STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

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DATE: January 26, 2021

SUBJECT: Update on Study to Address Neighborhood Permit Parking Program (NPP) and Parking Pricing as part of Access Management and Parking Strategy (AMPS) Implementation

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EXECUTIVE SUMMARY

The purpose of this memo is to provide an update on progress related to the Access Management and Parking Strategy (AMPS) 2020-2021 workplan items: re-imagining the Neighborhood Parking Permit (NPP) Program and measuring the value of city-maintained on-street and off-street parking to develop a parking pricing approach. These work plan items were referenced in the December 2019 City Council Information Item (Attachment A) and are jointly referred to as the AMPS: Revitalizing Access in Boulder project. The AMPS: Revitalizing Access in Boulder project scope includes:

1. **Neighborhood Parking Management**: This work involves re-imagining the current Neighborhood Parking Permit (NPP) Program to ensure that the program reflects the needs of the entire community, now and into the future. The way in which NPP zones are created, their pricing structure, and general program management have not been extensively evaluated or modified since the program's creation in 1994. This project evaluates and makes recommendations to improve efficiency, sustainability and effectiveness in meeting stated goals, measuring outcomes and, as appropriate,

addressing ways to create, evaluate and/or discontinue neighborhood parking permit coverage as Boulder's neighborhoods evolve.

2. **Parking Pricing and Fines:** This work involves measuring and capturing the value of public space currently dedicated to vehicle storage through the creation of a new pricing strategy for city-maintained on-street and off-street parking spaces. The pricing strategy will include adjustments to fees for parking permits and fines for parking code violations. As part of an integrated parking management plan, parking pricing can help manage and redistribute parking demand across the community; additionally, the city has not evaluated hourly parking pricing in more than 10 years, although parking pricing options have been updated several times to reflect changing community needs.

This project is co-led by the City of Boulder departments of Transportation and Mobility, Community Vitality, and Planning and Development Services, with support from Communication and Engagement staff. To date, the project team has completed an existing conditions analysis, assessed initial community engagement focused on parking and mobility choices and decision-making, and gathered feedback from several city boards and commissions. Following is a summary of findings from these quantitative and qualitative analyses:

- **Overall Parking Supply and Availability:** Boulder manages and maintains roughly 33,200 public spaces citywide, with about 30,500 on-street and 2,700 off-street parking spaces in lots and garages. In some areas throughout the city, such as Downtown, University Hill, Boulder Junction and surrounding areas, public parking is paid, time-limited, or otherwise restricted. However, the overwhelming majority of on-street parking in Boulder is free and unregulated beyond basic parking code regulations. While Downtown on-street parking can be scarce on busy days, there is generally ample parking available even in the highest-demand areas of the city, as well as in remote areas and garages and lots.
- **Transportation Demand Management:** Beyond simply managing parking resources, transportation demand management (TDM) is a critical component of Boulder's access strategy. The city's TDM initiatives, such as the EcoPass and NECOPass programs, focus on providing travel options along with active transportation amenities and significantly impact the percentage of people who choose to use other forms of transportation rather than drive a personal vehicle.
- **Neighborhood Parking Management Conditions:** The NPP Program is the primary tool used by the city to manage "spillover" parking from managed districts and high-demand parking areas into residential neighborhoods. The program covers 13 zones citywide. NPP zones are created using a community-led petition process. The program generates about 50% of the revenue needed to operate and administer the program, including staff costs, administration, enforcement and infrastructure and is subsidized by the General Fund. The way in which NPP zones are created, their pricing structure and

general program management have not been extensively evaluated or modified since the program's creation in the mid-1990s.

- **Parking Pricing and Fines Conditions:** Currently, users pay for parking on-street and in off-street facilities in the city's managed districts. Parking prices for all public facilities are generally set at $1.25/hour, with some increases for longer stays in Downtown garages, and a $2.50/hour price in Chautauqua during summer weekends. There is no set automatic annual increase. Pricing policy is generally guided by the cost recovery principles set forth in the 1994 Citywide Pricing Policy Guides (Attachment B).
- **Community Collaboration:** Community engagement for this project has focused on developing a broad vision for a parking and mobility management framework and approach. Generally, the community views improving the experience of multimodal travel choices, like walking, biking and transit, as the most important goal of a parking management program, and supports setting parking prices at levels that encourage travel choices beyond the personal vehicle. Finally, the community has stressed the importance of applying an equity lens and factoring in the needs of price-sensitive community members when making parking pricing decisions.
- **Board and Commission Support:** The Transportation Advisory Board, the University Hill Commercial Area Management Commission, the Boulder Junction Access District Commissions, the Downtown Management Commission, and the Planning Board received updates and advised on components of the project in November and December 2020. Feedback has been generally supportive. Specific feedback from TAB is being incorporated in strategy development and refinement.

As a result of this foundational work and in alignment with AMPS Guiding Principles, the project team has developed the following draft goals for the core components of the project. Bolded words highlight key differences between the Neighborhood Parking Management and Parking Pricing and Fines draft goals.

- **Neighborhood Parking Management Draft Goals**
    - Generate revenue needed to **achieve** cost recovery and support evolving community needs;
    - Promote predictability, transparency and understanding of neighborhood parking regulations;
    - Respond to user behaviors and the diversity of **neighborhood** needs in residential zones;
    - Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle; and
    - Increase value for the entire Boulder community.

- **Parking Pricing and Fines Draft Goals**
    - Generate revenue needed to **maintain** cost recovery and support evolving community needs;
    - Respond to user behaviors and the diversity of **customer** needs in commercial zones;
    - Recognize the value of the right-of-way by using parking utilization data to inform parking pricing decision-making;
    - Advance climate and sustainability goals by supporting travel choices beyond the personal vehicle;
    - Promote effective parking management and customer compliance; and
    - Achieve transparency and predictability to create a more equitable system.

In presenting this work at the Jan. 26 City Council study session, the project team hopes to elicit direction from City Council in developing specific strategies to achieve these goals. The project team wishes to gauge support from City Council on the following topics:

- Agreement with stated key findings and draft project goals; and
- The role of real-time quantitative data, qualitative community needs, and long-term citywide goals in the development of possible parking management strategies in commercial and residential zones.

Following direction from City Council, the project team will then develop potential strategies for both Neighborhood Parking Management and Parking Pricing and Fines. These strategies will be refined through quantitative analysis, further collaboration with the broader community, and feedback from city boards and commissions. The refined strategies will then be presented to council for review in Q2 or Q3 2021. This review will include budget and policy recommendations.

EXISTING CONDITIONS, KEY FINDINGS AND DRAFT PROJECT GOALS

Following are the existing conditions, key findings and draft project goals foundational to the study session discussion.

Neighborhood Parking Management

Existing Conditions

Currently, the NPP Program restricts parking in 13 zones around the city. Most zones allow users without a permit to park for a limited time (two to three hours). The program was initiated in 1994 with the primary intent of preventing spillover parking from surrounding land uses into neighborhoods, preserving neighborhood character and promoting safety. Zones are created and/or expanded through a community-led petition process followed by review by the city. This review process includes a public hearing with the Transportation Advisory Board (TAB), which

provides a recommendation for approval or denial by the city manager. The city manager then informs City Council of the final decision. Presently, the NPP Program does not specify a process for reconsideration or adjustment of zones as neighborhoods evolve and does not quantify or capture meaningful data on the approximate number of spaces available in each covered zone as correlative to land uses in that area. Changes in uses within a zone, such as added housing units or the introduction of mixed uses, do not result in zone or permit availability adjustment considerations.

Please see Attachment C to read the Existing Conditions Executive Summary.

Key Findings

Based on the existing conditions analysis and early results from community feedback, the key findings for Neighborhood Parking Management are:

- **Goal Prioritization:** The current NPP Program sets forth goals for Neighborhood Parking Management that include protecting NPP zones from pollution and noise, preserving the value of property, and protecting residents from unreasonable burdens in accessing their residences.

  In response to changing community needs and to further align the NPP with community-wide sustainability goals, the project team recommends expansion of the Neighborhood Parking Management vision to include broader measures such as responsiveness to user needs and behaviors and using parking management to support travel choices beyond driving.

- **Data-Driven Decision-Making**: The current NPP Program allows for zones to be created and expanded through a community-led petition process. While this allows for significant community involvement in parking management decisions, it decreases the ability of the city to manage neighborhood parking and mobility in keeping with broad goals that benefit the entire community.

  The project team recommends using a data-driven process using key metrics, such as parking supply, parking occupancy and the availability of transit, pedestrian and bicycle amenities to make strategic decisions about how to manage neighborhood parking throughout the city.

- **Cost Recovery:** The current NPP Program generates less than half of the funding needed to cover operational, administrative and capital expenses associated with the program. While subsidization by the General Fund ensures that the program can continue to operate without increasing the expense to users, current permit prices, especially for residents, do not reflect the true value of the service being offered.

  The project team recommends a higher level of recovery for program costs by increasing permit fees.

Draft Project Goals for Neighborhood Parking Management

To guide the strategy development for Neighborhood Parking Management, and based on the key findings above, the project team developed the following draft goals:

- Generate revenue needed to **achieve** cost recovery and support evolving community needs;
- Promote predictability, transparency and understanding of neighborhood parking regulations;
- Respond to user behaviors and the diversity of **neighborhood** needs in residential zones;
- Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle; and
- Increase value for the entire Boulder community.

Parking Pricing and Fines

Existing Conditions

Currently, users pay for parking in on-street and off-street facilities in Downtown Boulder (CAGID), the University Hill General Improvement District (UHGID), and the Boulder Junction Access Districts (BJAD). Parking prices for all public facilities are generally set at $1.25/hour (with some increases for longer stays in Downtown garages, and a $2.50/hour price in Chautauqua during summer weekends). There is no set automatic annual increase. Notably, parking revenues generated are sufficient to pay for the current expenses associated with the parking program and other transportation demand management and access initiatives led by the city. Pricing policy is generally guided by the 1994 Citywide Pricing Policy Guidelines, which established the level to which user fees should recover costs to provide associated services. This policy is included as Attachment B.

Current fines for parking violations in Boulder are low compared to peer cities and even most cities in the Front Range, with most violations costing only $15 to $20 per citation no matter how many times the rule is violated. Only some violations are eligible for a graduated fine structure, meaning that parkers who violate the same rule more than once must pay a higher fine for each subsequent violation**.**

Please see Attachment C to read the Existing Conditions Executive Summary.

Key Findings

Based on the existing conditions analysis and early results from community feedback, the key findings for Parking Pricing and Fines are:

- **Goal Prioritization:** The current Parking Pricing and Fines approach is generally guided by the cost recovery principles set forth in the 1994 Citywide Pricing Policy Guidelines. The city's pricing strategy in commercial areas prioritizes customer access through: the generation of frequent parking turnover in high demand areas; the conveyance of longer-

term customer and employee permit parking to off-street facilities; and the incentivization of mode shift through the use of transportation demand management tools, such as the EcoPass program and bicycle parking.

- **Data-Driven Decision-Making:** The city's current Parking Pricing and Fines approach does not account for the use of parking data, such as parking supply and occupancy data, in developing parking prices and fines. While this approach does make the program easier to run and administer, it does not allow for increases or decreases in pricing when needed to achieve parking management and transportation demand management goals.
- **Cost Recovery:** Currently, revenues generated from visitor and permit parking in managed on-street and off-street facilities are sufficient to pay for the operational, administrative and capital costs associated with providing these facilities.

Draft Project Goals for Parking Pricing and Fines

To guide the strategy development for Parking Pricing and Fines, and based on the key findings above, the project team developed the following draft goals for Parking Pricing and Fines:

- Generate revenue needed to **maintain** cost recovery and support evolving community needs;
- Respond to user behaviors and the diversity of **business and customer** needs in commercial zones;
- Recognize the value of the right-of-way by using parking utilization data to inform parking pricing decision-making;
- Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle;
- Promote effective parking management and customer compliance; and
- Achieve transparency and predictability to create a more equitable system.

QUESTIONS FOR COUNCIL

Over the course of this project, City Council will provide valuable guidance at project milestones based on consideration of the technical analysis of the project team and the input of the core collaboration partners, including the Boulder community as a whole. Council insights, feedback and direction will also ensure alignment of project outcomes with community goals, policies, objectives and constraints, and represent the broad, future-forward interests of the Boulder community.

At the Jan. 26 study session, project staff and consultants will facilitate a discussion with City Council on strategy goals for parking pricing, the NPP Program, parking violation fine, and direction for achieving the project's stated goals.

Core questions for council include:

1. Does council agree with the key findings and stated draft project goals for Neighborhood Parking Management and Parking Pricing and Fines?
2. In the development of possible Neighborhood Parking Management strategies, how would council prioritize the use of the following: quantitative data collection and analysis of parking activity in **residential** zones, generalized qualitative **neighborhood** needs communicated by community members, and broader long-term citywide goals?
3. In the development of possible parking pricing and fine strategies, how would council prioritize the use of the following: quantitative data collection and analysis of parking activity in **commercial** zones, generalized qualitative **business and customer** needs communicated by community members, and broader long-term citywide goals?
4. Does council have any questions about next steps?

PROJECT BACKGROUND

Planning and Implementation Framework

This project is part of the implementation of the Access Management and Parking Strategy (AMPS) adopted by City Council in 2017, and is taking place alongside many other initiatives such as transportation demand management programs, curb management programs, and parking code updates, among others. This broader strategy was funded jointly by the Community Vitality and Transportation and Mobility departments.

AMPS was developed as a guide through which city staff, leadership, boards, commissions and the community at large could work toward improving Boulder's approach to multimodal access and parking management across the city and within special districts. This guide was designed as one "lens" through which existing and future access management policies and practices could be evaluated to develop context-appropriate strategies, using Boulder's existing districts as models for other emerging districts within the community. As with all adopted city strategies, AMPS is complementary to, and reflective of, numerous adopted plans and policies such as the Sustainability Framework, the Boulder Valley Comprehensive Plan, the Transportation Master Plan, the Economic Sustainability Strategy and Boulder's Climate Commitment.

The AMPS Guiding Principles are:

- Provide for All Transportation Modes
- Customize Tools by Area
- Support Diversity of People
- Seek Solutions with Co-Benefits
- Plan for the Present and Future
- Cultivate Partnerships

A comprehensive overview of these guiding principles and a description of targeted work areas can be found in the AMPS document, found in Attachment A.

Re-imagining the NPP Program and measuring the value of parking, core components of the AMPS: Revitalizing Access in Boulder project, are identified in AMPS as steps toward implementation. This effort is co-led by the City of Boulder departments of Transportation and Mobility, Community Vitality, and Planning and Development Services, with support from Communication and Engagement staff. Please see Attachment D for the complete project Leadership Team and Staff Working Group rosters. To assist in this effort, the city has engaged Walker Consultants, a national parking and transportation planning and design firm. Please see Attachment D for a one-page project description that has been developed in English and Spanish. In addition to the AMPS: Revitalizing Access in Boulder project, staff are continuing to work on parking code changes, as identified in the 2020-2021 AMPS implementation workplan. This work effort is being led by the Planning and Development Services department and has been delayed by the 2020 resource reductions made in response to COVID-19.

AMPS implementation challenges and opportunities to improve and align the city's access and management programs and practices in alignment with the AMPS Guiding Principles requires a range of projects to achieve the strides envisioned by the city's various plans. The AMPS: Revitalizing Access in Boulder project is a first of several in a larger body of work that will address those specific issues impacting the effectiveness of NPP and parking pricing. Future projects might address other challenges and opportunities including, but not limited to: the enhancement of safety and access in pedestrian-preferred corridors; the creation and valuation of dedicated curbside uses for commercial purposes; the consideration of policies related to parking minimums versus parking maximums; and the long-term infrastructure planning associated with access and parking infrastructure and equipment.

PROJECT PROGRESS

Board and Commission Feedback To Date

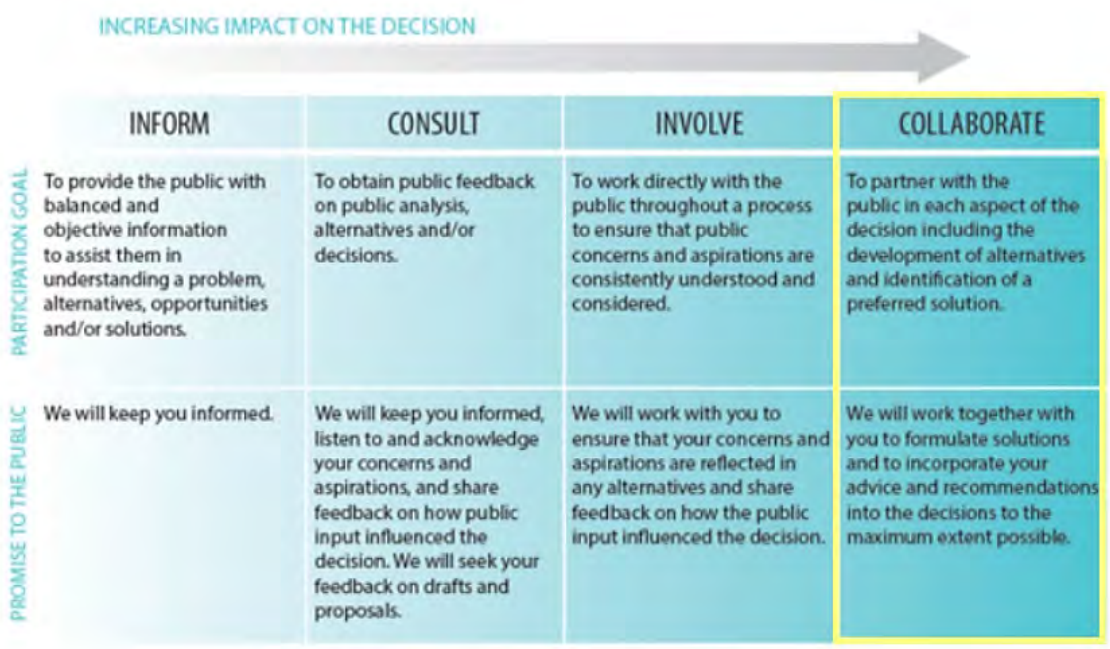
Various boards and commissions, including the Transportation Advisory Board, the University Hill Commercial Area Management Commission, the Boulder Junction Access District Commissions, the Downtown Management Commission, and the Planning Board received updates and advised on components of the project in November and December 2020. Their feedback was focused on the following questions:

1. Do you agree with the project themes of the current AMPS implementation efforts?
2. Are the planned public engagement strategies adequate and appropriate given COVID-19 impacts?
3. Are the existing conditions consistent with your understanding and experiences?
4. Are there any questions about next steps?

Their feedback has been generally positive and supportive of the direction of the work. Specific feedback from the Transportation Advisory Board is being incorporated in strategy refinement and through the work of the Access Allies group, which includes representation from two TAB members.

Community Engagement and Collaboration To Date

In response to findings and recommendations developed by a 14-member public participation working group and presented in 2017, the city developed a strategic framework to engage the Boulder community in city projects. The framework includes a categorization of projects in terms of the level and type of engagement—from "Inform," wherein the community is regularly updated on project progress and decisions, to "Collaborate," wherein the community is an active partner in the creation of solutions, strategies and ultimate decisions and provides feedback to the city that is used in final decision-making. Because decisions made through this project will affect everyone in Boulder on a day-to-day basis, community engagement efforts will strive to achieve the "Collaborate" level of engagement.



The project plan includes many opportunities for community members to engage in a variety of ways, all in keeping with COVID-19 public health guidelines and responsive to community concerns and sensitivities around the pandemic.

- **Digital Hub:** The AMPS Access 4 Boulder Digital Hub is a layered, multi-faceted virtual engagement experience for every constituent, from the avid researcher to the busiest taskmaster in search of a quick bite of information. The Digital Hub was launched in mid-November 2020, and is available for use at least until the end of the project, if not

longer. The hub is mobile-device-friendly and all content will be available in Spanish as well as English. When available, one-pagers for project deliverables will be posted to the hub in both English and Spanish.

- **Access Allies:** This group of community members helps guide the project's core decisions by bringing forward the voices of constituencies most directly impacted by project outcomes, such as the business community, resident groups, transportation and mobility advocacy and policy groups, and others. Primarily, their insight and feedback:
    - Represent their organization's interests.
    - Help to expand the reach of the engagement process by engaging with constituents and contacts.
    - Evaluate the prospective acceptance of various strategies and decisions.
    - Become champions of the project and help to create broad support.

  The Access Allies will meet five times over the course of the project, with their first meeting held in late October 2020. City staff helped develop the Access Allies invitee list based on identifying community-minded leaders in Boulder with a broad interest in access. The group includes broad representation from the University of Colorado Boulder, the Boulder Chamber, Boulder Transportation Connections, Downtown Boulder Partnership, various city boards and more. The project team will not only depend on Access Allies to help determine the trajectory of the project but will also depend on Access Allies to spread awareness of the project and engage with their constituencies.
- **Ongoing Community Visibility:** To ensure broad visibility for the project across the community, increase participation from a diverse and representative portion of the community, and help encourage participation and awareness from those without Wi-Fi and/or device access, the following approaches will be taken:
    - **Community Connectors:** This project leverages the paid assistance of several Community Connectors providing outreach assistance to underrepresented groups within the Boulder community.
    - **Print Material:** Print material, including project flyers and "business cards" sharing project information will be distributed throughout the community through parking enforcement officers and external stakeholders. All flyers and business cards will be in both English and Spanish.
    - **Spring 2021 Event Booth:** If public health conditions allow, project staff will create an event booth at the Boulder Farmers' Market with simple, board-based activities intended to generate excitement and interest in the plan and its outcomes and share final strategies. A virtual alternative will be developed if needed.
- **Virtual Engagement Modules and Additional Digital Hub Promotion:** The project team had originally planned a three-day virtual workshop in November 2020 to offer

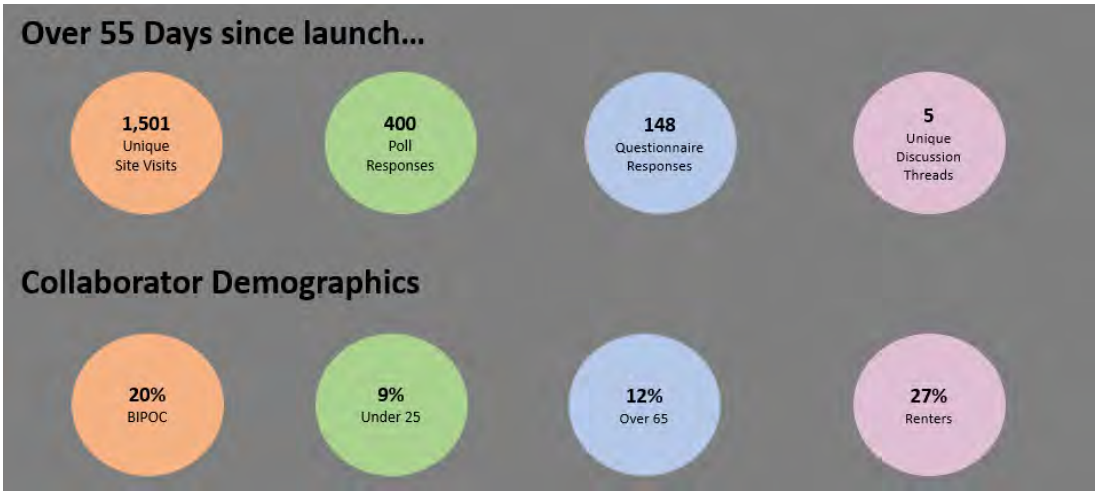
additional opportunities for real-time collaboration, community-building, and consensus-building around the project. A substantial outreach effort culminated in the distribution of over 2,000 emails, an app push-notification sent to 20,000 parking customers, social media outreach on Facebook, Twitter and Instagram, and materials distribution by our Access Allies group. Due to the proximity of the event to the presidential election, Thanksgiving holidays, an increase in Boulder County COVID-19 level from Level Orange High Risk to Level Red Severe Risk, and general fatigue around virtual meetings and workshops, only 11 community members signed up across all six public virtual workshop events. As a result, the project team made the decision to cancel the workshops. Rather than rescheduling the virtual community workshop series, the project team is responding to community needs to ensure meaningful engagement through a combination of strategies creating virtual engagement modules and through additional Digital Hub promotion.

- **Virtual Engagement Modules:** The purpose of these modules is to leverage *already-planned* meetings such as neighborhood association meetings to share information about the AMPS: Revitalizing Access in Boulder project. The modules provide a flexible avenue for community engagement in 15-minute, 30-minute or 1-hour increments, depending on the available time during the community meeting. The intent is for these modules to be added to existing agendas. Accompanying the modules will be a script and clear instructions so that staff working group members as well as Access Allies, Community Connectors, and other community leaders can comfortably and confidently share these modules and solicit feedback on the project. The virtual engagement modules include both multiple choice polls using the platform Mentimeter and collaborative options using the platform Mural.
- **Additional Digital Hub Promotion**: Unlike the Virtual Community Workshop Series, the Digital Hub has already drawn a significant level of attention and engagement, indicating the community's desire to engage on their own schedule and in their own way. In response, staff is planning additional social media and on-the-ground promotion of the website to build on this existing momentum.

Please see Attachment F for the public engagement plan.

Community Feedback To-Date

Participation and demographics are being actively tracked through the Digital Hub, the center for collaboration on this project. A summary of Digital Hub statistics and collaborator demographics are pictured in the image below.



The project team is directly engaging traditionally underrepresented groups, such as low-income community members, people of color, renters and older adults, through the Community Connectors and virtual engagement module sessions. The project team is working with the Communication and Engagement Department to ensure community members' involvement is meaningful and authentic.

Even though the project is only at its midway point, there are clear themes in the community's feedback on the project conveyed through the Digital Hub, highlighted in the infographic below. As the project continues to move forward, the strategies, subsequent analyses and action plan will continue to be grounded in community engagement efforts.

Collaboration focuses not just on user experience, but about foundational ideas related to parking and transportation demand management.

Improving the experience of travel choices like **walking, biking, and transit** was seen by collaborators as the most important parking management goal.

62% of collaborators to-date think it makes sense for public parking to **cost more in the busiest areas and/or at the busiest times.**

70% of collaborators to-date **disagree with the idea that public parking** should be prioritized over other potential uses of the right-of-way.

The desire of the community to encourage other travel choices was seen by collaborators as the #1 factor in determining the price of a parking space.

Pricing approaches should factor in the needs of **price sensitive community members.** For example, pricing applied to commercial deliveries should affect the delivery recipient or the delivery company, rather than the driver.

NEXT STEPS

Next steps in this effort include:

- Strategy refinement
- Analysis and ranking of alternatives
- Development of an implementation and action plan based on selected alternative(s)

City Council can expect future project updates on results from engagement and as draft recommendations are developed in Q1 or Q2 of 2021. It is also important to note that this input (and that of other participating Boards and Commissions) will be sought during publicly noticed meetings affording community attendance/participation (likely virtual). This project is only one city staff workplan item related to, informing or advancing AMPS goals. Others, including but not limited to Vision Zero, micromobility pilots and updating the parking code, will also benefit from upcoming council input in 2021.

City Council will also be asked to consider budget and policy recommendations as a result of the project work in mid to late 2021 for FY 2022.

ATTACHMENTS

- Attachment A: Winter 2020 AMPS Implementation Information Item
- Attachment B: 1994 Citywide Pricing Policy Guides
- Attachment C: Existing Conditions Executive Summary
- Attachment D: AMPS Implementation Leadership Team and Staff Working Group rosters
- Attachment E: Project Description Flyer
- Attachment F: Public Engagement Plan

INFORMATION ITEM
MEMORANDUM

To: Mayor and Members of Council, and Transportation Advisory Board

From: Jane S. Brautigam, City Manager

AMPS Implementation Leadership Team and Working Group: Yvette Bowden, Director of Community Vitality; Bill Cowern, Principal Traffic Engineer; Cris Jones, Deputy Director of Community Vitality; Melissa Yates, Parking and Access Manager; Chris Hagelin, Senior Transportation Planner; Michael Sweeney, Transportation Operations Engineer; Michele Scanze, Program and Project Specialist; Shannon Moeller, Planner II; Leah Mayotte, Product Support and Customer Services Supervisor.

Date: December 10, 2019

Subject: AMPS Implementation and 2020 Workplan

I. EXECUTIVE SUMMARY

The purpose of this memo is to provide an update on recent progress and planned next steps for the city staff's continued implementation of the Access Management and Parking Strategy (AMPS). Planning, Transportation and Community Vitality have worked to implement AMPS since the strategy's adoption in 2017. Major progress in 2019 includes closure of the third year of the Chautauqua Access Management Plan (CAMP); expanded and improved employee travel demand management (TDM) benefits for downtown employees; internal parking code workshops; implementation of an evening product pilot program in downtown garages and continual implementation of technology supporting robust parking data collection.

The 2020 AMPS workplan will focus on continuing parking code changes, studying strategies around parking pricing and evolving the Neighborhood Permit Parking (NPP) program. These focus areas will leverage each other, especially in terms of public engagement, and communicate unified messaging around the city's parking needs and direction.

II. AMPS INTRODUCTION

The Access Management and Parking Strategy (AMPS) was developed as a guide through which city staff, leadership, boards, commissions, and the community at large could work toward improving Boulder's approach to multimodal access and parking management across the city and within special districts. Adopted by City Council in late 2017, this guide was designed as one "lens" through which existing and future access management policies and practices could be evaluated to develop context-appropriate strategies, using our existing districts as models for other emerging districts within the community. As with all adopted documents, AMPS is complementary to and reflective of numerous adopted plans and policies such as the Sustainability Framework, the Boulder Valley Comprehensive Plan, the Transportation Master Plan, the Economic Sustainability Strategy, and the Climate Commitment.

As city staff works to define 2020 work plans, we are looking to the AMPS Guiding Principles and its proposed working focus areas to identify specific and achievable initiatives to move forward in the year ahead. This memo provides an overview of recent progress in several AMPS focus areas along with an outline of our proposed progress in 2020 and beyond. This information is being provided so that the City Council and related advisory boards can gain a better understanding of anticipated work particularly as they relate to citywide priorities. For reference, the AMPS Guiding Principles are:

- Provide for All Transportation Modes
- Customize Tools by Area
- Support Diversity of People
- Seek Solutions with Co-Benefits
- Plan for the Present and Future
- Cultivate Partnerships

A comprehensive overview of these guiding principles and a description of targeted work areas can be found in the AMPS document (Appendix I).

The AMPS document outlines a series of local case studies and accomplishments, on-going performance measures, and anticipated future work. Since 2017, staff has continued to make progress in a variety of areas. This progress and anticipated next steps are outlined in the following sections of this memo.

III. RECENT PROGRESS AND UPDATES

A. Chautauqua Access Management Plan (CAMP)

Why/Purpose

With limited on-site parking available in and around the Colorado Chautauqua National Historic Landmark, the Chautauqua Access Management Plan (CAMP) is intended to mitigate vehicle trips by managing parking demand, while helping to preserve adjacent neighborhood livability. Data collected prior to the CAMP pilot indicated that visitation to the site more than doubled in

the past 10 years with 2,570 daily visitors in the summer. The pilot program goals were to reduce car and pedestrian conflicts, vehicle mode share, and parking demand in the park and surrounding neighborhoods.

Team leads

A multi-departmental and agency approach is leading CAMP. The leads include four city departments, the Boulder Convention & Visitors Bureau, Colorado Chautauqua Association, Chautauqua Music Festival, Chautauqua Dining Hall, University of Colorado, the Boulder Valley School District, Uber, Lyft, and VIA Mobility Services. The city departments include Transportation and Go Boulder, Community Vitality/Access & Parking Management, Open Space and Mountain Parks and Communications.

Strategy/Approach

CAMP has been and continues to be a public-private partnership model implementing AMPS principles and guidelines. Based on demonstrated success, City Council approved the pilot through 2021. The primary strategies implemented include managed and paid parking at and near Chautauqua on summer weekends, a Neighborhood Parking Permit zone, a free shuttle from remote parking, and rollout of transportation demand management (TDM) strategies for Chautauqua employers. Data collected each year includes shuttle ridership, parking transactions, parking citations, transit shuttle boardings, subsidized transportation network company (TNC) trips, and crosswalk safety compliance.

Challenges and Opportunities

The CAMP pilot has shown that public-private partnerships can work but take time and perseverance. The program is strengthened by a mix of TDM options, clearly defined parking rules and transit options, managed, paid and enforced parking, decision making agility, and ground rules among program providers.

Work completed to date

Work completed to date in 2019 includes closure of the third year of the five-year pilot. See Appendix II for an infographic summarizing 2019 pilot results.

Next steps

The CAMP pilot will resume on Memorial Day weekend 2020. While the CAMP pilot and evaluation will continue through 2021, the AMPS Implementation efforts in 2020 will incorporate recommendations for the long term strategy for the program as it transitions, if still warranted, from a pilot to a permanent program.

B. Civic Area Parking and TDM Program

Why/Purpose

With a wide range of activities occurring in the Civic Area, there is a continued need to manage parking demand in and around the vicinity. The Civic Area Parking and TDM Program aims to manage parking demand and use a multi-pronged approach to provide travel options for commuters, city service customers and visitors. New TDM strategies, such as the Parking Cash Out program for city employees, were vital during construction of the Civic Area improvements when the parking supply was reduced, and they continue to be important to ensure parking availability to all users now that construction has been completed.

Staff lead/team

Planning and Transportation are leading this effort with support from Community Vitality. Communications provides support to increase awareness of parking management policies and TDM programs. Parks and Recreation will be included, as needed to discuss special events and deliveries.

Strategy/Approach

The proposed strategy for evolving the Civic Area Parking and TDM Program is to:

- Maintain and enhance TDM programs available to city employees, such as Eco Passes and Parking Cash Out and provide multimodal options for visitors and customers.
- Document and monitor the existing parking supply and utilization conditions on a periodic basis, during peak and non-peak periods.
- Identify new, innovative strategies to increase access and mobility in the Civic Area

Challenges/Opportunities

As the Civic Area is further programmed, parking demand will continue to be managed and multimodal options enhanced. The Parking Cash Out program for city employees continues to grow and influence behavior, but, as more employees find options other than driving and parking in the Civic Area, the budget for the program will need to be monitored and adjusted over time.

Work completed to date

The Civic Area parking and TDM Program accomplishments include:

- An entirely reconstructed employee bicycle enclosure underneath Park Central that improved safety and security for users, expanded bicycle capacity, and re-introduced city pool e-bikes.
- A commuting benefits document that is sent out to new employees with their welcome packet and personalized concierge travel assistance, which is popular among new and existing city employees.
- Formation of an internal team to analyze areas of improvement for the employee TDM and Parking Cash Out program.
- Expansion of the EcoPass transit benefit to city interns.

Next steps

With an aim of continuing to incentivize city employees to choose commute and mid-day travel modes other than single occupancy vehicles, the following next steps are anticipated:

- Conduct and present a cost-benefit analysis of expanding the employee Parking Cash Out benefit.
- Increase the vanpool subsidy to be free or a small flat rate (i.e. $25 per month) for city employees coupled with increased targeted marketing around this commute option.
- Employ license plate recognition to enforce paid parking.
- Continue collaborating with Human Resources to effectively introduce commute options as new employees are onboarded.

C. TDM Plan Ordinance for New Developments

Why/Purpose

Through the Site Review process, new developments are required to work with city staff to develop TDM plans to mitigate the impacts on the surrounding transportation system and contribute to meeting the city's transportation and climate goals. Currently, the process is limited to the developer, as opposed to the future tenants, and the city has no legal recourse to enforce compliance of plan implementation or vehicle trip generation targets. While developers can provide infrastructure and amenities, ongoing TDM programs and strategies are implemented by future tenants, such as employers or residential property managers. The purpose of this work effort is to create an effective TDM plan ordinance for new developments with required performance metrics that can be administered, monitored, and enforced after occupation.

Staff lead/team

Transportation and Planning are collaborating on this effort with support from Community Vitality.

Strategy/Approach

The approach is to require TDM plans with specific vehicle trip targets that can be monitored and enforced, and that apply to both the developer and tenant phases. Staff has identified the essential components of an ordinance through peer review, including the performance metrics, plan requirements, the triggers for when the ordinance applies, the monitoring process, and what happens when a property is in non-compliance.

Challenges/Opportunities

One of the key challenges is to balance the need to mitigate impacts of new developments through a TDM ordinance and the staff time and resources required to administer the program. A key issue is identifying how to determine when a new development triggers the ordinance based on size, location and community impact.

Work completed to date

An internal staff team composed of Planning, Public Works, Community Vitality, and CAO staff has been formed and workshops have been held to discuss the purpose, strategic approach, legal considerations, the ordinance elements, and identify how a TDM ordinance will be integrated with changes to the parking code.

Next steps

In conjunction with the development of the Parking Code update, TDM Plan Ordinance work will continue internally with the staff working group until it is ready to be shared with advisory boards and council in 2020 for input and consideration before beginning a community engagement process.

D. Parking Code Updates

Why/Purpose

A comprehensive update to the city's off-street parking standards has not been done in many years, and, as evidenced by collected data and continued requests for parking reductions, existing standards often do not reflect current parking needs in Boulder.

Team leads

Planning and Transportation are leading this effort with support from Community Vitality given their breadth of knowledge around parking and access issues.

Strategy/Approach

Staff will check-in with the Transportation Advisory Board (TAB), Planning Board, and City Council regarding the latest collected parking data, project scope, purpose statement, timeline, and community engagement plan; hold community working group meetings and community engagement event(s); prepare and refine options as informed by feedback and the collected data and present to advisory boards and council for consideration; and return with a final draft of proposed changes to the off-street parking standards for final recommendations and a decision. Staff anticipates the process will conclude in the fall of 2020.

Challenges/Opportunities

This project is an opportunity to contemporize the parking code with current parking usage patterns to potentially free up space on sites for better site design and avoid wasted space allotted to vehicles. It is also possibly an opportunity to simplify the code. Challenges will involve avoiding situations where modified parking standards may lead to unintended consequences like unmitigated spillover parking into neighborhoods.

Work completed to date

While previous work has resulted in draft parking rate recommendations, draft parking maximums and minimums, and five years' worth of parking utilization data, the work done in 2019 has focused on initiating the final phase of parking code changes. This has included bi-

weekly internal workshops composed of Planning, Public Works, Community Vitality, and legal staff, and have been held to discuss the project scope, the collected data, how the data may inform potential code changes, and ways to link to the city's TDM objectives and strategies for community outreach. Further, a draft project charter has been prepared.

Next steps

The immediate next steps for this project include:

- Q1 2020 – Joint Planning Board and TAB check-in, in addition to a City Council check-in
- Q2-Q3 2020 – Community engagement and working group meetings in Q2 and Q3 2020
- Q3-Q4 2020 – Preparing and refining alternatives and sharing drafts and final recommendations with the Planning Board, City Council and TAB

Given the connection of this work to other major workplan efforts like Parking Pricing and the NPP evolution, additional steps will be taken during next year's public involvement efforts to make sure the collective deliverables are well-represented in our engagement process. Additional information about this collaborative approach is included in the summary section below.

E. Parking Pricing

Why/Purpose

As part of an integrated parking management plan, parking pricing is one tool to help redistribute parking demand across the community. This careful balancing act ensures that employees, residents, and visitors can easily access their destinations, supports a multi-modal transportation system, and facilitates customer turnover in commercial districts. With ever-changing micro-mobility technologies, such as scooters, shared bike systems, and ride-hailing services, parking pricing is a key variable that impacts how curbside space is used.

Leveraging the previous "Value of Parking" panel completed as part of developing AMPS and keeping in line with the AMPS recommendations, staff is working to initiate a process with a parking industry consultant to analyze parking-related fees. For context, some examples of recent parking pricing studies that are being reviewed in this effort are:

- Seattle's 2011 Performance Based Parking Pricing Study- This 2011 study is the basis for Seattle's pricing strategy and helps set the pricing adjustments in the city.
- Portland's Performance Based Parking Management Manual- This manual defines parking guidelines for Portland's implementation of performance-based parking program.
- Boston's Performance Parking Report- This report summarizes Boston's implementation of two year-long pilot performance-based parking strategies.

Team Leads

While this work is still developing, the team leads will be selected from staff who are part of the AMPS Implementation Leadership and Working Groups, which includes representation from

Community Vitality, Transportation, and Planning, with Transportation overseeing the curbside management work.

Strategy/Approach

The overarching strategy for evaluating and implementing effective parking pricing in Boulder is:

- Ensure technology, infrastructure and data supports adaptable and flexible parking pricing and curbside management practices.
- Conduct a comprehensive pricing analysis for the city's public parking assets, including on-street, off-street, permits, fines, and other miscellaneous special uses.
- Create a comprehensive, integrated and citywide approach to pricing the city's diverse parking offerings.
- Complete an alternative analysis and an action plan to jump-start implementation activities.

Challenges/Opportunities

The expected challenges and opportunities for the parking pricing project in the coming year include integrating and coordinating with other concurrent AMPS efforts; a high level of public interest in parking pricing; and the quickly changing field of micro-mobility technologies. Another potential challenge of this work is maintaining a balance between the needs of retail access, affordability, and adequate parking supply. This challenge has been reiterated in recent local studies and surveys that continue to show that there is a need for parking be complementary to local retail uses, while still accommodating multiple transportation options to and from retail centers.

Work completed

The current work completed in 2019 includes:

- **RFP for Parking Kiosk Replacement Project** – A request for proposals (RFP) was developed and will be released to install new parking kiosks across the city, which will allow the city autonomy to adjust parking pricing based on supply and demand.
- **Implementation of evening garage pricing pilot, '3-3-3' –** This pilot program provides $3 parking to downtown visitors and workers arriving and departing between 3 p.m. and 3 a.m. on weekdays in any of the five downtown city owned parking garages.
- **Initial mapping of curbside regulations across Boulder** - Staff are finishing work digitizing inventory and mapping of regulations that impact curbside management.
- **Award of $300,000 grant to develop curbside management plan** – The city successfully won a $300,000 grant through the Denver Regional Council of Governments to develop a curbside management plan. Though this plan development is running in parallel to parking pricing efforts, the project teams will ensure that the curbside management plan helps to inform other parking pricing efforts, and vice versa.

Next steps

Development of a new parking pricing strategy is anticipated to be a major work item in 2020. As the scope of the project further develops, the project structure and management will also be finalized. Given the scale of this anticipated effort, a more comprehensive summary of next steps is provided in the summary section below.

F. Neighborhood Parking Permit Program (NPP) Review & Evolution

Why/Purpose

The NPP was created to balance the needs of everyone who uses public streets in residential neighborhoods adjacent to major activity centers (University of Colorado, downtown, etc.), including residents, visitors and commuters. Neighborhoods in the NPP Program have public parking limits to allow access for a variety of community members. Today, 12 NPP zones and one pilot zone (seasonal Chautauqua North) exist. See the Appendix III infographic for additional context. As the city's parking needs have changed over time, there is a need to evolve the NPP program.

As recommended by the AMPS document Staff seeks to critically examine how the NPP Program can integrate seamlessly into other AMPS efforts. The way in which NPP zones are created, their pricing structure, and general program management have not been extensively evaluated or modified since its creation in 1994. The types of NPP zones, however, have evolved from those around downtown Boulder and the University of Colorado, to hybrid zones (such as Chautauqua) and zones far from established paid parking districts. The NPP is an expensive program, which, in its current state, does not pay for itself. In 2018, NPP expenses were $351,686 and revenues were $203,460. While the NPP does not need to break even to provide a benefit for the community, the misalignment does indicate that there is opportunity administer this program more efficiently and responsibly. Additionally, reviewing the NPP and evolving the program provides an opportunity to better align the NPP's goals to the Boulder Valley Comprehensive Plan, the city's Sustainability and Resilience Framework, in addition to other Master Plans and the City's mission and vision.

Staff lead/team

The AMPS Implementation Leadership and Working Groups are overseeing the NPP Program review and ultimate evolution. These teams consist of staff from the Community Vitality, Transportation, and Planning departments.

Strategy/Approach

The proposed strategy for evolving the NPP Program is:

- Ensure technology, infrastructure and data supports an evolving NPP Program.
- Document the background and existing conditions, including the policy context of the NPP.

- Research alternatives to traditional neighborhood permit programs, including consideration for access to open space, industrial land uses, mixed-use redevelopment areas, medical and/or large corporate campus land uses.
- Identify specific strategies to update the existing NPP Program **AND** viable alternatives to the NPP Program.
- Complete an alternatives analysis and implementation plan that detail specific strategies to jump-start work plan activity.
- Revisit, evaluate and update the criteria for how NPP zones are created or are discontinued.

Challenges/Opportunities

Historically, a limited amount of data collection was possible within NPP zones making curbside use analysis per block face a time-consuming effort. Staff realizes that this makes it challenging to understand the positive and negative impacts the program has on neighborhood livability. Addressing these shortcomings has been, and still is, a primary staff focus. Recently adopted technology combined with license plate data collection now allows NPP related data to be more easily captured. Staff is now better equipped to monitor the number of permits sold per household and track total number of cars parked in NPP zones using License Plate Recognition (LPR) technology.

Work completed

The Staff Working Group is building a better understanding of the program, offering permits online, identifying enforcement efficiencies; as well as tracking program revenue and operational expenses.

It's important to note that petitions for NPP zones and expansions have not been submitted for review, and staff has focused on enforcement and the upcoming RFP process; staff have not been pointing to the program as a solution to neighborhood parking problems, but rather offering other solutions like signage and code enforcement.

Next steps

The NPP review and evolution is anticipated to be a major work item in 2020. Given the scale of this anticipated effort, a more comprehensive summary of next steps is provided in the summary section below.

IV. SUMMARY

A. 2020 Workplan Items

The major 2020 AMPS workplan items are: 1) finalizing parking code changes; 2) studying parking pricing and creating recommendations and; 3) evaluating NPP updates and alternative programs. Given that these items are interconnected, staff plans to hire a parking industry consultant in 2020 to guide the work to evolve the city's parking pricing and the NPP program, through the solicitation of the AMPS Implementation: NPP Evolution and Parking Pricing Study

RFP; it should be noted that this will be one RFP so that work remains coordinated and aligned. Staff are currently focused on drafting the RFP language to reflect the need for these efforts to be completed in tandem with parking code changes and couched within the broader AMPS framework. An outline of the anticipated scope contents is available in Appendix IV. As an RFP is finalized a project charter, or project management plan, for NPP Evolution and Parking Pricing Study, will be developed to solidify the project stream structure and project decision-making.

The consultant hired for the AMPS Implementation: NPP Evolution and Parking Pricing Study will work alongside the parking code consultant to create a public and stakeholder engagement plan that not only provides ample input from the public throughout the project, but also prioritizes feedback from key stakeholders. A working group from boards and commissions and other key stakeholder groups will be formed to inform project direction. Potential working group members might represent:

- Transportation Advisory Board
- Planning Board
- Boulder Junction Access District – Parking and TDM Commissions
- Downtown Management Commission
- University Hill Commercial Area Management Commission
- University of Colorado staff
- Downtown Boulder Partnership
- Business Improvement District
- Boulder Valley School District

B. Boards, Commission and City Council Involvement

Prior to submitting this information item to City Council, the project team provided this item to both the Planning Board and Transportation Advisory Board (TAB), to review in advance of their December meetings. While not a formal agenda item, neither board provided suggestions or edits. The project team is planning on providing this information to the Downtown Management Commission, University Hill Commercial Area Management Commission, and the Boulder Junction Access District Travel Demand and Parking Commissions in early 2020.

With staff focusing on the NPP evolution, the parking pricing study and parking code changes in 2020 and into 2021, City Council can expect to receive project updates a minimum of three times throughout the process. These updates are planned to include:

- Overview of analyses performed and results from engagement efforts in Q2 through Q3
- Draft recommendations in Q4 or 2021 Q1
- Final report in Q1 or Q2 2021

V. CONCLUSION

Staff plans to make significant strides in the realm of parking and access policies and programs in 2020 as guided by the AMPS document. Engaging with a leading consultant in the industry will be required to complete this work in an effective and timely manner. The RFP for this work is still in development but will largely reflect the major work items described in this memo. The AMPS Implementation Leadership and Working Groups will seek to ensure that council and related advisory boards and commissions have ample opportunities to guide this work though both an effective public engagement process and formal check-ins at key milestones throughout the year.

VI. APPENDIX I: ACCESS MANAGEMENT AND PARKING STRATEGY (AMPS)

ACCESS MANAGEMENT & PARKING STRATEGY

AMPS

Table of Contents

Throughout this report, this icon indicates an area of text that contains additional resources. Simply click on the underlined text, and you will be redirected to a web page or a PDF document outside of this report.

Acknowledgments

City Council

Planning Board

Transportation Advisory Board

Environmental Advisory Board

Boulder Junction Access District Parking Commission

Boulder Junction Access District Demand Management Commission

Downtown Management Commission

University Hill Commercial Area Management Commission

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Introduction *to* AMPS

The City of Boulder is a recognized national leader in providing a variety of options for access, parking, and transportation. To support community's social, economic, and environmental goals, Boulder acknowledges the need to continuously innovate and prepare for a world that is rapidly changing. In early 2014, an interdepartmental team of city staff began a new project called the Access Management and Parking Strategy or AMPS.

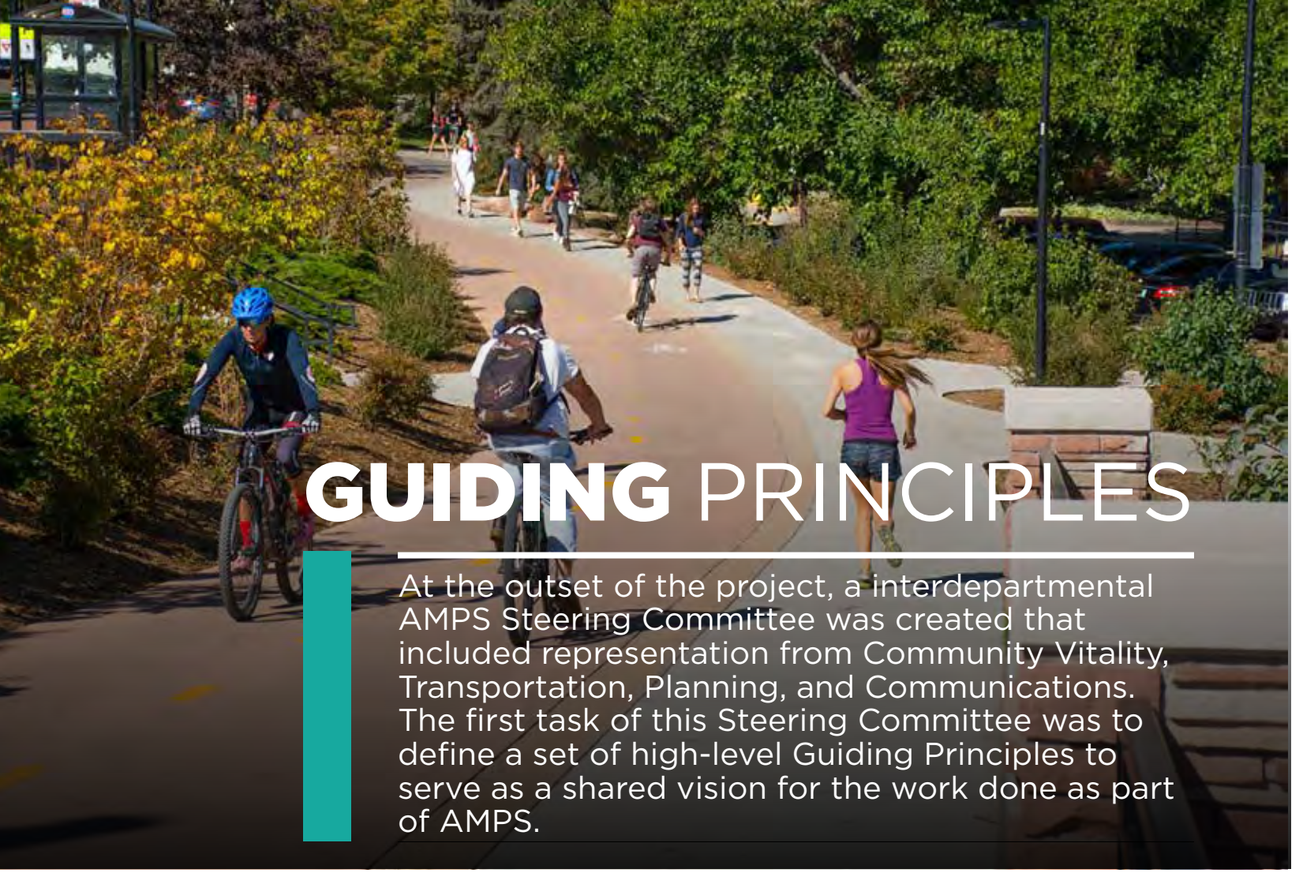
The purpose of AMPS was to develop a process through which city staff, leadership, boards/commissions, and the community at large could work collaboratively to continuously improve Boulder's approach to multimodal access and parking management across the city and within special districts, such as Downtown Boulder, Boulder Junction, and University Hill. AMPS was designed as a "lens" through which existing and future access management policies and practices could be evaluated to develop context-appropriate strategies, using the existing districts as models for other transitioning areas within the community. The work done as part of AMPS also acknowledged numerous past, current, and anticipated planning efforts and initiatives, such as the Sustainability Framework, the Boulder Valley Comprehensive Plan Update, the Transportation Master Plan, the Economic Sustainability Strategy, and the Climate Commitment.

PROJECT GOALS

Define priorities and develop overarching policies, tailored programs, and tools to address citywide access management in a way that supports the community's social, economic, and environmental sustainability principles.

Create a state-of-the-art parking management and multimodal access system for Boulder that works well for people of all ages and abilities.

Evolve and continuously improve citywide access and parking management strategies and programs tailored to address the unique character and needs of the different parts of Boulder.



GUIDING PRINCIPLES

At the outset of the project, a interdepartmental AMPS Steering Committee was created that included representation from Community Vitality, Transportation, Planning, and Communications. The first task of this Steering Committee was to define a set of high-level Guiding Principles to serve as a shared vision for the work done as part of AMPS.

PROVIDE FOR ALL TRANSPORTATION MODES: Support a balance of all modes of access for a safe transportation system. Modes include pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with pedestrians at the center.

CUSTOMIZE TOOLS BY AREA: Use a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of Boulder's diverse neighborhoods, both residential and commercial.

SUPPORT A DIVERSITY OF PEOPLE: Address the transportation needs of different people at all ages, stages of life, and mobility levels—residents, employees, employers, seniors, business owners, students, and visitors.

SEEK SOLUTIONS WITH CO-BENEFITS: Find common ground and address trade offs between community character, economic vitality, and community well-being. Seek elegant solutions—those that achieve multiple objectives and have co-benefits.

PLAN FOR THE PRESENT AND FUTURE: While focusing on today's needs, develop solutions that address future demographic, economic, travel, and community design needs. Align with Boulder's master plans, including the updated Transportation Master Plan, the Climate Commitment and Sustainability Framework.

CULTIVATE PARTNERSHIPS: Be open to collaboration and public-private partnerships to achieve desired outcomes.

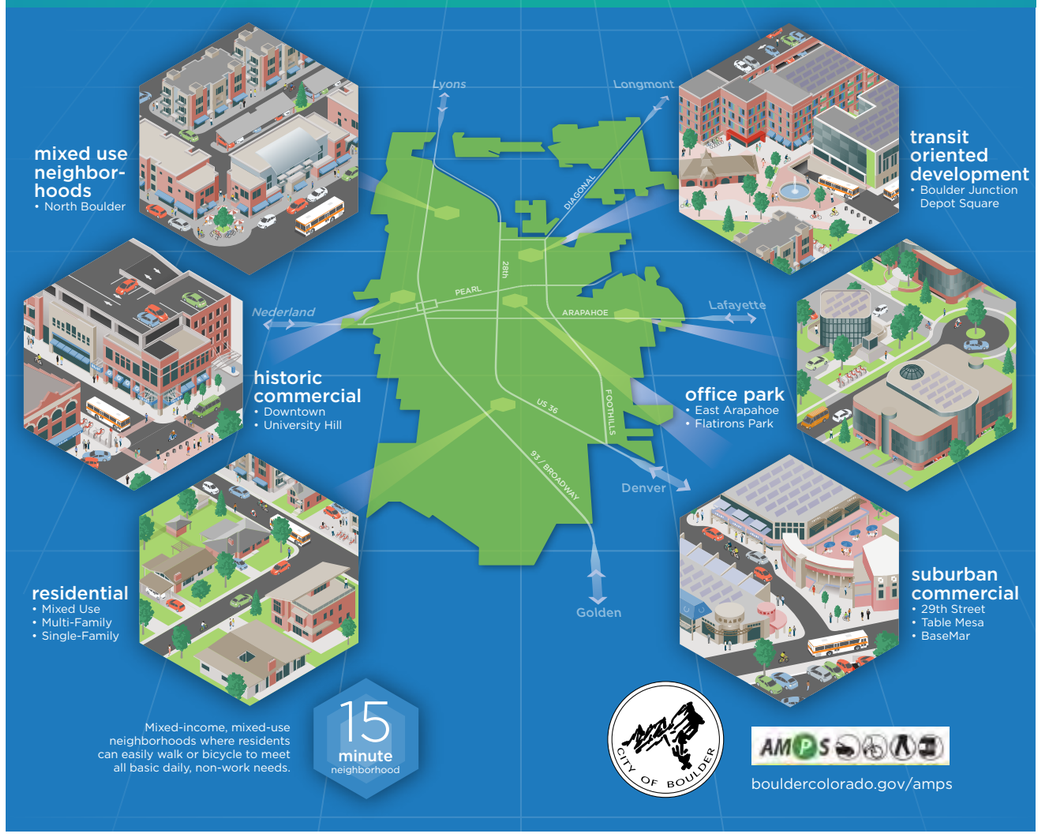
Access Management & Parking Strategy

Boulder is a national leader in providing options for access, parking and transportation. To support the community's social, economic and environmental goals, it is important to create customized solutions that meet the unique access goals of Boulder's diverse districts, residential and commercial.

AMPS: A balanced approach to enhancing access to existing districts and the rest of the community by increasing travel options — biking, busing, walking and driving — for residents, commuters, visitors and all who enjoy Boulder.

TOOLS FOR CHANGE

district management | pricing | technology | parking | code | travel options



FOCUS AREAS: *Tools for Change*

Using the Guiding Principles as a framework, the Steering Committee developed the following six Focus Areas (Tools for Change) to organize the work done as part of AMPS.

1 DISTRICT MANAGEMENT: Address the enhancement and evolution of existing access and parking districts, and the consideration of new districts. Develop a toolkit of policies, implementation strategies, and operational procedures to assist in the creation of new districts.

2 ON- AND OFF-STREET PARKING: Investigate potential policy developments and changes regarding the use of on-street public parking, such as parking for people with disabilities, loading zones, time restrictions, car share parking, electric vehicle (EV) parking, neighborhood permit parking, and the re-purposing of parking spaces for bike parking or parklets. Include all surface lots and parking garages that are city-owned and managed in the off-street analysis.

3 TRANSPORTATION DEMAND MANAGEMENT (TDM): Explore existing and new/future programs, policies, and incentives to increase travel options and reduce single-occupant vehicle trips.

4 TECHNOLOGY AND INNOVATION: Assess parking garage access equipment and internal systems used for permitting and reporting. Ensure systems are compatible and can "talk" to one another to streamline processes and create efficiencies. Explore customer-focused technology to make parking more convenient, lessen unnecessary driving, promote mobility as a service (i.e., Transportation Network Companies [TNCs]), and provide integrated access to multimodal options. Prepare for autonomous vehicles, in both policy and physical infrastructure.

5 CODE REQUIREMENTS: Explore needed updates to the land use code for citywide parking requirements and identify longer-term code changes to ensure responsiveness to changes in travel behavior, such as increased bicycle and transit use.

6 PARKING PRICING: Review and analyze the relationship of parking pricing and enforcement fees through researching comparable cities. Analyze options, including variable and performance-based pricing and graduated fines. Refocus parking management activities to emphasize proactive education, customer service, and regulation to better serve the community.

PHASE 1 (2014)
ORGANIZATION & BASELINE ASSESSMENT

- Project initiation
- Creation of interdepartmental AMPS Steering Committee
- Background research and planning
- Development of Guiding Principles
- Identification of Focus Areas
- Best practices and peer/aspirational city research

PHASE 2 (2015)
PUBLIC INVOLVEMENT & TARGETED PROJECT WORK BY FOCUS AREA

- Multiple rounds of internal and external stakeholder outreach
- Staff workshops
- Board/Commission presentations and meetings
- Project open houses
- City Council feedback and direction
- Online engagement opportunities
- Focus Area project work
  (*See pg. 30 for a complete list of accomplishments)*

PHASE 3 (2016–2017+)
PROCESS DEFINITION & MEASURING PROGRESS

- Documentation of AMPS Process and Operational Path (*See pg. 15)*
- Identification of Performance Measures (*See pg. 28)*
- Presentation of AMPS Final Report to community stakeholders and city leadership
- Development of online AMPS Resource Library

BEST PRACTICES SUMMARY

The first activity for the AMPS Steering Committee was to develop a visionary set of Guiding Principles, define Key Focus Areas, and conduct best practice research.

AMPS Best Practices and Peer City document

Public Involvement

Designing a comprehensive and inclusive public involvement process was a foundational element of AMPS. The public involvement philosophy for AMPS was grounded in two of the Guiding Principles: Support a Diversity of People and Customize Tools by Area. It was recognized early in the AMPS project that public involvement efforts would need to be phased, tailored, and flexible so that both internal and external stakeholder groups would have multiple opportunities to learn, digest, respond to, and assimilate information provided by city staff and consultant teams.

A variety of public involvement strategies and activities have been employed to inform, educate, and engage the community. Outreach activities for the AMPS project were conducted from Summer 2014 through Spring 2017.

AMPS STAKEHOLDER GROUPS

INTERNAL GROUPS

- City staff
- Boards & Commissions
- City Council

EXTERNAL GROUPS

- District-specific residents
- Boulder residents
- Regional transportation partners (i.e., RTD)
- Commuting workforce
- University of Colorado Boulder (CU Boulder)
- Visitors and tourists
- Neighborhood advisory groups (i.e., HOAs, property owners, and business leaders)

IN-PERSON STRATEGIES

Presentations to Community Groups

- Downtown Boulder Partnership
- Downtown Boulder Business Improvement District
- The Hill Boulder
- Frasier Meadows
- Senior Services Advisory Board
- Better Boulder
- Code for America
- Commercial Brokers of Boulder
- Boulder Tomorrow
- PLAN Boulder County
- Open Boulder

Presentations to Boards and Commissions

- Boulder Junction Access District
- Downtown Management Commission
- Planning Board
- Joint Board Workshops
- University Hill Commercial Area Management Commission
- Transportation Advisory Board
- Environmental Advisory Board

"Coffee Talks"

- Gunbarrel
- Spruce Confections NoBo
- The Cup
- Buchanan's
- Ozo on Pearl

Focus Groups

Project- and/or topic-specific focus groups were utilized on an as-needed basis. Focus groups were typically organized and led by city staff or consultant partners and included community stakeholders. For example, members of the development community provided feedback on proposed parking code changes and on the TDM toolkit for private development.

Open Houses
Four total Open Houses, three specific to AMPS and one joint Open House with the Civic Area Project, were held.

Walking Audit with the Youth Opportunities Advisory Board (YOAB)
The project team partnered with the Boulder Walks program to gather youth input and perspectives on the current walking environment and opportunities for improving multimodal access to the University Hill Commercial Area. Students documented feedback during the Walking Audit through the Commonplace digital engagement tool.

Connecting People and Places Series: *Value of Parking* and *Complete Streets*
The ***Value of Parking*** Workshop (with downtown and mobility management leaders from Ann Arbor, MI; Seattle, WA; San Francisco, CA; and Aspen and Denver, CO) was the first in a series of practitioner panels as part of the theme "Connecting People and Places." This was followed in Fall 2016 by Boulder's ***Complete Streets*** panel, which included staff and elected officials from Austin, TX; Cambridge, MA; Davis, CA; and Denver, CO.

ONLINE & DIGITAL MEDIA STRATEGIES

Inspire Boulder
This online engagement platform has covered multiple topics, including TDM, curb management, and general access management questions, through surveys and polls.

Social Media
Twitter: @BoulderParking @Bouldergobldr #BoulderAMPS

Commonplace
Commonplace is a geographically-based online engagement tool that allows participants to make a comment or "rate a place" using a map of Boulder County. Boulder hosted the first installation of Commonplace in the United States.

WHAT WE LEARNED

2014-2015 COFFEE TALKS

How are community members getting around Boulder?

- Driving, walking, and biking

How could the way you access Boulder be improved?

- More off-street parking
- Bike parking, lockers, and bike sharing offerings
- Cheaper parking
- More options that connect to other regional destinations

What do you think is the future of transportation in Boulder?

- Better bus and rail
- More bicycle use
- Education on alternatives

2015-2016 COMMONPLACE DIGITAL ENGAGEMENT TOOL

- First use of this tool in the U.S.
- 1,001 unique visitors

Top 5 themes across all comments:

1. Crosswalk enhancements
2. Bike lanes
3. Sidewalk improvements
4. Traffic calming/pedestrian safety
5. Streetscaping

2016 SEPTEMBER VALUE OF PARKING WORKSHOP

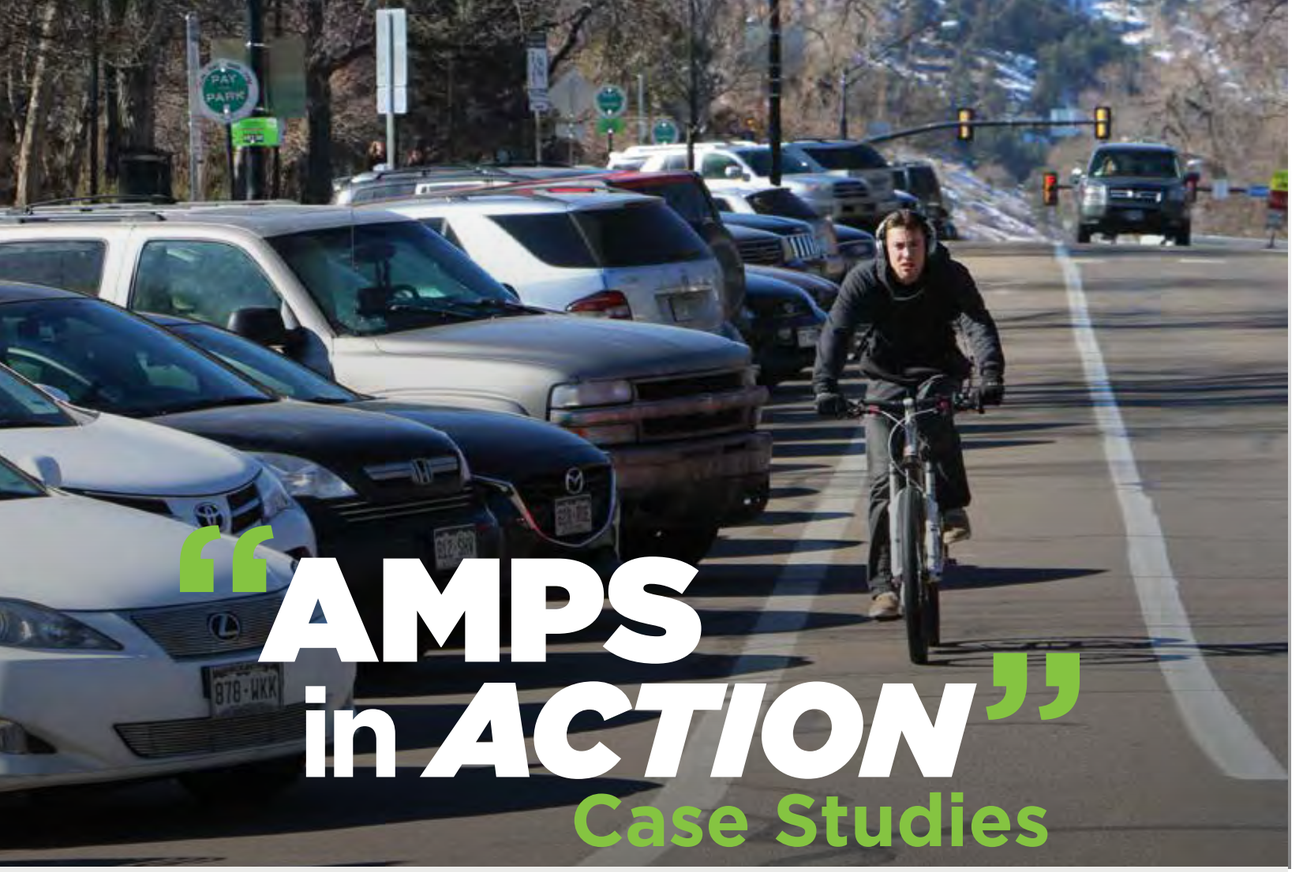
Common Themes:

- Support climate commitment and TMP.
- Develop shared vision with stakeholders.
- Connect town and gown.
- Clearly define and communicate the "value proposition".
- Create one-stop-shop portal/ app; ease of use; communication; customer service/experience.
- Tailor information for audiences; offer solutions for individuals.
- Increased shared use/Public-Private partnerships.
- Use data-driven decision-making.
- Increase mobility and options; don't focus on fewer trips, focus instead on different modes.
- Create viable long-term programs.
- Support economic vitality and access for all (social equity).
- Understand that a "multimodal" city includes parking too.
- Improve relationship management; inform "peer champions".
- Think in terms of human scale, not car scale—we're in the business of placemaking.
- Increase compliance and efficiency of enforcement; reduce complaints.
- Consider demographic shifts and trends.

2016 OCTOBER COMPLETE STREETS WORKSHOP

Common Themes:

- Design places for people, not cars.
- Leverage pricing to encourage use of all modes.
- Manage congestion.
- Support climate commitment and TMP.
- Develop a shared vision with stakeholders.
- Make data-driven decisions.
- Increase mobility and options.
- Be mindful of social equity issues.
- Hold parking pricing workshop.
- Establish Public-Private partnerships.
- Consider demographic shifts and trends (i.e., no car and "car-lite" households, seniors, youth, and lower-income individuals without good transit access).
- Ensure greatest and best use for the public right-of-way.
- Actively follow new technology (i.e., autonomous vehicles and micro-transit).
- Emphasize economic vitality initiatives.
- Promote voluntary compliance over enforcement.
- Improve access to "real" regional and local transit options



"AMPS in ACTION"

Case Studies

district management

parking

travel options

technology

code

pricing

The AMPS project is a new lens through which future parking and multimodal access projects will be approached. As such, it is important to illustrate how the AMPS vision and Guiding Principles are put into practice and tested through a well-defined operational path. Shown on the following page, the **operational path** serves as the guiding framework through which future parking and access management projects will be approached today and in the future.

This chapter features key local case studies "AMPS in Action," organized by Guiding Principle. The case studies each highlight a different Focus Area. They have been organized as practical, and in many cases replicable, illustrations of how the AMPS Guiding Principles have transitioned from vision to planning to implementation.

AMPS IN ACTION

PROVIDE FOR ALL TRANSPORTATION MODES
Case Study (CS): Downtown Boulder
Tools for Change (TC):

CUSTOMIZE TOOLS BY AREA
CS: Boulder Junction Access District
TC:

SUPPORT A DIVERSITY OF PEOPLE
CS: University Hill
TC:

SEEK SOLUTIONS WITH CO-BENEFITS
CS: Chautauqua Area Management Plan (CAMP)
TC:

PLAN FOR THE PRESENT AND FUTURE
CS: East Arapahoe Transportation Plan
TC:

CULTIVATE PARTNERSHIPS
CS: d2d Pilot
TC:

"Where we want to go"

GUIDING PRINCIPLES

- Provide transportation modes
- Customize tools by area
- Support a diversity of people
- Seek solutions with co-benefits
- Plan for the present and future
- Cultivate partnerships

"How we're going to get there"

OPERATIONAL PATH

1 IDENTIFY
Project type
Workload balance
Budget
Timing

2 COLLABORATE (INTERNAL)
Project management structure
Intra-/Interdepartmental partners
Consulting support

3 COMMUNICATE (EXTERNAL)
Public involvement
Key audiences
Tools
Public/media relations
Messaging

4 INTEGRATE
Incorporate feedback
Identify key issues
Develop recommendations
Coordinate with partners
Re-engage community

5 IMPLEMENT
Pilot
Ordinance revision
New program
Define/refine policy

6 EVALUATE
Document process and results
Performance measure review
Process improvement

ACCESS MANAGEMENT & PARKING STRATEGY

PROVIDE FOR ALL TRANSPORTATION MODES

CASE STUDY: DOWNTOWN BOULDER

district management · parking · pricing

Introduction

Downtown Boulder is both the heart of the community and one of the city's oldest neighborhoods. Boulder has long been a progressive, forward-thinking community and Downtown Boulder is the best example of the city's innovative spirit in action. Historic photographs show the evolution of passenger rail travel dating back to the 1800s; at one point an estimated 16 railroad and streetcar lines snaked through the community.

Boulder's first parking meters were installed in 1946. Since that time, Downtown Boulder has evolved into a nationally-recognized, multimodal access hub that supports transit, bicyclists, and pedestrians, alongside vehicular parking. In the 1970's the downtown created a special property tax district, Central Area General Improvement District (CAGID) that was created to fund, build and manage parking for the entire downtown. In the intervening years CAGID constructed five parking garages that accommodate both permit (employee) and short term (customer and visitor) parking. This concept for shared parking became the foundation for the SUMP principles – shared, unbundled, managed and paid – which are the hallmarks for Boulder's parking management. As Downtown Boulder grew and matured, the city's parking management philosophy paved the way for investment in other transportation modes and enhanced public spaces. In 1977, the construction of the ionic Perl Street pedestrian mall solidified Boulder's commitment to designing the built environment for people and the places they love, not just for the car.

Over the past decades, Downtown Boulder has served as the testing ground for parking and access management policies, programs and technology. From creating dedicated bike lanes and installing bike-sharing stations, piloting an employee bus pass program that evidentially became the regional RTD Eco Pass and providing free Eco Passes to all full time downtown employees, to supporting car share programs, "crazy ideas" sparked and cultivated right in the heart of Downtown Boulder, have shaped own residents and visitors travel to and around Boulder. These multi-modal strategies are all in service of the city's goal of promoting all transportation modes and reducing the impacts of single occupant vehicle trips.

One example of how AMPS has continued to highlight Downtown Boulder as an innovation hub is through the "Parking Cash Out" pilot with downtown businesses.

Parking Cash Out

Parking Cash Out is a financial incentive offered to employees to encourage the use of commute modes other than driving alone, which both reduces parking demand and helps ensure that company benefits are distributed equitably. Commuters can choose to keep an employer-subsidized parking spot at their employment site or accept the approximate cash equivalent of the cost of parking within that facility or system and use an alternative transportation option. Essentially, parking cash out programs pay employees to not drive alone to and park at work.

SolidFire, Boulder, CO

SolidFire is a Boulder-based company with 262 employees that builds cloud-based, all flash storage systems for next-generation data centers. Located in Downtown Boulder, within the CAGID, SolidFire was facing a shortage of available employee parking.

SolidFire developed its parking cash out program, ATIP (Alternative Transportation Incentive Program), to encourage employees to commute via alternative transportation modes, such as walking, biking, taking transit, or carpooling. The company now pays a set amount per month to any employee who foregoes a monthly parking pass or reimburses employees for occasional daily or hourly parking charges. Full-time employees are also eligible to receive an RTD EcoPass, which is an unlimited- access annual transit pass. Initially limited to full-time employees, ATIP was recently expanded to part-time employees.

Currently, 86 of SolidFire's employees, 33 percent of its Boulder workforce, participate in ATIP. The company estimates that the net savings of this program amounts to approximately $17,000 per month. Employees enjoy the program and SolidFire believes it is beneficial in recruiting and retaining employees.

Observations

- Parking Cash Out has resulted in lower parking demand and single-occupant vehicle travel rates.
- Implementation can be as simple or elaborate as desired.
- Implementation and administration costs tend to be low, and in some cases the employer saves money.
- Designing a flexible program that takes into account occasional parking needs can result in higher participation because it allows for incremental change.
- Employees considered cash out programs to be fair and both employers and employees see them as win/win solutions.

Public Involvement

KEY PLAYERS

- Downtown Boulder Partnership
- Downtown Business Improvement District (BID)
- Downtown property and business owners
- Boards/Commissions

TOOLS

- Focus group meetings
- Presentations to Boards/ Commissions
- Online engagement tools (i.e., Commonplace, InspireBoulder)

What's in the Works?

- Pilot of Smarking, a data analytics company, which connects on- and off-street parking data points from five different sources into one comprehensive dashboard.
- Analysis of in-bound traffic and identify sites for satellite/edge parking (pilot/demonstration area is ready).
- Consideration for potential for shared parking with developments in the parking district.
- Comprehensive review of parking pricing.
- Comprehensive review of the existing Neighborhood Parking Permit Program (NPP), including stakeholder engagement and best practice and peer/aspirational community research.

Resources:

- AMPS website

"This program is simple to use and a great way to incentivize employees to use alternate modes of transportation, especially since there are not enough parking spaces in Downtown Boulder".

– Mia Sanchez-O'Dell, Global Total Compensation & Services Manager, SolidFire on Parking Cash Out Pilot

ACCESS MANAGEMENT & PARKING STRATEGY

CUSTOMIZE TOOLS BY AREA

CASE STUDY: BOULDER JUNCTION ACCESS DISTRICT (BJAD)

travel options · technology

Introduction

Boulder Junction (previously known as the Transit Village) is a 160-acre redevelopment area that is being transformed into a mixed-use, pedestrian-oriented neighborhood with regional transit connections and public spaces that will benefit the entire community. Since the adoption of the Transit Village Area Plan (TVAP) in 2007, Boulder, RTD, and private developers have begun implementing the vision outlined for Boulder Junction.

To realize the goals of the TVAP and create a transit-oriented development, two general improvement tax districts were created in 2010: a parking district and a TDM district. They were named Boulder Junction Access General Improvement District-Parking (BJAD-P) and Boulder Junction Access General Improvement District-TDM (BJAD-TDM). These two overlapping districts were based on the successful Downtown Boulder parking district. In some sense, Boulder Junction has become the city's "proving grounds", a culmination of lessons learned from innovative policies and programs that were initially piloted in Downtown Boulder. These programs were initially implemented in conjunction with zoning regulations for parking maximums (for residential uses) to reduce single-occupant vehicle trips and promote transit and other alternative modes.

BJAD-TDM provides funding for EcoPasses, car and bike share programs. BJAD-P provides mechanisms to create parking that follow Boulder's "SUMP" philosophy. To purchase EcoPasses, BJAD-TDM uses residential and commercial property taxes and payment-in-lieu-of-taxes (PILOT) fees that developers pay for the first two years after they are issued a certificate of occupancy. BJAD-TDM also uses these taxes and fees to provide discounted Boulder B-Cycle memberships and free carshare memberships for all residents and employees of Boulder Junction.

Key Goals

- Create a lively and engaging place with a diversity of uses, including employment, retail, and arts and entertainment, with housing that serves a diversity of ages, incomes, and ethnicities.
- Don't overplan; allow a "charming chaos" that exhibits a variety of building sizes, styles, and densities.
- Offer both citywide and neighborhood-scale public spaces.
- Attract and engage a broad spectrum of the community, not just people who live and work in the district or come to access transit in the area.
- Emphasize and provide for alternative energy, sustainability, walking, biking, and possible car-free areas.

Hyatt Place Boulder/Pearl Street
boulderpearlstreet.place.hyatt.com

Observations

- Development at Depot Square presented the opportunity to construct a shared parking garage for BJAD-P and the other Depot Square uses, including the hotel, the Depot, RTD, and the housing units. The Depot Square parking garage is now shared between five different users through a condominium association and BJAD-P has 100 spaces to manage. The goal is to support the access needs of all users within the district.
- With district-wide limitations on parking for residential units (one parking space per unit), Boulder Junction may not be for everyone. The district was developed with the goal of prioritizing pedestrians first, cyclists second, transit users third, and automobile users fourth.

Staff & Consultant Collaboration

CITY OF BOULDER

- Community Vitality
- Transportation, Planning, Housing & Sustainability
- Public Works
- City Attorney's office
- Fire Department

CONSULTANTS

- Fox Tuttle Hernandez, RRC

Public Involvement

KEY PLAYERS

- BJAD-P Commission
- BJAD-TDM Commission
- District property owners
- Private developers
- Depot Square owners' association
- RTD

TOOLS

- Boards/Commission meeting presentations
- Online engagement tools (i.e., Inspire Boulder)
- Open Houses
- Inside Boulder News

What's in the Works?

- Develop the city-owned site at 30th and Pearl in the context of affordable housing.
- Reimagine transit, including the RTD "HOP" route along the Pearl Street Corridor, particularly between Downtown Boulder and Boulder Junction.
- Collaborate with RTD to increase transit service to Boulder Junction.
- Add other petitioning properties into BJAD-TDM.

Resources:

- Transit Village Area Plan
- Boulder Junction website
- BJAD Commission website
- BJAD-P Map
- BJAD-TDM Map

ACCESS MANAGEMENT & PARKING STRATEGY

SUPPORT A DIVERSITY OF PEOPLE

CASE STUDY: UNIVERSITY HILL

district management · travel options · code

Introduction

University Hill is a dynamic historic neighborhood adjacent to the main CU Boulder campus. The Hill features an eclectic mix of housing, restaurants, shops, and entertainment venues. As a parking district, similar in organization to Downtown Boulder and Boulder Junction, planning for parking and access is a fundamental part of promoting economic vitality on the Hill. The focus of AMPS for The Hill has been on intentionally identifying and promoting connectivity for all modes, with specific emphasis on reducing The Hill's auto-oriented feel and making the area more accessible and inviting for pedestrians and bicycles.

Four key access management and parking projects/concepts are currently underway on The Hill, including:

- Ecopass Pilot
- Alleyway Project
- "Event Street"
- Potential New Garage & Hotel

Ecopass Pilot

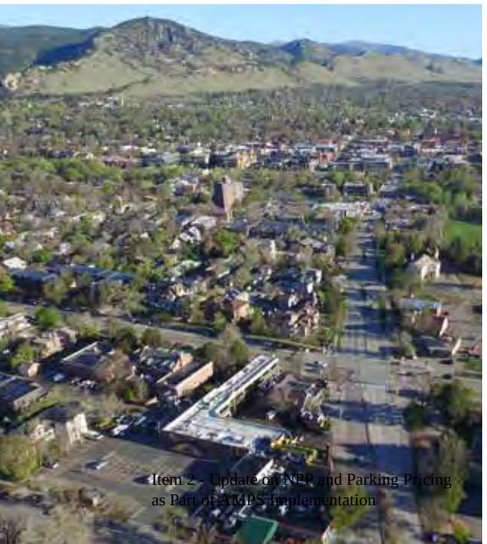
In 2016, a Hill Employee EcoPass program was piloted to reduce employee parking demand and expand multimodal access to The Hill. Pilot goals included:

- Increase connectivity between Downtown Boulder and The Hill, to both reduce parking demand and address topographical challenges for pedestrians.
- Improve access to The Hill for lower income and/or service industry employees.

Alleyway Project

Boulder recently selected designer Russell + Mills Studios, whose work in Fort Collins, CO has helped improve access to and the utilization of alley spaces. The Hill's alleyway beautification project seeks to:

- Create greater connectivity and make alleyways more inviting for pedestrians and cyclists;
- Open up additional space for Hill businesses to interact with public spaces;
- Maintain access for delivery trucks; and
- Prioritize alleyway access in a balanced way that supports students, businesses, residents, and visitors.



University Hill (photo courtesy of Sam Veucasovic, City of Boulder, May 2017)

"Event Street"

The intersection of 13th Street and Pennsylvania Avenue is being redesigned into an "event street", to provide much-needed community gathering space in The Hill Commercial Area and to accommodate smaller community events, such as outdoor film screenings and poetry readings. This project is funded by the Community, Culture, and Safety sales tax adopted by Boulder voters in 2014. The event street will remain an active street with parking.

Potential New Garage and Hotel

Boulder is pursuing a public-private partnership with the local development community to create a new hotel and conference center, to be located at the intersection of University Avenue and Broadway. The project will include 400 new hotel rooms, 1,500 sqft. of ballroom space, 30,000 sqft. of new retail and dining space, and a 250-car public garage. The vision is for a truly shared-use facility, all on one street, that could potentially house a transit hub similar in scale to the BJAD's, with amenities like a bus to the Denver International Airport and B-cycle stations.

Observations

- Connectivity between Downtown and The Hill is key, both to reduce parking demand and address topographical challenges.
- Access to the Hill needs to be improved for lower income and/or service industry employees.
- Alleyways present an opportunity to activate underutilized space.
- Infrastructure and connectivity improvements are essential for creating people-oriented places.

Staff & Consultant Collaboration

CITY OF BOULDER

- Community Vitality
- City Attorney's office
- Arts & Culture
- Zero Waste Boulder
- Transportation

CONSULTANTS

- Russel + Mills Studio
- RRC Associates

Public Involvement

KEY PLAYERS

- CU Boulder
- The Hill Boulder
- University Hill Commercial Area Management Commission
- Hill property and business owners

TOOLS

- Design workshops
- Presentations and meetings to boards, commissions, and other neighborhood stakeholder groups
- Project website

What's in the Works?

- Assess EcoPass pilot in 2017.
- Implement Alleyway project.
- Implementation of the Event Street project, concluding construction by Fall 2017.

Resources:

- Hill Event Street Project website
- Hill Event Street Design Concept
- Zero Waste Boulder

Sketch from Russel + Mills Studio University Hill Event Concept

ACCESS MANAGEMENT & PARKING STRATEGY

SEEK SOLUTIONS WITH CO-BENEFITS

CASE STUDY: CHAUTAUQUA ACCESS MANAGEMENT PLAN

district management · parking · travel options

Introduction

Chautauqua is an iconic landmark that attracts a wide variety of people. Attractions like the National Historic Landmark District, open space trails, the dining hall, city park land, park ranger talks, rentable meeting space and cottages, and much more make Chautauqua very popular. However, with popularity comes challenges, especially during peak times. This is particularly true for parking, which impacts people who live, work, and recreate in and around Chautauqua.

In response to this longstanding issue, Boulder, the Colorado Chautauqua Association (CCA), and community members teamed to create a Chautauqua Access Management Plan (CAMP). Their goal was to create a plan to improve the experience of traveling to and from the Chautauqua area, which includes the National Historic Landmark, adjacent green space, and trailheads. The plan was also developed to minimize the impacts of vehicles to neighbors, visitors, and the area's natural and cultural resources. A diverse working group appointed by the city manager helped staff evaluate the challenges and opportunities of Chautauqua access.

Data Collection

During Summer 2016, multiple types of data collection efforts were undertaken, including more traditional parking supply/demand and duration counts, customer intercept surveys, and visitation count reviews. Specifically, data collection focused on understanding:

- Travel pattern and arrival routes
- Vehicle traffic and speeds
- Parking supply, duration, and utilization
- Bicycle parking and utilization
- Shared street interactions

Observations

The following key issues have been identified from the data collection, evaluation, and public engagement process to date. Summer 2017 pilot projects will target and aim to mitigate these key issues in preparation for development of the final CAMP strategy:

- The vast majority of visitors to the Chautauqua area arrive by automobile, which, combined with the popularity of the area, creates traffic congestion, neighborhood livability/parking congestion, and greenhouse gas emission levels that do not meet Boulder's transportation mode choice or environmental goals.
- Parking demand within the Chautauqua complex (including access to the trailheads) exceeds supply. Because of this, the surrounding neighborhood streets often serve as overflow parking for the site, which creates a variety of concerns for the residents of those streets. This includes a lack of access to on-street parking for their own homes; illegal parking that limits sight distance to conflict areas; and issues with trash, noise, and verbal conflicts.
- Within the National Historic Landmark itself, pedestrians walking in the street (where there are no sidewalks) come into conflict with motor vehicles, including those looking for parking spaces.
- Chautauqua Auditorium event night shuttle buses become problematic for the neighborhood east of Chautauqua when shuttle riders request Americans with Disabilities Act (ADA) drop-offs at the Auditorium via Columbine Avenue opposed to regular drop-offs on Baseline Road. This creates noise and odor concerns for east-side neighborhood residents, and conflicts with pedestrians and other vehicles along Columbine.
- The Chautauqua Working Group (CWG) recommended adding speeding on residential streets within and outside of the historic district as an issue for future consideration.

Staff & Consultant Collaboration

CITY OF BOULDER

- Open Space and Mountain Parks

CONSULTANTS

- Fox Tuttle Hernandez, RRC
- RRC Associates

Public Involvement

KEY PLAYERS

- CAMP Working Group
- CCA
- Open Space users
- Boulder Convention and Visitors Bureau
- Residents in Chautauqua neighborhoods
- City of Boulder
  - › Community Vitality
  - › Transportation
  - › City Attorney's office
  - › Parks and Recreation

TOOLS

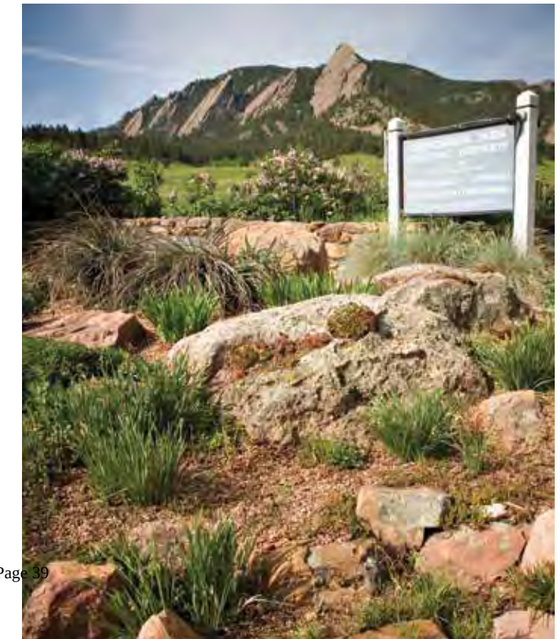
- Online questionnaire
- Open houses
- City Council, Boards, and Commission presentations
- Project website

What's in the Works?

- Implement pilot strategies (only on weekends) in Summer 2017, based on direction from City Council. The holistic pilot approach includes:
  - › Improving transit and other ways to get to and from Chautauqua.
  - › Implementing managed parking in Chautauqua and/or in surrounding neighborhood.
  - › Exploring innovative solutions like real-time parking information, ridesharing, and TNCs (i.e., Uber and Lyft).
  - › Implementing transportation incentives for Chautauqua employees.

Resources:

- CAMP website
- 2016 Chautauqua Lease between CCA and City of Boulder
- OSMP–Chautauqua Trailheads website
- CAMP PowerPoint presentation
- 2016 Fox Tuttle Hernandez, RRC data report
- Transit Analysis
- CAMP: City Council Information Packet Jan. 17, 2017
- CAMP Questionnaire results



Boards from CAMP presentation

ACCESS MANAGEMENT & PARKING STRATEGY

PLAN FOR THE PRESENT AND FUTURE

CASE STUDY: EAST ARAPAHOE TRANSPORTATION PLAN

district management | travel options | code

Introduction

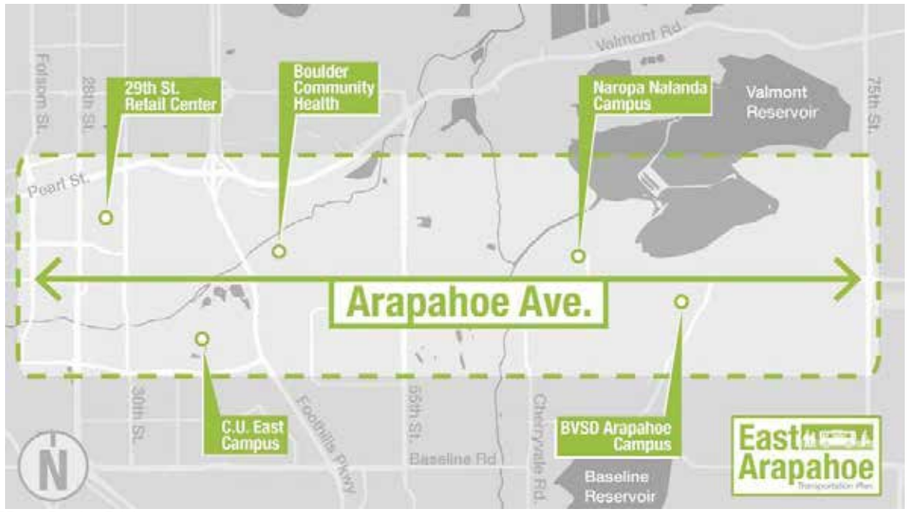
In 2014, an RTD Northwest Area Mobility Study recommended State Highway 7 Corridor (Arapahoe Avenue to 287, and Baseline Road east to I-25) between Boulder, Lafayette, and Brighton as a strong candidate for a regional arterial Bus Rapid Transit (BRT) line.

As part of the East Arapahoe Transportation Plan, Boulder began looking at how a BRT might function (design, service, and operations). Community stakeholders involved in the project urged Boulder to consider a number of potential transportation improvements within the East Arapahoe Corridor (in addition to BRT feasibility), including TDM programs, and managed parking. Today, the East Arapahoe Corridor is one of Boulder's busiest regional travel corridors.

As Boulder plans for the future, exponential growth in surrounding communities will likely place additional demands on the corridor's existing transportation system. From people commuting into Boulder for work or school, traveling to Boulder for healthcare services, or simply accessing recreational and shopping amenities, forecasted regional transportation demands on the East Arapahoe Corridor will continue to impact how the corridor functions today and in the future.

Key Goals

- Provide Complete Streets in the East Arapahoe Corridor that offer people a variety of safe and reliable travel choices.
- Increase the number of trips the East Arapahoe Corridor can carry to accommodate growing local transportation needs and projected growth in surrounding communities.
- Promote a more efficient use of TDM, manage parking, and offer people multimodal travel options.
- Deliver cost-effective transportation solutions that can be phased over time.
- Develop transportation improvements that support Boulder's Sustainability Framework and the Boulder Valley Comprehensive Plan Update.



Observations

- Regional transportation demands will change how the East Arapahoe Corridor functions.
- Effective stakeholder engagement can produce unexpected and creative solutions.
- East Arapahoe used to be a "pass-through" corridor; with CU Boulder's East Campus, it is now more of a destination.
- The corridor provides an opportunity to implement edge/satellite parking concepts.

Staff & Consultant Collaboration

CITY OF BOULDER

- Community Vitality
- Comprehensive Planning
- Transportation
- Parks and Recreation

CONSULTANTS

- Nelson\Nygaard Consulting Associates
- Fox Tuttle Hernandez, RRC
- Fehr & Peers Transportation Consultants

Public Involvement

KEY PLAYERS

- Community working group
- Small and large businesses
- Neighborhood associations
- Cycling advocates
- Disabled community
- Community at large
- Boards/Commissions

TOOLS

- Community working group
- Online questionnaire
- Public workshops
- Small group meetings
- Project website
- Webinars
- Email

What's in the Works?

- Continue working on draft district cross section alternatives, designed with input from a community working group and public comment.
- Provide edge/satellite parking options in Erie, Lafayette, Broomfield, and East Boulder to encourage commuters to transition out of their cars sooner.
- Implement a targeted marketing campaign to better inform commuters about their options.
- Expand the EcoPass program.
- Encourage the use of ridesharing options with regional TNCs.

Resources:

- Project website
- Public input summary
- Community working group website
- Open House boards
- Best Practice and Case Study Research
- Draft District Cross Sections
- Area Maps

CULTIVATE PARTNERSHIPS

CASE STUDY: DOOR TO DOWNTOWN (d2d PILOT)

travel options | technology

Introduction

In November 2016, Boulder and the Downtown Boulder Partnership debuted a new service that provided discounted door-to-door access to and from Downtown Boulder. The pilot program, Door to Downtown, or "d2d," was a collaborative, Public-Private partnership between Boulder, the Downtown Boulder Partnership, TNCs Uber and Lyft, taxi company zTrip, the Rocky Mountain Institute (RMI), and mobility technology provider Commutifi.

The goal of the d2d pilot, which initially ran over the 2016-17 holiday season from Thanksgiving to New Year's Day, was to bring holiday shoppers and diners from their homes directly to their Downtown Boulder destinations and back again. The program provided a $25 credit good for five $5 credits on rides into Downtown Boulder between 11 a.m. and 9 p.m., and participating merchants offered a $5 credit for the trip home with a purchase of $50 or more. The initial pilot was extended through Valentine's Day 2017.

According to key partner, RMI, "the long-term opportunity d2d presents is exciting. To date, great research has been done to understand how the cost of a mobility service affects demand. However, in practice (at current prices) door-to-door services are more expensive than operating a car in most situations. The d2d pilot offers a unique opportunity to test the demand for new transportation options when they are essentially the same price as driving and parking. For the first time, we can test the price elasticity of demand for mobility services."

Key Goals

- Reduce Downtown Boulder parking demand by customers who currently drive and park single-occupant vehicles (SOVs).
- Support the economic vitality of Downtown Boulder during the holiday season.
- Introduce a new mode to a demographic that reportedly does not visit Downtown Boulder due to the cost/perceived lack of parking.
- Provide increased roadway safety for return trips after an evening Downtown Boulder.
- Encourage customers to explore a new way of accessing Downtown Boulder.

OVER **5,200** PEOPLE ***participated in the d2d pilot***

Observations

- Potential d2d users responded to the idea of a subsidy but did not fully utilize the provided benefit.
- The subsidized ride was the primary motivation for using the service, over avoiding traffic/parking or as an alternative to driving impaired.
- Younger demographics are more comfortable with accepting of the technology versus older demographics.
- Consistent and creative marketing, along with an easy to use customer interface, is important.
- The program was more effective when the pilot period was extended from the original six weeks.
- The Thanksgiving to New Year's Day period may not have been ideal—many potential users were out of town or otherwise engaged.
- People respond better to surveys when meaningful incentives are provided.

Staff & Consultant Collaboration

CITY OF BOULDER

- Community Vitality
- Transportation
- City Attorney's office

CONSULTANTS

- Commutifi
- Rocky Mountain Institute

Public Involvement

KEY PLAYERS

- Downtown Boulder Partnership
- TNCs Uber and Lyft
- Taxi company zTrip
- Commutifi
- Downtown property and business owners
- Boards/Commissions

TOOLS

- Customer surveys
- Promotion through local media channels—print, digital, and televised

What's in the Works?

- Consider another pilot in the future, based on this assessment.

Resources:

- Program Information and FAQ
- RMI final report

"This project demonstrates how public and private partners can collaborate to bring innovative mobility solutions to cities. If we can replicate and scale such efforts, we will see more people relying on mobility services, rather than owning their own cars, which sit unused 95 percent of the time."

– Jeruld Weiland, Managing Director
Rocky Mountain Institute

Performance MEASURES

AMPS is designed to integrate with and support Boulder's existing master plans and other community planning efforts while also offering an opportunity to build on and evaluate existing measures in new ways. Making use of measures that can be evaluated citywide and/or by local area (i.e., district, neighborhood, or activity center) provides more flexibility for measuring the social, economic, and environmental impact of projects approached through the AMPS process.

This context-sensitive approach supports the AMPS Guiding Principles, and can be more qualitative in measurement. It promotes a more open process for realigning and adjusting while projects are in progress, as opposed to waiting until projects are completed to measure their effectiveness. It also supports the basic premise of AMPS, which is to look at parking and access management initiatives through an integrated lens. The following performance measures, organized by the AMPS Guiding Principle, are offered as guidelines for future parking and access management projects and are based on performance measures from existing master/strategic plans and readily-available data.

AMPS Guiding Principle: **Provide for All Transportation Modes**

PERFORMANCE MEASURES:

- Change in mode share by residents and non-residents
- Change in mode share by employees during workday
- Miles of bikeway
- Transit ridership
- Parking utilization

AMPS Guiding Principle: **Customize Tools by Area**

PERFORMANCE MEASURES:

- Percentage of defined districts/activity nodes aligning with the 15-minute neighborhood concept
- Alignment of transportation alternatives with districts experiencing the largest job growth
- Transit service changes over time—both locally and regionally
- Impacts on commercial areas and businesses, measured through surveys and feedback, including economic benefits

AMPS Guiding Principle: **Support a Diversity of People**

PERFORMANCE MEASURES:

- Average commute distance for resident and non-resident employees
- Accessibility of employee mobility options by diverse income levels
- Relationship between availability of transit service and availability of jobs
- Percentage of older adults and people with disabilities served by transit

AMPS Guiding Principle: **Seek Solutions with Co-Benefits**

PERFORMANCE MEASURES:

- Vehicle miles traveled per capita for employees and residents citywide and within districts
- Traffic congestion to/from prioritized nodes of workforce trip generation
- Travel options that support economic vitality

AMPS Guiding Principle: **Plan for the Present and Future**

PERFORMANCE MEASURES:

- Impact of TDM Toolkit implementations (i.e., adoption rate of parking cash out, EcoPass, and alternative work schedules utilization) related to mode share and Vehicle Miles Traveled (VMT) reduction goals
- Support for pilot programs that explore new technologies and travel options

AMPS Guiding Principle: **Cultivate Partnerships**

PERFORMANCE MEASURES:

- Utilize the existing Boulder Valley Employee Survey and Downtown Intercept Survey to track progress over time
- Consider developing district-specific intercept surveys
- Build on the existing d2d partnership with Downtown Boulder, TNCs, and technology provider Commutifi
- Use public-private partnerships to minimize needed parking and maximize a mix of uses

EXISTING PLANS & RESOURCES

- Sustainability Framework
- Climate Commitment
- Boulder Valley Comprehensive Plan (BVCP)
- Transportation Master Plan (TMP) and Transportation Report on Progress (TROP)
- Safe Streets Boulder: Toward Vision Zero (TVZ)
- Human Services Strategy
- Economic Sustainability Strategy
- District and Corridor Plans
- Resiliency Strategy
- Boulder Valley Employee Survey
- Downtown Employee Travel Survey
- Hill Employee Travel Survey
- TVAP Plan
- Downtown Boulder Intercept Survey

ACCESS MANAGEMENT & PARKING STRATEGY

ACCOMPLISHMENTS & *Ongoing Work*

Since AMPS was initiated in Spring 2014, interdepartmental teams of city staff have collaborated with a variety of consultant partners and community members to complete an impressive list of accomplishments.

PHASE 1 ORGANIZATION & BASELINE ASSESSMENT

The first activity for the AMPS project team was to develop a visionary set of Guiding Principles, define key Focus Areas, and conduct best practice research. The team also spent much of 2014 developing a comprehensive community engagement plan to support the AMPS process.

Phase 1 Resources

- Oct. 28, 2014 AMPS Memo
- July 29, 2014 AMPS Presentation
- June 10, 2014 AMPS Memo

2014 Accomplishments

- Completed an AMPS Best Practices and Peer City document.
- Completed short-term auto and bike parking code changes.
- Developed a Request for Proposals for the replacement of Downtown Boulder garage access equipment.
- Developed and reviewed TDM Toolkit for private development options.
- Installed pilot Parklet on The Hill May through October.
- Installed solar-powered charging stations at Broadway and Spruce Street.
- Implemented pay-by-cell in all parking districts.
- Installed variable messaging signage in Downtown Boulder garages.

PHASE II: PUBLIC INVOLVEMENT & TARGETED WORK BY FOCUS AREA

Throughout 2015, the extensive community engagement planning work was put into practice. From Open Houses and "Coffee Talk" meetings to a new online engagement platform, Commonplace, the public was given multiple opportunities to provide input on the AMPS philosophy and project Focus Areas ("Tools for Change").

Phase II Resources

- AMPS infographic
- Open House Boards & Project Update
- Spring 2015 Community Engagement Summary
- Fall 2015 Community Engagement Summary
- May 26, 2015 AMPS Presentation
- May 26, 2015 AMPS Memo

Targeted work by Focus Area included:

- Refined options and draft recommendations for TDM policies for new developments.
- Explored potential modifications to long-term on-street parking ("72-hour Rule").
- Reviewed options for edge/satellite parking.
- Analyzed shared parking policies between districts and private developments.
- Examined parking-related code changes.

2015 Accomplishments

- Issued a Request for Proposals for the replacement of Downtown Boulder garage access equipment, revenue control, and permitting systems to a state-of-the-art system that will coordinate with other technologies such as the variable messaging system.
- Negotiated Public-Private partnerships for a mixed-use project with a shared parking option between the CAGID and Trinity Lutheran Church in Downtown Boulder.
- Initiated a public-private partnership redevelopment of the UHGID 14th Street parking lot.

2015 Accomplishments cont.

- Explored a mobility hub for North Boulder, at the intersection of North Broadway and US36, with CDOT, RTD, and Boulder County.
- Increased the Downtown CAGID long-term parking permit rate for Downtown Boulder and Hill surface lots and garages.
- Completed best practice and peer city reviews of on-street car share parking policies to provide flexibility with new car share programs.
- Implemented the community-wide Downtown Employee Travel Survey.
- Coordinated parking management and TDM program development for the mixed-use neighborhood in anticipation of the completion of Depot Square at Boulder Junction.
- Coordinated with Southwest Energy Efficiency Project (SWEEP) and Climate Commitment staff regarding EV charging stations at parking facilities.
- Implemented Civic Area parking and TDM plans.
- Studied Downtown Boulder parklet to determine potential criteria and locations, operational parameters and considerations, installation requirements, and recommendations for potential sites.
- Evaluated the pilot parklet on The Hill.
- Worked with multiple parties—the hotel, RTD, affordable housing, and Boulder Junction Parking District—to implement a parking management system to accommodate the variety of users of the shared parking garages in the Depot Square mixed-use development.
- Developed a parking pricing strategy in BJAD to implement the SUMP principles and reflect the market of the surrounding area.
- Conducted a Downtown Boulder bike rack occupancy count.
- Partnered with Downtown Boulder startup company, Parkifi, to install parking sensors.

PHASE III: PROCESS DEFINITION & MEASURING PROGRESS

The following projects are ongoing, with start dates between 2016 and 2017.

CAMP

The CAMP project began as part of a new lease with the CCA in October 2015. The lease included a commitment to develop an access and parking management plan for the historic district and surrounding area. The traffic and parking data collection and a visitor intercept survey were completed in Summer 2016. A CAMP working group was created to work with staff to develop recommendations for trial, short-term measures to be implemented and evaluated in Summer 2017 to create a final CAMP.

Next Steps

- Implement CAMP Summer 2017 pilot on Saturdays and Sundays, June 3 through August 27, 2017.
- Collect data throughout the pilot period.
- Share results of data collection and public input, re: visitor experience with the community, Boards and Commissions, and City Council to determine future CAMP implementation strategies.

Phase III continued on next page

ACCESS MANAGEMENT & PARKING STRATEGY

Phase III continued

Civic Area Parking Management and TDM Programs

In 2016, a new parking management system was implemented that holistically manages all the lots in the Civic Area, provides one and a half hours of free parking, and employs license plate recognition to enforce paid parking. For city government employees, the expanded TDM program provided satellite parking options, a parking cash out program, and personalized concierge travel assistance.

Next Steps

- Continue evaluating parking supply and demand and the effectiveness of the TDM program.
- Expand EcoPass benefits to new categories of city government employees.
- Increase vanpool rebate from $20 to $40 per month for city government employees.

Parking Code Changes

The intent of this project is to update Boulder's parking code to include supply rates by land use type and area type, as appropriate, to:

- Reflect the actual parking supply and demand rates that currently exist throughout Boulder.
- Minimize the construction of underutilized parking spaces.
- Reflect the multimodal goals of the Transportation Master Plan.
- Reflect changing market conditions nationwide.
- Decrease the number of parking reductions that are requested.
- Coordinate and align parking supply rates with Boulder's evolving TDM goals, ordinances, and regulations.

In 2016, the project team conducted additional parking supply and occupancy observations at 20 sites, including commercial, office, industrial, mixed-use, and residential land uses. These observations supplemented the more than 30 sites that had previously been studied in 2015. A range of draft parking rate recommendations, including parking maximums and minimums, were then developed for consideration. The potential to coordinate and link the recommended parking supply rates with the evolving TDM ordinance was also identified.

Next Steps

- Refine the draft parking code changes and develop scenarios that range from minimum changes to significant reductions in required parking.
- Coordinate with the ongoing TDM ordinance development process to link the range of parking reductions in each scenario to comply with specific TDM regulations.
- Update Boards, Commissions and Council on findings re: existing parking supply and utilization by land use.
- Present the updated parking supply rate scenarios to Boards, Commissions, and Council for consideration.
- Based on feedback from Boards, Commissions, and Council, develop a recommended set of parking code updates.

Parking Pricing

In Fall 2016, Community Vitality and Parking Services conducted a Parking Pricing Practitioner Panel on the "Value of Parking". The panel was comprised of parking and downtown management professionals from across the nation. Public process and feedback led to the formation of next steps and an action timeline. During 2017, Community Vitality and Parking Services plan to analyze parking-related fees in an effort to maximize the management of parking resources in commercial areas. The review will include an analysis of on-street parking fees, garage short-term parking rates, rates between different garages, and parking citation fines.
In addition to reviewing specific rates, staff will also consider parking pricing as a tool to redistribute parking demand in the Downtown Boulder area.

Next Steps

- Initiate process with parking industry consultant to assist with demand-based pricing research comparison with like organizations.
- Analyze "big data" collected from vendor on and off street to help guide pricing decision making.
- Form a working group from boards and commissions and other organizations to assist with determining the "Value of Parking".
- Provide a recommendation of guiding principles from the working group to city council.
- Initiate public outreach and communication of proposed parking rate changes, if approved.

TDM Plan Ordinance for New Developments

The purpose of having a TDM plan ordinance is to require new developments to meet specific goals related to reducing the development's impact on Boulder's transportation system and to ensure compliance. In 2016, the project team evaluated nine commercial and seven residential developments that were required to submit TDM plans. The project team measured the plans' effectiveness and their evaluations informed the design and administration of the proposed TDM plan ordinance.

Next Steps

- Update Boards, Commissions, and Council on findings of TDM plan evaluations.
- Present updated TDM plan ordinance design concept to Boards, Commissions, and Council.
- Initiate the process of implementing the TDM ordinance for future new development, if council gives direction to move forward.

NPP Review

During 2017, Community Vitality and Parking Services, with guidance from city council, plans to undergo a review of the NPP. The review will include an analysis of NPP zone creations and expansions; resident, commuter, and visitor permit pricing; and zone time limits for commuters. Staff will also consider neighborhood parking issues that are not addressed by current NPP regulations.

Next Steps

- Initiate process with parking industry consultant to assist with a research comparison of similar organizations with neighborhood permit programs.
- Examine the NPP and regulations starting in the 4th quarter of 2016 into 2017.
- Consider the NPP and related issues within the broader AMPS context.
- Provide a recommendation of guiding principles from the working group to city council.
- Create a public outreach process.

ACCESS MANAGEMENT & PARKING STRATEGY

Preparing for THE FUTURE

AMPS was designed to be a guiding framework that balances today's multimodal access needs, trends, and choices while also preparing for inevitable shifts in demographics, economics, travel choices, physical design, and technology.

This concluding chapter touches on a few emerging trends that will likely influence and shape how people travel to and around Boulder for years to come:

- Shared travel options
- Data-driven management
- Adaptive reuse principles
- Autonomous and Connected Vehicles (AV/CV)
- Electric Vehicles (EVs)

SHARED TRAVEL OPTIONS

Promote shared travel options over tools that push users to a single mode each day.

One-way travel options are rapidly expanding. These include walking, transit, bike share (B-Cycle), TNCs, carsharing (eGo), and much more. In the near future, shared autonomous vehicles will likely also join this category of transportation options. These travel choices give users even more choices for first- and last-mile connectivity and greater opportunity to live a car-free or "car-lite" lifestyle. Boulder's existing SUMP philosophy for parking management is a great example of how the city is effectively managing a limited resource today while also preparing for changing travel behaviors in the future.

DATA-DRIVEN MANAGEMENT

Pursue data-driven management practices to improve system efficiency and share information effectively.

Performance-based parking pricing, Uber's "surge pricing," and peak-hour transit fares are all examples of how to use pricing to address peak demands. Real-time data collection and analysis—such as commute mode detection that can distinguish between biking, SOV, carpooling, and transit use—will lay the foundation for effective system management moving forward. Boulder has demonstrated a commitment to making data-driven parking and access management decisions by updating its PARCS equipment in publicly-owned parking garages and collaborating with data analytics company, Smarking. Informed decision-making is a Boulder community value. By putting these tools in place now, Boulder will be well-positioned for future policy updates and financial investments.

ADAPTIVE REUSE PRINCIPLES

Consider adaptive reuse principles in new investments that are based on current conditions.

While autonomous vehicles are likely to have a profound effect on transportation systems in the coming years, there are simply too many uncertainties to be able to accurately predict associated changes in land use. Flexible design principles that allow buildings to adapt to different uses are likely to be cost-effective investments. Developing new parking structures that are able to either incorporate an automated vehicle storage and retrieval system (AVSRS) or transform to an alternate use will ensure that the structures are cost-effective investments, whether parking demands increase or decrease.

AUTONOMOUS & CONNECTED VEHICLES

Q&A with Dr. Doug Gettman
Global Director of Smart Mobility and AV/CV Consulting Services, Kimley-Horn and Associates, Inc.

Q: What is the single most significant impact of AV/CV to the parking industry, from your perspective?

A: *If I have to pick just one, I would say in the long-term, likely more than ten years from now, as Level 4 driverless vehicles (aTaxis, whether or not they are shared-rides) become more capable to negotiate the majority of roadway facilities, the vast seas of parking lots we currently have around malls and shops in some parts of the country will not be as necessary. We currently seem to build parking lots for the 99th percentile demand day, generating so much land area that goes unused most of the time. The Level 4 driverless fleets of aTaxis may be more efficiently parked in different configurations—perhaps more like how rental car facilities are currently operated (nose-to-tail) since availability of individual vehicles in the middle of the lot is not necessary. SUVs, small vehicles, trucks, etc. could be parked in separate lanes and the next vehicle of a certain type could be dispatched to a user from the front of the queue. Self-driving Level 3 vehicles (privately owned) will still need some traditional parking facilities, as individual owners will need access to their own vehicles at any time.*

Q: When should cities start thinking about how AV/CV technology will impact them?

A: *We're asked these kind of questions from our public agency clients now; however, the industry as a whole doesn't need to start redesigning parking lots for at least another five years or so. Most of the release dates we see from AV/CV developers for revenue service for taxis are not until at least 2021. However, it isn't clear what capabilities those aTaxis will have initially. Being able to drive on "any" street from any origin to any destination (and park in any lot), completely driverless, is a pretty big challenge. Businesses and parking lot/garage owners that want to be early-adopters or trailblazers could start partnering today with AV developers and parking facility designers to start piloting new concepts and doing demonstration projects.*

Q: What are your best "go-to" resources on the topic?

A: *Alain Kornhauser from Princeton/ Soterea has an excellent curated newsletter of AV-related news items , including his seasoned commentary, that he distributes about once a month.*

ITS America's SmartBrief *newsletter typically picks up AV announcements as they happen within 1-2 days.*

Traffic Technology Today *has an excellent email newsletter.*

IMPACTS OF EVs

To help support the trend of increased EV ownership, cities across the nation are looking at how to incorporate and prioritize EV investments into existing infrastructure.

Items for consideration include:

- Quantity and location of charging stations, including possible location prioritization
- Variety of charging stations offered (Levels 1-3)
- Fee schedule or time stay limit for EV spaces
- Full or self-service offerings
- Communication and signage to promote utilization
- Payment options

VII. APPENDIX II: 2019 CAMP HIGHLIGHTS

2019 CAMP HIGHLIGHTS

PARK-TO-PARK

"The CAMP program worked well this summer. ***We saw less congestion in the leasehold, enforcement was better, and employees continued to use alternate methods of transportation when possible.***

We heard many positive comments about the shuttle from our guests and residents. Several people said they wish the program could be extended to every day of the week in the summer."

~ Shelly Benford
Executive Director
The Colorado Chautauqua Association

642 AVERAGE DAILY RIDERS
⬇ **3** SINCE 2018

21,187 TOTAL RIDERS
⬇ **484** SINCE 2018

794 AVERAGE DAILY PARKING
⬆ **34** SINCE 2018

26,266 TOTAL PARKING TRANSACTIONS
⬆ **1,182** SINCE 2018

DAYS WITH MOST SHUTTLE RIDERS

JULY 4	JULY 7	JUNE 8
1,404	1,071	1,050

VIII. APPENDIX III: NEIGHBORHOOD PARKING PERMIT PROGRAM HIGHLIGHTS

Neighborhood Parking Permit Program

Highlights

Started in 1994 to provide neighborhood livability

Started with **3** NPP Zones in 1994

Has expanded to **12** NPP Zones in 2019

NPP Program Reach

Currently serves **3,481** Households

Parking Enforcement Officers monitor **16.5** Miles in NPP zones

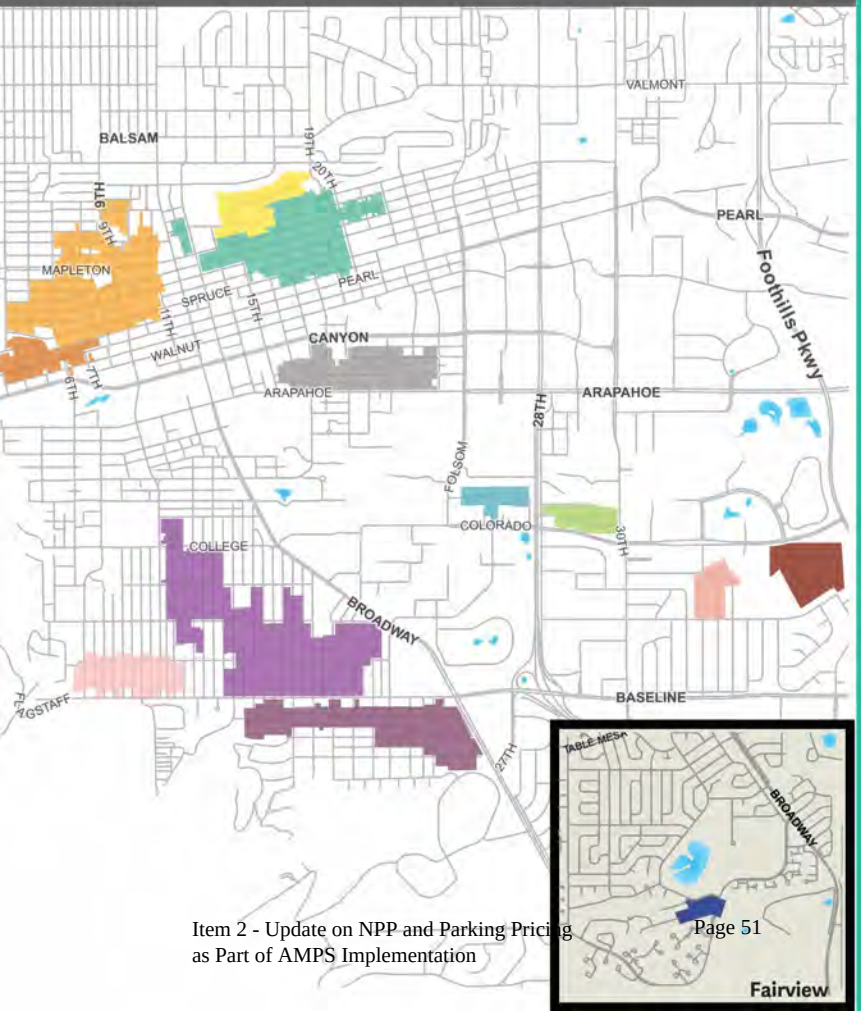
Between January and October 30th in 2019, the City provided:

1812 NPP Residential Permits

266 NPP Commuter Permits

7 NPP Business Permits

NPP Zones



NPP Definitions

NPP Residential Permits
Residents who live in a NPP zone can purchase up to two resident permits for each vehicle registered in their name, per year. With the purchase of a resident permit, each household may receive two free visitor permits at no additional cost.

NPP Commuter Permits
Businesses with addresses located within one of the 12 residential zones may purchase up to three business permits for use by its employees for each year. Large businesses with addresses located in an NPP zone may apply for additional employee parking permits.

NPP Business Permits
Nonresident commuter permits are available on a limited basis and are specific to one neighborhood parking zone block.

NPP Legend

- Whittier
- High - Sunset
- Mapleton Hill
- West Pearl
- Chautauqua (pilot)
- University Hill
- Park East Square
- Goss - Grove
- University Heights
- Columbine
- East Ridge
- East Aurora
- Fairview

IX. APPENDIX IV: DRAFT AMPS IMPLEMENTATION: NPP EVOLUTION AND PARKING PRICING STUDY RFP SCOPE

CITY OF BOULDER: AMPS IMPLEMENTATION PROJECT (NPP & CITYWIDE PARKING PRICING) NOVEMBER 2019

Request for Proposal (or Qualifications) Development

The City of Boulder (COB) has engaged The Solesbee Group (TSG) to draft an RFP/Q that will be used to engage a qualified consultant (or team of consultants) to assist the City of Boulder with development of an implementation plan for two elements of the Access Management and Parking Strategy (AMPS): 1) NPP Phase II and 2) a comprehensive, citywide parking pricing assessment.

To effectively accomplish this task, TSG wishes to establish the direction of the RFP/Q with specific guidance from the AMPS-NPP Working Group and AMPS-NPP Leadership Team (including tasks, format and pricing). The following outline details the items that have been identified to date (by TSG, COB staff) for inclusion in the RFP/Q. Input on this outline was also provided by the AMPS-NPP Working Group during their regular meeting on October 10, 2019:

- Detail the consulting team's approach to project management, internal communications (with the client) and proposed project organization (e.g., form a new working group, use existing working groups).
- Document the background and history of the original Neighborhood Permit Parking (NPP) Program, the NPP Program Update and the Parking Pricing Assessment that was completed as part of the AMPS implementation efforts.
- Document policy context of related city goals/vision/objectives from the Comprehensive Plan, TMP Update, AMPS and B.R.C.
- Assess alignment of current program with policy context and goals stated for the program in the BRC.
- Coordinate with other COB staff and consulting teams working on complementary issues, including land use planning code revision effort, Chautauqua Area Management Plan (CAMP) and curbside management.
- Document existing conditions for:
    - NPP operations (e.g. permitting, data collection, enforcement, overall management and staffing)
    - Parking pricing citywide
    - Existing B.R.C. references to neighborhood permitting and parking pricing for permits, on-street, off-street, fines, special events, special use permits, development planning, etc.
    - Identify data needs to assess program alignment and gaps in available data
- Research alternatives to traditional Neighborhood Permit Programs, including consideration for permit, district management and/or parking or Transportation Demand Management benefit districts that include access to open space, industrial land uses, mixed-use redevelopment areas, medical and/or large corporate campus land uses.
- Revisit, evaluate and update the criteria for how NPP zones are created or are discontinued.

- Conduct a comprehensive pricing analysis for the City's public parking assets, including on-street, off-street, permits (neighborhood, district, commuter, curb lane/right of way management, e.g., loading, TNCs, deliveries), fines and other miscellaneous special uses (e.g., food trucks, micro-mobility devices, special events, construction). This should be completed within the context of both demographic and parking program peers. Include information from aspirational peers as well (from both the US and Abroad).
- Develop a menu of recommendation options for the COB team to consider and rank. All options should consider feasibility, ease of implementation and the COB's safety goals (Vision Zero). Options should include, at a minimum:
    - **NPP:**
        - Specific strategies to update the existing NPP Program.
        - Viable alternatives to the existing NPP Program that achieve the City's goal of effectively managing the diverse parking needs of residents, commuters, guests, employees and businesses that use public parking resources located within (and/or are adjacent to) neighborhoods, commercial districts, open space, medical, educational or/and corporate campuses.
    - **Parking Pricing:**
        - A comprehensive, integrated and citywide approach to pricing the City's diverse parking offerings. The approach should be data-driven, competitive with regional and national/international peers and must take into account the City's commitment to reducing single occupancy vehicle usage and promoting alternative forms of transportation.
        - Any pricing strategy must be transparent and the tool used to define/calculate pricing options should be provided to COB staff for use after the consulting engagement.
- Provide a detailed "alternatives analysis" for implementing each of the recommended options, including start-up costs, anticipated revenues and expenses (if applicable), staff resource impact, and community impact. In addition to the cost-benefit assessment, gaps in existing data should be identified. The alternatives analysis should include what steps are appropriate for immediate implementation and what should wait until the required data is available (a data-driven approach to prioritization).
- Develop a implementation action plan that details specific strategies to jump-start implementation activities (low-hanging fruit) and show quick wins, as well as mid- and longer-range strategies and accountability measures. This action plan should be prioritized in consultation with COB staff, community partners and local stakeholders.
- Create a compelling project narrative and communications plan to support both the consulting engagement and implementation plan. As much as possible, this effort should draw directly from the AMPS implementation plan to demonstrate "AMPS in Action".
- Define a truly innovative public engagement process which goes beyond informing or consulting with the public to collaborating with the public. Any community engagement process must comply with the City of Boulder's adopted Community Engagement Guidelines.

- All proposals should support COB staff in their work to translate past and current planning and visioning work into excellence in operations and implementation.

Project Timing

Based on this high-level draft Scope of Work, and with TSG's knowledge of the COB structure, staff capacity and workload, it is anticipated that a reasonable project timeline would be 12 months in total (from kick-off meeting through final deliverable). Additionally, TSG would recommend that the COB request that the consulting teams all participate in a mandatory pre-proposal meeting to help ensure that the RFP/Q responses are in line with the City's expectations.

Project Budget

The City of Boulder should anticipate a project budget of between $125,000 and $175,000 for a qualified consultant and/or team of consultants for the Scope of Work outlined above. The one item that could push this range higher is a truly extensive and innovative pubic engagement effort. It is strongly recommended that the City of Boulder request that consulting teams provide their proposals as a base proposal plus a menu of recommended options to allow for maximum flexibility in finalizing the selected consultant's scope of work and cost.

ATTACHMENT A

CITY OF BOULDER
CITYWIDE PRICING POLICY GUIDELINES

I. INTRODUCTION

The guidelines in this document represent the City of Boulder's approach to establishing user fees. The guidelines provide a framework for individual departments to use in identifying services which should be fee-based and in determining the appropriate level for the fee.

In addition to the citywide guidelines, each department will have a written policy describing the method for setting user fees within that area. As an individual department's user fees come up for a comprehensive review by Council, they will be evaluated in terms of the guidelines and, if appropriate, a plan for aligning them more closely with the citywide guidelines will be implemented.

II. OVERVIEW

A. When establishing user fees, the following should be taken into consideration:

1. Whether the service benefits the community in general or only the individual or group receiving the service.

2. Whether the individual or group receiving the service generated the need and therefore the costs of providing the service.

3. Whether imposing the full cost fee would pose a hardship on specific service users or other providers.

4. Whether community values sanction taxpayer subsidization of the cost of service for certain special needs individuals (e.g. disabled or low-income).

5. Whether the level of the fee affects demand for the service:

   a. Is it possible and desirable to manage demand for a service by changing the level of the fee? (Increasing a fee may cause significant decline in demand for the service and, correspondingly, decreasing a fee may create a significant increase in demand.)

   b. Are there competing providers of the service in the public or private sector? (The existence of competition may determine a competitive "market rate" for the service.)

III. PRICING POLICY GUIDELINES

The general guidelines of the City of Boulder regarding user fees is based upon the following considerations:

A. Full Cost Recovery:

1. User fees should recover the full cost of services which benefit specific groups or individuals. An example of this type of service is beach operations at the Boulder Reservoir.

2. User fees should recover the full cost for those services provided to persons who generate the need for those services. An example of this type of service is a special event that requires Police presence.

3. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**

   a) The individual or group using the service is the primary beneficiary.
   b) The level of service use attributed to a user is known.
   c) Administrative costs of imposing and collecting the fee are not excessive.
   d) Imposing a full cost fee would not place the City at a competitive disadvantage.
   e) The service is usually provided by the private sector, but may also be provided by the public sector.

B. Partial Cost Recovery:

1. User fees may recover less than full cost for those services for which the City desires to manage demand. An example of this type of service is the Downtown Employees Bus Pass Program.

2. User fees may recover only partial cost from those individuals who cannot pay full cost due to economic hardship. An example of this type of service is the Reduced Rate Program in the Parks and Recreation Department.

3. A user fee may not recover full cost if competitive market conditions make a full cost fee undesirable. An example of this type of service is an aerobics class offered through the Parks and Recreation Department.

4. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**

   a) Services benefit those who participate but the community at large also benefits.
   b) The level of service use attributed to a user is known.
   c) Administrative costs of imposing and collecting the fee are not excessive.

d) Imposing a full cost fee would place the City at a competitive disadvantage.
e) The service is usually provided by the public sector, but may also be provided by the private sector.

C. No Cost Recovery:

1. Tax dollars should support essential City services that are available to and benefit everyone in the community. An example of this type of service is City Clerk election services.

2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**

a) The service is equally available to everyone in the community and should benefit everyone.
b) Because the service is basic, it is difficult to determine benefits received by one user.
c) The level of service attributable to a user is not known.
d) Administrative costs of imposing and collecting a fee exceed revenue expected from the fee.
e) Imposing the fee would place the City at a serious competitive disadvantage.
f) The service is **primarily** provided by the public sector.
g) Charging a fee would result in undesirable behavior.

D. Enterprise Center:

1. User fees could recover more than the full cost for a service in order to subsidize other services provided to the community.

2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**

a) Individuals or groups benefit from the service and there is little community benefit.
b) The level of service use attributable to a user is known.
c) There is excess demand for the service; therefore, allocation of limited services is required.
d) Administrative costs of imposing and collecting the fee are not excessive.
e) The service is provided at market price by the private sector.

E. Other Considerations:

1. Administrative costs of collecting fees should be small relative to the revenue generated from the fee.

2. Non-residents do not pay the full level of City taxes. Therefore, non-residents will pay a premium of ___ above the standard fee for the service. (The current pricing policy guideline is 20% above the standard fee; would Council like to increase this percentage?)

IV. DEFINITIONS

A. Costs

1. Direct Costs

Direct costs are all the specific, identifiable expenses associated with the actual provision of a service.

2. Indirect Costs

a. Department Overhead

Department overhead includes the administrative costs of the Department and earmarked operating reserve accounts, Fund debt service (when part of the cost of providing a service), and contractual payments as appropriate.

b. Citywide Overhead

Citywide overhead includes the costs of all the City's general support services (e.g. Finance, Human Resources...) as well as citywide equipment replacement costs. In this costing of services, the 1994 Cost Allocation Plan identifies these costs, which are then distributed to cost centers.

3. Add-Ins/Take-Outs

When a service to the public is supported by activity budgeted in another cost center, fund or department, the costs that activity are "taken out" of the cost center providing support and "added in" to the cost center most directly providing the identified service to the public.

B. Fees

1. Full Cost Fee

A fee that recovers the total cost of a service (the sum of direct and all indirect costs).

2. Partial Cost Fee

A fee that recovers something less than the full cost. This could be a percentage of direct costs, all direct costs, direct plus a percentage of indirect, etc.

3. Market Rate Fee

Once the market is defined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), then a market rate fee can be set. A market rate fee is based on demand for a service. The fee is set at the highest level the market will bear for the service in question.

C. Sources of Funds

Funding sources for services provided directly to the public can include revenues generated from taxes, grants, fees, or some combination of these three.

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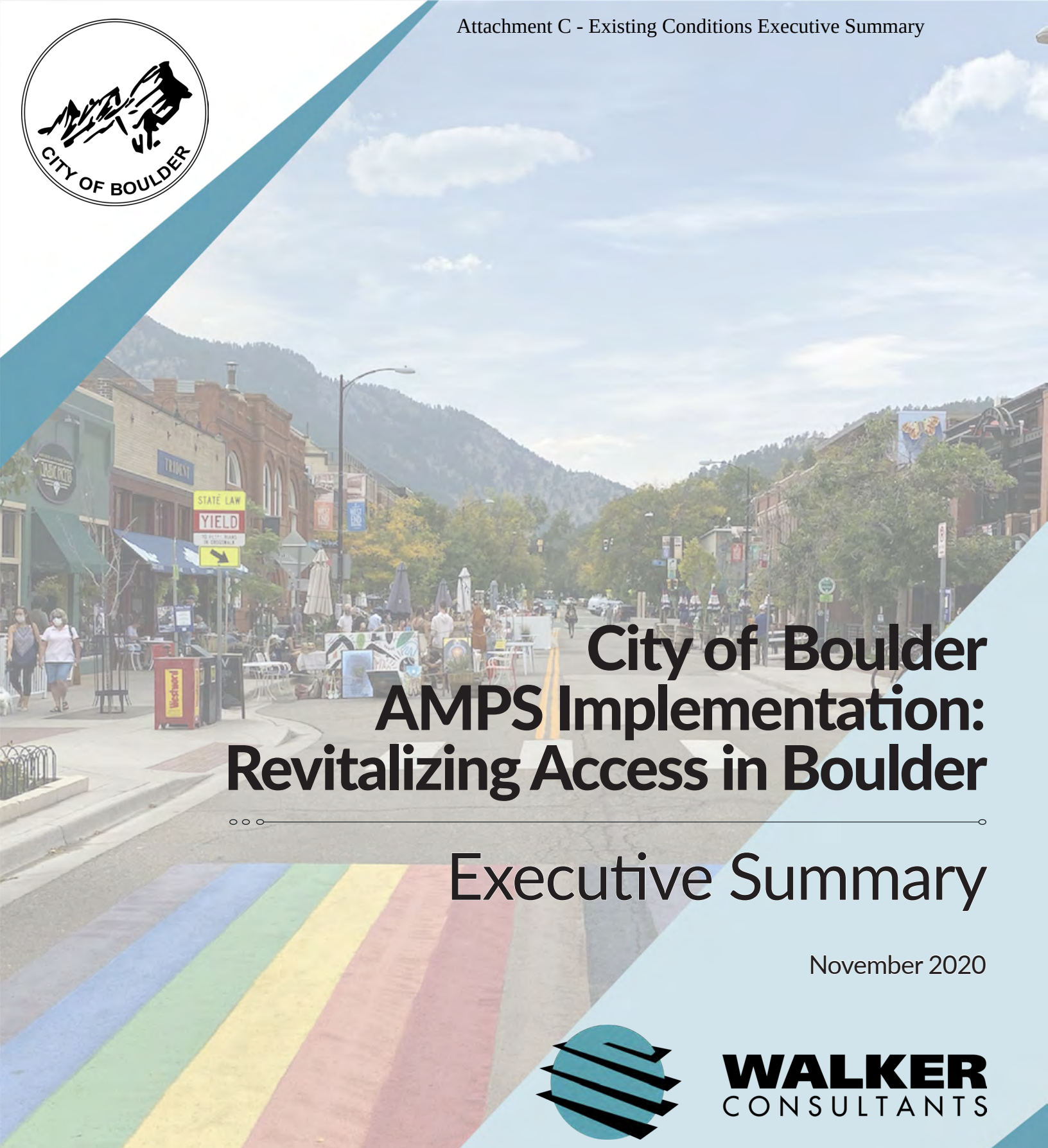


City of Boulder AMPS Implementation: Revitalizing Access in Boulder

Executive Summary

November 2020

WALKER CONSULTANTS

EXECUTIVE SUMMARY

Boulder is a leader in providing travel options for a broad and far-reaching community through active and effective management of the city's parking and access resources. To improve and guide this mission, the Access Management and Parking Strategy (AMPS), adopted by City Council in 2017, aims to support the balance between providing enough vehicle parking options while reducing the impacts vehicles have on our shared quality of life. Throughout 2020 and 2021, the city is moving forward with two key components of the AMPS workplan—reimagining the Neighborhood Parking Permit (NPP) Program, which has been in place in its current form since 1994, to better reflect the needs of the Boulder community, as well as developing a new pricing approach for city-maintained on-street and off-street parking spaces.

This report builds a foundation for these efforts by summarizing existing conditions related to various components of the city's parking and access resources and factors influencing the Boulder community's travel decisions. The report includes four topic sections, each with a core purpose to help develop recommendations and strategies for a better transportation future.

PLANNING CONTEXT

The city has already made significant strides to create a framework for Boulder's parking and access future. These efforts chiefly reflect the work of the Access Management and Parking Strategy (AMPS), a policy document for parking and transportation adopted by City Council in 2017. This project is one piece in the larger puzzle of the AMPS workplan; as part of this workplan, the city has achieved or is undergoing several initiatives, including parking planning, pricing and transportation demand management updates.

This work is also reflective of many other adopted plans and policies, including the Sustainability Framework, the Boulder Valley Comprehensive Plan, the Transportation Master Plan, the Economic Sustainability Strategy and the Climate Commitment.

KEY PLANNING PRINCIPLES

This report is supported by several best practice planning principles that guide analysis and future recommendations. These include:

- **The importance of managing parking and access:** Active management of parking and access citywide provides a multitude of benefits to the community, including more effective distribution of parking occupancy, equity for all users regardless of travel choice and reduced vehicle congestion, among others.
- **The value of the public right of way:** The public right of way, including the curb—meaning the area where the street meets the sidewalk—serves as a travel way, a

Active management of the curb improves access for all travel choices.

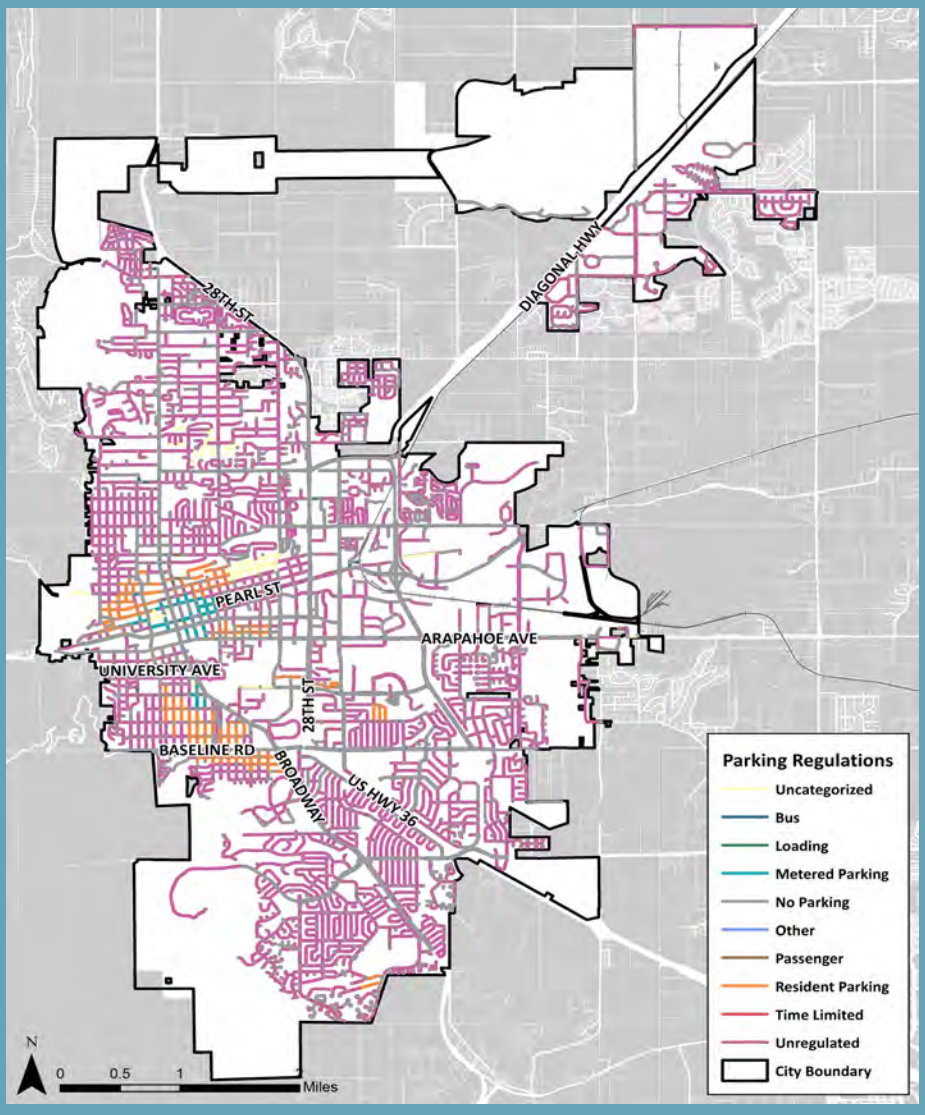
pedestrian realm, a community gathering and greening space and a flexible zone for transit access, vehicle storage, passenger pick-up and drop-off, deliveries and more. This space is a valuable public resource and cities should seek to find its highest and best use in all locations.

- **Neighborhood-specific parking solutions:** Neighborhood-specific parking solutions, like the NPP Program, can help preserve the distinct character of neighborhoods and shape parking and access outcomes that meet the needs of a neighborhood's singular community.

- **Parking pricing as an access management tool:** Parking pricing is an important aspect of any access management strategy, and can help support travel choices outside the personal vehicle, improve parking occupancy distribution and support sustainability goals by reducing reliance on personal vehicles for certain trips.

AN OVERVIEW OF PARKING AND ACCESS RESOURCES

This overview provides a foundation for understanding policies and practices the city uses to manage parking, as well as how parking is supplied and used throughout the city.

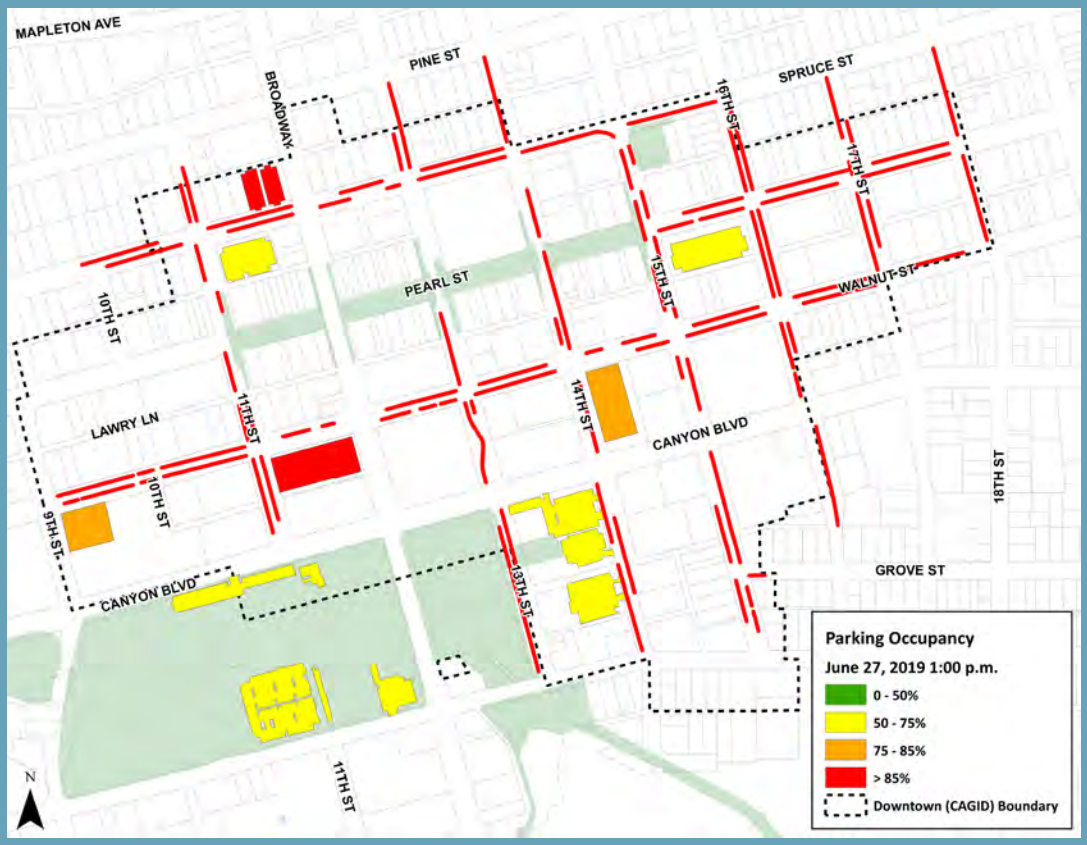


Curb lane by use, city-wide

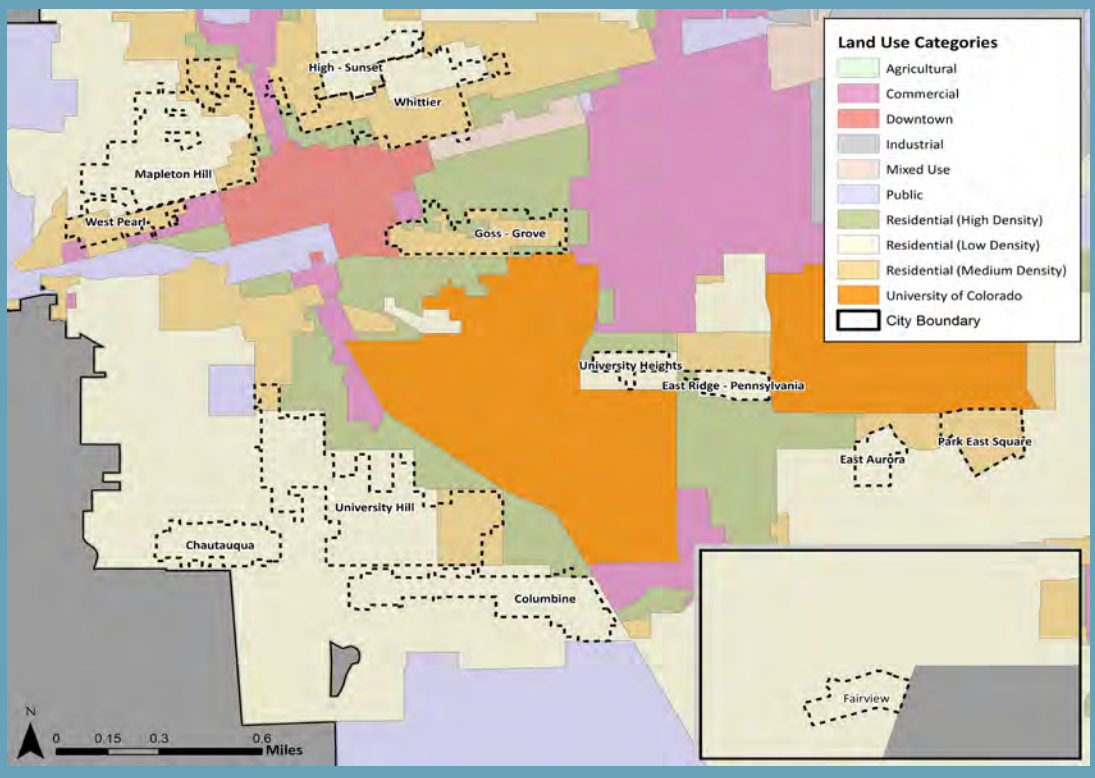
Boulder has an existing framework for managing parking and access resources on a district and neighborhood level.

Not surprisingly, the areas of the city in which parking is actively managed are those where parking occupancy is typically the highest. The highest continual parking occupancy is concentrated downtown, where both public on-street and most public off-street facilities approach or reach capacity during the busiest hours of the day (generally between 12 p.m. and 3 p.m.). Other districts, like the University Hill General Improvement District and the Boulder Junction Access Districts, experience a lower overall parking occupancy with some busy periods.

The Neighborhood Parking Permit (NPP) Program is one method of district-level parking management. The 13 zones in the NPP Program vary in terms of how well they fulfill this original intention; surveys conducted among NPP holders in 2017 indicate that some zones, like East Aurora, East Ridge and Mapleton, are very successful, while others, like West Pearl and Whittier, are not as successful.



Parking occupancy in downtown Boulder on a typical weekday at 1 PM



NPP zones and surrounding primary land use context

CURRENT FACTORS IN TRAVEL CHOICES AND DECISION-MAKING

Exploring current factors in travel choices helps create a foundational understanding of how the Boulder community makes travel decisions.

Modal Split of All Trips	Have an EcoPass?	
	No	Yes
Personal Vehicle	42.5%	31.5%
Multiple-Occupancy Vehicle with Adults Only	14.6%	11.1%
Multiple-Occupancy Vehicle with Children	11.0%	7.6%
Bus (Transit), including School Bus	1.8%	7.4%
Bicycle	14.1%	18.7%
Foot	16.0%	23.7%

Parking pricing is another key factor in choosing a travel option. The city's rates for public, managed parking both on-street and off-street are generally set at $1.25 per hour, with some graduated increases for longer stays. The city charges nominal rates to purchase resident ($17/year), business ($75/year) and commuter ($100/quarter) parking permits. However, pricing is only one means of influencing progress against all AMPS goals.

PROJECTED CHANGES TO PARKING AND ACCESS RESOURCES

Understanding projected changes to parking and access resources—whether driven by private development or city-led initiatives—guides how parking supply, use and other patterns related to parking and travel might change in upcoming years, as well as helps to "future-proof" recommendations.

Known developments in downtown, in the Boulder Junction Access District and in the University Hill General Improvement District are

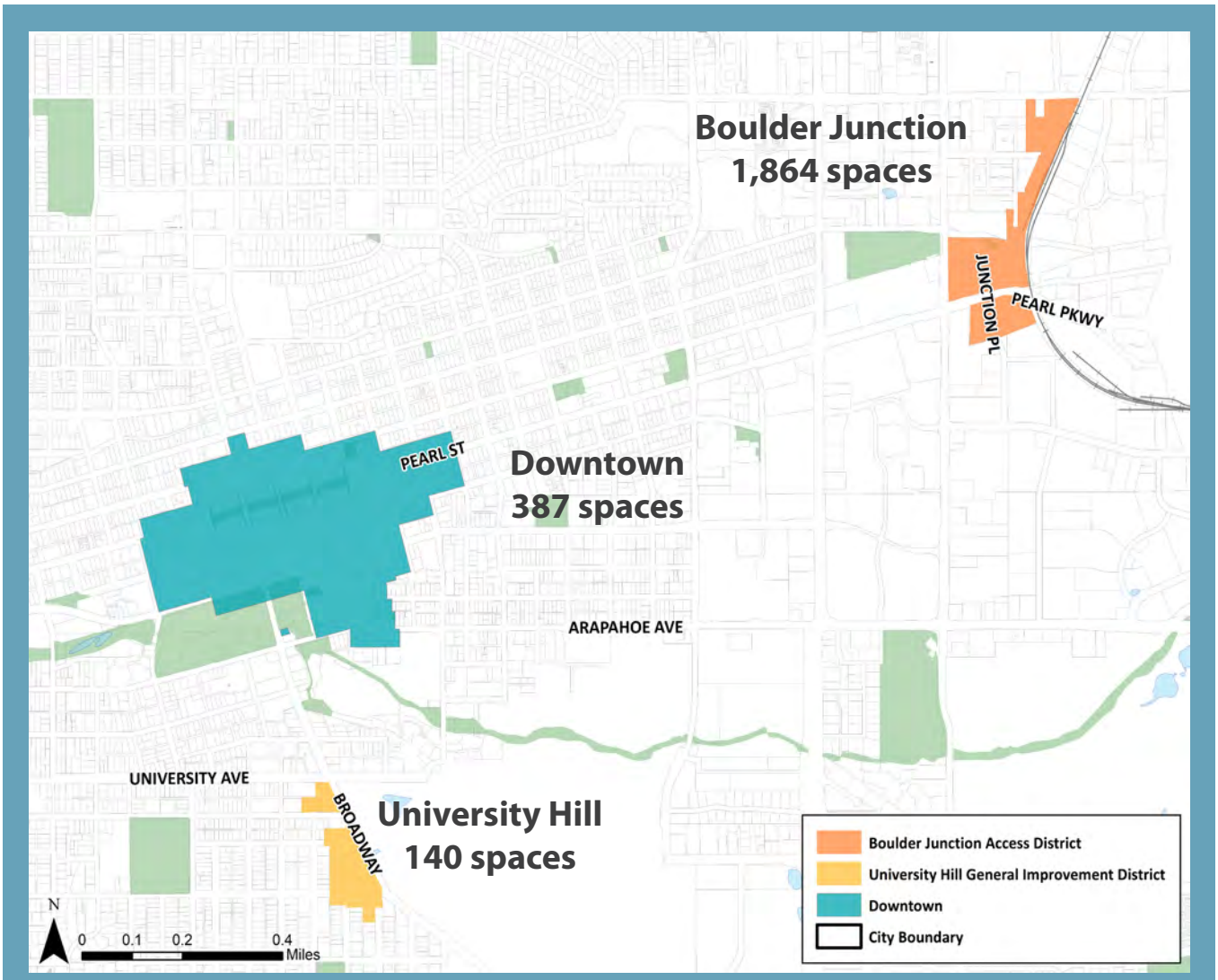
The city is very active in the development and implementation of programs to influence travel decisions. Staff has been dedicated to develop and implement programs to support and encourage travel choice outside of a personal vehicle, such as the EcoPass Program. These initiatives have a high impact on the Boulder community's travel decisions and the percentage of people who use options other than a personal vehicle, as summarized to the left from the 2018 Modal Shift Survey.

Type	Hourly	Permits
On-Street	$1.25 per hour Limits vary Meter feeding prohibited ADA accessible spaces metered at same rate	Not available
Surface Lots	Hours 1-3: $1.25 per hour Hours 4+: $2.50 per hour	$270 per quarter University Hill Lot $210 per quarter
Garages	Weekdays: Hours 1-3: $1.25 per hour Hours 4+: $2.50 per hour $3 flat fee after 3pm until 3am. Weekends: Free*	$465 per quarter
Neighborhood Parking Permit	Not applicable	$17 per year for residents $75 per year for business $100 per quarter for commuters

**** The 3:3:3 pricing in the garages is a pilot program***

expected to increase access needs in these areas. The following map summarizes how these known developments are expected to increase access needs in each district.

Beyond the impacts of private development, the city is making progress on several significant advancements in parking and access within the community, including expansion of the EcoPass program, safety and security initiatives for cyclists, an evening garage pricing pilot to provide $3 afternoon and late night parking for downtown visitors and workers and more.



Expected future increases in vehicle access/parking needs for known future developments by key district

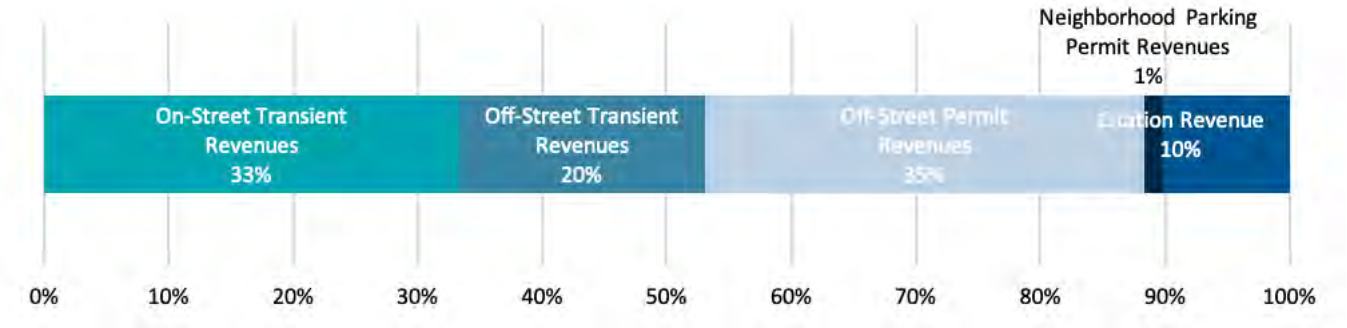
FINANCIAL HEALTH OF THE CITY'S PARKING AND ACCESS RESOURCES

The financial metrics of the city's parking and access resources help to evaluate potential revenue and budget implications for future programs and strategies.

Overall, the city's parking and access resources typically generate about as much revenue as it costs to manage and maintain them. While the city generates more revenue per managed parking space than industry average, it offers a considerably higher level of services and program maintenance than comparable agencies do.

The NPP Program must use other funding sources to pay for its expenses, as it does not generate sufficient revenue to cover them. The city has chosen to subsidize this program through the General Fund due to the contributions it makes toward the city's parking and access vision.

The annual parking and access resources budget of approximately $12 million is generated by on-street and off-street hourly parking revenues, as well as off-street and NPP permit revenues. There is additional revenue generated from citations which goes to the General Fund to support parking enforcement as well as administrative activity through Municipal Court. The annual parking and access resource budget supports not only operating and maintaining the parking programs and its assets, but administering the Eco Pass Program, NPP program, supporting special events and economic vitality and placemaking, among many other initiatives and operational costs. More specifically, revenues from on-street parking go towards the city's General Fund, whereas off-street parking revenues are reinvested within their respective general improvement district. Currently, over 50% of the NPP program costs are covered by NPP permit revenue. The remaining approximate 40% is subsidized by the General Fund.



CONCLUSION

This Revitalizing Access in Boulder work furthers the framework that Boulder has created to shape its parking and access future, and is part of the AMPS workplan, alongside other city initiatives in parking planning, parking pricing and transportation demand management. The project scope includes a reimagination of the Neighborhood Parking Permit (NPP) Program, which has been in place in its current form since 1994, to better reflect the needs of the Boulder community, and the creation of a new pricing approach for city-maintained on-street and off-street parking spaces. This Existing Conditions report builds a foundation for these efforts by summarizing existing conditions, as they are presented prior to the impacts of COVID, related to various components of the city's parking and access resources and factors influencing the Boulder community's travel decisions.

AMPS Implementation Leadership Team

Name	Department	Position
Bill Cowern	Public Works	Deputy Director of Transportation and Mobility
Cris Jones	Community Vitality	Deputy Director of Community Vitality
Jacob Lindsey	Planning and Development Services	Director of Planning and Development Services
Chris Hagelin	Public Works	Acting GO Boulder Manager, Senior Transportation Planner
Mary Ann Weideman	Public Works	Interim Director of Public Works
Edward Stafford	Development Services	Development Review Manager
Dan Burke	Open Space & Mountain Parks	Director of Open Space & Mountain Parks
Natalie Stiffler	Public Works	Deputy Director of Transportation and Mobility
Sarah Huntley	Communication	Director of Communications and Engagement
Sandra Llanes	City Attorney's Office	Deputy City Attorney
James Cho	Municipal Court	Municipal Court Administrator
Erika Vandenbrande	Public Works	Director of Transportation and Mobility
Chris Meschuk	City Manager's Office	Deputy City Manager, Interim Planning Director
Yvette Bowden	City Manager's Office/Community Vitality	Asst City Manager/Director of Community Vitality

AMPS Implementation Staff Working Group

Name	Department	Position
Cris Jones	Community Vitality	Deputy Director of Community Vitality
Chris Hagelin	Public Works	Acting GO Boulder Manager, Senior Transportation Planner
Michele Scanze	Community Vitality	Program and Project Specialist
Michael Sweeney	Public Works	Transportation Engineer
Mark Woulf	Community Vitality	Senior Manager
Leah Mayotte	Community Vitality	Product Support and Customer Service Supervisor
Ryan Noles	Public Works	Senior Transportation Planner
Allison Crump	Public Works	Transportation Planner, Interim TDM Program Manager
Leo Pelle	Community Vitality	Parking Enforcement Supervisor
Deryn Wagner	Open Space and Mountain Parks	Planning Supervisor

Eric Davis	Community Vitality	Operations and Asset Manager
Karl Guiler	Planning and Development Services	Senior Planner
Jenny Godwin	Public Works	Associate Planner

Boulder AMPS Implementation: Revitalizing Access in Boulder

Access to our city through great transportation options contributes to Boulder's high quality of life. For those that choose to drive, the Access Management and Parking Strategy (AMPS), adopted by City Council in 2017, seeks to ensure that the provision of vehicle parking is balanced with efforts to manage parking demand and reduce vehicle impacts on our quality of life. In the year ahead the City is moving forward with two key strategies to pursue and maintain a better balance of access and parking needs.

PROJECT PURPOSE

The project purposes are:

1. To re-imagine the current Neighborhood Parking Permit Program (NPP) to ensure that the program reflects the needs of the entire community, now and into the future.

2. To measure and capture the value of public space dedicated to vehicle storage through the creation of a new pricing approach that aligns with community priorities. The pricing approach will be applied to city-maintained on- and off-street parking spaces, including adjustments to fees for parking permits and fines for parking code violations.

Both strategies support our community's goal of providing equitable and efficient access for a diversity of people using all transportation options.

PROJECT WEBSITE
WWW.ACCESS4BOULDER.COM

GET INVOLVED

The outcomes of this project will affect Boulder residents and visitors alike. Because of that, the Boulder community—every member—is a key partner in this effort. Throughout the duration of the project, there will be many opportunities for community members to share experiences, offer ideas and provide feedback.

ONGOING: A website with information about the project, regular project updates, and a full suite of virtual engagement platforms will be launched in fall 2020 and remain open until the end of the project.

NOVEMBER 2020: A 3-day virtual charette is planned to share analysis, workshop ideas, and gather feedback.

SPRING 2021: An additional opportunity to learn about the project and share feedback will be held in the spring of 2021, either virtually or in-person if public health conditions allow.

WHAT IS THE PROJECT SCHEDULE?

SUMMER 2020 - FALL 2020
Analyze and define existing conditions of NPP Program and pricing for on-and off-street parking spaces maintained by the city.
Existing Conditions

FALL 2020 - WINTER 2020 - 2021
Develop a series of strategies for the NPP Program and pricing for on-and off-street parking spaces maintained by the city.
Strategy Development

WINTER 2021 - SPRING 2021
Evaluate and rank strategy options.
Alternatives Analysis

SPRING 2021 - SUMMER 2021
Select and fully articulate preferred strategies, including next steps and costs.
Implementation and Action Plan

SUMMER 2020 - SUMMER 2021
Collaborate with the community to develop effective strategies and make decisions that work for Boulder.

Public Engagement

Implementación de Boulder AMPS: Revitalizando el acceso en Boulder

El acceso en nuestra ciudad a través de las excelentes opciones de transporte contribuye a la alta calidad de vida en Boulder. Para aquellos que eligen conducir, la Estrategia de Gestión de Accesso y Estacionamiento (AMPS), adoptada por el consejo de la ciudad en el 2017, busca garantizar que la provisión de estacionamiento de vehículos se equilibre con los esfuerzos para manejar la demanda de estacionamiento y reducir el impacto de los vehículos en nuestra calidad de vida. En el año que viene, la ciudad avanzará dos estrategias clave para seguir y mantener un mejor equilibrio entre las necesidades de acceso y estacionamiento.

PROPÓSITO DEL PROYECTO

Los propósitos del proyecto son:

1. Para volver a imaginar el programa actual de permisos de estacionamiento vecinales (NPP) para garantizar que el programa refleje las necesidades de todo la comunidad, ahora y en el futuro.

2. Para medir y capturar el valor del espacio público dedicado al almacenamiento de vehículos mediante la creación de una nueva estrategia para establecer precios para el mantenimiento de estacionamiento en la calle y estacionamiento fuera de la calle, incluso ajustes a las tarifas de los permisos de estacionamiento y multas por infracciónes al código de estacionamiento.

Ambas estrategias apoyan el objetivo de nuestra comunidad de proporcionar un acceso equitativo y eficiente a una diversidad de personas que utilizan todos los medios de transporte.

SITIO WEB DEL PROYECTO
WWW.ACCESS4BOULDER.COM

INVOLUCRESE

Los resultados de este proyecto afectarán a los residentes y visitantes de Boulder de manera igual. Es por eso que cada miembro de la comunidad de Boulder es un socio clave en este esfuerzo. Durante el proyecto habrá muchas oportunidades para que los miembros de la comunidad compartan experiencias, ofrezcan ideas y proporcionen sus reacciónes del proyecto.

PROCESO CONTINUO: Un sitio web con información sobre el proyecto, actualizaciones periódicas del proyecto y un conjunto completo de plataformas de participación virtual será lanzado en otoño de 2020 y permanecerá abierto hasta el final del proyecto.

NOVIEMBRE 2020: Esta planeado un taller virtual de 3 días para compartir análisis, desarollar ideas y recopilar comentarios.

PRIMAVERA 2021: Una oportunidad adicional para aprender sobre el proyecto y compartir comentarios se llevará a cabo en la primavera de 2021, ya sea virtualmente o en persona. Eso dependerá en las condiciones de la salud pública.

¿CUÁL ES LA PROGRAMACIÓN DEL PROYECTO?

VERANO 2020 - OTOÑO 2020

Analizar y definir las condiciones actuales del programa NPP y precios para los espacios de estacionamiento mantenidos por la cuidad en la calle y fuera de la calle.

Condiciones actuales

OTOÑO 2020 - INVIERNO 2021

Desarollar una serie de estrategias para el programa NPP y establecer precios por el uso de los espacios de estacionamiento mantenidos por la ciudad dentro y fuera de la calle.

Desarollo de estrategias

INVIERNO 2021 - PRIMAVERA 2021

Evaluar y clasificar las opciones de la estrategia.

Análisis de alternativas

PRIMAVERA 2021 - VERANO 2021

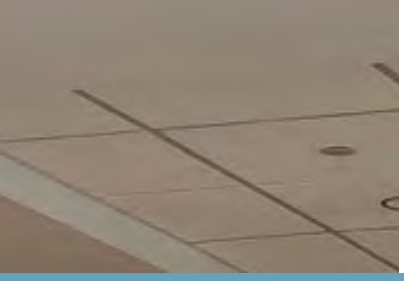
Elegir y articular claramente las estrategias preferidas, incluso los próximos pasos y costos.

Implementación y plan de acción

VERANO 2020 - VERANO 2021

Colaborar con la comunidad para desarrollar estrategias efectivas y tomar decisiones que funcionen para Boulder.

Partipación ciudadana



City of Boulder AMPS Implementation
Public Engagement Plan

Community engagement—and more specifically, community collaboration—is tantamount to our work to implement two key components of the City of Boulder Access Management and Parking Strategy (AMPS), including revitalization of the existing Neighborhood Parking Permit (NPP) Program and development of a citywide pricing strategy for parking and curbside assets, including fine-setting.

The purpose of this Engagement Plan is to detail the specifics of this collaboration effort, including:

- **How our engagement strategy follows Boulder's Engagement Strategic Framework and Decision-Making Process**
- **How decisions made as part of this implementation work will be responsive to and affect the Boulder community**
- **The relationship of our engagement strategy to engagement work completed in the development of AMPS**
- **How our engagement strategy will seek to equitably include and collaborate with typically underrepresented groups in the Boulder community**
- **Key collaboration partners, their roles for the project, and how each will be engaged**
- **How we will measure the success of our engagement strategy**

CITY OF BOULDER ENGAGEMENT STRATEGY FRAMEWORK

In response to findings and recommendations developed by a 14-member Public Participation Working Group and presented in 2017, Boulder developed a strategic framework to engage the community in the completion of city projects. The framework includes a categorization of projects in terms of the community's role—from "inform," wherein the community is regularly updated on project progress and decisions, to "collaborate," wherein the community is an active partner in the creation of solutions, strategies, and ultimate decisions. Given the nature of this project and its broad impact on the Boulder community and their day-to-day lives, the public will have a collaborative role throughout the AMPS Implementation process.

In contrast with other engagement plans implemented under this strategic framework, the outreach and collaboration for this project will be significantly influenced by the COVID-19 pandemic and the restrictions it places on in-person interactions. The graphic below shares ways we are using the shift to digital engagement over traditional in-person engagement to the advantage of Boulder's constituents.

COMMUNITY IMPACT

The project scope covers two primary areas where decisions will be made: revitalization of the NPP Program, and citywide parking and curbside asset pricing.

IMPACTS OF NEIGHBORHOOD PARKING PERMIT (NPP) PROGRAM REVITALIZATION

To some extent, any changes to the NPP Program will impact the entire Boulder community, as the program dictates how certain portions of the public right-of-way are utilized and which groups within the community have privileged access. We also expect that updates to the process by which new NPP zones are established will be part of this effort. As such, it will be essential to focus on the following factors concerning equity and fairness throughout the engagement and decision-making process:

- Equal treatment and access to participation among housing renters and housing owners.
- Equal treatment and access for those who own vehicles or do not own vehicles—such as residents without vehicles who wish to use visitor and guest pass options.
- Equal treatment and access to participation among all neighborhoods in Boulder, regardless of housing mix, property values, or demographics.
- Equal treatment and access to participation among resident permit holders and other types of permit holders (e.g. NPP commuters and NPP business permit holders).

Beyond these community-wide impacts, we expect the following populations to have an outsized interest in the outcome, and be directly impacted by decisions we make for the NPP Program:

- **Residents, Regular Parkers, and Property/Business Owners within Existing Permit Zones:** The existing NPP covers 13 zones: East Aurora, Columbine, East Ridge, Fairview, Goss-Grove, High Sunset, Mapleton, Park East-Monroe Drive, University Heights, University Hill, West Pearl, Whittier, and Chautauqua. We expect residents, regular parkers (such as commuters from outside of Boulder traveling in regularly for work), and property and business owners within these permit zones to be directly and immediately impacted by changes to the NPP Program, especially if they are existing permit holders.
- **Residents, Regular Parkers, and Property/Business Owners in Areas Abutting Existing Permit Zones:** Residents, commuters, and property and business owners in the areas immediately abutting existing permit zones will also be impacted by updates to the NPP Program, as utilization of their parking resources could change depending on the strategies pursued.
- **University of Colorado (CU) Students:** CU students, especially those who live off-campus in existing NPP zones or abutting to an existing NPP zone are a subgroup of the previous two populations with unique access needs.

IMPACTS OF CITYWIDE PARKING AND CURBSIDE ASSET PRICING STRATEGY

Revisions to parking and curbside pricing will affect the entire Boulder community to some extent, as all use these assets in some way, and are impacted by how they are priced and managed. Moreover, every member of the Boulder community should have knowledge of and influence over how revenues collected through the parking and curbside system are used to benefit Boulder and the constituents it serves. It will be essential to focus on the following factors concerning equity and fairness throughout the engagement and decision-making process:

- Cost-sensitivity due to personal economic conditions
- Environmental impacts and opportunities created by, or influenced by, decisions about the parking and mobility system and how options are priced and treated in the right-of-way

Beyond these community-wide impacts, we expect the following populations to have an outsized interest in the outcome:

- **Employers and Commercial Space Owners/ Operators:** Employers, and commercial space owners/operators may have a significant interest in how parking and curbside asset pricing will influence the transportation decisions of their employees, tenants, customers, and the convenience of the community in the eyes of potential hires and tenants.
- **Service Business Owners and Operators:** Retail and restaurant business owners and operators may have a significant interest in how parking and curbside asset pricing will influence the transportation decisions of their customers, and how their customers may view the convenience and affordability of the Boulder community as a service destination.
- **CU Students:** Since CU students have unique parking and access needs, they may change how they access destinations based on changes in parking and curbside asset pricing.

- **Delivery Services and Transportation Network Companies (TNCs):** Changes in parking and curbside asset pricing could influence the demand for these services, where these services are able to load and possibly whether these services will be required to pay a fee to utilize the curbside.
- **Regional Transportation District (RTD):** Changes in parking and curbside asset pricing will potentially impact how RTD customers access bus stops, how parking and the curbside are used directly near bus stops and how shared assets (such as the RTD parking garage) implement any potential pricing changes.

RELATIONSHIP WITH AMPS WORK

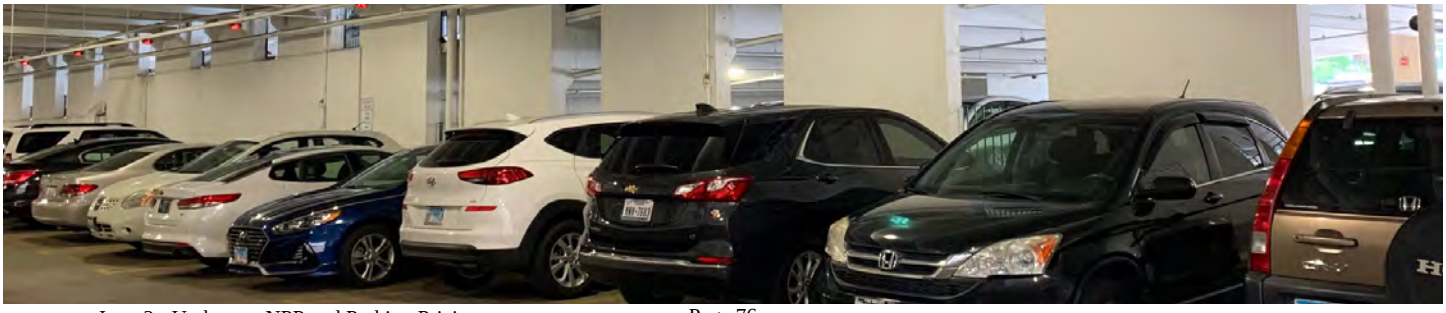
This work is part of the implementation process for the Access Management and Parking Strategy (AMPS) completed in 2016. The development of AMPS included an extensive public engagement effort, including stakeholder meetings, open houses, online outreach, and various organic and scheduled events, talks, and presentations. Our engagement strategy will build upon that work, and demonstrate a clear path between the guiding principles, objectives, and input generated through the AMPS process and our project outcomes.

Specifically, our project work is forwarding the following focus areas from AMPS:

- On-and Off-Street Parking
- Transportation Demand Management (TDM)
- Technology and Innovation
- Parking Pricing

Our project work is also addressing the following key themes from community input collected through AMPS:

- Support climate commitment and Transportation Master Plan (TMP).
- Use data-driven decision-making
- Support economic vitality and access for all (social equity)
- Understand that a "multimodal" city includes parking as well
- Increase compliance and efficiency of enforcement; reduce complaints



BUILDING EQUITABLE COLLABORATION FROM UNDERREPRESENTED COMMUNITIES

Actively inclusive engagement is necessary to achieve a fully vetted, community-supported, and sustainably successful outcome in any mobility planning project. Traditionally, engagement favors demographically and ideologically homogenous input, wherein wealthier and older constituents yield the most influence over project decisions. Given this reality, we have explicitly identified groups that may be underrepresented in this engagement process, and created strategies to solicit their feedback.

We plan to leverage the following strategies to ensure an inclusive process over the project's lifecycle:

- **Accessibility for All:** All engagement opportunities will follow standards set forth by the World Wide Web Consortium and other accessibility thought leaders to create equity among those with cognitive, auditory, physical, visual, and speech disabilities. Rather than putting the burden on those with disabilities to request services, we will create options that work for them by design. In addition, we will offer a Spanish version of our project website for Boulder's Spanish-speaking community.
- **Options for Those Without Personal Internet Access:** On our website and in communications about online engagement opportunities, we will list free public WiFi locations offered by the City of Boulder (e.g. Scott Carpenter Park, the Boulder Civic Area, etc.) and create an email option for requesting mail-in feedback options. For those without personal computers to access the internet, the project will undertake some or all of the following strategies:
    - Promoting the project at public computers, such as computers within the city libraries.
    - Spreading awareness of the project through mailings, including utility bill mailers.
    - Providing surveys at the Parking office front desk to intercept parking customers.
    - Providing a project phone number for the public to call into and either verbally answer survey questions or provide more general comments on their parking experience.
    - Conducting brief in-person intercept surveys in busy public areas throughout the city
    - Creating project business cards with a short description, digital hub web address and project phone number
- **Inclusive Stakeholder Selection:** Our Stakeholder Working Group will include a broadly representative group of constituents, diverse in demographics, background, and area of influence.
- **Direct Outreach:** Rather than simply relying on standard methods or word of mouth to reach typically underrepresented community members, we will be in direct contact with these constituencies, leveraging the power of the grassroots organizations, advocacy groups, and service providers that represent and support them. We envision direct outreach to the city's Community Connectors, the Center for People with Disabilities, the Latino Chamber, Emergency Family Assistance Agency, Via and Bridge House, places of worship, and more.
- **Ongoing Demographic Evaluations:** Using a combination of self-reporting and back-of-house analytics, we will evaluate the demographics of our engagement participants on a monthly basis to determine if and in what ways additional outreach or updated strategies are necessary to capture the true voice of the Boulder community. We will also evaluate our strategy and resulting decisions using Boulder's Racial Assessment Tools.

Potentially Underrepresented Community Members

KEY ENGAGEMENT PARTNERS

We have developed a unique engagement strategy for each collaboration partner, outlined below.

CITY STAFF (TECHNICAL WORKING GROUPS)

ROLE AND FEEDBACK FOCUS

City staff representing multiple departments will serve as the primary technical advisors for information-gathering, strategy development, alternatives analysis, and ultimate alternative selection. Primarily, their insight and feedback will:

- Ensure that appropriate and meaningful data is collected and assessed.
- Assist in crafting appropriate, focused, and contextual messaging to other collaboration partners.
- Spearhead coordination and alignment with other key city projects.
- Help the project team understand the comprehensive impacts of decisions across all departments and staff levels.

The technical working groups for this project include an AMPS Working Group and an AMPS Leadership Team.

The AMPS Working Group includes the following members (subject to change based on staff turnover or changes to project scope and direction):

- Cris Jones, Community Vitality
- Chris Hagelin, Transportation and Mobility
- Michele Scanze, Community Vitality
- Michael Sweeney, Transportation and Mobility
- Mark Woulf, Community Vitality
- Leah Mayotte, Community Vitality
- Ryan Noles, Transportation and Mobility
- Allison Crump, Transportation and Mobility
- Leo Pelle, Community Vitality
- Eric Davis, Community Vitality
- Karl Guiler, Planning
- Deryn Wagner, Open Space and Mountain Parks
- Jen Bray, Community Vitality
- Samantha Glavin, Transportation and Mobility

The AMPS Leadership Team includes the following members (subject to change based on staff turnover or changes to project scope and direction):

- Cris Jones, Community Vitality
- Yvette Bowden, CMO and Community Vitality
- Charles Ferro, Planning
- Dan Burke, Open Space and Mountain Parks
- Natalie Stiffler, Public Works -Transportation and Mobility
- Chris Hagelin, Public Works - Transportation and Mobility
- Sarah Huntley, Communication and Engagement
- Bill Cowern, Public Works - Transportation and Mobility

CITY STAFF (TECHNICAL WORKING GROUPS) (CONTINUED)

- Chris Meschuk, CMO
- Mary Ann Weidman, Public Works
- Edward Stafford, Public Works- Development Review
- Sandra Llanes, City Attorney's Office
- James Cho, Municipal Courts
- Erika Vandenbrande, Public Works - Transportation

MEETINGS AND METHODS OF ENGAGEMENT

Targeted web-based meetings are the primary method of engagement for this constituency. The following meetings are scheduled over the duration of the project (where dates are tentative, only the month is listed):

August 4th and 5th, 2020: Kickoff Meetings—Discuss project scope and schedule, define success for the project, and establish targets for community engagement efforts.

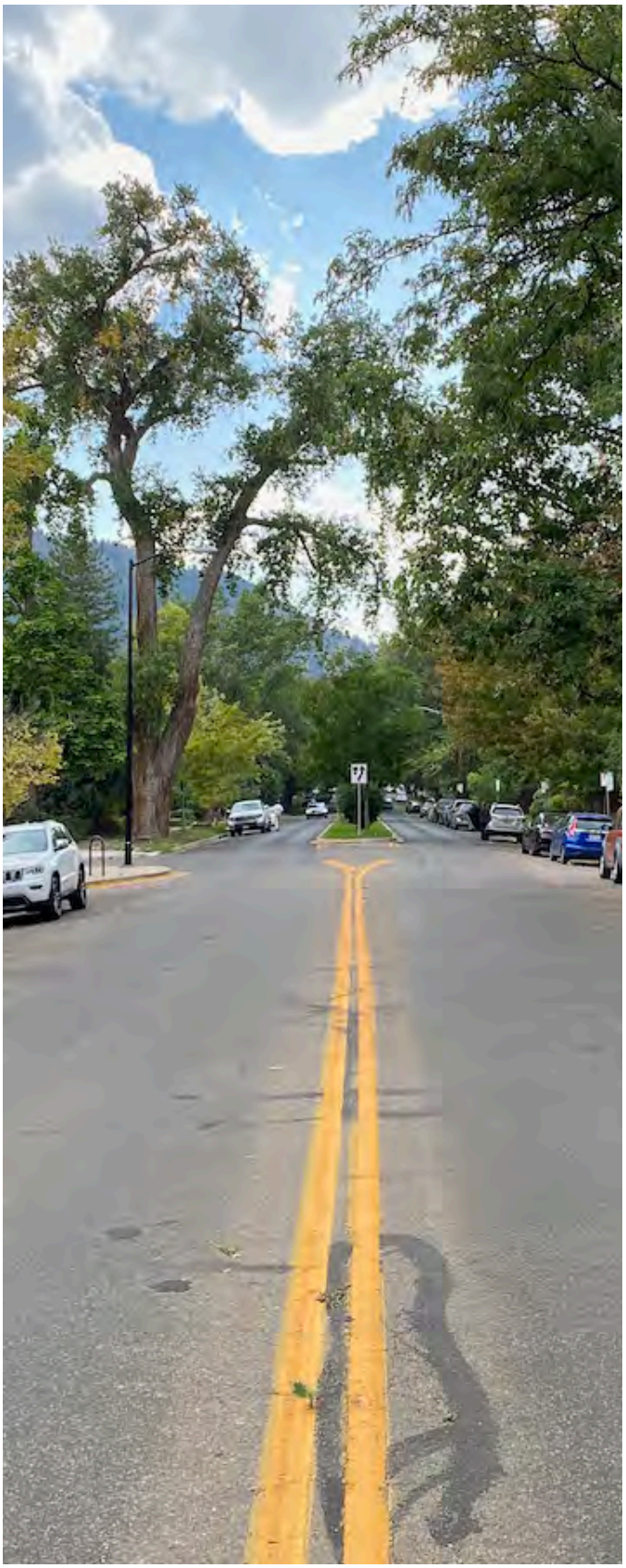
October 2020: Existing Conditions and Path Forward—Discuss existing conditions analysis and develop project guiding principles.

November 2020: Citywide Parking Pricing Assessment Strategy Session- Discuss technical analysis and feedback to date on citywide parking pricing and fee-setting and evaluate strategies.

December 2020: NPP Program Strategy Session- Discuss technical analysis and feedback to date on NPP program revitalization and evaluate strategies.

March 2021: Alternatives Analysis Discussion- Discuss ranking of final suite of strategies for both the citywide parking pricing and fee-setting assessment and NPP program revitalization.

June 2021: Final Presentation and Discussion



ACCESS ALLIES

ROLE AND FEEDBACK FOCUS

Access Allies will help guide the project's core decisions using the voices of constituencies most directly impacted by project outcomes, such as the business community, resident groups, transportation and mobility advocacy and policy groups, and others. Primarily, their insight and feedback will:

- Represent their organization's interests.
- Help to expand the reach of the engagement process by engaging with their constituents and contacts.
- Evaluate the prospective acceptance of various strategies and decisions.
- Become champions of the project and help to create broad support.

MEMBERSHIP

The Access Allies invitee list includes:

- Chip, Downtown Boulder Partnership
- Andrew Bush, Boulder Junction Access District
- Ryan Cook, Boulder Junction Access District
- Terri Takata-Smith, Downtown Boulder Partnership
- Jerry Shapins, Downtown Management Commission
- Susan Nuzam, Downtown Management Commission
- Thomas Wells
- MaryAnn Mahoney, Boulder Convention & Visitors Bureau
- Robert Hutchinson, Transportation Advisory Board
- Alex Weinheimer, Transportation Advisory Board
- Alex Hyde-Wright, Boulder County
- Landon Hilliard, Boulder Valley School District
- Andrea Meneghel, Boulder Chamber
- Nancy Blackwood, University Hill General Improvement District
- Traci DelReal, Unico Properties
- Brian Cole, One Boulder Plaza/WW Reynolds
- Jay Elowsky, Downtown Management Commission
- Tom McGann, University of Colorado at Boulder
- Clark Rider, University of Colorado at Boulder
- Joan Lyons, Boulder Transportation Connections
- Rich Schmelzer, Commutifi

ACCESS ALLIES (CONTINUED)

MEETINGS AND METHODS OF ENGAGEMENT

Targeted web-based meetings are the primary method of engagement for this constituency. The following meetings are scheduled over the duration of the project (where dates are tentative, only the month is listed):

September 2020: Kickoff Meetings—Discuss project scope and schedule, define success for the project, and share existing conditions findings.

October 2020: Existing Conditions and Path Forward—Finalize discussion on existing conditions analysis and workshop project guiding principles developed by the AMPS Working Group and Leadership Team.

November 2020: Citywide Parking Pricing Assessment Strategy Session- Discuss technical analysis and feedback on citywide parking pricing and fee-setting and evaluate strategies.

December 2020: NPP Program Strategy Session- Discuss technical analysis and feedback on NPP program revitalization and evaluate strategies.

March 2021: Alternatives Analysis Discussion- Discuss ranking of final suite of strategies for both the citywide parking pricing and fee-setting assessment and NPP program revitalization.

June 2021: Final Presentation and Discussion

COMMUNITY-AT-LARGE

ROLE AND FEEDBACK FOCUS

The community-at-large will be our guiding voice throughout the project, offering diverse and multiple perspectives on their experience with the parking and mobility system and its programs, their acceptance of various strategies and opportunities, and their predictions for how certain changes would influence their own transportation choices. Primarily, their insight and feedback will:

- Build a broad understanding of system challenges, opportunities, and likely outcomes.
- Share their personal acceptance of and reactions to various strategies and decisions.
- Help to generate increased engagement and collaboration through social media, word of mouth, and other organic methods.

MEMBERSHIP

For the purposes of this project, the definition of "community-at-large" is inclusive of any person who engages with the City of Boulder's parking and mobility system in any way, even indirectly.

METHODS OF ENGAGEMENT

Our engagement plan for this collaboration partner includes multiple opportunities to learn about the project, learn about parking and mobility in general, and provide feedback, including both ongoing 24/7 options and scheduled events.

- **Digital Hub:** The digital hub, launched in fall 2020 and available over the duration of the project, will be a layered, multi-faceted engagement experience for every constituent, from the avid researcher to the busiest taskmaster in search for a quick bite of information. The hub will include the following key sections:
  - **Learn More:** Project purpose and scope, schedule, context and history, and FAQ, including a description of how Boulder uses parking and other access revenue streams to fund capital projects, maintenance and initiatives.
  - **Share My Thoughts:** Various options for engagement and collaboration, including discussion threads, photo logs, scenario-based questions, and polling.
  - **Do More Research:** Deliverables and external resources for additional reading.
  - **Contact Project Leadership:** Contact form to ask questions or provide additional information.
- **3-Day Digital Charette:** A 3-day digital charette is planned for November 2020 to offer additional opportunities for real-time collaboration, community-building, and consensus-building around the project. Days 1 and 2 are intended to offer the same opportunities for content and participation among the general public, so as to give participants as much flexibility in when they participate as possible and avoid common scheduling issues with public meetings, like work or childcare conflicts. The charette will include three main components:
  - **Education and Overview Session:** Cover project purpose, scope, and objectives, and discuss frequently asked questions and concepts.
  - **Topic-Based Forums:** Collaborative work sessions on the core areas of the scope, including neighborhood parking management and parking and curbside asset pricing.
  - **Pin-Up Session:** Summarize and discuss what was heard and share how input received will influence project outcomes.

COMMUNITY-AT-LARGE (CONTINUED)

3-DAY DIGITAL CHARETTE PROSPECTIVE SCHEDULE:

- **Day 1- Open to the Public**
  - Morning: Neighborhood Parking Management Forum - Education and Overview, Strengths and Challenges, and Scenario-Based Collaboration
  - Evening: Neighborhood Parking Management Forum- Education and Overview, Strengths and Challenges, and Scenario-Based Collaboration
- **Day 2- Open to the Public**
  - Morning: The Value of Parking Forum- Education and Overview, Strengths and Challenges, and Scenario-Based Collaboration
  - Evening: The Value of Parking Forum- Education and Overview, Strengths and Challenges, and Scenario-Based Collaboration
- **Day 3- Open to the Public**
  - Morning: Pin-Up- What We've Learned
  - Evening: Pin-Up- What We've Learned

- **Farmer's Market:** If public health conditions allow, we will develop, prepare for, and staff a booth at the Boulder Farmer's Market in spring 2021, with simple, board-based activities intended to generate excitement and interest in the plan and its outcomes and share final strategies. Should this not be feasible, we will use a combination of brief intercept surveys, board-based activities in public places where people can participate as they are walking by rather than crowding in a single location (e.g. Pearl Street, in front of grocery stores and the library), and social media to meet similar goals.

CITY LEADERSHIP

ROLE AND FEEDBACK FOCUS

The role of city leadership is to make decisions at key milestone points over the duration of the project, using the technical analysis of the project team and the input of our core collaboration partners to guide them. Their insight, feedback, and direction will also:

- Align project outcomes with broader community goals, objectives, policies, and constraints.
- Represent the broad, future-forward interests of the Boulder community.

MEMBERSHIP

Key influencing bodies involved in the project are the:

- Transportation Advisory Board
- Planning Board
- University Hill Commercial Area Management Commission
- Downtown Management Commission
- Boulder Junction Access District – Travel Demand Commission and Parking Commission
- City Council

Other bodies may be included at various intervals over the project's duration.

MEETINGS AND METHODS OF ENGAGEMENT

Targeted web-based meetings/work sessions are the primary method of engagement for this constituency. The following meetings are scheduled over the duration of the project (where dates are tentative, only the month is listed):

November 2020: Board/Commission work session on NPP Program strategies and parking and curbside asset pricing strategies

December 2020: City Council work session on NPP Program strategies and parking and curbside asset pricing strategies

March 2021: Board/Commission work session on preferred alternatives and ranking for NPP Program and parking and curbside asset pricing

April 2021: City Council work session on preferred alternatives and ranking for NPP program and paring and curbside asset pricing

In addition to these scheduled, topic-based work sessions, we will engage this constituency over the duration of the project through the distribution of easily digestible one-page memos summarizing each milestone deliverable.

Some of these decision-making bodies will also hold representation in the Community Solutions Group.

MEASURING SUCCESS

A successful engagement plan is essential to effective, community-supported, and sustainable strategies for the revitalized NPP Program and parking and curbside asset pricing. Throughout the project duration, we must be able to draw a clear line between the input we collect from our collaboration partners and the strategies developed and decisions made. Our engagement efforts will be evaluated on an ongoing basis in the following ways:

- **Alignment of feedback with stated purpose of engagement:** We will compare contributions from our collaboration partners with the stated purpose of engagement for each constituency. If a lack of alignment is noted, we will update or add new engagement methods, reach out to new collaborators, or offer different prompts for participants.
- **Project website analytics:** Analytics from the digital hub—such as page views, length of time spent on the site and various pages within the site, and method of access—will be assessed monthly to determine whether additional outreach, design tweaks, or new methods of engagement are needed to increase or expand participation.

Evaluations in these areas will be regularly discussed with the project management team, comprising both consultant staff and core city staff.

PROJECT CLOSEOUT

When the project is finished, collaborators must have a clear understanding of how their efforts shaped outcomes. They should also have time and space to reflect on the process and help improve and tailor future engagement processes. We will conduct the following actions at and as part of project close out:

- **Final Report Language:** The final report will not only include a section summarizing public input; it will also include call-outs throughout the document drawing the connections between recommendations and strategies chosen and the input supporting those recommendations and strategies. In this way, readers who participated in the process can visualize the impact of their voices on the final decisions.
- **Post-Project Thank you and Survey:** We will reach out to collaborators to thank them for their time and energy. We will also develop a short (3-5 question) survey asking participants to share their opinion of the engagement process and offer suggestions for improvement