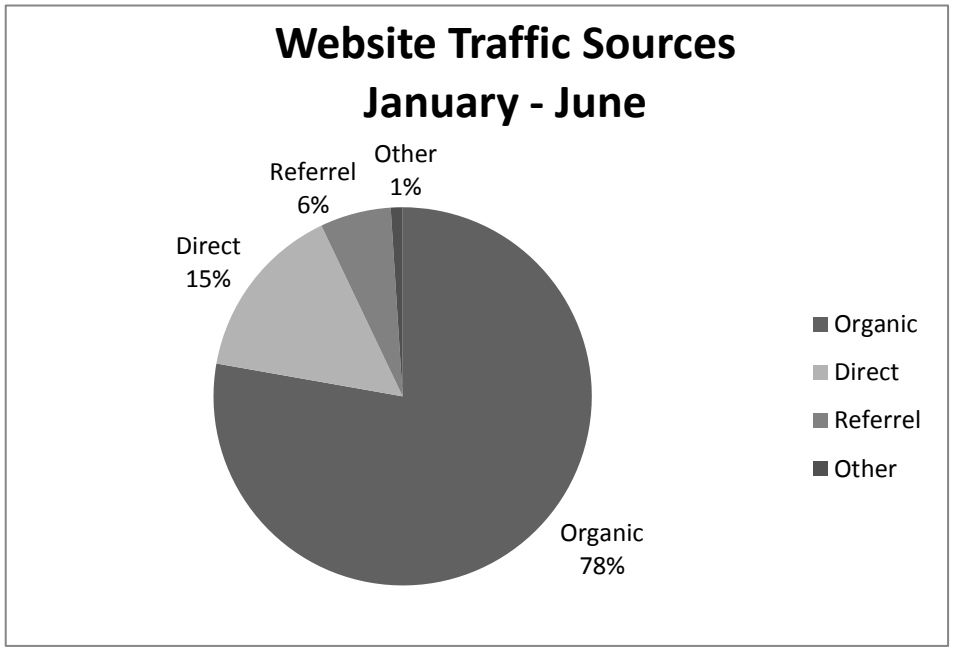
In April, the CVB hosted the Boulder Packaging Forum. This annual forum brings together tourism partners to collaborate and create destination packaged for visitors. Due to popularity, the CVB will host a second forum in the fall.

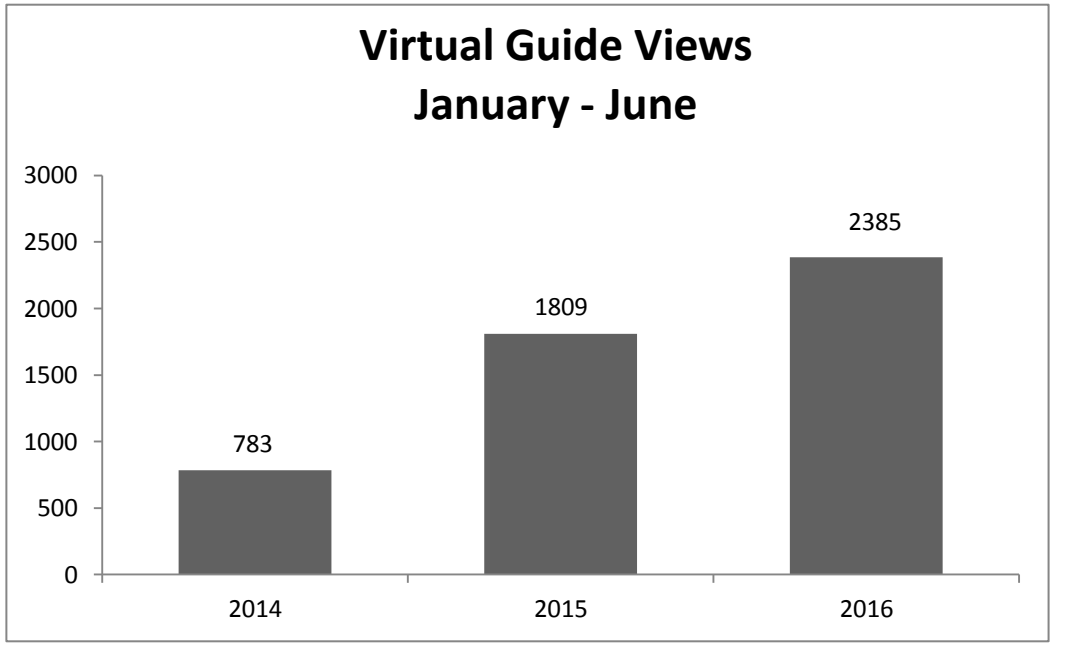
In May, the CVB set up a staffed information booth at the BolderBoulder SportsExpo and provided brochures and maps to visitors on Pearl Street Mall.

In June, the CVB hosted the annual Boulder Familiarization Tour for new front-line and guest-service employees. The tour provides a first hand experience of Boulder. The tour was recently expanded to include 2 Banjo Billy buses and attendance has doubled. The CVB will host a second tour in the fall.

Visitor and Conference Services Executive Summary

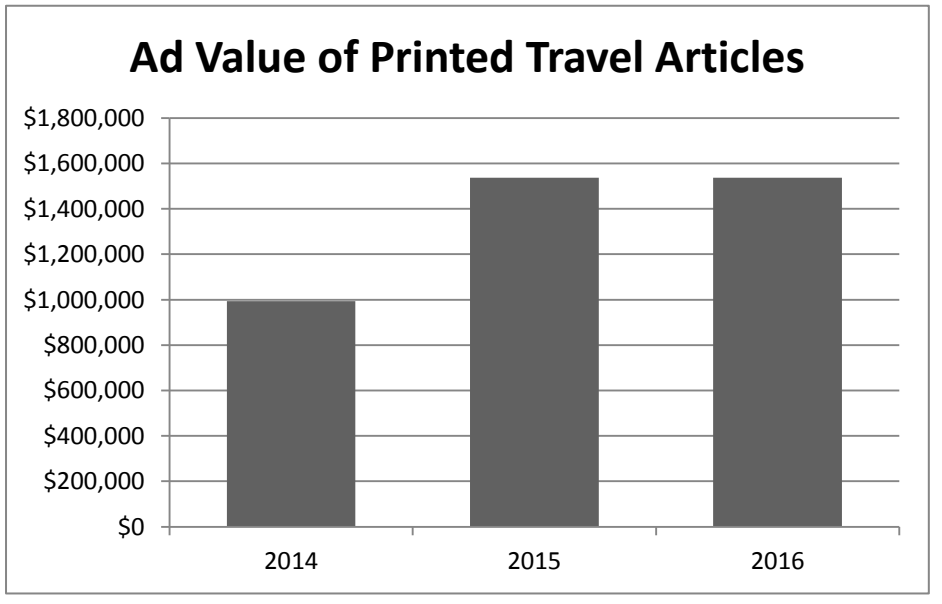






Executive Summary: Marketing and Communications

Mid-year Measurements:	2016	2015	2014
Number of Published Articles	168	136	78
Published Article Ad Value	$1,537,658	$1,316,649	$993,160
Published Article Circulation	12,399,563	10,430,319	12,822,835
Online Article Results - Total Articles	93	218	NA
Online Article Circulation	208,206,548	159,792,014	NA
Press Visits - In Boulder	62	12	22
Press Visits - Outside of Boulder	23	7	21
Photography Requests	20	21	22
Newsletter Subscribers	39,216	43,681	35,534
Newsletter Open Rate - Average (Tourism Industry Avg.=14.45%)	23.5%	24.0%	24.7%
Newsletter Open Rate - New Subscriptions	35.0%	34.0%	34.1%
Newsletter Open Rate - Old Subscriptions	12.0%	13.0%	15.3%



The CVB monitors the placement of editorial travel content placed in printed publications.

This dollar amount is determined based on the advertising equivalency value for the publication and the size of the mention for Boulder.

Coverage in print publications included the Dallas Morning News, The Wall Street Journal, Meetings Today, Triathlete Magazine and the Chicago Tribune.

2016 Mid-Year Communications Highlights

A new lodging package was developed to position Boulder as the hub for athletic performance training. Partnering with the CU Sports Medicine and Performance Center, the Boulder CVB created a 5-page microsite. Facebook ads are running and *Triathlete* magazine wrote a 4-page feature story on the program.

The Boulder County Farm Trail brochure is a new product which maps out the county's 19 farm experiences. Because Boulder's agricultural land is a key component to Boulder's dining scene, the brochure was developed to offer visitors a new experience.

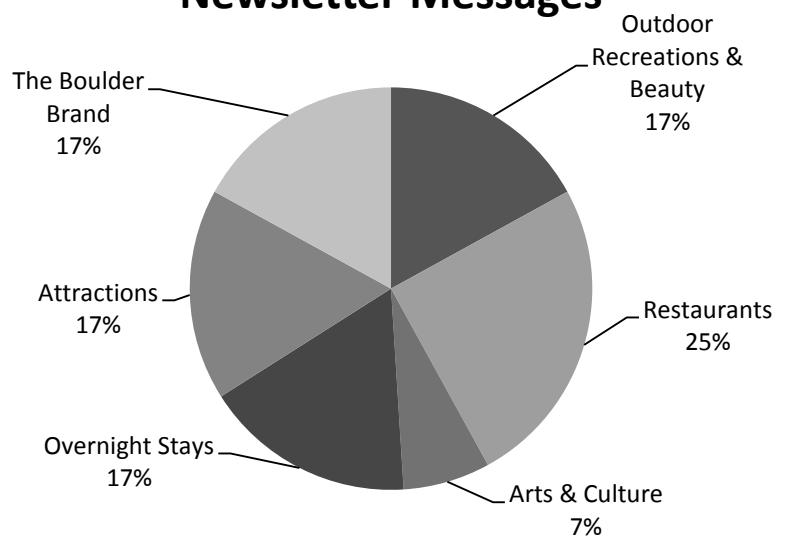
Social media has been a large part of the efforts this year. Instagram followers increased by 283%, the CVB hosted 4 travel influencers, attended the Travel Influencers Summit, and the CVB has launched a year-long Board initiated project to work with a destination tourism marketing agency to use social media in more strategic way.

Two multi-month ad campaigns ran on Facebook. The campaigns focused on skiing and on athletic performance training and accounted for almost 10,000 new unique website visitors. This is a powerful marketing tool that provides valuable data and insight not attainable from other strategies.

Media relations exposure is at an all time high. The CVB has met with 82 journalists YTD compared to 19 last year.

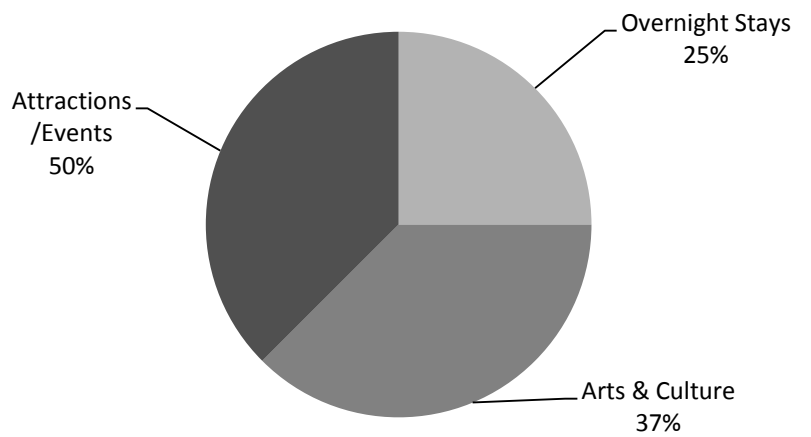
Executive Summary: Marketing and Communications

Newsletter Messages



The articles in the CVB email communications are classified into categories that represent Boulder's tourism messages. The CVB strives to have well balanced content that is representative of Boulder.

Community Assistance

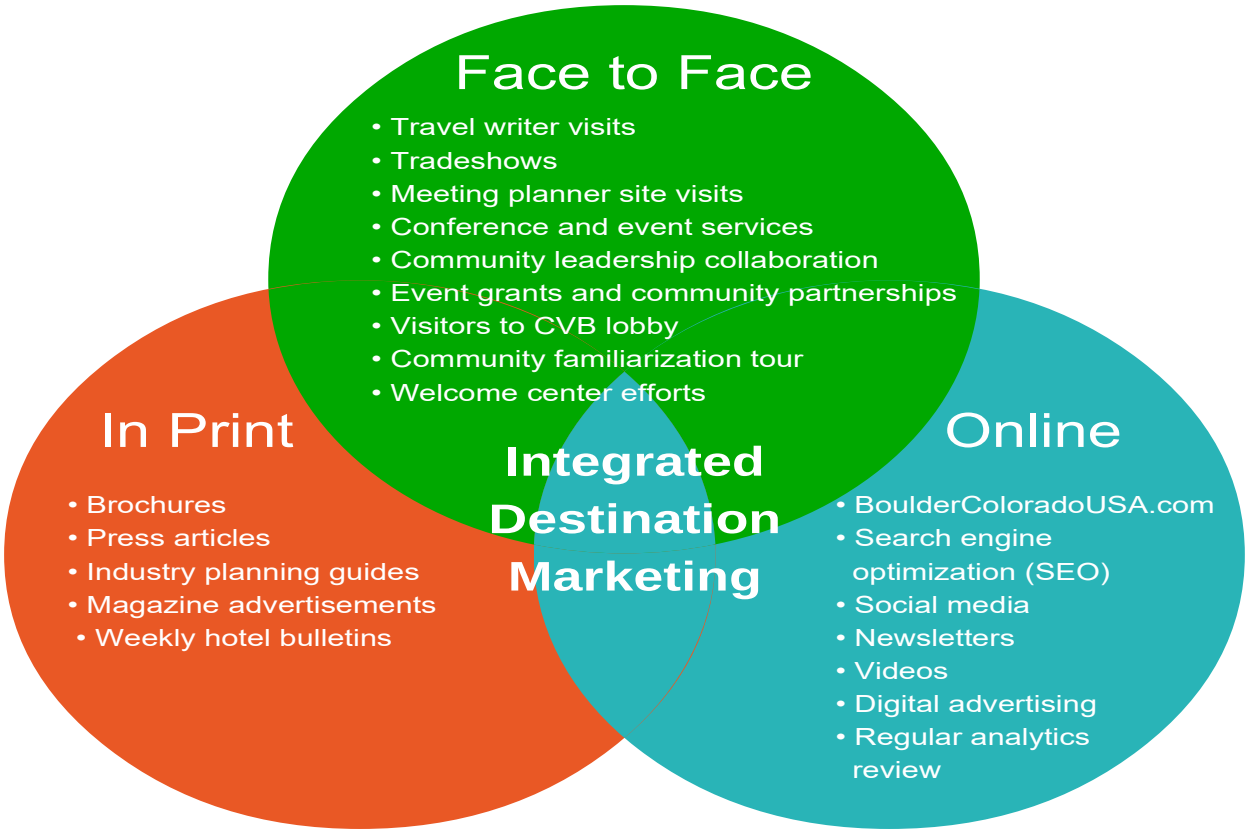


The CVB has solid relationships with local tourism partners and assists with their media efforts. We offer expertise on media relations and marketing strategies as well as connections to travel writers.

2014 Mid Year Social Media Measurements	2016	2015	2014
Facebook Fans:	6,274	4,953	4,588
Twitter Followers:	6,789	6,054	4,807
Pinterest Followers:	1100	984	777
Instagram Followers:	4,579	1,196	NA
LinkedIn Followers:	109	80	NA
YouTube Views:	8,431	9,862	1,450
Vimeo Views:	1,981	14,729	14,458

BOULDER CONVENTION AND VISITORS BUREAU
2016 Mid-year Report

The mission of the Boulder Convention and Visitors Bureau (CVB) 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.



How we reach our audiences

GROUP SALES DEPARTMENT

The Group Sales department attracts meetings, conferences, sporting events, and special events to Boulder. The team is comprised of a Director of Group Sales, Group Sales Manager, and Group Sales Coordinator. The team did extensive in-market research on industry trends and how to best position Boulder for future business and is seeing positive results with an ultra targeted approach. Meeting and event professionals highly value face to face interaction, and this is a focus in the action plan to promote the destination.

Research and Strategy: The lodging industry across the US has recently set records for demand, average daily rates and revenues. This is excellent news for hoteliers and city tax dollars. However, on the flip side, event planners are challenged to find availability and, when they do, room rates are at a premium. Boulder CVB data shows that meetings

have shifted to a shorter length of stay and are smaller in size. The CVB team utilizes this information to target industry sectors and meeting sizes that are best suited for Boulder's current inventory and economic conditions.

Opportunities and Action: Group Sales strategy involves increasing high priority sales tactics including creative prospecting efforts, increasing face-to-face meetings in feeder markets, expanding site visit opportunities, capitalizing on potential repeat business, and bidding on larger conferences to drive compression to multiple lodging properties.

Major Sporting Events: The CVB team continues to work closely with Boulder event partners including the City of Boulder and CU to focus on events that are ideal for Boulder. The CVB is a major financial partner with IRONMAN, Independence Day Softball tournament, and Haute Route Rockies. The Group Sales team is responsible for the lodging logistics of these events to ensure an efficient and positive experience for event organizers, customers, and Boulder lodging partners.

Meeting Incentives and Future Savings Package: These programs have been developed to assist the CVB team and lodging partners compete with other destinations for group business. Based on projected economic impact, the CVB provides cash incentives to help organizations off-set meeting related costs. The Boulder CVB has assisted five organizations in 2016. The Future Savings Package was developed to drive future room bookings. Having a solid base of group business on the books for future years will be extremely important with a 25% increase in lodging room inventory entering the market in 2017.

Groups Booking Report and Economic Impact: The CVB develops relationships with meeting and event planners to educate them on the value of bringing their groups to Boulder. The CVB tracks the results of Request for Proposals (RFPs) provided by meeting and event planners, which in turn are sent directly to Boulder lodging partners. Requests for Proposals are up 10% and booked rooms are up 30% through June 2016.

Mid-Year RFP Results: Groups: Meetings, Event and Sports	**2016**	**2015**	**2014**
Total Room Nights Booked:	9,764	7,534	7,143
Total Estimated Economic Impact:	$4,064,754	$3,032,100	$3,484,641
Total Estimated Tax: Combined Accommodations, Restaurant and Retail Revenues	$215,101	$158,158	$162,062
Total Request for Proposals:	175	164	144

Trade Shows: The CVB regularly promotes Boulder as a vibrant meeting and event destination at regional and national industry tradeshows. In the first half of 2016, the CVB exhibited in Northern California, Washington DC, Chicago, New Jersey, and multiple trade shows in Colorado. The CVB participated in appointment-based shows where one-on-one meetings allow for more time talking with planners who have the potential to meet in Boulder.

Mid-Year Tradeshow Results: Meetings, Sports and Events	**2016**	**2015**	**2014**
Number of Trade Shows:	8	7	7

Prospecting Communications / Lead Generation: Phone calls, emails, LinkedIn communication and e-marketing efforts focus on reaching specific and qualified meeting, sports and event planners to generate quality Request for Proposals for Boulder.

Mid-Year Prospecting Results: Meetings, Sports and Events	**2016**	**2015**	**2014**
Prospecting Communications:	1,784	1,519	1,671

Individual Meeting Planner Familiarization Trips: These site visits allow meeting planners to experience Boulder first-hand and learn how their program may work in Boulder. Results show the increased effort to attract qualified event professionals to Boulder to showcase the city.

Mid-Year Site Visit Results: Meetings, Sports and Events	2016	2015	2014
Individual Site Visits	18	8	6

VISITOR AND CONFERENCE SERVICES

Visitor Information Centers: The Davidson Mesa visitor kiosk on US 36 is a state highway scenic overlook and is quite popular for visitors' first glimpse of the Rocky Mountains and Boulder Valley. The kiosk is stocked with visitor information materials six days a week during the busy spring through fall seasons.
Additionally, the CVB stocks materials and maintains kiosks at The Boulder Chamber Center, Gateway Fun Park, Pearl Street Mall and the Downtown Boulder Visitor Center. Downtown Boulder, Inc. manages and staffs the downtown Visitor Center with a significant financial contribution from the Boulder CVB.

Mid-Year Visitor Center Traffic	2016	2015	2014
Downtown:	4,425	4,896	4,413
Chamber Center:	949	367	NA

Touch Screen Kiosk: This kiosk is located on the west side of 11th Street on Pearl and usage is up 57% this year. The CVB tracks what the user is looking for and from this, the CVB knows that the most popular pages are the restaurant listings and the 'Things to Do' listings.

Touch Screen Kiosk, Pearl Street	2016	2015	2014
Total Clicks:	1,937	1,229	June only - 161

Website: The new responsive website was launched in November 2015. Responsive web design provides optimal viewing and interactions on all devices. As the site continues to recover, there has been an expected decrease in page views. As of June 2016, organic traffic on the main site is up 6% compared to last year.
Visitors' Guides are one of the strongest indicators of intent to travel. Typically, when a guide is ordered, or viewed online, the intent is to travel to the destination. Virtual guides (brochures) views are up 32% year over year.

Mid-Year Website Measurements	2016	2015	2014
Request for Information – Mailed:	4.069	3,429	3,785
Virtual Guide Views:	2,385	1,809	783
Website Sessions:	253,031	286,440	260,159
Website Pageviews:	705,184	784,435	883,137
Time on Site (industry avg=02:11):	0:02:37	0:02:30	0:02:06
Pageviews per Session (industry avg=2.47):	2.78	NA	NA
Bounce Rate (industry avg=56.06%):	50.98%	NA	NA

Website Booking Engine: This resource offers a convenient option for visitors to make lodging, restaurant or event reservations without leaving the CVB website. There is no charge to the consumer or the tourism business partners for this program. The number of referrals this year has decreased substantially. The CVB believes this is due to a website design problem and it has been fixed. Despite the decrease, the convenience for the traveler to check availability and price makes the booking engine a valuable website component during the trip planning process.

Website Hotel Booking Engine	2016	2015	2014
BookDirect Website Referrals:	5,492	10,970	13,301
BookDirect Estimated Room Night Total:	448	1,941	1,447
BookDirect Estimated Hotel Room Revenue:	$458,550*	$262,035	$158,168
Attractions and OpenTable Booking Engine:			
Referrals by Activities/Events:	503	195	39
Referrals by Restaurant:	143	150	175

***** The fluctuation in the room revenue is due to previous years being overly conservative, using Colorado-based data versus Boulder specific data, and using low-end hotel pricing.

Brochure Requests/Conferences: The CVB provides brochures to groups staying in the Boulder area. The following list is a sample of some of the organizations requesting brochures. The CVB offers professional tour-guides to staff information tables at conferences that provide suggestions for restaurants, great shopping and activities. The CVB monitors these requests to ensure the use is to increase visibility to visit Boulder.

Mid-Year Brochure Distribution Results	2016	2015	2014
University of Colorado:	3,805	3,165	3,270
Federal Labs:	545	673	570
Corporations:	145	3,003	1,756
Welcome and Visitor Centers (AAA):	8,535	15,650	18,290
Weddings, Reunions and Leisure:	5,845	2,848	1,800
Misc. organizations:	5,611	6,406	7,870
Total Brochures	**24,486**	**31,748**	**33,556**

Conference Services: This offers meeting planners personalized service and is a key component to the CVB's goal of offering more comprehensive service to meeting planners.

Mid-Year Conference Services	2016	2015	2014
Groups Serviced:	20	42	26
Brochures Provided to Conferences:	2,745	6,867	4,476

Visitor Information Leads: The CVB mails information to potential visitors who have responded to leads generated by listings in magazines with reader service cards and specific websites. Also included in the mailings is a flyer promoting vacation packages created by Boulder hotels and tourism partners. From the CVB Visitors Survey, data shows that 65% of people requesting information from the CVB website actually visit Boulder. This study assists in measuring the return on investment.

Mid-Year Visitor Information Requests	2016	2015	2014
Travel Guides Free:	3,612	4,057	4,521
Colorado Vacation Guide:	1,463	1,035	2,494
Madden Media formerly Front Range:	2,294	4,794	5,788

Community Familiarization Tour: The CVB hosted the annual three-hour Boulder Familiarization Tour for new front-line and guest-services employees in June – it was the largest one yet with a total of 40 attendees. The CVB continues its partnership with Banjo Billy Bus Tours who provides transportation. This provides new employees a first-hand experience of what Boulder has to offer to share with visitors.

MARKETING AND COMMUNICATIONS

The Marketing and Communications department integrates marketing, branding, social media and media relations to shape and monitor Boulder's brand and reputation thereby achieving the CVB's economic objectives.

Marketing: The Boulder CVB's approach is inspirational and lifestyle focused. In building awareness about Boulder to undecided travelers, the focus is less on the "things" and more on conveying the feeling of being in Boulder — with images and words designed to inspire. At the engagement level, the Boulder CVB communicates true local, authentic expertise, and provides aspirational messages.

MEETINGS AUDIENCE

Campaign Spotlight: **CU Alumni enewsletter** – A custom enewsletter was sent to CU alumni intending to inspire alums to bring their professional meetings back to their alma mater. The campaign proved to be very successful and resulted in 56 qualified leads.

2016 MEETINGS AUDIENCE MARKETING

PUBLICATION:	Recipients	Click Thru Rate	Open Rate
Colorado Meetings + Events			
Print Ads (Spring/Summer) (2)	10,000	N/A	N/A
Custom National E-blast (2)	79,004	5.51%	19%
Custom Regional E-blasts (4)	15,064	1.6%	12%
Mountain Meetings			
Print Ad (Spring/Summer)	50,000	N/A	N/A
Plan Your Meetings			
Destination Spotlight Ad	26,877	.67%	N/A
Website Ads	35,454	.26%	N/A
Business Directory Page	122	23.77%	N/A
June E-blast	25,808	7.04%	8.4%
Weekly Deals and Highlights (2)	71,454	.15%	N/A
CVENT			
Digital Billboard Ad*	N/A	N/A	N/A
Digital Display Ad*	N/A	N/A	N/A
CU Alumni			
Forever Buff Insider Newsletter	80,903	1.5%	15%
Custom E-Blast	65,226	.30%	16%
Successful Meetings			
Print Ad (June)	50,000	N/A	N/A

***CVENT does not provide analytics.**

LEISURE AUDIENCE MARKETING

Campaign Spotlight: **TripAdvisor** – the campaign produced a 10% bump to web performance and the ads received five times the click through rate than TripAdvisor's average. Through analytical research specific to the Boulder CVB, it is proven that TripAdvisor users to Boulder CVB's site spend twice as long on the site and are heavily engaged, compared to other users. This indicates that users who come to the CVB's site from the TripAdvisor site are consuming a great deal of information with which to plan a trip. TripAdvisor's place in the travel market is undeniable - it is the world's largest travel website, reaching 375 million users.

PUBLICATION:	Impressions	Recipients	Clicks	Click Thru Rate	Industry Average
ALIVE (Colorado Tourism Office)					
Print Ad– Summer	NA	50,000	NA	NA	NA
B-Cycle Brochure					
Print Ad	NA	10,000	NA	NA	NA
TripAdvisor					
Geo Targeted Ads – Jan-April	775,588	NA	4,221	.54%	.08%
Madden Supplement					
Print Ad	NA	920,000	NA	NA	NA
Colorado.com					
Newsletter ad (in-state)– March	9,954	27,045	110	1.1%	.93%
Custom Enewsletter (in-state) – March	7,498	27,045	996	13.28%	3%

Paid Social – The CVB saw effectiveness with its Facebook advertising campaigns. Two campaigns were rolled out during the first half of 2016, a Boulder Ski Escape campaign and the Up Your Game program. Both campaigns were marketed exclusively through Facebook. This channel was chosen for Up Your Game because the target market is so niche and for Ski Escape because of the low investment.
This is powerful marketing tool in that it provides valuable data that is not attainable from other strategies. For instance, through the Ski Escape campaign it was learned that Colorado residents are not particularly interested in Boulder's skiing message. It was also learned that those who are receptive to the message are interested in Boulder's additional winter experiences such as hiking, dining, and sightseeing.

Mid-Year Paid Social Campaigns:	Impressions	Clicks	Click Thru Rate
Ski Escape (Feb 16 - April 2)	417,621	5,294	1.10%
Up Your Game (Jan 1 - June 30)	375,526	4,957	1.32%

Chicago Campaign: The Colorado Tourism Office focused on the Chicago market this spring and offered a co-op campaign to destinations around the state. For the month of April, every advertising message in Chicago's Union Station was completely taken over by Colorado messaging. The Boulder CVB purchased two units. Additionally, a travel writer reception was organized and the CVB met with 30 travel writers.

Athletic Training Packages: This is a new program designed to position Boulder as the hub for athletic performance training and offers packages comprised of training experts and lodging for individuals who are training for an IRONMAN race, or any race or competition. Partnering with the CU Sports Medicine and Performance Center and Rocky Mountain Holiday Tours, the Boulder CVB created a 5-page microsite. The program is called, Up Your Game, and Facebook ads have been running throughout the year. Additionally a travel writer covered the program and wrote a 4-page feature story in the May issue of Triathlete magazine.

Brochure Updates – Print & Online: The Boulder County Farm Trail brochure was developed. It highlights, and maps out, the county's 19 farm experiences. Because Boulder's agricultural land is a key component to Boulder's restaurant and dining scene, the brochure was developed to give visitors yet another type of activity.
Additionally, these brochures were updated and/or reprinted: the Historic Walking Tour brochure; Sliced & Diced: A Chef's Guides for Visitors - the number of chefs doubled; the hiking brochure; and the angling brochure.
From recent reports, printed brochures are not obsolete; they are the third highest influencer behind the Internet and word-of-mouth recommendations. Also, a recent study showed that during a trip, seven out of 10 visitors pick up at least one brochure while on the trip. Of these, 42% plan on purchasing goods or services as a result of picking up the brochure. This study indicated a printed brochure is still one of the top three pieces of information used when planning a trip. The bottom line is: print pieces still remain relevant, while the online version is equally important.

Video: The CVB has a premiere 2-minute video and five 30-second videos. Topics include the Pearl Street Mall, Celestial Seasonings tours, hiking, history, and top must sees. Besides being viewed on YouTube and Vimeo, the videos can be found on the CVB's website on the corresponding webpages, for instance, the history video is on the history webpage and the hiking video is on the outdoor recreation page.

Mid-Year Video Views	2016	2015	2014
Total Video Views:	10,412	24,591	14,836

Boulder Partner E-Newsletter: An E-Newsletter is sent to local tourism businesses. It aims to let partners know how their businesses can be served by the CVB, offers educational articles, and information about upcoming special events that may impact their business. The CVB continues to add new partners as well as deleting old email addresses of former employees.

Mid-Year Partner Newsletter Subscribers	2016	2015	2014
Subscribers:	438	532	536
Open Rate-Avg. (Tourism Industry Avg. = 14.45%):	30%	33%	33%

Social Network Channels: As a Board of Director's initiative, the CVB is currently working with a destination tourism marketing agency to use social media in a more strategic way. The first phase of this initiative, an audit, was completed in June. The audit revealed that the audiences are aligned with the CVB's targeted markets, the audiences are eager for more information, and that all channels are currently well optimized for search engine optimization. Phase Two will get under way later this year and will focus on streamlined integration, best practices, and community engagement.
In addition to this initiative, the CVB has continued with its ongoing goals to post content that spurs conversation and inspires travelers to take action to visit Boulder. The CVB Instagram account continues to be the channel with the highest engagement and it increased followers by 283% in the past year. The Boulder CVB also continues to work with the Colorado Tourism Office by providing Boulder specific content to be used across their social media platforms.

Mid-Year Social Media Measurements	2016	2015	2013
Facebook Fans:	6,274	4,954	4,588
Twitter Followers:	6,789	6,054	4,807
Pinterest Followers:	1,100	984	777
Instagram Followers:	4,579	1,196	NA
LinkedIn Followers:	109	80	NA

Social Media Travel Influencers: Social media is powerful. The professionals who have developed large numbers of followers, and who have integrated social channels with their blogs, are in high demand. They are at the convergence of media relations and marketing, and this year, the Boulder CVB hosted four of them and met with an additional six. During a trip coordinated by the Front Range Regional Marketing Group four influencers visited Boulder in June with the focus of the trip being food and beer. The influencers have a total reach of 1.3 million and Boulder received significant coverage on Instagram, Facebook and Twitter. While they were in town, they were posting to their channels constantly. At the Travel Influencers Summit, the CVB met six of the world's top social media influencers. During a post-conference trip to Boulder, one of the influencers created a You Tube video about Boulder which gleaned 98,000 views by his You Tube followers.

Electronic Communications: The CVB distributes electronic newsletters weekly to new subscribers and monthly to established subscribers. The CVB receives qualified subscribers from Colorado.com as well as those subscribing directly from the CVB's website. Messages tend to be inspirational, rather than transactional, and highlight outdoor recreation, attractions, arts & culture, restaurants and over night stays.

The open rate for the "old" subscribers continues to fall as expected; the average life span of an email is 3 years and the CVB continues communicating with subscribers as far back as 2009.

Mid-Year Electronic Newsletter Subscribers	2016	2015	2014
Boulder Newsletter Subscribers:	39,216	43,681	35,534
Open Rate-Avg. (Tourism Industry Avg. = 14.45%	23.5%	24%	24.67%
Open Rate – New Subscriptions:	35%	34%	34.08%
Open Rate – Old Subscriptions:	12%	13%	15.25%

Mid-Year Welcome Leads	2016	2014	2014
Colorado.com Welcome Leads – Boulder:	5,508	7,938	7,188
Colorado.com Welcome Leads – Front Range Region:	6,882	8,806	8,140

Each quarter, the CVB distributes electronic newsletters to meeting and event planners as well. The messages are brief and educational with large photos.

Mid-Year Electronic Meeting Sales Newsletter Subscribers	2016	2015	2014
Meeting Newsletter Subscribers:	7,997	8,138	7,248
Open Rate-Avg.: (Tourism Industry Avg. = 14.45%)	18%	18%	21%

New Website Pages: On average, the CVB adds a new page to the website weekly. These new pages fall into one of three categories: supporting an ad campaign; supporting a popular experience; or supporting an event that the CVB has funded. Examples of pages created this year include: Fresh Ideas for Meeting Planners, Fourth of July in Boulder, and 10 Things to Do Before Winter is Over.

Mid-Year New Landing Pages	2016	2015	2014
Number of New Landing Pages Developed:	22	8	8

Top Performing Pages: Overall, landing pages allow for fresh content on the website and increase search engine optimization. Measuring the number of entrances shows the effectiveness of the campaign, popularity of the topic and effectiveness in drawing traffic to the website.

Mid-Year Top Performing Landing Pages	2016 Entrances to Site	2015 Entrances to Site
Boulder Events	18,446	17,800
Camping Near Boulder	13,495	9,815
Boulder's Must See Vacation Checklist	9,123	6,158
Things to Do with Kids in Boulder	8,266	6,664
Boulder Restaurants	6,281	5,088
Boulder Ski Escape	4,790	2,149
Insiders Guides to Boulder	3,716	N/A
Boulder Breweries, Wineries and Distilleries	2,882	1,614
Louisville Slugger Independence Day Tourney Boulder Hotels	2,428	N/A
The Boulder Video	4,154	1,310

Media Relations: The Boulder CVB's media relations efforts focus on reaching out to the media as well as responding to media requests. This includes story ideas, interview suggestions, background information, fact checking and photography. The CVB works closely with the Colorado Tourism Office (CTO) PR team for added exposure to travel

writers. In the first half of the year, the Boulder CVB partnered with the CTO on the first ever media reception held in Boulder and desk-side meetings with travel writers in Chicago (including the Chicago Tribune) and Houston.

Mid-Year Media Relations	2016	2015	2014
Photography Requests:	20	21	22
Published Article Results – Total Articles	168	136	78
Published Article Circulation:	12,399,563	10,430,319	12,822,835
Published Article Ad Value:	$1,537,658	$1,316,649	$993,160
Online Article Results – Total Articles:	93	218	NA
Online Article Circulation:	208,206,548	159,792,014	NA
Unsolicited Pitches "Cold Calls":	10	4	3
Press Visits in Boulder:	62	12	23
Press Visits Outside of Boulder:	20	7	21

Media-Community Relations: The CVB has solid relationships with local tourism partners and assists with their media efforts. We offer expertise on media relations and marketing strategies as well as connections to travel writers. During the first half of the year, assistance was given to Firefly Market, the upcoming Haute Ride, Tube to Work Day, Colorado Music Festival, the Boulder Hotel and Motel Association, and Open Studios.

INTERNATIONAL PROGRAMS

Media Relations: More than half of the media trips to date have been for publications outside the US. The Boulder CVB hosted journalists from the UK, and for the first time, China.

2018 International PowWow – Denver: The CVB is partnering with Visit Denver in hosting the largest US international trade show of tour operators in 2018. Boulder will invest some money each year to have some exposure and visits during the tour operator show.

COMMUNITY – CULTURAL PROGRAMMING

Community

Event Grant Program: The Event Grant Program (EGP), made up of CVB Board members, was designed to help implement the goals of the CVB by investing in the development and expansion of events that complement the Boulder brand for both residents and visitors with the specific goal of increasing tourism and revenue. In 2016 the EGP reviewed and granted sponsorship 12 events. They include:

- Cultural
  - Jaipur Literary Festival, Boulder International Film Festival, Boulder Jewish Film Festival, Boulder Arts Week, MediaLive Approved grant funding for the upcoming 2016 events are: Boulder Photo Festival, E-town 25th Anniversary, Adventure Film Festival, Aerial Dance Festival, History of Visual Arts, and the Boulder International Chamber Music Competition.
- Sporting Events
  - IRONMAN and the Independence Day Softball Tournament

2016 B-Cycle: The CVB is a community partner in the B-Cycle program, as 60% of the trips are taken from riders outside Colorado and 15% Boulder County. The CVB sponsorship includes CVB branded baskets (messages directed about meetings and group tours) and an ad in the printed maps.

Boulder Ski Escape: The Boulder Ski Escape package is a cooperative marketing program with Eldora Mountain Resort. The program's objective is to increase tourism, room nights and lift ticket sales during the winter months. This year the program was marketed with Facebook and TripAdvisor ads and the campaign was one of the most effective year to date. The campaign produced more than 4,500 new visits to the CVB's website and 500 new fans to the CVB's Facebook page.

In February, the CVB participated in a winter social media program with the Colorado Tourism Office in which the Ski Escape program received additional exposure. Additionally, the CVB continued to provide promotional flyers in all of the Visitor Packet mailers.

Mid-Year Ski Escape Results	2015/2016	2014/2015	2013/2014
Ski Tickets Redeemed:	1,191	1,175	1,857
Estimated hotel rooms sold:	644	685	1,003
Hotels Participating:	14	13	18
Estimated Revenue to Hotels, Restaurants and Retail spending:	$493,879	$301,243	$389,665

Cultural Programming

TripAdvisor Sponsored Page: The CVB has a destination sponsored page on TripAdvisor and it is one of the top five referring websites to the CVB. The views of this page have increased 223% over the past year. This sponsorship affords complete control on this page through events, photos and videos. Events are proven to be the most popular links on the page, and because of that, the CVB highlights the city's cultural attractions.

Mid-Year TripAdvisor Sponsorship Page	2016	2015	2014
Page Views:	82,245	25,473	20,776
Photo Views:	854	569	724
Event Clicks:	435	88	50

Film Commission: Having the Boulder County Film Commission office in the CVB offices integrates tourism and film and gives production companies a streamlined application process plus a broader view of Boulder. Economic benefits are generated for restaurants, hotels, retailers, government agencies, and residents through the film commission's success in assisting magazine, film and video companies with the production of commercials, documentaries and television programming.

Mid-Year Film Project Results	2016	2015	2014
Total Number of Film Inquiries:	39	19	26

In Conclusion:

- The CVB Board of Directors has launched two initiatives with specific goals which are:
  - Testing new cutting edge technology tied to traditional digital marketing, and
  - Developing a strategy to capture all social conversations and integrating this medium in to daily practices.
- The Group Sales reorganization last fall is producing great results.
- The creation of new content on the website keeps the search on Google relevant, as well as visitors to the site engaged which is reflected by time on the site.
- The consumer wants more information on all platforms (print, digital, related content to each topic) which requires more resources and time.

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BOULDER CONVENTION AND VISITORS BUREAU

2016 May Financial Variance Report
These financials was transitioned to CVB staff and have been reviewed and approved by contracted CPA. This is our monthly process.

Cash Balance sheet: Fixed Assets:

1. Furniture, fixtures, Computers: Cubicle purchase is on the deprecation schedule
2. Vehicle: VW bus is on the deprecation schedule

Income

3. Revenue: The second installment of funds from the City has been received. Third payment is due in July.
4. Salaries: Running under budget, temporary staff during the summer may use some of these funds the remainder may be caught up by third quarter.
5. Payroll Processing: This is a new expense for the contracted human resources, payroll and health insurance carrier vendor. This fee should off-set the insurance premium decrease that was realized.

Administration: A number of line items are running under budget and we will review all administrative expenses to anticipate and recommend potential programs.

6. Staff Professional Dev: All expenses were budgeted for, this is an expense timing issue.
7. Office expenses: Researching expenses. Color copies are running high due to the Brand Book drafts and final as Board working documents. There are additional charges beyond baseline-copies that were not budgeted for.
8. Auto expense: This was over budgeted.
9. Dues and subscriptions: The Boulder Economic Council dues were miscoded in 2015, therefore we will look for savings in another area to balance the Administrative expenses.
10. Professional Services: the audit fees as well as monthly CPA charges were received and paid.
11. Postage: The CVB will review the number of mailed items year over year. There has been a significant increase of viewed the CVB Visitors brochures online. This may make up for fewer mailed requests.
12. Building Maintenance: This is the budget tenant improvement cost which was in the approved 2015 Budget. The invoice for the noise mitigation system installed during renovations was received and paid. It was budgeted for in 2015.

Programs:
Meetings/Group Market

13. Lead Generation: All of the contracts that are annual commitments were signed and paid for the year. An invoice from 2015 was also paid that had been budgeted for. Other expenses will be coming in through out the year.
14. Tradeshows: All have shows have been budgeted for. There is an invoice timing and will balance out.
15. Tradeshow booth: Four pull up banners were purchased and ran slightly over. There will be saving in the Groups Funds to cover this.
16. Incentive –Meetings: Two groups were paid in the month of May for business in the Nov-Apr timeframe.

17. Incentive-Sports: The 2016 Independence Day Softball and the IRONMAN sponsorships were paid.

Visitors Services Function

18. Information Centers and Services: The first of four Downtown Visitor Center payments which totals $20,000 to support staffing of the center.
19. Internet/Web: The CMS licensing was budgeted for and is an invoice timing issue.
20. Regional Efforts: The Front Range marketing partnership program was under budgeted.
21. Hotel/Restaurant booking: The remainder of these funds will be paid out for the OpenTable part of the contract as it is on a different contract cycle.

Community – Cultural Marketing"

22. Community Events: The July 4th fireworks receives funds from the sponsor Wright Kingdom ($40,000), and pays out 100% of this to the fireworks vendor and CU Athletics. The first sponsorship check has been received.

Funds Restricted and Reserve total: $139,583

Cash Reserve: $40,000

Supplemental funds account: $99,583

Boulder Convention and Visitors Bureau
Balance Sheet - Modified Cash Basis
As of May 31, 2016

	May 31, 16
ASSETS	
Current Assets	
Checking/Savings	
10030 · CVB Checking WellsFargo (1895)	312,092.38
10031 · CVB Savings Wells Fargo (6762)	643,940.48
Total Checking/Savings	956,032.86
Total Current Assets	956,032.86
Fixed Assets	
18000 · Fixed Assets (>$1,000)	
18200 · Furniture, Fixtures, Computers	53,578.20 #1
18400 · Vehicles	12,000.00 #2
Total 18000 · Fixed Assets (>$1,000)	65,578.20
18900 · Less-Accum. Depr.	-22,542.57
Total Fixed Assets	43,035.63
TOTAL ASSETS	**999,068.49**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
22060 · CVB WellsFargo-Andrew (5229)	245.10
22070 · CVB AmEx-Parent (71003)	8,785.72
22120 · CVB WellsFargo-Kim (1410)	3,076.84
22140 · CVB WellsFargo-MaryAnn (5195)	1,069.49
22150 · CVB WellsFargo-Abbie (2121)	3,681.08
22160 · CVB WellsFargo-Angela (7787)	1,605.78
Total Credit Cards	18,464.01
Other Current Liabilities	
22400 · CVB Due To/(From)	
22410 · BCC	7,975.84
Total 22400 · CVB Due To/(From)	7,975.84
Total Other Current Liabilities	7,975.84
Total Current Liabilities	26,439.85
Total Liabilities	26,439.85
Equity	
30000 · Unrestricted Net Assets	232,383.99
31000 · Temporarily Restricted Assets	1,719.00
32000 · Retained Earnings	34,441.76
Net Income	704,083.89
Total Equity	972,628.64
TOTAL LIABILITIES & EQUITY	**999,068.49**

NO ASSURANCE IS PROVIDED ON THESE FINANCIAL STATEMENTS

Boulder Convention and Visitors Bureau
Statement of Revenues & Expenses - Budget vs. Actual
May 2016

	May 16	Budget	$ Over Budget	% of Budget	Jan - May 16	YTD Budget	$ Over Budget	% of Budget	Annual Budget
Income									
42000 · Government Grant Revenue	0.00	0.00	0.00	0.0% #3	1,466,028.00	1,408,496.78	57,531.22	104.09%	1,855,733.00
43000 · Other Revenue	11.04	9.19	1.85	120.13%	27.02	107,562.71	-107,535.69	0.03%	108,891.15
Total Income	11.04	9.19	1.85	120.13%	1,466,055.02	1,516,059.49	-50,004.47	96.7%	1,964,624.15
Gross Profit	11.04	9.19	1.85	120.13%	1,466,055.02	1,516,059.49	-50,004.47	96.7%	1,964,624.15
Expense									
60000 · Program Expense	129,957.61	80,676.65	49,280.96	161.09%	361,939.96	344,731.66	17,208.30	104.99%	888,887.00
61000 · Personnel									
61050 · Salaries	38,545.64	42,071.83	-3,526.19	91.62% #4	210,568.97	217,619.15	-7,050.18	96.76%	527,865.54
61200 · Payroll Taxes & Benefits	9,283.89	10,220.80	-936.91	90.83%	58,003.25	55,745.08	2,258.17	104.05%	127,412.17
61950 · Payroll Processing	552.60	552.60	0.00	100.0% #5	2,778.00	2,763.00	15.00	100.54%	6,631.20
Total 61000 · Personnel	48,382.13	52,845.23	-4,463.10	91.55%	271,350.22	276,127.23	-4,777.01	98.27%	661,908.91
62000 · Administration									
62005 · Staff Professional Dev	3,073.22	2,023.72	1,049.50	151.86% #6	9,124.83	5,508.27	3,616.56	165.66%	32,000.00
62010 · Office Expense	865.37	561.41	303.96	154.14% #7	7,107.61	5,088.13	2,019.48	139.69%	14,000.00
62040 · Computer, Database & IT	2,139.41	2,083.33	56.08	102.69%	11,021.42	10,416.65	604.77	105.81%	25,000.00
62080 · Auto Expenses	179.01	152.66	26.35	117.26% #8	537.49	2,176.02	-1,638.53	24.7%	4,102.00
62090 · Bank & Credit Card Fees	0.00	0.00	0.00	0.0%	78.00	13.58	64.42	574.37%	150.00
62100 · Small Equipment	0.00	0.00	0.00	0.0%	1,202.43	0.00	1,202.43	100.0%	2,500.00
62200 · Subscriptions & Dues	0.00	285.40	-285.40	0.0% #9	9,198.00	4,054.96	5,143.04	226.83%	12,749.75
62300 · Utilities	261.49	353.27	-91.78	74.02%	1,511.40	1,766.35	-254.95	85.57%	4,239.24
62350 · Professional Services	6,869.00	400.00	6,469.00	1,717.25% #10	7,949.00	8,000.00	-51.00	99.36%	11,500.00
62400 · Printing	0.00	965.98	-965.98	0.0%	98.21	4,949.38	-4,851.17	1.98%	10,500.00
62440 · Postage & Delivery	1,392.43	2,362.68	-970.25	58.93% #11	6,326.63	11,891.50	-5,564.87	53.2%	30,000.00
62450 · Contract Labor	2,347.50	3,441.89	-1,094.39	68.2%	14,008.50	17,209.44	-3,200.94	81.4%	41,302.67
62460 · Meetings	2,008.27	1,003.75	1,004.52	200.08%	4,570.67	3,226.66	1,344.01	141.65%	10,000.00
62610 · Job Postings - CVB	0.00	0.00	0.00	0.0%	45.00	250.00	-205.00	18.0%	500.00
62630 · Rent -CVB	9,147.00	9,147.00	0.00	100.0%	45,735.00	45,735.00	0.00	100.0%	109,764.00
62631 · Visioning	0.00	0.00	0.00	0.0%	1,153.75	25,000.00	-23,846.25	4.62%	75,000.00
62632 · Discrentionary	47.00	1,936.45	-1,889.45	2.43%	5,722.68	7,745.80	-2,023.12	73.88%	21,301.25
Total 62000 · Administration	28,329.70	24,717.54	3,612.16	114.61%	125,390.62	153,031.74	-27,641.12	81.94%	404,608.91
63000 · Occupancy	-503.00	647.00	-1,150.00	-77.74% #12	3,290.33	4,440.33	-1,150.00	74.1%	9,219.33
Total Expense	206,166.44	158,886.42	47,280.02	129.76%	761,971.13	778,330.96	-16,359.83	97.9%	1,964,624.15
Net Income	**-206,155.40**	**-158,877.23**	**-47,278.17**	**129.76%**	**704,083.89**	**737,728.53**	**-33,644.64**	**95.44%**	**0.00**

Boulder Convention and Visitors Bureau
Program Expenses
May 2016

	May 16	Budget	$ over Budget	Jan - May 16	YTD Budget	$ over Budget	Annual Budget
3 CVB							
1-Meetings Market Function							
CVB 3101 Lead Gen	4,471.67	2,160.00	2,311.67 #13	57,455.19	49,800.00	7,655.19	85,000.00
CVB 3103 Tradeshow	6,889.65	3,330.00	3,559.65 #14	32,596.16	25,150.00	7,446.16	50,000.00
CVB 3106 Ind Meeting Plan Fam	802.66	500.00	302.66	2,312.57	2,500.00	-187.43	10,000.00
CVB 3107 Sales Missions	0.00	0.00	0.00	72.29	0.00	72.29	12,000.00
CVB 3108 Dest Plan/Sports Guide	0.00	1,000.00	-1,000.00	359.56	2,000.00	-1,640.44	4,000.00
CVB 3109 Tradeshow Booth	0.00	1,000.00	-1,000.00 #15	2,729.74	2,000.00	729.74	2,000.00
CVB 3114 Website	0.00	0.00	0.00	81.25	1,000.00	-918.75	3,000.00
CVB 3117 Incentive- Meetings	3,000.00	0.00	3,000.00 #16	9,500.00	13,000.00	-3,500.00	45,587.00
CVB 3118 Incentive-Sports	70,000.00	50,000.00	20,000.00 #17	70,000.00	70,000.00	0.00	70,000.00
CVB 3120 DOS Meetings	0.00	0.00	0.00	18.62	500.00	-481.38	1,500.00
CVB 3121 Promotion Items	0.00	0.00	0.00	0.00	250.00	-250.00	500.00
Total 1-Meetings Market Function	85,163.98	57,990.00	27,173.98	175,125.38	166,200.00	8,925.38	283,587.00
2-Visitor Services Function							
CVB 3105 Conference Services	0.00	580.56	-580.56	113.75	658.98	-545.23	3,500.00
CVB 3201 Information Centers	10,732.81	5,650.33	5,082.48 #18	19,119.90	10,520.35	8,599.55	49,100.00
CVB 3203 Merchandise	1,850.37	0.00	1,850.37	1,850.37	1,075.67	774.70	8,000.00
CVB 3205 Welcome Centers	0.00	0.00	0.00	0.00	1,366.67	-1,366.67	4,100.00
CVB 3206 Internet/Web	3,038.98	3,016.52	22.46 #19	37,230.65	20,043.94	17,186.71	101,700.00
CVB 3207 Familiarization Tours	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00
CVB 3208 Regional Efforts	0.00	0.00	0.00 #20	3,500.00	3,000.00	500.00	3,000.00
CVB 3210 Visitor Research	4,125.00	0.00	4,125.00	9,959.00	0.00	9,959.00	33,250.00
CVB 3212 Hotels/Rest Booking	0.00	0.00	0.00 #21	11,850.00	11,850.00	0.00	15,950.00
CVB 3215 Digital Adv Messaging	1,225.74	732.00	493.74	18,765.05	26,063.00	-7,297.95	61,022.00
Total 2-Visitor Services Function	20,972.90	9,979.41	10,993.49	102,388.72	74,578.61	27,810.11	282,622.00
3-PR & Media Relations							
CVB 3301 Public Relations	462.20	667.00	-204.80	7,048.20	7,835.00	786.80	12,500.00
CVB 3304 Press Trips	3,328.09	2,160.00	1,168.09	6,139.18	3,782.00	-2,357.18	13,000.00
CVB 3307 Brochures/Collateral	4,904.89	1,000.00	3,904.89	15,057.25	21,856.00	6,798.75	59,123.00

Boulder Convention and Visitors Bureau
Program Expenses
May 2016

	May 16	Budget	$ over Budget	Jan - May 16	YTD Budget	$ over Budget	Annual Budget
CVB 3308 Adv-CO Vac Guide	568.75	0.00	568.75	1,150.95	2,300.00	1,149.05	35,272.00
CVB 3309 Photography/Video	1,550.00	0.00	1,550.00	1,609.95	3,500.00	1,890.05	14,000.00
CVB 3314 Film Commission	0.00	0.00	0.00	1,628.26	1,000.00	-628.26	1,753.00
CVB 3315 Mktg Contract Services	4,232.75	3,319.00	913.75	8,483.75	14,376.00	5,892.25	37,617.00
Total 3-PR & Media Relations	15,046.68	7,146.00	7,900.68	41,117.54	54,649.00	-13,531.46	173,265.00
4-International & New Markets							
CVB 3404 New Progamming	0.00	0.00	0.00	0.00	10,000.00	-10,000.00	10,000.00
CVB 3406 Tour OP Fam Trip	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00
Total 4-International & New Markets	0.00	0.00	0.00	0.00	10,000.00	-10,000.00	13,000.00
5-Comm. Cultural Marketing							
CVB 3123 Event Grant Program	8,000.00	0.00	8,000.00	22,400.00	14,400.00	8,000.00	96,947.00
CVB 3501 Community Spo/Events	-1,151.65	28.24	-1,179.89 #22	16,951.91	15,569.62	1,382.29	20,500.00
CVB 3502 Cultural Programs	0.00	5,533.00	-5,533.00	0.00	8,865.00	-8,865.00	17,966.00
CVB 3506 Packaging Forum	0.00	0.00	0.00	606.26	469.43	136.83	1,000.00
CVB 3508 Supplemental Prog	1,925.70	0.00	1,925.70	3,350.15	0.00	3,350.15	0.00
Total 5-Comm. Cultural Marketing	8,774.05	5,561.24	3,212.81	43,308.32	39,304.05	4,004.27	136,413.00
Total 3 CVB	129,957.61	80,676.65	49,280.96	361,939.96	344,731.66	-17,208.30	888,887.00
TOTAL	**129,957.61**	**80,676.65**	49,280.96	**361,939.96**	**344,731.66**	17,208.30	**888,887.00**

February 29 2016

To: Mayor Suzanne Jones
Boulder City Council members
City Manager, Jane Brautigam
City Liaison, Molly Winter

From: Mary Ann Mahoney, Executive Director Boulder Convention and Visitors Bureau

RE: Boulder Convention and Visitors Bureau 2015 Year-end Report

Once again it is our pleasure to submit the Boulder Convention and Visitors Bureau (CVB) 2015 Year-end Report.

The CVB continues to study the monthly lodging reports year to date. With the additional rooms from the opening of the Hyatt Place, there are more hotel rooms compared to 2014. What we are seeing is that the hotel occupancy is still strong, while selling fewer rooms year over year. Also, we are seeing an increased hotel accommodations tax collection which is being driven by increased occupancy and a 9% hotel room rate increase over 2014.

The US Travel and Tourism Association predicts that for 2016 the number of leisure travelers will continue to increase, thanks to rising wages and lower gas prices, while the number of business travelers, by contrast, may show some volatility for various reasons. Nationally, the 2016 hotel forecasted trends from Smith Travel indicate a flat occupancy with an estimated average daily rate increase of 4.4%.

Highlights of current programs:
Group Sales Department:

- Meetings and Sports and Events group nights increased by 5.7% over last year. This equates to a 15% increase to city taxes. This was primarily due because:
    - The CVB realigned the group sales markets to target corporate and association business to better align with Boulder's price point. In September the Group Sales department was once again fully staffed and gained momentum immediately.
    - Meeting incentive funds were very effective this year for attracting both small and large groups.
    - A Sports Events section was added to the new website and is optimized for search engine optimization.
- Meeting planner visits to the website increased year over year. A 20% spike, alone, can be contributed to an effective ad campaign aimed to CU alumni.
- To ensure the success of the very important Independence Day softball tournament, the CVB became a major sponsor of the tournament, which will keep the price of Boulder hotel rooms competitive.

Marketing and Communications Department:

- As the CVB knows, video content is equally as important, and 5 new videos accounted for an increase of 16% more video views over last year.

- In the fall the CVB Marketing team started a pilot project to launch a sports performance 'traincation' lodging package. Working with the new University of Colorado Sports Medicine & Performance Center and two hotel partners, the program is geared toward uber-athletes. This new program offers a complete Boulder package in a superior facility with unique services, similar to the Olympic training center, and is open to the public and not available anywhere else in Colorado.

Visitor and Conference Services Department:

- This last quarter focused on ramping up fresh content for the new responsive website that was launched in late November. Over 200 pages of content were reviewed and revised as well as adding hundreds of photos.
- Website and mobile visits showed an increase of 11.25% over 2014, averaging 48,600 visitors per month.
    - There was a slight decline of the amount of time that users are on the website due to Google's new way of serving up events. We are keeping an eye on this.
    - Due to the launch of the new website in late November the CVB is seeing a slight decline in search results. This was expected and the site search should recover within a few months.
- Viewed virtual guides are up by 75% over last year, which is one of the strongest indicators of the consumer's intent to travel. In converse, the mailed brochures are slightly down. Combined, there was 19% increase of guides viewed/ordered.
- The hotel booking engine on our site returned fewer referrals to the hotels. This is partially due to Boulder losing two 'value priced' hotels. However, this hotel booking engine remains a valuable tool for the consumer to research availability during the trip planning process.

Community Programs:

- The CVB Event Grant Program sponsored a number of Boulder signature events in 2015:
    - Inaugural Jaipur Literary Festival, Boulder Arts Week, Boulder Burgundy Wine Festival, Cross Country National Championships.
    - These sponsored events will occur in 2016: Boulder International Film Festival, Boulder Jewish Film Festival, Boulder Arts Week, MediaLive, History of Visual Arts, and the Boulder International Chamber Music Competition.
- BookDirect – Attractions and Open Table is a booking engine on our website and has a somewhat disappointing click through rate. As it allows the consumer access to ticket sales, this is not traditionally where folks go to purchase tickets. We will continue to assess if this is a worthwhile investment.
- The CVB sponsorship of the B-cycle program has proven to be great for overnight guests and day visitors (outside Boulder County) as rides increased 83%, serving 57,800 bike trips.

2015 December year to date	**Average Hotel Occupancy**		**Average Room Rate**	
Denver (includes Boulder and Hwy 36)	75.9%	Flat	$133.65	up 7.5 %
Highway 36 Corridor	74.%	up 1.2%	$121.98	up 6.2%
*Boulder	73.7%	up .3%	$160.14	up 9.4%
Source Rocky Mountain Lodging Report				
US – Smith Travel Research	65.6%	up 1.7%	$120.01	up 4.4%

Boulder City Accommodations Tax, December Year to Date:		
City of Boulder Accommodations Tax	$6,385,073	up 8.2%
Food Service Tax	$ 658,802	up 4.29**%**

As always, if you have any questions or suggestions regarding the programs for the Boulder Convention and Visitors Bureau, please feel free to contact me at 303-442-2911.

Encl: Exhibit C, 2015 Year- end Matrix
Year-end Executive Summary
Year-end Program Report
December Financial Variance Report and Financial Statements

Boulder Convention and Visitors Bureau
2440 Pearl Street • Boulder, CO 80302

EXHIBIT C

BOULDER CONVENTION AND VISITORS BUREAU Mid Year Report

2015 PERFORMANCE INDICATORS

Reporting Period: 2015 Fourth Quarter	2015 4th Quarter	Increase / Decrease over last year's Quarter	2015 Total
Meetings and Conferences			
Tradeshows / Personal Contacts	3	down 25%	13
Prospecting	873	74%	2,741
Site Visits	5	25%	19
Request for Proposals	68	79%	279
Number of Groups Booked	19	19%	78
Meeting webpages unique visitors	2,454	15%	11,052
Meeting and Conference room nights booked	3,027	20%	9,992
Sports and Events*			
Request for Proposals	4	down 67%	17
Number of Groups Booked	1	down 67%	9
Sports and Events Room nights booked	475	down 48%	5,090
Total Group Sales Room Nights Booked	**3,502**	**2%**	**15,012**

* Starting in June 2015 the sales efforts focused on meeting/conference business with a higher ROI. See continued notes below.

Visitor Services			
Number of responses mailed to inquiries	2,209	20%	9,886
Number of responses to phone and email inquiries*	740	5%	5,546
Number of unique website users sessions	498	5%	9,992
Web page view visits*	82,358	-20%	583,213
Average time: minutes on bouldercoloradousa.com*	266,036	-12%	1,536,522
CVB Mobile, Tablet, or iPad Site Visits	2:02:27	2%	0:02:19

In November ,the CVB launched our new responsive website. Responsive web design is an approach to web design aimed at crafting sites to provide an optimal viewing and interaction experience across a wide range of devices. This change will be reflected in our reporting and we expect to see a decrease in sessions and pageviews as we rebuild our site and recover traffic. Virtual guide views are up 75% year over year even though there was a

	Through December 2015	Change over 2014
Accommodation tax collection figures	$6,385,073	up 8.27%
Hotel / Motel Association Occupancy	73.3%	up 1.9%
Restaurant tax collection figures	$658,802	up 4.29%
Downtown Boulder tax collection figures	$13,452,411	up 15.3%
Twenty Ninth Street tax collection figures	$8,983,704	up .013%

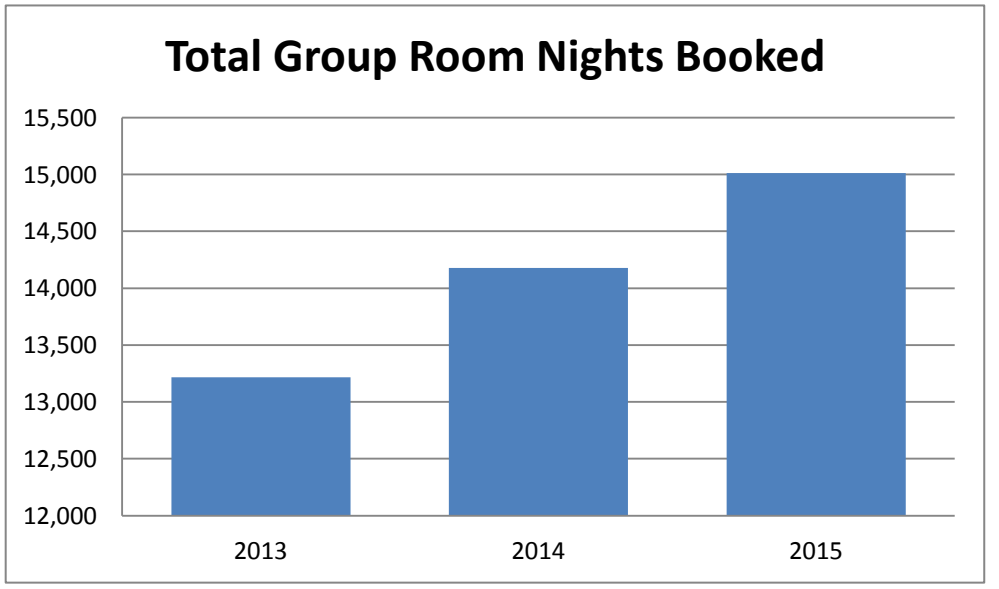
Services/programs provided to the cultural arts in Boulder:

During the 4th quarter, the CVB's majority focus was on the responsive design website to enhance the upcoming 'hot' events feature on the home page. This exposure give the events 48,600 viewers each month.
During this time the TripAdvisor events list page continued to gain traction with an increase of 7% more interactions over last year.

*Under the Sports, the decline in the 4th Qtr RFP and booked rooms was due to the softball and IRONMAN rooms were reported in the second and third quarter in 2015 verses the 4th QTR in 2014.

Group Sales

Year-End Measurements	2015	2014	2013
Meetings and Conferences			
Group Room Nights Booked	9,922	9,004	8,591
Estimated Group Revenue Generated	$4,129,834	$3,623,750	$3,306,160
Estimated Tax Revenue Generated	$218,582	$182,061	$159,105
Request for Proposals	279	225	222
Booked Groups	78	69	76
Lost Groups	104	95	84
Number of Tradeshows Attended (Meetings & Sports)	13	14	13
Prospecting Communications	2,741	2,473	2,882
Site Visits	19	15	13
Meeting Web Page Unique Visitors	11,052	10,138	7,724
Sports and Events			
Group Room Nights Booked	5,090	5,175	4,625
Request for Proposals	17	32	11
Estimated Group Revenue Generated	$2,118,611	$2,082,731	$1,779,885
Estimated Tax Revenue Generated	$112,133	$104,639	$85,655
Total Group Sales Department			
Total Group Room Nights Booked	15,012	14,179	13,216
Estimated Group Revenue Generated	$6,248,445	$5,706,480	$5,086,045
Estimated Tax Revenue Generated	$330,714	$286,699	$244,760



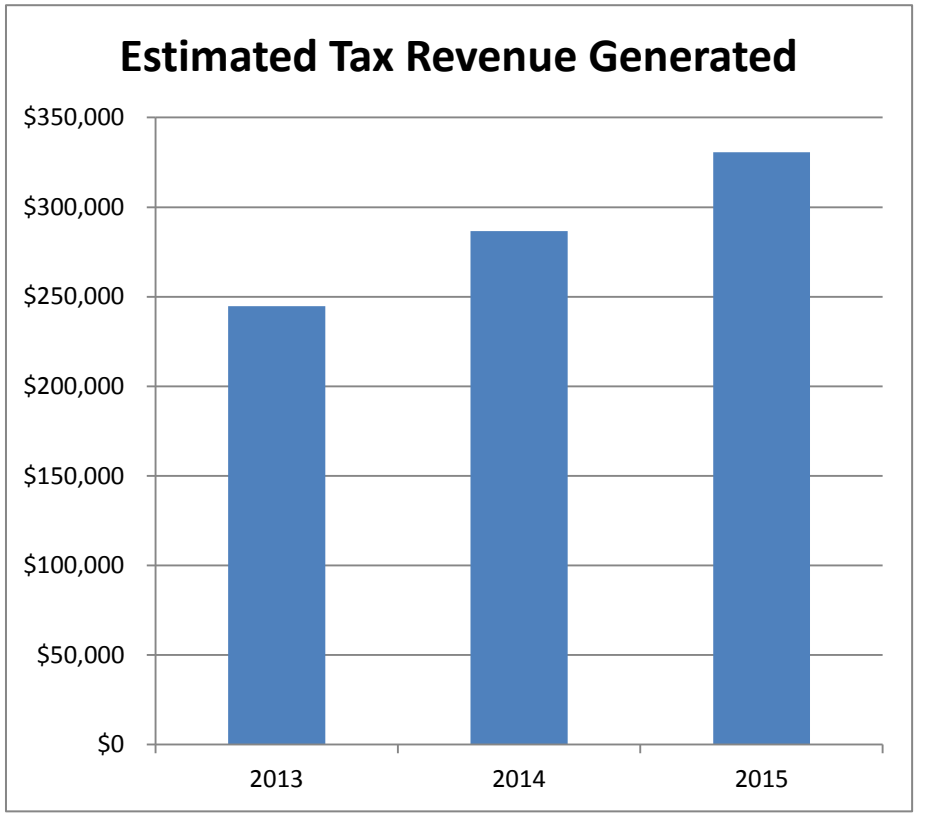
2015 Year-end Group Sales Highlights

Total Group Sales Department room nights for meetings, conferences, sports and events were the highest recorded to date at 15,012.

Total estimated tax revenue generated was $330,714, the highest recorded to date.

Meeting and Conference **Request for Proposals** were up significantly by 24%. This is a positive metric reflecting the increased interest to book group business in Boulder.

Group Sales



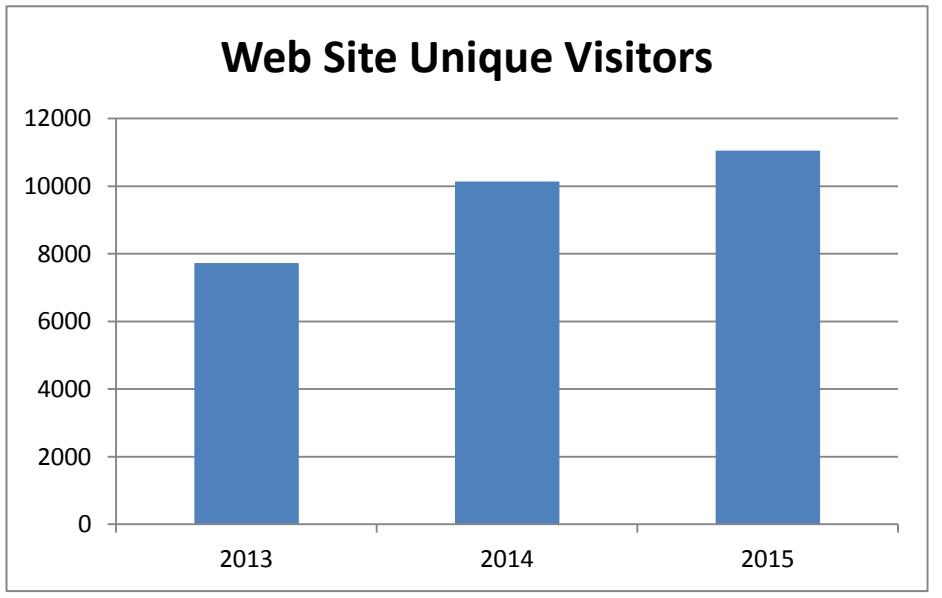
2014 Year-end Group Sales Highlights (cont.)

Unique Visitors to the group specific web pages were up 9%.

Prospecting and communication efforts to potential customers increased by 11%. This is a main focus of the fully staffed sales team to drive new group business leads.

CVB became a major financial sponsor of the annual **Independence Day Softball Tournament** to eliminate any rebates or fees for our lodging partners. CVB developed and is managing the group lodging web page for Boulder lodging.

CVB created a specific **Sports web page** to educate sports event planners on the venues and services available in Boulder. The goal is to attract specific sporting events that benefit the city and Boulder's tourism partners.

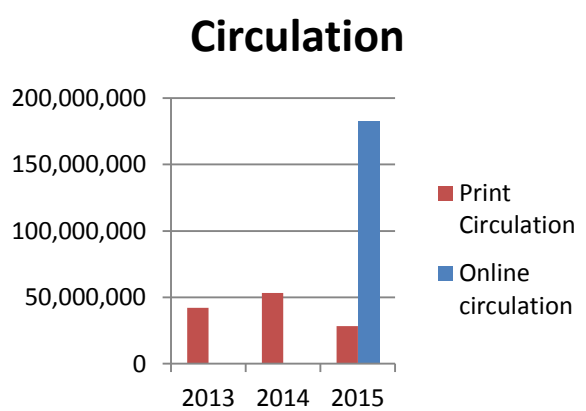


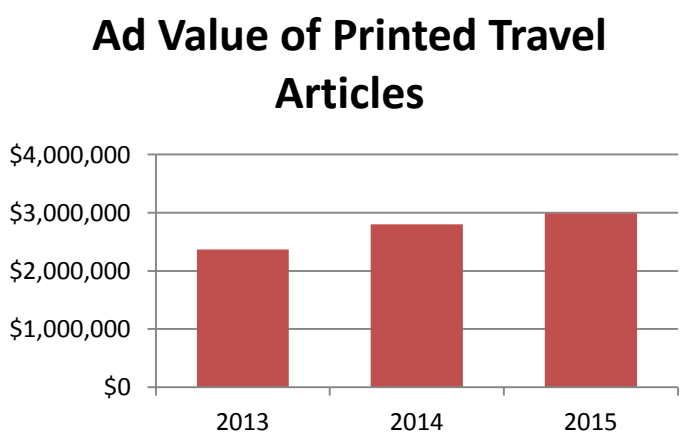
Communications

Year-end Measurements:	2015	2014	2013
Number of Published Articles	243	240	121
Published Article Ad Value	$2,988,625	$2,799,814	$2,369,177
Published Article Circulation	28,307,322	53,273,779	42,178,596
Online Article Results - Total Articles	337	NA	NA
Online Article Circulation	182,564,574	NA	NA
Press Visits - In Boulder	28	47	29
Press Visits - Outside of Boulder	18	25	12
Photography Requests	35	45	34
Newsletter Subscribers	40,256	43,281	36,826
Newsletter Open Rate - Average (Tourism Industry Avg=16.9%)	21.0%	24.0%	23.7%
Newsletter Open Rate - New Subscriptions	31.0%	33.0%	31.4%
Newsletter Open Rate - Old Subscriptions	11.0%	14.6%	15.5%

The number of print publications, and therefore the circulation, continues to drop. Conversely, the number of online outlets is soaring.

Coverage in print publications included the *Dallas Morning News,The Wall Street Journal, Meeting Professional, and Smart Meetings*.





The CVB monitors the placement of editorial travel content placed in printed publications. This dollar amount is determined based on the advertising equivalency value for the publication and the amount of coverage for Boulder.

Year-End Marketing and Communications Highlights

Five videos were created which increased the number of video views by 16%. Each video gives a local perspective through the voices of locals. Topics include the Pearl Street Mall, Celestial Seasonings tours, hiking, history, and top must sees.

The Boulder Beer Trail brochure was created. It highlights Boulder's 20 breweries along with the town's nine distilleries and wineries.

Hosted 28 travel writers, one of whom wrote an 8-page feature in *Lonely Planet UK* magazine about a Rocky Mountain road-trip with an ad value of $130,500.

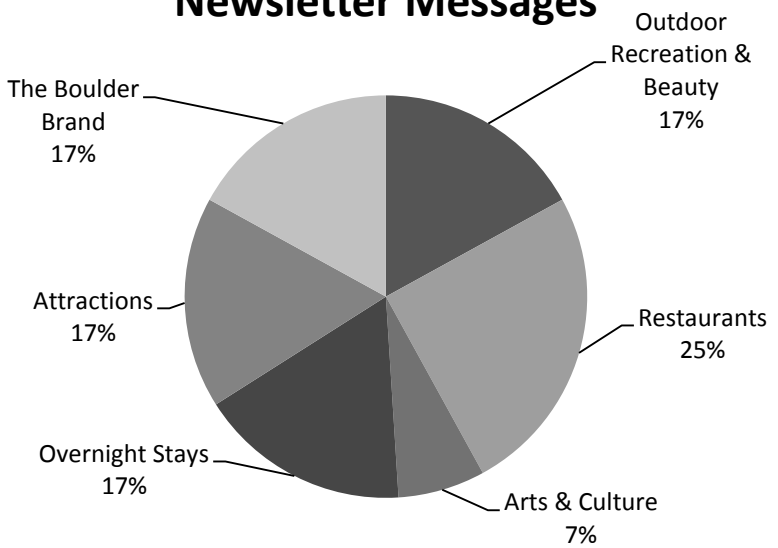
The e-newsletter remains very effective. The Open Rate is nearly double the industry standard.

Working with the CU Sports Medicine and Performance Center, lodging packages were created to attract triathletes and cyclists to train in Boulder.

The CVB's Boulder Ambassador Video is shown to the city of Boulder's employees during new hire orientation. This means that the importance of tourism in Boulder's economy is recognized, and communicated, to city

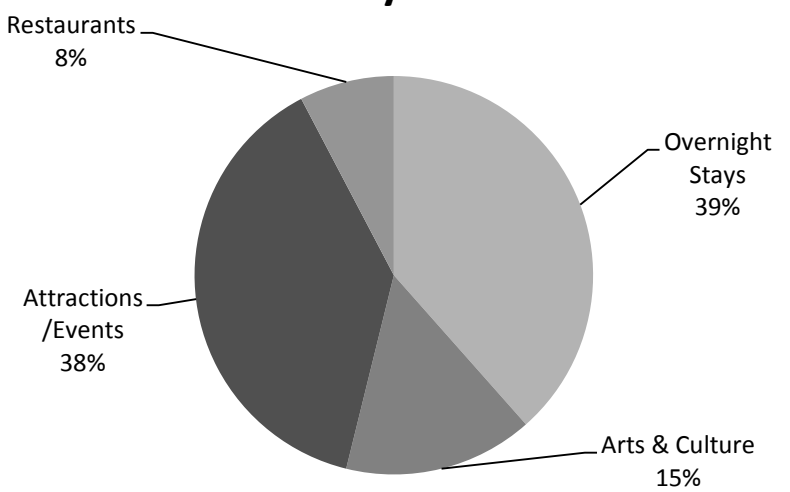
Communications

Newsletter Messages



The articles in the CVB newlsetters are classified into categories that represent Boulder's tourism messages. The CVB strives to have well balanced content.

Community Assistance



The CVB has solid relationships with local tourism partners and assists with their media efforts. Expertise is offered on media relations and marketing strategies.

2015 Year-End Social Media Measurements	2015	2014	2013
Facebook Fans:	5,385	4,911	4,316
Twitter Followers:	6,414	5,434	4,297
Pinterest Followers:	1,100	908	637
Instagram Followers:	2,174	814	n/a
LinkedIn Followers:	101	n/a	n/a
Video Views:	26,055	22,379	6,046

Visitor Services

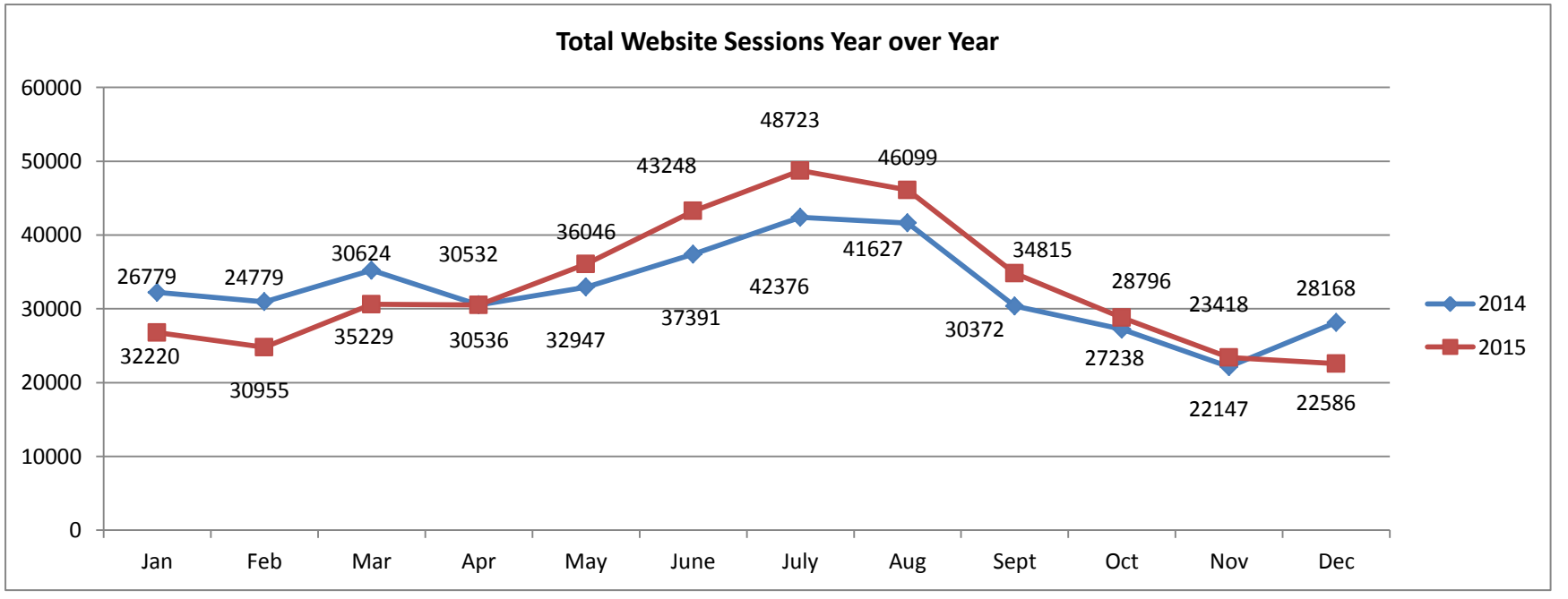
The Visitor Services department is responsible for stocking materials and maintaining kiosks at Davidson Mesa, Gateway Park Fun Center, Pearl Street Mall and the Downtown Boulder Visitor Center. The CVB mails specific Boulder information to leads generated by listings in magazines and specific websites. Daily updates are made to the CVB website to include a calendar of events and a complete database of visitor information. The CVB offers its tourism partners the opportunity to participate in familiarization tours and packaging forums. In addition, the CVB provides free conference services to assist meeting planners and to help build attendance.

Year-End Measurements:	2015	2014	2013
Downtown Boulder Visitor Center Traffic	12,985	12,533	12,113
Website Sessions	583,213	524,860	471,395
Website Pageviews	1,536,522	1,712,983	1,770,155
Time on Site	0:02:19	0:02:30	0:02:49
Virtual Guide Views	5,270	3,015	2,157
BookDirect Website Referrals	19,632	23,226	30,027
BookDirect Estimated Room Night Total	3,681	5,144	3,903
BookDirect Estimated Hotel Room Revenue	$496,935	$564,756	$424,982
BookDirect Referrals by Activites/Events	302	224	NA
BookDirect Referrals by Restaurant	565	358	NA
Information Requests (Website)	5,546	6,054	6,607
Information Requests (Leads)	16,655	19,827	17,070
Total Conferences Serviced	22	14	28
Brochures Provided to Conferences	2,632	1,625	6,675

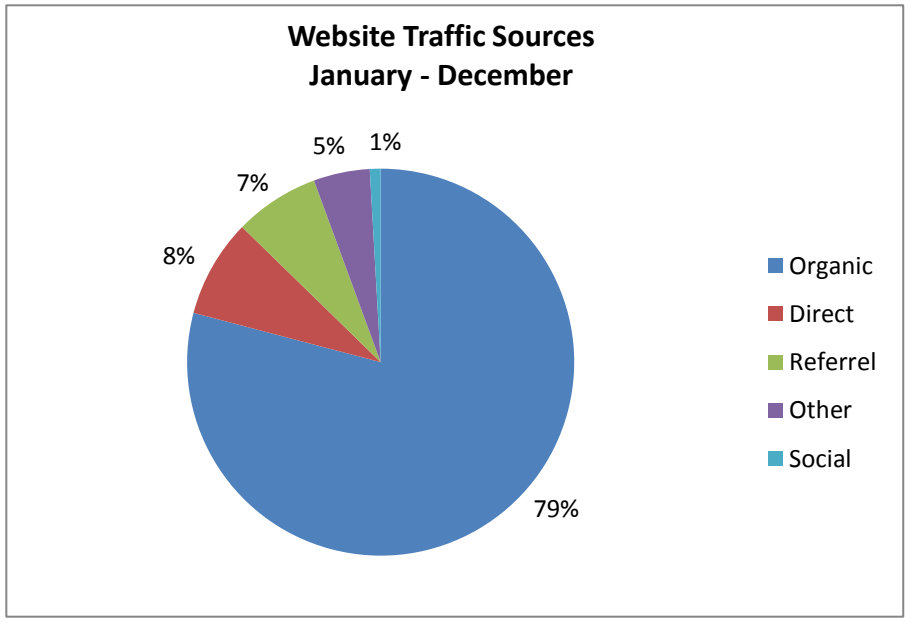
Year-End Visitor & Conference Services Highlights

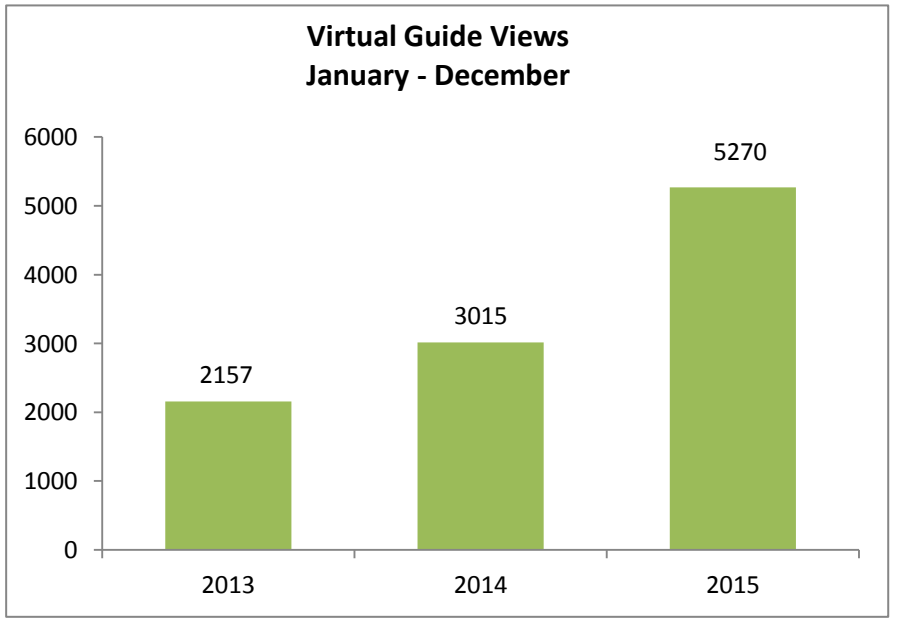
- The CVB launched a new responsive website in November which means that the website is more effective on all types of devices such as desktops, phones and tablets.
- Virtual guide views increased 75% year over year. Combined with requested guides there was an increase of 19%. Measuring the number of visitor guide views provides a consumers intent to travel.
- Attendance for the Boulder Familiarization Tour doubled in 2015, and were hosted in the early summer and fall
- The Visitor Information kiosk at Davidson Mesa scenic overlook reopened in June
- To offer visitor information in many areas the CVB purchased a VW bus for a mobile visitor information center

Visitor Services



*The CVB launched a new responsive website in November which decreased the user sessions. This was expected and should rebound within a few months.

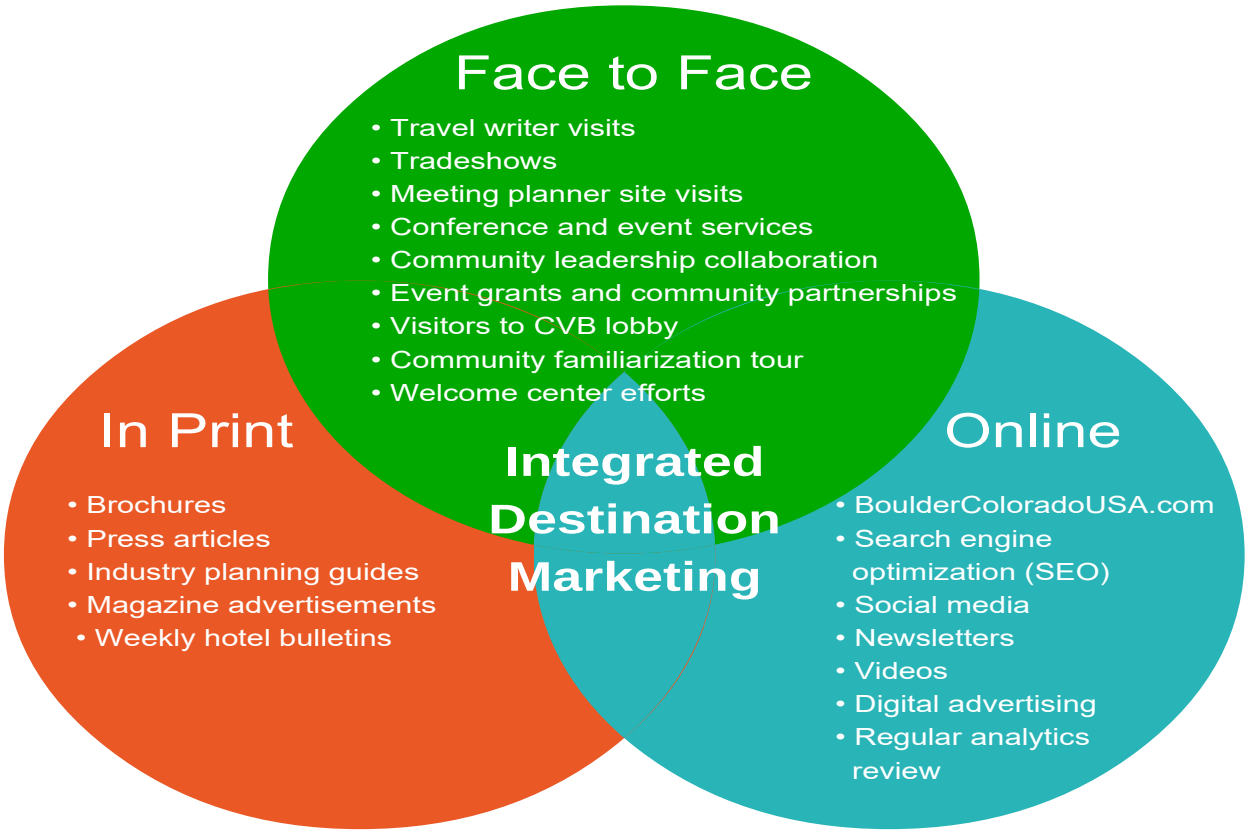




BOULDER CONVENTION AND VISITORS BUREAU
2015 Year-End Report

The mission of the Boulder Convention and Visitors Bureau (CVB) 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.

Integrated Destination Marketing



How we reach our audiences

GROUP SALES DEPARTMENT

The Group Sales Department developed and executed a strategic sales and marketing plan based on in-house data, hotel feedback and market research. Based on this known data within the meetings and conference market, the CVB sales team is able to target specific geographic regions, market segments and industry sectors with the highest potential for group business for Boulder. Based on Boulder lodging market conditions, the CVB is targeting corporate and high-end association group business.
The CVB continues to build relationships with the University of Colorado Conference Services and Athletics to attract education based conference business. The sports industry is an important on , and the CVB continues to research and support ideal events for the City of Boulder and its tourism partners. Through the Event Grant Program, these sports related events are thoroughly evaluated to meet CVB funding requirements.

Booking Report and Economic Impact: The CVB works to develop relationships with meeting planners to educate them on the value of bringing meetings to Boulder. The CVB tracks the results of Request for Proposals (RFPs) provided by meeting planners, which in turn are sent directly to our Boulder lodging partners.

Year-End RFP Results: Meetings, Sports and Events	**2015**	**2014**	**2013**
Total Room Nights Booked:	15,012	14,179	13,216
Total Estimated Economic Impact:	$6,248,445	$5,706,480	$5,086,045
Total Estimated Tax: Combined Accommodations, Restaurant and Retail Revenues	$330,714	$286,699	$244,760
Total Request for Proposals:	279	225	222

Trade Shows: The CVB regularly promotes Boulder as a vibrant meeting and event destination at regional and national industry trade shows. In 2015 the CVB exhibited in Washington DC, Austin TX, Orlando FL, San Francisco CA, Pittsburgh PA, Las Vegas, NV and multiple Colorado locations. The CVB focused on appointment-based shows with one-on-one meetings with qualified meeting planners.

Year-End Trade Show Results: Meetings, Sports and Events	**2015**	**2014**	**2013**
Number of Trade Shows:	14	17	15

Prospecting Communications / Lead Generation: Phone calls, emails, LinkedIn communication and e-marketing efforts focus on reaching specific and qualified meeting, sports and event planners to generate quality Request for Proposals and site visits.

Year-End Prospecting Results: Meetings, Sports and Events	**2015**	**2014**	**2013**
Prospecting Communication Efforts:	2,741	2,473	2,882

Individual Meeting Planner Familiarization Trips: These familiarization trips and visits allow planners to experience Boulder first-hand and learn how their meeting or event might work in one or more of Boulder's properties, venues and restaurants.

Year-End Site Visit Results: Meetings, Sports and Events	**2015**	**2014**	**2013**
Planner Visits:	19	15	13

Sales Mission: In the meetings and conference market, the CVB executed sales calls and client lunch events in Washington, DC and Arlington, Virginia. Accompanied by three lodging properties, the team met with over 70 qualified meeting planners in this top feeder market.

Destination Colorado Roadshow: Group Sales traveled to San Francisco with the Destination Colorado marketing organization to promote Boulder to 60 qualified corporate meeting planners at two client lunch events in San Jose and San Francisco.

Denver Client Familiarization Event: Accompanied by the CVB's lodging partners, the Group Sales team developed this new program and hosted 22 qualified corporate and association meeting planners from the

Denver Metro area. This event aimed to familiarize the planners with Boulder's transportation options, Pearl Street Mall, unique venues and hotels to drive future business from the Denver area.

CU Conference Planning Luncheon: The Boulder CVB, Boulder Hotel and Motel Association and CU Conference Services partnered together to host a conference planning lunch for 50 CU Program Managers from various departments throughout CU. The goal of this program was to familiarize key CU staff with the resources available to them to potentially bring more meetings and event business to Boulder.

Meeting Incentive Program: The CVB allocates specific incentive funds to attract and support meetings and conferences when competing with other destinations. According to research, this is a major decision factor for meeting and event executives when selecting a destination. In 2015, the CVB awarded approximately $26,000 to gain new meeting related business, primarily in Boulder's value season when lodging demand is lower.

2015 Meeting Incentive Funding examples:

- **Classical Association of the Middle West and South**: March 2015 program which produced 600 room nights within Boulder.
- **SI-BONE:** March 2015 program which produced 170 room nights within Boulder.
- **Hypervelocity Impact Society:** April 2015 program which produced 400 room nights within Boulder.
- **Howling Zoe:** April 2015 program which produced 300 room nights within Boulder.
- **Techstars:** October 2015 program which drew over 600 attendees and produced 400 room nights within Boulder.

Sports Incentive Program: As part of the CVB's Event Grant Program, the committee, made up of CVB Board members, reviews sporting events and tournaments that are in line with the CVB's mission and goals to drive economic development and community engagement.

2015 Sports Incentive Funding Grantees:

- **Independence Day Softball Tournament:** Annual tournament that generally takes place over the 4th of July holiday for five days, a need time for Boulder lodging partners. The CVB tracked over 1,600 room nights within Boulder.
- **IRONMAN Boulder:** 2015 was the second year of this event, attracting over 2,000 competitors. The number of nights in Boulder hotels was estimated at 3,100. Additionally, independent research indicates that IRONMAN visitors have a much higher per day spend than the general visitor bringing a greater economic impact to Boulder than traditional events.

MARKETING AND COMMUNICATIONS

The Marketing and Communications department integrates marketing, branding, social media and media relations to shape and monitor Boulder's brand and reputation thereby achieving the CVB's economic objectives.

Marketing: The Boulder CVB's approach is inspirational and lifestyle focused. In building awareness about Boulder to undecided travelers, the focus is less on the "things" and more on conveying the feeling of being in Boulder — with images and words designed to inspire. At the engagement level, the Boulder CVB communicates true local, authentic expertise, and provides aspirational messages.

MEETINGS AUDIENCE

Campaign Spotlight: CU Alumni enewsletter – A custom enewsletter was sent to CU alumni intending to

inspire alums to bring their professional meetings back to their alma mater. The campaign proved to be very successful and resulted in 21 highly qualified leads.

2015 MEETINGS AUDIENCE MARKETING

Publication:	Recipients	Click Thru Rate
Colorado Meeting + Events		
Print Ads (4/year)	40,000	N/A
Custom National E-blast (3/year)	31,410	.35%
Custom Regional E-blasts (3/year)	10,767	.90%
Mountain Meetings		
Print Ad (2/year)	50,000	N/A
Plan Your Meetings		
Spotlight Ad	24,444	.27%
Weekly Web Deals (2/year)	74,306	.09%
Splash Ad	289	8.30%
Leaderboard Ad	43,287	.29%
Business Directory Page	384	17.99%
Custom E-Blast (2/year)	62,102	.21%
MPI		
Print Ad (Winter)	30,000	N/A
Leaderboard Ad	24,835	.04%
CVENT		
Website Banner Ad	N/A*	N/A*
Display Ad	N/A*	N/A*
CU Alumni		
Custom E-Blast	45,311	.72%
Buffs Insider (1-Colorado; 1-National)	213,631	N/A
Successful Meetings		
National E-blast	78,576	.25%
Collinson Media and Events		
Leaderboard Ad	8,538	.97%

*Cvent does not provide analytics.

LEISURE AUDIENCE MARKETING

Campaign Spotlight: TripAdvisor – this is an effective partnership for the Boulder CVB. Through analytical research specific to the Boulder CVB, it is proven that TripAdvisor users to Boulder CVB's site spend twice as long on the site and are heavily engaged, compared to other users. This indicates that users who come to the CVB's site from the TripAdvisor site are consuming a great deal of information with which to plan a trip. TripAdvisor's place in the travel market is undeniable - it is the world's largest travel website, reaching 375 million users.

PUBLICATION:	Impressions	Recipients	Clicks	Click Thru Rate	Industry Average
Colorado Official State Vacation Guide (CTO)					
Print Ads – 3 pages	n/a	550,000	n/a	n/a	n/a
ALIVE (CTO)					
Print Ad– Summer	n/a	50,000	n/a	n/a	n/a
Print Ad - Winter	n/a	50,000	n/a	n/a	n/a

TripAdvisor					
Geo Targeted Ads – Jan-April	660,608	n/a	973	.17%	.08%
Geo Targeted Ads – October	109,592	n/a	285	.18%	.08%
ISeeIGo.com					
Web Ad	50,000		12,800	26%	*
Colorado.com					
Web Ads – April-Dec	215,892	n/a	1,075	.5%	059%
Custom E-blast – In State (2)	18,436	56,578	2,226	11.86%	8.22%
Custom E-blast – Out of State (1)	53,501	274,115	6,001	11.22%	8.57%
Custom E-blast – Front Range Co-op	8,617	*	116	*	8.22%
Newsletter Ads (4)	91,160	355,371	1,045	1.15%	.93%
Top Travel Newsletter (co-op with Colorado Tourism Office)					
Co-op Newsletter (Sherman's Travel)	250,000	*	192	.077%	*
B-Cycle Brochure					
Print Ad	NA	10,000	NA	NA	NA
Madden Supplement					
Print Ad	NA	920,000	NA	NA	NA
ArtScape					
Print Ad	n/a	50,000	n/a	n/a	n/a

*Information from publishers is not available.

Online and Print Brochure Updates: The Boulder Beer Trail brochure was developed in 2015. It highlights, and maps out, Boulder's 20 breweries and also includes the 9 distilleries and wineries.
Additionally, these brochures were updated: Boulder Visitors' Guide, Boulder Trails for Hiking and Biking, Boulder Historic Neighborhoods, and Peak to Peak Historic Byway. From recent reports, printed brochures are not obsolete; they are the third highest influencer behind the Internet and word-of-mouth recommendations. Also, a recent study showed that during a trip, seven out of 10 visitors pick up at least one brochure while on the trip. Of these, 42% plan on purchasing goods or servicers as a result of picking up the brochure. This study indicated a printed brochure is still one of the top three pieces of information used when planning a trip. The bottom line is: print pieces still remain relevant.

Video: Five 30-second videos, launched in January, give information about Boulder through the voices of locals. Topics include the Pearl Street Mall, Celestial Seasonings tours, hiking, history, and top must sees. Besides being viewed on YouTube, the videos can be found on the CVB's website on the corresponding webpages, for instance, the history video is on the history webpage and the hiking video is on the outdoor recreation page.

Year-end Video Views	2015	2014	2013
Total Video Views:	26,055	22,379	6,046

Boulder Partner E-Newsletter: A monthly e-newsletter is sent to local tourism businesses. It aims to let partners know how their businesses can be served by the CVB, offers educational articles, and information about upcoming special events that may impact their business. The CVB continues to add new partners as well as delete non-existing email addresses.

Year-End Partner Newsletter Subscribers	2015	2014	2013 (Dec only)
Subscribers:	488	521	446
Open Rate-Avg. (Tourism Industry Avg. =16.9%):	32%	35.33%	40.00%

Social Network Channels: This year, social media was integrated into the CVB's redesigned website. New, image-based Instagram, Facebook and Twitter feeds have been added to the homepage of BoulderColoradoUSA.com to inspire and encourage users to engage with the CVB's social channels. Additionally, a "Share" button has been incorporated prominently on every page of the website, which enables users to easily and quickly share a page of content on their social media accounts. This action, in turn, can be measured for engagement metrics.

Additionally, this was the first year we participated in a "take-over" of the Colorado Tourism Office Instagram account for one week in the end of December. Their account has 87,000 followers and they offer it up to different destinations in the state each week. At the end of the take-over the CVB's Instagram following increased by 885 followers.

The CVB has seen continued growth in its social media numbers. In addition to growing each channel's audience, the CVB also strives to post content that spurs conversation and inspires travelers to take action to visit Boulder. An Instagram account was created, because, statistically, it has been proven to have significantly higher engagement than other social media channels. It has been a perfect fit for Boulder as it uses authentic photos to inspire a visit to this incredibly photogenic town. The Boulder CVB also continues to work with the Colorado Tourism Office by providing Boulder specific content to be used across their social media platforms.

Year-End Social Media Measurements	2015	2014	2013
Facebook Fans:	5,385	4,911	4,316
Twitter Followers:	6,414	5,434	4,297
Pinterest Followers	1,100	908	637
Instagram Followers:	2,174	814	n/a
LinkedIn Followers:	101	NA	NA

Electronic Communications: The CVB distributes electronic newsletters weekly to new subscribers and monthly to established subscribers. The CVB receives qualified subscribers from Colorado.com as well as those subscribing directly from the CVB's website. Messages tend to be inspirational, rather than transactional, and highlight outdoor recreation, attractions, arts & culture, restaurants and over night stays.

The open rate for the "old" subscribers continues to fall as expected; the average life span of an email is 3 years and the CVB continues communicating with subscribers as far back as 2009.

Year-End Electronic Newsletter Subscribers	2014	2013	2012
Boulder Newsletter Subscribers:	43,281	36,826	42,779
Open Rate-Avg Tourism Industry =16.9%	24%	23.7%	21.67%
Open Rate – Old Subscriptions:	14.63%	15.54%	13.7%
Open Rate – New Subscriptions:	33%	31.37%	37.59%

Year-End Welcome Leads	2015	2014	2013
Colorado.com Welcome Leads – Boulder:	11,486	12,232	17,738
Colorado.com Welcome Leads – Front Range Region:	12,104	12,237	16,602

Each quarter, the CVB distributes electronic newsletters to meeting and event planners as well. The messages are brief and educational with large photos.

Year-End Electronic Meeting Sales Newsletter Subscribers	2014	2013	2012 (June-Dec)
Meeting Newsletter Subscribers:	8,995	7,613	5,903
Open Rate-Avg: (Tourism Industry Avg = 16.9%)	25%	21%	16%

Landing Pages:
Landing pages support an ad campaign, e-newsletter, or brochure. They also allow for fresh content on the website and increase search engine optimization. Measuring the number of entrances shows the effectiveness of the campaign, popularity of the topic and effectiveness in drawing traffic to the website.

Year-End Landing Page Creation and Performance	Entrances to site
48 Hours in Boulder	6,032
Road Trip to Boulder: Urban + Nature Itinerary	2,283
A Fall Foliage and Food Tour	833
Insider's Guide to the Boulder Farmers' Market	594
Plan a Meeting, Win a Trip	401
Why Meet in Boulder	367
Literary Boulder	286
Summer Festivals and Events	196
Insider's Guide to Pearl Street	191
#ColoradoLive Boulder Getaway	160
Artist-Inspired Itineraries	152
Jaipur Literature Festival - JLF at Boulder	83
IRONMAN Boulder	23
Boulder Burgundy Wine Festival	3
Things to Do at CU	Launched end of year; insufficient data to report
Insider's Guide to Boulder Creek	Launched end of year; insufficient data to report
Insider's Guide to the Flatirons	Launched end of year; insufficient data to report

Media Relations: The Boulder CVB's media relations efforts focus on reaching out to the media as well as responding to media requests. This includes story ideas, interview suggestions, background information, fact checking and photography. New this year, online articles are measured and they outnumber printed articles by 70%.
Working with CU Boulder during the GOP debate, the CVB distributed 500 Media Fact Sheets, brochures, and offered video footage to the visiting journalists.
The CVB offers photos and video footage to journalists and both of these offerings increased and were updated in 2015.

Year-End Media Relations	2015	2014	2013
Photography Requests:	35	45	34
Published Article Results:	243	240	121
Published Article Circulation:	28,307,322	53,273,779	42,178,596
Published Article Ad Value:	$2,988,625	$2,799,814	$2,369,177
Unsolicited Pitches "Cold Calls":	4	4	5
Online Article Results – Total Articles:	337	NA	NA
Online Article Circulation:	182,564,574	NA	NA

Press Visits in Boulder:	28	47	29
Press Visits Outside of Boulder:	18	25	12

Media-Community Relations: The CVB has solid relationships with local tourism partners and assists with their media efforts. We offer expertise on media relations and marketing strategies as well as connections to travel writers. This year, assistance was given to a number of hotels, restaurants, three film festivals, and CU Conference Services.

VISITOR & CONFERENCE SERVICES

Visitor Information Centers: The CVB is responsible for stocking materials and maintaining kiosks at Davidson Mesa, Boulder Chamber Center, Gateway Fun Park, Pearl Street Mall and the Downtown Boulder Visitor Center. Downtown Boulder, Inc. manages and staffs the Visitor Information Center and is the only location that tracks visitor numbers. Due to a car accident in May of 2013 and construction on US 36 in 2014, the kiosk at Davidson Mesa was closed for two and a half years, and finally reopened in June 2015.

Downtown Boulder Visitor Center Traffic	2015	2014	2013
Total:	12,985	12,533	12,112

Touch Screen Kiosk: This kiosk is located on the west side of 11th Street on Pearl and results of the touch screen have been very disappointing. This late spring the CVB worked with the vendor to reconfigure the software to provide a better user experience and usage is up 11% year over year as a result of these changes. The CVB tracks what the user is looking for and from this, the CVB knows that the most popular pages are the restaurant listings and the 'Things to Do' listings.

Year-End Touch Screen Kiosk, Pearl Street	2015	2014
Total Clicks:	2,680	2,408

Website: The new responsive website was launched in November. Responsive web design is an approach to web design aimed at crafting websites to provide an optimal viewing and interaction experience across a wide range of devices. This change will be reflected in the reporting. The CVB has been advised by its web provider that the CVB should expect to see a decrease in sessions and page views as the site is rebuilt and traffic recovers.
Virtual guide (brochures) views are up 75% year over year even though there was a decrease in views during the 4th quarter. The decrease occurred during our content migration to our new site.

Website Measurements	2015	2014	2013
Requests for Information – Mailed:	5,546*	6,054	6,607
Virtual Guide Views:	5,270*	3,015	2,157
Website Sessions:	583,213	524,860	471,395
Website Pageviews:	1,536,522	1,712,983	1,770,155
Time on Site:	0:02:19	0:02:30	0:02:49

* Virtual guide views continue to increase which explains the decrease in mailed visitor guides.

Website Booking Engine: BookDirect is a transactional tool that gives visitors a way to book hotels, attractions and restaurants directly from the CVB website. In 2015, the site was updated to integrate with the new responsive website and design. This resource offers a convenient option for visitors during their trip planning process to review the availability of hotels without leaving the CVB website. There is no charge to the consumer or the Boulder tourism partners for this program.

Website Hotel Booking Engine	2015	2014	2013

BookDirect Lodging Referrals:	19,632*	23,226	30,027
BookDirect Estimated Room Night Total:	3,681**	5,144	3,903
BookDirect Estimated Hotel Room Revenue:	496,935	$564,756	$424,982
Attractions and OpenTable Booking Engine:			
Activities & Attractions Referrals:	302	224	NA
Restaurant Referrals:	565	358	NA

*Decrease is partially due to the closure of the valued priced hotels, America's Best Value Inn (March 2014), Best Western Golden Buff (October 2013) and the Boulder Outlook Hotel (November 2014).** The booking room conversion rate was higher year over year due to a tracking tool indicated a higher percentage.

Brochure Requests/Conferences: The CVB provides brochures to groups staying in the Boulder area. The following list is a sample of some of the organizations requesting brochures. The CVB offers professional tour-guides to staff information tables at conferences that provide suggestions for restaurants, shopping and activities to fit their free time. The CVB monitors these requests to ensure the use is to increase visibility to visit Boulder. The CVB offered Visitor Information Tables onsite as part of the Conference Services program which has helped to reduce the number of brochures wasted.

Year-End Conference Services	2015	2014	2013
Groups Serviced:	22	14	28
Total Attendees:	2,632	1,625	2,587

Year-End Brochure Distribution Results	2015	2014	2013
University of Colorado:	4,785	5,100	5,035
Federal Labs:	673	410	1,490
Corporations:	779	2,945	3,500
Welcome and Visitor Centers (AAA):	15,600	18,400	39,075
Weddings, Reunions and Leisure:	3,571	3,163	1,625
Misc. organizations:	14,194	9,816	12,480
Total Brochures	**39,602**	**39,834**	**63,205**

Visitor Information Leads: The CVB mails specific Boulder information to leads generated by listings in magazines with reader service cards and specific websites. Also included in the mailings is a flyer promoting vacation packages created by Boulder hotels and tourism partners. From the CVB Visitors Survey, data shows that 65% of people requesting information from the CVB website actually visit Boulder. This study assists in measuring the return on investment.

Year-End Visitor Information Requests	2015	2014	2013
Travel Guides Free: 24/7:	7,352	9,080	9,026
Colorado Vacation Guide:	1,913	3,271	1,527
Madden Visitor Information Requests:	7,390	7,476	6,517

Community Familiarization Tour: The CVB hosted the annual three-hour Boulder Familiarization Tour for new front-line and guest-services employees in June – it was the largest one yet with a total of 50 attendees. The CVB continues its partnership with Banjo Billy Bus Tours who provides transportation. This provides new employees a first-hand experience of what Boulder has to offer to share with visitors. For the first time, the CVB also hosted a second Boulder Familiarization Tour in September; this tour had a total of 25 attendees and plans are underway to make this an annual event.

Welcome Center Efforts: Each year the CVB hosts an overnight stay for one of the Colorado Welcome Center's staff. This year, the Trinidad Visitor Center was assigned the Front Range region and unfortunately, they opted to only visit Fort Collins and Loveland in September. The CVB is hopeful that a Colorado Welcome Center will visit Boulder in 2016.

INTERNATIONAL PROGRAMS

Media Relations: More than half of the media trips in 2015 were for international publications. The Boulder CVB hosted journalists from the UK and Germany, and for the first time, China and Australia. Additionally, a French TV station featured Boulder during a 3-minute segment during the prime time national nightly news. The story reached 5 million people and proclaimed Boulder as the 'greenest' city in America and highlighted the city's 400kms of bike trails and paths, CU, the St Julien, and Boulder's green initiatives.

2018 Pow Wow International – Denver: The CVB is partnering with Visit Denver in hosting the largest US international trade show of tour operators in 2018. Boulder will invest money each year to have some exposure and visits during this tour operator show.

Brand USA: Brand USA, the national marketing agency for the US, is a marketing opportunity made possible through the Colorado Tourism Office's contribution to buy down the cost of the program. The CVB chose to produce all of its content in Japanese to correlate with other Japanese market efforts. The program includes a Boulder video with a voice-over in Japanese, a full length feature article written in Japanese (and 6 other languages) and 20 photographs that can be used for any CVB purpose.

Year-End Brand USA Website Measurements – Boulder Pages	2015	2014
Web Page Views:	1,758	168
Average Time per Visit:	1:40	2.22
Japanese Video Views:	1,044	685

Website: Updates were made to pages on the CVB website that are written for visitors from Germany, France, UK, Canada, Japan and Mexico.

COMMUNITY/CULTURAL RELATIONS:

Community Relations:

B-Cycle: The CVB is a community partner in the B-Cycle program, as 50% of the trips are taken from riders outside Boulder County and outside Colorado. The CVB sponsorship includes CVB branded baskets and an ad in the printed maps.

Year-End B-cycle ridership	2015	2014	2013
Year-end trips taken:	83,850	43,143	13,705
Boulder County residents:	45,859	22,585	2,467
Colorado, day-visitors outside Boulder County:	12,027	8,088	1,919
From outside Colorado:	25,964	12,443	9,319

BolderBoulder: The CVB provides professional staff at the visitor information table to distribute maps, give directions, restaurant recommendations, etc. to the participants of the BolderBoulder. The information table is setup during the BolderBoulder Sports Expo on the Pearl Street Mall.

Boulder Ski Escape:

The Boulder Ski Escape page was revamped to include a large, eye-catching hero image across the top, and a dynamic deal "feed" that is much more visual and imagery-based to inspire visitors to click on the packages. Additionally, the page's content was revised to provide easy access to additional information about Eldora Mountain Resort, plus information about how to make Boulder basecamp for your ski escape.

Year-End Ski Escape Results	2015	2014/2015	2013/2014
Ski Tickets Redeemed:	345 YTD	1,175	1,857
Estimated hotel rooms sold:	TBD end of season	685	1,003
Hotels Participating:	10	13	18
Estimated Revenue to Hotels, Restaurants and Retail spending:	TBD	$301,243	$389,665

Welcome/ Visitors' flyers: During CU's football season, the CVB prints and distributes Welcome Flyers to downtown and 29th Street businesses as well as restaurants and hotel partners. A total of 350 flyers are distributed for each of the seven CU home football games. The intent of the Welcome Flyers for the flyers for the CU football games is to encourage locals to be mindful of a positive fan experience.

Up Your Game: A new lodging package program, aimed toward triathletes and cyclists, was created by the CVB in 2015. The *Up Your Game* packages offer 1 to 3-day hotel & training packages, featuring custom-tailored training and educational offerings from the University of Colorado Sports Medicine and Performance Center. A five-page microsite was developed and, during this initial phase, two hotels are participating. Marketing will get underway in 2016.

Cultural Programming:

BMoCA's Participation at the Denver Biennial of the Americas Festival: The CVB partially funded BMoCA's Poetry & Performance Café, called *line break / disrupting rhythms,* in July & August during the Biennial of the Americas. Boulder based poets, artists, writers and other creatives were in residence at the Biennial Pavilion during the 7-week festival.

As additional support, the CVB also supplied the 24-page "Boulder Arts & Culture Guide" for distribution at the Poetry & Performance Café. In conjunction with 16 Boulder businesses supported 20 performances, 2,625 visitors and 1,000 Boulder brochures distributed at the café.

ArtScape: Boulder's visual arts are well represented in this publication due to the CVB's advertising buy. The annual, full color, free-guide is distributed along the Front Range to approximately 50,000 art aficionados. It features art district profiles, maps, an art locator index, artist directory, calendar of events, web sites and hundreds of full-color images.

TripAdvisor Sponsored Page: The CVB has a destination sponsored page on TripAdvisor and it is one of the top five referring websites to the CVB. Having direct access to change and update content on this page allows us to highlight the visitor experience in Boulder through events, photos and videos. The CVB tracks the performance of the content on the page and monitors traffic to the CVB website. Events are proven to be the most popular and effective links on the page and the CVB highlights the cultural attractions and offerings in Boulder.

Despite the performance of this page, the Boulder CVB ads on the TripAdvisor site perform higher than average (0.15% vs 1.10%).

Year-End TripAdvisor Sponsorship Page	2015	2014	2013
Page Views:	67,001	80,439	55,552
Photo Views:	5,224	2,003	2,290
Event Clicks:	1,320	544	2,031
Interaction Rate (industry average = 7%)	7.29%	5.87%	11.08%

Event Grant Program: The Event Grant Program (EGP), made up of CVB Board members, was designed to help implement the goals of the CVB by investing in the development and expansion of events that complement the Boulder brand for both residents and visitors with the specific goal of increasing tourism and revenue. In 2015 the EGP reviewed and granted sponsorship to 9 events.

- **2015 Boulder Arts Week:** 2015 was the second year for Boulder Arts Week and took place in early spring. Total audience exceeded 19,000 based on survey and other data provided by venues and artists/presenters. Approximately 23% of the total attendees live outside Boulder County.
- **2015 Jaipur Literary Festival:** 2015 was the first year for the Jaipur Literature Festival. The festival took place in September and is set to be an annual event. According to the final report from the festival, 6,000-7,000 seats were filled throughout the 2 day period.
- **2015 Boulder Burgundy Festival:** This was the 5th annual Boulder Burgundy Festival and it took place in October. According to the final report from the festival, this was their most successful year with over 600 attendees and 3 new restaurant partners. To accommodate the increased growth, they moved their final Grand Tasting to the St. Julien Hotel and Spa.
- **In 2015, the EGP also reviewed and granted sponsorship to events that will take place in 2016:** The Boulder International Film Festival (March); Boulder Jewish Film Festival (March); Boulder Arts Week (March); MediaLive (May); History of the Visual Arts in Boulder (September- December) and the Boulder International Chamber Music Competition (November).

2013-15 Supplemental Requests programs in progress:
Mobile Visitor Center – As a new approach to the conventional Visitor Center experience, the CVB is converting a 1975 Volkswagen bus into a mobile visitor information center. During the city's busiest months, it will travel to high traffic areas where Visitor Service staff will offer visitor information. The bus will also be on-site at events such as the BolderBoulder, IRONMAN, Pearl Street Arts Fest, etc. The mobile visitor center has been branded and equipment has been purchased to construct a photo booth inside the bus. The CVB plans to debut the bus in 2016.

Film Commission: For the Paramount Pictures film, *The Big Short*, the CVB provided footage of Boulder. Additionally, the CVB hosted the production team from HBO and BBC to explore the possibility of basing a sitcom in Boulder. The show will be called *Puppy Love* and focuses on the relationship of two women and dog training classes. The CVB remains in contact with the production team as Boulder is still being considered for this HBO sitcom.
Having the Boulder County Film Commission (BCFC) office in the CVB offices integrates tourism and film and gives production companies a streamlined application process plus a broader view of Boulder. Economic benefits are generated for restaurants, hotels, retailers, government agencies, and residents through the film commission's success in assisting with the production of commercials, documentaries and television programming.
Despite the number of inquiries being lower than projected, the number of hours of assistance remained the same, due to larger film projects demanding more assistance than smaller projects. The number of inquiries is not representative of the number of projects. Typically the Film Commission assists production companies that are new to the county; returning companies will often bypass the Film Commission to work directly with the permitting agencies.

Year-End Film Project Results	2015	2014	2013
Total Number of Film Inquiries:	38	49	79

Conclusion and observations:
The CVB continues to engage consumers through many forms of media while following the latest research as to how they consume information during the leisure trip or meeting planning process.
Programs that were changed up and enhanced, which the staff will continue to measure:

- Shifting the focus of the group sales team to integrate city-wide sports events yet continuing to focus on the primary markets of meeting and conferences as these markets have a higher return on investment.
- The meeting incentive fund is very successful assisting to make Boulder more affordable to groups during Boulder's value season.
- By enhancing the Conference Services offerings and efforts, more groups experienced specific areas of Boulder that would not have been explored otherwise. The significant increase of assisted groups and attendees indicates that this is an area where Boulder can set itself apart from competing cities.
- Increasing video on the website has increased views by 16%. The staff will make a plan to continue to add fresh videos which will add enhance the web searches.
- TripAdvisor has continued to be a great place to engage potential visitors. The click through to events, which is a solid percentage, is always is a signal for intent to travel to Boulder.

BOULDER colorado • usa
BOULDER CONVENTION AND VISITORS BUREAU

2015 December Financial Variance Report

Cash Balance sheet: Fixed Assets:

1. Furniture, fixtures, Computers: Cubicle purchase now on a deprecation schedule
2. Vehicle: VW bus now on a deprecation schedule

Income

3. Revenue: All funds from the City contract and Supplemental funds have been received.
4. Salaries and Benefits: These expenses were under budget during the year and balanced out by year end. Staff reviews and raises were completed in October.

Administration

5. Staff Professional Development: The expenses for the Governor's Tourism Conference came in higher than budgeted.
6. Office expenses: Were under budgeted for the increased staff needs.
7. Computer, databases, IT: This ran under budget as we anticipated replacing some computers. Only a hard drive was purchased and was expensed under Small Equipment.
8. Auto expenses: Are ran high due to additional staff reimbursements.
7. Small Equipment: In June, this was an unexpected for a computer hard drive which the expense is a fixed asset. This was originally budgeted for under Computer, Database & IT which came in under budget.
8. Professional Fees: The majority of the cost over run was due to unanticipated additional monthly charges from the accounting firm. The CVB transitioned out of this service concluding the 2015 financials and audit wrap up.
9. Postage: Was running high through out the year however the December budgeted amount was way over budgeted and far over what we would normally spend. There was a $7,800 balance.
10. Meetings: This ran over budget due to a number of Board members attending the Economic Forecast and Summit as well as CVB hosting the largest December holiday luncheon.
11. Overhead Allocation: The CVB and Chamber negotiated a three year lease which became effective May 1, 2015 with the three year fixed annual lease.
12. Building Maintenance: This is the budget tenant improvement cost which was in the approved 2015 Budget. The cubicle expenses are now under the cash depreciation schedule.

Programs:

Meetings/Group Market

13. New Program: The expense was for our sports consultant (Huddle Up Group) came to facilitate the first Sports Advisory Council meeting.
14. Website: All anticipated changes were covered under the annual subscription support hours.
15. ROI Analysis: Due to the concern of hotel rooms booking outside the room blocks in Boulder for IRONMAN, the CVB contracted for a study to understand if there was a shift since last year's event.

Visitors Services Function

16. Information Services: The Davidson Mesa Visitor Information Kiosk construction was completed. There were cost overruns due to permit fees and architects fees.
17. Promotional items: Ran over budget as we ran out of materials before the new budget year.
18. Welcome Center Visit: This year, the designated Welcome Center did not come.
19. Internet/Web: The new responsive website design and new content was budgeted. The content and the pre-launch audit and glitches took more time than anticipated.
20. Visitor Research: Ran slightly over budget.
21. Digital Advertising: Some winter ads were not launched in December and will be in the first quarter of 2016.

PR, Marketing and Media Relations:

22. Brochures: Two online and print brochures were not finalized due to partner delays. They will be complete in the first quarter of 2016.
23. Adv.- Co Vac. Guide: A credit is reflected, as two Colorado Vacation Guide ad partners paid in 2015, as well as photography and production cost were much less.
24. Film Commission: The $1000 over budget will be credited in Jan 2016.

Community/Cultural Marketing:

25. Supplemental Funds: The VW bus is now on the cash depreciation schedule. The mobile visitor information bus expenses were the only project expenses during this calendar year.

Currently being audited for accuracy for the 2016 carryover

Unaudited:

Funds Restricted and Reserve total: $159,162

Cash Reserve: $40,000

Supplemental funds account: $53,606 (2015) $65,822 (2013) total: $119,162

BOLDER BUSINESS ADVISORS CPA, PC

January 19, 2016

Hello Mary Ann,

The accompanying financial statements of the Boulder Convention & Visitors Bureau, as of and for the month then ended December 31, 2015, were not subjected to an audit, review, or compilation engagement by us and, accordingly, we do not express an opinion, a conclusion, nor provide any assurance on them.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared in accordance with the cash basis of accounting. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the company's assets, liabilities, equity, revenues, and expenses. Accordingly, these financial statements are not designed for those who are not informed about such matters.

These comments are an integral part of these financial statements and should be forwarded to anyone viewing the enclosed financial statements. We can discuss further as needed.

Regards,

Ania Camplin, CPA

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Convention & Visitors Bureau

Statement of Assets, Liabilities & Equity-Modified Cash Basis

As of December 31, 2015

ASSETS	
Current Assets	
Checking/Savings	
10030 · CVB Checking WellsFargo (1895)	$ 195,634.25
10031 · CVB Savings Wells Fargo (6762)	50,090.46
Total Checking/Savings	245,724.71
Total Current Assets	245,724.71
Fixed Assets	
18000 · Fixed Assets (>$1,000)	
18200 · Furniture, Fixtures, Computers	53,578.20 #1
18400 · Vehicles	12,000.00 #2
Total 18000 · Fixed Assets (>$1,000)	65,578.20
18900 · Less-Accum. Depr.	(19,307.57)
Total Fixed Assets	46,270.63
TOTAL ASSETS	**291,995.34**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
22060 · CVB WellsFargo-Andrew (5229)	112.34
22070 · CVB AmEx-Parent (71003)	10,342.56
22120 · CVB WellsFargo-Kim (1410)	2,450.70
22140 · CVB WellsFargo-MaryAnn (5195)	41.75
22150 · CVB WellsFargo-Abbie (2121)	2,696.10
22160 · CVB WellsFargo-Angela (7787)	3,538.57
Total Credit Cards	19,182.02
Other Current Liabilities	
22400 · CVB Due To/(From)	
22410 · BCC	4,259.32
Total 22400 · CVB Due To/(From)	4,259.32
Total Other Current Liabilities	4,259.32
Total Current Liabilities	23,441.34
Total Liabilities	23,441.34
Equity	
30000 · Unrestricted Net Assets	232,393.24
31000 · Temporarily Restricted Assets	1,719.00
Net Income	34,441.76
Total Equity	268,554.00
TOTAL LIABILITIES & EQUITY	**$ 291,995.34**

NO ASSURANCE IS PROVIDED ON THESE FINANCIAL STATEMENTS

Convention & Visitors Bureau
Statement of Revenues & Expenses-Budget vs. Actual
January through December 2015

	December				December YTD				
	Actual	Budget	$ Over Budget	% of Budget	Actual	Budget	$ Over Budget	% of Budget	Annual Budget
Income									
42000 · Government Grant Revenue	$ -	$ -	$ -	0.0%	$ 1,753,202.00 #3	1,684,400.00	$ 68,802.00	104.09%	$ 1,684,400.00
43000 · Other Revenue									
43300 · Misc. Revenue	0.00	150.00	(150.00)	0.0%	2,222.04	2,700.00	(477.96)	82.3%	2,700.00
43500 · Merchandise	0.00	0.00	0.00	0.0%	178.00	0.00	178.00	100.0%	0.00
43800 · Interest	3.98	8.49	(4.51)	46.88%	36.81	100.00	(63.19)	36.81%	100.00
Total 43000 · Other Revenue	3.98	158.49	(154.51)	2.51%	2,436.85	2,800.00	(363.15)	87.03%	2,800.00
Total Income	3.98	158.49	(154.51)	2.51%	1,755,638.85	1,687,200.00	68,438.85	104.06%	1,687,200.00
Gross Profit	3.98	158.49	(154.51)	2.51%	1,755,638.85	1,687,200.00	68,438.85	104.06%	1,687,200.00
Expense			0.00	0.0%			0.00	0.0%	
60000 · Program Expense	66,235.93	84,900.44	(18,664.51)	78.02%	813,298.78	869,009.04	(55,710.26)	93.59%	869,009.04
61000 · Personnel									
61050 · Salaries	39,168.14	38,393.91	774.23	102.02%	478,024.43 #4	493,730.02	(15,705.59)	96.82%	493,730.02
61200 · Payroll Taxes & Benefits	10,824.61	8,293.08	2,531.53	130.53%	107,905.52	106,645.67	1,259.85	101.18%	106,645.67
61950 · Payroll Procesing	552.60	0.00	552.60	100.0%	1,657.80	0.00	1,657.80	100.0%	0.00
Total 61000 · Personnel	50,545.35	46,686.99	3,858.36	108.26%	587,587.75	600,375.69	(12,787.94)	97.87%	600,375.69
62000 · Administration									
62005 · Staff Professional Dev	(448.00)	2.15	(450.15)	(20,837.21%)	9,898.15 #5	8,645.00	1,253.15	114.5%	8,645.00
62010 · Office Expense	1,614.87	424.73	1,190.14	380.21%	13,695.07 #6	9,000.01	4,695.06	152.17%	9,000.01
62040 · Computer, Database & IT	1,945.88	4,220.00	(2,274.12)	46.11%	24,000.44 #7	28,040.00	(4,039.56)	85.59%	28,040.00
62080 · Auto Expenses	245.03	234.64	10.39	104.43%	2,183.35 #8	1,400.00	783.35	155.95%	1,400.00
62090 · Bank & Credit Card Fees	12.50	0.00	12.50	100.0%	138.00	300.01	(162.01)	46.0%	300.01
62100 · Small Equipment	0.00	0.00	0.00	0.0%	963.33 #7	0.00	963.33	100.0%	0.00
62200 · Subscriptions & Dues	620.00	848.88	(228.88)	73.04%	13,402.15	15,000.00	(1,597.85)	89.35%	15,000.00
62300 · Utilities	324.83	628.07	(303.24)	51.72%	5,164.00	7,097.97	(1,933.97)	72.75%	7,097.97
62350 · Professional Services	1,099.00	600.00	499.00	183.17%	10,549.16 #8	8,200.02	2,349.14	128.65%	8,200.02
62400 · Printing	0.00	0.00	0.00	0.0%	7,032.48	8,000.00	(967.52)	87.91%	8,000.00
62440 · Postage & Delivery	1,640.95	7,809.18	(6,168.23)	21.01%	27,157.69 #9	35,000.01	(7,842.32)	77.59%	35,000.01
62450 · Contract Labor	3,559.25	3,690.00	(130.75)	96.46%	39,635.55	39,390.00	245.55	100.62%	39,390.00
62460 · Meetings	4,091.74	350.00	3,741.74	1,169.07%	9,762.22 #10	7,000.00	2,762.22	139.46%	7,000.00
62500 · Travel	0.00	0.00	0.00	0.0%	63.21	0.00	63.21	100.0%	0.00
62610 · Advertising, Mktg, Promotion	0.00	0.00	0.00	0.0%	470.00	1,000.00	(530.00)	47.0%	1,000.00
62630 · Overhead Allocation-CVB	11,667.00	10,951.00	716.00	106.54%	134,999.00 #11	131,412.00	3,587.00	102.73%	131,412.00
Total 62000 · Administration	26,373.05	29,758.65	(3,385.60)	88.62%	299,113.80	299,485.02	(371.22)	99.88%	299,485.02
63000 · Occupancy									
63050 · Building Maintenance & Services	0.00	60.00	(60.00)	0.0%	9,623.26 #12	50,720.00	(41,096.74)	18.97%	50,720.00
63200 · Office Lease	0.00	0.00	0.00	0.0%	8,291.50	7,104.00	1,187.50	116.72%	
63600 · Depreciation	647.00	0.00	647.00	100.0%	3,282.00	0.00	3,282.00	100.0%	7,104.00
Total 63000 · Occupancy	647.00	60.00	587.00	1,078.33%	21,196.76	57,824.00	(36,627.24)	36.66%	57,824.00
Total Expense	143,801.33	161,406.08	(17,604.75)	89.09%	1,721,197.09	1,826,693.75	(105,496.66)	94.23%	1,826,693.75
Net Income	$ (143,797.35)	$ (161,247.59)	$ 17,450.24	89.18%	$ 34,441.76	$ (139,493.75)	$ 173,935.51	(24.69%)	$ (139,493.75)

NO ASSURANCE IS PROVIDED ON THESE FINANCIAL STATEMENTS

Convention & Visitors Bureau
Program Expense-Budget vs. Actual
January through December 2015

	December				December YTD				
	Actual	Budget	$ Over Budget	% of Budget	Actual	Budget	$ Over Budget	% of Budget	Annual Budget
3 CVB									
1-Meetings Market Function									
CVB 3101 Lead Gen	$ 2,597.50	$ 5,971.98	$ (3,374.48)	43.5%	$ 78,469.66	$ 78,500.00	$ (30.34)	99.96%	$ 78,500.00
CVB 3103 Tradeshow	6,330.15	0.00	6,330.15	100.0%	59,984.94	60,000.00	(15.06)	99.98%	60,000.00
CVB 3106 Ind Meeting Plan Fam	5,653.60	1,000.00	4,653.60	565.36%	8,613.30	9,000.00	(386.70)	95.7%	9,000.00
CVB 3107 Sales Missions	440.31	2,888.72	(2,448.41)	15.24%	10,587.56	12,000.00	(1,412.44)	88.23%	12,000.00
CVB 3108 Dest Plan/Sports Guide	498.15	272.73	225.42	182.65%	8,355.46	9,000.03	(644.57)	92.84%	9,000.03
CVB 3109 Tradeshow Booth	317.12	0.00	317.12	100.0%	992.81	1,500.00	(507.19)	66.19%	1,500.00
CVB 3113 Mtgs New Prog/Other	0.00	0.00	0.00	0.0%	1,165.20 #13	0.00	1,165.20	100.0%	0.00
CVB 3114 Website	0.00	571.43	(571.43)	0.0%	(286.00) #14	4,000.01	(4,286.01)	(7.15%)	4,000.01
CVB 3117 Incentive-Sports	10,842.00	22,678.10	(11,836.10)	47.81%	163,052.75	165,000.00	(1,947.25)	98.82%	165,000.00
CVB 3118 Incentive-Meetings	8,000.00	4,214.70	3,785.30	189.81%	25,080.00	30,667.00	(5,587.00)	81.78%	30,667.00
CVB 3119 Mtgs Online Ads	0.00	0.00	0.00	0.0%	75.00	0.00	75.00	100.0%	0.00
CVB 3120 DOS Meetings	0.00	0.00	0.00	0.0%	849.95	2,000.00	(1,150.05)	42.5%	2,000.00
CVB 3121 Promotion Items	0.00	0.00	0.00	0.0%	492.00	0.00	492.00	100.0%	0.00
CVB 3122 ROI Analysis	0.00	0.00	0.00	0.0%	7,008.53 #15	6,000.00	1,008.53	116.81%	6,000.00
Total 1-Meetings Market Function	34,678.83	37,597.66	(2,918.83)	92.24%	364,441.16	377,667.04	(13,225.88)	96.5%	377,667.04
2-Visitor Services Function									
CVB 3105 Conference Services	1,067.91	102.11	965.80	1,045.84%	2,030.64	3,500.02	(1,469.38)	58.02%	3,500.02
CVB 3201 Information Centers	1,677.66	4,036.88	(2,359.22)	41.56%	54,647.91 #16	52,995.03	1,652.88	103.12%	52,995.03
CVB 3202 Collateral Materials	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3203 Promotional Items	3,197.96	2,794.65	403.31	114.43%	10,184.02 #17	8,000.00	2,184.02	127.3%	8,000.00
CVB 3205 Welcome Centers	0.00	489.53	(489.53)	0.0%	0.00 #18	4,099.99	(4,099.99)	0.0%	4,099.99
CVB 3206 Internet/Web	5,724.71	7,396.18	(1,671.47)	77.4%	117,696.00 #19	103,254.98	14,441.02	113.99%	103,254.98
CVB 3207 Community Fam Trip	21.61	0.00	21.61	100.0%	2,823.92	3,000.00	(176.08)	94.13%	3,000.00
CVB 3208 Regional Efforts	0.00	0.00	0.00	0.0%	3,500.00	3,000.00	500.00	116.67%	3,000.00
CVB 3210 Visitor Research	0.00	12,318.94	(12,318.94)	0.0%	20,995.00 #20	18,540.00	2,455.00	113.24%	18,540.00
CVB 3212 Hotels/Restaurants	0.00	0.00	0.00	0.0%	15,950.00	15,950.00	0.00	100.0%	15,950.00
CVB 3214 Donations	0.00	0.00	0.00	0.0%	370.03	0.00	370.03	100.0%	0.00
CVB 3215 Digital Adv Messaging	6,648.67	10,527.27	(3,878.60)	63.16%	40,220.17 #21	57,039.97	(16,819.80)	70.51%	57,039.97
Total 2-Visitor Services Function	18,338.52	37,665.56	(19,327.04)	48.69%	268,417.69	269,379.99	(962.30)	99.64%	269,379.99
3-PR & Media Relations									
CVB 3301 Public Relations	617.10	666.67	(49.57)	92.57%	10,770.15	12,100.04	(1,329.89)	89.01%	12,100.04
CVB 3303 Media Kits	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3304 Press Trips	2,379.20	1,122.58	1,256.62	211.94%	12,815.70	16,750.00	(3,934.30)	76.51%	16,750.00

Convention & Visitors Bureau
Program Expense-Budget vs. Actual
January through December 2015

	December				December YTD				
	Actual	Budget	$ Over Budget	% of Budget	Actual	Budget	$ Over Budget	% of Budget	Annual Budget
CVB 3307 Brochures	2,462.91	136.36	2,326.55	1,806.18%	49,576.82 #22	58,508.96	(8,932.14)	84.73%	58,508.96
CVB 3308 Adv-CO Vac Guide	(3,249.75)	0.00	(3,249.75)	100.0%	20,911.75 #23	38,550.00	(17,638.25)	54.25%	38,550.00
CVB 3309 Photography/Video	127.87	0.00	127.87	100.0%	16,045.05	16,600.00	(554.95)	96.66%	16,600.00
CVB 3314 Film Commission	6.00	3,565.50	(3,559.50)	0.17%	(1,774.97) #24	753.00	(2,527.97)	(235.72%)	753.00
CVB 3315 Mktg Contract Services	3,855.75	1,752.29	2,103.46	220.04%	14,502.75	15,300.01	(797.26)	94.79%	15,300.01
Total 3-PR & Media Relations	6,199.08	7,243.40	(1,044.32)	85.58%	122,847.25	158,562.01	(35,714.76)	77.48%	158,562.01
4-International & New Markets									
CVB 3401 International Assist.	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3404 New Progamming	0.00	0.00	0.00	0.0%	10,000.00	10,000.00	0.00	100.0%	10,000.00
CVB 3405 Int'l Rep	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3406 Tour OP Fam Trip	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
Total 4-International & New Markets	0.00	0.00	0.00	0.0%	10,000.00	10,000.00	0.00	100.0%	10,000.00
5-Comm. Cultural Marketing									
CVB 3501 Community Spo	0.00	0.00	0.00	0.0%	16,552.55	17,900.01	(1,347.46)	92.47%	17,900.01
CVB 3502 Cultural Programming	4,586.54	2,393.82	2,192.72	191.6%	19,325.47	19,500.00	(174.53)	99.11%	19,500.00
CVB 3503 Comm Program	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3505 New Prog	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3506 Packaging Forum	0.00	0.00	0.00	0.0%	1,390.86	1,000.00	390.86	139.09%	1,000.00
CVB 3508 Supplemental Prog	2,432.96	0.00	2,432.96	100.0%	10,323.80 #25	14,999.99	(4,676.19)	68.83%	14,999.99
CVB 3509 Conference Ctr Study	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
CVB 3511 Kiosk	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
Total 5-Comm. Cultural Marketing	7,019.50	2,393.82	4,625.68	293.23%	47,592.68	53,400.00	(5,807.32)	89.13%	53,400.00
TOTAL	$ 66,235.93	$ 84,900.44	$ (18,664.51)	78.02%	$ 813,298.78	$ 869,009.04	$ (55,710.26)	93.59%	$ 869,009.04

CITY COUNCIL PROCEEDINGS
MUNICIPAL BUILDING, 1777 BROADWAY
Boulder, Colorado 80302
Tuesday, July 19, 2016

1. CALL TO ORDER AND ROLL CALL

Mayor Jones called the meeting to order at 6:03 p.m.

Roll was called and the following responded: Mayor Pro Tem Young, Council Members Appelbaum, Brockett, Burton, Morzel, Shoemaker, Yates. Council Member Weaver was absent.

A. **Declaration** in **Honor** of **Sheila Horton**
Council Member Morzel read the declaration.

B. Presentation by **Judge Cooke - Legal Marijuana: The Colorado Experience**
Staff presentation made by Municipal Judge Linda Cooke.

2. OPEN COMMENT and COUNCIL/STAFF RESPONSE

(Please note that public comments are a summary of actual testimony. Full testimony is available on the web at: https://www.bouldercolorado.gov).
Open Comment began at 6:55 and the following spoke:

1. Cheryl Abbate spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
2. David Dadone spoke about the Boulder Museum of Contempory Art (BMoCA) and expanded services.
3. Deanna Meyer, President of Wildland Defense, spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
4. Ken Regelson spoke in support of renewable energy resources.
5. Chris Hoffman expressed concerns about the progress for Municipalization.
6. Genna Brocone spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
7. Pamela Llsowski spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
8. Davin Meyer spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
9. Kristin Bjornsen spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
10. David Sullivan spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
11. Deborah Butrim spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
12. Olivia Thompson spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.

13. Carse Pustmueller spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
14. Robert Westby spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
15. Kristen Marshall spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
16. Patrick Murphy shared a power point slide and expressed his concern on lack of transparency regarding Municipalization costs.
17. Michael McIntyre spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
18. Hailey Hawkins spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.
19. Sue Prant represented Community Cycles and the need for improvements to streets for safety purposes.
20. Tila Duhaime, member of Community Cycles, addressed public health emergency, "Vision Zero."
21. Mark Collins, who witnessed inappropriate staff behavior at the Boulder Homeless Shelter, spoke against such behavior and asked for a solution.
22. Rob Smoke spoke in support of the preservation of the prairie dogs and expressed concern that Boulder policy on camping ban is driving homeless people to the mountains.
23. Nicole Huntley spoke in opposition to the disposal of prairie dogs at the Boulder Armory site.

With no further speakers, Open Comment was closed at 7:56 p.m.

The City Manager responded to several items:

(1) Armory Prairie Dog Colony – Valerie Matheson, Urban Wildlife Manager, and Heather Swanson will attend the August 16, 2016 council meeting and be available for questions.

(2) Inappropriate behavior from the shelter staff reported at Boulder Homeless Shelter will be investigated. Director of Human Services, Karen Rahn, will follow up with speaker Mark Collins.

Council Member Morzel asked if Council would receive recommendations from TAB regarding street safety. The City Manager responded that staff will be working with the board and is discussing "Vision Zero."

3. CONSENT AGENDA

A. Consideration of a motion **to approve** the **May 31, 2016 Special Meeting Minutes**

B. Consideration of a motion to **approve** the **June 7, 2016 Regular Meeting Minutes**

C. Consideration of a motion to **accept the May 31, 2016 Study Session Summary** on the **2014 Transportation Master Plan (TMP) Implementation with a focus on Canyon Complete Streets**

D. Consideration of a motion to **adjourn** as the **Boulder City Council and convene as the Central Area General Improvement District (CAGID) Board of Directors**

Consideration of a motion to **adopt Resolution No. 277 amending the CAGID 2016 Budget**

Consideration of a motion to **adjourn** as the **CAGID Board of Directors** and **reconvene** as the **Boulder City Council**

E. **Introduction, first reading** and consideration of a motion to order published by title only **Ordinance No. 8124 amending** Section 9-6-5(d), **"Mobile Food Vehicle Sales," amending** Section 9-16-1(c), **"Definitions," to redefine "Mobile Food Vehicle," to include human powered vehicles, amending** Section 7-6-28, B.R.C. 1981, **"Bicycle Parking,"** and setting forth related details

F. **Introduction, first reading** and consideration of a motion to **adopt by Emergency, Ordinance No. 8125 amending** Chapter 13-2, **"Campaign Financing Disclosure,"** B.R.C. 1981, Sections 13-2-2 and 13-2-3, B.R.C. 1981 **to correct errors,** and setting forth related details

Council Member Brockett moved to approve the consent agenda Items A-F. Council Member Yates seconded the motion. The motion carried 8:0 with Council Member Weaver absent at 7:58 p.m.

4. POTENTIAL CALL-UP CHECK IN

8A. Potential Call-Ups

1. 1590 Violet Avenue- Easement Vacation

Council Member Morzel would like Council to have input on the number of houses approved for this site. This item was not called-up.

ORDER OF BUSINESS

5. PUBLIC HEARINGS

A. **Certification to Council of sufficient** valid signatures on a **petition** to add a **code section for** implementation of a **new tax on sugar-sweetened drinks,** and **appointment** of **council committee**

Staff presentation by City Attorney Tom Carr and Senior Assistant City Attorney Kathy Haddock at 8:00 p.m.

Council Member Brockett moved to appoint the Council as the committee of

the whole. Council Member Young seconded the motion. The motion carried 8:0 with Council Member Weaver absent at 8:33 p.m.

A short recess occurred as Council adjourned and convened as the Committee of the Whole.

The public hearing was opened at 8:35 p.m. and the following spoke:

1. Heidi Potter, attorney representing the American Beverage Industry, requested that Council delay until August 2, 2016.
2. Christopher Howes represented the beverage industry and spoke in opposition to the measure.
3. Matt Moseley represented the American Beverage Industry and spoke in opposition to the tax measure.
4. Lynn Gilbert, Boulder Healthy Kids, spoke in support of the tax measure.
5. Heath Harman, Director of Health Division of Boulder County Health, spoke in support of the tax measure.
6. Chris Murray spoke in opposition to the tax measure.
7. Dakota-Rae Westveer, a member of the Committee of Petitioners, spoke in support of the measure.
8. Jorge de Santiago, a member of the Committee of Petitioners, spoke in support of the measure.
9. Claire Ochsner, a volunteer with Healthy Boulder Kids, spoke in support for of the measure.
10. Carolyn Tabak spoke in support of the measure.
12. Martha Tierney, attorney representing the committee, urged Council to set a title and put this measure on the ballot this fall.
13. Summer Laws spoke in support of the measure.
14. J. Dominique Olvera, the Campaign Manager for Boulder Healthy Kids, asked Council to place the measure on the ballot.
15. Kevin Gilbert spoke in support of the measure.
16. Erik Harker, pooled with Crystal Muriud and Tessa Hale, spoke in support of the measure.

With no further speakers, the public hearing was closed at 9:42 p.m.

Council Discussion
Council supported putting forward the initiative on the ballot in the manner submitted by the committee. The City Attorney will draft a ballot title for Council review.

Mayor Jones moved to draft an ordinance to add a code section for implementation of a new tax on sugar-sweetened drinks with ordinance in Attachment B and bring back to Council on August 2, 2016. Council Member Brockett seconded the motion. The motion carried 8:0 with Council Member Weaver absent at 10:00 p.m.

This item will be amended and come back for second reading.

Council adjourned as Committee of the Whole at 10:01 p.m. and reconvened as the Boulder City Council.

B. Consideration of motion to **authorize the city manager** to take the next steps associated with the implementation of a **letter of intent between the City, Central Area General Improvement District,** and the **St. Julien Hotel related to the development, use, and management of the Civic Use Pad located at 9th and Canyon**

Director of Economic Vitality Molly Winter and Deputy City Attorney David Gehr introduced this item to Council with a presentation. Other staff members that were available to answer questions included Charles Ferro, Project Manager Eric Ameigh and Matt McMullin.

Council Member Brockett moved to amend the Letter of Intent (with instructions to include bridge design, pedestrian underpass and management of use). Council Member Young seconded the motion. The motion carried 8:0 at 11:02 p.m.

Introduction, first reading and consideration of a motion to order published by title only the following **two ordinances submitting to the qualified electors of the City of Boulder at a special municipal election to be held on Tuesday, the 8th day of November, 2016, the question of:**

1. **Ordinance No. 8126 amending Section 84** of the Boulder City Charter regarding the h**eight limitations to allow rooftop decks and floor area** appurtenant thereto and **setting the ballot title**; and

2. **Ordinance No. 8127 amending Section 84** of the Boulder City Charter regarding the **height limitations for the area known as the Civic Use Pad located on the northwest corner of Canyon Boulevard and 9th Street to allow rooftop decks and floor area appurtenant thereto;** and setting the ballot title

   Council Member Yates moved to not place the ordinances on the ballot for 2016. Council Member Morzel seconded the motion.

   Council was advised that rather than vote on a non-affirmative action, if there was no vote, then the measure would fail.

   Council did not vote, therefore the measure failed at 11:06 p.m. with Council Member Weaver absent.

   Mayor Jones moved to Amend the Agenda by continuing Item 5C and 5D due to time constraints. Council Member Brockett seconded the motion. The motion carried 8:0 at 11:06 p.m. with Council Member Weaver absent.

C. **Second reading** and consideration of a motion to **adopt Ordinance No. 8116 amending** Chapter 11-1, "**Water Utility,"** by adding a new Subsection to Section 11-1-44, **"Water User Charges," amending the title of the section, authorizing the city manager to pay claims for damage from water main breaks** and setting forth related details

This item was not considered tonight due to time constraints in the meeting and was continued to a future council meeting.

D. **Second reading** and consideration of a motion to **adopt Ordinance No. 8122 amending** Section 12-2-4, "**Written Disclosures Required,"** B.R.C. 1981 to update the required **disclosure by landlords,** and setting forth related details

This item was not considered due to time constraints in the meeting and was continued to a future council meeting.

E. **Second reading** and consideration of a motion to **adopt Ordinance No. 8123 repealing** Chapter 4-16, **"Police Alarm Systems,"** B.R.C. 1981 and **replacing it with a new** Chapter 4-16, **"Police Alarm Systems," to require alarm verification before initiating police response** and setting forth related details

The Public Hearing was opened at 11:20 p.m. and the following spoke:
1. Steve Keefer spoke in support of the measure.

With no further speakers, the public hearing was closed at 11:23 p.m.

Police Chief Greg Testa and Deputy Police Chief Carey Weinheimer introduced this item to Council.

Council Member Morzel moved to adopt Ordinance No. 8123 repealing Chapter 4-16, "Police Alarm Systems," B.R.C. 1981 and replacing it with a new Chapter 4-16, "Police Alarm Systems," to require alarm verification before initiating police response and setting forth related details, using Ordinance 8123 as amended in Attachment B. Council Member Young seconded the motion. The motion carried 8:0 with Council Member Weaver absent at 11:28 p.m.

This item will be amended and come back to council as a third reading.

6. MATTERS FROM THE CITY MANAGER

A. **Update** on progress regarding **initiatives** that **support Council's goal** of ensuring **Boulder is a safe and welcoming community**

City Manager, Jane Brautigam introduced this item to Council and introduced the following staff members and they spoke regarding a Safe and Welcoming Community:

1. Police Chief Greg Testa spoke briefly regarding the Hillard Heintze recommendations. A new record keeping system is being implemented in the department to capture needed data. It will be implemented at the first part of 2017.
2. Director of Human Services Karen Rahn spoke regarding the RFP to survey the community. Results will be available in the fall presented to Council during a study session in December.
3. Staff addressed issues of common interest with CU, BVSD, and the culture competency assessment.

   City Manager Brautigam will talk with Human Resources to set up cultural competency training for Council Members.

7. MATTERS FROM THE CITY ATTORNEY

A. Consideration of a motion **authorizing the city manager** to enter into a **settlement agreement** in the **litigation brought** against the city by Sally Dieterich

City Attorney Tom Carr introduced this item to Council.

Council Member Yates moved to authorize the City Manager to enter into a settlement agreement in the litigation brought against the city by Sally Dieterich. Council Member Shoemaker seconded the motion. The motion carried 8:0 with Council Member Weaver absent at 11:50 p.m.

8. MATTERS FROM MAYOR AND MEMBERS OF COUNCIL

A. Potential Call-Ups

1. 1590 Violet Avenue- Easement Vacation

9. PUBLIC COMMENT ON MATTERS

10. DECISION ON MOTIONS

11. DEBRIEF

12. ADJOURNMENT

There being no further business to come before Council at this time, BY MOTION REGULARLY ADOPTED, THE MEETING WAS ADJOURNED on July 19, 2016 at 11:52 p.m.

Approved this 20th day of SEPTEMBER, 2016.

APPROVED BY:

_____

Suzanne Jones, Mayor

ATTEST:

_____

Lynnette Beck, City Clerk

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE: Consideration of a motion to accept the study session summary from August 30, 2016 City Council Study Session regarding the Development-Related Impact Fees and Excise Taxes

PRESENTERS:
Jane S. Brautigam, City Manager
David Gehr, Deputy City Attorney
Susan Richstone, Deputy Director of Planning, Housing and Sustainability
Chris Hagelin, Senior Transportation Planner
Kristin Hyser, Community Investment Program Manager
Devin Billingsley, Senior Budget Analyst
Lauren Holm, Associate Planner
Chris Meschuk, Project Manager

EXECUTIVE SUMMARY

This agenda item provides a summary of the August 30, 2016, study session on Development-related Impact Fees and Excise Taxes. The purpose of this study session was to continue the discussion with council from the questions initially posed at the June 14 study session on the development-related impact fees and excise taxes project.

Key takeaways from the study session were:

Multi-modal Transportation:

- City Council supported staff's recommendation to have one rate structure for Multimodal Transportation fees/taxes.

Economic Impact Analysis (EIA)

- Some council members were expecting a much more quantitative analysis to aid in setting fees, which is not what an EIA provides.

Affordable Housing Credits/Fee Waivers:

- City Council was interested in discussing impact fee credits, and requested this be addressed prior to making final decisions on fees.

STAFF RECOMMENDATION

Suggested Motion Language:
Staff requests council consideration of this summary and action in the form of the following motion:

Motion to accept the summary (**Attachment A**) of the Aug. 30, 2016 Study Session on Development-Related Impact Fees and Excise Taxes

NEXT STEPS

On September 20, staff will present recommendations and fee and tax change options and next steps for council discussion under Matters from the City Manager. Based on direction from council, changes to the impact fees and excise taxes ordinances will be drafted along with further discussion of the affordable housing linkage fee. A public hearing is scheduled for Nov. 15.

ATTACHMENT

A: Summary of the August 30, 2016, study session on the Development-related Impact Fees and Excise Tax Update Study

Aug. 30, 2016 Study Session
Development-Related Impact Fees and Excise Taxes

PRESENT
City Council: Mayor Suzanne Jones, Mayor Pro Tem Mary Young, Matthew Appelbaum, Aaron Brockett, Jan Burton, Lisa Morzel, Sam Weaver and Bob Yates.

Staff: Jane S. Brautigam, City Manager; David Gehr, Deputy City Attorney;
Susan Richstone, Deputy Director for Planning; Chris Hagelin, Senior Transportation Planner; Lauren Holm, Associate Planner; Chris Meschuk, Project Manager

PURPOSE
The purpose of this study session was to continue the discussion with council of the questions initially posed at the June 14 study session on the development-related impact fees and excise taxes project.

Staff sought input on policy issues related to transportation rate structure and a draft of the economic impact report. The study session also provided an update on the housing credits analysis project and preparation for the Sept. 20 public hearing.

SUMMARY OF COMMENTS BY DISCUSSION SECTION
Chris Meschuk introduced the item, and reviewed the purpose and agenda of the study session item. Meschuk presented an overview of the process to-date of the Development-Related Impact Fees and Excise Taxes project and reviewed the June 14 study session. He then forecasted to the Sept. 20 Public Hearing and described that council will be getting charts and graphs that help put these various fee options in context, as well as a staff memo with staff recommendation and final fee reports from the consultants.

<u>Multimodal transportation</u>
Presentation summary
Chris Hagelin introduced the topic and reminded council of the previously proposed methods for rate adjustments. Since the June 14 study session, staff conducted additional analysis and recommended no tiered rate structure. This recommendation is based on the consideration that staff is using a plan-based approach to determine fee levels. In a plan-based approach, new growth is paying its share of planned capital improvements located throughout the city, as a part of an open system and network. The specific location of a new development does not change the need to collect new growth's share of those planned capital improvements. Furthermore, the city's zoning powers require capital infrastructure improvements directly related to or adjacent to its location as a part of the project approval

Feedback/comments summary
Council was supportive of staff's recommendation.

Affordable Housing Credits/Fee Waivers

Presentation summary

Chris Meschuk responded to council questions about the staff recommendation to hold the affordable housing credits/fee waivers conversation until other affordable housing fee-related work is completed.

Feedback/comments summary

Council was generally supportive of holding the conversation of credits and waivers, but directed staff to bring back a timeline for that discussion at the Sept. 20 meeting. It was discussed that there are several timing factors to consider with this conversation, including the final adoption of the fee ordinance and the relationship to the Inclusionary Housing program. There was also a desire expressed for staff to be completely clear about the trade-offs when this discussion does happen. Several council members expressed support to have a decision on credits prior to the fee changes ordinance adoption.

Economic Impact Analysis

Presentation summary

Chris Meschuk presented the draft Economic Impact Analysis (EIA) prepared by TischlerBise. Meschuk described at a high level what an EIA looks at (direct, indirect, and induced effects) as well as the results of the report. An EIA measures the overall economic benefit to the local economy based on job growth, wages and goods and services purchased and the multiplier effects as the dollars circulate in the community. Meschuk stated that this report cannot be an apples to apples comparison to the impact fee studies, but rather is a context point to understand the benefits of development. The consultants were unable to be at this meeting so Meschuk took council's questions.

Feedback/comments summary

Some council members expressed disappointment that this analysis did not produced a result that would allow them to directly compare the dollar per sq.ft. benefits of development to the dollar per sq.ft. impacts of development. Susan Richstone responded that such an analysis would need to account for the operating and capital revenues and expenses of the city, and is a significant analysis that is outside the scope of this project or an impact fee update. Furthermore, such an analysis will still not provide a metric to assist in setting the affordable housing linkage fee.

Closing

Chris Meschuk closed the meeting by reminding council of the process and describing what council will expect to receive for the September 20 Public Hearing. Meschuk summarized that staff will be:

- Developing three options for setting fees using the incremental update for capital facilities, the hybrid approach to multimodal transportation funding and $10, $20 and $35 office fee levels for the affordable housing linkage fee.

- Writing a staff memorandum outlining the three options for fee changes including staff recommendations, as well as options for phasing and implementation.
- Compiling comparative charts showing the three fee options applied to a sample development project, in comparison to surrounding communities.
- Finalizing fee and tax studies, as well as the Economic Impact Report.
- Continuing analysis on potential credits and a subsidy funding system for affordable housing for consideration and bringing back a timeline for the discussion as part of the September 20 packet.

**Note: On Sept 6, the city council agenda committee has requested a shift in the agenda for Sept. 20. The previously scheduled public hearing will now be a discussion under Matters from the City Manager. On Sept. 20, staff will be: seeking final direction on Capital Facility Impact Fees and Transportation Fee/Taxes, discussing the Housing Linkage Fee to get input from Council on what next steps/additional analysis is desired, and discussing housing subsidy/credits. The public hearing is now tentatively scheduled for Nov. 15.*

2017 Proposed City Council Meeting Dates

Date (Tuesday)	Regular Meeting or Study Session	NOTES:
December 20, 2016	**No Meetings**	**Week of Christmas**
December 27, 2016	**No Meetings**	**Week of New Year**
January 3	Regular Meeting	
January 10	Study Session	
January 17	Regular Meeting	Day after Martin Luther King Day
January 20-21 (Fri/Sat)		Council Retreat
January 24	Study Session	
January 31	5th Tuesday	Study Session or other Special Meeting
February 7	Regular Meeting	
February 14	Study Session	
February 21	Regular Meeting	Day after Presidents' Day
February 28	Study Session	
March 7	Regular Meeting	
March 9 (Thursday)		Board and Commission Interviews
March 14 (Tuesday)	No Study Session	Board and Commission Interviews
March 15 (Wednesday)		Board and Commission Interviews
March 21	Regular Meeting	Board and Commission Appointments
March 27-31	**No Meetings**	**CU Spring Break**
April 4	Regular Meeting	
April 11	Study Session	Sister City Annual Dinner Prior to Study Session
April 18	Regular Meeting	
April 25	Study Session	
May 2	Regular Meeting	
May 9	Study Session	
May 16	Regular Meeting	
May 23	Study Session	
May 30	5th Tuesday	Study Session or other Special Meeting /Day after Memorial Day
June 6	Regular Meeting	
June 13	Study Session	
June 20	Regular Meeting	
June 21-July 9	**No Meetings**	**Council Recess**
July 11	Study Session	
July 18	Regular Meeting	
July 25	Study Session	
August 1	Regular Meeting	
August 8	Study Session	
August 15	Regular Meeting	
August 22	Study Session	
August 29	5th Tuesday	Study Session or other Special Meeting
September 5	Regular Meeting	Day after Labor Day
September 12	Study Session	
September 19	Regular Meeting	
September 26	Study Session	
October 3	Regular Meeting	
October 10	Study Session	

October 17	Regular Meeting	
October 24	Study Session	
October 31	5th Tuesday	Study Session or other Special Meeting
November 7	**No Meeting**	**Election Day**
November 9 (Thurs)	Regular Meeting	Reschedule from Election Day November 8
November 14	Study Session	
November 21; 10 a.m. and 6 p.m.	Swear in/Oaths and Regular Meeting	1st meeting for New Council
November 28	Study Session	
December 5	Regular Meeting	
December 12	Study Session	
December 19	**No Meeting**	**Week of Christmas**
December 27	**No Meeting**	**Week of New Year**

Key:

- No Meetings
- Regular Meetings
- Study Sessions
- 5th Tues/ Study Session or other Special Meeting
- Other

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE: Introduction, first reading and consideration of a motion to order published by title only Ordinance 8143 to clarify the roles of the Open Space Board of Trustees and City Council in requiring that any transfer of open space land to another department comply with the disposal requirements of Charter Section 177.

PRESENTER:
Tom Carr, City Attorney

EXECUTIVE SUMMARY

The Charter defines open space land as any interest in real property purchased or leased with the sales and use tax pledged to the open space fund, any interest in real property dedicated to the city for open space purposes, and any interest in real property that is ever placed under the direction, supervision or control of the open space department. Though real property may fall within this definition of "open space land," title is held by the City of Boulder.

There are occasions when the use and management of open space land is transferred from the Open Space and Mountain Parks department to another city department. The Charter provides that "no open space land owned by the city may be sold, leased, traded, or otherwise conveyed" unless disposed of as expressly provided in Charter section 177. There is no provision in the Charter or the Boulder Revised Code addressing the process for transferring open space land from the Open Space and Mountain Parks department to another city department. In such a case, the land remains in city ownership and is not "sold, leased, traded or otherwise conveyed." Simply transferring the land would not be consistent with the clear intent of the Charter to keep open space land for open space purposes. The proposed ordinance (**Attachment A**) would add a section providing that any such transfer must be preceded by compliance with the disposal provisions of Charter Section 177.

STAFF RECOMMENDATION

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

Motion to introduce, consider on first reading and order published by title only Ordinance 8143 amending Title 8 by amending the title to Chapter 8-8, by eliminating the reference to the Open Space Visitor Master Plan, and by adding a new section 8-8-11 "Transfer of Open Space Land" requiring compliance with Section 177 "Disposal of Open Space Land" prior to a transfer of open space land to another city department.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic – The proposed changes clarify the city process to transfer open space lands to another city department and should have no impact on the local economy.
- Environmental – There is no environmental impact resulting from this ordinance.
- Social – The proposed ordinance will provide clarity to the process for changing the use or management of open space property.

OTHER IMPACTS

- Fiscal – None anticipated, since the proposed changes are procedural in nature.
- Staff time – Complying with Charter Section 177 when the use or management of open space land is transferred to another city department is part of the normal work plan.

BOARD AND COMMISSION FEEDBACK

The Open Space Board of Trustees considered this proposed amendment on December 9, 2015 and on January 13, 2016. The OSBT agreed that the Charter is already clear that the OSBT provides a recommendation to the City Council in deciding whether an activity or use is considered an open space purpose. OSBT adopted a motion recommending the proposed ordinance to clarify that when the management of open space land is transferred to another city department, the disposal process required by Charter 177 must be followed.

PUBLIC FEEDBACK

The Open Space Board of Trustees held a public hearing on December 9, 2015, and on January 13, 2016.

ANALYSIS

The Boulder Home Rule Charter includes significant restrictions on the use and disposal of open space land. Charter §§ 176, 177. In addition, the Charter includes the following broad definition of what constitutes open space land:

> [A]ny interest in real property purchased or leased with the sales and use tax pledged to the open space fund pursuant to the vote of the electorate on November 7, 1967, or proceeds thereof, any interest in real property dedicated to the city for open space purposes, and any interest in real property that is ever placed under the direction, supervision, or control of the open space department, unless disposed of as expressly provided in section 177 below.

Charter § 170. The Open Space Board of Trustees was created by the Charter to make recommendations to the City Council. Charter §§ 174-75. The Charter provides that "no open space land owned by the city may be sold, leased, traded, or otherwise conveyed" until approved by City council, and only after approval by the affirmative vote of at least three members of the OSBT after a public hearing. Charter § 177. There is no provision in the Charter or the Boulder Revised Code addressing the process for transferring open space land from the Open Space and Mountain Parks department to another city department. In such a case, the land remains in city ownership and is not "sold, leased, traded or otherwise conveyed." Simply transferring the land would not be consistent with the clear intent of the Charter to keep open space land for open space purposes. Thus, the proposed ordinance would add a provision providing that any transfer must be preceded by compliance with the disposal provisions of Section 177.

ATTACHMENTS

Attachment A: Proposed Ordinance 8143

ORDINANCE NO. 8143

AN ORDINANCE AMENDING TITLE 8 "PARKS, OPEN SPACES, STREETS, AND PUBLIC WAYS" BY AMENDING THE TITLE TO CHAPTER 8-3 BY ADDING "OPEN SPACE AND MOUNTAIN PARKS" BY AMENDING THE TITLE TO CHAPTER 8-8, BY ELIMINATING THE REFERENCE TO THE OPEN SPACE VISITOR MASTER PLAN, BY ADDING A NEW SECTION 8-8-11 "TRANSFER OF OPEN SPACE LAND" REQUIRING COMPLIANCE WITH SECTION 177 "DISPOSAL OF OPEN SPACE LAND" PRIOR TO A TRANSFER OF OPEN SPACE LAND TO ANOTHER CITY DEPARTMENT AND SETTING FORTH RELATED DETAILS.

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

Section 1. Legislative Intent

The intent of this ordinance is to clarify the respective authority of the Open Space Board of Trustees and the Boulder City Council. Under Section 177 of the Boulder Home Rule Charter, the Open Space Board of Trustees must approve any sale, lease, trade or other conveyance of open space land. The Charter does not expressly address whether a disposal occurs when there is a transfer of open space land from the Open Space and Mountain Parks department to another city department, without changing the legal title to the land, which is held by the city of Boulder. Although not expressly stated, it is the city council's interpretation that the Charter intent is that open space lands be used only for an open space purpose. This ordinance is intended to clarify that any such transfer to another city department will for the purpose of the Charter be treated as a disposal and may only be completed after compliance with the disposition provisions of Charter Section 177.

Section 2. The title to Chapter 8-3 is amended to read as follows:

Chapter 3 - Parks and Recreation – Open Space and Mountain Parks

Section 3. The title to Chapter 8-8 is amended to read as follows:

Chapter 8 – Management of Open Space Lands~~and Mountain Parks Visitor Master Plan Implementation~~

Section 4. Section 8-8-1 is amended to read as follows:

8-8-1. - Purpose.

The purpose of this chapter is to protect the public health, safety and general welfare by establishing procedures and requirements necessary to implement the Charter and any

subsequent master planning document to ~~the Open Space and Mountain Parks Visitor Master Plan.~~manage open space lands.

Section 5. A new section 8-8-11 is added as follows:

8-8-11. – Transfer of Open Space Lands.

Any transfer of open space lands from the Open Space and Mountain Parks department to any other department of the city will for the purpose of the Charter be made only after compliance with the requirements of section 177 of the Charter.

Section 6. 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 7. 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.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY this 20th day of September, 2016.

_____
Suzanne Jones
Mayor

Attest:

_____
Lynnette Beck
City Clerk

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READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY this ____ day of _____, 2016.

_____
Suzanne Jones
Mayor

Attest:

_____
Lynnette Beck
City Clerk

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CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE:
Second reading and consideration of a motion to adopt Ordinance 8141 designating the building and a portion of the property at 479 Arapahoe Ave., to be known as the **Higman House**, as a local historic landmark per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2016-00122).

Owner/Applicant: Applicant/Owner: Katherine Toan Merlin/Mark Gerwing

PRESENTERS:
Jane S. Brautigam, City Manager
Susan Richstone, Deputy Director of Planning, Housing & Sustainability
Debra Kalish, Senior Assistant City Attorney
Lesli Ellis, Comprehensive Planning Manager
James Hewat, Senior Historic Preservation Planner
Marcy Cameron, Historic Preservation Planner

EXECUTIVE SUMMARY:
The purpose of this item is to allow the City Council to determine whether the proposed individual landmark designation of the building at 479 Arapahoe Ave. meets the purposes and standards of the Historic Preservation Ordinance *(Sections 9-11-1 and 9-11-2, B.R.C. 1981)*. The property owner is in support of the designation.

If approved, this ordinance (see **Attachment A**) would result in the designation of the building and property as an individual landmark. The findings are included in the ordinance. This landmark designation application was submitted by the property owner in 2015, and was heard by the Landmarks Board on August 3, 2016. The board voted 4-0 (R. Pelusio absent) to recommend the designation to City Council. The City Council approved the first reading ordinance at its Sept. 6, 2016 meeting. No comments from the public have been received on the proposed designation. The second reading for this designation is a quasi-judicial public hearing.

STAFF RECOMMENDATION:

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

Motion to adopt Ordinance No. 8141, designating the building and a portion of the property at 479 Arapahoe Ave., to be known as the **Higman House**, as an individual landmark under the City of Boulder's Historic Preservation Ordinance.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS:

Economic: Owners of locally designated landmarked properties are eligible for state and local tax credits for approved rehabilitations and repairs, and studies have found that historic preservation adds to economic vitality and tourism. Exterior changes to individually landmarked buildings require a Landmark Alteration Certificate, issued by the Planning, Housing and Sustainability Department at no charge. The additional review process for landmarked buildings may, however, add time and design expense to a project.

Environmental: The preservation of historic buildings is inherently sustainable. Owners of individually landmarked buildings are encouraged to reuse and repair as much of the original building as possible when making exterior alterations, thereby reducing the amount of building material waste deposited in landfills. City staff can assist architects, contractors and homeowners with design and material selections and sources that are environmentally friendly. Also, the Historic Preservation website provides information on improving the energy efficiency of older buildings.

Social: The Historic Preservation Ordinance was adopted to "…enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the city's living heritage." Section 9-11-1 (a), B.R.C., 1981. The primary beneficiaries of historic designation are the property owners of a historic landmark and adjacent neighbors, who are ensured that the character of the immediate area will be protected through the design review process. The greater community also benefits from the preservation of the community's character and history.

OTHER IMPACTS:

Fiscal: The designation of individual historic landmarks is an anticipated and ongoing function of the Historic Preservation Program.

Staff Time: This designation application is within the staff work plan.

LANDMARKS BOARD ACTION:

On August 3, 2016 the Landmarks Board voted 4-0 (R. Pelusio absent) to recommend to City Council that the building and a portion of the site at 479 Arapahoe Ave. be designated as a local historic landmark, finding that it meets the standards for individual landmark designations in

sections 9-11-1 and 9-11-2, B.R.C. 1981, and is consistent with the criteria specified in section 9-11-5(c), B.R.C. 1981.

PROPERTY DESCRIPTION:

The property at 479 Arapahoe Ave. is located on the north side of Arapahoe Avenue, within the boundaries of the identified potential Expanded Highland Lawn Historic District. The 11,238 sq. ft. property is bounded by residential properties on the east and west and slopes down toward Boulder Creek on the north.

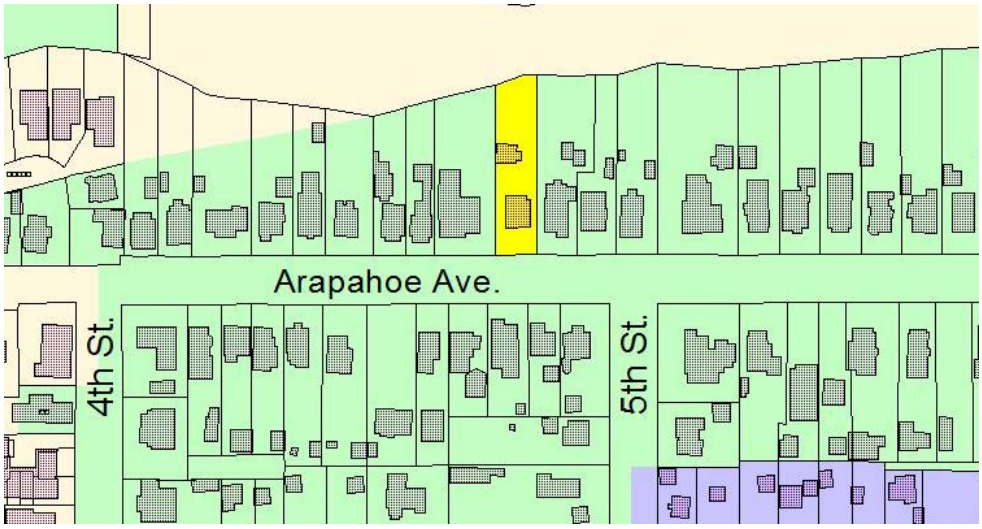

Figure 1. Location Map, 479 Arapahoe Ave.

History

The house was constructed for Joseph and Clara Higman, who resided here with their five children from 1900 until 1908. Joseph Higman was born in Liskeard, England in 1865 and came to the United States at the age of 18. He was initially engaged in mining, and later worked as a carpenter in Boulder. Clara (Jones) Higman was born in 1870 to George T. and Priscilla B. Jones in Blackhawk, Colorado. Clara and Joseph married in 1890 in Caribou and lived in various mining towns before settling in Boulder in 1900.

Clara and Joseph's stories of Boulder County's early mining days were often re-told in *Daily Camera* articles, including a 1949 article documenting Clara's experience as a young girl witnessing the historic September 14, 1879 fire that destroyed most of Caribou, including her house and father's blacksmith shop. While living in Ward, Clara and Joseph also witnessed the fire in January of 1900 that nearly wiped out the town. Clara's parents moved to Boulder in 1896, a few years before she and Joseph did. George and Priscilla lived at 440 Arapahoe Ave. from 1896 to 1916, within a block of 479 Arapahoe Ave. The house was designated as a local landmark in 1993 as the Jones-Walton House.

While they lived in Boulder, Clara and Joseph were active members of the Presbyterian church and Joseph was active in the Odd Fellows, serving as the "Noble Grand" of that group in his later years. Clara was also a member of the WCTU and Daughters of Union Veterans. Joseph and Clara had 5 children, Norine, Winifred, S.E. "Sid", Josephine, and Howard. Their youngest son,

Howard, became a well-known Sociology professor at the University of Colorado, where he taught from 1946 until 1985. Howard Higman is most well remembered as the founder of the University of Colorado's Conference on World Affairs.

Between 1908 and 1937, the property passed through a series of owners including Christopher and Kate Blewitt, a retired couple; Charles Smith, a carpenter, and his wife Ellen; and Paul Scott, a shoe business owner, who resided at the house with his wife, Sadie and their seven children.

Figure 2. Charles and Ellen Smith at 479 Arapahoe Ave., c.1920.
Carnegie Branch Library for Local History

McFay and Olive Lamb owned the property from 1937 until 1958. McFay worked as an auto mechanic at Arnold Motors, a dealership located at 38th and Arapahoe Avenue and later at 9th and Canyon Boulevard. Olive was a member of the Boulder Senior Citizens Club and the First Methodist Church. McFay was born in Chanute, Kansas in 1889 and Olive was born in Iowa in 1890. McFay and Olive were married 1910 in Rocky Ford, Colorado.

The current owner purchased the property in 2014. See the Landmarks Board Memorandum dated August 3, 2016 for additional information on the residents of the house.

Figure 3. North Elevation (façade), 479 Arapahoe Ave., 2016.

Architectural Description

The one-and-a-half story house features decorative wood shingles in an alternating fish-scale pattern and paired double hung windows. The first level of the house is constructed of brick, with segmental arches above the door and window openings, and rounded brick returns at the openings. Gabled dormers with wood shingles are located on the east and west elevations. The west dormer features paired double-hung windows matching those on the façade. The dormer windows have been replaced by a non-historic sliding glass door. A non-historic, flat-roof porch with simple wood supports extends across the façade and east elevation. The front door features a transom window, with a segmental brick arch above. A brick chimney is located in the center and the building rests on a rubble-stone foundation.

Alterations

Historic photographs show that with the exception of a non-historic front and side porch, the house remains largely intact to its original construction. The original porch was removed between 1956 and 1969, and the current porch was added in 1996. The brick was painted between 1949 and 1969.

Figure 4. 479 Arapahoe Ave., c.1949. Carnegie Branch Library for Local History.

LANDMARK ALTERATION CERTIFICATE

On July 6, 2016, the Landmarks Design Review Committee (Ldrc) issued a Landmark Alteration Certificate for the restoration of the main house and the construction of a rear addition (See Figure 9). As part of the project, the Ldrc supported a solar variance for the proposed addition and a setback variance for the restoration of the original porch. These variances were supported based on the compatibility of the proposed addition with the house, restoration of an original feature, and the intention by the property owner to designate the building as a local landmark.

In 2015, prior to the submittal of a landmark designation application, a demolition permit was issued for an accessory building at the rear of the lot.

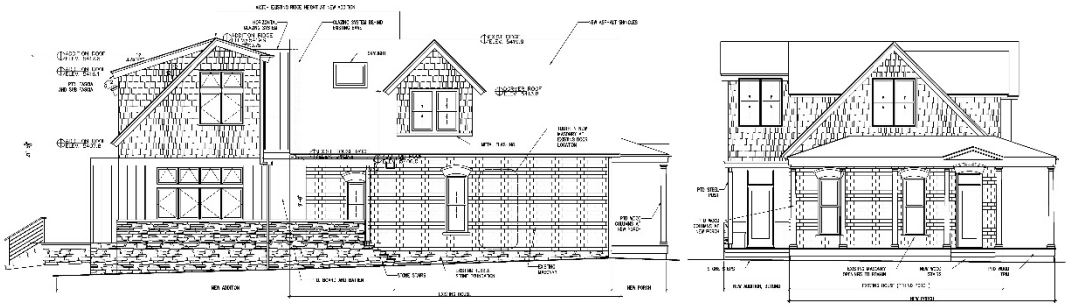

Figure 5. Landmark Alteration Certificate renderings showing the façade and west elevation of the house and proposed addition.

HISTORIC SIGNIFICANCE:
Summary: The house located at 479 Arapahoe Ave. has historic significance under criteria 1, 2, 3 and 4.

1. **Date of Construction:** c. 1901
   Elaboration: The address first appears in city directories in 1901.

2. **Association with Persons or Events**: The Higman family
   Elaboration: Clara and Joseph Higman arrived in Boulder and purchased the property at 479 Arapahoe in 1901 after spending the first ten years of their marriage in various mining towns such as Central City, Gold Hill, and Ward. Clara was born near Caribou to parents that migrated to the area in 1866, a decade before Colorado was established as a state. Clara Higman's stories from her pioneer life were often recounted in *Daily Camera* articles.

3. **Development of the Community:** The house was constructed in the Highland Lawn Addition to the city, which developed primarily between 1880 and 1920.

4. **Recognition by Authorities:** Historic Building Inventory Form, 1989.
   Elaboration: The 1989 Historic Building Inventory Form found the property to be in good condition with moderate alterations. The form notes that "this house, although altered, retains details of early twentieth century construction, including the gable ornament, decorative wood shingles, and segmental window arches."

ARCHITECTURAL SIGNIFICANCE:
Summary: The house at 479 Arapahoe Ave. meets historic significance criteria 1 and 3.

1. **Recognized Period or Style:** Queen Anne Vernacular
   Elaboration: The house has elements of the Queen Anne style popular in the 1890s and early 1900s as seen in the decorative shingles on the front gable end, the slight return in vergeboards, the gabled dormers, the segmental arches above the windows and the transom over the front door.

2. **Architect or Builder of Prominence:** It is possible, but unknown, whether carpenter and first resident Joseph Higman constructed the house.

3. **Artistic Merit:** Architectural detailing
   Elaboration: The house embodies skillful integration of design and material which is of excellent visual quality, as can be seen in its Queen Anne detailing.
4. **Example of the Uncommon:** None observed.

5. **Indigenous Qualities:** None observed.

B. *Does the proposed application develop and maintain appropriate settings and environments for such buildings, sites, and areas to enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the City's living heritage?*

Staff finds that the proposed application would maintain appropriate settings and environments for such buildings, sites, and areas to enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the City's living heritage. Staff believes that the application meets the environmental significance criteria for individual landmarks as outlined below:

ENVIRONMENTAL SIGNIFICANCE:
Summary: The house at 479 Arapahoe Ave. has environmental significance under criteria 1, 2, 4 and 5.

1. **Site Characteristics:** Residential historic character
   Elaboration: The house is sited along Arapahoe Avenue between 4th and 5th streets. It is located within the boundaries of the identified potential Expanded Highland Lawn Historic District and the house retains its historic residential character.

2. **Compatibility with Site:** Residential historic character
   Elaboration: The building is representative of the typical building patterns in Highland Lawn and contributes to the residential character of the neighborhood. The property retains its historic relationship to its lot and surrounding neighborhood.

3. **Geographic Importance:** None observed.

4. **Environmental Appropriateness:** Residential historic character
   Elaboration: The house and surroundings are complementary and careful integrated.

5. **Area Integrity:** Potential Expanded Highland Lawn Historic District
   Elaboration: The 400 block of Arapahoe Avenue is located in the identified Potential Expanded Highland Lawn Historic District, which retains a high degree of historic integrity to the original development of that neighborhood.

Does the proposed application draw a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings and structures important to that heritage will be carefully weighed with other alternatives? (See Subsection 9-11-1(b), B.R.C. 1981).

Staff finds this application draws a reasonable balance between private property rights and the public's interest in preserving the city's cultural, historic, and architectural heritage. The property owner supports the designation.

<u>Landmark Name</u>
Staff considers that the landmark should be named the **Higman House,** given its association with the Higman family, who were the earliest residents of the house, and in particular Howard Higman, who founded the University of Colorado's Conference on World Affairs. This is consistent with the Landmark Board's *Guidelines for Names of Landmarked Structures and Sites*

(1988) and the *National Register of Historic Places Guidelines for Designation*. *See Attachment H: Guidelines for Names of Landmarked Structures and Sites.*

Boundary Analysis

The building sits on a residential lot measuring approximately 11,238 sq. ft. in size and extends to the north side of the Boulder Creek. The applicant has requested a landmark boundary that encompasses the southern half of the property, extending 110' from the south (street-facing) property line, and following the east and west property lines. The applicant requests this boundary in order to allow for the construction of a new accessory building on the rear portion of the site. *See Figure 16. Proposed Landmark Boundary, and Attachment A: Applicant Materials*.

Typically, staff recommends a landmark boundary be based on the property boundary to reflect the historic lot and to ensure protection of the site as a whole. In this case staff considers the smaller boundary appropriate as there are no character defining features at the rear of the property and the lack of visibility to this area from the public right of way. The applicant has indicated that once the rear accessory building has been constructed they would amend the landmark boundary to include the entire property, if the Landmarks Board considers it appropriate.

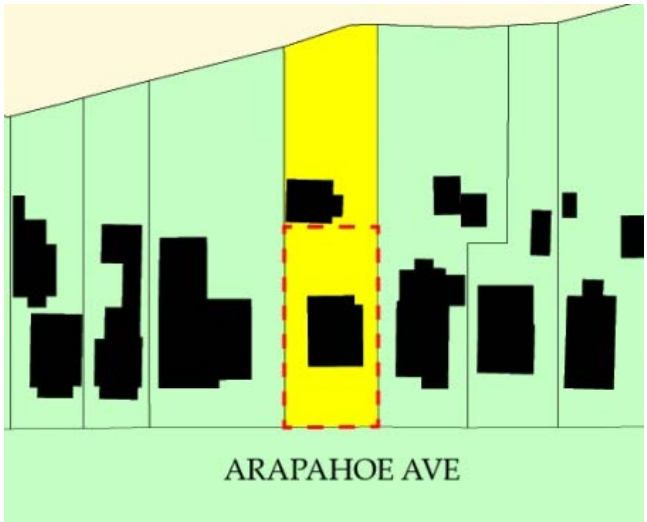

Figure 6. Proposed Landmark Boundary (dashed line).

OPTIONS:

City Council may approve, modify or not approve the ordinance.

Approved By:

_____

Jane S. Brautigam,
City Manager

ATTACHMENTS:

A: Ordinance 8141
B: Sections 9-11-1 and 9-11-2, "Purposes and Intent," B.R.C., 1981
C: Significance Criteria for Individual Landmarks

ORDINANCE 8141

AN ORDINANCE DESIGNATING THE BUILDING AND THE PROPERTY AT 479 ARAPAHOE AVE., CITY OF BOULDER, COLORADO, ALSO KNOWN AS THE HIGMAN HOUSE, A LANDMARK UNDER CHAPTER 9-11, "HISTORIC PRESERVATION" B.R.C. 1981, AND SETTING FORTH DETAILS IN RELATION THERETO.

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

Section l. The City Council enacts this ordinance pursuant to its authority under Chapter 9-11, "Historic Preservation," B.R.C. 1981, to designate as a landmark a property having a special character or special historic, architectural, or aesthetic interest or value.

Section 2. The City Council finds that: 1) on or about April 29, 2016, property owner Katherine Toan Merlin applied to the City of Boulder to designate the building and property at said property as a landmark; 2) the Landmarks Board held a public hearing on the proposed designation on August 3, 2016; and 3) on August 3, 2016, the Board recommended that the City Council approve the proposed designation.

Section 3. The City Council also finds that upon public notice required by law, the council held a public hearing on the proposed designation on September 20, 2016 and upon the basis of the presentations at that hearing finds that the building and the property at 479 Arapahoe Ave. possesses a special character and special historic, architectural, or aesthetic interest or value warranting its designation as a landmark.

Section 4. The characteristics of the subject property that justify its designation as a landmark are: 1) its historic significance is relevant to its construction around 1901, for its association with Clara and Joseph Higman, and for its development in the Highland Lawn Addition to the city; and

2) its architectural significance as an example of the Queen Anne Vernacular, and for its skillful integration of design and material which is of excellent visual quality; and 3) its environmental significance for its integration into its residential historic character, and its location within the identified potential Expanded Highland Lawn Historic District.

Section 5. The City Council further finds that the foregoing landmark designation is necessary to promote the public health, safety, and welfare of the residents of the city.

Section 6. There is hereby created as a landmark the building and property located at 479 Arapahoe Ave., also known as the Higman House, whose legal landmark boundary encompasses the south 110' feet of the property, extending from the east to the west property lines of the legal lots upon which it sits:

W 50 FT OF E 100 FT OF LOT 4 BLK A HIGHLAND LAWN

as depicted in the proposed landmark boundary map, attached hereto as Exhibit A.

Section 7. The City Council directs that the department of Community Planning and Sustainability give prompt notice of this designation to the property owner and cause a copy of this ordinance to be recorded as described in Subsection 9-11-6(d), B.R.C. 1981.

Section 8. 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.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY THIS 6TH DAY OF SEPTEMBER, 2016.

_____

Mayor

Attest:

_____
City Clerk

READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 20TH DAY OF SEPTEMBER, 2016.

_____
Mayor

Attest:

_____
City Clerk

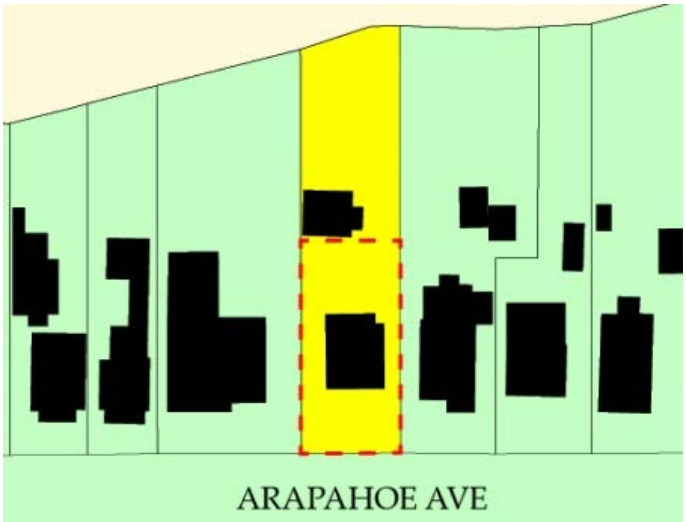

Exhibit A – Landmark Boundary Map for 479 Arapahoe Ave.

South 110’ feet of the property, extending from the east to west property lines at 479 Arapahoe, whose legal description is:
W 50 FT OF E 100 FT OF LOT 4 BLK A HIGHLAND LAWN

9-11-1 & 9-11-2 Purposes and Intent
Boulder Revised Code, 1981

9-11-1: *Purpose and Legislative Intent* states:

(a) The purpose of this chapter is to promote the public health, safety, and welfare by protecting, enhancing, and perpetuating buildings, sites, and areas of the city reminiscent of past eras, events, and persons important in local, state, or national history or providing significant examples of architectural styles of the past. It is also the purpose of this chapter to develop and maintain appropriate settings and environments for such buildings, sites, and areas to enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the city's living heritage.

(b) The City Council does not intend by this chapter to preserve every old building in the city but instead to draw a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings and structures important to that heritage will be carefully weighed with other alternatives and that alterations to such buildings and structures and new construction will respect the character of each such setting, not by imitating surrounding structures, but by being compatible with them.

(c) The City Council intends that in reviewing applications for alterations to and new construction on landmarks or structures in a historic district, the Landmarks Board shall follow relevant city policies, including, without limitation, energy-efficient design, access for the disabled and creative approaches to renovation.

9-11-2: *City Council may Designate or Amend Landmarks and Historic Districts* states:

(a) Pursuant to the procedures in this chapter the City Council may by ordinance:

(1) Designate as a landmark an individual building or other feature or an integrated group of structures or features on a single lot or site having a special character and historical, architectural, or aesthetic interest or value and designate a landmark site for each landmark;

(2) Designate as a historic district a contiguous area containing a number of sites, buildings, structures or features having a special character and historical, architectural, or aesthetic interest or value and constituting a distinct section of the city;

(3) Designate as a discontiguous historic district a collection of sites, buildings, structures, or features which are contained in two or more geographically separate areas, having a special character and historical, architectural, or aesthetic interest or value that are united together by historical, architectural, or aesthetic characteristics; and

(4) Amend designations to add features or property to or from the site or district.

(b) Upon designation, the property included in any such designation is subject to all the requirements of this code and other ordinances of the city.

SIGNIFICANCE CRITERIA
Individual Landmark
September 1975

On September 6, 1975, the City Council adopted Ordinance #4000 providing procedures for the designation of Landmarks and Historic Districts in the City of Boulder. The purpose of the ordinance is the preservation of the City's permitted cultural, historic, and architectural heritage. The Landmarks Board is permitted by the ordinance to adopt rules and regulations as it deems necessary for its own organization and procedures. The following Significance Criteria have been adopted by the board to help evaluate each potential designation in a consistent and equitable manner.

Historic Significance

The place (building, site, area) should show character, interest or value as part of the development, heritage, or cultural characteristics of the community, state or nation; be the site of a historic, or prehistoric event that had an effect upon society; or exemplify the cultural, political, economic, or social heritage of the community.

Date of Construction: This area of consideration places particular importance on the age of the structure.

Association with Historical Persons or Events: This association could be national, state, or local.

Distinction in the Development of the Community of Boulder: This is most applicable to an institution (religious, educational, civic, etc) or business structure, though in some cases residences might qualify. It stresses the importance of preserving those places which demonstrate the growth during different time spans in the history of Boulder, in order to maintain an awareness of our cultural, economic, social or political heritage.

Recognition by Authorities: If it is recognized by Historic Boulder, Inc. the Boulder Historical Society, local historians (Barker, Crossen, Frink, Gladden, Paddock, Schooland, etc), State Historical Society, The Improvement of Boulder, Colorado by F.L. Olmsted, or others in published form as having historic interest and value.

Other, if applicable.

Architectural Significance

The place should embody those distinguishing characteristics of an architectural type specimen, a good example of the common; be the work of an architect or master builder, known nationally, state-wide, or locally, and perhaps whose work has influenced later development; contain elements of architectural design, detail, materials or craftsmanship which represent a significant innovation; or be a fine example of the uncommon.

Recognized Period/Style: It should exemplify specific elements of an architectural period/style, i.e.: Victorian, Revival styles, such as described by *Historic American Building Survey Criteria*, Gingerbread Age (Maass), 76 Boulder Homes (Barkar), The History of Architectural Style (Marcus/Wiffin), Architecture in San Francisco (Gebhard et al), History of Architecture (Fletcher), Architecture/Colorado, and any other published source of universal or local analysis of a style.

Architect or Builder of Prominence: A good example of the work of an architect or builder who is recognized for expertise in his field nationally, state-wide, or locally.

Artistic Merit: A skillful integration of design, material, and color which is of excellent visual quality and/or demonstrates superior craftsmanship.

Example of the Uncommon: Elements of architectural design, details, or craftsmanship that are representative of a significant innovation.

Indigenous Qualities: A style or material that is particularly associated with the Boulder area.

Other, if applicable.

Environmental Significance

The place should enhance the variety, interest, and sense of identity of the community by the protection of the unique natural and man-made environment.

Site Characteristics: It should be of high quality in terms of planned or natural vegetation.

Compatibility with Site: Consideration will be given to scale, massing placement, or other qualities of design with respect to its site.

Geographic Importance: Due to its unique location or singular physical characteristics, it represents an established and familiar visual feature of the community.

Environmental Appropriateness: The surroundings are complementary and/or it is situated in a manner particularly suited to its function.

Area Integrity: Places which provide historical, architectural, or environmental importance and continuity of an existing condition, although taken singularly or out of context might not qualify under other criteria.

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE:
Second reading and consideration of a motion to adopt Ordinance 8142 designating the building and a portion of the property at 2949 Broadway., to be known as the **Hulse House**, as a local historic landmark per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2015-00173).

Owner/Applicant: ALR Investments/Michael Bosma

PRESENTERS:
Jane S. Brautigam, City Manager
Susan Richstone, Deputy Director of Planning, Housing & Sustainability
Debra Kalish, Senior Assistant City Attorney
Lesli Ellis, Comprehensive Planning Manager
James Hewat, Senior Historic Preservation Planner
Marcy Cameron, Historic Preservation Planner

EXECUTIVE SUMMARY:
The purpose of this item is to allow the City Council to determine whether the proposed individual landmark designation of the building at 2949 Broadway meets the purposes and standards of the Historic Preservation Ordinance *(Sections 9-11-1 and 9-11-2, B.R.C. 1981)*. The property owner is in support of the designation.

If approved, this ordinance (see **Attachment A**) would result in the designation of the building and property as an individual landmark. The findings are included in the ordinance. This landmark designation application was submitted by the property owner on April 29, 2016, and was heard by the Landmarks Board on August 3, 2016. The board voted 4-0 (R. Pelusio absent) to recommend the designation to City Council. The City Council approved the first reading ordinance at its Sept. 6, 2016 meeting. No comments from the public have been received on the proposed designation. The second reading for this designation is a quasi-judicial public hearing.

STAFF RECOMMENDATION:

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

Motion to adopt Ordinance No. 8142, designating the building and a portion of the property at 2949 Broadway., to be known as the **Hulse House**, as an individual landmark under the City of Boulder's Historic Preservation Ordinance.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS:

Economic: Owners of locally designated landmarked properties are eligible for state and local tax credits for approved rehabilitations and repairs, and studies have found that historic preservation adds to economic vitality and tourism. Exterior changes to individually landmarked buildings require a Landmark Alteration Certificate, issued by the Planning, Housing and Sustainability Department at no charge. The additional review process for landmarked buildings may, however, add time and design expense to a project.

Environmental: The preservation of historic buildings is inherently sustainable. Owners of individually landmarked buildings are encouraged to reuse and repair as much of the original building as possible when making exterior alterations, thereby reducing the amount of building material waste deposited in landfills. City staff can assist architects, contractors and homeowners with design and material selections and sources that are environmentally friendly. Also, the Historic Preservation website provides information on improving the energy efficiency of older buildings.

Social: The Historic Preservation Ordinance was adopted to "…enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the city's living heritage." Section 9-11-1 (a), B.R.C., 1981. The primary beneficiaries of historic designation are the property owners of a historic landmark and adjacent neighbors, who are ensured that the character of the immediate area will be protected through the design review process. The greater community also benefits from the preservation of the community's character and history.

OTHER IMPACTS:

Fiscal: The designation of individual historic landmarks is an anticipated and ongoing function of the Historic Preservation Program.

Staff Time: This designation application is within the staff work plan.

LANDMARKS BOARD ACTION:

On August 3, 2016 the Landmarks Board voted 4-0 (R. Pelusio absent) to recommend to City Council that the building and a portion of the site at 2949 Broadway be designated as a local historic landmark, finding that it meets the standards for individual landmark designations in

sections 9-11-1 and 9-11-2, B.R.C. 1981, and is consistent with the criteria specified in section 9-11-5(c), B.R.C. 1981.

PROPERTY DESCRIPTION:

The property at 2949 Broadway is located on the west side of Broadway, between Dellwood and Cedar avenues. Constructed in 1913 with Edwardian vernacular elements, the property is not located in a designated or identified potential historic district.

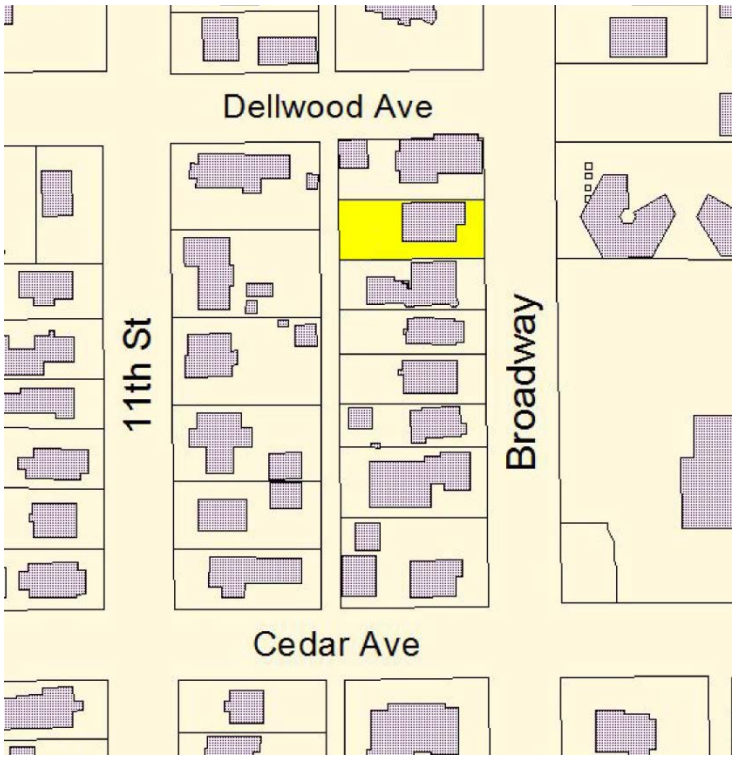

Figure 1. Location Map, 2949 Broadway

History

The house was constructed in 1913 for Elisha and Mary Hulse, who lived there until 1946. Elisha worked as a Real Estate dealer and Public Notary in Boulder, having married Mary Anne Knight in Wisconsin in 1873, shortly after Elisha graduated from the University of Wisconsin. While attending the university, he was pitcher on the school's first baseball team from 1870-1871.[2] As an alumnus, Elisha often participated in school reunions, particularly with the Rocky Mountain Alumni association of the University of Wisconsin.

Around 1908, the Hulses moved to Boulder where Elisha engaged in the real estate business and as an abstractor. While in Boulder, they were also very active in the Presbyterian church and other civic affairs. In 1911, Elisha is listed as working at Hulse & Hopkins Real Estate and Insurance Company located at 1938 13th Street and as President and Manager of the Record Abstract of Title Company. In 1920, Elisha was listed as working at Hulse & Thurston at 2103 12th St.

[2] "Carroll S. Montgomery, '72, Oldest Living 'W' Man," *The Wisconsin Alumni Magazine*, November, 1927.

Elisha and Mary had four daughters, Grace (Clarke), Maude (Barber), Mildred (Payne), and Mrs. E.F. Woods. In 1923, their daughter, Grace, came to live with them at 2949 Broadway. In city directories, Grace is listed as the widow of Fred B. Clarke. Elisha died in 1927, and Mary remained at the house with her daughter, Grace. Mary died in 1944, at which point ownership of the house passed to Grace.

In 1947, the house passed from Grace Clarke to her sister, Mildred Payne, who sold it one year later to Ira & Etta Hoskin. Although the Hoskins owned the property from 1948 until 1953, city directories list their residence during this time at 959 University Avenue. Ira worked as a maintenance foreman at the University of Colorado's Vetsville. The Hoskins rented out 2949 Broadway to Jack and Margaret Churchill, who later bought the house from the Hoskins in 1955. Jack Churchill was employed as a meat cutter at Ideal Market.

In 1959, Harold and Anna Stephens purchased the house. During the 1960s, Harold worked at the Arrow Trailer Court. Ownership of 2949 Broadway passed through Harold, Anna, and their daughter until 2013, when ALR Investments LLC purchased the house from Marilyn Stephens.

Figure 2. East Elevation (façade), 2949 Broadway, 2015.

Architectural Description

The one-story hipped-roof house features a projecting gable roof porch over the entrance at the north side of the east façade and features square supports and a stick balustrade that extends the width of the façade. The gable end of the porch features decorative, diamond shaped shingles and an arched decoration with dentils. Three double-hung windows are located at a projecting bay window on the south side of the façade with the middle window featuring an 8-over-1

window flanked by 6-over-1 windows. The building is clad in narrow wooden lap siding (clapboard) with corner boards and has overhanging eaves are on all four sides. The building rests on a rusticated, coursed stone foundation.

Figure 3. 2949 Broadway, c.1949. Carnegie Branch Library for Local History.

LANDMARK ALTERATION CERTIFICATE

In 2014 the owners submitted an application for demolition of the house. This request was subsequently withdrawn, and the same year a Site Review application to construct additional units on the property and a request for a parking reduction was submitted. As a condition of that approval, the owners submitted a landmark designation application for the property. The Landmark Alteration Certificate for a construction of an addition was approved by the Landmarks Design Review Committee on April 13, 2016 (HIS2016-00067). The Planning Board approved the Site Review application at its June 6, 2016 meeting (LUR2014-00097).

Figure 4. Landmark Alteration Certificate renderings showing rear addition.

ANALYSIS:

Criteria for Review

Section 9-11-6(b), B.R.C. 1981, specifies that during the review for an application for local landmark designation, the council must consider "whether the designation meets the purposes and standards in subsection 9-11-1(a) and section 9-11-2, "*City Council May Designate or Amend Landmarks and Historic Districts*," B.R.C. 1981, in balance with the goals and policies of the Boulder Valley Comprehensive Plan" and provides that the City Council "shall approve by ordinance, modify and approve by ordinance, or disapprove the proposed designation."

Historic, Architectural, and Environmental Significance

Staff finds that the proposed application to landmark 2949 Broadway will protect, enhance, and perpetuate a property important in local history and preserve an important example of Boulder's historic architecture. Staff considers the application to meet the historic criteria for individual landmark designation as outlined below:

HISTORIC SIGNIFICANCE:

Summary: The house at 2949 Broadway meets historic significance criteria 1, 2, 3.

1. **Date of Construction:** 1911
   Elaboration: Boulder City Directory research indicates that Elisha and Mary Hulse were living at the property in 1913. The Tax Assessor Card dates the building to a year later in 1914, but notes that a permit for the property was issued April of 1911.

2. **Association with Persons or Events**: Elisha W. and Mary K. Hulse
   Elaboration: The first residents of the house were Elisha and Mary Hulse. The Hulses were originally from Wisconsin, where Elisha graduated from the University of Wisconsin in 1873. He was fondly remembered as the pitcher on the university's first baseball team in 1870. From about 1880 to 1908, the Hulses were both employed as teachers in the public schools in Arkansas City, Kansas and later in McPherson, Kansas. Elisha is considered a pioneer educator of that state, since he is credited with implementing the first high school courses in the McPherson public school system. Around 1908, Elisha and Mary moved to Boulder, where Elisha was employed as a Real Estate and Insurance Agent, a public notary, and an abstractor. Elisha died in 1927, Mary died in 1944. The house briefly passed ownership through two of their daughters, Grace, and later Mildred.

3. **Development of the Community:** The house is one of the earlier houses in north Boulder, and is an excellent example of the Edwardian Vernacular style popular in Boulder in the early twentieth century.

4. **Recognition by Authorities:** Historic Building Inventory Form, 1995.
   Elaboration: The 1995 Historic Building Inventory Form found the property to be in fair condition with minor alterations. The form notes that the house is significant as it represents a type, period or method of construction, noting that "this is a well preserved example of

Edwardian Vernacular style, as reflected in the asymmetrical massing, clapboard siding, gable face with decorative shingles and arch with dentils, and bay window." *See Attachment C: Historic Building Inventory Record.*

ARCHITECTURAL SIGNIFICANCE:
Summary: The house at 2949 Broadway meets historic significance criteria 1 and 3.

1. **Recognized Period or Style:** Edwardian Vernacular
   Elaboration: The house is an excellent example of the Edwardian Vernacular style popular in the early twentieth century, as reflected in the asymmetrical massing, clapboard siding, gable face with decorative shingles and arch with dentils, and bay window
2. **Architect or Builder of Prominence:** None Observed

3. **Artistic Merit:** Architectural detailing
   Elaboration: The house embodies skillful integration of design and material which is of excellent visual quality.

4. **Example of the Uncommon:** The house is one of the earliest residences in North Boulder.

5. **Indigenous Qualities:** None observed.

B. Does the proposed application develop and maintain an appropriate setting and environment for the historic resource and area to enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the City's living heritage?

Staff finds that the proposed designation maintains an appropriate setting for the historic resource at 2949 Broadway and enhances property values, promotes tourist trade and interest, and fosters knowledge of the City's living heritage. Staff considers that the application meets the environmental significance criteria for individual landmark designation as outlined below:

ENVIRONMENTAL SIGNIFICANCE:
Summary: The house at 2949 Broadway has environmental significance under criteria 1, 2 and 3.

1. **Site Characteristics:** Residential historic character
   Elaboration: The house is located along Broadway, between Cedar and Dellwood avenues. The house retains its historic residential character.

2. **Compatibility with Site:** Residential historic character
   Elaboration: The building is representative of the typical building patterns along north Broadway and contributes to the residential character of the area. The property retains its historic relationship to its lot and surrounding neighborhood.

3. **Geographic Importance:** House is a familiar visual feature along Broadway.

4. **Environmental Appropriateness:** Residential historic character
   Elaboration: The house and surroundings are complementary and carefully integrated.

5. **Area Integrity:** None Observed.
   Elaboration: The property is not located in an identified potential historic district.

C. Does the proposed application draw a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings and structures important to that heritage will be carefully weighed with other alternatives?(See Subsection 9-11-1(b), B.R.C. 1981).

Staff finds this application draws a reasonable balance between private property rights and the public's interest in preserving the city's cultural, historic, and architectural heritage. The property owner supports the designation.

Landmark Name

Staff considers that the landmark should be named the **Hulse House,** given its association with the Hulse family, who were the first owners of the house, residing there from 1913 into the 1940s. This is consistent with the Landmark Board's *Guidelines for Names of Landmarked Structures and Sites (1988)* and the *National Register of Historic Places Guidelines for Designation*. *See Attachment H: Guidelines for Names of Landmarked Structures and Sites.*

Boundary Analysis

The building sits on a residential lot measuring approximately 6,230 sq. ft. in size. Staff recommends that the boundary be established to follow the property lines of the lot, which is consistent with current and past practices and the National Register Guidelines for establishing landmark boundaries.

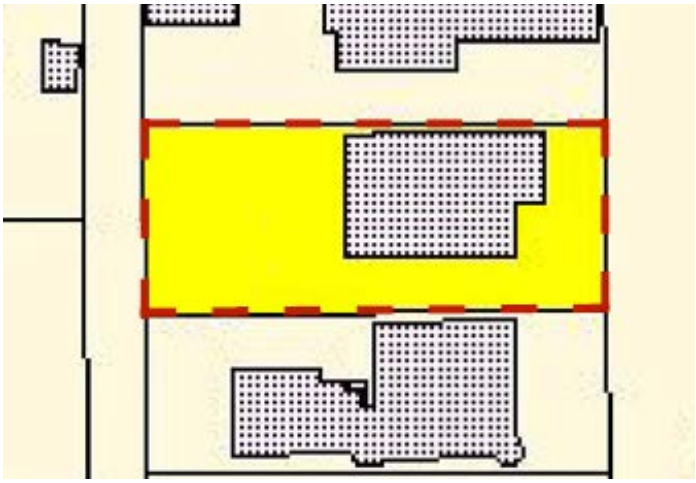

Figure 5. Landmark boundary map for 2949 Broadway.

OPTIONS:

City Council may approve, modify or not approve the designation ordinance.

Approved By:

_____
Jane S. Brautigam,
City Manager

ATTACHMENTS:
A: Ordinance 8142
B: Sections 9-11-1 and 9-11-2, "*Purposes and Intent*," B.R.C., 1981
C: Significance Criteria for individual landmarks

ORDINANCE 8142

AN ORDINANCE DESIGNATING THE BUILDING AND THE PROPERTY AT 2949 BROADWAY, CITY OF BOULDER, COLORADO, ALSO KNOWN AS THE HULSE HOUSE, A LANDMARK UNDER CHAPTER 9-11, "HISTORIC PRESERVATION" B.R.C. 1981, AND SETTING FORTH DETAILS IN RELATION THERETO.

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

Section l. The City Council enacts this ordinance pursuant to its authority under Chapter 9-11, "Historic Preservation," B.R.C. 1981, to designate as a landmark a property having a special character or special historic, architectural, or aesthetic interest or value.

Section 2. The City Council finds that: 1) on or about April 22, 2015, property owner Michael Bosma applied to the City of Boulder to designate the building and property at said property as a landmark; 2) the Landmarks Board held a public hearing on the proposed designation on August 3, 2016; and 3) on August 3, 2016, the Board recommended that the City Council approve the proposed designation.

Section 3. The City Council also finds that upon public notice required by law, the council held a public hearing on the proposed designation on September 20, 2016 and upon the basis of the presentations at that hearing finds that the building and the property at 2949 Broadway possesses a special character and special historic, architectural, or aesthetic interest or value warranting its designation as a landmark.

Section 4. The characteristics of the subject property that justify its designation as a landmark are: 1) its historic significance is relevant to its construction in 1911, for its association with Elisha and Mary Hulse, and for its association with the development of north Boulder; and 2) its

architectural significance as an example of the Edwardian Vernacular, and for its skillful integration of design and material which is of excellent visual quality and; 3) its environmental significance for its residential historic character and as a familiar visual feature on the north Broadway streetscape.

Section 5. The City Council further finds that the foregoing landmark designation is necessary to promote the public health, safety, and welfare of the residents of the city.

Section 6. There is hereby created as a landmark the building and property located at 2949 Broadway, also known as the Hulse House, whose legal landmark boundary encompasses the legal lots upon which it sits:

LOTS 29-30 BLK 4 NEWLANDS

as depicted in the proposed landmark boundary map, attached hereto as Exhibit A.

Section 7. The City Council directs that the department of Community Planning and Sustainability give prompt notice of this designation to the property owner and cause a copy of this ordinance to be recorded as described in Subsection 9-11-6(d), B.R.C. 1981.

Section 8. 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.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY THIS 6TH DAY OF SEPTEMBER, 2016.

_____

Mayor

Attest:

_____
City Clerk

READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 20TH DAY OF SEPTEMBER, 2016.

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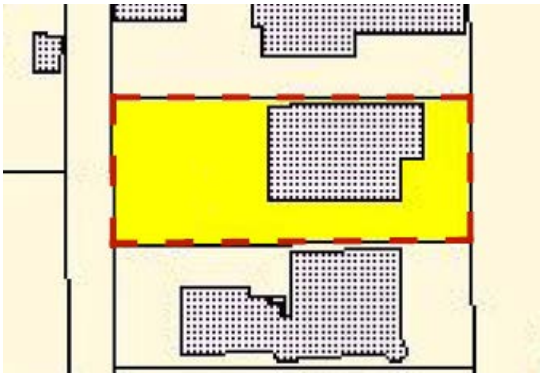

Exhibit A – Landmark Boundary Map for 2949 Broadway

LOTS 29-30 BLK 4 NEWLANDS

9-11-1 & 9-11-2 Purposes and Intent
Boulder Revised Code, 1981

9-11-1: *Purpose and Legislative Intent* states:

(a) The purpose of this chapter is to promote the public health, safety, and welfare by protecting, enhancing, and perpetuating buildings, sites, and areas of the city reminiscent of past eras, events, and persons important in local, state, or national history or providing significant examples of architectural styles of the past. It is also the purpose of this chapter to develop and maintain appropriate settings and environments for such buildings, sites, and areas to enhance property values, stabilize neighborhoods, promote tourist trade and interest, and foster knowledge of the city's living heritage.

(b) The City Council does not intend by this chapter to preserve every old building in the city but instead to draw a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings and structures important to that heritage will be carefully weighed with other alternatives and that alterations to such buildings and structures and new construction will respect the character of each such setting, not by imitating surrounding structures, but by being compatible with them.

(c) The City Council intends that in reviewing applications for alterations to and new construction on landmarks or structures in a historic district, the Landmarks Board shall follow relevant city policies, including, without limitation, energy-efficient design, access for the disabled and creative approaches to renovation.

9-11-2: *City Council may Designate or Amend Landmarks and Historic Districts* states:

(a) Pursuant to the procedures in this chapter the City Council may by ordinance:

(1) Designate as a landmark an individual building or other feature or an integrated group of structures or features on a single lot or site having a special character and historical, architectural, or aesthetic interest or value and designate a landmark site for each landmark;

(2) Designate as a historic district a contiguous area containing a number of sites, buildings, structures or features having a special character and historical, architectural, or aesthetic interest or value and constituting a distinct section of the city;

(3) Designate as a discontiguous historic district a collection of sites, buildings, structures, or features which are contained in two or more geographically separate areas, having a special character and historical, architectural, or aesthetic interest or value that are united together by historical, architectural, or aesthetic characteristics; and

(4) Amend designations to add features or property to or from the site or district.

(b) Upon designation, the property included in any such designation is subject to all the requirements of this code and other ordinances of the city.

SIGNIFICANCE CRITERIA
Individual Landmark
September 1975

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Historic Significance

The place (building, site, area) should show character, interest or value as part of the development, heritage, or cultural characteristics of the community, state or nation; be the site of a historic, or prehistoric event that had an effect upon society; or exemplify the cultural, political, economic, or social heritage of the community.

Date of Construction: This area of consideration places particular importance on the age of the structure.

Association with Historical Persons or Events: This association could be national, state, or local.

Distinction in the Development of the Community of Boulder: This is most applicable to an institution (religious, educational, civic, etc) or business structure, though in some cases residences might qualify. It stresses the importance of preserving those places which demonstrate the growth during different time spans in the history of Boulder, in order to maintain an awareness of our cultural, economic, social or political heritage.

Recognition by Authorities: If it is recognized by Historic Boulder, Inc. the Boulder Historical Society, local historians (Barker, Crossen, Frink, Gladden, Paddock, Schooland, etc), State Historical Society, The Improvement of Boulder, Colorado by F.L. Olmsted, or others in published form as having historic interest and value.

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Architectural Significance

The place should embody those distinguishing characteristics of an architectural type specimen, a good example of the common; be the work of an architect or master builder, known nationally, state-wide, or locally, and perhaps whose work has influenced later development; contain elements of architectural design, detail, materials or craftsmanship which represent a significant innovation; or be a fine example of the uncommon.

Recognized Period/Style: It should exemplify specific elements of an architectural period/style, i.e.: Victorian, Revival styles, such as described by *Historic American Building Survey Criteria*, Gingerbread Age (Maass), 76 Boulder Homes (Barkar), The History of Architectural Style (Marcus/Wiffin), Architecture in San Francisco (Gebhard et al), History of Architecture (Fletcher), Architecture/Colorado, and any other published source of universal or local analysis of a style.

Architect or Builder of Prominence: A good example of the work of an architect or builder who is recognized for expertise in his field nationally, state-wide, or locally.

Artistic Merit: A skillful integration of design, material, and color which is of excellent visual quality and/or demonstrates superior craftsmanship.

Example of the Uncommon: Elements of architectural design, details, or craftsmanship that are representative of a significant innovation.

Indigenous Qualities: A style or material that is particularly associated with the Boulder area.

Other, if applicable.

Environmental Significance

The place should enhance the variety, interest, and sense of identity of the community by the protection of the unique natural and man-made environment.

Site Characteristics: It should be of high quality in terms of planned or natural vegetation.

Compatibility with Site: Consideration will be given to scale, massing placement, or other qualities of design with respect to its site.

Geographic Importance: Due to its unique location or singular physical characteristics, it represents an established and familiar visual feature of the community.

Environmental Appropriateness: The surroundings are complementary and/or it is situated in a manner particularly suited to its function.

Area Integrity: Places which provide historical, architectural, or environmental importance and continuity of an existing condition, although taken singularly or out of context might not qualify under other criteria.

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE
Request from Ball Aerospace to allow submittal of appropriate applications that seek approval of a development plan that would include a new building in excess of the maximum allowed height limit.

PRESENTER/S
Jane S. Brautigam, City Manager
David Driskell, Executive Director, Planning, Housing, and Sustainability
Charles Ferro, Development Review Manager

EXECUTIVE SUMMARY

Ball Aerospace plans to begin phase IV of the redevelopment of their Arapahoe Campus (see **Attachment A**). The proposal involves replacement of four existing structures with one, 55' tall engineering center building, which is in excess of the recent height moratorium (Ordinance 8028) approved by City Council for commercial buildings. Ball Aerospace seeks direction from council and a "nod of five" that would allow them to apply for a building that exceeds the height restrictions imposed by the moratorium.

This does not mean that the buildings would be approved, only that the applications would not be automatically rejected by staff or Planning Board for noncompliance with the height restrictions created by the moratorium. The proposal would be reviewed through the Site Review process and would require a public hearing before the Planning Board and would be subject to call up by the City Council.

STAFF RECOMMENDATION

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

Direct staff to accept an application that would allow Ball Aerospace to apply for a building that exceeds the height restrictions imposed by the building height moratorium.

BACKGROUND

Refer to **Attachment A.**

ATTACHMENTS

A. Letter from Senior Facilities Engineer, Guy Fromme dated Aug. 18, 2016

Ball Aerospace
1600 Commerce Street, Boulder, CO 80301 (303) 939-4000 FAX (303) 939-5100

August 18, 2016

David Driskell, Executive Director of Planning, Housing and Sustainability
City of Boulder
P.O. Box 791
Boulder, CO 80306-0791

Phone: 303-441-3425
driskelld@bouldercolorado.gov

re: Request for Nod of Five (5)

Dear Mr.Driskell,

It is our understanding that you are empowered to carry this request forward to the city council. This concerns our desire to amend our approved site plan. Our approved plan contains a Phase IV development for our Boulder Engineering Center (BEC). The *approved* plan envisioned the BEC to be a 159,000 square foot 55 foot tall structure. Phase IV envisioned razing four old single story buildings while keeping our five story building (we call the Tech Tower=TT).

After meeting with city staff in August of 2014, to explore options for TT, we concluded that the cost to keep the TT would be prohibitive and not result in a modern efficient facility like planned with the BEC. Instead it would be better to amend our site plan to include removing the TT and to use this square footage to enlarge the BEC. Over the last two years Ball has met with and or corresponded numerous times with the city's building department, fire department, planning department, transportation department and law department.... regarding this idea (to expand Phase IV to now include TT). Consistently, we have heard agreement to this idea from all of the city representatives.

In order for you to graphically see the idea, I have attached a short set of slides that we prepared for the city February 25, 2015. This was an early concept but I think still a relatively accurate representation of the idea.

You undoubtedly realize this, but I think it is worth saying that we (Ball Aerospace) consider ourselves to be a long standing and valued member of the

business and citizens' community of Boulder. And we truly believe that our new BEC will be a vibrant addition to our neighborhood just as we envisioned it would be in the 2005 approval.

I apologize if our terminology is not exactly correct and pray for forgiveness. Per ordinance 8028, we are formally requesting a City Council 'nod of 5' for permission to submit an amended site plan which includes a building and parking structure of heights up to the allowable 55 feet. We would appreciate having our request placed on the first available City Council agenda, and that we be notified of that scheduling so that we may be represented at the meeting.

If I can explain any further, please don't hesitate to contact me.

Sincerely,

Guy A. Fromme P.E.
Sr Facilities Manager
Ball Aerospace

303-939-6767
gfromme@ball.com

Attachment Feb 25, 2015 Previous Concept Submittal

CC: Vince Porreca, Porreca and Associates
Christopher Kleingartner, HDR Architecture

Boulder Engineering Center (BEC) PUD Modification Questions

February 25, 2015

Ball Aerospace & Technologies Corp.

Agility to innovate, Strength to deliver

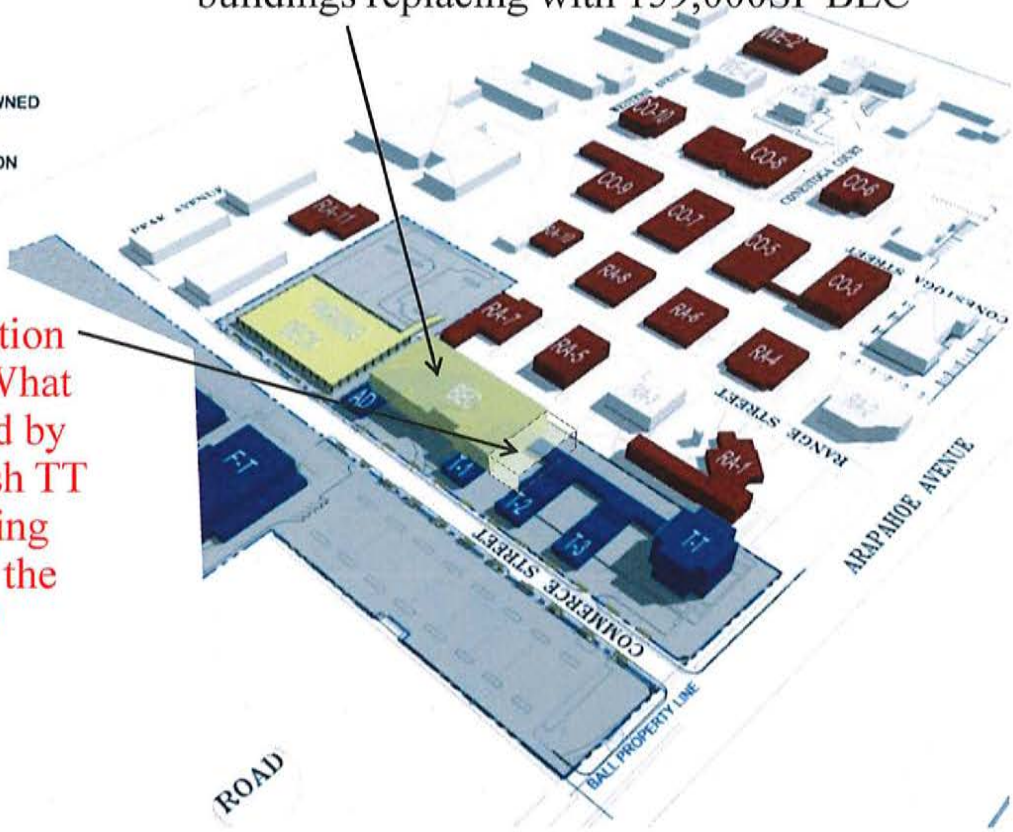
Existing Boulder Site

LEGEND

- OWNED BUILDING
- LEASED BUILDING
- BUILDING NOT LEASED OR OWNED
- CURRENT PLANNED EXPANSION

Current PUD (Phase IV) allows demolition of AD, T1, T2, T3 buildings replacing with 159,000SF BEC

1st PUD Modification Question was/is: What process envisioned by city to also demolish TT & reuse TT existing square footage in the BEC project ?



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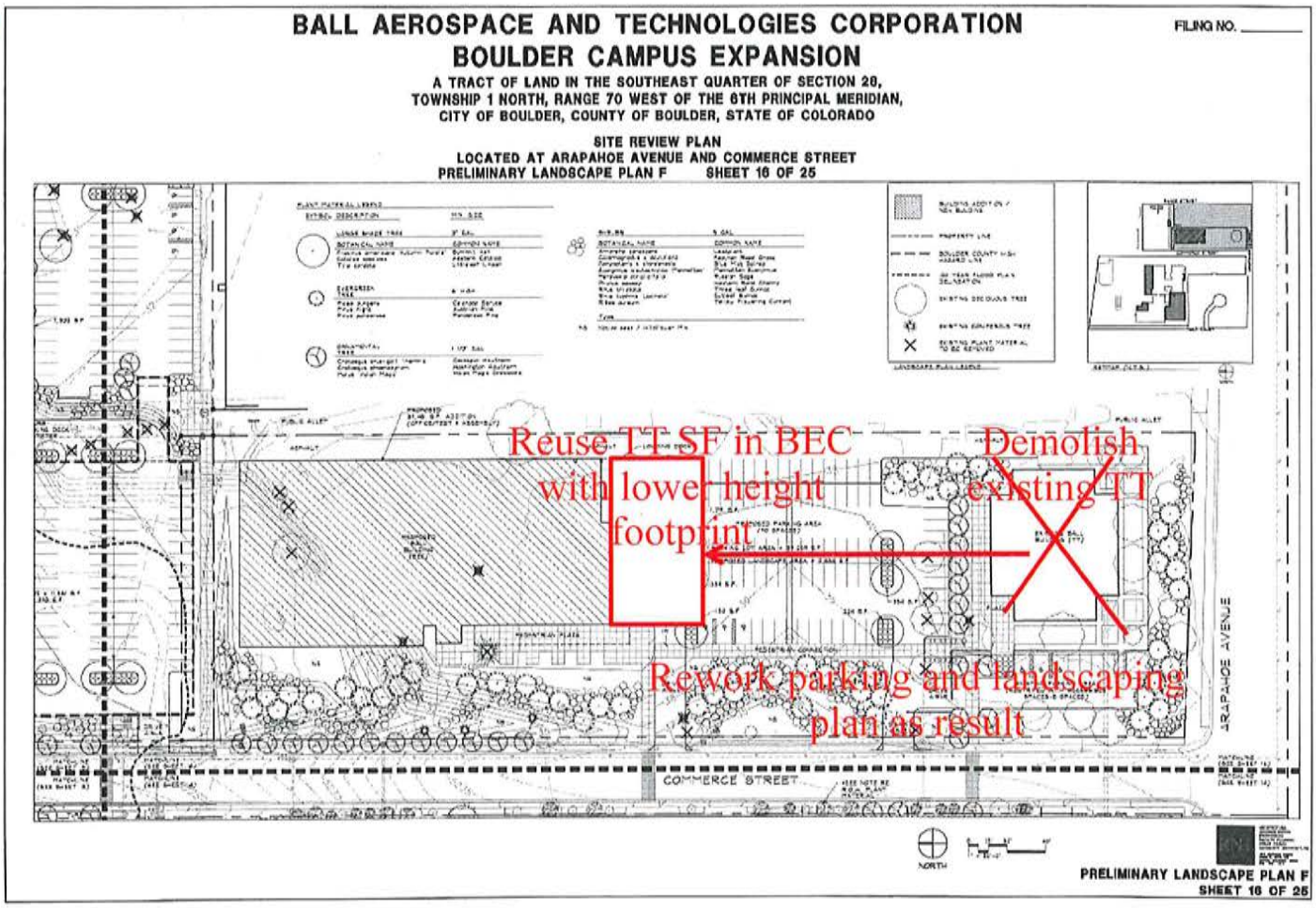
PUD Sheet 16 of 25 Conceptual Modification



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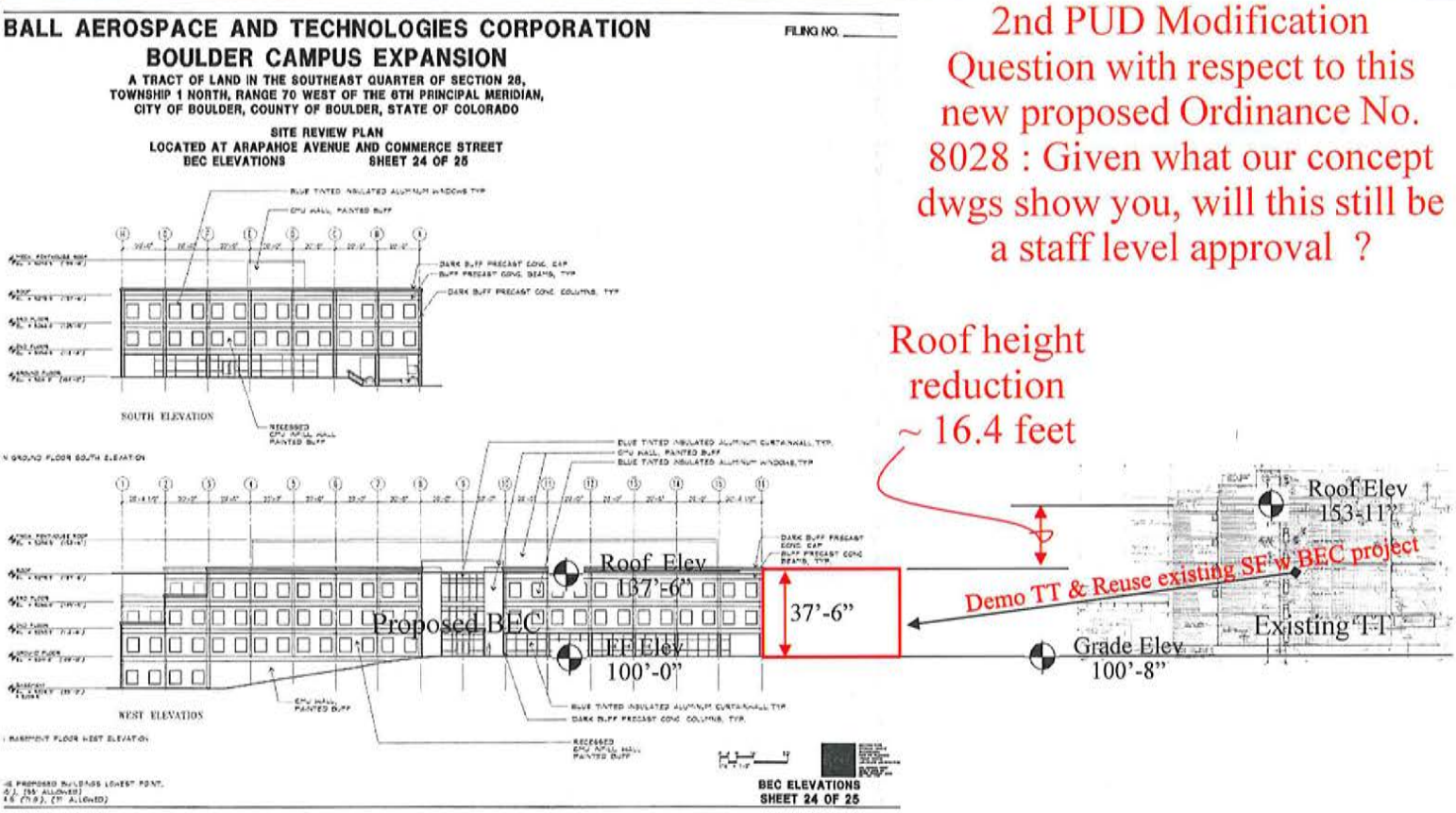
PUD Sheet 24 of 25 Conceptual Modification



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CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE:
Direction on the Development-Related Impact Fee and Excise Taxes project

PRESENTER/S

Jane S. Brautigam, City Manager
David Gehr, Deputy City Attorney
Susan Richstone, Deputy Director for Planning, Housing and Sustainability
Chris Hagelin, Senior Transportation Planner
Kristin Hyser, Community Investment Program Manager
Devin Billingsley, Senior Budget Analyst
Lauren Holm, Associate Planner
Chris Meschuk, Project Manager

EXECUTIVE SUMMARY

The purpose of this item is for council to discuss and provide direction on the three components of the Development-Related Impact Fees and Excise Taxes project. The three components are:

1. Capital Facility Impact Fees
2. Multimodal Transportation Tax/Fee
3. Affordable Housing Linkage Fee

The project began in May 2015 and is in the decision making phase. Two public sessions, six technical working group meetings, and four city council study sessions have been held on this topic.

Impact Fees and Excise Taxes are one-time payments used to fund capital infrastructure system improvements needed to accommodate new development. Studies to establish the proportionate share of the needed capital improvements must be developed to meet legal requirements.

Originally all three components were intended to be brought forward for decision making as a package. Based on direction from the Council Agenda Committee to discuss this project under Matters from the City Manager, and council member requests to discuss impact fee credits for affordable housing and further discuss the affordable housing linkage fee, rather than a public hearing at this time, staff is recommending to separate the components for decision making. As a result, this item is organized into three distinct sections. For each section, staff has provided analysis, suggested next steps, a recommendation and a question for council to respond to, as a framework for discussion and direction.

Staff is seeking direction at the Sept. 20 meeting for the following:

1. Affordable Housing Credits
   At the Aug. 30 Study Session, council members requested that additional information on potential impact fee credits for affordable housing developments prior to making a decision on fee changes. The city currently does not waive or credit any impact fees, based on the premise that new residential development (including affordable housing) creates an incremental demand on infrastructure, and the fees are necessary to fund the improvements over time. The city does however have a Development Excise Tax waiver for affordable housing developments that provide in excess of the required 20 percent. Staff has outlined high level options in the memo, and is seeking direction on how to proceed. A key factor will be that substitute or alternate revenues to pay the fees on behalf of the affordable housing development will need to be identified. Staff is recommending that if a fee credit is desired, to model it after the current excise tax waiver, and to consider this in the context of the upcoming inclusionary housing ordinance update. A decision on credits would occur prior to the effective date of any fee changes. Staff has presented the following questions regarding this topic: Does council support the staff recommendation to explore a credit system as part of the inclusionary housing ordinance update? If a fee credit system is desired now, does council support a system modeled on the current excise tax waiver, or are there other options the council would like staff to evaluate?

2. Affordable Housing Linkage Fee
   The city currently has a commercial linkage fee to fund affordable housing, at a rate of $9.53/sq. ft. for office building types. Council direction in June was to update the fee based on economic and market factors. Council outlined three fee levels to consider, based on office building types at $10/sq. ft, $20/sq. ft. and $35/sq. ft. Key economic factors include the development cost context, market adjustments to absorb fees and fee rates in other communities. The consultant on the project has analyzed these options further in the context of market and economic factors, which is included in **Attachment F**. Based on these factors and the analysis provided by Keyser Marston Associates, staff recommends narrowing the range to be considered for the linkage fee to at or below approximately five percent of total development cost, and to gather council feedback on potential fee

levels. This narrowing would result in fees at or below a rate of approximately $15/sq. ft. for office uses (other uses are outlined in the analysis section). For the prototypical commercial development, this would be an increase of up to $5.26/sq. ft. Staff is seeking direction from council on this narrowing and input on any additional analysis prior to a public hearing on Nov. 15, 2016. Staff has presented the following questions related to this topic: Does council agree with the staff recommendation to narrow the linkage fee options to at or below approximately five percent of total development cost, and to eliminate the $35/sq. ft. option from further consideration? Does council have any additional feedback on the level at which the fee should be set? Does Council have any questions or comments regarding additional analysis before bringing this item forward for final direction at a public hearing on Nov. 15, 2016?

3. Capital Facility Impact Fees & Transportation Fee/Tax
   The city has six existing capital facility impact fees, and a transportation excise tax. This update is an incremental update of the existing fees/tax, based on current master plans and capital plans of the city.

   For capital facility impact fees, the change based on prototypical developments is a $0.79/sq. ft. increase for residential, and a $0.71/sq. ft. increase for non-residential. For the transportation component, council direction in June was to develop a hybrid approach using both the existing excise tax and a new impact fee to fund transportation improvements. With reallocation of the existing parkland excise tax and the new impact fee, the change based on prototypical developments is a $0.12/sq. ft. increase for residential, and a $0.24/sq. ft. increase for non-residential.

   Staff is seeking council direction to proceed with drafting an ordinance to implement these recommended fees, with an effective date of Oct 1, 2017 in order to provide adequate time to address the issue of credits and for projects currently in the planning process to take the new fees into consideration. This ordinance would be considered at a public hearing on Nov. 15, 2016. Staff has presented the following questions related to this topic: Does council support staff bringing an ordinance forward on Nov. 15 to adopt new Capital Facility Impact Fees and Transportation Fees/Taxes as described in the analysis section with an effective date of Oct 1, 2017?

STAFF RECOMMENDATION

Staff is recommending council give the following direction regarding changes to the city's development-related impact fees and excise taxes:

1. Impact Fee Credits for Affordable Housing: Evaluate a credit system for impact fees related to affordable housing in conjunction with the inclusionary housing ordinance revisions, to be completed in the first half of 2017.

2. Affordable Housing Linkage Fee: Narrow the fee increase to a level at or below approximately five percent of development costs (approximately $15/sq. ft. for office uses), eliminate the $35/sq. ft. option and hold the public hearing for final direction on Nov. 15, 2016, with an ordinance to follow at a later date.
3. Capital Facility Impact Fees and Transportation Fee/Tax: Bring forward ordinances to adopt new capital facility impact fees on Nov. 15, 2016 as proposed in the 2016 Capital Facility Development Impact Fee Study (**Attachment B**); a new transportation impact fee as proposed in the 2016 Transportation Impact Fee Study (**Attachment C**); a slight revision to the allocation of the Transportation Excise Tax to allocate the current Parkland Excise Tax to Transportation, based on the analysis in the 2016 Transportation Excise Tax Study (**Attachment D**), all as prepared by TischlerBise. Staff recommends the new fees become effective on Oct. 1, 2017.

PUBLIC FEEDBACK

Recognizing the technical nature of the studies, this project has utilized several methods to gather public feedback. This has included a public introduction session, an information session, a technical working group and targeted outreach to interested community members and organizations.

Intro Session

A public introductory seminar was held on Feb. 1, 2016 and provided background information on impact fees, excise taxes, and shared examples of recent developments where fees and taxes were paid. The presentation also included a review of the project scope, purpose and timeline. The presentation was livestreamed online, and a video of the presentation is available as well as the handout.

Technical Working Group

To assist the city and its consultants in developing recommendations for the studies and potential fee or tax changes, the city selected 13 individuals to join a working group to provide input and feedback on the work products being prepared for different components of the project. The selected members represent a diverse set of perspectives to assist in the project. The group was not expected to come to consensus or otherwise come to an agreement or resolution, or to provide a recommendation. The role of the group was to provide a diverse range of opinions and perspectives to assist the city staff and consultants in the project.

Information Session

A public information session was held on Aug. 31, 2016 to provide information on the project to date, findings from the studies, and final options as directed from Council. The information session included staff stations for Development Fees 101, Capital Facility Impact Fees, Transportation and Affordable Housing. A handout was available at each station.

Targeted Outreach
During the duration of the project the team maintained an interested community member email list, and presented to four community organizations and at two events about the project and topic.

The project has also been highlighted on Inside Boulder News on Channel 8 on several occasions.

BACKGROUND

Project Information
The City Council directed staff to initiate updates to the development impact fees and excise taxes in May 2015. Staff hired two consulting firms (TischlerBise and Keyser Marston Associates) in August 2015 to conduct studies in four focus areas (project components).

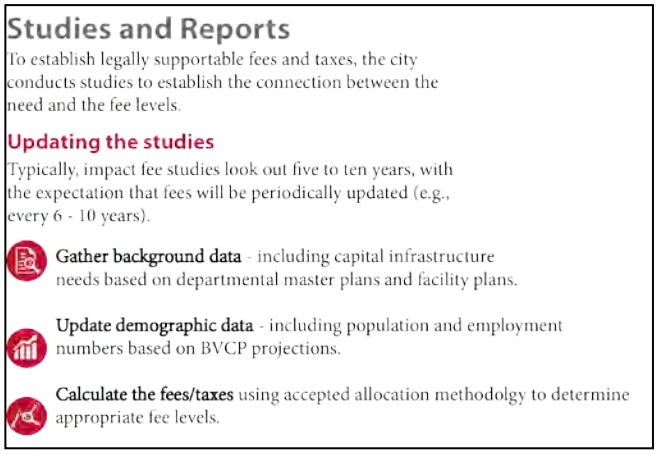
1. Update the 2009 Capital Facility Development Impact Fees
2. Update the Transportation Excise Tax to focus on multimodal improvements
3. Update the 2009 study on Affordable Housing Linkage fee
4. Conduct a study for private development to support public art

In the interim while the study is on-going, annual inflation updates have been factored into the annual budget process for the existing fees.

City Council has held four study sessions on this project:

- Oct. 13, 2015 – council discussed the project scope and approach.
- April 12, 2016 – council reviewed and discussed initial findings and technical working group feedback. The public art component was moved out of this project and into the Community Cultural Plan implementation.
- June 14, 2016 – council discussed and narrowed the fee options.
- Aug. 30, 2016 – council discussed transportation rate structures and affordable housing credits.

For the City of Boulder, sales taxes and property taxes are used to primarily support operations and capital maintenance. Impact Fees and Excise Taxes are the mechanism or tool that the city uses to implement the longstanding community policy that growth pay its share of incremental impact on city infrastructure. As shown in the graphic to the right, impact fees must be based on a study that establishes the proportionate share to meet the rational nexus legal requirements.



At the Aug. 30 Study Session, several council members expressed an interest in understanding a per sq. ft. benefit analysis of new development that could directly relate

to the impact fee studies which establish the per sq. ft. fees to support the incremental demand on city infrastructure.

The consultants on the project have advised staff that a fiscal impact analysis could help understand the revenue to the city from new development, and where that revenue is used in city operations and capital infrastructure. Such an analysis would require an in-depth study of the city's revenue and expenditures, and would include a large number of assumptions. While the conclusions of such a fiscal impact analysis may provide an understanding of the revenues and expenditures of the city organization, the feedback from TischlerBise to conduct such a study to "determine the dollar benefit per sq. ft. to then potentially offset the impact fees is not advisable. For capital facility impact fees, that approach would be counter to impact fee requirements." Impact fee studies have strict legal requirements for the process of establishing a maximum supportable fee.

For the affordable housing linkage fee, because these fees go to supporting affordable housing developments, and have no relation to city operations or capital infrastructure, a fiscal impact analysis will not provide any logical connection from the nexus analysis maximums to the fee level to be set by council. The purpose of the linkage fee is to mitigate the impact of the development of new workplace buildings (such as office, retail, hotel, industrial), the employees that work in them, and the resulting demand for affordable housing.

ANALYSIS

Introduction

This analysis portion is organized into three distinct sections. For each section, staff has provided analysis, suggested next steps, a recommendation, and a question for council to respond to, as a framework for clear discussion and direction.

The consulting firms of TischlerBise and Keyser Marston Associates have prepared studies necessary to meet the rational nexus legally required to adopt impact fees. These studies result in a maximum fee level that could be charged, and the city can set the fees or taxes at any rate at or below the legally defensible maximum established in the study.

To assist in putting the proposed fees and taxes in context, prototypical residential and non-residential developments were selected, and the fees were calculated for those projects. The table in **Attachment A** shows the fees for these prototypical projects, as well as comparative charts of Boulder and surrounding communities.

The residential prototype is a 3-unit townhome building totaling 3,655 sq. ft., with a total development cost of $1,200,000. The commercial prototype is a 61,466 sq. ft. office building, with a small retail and restaurant space, and a total development cost of $18,500,000.

1. AFFORDABLE HOUSING CREDITS/FEE & TAX SUBSIDY

At the Aug. 30 Study Session, council requested to proceed with exploring a credit or waiver system for affordable housing developments, prior to adoption of any fee change ordinances. In the following section, staff has provided some high level options for council consideration, outlining the current waiver for development excise taxes, the approaches to a credit for impact fees, and a recommendation of options and next steps. Based on council direction, additional analysis will be performed.

The city currently has a waiver for the Development Excise Tax if certain conditions are met. The waiver occurs when a residential development constructs on-site permanently affordable housing above the required 20 percent. When that occurs, for every unit constructed above 20 percent, that unit is credited all Development Excise Taxes, and a credit is issued for an additional unit under 20 percent. In other words, once a development goes above 20 percent, it is a two for one credit. This is an outright waiver; the taxes are not paid for by an alternate funding source such as the affordable housing fund or the general fund.

There are various approaches to establishing a credit/fee waiver program, but there are two key issues to address:

1. What types of projects would be eligible?
2. Who pays for the credit?

The legal foundation for impact fees is that they must be proportionate and reasonably related to the capital facility service demands of new development, and represent new growth's proportionate share of capital facility needs. The Colorado Impact Fee Statues allow for a waiver of impact fees without substitute revenues. However, the incremental demand on city infrastructure still occurs, therefore a direct waiver of the fee is not fiscally responsible. Consistent with the longstanding community policy that growth pay its share of incremental impacts, the current capital facility impact fees are based on the proportionate share for new development to pay for the construction of the needed capital infrastructure. If a straight waiver is provided; either 1) there will not be enough funding to construct the needed improvements, resulting in a need for other city revenues to cover the growth share, or 2) the improvements will not be constructed, resulting in a lower level of service for the community over time.

In 2009 when the city created the current impact fees, the council discussed this issue, and concluded that because the various city departments with capital infrastructure have a real impact related to affordable housing, no exemption from the fees was created.

Currently when a project is built with affordable housing units above the 20 percent, the affordable housing developer is eligible to pursue funding from the city through the Affordable Housing Fund. Any city funds provided to subsidize the development costs of the project are used to cover the cost required to bring a market rate unit down to an affordable value, i.e. "buy down the affordability". Therefore, impact fees, are in part

already covered, by the city's Affordable Housing Fund and cash in-lieu from other projects.

What types of projects would be eligible
Staff has been exploring these credits with the assumption they will only apply to permanently affordable housing. With that assumption, the following options exist for what types of units could be eligible for a credit:

1. Any permanently affordable housing unit (including the required 20%)
2. All units receiving city subsidy (above 20%)
3. Units above and beyond the minimum 20%, similar to what is currently in place for excise taxes.

Who Pays for the credit
As described above, the incremental demand placed on city facilities and infrastructure remains regardless of whether an affordable housing development pays the fees or not. Therefore, responsible fiscal planning leads to a payment of the fees from substitute revenues. There are two options that exist for payment of these fees from substitute sources:

1. The Affordable Housing Fund
2. The General Fund

Based on the proposed impact fees and excise taxes, and assuming a prototypical affordable housing unit being 1,000 square feet, the cost per unit to pay the impact fees and excise taxes from a substitute funding source would be approximately $8,000. While the number of affordable housing units constructed per year varies, the range of subsidy could range from $500,000 to $3,400,000 per year, based on what types of projects are eligible. A funding source for the credits would need to be identified as a part of the 2018 budget.

Next Steps
Based on direction from council, staff will proceed with either of the following options:

1) Wait for and include this impact fee discussion in the updating of the Inclusionary Housing Ordinance. There is currently a process underway to review and update the Inclusionary Housing ordinance. This process will be completed next year and will include the input of the community. Through this process of updating Inclusionary Housing, many factors will be addressed, including work from the Middle Income Working Group, a review of approaches to increased on-site affordable housing and the balancing of the most effective approaches to obtaining affordable housing through various funding mechanisms. In this option, the review of, if and how, to waive certain fees could be addressed within the context of the wider affordable housing strategy. It is expected that this work and recommendation would be completed early in 2017.
2) Further develop a credit system, consistent with the existing method used in the Development Excise Tax. Additional information would be presented on Nov. 15 at the public hearing.

Staff Recommendation
Staff recommends to include this analysis as a part of the update of the Inclusionary Housing ordinance, as the issues are so inter-related and these fees are a part of the larger context of the affordable housing strategy. Staff is recommending that the effective date of the fee changes be on Oct. 1, 2017, to allow time for this analysis to be complete and any credit system to be established prior to the fee changes becoming effective.
If a fee credit is desired now, staff suggests modeling it after the current excise tax waiver system, which provides an incentive to construct on-site units above 20 percent.

Council Question
Does council support the staff recommendation to explore a credit system as part of the inclusionary housing ordinance update? If a fee credit system is desired now, does council support a system modeled on the current excise tax waiver, or are there other options the council would like staff to evaluate?

2. AFFORDABLE HOUSING LINKAGE FEE

The jobs-housing nexus study completed by Keyser Marston Associates (**Attachment E**) has established that the maximum impact fee that could be charged for new non-residential development to mitigate the its impacts on the need for affordable housing are quite significant and not recommended. This is common in linkage fee nexus analyses and therefore setting the fee is a policy decision that takes into consideration a variety of factors. At the June 14, 2016 study session, council feedback was to set the updated fee based on market and economic factors, and to bring forward options for office building type fee levels of $10, $20 and $35/sq. ft.

Keyser Marston Associates has provided additional market and economic analysis of the three fee levels (**Attachment F)**. Key findings in that analysis include:

- Cities with exceptionally strong real estate markets have adopted linkage fees representing up to approximately five percent of development costs.
- A five percent of development cost rate structure would be in the range of $10-15/sq. ft. for office (if uniform across the city), $7-$10/sq. ft. for retail, hotel, and flex commercial and $3-5/sq. ft. for warehouse.
- Option 3 ($35/sq. ft. would exceed all other currently adopted linkage fee programs that Keyser Marston Associates is aware of.

When the three fee options are applied to various non-residential development building types, it results in the following findings for cost per sq. ft. and percent of development cost:

Proposed Fees as % of Development Costs

Building Type	Flex Commercial (R&D / Light Industrial)	Hotel	Retail	Office	Office - Higher Density (Downtown and Vicinity)
Total Development Cost ($/SF)	$206	$248	$268	$301	$489
Affordable Housing Fees ($/SF)					
Option 1	$7	$7	$7	$10	$10
Option 2	$12	$12	$12	$20	$20
Option 3	$20	$20	$20	$35	$35
Other Impact Fees, Permit Fees and Taxes ($/SF) (1)	$7	$8	$9	$10	$13
Affordable Housing Fees as % of Development Cost					
Option 1	3%	3%	3%	3%	2%
Option 2	6%	5%	4%	7%	4%
Option 3	10%	8%	7%	12%	7%
Affordable Housing + Other Fees and Taxes as % of Development Cost					
Option 1	7%	6%	6%	7%	5%
Option 2	9%	8%	8%	10%	7%
Option 3	13%	11%	11%	15%	10%

(1) Reflects proposed capital and transportation impact fees using fees levels identified in the TischlerBise draft studies. Sales tax, permitting fees, and plant investment fees are approximated at 1.7% of cost based on a City-prepared analysis for office.

Based on the market and economic factors, and recommendations of Keyser Marston Associates, staff believes that Option 3 - $35/sq. ft. for office building types is beyond what the market and economics of commercial development can support. To achieve the desire to continue to fund affordable housing in the community, in balance with the economic and market factors (such as land values, commercial rents and practices of high fee communities with a linkage fee), staff recommends further exploration of a fee at or below approximately five percent of development cost.

Next Steps

Staff believes that Keyser Marston Associates has provided adequate market and economic analysis to allow council to set the affordable housing linkage fee and that no additional analysis is needed. If council agrees, staff will prepare an agenda item for final direction on the commercial linkage fee, for consideration at a public hearing on Nov. 15, 2016. If council believes additional analysis is needed prior to the public hearing and final direction, a schedule for completion of such analysis and a discussion with council will need to be determined following the Sept. 20 meeting.

Recommendation

Staff recommends to narrow the fee increase to a level at or below approximately five percent of development costs (approximately $15/sq. ft. for office uses), eliminate the $35/sq. ft. option and hold the public hearing for final direction on Nov. 15, 2016, with

an ordinance to follow at a later date. At the public hearing, staff will provide a specific recommendation based on the discussion at the Sept. 20 meeting.

Council Question
Does council agree with the staff recommendation to narrow the linkage fee options to at or below approximately five percent of total development cost, and to eliminate the $35/sq. ft. option from further consideration? Does council have any additional feedback on the level at which the fee should be set? Does Council have any questions or comments regarding additional analysis before bringing this item forward for final direction at a public hearing on Nov. 15, 2016?

3. CAPITAL FACILITY IMPACT FEES & TRANSPORTATION FEE/TAX

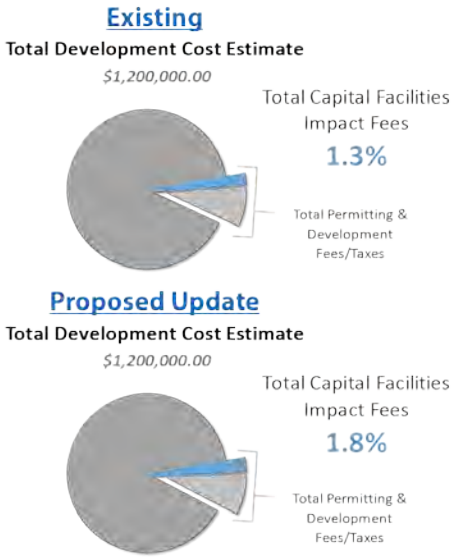
Capital Facility Impact Fees
The city has six impact fees for capital facilities:

- *Library Impact Fee* – funds library facilities and materials in the library's collections; charged on residential development.
- *Parks & Recreation Impact Fee* - funds outdoor parks, recreation center and pool facilities and support facilities; charged on residential development.
- *Human Services Impact Fee* - funds senior center facilities and the Children, Youth and Family Center facility; charged on residential development.
- *Municipal Facilities Impact Fee* – funds municipal building space; charged on residential and non-residential development.
- *Police Impact Fee* - funds police station facilities and communication center space; charged on residential and non-residential development.
- *Fire Impact Fee* - funds fire station facilities, land and fire apparatus; charged on residential and non-residential development.

The study completed by TischlerBise (**Attachment B**) has established that an incremental update to the fee levels is necessary based on current capital needs and levels of service. When the fees are applied to prototypical developments it results in the following findings on a per square foot basis, and the context of the fees as a percent of total development costs:

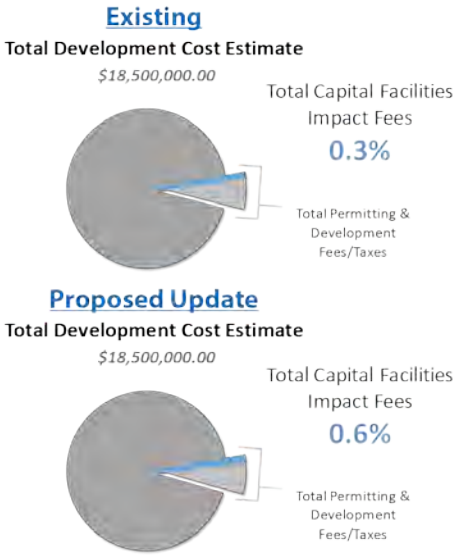
	RESIDENTIAL		
	Current	Proposed	Increase
Capital Facility Impact Fees	**$3.89**	**$4.68**	**$ 0.79**
Parks & Recreation Impact Fee	$2.62	$3.25	**$ 0.63**
Library Impact Fee	$0.38	$0.52	**$ 0.14**
Fire Impact Fee	$0.29	$0.24	**$(0.05)**
Police Impact Fee	$0.25	$0.26	**$ 0.02**
Municipal Facilities Impact Fee	$0.23	$0.32	**$ 0.08**
Human Service Impact Fee	$0.12	$0.10	**$(0.02)**

*Note: The proposed fees have been applied to the prototypical development and are shown here as a cost per square foot factor.



	NON-RESIDENTIAL		
	Current	Proposed	Increase
Capital Facility Impact Fees	**$0.99**	**$1.70**	**$ 0.71**
Parks & Recreation Impact Fee	*n/a*	*n/a*	*n/a*
Library Impact Fee	*n/a*	*n/a*	*n/a*
Fire Impact Fee	$0.60	$0.85	**$ 0.26**
Police Impact Fee	$0.19	$0.31	**$ 0.12**
Municipal Facilities Impact Fee	$0.21	$0.54	**$ 0.33**
Human Service Impact Fee	*n/a*	*n/a*	*n/a*

*Note: The proposed fees have been applied to the prototypical development and are shown here as a cost per square foot factor.



Staff is recommending adoption of the new fees as proposed in the 2016 Capital Facility Development Impact Fee Study (**Attachment B**).

Transportation Excise Tax & Impact Fee

1. The city currently has a development excise tax that funds two categories of capital infrastructure:
   a. *Park Land* – funds park land purchases; charged on residential development.
   b. *Transportation* – funds transportation system capital improvements and enhancements such as road improvements, intersections, bike lanes, underpasses, and pedestrian enhancements; charged on residential and non-residential development.

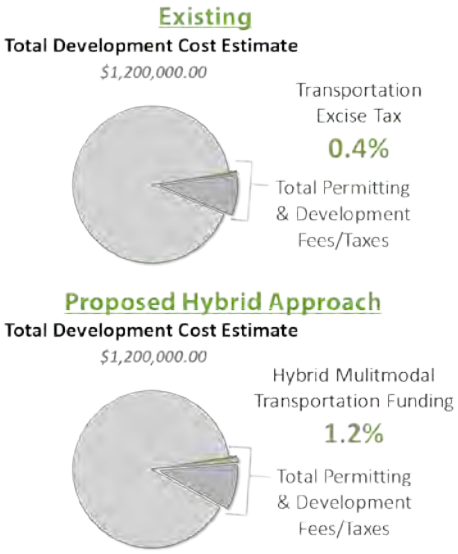
The studies completed by TischlerBise (**Attachments C & D**) have established that the growth share of transportation planned capital improvements is greater than the current development excise tax. Based on feedback from council, a hybrid approach was developed where transportation improvements are split by type, and allocated either to the existing Transportation Excise Tax, or a new Transportation Impact Fee.

Staff is recommending re-allocation of the parkland component of the Development Excise Tax to transportation. This will result in no change in total DET's for a residential development. The addition of a small Impact Fee to both residential and non-residential development is proposed.

When the fees are applied to prototypical developments it results in the following findings on a per square foot basis, and the context of the fees as a percent of total development costs:

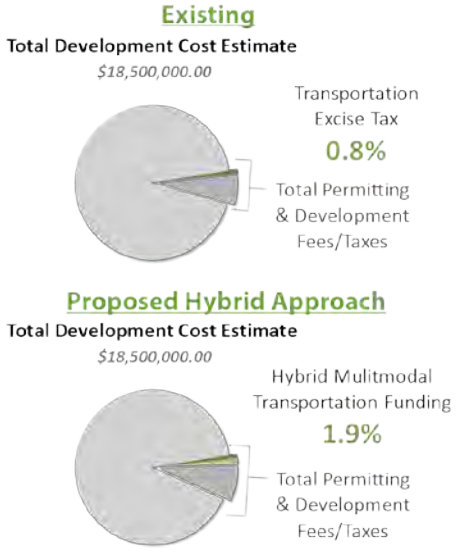
	RESIDENTIAL		
	Current	Proposed	Increase
Transportation	**$1.89**	**$2.02**	**$ 0.12**
Parkland Excise Tax	$0.62	$ -	**$(0.62)**
Transportation Excise Tax	$1.28	$1.89	**$ 0.62**
Transportation Impact Fee	$ -	$0.12	**$ 0.12**

*Note: The proposed fees have been applied to the prototypical development and are shown here as a cost per square foot factor.



	NON-RESIDENTIAL		
	Current	Proposed	Increase
Transportation	**$2.48**	**$2.72**	**$ 0.24**
Parkland Excise Tax	*n/a*	*n/a*	*n/a*
Transportation Excise Tax	$2.48	$2.48	**$ -**
Transportation Impact Fee	$ -	$0.24	**$ 0.24**

*Note: The proposed fees have been applied to the prototypical development and are shown here as a cost per square foot factor.



Staff is recommending adoption of a new transportation impact fee as proposed in the 2016 Transportation Impact Fee Study (**Attachment C**), and a slight revision to the allocation of the Transportation Excise Tax to allocate the current Parkland Excise Tax to Transportation, based on the analysis in the 2016 Transportation Excise Tax Study (Attachment D).

Phasing
Staff recommends that the ordinance implementing the capital facility impact fees and transportation fee/tax be phased, with an effective date of Oct. 1, 2017. This timeframe will allow time for the affordable housing credits conversation and inclusionary housing ordinance update to be complete. In addition, this will allow for developments already in the development review process to plan for these fee changes.

Next Steps
If council agrees with the recommendations above, staff proposes to bring forward an ordinance for council consideration at a public hearing on Nov. 15, 2016.

Council Question
Does council support staff bringing an ordinance forward on Nov. 15 to adopt new Capital Facility Impact Fees and Transportation Fees/Taxes as described above with an effective date of Oct 1, 2017?

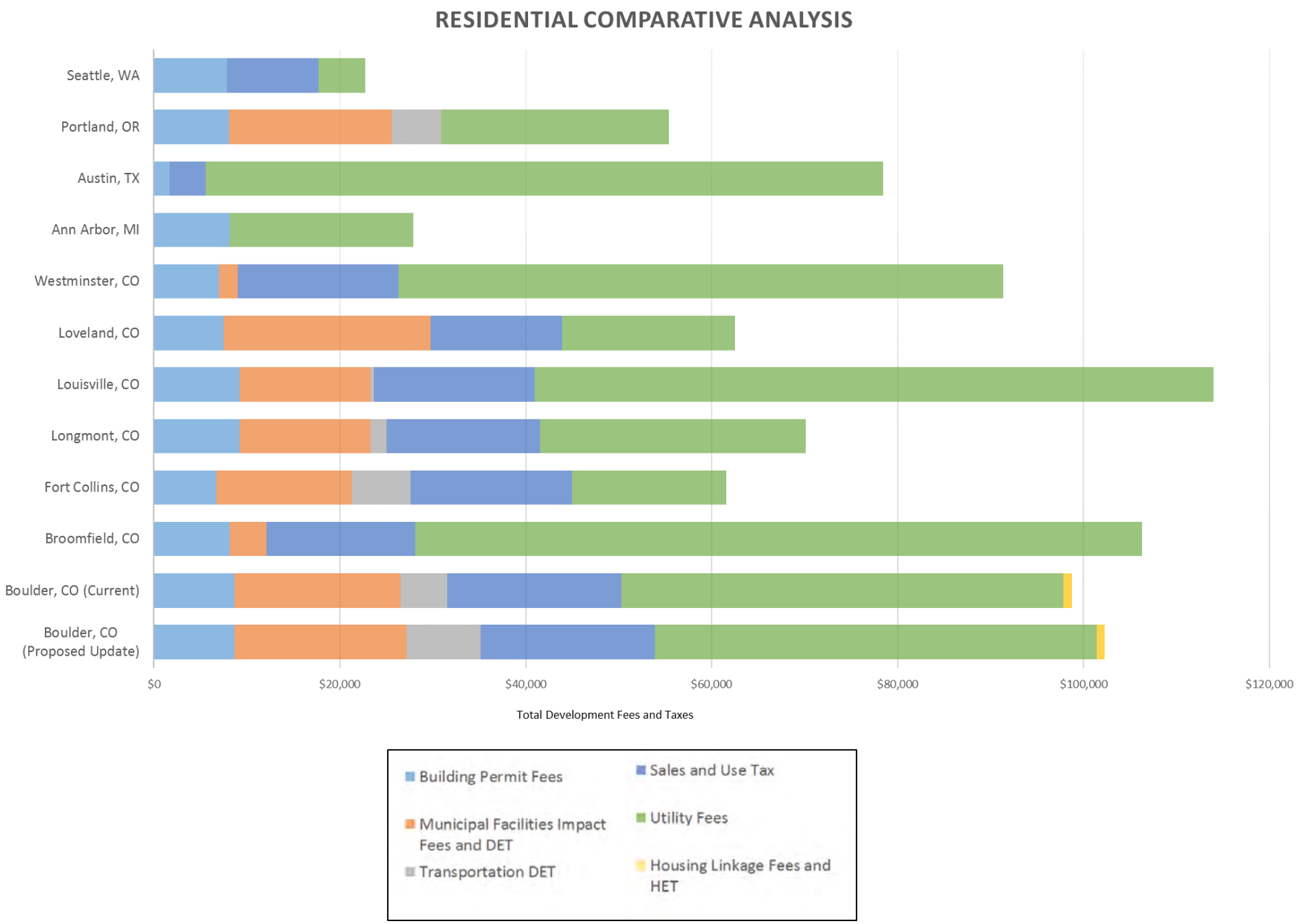
ATTACHMENTS
Attachment A: Final Fee Options Development Scenarios Matrix & Comparative Charts
Attachment B: 2016 Capital Facility Development Impact Fee Study
Attachment C: 2016 Transportation Development Impact Fee Study
Attachment D: 2016 Transportation Development Excise Tax Study
Attachment E: 2016 Jobs Housing Nexus Analysis Study
Attachment F: Keyser Marston Memorandum on fee options and context materials

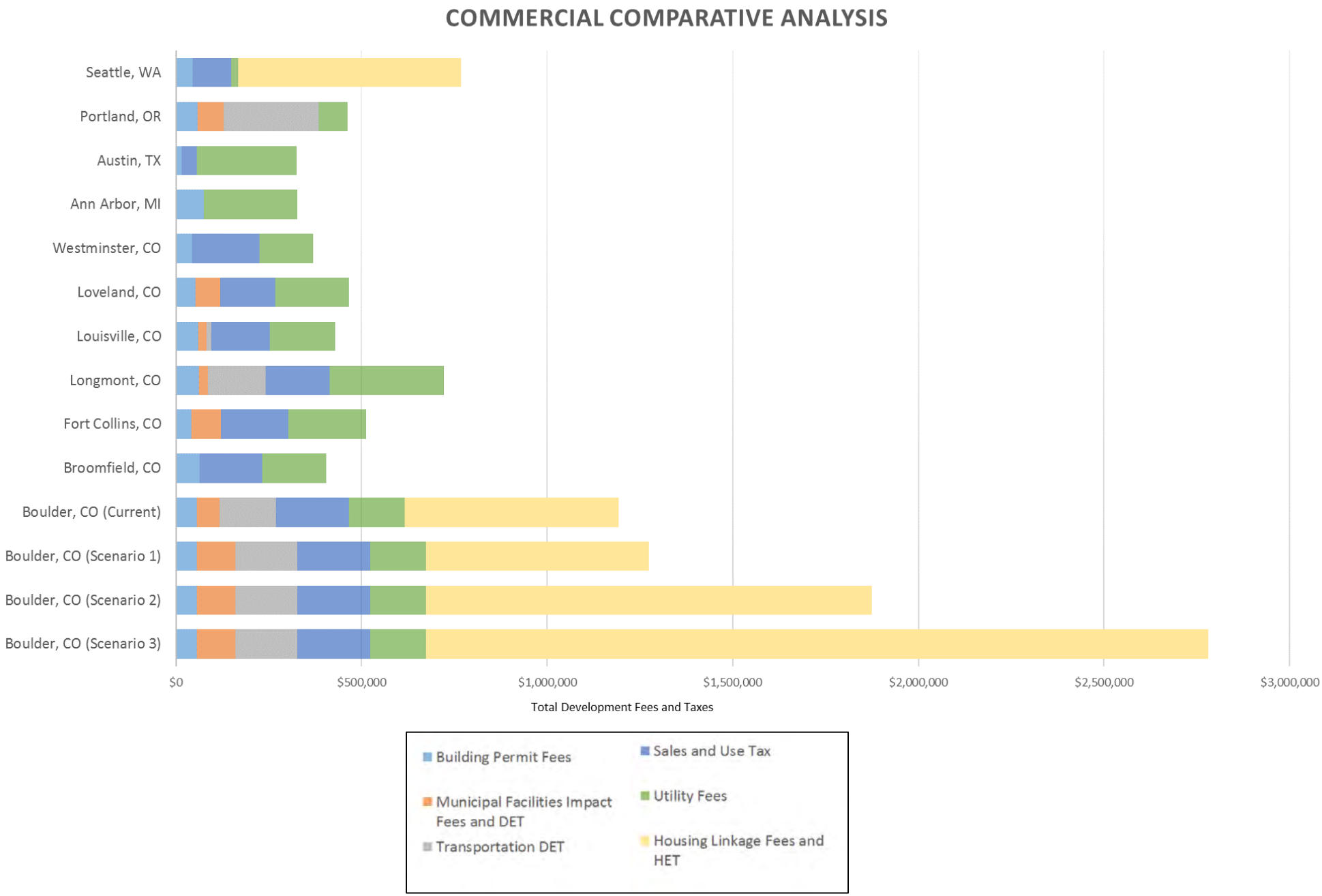
	RESIDENTIAL		NON-RESIDENTAL			
	Current	Proposed	Current	Option 1	Option 2	Option 3
Permit Fees	**$ 8,658.85**	**$ 8,658.85**	**$ 55,869.97**	**$ 55,869.97**	**$ 55,869.97**	**$ 55,869.97**
Capital Facility Impact Fees	**$ 15,414.00**	**$ 18,561.00**	**$ 61,072.62**	**$ 104,492.00**	**$ 104,492.00**	**$ 104,492.00**
Percent Change		*20%*		*71%*	*71%*	*71%*
% of Development Cost	*1.3%*	*1.5%*	*0.3%*	*0.6%*	*0.6%*	*0.6%*
Parks & Recreation Impact Fee	$ 10,386.00	$ 12,870.00	n/a	n/a	n/a	n/a
Library Impact Fee	$ 1,512.00	$ 2,058.00	n/a	n/a	n/a	n/a
Fire Impact Fee	$ 1,131.00	$ 933.00	$ 36,719.78	$ 52,517.00	$ 52,517.00	$ 52,517.00
Police Impact Fee	$ 972.00	$ 1,047.00	$ 11,666.26	$ 18,796.00	$ 18,796.00	$ 18,796.00
Municipal Facilities Impact Fee	$ 924.00	$ 1,257.00	$ 12,686.58	$ 33,179.00	$ 33,179.00	$ 33,179.00
Human Service Impact Fee	$ 489.00	$ 396.00	n/a	n/a	n/a	n/a
Transportation	**$ 7,500.27**	**$ 7,992.27**	**$ 152,435.68**	**$ 167,101.48**	**$ 167,101.48**	**$ 167,101.48**
Percent Change		*7%*		*10%*	*10%*	*10%*
% of Development Cost	*0.6%*	*0.7%*	*0.8%*	*0.9%*	*0.9%*	*0.9%*
Parkland Excise Tax	$ 2,440.47	$ -	n/a	n/a	n/a	n/a
Transportation Excise Tax	$ 5,059.80	$ 7,500.27	$ 152,435.68	$ 152,435.68	$ 152,435.68	$ 152,435.68
Transportation Impact Fee	n/a	$ 492.00	n/a	$ 14,665.80	$ 14,665.80	$ 14,665.80
Affordable Housing	**$ 912.00**	**$ 912.00**	**$ 576,293.00**	**$ 599,908.00**	**$ 1,199,816.00**	**$ 2,104,054.00**
Percent Change		*0%*		*4%*	*108%*	*265%*
% of Development Cost	*0.1%*	*0.1%*	*3.1%*	*3.2%*	*6.5%*	*11.4%*
Housing Excise Tax	$ 912.00	$ 912.00	n/a	n/a	n/a	n/a
Affordable Housing Linkage Fee	n/a	n/a	$ 576,293.00	$ 599,908.00	$ 1,199,816.00	$ 2,104,054.00
Plant Investment Fees	**$ 47,549.00**	**$ 47,549.00**	**$ 63,791.00**	**$ 63,791.00**	**$ 63,791.00**	**$ 63,791.00**
Sales & Use Tax	**$ 18,718.00**	**$ 18,718.00**	**$ 196,487.00**	**$ 196,487.00**	**$ 196,487.00**	**$ 196,487.00**
Total Permitting and Development Fees/Taxes	**$ 98,752.12**	***$ 102,391.12***	**$ 1,105,949.27**	**$ 1,187,649.45**	**$ 1,787,557.45**	**$ 2,691,795.45**
Percent Change		*4%*		*7%*	*62%*	*143%*
$/Gross Square Foot	**$ 24.91**	***$ 25.82***	**$ 17.99**	**$ 19.32**	**$ 29.08**	**$ 43.79**
Net Increase/Sq. Ft.		*$ 0.92*		*$ 1.33*	*$ 11.09*	*$ 25.80*
Total Development Cost Estimate	**$ 1,200,000**	**$ 1,200,000**	**$ 18,500,000**	**$ 18,500,000**	**$ 18,500,000**	**$ 18,500,000**
Total as % of Development Cost	*8.2%*	8.5%	*6.0%*	6.4%	9.7%	14.6%
Estimated Market Changes Sufficient to Absorb Increased Fees (based on KMA analysis)						
Change in Land Values (@-1.4% for Res, -2% for Non-Res for each $1/SF Fee Increase)	0.0%	-1.3%	0.0%	-2.7%	-22.2%	-51.6%
Change in Commercial Market Rents (@+0.3% for each $1/SF Increase)	n/a	n/a	n/a	0.4%	3.3%	7.7%

Residential Scenario
3,965 sq. ft building
Units: 3 (Townhomes)
(Unit 1: 3 bed, 2.5 bath; Unit 2: 2 bed, 2.5 bath; unit 3: 3 bed, 2.5 bath)
Total Valuation (Sq. Ft Costs): $443,601.60
Total Valuation (Applicant value): $772,682.93
Electrical: $32,000; Mechanical: $30,000; Plumbing: $42,000
Sprinklers: 4"; Water 1"; Irrigation: [illegible]

Non-Residential Scenario
3 story office building, with surface parking
124,882 sq. ft. lot
61,466 sq. ft. building
57,778 sq ft occupancy B, Office - Professional
1,844 sq ft occupancy A-2, Resturant
1,844 sq ft occupancy M, Commercial/Retail
Total Valuation (Sq. Ft Costs): $7,778,672.10
Total Valuation (Applicant value): $8,110,910.00

Electrical: $380,000
Mechanical: $605,000
Plumbing: $190,000
Sprinklers: 6"
Water 4"
Sewer 6"
Irrigation: 1"
Impervious Area: 96,485


RESIDENTIAL COMPARATIVE ANALYSIS
Seattle, WA
Portland, OR
Austin, TX
Ann Arbor, MI
Westminster, CO
Loveland, CO
Louisville, CO
Longmont, CO
Fort Collins, CO
Broomfield, CO
Boulder, CO (Current)
Boulder, CO (Proposed Update)
$0
$20,000
$40,000
$60,000
$80,000
$100,000
$120,000
Total Development Fees and Taxes
Building Permit Fees
Sales and Use Tax
Municipal Facilities Impact Fees and DET
Utility Fees
Transportation DET
Housing Linkage Fees and HET


COMMERCIAL COMPARATIVE ANALYSIS
Seattle, WA
Portland, OR
Austin, TX
Ann Arbor, MI
Westminster, CO
Loveland, CO
Louisville, CO
Longmont, CO
Fort Collins, CO
Broomfield, CO
Boulder, CO (Current)
Boulder, CO (Scenario 1)
Boulder, CO (Scenario 2)
Boulder, CO (Scenario 3)
$0
$500,000
$1,000,000
$1,500,000
$2,000,000
$2,500,000
$3,000,000
Total Development Fees and Taxes
Building Permit Fees
Sales and Use Tax
Municipal Facilities Impact Fees and DET
Utility Fees
Transportation DET
Housing Linkage Fees and HET

DRAFT #3

2016 Capital Facility Development Impact Fee Study

Prepared for:

City of Boulder, Colorado

September 20, 2016

TischlerBise
FISCAL | ECONOMIC | PLANNING

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Capital Facility
Development Impact Fee Study
City of Boulder, Colorado

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Executive Summary

The City of Boulder retained TischlerBise to prepare an Impact Fee Study for various infrastructure categories. This report updates the Development Impact Fee Study prepared in 2009 and adopted by the City of Boulder in 2010.

Impact fees are one-time payments used to fund system improvements needed to accommodate development. This report documents the data, methodology, and results of the impact fee calculations. The methods used to calculate impact fees in this study are intended to satisfy all legal requirements governing such fees, including provisions of the U. S. Constitution and the Colorado Development Impact Fee Act. The following infrastructure categories have been developed with methodologies that meet the requirements to be adopted as impact fees.

- Library
- Parks and Recreation
- Human Services
- Municipal Facilities
- Police
- Fire

Impact Fee Summary

As documented in this report, impact fees for the City of Boulder are proportionate and reasonably related to the capital facility service demands of new development. The written analysis of each impact fee methodology, establish that impact fees are necessary to achieve an equitable allocation of costs in comparison to the benefits received. Impact fee methodologies also identify the extent to which newly developed properties are entitled to various types of credits to avoid potential double payment of capital costs. An impact fee represents new growth's proportionate share of capital facility needs. By law, impact fees can only be used for *capital* improvements, not operating or maintenance costs. Furthermore, impact fee revenues can only be used for capital improvements that expand capacity.

Impact fees are subject to legal standards, which require fulfillment of three key elements: need, benefit, and proportionality.

• Fiscal Impact Analysis • Impact Fees • Revenue Strategies • Economic Impact Analysis • Fiscal Software •

- First, to justify a fee for public facilities, it must be demonstrated that new development will create a **need** for capital improvements.
- Second, new development must derive a **benefit** from the payment of the fees (i.e., in the form of public facilities constructed within a reasonable timeframe).
- Third, the fee paid by a particular type of development should not exceed its **proportionate** share of the capital cost for system improvements.

TischlerBise documented appropriate demand indicators by type of development. Specific capital costs have been identified using local data and costs. This report includes summary tables indicating the specific factors used to derive the impact fees. These factors are referred to as level of service, or infrastructure standards.

Methodologies and Approach

There are three basic *methods* used to calculate impact fees.

- The **incremental expansion method** documents the current level of service for each type of public facility, in both quantitative and qualitative measures. The intent is to use revenue collected to expand or provide additional facilities, as needed to accommodate new development, based on the current cost to provide capital improvements.
- The **plan-based method** is commonly used for public facilities that have adopted plans or engineering studies to guide capital improvements, such as utility systems.
- A third approach, known as the **cost recovery method**, is based on the rationale that new development is paying for its share of the useful life and remaining unused capacity of an existing facility.

A summary is provided in Figure 1 showing the methodologies, infrastructure components, and allocations used to calculate impact fees for the City of Boulder.

Figure 1. Summary of Proposed Fee Methods and Infrastructure Components

Fee Category	Components	Methodology	Cost Allocation
Library	▪ Facilities ▪ Collection Materials	▪ Incremental ▪ Incremental	100% Residential
Parks and Recreation	▪ Outdoor Park Improvements ▪ Recreation Facilities and Pools ▪ Parks and Rec Admin & Support Facilities	▪ Incremental ▪ Incremental ▪ Incremental	100% Residential
Human Services	▪ Human Services Facilities	▪ Incremental	100% Residential
Municipal Facilities	▪ Office Buildings ▪ Land ▪ Municipal Court	▪ Incremental ▪ Cost Recovery ▪ Plan-Based	Functional Population
Police	▪ Station Space ▪ Communications Infrastructure	▪ Incremental ▪ Incremental	Functional Population
Fire	▪ Station Space ▪ Storage Facility ▪ Apparatus ▪ Land	▪ Incremental ▪ Plan-Based ▪ Incremental ▪ Incremental	Calls for Service

Credits

A general requirement common to impact fee methodologies is the evaluation of *credits*. Two types of credits should be considered, **future revenue credits** and **site-specific credits**. Revenue credits may be necessary to avoid potential double payment situations arising from a one-time impact fee plus the payment of other revenues (e.g., property taxes) that may also fund growth-related capital improvements. Because new development may provide front-end funding of infrastructure, there is a potential for double payment of capital costs due to future payments on debt for public facilities. This type of credit is not necessary for any of the impact fees calculated herein.

The second type of credit is a **site-specific credit** for system improvements that have been included in the impact fee calculations. Policies and procedures related to site-specific credits for system improvements should be addressed in the ordinance that establishes the development fees. However, the general concept is that developers may be eligible for site-specific credits only if they provide system improvements that have been included in the impact fee calculations. Project

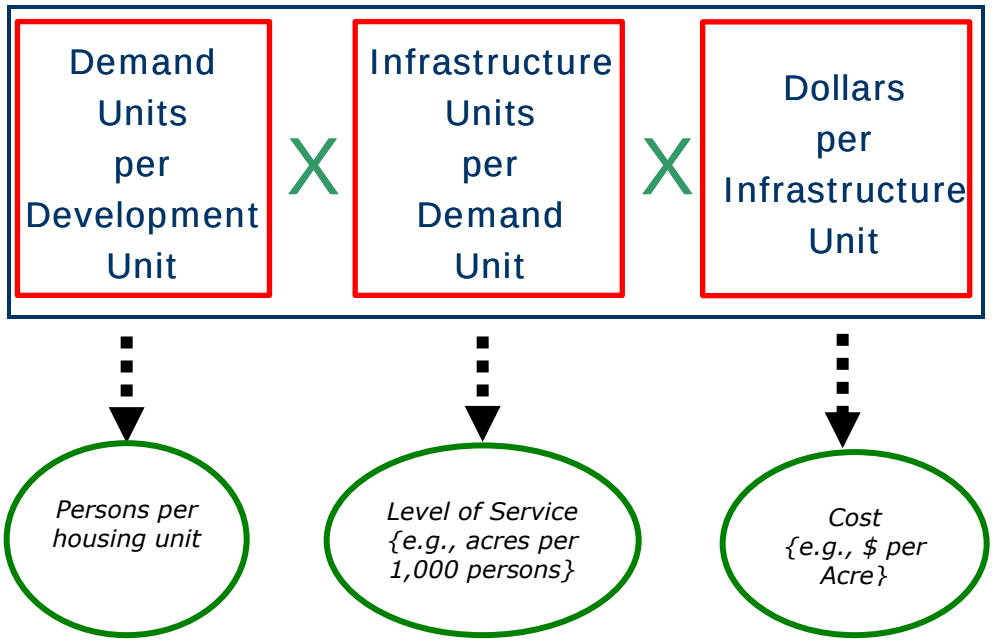
improvements normally required as part of the development approval process are not eligible for credits against impact fees.

Generic Impact Fee Calculation

In contrast to development exactions, which are typically referred to as project-level improvements, impact fees fund growth-related infrastructure that will benefit multiple development projects, or the entire jurisdiction (often referred to as "system-level" improvements). The basic steps in a generic impact fee formula are illustrated in Figure 2. The first step (see the left box) is to determine an appropriate demand indicator, or service unit, for the particular type of infrastructure. The demand/service indicator measures the number of demand or service units for each unit of development.

For example, an appropriate indicator of the demand for parks is population growth and the increase in population can be estimated from the average number of persons per occupied housing unit. The second step in the generic impact fee formula is shown in the middle box below. Infrastructure units per demand unit are typically called Level-Of-Service (LOS) standards. In keeping with the park example, a common LOS standard is park acreage per thousand people. The third step in the generic impact fee formula, as illustrated in the right box, is the cost of various infrastructure units. To complete the park example, this part of the formula would establish the cost per acre for land acquisition and/or development.

Figure 2. Generic Impact Fee Formula



Maximum Allowable Impact Fees by Type of Land Use

The impact fees calculated for the City of Boulder represent the highest amount feasible for each type of applicable land use, or *maximum allowable* amounts, which represents new growth's proportionate share of the cost for the appropriate capital facilities. Figure 3 provides the schedule of *maximum allowable impact fees* by type of land use. For residential impact, fees will be imposed according to square feet of finished floor area. For nonresidential development, fees will be assessed per square feet of floor area or unique demand indicators such as the number of rooms in a hotel. The City may adopt fees that are less than the amounts shown. However, a reduction in impact fee revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures and/or a decrease in the City's level of service standards.

Figure 3. Summary of Maximum Allowable Impact Fees

RESIDENTIAL IMPACT FEES		MAXIMUM ALLOWABLE IMPACT FEES Per Development Unit						
Square Feet	*Development Unit*	*Library*	*Parks & Recreation*	*Human Services*	*Municipal Facilities*	*Police*	*Fire*	*TOTAL*
600	Dwelling Unit	$424	$2,656	$81	$259	$216	$193	**$3,829**
800	Dwelling Unit	$533	$3,337	$102	$326	$271	$242	**$4,811**
1,000	Dwelling Unit	$617	$3,859	$119	$377	$314	$280	**$5,566**
1,200	Dwelling Unit	$686	$4,290	$132	$419	$349	$311	**$6,187**
1,400	Dwelling Unit	$744	$4,653	$143	$455	$379	$338	**$6,712**
1,600	Dwelling Unit	$794	$4,971	$153	$486	$405	$361	**$7,170**
1,800	Dwelling Unit	$842	$5,266	$162	$515	$429	$382	**$7,596**
2,000	Dwelling Unit	$878	$5,493	$169	$537	$447	$399	**$7,923**
2,200	Dwelling Unit	$914	$5,720	$176	$559	$466	$415	**$8,250**
2,400	Dwelling Unit	$947	$5,924	$182	$579	$482	$430	**$8,544**
2,600	Dwelling Unit	$980	$6,129	$189	$599	$499	$445	**$8,841**
2,800	Dwelling Unit	$1,009	$6,310	$194	$617	$514	$458	**$9,102**
3,000	Dwelling Unit	$1,034	$6,469	$199	$632	$527	$470	**$9,331**
3,200	Dwelling Unit	$1,056	$6,606	$203	$646	$538	$480	**$9,529**
3,400	Dwelling Unit	$1,081	$6,764	$208	$661	$551	$491	**$9,756**
3600+	Dwelling Unit	$1,103	$6,901	$212	$674	$562	$501	**$9,953**

NONRESIDENTIAL IMPACT FEES		MAXIMUM ALLOWABLE IMPACT FEES Per Development Unit						
Land Use	*Development Unit*	*Library*	*Parks & Recreation*	*Human Services*	*Municipal Facilities*	*Police*	*Fire*	*TOTAL*
Retail / Restaurant / Service	Square Feet of Floor Area	$0	$0	$0	$0.38	$0.71	$0.61	**$1.70**
Office	Square Feet of Floor Area	$0	$0	$0	$0.55	$0.28	$0.87	**$1.70**
Light Industrial	Square Feet of Floor Area	$0	$0	$0	$0.35	$0.17	$0.56	**$1.08**
Warehousing	Square Feet of Floor Area	$0	$0	$0	$0.14	$0.09	$0.22	**$0.45**
Institutional	Square Feet of Floor Area	$0	$0	$0	$0.12	$0.23	$0.19	**$0.54**
Hospital	Square Feet of Floor Area	$0	$0	$0	$0.45	$0.33	$0.71	**$1.49**
Nursing Home/Assisted Living	Bed	$0	$0	$0	$130.00	$69.00	$204.00	**$403.00**
*Nursing Home/Assisted Living**	*Square Feet of Floor Area*	*$0*	*$0*	*$0*	*$0.32*	*$0.17*	*$0.13*	***$0.62***
Lodging	Room	$0	$0	$0	$88.00	$208.00	$139.00	**$435.00**
*Lodging***	*Square Feet of Floor Area*	*$0*	*$0*	*$0*	*$0.14*	*$0.34*	*$0.06*	***$0.54***

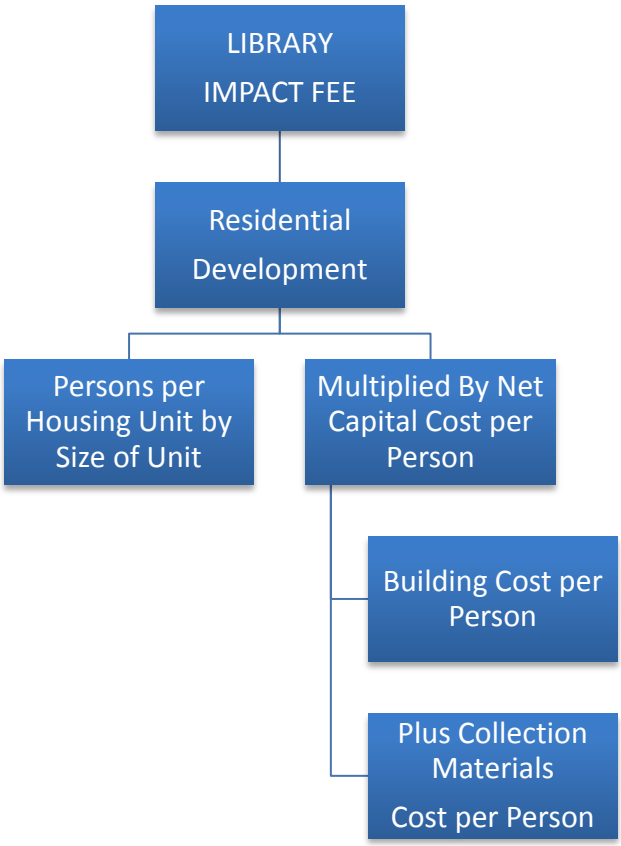
** For illustration and comparison with per square foot impact fees, assumes an average of 400 sq. ft. per bed*
*** For illustration and comparison with per square foot impact fees, assumes an average of 600 sq. ft. per room*

Library Impact Fees

Methodology

The Library impact fee calculation uses the incremental expansion methodology. Components of the Library fee include costs for Library buildings and materials included in the Library's collections. The Library system current consists of a Main Library and four branch locations. It is anticipated that the City will expand facilities in the future to serve growth to maintain current levels of service. An incremental approach is also used for collection materials. All costs are allocated 100 percent to residential development. Figure 4 diagrams the general methodology used to calculate the Library Impact Fee. It is intended to read like an outline, with lower levels providing a more detailed breakdown of the impact fee components. The impact fee is derived from the product of persons per housing unit (by type of unit) multiplied by the net capital cost per person. The boxes in the next level down indicate detail on the components included in the fee.

Figure 4. Library Impact Fee Methodology Chart



Library Level of Service Standards and Costs

Library Buildings Incremental Cost Component

The City of Boulder Library System consists of a Main Library and four branch locations. Total library system square footage totals 109,123 square feet. As noted above, the City anticipates expanding the Library System in the future to serve new growth. Therefore an incremental methodology is used where current levels of service and current cost per capita are used.

Figure 5 provides levels of service and costs for the City of Boulder Library System. Current replacement costs for buildings (including contents, equipment, and miscellaneous improvements) are from the City of Boulder 2015 property schedule. To reflect total replacement costs for Library facilities, 30 percent is added to the construction cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). According to information provided by the City, the Library System has replacement value of $27,149,229 reflecting facilities owned by the City. The replacement cost per square foot is $269 resulting in a cost per person of $280 (1.04 sq. ft. per person x $269 = $280).

Figure 5. Library Buildings Level of Service Standards and Cost Factors

Facility Name	Location	Current Square Feet	Current Replacement Cost (Building Costs)*	Current Replacement Cost (Soft Costs)**	Total Costs	Cost/SF***
Main Library	1001 Arapahoe Ave.	84,760	$18,191,871	$5,457,561	$23,649,433	$279
Meadows Branch	4800 Baseline Road	7,812	leased	na	na	na
Reynolds Branch	3595 Table Mesa Drive	10,371	$1,732,088	$519,626	$2,251,714	$217
Carnegie Branch	1125 Pine	5,610	$960,063	$288,019	$1,248,082	$222
North Boulder Corner Branch	4600 Broadway	570	leased	na	na	na
TOTAL		**109,123**	**$20,884,022**	**$6,265,207**	**$27,149,229**	
TOTAL City Owned		**100,741**	**$20,884,022**	**$6,265,207**	**$27,149,229**	**$269**

Cost per Square Foot=> $269

BASED ON TOTAL SPACE (CITY OWNED AND LEASED)

Total Square Feet	**109,123**
Population in 2015	**104,808**
Square Feet per Person	**1.04**
Total Cost per Sq. Ft.	**$269**
Cost per Person	**$280**

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
**** Average cost per square foot is average of City owned facilities.*
Sources: City of Boulder Property Schedule, 2015; City of Boulder Facilities and Asset Management.

Library Collection Materials Incremental Expansion

The Library System's collection includes adult and juvenile books, electronic/audio books, music CDs, DVDs, periodicals, and an eBook Database. The total number of current units is 522,815 with a total replacement value of approximately $8.7 million. Based on the current estimated City population of 104,808, this equates to a level of service of $83 per person. Figure 6 provides detail on the current inventory and average unit costs for each type of material. Unit costs were provided to TischlerBise by City staff.

Figure 6. Library Collection Materials Level of Service Standards

Type of Material	# of units	Unit Price	Current Value
Books	487,221	$16	$7,795,536
Audio Books	8,225	$40	$329,000
Music CDs	9,575	$16	$153,200
DVDs	17,474	$22	$384,428
Periodicals: magazines	320	$60	$19,200
Periodicals: newspapers	33	$460	$15,180
eBook Database	1	$195,938	$195,938
TOTAL	**522,815**		**$8,681,364**

Total Units	**522,815**
Total Cost	**$8,681,364**
Population in 2015	**104,808**
Units per Person	**4.99**
Cost per Person	**$83**

Source: City of Boulder Library Department.

Credit Evaluation

The City does not have any outstanding debt for Library facilities, therefore a credit is not necessary.

Library Input Factors and Maximum Supportable Impact Fees

Infrastructure standards used to calculate the Library impact fees are shown in the boxed area at the top of Figure 7. Impact fees for Libraries are based on household sizes for all types of units by square footage per unit. Level of service standards are based on costs per person for Library buildings and collection materials as described in the previous sections and summarized below. Each cost component of the impact fee is shown as a cost per person.

The bottom portion of Figure 7 shows maximum supportable impact fees for Libraries. The amounts are calculated by multiplying the persons per housing unit for each size of housing unit by the net capital cost per person.

For example, the impact fee for a dwelling unit of 600 square feet or less is calculated by multiplying the persons per housing unit of 1.17 by the net capital cost of $363 for an impact fee amount of $424 per unit. (Detail on number of persons by square feet of finished floor area is provided in the Appendix.)

Figure 7. Library Input Factors and Maximum Supportable Impact Fees

Level Of Service	*Factors*
	Per Person
Building Cost	$280
Collection Cost	$83
Debt Service Credit	$0
Net Capital Cost	**$363**

Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$424
800	Dwelling Unit	1.47	$533
1,000	Dwelling Unit	1.70	$617
1,200	Dwelling Unit	1.89	$686
1,400	Dwelling Unit	2.05	$744
1,600	Dwelling Unit	2.19	$794
1,800	Dwelling Unit	2.32	$842
2,000	Dwelling Unit	2.42	$878
2,200	Dwelling Unit	2.52	$914
2,400	Dwelling Unit	2.61	$947
2,600	Dwelling Unit	2.70	$980
2,800	Dwelling Unit	2.78	$1,009
3,000	Dwelling Unit	2.85	$1,034
3,200	Dwelling Unit	2.91	$1,056
3,400	Dwelling Unit	2.98	$1,081
3600+	Dwelling Unit	3.04	$1,103

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the Library category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[1] Figure 8 compares the draft calculated cost to the current schedule for the Library category.

Figure 8. Library Fee Comparison: Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Library	$363	**$215**	**$148**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[1] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 9 is calculated based on the preliminary calculated 2016 Library Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 9. Projected Library Impact Fee Revenue

		Residential
	Fee (Wtd Avg)	$776
		per housing unit
	Year	*Housing Units*
Base	2015	45,740
Year 1	2016	46,012
Year 2	2017	46,288
Year 3	2018	46,566
Year 4	2019	46,846
Year 5	2020	47,127
Year 6	2021	47,409
Year 7	2022	47,694
Year 8	2023	47,980
Year 9	2024	48,268
Year 10	2025	48,557
	Ten-Yr Increase	2,817
	Projected Revenue =>	**$2,186,294**

Parks and Recreation Impact Fees

Methodology

The City of Boulder Parks and Recreation Impact Fee is derived using an incremental expansion methodology. Parks and Recreation impact fees should only be assessed on residential development. Three main components are included in the fee calculation: Outdoor Park Improvements, Recreation Facilities and Pools, and Administrative/Support Facilities. Outdoor Park Improvements include facilities that are community-level facilities serving the entire city, including larger Neighborhood Parks with athletic fields or other improvements that draw users throughout Boulder. Also included in the Outdoor Park Improvement component are Community Parks and Recreation Facilities both of which serve a citywide service area.

Additional land for parks is not included in the impact fee calculation because the City has an inventory of parkland on which it intends to make improvements with impact fees. According to the *2014 Boulder Parks and Recreation Department Master Plan*, "the community is well poised to meet future needs" [for parkland] and that "it is anticipated that there will not be any additional requirements to acquire new lands."[2] However, it is assumed that BRPD will develop existing undeveloped park lands to balance recreation needs and "maintaining a balance of developed and natural areas in urban parks."[3]

A second major component included in the fee calculation is Recreation Facilities and Pools. The City's Recreation facilities serve a citywide population and the City expects to expand those types of facilities as well. The third and final component is Parks and Recreation Administrative / Support Facilities.

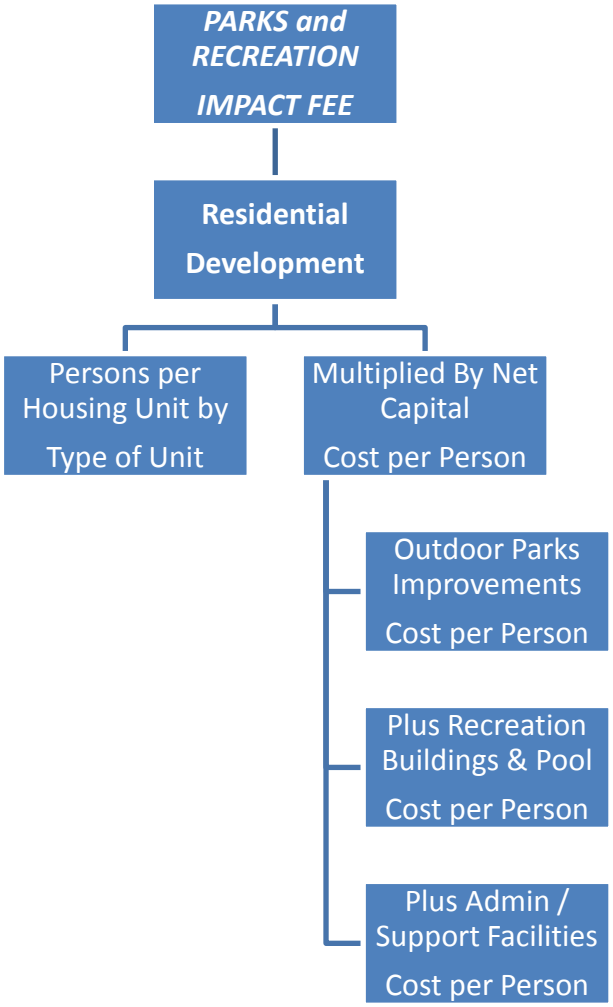
All facility costs are allocated 100 percent to residential development. Smaller-scale recreation amenities are excluded because they serve more limited areas, which would require implementation of multiple service areas and are not recommended due to higher administrative costs and limited revenue generated by sub-areas.

Figure 10 diagrams the general methodology used to calculate the Parks and Recreation Impact Fee. It is intended to read like an outline, with lower levels providing a more detailed breakdown of the

[2] Boulder Parks and Recreation Department Master Plan, p. 42.
[3] Ibid.

impact fee components. The impact fee is derived from the product of persons per housing unit (by type) multiplied by the net capital cost per person. The boxes in the next level down indicate detail on the components.

Figure 10. Parks and Recreation Impact Fee Methodology Chart



Parks & Recreation Level of Service Standards and Costs

Outdoor Park Improvements

The Outdoor Park component of the Parks and Recreation impact fees are based on the City's current inventory of existing citywide parks. The demand base for the City's park facilities is population. Levels of service are based on the current amount of infrastructure provided for the existing population. Outdoor Park Improvements include facilities that are community-level facilities serving the entire City, such as Recreation Facilities, Community, and larger Neighborhood Parks with athletic fields or other recreational amenities that draw from a citywide service area.

The Park impact fee component is based on the incremental expansion methodology, consistent with the City's plans to make improvements to undeveloped parks. Natural lands and smaller more limited neighborhood parks are excluded from the impact fees. Figure 13 provides an inventory of Outdoor Park improvements with current unit prices.

Park improvements have an average total cost of approximately $309,000 per acre. On a per capita basis, park improvements cost $1,669 for each additional resident in Boulder. City staff provided unit prices for each type of improvement. Miscellaneous costs equal $250,000 per acre (included in the $309,074 per acre cost), which include such items as lighting, paving (parking lots, sidewalks), site work, irrigation, and landscaping.

Figure 11. Outdoor Park Improvements Level of Service Standards and Cost Factors

				Baseball Fields		Softball Fields		Multi-Use Fields			Courts					Other Amenities			
Site	Park Type	Total Acres	City Owned Improved Acres	Premier	General	Premier	General	Premier	Turf Fields	General	Tennis Courts	Sand Volleyball	Basketball	Handball	Roller SportRink	Picnic Shelters	Restrooms	Playgrounds	Dog Parks
Arapahoe Ridge Park*	Neighborhood Park	7.6	7.6		1.0						2.0					1		1	
Aurora 7 Park*	Neighborhood Park	7.9	7.9		3.0														
Chautauqua	Neighborhood Park	12.5	12.5								1.0					1	1	1	
Crestview	Neighborhood Park	7.8	7.8													1		1	
Eaton	Neighborhood Park	25.3	0.3													1			
Elks	Neighborhood Park	8.6	8.6													1		1	
Howard Heuston Park	Neighborhood Park	7.6	7.6										1.0					1	1
Martin	Neighborhood Park	9.6	9.6		1.0					1.0	2.0					1	1	1	
North Boulder	Neighborhood Park	13.4	13.4		2.0					1.0			1.0			1	1	1	
Park East	Neighborhood Park	4.5	4.5										1.0			1		1	
Scott Carpenter	Neighborhood Park	18.9	18.9	1.0											1	1	1	1	
Tantra Park	Neighborhood Park	21.7	21.7							1.0						1		1	
Tom Watson Park**	Neighborhood Park	31.4	31.4		4.0					1.0	4.0	2.0	1.0	1.0		1	1	1	
East Boulder Community Park	Community Park	53.6	40.6						2.0	1.0	5.0	4.0	2.0	4.0		5	1	1	2
East Boulder Community Center	Recreation Facilities	3.0	3.0																
Foothills Community Park	Community Park	65.7	46.7							3.0			1.0		2	8	1	3	3
North Boulder Recreation Center	Recreation Facilities	1.5	1.5																
Harlow Platts Community Park	Community Park	51.3	38.3							1.0	4.0	4.0			1	2	1	1	
South Boulder Recreation Center	Recreation Facilities	0.6	0.6							1.0									
Valmont City Park South	City Park	83.1	40.0							1.0									
Valmont City Park North	City Park	47.0	45.0													4	1	1	2
Boulder Reservoir Regional Park	Recreation Facilities	116.0	116.0									15.0				1	1		
East Mapleton Ballfields	Recreation Facilities	8.3	8.3			3.0										1	1	1	
Gerald Stazio	Recreation Facilities	42.8	30.0			7.0										1	2	1	
Pleasantview Fields	Recreation Facilities	53.8	43.0					10.0								2	1		
Spruce Pool	Recreation Facilities	1.2	1.2														1		
Subtotal Neighborhood Parks		176.8	151.8																
Subtotal Community Parks		170.6	125.6																
Subtotal City Parks		130.1	85.0																
Subtotal Recreation Facilities		227.2	203.6																
TOTALS		**704.7**	**566.0**	**1.0**	**11.0**	**10.0**	**0.0**	**10.0**	**2.0**	**11.0**	**18.0**	**25.0**	**7.0**	**5.0**	**4.0**	**35.0**	**15.0**	**19.0**	**8.0**
Unit Price ===>			$250,000	$810,880	$222,600	$810,880	$810,880	$426,250	$1,535,000	$185,250	$70,000	$10,000	$45,000	$30,000	$55,000	$80,000	$150,000	$193,500	$222,000
Total Value ===>			$141,500,000	$810,880	$2,448,600	$8,108,800	$0	$4,262,500	$3,070,000	$2,037,750	$1,260,000	$250,000	$315,000	$150,000	$220,000	$2,800,000	$2,250,000	$3,676,500	$1,776,000

TOTAL AMENITY VALUE	$33,436,030
AMENITY VALUE PER ACRE	$59,074

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SUMMARY			
Population in 2015	104,808		
		Total	*Improved*
Acres***		704.7	566.0
Level of Service: Acres per 1,000 Population		6.7	5.4
Value of Improvements/Assets	$33,436,030		
Other Site Improvements****	$141,500,000		
Total Improvements	**$174,936,030**		
Cost per Improved Acre	**$309,074**		
Cost per Capita	**$1,669**		

** Owned by City but jointly used with Boulder Valley School District*
*** Not owned by the City; City has a 99-year lease on it and therefore included in current level of service.*
**** Does not reflect total Park inventory; reflects only those types of parks that include system-level improvements on which the development impact fees are based*
***** Estimated @ $250,000 per acre for design, permitting, and construction (other than amenities).*

Recreation Buildings and Pools

The Recreation Buildings and Pools component of the Parks and Recreation impact fee is based on the current square footage and current value of recreational facilities serving the City. As shown in Figure 12, total square footage for the City's recreational facilities is 182,509 square feet. The incremental expansion approach is used as the City plans to maintain the current level of service to accommodate new development.

Current replacement costs for buildings (including contents, equipment, and miscellaneous improvements) are from the City of Boulder 2015 property schedule and City of Boulder Facility Study (for specified properties). To reflect total replacement costs for Recreation Buildings and Pools, 30 percent is added to the building cost from the property schedule to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). Total estimated current value of these facilities is approximately $57 million, or $543 for each additional resident in Boulder.

Figure 12. Recreation Buildings and Pools Level of Service Standards and Cost Factors

Facility Name	Address	Current Square Feet	Year Built	Year Upgraded	Current Replacement Cost (Building Costs)*	Contents $*	Misc $*	Current Replacement Cost (Soft Costs)**	Total Costs***	Cost/SF
Salberg Studio	19TH & ELDER	4,054	1974, 1976	2001	$464,486	$28,676		$139,346	$632,507	$156
South Boulder Recreation Center	1350 GILLASPIE	35,603	1973	1998	total value*** =====>				$9,376,617	$263
North Boulder Recreation Center	3170 BROADWAY	62,166	2002	na	total value*** =====>				$21,337,047	$343
East Boulder Community Ctr (77% of total)^	5660 SIOUX DR	42,417	1991	na	total value*** =====>				$14,558,654	$343
Pottery Lab	1010 AURORA	2,565	1924	2001	$296,535	$18,434	$0	$88,961	$403,930	$157
Spruce Pool Bath House/Filter	2102 Spruce Street	1,810	1961		$298,098	$0	$0	$89,429	$387,527	$214
Boulder Reservoir (all bldgs)	5151 NORTH 51ST	9,742	1971, 1984, 1986	na	total value*** =====>				$3,014,557	$309
Scott Carpenter Pool	30th & Arapahoe	10,550	1963		$3,113,704			$934,111	$4,047,815	$384
Spruce Pool	2040 21ST STREET	6,466	2001		$1,269,708			$380,912	$1,650,620	$255
Scott Carpenter Athletic Facilities	30TH & ARAPAHOE	7,136	1963, 1995, 2002	na	$1,032,097	$53,255	$103,500	$309,629	$1,498,481	$210
	TOTALS	**182,509**			**$6,474,628**	**$100,365**	**$103,500**	**$1,942,388**	**$56,907,757**	**$312**

Total Square Feet	**182,509**
Population in 2015	**104,808**
Square Feet per Person	**1.74**
Total Cost per Sq. Ft.	**$312**
Cost per Person	**$543**

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
**** Source for properties with values included only in this column: Farnsworth Group/BUILDER, City of Boulder Facility Study (via City of Boulder Parks and Recreation)*
^ Facility also houses Senior Center; square footage and value shown is for Recreation Center portion.

Parks and Recreation Administration and Support Facilities

Also included in the fee calculation is a component for Administrative and Support Facilities based on the current square footage and current value of facilities serving the City. As shown in Figure 13, total square footage for the City's Parks and Recreation support facilities is 68,325 square feet. The incremental expansion approach is used as the City plans to maintain the current level of service to accommodate new development.

Current replacement costs for buildings (including contents, equipment, and miscellaneous improvements) are from the City of Boulder 2015 property schedule. To reflect total replacement costs for Parks and Recreation Administrative and Support Facilities, 30 percent is added to the construction cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). Total estimated current value of these facilities is approximately $6.1 million, or $58 for each additional resident in Boulder.

Figure 13. Administrative and Support Facilities Level of Service Standards and Cost Factors

Facility Name	Address	Current Square Feet	Year Built	Year Upgraded	Current Replacement Cost (Building Costs)*	Contents $	Misc $	Current Replacement Cost (Soft Costs)**	Total Costs	Cost/SF
Iris Center	3198 BROADWAY	16,372	1957	2003	$1,774,157	$98,950	$25,000	$532,247	$2,430,354	$148
Park Operations Building	5200 PEARL ST	10,073	1989	na	$941,422	$74,761		$282,427	$1,298,611	$129
Tantra Park Maintenance Shop	585 TANTRA DR	3,062	1984	na	$242,918	$37,893		$72,875	$353,686	$116
Stazio Ballfields Maintenance Shop	2445 Stazio Drive	5,150	1997	na	$356,808	$0		$107,042	$463,850	$90
Scott Carperter Athletics Office	30TH & ARAPAHOE	1,052	1963	2003	$134,137	$0	$0	$40,241	$174,378	$166
Valmont Storage Building	5325 Valmont	30,434	1965	na	$785,595	$0		$235,679	$1,021,274	$34
Foothills Maintenance Facility	800 Cherry Ave.	2,182	2000	na	$301,955	$0	$0	$90,587	$392,542	$180
	TOTALS	**68,325**			**$4,536,992**	**$211,604**	**$25,000**	**$1,361,098**	**$6,134,695**	**$90**

Total Square Feet	**68,325**
Population in 2015	**104,808**
Square Feet per Person	**0.65**
Total Cost per Sq. Ft.	**$90**
Cost per Person	**$58**

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*

Credit Evaluation

The City does not have any outstanding debt for Parks and Recreation facilities that will be retired with property taxes, therefore a credit is not necessary.

Parks and Recreation Input Factors and Maximum Supportable Impact Fees

Infrastructure standards used to calculate the Parks and Recreation impact fees are shown in the boxed area at the top of Figure 14. Impact fees for Parks and Recreation are based on household sizes for all types of units by square footage per unit. Level of service standards are based on costs per person for Parks and Recreation Facilities as described in the previous sections and summarized below. Each cost component of the impact fee is shown as a cost per person.

The bottom portion of Figure 14 shows maximum supportable impact fees for Parks and Recreation. The amounts are calculated by multiplying the persons per housing unit for each size of housing unit by the net capital cost per person.

For example, the impact fee for a dwelling unit of 600 square feet or less is calculated by multiplying the persons per housing unit of 1.17 by the net capital cost of $2,270 for an impact fee amount of $2,656 per unit. (Detail on number of persons by square feet of finished floor area is provided in the Appendix.)

Figure 14. Parks and Recreation Input Factors and Maximum Supportable Impact Fees

Level Of Service	*Factors*
	Per Person
Outdoor Park Improvements	$1,669
Recreation Buildings & Pools	$543
Park Offices and Support Facilities	$58
Debt Service Credit	$0
Net Capital Cost	**$2,270**

RESIDENTIAL IMPACT FEES			
Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$2,656
800	Dwelling Unit	1.47	$3,337
1,000	Dwelling Unit	1.70	$3,859
1,200	Dwelling Unit	1.89	$4,290
1,400	Dwelling Unit	2.05	$4,653
1,600	Dwelling Unit	2.19	$4,971
1,800	Dwelling Unit	2.32	$5,266
2,000	Dwelling Unit	2.42	$5,493
2,200	Dwelling Unit	2.52	$5,720
2,400	Dwelling Unit	2.61	$5,924
2,600	Dwelling Unit	2.70	$6,129
2,800	Dwelling Unit	2.78	$6,310
3,000	Dwelling Unit	2.85	$6,469
3,200	Dwelling Unit	2.91	$6,606
3,400	Dwelling Unit	2.98	$6,764
3600+	Dwelling Unit	3.04	$6,901

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the Parks and Recreation category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[4] Figure 15 compares the draft calculated cost to the current schedule for the Parks and Recreation category.

Figure 15. Parks and Recreation Fee Comparison: Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Parks and Recreation	$2,270	**$1,474**	**$796**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[4] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 16 is calculated based on the preliminary calculated 2016 Parks and Recreation Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 16. Projected Parks and Recreation Impact Fee Revenue

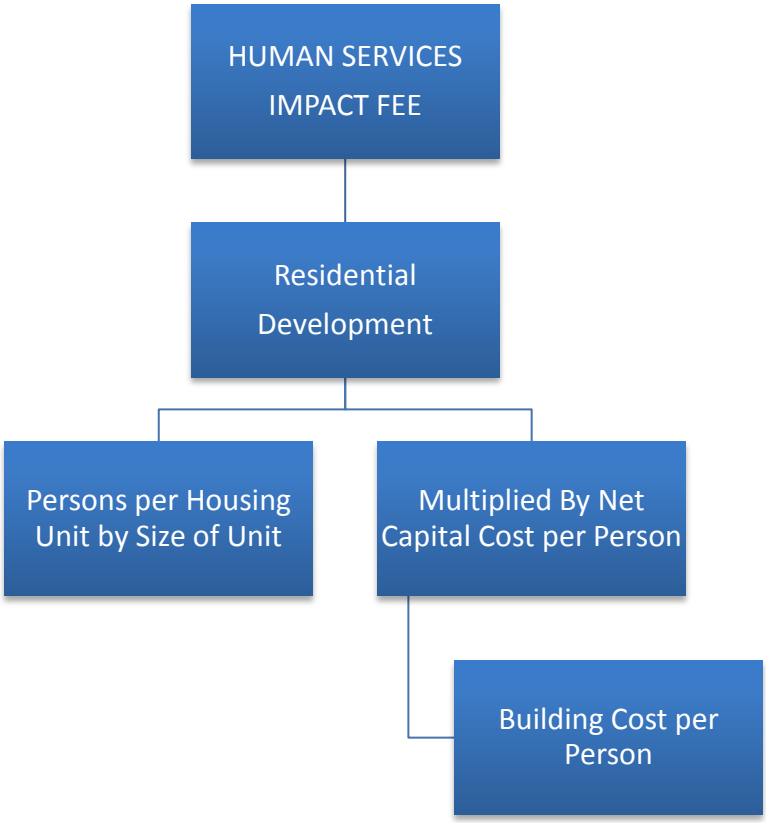
		Residential
	Fee (Wtd Avg)	$4,858
		per housing unit
	Year	*Housing Units*
Base	2015	45,740
Year 1	2016	46,012
Year 2	2017	46,288
Year 3	2018	46,566
Year 4	2019	46,846
Year 5	2020	47,127
Year 6	2021	47,409
Year 7	2022	47,694
Year 8	2023	47,980
Year 9	2024	48,268
Year 10	2025	48,557
	Ten-Yr Increase	2,817
	Projected Revenue =>	**$13,686,874**

Human Services Impact Fees

Methodology

The Human Services impact fee calculation uses the incremental expansion methodology. Components of the Human Services fee include costs for Senior Centers and the Children, Youth and Family Center. All costs are allocated 100 percent to residential development. Figure 17 diagrams the general methodology used to calculate the Human Services Impact Fee. It is intended to read like an outline, with lower levels providing a more detailed breakdown of the impact fee components. The impact fee is derived from the product of persons per housing unit by size of housing unit multiplied by the net capital cost per person. The boxes in the next level down indicate detail on the components included in the fee.

Figure 17. Human Services Impact Fee Methodology Chart



Human Services Level of Service Standards and Costs

The incremental expansion methodology is used to calculate the Human Services impact fee. The first step of the analysis determines the current level of service (LOS) being provided to existing development. The second step involves determining the cost per person to provide the current LOS.

Figure 18 lists the current inventory of Human Services space in the City of Boulder. As shown, the City currently has Human Services space totaling 34,073 square feet. The current value for Human Services buildings and contents is from the City's 2015 Property Schedule. To reflect total replacement costs for Human Services facilities, 30 percent is added to the building cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). Total replacement costs for current facilities are estimated at $7.2 million, or $211 per square foot. To derive the cost per demand unit, the current level of service of .33 square feet per person is multiplied by the replacement cost per square foot of $211, for a cost per demand unit of $70 per person.

Figure 18. Human Services Level of Service Standards and Cost Factors

Facility	Location	Current Square Feet*	Current Replacement Cost (Hard Costs)*	Current Replacement Cost (Soft Costs)**	Total Costs	Cost/SF
West Senior Center	909 Arapahoe	16,188	$2,494,628	$748,388	$3,243,016	$200
Children, Youth & Family Center	2160 Spruce	5,215	$846,048	$253,814	$1,099,862	$211
East Senior Center (23%)	5660 Sioux Drive	12,670	$2,192,671	$657,801	$2,850,473	$225
TOTAL		**34,073**	**$5,533,347**	**$1,660,004**	**$7,193,351**	**$211**

Cost per Square Foot=> $211

Total Square Feet	**34,073**
Population in 2015	**104,808**
Square Feet per Person	**0.33**
Total Cost	**$211**
Cost per Person	**$70**

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
Sources: City of Boulder Property Schedule, 2015; City of Boulder Facilities and Asset Management.

Credit Evaluation

The City does not have any outstanding debt for Human Service facilities, therefore a credit is not necessary.

Human Facilities Input Factors and Maximum Supportable Impact Fees

Infrastructure standards used to calculate the Human Services impact fees are shown in the boxed area at the top of Figure 19. Impact fees for Human Services are based on household sizes for all types of units by square footage per unit. Level of service standards are based on costs per person for Human Services buildings as described in the previous sections and summarized below. Each cost component of the impact fee is shown as a cost per person.

The bottom portion of Figure 19 shows maximum supportable impact fees for Human Services. The amounts are calculated by multiplying the persons per housing unit for each size of housing unit by the net capital cost per person.

For example, the impact fee for a dwelling unit of 600 square feet or less is calculated by multiplying the persons per housing unit of 1.17 by the net capital cost of $70 for an impact fee amount of $81 per unit. (Detail on number of persons by square feet of finished floor area is provided in the Appendix.)

Figure 19. Human Services Input Factors and Maximum Supportable Impact Fees

Level Of Service		*Factors*
		Per Person
	Human Services Buildings	$70
	Debt Service Cost	$0
	Net Capital Cost	$70

Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$81
800	Dwelling Unit	1.47	$102
1,000	Dwelling Unit	1.70	$119
1,200	Dwelling Unit	1.89	$132
1,400	Dwelling Unit	2.05	$143
1,600	Dwelling Unit	2.19	$153
1,800	Dwelling Unit	2.32	$162
2,000	Dwelling Unit	2.42	$169
2,200	Dwelling Unit	2.52	$176
2,400	Dwelling Unit	2.61	$182
2,600	Dwelling Unit	2.70	$189
2,800	Dwelling Unit	2.78	$194
3,000	Dwelling Unit	2.85	$199
3,200	Dwelling Unit	2.91	$203
3,400	Dwelling Unit	2.98	$208
3600+	Dwelling Unit	3.04	$212

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the Human Services category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[5] Figure 20 compares the draft calculated cost to the current schedule for the Human Services category.

Figure 20. Human Services Fee Comparison: Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Human Services	$70	**$70**	**$0**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[5] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 21 is calculated based on the preliminary calculated 2016 Human Services Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 21. Projected Human Services Impact Fee Revenue

		Residential
	Fee (Wtd Avg)	$149
		per housing unit
	Year	*Housing Units*
Base	2015	45,740
Year 1	2016	46,012
Year 2	2017	46,288
Year 3	2018	46,566
Year 4	2019	46,846
Year 5	2020	47,127
Year 6	2021	47,409
Year 7	2022	47,694
Year 8	2023	47,980
Year 9	2024	48,268
Year 10	2025	48,557
	Ten-Yr Increase	2,817
	Projected Revenue =>	**$419,791**

Municipal Facilities Impact Fees

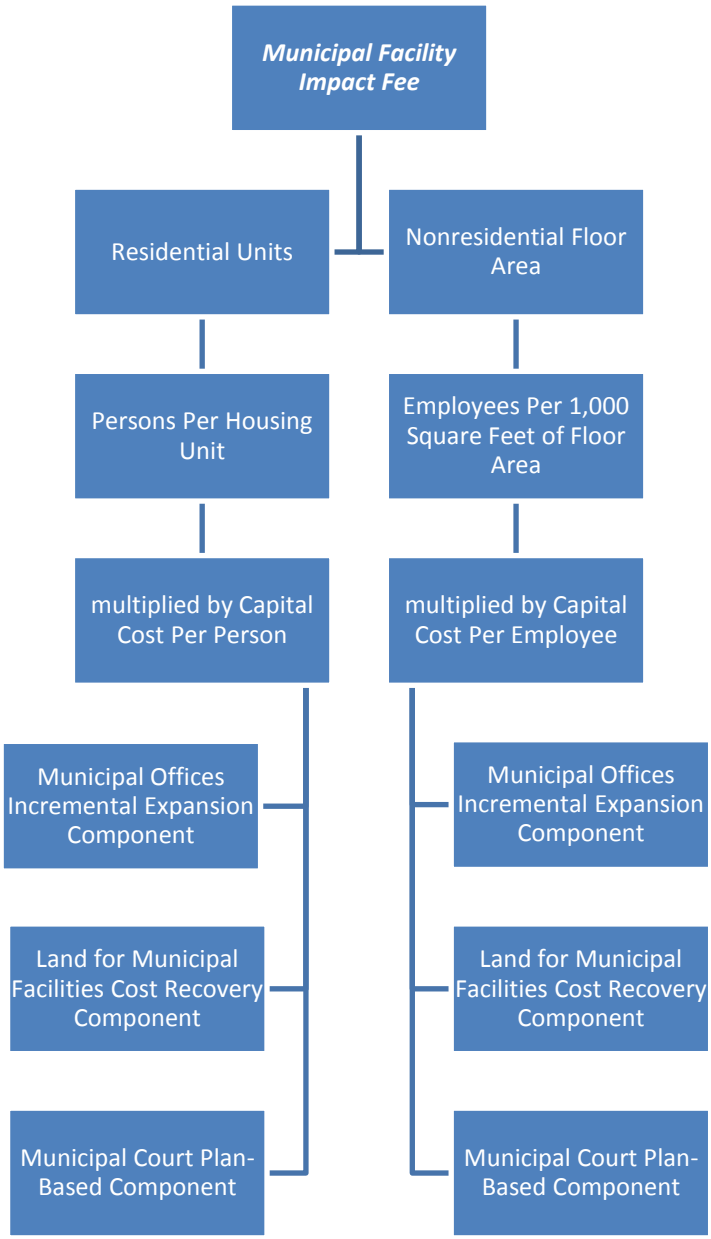
Methodology

The Municipal Facilities impact fees use all three methodologies

- Municipal Facility office buildings: Incremental expansion approach to allow for future expansion in City office space for general government purposes to accommodate growth.
- Land for Municipal Facilities: Cost recovery approach to capture growth's share of the cost of acquiring the Boulder Community Hospital site for use for future Municipal Facilities.
- Municipal Court Facility: Plan-based approach to capture growth's share of future facility.

As illustrated in Figure 22, capital costs are allocated to both residential and nonresidential development. Residential factors are calculated on a per person basis, and converted to an impact fee amount per housing unit using average persons per housing unit by size of the housing unit. Nonresidential development fees are based on a capital cost per employee, where such costs are typically multiplied by the number of employees per square foot of nonresidential floor area (or other appropriate development unit).

Figure 22. Municipal Facilities Impact Fee Methodology Chart



Proportionate Share Factors

The proportionate share factors shown in Figure 23 are used to allocate capital costs to residential and nonresidential development.

Functional population is similar to what the U.S. Census Bureau calls "daytime population" by accounting for people living and working in a jurisdiction. In addition to the Boulder-specific data, TischlerBise has relied on extensive public and private sector input to establish reasonable "weighting factors" to account for time spent at either residential or nonresidential development. These weighting factors are shown below with grey shading.

The functional population analysis starts with 2015 estimates of jobs and population in Boulder (see yellow highlighting), as documented in the draft Land Use Assumptions (see Appendix A). According to the *2013 Transportation Master Plan (TMP) State of the System* report (see page 3-13), approximately 10 percent of Boulder jobs are self-employed persons. The remaining 90 percent of jobs require "journey-to-work" travel. The 2014 Boulder Valley Employee Survey indicates Boulder residents held 38 percent of these jobs, with persons living outside of Boulder holding the remaining 62 percent of journey-to-work jobs. The functional population analysis assumes all workers spend ten hours per weekday (annualized average) at nonresidential locations.

Residents who work in Boulder are assigned 10 hours to nonresidential development (discussed above) and 14 hours to residential development. Residents who work outside Boulder are assigned 14 hours to residential development. Jobs held by non-residents are assigned 10 hours to nonresidential development. Residents who do not work are assigned 20 hours per day to residential development and four hours per day to nonresidential development (annualized averages) to account for time spent shopping, eating out, and other social/recreational activities.

Based on Boulder's 2015 functional population analysis, the cost allocation for residential development is 60 percent, while nonresidential development accounts for 40 percent of the demand for municipal facility infrastructure.

Figure 23. Proportionate Share Factors for Municipal Facilities Impact Fees

Boulder Functional Population Analysis

		Service Units in 2015			Demand Hours/Day	Person Hours
Nonresidential						
Jobs Located in City*			98,510			
10% Self-employed		9,851			10	98,510
Jobs Requiring Journey-To-Work		88,659				
Jobs Held By Residents**	38%	33,690			10	336,900
Jobs Held By Non-residents**	62%		54,969	<= 56% of jobs	10	549,690
Non-working Residents		51,054			4	204,216
					Nonresidential Subtotal	1,189,316
					Nonresidential Share =>	**40%**
Residential						
Population*	104,808					
Non-working Residents		51,054			20	1,021,080
Resident Workers		53,754				
81% Residents Working in City (includes self-employed)***			43,541	<= 44% of jobs	14	609,574
19% Residents Working Outside City**		10,213			14	142,982
					Residential Subtotal	1,773,636
					Residential Share =>	**60%**
					TOTAL	2,962,952

** Boulder Land Use Assumptions, TischlerBise 03/25/16.*
*** Percentages from 2014 Boulder Valley Employee Survey, Table 36, Question 32.*
**** Percentages from 2014 Boulder Community Household Survey, Table 112, Question*

Municipal Facilities Level of Service Standards and Costs

Municipal Facility Office Buildings Component

The incremental expansion methodology is used to calculate the Office Building component of the Municipal Facilities impact fee. The first step of the analysis determines the current Level of Service (LOS) being provided to existing development. The second step involves determining the cost per person and job to provide this LOS.

Figure 24 lists the current inventory of municipal government space in the City of Boulder. As shown, the City currently utilizes municipal facilities space totaling 108,319 square feet, including space that is owned and leased by the City of Boulder. Of that amount, 72,890 square feet is owned by the City.

Level of service (square feet per demand unit) is calculated by multiplying total square footage by proportionate share then dividing by applicable demand units. For Municipal Facilities, levels of service are:

- Residential: 108,319 sq. ft. x 60% proportionate share / 104,808 population = .62 sq. ft. per capita
- Nonresidential: 108,319 sq. ft. x 40% proportionate share / 98,510 jobs = .44 sq. ft. per job

The current value for general government buildings and contents is from the City's 2015 Property Schedule. To reflect total replacement costs for general Municipal Facilities, 30 percent is added to the construction cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). According to information provided by the City, Municipal Facility space has a replacement value of approximately $21 million, reflecting facilities owned by the City. The replacement cost per square foot is $284 resulting in a cost per person of $175 (.62 sq. ft. per person x $284 = $175) and a cost per job of $124 (.44 sq. ft. per job x $284 = $124).

Figure 24. Municipal Facilities Office Buildings Level of Service Standards and Cost Factors

Building	Location	Current Square Feet*	Current Replacement Cost (Hard Costs)*	Current Replacement Cost (Soft Costs)**	Total Cost	Cost/SF
Municipal Building	1777 Broadway	23,657	$5,701,947	$1,710,584	$7,412,531	$313
Atrium	1300 Canyon Blvd	12,392	$2,446,604	$733,981	$3,180,585	$257
Park Central	1739 Broadway	20,910	$4,920,672	$1,476,202	$6,396,874	$306
New Britain	1101 Arapahoe Ave	13,851	$2,438,570	$731,571	$3,170,141	$229
Center Green Lease	3065 Center Green	31,000	leased	na	na	na
Risk Management	1301 Arapahoe Ave	2,080	$393,392	$118,018	$511,410	$246
1720 Building LLC	1720 14th Street	4,429	leased	na	na	na
TOTAL		**108,319**	**$15,901,185**	**$4,770,356**	**$20,671,541**	
TOTAL City Owned* **		**72,890**	**$15,901,185**	**$4,770,356**	**$20,671,541**	**$284**

Cost per Square Foot=> $284

BASED ON TOTAL SPACE (CITY OWNED AND LEASED)

	Proportionate Share	2015 Demand Units		LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	60%	104,808	Population	0.62	$175
Nonresidential	40%	98,510	Jobs	0.44	$124

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
**** Average cost per square foot is average of City owned facilities.*
Sources: City of Boulder Property Schedule, 2015; City of Boulder Facilities and Asset Management.

Land Component

The cost recovery methodology is used to calculate the Land component of the Municipal Facilities impact fee. The first step of the analysis determines the Level of Service (LOS) to be provided to existing and future development. The second step involves determining the cost per person and job to provide this LOS.

The City of Boulder recently acquired the 8.8 acre Boulder Community Hospital site. The entire purchase was $41 million of which $15.2 million was the land value. This component is included to account for future land needs for Municipal Facilities.

A summary of the cost of the land purchase is provided below:

Figure 25. Boulder Community Hospital Land Purchase Details

Address	*Acct*	*Acres*	*Total Cost*	*Cost per Acre*
1100 Balsam	R0602588	6.76	$7,506,300	$1,110,399
1155 Alpine Ave	R0116926	0.66	$360,000	$545,455
2655 Broadway	R0000500	0.69	$2,478,200	$3,591,594
1136 Alpine Ave	R0000925	0.48	$2,506,300	$5,221,458
1135 North Street	R0008544	0.12	$1,162,000	$9,683,333
1125 North Street	R0000927	0.12	$1,165,000	$9,708,333
TOTAL		**8.83**	**$15,177,800**	**$1,718,890**

Sources: Boulder County Assessor, Online Property Search (data accessed by TischlerBise on Feb. 14, 2016).

Per City Facilities and Asset Management, the City needs less than the full 8.83 acres of the site for future facility needs and anticipates retaining 3 acres of the property for future municipal facility needs. . Therefore, the above figure is adjusted to reflect this and is shown in Figure 26. Because this is a **plan-based approach where the land purchased today has excess capacity to serve growth in the future,** the demand base used in the calculation is population and employment in the **year 2040.** This reflects the period of time for which the purchased land is anticipated to serve.

Level of service (acre per demand unit) is calculated by multiplying total acres by proportionate share then dividing by applicable demand units (population and jobs in the year 2040). For Municipal Facilities, levels of service are:

- Residential: 3 acres x 60% proportionate share / 123,000 population * 1,000 = .015 acres per 1,000 persons
- Nonresidential: 3 acres. x 40% proportionate share / 117,010 jobs * 1,000 = .010 acres per 1,000 jobs

The 3 acres to be retained has an estimated cost of $5.2 million, using the average cost per acre of $1.7 million. The cost per person is $26 (.015 acre per 1,000 persons x $1,718,890 = $26) and a cost per job of $17 (.010 acres per 1,000 jobs x $1,718,890 = $17).

Figure 26. Municipal Facilities Land Level of Service Standards and Cost Factors

Site Acquisition	Acres*	Avg. Cost per Acre	Total Cost
Boulder Community Hospital Site	3.00	$1,718,890	$5,156,670

	Proportionate Share	2040 Projected Demand Units	LOS: Acres per 1,000 Demand Units	Cost per Demand Unit
Residential	60%	123,000 Population	0.015	$26
Nonresidential	40%	117,010 Jobs	0.010	$17

** Per the City, it is assumed the City will retain 3 acres of the property for municipal facility needs.*
Sources: City of Boulder Facilities and Asset Management; Boulder County Assessor, Online Property Search (data accessed by TischlerBise on Feb. 14, 2016).

Municipal Court Component

The plan-based methodology is used to calculate the Municipal Court component of the Municipal Facilities impact fee. The first step of the analysis determines the Level of Service (LOS) to be provided to existing and future development. The second step involves determining the cost per person and job to provide this LOS.

The City of Boulder currently leases space from Boulder County for its Municipal Court space (7,587 square feet).[6] The City conducted a space needs assessment for the court that identified the need for 12,000 square feet of Municipal Court space.[7]

Figure 27 summarizes the Municipal Court component level of service. Level of service (square feet per demand unit) is calculated by multiplying total square feet by proportionate share then dividing by applicable demand units. **The Municipal Court space needs analysis considered future growth therefore, the demand base used is population and jobs in the year 2040.** For Municipal Facilities, levels of service are:

- Residential: 12,000 sq. ft. x 60% proportionate share / 123,000 population = .06 sq. ft. per person
- Nonresidential: 12,000 sq. ft. x 40% proportionate share / 117,010 jobs = .04 sq. ft. per job

[6] Per City Facilities and Asset Management, Boulder County has expressed its desire to discontinue the lease with the City of Boulder within 3 to 5 years thus requiring the City to provide space for the Municipal Court.
[7] Trestle Strategy Group, "Space Needs Assessment of City of Boulder's Municipal Court (Draft)," May 11, 2015.

The planned cost is estimated at $4.2 million, reflecting an average cost per square foot of $350. The cost per person is $21 (.06 sq. ft. x $350 = $21) and a cost per job of $14 (.04 sq. ft. x $350 = $14).

Figure 27. Municipal Court Level of Service Standards and Cost Factors

Project	Square Feet	Cost/SF	Total Cost
Municipal Court Facility (planned)	12,000	$350	$4,200,000

	Proportionate Share	2040 Projected Demand Units	LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	60%	123,000 Population	0.06	$21
Nonresidential	40%	117,010 Jobs	0.04	$14

Sources: Trestle Strategy Group, "Space Needs Assessment of City of Boulder's Municipal Court (Draft)," May 11, 2015; City of Boulder Facilities and Asset Management.

Credit Evaluation

The City does not have any outstanding property tax-backed debt for municipal facility improvements included in the incremental expansion portion of the Impact Fee calculation, therefore no credit is included.

For the purchase of the Boulder Community Hospital site, the City issued debt (Certificates of Participation) for the full amount of the property ($41 million). The City has entered into a *Lease Purchase Agreement* with the Boulder Municipal Property Authority (BMPA). BMPA will lease the Leased Property back to the City pursuant to the terms of the Lease Purchase Agreement. The City will (subject to annual appropriation) make Base Rental payments to BMPA **from any legally available revenues of the City**. The Base Rental payments will be held by the Trustee and used to pay debt service on the 2015 Certificates.[8]

The land component of the Municipal Facilities Impact Fee reflects new growth's share of the cost for the property. Therefore other City revenues will be used to cover existing development's share of the cost and no credit is necessary.[9]

[8] "City of Boulder, Boulder Municipal Property Authority Agenda Item," September 15, 2015, p. 3. Emphasis added.

[9] However, it is noted that if the City sells land on which current City offices are housed, a credit or offset will need to be included in the calculation.

Residential Impact Fees for Municipal Facilities

Figure 28 provides the schedule of residential impact fees by finished floor area for residential development. Capital cost per person, multiplied by persons per housing unit by size of housing unit, yields the residential impact fee schedule for municipal facilities.

Figure 28. Municipal Facilities Input Factors and Maximum Supportable Residential Impact Fee Schedule

		Factors
Level Of Service		***Per Person***
	Municipal Facilities Building Cost	$175
	Land Cost	$26
	Municipal Court Cost	$21
	Debt Service Cost	$0
	Net Capital Cost	**$222**

RESIDENTIAL IMPACT FEES			
Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$259
800	Dwelling Unit	1.47	$326
1,000	Dwelling Unit	1.70	$377
1,200	Dwelling Unit	1.89	$419
1,400	Dwelling Unit	2.05	$455
1,600	Dwelling Unit	2.19	$486
1,800	Dwelling Unit	2.32	$515
2,000	Dwelling Unit	2.42	$537
2,200	Dwelling Unit	2.52	$559
2,400	Dwelling Unit	2.61	$579
2,600	Dwelling Unit	2.70	$599
2,800	Dwelling Unit	2.78	$617
3,000	Dwelling Unit	2.85	$632
3,200	Dwelling Unit	2.91	$646
3,400	Dwelling Unit	2.98	$661
3600+	Dwelling Unit	3.04	$674

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the residential component of the Municipal Facilities category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[10] Figure 20 compares the draft calculated cost to the current schedule for the residential component of the Municipal Facilities category.

Figure 29. Municipal Facilities Fee Comparison (Residential): Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Municipal Facilities	$222	**$131**	**$91**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[10] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Nonresidential Impact Fees for Municipal Facilities

Figure 30 shows the schedule of maximum allowable impact fees for nonresidential development. For nonresidential land uses, such as a retail establishment, the number of employees per square feet (.00251) is multiplied by the capital cost per employee ($155), for an impact fee of $0.38 per square foot.

Figure 30. Municipal Facility Input Factors and Maximum Supportable Nonresidential Impact Fee Schedule

Level Of Service		*Factors*
		Per Employee
	Municipal Facilities Building Cost	$124
	Land Cost	$17
	Municipal Court Cost	$14
	Debt Service Cost	$0
	Net Capital Cost	**$155**

NONRESIDENTIAL IMPACT FEES			
Nonresidential Land Use	***Development Unit***	***Jobs per Development Unit***	***Impact Fee per Development Unit***
Retail / Restaurant / Service	Square Feet of Floor Area	0.00251	$0.38
Office	Square Feet of Floor Area	0.00359	$0.55
Light Industrial	Square Feet of Floor Area	0.00231	$0.35
Warehousing	Square Feet of Floor Area	0.00092	$0.14
Institutional	Square Feet of Floor Area	0.00081	$0.12
Hospital	Square Feet of Floor Area	0.00294	$0.45
Nursing Home/Assisted Living	Bed	0.84	$130.00
*Nursing Home/Assisted Living**	*Square Feet of Floor Area*	*0.0021*	*$0.32*
Lodging	Room	0.57	$88.00
*Lodging***	*Square Feet of Floor Area*	*0.00095*	*$0.14*

** For illustration and comparison with per square foot impact fees, assumes an average of 400 sq. ft. per bed*
*** For illustration and comparison with per square foot impact fees, assumes an average of 600 sq. ft. per room*

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per employee** compared to the **current cost per employee** from the current City of Boulder Impact Fee schedule for the nonresidential component of the Municipal Facilities category. It should be noted that the current cost per employee shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[11] Figure 20 compares the draft calculated cost to the current schedule for the nonresidential component of the Municipal Facilities category.

Figure 31. Municipal Facilities Fee Comparison (Nonresidential): Current Cost per Employee to Updated Cost per Employee

	Cost per Employee (2016)	Current City of Boulder Impact Fee Cost per Employee^	Increase / Decrease
Municipal Facilities	$155	**$54**	**$101**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[11] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 32 is calculated based on the preliminary calculated 2016 Municipal Facilities Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 32. Projected Municipal Facilities Impact Fee Revenue

		Residential	*Industrial*	*Retail*	*Office and Other Services*
	Fee (Wtd Avg)	$475	$0.35	$0.38	$0.55
		per housing unit	per sq. ft.	per sq. ft.	per sq. ft.
	Year	*Housing Units*	*Square Feet*	*Square Feet*	*Square Feet*
Base	2015	45,740	13,576,996	8,565,611	14,848,416
Year 1	2016	46,012	13,670,663	8,624,414	14,950,360
Year 2	2017	46,288	13,765,405	8,683,890	15,053,473
Year 3	2018	46,566	13,860,809	8,743,783	15,157,308
Year 4	2019	46,846	13,956,881	8,804,095	15,261,869
Year 5	2020	47,127	14,053,626	8,864,830	15,367,162
Year 6	2021	47,409	14,151,048	8,925,989	15,473,193
Year 7	2022	47,694	14,249,152	8,987,577	15,579,965
Year 8	2023	47,980	14,347,942	9,049,596	15,687,486
Year 9	2024	48,268	14,447,424	9,112,049	15,795,758
Year 10	2025	48,557	14,547,603	9,174,939	15,904,789
	Ten-Yr Increase	2,817	970,607	609,328	1,056,373
	Projected Revenue =>	$1,338,260	$339,712	$231,545	$581,005
				Total Projected Revenue =>	**$2,490,522**

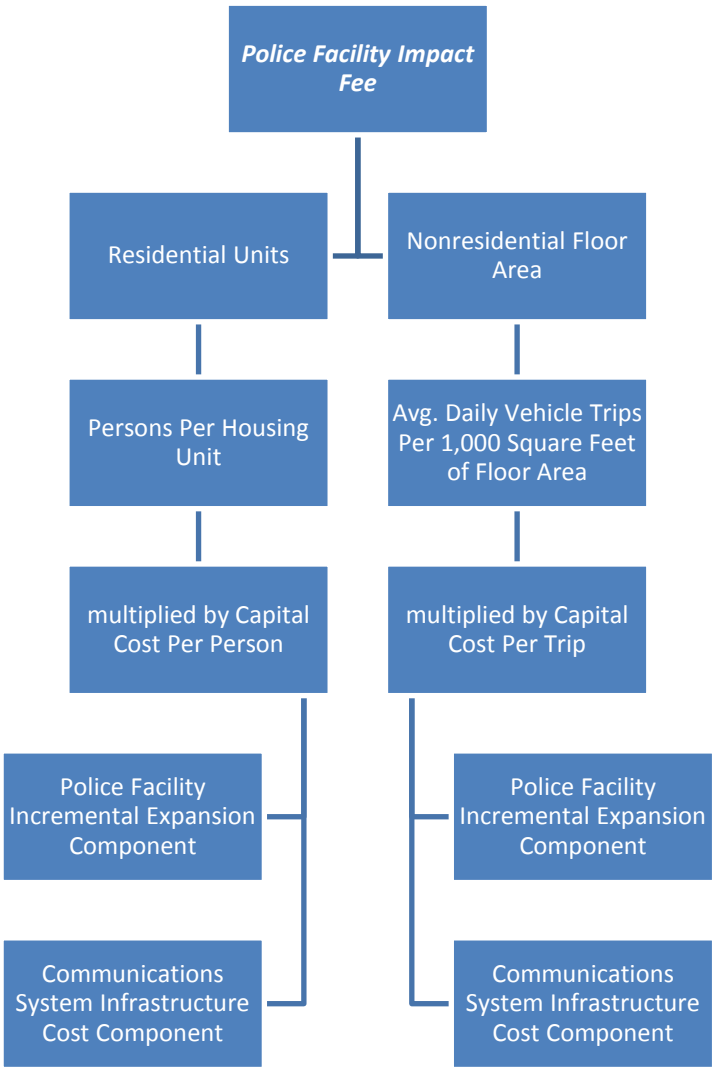
Police Impact Fees

Methodology

The Police impact fee is calculated using an incremental expansion methodology. Because the Colorado State Impact Fee Act requires that infrastructure included in the fee calculation have a useful life of over 5 years, police cars are not eligible for impact fee funding.

As shown in Figure 33, the Police impact fee uses different demand indicators for residential and nonresidential development. Residential impact fees are calculated on a per capita basis and then converted to a proportionate fee amount by type of housing, based on the number of persons by size of housing unit. For nonresidential impact fees, TischlerBise recommends using nonresidential vehicle trips as the best demand indicator for Police facilities. Trip generation rates are used for nonresidential development because vehicle trips are highest for commercial developments, such as shopping centers, and lowest for industrial/warehouse development. Office and institutional trip rates fall between the other two categories. This ranking of trip rates is consistent with the relative demand for Police services from nonresidential development. Other possible nonresidential demand indicators, such as employment or floor area, will not accurately reflect the demand for service. For example, if employees per thousand square feet were used as the demand indicator, Police impact fees would be too high for office and institutional development because offices typically have more employees per 1,000 square feet than retail uses. If floor area were used as the demand indicator, Police impact fees would be too high for industrial development.

Figure 33. Police Facilities Impact Fee Methodology Chart



Proportionate Share Factors

The proportionate share factors shown in Figure 34 are used to allocate capital costs to residential and nonresidential development.

Functional population is similar to what the U.S. Census Bureau calls "daytime population" by accounting for people living and working in a jurisdiction. In addition to the Boulder-specific data, TischlerBise has relied on extensive public and private sector input to establish reasonable "weighting factors" to account for time spent at either residential or nonresidential development. These weighting factors are shown below with grey shading.

The functional population analysis starts with 2015 estimates of jobs and population in Boulder (see yellow highlighting), as documented in the draft Land Use Assumptions (see Appendix A). According to the *2013 Transportation Master Plan (TMP) State of the System* report (see page 3-13), approximately 10 percent of Boulder jobs are self-employed persons. The remaining 90 percent of jobs require "journey-to-work" travel. The 2014 Boulder Valley Employee Survey indicates Boulder residents held 38 percent of these jobs, with persons living outside of Boulder holding the remaining 62 percent of journey-to-work jobs. The functional population analysis assumes all workers spend ten hours per weekday (annualized average) at nonresidential locations.

Residents who work in Boulder are assigned 10 hours to nonresidential development (discussed above) and 14 hours to residential development. Residents who work outside Boulder are assigned 14 hours to residential development. Jobs held by non-residents are assigned 10 hours to nonresidential development. Residents who do not work are assigned 20 hours per day to residential development and four hours per day to nonresidential development (annualized averages) to account for time spent shopping, eating out, and other social/recreational activities.

Based on Boulder's 2015 functional population analysis, the cost allocation for residential development is 60 percent, while nonresidential development accounts for 40 percent of the demand for municipal facility infrastructure.

Figure 34. Proportionate Share Factors for Police Impact Fees

Boulder Functional Population Analysis

		Service Units in 2015			Demand Hours/Day	Person Hours
Nonresidential						
Jobs Located in City*			98,510			
10% Self-employed		9,851			10	98,510
Jobs Requiring Journey-To-Work		88,659				
Jobs Held By Residents**	38%	33,690			10	336,900
Jobs Held By Non-residents**	62%		54,969	<= 56% of jobs	10	549,690
Non-working Residents		51,054			4	204,216
					Nonresidential Subtotal	1,189,316
					Nonresidential Share =>	**40%**
Residential						
Population*	104,808					
Non-working Residents		51,054			20	1,021,080
Resident Workers		53,754				
81% Residents Working in City (includes self-employed)***			43,541	<= 44% of jobs	14	609,574
19% Residents Working Outside City**		10,213			14	142,982
					Residential Subtotal	1,773,636
					Residential Share =>	**60%**
					TOTAL	2,962,952

** Boulder Land Use Assumptions, TischlerBise 03/25/16.*
*** Percentages from 2014 Boulder Valley Employee Survey, Table 36, Question 32.*
**** Percentages from 2014 Boulder Community Household Survey, Table 112, Question*

Police Facilities Level of Service Standards and Costs

Police Buildings

The Police impact fee is calculated using the incremental expansion methodology for both Police station space and Communications System Infrastructure. The first step of the analysis determines the current LOS being provided to existing development. The second step involves determining the cost per person and per nonresidential vehicle trip to provide this LOS.

The top portion of Figure 35 lists the current inventory of Police space in the City of Boulder.

As shown, the City currently utilizes Police facility space totaling 95,749 square feet, including space that is owned and leased by the City of Boulder. Of that amount, 93,849 square feet is owned by the City.

Level of service (square feet per demand unit) is calculated by multiplying total square footage by proportionate share then dividing by applicable demand units. For Police Facilities, levels of service are:

- Residential: 95,749 sq. ft. x 60% proportionate share / 104,808 population = .55 sq. ft. per capita
- Nonresidential: 95,749 sq. ft. x 40% proportionate share / 249,903 vehicle trips = .15 sq. ft. per trip

The current value for Police buildings and contents are from the City's 2015 Property Schedule and the Trestle *Public Safety Space Needs Assessment*. To reflect total replacement costs for general Police space, 30 percent is added to the construction cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). According to information provided by the City, current Police facility space has a replacement value of approximately $30 million, reflecting facilities owned by the City. The average replacement cost per square foot is $317 resulting in a cost per person of $184 (.55 sq. ft. per person x $317 = $174) and a cost per nonresidential trip of $48 (.15 sq. ft. per trip x $317 = $48).

Figure 35. Police Facilities Level of Service Standards and Cost Factors

Facility	Location	Current Square Feet	Current Replacement Cost (Hard Costs)*	Current Replacement Cost (Soft Costs)**	Total Costs	Cost/SF
Headquarters	Public Safety Building/1805 E. 33rd	72,986	$17,881,570	$7,663,530	$25,545,100	$350
Training Ctr / Firing Range Addition	Public Safety Building/1805 E. 33rd	16,000	$2,714,216	$814,265	$3,528,481	$221
Police Storage (only building cost)	Storage/1805 E. 33rd St	4,763	$461,693	$138,508	$600,201	$126
Downtown Mall Annex	Downtown	850	leased	na	na	na
University Hill Annex	13th Street	450	leased	na	na	na
Bomb Disposal and Storage	N. 26th Street	100	$41,174	$12,352	$53,526	$535
San Juan del Centro Annex	Valmont Rd	600	leased	na	na	na
TOTAL		**95,749**	**$21,098,653**	**$8,628,655**	**$29,727,308**	
TOTAL City Owned* **		**93,849**	**$21,098,653**	**$8,628,655**	**$29,727,308**	**$317**

Cost per Square Foot=> $317

BASED ON TOTAL SPACE (CITY OWNED AND LEASED)

	Proportionate Share	2015 Demand Units	LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	60%	104,808 persons	0.55	$174
Nonresidential	40%	249,903 nonres trips	0.15	$48

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015) except for Headquarters with replacement cost from City of Boulder Public Safety Building Preliminary Space Needs Assessment, 9/11/14," Trestle Strategy Group.*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
**** Average cost per square foot is average of City owned facilities.*
Sources: City of Boulder Property Schedule, 2015; City of Boulder Facilities and Asset Management; Trestle Strategy Group.

Communications System Infrastructure

For Communications System Infrastructure, an incremental based methodology is used and is based on current levels of service for current towers and equipment with useful life longer than 5 years. It should be noted that the City is embarking on a comprehensive radio infrastructure study. **Once that is complete, a plan-based methodology could be employed to reflect the needs for current and future growth.**

Based on the current value of $1.9 million and proportionate share factors from above, the per capita cost is $11 and the cost per trip is $3.

Figure 36. Police Communications Infrastructure Level of Service Standards and Cost Factors

Facility	Location	Current Value
GUNBARREL Radio Shack Twr/Ant	Gunbarrel Hill	$127,192
Chautauqua Radio Shack Twr/Ant	Chautauqua	$149,525
Radio/Communications Equipment	Citywide	$1,610,475
	TOTAL	**$1,887,192**

	Proportionate Share	2015 Demand Units	Cost per Demand Unit
Residential	60%	104,808 persons	$11
Nonresidential	40%	249,903 nonres trips	$3

Sources: City Property Schedule (2015); City of Boulder Police Department

Credit Evaluation

At present, the City of Boulder does not have any outstanding property-tax backed bonded debt related to the construction of Police facilities. Therefore, a credit for existing bond financing is not applicable to this impact fee.

Residential Impact Fees for Police Facilities

Figure 37 provides the schedule of Police residential impact fees by finished floor area for residential development. Capital cost per person, multiplied by persons per housing unit by size of housing unit, yields the residential impact fee schedule for Police facilities.

Figure 37. Police Input Factors and Maximum Supportable Residential Impact Fee Schedule

		Factors
Level Of Service		***Per Person***
	Police Buildings Cost	$174
	Communications Infrastructure Cost	$11
	Debt Service Cost	$0
	Net Capital Cost	**$185**

RESIDENTIAL IMPACT FEES			
Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$216
800	Dwelling Unit	1.47	$271
1,000	Dwelling Unit	1.70	$314
1,200	Dwelling Unit	1.89	$349
1,400	Dwelling Unit	2.05	$379
1,600	Dwelling Unit	2.19	$405
1,800	Dwelling Unit	2.32	$429
2,000	Dwelling Unit	2.42	$447
2,200	Dwelling Unit	2.52	$466
2,400	Dwelling Unit	2.61	$482
2,600	Dwelling Unit	2.70	$499
2,800	Dwelling Unit	2.78	$514
3,000	Dwelling Unit	2.85	$527
3,200	Dwelling Unit	2.91	$538
3,400	Dwelling Unit	2.98	$551
3600+	Dwelling Unit	3.04	$562

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the residential component of the Police category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[12] Figure 38 compares the draft calculated cost to the current schedule for the residential component of the Police category.

Figure 38. Police Fee Comparison (Residential): Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Police	$185	**$138**	**$47**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[12] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Nonresidential Impact Fees for Police Facilities

Figure 39 shows the schedule of maximum allowable impact fees for nonresidential development. For nonresidential land uses, such as a retail establishment, the number of trips per square feet (.04270 x 33%) is multiplied by the capital cost per trip ($51), for an impact fee of $0.71 per square foot.

Figure 39. Police Input Factors and Maximum Supportable Nonresidential Impact Fee Schedule

Level Of Service

	Factors
	Per Trip
Police Buildings Cost	$48
Communications Infrastructure Cost	$3
Debt Service Cost	$0
Net Capital Cost	**$51**

NONRESIDENTIAL IMPACT FEES				
Nonresidential Land Use	***Development Unit***	***Vehicle Trip Rate per Demand Unit***	***Trip Adjustment Factors***	***Impact Fee per Development Unit***
Retail / Restaurant / Service	Square Feet of Floor Area	0.04270	33%	$0.71
Office	Square Feet of Floor Area	0.01103	50%	$0.28
Light Industrial	Square Feet of Floor Area	0.00697	50%	$0.17
Warehousing	Square Feet of Floor Area	0.00356	50%	$0.09
Institutional	Square Feet of Floor Area	0.01403	33%	$0.23
Hospital	Square Feet of Floor Area	0.01322	50%	$0.33
Nursing Home/Assisted Living	Bed	2.74	50%	$69
*Nursing Home/Assisted Living**	*Square Feet of Floor Area*	*0.00685*	*50%*	*$0.17*
Lodging	Room	8.17	50%	$208
*Lodging***	*Square Feet of Floor Area*	*0.013616667*	*50%*	*$0.34*

** For illustration and comparison with per square foot impact fees, assumes an average of 400 sq. ft. per bed*
*** For illustration and comparison with per square foot impact fees, assumes an average of 600 sq. ft. per room*

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per trip** compared to the **current cost per trip** from the current City of Boulder Impact Fee schedule for the nonresidential component of the Police category. It should be noted that the current cost per trip shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[13] Figure 40 compares the draft calculated cost to the current schedule for the nonresidential component of the Police category.

Figure 40. Police Facilities Fee Comparison (Nonresidential): Current Cost per Trip to Updated Cost per Trip

	Cost per Trip (2016)	Current City of Boulder Impact Fee Cost per Trip^	Increase / Decrease
Police	$51	**$19**	**$32**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[13] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 41 is calculated based on the preliminary calculated 2016 Police Facilities Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 41. Projected Police Facilities Impact Fee Revenue

		Residential	*Industrial*	*Retail*	*Office and Other Services*
	Fee (Wtd Avg)	$395	$0.17	$0.71	$0.28
		per housing unit	per sq. ft.	per sq. ft.	per sq. ft.
	Year	*Housing Units*	*Square Feet*	*Square Feet*	*Square Feet*
Base	2015	45,740	13,576,996	8,565,611	14,848,416
Year 1	2016	46,012	13,670,663	8,624,414	14,950,360
Year 2	2017	46,288	13,765,405	8,683,890	15,053,473
Year 3	2018	46,566	13,860,809	8,743,783	15,157,308
Year 4	2019	46,846	13,956,881	8,804,095	15,261,869
Year 5	2020	47,127	14,053,626	8,864,830	15,367,162
Year 6	2021	47,409	14,151,048	8,925,989	15,473,193
Year 7	2022	47,694	14,249,152	8,987,577	15,579,965
Year 8	2023	47,980	14,347,942	9,049,596	15,687,486
Year 9	2024	48,268	14,447,424	9,112,049	15,795,758
Year 10	2025	48,557	14,547,603	9,174,939	15,904,789
	Ten-Yr Increase	2,817	970,607	609,328	1,056,373
	Projected Revenue =>	$1,112,869	$165,003	$432,623	$295,784
				Total Projected Revenue =>	**$2,006,279**

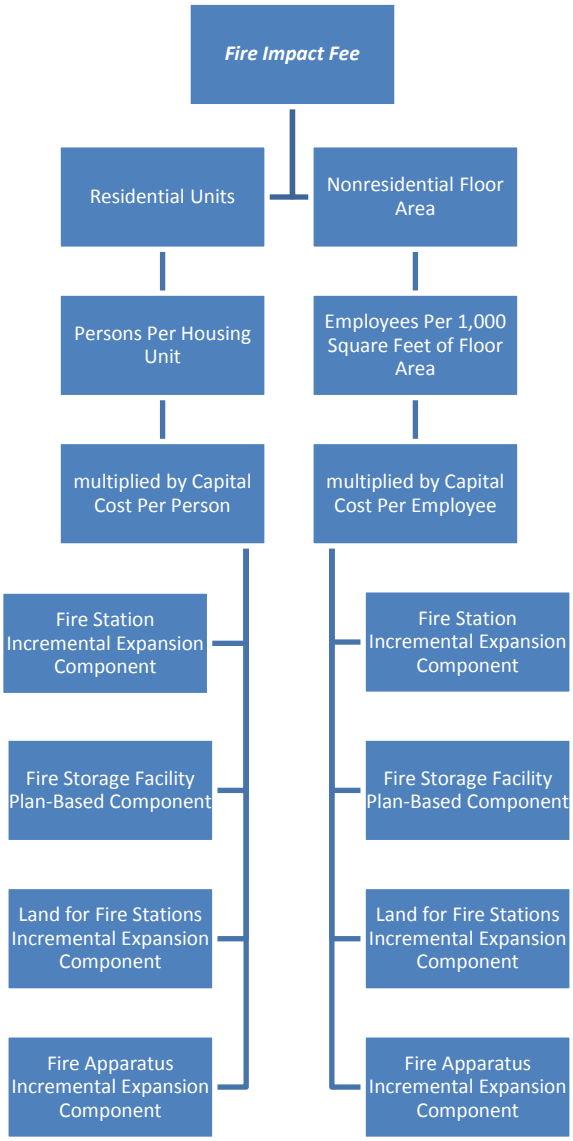
Fire Impact Fees

The City of Boulder Fire impact fee is based on the incremental expansion cost of Fire Services facilities, Fire apparatus, and land for future Fire stations. The City has identified future needs for new Fire Stations and expansion and relocations of existing Fire Stations in the following recently completed studies: *Space Needs Assessment for Fire Station 3 and Administration Building*[14] and *Boulder Fire Rescue Station Location Report.*[15] While the *FY2016-2021 City Capital Improvement Plan* identifies future Fire-Rescue projects, specific projects are not yet programmed in the CIP. Therefore, an incremental approach is recommended as this methodology will allow for the greatest flexibility for the City to expand and/or build new Fire facilities in the next few years. Due to requirement of the Colorado Impact Fee Act that capital facilities have useful lives of over five years, only heavy apparatus (e.g., engines, rescue trucks) is included. Also included is a separate land component, which is delineated from Station levels of service and costs and reflects a change from the previous Impact Fee Study.

The demand for Fire infrastructure is a function of both residential and nonresidential growth. To allocate demand for infrastructure, two main approaches can be used: The calls for service approach and the functional population approach. The calls for service approach uses local data on Fire/EMS calls for service to different land use types to establish the relationship between the demand for facilities and the type of development. Calls for service data is available from the City of Boulder Fire Department and is used to allocate costs to residential and nonresidential development.

[14] Trestle Strategy Group, "Space Needs Assessment of Boulder Fire-Rescue Department's Fire Station 3 and Administration Building (Draft)," March 17, 2015.
[15] City of Boulder, "Boulder Fire Rescue Station Location Report," March 2015.

Figure 42. Fire Impact Fee Methodology Chart



Proportionate Share Factors

To determine demand for Fire services and facilities, calls for service to residential and nonresidential land uses are used. Boulder Fire Department provided data on Fire call incidents by land use for calendar year 2014. TischlerBise used this call data to determine the proportionate share factors shown in Figure 43. This data indicated that the City responded to 9,753 calls to known land uses (see bottom of figure). Of those known uses, 42 percent were to residential land uses and 58 percent to nonresidential land uses.

Figure 43. Fire Proportionate Share Factors

		TOTAL	Nonresidential	Residential	Unknown
	No Property Use Reported	30			30
000	Property Use, Other	33			33
100	Assembly	906	906		
200	Educational	322	322		
300	Health Care, Detention & Correction	985	985		
400	Residential	3,896		3,896	
449	*Hotel/Motel, Commercial*	*126*	*126*		
500	Mercantile, Business	1,171	1,171		
600	Industrial, Utility, Defense, Agriculture, Mining	58	58		
700	Manufacturing , Processing	41	41		
800	Storage	72	72		
881	*Parking Garage (detached residential)*	1		1	
899	*residential or self-storage*	1		1	
900	Outside or Special Property Nonres	1,941	1,941		
962	*Residential street, road or residential driveway*	*233*		*233*	
	None	41			41
	Undetermined	53			53
	TOTALS	9,910	5,622	4,131	157

		% by Land Use
Residential	4,131	**42%**
Nonresidential	5,622	**58%**
Total to Known Land Uses	9,753	**100%**
Unknown	157	
Grand Total	9,910	

Source: City of Boulder Fire Department, Property Use Report (01/01/2014 - 12/31/2014); TischlerBise analysis.

Fire Level of Service Standards and Costs

Fire Service Facilities Incremental Expansion Cost Component

As discussed above, the Fire impact fees are derived using the incremental expansion approach for buildings and land, based on the current 2015 level of service. As shown in Figure 44, the City of Boulder has eight fire stations, headquarters, and a training center.

As shown, the City currently utilizes Fire Station and Office space totaling 79,318 square feet, including space that is owned and leased by the City of Boulder. Of that amount, 73,318 square feet is owned by the City.

Level of service (square feet per demand unit) is calculated by multiplying total square footage by proportionate share then dividing by applicable demand units. For Fire Facilities, levels of service are:

- Residential: 79,318 sq. ft. x 42% proportionate share / 104,808 population = .32 sq. ft. per capita
- Nonresidential: 79,318 sq. ft. x 58% proportionate share / 98,510 jobs = .47 sq. ft. per job

The current value for Fire buildings and contents (not apparatus) is from the City's 2015 Property Schedule. To reflect total replacement costs for Fire Facilities, 30 percent is added to the construction cost to reflect "soft" costs for predevelopment, site improvements, and other non-construction costs (per City of Boulder Facilities and Asset Management (FAM)). According to information provided by the City, Fire Facility space has a replacement value of approximately $17.5 million, reflecting facilities owned by the City. The replacement cost per square foot is $238 resulting in a cost per person of $76 (.32 sq. ft. per person x $238 = $76) and a cost per job of $112 (.47 sq. ft. per job x $238 = $112).

Figure 44. Fire Station Inventory and Costs

Facility	Location	Current Square Feet	Current Replacement Cost (Hard Costs)*	Current Replacement Cost (Soft Costs)**	Total Costs	Cost/SF
Station 1	2441 13th Street	7,941	$1,439,036	$431,711	$1,870,747	$236
Station 2	2225 Baseline	4,752	$708,697	$212,609	$921,306	$194
Station 3	1585 30th Street	6,160	$802,289	$240,687	$1,042,976	$169
Station 4	4100 Darley	3,498	$521,797	$156,539	$678,336	$194
Station 5	4365 19th Street	3,716	$690,071	$207,021	$897,092	$241
Station 6	5145 N 63rd Street	3,435	$616,464	$184,939	$801,403	$233
Station 7	1380 55th Street	5,081	$979,907	$293,972	$1,273,879	$251
Station 8	6055 Reservoir Road	11,268	$3,425,000	$1,027,500	$4,452,500	$395
Fire Headquarters	Center Green Offices	6,000	leased	na	na	na
Training Center	6055 Reservoir Road	27,467	$4,254,538	$1,276,361	$5,530,899	$201
TOTAL		**79,318**	**$13,437,799**	**$4,031,340**	**$17,469,139**	**$220**
TOTAL City Owned* **		**73,318**	**$13,437,799**	**$4,031,340**	**$17,469,139**	**$238**

Cost per Square Foot=> $238

	Proportionate Share	2015 Demand Units	LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	42%	104,808 persons	0.32	$76
Nonresidential	58%	98,510 jobs	0.47	$112

** Building, contents, equipment, miscellaneous improvements (City of Boulder Property Schedule, 2015).*
*** Soft costs estimated at 30 percent of construction costs per City of Boulder Facilities and Asset Management.*
**** Average cost per square foot is average of City owned facilities.*
Sources: City of Boulder Property Schedule, 2015; City of Boulder Facilities and Asset Management.

Fire Storage Facility Plan-Based Component

The Fire Department has indicated a current and future need for vehicle/apparatus storage, which is separate from the level of service provided in current Fire Station inventory. This facility is identified as a priority in the *2012 Fire-Rescue Master Plan Update* and the *Space Needs Assessment of Fire Station 3 and Administration Building*.[16] The storage facility is currently identified in the CIP as an unfunded project as part of Fire Station 3/Administration.

The current assumption is that the storage facility will be separate from a new and/or relocated Fire Station 3 to allow for cost effective space utilization. Current planning estimates for facility specifications and costs are shown below in Figure 45. It should be noted that land costs are included in the estimate below however it is not known at this time whether a land purchase will be necessary for this facility.

Figure 45. Fire Storage Facility Level of Service Standards and Cost Factors

Project	Square Feet	Building Cost*	Land Cost*	Total Cost*
Fire Apparatus and Equipment Storage Facility (planned)	10,000	$900,000	$1,000,000	$1,900,000

Cost per Square Foot=>	$190

	Proportionate Share	2040 Demand Units	LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	42%	123,000 persons	0.03	$6
Nonresidential	58%	117,010 jobs	0.05	$10

** Planning estimates only. Construction costs estimated at $850,000-$1 million; 1 acre of land at $1 million per acre.*
Sources: City of Boulder Fire Rescue.

[16] Trestle Strategy Group, "Space Needs Assessment of Boulder Fire-Rescue Department's Fire Station 3 and Administration Building (Draft)," March 17, 2015.

Fire Apparatus Incremental Expansion Component

The Fire impact fees also use an incremental expansion approach for Fire apparatus, based on the current 2015 level of service. Current replacement costs for the City's inventory of Fire apparatus (with a minimum 5-year useful life) are shown in Figure 46 and were provided by the City. As shown in Figure 46, the estimated current value totals approximately $9.8 million.

Figure 46. Fire Apparatus Inventory and Costs

Item	Units	$/Unit	Current Value
Fire Engines (Pumpers)	7	$600,000	$4,200,000
Fire Engines (Telesquirts)	3	$850,000	$2,550,000
Ladder Truck	1	$1,200,000	$1,200,000
Rescue Truck	2	$250,000	$500,000
Wild-Land Truck (Type 6)	3	$200,000	$600,000
Wild-Land Truck (Type 3)	2	$350,000	$700,000
TOTAL	**18**	**$541,667**	**$9,750,000**

	Proportionate Share	2015 Demand Units	LOS: Sq. Ft. per 1,000 Demand Units	Cost per Demand Unit
Residential	42%	104,808 persons	0.07	$39
Nonresidential	58%	98,510 jobs	0.11	$57

Source: City of Boulder Fire Department

Fire Station Land Incremental Expansion Component

The Fire impact fees also use an incremental expansion approach for Fire Station land, based on the current 2015 level of service. It is anticipated the City will need to purchase land for future Fire Station needs. Current levels of service and costs for the City's inventory of Fire Station land are shown in Figure 47. Land values reflect current appraised values for each property. For Fire Station 8 and the Training Center, the City owns substantially more land than is needed for the Fire facilities on the site. Therefore, the amount shown is pro-rated to reflect an average site size based on the building square footage. As shown in Figure 47, the estimated current value of the land inventory is $10.3 million, which reflects an average cost per acre of $1.09 million.

Figure 47. Fire Station Land Inventory and Costs

Facility	Location	Current Acres	Current Value*	Value/Acre
Station 1	2441 13th Street	0.47	$800,000	$1,702,128
Station 2	2225 Baseline	0.29	$871,200	$3,004,138
Station 3	1585 30th	0.97	$1,045,400	$1,077,732
Station 4	4100 Darley	0.17	$370,300	$2,178,235
Station 5	4365 19th Street	0.54	$457,400	$847,037
Station 6	5145 N 63rd Street	0.99	$638,300	$644,747
Station 7	1380 55th Street	1.01	$659,100	$652,574
Station 8**	6055 Reservoir Road	1.45	$1,577,546	$1,090,473
Fire Headquarters	Center Green Offices	leased	leased	na
Training Center**	6055 Reservoir Road	3.53	$3,845,444	$1,090,473
TOTAL		**9.41**	**$10,264,690**	**$1,090,473**
			Cost per Acre=>	$1,090,473

	Proportionate Share	2015 Demand Units	LOS: Sq. Ft. per Demand Unit	Cost per Demand Unit
Residential	42%	104,808 persons	0.04	$44
Nonresidential	58%	98,510 jobs	0.06	$65

** Boulder County Assessor, Online Property Search (data accessed by TischlerBise on Feb. 14, 2016).*
*** Station 8 and Training Center are on a total of 114 acres of City owned land. The acres identified are pro-rated for the facility size based on average Fire Station square feet per acre (floor area ratio). Value is estimated based on the weighted average for Stations 1-7 ($1.09 million per acre).*

Credit Evaluation

At present, the City of Boulder does not have any outstanding property-tax backed bonded debt related to the construction of Fire facilities. Therefore, a credit for existing bond financing is not applicable to this impact fee.

Residential Impact Fees for Fire Facilities and Apparatus

Figure 48 provides the schedule of Fire impact fees by finished floor area for residential development. Capital cost per person, multiplied by persons per housing unit by size of housing unit, yields the residential impact fee schedule for Fire facilities.

Figure 48. Fire Input Factors and Maximum Supportable Residential Impact Fee Schedule

		Factors
Level Of Service		***Per Person***
	Fire Station Cost	$76
	Fire Storage Facility Cost	$6
	Fire Apparatus Cost	$39
	Fire Station Land Cost	$44
	Debt Service Cost	$0
	Net Capital Cost	**$165**

RESIDENTIAL IMPACT FEES			
Square Feet	***Development Unit***	***Persons per Housing Unit***	***Impact Fee per Housing Unit***
(finished floor area)		*All Housing Unit Types*	*All Housing Unit Types*
Residential (by square feet of finished living space)			
600	Dwelling Unit	1.17	$193
800	Dwelling Unit	1.47	$242
1,000	Dwelling Unit	1.70	$280
1,200	Dwelling Unit	1.89	$311
1,400	Dwelling Unit	2.05	$338
1,600	Dwelling Unit	2.19	$361
1,800	Dwelling Unit	2.32	$382
2,000	Dwelling Unit	2.42	$399
2,200	Dwelling Unit	2.52	$415
2,400	Dwelling Unit	2.61	$430
2,600	Dwelling Unit	2.70	$445
2,800	Dwelling Unit	2.78	$458
3,000	Dwelling Unit	2.85	$470
3,200	Dwelling Unit	2.91	$480
3,400	Dwelling Unit	2.98	$491
3600+	Dwelling Unit	3.04	$501

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per person** compared to the **current cost per person** from the current City of Boulder Impact Fee schedule for the residential component of the Fire category. It should be noted that the current cost per person shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[17] Figure 49 compares the draft calculated cost to the current schedule for the residential component of the Fire category.

Figure 49. Fire Fee Comparison (Residential): Current Cost per Person to Updated Cost per Person

	Cost per Person (2016)	Current City of Boulder Impact Fee Cost per Person^	Increase / Decrease
Fire	$165	**$102**	**$63**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[17] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Nonresidential Impact Fees for Fire Facilities and Apparatus

Figure 50 shows the schedule of maximum allowable Fire impact fees for nonresidential development. For nonresidential land uses, such as a retail establishment, the number of employees per square feet (.00251) is multiplied by the capital cost per employee ($244), for an impact fee of $0.61 per square foot.

Figure 50. Fire Input Factors and Maximum Supportable Nonresidential Impact Fee Schedule

Level Of Service		*Factors*
		Per Employee
	Fire Station Cost	$112
	Fire Storage Facility Cost	$10
	Fire Apparatus Cost	$57
	Fire Station Land Cost	$65
	Debt Service Cost	$0
	Net Capital Cost	**$244**

NONRESIDENTIAL IMPACT FEES			
Nonresidential Land Use	***Development Unit***	***Jobs per Development Unit***	***Impact Fee per Development Unit***
Retail / Restaurant / Service	Square Feet of Floor Area	0.00251	$0.61
Office	Square Feet of Floor Area	0.00359	$0.87
Light Industrial	Square Feet of Floor Area	0.00231	$0.56
Warehousing	Square Feet of Floor Area	0.00092	$0.22
Institutional	Square Feet of Floor Area	0.00081	$0.19
Hospital	Square Feet of Floor Area	0.00294	$0.71
Nursing Home/Assisted Living	Bed	0.84	$204.00
*Nursing Home/Assisted Living**	*Square Feet of Floor Area*	*0.0021*	*$0.13*
Lodging	Room	0.57	$139.00
*Lodging***	*Square Feet of Floor Area*	*0.00095*	*$0.06*

** For illustration and comparison with per square foot impact fees, assumes an average of 400 sq. ft. per bed*
*** For illustration and comparison with per square foot impact fees, assumes an average of 600 sq. ft. per room*

Comparison to Current Impact Fees

Because the proposed land use categories have changed from the current City of Boulder Impact Fee schedule, the figure below provides a comparison of the **draft calculated cost per employee** compared to the **current cost per employee** from the current City of Boulder Impact Fee schedule for the nonresidential component of the Fire category. It should be noted that the current cost per employee shown below is calculated based on the adopted amount in 2010 and escalated per the annual increases the City has applied in its annual updates.[18] Figure 51 compares the draft calculated cost to the current schedule for the nonresidential component of the Fire category.

Figure 51. Fire Fee Comparison (Nonresidential): Current Cost per Employee to Updated Cost per Employee

	Cost per Employee (2016)	Current City of Boulder Impact Fee Cost per Employee^	Increase / Decrease
Fire	$244	**$143**	**$101**

^ Cost as originally adopted in 2010 and inflated to current dollars (FY2016) using annual percentage increases per City of Boulder.

[18] The annual increases are as follows:

Fiscal Year	*% Increase*
2011	0.0%
2012	0.0%
2013	4.7%
2014	1.8%
2015	3.2%
2016	2.0%

Projected Revenue

The revenue projection shown in Figure 52 is calculated based on the preliminary calculated 2016 Fire Impact Fee and the development projections described in the land use assumptions (Appendix A). To the extent the rate of development either accelerates or slows down, there will be a corresponding change in Impact Fee revenue and the timing of the need for capital improvements.

Figure 52. Projected Fire Impact Fee Revenue

		Residential	*Industrial*	*Retail*	*Office and Other Services*
	Fee (Wtd Avg)	$353	$0.56	$0.61	$0.87
		per housing unit	per sq. ft.	per sq. ft.	per sq. ft.
	Year	*Housing Units*	*Square Feet*	*Square Feet*	*Square Feet*
Base	2015	45,740	13,576,996	8,565,611	14,848,416
Year 1	2016	46,012	13,670,663	8,624,414	14,950,360
Year 2	2017	46,288	13,765,405	8,683,890	15,053,473
Year 3	2018	46,566	13,860,809	8,743,783	15,157,308
Year 4	2019	46,846	13,956,881	8,804,095	15,261,869
Year 5	2020	47,127	14,053,626	8,864,830	15,367,162
Year 6	2021	47,409	14,151,048	8,925,989	15,473,193
Year 7	2022	47,694	14,249,152	8,987,577	15,579,965
Year 8	2023	47,980	14,347,942	9,049,596	15,687,486
Year 9	2024	48,268	14,447,424	9,112,049	15,795,758
Year 10	2025	48,557	14,547,603	9,174,939	15,904,789
	Ten-Yr Increase	2,817	970,607	609,328	1,056,373
	Projected Revenue =>	$994,538	$543,540	$371,690	$919,044
				Total Projected Revenue =>	**$2,828,812**

Implementation and Administration

All costs in the impact fee calculations are given in current dollars with no assumed inflation rate over time. Necessary cost adjustments can be made as part of the recommended annual evaluation and update of impact fees. One approach is to adjust for inflation in construction costs by means of an index specific to construction as opposed to the consumer price index (CPI), which is more general in nature. TischlerBise recommends using the Marshall Swift Valuation Service or Engineering News Record (ENR), which provides comparative cost multipliers for various geographies and types of construction. The multipliers can be applied against the calculated impact fee. If cost estimates change significantly the City should redo the fee calculations.

There are certain accounting procedures that should be followed by the City. For example, monies received should be placed in a separate fund and accounted for separately and may only be used for the purposes authorized in the impact fee ordinance. Interest earned on monies in the separate fund should be credited to the fund.

Credits and Reimbursements

Future Revenue Credits

There are three basic approaches used to calculate impact fees and each is linked to different credit methodology. The first major type of impact fee method is a cost recovery approach. This method is used for facilities that have adequate capacity to accommodate new development for at least a five to six year time frame. The rationale for the cost recovery is that new development is paying for its share of the useful life or remaining capacity of the existing facility. When using a cost recovery method, it is important to determine whether new development has already contributed toward the cost of existing public facilities. This type of credit is not necessary as new growth will pay its share of debt incurred for land purchased for Municipal Facilities through the impact fees.

A second basic approach used to calculate impact fees is the incremental expansion cost method. This method documents current factors and is best suited for public facilities that will be expanded incrementally in the future. Because new development will provide front-end funding of infrastructure, there is a potential for double payment of capital costs due to future principal

payments on existing debt for public facilities. A credit is not necessary for interest payments if interest costs are not included in the impact fees. This type of credit is not necessary for any of the impact fees calculated herein as there is no outstanding debt for capacity expansions.

A third basic approach used to calculate impact fees is the plan-based method. This method is based on future capital improvements needed to accommodate new development. The plan-based method may be used for public facilities that have commonly accepted service delivery factors to determine the need for future projects or the jurisdiction plans to significantly increase the current level of service standards. If a plan-based approach is used to derive impact fees, the credit evaluations should focus on future dedicated revenues that will fund growth-related capital improvements. This type of credit is not necessary for the fees calculated herein.

Site-Specific Credits

If a developer constructs a system improvement that was included in the fee calculations, it will be necessary to either reimburse the developer or provide a credit against the fees in the area benefiting from the system improvement. Project improvements normally required as part of the development approval process are not eligible for credits or offsets against impact fees. Specific policies and procedures related to site-specific credits or developer reimbursements for system improvements should be addressed in the ordinance that establishes the City's fees.

Based on TischlerBise's experience, it is better for the City to establish a reimbursement agreement with the developer that constructs a system improvement rather than provide a credit off of the fee. The latter is often more difficult to administer because it creates unique fees for specific geographic areas. The reimbursement agreement should be limited to a payback period of no more than ten years and the City should not pay interest on the outstanding balance. The developer must provide sufficient documentation of the actual cost incurred for the system improvement. The City of Boulder should only agree to pay the lesser of the actual construction cost or the estimated cost used in the impact fee analysis. If the City pays more than the cost used in the fee analysis, there will be insufficient fee revenue. Reimbursement agreements should only obligate the City to reimburse developers annually according to actual fee collections from the benefiting area.

Collection and Expenditure Zones

The reasonableness of impact fees is determined in part by their relationship to the local government's burden to provide necessary public facilities. The need to show a benefit usually requires communities to evaluate collection and expenditure zones for public facilities that have distinct geographic service areas. Consideration of zones will enable the City to show that developments paying fees are benefiting from the provision of additional capital improvements.

TischlerBise recommends a citywide fee for all impact fee calculated herein. All improvements covered under the impact fee program are derived based on citywide demand and will have a citywide benefit.

Appendix A. Land Use Memo and Demographic Data

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To: Chris Meschuk, AICP
Senior Planner, Department of Community Planning & Sustainability
City of Boulder

From: Dwayne Guthrie, Ph.D., AICP, and Julie Herlands, AICP
TischlerBise

Date: September 20, 2016

RE: Land Use Assumptions for Impact Fee/Excise Tax Studies

Attached please find Draft Land Use Assumptions for the Impact Fee/Excise Tax Studies. This document will become an Appendix to the final report(s) developed for this assignment.

Please let us know if there are any comments or questions. Thank you.

Appendix A: Demographic Data

The population, housing unit, and job projections contained in this document provide the foundation for the Impact Fee/Excise Tax update for the City of Boulder. To evaluate the demand for growth-related infrastructure from various types of development, TischlerBise prepared documentation on population, housing units, jobs, nonresidential floor area, Average Weekday Vehicle Trip Ends (AWVTE), and demand indicators by type and size of dwelling. These metrics (explained further below) are the service units and demand indicators that will be used in the impact fee update.

Impact fees are based on the need for growth-related improvements and they must be proportionate by type of land use. Demographic data and development projections will be used to demonstrate proportionality and anticipate the need for future infrastructure. All land use assumptions and projected growth rates are consistent with socioeconomic data from the 2015 Boulder Valley Comprehensive Plan Trends Report. In contrast to the Comprehensive Plan, that has a long-range horizon, impact fees/excise taxes require a quantitative analysis with a shorter focus. Typically, impact fee studies look out five to ten years, with the expectation that fees will be periodically updated (e.g., every 5 years). Infrastructure standards are calibrated using Fiscal Year 2015 data, with FY16 being the first projection year. In the City of Boulder, the fiscal year begins on January 1st.

Impact Fee/Excise Tax Service Area

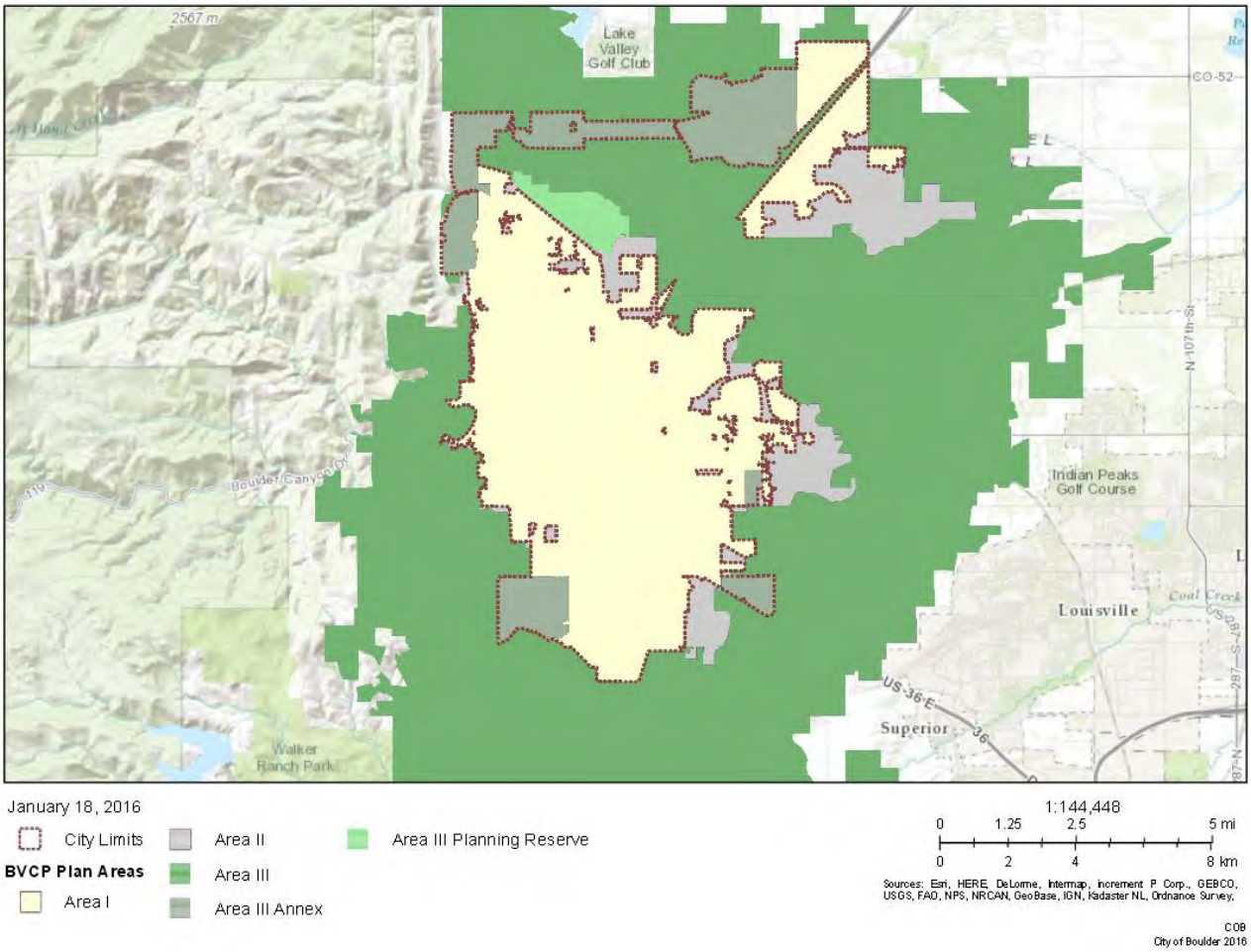
The City of Boulder is part of the Boulder Valley planning area, which is comprised of three areas:

- Area I is the urbanized area of the city.
- Area II is under county jurisdiction but where annexation to the city can be considered and where new urban development may occur coincident with adequate facilities and services.
- Area III is the remaining area in the Boulder Valley, generally under county jurisdiction and where the city and county intend to preserve existing rural land uses and character.[1]

The service area for the Impact Fee/Excise Tax study is the city limits. City estimates for 2015 and projections for 2015 to 2040 from the *2015 Boulder Valley Comprehensive Plan (BVCP) Trends Report* are used in this analysis and reflect development within Boulder City limits as defined in the BVCP. **For growth projections, city limits includes future development in both Area I and annexed portions of Area III.**

[1] *2015 BVCP Trends Report.*

Figure A1: City of Boulder Planning Areas



Summary of Growth Indicators

Key development projections for the City of Boulder Impact Fee/Excise Tax study are housing units and nonresidential floor area, as shown in Figure A2. These projections will be used to estimate impact fee/excise tax revenue and to indicate the anticipated need for growth-related infrastructure. The goal is to have reasonable projections without being overly concerned with precision. Because impact fee methods are designed to reduce sensitivity to development projections in the determination of the proportionate-share fee amounts, if actual development is slower than projected, fee revenue will decline, but so will the need for growth-related infrastructure. In contrast, if development is faster than anticipated, the City will receive an increase in fee revenue, but will also need to accelerate infrastructure improvements to keep pace with the actual rate of development.

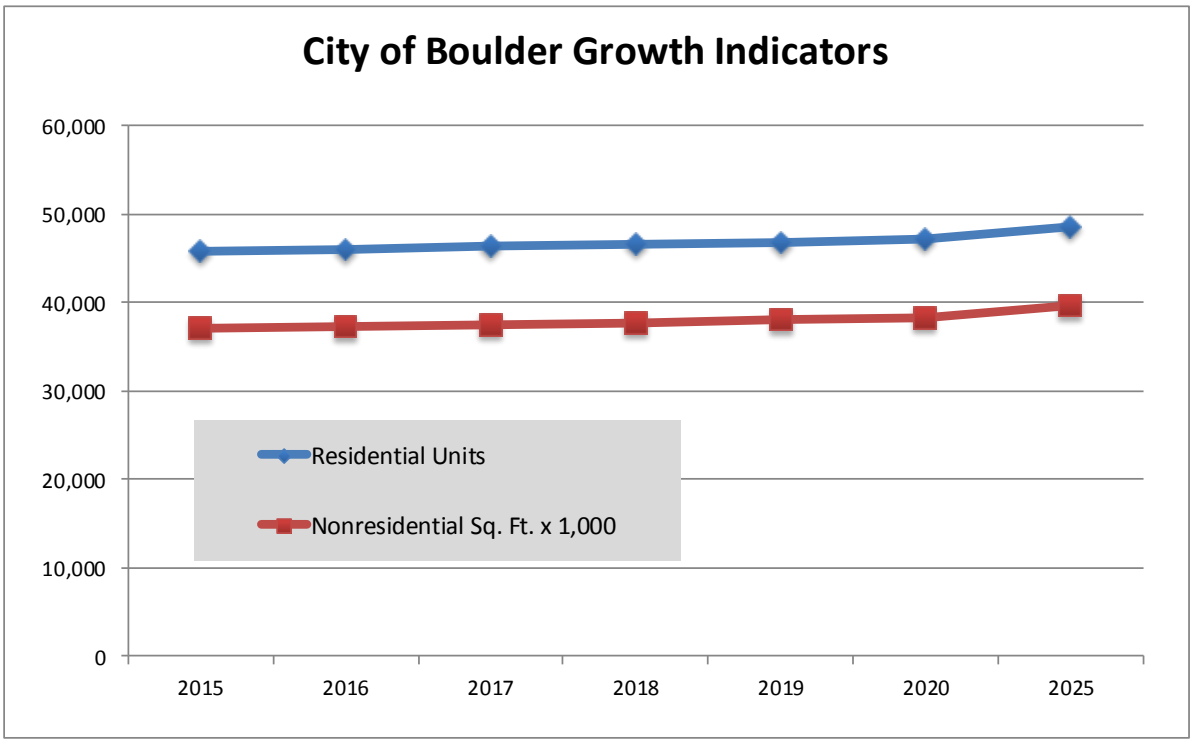
During the next five years, the 2015-2016 impact fee update expects an average increase of 282 housing units per year in the City. In comparison, 365 housing units on average were added per year from 2010 to 2014 and 387 units per year on average from 2004 to 2014.[2]

For nonresidential development, over the next five years, the City of Boulder expects an average increase of 264,000 square feet of nonresidential floor area per year. Current estimates of floor area by type of nonresidential development are discussed below (see Figure A10 and related text).

[2] Because approximately 80 percent of recent housing development in the City is multifamily units, development activity is relatively "lumpy," with yearly increases and decreases reflecting completion of multifamily buildings with multiple buildings coming online as opposed to single units.

Figure A2: Summary of Development Projections and Growth Rates

	10-Year Projection Period								
	One-Year Intervals					5-Year Interval		2015 to 2025 Average Annual	
City of Boulder	2015	2016	2017	2018	2019	2020	2025	Increase	Compound Growth Rate
Residential Units	45,740	46,012	46,288	46,566	46,846	47,127	48,557	282	0.62%
Nonresidential Sq. Ft. x 1,000	36,991	37,245	37,503	37,762	38,023	38,286	39,627	264	0.71%



Sources: Figure A12: Population and Housing Unit Projections; Figure A13: Projected Jobs and Nonresidential Floor Area

Residential Construction

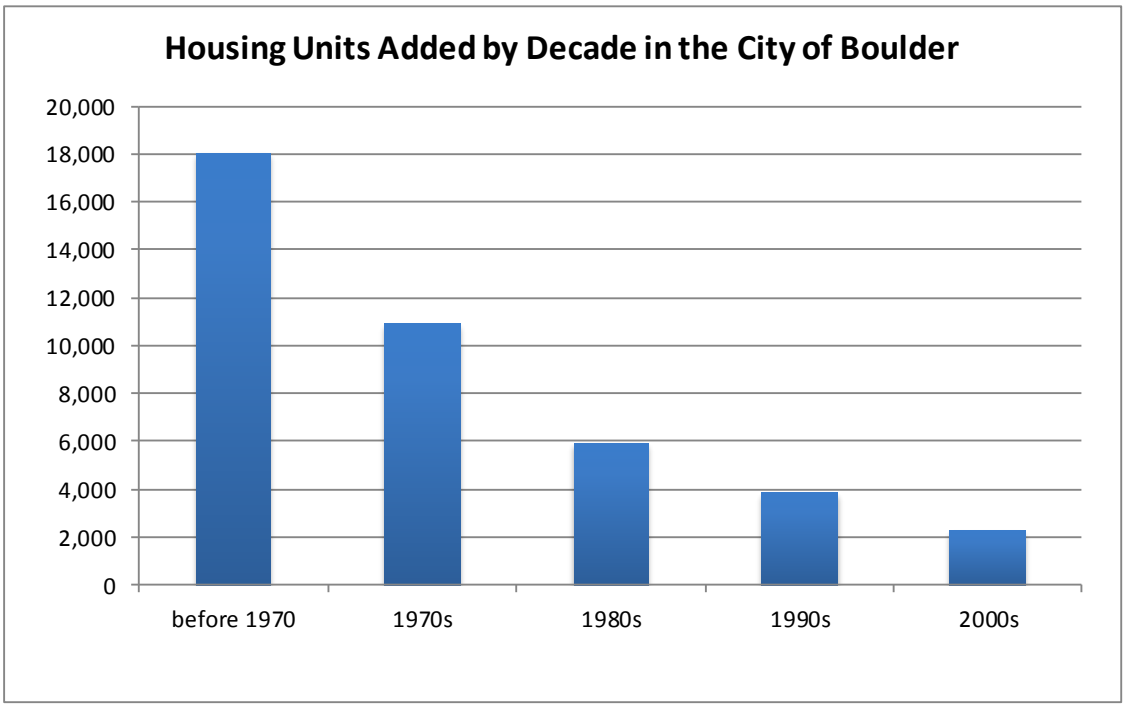
From 2000 to 2010, the City of Boulder increased by an average of 261 housing units per year. Figure A3 indicates citywide housing units added by decade in the city, according to data obtained from the U.S. Census Bureau and the *2015 BVCP Trends Report*. Consistent with the nationwide decline in development activity during the Great Recession, residential construction slowed significantly from 2008 to 2010, thus decreasing the number of units added during the past decade. However, development activity has increased in recent years, and the City of Boulder estimates that over the last five years (2010 through 2014), approximately 365 units have been built per year.

Figure A3: Housing Units by Decade

	Boulder, Colorado
Census 2010 Population*	97,891
Census 2010 Housing Units*	42,962
Total Housing Units in 2000	40,348
New Housing Units	2,614

From 2000 to 2010, Boulder added approximately 261 housing units per year.

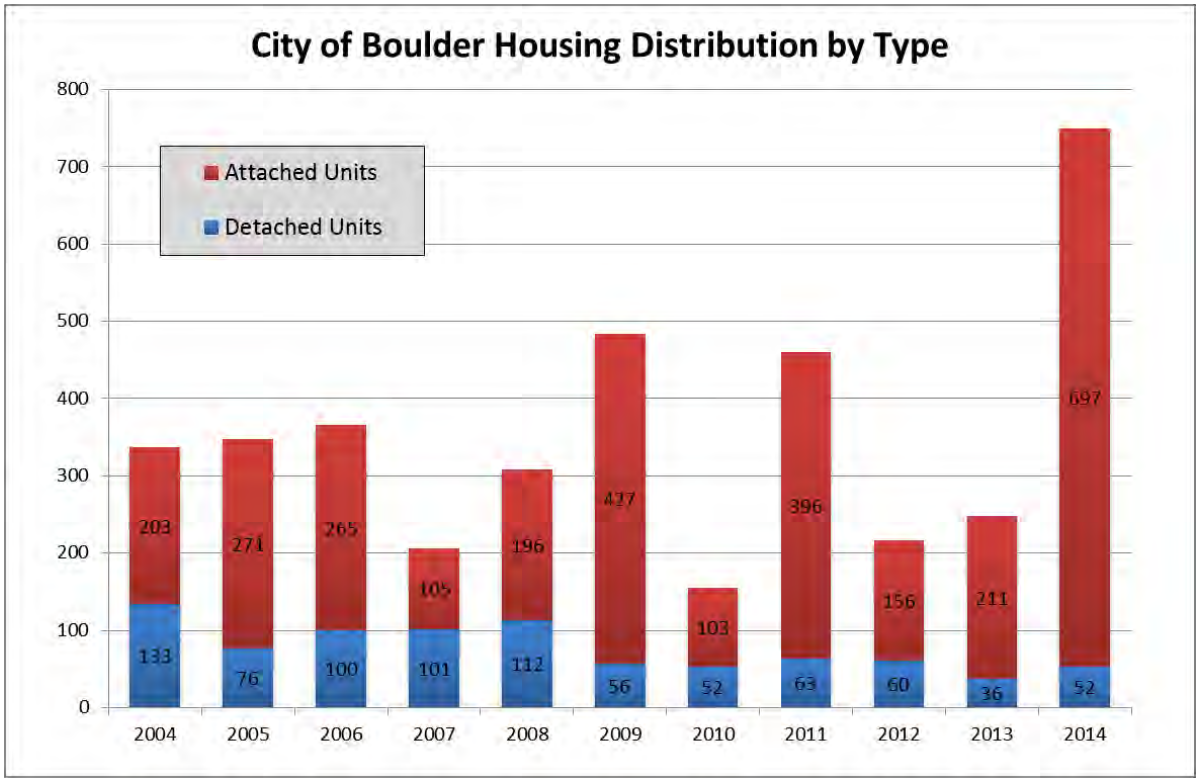
** From City of Boulder, 2015 BVCP Trends Report.*



Sources: City of Boulder, 2015 BVCP Trends Report; US Census American Community Survey

Furthermore, recent residential development in the City has been in multifamily structures rather than detached, single family homes. Figure A4 provides detail on residential construction over the last ten years illustrating the recent demand and absorption of multifamily units at a recent trend of approximately 80 percent multifamily attached and 20 percent single family detached, which is consistent with the distribution assumed in the BVCP projections

Figure A4: City of Boulder Housing Unit Distribution Trends by Type



Source: 2015 BVCP Trends Report

Figure A5: City of Boulder Housing Unit 10-Year and 5-Year Trends by Type

	10-Yr Trend	*5-Yr Trend*
Detached Units	*708*	263
Attached Units	*2,827*	1,563
Total Net Increase	***3,535***	***1,826***
Average Annual	*354*	*365*
Detached %	20%	14%
Attached %	80%	86%

Source: 2015 BVCP Trends Report

Residential Demand Factors

The 2010 Census did not obtain detailed information using a "long-form" questionnaire. Instead, the U.S. Census Bureau has switched to a continuous monthly mailing of surveys, known as the American Community Survey (ACS), which is limited by sample-size constraints. For example, data on detached housing units are now combined with attached single units (commonly known as townhouses). Part of the rationale for deriving fees by bedroom range, as discussed further below, is to address this ACS data limitation. Because townhouses generally have fewer bedrooms and less living space than detached units, fees by house size ensure proportionality and facilitate construction of affordable units.

According to the U.S. Census Bureau, a household is a housing unit that is occupied by year-round residents. Impact fees often use per capita standards and persons per housing unit, or persons per household, to derive proportionate-share fee amounts. TischlerBise recommends that fees for residential development in Boulder be imposed according to the number of year-round residents per housing unit. Figure A6 indicates the average number of year-round residents per housing unit.

Figure A6: Year-Round Persons per Unit by Type of Housing

2013 Summary by Two House Types: City of Boulder

Units in Structure	*Persons*	*House-holds*	*Persons per Household*	*Housing Units*	***Persons per Housing Unit***	*Housing Mix*	*Vacancy Rate*
Single Unit*	57,742	22,479	2.57	23,284	2.48	52.9%	3%
All Other	36,747	19,828	1.85	20,767	1.77	47.1%	5%
Subtotal	94,489	42,307	2.23	44,051	**2.14**		4%
Group Quarters	8,674						
TOTAL	103,163						

** Single unit includes detached and attached (e.g. townhouse).*

Source: Tables B25024, B25032, B25033, and B26001.

2013 American Community Survey 1-Year Estimates, U.S. Census Bureau.

Demand Indicators by Dwelling Size

Custom tabulations of demographic data by bedroom range can be created from individual survey responses provided by the U.S. Census Bureau, in files known as Public Use Micro-data Samples (PUMS). PUMS files are available for areas of roughly 100,000 persons, and the City of Boulder is wholly contained in Public Use Micro-data Areas (PUMA) 803. At the top of Figure A7, in the cells with yellow shading, are the survey results for the City of Boulder. Unadjusted persons per dwelling, derived from PUMS data, were adjusted upward to match the control totals for the City of Boulder, as documented above in Figure A6.

Figure A7: Average Number of Persons by Bedroom Range (All Housing Types)

City of Boulder 2013 Data

Bedroom Range	*Persons (1)*	*Vehicles Available (1)*	*Housing Units (1)*	*Boulder Hsg Mix*	*Unadjusted Persons/HU*	***Adjusted Persons/HU (2)***
0-1	114	89	89	19%	1.28	**1.31**
2	220	162	121	25%	1.82	**1.86**
3	296	236	134	28%	2.21	**2.26**
4+	372	300	135	28%	2.76	**2.83**
Total	1,002	787	479		2.09	2.14

(1) American Community Survey, Public Use Microdata Sample for CO PUMA 803 (2013 One-Year unweighted data).
(2) Adjusted multipliers are scaled to make the average PUMS values match control totals based on American Community Survey 2013 1-year data for the City of Boulder.

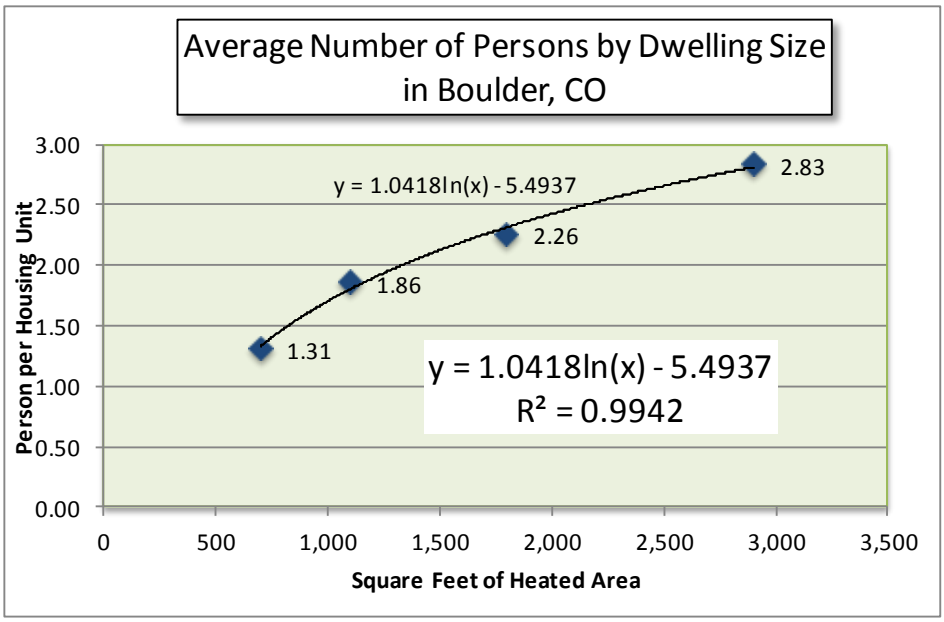
Average Number of Persons by Dwelling Size

Average floor area and number of persons by bedroom range are plotted in Figure A8, with a logarithmic trend line derived from four actual averages in the City. Using the trend line formula shown in the chart, TischlerBise derived the estimated average number of persons, by dwelling size, using five size thresholds. For the purpose of impact fees/excise taxes, TischlerBise recommends a minimum fee based on a unit size of 600 square feet and a maximum fee for units 3600 square feet or larger. Average dwelling sizes by bedroom range in the City was derived from the Property Assessor parcel database.

Figure A8: Persons by Square Feet of Living Space (All Housing Types)

Average dwelling size by bedroom range is from Property Assessor parcel database. Average persons per housing unit by bedroom range are derived from 2013 1-Year ACS PUMS data for CO PUMA 803 (City of Boulder).

Actual Averages per Hsg Unit			Fitted-Curve Values	
Bedrooms	*Square Feet*	*Persons*	*Square Feet*	*Persons*
0-1	700	1.31	600	1.17
2	1,100	1.86	800	1.47
3	1,800	2.26	1000	1.70
4+	2,900	2.83	1200	1.89
			1400	2.05
			1600	2.19
			1800	2.32
			2000	2.42
			2200	2.52
			2400	2.61
			2600	2.70
			2800	2.78
			3000	2.85
			3200	2.91
			3400	2.98
			3600+	3.04



Nonresidential Development Demand Indicators

In addition to data on residential development, the calculation of impact fees requires data on nonresidential development. TischlerBise uses the term "jobs" to refer to employment by place of work.

Figure A9 indicates the key nonresidential development prototypes that will be used to derive average weekday vehicle trips and Vehicle Miles of Travel (VMT). Current floor area estimates for industrial, commercial, and office/other services, are documented in the next section.

The prototype for future commercial development (i.e., retail and eating/drinking places) is an average-size Shopping Center (ITE code 820). For office and other services, General Office (ITE 710) is the prototype for future development. For future industrial development, two prototypes are included to reflect differences between Light Industrial (ITE code 110) and Warehouse (ITE code 150). (Current industrial estimates and projections use local data.) The remaining nonresidential land use categories included below are anticipated to be included in the impact fee schedule. ITE data for nonresidential land uses are used to reflect the relative average demand on the system from different types of land uses to be used in limited parts of the Impact Fee/Excise Tax Study—Police Impact Fee update and the Multimodal Transportation Funding Study. Further adjustments are anticipated to be made regarding these assumptions particularly for the Multimodal Transportation components of the Study as it progresses.

Figure A9: Nonresidential Service Units per Development Unit

Nonres. Category#	*ITE Code*	*Nonresidential Land Use*	*Development Unit*	*ITE Trip Rate per Development Unit*	*Employees per Development Unit**	*Sq. Ft. per Employee**
1	820	Retail / Restaurant / Service	1,000 Sq Ft	42.7	2.51	399
2	710	Office	1,000 Sq Ft	11.03	3.59	279
3	110	Light Industrial^	1,000 Sq Ft	6.97	2.31	433
4	150	Warehousing^	1,000 Sq Ft	3.56	0.92	1,087
5	520	Institutional**	1,000 Sq Ft	14.03	0.81	1,235
6	610	Hospital	1,000 Sq Ft	13.22	2.94	340
7	620	Nursing Home/Assisted Living	Bed	2.74	0.84	na
8	310	Lodging	Room	8.17	0.57	na

** Factors dervied from ITE trip data except Retail and Office, which is derived from local data (parcel database and current jobs)*

^ Two industrial categories are included here for use in the Impact Fee schedule due to different demand indicators between industrial subcategories.

*** Institutional = E.g., schools, churches*

Sources: Trip Generation, Institute of Transportation Engineers (ITE), 9th Edition (2012);

Boulder County parcel database for City of Boulder (TischlerBise analysis); QCEW 2014 (CO Dept. of Labor and Employment)

Figure A10 provides the estimate of number and type of jobs located in the City of Boulder in 2015. The 2015 total job estimate of 98,510 is from the City of Boulder *2015 BVCP Trends Report* and reflects total of jobs of any type and any location including self-employment. To determine the estimate of jobs at nonresidential locations, TischlerBise used average annual 2014 Quarterly Census of Employment and Wages (QCEW) data for the City of Boulder and applied that distribution to the 2015 at-place estimate of 89,202.

Figure A10: Jobs Estimate by Type

	*Jobs 2014**	*% of At-Place*	*Jobs 2015^*	*% of Total Jobs*
Retail / Restaurant / Services	21,232	24%	21,482	22%
Office / Institutional	52,647	60%	53,268	54%
Industrial	14,283	16%	14,451	15%
Total (At Place Jobs)	88,162	100%	89,202	91%
Self-Employed Estimate**			9,308	9%
Total Jobs			**98,510**	100%

** Colorado Dept. of Labor and Employment, Quarterly Census of Employment and Wages (QCEW) 2014 average annual.*
^ City of Boulder 2015 for estimate of at-place jobs and self-employed; distributed based on QCEW 2014 data.
*** City of Boulder 2015 estimate.*

Using the above data and nonresidential floor area from the City's parcel database, average square feet per job (and jobs per 1,000 square feet) can be derived. The City currently has approximately 37 million square feet of nonresidential building space in 2015. Dividing floor area by jobs indicates current averages by type of development as shown in Figure A11.

Figure A11: Nonresidential Floor Area Estimates and Demand Factors

	*Sq. Ft.**	*Jobs 2015^*	*% Jobs Distribution*	*Sq. Ft. per Job*	*Jobs per 1,000 Sq. Ft.*
Retail / Restaurant / Services	8,565,611	21,482	24%	399	2.51
Office / Institutional	14,848,416	53,268	60%	279	3.59
Industrial**	13,576,996	14,451	16%	940	1.06
Total Nonresidential	36,991,023	89,202	100%		

** County parcel database for City of Boulder; TischlerBise analysis*
^ City of Boulder 2015 for estimate of at-place jobs and self-employed; distributed based on QCEW 2014 data.
*** Industrial jobs and square footage reflects the estimated aggregated industrial development of all subcategories in the City of Boulder; therefore the blended average jobs per 1,000 sq. ft. differs from Figure A10.*

Detailed Land Use Assumptions

Demographic data shown in Figure A12 will be key inputs for the City of Boulder's impact fee/excise tax update. Cells with gray shading are from the *2015 BVCP Trends Report*. Per the City projections, it is anticipated that the City will reach residential buildout at 52,000 housing units and 123,000 residents, which occurs prior to 2040.

New housing development is assumed to be predominantly multifamily development. Using recent trends, as shown above in Figure A4 from the *2015 BVCP Trends Report*, new housing units are assumed to be 20 percent single family and 80 percent multifamily.

Figure A12: Population and Housing Unit Projections

			Projections ===>				*5-Year Intervals*					
		2015	**2016**	**2017**	**2018**	**2019**	**2020**	**2025**	**2030**	**2035**	**2040**	**25-Year**
		Base Yr	*1*	*2*	*3*	*4*	*5*	*10*	*15*	*20*	*25*	**Net Increase**
Cumulative Population												
Population^		104,808	105,566	106,324	107,082	107,840	108,598	112,388	116,178	119,968	123,000	18,192
Annual Net Increase in Population			*758*	*758*	*758*	*758*	*758*	*758*	*758*	*758*	*0*	
Cumulative Housing Units	*New %*											
Housing Units^		45,740	46,012	46,288	46,566	46,846	47,127	48,557	50,032	51,551	52,010	6,270
Single Family Hsg Units	*20%*	24,242	24,297	24,352	24,407	24,463	24,520	24,806	25,101	25,404	25,496	1,254
All Other Hsg Units	*80%*	21,498	21,716	21,937	22,159	22,382	22,607	23,752	24,931	26,146	26,514	5,016
Annual Net Increase in Housing Units			*272*	*276*	*278*	*279*	*281*	*290*	*298*	*307*	*0*	*6,270*

^ Includes Colorado University group quarters population (in dormitories) and residential units (apartments)
Source: 2015 BVCP Trends Report; TischlerBise analysis

Figure A13 provides projected jobs, by type of nonresidential floor area. Cells with gray shading are from the *2015 BVCP Trends Report*.

Projected jobs (shown at top of the figure) were converted to projections of nonresidential floor area (at the bottom of the figure) using the current multipliers listed above in Figure A9. The projected "jobs to population" ratio is shown at the bottom of the figure for informational purposes.

Figure A13: Projected Jobs and Nonresidential Floor Area

			Projections ===>				5-Year Intervals					
		2015	2016	2017	2018	2019	2020	2025	2030	2035	2040	25-Year
		Base Yr	*1*	*2*	*3*	*4*	*5*	*10*	*15*	*20*	*25*	**Net Increase**
Cumulative Jobs												
Total Employment		98,510	99,187	99,871	100,561	101,255	101,954	105,523	109,219	113,047	117,010	18,500
Annual Net Increase in Jobs			*677*	*685*	*689*	*694*	*699*	*724*	*750*	*776*	*804*	
	% of Total											
Retail / Restaurant / Services	22%	21,482	21,630	21,779	21,930	22,081	22,233	23,012	23,818	24,652	25,517	4,034
Office / Institutional	54%	53,268	53,634	54,004	54,377	54,753	55,131	57,061	59,059	61,129	63,272	10,003
Industrial	15%	14,451	14,551	14,651	14,752	14,854	14,957	15,480	16,022	16,584	17,165	2,714
Total (At Place Jobs)		89,202	89,815	90,435	91,059	91,688	92,321	95,553	98,899	102,365	105,954	16,752
Self-Employed Estimate	9%	9,308	9,372	9,437	9,502	9,567	9,633	9,971	10,320	10,682	11,056	1,748
Total Jobs		98,510	99,187	99,871	100,561	101,255	101,954	105,523	109,219	113,047	117,010	18,500
Annual Net Increase in Jobs												
Retail / Restaurant / Services			148	149	150	151	152	158	163	169	175	4,034
Office / Institutional			366	370	373	375	378	391	405	420	435	10,003
Industrial			99	100	101	102	103	106	110	114	118	2,714
Total (At Place Jobs)			613	620	624	629	633	655	679	703	728	16,752
Self-Employed Estimate			64	65	65	66	66	68	71	73	76	1,748
Total Jobs			677	685	689	694	699	724	750	776	804	18,500
Nonresidential Square Footage	*Jobs/1000sf*											
Retail / Restaurant / Services	2.51	8,565,611	8,624,414	8,683,890	8,743,783	8,804,095	8,864,830	9,174,939	9,496,055	9,828,568	10,172,884	1,607,273
Office / Institutional	3.59	14,848,416	14,950,360	15,053,473	15,157,308	15,261,869	15,367,162	15,904,789	16,461,497	17,037,966	17,634,895	2,786,479
Industrial	1.06	13,576,996	13,670,663	13,765,405	13,860,809	13,956,881	14,053,626	14,547,603	15,059,113	15,588,778	16,137,243	2,560,247
Total Nonresidential Square Footage		36,991,023	37,245,437	37,502,768	37,761,900	38,022,846	38,285,618	39,627,331	41,016,665	42,455,312	43,945,021	6,953,998
Annual Net Increase in Nonres Sq. Ft.			*254,414*	*257,331*	*259,132*	*260,946*	*262,773*	*272,099*	*281,757*	*291,757*	*302,113*	
Population		104,808	105,566	106,324	107,082	107,840	108,598	112,388	116,178	119,968	123,000	18,192
Jobs to Population Ratio		0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.94	0.95	1.02

Source: 2015 BVCP Trends Report; TischlerBise analysis

2016 Transportation Development Impact Fee Study

Prepared for:

City of Boulder, Colorado

September 20, 2016

TischlerBise
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EXECUTIVE SUMMARY

As part of the 2016 transportation work scope, TischlerBise will prepare three products for the City of Boulder. This document focuses on the capital cost of transportation improvements needed to accommodate new development assuming more rigorous Development Impact Fee (DIF) legal requirements. A second work product will provide a Development Excise Tax (DET) study for a broader set of growth-related transportation improvements. The third work product will focus on operational costs and on-going maintenance of Boulder's multimodal transportation system.

As a revenue raising mechanism, an excise tax has less restrictive legal constraints than an impact fee. The latter is a form of land use regulation, imposed under the City's police power, for the purpose of health, safety, and welfare. In Colorado, local governments must establish an impact fee at a level no greater than necessary to defray projected impacts caused by, and directly related to, proposed development. Also, impact fees may only be used for capital facilities, excluding replacement of infrastructure and correcting existing deficiencies [see CRS 29-20-104.5].

This report complies with Colorado's impact fee enabling legislation and applicable legal precedents. The proposed 2016 Transportation DIF schedule is proportionate and reasonably related to the growth cost of capital facilities needed to serve new development [see CRS 29-20-104.5 (1) and (2)]. Specific costs have been identified using local data and current dollars. With input from City staff, TischlerBise determined demand indicators for transportation capacity and calculated proportionate share factors to allocate costs by type of development. Transportation DIF methodologies also identify the extent to which new development is entitled to various types of credits to avoid potential double payment of growth-related capital improvements.

GENERAL IMPACT FEE METHODS

In contrast to project-level improvements, impact fees fund the growth cost of infrastructure that will benefit multiple development projects, or the entire jurisdiction (referred to as system improvements). There are three general methods for calculating one-time development charges for public facilities needed to accommodate new development. The choice of a particular method depends primarily on the timing of infrastructure construction (past, concurrent, or future) and service characteristics of the facility type being addressed. Each method has advantages and disadvantages in a particular situation, and can be used simultaneously for different cost components.

Reduced to its simplest terms, the process of calculating infrastructure costs for new development involves two main steps: (1) determining the cost of development-related capital improvements and (2) allocating those costs equitably to various types of development. In practice, though, impact fee calculations can become quite complicated because of the many variables involved in defining the relationship between development and the need for facilities within the designated service area. The following paragraphs discuss three basic methods and how those methods can be applied in Boulder.

Cost Recovery (past improvements)

The rationale for recoupment, often called cost recovery, is that new development is paying for its share of the useful life and remaining capacity of facilities already built, or land already purchased, from which new growth will benefit. This methodology is often used for utility systems that must provide adequate capacity before new development can take place.

Incremental Expansion (concurrent improvements)

The incremental expansion method documents current level-of-service (LOS) standards for each type of public facility, using both quantitative and qualitative measures. This approach ensures that there are no existing infrastructure deficiencies or surplus capacity in infrastructure. New development is only paying its proportionate share for growth-related infrastructure. Revenue will be used to expand or provide additional facilities, as needed, to accommodate new development. An incremental expansion cost method is best suited for public facilities that will be expanded in regular increment to keep pace with development.

Plan-Based (future improvements)

The plan-based method allocates costs for a specified set of improvements to a specified amount of development. Improvements are typically identified in a capital improvements plan and development potential is identified by land use assumptions. There are two options for determining the cost per service unit: 1) total cost of a public facility can be divided by total service units (average cost), or 2) the growth-share of the public facility cost can be divided by the net increase in service units over the planning timeframe (marginal cost).

Credits

Regardless of the methodology, a consideration of "credits" is integral to legally defensible impact fee studies. There are two types of "credits" with specific characteristics, both of which should be addressed in studies and ordinances.

- First, a revenue credit might be necessary if there is a double payment situation and other revenues are contributing to the capital costs of infrastructure to be funded by DIF revenue. This type of credit is integrated into the DIF calculation, thus reducing the gross amount. In contrast to some studies that only provide general costs, with credits at the back-end of the analysis, Boulder's 2016 transportation DIF study uses growth shares to provide an up-front reduction in total costs. Also, the 2016 study provides DIF revenue projections to verify that new development will fully fund the growth share of future infrastructure costs (i.e., only DIF revenue will pay for growth costs).
- Second, a site-specific credit or developer reimbursement might be necessary for dedication of land or construction of system improvements to be funded by DIF revenue. This type of credit is addressed in the administration and implementation of the impact fee program.

CONCLUSIONS

Because local government must quantify reasonable impacts caused by, and directly related to, proposed development [see CRS 29-20-104.5 (1) and (2)], the 2016 transportation study yields lower charges on new development. Proposed dollar amounts shown below are expected to yield just over one million dollars over the next ten years, which will cover the growth cost of planned enhancements to streets. In comparison, the current Transportation DET rate schedule will yield approximately $11.5 million over the next ten years. TischlerBise also finds the current Transportation DET rate schedule to be inconsistent with best practices to ensure impact fees are proportionate to the need for capital facilities. For residential development, TischlerBise recommends a fee schedule based on dwelling size (measured by square feet of finished living space). To be proportionate, transportation impact fees should also differentiate by type of nonresidential development as shown in Figure DIF2. For ease of administration and comparison, the transportation DIF schedule is consistent with Boulder's 2016 DIF study for all other types of infrastructure.

PROPOSED 2016 TRANSPORTATION DEVELOPMENT IMPACT FEE

Figure DIF1 summarizes the methods and cost components used in Boulder's 2016 Transportation DIF study. Both the DIF and DET studies share the same types of improvements. The key difference between the two is that the proposed DET will fund multimodal improvements, such as bus, bike, pedestrian facilities and the DIF will fund street improvements for vehicles and freight.

Figure DIF1: Proposed Transportation DIF Methods and Cost Components

Type of Improvements	*Cost Allocation*	*Service Area*	*Plan-Based Method (future)*
Streets	Vehicle Miles of Travel	Citywide	Arterial/Collector Enhancements and Intersection Improvements

Figure DIF2 shows the proposed 2016 Transportation DIF schedule. For residential development, proposed amounts are based on square feet of finished living space. Garages, porches and patios are excluded from the DIF assessment. For nonresidential development, DIF rates are stated per square foot of floor area, except for "Nursing Home / Assisted Living" (per bed) and "Lodging" (per room). The proposed DIF schedule for nonresidential development is designed to provide a reasonable DIF amount for general types of development. For unique developments, the City may allow or require an independent assessment.

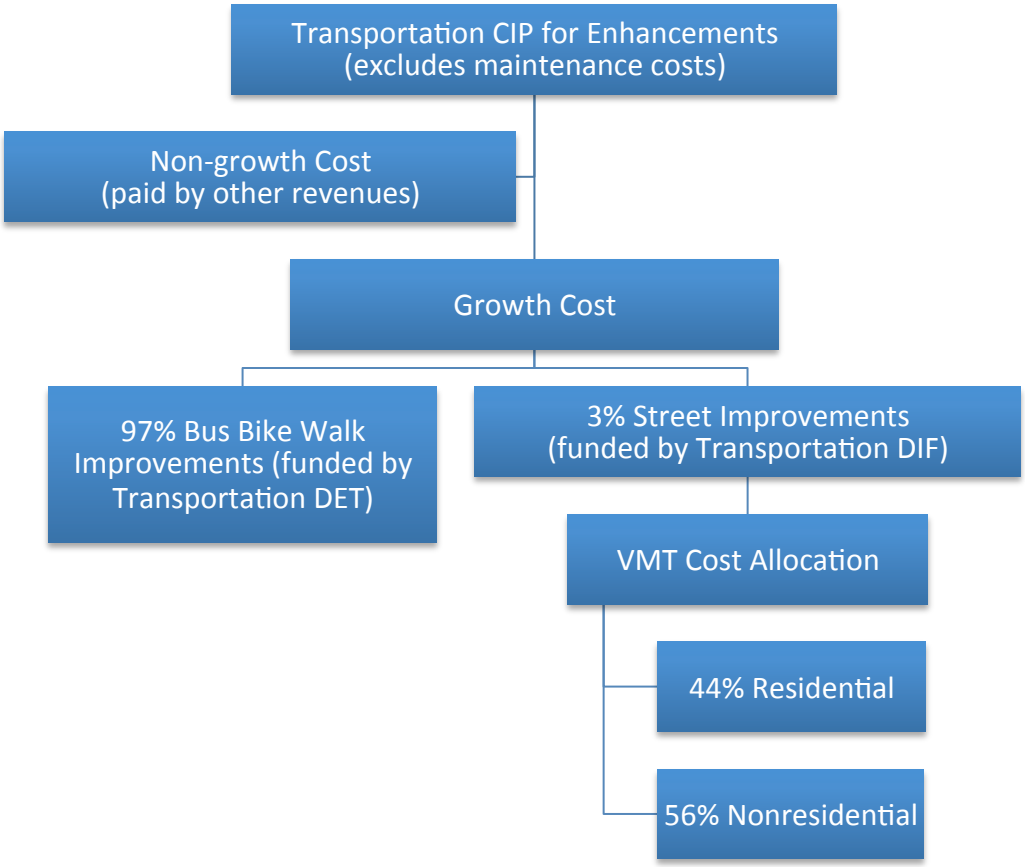
Figure DIF2: Proposed 2016 Transportation DIF Schedule

2016 Transportation DIF	*Development Unit*	*Proposed Transportation DIF*
Residential (by square feet of finished living space)		
600	Dwelling Unit	$98
800	Dwelling Unit	$125
1000	Dwelling Unit	$146
1200	Dwelling Unit	$164
1400	Dwelling Unit	$178
1600	Dwelling Unit	$191
1800	Dwelling Unit	$202
2000	Dwelling Unit	$212
2200	Dwelling Unit	$221
2400	Dwelling Unit	$229
2600	Dwelling Unit	$237
2800	Dwelling Unit	$244
3000	Dwelling Unit	$250
3200	Dwelling Unit	$256
3400	Dwelling Unit	$262
3600+	Dwelling Unit	$267
Nonresidential		
Retail / Restaurant	Square Foot	$0.53
Office	Square Foot	$0.22
Light Industrial	Square Foot	$0.14
Warehousing	Square Foot	$0.07
Institutional	Square Foot	$0.18
Hospital	Square Foot	$0.26
Nursing Home / Assisted Living	Bed	$55
Lodging	Room	$165

TRANSPORTATION DIF

The 2016 Transportation DIF study uses a plan-based methodology that includes improvements for vehicular travel on streets. Figure DIF3 provides an overview of the methodology. This study documents the general cost allocation between residential and nonresidential development, including detailed calculations used to derive specific DIF amounts by dwelling size and type of nonresidential development. From the universe of all projects in Boulder's Capital Improvement Plan (CIP), which is based on the Transportation Master Plan (TMP), staff and consultants identified transportation improvements needed to accommodate new development over ten years. This study refers to these projects as "enhancements" to differentiate them from "maintenance" projects that are not eligible for impact fee funding. Also, each project was evaluated to quantify the reasonable impacts caused by, and directly related to, proposed development, as required by Colorado's impact fee enabling legislation. These "growth costs" will be funded by DET and DIF revenue, with non-growth costs funded by other revenues. Staff determined that 97% of enhancement projects are for Bus Bike Walk facilities to be funded by the Transportation DET (primarily moving people), with the remaining 3% for street improvements (i.e. primarily moving vehicles and freight) to be funded by the Transportation DIF. The growth cost of street improvements was allocated according to estimated Vehicle Miles of Travel (VMT) for general types of development.

Figure DIF3: DIF Calculation Flow Chart



GROWTH SHARE OF FUTURE TRANSPORTATION ENHANCEMENTS

The 9.9% growth share is based on the projected average annual increase in person trips to and from Boulder from 2010 to 2035 (illustrated by Figure 3-22 in Boulder's State of the System Report). Because internal-external travel is most evident during morning and afternoon peak hours, it is a key factor in our perception of traffic congestion. Figure DIF4 provides a reasonable means of quantifying the minimum impact of growth on transportation facilities.

Figure DIF4: Person Trips To and From Boulder

Communities	2010	2035	Change	%Change
Broomfield	28,130	39,254	11,124	39.5%
Denver	13,643	14,416	773	5.7%
DIA	2,962	4,139	1,176	39.7%
ERIE	11,993	24,546	12,554	104.7%
Lafayette	18,613	21,564	2,950	15.9%
Longmont	40,976	47,774	6,798	16.6%
Lyons	1,892	1,968	77	4.0%
Louisville	25,799	26,214	415	1.6%
Superior	9,988	12,073	2,085	20.9%
TOTAL	153,995	191,947		
		0.99%	<= Average Annual Growth Rate	
		9.9%	**<= Percent Increase Over Ten Years**	

Data source
H:\Projects - Open\A-E\BOULDER Transit Master Plan 2012.777\05 Background\Travel Demand Model\Person_Trips

CAPITAL IMPROVEMENTS PLAN FOR TRANSPORTATION FACILITIES

Colorado's enabling legislation requires local government to quantify the reasonable impacts on capital facilities caused by, and directly related to proposed development. Boulder's current practice is to derive citywide impact fees and limit fee expenditures to projects that will benefit new development throughout the entire city. As shown in Figure DIF5, the ten-year growth cost of planned street enhancement projects is approximately $1.12 million. Given the fact that Boulder is not expanding geographically (i.e. no significant additional transportation infrastructure on the periphery), the improvements listed below are primarily enhancements to existing facilities. Thus existing and new development will equally benefit from all projects except those with a 100% growth share. The four line items that are 100% attributable to new development are for development coordination, TIP scoping/prioritization and corridor studies. To account for grant funds, four line items in the table below have growth cost ranging from 16.1% to 49.5% of the local cost. These percentages were derived after applying the 9.9% growth allocation factor to the total project cost.

Figure DIF5: Growth Cost of Transportation Enhancements

CIP#	Description		Ten-Year Cost (less grants)	Growth-Related Enhancement Costs: FY16-25 Bus Bike Walk	Growth-Related Enhancement Costs: FY16-25 Streets	Growth Share of Local Cost
310TR151NG	* Boulder Slough - 30th	Local share of multiuse path (to	$96,000	$47,500	$0	49.5%
310TR480NC	East Arapahoe	Transportation Corridor Study	$100,000	$75,000	$25,000	100.0%
310TR154NG	* 19th - Norwood to Up	Local share of reconstruction &	$157,000	$16,800	$8,400	16.1%
310TD021OC	Citywide	Intersection improvements	$200,000	$4,000	$15,800	9.9%
310TR479OC	30th & Colorado	Transportation Corridor Study	$200,000	$150,000	$50,000	100.0%
310TR157NG	Citywide	Bldr Co/City Joint TIP Scoping &	$289,000	$289,000	$0	100.0%
310TDOO4OC	Citywide Funds 2810 & 3	Development coordination	$450,000	$337,500	$112,500	100.0%
310TD019NC	28th St - Baseline to Iris	Complete street elements; turn	$470,000	$42,000	$4,700	9.9%
310BJ002NC	Bluff & 30th St	Traffic signal	$532,000	$10,500	$42,100	9.9%
310TR692OC	Citywide	Tributary greenways	$585,000	$57,900	$0	9.9%
310TR112OC	Citywide	Pedestrian facilities enhanceme	$750,000	$74,300	$0	9.9%
3102ABCK02	Boulder Creek	Path improvements	$770,000	$76,200	$0	9.9%
310TR743NC	28th St - Valmont to Iris	Multimodal improvements	$860,000	$76,900	$8,500	9.9%
3102ABCK01	Boulder Creek	Path lighting	$979,680	$97,000	$0	9.9%
310TR692OC	Citywide	Bikeway facilities enhancement	$1,350,000	$133,700	$0	9.9%
310TR152NG	* Broadway - Violet to H	Local share of reconstruction &	$1,825,000	$661,000	$34,800	38.1%
3102ABCK03	Boulder Creek - Arapaho	Underpass	$2,365,000	$234,100	$0	9.9%
310TR156NC	Boulder Creek & Aprapa	Reconstruction and multimoda	$2,500,000	$248,300	$0	9.9%
310TR153NG	* 30th St & Colorado	Local share of bike/ped underp	$3,150,000	$588,500	$149,600	23.4%
310TR773OC	Citywide	Pedestrian facilities repair/repl	$3,774,000	$375,500	$0	9.9%
310TR003OC	Citywide	Major capital reconstruction an	$4,800,000	$436,900	$39,700	9.9%
310TR052OG	Citywide Funds 2800 & 2	TIP local match & TMP impleme	$18,363,000	$1,642,800	$182,500	9.9%
Years 7-10	Citywide	Additional CIP Projects	$29,710,500	$3,783,600	$449,100	14.2%
Action Plan	Railroad Quite Zone Improvements		$5,000,000	$712,319	$0	14.2%
Action Plan	HOP Conversion to Clean Vehicles		$12,000,000	$1,709,567	$0	14.2%
Action Plan	Community Transit Network Routes Converted to BRT		$12,833,000	$1,828,239	$0	14.2%
Action Plan	East Circulator / Williams Village Improvements		$16,301,000	$2,322,304	$0	14.2%
Action Plan	New and Modified Community Transit Network Routes		$26,165,000	$3,727,568	$0	14.2%
Action Plan	Transit Capital Plan		$38,900,000	$5,541,845	$0	14.2%
Action Plan	Other Bike/Ped Enhancements		$50,757,000	$7,231,040	$0	14.2%
		Ten-Year Total =>	$236,232,180	$32,531,881	$1,122,700	14.2%
				97%	3%	
			$33,654,581	<= Ten Year Growth Cost		
			$202,577,599	<= Total to be funded by other revenues		

** Projects with grant funding; enhancement cost growth share is approximately 9.9% of total cost*

Vehicle Miles of Travel

Figure DIF5 above indicates street improvements to provide additional vehicular capacity account for 3% of the growth cost, or $1.12 million over the next ten years. The streets component of the Transportation DIF is derived from custom trip generation rates (see Appendix A), trip rate adjustment factors, and the capital cost per Vehicle Mile of Travel (VMT). The latter is a function of average trip length, trip-length weighting factor by type of development, and the growth cost of transportation improvements. Each component is described below.

VMT is a measurement unit equal to one vehicle traveling one mile. In the aggregate, VMT is the product of vehicle trips multiplied by the average trip length[1]. The average trip length of 3.8 miles within Boulder is from the 2012 Modal Shift Report, as derived from a survey of residents (i.e. household travel diaries).

Vehicular Trip Generation Rates

Boulder's 2016 Transportation DIF study is based on Average Weekday Vehicle Trip Ends (AWVTE). For residential development, trip rates are customized using demographic data for Boulder, as documented in Appendix A. For nonresidential development, trip generation rates are from the reference book Trip Generation published by the Institute of Transportation Engineers (ITE 9th Edition 2012). A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). To calculate transportation development fees, trip generation rates require an adjustment factor to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor is 50%. As discussed further below, the DIF methodology includes additional adjustments to make the fees proportionate to the infrastructure demand for particular types of development.

Adjustments for Commuting Patterns and Pass-By Trips

Residential development has a slightly larger trip adjustment factor of 52% to account for commuters leaving Boulder for work. According to the Boulder Valley 2012 Modal Shift report (see Figure 46), work or work commute trips by single and multiple occupancy vehicles accounted for 15.9% of production trips (i.e., all out-bound trips, which are 50% of all trip ends). Also, Table 112 (Question 24) in the 2014 Boulder Community Survey indicates that 19% of resident workers traveled outside Boulder for work. In combination, these factors (0.159 x 0.50 x 0.19 = 0.02) support the additional 2% allocation of trips to residential development.

For commercial development, the trip adjustment factor is less than 50% because retail development and some services, like schools and daycare facilities, attract vehicles as they pass by on arterial and collector roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, ITE indicates that 34% of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66% of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor is 66% multiplied by 50%, or approximately 33% of the trip ends.

Trip Length Weighting Factor by Type of Land Use

The transportation DIF methodology includes a percentage adjustment, or weighting factor, to account for trip length variation by type of land use. As shown in Figure DIF6, trips associated with residential development are approximately 113% of the average trip length. The residential trip length adjustment factor includes data on work commute, driving passengers, social/recreational purposes and other

[1] Typical VMT calculations for development-specific traffic studies, along with most transportation models of an entire urban area, are derived from traffic counts on particular road segments multiplied by the length of that road segment. For the purpose of the DIF study, VMT calculations are based on attraction (inbound) trips to development located in the service area, with trip length limited to the road network considered to be system improvements (arterials and collectors). This refinement eliminates pass-through or external- external trips, and travel on roads that are not system improvements (e.g. state highways).

work/business travel. Conversely, shopping and eating trips associated with commercial development are roughly 68% of the average trip length while other nonresidential development typically accounts for trips that are 72% of the average for all trips.

Figure DIF6: Average Trip Length by Trip Purpose in Boulder

Type of Development	*Trip Purpose*	*Miles Percent*	*Miles*	*Trips Percent*	*Trips*	*Miles Per Trip*	*Weighting Factor*
1-Residential	Work Commute	14.9%	2,719	9.2%	444	6.1	
1-Residential	Drive a Passenger	6.6%	1,205	4.8%	232	5.2	
1-Residential	Change Mode & Other	2.9%	529	2.5%	121	4.4	
1-Residential	Social/Recreational	15.0%	2,738	13.4%	647	4.2	
1-Residential	Go Home	35.4%	6,461	34.7%	1,676	3.9	
1-Residential	Other Work/Business	3.7%	675	4.6%	222	3.0	
1-Residential Total			**14,327**		**3,342**	**4.3**	**1.13**
2-Retail/Restaurant	Shopping	8.4%	1,533	11.1%	536	2.9	
2-Retail/Restaurant	Eat a Meal	4.0%	730	7.1%	343	2.1	
2-Retail/Restaurant Total			**2,263**		**879**	**2.6**	**0.68**
3-Other Nonresidential	Personal Business	5.7%	1,040	6.3%	304	3.4	
3-Other Nonresidential	School	3.4%	621	6.3%	304	2.0	
3-Other Nonresidential Total			**1,661**		**609**	**2.7**	**0.72**
TOTAL		100.0%	18,251	100.0%	4,830	3.8	

Data Source: Figures 44 and 45, Modal Shift in Boulder Valley, 2012.

Development Prototypes and Projected VMT

The relationship between the amount of development within Boulder and Vehicle Miles of Travel (VMT) is documented in Figure DIF7. At the top are data on existing and projected development units. The lower portion of the table indicates the cost allocation for street improvements. VMT per development unit is equal to AWVTE x Trip Adjustment Factor x Mode Share for Single and Multiple Occupancy Vehicles (SOV & MOV) x Trip Length Weighting Factor x Average Trip Length. Based on projected development in Boulder over the next ten years, residential development should pay for approximately 44% of the growth cost of street improvements, with the remaining 56% funded by nonresidential development.

Figure DIF7: Projected VMT Increase to Development within Boulder

Development Type (1)	*2015 Development Units (1)*	*2025 Development Units (1)*	*Additional Development Units*
Single Unit Dwellings	24,242	24,806	564
Multiple Unit Dwellings	21,498	23,752	2,254
Industrial Sq Ft	13,576,996	14,547,603	970,607
Retail Sq Ft	8,565,611	9,174,939	609,328
Office & Other Services Sq Ft	14,848,416	15,904,789	1,056,373
Housing Unit Total	45,740	48,558	2,818
Nonres KSF Total	36,991,023	39,627,331	2,636,308

(1) Land Use Assumptions, TischlerBise 2016.
(2) Residential trip rates adjusted to Boulder demographics; nonresidential trip rates are national averages (ITE 2012).
(3) Residential includes commuting pattern adjustment; Retail includes pass-by adjustment.
(4) Residential mode share from Figure 1, 2012 Modal Shift; nonresidential mode share from Table 2 (primary mode) 2014 Employee Survey.
(5) Derived from Figures 44+45, Modal Shift, 2012..
(6) Figure 19, 2012 Modal Shift

Streets Cost Allocation Based on Vehicle Miles of Travel

Development Type	*Avg Wkdy Veh Trip Ends per Dev Unit (2)*	*Trip Adjustment Factors (3)*	*SOV+MOV Mode Share (4)*	*Trip Length Weighting Factor (5)*	*Vehicle Miles of Travel per Dev Unit*	*Ten Year VMT Increase*	*Proportionate Share by Type of Dev*
Single Unit Dwellings	8.17	52%	55.5%	113%	10.12	5,710	10.27%
Multiple Unit Dwellings	6.63	52%	55.5%	113%	8.22	18,519	33.31%
Industrial (per KSF)	3.56	50%	73.2%	72%	3.56	3,460	6.22%
Retail (per KSF)	42.70	33%	73.2%	68%	26.65	16,240	29.21%
Office & Other Services (per KSF)	11.03	50%	73.2%	72%	11.05	11,668	20.99%
				Average Trip Length in miles (6) =>	3.80	55,598	100.00%
				Ten Year Growth Cost of Street Improvements =>		$1,122,700	
				Cost per Additional VMT =>		$20.19	

Cost Allocation for Street Improvements

Input variables for Boulder's 2016 Transportation DIF schedule are shown in Figure DIF8. Inbound VMT by type of development, multiplied by the capacity cost per VMT, yields the DIF amount. For example, Lodging generates 8.18 VMT per room, multiplied by the capital cost of $20.19 per VMT, yields a DIF charge of $165 per room (truncated) for street improvements.

The text below from Trip Generation (ITE 2012) supports the consultant's recommendation to use ITE 820 Shopping Center as a reasonable proxy for all commercial development (i.e. retail and restaurants). The shopping center trip generation rates are based on 302 studies with an r-squared value of 0.79. The latter is a goodness-of-fit indicator with values ranging from 0 to 1. Higher values indicate the independent variable (floor area) provides a better prediction of the dependent variable (average

weekday vehicle trip ends). If the r-squared value is less than 0.50, ITE does not publish the value because factors other than floor area provide a better prediction of trip rates.

> *"A shopping center is an integrated group of commercial establishments. Shopping centers, including neighborhood, community, regional, and super regional centers, were surveyed for this land use. Some of these centers contained non-merchandising facilities, such as office buildings, movie theaters, restaurants, post offices, banks, and health clubs. Many shopping centers, in addition to the integrated unit of shops in one building or enclosed around a mall, include out parcels (peripheral buildings or pads located on the perimeter of the center adjacent to the streets and major access points). These buildings are typically drive-in banks, retail stores, restaurants, or small offices. Although the data herein do not indicate which of the centers studied include peripheral buildings, it can be assumed that some of the data show their effect."*

Figure DIF8: Cost of Street Improvements Allocated by VMT

Residential DIF for Streets

Square Feet of Living Space	*Development Unit*	*AWVTE per Dev Unit (2)*	*Trip Adjustment Factors (3)*	*SOV+MOV Mode Share (4)*	*Trip Length Weighting Factor (5)*	*VMT per Dev Unit*	*Proposed Streets Component*
600	Dwelling Unit	3.94	52%	55.5%	113%	4.88	$98
800	Dwelling Unit	5.03	52%	55.5%	113%	6.23	$125
1000	Dwelling Unit	5.87	52%	55.5%	113%	7.27	$146
1200	Dwelling Unit	6.56	52%	55.5%	113%	8.13	$164
1400	Dwelling Unit	7.14	52%	55.5%	113%	8.85	$178
1600	Dwelling Unit	7.65	52%	55.5%	113%	9.48	$191
1800	Dwelling Unit	8.09	52%	55.5%	113%	10.03	$202
2000	Dwelling Unit	8.49	52%	55.5%	113%	10.52	$212
2200	Dwelling Unit	8.85	52%	55.5%	113%	10.97	$221
2400	Dwelling Unit	9.18	52%	55.5%	113%	11.38	$229
2600	Dwelling Unit	9.48	52%	55.5%	113%	11.75	$237
2800	Dwelling Unit	9.76	52%	55.5%	113%	12.10	$244
3000	Dwelling Unit	10.02	52%	55.5%	113%	12.42	$250
3200	Dwelling Unit	10.26	52%	55.5%	113%	12.71	$256
3400	Dwelling Unit	10.49	52%	55.5%	113%	13.00	$262
3600+	Dwelling Unit	10.71	52%	55.5%	113%	13.27	$267

Nonresidential DIF for Streets

Type	*Development Unit*	*AWVTE per Development Unit (2)*	*Trip Adjustment Factors (3)*	*SOV+MOV Mode Share (4)*	*Trip Length Weighting Factor (5)*	*VMT per Dev Unit*	*Proposed Streets Component*
Retail / Restaurant	Sq Ft	0.04270	33%	73.2%	68%	0.02665	$0.53
Office	Sq Ft	0.01103	50%	73.2%	72%	0.01105	$0.22
Light Industrial	Sq Ft	0.00697	50%	73.2%	72%	0.00698	$0.14
Warehousing	Sq Ft	0.00356	50%	73.2%	72%	0.00356	$0.07
Institutional	Sq Ft	0.01403	33%	73.2%	72%	0.00927	$0.18
Hospital	Sq Ft	0.01322	50%	73.2%	72%	0.01324	$0.26
Nursing Home / Assisted Living	Bed	2.74	50%	73.2%	72%	2.74	$55
Lodging	Room	8.17	50%	73.2%	72%	8.18	$165

Revenue Credit Evaluation

A credit for other revenues is only necessary if there is potential double payment for system improvements. In Boulder, sales and gas tax revenue will be used for maintenance of existing facilities, correcting existing deficiencies, and for capital projects that are not DIF system improvements. As shown below in the Figure DIF9, cumulative DIF revenue over the next ten years approximates the growth cost of system improvements. There is no potential double payment from other revenues if Boulder's elected officials make a legislative policy decision to use Transportation DIF revenue to fund the growth cost of system improvements.

Funding Strategy for Transportation Improvements

The revenue projection shown in Figure DIF9 assumes implementation of the proposed 2016 Transportation DIF schedule and the development projections described in the land use assumptions. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in DIF revenue and the timing of capital improvements. Based on the proposed 2016 methodology, residential development will generate approximately 44% of the growth cost for transportation system improvement, with nonresidential development generating 56%.

Figure DIF9: Projected Transportation DIF Revenue

		Residential (assumes 1600 Sq Ft)	*Light Industrial*	*Retail & Restaurants*	*Office & Other Services*
		$191	$0.14	$0.54	$0.22
	Year	per housing unit	per 1000 Sq Ft	per 1000 Sq Ft	per 1000 Sq Ft
		Housing Units	*Square Feet*	*Square Feet*	*Square Feet*
Base	2015	45,740	13,576,996	8,565,611	14,848,416
Year 1	2016	46,012	13,670,663	8,624,414	14,950,360
Year 2	2017	46,288	13,765,405	8,683,890	15,053,473
Year 3	2018	46,566	13,860,809	8,743,783	15,157,308
Year 4	2019	46,846	13,956,881	8,804,095	15,261,869
Year 5	2020	47,127	14,053,626	8,864,830	15,367,162
Year 6	2021	47,409	14,151,048	8,925,989	15,473,193
Year 7	2022	47,694	14,249,152	8,987,577	15,579,965
Year 8	2023	47,980	14,347,942	9,049,596	15,687,486
Year 9	2024	48,268	14,447,424	9,112,049	15,795,758
Year 10	2025	48,557	14,547,603	9,174,939	15,904,789
Ten Year Increase		2,817	970,607	609,328	1,056,373
Projected Revenue =>		$538,000	$136,000	$329,000	$232,000
		Total Projected Transportation DIF Revenue (rounded) =>			$1,235,000
Res Share =>		44%		Nonres Share =>	56%

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APPENDIX A: LAND USE ASSUMPTIONS RELATED TO TRANSPORTATION

Most of the demographic data used in the transportation studies are documented in Appendix A of the 2016 Capital Facility Development Impact Fee Study for the City of Boulder (TischlerBise 8/31/16). This Appendix contains additional information specific to the transportation analysis, such as customized vehicle trip generation rates for the City of Boulder.

CUSTOM TRIP GENERATION RATES BY DWELLING SIZE

As an alternative to simply using national average trip generation rates for residential development, as published by the Institute of Transportation Engineers (ITE), TischlerBise derived custom trip rates using local demographic data. Key inputs needed for the analysis (i.e. average number of persons and vehicles available per housing units) are available from American Community Survey (ACS) data for Colorado Public Use Microdata Area 803, which is essentially the City of Boulder.

City of Boulder Control Totals

The 2010 census did not obtain detailed information using a "long-form" questionnaire. Instead, the U.S. Census Bureau has switched to a continuous monthly mailing of surveys, known as the American Community Survey (ACS), which is limited by sample-size constraints. For example, data on detached housing units are now combined with attached single units (commonly known as townhouses). Part of the rationale for deriving development related transportation taxes/fees by bedroom range, as discussed further below, is to address this ACS data limitation. Because townhouses generally have fewer bedrooms and less living space than detached units, fees by dwelling size ensure proportionality and facilitate construction of affordable units.

According to the U.S. Census Bureau, a household is a housing unit that is occupied by year-round residents. Development fees often use per capita standards and persons per housing unit, or persons per household, to derive proportionate-share fee amounts. TischlerBise recommends that fees for residential development in Boulder be imposed according to the number of year-round residents per housing unit. Figure A1 indicates the average number of year-round residents per housing unit in Boulder. In 2013, the control total for the City of Boulder is 2.14 persons per dwelling (i.e. weighted average for all types of housing).

Figure A1: Year-Round Persons per Unit by Type of Housing

2013 Summary by Two House Types

Units in Structure	*Persons*	*House-holds*	*Persons per Household*	*Housing Units*	***Persons per Housing Unit***	*Housing Mix*	*Vacancy Rate*
Single Unit*	57,742	22,479	2.57	23,284	2.48	53%	3%
All Other	36,747	19,828	1.85	20,767	1.77	47%	5%
Subtotal	94,489	42,307	2.23	44,051	**2.14**		4%
Group Quarters	8,674						
TOTAL	103,163						

** Single unit includes detached and attached (e.g. townhouse).*

Source: Tables B25024, B25032, B25033, and B26001.

2013 American Community Survey 1-Year Estimates, U.S. Census Bureau.

Trip generation rates are also dependent upon the average number of vehicles available per dwelling. Figure A2 indicates vehicles available per housing unit in the City of Boulder. For the purpose of customizing vehicle trip generation rates, the control total for Boulder is an average of 1.55 vehicles available per housing unit.

Figure A2: Vehicles Available per Housing Unit

		Households (2)		
Tenure	*Vehicles Available (1)*	*Single Unit Detached or Attached*	*All Other*	*Total*
Owner-occupied	35,644	16,469	3,657	20,126
Renter-occupied	32,522	6,010	16,171	22,181
Total	68,166	22,479	19,828	42,307

Units per Structure	*Vehicles Available*	*Housing Units (3)*	*Vehicles per Housing Unit*
Single Detached or Attached	37,979	23,284	1.63
All Other	30,187	20,767	1.45
Total	68,166	44,051	**1.55**

(1) Vehicles available by tenure from Table B25046, American Community Survey, 2013.

(2) Households by tenure and units in structure from Table B25032, ACS, 2013.

(3) Housing units from Table B25024, American Community Survey, 2013.

Customized Trip Rates by Dwelling Size and Type

Custom tabulations of demographic data by bedroom range can be created from individual survey responses provided by the U.S. Census Bureau, in files known as Public Use Micro-data Samples (PUMS). Because PUMS files are available for areas of roughly 100,000 persons, the City of Boulder approximates Colorado Public Use Micro-data Area (PUMA) 803. At the top of Figure A3, in the cells with yellow shading, are the 2013 survey results for Boulder (latest available). Unadjusted survey results derived from PUMS data (i.e. persons per dwelling and vehicles available per dwelling), were adjusted to match control totals for the City of Boulder, as documented above in Figures A1 and A2.

The middle section of Figure A3 provides nation-wide data from the Institute of Transportation Engineers (ITE). AWVTE is the acronym for Average Weekday Vehicle Trip Ends, which measures vehicles coming and going from a development. Dividing trip ends per household by trip ends per person yields an average of 2.01 persons per occupied apartment and 3.73 persons per occupied single dwelling, based on ITE's national survey. Applying Boulder's current housing mix of 47% apartments and 53% single-unit dwellings yields a weighted average of 2.92 persons per household. In comparison to the national data, Boulder only has an average of 2.14 persons per housing unit.

Dividing trip ends per household by trip ends per vehicle available yields an average of 1.30 vehicles available per occupied apartment and 1.58 vehicles available per occupied single dwelling, based on ITE's national survey. Applying Boulder's current housing mix of 47% apartments and 53% single-unit dwellings yields a weighted average of 1.45 vehicles available per household. In comparison to the national data, Boulder has more vehicles available, with an average of 1.55 per housing unit.

Rather than rely on one methodology, the recommended trip generation rates shown in the bottom section of Figure A3 (see Boulder AWVTE per Housing Unit in bold numbers), are an average of trip rates based on persons and vehicles available, for all types of housing units by bedroom range. In the City of Boulder, each housing unit is expected to yield an average of 7.45 Average Weekday Vehicle Trip Ends (AWVTE), compared to the national average of 8.17 trip ends per household.

Figure A3: Persons and AWVTE by Bedroom Range and House Type

City of Boulder 2013 Data

Bedroom Range	*Persons (1)*	*Vehicles Available (1)*	*Housing Units (1)*	*Boulder Hsg Mix*	*Unadjusted Persons/HU*	***Adjusted Persons/HU (2)***	*Unadjusted VehAvl/HU*	*Adjusted VehAvl/HU (2)*
0-1	114	89	89	19%	1.28	**1.31**	1.00	0.95
2	220	162	121	25%	1.82	**1.86**	1.34	1.27
3	296	236	134	28%	2.21	**2.26**	1.76	1.66
4+	372	300	135	28%	2.76	**2.83**	2.22	2.10
Total	1,002	787	479		2.09	2.14	1.64	1.55

National Averages According to ITE

ITE Code	*AWVTE per Person*	*AWVTE per Vehicle Available*	*AWVTE per Household*	*Boulder Hsg Mix*	*Persons per Household*	*Veh Avl per Household*
220 Apt	3.31	5.10	6.65	47%	2.01	1.30
210 SFD	2.55	6.02	9.52	53%	3.73	1.58
Wgtd Avg	2.91	5.59	8.17		2.92	1.45

Recommended AWVTE per Dwelling Unit by Bedroom Range

Bedroom Range	*AWVTE per Housing Unit Based on Persons (3)*	*AWVTE per Housing Unit Based on Vehicles Available (4)*	***Boulder AWVTE per Housing Unit (5)***
0-1	3.81	5.31	**4.56**
2	5.41	7.10	**6.26**
3	6.58	9.28	**7.93**
4+	8.24	11.74	**9.99**
Total	6.23	8.66	7.45

(1) American Community Survey, Public Use Microdata Sample for CO PUMA 803 (2013 One-Year unweighted data).
(2) Adjusted multipliers are scaled to make the average PUMS values match control totals based on American Community Survey 2013 1-year data for the City of Boulder.
(3) Adjusted persons per housing unit multiplied by national weighted average trip rate per person.
(4) Adjusted vehicles available per housing unit multiplied by national weighted average trip rate per vehicle available.
(5) Average of trip rates based on persons and vehicles available per housing unit.

AWVTE per Dwelling by House Type

ITE Code	*AWVTE per Housing Unit Based on Persons (3)*	*AWVTE per Housing Unit Based on Vehicles Available (4)*	*Boulder AWVTE per Housing Unit (5)*	*Boulder Persons/HU*	*Boulder VehAvl/HU*
All Other	5.15	8.11	6.63	1.77	1.45
210 SFD	7.22	9.11	8.17	2.48	1.63
All Types	6.23	8.66	7.45	2.14	1.55

Trip Generation by Dwelling Size

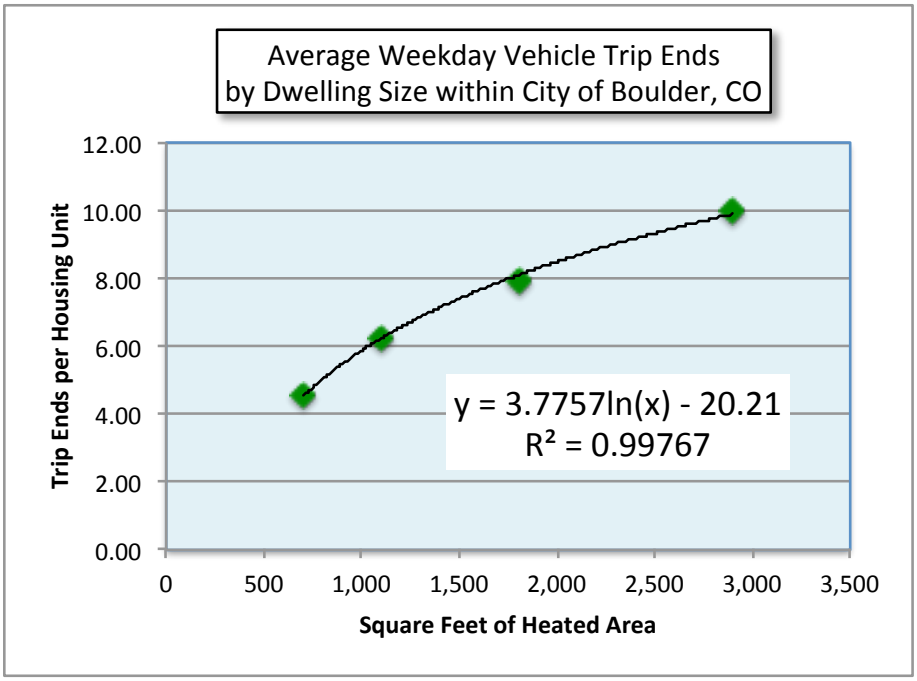
To derive AWVTE by dwelling size, TischlerBise matched trip generation rates and average floor area, by bedroom range, as shown in Figure A4. The logarithmic trend line formula, derived from the four actual averages in Boulder, is used to derive estimated trip ends by dwelling size. The table indicates trip rates for dwellings that range from 600 to 3600+ square feet, with 200 square feet increments to be consistent with Boulder's current impact fee schedule. TischlerBise does not recommend average fees for all house sizes because it makes small units less affordable and essentially subsidizes larger units.

Apartment units will generally be in the lower end of the size range (generally one and two bedroom units). Single-unit dwellings will have floor areas in the upper end of the size range. Smaller units will likely have three bedrooms. All units with 3601 or more square feet of living space are assumed to generate a maximum 10.71 AWVTE per dwelling.

Figure A4: Vehicle Trips by Dwelling Size

Average dwelling size by bedroom range is from Property Assessor parcel database. Average weekday vehicle trip ends are calibrated to 2013 1-Year ACS PUMS data for CO PUMA 803 (City of Boulder).

Actual Averages per Hsg Unit			*Fitted-Curve Values*	
Bedrooms	*Square Feet*	*Trip Ends*	*Square Feet*	*Trip Ends*
0-1	700	4.56	600	3.94
2	1,100	6.26	800	5.03
3	1,800	7.93	1000	5.87
4+	2,900	9.99	1200	6.56
			1400	7.14
			1600	7.65
			1800	8.09
			2000	8.49
			2200	8.85
			2400	9.18
			2600	9.48
			2800	9.76
			3000	10.02
			3200	10.26
			3400	10.49
			3600+	10.71



2016 Transportation Development Excise Tax Study

Prepared for:

City of Boulder, Colorado

September 20, 2016

TischlerBise
FISCAL | ECONOMIC | PLANNING

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EXECUTIVE SUMMARY

As part of the 2016 transportation work scope, TischlerBise will prepare three products for the City of Boulder. This work product is a Development Excise Tax (DET) study for a broad set of growth-related transportation improvements. A second work product focuses on the capital cost of transportation improvements needed to accommodate new development assuming more rigorous Development Impact Fee (DIF) legal requirements. The third work product will focus on operational costs and on-going maintenance of Boulder's multimodal transportation system.

Boulder's DET is a one-time revenue imposed on new construction. An excise tax is imposed on the performance of an act, the engaging in an occupation, or the enjoyment of a privilege. In some states, home-rule cities may impose excise taxes using general taxation powers. Other states have limited the use of excise taxes to jurisdictions that have special enabling legislation. Boulder has collected an excise tax for transportation since the 1980s. In 1998, voters approved a consolidated DET that included transportation. By policy, a portion of the consolidated DET authorized by voters is also used to acquire land for parks, but the combined total for parkland and transportation is less than the total DET authorized for residential development.

CURRENT TRANSPORTATION DET

As shown in Figure DET1, the current Transportation DET is $2.48 per square foot of nonresidential floor area and approximately $2,227 per detached dwelling and $1,650 per attached dwelling. Applying these rates to the projected increase in development within Boulder over the next ten years would yield approximately $11.5 million in Transportation DET revenue, with residential units contributing 43% of the six-year total and 57% from nonresidential development.

Figure DET1: Transportation DET Rates Currently Collected

Tax Name	Nonresidential	Residential	
	Per Square Foot	*Per Detached Dwelling Unit*	*Per Attached Dwelling Unit or Mobile Home*
Development Excise Tax			
Park Land	N/A	$1,144.84	$795.98
Transportation	$2.48	$2,226.93	$1,650.29
Total	$2.48	$3,371.77	$2,446.27
Housing Excise Tax	$0.51	$0.23 per square foot	$0.23 per square foot

The right column in Figure DET2 indicates the maximum consolidated DET amounts approved by voters in 1998. Nonresidential development is currently paying the maximum rate, but residential development could pay up to $5,630 per detached dwelling and $3,624 per attached dwelling. One option to consider during the 2016 DET update is to increase the transportation DET rates up to the maximum for residential units, as approved by voters. This change would increase the DET by $3,403

per detached dwelling and $1,974 per attached dwelling. Based on projected development over the next ten years, collecting the maximum DET from residential development would provide an additional $6.4 million for transportation improvements over the next ten years (i.e. a total of $17.9 million). Maximum voter-approved DET rates would obtain approximately 63% of future Transportation DET revenue from residential development and 37% from nonresidential development.

Figure DET2: Maximum Voter-Approved DET Rates

TYPE OF DEVELOPMENT	CURRENT	PROPOSED 1999	PROPOSED MAXIMUM (LIMITED BY CPI)
NEW AND ANNEXING DETACHED DWELLING UNIT	3,667.05	4,331.06	5,630.38
NEW AND ANNEXING ATTACHED DWELLING UNIT	2,369.03	2,787.77	3,624.10
NEW, ANNEXING AND EXPANDED NON-RESIDENTIAL DEVELOPMENT	1.45 PER SQUARE FOOT	1.91 PER SQUARE FOOT	2.48 PER SQUARE FOOT

PROPOSED 2016 TRANSPORTATION DEVELOPMENT EXCISE TAX

Figure DET3 summarizes the methods and cost components used in Boulder's 2016 Transportation DET study. In contrast to the 1996 DET study, TischlerBise recommends switching from an emphasis on moving vehicles to moving people, primarily through bus, bike, and pedestrian facilities. As summarized in Figure DET3, capital costs are allocated to residential and nonresidential development based on a "functional population" analysis, as described further below.

Figure DET3: Proposed Transportation DET Methods and Cost Components

Type of Improvements	*Cost Allocation*	*Service Area*	*Plan-Based Method (future)*
Bus Bike Walk	Functional Population and Jobs	Citywide	Sidewalks, Multi-Use Paths, Bike Lanes and Transit

Figure DET4 shows the proposed 2016 Transportation DET schedule, along with both maximum and current Transportation DET rates. If City Council does not decide to seek voter approval for increasing the DET rates, TischlerBise recommends implementation of the maximum DET rate schedule already approved by voters.

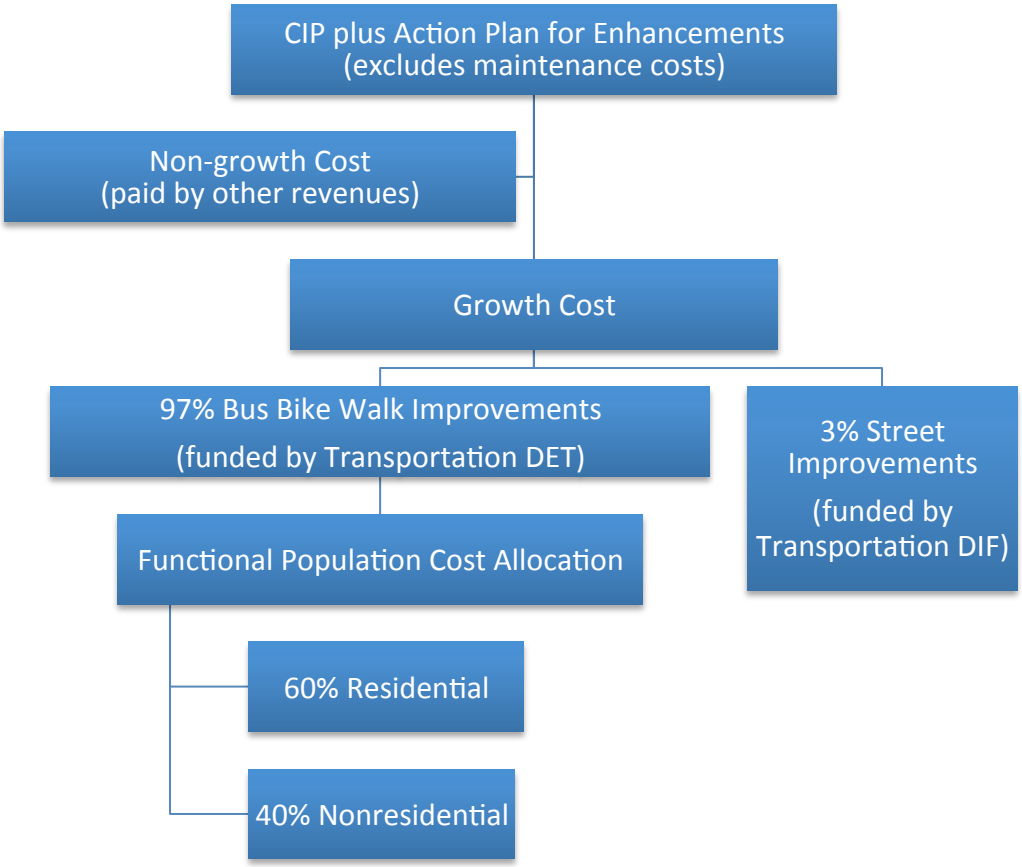
Figure DET4: Proposed 2016 Transportation DET Schedule

2016 Transportation DET	*Development Unit*	*Proposed Transportation DET*	*Maximum DET*	*Current Transportation DET*
Residential (by dwelling type)				
Attached	Dwelling Unit	$4,454	$3,624	$1,650
Detached	Dwelling Unit	$6,437	$5,630	$2,227
Nonresidential				
All Nonesidential	Square Foot	$4.47	$2.48	$2.48

MULTIMODAL TRANSPORTATION DET

The 2016 Transportation DET study uses a plan-based methodology that includes improvements for all modes of travel. Figure DET5 provides an overview of the methodology. This study documents the general cost allocation between residential and nonresidential development, including detailed calculations used to derive specific DET amounts by dwelling type. From the universe of all projects in Boulder's Capital Improvement Plan (CIP) and the Action Investment Program of the 2014 Transportation Master Plan (TMP), staff and consultants identified transportation improvements needed to accommodate new development over ten years. This study refers to these projects as "enhancements" to differentiate them from "maintenance" projects that are not eligible for DET funding. Also, each project was evaluated to quantify the "growth costs" to be funded by DET revenue, with non-growth costs funded by other revenues. Staff determined that 97% of enhancement projects are for Bus Bike Walk facilities (primarily moving people), with the remaining 3% for street improvements (i.e. primarily moving vehicles and freight). The growth cost of Bus Bike Walk improvements was allocated to residential and non-residential development based on functional population (described further below). The growth cost of street improvements was allocated according to estimated Vehicle Miles of Travel (VMT) for general types of development, as described in the 2016 Transportation DIF study.

Figure DET5: DET Calculation Flow Chart



GROWTH SHARE OF FUTURE TRANSPORTATION ENHANCEMENTS

The 9.9% default growth share is based on the projected average annual increase in person trips to and from Boulder from 2010 to 2035 (illustrated by Figure 3-22 in Boulder's State of the System Report). Because internal-external travel is most evident during morning and afternoon peak hours, it is a key factor in our perception of traffic congestion. Figure DET6 provides a reasonable means of quantifying the minimum impact of growth on transportation facilities.

Figure DET6: Person Trips To and From Boulder

Communities	2010	2035	Change	%Change
Broomfield	28,130	39,254	11,124	39.5%
Denver	13,643	14,416	773	5.7%
DIA	2,962	4,139	1,176	39.7%
ERIE	11,993	24,546	12,554	104.7%
Lafayette	18,613	21,564	2,950	15.9%
Longmont	40,976	47,774	6,798	16.6%
Lyons	1,892	1,968	77	4.0%
Louisville	25,799	26,214	415	1.6%
Superior	9,988	12,073	2,085	20.9%
TOTAL	153,995	191,947		
		0.99%	<= Average Annual Growth Rate	
		9.9%	**<= Percent Increase Over Ten Years**	

Data source
H:\Projects - Open\A-E\BOULDER Transit Master Plan 2012.777\05 Background\Travel Demand Model\Person_Trips

CIP PLUS ACTION INVESTMENT PROGRAM FOR TRANSPORTATION FACILITIES

As shown in Figure DET7, the ten-year growth-related cost of planned enhancement projects is approximately $236 million. The upper two-thirds of the table lists CIP projects. The bottom third of the table lists additional Action Investment Program capital improvements, with updated capital costs as provided by Boulder's transportation staff.

The ten-year, growth share of local costs is 14.2% of the total cost, less grant funding. The proposed transportation DET rate schedule would fund $32.53 million over ten years. Based on the CIP analysis by staff, approximately 97% of the growth cost is for Bus Bike Walk improvements and 3% will be spent on vehicular capacity (i.e. $1.12 million over ten years).

Figure DET7: Growth-Related Cost of Transportation Enhancements

				Growth-Related Enhancement Costs		
CIP#	*Description*		*Ten-Year Cost (less grants)*	*FY16-25 Bus Bike Walk*	*FY16-25 Streets*	*Growth Share of Local Cost*
310TR151NG	* Boulder Slough - 30th	Local share of multiuse pat	$96,000	$47,500	$0	49.5%
310TR480NC	East Arapahoe	Transportation Corridor St	$100,000	$75,000	$25,000	100.0%
310TR154NG	* 19th - Norwood to Up	Local share of reconstructi	$157,000	$16,800	$8,400	16.1%
310TD021OC	Citywide	Intersection improvements	$200,000	$4,000	$15,800	9.9%
310TR479OC	30th & Colorado	Transportation Corridor St	$200,000	$150,000	$50,000	100.0%
310TR157NG	Citywide	Bldr Co/City Joint TIP Scopi	$289,000	$289,000	$0	100.0%
310TDOO4OC	Citywide Funds 2810 & 3	Development coordination	$450,000	$337,500	$112,500	100.0%
310TD019NC	28th St - Baseline to Iris	Complete street elements;	$470,000	$42,000	$4,700	9.9%
310BJ002NC	Bluff & 30th St	Traffic signal	$532,000	$10,500	$42,100	9.9%
310TR692OC	Citywide	Tributary greenways	$585,000	$57,900	$0	9.9%
310TR112OC	Citywide	Pedestrian facilities enhan	$750,000	$74,300	$0	9.9%
3102ABCK02	Boulder Creek	Path improvements	$770,000	$76,200	$0	9.9%
310TR743NC	28th St - Valmont to Iris	Multimodal improvements	$860,000	$76,900	$8,500	9.9%
3102ABCK01	Boulder Creek	Path lighting	$979,680	$97,000	$0	9.9%
310TR692OC	Citywide	Bikeway facilities enhance	$1,350,000	$133,700	$0	9.9%
310TR152NG	* Broadway - Violet to H	Local share of reconstructi	$1,825,000	$661,000	$34,800	38.1%
3102ABCK03	Boulder Creek - Arapaho	Underpass	$2,365,000	$234,100	$0	9.9%
310TR156NC	Boulder Creek & Aprapa	Reconstruction and multim	$2,500,000	$248,300	$0	9.9%
310TR153NG	* 30th St & Colorado	Local share of bike/ped un	$3,150,000	$588,500	$149,600	23.4%
310TR773OC	Citywide	Pedestrian facilities repair/	$3,774,000	$375,500	$0	9.9%
310TR003OC	Citywide	Major capital reconstructic	$4,800,000	$436,900	$39,700	9.9%
310TR052OG	Citywide Funds 2800 & 2	TIP local match & TMP imp	$18,363,000	$1,642,800	$182,500	9.9%
Years 7-10	Citywide	Additional CIP Projects	$29,710,500	$3,783,600	$449,100	14.2%
Action Plan	Railroad Quite Zone Improvements		$5,000,000	$712,319	$0	14.2%
Action Plan	HOP Conversion to Clean Vehicles		$12,000,000	$1,709,567	$0	14.2%
Action Plan	Community Transit Routes Converted to BRT		$12,833,000	$1,828,239	$0	14.2%
Action Plan	East Circulator / Williams Village Improvements		$16,301,000	$2,322,304	$0	14.2%
Action Plan	New/Modified Community Transit Network Routes		$26,165,000	$3,727,568	$0	14.2%
Action Plan	Transit Capital Plan		$38,900,000	$5,541,845	$0	14.2%
Action Plan	Other Bike/Ped Enhancements		$50,757,000	$7,231,040	$0	14.2%
		Ten-Year Total =>	$236,232,180	**$32,531,881**	$1,122,700	14.2%
				97%	3%	

** Projects with grant funding; enhancement cost growth share is approximately 9.9% of total cost*

$33,654,581 <= Ten Year Growth Cost
$202,577,599 <= Total to be funded by other revenues

Cost Allocation for Bus Bike Walk Facilities

The demand for Bus Bike Walk facilities is a function of both residential and nonresidential development. As shown in Figure DET8, functional population is similar to what the U.S. Census Bureau calls "daytime population" by accounting for people living and working in a jurisdiction. In addition to the Boulder-specific data, TischlerBise has relied on extensive public and private sector input to establish reasonable "weighting factors" to account for time spent at either residential or nonresidential development. These weighting factors are shown below with grey shading.

The functional population analysis starts with 2015 estimates of jobs and population in Boulder (see yellow highlighting), as documented in the Land Use Assumptions by TischlerBise. According to the 2013 TMP State of the System report (see page 3-13), approximately 10% of Boulder jobs are self-employed persons. The remaining 90% of jobs require "journey-to-work" travel. The 2014 Boulder Valley Employee Survey indicates Boulder residents held 38% of these jobs, with persons living outside of Boulder holding the remaining 62% of journey-to-work jobs. The functional population analysis assumes all workers spend ten hours per weekday (annualized average) at nonresidential locations.

Residents who work in Boulder are assigned 10 hours to nonresidential development (discussed above) and 14 hours to residential development. Residents who work outside Boulder are assigned 14 hours to residential development. Jobs held by non-residents are assigned 10 hours to nonresidential development. Residents who don't work are assigned 20 hours per day to residential development and four hours per day to nonresidential development (annualized averages) to account for time spent shopping, eating out, and other social/recreational activities.

Based on Boulder's 2015 functional population analysis, the cost allocation for residential development is 60%, while nonresidential development accounts for 40% of the demand for Bus Bike Walk infrastructure.

Figure DET8: Functional Population

Boulder Functional Population Analysis

		Service Units in 2015			*Demand Hours/Day*	*Person Hours*
Nonresidential						
	Jobs Located in City*		98,510			
	10% Self-employed	9,851			10	98,510
	Jobs Requiring Journey-To-Work	88,659				
	Jobs Held By Residents** 38%	33,690			10	336,900
	Jobs Held By Non-residents** 62%		54,969	<= 56% of jobs	10	549,690
	Non-working Residents	51,054			4	204,216
				Nonresidential Subtotal		1,189,316
				Nonresidential Share =>		**40%**
Residential						
	Population* 104,808					
	Non-working Residents	51,054			20	1,021,080
	Resident Workers	53,754				
81%	Residents Working in City (includes self-employed)***		43,541	<= 44% of jobs	14	609,574
19%	Residents Working Outside City***	10,213			14	142,982
				Residential Subtotal		1,773,636
				Residential Share =>		**60%**
					TOTAL	2,962,952

** Boulder Land Use Assumptions, TischlerBise 01/27/16.*
*** Percentages from 2014 Boulder Valley Employee Survey, Table 36, Question 32.*
**** Percentages from 2014 Boulder Community Household Survey, Table 112, Question 24.*

Based on the cost of planned transportation enhancements (see Figure DET7 above) Bus Bike Walk improvements are expected to cost $32.53 million over the next ten years. As shown in Figure DET9, 60% of this amount, divided by the projected increase in Boulder's population over the next ten years, yields a capital cost of $2,575 per additional resident. The Bus Bike Walk component of the 2016 DET for transportation improvements is equal to the cost per person multiplied by the average number of persons per dwelling, by house type. For example, an apartment building would have to pay $2,575 per person multiplied by an average of 1.73 persons per dwelling, or $4,454 per dwelling unit (truncated). The DET for nonresidential development is equal to the capital cost per additional job, multiplied by the average number of jobs per development unit.

Figure DET9: Bus Bike Walk Improvements Allocated to Population & Jobs

Ten Year Growth Cost of Bus Bike Walk Improvements =>	$32,531,881

Cost Range and Allocation per Service Unit

	Proportionate Share Based on Functional Population	*2015 to 2025 Increase*	*Cost per Additional Service Unit*
Boulder Population	60%	7,580	$2,575
Boulder Jobs	40%	7,013	$1,856

	2015	*2025*
Population	104,808	112,388
Jobs	98,510	105,523
Ten Year Increase in Population plus Jobs		7.2%

Residential

Type	*Development Unit*	*Persons per Housing Unit*	*Proposed Bus Bike Walk Component*
Attached	Dwelling Unit	1.73	$4,454
Detached	Dwelling Unit	2.50	$6,437

Nonresidential

Type	*Development Unit*	*Jobs per Development Unit*	*Proposed Bus Bike Walk Component*
All Nonesidential	Sq Ft of Floor Area	0.00241	$4.47

FUNDING STRATEGY FOR TRANSPORTATION IMPROVEMENTS

The revenue projection shown in Figure DET10 assumes implementation of the maximum, voter-approved DET schedule and the development projections described in the Land Use Assumptions by TischlerBise. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in DET revenue and the timing of capital improvements.

Maximum voter-approved DET rates are expected to yield approximately $17.9 million over the next ten years, which will cover approximately 55% the growth share of planned transportation improvements (i.e. CIP plus Action Investment Program). In comparison, the current Transportation DET rate schedule would yield approximately $11.5 million over the next ten years. Based on the maximum voter-approved DET rate schedule, residential development will generate approximately 63% of projected revenue, with nonresidential development generating the remaining 37%.

Figure DET10: Projected Transportation DET Revenue

		Attached Residential	*Detached Residential*	*Industrial*	*Retail & Restaurants*	*Office & Other Services*
Maximum DET Rates =>		$3,624	$5,630	$2.48	$2.48	$2.48
	Year	per housing unit	per housing unit	per 1000 Sq Ft	per 1000 Sq Ft	per 1000 Sq Ft
		Housing Units	*Housing Units*	*Square Feet*	*Square Feet*	*Square Feet*
Base	2015	21,498	24,242	13,576,996	8,565,611	14,848,416
Year 1	2016	21,716	24,297	13,670,663	8,624,414	14,950,360
Year 2	2017	21,937	24,352	13,765,405	8,683,890	15,053,473
Year 3	2018	22,159	24,407	13,860,809	8,743,783	15,157,308
Year 4	2019	22,382	24,463	13,956,881	8,804,095	15,261,869
Year 5	2020	22,607	24,520	14,053,626	8,864,830	15,367,162
Year 6	2021	22,833	24,576	14,151,048	8,925,989	15,473,193
Year 7	2022	23,061	24,633	14,249,152	8,987,577	15,579,965
Year 8	2023	23,290	24,690	14,347,942	9,049,596	15,687,486
Year 9	2024	23,520	24,748	14,447,424	9,112,049	15,795,758
Year 10	2025	23,752	24,806	14,547,603	9,174,939	15,904,789
Ten Year Increase		2,254	563	970,607	609,328	1,056,373
Projected Revenue =>		$8,168,000	$3,172,000	$2,407,000	$1,511,000	$2,620,000
					Total Projected Transportation DET Revenue (rounded) =>	$17,878,000
		Res Share =>	63%		Nonres Share =>	37%

APPENDIX A: LAND USE ASSUMPTIONS RELATED TO TRANSPORTATION

Most of the demographic data used in the transportation studies are documented in Appendix A of the 2016 Capital Facility Development Impact Fee Study for the City of Boulder (TischlerBise 8/31/16). This Appendix contains additional information specific to the transportation DET analysis, such as average number of persons by house type in Boulder.

PERSONS PER HOUSING UNIT

According to the U.S. Census Bureau, a household is a housing unit that is occupied by year-round residents. Development fees often use per capita standards and persons per housing unit, or persons per household, to derive proportionate-share fee amounts. TischlerBise recommends that the DET for residential development in Boulder be imposed according to the number of year-round residents per housing unit. To be consistent with the current DET rate schedule in Boulder, TischlerBise derived the average number of persons for two dwelling types: 1) "detached" single-family houses, and 2) all other categories of "units in structure", which is referred to as "attached" housing. Because the U.S. Census Bureau only publishes standard American Community Survey (ACS) tables with single-family detached and attached units combined, TischlerBise created a custom tabulation of 2013 five-year Public Use Microdata Sample (PUMS) for Public Use Microdata Area (PUMA) 803, which closely approximates the City of Boulder. The un-weighted survey results indicate detached units contained 1,224 persons in 490 housing units, which is an average of 2.50 persons per housing unit. For attached housing (i.e. all other dwellings) the PUMS survey found 824 persons residing in 475 housing units, which is an average of 1.73 persons per housing unit.

KEYSER MARSTON ASSOCIATES

2016 JOBS HOUSING NEXUS ANALYSIS

In Support of

NON-RESIDENTIAL AFFORDABLE HOUSING IMPACT FEES

Prepared for
City of Boulder

Prepared by:
Keyser Marston Associates, Inc.

September 20, 2016

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I. INTRODUCTION

The following report is a nexus analysis in support of the Affordable Housing Fee applicable to new non-residential development in the City of Boulder. The report is an analysis of the linkages between non-residential development and the need for additional affordable housing. The report has been prepared by Keyser Marston Associates, Inc. (KMA) pursuant to a contractual agreement with the City of Boulder.

Background and Context

The City of Boulder adopted its Affordable Housing Fee on non-residential development in 2011. At the time of adoption, the fee applied only to “bonus” or additional floor area over the base allowable floor area within the “DT-5” zoning district in Boulder’s downtown. In May 2015, the Affordable Housing Fee was expanded to apply to all non-residential development City-wide. The Affordable Housing Fee levels adopted in May 2015 were intended as an interim measure to be adjusted pending completion of this study.

Boulder’s Affordable Housing Fee is part of a suite of policies the City has implemented to support affordable housing. The City’s Inclusionary Housing policy requires 20% of units in new residential projects to be made affordable. Boulder has a policy to condition new annexations on an even greater share of residential units being made affordable. The City also has taxes dedicated to financing affordable housing including a broadly applicable property tax and a development excise tax.

Work on this analysis was initiated during late summer 2015. A 12-member working group was formed to guide development of this study and parallel analyses addressing impact and excise taxes for capital facilities and transportation, operating funding for transportation and a proposed framework for an art in public places requirement applicable to new private development in Boulder. The working group convened for a series of approximately 5-6 meetings during the conduct of the work and has provided oral and written feedback as the work progressed.

Purpose

The purpose of an affordable housing nexus analysis is to document and quantify the impact of the development of new workplace buildings (such as office, retail, hotel, industrial), the employees that work in them, and the resulting demand for affordable housing. Since jobs in all buildings cover a range in compensation levels, and the households of the workers range in size, there are housing needs at all affordability levels. This analysis quantifies the need for affordable housing created by the development of each type of workplace building. The analysis and findings may be used as the foundation for enacting an affordable housing impact fee to be levied on non-residential development in Boulder.

This nexus study has been prepared to satisfy the requirements of Colorado Law requiring local agencies that adopt impact fees to quantify the reasonable impacts of proposed developments and establish impact fees at a level no greater than necessary to defray impacts directly related to new development. The conclusions of the analysis represent the maximum supportable or legally defensible impact fee levels consistent with this requirement. The City is free to take a range of policy considerations into account in setting fees anywhere up to these maximums. Section V of the report includes a series of analyses prepared to provide context potentially useful in considering fee levels that are appropriate for Boulder.

Analysis Scope

This analysis examines eight types of workplace buildings, per direction of City staff and consistent with the other fee studies under concurrent preparation:

- Office, inclusive of professional, high-tech, medical and dental offices;
- Light Industrial which includes flex space, light manufacturing and some types of Research and Development as well as auto repair and other quasi industrial activities;
- Retail / Restaurant / Service – a broad category covering restaurant and other food service, entertainment, and personal service as well as other types of service uses;
- Hospital and other medical buildings, such as specialized clinics, surgery centers, and the like;
- Lodging which covers the range from full service hotels to minimum service extended stay operations;
- Warehouse and other storage facilities;
- Institutional such as educational, religious, childcare, cultural and arts buildings; and
- Assisted living and related, such as nursing homes, memory care and other senior or specialized care facilities.

The above types cover a broad range of non-residential buildings. While technically “commercial” only refers to some of the building types enumerated above, the term “commercial” is used interchangeably with the term “non-residential” for purposes of this report.

The household income categories addressed in the analysis are:

- Extremely Low Income (households earning up to 30% Area Median Income (AMI),
- Low Income (households earning between 31% and 60% of AMI),
- Low to Moderate Income (between 61% and 76% of AMI) and
- Middle Income (77%-120% of AMI).

The Area Median Income is that published by HUD for Boulder County.

Report Organization

The report is organized into five sections and two appendices as follows:

- Section I. provides an introduction and describes the purpose and organization of this report.

- Section II. presents a summary of the nexus concept and some of the key issues and underlying assumptions in the analyses linking jobs and housing demand.

- Section III. presents an analysis of the jobs and housing relationships associated with each workplace building type and concludes with a quantification of the number of households at each income level associated with each building type.

- Section IV. contains a summary of the costs of delivering housing units affordable to households at the income levels under study, allocated to each square foot of building area, and provides the conclusions regarding maximum supported fee levels.

- Section V. presents materials that may be useful to policy makers as context for consideration of potential fee levels. Context materials include information on market conditions in Boulder, the development costs for various types of non-residential development, and a summary of linkage fee programs in other communities. The material in this section is not part of the nexus analysis.

- Appendix A. – provides a discussion of various specific factors and assumptions in relation to the nexus concept to supplement the overview provided in Section II.

- Appendix B. – contains support information on worker occupations and incomes and an identification of the industry categories represented within each building type.

Data Sources and Qualifications

The analyses in this report have been prepared using the best and most recent data available. Local and current data was used whenever possible. Sources such as the American Community Survey of the U.S. Census, the 2010 Census, and Bureau of Labor Statistics data were used extensively. Other sources and analyses when used are noted in the text and footnotes. While we believe all sources utilized are sufficiently accurate for the purposes of the analyses, we cannot guarantee their accuracy. KMA assumes no liability for information from these and other sources.

II. THE NEXUS CONCEPT

Introduction

This section outlines the nexus concept and some of the key issues surrounding the impact of new non-residential development on the demand for affordable residential units in Boulder. The nexus analysis and discussion focus on the relationships among development, growth, employment, income of workers and demand for affordable housing. The analysis describes the impact of new construction of the types of buildings in which there are workers and the need for additional affordable housing, quantified both in terms of number of units and the justified fee to provide those affordable units.

Background

The first jobs-housing linkage fee programs were adopted by the cities of San Francisco and Boston in the mid-1980s. To support the fees, the City of San Francisco commissioned an early version of a nexus analysis.

Authority to establish commercial linkage fees has been upheld in federal court, specifically in the case *Commercial Builders of Northern California v. City of Sacramento*. Commercial builders in Sacramento sued the City of Sacramento following adoption of a housing linkage fee. Both the U.S. District Court and the Ninth Circuit Court of Appeals upheld the commercial linkage fees adopted by the City of Sacramento. The Supreme Court of the United States denied the builders' petition to hear the case, allowing the ruling of the Ninth Circuit to stand.

In Colorado, authority for local governments wishing to impose impact fees on new development is established in Title 29 Article 20 of the Colorado Revised Statutes, which was added in 2001 with enactment of Senate Bill 15 ("SB 15"). The authority of home rule municipalities (including the City of Boulder) to establish impact fees predates the enactment of SB 15. Local agencies adopting impact fees are required to quantify the reasonable impacts of proposed developments on existing capital facilities and establish impact fees at a level no greater than necessary to defray the impacts directly related to new development. Impact fees cannot be imposed to remedy existing deficiencies. Studies by local governments designed to fulfill the requirements of SB 15 are often referred to as "nexus" studies. This nexus study has been prepared consistent with the requirements in Section 29-20-104 of the Colorado Revised Statutes.

The Nexus Methodology

An overview of the basic nexus concept and methodology is helpful to understand the discussion and concepts presented in this section. This overview consists of a quick "walk through" of the major steps of the analysis. The nexus analysis links new commercial buildings

with new workers in the City; these workers demand additional housing in proximity to the jobs, a portion of which needs to be affordable to the workers in lower income households.

The analysis begins by assuming a prototypical building size and then the following calculations are made:

- The total number of employees working in the building based on average employment density data is estimated. For analysis purposes, buildings of 20,000 square feet are analyzed. The same size of 20,000 square feet is used for all building types so categories may be readily compared.
- Occupation and income information for typical job types in the building is used to calculate the number of workers at various income levels (Extremely Low, Low, Low to Moderate, and Middle) addressed in the analysis. Compensation data is from the 2014 Bureau of Labor Statistics Occupational Employment Survey and is specific to Boulder County. Occupations by building type are derived from the Occupational Employment Survey and represents data for industry categories corresponding to each building type.
- Census data indicates that many workers are members of households where more than one person is employed and that there is a range of household sizes; factors derived from the Census are used to translate the workers in the building into Extremely Low, Low, Low to Moderate and Middle-Income households of various sizes.
- Then, the number of Extremely Low-, Low-, Low to Moderate- and Middle-Income households are divided by the building size to arrive at the number of housing units per square foot of building area, for each income category.
- In the last step, the number of households per square foot in each income category is multiplied by the cost of delivering housing units affordable to these income groups.

Discount for Changing Industries

The Boulder area economy, like that of the U.S. as a whole, is constantly evolving. Over the past decade in Boulder County, employment in the publishing and manufacturing sectors of the economy have been in decline along with employment in the construction sector. Jobs lost over the last decade in these declining sectors have been replaced by job growth in other industry categories.

The analysis makes an adjustment to take these declines, changes and shifts within all sectors of the economy into account, recognizing that jobs added are not 100% net new in all cases. A 21% adjustment is utilized based on the long term shifts in employment that have occurred in some sectors of the local economy and the likelihood of continuing changes in the future. Long term declines in employment experienced in some sectors of the economy mean that some of the new jobs are being filled by workers that have been displaced from another industry and who are presumed to already have housing locally. The analysis makes the assumption that

existing workers downsized from declining industries are available to fill a portion of jobs in new workplace buildings built in Boulder.

The 21% downward adjustment used for purposes of the analysis is based on data specific to Boulder County published by the Colorado Department of Labor and Employment and derived from the Bureau of Labor Statistics Quarterly Census of Employment and Wages. The data covers the ten-year period from 2004 to 2014. County-level data was selected rather than City-specific data in recognition of the regional nature of the labor market. Over this period, approximately 4,500 jobs were lost by industry sectors experiencing declines in employment. Over the same period, growing and stable industries added a total of 21,700 jobs. The figures are used to establish a ratio between jobs lost in declining industries to jobs gained in growing and stable industries at 21%.[1] The 21% factor is applied as an adjustment in the analysis, effectively assuming one in every five new jobs is filled by a worker down-sized from a declining industry and who already lives locally.

The declining industries adjustment represents a conservative adjustment in that it likely results in an understatement of the impact analysis findings. Some displaced workers may exit the workforce entirely by retiring rather than seek a new job in one of the growing sectors of the local economy. In addition, development of new workspace buildings is generally driven by net new demand for space after space vacated by businesses in declining sectors has been re-occupied. If all space that is vacated by declining sectors of the economy could be readily re-occupied, no declining industries adjustment would be warranted. The declining industries adjustment addresses a special case in which building types vacated by declining sectors are of a special purpose or obsolete nature not readily adaptable to the needs of the growth sectors of the economy. In this special case, an adjustment is called for to account for the share of jobs in new workplace buildings that are net new.

Commuting

This section provides a brief summary of commute relationships in the City of Boulder. The major relationship of interest in a nexus analysis is the share of employment in the City of Boulder held by City of Boulder residents. The current relationship often serves as a useful starting point for making a policy choice regarding the future share, or target, of all new jobs (and new worker households) to be able to live in the city.

According to the Boulder Valley Comprehensive Plan, Trends Report dated December 8, 2015, the share of jobs in the City of Boulder held by Boulder residents is 45%. It is important to recognize that the existing commute share does not necessarily represent the demand for housing in Boulder. The existing commute share in Boulder reflects the housing options that are

[1] The 21% ratio is calculated as 4,500 jobs lost in declining sectors divided by 21,700 jobs gained in growing and stable sectors = 20.7% (rounded to 21%).

available and their affordability. It should also be noted that even if more housing were available and affordable, it is unlikely that 100% of people who work in Boulder would choose to live in Boulder. The choice of where one lives depends on additional factors (schools, style of housing, types of amenities, and local services, etc.) as well as where one works.

For Boulder, long term projections in the 2015 Boulder Valley Comprehensive Plan Trends Report indicate that the current ratio between population and jobs is likely to remain similar in the future; therefore, it appears reasonable to expect the commute share to remain within a similar range as the current 45%. For purposes of the analysis, findings have been adjusted to reflect the assumption that 45% of the total housing need associated with new workplace buildings is met in Boulder consistent with the established commute relationship.

Other Factors and Assumptions

Appendix A provides a discussion of other specific factors in relation to the nexus concept including housing needs of the existing population, multiplier effects (indirect and induced jobs), changes in labor force participation, and economic cycles.

III. JOBS HOUSING NEXUS ANALYSIS

This section presents a summary of the analysis linking the development of the eight types of workplace buildings to the estimated number of affordable housing units required in each of four income categories. This section should not be read or reproduced without the narrative presented in the previous sections.

Analysis Approach and Framework

The analysis establishes the jobs housing nexus for individual commercial land use categories, quantifying the connection between employment growth in Boulder and affordable housing demand.

The analysis examines the employment associated with the development of workplace building prototypes. Then, through a series of steps, the number of employees is converted to households and housing units by income level. The findings are expressed in terms of numbers of households per 20,000 square feet, for ease of presentation. In the final step, we convert the numbers of households for an entire building to the number of households per square foot.

Household Income Limits

The analysis estimates demand for affordable housing in four household income categories: Extremely Low, Low, Low to Moderate, and Middle Income. Household income limits are published by the Colorado Housing Financing Agency.

The income limits are shown below:

	Household Size					
Household Income Limit	1-person	2-person	3-person	4-person	5-person	6 + person
Extremely Low (30% AMI)	$20,900	$23,850	$26,850	$29,800	$32,200	$34,600
Low Income (60% AMI)	$41,760	$47,760	$53,700	$59,640	$64,440	$69,240
Low to Moderate (76% AMI)	$53,040	$60,660	$68,200	$75,740	$81,840	$87,890
Median (100% of AMI)	$69,600	$79,600	$89,500	$99,400	$107,400	$115,400
Middle (120% AMI)	$83,520	$95,520	$107,400	$119,280	$128,880	$138,480

Source: 2015 income limits from the Colorado Housing Finance Agency (CHFA)

Analysis Steps

The analysis is conducted using a model that KMA has developed for application in many jurisdictions for which the firm has conducted similar analyses. The model inputs are all local data to the extent possible, and are fully documented.

Tables 1 through 4 at the end of this section summarize the nexus analysis steps for the eight building types. Following is a description of each step of the analysis:

Step 1 – Estimate of Total New Employees

The first step in Table 1 identifies the total number of direct employees who will work in the building types being analyzed. Average employment density factors are used to make the calculation.

Employment density estimates are based on assumptions developed for purposes of the analyses under concurrent preparation related to capital facilities and transportation impact fees. Office and retail employment density estimates reflect local data specific to the City of Boulder derived from local parcel data on building square footages combined with employment data from the Quarterly Census of Employment and Wages (QCEW). Other employment density assumptions are drawn from the Institute of Transportation Engineers (Trip Generation, 9th edition published in 2012).

- *Office* – 3.59 employees per 1,000 square feet building area. This represents an average based on the existing mix of office users in the City of Boulder. It represents a cross section that includes professional and corporate offices, high-tech activities, as well as medical offices. While many tech activities are denser than the average in terms of number of employees per 1,000 square feet, medical office and some types of professional offices can be less dense by a similar margin.

- *Light Industrial* – 2.31 employees per 1,000 square foot. This category covers light manufacturing, flex space (mix of office, manufacturing, storage, and some commercial uses of more industrial character like auto body repair).
- *Retail / Restaurant / Service* – 2.51 employees per 1,000 square feet. This represents an average based on the existing mix of retail, restaurant, and also a whole range of entertainment and personal service type uses in the City of Boulder. Restaurant space typically has a higher employment density, while retail space ranges widely depending on the type of retail, with furniture stores, for example, representing the lower end. Entertainment space would be less dense.
- *Hospital* - 2.94 employees per 1,000 square feet. The hospital category covers traditional hospitals plus independent clinics, surgery centers and other specialized medical and ambulatory care facilities.
- *Lodging* – 0.95 employees per 1,000 square feet. Lodging covers a range from higher service hotels, which are far more employment intensive, to minimal service extended stay hotels which have a lower employment density.
- *Warehouse* – 0.92 employees per 1,000 square feet. Warehouse and storage uses are characterized by low density of employment.
- *Institutional* – 0.81 employees per 1,000 square feet. Institutional uses are school and other educational buildings, places of worship, other religious, and cultural uses

dedicated to performing and visual arts. Many buildings in this category are owned by the non-profit and governmental sectors.

- *Assisted Living* – 2.10 employees per 1,000 square feet. Assisted living and related, such as nursing homes, memory care and other senior or specialized care facilities are both residential and commercial in nature. Due to their high level of employment and the high incidence of lower paid employees, they, like hotels, may be treated as a non-residential use for purposes of linkage fee application.

KMA conducted the analysis on 20,000 square foot buildings. This facilitates the presentation of the nexus findings, as it allows jobs and housing units to be presented in whole numbers that can be more readily understood. At the conclusion of the analysis, the findings are divided by building size to express the linkages per square foot, so that the findings can be applied to buildings of any size.

Step 2 – Adjustment for Changing Industries

This step is an adjustment to take into account any declines, changes and shifts within all sectors of the economy and to recognize that new space is not always 100% equivalent to net new employees. A 21% downward adjustment is utilized to recognize the long-term shifts in employment occurring in the local economy and the likelihood of continuing changes in the future. (See Section II discussion)

Step 3 – Adjustment from Employees to Employee Households

This step (Table 1) converts the number of employees to the number of employee household, recognizing that that there is, on average, more than one worker per household, and thus the number of housing units needed for new workers is less than the number of new workers. The workers-per-worker household ratio eliminates from the equation all non-working households, such as those comprised of retired persons and students.

The number of workers per household in a given geographic area is a function of household size, labor force participation rate and employment availability, as well as other factors. According to the 2011-2013 ACS, the number of workers per worker household in Boulder County was 1.62, including full- and part-time workers. The total number of jobs created is divided by 1.62 to determine the number of new households. This ratio excludes all non-worker households. If the average number of workers in all households were used, it would have produced a greater demand for housing units. County-level data was selected as it is likely more representative of the pattern for Boulder's workforce than City-specific data would be.

Step 4 – Occupational Distribution of Employees

Estimating the occupational breakdown of employees is the first step to arrive at income levels. The Bureau of Labor Statistics publishes data on the distribution of occupations within industries. Applicable industry categories are identified for each building type and then employment levels by industry are weighted based on the current mix by industry for the City of Boulder from the Quarterly Census of Employment and Wages.

The industries included in the analysis vary by building type.

- For office buildings, the mix of industries includes high-tech, architectural, engineering and other professional services, small firms such as realtors, insurance agents, employment services, as well as legal and medical offices.
- For light industrial buildings, the mix of industries represent a broad range of manufacturing industry types with navigational, measuring, control and electro-medical instrument manufacturing representing the largest share of overall employment. Auto repair and maintenance is also represented.
- For retail space, the industries include restaurants, retailers of all types, as well as laundry, personal care and service, and entertainment industry categories.
- For Hospital, the mix of industries includes hospitals, outpatient care centers, and medical and diagnostic laboratories.
- Lodging includes the traveler accommodation industry category and reflects an adjustment to remove casino-type hotels from the employment profile.
- Warehouse reflects the warehousing and storage industry category.
- Assisted Living includes the continuing care and assisted living, nursing home, and residential care sectors.

The May 2014 National Industry-Specific Occupational Estimates, published by the Bureau of Labor Statistics (BLS), are used to translate industries to occupations. At the end of this step (Table 2) the occupational composition of employees in the eight types of buildings have been estimated. Appendix B includes detailed information regarding the occupational compositions and specific industry categories that reflect the expected mix of activities in the new buildings.

- Occupations applicable to Office buildings include a range of computer and mathematical, business and financial, office and administrative support, management, architecture and engineering, and sales occupations, among others.
- Industrial occupations consist of production, architecture and engineering, office and administrative support, management, and smaller percentages of sales, transportation, computer and mathematical occupations.

- Retail / Restaurant / Service employment consists predominantly of food preparation and serving and sales related occupations which represent a combined 74% of employment for this building type.
- Hospital employment is concentrated in the healthcare practitioner occupational category which represents approximately half of total employment. Other categories include healthcare support (12%) and office and administrative support (15%).
- Hotels employ workers primarily from three main occupation categories: building and grounds cleaning and maintenance (maid service, etc.), food preparation and serving related, and office and administrative support, which together make up 77% of hotel workers. Other hotel occupations include personal care, management, and maintenance and repair.
- Warehouse employment is concentrated in the transportation and material moving occupations with 60% of total employment. Office and administrative support occupations make up an additional 22% of employment.
- Institutional employment includes a range of educational, community and social service, personal care and service, and administrative and office support occupations.
- Assisted living employment is comprised of healthcare support (35%), healthcare practitioners and technical (17%), and food preparation and serving (14%), and personal care and service occupation categories (12%).

The results of Step #4 are shown on Table 1; the table shows both the percentage of total employee households and the number of employee households in the prototype buildings.

Step 5 – Estimated Employee Household Income

In this step, occupations are translated to employee incomes based on recent Boulder County wage and salary information from the Bureau of Labor Statistics. The wage and salary information summarized in the Appendix B Tables provided the income inputs to the model. Worker compensations used in the analysis assumes full time employment (40 hours per week) based on the Bureau of Labor Statistic's approach to presenting annual compensation information which assumes full time employment.

In the even numbered Appendix B tables, the BLS data provides a distribution of specific occupations within each major occupation category. For example, within the Food Preparation and Serving Category, there are Supervisors, Cooks, Bartenders, Waiters and Waitresses, Dishwashers, etc. For each detailed occupational category, the model uses the distribution of wages to calculate the percent of worker households that would fall into each income category. The occupations with the lowest compensation levels are in Retail / Restaurant and Hotel buildings.

The calculation is performed for each possible combination of household size and number of workers in the household. For households with more than one worker, individual *employee* income data was used to calculate the household income by assuming multiple earner households are, on average, formed of individuals with similar incomes. The model recognizes that many, but not all, households have multiple incomes.

Step 6 – Distribution of Household Size and Number of Workers

In this step, the model examines the demographics of Boulder County in order to develop percentage factors for each potential combination of household size and number of workers. Data from the 2011-2013 American Community Survey is used to derive the percentages. County averages are used because it is likely a better representation of Boulder's workforce than the City-specific profile. This step in the analysis accounts for the fact that households have a range in size and a range in the number of workers. The result of Step 6 is a distribution of working households by number of workers and household size.

Step 7 – Estimate of Number of Households that Meet Size and Income Criteria

This is the final step to calculate the number of worker households meeting the size and income criteria for the four affordability tiers. The calculation combines the matrix of results from Step 5 on percentage of worker households that would meet the income criteria at each potential household size/number of workers combination, with Step 6, the percentage of worker households having a given household size/number of workers combination. The result is the percentage of households that fall into each affordability tier. The percentages are then multiplied by the number of households from Step 3 to arrive at the number of households in each affordability tier.

Table 2 shows the results after completing Steps 5, 6, and 7 for the Extremely Low Income Tier. The methodology is repeated for each of the lower income tiers, resulting in a total count of worker households for each 20,000 square feet of building area.

Summary by Income Level

Table 3 at the end of this section indicates the results of the analysis for each of the eight building types, for all of the income categories. The table presents the number of households in each affordability category, the total number up to 120% of median, and the remaining households earning over 120% of median associated with a 20,000 square foot building. The findings in Table 3 are summarized below.

New Worker Households by Income Level per 20,000 square feet

	Office	Light Industrial	Retail	Hospital	Lodging	Warehouse	Institutional	Assisted Living
Extremely Low	0.9	1.1	6.4	0.7	2.8	1.2	0.8	3.1
Low Income	6.7	5.8	12.0	7.1	4.4	4.1	3.0	9.5
Low to Moderate	4.1	2.9	2.8	4.2	0.9	1.4	1.3	3.4
Middle Income	8.6	5.2	2.4	8.4	0.7	1.6	1.7	3.0
Subtotal	**20.3**	**15.0**	**23.7**	**20.3**	**8.9**	**8.3**	**6.9**	**19.1**
Above Middle Income	14.8	7.6	0.9	8.4	0.4	0.7	1.0	1.4
Total	**35.1**	**22.6**	**24.5**	**28.7**	**9.3**	**9.0**	**7.9**	**20.5**

The table below summarizes the percentage of total new worker households that fall into each income category. As indicated, over 90% of retail, lodging, warehouse, and assisted living worker households are below 120% of median. This finding is not surprising given the generally low compensation levels applicable to many retail, hotel, warehouse, and assisted living jobs. Office worker households have the highest incomes on average with 25% in the Middle Income category and 42% earning above 120% of median.

Percent of New Worker Households by Income Level

	Office	Light Industrial	Retail	Hospital	Lodging	Warehouse	Institutional	Assisted Living
Extremely Low	2.5%	4.7%	26.2%	2.4%	30.3%	13.3%	10.4%	15.2%
Low Income	19.1%	25.6%	49.0%	24.9%	47.9%	45.2%	38.1%	46.3%
Low to Moderate	11.7%	12.8%	11.6%	14.4%	10.1%	16.1%	16.4%	16.8%
Middle Income	24.6%	23.1%	9.6%	29.1%	7.3%	17.8%	22.0%	14.8%
Subtotal	**57.8%**	**66.2%**	**96.5%**	**70.8%**	**95.6%**	**92.4%**	**86.9%**	**93.0%**
Above Middle Income	42.2%	33.8%	3.5%	29.2%	4.4%	7.6%	13.1%	7.0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Adjustment for Commute Relationship

Table 4 indicates the results of the analysis after an adjustment for commuting. As discussed in Section II, 45% of the jobs in the City of Boulder are estimated to be held by residents of the city. In other words, if the existing commute relationship were to hold for new employee households, 45% would be expected to reside in the City of Boulder, with the remaining 55% distributed throughout the region. The estimates of households for each income category in a prototypical 20,000 square foot building are adjusted downwards by this 45% commute factor. This adjustment is not technically required for nexus purposes. The City could, for example, choose to include all housing demand in the nexus analysis. The City could also choose to use

a factor other than the existing commute relationship that might incorporate policy considerations such as a goal to house a greater or lesser percentage of the workforce locally. Use of the 45% factor was selected based on long term projections in the Boulder Valley Comprehensive Plan Trends Report which indicate the current ratio of population to jobs is expected to remain similar in the future. The table below summarizes the housing need by income tier after making the 45% adjustment for commuting:

New Worker Households by Income Level, per 20,000 square feet, after 45% Commute Adjustment

	Office	Light Industrial	Retail	Hospital	Lodging	Warehouse	Institutional	Assisted Living
Extremely Low	0.4	0.5	2.9	0.3	1.3	0.5	0.4	1.4
Low Income	3.0	2.6	5.4	3.2	2.0	1.8	1.4	4.3
Low to Moderate	1.8	1.3	1.3	1.9	0.4	0.7	0.6	1.6
Middle Income	3.9	2.4	1.1	3.8	0.3	0.7	0.8	1.4
Subtotal	**9.1**	**6.7**	**10.7**	**9.2**	**4.0**	**3.7**	**3.1**	**8.6**
Above Middle Income	6.7	3.4	0.4	3.8	0.2	0.3	0.5	0.6
Total	**15.8**	**10.2**	**11.0**	**12.9**	**4.2**	**4.0**	**3.6**	**9.2**

The analysis thus far has worked with prototypical buildings of 20,000 square feet. In a final step, the conclusions are translated to a per-square-foot level and expressed as coefficients. These coefficients state the portion of a household, or housing unit, by affordability level for which each square foot of building area is associated (See Table 5 at the end of this section).

This is the summary of the housing nexus analysis, or the linkage from buildings to employees to housing demand, by income level. We believe that it is a conservative analysis that most likely understates the households at each income level generated by these building types.

TABLE 1
NET NEW HOUSEHOLDS AND OCCUPATION DISTRIBUTION BY BUILDING TYPE
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Per 20,000 Sq.Ft. of Building Area	**OFFICE**	**LIGHT INDUSTRIAL**	**RETAIL**	**HOSPITAL**	**LODGING**	**WAREHOUSE**	**INSTITUTIONAL**	**ASSISTED LIVING**
Step 1 - Estimate of Number of Employees								
Employment Density (Employees per 1,000 SF)	3.59	2.31	2.51	2.94	0.95	0.92	0.81	2.10
Number of Employees Per 20,000 SF Building Area	71.8	46.2	50.2	58.8	19.0	18.4	16.2	42.0
Step 2 - Net New Employees after Declining Industries Adjustment (21%)	56.7	36.5	39.7	46.5	15.0	14.5	12.8	33.2
Step 3 - Adjustment for Number of Households (1.62)	35.1	22.6	24.5	28.7	9.3	9.0	7.9	20.5
Step 4 - Occupation Distribution[1]								
Management Occupations	8.3%	9.1%	2.3%	4.2%	4.5%	3.5%	5.7%	3.0%
Business and Financial Operations	11.5%	6.7%	0.5%	2.1%	1.5%	2.0%	3.1%	0.9%
Computer and Mathematical	21.0%	7.4%	0.1%	1.2%	0.1%	0.5%	0.8%	0.1%
Architecture and Engineering	5.0%	13.5%	0.0%	0.1%	0.0%	0.2%	0.0%	0.0%
Life, Physical, and Social Science	1.1%	1.3%	0.0%	0.7%	0.0%	0.0%	0.4%	0.0%
Community and Social Services	0.7%	0.0%	0.0%	6.1%	0.0%	0.0%	9.3%	1.8%
Legal	1.9%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
Education, Training, and Library	0.4%	0.0%	0.1%	0.3%	0.0%	0.0%	33.6%	0.0%
Arts, Design, Entertainment, Sports, and Media	3.6%	0.9%	0.4%	0.2%	0.3%	0.1%	3.5%	0.1%
Healthcare Practitioners and Technical	5.6%	0.2%	1.2%	50.5%	0.0%	0.1%	1.3%	16.9%
Healthcare Support	3.1%	0.1%	0.3%	11.8%	0.5%	0.0%	3.1%	35.0%
Protective Service	0.6%	0.1%	0.3%	0.6%	1.6%	0.7%	0.5%	0.5%
Food Preparation and Serving Related	0.3%	0.3%	45.3%	1.7%	24.7%	0.1%	2.0%	14.3%
Building and Grounds Cleaning and Maint.	2.5%	0.4%	0.6%	2.6%	31.9%	1.0%	1.8%	6.4%
Personal Care and Service	0.8%	0.0%	3.1%	0.8%	4.0%	0.0%	20.2%	12.1%
Sales and Related	6.9%	5.0%	28.6%	0.3%	2.2%	1.7%	1.4%	0.3%
Office and Administrative Support	20.6%	12.8%	8.4%	14.7%	20.3%	22.3%	9.9%	5.0%
Farming, Fishing, and Forestry	0.0%	0.2%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
Construction and Extraction	0.6%	0.3%	0.1%	0.2%	0.1%	0.1%	0.2%	0.0%
Installation, Maintenance, and Repair	1.7%	6.4%	2.3%	0.9%	5.0%	3.2%	0.7%	1.9%
Production	2.0%	30.2%	2.0%	0.3%	2.2%	4.0%	0.4%	1.1%
Transportation and Material Moving	1.8%	4.7%	4.2%	0.6%	1.1%	60.3%	1.9%	0.7%
Totals	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Boulder Nexus 5-2-16; II-1 Households; 5/12/2016; dd

TABLE 1
NET NEW HOUSEHOLDS AND OCCUPATION DISTRIBUTION BY BUILDING TYPE
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Per 20,000 Sq.Ft. of Building Area	OFFICE	LIGHT INDUSTRIAL	RETAIL	HOSPITAL	LODGING	WAREHOUSE	INSTITUTIONAL	ASSISTED LIVING
Management Occupations	2.9	2.1	0.6	1.2	0.4	0.3	0.5	0.6
Business and Financial Operations	4.0	1.5	0.1	0.6	0.1	0.2	0.2	0.2
Computer and Mathematical	7.4	1.7	0.0	0.3	0.0	0.0	0.1	0.0
Architecture and Engineering	1.8	3.1	0.0	0.0	0.0	0.0	0.0	0.0
Life, Physical, and Social Science	0.4	0.3	0.0	0.2	0.0	0.0	0.0	0.0
Community and Social Services	0.2	0.0	0.0	1.8	0.0	0.0	0.7	0.4
Legal	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Education, Training, and Library	0.1	0.0	0.0	0.1	0.0	0.0	2.7	0.0
Arts, Design, Entertainment, Sports, and Media	1.3	0.2	0.1	0.1	0.0	0.0	0.3	0.0
Healthcare Practitioners and Technical	2.0	0.0	0.3	14.5	0.0	0.0	0.1	3.5
Healthcare Support	1.1	0.0	0.1	3.4	0.0	0.0	0.2	7.2
Protective Service	0.2	0.0	0.1	0.2	0.1	0.1	0.0	0.1
Food Preparation and Serving Related	0.1	0.1	11.1	0.5	2.3	0.0	0.2	2.9
Building and Grounds Cleaning and Maint.	0.9	0.1	0.1	0.8	3.0	0.1	0.1	1.3
Personal Care and Service	0.3	0.0	0.8	0.2	0.4	0.0	1.6	2.5
Sales and Related	2.4	1.1	7.0	0.1	0.2	0.2	0.1	0.1
Office and Administrative Support	7.2	2.9	2.1	4.2	1.9	2.0	0.8	1.0
Farming, Fishing, and Forestry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Construction and Extraction	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Installation, Maintenance, and Repair	0.6	1.5	0.6	0.3	0.5	0.3	0.1	0.4
Production	0.7	6.8	0.5	0.1	0.2	0.4	0.0	0.2
Transportation and Material Moving	0.6	1.1	1.0	0.2	0.1	5.4	0.2	0.1
Totals	**35.1**	**22.6**	**24.5**	**28.7**	**9.3**	**9.0**	**7.9**	**20.5**

Notes:
(1) Appendix B Tables 1 through 16 contain additional information regarding worker occupation categories.

TABLE 2
ESTIMATE OF QUALIFYING HOUSEHOLDS - EXTREMELY LOW INCOME
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Analysis for Households Earning up to 30% of Median

	OFFICE	LIGHT INDUSTRIAL	RETAIL	HOSPITAL	LODGING	WAREHOUSE	INSTITUTIONAL	ASSISTED LIVING
Per 20,000 SF Building								
Step 5, 6, & 7 - Households Earning up to 30% of Median[1]								
Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business and Financial Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Computer and Mathematical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Architecture and Engineering	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Life, Physical and Social Science	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community and Social Services	0.00	0.00	0.00	0.03	0.00	0.00	0.02	0.00
Legal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Education Training and Library	0.00	0.00	0.00	0.00	0.00	0.00	0.19	0.00
Arts, Design, Entertainment, Sports, and Media	0.03	0.00	0.00	0.00	0.00	0.00	0.04	0.00
Healthcare Practitioners and Technical	0.04	0.00	0.00	0.03	0.00	0.00	0.00	0.00
Healthcare Support	0.06	0.00	0.00	0.26	0.00	0.00	0.00	0.85
Protective Service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Food Preparation and Serving Related	0.00	0.00	3.90	0.00	0.78	0.00	0.00	0.82
Building Grounds and Maintenance	0.19	0.00	0.00	0.00	1.16	0.00	0.00	0.48
Personal Care and Service	0.00	0.00	0.13	0.00	0.11	0.00	0.41	0.59
Sales and Related	0.10	0.08	1.62	0.00	0.00	0.00	0.00	0.00
Office and Admin	0.31	0.14	0.22	0.27	0.49	0.19	0.03	0.06
Farm, Fishing, and Forestry	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Construction and Extraction	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Installation Maintenance and Repair	0.00	0.03	0.02	0.00	0.01	0.01	0.00	0.00
Production	0.06	0.53	0.08	0.00	0.00	0.04	0.00	0.00
Transportation and Material Moving	0.00	0.23	0.24	0.00	0.00	0.87	0.00	0.00
HH earning up to 30% of Median - major occupations	0.79	1.01	6.20	0.60	2.54	1.11	0.69	2.80
HH earning up to 30% of Median - all other occupations	0.08	0.04	0.24	0.09	0.27	0.08	0.13	0.32
Total Households Earning up to 30% of Median	**0.9**	**1.1**	**6.4**	**0.7**	**2.8**	**1.2**	**0.8**	**3.1**

Notes:
(1) Appendix B Tables 1 through 16 contain additional information on worker occupation categories and compensation levels.

TABLE 3
WORKER HOUSEHOLDS BY AFFORDABILITY LEVEL
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Per 20,000 S.F. Building

	OFFICE	LIGHT INDUSTRIAL	RETAIL	HOSPITAL	LODGING	WAREHOUSE	INSTITUTIONAL	ASSISTED LIVING
NUMBER OF HOUSEHOLDS BY INCOME TIER (1)								
Extremely Low (0% - 30% AMI)	0.9	1.1	6.4	0.7	2.8	1.2	0.8	3.1
Low Income (31% - 60% AMI)	6.7	5.8	12.0	7.1	4.4	4.1	3.0	9.5
Low to Moderate (61% to 76% AMI)	4.1	2.9	2.8	4.2	0.9	1.4	1.3	3.4
Middle Income (77% to 120% AMI)	8.6	5.2	2.4	8.4	0.7	1.6	1.7	3.0
Subtotal - Affordable Categories	**20.3**	**15.0**	**23.7**	**20.3**	**8.9**	**8.3**	**6.9**	**19.1**
Above Middle Income (> 120% AMI)	14.8	7.6	0.9	8.4	0.4	0.7	1.0	1.4
Total New Worker Households	**35.1**	**22.6**	**24.5**	**28.7**	**9.3**	**9.0**	**7.9**	**20.5**
PERCENTAGE OF HOUSEHOLDS BY INCOME TIER								
Extremely Low (0% - 30% AMI)	2.5%	4.7%	26.2%	2.4%	30.3%	13.3%	10.4%	15.2%
Low Income (31% - 60% AMI)	19.1%	25.6%	49.0%	24.9%	47.9%	45.2%	38.1%	46.3%
Low to Moderate (61% to 76% AMI)	11.7%	12.8%	11.6%	14.4%	10.1%	16.1%	16.4%	16.8%
Middle Income (77% to 120% AMI)	24.6%	23.1%	9.6%	29.1%	7.3%	17.8%	22.0%	14.8%
Subtotal - Affordable Categories	**57.8%**	**66.2%**	**96.5%**	**70.8%**	**95.6%**	**92.4%**	**86.9%**	**93.0%**
Above Middle Income (> 120% AMI)	42.2%	33.8%	3.5%	29.2%	4.4%	7.6%	13.1%	7.0%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Notes:
(1) See Appendix B Tables 1 through 16 for information regarding worker compensation levels.

TABLE 4
WORKER HOUSEHOLDS BY AFFORDABILITY LEVEL - AFTER 45% COMMUTE ADJUSTMENT
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Per 20,000 S.F. Building

	OFFICE	LIGHT INDUSTRIAL	RETAIL	HOSPITAL	LODGING	WAREHOUSE	INSTITUTIONAL	ASSISTED LIVING
AFTER 45% COMMUTE ADJUSTMENT								
NUMBER OF HOUSEHOLDS BY INCOME TIER (1)								
Extremely Low (0% - 30% AMI)	0.4	0.5	2.9	0.3	1.3	0.5	0.4	1.4
Low Income (31% - 60% AMI)	3.0	2.6	5.4	3.2	2.0	1.8	1.4	4.3
Low to Moderate (61% to 76% AMI)	1.8	1.3	1.3	1.9	0.4	0.7	0.6	1.6
Middle Income (77% to 120% AMI)	3.9	2.4	1.1	3.8	0.3	0.7	0.8	1.4
Subtotal - Affordable Categories	**9.1**	**6.7**	**10.7**	**9.2**	**4.0**	**3.7**	**3.1**	**8.6**
Above Middle Income (> 120% AMI)	6.7	3.4	0.4	3.8	0.2	0.3	0.5	0.6
Total New Worker Households	**15.8**	**10.2**	**11.0**	**12.9**	**4.2**	**4.0**	**3.6**	**9.2**

Notes:
(1) See Appendix B Tables 1 through 16 for information regarding worker compensation levels.

TABLE 5
HOUSING DEMAND NEXUS FACTORS PER SQ.FT. OF BUILDING AREA
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

	Number of Housing Units per Square Foot of Building Area[1]							
	OFFICE	LIGHT INDUSTRIAL	RETAIL	HOSPITAL	LODGING	WAREHOUSE	INSTITUTIONAL	ASSISTED LIVING
Extremely Low (0% - 30% AMI)	0.00001969	0.00002368	0.00014491	0.00001532	0.00006327	0.00002689	0.00001852	0.00007019
Low Income (31% - 60% AMI)	0.00015069	0.00013032	0.00027073	0.00016075	0.00010009	0.00009152	0.00006794	0.00021378
Low to Moderate (61% to 76% AMI)	0.00009203	0.00006489	0.00006379	0.00009346	0.00002108	0.00003260	0.00002926	0.00007757
Middle Income (77% to 120% AMI)	0.00019448	0.00011756	0.00005327	0.00018830	0.00001532	0.00003606	0.00003915	0.00006816
Total	**0.00045690**	**0.00033646**	**0.00053270**	**0.00045783**	**0.00019976**	**0.00018707**	**0.00015486**	**0.00042970**

Notes:
[1] Calculated by dividing number of household in Table 4 by 20,000 square feet to convert to households per square foot of building.

IV. TOTAL HOUSING NEXUS COSTS

This section takes the conclusions of the previous section on the number of households in the lower income categories associated with new commercial development projects and identifies the total cost of assistance required to make housing affordable. This section puts a cost on the units for each income level to produce the "total nexus cost." This is done for each of the prototype units.

A key component of the analysis is the size of the gap between what households can afford and the cost of producing new housing in Boulder, known as the 'affordability gap.' Affordability gaps are calculated for each of the four categories of area median income utilized for this analysis: Extremely Low Income (qualifying income: 30% of median and under), Low Income (31% to 60%), Low to Moderate Income (61% to 76.2%), and Middle Income (76.3% to 120%). The following summarizes the analysis of mitigation cost which is based on the affordability gap to provide units that are affordable to worker households in the lower income tiers. Detailed affordability gap calculations are presented in Tables 7 and 8 at the end of this section.

City Assisted Affordable Unit Prototypes

For estimating the affordability gap, there is a need to match a household of each income level with a unit type and size according to governmental regulations and City practices and policies. The analysis assumes that Extremely Low and Low Income households will be assisted in a multi-family apartment unit averaging two-bedrooms and 800 square feet in size and that Low to Moderate and Middle Income households will be assisted in a three-bedroom for-sale townhome unit averaging 1,400 square feet.

The larger townhome unit is assumed for the Low to Moderate and Middle Income households because it is one strategy to meet the needs of families in these income tiers who increasingly face affordability challenges in Boulder. A smaller two-bedroom unit is more typical for Extremely Low and Low Income households, especially for projects that are subsidized with Low Income Housing Tax Credits. In all cases, it is assumed that the prototype affordable unit reflects a modest unit consistent with what the City is likely to assist and appropriate for housing the average Extremely Low, Low, Low to Moderate, and Middle Income worker household.

Development Costs

KMA prepared an estimate of total development cost for typical affordable rental units inclusive of land, direct construction, indirect (soft costs) and financing costs based on a review of development pro forma data for recent affordable rental developments assisted by the City of

Boulder and based on discussions with affordable housing developers in Boulder[2]. On this basis, it is estimated that the affordable apartment prototype will have a total development cost per unit of approximately $293,000. The for-sale prototype is estimated to have a total development cost of approximately $423,000 based on local data for inputs such as land acquisition costs, direct and indirect costs of construction, supplemented by third party cost estimating sources such as RS Means.

Development Costs

Qualifying Income	Unit Tenure / Type	Development Cost
30% AMI and under	Rental	$293,000
31% to 60% AMI	Rental	$293,000
61% to 76.2% AMI	Ownership	$423,000
76.3% to 120% AMI	Ownership	$423,000

It is noted that the development costs in this analysis are based on new construction projects even though it is recognized that acquisition/rehab projects play a major role in creating affordable housing opportunities in Boulder. On this point, it is important to note that, on average, the affordable acquisition/rehab projects currently being planned in the City are just as expensive as the new construction projects.

Affordability Gap

The affordability gap is the difference between the cost of developing the affordable unit and the amount of funding sources available to pay for the unit. For rental units, the affordability gap is the difference between total development costs and financing available from the supported debt and the value of 4% Low Income Housing Tax Credits. For ownership units, the affordability gap is the difference between total development costs and the affordable purchase price determined based on the City's methodology.

Affordable rents were estimated based on maximum household incomes for Extremely Low and Low Income households net of estimated tenant paid utilities. Maximum affordable sales prices for ownership units were calculated consistent with the City's existing guidelines and underwriting assumptions as of Q1 2016.

Maximum Affordable Sales Prices and Rent Levels

Qualifying Income	Unit Tenure / Type	Unit Size	Maximum Housing Costs
30% AMI and under	Rental	2 bedrooms	$606 / Month*
31% to 60% AMI	Rental	2 bedrooms	$1,054 / Month*
61% to 76.2% AMI	Ownership	3 bedrooms	$203,100
76.3% to 120% AMI	Ownership	3 bedrooms	$321,300

*Tenant rent net of estimated tenant-paid utilities.

[2] Affordable housing developers interviewed for this assignment included Element Properties, Allison Management (Andy Allison), and Boulder Housing Partners (Housing Authority). Project pro formas reviewed include The Residences at Sutherland, Lee Hill Community, Thunderbird/Osage, High Mar, Trinity, and SPARK West.

The operating income estimate for the apartment project takes into consideration rental income, a factor for vacancy/turnover/bad debt, operating expenses, and replacement reserves. The project's net operating income (NOI) is then used to estimate the amount of private debt the project can support.

The assumption of 4% Tax Credits was made based on their more consistent availability as compared to 9% Tax Credits, which are highly competitive. While there are sometimes additional State and Federal sources of funds to finance affordable housing, it is not assured that these sources will be available in the future and accessing these sources is also highly competitive due to the limited supply.

The resulting affordability gaps are as follows:

Affordability Gap Calculation

Qualifying Income	Unit Value / Financing Sources*	Development Cost	Affordability Gap
Affordable Rental Units			
30% AMI and under	$119,700	$293,000	$173,300
31% to 60% AMI	$193,200	$293,000	$99,800
Affordable Ownership Units			
61% to 76.2% AMI	$203,100	$423,000	$219,900
76.3% to 120% AMI	$321,300	$423,000	$101,700

*For rental units financing sources including supported private debt and the market value of 4% tax credits. With for-sale units, the unit value equals the affordable sales price.

Tables 6 and 7 at the end of this section present the detailed affordability gap calculations.

Maximum Supported Fees

The last step in the nexus analysis calculates the cost of delivering affordable housing to the households created by new non-residential development.

Table 8 at the end of this section summarizes the analysis. The demand for affordable units in each income range that is generated per square foot of building area is drawn from Table 5 in the previous section. The "Maximum Fee per Square Foot" represents the results of the following calculation:

Affordability Gap (from above)	X	No. affordable units generated per square foot of building area. (from Table 5)	=	Maximum Fee Per Square Foot

The maximum impact fees for the eight building types are as follows:

Building Type	Nexus Findings with 45% Commute Adjustment (per Sq. Ft.)
Office	$58.40
Light Industrial	$43.40
Retail	$71.50
Hospital	$58.40
Lodging	$27.20
Warehouse	$24.70
Institutional	$20.40
Assisted Living	$57.50

Note: Nexus findings are not recommended fee levels.
See Table 8 for details by income category.

These totals represent the maximum impact fee that could be charged for new non-residential construction to mitigate its impacts on the need for affordable housing. The totals are not recommended fee levels; they represent only the maximums established by this analysis.

These total nexus or mitigation costs are high due to the low compensation levels of many jobs, coupled with the high cost of developing residential units. Higher employment densities also contribute to higher nexus costs. These factors are especially pronounced with the Office, Retail, Hospital and Assisted Living categories, yielding a very high nexus cost.

The City has a $0.51 per square foot Housing Excise Tax (HET) applicable to all new non-residential development and used to fund affordable housing. If the HET continues to be collected, it will need to be considered along with the Affordable Housing fee in determining whether requirements are within the maximums supported by the nexus.

Conservative Assumptions

In establishing the maximum impact fee, many conservative assumptions were employed in the analysis that result in a cost to mitigate affordable housing needs that may be considerably understated. These conservative assumptions include:

- A downward adjustment of 21% has been reflected in the analysis to account for declining industries and the potential that displaced workers from declining sectors of the economy will fill a portion of jobs in new workplace buildings. This is a conservative assumption because many displaced workers may exit the workforce entirely by retiring rather than seek a new job in one of the growing sectors of the economy. In addition, development of new workspace buildings will typically occur only to the extent net new demand exists after space vacated by businesses in declining sectors of the economy has been re-occupied. The 21% adjustment is conservative in that it is mainly necessary to cover a special case scenario in which buildings vacated by declining industries cannot be readily occupied by other users due to their special purpose nature or due to obsolescence.

- A downward adjustment of 55% has been reflected in the analysis to account for commuting. This is an optional adjustment that effectively removes over half of the affordable housing need from the analysis and resulting maximum impact fees.

- Annual incomes for workers reflect full time employment based upon the Bureau of Labor Statistics convention for reporting annual compensation information. In fact, many workers work less than full time; therefore, annual compensations used in the analysis are probably overstated, especially for Retail and Hotel, which tend to have a high number of part time employees.

- Only direct employees are counted in the analysis. Many contractual services related employees are also associated with each new workspace. Indirect / contract services employees in an office building, for example, include security, delivery personnel, building cleaning and maintenance personnel, and a whole range of others. Hotels do have many of these workers on staff, but hotels also “contract out” a number of services that are not taken into account in the analysis.

In summary, many less conservative assumptions could be made that would justify a much higher maximum linkage fee.

TABLE 6
AFFORDABILITY GAPS - EXTREMELY LOW AND LOW INCOME RENTAL (RENTAL PROTOTYPE)
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Affordable Rental Prototype		2-Bedroom Apartments 800 sf	2-Bedroom Apartments 800 sf
		Extremely Low Income	Low Income
Unit Size		2-Bedroom	2-Bedroom
100% Median Income (3-Person)		$89,500	$89,500
% of AMI for pricing (not qualifying)		30.0%	50.0%
Household Income		$26,850	$44,750
Unit Rents			
Monthly Rent (2BR)		$671	$1,119
Utility Allowance (2BR)		($65)	($65)
Net Monthly Rent		$606	$1,054
Operating Income			
Net Rental Income - Annual		$7,275	$12,645
Other Income		$100	$100
(Less) Vacancy	5.0% (1)	($364)	($632)
(Less) Operating Expenses		($5,000)	($5,000)
(Less) Property Taxes		$0	$0
(Less) Replacement Reserves		($300)	($300)
NOI - Annual		$1,711	$6,813
(Less) Debt Service	1.20	($1,426)	($5,677)
Cash Flow after Debt		$285	$1,135
Affordability Gap			
Total Development Costs (2)		$293,000	$293,000
(Less) Supported Private Debt	4.0% 30 (3)	($24,700)	($98,200)
(Less) 4% Tax Credit Equity		($95,000)	($95,000)
Affordability Gap		$173,300	$99,800

(1) Vacancy rate range for Boulder affordable housing projects is 5% to 7%.

(2) Average of new construction projects only (excludes acq/rehab projects). Costs adjusted to net out deferred portion of developer fee.

(3) Tax exempt interest rate applicable to 4% tax credit projects.

TABLE 7
AFFORDABILITY GAPS - OWNERSHIP
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

Affordable For-Sale Prototype		3-Bedroom Townhome 1,400 sf	3-Bedroom Townhome 1,400 sf
		Low/Mod Income	Middle Income
100% Area Median Income (3-Person)		$89,500	$89,500
Affordable Sale Price Calculation [1]			
% of AMI for pricing (not qualifying)		66.2%	100.0%
Household Income		$59,250	$89,500
Available for Housing Cost	28.0%	$16,590	$25,060
(Less) HOA Dues	$299	($3,588)	($3,588)
(Less) Taxes & Insurance	22%	($2,860)	($4,724)
Available for Mortgage		$10,142	$16,748
Mortgage	4.06%	$175,746	$290,234
Plus Downpayment	5.0%	$9,250	$15,275
Supported Sale Price - base unit size		$184,996	$305,510
Unit Size Adjustment		$18,104	$15,790
Supported Sale Price - adjusted unit size		$203,100	$321,300
Development Costs			
Land Acquisition [2]		$100,000	$100,000
Direct Construction (Sitework & Building)		$240,000	$240,000
Indirects		$72,000	$72,000
Financing		$11,000	$11,000
Total Development Costs		$423,000	$423,000
Affordability Gap			
Total Development Costs		$423,000	$423,000
(Less) Affordable Sale Price		($203,100)	($321,300)
Affordability Gap		$219,900	$101,700

[1] Affordable sale prices based on City's pricing methodology and assumptions for Q1 2016 (3br, 2.5ba).

[2] The land acquisition cost estimate was based on sales of both vacant and improved sites purchased for redevelopment. Land costs can be higher in certain parts of the City; therefore, this is considered to be a conservative cost estimate.

TABLE 8
TOTAL HOUSING NEXUS COST
JOBS HOUSING NEXUS ANALYSIS
CITY OF BOULDER, CO

		Nexus Cost Per Sq.Ft. of Building Area[3]							
INCOME CATEGORY	**Affordability Gap Per Unit**	**OFFICE**	**LIGHT INDUSTRIAL**	**RETAIL**	**HOSPITAL**	**LODGING**	**WAREHOUSE**	**INSTITUTIONAL**	**ASSISTED LIVING**
Extremely Low (0% - 30% AMI)	$173,300 [1]	$3.40	$4.10	$25.10	$2.70	$11.00	$4.70	$3.20	$12.20
Low Income (31% - 60% AMI)	$99,800 [1]	$15.00	$13.00	$27.00	$16.00	$10.00	$9.10	$6.80	$21.30
Low to Moderate (61% to 76% AMI)	$219,900 [2]	$20.20	$14.30	$14.00	$20.60	$4.60	$7.20	$6.40	$17.10
Middle Income (77% to 120% AMI)	$101,700 [2]	$19.80	$12.00	$5.40	$19.10	$1.60	$3.70	$4.00	$6.90
Total		**$58.40**	**$43.40**	**$71.50**	**$58.40**	**$27.20**	**$24.70**	**$20.40**	**$57.50**
						$16,300 Per Room [4]			*$23,000 Per Bed* [4]

Notes:

(1) Assumes rental units. Affordability Gap reflected is the remaining gap after financing available through 4% tax credits.

(2) Assumes ownership unit.

(3) Calculated by multiplying housing demand factors from Table 5 by the affordability gaps from Table 6 and 7.

(4) Converted from square footage basis using an average of 600 square feet gross building area per room for the hotel and 400 square feet gross builidng area per bed for nursing home / assisted living.

V. MATERIALS TO ASSIST IN ADJUSTING FEE LEVELS

The purpose of this section is to provide information that may be useful to policy makers in setting fee levels and designing the program. A particular focus is devoted to facilitating an understanding of whether fees are likely to alter development decisions, or drive activity to other jurisdictions.

As indicated at the end of the previous section, the nexus analysis establishes the maximum legally defensible fee levels supported by the analysis. Recognizing a variety of City objectives, policy makers may set the fees at any level below the maximum, and may design other program features to meet local goals and objectives.

The materials in this section are not part of the nexus analysis. Instead, this section provides an assembly of materials to provide context for the consideration of potential fee levels including a review of:

- **Market Context** – Section A. provides a general overview of the Boulder economy and real estate market;
- **Development Cost Context –** Section B. evaluates total development costs associated with five prototypical building types to facilitate an evaluation of whether fee amounts are likely to affect development decisions; and
- **Survey of other Linkage Fees Programs** - Section C. provides context regarding linkage fees adopted elsewhere.

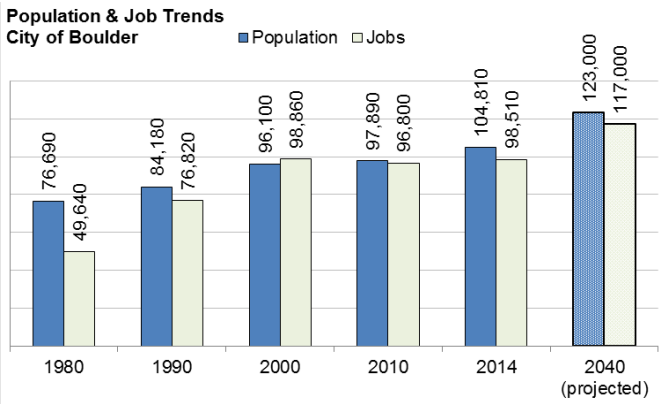
A. MARKET CONTEXT

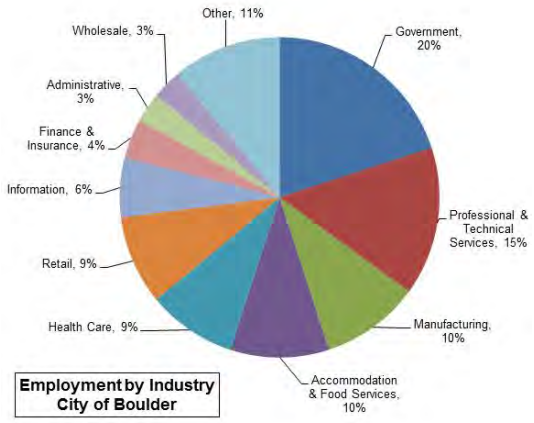
This section provides an overview of the Boulder economy and real estate market in order to provide context for the City's consideration of a linkage fee on new non-residential development projects. Local real estate and macro- economic conditions are among the factors that are often considered by policy makers in adopting new fees.

Demographics & Economy

As of 2014, the City of Boulder had a total population of 104,810. Since 2000, the population has grown at a compounded annual growth rate (CAGR) of about 0.6%. A similar growth rate is projected to the year 2040 when the population is projected to be 123,000 (see the chart below).

In terms of employment, the Boulder economy has grown jobs at a pace faster than population growth – since 1980 the total number of jobs in Boulder has doubled whereas the population has grown by slightly over one-third. In 2040, the jobs-to-population ratio is projected to be about the same as it is today.





Source: City of Boulder[3]; Colorado Department of Labor & Employment

The City of Boulder has a broad-based and diverse economy, with a relatively balanced mix of employment by industry sector. The top three sectors for employment, together representing nearly half of all jobs, are government, professional and technical services, and manufacturing. Boulder's economy benefits from the presence of a number of federal laboratories as well as the University of Colorado Boulder, which makes the City a center for research and development. Boulder is also a center for business innovation and startups, has a high concentration of advanced industries such as aerospace, biosciences, and information technology, a balance of large and small businesses, and significant in-state and out-of-state visitors which makes tourism a major contributor to the local economy as well.

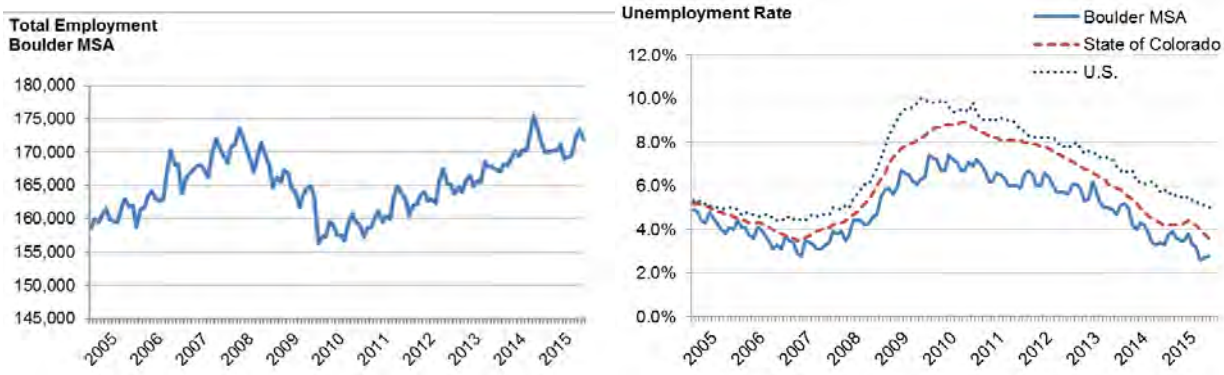
As of 2014, the top ten employers in Boulder were:

- Ball Aerospace
- Boulder Community Hospital
- Boulder County
- Boulder Valley School District
- City of Boulder
- Covidien
- IBM
- National Oceanic & Atmospheric Administration (NOAA)
- National Center for Atmospheric Research and University Corporation for Atmospheric Research (UCAR/NCAR)
- University of Colorado Boulder

The following charts depict the impact of the Great Recession on total employment and the unemployment rate in Boulder. Total employment dipped by about 10% from its pre-recession peak in late 2007 to its trough in late 2009. The monthly unemployment rate reached its pre-

[3] Note: the City's job estimate methodology was revised in 2015; prior year job estimates in the above chart have not yet been updated for the revised methodology.

recession low in 2006 (2.8%) and its high in 2009 (7.4%). The resurgent economy since the recession is reflected in both the total employment numbers and the unemployment rate, both of which are now at or near peak pre-recession conditions.



Source: Bureau of Labor Statistics

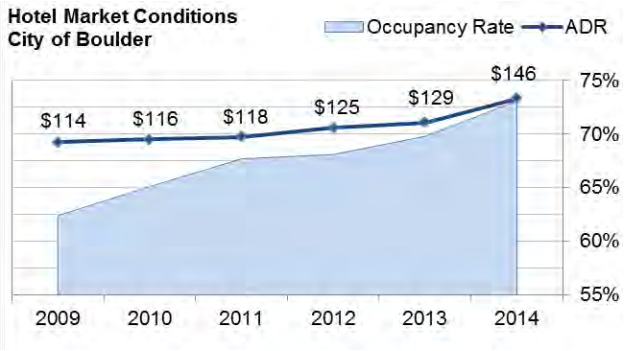
Among the strengths of the Boulder economy are its diversity, the presence of the university which generates a strong employment base and supplies a highly educated workforce, its natural setting, high quality of life, and its cultural and recreational amenities. These attributes have allowed Boulder's economy to weather market downturns better than other parts of the state and nation.

Median incomes for family households are currently 10% to 30% higher in Boulder than they are in Boulder County and the larger Denver-Aurora-Boulder region respectively but are slightly lower for non-family households. The latter is largely attributable to the influence of the City's sizable university student population which, at about 30,000, represents about 30% of Boulder's total population.

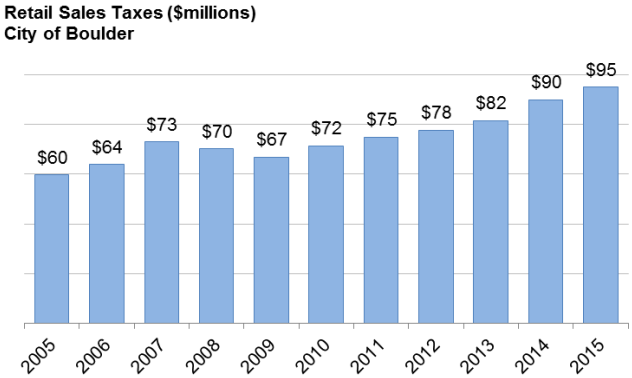
Real Estate Market Conditions

As has been the case for the larger Boulder economy, real estate market conditions in the City experienced a period of depressed conditions during the Great Recession but have rebounded strongly in the last several years. One broad indicator of commercial real estate conditions is vacancy rates, which for office, R&D/flex, and retail projects have all been on a rapid downward trend since 2011. For the first half of 2015, the overall vacancy rate for office space was 4.9%, R&D/flex space was 3.5%, and retail space was 2.8%. These low vacancy rates have had the effect of driving up rental rates and, combined with other factors such as the low cost of capital, stimulating investment in new development projects in the City. Other indicators of strengthening commercial market conditions include increasing hotel occupancy and room rates and increasing taxable retail sales.

Source: Boulder Economic Council (June 2015)



Source: Boulder Conventions & Visitors Bureau



Source: City of Boulder; Boulder Economic Council

Regional Context

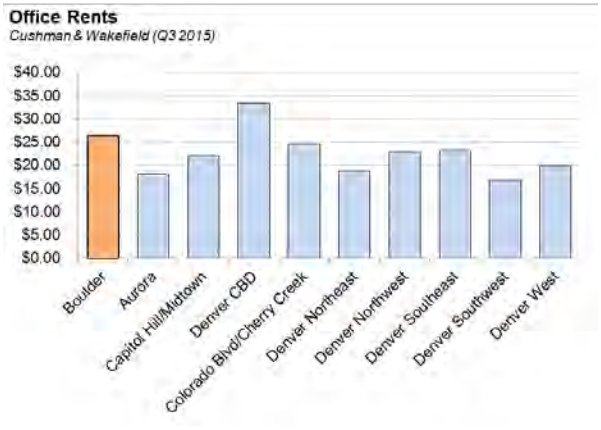
Overall, the local Boulder economy and commercial market conditions compare favorably to the larger Boulder County, Denver metro area, and state. The population of Boulder tends to be younger (due to the presence of the university), has a more educated workforce, and has higher incomes overall. Office and retail rents and vacancy rates in Boulder are strong relative to most submarkets in the Denver region and hotel rates (RevPAR[4]) are high in comparison to non-ski destinations in the state.

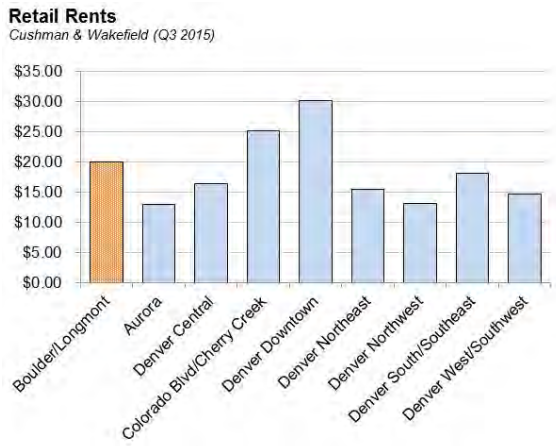
Demographic Snapshot

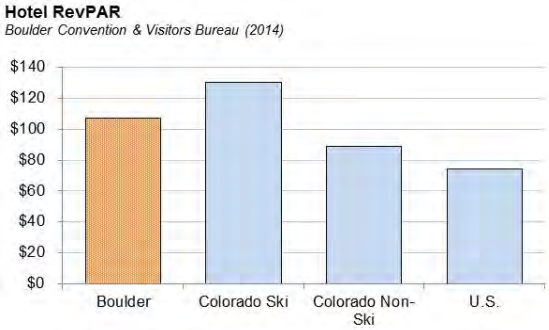
	Boulder City	Boulder County	Colorado
Median Age	27.7	36.3	36.4
% Family Households	39.8%	57.8%	63.9%
Education: Bachelor's Degree or Higher	75.0%	58.5%	37.8%
Per Capita Income	$38,840	$38,538	$31,421
Median Family Income	$107,181	$92,363	$72,043

Source: American Community Survey 2013

[4] Revenue per available room (RevPAR) is the average daily hotel room rate multiplied by the occupancy rate.



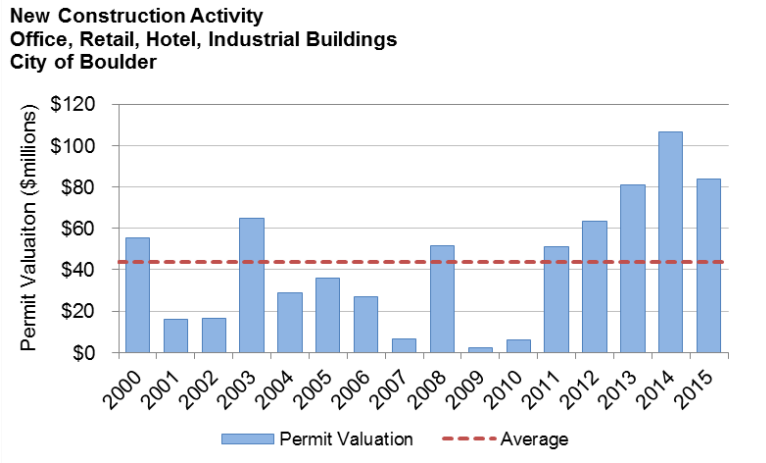




Real Estate Development Activity

The improvement in real estate market conditions in Boulder has resulted in the financial viability of many new development projects in recent years. As shown in the following chart, the last several years have seen an uptick in building permit activity for commercial development projects. On average, the City of Boulder experiences investment in new office, retail, hotel, and

industrial projects of just over $40 million per year in building permit valuation (for the period from 2000 to 2015)[5].



Source: City of Boulder

Summary

In summary, Boulder's economy and commercial market conditions compare favorably to other submarkets in the Boulder County and Denver metro regions. In addition, Boulder's diverse economy and high quality of life have historically made the City a desirable place to live and work and will likely continue to do so for the foreseeable future.

[5] New building construction only; does not include renovations.

B. DEVELOPMENT COST CONTEXT

Policy makers may establish linkage fees at any level below the maximum nexus cost for the building types addressed in the analysis. One approach to establishing fee amounts is based on an understanding of the relative cost burdens that a new fee can have on new commercial development projects. This is one of a variety of factors that policy makers often wish to consider in setting new fee amounts.

The City of Boulder has a wide range of development densities and prototypes for commercial projects. For example, office buildings can range from lower density one- to two- story structures with surface parking to higher density multiple story buildings with underground parking. In addition, land costs vary significantly from one part of Boulder to another, with the higher values associated with the downtown and nearby areas such as the transit district. In order to cover the range of project densities and costs, this analysis assembled prototypes for the following five commercial uses:

- Flex Commercial (R&D/light industrial)
- Hotel
- Retail
- Lower Density Office
- High Density Office (downtown & vicinity)

For purposes of the development cost assessment, it is not necessary to analyze every variation of project density or building prototype being built in Boulder today. The utility of the analysis lies with an understanding of the general range of development costs for new commercial projects in Boulder and the impact that a new linkage fee can have relative to those costs.

In assembling the development cost estimates, KMA utilized a variety of data sources, including the following:

- Land appraisals;
- Third party construction cost data sources such as RS Means and Engineering News Record (ENR);
- Pro forma data shared by local developers for current development projects[6];
- Pro forma data shared by the City of Boulder for projects done in partnership with local developers;
- Local broker reports;
- Local news articles from BizWest, the Daily Camera, the Denver Business Journal, etc.

[6] Developers interviewed for this assignment include Element Properties, Allison Management, WW Reynolds, Del Mar Interests (Michael Boyers), and LJD Enterprises (Lou DellaCava).

The development cost estimates are broken into four major categories: land acquisition costs, direct construction costs (including tenant improvement costs and hotel FF&E), indirect costs of development (such as architecture and engineering, municipal fees and permits costs, taxes, insurance, marketing/leasing, etc.), and debt financing costs. In preparing these cost estimates, it is recognized that there is wide variation of projects in Boulder, each with its own set of unique circumstances and unique costs; therefore the estimates prepared for this analysis are only intended to reflect general orders of magnitude. It is also recognized that development costs are constantly evolving due to changes in the market; for example, the large volume of new construction activity in Boulder has resulted in significant construction cost escalations in recent years.

As shown in the following table, the total development costs of the commercial prototypes chosen for this analysis are estimated to range from a low of about $200/square foot for the flex commercial prototype to a high of almost $500/square foot for the high density office prototype. The costs are generally lower for the flex commercial and suburban prototypes due to the lower land costs, simpler building types, and surface parking. The high density office project has the highest costs due to high land costs in the downtown and surrounding areas and because of the high costs of building underground and other structured parking garages. While office is the only land use analyzed in a high density format, it is recognized that a high density hotel or retail/mixed use project in the downtown would also have high costs for the same reasons.

Development Costs for Commercial Building Prototypes

	Flex Commercial (R&D/Lt Industrial)		Hotel		Retail		Lower Density Office		High Density Office (DT & Vicinity)	
Program										
Building Area	50,000 GSF		65,000 GSF		50,000 GSF		50,000 GSF		50,000 GSF	
Stories	1 story		2-3 stories		1 story		3 stories		3-4 stories	
FAR	0.50 FAR		0.75 FAR		0.30 FAR		0.50 FAR		2.00 FAR	
Acres	2.3 acres		2.0 acres		3.8 acres		2.3 acres		0.6 acres	
Development Costs	$/GSF	Total	$/GSF	Total	$/GSF	Total	$/GSF	Total	$/GSF	Total
Land Acquisition	$24	$1,200,000	$34	$2,180,000	$60	$3,000,000	$50	$2,500,000	$75	$3,750,000
Directs (incl. TI's)	$165	$8,250,000	$189	$12,260,000	$184	$9,200,000	$227	$11,350,000	$364	$18,200,000
Indirects	$10	$500,000	$15	$980,000	$15	$740,000	$14	$680,000	$29	$1,460,000
Financing	$7	$340,000	$10	$680,000	$9	$440,000	$10	$500,000	$21	$1,060,000
Total	$206	$10,290,000	$248	$16,100,000	$268	$13,380,000	$301	$15,030,000	$489	$24,470,000

Note: Except for High Density Office, all the prototypes assume surface parking.
GSF = gross building square feet; FAR = floor area ratio.

From the above cost estimates, potential commercial linkage fee levels can be expressed as a percentage of total development costs in order to see the relative cost burdens. For example, a $10/square foot fee would have a fee burden equal to approximately 2% of total development cost for the high density office prototype but a much higher burden, about 5% of cost, for the flex commercial prototype. It is for this reason that some cities scale their fees according to the type of project being built. The following table provides an illustration of how this concept might apply to the five commercial prototypes analyzed. The table also indicates that Boulder's current commercial linkage fees represent between 0.7% and 3.2% of total development costs.

Relative Fee Burdens on Commercial Prototypes

(Fee amounts are rounded)	Flex Commercial (R&D/Lt Industrial)	Hotel	Retail	Lower Density Office	High Density Office (DT & Vicinity)
Total Development Cost	$206 /SF	$248 /SF	$268 /SF	$301 /SF	$489 /SF
Illustrative Fee Scenarios					
2% of Development Cost	$4.10 /SF	$5.00 /SF	$5.40 /SF	$6.00 /SF	$9.80 /SF
3% of Development Cost	$6.20 /SF	$7.40 /SF	$8.00 /SF	$9.00 /SF	$14.70 /SF
4% of Development Cost	$8.20 /SF	$9.90 /SF	$10.70 /SF	$12.00 /SF	$19.60 /SF
Current Fees					
Current Fees	$5.62 /SF	$1.78 /SF*	$6.96 /SF	$9.53 /SF	$9.53 /SF
% of Development Cost	2.7%	0.7%	2.6%	3.2%	1.9%

** The current fee is $1,072/hotel room. The fee per square foot above is illustrative and assumes 600 square feet per hotel room.*

Finally, for purposes of context it can sometimes be instructive to see the relationship between potential fee amounts and the various elements of a project's development economics. Quantifying these relationships allows one to see how newly adopted fees can be absorbed by relatively minor improvements in development economics over time. The following table indicates that every $1/square foot in new fees could be absorbed by a corresponding increase in rents or decrease in development costs (or a combination thereof). As one example, a newly added fee of $10/square foot for the high density office prototype could be absorbed by any one of a roughly 2% increase in rental income (10 x 0.2%), a roughly 3% decrease in direct construction costs (10 x 0.3%), or a roughly 13% decrease in land values (10 x 1.3%).

Potential Market Adjustments to Absorb Every $1/SF Fee

All figures are approximate	Flex Commercial (R&D/Lt Industrial)	Hotel	Retail	Lower Density Office	High Density Office (DT & Vicinity)
Increase in Rents/Income	0.4%	0.4%	0.3%	0.3%	0.2%
Decrease in Direct Costs	0.6%	0.5%	0.5%	0.4%	0.3%
Decrease in Land Values	4.2%	3.0%	1.7%	2.0%	1.3%

With regard to land costs, developers purchase sites at values that will allow for financially feasible projects. If a new fee is put in place, developers will "price in" the requirement when evaluating a project's economics and negotiating the purchase price for development sites. Given that the fees will apply to all or most projects in Boulder, it is possible that downward pressure on land costs could result as developers adjust what they can afford to pay for land. This downward pressure on land prices can, at least to some degree, bring costs back into better balance with the overall economics supported by projects. However, it is also recognized that some property owners may decide to hold their properties off the market until such time as market conditions will support the price they are seeking.

As a final comment regarding land costs, it is acknowledged that one of the challenges facing the financial feasibility of new projects in Boulder is the dwindling number of vacant

development sites. According to the Boulder Valley Comprehensive Plan Trends Report, less than 1% of vacant land exists today in urbanized Boulder (Area I). Consequently, much of the future development opportunities in the City will come through redevelopment of older, underutilized properties in infill locations. Development of such properties can face challenges including the possible need to buy out existing income-generating uses, and the costs of parcel assemblage, demolition, tenant relocation, offsite infrastructure upgrades, hazardous remediation and other environmental mitigations, and historic preservation. Therefore, for many potential development sites there are limitations to how much the land values can be downwardly adjusted.

C. SURVEY OF OTHER LINKAGE FEE PROGRAMS

Information on linkage fee programs adopted elsewhere is often helpful context in considering updated fees. The following section provides information assembled regarding other programs within Colorado and nationally.

Colorado

At this time, Boulder is the only jurisdiction on the Front Range that has an adopted commercial linkage fee. Denver is currently in the process of exploring a new program. Several mountain / ski-resort communities have affordable housing requirements applicable to non-residential development, including Aspen and Vail which were surveyed as part of the KMA work scope. The Aspen and Vail programs are not affordable housing impact fees, rather they are structured as regulatory requirements to provide affordable housing or pay an in-lieu fee instead (much like Boulder's Inclusionary Housing program). While these resort communities are not comparable to Boulder, the programs represent precedents for non-residential affordable housing requirements in Colorado.

Outside of Colorado

More than 30 cities and counties in California have commercial linkage fees, with the majority of programs within the San Francisco Bay Area and Sacramento region. In the Boston area, several communities have linkage fees, including Boston and Cambridge. Seattle recently expanded its linkage fee City-wide with fee levels varying by zone and ranging from $0 to $17.50 within the downtown and South Lake Union areas and $5 to $10 outside the downtown. Portland is also beginning a process of exploring a linkage fee adoption.

Berkeley, Palo Alto, and Cambridge, MA were the only examples identified of college / university towns with linkage fees. All located within high-cost metropolitan areas.

The table on the following page provides selected fee level examples with a more complete listing included in Table 9 at the end of this section. There are a wide range of fee levels

represented among the adopted programs. The communities with the highest fees nationally are in Silicon Valley and San Francisco where the strength of the local real estate market is able to support high fee levels.

Affordable Housing Fee Levels in Selected Communities

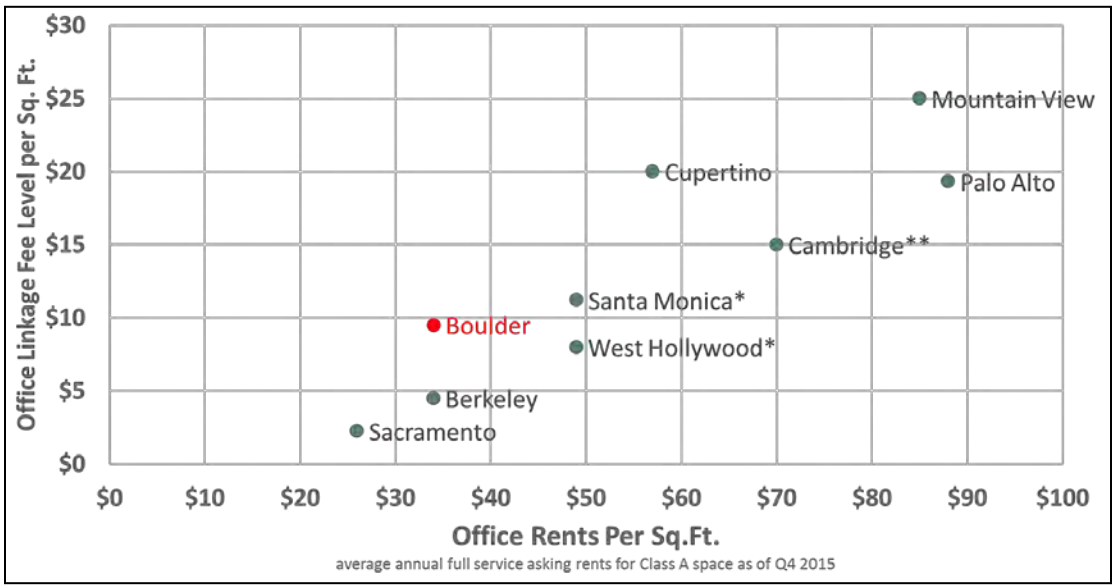
City	Office $/SF	Retail $/SF	Hotel $/SF
Boulder Current Fees	$9.53	$6.96	$1.79*
Linkage Fee Programs			
Mountain View, CA	$25.00	$2.60	$2.60
Cupertino, CA	$20.00	$10.00	$10.00
Palo Alto, CA	$19.31	$19.31	$19.31
Cambridge, MA**	$15.00	$15.00	$15.00
Santa Monica, CA	$11.21	$9.75	$3.07
West Hollywood, CA	$8.00	$8.00	$8.00
Berkeley, CA	$4.50	$4.50	$4.50
Emeryville, CA	$4.10	$4.10	$4.10
Sacramento, CA	$2.25	$1.80	$2.14
San Diego, CA	$1.76	$1.06	$1.06
Seattle: Downtown/S. Lake Union	ranges from $0 - $17.50 based on zone		
Seattle: Outside Downtown	ranges from $5 - $10 based on zone		
Mountain Resort Programs			
(fees are alternative to providing units)			
Aspen, CO	$629	$629	$134
Vail, CO	$48	$36 - $101	$17

* Per room fee expressed on a per square foot basis assuming 600 SF per room.

** Currently $12. Increase to $15 (+CPI) phased in over next three years.

As a way to provide context in terms of the market conditions in each of the communities, a separate chart is also provided that shows office linkage fees (the building type that usually has the highest fees) for selected communities in relation to office rents by city. Office rents are an indicator of market strength and key driver of real estate values.

Office Linkage Fees vs. Average Office Rents in Selected Communities



*Office rents are for "West. L.A." West Hollywood Fee will increase from $4 to $8 in FY 16-17 per staff. Shown in chart at $8.
**currently $12, increases to $15 (+CPI) over next 3 years. Shown in chart at $15.
Sources: Office rents from research reports prepared by Colliers International and Cushman and Wakefield

Ordinance or Program Features

Linkage fee programs often includes features to address a jurisdiction's policy objectives or specific concerns. The most common are:

- **Minimum Threshold Size** – A minimum threshold sets a building size over which fees are in effect. Boulder does not currently have a minimum threshold for application of the fee. Programs with low fees often have no thresholds and all construction is subject to the fee. Thresholds, which reduce fees for smaller projects, are more common for programs with more significant fees. Some jurisdictions establish a building size over which the fee applies. Sometimes the fee applies to the whole building over the threshold, and sometimes the fee applies only to the square foot area over the threshold. Thresholds are often employed to minimize costs for small infill projects in older commercial areas, when such infill is a policy objective. There is also some savings in administrative costs. The disadvantage is lost revenue. Cambridge, Aspen, Seattle, and Berkeley are examples of communities employing thresholds; many other cities do not. Mountain View has a reduced charge on the first 10,000 square feet of office space and for the first 25,000 square feet of retail or hotel development.

- **Geographic Area Variations and Exemptions** – Some cities with linkage fee programs exclude specific areas such as redevelopment areas or have fees that vary based on geography. A geographic area variation can also be used to adjust the fee in jurisdictions where there is a broad difference in economic health from one subarea to the next. This is most common among large cities with a diverse range of conditions.

- **Specific Use Exemptions** – Some cities charge all building types while others choose to exempt specific uses. A common exemption is for buildings owned by non-profits which typically encompasses religious, educational/institutional, and hospital building types. Some programs identify specific uses as exempt such as schools and child care centers.

A more complete listing of the programs surveyed along with information about ordinance features such as exemptions and thresholds is contained in Table 9 at the end of this section.

TABLE 9
JOBS HOUSING LINKAGE FEE PROGRAMS

Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)	Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
COLORADO, MASSACHUSETTS, WASHINGTON						
Seattle, WA Population: 638,000	Citywide Expansion Adopted 2015	Fees vary by geographic area / zone: Downtown and S. Lake Union $0 - $17.50 (fees vary by specific zoning district) Outside Downtown: Low Fee Areas $5 Medium Fee Areas $7 High Fee Areas $8 IC 85-160 zone $10	4,000 SF threshold; Exemptions include (1) a number of specific zoning districts; (2) for structures with at least 50 percent residential use: up to 4,000 SF street-level retail, restaurant, arts, entertainment; (3) commercial uses within affordable projects.	Yes	Very Substantial	Fee is indexed based on CPI.
Cambridge, MA Population: 107,000	1998 Updated 2015	Nonresidential Dvlpmt $12.00 Increases to $15 (+CPI) by 2018	30,000 gsf threshold municipal and governmental facilities are exempt	No	Very Substantial	Fee is indexed based on CPI.
Aspen, CO Population: 7,000 (not a linkage fee)	Updated 2015 2002, 2007	Fees in-lieu of providing affordable units have been converted to estimated square foot equivalent: Commercial $629 Mixed Use $482 Service Commercial/Industrial $522 Public $683 Hotel $134	500 gsf threshold Essential public facilities exempt. Lodging requirement reduced by 50% for lodge preservation units. Basements and upper floor areas requirements reduced by 25%.	Primary requirement is to provide units. Fees in-lieu of units - 50% by right, 50% with approval.	Very Substantial	Fee is adjusted based on Engineering News Record index.
Vail, CO Population: 5,000 (not a linkage fee)	2007	Fees in-lieu of providing affordable units is subject to approval and have been converted to square foot equivalent: Office $48 Retail / Service (varies by type) $36-$101 Hotel $17	None	Primary requirement is to provide units. May petition to pay fee in-lieu of providing units.	Very Substantial	Fee is adjusted based on a three year average affordability gap computed at 120% AMI.

Note: This chart has been assembled to present an overview, and as a result, terms are simplified. The information is recent but not all data has been updated as of the date of this report. In some cases, fees are adjusted by an index (such as CPI) which may not be reflected. For use other than general comparison, please consult the code and staff of the jurisdiction.

TABLE 9
JOBS HOUSING LINKAGE FEE PROGRAMS

Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)		Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
CALIFORNIA - SAN FRANCISCO, PENINSULA, SANTA CLARA COUNTY							
San Francisco Population: 829,000	1981 Updated 2002, 2007	Retail / Entertainment Hotel Production Dist. Repair Office Research and Development Small Enterprise Workspace	$22.96 $18.42 $19.34 $24.61 $16.39 $19.34	25,000 gsf threshold Exempt: freestanding pharmacy < 50,000 SF; grocery < 75,000	Yes, may contribute land for housing.	Very Substantial	Fee is adjusted annually based on the construction cost increases.
City of Palo Alto Population: 66,000	1984 Updated 2002	Nonresidential Dvlpmt	$19.85	Churches; universities; recreation; hospitals, private educational facilities, day care and nursery school, public facilities are exempt	Yes	Very Substantial	Fee is adjusted annually based on CPI.
City of Menlo Park Population: 33,000	1998	Office & R&D Other com./industrial	$15.57 $8.45	10,000 gross SF threshold Churches, private clubs, lodges, fraternal orgs, public facilities and projects with few or no employees are exempt.	Yes, preferred. May provide housing on- or off-site.	Very Substantial	Fee is adjusted annually based on CPI.
City of Sunnyvale Population: 146,000	1984 Updated 2003 and 2015.	Industrial, Office, R&D: Retail, Hotel	$15.00 $7.50	Office fee is 50% on the first 25,000 SF of building area. Exemptions for Child care, education, hospital, non-profits, public uses.	N/A	Very Substantial	Fee is adjusted annually based on CPI.
Redwood City Population: 80,000	2015	Office Hotel Retail & Restaurant	$20.00 $5.00 $5.00	5,000 SF threshold 25% fee reduction for projections paying prevailing wage. Schools, child care centers, public uses exempt.	Yes. Program specifies number of units per 100,000 SF.	Very Substantial	Fee is adjusted annually based on ENR.
City of Mountain View Population: 77,000	Updated 2002 / 2012 /2014	Office/High Tech/Indust. Hotel/Retail/Entertainment.	$25.00 $2.68	Fee is 50% on building area under thresholds: Office <10,000 SF Hotel <25,000 SF Retail <25,000 SF	Yes	Very Substantial	Fee is adjusted annually based on CPI.
City of Cupertino Population: 60,000	1993, 2015	Office/Industrial/R&D Hotel/Commercial/Retail	$20.00 $10.00	No minimum threshold.	N/A	Very Substantial	Fee is adjusted annually based on CPI.

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TABLE 9
JOBS HOUSING LINKAGE FEE PROGRAMS

Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)		Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
CALIFORNIA - EAST BAY							
City of Walnut Creek Population: 66,000	2005	Office, retail, hotel and medical	$5.00	First 1,000 SF no fee applied.	Yes	Very Substantial	Reviewed every five years.
City of Oakland Population: 402,000	2002	Office/ Warehouse	$5.24	25,000 SF exemption	Yes - Can build units equal to total eligible SF times .00004	Substantial	Fee due in 3 installments. Fee adjusted with an annual escalator tied to residential construction cost increases.
City of Berkeley Population: 116,000	1993 2014	Office Retail/Restaurant Industrial/Manufacturing Hotel/Lodging Warehouse/Storage Self-Storage R&D	$4.50 $4.50 $2.25 $4.50 $2.25 $4.37 $4.50	7,500 SF threshold.	Yes	Substantial	Annual CPI increase. May negotiate fee downward based on hardship or reduced impact.
City of Emeryville	2014	All Commercial	$4.10	Schools, daycare centers.	Yes	Substantial	Fee adjusted annually.
City of Alameda Population: 76,000	1989	Retail Office Warehouse Manufacturing Hotel/Motel	$2.30 $4.52 $0.78 $0.78 $1,108	No minimum threshold	Yes. Program specifies # of units per 100,000 SF	Moderate	Fee may be adjusted by CPI.
City of Pleasanton Population: 73,000	1990	Commercial, Office & Industrial	$3.04	No minimum threshold	Yes	Moderate	Fee adjusted annually.
City of Dublin Population: 50,000	2005	Industrial Office R&D Retail Services & Accommodation	$0.49 $1.27 $0.83 $1.02 $0.43	20,000 SF threshold	N/A	Moderate	
City of Newark Population: 44,000	2014	Commercial Industrial	$3.59 $0.69	No min threshold Schools, recreational facilities, religious institutions exempt.	Yes	Moderate	Revised annually
City of Livermore Population: 84,000	1999	Retail Service Retail Office Hotel Manufacturing Warehouse Business Park Heavy Industrial Light Industrial	$1.19 $0.90 $0.76 $583/ rm $0.37 $0.11 $0.76 $0.38 $0.24	No minimum threshold Church, private or public schools exempt.	Yes; negotiated on a case-by-case basis.	Moderate	

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TABLE 9
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Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)		Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
CALIFORNIA - MARIN, NAPA, SONOMA COUNTIES							
County of Marin Population: 257,000	2003	Office/R&D Retail/Rest. Warehouse Hotel/Motel Manufacturing	$7.19 $5.40 $1.94 $1,745/rm $3.74	No minimum threshold	Yes, preferred.	Substantial	
San Rafael Population: 59,000	2005	Office/R&D Retail/Rest./Pers. Services Manufacturing/LI Warehouse Hotel/Motel	$7.64 $5.73 $4.14 $2.23 $1.91	5,000 SF threshold. Mixed use projects that provide affordable housing are exempt.	Yes. Program specifies number of units per 1,000 SF.	Substantial	
Town of Corte Madera Population: 9,000	2001	Office R&D lab Light Industrial Warehouse Retail Com Services Restaurant Hotel Health Club/Rec Training facility/School	$4.79 $3.20 $2.79 $0.40 $8.38 $1.20 $4.39 $1.20 $2.00 $2.39	No minimum threshold	N/A	Substantial	
City of St. Helena Population: 6,000	2004	Office Comm./Retail Hotel Winery/Industrial	$4.11 $5.21 $3.80 $1.26	Small childcare facilities, churches, non-profits, vineyards, and public facilities are exempt.	Yes, subject to City Council approval.	Substantial	
City of Petaluma Population: 59,000	2003	Commercial Industrial Retail	$2.19 $2.26 $3.78	N/A	Yes, subject to City Council approval.	Moderate/ Substantial	Fee adjusted annually by ENR construction cost index.
County of Sonoma Population: 492,000	2005	Office Hotel Retail Industrial R&D Ag Processing	$2.64 $2.64 $4.56 $2.72 $2.72	First 2,000 SF exempt Non-profits, redevelopment areas exempt	Yes. Program specifies number of units per 1,000 SF.	Moderate	Fee adjusted annually by ENR construction cost index.
City of Cotati Population: 7,000	2006	Commercial Industrial Retail	$2.08 $2.15 $3.59	First 2,000 SF exempt Non-profits exempt.	Yes. Program specifies number of units per 1,000 SF	Moderate	Fee adjusted annually by ENR construction cost index.
County of Napa Population: 139,000	Updated 2014	Office Hotel Retail Industrial Warehouse	$5.25 $9.00 $7.50 $4.50 $3.60	No minimum threshold Non-profits are exempt	Units or land dedication; on a case by case basis.	Moderate / Substantial	
City of Napa Population: 79,000	1999	Office Hotel Retail Industrial, Wine Pdn Warehouse (30-100K) Warehouse (100K+)	$1.00 $1.40 $0.80 $0.50 $0.30 $0.20	No minimum threshold Non-profits are exempt	Units or land dedication; on a case by case basis.	Moderate/ Substantial	Fee has not changed since 1999. Increases under consideration.

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TABLE 9
JOBS HOUSING LINKAGE FEE PROGRAMS

Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)	Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
CALIFORNIA - SACRAMENTO AREA						
City of Sacramento Population: 476,000	1989 Most recent update, 2005	Office $2.25 Hotel $2.14 R&D $1.91 Commercial $1.80 Manufacturing $1.41 Warehouse/Office $0.82	No minimum threshold Mortuary, parking lots, garages, RC storage, Christmas tree lots, B&Bs, mini-storage, alcoholic beverage sales, reverse vending machines, mobile recycling, and small recyclable collection facilities	Pay 20% fee plus build at reduced nexus (not meaningful given amount of fee)	Moderate	North Natomas area has separate fee structure
City of Folsom Population: 73,000	2002	Office, Retail, Lt Industrial, and Manufacturing $1.54 Up to 200,000 SF, 100% of fee; 200,000-250,000 SF, 75% of fee; 250,000-300,000 SF, 50% of fee; 300,000 and up, 25% of fee.	No minimum threshold Select nonprofits, small child care centers, churches, mini storage, parking garages, private garages, private schools exempt.	Yes Provide new or rehab housing affordable to very low income households. Also, land dedication.	Moderate/ Substantial	Fee is adjusted annually based on construction cost index
County of Sacramento Population: 1,450,000	1989	Office $0.97 Hotel $0.92 R&D $0.82 Commercial $0.77 Manufacturing $0.61 Indoor Recreational Centers $0.50 Warehouse $0.26	No minimum threshold Service uses operated by non-profits are exempt	N/A	Moderate	
City of Elk Grove Population: 158,000	1989 (inherited from County when incorporated)	Office none Hotel $1.87 Commercial $0.64 Manufacturing $0.72 Warehouse $0.77	No minimum threshold Membership organizations (churches, non-profits, etc.), mini storage, car storage, marinas, car washes, private parking garages and agricultural uses exempt	N/A	Moderate	Office fee currently waived due to market conditions.
Citrus Heights Population: 85,000	1989 (inherited from County when incorporated)	Office $0.97 Hotel $0.92 R&D $0.82 Commercial $0.77 Manufacturing $0.61 Indoor Recreational Centers $0.50 Warehouse $0.26	No minimum threshold Membership organizations (churches, non-profits, etc.), mini storage, car storage, marinas, car washes, private parking garages and agricultural uses exempt	N/A	Moderate	
Rancho Cordova Population: 67,000	1989 (inherited from County when incorporated)	Office $0.97 Hotel $0.92 R&D $0.82 Commercial $0.77 Manufacturing $0.61 Indoor Recreational Centers $0.50 Warehouse $0.26	No minimum threshold Membership organizations (churches, non-profits, etc.), mini storage, car storage, marinas, car washes, private parking garages and agricultural uses exempt	N/A	Moderate	

Note: This chart has been assembled to present an overview, and as a result, terms are simplified. The information is recent but not all data has been updated as of the date of this report. In some cases, fees are adjusted by an index (such as CPI) which may not be reflected. For use other than general comparison, please consult the code and staff of the jurisdiction.

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JOBS HOUSING LINKAGE FEE PROGRAMS

Jurisdiction	Yr. Adopted/ Updated	Fee Level (per Sq.Ft. unless otherwise noted)		Thresholds & Exemptions	Build Option/ Other	Market Strength	Comments
SOUTHERN CALIFORNIA							
City of Santa Monica Population: 92,000	1984 Updated 2002, 2015	Retail Office Hotel/Lodging Hospital Industrial Institutional Creative Office Medical Office	$9.75 $11.21 $3.07 $6.15 $7.53 $10.23 $9.59 $6.89	1,000 SF threshold Private schools, city projects, places of worship, commercial components of affordable housing developments exempt.	N/A	Very Substantial	Fees adjusted annually based on construction cost index.
City of West Hollywood Population: 35,000	1986	Non-Residential (per staff increase from $4 to $8 anticipated for FY16-17)	$8.00	N/A	N/A	Substantial	Fees adjusted by CPI annually
City of San Diego Population: 1,342,000	1990 Updated 2014	Office Hotel R&D Retail	$1.76 $1.06 $0.80 $1.06	No minimum threshold Industrial/ warehouse, non-profit hospitals exempt.	Can dedicate land or air rights in lieu of fee	Substantial	

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APPENDIX A: DISCUSSION OF VARIOUS FACTORS IN RELATION TO NEXUS CONCEPT

This appendix provides a discussion of various specific factors and assumptions in relation to the nexus concept to supplement the overview provided in Section II.

The Relationship Between Job Growth and Population Growth

A major social issue driving this analysis is growth in low and middle income households. New population growth in most U.S. regions occurs primarily as a result of job growth. Over the long term, the vast majority of growth in the State of Colorado and its sub-regions is job driven. Many people coming to the region would not come if they could not expect to find a job. People born in the local area would not stay without jobs. This is the long-term pattern. In the short-term, economic cycles and other factors can result in population growth without jobs to support the growth. If an economic region in the U.S. does not maintain job growth, there is an out-migration to regions where job growth is occurring. Many cities in the Midwest during the 70's and 80's are examples of this outmigration, and some U.S. cities have continued to lose population in more recent decades.

Not all population growth in Boulder is the result of new jobs in the region. Retirees, students, and others who are not part of the workforce all generate demand for housing. However non-working households are not included in the analysis since the purpose is to demonstrate the linkage between new buildings, new workers, and demand for housing. Since only working households are part of this equation, the demand for housing generated by non-working households is excluded.

The Relationship Between Construction and Job Growth

Employment growth does not have one cause. Many factors underlie the reasons for growth in employment in a given region; these factors are complex, interrelated, and often associated with forces at the national and international levels. One of the factors is the delivery of new workspace buildings. The nexus argument does not make the case that the construction of new buildings is solely responsible for growth. However, new construction is uniquely important, first, as one of a number of parallel factors contributing to growth, and second, as a unique and essential condition precedent to growth.

As to the first, construction itself encourages growth. When the state economy is growing, the most rapidly growing areas in the state are those where new construction is vigorous as a vital industry. In economies such as Boulder and the greater Denver metropolitan area where multiple forces of growth exist, new development can attract growth by providing new work spaces, particularly those of a speculative nature. The development industry frequently serves as a proactive force inducing growth to occur or be attracted to specific geographic areas or locations.

Second, workplace buildings bear a special relationship to growth, different from other parallel causes, in that buildings are a *condition precedent* to growth. Job growth does not occur in modern service economies without buildings to house new workers. Unlike other factors that are

responsible for growth, buildings play the additional unique role that growth cannot occur without them for a sustained period of time. Conversely, it is well established that the inability to construct new workplace buildings will constrain or even halt job growth.

This impact fee analysis, as with the parallel impact fee studies under concurrent preparation, treats new workplace buildings as a unique contributing cause and condition precedent to employment growth and the increased workforce housing needs that are directly related to that growth.

Addressing the Housing Needs of a New Population vs. the Existing Population

This nexus analysis assumes there is no excess supply of affordable housing available to absorb or offset new demand; therefore, new affordable units are needed to mitigate the new affordable housing demand generated by development of new workplace buildings. Based on a review of the current Census information for Boulder, conditions are consistent with this underlying assumption. According to the Census (2009 to 2013 ACS), approximately 43% of all households in the City were paying thirty percent or more of their income on housing.

This nexus study does not address the housing needs of the existing population. Rather, the study focuses exclusively on documenting and quantifying the housing needs created by development of a new workplace building.

Local analyses of housing conditions have found that new housing affordable to households from 0% to 120% of area median income is not being added to the supply in sufficient quantity to meet the needs of new employee households. If this were not the case and significant numbers of units were being added to the supply to accommodate these households, or if residential units were experiencing significant long term vacancy levels, particularly in affordable units, then the need for new units would be questionable.

Substitution Factor

Any given new building in Boulder may be occupied partly, or even perhaps totally, by employees relocating from elsewhere in the City or region. Buildings are often leased entirely to firms relocating from other buildings in the same jurisdiction. However, when a firm relocates to a new building from elsewhere in the region, there is a space in an existing building that is vacated and occupied by another firm. That building in turn may be filled by some combination of newcomers to the area and existing workers. Somewhere in the chain there are jobs new to the region. The net effect is that new buildings accommodate new employees, although not necessarily inside the new buildings themselves.

Indirect Employment and Multiplier Effects

The multiplier effect refers to the concept that the income generated by a new job recycles through the economy and results in additional jobs. The total number of jobs generated is

broken down into three categories – direct, indirect and induced. In the case of the nexus analysis, the direct jobs are those located in the new workspace buildings that would be subject to the linkage fee. Multiplier effects encompass indirect and induced employment. Indirect jobs are generated by suppliers to the businesses located in the new workspace buildings. Induced jobs are generated by local spending on goods and services by employees.

Multiplier effects vary by industry. Industries that draw heavily on a network of local suppliers tend to generate larger multiplier effects. Industries that are labor intensive also tend to have larger multiplier effects as a result of the induced effects of employee spending.

Theoretically, a jobs-housing nexus analysis could consider multiplier effects although the potential for double-counting exists to the extent indirect and induced jobs are added in other new buildings in jurisdictions that have jobs housing linkage fees.

In addition, the nexus analysis addresses direct “inside” employment only. In the case of an office building, for example, direct employment covers the various managerial, professional and clerical people that work in the building; it does not include the security guards, the delivery services, the landscape maintenance workers, and many others that are associated with the normal functioning of an office building. In other words, any analysis that ties lower income housing to the number of workers inside buildings will continue to understate the demand. Thus, confining the analysis to the direct employees does not address all the lower income workers associated with each type of building and understates the impacts.

Another type of indirect impact stems from addition of new jobs that are relatively high paying. Higher income workers compete for a limited supply of housing and can contribute to increased home prices and rents, thus reducing the affordability of the overall housing stock. This type of indirect impact can be especially pronounced in regions that experience strong job and income growth in some sectors of the economy such as finance or technology while income growth in other sectors like retail do not keep pace.

KMA chose to omit indirect and multiplier effects to make the analysis more conservative and to ensure the analysis adheres to Colorado’s statute which requires fees to reflect only impacts “directly related” to proposed development.

Changes in Labor Force Participation

In the 1960s through the 1980s, there were significant increases in labor force participation, primarily among women. As a result, some of the new workers were reentering the labor force and already had local housing, thus reducing demand for housing associated with job growth. In earlier nexus analyses, KMA would adjust the analysis to account for this. However, increases in participation rates by women have stabilized and even declined slightly and labor force participation rates for men have been on a downward trajectory since 1970. As such, an adjustment for increases in labor force participation is no longer warranted in a nexus analysis.

Economic Cycles

An impact analysis of this nature is intended to support a one-time impact requirement to address impacts generated over the life of a project (generally 40 years or more). Short-term conditions, such as a recession or a vigorous boom period, are not an appropriate basis for estimating impacts over the life of the building. These cycles can produce impacts that are higher or lower on a temporary basis.

Development of new workspace buildings tends to be minimal during a recession and generally remains minimal until conditions improve or there is confidence that improved conditions are imminent. When this occurs, the improved economic condition will absorb existing vacant space and underutilized capacity of existing workers, employed and unemployed. By the time new buildings become occupied, current conditions will have likely improved.

To the limited extent that new workspace buildings are built during a recession, housing impacts from these new buildings may not be fully experienced immediately, but the impacts will be experienced at some point. New buildings delivered during a recession can sometimes sit vacant for a period after completion. Even if new buildings are immediately occupied, overall absorption of space can still be zero or negative if other buildings are vacated in the process. Jobs added may also be filled in part by unemployed or underemployed workers who are already housed locally. As the economy recovers, firms will begin to expand and hire again filling unoccupied space as unemployment is reduced. New space delivered during the recession still adds to the total supply of employment space in the region. Though the jobs are not realized immediately, as the economy recovers and vacant space is filled, this new employment space absorbs or accommodates job growth. Although there may be a delay in experiencing the impacts, the fundamental relationship between new buildings, added jobs, and housing needs remains over the long term.

In contrast, during a vigorous economic boom period, conditions exist in which elevated impacts are experienced on a temporary basis. As an example, compression of employment densities can occur as firms add employees while making do with existing space. Compressed employment densities mean more jobs added for a given amount of building area. Boom periods also tend to go hand-in-hand with rising development costs and increasing home prices. These factors can bring market rate housing out of reach from a larger percentage of the workforce and increase the cost of delivering affordable units.

While the economic cycles can produce impacts that are temporarily higher or lower than normal, an impact fee is designed to be collected once, during the development of the project. Over the lifetime of the project, the impacts of the development on the demand for affordable housing will be realized, despite short-term booms and recessions.

APPENDIX B: SUPPORTING NEXUS TABLES

APPENDIX TABLE 1
2014 NATIONAL OFFICE WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (2% or more)	2014 National Office Industry Occupation Distribution	
Management Occupations	2,554,418	*8.3%*
Business and Financial Operations Occupations	3,559,105	*11.6%*
Computer and Mathematical Occupations	6,515,380	*21.2%*
Architecture and Engineering Occupations	1,556,164	*5.1%*
Arts, Design, Entertainment, Sports, and Media Occupations	1,105,961	*3.6%*
Healthcare Practitioners and Technical Occupations	1,727,677	*5.6%*
Healthcare Support Occupations	944,890	*3.1%*
Building and Grounds Cleaning and Maintenance Occupations	780,138	*2.5%*
Sales and Related Occupations	2,139,354	*6.9%*
Office and Administrative Support Occupations	6,344,580	*20.6%*
Production Occupations	628,187	*2.0%*
All Other Office Occupations	2,937,955	*9.5%*
INDUSTRY TOTAL	30,793,808	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
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APPENDIX TABLE 2
AVERAGE ANNUAL COMPENSATION, 2014
OFFICE WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Office Workers
Page 1 of 3			
Management Occupations			
General and Operations Managers	$130,500	27.9%	2.3%
Marketing Managers	$146,800	6.4%	0.5%
Sales Managers	$137,700	6.1%	0.5%
Computer and Information Systems Managers	$150,800	18.2%	1.5%
Financial Managers	$137,700	9.4%	0.8%
Architectural and Engineering Managers	$159,300	4.4%	0.4%
Property, Real Estate, and Community Association Managers	$57,800	4.4%	0.4%
Managers, All Other	$129,500	5.0%	0.4%
All Other Management Occupations (Avg. All Categories)	$126,000	18.3%	1.5%
Weighted Mean Annual Wage	***$133,500***	**100.0%**	**8.3%**
Business and Financial Operations Occupations			
Human Resources Specialists	$65,800	5.8%	0.7%
Management Analysts	$114,400	15.1%	1.7%
Market Research Analysts and Marketing Specialists	$77,300	13.3%	1.5%
Business Operations Specialists, All Other	$75,300	11.3%	1.3%
Accountants and Auditors	$76,300	18.0%	2.1%
Financial Analysts	$82,800	6.2%	0.7%
Personal Financial Advisors	$79,800	5.3%	0.6%
All Other Business and Financial Operations (Avg. All Categories)	$74,700	25.0%	2.9%
Weighted Mean Annual Wage	***$81,600***	**100.0%**	**11.6%**
Computer and Mathematical Occupations			
Computer Systems Analysts	$87,800	12.1%	2.6%
Computer Programmers	$95,100	11.7%	2.5%
Software Developers, Applications	$106,600	28.6%	6.1%
Software Developers, Systems Software	$119,300	12.3%	2.6%
Network and Computer Systems Administrators	$82,600	5.7%	1.2%
Computer User Support Specialists	$54,800	11.8%	2.5%
All Other Computer and Mathematical Occupations (Avg. All Categories)	$93,700	17.8%	3.8%
Weighted Mean Annual Wage	***$94,800***	**100.0%**	**21.2%**
Architecture and Engineering Occupations			
Architects, Except Landscape and Naval	$64,100	9.1%	0.5%
Civil Engineers	$78,400	16.7%	0.8%
Computer Hardware Engineers	$117,400	5.5%	0.3%
Electrical Engineers	$98,500	6.5%	0.3%
Electronics Engineers, Except Computer	$114,000	4.2%	0.2%
Mechanical Engineers	$109,900	8.6%	0.4%
Architectural and Civil Drafters	$53,200	8.2%	0.4%
All Other Architecture and Engineering Occupations (Avg. All Categories)	$95,900	41.1%	2.1%
Weighted Mean Annual Wage	***$89,900***	**100.0%**	**5.1%**

Sources: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
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Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Office Workers
Page 2 of 3			
Arts, Design, Entertainment, Sports, and Media Occupations			
Multimedia Artists and Animators	$55,700	5.8%	0.2%
Graphic Designers	$53,100	17.8%	0.6%
Interior Designers	$52,400	4.1%	0.1%
Reporters and Correspondents	$53,000	6.3%	0.2%
Public Relations Specialists	$46,700	13.7%	0.5%
Editors	$74,500	15.4%	0.6%
Technical Writers	$75,400	7.4%	0.3%
Photographers	$43,400	7.0%	0.3%
All Other Arts, Design, Entertainment, Sports, and Media Occupations (Avg. All Cate	$53,300	22.5%	0.8%
Weighted Mean Annual Wage	***$56,700***	**100.0%**	**3.6%**
Healthcare Practitioners and Technical Occupations			
Physicians and Surgeons, All Other	$261,600	5.0%	0.3%
Physical Therapists	$73,300	7.8%	0.4%
Veterinarians	$77,100	6.7%	0.4%
Registered Nurses	$72,800	9.9%	0.6%
Dental Hygienists	$79,400	8.3%	0.5%
Veterinary Technologists and Technicians	$28,700	10.1%	0.6%
Licensed Practical and Licensed Vocational Nurses	$45,900	4.3%	0.2%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	$79,700	47.9%	2.7%
Weighted Mean Annual Wage	***$80,900***	**100.0%**	**5.6%**
Healthcare Support Occupations			
Physical Therapist Assistants	$55,800	6.7%	0.2%
Physical Therapist Aides	$30,000	5.4%	0.2%
Massage Therapists	$45,500	5.1%	0.2%
Dental Assistants	$37,500	23.4%	0.7%
Medical Assistants	$34,500	33.3%	1.0%
Veterinary Assistants and Laboratory Animal Caretakers	$25,400	13.3%	0.4%
All Other Healthcare Support Occupations (Avg. All Categories)	$33,800	12.9%	0.4%
Weighted Mean Annual Wage	***$35,600***	**100.0%**	**3.1%**
Building and Grounds Cleaning and Maintenance Occupations			
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$27,600	51.9%	1.3%
Maids and Housekeeping Cleaners	$20,400	9.7%	0.2%
Landscaping and Groundskeeping Workers	$27,900	26.8%	0.7%
All Other Building and Grounds Cleaning and Maintenance Occupations (Avg. All Ca	$27,400	11.6%	0.3%
Weighted Mean Annual Wage	***$27,000***	**100.0%**	**2.5%**

Sources: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\1. Office; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Office Workers
Page 3 of 3			
Sales and Related Occupations			
First-Line Supervisors of Non-Retail Sales Workers	$87,900	4.5%	0.3%
Advertising Sales Agents	$67,100	9.7%	0.7%
Insurance Sales Agents	$56,400	5.4%	0.4%
Securities, Commodities, and Financial Services Sales Agents	$73,100	6.9%	0.5%
Sales Representatives, Services, All Other	$69,400	24.4%	1.7%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Prod	$75,700	13.2%	0.9%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scienti	$80,400	7.3%	0.5%
Real Estate Sales Agents	$53,100	5.7%	0.4%
All Other Sales and Related Occupations (Avg. All Categories)	$49,200	23.0%	1.6%
Weighted Mean Annual Wage	***$65,600***	**100.0%**	**6.9%**
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	7.0%	1.4%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	8.1%	1.7%
Customer Service Representatives	$35,200	12.7%	2.6%
Receptionists and Information Clerks	$29,300	8.1%	1.7%
Executive Secretaries and Executive Administrative Assistants	$52,800	5.0%	1.0%
Medical Secretaries	$31,200	4.1%	0.8%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$36,500	11.9%	2.5%
Office Clerks, General	$40,400	14.4%	3.0%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	28.7%	5.9%
Production Occupations			
First-Line Supervisors of Production and Operating Workers	$63,600	4.9%	0.1%
Team Assemblers	$30,500	14.1%	0.3%
Assemblers and Fabricators, All Other	$43,100	6.1%	0.1%
Printing Press Operators	$34,500	8.8%	0.2%
Inspectors, Testers, Sorters, Samplers, and Weighers	$44,000	15.0%	0.3%
Packaging and Filling Machine Operators and Tenders	$25,300	5.8%	0.1%
Helpers--Production Workers	$32,700	9.4%	0.2%
Production Workers, All Other	$30,800	5.9%	0.1%
All Other Production Occupations (Avg. All Categories)	$37,600	30.0%	0.6%
Weighted Mean Annual Wage	***$37,300***	**100.0%**	**2.0%**
Weighted Average Annual Wage - All Occupations	***$74,000***		90.5%

[1] Including occupations representing 4% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Sources: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\1. Office; Compensation; 5/12/2016; dd

APPENDIX TABLE 3
2014 NATIONAL LIGHT INDUSTRIAL WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (2% or more)	2014 National Light Industrial Industry Occupation Distribution	
Management Occupations	688,797	*9.1%*
Business and Financial Operations Occupations	509,481	*6.7%*
Computer and Mathematical Occupations	560,373	*7.4%*
Architecture and Engineering Occupations	1,027,730	*13.5%*
Sales and Related Occupations	381,312	*5.0%*
Office and Administrative Support Occupations	971,641	*12.8%*
Installation, Maintenance, and Repair Occupations	487,142	*6.4%*
Production Occupations	2,292,821	*30.2%*
Transportation and Material Moving Occupations	357,112	*4.7%*
All Other Light Industrial Occupations	311,353	*4.1%*
INDUSTRY TOTAL	7,587,762	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\Pacs2\p\10\10783\001\Land Use Tables\2. Industrial; Major Occupations Matrix; 5/12/2016; doc

APPENDIX TABLE 4
AVERAGE ANNUAL COMPENSATION, 2014
LIGHT INDUSTRIAL WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Light Industrial Workers
Page 1 of 3			
Management Occupations			
General and Operations Managers	$130,500	24.1%	2.2%
Marketing Managers	$146,800	5.8%	0.5%
Sales Managers	$137,700	6.1%	0.6%
Computer and Information Systems Managers	$150,800	8.1%	0.7%
Financial Managers	$137,700	6.5%	0.6%
Industrial Production Managers	$110,700	12.3%	1.1%
Architectural and Engineering Managers	$159,300	15.8%	1.4%
Managers, All Other	$129,500	5.4%	0.5%
All Other Management Occupations (Avg. All Categories)	$126,000	16.0%	1.5%
Weighted Mean Annual Wage	***$135,300***	**100.0%**	**9.1%**
Business and Financial Operations Occupations			
Purchasing Agents, Except Wholesale, Retail, and Farm Products	$68,800	18.5%	1.2%
Human Resources Specialists	$65,800	5.7%	0.4%
Logisticians	$69,100	6.6%	0.4%
Management Analysts	$114,400	7.0%	0.5%
Market Research Analysts and Marketing Specialists	$77,300	11.6%	0.8%
Business Operations Specialists, All Other	$75,300	12.1%	0.8%
Accountants and Auditors	$76,300	15.0%	1.0%
Financial Analysts	$82,800	6.6%	0.4%
All Other Business and Financial Operations Occupations (Avg. All Categories)	$74,700	16.9%	1.1%
Weighted Mean Annual Wage	***$76,700***	**100.0%**	**6.7%**
Computer and Mathematical Occupations			
Computer Systems Analysts	$87,800	8.5%	0.6%
Computer Programmers	$95,100	4.1%	0.3%
Software Developers, Applications	$106,600	26.8%	2.0%
Software Developers, Systems Software	$119,300	34.3%	2.5%
Network and Computer Systems Administrators	$82,600	6.0%	0.4%
Computer User Support Specialists	$54,800	7.8%	0.6%
All Other Computer and Mathematical Occupations (Avg. All Categories)	$93,700	12.5%	0.9%
Weighted Mean Annual Wage	***$101,800***	**100.0%**	**7.4%**

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\2. Industrial; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Light Industrial Workers
Page 2 of 3			
Architecture and Engineering Occupations			
Aerospace Engineers	$137,200	4.4%	0.6%
Computer Hardware Engineers	$117,400	4.6%	0.6%
Electrical Engineers	$98,500	14.4%	1.9%
Electronics Engineers, Except Computer	$114,000	11.5%	1.6%
Industrial Engineers	$90,100	15.7%	2.1%
Mechanical Engineers	$109,900	12.7%	1.7%
Electrical and Electronics Engineering Technicians	$56,300	11.0%	1.5%
Industrial Engineering Technicians	$65,700	4.4%	0.6%
All Other Architecture and Engineering Occupations (Avg. All Categories)	$95,900	21.4%	2.9%
Weighted Mean Annual Wage	***$96,300***	**100.0%**	**13.5%**
Sales and Related Occupations			
First-Line Supervisors of Non-Retail Sales Workers	$87,900	4.7%	0.2%
Retail Salespersons	$30,600	5.6%	0.3%
Sales Representatives, Services, All Other	$69,400	5.3%	0.3%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Proc	$75,700	21.8%	1.1%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scient	$80,400	28.3%	1.4%
Sales Engineers	$104,100	7.9%	0.4%
Telemarketers	$25,200	13.2%	0.7%
All Other Sales and Related Occupations (Avg. All Categories)	$49,200	13.2%	0.7%
Weighted Mean Annual Wage	***$66,800***	**100.0%**	**5.0%**
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	5.9%	0.7%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	8.1%	1.0%
Customer Service Representatives	$35,200	20.8%	2.7%
Production, Planning, and Expediting Clerks	$53,200	7.8%	1.0%
Shipping, Receiving, and Traffic Clerks	$32,400	10.0%	1.3%
Stock Clerks and Order Fillers	$29,100	5.4%	0.7%
Executive Secretaries and Executive Administrative Assistants	$52,800	4.6%	0.6%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$36,500	8.3%	1.1%
Office Clerks, General	$40,400	11.3%	1.5%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	17.7%	2.3%
Weighted Mean Annual Wage	***$39,600***	**100.0%**	**12.8%**
Installation, Maintenance, and Repair Occupations			
First-Line Supervisors of Mechanics, Installers, and Repairers	$76,800	8.3%	0.5%
Electrical and Electronics Repairers, Commercial and Industrial Equipment	$58,200	7.8%	0.5%
Automotive Body and Related Repairers	$60,900	11.2%	0.7%
Automotive Service Technicians and Mechanics	$42,900	26.9%	1.7%
Industrial Machinery Mechanics	$55,000	9.0%	0.6%
Maintenance and Repair Workers, General	$38,900	13.8%	0.9%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	$46,400	23.0%	1.5%
Weighted Mean Annual Wage	***$50,200***	**100.0%**	**6.4%**

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp40\10783\001\Land Use Tables\2. Industrial; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Light Industrial Workers
Page 3 of 3			
Production Occupations			
First-Line Supervisors of Production and Operating Workers	$63,600	7.2%	2.2%
Electrical and Electronic Equipment Assemblers	$36,300	18.2%	5.5%
Electromechanical Equipment Assemblers	$34,600	4.3%	1.3%
Team Assemblers	$30,500	14.8%	4.5%
Machinists	$49,200	6.1%	1.9%
Inspectors, Testers, Sorters, Samplers, and Weighers	$44,000	7.5%	2.3%
Packaging and Filling Machine Operators and Tenders	$25,300	4.6%	1.4%
All Other Production Occupations (Avg. All Categories)	$37,600	37.4%	11.3%
Weighted Mean Annual Wage	***$38,700***	**100.0%**	**30.2%**
Transportation and Material Moving Occupations			
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	$50,700	4.3%	0.2%
Driver/Sales Workers	$27,000	4.2%	0.2%
Heavy and Tractor-Trailer Truck Drivers	$44,700	5.2%	0.2%
Light Truck or Delivery Services Drivers	$34,900	5.6%	0.3%
Automotive and Watercraft Service Attendants	$24,200	6.4%	0.3%
Industrial Truck and Tractor Operators	$36,600	8.6%	0.4%
Cleaners of Vehicles and Equipment	$24,100	22.7%	1.1%
Laborers and Freight, Stock, and Material Movers, Hand	$28,000	23.2%	1.1%
Packers and Packagers, Hand	$21,800	12.1%	0.6%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	$38,800	7.9%	0.4%
Weighted Mean Annual Wage	***$29,900***	**100.0%**	**4.5%**
Weighted Average Annual Wage - All Occupations	***$81,000***		95.9%

[1] Including occupations representing 4% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\70\10783\001\Land Use Tables\2. Industrial; Compensation; 5/12/2016; dd

APPENDIX TABLE 5
2014 NATIONAL RETAIL/RESTAURANT/SERVICE WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (2% or more)	2014 National Retail/Restaurant/Service Occupation Distribution	
Management Occupations	628,384	*2.3%*
Food Preparation and Serving Related Occupations	12,261,041	*45.3%*
Personal Care and Service Occupations	841,689	*3.1%*
Sales and Related Occupations	7,745,429	*28.6%*
Office and Administrative Support Occupations	2,276,526	*8.4%*
Installation, Maintenance, and Repair Occupations	624,841	*2.3%*
Production Occupations	545,610	*2.0%*
Transportation and Material Moving Occupations	1,128,168	*4.2%*
All Other Retail/Restaurant/Service Occupations	992,258	*3.7%*
INDUSTRY TOTAL	27,043,945	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\Sfs2\wp\10\10783\001\Land Use Tables\3. Retail; Major Occupations Matrix; 5/12/2016; dd

APPENDIX TABLE 6
AVERAGE ANNUAL COMPENSATION, 2014
RETAIL/RESTAURANT/SERVICE WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Retail Workers
Page 1 of 2			
Management Occupations			
General and Operations Managers	$130,500	49.6%	1.2%
Sales Managers	$137,700	11.7%	0.3%
Food Service Managers	$64,400	29.9%	0.7%
All Other Management Occupations (Avg. All Categories)	$126,000	8.8%	0.2%
Weighted Mean Annual Wage	***$111,200***	**100.0%**	**2.3%**
Food Preparation and Serving Related Occupations			
First-Line Supervisors of Food Preparation and Serving Workers	$37,700	7.1%	3.2%
Cooks, Fast Food	$19,300	5.2%	2.4%
Cooks, Restaurant	$24,100	10.1%	4.6%
Food Preparation Workers	$22,500	6.2%	2.8%
Bartenders	$25,900	4.1%	1.9%
Combined Food Preparation and Serving Workers, Including Fast Food	$20,900	28.1%	12.7%
Waiters and Waitresses	$22,900	21.6%	9.8%
Dishwashers	$22,400	4.1%	1.8%
All Other Food Preparation and Serving Related Occupations (Avg. All Categories)	$23,700	13.5%	6.1%
Weighted Mean Annual Wage	***$23,500***	**100.0%**	**45.3%**
Personal Care and Service Occupations			
First-Line Supervisors of Personal Service Workers	$43,000	4.9%	0.2%
Nonfarm Animal Caretakers	$28,500	10.1%	0.3%
Ushers, Lobby Attendants, and Ticket Takers	$19,900	7.0%	0.2%
Hairdressers, Hairstylists, and Cosmetologists	$33,000	48.6%	1.5%
Manicurists and Pedicurists	$28,700	11.8%	0.4%
Skincare Specialists	$49,800	4.3%	0.1%
All Other Personal Care and Service Occupations (Avg. All Categories)	$31,000	13.4%	0.4%
Weighted Mean Annual Wage	***$32,100***	**100.0%**	**3.1%**
Sales and Related Occupations			
First-Line Supervisors of Retail Sales Workers	$51,100	11.5%	3.3%
Cashiers	$23,200	33.7%	9.6%
Retail Salespersons	$30,600	49.3%	14.1%
All Other Sales and Related Occupations (Avg. All Categories)	$49,200	5.6%	1.6%
Weighted Mean Annual Wage	***$31,500***	**100.0%**	**28.6%**

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\3. Retail; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Retail Workers
Page 2 of 2			
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	5.6%	0.5%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	7.5%	0.6%
Customer Service Representatives	$35,200	11.5%	1.0%
Receptionists and Information Clerks	$29,300	4.6%	0.4%
Shipping, Receiving, and Traffic Clerks	$32,400	5.2%	0.4%
Stock Clerks and Order Fillers	$29,100	46.0%	3.9%
Office Clerks, General	$40,400	8.7%	0.7%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	10.9%	0.9%
Weighted Mean Annual Wage	***$34,200***	**100.0%**	**8.4%**
Installation, Maintenance, and Repair Occupations			
First-Line Supervisors of Mechanics, Installers, and Repairers	$76,800	8.0%	0.2%
Computer, Automated Teller, and Office Machine Repairers	$44,300	5.8%	0.1%
Automotive Body and Related Repairers	$60,900	5.2%	0.1%
Automotive Service Technicians and Mechanics	$42,900	44.0%	1.0%
Tire Repairers and Changers	$27,400	5.9%	0.1%
Maintenance and Repair Workers, General	$38,900	7.2%	0.2%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	$46,400	23.9%	0.6%
Weighted Mean Annual Wage	***$46,200***	**100.0%**	**2.3%**
Production Occupations			
First-Line Supervisors of Production and Operating Workers	$63,600	6.9%	0.1%
Bakers	$24,700	19.0%	0.4%
Butchers and Meat Cutters	$33,600	24.6%	0.5%
Meat, Poultry, and Fish Cutters and Trimmers	$24,000	5.1%	0.1%
Laundry and Dry-Cleaning Workers	$22,200	12.8%	0.3%
Pressers, Textile, Garment, and Related Materials	$26,100	5.2%	0.1%
All Other Production Occupations (Avg. All Categories)	$37,600	31.6%	0.6%
Weighted Mean Annual Wage	***$34,600***	**105.2%**	**2.1%**
Transportation and Material Moving Occupations			
Driver/Sales Workers	$27,000	21.1%	0.9%
Light Truck or Delivery Services Drivers	$34,900	15.2%	0.6%
Parking Lot Attendants	$21,300	6.8%	0.3%
Cleaners of Vehicles and Equipment	$24,100	7.8%	0.3%
Laborers and Freight, Stock, and Material Movers, Hand	$28,000	19.6%	0.8%
Packers and Packagers, Hand	$21,800	17.0%	0.7%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	$38,800	12.5%	0.5%
Weighted Mean Annual Wage	***$28,400***	**100.0%**	**4.2%**
Weighted Average Annual Wage - All Occupations	***$30,000***		96.4%

[1] Including occupations representing 4% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\3. Retail; Compensation; 5/12/2016; dd

APPENDIX TABLE 7
2014 NATIONAL HOSPITAL WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (3% or more)	2014 National Hospital Industry Occupation Distribution	
Management Occupations	293,157	*4.2%*
Community and Social Service Occupations	424,853	*6.1%*
Healthcare Practitioners and Technical Occupations	3,510,432	*50.5%*
Healthcare Support Occupations	821,410	*11.8%*
Office and Administrative Support Occupations	1,020,448	*14.7%*
All Other Hospital Occupations	874,847	*12.6%*
INDUSTRY TOTAL	6,945,148	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\Sfs2\wp\10\10783\001\Land Use Tables\4. Hospital; Major Occupations Matrix; 5/12/2016; dd

APPENDIX TABLE 8
AVERAGE ANNUAL COMPENSATION, 2014
HOSPITAL WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Hospital Workers
Page 1 of 2			
Management Occupations			
General and Operations Managers	$130,500	12.0%	0.5%
Administrative Services Managers	$91,600	6.6%	0.3%
Financial Managers	$137,700	6.1%	0.3%
Medical and Health Services Managers	$111,000	54.1%	2.3%
Managers, All Other	$129,500	4.1%	0.2%
All Other Management Occupations (Avg. All Categories)	$126,000	17.0%	0.7%
Weighted Mean Annual Wage	***$117,000***	**100.0%**	**4.2%**
Community and Social Service Occupations			
Substance Abuse and Behavioral Disorder Counselors	$40,600	13.5%	0.8%
Mental Health Counselors	$48,800	16.1%	1.0%
Child, Family, and School Social Workers	$49,100	5.5%	0.3%
Healthcare Social Workers	$58,200	14.7%	0.9%
Mental Health and Substance Abuse Social Workers	$41,700	15.4%	0.9%
Health Educators	$62,000	5.2%	0.3%
Social and Human Service Assistants	$30,200	12.4%	0.8%
All Other Community and Social Service Occupations (Avg. All Categories)	$45,700	17.2%	1.1%
Healthcare Practitioners and Technical Occupations			
Registered Nurses	$72,800	48.6%	24.6%
Emergency Medical Technicians and Paramedics	$39,800	4.8%	2.4%
Licensed Practical and Licensed Vocational Nurses	$45,900	4.2%	2.1%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	$79,700	42.4%	21.4%
Weighted Mean Annual Wage	***$73,000***	**100.0%**	**50.5%**
Healthcare Support Occupations			
Nursing Assistants	$28,300	43.5%	5.1%
Orderlies	$29,500	4.2%	0.5%
Medical Assistants	$34,500	22.1%	2.6%
Medical Equipment Preparers	$33,000	5.1%	0.6%
Phlebotomists	$34,800	8.8%	1.0%
Healthcare Support Workers, All Other	$31,800	4.9%	0.6%
All Other Healthcare Support Occupations (Avg. All Categories)	$33,800	11.4%	1.3%
Weighted Mean Annual Wage	***$31,300***	**100.0%**	**11.8%**

Sources: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\4. Hospital; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Hospital Workers
Page 2 of 2			
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	7.0%	1.0%
Billing and Posting Clerks	$41,500	7.0%	1.0%
Customer Service Representatives	$35,200	7.4%	1.1%
Interviewers, Except Eligibility and Loan	$26,400	6.6%	1.0%
Receptionists and Information Clerks	$29,300	9.0%	1.3%
Medical Secretaries	$31,200	16.7%	2.4%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$36,500	9.0%	1.3%
Office Clerks, General	$40,400	11.5%	1.7%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	25.8%	3.8%
Weighted Mean Annual Wage	***$36,800***	**100.0%**	**14.7%**
Weighted Average Annual Wage - All Occupations	***$62,000***		87.4%

[1] Including occupations representing 4% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boudler County.

Sources: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\4. Hospital; Compensation; 5/12/2016; dd

APPENDIX TABLE 9
2014 NATIONAL LODGING WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (3% or more)	2014 National Lodging Occupation Distribution (1)	
Management Occupations	68,960	4.5%
Food Preparation and Serving Related Occupations	379,520	*24.7%*
Building and Grounds Cleaning and Maintenance Occupations	489,570	*31.9%*
Personal Care and Service Occupations	61,530	*4.0%*
Office and Administrative Support Occupations	310,980	*20.3%*
Installation, Maintenance, and Repair Occupations	76,990	*5.0%*
All Other Lodging Related Occupations	147,010	*9.6%*
INDUSTRY TOTAL	1,534,560	100.0%

Notes
(1) Excludes casino hotels

Source: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\5. Lodging;Major Occupations Matrix; 5/12/2016

APPENDIX TABLE 10
AVERAGE ANNUAL COMPENSATION, 2014
LODGING WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Lodging Workers
Page 1 of 2			
Management Occupations			
General and Operations Managers	$130,500	22.9%	1.0%
Sales Managers	$137,700	9.3%	0.4%
Administrative Services Managers	$91,600	3.9%	0.2%
Financial Managers	$137,700	4.4%	0.2%
Food Service Managers	$64,400	11.1%	0.5%
Lodging Managers	$73,500	40.2%	1.8%
All Other Management Occupations (Avg. All Categories)	$126,000	8.3%	0.4%
Weighted Mean Annual Wage	***$99,300***	**100.0%**	**4.5%**
Food Preparation and Serving Related Occupations			
First-Line Supervisors of Food Preparation and Serving Workers	$37,700	5.3%	1.3%
Cooks, Restaurant	$24,100	13.8%	3.4%
Bartenders	$25,900	7.8%	1.9%
Combined Food Preparation and Serving Workers, Including Fast Food	$20,900	3.6%	0.9%
Waiters and Waitresses	$22,900	29.5%	7.3%
Food Servers, Nonrestaurant	$24,400	8.3%	2.1%
Dining Room and Cafeteria Attendants and Bartender Helpers	$19,800	10.5%	2.6%
Dishwashers	$22,400	6.5%	1.6%
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$21,900	3.4%	0.9%
All Other Food Preparation and Serving Occupations (Avg. All Categories)	$23,700	11.0%	2.7%
Weighted Mean Annual Wage	***$23,800***	**100.0%**	**24.7%**
Building and Grounds Cleaning and Maintenance Occupations			
First-Line Supervisors of Housekeeping and Janitorial Workers	$42,500	5.8%	1.9%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$27,600	6.1%	1.9%
Maids and Housekeeping Cleaners	$20,400	85.1%	27.1%
All Other Building and Grounds Occupations (Avg. All Categories)	$27,400	3.0%	1.0%
Weighted Mean Annual Wage	***$22,300***	**100.0%**	**31.9%**
Personal Care and Service Occupations			
First-Line Supervisors of Personal Service Workers	$43,000	4.3%	0.2%
Amusement and Recreation Attendants	$23,100	15.0%	0.6%
Locker Room, Coatroom, and Dressing Room Attendants	$22,300	3.8%	0.2%
Baggage Porters and Bellhops	$20,000	34.4%	1.4%
Concierges	$27,300	17.8%	0.7%
Fitness Trainers and Aerobics Instructors	$45,500	3.0%	0.1%
Recreation Workers	$29,500	9.8%	0.4%
Personal Care and Service Workers, All Other	$29,000	3.4%	0.1%
All Other Personal Care and Service Occupations (Avg. All Categories)	$31,000	8.4%	0.3%
Weighted Mean Annual Wage	***$25,800***	**100.0%**	**4.0%**

Sources: Bureau of Labor Statistics; Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\5. Lodging;Compensation; 5/12/2016

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Lodging Workers
Page 2 of 2			
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	7.5%	1.5%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	5.2%	1.1%
Hotel, Motel, and Resort Desk Clerks	$22,300	71.8%	14.5%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	15.5%	3.1%
Weighted Mean Annual Wage	***$28,200***	**100.0%**	**20.3%**
Installation, Maintenance, and Repair Occupations			
First-Line Supervisors of Mechanics, Installers, and Repairers	$76,800	8.0%	0.4%
Maintenance and Repair Workers, General	$38,900	89.8%	4.5%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	$46,400	2.1%	0.1%
Weighted Mean Annual Wage	***$42,100***	**100.0%**	**5.0%**
Weighted Average Annual Wage - All Occupations	***$29,000***		90.4%

[1] Including occupations representing 3% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Sources: Bureau of Labor Statistics; Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp40\10783\001\Land Use Tables\5. Lodging;Compensation; 5/12/2016

APPENDIX TABLE 11
2014 NATIONAL WAREHOUSING WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (3% or more)	2014 National Warehousing Occupation Distribution	
Management Occupations	25,100	3.5%
Office and Administrative Support Occupations	161,880	*22.3%*
Installation, Maintenance, and Repair Occupations	23,190	*3.2%*
Production Occupations	29,150	*4.0%*
Transportation and Material Moving Occupations	438,040	*60.3%*
All Other Warehousing Related Occupations	48,730	*6.7%*
INDUSTRY TOTAL	726,090	100.0%

Source: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\6. Warehouse;Major Occupations Matrix; 5/12/2016

APPENDIX TABLE 12
AVERAGE ANNUAL COMPENSATION, 2014
WAREHOUSING WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Warehousing Workers
Page 1 of 2			
Management Occupations			
General and Operations Managers	$130,500	37.2%	1.3%
Sales Managers	$137,700	4.9%	0.2%
Administrative Services Managers	$91,600	5.3%	0.2%
Transportation, Storage, and Distribution Managers	$102,700	36.1%	1.2%
All Other Management Occupations (Avg. All Categories)	$126,000	16.6%	0.6%
Weighted Mean Annual Wage	***$118,000***	**100.0%**	**3.5%**
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	5.4%	1.2%
Customer Service Representatives	$35,200	8.5%	1.9%
Order Clerks	$32,700	3.2%	0.7%
Production, Planning, and Expediting Clerks	$53,200	3.7%	0.8%
Shipping, Receiving, and Traffic Clerks	$32,400	21.2%	4.7%
Stock Clerks and Order Fillers	$29,100	34.5%	7.7%
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$33,800	3.2%	0.7%
Office Clerks, General	$40,400	6.0%	1.3%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	14.2%	3.2%
Weighted Mean Annual Wage	***$34,900***	**100.0%**	**22.3%**
Installation, Maintenance, and Repair Occupations			
First-Line Supervisors of Mechanics, Installers, and Repairers	$76,800	9.1%	0.3%
Bus and Truck Mechanics and Diesel Engine Specialists	$57,900	7.7%	0.2%
Industrial Machinery Mechanics	$55,000	3.3%	0.1%
Maintenance and Repair Workers, General	$38,900	61.6%	2.0%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	$46,400	18.3%	0.6%
Weighted Mean Annual Wage	***$45,700***	**100.0%**	**3.2%**

Sources: Bureau of Labor Statistics; Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\6. Warehouse;Compensation; 5/12/2016

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Warehousing Workers
Page 2 of 2			
Production Occupations			
First-Line Supervisors of Production and Operating Workers	$63,600	8.3%	0.3%
Team Assemblers	$30,500	19.1%	0.8%
Inspectors, Testers, Sorters, Samplers, and Weighers	$44,000	21.9%	0.9%
Packaging and Filling Machine Operators and Tenders	$25,300	17.1%	0.7%
Helpers--Production Workers	$32,700	9.8%	0.4%
Production Workers, All Other	$30,800	3.8%	0.2%
All Other Production Occupations (Avg. All Categories)	$37,600	20.0%	0.8%
Weighted Mean Annual Wage	***$37,000***	**100.0%**	**4.0%**
Transportation and Material Moving Occupations			
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	$50,700	4.9%	2.9%
Heavy and Tractor-Trailer Truck Drivers	$44,700	8.1%	4.9%
Industrial Truck and Tractor Operators	$36,600	21.0%	12.7%
Laborers and Freight, Stock, and Material Movers, Hand	$28,000	42.8%	25.8%
Machine Feeders and Offbearers	$26,500	5.4%	3.2%
Packers and Packagers, Hand	$21,800	10.4%	6.3%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	$38,800	7.4%	4.5%
Weighted Mean Annual Wage	***$32,400***	**100.0%**	**60.3%**
Weighted Average Annual Wage - All Occupations	***$37,000***		93.3%

[1] Including occupations representing 3% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Sources: Bureau of Labor Statistics; Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\6. Warehouse;Compensation; 5/12/2016

APPENDIX TABLE 13
2014 NATIONAL INSTITUTION WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (3% or more)	2014 National Institutional Industry Occupation Distribution	
Management Occupations	935,617	*5.7%*
Business and Financial Operations Occupations	513,524	*3.1%*
Community and Social Service Occupations	1,501,829	*9.1%*
Education, Training, and Library Occupations	5,276,525	*32.0%*
Arts, Design, Entertainment, Sports, and Media Occupations	581,622	*3.5%*
Personal Care and Service Occupations	3,379,576	*20.5%*
Office and Administrative Support Occupations	1,689,737	*10.3%*
All Other Institutional Occupations	2,601,967	*15.8%*
INDUSTRY TOTAL	16,480,396	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\Pacs2\wp\10\10783\001\Land Use Tables\7. Institutional; Major Occupations Matrix; 5/12/2016; 10

APPENDIX TABLE 14
AVERAGE ANNUAL COMPENSATION, 2014
INSTITUTIONAL WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Institutional Workers
Page 1 of 2			
Management Occupations			
Chief Executives	$202,400	4.3%	0.2%
General and Operations Managers	$130,500	28.3%	1.6%
Education Administrators, Preschool and Childcare Center/Program	$46,300	14.4%	0.8%
Education Administrators, Elementary and Secondary School	$93,500	6.5%	0.4%
Education Administrators, All Other	$75,100	6.7%	0.4%
Social and Community Service Managers	$81,300	16.1%	0.9%
All Other Management Occupations (Avg. All Categories)	$126,000	23.6%	1.3%
Weighted Mean Annual Wage	***$106,300***	**100.0%**	**5.7%**
Business and Financial Operations Occupations			
Human Resources Specialists	$65,800	10.1%	0.3%
Management Analysts	$114,400	5.1%	0.2%
Fundraisers	$57,400	8.0%	0.2%
Training and Development Specialists	$65,600	22.0%	0.7%
Market Research Analysts and Marketing Specialists	$77,300	6.5%	0.2%
Business Operations Specialists, All Other	$75,300	19.5%	0.6%
Accountants and Auditors	$76,300	14.2%	0.4%
All Other Business and Financial Operations (Avg. All Categories)	$74,700	14.6%	0.5%
Weighted Mean Annual Wage	***$72,900***	**100.0%**	**3.1%**
Community and Social Service Occupations			
Educational, Guidance, School, and Vocational Counselors	$53,800	8.8%	0.8%
Mental Health Counselors	$48,800	5.5%	0.5%
Rehabilitation Counselors	$39,400	8.4%	0.8%
Child, Family, and School Social Workers	$49,100	18.5%	1.7%
Mental Health and Substance Abuse Social Workers	$41,700	4.1%	0.4%
Social and Human Service Assistants	$30,200	29.3%	2.7%
Community and Social Service Specialists, All Other	$42,100	5.4%	0.5%
All Other Business and Financial Operations (Avg. All Categories)	$45,700	20.0%	1.8%
Weighted Mean Annual Wage	***$41,800***	**100.0%**	**9.1%**
Education, Training, and Library Occupations			
Vocational Education Teachers, Postsecondary	$53,100	5.2%	1.7%
Preschool Teachers, Except Special Education	$35,400	18.4%	5.9%
Elementary School Teachers, Except Special Education	$55,900	5.9%	1.9%
Secondary School Teachers, Except Special and Career/Technical Education	$56,700	4.2%	1.3%
Self-Enrichment Education Teachers	$41,800	17.1%	5.5%
Teachers and Instructors, All Other, Except Substitute Teachers	$42,800	11.9%	3.8%
Teacher Assistants	$32,300	16.1%	5.2%
All Other Education, Training, and Library Occupations (Avg. All Categories)	$58,100	21.3%	6.8%
Weighted Mean Annual Wage	***$44,700***	**100.0%**	**32.0%**

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\7. Institutional; Compensation; 5/12/2016; dd

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Institutional Workers
Page 2 of 2			
Arts, Design, Entertainment, Sports, and Media Occupations			
Coaches and Scouts	$36,400	65.4%	2.3%
Public Relations Specialists	$46,700	7.5%	0.3%
All Other Arts, Design, Entertainment, Sports, and Media Occupations (Avg. All Cate	$53,300	27.0%	1.0%
Weighted Mean Annual Wage	***$41,700***	**100.0%**	**3.5%**
Personal Care and Service Occupations			
Childcare Workers	$24,300	39.1%	8.0%
Personal Care Aides	$23,900	42.2%	8.6%
Fitness Trainers and Aerobics Instructors	$45,500	4.5%	0.9%
Recreation Workers	$29,500	5.5%	1.1%
All Other Personal Care and Service Occupations (Avg. All Categories)	$31,000	8.7%	1.8%
Weighted Mean Annual Wage	***$26,000***	**100.0%**	**20.5%**
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	6.1%	0.6%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	9.4%	1.0%
Customer Service Representatives	$35,200	7.2%	0.7%
Receptionists and Information Clerks	$29,300	9.0%	0.9%
Executive Secretaries and Executive Administrative Assistants	$52,800	4.9%	0.5%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$36,500	22.7%	2.3%
Office Clerks, General	$40,400	25.8%	2.6%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	14.9%	1.5%
Weighted Mean Annual Wage	***$39,300***	**100.0%**	**10.3%**
Weighted Average Annual Wage - All Occupations	***$44,000***		84.2%

[1] Including occupations representing 4% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

Source: Bureau of Labor Statistics;
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp10\10783\001\Land Use Tables\7. Institutional; Compensation; 5/12/2016; dd

APPENDIX TABLE 15
2014 NATIONAL ASSISTED LIVING WORKER DISTRIBUTION BY OCCUPATION
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Major Occupations (3% or more)	2014 National Assisted Living Occupation Distribution	
Healthcare Practitioners and Technical Occupations	589,856	16.9%
Healthcare Support Occupations	1,224,897	*35.0%*
Food Preparation and Serving Related Occupations	498,540	*14.3%*
Building and Grounds Cleaning and Maintenance Occupations	223,572	*6.4%*
Personal Care and Service Occupations	422,542	*12.1%*
Office and Administrative Support Occupations	176,069	*5.0%*
All Other Assisted Living Related Occupations	359,935	*10.3%*
INDUSTRY TOTAL	3,495,411	100.0%

Industries weighted to reflect City of Boulder industry mix.

Source: Bureau of Labor Statistics
Prepared by: Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\10\10783\001\Land Use Tables\8. Nursing Facility;Major Occupations Matrix; 5/12/2016

APPENDIX TABLE 16
AVERAGE ANNUAL COMPENSATION, 2014
ASSISTED LIVING WORKER OCCUPATIONS
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Assisted Living Workers
Page 1 of 2			
Healthcare Practitioners and Technical Occupations			
Registered Nurses	$72,800	34.7%	5.9%
Licensed Practical and Licensed Vocational Nurses	$45,900	50.2%	8.5%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	$79,700	15.1%	2.5%
Weighted Mean Annual Wage	***$60,300***	**100.0%**	**16.9%**
Healthcare Support Occupations			
Home Health Aides	$27,700	20.9%	7.3%
Nursing Assistants	$28,300	74.2%	26.0%
All Other Healthcare Support Occupations (Avg. All Categories)	$33,800	4.9%	1.7%
Weighted Mean Annual Wage	***$28,400***	**100.0%**	**35.0%**
Food Preparation and Serving Related Occupations			
First-Line Supervisors of Food Preparation and Serving Workers	$37,700	5.8%	0.8%
Cooks, Institution and Cafeteria	$27,200	25.5%	3.6%
Food Preparation Workers	$22,500	10.4%	1.5%
Combined Food Preparation and Serving Workers, Including Fast Food	$20,900	7.3%	1.0%
Waiters and Waitresses	$22,900	7.9%	1.1%
Food Servers, Nonrestaurant	$24,400	29.0%	4.1%
Dining Room and Cafeteria Attendants and Bartender Helpers	$19,800	3.9%	0.6%
Dishwashers	$22,400	6.3%	0.9%
All Other Food Preparation and Serving Related Occupations (Avg. All Categories)	$23,700	3.8%	0.5%
Weighted Mean Annual Wage	***$25,000***	**100.0%**	**14.3%**
Building and Grounds Cleaning and Maintenance Occupations			
First-Line Supervisors of Housekeeping and Janitorial Workers	$42,500	6.3%	0.4%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$27,600	15.3%	1.0%
Maids and Housekeeping Cleaners	$20,400	75.0%	4.8%
All Other Building and Grounds Cleaning and Maintenance Occupations (Avg. All Ca	$27,400	3.4%	0.2%
Weighted Mean Annual Wage	***$23,100***	**100.0%**	**6.4%**
Personal Care and Service Occupations			
First-Line Supervisors of Personal Service Workers	$43,000	4.2%	0.5%
Personal Care Aides	$23,900	71.6%	8.7%
Recreation Workers	$29,500	17.8%	2.1%
Residential Advisors	$34,100	3.2%	0.4%
All Other Personal Care and Service Occupations (Avg. All Categories)	$31,000	3.3%	0.4%
Weighted Mean Annual Wage	***$26,300***	**100.0%**	**12.1%**

Sources: Bureau of Labor Statistics; Prepared by: Keyser Marston Associates, Inc.
Filename: \SF-FS2\wp10\10783\001\Land Use Tables\8. Nursing Facility;Compensation; 5/12/2016

Occupation [1]	2014 Avg. Compensation [2]	% of Total Occupation Group [3]	% of Total Assisted Living Workers
Page 2 of 2			
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$56,300	8.2%	0.4%
Switchboard Operators, Including Answering Service	$24,900	3.4%	0.2%
Bookkeeping, Accounting, and Auditing Clerks	$39,400	8.6%	0.4%
Payroll and Timekeeping Clerks	$39,900	3.3%	0.2%
Receptionists and Information Clerks	$29,300	25.9%	1.3%
Executive Secretaries and Executive Administrative Assistants	$52,800	3.3%	0.2%
Medical Secretaries	$31,200	4.3%	0.2%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$36,500	12.3%	0.6%
Office Clerks, General	$40,400	17.2%	0.9%
All Other Office and Administrative Support Occupations (Avg. All Categories)	$38,100	13.6%	0.7%
Weighted Mean Annual Wage	***$37,400***	**100.0%**	**5.0%**
Weighted Average Annual Wage - All Occupations	***$34,000***		89.7%

[1] Including occupations representing 3% or more of the major occupation group.

[2] The methodology utilized by the Bureau of Labor Statistics Occupational Employment Survey assumes that hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[3] Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2014 Occupational Employment Survey data applicable to Boulder County.

APPENDIX TABLE 17
INDUSTRY CATEGORIES BY BUILDING TYPE
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Industry Employment by Building Type Weighted to Reflect the City of Boulder Employment Mix
Based on QCEW Data for the City of Boulder.

NAICS	Industry	Percent of Employment for Building Type
Office		
511100	Newspaper, Periodical, Book, and Directory Publishers	3.3%
511200	Software Publishers	12.7%
517100	Wired Telecommunications Carriers	0.6%
517200	Wireless Telecommunications Carriers (except Satellite)	0.1%
518200	Data Processing, Hosting, and Related Services	0.8%
519100	Other Information Services	1.0%
522100	Depository Credit Intermediation	2.7%
522200	Nondepository Credit Intermediation	0.4%
523900	Other Financial Investment Activities	3.0%
524100	Insurance Carriers	0.7%
524200	Agencies, Brokerages, and Other Insurance Related Activities	1.0%
531100	Lessors of Real Estate	1.7%
531200	Offices of Real Estate Agents and Brokers	1.0%
531300	Activities related to Real Estate	1.2%
541100	Legal Services	2.9%
541200	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	1.9%
541300	Architectural, Engineering, and Related Services	7.9%
541400	Specialized Design Services	0.7%
541500	Computer Systems Design and Related Services	19.5%
541600	Management, Scientific, and Technical Consulting Services	5.9%
541800	Advertising and Related Services	2.2%
541900	Other Professional, Scientific, and Technical Services	4.1%
551100	Management of Companies and Enterprises	2.2%
561100	Office Administrative Services	0.3%
561300	Employment Services	4.3%
561500	Travel Arrangement and Reservation Services	0.6%
561600	Investigation and Security Services	0.2%
561700	Services to Buildings and Dwellings	2.0%
561900	Other Support Services	0.6%
621100	Offices of Physicians	4.7%
621200	Offices of Dentists	2.1%
621300	Offices of Other Health Practitioners	4.5%
813200	Grantmaking and Giving Services	0.5%
813300	Social Advocacy Organizations	1.5%
813900	Business, Professional, Labor, Political, and Similar Organizations	1.3%
	Total	100%
Retail / Restaurant / Service		
441100	Automobile Dealers	4.7%
441200	Other Motor Vehicle Dealers	0.2%
441300	Auto Parts, Accessories, and Tire Stores	0.9%
442100	Furniture Stores	0.4%
442200	Home Furnishings Stores	1.1%
443100	Electronics and Appliance Stores	2.3%
444100	Building Material and Supplies Dealers	3.4%
444200	Lawn & Garden Equipment/Supplies Stores	0.1%
445100	Grocery Stores	12.1%
445200	Specialty Food Stores	0.4%
445300	Beer, Wine, and Liquor Stores	1.4%
446100	Health and Personal Care Stores	2.5%
447100	Gasoline Stations	0.9%
448100	Clothing Stores	2.8%
448200	Shoe Stores	0.7%
448300	Jewelry, Luggage & Leather Goods Stores	0.3%
451100	Sporting Goods/Musical Instrument Stores	4.7%
451200	Book, Periodical, and Music Stores	0.8%
452100	Department Stores	2.9%
452900	Other General Merchandise Stores	0.2%
453100	Florists	0.3%
453200	Office Supply, Stationery & Gift Stores	1.2%
453300	Used Merchandise Stores	1.1%
453900	Other Miscellaneous Store Retailers	1.3%
722300	Special Food Services	1.5%
722400	Drinking Places (Alcoholic Beverages)	1.3%
722500	Restaurant and Other Eating Places	45.0%
812100	Personal Care Services	3.1%
812200	Death Care Services	0.2%
812300	Drycleaning and Laundry Services	0.7%
812900	Other Personal Services	0.8%
512130	Motion Picture and Video Exhibition	0.7%
	Total	100%

APPENDIX TABLE 17
INDUSTRY CATEGORIES BY BUILDING TYPE
JOBS-HOUSING NEXUS ANALYSIS
CITY OF BOULDER

Industry Employment by Building Type Weighted to Reflect the City of Boulder Employment Mix
Based on QCEW Data for the City of Boulder.

NAICS	Industry	Percent of Employment for Building Type
Light Industrial		
311400	Fruit and Vegetable Preserving and Specialty Food Manufacturing	1.4%
311500	Dairy Product Manufacturing	0.2%
311800	Bakeries and Tortilla Manufacturing	1.2%
311900	Other Food Manufacturing	1.2%
312100	Beverage Manufacturing	3.3%
323100	Printing and Related Support Activities	2.2%
325400	Pharmaceutical and Medicine Manufacturing	4.8%
325600	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.5%
325900	Other Chemical Product and Preparation Manufacturing	0.3%
332300	Architectural and Structural Metals Manufacturing	0.1%
332700	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	2.1%
332800	Coating, Engraving, Heat Treating, and Allied Activities	0.6%
333200	Industrial Machinery Manufacturing	0.6%
333300	Commercial and Service Industry Machinery Manufacturing	4.6%
334200	Communications Equipment Manufacturing	4.0%
334500	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	54.9%
335900	Other Electrical Equipment and Component Manufacturing	0.2%
337100	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	0.2%
337900	Other Furniture Related Product Manufacturing	0.3%
339100	Medical Equipment and Supplies Manufacturing	1.1%
339900	Other Miscellaneous Manufacturing	4.7%
561400	Business Support Services	4.2%
811100	Automotive Repair and Maintenance	6.5%
811200	Electronic Equipment Repair/Maintenance	0.1%
811400	Personal and Household Goods Repair and Maintenance	0.4%
	Total	100%
Hospital		
621400	Outpatient Care Centers	26.2%
621500	Medical and Diagnostic Laboratories	0.8%
621900	Other Ambulatory Health Care Services	4.5%
622100	General Medical and Surgical Hospitals	68.5%
	Total	100%
Lodging		
721100	Traveler Accommodation	100%
Warehouse		
493100	Warehousing and Storage	100%
Institutional		
624100	Individual and Family Services	23.3%
624200	Community Food and Housing, and Emergency and Other Relief Services	5.4%
624300	Vocational Rehabilitation Services	4.3%
624400	Child Day Care Services	18.8%
611100	Elementary and Secondary Schools	11.4%
611400	Business Schools and Computer and Management Training	3.2%
611500	Technical and Trade Schools	4.0%
611600	Other Schools and Instruction	17.8%
611700	Educational Support Services	4.7%
813100	Religious Organizations	1.2%
813400	Civic and Social Organizations	5.0%
712100	Museums, Historical Sites, and Similar Institutions	1.0%
	Total	100%
Assisted Living		
623100	Nursing Care Facilities (Skilled Nursing Facilities)	45.0%
623200	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	4.2%
623300	Continuing Care Retirement Communities and Assisted Living	50.8%
	Total	100%

(1) Using data from the Quarterly Census of Employment and Wages (QCEW) , 2014 for the City of Boulder.
NAICS = North American Industry Classification System

KEYSER MARSTON ASSOCIATES
ADVISORS IN PUBLIC/PRIVATE REAL ESTATE DEVELOPMENT

MEMORANDUM

ADVISORS IN:
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AFFORDABLE HOUSING
ECONOMIC DEVELOPMENT

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PAUL C. MARRA

To: Chris Meschuk and Kristin Hyser
City of Boulder

From: David Doezema

Date: September 13, 2016

Subject: Affordable Housing Fee Options and Context Materials

Keyser Marston Associates, Inc. (KMA) has prepared the following memorandum to assist in further defining the three options identified for affordable housing fees, review approaches to thresholds and exemptions and provide context regarding development costs and market adjustments sufficient to absorb proposed fees. In addition, economic and market factors frequently used to inform fee level selection are briefly reviewed and drawn upon in describing a recommended range for fees. The memorandum is organized into the following sections:

1.0 Economic and Market Factors – economic and market factors commonly considered in fee level selection are reviewed and drawn upon in recommending ranges within which to establish fees.

2.0 Fee Level Options – fee levels for all building types are identified to accompany the three office fee options identified at the June study session.

3.0 Thresholds – Provides information on thresholds for fee application used in other programs and summarizes information on development activity in Boulder that may be useful in selecting a threshold.

4.0 Exemptions – Describes approaches to exemptions used in other programs.

5.0 Development Cost Context and Market Adjustments to Absorb Fees – reviews fee options in the context of total development costs and provides an

estimate of market adjustments that would be sufficient to absorb fees under each option.

Additionally, an appendix section provides information on development costs and land values in Silicon Valley as context for linkage fee levels adopted in the region.

1.0 Economic and Market Factors for Fee Level Selection

Cities often take a range of economic and market factors into account in selecting affordable housing fee levels, often with an objective of setting fees at a level not expected to significantly alter development decisions. These factors include:

1) Market strength including real estate demand indicators such as rents and vacancy rates;

2) Development costs and relationships between fee levels and the development costs for various types of non-residential structures; and

3) Fees in other jurisdictions, both neighboring jurisdictions and those comparable in real estate demand.

The City Council has previously expressed interest in considering these factors as part of the decision making process for fee levels. The KMA Jobs Housing Nexus Report ("KMA Report") provides an analysis and background information addressing these factors. Section 5 of this memorandum provides further context on development costs and market adjustments needed to absorb fees based upon the specific fee options described in Section 2. KMA's thinking regarding fee levels based upon this analysis is outlined below.

Office

The office market in Boulder is exhibiting clear signs of strength, especially within the Downtown where office rents for class A space are in the $50 per square foot range.[1] This represents a premium over averages for Downtown Denver and is approaching levels in seen in some Silicon Valley cities that have linkage fees in the $15 to $20 per square foot range[2]. Total development costs for a higher density office project in the Downtown and vicinity are estimated at approximately $500 per square foot.

For lower density office locations, outside the Downtown and Transit Village Area, Boulder's office market is also robust. However, prevailing rents and land values are lower, and a lower density office project with surface parking in these locations would

[1] Cushman and Wakefield, Office Snapshot 2Q 2016. Represents full service rental rates for Class A space.
[2] Office rents in Cupertino are $58 PSF and the City has an adopted linkage fee of $20 PSF. Sunnyvale has rents averaging $54 PSF and an adopted linkage fee of $15. Rents are full service Class A office as of 1st Quarter 2016 per the brokerage firm Colliers International.

have a lower development cost, estimated at $300 per square foot. This indicates a more moderate fee level may be appropriate for projects in these locations.

As one benchmark for potential fee levels, cities with exceptionally strong real estate markets have adopted linkage fees representing up to approximately 5% of development costs (a figure that considers linkage fees only, not total fees and permits). Applying this 5% figure to a high density office project in Boulder equates to a fee level of $25 per square foot. For a lower density office project, applying the same metric yields $15 per square foot as an upper end.

In recognition of the range of values and development costs in Boulder, the City may wish to consider differentiation of the office fee level such that higher value / higher density projects are subject to higher fees. Zoning designation, floor area ratio (FAR), and geography are potential mechanisms for differentiating the fee level that could be explored. With an FAR threshold, a higher rate might apply only to the portion of the building area in excess of the threshold.

If office fee levels will be differentiated, we suggest a higher rate of up to $15 to $20 per square foot be applied within the Downtown, potentially extending to other higher density locations. A lower rate would apply to other areas (or under an FAR threshold, if fees are distinguished by FAR). The lower fee rate could be set similar to or somewhat above that applicable to other non-residential development.

If a uniform rate for all office space is preferred, consideration of fees in a more moderate range of $10 to $15 per square foot is suggested.

Other Non-Residential Development

Boulder is an attractive location for non-residential development of all types. For uses including retail, hotel, flex commercial / R&D / light industrial space, fees in approximately the $7 to $10 per square foot range is suggested. This range reflects establishment of fees at approximately 3% to 5% of development costs. For warehouse, a lower fee in the $3 to $5 per square foot range is recommended based on the low cost / low rent nature of these buildings which make them more sensitive to fees.

These recommended ranges fall between levels applicable to Options 1 and 2 described next in Section 2.

2.0 Fee Level Options

Three options for affordable housing linkage fee levels were defined at the June 14th study session: $10, $20, and $35 per square foot of building area. We understand the three fee levels to be in reference to office uses. The table below outlines corresponding fees for the other building types to accompany the three options already defined for office.

- Option 1 ($10 for office) - maintains fees near current levels.
- Option 2 ($20 for office) – doubles the office fee.
- Option 3 ($35 for office) –sets Boulder's fees among the highest in the U.S.[3]

Proposed Affordable Housing Fee Options

Building Type	Option #1	Option #2	Option #3	Existing Fees (1)
Council defined options for office: Office	$10.00	$20.00	$35.00	$9.53
KMA identified options for discussion: Other Non-Residential (retail, lodging, industrial, hospital)	$7.00	$12.00	$20.00	retail: $6.96 lodging: $1.79 industrial: $5.62 hospital: $8.23
Warehouse	$3.00	$4.00	$6.00	$3.11
Institutional (Assisted living, other institutional)	$3.00	$6.00	$10.00	As'd Living: $2.19 schools: $2.24

Note: fees are per square foot of gross building area excluding parking.

(1) Existing fees for lodging and nursing home / assisted living are converted to a square footage basis for ease of comparison. For lodging the conversion is based on an average room size of 600 square feet. The nursing home / assisted living fee is adjusted to a square footage basis using an estimated 400 square feet per bed on average.

The suggested range described in the prior section falls between the first two fee options.

[3] Option 3 would exceed all other currently adopted linkage fee programs that KMA is aware of. Palo Alto, CA will be considering a proposed increase to $60 per square foot for office, $30 for hotel, and $20 for other uses. Vail and Aspen have requirements that exceed the $35 PSF level but are not implemented as linkage fees.

Fee Categories

Most linkage fee programs include some fee level distinctions by building type. Some programs have a relatively fine-grained schedule of fee categories. Others use just a few basic distinctions such as office and everything else. A few apply one fee level to everything. Boulder has broad flexibility on the approach as long as fees are within maximums supported by the nexus. Our suggestion, which is reflected in the options outlined above, is to include distinctions by building type to recognize varied market conditions and development costs. The four suggested categories are as listed below. Categories could be further refined or subdivided, if desired, as a reflection of City policy.

(1) Office – office is identified as a separate and higher fee category to reflect the relative strength of this use and somewhat lower burden that fees represent relative to the higher development costs of office buildings.

(2) Other Non-Residential –encompassing retail, hotel, light industrial, hospitals, and all other non-residential uses except office, warehouse and institutional.

(3) Warehouse – warehouse is suggested as a separate fee level in recognition of the low cost / low rent nature of these buildings which make them more sensitive to fees. These buildings also have few employees, lessening their impact on affordable housing.

(4) Institutional – This category groups institutional uses such as religious facilities, museums, schools, along with assisted living and other nursing care facilities. Although institutional uses are sometimes exempted, proposed fee levels are identified for this category consistent with current City practice to apply fees to these uses.

For purposes of the above categories, hospitals are placed in the “other non-residential” category given somewhat comparable existing fees to retail and light industrial and the fact that hospitals are major employment centers with significant affordable housing impacts. Development costs for hospital buildings also tend to be quite significant and so fees generally represent a lower percentage burden on development costs than, say, retail. Alternative approaches include placing hospitals in the institutional category, maintaining as a separate category, or exempting them as a number of programs do (see Section 4.0 for a discussion exemptions).

Net Change from Existing Fees

The following table summarizes the net change in fees under the three options. The summary is inclusive of proposed transportation and capital facility impact fee changes. Appendix Table 1 provides the detail by type of fee.

Summary of Net Change in Fees Per Square Foot by Option

Building Type	Option #1	Option #2	Option #3
Office	$1.46	$11.46	$26.46
Light Industrial	$2.38	$7.38	$15.38
Retail	$1.27	$6.27	$14.27
Hospital	-$0.29	$4.71	$12.71
Lodging (1)	$5.80	$10.80	$18.80
Warehouse	$0.27	$1.27	$3.27
Institutional (2)	$1.24	$4.24	$8.24
Assisted Living (1)	$1.36	$4.36	$8.36

(1) Existing fees for lodging and nursing home / assisted living are converted to a square footage basis for ease of comparison. For lodging the conversion is based on an average room size of 600 square feet. For nursing home fee is adjusted to a square footage basis using an estimated 400 square feet per bed on average.

(2) Institutional category combines multiple existing categories. Net change computed based on existing fee for schools.

Estimated Number of Affordable Units Produced

The table below provides an estimate of the number of affordable units that could be produced using revenues generated under the three options over the next ten years.

Estimated Number of Affordable Units Produced Over 10 Years with Linkage Fee Funds

Option 1	Option 2	Option 3
190 Units	340 Units	590 Units

Development assumptions used for these estimates are from the TischlerBise fee analysis and are the same in all scenarios. No attempt is made to quantity how higher fee levels may affect development projections. Of course, if the pace of development is slowed, fee revenues and the number of affordable units produced would be lower. Details are provided in the table on the following page.

Estimated Number of Affordable Units Produced

					Option 1	Option 2	Option 3	
	New Building Area (1)	Fee Levels						
10-Year Revenue Estimate	2016-2025 (Sq.Ft.)	Op #1	Op #2	Op #3				
Office and Institutional (2)	1,056,000	$10	$20	$35	$11	$21	$37	$Million
Retail and Industrial	1,580,000	$7	$12	$20	$11	$19	$32	$Million
					$22	$40	$69	$Million
Est. of Affordable Units Funded Over 10 Years	$116,000	/ Unit Cost (3)			190	340	590	Units

(1) Estimate from Tishchler Bise Land Use Assumptions Appendix.

(2) TischlerBise Land Use Assumptions memo combines office and institutional categories. For purposes of revenue estimates, assumes primarily office.

(3) Reflects KMA affordability gap analysis weighted by income tier based on income levels assisted from 2010-2015.

3.0 Thresholds for Application of the Fee

The City may wish to establish a threshold for the minimum project size that will be subject to the fee or, alternatively, a threshold below which a reduced fee applies. Thresholds are a way to reduce the fee burden for smaller projects and additions.

Approaches to thresholds vary based on local objectives. Some programs have no thresholds and all construction is subject to the fee. Many have a minimum project size below which fees do not apply. A few programs reduce the fee under a certain size threshold.

Following is an overview of approaches to thresholds used by other communities with a focus on programs that have fees of $10 per square foot or more. The KMA Report includes a more comprehensive summary of other linkage fee programs.

Approaches to Thresholds (square feet applicable to threshold identified in parentheses)

No Threshold - fee applies to all project sizes
- Palo Alto
- Cupertino
- Vail

Low Thresholds for Fee Application - 5,000 SF or less
- Aspen (500 SF)
- Santa Monica (1,000 SF)
- Seattle (4,000 SF)
- Redwood City (5,000 SF)

High Thresholds for Fee Application - 10,000 SF or more
- San Francisco (25,000 SF)
- Cambridge (25,000 SF)
- Menlo Park (10,000 SF)

Reduced Fees Under a Threshold
- Sunnyvale (50% fee reduction for first 25,000 SF)
- Mountain View (50% fee reduction for first 10,000 SF of office and first 25,000 SF of other non-residential)

To facilitate an understanding of how various thresholds could affect building activity subject to the fee, the table below summarizes non-residential building permit activity over a sixteen-year period by project size. The table shows, as an example, that while

over half of non-residential projects are under 5,000 square feet, these smaller projects represented only about 4% of the total in terms of square feet. Mixed use residential / commercial projects were not included in the summary due to the difficulty of separating the residential from non-residential building area.

City of Boulder Non-Residential Space Permitted 2000 - 2015, by Size of Project

Non-Residential Projects Permitted, 2000-2015 By Net Added Sq.Ft.	Number of Projects (16 Year Total)			Aggregate Building Sq. Ft. (16 Year Total)		
	Per Category	Cumulative	Cum%	Per Category	Cumulative	Cum%
0 - 1,000 Sq.Ft.	133	133	36%	44,000	44,000	1%
1,001 - 5,000 Sq.Ft.	74	207	56%	163,000	207,000	4%
5,001 - 10,000 Sq.Ft.	38	245	67%	237,000	444,000	8%
10,001 - 25,000 Sq.Ft.	49	294	80%	681,000	1,125,000	21%
over 25,000 Sq.Ft.	73	367	100%	4,196,000	5,321,000	100%

Note: mixed use projects are not included given residential and non-residential square footage is not broken out in the City's permit database. This table is intended as an overview of the number and square footage size of projects potentially subject to the linkage fee. Projects specifically identified in the database as relating to parking, exterior areas, governmental uses, or remodels / tenant improvements are not included in these figures.

Source: KMA summary of City of Boulder Building Permit data.

For Boulder, the Mountain View and Sunnyvale models may be a fit. These programs require all project sizes to contribute but reserve the full fee rate for larger projects (applied to building area over the threshold). Based on historic permit data, if Boulder were to apply a reduced fee rate to, say, the initial 10,000 square feet of building area, roughly 2/3 of projects would be entirely at the lower rate and approximately 30% of total building area would be subject to the lower rate.

A Floor Area Ratio (FAR) threshold is another potential approach. Higher fees could be applied to floor area in excess of a certain threshold. The logic is that higher density projects generally have higher values and have higher development costs; therefore, fees represent a lower burden in percentage terms. As illustrated in Section 5.0, higher density office projects are also generally less sensitive to fees than lower density office projects. The concept would be similar to Boulder's initial linkage fee structure which applied fees only to FAR in excess of a threshold within a specific zoning district.

We understand Boulder's current practice is to credit space removed as part of a project in calculating fees. If a threshold is introduced, our suggestion is to apply the threshold to the gross building area of the project being constructed before applying any applicable fee credits.

4.0 Exemptions

Exemptions are a common feature of linkage fee programs. Exemptions can be a way of reducing costs for projects that meet a community need or satisfy other objectives. The downside is foregone fee revenue.

Common exemptions are for governmental buildings, schools, child care centers, religious facilities, institutional uses and hospitals.

In the neighborhood of 1/3 of programs have a blanket exemption for buildings owned by non-profits. Non-profit exemptions encompass most religious, educational, and hospital buildings. Many building types commonly covered under specific use exemptions would also qualify with a non-profit exemption. The concept of using the non-profit exemption is that non-profits have met a standard under the federal tax code as serving a charitable, religious, or other qualifying purpose. Non-profits generally must be owner-occupants of their buildings to receive the exemption.

Hospitals tend to be one of the more significant exemptions by project size. Hospitals usually also qualify under non-profit exemptions. In reviewing historic permit data for Boulder, hospitals and assisted living / residential care facilities are the two largest building types by square footage among those commonly exempted. Schools and religious facilities are a less significant component of development activity. University buildings are not included in the permit data since they do not fall under the City's land use regulations and permitting processes and would not be subject to the linkage fee.

While exemptions are common, there are programs that define them narrowly with fees applicable to most every type of non-residential space. This is the case for Boulder's program which currently exempts only libraries, community meeting space, public works / utilities structures, parking and miscellaneous exterior structures like decks and awnings. Governmental uses other than libraries and the public works / utility category are subject to the fee along with most every other type of non-residential building. Aspen is another example where requirements apply to nearly everything. There can be a perception of fairness in requiring all projects to contribute toward affordable housing.

Following is a summary of exemptions used in selected programs with fees of $10 or above. No particular priority is implied by the order.

Cambridge	Municipal and governmental facilities
Aspen	Essential public facilities.
Palo Alto	Churches, universities, recreation, hospitals[4], private educational facilities, day care and nursery school, public facilities.
Seattle	Street level retail along designated pedestrian streets and the 1st 4,000 square feet in mixed use buildings w/50% or more residential; commercial uses included within affordable housing developments.
San Francisco	Institutional uses (incl. schools, hospitals, childcare, residential care, religious and public facilities); production distribution and repair; freestanding pharmacies under 50,000 SF; grocery stores under 75,000 SF.
Menlo Park	Churches, private clubs, lodges, fraternal orgs, public facilities and projects with few or no employees are exempt.
Redwood City	Schools, child care centers, public buildings
Cupertino	Governmental and institutional buildings
Santa Monica	Private schools, city projects, places of worship, commercial components of affordable housing developments
Sunnyvale	Non-profits, child care, education, hospital, public uses.
Mountain View	Non-profits, governmental agencies

The KMA Report provides information on exemptions for a more comprehensive list of programs.

[4] While hospitals are exempt in Palo Alto, the City negotiated an equivalent affordable housing payment for a recent major hospital project through a development agreement.

5.0 Development Cost Context and Market Adjustments to Absorb Fees

KMA prepared estimates of total development cost for various types of non-residential development as context for consideration of updated fee levels. The development cost context analysis enables fees to be understood in terms of effects on the total cost of development. The analysis also quantifies the market adjustments, such as such as changes to land values, construction costs, or rents, that would be sufficient to absorb fees at various levels under consideration. The development cost analysis is included in the KMA Report and in draft materials previously provided to the Working Group and Council. Here the development cost analysis is applied to the three fee options described above.

Total Development Costs

KMA estimated the total development cost associated with five prototypical building types and examined fee levels in the context of total costs. The prototypes include flex commercial / light industrial, hotel, retail, lower density office, and higher density office. All cost summaries assume lower density surface-parked projects with the exception of the higher density office project which includes the cost of structured parking and higher land costs associated with a downtown or other higher density location. The results are summarized below:

Development Costs for Commercial Building Prototypes

	Flex Commercial (R&D/Lt Industrial)		Hotel		Retail		Lower Density Office		High Density Office (DT & Vicinity)	
Program										
Building Area	50,000 GSF		65,000 GSF		50,000 GSF		50,000 GSF		50,000 GSF	
Stories	1 story		2-3 stories		1 story		3 stories		3-4 stories	
FAR	0.50 FAR		0.75 FAR		0.30 FAR		0.50 FAR		2.00 FAR	
Acres	2.3 acres		2.0 acres		3.8 acres		2.3 acres		0.6 acres	
Development Costs	$/GSF	Total	$/GSF	Total	$/GSF	Total	$/GSF	Total	$/GSF	Total
Land Acquisition	$24	$1,200,000	$34	$2,180,000	$60	$3,000,000	$50	$2,500,000	$75	$3,750,000
Directs (incl. TI's)	$165	$8,250,000	$189	$12,260,000	$184	$9,200,000	$227	$11,350,000	$364	$18,200,000
Indirects	$10	$500,000	$15	$980,000	$15	$740,000	$14	$680,000	$29	$1,460,000
Financing	$7	$340,000	$10	$680,000	$9	$440,000	$10	$500,000	$21	$1,060,000
Total	$206	$10,290,000	$248	$16,100,000	$268	$13,380,000	$301	$15,030,000	$489	$24,470,000

Note: Except for High Density Office, all the prototypes assume surface parking.
GSF = gross building square feet; FAR = floor area ratio.

It is recognized that there is wide variation of projects in Boulder, each with its own set of unique circumstances and unique costs; therefore, the estimates prepared for this analysis are only intended to reflect general orders of magnitude.

Fees as a percentage of Development Costs

The above cost estimates are used to place fees under the three options into context as a percentage of total development costs as shown in the table below.

Proposed Fees as % of Development Costs

Building Type	Flex Commercial (R&D / Light Industrial)	Hotel	Retail	Office	Office - Higher Density (Downtown and Vicinity)
Total Development Cost ($/SF)	$206	$248	$268	$301	$489
Affordable Housing Fees ($/SF)					
Option 1	$7	$7	$7	$10	$10
Option 2	$12	$12	$12	$20	$20
Option 3	$20	$20	$20	$35	$35
Other Impact Fees, Permit Fees and Taxes ($/SF) (1)	$7	$8	$9	$10	$13
Affordable Housing Fees as % of Development Cost					
Option 1	3%	3%	3%	3%	2%
Option 2	6%	5%	4%	7%	4%
Option 3	10%	8%	7%	12%	7%
Affordable Housing + Other Fees and Taxes as % of Development Cost					
Option 1	7%	6%	6%	7%	5%
Option 2	9%	8%	8%	10%	7%
Option 3	13%	11%	11%	15%	10%

(1) Reflects proposed capital and transportation impact fees using fees levels identified in the TischlerBise draft studies. Sales tax, permitting fees, and plant investment fees are approximated at 1.7% of cost based on a City-prepared analysis for office.

With Option 1, affordable housing fees would range from 2% to 3% of total development costs. Total fees and permit costs under would range from 5% to 7% of development costs.

For Option 2, affordable housing fees would range from 4% to 7% of cost. Combined fees and permit costs would total approximately 7% to 10% of development costs.

Under Option 3, affordable housing fees would range from 7% to 12% of total development costs, or 10% to 15% with consideration of other fees and permit costs.

As one point of reference, cities with exceptionally strong real estate markets have adopted linkage fees representing up to approximately 5% of development costs (a figure that considers linkage fees only, not total fees and permits). Option 1 would be within this benchmark in all cases. Option 2 would exceed the 5% level for lower density office and flex commercial / light industrial but not for other building types. Option 3 would exceed the 5% level for all building types.

Market Adjustments to Absorb Fees

It can also be instructive to consider the relationship between potential fee levels and the magnitude of market adjustments that are estimated to be sufficient to absorb the fees. The KMA Report quantifies potential adjustments to the economics of non-residential development projects sufficient to absorb each $1 in additional fees. Adjustments in land values, rents, and direct construction costs are quantified as summarized in the table below:

Potential Market Adjustments to Absorb Every $1/SF Fee

All figures are approximate	Flex Commercial (R&D/Lt Industrial)	Hotel	Retail	Lower Density Office	High Density Office (DT & Vicinity)
Increase in Rents/Income	0.4%	0.4%	0.3%	0.3%	0.2%
Decrease in Direct Costs	0.6%	0.5%	0.5%	0.4%	0.3%
Decrease in Land Values	4.2%	3.0%	1.7%	2.0%	1.3%

The illustrative market adjustments are not additive. Each would independently be sufficient to absorb new fees. Depending on the market cycle and other factors, a combination of the above market adjustments would be expected to contribute in absorbing a new fee.

Relationships for each $1 in fees are applied to quantify market adjustments for the three options.

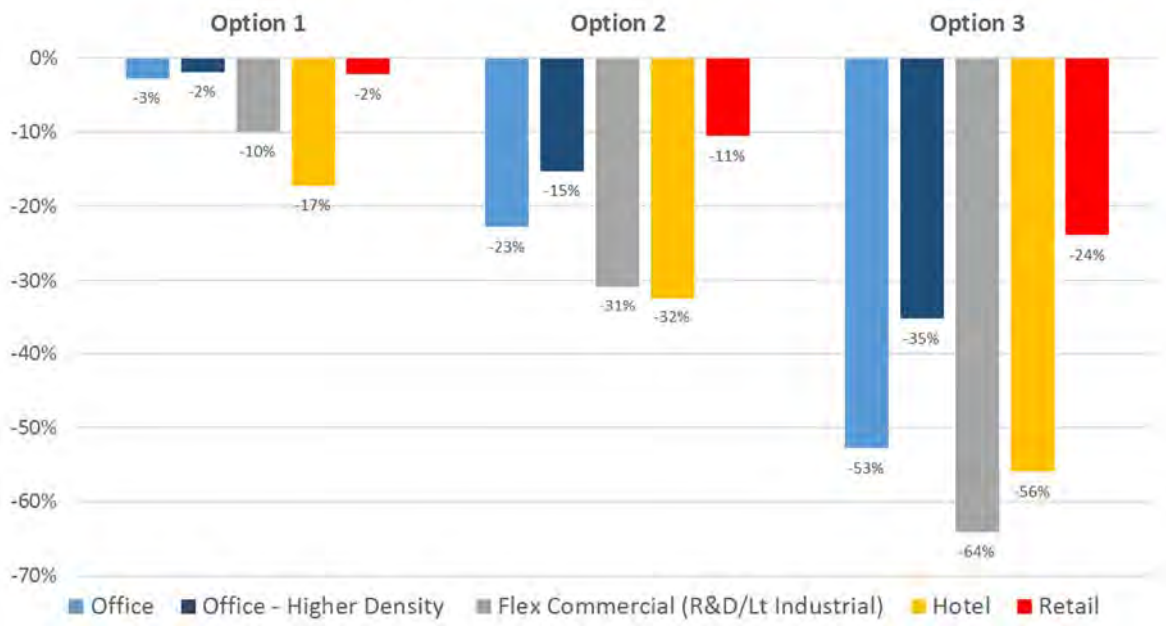
Land Value Adjustments

Developers purchase sites at values that will allow for financially feasible projects. If a new fee is put in place, developers will “price in” the requirement when evaluating a project’s economics and negotiating the purchase price for development sites. Given fees will apply to all or most projects in Boulder, it is possible that downward pressure on land costs could result as developers adjust what they can afford to pay for land. This downward pressure on land prices can, at least to some degree, bring costs back into better balance with the overall economics supported by projects.

In Boulder, future development opportunities are anticipated to primarily occur through redevelopment of older, underutilized properties in infill locations. Development of such properties can face challenges including the possible need to buy out existing income-generating uses, and the costs of parcel assemblage, demolition, tenant relocation, offsite infrastructure upgrades, hazardous remediation and other environmental mitigations, and historic preservation. Therefore, for many potential development sites there will be limitations to how much the land values can be downwardly adjusted. Rather than accept a reduced value, some property owners may decide to hold their properties off the market until such time as market conditions will support the price they are seeking.

The estimated percentage decrease in land values that would be sufficient to absorb increased fees under the three options are presented in the chart below:

Land Values - %Decrease Sufficient to Absorb Proposed Fees



Potential land value adjustments are expressed in dollar terms in the table on the next page.

Illustration of Land Value Adjustments Sufficient to Absorb Increased Fees

Building Type	Representative Existing Land Values (Per Sq.Ft. of Land)	Land Values ($/Sq.Ft. of Land) After Decrease Sufficient to Absorb Proposed Fees		
		Option 1	Option 2	Option 3
Office	$25	$24	$19	$12
Office - Higher Density (Downtown and Vicinity)	$150	$147	$127	$97
Flex Commercial (R&D / Light Industrial)	$12	$11	$8	$4
Hotel	$25	$21	$17	$11
Retail	$18	$18	$16	$14

Land value adjustments sufficient to absorb proposed fees are relatively modest under Option 1. Hotel is estimated as the largest adjustment at around 17%. Other building types are estimated to require an adjustment of 10% or less.

With Option 2, adjustments are estimated to range from 11% for retail to 32% for hotel.

Under Option 3, land values would need to decline by more than half to absorb proposed fees for lower density office, light industrial, and retail. For higher density office and retail, values would need to decline by approximately one third and one quarter, respectively.

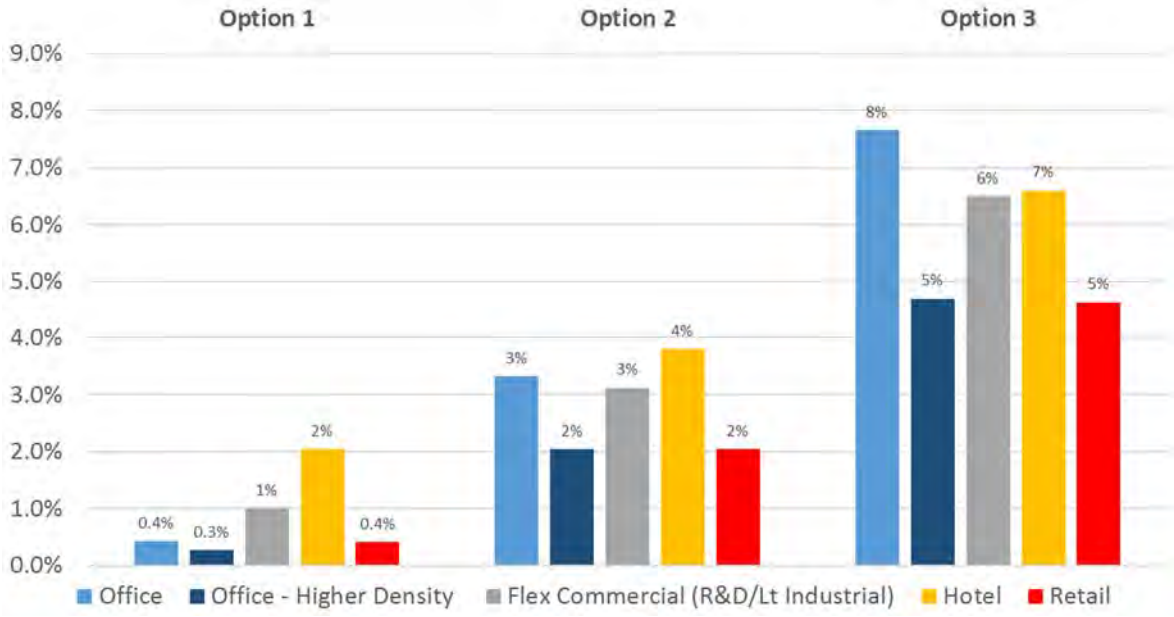
As adjustments to land value become more significant, it becomes increasingly likely that land owners will elect to maintain current uses on their property or wait for improved market conditions that support a higher land value instead of accepting a reduced land price. This can affect the level of development activity as fewer projects are able to afford development sites.

Rent Adjustments

Rising commercial rents and declining vacancies over the past several years have contributed to favorable conditions for non-residential development. Should rents continue on an upward trajectory, it could help absorb the cost of a new fee. Of course, rents are always set by the market and landlords can only charge what the market will bear.

The chart below provides an illustration of increases in market rents sufficient to offset proposed fee increases under the three options.

Commercial Rents - % Increase Sufficient to Absorb Proposed Fees



In addition to the land value and rent adjustments quantified above, construction costs and developer profit can also adjust. Since declines in construction costs are more typical of a declining economy when fewer buildings are being built, the decision was made not to focus on this potential adjustment. Regarding the potential for adjustments to developer return (profit), developers and their equity partners usually have many choices about where to invest in order to achieve the risk-adjusted returns they are targeting and are not under an obligation to build within any particular jurisdiction. As a consequence, developers can be relatively inflexible regarding the return they are seeking going into a project. Adjustments to return expectations, when they occur, are often driven by broader market changes affecting the real estate investment climate (interest rates, capital flows into real estate, lender underwriting criteria, perception of future appreciation potential, etc.). In light of these considerations, this potential adjustment was not made a focus of the analysis.

Appendix A – Development Costs and Land Values in Silicon Valley

This Appendix section provides information regarding development costs and land values in Silicon Valley as compared to Boulder. The purpose is to provide additional context for the affordable housing fee levels adopted by jurisdictions in Silicon Valley.

Development Costs

The following table compares the estimated total development cost range for non-residential projects in Boulder to a similar estimate prepared by KMA as representative for Silicon Valley. As indicated, development costs are generally higher in Silicon Valley.

Representative Development Cost Ranges – Boulder and Silicon Valley

	Representative Development Cost Range ($/Sq.Ft.)	
Building Type	**Boulder**	**Silicon Valley**
High Density Office	$475 - $525 structured pkg	$525 - $625 structured pkg
Flex Commercial / Light Industrial	$200 - $225 surface parking	$250 - $300 surface parking
Retail	$250 - $300 surface parking	$400 - $500 surface parking
Hotel	$225 - $275 surface parking	$325 - $425 surface & structure pkg

Land Values

The table below compares representative land values for Boulder and Silicon Valley. Figures are based upon a review of appraisals and land sales occurring during 2014 and 2015. Land values identified for Boulder also reflect feedback received through developer interviews conducted last fall.

Representative Land Values – Boulder and Silicon Valley

	Representative Land Values ($/Sq.Ft. of Land)	
Building Type	**Boulder**	**Silicon Valley**
Office	$25 - lower density $150 - downtown and vicinity	$115
Flex Commercial / Light Industrial	$12	$35
Retail	$18	$60
Hotel	$25	$45

Representative office land values for a high density location in Boulder are estimated to be in the same range or somewhat above Silicon Valley averages. Downtown Boulder would generally represent the upper end of the value range for a high density office site while values in Boulder Junction would generally be lower. For a lower density location in Boulder, office land values are estimated to be significantly less than Silicon Valley. Representative land values for industrial, retail, and hotel are around two to three times higher in Silicon Valley. The table on the following page provides additional supporting information on the Silicon Valley land sales.

APPENDIX TABLE 1
NET CHANGE IN NON-RESIDENTIAL FEES: DETAIL
CITY OF BOULDER, CO

	Affordable Housing Fees ($/Sq.Ft.)							Capital Facilities Impact Fees ($/Sq.Ft.)			Transportation Excise Tax / Impact Fee ($/Sq.Ft.)		
Building Type	Existing	Option 1	Option 1 Net Increase	Option 2	Option 2 Net Increase	Option 3	Option 3 Net Increase	Existing	Proposed	Net Increase	Existing Excise Tax	Proposed (Excise Tax + Impact Fee)	Net Increase
Office	$9.53	$10.00	$0.47	$20.00	$10.47	$35.00	$25.47	$0.99	$1.76	$0.77	$2.48	$2.70	$0.22
Light Industrial	$5.62	$7.00	$1.38	$12.00	$6.38	$20.00	$14.38	$0.26	$1.12	$0.86	$2.48	$2.62	$0.14
Retail	$6.96	$7.00	$0.04	$12.00	$5.04	$20.00	$13.04	$1.05	$1.75	$0.70	$2.48	$3.01	$0.53
Hospital	$8.23	$7.00	-$1.23	$12.00	$3.77	$20.00	$11.77	$0.86	$1.54	$0.68	$2.48	$2.74	$0.26
Lodging (1)	$1.79	$7.00	$5.21	$12.00	$10.21	$20.00	$18.21	$0.24	$0.56	$0.32	$2.48	$2.76	$0.28
Warehouse	$3.11	$3.00	-$0.11	$4.00	$0.89	$6.00	$2.89	$0.15	$0.46	$0.31	$2.48	$2.55	$0.07
Institutional (2)	$2.24	$3.00	$0.76	$6.00	$3.76	$10.00	$7.76	$0.25	$0.55	$0.30	$2.48	$2.66	$0.18
Assisted Living (1)	$2.19	$3.00	$0.81	$6.00	$3.81	$10.00	$7.81	$0.24	$0.66	$0.42	$2.48	$2.62	$0.14

	Aggregate Net Increase ($/Sq.Ft.)		
Building Type	Option 1	Option 2	Option 3
Office	$1.46	$11.46	$26.46
Light Industrial	$2.38	$7.38	$15.38
Retail	$1.27	$6.27	$14.27
Hospital	-$0.29	$4.71	$12.71
Lodging (1)	$5.80	$10.80	$18.80
Warehouse	$0.27	$1.27	$3.27
Institutional (2)	$1.24	$4.24	$8.24
Assisted Living (1)	$1.36	$4.36	$8.36

(1) Certain fees have been converted to a square footage basis for ease of comparison. For the Hotel, the conversion is made using an average room size of 600 square feet and the nursing home / assisted living fee is adjusted to a square footage basis using an estimated 400 square feet per bed on average.

(2) Institutional category combines multiple existing categories. Existing Fee identified represents the current fee for schools.

Source: TischlerBise, City of Boulder

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE

Update and request for council direction regarding implementation of Ordinance 8050 regulating short-term rentals.

PRESENTERS

Jane S. Brautigam, City Manager
Tom Carr, City Attorney
Bob Eichem, Chief Financial Officer
Maureen Rait, Executive Director, Public Works
David Driskell, Executive Director, Planning Housing and Sustainability
Kurt Firnhaber, Deputy Director, Housing
Dave Thacker, Chief Building Official
Sara Easton, Administrative Services Manager
Edy Urken, Homeownership Coordinator

EXECUTIVE SUMMARY

The purpose of this council agenda item is to provide an update on implementation and enforcement of Ordinance 8050 regulating short-term rentals. Council adopted Ordinance 8050 on third reading at the September 29, 2015 council meeting. The ordinance was implemented as of January 4, 2016, with a six month education period. Significant enforcement began in June 2016, when dedicated enforcement staff came on board. This memorandum provides data regarding enforcement of both short-term and long-term rentals and seeks council direction regarding potential amendments to the short-term rental regulations.

DISCUSSION

Staff began issuing short-term rental licenses on January 4, 2016. As of September 1, 2016, licensing statistics are as follows:

Total License Applications Received:	370
Licenses Issued:	296
Incomplete Applications Pending:	7
Applications Being Processed:	11
Applications Moved to Enforcement:	34
Denied/Withdrawn (*could not meet requirements*)	22

Generally, staff allows a period for education before issuing citations for violation of a new ordinance. With respect to short-term rentals, this period ended as of June 1, 2016. To date, staff has received complaints about 32 properties and undertaken pro-active investigations of another 84 properties. Attachment B provides a map of the enforcement areas in the city, while the chart in Attachment C breaks down enforcement data by each enforcement area for both long-term and short-term rentals.

Prior to June 6, 2016, the city had only one compliance specialist for both long-term and short-term rentals. After that date, the city has had a dedicated compliance specialist for long-term rentals and another for short-term rentals. This has naturally increased enforcement activity. In the six months prior to June 6, staff initiated 12 pro-active short-term rental enforcement cases. In the five weeks between June 6 and July 15, staff initiated an additional 72 pro-active short-term rental enforcement cases. Staff expects to see increased compliance throughout the remainder of the year.

Ordinance 8050 included a requirement that all advertisements include the rental license number. This requirement was inadvertently repealed by a subsequent ordinance that amended the same section. This omission has been corrected. This will make enforcement more effective.

Staff has looked at ways to prevent violations at the licensing stage. For example, licensing staff obtained a list of all affordable housing units in the city. Short-term rentals are not permitted in affordable housing units. Accordingly, licensing staff checks any short-term rental license against the list of affordable units and does not issue a license to any affordable property. Staff is looking at creating a list of homeowners associations that prohibit short-term rentals, so that no license would be issued to a property in one of those HOAs.

Housing staff has also taken proactive steps to educate the community about the prohibition of short-term rental in affordable housing units. These efforts include:

- Staff provided information to prospective owners on the department's marketing e-mail list with information about the restrictions.
- The city's webpage now includes a statement about the prohibition against short-term rentals.

- The annual newsletter that all current owners received in July 2016 included information about the short-term rental prohibition.
- All prospective applicants to the program are required to take an orientation class. The live class includes information about the short-term rental prohibition. The on-line class is scheduled for updating later in the year and will include the new information.
- All new affordable buyers attend a one-on-one closing meeting, during which the short term rental prohibition is discussed.
- All new affordable buyers sign a document that reiterates the short-term rental restrictions.

POTENTIAL CHANGES

With nine months experience, staff has developed a few recommendations for potential changes.

1. Consider amending Section 10-3-19(a)(4) to allow for licenses to be issued to properties owned by a living trust.

Section 10-3-19 requires that short-term rental licenses only be issued to "natural persons." This provision was intended to limit investors from purchasing properties through limited liability corporations and using them for short-term rentals. As the licensing program was implemented a few people applied for short-term licenses for properties held in living trusts. Generally, people place properties in living trust for estate planning purposes and not as an investment. Although the individuals involved have been vocal, these properties are a subset of the six that have been denied licenses because they are not qualified. Thus, a change may not affect a significant number of properties.

2. Consider defining "Principal Residence."

The principal residence requirement was intended to require that the owner actually reside in the property licensed for short-term rental. Unfortunately, several owners have taken this requirement to mean that owner merely needs to meet the paperwork requirements for proof of residence. Staff has had applicants present one form of identification, be rejected and then return with a second type of identification. There are also reports of married couples with different "principal" residences for the purpose of short-term rentals. It is difficult to assess the prevalence of such practices, but it may be useful to clarify that principal residence means the place where a person resides most of the time.

3. Consider limiting the "Roomers" exception to long-term rentals.

Section 10-3-2(b)(1) includes the following exception to the rental licensing requirements:

> Any dwelling unit occupied by the owner or members of the owner's family who are at least 21 years of age and housing no more than two roomers who are unrelated to the owner or the owner's family. An owner includes an occupant who certifies that the occupant owns an interest in a corporation, firm, partnership, association, organization or any other group acting as a unit that owns the rental property.

This exceptions is very difficult to apply in the context of short-term rentals.

4. Prohibit licensing of uninhabitable properties or rooms.

Staff believes that it would be helpful to have an express prohibition of rental of uninhabitable properties.

5. Align the short-term rental definitions in Sections 10-1-1 and 3-15-2.

There is an inconsistency in the definitions between title ten and the tax code. The relevant language is as follows:

10-1-1. – Definitions.

> Short-term rental means any dwelling, dwelling unit, rooming unit, room or portion of any dwelling unit, rooming unit, room rented or leased for valuable consideration for periods of time less than thirty days, but excludes commercial hotels, motels or bed and breakfasts. A short-term rental is a use that is accessory to such dwelling, dwelling unit, rooming unit, or room.

3-15-2. – Imposition and Rate of Tax.

> There is and shall be paid and collected an excise tax of seven and one-half percent on the price paid for the leasing or rental of any dwelling unit for a period of thirty days or less. This tax does not apply to any person subject to Chapter 3-3 "Public Accommodations Tax," B.R.C. 1981.

6. Non-profits in commercial areas.

The operator of the Highland School property has approached staff about a potential exemption for their property. From time to time the organization rents out units. They have requested an exemption for non-profits in commercial properties.

At the September 20, 2016 meeting staff will also seek council direction on additional potential changes council members might be interested in considering.

ATTACHMENTS

Attachment A – Ordinance 8050 as Adopted
Attachment B – Map of Enforcement Areas
Attachment C – Enforcement Activity

ORDINANCE NO. 8050

AN ORDINANCE AMENDING TITLE 10 "STRUCTURES" AMENDING SECTION 10-1-1 "DEFINITIONS" BY ADDING A NEW DEFINITION OF "ACCESSORY UNIT," AMENDING THE DEFINITION OF "RENTAL PROPERTY," AMENDING SECTION 10-3-2 "RENTAL LICENSE REQUIRED BEFORE OCCUPANCY AND LICENSE EXEMPTIONS," ADDING A NEW DEFINITION OF "SHORT-TERM RENTAL," ADDING A NEW SECTION 10-3-19 "SHORT-TERM RENTALS" AND SETTING FORTH RELATED DETAILS.

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

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

10-1-1. – Definitions.

. . .

Accessory Unit means an accessory unit permitted under Section 9-6-3(a), B.R.C. 1981 ("Accessory Units").

. . .

Rental Property means all dwellings, dwelling units, and rooming units located within the city and rented or leased for any valuable consideration, but excludes dwellings owned by the federal government, the state, or any of their agencies or political subdivisions and facilities licensed by the state as health care facilities. *Rental Property* includes any property used as a short-term rental.

. . .

Short-term rental means any dwelling, dwelling unit, rooming unit, room or portion of any dwelling unit, rooming unit, room rented or leased for valuable consideration for periods of time less than 30 days, but excludes commercial hotels, motels or bed and breakfasts. A short-term rental is a use that is accessory to such dwelling, dwelling unit, rooming unit, or room.

. . .

Section 2. Section 10-3-2(a) is amended to read as follows:

10-3-2. - Rental License Required Before Occupancy and License Exemptions.

(a) No operator shall allow, or offer to allow through advertisement or otherwise, any person to occupy any rental property as a tenant or lessee or otherwise for a valuable

consideration unless each room or group of rooms constituting the rental property has been issued a valid rental license by the city manager. Any advertisement shall include the rental licensing number assigned by the city manager.

Section 3. A new Section 10-3-19 is added to read:

10-3-19. – Short-Term Rentals.

(a) Short-term rentals are prohibited except:

(1) If the rental is of the operator's principal residence;

(2) If the rental license is for an accessory unit, only the accessory unit and not any other dwelling unit on the same property may be a licensed or used as a short-term rental;

(3) If a dwelling unit is licensed for short-term rental, then no accessory unit on the same property may be issued a short-term rental license;

(4) If the operator is a natural person and the operator's name appears on the deed to the property on which the dwelling unit to be rented is located;

(5) If the operator certifies that the dwelling unit is equipped with operational smoke detectors, carbon monoxide detectors and other life safety equipment as may be required by the city manager;

(6) If the occupancy during any rental period does not exceed the occupancy permitted pursuant to Section 9-8-5, B.R.C. 1981 ("Occupancy of Dwelling Units"); provided, however, for the purposes of this section only, the operator and people related to the operator shall be counted as one person. The occupancy of any accessory unit shall be limited to a family or two unrelated persons;

(7) If the operator provides to the city manager as part of a short-term rental license any guest and posts on the property the name and telephone number of a contact person, who for owner-operated rentals can be a permanent resident on the property and who is capable of responding to the property within sixty minutes; and

(8) If the rental property is not a permanently affordable unit.

(b) Short-term rentals, other than short-term rentals of, shall not be subject to the inspection requirements of Section 10-3-3(a) B.R.C. 1981 ("Licenses") except:

(1) Accessory Units, permitted under Section 9-6-3(a), B.R.C. 1981 ("Accessory Units") if such Accessory unit is in an Accessory Structures, as that term is defined in Section 9-16-1, B.R.C. 1981("General Definitions").

(c) An accessory unit may not be rented as a short-term rental for more than 120 days in any calendar year.

(d) Notwithstanding the provisions of § 10-2-2 B.R.C. 1981 ("Adoption of the International Property Maintenance Code with Modifications), Appendix C, effective January 2, 2019, the energy efficiency requirements set forth in § 10-2-2, Appendix C section shall apply to Accessory Units, permitted under Section 9-6-3(a), B.R.C. 1981 ("Accessory Units") if such Accessory unit is in an Accessory Structures, as that term is defined in Section 9-16-1, B.R.C. 1981("General Definitions").

Section 4. In the event that the ballot measure set forth in Ordinance Number 8065, known as the "Short-Term Rental Tax," does not receive a majority of the votes cast, Section 10-3-19 shall be amended to read as follows:

10-3-19. – Short-Term Rentals.

Short-term rentals are prohibited.

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.

Section 6. This ordinance shall be effective thirty days after final passage. The city manager is directed to begin implementation no earlier than January 4, 2016.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY this 2nd day of June, 2015.

Acting Mayor

Attest:

City Clerk

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READ ON SECOND READING, AMENDED, AND ORDERED PUBLISHED BY TITLE ONLY this 15th day of September, 2015.

Acting Mayor

Attest:

Alisa D. Lewis
City Clerk

READ ON THIRD READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY this 29th day of September, 2015.

Acting Mayor

Attest:

Alisa D. Lewis
City Clerk

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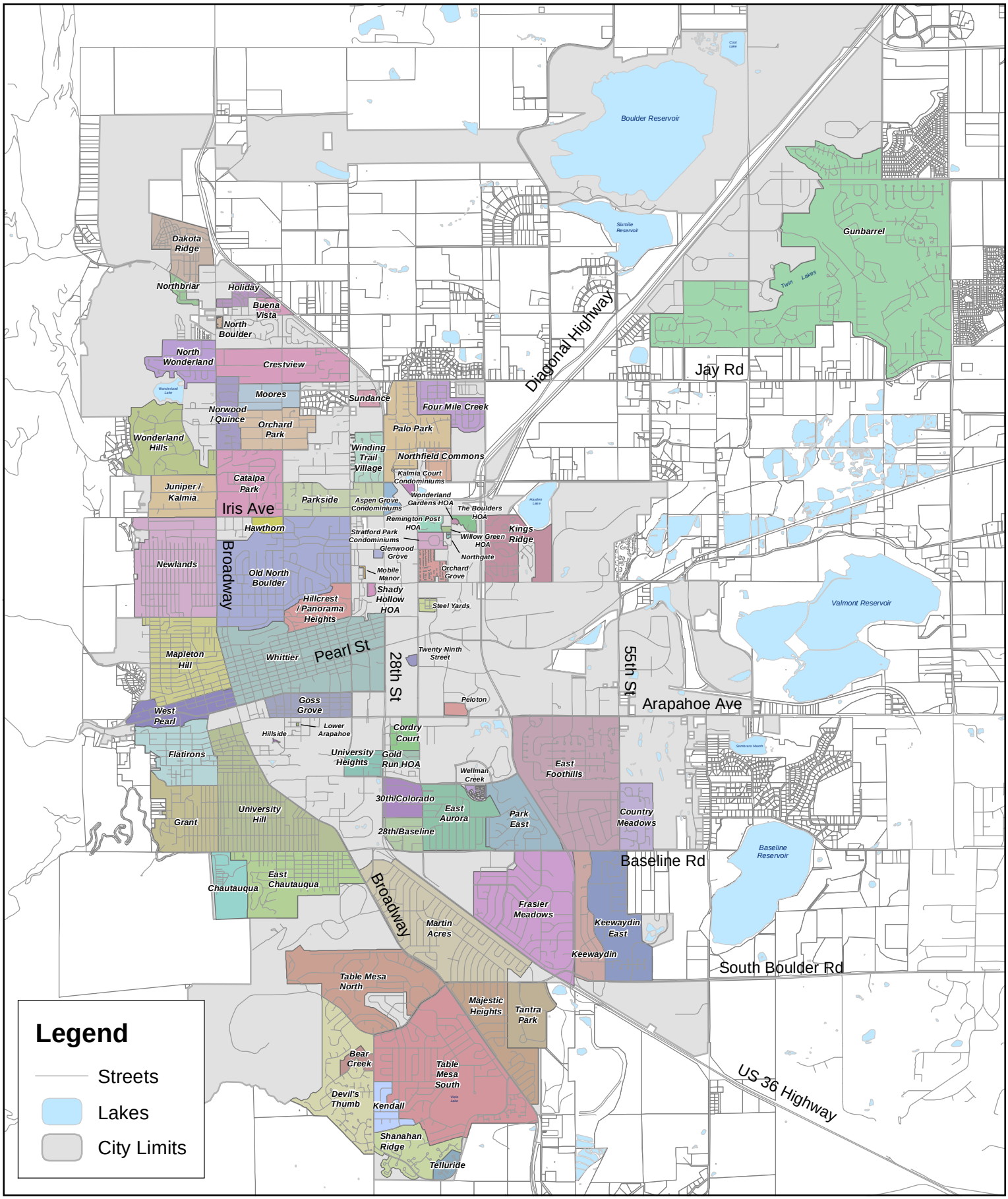
Attachment B – Map of Enforcement Areas



NORTH

1 inch = 5,000 feet

Rental Housing Licensing (Reporting Areas)

The information depicted on this map is provided as graphical representation only. The City of Boulder provides no warranty, expressed or implied, as to the accuracy and/or completeness of the information contained hereon. Map date 9/9/16

Rental License Enforcement	Standard Rental		Short-Term Rental		Total
Reporting Areas	By Complaint	ProActive	By Complaint	ProActive	
28TH/BASELINE	4	3			7
30TH/COLORADO		2			2
ASPEN GROVE CONDOMINIUMS	1	6			7
BEAR CREEK		1			1
BUENA VISTA		1		1	2
CATALPA PARK	2	3		1	6
CHAUTAUQUA		3			3
CORDRY COURT				2	2
COUNTRY MEADOWS		7			7
CRESTVIEW	3	3	1	2	9
DAKOTA RIDGE		9	1	1	11
DEVIL'S THUMB	1	1	1	1	4
EAST AURORA	4	11		1	16
EAST CHAUTAUQUA		5			5
EAST FOOTHILLS	5	9	2		16
FLATIRONS	1	10	2		13
FOUR MILE CREEK		1		1	2
FRASIER MEADOWS	4	6	1	1	12
GLENWOOD GROVE		3	1		4
GOLD RUN HOA	1	3			4
GOSS GROVE	3	14	2	1	20
GRANT	2	4		1	7
GUNBARREL	5	8	1	1	15
HAWTHORN	1				1
HILLCREST / PANORAMA HEIGHTS		4	1		5
HILLSIDE		1			1
HOLIDAY		14	1	2	17
JUNIPER / KALMIA	1				1
KALMIA COURT CONDOMINIUMS		1			1
KEEWAYDIN ASSOC		6		3	9
KEEWAYDIN EAST		5	1		6
KENDALL	1			3	4
KINGS RIDGE	1	9		1	11
LOWER ARAPAHOE		3			3
MAJESTIC HEIGHTS	1	11			12
MAPLETON HILL	6	23	3	6	38
MARTIN ACRES	4	22		4	30
MOBILE MANOR		1			1
MOORES	1	10		2	13
NEWLANDS	7	20		6	33
NORTH BOULDER		2			2
NORTH WONDERLAND		4	3	3	10
NORTHBRIAR		1			1
NORTHFIELD COMMONS	2	1	3	1	7
NORTHGATE CONDOMINIUMS		1			1
NORWOOD / QUINCE	1	3		1	5
OLD NORTH BOULDER	4	16	2	3	25
ORCHARD GROVE		1			1
ORCHARD PARK	1	2			3
PALO PARK	1			1	2
PARK EAST	2	11		2	15
PARKSIDE		11			11
PELOTON		2			2
REMINGTON POST HOA	1	4			5
SHADY HOLLOW HOA		2			2
SHANAHAN RIDGE	1	5			6
STEEL YARDS		1			1
STRATFORD PARK CONDOMINIUMS	3	11			14
SUNDANCE		5		1	6
TABLE MESA NORTH	1	5			6
TABLE MESA SOUTH	5	21		4	30
TANTRA PARK		4			4
TELLURIDE	1	2		1	4
THE BOULDERS HOA		2	1		3
TWENTY NINTH STREET		1			1
UNIVERSITY HEIGHTS		4		1	5
UNIVERSITY HILL	7	33		6	46
WELLMAN CREEK		1			1
WEST PEARL	3	5		1	9
WHITTIER	11	51	3	16	81
WILLOW GREEN HOA		2			2
WINDING TRAIL VILLAGE	5	10		1	16
WONDERLAND GARDENS HOA		3			3
WONDERLAND HILLS	4	4	2	1	11
Total	**112**	**474**	**32**	**84**	**702**

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: SEPTEMBER 20, 2016

AGENDA TITLE: Consideration of motions to adopt Resolution 1192 in support of Amendments 70 and Resolution 1193 in opposition to Amendment 71, both measures that will appear on the November 2016 state ballot

PRESENTERS
Jane Brautigam, City Manager
Carl Castillo, Policy Advisor
Kate Busse, Management Analyst Intern

EXECUTIVE SUMMARY
On August 17, 2016, city council directed staff to draft two resolutions for its subsequent consideration: support of Amendment 70, proposing to raise the state minimum wage, and opposition to Amendment 71, proposing to increase the requirements before citizens can amend the state constitution. Both of these measures are certified to appear on the November 2016 state ballot.

Resolution 1192 for Amendment 70 is included as **Attachment A** and a Blue Book analysis containing the arguments for and against are included as **Attachment B**. Similarly included is Resolution 1193 for Amendment 71 (**Attachment C)** and its corresponding Blue Book analysis (**Attachment D**).

STAFF RECOMMENDATION

Suggested Motion Language:

Motion to adopt Resolution 1192 in support of Colorado's 2016 ballot measure designated as Amendment 70, increasing the states minimum wage.

Suggested Motion Language:

Motion to adopt Resolution 1193 in opposition to Colorado's 2016 ballot measure designated as Amendment 71, changing the requirements for citizens to amend the constitution.

ATTACHMENTS

Attachment A – Resolution 1192, in support of Amendment 70
Attachment B – Amendment 70 Blue Book Analysis
Attachment C – Resolution 1193, in opposition to Amendment 71
Attachment D – Amendment 71 Blue Book Analysis

RESOLUTION 1192

A RESOLUTION SUPPORTING COLORADO'S 2016 BALLOT MEASURE DESIGNATED AS AMENDMENT 70, WHICH WOULD RAISE THE STATE MINIMUM WAGE

FINDINGS

The City of Boulder City Council finds as follows:

1. On Tuesday, November 8, 2016, Colorado voters will have the opportunity to vote for Amendment 70 which would increase the minimum wage of Coloradans from $8.21 an hour to $9.30, with annual increases of $.90 thereafter until the wage reaches $12 by 2020, and cost-of living adjustments thereafter.
2. According to the Economic Policy Institute, a nonprofit nonpartisan think tank working to include the needs of low- and middle-income workers in economic policy, a raise in the minimum wage to $12 would increase the wages of 394,000 Coloradans, a large amount whom would be women, minorities and parents of children.
3. Raising the minimum wage also would reduce Coloradans' reliance on safety nets like Medicaid, the Children's Health Insurance Program and the Supplemental Nutrition Assistance Program (SNAP).
4. Currently 10 states have adopted a minimum wage at or greater than $9.00/hour, including Massachusetts and California which have had a rate of $10.00 in place since January 1st, 2016.
5. The City of Boulder's Resolution 926, committing the city to pay all standard full-time City of Boulder employees no less than 120 percent of the Federal Poverty Guidelines for a family of four, was expanded in February, 2016 to include all standard part-time and seasonal workers. The 2016 Living Wage rate is $14.02. The city is currently analyzing an expansion of its Living Wage Resolution to include other categories of workers and an increase in the Living Wage at a rate between $14.02/hour to $17.97/hour.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Boulder City Council fully supports increasing the minimum wage as proposed by Amendment 70, believes it would have a positive impact on all of Colorado and urges its community members to vote in support of the measure.

Resolved this 20th day of September, 2016

_____

Mayor

Attest

_____

City Clerk

Blue Book

Amendment 70
State Minimum Wage

Amendment 70 proposes amending the Colorado Constitution to:

- increase the state minimum wage from $8.31 to $9.30 per hour beginning January 1, 2017;
- increase the minimum wage annually by $0.90 per hour beginning January 1, 2018, until it reaches $12.00 per hour on January 1, 2020; and
- on January 1, 2021, and thereafter, adjust the minimum wage each year based on cost-of-living increases.

Summary and Analysis

What is the minimum wage? The minimum wage is the lowest wage that can be paid to most workers. The federal minimum wage is currently set at $7.25 per hour for most workers and $2.13 per hour for workers who receive tips. It was last increased in 2009. Federal law allows states and cities to set a higher minimum wage than the federal government.

What is Colorado's current minimum wage law? In 2006, Colorado voters adopted an amendment to the state constitution that raised the minimum wage to $6.85 per hour on January 1, 2007, and required that the minimum wage be adjusted each year up or down for changes in inflation, as measured by the Colorado consumer price index (CPI). The CPI is a common measure for changes in the prices of goods and services, such as food, housing, gasoline, and medical care. The Colorado Department of Labor and Employment sets the state's minimum wage each January. It is currently set at $8.31 per hour for most workers. Colorado law does not allow cities to set a higher minimum wage than the state.

The 2006 amendment also set the minimum wage for tipped workers at $3.02 less than the state minimum wage. The minimum wage for tipped workers is currently $5.29 per hour plus tips. Some tipped workers, such as servers and bartenders, may earn enough in tips to bring their hourly earnings above the state minimum wage, while some may not earn enough in tips to reach it. When tipped workers do not earn enough, employers must supplement their wages to ensure that they receive at least the state minimum wage.

The occupations of workers most likely to be paid minimum wage include retail salespeople, food service workers, child care workers, janitors, and home health aides.

Blue Book

How does Amendment 70 change state law? Amendment 70 increases the state minimum wage to $9.30 per hour on January 1, 2017, after which it increases annually by $0.90 per hour until it reaches $12.00 per hour in 2020. Because the minimum wage for tipped workers remains at $3.02 less than the state minimum wage, Amendment 70 increases the tipped minimum wage to $8.98 per hour plus tips by 2020. Beginning in 2021, the minimum wage is adjusted annually for increases in the CPI. Although Amendment 70 and current law both use the CPI to adjust the minimum wage, Amendment 70 prevents a decrease in the minimum wage if the cost of living falls.

For information on those issue committees that support or oppose the measures on the ballot at the November 8, 2016, election, go to the Colorado Secretary of State's elections center web site hyperlink for ballot and initiative information:

http://www.sos.state.co.us/pubs/elections/Initiatives/InitiativesHome.html

Arguments For

1) Colorado's current minimum wage is too low to provide a basic standard of living for some workers. Full-time workers making the minimum wage in Colorado earn approximately $17,285 annually, or about $300 per week after taxes, and some rely on public assistance to make ends meet. While the minimum wage has increased only 21 percent since 2007 (when the last voter-approved increase in the minimum wage went into effect), prices for basic necessities such as health care and housing have increased more steeply. For example, the overall average monthly rent price in the Denver metro area has increased about 37 percent, from approximately $946 in 2007 to about $1,292 in 2015.

2) Raising the minimum wage may help businesses. Higher wages may improve employee productivity and morale and reduce turnover. This is especially important for businesses that pay the minimum wage, as they tend to have very high turnover. Hiring and training new employees can be very costly for businesses. Lower turnover translates into more experienced, more productive workers and significant cost savings.

Arguments Against

1) Increasing the state minimum wage may actually hurt the very employees that the higher wage is meant to help. If Amendment 70 passes, some workers earning the minimum wage may face lay-offs, reduced hours, or fewer benefits. Also, workers seeking minimum wage employment may have a harder time finding work if businesses make fewer minimum wage jobs available. Finally, businesses may choose to raise prices. Because low-wage workers spend a higher percentage of their income on basic necessities like food, they are particularly vulnerable to rising prices.

Blue Book

2) Increasing the state minimum wage may hurt small and family-owned businesses, particularly in rural communities where the cost of living is lower and economic recovery has been slow compared with urban areas. Businesses in rural communities have a harder time absorbing increases in costs and may struggle to pay higher costs if the minimum wage increases, which may further distress the economy in rural Colorado.

Estimate of Fiscal Impact

State government spending. Amendment 70 will affect costs for several state government agencies. Any state agency that pays an employee an hourly wage less than that required by Amendment 70 will experience an incremental increase in staffing costs if Amendment 70 passes. The actual increase in state costs for each of these agencies will depend on how the agencies, universities, and the legislature manage the increase. Their options may include increasing state funding, increasing fees, raising prices, reducing workers' hours, or some combination of these choices.

Local government impact. The fiscal impact of the measure on local governments has not been estimated. Costs will increase for any local governments that currently pay workers at or near the minimum wage.

RESOLUTION 1193

A RESOLUTION OPPOSING COLORADO'S 2016 BALLOT MEASURE DESIGNATED AS AMENDMENT 71 WHICH WOULD INCREASE THE REQUIREMENTS BEFORE CITIZENS CAN AMEND THE STATE CONSTITUTION

FINDINGS

1. On November 8, 2016, state voters will have the opportunity to defeat Amendment 71, which would make it significantly more challenging for citizens to initiate and pass an amendment to the state constitution.
2. Amendment 71 would require citizen-led initiatives to amend the constitution to first gather signatures from two percent of registered voters in each of Colorado's 35 state senate districts before qualifying for the ballot and to receive approval by 55 percent of voters in a statewide election.
3. Under existing law, such initiatives do not require any district-specific signature gathering to qualify for the ballot but only that the total collected be equal to at least five percent of the total number of votes cast for the office of Colorado Secretary of State at the previous general election. Moreover, a simple majority is sufficient to pass such measures.
4. Colorado is one of 18 states where the constitution can be amended through the citizen initiated process.
5. While Boulder has previously expressed concern over the high number of citizen-initiated amendments of the constitution, and the low thresholds that have allowed for this, it has consistently qualified support for reform on the inclusion of enhanced protections from General Assembly rollbacks of citizen-initiated changes to state statute. Amendment 71 provides no safeguards. Moreover, the senate district requirement for gathering signatures would prevent all but the most well-financed citizen initiatives from qualifying

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Boulder City Council opposes increasing the requirements to amend the state constitution as proposed in Amendment 71, believes such change would go too far and deny most Coloradoans any option to override General Assembly overreach or inaction and urges its community members to vote against the measure.

Resolved this 20th day of September, 2016

_____
Mayor

Attest

_____
City Clerk

Blue Book

Amendment 71
Requirements for Constitutional Amendments

Amendment 71 proposes amending the Colorado Constitution to:

- require that a certain number of signatures be gathered from each state senate district to place a constitutional initiative on the ballot; and

- increase the percentage of votes required to adopt a constitutional amendment, except for proposals that only repeal part of the state constitution.

Summary and Analysis

Background. In Colorado, citizens have the power to propose changes to the state constitution and statutes through the citizen-initiative process. Under this process, proponents must collect a certain number of signatures to place an initiative on the ballot. The state legislature may refer constitutional changes to the voters with a two-thirds vote of both houses. State statutes can be changed by the legislature without a vote of the people, but amending the constitution, whether by citizen initiative or legislative referendum, requires a majority of the votes cast in an election.

In order to place a citizen initiative on the ballot to change the constitution or state statutes, proponents must collect enough signatures to equal at least 5 percent of the votes cast in the most recent election for Secretary of State. In 2016, this requirement is 98,492 signatures. Proponents have up to six months to gather and submit signatures to the Secretary of State's Office for verification.

Changes under Amendment 71. Amendment 71 adds a requirement that signatures be collected statewide for the citizen-initiative process and increases the percentage of votes required to adopt changes to the constitution in most situations. Amendment 71 does not alter the process or requirements for citizen initiatives that propose changes to state statutes.

Signature requirements. Amendment 71 creates an additional signature-gathering requirement to place a constitutional initiative on the ballot. Of the total required signatures, some must be collected from each of the state's 35 senate districts in an amount of at least 2 percent of the registered voters in each district.

Table 1 shows a sample of state senate districts and the minimum number of signatures that would be needed to place a measure on the ballot under Amendment 71, based on the 2 percent requirement and the number of registered voters in these districts.

Blue Book

Table 1. Sample Signature Collection Requirements Under Amendment 71, as of May 1, 2016

State Senate District	Location	Number of Registered Voters	2 Percent of Registered Voters
District 1	11 counties in northeast Colorado	90,983	1,820
District 7	Mesa County	110,167	2,203
District 20	a portion of Jefferson County	118,644	2,373
District 29	a portion of Arapahoe County	82,963	1,659
District 35	16 counties in south and southeast Colorado	88,962	1,779

Source: Colorado Secretary of State's Office with Legislative Council Staff calculations.

Percent of vote required to adopt changes to the constitution. Under current law, changes to the constitution require a simple majority of all votes cast, or 50 percent plus one vote. Amendment 71 changes this requirement to 55 percent of all votes cast, except when a proposed amendment repeals rather than changes part of the constitution, in which case a simple majority of votes is required.

For information on those issue committees that support or oppose the measures on the ballot at the November 8, 2016, election, go to the Colorado Secretary of State's elections center web site hyperlink for ballot and initiative information:

http://www.sos.state.co.us/pubs/elections/Initiatives/InitiativesHome.html

Arguments For

1) It should be difficult to change the constitution because it is a foundational document for the state. Because the current requirements for proposing and adopting constitutional and statutory amendments are the same, the constitution has seen the addition of detailed provisions that cannot be changed without an election. Amendment 71 is expected to encourage citizen-initiated changes to law in statute by making it harder to amend the constitution. Statutory changes allow the legislature to react when laws require clarification or when problems or unforeseen circumstances arise.

2) Requiring that signatures for constitutional initiatives be gathered from each state senate district ensures that citizens from across the state have a say in which measures are placed on the ballot. Due to the relative ease of collecting signatures in heavily populated urban areas compared to sparsely populated rural areas, rural citizens currently have a limited voice in determining which issues appear on the ballot.

Blue Book

Arguments Against

1) Amendment 71 makes it too difficult for citizens to exercise their right to initiate constitutional changes. Sometimes the will of the people or issues of broad public interest are not adequately addressed by the political process. While statutory changes may be amended or repealed without the approval of the voters, the power to amend the Colorado constitution lies solely with its citizens. It is critical to preserve the current process and to protect the rights of citizens to change the constitution.

2) Requiring proponents to collect signatures statewide for proposed constitutional changes makes the process of placing an amendment on the ballot even more difficult and costly. Amendment 71 unduly restricts ballot access for average Coloradans, leaving an important democratic tool accessible only to those able to bear the higher costs associated with a complicated signature-gathering process.

Estimate of Fiscal Impact

State government spending. Amendment 71 will increase costs for the Secretary of State's Office to implement the changes.

CITY OF BOULDER
CITY COUNCIL AGENDA ITEM

MEETING DATE: September 20, 2016

AGENDA TITLE - Consideration of a motion regarding 2016 performance evaluations, and salary adjustments for the City Manager, City Attorney, and Municipal Judge.

PRESENTERS
Lisa Morzel and Andrew Shoemaker, City Council Employee Evaluation Committee

EXECUTIVE SUMMARY

Based on performance ratings and salary preferences expressed by the City Council, the evaluation committee is bringing to the Council a motion regarding 2016 performance evaluations and salary adjustments for the City Manager, City Attorney, and Municipal Judge for the evaluation period of July 1, 2015 to July 1, 2016. In addition to performance evaluations, other factors were considered in determining these recommendations including the employee's compensation compared to the labor market for similar positions and the city's financial health and future outlook. The recommendations for pay increases in the motion represent an average (mean) of the performance category responses submitted by City Council members.

The City Council has given the City Manager a strongly exceeds standard performance rating and the Evaluation Committee recommends a 5% performance increase that would increase the manager's annual salary by $11,825.43 from $236,508.69 to $248,334.12.

The City Council has given the City Attorney an exceeds standards rating and the Evaluation Committee recommends a 4% performance increase that would increase the attorney's annual salary by $8,153.56 from $203,839.17 to $211,992.74.

The City Council has given the Municipal Judge a strongly exceeds standard performance rating and the Evaluation Committee recommends a 5% performance increase that would increase the judge's annual salary by $7,374.12 from $147,482.40 to $154,856.52.

EVALUATION COMMITTEE RECOMMENDATION

Suggested Motion Language:
Based on the performance evaluation process, City Council awards a pay increase of $11,825.43 (5% of base salary) to the City Manager's base salary, a pay increase of $8,153.56 (4% of base salary) to the City Attorney's base salary, and a pay increase of $7,374.12 (5% of base salary) to the Municipal Judge's base salary, these increases are retroactive to June 20, 2016.

OTHER IMPACTS

Fiscal: should Council choose to provide performance based salary adjustments, the total cost to the city would be $27,353.11 for each increase in salary granted as a performance would be $11,825.43 for the City Manager, $8,153.56 for the City Attorney, and $7,374.12 for the Municipal Judge. The increases would be retroactive to June 20, 2016 which is the beginning of the pay period in which the City Council Employees' common review date of July 1, 2016.

Staff time: approximately 40 hours to support the Council Employee Evaluation Process. In addition, Mountain States Employer's Council, the consultant that assisted with the Council Employee Evaluation, charged $6,000.00

ANALYSIS

Each year the City Council considers granting a performance pay increase to its employees based upon a performance evaluation process.

The council employee evaluation process is supervised and directed by the Council Employee Evaluation Committee. The procedure for the employee evaluation is guided in part by the City Charter. Section 9 provides that the council may appoint a committee of not more than two council members to consider making a recommendation on the performance of its employees. The committee's business may be conducted in private. The committee seeks input from a variety of sources regarding its three employees, synthesizes the information, and makes a recommendation to the entire council with regard to a proposed performance rating and compensation. The council adopts a performance rating as part of the evaluation process. The council as a whole is required to determine compensation at a public meeting. Personnel files are generally not disclosed under the state public records law. See section 24-72-204(3)(a)(II)(A), C.R.S. Performance ratings or compensation are not considered to be a part of the personnel file. See section 24-72-202(4.5), C.R.S.

Each council member rates the performance of each employee on five to ten performance and job specific factors. Based on a numeric average assigned to each of those factors, each employee is assigned a numeric

indicator related to a level of performance. If a majority of council members support granting a performance pay increase, then that is the motion that the evaluation committee brings to council. This year, the same methodology of gathering input of council members was followed for the consideration of the performance based salary adjustment for the council employees. For the first time this year, the committee recommended a fixed percentage increase for each performance level. Standard rounding practices for fractions determined the percentage increase in salary given to each employee.

Average Rating	% Salary Increase
1-2 (Below Standard)	0
3-4 (Slightly Below Standard)	0
5-6 (Meets Standard)	3
7-8 (Exceeds Standard)	4
9-10 (Strongly Exceeds Standard)	5

Having evaluated employee compensation compared to the labor market in 2015, recommendations for salary increases in 2016 are based entirely upon performance ratings given by the Council to each employee. Attachment A presents current compensation information for comparable positions as a reference in what have been identified as Peer Cities to the City of Boulder. It was determined no equity adjustments will be made this year. The recommendations for pay increases in the motion represent an average (mean) of the responses to the performance factors submitted by City Council members.

The City Manager received high ratings in all categories and a 9.23 numeric average resulting in a strongly exceeds standards rating. As such, the committee recommends a 5% increase based on merit.

The City Attorney received high ratings in all categories and an 8.44 numeric average resulting in an exceeds standard rating. As such, the committee recommends a 4% increase based on merit.

The Municipal Judge, received high ratings in all categories and a 9.75 numeric average resulting in a strongly exceeds standards rating. As such, the committee recommends a 5% increase based on merit.

Approved By:
Lisa Morzel
Andrew Shoemaker
Council Employee Evaluation Committee

ATTACHMENT

A. 2016 Market Survey Council Employees (includes Colorado jurisdictions as well as cities identified as being Peer Cities to the City of Boulder)

2015 Council Employees Survey (Boulder's Peer Cities)*

City Manager	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure years	Vacation Days Per Year
Ann Arbor	117,070	$215,000	$0	$0	$0	$215,000	0	20
Asheville	88,512	(did not provide complete data before the survey deadline)						
Berkeley	120,972	$267,650	$0	$0	$0	$267,650	0	25
Boise	218,281	(did not provide complete data before the survey deadline)						
Eugene	163,460	$208,457	$27,000	$6,000	$0	$241,457	8	30
Madison	248,951	(strong Mayor form of government)						
Palo Alto	66,853	$285,002	$0	$7,200	$0	$292,202		
Portland	632,309	(no match)						
Raleigh	451,066	$231,426	$0	$6,798	$0	$238,224	3	20
Santa Barbara	91,842	(did not provide complete data before the survey deadline)						
Santa Cruz	64,220	$175,949	$0	$1,310	$5,480	$182,739		20.75
Seattle	684,451	(strong Mayor form of government)						
Tempe	175,826	$190,391	$15,231	$6,000	$0	$211,622	3	16.67
Average:	**240293**	**$224,839**	**$6,033**	**$3,901**	**$783**	**$235,556**	**3.50**	**21.67**
Boulder	107,349	$236,508	$0	$0	$0	$236,508	8	25
Boulder % Difference:		**5.19%**				**0.40%**		

2015 Council Employees Survey

(Boulder's Peer Cities)*

City Attorney	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure years	Vacation Days Per Year
Ann Arbor	117,070	$157,500	$0	$0	$0	$157,500	13	22
Asheville	88,512	(did not provide complete data before the survey deadline)						
Berkeley	120,972	$217,887	$0	$0	$0	$217,887	6	25
Boise	218,281	(did not provide complete data before the survey deadline)						
Eugene	163,460	$167,502	$6,000	$3,120	$0	$176,622	9	30
Madison	248,951	$154,810	$10,527	$0	$0	$165,337	10	25
Palo Alto	66,853	$258,419	$0	$3,900	$0	$262,319		
Portland	632,309	$187,075	$0	$0	$0	$187,075	5	
Raleigh	451,066	$259,000	$0	$2,263	$0	$261,263	39	20
Santa Barbara	91,842	$238,467	(did not provide complete data beforethe survey deadline)					
Santa Cruz	64,220		(not a City position)					
Seattle	684,451	$155,723	(an elected position)			$155,523		
Tempe	175,826	$151,105	$21,111	$0	$0	$172,216	3	11.33
Average:	**240293**	**$194,749**	**$4,705**	**$1,160**	**$0**	**$195,082**	**12.14**	**22.22**
Boulder	107,349	$203,839	$0	$0	$0	$203,839	6	23
Boulder % Difference:		**4.67%**				**4.49%**		

8/22/2016

2015 Council Employees Survey (Boulder's Peer Cities)*

Municipal Judge	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure years	Vacation Days Per Year
Ann Arbor	117,070		(no match; use District Judges)					
Asheville	88,512		(no match)					
Berkeley	120,972		(County government position)					
Boise	218,281		(Don't have this position)					
Eugene	163,460		($130 per hour; work hours vary)					
Madison	248,951	$100,174	$6,812	$0	$0	$106,986		25
Palo Alto	66,853		(County government position)					
Portland	632,309	No match						
Raleigh	451,066	No match						
Santa Barbara	91,842		(County government position)					
Santa Cruz	64,220		(County government position)					
Seattle	684,451		(8 elected Judges)					
Tempe	175,826	$162,825	$22,283	$0	$0	$185,108	6	18
Average:	**240293**	**$131,500**	**$14,547**	**$0**	**$0**	**$146,047**	**6**	**21.5**
Boulder	107,349	$147,482	$0	$0	$0	$147,482	15	23
Boulder % Difference:		**12.15%**				**0.98%**		

*Asheville, Boise and Santa Barbara did not provide complete data before the survey deadline.

City Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure Years	Vacation days per year

City Manager

National peer cities survey	240293	$ 224,839	$ 6,033	$ 3,901	$ 783	$ 235,556	3.5	21.67
Front range survey	196215	$ 205,810	$ 7,182	$ 5,691	$ 1,105	$ 219,788	8.03	22.55
Survey Average	218254	$ 215,325	$ 6,607	$ 4,796	$ 944	$ 227,672	5.76	22.11
Boulder	107349	$ 236,508	$ -	$ -	$ -	$ 236,508	8	25
Boulder % Difference:	**-50.81%**	**9.84%**				**3.88%**	38.80%	13.09%

City Attorney

National peer cities survey	240293	$ 194,748	$ 4,705	$ 1,160	$ -	$ 195,082	13.17	21.67
Front range survey	196215	$ 177,709	$ 2,510	$ 3,267	$ 795	$ 184,281	8.33	22.42
Survey Average	218254	$ 186,229	$ 3,607	$ 2,214	$ 397	$ 189,682	10.75	22.04
Boulder	107349	$ 203,839	$ -	$ -	$ -	$ 203,839	6	23
Boulder % Difference:	**-50.81%**	**9.46%**				**7.46%**	-44.19%	4.35%

Municipal Judge

National peer cities survey	240293	$ 131,500	$ 14,547	$ -	$ -	$ 146,047	6	21.5
Front range survey	196215	$ 131,672	$ 1,539	$ 750	$ 302	$ 134,263	13.64	21.25
Survey Average	218254	$ 131,586	$ 8,043	$ 375	$ 151	$ 140,155	9.82	21.38
Boulder	107349	$ 147,482	$ -	$ -	$ -	$ 147,482	15	23
Boulder % Difference:	**-50.81%**	**12.08%**				**5.23%**	52.78%	7.60%

City Manager	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure years	Vacation Days Per Year
Ann Arbor	117,070	$215,000	$0	$0	$0	$215,000	0	20
Asheville	88,512	(did not provide complete data before the survey deadline)						
Berkeley	120,972	$267,650	$0	$0	$0	$267,650	0	25

2015 Council Employees Survey (Boulder's Peer Cities)*

Boise	218,281	(did not provide complete data before the survey deadline)						
Eugene	163,460	$208,457	$27,000	$6,000	$0	$241,457	8	30
Madison	248,951	(strong Mayor form of government)						
Palo Alto	66,853	$285,002	$0	$7,200	$0	$292,202		
Portland	632,309	(no match)						
Raleigh	451,066	$231,426	$0	$6,798	$0	$238,224	3	20
Santa Barbara	91,842	(did not provide complete data before the survey deadline)						
Santa Cruz	64,220	$175,949	$0	$1,310	$5,480	$182,739		20.75
Seattle	684,451	(strong Mayor form of government)						
Tempe	175,826	$190,391	$15,231	$6,000	$0	$211,622	3	16.67
Average:	**240293**	**$224,839**	**$6,033**	**$3,901**	**$783**	**$235,556**	**3.50**	**21.67**
Boulder	107,349	$236,508	$0	$0	$0	$236,508	8	25
Boulder % Difference:		**5.19%**				**0.40%**		

2015 Council Employees Survey (Boulder's Peer Cities)*

City Attorney	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure years	Vacation Days Per Year
Ann Arbor	117,070	$157,500	$0	$0	$0	$157,500	13	22
Asheville	88,512	(did not provide complete data before the survey deadline)						
Berkeley	120,972	$217,887	$0	$0	$0	$217,887	6	25
Boise	218,281	(did not provide complete data before the survey deadline)						
Eugene	163,460	$167,502	$6,000	$3,120	$0	$176,622	9	30
Madison	248,951	$154,810	$10,527	$0	$0	$165,337	10	25
Palo Alto	66,853	$258,419	$0	$3,900	$0	$262,319		
Portland	632,309	$187,075	$0	$0	$0	$187,075	5	
Raleigh	451,066	$259,000	$0	$2,263	$0	$261,263	39	20
Santa Barbara	91,842	$238,467	(did not provide complete data before the survey deadline)					
Santa Cruz	64,220		(not a City position)					
Seattle	684,451	$155,723	(an elected position)			$155,523		
Tempe	175,826	$151,105	$21,111	$0	$0	$172,216	3	11.33
Average:	**240293**	**$194,749**	**$4,705**	**$1,160**	**$0**	**$195,082**	**12.14**	**22.22**
Boulder	107,349	$203,839	$0	$0	$0	$203,839	6	23
Boulder % Difference:		**4.67%**				**4.49%**		
Municipal Judge	**Population**	**Actual**	**Deferred**	**Car**	**Bonus**	**Total**	**Tenure**	**Vacation Days**

2015 Council Employees Survey (Boulder's Peer Cities)*

		Salary	Comp.	Allowance	Amount	Comp.	years	Per Year
Ann Arbor	117,070		(no match; use District Judges)					
Asheville	88,512		(no match)					
Berkeley	120,972		(County government position)					
Boise	218,281		(Don't have this position)					
Eugene	163,460		($130 per hour; work hours vary)					
Madison	248,951	$100,174	$6,812	$0	$0	$106,986		25
Palo Alto	66,853		(County government position)					
Portland	632,309	No match						
Raleigh	451,066	No match						
Santa Barbara	91,842		(County government position)					
Santa Cruz	64,220		(County government position)					
Seattle	684,451		(8 elected Judges)					
Tempe	175,826	$162,825	$22,283	$0	$0	$185,108	6	18
Average:	**240293**	**$131,500**	**$14,547**	**$0**	**$0**	**$146,047**	**6**	**21.5**
Boulder	107,349	$147,482	$0	$0	$0	$147,482	15	23
Boulder % Difference:		**12.15%**				**0.98%**		

*Asheville, Boise and Santa Barbara did not provide complete data before the survey deadline.

City Manager	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure Years	Vacation da per year
Arvada	115,368	$212,972	$0	$6,600	$0	$219,572	4.7	18
Aurora	349,407	$201,192	$21,000	$0	$0	$222,192	5	14
Broomfield	65,000	$195,803	$0	$6,000	$0	$201,803	5	30
Colorado Springs	456,568	*(Strong Mayor for*	*f government)*					
Commerce City	53,696	$163,641	*0 m of*	$0	$0	$163,641	4	
Denver	682,545	*(Strong Mayor for*	*overnment)*					28.25
Ft. Collins	100,883	$197,000	$0	$6,000	$0	$203,000	11	
Greeley	161,175	$249,841	$0	$9,000	$0	$258,841	11	30
Lakewood	152,297	$212,638	$24,000	$8,400	$0	$245,038	6	20
Longmont	92,088	$193,428	$10,000	$5,000	$6,375	$214,803	4	15
Loveland	75,182	$181,126	$0	$6,000	$0	$187,126	5.5	20
Thornton	133,451	$225,144	$0	$6,600	$5,782	$237,526	31	30
Westminster	113,130	231,125	$24,000	$9,000	$0	$264,125	1.1	17.75
Average:	**196215**	**$205,810**	**$7,182**	**$5,691**	**$1,105**	**$219,788**	**8.03**	**22.55**
Boulder	107,349	$236,508	$0	$0	$0	$236,508	8	25
Boulder % Difference:		**14.92%**				**7.61%**		

City Attorney	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure Years	Vacation da per year
Arvada	115,368	$183,966	$0	$4,200	$0	$188,166	21	20

2015 Council Employees Survey (Boulder's Peer Cities)*

Aurora	349,407	$183,999	$21,000	$6,978	$0	$211,978	2	24
Broomfield	65,000	$189,280	$0	$6,000	$5,000	$200,280	11	20
Colorado Springs	456,568	$192,276	$0	$9,239	$0	$201,515	3	33.25
Commerce City	53,696	$140,425	$0	$0	$0	$140,425	29	18
Denver	682,545	$196,650	$0	$0	$0	$196,650	0	30
Ft. Collins	100,883	$180,841	$0	$0	$0	$180,841	1	20
Greeley	161,175	$178,000	$0	$0	$0	$178,000	3	
Lakewood	152,297	*(This is a Contracted position)*						18
Longmont	92,088	$172,008	$9,123	$3,587	$0	$184,718	7	15
Loveland	75,182	$161,970	$0	$0	$0	$161,970	1	30
Thornton	133,451	$176,688	$0	$4,404	$4,538	$185,630	21	17.75
Westminster	113,130	$176,400	$0	$4,800	$0	$181,200	1	**22.42**
Average:	**196215**	**$177,709**	**$2,510**	**$3,267**	**$795**	**$184,281**	**8.33**	
Boulder	107,349	$203,839	$0	$0	$0	$203,839	6	23
Boulder % Difference:		**14.70%**				**10.61%**		

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Municipal Judge	Population	Actual Salary	Deferred Comp.	Car Allowance	Bonus Amount	Total Comp.	Tenure Years	Vacation da per year
Arvada	115,368	$143,273	$0	0	$0	$143,273	2	15
Aurora	349,407	$146,842	$17,000	0	$0	$163,842	9	23
Broomfield	65,000	$87,500	$0	0	$0	$87,500	5	22
Colorado Springs	456,568	$120,498	$0	0	$0	$120,498	3	20
Commerce City	53,696	*(This is a contracted position)*						
Denver	682,545	$176,780	$0	0	$0	$176,780	varies	varies
Ft. Collins	100,883	$113,740	0%	0	$0	$113,740	27	32
Greeley	161,175	$132,000	$0	0	$0	$132,000	3	17
Lakewood	152,297	$142,376	$1,466	$3,000	$0	$146,842	6	18
Longmont	92,088	$100,006	$0	$0	$0	$100,006	1	15
Loveland	75,182	$130,140	$0	$0	$0	$130,140	30	21
Thornton	133,451	$141,037	$0	$0	$3,623	$144,660	27	27
Westminster	113,130	$145,871	$0	$6,000	$0	$151,871	37	23.75
Average:	**196,215**	**$131,672**	**$1,539**	**$750**	**$302**	**$134,263**	**13.64**	**21.25**
Boulder	107,349	$147,482	$0	$0	$0	$147,482	15	23
Boulder % Difference:		**12.01%**				**9.85%**		

*Fort Collins's .8 position was annualized for comparison

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

City Attorney's Office - Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
• **Cooperative Housing Code Changes**	▪	• Council Study Session	• Draft Code changes first reading	• Finalize code changes	▪	▪	▪
• **Marijuana Code Changes**	▪	• Council approval of charter and panel • Possible first reading of priority items	• Implement Marijuana Panel Recommendations	▪	▪	▪	▪
• **Open Space Land Transfer Ordinance**	▪	• OSBT Hearing • Introduction and first reading • Second reading and adopting	▪	▪	▪	▪	▪
• **Election Code Revisions**	▪	• Introduction and first reading • Second reading and adopting	▪	▪	▪	▪	▪

City Manager's Office Resilient Boulder Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **City Resilience Strategy** draft, completion, and roll out. The City Resilience Strategy provides a roadmap for building resilience in the city. The strategy should trigger action, investment, and support within city government and from outside groups. It will be published in print and online.	▪ Contract Graphic Design ▪ Contract Printing Services ▪ Contract Web design services ▪ Community event support ▪ Impacts to other departments include content contributions, review and revisions, and implementation activities as appropriate	▪ Drafts 1-3 – content, graphics, layout, web design ▪ Council Study Session – Big Sort interactive exercise ▪ 2 large public workshops in cooperation with CU ▪ Resilience metric, valuation and scenario planning methodology development		▪Council Study Session	▪ Final strategy approval and release	▪	▪
▪ **Resilience Americorps** community preparedness volunteer program development	▪ Time and management impacts primarily to the Neighborhood Liaison, Fire/Rescue, OEM, and climate commitment ▪	▪ Project initiation, foundational research, project scoping	▪ On-going program design	▪ On-going program design	▪ Present project proposal to Council ▪ Recruit year 2 Americorps volunteers ▪	▪ Implementation activities per proposed program design	▪ Implementation activities per proposed program design
▪ **CityLinks –** Shimla, India Climate Adaptation Exchange Program	▪ Project design alignment with Climate Commitment and scenario activity development	▪ Draft and finalize climate impacts on water sector public participation workshop and supporting science materials ▪ Exchange trip	▪	▪	▪	▪	▪

▪ **<u>100 Resilient Cities</u>** programmatic elements, network contributions, and partner management	▪ Multiple resource contributions via technical partners to various departments including IR, Climate Commitment, BVCP, OSMP, Economic Vitality	▪ Economic resilience analysis draft ▪ BVCP resilience assessment and recommended integration actions ▪ Community 'Safe Haven' network design draft ▪ Urban Forest Canopy analysis ▪ Foundational research on resilience metric, valuation, and scenario planning methodology	▪ 100RC Network peer exchange ▪ 100RC technical partner platform local showcase and recruitment event ▪ Presentation on resilience metric, valuation, and scenario planning methodology ▪ Partner alignment with strategy initiatives	▪ Development of resilience metrics ▪ Development of community scenario planning activities and exercises ▪ Partner alignment with strategy initiatives	▪	▪	▪

Communication Department Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **Community Newsletter –** The City of Boulder community newsletter would be an 8 to 24–page bimonthly product mailed to postal route residences within the city and additional copies available in public buildings	▪ Contract Graphic Design ▪ Contract Printing Services ▪ Contract Mailing Services ▪ Impacts to other departments include content contributions and artwork	▪ Hire a Communication Specialist 2 to implement newsletter ▪ Hire a contract graphic designer ▪ Solicit print bids and secure printer ▪ Secure mail house services ▪ Design newsletter templates ▪ Develop Volume 1-issue 1 editorial slate, write content, print newsletter	▪ Mail Volume 1-issue 1 ▪ Develop Volume 1-issue 2 editorial slate, write content, print newsletter ▪ Mail Volume 1-issue 2	▪ Develop Volume 1-issue 3 editorial slate, write content, print newsletter ▪ Mail Volume 1- issue 3 ▪ Develop Volume 1-issue 4 editorial slate, write content, print newsletter	▪ Mail Volume 1-issue 4 ▪ Develop Volume 1-issue 5 editorial slate, write content, print newsletter ▪ Mail Volume 1-issue 5	▪ Develop Volume 2-issue 1 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 1 ▪ Develop Volume 2-Issue 2 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 2 ▪ Develop Volume 2-issue 3 editorial slate, write content, print newsletter ▪ Assess Newsletter for 2018 budget consideration ▪ Mail Volume 2-issue 3	▪ Develop Volume 2-issue 4 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 4 ▪ Develop Volume 2-issue 5 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 5 ▪ Develop Volume 2-issue 6 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 6

Community Vitality Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
University Hill Reinvestment Strategy	Planning, Housing & Sustainability; Boulder Police Department; Library Arts; Finance; City Attorney's Office; Public Works	• RSD evaluation • Draft transients policy handout for businesses • 2A-funded tree irrigation improvements implementation • Coordination of Hillanthropy cleanup program • Engage consultant to prepare National Register Historic District Application • Initiate Hill Employee EcoPass Program • Coordinate design of 2A-funded event street • Coordinate recommendation for long-term Hill governance and funding • Prepare funding options for public improvements • Draft 2017 HRS Work Plan • Coordinate with CU to determine overall process and schedule • Compile data & analyze preliminary options to address city goals re: CU conference center/hotel	• RSD recommendation • Start enforcement of commercial bear-proof can requirements • Hillanthropy cleanup of Hill Commercial Area • Submit National Register Historic District application • Initiate planning process for Hill Commercial Area (HCA) façade improvement program • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Present funding options for public improvements to Council • Draft 2017 HRS Budget • Provide input to CU's conference center/hotel design development process & explore possible city investments	• Enforcement of commercial bear-proof can requirements, cont. • Hillanthropy cleanup of Residential Service District • Revise HCA façade improvement program • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Pursue funding options for public improvements • Refine & analyze city investment options relative to CU conference center/hotel • Seek Council direction on city investment options relative to CU conference center/hotel	• Enforcement of commercial bear-proof can requirements, cont. • Hillanthropy cleanup with Parks Department • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Pursue funding options for public improvements, cont. • Draft Phase Two HRS Work Plan, 2017-2019 • Implementation of CU conference center/hotel tasks TBD depending on Council direction and CU's issues and schedule	• Work Plan to be determined in 2016	• Work plan to be determined in 2016

Access Management and Parking Strategy (AMPS)	Public Works, Transportation; Planning, Housing + Sustainability; City Manager's Office	• CAMP: Planning, process and research on the Chautauqua Access Management Plan (CAMP) • Parking Code: next steps; data collection • Civic Area Access/Parking implementation • TDM plans for new development, draft refined options • Update downtown (CAGID) development and accessprojections including parking supply/demand and TDM strategies	• CAMP: Data collection • Parking Code: data collection; analysis; research coordination with other initiatives • Satellite Parking evaluation of options, including BCH, outreach • Civic Area Access/Parking evaluation • Pricing (including fines0: goals, research, outreach • TDM plans for new development, review options • Downtown development and access projections – outreach to boards • AMPS Strategy Document outline	• CAMP: Data collection and evaluation, outreach • NPP: Scope and analysis, outreach • Parking Code: Analysis, data collection, best practice research, , memos; coordination • Hill Alleys Master Plan scope and consultant selection • Satellite Parking – develop recommendations, outreach • Civic Area Access/Parking evaluation • Pricing: practitioners panel, outreach • TDM plans for new development: draft recommendations • Downtown development and access projections – program recommendations • Car Share: develop options and draft recommendations for pilot program • AMPS Strategy Document development	• CAMP: Develop scenarios, outreach • NPP: Options development, outreach • Parking Code: study off street parking regulations; coordinate with TDM plan recommendations ,memo prep, research new NPP's; analysis • Hill Alleys Master Plan – plan development, recommendations , outreach • Satellite Parking pilot implementation • Pricing: identification of options, outreach • Market downtown parking cash-out pilot in conjunction with EcoPass renewal • Car Share proposal for 2017 pilot program • AMPS Strategy Document draft	• CAMP: evaluate and select pilot scenario • NPP: program recommendations • Draft/finalize Parking Code and TDM standards ordinance, Strategy Document evaluation criteria; memo prep • Pricing: Memo prep, outreach • Market downtown parking cash-out pilot in conjunction with EcoPass renewal • Car share pilot program (if approved) • Finalize AMPS Strategy Document	• CAMP: Pilot implementation ▪ Code/TDM: prepare for implementation

Energy Strategy and Electric Utility Development Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **Legal and regulatory filings**	▪ City Attorney's Office in lead, support from Energy Strategy and Electric Utility Development	▪ Prepare for filing of transfer of assets supplemental application, including negotiations with Xcel Energy to provide the city data (the model)	▪ Preliminary discovery (Xcel) for Colorado Public Utilities Commission (PUC) filing of transfer of assets supplemental application	▪ File transfer of assets supplemental application with the Colorado PUC	▪ Colorado PUC discovery process, prepare for PUC hearing and rebuttal	▪ Hearing on transfer of assets application ▪ PUC decision on the transfer of assets ▪ Based on PUC outcome, update appraisals and negotiate with Xcel to acquire the assets; if negotiations are not successful, prepare to re-file condemnation with the Boulder District Court ▪ Continue acquisition process by agreement or re-file condemnation petition with the Boulder District Court ▪ File transition plan with the PUC	▪ Condemnation court (if necessary)

▪ **Transition work plan implementation - including analysis of information provided through discovery and PUC decisions. Key areas of focus: Information Technology systems, Operations and Maintenance, Customer Service, Power Supply, Energy Services, Finance and Accounting, and other support functions**	▪ Energy Strategy and Electric Utility Development Department ▪ IT Department ▪ PW Department • Utility Billing • Development Review ▪ Planning, Housing + Sustainability Department ▪ Finance Department • Budget • Finance • Accounting • Purchasing • Risk Management ▪ HR Department ▪ Legal	▪ Develop 2017 budget and financial forecast ▪ Develop agreement with Xcel Energy for discovery information provided for PUC filing and to inform system capital investment and operations planning ▪ Information Technology Systems: Define scope and budget of Information Technology systems needed for Day 1 operations ▪ Customer Service: Initiate a work plan for system modifications to the city's existing customer billing and information system, continued work on the key account program, and develop policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Select potential vendors for operations and maintenance of the electric system ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city ▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, Energy Services with existing Planning, Housing + Sustainability work	▪ Develop 2017 budget and financial forecast ▪ Begin analysis of Xcel Energy discovery information provided for PUC filing and to inform system capital investment and operations planning ▪ Information Technology Systems: Refine scope and budget, evaluate Information Technology systems needed for Day 1 ▪ Customer Service: Continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: In discussions with selected vendors for operations and maintenance of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city ▪ Energy Services: Continue development and implementation of interim energy services, coordinated with Planning, Housing + Sustainability work	▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process ▪ Information Technology Systems: Refine scope and budget, evaluate Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided for PUC filing ▪ Customer Service: Refine the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided for PUC filing, continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Further refine scope for vendors and policies/ procedure for the utility ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers	▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process ▪ Information Technology Systems: Implement Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided through PUC transfer of assets process ▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided through PUC transfer of assets process, continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Further refine scope for vendors and policies/procedure for the utility ▪ Power Supply: Continue to work with Xcel to finalize terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers, develop a resource modeling tool to evaluate power supply options	▪ Work with Xcel to negotiate a smooth transition of operations and file plan with the PUC ▪ Develop 2018 budget and financial forecast ▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations based on PUC decision regarding transfer of assets, additional IT support staff on-board to assist with implementation ▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided through PUC transfer of assets process, continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Finalize contract negotiations with selected vendors and work with vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on based on PUC decision regarding transfer of assets ▪ Power Supply: Finalize terms and conditions for power supply for the city based on PUC decision regarding transfer of assets	▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations ▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on PUC decision regarding transfer of assets, Operations and Maintenance: Continue to work with selected vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements ▪ Power Supply: Continue to work with Xcel to support power supply for the city and coordinate a power delivery schedule and ancillary services, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers

		▪ Finance and Accounting: Continue development of the cash flow and budget model, explore methodologies for designing rates for a new utility with the Rates Working Group ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures	▪ Finance and Accounting: Refinement of the cash flow and budget model, continue to explore methodologies for designing rates for a new utility with the Rates Working Group, begin to develop utility chart of accounts for tracking and reporting ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures	▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, coordinate Energy Services with existing Planning, Housing + Sustainability work ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on Xcel Energy discovery information provided through PUC transfer of assets process, continue to explore methodologies for designing rates for a new utility with the Rates Working Group, continue to develop utility chart of accounts for tracking and reporting ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures as informed by Xcel Energy discovery information provided through PUC transfer of assets process	incorporating renewable resources and carbon reduction ▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, coordinate Energy Services with existing Planning, Housing + Sustainability work ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on Xcel Energy discovery information provided through PUC transfer of assets process, continue to explore methodologies for designing rates for a new utility with the Rates Working Group, continue to develop utility chart of accounts for tracking and reporting ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures as informed by Xcel Energy discovery information provided through PUC transfer of assets process	▪ Energy Services: Finalize energy services including costs, implementation plans, rate structures, and measurement and verification guidelines, continue work with working group and coordinate efforts with the Rate Working Group ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on PUC decision regarding transfer of assets, finalize rates for a new utility with the Rates Working Group ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures based on PUC decision regarding transfer of assets, hire key positions including chief engineer and energy financial and regulatory analyst	▪ Energy Services: Finalize energy services including costs, implementation plans, rate structures, and measurement and verification guidelines. Continue work with working group and coordinate efforts with rate working group ▪ Finance and Accounting: Use cash flow model to refine cost estimates, work on financing of transition efforts and acquisition, potential debt issue to finance utility ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures, hire key positions including customer service manager, and energy resource specialist ▪ Governance: potential appointment of utility advisory board

▪ **Resilient Energy – Resilient Electricity Delivery Infrastructure (REDI) DOE Grant** ▪ **Energy Policy Reform Coalition** ▪ **Solar Development**	▪ City Manager's Office ▪ Planning, Housing + Sustainability ▪ Public Works • Utilities	▪ Resilient Energy Infrastructure DOE Grant: Refine scope ▪ Energy Policy Reform Coalition: Focus on recruiting coalition members to Colorado Communities for Climate Action (CC4CA), begin formulating policy agenda for regulatory and legislative changes that support reducing emissions and climate initiatives ▪ Solar Development: Begin development of a comprehensive solar strategy, evaluation of potential solar garden opportunities, other recommendations from the Solar Working Group	▪ Resilient Energy Infrastructure DOE Grant: Continue to refine scope, issue an RFP and hire contractor ▪ Energy Policy Reform Coalition: Develop RFP and hire lobbying firm to represent CC4CA at state capital, continue development of policy agenda ▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, evaluate other recommendations from the Solar Working Group	▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Develop RFP for firm to represent CC4CA at PUC and other regulatory bodies, work with legislators between sessions to develop name recognition ▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, evaluate other recommendations from the Solar Working Group	▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Engage in key legislative and regulatory proceedings concurrent with mission ▪ Solar Development: Finalize solar strategy, align targets with Climate Commitment Goals, implement recommendations from the Solar Working Group	▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city	▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city

Finance K e y 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Annual Budget Process	Finance in collaboration with all city departments update Council regarding how previous year finished; serves as early warning if there are economic red flags or new concerns	• Supplementary Appropriations (Adjustments to Base) • Strategic Planning for financial operations and capital	• Supplementary Appropriations (Adjustments to Base) • Strategic Planning • Budget Development • CIP Development, Preparation and Review	• Strategic Planning • Budget Development, Preparation and Review • CIP Review • Study Session on the budget	• Budget Review and Adoption • Adjustments to Base • Strategic Planning	• Adjustments to Base • Strategic Planning • Adjustments to Base • Strategic Planning • Budget Development • CIP Development, Preparation and Review	• Strategic Planning • Budget Development, Preparation and Review • CIP Review • Budget Review and Adoption • Adjustments to Base • Strategic Planning
Ballot Items	CMO/CAO/Finance/Communications/City Clerk's office, and Departments gather ballot items	• Gathering information and background on potential ballot items for the city and what other governmental entities may bring forward in November	• May study session and council meeting on potential ballot items.	• Final ballot items have to be passed by council by last meeting in August to meet County deadlines	• Ballot questions are voted on first Tuesday in November.	• Gathering information on potential ballot items • May study session and council meeting on potential ballot items.	• Final ballot items have to be passed by council by last meeting in August to meet County deadlines • Ballot questions are voted on first Tuesday in November

Fire Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **Fire Station Relocation Project**	▪ Fire ▪ FAM ▪ Purchasing ▪ Finance ▪ Public Works ▪ Legal ▪ CMO	▪ Property Search	▪ Property search ▪ Develop funding strategy	▪ Property search ▪ Develop funding strategy	▪ Property search ▪ Develop funding strategy ▪ Confidential memo to council		
▪ **Emergency Medical Services**	▪ Fire ▪ Police ▪ Purchasing ▪ Legal ▪ CMO ▪ Information Resources	▪ EMS service delivery report preparation	▪ EMS service delivery report preparation	▪ EMS service delivery report preparation ▪ Bid evaluations and award for medical direction and ambulance services ▪ Solicitations for medical direction and ambulance service	▪ Presentation to council ▪ Draft plan for EMS delivery	▪ Complete Ambulance specifications ▪ Negotiations with Local 900 ▪ EMS delivery IP to city manager and city council	▪ RFP development for box type ambulance

Human Services Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Human Services Strategy Update and Adoption	▪ Communications, Police, Parks and Recreation, Library, Planning, Housing, Transportation, FAM/PW, Budget/Finance ▪ Library Commission, Human Relations Commission, Parks and Recreation Advisory Board, Immigrant Advisory Committee, Youth Opportunity Advisory Board, Human Services Fund Advisory Committee ▪ Civic Area Plan staff coordination ▪ Resilience Strategy coordination	▪ Community Engagement ▪ Community Funding Options Development ▪ Assess partnerships	▪ Community engagement ▪ Development of community funding and direct services options ▪ Internal and external partnerships assessments and projects	▪ Community engagement ▪ Budget, Capital Program ▪ Development of community funding and direct services options ▪ Internal and external partnerships assessments and projects	▪ Draft strategy ▪ Strategy adoption ▪ Organizational Strategy ▪ Implementation Plan	▪ Implementation ▪ Metrics and evaluation plan	▪ Implementation ▪ Metrics and evaluation
Homelessness Strategy and Action Plan Adoption	▪ Communications, Police, Municipal Court, Parks and Recreation, Library ▪ Library Commission, Human Relations Commission, Immigrant Advisory Committee	▪ Community Engagement ▪ Homelessness Action Plan Project Implementation	▪ Community Engagement ▪ Portland/Eugene Trip ▪ New projects - TBD	▪ Community Engagement ▪ Draft Strategy	▪ Strategy adoption (PH) ▪ Continued implementation of Action Plan	▪ Homelessness Action Plan Projects Implementation	▪ Homelessness Action Plan Projects Implementation
Options to Expand Living Wage Resolution 926 Council Consideration	▪ HR, CAO, Finance, FAM ▪ Human Relations Commission	▪ Analysis of recommendations ▪ City Council: Feb. – Options to Expand Resolution 926	▪ Analysis of Council direction ▪ Development of options ▪ City Council: June update on analysis and direction	▪ TBD- Analysis of Council recommendations as part of 2017 budget	▪ Final adoption of Living Wage changes		

Human Services Key 2016 and 2017 Work Items (page 2)

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Safe + Welcoming Community	▪ City Manager 's Office, Police Dept, Human Relations Commission, CAO	▪ HRC Meetings (3) ▪ Report to City Council on Independent Analysis of Police Data and Review of Professional Police Complaint Processes	▪ Community Perceptions Survey contract development ▪ Survey implementation	▪ Report to City Council on results of Community Perceptions Survey ▪ HRC Work Plan Recommendations to Council ▪ HS Work Plan and Strategy recommendations	▪ Adoption of strategy ▪ Implementation of work plan	▪ Implementation of work plan	

Information Technology Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **Community Broadband and Wi-Fi Initiatives**	▪	• Continue consultant-assisted needs assessment	• Wrap up needs assessment	• Present findings and recommendations	• TBD – dependent on outcome of council review of findings and recommendations	• TBD – dependent on outcome of council review of findings and recommendations	• TBD – dependent on outcome of council review of findings and recommendations

Library Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Library Master Plan Update – This includes: ▪ A needs assessment ▪ A robust community engagement process ▪ Update of the library's mission, vision, and guiding principles for decision making ▪ Development and financial analysis of service delivery model options ▪ Development of performance measures and service standards ▪ An action plan and implementation strategy	▪ Consultants and a professional facilitator will be engaged for parts of the project ▪ The project manager will consult colleagues in Parks and Rec, Human Services, Planning and Public Works on project process development. ▪ Members of the City Managers and Budget Teams will serve on the staff Technical Advisory Group ▪ The Library's Communications Specialist III will assist with public information & document review ▪ The Library's Budget Analyst will assist with the financial analysis & budget planning ▪ Selected M-Team members will be asked to review the final draft plan & offer constructive feedback on presentations to Planning Board and City Council ▪ Facilities and Asset Management will be consulted on the aspects of the plan that address capital and facilities maintenance.	▪ Technical Advisory Committee meetings	▪ Technical Advisory Committee meetings	▪ Technical Advisory Committee meetings Communications support for outreach, education, & promotion kick off	▪ Technical Advisory Committee meetings ▪ Communications support for public information for community engagement process including surveys ▪ December City Council Study Session – Communications & M-Team support	▪ Technical Advisory Committee meetings (up to 24) ▪ Communications support for public information for community engagement process ▪ Budget Analyst support for financial analysis ▪ Consult with Facilities and Asset Management on the aspects of the plan that address capital and facilities maintenance.	▪ Technical Advisory Committee meetings ▪ July Planning Board Presentation - Communications & M-Team support ▪ October City Council Final Presentation & Plan adoption – Communications & M-Team support ▪ Budget Analyst support for 2018 budget and Capital Development Program planning

Library Arts Key 2016 and 2017 Work

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ Public Art Policy Drafting and operation of a new policy to govern municipal commissioning, maintenance and legacy of public art.	▪ Consultation with Boards & Commissions including the BAC, BDAB, Boulder Junction, Downtown, Landmarks, Library, PRAB, Planning, Transportation, and Univ. Hill Boards and Commissions. ▪ Consultation on legal and budget matters. ▪ Consultation with staff across city agencies. ▪ Once adopted, the program will require the investment of staff from the P&R, Planning, Transportation, Community Vitality, Public Works, FAM, and other agencies as a team to support Office of Arts + Culture staff on all steps in the public art process.	▪ Drafting, vetting, and adopting the Public Art Policy ▪ Installations for *Experiments in Public Art* begin. ▪ Other commissioning and maintenance projects continue. ▪ Inquiry for the Public Art Policy drafting.	▪ Drafting, vetting, and adopting the Public Art Implementation Plans. ▪ Commissioning begins for new projects. ▪ New maintenance projects begin. ▪ Events to launch the Public Art program. ▪ Public Inquiry for new commissions begins.	▪ Commissioning continues for new projects. ▪ Continuing events to launch the public art program. ▪ Public Inquiry for new commissions continues.	▪ Investigation of sustainable funding for Public Art begins. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Annual Report.	▪ Options for sustainable public art funding developed and vetted. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Proposal for sustainable funding finalized. ▪ Language for new rules, policies, procedures or ordinances finalized. ▪ Community engagement on sustainable funding. ▪ Public Inquiry for new commissions continues.	▪ Adoption of new rules, policies, procedures or ordinances. ▪ Budget integration. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Preparations for implementation of sustainable funding in Q1 2018. ▪ Commissioning continues for new projects. ▪ A public vote may be required in the Nov election. ▪ Public Inquiry for new commissions continues. ▪ Annual Report.
▪ Policy on Murals and Art in Public Places A guidance document to align city staff for the encouragement of the commissioning of artworks for the public by private individuals, businesses, developers, and others.	▪ Consultation with Boards & Commissions including the BAC, BDAB, Landmarks, PRAB, Planning, and Transportation Boards and Commissions. ▪ Consultation on legal and budget matters. ▪ Consultation with staff across city agencies. ▪ Once adopted, the program will require the investment of staff from the Planning and Public Works departments.		▪ Drafting and vetting of the Murals and Art in Public Places Policy. ▪ Inquiry for the draft policy.	▪ Policy Adoption	▪ Public communication. ▪ Annual Report.		

▪ <u>New Cultural Grants Program</u> A new series of grants for cultural organizations, arts education, and creative professionals.	▪ Facilitation of the process with the Boulder Arts Commission is required. ▪ Consultation with staff in the Economic Vitality office will enhance the program.	▪ Deadline for Operational Grants. ▪ Deadline for Community Projects and Arts Ed. Grants. ▪ Launch of Professional Development Scholarships. ▪ Launch of Macky Rental Grants. ▪ Launch of Innovation Fund. ▪ Second 2016 Grants Workshop.	▪ Deadline for Innovation Fund. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2017 Grants Program begins.	▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2017 Grants Program continues.	▪ Ongoing evaluation and inquiry with grant recipients. ▪ Operational Grant Reporting. ▪ Launch of 2017 All Grants. ▪ 2017 Grants Workshop. ▪ Annual Report.	▪ Recertification of Operational Grants. ▪ Deadline for Community Projects Grants. ▪ Deadline for Art Education Grants. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Deadline for Innovation Fund. ▪ Operational Grant Reporting. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2018 Grants Program begins.	▪ Design of 2018 Grants Program continues. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Operational Grant Reporting. ▪ Launch of All 2018 Grants. ▪ 2018 Grants Workshop.

Open Space and Mountain Parks: Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	1st half 2017	2nd half 2017
• **North TSA Plan** The North TSA plan sets the community vision for 7,700 acres of OSMP-managed lands north of Linden Avenue and the Diagonal Highway. The plan seeks to improve visitor experiences and increase the sustainability of trails and trailheads while conserving and restoring the area's natural, cultural and agricultural resources.	• OSMP ▪ Operating Costs: 2016: $25,000 2017: $10,000 ▪ Capital Costs: 2016: $100,000 2017: $200,000 • CAO	• Draft plan document • Recommendation that Open Space Board of Trustees approve and recommend City Council acceptance	• City Council review of and acceptance of North TSA plan.	• Integration with 2016 work plan (early implementation actions) • Integration with 2017 operating budget • Integration with 2017-2022 CIP and	• Integration with 2016 work plan (early implementation actions) • Integration with 2017 operating budget • Integration with 2017-2022 CIP	▪ Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)	▪ Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)
• **Agricultural Resources Management Plan** The OSMP "Ag Plan" provides the framework for OSMP actions to ensure the long-term sustainability of agricultural operations, the ecological health of OSMP lands, and for fostering community connections with local agriculture systems.	• OSMP ▪ Operating Costs: 2016: $5,000 2017: $5,000 ▪ Capital Costs: 2016: $ 60,000 2017: $170,000	• Plan element development o Evaluate alternative lease rate polices & financing structures o Develop monitoring protocols o ID and prioritize infrastructure improvements o Evaluation of community farming ▪	• Develop Draft Plan • Create Plan Outline and internal review of chapters • Create content including overview and strategies	• Draft Internal Review Plan Document • Internal review • Draft Public Review Plan Document • Public Review Develop OSBT draft Plan Document for July or Aug meeting	• Staff recommendation to OSBT to approve plan and recommend acceptance by City Council • **Oct: 2hrs** Recommendation to City Council to accept plan **Nov: 1 hr**	• Integration with 2017 operating budget • Integration with 2017-2022 CIP • Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)	• Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)

• **Visitor Master Plan Update / OSMP Master Plan** The Open Space and Mountain Parks (OSMP) Visitor Master Plan (VMP) was accepted by City Council in 2005 with a 10-year planning horizon. The new Master Plan will include updating/refreshing the Visitor Master Plan component and also will take a comprehensive look at delivering on all chartered purposes for the OSMP system including inventory and analysis, evaluation of options and the development of policy and strategic direction to guide the department for the next ten years. The planning process will also consider City Council identified priorities from previous retreats, including incorporating overarching issues (carrying capacity, night-time use, temporal use, etc) and climate change/adaptation.	• OSMP ▪ Operating Costs: 2016: none 2017: none ▪ Capital Costs: 2016: $252,000 2017: $200,000 ▪ 2018: $100,000 ▪ 2019: $100,000 OSMP Leadership team will work across department divisions and with representation from across the city to discuss plan at periodic meetings. Additional consultation likely with Parks and Recreation, Transportation, Greenways and Housing.	• Background Information Gathering	• Begin inventory and analysis • Identify inventory gaps and needs	• Continue inventory, surveying and analysis • Compile inventory information into dataset with prioritized critical needs	• Continue Inventory, Compilation and Analysis • Begin development of MP scope, budget and schedule for plan • Begin development of community engagement plan • Develop initial staff and partner project team formation	• Release initial findings from inventory and analysis in terms of portfolio document for OBST, Council and Public • Finalize MP scope, budget and schedule for plan • Finalize community engagement plan • Finalize staff and partner project team formation • OSBT Study Session on scope • City Council study session on scope • Develop community outreach schedule beginning 3rd Qtr 17.	• Prepare for community listening sessions beginning in 3rd Qtr 17, send out notifications • Seek review/feedback • Ask for partner input on engagement with city department, other government originations, non-profits, and CBO's • Develop initial needs, opportunities and benefits analysis in geographic focus areas • Public hearing with OSBT. • Study session with or IP for City Council. • Develop project management plan for MP and community engagement ***Project continues into 2018 → → → Complete plan during 2019***

Parks and Recreation Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Boulder Urban Forestry Master Plan - In 2015, the Parks and Recreation Department (Forestry Group) presented to Council a proposed strategy to address the on-going Emerald Ash Borer infestation anticipated to affect roughly 11% of Boulder's urban tree canopy over the next decade. As supported by Council (September 8, 2015), the strategy called for a series of efforts aiding in long-term tree care, directed treatment standards for public trees, community education initiatives, aggressive tree planting and the development of a comprehensive Urban Forestry Master Plan which would aid in the sustainability of Boulder's the urban tree canopy. The development of that Master Plan is the addressed in this project scope. Comprehensive Master Plan document contributing to the sustainability of Boulder's urban tree canopy. Plan will include and address: • Establishment of a baseline figure for urban tree canopy and long term canopy goals; • Tree diversification goals; • Urban heat island mitigation; • Prioritization of tree planting activities; • Pesticide use guidelines for public trees; • Appropriate pesticide use guidelines for private property owners treating public street trees; • Placement and selection of tree species that are	Key work items include Plan Scope Definition, RFP for related Plan Development and Outreach, Contract for Services, Facilitated Community Outreach Sessions and Mechanisms including but not limited web and print materials, PRAB presentation and Council update. Project can launch and continue within the approved 2016 budget and should be concluded within the year. Launch of contract cannot proceed without purchasing approval. Contract for services will be vetted by CAO. Other Parks & Recreation work (including that of the Forestry group) will not largely be affected by the launch of this project except that the Forestry Manager must devote time to development of the scope and monitoring of the consulting services throughout the year.	▪ Scope proposal/definition ▪ Development of potential contractor's list ▪ Prep of RFP (with Purchasing) ▪ RFP Issuance and selection of consultant ▪ Update website to announce scope of project ▪ Submit application for grant to supplement outreach/engagement and planning efforts.	▪ Coordination with Community Building Plan (tree plantings) ▪ PRAB presentation (public meeting) ▪ PRAB Update Presentation (45 minutes)	▪ Preparation for Council Memo ▪ Website Update with potential social media feedback option ▪ Consulting services and development of the plan ▪ Documenting recommendations and strategies ▪ Development of summary (primary findings and plans) ▪ Community updates, input sessions ▪ CU or other entity involvement	▪ Communications update ▪ Regular updates via social media and web ▪ Exploration of discount program	▪ n/a	▪ n/a

compatible with optimizing rooftop solar capture capacity; • Coordination with vegetation management for potential municipalization of the electric utility; • Public outreach and education regarding the benefits of the urban canopy; and • Reforestation of creek corridors with native species.							
Capital Project Activity - The department master plan and community input identified the need to keep existing assets at a high quality while also providing for enhanced and new recreation facilities and parks to meet the growing needs of the community. With the adoption of Asset Management best practices the department is working to develop a capital investment strategy plan that will reinvest in existing critical assets while developing new facilities and services within a sustainable framework. The Capital Investment Strategy will provide a development framework plan with specific, implementable urban park design and development recommendations for the enhancement of Boulder's urban park system. The strategy will address the need to investment up to 40 million in existing assets as well as $24 million in critical aging infrastructure as well as the desire to invest up to $50 million in enhanced and new facilities as identified in the department's Master Plan over the next ten years. The plan identifies three investment scenarios that follow the master plan framework of fiscally constrained, action plan	The development of a data driven capital investment strategy requires that the asset management best practices are implemented on existing assets to allow for accurate and data driven decisions on what assets are most critical to the system and which assets may be removed from the inventory to address limited financial resources. In addition the investment strategy relies on a variety of site plans and studies that identify upgrades and new facilities including the master plan, Valmont City Park, Reservoir Master Plan, urban forest management plan, the aquatics facility study as well as plans for Scott Carpenter, Mapleton, Tom Watson and the recreation facility condition report. Finally to be successful the department's capital investment plan must align with overall city goals for enhanced capital spending to allocate limited resources to those city wide services that are most critical to the community. This process should be coordinated with the larger CIP effort.	▪ Draft CIS report ▪ Internal staff review ▪ PRAB meetings – 4 hours ▪ PRAB review and recommendations on the CIP	▪ Final CIS report ▪ manager position ▪ Planning Board meeting 2 hours ▪ Planning Board review and recommendation of CIP ▪ BVSD Joint Use Agreement ▪	▪ Implementation strategy ▪ Council meetings 4 hours as part of CIP budget ▪ Council acceptance of CIP through the budget process ▪ Council study session and budget meetings ▪ Hire capital investment planning support as part of asset	▪ Review and revisions as required to CIS report ▪ Meetings with stakeholders and potential donors	▪ Develop Funding Strategy ▪ Implement funding strategy for key projects ▪ Community Survey and outreach ▪ Continued partnership development ▪ PRAB ▪ Planning Board ▪ Council Study Session	▪ Implement ▪ Implement – possible city wide bond ▪ Partnership development ▪ Partnership development ▪ Council CIP

and vision plan.							
Commercial Use of Public Space - Consistent with examination of the Civic Area's potential and the City's continuing evolution of Special Events policies, the department will explore policies and practices related to commercial use of public spaces, including those efforts that support the local economy and the vibrancy of our communities. This will include examination of policies, practices, permitting and pricing related to in-park concessions, ticketed-gated activity, facility rental and the appropriate balance of protected general public use and city park infrastructure. By the end of the Q3 (2016), develop policies and practices that clearly establish the department's approach to the commercial use of public spaces.	▪ In response to the evolution of the Civic Area and in anticipation of changes necessary to sustainably and responsibly operate the City's Parks and Recreation venues, the department will evaluate practices concerning: o Commercial vending o Ticketed-gated activity o Public private partnerships	• Review and analysis of existing policies and industry best practices	▪ Community engagement and outreach to stakeholders ▪ Hold meeting, round tables, focus groups with stakeholders including DBI, Farmers Market, concessionaires, and existing commercial use permit holder (15-20 hours)	▪	▪ Present policies and practices to Parks and Recreation Advisory Board (PRAB) ▪ Public hearing at September 26, 2016 PRAB meeting	▪ n/a	▪ n/a

Community Building and Partnerships - The parks and recreation department will continue to foster community building and pursue/enhance partnerships critical to our sustainable provision of quality spaces and programming meeting the community's needs for recreation and respite. Included in this work will be successful conclusion of our department's negotiations with the Boulder Valley School District defining the joint use of facilities/amenities	This work is interrelated to almost all projects in the department in order to identify scope of need and areas of opportunity. Internal sponsor and donor recognition guidelines need to first be established to ensure consistent and appropriate action. Through the implementation of the departments Service Design and Delivery Model, partnership building will focus on mutually beneficial, mission focused and connection of guiding principles as demonstrated in parks, facilities, and programs. By	• Review/recommend changes to sponsorship/donor recognition policy/practice • Review, renew, discontinue 2015 program partnerships through evaluation and service delivery initiatives	• Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • Identify and evaluate 2016 program partnership contractual scope of works • Implementation of service partnership	• Grant and sponsorship solicitation • RFP Issuance (concessions @ Golf and Res) • Pursue partnership opportunities for identified capital projects and programming needs • Evaluate JUA between COB and BVSD • 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event	• Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • Final evaluation of program partnerships from 2016 performance • Finalize program partnership agreements for 2017 • Evaluate JUA between COB and BVSD	• Issue calendar of 2017 BPR Community Building Events • Capital Project opportunities list finalized • Develop 2017 pre-planned volunteer events and ongoing programs • 2-3 outreach meetings re. park renovations; 2-3 hrs • Volunteer Appreciation event;	• Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted

owned by each organization. We will also explore the impact of existing programming partnerships (dance, tennis, biking instruction and community gardening, for example) and evaluate the viability of partnerships to support expanded service reach to the underserved and contributions to parks and recreation capital improvements. OUTCOMES: Through strategic development of public-public or public-private partnerships, the parks and recreation department will be able to leverage its resources to increase the service reach, programming impact and sustainability of public amenities. The creation of more strategic and meaningful volunteer opportunities and events will encourage a culture of stewardship and leadership in the Boulder community. The department is focused on Master Plan recommendations to shift the practices that facilitates the delivery of high-quality programs with community partners where most effective and limits the direct delivery of programs to those that align with the highest community values.	considering each individual service's alignment with mission; financial viability; market position; and the competitors that provide a similar service, the department will begin to identify those services that organization should be in the business of providing and how best to provide those services effectively and efficiently. Collaborative partnerships are opportunities to eliminate unnecessary duplication of service while providing for efficient and effective utilization of recourses.	• Volunteer team restructure and new hire • Grant and sponsorship solicitation • Solidify urban forest outreach strategy for 2016 • Issue calendar of 2016 BPR Community Building Events • Capital Project opportunities list finalized • 2-3 outreach meetings re. park renovations; 2-3 hrs Volunteer Appreciation event; 3-4 hrs	orientations • Issue calendar of partnership milestone dates • Identify 2017 partnership RFP processes • Evaluate JUA between COB and BVSD • 3 department hosted community events; 3-5hr/event (Creek Fest – multiday) • Donor/sponsor recognition policy to PRAB; April, 5 hrs • Public private partnership opportunity listening sessions re. concessions at Golf Course, Res., Civic Area • Host 2 PPP listening session; 4 hrs total	• Roll out urban forest outreach program; ongoing • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted community events; 3-5hr/event • Ongoing volunteer projects • PPP PRAB review and liaison selection •	• • Implementation of JUA between COB and BVSD	3-4 hrs • Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • 3 department hosted community events; 3-5hr/event 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event	community events; 3-5hr/event • Ongoing volunteer projects • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted community events; 3-5hr/event • Ongoing volunteer projects

Planning, Housing and Sustainability Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Comprehensive Plan – This includes four major work tracks, plus renewal of the city/county Intergovernmental Agreement (IGA). Tracks include: • Areas of Focus (i.e., core values, resilience/climate, jobs/housing balance, affordable housing including middle income, built environment, subcommunity/ neighborhood issues, BCH coordination, CU South suitability analysis). • Plan Policy Integration • Plan "clean up" and organization • Public change request analysis	• PH+S comprehensive planning team leads • Major citywide Interdepartmental effort, including necessary communications support and CAO from time to time. • Will need consultants for technical analysis, survey work and community engagement support • Significant coordination with Housing Boulder and BCH Site Planning efforts	• Jan. 5 – Council action on public requests in Area I and Area II enclaves and policy changes • Feb. 2 – Joint Council and Planning Board public hearing for public requests in Area II and III • Coordinate with Resilience Study Session (Feb. 9) and Middle Income Housing Study Session (Mar. 29) • Begin analysis of land use change requests • Start analysis of areas of focus; develop options (See Middle Income housing below). • Community engagement: Continued discussion of survey results	• Study Session (May 24) • Areas of focus – options/scenarios analysis (including land use analysis related to housing and jobs, and 3d modeling and visualization)	• Review further analysis for focused topics - continue – options/scenarios analysis • Complete plan organization and "clean up" (e.g., non substantive updates and graphic improvements) • Community engagement: Possible focus groups regarding focused topics; local listening sessions; possible survey #2	• Prepare draft plan including the areas of focus topic policy updates; map changes; and actions, strategies, and metrics • Community engagement: draft plan workshops and open house • Council Study Session	• Approve draft plan • Begin implementation of BVCP including possible area planning • IGA renewal Implementation of BVCP, including possible area planning	• Implementation of BVCP, including possible area planning

Development-Related Impact Fees & Excise Taxes Studies - four components:
• Update current capital facilities impact fee/excise tax studies
• Multi-modal Transportation fee analysis for capital and on-going operating costs
• Commercial linkage fee for affordable housing
	• PH+S in lead.
	• Interdepartmental staff team of all departments with capital assets; includes significant staff resources needed in:
	  • Finance
	  • CAO
	  • PW: Transportation, FAM, and Development Review
	  • Planning
	  • Consultant team preparing studies
		• Technical Working Group Meetings (2)
		• Public outreach - 101 seminar
		• Technical Analysis
		• Policy options development
			• City Council Study Session (April 12)
			• Technical Working Group meeting
			• Technical Analysis
			• Policy options development
			• Public outreach
			• Draft reports on fees and programs
			• City Council Study Session (June 14)
				• City Council Public Hearing (July 19) (decision)
				• Implementation and phase in preparation for 2017 budget
					• Implementation and phase in preparation for 2017 budget
					• Scoping next steps with Transportation Operations & Maintenance
						• Implementation and phase in	• Implementation and phase in

Form-Based Code (FBC) for Boulder Junction Phase I pilot project
• Development and adoption of a new form-based code as an appendix in the Land Use Code including new process and review criteria.
	• PH+S in lead with support from:
	  • CAO
	  • Public Works
		• Work on final draft of FBC	• Prepare final draft of FBC and staff memos for adoption hearings
			• Public outreach, meetings and online materials
			• Planning Board and City Council adoption hearings
				• Prepare for implementation with new worksheet materials
				• FBC training sessions with staff, review boards and local design professionals
					• TBD based on evaluation of pilot and Council direction		

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Site Review Criteria - update Site Review criteria to: • Include new minimum design standards • Be more prescriptive, specific and clear • Address when/ if additional community benefit should be required (e.g. for height modifications)	• PH+S in lead with support from CAO	• Receive recommendations from DoverKohl	• Develop work plan including outreach plan	• Review DoverKohl recommendations • Develop goals and objectives • Research and analysis • Solicit input from Planning Board and DAB • Create & convene stakeholder group	• Develop options • Meet with stakeholder group • Planning Board and DAB check in	• Begin drafting code changes • Planning Board and DAB check in • City Council check in (matters or Study Session) • Meet with the stakeholder group • Public outreach	• Finalize proposed code changes • Host open house • Planning Board and City Council consideration of changes • Prepare for implementation
Update to the Downtown Urban Design Guidelines • Revisions to the guidelines for better usability and clarity	• PH+S in lead with support from: • CAO • Communications	• Finalize draft document and prepare ordinance • Planning Board, Landmarks Board and City Council adoption • Amend height ordinance map to exempt downtown					
Civic Area Implementation • Final design and construction of Phase I – Park at the Core • Long-Term Studies of East & West Bookends to determine future improvements: • Comprehensive Flood Analysis • Market Hall Feasibility Study • Urban Design Plan/ Guidelines • Coordination with Canyon Complete Streets (includes Bandshell) and Municipal Facilities Study & BCH **Civic Use Pad -** Discussions with St. Julien to construct	• Interdepartmental Team with leads from Parks, Public Works and PH+S • Consultant support.	• Final design Phase I park improvements • Flood Analysis • Market Hall Preliminary Feasibility Analysis (*Phase I*) & Working Group Meeting • Market Hall Preliminary Space Test Fit (*Phase II*) • Collect data on parking changes ***Civic Use Pad*** • Preliminary design work • Financial analysis	• Permitting & bidding for park construction • Public Open House (4/4) • Council Meeting Matters (4/5) • Coordinate w/ Canyon Complete Streets – Design Alternatives – May Open House; Joint Board / Commission Mtg; Council Study Session 5/31 • Continued analysis of capital projects ***Civic Use Pad*** • Preliminary design work • Negotiation of management agreement • Financial analysis • Public outreach to potential users	• Park construction begins • Coordinate w/ Canyon Complete Streets – Design Options Analysis • Continued analysis of capital projects ***Civic Use Pad*** • Design work • Negotiation of management agreement • Financial analysis • Public outreach to potential users	• Continued park construction • Coordinate w/ Canyon Complete Streets – Design Recommendation • Coordinate w/ Municipal Facilities Study & BCH • Continued analysis of capital projects ***Civic Use Pad*** • Council consideration of management agreement • Design work	• Continued park construction • Tasks related to Civic Area bookends are dependent on outcomes in 2016 & 2017 • Begin Urban Design Plan for East Bookend & Outreach to Boards ***Civic Use Pad*** • Construction activities begin (St. Julien lead)	• Park construction complete in 2017 • East Bookend Urban Design Plan/ Guidelines – Present to Boards & Council • West Bookend Urban Design Plan – Begins in 2018

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
BCH Site & Municipal Facilities Planning • Establish land use and urban form characteristics taking into consideration the site's interrelation with the larger Broadway corridor, Downtown, Civic Area and University Hill • Develop short and long-term municipal facilities needs and locations • Develop site specific goals and redevelopment options • Implementation Plan	• PH+S and Public Works in lead. Multi-departmental effort: • Community Vitality • Parks and Recreation • City Attorney • Finance • Consultant support	• Develop 2016 Project Scope & Schedule • Coordination with BVCP Update • Begin development of Performance & Design Guidelines for Facilities • Conduct BCH Rehab analysis	• Consultant RFP & Selection for city facilities study & urban design framework • Context Analysis – past history and current conditions of BCH & its larger context including Downtown, Civic Area, and Uni-Hill • Begin "storytelling" campaign to share memories of BCH • Conduct city space needs & analysis • Begin visioning of Future Municipal Facilities	• Continue work on Context Analysis • Define boundary for specific BCH Site/Area Planning work • Synthesize city space needs in coordination w/Civic Area	• Develop Planning & Design Framework to illustrate the desired future for BCH and larger context, relationship/ roles relative to other areas. • Adopt Guiding Principles for area wide goals and objectives to inform the future of BCH site (*land use, urban form, connections, cultural and other facilities, etc.)* • Oct. 25 Study Session • Begin Municipal Facilities Master Plan • Adopt Guiding Principles for City Facilities	• Site/Area Planning • Space planning program for city departments and facilities • Final determination of facilities & locations • Continue Municipal Facilities Masterplan • Begin site/area planning (w/consultant support) • Continue Municipal Facilities Master Plan • Develop Performance & Design Guidelines for Facilities	• Continue work on Site/Area Planning including evaluation of options & selection of preferred plan • Complete Land Use Change & Zoning Designation • Continue with Municipal Facilities Masterplan
30th and Pearl • Analyze options for moving forward with redevelopment of the site • Select and refine preferred option	• PH+S in lead. Multidepartment effort including: • Public Works: Transportation, Utilities • Parks		• Procure consultant services for options analysis. • Begin building scenarios..	• Refine scenarios and options analysis. • Develop draft success criteria for redevelopment. • Refine preferred option	• Potential RFP for sale, redevelopment, or partnership.		

Middle Income Housing Strategy - To include: • BBC study of what market is currently producing to serve the middle; how unit size and location affect pricing over time • Identification of potential land use and other market interventions to produce desired housing types • Identification of effective mechanisms to support middle income affordability • Methodology to monitor key indicators to measure progress	• PH+S in lead. • Citywide Interdepartmental effort. • Need communications support • Will need CMO and CAO support from time to time. • Consultant support for analysis and facilitation.	• Finalized consultant study • Identified key policy questions • Analyzed projected housing – what do we expect based on current trends (feeds into BVCP) • Identified range of potential interventions • Feb. 18 Planning Board Feb. 23 CC Study Session	• BVCP: analysis of potential land use changes to produce desired middle income housing types (e.g., duplexes and triplexes, townhomes, courtyard apartments, bungalows) • Form Council and Planning Board working group to identify goals, analyze key policy questions, and recommend interventions (programmatic, funding, and regulatory)	• Draft potential policy changes for community conversation • Draft potential interventions (programmatic, funding, and regulatory) for community engagement with associated work plan for each. • Full Board and Council check- in	• Identify and monitor key market indicators to measure progress on Middle Market housing provision • Refine potential interventions • Draft strategy	• Adoption of policy changes • Adoption of interventions	
Other Housing Boulder priorities – Potential work efforts to prioritize include: • Housing Strategy Governance (Housing Board) • Neighborhood Pilot • Co-operative Housing • Mobile Home Parks	• PH+S in lead. Multi-departmental effort • Need communications support • Will need CMO and CAO support from time to time. • Consultant support for analysis and/ or facilitation	• Jan. 26 CC Study Session on Co-ops • Jan. 5 Palo Park Annex and Concept Plan • Ongoing MHP work, including Ponderosa	• TBD based on Council direction	• TBD based on Council direction	• TBD based on Council direction	• TBD based on Council direction	• TBD based on Council direction

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Climate Commitment • Coordination of community efforts to achieve 80% emissions reduction by 2050. • Coordination of city organization efforts to achieve 80% or more emissions reduction by 2050 • Coordination of city organization efforts to prepare for climate change-resilience capacity building	• PH+S (Climate and Sustainability) in lead. • Multi-departmental effort: ▪ CMO (CRO) ▪ Public Works (Water Resources, Utilities, Transportation) ▪ PH+S (Comprehensive Planning, P+DS) ▪ Energy Future ▪ Parks and Recreation ▪ OSMP ▪ Finance ▪ Communications	• Coordinate community engagement • Facilitate city organization staff training • Begin planning for community action campaigns • Launch "whole system energy transformation" and "thermal strategy" work	• Coordinate April "Earth Futures Week" focus on climate action • Coordinate staff training on local climate change impacts	• Finish revisions of Climate Commitment document and present for approval by City Council • Launch community action campaigns • Conduct climate extremes staff training exercise • Coordinate departmental level assessments of emission reduction/clean energy transition options • Complete "whole energy system transformation" and "thermal strategy" work	• Coordinate community climate action campaigns • Lead city organization scenario planning on multi-factor change scenarios	• Continue community action campaigns • Coordinate implementation of city organization energy transition implementations • Launch second round of staff climate change training	• Continue community climate action campaigns • Continue implementation of city org emissions reduction/clean energy development projects • Continue staff climate mitigation/climate adaptation trainings
Energy Codes: Short Term Updates and Long Term Strategy • Improving compliance of current commercial and residential energy codes; • Integrate with new Building Performance Ordinance (BPO); • Updating the residential and commercial energy codes for adoption in 2016 and implementation in 2017; and • Long term strategic planning for energy codes updates to reach net zero by 2031.	• Public Works (Building Code Compliance) in lead, support from PH+S (Climate + Sustainability) • Staff resources needed in: • CAO • Development Review Engineering • Zoning	• Select consultant thru RFP process • Develop special lighting permit application for BPO	• Develop options for short term code updates • Draft recommendations for long term plans	• (4) Public Meetings for community engagement • EAB Feedback • CAO Review Needed • Revise short term options and make final recommendations	• Finalize long term strategic plan recommendations • City Council meeting for short term code updates • Evaluate ways to improve compliance in the field	• Update website and provide education materials for new code changes • Implement changes to improve compliance • Stakeholder working group – long term strategic plan	• Develop proposal for long term strategic plan out to 2031 • City Council Study session • Begin implementation of long term strategic plans

Police Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
Professional Standards Review Panel		• Feb 9th Council Study Session on HH report • Feb 23rd Council Study Session, HH presented their report and PD staff discussed recommendations and moving forward.	• PD staff working with CMO, Human Services and other stakeholders on HH recommendations.	• PD staff working on recommendations and providing an update to council.	▪	•	•

Public Works Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1st quarter 2016	2nd quarter 2016	3rd quarter 2016	4th quarter 2016	First half 2017	Second half 2017
▪ **2A Implementation –** a temporary 0.3% tax increase to fund key community, culture and safety infrastructure projects as approved by voters in the 2014 ballot measure.	2A is a multi-departmental effort that requires close-interdepartmental coordination to create opportunities and efficiencies and reduce impacts to the community. **Project Coordinators:** Joanna Crean & Joel Wagner Note: Civic Area project hours are included in the separate Civic Area section.	Key Tasks: ▪ Public outreach/open houses ▪ Project design ▪ Project construction ▪ Civic Area Open House ▪ Landmarks Board Presentation (Chautauqua)	Key Tasks: ▪ Public outreach/open houses ▪ Project design ▪ Project construction ▪ Project completion (Hill Irrigation, Eben G. Fine) ▪ Open house to present final design (Chautauqua) ▪ CEAP Committee Review ▪ Board/Commission meetings: TAB/OSTB/PRAB ▪ Landmarks Board Notice of Disposition to City Council for Potential call-up (Chautauqua)	Key Tasks: ▪ Public outreach/open houses ▪ Project design ▪ Project construction ▪ CEAP w/TAB & PRAB recommendation to City Council for potential call-up (Boulder Creek Arapahoe Underpass) ▪ Board/Commission brief presentation & review & recommendation joint meetings: TAB/ PRAB (Boulder Creek Arapahoe Underpass)	Key Tasks: ▪ Public outreach/open houses ▪ Project design ▪ Project construction ▪ Project completion (Dairy Center for the Arts) ▪ Public Open House (Boulder Creek Arapahoe Underpass)	Key Tasks: ▪ Project construction ▪ Project completion (Chautauqua)	Key Tasks: ▪ Project construction ▪ Project completion (Boulder Creek Path & Lighting, Hill Event Street, Civic Area, Public Art)

TMP Implementation: • Complete Streets: On-going O&M, Safety Corridor Plans Capital Projects Renewed Vision for Transit • Regional • TDM • Funding • Integrated Planning *This Section is now combined with : Capital Improvement Projects for PW -Transportation	▪ PW-Transportation Division plus Communications, Comprehensive Planning, Community Vitality, Finance, City Attorney's Office	• Transportation Report on Progress • Corridor Plans – East Arapahoe, Canyon, 30th & Colorado • Capital projects – construction on Diagonal, 28th, and Baseline • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance • North Broadway reconstruction project – planning/design phase • US36 BRT and FLEX transit service begins • Local transit: HOP Study; mobility hub plans; first & final mile connections, analysis of transit service delivery models with agency partners • Regional transit: SH7 & SH119 BRT studies; joint maintenance facility planning with agency partners	• Safe Streets Boulder Report ▪ Corridor plans ▪ Capital projects • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance ▪ Living Lab program report ▪ Local & regional transit planning ▪ Community-wide Eco Pass analysis ▪ Analysis/review options for updating TDM plans for new development with stakeholders (coord with AMPS) ▪ DRCOG funding for railroad quiet zones, comments to Federal Railroad Administration on national train horn rule ▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study ▪ Board/Commission/Council updates on Civic Area access/parking/TDM programs ▪ Community event with national panel of Complete Streets practitioners	• Corridor Plans • Capital projects • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance ▪ Local & regional transit planning, including eastside circulator study with CU ▪ Community-wide Eco Pass analysis ▪ Refine options for updating TDM plans for new development with stakeholders/boards (coord with AMPS) ▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study ▪ Outreach, agency/BNSF coordination for quiet zones • ADA transition plan • Monthly TAB updates	• Corridor Plans • Capital projects • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance ▪ Local & regional transit planning ▪ Community-wide Eco Pass study complete ▪ Present revised/refined options for updating TDM plans for new development with boards/Council (coord with AMPS) ▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study ▪ Outreach, agency/BNSF coordination for quiet zones • ADA transition plan • Monthly TAB updates ▪ City Council Study Session – TMP Implementation Overview: Highlight Complete Streets, Funding, and Integrated	▪ Corridor plans ▪ Capital projects • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance ▪ Local and regional transit planning ▪ Community-wide Eco Pass next steps based on outcomes of 2016 study ▪ TDM plans for new development based on outcomes from 2016 ▪ Transportation impact fees – next steps based on 2016 ▪ Develop plans for quiet zones based on outcomes from 2016 ▪ Report on completion of TMP action plan items from 2014-2016 • Monthly TAB updates ▪ City Council Study Session – TMP	▪ Continuation and completion of existing projects, plans, and programs from 2016-17 • Pavement/Asset Management Program • Bikeways Enhancements, Maintenance ▪ Begin work plan items based upon TMP "near term" Action Plan (2017-2020) based on work program capacity and available funding. ▪ Prepare next edition of Transportation Report on Progress (draft Dec 2017, final document Feb 2018) • Monthly TAB updates ▪ City Council Study Session – TMP Implementation Overview: Highlights include status report on TMP "near-term"

		• Community-wide Eco Pass analysis with County/RTD • Update TDM plans for new development (coord with AMPS) • Transportation Impact Fee analysis (coord with city-wide broader impact fee study) • Civic Area access, parking/TDM program monitoring • Monthly TAB updates	(Spring) ▪ Monthly TAB updates ▪ City Council Study Session – TMP Implementation Overview: Highlight on Complete Streets, including Canyon Corridor study, Living Lab Phase II – Folsom St. pilot project, and check-in on 2016-17 Renewed Vision for Transit work program	• City Council Study Session – TMP Implementation Overview: Highlight on Renewed Vision for Transit, including Community-wide Eco Pass update	Planning Focus Areas	Implementation Overview: Highlights include status report on TMP "immediate" action items (2014-2016)	action items (2017-2020)
Valmont Butte o **Annexation** o **BVCP Land Use Change**	▪ PH&S Annexation Process ▪ PH&S BVCP Land Use Change Consideration ▪ Outreach to stakeholders support	▪ Stakeholder outreach ▪ Joint hearings on BVCP requests ▪ Historical and Open Space Analysis	▪ Historical and Open Space Analysis ▪ Meets and Bounds Survey ▪ Stakeholder outreach	▪ Historical and Open Space Analysis ▪	▪ Landmark Submission & potential call-up ▪	▪	▪
▪ **Water, Wastewater, Stormwater and Flood Utility Rate Study**	▪ A project manager has been dedicated, key SMEs are engaged, and funds are available. ▪ No impact to other departments.	• Consultant contracting. • Data analysis and WRAB consultation.	• Data analysis and WRAB consultation.	• Data analysis and WRAB consultation.	• Possible implementation of certain recommendations through 2017 budget process.	• Refine recommendations and WRAB consultation.	• Implementation through 2018 budget process.
▪ **Citywide Special Events**	▪ Project Manager and Staff Time for event policy, review and operations ▪ Project Manager and Staff Time for meetings and collaborations ▪ IT Staff Time for SharePoint and Software development ▪ Purchase of Software, Memberships and Operational Tools	▪ Complete criteria and standards for all events including rest periods, capacity, etc. ▪ Strengthen CU / City Collaboration with regular event mtgs (ongoing) ▪ City Council Events Update and review of the 2017-2018 Ironman Agreement renewal; Policy update under Matters from CMO with Council.	▪ Complete Interim Special Event Policy ▪ Suggest Code and Policy changes for 2017 ▪ Develop short and long term resource needs for 2017 budget	▪ Develop cost recovery, cost and data collection methods ▪ Clarify city sponsorship policy ▪ Finalize 2017 budget ▪ City Council Events Update	▪ Review special events policy, applications, event documents and websites for changes and updates	▪ Complete updates to 2017 Special Event Policy ▪ Update criteria and standards for all events including rest periods, capacity, etc. ▪ City Council Events Update	▪ Finalize Special Event web-based application and payment system ▪ City Council Events Update

▪ **Capital Improvement Projects for PW - Utilities**	▪ Bear Canyon Creek Flood Mitigation Study - Multi-year process. ▪ Stormwater Collection System Master Plan Update - Multi-year process ▪ Wastewater Collection System Master Plan Update - Multi-year process, ▪ Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Multi-year process ▪ Fourmile Canyon Creek Mitigation CEAP- Multi-year process	▪	▪ Four mile Canyon Creek Mitigation CEAP Call Up Opportunity	▪	▪ Bear Canyon Creek Flood Mitigation Study - Public Hearing/Action to Accept Study ▪ Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Public Hearing/Action Item ▪ Stormwater Collection System Master Plan Update - Public Hearing/Action Item to Accept Study ▪ Wastewater Collection System Master Plan Update - Public Hearing/Action Item	▪	▪
▪ **Capital Improvement Projects for PW - Transportation**	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program ▪ Bikeways Maintenance and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado ▪ Transportation Capital Projects - Various	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program Bikeways Maintenance and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado ▪ Transportation Capital Projects - Various	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program ▪ Bikeways Maintenance and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado ▪ Transportation Capital Projects - Various	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program ▪ Bikeways Maintenance and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various	▪ Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program ▪ Bikeways Maint and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various	▪ Asset/Pavement Management Program ▪ Sidewalk Repair Program ▪ Bikeways Maint and Enhancements ▪ Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various

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	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 – 2nd 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/9th 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
Llasa, Tibet	Shoemaker
Dushanbe, Tajikistan	Yates
Yamagata, Japan	Burton
Mante, Mexico	Young
Yateras, Cuba	Weaver
Sister City Sub-Committee	Morzel, Burton, Young

Approved 1/19/16

DRAFT
2016 Study Session Calendar

Date	Topic	Time	Location	Contacts	Materials Due
09/13/16	**BRIEFING:** BVCP Update	5:30-6:30	Chambers	Lesli Ellis/E Richardson	09/01/16
	2017 COB Recommended Budget	6:30-9:00	Chambers	Peggy Bunzli/Devin Billingsley	09/01/16
9/27/2016		6-7:30	Chambers		09/15/16
		7:30-9	Chambers		09/15/16
Thurs,10/13/2016	Joint "Special Meeting" with Planning Board for the BVCP update on Scenarios (See Council Meetings)	6:00-9:00	Chambers	Lesli Ellis/Emily Richardson	09/29/16
10/25/16	30th and Pearl Redevelopment Options	6:00-7:30	Chambers	Eric Ameigh/Emily Richardson	10/13/16
10/25/16	Middle Income Housing Strategy Subcommittee Report	7:30-9:00	Chambers	David Driskell/Melinda Melton	1013/16
10/25/2016	Renewed Vision for Transit Update- NEED AGENDA REQUEST- this item to be moved to Nov 29	6:00-9:00	Chambers	Mike Sweeney?	10/13/16
Thurs 11/10/2016	Joint "Study Session" with Planning Board BVCP update	6:00-9:00	Chambers	Lesli Ellis/Emily Richardson	10/27/16
11/22/16	No Meeting- Thanksgiving Week				
11/29/16	**Renewed Vision for Transit Update**	**6-9 p.m.**	**Chambers**	**Mike Sweeney?**	**11/17/16**
12/13/16	**Human Services Strategy Draft**	**6-9 p.m.**	**Chambers**	**Patrick Mulcrone/Corina Marin**	12/01/16
12/13/16	Community Perception Assessment Report-NEED AGENDA REQUEST - to be moved to Jan 10th	6-9 p.m.	chambers	Tammye Burnette/Dianne Marshall	
12/27/16	No Meeting- Christmas Week				
Moved/Changed Items	Update Regarding Community Survey	6:00 - 6:15	Chambers	Patrick von Keyserling	IP 7/19/16
	Residential and Commercial Energy Codes: Long Term Strate	7:45 - 9:15	Chambers	Kendra Tupper/M Melton	IP 7/19/16
	Check in for 100 Resilient Cities	7:30-9:00	Chambers	Greg Guibert/Dianne Marshall	IP 8/2/16
	Briefing - Community Dashboard	5:30-6:00	Chambers		TBD
	Middle Income Housing Strategy Subcommittee Report	8-9:00	Chambers	David Driskell/M Melton	SS 10/25/16
	Community Perception Assessment Report?	6:00-7:30	Chambers	Tammye Burnette/D Marshall	SS 1/10/17
	Human Services Strategy Draft	7:30-9:00	Chambers	Karen Rahn, Corina Marin	SS 12/13/16
	Framework for Lease Negotiations (BMoCA and the Dairy Arts	6:00-7:30	Chambers	Joe Castro/Celia Seaton	CC 11/15/16
	AMPS and CAGID Development Projections	7:30-9:00	Chambers	Jay Sugnet/Ruth Weiss	IP - TBD
	Development Related Impact Fees and Excise Tax	8:30-10	Chambers	Chris Meschuk	SS 8/30/16

City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, October 4, 2016

9/22/2016		Preliminary Materials Due
9/28/2016		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

City Council Meeting DRAFT Calendar

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM		5 min		**CALL TO ORDER AND ROLL CALL**			
6:00 PM	6:10 PM	10 min	0:10	Presentation from Boulder County Clerk and Recorder regarding Changes in Colorado Elections			Hillary Hall- external staff
6:10 PM	6:55 PM	45 min	0:45	**OPEN COMMENT AND COUNCIL/STAFF RESPONSE**			
6:55 PM	7:10 PM	15 min	0:15	**CONSENT AGENDA**			
				3rd Rdg for Modification to the Mobile Food Vehicle Ord to include pedal powered vehicles	N	Y	Lane Landrith; Ruth Weiss
				Call special meetings for Oct 13- Special Meeting and Oct 20- Executive Session			H Leatherwood
				Consideration of a motion to Approve the Renewal of the Boulder Day Nursery Association's Lease of Park Land Comprising Lots 4, 5 and 6 Block 93 (SW corner of 15th and Spruce) for a Period of Twenty Years			Yvette Bowden/Sarah DeSouza
				CALL-UP CHECK IN			
				PUBLIC HEARINGS			
7:10 PM	9:10 PM	120 min	2:00	First Reading 2017 COB Budget Ordinances: Budget, Mill Levy, Appropriations, Fees	Y	N	Peggy Bunzli/Devin Billingsley
9:10 PM	12:10 AM	180 min	3:00	Cooperative Housing Ordinance	Y	N	Tom Carr/ M Bissett
12:10 AM	1:10 AM	60 min	1:00	55th & Arapahoe Annexation (ordinance 8139 & 8140)	Y	N	Kathy Haddock,
				MATTERS FROM CITY MANAGER			
				MATTERS FROM CITY ATTORNEY			
				MATTERS FROM MAYOR AND MEMBERS OF COUNCIL			
1:10 AM	1:30 AM	20 min	0:20	Consideration of Motions to approve 4 Resolutions on measures on the November State Ballot	Y	N	Carl Castillo/ D Marshall
				CALL-UPS			
Total			**7:30**	**If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.**			

City Council/PLANNING BOARD SPECIAL Meeting

DRAFT Meeting Agenda - 6 p.m.

Thursday, October 13, 2016

10/3/2016		Preliminary Materials Due
10/7/2016		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

City Council/PLANNING BOARD SPECIAL Meeting DRAFT Calendar

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM	6:05 PM	5 min	0:05	**CALL TO ORDER AND ROLL CALL**			
				PUBLIC HEARING - SPECIAL MEETING WITH PLANNING BOARD			
6:05 PM	9:05 PM	180 min	3:00	Public Hearing to consider public requets for map changes as part of the Boulder Valley Comprehensive Plan	Y	N	Lesli Ellis
				Council will adjourn after public hearing			
		Total	**3:05**	**If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.**			

City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, October 18, 2016

10/6/2016		Preliminary Materials Due
10/12/2016		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

City Council Meeting DRAFT Calendar

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM				**CALL TO ORDER AND ROLL CALL**			
6:00 PM	6:15 PM	15 min	0:15	Community Foundation Report from Josie Heath			Jan Burton
6:15 PM	6:45 PM	30 min	0:30	Update on Department of Commerce -Boulder Campus			Carl Castillo/D Marshall
6:45 PM	7:30 PM	45 min	0:45	**OPEN COMMENT AND COUNCIL/STAFF RESPONSE**			
7:30 PM	7:45 PM	15 min	0:15	**CONSENT AGENDA**			
				1st Rdg Boulder Community Hospital Riverbend facility at 4801 Riverbend-Rezoning and Height ord	N	Y	Karl Guiler/ E. Richardson
				1st Rdg 3200 Bluff (Air Gas Site) Rezonng	N	Y	Karl Guiler/ E. Richardson
				CALL-UP CHECK IN			
				PUBLIC HEARINGS			
7:45 PM	9:45 PM	120 min	2:00	2nd Reading of 2017 COB Budget Ordinances: Budget, Mill Levy, Appropriations, Fees	Y	N	Peggy Bunzli/Devin Billingsley
				UHGID2 2017 Budget Hearing and Resolution: Budget, Mill Levy, appropriations	Y	N	Peggy Bunzli/Devin Billingsley
				CAGID 2017 Budget Hearing and Resolutions; Budget, Mill Levy, Appropriations	Y	N	Peggy Bunzli/Devin Billingsley
				Forest Glen GID Budget Hearing and Resolutions; Budget, Mill Levy, Appropriations	Y	N	Peggy Bunzli/Devin Billingsley
				BJAD- Parking GID Budget Hearing and Resolutions; Budget, Mill Levy, Appropriations	Y	N	Peggy Bunzli/Devin Billingsley
				BJAD TDM GID Budget Hearing and Resolutions; Budget, Mill Levy, Appropriations	Y	N	Peggy Bunzli/Devin Billingsley
				BMPA Budget Resolution	Y	N	Peggy Bunzli/Devin Billingsley
9:45 PM	10:15 PM	30 min	0:30	Second Readng Ord re: disposal of OS lands when mgmt transferred from OSMP to another City Dept.	Y	N	Janet Michaels/M Bissett
				MATTERS FROM CITY MANAGER			
10:15 PM	11:15 PM	60 min	1:00	Update seeking Direction on Exploration of Head Tax	N	N	CAO
11:15 PM	11:30 PM	15 min	0:15	Update & discussion of Resilience Strategy	Y	N	Guibert/E Kantor
11:30 PM	12:00 AM	30 min	0:30	Update on Hillard Heinz recommendations	Y	N	Chief Testa/T Burnette
				MATTERS FROM CITY ATTORNEY			
				MATTERS FROM MAYOR AND MEMBERS OF COUNCIL			
				CALL-UPS			
Total			**6:00**	**If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.**			

City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, November 1, 2016

10/20/2016		Preliminary Materials Due
10/26/2016		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

City Council Meeting DRAFT Calendar

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM	6:05 PM	5 min	0:05	**CALL TO ORDER AND ROLL CALL**			
6:05 PM	6:50 PM	45 min	0:45	**OPEN COMMENT AND COUNCIL/STAFF RESPONSE**			
6:50 PM	7:05 PM	15 min	0:15	**CONSENT AGENDA**			
				First Reading Motion to Approve a Management Agreement with St. Julien Partners LLC for Civil Use Space	N	N	Eric Ameigh/E. Richardson
				Study Session Summary for Sept. 27 regarding 30th and Pearl Redevelopment Options			Eric Ameigh/E. Richardson
				Study Session Summary for Sept. 27 Middle Income Housing Strategy Subcommittee Report			David Driskell/Emily Richardson
				CALL-UP CHECK IN			
				PUBLIC HEARINGS			
7:05 PM	7:50 PM	45 min	0:45	(Continued public hearing for deliberation - no new testimony taken) Consideration of a motion to approve BVCP land use changes initiated by public requests	Y	N	Lesli Ellis
7:50 PM	8:20 PM	30 min	0:30	2nd Rdg Boulder Community Hospital Riverbend facility at 4801 Riverbend- Rezoning and Height ord	Y	Y	Karl Guiler/E Richardson
8:20 PM	8:35 PM	15 min	0:15	2nd Rdg 3200 Bluff (Air Gas Site) Rezonng	Y	Y	Karl Guiler/E Richardson
				MATTERS FROM CITY MANAGER			
8:35 PM	9:35 PM	60 min	1:00	Civic Area - Public Market Update	Y	N	Joanna Crean/Emily Richardson
9:35 PM	10:35 PM	60 min	1:00	Alpine-Balsam Project: Urban Design Framework and Site Analysis	Y	N	Joanna Crean/Emily Richardson
10:35 PM	11:20 PM	45 min	0:45	Discussion on the proposed 2017 State and Federal Legislative agenda	Y	N	Carl Castillo/D Marshall
				MATTERS FROM CITY ATTORNEY			
				MATTERS FROM MAYOR AND MEMBERS OF COUNCIL			
				CALL-UPS			
		Total	**5:20**	**If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.**			

City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, November 15, 2016

11/3/2016		Preliminary Materials Due
11/9/2016		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

City Council Meeting DRAFT Calendar

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM				**CALL TO ORDER AND ROLL CALL**			
6:00 PM	6:45 PM	45 min	0:45	**OPEN COMMENT AND COUNCIL/STAFF RESPONSE**			
6:45 PM	7:00 PM	15 min	0:15	**CONSENT AGENDA**			
				1st Rdg for Final Adjustment to Base	N	N	
				Accept the City of Boulder Resilience Strategy	N	N	Greg Guibert/Ann Large
				1st reading Energy Codes – Long-Term Strategy and Proposed Near Term Updates and Implementation Plan	N	Y	Kendra Tupper/E Richardson
				Consideration of a motion to approve the City's 2017 State and Federal Legisative agenda	N	N	Carl Castillo/D Marshall
7:00 PM	7:05 PM	5 min	0:05	**CALL-UP CHECK IN**			
				PUBLIC HEARINGS			
7:05 PM	7:50 PM	45 min	0:45	Second Reading Motion to Approve a Management Agreement with St. Julien Partners LLC for Civil Use Space	Y	N	Eric Ameigh/E. Richardson
			3:00				
				MATTERS FROM CITY MANAGER			
		90 min	1:30	Framework for Lease Negotiations (BMoCA and The Dairy Arts Center)BMoCA's lease expires on Dec. 31, 2016. The Dairy Arts Center's lease expires in June 28, 2020. Both organizations would like a new lease in 2017.	Y	N	Joe Castro/Celia Seaton
				MATTERS FROM CITY ATTORNEY			
				MATTERS FROM MAYOR AND MEMBERS OF COUNCIL			
				CALL-UPS			
Total			**6:20**	**If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.**			

TO: Mayor and Members of City Council

FROM: Dianne Marshall, City Clerk's Office

DATE: September 20, 2016

SUBJECT: Information Packet

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1. **CALL UPS**
   A. Concept Plan Review 1102 Pearl Street (LUR2016-00058)
   B. Site and Use Review (LUR2016-00056 & LUR2016-00057) proposal to establish a retail store and café use at 1815 Pearl St. The total square footage of the tenant space is 2,642 square feet with 1,984 square feet of retail and 658 square feet of café space with 40 interior seats. A concurrent site review has been submitted for consideration of an 89% parking reduction.
   C. Concept Plan proposal (LUR2016-00059) to develop an existing 1.4-acre property with a residential multifamily permanently affordable housing development developed by Habitat for Humanity consisting of 19 total multi-family units and a central community open space within the RM-2 [Residential Medium – 2] zoning district at 2180 Violet Avenue. Ordinance No. 8095 was approved by City Council in Dec. 2015 to permit sale of a portion of the subject property to Habitat for Humanity.

2. **INFORMATION ITEMS**
   A. Snow and Ice Control Program and Sidewalk Snow Removal Enforcement
   (See attached errata sheet.)

3. **BOARDS & COMMISSIONS**
   A. Board of Zoning Adjustment – August 11, 2016
   B. Transportation Advisory Board – July 11, 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 and Sustainability
Susan Richstone, Deputy Director of Planning, Housing and Sustainability
Charles Ferro, Development Review Manager
Elaine McLaughlin, Senior Planner

Date: September 20, 2016

Subject: Call-Up Item: Concept Plan Review 1102 Pearl Street (LUR2016-00058)

EXECUTIVE SUMMARY

On Sept.1, 2016 the Planning Board reviewed and commented on the above-referenced application. City Council may vote to call-up the Concept Plan to review and discuss within 30 days of the Planning Board hearing. The call up period concludes on Oct. 1, 2016, because the end of date of the thirty-days falls on a Saturday, per the land use code, the thirty day call up period concludes on the following Monday, Oct. 3, 2016. The staff memorandum to Planning Board, meeting audio, and the applicant's submittal materials along with related background materials are available on the city website for Planning Board here (or follow the links: *www.bouldercolorado.gov ➔ A to Z ➔Planning Board➔search for past meeting materials planning board➔2016➔9.1.2016 PB Packet).* The draft minutes from the Planning Board hearing are provided in Attachment A.

The proposal on the Concept Plan is to redevelop the existing 7,000 square foot site within the Downtown – 4 (DT-4) zoning district, currently housing the Old Chicago Restaurant. The redevelopment plans include demolition of the existing building and construction of a three story, 38-foot maximum height building of approximately 15,380 square feet with ground floor retail and upper story office uses along with the potential for three or four residential units.

At the Planning Board Hearing, there was one community member who provided comment that was in support of the application. The Planning Board discussed the project plans and an alternative configuration that the applicant presented that evening. The board noted that the use of the site appears to be consistent with the Boulder Valley Comprehensive Plan Regional Business Land Use designation and a number of BVCP policies. The board had several specific design recommendations and noted that the alternative plans were more consistent with the Downtown Urban Design Guidelines than the original Concept Plan. It was also noted that the plans are subject to a Landmarks Alteration Certificate given the location within the Historic District of downtown, including working

with the Landmarks Design Review Committee, as well as Site Review, with both of the board's determinations ultimately subject to call-up by the City Council.

Consistent with the Land Use Code section 9-2-13(a)(2), B.R.C. 1981 City Council shall vote to call up the application to review and comment on the Concept Plan within a 30-day call up period which expires on Oct. 3, 2016.

ATTACHMENT

A. Draft Sept. 1, 2016 Planning Board Minutes

CITY OF BOULDER
PLANNING BOARD ACTION MINUTES
September 1, 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: http://www.bouldercolorado.gov/

PLANNING BOARD MEMBERS PRESENT:
John Gerstle, Chair
Liz Payton, Vice Chair
Bryan Bowen
John Putnam
Leonard May
Crystal Gray
Harmon Zuckerman

PLANNING BOARD MEMBERS ABSENT:
N/A

STAFF PRESENT:
Charles Ferro, Development Review Manager
Hella Pannewig, Assistant City Attorney
Cindy Spence, Administrative Specialist III
Jessica Stevens, Civil Engineer II
Caeli Hill, Associate Planner
Elaine McLaughlin, Senior Planner
Karl Guiler, Senior Planner/Code Amendment Specialist
James Hewat, Senior Planner, Historic Preservation

1. CALL TO ORDER

Chair, **J. Gerstle**, declared a quorum at 5:07 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

3. PUBLIC PARTICIPATION

- **John Spitzer** addressed the board regarding the Attention Homes project located at 1550 Pine Street

4. DISCUSSION OF DISPOSITIONS, PLANNING BOARD CALL-UPS / CONTINUATIONS

A. Call Up Item: Wetland Map Revision (LUR2016-00048), 236 Pearl Street, 250 Pearl Street and 255 Canyon Boulevard.

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B. Call Up Item: Floodplain Development Permit (LUR2016-00049), 5765 Arapahoe Avenue.

C. Call Up Item: Wetland Permit (LUR2016-00061), Chautauqua Trail Improvements.

D. Call Up Item: Wetland Permit (LUR2016-00062), 479 Arapahoe Avenue.

None of the items were called up.

5. PUBLIC HEARING ITEMS

A. AGENDA TITLE: Public hearing and consideration of a Site and Use Review (LUR2016-00056 & LUR2016-00057) proposal to establish a retail store and café use at 1815 Pearl St. The total square footage of the tenant space is 2, 642 square feet with 1,984 square feet of retail and 658 square feet of café space with 40 seats. A concurrent site review has been submitted for consideration of an 89% parking reduction.

Applicant: Vincent J. Porreca
Owner: CCPL Real Estate Group, LLC

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **C. Gray** recused herself as she lives within 600 feet of the proposed project.
- **L. Payton** disclosed that she had read an article in the Daily Camera newspaper regarding the proposed project. She informed the board that it would not influence her decision.

Staff Presentation:
C. Ferro introduced the item.
C. Hill presented the item to the board.

Board Questions:
C. Hill and **C. Ferro** answered questions from the board.

Applicant Presentation:
Brendan Quirk, with Rapha North America, presented the item to the board.

Board Questions:
Brendan Quirk, the applicant, answered questions from the board.

Public Hearing:
No one spoke.

Board Comments:

- All board members agreed that the key issues regarding the Use Review and Site Review Criteria had been met, specifically the parking reduction criteria.

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Motion:
Motion by **B. Bowen**, seconded by **J. Putnam**, that Planning Board approve the Site Review application LUR2016-00057 and Use Review application LUR2016-00056, incorporating the staff memorandum and the attached analysis of the Site Review and Use Review criteria as findings of fact and subject to the recommended Conditions of Approval in the staff memo.

Friendly amendment by **L. Payton** to add a condition requiring that if the space in front of the store is adequate to meet City of Boulder standards, the Applicant shall provide for the installation of additional bicycle parking.

Friendly amendment was accepted by **B. Bowen** and **J. Putnam**.

Passed 6:0 (**C. Gray** recused)

B. AGENDA TITLE: CONCEPT PLAN & REVIEW - Concept Plan Review and Comment for redevelopment of 1102 Pearl Street (currently the Old Chicago Restaurant) into a 15,380 square foot, three story retail office building of 38 feet. Reviewed under case no. LUR2016-00058.

Applicant: Jim Bray
Developer: PMD Realty (Phil Day)

Staff Presentation:
C. Ferro introduced the item.
E. McLaughlin presented the item to the board.

Board Questions:
E. McLaughlin answered questions from the board.

Applicant Presentation:
Madeline Day, the owner representative, and **Jim Bray**, architect and applicant representative with Bray Architecture, presented the item to the board.

Board Questions:
Jim Bray, the architect, and **J. Hewat** answered questions from the board.

Public Hearing:
1. **Paul Eklund** spoke in support to the project

Board Comments:
- The board agreed to discuss the proposed project in terms of the originally submitted design and the revised design.

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<u>Key Issue #1:</u> Is the concept consistent w/ the BVCP?

- **J. Putnam** agreed the concept is consistent as it fits within the map designations and the BVCP principles identified.
- All board members agreed with **J. Putnam**.
- **L. Payton** added that she does not agree that the project is consistent with all BVCP policies. Due to the fact that the project is in an historic district, she questions if it would be consistent with BVCP policy "*2.39 Sensitive Infill and Redevelopment*." She expressed concern regarding the residential aspects of the new design and compliance with the Comp Plan policy.
- **C. Gray** added that the BVCP policy "*2.40 Physical Design for People*," should be considered when designing an outdoor patio when considering a restaurant in the design. Residential units in that area would be helpful and proposed that staff review a parking reduction so more, smaller units could be incorporated. It would give more eyes on the street and vitality in the area.
- **B. Bowen** agreed with **C. Gray** regarding a possible residential component downtown.
- **J. Putnam** stated that he could support a diversity of units if at least one unit were permanently affordable on-site.
- **B. Bowen** disagreed with **J. Putnam's** comment with having only one unit permanently affordable, however he would be in favor of a multi-unit affordability.
- **J. Gerstle** gave a summary of the board's comments regarding Key Issue #1. He stated that the board felt the concept plan was generally consistent with the BVCP policies with the exceptions mentioned by **L. Payton**. He said that he would support small residential units on the third floor with parking requirement reductions.

<u>Key Issue #2:</u> Is the concept preliminarily consistent w/ the Downtown Design Guidelines?

- **C. Gray** suggested that the proposed corner be designed with a prominent cornice. She supports the change on 11th Street regarding the elevator in terms of the revised treatment and that it breaks up the buildings.
- **L. May** generally agreed with staff comments. The corner element should be accented. The parapet should extend all the way across. The new proposed design does not relate to the overall mass. The window opening articulation is tall and vertical in proportion which relates well. The corner element appears too jumbled. He suggested carrying the glazing pattern to the ground. On the west elevation, the elevator shaft appears awkward. He suggested a higher parapet to the elevator, then step down for the remainder of the building. The new design is better articulated and cleaner. Regarding the slit between the two buildings, he added it reads as an entrance. He suggested it become one.
- **B. Bowen** agreed with **L. May**. The new design is more successful. He likes the transom windows over the awnings and the large operable windows on the corner. He is ambivalent toward a two-story building vs. a three-story. He hopes the project has multiple retail tenants on the main floor. He approves of the artful alley elevation. He suggested adding public art.
- **H. Zuckerman** agreed with the previous comments. The corner of the building needs a stronger cornice to define the roofline of the building like the neighboring traditional buildings. He reminded the applicant that this is the west gateway to the Pearl Street Mall. Perhaps a mitered corner to mirror the building on the north side of the street would create a gateway feature. In the outdoor seating space, the proposed posts are too

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big. He suggested using wrought iron. In addition, he would like to see more street trees to shade the 11th Street sidewalk. In the new design, he approves of the slit on the west elevation as it adds visual interest. He also approves of the second-story awnings and that the building material proposed is brick. He suggested adding a polychromatic look and additional textural elements to the brick to create visual relief on the facade similar to the traditional building.

- **L. Payton** stated that the new design is keeping with the Downtown Urban Design Guidelines for the historic district. She agreed with **H. Zuckerman** regarding his parapet suggestions. The third-story corner element is a good idea however the top windows are not successful. She agreed with the comments regarding making an entrance on 11th Street.
- **J. Putnam** agreed that the third-story design works well but the design needs some refinement.
- **J. Gerstle** agreed with all previous comments.
- **B. Bowen**, regarding the wrapping of the materials, it would be important that they continue all the way around the building.
- **L. May**, regarding the alley issue, the pattern of fenestration should carry around the corner. He added that the third-story element appears too thin and suggested bringing up the parapet. In addition, the change of brick color is not necessary. If the color were the same, it would integrate better with the mass.
- **B. Bowen** suggested the applicant could do some creative design elements too.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

C. AGENDA TITLE: Public hearing to consider a proposal (LUR2016-00028) to rezone the AirGas site at 3200 Bluff Street, a roughly one-acre property, from Industrial Mixed Service (IMS) to Mixed-Use - 4 (MU-4) and make a recommendation to City Council.

Applicant: Kirsten Ehrhardt, Coburn Development, Inc.
Property Owner: AirGas InterMountain, Inc

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler answered questions from the board.

Applicant Presentation:
Andy Bush, with Morgan Creek Ventures representing the applicant, presented the item to the board.

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Board Questions:
Andy Bush, the applicant's representative, and **Bill Holicky**, with Coburn Development, answered questions from the board.

Public Hearing:
No one spoke.

Board Comments:

- The board had no comments regarding the key issues of rezoning to bring the property into conformance with Mixed Use Business BVCP Land Use Designation Map or with the TVAP land use goals.

Motion:
On a motion by **J. Putnam** seconded by **L. Payton** the Planning Board recommended approval (7-0) of the rezoning of the property from IMS to MU-4 having met the criteria for rezoning under Section 9-2-19 (e) and (f).

D. AGENDA TITLE: Public hearing for consideration of a Concept Plan proposal (LUR2016-00059) to develop an existing 1.4-acre property with a residential multifamily permanently affordable housing development consisting of 19 total multi-family units and a central community open space within the RM-2 [Residential Medium – 2] zoning district at 2180 Violet Avenue. The applicant is also requesting preliminary consideration of amendments to annexation agreements that apply to 2180 Violet Ave., 1917 Upland Ave., and 2145 Upland Ave. to permit the transfer of all permanently affordable units from those sites to the 2180 Violet site and other changes.

Applicant: Jeff Dawson, Studio Architecture
Property Owner: Flatirons Habitat for Humanity

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler and **C. Ferro** answered questions from the board.

Applicant Presentation:
Susan Lythgoe, with Flatirons Habitat for Humanity, and **Jeff Dawson**, with Studio Architecture, presented the item to the board.

Board Questions:
Jeff Dawson, the architect, answered questions from the board.

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Public Hearing:

1. **Janet Meyer** spoke in support to the project but in opposition to the number of units proposed and the duration of proposed construction.
2. **Suzanne Wight** spoke in support of the project but in opposition to the number of units proposed and the duration of proposed construction.
3. **Victor Lemus** spoke in support of the project.
4. **Robert Naumann** spoke in support of the project.
5. **Nolan Rosall** spoke in support of the project.

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **B. Bowen** disclosed that Habitat for Humanity had been his client in the past and one of the public speakers is currently a client of his, however he could remain impartial.
- **L. May** disclosed that he had worked for Habitat for Humanity serval years ago but it would not affect his ability to remain impartial.

Board Comments:

<u>Key Issue #1:</u> Is the concept consistent with the BVCP/NBSP? And,
<u>Key Issue #2:</u> Is the proposed site and building design consistent with intent of BVCP Policy 2.37 Enhanced Design for Private Sector Projects?

- **B. Bowen** stated that the proposed plan is compliant.
- **C. Gray** stated, regarding the NBSP, that it would be important to make sure the neighborhood is comfortable with the transfer of the units. Her only concern with the BVCP is the neighborhood pattern of townhomes. Home ownership is important.
- **L. May** stated the project is consistent with the BVCP. He has concerns with the integration of affordable housing.
- **H. Zuckerman** approves of the energy efficient building design and the project is consistent with the BVCP/NBSP.
- **L. Payton** agreed. She is concerned where children would play.
- **J. Putnam** stated the buildings should be positioned closer to street.
- **J. Gerstle** stated the board concluded that the project is consistent with the BVCP/NBSP. He added the proposed front doors facing Violet Avenue may not be effectively used.
- **L. May** stated the existing street typology does not support the current NBSP. He suggested focusing on the common open space, rather than the street fronts of the buildings, sliding the buildings closer to the street creating more open space.
- **L. Payton** commented that Violet Avenue has the potential to be a good pedestrian and bike connection, therefore she would lobby making it a nicer street scape.
- **B. Bowen** agreed with both **L. May** and **L. Payton**. Design the project to anticipate on - street parking, pedestrian and bike usage, but also let the back side embrace a commons area.
- **H. Zuckerman, C. Gray** and **J. Gerstle** agreed.
- **B. Bowen** walked the board and applicant through some proposed site organization ideas of the design. The Violet Avenue streetscape should be rich. Setback needs to be tighter on Violet Avenue. Front porches need to be strong with low picket fences. As the units move forward, remove the open space on Violet Avenue. From the backside of the project, line the alley with the parking and carports rather than have it in the commons area. The entire middle of the project would be open for green space. The bike path needs

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to be interesting. He advocated for on-street parking on 22nd Street. He proposed placing the detention pond at the east end.

- The board indicated support for a 24-foot backing distance and centering in the alley.
- **C. Gray** supports **B. Bowen's** proposal.
- **L. Payton** agreed with comments. She would support Violet Avenue to become walkable. She would defer the picket fence until Violet Avenue becomes a heavily walked area.
- **H. Zuckerman** agreed. He stated that the finished floor height of homes with porches needs to be 32 inches minimum.
- **J. Putnam** said that bike access off Violet Avenue and bike storage on the north side should be added. Also, he encouraged carports are prewired for EV.
- **J. Gerstle** suggested that on-street parking should be added to Violet Avenue especially if the parking is done on the alley so front entrances are used.
- **C. Gray** suggested walkways from the alley into the project if the carports are moved to the alley.
- **L. Payton** expressed concern regarding the multi-color units and suggested one color per unit. Materials and elements need to be substantial. She approves of the gable roofs and proportions.
- **L. May** agreed. The color scheme needs to be coherent.
- **B. Bowen** agreed regarding the coloration. Narrow exposures are better. The porches need to be a minimum of seven to eight-foot-deep, with solid roofs and railings.

Key Issue #3: Does the Planning Board preliminary support the proposed changes to the annexation agreement? Specifically, the requested increase in density to 19 units and relocating all permanently affordable units from the three properties to the subject property? Right-of-way adjustments?

Density

- **L. May** stated that integration ties into density, therefore he supports the proposed density.
- **J. Putnam** agreed. He suggested improving the green space and open space.
- **L. Payton** agreed.
- **B. Bowen** approved of the stewardship training. He suggested main floor master units.
- **C. Gray** suggested a mix of bedroom configurations.
- **J. Gerstle** agreed. He suggested having open space between buildings going through to Violet Avenue.
- **L. Payton** disagreed since there may be a number of children living on the project and there may be traffic concerns.

ROW Adjustments

- All board members agreed that that they should be smaller.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

DRAFT

6. MATTERS FROM THE PLANNING BOARD, PLANNING DIRECTOR, AND CITY ATTORNEY

A. Holding BVCP Public Hearings for Plan Policies

Board Comments:

- The board discussed the possibility of holding additional public hearings for discussing the Boulder Valley Comprehensive Plan.
- The board was in support of having public input at Planning Board meetings but also at outreach meetings. Both formats are found to be useful.
- Additional public hearing dates to discuss the BVCP will be discussed with staff.

B. Medium Density Overlay Zone

Board Comments:

- The board asked staff to send them an update to the Code.
- **C. Ferro** informed the board they will need to follow up and get back to the board.

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The Planning Board adjourned the meeting at 9:54 p.m.

APPROVED BY

_____

Board Chair

_____

DATE

DRAFT

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
Caeli Hill, Associate Planner

Date: September 20, 2016

Subject: **Call-Up Item:** Site and Use Review (LUR2016-00056 & LUR2016-00057) proposal to establish a retail store and café use at 1815 Pearl St. The total square footage of the tenant space is 2,642 square feet with 1,984 square feet of retail and 658 square feet of café space with 40 interior seats. A concurrent site review has been submitted for consideration of an 89% parking reduction.

EXECUTIVE SUMMARY

On September 1, 2016, the Planning Board voted 6-0 (**C.Gray** recused) to approve Site and Use Review applications LUR2016-00056 & LUR2016-00057 to allow for the establishment of a 2,642 square foot combined retail and restaurant use with an 89% parking reduction located at 1815 Pearl St. **Attachment A** contains the Planning Board Notice of Disposition with the associated conditions of approval and the management plan for the restaurant use. **Attachment B** includes staff's analysis of the Site Review, Use Review and parking reduction criteria.

Planning Board's decision is subject to call-up by City Council within a 30-day period. There is one City Council meeting within this time period on Sept. 20, 2016.The staff memorandum of recommendation to Planning Board and its attachments, audio from the meeting and other related background materials are available on the city website at this weblink (click on '2016' → '09 SEPT' → '09.01.2016'). Draft minutes from the hearing can be found in **Attachment C**.

FISCAL IMPACT

None identified.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

Economic: The addition of this business will contribute to the city's sales tax base.

Environmental: None identified.

Social: None identified.

BACKGROUND
The subject property is a 6,900 square foot lot located in Central Boulder on the north side of Pearl Street, between 18th St. and 19th St. To the east and west of the subject property along Pearl Street, between 18th St. and 24th St., is a six block corridor of MU-3 zoning commonly known as the "East Pearl" business district which contains retail, restaurant and office uses mixed-with residential uses. This corridor is also included in the Downtown Boulder Business Improvement District (DBBID).

The MU-3 (Mixed-Use 3) zone is defined in 9-5-2(c), B.R.C. 1981 as "areas of the community that are changing to a mixture of residential and complementary nonresidential uses, generally within the same building. (Refer to **Figure 1** for a Vicinity Map)" The areas north and south of the East Pearl corridor are comprised primarily of residential uses. To the east of this property are three retail stores including the adjoining tenant space. To the west is an adult educational facility, a salon, several small restaurants which feature café seating in the public right of way, and a full size restaurant with a large outdoor patio fronting 19th St. The second floor spaces of buildings on this block are occupied by offices.

The Central Area General Improvement District (CAGID) ends only one-half block away at 18th Street. There is a Neighborhood Parking Permit (NPP) program in the Whittier neighborhood to the north, which limits non-permit parking to 3 hours, Monday through Thursday 8:00 a.m. to 8:00 p.m., Friday 8:00 a.m. to 12:00 a.m., and Saturday 8:00 p.m. to 12:00 a.m. There are also two parking garages located within a distance of a quarter mile of the site at 15th St. and Pearl St. and Walnut St. and 14th St.

Project Proposal
The existing single story building located at 1815 Pearl St. is split into two tenant spaces. The current proposal is for the east side of the building located at 1815 Pearl St. Previous uses of the subject tenant space include an antiques store, a photo processing studio and a gallery space. The applicant is requesting approval of a Use Review and Site review to establish a 2,642 square foot combined retail and café use called Rapha Racing (refer to **Attachment A**). The store's hours of operation are 8:00 a.m. to 7:00 p.m. Monday through Saturday and 8:00 a.m. to 6:00 p.m. on

Sundays. The retail portion of the store will be 1,984 square feet while the café portion is 658 square feet, including 40 interior seats café for patrons.

The existing 5,737 square foot building was constructed in 1955 and stands 14 feet in height. The original façade included large storefront windows and a slightly recessed entry feature which were removed in 2010 to create a new glass storefront system. At the same time the building was divided longitudinally into two tenant spaces. A small retail store occupies the western-most tenant space and various retail uses have occupied the subject tenant space throughout its history. The site is fully developed and like most mercantile buildings along Pearl St., does not have any open space and has very little off street parking however, this has been an existing condition since the building was originally built in 1955.

No changes to the building dimensions, floor area or building coverage are proposed, however, minor exterior changes include the installation of a large, storefront bi-fold window facing Pearl St. Additionally; the applicant will install one new u-bicycle rack within the public right-of-way along Pearl St. to provide relief to the high demand of bicycle parking along this block. The applicant will also provide fourteen short-term bicycle parking spaces within the tenant space for patrons, as well as four long-term bicycle parking spaces in the rear of the tenant space for employees. The existing parking in the rear of the property is currently unpaved. As a part of the application, the parking area will be paved and striped (one compact and one standard sized space) in compliance with city standards. A compliant dumpster and recycling area will also be constructed in the rear of the property. Finally, a new street tree with irrigation will be provided along Pearl St.

An 89% parking reduction has been requested. Staff's detailed analysis of the parking reduction criteria can be found in **Attachment B**.

ANALYSIS
The following key issues were identified for the project:

1. **Does the proposal meet the Use Review criteria set forth in 9-2-15(e), B.R.C. 1981?**

2. **Does the proposal meet Site Review Criteria, particularly the parking reduction criteria of 9-2-14(h)(2)(K), B.R.C. 1981?**

<u>Use Review:</u>
Section 9-2-15(e), B.R.C. 1981 includes the procedures and review criteria for approval of a Use Review. Staff find the proposal consistent with the criteria for Use Review found in section 9-2-15(e), B.R.C. 1981. Please refer to **Attachment B** for staff's complete analysis of the review criteria.

<u>Site Review:</u>
Section 9-2-14(h)(2)(K), "Additional Criteria for Parking Reductions," B.R.C. 1981 includes the procedures and review criteria for approval of a parking reduction through site review. Staff find the proposal consistent with the criteria for parking reductions found in section 9-2-14(h)(2)(K), B.R.C. 1981. Please refer to **Attachment B** for staff's complete analysis of the review criteria. Note that the request for the parking reduction is driving the Site Review request and since the building is existing, many of the Site Review criteria are not applicable.

Planning Board Action
At the Sept. 1, 2016 Planning Board hearing, the board heard presentations from staff and the applicant. Additional questions were asked of the applicant and staff following presentations.

Discussion at the meeting focused primarily on the high amount of bicycle traffic on this particular block of Pearl St. and whether or not adequate bicycle parking was being provided. The board amended the motion of approval to include a condition that if adequate space existed, per the city's Design and Construction Standards, an additional bike loop should be installed in the right-of-way.

Ultimately, the board found that the application is consistent with the applicable Site Review and Use Review criteria of section 9-2-14(h) and 9-2-15(e), B.R.C. 1981 and approved the project unanimously subject to conditions of approval.

PUBLIC COMMENT AND PROCESS:
This application is in the Use Review process because, pursuant to section 9-6-1,B.R.C., 1981, uses defined as "Retail less than 5,000 square feet" and uses defined as "Restaurants, Brewpubs, and taverns over 1,000 square feet in floor area, or which close after 11 pm, or with an outdoor seating area of 300 square feet or more" are only allowed by Use Review in the MU-3 zone. The applicant has also submitted a Site Review application to request an 89% parking reduction.

Required public notice was given in the form of written notification mailed to all property owners within 600 feet of the subject site and a sign posted on the property for at least 10 days. All notice requirements of section 9-4-3, B.R.C. 1981 have been met. The applicant also held a neighborhood meeting.

Several comments were received in favor of the project. One comment was received that was critical of the general development pattern of the neighborhood. Lastly, a comment was received from a community group regarding the possibility of installing a bicycle corral in front of the tenant space. No one spoke during the public hearing at the Planning Board meeting.

NEXT STEPS
The Planning Board decision is subject to City Council call-up within 30-days. The site and use review requests are scheduled as an informational call-up item for the Sept. 20 2016 meeting.

ATTACHMENTS:
Attachment A: Planning Board Notice of Disposition dated Sept. 1, 2016
Attachment B: Staff Review Criteria Analysis
Attachment C: Draft Planning Board Minutes

CITY OF BOULDER
Planning and Development Services

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phone 303-441-1880 • fax 303-441-3241 • email plandevelop@bouldercolorado.gov
www.boulderplandevelop.net

CITY OF BOULDER PLANNING BOARD NOTICE OF DISPOSITION

You are hereby advised that on September 1, 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:	**RAPHA RACING**
DESCRIPTION:	**USE REVIEW & SITE REVIEW for a combined 1,984 square foot retail space including a 658 square foot cafe use with wine and beer service. The proposed hours of operation are 8:00 a.m. to 7:00 p.m. Monday - Saturday and 8:00 a.m. to 6:00 p.m. on Sunday.**
LOCATION:	**1815 PEARL ST**
COOR:	**N03W05**
LEGAL DESCRIPTION:	**LOT 9 BLK 90, Subdivision BOULDER O T EAST & WEST & NORTH City of Boulder, County of Boulder, State of Colorado**
APPLICANT:	**VINCENT PORRECA**
OWNER:	**CCPL REAL ESTATE GROUP**
APPLICATION:	**Use Review- LUR2016-00056; Site Review- LUR2016-00057**
ZONING:	**Mixed- Use 3 (MU-3)**
CASE MANAGER:	**Caeli Hill**
VESTED PROPERTY RIGHT:	**NO; the owner has waived the opportunity to create such right under Section 9-2-19, B.R.C. 1981.**

APPROVED MODIFICATIONS FROM THE LAND USE REGULATIONS:
Section 9-9-6, "Parking Standards," B.R.C. 1981: 89 percent parking reduction to provide 2 spaces provided where 19 are standard.

This decision may be called up before the City Council on or before **October 3, 2016**. 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 . Failure to "substantially complete" (as defined in Section 9-2-12, Boulder Revised Code 1981) the development within three years shall cause this development approval to expire.

At its public hearing on September 1, 2016 the Planning Board approved with conditions the request with the following motion:

Motion:

Motion by **B. Bowen**, seconded by **J. Putnam**, that Planning Board approve the Site Review application LUR2016-00057 and Use Review application LUR2016-00056, incorporating the staff memorandum and the attached analysis of the Site Review and Use Review criteria as findings of fact and subject to the recommended Conditions of Approval in the staff memo.

Friendly amendment by **L. Payton** to add a condition requiring that if the space in front of the store is adequate to meet City of Boulder standards, the Applicant shall provide for the installation of additional bicycle parking.

Friendly amendment was accepted by **B. Bowen** and **J. Putnam**.

Passed 6:0 (**C. Gray** recused)

CONDITIONS OF APPROVAL

USE REVIEW – CONDITIONS OF APPROVAL

1. The Applicant shall ensure that the **development shall be in compliance with all plans prepared by the Applicant** on August 19, 2016 and the Applicant's Written Statement and Management Plan dated August 19, 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 approved use shall be closed from 7:00 p.m. to 8:00 a.m. seven days per week.

   b. Size of the approved use shall be limited to 2,642 square feet (1,984 square foot retail showroom, 658 square foot of café space). The seating area of the restaurant shall have a maximum of 40 interior seats.

   c. Trash and bottles shall not be removed to outside trash containers between the hours of 10:00 p.m. and 8:00 a.m.

   a. The Applicant **shall not expand or modify the approved use**, except pursuant to subsection 9-2-15(h), B.R.C. 1981.

2. This **approval is limited to** Rapha Racing, LLC, the owner of the restaurant. 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 restaurant in compliance with the terms of this approval.

SITE REVIEW – CONDITIONS OF APPROVAL

1. The Applicant shall ensure that the **development shall be in compliance with all plans prepared by the Applicant** on **August 19, 2016** and the Applicant's Written Statement and Management Plan dated **August 19, 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.

2. Prior to issuance of a building permit, the Applicant shall submit a **financial guarantee** in a form acceptable to the Director of Public Works in an amount equal to the cost of providing eco-passes to the part-time employees of the development for three years after the issuance of a Certificate of Occupancy.

3. Prior to issuance of a building permit, the Applicant shall submit, and obtain City Manager approval of, a **drainage letter or drainage report** prepared by a Colorado licensed professional engineer and meeting the City of Boulder Design and Construction Standards.

4. Prior to issuance of a building permit, the Applicant shall submit, and obtain City Manager approval of, a **detailed landscape plan**, including size, quantity, and type of plants existing and proposed; type and quality of non-living landscaping materials; any site grading proposed; and any irrigation system proposed, to insure compliance with this approval and the City's landscaping requirements. Removal of trees must receive prior approval of the Planning Department. Removal of any tree in City right of way must also receive prior approval of the City Forester.

5. If the space in front of the store is adequate to meet City of Boulder standards, the Applicant shall provide for the installation of additional bicycle parking.

By: _____

David Driskell, Secretary of the Planning Board

9-2-15- USE REVIEW CRITERIA

(e) Criteria for Review: No use review application will be approved unless the approving agency finds all of the following:

✓ (1)Consistency With Zoning and Nonconformity: The use is consistent with the purpose of the zoning district as set forth in section 9-5-2, "Zoning Districts," B.R.C. 1981, except in the case of a nonconforming use;

The site is zoned MU-3, per Section 9-5-2, MU-3 is defined as "areas of the community that are changing to a mixture of residential and complementary nonresidential uses, generally within the same building." The proposed retail showroom and cafe offer neighborhood scale services that are compatible with the existing residential and retail uses and are consistent with the zoning.

(2)Rationale: The use either:

✓ (A)Provides direct service or convenience to or reduces adverse impacts to the surrounding uses or neighborhood;

The proposed use provides direct convenience to the neighborhood and will provide an additional retail opportunity / restaurant use and gathering place for the neighborhood and surrounding areas.

N/A (B)Provides a compatible transition between higher intensity and lower intensity uses;

N/A (C)Is necessary to foster a specific city policy, as expressed in the Boulder Valley Comprehensive Plan, including, without limitation, historic preservation, moderate income housing, residential and nonresidential mixed uses in appropriate locations and group living arrangements for special populations; or

N/A (D)Is an existing legal nonconforming use or a change thereto that is permitted under subsection (f) of this section;

✓ (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;

The use, combined restaurant & retail, is proposed in an existing building that has hosted a number of retail uses over the years. Very minimal exterior changes are planned. The applicant will be required to make some streetscape improvements which will enhance the overall aesthetics of the site. There will be no late night hours of operation.

The applicant is requesting an 89% parking reduction. However, a parking study submitted by the applicant's transportation engineer indicates that there is ample on-street parking that can accommodate the parking needs of the proposed uses creating few, if any, additional impacts on the surrounding neighborhood. A parking study was conducted by LSC Transportation Consultants, Inc. on Saturday, May 21, 2016, Tuesday, May 24, 2016 and Wednesday May 25, 2016. The hourly parking inventory and utilization survey, conducted over the three-day period from 7:00 a.m. to 7:00 p.m., yielded a count of 369 on-street, publicly available spaces. The maximum parking demand during any given hour was 314 vehicles with an average demand of 208 to 241 vehicles leaving at least 55 spaces available for on-street parking at all times during the study period. This indicates that there is ample parking in the direct vicinity of the subject property, 1815 Pearl St., to accommodate the parking needs of the site. Furthermore, there are two parking garages within walking distance located at 15th St. and Pearl St. and Walnut St. and 14th St.

To accommodate those who drive to the site, the applicant will provide two parking spaces- one compact and one standard sized space- off of the alley on the north side of the site. The applicant will provide a few additional services to accommodate drivers including the provision of parking tokens for customers

and parking validation for customers who park in any city parking garage.

Alternative modes of transportation will also be promoted and supported by the applicant. The applicant anticipates that the patrons and employees of this business will bicycle to this location. To accommodate an increased demand for bicycle parking, the applicant is providing 14 parking spaces inside their tenant space and a new u-bicycle parking rack in the Pearl St. right-of way for short-term bike parking. Four long-term bicycle parking spaces will be provided in the store room of the tenant space for employees.

Finally, the applicant has committed to providing Regional Transportation District (RTD) Eco-passes for all employees. This property is located within the Downtown Boulder Business Improvement District (DBBID). A requirement of the DBBIDis to provide all full-time employees, with eco-passes. The applicant will also be required to provide eco-passes for part-time employees.

✓ (4)Infrastructure: As compared to development permitted under section 9-6-1, "Schedule of Permitted Land Uses," B.R.C. 1981, in the zone, or as compared to the existing level of impact of a nonconforming use, the proposed development will not significantly adversely affect the infrastructure of the surrounding area, including, without limitation, water, wastewater and storm drainage utilities and streets;

The existing infrastructure is sufficient to serve the proposed use.

✓ (5)Character of Area: The use will not change the predominant character of the surrounding area or the character established by adopted design guidelines or plans for the area; and

The proposed use is consistent with the mixed-use character of the surrounding area. The new uses will compliment and add to

the existing pedestrian oriented uses located in the surrounding area.

N/A (6) Conversion of Dwelling Units to Nonresidential Uses: There shall be a presumption against approving the conversion of dwelling units in the residential zoning districts to nonresidential uses that are allowed pursuant to a use review, or through the change of one nonconforming use to another nonconforming use. The presumption against such a conversion may be overcome by a finding that the use to be approved serves another compelling social, human services, governmental or recreational need in the community, including, without limitation, a use for a daycare center, park, religious assembly, social service use, benevolent organization use, art or craft studio space, museum or an educational use.

***Based on the fact that the building and parking are existing, please note that many of the Site Review criteria are not applicable to the proposed application. Criteria that was found to not be applicable to the subject application have been indicated below with "N/A."**

9-2-14 SITE REVIEW CRITERIA

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

(1) Boulder Valley Comprehensive Plan:

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

The subject property is designated as 'High Density Residential' by the Boulder Valley Comprehensive Plan (B.V.C.P.). This designation allows for 14 dwelling units. The zoning for this property is Mixed- Use 3 (MU-3) which is defined as "areas of the community that are changing to a mixture of residential and complementary nonresidential uses, generally within the same building." The zoning allows for the proposed uses through a Use Review process. The proposal meets the following BVCP Policies:

6.02 Reduction of Single Occupancy Auto Trips- The city and county will support greater use of alternatives to single occupancy

automobile travel. It is the city's specific objective to continue progress toward 'no long-term growth in traffic' from 1994 levels through the year 2025 within the Boulder Valley. Both the city and county are committed to reductions in green house gas emissions. These efforts will include other communities and entities and will include developing and implementing integrated travel demand management programs and new services. Within the city, new developments will be required to include travel demand management to reduce the vehicle miles traveled produced by the development.

> ***The applicant is committed to providing opportunities for alternative transportation. It is expected that many of the patrons will bike to this location. The applicant will also ensure that all employees are provided with eco-passes. Eco-passes for full-time employees will be provided by the Downtown Boulder Business Improvement District, eco-passes for part-time employees will be provided by the applicant to help further offset the use of single occupant vehicles.***

6.08 Transportation Impact- Traffic impacts from a proposed development that cause unacceptable community or environmental impacts or unacceptable reduction in level of service will be mitigated. All development will be designed and built to be multimodal, pedestrian-oriented and include strategies to reduce the vehicle miles traveled generated by the development. New development will provide continuous pedestrian, bike and transit systems through the development and connect these systems to those surrounding the development. The city and county will provide tools and resources to help businesses manage employee access and mobility and support public-private partnerships, such as transportation management organizations, to facilitate these efforts.

> ***A parking study was conducted by LSC Transportation Consultants, Inc. on Saturday, May 21, 2016, Tuesday,***

May 24, 2016 and Wednesday May 25, 2016. The hourly parking inventory and utilization survey, conducted over the three-day period from 7:00 a.m. to 7:00 p.m., yielded a count of 369 on-street, publicly available spaces. The maximum parking demand during any given hour was 314 vehicles with an average demand of 208 to 241 vehicles leaving at least 55 spaces available for on-street parking at all times during the study period. This indicates that there is ample parking in the direct vicinity of the subject property, 1815 Pearl St., to accommodate the parking needs of the site. Furthermore, there are two parking garages within walking distance located at 15th St. and Pearl St. and Walnut St. and 14th St. Please see staff analysis under the Parking Reduction criteria below.

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

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

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

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

Compliance with this criterion will not affect the economic feasibility of this project.

(2) Site Design: Projects should preserve and enhance the community's unique sense of place through creative design that respects historic character, relationship to the natural environment, multi-modal transportation connectivity and its physical setting.

Projects should utilize site design techniques which are consistent with the purpose of site review in Subsection (a) of this section and enhance the quality of the project. In determining whether this subsection is met, the approving agency will consider the following factors:

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

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

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

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

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

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

N/A (vi) The open space provides a buffer to protect sensitive environmental features and natural areas; and

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

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

N/A (i) The open space provides for a balance of private and shared areas for the residential uses and common open space that is available for use by both the residential and nonresidential uses that will meet the needs of the anticipated residents, occupants, tenants and visitors of the property; and

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

(C) Landscaping:

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

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

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

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

The applicant will provide a new street tree, irrigation service and tree grate along Pearl St. to enhance the streetscape along Pearl St.

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

N/A (i) High speeds are discouraged or a physical separation between streets and the project is provided;

N/A (ii) Potential conflicts with vehicles are minimized;

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

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

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

The management plan includes various parking management strategies including parking validation for patrons who park in city facilities, parking tokens for those who use on-street parking and the provision of eco-passes to all employees. An additional 14 short-term and four long-term bicycle parking spaces will be provided within the tenant space. Additionally, one u-bicycle rack will be added in the public right-of-way along Pearl St., All of these items will be advertised on the applicant's website.

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

N/A (vii) The amount of land devoted to the street system is minimized; and

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

(E) Parking:

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

Currently the parking area in the rear of the building is limited to two spaces and unpaved. As a part of the proposal, the existing parking area will be paved and striped in accordance with city standards making the existing parking area safer and more convenient.

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

There are 5 existing alley-loaded spaces provided for the building (shared between two tenants). This project is required to have 19 on-site parking spaces. The parking area is designed to use the minimum amount of land for these spaces. Offsets to on-site parking are being provided through a management plan that includes various parking management strategies including parking validation for patrons who park in city facilities, parking tokens and eco-passes. An additional 14 short-term and four long-term bicycle parking spaces will be provided within the tenant space. Additionally, one u-bicycle rack will be added in the public right-of-way along Pearl St., All of these items will also be advertised on the applicant's website.

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

The existing parking area is located in the rear of the building along the alley which reduces the visual impact on the project, adjacent properties and adjacent streets.

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

Parking lot landscaping cannot be accommodated in this location due to existing conditions. The existing parking is extremely limited in size and is completely built out to city standards with no additional space remaining.

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

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

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

N/A (iii) The orientation of buildings minimizes shadows on and blocking of views from adjacent properties;

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

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

While the building is existing and little exterior work is proposed, bi-fold windows will be installed on the south side of the building along Pearl St. which would allow the tenant to open the windows onto the pedestrian realm directly in front of the tenant space creating a more

transparent, inviting and safe condition for the tenant space and the sidewalk area.

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

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

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

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

into the design and avoids, minimizes or mitigates impacts to natural systems;

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

No new buildings or structures are being proposed. This site review is focused primarily on the parking reduction. Any changes to building will be compliant with the city's building and energy codes.

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

The glass and stone building façade will remain for the most part, however, the applicant is proposing an updated and inviting storefront design. A large bi-fold window along the Pearl St. wall of the tenant space will be installed to allow the patrons of the café space to engage with the pedestrian environment along the Pearl St. right-of-way. The finishes of the new storefront window system

will match existing finishes. Other updates to the façade include painting the parapet and installing signs (which will be approved through a separate permit process).

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

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

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

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

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

N/A (ii) Lot Layout and Building Siting: Lots are oriented and buildings are sited in a way which maximizes the solar potential of each principal building. Lots are designed to facilitate siting a structure which is unshaded by other nearby structures. Wherever practical,

buildings are sited close to the north lot line to increase yard space to the south for better owner control of shading.

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

N/A (iv) Landscaping: The shading effects of proposed landscaping on adjacent buildings are minimized.

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

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

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

(I) Land Use Intensity Modifications:

(i) Potential Land Use Intensity Modifications:

N/A a. The density of a project may be increased in the BR-1 district through a reduction of the lot area requirement or in the Downtown (DT), BR-2 or MU-3 districts through a reduction in the open space requirements.

N/A b. The open space requirements in all Downtown (DT) districts may be reduced by up to one hundred percent.

N/A c. The open space per lot requirements for the total amount of open space required on the lot in the BR-2 district may be reduced by up to fifty percent.

N/A d. Land use intensity may be increased up to twenty-five percent in the BR-1 district through a reduction of the lot area requirement.

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

N/A a. Open Space Needs Met: The needs of the project's occupants and visitors for high quality and functional useable open space can be met adequately;

N/A b. Character of Project and Area: The open space reduction does not adversely affect the character of the development or the character of the surrounding area; and

c. Open Space and Lot Area Reductions: The specific percentage reduction in open space or lot area requested by the applicant is justified by any one or combination of the following site design features not to exceed the maximum reduction set forth above:

N/A 1.Close proximity to a public mall or park for which the development is specially assessed or to which the project contributes funding of capital improvements beyond that required by the parks and recreation component of the development excise tax set forth in chapter 3-8, "Development Excise Tax," B.R.C. 1981: maximum one hundred percent reduction in all Downtown (DT) districts and ten percent in the BR-1 district;

N/A 2.Architectural treatment that results in reducing the apparent bulk and mass of the structure or structures and site planning which increases the openness of the site: maximum five percent reduction;

N/A 3.A common park, recreation or playground area functionally useable and accessible by the development's occupants for active recreational purposes and sized for the number of inhabitants of the

	development, maximum five percent reduction; or developed facilities within the project designed to meet the active recreational needs of the occupants: maximum five percent reduction;
N/A	4.Permanent dedication of the development to use by a unique residential population whose needs for conventional open space are reduced: maximum five percent reduction;
N/A	5.The reduction in open space is part of a development with a mix of residential and nonresidential uses within a BR-2 zoning district that, due to the ratio of residential to nonresidential uses and because of the size, type and mix of dwelling units, the need for open space is reduced: maximum fifteen percent reduction; and
N/A	6.The reduction in open space is part of a development with a mix of residential and nonresidential uses within a BR-2 zoning district that provides high quality urban design elements that will meet the needs of anticipated residents, occupants, tenants and visitors of the property or will accommodate public gatherings, important activities or events in the life of the community and its people, that may include, without limitation, recreational or cultural amenities, intimate spaces that foster social interaction, street furniture, landscaping and hard surface treatments for the open space: maximum twenty-five percent reduction.

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

(i) Process: For buildings in the BR-1 district, the floor area ratio ("FAR") permitted under Table 8-2,Section 9-8-2, "Floor Area Ratio Requirements," B.R.C. 1981, may be increased by the city manager under the criteria set forth in this subparagraph.

(ii) Maximum FAR Increase: The maximum FAR increase allowed for buildings thirty-five feet and over in height in the BR-1 district shall be from 2:1 to 4:1.

(iii) Criteria for the BR-1 District: The FAR may be increased in the BR-1 district to the extent allowed in subparagraph (h)(2)(J)(ii) of this section if the approving agency finds that the following criteria are met:

N/A	a. Site and building design provide open space exceeding the required useable open space by at least ten percent: an increase in FAR not to exceed 0.25:1.
N/A	b. Site and building design provide private outdoor space for each office unit equal to at least ten percent of the lot area for buildings twenty-five feet and under and at least twenty percent of the lot area for buildings above twenty-five feet: an increase in FAR not to exceed 0.25:1.
N/A	c. Site and building design provide a street front facade and an alley facade at a pedestrian scale, including, without limitation, features such as awnings and windows, well-defined building entrances and other building details: an increase in FAR not to exceed 0.25:1.
N/A	d. For a building containing residential and nonresidential uses in which neither use comprises less than twenty-five percent of the total square footage: an increase in FAR not to exceed 1:1.
N/A	e. The unused portion of the allowed FAR of historic buildings designated as landmarks under chapter 9-11, "Historic Preservation," B.R.C. 1981, may be transferred to other sites in the same zoning district. However, the increase in FAR of a proposed building to which FAR is transferred under this subparagraph may not exceed an increase of 0.5:1.

N/A f. For a building which provides one full level of parking below grade, an increase in FAR not to exceed 0.5:1 may be granted.

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

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

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

N/A a. For residential uses, the probable number of motor vehicles to be owned by occupants of and visitors to dwellings in the project will be adequately accommodated;

✓ b. The parking needs of any nonresidential uses will be adequately accommodated through on-street parking or off-street parking;

A parking study submitted by the applicant's transportation engineer indicates that there is ample on-street parking that can accommodate the parking needs of the proposed uses. A parking study was conducted by LSC Transportation Consultants, Inc. on Saturday, May 21, 2016, Tuesday, May 24, 2016 and Wednesday May 25, 2016. The hourly parking inventory and utilization survey, conducted over the three-day period from 7:00 a.m. to 7:00 p.m.,

yielded a count of 369 on-street, publicly available spaces. The maximum parking demand during any given hour was 314 vehicles with an average demand of 208 to 241 vehicles leaving at least 55 spaces available for on-street parking at all times during the study period. This indicates that there is ample parking in the direct vicinity of the subject property, 1815 Pearl St., to accommodate the parking needs of the site. Furthermore, there are two parking garages within walking distance located at 15th St. and Pearl St. and Walnut St. and 14th St.

To accommodate employees who need to drive to the site, the applicant will provide two parking spaces- one compact and one standard sized space- off of the alley on the north side of the site. For customers who drive the applicant will provide parking tokens for those who use parking kiosks or parking validation for those who park in nearby garages.

Alternative modes of transportation will also be promoted and supported by the applicant by providing ample opportunities for bike parking and providing passes for public transportation for employees. All parking opportunities and programs will be advertised on the applicant's website. The applicant anticipates that the patrons and employees of this business will bicycle to this location. To accommodate an increased demand for bicycle parking, the applicant is

providing 14 parking spaces inside their tenant space and a new u-bicycle parking rack in the Pearl St. right-of way for short-term bike parking. Four long-term bicycle parking spaces will be provided in the store room of the tenant space for employees. Finally, the applicant has committed to providing Regional Transportation District (RTD) Eco-passes for all employees. This property is located within the Downtown Boulder Business Improvement District (DBBID). A requirement of the DBBIDis to provide all full-time employees, with eco-passes. The applicant will also be required to provide eco-passes for part-time employees.

N/A c. A mix of residential with either office or retail uses is proposed, and the parking needs of all uses will be accommodated through shared parking;

N/A d. If joint use of common parking areas is proposed, varying time periods of use will accommodate proposed parking needs; and

N/A e. If the number of off-street parking spaces is reduced because of the nature of the occupancy, the applicant provides assurances that the nature of the occupancy will not change.

(L) Additional Criteria for Off-Site Parking: The parking required under Section 9-9-6, "Parking Standards," B.R.C. 1981, may be located on a separate lot if the following conditions are met:

N/A (i) The lots are held in common ownership;

N/A (ii) The separate lot is in the same zoning district and located within three hundred feet of the lot that it serves; and

N/A	(iii) The property used for off-site parking under this subparagraph continues under common ownership or control

CITY OF BOULDER
PLANNING BOARD ACTION MINUTES
September 1, 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: http://www.bouldercolorado.gov/

PLANNING BOARD MEMBERS PRESENT:
John Gerstle, Chair
Liz Payton, Vice Chair
Bryan Bowen
John Putnam
Leonard May
Crystal Gray
Harmon Zuckerman

PLANNING BOARD MEMBERS ABSENT:
N/A

STAFF PRESENT:
Charles Ferro, Development Review Manager
Hella Pannewig, Assistant City Attorney
Cindy Spence, Administrative Specialist III
Jessica Stevens, Civil Engineer II
Caeli Hill, Associate Planner
Elaine McLaughlin, Senior Planner
Karl Guiler, Senior Planner/Code Amendment Specialist
James Hewat, Senior Planner, Historic Preservation

1. CALL TO ORDER

Chair, **J. Gerstle**, declared a quorum at 5:07 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

3. PUBLIC PARTICIPATION

- **John Spitzer** addressed the board regarding the Attention Homes project located at 1550 Pine Street

4. DISCUSSION OF DISPOSITIONS, PLANNING BOARD CALL-UPS / CONTINUATIONS

A. Call Up Item: Wetland Map Revision (LUR2016-00048), 236 Pearl Street, 250 Pearl Street and 255 Canyon Boulevard.

B. Call Up Item: Floodplain Development Permit (LUR2016-00049), 5765 Arapahoe Avenue.

C. Call Up Item: Wetland Permit (LUR2016-00061), Chautauqua Trail Improvements.

D. Call Up Item: Wetland Permit (LUR2016-00062), 479 Arapahoe Avenue.

None of the items were called up.

5. PUBLIC HEARING ITEMS

A. AGENDA TITLE: Public hearing and consideration of a Site and Use Review (LUR2016-00056 & LUR2016-00057) proposal to establish a retail store and café use at 1815 Pearl St. The total square footage of the tenant space is 2, 642 square feet with 1,984 square feet of retail and 658 square feet of café space with 40 seats. A concurrent site review has been submitted for consideration of an 89% parking reduction.

Applicant: Vincent J. Porreca
Owner: CCPL Real Estate Group, LLC

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **C. Gray** recused herself as she lives within 600 feet of the proposed project.
- **L. Payton** disclosed that she had read an article in the Daily Camera newspaper regarding the proposed project. She informed the board that it would not influence her decision.

Staff Presentation:
C. Ferro introduced the item.
C. Hill presented the item to the board.

Board Questions:
C. Hill and **C. Ferro** answered questions from the board.

Applicant Presentation:
Brendan Quirk, with Rapha North America, presented the item to the board.

Board Questions:
Brendan Quirk, the applicant, answered questions from the board.

Public Hearing:
No one spoke.

Board Comments:

- All board members agreed that the key issues regarding the Use Review and Site Review Criteria had been met, specifically the parking reduction criteria.

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Motion:
Motion by **B. Bowen**, seconded by **J. Putnam**, that Planning Board approve the Site Review application LUR2016-00057 and Use Review application LUR2016-00056, incorporating the staff memorandum and the attached analysis of the Site Review and Use Review criteria as findings of fact and subject to the recommended Conditions of Approval in the staff memo.

Friendly amendment by **L. Payton** to add a condition requiring that if the space in front of the store is adequate to meet City of Boulder standards, the Applicant shall provide for the installation of additional bicycle parking.

Friendly amendment was accepted by **B. Bowen** and **J. Putnam**.

Passed 6:0 (**C. Gray** recused)

B. AGENDA TITLE: CONCEPT PLAN & REVIEW - Concept Plan Review and Comment for redevelopment of 1102 Pearl Street (currently the Old Chicago Restaurant) into a 15,380 square foot, three story retail office building of 38 feet. Reviewed under case no. LUR2016-00058.

Applicant: Jim Bray
Developer: PMD Realty (Phil Day)

Staff Presentation:
C. Ferro introduced the item.
E. McLaughlin presented the item to the board.

Board Questions:
E. McLaughlin answered questions from the board.

Applicant Presentation:
Madeline Day, the owner representative, and **Jim Bray**, architect and applicant representative with Bray Architecture, presented the item to the board.

Board Questions:
Jim Bray, the architect, and **J. Hewat** answered questions from the board.

Public Hearing:
1. **Paul Eklund** spoke in support to the project

Board Comments:
- The board agreed to discuss the proposed project in terms of the originally submitted design and the revised design.

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<u>Key Issue #1:</u> Is the concept consistent w/ the BVCP?

- **J. Putnam** agreed the concept is consistent as it fits within the map designations and the BVCP principles identified.
- All board members agreed with **J. Putnam**.
- **L. Payton** added that she does not agree that the project is consistent with all BVCP policies. Due to the fact that the project is in an historic district, she questions if it would be consistent with BVCP policy "*2.39 Sensitive Infill and Redevelopment*." She expressed concern regarding the residential aspects of the new design and compliance with the Comp Plan policy.
- **C. Gray** added that the BVCP policy "*2.40 Physical Design for People*," should be considered when designing an outdoor patio when considering a restaurant in the design. Residential units in that area would be helpful and proposed that staff review a parking reduction so more, smaller units could be incorporated. It would give more eyes on the street and vitality in the area.
- **B. Bowen** agreed with **C. Gray** regarding a possible residential component downtown.
- **J. Putnam** stated that he could support a diversity of units if at least one unit were permanently affordable on-site.
- **B. Bowen** disagreed with **J. Putnam's** comment with having only one unit permanently affordable, however he would be in favor of a multi-unit affordability.
- **J. Gerstle** gave a summary of the board's comments regarding Key Issue #1. He stated that the board felt the concept plan was generally consistent with the BVCP policies with the exceptions mentioned by **L. Payton**. He said that he would support small residential units on the third floor with parking requirement reductions.

<u>Key Issue #2:</u> Is the concept preliminarily consistent w/ the Downtown Design Guidelines?

- **C. Gray** suggested that the proposed corner be designed with a prominent cornice. She supports the change on 11th Street regarding the elevator in terms of the revised treatment and that it breaks up the buildings.
- **L. May** generally agreed with staff comments. The corner element should be accented. The parapet should extend all the way across. The new proposed design does not relate to the overall mass. The window opening articulation is tall and vertical in proportion which relates well. The corner element appears too jumbled. He suggested carrying the glazing pattern to the ground. On the west elevation, the elevator shaft appears awkward. He suggested a higher parapet to the elevator, then step down for the remainder of the building. The new design is better articulated and cleaner. Regarding the slit between the two buildings, he added it reads as an entrance. He suggested it become one.
- **B. Bowen** agreed with **L. May**. The new design is more successful. He likes the transom windows over the awnings and the large operable windows on the corner. He is ambivalent toward a two-story building vs. a three-story. He hopes the project has multiple retail tenants on the main floor. He approves of the artful alley elevation. He suggested adding public art.
- **H. Zuckerman** agreed with the previous comments. The corner of the building needs a stronger cornice to bracket the end of the building like traditional buildings have done. He reminded the applicant that this is the west gateway to the Pearl Street Mall. Perhaps a mitered corner similar to the building on the north side of the street. In the outdoor seating space, the proposed posts are too big. He suggested more wrought iron. In

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addition, he would like to see more street trees to shade along 11th Street. In the new design, he approves of the slit on the west elevation as it adds visual interest. He also approves of the second-story awnings and that the building material proposed is brick. He suggested adding a polychromatic look to the brick.

- **L. Payton** stated that the new design is keeping with the Downtown Urban Design Guidelines for the historic district. She agreed with **H. Zuckerman** regarding his parapet suggestions. The third-story corner element is a good idea however the top windows are not successful. She agreed with the comments regarding making an entrance on 11th Street.
- **J. Putnam** agreed that the third-story design works well but the design needs some refinement.
- **J. Gerstle** agreed with all previous comments.
- **B. Bowen**, regarding the wrapping of the materials, it would be important that they continue all the way around the building.
- **L. May**, regarding the alley issue, the pattern of fenestration should carry around the corner. He added that the third-story element appears too thin and suggested bringing up the parapet. In addition, the change of brick color is not necessary. If the color were the same, it would integrate better with the mass.
- **B. Bowen** suggested the applicant could do some creative design elements too.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

C. AGENDA TITLE: Public hearing to consider a proposal (LUR2016-00028) to rezone the AirGas site at 3200 Bluff Street, a roughly one-acre property, from Industrial Mixed Service (IMS) to Mixed-Use - 4 (MU-4) and make a recommendation to City Council.

Applicant: Kirsten Ehrhardt, Coburn Development, Inc.
Property Owner: AirGas InterMountain, Inc

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler answered questions from the board.

Applicant Presentation:
Andy Bush, with Morgan Creek Ventures representing the applicant, presented the item to the board.

Board Questions:
Andy Bush, the applicant's representative, and **Bill Holicky**, with Coburn Development, answered questions from the board.

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Public Hearing:
No one spoke.

Board Comments:

- The board had no comments regarding the key issues of rezoning to bring the property into conformance with Mixed Use Business BVCP Land Use Designation Map or with the TVAP land use goals.

Motion:
On a motion by **J. Putnam** seconded by **L. Payton** the Planning Board recommended approval (7-0) of the rezoning of the property from IMS to MU-4 having met the criteria for rezoning under Section 9-2-19 (e) and (f).

D. AGENDA TITLE: Public hearing for consideration of a Concept Plan proposal (LUR2016-00059) to develop an existing 1.4-acre property with a residential multifamily permanently affordable housing development consisting of 19 total multi-family units and a central community open space within the RM-2 [Residential Medium – 2] zoning district at 2180 Violet Avenue. The applicant is also requesting preliminary consideration of amendments to annexation agreements that apply to 2180 Violet Ave., 1917 Upland Ave., and 2145 Upland Ave. to permit the transfer of all permanently affordable units from those sites to the 2180 Violet site and other changes.

Applicant: Jeff Dawson, Studio Architecture
Property Owner: Flatirons Habitat for Humanity

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler and **C. Ferro** answered questions from the board.

Applicant Presentation:
Susan Lythgoe, with Flatirons Habitat for Humanity, and **Jeff Dawson**, with Studio Architecture, presented the item to the board.

Board Questions:
Jeff Dawson, the architect, answered questions from the board.

Public Hearing:

1. **Janet Meyer** spoke in support to the project but in opposition to the number of units proposed and the duration of proposed construction.
2. **Suzanne Wight** spoke in support of the project but in opposition to the number of units proposed and the duration of proposed construction.

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3. **Victor Lemus** spoke in support of the project.
4. **Robert Naumann** spoke in support of the project.
5. **Nolan Rosall** spoke in support of the project.

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **B. Bowen** disclosed that Habitat for Humanity had been his client in the past and one of the public speakers is currently a client of his, however he could remain impartial.
- **L. May** disclosed that he had worked for Habitat for Humanity serval years ago but it would not affect his ability to remain impartial.

Board Comments:
<u>Key Issue #1:</u> Is the concept consistent with the BVCP/NBSP? And,
<u>Key Issue #2:</u> Is the proposed site and building design consistent with intent of BVCP Policy 2.37 Enhanced Design for Private Sector Projects?

- **B. Bowen** stated that the proposed plan is compliant.
- **C. Gray** stated, regarding the NBSP, that it would be important to make sure the neighborhood is comfortable with the transfer of the units. Her only concern with the BVCP is the neighborhood pattern of townhomes. Home ownership is important.
- **L. May** stated the project is consistent with the BVCP. He has concerns with the integration of affordable housing.
- **H. Zuckerman** approves of the energy efficient building design and the project is consistent with the BVCP/NBSP.
- **L. Payton** agreed. She is concerned where children would play.
- **J. Putnam** stated the buildings should be positioned closer to street.
- **J. Gerstle** stated the board concluded that the project is consistent with the BVCP/NBSP. He added the proposed front doors facing Violet Avenue may not be effectively used.
- **L. May** stated the existing street typology does not support the current NBSP. He suggested focusing on the common open space, rather than the street fronts of the buildings, sliding the buildings closer to the street creating more open space.
- **L. Payton** commented that Violet Avenue has the potential to be a good pedestrian and bike connection, therefore she would lobby making it a nicer street scape.
- **B. Bowen** agreed with both **L. May** and **L. Payton**. Design the project to anticipate on -street parking, pedestrian and bike usage, but also let the back side embrace a commons area.
- **H. Zuckerman, C. Gray** and **J. Gerstle** agreed.
- **B. Bowen** walked the board and applicant through some proposed site organization ideas of the design. The Violet Avenue streetscape should be rich. Setback needs to be tighter on Violet Avenue. Front porches need to be strong with low picket fences. As the units move forward, remove the open space on Violet Avenue. From the backside of the project, line the alley with the parking and carports rather than have it in the commons area. The entire middle of the project would be open for green space. The bike path needs to be interesting. He advocated for on-street parking on 22nd Street. He proposed placing the detention pond at the east end.
- The board indicated support for a 24-foot backing distance and centering in the alley.
- **C. Gray** supports **B. Bowen's** proposal.

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- **L. Payton** agreed with comments. She would support Violet Avenue to become walkable. She would defer the picket fence until Violet Avenue becomes a heavily walked area.
- **H. Zuckerman** agreed. He stated that the finished floor height of homes with porches needs to be 32 inches minimum.
- **J. Putnam** said that bike access off Violet Avenue and bike storage on the north side should be added. Also, he encouraged carports are prewired for EV.
- **J. Gerstle** suggested that on-street parking should be added to Violet Avenue especially if the parking is done on the alley so front entrances are used.
- **C. Gray** suggested walkways from the alley into the project if the carports are moved to the alley.
- **L. Payton** expressed concern regarding the multi-color units and suggested one color per unit. Materials and elements need to be substantial. She approves of the gable roofs and proportions.
- **L. May** agreed. The color scheme needs to be coherent.
- **B. Bowen** agreed regarding the coloration. Narrow exposures are better. The porches need to be a minimum of seven to eight-foot-deep, with solid roofs and railings.

<u>Key Issue #3:</u> Does the Planning Board preliminary support the proposed changes to the annexation agreement? Specifically, the requested increase in density to 19 units and relocating all permanently affordable units from the three properties to the subject property? Right-of-way adjustments?

<u>Density</u>

- **L. May** stated that integration ties into density, therefore he supports the proposed density.
- **J. Putnam** agreed. He suggested improving the green space and open space.
- **L. Payton** agreed.
- **B. Bowen** approved of the stewardship training. He suggested main floor master units.
- **C. Gray** suggested a mix of bedroom configurations.
- **J. Gerstle** agreed. He suggested having open space between buildings going through to Violet Avenue.
- **L. Payton** disagreed since there may be a number of children living on the project and there may be traffic concerns.

<u>ROW Adjustments</u>

- All board members agreed that that they should be smaller.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

6. MATTERS FROM THE PLANNING BOARD, PLANNING DIRECTOR, AND CITY ATTORNEY

A. Holding BVCP Public Hearings for Plan Policies

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Board Comments:

- The board discussed the possibility of holding additional public hearings for discussing the Boulder Valley Comprehensive Plan.
- The board was in support of having public input at Planning Board meetings but also at outreach meetings. Both formats are found to be useful.
- Additional public hearing dates to discuss the BVCP will be discussed with staff.

B. Medium Density Overlay Zone

Board Comments:

- The board asked staff to send them an update to the Code.
- **C. Ferro** informed the board they will need to follow up and get back to the board.

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The Planning Board adjourned the meeting at 9:54 p.m.

APPROVED BY

_____
Board Chair

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DATE

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INFORMATION PACKET MEMORANDUM

To: Mayor and Members of City Council

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Planning, Housing and Sustainability
Susan Richstone, Deputy Director of Planning, Housing and Sustainability
Charles Ferro, Development Review Manager
Karl Guiler, Senior Planner

Date: September 20, 2016

SUBJECT -CONCEPT PLAN CALL UP

Concept Plan proposal (LUR2016-00059) to develop an existing 1.4-acre property with a residential multifamily permanently affordable housing development developed by Habitat for Humanity consisting of 19 total multi-family units and a central community open space within the RM-2 [Residential Medium – 2] zoning district at 2180 Violet Avenue. Ordinance No. 8095 was approved by City Council in Dec. 2015 to permit sale of a portion of the subject property to Habitat for Humanity. The memo regarding this ordinance can be reviewed here.

As part of the Concept Plan review, the applicant is requesting preliminary consideration and feedback of amendments to annexation agreements (annexed in 1997) that apply to 2180 Violet Ave., 1917 Upland Ave., and 2145 Upland Ave. that would **1)** permit 19 dwelling units where 14 units would be the maximum per the zoning, **2)** permit the transfer of all permanently affordable units from Violet and Upland properties referenced above to the 2180 Violet site and **3)** allow right-of-way adjustments for the future Vine Street on the subject properties to match what was approved through the Crestview East annexation in 2009. The proposed changes would require amendments to the annexation agreements and City Council action in the future.

EXECUTIVE SUMMARY

On Sept. 1, 2016 the Planning Board reviewed and commented on the above-referenced application. City Council may vote to call-up the Concept Plan to review and discuss within 30 days of the Planning Board hearing. City Council call-up consideration expires on Sept. 30, 2016. The staff memorandum to Planning Board, minutes, meeting audio, and the applicant's submittal materials along with related background materials are available on the city website for Planning Board here (or follow the links: *www.bouldercolorado.gov ➔ A to Z ➔Planning Board➔search for past meeting materials planning board➔2016➔7.14.2016 PB Packet).* The draft minutes from the Planning Board hearing are provided in **Attachment A.**

The Planning Board generally found the proposal consistent with Boulder Valley Comprehensive Plan (BVCP) goals and policies as well as the North Boulder Subcommunity Plan (NBSP). The applicant's proposal for increased density (19 units versus 14 units) was supported by the board in concept based on the deeper level of permanent affordability vis-à-vis the current annexation agreements which total 17 affordable units (only 10 of which would be permanently affordable per the 1997 annexation agreements). The board also expressed support for the right-of-way adjustments. While the board was generally supportive of the proposed site and building design, the board provided the applicant with detailed feedback on improvements that could be made to the design before the applicant returns with a Site Review application.

Consistent with land use code Section 9-2-13(a)(2), B.R.C. 1981 City Council may vote to call up the application to review and comment on the concept plan within a 30-day call up period which expires on **September 1, 2016**.

ATTACHMENT

A. Draft Sept. 1, 2016 Planning Board Minutes

CITY OF BOULDER
PLANNING BOARD ACTION MINUTES
September 1, 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: http://www.bouldercolorado.gov/

PLANNING BOARD MEMBERS PRESENT:
John Gerstle, Chair
Liz Payton, Vice Chair
Bryan Bowen
John Putnam
Leonard May
Crystal Gray
Harmon Zuckerman

PLANNING BOARD MEMBERS ABSENT:
N/A

STAFF PRESENT:
Charles Ferro, Development Review Manager
Hella Pannewig, Assistant City Attorney
Cindy Spence, Administrative Specialist III
Jessica Stevens, Civil Engineer II
Caeli Hill, Associate Planner
Elaine McLaughlin, Senior Planner
Karl Guiler, Senior Planner/Code Amendment Specialist
James Hewat, Senior Planner, Historic Preservation

1. CALL TO ORDER

Chair, **J. Gerstle**, declared a quorum at 5:07 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

3. PUBLIC PARTICIPATION

- **John Spitzer** addressed the board regarding the Attention Homes project located at 1550 Pine Street

4. DISCUSSION OF DISPOSITIONS, PLANNING BOARD CALL-UPS / CONTINUATIONS

A. Call Up Item: Wetland Map Revision (LUR2016-00048), 236 Pearl Street, 250 Pearl Street and 255 Canyon Boulevard.

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B. Call Up Item: Floodplain Development Permit (LUR2016-00049), 5765 Arapahoe Avenue.

C. Call Up Item: Wetland Permit (LUR2016-00061), Chautauqua Trail Improvements.

D. Call Up Item: Wetland Permit (LUR2016-00062), 479 Arapahoe Avenue.

None of the items were called up.

5. PUBLIC HEARING ITEMS

A. AGENDA TITLE: Public hearing and consideration of a Site and Use Review (LUR2016-00056 & LUR2016-00057) proposal to establish a retail store and café use at 1815 Pearl St. The total square footage of the tenant space is 2, 642 square feet with 1,984 square feet of retail and 658 square feet of café space with 40 seats. A concurrent site review has been submitted for consideration of an 89% parking reduction.

Applicant: Vincent J. Porreca
Owner: CCPL Real Estate Group, LLC

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **C. Gray** recused herself as she lives within 600 feet of the proposed project.
- **L. Payton** disclosed that she had read an article in the Daily Camera newspaper regarding the proposed project. She informed the board that it would not influence her decision.

Staff Presentation:
C. Ferro introduced the item.
C. Hill presented the item to the board.

Board Questions:
C. Hill and **C. Ferro** answered questions from the board.

Applicant Presentation:
Brendan Quirk, with Rapha North America, presented the item to the board.

Board Questions:
Brendan Quirk, the applicant, answered questions from the board.

Public Hearing:
No one spoke.

Board Comments:

- All board members agreed that the key issues regarding the Use Review and Site Review Criteria had been met, specifically the parking reduction criteria.

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Motion:
Motion by **B. Bowen**, seconded by **J. Putnam**, that Planning Board approve the Site Review application LUR2016-00057 and Use Review application LUR2016-00056, incorporating the staff memorandum and the attached analysis of the Site Review and Use Review criteria as findings of fact and subject to the recommended Conditions of Approval in the staff memo.

Friendly amendment by **L. Payton** to add a condition requiring that if the space in front of the store is adequate to meet City of Boulder standards, the Applicant shall provide for the installation of additional bicycle parking.

Friendly amendment was accepted by **B. Bowen** and **J. Putnam**.

Passed 6:0 (**C. Gray** recused)

B. AGENDA TITLE: CONCEPT PLAN & REVIEW - Concept Plan Review and Comment for redevelopment of 1102 Pearl Street (currently the Old Chicago Restaurant) into a 15,380 square foot, three story retail office building of 38 feet. Reviewed under case no. LUR2016-00058.

Applicant: Jim Bray
Developer: PMD Realty (Phil Day)

Staff Presentation:
C. Ferro introduced the item.
E. McLaughlin presented the item to the board.

Board Questions:
E. McLaughlin answered questions from the board.

Applicant Presentation:
Madeline Day, the owner representative, and **Jim Bray**, architect and applicant representative with Bray Architecture, presented the item to the board.

Board Questions:
Jim Bray, the architect, and **J. Hewat** answered questions from the board.

Public Hearing:
1. **Paul Eklund** spoke in support to the project

Board Comments:
- The board agreed to discuss the proposed project in terms of the originally submitted design and the revised design.

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<u>Key Issue #1:</u> Is the concept consistent w/ the BVCP?

- **J. Putnam** agreed the concept is consistent as it fits within the map designations and the BVCP principles identified.
- All board members agreed with **J. Putnam**.
- **L. Payton** added that she does not agree that the project is consistent with all BVCP policies. Due to the fact that the project is in an historic district, she questions if it would be consistent with BVCP policy "*2.39 Sensitive Infill and Redevelopment*." She expressed concern regarding the residential aspects of the new design and compliance with the Comp Plan policy.
- **C. Gray** added that the BVCP policy "*2.40 Physical Design for People*," should be considered when designing an outdoor patio when considering a restaurant in the design. Residential units in that area would be helpful and proposed that staff review a parking reduction so more, smaller units could be incorporated. It would give more eyes on the street and vitality in the area.
- **B. Bowen** agreed with **C. Gray** regarding a possible residential component downtown.
- **J. Putnam** stated that he could support a diversity of units if at least one unit were permanently affordable on-site.
- **B. Bowen** disagreed with **J. Putnam's** comment with having only one unit permanently affordable, however he would be in favor of a multi-unit affordability.
- **J. Gerstle** gave a summary of the board's comments regarding Key Issue #1. He stated that the board felt the concept plan was generally consistent with the BVCP policies with the exceptions mentioned by **L. Payton**. He said that he would support small residential units on the third floor with parking requirement reductions.

<u>Key Issue #2:</u> Is the concept preliminarily consistent w/ the Downtown Design Guidelines?

- **C. Gray** suggested that the proposed corner be designed with a prominent cornice. She supports the change on 11th Street regarding the elevator in terms of the revised treatment and that it breaks up the buildings.
- **L. May** generally agreed with staff comments. The corner element should be accented. The parapet should extend all the way across. The new proposed design does not relate to the overall mass. The window opening articulation is tall and vertical in proportion which relates well. The corner element appears too jumbled. He suggested carrying the glazing pattern to the ground. On the west elevation, the elevator shaft appears awkward. He suggested a higher parapet to the elevator, then step down for the remainder of the building. The new design is better articulated and cleaner. Regarding the slit between the two buildings, he added it reads as an entrance. He suggested it become one.
- **B. Bowen** agreed with **L. May**. The new design is more successful. He likes the transom windows over the awnings and the large operable windows on the corner. He is ambivalent toward a two-story building vs. a three-story. He hopes the project has multiple retail tenants on the main floor. He approves of the artful alley elevation. He suggested adding public art.
- **H. Zuckerman** agreed with the previous comments. The corner of the building needs a stronger cornice to define the roofline of the building like the neighboring traditional buildings. He reminded the applicant that this is the west gateway to the Pearl Street Mall. Perhaps a mitered corner to mirror the building on the north side of the street would create a gateway feature. In the outdoor seating space, the proposed posts are too

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big. He suggested using wrought iron. In addition, he would like to see more street trees to shade the 11th Street sidewalk. In the new design, he approves of the slit on the west elevation as it adds visual interest. He also approves of the second-story awnings and that the building material proposed is brick. He suggested adding a polychromatic look and additional textural elements to the brick to create visual relief on the facade similar to the traditional building.

- **L. Payton** stated that the new design is keeping with the Downtown Urban Design Guidelines for the historic district. She agreed with **H. Zuckerman** regarding his parapet suggestions. The third-story corner element is a good idea however the top windows are not successful. She agreed with the comments regarding making an entrance on 11th Street.
- **J. Putnam** agreed that the third-story design works well but the design needs some refinement.
- **J. Gerstle** agreed with all previous comments.
- **B. Bowen**, regarding the wrapping of the materials, it would be important that they continue all the way around the building.
- **L. May**, regarding the alley issue, the pattern of fenestration should carry around the corner. He added that the third-story element appears too thin and suggested bringing up the parapet. In addition, the change of brick color is not necessary. If the color were the same, it would integrate better with the mass.
- **B. Bowen** suggested the applicant could do some creative design elements too.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

C. AGENDA TITLE: Public hearing to consider a proposal (LUR2016-00028) to rezone the AirGas site at 3200 Bluff Street, a roughly one-acre property, from Industrial Mixed Service (IMS) to Mixed-Use - 4 (MU-4) and make a recommendation to City Council.

Applicant: Kirsten Ehrhardt, Coburn Development, Inc.
Property Owner: AirGas InterMountain, Inc

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler answered questions from the board.

Applicant Presentation:
Andy Bush, with Morgan Creek Ventures representing the applicant, presented the item to the board.

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Board Questions:
Andy Bush, the applicant's representative, and **Bill Holicky**, with Coburn Development, answered questions from the board.

Public Hearing:
No one spoke.

Board Comments:

- The board had no comments regarding the key issues of rezoning to bring the property into conformance with Mixed Use Business BVCP Land Use Designation Map or with the TVAP land use goals.

Motion:
On a motion by **J. Putnam** seconded by **L. Payton** the Planning Board recommended approval (7-0) of the rezoning of the property from IMS to MU-4 having met the criteria for rezoning under Section 9-2-19 (e) and (f).

D. AGENDA TITLE: Public hearing for consideration of a Concept Plan proposal (LUR2016-00059) to develop an existing 1.4-acre property with a residential multifamily permanently affordable housing development consisting of 19 total multi-family units and a central community open space within the RM-2 [Residential Medium – 2] zoning district at 2180 Violet Avenue. The applicant is also requesting preliminary consideration of amendments to annexation agreements that apply to 2180 Violet Ave., 1917 Upland Ave., and 2145 Upland Ave. to permit the transfer of all permanently affordable units from those sites to the 2180 Violet site and other changes.

Applicant: Jeff Dawson, Studio Architecture
Property Owner: Flatirons Habitat for Humanity

Staff Presentation:
C. Ferro introduced the item.
K. Guiler presented the item to the board.

Board Questions:
K. Guiler and **C. Ferro** answered questions from the board.

Applicant Presentation:
Susan Lythgoe, with Flatirons Habitat for Humanity, and **Jeff Dawson**, with Studio Architecture, presented the item to the board.

Board Questions:
Jeff Dawson, the architect, answered questions from the board.

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Public Hearing:

1. **Janet Meyer** spoke in support to the project but in opposition to the number of units proposed and the duration of proposed construction.
2. **Suzanne Wight** spoke in support of the project but in opposition to the number of units proposed and the duration of proposed construction.
3. **Victor Lemus** spoke in support of the project.
4. **Robert Naumann** spoke in support of the project.
5. **Nolan Rosall** spoke in support of the project.

***Board members were asked to reveal any ex-parte contacts they may have had on this item*.**

- **B. Bowen** disclosed that Habitat for Humanity had been his client in the past and one of the public speakers is currently a client of his, however he could remain impartial.
- **L. May** disclosed that he had worked for Habitat for Humanity serval years ago but it would not affect his ability to remain impartial.

Board Comments:

<u>Key Issue #1:</u> Is the concept consistent with the BVCP/NBSP? And,
<u>Key Issue #2:</u> Is the proposed site and building design consistent with intent of BVCP Policy 2.37 Enhanced Design for Private Sector Projects?

- **B. Bowen** stated that the proposed plan is compliant.
- **C. Gray** stated, regarding the NBSP, that it would be important to make sure the neighborhood is comfortable with the transfer of the units. Her only concern with the BVCP is the neighborhood pattern of townhomes. Home ownership is important.
- **L. May** stated the project is consistent with the BVCP. He has concerns with the integration of affordable housing.
- **H. Zuckerman** approves of the energy efficient building design and the project is consistent with the BVCP/NBSP.
- **L. Payton** agreed. She is concerned where children would play.
- **J. Putnam** stated the buildings should be positioned closer to street.
- **J. Gerstle** stated the board concluded that the project is consistent with the BVCP/NBSP. He added the proposed front doors facing Violet Avenue may not be effectively used.
- **L. May** stated the existing street typology does not support the current NBSP. He suggested focusing on the common open space, rather than the street fronts of the buildings, sliding the buildings closer to the street creating more open space.
- **L. Payton** commented that Violet Avenue has the potential to be a good pedestrian and bike connection, therefore she would lobby making it a nicer street scape.
- **B. Bowen** agreed with both **L. May** and **L. Payton**. Design the project to anticipate on - street parking, pedestrian and bike usage, but also let the back side embrace a commons area.
- **H. Zuckerman, C. Gray** and **J. Gerstle** agreed.
- **B. Bowen** walked the board and applicant through some proposed site organization ideas of the design. The Violet Avenue streetscape should be rich. Setback needs to be tighter on Violet Avenue. Front porches need to be strong with low picket fences. As the units move forward, remove the open space on Violet Avenue. From the backside of the project, line the alley with the parking and carports rather than have it in the commons area. The entire middle of the project would be open for green space. The bike path needs

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to be interesting. He advocated for on-street parking on 22nd Street. He proposed placing the detention pond at the east end.

- The board indicated support for a 24-foot backing distance and centering in the alley.
- **C. Gray** supports **B. Bowen's** proposal.
- **L. Payton** agreed with comments. She would support Violet Avenue to become walkable. She would defer the picket fence until Violet Avenue becomes a heavily walked area.
- **H. Zuckerman** agreed. He stated that the finished floor height of homes with porches needs to be 32 inches minimum.
- **J. Putnam** said that bike access off Violet Avenue and bike storage on the north side should be added. Also, he encouraged carports are prewired for EV.
- **J. Gerstle** suggested that on-street parking should be added to Violet Avenue especially if the parking is done on the alley so front entrances are used.
- **C. Gray** suggested walkways from the alley into the project if the carports are moved to the alley.
- **L. Payton** expressed concern regarding the multi-color units and suggested one color per unit. Materials and elements need to be substantial. She approves of the gable roofs and proportions.
- **L. May** agreed. The color scheme needs to be coherent.
- **B. Bowen** agreed regarding the coloration. Narrow exposures are better. The porches need to be a minimum of seven to eight-foot-deep, with solid roofs and railings.

Key Issue #3: Does the Planning Board preliminary support the proposed changes to the annexation agreement? Specifically, the requested increase in density to 19 units and relocating all permanently affordable units from the three properties to the subject property? Right-of-way adjustments?

Density

- **L. May** stated that integration ties into density, therefore he supports the proposed density.
- **J. Putnam** agreed. He suggested improving the green space and open space.
- **L. Payton** agreed.
- **B. Bowen** approved of the stewardship training. He suggested main floor master units.
- **C. Gray** suggested a mix of bedroom configurations.
- **J. Gerstle** agreed. He suggested having open space between buildings going through to Violet Avenue.
- **L. Payton** disagreed since there may be a number of children living on the project and there may be traffic concerns.

ROW Adjustments

- All board members agreed that that they should be smaller.

Board Summary:
Since this is a Concept Review, no action is required on behalf of the Planning Board.

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6. MATTERS FROM THE PLANNING BOARD, PLANNING DIRECTOR, AND CITY ATTORNEY

A. Holding BVCP Public Hearings for Plan Policies

Board Comments:

- The board discussed the possibility of holding additional public hearings for discussing the Boulder Valley Comprehensive Plan.
- The board was in support of having public input at Planning Board meetings but also at outreach meetings. Both formats are found to be useful.
- Additional public hearing dates to discuss the BVCP will be discussed with staff.

B. Medium Density Overlay Zone

Board Comments:

- The board asked staff to send them an update to the Code.
- **C. Ferro** informed the board they will need to follow up and get back to the board.

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The Planning Board adjourned the meeting at 9:54 p.m.

APPROVED BY

_____

Board Chair

_____

DATE

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STUDY SESSION ITEM ERRATA SHEET

TO: Mayor and Members of Council
DATE: September 15, 2016
ITEM: **Information Item: Snow and Ice Control Program and Sidewalk Snow Removal Enforcement**

The original packet for the September 20 council session contains exhibits that were not the final drafts, which have been corrected and are documented on this sheet.

At the top of page 4, the previous version incorrectly states that six plow trucks operate on secondary routes and three plow trucks operate on streets identified as part of the residential street plowing program or in response to requests.

The correct information is that seven plow trucks operate on secondary routes and two trucks operate on streets identified as part of the residential street plowing program or in response to requests.

INFORMATION PACKET
MEMORANDUM

To: Mayor and Members of Council

From: Jane S. Brautigam, City Manager
Maureen Rait, Executive Director of Public Works
Michael Gardner-Sweeney, Director of Public Works for Transportation
Greg Testa, Police Chief
Curt Johnson, Deputy Police Chief - Operations
Carey Weinheimer, Deputy Police Chief - Support and Staff Services
Tom Trujillo, Commander - Boulder Police Department
Jennifer Riley, Code Enforcement Supervisor
Kip Carroll, Transportation Maintenance Manager

Date: September 20, 2016

Subject: Information Item: Snow and Ice Control Program and Sidewalk Snow Removal Enforcement

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EXECUTIVE SUMMARY

The city's official "snow season" begins on Labor Day 2016 and ends on Memorial Day 2017. With the onset of winter, city staff seeks to help ensure the City Council and members of the public are aware of the city's snow removal procedures.

This memorandum provides City Council with information about the city's Snow and Ice Control Program, sidewalk snow removal enforcement, and ongoing efforts to improve the city's overall snow removal operations and make them more efficient through:

- Proactive reviews of city operations and comparisons to other Colorado cities
- Analysis of data collected after each storm
- Use of analysis and lessons learned to inform continuous improvement of operations

Snow and Ice Control Program Goals

The city's Snow and Ice Control Program has the following goals that support the Transportation Master Plan:

1. Keep primary and secondary streets, on-street bike lanes and the off-street path system open.

2. Respond with enhanced service levels when significant snowfall impedes public mobility on residential streets, sidewalks and bus shelters.
3. Use materials and equipment efficiently and effectively to help reduce the dangers of traveling in inclement weather.
4. Support enforcement of sidewalk snow removal regulations (Section 8-2-13, B.R.C. 1981), which require all private property owners and residents to clear ice and snow hazards from public sidewalks or walkways abutting their property no later than 24 hours after a snowfall stops.
5. Communicate any delayed opening or early release decisions in advance of city functions before impending severe weather impacts the ability of residents or employees to safely arrive at their destination within the city.
6. Analyze forecasting and other real-time informational tools, assess local roads, and investigate the response of other agencies, including CDOT, Boulder County, CU, BVSD, and other nearby cities.

A Commitment to Keeping Travel Routes Safe and Clear

The program goals also respond to the community's expectation that roads will remain clear and safe for travel during inclement weather. Therefore, staff expects that city services will be temporarily suspended only during extreme weather-related events.

FISCAL IMPACT

The Transportation Division's budget accounts for snow and ice control operations for normal weather patterns and events. The adopted 2016 budget for snow and ice control is $1,151,671.

Snow control on city streets is affected by the amount of snow, length of the storm, time of day, temperatures and traffic conditions, all of which affect cost. Like other Front Range communities, the City of Boulder does not plow all residential streets, because most snow typically melts within a day or two and because this additional level of service would significantly increase costs, impacting other high-priority community services. However, during significant events, with snowfall exceeding 8 inches, the city will strategically service neighborhood streets to address known problem areas (as reported by the public and maintenance staff), which can increase cost.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- **Economic:** The safety and mobility of residents, workers and consumers is essential to the overall economic health of Boulder. The ability to safely travel streets, sidewalks and/or bus stops affects the city's overall economic health.

- **Environmental:** Snow and ice control operations and sidewalk snow removal efforts support multiple travel choices that benefit the environment. The city's street sweeping program and

selection of environmentally sensitive products help achieve air quality and water quality goals for the city and region.

- **Social:** Mobility is a key component to independence, particularly for people with disabilities, seniors, and schoolchildren who are adversely impacted if streets are unsafe or impassable or if sidewalks, bus stops, and multi-use paths are not adequately cleared of snow. The involvement of these populations in community activities, including employment, is essential.

BACKGROUND
The following details describe the key components of the Snow and Ice Control Program and sidewalk snow removal enforcement:

Preparation and Training
The city meets snow and ice control program goals by making full crews of well-trained professionals available, keeping well-maintained equipment ready when needed, and providing a safe environment for employees. Each year, crews receive education and training on the use of snow removal materials and equipment, and all plow operators are recertified on the equipment used to perform snow control operations. Equipment is thoroughly inspected and calibrated in August, as well as periodically throughout the season.

Weather-related Decisions About City Facilities and Programs
A standard operating procedure guides communication and assists the City Manager's Office with decision making regarding the status of city facilities and programming when an incoming severe weather event is forecasted. First, Transportation Maintenance assesses local streets, investigates the response of other agencies (e.g., the University of Colorado-Boulder, Boulder Valley School District, CDOT, Boulder County other nearby cities), and provides the Public Works Executive Director with this information and a recommendation regarding a potential delayed opening, early release of city functions, or public meeting postponement. The City Manager, in consultation with the Public Works Executive Director, makes the final decision to alter city functions or facility hours.

Snow Shift Staffing Schedules
During a snow event, Public Works maintenance staff work on two crews that serve rotating 12-hour shifts, beginning and ending at 3 a.m. This schedule continues throughout a snowstorm until the primary and secondary routes are cleared for safe travel. During the snow season, each crew rotates into the opposite shift on a bi-monthly basis.

A transportation maintenance employee is on standby 24 hours a day, seven days a week to track weather conditions and respond to notification of snow events. The Transportation Maintenance Supervisor and Manager also assess street surface conditions and gather other critical information to inform decisions about the appropriate response to various types of snow or ice events.

Street Plowing Operations
During snowstorms, 17 plow trucks operate on Boulder streets. Eight plow trucks operate on four primary routes (two per route), which are prioritized to serve major streets that provide regional travel connections. Seven plow trucks operate on secondary routes (one truck per route), which include streets that provide access to schools, hospitals, the Regional Transportation District (RTD) bus routes, and connections to primary streets. Two plow trucks operate on streets identified as part of the residential street plowing program and also respond to resident requests. A map of the primary and secondary routes is available on the city's snow website.

The city reviewed its residential street plowing program during the 2013-14 snow season, incorporating select streets that have been prioritized based on an analysis of street slopes. When eight or more inches of snow accumulates and temperatures remain below freezing for 72 consecutive hours, two trucks will plow selected residential streets in the 10 predetermined areas with steep slopes.

Boulder residents can also request snow plowing on a specific street by calling 303-413-7109 or making a Snow Plow Request using the Inquire Boulder website or mobile app. The city will respond to plowing requests in the order received, with priority given to requests related to ADA accommodations.

Deicing Materials
In order to minimize the environmental impacts of snow and ice control, the city uses alternative deicing and traction materials. City water quality staff has reviewed and analyzed the materials and found no significant impact to Boulder's water sources or distribution system. Water quality is a key goal for the city and its snow removal program. Therefore, street sweepers sweep the entire snow route network within 72 hours in order to clean up any remaining deicing particulates to help minimize impacts to storm water. No sand is used unless alternative deicing materials are not available from the supplier when public safety is an issue.

The liquid deicer is a magnesium chloride solution, a plant nutrient and soil stabilizer that is less corrosive than other deicing products. In 2008, the city switched to a more effective and environmentally friendly formulation of magnesium chloride called "Meltdown Apex." Meltdown Apex, which costs slightly more than traditional magnesium chloride, is more readily available from the supplier and continues to be effective at lower temperatures. Staff continues to analyze new and less-corrosive liquid deicers.

The granular material called "Ice-Slicer," used as a crystallized deicer, is composed of complex chlorides that dissolve over time and do not require street sweeping. However, in keeping with the city's commitment to air quality goals, monitored by the Regional Air Quality Council, staff attempts to sweep all snow routes within four days of a storm event, or as routes are cleared with bare pavement, whichever comes first.

Depending on weather conditions, streets are sometimes pretreated with liquid deicer before a storm to help reduce the buildup of snow and ice. The material or combination of materials used depends on existing and predicted weather conditions (i.e., the amount of precipitation and humidity) and pavement temperatures. Standard operating procedures also provide for the

proactive application of deicing materials on streets that have certain characteristics (such as steep slopes and significant shading) that contribute to more challenging conditions and typically generate a high number of resident requests for attention. Utilizing data collected from past service requests, this "spot plowing and treating" approach will occur at locations with significant elevation gain/loss and/or solar shading.

Multimodal System Improvements and Reconfigured Streets
The city has implemented multimodal system improvement projects, such as the Living Lab projects, that affect snow removal operations and have been incorporated into the route system. Staff will continue to ensure that the reconfigured streets and bicycle lanes are kept clear of snow and ice.

Transit Shelters
Transit shelter maintenance continues to be a challenge for the city and RTD. With nearly 1,000 transit stops located within Boulder, the city and RTD prioritize regular maintenance of high-use transit stops based on available human and financial resources. Snow removal is performed at remaining RTD transit stops on a limited basis by city staff or contractors, on a prioritized basis.

Sidewalk Snow Removal Enforcement
Section 8-2-3, B.R.C., 1981 requires that sidewalks adjacent to both residential and commercial properties be cleared of snow and ice no later than 24 hours after snowfall stops. Property owners, tenants and property managers can each be held responsible for failure to remove snow. Violation of the ordinance can result in a municipal court summons and fine ($100 for first offense) or abatement, in which the city hires a contractor to clear the sidewalk at the property owner's expense. Enforcement of the sidewalk snow removal ordinance is handled by the Code Enforcement Unit in the Boulder Police Department.

The National Weather Service website, http://w1.weather.gov/data/obhistory/KBDU.html, is the official resource for local weather conditions. The information is updated every 20 minutes. To learn when the 24-hour time period begins, community members can go to the website and look for the "Weather" column and corresponding time. The descriptions in the weather column will include "Overcast," "Fair," "Mostly Cloudy," "Light Snow," "Snow," etc.

Code Enforcement may begin enforcing the snow removal ordinance 24 hours after the last mention of snow listed on this website. Residents may also check Inquire Boulder or call the code enforcement line at 303-441-1875 to learn the official time that snowfall stopped. During consecutive storms, the original stop of snowfall will be enforced if no apparent effort is made to keep the sidewalks cleared for safe passage.

When a Code Enforcement Officer identifies a violation of the sidewalk snow removal ordinance, the officer attempts to make contact at that location to have the snow removed. If no contact can be made, a 24-hour notice of violation is posted on the front door of the property. Only one notice will be issued to a property per snow season. A notice will also be mailed to the owner of record per the Boulder County Assessor's office. After the expiration of the notice, an officer will re-inspect the property to confirm compliance. Should a property remain in violation and for repeat offences, the address will be added to a list that is forwarded daily to a contractor

for abatement of the hazardous condition. The property owner is then billed for all snow removal charges and assessed an administrative fee.

Officers use a daily enforcement GPS map that shows the snow enforcement history for every property in the city. This allows officers to quickly determine if a property should receive a notice or be abated for repeat offenses during the current snow season.

As they conduct parking patrols, parking service officers will be post courtesy notices to snow violations within their 10 assigned Neighborhood Parking Permit zones. These notices will increase the ability of the city to contact properties that have not shoveled and encourage voluntary compliance for the remainder of the snow season. Properties that fail to shovel will be reported to the Code Enforcement Unit for further enforcement.

The Code Enforcement Unit partners with the University of Colorado-Boulder Off-Campus Housing and Neighborhood Relations department, as well as other community and neighborhood groups, for an educational campaign that focuses on the importance to "Make it Clear," with a focus on:

- Increasing community awareness of each person's role in ensuring that sidewalks are cleared and safely passable after snow events
- The requirements of the sidewalk snow and ice removal ordinance
- The liability should a violation remain on private property

Education materials, in the form of detailed pamphlets, are delivered door-to-door in areas that have a high volume of new residents each season and a history of repeat violations. Information is also made available on the city website and through outreach to local media sources. "Make it Clear" will also direct people to resources for snow removal assistance and to volunteer opportunities to assist others in the community.

Additional code enforcement information can be found on www.inquireboulder.com under "Code Enforcement Unit," which includes a link to the National Weather Service report for Boulder.

Evaluation and Operational Efficiencies

The Public Works Department continues to investigate ways to optimize the efficiency of snow and ice removal operations. By applying the latest advancements in technology and operational strategies to snow removal activities, the Public Works Department intends to:

- Enhance service delivery
- Strategically allocate and maximize existing resources
- Reduce costs and/or increase the scope of service
- Meet the community's needs and expectations for snow removal services

In 2015-16, the department conducted an evaluation of critical activities related to winter maintenance and operations, utilizing a comprehensive third-party review of the Snow and Ice Control Program. The intent of this project was to advance the city's mission of meeting the Boulder community's need for cost-effective and efficient delivery of public services.

The third-party review of the Snow and Ice Control Program produced improvements that continue to be applied during each snow season:

- Immediate adjustments to staffing assignments and snow shift scheduling has resulted in a more proactive response to winter weather events and has allowed for more predictable schedules and an improved work/life balance for plow operators.
- Continued training of staff and calibration of equipment supports efficient use of materials.
- Enhanced reporting uses current information to guide performance for snow removal operations. Metrics include input, output and outcome measures for process control and level of service continuity across the city.
- Optimization of routes using GIS and applied routing technology.
- Incorporating recent technical innovations into the city's vehicle fleet reduces the number of fixed assets by using combination bodies instead of both trucks and spreaders. This change creates a safer work environment, reduces the need for additional equipment and maintenance, lowers capital costs and requires less effort to change from snow removal to traditional work.

NEXT STEPS

City staff will continue to evaluate the effectiveness of the Snow and Ice Control Program throughout the 2016-17 snow season. In addition to the Code Enforcement outreach efforts outlined above, staff will also communicate program information to the public through:

- News releases
- A utility bill insert
- Updates to the city's snow website (bouldercolorado.gov/public-works/snow), which includes details about the snow and ice control program and provides answers to commonly asked questions about snow operations

For more information about the snow and ice control program, please contact Kip Carroll at carrollk3@bouldercolorado.gov or 303-413-7116.

For more information about code enforcement efforts, please contact Jennifer Riley at rileyj@bouldercolorado.gov or 303-441-4285.

CITY OF BOULDER
BOARD OF ZONING ADJUSTMENT
ACTION MINUTES
August 11, 2016, 5 p.m.
1777 Broadway, Council Chambers

Board Members Present:	David Schafer (Chair), Jill Lester, Michael Hirsch, Ellen McCready
Board Members Absent:	Jill Grano (V. Chair),
City Attorney Representing Board:	David Gehr
Staff Members Present:	Brian Holmes, Robbie Wyler, Cindy Spence

1. CALL TO ORDER:

D. Schafer called the meeting to order at 5:05 p.m.

2. BOARD HEARINGS:

A. Docket No.: BOZ2016-13
Address: 925 37th Street
Applicant: Miguel Arias & Melissa Eaton
Setback Variance: *(Continuance From July 14, 2016 Meeting)* As a part of a proposal for a second story addition and remodel of an existing residence, including a proposal to construct a new attached garage, the applicants are requesting a variance to the front yard (east) setback. The resulting front yard setback will be approximately 19'-0" where 25'-0" is required and where approximately 25.8' exists today. Section of the Land Use Code to be modified: Section 9-7-1, BRC 1981.

Staff Presentation:
R. Wyler presented the item to the board.

Board Questions:
R. Wyler answered questions from the Board.

Applicant's Presentation:
Miguel Arias, the applicant, presented the item to the board.

Board Questions:
Miguel Arias, the applicant, answered questions from the Board.

Public Hearing:
No one from the public addressed the board.

Board Discussion:

- **D. Schafer** stated that the board cannot make decisions regarding the design as it is not within their purview. The applicant has returned to BOZA with solutions addressing the concerns from the previous meeting of July 14, 2016.
- **M. Hirsch** suggested that the proposed "Option 1" would be better for drainage and offers less mass.
- **E. McCready** stated that she would prefer to have the applicant choose an option since it should not be left undecided.
- **J. Lester** stated that she would be inclined to agree on "Option 1". The board should give guidance so that the applicant can move forward with their plans.
- **D. Schafer** mentioned that he would be uncomfortable choosing an option and that the applicant should choose a solution.

Motion:
On a motion by **J. Lester**, seconded by **M. Hirsch**, the Board of Zoning Adjustment approved (4-0, **J. Grano** absent) the application (**Docket 2016-13**) with garage design "Option 1" as submitted at the August 11, 2016 meeting.

B. Docket No.: BOZ2016-16
Address: 2069 Bluff Street
Applicant: James and Leah Brasseur
Side Yard Wall Articulation Variance: As a part of a proposal to remove an existing sunroom and to construct a new entry and 2nd floor room above, the applicants are requesting a variance to the Side Yard Wall Articulation standards for the resulting wall. The proposed wall will be 43' in length where the maximum allowed wall length is 40' (for walls within 14' of the side yard property line that are in excess of 14' in height). Section of the Land Use Code to be modified: Section 9-7-10, BRC 1981.

Staff Presentation:
B. Holmes presented the item to the board.

Board Questions:
B. Holmes answered questions from the Board.

Applicant's Presentation:
James Brasseur, the applicant, and **Peter Stewart**, the architect, presented the item to the board.

Board Questions:
James Brasseur, the applicant, and **Peter Stewart**, the architect, answered questions from the Board.

Public Hearing:
Stuart Naegele, a neighbor, spoke in support of the project.

Board Discussion:

- **M. Hirsch** reiterated that the board is being asked to grant a variance based on a living element (tree) that may not live as long as the house itself. He stated that to grant a permanent variance on a structure based on an element that will change offers no merit and would be inappropriate. The side yard wall articulation is irrelevant since the rule has been adopted and there is no need to breach it. This would be a major variance and there is no merit in granting it.
- **J. Lester** agreed that this is not an ideal situation for the tree. However historically, a PUD was allowed, and currently the house is negatively impacted by walls on either side. The issue is not the tree. The tree is not the hardship but rather the setback of the house relative to the other houses.
- **E. McCready** stated that the concern doesn't seem to be warrented in this situation just because there is support from the neighbor. Views are nice to have, but they are not protected.
- **D. Schafer** agreed with **E. McCready** and stated that a lot of neighbors in the area have walls at 40 feet or longer due to the narrow nature of the lots. Allowing exception to this may be consistent with the neighborhood character. However, the regulation was carefully designed and rules need to be respected. He stated that the existing space is fine and the variance should not be approved.
- **E. McCready** suggested an alternative to jog out to exactly 14 feet to the dimension written in the Code and a by-right solution.
- **M. Hirsch** stated that the applicant mentioned that the view may be more important than the floor plan itself.
- **J. Lester** said that she feels the applicant proposed a common sense solution. The regulation in question is not critical because of the position of this home in relation to the other homes that are also out of compliance. She explained that the houses in the neighborhood are not aligned and the proposed solution would be appropriate. It would not impact the views or access of neighbors. Perhaps the applicant could do a partial solution.
- **D. Schafer** agreed that this case is a minor request, but this board does set precedents for future cases.
- The board discussed the possible withdraw or continuance of the application to accommodate the applicant to redesign their proposal.
- **D. Schafer** reviewed the rules and intent of the Code. Perhaps the proposed plan could be pulled in to break up the massing to avoid a complete denial but give minimal relief.

Motion:

On a motion by **D. Schafer**, seconded by **M. Hirsch**, the Board of Zoning Adjustment voted (4-0, **J. Grano** absent) to continue the application **(Docket 2016-16)** for 30 days, to be presented at the next Board of Zoning Adjustments meeting, September 8, 2016.

C. Docket No.: BOZ2016-17
Address: 3212 9th Street
Applicant: Karl and Carrie Poehls

Setback Variance: As a part of a proposal for a remodel and four new dormers above an existing two-story non-standard residence, and a new two story addition to the rear; in a circumstance where portions of the existing structure (walls and roof sections that are located within the minimum required setbacks) were impacted by demolition work that included the removal of exterior wall siding and interior sheathing (plaster, drywall, paneling, etc.) along with roof sheathing and shingles; the applicants are requesting a variance to the front yard (west) setback. The variance request applies to the lower and upper level west facing wall and portions of the side walls (along the north and south sides of the residence that run west to east) existing roof sections and new dormers all within the front yard 25' setback. More specifically, the proposal is associated both with all impacted portions of the non-standard building and two of the new dormers that are located between the existing 19.41' front yard setback and the minimum 25' front yard setback requirement of the RL-1 zoning district. Section of the Land Use Code to be modified: Section 9-7-1, BRC 1981.

Disclosures:
J. Lester and **M. Hirsch** disclosed that they have worked with the architect on this application, **David Waugh**, but it would not impair them from acting impartially on this matter.

Staff Presentation:
R. Wyler presented the item to the board.

Board Questions:
R. Wyler answered questions from the Board.

Applicant's Presentation:
David Waugh, the architect, **Dan Drury**, the builder, and **Karl Poehls**, the owner, presented the item to the board.

Board Questions:
David Waugh, the architect, and **Dan Drury**, the builder, answered questions from the Board.

Public Hearing:
No one from the public addressed the board.

Board Discussion:
- **M. Hirsch** said in his opinion that the walls had been rebuilt entirely. The walls should be rebuilt where they were before. The dormers need to be built according to the plans. Penalty is not necessary.
- **J. Lester** agreed. The rules are detailed and the demolition should not have happened in the first place. The wall is being rebuilt.
- **E. McCready** questioned if the dormers were removed, would it impact the floor plan. The building is far along at this point. She stated that this should be approved.
- **D. Schafer** stated that BOZA is not a punitive board. An undue hardship would be created by BOZA if they asked to the dormers to be rebuilt in the proper location. The

builder and applicant agree with the Landmarks Board to restore the walls as best they can. The neighborhood is not affected by the dormers as built therefore there is no need to reconstruct.

Motion:
On a motion by **M. Hirsch**, seconded by **J. Lester**, the Board of Zoning Adjustment approved (4-0, **J. Grano** absent) the application (**Docket 2016-17**) as submitted.

3. **GENERAL DISCUSSION:**
   A. **Approval of Minutes**
   On a motion by **D. Schafer**, seconded by **J. Lester**, the Board of Zoning Adjustments voted 4-0 (**J. Grano** absent) to approve the July 14, 2016 minutes.

   B. **Matters from the Board**
   There were no matters from the Board.

   C. **Matters from the City Attorney**
   There were no matters from the City Attorney.

   D. **Matters from Planning and Development Services**
   B. Holmes informed the board that at the September 8, 2016 meeting, **R. Wyler** will not be in attendance. In addition, Council Member, **Jan Burton**, will attend the first 15 minutes of the meeting to give a short presentation.

4. **ADJOURNMENT:**
There being no further business to come before the board at this time, BY MOTION REGULARLY ADOPTED, THE MEETING WAS ADJOURNED AT 7:28 P.M

APPROVED BY

Board Chair

9/8/16

DATE

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING
MINUTES

Name of Board/ Commission: Transportation Advisory Board

Date of Meeting: July 11, 2016

Contact Information Preparing Summary: Meredith Schleske 303.441.3204

Board Members Present:, Bill Rigler, Chair; Dom Nozzi, Anna Reid, Jennifer Nicoll, Zane Selvans
Board Members Absent:

Staff Present: Michael Gardner-Sweeney, Director of Public Works for Transportation
Bill Cowern, Acting Principal Traffic Engineer
Shannon Young, Transportation Engineer
Gerrit Slatter, Principal Transportation Projects Engineer
Melanie Sloan, Transportation Planner
Bryant Gonsalves, Transportation Project Engineer
Meredith Schleske, Board Secretary

Type of Meeting: Advisory/ Regular

Agenda Item 1: Call to Order **[6:00 p.m.]**
The meeting was called to order at 6:00 p.m.

Agenda Item 2: Approval of minutes from June 2016 **[6:06 p.m.]**
Move to approve minutes with correction of listing Bill Rigler as Chair.
Motion: Nozzi Second: Reid
5:0:0 Motion Passes

Agenda Item 3: Public Participation **[6:07 p.m.]**
Following a moment of silence in memory of Bill Davis, the following speakers made comments:

- Chris Malley – Safe Streets – distributed questions and comments, has been a resident 26 years over which he deems safety to have decreased from A to B-.
- Steve Watts – Safe Streets – executive director of the Boulder Mountainbike Alliance (BMA). They are currently developing regional trails to get bikes off streets. BMA focuses on education, building community and solving issues. There are many biking organizations, providing an opportunity for input. Hopes TAB reaches out to them.
- David Robinson – Safety – walks five miles per day, much on multi-use paths but crossing streets is dangerous for disabled pedestrians, although Boulder drivers generally yield. Winter storms are difficult as crosswalks are not always cleared. Be mindful of disabled population needs.
- Peter Richards – longtime Boulderite. He recently received a warning from NOAA regarding safety concerns turning into NIST.
- Eric Budd pooled time with Chris and with Chelsea Rogers. He is a community advocate and encourages communication. There has been a 7.7% increase in multimodal collisions over 2015; Boulder needs to take steps. Suggested considerations include road design, signaling, Jay Road, Folsom and Canyon, dedicated crossing signals, turning radius and a vulnerable user law. Many crashes are preventable.
- Scott Hatfield – 60% of motorists are interested in biking but don't trust traffic, creating a large impact to our carbon budget. Denver has implemented a crash dashboard and crash analysis and outlawed cycling on sidewalks.
- Michele Moffat – has three young children who ride bikes to school but there are a lot of places they cannot go. Encourages more protected bike lanes so her children learn they can ride on streets. Suggestions include more laws for the vulnerable community, distracted driving and impaired drivers. Create a dedicated office to which violations may be reported.
- Sandy Morrissey – moved here for cycling, 15-year old daughter is now riding on Hwy. 36 and other busy routes. No information regarding motorist-cyclist safety is given with issue of Colorado driver's license. Boulder is the most educated community in the country – we should form a think tank and education should be provided through the Department of Motor Vehicles (DMV).
- John Mansell – representing Rally Sport and the larger cycling community. Feels endangered, will forward suggestions. Wife Rhonda Mansell read a statement from Bill Davis' wife addressing cyclists' safety and intoxicated drivers.
- Don McIntosh – new to Boulder, supports Bill Davis and friends. Concern re Jay Road, familiar with traffic engineering, now feels safer cycling in Chicago.

- Elizabeth Rowley – resident since 2000. TAB should think about communications, issues, Folsom Living Labs, infrastructure and cohesion, North-South cycling route, safety on 28th Street, message that riding on sidewalks sends, vulnerable user and traffic laws, enforcement.
- Tila Duhaine pooled time with Ann Haebig – thanked TAB for reaching out, worked in New York City on traffic safety. Supports Vision Zero for no transportation fatalities. Cyclists and pedestrians are hurt more than their share, mostly due to speed and distraction. Focus on current tools, demand implementation, need protected lanes, speed control. Summary: Consider the cost of mistakes on our streets; the community is willing to slow down to save lives; change is hard but we can do it.
- Dan Miller – 15-year resident, cycles around foothills. Awareness via more signage, three-foot law, "share the road" signage. Mowing operations force bikes into roadways – a sweeper should follow.
- Gary Sprung – some have accused the city of war on cars; more like cars war on people but speedy traffic is a priority. Example: Broadway and Linden during a snow event – lights change to flashing yellow with no crosswalk signals.
- Robert Kiser – 40-year resident, hyper concerned bike commuter, terrified on street at this time. Recounted his March 14th collision with a car, sustained concussion and broken bones, driver pled careless driving charge down to defective vehicle with a minimal fine. Please think about speed limit.
- Scott Fliegelman – 20-year, thanked TAB. Introduced road riding to many new cyclists through his sport training company. Flashing lights should be standard equipment for cyclists.

Also signing in in support of further safety efforts were Martin Nuss, Beth Servaites and Frank Smith.

Agenda Item 4: Discussion of Boulder's efforts making Boulder's street safer through the Safe Street's Boulder Report (Cowern) **[6:55 p.m.]**

Bill Cowern was joined by Shannon Young and David "DK" Kemp, authors of the Safe Streets Boulder report, updated May 2016 and available at www.bouldercolorado.gov .

Board discussion: **[7:05 p.m.]**

- Question regarding the differences in how pedestrians and cyclists use crosswalks.
- Question regarding traffic engineering tools available and how TAB can help with implementation.
- Observation that the most effective way to slow traffic is to narrow the roadway and that best practices in design standards are issued by many organizations.
- Discussion of standards, road width, design specifications, City of Boulder usage and types of roads (city, county, state).
- Questions regarding cell phone usage, police training and jurisdictions.
- Suggestions to review actual collision citations and whether they are appropriate to the situation, DMV and court processes, funding to narrow streets.
- Observation that there is safety in numbers and compliance increases substantially with more users in crosswalks.
- Statement that TAB is committed to pursue safety.

Agenda Item 5: Staff briefing and TAB input regarding the Boulder Creek/Arapahoe/13th Underpass project (Sloan) **[7:39 p.m.]**

Melanie Sloan and Bryant Gonsalves reviewed the project process to date, defined the scope and presented two (2) design options. Parks and Recreation Advisory Board (PRAB) and TAB input will be solicited followed by a recommendation on the CEAP process. If approved, a PRAB/TAB joint meeting will be scheduled.

Board feedback:

- Questions regarding the length of the underpass and path route around the bandshell.
- Discussion regarding options for North-South bike travel.
- Request to consider other options to awkward crossing at 13th Street.
- Request for TAB site visit.
- Encouragement to delineate bike corridors separately from pedestrian walkways and clarity at crossings.

Agenda Item 6: Matters **[8:30 p.m.]**

A. Matters from the Board

- Updates re: collaboration with other city boards – there is a joint board workshop 8/29/2016 regarding the Boulder Valley Comprehensive Plan (BVCP). It was questioned whether during the CEAP process is the right time to be talking with PRAB or if there should be a preliminary concept meeting. Staff will explore.

- Debrief from TAB Retreat
  - Suggestion that TAB should operationalize in various areas including a redesign of the TAB website, recognizing that there are City constraints. Add clarity on TAB's purpose.
  - Comment that the meeting notes are disappointing and should better reflect the work accomplished.
  - Comment that tonight's outreach was a good step towards community engagement.
  - A suggestion to pursue venues for TAB meetings in the community that are pertinent to that area. Suggestion to cover each quadrant over next nine months and potentially conduct the August 8th meeting along the east Arapahoe corridor.
  - Suggestion to invite the East Arapahoe Working Group to the August 8th TAB meeting.
  - Expression of a desire to continue to pursue advocacy via op-eds and other outreach vehicles.

B. Matters from the Staff/ Non-Agenda **[8:58 p.m.]**

- Living Lab Phase II Update
- RTD/Regional studies update (Gardner-Sweeney)
- Other matters - TAB meetings scheduled downtown will be moved to the 1777 West Conference Room on first floor.

Agenda Item 7: Future Schedule Discussion **[8:58 p.m.]**

Agenda Item 8: Adjournment **[8:59 p.m.]**

There being no further business to come before the board at this time, by motion regularly adopted, the meeting was adjourned at 8:58 p.m.

Motion: moved to adjourn: Nozzi **Seconded by: Selvans**

Motion passes 5:0

Date, Time, and Location of Next Meeting:

The next meeting will be a regular meeting on Monday, 8 August 2016 in the 1777 West Conference Room, 1st floor of the Municipal Building, at 6 p.m.; unless otherwise decided by staff and the Board.

APPROVED BY:

Board Chair

8 Aug 2016

Date

ATTESTED:

Board Secretary

8/8/16

Date

An audio recording of the full meeting for which these minutes are a summary is available on the Transportation Advisory Board web page.