

**CITY OF BOULDER
TRANSPORTATION ADVISORY BOARD
AGENDA ITEM**

MEETING DATE: February 9, 2015

AGENDA TITLE: Staff briefing and Transportation Advisory Board input regarding City Council 6-month TMP implementation check-in February 24, 2015

PRESENTERS: Michael Gardner-Sweeney, Acting Director of Public Works for Transportation
Kathleen Bracke, GO Boulder Manager
Chris Hagelin, Senior Transportation Planner
Dave “DK” Kemp, Senior Transportation Planner
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Randall Rutsch, Senior Transportation Planner
Natalie Stiffler, Transportation Planner II

I. EXECUTIVE SUMMARY

The 2014 Transportation Master Plan (TMP) represents the continued refinement of the city’s transportation and sustainability goals. The 2014 TMP is built on more than 20 years of consistent policy direction in transportation and includes a refined focus on sustainability, including greenhouse gas (GhG) reductions, and a broader integration of sustainability planning across city departments.

While all areas of the TMP were updated, the work effort producing the 2014 TMP included extensive technical work in transit planning, developing a detailed inventory of GhG emissions from the transportation sector, implementation of the “living lab” approach to improving the transportation system for all modes, development of the low stress bike network, and additional measurable objectives to track progress in safety, vehicle miles travelled per capita for residents and non-resident employees, and creation of 15-minute neighborhood access tool.

The work and results of the 2014 TMP are being integrated in other city work efforts, including Envision East Arapahoe, the Access and Parking Management Strategy (AMPS), Civic Area implementation, Housing Boulder, Climate Commitment, and the upcoming Boulder Valley Comprehensive Plan update.

The 2014 TMP includes an extensive Action Plan reflecting anticipated work items for the immediate (2014-2016), mid (2017-2020) and long term (2020+). The upcoming study session is intended to provide council with the results of work on implementing the 2014 TMP in the six months since acceptance by City Council in August 2014. The work program for implementing the TMP is consistent with the council’s priorities and city’s efforts to promote long-term sustainability and resiliency. Highlights of the implementation work efforts include:

- continuation of the living laboratory approach for bicycle innovations, including piloting corridor-based complete street repurposing or rightsizing projects;
- work with local and regional agency partners to push for real-time travel information, continued work on the community wide Eco Pass program, and improving the service plan for the upcoming US36 Bus Rapid Transit system;
- refinement of Transportation Demand Management (TDM) strategies in coordination with the city's Access Management and Parking Strategy (AMPS), including refinements for enhancing the city's TDM Tool Kit for new development;
- secured \$11.5 million in funding for local transportation improvement projects and regional BRT projects through Denver Regional Council of Governments (DRCOG) competitive funding process;
- continued collaboration with integrated land use and transportation projects including Envision East Arapahoe, Civic Area, AMPS, Housing Boulder, Climate Commitment, and scoping process for Boulder Valley Comprehensive Plan update.
- Completed 2014 Boulder Valley Employee survey and compiling results along with other updates to transportation related evaluation measures to gauge on-going progress toward accomplishing the TMP goals. The next Transportation Report on Progress document and web-based dashboard is scheduled for completion by end of 2015.

II. QUESTIONS FOR TAB

1. Does TAB have feedback with the proposed approach, including public engagement process, for the 'living lab' corridor projects planned for 2015?
2. Does TAB have any additional questions or comments regarding the proposed TDM Tool Kit enhancements for new development based on the summarized feedback from Boards and Council and the revised staff considerations provided in **Attachment F**?
3. Does TAB have feedback on the next steps for the community wide Eco Pass analysis with Boulder County?
4. Does TAB have questions or suggestions regarding the proposed approach for 2015 evaluation process which will guide the development of the next Transportation Report on Progress document and web-based dashboard?

III. BACKGROUND

Transportation Master Plan (TMP)

The TMP is set within the broader context of the Boulder Valley Comprehensive Plan (BVCP), with transportation supporting the sustainability and quality of life goals set by the community. Development of the 2014 TMP included extensive community engagement, technical work in transit system planning, developing a living laboratory approach to enhance Boulder's complete streets system, creation of a Bike 2.0 system accommodating all levels of riders, and developing a detailed inventory of the GhG impacts of the transportation sector. While the previous TMP had the key objective of maintaining vehicle traffic at 1994 levels, the 2014 TMP calls for reducing VMT by 20% and increasing mode share for walking, biking, and transit to support the community's GhG reduction goals. In addition, the 2014 TMP includes measurable objectives for safety and 15-minute neighborhood access. The TMP is intended to be a living document

and will be monitored and updated to reflect on-going transportation needs of the Boulder community. For a full copy of the 2014 Transportation Master Plan, see: www.bouldertmp.net

IV. ANALYSIS AND ISSUES

TMP Focus Area Implementation & Progress

This section provides highlights of the implementation work of the TMP as directed by the TMP Action Plan and council priorities. The material below is not intended to be comprehensive and covers those new areas with the potential for a significant community impact and contribution to the goals of the TMP. For a full list of the TMP Action items, see **Attachment A**.

Complete Streets

The Complete Streets Focus Area strives to accommodate pedestrians, bikes, transit, and autos as facilities are planned, designed, constructed and maintained for all modes. This area aims to develop the balanced and complete multimodal transportation system needed to accommodate an increase in person trips while shifting trips away from single occupant vehicles (SOVs) into walking, bicycling, walking, and transit.

Bicycle and Pedestrian Innovations

Bicycle Innovations “Living Laboratory” Projects

The Living Lab bicycle pilot projects included new bicycle facility treatments and programs intended to enhance the existing system for cyclists of all ages and riding abilities. The Living Lab program is being deployed in phases of pilot projects with programs of qualitative and quantitative analysis to evaluate the potential for long-term application and appropriateness in Boulder.

Phase I

Phase I of the Living Laboratory program provided an excellent forum for testing new, innovative facilities and contemporary treatments while continuing to improve upon Boulder’s bicycle infrastructure. Phase I projects have been primarily opportunistic with a focused public engagement process prior to installations. Staff hosted an initial public open house meeting to garner public feedback regarding the types of proposed facilities to test. Staff also notified affected property owners and stakeholders within the Phase I project installation areas. The first wave of projects was installed in September 2013. A robust evaluation process was conducted which included community feedback, technical details, and field ‘before and after’ behavior observations. A summary of this evaluation was presented to the Transportation Advisory Board at the [September 8, 2014 meeting](#). The second wave of Phase I projects was installed in October 2014 and is currently undergoing the evaluation process. This wave included the installation of the protected bike lanes on University Avenue and the advisory (dashed) bike lanes along Harvard Avenue. A third wave of projects is scheduled for installation during spring/summer 2015. This wave will include the installation of a bike box at the intersection of Canyon Boulevard and Folsom Street and the designation of the 13th Street Bicycle Boulevard. An interim evaluation report will be provided in July 2015 with a more comprehensive evaluation report of existing and future projects prepared by December 2015.

Phase II Bicycle Innovations: Rightsizing Corridors

Responding to input from the community, Boards, and City Council during the Transportation Master Plan update, Transportation is developing Phase II Living Lab projects for 2015 to test options for repurposing or “rightsizing” certain multi-lane arterial roadways to enhance access and safety for all modes of travel.

Staff has developed an initial list of potential “Complete Street” corridors that include portions of Iris Avenue, Folsom Street, 55th Street, and 63rd Street. These streets have been identified as candidates for the Living Laboratory program through an initial analysis of multimodal transportation operational criteria including bicycle level of stress and volume, motor vehicle volume, travel time, and speed (posted and actual), as well as land use context and connectivity to primary destinations.

Data collection and analysis on these corridors is underway. Preliminary analyses indicate that repurposing one travel lane in each direction would improve the safety and comfort of all roadway users along these corridors. However, some intersections could experience significant delays which will require creative solutions to maintain acceptable travel times. The potential trade-offs of the Phase II projects could be controversial; therefore, staff is recommending a public engagement process that would be more robust than the Phase I projects. The project communication plan will employ a proactive approach to review and seek input on corridor design options, clarify possible “unknowns,” help the community understand the experimental nature of the Living Lab program and provide a working sense of project benefits and operations.

Staff proposes an inter-active, on-going community engagement process throughout the duration of the Phase II projects. A proposed project timeline for the complete 2015 Living Lab program is provided in **Attachment B**.

Staff is proposing that TAB host a public open house for the Phase II projects in spring 2015 along with ongoing, focused stakeholder meetings with neighborhoods and community organizations prior to project installations during the summer of 2015. Prior to installation, staff will provide a public hearing at TAB to seek a recommendation to be forwarded to City Council for their consideration. Following the installation of the corridor improvements, staff would conduct on-going community engagement activities through walk/bike audits, social media, and public meetings to receive input on the new street designs throughout the duration of the pilot program (ex. 12-18 months).

Based on the feedback from the community, Boards and Council during the Living Laboratory pilot program, as well as the findings from the quantitative and qualitative analysis, the city would decide whether or not to retain the modified street design. With this approach, the front end planning/design phase of the project is shortened and the community engagement process is more on-going throughout the installation and evaluation process. Staff is responding to the TAB and council direction to expedite the implementation of the TMP strategies and action items while recognizing the need to ensure community members and affected stakeholders are proactively informed regarding these projects prior to installation.

Another community engagement option would be to undergo a more extensive public engagement process similar to that of a capital improvement project and would include numerous public meetings over a six to nine month time period prior to installations. Staff seeks feedback from TAB and council regarding the appropriate amount of community engagement process necessary for Phase II corridor projects recognizing that phase II projects will pose some significant tradeoffs.

Contingent upon the feedback received from TAB and City Council regarding the proposed community engagement process; Phase II projects would be installed in summer of 2015 and the evaluation process would last 12-18 months. If the preference is for a longer lead time, the installation would be moved to Fall/Winter 2015 or early 2016. Community feedback will be used in addition to a technical analysis to determine future phases of the Living Laboratory program.

Other Bike and Walk Innovations

Boulder Walks Program – Through-out fall 2014, the City hosted walk and bike audits supporting the public engagement process for the Envision East Arapahoe project. These audits gathered stakeholder input on the pedestrian and bicycling environment as well as identify potential new connections and site specific improvements consideration as part of the development of scenario options. Staff continues to promote Walkabouts with neighborhoods and anticipates additional Walkabouts will take place this spring.

Bicycle Parking – As part of the Access Management and Parking Strategy (AMPS) process, staff advanced ordinances in fall 2014 to revise bike parking requirements for new development. Council approved code revisions to base bike parking requirements on land use type, require both short and long-term bike parking and to amend bicycle parking design standards to require inverted U racks for all bike parking requirements. In response to Board and Council feedback, staff is exploring initiatives to encourage distinctive and artistic bicycle parking solutions for both long and short term parking meeting the functional criteria of U racks. Staff is also raising awareness of the demand for bike parking that accommodates trailers, cargo bikes and e-bikes. The AMPS work is establishing a Bike Corral program with design criteria and guidance for converting on-street parking spaces to bike parking corrals while considering the balance of other curbside facilities, such as vehicle parking, B Cycle stations, and loading zones.

2.0 Bike Network – The low-stress connectivity analysis methodology continues to be refined and is being utilized as a network screening tool. Staff hopes to establish a multi-modal level of service methodology to help guide policy and development to create a highly connected network of low-stress routes for bicyclists of all ages and abilities. This effort pairs with the living laboratory to test innovative strategies to encourage more bicycling by “interested yet concerned” bicyclists and encourage use by all types of riders for a variety of trip purposes.

Renewed Vision for Transit- Local & Regional

An emphasis of the 2014 TMP was developing the Renewed Vision for Transit. This vision includes renewed efforts in the areas of service, capital, and programs.

Service Element

Transit Service for US 36 BRT and Boulder Junction

The TMP identifies high quality bus rapid transit (BRT) service on US 36 as a high priority and pivotal opportunity for improving regional transit service to Boulder. In November 2014, RTD released a proposed service plan for US 36 BRT and the associated local service plan modifications that are scheduled to go into effect in January 2016. City of Boulder staff coordinated review of the proposed service plans with RTD staff and staff from Boulder County, CU and the US 36 corridor communities. In response to agency comments, RTD released a revised proposed service plan for US 36 BRT. City of Boulder staff is coordinating a second review with RTD staff and staff from Boulder County, CU, and the US 36 corridor communities. Based on the initial review of RTD's materials, staff has identified primary areas of concern as well as specific recommendations to RTD to modify their proposed service plans for the US 36 BRT. Comments from TAB will be incorporated with staff comments for submittal to RTD on Feb. 10. See **Attachment C** for details on the US36 BRT service plan comments.

SH119 and SH 7 BRT Studies

As part of the DRCOG TIP funding process, the city supported funding for three BRT related studies. These include a proposal by RTD to build on the Northwest Area Mobility Study (NAMS) with a detailed BRT environmental study of SH 119 (the Diagonal) between Boulder and Longmont. This study is funded in the TIP for \$1 million. Boulder County submitted a proposal supported by local communities along SH 7 (Arapahoe) to take the next step in studying the potential for BRT between Boulder and Brighton. This study is funded for \$200,000. A regional BRT feasibility study submitted by RTD is funded in the TIP for \$1.2 million. Staff is working with our local and regional agency partners to support work on all of regional BRT corridor projects serving the Boulder community.

FLEX

City of Boulder staff is working with Boulder County, Longmont, RTD, CU, CSU, Loveland, and Fort Collins/Transfort to extend one seat ride interregional transit service to Boulder on the FLEX route along US287 and SH119. Funding for this service was approved by DRCOG and service is planned to begin in Fall 2015.

Boulder Junction

The vision of Boulder Junction as a pedestrian oriented development is coming to fruition with a series of public and private projects. These include the completed bike lanes on 30th Street, construction of the 30th Street underpass at the Boulder Slough, the connection from 30th Street to the Goose Creek multimodal path, and construction of the south side of the multi-way boulevard on Pearl Parkway in 2012. Construction on the north side multimodal path and multi-way boulevard began in 2013 with extensive waterline, sanitary sewer and major drainageway improvements and continues in coordination with the Depot Square development at 3151 Pearl Parkway. This section of Pearl Parkway will be completed in 2015 in coordination with the adjacent private development. The Junction Place bridge at Goose Creek began construction in late 2013 and is substantially complete. Final landscaping is scheduled for completion in spring 2015. Additional public improvements in the area include the public park along Goose Creek and the bike connection through the park to the Goose Creek multiuse path which are under

construction and will be completed this spring. The new transit station “Boulder Junction at Depot Square” is scheduled for an initial opening in 3rd quarter 2015 with a grand opening celebration planned to coincide with the launch of the US36 “Flatiron Flyer” BRT service in January 2016.

The Boulder Junction TDM Access District program and services are up and running with residents of 3100 Pearl residents receiving Eco Passes, discounted bikeshare memberships and free carshare registration. In 2015, the master Eco Pass contract for Boulder Junction employees will be initiated. The TDM programs for residents and employees will continue to expand as new developments open.

Capital Element

North Boulder Mobility Hub

The North Boulder mobility hub is an outcome of the integrated planning process for the TMP update, Access Management and Parking Strategy and North Boulder sub-community plan update. The TMP “mobility hub” concept envisions providing a combined set of services on one site, including transit stations, Boulder B-cycle bike share, and car share services. The North Boulder mobility hub also includes transit vehicle turnaround and is being considered for the CDOT property on the north end of Broadway at US 36. The site could also be enhanced through potential public/private partnerships to consider shared park-and-ride or “edge” parking as part of adjacent mixed use development sites either south or west of the CDOT property.

Attachment D includes conceptual sketches of alternatives for the North Boulder mobility hub site. Staff continues working with CDOT, RTD, and Boulder County to further explore and refine options for this site as well as with CDOT to relocate their use of sand/material storage to another site within the larger area.

HOP Vehicle Replacement –

An important priority in the TMP is to replace older HOP vehicles and obtain federal or state funding to help pay for the vehicle replacement. The City collaborates with Via to actively pursue local grants for HOP vehicle replacement and in 2014 partnered with the Via and RTD to apply to replace three HOP diesel buses with hybrid electric vehicles. A Federal Transit Administration (FTA) grant was submitted in April but awards have not yet been announced. Due to the uncertainty of these results, Via also submitted an application for statewide FASTER funding (FY 2016) to fund 75% of three clean diesel buses. Via was awarded the full amount requested as well as funding to rehab two additional buses. If the FTA grant application is successful, Via will acquire three hybrid-electric HOP vehicles and coordinate with CDOT on the grant award to determine how to proceed. This is an exciting and significant transitional step toward the city of Boulder’s TMP and sustainability goal of pursuing green vehicle technology for the transit fleet to reduce transit GhG emissions.

Program Element

Real Time Information

Implementing real time passenger information is one of the top priorities in the Renewed Vision for Transit. There are three components to the real-time information program. The City and CU

in coordination with Via and RTD have each pursued real-time information in the following ways:

- RTD plans to implement real-time passenger information on all bus, BRT, and light/commuter rail vehicles by the end of 2015. Phase one of the project includes real-time information boards at RTD transit centers and the RTD real-time mobile website for completion in the first half of 2015. The second phase of the project will open-source the data to 3rd party developers for creating mobile apps in late 2015 or early 2016. The RTD fleet now has the hardware installed to drive the real-time system and the remaining work is on the back-end software and servers. This implementation plan does not include the HOP buses due to hardware issues. ETA Transit data is open source and there is the potential for coordination with RTD so that the HOP real-time information can be incorporated with RTD's system-wide real-time initiative. Staff continues to work with our agency partners to pursue real time information for passengers using all transit routes serving the Boulder community.
- HOP - Via contracted with NextBus several years ago to implement real-time passenger information on the HOP buses. The system has not been functioning well and equipment updates would be needed to make it operational. However, due to CU and ETA Transit's development of a real-time passenger information tool, it is not necessary to update the NextBus equipment.
- Earlier this year, CU contracted with ETA Transit and implemented real-time passenger information for the HOP and Buff Bus. At this time, ETA Transit offers a traditional website and mobile site for customers to obtain real-time route information. ETA Transit will release a smart phone application for Android and Apple operating systems in early 2015.

Transportation Demand Management (TDM)

Community-Wide Eco Pass

With the completion of the Community-wide Eco Pass Feasibility Study in 2014, this project is entering its second phase. Boulder County and city staff have initiated the second phase by forming two committees, a policy advisory (PAC) and technical advisory (TAC) committee, that will meet regularly over the next year and a half. The role of the PAC is to evaluate which scenario to advance in terms of:

- eligibility of residents, employees, students;
- which finance mechanism(s) would be most viable for raising the necessary funds; and,
- timeline to implement the program.

Council members Young and Jones are serving on the PAC from the city. The role of the TAC is to provide assistance to the PAC in terms of evaluating transit impacts, quantifying costs and benefits, solving administrative issues, and coordinating with RTD staff. The PAC and the TAC have each met once with additional meetings scheduled. Based on direction from the PAC, the TAC is divided into three sub-committees to tackle the initial PAC-identified priorities of quantifying benefits, coordinating with RTD and understanding the impacts on existing programs with a focus on the University of Colorado's student pass program.

Vanpool Recruitment and Retention Program

In partnership with Boulder Transportation Connections (BTC), staff is developing a new marketing campaign to promote GO Boulder's vanpool incentive program. In 2014, GO Boulder began providing a \$20 per rider per month rebate to recruit and retain vanpoolers. The rebate is available to any participant in a vanpool that is coming to or leaving Boulder and applies to both the North Front Range MPO's VanGO program and DRCOG's Way to GO vanpools. GO Boulder and BTC will be developing a formal multi-media campaign to promote the program and conduct outreach to local employers.

GO Boulder/BTC/Chamber Partnership

In 2015, the Boulder Chamber of Commerce, BTC and GO Boulder are partnering to provide enhanced transportation assistance to chamber members. The goals are to raise awareness of BTC, position BTC as the chamber's transportation sponsor and provide BTC a formal presence at chamber events.

Boulder Junction TDM Program

TDM efforts in Boulder Junction are ramping up with the opening of the Hyatt hotel. With approximately 60 employees starting in the first quarter of 2015, the TDM District is initiating the master Eco Pass contract for employees with RTD on February 1. BTC will be working with the Hyatt to administer the Eco Pass program to their employees and providing welcome kits that also provide instructions on taking advantage of the bike- and car-sharing benefits.

AMPS Update

Access Management and Parking Strategy (AMPS) is a multi-departmental effort being developed in collaboration with TMP goals to define policies, priorities and programs to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles. The goal of the project is to develop tools and strategies to evolve Boulder's access and parking management to a state of the art system reflecting the city's sustainability goals. The AMPS project is moving forward in a seven work areas: Districts; On & Off Street Parking, TDM, Code, Parking Pricing, Enforcement, and Technology. The 2015 priorities for each of these work areas is contained in **Attachment E** and more detailed information regarding AMPS will be coming to the Boards and Council in April/May 2015.

An area of overlap with the TMP and AMPS is continued progress on the TDM toolkit for new development:

TDM Plans and Toolkit for New Developments – Phase I

The TDM Working Group work started on the first phase of work for AMPS in 2014 and continues in 2015. The priority of Phase I is the development of a set of policies and a possible ordinance to guide the development, implementation, evaluation and enforcement of TDM Plans for new commercial and residential developments. Staff has developed a series of questions to help determine the key elements of a new TDM programs. These questions were discussed by the TAB, Planning Board and City Council in Fall 2014. A summary of board and council feedback is provided in **Attachment F**. Based on this input and guidance, staff is now preparing to discuss these key elements with local developers and transportation consultants who frequently submit TDM Plans to understand their perspective. After receiving their feedback,

staff will return to the Boards and Council in Spring 2015 with a revised draft plan and recommendations for their consideration.

Phase II Priorities for 2015

In Phase II of AMPS, the TDM Working Group will focus on several priorities. Staff will begin work on revitalizing TDM program outreach to existing businesses with a new employee trip reduction toolkit and promotion of BTC as the organization to assist employers and employees on travel demand programs.

The TDM Working Group will also work with Boulder B-Cycle and eGo Carshare on a new first and final mile program that will offer bundled corporate memberships to these organizations for employers, in particular employers participating in RTD’s Eco Pass program. These bundled and discounted programs will provide employees with a variety of options for first and final mile travel and for work and non-work trips during the day.

The final priority of the TDM Working Group is to work with the downtown BID and CAGID employers to design and pilot a parking cash-out program. This program will provide a financial incentive to employees that do not use an employer-provided parking space. Workshops will be conducted to show pilot participants how to design and implement the program and GO Boulder and BTC staff will be available to provide travel demand assistance and to evaluate the impact of the program.

Funding

DRCOG Transportation Improvement Program

Every four years DRCOG conducts a process to allocate federal funds to transportation projects in the region. This is largely a competitive process based of scoring criteria for ten different project types. Council approved the city’s project proposals on Sept. 2, 2014. The city submitted nine bike/pedestrian projects and one complete streets reconstruction project. At their Jan. 21, 2015 meeting, the DRCOG Board approved a TIP that includes funding for the following projects:

Broadway Reconstruction from Violet to US36	\$ 6,225
Boulder Slough Path; 30 th to 3100 Pearl	\$ 480
30 th St./Colorado Ave Bike/Ped Underpass	<u>\$ 4,750</u>
Total:	\$11,455 M

The city also actively supported the three BRT studies described in the transit section of this memo.

TIGER Grant

The TIGER discretionary grant program is administered by the US Department of Transportation and is intended to fund a variety of surface transportation infrastructure. About \$500 million is available in the program and projects are encouraged in the \$20 to \$200 million range with a minimum 20 percent local match. TIGER grant applications are due in April of 2015 and Transportation staff has begun working with agency partners to explore a grant application for the east side circulator identified in the TMP’s Renewed Vision for Transit. This service would

connect Williams Village, the CU East Campus and Boulder Junction and could potentially include transit vehicles, complete streets improvements, mobility hubs and clean vehicle technology.

Integration with other Sustainability Initiatives

Under the Sustainability Framework, the city has established the expectation that all planning efforts will be coordinated across the city organization and contribute to the city's goals of long term sustainability and GhG reduction. The TMP established an organizational structure that includes a biweekly interdepartmental staff team and monthly executive team meetings to coordinate sustainability planning efforts. These meetings continue with a rotating focus on different projects and transportation staff is actively involved on the Envision East Arapahoe project, the Civic Center effort, Housing Boulder, AMPS, Climate Commitment and Boulder Valley Comprehensive Plan update. The 2014 TMP and the GhG inventory work conducted through the TMP are informing each of these planning efforts.

Measurement and Evaluation

The 2014 TMP continues and expands the Transportation Metrics program of reporting the results of our efforts to the community. As part of this program, the periodic Boulder Valley Employee Survey and Downtown Employee Survey were conducted in Fall 2014. CU employees and staff were also surveyed in a cooperative effort with University of Colorado – Boulder (UCB) and for the first time, the staff of the Boulder Valley School District was surveyed. The reports for these surveys are being reviewed by staff and will be released in Feb. Both the *Safe Streets Boulder* and *Transportation Report on Progress* are scheduled to be updated in 2015 and will provide a comprehensive report to the community of progress in these areas and will be developed in a document format as well as for a web-based dashboard.

The 2014 TMP modified the plan's existing measurable objectives and expanded the number from six to nine. The three new objectives relate to increasing safety, increasing the share of residents living in complete "15 minute" walkable neighborhoods, and reducing resident and non-resident per capita VMT. Staff is working on developing and refining the TMP objective measures by conducting best practices research and communicating with other communities. Staff recently attended the National Association of City Transportation Officials (NACTO) conference in San Francisco and attended sessions on multimodal level of service efforts. These revised measures will be reflected in the updated *Safe Streets Boulder* and *Transportation Report on Progress* documents that will be released in late 2015. Transportation staff is also working with the city-wide effort to develop a community "dashboard" to reflect the transportation measures as part of the broader sustainability efforts. Key transportation measures proposed for the city dashboard include VMT, mode share, safety and neighborhood access.

15 Minute Neighborhoods

The 15 minute neighborhood access tool developed as part of the TMP process is being used as an on-going evaluation measure and as an example, has been applied to the scenarios developed as part of the Envision East Arapahoe project. The access to a variety of daily needs provided by each scenario is one of the evaluation criteria being used in this effort.

V. PUBLIC PROCESS

As was discussed earlier in this memo, TMP implementation efforts continue to involve our agency partners and the community in a variety of ways. These include the ongoing public meetings, walk/bike audits, store front workshops/coffee talks, transit planning coordination with agency partners, and active use of Inspire Boulder and other social media to publicize various TMP implementation efforts. More detailed information is available at: www.bouldertmp.net and www.goboulder.net

VI. NEXT STEPS

The TMP remains a dynamic, living plan document and implementation is guided by the [TMP Action Plan](#) and integrated with city-wide planning initiatives. Staff will continue work in all of the TMP focus areas and incorporate feedback from TAB and Council in February 2015.

Staff will continue with the on-going community engagement and provide future check-ins with Boards and Council at key milestones. Upcoming items include AMPS City Council Study Session in May and the next TMP 6-month progress update in August 2015.

For more information and updates regarding the 2014 Transportation Master Plan, please visit: www.bouldertmp.net

ATTACHMENTS

- A.** TMP Action Plan
- B.** Living Lab Project Timeline
- C.** US 36 BRT Service Plan Comments
- D.** North Boulder Mobility Hub Conceptual Sketches
- E.** AMPS Work Priorities
- F.** Summary of Board and Council comments on TDM Tool Kit

2014 TMP Action Plan

Guiding Implementation in all Focus Areas & Measurable Objectives

Immediate Action Plan 2014-2016

Complete Streets

	Staff Lead	Staff Support	Milestones	Notes
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Overall

Corridor Studies	See Notes		ALL	MR/DK Living Lab KB/NS/OP1 - Canyon/E.Arapahoe Assitance to capital projects: TBD
Data Collection/Enhancements	RR		ALL	
Railroad Quiet Zones	KB			

Walk and Bike Innovations

Track Progress of Modal Goals	RR		ALL	Alliance for Walking & Biking Benchmark survey report - due January 2015, BVES Report coming in 2015
Increase Safety Through Safe Streets Boulder Program	MR/DK		OP2	Safe Streets Boulder & Heads Up Boulder Campaign continuation (OP2), BVSD quarterly collaboration (MR/OP1)
Promote Health/Social Benefits Thru Events	OP2			
Special Event Permitting Development/Process	DK		MR/KB	coordination with Mike Eubanks
Increase Public Engagement in Walk/Bike Issues	OP2		MR/DK	
Improve Multi-use Path Safety & Security	MR		DK/OP2	continuation of Way of the Path campaign, and coordination with the Community, Culture, & Safety ballot implementation for creek path
Improve Wayfinding	CH/MR		DK/NS	CH = app; MR/DK/NS work on first & final mile wayfinding signage/maps, etc.
Adv. Integrated Planning initiatives (Special Events)	DK		CH	Coordination of TDM programs for special events

Walk

Promote Boulder Walks to Encourage Walking	MR		OP2/Ellen	Continuing "Walkabouts" with neighborhood programs/events/maps and "Walk Audits" to support corridor studies/area plans. Coordination with CP&S and capital projects
Increase Accessibility For All/ADA Transition Plan	MR			w/ Capital Projects Team
Promote 15 Minute Neighborhoods	RR		All	Collaboration with CP&S and w/BVCP
Increase Public Engagement About Ped Issues	MR/DK		OP2	Coalition building, inc coordination with CU Ped Safety Committee
Create Public Spaces That Encourage Walking	OP2		DK	includes paint the pavement program promotions and parklets
Serve as a Walk Friendly Community Leader	MR		DK	check on timeframe for next application and what needs to be done between now and then to enhance our walking programs
Preserve and Expand Maintenance of Ped Facilities	OP2			coordination with Street Maintenance

Bike

Develop 2.0 Bike Network - Connected, Low Stress	MR/DK		OP2	Coordinate with Living Lab approach, provide outreach & evaluation, hire consultant assistance, continue national research, inc Bicycle Byways and other ideas - use to develop Bicycle Facilities Design Guide
Increase Public Engagement About Bike Issues	DK		OP2/MR	Coalition building
Improve Bicycle Parking to Meet Demand	DK		MR	Bike Parking Ord. for new development Completed 10/14; next up is on-street bike parking/bike corrals
Improve First and Final Mile - MM access	NS		DK/CH/MR	Coordination with 36 Commuting Solutions first & final mile report and DRCOG wayfinding study; inc bus then bike shelter at Boulder Junction
Offer Bicycle Skills and Safety Education Opport.	OP2		DK/MR	Coordination with coalition building
Serve as a BFC national & International Leader	DK		MR/OP2	includes BFU w/CU & BFB Program
Preserve and Expand Bikeway Maintenance Policies	MR/DK			coordination with Street maintenance
Build and Operate a Boulder Junction Bike Center	CH		DK	2016 as part of TDM Access Dist.

Transit

Maintain Existing Services	NS		OP1	inc coordination with RTD, Via, CU, and Boulder County; contracts for service buy-ups; HOP ops; support to Via for paratransit services; bus wraps, etc.
Enhance Services to CU East Campus: Phase I	NS		OP1	coordination with CU
Advance Development of Interregional Flex Service	KB/NS			coordination with Boulder County, Longmont, FC/Transfort, and RTD
Support US 36 BRT / Boulder Junction Opening	NS		OP1/CH	coordination with RTD, Boulder County, CU, 36 Commuting Solutions, CDOT, MCC, Boulder Transportation Connections, etc.
Connect Table Mesa to CU East Campus	NS		OP1	
Boulder Junction/US 36 Regional Service	NS		OP1	
Adopt Local Routes to Serve B.J. to N., E., SE. Boulder	NS		OP1	
Vehicle Bicycle-Carrying Capacity	DK		NS	
Improve transit Circulation in Gunbarrel - Phase I	NS		OP1	

Capital

Develop Transit Stop and Facility Guidelines	NS		OP1	
Conduct Corridor Planning for Priority BRT	ALL			includes corridor planning with agency partners for SH119, SH7, and 2015 TIGER application with City and CU (NN assist)
CU East Campus to main Campus Transit Enhance	NS		KB/OP1	
BRT Improvements: Phase I (US 36 BRT)	KB/NS		RR/OP1	
Fleet Replacement/Expansion for HOP	NS		KB/OP1	support grant applications by Via, encourage e-vehicles/low emission vehicles
Study Maintenance facility needs/solutions for RTD, CDOT, agency p	OP1/KB		NS	continue work with RTD, CDOT, Western, BVSD, Via, and others to ID potential site(s) for transportation ops/maintenance facility in east Boulder

Programs

Develop Real Time Info Implementation Plan	NS		OP1	coordination with Via, RTD, CU
Open Source Vehicle Location Information Data	NS		CH/OP1	
EcoPass Program Expansion - Phase I	CH		NS	Community-Wide Eco Pass Study- Phase II; low income subsidy program for NECO program
Explore Service Delivery and Implementation Strat.	KB/NS		RR	
Develop Transit Information and Wayfinding Stand.	NS		DK	
Coordinate with Boulder Valley Comp. Plan Update	RR		KB	coordinate with CP&S
Develop a Safe Routes to Transit (SR2T) Program	NS		DK	
Transit Implementation Outreach Process	OP2		NS/OP1	
US 36 BRT Ongoing Implementation /Working group	KB/NS		OP1/RR	

Regional Travel

	Staff Lead	Staff Support	Milestones	Notes
Implement/Support Inter-Regional Flex (FC-Bould)	KB/NS		DK, OP1	coordination with Boulder County, Longmont, FC/Transfort, and RTD
Advance the Priority NAMS Corridors to Boulder	KB/NS		RR, OP1	coordination with Boulder County, RTD, CDOT, and other agency partners
Enhance Regional Van and Carpool Service	CH		OP1	coordinate with 36 Commuting Solutions, BTC, DRCOG, and NFRMPO VanGo programs
Support US 36 First and Final Mile Study	CH		OP1/MR/DK/NS	coordinate with 36 Commuting Solutions
Active Involvement of US 36 Commuting Solutions	CH/KB		OP1	coordinate with 36 Commuting Solutions

Transportation Demand Management

	Staff Lead	Staff Support	Milestones	Notes
Increase Access to EcoPass	CH		OP1/NS	Coordination with BTC on BECO Program; Phase II of Community-wide Eco Pass Program
Advance District Approach to Providing TDM Serv.	CH			Analysis of CAGID and Boulder Junction programs to inform development of new districts

Through AMPS, Integrate TDM and Parking Management Strategies in Existing Land Uses and New Developments	KB/CH	RR		TDM Plans for new developments and AMPS TDM Phase II focused on existing properties
Expand Employer Outreach TDM Program	CH			coordination with BTC, 36CS, Way to GO, Boulder Chamber of Commerce and RTD
Coordinate TDM Programs with All Partners	CH			local and regional coordination through Boulder Valley TDM working group
Technology Innovation and Data Management	CH	RR		Smart Phone app

Funding				
	Staff Lead	Staff Support	Milestones	Notes

Determine Transportation Project / Program Investments Through Annual Priority Based Budgeting Process, CIP	CH, RR	ALL		
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Integrate with Sustainability				
	Staff Lead	Staff Support	Milestones	Notes

Integrate and Collaborate Across the Organization	RR	All		big projects for 2015 are AMPS with Parking Services, and EEA plus BVCP update with CP&S
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Measurable Objectives				
	Staff Lead	Staff Support	Milestones	Notes

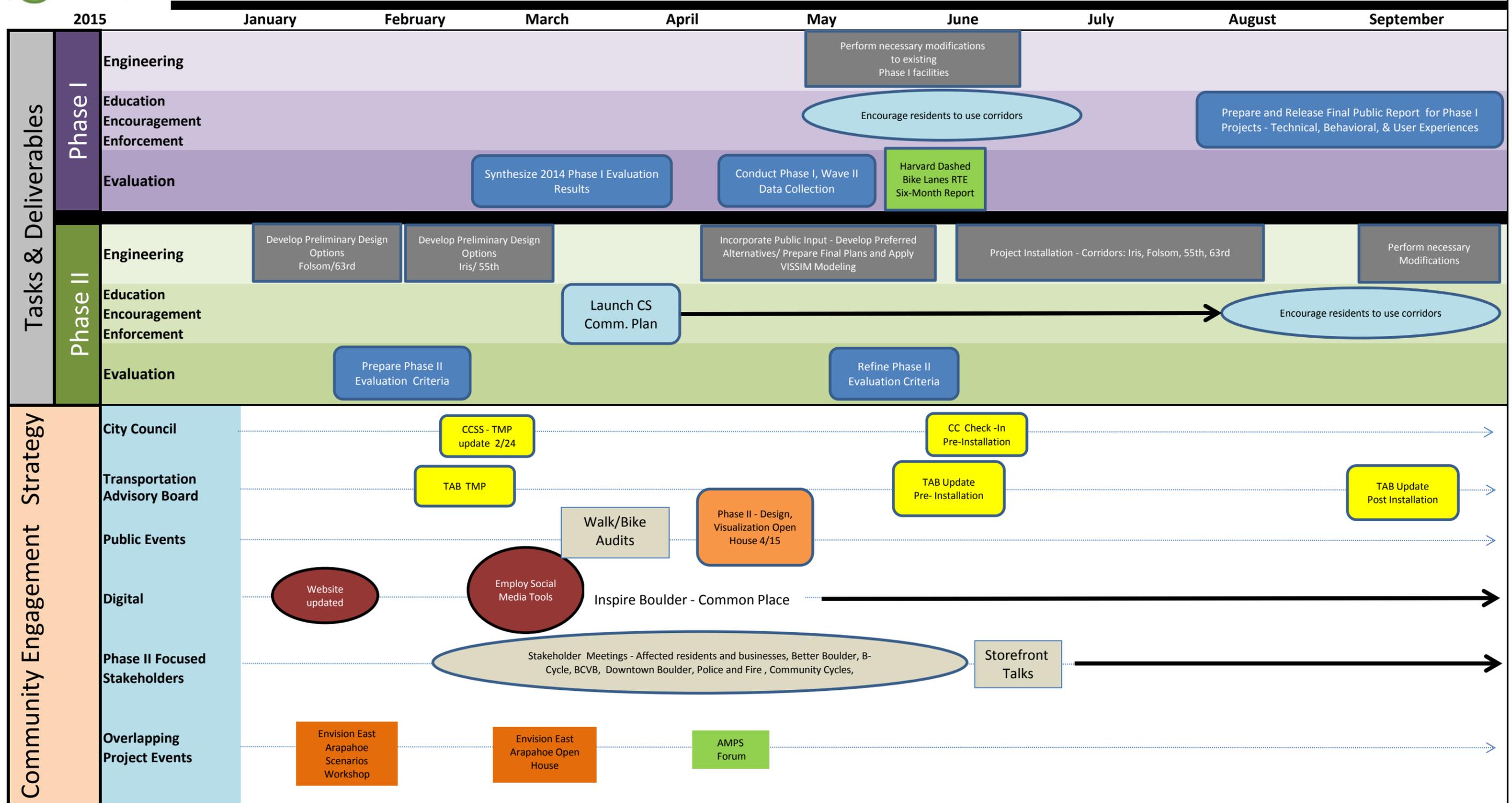
Transportation Report on Progress (every 2 years)	RR/CH	All		develop staff team and 2015 assignments by Jan 2015 to ensure report completion by Jan 2016, includes developing transportation dashboard on website
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"To shape corridors so that all modes of transportation will be accommodated through planning, designing, and building facilities for pedestrians, bicyclists, transit riders and vehicle drivers while employing state of the art designs and technologies that achieve the goals of efficiency and attaining both real and perceived safety for everyday users."

GENERAL TIMELINE (2015 - 2016)

Phase I & II - Complete Streets - Planning, Design, and Implementation

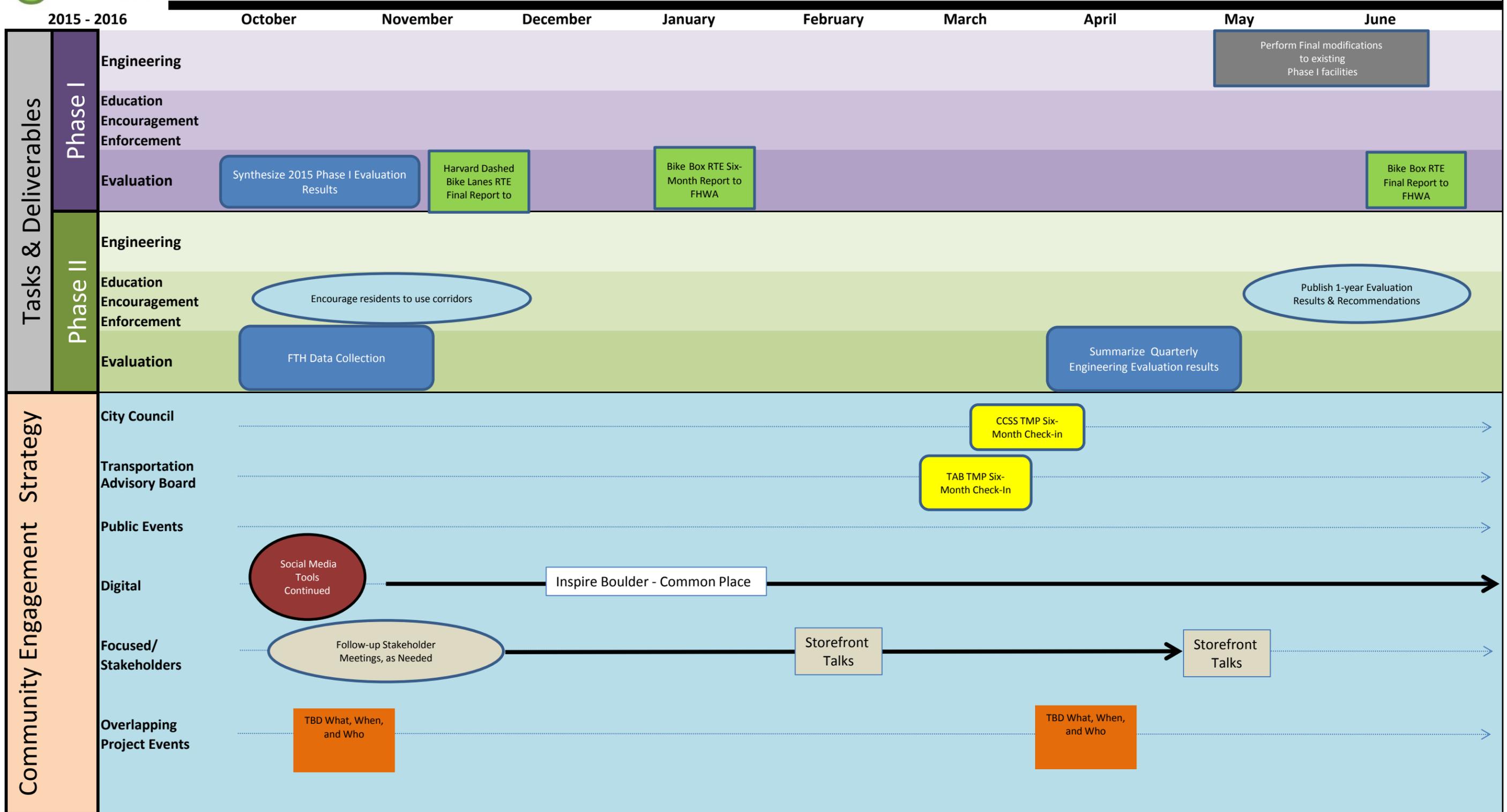




"To shape corridors so that all modes of transportation will be accommodated through planning, designing, and building facilities for pedestrians, bicyclists, transit riders and vehicle drivers while employing state of the designs and technologies that achieve the goals of efficiency and attaining both real and perceived safety for everyday users."

GENERAL TIMELINE (2015 - 2016)

Phase I & II - Complete Streets - Planning, Design, and Implementation



Proposed changes that address 1st round comments:

- Overall, the proposed service plan has many positive attributes including service simplification and some modest increases in service.
- The service plan also broadly references a public process intended to allow adequate public discussion of the service plan. It also includes an offer to coordinate local meetings with interested citizens or agencies to “to make presentations to groups as a forum for detailed discussions.”
- The BRT terminal in East Boulder is now referred to as “Boulder Junction at Depot Square” and each of the stops are now referred to as “stations”
- The level of peak hour service for Route Ltd has been improved from 15-minute to 10-minute headways, bi-directionally.
- There is recognition of the land use changes taking place in East Boulder, and a commitment to carefully monitor services to East Boulder with the potential to increase service based on demonstrated demand. However, the plan still takes a very ‘wait and see’ perspective about developing transit demand in East Boulder, most specifically within CU East Campus, East Arapahoe, Flatirons Business Park, and Boulder Junction.

1st round comments that remain to be addressed regarding BRT:

- The revised proposed service plan still does not provide the US 36 BRT corridor with service equitable to other FasTracks corridors. This is true both in the capital investment in the corridor, as well as in the level of operating funds to support enhanced BRT service as well as enhance the local routes serving access to/from the US 36 corridor.
- No areas that are currently served should face service level reductions to increase service along the US 36 corridor. The FasTracks Program is intended to be a service enhancement program and any degradation of existing services is unacceptable.
- Overall, the plan proposes a 10.7% increase in overall service hours and a 16% increase in the number of daily trips on weekdays. Service improvements are gained through the consolidation and improved effectiveness of existing services more so than adding new capacity to the corridor. It is very difficult to tell if there has been any accounting for the potential improvement in overall corridor transit running times within these numbers.
- Boulder Junction at Depot Square is only served during peak periods, albeit 15-minute headways. There is no midday, night, or weekend service. The TMP specifically outlines the minimum level of service to Boulder Junction at Depot Square as 15-minute peak and 30-minute midday. Further, Route S, is proposed for elimination with no available or proposed alternatives. As noted above, in-commute service to East Boulder will become more frequent, but less convenient as the proposal does not include one seat rides for the majority of this market.
- Boulder Junction at Depot Square is only directly connected to Civic Center. If a passenger wants to begin or end a trip at Denver Union Station, a transfer will be required to reach Boulder

Junction at Depot Square or Union Station. While there are multiple options for where this transfer could occur, only when the BRT schedules are published will it be clear what time penalty is imposed. But the peak levels of service indicate the penalty will be at least 10 to 15% in excess of direct travel time.

- The proposed service plan does not address the distribution of trips into CU East Campus, East Arapahoe, and Flatirons Business Park. Current Route S riders who travel into Boulder in the AM peak, will have to find a way to get from Table Mesa Station, or stops along 28th, or Boulder Junction at Depot Square, to reach their final destination in East Boulder. Regardless, this will mean an increase in overall travel time for current Route S riders traveling that direction.
- RTD's service plan is very conservative in claiming that travel times in the US 36 corridor will improve, only that it will be more reliable, selling short the substantial investment in the freeway operating conditions with the new managed lanes. Some attempt at forecasting travel time reductions would be more helpful to riders who will be commenting on the various aspects of the proposed plan.

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1st round comments that remain to be addressed regarding local service:

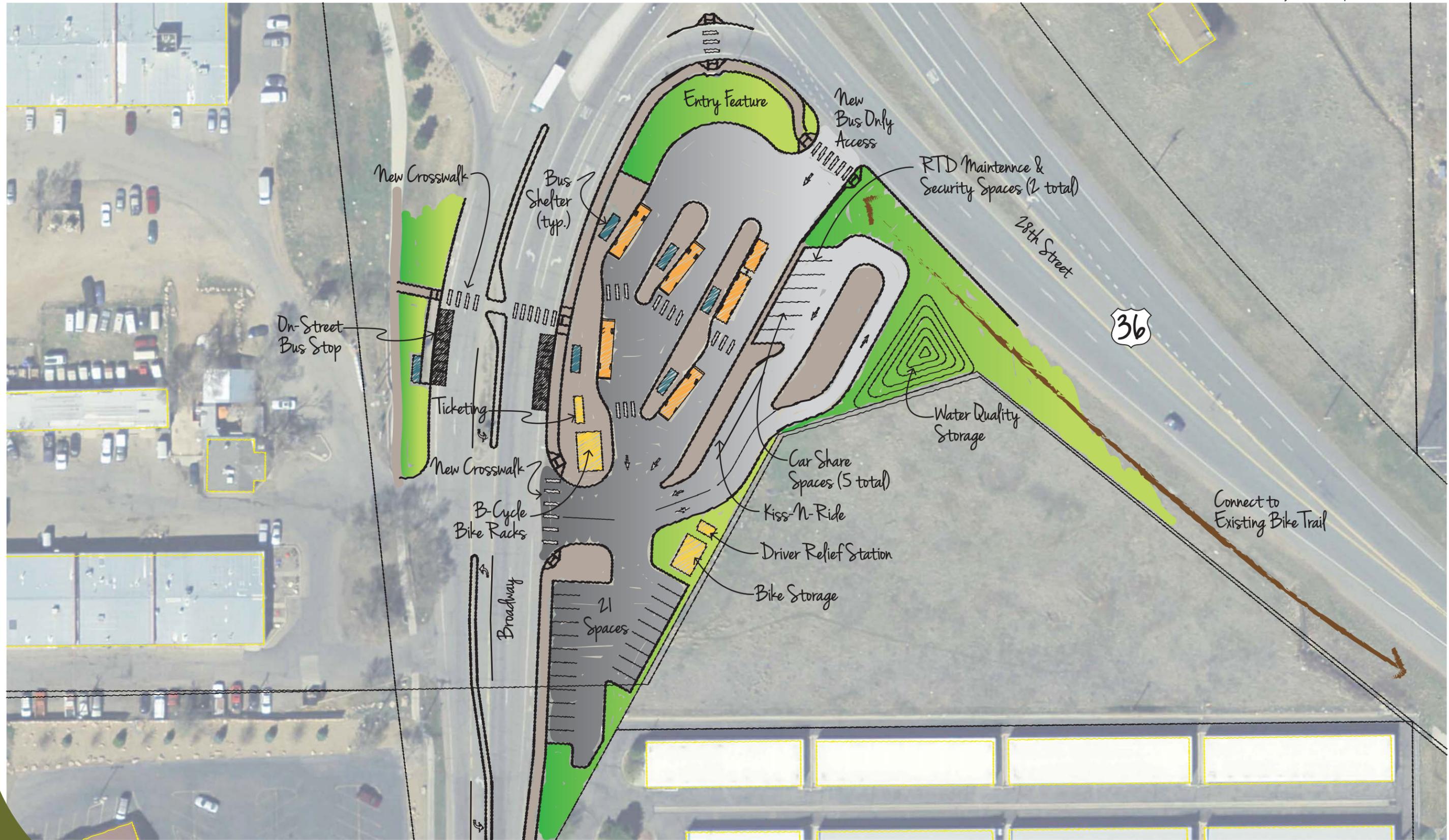
- Route 206 will be truncated at Boulder Junction at Depot Square, no longer continuing to the Downtown Station, but service will be improved between Boulder Junction and Flatirons Business Park. While this may help facilitate connectivity with the US 36 BRT for riders headed into East Boulder, it will still impose a transfer and still leaves open the question of connectivity to Arapahoe employers as well as CU East Campus. The memo does note this action is consistent with the TMP, which is a factual statement. However, conversations about how to best reinvest resources by shortening Route 206 appear to have been reduced to a singular proposal which has not been discussed with Boulder staff or citizens. The reinvestment of resources needs further discussion.
- Route 209 continues to be proposed for truncation at Baseline Road leaving the entire Thunderbird area including Fraser Meadows without transit service of any kind. The resources are proposed to operate a peak hour only service to connect Table Mesa Station with CU East Campus via an express route. While offering the potential to capture riders from very high frequency service (14 trips per hour, or every 4 minutes) at Table Mesa Station, access continues to depend on a transfer to a less frequent service introducing a transfer reliability issue as well as a time issue.

This proposed change leaves the largest concentration of senior residential facilities in Boulder without any form of public transit service. The lack of offering some level of service to Frasier Meadows is a serious threat to mobility for a large number of senior residents of Boulder.

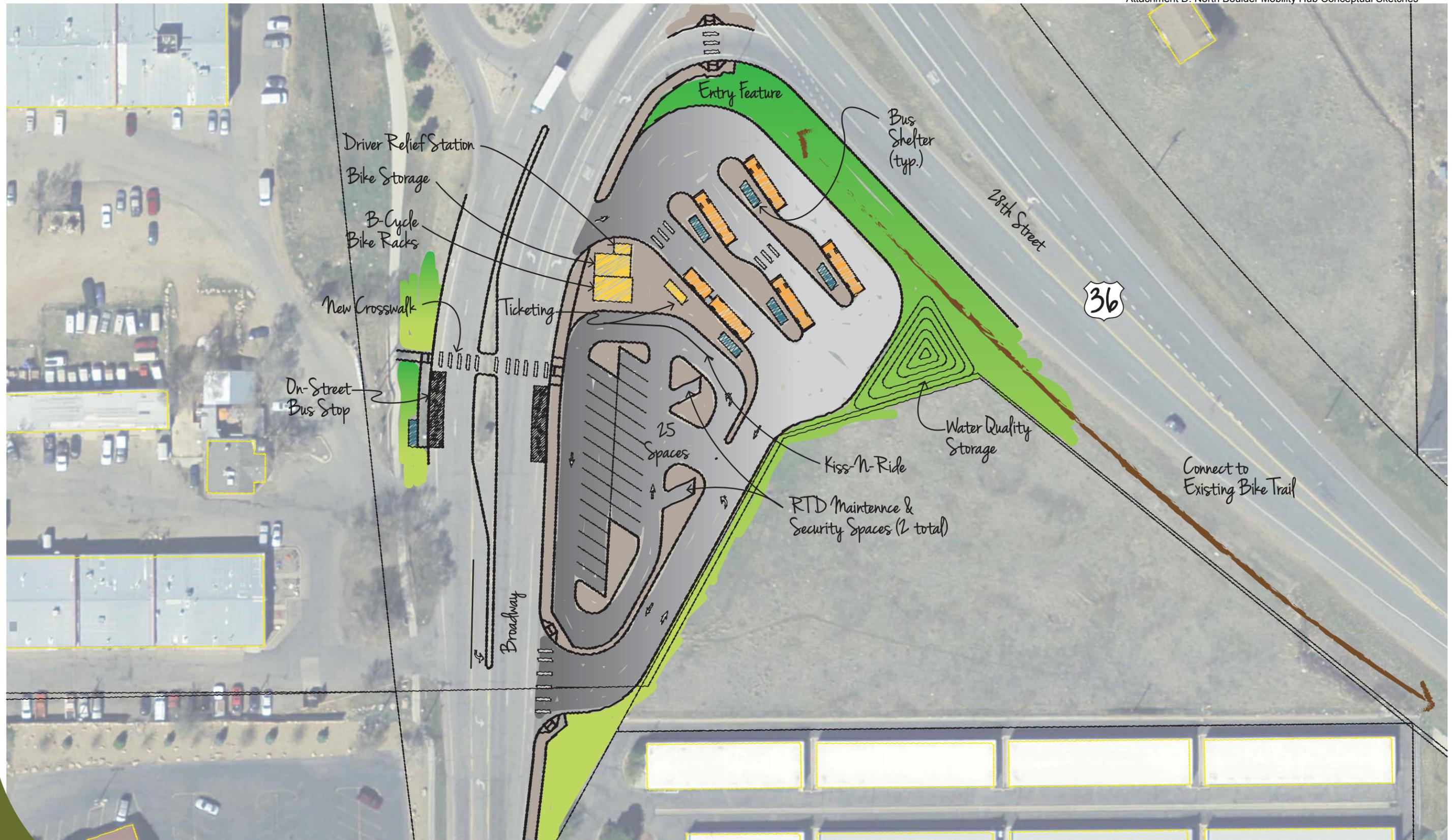
Therefore, a solution to this proposed change needs further discussion.

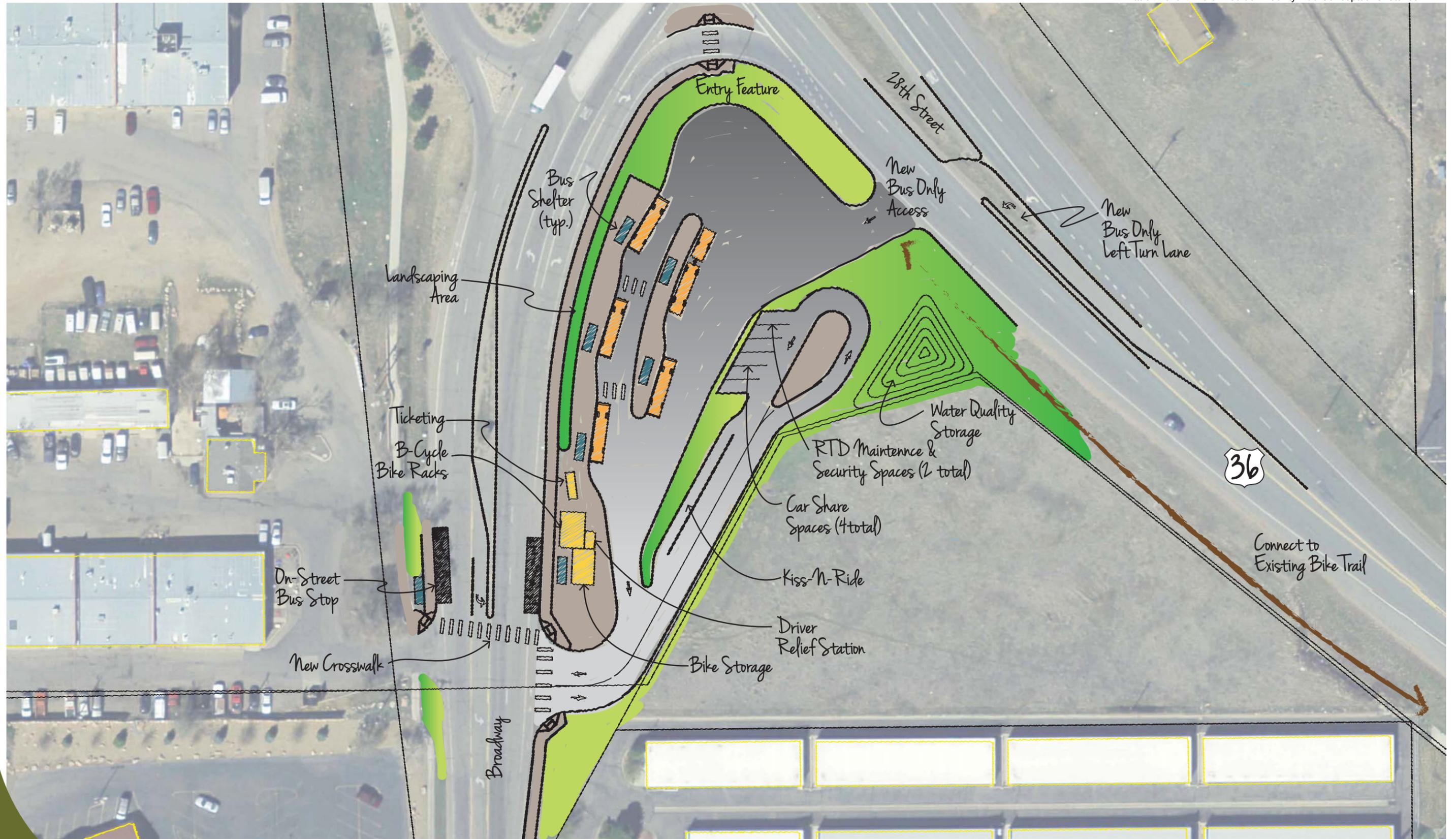
City of Boulder staff requests that RTD provide a quantitative analysis and comparison of travel times for the proposed routes along the US 36 corridor. It would also be helpful to see ridership projections for the proposed routes along the US 36 corridors - including opening day, and future years. We request that RTD propose additional scenarios for service to Boulder Junction and East Boulder. The 'wait and

see' approach proposed by RTD for level of service to Boulder Junction and East Boulder is not compatible with the recent TMP update, nor is it compatible with Phil Washington's comment to "oversubscribe the service on opening day for US 36 BRT". Staff also requests that RTD coordinate with the City when planning public outreach events. City staff would like to assist with the outreach in Boulder.



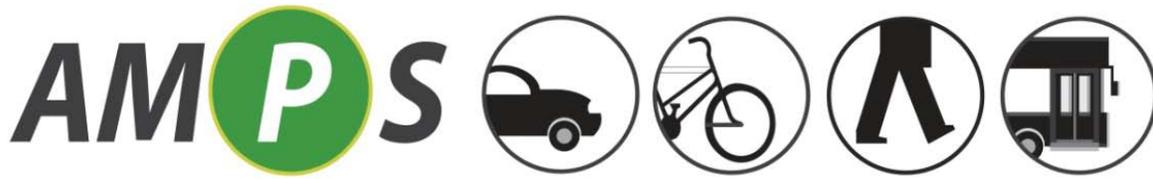
Alternative 1





Alternative 3

NORTH



Access Management and Parking Strategy

AMPS WORK PLAN ITEMS BY FOCUS AREA

2015 Phase II Priorities in RED

List of Topics by Focus Area (overlap of topics and discussion is expected)

- 1) District Management
- 2) On and Off Street Parking
- 3) Transportation Demand Management
- 4) Technology and Innovation
- 5) Code Requirements
- 6) Enforcement
- 7) Parking Pricing

1) DISTRICT MANAGEMENT

a. Phase II Priorities

- Analysis of “edge” parking options in coordination with other mobility options
- Exploration of shared parking options with public private partnerships
- Development of criteria to pilot new multi-modal districts in the East Arapaho and North Boulder areas
- Development of Civic Area Plan Access and Parking Strategy

b. On-going

- Integration between districts
- Parking certifications: International Parking Institute and Green Parking Council
- Future integration of access districts into other districts (eco-districts, arts, innovation)
- District development projections
- Boulder Junction parking garage management structure with multiple users Parking/access demand planning software
- Strategies to support access districts: car share, carpool, EV charging stations, bike sharing, etc.

2) ON and OFF STREET PARKING

a. Phase II Priorities

- Reassess Boulder’s 72 hour on street parking limitation (Abandoned Vehicle)
- Development of a curbside space management plan – use of curbside space in parking districts, as well as the rest of the City
 - Loading zone management

- ADA parking designation and location
- Time zones and a management tool (*See pricing*)
- Edge parking – areas on the edge of town for commuter parking (*See District Management*)
- On-street car sharing
- Bike corrals
- Development of a downtown parklet plan

b. On-going

- Back in parking to facilitate bike traffic
- Move bike lanes between curb and parking lane
- **(Complete)** Replacement of gate access system (*See Technology and Innovation*)
- Development of a public art plan for the downtown garages
- Installation of additional electric vehicle charging stations
- North Boulder Recreation Center Parking
- Development of an alley master plan

3) **TRANSPORTATION DEMAND MANAGEMENT (TDM)**

a. Phase II Priorities:

- Explore trip reduction toolkit for existing commercial developments
- Investigate bundled first and final mile strategies
- Explore parking cash-out programs for CAGID Employers

b. On-going

- TDM Plans for New Developments- TDM Toolkit update Community-Wide EcoPass Study
- Implementation and Evaluation of Boulder Junction TDM Access District
- RTD Smart Card Impacts on Pricing and Fare Structure
- Mobility Hub Planning and Edge Parking Strategies
- Bundled Corporate Memberships for Carshare, Bikeshare and Transit Programs

4) **TECHNOLOGY and INNOVATION**

a. Phase II Priorities:

- Installation of new PARCS equipment in downtown garages
- Integration of PARCS software with existing technology systems
- Explore technology applications that enhance the parking and access experience using pilots where applicable

5) **CODE REQUIREMENTS**

a. Phase II Priorities

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

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

b. On-going

- Off-street parking standards- parking quantities and design:
 - Parking requirements by use rather than zone
 - Parking minimums and maximums and shared parking standards
 - Design considerations re: compact and tandem parking standards and aisle widths. Area specific parking standards
 - Special parking requirements along transit corridors
 - Address oversupply of parking on sites while also avoiding spillover parking from insufficient parking supply
 - Unbundling parking, on-street permit or metering

6) **ENFORCEMENT**

a. Phase II Priorities

- (Noted under 'Pricing')

b. On-going

- Responsibility of enforcement within city
- License plate recognition system expansion

7) **PARKING PRICING**

a. Phase II Priorities

- Evaluation Neighborhood Permit Program pricing structure: commuter, residents and businesses
- Evaluation of parking rates including variable and performance based pricing options
- Recommendation regarding overtime at meter parking fine amount
- Consider graduated fine structure

b. On-going

- Evaluate the full range of options for existing district parking permits: daily, monthly, punch cards, nightly permits, etc.
- Analysis and evaluation of options for citywide parking pricing: parking tax, additional areas for paid parking
- Review existing parking policies regarding charging for parking on the weekends, charging on street later in the evening, back-loaded fees in the garages

ATTACHMENT F: TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN POLICY OPTIONS FOR PRIVATE NEW DEVELOPMENT FEEDBACK SUMMARY

Step 1: Identifying measureable objective to determine TDM Plan compliance

Based on local experience and reviews of TDM ordinances in other part of the county, the options presented to TAB, Planning Board and Council for TDM Plan measurable objectives included:

1. Vehicle trips,
2. Single-occupant vehicle trips, more specifically, and
3. Average vehicle ridership (AVR)

Feedback back focused on using either vehicle trips or SOV mode share or both. The advantage of using vehicle trips is that they can be accurately measured by counters and do not rely on using a survey as SOV mode share does. However, it was recognized that the city already uses mode share as the measure in the Trip Generation Allowance used in Boulder Junction. The consensus seemed to lean towards measuring both, but using vehicle trips as the primary measure if an ordinance is put in place to evaluate TDM Plan compliance based on accuracy and ease of measurement.

Staff Consideration: Use vehicle trips as the primary objective measure for a possible TDM Plan ordinance for new developments, but also measure SOV mode share through a survey. UrbanTrans, our consultant on the AMPS TDM focus group also recommended that the city use vehicle trips as the primary measurement for an ordinance. If during an annual evaluation, the property is found to be in non-compliance, then a survey could be conducted to measure SOV mode share and to identify barriers in meeting the vehicle trip target and opportunities for improving the TDM Plan.

Step 2: Determine what triggers and thresholds for requiring TDM Plans

The city's current Design and Construction Standards state that when a commercial development is expected to exceed 100 vehicle trips at peak hour or 20 vehicle trips at peak hour for residential developments an approved TDM Plan needs to be submitted.

The general consensus on thresholds and triggers was to possibly lower the commercial threshold to increase the number of commercial developments that would be required to comply with a possible TDM Plan ordinance. Board members also mentioned that parking, either a significant reduction or a proposal asking for too much parking would also trigger the need for a TDM Plan.

Staff Consideration: Reduce threshold for commercial properties and determine the role of parking in triggering TDM Plans and coordinate the development review staff on the new vehicle trip threshold to make sure that any impactful development is required to submit a TDM Plan. Depending on how far the commercial threshold is lowered, the issue of parking supply or reductions requests could become moot.

Step 3: Identify TDM Plan elements and any requirements

There are a wide variety of TDM programs and services that can be implemented to mitigate the impacts of a new development on our transportation system. The key question is what if any of these elements should be required in TDM Plans submitted by developers. Feedback from the Boards and Council reaffirmed staff considerations that plans remain as flexible as possible so that they can be customized for specific projects. However, there are a few elements that were identified as elements that should be required in certain contexts. The two elements that were the most viewed as potential requirements were Eco Passes and the unbundling of parking.

Staff Consideration: Maintain flexibility and customization but identify specific commercial and residential contexts in which Eco Passes and/or unbundled parking would be required elements.

Any commercial properties outside of existing districts that provide Eco Passes already, could be required to provide employee Eco Passes regardless of size. Participation in the Neighborhood Eco Pass program could be required for any residential development that is either adjacent to an existing neighborhood program or meets RTD's minimum size requirement for stand alone neighborhoods; 10 units. Unbundling parking can be required for any commercial property with multiple tenants or any attached multi-family residential development.

Step 4: Determining the Timing and Duration of TDM Plan Monitoring

Based on feedback from the Boards and Council, there is strong support for TDM Plans and compliance to target levels of the selected measurable objective be permanent and tied to the property. There was also general support for the concept that properties have three years to be compliant with a possible ordinance and that the TDM Plans are evaluated annually for the first three years of implementation. After three years if the property is found to be meeting its goal annual evaluations end, but the property could be randomly selected for additional evaluations in future years to check for continued compliance or could be evaluated if problems arise. If after three years the property is non-compliant, then enforcement options are implemented.

Staff Consideration: Design a TDM ordinance in which compliance to target levels, for example the number of peak hour vehicle trips, are permanent, tied to the property and based on land use. Properties are evaluated annually and have three years to comply. If compliant after three years, properties may be selected periodically to check for continued compliance, but annual evaluations cease. If in non-compliance after three years, enforcement process is implemented.

Step 5: TDM Plan Enforcement Process

The area of enforcement had perhaps the least amount of consensus among Board and Council members. While some members advocated for meaningful fines or penalties, the opposite side of the spectrum was also advocated in which "a good faith effort" was sufficient for compliance. One clear position from Council was that requiring developers to set aside funds in escrow accounts to implement additional TDM programs if in non-compliance was not desirable. If fines and penalties are not viewed as appropriate for Boulder, an alternative could be a

requirement to provide new or additional financial incentives and/or disincentives to their TDM Plan. For example, a business could be required to add parking cash-out benefit or begin charging for parking. Another option would be that a business could choose to pay to become a member of Boulder Transportation Connections (BTC). Through that membership, BTC, in conjunction with GO Boulder, would provide on-going technical assistance to revise TDM Plans and work with the tenants to reach compliance. The key is that whatever the financial incentive or disincentive is it needs to be meaningful enough to produce travel behavior change and make progress towards compliance.

Staff Consideration: Properties that are non-compliant after three years are required to revise the TDM Plan and provide some kind of additional financial incentive or disincentive or join BTC to receive on-going TDM program support. More feedback is requested in terms of what happens to properties that continue to be non-compliant after enforcement process. Our AMPS consultant also suggested that a fee is applied to the annual reporting requirement to fund the evaluation process.