

**Boulder City Council
STUDY SESSION**

**Tuesday
June 10, 2014**

4:30-6 PM

Dinner with Youth Opportunity Advisory Board

6-7:30 PM

**Library and Arts Overview
Community Cultural Plan Update**

7:30-9 PM

Access Management and Parking Strategy

**Council Chambers
Municipal Building
1777 Broadway**

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

or

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



MEMORANDUM

TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
Bob Eichen, Chief Financial Officer
David Farnan, Library and Arts Director
Jennifer Miles, Deputy Library Director
Matt Chasansky, Office of Arts and Culture Manager
Antonia Gaona, Access Services Manager
Aimee Schumm, eServices Manager

DATE: June 10, 2014

SUBJECT: Overview of Boulder Public Library and Arts programs and services

I. EXECUTIVE SUMMARY

In response to the interest expressed during the 2014 City Council retreat about library and arts programs and services, the library and arts director and division managers will provide a brief overview of the programs and services currently offered by the department and review the projects and initiatives underway in 2014.

II. OVERVIEW

Programs and services

Boulder Public Library (BPL) serves many vital roles in our community. We are a place for the community to come together, share ideas, learn and grow, find entertainment, and participate in cultural programming and public discourse. The Library and Arts Department's core services connect us to our past, present and future. We transform lives and build community through advocating for literacy, cultural diversity, intellectual exploration, and economic development.

BPL provides access to a diverse array of materials that inform, educate, inspire, and bring enjoyment to many members of the community. Boulder library patrons expect their library to provide materials for learning and entertainment. Books are still the predominant brand. And we measure our success by the number of items in people's homes. Last year, Boulder area residents checked out more than one million books. This number represents more than 70% of the 1.4 million items borrowed from our libraries. Increasingly, library patrons also want access to newer resources like ebooks and streaming movies. BPL has begun to diversify its offerings to provide more electronic resources such as e-books, online magazines, streaming movies and music so that our patrons can connect with the

library anywhere and anytime through their laptops and mobile devices. Many of our electronic resources have been selected to facilitate free, life-long learning opportunities and develop literacy skills for patrons of all ages. From learning a new language, to taking advanced technology classes, to researching how to get the best value when buying a new car, BPL offers a variety of electronic resources. **Attachment A** provides brief descriptions and links to a variety of electronic resources available through your library. All you need is a current BPL library card!

Boulder Public Library is also a community gathering place – both physically and virtually. Last year, nearly 900,000 people walked through the doors of our four locations. This translates to almost nine library visits per year for every man, woman, and child living in our community. A significant number of these visitors used computers to check email or fill out a job application. Many came to the library to attend a program or an exhibition in the gallery. Many visitors met with friends or colleagues or a tutor in one of the meeting rooms. Others simply came in to find a quiet place to read or think. Increasingly, BPL's virtual traffic nearly matches physical visits. More than 850,000 patrons visited BPL online through our library webpage. They came to search for books, do research on library databases, or to check out an e-book or streaming movie from home.

BPL's literacy programs are the core building blocks of a lifetime of learning. Interactive storytimes are offered at the NoBo Corner Library, the Meadows and Reynolds branches, and the Main Library and take place nearly every day at one branch or another. With more than 27,000 children and caregivers attending storytimes, it is also one of our most impactful programs. Storytime at the library is your child's first classroom. Staff train parents and caregivers in early literacy skills at the same time that they entertain children from zero to five and give them the tools they need to learn to read and socialize in a learning environment. BPL's acclaimed *BoulderReads!* literacy program extends the vital skills of reading to Boulder's adult population. From citizenship classes, GED training, English as a second language, book groups for non-native speakers, and conversation classes, *BoulderReads!* improved the individual lives of more than 4,000 adults and prepared them to become full participants in their community.

The Library and Arts Department is a cornerstone of cultural programming within our community, offering unique and inspiring artistic programs. The Office of Arts and Culture provides programming for the Canyon Theater and exhibitions in the Canyon Gallery, including concert series, a film program, and a variety of performances. The office's creative economy initiatives distribute approximately \$250,000 annually through such programs as the Boulder Arts Commission's cultural and educational grants, Dance Bridge, and Arts Resource programs. In addition, the office provides vital support for The Dairy Center for the Arts and the Boulder Museum of Contemporary Art. Finally, the office coordinates the City of Boulder's investment in public art. Working with other city agencies and community groups, the Office of Arts and Culture commissions, selects, and maintains public artwork throughout the City of Boulder. All three of these programs will be the subject of a city-wide conversation in the Community Cultural Plan, which begins this month and is slated to present a vision and strategic plan to City Council in the summer of 2015.

Boulder Public Library is also preserving our community's illustrious history. The Carnegie Branch Library for Local History maintains an archive of more than one million documents, artifacts, and photographs that tell the story of Boulder. The Maria Rogers Oral

History project is one of the largest collections of local oral history in the nation. With over 1,500 recorded histories detailing everything from covered wagons and railroads to residents' experiences of last year's flood to the ongoing story of immigrants relocating to Boulder, this repository of stories is an active documentation of Boulder's living social fabric.

Many of these programs and services would not be possible without the dedicated commitment of over 500 volunteers who contributed over 26,000 hours of their time. From reading to children, to delivering books to the homebound, to recording and transcribing oral histories, to working with an adult who is learning to read, the Library and Arts Department engages five volunteers for every paid employee. The combined volunteer hours comprise the equivalent of nearly 13 full-time employees. In addition to volunteers, the Library and Arts Department acknowledges the continued support and generous financial backing of the Boulder Library Foundation.

2014 projects and initiatives

The Library and Arts Department is undergoing a major transformation this year, *Reinventing the Place to Be*. At the center of many of the service improvements and changes we are making to enhance the entire library system is the renovation of the Main Library. This project is pivotal to addressing the following goals in the 2007 Library Master Plan, including:

Community Space: Provide a welcoming sense of place in which all members of the public can interact, exchange ideas, and build community, as well as read, think, work, and reflect.

Technology: Develop, implement, and maintain an information technology architecture that accommodates the changing requirements for delivering library services in the 21st century.

Facilities: Protect the community's investment in facilities and implement a forward-looking service delivery model that adapts to changing needs.

Main Library Renovation

The library staff extends its gratitude to the City Council and the Library Commission for supporting the library's inclusion in the 2011 Capital Improvement Bond ballot initiative, and to the community for voting to approve the bond. Through a collaborative process with the Library Commission, the Boulder Library Foundation and interested members of the community, studiotrope Design Collective (sDC) was selected as the project architects. In 2013, sDC led the community and staff through a series of focus groups and community input meetings to develop a vision for the future of the Main Library. Design work was completed in January 2014 and construction began in February of 2014. At present, the second phase of construction has recently begun, and the schedule is still on pace to have the renovation completed by November 2014.

The children's library is being redesigned and relocated. This space will be scaled for children, with unique spaces for children and their parents to engage in variety of fun and educational activities. The teen space is being expanded and upgraded with a technology-focused Makerspace (with equipment funded by the Boulder Library Foundation). The ground floor and entry are being redesigned to provide patrons with an easily navigable

experience. Ready access to high demand materials such as fiction and DVDs, enhanced connections to the outdoors and the creation of comfortable seating areas throughout will enable patrons to choose their own adventure and offer a variety of opportunities to interact. Additional improvements to meet the community's vision for the library include an extensive renovation of the bridge overlooking Boulder Creek to accommodate a full-service café. In partnership with the Boulder County Farmer's Market, the café will focus on local foods at reasonable prices and will extend the educational platform of the library to include information on local and seasonal produce and an introduction to some local food producers. Available meeting room space is being doubled for groups to gather, collaborate, or engage in quiet study. In conjunction with these improvements, a number of infrastructural upgrades have also been aligned. A new HVAC chiller unit will improve the environmental comfort during the summer months. An upgrade and expansion of the security camera system will enable us to maintain a safe environment.

Information about the renovation project progress is provided in the library's biweekly e-newsletter and on the project website <http://news.boulderlibrary.org/>. Funding for the renovation has been provided through the Capital Improvement Bond, judicious use of the Library Fund balance, the Facilities Renovation and Replacement Fund, and Capital Development Funds.

Technology improvements

Concurrent with the renovation project, several large scale technological improvements will be implemented. The automated materials handling system at the Main Library will be replaced with a more efficient system compatible with Radio Frequency Identification (RFID) technology. This technology will be used system-wide: in self-checkout stations to make patron self-checkout easier and faster; to aid staff in inventorying the collection and returning materials to the shelf more quickly; and to enhance materials security. E-commerce capability will also be implemented in the self-checkout stations and online, allowing patrons to pay late fees by credit card. The library website will be redesigned and reorganized for more intuitive use to parallel the city's updated website design. Mobile applications are under development and will be released later this year with the website update.

Customer service philosophy

All of the improvements described above will free our staff to give more personalized service designed to meet the specific needs of individual patrons when and where they need it. Currently, library staff is developing a customer service philosophy that details how service excellence will look at Boulder Public Library. This philosophy emphasizes a values-based approach tailored to the needs of individual users and moving away from the strictly rules-based, one-size-fits-all attitude of libraries in the past. As self-service technologies and more easily navigable spaces allow library users a more self-guided, convenient experience, large desks will give way to more mobile staff trained to respond to the needs of patrons throughout the building.

NoBo Corner Library

After many years on the library's list of vision plan objectives, library services were realized in north Boulder in March 2014! The NoBo Corner Library would not have been possible without the ongoing support of the community and strong support from the city manager, the City Council, and Boulder Housing Partners (BHP). From City Council's approval of start-up and operating funds to BHP's willingness to enlist the north Boulder

community to decide what was the most desired use of the corner storefront space on North Broadway Avenue, the NoBo Corner Library is the result of dedication and collaborative partnerships. BHP offered to work with the City of Boulder and Boulder Public Library to provide space for a nominal rental fee. The promise and partnership with the community of north Boulder continues as library staff is planning to bring Spanish and English language storytimes to NoBo Corner Library. BHP is facilitating the distribution of a mini-survey to residents about future programming needs.

Future plans

Boulder Public Library is a vibrant community resource that is active in the lives of our community. Our course to-date demonstrates that library and arts staff is investing time, energy, and resources in developing communities and improving lives. From comprehensive literacy programs to cultural and artistic programming, from access to physical and virtual materials that educate and entertain to bridging the technology gap, Boulder Public Library is fulfilling its mission on many levels. So where are we going next?

As the Main Library is transformed by the renovation, and technological improvements are made system wide, staff is rethinking library services and how to make the library “the place to be” for years to come. With the City of Boulder’s core values of innovation, collaboration, and service as our guide, library and arts staff is setting out on a path to refine our understanding of the changing needs and aspirations of our community and design services that keep pace with changing patterns of library use, and capture the imagination of our community.

Innovation

Libraries are no longer simple repositories for information or a place to just hang out and study. Consumer behavior is changing. Library users want a convenient platform for convenient retrieval of information, ease of access, and the ability to create their own content and share it with their friends. In November, BPL will roll out a new webpage and a new discovery layer to facilitate better access for virtual customers. This month, BPL’s first makerspace will debut on the second floor of the Main library adjacent to the teen space. The makerspace will provide the tools and technology for library patrons to work together, learn basic programming skills, compose music, edit film, and create interactive games and exhibits. The department’s arts programs will continue to expand playful interactive exhibits that are fun for the whole family. Staff envisions expanding workshops that complement and supplant passive programming where the goal is to allow attendees to partner with artists and musicians and technology experts to learn a skill and participate in program production.

Collaboration

It is no longer enough to simply walk the walk inside our four walls to ensure consistent and reliable support and have a lasting impact in the lives of this community. We envision the entire community as a platform for literacy activities, cultural programming, and free and open access to ideas. The Civic Area Plan is a perfect opportunity for the library to begin to expand its reach out into the front yard and engage the community in new and meaningful ways. Through diverse partnerships and entering into public dialogue with the community about how city staff can best activate public space, we can raise our community profile and begin to establish further concentric circles of influence into neighborhoods and communities beyond traditional reach. From temporary interactive art

exhibits, to travelling book bikes, to puppet shows at summer festivals, to early literacy programs in parks and neighborhoods around the city, BPL's reputation will be built one very intimate and personal interaction at a time.

Service

While reinventing BPL's buildings and taking advantage of efficiencies gained through upgrades to technological infrastructure, staff is taking this great opportunity to reinvent our service. Gone are the days when libraries can assume that if patrons need something, they will have the time to find us. Library staff must commit to proactive service that embraces our core services: literacy, self-guided learning, community gathering places, historical preservation, and technological bridge in such a way that surprises, delights, and engages our community and responds to their aspirations for what a library can be. The newly renovated BPL facilities will allow individuals to choose their own experience, guided when necessary by friendly and helpful staff, and supported by the best technology available. Our continued commitment to growing and developing innovative and flexible staff will build a more resilient and sustainable library. Ultimately meeting the community's needs for library services requires a team approach to the efficient and thoughtful allocation of resources in order to take smart, well calculated changes. Whatever changes are in store, library and arts staff will continue to strive to deliver consistent, convenient, and outstanding service. In the end, the stories we make and the relationships we build will define our impact in the community.

ATTACHMENT A.

BOULDER PUBLIC LIBRARY

Select Library Information & Resources

- **Hoopla** – <https://www.hoopladigital.com/home>
Hoopla is an innovative new service that partners with the library to bring users thousands of movies, television shows, music, and audiobook titles. There are no costs for streaming these resources. All you need is a library card and a web browser, phone, or tablet.
- **Atomic Training** – <https://www.rbdigital.com/boulderco/atomic>
Create a user account for on-demand software training and support tutorials for technology training.
- **Overdrive downloadable e-books** - <http://overdrive.boulderlibrary.org>
Borrow e-books, audiobooks, music and video through a digital lending library from OverDrive. Also available as a mobile app, the OverDrive app allows you to read e-books and listen to audiobooks on a wide variety of compatible tablets, phones and computers.
- **Consumer Reports** - <http://research.boulderlibrary.org/consumer>
Presents articles on health, public safety, marketplace economics and the judicial and regulatory actions that affect consumers.
- **Powerspeak** - <http://research.boulderlibrary.org/language>
Learn a new language with Powerspeak through intuitive games and activities that immerse you in a natural and powerful way to learn language.
- **Learn4Life** - <http://www.ed2go.com/l-boulderlibrary/>
Online instructor-led courses for business, graphic design, computer applications, teaching, test prep, and more.
- **TumbleBook Library**- http://0-www.tumblebooks.com.nell.boulderlibrary.org/library/asp/home_tumblebooks.asp
TumbleBook Library is an online collection of downloadable e-books, including animated, talking picture books which teach young children the joys of reading in a format they'll love.

Select Library Services

- **Book-a-Librarian**- <http://www.formstack.com/forms/?1091917-rJ8ysfk4BS>
Schedule time to have a librarian help you one-on-one with a question or basic computer instruction.
- **Maria Rogers Oral History Project collection** - <http://oralhistory.boulderlibrary.org>
- **You're Entitled!** - <http://research.boulderlibrary.org/content.php?pid=32206&sid=2776585>
This service helps adults find books to read for pleasure with customized reading lists delivered directly to your email inbox!



MEMORANDUM

TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
David Farnan, Library and Arts Director
Matt Chasansky, Office of Arts and Culture Manager

DATE: June 10, 2014

SUBJECT: Overview of Community Cultural Plan Scope

SUMMARY

The City of Boulder has begun the process to create a Community Cultural Plan (CCP) for Boulder. This plan will guide policies, funding, and program priorities for the next nine years. Recent studies and plans that are relevant to the creation of a new Community Cultural Plan are the 2005 Cultural Master Plan, the 2013 Arts Assessment, and the Boulder Valley Comprehensive Plan (website links to these documents can be found in the resources section). Staff of the Library & Arts Department have been working for the past six months to research the best approach, gain context and consent from the pertinent advisory commissions, and to identify a consultant to assist in the planning effort. A panel recently selected The Cultural Planning Group (CPG), a firm which specializes in cultural strategy and has a unique and innovative approach to community interaction. Together with CPG, staff is now developing a scope of work for the CCP in order to meet our community's expectations.

Staff will present a preliminary scope of the project to members of City Council at the June 10 study session. This memo will provide background information for the Community Cultural Plan and examples from other cities to address the questions:

- Why conduct a Community Cultural Plan?
- What are the elements of a successful plan?
- What focus areas are right for Boulder?

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

GUIDING PRINCIPLES

The following principles have been established which will assist staff, the consultants, and stakeholders in the coordination of efforts for the Community Cultural Plan.

1. The Community Cultural Plan will have a citywide perspective and a reasonable time-horizon. The plan will seek to answer the question “What is the community’s vision for culture and the creative industries?”
2. Focus areas for the plan may include public art, the creative sector of the economy, funding, sustainable cultural tourism, cultural facilities and infrastructure, and the vibrancy of street-level experiences.
3. The citywide priorities of advancing sustainable and resilient practices, encouraging diversity, and promoting the success of Boulder communities will be foundations for the process.
4. The process will be inclusive, open and forthcoming, taking best advantage of the City of Boulder’s collaborative professional culture and energetically engaging the community.
5. Transparency and good stewardship of the public trust will ensure the inclusion of the community’s voice and encourage the continued support for the implementation of this plan.

OBJECTIVES

At the conclusion of the Community Cultural Plan, staff expects to have a document which provides direction for a few key questions:

1. What are the priorities of the community for arts, culture, and the creative sector?
2. What strategies (programs and tools) will the city provide to support the community in achieving this vision?
3. What are the steps, capacities, and resources required to fully implement those strategies?

WHY CONDUCT A COMMUNITY CULTURAL PLAN?

Six compelling motivations:

1. The city is in a good position to provide tools for the continued success of Boulder's creative economy. Boulder maintained its vitality through the recent recession. This was due in no small part to the creative industries: design, music, digital media, food and restaurants, visual art, engineering, film and video, to name a few. Just as the city has found economic, programmatic, and planning strategies to bolster the community's investment in industries such as green energy, organic food, and technology, so too can the city build ways for the creative businesses and workers to thrive in Boulder. Let us not squander our winning position in the region and the nation.
2. The arts are an emerging priority for Boulder. Cultural destinations have been a part of this community going back to the founding of Boulder. While other priorities have waxed and waned, the arts have been a constant personal endeavor for many Boulderites. Now, as research and experience demonstrates the real value of cultural tourism, many community members are asking for a new perspective from their city government, one that actively reinforces what they, themselves, already support.
3. Boulder is a creative center. The city encourages the international perception of Boulder as a center for natural beauty, scientific research, environmental stewardship, and technology. Because of the numerous creative workers that comprise our population, the brand of Boulder as a creative center has also developed. Yet, this brand has grown with little strategy. A bold approach and refined public private partnerships are needed to leverage this perception.
4. Nationally, investments in cultural tourism, the creative workforce, and cultural branding have proven fruitful. Despite the perception of Boulder as a creative center, the city has not kept pace with the economic or social trends for funding the arts. Regionally and nationally, Boulder falls short. Now 20 years behind our competitor cities, Boulder must develop strategies to excel.
5. Culture and the creative economy are measureable and productive tools for contributing to resiliency. Investments in the arts and the creative industries are proven to be valuable. Boulder should not miss the opportunity to encourage these facets of the community to contribute to social, environmental, and economic resiliency.
6. Investments in culture and the creative sector can contribute to "attachment." The Knight Foundation Soul of the Community Study of 2012 found that the economic success of cities was linked to the key measure of "attachment." The top three most important attributes of attachment are directly linked to investments in the arts.

WHY CONDUCT A COMMUNITY CULTURAL PLAN? EXAMPLES

STUDY

KNIGHT FOUNDATION SOUL OF THE COMMUNITY STUDY 2010

The study focused on “attachment” as the main measure to predict economic prosperity. The measure of attachment was linked to 10 key community attributes. Interestingly, when Boulder residents were asked to rank these key attributes, the three identified as most important to respondents can be linked to cultural investments: Social Offerings, Openness, and Aesthetics.

Knights Foundation Soul of the Community Boulder Study, 2010, pages 1-9

PLANNING EXAMPLE

CITY OF DENVER—IMAGINE 2020 CULTURAL PLAN

“Denver’s creative community is very much a part of our global competitiveness. IMAGINE 2020...will provide our city with a renewed sense of direction in the promotion of arts, culture and creativity. Whether it’s for support for arts education in Denver Public Schools, increasing access to cultural events directly in your neighborhood or creatively energizing our public life, this plan is brimming with positive ideas and goals that will elevate Denver’s standing as an international cultural destination.”

Mayor’s Message from Imagine 2020: Denver’s Cultural Plan, page 1

FOUNDATION DOCUMENT

CULTURAL OFFICE BUDGETS IN BENCHMARK CITIES, 2012

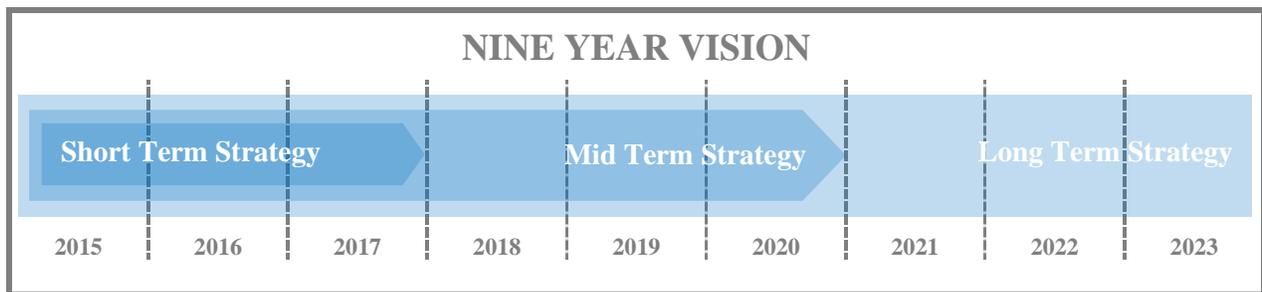
Ft. Collins, CO	\$4,000,000	(Includes art centers budgets)
Eugene, OR	\$1,900,000	
Athens, GA	\$1,300,000	
Boulder, CO	\$654,162	(Office of Arts & Culture only)

City of Boulder Arts & Cultural Programs Assessment, 2013

WHAT ARE THE ELEMENTS OF A SUCCESSFUL PLAN?

It is proposed that the Community Cultural Plan be structured with the following major components:

1. Vision: Ask the Boulder community the question, “What is the community vision for culture and the creative industries in the next nine years?”
2. Strategy: By establishing a set of phased goals with limited time horizons, the plan will ask, “What tools, facilities, and programs can the city provide to assist the community in fulfilling its vision?”
3. Achievable Goals: “What one-year term work plans can be developed by city staff to accomplish the goals of each phase?”



4. Sustainability and Financial Planning: Financial feasibility is a key component of implementing and sustaining the Community Cultural Plan. This study will attempt to gauge support for a comprehensive and multi-faceted financing strategy for arts and culture, including capital budgeting, public, private, non-profit, grants and other forms of financing. Once discovered, implementing the community’s vision will only be possible by identifying new funding, including how funding partnerships and programmatic collaborations with private and nonprofit organizations can be mobilized.

Unlike a master plan, a community plan has the potential to muster the comprehensive assets of a city: nonprofit and for-profit; private, public, and personal. To accomplish this, the starting point must be a visioning process: one that engages the community in a conversation about aspirations. From that vision, other city agencies, private organizations, and community groups can employ language from the plan in their own strategic planning as a shared resource to realize the community’s aspirations.

WHAT ARE THE ELEMENTS OF A SUCCESSFUL PLAN? EXAMPLES

PLANNING EXAMPLE

CITY OF PASADENA, CA—CULTURAL NEXUS

“The approach to *Cultural Nexus* included town hall meetings, community workshops, individual interviews, focus groups, an organizational survey, and comparisons with other communities to learn the most appropriate, creative and strategic pathways for cultural development in Pasadena.”

Cultural Nexus: an Action Plan for the Cultural Sector in Pasadena, page 12

PLANNING EXAMPLE

GOALS OF THE FORT COLLINS CULTURAL PLAN

1. Develop the right mix of cultural facilities to meet the needs of the community and to make Fort Collins a destination attraction.
2. Develop an Arts Council to promote and support the business of the arts.
3. Build Fort Collins’ identity as a cultural center and destination by increasing the visibility of the arts, culture, and science activities in Fort Collins.
4. Develop sustainable funding, public and private, to support arts, culture, and science programs.
5. Employ arts, culture, and participatory science to improve Fort Collins’ quality of life, strengthen the local economy, and increase tourism.
6. Ensure availability of arts education programming to our youth through future community arts centers, collaborations between schools and arts groups, training and resources for teachers, and funding.

City of Fort Collins Cultural Plan, page 10

STUDY

AMERICANS FOR THE ARTS, CULTURE & COMMUNITIES RESOURCE

“The cultural planning process assesses the current community culture and creates an implementation plan to achieve a community’s vision. Cultural plans act as mirrors for a community—they are, ideally, a reflection of the community’s culture that they serve... The most successful cultural plans address the needs and desires of the community throughout the planning process, from the initial stages to the implementation of cultural programming and development.”

<http://www.americansforthearts.org/by-topic/culture-and-communities>

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

WHAT FOCUS AREAS ARE RIGHT FOR BOULDER?

The preliminary focus areas of the Community Cultural Plan can be divided into key categories, arts and the creative economy, as well as the people that comprise these categories:

<u>Arts Disciplines</u>	<u>Creative Industries</u>	<u>People</u>
Fine art	Film, video	Artists
Public art	Graphic arts	Audiences
Dance	Digital media	Venues
Music	Engineering	Students
Literary arts	Industrial design	Workers
Craft	Fashion	Business owners
Theater	Architecture	Related businesses
	Landscape design	Entrepreneurs
	Food, restaurants	Cultural tourists

The Community Cultural Plan will ultimately seek to improve the lives and business environment for everyone. By extension, the plan will also impact the entire population of Boulder as well as visitors by establishing concrete and achievable goals to build a robust artistic and cultural infrastructure.

Programmatic trajectories will be developed that can generate direct and positive impact. These programs and tools may include:

- Public Art
- Destinations and Venues
- Economic Incentives
- Cultural Programming and Events
- Creative Districting
- Cultural Tourism Initiatives
- Grant Programs
- Street-level Culture

In addition to general programmatic trajectories that will be explored, some specific projects will be running parallel to the Community Cultural Plan:

- Revision of the public process for public art
- Finalization of the Public Art Inventory Project
- Ongoing coordination with north Boulder arts groups
- Civic Area catalyst projects

WHAT FOCUS AREAS ARE RIGHT FOR BOULDER? EXAMPLES

STUDY

COLORADO BUSINESS COMMITTEE FOR THE ARTS

A 2011 study of Denver metro area cultural nonprofits found that they generated:
\$527 million in economic impact,
\$1.76 billion in total economic activity,
\$901 million in audience spending, and
\$145 million in payroll.

Arts, Culture, & the Economy 2011, pages 4-7

PLANNING EXAMPLE

MADISON, WI CULTURAL PLAN

“The plan intentionally defines culture broadly. It includes, for example, individuals and organizations who are students, amateurs, and professionals working in such varied fields as artisan food production; digital production; architecture; history and heritage; traditional, experimental, and fine arts; scientific research; software and hardware development; advertising; publishing; gardening; entertainment, environmental programming; and so forth. If creative content drives the work an individual or organization does, it is included in this plan.”

City of Madison, Wisconsin Cultural Plan, introduction

FOUNDATION DOCUMENT

BOULDER VALLEY COMPREHENSIVE PLAN

- Public Art: “The design of the public realm plays a major role in defining the character, identity, and aesthetic quality of the city overall and individual neighborhoods” *Page 24*
- Creative Economy: “The city will adopt an industry cluster approach to business development... Boulder’s primary clusters include: the technological and scientific sectors, natural and organic products, biosciences, active living/outdoor recreation, clean technology and creative arts.” *Page 43*
- Cultural Tourism: “The city and county will support and encourage further development of arts and cultural programs that can serve as attractors for new business investment and visitors to the city. The city values the arts culture to act as an economic generator.” *Page 44*
- “The city and county recognize and support the arts. They are central to the cultural life... of the Boulder community and a clean industry that contributes significantly to the Boulder economy.” *Page 55*

COMMUNITY CULTURAL PLAN
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PUBLIC OUTREACH, RESEARCH & STAKEHOLDER ENGAGEMENT

This plan will be created cooperatively with the community. Interaction with residents, business owners, key stakeholder groups, non-profits, and visitors is critical. On the advice of the Library and Arts commissions, it is staff’s intent to have CPG study the methods used in the Civic Area Plan and replicate where possible their means of engaging the public. As a complement to engagement and research tools, this will allow us staff to connect with a diverse spectrum of audiences in the community. Staff recommends not It is worth noting that the cost of executing mail surveys and/or phone surveys is not recommended at this time due to their costs. While mail surveys and phone surveys do allow us to gain insight to be gained from many people in our community who do not ordinarily participate in social events, town halls and through social media, the cost of executing such surveys is prohibitive. It is our hope that using a mix of these methods to gather public input during the Civic Area community engagement will also garner diverse input for the plan.

Critical to the success of the plan will be thorough research into best practices, industry models, and measures. The scope of work may include analyses of foundation documents (such as the 2005 Cultural Master Plan), comparative benchmarking, aspirational benchmarking, and economic impact studies. One important tool in this last category will be a “Creative Vitality Index” or CVI. This data-driven research tool includes a thorough series of measures within the ecosystem of a given industry in several key cities. The data provides an index by which that comparison can be examined. The CVI, along with other research tools, will help to digest the results of community interactions and guide reasonable design of the programmatic trajectories and financial investments that will be recommended in the completed plan.

The City of Boulder has many arts and cultural groups who will be key stakeholders of the plan. Because engaging each group separately is a daunting task, staff recommends an inclusive conversation. Listed below are some of the groups, disciplines, and perspectives which may be close cohorts in the creation of this plan.

CREATIVE PROFESSIONALS	CIVIC STAKEHOLDERS	EDUCATORS & STUDENTS	COMMUNITY CROSS-SECTION
<ul style="list-style-type: none"> • Visual Artist • Performing Artist • Musician • Architect, Landscape Architect • Writer, Poet • Graphic Artist, Designer • Fashion and Industrial Designer • Restaurateur, Chef • Digital Media Designer • Video, Film Professional 	<ul style="list-style-type: none"> • Boulder Arts Commission • Other Affected Boards & Commissions • Convention & Visitors Bureau • Chamber of Commerce • Cultural Leader • Art Patron • City Departments 	<ul style="list-style-type: none"> • CU Professor • CU Student • BVSD Administrator • HS Art Educator • HS Student • Parent • MS Art Educator • Elem. Educator • Museum, Non-traditional Educator 	<ul style="list-style-type: none"> • Age Diversity • Non-art Professional • Ethnicity • Gender • Differently Abled • Neighborhood Activist • Income Diversity

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

ROLES AND RESPONSIBILITIES

Cultural Planning Group will mobilize resources to conduct the day-to-day business of each phase including the delivery of documents leading up to the final plan. They will also provide perspective given their considerable expertise with cultural strategy and public interaction.

Office of Arts & Culture staff will manage the project, ensure the timely delivery of quality results for each phase of the process, and coordinate the implementation of the plan.

Other city staff will be consulted frequently to ensure that their expertise is an advantage to the process and to ensure that recommendations in the final plan are functionally advantageous to impacted city agencies.

Boulder Arts Commission members will work closely with staff to track the project, confer on the details of the plan drafts, ensure transparency of process, and serve as ambassadors to the community. The commission will also have a role in certifying the results as a recommendation to the city manager and City Council at the conclusion of the process.

Boulder Library Commission members will be consulted frequently. In particular, the commission will be asked to confer on key inputs to the plan, including the details of the plan drafts.

Members of other boards & commissions will be consulted when appropriate to ensure that all impacted city agencies are a part of the thorough conversation.

Advisory or steering committee members will be assembled to provide input on key details, advise staff and CPG on the methods and tools being deployed, and ensure the guiding principles are consistently applied.

The Office of the City Manager will be updated at key milestones to oversee good management and stewardship, ensure that the results of the plan align with overall city priorities, approve the final plan, and recommend action to council.

Members of City Council will be updated at major milestones to check in on progress, deliberate on the acceptance of the final plan, and will be kept apprised of implementation steps.

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

NEXT STEPS

In the next few weeks, CPG will work with staff to respond to council comments and refine a final scope-of-work.

Starting in July, the public input and research phase will begin, including publicity for the plan.

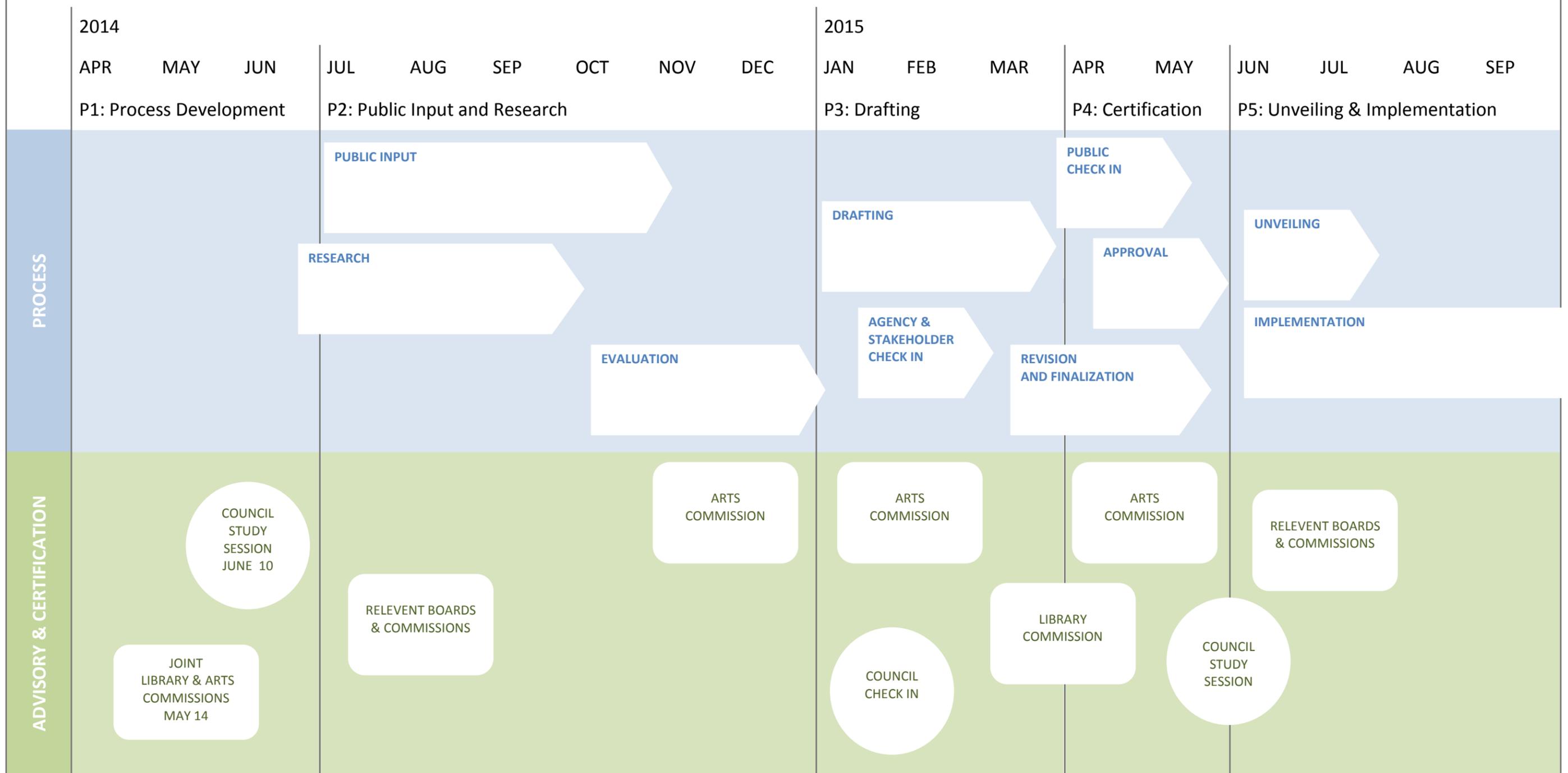
Staff will be working with CPG to set out on this endeavor with a developed process and achievable, yet ambitious deadlines. Like similar planning efforts of this kind, the Community Cultural Plan will grow through a few broad phases:

Preliminary Process Phasing

Phase One: Process Development	May – July 2014
Phase Two: Public Input and Research	July – December 2014
Phase Three: Drafting	January – March 2015
Phase Four: Advisory commissions and council certification	April – June 2015
Phase Five: Unveiling and Implementation	June – July 2015

The following page features a timeline of phases and actions to complete the plan.

COMMUNITY CULTURAL PLAN TIMELINE



June 10, 2014

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

QUESTIONS FOR COUNCIL

- A. Does council support the Community Cultural Plan guiding principles?
- B. Does council support the spectrum of arts disciplines and creative industries represented as focus areas?
- C. Does council support a more focused scope for the community outreach and stakeholder engagement such as focused roundtables, events (inspired by the Civic Area Vision Plan), town halls, and social media as primary mechanisms for engagement?

COMMUNITY CULTURAL PLAN
CITY COUNCIL STUDY SESSION: JUNE 10, 2014

RESOURCES

City of Boulder Arts and Cultural Programs Assessment Project

<http://www.artsresource.org/wp-content/uploads/2013/12/programs-assessment-2-1-2013-note2.pdf>

Boulder Valley Comprehensive Plan

<http://bouldercolorado.gov/planning/boulder-valley-comprehensive-plan>

Colorado Business Committee on the Arts Study

<http://cbca.org/programs/economic-activities-study/>

City of Denver IMAGINE 2020 Cultural Plan

<http://artsandvenuesdenver.com/events-programs/imagine-2020-creating-a-future-for-denvers-culture/>

City of Fort Collins Cultural Plan

<http://www.fcgov.com/cultural/>

City of Pasadena, California Cultural Nexus Plan

http://cityofpasadena.net/arts/Cultural_Nexus

City of Madison, Wisconsin Cultural Plan

<http://www.cityofmadison.com/mac/culturalplan/>

Knight Foundation Soul of the Community Study

<http://www.soulofthecommunity.org/boulder>

Americans for the Arts Culture and Communities Resource

<http://www.americansforthearts.org/by-topic/culture-and-communities>

The Cultural Planning Group

<http://culturalplanning.com/>



Study Session MEMORANDUM



TO: Members of City Council

FROM: Jane S. Brautigam, City Manager
Maureen Rait, Executive Director of Public Works
Tracy Winfree, Director of Public Works for Transportation
David Driskell, Director of Community Planning and Sustainability
Susan Richstone, Deputy Director of Community Planning and Sustainability
Michael Gardner-Sweeney, Transportation Planning and Operations Coordinator
Lesli Ellis, Comprehensive Planning Manager
Molly Winter, Director, Downtown and University Hill Management Division
and Parking Services (DUHMD/PS)
Kathleen Bracke, GO Boulder Manager, Public Works Transportation
Jay Sugnet, Senior Planner, Community Planning and Sustainability

DATE: June 10, 2014

SUBJECT: Access and Parking Management Strategy (AMPS)

I. EXECUTIVE SUMMARY

The purpose of the study session is to:

1. Review the draft Access Management and Parking Strategy (AMPS) project purpose, goals, and guiding principles including board and community feedback on the project to date;
2. Review work since 2013 Council Study Session;
3. Review proposed schedule and milestones; and
4. Review the AMPS seven focus area topics.

The city of Boulder's parking management system has a long history. Parking meters were first installed on Pearl Street in 1946. Over the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multi-modal access system incorporating alternative modes (transit, bicycling and pedestrians) along with automobile parking in order to meet city

goals, support the viability of the city’s historic commercial centers and maintain the livability of its neighborhoods.

AMPS is updating the current access and parking management policies and programs and developing a new, overarching citywide strategy in alignment with city goals. The project goal is to evolve and continuously improve Boulder’s citywide access and parking management strategies and programs tailored to address the unique character and needs of the different parts of the city.

This memo summarizes work to date on the seven focus area topics: district management, on and off street parking, transportation demand management (TDM), Technology and Innovation, Code Requirements, Enforcement and Parking Pricing. Early action items include the creation of guiding principles, the development of a TDM Transportation Options Tool Kit for new development projects, access demand projections for the downtown and Boulder Junction, University Hill Travel Study, public private partnership negotiations on the hill and downtown, implementation of pay by cell parking technology, research on early code changes for “quick fix” parking changes, and installation of a solar-powered electric charging station in a downtown parking lot.

A work plan for 2014 and 2015 has been created. Phase 1 in 2014 will focus on best practices analysis in all focus areas, quick fix parking code changes, assessment of downtown garage technology, coordination with North Boulder Plan Update and Envision East Arapahoe, development of an integrated project framework, and the design of the public engagement process. The second Phase will be influenced by the results of Phase 1 and will include analysis of options, program development or refinement, policy review and recommendations. AMPS is projected to be completed by the second quarter of 2015.

II. QUESTIONS FOR CITY COUNCIL

- 1. *Does City Council agree with the AMPS project purpose, goals, and guiding principles?***
- 2. *Does City Council have input on the proposed AMPS approach and timeline for AMPS?***
- 3. *Does City Council have input on the AMPS list of 2014 work program topics? Are any missing?***

III. BOARD AND COMMISSION FEEDBACK

AMPS was discussed at the following boards in preparation for this June 10 Council Study Session. Below is a summary of comments.

Transportation Advisory Board

The Transportation Advisory Board (TAB) has reviewed several AMPS updates over the last several months to provide input to staff. At the April TAB meeting, the Board provided the following comments to share with City Council:

- For guiding principles: Specifically note the connection with the Transportation Master Plan (TMP) mode shift goals and state the inter-related nature of connecting parking management with transportation and land use planning.
- Involve developers and business community in discussions regarding Transportation Demand Management (TDM) Tool Kit and parking code changes for new development projects. Consider opportunities for the TDM Toolkit to apply to existing development as well as new development through incentive programs to encourage voluntary participation.
- Looking forward to discussions regarding details of AMPS and review of policy options.
- Simplify goal statement and AMPS “compass” graphic for clarity.

Boulder Junction Access District Commissions

Passed a unanimous motion to support the project and principles, with a friendly amendment to de-emphasize the pedestrian being at the center; it’s about safety and people in general being able to access the district. Support of the pedestrian should not compromise the efficiency of the transportation system.

University Hill Commercial Area Management Commission

- Stay on top of innovation. Flexibility is important in a culture of rapidly changing technology. Incorporate parking apps.
- The sharing economy is prevalent with millennials; include all-street carshare; it is a great option.
- Need more parking on the hill to accommodate a greater diversity of users.
- Marketing of parking is also important to lessen perceived barriers of people coming to the hill. Use maps, signage and promotions.
- Regional transportation is essential for in-commuters. What is the city’s role?

The Downtown Management Commission

Passed a unanimous motion to support the work plan, conveys the continued active participation by the Commission in the process and recommends that City Council supports AMPS. Other comments include:

- Reinforce urban vitality, land use, community character and the visitor experience.
- The process should include mapping and the different spatial contexts of the different areas.
- Needs to address and quantify the needs of the variety of visitors.

Downtown Boulder Business Improvement District

- Downtown needs more parking.
- The board expressed a concern about the development and parking projections: the number of employees per square foot was too low based on the number of employees at tech companies and also the impact of shared work spaces (i.e. the HUB). There are any more employees per square foot in these non-traditional work spaces.
- Need to consider parking pricing of long term permits to be competitive with the private providers.
- Concern was expressed about people parking all-day on-street negatively impacting turn over. Need more enforcement.
- Consider shuttle parking from remote lots.

Downtown Boulder Inc.

- Additional parking capacity needs to be considered.
- Need for satellite/edge parking.
- Need to incentivize customers to use parking; includes education and promotion.

Planning Board

AMPS is scheduled for Planning Board on June 5. Feedback from that meeting will be provided by Hotline prior to the June 10 Study Session.

Joint Board Meeting

In addition, a joint board meeting with the Transportation Advisory Board, Environmental Advisory Board, Planning Board, and District Boards was held on April 23 at the Sanitas Brewing Company. The focus of the meeting was on the Transportation Master Plan, Climate Commitment and the Access Management and Parking Strategy.

IV. PUBLIC FEEDBACK

Over 60 people attended the Open House on May 12th to weigh in on the Access Management and Parking Strategy, the Comprehensive Housing Strategy, and the Zero Waste Strategic Plan. Approximately 40 people attended the Open House on May 28th to review the Transportation Master Plan Update and AMPS. Attendees had the opportunity to share concerns and questions with city staff and to make statements with sticky notes on the boards around the room where the meeting was held. Major themes that emerged were:

- More subsidy to disadvantaged, economically impaired communities.
- Diversity is key; not everyone can do alternative modes.
- Partnerships will be important.
- Customize solutions.
- Co-benefits are good.
- City regulations create conformity not diversity.

V. BACKGROUND

The city of Boulder's parking management system has a long history. Parking meters were first installed on Pearl Street in 1946. Over the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multi-modal access system incorporating all modes of travel (walking, biking, transit, and autos) to meet community goals, including support for the vitality of the city's historic commercial and employment centers, and livability of its neighborhoods.

AMPS encompasses updating the current access and parking management policies and programs and developing a new, overarching citywide strategy for access and parking management in alignment with city-wide goals. The project goal is to evolve and continuously improve Boulder's citywide access and parking management strategies and programs tailored to address the unique character and needs of the different parts of the city.

The AMPS project approach emphasizes collaboration among city departments and acknowledges the numerous current and anticipated planning efforts and initiatives such as the Transportation Master Plan (TMP) Update, Economic Sustainability Strategy, and Climate Commitment.

Elements of the AMPS project approach are:

- AMPS is a strategy which is defined as an integrated planning approach coordinated with other master planning efforts and plans which focuses on a particular set of goals and principles that are cross-cutting and create an adaptable set of tools and methods allowing the city to continually improve and innovate to achieve its goals.
- Evaluating existing parking and access management policies and practices within existing districts and across the community based on the city's Sustainability Framework.
- Developing context appropriate strategies using the existing districts as role models for other transitioning areas within the community and incorporating national best practices research.

VI. DRAFT PROJECT PURPOSE, GOALS, AND GUIDING PRINCIPLES

Purpose

Building on the foundation of the successful multi-modal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop over-arching policies, and tailored programs and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles.

Goal

Develop tools and strategies to evolve Boulder's access and parking management to a state of the art system reflecting the city's sustainability goals.

Guiding Principles

- 1. Provide for All Transportation Modes:** Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.
- 2. Support a Diversity of People:** Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
- 3. Customize Tools by Area:** Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city’s diverse neighborhoods both residential and commercial.
- 4. Seek Solutions with Co-Benefits:** Find common ground and address tradeoffs between community character, economic vitality, and community well-being with elegant solutions—those that achieve multiple objectives and have co-benefits.
- 5. Plan for the Present and Future:** While focusing on today’s needs, develop solutions that address future demographic, economic, travel, and community design needs.
- 6. Cultivate Partnerships:** Be open to collaboration and public and private partnerships to achieve desired outcomes.

VII. WORK TO DATE

Over the course of the last year, work on AMPS has proceeded on several levels. Consultant firms have been hired – Kimley Horn with Urban Trans as a sub consultant, and Fox Tuttle. Joint board workshops focusing on the TMP Update, Climate Commitment and AMPS were conducted in August 2013 and April 2014, as well as individual board outreach providing valuable feedback. Finally, public open houses were held May 12 and 28 in conjunction with the Comprehensive Housing Strategy and Transportation Master Plan update.

Staff teams in the seven focus areas have developed detailed work programs for each of the seven focus areas, including both the short and long-term tasks. Each topic has a link to a detailed matrix that provides additional descriptions and issue identification.

- 1) [District Management](#) This will address both the further enhancement and evolution of existing access and parking districts as well as considering new districts. A tool kit of policies, implementation strategies and operational procedures will be developed to assist in the creation of new districts.
- 2) [On and Off-Street Parking](#) The On-Street public parking focus area will investigate potential policy development and policy changes regarding the use of on-street public parking. This will include topics such as handicapped parking, loading zones, time restrictions, Car-share parking, E-vehicle parking, neighborhood permit parking and the repurposing of parking spaces for uses such as bike parking or parklets. Off-street includes all surface lots and parking garages that are owned and managed by the districts. On and off street parking are complimentary and inter-related
- 3) [Transportation Demand Management](#) TDM involves all programs that reduce single occupant vehicle trips including travel by transit, bikes, walking and car and van pool programs. In addition there are strategies for telecommuting and parking pricing. The TDM focus area includes three primary components; the integration of TDM with

Access and Parking Management; refinement of the policies, implementation, and evaluation of TDM Plans in Development Review; and the management of TDM programs in Districts (existing and new/city-wide).

- 4) [Technology and Innovation](#) This will include a technology assessment of parking access equipment (garages) and internal systems used for permitting, products, and reporting. The effort will ensure all the systems are compatible and can “talk” to one another to streamline processes and create efficiencies. Customer-focused technology apps will also be included to making parking more convenient and lessen unnecessary driving.
- 5) [Code Requirements](#) Planning staff is working on updates to the land use code for parking requirements citywide (e.g., adding special parking requirements for uses with low parking demand such as the airport and warehouses where current parking requirements require too much, updating the code to meet ADA requirements). Longer term code changes would respond to recent changes in travel behavior (e.g. increased bicycling and transit use) with changes including but not limited to, increased use of unbundled parking, shared parking requirements, parking maximums, automatic parking reductions and special parking requirements for transit corridors.
- 6) [Enforcement](#) This is the component to balance parking access and management through education, customer service and regulation in an effort to better serve those who live, work and visit the City of Boulder; and
- 7) [Parking Pricing](#) Review and analysis of parking pricing and enforcement fees including research of other comparable cities and analysis of options including variable and performance based pricing, and graduated fines. (includes exploration of various pricing strategies/mechanisms).

The first phase of work, April through September 2014, includes:

- a) A draft report on best practices on incorporating Transportation Demand Management (TDM) in Development Review, available at: www.BoulderTMP.net and described in more detail in the following section below;
- b) Based on the best practices report, opportunities to refine and enhance the city’s [Transportation Options Tool Kit](#) for private development will be considered as a component of the Transportation Master Plan (TMP) Update and the AMPS work program;
- c) Miscellaneous “quick fix” parking code changes such as updating the code to match current Americans with Disabilities Act (ADA) standards, and adjusting parking requirements for aircraft hangers and warehouses to more appropriate parking levels not based on floor area. Exploration of potential parking code changes to consider parking maximums will occur as part of AMPS 2014 work program;
- d) Best practices research will be conducted on topics in all AMPS focus areas;
- e) Assessment and recommendations will be made for replacement of the garage parking access and revenue control equipment;
- f) Development of parking and access management demand software;
- g) Design of the public and stakeholder engagement process which will include a variety of listening and feedback mechanisms including focus groups, surveys, open houses, board and commission meetings, and interactive web engagement; and,

- h) Development of an integrated planning framework to provide an overall structure for all the AMPS focus areas.

Concurrently, ongoing projects are in process or have been completed in the following areas:

District Management:

- Analysis, outreach and negotiations for a public private partnership between the University Hill General Improvement District (UHGID) and Del Mar Interests for a mixed use (residential and parking) development on UHGID's 14th Street parking lot;
- Initial analysis and access demand projections for a range of development options for the Civic Area Plan;
- Feedback on options for access and parking management as part of the North Boulder Plan Update;
- Update of development projections and access demand for the Boulder Junction Access District;
- Discussions with Trinity Lutheran Church regarding CAGID's role in providing parking in the Trinity Commons project;
- An update to the downtown development projections and future access and parking demand for the downtown area including the Civic Area; and
- Development of an alley management program associated with the public and private construction projects in the West End area.
- Travel Survey of the hill was completed. It included both a survey of businesses and employees and an intercept survey.

On and Off Street Parking:

- Commencement of a "parklet" planning process with the pilot "parklet" competition and installation in the Hill commercial district May through October 2014; and,
- Installation of a variable messaging system in the five downtown CAGID garages.

Code requirements:

- Research of peer communities on "best practice" parking regulations;
- Consultation of American Planning Association (APA) publications and other planning resources on suggested updates to parking codes;
- Development of list of short-term "quick fix" parking changes and long-term, more comprehensive parking changes; and
- Analysis of existing shopping center parking requirements and coordination with the airport manager on updates to the parking code for aircraft hangers.

Technology and Innovation:

- Introduction of pay by cell on-street parking payment option with Parkmobile in all access districts;
- Inventory of existing technology systems in preparation for a system-wide evaluation; and
- Installation of a solar-powered electric charging station in the Broadway Spruce parking lot in downtown Boulder.

The second phase of work will be influenced by the results of the Phase I best practices research and will include next steps that could include analysis of options, program development or refinement, or policy review and recommendations depending on the topic. There will be on-going integration with other planning efforts such as the Transportation Master Plan Update, North Boulder Plan Update, Envision East Arapahoe and the Climate Commitment dependent on those project schedules. The final phase will be crafting the overarching, citywide access and parking management strategy and finalizing the document. The AMPS is projected to be completed by June 2015.

VIII. PRIORITY AREAS FOR COUNCIL AND COMMUNITY FEEDBACK

At workshop on May 28th, staff from CP&S, DUHMD/PS, Transportation, Municipal Courts, and Boulder Police Department, reviewed the work plan in all seven focus areas and an initial prioritization of the topic areas, and confirmed areas of overlap. The following is an initial assessment of those topics that will require City Council policy direction and/or broad community input by focus area:

District Management

- Governance and coordination between districts.
- Civic Area Plan access approach.
- Creation of new access districts.
- Confirmation of the **SUMP** principles – parking that is **Shared, Unbundled, Managed and Paid**.

On and Off-street Parking

- On-street parking policy for car share.
- Use of public right of way including developing a Parklet Plan
- Electric vehicle parking
- Neighborhood Parking Permit program process

TDM

- Enforcement of TDM Plans.
- TDM strategies and sustainability.
- TDM and development review policies.
- TDM plans and parking reductions.
- Parking cash-out programs.

Technology and Innovation

- Role of technology in parking management and customer interface.

Code Requirements

- Shared and unbundled parking requirements.
- Parking maximums.

- Parking reductions.
- Relationship between TDM programs and parking supply.
- Criteria and location of parking TDM regulations.

Enforcement

- Review of enforcement fines.
- 72 hour parking ordinance.

Parking Pricing

- Role pricing plays in parking management, multi-modal use, economic vitality, community access and citywide equity between commercial areas.
- Parking rates and fees including long and short term parking in the districts, Neighborhood Parking Permit program permits, city employee parking rates, and parking enforcement ticket fees.
- Different methods of pricing parking, i.e. performance-based, variable pricing, etc.

IX. PROJECT OVERVIEW

Attachment A is a graphic representation of the project and the list of topics proposed to be address. It is intended to provide a graphic representation of the project’s interrelationships and direction and is therefore referred to as “the compass.”

X. TIMELINE AND ENGAGEMENT OPPORTUNITIES

Attachment B includes a timeline of the project – along with major milestones and outreach activities.

In addition to Inspire Boulder, open houses, and other traditional public engagement tools that will be deployed as part of this process, staff proposes using expert panels over the summer and early fall. The intent of the expert panels is to explore specific policy issues (e.g. variable parking pricing) with experts in the field that can share experiences from other parts of the state and country. The city staff workshop held on May 28 with the project consultants identify those specific policy issues that would benefit from an expert panel (the full list is in Section VIII). The results of the panel will be shared with Council prior to the October 28.

XI. EARLY ACTION ITEM – UPDATES TO TDM TOOL KIT FOR PRIVATE DEVELOPMENT

As an early action item for AMPS as well as the TMP Update, the city is exploring opportunities to enhance the existing Transportation Demand Management (TDM) program’s [Transportation Options Tool Kit](#) for new development projects. Findings from the Best Practices Report, currently available as a draft report at www.BoulderTMP.net, are being used to identify potential new tools and strategies that can be used to improve the options and effectiveness of the toolkit as well as identification of innovative parking strategies, infrastructure improvements and TDM programs that can maximize the benefits associated with TDM in the city.

The draft Best Practices Report explains how other communities with effective demand management programs have incorporated transportation options into the development review process. The communities included in the report are Fairfax County, Virginia; Montgomery County, Maryland; Bloomington, Minnesota; Cambridge, Massachusetts; and Pasadena, California. For each best practice city, the following information was sought:

- The process communities use to develop TDM plans.
- What TDM and parking strategies they require.
- What triggers TDM requirements.
- How TDM program funding is guaranteed and sustained.
- Internal staffing costs.
- Enforcement policies.
- Incentives to encourage developer participation.
- Processes for benefit estimation.
- Inclusion of bikeshare and carshare requirements.
- Funding of transportation management organizations (TMOs) to meet TDM requirements.
- Land use regulations that enhance TDM plans.
- Lessons learned.

The Best Practices Report will be used to develop potential recommendations for refining the Transportation Options Toolkit. The toolkit is used by staff and developers to design TDM plans to mitigate the impacts of new commercial and residential developments on the transportation system and sets expectations on what strategies should be included in TDM plan for Planning Board as they evaluate the design of new developments. It will also identify methods to measure the impacts associated with combinations of TDM strategies and the costs and resource requirements associated with strategy implementation for new developments.

All draft recommendations for toolkit changes will be reviewed through a public outreach process with developers, the TAB and Planning Board, community and City Council. Feedback obtained from that process will be used to update and improve the draft recommendations. Final recommendations will include estimates of the toolkit's impacts on vehicle trip generation and the community cost savings associated with anticipated vehicle trip, vehicle miles traveled and greenhouse gas (GHG) reductions.

Within the TDM program, city staff is working with Boulder Transportation Connections (formerly Boulder East), Boulder's non-profit transportation management organization, to implement a TDM Plan evaluation program that will measure the effectiveness of TDM plans currently in place for recent commercial and residential developments. This evaluation program will also inform recommended adjustments to the toolkit over time. City staff will form a working group with local developers and community organizations to design a toolkit that not only meets city goals for mitigating vehicle trips, but also is balanced by the need to provide incentives to developers and maintain economic vitality.

XII. NEXT STEPS

Staff will continue to engage stakeholders over the summer and fall and return to Council on October 28 with the results of the policy and code analysis along with program options.

Staff will continue to meet with the Boards at key milestones throughout the project and Board members are encouraged to participate in the broader community outreach as described in **Attachment B**.

The consultant will continue to One specific outreach element is the use of expert panels over the summer and early fall. The intent of the expert panels is to explore specific policy issues (e.g. variable parking pricing) with experts in the field that can share experiences from other parts of the state and country. A city staff workshop was held on May 28 with the project consultants to identify those specific policy issues that would benefit from an expert panel. The results of the panel will be shared with Council prior to the October 28.

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

ATTACHMENTS

A: Project Overview – Compass Diagram

B: Project Timeline

