



Chautauqua Collaborative Stewardship Framework



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**Colorado
Chautauqua
Association**

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ABBREVIATIONS

CCA	Colorado Chautauqua Association
Colorado Chautauqua NHL	Colorado Chautauqua National Historic Landmark
OSMP	City of Boulder Open Space and Mountain Parks
P&R	City of Boulder Parks and Recreation
West TSA	West Trail Study Area, November 2011
NPP	Neighborhood Parking Permits

1 INTRODUCTION

1.1 PURPOSE AND NEED

PROJECT PURPOSE

On February 1, 2011, the Colorado Chautauqua Association (CCA) presented its “Chautauqua 2020 Plan” to the Boulder City Council. Following the City Council study sessions on February 8th and April 8th, and in response to specific interest in two elements of CCA’s vision – parking management and the addition of a new building within the leasehold area – city staff and CCA in June 2011 jointly proposed a Chautauqua Collaborative Stewardship Framework process.

The intent was to develop a collaborative and efficient approach to establish a shared framework for Chautauqua’s stewardship, including a process by which potential expansion to facilities in the historic district and adjacent area could be considered. This process does not supersede any of the city’s regulatory processes. Rather than focus solely on CCA’s building proposal, the framework seeks to lay the foundation for continued success of the Colorado Chautauqua and Chautauqua Open Space through better coordination of use and stewardship efforts between the city and CCA.

PROJECT NEED

Each year, approximately 630,000 visitors come to Chautauqua and the contiguous open space to experience Chautauqua’s many programs and events, rent its cottages and lodges, hold meetings or retreats and ‘life memory’ events, dine, explore nature and casually enjoy the park. Much of this use is concentrated within the summer months when scores of outdoor and Auditorium activities are scheduled, and open space use is at its peak. The resultant congestion near Chautauqua’s entrance, throughout the study area and spilling into adjacent neighborhoods frustrates users, detracts from Chautauqua’s rustic character, and promotes the perception of an area that is “loved to death.” Conversely, during other times of the year, some of Chautauqua’s resources are less used as has been the case historically. CCA sees the need to increase the use of its facilities in the off-season months.

As with any facility in the public realm, Chautauqua needs to have the flexibility to preserve its mission while balancing the various interests of its visitors and neighbors. In order to do so, its managing partners, the CCA and the City of Boulder (active departments Parks and Recreation and Open Space and Mountain Parks) must continue to work collaboratively. This framework provides a process and possible tools to facilitate communication and to assist in coordinated management among Chautauqua’s stewards.

1.2 EXECUTIVE SUMMARY

In September of 2011, the City of Boulder and the CCA began a collaborative process to craft a stewardship framework for the long-term management of Chautauqua. Three public meetings and numerous discussions with stakeholders of the study area helped form the framework's organization and content. The intent of the framework is to formalize a process through which issues and ideas for the study area may be discussed and coordinated in support of proper decision-making and successful management.

Founded on analysis of current and recent user data that included traffic, parking, lodging, event, Dining Hall and other visitor statistics, the framework's strategies are calibrated to address current conditions while recognizing that user trends are subject to change over time. A summary of the user data is presented in section 7: Appendix but salient points include the following:

- Approximately 630,000 visitors come to Chautauqua each year.
- Over half (+330,000) visit Chautauqua Open Space; the balance visit the Chautauqua campus.
- Chautauqua's busy season is generally from mid-May to mid-September, with 70% of the busy season experiencing 800 to 1,600 users on-site at one time; the peak period is in the afternoon (noon to 5:00 p.m).
- 80% of visitors arrive by car; approximately 35% live in Boulder.
- Chautauqua has 378 parking spaces on site (and another 72 set aside on Baseline Road) which accommodate parking needs for 74% of the year.
- Most Chautauqua facilities (Auditorium - not tempered, lodging, Dining Hall, meeting spaces) are at or near capacity during the busy season; but operate significantly below capacity at other times of the year.

Implementation of the Colorado Chautauqua Collaborative Stewardship Framework focuses on the preservation of the study area for continued active use as some of the city's most unique and prized cultural and natural resources. Components of the framework include a management structure, a process for considering proposed changes, and a palette of tools to assist in responding to the dynamic conditions of Chautauqua and its neighbors.

1. Management Structure
 - a. Coordination Team - periodic coordination meetings
 - b. Management Zones
 - c. Guiding Principles
 - d. Criteria for Consideration
 - e. Existing Management Agreements
2. Collaborative Process with the Chautauqua Coordination Team serving in a review and advisory capacity. This process does not supersede any of the city's or other governing bodies' review processes.
 - a. Idea/issue brought forward
 - b. Review and discussion by Coordination Team (includes discussion of when it is appropriate to bring in other city agencies for consultation)
 - i. Does the proposed change comport with the principles?
 - ii. How well does the proposed change respond to the criteria?
 - iii. Are there management measures, campus improvements, building changes or other strategies that can mitigate issues associated with the idea/issue? (See "Tools")
 - c. Idea or issue moves through the appropriate review process (normal, i.e. regulatory review, with public input) or is implemented directly by the Coordination Team if no formal review process is required.

3. Tools

Included are many possible tools that could be considered in support of the successful stewardship of Chautauqua. While the list represents best management practices of today and aligns with applicable standards and codes, it is intended to serve as a palette of ideas for consideration, as appropriate, rather than a catalogue of “should do’s.” The list of tools is not all-inclusive and will evolve as some are implemented and as new strategies emerge. Tools are organized into the following categories:

- a. Management
- b. Campus
- c. Architecture/Buildings

The framework and its processes will require periodic review to evaluate effectiveness and will need adjustment to address Chautauqua’s evolving programs, visitor use and general needs.

1.3 GUIDING PRINCIPLES

Guiding principles represent the ideals to be met by any proposed significant physical or programmatic modification at Chautauqua.

- Preserve the historic fabric and character of Chautauqua;
- Support CCA’s mission “to preserve, perpetuate and improve the site and spirit of the historic Chautauqua by enhancing its community and values through cultural, educational, social and recreational experiences;”
- Allow the Chautauqua Green to continue to operate as a vibrant community and neighborhood park; and,
- Protect the natural resources, unique programs and public access to Chautauqua Open Space.

Guiding Principles:

1. Appropriately preserve Chautauqua’s historic character, taking into consideration current and future needs.
2. Support Chautauqua’s historic mission to provide cultural, educational, social and recreational activities to benefit visitors, residents and the greater Boulder community.
3. Balance user access and enjoyment with the protection and preservation of Chautauqua Open Space’s unique natural resources.
4. When addressing issues at Chautauqua, look first to management (vs. constructed) solutions.
5. Support economically, environmentally and socially sustainable solutions to issues that exist or that arise.
6. Recognize and balance the interests of the multiple jurisdictions at Chautauqua: CCA and its leasees and the City of Boulder including Parks and Recreation (P&R) and Open Space and Mountain Parks (OSMP).

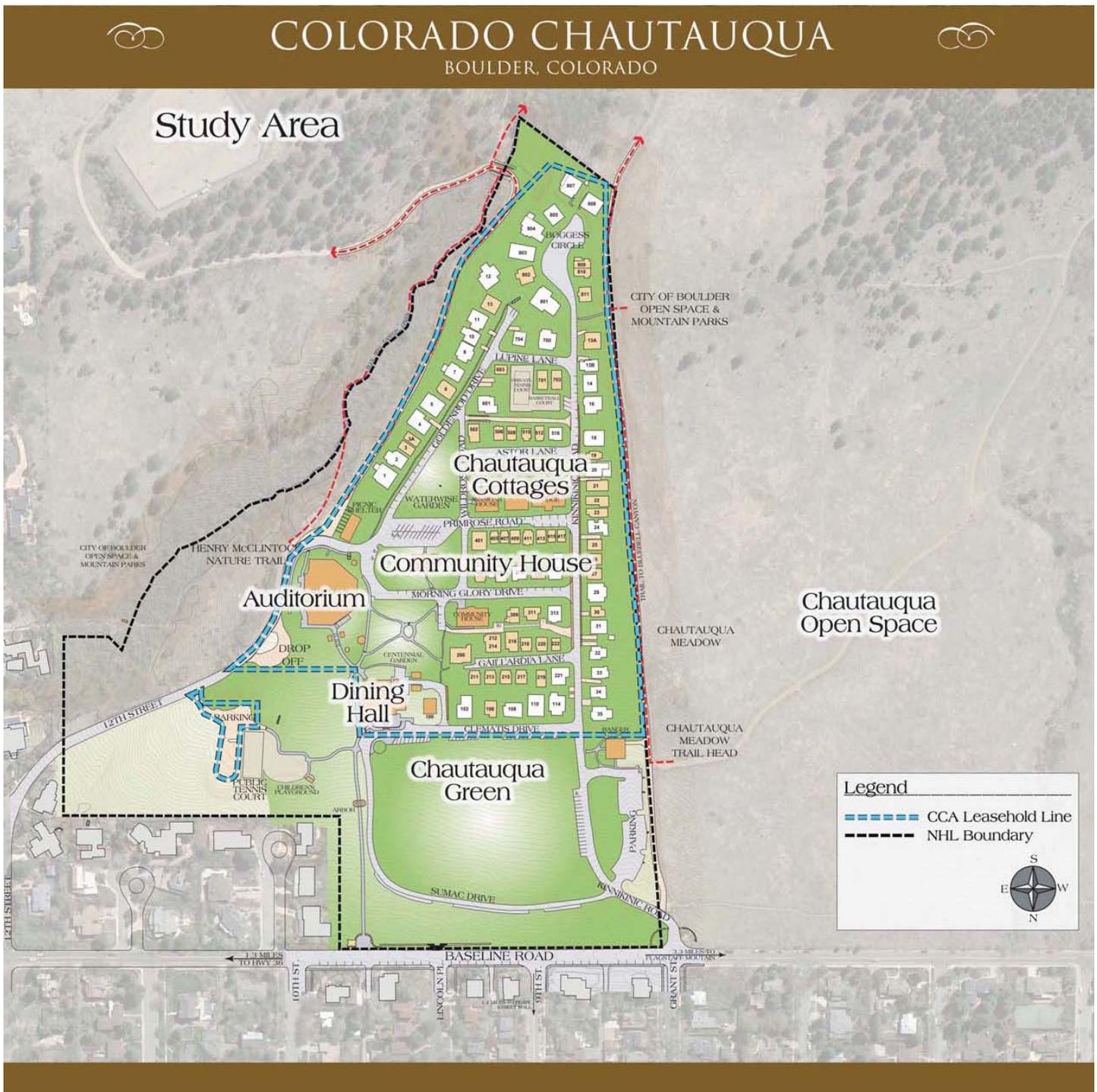


Figure 2-1: Study Area

2 CONTEXT

2.1 STUDY AREA

For the purpose of this study, the study area for the framework is collectively identified as Chautauqua, which includes the Colorado Chautauqua National Historic Landmark,¹ a portion of the adjacent open space (Chautauqua Open Space) and portions of Baseline Road bordering the northern property limits (which provide primary access into these two properties). All lands within the study area are owned by the City of Boulder and all ownership decisions ultimately rest on the City of Boulder City Council.

The Colorado Chautauqua National Historic Landmark (NHL) encompasses approximately 40 acres of the study area on land owned by the City of Boulder. The Colorado Chautauqua NHL includes lands leased and managed by the Colorado Chautauqua Association (CCA) and the Chautauqua Green and playground area, which are operated and managed by the City of Boulder Parks and Recreation department (P&R). Chautauqua Open Space is immediately adjacent to the east and west, and includes approximately 2,000 acres of open space lands operated and managed by the City of Boulder Open Space and Mountain Parks (OSMP). Baseline Road includes the segment between 10th Street and 6th Street.

Three entities share management responsibilities for Chautauqua—the CCA and two City of Boulder departments, P&R and OSMP.

- The CCA, a nonprofit organization, serves as primary steward for approximately 26 acres containing 67 historic buildings. The CCA has leased the land and three buildings from the City of Boulder, pursuant to a series of leases dating to 1898, when the land was initially acquired by the city for the purposes of establishing a chautauqua. CCA's mission is to provide an active center for culture, education and recreation in keeping with the original mission of the 1898 chautauqua. The area managed by the CCA is defined by a leasehold boundary, and includes the Auditorium, Dining Hall, Academic Hall, Community House, 99 cottages, and two lodges. This area is identified as the Chautauqua core in the framework.
- The Chautauqua Green is the front door of the study area, as well as a valued community and neighborhood park. The Chautauqua Green, playground area, lower tennis court, and nearby landscape areas (totaling approximately 8 acres) are managed by the City of Boulder's Parks and Recreation department.
- Chautauqua Open Space is one of the most popular trailheads in the city, and is managed by the City of Boulder Open Space and Mountain Parks department. A portion of the open space lands fall within the Colorado Chautauqua NHL including the Ranger Cottage, the Ranger Cottage Lot (parking area) and the McClintock trailhead.

¹ For the purposes of the framework, the locally and nationally designated historic district is identified as the Colorado Chautauqua National Historic Landmark. The local and national designations share the same boundary, and as a City of Boulder historic district, this area is subject to review and guidance by the City of Boulder Landmarks Board.

2.2 OPEN SPACE AND PARKS CONTEXT

In 1898, Boulder voters approved a \$20,000 bond to purchase 171 acres for the explicit purpose of developing a chautauqua as part of a larger open space initiative. These lands were the beginning of the current Colorado Chautauqua NHL. The community effort to preserve land and create a space for gatherings was initiated by the chautauqua movement's emphasis on nature and education, both prominent in Boulder then and now.

In 1903, the value of Chautauqua as a public asset took hold with the development of a parks improvement group that worked to create the northern portion of the chautauqua as park land. This group, initially organized in 1890, planted trees in the new Chautauqua Park (today known as Chautauqua Green) with \$400 donated by the Women's Club of Boulder. Boulder's first park ranger was hired in 1911, and citizens groups and the city provided maintenance for this park and others, as well as for natural lands. The Parks and Recreation department of the city was established in 1962, and provided management of all city mountain park natural lands and developed parks, including Chautauqua Mountain Parks and the Chautauqua Park (the Green and playground area).² Today, Chautauqua Green remains under the management of the Parks and Recreation department and is an important neighborhood and community park, with a significant role in the city system of parks.

The role of the natural open space surrounding the Chautauqua core has become increasingly more important since 1898. Open space lands adjacent to the Chautauqua NHL include Chautauqua Meadow with access to many trails, including those in the meadow such as Bluebell Trail and those that connect to Saddle Rock and Royal Arch. To the east, open space lands of Enchanted Mesa provide similar trail access including the McClintock Nature Trail. These open space lands—Chautauqua Meadow and Enchanted Mesa—are managed as passive recreation areas by the city's Open Space and Mountain Parks Department in manner consistent with their importance as natural, ecological, educational, and recreational resources to be preserved for future generations.

2.3 NATIONAL HISTORIC LANDMARK AND LOCAL LANDMARK CONTEXT

The Colorado Chautauqua was designated a City of Boulder Landmark Historic District on September 5, 1978 by City Ordinance No. 4382. In the same year, the district was listed in the National Register of Historic Places. The historic district encompasses the entire site from Baseline Road to the south and is bordered to the east and west by Chautauqua Open Space. Any alteration to a building or site within the district requires the approval of Boulder's Landmarks Board through the Landmark Alteration Certification Review Process. Alterations to the Green also requires Boulder's Parks and Recreation Advisory Board review.

In 2006, the National Park Service designated the Colorado Chautauqua a National Historic Landmark (NHL), recognizing it as one of the nation's fewer than 2,500 most significant historic properties. Although NHL status does not accord special protection to a property, it is typical that NHL alterations experience a higher level of consideration than other designated properties. According to the landmark nomination:

"The Colorado Chautauqua in Boulder stands out as an exceptional representative of the Chautauqua Movement....the property is the only site of its kind: an independent institution established and continuously operating as a chautauqua open to the general public....The Colorado Chautauqua is a living document of the Movement's ideals: learning for all, uplifting entertainment, and useful leisure in a natural and inspiring setting. The Colorado Chautauqua displays more historic integrity than any extant Chautauqua property, including those already designated National Historic Landmarks. Adding to its national significance is the fact that the Colorado Chautauqua survives as a unique, western expression of the Movement."

The landmark nomination documents a total of 137 resources within the District, 102 of which are contributing to its historic significance. Of the 137 resources, 87 are contributing buildings, and 20 are noncontributing. It is one of only 22 NHLs designated within the state of Colorado.

² In 2001, Mountain Parks and the Open Space department merged to create the Mountain Parks and Open Space department. Since 2001, OSMP has been responsible for the management of natural lands adjacent to Chautauqua Park (Chautauqua Green).

2.4 NEIGHBORHOOD CONTEXT

To the north and east of Chautauqua is the West University Hill neighborhood, one of the core neighborhoods identified as the central area of Boulder Valley in the Boulder Valley's Comprehensive Plan. The plan acknowledges the value of established Boulder neighborhoods, including West University Hill and promotes preserving neighborhood character including mix and density of use.

The neighborhood immediately surrounding Chautauqua is primarily residential in low-density residential zoning districts (RL-1) from 7th Street to the east including the neighborhood on the east side of Chautauqua, and residential estate (RE) from 7th Street to the west. The two zone districts are low-density, detached, residential. For the majority of the West University Hill neighborhood near the study area, the RL-1 zone district allows a density of 6.2 units on a minimum 7,000 square foot lot. The neighborhood directly north of Chautauqua Open Space, with the zoning district of RE, has a lower density of 2.9 units on a minimum 15,000 square foot lot. Both zone districts have the same requirements for form and setbacks.

Baseline Road connects the neighborhood to the adjacent residential and commercial districts of University Hill to the east and to the foothills and open space of the Flatirons and Flagstaff Mountain to the west. The primary north-south vehicular connection is 9th Street, which connects the neighborhood and Chautauqua to downtown Boulder, approximately 1.5 miles to the north.

2.5 USE AND ACTIVITY CONTEXT

As a vibrant open space, community and neighborhood park, national cultural institution and historic site and important educational and resort destination, Chautauqua has a wide variety of uses and activities that occur throughout the year. Activities range from hiking and climbing in the open space to picnics and weddings on the Green. Events occur in the Auditorium and other facilities as well as lodging in the core. The core is also a residential neighborhood.

To better understand the range of activities and the level of use that occurs throughout the year and on individual days, each agency provided data for the number of users by place and activity by time of day. This consisted of the most recent available data for each management zone.

- Data from September 2010 through August 2011 was analyzed for the Chautauqua core (Auditorium, Cottages, Community House, and Dining Hall).
- Data from 2004/2005 for September through August was analyzed for Chautauqua Open Space.
- Estimated day-to-day use for Chautauqua Green was analyzed along with the 2010 to 2011 data for permitted events.
- Parking and access data, shuttle use for Baseline Road, and the study area are from August 2010 was analyzed.

The data was analyzed by day for the entire year and by time of day: morning (8 a.m. to noon), afternoon (noon to 5 p.m.), and evening (5 p.m. to 11 p.m.).

CURRENT USE AND ACTIVITY SUMMARY (2011)

The following data findings have helped inform the nature of usage at Chautauqua over a one-year period and the creation of possible solutions as detailed in Section 5, Tools.

Chautauqua is a highly popular destination for a variety of users and activities year-round. In all, the study area has approximately 628,500 users annually (figure 7.2-2). Of these, approximately half (331,000+) visit Chautauqua Open Space and the other half (297,000+) visit the Chautauqua NHL.

Overall, the busiest time of day occurs in the afternoon with an annual cumulative total of approximately 361,000 users on-site between the hours of noon and 5 p.m. (figure 7.2-3).

- In review of individual days for the 2010 to 2011 season, the afternoon (noon to 5 p.m.) was typically the busiest time frame.
- The majority of these afternoon users (195,000 +/-) are visiting Chautauqua Open Space throughout all seasons with the busiest season occurring in mid-summer.
- Approximately 65% of visitors do not live in Boulder; 35% do.

Chautauqua has defined low, shoulder and busy seasons.

- The low season generally occurs from November through February for approximately 120 days.
- The shoulder season occurs in the spring and fall and is approximately 92 days in the months of October, March and April.
- The busy season occurs during the warmer weather months and is approximately 153 days in the months of May, June, July and August. Of these 153 days, approximately 45 have the busiest use with user numbers of between just under 1600 to a peak use of 2343 (one day).
- Building usage data (Auditorium, Cottages, Dining Hall, Community House) generally parallels the low, shoulder, busy season patterns identified by the site data and indicates under usage of these resources, through much of the year (see 7.3 *Building Analysis* for figures).

Chautauqua has 378 available parking spaces within the study area and an additional 72 that are consistently available on Baseline Road.

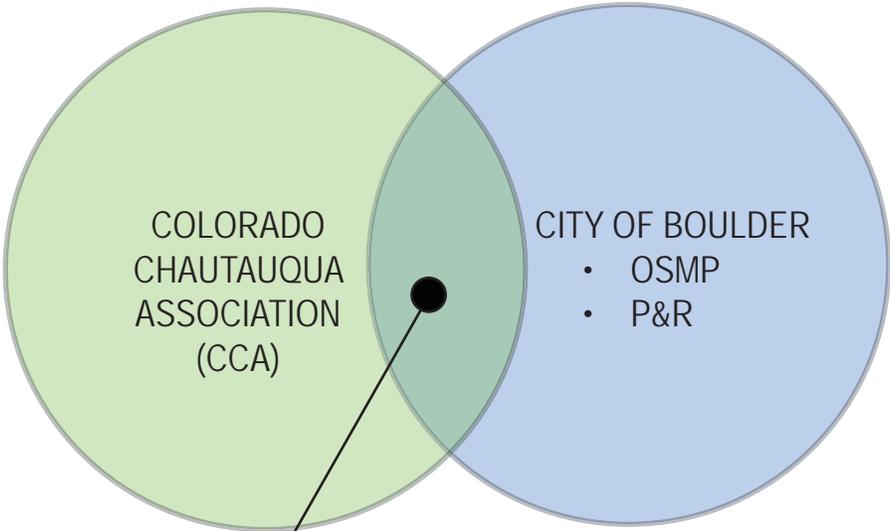
- These 450 parking spaces accommodate the current parking demand 74% of the year.
- For Auditorium event evenings, CCA and the Colorado Music Festival provides a shuttle service. At times, this service has accommodated 10% or more of the visitors for the busiest use.

3 MANAGEMENT

3.1 COORDINATION TEAM

Representatives from each of Chautauqua’s managing interests - OSMP, P&R and the CCA - comprise the framework’s Coordination Team. The team will continue to meet at least once a year and as needed to coordinate day-to-day management issues and to address management concerns that arise.

The role of the team is to serve in an advisory capacity, working together to manage changing use patterns, bringing other experts and agencies when needed and coordinate the many overlapping interests so that Chautauqua and its resources may be protected and enjoyed. Maintaining the same team members over time will result in better institutional memory and consistency. Shared responsibilities of the team are as listed below.



- Advisory/Regulatory:
- Historic Preservation
 - Transportation Staff
 - Planning Staff
 - Others

- Responsibilities:
- Maintain coordinated program calendar
 - Update agreements as necessary
 - Review management issues and proposed modifications
 - Coordinate framework implementation
 - Jointly develop future plans for Chautauqua

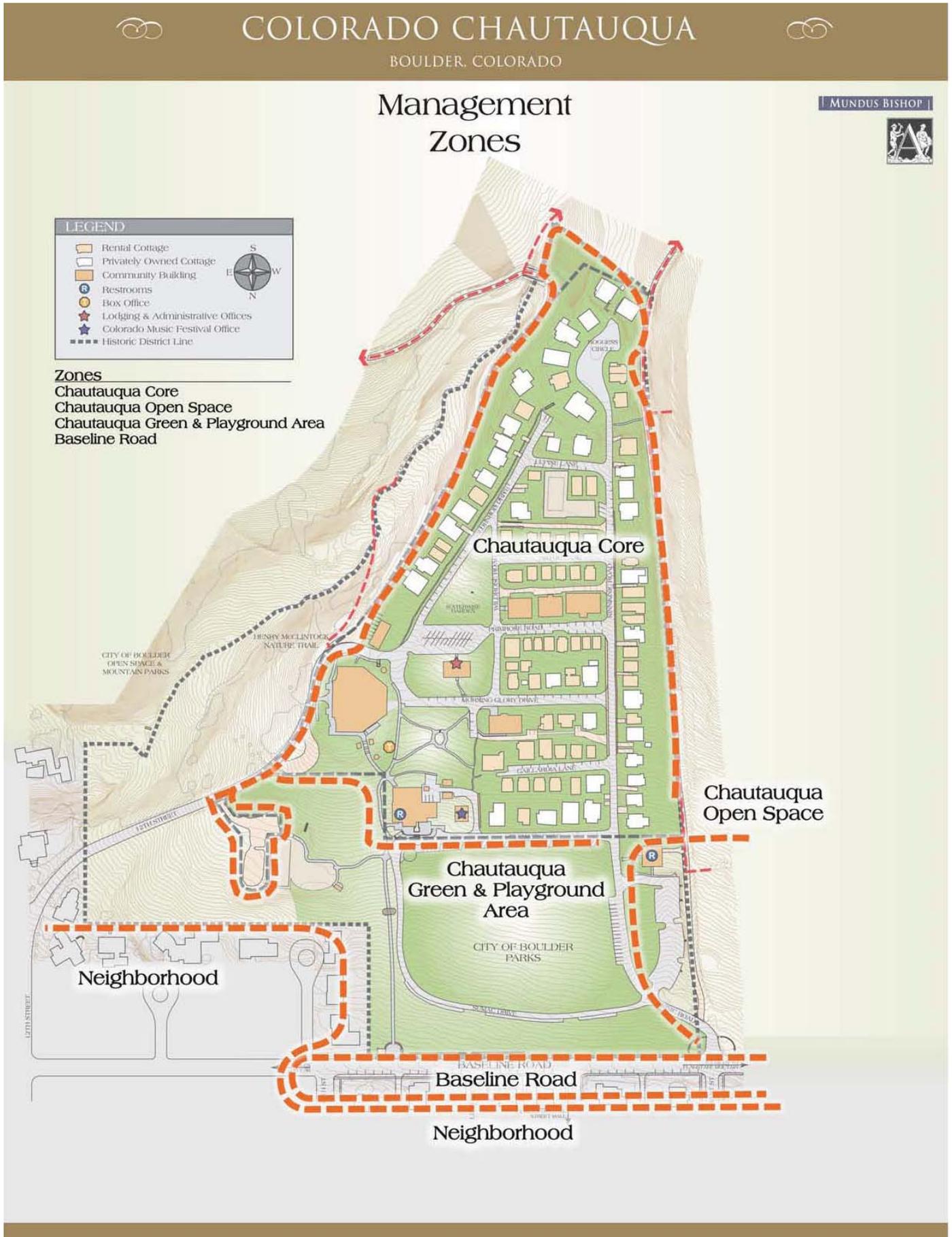


Figure 3-1: Management Zones

3.2 MANAGEMENT ZONES

The framework study area is organized into four management zones: Baseline Road, Chautauqua core, Chautauqua Green and playground area, and Chautauqua Open Space (figure 3-1). The use of management zones allows for ease in analyzing user data and programmatic needs and provides a format for presenting recommendations.

Each management zone has its own individual character with unique uses and activities, specific management approaches accomplished by its associated agency, significant natural and cultural resources, specialized programmatic activities and approaches and individualized future needs. By organizing these qualities into management zones, each area can continue to be managed by the agency currently responsible for it, while also adhering to the recommendations of this Stewardship Framework.

The following describes the location of each management zone within the study area.³

- Baseline Road is the portion bordering the north edge of the Chautauqua NHL and Chautauqua Open Space. Baseline Road is a collector roadway which carries approximately 3,000 vehicles per day in this section. Baseline Road is managed and maintained by the City of Boulder and is the primary access for all modes of travel to the NHL and the adjacent open space. The primary access point is the driveway across from Grant Place. There is a secondary pedestrian access in the block between Lincoln and 10th Street. There are pedestrian crossing treatments in place at both of these locations. Another vehicular access into the NHL exists at the intersection of 12th Street and Columbine. The south side of Baseline Road, adjacent to the NHL, provides approximately 30 on-street parking spaces. Another approximate 50 on-street parking spaces are provided on the south side of Baseline, west of the entrance to the NHL and adjacent to the open space. In addition, during the summer months (June through August) from 6:30 p.m. to 11:00 p.m., parking is allowed in the bicycle climbing lane on the north side of Baseline Road. There is no sidewalk along the south side of Baseline so persons parking in those spaces must walk in the street until they reach one of the two entrances to the NHL.⁴
- Chautauqua Green and playground area is the area within the Chautauqua NHL that is managed by the City of Boulder Parks and Recreation department as a community and neighborhood park. The area includes the Chautauqua Green on the north portion of the study area, immediately adjacent to Baseline Road. This area includes the grassy area bordering the north side of the Auditorium and the playground and tennis court to the southeast of the Chautauqua Green.
- Chautauqua core is the area of the Chautauqua NHL that is leased from the city and managed by the non-profit CCA (CCA leasehold from the City of Boulder), as it has been since 1898. The core is the area south of Clematis Drive and includes the small parking area near the tennis court adjacent to the playground. The Chautauqua core includes the grounds of approximately 26 acres and 67 historic buildings, among them the Auditorium, Dining Hall, Academic Hall, 99 cottages, the Community House and two lodges.
- Chautauqua Open Space is located to the west and east of the core, and includes approximately 2,000 acres of significant open space lands. Chautauqua Open Space shares the vehicular and pedestrian access at Grant Street. Chautauqua Open Space is managed by the City of Boulder OSMP department.

³ The Historic District straddles each of the managing agency zones. As such, any exterior physical changes requires review by the Landmarks Board as well as CCA's Building and Grounds Committee.

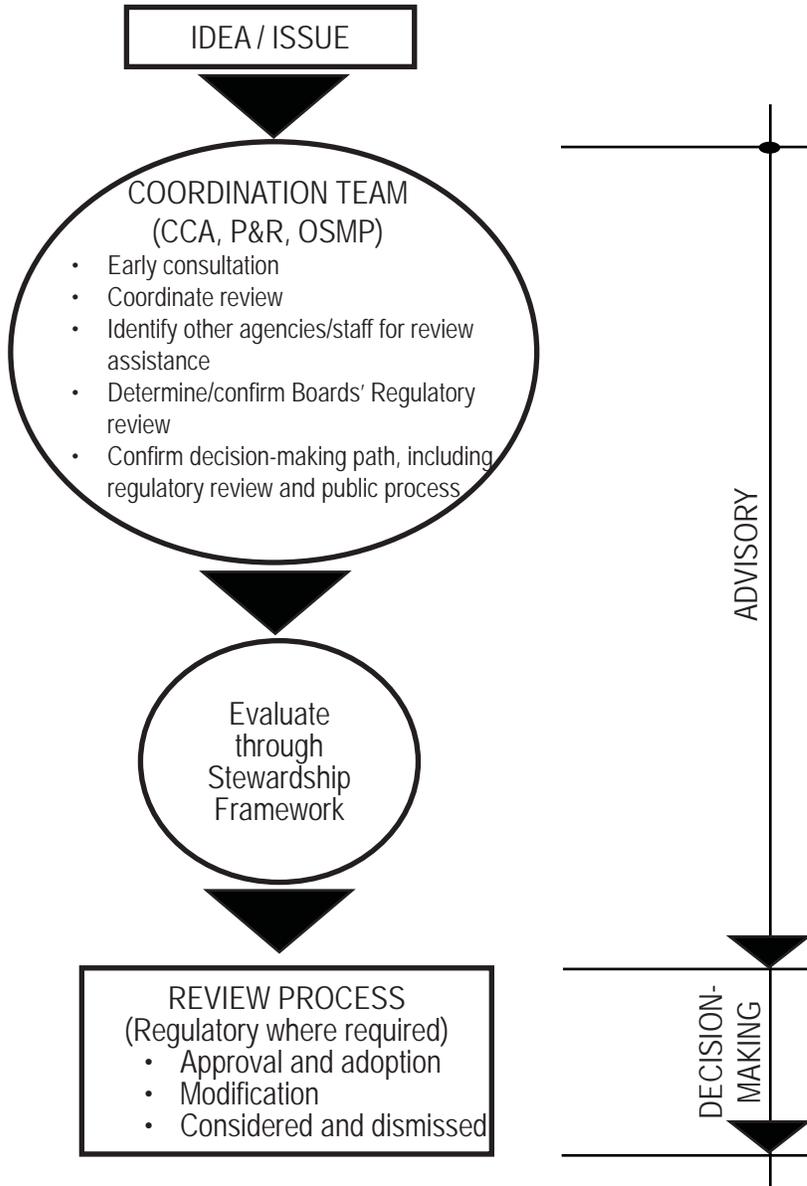
⁴ Parking supply in other management areas includes: the Ranger Lot in Chautauqua Open Space; the Clematis loop (circling the Green); the Chautauqua Green and playground area; and a variety of locations within the leasehold area in the Chautauqua core.

4 COLLABORATIVE PROCESS FOR PROPOSED MODIFICATIONS

4.1 FLOW DIAGRAM

WHAT IS THE PROCESS?

The process is a collaborative approach for reviewing or developing any proposal that promotes a significant physical change to the study area (the Chautauqua leasehold area, Chautauqua Green or the Chautauqua Open Space and trail system) or that recommends a significant change to events, programs, services or policies that could have an impact on the adjacent neighborhoods or on the CCA's, OSMP's or P&R's existing operations.



The Coordination Team's responsibility is to initiate the review of ideas and/or issues by determining the appropriate decision-making path, bringing in other advisors, consulting with associated agencies and their staff and generally facilitating the review process. Once initiated, the process proceeds into consideration (through the framework's principles and criteria) and the application of tools determined appropriate to the idea/issue. All of the work to this point is of an advisory nature, with the intent to strengthen and filter. From here, the idea/issue moves into the review phase - where it enters Boulder's formal regulatory and public process, where required, or is adopted.

4.2 CRITERIA FOR CONSIDERATION

There are several metrics that can help protect the overall quality of the Chautauqua experience and although these do not individually rise to the “must comply” level of the principles, they merit serious consideration when weighing a proposal’s benefits. The collaborative process employs criteria as topics for discussion with the aims of strengthening a proposal and highlighting issues that should be addressed, where applicable. The consideration criteria are:

1. Minimize and/or mitigate impact to adjacent lands and neighbors
2. Optimize use of existing infrastructure
3. Encourage use of multi-modal systems
4. Demonstrate the city’s and CCA’s sustainable ethic and goals
5. Minimize or mitigate vehicular traffic and parking impacts within the Chautauqua campus
6. Improve health and/or life safety (code compliance)
7. Fully utilize facilities
8. Minimize impacts to historic character and fabric
9. Supports future rehabilitation
10. Consistent with NHL review standards and guidelines
11. Addresses deferred maintenance
12. Minimize impacts to natural resources
13. Minimize impacts to other uses
14. Ease of implementation
15. Benefits the greater Boulder Community

5 TOOLS

The tools represent a menu of possible management actions and infrastructure improvements or changes that could be undertaken within the study area to address issues or needs related to Chautauqua’s visitor use and activities. Only those tools which are appropriate to a given proposal are meant to be considered. The tools incorporate current best management practices and are consistent with applicable codes and standards. Serious consideration of any tool will require additional planning and design.

These possible actions and improvements have been developed with input from the community, the City of Boulder and the CCA.

The tools are organized into three general sections: Management, Campus, and Architecture/Buildings. A summary of the overall approach to the section is presented first, followed by an outline of possible tools for each of the four management zones, where applicable.

5.1 MANAGEMENT

Managing use and activity at Chautauqua is an on-going endeavor and when implemented effectively, management can greatly reduce conflicts, solve issues and generally provide for a more pleasurable experience for all users.

The following management tools are a series of possible approaches that can be used individually or in combination to address visitor and parking issues at Chautauqua. These tools are intended to provide a menu of options that can be used by all city agencies and the CCA.

USER AND VISITOR MANAGEMENT

The following tools include measures to assist with the coordinated management of busy time periods and days, and identify opportunities for additional use within certain zones and facilities during times of the day or the year that currently experience low to moderate use.

- **Coordinated Program Calendar:** A coordinated monthly calendar will assist the Coordination Team with scheduling major events. This practice currently occurs informally, and could be built upon to plan for permitted or scheduled events in each management zone throughout the year.
- Consider opportunities for fuller use of the lodging opportunities within Chautauqua (cottages and two lodges), including the provision of additional meeting (multiple use) space during low and shoulder seasons and during busy seasons at time periods of low to moderate use or where additional use does not generate additional cars requiring additional parking. This would utilize available cottages and rooms.⁵
- Consider improving visitor amenities for year-round use, including providing convenient restrooms, wayfinding and interpretation.
- Consider opportunities for fuller use of the Auditorium during its limited weather-related availability (early May to late September), primarily during the shoulder seasons of early May and September, and the busy season of early June to late August. Management tools such as extending the use of the shuttle system could be a part of this.
- Consider opportunities for fuller use of the Dining Hall during low and shoulder seasons, including opportunities for greater amenities for daily visitors to all management zones.

⁵ Cottages and lodging are currently below capacity during low and shoulder seasons, and during some days of busy season. Ratio of available meeting space to lodging is low, resulting in times and days meeting space is unavailable to groups desiring lodging (which is available). Additional meeting space would resolve this.

EVENT MANAGEMENT

The lease between the City of Boulder and the CCA authorizes the CCA to deny or regulate motor vehicle entry into the Chautauqua area when available parking is full or close to full. The intent behind this allowance was to control parking in the Chautauqua area during special events. For the last three years, the CCA has worked with the City of Boulder's special event committee to develop and implement a plan to close the Chautauqua area to general access on Auditorium event nights (approximately 45 – 60 nights/summer). This closure occurs at approximately 5 p.m. on Auditorium event nights via staffed temporary barricades at the two entrances to the Chautauqua area. The City of Boulder, the Colorado Music Festival and the CCA jointly fund the "Hop to Chautauqua" service which is a free shuttle service from downtown and the 23rd Way Park'n'Ride per a contract. This service provides a good alternative to parking in the Chautauqua vicinity for these events. During the summer of 2010, approximately 8,600 event participants used the shuttle service, resulting in thousands of cars not trying to park in and around the Chautauqua area on event nights. This has reduced the number of vehicles trying to enter the Chautauqua area as well as parking on neighborhood streets adjacent to the Chautauqua area.

PARKING ACCESS MANAGEMENT

It is estimated that there are over 628,500 visitors to the Chautauqua area each year. The majority of these visitors arrive by automobile and seek to park as close to the Chautauqua area as possible. There is some parking within the Chautauqua area, both in the Ranger lot and surrounding the green on Clematis Circle. However, the demand for parking is frequently greater than the supply in these areas and this results in visitors parking within the leasehold area, on Baseline Road, and in the surrounding neighborhoods north and east of the Chautauqua area. This occurs most frequently on Auditorium event nights but the high demand for open space access, use of the green space and access to the Dining Hall ensure that this situation exists at other times as well. The framework has sought to identify possible parking management approaches which shall be considered in determining how best to mitigate this disparity between demand for access and parking supply. These possible parking management approaches include:

Chautauqua core (CCA)

- Do nothing (no parking management in lease area).
- Voluntary restriction (formalized but otherwise similar to 2010 signing).
- Standard NPP (permits for cottage residents with time restricted parking for the rest of the community).
- Modified NPP (permits for cottage residents with NO time restricted access for the rest of the community).
- Modified NPP (permits for cottage residents for certain times/days with access for the rest of the community ONLY during the rest of the time).
- Modified NPP (permits for cottage residents with unrestricted parking available for the rest of the community through a "paid parking" system).
- Designated cottage resident (permit) parking spaces with access for the rest of the community to the remaining spaces.
- Restricted use of key parking areas (i.e. Chautauqua Academic Hall parking lot) with access for the rest of the community in remaining spaces.
- All parking in the lease area restricted for Chautauqua resident and guest use only.

Chautauqua Green (P&R)

- Do nothing (no parking management around Chautauqua Green).
- Voluntary time restriction (please do not park longer than X hours).
- Unpaid time restricted parking.
- Paid (meter/kiosk) time restricted parking.

Chautauqua Open Space (Ranger Lot)

- Do nothing (no parking management in Ranger Lot).
- Voluntary time restriction (please do not park longer than X hours).
- Unpaid time restricted parking.
- Paid (meter/kiosk) time restricted parking.

Baseline Road

- Do nothing (no parking management along the south side of Baseline adjacent to Chautauqua).
- Time restricted parking (possibly for portions of the day and/or portions of the year).
- Standard NPP (not sure who would receive permits...time restricted for other users).

Surrounding Neighborhood

- Do nothing (no parking management in surrounding neighborhood)
- Standard NPP (permits for residents with time restricted parking for the rest of the community).
- Modified NPP (same as standard except limited to time of day and/or time of year).

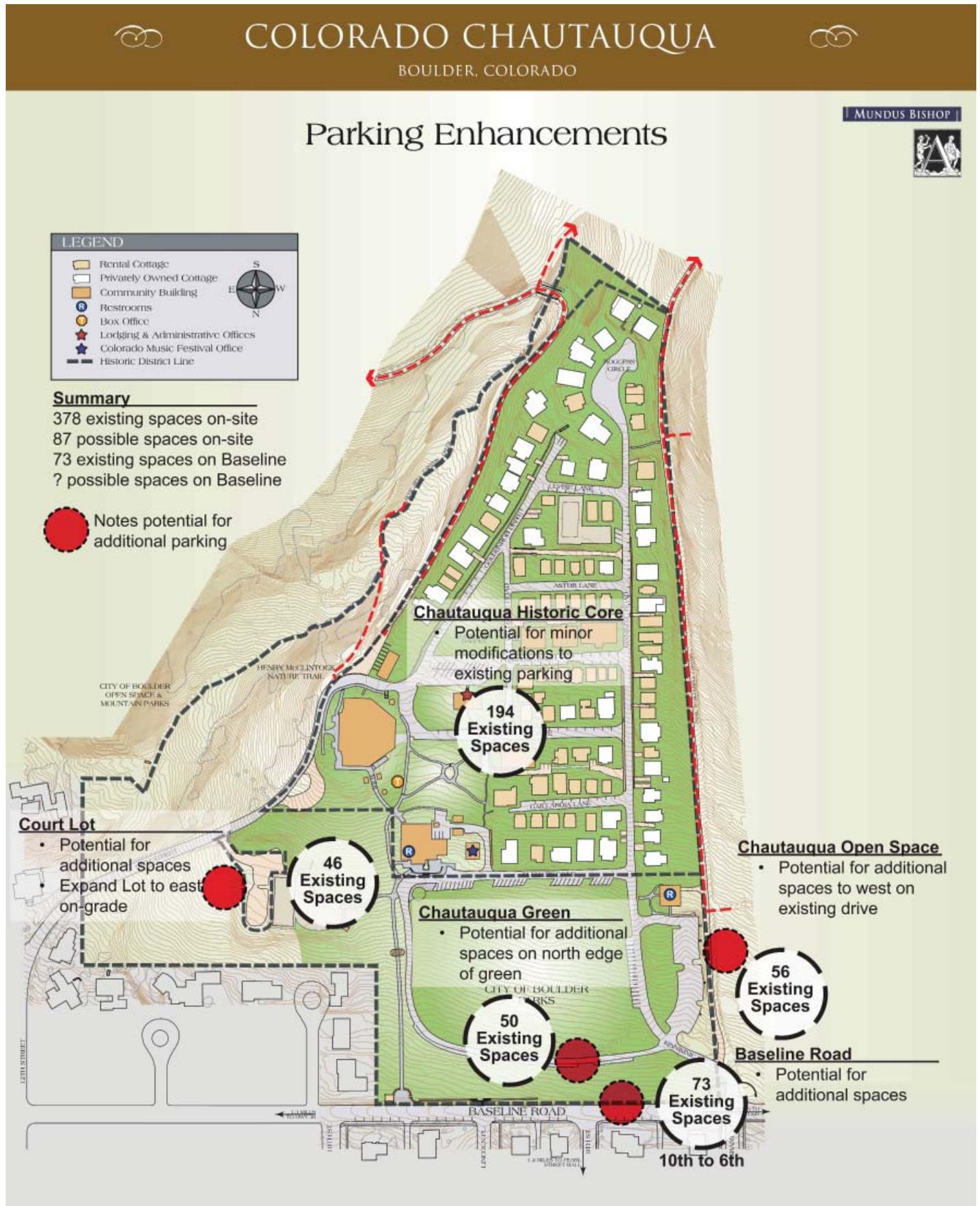


Figure 5.2-1: Parking Enhancements Diagram

5.2 CAMPUS

GENERAL

The following describes possible modifications to site infrastructure that are available for consideration to assist with the improvement and management of Chautauqua. The strategies include tools that would enhance the pedestrian and user experience, address necessary infrastructure upgrades and improve circulation including parking and access.

It is intended that the campus be addressed in a holistic manner with these tools being available to promote this goal. The campus tools are intended to be accompanied by management strategies that can be used individually or in combination with one another.

Each approach is possible when undertaken in a manner that preserves the historic character and integrity of the Colorado Chautauqua and that protects park land and open space. Chautauqua has a distinct campus setting that exhibits a 'camp-like' quality, created by its placement of buildings along the regular grid of Chautauqua's roads and alleys, contrasted by the openness of the Chautauqua Green and the spaces around Chautauqua's public buildings. This distinct arrangement provides a definitive character to Chautauqua's urban form.

Just as important are the open space qualities and natural resources of the Chautauqua Open Space. These include open views to the foothills, the Flatirons and the Chautauqua Meadow, preservation of trees and vegetation that contribute to Chautauqua Open Space and preservation of the open space presence along Baseline Road.

The following describes each type of site infrastructure approach. This section is followed by a more detailed description of how each approach is possible within each management zone.

- Pedestrian Enhancements are intended to improve the user experience at Chautauqua by identifying approaches to promote a pedestrian-friendly environment. These modifications include new walkways, easily accessible routes, pedestrian crossings, and ADA compliant routes where needed, all appropriate to the historic character.
- Vehicular Enhancements are intended to improve vehicular circulation including access, while also assisting in providing a pedestrian-friendly environment. Possible modifications include minor road realignment, reorganization or alignment of vehicular entrances and a possible new entrance into Chautauqua Open Space.
- Parking Enhancements (Figure 5.2-1) are intended to provide adequate parking for visitors and staff within the study area during busy periods (not busiest periods). Possible modifications include the addition of surface parking spaces in areas where new parking would not adversely affect the historic character, diminish the integrity of the NHL or negatively impact park land or open space. Only those areas that would allow the compatible addition of surface parking are possible, including additional spaces at the Court Lot, along Sumac Road at Chautauqua Green and west of the Ranger Lot. The number and possible configuration of new surface parking spaces is specific to each management zone.
- Traffic control and calming enhancements are intended to assist with the management and flow of multi-modal circulation within the study area. Possible enhancements include changes in traffic control (i.e. stop signs, signals, etc) and traffic calming (i.e. median islands, curb extensions, etc).
- Transit Enhancements are those modifications related to improving the use and access to existing or possible transit routes and include infrastructure related to transit stops.

CHAUTAUQUA CORE (CCA)

These site infrastructure approaches are specific to the Chautauqua core and are intended to improve the visitor/user experience by addressing known or potential issues related to site elements and their role in vehicular access, pedestrian mobility and parking.

Vehicular Access Enhancements are intended to improve vehicular access to and from and within the Chautauqua core in a manner consistent with its role as an important cultural, educational, social and visitor destination, and respectful of its designation as part of the National Historic Landmark and local landmark district.

- Refer to Chautauqua Green and playground for the realignment of the entrance drive for historic views and improved traffic flow.
- Turn-around for shuttles at Auditorium.
- Repair road surfaces and drainage as per the Cultural Landscape Assessment (CLA) (Kinnickinnic Road, Lupine Road, Golden Rod Road, Aster Road, Primrose Road, Morning Glory Drive).
- Bus pull-out/visitor orientation, near entry.

Pedestrian Enhancements are intended to provide a pedestrian-friendly environment within the Chautauqua core, as well as providing easily accessible pedestrian routes into the core from Baseline Road and from other parts of the study area. These enhancements are compatible with those recommended for the Chautauqua Green, Chautauqua Open Space and Baseline Road.

- Consider an accessible route between the Auditorium and restrooms within the Dining Hall, and/or between the Auditorium and new restrooms. Refer to the CLA for approaches to accessibility at Kings Gate and Queens Gate.

Parking Enhancements are intended to provide adequate parking for visitors during busy periods, and to accommodate staff use while protecting the visitor experience, in a manner consistent with Chautauqua's historic character and its stature as a National Historic Landmark.

- Consider minor modifications within existing parking areas to better serve visitors, guests and staff.
- Consider addition of a parking area (surface lot). Note: structured parking is not included in the "Campus" tools, as it is not needed (for capacity) and would negatively impact the NHL.

CHAUTAUQUA GREEN (P&R)

These site infrastructure tools are specific to the Chautauqua Green and are intended to improve the visitor/user experience by addressing known or potential issues related to improving the pedestrian experience and circulation.

Pedestrian Enhancements are intended to provide easily accessible pedestrian routes into the Chautauqua Green from Baseline Road and from other parts of the study area, and to provide a pedestrian-friendly environment for the Green. These enhancements are compatible with those recommended for Chautauqua Open Space and Baseline Road.

- Refer to Baseline Road for potential infrastructure for pedestrian routes along Baseline Road and into the Chautauqua Green from Baseline Road (addition of new walkway on south edge of Baseline Road from Kings Gate to Grant Street).
- Consider improvements to existing pedestrian access points on the north edge of the Green to coincide with those allowed along Baseline Road. Access points include Kings Gate, Queens Gate and a potential new location in alignment with 9th Street.

Parking Enhancements are intended to provide adequate parking for visitors during busy periods, while ensuring the continued use of the Green as a key recreational area and in a manner consistent with the historic character as part of the Colorado Chautauqua NHL.

- Consider adding angled parking spaces along the north edge of Chautauqua Green in the area with parallel spaces. This area is also known as Sumac Road and could provide up to twelve (12) additional parking spaces. New spaces would be consistent and compatible with Chautauqua's form and character. Existing spaces could also be modified to be head-in.
- Consider adding parking spaces at the existing Court Lot that is adjacent to the playground. This area is within the Chautauqua core management area. This area could provide a gain of approximately forty-five (45) parking spaces, for total of ninety (90) spaces. New spaces would be compatible with Chautauqua's historic character and, as a good neighbor, this addition would be integrated into the hillside with the addition of a topographic berm (screen) on the west and north edges.

Vehicular Access Enhancements are intended to improve vehicular access to and from and within Chautauqua Green in a manner consistent with its use as a recreational space, community/neighborhood park and as part of the Chautauqua NHL.

- Consider realignment of the entrance drive to improve vehicular traffic flow into the site, while also reestablishing the original historic views into the Chautauqua Green and towards the Dining Hall.
- Consider improvement of the entrance to provide a clear, separate drive and circulation to serve the Chautauqua Green, separate from the Ranger lot (and open space visitors).
- Consider separation of egress/ingress into Chautauqua Green (and Chautauqua core) from egress/ingress into Chautauqua Open Space. Refer to Chautauqua Open Space for additional guidance. Consider moving the open space entry from Grant Street west to be a separate drive from Baseline, aligned with a north-south street.

CHAUTAUQUA OPEN SPACE (OSMP)

These site infrastructure approaches are specific to the Chautauqua Open Space and are intended to improve the visitor/user experience by addressing known or potential issues related to the site and their role in vehicular access, pedestrian mobility and parking.

Vehicular Access Enhancements are intended to improve vehicular access to and from and within Chautauqua Open Space in a manner consistent with its use as an important open space within the city.

- Separate traffic flow on-site – one egress/ingress from Ranger Parking area to the Chautauqua entry/Grant Street.
- Separate the egress/ingress point from the Chautauqua entry. Consider moving the open space entry from Grant Street, west, to be a separate drive from Baseline. Align the entry with a north-south street.
- Provide a bus pull-out/visitor orientation.

Pedestrian Enhancements are intended to improve a pedestrian-friendly environment within Chautauqua Open Space, as well as to provide easily accessible pedestrian routes into the open space from Baseline Road and the study area. These enhancements are compatible with those recommended for Chautauqua Green, open space and Baseline Road. The enhancements are also consistent with the West TSA.

- Consider a pedestrian trail along the north edge of Chautauqua Open Space from Baseline Road as part of the re-routing and repair of trails within Chautauqua as identified by the West TSA.
- Refer to Baseline Road for approaches to allow a new walkway on the south edge of Baseline Road along the frontage of Chautauqua Open Space.
- Refer to Baseline Road for approaches to pedestrian crossings on Baseline Road that would serve Chautauqua Open Space.
- Consider pedestrian crossings associated with a separate egress/ingress drive if this drive is implemented.

Parking Enhancements are intended to provide adequate parking for visitors during busy periods and to accommodate staff use while allowing for a rich visitor experience.

- Consider new parking spaces (surface lot) to the west of existing, previously disturbed land (originally a drive/road and now a grassy level area).
- Refer to Baseline Road for approaches for parking along the north side of Baseline Road (now only allowed during events).

BASELINE ROAD

The following site infrastructure tools are specific to Baseline Road (adjacent to Chautauqua) and include potential improvements to address identified issues associated with multi-modal access.

Pedestrian Enhancements are intended to provide safe and efficient pedestrian access across and along Baseline Road adjacent to Chautauqua (both the NHL and Open Space).

- Consider constructing a new sidewalk along the south side of Baseline Road between 10th Street and Grant Place (the main Chautauqua entrance). This new walkway should include entry points onto the Chautauqua Green and into the Ranger Lot at existing access points. Consider adding additional access points to connect to on-site circulation (possibly at 9th Street).
- Consider constructing a new sidewalk along the south side of Baseline Road between Grant Place (the main Chautauqua entrance) and 6th Street. Consider new access point(s) onto adjacent open space in addition to the existing access point at Grant Place.
- Enhance existing pedestrian crossing treatments across Baseline at Grant Place and at the King's Gate, to improve driver compliance with yielding to pedestrians and to create clear and logical pedestrian connection between Chautauqua and the neighborhood to the north of Baseline. Consider installing an additional crossing treatment at 9th Street, associated with possible traffic control changes at this intersection.
- Enhance the King's Gate crossing and access onto the Chautauqua Green to be ADA compliant.

Parking Enhancements would provide additional parking supply for Chautauqua visitors during the busiest times of the year, to minimize on-site circulation and intrusion into the surrounding neighborhoods. Baseline Road is a popular parking location to access the Chautauqua area. Parallel parking is provided on the south side of Baseline. Parking is also allowed in the existing bike climbing lane on the north side of Baseline during the summer months (June through August) from 6:30 p.m. to 11:00 p.m.

- Consider widening Baseline Road between Grant Place (the main Chautauqua entrance) and 6th Street to convert existing parallel parking into diagonal parking.
- Consider expanding the time period that parking is allowed in the bike climbing lane on the north side of Baseline Road.

Traffic Control and Calming Enhancements are intended to safely and efficiently manage the flow of traffic on Baseline Road as a collector roadway, while addressing the access needs of the Chautauqua area.

- Consider installation of median refuge islands and/or curb extensions at the existing pedestrian crossing treatment locations, to both enhance pedestrian crossing and to act as traffic calming to slow travel speeds on Baseline Road.
- Investigate the speed limit on Baseline Road and consider the possibility of a "Variable Speed Limit" to account for different situations on Baseline Road.
- Consider changes to traffic control (stop signs, traffic signal, etc) at the intersection of 9th and Baseline to more efficiently control traffic and to slow traffic on Baseline Road.

Transit Enhancements

- Consider enhancements to existing "HOP to Chautauqua" transit stops on Baseline Road.
- If new transit service is provided, consider new transit stop locations on Baseline Road.

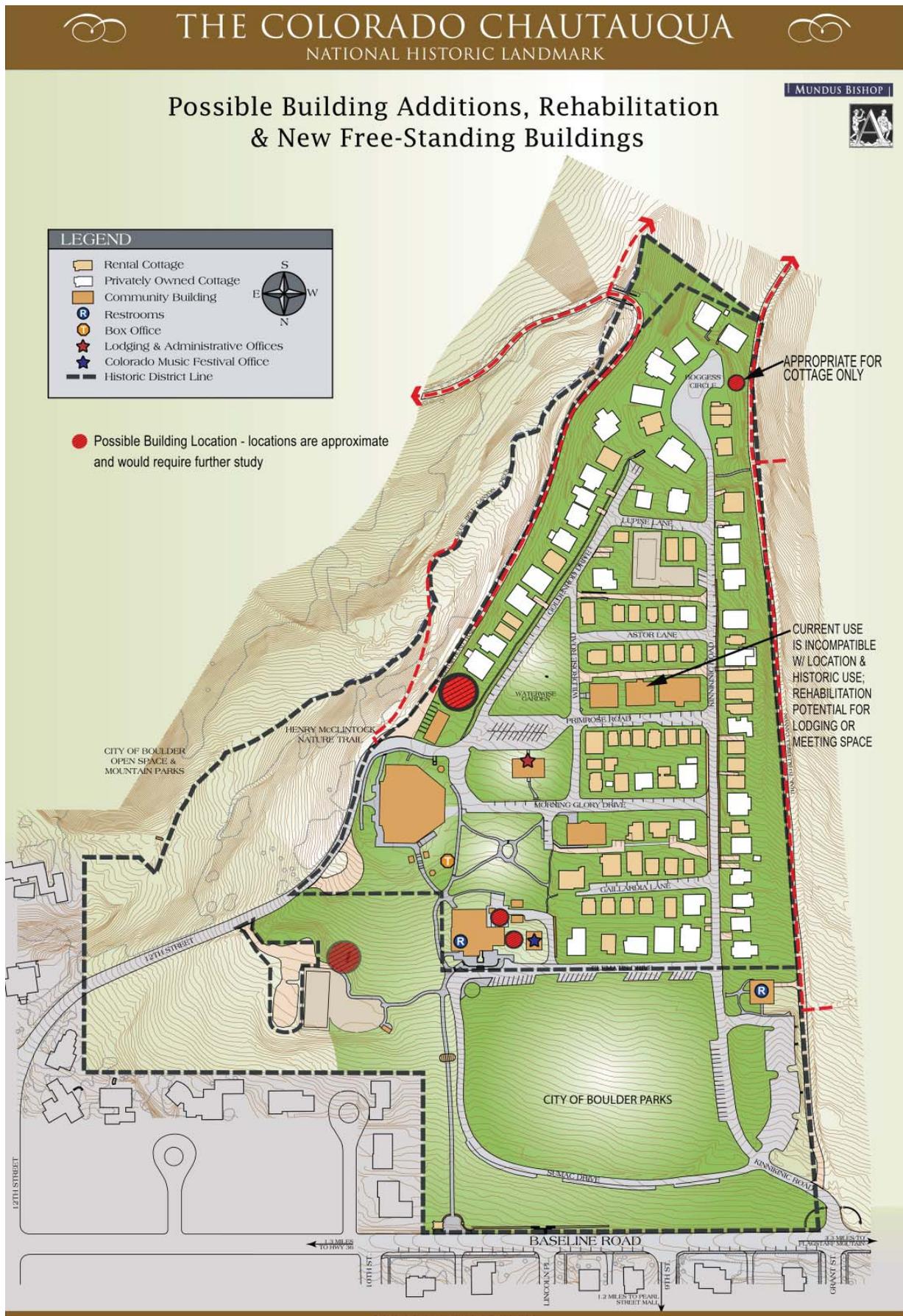


Figure 5.3-1: Possible Building Additions and New Free-Standing Buildings Diagram*

5.3 ARCHITECTURE/BUILDINGS

Chautauqua has a unique pattern language that defines the buildings' relationships to each other and to the site and that describes the character of the forms, materials and designs of its built environment. The patterns date back to Chautauqua's earliest development, when significant public buildings like the Auditorium and Dining Hall anchored the site and set the stage for Chautauqua's eclectic and vernacular architectural style. Chautauqua's grid of streets, common setbacks, snug building spacing, purposefully-placed gardens and "breathing space" around certain public buildings form the basis of its site character. These are the character-defining building and site elements that should be respected and preserved as part of Chautauqua's intrinsic nature and historic significance.

Within those patterns, there is potential for change in the form of small additions and modestly scaled new construction (as noted below) that would fit Chautauqua's historic character. The intent of this tool is to identify where new construction might be considered. It is not advocating for new construction. Note that while the Colorado Chautauqua is a National Historic Landmark (NHL), the National Park Service (NPS) has no regulatory role at Chautauqua unless federal funding is involved. There is no federal prohibition on change in an NHL. The stewards of NHLs and national parks must constantly exercise management discretion in balancing resource protection and public use. There are no standards or guidelines pertaining specifically to NHLs. The NPS recommends looking to best practices per the Secretary of the Interior's Standards for guidance.

The following describes possibilities for additions and new free-standing buildings within and adjacent to the core. This document is not recommending new construction, but any new construction should be limited to the identified locations. A description of appropriate size and scale is also provided, given adjacent precedents and available space.

- Building rehabilitation potential: Primrose (assuming maintenance and housekeeping functions are relocated) would be appropriate for lodging (matching its historic use) or medium size meetings (compatible in scale to its historic use) similar to the Rocky Mountain Climbers' Club room in the Community House (the building would not be appropriate for large events as the structure does not lend itself to an open floor plan).
- New free-standing building possibility on Boggess Circle (appropriate for a cottage only, due to its location in a solely-residential area and the size of the available space).
- New building addition possibility behind the Dining Hall (where an event tent is typically set up) would need to consider ADA parking, service access to the Dining Hall and avoid Centennial Garden infringement; this addition would be situated on the Dining Hall's tertiary facade - preferred per NPS guidelines).
- New free-standing building possibility in the area of the tennis court/playground/court parking lot; would need to respect views to and from the Auditorium. Adjacency to playground and tennis court would need to be considered if both features were to remain and could be suitable for a medium scale building similar to the Missions House or Community House with a public or service use. Lodging use would not be recommended as it would break with the residential collective pattern and would not be suitable for ADA restrooms to serve the Auditorium due to a lack of proximity and the grade change.
- New free-standing building possibility south of (across the street from) the Auditorium and/or north of Cottage 1 would be ideally suited for needed ADA restrooms (to serve the Auditorium); could also be suitable for a public and/or service use (the area would not be suitable for lodging due to its proximity to other public uses and noise generating areas); would need to consider impacts if 10 parking spaces are lost.
- New free-standing building possibility between the Dining Hall and Cottage 100 reminiscent of the historic "breezeway" structure in this location could be a historic reconstruction if enough documentation exists to support reconstruction. A sympathetic addition that does not confuse the historic record would need to be subservient to both structures and avoid any appearance of trying to make Cottage 100 an extension of the Dining Hall, as there is no historic precedent for shared functions or the two buildings acting as one.

To guide the design of any contemplated new building or addition, the “Chautauqua Design Guidelines” (Guidelines) should first be updated. Issued in 1989, the Guidelines provide an excellent history of Chautauqua and its significance and provides guidance for both site and building work. The Guidelines were created with the best available information at the time but could now benefit from since-discovered information about Chautauqua’s history (e.g., the Guidelines propose flagstone paving, whereas recent documentation has revealed that concrete was the historic material) and twenty additional years in the evolution of preservation philosophy. Recommendations for updating the Guidelines include:

- Description of Chautauqua’s character and a general vision which will guide the appropriate change for future use.
- Review the Cultural Landscape Assessment and incorporate relevant landscape recommendations from that document into an update of the Guidelines.
- Provide a philosophy/overview regarding managing “change” within Chautauqua. Change can and should be accommodated within almost any historic landmark as long as it is undertaken in the context of a clearly-articulated statement, including:
 - Historic integrity;
 - Definition of character-defining features;
 - Compatibility;
 - Distinctiveness (i.e. that which respects its own time and does not confuse the historic record); and,
 - Appropriate opportunities.
- Provide additional description of building typologies, including:
 - Graphic illustrations and narrative text describing the following:
 - Building massing and form;
 - Scale;
 - Setbacks;
 - Spacing and Urban Form;
 - Fenestration;
 - Type of design, i.e. traditional vs contemporary; and,
 - Materials.
- Revised Guidelines should be descriptive rather than prescriptive to allow flexibility within the established framework.

6 IMPLEMENTATION

The following are initial next steps and future implementation actions.

On-Going

Convene Coordination Team	Yearly, or more frequently as needed
Update User Numbers, Activities, Preferences	As needed

2012

Pilot Program for Access and Parking in Leasehold	Summer 2012
Update Chautauqua Design Guidelines	2012

Short-Term (five years)

Development of Chautauqua Access Management Plan (CAMP)

7 APPENDICES

7.1 EXISTING MANAGEMENT AGREEMENTS

The following is a list of existing management agreements and practices, both formal and informal, among Chautauqua stakeholders, which guides operations and management. The Coordination Team is responsible for reviewing, enforcing and updating these, as necessary. It is recommended that the “unwritten” agreements be recorded for clarity, consistency and institutional memory.

Existing Agreements	City	CCA	AUD	Dining Hall (DH)	P&R	OSMP	39 Cottage Owners
Lease (20 Yr – 2018) •\$4,500/yr (CCA) •Bldg. maintenance (CCA)* •Lower DH RR (City) •Police, fire, etc. (City) •Street, utility & park maintenance (City) •15 Audience performances (CCA) •Access control (CCA)** •Residential permit plan	●	●					
Auditorium Use (Multi-Year) •26 performances/ +/- 45 Rehearsals •NIPP – 20 Performances		●	●				
Shuttle Service (Annual) •On all Auditorium Event Nights	●	●	●				
DH Shuttle Service (Unwritten) •Wedding shuttle req. on Aud. Event nights		●		●			
End Green Events by 5pm in Summer (Unwritten)		●			●		
Green Booking 2 Years in Advance (Unwritten)		●		●	●		
Add’t Lower DH RR Cleaning by CCA on Event Nights (Email Agreement)		●		●	●		
Meadow Music on Monday Nights (Unwritten)		●			●	●	
Cottage 100 Agreement		●					
Cottage Sublease Agreement		●					●
Irrigation and plant maintenance in landscape beds in front of Dining Hall		●			●		
Snow removal and other road maintenance on Clematis		●			●		

NIPP = Nobody In Particular Presents

7.2 USE AND ACTIVITY ANALYSIS

OVERVIEW

As a vibrant open space, community and neighborhood park, and important educational and resort destination, Chautauqua has a wide variety of uses and activities that occur throughout the year. Activities range from hiking and climbing in the open space to picnics and weddings on the Green, along with daily park use. Events occur in warm weather in the Auditorium, and in other Chautauqua facilities year-round. Lodging occurs year-round in the cottages, Missions House and Columbine Lodge and the Dining Hall provides a restaurant for all users. In addition to these activities that attract users daily, Chautauqua has xx residents who reside in the cottages.

To assist in crafting a stewardship framework that will adequately address the day-to-day and special event needs of Chautauqua, an analysis of the number of users who frequent the area each day was undertaken. This task was essential in providing data to describe the level of use and when and where it occurs.

DATA

To better understand the level of use that occurs at Chautauqua throughout the year and on individual days, the city and the CCA provided their best available data for analysis.

The CCA provided data for the leasehold area that includes the Auditorium, cottages, Community House and Dining Hall.

OSMP provided data for Chautauqua Open Space and P&R provided data for the Chautauqua Green and playground.

The data was organized into each day of the year by time periods: 8 a.m. to noon, noon to 5 p.m., and 5 p.m. to 11 p.m.

- CCA data: for September 2010 to August 2011, including the number of users (including staff and guests) for the cottages, Auditorium, Community House, lodging and the Dining Hall.
- OSMP data: for summer 2004/05 for September 2004 through August 2005, including counts for daily users and numbers for events for Chautauqua Open Space.
- P&R data: for permitted events for September 2010 to August 2011 and an estimated number of users for each period of the day for the Chautauqua Green and playground by season.
- OSMP data included actual number of users for events by time period. Data for daily use included actual counts of users and numbers and was organized into the three time periods using 30% morning, 60% mid-day, and 10% evening for warm seasons; and 50% morning, 50% mid-day, and 0% evening for winter.
- P&R data included actual number of users for permitted events by time period. Data for daily use included an estimate of users by time period: 300 morning, 300 mid-day, 0 evening for May, June, July, August and September; 100 morning, 100 morning, 0 evening for March, April and October; and 50 morning, 50 mid-day, 0 evening for November, December, January and February.

The City of Boulder Public Works Department, Transportation also provided data for the study area and the immediate surrounding neighborhood related to parking and shuttle use. To alleviate the need for parking within the study area during concerts and similar events, the CCA employs a shuttle to transport users to and from the site.

The task of collecting accurate parking utilization is on-going. The most current and best available data is for summer and fall of 2005, and includes the following.

- Parking inventory noted 378 existing parking spaces in the study area and more than 2000 in the adjacent neighborhood (figure 5.2-1).
- Parking utilization was documented in the study area and surrounding neighborhood for 2005 including Saturday, July 2nd; Wednesday, July 20th; Friday, August 5th; Saturday, August 6th and Saturday, November 19th, 2005.
- Parking utilization was documented in the study area and surrounding neighborhood for 2010 including Wednesday, August 4th; Saturday, August 7th and Saturday, August 14, 2010.
- Shuttle ridership was documented for Wednesday, August 4th; Saturday, August 7th and Saturday, August 14, 2010.

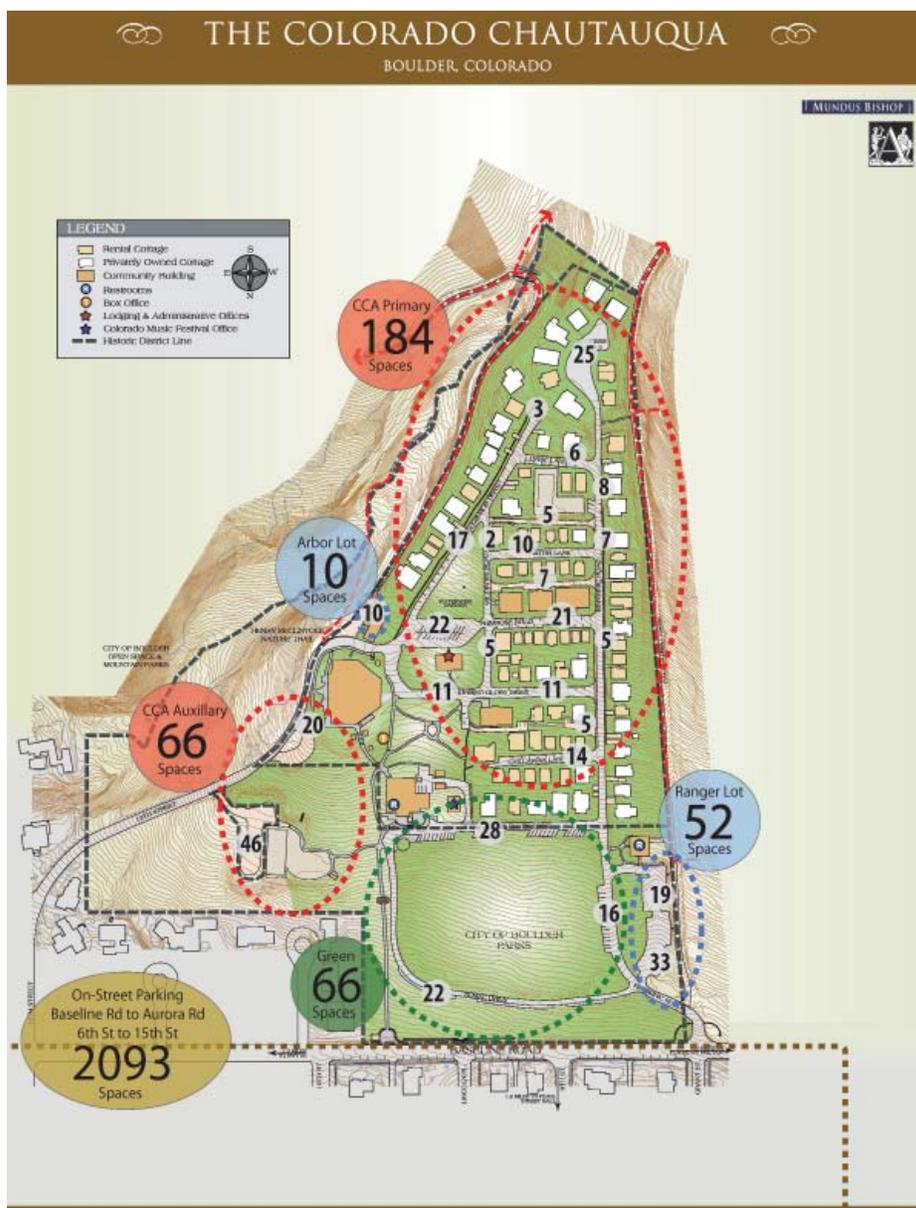


Figure 7.2-1: Parking Inventory

ANALYSIS

Chautauqua is a highly popular destination for a variety of users and activities. In all, it is estimated that the study area has approximately 628,500 users annually (figure 7.2-2).

Of these users, approximately half (or more than 330,000) visit the Chautauqua Open Space and the remainder, more than 297,000, visit the Chautauqua National Historic Landmark (the Green, playground and leasehold area).

- CCA users are those who access amenities within the leasehold area. These users include staff, approximately 56,000 lodging visitors to the cottages, Missions House and Columbine Lodge; 44,000 Auditorium users including those attending concerts in the evening and events during the day; and 36,000 users of the Dining Hall.
- OSMP users are overwhelmingly daily visitors who access Chautauqua Open Space from either Baseline Road or the Ranger Cottage Lot. In addition to the xx,000 daily users, approximately xx,000 users attended events in Chautauqua Meadow.
- P&R users include those who attend permitted events in Chautauqua Green (more than xx,000 users), and the daily users who visit the Green and the playground.

Yearly Activity by Destination Summary



Figure 7.2-2: Yearly Activity by Destination Summary

Chautauqua offers many diverse cultural, educational and recreational experiences year-round. Several of which are experienced as primarily interior activities including events at the Community House, lodging in the cottages or one of the lodges and dining in the Dining Hall. These activities result in a relatively steady stream of users year-round to the leasehold area.

However, those experiences that rely on favorable weather result in the majority of use at Chautauqua as a whole. This results in the study area experiencing different levels of use by time of year with defined low, shoulder, and busy seasons.

- The low season is approximately 120 days, generally occurring from November through February. The number of users on-site averages 520 during the busiest time of day, which is the afternoon. The number of users on-site during one time period ranges from low of 400 (29 days) to between 600 and 1,000 (94 days). 78% of the low season has 600 to 1,000 users on-site during one time period (at the busiest).
- The shoulder season is approximately 92 days, occurring in the spring and fall, in the months of October, March and April. The number of users on-site during one time period in these seasons range from a low of 400 (2 days) to 1,200 (10 days) with 87% of the shoulder season having over 1,000 users on-site during one period (at the busiest).
- The busy season is approximately 153 days, occurring during the warmer weather months. These are the months of May, June, July and August. During the busy season, use on-site during one time period ranges from 800 (1 day) to more than 1,600 (45 days) with 70% of the busy season having 800 to 1,600 users on-site at one time (at the busiest period).
- Of the 153 days in the busy season, approximately 45 days are the busiest use with user numbers of 1,600 to 2,343 users, which is a peak (occurred on one day in 2011).

Chautauqua also experiences different levels of use by time of day (figure 7.2-4.). Afternoons are the busiest time of the day for xx% of the year. Mornings have the least use. On xx days of the year (xx in 2011), the evening was the busiest.

- The busiest time of day occurs in the afternoon with an annual cumulative total of 361,000 +/- users on-site between the hours of noon and 5 p.m. During the 2010 to 2011 season, the afternoon was the busiest for xx days.
- The majority of the afternoon users (195,000 +/-) are visiting Chautauqua Open Space throughout all seasons with the busiest time occurring in mid-summer.

Yearly Activity by Destination

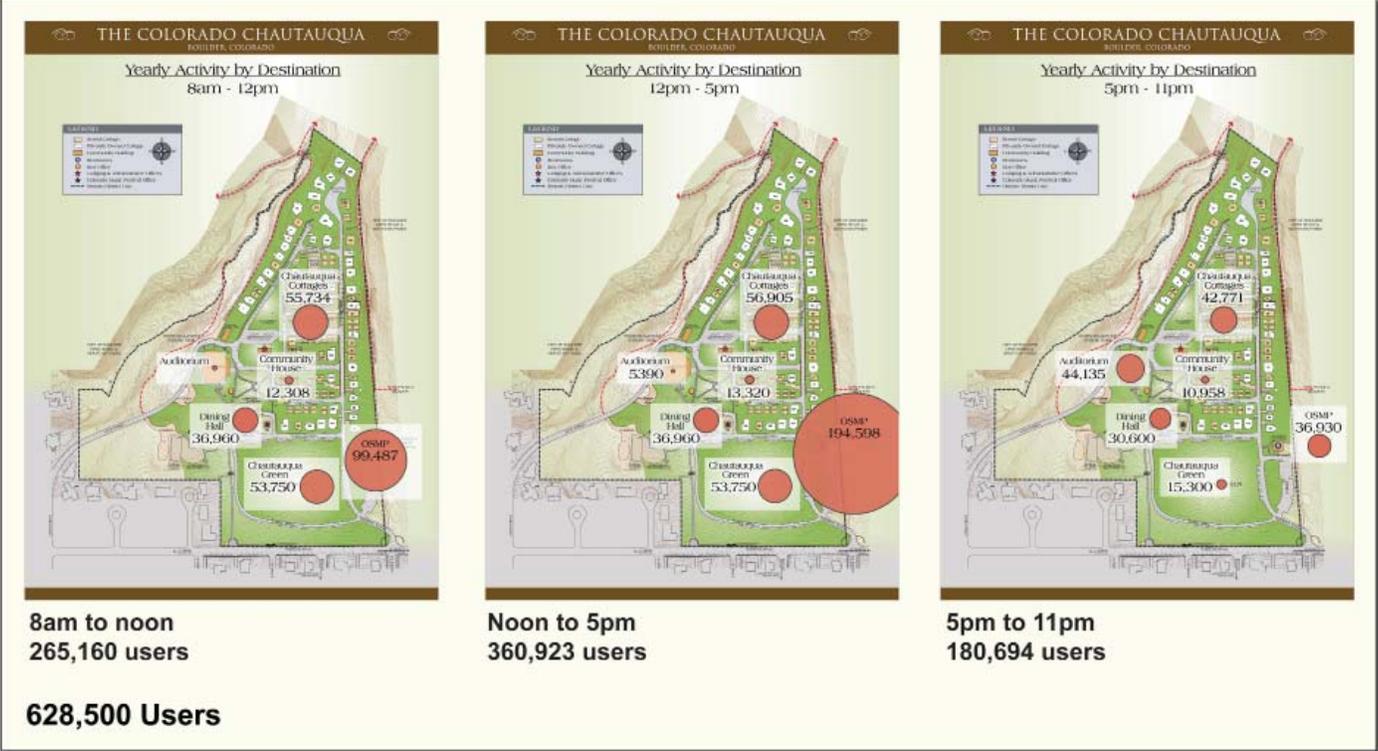


Figure 7.2-4: Hourly User Activity

7.3 BUILDING ANALYSIS

Auditorium use includes day-time rehearsals and evening events. For purposes of the following usage chart, it was assumed that a daytime rehearsal (not thoroughly documented) and an evening performance constituted one (1) use. Therefore, total possible usage corresponds with the number of days in the associated month. Auditorium capacity for May and September is fifteen (15), as early May and late September weather is typically too fickle to allow event scheduling.

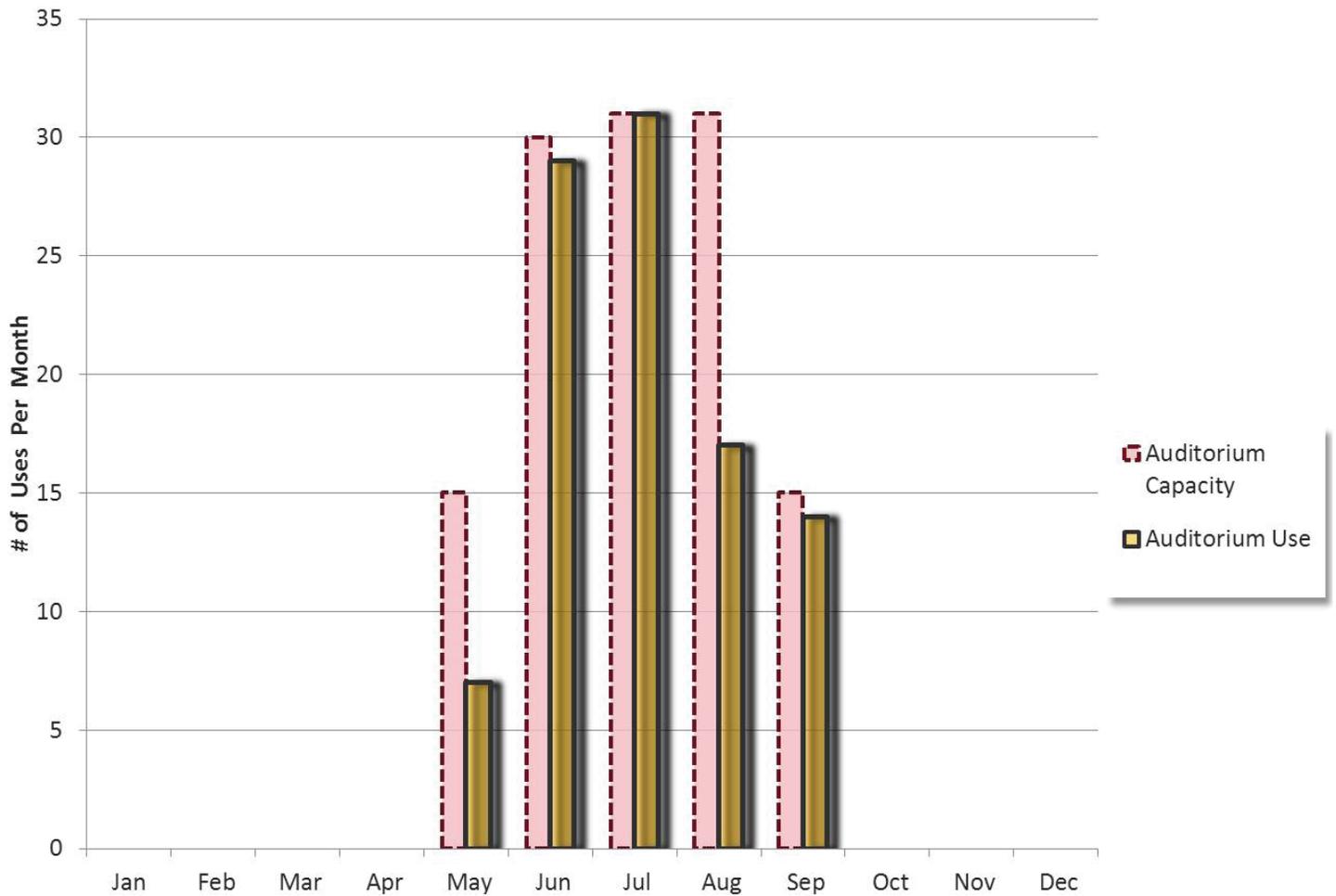


Figure 7.3-1: Auditorium Usage

Chautauqua has eighty-one (81) overnight rental units (60 cottages and 26 lodging units). All of its lodging is tempered (heated) and usable year-round. There are thirty-nine (39) cottages in private ownership. Of these, approximately fourteen (14) are tempered for year-round use, with the balance, approximately twenty-five-five (25), only occupiable in the more temperate months.

The following graph illustrates the CCA rental capacity (81) in pink and accurate, actual use in blue. Private cottage use capacity, in green, is approximate and anecdotal. As the data illustrates, there is significant, unused rental capacity in all but the busiest time of the summer.

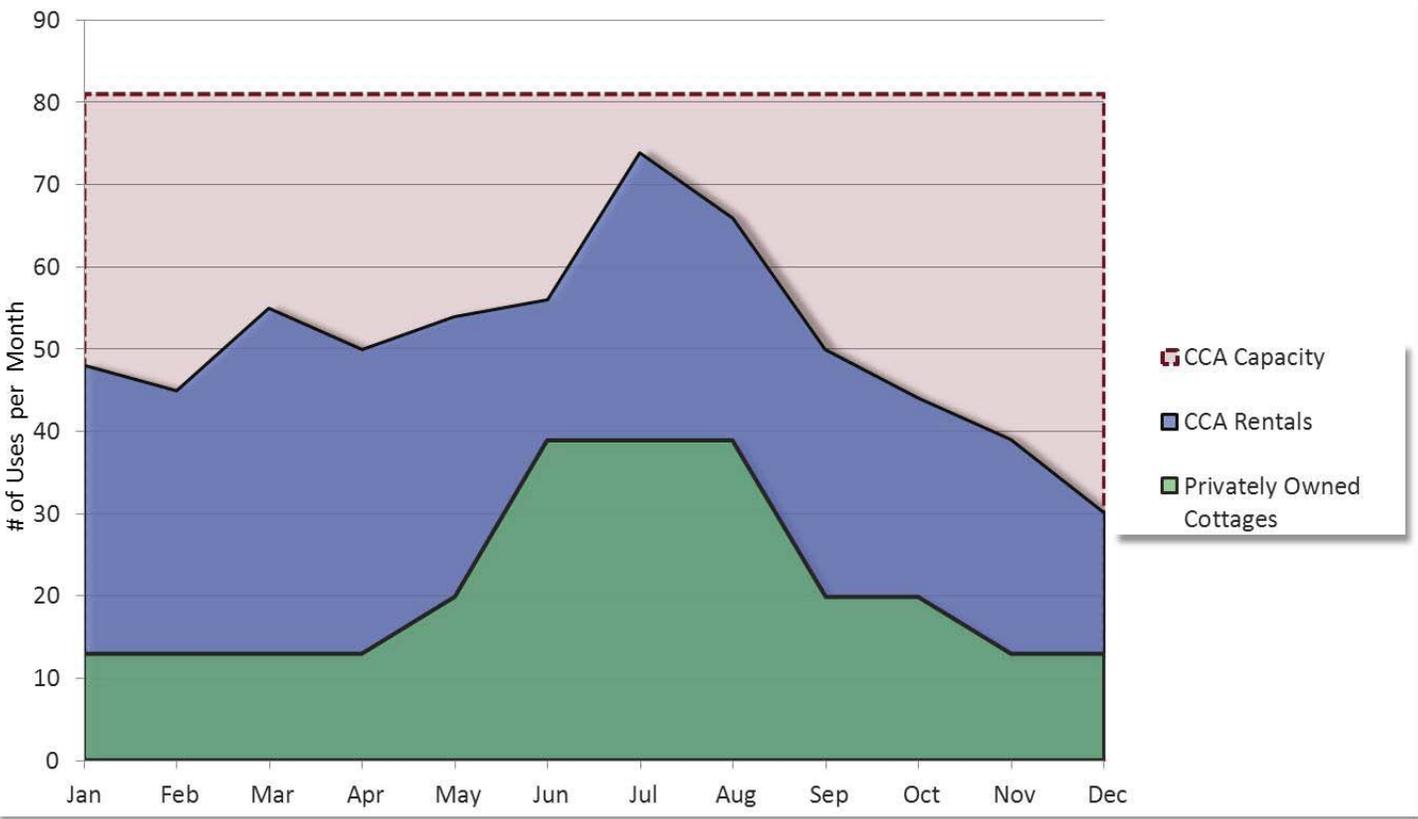


Figure 7.3-2: CCA Rental and Privately Owned Cottage Usage

The Community House contains Chautauqua's primary meeting space; the Grand Assembly Hall (capacity 100, theater style), Rocky Mountain Climbers' Club (capacity 60, theater style) and the Meadows Room (capacity 12-30, seated). Of these three, the Grand Assembly Hall is the most sought after due to its size, adjacent catering kitchen, flexibility and above-grade location.

Although the three spaces can occasionally support two uses in one day, in general they are one-use-per-day spaces. The following graph is an accurate depiction of aggregate (all three spaces) usage that assumes a total of three uses for the entire building per day times the number of days in the month. As illustrated, there are usage spikes and valleys that indicate below usage periods.

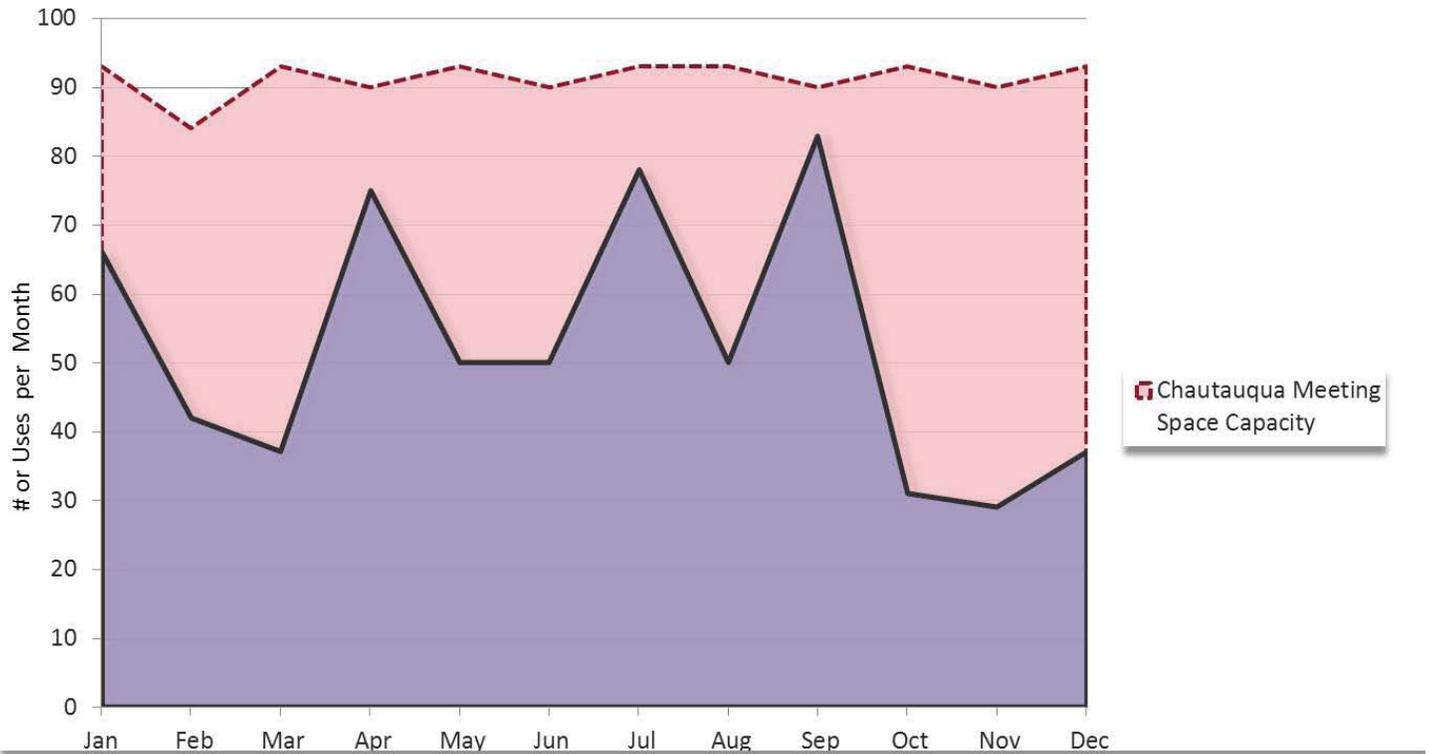


Figure 7.3-3: Meeting Room Combined Usage

Eighty (80) seats accommodate Dining Hall diners year-round, but usage is focused on access to the very popular porch dining (capacity 120). With winter and shoulder season (interior) usage averaging about 3,000 per month (capacity is 7,200 during this same period) and summer season (interior and exterior) usage averaging about 11,000 per month (capacity is 18,000 per month during this same period), the Dining Hall is operating significantly below capacity. The Dining Hall's current offerings and interior ambience may contribute to these statistics, but the excess capacity also mirrors that of other Chautauqua assets.

The Dining Hall is currently open from April through October for breakfast, lunch and dinner, Monday through Saturday, 8 a.m. to 9 p.m., and for Sunday brunch and dinner, 9 a.m. to 2 p.m. and 5 p.m. to 9 p.m., respectively. From November to April, the Dining Hall serves breakfast and lunch on Tuesdays through Saturdays, from 8 a.m. to 3 p.m., and Sunday brunch from 9 a.m. to 2 p.m.

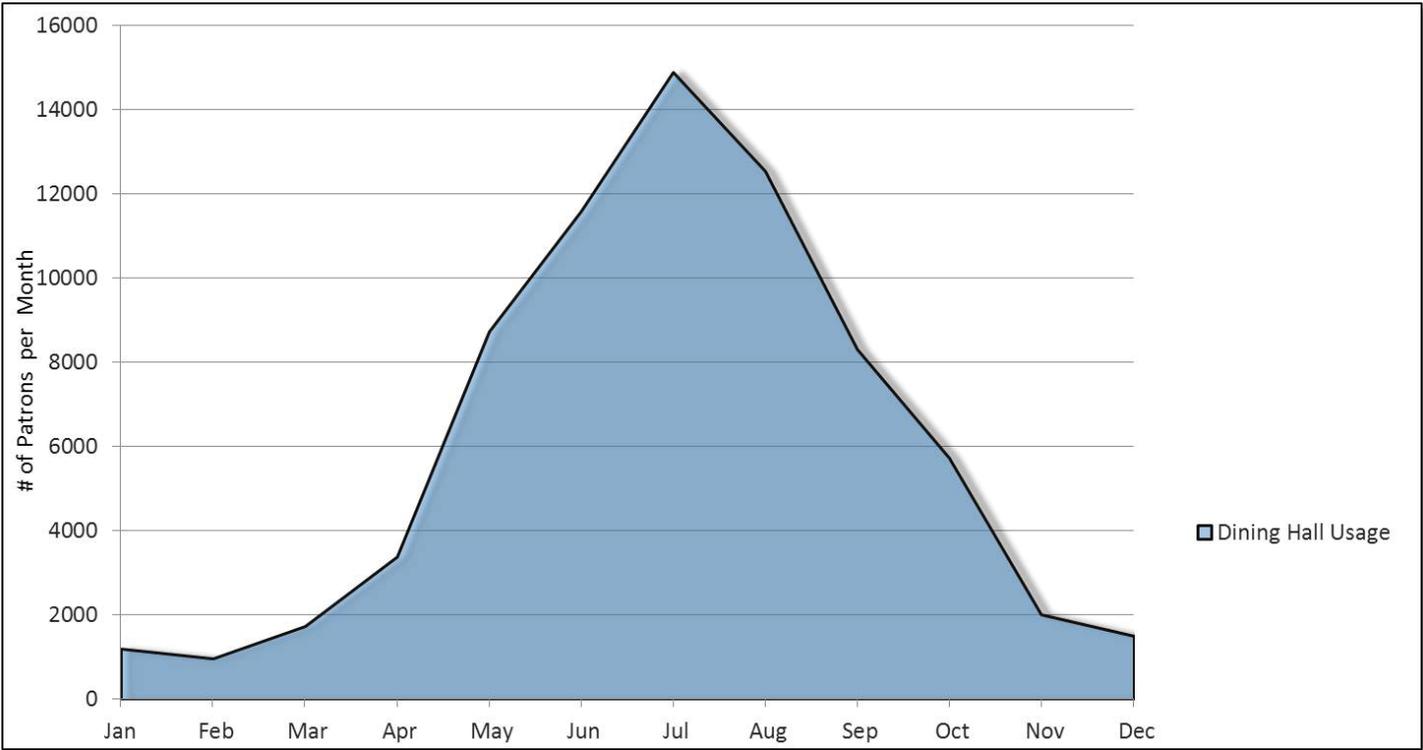


Figure 7.3-4: Dining Hall Usage

7.4 CHAUTAUQUA 2020 VISION SUMMARY, COLORADO CHAUTAUQUA ASSOCIATION

“THE CHAUTAUQUA 2020 PLAN”

Colorado Chautauqua Association - December 2011

In our role of stewardship, the Colorado Chautauqua Association (CCA) has conducted a process of evaluating our programs, services, historic buildings and grounds, and our own management to identify opportunities for improvement over the next 10 years. Based on that two year process, CCA recommends that the following improvements occur at Chautauqua before the end of this decade – to benefit the local community and visitors and to safeguard Boulder’s only National Historic Landmark and help ensure long-term sustainability for the now 113-year old treasure.

I. Visitor Experience Enhancements

Create additional accessible bathroom facilities to serve the Auditorium – This long overdue improvement would benefit our program attendees, particularly those who have accessibility needs. It also would reduce pressure on the historic Dining Hall plumbing!

Relocate CCA back-office service functions out of the historic neighborhood and rehabilitate and return to residential service the historic Primrose Building – CCA’s Facilities & Preservation and Housekeeping departments (which include a construction workshop, laundry, and numerous vehicles) function out of an historic residential building situated in the midst of the Historic District. We would like to move these service facilities to an edge of the premises to reduce noise and vehicle congestion and allow rehabilitation of the Primrose Building to its historic lodging use, including replacement of the building-long front porch, which will dramatically improve the streetscape.

Provide a new multi-use venue space that meets the needs of the current groups market, for non-summer usage – While the Chautauqua Community House is a well-loved venue for meetings, social events and smaller programs, its room capacities, technology, designs and access often fall short of the critical needs of potential customers/users. We would like to add a new multi-use space – one that fits with the Chautauqua historic character, of course -- to accommodate groups slightly larger than can be accommodated in the Community House- and more adequately meet evolving needs (ADA, technology, general layout, etc.)

Enhance year-round programming – Cultural programming at Chautauqua could benefit from an additional multi-use venue, too. While CCA wishes to continue to invest in a greater quantity and quality of programming in the Community House year-round (125 maximum, theater-style) as well as in the Auditorium in summer (1,326 maximum), there are some limitations to those venues. Some of the most popular year-round programming we host in the Community House now exceeds current capacity (e.g., many of the “Boulder Conversations with Extraordinary People” offered in collaboration with the Boulder History Museum, and many of the intimate acoustic concerts and author events). Our Auditorium offerings in summer often are hampered by the lack of a proper “green room” or changing area, restroom facilities for performers or rehearsal space and could benefit from additional space that simply serves activities already occurring on-site. The absence of any heating systems or insulation in the Auditorium also limits its use to summer months.

Improve the year-round Chautauqua Dining Hall experience – We envision the Dining Hall as a year-round attraction, not just a fair-weather porch destination. There are many ideas for enhancing this unique experience at multiple price-points, so that it is a wonderful additional opportunity for those already enjoying activities at Chautauqua or at the adjacent trailheads.

Create a visitor and interpretive center for the National Historic Landmark (NHL) – While CCA has created new interpretive signage and an audio tour of Boulder’s only NHL, it would add to the understanding and appreciation of this unique place to have an actual visitor center/interpretive center. Such a center would be able to provide more in-depth information about the national Chautauqua movement, why and how the Colorado Chautauqua happened, why it is nationally significant, and why it remains relevant and so vital today. This also could be a great opportunity to share what CCA has learned and continues to learn through our “greenest National Historic Landmark” initiative, marrying historic preservation principles with environmental sustainability.

II. Congestion and Pedestrian Safety Enhancements

Support a comprehensive parking and traffic management program – CCA (in conjunction with the Colorado Music Festival and Go Boulder!) already provides free shuttles on Auditorium event nights in summer to help alleviate access, circulation and parking issues during that busy time of year. CCA is grateful to be working with the City of Boulder and its departments that share jurisdiction of Chautauqua with CCA (Open Space and Mountain Parks and Parks and Recreation) to continue to address issues resulting from all uses and users of Chautauqua.

Relocate the Chautauqua Picnic Shelter north of the Auditorium, near the Children’s Playground. – Safety around the Picnic Shelter has been a serious concern for years, given its location adjacent to two main roads and a parking area. CCA believes that a more-grass and less-asphalt setting for the Picnic Shelter would encourage more use and create a considerably safer condition for its enjoyment.

III. Infrastructure and Additional Safety Enhancements

Underground overhead utility lines to mitigate fire danger for the mostly-wood structures in the NHL – Many wildfires are started through downed utility lines. It is imperative that Boulder’s only National Historic Landmark district be protected from the possibility of catastrophic loss by fire. Undergrounding the many utility lines ringing and traversing Chautauqua is a very expensive proposition, but CCA is committed to joining with the City to make it happen as soon as possible.

Implement recommendations of the Chautauqua Park Cultural Landscape Assessment and Plan (“the CLA”) both on and off CCA leasehold – Completed in 2004, the CLA was developed to guide the future efforts to address contemporary needs while preserving and protecting the Chautauqua Park landscape. Examples of CLA recommendations that CCA would like to implement in partnership with the City because of their safety significance include: exterior lighting (e.g., sidewalk between Baseline, Dining Hall and Auditorium), a new sidewalk on the south side of Baseline, and a school bus pullout for loading and unloading near the main entry. FYI, the CLA recommends that new restrooms to serve the Auditorium and relocation of the back office functions currently in Primrose occur in a new building on the site of the Picnic Shelter.

Storm water management, roadway and utilities infrastructure improvements - Not very glamorous, but important infrastructure shortcomings and problems can no longer be ignored. Like undergrounding utility lines, this is an expensive but necessary proposition and an important investment in Chautauqua’s second century. These infrastructure improvements are needed in numerous areas within the entire NHL.