

**CITY OF BOULDER**  
**CITY COUNCIL MEETING**  
Municipal Building, 1777 Broadway  
Boulder, Colorado 80302  
**Tuesday, April 18, 2017**  
**6 p.m.**

**AMENDED AGENDA**

Items not on the Agenda are sometimes presented to Council in weekly Information Packets. Those packets can be accessed at <https://bouldercolorado.gov/city-council>.

**1. CALL TO ORDER AND ROLL CALL**

**2. OPEN COMMENT (45 minutes)**

Members of the public may address any subject not scheduled for a public hearing. Speaker sign up will be available via the internet beginning at 6 p.m. on the day the agenda is made available and ends at 2 p.m. on the day preceding the meeting. In-person sign up is from 5-6 p.m. on the day of the meeting. Fifteen on-line speakers and five in-person speakers will be randomly selected to address council. Speaking time is two minutes per person.

**3. CONSENT AGENDA** Vote to be taken on the motion at this time. Any items removed from the Consent Agenda will be considered after any scheduled Public Hearings.

**A.** Consideration of a motion to **accept the March 21, 2017 Study Session Summary** regarding the Boulder Valley Comprehensive Plan (BVCP) **Comprehensive Development Plan Intergovernmental Agreement**

**B.** Consideration of a motion to **approve the April 5, 2017 Advance Study Session Summary on potential ballot measures related to a settlement with Xcel Energy**

**C.** Consideration of a motion to **approve the April 11, 2017 Advance Study Session Summary on Canyon Boulevard Complete Street Study Refined Design Options**

**D.** Consideration of a motion to **approve the Recertification for Recipients of the 2016 General Operating Support Cultural Grants**

**4. CALL-UP CHECK-IN**

Opportunity for council to indicate possible interest in the call-up of an item listed under

8A. No action will be taken by council at this time.

**8A. Call-Ups**

**ORDER OF BUSINESS**

**5. PUBLIC HEARINGS**

**A.** Tentative: **Continued Public Hearing and consideration of a motion to request the PUC vacate the hearing of the city's transfer of assets application, presently**

scheduled to begin April 26, to consider settlement. (No new testimony will be considered. Deliberation only.)

- B. Second reading and consideration of (1) a motion to adopt Ordinance 8179 creating a Chautauqua Access Management Plan Summer 2017 Pilot by amending Chapter 2-2, 4-20, 4-24, 7-6, and Title 4, B.R.C. 1981, related to the establishment of a parking management area, related fees, and setting forth related details; (2) a motion to approve a pilot program for summer 2017 and (3) a motion to approve a budget for the pilot program**

- C. Community Broadband Recommendations**

## **6. MATTERS FROM THE CITY MANAGER**

## **7. MATTERS FROM THE CITY ATTORNEY**

## **8. MATTERS FROM MAYOR AND MEMBERS OF COUNCIL**

- A. Call-ups**

- B. Consideration of a motion to appoint Council Member Appelbaum as Boulder's representative to the International Council for Local Environmental Initiatives (ICLEI) for the next three-year term**

- C. Consideration of a motion to approve a city contribution to the University of Colorado's Student Relief Fund for DACA Students**

## **9. COMMENT ON MOTIONS MADE UNDER MATTERS**

Public comment on any motions made under Matters

## **10. DECISIONS ON MOTIONS**

Action on motions made under Matters

## **11. DEBRIEF**

Opportunity for Council to discuss how the meeting was conducted

## **12. ADJOURNMENT**

City Council documents, including meeting agendas, study session agendas, meeting action summaries and information packets can be accessed at [www.bouldercolorado.gov/city-council](http://www.bouldercolorado.gov/city-council).

This meeting can be viewed at [www.bouldercolorado.gov/city-council](http://www.bouldercolorado.gov/city-council). Meetings are aired live on Municipal Channel 8 and the city's website and are re-cablecast at 6 p.m. Wednesdays and 11 a.m. Fridays in the two weeks following a regular council meeting.

Boulder 8 TV (Comcast channels 8 and 880) is now providing closed captioning for all live meetings that are aired on the channels. The closed captioning service operates in the same manner as similar services offered by broadcast channels, allowing viewers to turn the closed captioning on or off with the television remote control. Closed captioning also

is available on the live HD stream on BoulderChannel8.com. To activate the captioning service for the live stream, the "CC" button (which is located at the bottom of the video player) will be illuminated and available whenever the channel is providing captioning services.

The council chambers is equipped with a T-Coil assisted listening loop and portable assisted listening devices. Individuals with hearing or speech loss may contact us using Relay Colorado at 711 or 1-800-659-3656.

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If you need Spanish interpretation or other language-related assistance for this meeting, please call (303) 441-1905 at least three business days prior to the meeting. Si usted necesita interpretación o cualquier otra ayuda con relación al idioma para esta junta, por favor comuníquese al (303) 441-1905 por lo menos 3 negocios días antes de la junta.

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



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: April 18, 2017**

**AGENDA TITLE:** Consideration of a motion to accept the study session summary from March 21, 2017 regarding the Boulder Valley Comprehensive Plan (BVCP) Comprehensive Development Plan Intergovernmental Agreement

**PRESENTERS**

Jane S. Brautigam, City Manager  
David Gehr, Interim Director, Planning, Housing & Sustainability  
Lesli Ellis, Comprehensive Planning Manager  
Chris Meschuk, Senior Planner

**EXECUTIVE SUMMARY**

This agenda item provides a summary of the Mar. 21, 2017 Study Session regarding the Boulder Valley Comprehensive Plan (BVCP) Comprehensive Development Plan Intergovernmental Agreement (IGA) between the City of Boulder and Boulder County. The purpose of the study session was to provide an update to City Council on the IGA, including the history and background about the IGA and its relationship to the BVCP and to hear discussion and feedback on recommendations for renewing the IGA and modifying some of the provisions.

Key take-aways from the study session include:

- Support from council to renew an intergovernmental agreement for cooperative planning with Boulder County.
- General support to explore extending the plan major update cycles to an 8 to 10-year time frame while retaining mid-term updates as well as opportunities for land use map updates in more frequent intervals.
- A majority of council members expressed interest in changes to the amendment procedures regarding Area II to be a city-only decision with referral or call-up to the county, and changes to the Area III – Planning Reserve to be a City Council and Board of County Commissioners decision, with some process efficiencies.

**STAFF RECOMMENDATION**

Staff recommends City Council consideration of this summary and action in the form of the following motion:

**Suggested Motion Language:**

Motion to accept the March 21, 2017 study session summary regarding the Boulder Valley Comprehensive Development Plan Intergovernmental Agreement.

**ATTACHMENTS**

Attachment A: March 21, 2017 City Council Study Session Summary.

## **March 21, 2017 City Council and Planning Board Study Session Summary: Update on the Boulder Valley Comprehensive Plan (BVCP) Major Update**

### **PRESENT**

**City Council:** Matt Appelbaum, Aaron Brockett, Jan Burton, Suzanne Jones, Lisa Morzel, Andrew Shoemaker, Bob Yates, and Mary Young

### **PRESENTATION**

Lesli Ellis, Comprehensive Planning Manager, began the presentation with an overview of the BVCP update and setting in context the discussion regarding the renewal of the Intergovernmental Agreement, introduced the staff team, and Chris Meschuk, who gave the staff presentation.

Chris Meschuk, Senior Planner, presented on the history and objectives of the BVCP and IGA, how the plan and amendment procedures currently work, and the options and recommendations for potential changes. He presented the three questions for council consideration.

### **DISCUSSION**

**Question #1: Continue Cooperative Planning.** *Does council agree that an intergovernmental agreement for cooperative planning should be renewed? The agreement may contain revisions to reflect ways that the needs of the Boulder Valley planning area have evolved.*

Council members were supportive of continuing cooperative planning with the county and renewing an IGA for the BVCP.

**Question #2: Changes to BVCP Update Intervals.** *Does council agree that the plan update intervals should be changed to: major update every ten years; mid-term update every five years; and public request map changes occurring between updates (e.g., every 2-3 years)?*

A majority of council members expressed an openness to changing the plan update intervals to something between 8 to 10 years for major updates, with a mid-term update in between. Several council members expressed support for ensuring regular opportunities to accept land use map requests between major updates and the mid-term (e.g., every two to three years).

**Question #3: Options for Amendment Procedures.** *What options for revisions to the amendment procedures, if any, would City Council like staff and other decision bodies to consider further?*

Area I: Several council members stated support for not changing the current city decision making for land use map changes in Area I. One council member expressed interest in changing Planning Board's role from approval to advisory.

Area III – Rural Preservation: Council members did not see a need to change the four-body decision making procedures for Area III-Rural Preservation.

Area II – in the Service Area, including Minor Amendments to the Service Area: A majority of council members supported exploring options that would make land use map changes and minor adjustments to the service area a city 2-body decision, with a county referral and comment (option 2). A couple of council members expressed interest in an option for county call-up and vote (option 3). It was acknowledged that little developable land remains in Area II. One council member expressed interest in no changes to the current procedure.

Area III – Planning Reserve: Council members generally supported revisions to the service area expansion process to make the decision to move to Area II a city and county decision by the elected bodies (City Council and the Board of County Commissioners) – a new option not listed in the memo. Members recognized that the process should be revised to retain the requirement for an unmet need, but to take another look at steps in the process. One council member expressed interest in not changing the current process, and several acknowledged that for this special planning area, a slower process is appropriate



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: April 18, 2017**

**AGENDA TITLE**

Consideration of a Motion to approve the April 5, 2017 Advance Study Session Summary on potential ballot measures related to a settlement with Xcel Energy.

**PRESENTER/S**

Jane S. Brautigam, City Manager

Tom Carr, City Attorney

Heather Bailey, Executive Director of Energy Strategy and Electric Utility Development

Cheryl Pattelli, Director of Finance and Risk Management

**BRIEF SUMMARY OF STUDY SESSION TOPIC**

The purpose of the study session was to provide Boulder City Council with an opportunity to discuss and ask questions on potential ballot measures related to a settlement with Xcel Energy and determine if:

- 1) The PUC process should be halted in light of the Xcel Energy proposals
- 2) One or more of the offers from Xcel Energy should be considered for the 2017 ballot
- 3) There are issues of concern that staff should consider

**DIRECTION**

- This topic will return to council for a public hearing on April 17, and if needed continued to April 18 for deliberation only.
- In the April 17 City Council memorandum, staff will provide additional analysis, including:
  - Financial analysis of the partnership option, comparing to status quo, including:
    - Incremental cost of programs to get to 100 percent renewable electricity



- Updated analysis of reaching 100 percent renewable energy goals based on Xcel Energy’s new baseline for 2030
  - Any updates to financial analysis presented at the April 5 Study Session
  - Analysis of current Qualified Facilities rules and any impact on the city’s ability to achieve its energy goals
  - Analysis of the franchise agreement
    - How the franchise in the partnership compares to being out-of-franchise
    - Any risks/ benefits of being out of franchise
  - Evaluation of similar governance agreements, especially Minneapolis, MN; analysis on governance structure, what has worked and what hasn’t
  - Chart of Energy Future goals and discussion of the impact each path has on reaching them
  - Results of working with Xcel Energy to flesh out their plan for achieving 100 percent renewable electricity by 2030
    - (Based on input from Xcel Energy) provide information on how the city’s path to 100 percent renewable electricity and 100MW of local generation by 2030 is impacted by either the settlement option or municipalization
- The April 17 City Council memorandum will also include Xcel Energy’s responses to questions raised at the April 5 Study Session.

**Suggested Motion Language:**

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

Motion to approve the April 5, 2017 Advance Study Session Summary on potential ballot measures related to a settlement with Xcel Energy.

**Note:** This Advance Summary does not take the place of the full Study Session Summary that will include more detail on individual Council Member comments and questions.



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: April 18, 2017**

**AGENDA TITLE**

Consideration of a Motion to approve the April 11, 2017 Advance Study Session Summary on Canyon Blvd Complete Street Study Refined Design Options

**PRESENTER/S**

Jane S. Brautigam, City Manager  
Maureen Rait, Executive Director of Public Works  
Michael Gardner-Sweeney, Director of Public Works for Transportation  
Noreen Walsh, Senior Transportation Planner

**BRIEF SUMMARY OF STUDY SESSION TOPIC**

The purpose of this study session was to gain council feedback on the Canyon Boulevard Complete Street Study's three refined design alternatives and to identify a preference for a conceptual design to move forward into preliminary engineering and cost estimation.

**DIRECTION**

- Safety and improvements to bicycling, transit and walking are important.
- Safety without compromising vehicular traffic movement is also important.
- Preference for the option with a protected bicycle lane and sidewalks on both sides, which includes more protection for all ages and abilities, and separation from the other modes.
- Preference for the option with a buffered bicycle lane facility because it would decrease the likelihood of icing issues (compared to protected bicycle lane); the space for a buffer and amenity zone for urban design, landscaping, public art and other pedestrian amenities is greater; and this is a high pedestrian use area.
- Consider a hybrid of Options 6.5 and 7 to optimize the best features that support goals and objectives.
- Improvements that support transit and access to transit is a key objective, but there are concerns about the idea of double left turns at the Broadway/Canyon

intersection. Continue to explore opportunities, but balance these opportunities with all of the other objectives.

**Suggested Motion Language:**

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

Motion to approve the April 11, 2017 Canyon Boulevard Complete Streets Study Refined Design Options Advance Study Session Summary.



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: April 18, 2017**

**APPROVAL OF RECERTIFICATION FOR RECIPIENTS OF  
THE 2016 GENERAL OPERATING SUPPORT CULTURAL GRANTS**

**PRESENTERS**

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

**EXECUTIVE SUMMARY**

The City of Boulder’s cultural grants program provides funding for organizational operations, projects, rental assistance, and professional development to support the organizations and artists who contribute to achieving the vision and priorities of the Community Cultural Plan. These grant awards are managed and distributed by the Boulder Arts Commission, with the largest grants requiring additional approval from City Council.

The Large General Operating Support (GOS) grants fall into this category, with distributions of \$20,000 or \$50,000 per year over a cycle of three years. On April 5, 2016, council gave approval to the first year of the grants. In order to meet the needs of the annual budget process, approval of the second year, or “recertification,” is now required.

At their March 15, 2017 meeting, the members of the Arts Commission unanimously approved recertification of the grant awards. This action constitutes a recommendation for action by City Council.

**BOULDER ARTS COMMISSION RECOMMENDATIONS**

The Boulder Arts Commission recommends that City Council approve recertification of the following organizations to receive the second of three GOS grants:

- Boulder Museum of Contemporary Art (BMoCA) - \$50,000
- The Dairy Arts Center - \$50,000
- eTown - \$50,000
- Parlando School for the Arts - \$50,000
- KGNU - \$20,000
- Colorado Film Society (Boulder International Film Festival) - \$20,000
- Frequent Flyers Productions - \$20,000
- Open Arts (Open Studios) - \$20,000

**STAFF RECOMMENDATION**

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

Motion to approve the recommendations of the Boulder Arts Commission for 2017 recertification of the Large General Operating Support Grants distribution.

**COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS**

The ability of the grants program to affect our community goals of economic, environmental, and social sustainability are captured in Appendix Ten of the Community Cultural Plan: “Connections to the City of Boulder Sustainability Framework” (Community Cultural Plan, Page 130). Specifically, the grants program has the potential to positively impact sustainability in the following ways:

- Economic – Tourism in Boulder is complemented by a powerful and innovative mix of exhibitions, performances, events and festivals. The Office of Arts and Culture will support the organizations that are creating this portfolio of remarkable experiences for our visitors.

In addition, our more than 150 cultural organizations fulfill a significant employment function, hiring administrators, curators, technicians, engineers, artists, laborers, and many others.

- Environmental – Cultural organizations and practicing artists add vibrancy to the social offerings that are critical infrastructure for city life. Our community will build a foundation of livability, and thus attachment to Boulder, on the programs offered by these creative leaders. It is by fostering this attachment, that our residents will be motivated to take necessary and challenging actions to solve the important issues of climate change and livability necessary for the long term sustainability of our community.
- Social – Communities that gather for cultural activities know their neighbors, and check up on each-other. These connected neighborhoods are demonstrably safer.

Opportunities for creative expression are a part of community health that is offered by the variety of cultural organizations that call Boulder home. The Office of Arts and Culture will encourage that facet of community health.

The variety and diversity of social offerings, and the degree to which they are a welcoming part of everyday life, is a priority for the programs of the Office of Arts and Culture.

### **OTHER IMPACTS**

Fiscal Impacts and Staff Time – The GOS grants for large organizations was a planned program, and will not have any additional impacts on the city budget or staff capacity.

### **PUBLIC FEEDBACK**

Opportunities for public inquiry are provided by email contact to staff and commission members, as well as at the meetings of the Boulder Arts Commission. No comments have been received.

### **BACKGROUND**

The Boulder Arts Commission was established in 1979 to provide support to local artists and art organizations. In the establishing ordinance (City of Boulder Revised Code, Chapter 14-1, Ordinances 4954 and 5541) the Arts Commission is tasked with “promoting and encouraging development and public awareness of, and interest in, the visual, fine and performing arts in the city.” The Arts Commission is further committed to “fostering a climate in which residents value art as a civilizing force, and recognize art as a basic community need.”

In Boulder’s 2015 Community Cultural Plan, one of the key new strategies is to provide operational support to existing cultural organizations. This strategy has the goal to:

*Have a substantial and positive effect on the ability of Boulder’s many cultural organizations to advance their operational capacity, promote organizational resiliency, and encourage innovation for the benefit of the community.*

One program to accomplish this is through the Cultural Grants Program and specifically the General Operating Support (GOS) Grant for large organizations, offered for a triennial term. In the language of the ordinance which governs the grants program (Boulder Revised Code Title 14, Chapter 1) these are considered “major grants,” and subject to approval by council. The Boulder Arts Commission has established guidelines, below, for applicants to qualify as “a large organization.”

The organization must:

Maintain a budget of \$200,000 or more, and

Have been registered as 501(c)(3) non-profit organization operating in Boulder for at least 5 years.

The organizations that are being considered for recertification at this time were initially awarded grants in the 2016 funding cycle. At that time, the Arts Commission considered 17 applicants who vied for \$280,000 allotted to this category. Eight grants were awarded (four at \$50,000 and four at \$20,000). The grants were approved based on a competitive process with established criteria. The approval by the Arts Commission of these eight finalists was then submitted for review by City Council at their April 4, 2016 meeting, at which time the grants received final approval by a unanimous vote of council.

*Further information for the Background section appears below in Attachment A.*

### **ANALYSIS**

It is the recommendation of staff that council approve the recertification of the Large GOS grants. Council may decide to:

- Approve the recommendations of the Arts Commission,
- Ask that the Arts Commission reconsider one or several of the recertifications,
- Ask the Arts Commission to reconsider all of the recertifications,
- Postpone the approval of the recertifications and ask staff to provide council with more information.

In the event that council asks the Arts Commission to reconsider some or all of the recertifications, staff would ask that council provide guidance on specific questions or new information that should be considered.

### **ATTACHMENTS**

Attachment A – Continuation of the “Background” Section

Attachment B – Results of the GOS Survey

Attachment A – Continuation of the “Background” Section

*Continued from above.*

Other Grants in the 2017 Cycle – As of the writing of this memo, the Arts Commission is mid-way through the 2017 cycle of cultural grants:

- 2016 Small/Medium GOS Grants – At their March 15, 2017 meeting, the Arts Commission also recertified recipients of the 10 Small/Medium GOS grants. Each of these grant recipients will receive an annual distribution of \$10,000 for a further two years.

The funding is intended to be the foundation of a relationship with the 18 organizations receiving GOS funding in the large and small/medium categories. Each organization is assigned a staff or commissioner liaison. Also, as part of each organization’s annual reporting to the Arts Commission, a comprehensive organizational survey is completed. This provides detailed data on the programming, audience, operations, and communications activity. The information is then indexed and analyzed to give us an umbrella perspective on conditions: the impact of the funds on the community and a window on the entire cultural marketplace of Boulder. A copy of the 2016 GOS survey findings appears below in Attachment B.

- Project Grants – The Arts Commission has distributed 10 Community Project Grants designed to support specific arts events and programs. Another project grant for art education programs will be deliberated at the April meeting.
- Rental Assistance Fund – For many years, an arrangement with the University of Colorado has allowed the Arts Commission to distribute 16 free rentals of Macky Auditorium. In 2016, this included supplementary funds to help organizations and artists to afford the secondary costs of rental including fees for technicians, security and ushers. This year, an expansion of this rental assistance is being offered, with funding available to assist with rental fees and costs at *any* venue in Boulder.
- Field Trip Fund – Staff is in conversation with administration at the Boulder Valley School District to use Arts Commission funds to help teachers clear the path for their students to have that first, formative experience with the arts.
- Professional Development Scholarships – The Arts Commission has distributed assistance funds for 13 cultural leaders to attend workshops, conferences, and classes that will advance their professional skills and have a positive impact on their ability to support the community.
- Risk Capital Fund – A special grant is being deliberated that will provide one or a few artists / organizations with risk capital: the funds needed to advance their administrative, technological, or programmatic capacity in a way that is necessary for the development of their operation, but would be too significant a financial risk without this support.
- New GOS Grants – Nine new GOS grants will be offered for a two-year term. The larger grants will be subject to approval by council, and will appear for consideration after the Arts Commission process has concluded at their June 21 meeting.



The design of the 2017 grants cycle comes in the second year of implementation of the new cultural grants program recommended in the Community Cultural Plan. Last year, the program was reinvigorated with new grants and process structures. Over the course of 2016, staff and commissioners engaged in a discussion about additional refinements that could be made. At their October retreat, the Arts Commission approved several new improvements that are now being implemented, including:

- A jury panel has been added to the commission, increasing the total number of jury members to 9 for most grant programs and adding additional perspective and expertise to the deliberations.
- A new scoring system and rubric is in place which makes better use of the numerical scoring structure, and gives context to applicants and jury members on how each score relates to the application.
- Additional jury questions on equity and artistic excellence are now in use.

Details on the grants that have been distributed, on upcoming opportunities, and a description of the grants process, can be found on the cultural grants website:

<https://bac.culturegrants.org/>

## Attachment B – Results of the GOS Survey

CULTURAL GRANTS PROGRAM  
CITY OF BOULDER OFFICE OF ART + CULTURE  
GOS GRANT SURVEY FINDINGS

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*With the submittal of the final grant report for 2016, we asked all recipients of the General Operating Support (GOS) Grants to complete a survey with information about key indicators. With this data, we hope to begin building an understanding of a) the effect the grant has on the organizations, b) how the organizations are impacting the community, and c) some insight into the marketplace of cultural organizations across Boulder.*

### The GOS Grants.

- > 2016 Grants Budget for General Operating Support = \$380,000.
- > Number of Organizations Funded = 18. On top of that number, a further 15 were considered by the Arts Commission to be worthy of funding, but without the budget to approve additional grants.
- > Average percent of the organization's budget that comes from this grant = 8%.
- > The funds were used to support the sustainable operation of the organizations.

### Community Impacts.

*How do these 18 organizations affect culture in Boulder?*

- > 32,980 programs and events were held by these organizations, reaching out to a total audience of 328,786 people. These organizations spent about \$28 for every audience member to deliver their programs.
- > 2,666 people were employed by these organizations:
  - Most are employing between 1-7 full-time staff and 1-8 seasonal staff. The majority of people employed by these organizations are part time contractors, company members and educators.
  - Volunteers were critical members of staff for most of these organizations. Larger organizations fall into one of two categories: 20-70 or 200-500 volunteers. Small organizations had mostly under 15 volunteers, with a few standouts with over 100.
- > The direct economic spending of these 18 organizations was \$9,204,763.60. When that spending is combined with calculations of total spending by audiences, the Total Industry Impact was:
  - > \$11,297,580 to Boulder's household incomes through a workforce of approximately 516.8 FTE,
  - > \$675,298 to local government revenue,
  - > \$770,083 to state government revenue, and
  - > An Overall Economic Impact of \$15,474,712.<sup>1</sup>
- > These organizations varied wildly in a measure of innovation: new programs compared to recurring programs. A handful of the most innovative offered as many as 2 new programs to every 1 recurring. Most offered no or very few new programs.
- > Communications, marketing, and promotional campaigns by these 18 organizations included:
  - > Impressions with more than 120,000 people through websites,
  - > The purchase of 845 advertisements,
  - > 252 print campaigns,
  - > Media coverage through 390 articles in newspapers and the press,
  - > An astounding 13,380,880 impressions on social media.

## The Marketplace of Cultural Organizations.

*What can this data tell us about all the 140 cultural organizations in Boulder? Using the data from this group of 18 organizations as representative of the entire marketplace for cultural nonprofits, we find:*

- > Overall attendance for different organizations was mixed, with the largest organizations recording up to 100,000+ in audience to small organizations with just over 1,000.
- > Almost all organizations had very similar audience demographics. Return visitors represent about 70% of the audience, with 30% attending for the first time.
- > The geographic dispersal of these audiences poses challenges:
  - 78% of audiences came from Boulder, a demonstration of the high cultural participation rates of our residents.
  - However, this means that cultural tourism rates remain modest. Only 15% of the audience is from around Colorado, 7% from across the US, and 2% international tourists.<sup>2</sup>
  - It is notable that these figures were very consistent regardless of size or arts discipline.
- > Ticket prices for programs were somewhat consistent, with most organizations in a range of \$8 to \$24. If we assume that most organizations are indeed spending about \$28 per audience member, then it is useful to note the fact that a typical Boulder organization needs to add \$4-\$20 on top of a ticket price through other sources of revenue.
- > Memberships were offered by only a few organizations, and tended to fall into one of two categories: either about 200 members or upwards of 1,000. Membership costs are just under \$106 on average with much variation.
- > The average overall budget of an organization is about \$511,000 with very wide differences between small and large budgets. Regardless of budget size, most organizations have a balance of income sources with 54% contributed, 42% earned, and 8% other sources.<sup>2</sup>
- > Grants can be an important source of revenue for Boulder organizations, with most awarded between 1-16 grants from a variety of government and foundation sources and a lot of variety in the amount they received.
- > Maintaining an operating reserve is a healthy practice that most large organizations sustain. A few smaller organizations also keep an operating reserve, but as many do not. Regardless of size, the operating reserve is between 1%-20% of their total budget.
- > Though a few organizations broke even in 2016, most had between \$1,000 - \$20,000 in surplus.
- > The use and effectiveness of communications by organizations in Boulder was mixed. There was variety in the number of people who used websites and social media with no correlation to size or discipline. Print campaigns continued to be used regularly, but with similarly mixed results. Of importance is that few organizations track the success of their campaigns.
- > The way that the press responded to Boulder organizations fell into two categories: those organizations that received 100-200 instances of press coverage and organizations that received only a handful of 5-10.

### Notes.

General Note: This was a voluntary survey. Some organizations did not enter complete data.

<sup>1</sup> Arts & Economic Prosperity 4 Calculator,

([http://www.americansforthearts.org/sites/default/files/aepiv\\_calculator/calculator.html](http://www.americansforthearts.org/sites/default/files/aepiv_calculator/calculator.html))

Note that these preliminary figures will soon be updated for the entire Boulder community in 2017 with the release of data from Arts & Economic Prosperity 5. FTE = Full Time Equivalent positions.

<sup>2,3</sup> This is an average of all data from that specific category, represented as a percentage. Therefore, adding up the data from each of the distinct category averages will not equal 100%.



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE:** April 18, 2017

**AGENDA TITLE:** Second reading, and consideration of (1) a motion to adopt and order published by title only Ordinance 8179 creating a Chautauqua Access Management Plan Summer 2017 Pilot by amending Chapter 2-2, 4-20, 4-24, 7-6, and Title 4, B.R.C. 1981, related to the establishment of a parking management area, related fees, and setting forth related details; (2) a motion to approve a pilot program for summer 2017 and (3) a motion to approve a budget for the pilot program.

**PRESENTERS:**

Jane S. Brautigam, City Manager  
Mary Ann Weideman, Deputy City Manager  
Tom Carr, City Attorney  
Sandra Llanes, Senior Assistant City Attorney  
Maureen Rait, Executive Director of Public Works  
Molly Winter, Executive Director, Community Vitality Department  
Mike Gardner-Sweeney, Director of Public Works for Transportation  
Tracy Winfree, Director, Open Space and Mountain Parks  
Bill Cowern, Principal Traffic Engineer, Public Works-Transportation Division  
Kathleen Bracke, GO Boulder Manager, Public Works-Transportation Division  
Susan Connelly, Deputy Director, Community Vitality Department  
Deryn Wagner, Environmental Planner II, Open Space and Mountain Parks  
Natalie Stiffler, Transportation Planner II, GO Boulder, Public Works-Transportation

**EXECUTIVE SUMMARY:**

The purpose of a Chautauqua Access Management Plan (CAMP) is to manage existing demand for transportation access to and from the Chautauqua area during the peak summer period in ways that minimize vehicular and parking impacts to surrounding neighbors, visitors and the area's natural and cultural resources. The purpose of a summer 2017 pilot program is to test various mitigation measures to assess effectiveness in reaching the project goals and to inform development of a CAMP for implementation in future summers.

On April 4, 2017 staff presented recommendations for a CAMP summer 2017 pilot that were developed based on data collected in summer 2016, as well as community and board input. The April 4, 2017 agenda memo <https://documents.bouldercolorado.gov/weblink8/0/doc/141608/Electronic.aspx> provided background on the effort and presented staff considerations related to the recommended pilot strategies, identified potential modifications and described how success of the mitigation experiments would be measured. Council provided feedback to inform potential modification of the staff recommendations. Staff subsequently met with and had other communications with the Colorado Chautauqua Association (CCA) board and staff regarding the council feedback and CCA interests.

This memorandum details potential alternatives to staff recommendations for a summer 2017 pilot that respond to the council feedback, analyze relevant considerations and address the key issues. Staff identifies the following as reasonable alternatives to the staff recommendations in the April 4, 2017 Agenda Memo for the CAMP Summer 2017 Pilot:

1. Weekends-only between June 1 and August 31 (vs. seven days/week)
2. Free transit service 7 a.m. – 7 p.m. (same service hours as original recommendation) on weekends
3. Parking management in effect 8 a.m. to 5 p.m. (vs. 7 a.m. – 7 p.m.) on weekends with city of Boulder parking enforcement
4. No time limits (i.e., no restriction on duration of parking) in any zone
5. Paid parking on Baseline Road and around the Green/in the Ranger Cottage Lot – \$2.50/hour parking fee (same as original pricing recommendation) for all parkers (no special status for city residents or county residents) using parking app or kiosks along Baseline
6. Neighborhood North of Baseline –
  - b) Create temporary NPP with boundaries constricted to include only the first block north of Baseline on 8<sup>th</sup> Street, Grant Place, 9<sup>th</sup> Street and Lincoln Place and the south side of the 800 block of Cascade, reflecting the 75% utilization data and no anticipated spillover blocks.
  - c) Resident permits (vehicles registered at the address, limited to two per person; two-day visitor passes per residence; two overnight guest passes upon request) issued by city at no charge during the pilot (cf. \$17/year in NPPs)
  - d) \$2.50/hour parking fee for non-permitted vehicles, no time/duration restriction, using parking app or payment kiosks along Baseline
- a. CCA Leasehold Area – the details related to CCA's administration of permits in the leasehold area will be memorialized in a city manager rule.
  - a) The city issues a certain number of permits to CCA for its administration and distribution among its residents, lodging guests, Community House users, employees of all three organizations (CCA, CMF and CDH) and volunteers. There could be a nominal charge (e.g., \$5/permit) or no charge. CCA may charge more for the permits it issues in order to offset its reasonable costs of permit administration and monitoring.

- b) An employee Transportation Demand Management (TDM) program will be organized and managed by CCA for all employees within its leasehold - CCA, Colorado Music Festival (CMF) and Chautauqua Dining Hall (CDH) substantially in accord with the TDM outline in Attachment D.
  - c) Access will be managed by CCA at two entries into leasehold area using parking marshals and signage at entry points (Kinnikinic/Clematis and west of the trailhead parking for the McClintock Trail) with no other parking regulatory signage required within the leasehold area.
  - d) **EITHER** a limited amount of public parking @ \$2.50/hour (no time/duration restriction) **OR** no non-permitted vehicle access on the 26 weekend days of the pilot – to be determined by Council.
- b. Bicycle Parking – OSMP seeking to add near Ranger Cottage

Together, these recommendations are intended to address the key issues identified through the summer 2016 data collection, resulting in:

- Reduction of automobile mode share to meet CAMP governing principles and city transportation and environmental goals
- Reduction of parking demand on adjacent neighborhood and Chautauqua (leasehold) neighborhood streets currently used as overflow parking for access to the site
- Reduction of conflicts between automobiles and pedestrians in highly-trafficked residential areas

Using data collected in 2016 and during the proposed pilot, staff will measure the effectiveness of the pilot project to inform the development of long-term strategies.

Success for the pilot will be defined as:

- Transit ridership levels (not including TNCs) – 250 riders/day on average (including visitors, employees, volunteers), reflecting approximately 10% of trailhead visitors (summer 2016 data)
- Increased use of transportation network companies (TNCs)
- A reduction in traffic volume on Baseline Road and on surrounding neighborhood streets
- A reduction in parking utilization on neighborhood blocks to the north of Chautauqua and in the CCA leasehold area
- Reasonable compliance with parking restrictions

In addition, staff will work with partners and the public to understand more subjective aspects of success. For example, staff will conduct an online questionnaire to understand how these changes affected customer satisfaction, visitor experience and changes in behavior (e.g., whether people felt discouraged from visiting) and will seek neighborhood feedback and input on what information sources were most helpful.

City Council approval is requested on the following items:

1. The proposed ordinance as passed on first reading on April 4 (**Attachment A**) or in the alternative an ordinance that incorporates staff's recommendations as brought forth in this memo (**Attachment B**);
2. The proposed budget provided on April 4, or in the alternative: the proposed modified pilot project budget, as provided in **Attachment C** or as council may further modify (the adjustment to 2017 budget to be considered on May 16); and
3. The proposed modified pilot program for summer 2017, including all parking management, TDM, and transit service components, as presented or as council may further modify.

**STAFF RECOMMENDATION:**

**Suggested Motion Language:**

Staff requests council consideration of this matter and action in the form of the following motions:

1. Motion to adopt on second reading and order published by title only Ordinance 8179 creating a Chautauqua Area Management Plan by amending Chapters 2-2, 4-20, 4-24, 7-6, and Title 4, B.R.C. 198, related to the establishment of a Parking Management Area, related fees and setting forth related details. **Attachment A.**
2. Motion for council approval and authorization of the city manager to proceed to implement:
  - a) The proposed pilot program for summer 2017, including all transit service, parking management and TDM components, as presented on April 4, 2017; and
  - b) The modified pilot project budget as presented on April 4, 2017 (adjustment to 2017 budget to be considered on May 16).

**OR, in the alternative:**

1. Motion on second reading and order published by title only Ordinance 8179, as amended creating a Chautauqua Area Management Plan by amending Chapters 2-2, 4-20, 4-24, 7-6, and Title 4, B.R.C. 198, related to the establishment of a Parking Management Area, related fees, and setting forth related details. **Attachment B.**
2. Motion for council approval and authorization of the city manager to proceed to implement:
  - c) The proposed modified pilot program for summer 2017, including all transit service, parking management and TDM components, as presented or as council may further modify; and
  - d) The modified pilot project budget presented and provided as **Attachment C** (adjustment to 2017 budget to be considered on May 16).

## **COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS:**

The Community Sustainability Assessments and Impacts remain as presented in the April 4, 2017 Agenda Memo.

### **FISCAL IMPACT:**

The approved 2017 budget includes \$100,000 for implementation of a CAMP pilot in summer 2017. These funds were based on a preliminary estimate of possible expenses made in mid-2016 that lacked specific details of the pilot program components. An updated set of cost components for the recommended summer 2017 pilot include:

- Costs of physical and programmatic implementation of the selected pilot program(s) (e.g., signage, pay stations, contracted transit service, etc.),
- Fees to the Boulder Valley School District and the University of Colorado that allow vehicles to park in the lots identified for satellite parking and shuttle access,
- A robust marketing plan to be implemented prior to the pilot program to help inform the local and regional community of the access changes associated with the pilot program,
- Paid parking ambassadors to assist with use of the ParkMobile application in the Landmark Designated Area,
- Enforcement (additional and/or reallocated from other parking services areas)
- Data collection and analysis to gauge the pilot's effectiveness (including consultant support),
- Consultant support, through 2017, to develop a post-pilot plan, and begin development of a final CAMP for implementation in the summer of 2018.

As previously communicated, staff anticipated that costs for a proposed seven-day-per-week pilot program could total \$850,000. These costs will be partially off-set by the current \$100,000 funding allocation, anticipated parking revenues from the pilot program and funding participation from the Boulder Convention and Visitors Bureau, for total net new funding estimated to be \$380,000. The modified pilot recommendation for a weekend-only program is estimated to cost \$450,000, depending on which elements are included, with net new funding totaling \$190,000, which would need to be allocated through the upcoming first adjustment to base process.

At Council's request, staff has evaluated the budgetary impacts of changing the parking fee from \$2.50 per hour to \$1.25 per hour. For the weekends-only recommendation, this would cut the anticipated parking revenue from \$90,000 to \$45,000. It is possible that the revenue would be higher than this but if so that would be because more people were parking at that reduced rate and we would anticipate this being counter to our goal of discouraging vehicles from being parked in the neighborhood area. Consequently, it is not staff's recommendation to change the \$2.50 per hour parking fee proposal for the Pilot Program.



At Council's request, staff has also critically reviewed each component of the budget to determine if there could be any reasonable eliminations of cost. Specifically, we considered whether a reduction in consultant support for analyses, the level of marketing or support for TNC subsidies would be appropriate. Staff also considered whether it would be appropriate to eliminate the parking ambassadors from the proposal. Staff feels that all components are critical to the successful implementation and evaluation of the Pilot Program and would not recommend cutting any one of these components.

These costs do not include the significant multi-department staff time allocated to date and still required to complete the project. A second adjustment to base may be required to complete the development of the final CAMP in 2017.

**BOARD AND COMMISSION FEEDBACK:**

There has been no new feedback from boards and commissions since Council consideration on April 4, 2017.

**PUBLIC FEEDBACK**

All public comments received following Council consideration on April 4<sup>th</sup> can be reviewed at <https://tinyurl.com/jt69h5q>.

**BACKGROUND:**

In 2015, the city and the Colorado Chautauqua Association (CCA) entered in a new lease, effective Jan. 1, 2016. In the lease, the city and CCA recognized that during peak periods, parking demand for all uses within and around Chautauqua far exceeds supply, and the movement of vehicles looking for parking presents safety issues and degrades the visitor experience. The lease contains the commitment of the city and CCA to develop a Chautauqua Access Management Plan ("CAMP") during the first year of the lease, according to specific governing principles.

At a study session on Feb. 9, 2016, staff sought council feedback on the process for development of the CAMP. Council members supported staff's recommendation to collect new (updated) data in summer 2016, followed by development of a CAMP pilot program for implementation in 2017. As discussed at that study session, options for the CAMP summer 2017 pilot would include consideration of:

- Some degree of managed parking within the Chautauqua leasehold area and possibly in the surrounding neighborhood as well. This could include parking restrictions, similar to those provided by the Neighborhood Parking Permit Program.
- Some degree of paid parking, possibly in the Ranger Cottage lot, on the loop surrounding the park and/or on Baseline Road.
- Enhancements to other modes of transportation including but not limited to restoration of transit service to the Chautauqua area.

Pursuant to council direction, staff conducted a data collection/analysis effort, identification and evaluation of potential strategies to address the key issues (see additional detail below), and a public engagement process including the CAMP Working Group, as well as initial community and boards input. Staff implemented several preliminary mitigation strategies in summer 2016 based on discussions with and

feedback from residents within the neighborhood north of Baseline. Parking block striping (“Ls”) were installed in an attempt to address illegal parking blocking site lines and driveways. Additional enforcement staff also was deployed on peak weekend visitation days. Please see the Information Memo to Council dated Jan. 17, 2017, for details. <S:\CMO\DUHMDPS\Chautauqua\City council\NP CC 01.17.17 CAMP.pdf> Staff then developed a preliminary set of recommendations for a summer 2017 pilot and has sought additional feedback from the community, the CAMP Working Group, four city boards and the CCA board of directors.

### **Council Feedback**

On April 4, Council provided the following “nod of five” feedback:

1. Scale transit and parking management back to Friday-Sunday or just weekends.
2. Scale hours of operation back to 8 a.m. – 5 p.m. in all zones (vs. 7 a.m. – 7 p.m. in two zones).
3. Look for ways to cut costs.
4. Parking Management/CCA leasehold area – Consider letting CCA manage permit system within its leasehold area – with or without some degree of public access; with incentives to use shuttles; must be effective and fair; utilization must be demonstrated; with permits issued by the City Manager and allocated by CCA; and parking regulations must be enforceable.
5. Parking Management/North of Baseline Neighborhood – carve off 10<sup>th</sup> and 11<sup>th</sup> Streets in the block north of Baseline for purposes of the temporary NPP
6. Paid parking –
  - a) Explore reducing parking rate to \$1.25/hour vs. \$2.50/hour
  - b) Explore distinguishing City or Boulder County registered vehicles vs. outside City or Boulder County for purposes of paid parking
  - c) Explore programming pay stations and Park Mobile to not pay for hours before operating start
7. Time-restricted parking – consider going to three or four hours (vs. two hours) in North Neighborhood and CCA Leasehold zones
8. Add bicycle parking

Council did not address staff’s question about adding pay stations within the landmark district, as had been recommended by the Transportation Advisory Board (TAB) for the convenience of parkers.

### **ANALYSIS:**

Council directed staff to develop a tailored access management strategy to balance the variety of users and modes while also maintaining the natural, built and historic environments. The modified staff recommendations continue to include various measures to mitigate a variety of impacts, including: high automobile mode share; parking demand exceeding supply, causing neighborhood streets to be used as overflow parking; and concerns about automobile/pedestrian conflict in high-traffic residential areas.

## **Considerations Related to Council's April 4, 2017 Feedback**

Staff has carefully reviewed the feedback given by council on April 4 and offers the following considerations in response to each:

### 1. Scale transit and parking management back to Friday-Sunday or just weekends

#### *Considerations:*

- Review of summer 2016 data indicates that the highest usage time is Saturday and Sunday.
- Reduced transit availability will reduce pilot expenses.
- Reduced transit availability on weekdays will affect Chautauqua visitors, employees, volunteers and neighbors.
- It is more challenging to market a limited weekends-only service to new customers.
- Reduction in enforcement staff required.
- Reduction in parking revenue.

### ii. Scale hours of operation back to 8 a.m. – 5 p.m. in all zones (vs. 7 a.m. – 7 p.m. in two zones)

#### *Considerations:*

- Review of summer 2016 data indicates that usage declines rapidly after 4 p.m. (except on Auditorium event evenings, which already are subject to a special event permit).
- Reducing transit service hours from 7 a.m. – 7 p.m. will reduce transit usage and support for employee TDM.
- Consistent hours of parking management in all zones will aid understanding and compliance.

### iii. Look for ways to cut costs

#### *Considerations:*

- Reducing the pilot to weekends only during the peak summer period will respond to the greatest need while reducing pilot expenses.
- Reduction in the marketing budget is inadvisable if the pilot is to reach the variety of visitors and truly encourage alternatives to driving and parking at Chautauqua.
- Elimination of the subsidy for Transportation Network Companies (TNCs) would eliminate the opportunity to experiment with and learn from this evolving form of mobility.
- Reduction in or elimination of parking ambassadors is inadvisable as visitors are likely to need support with the new approach and, in particular, with using ParkMobile or identification of parking payment kiosks on

Baseline Road and we seek to create a pleasant and inviting visitor experience.

- Reduction in consultant support for data collection and analysis is inadvisable if the pilot is to be most helpful in determining future courses of action.

- iv. Parking Management/North of Baseline Neighborhood - establish temporary Neighborhood Permit Parking (NPP) program only on the blocks of 8<sup>th</sup> Street, Grant Place, 9<sup>th</sup> Street and Lincoln Place between Baseline and Cascade (i.e., one block north of Baseline) and the south side of the 800 block of Cascade.

*Considerations:*

- These are the blocks that showed 75% parking utilization in the summer 2016 data collection.
- "Spillover" parking is deemed likely to occur on the blocks immediately past these blocks.
- Many neighbors in the anticipated spillover blocks have expressed an understanding of the potential spillover and a preference to not be included and to take their chances during the pilot. Support for the temporary NPP on these blocks has been expressed by the Sustainable Chautauqua group.

- v. Parking Management/CCA Leasehold Area – Consider letting CCA manage permit system within its leasehold area – with or without some degree of public access; with incentives to use shuttles; must be effective and fair; utilization must be demonstrated; with permits issued by the City Manager and allocated by CCA; and parking regulations must be enforceable.

Project staff (joined by the City Attorney) met with CCA board and staff representatives on April 6, 2017 to discuss Council's feedback and implementation options relative to the CCA leasehold area. Subsequent discussions led to further refinements in thinking. Key components of a possible approach included:

- To address CCA's concerns regarding signage in the leasehold area, modification of section 7-6-14, "Unauthorized Parking Prohibited" and 7-6-15, "Overtime Parking Signs," B.R.C. 1981 is required in order to allow for parking attendants or "marshals" and (if needed) barricades or cones on public streets, similar to what is typically used for evening special event parking management in the leasehold. These would be provided by CCA (just like current special event marshals) and could be paid staff, contractors or volunteers (so long as there is a system to ensure they are present during the restriction hours).

- Subsequent to the April 6 discussion, CCA expressed concerns about its ability to either fund paid employees or recruit sufficient volunteers to provide the 234 hours (9 hours/day for 26 days) of coverage at two checkpoints.
- There would be signs placed at two entry points (leasehold entrance at Clematis/Kinnikinic and leasehold entrance just west of McClintock trailhead). The combination of these signs, the marshals and (if needed) the barricades would act as the “Notification” to the public concerning whatever restrictions exist for parking within the leasehold area past those points. There would be no additional signing within the leasehold zone pertaining to the parking restrictions.
- There would be a permit system using hangtags administered by CCA that would grant permits to users of the leasehold area (employees of CCA and their tenants, cottage owners, visitors and guests of owners, lodging guests, contractors, and performers and volunteers associated with events at the Auditorium). The City and CCA will agree upon the framework for this system of permits but in general it will allow for a city-determined number of permits for each of the aforementioned user groups. The only user group that may have a restricted number of permits could be employees of CCA and/or their tenants, and that would only be in the event that a determined Transportation Demand Management (TDM) Plan specified such a limitation.
  - Potential cost of permits was not discussed. One approach would be for CCA to pay for each permit at a reasonable rate (e.g., \$5/permit issued by the City). The CCA could charge a slightly higher rate for any permits it issues (e.g., to cottage owners) in order to offset CCA’s reasonable cost of permit administration.
  - Regarding public access vs. permit-only within the CCA leasehold on the pilot weekends, staff and CCA identified two options for Council consideration:

Option 1 – Limited Non-Permitted Vehicle Access in Leasehold on Pilot Weekends

A limited amount of public parking (i.e., vehicles without permits) would be allowed in the leasehold zone. It would cost that driver \$2.50 per hour to park there (or whatever parking rate is determined by council) between 8am and 5pm (or whatever hours are determined by Council). The marshals at the entry points (Kinnikinic/Clematis and just west of the McClintock Trailhead) would allow the first x number of non-permitted vehicles to enter and park after being told they must use “Park Mobile” to pay for parking (perhaps using a flyer provided by the City to explain how to use ParkMobile to do such). The number of permits per day (x) would be determined ahead of time by City and CCA staff based on an

evaluation of expected available parking in the leasehold area – currently estimated to be in the range of 25 to 50 per day.

Option 2 – Permit-only Vehicle Access in Leasehold on Pilot Weekends

There would be no public parking allowed in the leasehold zone except at the McClintock Trailhead during the Pilot Program time restrictions (tentatively anticipated to be Saturday and Sundays on 13 summer weekends from 8am to 5pm). Marshals at the checkpoints would redirect any driver who was not a permit holder during restricted times.

- In addition to this CCA administered permit system, there would be a CCA-administered TDM program for the employees of CCA and their tenants (CMF and CDH). The intent is that the TDM program be a viable proposal with expectations of behavioral change. This program would be administered and tracked by CCA and the findings at the end of the summer would be added to the findings associated with the rest of the Pilot Program in the Chautauqua area. Please see additional details of the recommended TDM program in **Attachment D**.

*Considerations:*

- The total number of users associated with CCA and its tenants (CMF and the CDH) exceeds the number of parking spaces available within the CCA leasehold area.
- Summer 2016 data indicated that despite the numbers of likely parkers associated with CCA and its tenants, there were spaces available for general public parking during most of the day each day.
- CCA is in the best position to administer a permit program for its variety of users, many of whom are onsite for just a few days at a time.
- CCA is best equipped to create a workable TDM program for its employees and those of its two tenants, CMF and CDH.
- CCA is in the best position to create a workable program for its event evening volunteers and CMF's volunteers.
- There is the possibility of abuse of a CCA-administered permit program without effective communication and monitoring of those receiving and using permits.
- The streets within the leasehold are city-owned streets, leased to CCA.
- It is very unusual to allow restricted use of city-owned land to one user group.
- The restricted use to one user group would be limited to 26 days of the summer based on demonstrated need for leasehold-specific users.
- The SUMP principles (i.e., that parking should be Shared, Unbundled, Managed and Paid) would not be met for all potential parkers but would be met for permitted parkers within the leasehold.

- There is a concern re: setting a precedent regarding restricted parking use of the public right of way and creating expectations in other areas of the city.
- Chautauqua presents a unique situation, as identified in the CAMP guiding principles set forth in the city-CCA lease effective January 1, 2016, including being the only National Historic Landmark in Boulder County.
- There are no sidewalks within the leasehold, so pedestrians must share the narrow streets with vehicles and bikes. CAMP guiding principles state that pedestrians must be given priority on the narrow streets without sidewalks and that traffic circulation should be minimized in the interests of pedestrian safety and user experience.
- CCA already limits access on Auditorium event evenings pursuant to a special event permit issued by the city, which permit includes parking marshals and small barricades at the two entry points into the leasehold area.
- Ideally, a TDM program for all employees within the leasehold would be offered and encouraged seven days/week during the peak season to encourage people to carpool, vanpool/ride share, take transit, walk, bike etc.

vi. Paid Parking –

- a) Explore reducing parking rate to \$1.25/hour vs. \$2.50/hour.

*Considerations:*

- Premium price may be appropriate at premium location.
- Reasonable approach to address demand exceeding supply.
- Reduced parking rate reduces impact of pilot paid parking program for all users.
- Reduced rate fails to provide sufficient incentive to change behavior and use transit to access Chautauqua and therefore undercuts justification for pilot investment in transit.
- Reduces revenue generation off-setting pilot expenses.

- b) Explore distinguishing City or Boulder County registered vehicles vs. outside City or Boulder County for purposes of paid parking.

*Considerations:*

- Local discount discussed and not supported by the CAMP Working Group.
- Technically possible but complicated and staff time-intensive given other tasks to implement by pilot start date
- Complications for local residents whose vehicles are registered out of city/county due to variety of circumstances
- Social equity concerns; not welcoming and inclusive

- Reduced parking fees reduce incentive to change behavior and take transit to access Chautauqua, reducing justification for pilot investment in transit.
- Sets a precedent for other areas of paid parking

c) Explore programming pay stations and Park Mobile to not pay for hours before operating start

*Considerations:*

- Technically possible
- Current approach has produced few complaints in other parts of town with paid parking
- Low priority for staff and consultant focus given other necessary preparation for pilot implementation start

vii. Time-restricted Parking – consider going to three or four hours (vs. two hours) in North Neighborhood and CCA Leasehold zones

*Considerations:*

- Intended to protect neighborhoods by reducing demand for parking in those areas by visitors intending to stay longer than time restriction
- Concerns expressed by many neighbors in proposed NPP area; not well understood and/or not valued by the residential neighbors it was intended to protect.
- Extending to 3 or 4 hours vs. 2 hours is not worth the enforcement effort when not valued by the neighbors.
- Avoid the confusion of some zones being time restricted and not others.

viii. Add bicycle parking

*Considerations:*

- Requested by many – especially bike lockers such as those at some RTD stations/stops and on CU campus
- Underutilized where existing at Chautauqua near Baseline (vs. near the Ranger Cottage)
- Addition will require a Landmark Alteration Certificate (LAC) for any location within the Chautauqua Landmark District.
- Could consider providing temporary bike racks during the 2017 summer pilot to gauge demand for installation of additional bike parking.
- OSMP staff is working on a proposal to address the need for additional bike racks and will advance the recommendation through approval processes with CCA and the Landmarks Board.



Council did not address staff's question in the April 4, 2017 agenda memo re: adding pay stations within the landmark district, as had been recommended by TAB for the convenience of parkers, so staff has not made any further recommendation to do so.

### **Modified Staff Recommendations for the Summer 2017 Pilot**

Given Council, CCA and other community feedback, staff identifies the following as reasonable alternatives to the staff recommendations in the April 4, 2017 Agenda Memo for the CAMP Summer 2017 Pilot and are incorporated into the ordinance (**Attachment B**) and in the Regulations (**Attachments E&F**):

1. Weekends-only between June 1 and August 31 (vs. seven days/week)
2. Free transit service 7 a.m. – 7 p.m. (same service hours as original recommendation) on weekends
3. Parking management in effect 8 a.m. to 5 p.m. (vs. 7 a.m. – 7 p.m.) on weekends with city of Boulder parking enforcement
4. No time limits (i.e., no restriction on duration of parking) in any zone
5. Paid parking on Baseline Road and around the Green/in the Ranger Cottage Lot – \$2.50/hour parking fee (same as original pricing recommendation) for all parkers (no special status for city residents or county residents) using parking app or kiosks along Baseline
6. Neighborhood North of Baseline –
  - a) Create temporary NPP for the neighborhood north of Chautauqua with boundaries constricted to include only the first block north of Baseline on 8<sup>th</sup> Street, Grant Place, 9<sup>th</sup> Street and Lincoln Place and the south side of the 800 block of Cascade, reflecting the 75% utilization data and no anticipated spillover blocks.
  - b) Resident permits (vehicles registered at the address, limited to two per person; two-day visitor passes per residence; two overnight guest passes upon request) *issued by city at no charge during the pilot (cf. \$17/year in NPPs)*
  - c) \$2.50/hour parking fee for non-permitted vehicles, no time/duration restriction, using parking app or payment kiosks along Baseline
7. CCA Leasehold Area – the details related to CCA's administration of permits in the leasehold area will be memorialized in a city manager rule.
  - a) The city issues a certain number of permits to CCA for its administration and distribution among its residents, lodging guests, Community House users, employees of all three organizations (CCA, CMF and CDH) and volunteers. There could be a nominal charge (e.g., \$5/permit) or no charge. CCA may charge more for the permits it issues in order to offset its reasonable costs of permit administration and monitoring.
  - b) An employee Transportation Demand Management (TDM) program will be organized and managed by CCA for all employees within its leasehold - CCA, Colorado Music Festival (CMF) and Chautauqua Dining Hall (CDH) substantially in accord with the TDM outline in Attachment B.

- c) Access will be managed by CCA at two entries into leasehold area using parking marshals and signage at entry points (Kinnikinic/Clematis and west of the trailhead parking for the McClintock Trail) with no other parking regulatory signage required within the leasehold area.
- d) **EITHER** a limited amount of public parking @ \$2.50/hour (no time/duration restriction) **OR** no non-permitted vehicle access on the 26 weekend days of the pilot – to be determined by Council.

8. Bicycle Parking – OSMP seeking to add near Ranger Cottage

Together, these modifications to the April 4, 2017 staff recommendations are deemed to reasonably address the key issues identified through the summer 2016 data collection, resulting in:

- Reduction of automobile mode share to meet CAMP governing principles and city transportation and environmental goals
- Reduction of parking demand on adjacent neighborhood and CCA leasehold area
- Reduction of conflicts between automobiles and pedestrians in highly-trafficked residential areas

**Information/Education/Marketing of the Pilot** – Informing the volume and variety of Chautauqua-area users about the details of the summer 2017 pilot program and how the program will offer new choices and/or restrict methods of access will be critical the success of the pilot. It will require a multi-targeted, multi-channel approach. The pilot program budget includes an allocation to engage a firm to develop a marketing plan to supplement the city’s communications strategy.

**Additional Implementation Considerations** – Several additional processes may be necessary prior to implementation of the pilot that could impact whether certain strategies can be practicably tested this summer or whether they can be tested over a shorter pilot period in summer 2017 than would otherwise be desirable.

Funding availability to implement the pilot –As previously communicated, staff anticipated that costs for a proposed seven-day-per-week pilot program could total \$850,000. These costs will be partially off-set by the current \$100,000 funding allocation, anticipated parking revenues from the pilot program and funding participation from the Boulder Convention and Visitors Bureau, for total net new funding estimated to be \$380,000. The modified pilot recommendation for a weekend-only program is estimated to cost \$450,000, depending on which elements are included, with net new funding totaling \$190,000, which would need to be allocated through the upcoming first adjustment to base process.

Any necessary landmark alteration certificate (LAC) approvals - Any mitigation approach that includes an external alteration within the historic landmark district would be dependent upon review by CCA and issuance of an LAC by the Landmarks Board, or its Design Review Committee or staff, depending on the alteration. The staff

recommendations do not include any components that would require an LAC. Traffic control devices and temporary barricades to not require an LAC.

Necessary ordinance and regulation amendments for the duration of the pilot, only – As noted above, several Boulder Revised Code sections must be added or amended along with three regulations (one to create a new NPP zone in the Chautauqua neighborhood to the north, one to amend the existing regulation to allow for NPPs on weekends in this new zone, and a third regulation to memorialize the details of CCA administration of permits in the leasehold area) – all for the duration of the pilot, only -- in order to implement the recommended mitigation measures, including:

- Council approval of amendments to Chapter 4-24 “Parks and Open Space Parking Permits,” Chapter 7-6 “Parking Infractions,” B.R.C. 1981 relating to parking and charging for parking around the Chautauqua Green and at the parking lot north of the Ranger Cottage to allow for implementation of the CAMP summer 2017 pilot;
- Council approval of additions to Chapter 2-2 and Chapter 4-30 to add new sections for the creation of a parking plan and management in the Chautauqua leasehold area “Chautauqua Parking Management Plan,” “Chautauqua Parking Permit Fee” and “Chautauqua Parking Zone Permits”
- City manager approval of a regulation creating a Chautauqua Neighborhood Permit Parking: Summer 2017 Pilot Project Zone; and
- City Manager approval of a regulation amending the existing NPP zone regulations to allow for weekend restrictions for the neighborhood adjacent to Chautauqua
- City Manager approval of a regulation that sets forth the details of CCA's administration of permits in the leasehold area and potential TDM.

Satellite parking lots - Completion of negotiations with Boulder Valley School District (BVSD) and University of Colorado-Boulder for use of satellite parking lots

Transit Service providers - Responses to the city’s RFPs for: one or more transit service providers for the pilot program, for marketing consultant support and for paid parking ambassadors to operate in the landmark district.

### **During the Pilot**

While the pilot is being implemented this summer, staff will be communicating information to users and potential users, seeking feedback from users and those who choose not to use the area, and measuring results of pilot components. Staff does not anticipate making modifications during the maximum three-month pilot as that could skew data collection and results.

### **How to Measure Pilot Success**

During the Summer 2017 pilot implementation, staff and consultants will collect the following kinds of data to compare with the data collected in summer 2016:

- Arrival mode (through an online users’ questionnaire)
- Transit and TNC ridership (through the service providers)

- Traffic patterns (through radar and Miovision traffic counts and Acyclica travel patterns data)
- Parking location and utilization (collected by city Parking Management staff)
- Trail counts using infrared trail monitors

In addition, staff will work with partners and the public to understand more subjective aspects of success. For example, staff will conduct an online questionnaire to understand how these changes affected customer satisfaction, visitor experience and changes in behavior (e.g., whether people felt discouraged from visiting) and will seek neighborhood feedback and users' input on what sources of information were most helpful.

**Development of the Post-Pilot CAMP**

The data collected during the summer 2017 pilot, and the subsequent user experience and non-user inputs will inform development of a “final” CAMP, as required by the lease between the city and the CCA. Staff anticipates that the future plan will build on what is learned from the summer 2017 pilot and will also address possible infrastructure and programmatic changes that were beyond the scope/capacity of the summer 2017 pilot planning effort. Staff anticipates returning to boards, commissions and council in fall 2017, to report on results of the summer 2017 pilot and to recommend a process to develop a final CAMP, with development of a CAMP, including community engagement, occurring in fall 2017/winter 2018 with a return to boards and commissions and council in spring 2018 for consideration of a recommended CAMP for implementation in summer 2018 and beyond.

**ATTACHMENTS:**

- Attachment A Ordinance 8179 as passed on first reading
- Attachment B Ordinance 8179 as amended (staff's recommendation)
- Attachment C CAMP Summer 2017 Pilot Program Budget
- Attachment D Staff Recommendations for CCA Leasehold Employee TDM Program for CAMP Summer 2017 Pilot
- Attachment E Regulation creating a new NPP zone for the neighborhood north of Chautauqua
- Attachment F Regulation amending existing NPP regulations allowing for weekend restrictions

## ORDINANCE 8179

AN ORDINANCE CREATING A CHAUTAUQUA AREA MANAGEMENT PLAN BY AMENDING CHAPTERS 2-2, 4-20, 4-24, 7-6, AND TITLE 4, B.R.C. 1981, RELATED TO THE ESTABLISHMENT OF A PARKING MANAGEMENT AREA, RELATED FEES, AND SETTING FORTH RELATED DETAILS.

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

Section 1. Section 2-2-15, B.R.C. 1981, is amended to read as follows:

**2-2-15 - Neighborhood Permit Parking Zones.**

- (a) Restricting parking on streets in certain areas zoned for residential uses primarily to persons residing within such areas will reduce hazardous traffic conditions, promote traffic safety, and preserve the safety of children and other pedestrians in those areas; protect those areas from polluted air, excessive noise, trash, and refuse; protect residents of those areas from unreasonable burdens in gaining access to their residences; preserve the character of those areas as residential; promote efficiency in the maintenance of those streets in a clean and safe condition; preserve the value of the property in those areas; and protect the peace, good order, comfort, convenience, and welfare of the inhabitants of the city. The city council also finds that, in some cases, residential streets serve an important parking function for nonresidents in the public and commercial life of the city. Some accommodation for parking by others may be appropriate in these cases.
- (b) Upon receipt of a request by twenty-five adult residents of a neighborhood proposing a neighborhood permit parking zone, the city manager will conduct studies to determine if a neighborhood permit parking permit zone should be established in that neighborhood, and what its boundaries should be. The manager may, if the manager concludes it is in the public interest to do so, initiate this process without any request. The manager may consider, without limitation, the extent to which parking spaces are occupied during working or other hours, the extent to which parked vehicles are registered to persons not apparently residing within the neighborhood, the impact that businesses and facilities located within or without the neighborhood have upon neighborhood parking within the neighborhood, such other factors as the manager deems relevant to determine whether parking by nonresidents of the neighborhood substantially impacts the ability of residents of the proposed parking permit zone to park their vehicles on the streets of the proposed zone with reasonable convenience, and the extent to which a neighborhood permit parking zone would significantly reduce this impact. The manager shall also determine the need for reasonable public access to parking in the area, and the manner and extent that it should be provided, along with the hours and days on which parking restrictions should apply. No such parking

1 restrictions shall apply on Sundays or holidays unless exempted by regulation  
 2 promulgated by the city manager pursuant to Chapter 1-4, "Rulemaking," B.R.C. 1981.

3 ...

4 (f) The city manager shall monitor the program on a regular basis and annually provide  
 5 the city council with a report on the neighborhood permit parking program generally,  
 6 including its relationship to parking supply and demand in adjacent areas of the city  
 7 and the status of zone block faces under sSubsection 4-23-2(j), B.R.C. 1981. The details  
of the monitoring effort shall be contained in administrative regulations promulgated  
by the city manager pursuant to eChapter 1-4, "Rulemaking," B.R.C. 1981.

8 (g) This Section 2-2-15, "Neighborhood Permit Parking Zones," shall not apply to the area  
 9 as defined by Section 2-2-20, "Chautauqua Parking Management Plan," B.R.C. 1981.

10 Section 2. Chapter 2-2, "General Administration," B.R.C. 1981, is amended by the  
 11 addition of Section 2-2-20, as follows:

12 **2-2-20 - Chautauqua Parking Management Plan.**

13 (a) The city and the Colorado Chautauqua Association have a long-standing mutually  
 14 beneficial relationship in which the city leases land, recognized as the leasehold area,  
 15 to Colorado Chautauqua Association. The popularity of this area, from a variety of  
 16 users such as cottage residents, cottage renters, employees located in the area, and the  
 17 public have created significant competing access demands that peak seasonally.  
 18 Therefore, the city council finds that it is in the public interest to establish a seasonal  
 19 parking management plan specific to the leasehold area and in conjunction with parking  
 20 management in adjacent areas. Within the leasehold area, the city council intends to  
 21 provide a balance of access and convenience to the area through a combination of free  
 22 transit service from satellite parking lots; a Transportation Demand Management  
 23 (TDM) program for employees of Colorado Chautauqua Association, Colorado Music  
 24 Festival, Chautauqua Dining Hall, and Open Space Ranger Cottage,; permitted parking  
 25 for residents and lodging guests located in the area,; and time-limited paid public  
parking. The seasonal parking management plan shall be effective June through  
August of each year.

(b) The city council intends that the seasonal parking management plan will reduce  
hazardous traffic conditions, promote traffic safety, protect pedestrians, reduce air  
pollution and excessive noise, protect residents of this area from unreasonable burdens  
in gaining access to their residences, provide the public with access to the many  
amenities of the area, and protect the peace, good order, comfort, convenience, and  
welfare of the inhabitants of the city.

(c) The city manager shall monitor the seasonal parking management plan to assess its  
impacts and may consider subsequent changes to the seasonal parking management  
plan to promote the goals set forth in this Section. Any changes to the seasonal parking  
management plan shall be governed by Chapter 1-4, "Rulemaking," B.R.C. 1981. The  
city manager may consider, without limitation, the extent to which parking spaces are

1 occupied during working, weekend, or other hours, and such other factors as the city  
 2 manager deems relevant to determine the appropriate balance of access between  
 3 different users.

4 (d) Upon establishment of a seasonal parking management plan, the city manager shall,  
 5 subject to the availability of funds appropriated for the purpose, install the necessary  
 6 traffic control devices within the area, and issue parking zone permits pursuant to  
 7 Chapter 4-29, "Chautauqua Parking Zone Permits," B.R.C. 1981.

8 (e) The city manager may issue regulations governing the issuance and use of permits not  
 9 inconsistent with Chapter 4-29, "Chautauqua Parking Zone Permits," B.R.C. 1981.

10 (f) The city manager shall monitor the program on a regular basis and annually provide  
 11 the city council with a report on the seasonal parking management plan, generally,  
 12 including its relationship to parking supply and demand in adjacent areas of the city.

13 (g) The city shall manage the Chautauqua Parking Management Plan in all aspects  
 14 including, and not limited to, enforcement, permit issuance, and administration. The  
 15 city manager shall have discretion to allow for limited administration of permits by the  
 16 Colorado Chautauqua Association and employers located in the area as set forth by  
 17 regulation.

18 Section 3. Section 4-20-49 "Neighborhood Parking Permit Fee," B.R.C. 1981, is amended

19 to read:

20 **4-20-49 - Neighborhood Parking Permit Fee.**

21 (a) A zone resident applying for a neighborhood parking permit shall pay \$17 for each  
 22 permit or renewal thereof.

23 (b) A business applying for a neighborhood parking permit for employees shall pay \$75  
 24 for each permit or renewal thereof.

25 (c) An individual who does not reside within the zone applying for a neighborhood parking  
 permit, if permitted in the zone, shall pay \$100 for each quarterly permit or renewal  
 thereof.

(d) This section shall not apply to Section 2-2-20 "Chautauqua Parking Management  
Plan," Chapter 4-30, "Chautauqua Parking Zone Permits," B.R.C. 1981 or the  
Neighborhood Permit Parking zone created by rule located just north of Chautauqua.

Section 4. Section 4-20-54 "Parks and Open Space Parking Permit Fee," B.R.C. 1981, is  
 amended to read:

**4-20-54 - Parks and Open Space Parking Permit Fee.**

The fees for parking permits issued under Chapter 4-24, "Parks and Open Space Parking  
 Permits," B.R.C. 1981, shall be:

<i>Permit</i>	<i>Fee</i>
Daily Permit:	\$ 5.00
Annual Permit:	<u>\$25.00</u>
<u>Hourly Permit</u>	<u>\$ 2.50</u>

Section 5. Section 4-24-3 “Permit Issuance,” B.R.C. 1981, is amended to read:

#### 4-24-3 - Permit Issuance

(1) The city manager shall, upon payment of the fee specified in Section 4-20-54, “Parks and Open Space Parking Permit Fee,” B.R.C. 1981, issue a parks or open space parking permit. This permit is valid only for the period specified, which shall be either hourly, for a day or a calendar year, and for the vehicle for which issued. The manager may provide for issuance of such permits at such places and times as the manager finds expedient, and may provide for unattended issuance in which the applicant pays with a mobile device or places the fee in an envelope, writes the license plate number of the vehicle and the current date on the envelope and deposits the envelope and fee as written instructions direct, and retains and displays the specified portion of the envelope as a permit. No permit is valid without prepayment of the specified fee and display of the permit in a place within the vehicle where its number and any other information required to be placed upon it is clearly visible to a peace officer from outside the vehicle, and is in the location specified by the manager in the permit instructions. Payment with a mobile device will be enforced using mobile technology and does not require the display of a permit.

(2) No parks or open space parking permit for daily or calendar year shall be valid at the parking area located around the Chautauqua Green, defined as the area bordered by Clematis Drive to the south, Kinnikinic Road to the west and Sumac Drive to the north and east, and the parking lot north of the Ranger Cottage.

Section 6. Section 4-24-4 “Exemption From Permit,” B.R.C. 1981, is amended to read:

#### 4-24-4 - Exemption From Permit

A valid, current license plate indicating that the vehicle is registered in Boulder County, Colorado, shall be deemed a permit under this chapter, and no fee is required before such a vehicle may be parked in areas governed by this chapter. If the vehicle is properly registered in Boulder County, Colorado, but still legally bears a current license plate indicating registration in a different Colorado county, then the city manager may issue, at no cost, an annual permit under this chapter to the owner or some other person legally in possession of the vehicle.



1 This exemption shall not apply to any vehicle parked around the Chautauqua Green,  
2 described in Section 4-24-4, “Permit Issuance,” B.R.C. 1981 or the parking lot north of the Ranger  
3 Cottage.

4 Section 7. Chapter 4-24, “Parks and Open Space Parking Permits,” B.R.C. 1981, is  
5 amended by the addition of Section 4-24-5, as follows:

6 **4-24-5. – Seasonal Chautauqua Parking Permit**

7 Notwithstanding Sections 4-24-3, 4-24-4, and 4-20-54, parking restrictions located around  
8 the Chautauqua Green and the parking lot north of the Ranger Cottage shall be effective June  
9 through August of each year.

10 Section 8. Title 4 “Licenses and Permits,” B.R.C. 1981, is amended by the addition of a  
11 new Chapter 4-30, as follows:

12 **Chapter 4-30 - Chautauqua Parking Zone Permits**

13 **4-30-1 - Legislative Intent.**

14 The purpose of this Chapter is to set the standards for issuance and administration of  
15 Chautauqua parking zone permits.

16 **4-30-2 - Definitions.**

17 The following terms used in this Chapter and Section 2-2-20 “Chautauqua Parking Permit  
18 Fee,” B.R.C. 1981, have the following meanings, unless the context clearly indicates otherwise:

19 “Business” means the Colorado Chautauqua Association, Colorado Music Festival, and  
20 Chautauqua Dining Hall.

21 “Guest permit” means a permit available to residents for use by their overnight guests for  
22 a specific period of time not to exceed two weeks during the season.

23 “Leasehold area” means city land that is leased to the Colorado Chautauqua Association  
24 as defined in the lease agreement between the city and the Colorado Chautauqua Association.

25 “Lodger” means a person who rents a cottage or room from a Colorado Chautauqua  
26 Association lodge located within the city owned Chautauqua leasehold area.

27 “Resident” means an owner or lessee of a cottage located within the city owned  
28 Chautauqua leasehold area.

29 “Resident permit” means a permit for residents that do not have off-street parking or have  
30 off-street parking for one vehicle and require a permit for their second vehicle.

31 “Season” means June 1 through August 31 of each year.

1 **4-30-3 - Permit Issuance**

- 2 (a) Pursuant to Section 2-2-20, "Chautauqua Parking Management Plan," B.R.C. 1981, the  
 3 city manager shall issue parking permits for vehicles owned by or in the custody of and  
 4 regularly used by residents and lodgers of such zone, by persons employed by a  
 5 business located within such zone, and if available as determined by the city manager,  
 6 by resident guests upon receipt of a completed application therefor and payment of the  
 7 fees prescribed in section 4-20-67, "Chautauqua Parking Permit Fee," B.R.C. 1981.  
 8 The city manager shall issue such permits to be effective during the Season each year  
 9 and allow for two hour paid parking, one time only per day, 7 a.m. to 5 p.m. seven days  
 10 a week.
- 11 (b) A vehicle displaying a valid permit issued pursuant to this Section may be parked in  
 12 the zone specified in the permit without regard to the time limits prescribed for the  
 13 zone. The city manager may provide for a mobile device system which does not require  
 14 display of a permit.
- 15 (c) The permit requirement shall begin during the Season each year. Permits issued based  
 16 on new applications submitted during the last month of a permit period shall also be  
 17 valid for the succeeding permit year. Otherwise there shall be no proration of the fee.
- 18 (d) Resident Permits. No more than two resident permits shall be in effect at any time for  
 19 any cottage. No person shall be deemed a resident of more than one parking zone, and  
 20 no more than one permit may be issued for any one vehicle, even if persons residing in  
 21 different zones share ownership or use.
- 22 In considering applications for resident permits, the city manager may require proof  
 23 that the applicant has a legal right to possession of the premises claimed as a residence.  
 24 If the city manager has probable cause to believe that the occupancy limitations of  
 25 Subsection 9-8-5(a), B.R.C. 1981, are being violated, no further permits shall be issued  
under this Section for the residence in question until the occupancy thereof is brought  
into compliance.
- 26 (e) Guest Permits. Residents may obtain a guest permit for use by their overnight guest.  
 27 The permit shall be indelibly marked in the space provided, indicating dates of the visit  
 28 and the license plate number of the guest vehicle, which shall not exceed two weeks.  
 29 A guest permit shall not be used by a resident for their own vehicle. Such permit shall  
 30 be issued to a resident demonstrating proof of residency who shall ensure that its use is  
 31 consistent with the terms set forth in this Chapter and any other relevant permit rules  
 32 or regulations. The number of available guest permits shall be determined by the city  
 33 manager.
- 34 (f) Lodger Permits. Lodger permits are only available to lodgers who rent cottages without  
 35 off-street parking or rooms at lodges owned by Colorado Chautauqua Association.
- 36 (g) Business Permits. Business permits are only available to employees of businesses. The  
 37 number of available business permits shall be determined by the city manager.
- 38 (h) No person shall use or display any permit issued under this Section in violation of any  
 39 provision of this code or associated rule or regulation.

**4-30-4 - Revocation.**

The city manager, after notice and a hearing as set forth in Section 4-1-10, “Revocation of Licenses,” B.R.C. 1981, may revoke any permit issued pursuant to this Chapter for any of the grounds set forth therein or on the ground that it has been misused. Revocation shall bar the permittee from holding any permit under this chapter for a period of two years thereafter.

Section 9. Section 7-6-15, “Overtime Parking, Signs,” B.R.C. 1981, is amended as follows:

**7-6-15. - Overtime Parking, Signs.**

- (a) When a traffic control sign is in place giving notice thereof, no vehicle shall remain parked for longer than the time designated thereon on any day except Sundays and holidays unless Sunday and holiday restrictions are required by regulation promulgated by the city manager pursuant to Chapter 1-4, “Rulemaking,” B.R.C. 1981.
- (b) When a traffic control sign is in place giving notice thereof, within a neighborhood permit parking zone established pursuant to Section 2-2-15, “Neighborhood Permit Parking Zones,” B.R.C. 1981, no vehicle shall remain parked for longer than the time specified on the sign unless a valid permit for that zone, issued pursuant to Chapter 4-23, “Neighborhood Parking Zone Permits,” B.R.C. 1981, is continuously displayed in the proper position on such vehicle. In addition:
- (1) If the sign limits parking within the zone to no more than a specified length of time within the zone during any specified period of time, then no vehicle shall be parked anywhere within the zone in violation of that restriction without a proper permit properly displayed.
  - (2) If the sign prohibits parking within the zone, then no vehicle shall be parked within the zone without a proper permit properly displayed.
- (c) Notwithstanding Subsection (b), the city manager may provide for the enforcement of overtime parking and permits with technology that does not require the display of a permit.

Section 10. Section 7-6-27 “Special Regulations for Parking in Parks and Open Space,” B.R.C. 1981, is amended to read:

**7-6-27. - Special Regulations for Parking in Parks and Open Space**

No vehicle shall be parked in any park, parkway, recreation area, or open space:

- (a) In a manner that blocks or impedes travel on or into a designated fire road or other emergency access;
- (b) Contrary to posted signs;

- 1 (c) Between 11 p.m. and 5 a.m. in open space and mountain parks or 12 midnight and
- 2 5 a.m. in other parks, parkways, recreation areas, and the Panorama Point or
- 3 Halfway House parking lots; or
- 4 (d) In an area for which a parking permit or fee is required ~~without properly displaying~~
- 5 ~~a valid permit~~ in accordance with Chapter 4-24, "Parks and Open Space Parking
- 6 Permits," B.R.C. 1981.

7 Section 11. Sunset Date. This ordinance shall be of no further force and effect on

8 December 31, 2017, unless action is taken by the city council to extend or make permanent the

9 amendments enacted by this ordinance. The program will be monitored and an analysis will be

10 conducted to assess its impacts. On or before December 31, 2017, the city manager shall report to

11 the city council the effectiveness of the amendments enacted by this ordinance.

12 Section 12. This ordinance is necessary to protect the public health, safety, and welfare of

13 the residents of the city, and covers matters of local concern.

14 Section 13. The city council deems it appropriate that this ordinance be published by title

15 only and orders that copies of this ordinance be made available in the office of the city clerk for

16 public inspection and acquisition.

17 INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY

18 TITLE ONLY this 4th day of April, 2017.

19 \_\_\_\_\_  
Suzanne Jones, Mayor

20 Attest:

21 \_\_\_\_\_  
22 Lynnette Beck, City Clerk

1 READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED PUBLISHED

2 BY TITLE ONLY this 18th day of April, 2017.

5 \_\_\_\_\_  
Suzanne Jones, Mayor

6 Attest:

7 \_\_\_\_\_  
8 Lynnette Beck, City Clerk

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## ORDINANCE 8179

AN ORDINANCE CREATING A CHAUTAUQUA ACCESS MANAGEMENT PLAN BY AMENDING CHAPTERS 2-2, 4-20, 4-24, 7-6, AND TITLE 4, B.R.C. 1981, RELATED TO THE ESTABLISHMENT OF A PARKING MANAGEMENT AREA, RELATED FEES, AND SETTING FORTH RELATED DETAILS.

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

Section 1. Section 2-2-15, B.R.C. 1981, is amended to read as follows:

**2-2-15 - Neighborhood Permit Parking Zones.**

- (a) Restricting parking on streets in certain areas zoned for residential uses primarily to persons residing within such areas will reduce hazardous traffic conditions, promote traffic safety, and preserve the safety of children and other pedestrians in those areas; protect those areas from polluted air, excessive noise, trash, and refuse; protect residents of those areas from unreasonable burdens in gaining access to their residences; preserve the character of those areas as residential; promote efficiency in the maintenance of those streets in a clean and safe condition; preserve the value of the property in those areas; and protect the peace, good order, comfort, convenience, and welfare of the inhabitants of the city. The city council also finds that, in some cases, residential streets serve an important parking function for nonresidents in the public and commercial life of the city. Some accommodation for parking by others may be appropriate in these cases.
- (b) Upon receipt of a request by twenty-five adult residents of a neighborhood proposing a neighborhood permit parking zone, the city manager will conduct studies to determine if a neighborhood permit parking permit zone should be established in that neighborhood, and what its boundaries should be. The manager may, if the manager concludes it is in the public interest to do so, initiate this process without any request. The manager may consider, without limitation, the extent to which parking spaces are occupied during working or other hours, the extent to which parked vehicles are registered to persons not apparently residing within the neighborhood, the impact that businesses and facilities located within or without the neighborhood have upon neighborhood parking within the neighborhood, such other factors as the manager deems relevant to determine whether parking by nonresidents of the neighborhood substantially impacts the ability of residents of the proposed parking permit zone to park their vehicles on the streets of the proposed zone with reasonable convenience, and the extent to which a neighborhood permit parking zone would significantly reduce this impact. The manager shall also determine the need for reasonable public access to parking in the area, and the manner and extent that it should be provided, along with the hours and days on which parking restrictions should apply. No such

1 parking restrictions shall apply on Sundays or holidays unless exempted by regulation  
 2 promulgated by the city manager pursuant to Chapter 1-4, "Rulemaking," B.R.C.  
 3 1981.

4 ...

5 (f) The city manager shall monitor the program on a regular basis and annually provide  
 6 the city council with a report on the neighborhood permit parking program generally,  
 7 including its relationship to parking supply and demand in adjacent areas of the city  
 8 and the status of zone block faces under sSubsection 4-23-2(j), B.R.C. 1981. The  
 9 details of the monitoring effort shall be contained in administrative regulations  
 10 promulgated by the city manager pursuant to eChapter 1-4, "Rulemaking," B.R.C.  
 11 1981.

12 (g) This Section 2-2-15, "Neighborhood Permit Parking Zones," shall not apply to the  
 13 area as defined by Section 2-2-20, "Chautauqua Parking Management Plan," B.R.C.  
 14 1981.

15 Section 2. Chapter 2-2, "General Administration," B.R.C. 1981, is amended by the  
 16 addition of Section 2-2-20, as follows:

17 **2-2-20 - Chautauqua Parking Management Plan.**

18 (a) The city and the Colorado Chautauqua Association have a long-standing mutually  
 19 beneficial relationship in which the city leases property, recognized as the leasehold  
 20 area, to Colorado Chautauqua Association. The popularity of this area, from a variety  
 21 of users such as cottage residents, cottage renters, employees located in the area, and  
 22 the public have created significant competing access demands that peak seasonally.  
 23 Therefore, the city council finds that it is in the public interest to establish a seasonal  
 24 Chautauqua Parking Management Plan specific to the leasehold area and in  
 25 conjunction with parking management in adjacent areas. Within the leasehold area,  
 the city council intends to provide a balance of access and convenience to the area  
 through a combination of free transit service from satellite parking lots; a  
 Transportation Demand Management (TDM) program for employees of Colorado  
 Chautauqua Association, Colorado Music Festival, Chautauqua Dining Hall and  
 Open Space Ranger Cottage, permitted parking for residents and lodging guests  
 located in the area, and time-limited paid public parking. The seasonal Chautauqua  
 Parking Management Plan shall be effective June through August of each year.

(b) The city council intends that the seasonal Chautauqua Parking Management Plan will  
reduce hazardous traffic conditions, promote traffic safety, protect pedestrians, reduce  
air pollution and excessive noise, protect residents of this area from unreasonable  
burdens in gaining access to their residences, provide the public with access to the  
many amenities of the area, and protect the peace, good order, comfort, convenience,  
and welfare of the inhabitants of the city.

(c) The city manager shall monitor the seasonal Chautauqua Parking Management Plan  
to assess its impacts and may consider subsequent changes to the seasonal

1 Chautauqua Parking Management Plan, to promote the goals set forth in this Section.  
 2 Any changes to the seasonal Chautauqua Parking Management Plan shall be  
 3 governed by Chapter 1-4, "Rulemaking," B.R.C. 1981. The city manager may  
 4 consider, without limitation, the extent to which parking spaces are occupied during  
 5 working, weekend, or other hours, and such other factors as the city manager deems  
 6 relevant to determine the appropriate balance of access between different users.

7 (d) Upon establishment of a seasonal Chautauqua Parking Management Plan, the city  
 8 manager shall, subject to the availability of funds appropriated for the purpose, install  
 9 the necessary traffic control devices within the area, and unless delegated by  
 10 regulation to the Colorado Chautauqua Association, issue parking zone permits  
 11 pursuant to Chapter 4-30, "Chautauqua Parking Zone Permits," B.R.C. 1981.

12 (e) The city manager may issue regulations governing the issuance and use of permits not  
 13 inconsistent with Chapter 4-30, "Chautauqua Parking Zone Permits," B.R.C. 1981.

14 (f) The city manager shall monitor the program on a regular basis and annually provide  
 15 the city council with a report on the seasonal Chautauqua Parking Management Plan,  
 16 generally, including its relationship to parking supply and demand in adjacent areas  
 17 of the city.

18 (g) The city shall manage the Chautauqua Parking Management Plan in all aspects  
 19 including, and not limited to, enforcement, permit issuance, and administration. The  
 20 city manager shall have discretion to allow for limited administration of permits by  
 21 the Colorado Chautauqua Association and employers located in the area as set forth  
 22 by regulation.

23 Section 3. Section 4-20-49 "Neighborhood Parking Permit Fee," B.R.C. 1981, is  
 24 amended to read:

25 **4-20-49 - Neighborhood Parking Permit Fee.**

(a) A zone resident applying for a neighborhood parking permit shall pay \$17 for each permit or renewal thereof.

(b) A business applying for a neighborhood parking permit for employees shall pay \$75 for each permit or renewal thereof.

(c) An individual who does not reside within the zone applying for a neighborhood parking permit, if permitted in the zone, shall pay \$100 for each quarterly permit or renewal thereof.

(d) This Section shall not apply to Section 2-2-20 "Chautauqua Parking Management Plan," Chapter 4-30, "Chautauqua Parking Zone Permits," B.R.C. 1981 or the Neighborhood Permit Parking zone created by rule located just north of Chautauqua.



1            Section 4. Section 4-20-54 “Parks and Open Space Parking Permit Fee,” B.R.C. 1981, is  
2 amended to read:

3 **4-20-54 - Parks and Open Space Parking Permit Fee.**

4            The fees for parking permits issued under Chapter 4-24, “Parks and Open Space Parking  
5 Permits,” B.R.C. 1981, shall be:

<i>Permit</i>	<i>Fee</i>
Daily Permit:	\$ 5.00
Annual Permit:	<u>\$25.00</u>
<u>Hourly Permit</u>	<u>\$ 2.50</u>

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8  
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11  
12            Section 5. Section 4-24-3 “Permit Issuance,” B.R.C. 1981, is amended to read:

13 **4-24-3 - Permit Issuance**

14            (1)    The city manager shall, upon payment of the fee specified in Section 4-20-54,  
15 “Parks and Open Space Parking Permit Fee,” B.R.C. 1981, issue a parks or open  
16 space parking permit. This permit is valid only for the period specified, which  
17 shall be either hourly, for a day or a calendar year, and for the vehicle for which  
18 issued. The manager may provide for issuance of such permits at such places and  
19 times as the manager finds expedient, and may provide for unattended issuance in  
20 which the applicant pays with a mobile device or places the fee in an envelope,  
21 writes the license plate number of the vehicle and the current date on the envelope  
22 and deposits the envelope and fee as written instructions direct, and retains and  
23 displays the specified portion of the envelope as a permit. No permit is valid  
24 without prepayment of the specified fee and display of the permit in a place  
25 within the vehicle where its number and any other information required to be  
placed upon it is clearly visible to a peace officer from outside the vehicle, and is  
in the location specified by the manager in the permit instructions. Payment with  
a mobile device will be enforced using mobile technology and does not require  
the display of a permit.

(2)    No parks or open space parking permit for daily or calendar year shall be valid at  
the parking area located around the Chautauqua Green, defined as the area  
bordered by Clematis Drive to the south, Kinnikinic Road to the west and Sumac  
Drive to the north and east, and the parking lot north of the Ranger Cottage.

1           Section 6. Section 4-24-4 “Exemption From Permit,” B.R.C. 1981, is amended to read:

2   **4-24-4 - Exemption From Permit**

3           A valid, current license plate indicating that the vehicle is registered in Boulder County,  
4 Colorado, shall be deemed a permit under this chapter, and no fee is required before such a  
5 vehicle may be parked in areas governed by this chapter. If the vehicle is properly registered in  
6 Boulder County, Colorado, but still legally bears a current license plate indicating registration in  
7 a different Colorado county, then the city manager may issue, at no cost, an annual permit under  
8 this chapter to the owner or some other person legally in possession of the vehicle.

9           This exemption shall not apply to any vehicle parked around the Chautauqua Green,  
10 described in Section 4-24-4, “Permit Issuance,” B.R.C. 1981, or the parking lot north of the  
11 Ranger Cottage.

12           Section 7. Chapter 4-24, “Parks and Open Space Parking Permits,” B.R.C. 1981, is  
13 amended by the addition of Section 4-24-5, as follows:

14   **4-24-5. – Seasonal Chautauqua Parking Permit**

15           Notwithstanding Sections 4-24-3 “Permit Issuance,” 4-24-4 “Exemption from Permit”,  
16 and 4-20-54 “Parks and Open Space Parking Permit Fee,” B.R.C. 1981, parking restrictions  
17 located around the Chautauqua Green and the parking lot north of the Ranger Cottage shall be  
18 effective June through August of each year.

19           Section 8. Title 4 “Licenses and Permits,” B.R.C. 1981, is amended by the addition of a  
20 new Chapter 4-30, as follows:

21   **Chapter 4-30 - Chautauqua Parking Zone Permits**

22   **4-30-1 - Legislative Intent.**

23           The purpose of this Chapter is to set the standards for issuance and administration of  
24 Chautauqua parking zone permits.

25   **4-30-2 - Definitions.**

The following terms used in this Chapter and Section 2-2-20 “Chautauqua Parking Permit  
Fee,” B.R.C. 1981, have the following meanings, unless the context clearly indicates otherwise:

“Business” means the Colorado Chautauqua Association, Colorado Music Festival, and  
Chautauqua Dining Hall.

“Guest permit” means a permit available to residents for use by their overnight guests for  
a specific period of time not to exceed two weeks during the season.

1       “Leasehold area” means city property that is leased to the Colorado Chautauqua  
 2 Association as defined in the lease agreement between the city and the Colorado Chautauqua  
 3 Association.

4       “Lodger” means a person who rents a cottage or room from a Colorado Chautauqua  
 5 Association lodge located within the city owned Chautauqua leasehold area.

6       “Resident” means an owner or lessee of a cottage located within the city owned  
 7 Chautauqua leasehold area.

8       “Resident permit” means a permit for residents that do not have off-street parking or have  
 9 off-street parking for one vehicle and require a permit for their second vehicle.

10       “Season” means June 1 through August 31 of each year.

#### 11 4-30-3 - Permit Issuance

12       (a) Pursuant to Section 2-2-20, “Chautauqua Parking Management Plan,” B.R.C. 1981  
 13 and unless delegated by regulation to Colorado Chautauqua Association, the city  
 14 manager shall issue parking permits for vehicles owned by or in the custody of and  
 15 regularly used by residents and lodgers of such zone, by persons employed by a  
 16 business located within such zone, and if available as determined by the city manager,  
 17 by resident guests upon receipt of a completed application. The permits shall be  
 18 effective during the Season each year.

19       (b) A vehicle displaying a valid permit issued pursuant to this Section, may be parked in  
 20 the zone specified in the permit without regard to the time limits prescribed for the  
 21 zone. The city manager may provide for a mobile device system which does not  
 22 require display of a permit.

23       (c) The permit requirement shall begin during the Season each year. Permits issued  
 24 based on new applications submitted during the last month of a permit period, shall  
 25 also be valid for the succeeding permit year. Otherwise there shall be no proration of  
 26 the fee.

27       (d) Resident Permits. No more than two resident permits shall be in effect at any time for  
 28 any cottage. No person shall be deemed a resident of more than one parking zone, and  
 29 no more than one permit may be issued for any one vehicle, even if persons residing  
 30 in different zones share ownership or use.

31       In considering applications for resident permits, the city manager may require proof  
 32 that the applicant has a legal right to possession of the premises claimed as a  
 33 residence. If the city manager has probable cause to believe that the occupancy  
 34 limitations of Subsection 9-8-5(a), B.R.C. 1981, are being violated, no further permits  
 35 shall be issued under this Section for the residence in question until the occupancy  
 36 thereof is brought into compliance.

37       (e) Guest Permits. Residents may obtain a guest permit for use by their overnight guests.  
 38 The permit shall be indelibly marked in the space provided, indicating dates of the  
 39 visit and the license plate number of the guest vehicle, which shall not exceed two  
 40 weeks. A guest permit shall not be used by a resident for their own vehicle. Such

1 permit shall be issued to a resident demonstrating proof of residency who shall ensure  
 2 that its use is consistent with the terms set forth in this Chapter and any other relevant  
 3 rules or regulations. The number of available guest permits shall be determined by  
 4 the city manager.

5 (f) Lodger Permits. Lodger permits are only available to lodgers who rent cottages  
 6 without off-street parking or rooms at lodges owned by Colorado Chautauqua  
 7 Association.

8 (g) Business Permits. Business permits are only available to businesses for issuance to  
 9 their employees. The number of available business permits shall be determined by  
 10 the city manager.

11 (h) No person shall use or display any permit issued under this Section in violation of any  
 12 provision of this code or associated rule or regulation.

#### 13 **4-30-4 - Revocation.**

14 The city manager, after notice and a hearing as set forth in Section 4-1-10, “Revocation  
 15 of Licenses,” B.R.C. 1981, may revoke any permit issued pursuant to this Chapter for any of the  
 16 grounds set forth in this Chapter, in the permit, in any rule or regulation, or on the ground that it  
 17 has been misused. Revocation shall bar the permittee from holding any permit under this Chapter  
 18 for a period of two years thereafter.

19 Section 9. Section 7-6-14, “Unauthorized Parking Prohibited,” B.R.C. 1981 is amended  
 20 to read:

#### 21 7-6-14. - Unauthorized Parking Prohibited.

22 (a) No vehicle shall be parked upon any public or private property without the express or  
 23 implied consent of the owner, lessee or occupant of the property or for a time period  
 24 in excess of or in a manner other than that for which consent was given by such  
 25 person.

(b) For the purposes of this section, there is an implied consent to park in areas set aside  
 for parking on any private or public property except on property used as a single-  
 family residence, but such implied consent is deemed revoked with respect to any  
 person who has parked a vehicle or has allowed a vehicle to remain parked in  
 disregard of or contrary to the direction or intended function of any of the following:

(1) A parking attendant, a card or coin-operated gate or any other means calculated to  
 bar or otherwise control entrance onto or use of the property by unauthorized  
 vehicles;

(2) Parking meters or pay stations located on the property;

(3) Signs or pavement markings located on the property indicating a limitation or  
 prohibition on parking thereupon or that a parking fee must be paid, if the signs or  
 markings:

- 1 (A) Clearly indicate, in not less than one-inch-high lettering on a sign or twelve-
- 2 inch-high lettering or symbols on the pavement, the limitation, prohibition or
- 3 fee schedule and method of payment;
- 4 (B) Are located in or near the area where the limitation, prohibition or fee applies;
- 5 and
- 6 (C) Are located so as to be seen by an ordinarily observant person; or
- 7 (4) Any other method of express revocation of implied consent communicated
- 8 directly to the owner or driver of the vehicle by the owner of the property or the
- 9 owner's authorized agent.
- 10 (c) No complaint shall issue for a violation of this section unless signed by the owner or
- 11 lessee of the entire real property or any agent authorized by the owner or lessee.
- 12 (d) This section does not apply to parking on public streets or to parking regulated by
- 13 Section 7-6-13, "Stopping or Parking Prohibited in Specified Places," 7-6-15,
- 14 "Overtime Parking, Signs," 7-6-16, "Overtime Parking, Meters," 7-6-17, "Time
- 15 Limit, Meter Parking," 7-6-18, "Parking in Space Required," 7-6-22, "Parking in
- 16 Handicapped Space Prohibited," or 7-6-25, "Parking in City Employee Lot
- 17 Prohibited," B.R.C. 1981, unless located in the Chautauqua leasehold area as defined
- 18 in Section 4-30-2, "Definitions," B.R.C. 1981.

19 Section 10. Section 7-6-15, "Overtime Parking, Signs," B.R.C. 1981, is amended to read:

20 **7-6-15. - Overtime Parking, Signs.**

- 21 (a) When a traffic control sign is in place giving notice thereof, or a parking attendant, a
- 22 card or coin-operated gate or any other means calculated to bar or otherwise control
- 23 entrance onto or use of the property by unauthorized vehicles is in place with a sign
- 24 giving notice thereof, no vehicle shall remain parked for longer than the time
- 25 designated thereon on any day except Sundays and holidays unless Sunday and
- 26 holiday restrictions are required by regulation promulgated by the city manager
- 27 pursuant to Chapter 1-4, "Rulemaking," B.R.C. 1981.
- 28 (b) When a traffic control sign is in place giving notice thereof, or a parking attendant, a
- 29 card or coin-operated gate or any other means calculated to bar or otherwise control
- 30 entrance onto or use of the property by unauthorized vehicles is in place with a sign
- 31 giving notice thereof, within a neighborhood permit parking zone established
- 32 pursuant to Section 2-2-15, "Neighborhood Permit Parking Zones," or 2-2-20
- 33 "Chautauqua Parking Management Plan," B.R.C. 1981, no vehicle shall remain
- 34 parked for longer than the time specified unless a valid permit for that zone, issued
- 35 pursuant to Chapter 4-23, "Neighborhood Parking Zone Permits," or 4-30,
- 36 "Chautauqua Parking Zone Permits" B.R.C. 1981, is continuously displayed in the
- 37 proper position on such vehicle. In addition:
- 38 (1) If the noticesign limits parking within the zone to no more than a specified length
- 39 of time within the zone during any specified period of time, then no vehicle shall
- 40 be parked anywhere within the zone in violation of that restriction without a
- 41 proper permit properly displayed.

1 (2) If the ~~noticesign~~ prohibits parking within the zone, then no vehicle shall be parked  
2 within the zone without a proper permit properly displayed.

3 (c) Notwithstanding Subsection (b), the city manager may provide for the enforcement of  
4 overtime parking and permits with technology that does not require the display of a  
5 permit.

6 Section 11. Section 7-6-27 “Special Regulations for Parking in Parks and Open Space,”

7 B.R.C. 1981, is amended to read:

8 **7-6-27. - Special Regulations for Parking in Parks and Open Space**

9 No vehicle shall be parked in any park, parkway, recreation area, or open space:

- 10 (a) In a manner that blocks or impedes travel on or into a designated fire road or other  
11 emergency access;
- 12 (b) Contrary to posted signs;
- 13 (c) Between 11 p.m. and 5 a.m. in open space and mountain parks or 12 midnight and 5  
14 a.m. in other parks, parkways, recreation areas, and the Panorama Point or Halfway  
15 House parking lots; or
- 16 (d) In an area for which a parking permit or fee is required ~~without properly displaying a~~  
17 ~~valid permit~~ in accordance with Chapter 4-24, “Parks and Open Space Parking  
18 Permits,” B.R.C. 1981.

19 Section 12. Sunset Date. This ordinance shall be of no further force and effect on  
20 December 31, 2017, unless action is taken by the city council to extend or make permanent the  
21 amendments enacted by this ordinance. The program will be monitored and an analysis will be  
22 conducted to assess its impacts. On or before December 31, 2017, the city manager shall report  
23 to the city council the effectiveness of the amendments enacted by this ordinance.

24 Section 13. This ordinance is necessary to protect the public health, safety, and welfare  
25 of the residents of the city, and covers matters of local concern.

Section 14. The city council deems it appropriate that this ordinance be published by title  
only and orders that copies of this ordinance be made available in the office of the city clerk for  
public inspection and acquisition.

1 INTRODUCTION, READ ON FIRST READING, AND ORDERED PUBLISHED BY  
2 TITLE ONLY this 4th day of April, 2017.

3  
4 Attest: Suzanne Jones, Mayor

5  
6 Lynnette Beck, City Clerk

7  
8 READ ON SECOND READING, AND ORDERED PUBLISHED BY TITLE ONLY  
9 this 18th day of April, 2017.

10  
11 Attest: Suzanne Jones, Mayor

12  
13 Lynnette Beck, City Clerk

14  
15 READ ON THIRD READING, PASSED, ADOPTED, AND ORDERED PUBLISHED  
16 BY TITLE ONLY this 2nd day of May, 2017.

17  
18 Attest: Suzanne Jones, Mayor

19  
20 Lynnette Beck, City Clerk

## 2017 Chautauqua Access Management Plan Summer Pilot Programs

### Cost estimates

Component of Project	Estimated Cost (7 day)	Estimated Cost (3 day)	Estimated Cost (weekend)																				
<b>Data collection/evaluation</b>																							
Consultant Support for process, data collection and evaluation for Pilot Program	\$ 121,000	\$ 121,000	\$ 121,000																				
Consultant Support for Fall 2017 public process to develop DRAFT CAMP (2017 funding only)	\$ 20,000	\$ 20,000	\$ 20,000																				
City staff data collection, printing, mailing and questionnaire advertising	\$ 10,000	\$ 10,000	\$ 10,000																				
<b>Transit component</b>																							
<u>Lease Shuttles and Drivers</u>																							
Alt. A+B (7a-7p/ Jun-Aug / 15 min headways)	\$ 265,000	\$ 110,000	\$ 80,000																				
Ride-sharing Subsidy program	\$ 50,000	\$ 22,000	\$ 15,000																				
Wrap/Unwrap Transit buses	\$ 36,000	0	0																				
Design Wrap for CAMP buses	\$ 8,000	0	0																				
<u>Access to Parking facilities for shuttle</u>																							
CU surface lots	\$ 6,000	\$ 3,000	\$ 2,000																				
New Vista HS parking lot	\$ 40,000	\$ 17,000	\$ 12,000																				
<b>Parking Management</b>																							
Installation of parking regulation signing	\$ 60,000	\$ 60,000	\$ 60,000																				
Four parking kiosks placed upon the south side of Baseline Road adjacent to Chautauqua property	\$ 40,000	\$ 40,000	\$ 40,000																				
Overtime budget for Parking Enforcement	\$ 10,000	\$ 10,000	\$ 10,000																				
<b>Other components</b>																							
Contracted Ambassadors for Parking	\$ 100,000	\$ 45,000	\$ 30,000																				
Marketing Program for Access Changes (including website)	\$ 50,000	\$ 50,000	\$ 50,000																				
Additional LPR unit	\$ 35,000	\$ 35,000	-																				
One Variable Message board in advance of Shuttle parking opportunities (Lease)	\$ 3,000	\$ 3,000	\$ 3,000																				
Permit Program administration and materials	\$ 1,500	\$ 1,500	\$ 1,500																				
Visitor's Bureau Funding	\$ (60,000)	\$ (60,000)	\$ (60,000)																				
Pay for Parking Revenue	\$ (290,000)	\$ (120,000)	\$ (80,000)																				
<table border="0" style="width: 100%;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>7 Day per week program</u></th> <th style="text-align: center;"><u>3 Day per week program</u></th> <th style="text-align: center;"><u>Weekend only program</u></th> </tr> </thead> <tbody> <tr> <td>Total Cost of Pilot Program</td> <td style="text-align: right;">\$ 855,500</td> <td style="text-align: right;">\$ 547,500</td> <td style="text-align: right;">\$ 454,500</td> </tr> <tr> <td>Anticipated ATB request (no existing funding)</td> <td style="text-align: right;">\$ 742,500</td> <td style="text-align: right;">\$ 434,500</td> <td style="text-align: right;">\$ 341,500</td> </tr> <tr> <td>Revenue offset</td> <td style="text-align: right;">\$ (350,000)</td> <td style="text-align: right;">\$ (180,000)</td> <td style="text-align: right;">\$ (140,000)</td> </tr> <tr> <td><b>Net New 2017 Cost</b></td> <td style="text-align: right;"><b>\$ 392,500</b></td> <td style="text-align: right;"><b>\$ 254,500</b></td> <td style="text-align: right;"><b>\$ 201,500</b></td> </tr> </tbody> </table>					<u>7 Day per week program</u>	<u>3 Day per week program</u>	<u>Weekend only program</u>	Total Cost of Pilot Program	\$ 855,500	\$ 547,500	\$ 454,500	Anticipated ATB request (no existing funding)	\$ 742,500	\$ 434,500	\$ 341,500	Revenue offset	\$ (350,000)	\$ (180,000)	\$ (140,000)	<b>Net New 2017 Cost</b>	<b>\$ 392,500</b>	<b>\$ 254,500</b>	<b>\$ 201,500</b>
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<b>Net New 2017 Cost</b>	<b>\$ 392,500</b>	<b>\$ 254,500</b>	<b>\$ 201,500</b>																				
Transit Only Cost Summary	\$ 486,000	\$ 233,000	\$ 190,000																				
Parking Management Only Summary	\$ 47,500	\$ 162,500	\$ 152,500																				



**CCA RESPONSE TO CITY STAFF RECOMMENDED PLAN FOR CCA  
LEASEHOLD EMPLOYEE TRANSPORTATION DEMAND  
MANAGEMENT (TDM) PROGRAM FOR CAMP SUMMER 2017 PILOT**

**Transportation Demand Management (TDM) Plan for Pilot Program**

CCA staff have been working collaboratively to determine the most effective and viable TDM plan for the upcoming CAMP Pilot. Some aspects of CCA’s recommended TDM are already in place; others are new and CCA is eager to see if they have the desired impact.

**Summary of Proposed CCA TDM Program**

- **Employee Transportation Coordinator:** Appoint employee to serve as ETC for pilot period.
- **Cash Back Program:** \$3 per day incentive to take alternative transportation to work.
- **Commuter Challenge Contest:** Summer long contest; staff earn points not parking their vehicle in the leasehold; winner receives cash prize.
- **Rideshare Support:** Uber rides to and from the New Vista lot for employees whose shifts do not coincide with the shuttle schedule.
- **Concert Night HOP Service:** Encourage greater use of existing HOP service on auditorium event nights.
- **Ride Ticket Booklets:** Local ride ticket booklets available.
- **Carpooling:** Use survey results to match carpool riders and encourage greater use
- **Biking:** Expanded access to bike racks throughout the leasehold.
- **Additional elements:** CCA to conduct additional research and recommend other potential TDM program elements.

**Overview of TDM Pilot Program Costs**

	Existing	Weekend Pilot (12 weekends)	Ongoing Annual Cost	Assumptions
<b>Employee Transportation Coordinator</b>	-	\$2,880	\$19,000	Pilot cost: 15 hours/week Annual cost: .5 FTE
<b>Cash Back Program</b>	-	\$1,248	\$9,600	Pilot cost: 50% participation (16 employees) @ \$3/day Annual cost: 50% participation @ 200 days
<b>Commuter Challenge Contest</b>	-	\$500	\$3,000	\$250/month
<b>Rideshare Support</b>	-	\$1,920	\$10,000	Pilot cost: 50% participation @ \$5/ one-way trip to New Vista Annual cost: 25% participation @ \$5/ one-way; 3 days/ week; 45 weeks/year
<b>Local Ticket Ride Books</b>	-	\$235	\$940	Pilot cost: 10 books at \$23.50 Annual cost: 40 books at \$23.50
<b>Concert Night HOP Service</b>	\$26,075	\$2,554	\$26,075	\$1,277 per event

## ATTACHMENT D

CCA estimates the cost of the proposed TDM for the 12-week pilot period to range from \$5,000 to \$6,000. Total TDM costs will depend on which transportation options and/or combination of options employees choose. Note: Costs do NOT include the cost of soft closures at the two entrances.

### Assumptions

- TDM costs are rough estimates only.
- Pilot includes Saturdays and Sundays, 8AM – 5PM, June 1 – August 31, 2017

### CCA Response to City Recommendations

A detailed response to City staff's recommended TDM follows:

#### City Recommendations for TDM Pilot Program for Employees

- 26-day pilot between June 1 to August 31
- Employers include
  - CCA
  - Dining Hall
  - CMF

CCA's TDM plan is designed for CCA employees only. CCA met with both Dining Hall and CMF management today to share CCA's TDM plan and to encourage them to find the best possible alternate transportation options for their employees, musicians and volunteers. Liz McGuire will serve as the Employee Transportation Coordinator (ETC) for CMF and Dining Hall management will be contact Chris Hagelin directly with the name of their appointed ETC.

**ETC Appointment:** Appointment of an ETC for each employer to coordinate with City on pilot program, help administer surveys and travel diary data collection.

1. Pre-Pilot Survey to establish baseline of employee travel behavior
2. Travel Diary- a system to track employee travel during the pilot period
3. Post Survey to gather data on employee input on the development of a permanent TDM program for employees

CCA will appoint a staff member to serve as the Employee Transportation Coordinator (ETC) from June 1 – August 31. The ETC will be the point of contact for City staff and will conduct pre- and post-pilot surveys to determine whether the pilot has been successful changing employee behavior. As discussed at our meeting on April 6, 2017, it would be helpful if City staff would provide the appropriate survey questions/forms.

**Parking Management:** Each employer can decide on how they wish to manage employee parking and incentive use of travel options:

1. Employer provides free parking permit to employee or provides a parking cash out benefit in the form of cash or cash equivalent, i.e. paid time off, for those that do not use a permit; or

CCA believes that a cash out program is a feasible approach to incenting employees to choose alternate transportation during the pilot. We are costing out a \$3/day cash back program for employees working on weekends during the pilot period, and are considering time off as an alternative.

2. Employers charge employees for their permit at an agreed upon cost; for example, \$3/day.

Many employees at Chautauqua earn between \$40K and \$50K per year, making the cost of a \$3/day permit a financial burden. CCA would prefer to offer cash or a cash equivalent to employees to discourage parking on the grounds during the pilot.

**Encourage Carpooling/Vanpooling:** Employees that carpool/vanpool and reduce parking demand receive parking cash out benefit or parking cash out equivalent benefit. CCA encourages carpooling and alternative transportation when appropriate and applicable. Many staff live outside of Boulder city limits, however, and event staff have staggered start times, making carpooling and vanpooling difficult.

**Encourage Transit Use:** Employers offer 10-Ride Ticket books, local or regional, to any employee that is going to use RTD to access the shuttle to Chautauqua during the pilot as a parking cash out equivalent under a parking management plan that provides free parking permits to employees.

Cost of Ten Ride Ticket Books:

- Local Ten Ride Ticket Book: \$23.50
- Regional Ten Ride Ticket Book: \$40.50

Due to the cost of the Ten Ride Ticket Books, it would be best if employers provided these transit passes rather than having employees pay for the transit passes on their own because the cost of the transit passes would cost more than the price to park. For example, if the cost of an employee parking pass is \$3/day, the cost of using two transit passes out of a Ten Ride Ticket Book for a round trip would be  $\$2.35 \times 2$ , or \$4.70.

CCA will offer local ride ticket books to those who will benefit from them. Demand for bus tickets is likely to be limited, however, because CCA is primarily a hospitality and performing arts business where most employees and its vendor/partners' employees are required to work outside the normal 8AM – 5PM work shift, making bus transit more difficult. In addition, there is limited or no service on some bus routes on weekends. As

for regional tickets, most CCA employees live outside of Boulder and regional transport is limited or non-existent on weekends or early mornings and late evenings, making regional ticket books impractical.

**Encourage Telework and Establish Flextime Policies:** While not all positions can telework, employees that can work from home regularly or periodically should be given the option. Employees must have the approval of their supervisor to telework. Teleworking is a privilege and is dependent on productivity. Flextime is a policy in which employees’ schedules are flexible so that they can use transit, vanpooling or carpooling.

CCA already encourages telecommuting and flextime. Weekend and seasonal staff must, however, be on site. As part of a longer term TDM initiative, however, CCA will encourage more employees to take advantage of these opportunities. CCA estimates that participation in these programs could grow from 5 employees to 14 over time.

**2017 CAMP Pilot**

Number of CCA Employees Participating in Telecommuting and Flextime Options

	Current	Potential
Telecommuting	4	8
Flex Time	1	6

**First and Final Mile Shuttle System:** City will operate a shuttle system that employees can use from 7am to 7pm. Employees may also benefit from subsidies associated with Transportation Network Companies (TNCs) should that stay in the Pilot Program.

CCA will actively promote the City shuttle for those that can benefit from the 7am – 7pm schedule. There are many staff, however, whose shifts begin or end before or after the last shuttle to New Vista. CCA will provide Uber rides to and from the New Vista lot for employees whose shifts do not coincide with the shuttle schedules.

**Educational Materials:** Any materials educating or encouraging use of all modes of transportation should be available to everyone (staff, volunteers, etc.). CCA will provide both educational and fun and engaging promotional materials, including email reminders with updates and information about incentives and contest results to encourage:

- Use of City transit service
- Carpooling and ride sharing
- Concert night HOP2 Chautauqua service
- Walking and biking

**Bike Accessibility**

In addition to the above TDM measures, CCA will be adding four new bike racks this summer that will accommodate 35 additional bikes, bringing the total bicycle parking

## **ATTACHMENT D**

capacity up to 84 spots. Scooters and bike trailers could also be accommodated if the City is willing to designate a spot or spots near the green for that purpose.

REGULATION CREATING THE CHAUTAUQUA  
NORTH NEIGHBORHOOD PERMIT PARKING:  
SUMMER 2017 PILOT PROJECT ZONE (JUNE THROUGH AUGUST 2017)

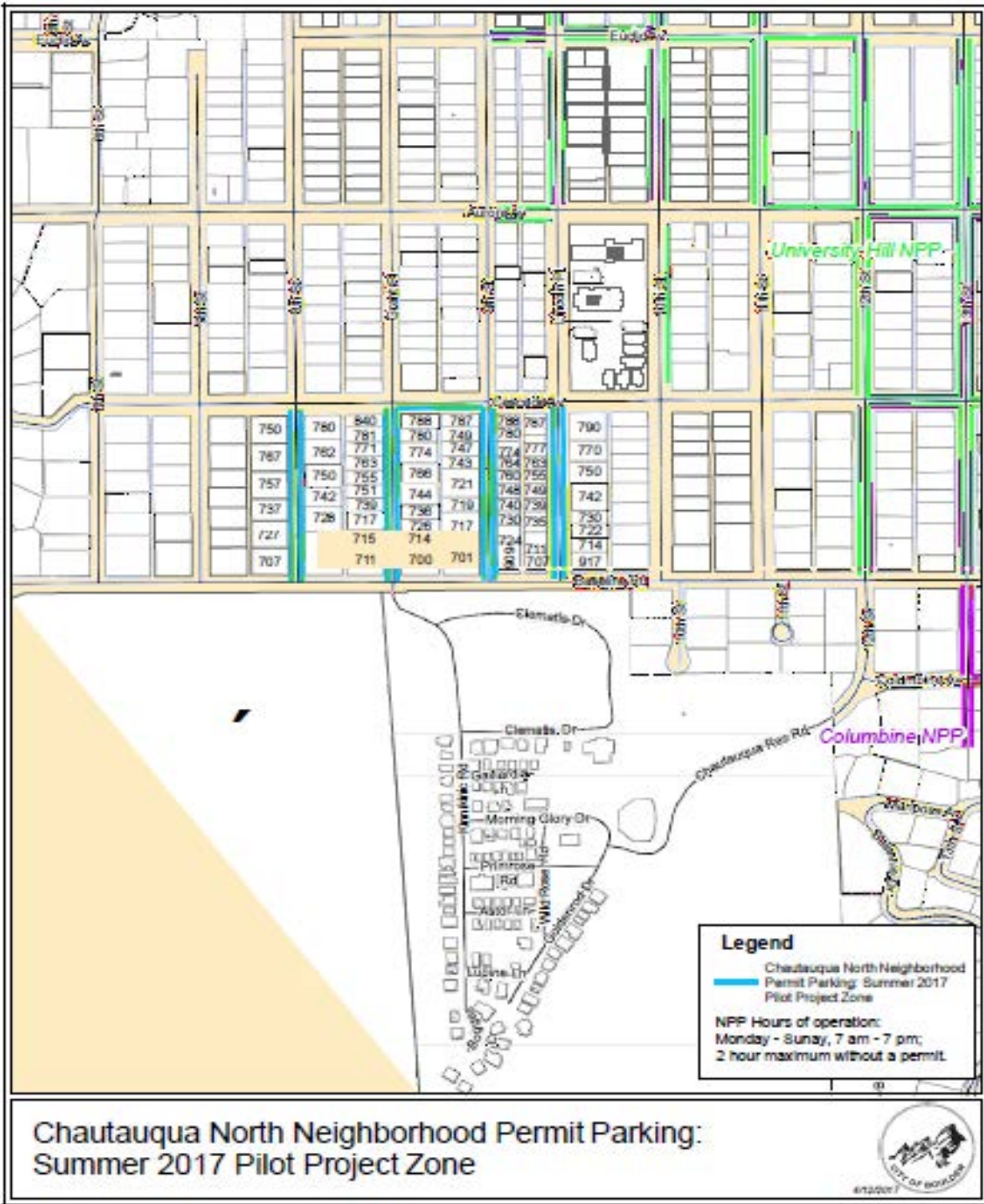
Having found that the proposed zone has met all of the requirements set forth in Section 2-2-15 of the BRC, 1981, and the requirements of the adopted Neighborhood Permit Parking Program Regulations, I declare the Chautauqua North Neighborhood Permit Parking (NPP): Summer 2017 Pilot Program zone to read:

The boundaries of the zone are: the south side of the 800 block of Cascade Avenue; the 700 block of 8<sup>th</sup> Street; the 700 block of Grant Place; the 700 block of 9<sup>th</sup> Street; and the 700 block of Lincoln Place.

The zone will be designated with a “color-code” restriction on public parking as defined in the Neighborhood Permit Parking Program Regulations in effect May 30, 1997, or thereafter. Signs will be posted throughout the zone that read:

Paid Parking, 8:00 AM to 5:00 PM, Saturday and Sunday only, In This Light Blue Zone Except by Permit.

1. To the extent only of any conflict, this rule supersedes any conflicting rules or parts of rules, including without limitation.
2. This rule covers all land shown on the accompanying marked map. Specification on the map of one or more features on the map shall not limit the rule to those features alone.
3. This Rule is effective only from June 1, 2017 through August 31, 2017, and during that time only unless extended by regulation.



STANDARD (NON-EMERGENCY) RULE

ATTACHMENT E

The Adopting Authority establishes this rule to create the Chautauqua North Neighborhood Permit Parking: Summer 2017 Pilot Project Zone (June to August 2017).

Legal Authority: Title 1, Chapter 4 and Section 2-2-15, BRC 1981; City Manager Rule 2-2-15.J(97)

Approved as to form and legality for adoption on \_\_\_\_\_, 2017.

\_\_\_\_\_ (signature), (Assistant/Deputy) City Attorney.

Approved before publication by City Manager or delegate on \_\_\_\_\_, 2017.

\_\_\_\_\_ (signature), \_\_\_\_\_ (title),

Adopting Authority.

Three copies of the rule filed with City Clerk on \_\_\_\_\_, 2017.

Notice publication date (15-day comment period) in the Daily Camera: \_\_\_\_\_, 2017.

Rule approved and adopted with/without change after considering public comment by City Manager or delegate on \_\_\_\_\_, 2017.

\_\_\_\_\_ (signature), \_\_\_\_\_ (title),

Adopting Authority.

Adopted rule re-filed with City Clerk and effective on \_\_\_\_\_, 2017.



\*\*\*NOTICE TO THE PUBLIC\*\*\*

As Adopting Authority, the City of Boulder City Manager has filed a proposed rule/regulation covering the following general subject matter:

Regulation Creating the Chautauqua North Neighborhood Permit Parking: Summer 2017 Pilot Project Zone (June to August 2017)

**Copies of the rule are available for public review at Central Records at the Municipal Building, 1777 Broadway, 2nd floor.**

Direct written comments to:

Ruth Weiss, Department of Community Vitality  
PO Box 791, Boulder, CO 80306  
weissr@bouldercolorado.gov

For more information visit <https://bouldercolorado.gov/parking-services/neighborhood-parking-program> or call (303) 413-7318.

The Adopting Authority will consider written public comments for 15 days after publication of this notice before issuing a final rule.

STANDARD (NON-EMERGENCY) RULE

Rule Amending the Neighborhood Permit Parking Zone Regulations to allow for weekend restrictions for the neighborhood adjacent to Chautauqua Only During the NPP Pilot Project (June through August 2017).

1. This Rule incorporates the guidance, requirements, rules and regulations shown in Attachment A. Pilot Project amendments to the Neighborhood Permit Parking Zone Regulations are noted in strikeout and double underline (track changes).
2. This amendment is part of a broader effort intended to implement the Chautauqua Access Management Plan pilot project to address concerns about traffic congestion, parking and safety by managing parking in the Chautauqua area and in the neighborhoods adjacent to Chautauqua; and providing transit service as an alternative way to access the area during the summer period of heaviest usage.
3. This Rule is effective only from June 1, 2017 through August 31, 2017, and during that time only, to the extent only of any conflict, this rule supersedes any conflicting rules or parts of rules, including without limitation, 2-2-15.J(97).

STANDARD (NON-EMERGENCY) RULE

The Adopting Authority establishes this rule amending the Neighborhood Permit Parking Zone Regulations to allow for weekend restrictions for the neighborhood adjacent to Chautauqua Only During the NPP Pilot Project (June through August 2017).

Legal Authority: Title 1, Chapter 4 and Subsection 2-2-15 and Sections 4-23-2, 4-23-3 and 4-1-12, BRC 1981.

Approved as to form and legality for adoption on \_\_\_\_\_ (date).  
\_\_\_\_\_  
(signature), (Assistant/Deputy) City Attorney.

Approved before publication by City Manager or delegate on \_\_\_\_\_ (date).  
\_\_\_\_\_  
(signature), \_\_\_\_\_ (title),  
Adopting Authority.

Three copies of the rule filed with City Clerk on \_\_\_\_\_ (date).

Notice publication date (15-day comment period) in the Daily Camera: \_\_\_\_\_  
(date).

Rule approved and adopted with/without change after considering public comment by City Manager or delegate on \_\_\_\_\_ (date)  
\_\_\_\_\_  
(signature), \_\_\_\_\_ (title),  
Adopting Authority.

Adopted rule re-filed with City Clerk and effective on \_\_\_\_\_ (date)

STANDARD (NON-EMERGENCY) RULE

\*\*\*NOTICE TO THE PUBLIC\*\*\*

As Adopting Authority, the City of Boulder City Manager has filed a proposed rule/regulation covering the following general subject matter: The general subject matter of the rule is:

Rule amending the Neighborhood Permit Parking Zone Regulations to allow for weekend restrictions for the neighborhood adjacent to Chautauqua Only During the NPP Pilot Project (June through August 2017).

**Copies of the rule are available for public review at Central Records at the Municipal Building, 1777 Broadway, 2nd floor.**

Direct written comments to:

Susan Connelly, Deputy Director, Community Vitality Department  
1500 Pearl Street, Suite 302  
Boulder, CO 80302

For more information call 303-413-7302\_ or visit  
[www.ChautauquaAccessManagementPlan.com](http://www.ChautauquaAccessManagementPlan.com).

The Adopting Authority will consider written public comments for 15 days after publication of this notice before issuing a final rule.

## ATTACHMENT A

**NEIGHBORHOOD PERMIT PARKING ZONE REGULATIONS**

These regulations implement the Neighborhood Parking Permit Zone provisions of Section 2-2-15 and Chapter 4-23, B.R.C. 1981, and are issued under the authority of Subsection 2-2-15(e) and Sections 4-23-2, 4-23-3, and 4-1-12, B.R.C. 1981.

**I. General Guidelines**

(a) The Neighborhood Permit Parking (NPP) Program restrictions are primarily intended to address issues of resident access and use of on-street parking in residential areas. Parking restrictions are not considered an effective or primary means of addressing other types of neighborhood issues.

(b) Permit parking restrictions should not be applied if cheaper, simpler solutions are found.

(c) Permit parking restrictions will only be implemented if the residents affected support the proposed zone.

(d) The baseline restrictions on parking without a permit in an NPP zone will be no more than two hours without moving the vehicle from 9:00 a.m. to 5:00 p.m., Monday through Friday, holidays excepted. Departures from this baseline may include:

(1) Nighttime restrictions which limit all parking to permit holders only during evening hours.

(2) Saturday restrictions which extend the basic parking restrictions for the zone to Saturdays.

(3) Sunday restrictions which extend the basic parking restrictions for the zone to Sundays.

(4) Extending nighttime restrictions beyond 7:00 p.m.

(5) “Color Code” restrictions. This restriction prohibits a vehicle without a permit from being parked within such a zone at more than one place and for more than one allowed period of time. For instance, if a zone allowed two hours of parking, a vehicle which had been parked for two hours or any fraction of two hours could not be parked again anywhere within that zone during the times that restrictions are in effect on that day. This option might be used if people were using the zone for long term parking by moving the vehicle every two hours.

(64) The beginning and ending time for this restriction may be varied.

(75) The length of time a vehicle without a permit may be parked within a zone may be decreased or increased from two hours.

## II. Criteria for Assessing Proposed Zone.

(a) In assessing the need for a zone, the type of restrictions that should be applied, the number of commuter permits to be sold, if any, the zone boundaries, and other details of zone design, the City Manager, through the Assistant Director of Public Works for Transportation and the Assistant Director's Traffic Engineer and other staff, will conduct parking surveys tailored to the identified parking concern within the area under consideration.

(b) The following general factors may be considered by the staff in deciding whether to pursue creation or alteration of a zone.

(1) Staff may consider the cost and availability of alternative parking (within the immediate vicinity of the proposed zone,) and the availability, proximity, and convenience of transit service.

(2) Staff may consider the extent to which a zone may impact adjacent neighborhoods and areas, and may recommend implementation of additional measures to mitigate these spillover parking or displaced parker impacts.

(c) In addition to the factors specified above and in Subsection 2-2-15(b), B.R.C. 1981, the following are considerations to be used in determining whether to designate an area as a neighborhood permit parking zone, and what its boundaries shall be:

(1) At least one block face with some residential street frontage should meet these criteria:

(A) A block face is one side of a street between two adjacent perpendicular roadways, or a dead end street or cul-de-sac. Where one block face as here defined consists of two or more blocks under the city addressing system specified at Section 9-3-28, B.R.C. 1981, it may be deemed to consist of the number of block faces so specified.

(B) The number of legal on-street parking spaces occupied by parked vehicles on each block face exceeds a 75% occupancy during at least four hours between 9:00 a.m. and 5:00 p.m. of a weekday selected by the traffic engineer.

(C) At least 25% of on-street parked vehicles during the period of a weekday

selected by the traffic engineer for study are registered to addresses outside of the study area.

(2) If determining which other block faces may be included in the zone, staff may consider if the following criteria are met:

(A) They are directly contiguous to the area at (1) above or are indirectly contiguous through each other, and

(B) The number of legal on-street parking spaces occupied by parked vehicles on each block face exceeds a 60% occupancy during at least three hours between 9:00 a.m. and 5:00 p.m. on a weekday selected by the traffic engineer, and

(C) The requirements of (1)(C) above are met.

(D) If, in the opinion of the traffic engineer, posted legal restrictions on parking, including without limitation prohibitions on parking, on any block face render these survey methods invalid as indicators of the extent of the parking problems faced by residents or businesses located on such a block face, the traffic engineer may deem such block face to have met these criteria if the block face immediately across the street meets the criteria.

(3) The zone as a whole is:

(A) Primarily zoned HR, MR, or LR, or a combination thereof, and block faces to be included which are not so zoned are primarily used for residential purposes.

(B) Not located across a geographic barrier of a type which would serve to limit pedestrian movement, including, but not limited to, four lane arterial streets, major arterial streets which server as a pedestrian barrier, major drainage ways, and major ridges.

(d) Criteria for adding block faces to an existing zone:

(1) Each block face should be contiguous to the existing zone directly or through other added block faces.

(2) Each added block face should meet the criteria of (c)(2) above.

(3) Addition of the block face will not violate the criteria of (c)(3).

(4) The procedure for adding block faces to an existing zone shall be the same as the procedure for creating a zone but the request need contain no more than five signatures per block face or twenty-five signatures, whichever is the lesser number.

(e) If it appears from public testimony that there is no consensus on neighborhood support for a proposed zone, the manager may require further evaluation aimed at determining whether resident support for the proposed zone exists.

(f) Termination. In order to remove a block face from an existing zone at least 60% of the adult residents on the block face must sign a petition circulated in favor of such removal. No block face will be removed unless it has been in a zone for two years. If a block face has been removed, it may not be reincluded in a zone for two years. The manager is not required to remove any part of a zone if it is not in the public interest to do so. The manager may remove any part of a zone by following the zone creation process without the requirement of a petition.

### III. Criteria for Applying Parking Restrictions within Zones

(a) NPP parking restrictions will be applied area by area, and tailored to the particular needs and attributes of each zone.

(b) A color-code restriction may be applied in residential areas if the manager believes that a traditional time limit will not effectively limit long-term parking in that area.

(c) The following guidelines apply to use of nighttime, ~~and Saturday, and Sunday~~ parking restrictions:

(1) The manager may exempt certain short-term or once-a-year civic events from nighttime/Saturday restrictions, including but not limited to events such as the December Lights Parade, Fall Festival, and the Boulder Creek Festival.

(2) Nighttime and weekend restrictions may be imposed in residential areas to address the parking impacts associated with commercial and business uses or districts, but will not be used to prohibit public parking in residential areas abutting or adjacent to certain public and community uses, including but not limited to public schools, public parks, churches and other places of assembly, ~~Chautauqua and Boulder Mountain Park~~, other large site parks and Open Space lands (including trail access points), and trail and greenway corridors. However, the neighborhood adjacent to the north of Chautauqua shall allow restrictions every Saturday and Sunday, from 8 a.m. to 5 p.m. during the months of June, July and August only.

(3) Staff should undertake a full assessment of potential impacts on affected non-resident users, including but not limited to an assessment of the availability of alternative parking and the availability of transit service (proximity, hours and frequency of operation) before the decision to implement a nighttime restriction. The nighttime restriction should be reconsidered



in circumstances where such impacts cannot be remedied by any reasonable means or at a reasonable cost.

(4) Nighttime restrictions proposed for block faces where daytime commuter permits are also available will specifically exempt commuter permits from the posted restriction.

(5) Nighttime restrictions will not extend beyond the normal operating hours of any business located within a two block radius of the proposed restriction.

#### **IV. Permits.**

(a) Applications for neighborhood parking permits shall be made on the attached form.

(b) Unless there is evidence to the contrary, the manager will accept a lease, a vehicle registration, or a voter registration naming the applicant as proof of residence within the zone if the document so indicates. The manager may accept other documents of equivalent reliability. The City Manager may require that leases provide, in addition to a copy of the lease agreement, a dated rent receipt with the signature of the property owner. Date on receipt must be current (within three months) of application.

(c) Unless there is evidence to the contrary, the manager will accept a notarized letter from the owner of a business in the zone as proof of employment within the zone. This letter must indicate the license plate numbers of those vehicles to be included on a business permit and verify that these vehicles are in the custody of employees of that business.

(d) Unless there is evidence to the contrary, the manager will accept a vehicle title, a vehicle registration, a vehicle lease, or a notarized statement from the registered owner of the vehicle stating that the applicant is using the vehicle with the permission of the registered owner, together with a copy of proof of ownership in the person claiming to be the registered owner, as proof that the vehicle is lawfully in the custody and control of the applicant. The manager may accept other documents of equivalent reliability.

#### **V. Display of Permit.**

(a) The neighborhood permit issued by the manager shall be displayed on the lower left-hand corner of the windshield of the vehicle for which the permit is issued in a position readily visible from the adjacent lane of travel when the vehicle is parked in the proper position on the right side of the street.

(b) The zone business permit and: “embedded business,” “commuter,” “visitor pass,” issued

by the manager shall be displayed from the rear view mirror attachment inside the permitted vehicle. If there is no such attachment, the permit shall be displayed on the dash so that the permit is readily visible through the windshield.

(c) House guest, additional guest, other, and temporary permits shall be displayed in accordance with the instructions contained on the permit or the application for such permit.

## **VI. Additional Guest Permits.**

- (a) Upon special application the manager may issue additional house guest permits, but not to exceed thirty days for any one vehicle per permit year. The applicant shall affirm that the house guest is temporarily residing in the applicant's home as a guest, and is not paying rent. In determining whether to issue an additional house guest permit the manager shall consider the purposes of the permit system in determining whether or not granting the permit will be detrimental to the goals of the permit system.
- (b) Additional guest permits may be obtained for use by guests at social gatherings at the applicant's home. Such gatherings must be entirely unrelated to a home occupation, and must be of the sort normally associated with residential use. Permits will not be issued for more than twelve such gatherings in any permit year.
- (c) Upon the annual purchase of a resident permit, two visitor's passes will be issued to the permit holder to be used on a temporary and transferable basis to accommodate visitors, including without limit health care workers, repairmen, and babysitters, who need access to the residence of the permit holder. Use of this pass is limited to those visitors whose stay will last longer than the time limit posted within the permit zone for parking by the general public, but shall not exceed twenty-four consecutive hours. Use of the pass is valid only while the visitor is on the residential premises. No more than two such permits will be issued per residence per year. It is the responsibility of the permittee to insure that this pass never leaves the zone, and that it is returned to the permittee at the end of each day of use. Use of the pass also falls under the same restrictions as those prescribed by Section 4-23-2, B.R.C. 1981, and in these regulations.

## **VII. Basis for Allocating Commuter Permits**

Commuter permits, if available within an NPP zone, will be allocated to individuals by a lottery system, unless some other fair and equitable method of allocation is specified for a specific zone as part of the zone creation process. Where a lottery is used, it will be held every two years within the final three months before the end of the two year period for the zone, and no commuter permits will carry over beyond the end of such two year period. No individual shall have more than one commuter permit anywhere in the City at any one time. No one who resides within a zone may receive a commuter permit within that zone.

## **VIII. Program Monitoring**

Pursuant to the provisions of Section 2-2-15 (f), B.R.C., 1981, the city manager will annually provide City Council with information in the following areas:

- (a) The status of the NPP Program in general, including:
  - (1) A report on any new demand for NPP zones, and unforeseen (non-fiscal) impacts of Program implementation.
  - (2) A report on Program revenue and expenditures, including how many and where commuter permits have been sold in each zone.
  - (3) An examination of the relationship between the NPP Program and parking supply and demand in adjacent areas of the city, including the cost and availability of adjacent alternative parking.
  - (4) The status of other replacement strategies (parking and alternative modes), including:
    - (A) Estimated increases in alternative modes use.
    - (B) The advent (provision) of any new transit service (public or private) or alt modes facilities.
    - (C) Use of remote lot parking.
    - (D) The status of new parking structures downtown.
  - (5) A report on the enforcement of NPP zones.
- (b) The status of specific NPP zones, including:
  - (1) A report on any significant spill-over parking into peripheral or other areas.
  - (2) A report on zone restrictions and how well they work to address the identified parking concerns, including any recommended adjustments.
  - (3) A report on how many, if any, zone block faces experience parking occupancy patterns that trigger the requirement to lower the number of commuter permits sold on that block face as specified in Section 4-23-2 (j), B.R.C., 1981.



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: April 18, 2017**

**AGENDA TITLE**

Community Broadband Recommendations

**PRESENTER/S**

Jane S. Brautigam, City Manager  
Tom Carr, City Attorney  
Tanya Ange, Deputy City Manager  
Don Ingle, Chief Information Officer  
Bob Eichen, Chief Financial Advisor  
Carl Castillo, Policy Advisor  
Bob Harberg, Project Manager/Principal Engineer - Utilities

**EXECUTIVE SUMMARY**

At the April 18, 2017 council meeting, a public hearing will be held on the community broadband initiative. This report provides staff's updated examination of alternatives for providing a ubiquitous, fiber-to-the-premises (FTTP), gigabit-class broadband network for the community, and focuses particular attention on the implications of the city financing the construction of the network.

**STAFF RECOMMENDATION**

As a result of this analysis, staff requests that city council consider a motion to narrow the focus of options to those that do not require that the city operate or fully-finance the construction of the entire broadband network.

**Suggested Motion Language:**

Motion authorizing staff to narrow the focus of community broadband options to those that do not require that the city operate or fully-finance the construction of the entire broadband network.

## COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic – More competitively-priced and higher capacity broadband services will serve as a catalyst for increased economic investment, benefiting all sectors including home-based businesses. A more competitive landscape will also benefit residential users who have very limited commercial alternatives for receiving better telecommunication services.
- Environmental – High-quality broadband services will inherently support environmentally-conscious business sectors, a key strength of our community. More economical, higher-capacity telecommunications services and collaboration technologies will also increase the availability of digital products and services, with the potential to reduce carbon emissions.
- Social – Greater broadband competition, lower service fees and accompanying, city-facilitated programs to encourage digital inclusion will aid in furthering the city's goals of addressing "digital divide" issues for those unable to afford or gain access to high-quality, internet-based digital services.

## OTHER IMPACTS

- Fiscal – The actual fiscal impact will be known when a final option is chosen and implemented. Staff has provided an analysis of the fiscal impacts known at this time.
- Staff time – Assuming acceptance of staff's recommendations, Information Technology, Finance, City Manager's Office, Engineering, and Community Vitality staff commitment will continue at current, sustainable levels.

## BOARD AND COMMISSION FEEDBACK

No board or commission feedback has been received on this matter.

## PUBLIC FEEDBACK

Formed in 2015, the community Broadband Working Group has played an important advisory role in exploring alternatives. In addition, a number of community focused groups were conducted in 2015 and 2016 to inform the city's broadband feasibility study. Occasional supportive feedback has been received via council email in support of greater choice and competition.

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## BACKGROUND

### Activities Since Last City Council Discussion

At the July 12, 2016 city council study session, staff provided an update on the status of city efforts to bring competitive, gigabit-class broadband internet service to the community. This followed the completion of the [broadband feasibility study](#) conducted by CTC Technology and Energy (the city's consultant on the project) and aided by the community Broadband Working Group. Based on council's direction at that time, the city

has been conducting further research into two fundamental options, neither of which are mutually exclusive:

- City-financed build with private operation
- Private financing, construction, and operation of fiber network

On March 23, 2017, staff submitted an Information Packet (IP) memorandum providing an interim update on the project, the contents of which are incorporated in this report along with key supplemental analysis, findings, and recommendations.

## **ANALYSIS**

Based on the financial analysis conducted with the city's broadband consultants, it is highly doubtful that a city-owned network could ever meet the requirements to become a qualified enterprise under the Taxpayer Bill of Rights (TABOR). Given this, as well as the risks and financial exposures the city could experience (covered below), staff now recommends that the city no longer continue to explore the option of financing the entire build-out of the network. Staff feels there are other options that carry less risk for the city and that can address the objectives for this project.

### **A. Implications of city-funded build with private operation**

Financial Analysis: The Finance department has analyzed and explored the possibility of the city financing the construction and obtaining the ownership – in whole or in part – of a citywide broadband network. Current estimates of the cost for the entire community-wide fiber-to-the-premises (FTTP) construction project range from \$100 million to \$140 million, depending on the level of undergrounding and density of the network construction into homes and businesses. Citywide construction is likely to take two to three years.

The assumption to-date has been that, under any scenario, the city would neither create a broadband utility nor serve as an internet service provider, particularly since it would not operate as an enterprise fund under the Colorado Taxpayer Bill of Rights (TABOR). Instead, the city would lease any available city-owned fiber and/or conduit to one or more third-party internet service providers using a competitive, “open access” model.

Based on the results of the broadband feasibility study, it is highly unlikely that lease fees from third-party internet service providers operating over a city-owned network would be sufficient to cover the city's debt service. The amount needed to cover debt service is not an amount the city's general fund would be able to absorb without making major reductions in current services and programs to pay the debt service.

There would be no significant third-party payments to help offset debt service and operating costs in the first years, the city would totally bear the debt service costs. As the city begins to receive lease revenues from lessees, the amount of the annual debt service not covered by fees would decline. The issuance of the debt could occur in stages as the construction progressed. Using conservative estimates, debt service projections for using

20-year bonds on the two amounts are estimated to range from \$7.3 to \$10.7 million per year. The large range is due to the difference in the size of the total amount needed and if the bonds would be taxable or non-taxable. Actual annual payment amounts would vary based on the interest rates at the time of issuance.

Since the city could not establish a broadband enterprise fund, any debt would require a ballot item authorizing the issuance of the amount of debt, as well as an authorization to establish a stream of new revenue to make the debt payments. Legal staff have indicated that these two questions can be combined into one ballot item.

To help put the amount of new revenue needed to pay the debt in perspective, a sales tax increase of two to three tenths of one percent would be required to pay the annual debt service. The current tax rate for the city is 3.86%, and the total sales tax rate for the city, county and state is 8.845%. There is also an additional .15% that is charged on all prepared food, and the amount collected is transferred in total to the Visitors and Convention Bureau. A .2% or .3% increase on the current sales tax rate is summarized in the following Table 1. A one-tenth percent increase is projected to generate approximately \$3.5 million annually in 2018.

**Table 1 - Current and Potential Tax Rates to Pay Debt Service**

	City Rate	City, County, State Total Rate	Total Rate with City Prepared Food Tax of .15%
Current (2017)	3.86%	8.845%	8.995%
Two tenths increase	4.06%	9.045%	9.195%
Three tenths increase	4.16%	9.145%	9.295%

If it is determined that property taxes would be a more appropriate revenue source, a two-to-three mill increase in the early years would be required until the construction is completed and third-party lease payments begin. Table 2 provides a summary of the results of a one-to-three mill increase (beginning in 2018) for residential and commercial/industrial properties per one million dollars of valuation. It is expected that one mill will generate approximately \$3.3 to \$3.4 million annually in 2018.

**Table 2 - Property Tax Assessment if Made in 2018**

	Per Fair Market Value of:	Residential 1 mill annual increase	Commercial/Industrial 1 mill annual increase
1 mill increase	\$1,000,000	\$ 66	\$290
2 mill increase	\$1,000,000	\$132	\$580
3 mill increase	\$1,000,000	\$198	\$870



If either a sales tax or property tax increase would be used, each would require a ballot question to raise the tax rate and to provide authorization to issue the bonds. This requirement is a result of the Colorado Taxpayer Bill of Rights (TABOR). If council wishes to explore this full ownership approach, work would need to begin immediately on ballot measures for the 2017 election.

Concerns with full city ownership: Broadband cannot operate as a monopoly like the city's Water, Wastewater and Stormwater funds. The current utility funds retain 100% of the customer base within the city limits, which would not be the case for broadband. In addition, rates for the current utilities can be increased as needed if emergencies arise or unforeseen operating costs are increasing more than current rates can cover. That would not be the case with a city-financed and owned broadband system. There would be competition, so rate increases may not be possible when needed. With inevitable shifts in the overall supply and demand for broadband services in Boulder over time, the financial risks to the city under this model are even more pronounced.

Based on the broadband consultant's study, it is reasonable to project a 35% to 40% "take rate" (the proportion of customers who would subscribe to broadband services running over city fiber) in the early years. Even with the city receiving payments for the use of the new fiber and fiber currently in place that is owned by the city, it would not be sufficient to pay the annual payments on the amount of debt that would need to be issued (\$100 to \$140 million). The higher number includes the vendor installing the drop from the main fiber to the premise. The number also takes into consideration the need for more undergrounding if pole attachments are not possible. As was stated earlier, the annual principal and interest payments on this amount of debt is projected to range from \$7.3 to \$10.7 million per year. The general fund does not have the financial ability to make this level of ongoing payments with current revenues without making severe reductions in general fund programs and services.

Since the broadband program would not be able to make the full amount of the debt payments, a new stream of revenue would need to be authorized by the voters to issue debt and make the balance of the annual payments. The low-end of the new revenue range is based on receiving higher lease payments once the city owned fiber was installed, and the take rate increases. If the new service is successful, it is possible that the amount of sales or property tax needed in the future would decrease. However, it is not projected that it would reach a point where it could be eliminated during the twenty years that the bonds would be outstanding.

## **B. Private financing, construction, and operation of fiber network**

Justification for continued pursuit of public-private partnership agreement: As presented at the July 2016 study session, three vendor proposals were found to be the most viable among the original 14 responses to the city's request for information (RFI) to explore

public-private partnership options. These firms are Allo Communications, Axia FibreNet and Ting Fiber.<sup>1</sup>

The city has received three concrete and intriguing proposals from these viable private companies to build and operate, at private cost and with private risk, a world-class communications infrastructure in Boulder. Representatives of the city have visited with and evaluated all three of these companies and conducted background research on all of them. In all three cases, our conclusion is that the companies have the necessary capital and capacity to undertake this effort—subject, of course, to potential protections for which the city would negotiate (i.e., to protect the city’s interests and assets such as rights-of-way).

Perhaps most importantly, staff and our consultants evaluated each of the companies’ proposals through the prism of the core policy objectives that Boulder has established during the course of evaluating broadband opportunities over the past few years. These policy objectives<sup>2</sup>, and the degree to which each company was willing to develop structures to meet them, were a large focus of our investigation above and beyond the technical and financial capacities of the companies.

In summary, the following were the defined objectives and the companies’ approach to each:

1. Construction of world-class, future-proof infrastructure on a ubiquitous basis, subject only to density considerations: With regard to this objective, staff and the Broadband Working Group determined the need for the infrastructure to be built on a ubiquitous and equitable basis across the entire community with no “cherry-picking” of neighborhoods based on factors that Boulder would consider unacceptable (such as demographics and income levels). The only potential exception to this rule might be areas of extremely high-cost construction such as very low density areas located on rock and remote from the city’s population centers, where the private sector cannot build infrastructure in a way that would meet its requirements for return on investment.

With respect to the companies vetted by staff, there is confidence that all three will, if building in Boulder, meet this policy requirement—and that they see the entirety of the city as a partner community rather than subdividing the city based on demographics.

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<sup>1</sup> A fourth response from Boulder’s Zayo Group has subsequently been under more active consideration as further outlined later in this document. And late last year, a local Boulder startup – RapidityNetworks – was allowed to submit an RFI response following closure of the original solicitation. After further review, staff has recommended against continued consideration of this firm given its lack of any experience in constructing and operating municipal fiber-to-the-premises networks.

<sup>2</sup> The referenced policy objectives were heavily influenced by the draft vision statement developed by the community Broadband Working Group, included as Attachment A.

2. Commitment to digital inclusion and digital equity through affordable yet high-speed services provided to lower-income residents: Once again, staff and our consultants are confident that all three potential partners will work with the city to this end, and all three have been very clear about their policy commitments to ensure affordability for lower-income residents.

The city's focus on this issue is based on a strong commitment that "availability" is insufficient to ensure access to broadband for lower-income residents. Affordability is a critically important additional component.

Each of the companies, using different strategies, has a plan for ensuring that level of affordability. Each is willing to work with the city to bring pricing down dramatically for low-income residents, and to develop a strategy by which the city can invest accordingly. Some of those strategies are detailed below in the section about potential city investment.

In addition, it is notable that the emergence of a new broadband competitor in Boulder will create pressure on the incumbent providers, not only to improve their own services but to lower their prices. As a result, even above and beyond any negotiation that the city has with a private partner regarding affordability, the positive consequences of competition will benefit all members of the community, including those who have lower income.

3. Open access and a dynamic, competitive market: The city and the working group determined that the long-term interests of the community would best be served through openness and as much robust competition as possible in the internet service provider (ISP) market. In this regard, the three companies with which staff has had conversations have remarkably different approaches—but each potentially offers a more competitive market in the long term than Boulder would see absent this new kind of investment.

Specifically, the Canadian company Axia proposes to provide open access to competitors through multiple technical means that would offer those competitors flexibility about how to serve customers, potentially opening new opportunity for smaller companies to prosper as ISPs in Boulder. The Nebraska company Allo proposes to offer wholesale service to its competitors in a fashion that is also likely to create new opportunity for competing providers over Allo's own network. And, while Ting Internet does not offer an open access or wholesale platform like the other two companies, it would nonetheless, by building and operating a new network in Boulder, offer a new level of competition to Comcast and CenturyLink (as would the other two companies).

4. Elimination of the potential for consolidation in the long run: The city and the working group have identified a concern that the history of consolidation in the communications industry suggests medium- and long-term risk: Absent restrictions, the city's partner—the developer of fiber infrastructure in Boulder—could

eventually sell that infrastructure to an incumbent such as Comcast or CenturyLink, thereby eliminating some of the competitive benefits of the new network.

The history of the cable industry offers a comparison. Many small mom-and-pop cable networks developed in the 1970s and 1980s were purchased by a few large companies in the 1990s and early 2000s, such that the U.S. is left with only three or four dominant cable operators.

We believe this risk of consolidation to be a real one over time—though almost impossible to predict in the long run. To address this concern, all three companies signaled a willingness to commit contractually not to sell their Boulder network or operations to a Boulder incumbent provider or a successor to that provider. Such a contractual agreement, if successfully negotiated, would reduce the risk of market concentration in Boulder.

5. Support for potential efforts to maximize Smart and Sustainable City strategies through communications infrastructure: The city and the working group developed a goal of utilizing new communications services and infrastructure to support Smart City and Sustainable City applications. Those applications would leverage digital communications to improve city services and reduce carbon emissions.

All three companies indicated that they will collaborate willingly with Boulder on preferred terms and, potentially, preferred pricing in ways that would allow the city to expand its own communications infrastructure and leverage private network capabilities to enable Smart and Sustainable City applications in a blanket fashion across Boulder.

Opportunities for a public-private partnership based on a joint ownership model: If authorized to continue our exploration of a public-private partnership agreement, the city's broadband planning team will explore a concept for establishing leverage and a control point that could increase the city's opportunity to secure its policy goals, at the same time as allowing primarily private funds to build and operate the network. The goal of this proposal would be to create a structure in which the city would reduce its financial risk and exposure relative to building and/or operating a communications network itself—but would still have enough ownership and control to be able to secure the policy objectives described above (particularly regarding ubiquitous access, affordability, and reduced risk of market consolidation and monopoly).<sup>3</sup>

To this end, staff has developed a concept under which the city would finance and own a relatively modest-sized but critical part of the network—for example, the lateral “drops” from the curb into the home and business or the portion of the conduit and fiber system that could also be used for Smart City and Sustainable City applications. While this part of the network represents a relatively modest portion of the total network construction cost—

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<sup>3</sup> Staff will also evaluate the alternative of some level of city funding and ownership of the “backhaul” conduit infrastructure.

estimated to be in the range of 15% to 25% of outside plant construction—it also represents a critical piece of the network.

By the city owning a strategic component of the newly built network, staff and our consultants believe that the city can effectuate a number of goals:

1. The city paying for part of the network would reduce the capital requirements for the private partner, enabling the city to negotiate lower across-the-board pricing for services, not only for lower-income members of the community, but for all residents of Boulder. In this way, the city could use its own investment in part of the network to secure the promise of lower pricing—much as Longmont has used its public investment to finance, build, and operate a municipal broadband network to secure lower pricing.
2. The city's ownership of part of the fiber infrastructure could serve as an effective deterrent to consolidation in the market through sale to an incumbent provider. That is because the city could decline use of infrastructure owned by the city to an incumbent provider based on the city's concerns about maintaining competition in the market. This would be a significant protection against consolidation, in addition to whatever contractual commitment the city could negotiate with the private partner.

All three providers signaled some level of interest in this approach, which could take the form suggested above, or a more limited form in which the city would fund only the lateral drops in low-income areas or for affordable housing—thus securing lower pricing for lower-income members of the community but leaving pricing for the rest of the community to market forces. At this point in the analysis, it is expected that the amount of the city's investment would range from \$15 to \$50 million dollars, depending on how many lateral drops to the premises the city pays for during installation (i.e. determined by whether the drops would be installed at all city premises or based only on actual subscriptions to the new fiber-based broadband service).

Even at the low end of the above estimate, it is not financially feasible for the city to contribute such an amount from current city resources. An option for consideration would have the city issue bonds to pay for the lateral drops to the premises. The bonds—and new revenue source to pay for them—would need to be issued by the general fund. TABOR requires that all financial questions be voted on in a November election.

The range of costs is broad due to the differences in the degree of control and ownership the city might choose to pursue. If the amount needed was \$20 million, an increase in sales tax to make the payments would be a .05 increase (one half of one tenth percent) or one half of a mill levy increase. If the amount was \$50 million it would require a rate increase in sales tax of .125% or a mill levy increase of 1.4 mills.

Degree to which the city's existing surplus fiber and conduit assets can be monetized: In our conversations with the potential partners, staff has asked them to make an initial

nonbinding assessment of the value of the city’s existing fiber and conduit assets for purposes of their network buildouts. They have responded with numbers that are largely consistent with our estimate that the city’s existing assets could reduce outside plant construction costs by 2% to 5%.

We have also learned from our conversations with them that, while the city’s fiber and conduit routing is extremely valuable, the challenge with respect to the value of those assets for a fiber-to-the-premises (FTTP) network is that an FTTP backbone requires very high fiber counts or large or multiple conduits.

The city’s fiber and conduit network was developed very cost-effectively and has proven its value for internal city services over time, creating considerable operational capabilities and efficiencies and saving the city from having to lease more costly, less capable private circuits. And, as staff has learned through this process, the fiber and conduit also have value for purposes of reducing FTTP construction costs, potentially by as much as 5% of outside plant construction cost. Our consultants have informed us that these numbers are very good and that the city’s fiber/conduit assets hold more potential value than similar assets in other communities. We are encouraged by the prospect of being able to lease some of these assets to a selected private partner, and have also considered ways to use the assets to further policy objectives, for example, perhaps by providing reduced cost leases in return for additional cost reductions for lower income residents of the city. In sum, based on the response of the potential private investors and the data shared by our consultants, staff is pleased to see that our efforts to build fiber and conduit assets over the past two decades continue to deliver value to the community.

### **C. Possible implications of “doing nothing”**

Our analysis of the development of the FTTP industry in the U.S. suggests that Boulder is fortunate to be considering this opportunity in a particularly good moment. Despite the apparent withdrawal of Google Fiber from construction of FTTP as a strategy, there are still at least a dozen more-modestly sized companies that see this infrastructure as a critical business opportunity—and that are willing to invest extensively in it. Three of those companies have indicated strong interest in Boulder, and the city appears to be in a unique position to attract private capital.

At the same time, it is apparent that the FTTP investment environment is advancing in fits and starts—and in fact has sometimes seen significant retreat. Some of the municipal FTTP networks that emerged over the past 15 years have struggled financially, and a handful of them have sold out to companies like Comcast for pennies on the dollar. Many others have been very successful, but the economics of FTTP are still challenging—and both the municipal and the Google Fiber experience suggest that the opportunity is not a simple one or a guaranteed one for investors, whether public or private. Attachment B includes a summary of the experiences of other jurisdictions in the implementation of broadband using both city financial resources and public-private partnerships.

Verizon’s FiOS network, which was built in select areas of Verizon’s incumbent territory in the early 2000s, has also proceeded in fits and starts—and Verizon, despite early intentions to make very large investments, has in the past decade significantly reduced or backed off its FTTP commitment. Like AT&T Wireless, Verizon has focused much more of its investment on the mobile cellular market, including the promise of broadband-class cellular/wireless offerings (termed “5g”) in the next three years. Attachment C includes further analysis of next-generation broadband wireless technologies and their potential application in a broader strategy.

Given this relatively uneven history, both on the public and private sides, staff cannot be completely confident that the private investment opportunity the city is currently fortunate to be considering will exist one, two, or five years from now. For that reason, staff and our consultants believe it is well worth continuing conversations and negotiations with the private companies that are proposing to invest so extensively in the Boulder community.

We note further that these companies, while all appearing to be well capitalized, will effectively fill their pipelines at some point; none of the three will build any more than one or two dozen communities the size of Boulder over the coming years. So, the current timing may also be important for ensuring that if this is the direction Boulder chooses to go, it is securing its place in that investment pipeline.<sup>4</sup>

The greatest risk of doing nothing at this moment is that the opportunity may not necessarily present itself in the future—and even if it does, the lost time could mean that Boulder is not at the forefront of the technological advancement enabled by ubiquitous, very high-speed broadband. This is particularly true relative to similar communities like the major university towns across the country, including Cambridge, Palo Alto, Bloomington, Lincoln, and Charlottesville. It is also true with respect to neighboring communities that seem poised to secure this kind of infrastructure, including Longmont (which has already constructed a significant part of the city), Centennial, Fort Collins, Loveland, and Colorado Springs, all of which staff has been told are likely to act decisively in this area in the near term. It is noteworthy that several additional Colorado cities and counties have recently repealed state prohibitions on public investment in broadband (see Attachment D), many of which are beginning to analyze their own options.

## **CONCLUSION AND NEXT STEPS**

Based on research and analysis completed to-date, staff believes there are public-private partnership options in which a third-party finances, installs, owns, and operates the

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<sup>4</sup> During last year’s RFI process, the city and its consultant solicited responses from several larger firms in this niche of the telecommunications industry, with the results affirming that these companies continue to focus on the “long haul” and “middle mile” markets rather than municipal-scale FTTP networks and gigabit-class internet provision. This is the case for Boulder’s Zayo Group, who provided an RFI response affirming its desire to find synergistic opportunities that might aid the city in realizing its broadband vision, but within the bounds of its like-minded business model. Nonetheless, staff has maintained an active, ongoing dialog with Zayo with both keeping the door open to potential mutually-beneficial uses of their “backbone” fiber optic infrastructure and related services within Boulder as the city refines its direction.

network while still providing the city with sufficient control to ensure that the city's goals and interests are addressed. To this end, staff requests council's authorization to suspend consideration of options that would have the city finance the entire network. With council's approval of the recommended motion, staff will proceed into "best and final offer" negotiations with the identified firms with the goal of bringing back a recommendation and proposed agreement by mid-to-late summer. Staff may return to council earlier than that if there is a need to consider a 2017 ballot measure that would provide funding to allow the city to finance and assume ownership of strategic parts of a network buildout.

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## **ATTACHMENTS**

Attachment A - Draft Vision: Gigabit Broadband to Boulder Homes and Businesses  
Attachment B – Experience of Other Jurisdictions with City Builds and Public-Private Partnerships  
Attachment C - Supplemental Note on Next-Generation Broadband Wireless Technologies and Their Potential Application  
Attachment D - Colorado Local Governments Repealing Prohibitions on Public Investment in Broadband (November 9, 2016)



## ATTACHMENT A

### **Draft Vision: Gigabit Broadband to Boulder Homes and Businesses (May 21, 2015)**

Our vision is to provide a world-class community telecommunications infrastructure to Boulder for the 21st century and beyond, facilitated by new access to the public's local telecommunications assets. We acknowledge that broadband is a critical service for quality of life, as is the case with roads, water, sewer, and electricity. Every home, business, non-profit organization, government entity, and place of education should have the opportunity to connect affordably, easily, and securely. Boulder's broadband service will be shaped by the values of the community.

We intend to empower our citizens and local businesses to be network economy producers, not just consumers of network information and data services. We realize that doing so requires access to gigabit-class broadband infrastructure to support these needed services and capabilities:

1. **Broadband Infrastructure:** Provide the infrastructure to enable every Boulder home, business, visitor, and public or private institution the opportunity to access affordable high speed broadband connections to the Internet, and other networks.
2. **Open Access:** Demonstrate, support, and build a non-discriminatory, open-access infrastructure that should, to the maximum extent possible, be open to all users, service providers, content providers, and application providers and be usable via all standard commercial devices.
3. **Competitive Marketplace:** Facilitate a local broadband marketplace that is as competitive as reasonably possible.
4. **Compete Globally:** Provide stakeholders with the broadband capacity, affordability, and local, regional, and national connectivity they need to compete successfully in the global marketplace.

We envision significant progress toward an operational network in 1-2 years with commitments from providers, community stakeholders, regional partners, and a shared common vision to make gigabit-class bandwidth available to all residents and workers in Boulder.

## Attachment B

### Experiences of Other Jurisdictions with City Builds and Public-Private Partnerships

Over the past decade there have emerged around the U.S. a variety of public–private collaborative arrangements that are of interest for Boulder’s initiative. The particular public–private arrangements that staff has considered include:

1. Facilitation of private investment with no public financial risk: In this model, the city would leave broadband deployment to the private sector, but would try to incentivize or facilitate new broadband investment, perhaps by giving access to existing city fiber and conduit.

This model represents the lowest-risk model for the city. This approach entails relatively modest public cost (though it could entail considerable staff time and effort) and less public risk than other models, but it also gives the private sector partner complete control over the deployment of the infrastructure—and the city may receive considerably lower benefit as a result. Among the areas of decision-making left to the private sector are such critical policy issues as availability of wholesale capacity for competitors, Net Neutrality, monetization of consumer data, and privacy policy.

This is the model that Google Fiber pursued, starting in 2010, when it invited cities to tell the company why they were the best candidates for deployment—leading to a reported 1,000 expressions of interest from local governments nationwide.<sup>5</sup> In 2011, Google announced that Kansas City, Kansas, would be the first Google Fiber city; in 2012, the service went live.<sup>6</sup>

Over the next five years, Google Fiber (which became a division of the parent company Alphabet following a 2015 reorganization) worked with at least 34 cities,<sup>7</sup> all of which had attracted the company’s interest, in part, by explaining what they were willing to do to make the construction “quicker, more efficient, and less disruptive.”<sup>8</sup> Google Fiber went live in 10 cities, and periodically announced plans to construct networks in additional cities; three of those cities began working with Google Fiber on rollout plans.<sup>9</sup>

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<sup>5</sup> “Google ‘Fiber’ Rollback Halts Expansion Plans For High-Speed Internet In 8 Cities,” *NPR*, Nov. 5, 2016, <http://www.npr.org/2016/11/05/500810449/google-fiber-rollback-halts-expansion-plans-for-high-speed-internet-in-8-cities>.

<sup>6</sup> Erin Kim, “Google brings faster Internet to Kansas City,” *CNNMoney*, July 26, 2012. <http://money.cnn.com/2012/07/26/technology/google-fiber/>. See also: <https://www.youtube.com/watch?v=6uZVqPuq81c>.

<sup>7</sup> “Exploring new cities for Google Fiber,” Google Fiber Blog, Feb. 19, 2014, <https://fiber.googleblog.com/2014/02/exploring-new-cities-for-google-fiber.html>

<sup>8</sup> “Google Fiber City Checklist,” <https://fiber.storage.googleapis.com/legal/googlefiberchecklist2-24-14.pdf>.

<sup>9</sup> “Cities,” Google Fiber, <https://fiber.google.com/newcities/#viewcities>.

In October 2016, though, Google Fiber announced that it was putting its expansion plans on “pause.”<sup>10</sup> That meant that 10 cities that had been selected for future Google Fiber networks would not be built—and a reported 9% of staff were reassigned within the company or laid off.<sup>11</sup> Industry analysts cited a range of potential reasons for Google Fiber’s retreat, including the high cost of broadband deployment and lower-than-expected demand.<sup>12</sup>

In January 2017, Google Fiber’s “pause” became more of a hard stop; hundreds of employees were reportedly reassigned within Alphabet.<sup>13</sup> It appears clear that the company is not planning to build in the “potential” cities—and even in the cities where Google Fiber is live, the company has started pulling back; for example, it reportedly notified some customers that had earlier signed up for service in Kansas City that they will not be activated.<sup>14</sup>

While Google Fiber appears to have retreated from this approach, there are smaller players in the market and the city is in extensive discussions with three of them under this model. This option is very much on the table for Boulder. Elsewhere in the country, too, localities are in various stages of negotiation and deployment under this model.

Bloomington, Indiana, is in advanced discussions with Axia for private investment with public facilitation and, potentially, leasing of city assets. In Holly Springs, North Carolina, the town has facilitated private investment and is leasing existing fiber assets, which has modestly reduced construction costs for the private company deploying an FTTP network there.

This is also what is happening in Centennial, Colorado—which, despite the very intense level of effort among many Colorado cities, is one of the few that has determined a strategic direction and executed a deal with a private partner. Centennial will make available to Ting Internet some existing city-owned conduit, which will somewhat reduce Ting’s cost to build in that market.

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<sup>10</sup> “Advancing our amazing bet,” Google Fiber Blog, Oct. 25, 2016, <https://fiber.googleblog.com/2016/10/advancing-our-amazing-bet.html>.

<sup>11</sup> Jon Brodtkin, “Google Fiber division cuts staff by 9%, “pauses” fiber plans in 11 cities,” *ArsTechnica*, Oct. 25, 2016, <https://arstechnica.com/information-technology/2016/10/google-fiber-laying-off-9-of-staff-will-pause-plans-for-10-cities/>.

<sup>12</sup> Brian Fung, “Why Google Fiber is no longer rolling out to new cities,” *Washington Post*, Oct. 26, 2016, [https://www.washingtonpost.com/news/the-switch/wp/2016/10/26/why-google-fiber-is-no-longer-rolling-out-to-new-cities/?utm\\_term=.bfcfe3c21805](https://www.washingtonpost.com/news/the-switch/wp/2016/10/26/why-google-fiber-is-no-longer-rolling-out-to-new-cities/?utm_term=.bfcfe3c21805).

<sup>13</sup> Clint Finley, “Google Fiber Sheds Workers as It Looks to a Wireless Future,” *Wired*, Feb. 15, 2017, <https://www.wired.com/2017/02/google-fiber-restructure/>

<sup>14</sup> Jacob Kastrenakes, “Google Fiber reportedly cancels hundreds of installations in Kansas City,” *The Verge*, March 21, 2017, <http://www.theverge.com/2017/3/21/15009694/google-fiber-kansas-city-cancellations>.

2. Public investment in ubiquitous communications infrastructure with private sector use of that infrastructure and private sector operations: In a public–private partnership model that has attracted considerable attention, the city would build 100% of the fiber infrastructure and lease it to a private partner for a negotiated fee, and with certain kinds of protections put in place to meet the city’s policy goals. The economic parameters of this approach are discussed elsewhere in this document.

We have investigated this model in some detail. It has emerged in a handful of markets in the U.S., and as a goal in both Democratic and Republican policy circles in different parts of the country. To our knowledge, there has not been a project like this in Colorado.

This model is under serious consideration in parts of Kentucky, where next-generation broadband is a major focus of potential economic development investment. The leading examples of this model are Westminster, Maryland, and Huntsville, Alabama.

Westminster pioneered this approach, in which the city builds, owns, and maintains dark fiber, and looks to partners that would light the fiber, deliver service, and handle the customer relationships with residents and businesses. The model keeps Westminster out of network operations, where a considerable amount of the risk lies in terms of managing technological and customer service aspects of the network.

Following a request for proposal (RFP) process and negotiations, Westminster selected Ting Internet. Ting shared Westminster’s vision of a true public–private partnership and of maintaining an open access network. Ting committed to opening its operations up to competitors and making available wholesale services within two years; this will enable other ISPs to resell to consumers.

Under the terms of the partnership, Westminster is building and financing all the fiber (including drops to customers’ premises) through a bond offering. Ting is leasing fiber with a two-tiered lease payment. One monthly fee is based on the number of premises the fiber passes; the second fee is based on the number of subscribers Ting enrolls.

What is so innovative about the Westminster model is how the risk profile is shared between the city and Ting. Westminster will bond and take on the risk around the outside plant infrastructure, but the payment mechanism negotiated is such that Ting is truly invested in the network’s success.

In February 2016, a few years after Westminster, the City of Huntsville (Alabama’s northern technology hub) announced that its municipal electric utility will build a fiber network throughout its city limits (presumably, to pass all or most businesses and homes), and that Google Fiber will lease much of that fiber in order to provide gigabit services to residences and small businesses.

As in Westminster, the Huntsville model puts the city in the business of building infrastructure. The model leaves to the private sector (in this case, Google Fiber and any other provider that chooses to lease Huntsville fiber) all aspects of network operations, equipment provisioning, and service delivery.

It is important to note, though, that the agreement between Huntsville Utilities and Google Fiber is more than a year old. Given the uncertainty around Google Fiber's future strategy, it is not clear that Google Fiber is looking for additional deals of this sort—but staff and our consultants know that other companies are interested, including two of the three companies with which Boulder has been conducting discussions over the past few months.

3. Partial public investment with significant private investment and private sector operations: This is an innovative and very new approach to attempting to effectuate city policy goals through a public-private partnership in which the city makes a modest investment and attempts to use that investment to achieve as much leverage as possible. (The ways in which Boulder is consider doing this are described above.)

To our knowledge, there has not been a project like this in Colorado. The leading example of this approach was developed by the cities of Champaign and Urbana and the University of Illinois, which very deliberately and purposefully built extensive fiber optics in neighborhoods with the lowest broadband adoption rates, on the theory that those would be the last places that the private sector would deploy.

The Urbana-Champaign Big Broadband (UC2B) network then offered those considerable assets—representing perhaps 25% to 30% of the cost of the network construction—to a private sector partner at no cost in return for meeting the community's goals of deploying additional FTTP with the following requirements:<sup>15</sup>

1. Gigabit service speeds
2. Wholesale access on the network to competing companies
3. No cherry picking—all neighborhoods have equal opportunity to get services

Through the agreement, the cities of Champaign and Urbana also negotiated a right of first refusal to buy the network in the event that its private partner attempted to sell it—a right that the cities exercised in 2016 when the partner's parent company chose to sell off all its fiber holdings. As of this writing, the cities have identified and contracted with a new private partner that has made robust commitments to meet the cities' policy goals (gigabit speeds, competition, and ubiquitous buildout) in return for access to the infrastructure.

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<sup>15</sup> "Urbana-Champaign Big Broadband Not-for-Profit (UC2B NFP) to Hold Expansion News Conferences," News Release, UC2B NFP (May 29, 2014) <http://uc2b.net/wordpress/wp-content/uploads/2014/05/UC2B-NFP-News-Advisory-05.29.2014.pdf>

Boulder is considering a variation on this model; as discussed above, the city would own the lateral service drops to the home and businesses. As in the UC2B example, ownership of a critical part of the network would give the city leverage with regard to the policy goals that are most important to the city.

A discussion of emerging models around the country and Colorado would not be complete without a discussion of Longmont. To be clear, Longmont does not represent a public–private partnership. Like approximately 100 other networks round the country, Longmont represents 100% public sector risk, operations, and benefit.

Longmont has the considerable advantage of owning its own municipal electric utility, which confers significant benefits in building and operating a communications facility. Indeed, the majority of the public broadband networks that have been deployed nationwide were deployed by municipal electric utilities. This correlation is not surprising for several reasons.

First, communities in which the private sector did not have a business case for electrification are where local governments chose to build public power. Not surprisingly, those same communities did not see adequate private sector investment in broadband, either, and thus chose, in both cases, to invest for the benefit of the broader community.

Second, the challenge of undertaking a public-facing communications project is reduced for a municipal electric utility relative to a local government that is not already a power provider. A range of elements of a communications network overlap those of a power network, including the poles on which the infrastructure is built, the facilities in which network hubs are located, the skills and equipment of field staff, and even, in some cases, the billing, operating, and customer service systems that support the service offerings.

Even with those advantages, however, staff notes that there is considerable risk associated with this model. In addition to the financial risk entailed in building and operating a venture that competes with private sector service offerings in some cases, several other challenges present themselves. Municipal networks are generally only possible when a city is in a position to issue bonds to raise capital to build the network. In many cases, even cities with outstanding credit ratings are unable to bond to support a communications network because of other critical priorities, such as shoring up pension funds, building schools and public safety facilities, and the many other functions of government for which bonding capacity must be reserved. And bonding capacity is limited in any city, no matter how good its credit rating or how prosperous its economy.

Competing needs for capital are thus a considerable challenge around municipal efforts. At the same time, additional difficulties can be created in multiple functional areas associated with construction, operations, and maintenance of a communications enterprise. This includes the considerable challenge of hiring network engineers, who are typically in high demand and command high private sector salaries that are difficult for the public sector to match.

## Attachment C

### Supplemental Note on Next-Generation Broadband Wireless Technologies and Their Potential Application

As this project has developed, staff and members of the community Broadband Working Group have been following the evolution of emerging broadband wireless technologies and their possible application in this project. While staff will continue to follow its evolution, the following initial perspective is offered as a footnote to the analysis.

The group of technologies generally referred to as 5G holds enormous promise in the long-run for new communications capabilities. 5G, which is still an undefined category and standard, generally refers to two types of technologies—one of which is mobile, and that will represent the next generation of cellular mobile technology that consumers use with their smartphones. (The current, mature market standard is referred to as the “4G” wireless data communication offering.) The other is fixed, which will represent a wireless (but not mobile) mechanism for reaching homes and businesses.

In both cases, 5G technology will require enormous amounts of fiber to live up to its technological promise (and, frankly, the current hype with which it is being marketed). Our consultants tell us that mobile 5G will require fiber to almost every other block in an area like Boulder in order to deliver speeds of up to 1 Gigabit—a capacity that will be shared among all the users of the cell site (i.e., within one to a few blocks).

Fixed 5G will require fiber to every third or fourth utility pole or light pole in order to deliver speeds of up to 1 Gigabit to the home or business. As with all wireless technologies, both mobile and fixed 5G will be subject to interference, reduced performance when it rains or snows, and other technical challenges that arise from the need to move large amounts of bandwidth through the airwaves where many obstructions exist.

In terms of the timeline for 5G deployment, staff anticipates extensive deployment, particularly of mobile 5G, beginning within three to five years. The full definition and standards for 5G are not anticipated to be confirmed until 2020. While some very limited trials are underway in some markets, they are based on prototype technologies and have not yet demonstrated viability or marketability on a long-term basis. As a result, staff concludes that 5G holds enormous promise and opportunity, but is still very speculative and not imminent.

At this indeterminate stage, staff and our consultants do not consider 5G to be an alternative to FTTP, which represents an optimal technology for long-term scalability. Rather, 5G will serve as a useful additional complement to FTTP. Indeed, 5G will be more viable and will deliver better performance if ubiquitous fiber exists throughout Boulder, because fiber is such an essential component of 5G wireless performance.

In addition, it is clear that Boulder will see significant private investments in mobile 5G regardless of the steps the city takes now. Like earlier generations of mobile service, this service is so lucrative for companies like AT&T Wireless and Verizon Wireless that staff expects Boulder and other metropolitan areas throughout the U.S. to all get this service in coming years.

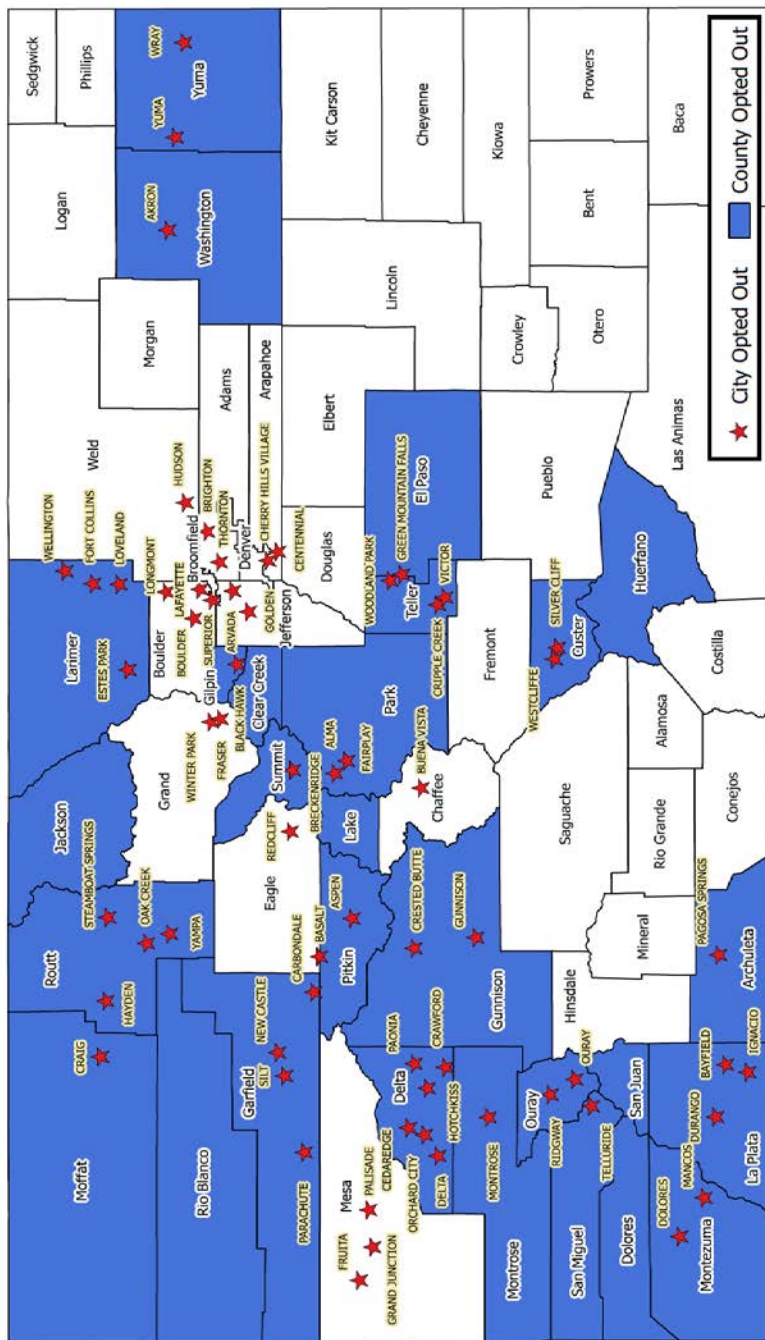
In conclusion, it is hardly a guarantee that FTTP will emerge in Boulder absent some level of city involvement and planning, such as the models under consideration as part of this initiative. For all of these reasons, staff and our broadband consultants recommend that the city continue to prepare for 5G, but do not consider it an adequate alternative to a world-class FTTP infrastructure.



Attachment D

Colorado Local Governments Repealing Prohibitions on Public Investment in Broadband (November 9, 2016)

Local Governments Repealing Prohibition on Public Investment in Broadband



Map by Trent Pingnot

Map Revision: November 9, 2016

## Council Working Agreements

### Council Process:

- The council will work on general discipline in being prepared to ask questions and make comments.
- The council asks the mayor to intervene if discussion on agenda items extends beyond a reasonable time frame.
- The council will engage in the practice of colloquy to fully explore the different sides of a specific point.
- The mayor will ask the city clerk to set the timer lights for council members if discussions begin to exceed efficient debate. Members should respect the lights as a time reminder, but will not be bound by them as absolute limits.
- Rather than restating a point, council members should simply say, "I agree."
- The council agenda committee may, with advance notice, adjust each public speaker's time to two rather than three minutes during public hearings for items on which many speakers want to address the council.
- Council members will grant each other permission to mentor and support each other on how each person contributes to the goal of being accountable for demonstrating community leadership.
- In order to hear each other respectfully and honor the public, council members will avoid body language that could convey disrespect, side conversations, talking to staff, whispering to neighboring council members, passing notes, and leaving the council chambers.
- Regarding not revisiting past discussions, the council should check in with fellow members periodically to ensure that this is not an issue.
- During a council meeting, any form of electronic message, including emails and texts, that relate to matters being considered and which arrived at any time during that meeting, shall not be read by council members. Nor should any message on matters under consideration be sent by council members.

### Council Communication:

- Council members agree to keep quasi-judicial roles scrupulously separate between members of boards and members of council, avoid expressing ideas to board members on things coming before the board, and carefully disclose or recuse themselves when there is involvement with board members on a topic.
- Council members agree to email the city manager about issues they run into that staff or boards may be working on so that the manager can be actively involved in managing issues and keeping the full council informed well in advance of items coming before council for action.
- Council members will keep the full council informed on issues from committees, public groups, or other agencies they are following, through Hotline emails, brief verbal reports at the end of council meetings, or other means.
- The council will find ways to support majority council decisions and adequately inform the public, through responsive letters that explain how divergent points of view were heard and honored in decisions, via standard email responses for hot issues, by occasional council Letters to the Editor to clarify the facts, or by seeking out reporters after meetings to explain controversial decisions.

Council Committees:

- Council committee meetings will be scheduled to accommodate the council members on the committee.
- Notice of the times and places for committee meeting will be noticed once per month in the Daily Camera.
- The council agenda will include time for reports from committees under Matters from the Mayor and Members of Council, noting that written communications from the committees are appropriate as well.

Selection of Mayor and Mayor Pro Tem:

- Council members will make a good faith effort to select the mayor and mayor pro tem in an open and transparent process.
- After the council election, members seeking election as mayor or mayor pro tem should:
  - make their interest in the position know to their fellow members as soon as possible;
  - focus their communication with other council members on the positive attributes the member brings to the position; and
  - refrain from making any negative remarks about any person seeking election as mayor or mayor pro tem.
- Nominated individuals may make presentations that include, but need not be limited to, the following:
  - the skills and attributes the member would bring to the mayoral position;
  - the member's ability to efficiently run council meetings, respect the views of the minority while allowing the majority to rule, and perform other mayoral duties;
  - how the member would represent the city and city council and mayor position at gatherings outside of city council meetings;
  - how the member would serve on and appoint other council members to regional and national boards and commissions; and
  - how the member would engender trust from the community and other council members.
- Council members should work to avoid divisiveness by being inclusive during the mayoral selection process.

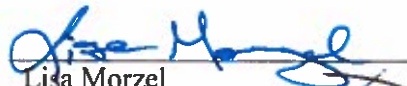
Agreed this 29<sup>th</sup> day of February, 2016.

  
Matthew Appelbaum


  
Aaron Brockett


  
Jan Burton

  
Suzanne Jones

  
Lisa Morzel

  
Andrew Shoemaker

  
Sam Weaver

  
Bob Yates

  
Mary Young

**City Attorney's Office - Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>• <u>Cooperative Housing Code Changes</u></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• Council Study Session</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Code changes first reading</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize code changes</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>• <u>Marijuana Code Changes</u></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• Council approval of charter and panel</li> <li>• Possible first reading of priority items</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Marijuana Panel Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>• <u>Open Space Land Transfer Ordinance</u></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• OSBT Hearing</li> <li>• Introduction and first reading</li> <li>• Second reading and adopting</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>• <u>Election Code Revisions</u></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction and first reading</li> <li>• Second reading and adopting</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>

**City Manager’s Office Resilient Boulder Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <b>City Resilience Strategy</b> draft, completion, and roll out. The City Resilience Strategy provides a roadmap for building resilience in the city. The strategy should trigger action, investment, and support within city government and from outside groups. It will be published in print and online.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contract Graphic Design</li> <li>▪ Contract Printing Services</li> <li>▪ Contract Web design services</li> <li>▪ Community event support</li> <li>▪ Impacts to other departments include content contributions, review and revisions, and implementation activities as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drafts 1-3 – content, graphics, layout, web design</li> <li>▪ Council Study Session – Big Sort interactive exercise</li> <li>▪ 2 large public workshops in cooperation with CU</li> <li>▪ Resilience metric, valuation and scenario planning methodology development</li> </ul>		<ul style="list-style-type: none"> <li>▪ Council Study Session</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final strategy approval and release</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Resilience Americorps</b> community preparedness volunteer program development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Time and management impacts primarily to the Neighborhood Liaison, Fire/Rescue, OEM, and climate commitment</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project initiation, foundational research, project scoping</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-going program design</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-going program design</li> </ul>	<ul style="list-style-type: none"> <li>▪ Present project proposal to Council</li> <li>▪ Recruit year 2 Americorps volunteers</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation activities per proposed program design</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation activities per proposed program design</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>CityLinks – Shimla, India</b> Climate Adaptation Exchange Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project design alignment with Climate Commitment and scenario activity development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft and finalize climate impacts on water sector public participation workshop and supporting science materials</li> <li>▪ Exchange trip</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>100 Resilient Cities</b> programmatic elements, network contributions, and partner management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multiple resource contributions via technical partners to various departments including IR, Climate Commitment, BVCP, OSMP, Economic Vitality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic resilience analysis draft</li> <li>▪ BVCP resilience assessment and recommended integration actions</li> <li>▪ Community 'Safe Haven' network design draft</li> <li>▪ Urban Forest Canopy analysis</li> <li>▪ Foundational research on resilience metric, valuation, and scenario planning methodology</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100RC Network peer exchange</li> <li>▪ 100RC technical partner platform local showcase and recruitment event</li> <li>▪ Presentation on resilience metric, valuation, and scenario planning methodology</li> <li>▪ Partner alignment with strategy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of resilience metrics</li> <li>▪ Development of community scenario planning activities and exercises</li> <li>▪ Partner alignment with strategy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
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**Communication Department Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <b>Community Newsletter –</b> The City of Boulder community newsletter would be an 8 to 24–page bimonthly product mailed to postal route residences within the city and additional copies available in public buildings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contract Graphic Design</li> <li>▪ Contract Printing Services</li> <li>▪ Contract Mailing Services</li> <li>▪ Impacts to other departments include content contributions and artwork</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire a Communication Specialist 2 to implement newsletter</li> <li>▪ Hire a contract graphic designer</li> <li>▪ Solicit print bids and secure printer</li> <li>▪ Secure mail house services</li> <li>▪ Design newsletter templates</li> <li>▪ Develop Volume 1-issue 1 editorial slate, write content, print newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mail Volume 1-issue 1</li> <li>▪ Develop Volume 1-issue 2 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 1-issue 2</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Volume 1-issue 3 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 1- issue 3</li> <li>▪ Develop Volume 1-issue 4 editorial slate, write content, print newsletter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mail Volume 1-issue 4</li> <li>▪ Develop Volume 1-issue 5 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 1-issue 5</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Volume 2-issue 1 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 2-issue 1</li> <li>▪ Develop Volume 2-Issue 2 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 2-issue 2</li> <li>▪ Develop Volume 2-issue 3 editorial slate, write content, print newsletter</li> <li>▪ Assess Newsletter for 2018 budget consideration</li> <li>▪ Mail Volume 2-issue 3</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Volume 2-issue 4 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 2-issue 4</li> <li>▪ Develop Volume 2-issue 5 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 2-issue 5</li> <li>▪ Develop Volume 2-issue 6 editorial slate, write content, print newsletter</li> <li>▪ Mail Volume 2-issue 6</li> </ul>

**Community Vitality Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<b>University Hill Reinvestment Strategy</b>	Planning, Housing & Sustainability; Boulder Police Department; Library Arts; Finance; City Attorney’s Office; Public Works	<ul style="list-style-type: none"> <li>• RSD evaluation</li> <li>• Draft transients policy handout for businesses</li> <li>• 2A-funded tree irrigation improvements implementation</li> <li>• Coordination of Hillanthropy cleanup program</li> <li>• Engage consultant to prepare National Register Historic District Application</li> <li>• Initiate Hill Employee EcoPass Program</li> <li>• Coordinate design of 2A-funded event street</li> <li>• Coordinate recommendation for long-term Hill governance and funding</li> <li>• Prepare funding options for public improvements</li> <li>• Draft 2017 HRS Work Plan</li> <li>• Coordinate with CU to determine overall process and schedule</li> <li>• Compile data &amp; analyze preliminary options to address city goals re: CU conference center/hotel</li> </ul>	<ul style="list-style-type: none"> <li>• RSD recommendation</li> <li>• Start enforcement of commercial bear-proof can requirements</li> <li>• Hillanthropy cleanup of Hill Commercial Area</li> <li>• Submit National Register Historic District application</li> <li>• Initiate planning process for Hill Commercial Area (HCA) façade improvement program</li> <li>• Implementation of Hill Employee EcoPass Program, cont.</li> <li>• Coordinate recommendation for long-term Hill governance and funding, cont.</li> <li>• Present funding options for public improvements to Council</li> <li>• Draft 2017 HRS Budget</li> <li>• Provide input to CU’s conference center/hotel design development process &amp; explore possible city investments</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of commercial bear-proof can requirements, cont.</li> <li>• Hillanthropy cleanup of Residential Service District</li> <li>• Revise HCA façade improvement program</li> <li>• Implementation of Hill Employee EcoPass Program, cont.</li> <li>• Coordinate recommendation for long-term Hill governance and funding, cont.</li> <li>• Pursue funding options for public improvements</li> <li>• Refine &amp; analyze city investment options relative to CU conference center/hotel</li> <li>• Seek Council direction on city investment options relative to CU conference center/hotel</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of commercial bear-proof can requirements, cont.</li> <li>• Hillanthropy cleanup with Parks Department</li> <li>• Implementation of Hill Employee EcoPass Program, cont.</li> <li>• Coordinate recommendation for long-term Hill governance and funding, cont.</li> <li>• Pursue funding options for public improvements, cont.</li> <li>• Draft Phase Two HRS Work Plan, 2017-2019</li> <li>• Implementation of CU conference center/hotel tasks TBD depending on Council direction and CU’s issues and schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Work Plan to be determined in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Work plan to be determined in 2016</li> </ul>



Access Management and Parking Strategy (AMPS)

Public Works, Transportation; Planning, Housing + Sustainability; City Manager's Office

- CAMP: Planning, process and research on the Chautauqua Access Management Plan (CAMP)
- Parking Code: next steps; data collection
- Civic Area Access/Parking implementation
- TDM plans for new development, draft refined options
- Update downtown (CAGID) development and access projections including parking supply/demand and TDM strategies

- CAMP: Data collection
- Parking Code: data collection; analysis; research coordination with other initiatives
- Satellite Parking evaluation of options, including BCH, outreach
- Civic Area Access/Parking evaluation
- Pricing (including fines): goals, research, outreach
- TDM plans for new development, review options
- Downtown development and access projections – outreach to boards
- AMPS Strategy Document outline

- CAMP: Data collection and evaluation, outreach
- NPP: Scope and analysis, outreach
- Parking Code: Analysis, data collection, best practice research, memos; coordination
- Hill Alleys Master Plan scope and consultant selection
- Satellite Parking – develop recommendations, outreach
- Civic Area Access/Parking evaluation
- Pricing: practitioners panel, outreach
- TDM plans for new development: draft recommendations
- Downtown development and access projections – program recommendations
- Car Share: develop options and draft recommendations for pilot program
- AMPS Strategy Document development

- CAMP: Develop scenarios, outreach
- NPP: Options development, outreach
- Parking Code: study off street parking regulations; coordinate with TDM plan recommendations, memo prep, research new NPP's; analysis
- Hill Alleys Master Plan – plan development, recommendations, outreach
- Satellite Parking pilot implementation
- Pricing: identification of options, outreach
- Market downtown parking cash-out pilot in conjunction with EcoPass renewal
- Car Share proposal for 2017 pilot program
- AMPS Strategy Document draft

- CAMP: evaluate and select pilot scenario
- NPP: program recommendations
- Draft/finalize Parking Code and TDM standards ordinance, Strategy Document evaluation criteria; memo prep
- Pricing: Memo prep, outreach
- Market downtown parking cash-out pilot in conjunction with EcoPass renewal
- Car share pilot program (if approved)
- Finalize AMPS Strategy Document

- CAMP: Pilot implementation
  - Code/TDM: prepare for implementation

**Energy Strategy and Electric Utility Development Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <b>Legal and regulatory filings</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ City Attorney's Office in lead, support from Energy Strategy and Electric Utility Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare for filing of transfer of assets supplemental application, including negotiations with Xcel Energy to provide the city data (the model)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preliminary discovery (Xcel) for Colorado Public Utilities Commission (PUC) filing of transfer of assets supplemental application</li> </ul>	<ul style="list-style-type: none"> <li>▪ File transfer of assets supplemental application with the Colorado PUC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Colorado PUC discovery process, prepare for PUC hearing and rebuttal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hearing on transfer of assets application</li> <li>▪ PUC decision on the transfer of assets</li> <li>▪ Based on PUC outcome, update appraisals and negotiate with Xcel to acquire the assets; if negotiations are not successful, prepare to re-file condemnation with the Boulder District Court</li> <li>▪ Continue acquisition process by agreement or re-file condemnation petition with the Boulder District Court</li> <li>▪ File transition plan with the PUC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Condemnation court (if necessary)</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>Transition work plan implementation - including analysis of information provided through discovery and PUC decisions. Key areas of focus: Information Technology systems, Operations and Maintenance, Customer Service, Power Supply, Energy Services, Finance and Accounting, and other support functions</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy Strategy and Electric Utility Development Department</li> <li>▪ IT Department</li> <li>▪ PW Department <ul style="list-style-type: none"> <li>• Utility Billing</li> <li>• Development Review</li> </ul> </li> <li>▪ Planning, Housing + Sustainability Department</li> <li>▪ Finance Department <ul style="list-style-type: none"> <li>• Budget</li> <li>• Finance</li> <li>• Accounting</li> <li>• Purchasing</li> <li>• Risk Management</li> </ul> </li> <li>▪ HR Department</li> <li>▪ Legal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop 2017 budget and financial forecast</li> <li>▪ <b>Develop agreement with Xcel Energy for discovery information provided for PUC filing and to inform system capital investment and operations planning</b></li> <li>▪ Information Technology Systems: Define scope and budget of Information Technology systems needed for Day 1 operations</li> <li>▪ Customer Service: Initiate a work plan for system modifications to the city's existing customer billing and information system, continued work on the key account program, and develop policies and procedures to support a customer focused organization</li> <li>▪ Operations and Maintenance: Select potential vendors for operations and maintenance of the electric system</li> <li>▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city</li> <li>▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, Energy Services with existing Planning, Housing + Sustainability work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop 2017 budget and financial forecast</li> <li>▪ <b>Begin analysis of Xcel Energy discovery information provided for PUC filing and to inform system capital investment and operations planning</b></li> <li>▪ Information Technology Systems: Refine scope and budget, evaluate Information Technology systems needed for Day 1</li> <li>▪ Customer Service: Continued work on the key account program, and refine policies and procedures to support a customer focused organization</li> <li>▪ <b>Operations and Maintenance: In discussions with selected vendors for operations and maintenance of the electric system, evaluate options and refine operations, construction, reliability and safety policies, procedures, standards and requirements</b></li> <li>▪ <b>Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city</b></li> <li>▪ Energy Services: Continue development and implementation of interim energy services, coordinated with Planning, Housing + Sustainability work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process</li> <li>▪ Information Technology Systems: Refine scope and budget, evaluate Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided for PUC filing</li> <li>▪ Customer Service: Refine the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided for PUC filing, continued work on the key account program, and refine policies and procedures to support a customer focused organization</li> <li>▪ Operations and Maintenance: Further refine scope for vendors and policies/ procedure for the utility</li> <li>▪ <b>Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process</li> <li>▪ Information Technology Systems: Implement Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided through PUC transfer of assets process</li> <li>▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided through PUC transfer of assets process, continued work on the key account program, and refine policies and procedures to support a customer focused organization</li> <li>▪ Operations and Maintenance: Further refine scope for vendors and policies/procedure for the utility</li> <li>▪ Power Supply: Continue to work with Xcel to finalize terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers, develop a resource modeling tool to evaluate power supply options</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with Xcel to negotiate a smooth transition of operations and file plan with the PUC</li> <li>▪ Develop 2018 budget and financial forecast</li> <li>▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations based on PUC decision regarding transfer of assets, additional IT support staff on-board to assist with implementation</li> <li>▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on Xcel Energy discovery information provided through PUC transfer of assets process, continued work on the key account program, and refine policies and procedures to support a customer focused organization</li> <li>▪ Operations and Maintenance: Finalize contract negotiations with selected vendors and work with vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on PUC decision regarding transfer of assets</li> <li>▪ Power Supply: Finalize terms and conditions for power supply for the city based on PUC decision regarding transfer of assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations</li> <li>▪ Customer Service: Implement the work plan for system modifications to the city's existing customer billing and information system based on PUC decision regarding transfer of assets, Operations and Maintenance: Continue to work with selected vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements</li> <li>▪ Power Supply: Continue to work with Xcel to support power supply for the city and coordinate a power delivery schedule and ancillary services, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers</li> </ul>
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<ul style="list-style-type: none"> <li>▪ Resilient Energy – Resilient Electricity Delivery Infrastructure (REDI) DOE Grant</li> <li>▪ Energy Policy Reform Coalition</li> <li>▪ Solar Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Manager’s Office</li> <li>▪ Planning, Housing + Sustainability</li> <li>▪ Public Works <ul style="list-style-type: none"> <li>• Utilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Refine scope</li> <li>▪ Energy Policy Reform Coalition: Focus on recruiting coalition members to Colorado Communities for Climate Action (CC4CA), begin formulating policy agenda for regulatory and legislative changes that support reducing emissions and climate initiatives</li> <li>▪ Solar Development: Begin development of a comprehensive solar strategy, evaluation of potential solar garden opportunities, other recommendations from the Solar Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Continue to refine scope, issue an RFP and hire contractor</li> <li>▪ Energy Policy Reform Coalition: Develop RFP and hire lobbying firm to represent CC4CA at state capital, continue development of policy agenda</li> <li>▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, evaluate other recommendations from the Solar Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Project Implementation</li> <li>▪ Energy Policy Reform Coalition: Develop RFP for firm to represent CC4CA at PUC and other regulatory bodies, work with legislators between sessions to develop name recognition</li> <li>▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, evaluate other recommendations from the Solar Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Project Implementation</li> <li>▪ Energy Policy Reform Coalition: Engage in key legislative and regulatory proceedings concurrent with mission</li> <li>▪ Solar Development: Finalize solar strategy, align targets with Climate Commitment Goals, implement recommendations from the Solar Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Project Implementation</li> <li>▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future</li> <li>▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resilient Energy Infrastructure DOE Grant: Project Implementation</li> <li>▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future</li> <li>▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city</li> </ul>
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**Finance Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other <b>depts.</b>	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<b><u>Annual Budget Process</u></b>	Finance in collaboration with all city departments update Council regarding how previous year finished; serves as early warning if there are economic red flags or new concerns	<ul style="list-style-type: none"> <li>Supplementary Appropriations (Adjustments to Base)</li> <li>Strategic Planning for financial operations and capital</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary Appropriations (Adjustments to Base)</li> <li>Strategic Planning</li> <li>Budget Development</li> <li>CIP Development, Preparation and Review</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Budget Development, Preparation and Review</li> <li>CIP Review</li> <li>Study Session on the budget</li> </ul>	<ul style="list-style-type: none"> <li>Budget Review and Adoption</li> <li>Adjustments to Base</li> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Adjustments to Base</li> <li>Strategic Planning</li> <li>Adjustments to Base</li> <li>Strategic Planning</li> <li>Budget Development</li> <li>CIP Development, Preparation and Review</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Budget Development, Preparation and Review</li> <li>CIP Review</li> <li>Budget Review and Adoption</li> <li>Adjustments to Base</li> <li>Strategic Planning</li> </ul>
<b><u>Ballot Items</u></b>	CMO/CAO/Finance/Communications/City Clerk's office, and Departments gather ballot items	<ul style="list-style-type: none"> <li>Gathering information and background on potential ballot items for the city and what other governmental entities may bring forward in November</li> </ul>	<ul style="list-style-type: none"> <li>May study session and council meeting on potential ballot items.</li> </ul>	<ul style="list-style-type: none"> <li>Final ballot items have to be passed by council by last meeting in August to meet County deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Ballot questions are voted on first Tuesday in November.</li> </ul>	<ul style="list-style-type: none"> <li>Gathering information on potential ballot items</li> <li>May study session and council meeting on potential ballot items.</li> </ul>	<ul style="list-style-type: none"> <li>Final ballot items have to be passed by council by last meeting in August to meet County deadlines</li> <li>Ballot questions are voted on first Tuesday in November</li> </ul>

Fire Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>Fire Station Relocation Project</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>FAM</li> <li>Purchasing</li> <li>Finance</li> <li>Public Works</li> <li>Legal</li> <li>CMO</li> </ul>	<ul style="list-style-type: none"> <li>Property Search</li> </ul>	<ul style="list-style-type: none"> <li>Property search</li> <li>Develop funding strategy</li> </ul>	<ul style="list-style-type: none"> <li>Property search</li> <li>Develop funding strategy</li> </ul>	<ul style="list-style-type: none"> <li>Property search</li> <li>Develop funding strategy</li> <li>Confidential memo to council</li> </ul>		
<ul style="list-style-type: none"> <li>Emergency Medical Services</li> </ul>	<ul style="list-style-type: none"> <li>Fire</li> <li>Police</li> <li>Purchasing</li> <li>Legal</li> <li>CMO</li> <li>Information Resources</li> </ul>	<ul style="list-style-type: none"> <li>EMS service delivery report preparation</li> </ul>	<ul style="list-style-type: none"> <li>EMS service delivery report preparation</li> </ul>	<ul style="list-style-type: none"> <li>EMS service delivery report preparation</li> <li>Bid evaluations and award for medical direction and ambulance services</li> <li>Solicitations for medical direction and ambulance service</li> </ul>	<ul style="list-style-type: none"> <li>Presentation to council</li> <li>Draft plan for EMS delivery</li> </ul>	<ul style="list-style-type: none"> <li>Complete Ambulance specifications</li> <li>Negotiations with Local 900</li> <li>EMS delivery IP to city manager and city council</li> </ul>	<ul style="list-style-type: none"> <li>RFP development for box type ambulance</li> </ul>



**Human Services Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<b>Human Services Strategy Update and Adoption</b>	<ul style="list-style-type: none"> <li>▪ Communications, Police, Parks and Recreation, Library, Planning, Housing, Transportation, FAM/PW, Budget/Finance</li> <li>▪ Library Commission, Human Relations Commission, Parks and Recreation Advisory Board, Immigrant Advisory Committee, Youth Opportunity Advisory Board, Human Services Fund Advisory Committee</li> <li>▪ Civic Area Plan staff coordination</li> <li>▪ Resilience Strategy coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Engagement</li> <li>▪ Community Funding Options Development</li> <li>▪ Assess partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community engagement</li> <li>▪ Development of community funding and direct services options</li> <li>▪ Internal and external partnerships assessments and projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community engagement</li> <li>▪ Budget, Capital Program</li> <li>▪ Development of community funding and direct services options</li> <li>▪ Internal and external partnerships assessments and projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft strategy</li> <li>▪ Strategy adoption</li> <li>▪ Organizational Strategy</li> <li>▪ Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation</li> <li>▪ Metrics and evaluation plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation</li> <li>▪ Metrics and evaluation</li> </ul>
<b>Homelessness Strategy and Action Plan Adoption</b>	<ul style="list-style-type: none"> <li>▪ Communications, Police, Municipal Court, Parks and Recreation, Library</li> <li>▪ Library Commission, Human Relations Commission, Immigrant Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Engagement</li> <li>▪ Homelessness Action Plan Project Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Engagement</li> <li>▪ Portland/Eugene Trip</li> <li>▪ New projects - TBD</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Engagement</li> <li>▪ Draft Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy adoption (PH)</li> <li>▪ Continued implementation of Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Homelessness Action Plan Projects Implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Homelessness Action Plan Projects Implementation</li> </ul>
<b>Options to Expand Living Wage Resolution 926 Council Consideration</b>	<ul style="list-style-type: none"> <li>▪ HR, CAO, Finance, FAM</li> <li>▪ Human Relations Commission</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analysis of recommendations</li> <li>▪ City Council: Feb. – Options to Expand Resolution 926</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analysis of Council direction</li> <li>▪ Development of options</li> <li>▪ City Council: June update on analysis and direction</li> </ul>	<ul style="list-style-type: none"> <li>▪ TBD- Analysis of Council recommendations as part of 2017 budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final adoption of Living Wage changes</li> </ul>		



**Human Services Key 2016 and 2017 Work Items (page 2)**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
Safe + Welcoming Community	<ul style="list-style-type: none"> <li>▪ City Manager 's Office, Police Dept, Human Relations Commission, CAO</li> </ul>	<ul style="list-style-type: none"> <li>▪ HRC Meetings (3)</li> <li>▪ Report to City Council on Independent Analysis of Police Data and Review of Professional Police Complaint Processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Perceptions Survey contract development</li> <li>▪ Survey implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report to City Council on results of Community Perceptions Survey</li> <li>▪ HRC Work Plan Recommendations to Council</li> <li>▪ HS Work Plan and Strategy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of strategy</li> <li>▪ Implementation of work plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation of work plan</li> </ul>	

**Information Technology Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <b>Community Broadband and Wi-Fi Initiatives</b></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• Continue consultant-assisted needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Wrap up needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Present findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• TBD – dependent on outcome of council review of findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• TBD – dependent on outcome of council review of findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• TBD – dependent on outcome of council review of findings and recommendations</li> </ul>

**Library Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<p><b>Library Master Plan Update –</b> This includes:</p> <ul style="list-style-type: none"> <li>▪ A needs assessment</li> <li>▪ A robust community engagement process</li> <li>▪ Update of the library’s mission, vision, and guiding principles for decision making</li> <li>▪ Development and financial analysis of service delivery model options</li> <li>▪ Development of performance measures and service standards</li> <li>▪ An action plan and implementation strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultants and a professional facilitator will be engaged for parts of the project</li> <li>▪ The project manager will consult colleagues in Parks and Rec, Human Services, Planning and Public Works on project process development.</li> <li>▪ Members of the City Managers and Budget Teams will serve on the staff Technical Advisory Group</li> <li>▪ The Library’s Communications Specialist III will assist with public information &amp; document review</li> <li>▪ The Library’s Budget Analyst will assist with the financial analysis &amp; budget planning</li> <li>▪ Selected M-Team members will be asked to review the final draft plan &amp; offer constructive feedback on presentations to Planning Board and City Council</li> <li>▪ Facilities and Asset Management will be consulted on the aspects of the plan that address capital and facilities maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings Communications support for outreach, education, &amp; promotion kick off</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings</li> <li>▪ Communications support for public information for community engagement process including surveys</li> <li>▪ December City Council Study Session – Communications &amp; M-Team support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings (up to 24)</li> <li>▪ Communications support for public information for community engagement process</li> <li>▪ Budget Analyst support for financial analysis</li> <li>▪ Consult with Facilities and Asset Management on the aspects of the plan that address capital and facilities maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Advisory Committee meetings</li> <li>▪ July Planning Board Presentation - Communications &amp; M-Team support</li> <li>▪ October City Council Final Presentation &amp; Plan adoption – Communications &amp; M-Team support</li> <li>▪ Budget Analyst support for 2018 budget and Capital Development Program planning</li> </ul>

**Library Arts Key 2016 and 2017 Work**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <u>Public Art Policy</u> Drafting and operation of a new policy to govern municipal commissioning, maintenance and legacy of public art.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation with Boards &amp; Commissions including the BAC, BDAB, Boulder Junction, Downtown, Landmarks, Library, PRAB, Planning, Transportation, and Univ. Hill Boards and Commissions.</li> <li>▪ Consultation on legal and budget matters.</li> <li>▪ Consultation with staff across city agencies.</li> <li>▪ Once adopted, the program will require the investment of staff from the P&amp;R, Planning, Transportation, Community Vitality, Public Works, FAM, and other agencies as a team to support Office of Arts + Culture staff on all steps in the public art process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drafting, vetting, and adopting the Public Art Policy</li> <li>▪ Installations for <i>Experiments in Public Art</i> begin.</li> <li>▪ Other commissioning and maintenance projects continue.</li> <li>▪ Inquiry for the Public Art Policy drafting.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drafting, vetting, and adopting the Public Art Implementation Plans.</li> <li>▪ Commissioning begins for new projects.</li> <li>▪ New maintenance projects begin.</li> <li>▪ Events to launch the Public Art program.</li> <li>▪ Public Inquiry for new commissions begins.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commissioning continues for new projects.</li> <li>▪ Continuing events to launch the public art program.</li> <li>▪ Public Inquiry for new commissions continues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigation of sustainable funding for Public Art begins.</li> <li>▪ Commissioning continues for new projects.</li> <li>▪ Public Inquiry for new commissions continues.</li> <li>▪ Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Options for sustainable public art funding developed and vetted.</li> <li>▪ Commissioning continues for new projects.</li> <li>▪ Public Inquiry for new commissions continues.</li> <li>▪ Proposal for sustainable funding finalized.</li> <li>▪ Language for new rules, policies, procedures or ordinances finalized.</li> <li>▪ Community engagement on sustainable funding.</li> <li>▪ Public Inquiry for new commissions continues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of new rules, policies, procedures or ordinances.</li> <li>▪ Budget integration.</li> <li>▪ Commissioning continues for new projects.</li> <li>▪ Public Inquiry for new commissions continues.</li> <li>▪ Preparations for implementation of sustainable funding in Q1 2018.</li> <li>▪ Commissioning continues for new projects.</li> <li>▪ A public vote may be required in the Nov election.</li> <li>▪ Public Inquiry for new commissions continues.</li> <li>▪ Annual Report.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <u>Policy on Murals and Art in Public Places</u> A guidance document to align city staff for the encouragement of the commissioning of artworks for the public by private individuals, businesses, developers, and others.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation with Boards &amp; Commissions including the BAC, BDAB, Landmarks, PRAB, Planning, and Transportation Boards and Commissions.</li> <li>▪ Consultation on legal and budget matters.</li> <li>▪ Consultation with staff across city agencies.</li> <li>▪ Once adopted, the program will require the investment of staff from the Planning and Public Works departments.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Drafting and vetting of the Murals and Art in Public Places Policy.</li> <li>▪ Inquiry for the draft policy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy Adoption</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public communication.</li> <li>▪ Annual Report.</li> </ul>		

<ul style="list-style-type: none"> <li>▪ <u>New Cultural Grants Program</u> A new series of grants for cultural organizations, arts education, and creative professionals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitation of the process with the Boulder Arts Commission is required.</li> <li>▪ Consultation with staff in the Economic Vitality office will enhance the program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deadline for Operational Grants.</li> <li>▪ Deadline for Community Projects and Arts Ed. Grants.</li> <li>▪ Launch of Professional Development Scholarships.</li> <li>▪ Launch of Macky Rental Grants.</li> <li>▪ Launch of Innovation Fund.</li> <li>▪ Second 2016 Grants Workshop.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deadline for Innovation Fund.</li> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Design of 2017 Grants Program begins.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Design of 2017 Grants Program continues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Operational Grant Reporting.</li> <li>▪ Launch of 2017 All Grants.</li> <li>▪ 2017 Grants Workshop.</li> <li>▪ Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recertification of Operational Grants.</li> <li>▪ Deadline for Community Projects Grants.</li> <li>▪ Deadline for Art Education Grants.</li> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Deadline for Innovation Fund.</li> <li>▪ Operational Grant Reporting.</li> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Design of 2018 Grants Program begins.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Design of 2018 Grants Program continues.</li> <li>▪ Ongoing evaluation and inquiry with grant recipients.</li> <li>▪ Operational Grant Reporting.</li> <li>▪ Launch of All 2018 Grants.</li> <li>▪ 2018 Grants Workshop.</li> </ul>
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**Open Space and Mountain Parks: Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	1 <sup>st</sup> half 2017	2 <sup>nd</sup> half 2017
<ul style="list-style-type: none"> <li><b>North TSA Plan</b> The North TSA plan sets the community vision for 7,700 acres of OSMP-managed lands north of Linden Avenue and the Diagonal Highway. The plan seeks to improve visitor experiences and increase the sustainability of trails and trailheads while conserving and restoring the area's natural, cultural and agricultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>OSMP                             <ul style="list-style-type: none"> <li><u>Operating Costs:</u> 2016: \$25,000 2017: \$10,000</li> <li><u>Capital Costs:</u> 2016: \$100,000 2017: \$200,000</li> </ul> </li> <li>CAO</li> </ul>	<ul style="list-style-type: none"> <li>Draft plan document</li> <li>Recommendation that Open Space Board of Trustees approve and recommend City Council acceptance</li> </ul>	<ul style="list-style-type: none"> <li>City Council review of and acceptance of North TSA plan.</li> </ul>	<ul style="list-style-type: none"> <li>Integration with 2016 work plan (early implementation actions)</li> <li>Integration with 2017 operating budget</li> <li>Integration with 2017-2022 CIP and</li> </ul>	<ul style="list-style-type: none"> <li>Integration with 2016 work plan (early implementation actions)</li> <li>Integration with 2017 operating budget</li> <li>Integration with 2017-2022 CIP</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)</li> </ul>
<ul style="list-style-type: none"> <li><b>Agricultural Resources Management Plan</b> The OSMP "Ag Plan" provides the framework for OSMP actions to ensure the long-term sustainability of agricultural operations, the ecological health of OSMP lands, and for fostering community connections with local agriculture systems.</li> </ul>	<ul style="list-style-type: none"> <li>OSMP                             <ul style="list-style-type: none"> <li><u>Operating Costs:</u> 2016: \$5,000 2017: \$5,000</li> <li><u>Capital Costs:</u> 2016: \$60,000 2017: \$170,000</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Plan element development                             <ul style="list-style-type: none"> <li>Evaluate alternative lease rate policies &amp; financing structures</li> <li>Develop monitoring protocols</li> <li>ID and prioritize infrastructure improvements</li> <li>Evaluation of community farming</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop Draft Plan</li> <li>Create Plan Outline and internal review of chapters</li> <li>Create content including overview and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Draft Internal Review Plan Document                             <ul style="list-style-type: none"> <li>Internal review</li> <li>Draft Public Review Plan Document</li> <li>Public Review</li> </ul> </li> <li>Develop OSBT draft Plan Document for July or Aug meeting</li> </ul>	<ul style="list-style-type: none"> <li>Staff recommendation to OSBT to approve plan and recommend acceptance by City Council</li> <li><b>Oct: 2hrs</b> Recommendation to City Council to accept plan</li> <li><b>Nov: 1 hr</b></li> </ul>	<ul style="list-style-type: none"> <li>Integration with 2017 operating budget</li> <li>Integration with 2017-2022 CIP</li> <li>Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)</li> </ul>

<ul style="list-style-type: none"> <li><b>Visitor Master Plan Update / OSMP Master Plan</b></li> </ul> <p>The Open Space and Mountain Parks (OSMP) Visitor Master Plan (VMP) was accepted by City Council in 2005 with a 10-year planning horizon. The new Master Plan will include updating/refreshing the Visitor Master Plan component and also will take a comprehensive look at delivering on all chartered purposes for the OSMP system including inventory and analysis, evaluation of options and the development of policy and strategic direction to guide the department for the next ten years. The planning process will also consider City Council identified priorities from previous retreats, including incorporating overarching issues (carrying capacity, night-time use, temporal use, etc) and climate change/adaptation.</p>	<ul style="list-style-type: none"> <li>OSMP <ul style="list-style-type: none"> <li>Operating Costs: <ul style="list-style-type: none"> <li>2016: none</li> <li>2017: none</li> </ul> </li> <li>Capital Costs: <ul style="list-style-type: none"> <li>2016: \$252,000</li> <li>2017: \$200,000</li> <li>2018: \$100,000</li> <li>2019: \$100,000</li> </ul> </li> </ul> </li> </ul> <p>OSMP Leadership team will work across department divisions and with representation from across the city to discuss plan at periodic meetings. Additional consultation likely with Parks and Recreation, Transportation, Greenways and Housing.</p>	<ul style="list-style-type: none"> <li>Background Information Gathering</li> </ul>	<ul style="list-style-type: none"> <li>Begin inventory and analysis</li> <li>Identify inventory gaps and needs</li> </ul>	<ul style="list-style-type: none"> <li>Continue inventory, surveying and analysis</li> <li>Compile inventory information into dataset with prioritized critical needs</li> </ul>	<ul style="list-style-type: none"> <li>Continue Inventory, Compilation and Analysis <ul style="list-style-type: none"> <li>Begin development of MP scope, budget and schedule for plan</li> <li>Begin development of community engagement plan</li> <li>Develop initial staff and partner project team formation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Release initial findings from inventory and analysis in terms of portfolio document for OBST, Council and Public</li> <li>Finalize MP scope, budget and schedule for plan</li> <li>Finalize community engagement plan</li> <li>Finalize staff and partner project team formation</li> <li>OSBT Study Session on scope</li> <li>City Council study session on scope</li> <li>Develop community outreach schedule beginning 3<sup>rd</sup> Qtr 17.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for community listening sessions beginning in 3<sup>rd</sup> Qtr 17, send out notifications</li> <li>Seek review/feedback</li> <li>Ask for partner input on engagement with city department, other government organizations, non-profits, and CBO's</li> <li>Develop initial needs, opportunities and benefits analysis in geographic focus areas</li> <li>Public hearing with OSBT.</li> <li>Study session with or IP for City Council.</li> <li>Develop project management plan for MP and community engagement</li> </ul> <p><b>Project continues into 2018 → → → Complete plan during 2019</b></p>
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**Parks and Recreation Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<p><b>Boulder Urban Forestry Master Plan</b> - In 2015, the Parks and Recreation Department (Forestry Group) presented to Council a proposed strategy to address the on-going Emerald Ash Borer infestation anticipated to affect roughly 11% of Boulder’s urban tree canopy over the next decade. As supported by Council (September 8, 2015), the strategy called for a series of efforts aiding in long-term tree care, directed treatment standards for public trees, community education initiatives, aggressive tree planting and the development of a comprehensive Urban Forestry Master Plan which would aid in the sustainability of Boulder’s urban tree canopy. The development of that Master Plan is the addressed in this project scope.</p> <p>Comprehensive Master Plan document contributing to the sustainability of Boulder’s urban tree canopy. Plan will include and address:</p> <ul style="list-style-type: none"> <li>• Establishment of a baseline figure for urban tree canopy and long term canopy goals;</li> <li>• Tree diversification goals;</li> <li>• Urban heat island mitigation;</li> <li>• Prioritization of tree planting activities;</li> <li>• Pesticide use guidelines for public trees;</li> <li>• Appropriate pesticide use guidelines for private property owners treating public street trees;</li> <li>• Placement and selection of tree species that are</li> </ul>	<p>Key work items include Plan Scope Definition, RFP for related Plan Development and Outreach, Contract for Services, Facilitated Community Outreach Sessions and Mechanisms including but not limited web and print materials, PRAB presentation and Council update. Project can launch and continue within the approved 2016 budget and should be concluded within the year. Launch of contract cannot proceed without purchasing approval. Contract for services will be vetted by CAO. Other Parks &amp; Recreation work (including that of the Forestry group) will not largely be affected by the launch of this project except that the Forestry Manager must devote time to development of the scope and monitoring of the consulting services throughout the year.</p>	<ul style="list-style-type: none"> <li>▪ Scope proposal/definition</li> <li>▪ Development of potential contractor’s list</li> <li>▪ Prep of RFP (with Purchasing)</li> <li>▪ RFP Issuance and selection of consultant</li> <li>▪ Update website to announce scope of project</li> <li>▪ Submit application for grant to supplement outreach/engagement and planning efforts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordination with Community Building Plan (tree plantings)</li> <li>▪ PRAB presentation (public meeting)</li> <li>▪ PRAB Update Presentation (45 minutes)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation for Council Memo</li> <li>▪ Website Update with potential social media feedback option</li> <li>▪ Consulting services and development of the plan</li> <li>▪ Documenting recommendations and strategies</li> <li>▪ Development of summary (primary findings and plans)</li> <li>▪ Community updates, input sessions</li> <li>▪ CU or other entity involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications update</li> <li>▪ Regular updates via social media and web</li> <li>▪ Exploration of discount program</li> </ul>	<ul style="list-style-type: none"> <li>▪ n/a</li> </ul>	<ul style="list-style-type: none"> <li>▪ n/a</li> </ul>



<p>compatible with optimizing rooftop solar capture capacity;</p> <ul style="list-style-type: none"> <li>• Coordination with vegetation management for potential municipalization of the electric utility;</li> <li>• Public outreach and education regarding the benefits of the urban canopy; and</li> <li>• Reforestation of creek corridors with native species.</li> </ul>							
<p><b>Capital Project Activity</b> - The department master plan and community input identified the need to keep existing assets at a high quality while also providing for enhanced and new recreation facilities and parks to meet the growing needs of the community. With the adoption of Asset Management best practices the department is working to develop a capital investment strategy plan that will reinvest in existing critical assets while developing new facilities and services within a sustainable framework.</p> <p>The Capital Investment Strategy will provide a development framework plan with specific, implementable urban park design and development recommendations for the enhancement of Boulder’s urban park system. The strategy will address the need to investment up to 40 million in existing assets as well as \$24 million in critical aging infrastructure as well as the desire to invest up to \$50 million in enhanced and new facilities as identified in the department’s Master Plan over the next ten years. The plan identifies three investment scenarios that follow the master plan framework of fiscally constrained, action plan</p>	<p>The development of a data driven capital investment strategy requires that the asset management best practices are implemented on existing assets to allow for accurate and data driven decisions on what assets are most critical to the system and which assets may be removed from the inventory to address limited financial resources. In addition the investment strategy relies on a variety of site plans and studies that identify upgrades and new facilities including the master plan, Valmont City Park, Reservoir Master Plan, urban forest management plan, the aquatics facility study as well as plans for Scott Carpenter, Mapleton, Tom Watson and the recreation facility condition report. Finally to be successful the department’s capital investment plan must align with overall city goals for enhanced capital spending to allocate limited resources to those city wide services that are most critical to the community. This process should be coordinated with the larger CIP effort.</p>	<ul style="list-style-type: none"> <li>▪ Draft CIS report</li> <li>▪ Internal staff review</li> <li>▪ PRAB meetings – 4 hours</li> <li>▪ PRAB review and recommendations on the CIP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final CIS report</li> <li>▪ manager position</li> <li>▪ Planning Board meeting 2 hours</li> <li>▪ Planning Board review and recommendation of CIP</li> <li>▪ BVSD Joint Use Agreement</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation strategy</li> <li>▪ Council meetings 4 hours as part of CIP budget</li> <li>▪ Council acceptance of CIP through the budget process</li> <li>▪ Council study session and budget meetings</li> <li>▪ Hire capital investment planning support as part of asset</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and revisions as required to CIS report</li> <li>▪ Meetings with stakeholders and potential donors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop Funding Strategy</li> <li>▪ Implement funding strategy for key projects</li> <li>▪ Community Survey and outreach</li> <li>▪ Continued partnership development</li> <li>▪ PRAB</li> <li>▪ Planning Board</li> <li>▪ Council Study Session</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement</li> <li>▪ Implement – possible city wide bond</li> <li>▪ Partnership development</li> <li>▪ Partnership development</li> <li>▪ Council CIP</li> </ul>

and vision plan.							
<p><b>Commercial Use of Public Space</b>  Consistent with examination of the Civic Area’s potential and the City’s continuing evolution of Special Events policies, the department will explore policies and practices related to commercial use of public spaces, including those efforts that support the local economy and the vibrancy of our communities. This will include examination of policies, practices, permitting and pricing related to in-park concessions, ticketed-gated activity, facility rental and the appropriate balance of protected general public use and city park infrastructure.</p> <p>By the end of the Q3 (2016), develop policies and practices that clearly establish the department’s approach to the commercial use of public spaces.</p>	<ul style="list-style-type: none"> <li>▪ In response to the evolution of the Civic Area and in anticipation of changes necessary to sustainably and responsibly operate the City’s Parks and Recreation venues, the department will evaluate practices concerning: <ul style="list-style-type: none"> <li>○ Commercial vending</li> <li>○ Ticketed-gated activity</li> <li>○ Public private partnerships</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review and analysis of existing policies and industry best practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community engagement and outreach to stakeholders</li> <li>▪ Hold meeting, round tables, focus groups with stakeholders including DBI, Farmers Market, concessionaires, and existing commercial use permit holder (15-20 hours)</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Present policies and practices to Parks and Recreation Advisory Board (PRAB)</li> <li>▪ Public hearing at September 26, 2016 PRAB meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ n/a</li> </ul>	<ul style="list-style-type: none"> <li>▪ n/a</li> </ul>

<p>Community Building and Partnerships - The parks and recreation department will continue to foster community building and pursue/enhance partnerships critical to our sustainable provision of quality spaces and programming meeting the community's needs for recreation and respite. Included in this work will be successful conclusion of our department's negotiations with the Boulder Valley School District defining the joint use of facilities/amenities</p>	<p>This work is interrelated to almost all projects in the department in order to identify scope of need and areas of opportunity. Internal sponsor and donor recognition guidelines need to first be established to ensure consistent and appropriate action.</p> <p>Through the implementation of the departments Service Design and Delivery Model, partnership building will focus on mutually beneficial, mission focused and connection of guiding principles as demonstrated in parks, facilities, and programs. By</p>	<ul style="list-style-type: none"> <li>• Review/recommend changes to sponsorship/donor recognition policy/practice</li> <li>• Review, renew, discontinue 2015 program partnerships through evaluation and service delivery initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Grant and sponsorship solicitation</li> <li>• Activate ongoing community program volunteers</li> <li>• Pursue partnership opportunities for identified capital projects and programming needs</li> <li>• Identify and evaluate 2016 program partnership contractual scope of works</li> <li>• Implementation of service partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Grant and sponsorship solicitation</li> <li>• RFP Issuance (concessions @ Golf and Res)</li> <li>• Pursue partnership opportunities for identified capital projects and programming needs</li> <li>• Evaluate JUA between COB and BVSD</li> <li>• 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event</li> </ul>	<ul style="list-style-type: none"> <li>• Grant and sponsorship solicitation</li> <li>• Pursue partnership opportunities for identified capital projects and programming needs</li> <li>• Final evaluation of program partnerships from 2016 performance</li> <li>• Finalize program partnership agreements for 2017</li> <li>• Evaluate JUA between COB and BVSD</li> </ul>	<ul style="list-style-type: none"> <li>• Issue calendar of 2017 BPR Community Building Events</li> <li>• Capital Project opportunities list finalized</li> <li>• Develop 2017 pre-planned volunteer events and ongoing programs</li> <li>• 2-3 outreach meetings re. park renovations; 2-3 hrs</li> <li>• Volunteer Appreciation event;</li> </ul>	<ul style="list-style-type: none"> <li>• Grant and sponsorship solicitation</li> <li>• Pursue partnership opportunities for identified capital projects and programming needs</li> <li>• 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event</li> <li>• 3 department hosted</li> </ul>
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<p>owned by each organization. We will also explore the impact of existing programming partnerships (dance, tennis, biking instruction and community gardening, for example) and evaluate the viability of partnerships to support expanded service reach to the underserved and contributions to parks and recreation capital improvements. OUTCOMES: Through strategic development of public-public or public-private partnerships, the parks and recreation department will be able to leverage its resources to increase the service reach, programming impact and sustainability of public amenities. The creation of more strategic and meaningful volunteer opportunities and events will encourage a culture of stewardship and leadership in the Boulder community.</p> <p>The department is focused on Master Plan recommendations to shift the practices that facilitates the delivery of high-quality programs with community partners where most effective and limits the direct delivery of programs to those that align with the highest community values.</p>	<p>considering each individual service's alignment with mission; financial viability; market position; and the competitors that provide a similar service, the department will begin to identify those services that organization should be in the business of providing and how best to provide those services effectively and efficiently. Collaborative partnerships are opportunities to eliminate unnecessary duplication of service while providing for efficient and effective utilization of resources.</p>	<ul style="list-style-type: none"> <li>• Volunteer team restructure and new hire</li> <li>• Grant and sponsorship solicitation</li> <li>• Solidify urban forest outreach strategy for 2016</li> <li>• Issue calendar of 2016 BPR Community Building Events</li> <li>• Capital Project opportunities list finalized</li> <li>• 2-3 outreach meetings re. park renovations; 2-3 hrs</li> <li>• Volunteer Appreciation event; 3-4 hrs</li> </ul>	<p>orientations</p> <ul style="list-style-type: none"> <li>• Issue calendar of partnership milestone dates</li> <li>• Identify 2017 partnership RFP processes</li> <li>• Evaluate JUA between COB and BVSD</li> <li>• 3 department hosted community events; 3-5hr/event (Creek Fest – multiday)</li> <li>• Donor/sponsor recognition policy to PRAB; April, 5 hrs</li> <li>• Public private partnership opportunity listening sessions re. concessions at Golf Course, Res., Civic Area</li> <li>• Host 2 PPP listening session; 4 hrs total</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out urban forest outreach program; ongoing</li> <li>• 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event</li> <li>• 3 department hosted community events; 3-5hr/event</li> <li>• Ongoing volunteer projects</li> <li>• PPP PRAB review and liaison selection</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of JUA between COB and BVSD</li> </ul>	<p>3-4 hrs</p> <ul style="list-style-type: none"> <li>• Grant and sponsorship solicitation</li> <li>• Activate ongoing community program volunteers</li> <li>• Pursue partnership opportunities for identified capital projects and programming needs</li> <li>• 3 department hosted community events; 3-5hr/event</li> <li>• 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event</li> </ul>	<p>community events; 3-5hr/event</p> <ul style="list-style-type: none"> <li>• Ongoing volunteer projects</li> <li>• 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event</li> <li>• 3 department hosted community events; 3-5hr/event</li> <li>• Ongoing volunteer projects</li> </ul>
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**Planning, Housing and Sustainability Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<p><b>Comprehensive Plan</b> – This includes four major work tracks, plus renewal of the city/county Intergovernmental Agreement (IGA). Tracks include:</p> <ul style="list-style-type: none"> <li>• Areas of Focus (i.e., core values, resilience/climate, jobs/housing balance, affordable housing including middle income, built environment, subcommunity/ neighborhood issues, BCH coordination, CU South suitability analysis).</li> <li>• Plan Policy Integration</li> <li>• Plan “clean up” and organization</li> <li>• Public change request analysis</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S comprehensive planning team leads</li> <li>• Major citywide Interdepartmental effort, including necessary communications support and CAO from time to time.</li> <li>• Will need consultants for technical analysis, survey work and community engagement support</li> <li>• Significant coordination with Housing Boulder and BCH Site Planning efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Jan. 5 – Council action on public requests in Area I and Area II enclaves and policy changes</li> <li>• Feb. 2 – Joint Council and Planning Board public hearing for public requests in Area II and III</li> <li>• Coordinate with Resilience Study Session (Feb. 9) and Middle Income Housing Study Session (Mar. 29)</li> <li>• Begin analysis of land use change requests</li> <li>• Start analysis of areas of focus; develop options (See Middle Income housing below).</li> <li>• Community engagement: Continued discussion of survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Study Session (May 24)</li> <li>• Areas of focus – options/scenarios analysis (including land use analysis related to housing and jobs, and 3d modeling and visualization)</li> </ul>	<ul style="list-style-type: none"> <li>• Review further analysis for focused topics - continue – options/scenarios analysis</li> <li>• Complete plan organization and “clean up” (e.g., non substantive updates and graphic improvements)</li> <li>• Community engagement: Possible focus groups regarding focused topics; local listening sessions; possible survey #2</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare draft plan including the areas of focus topic policy updates; map changes; and actions, strategies, and metrics</li> <li>• Community engagement: draft plan workshops and open house</li> <li>• Council Study Session</li> </ul>	<ul style="list-style-type: none"> <li>• Approve draft plan</li> <li>• Begin implementation of BVCP including possible area planning</li> <li>• IGA renewal Implementation of BVCP, including possible area planning</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of BVCP, including possible area planning</li> </ul>
<p><b>Development-Related Impact Fees &amp; Excise Taxes Studies</b> - four components:</p> <ul style="list-style-type: none"> <li>• Update current capital facilities impact fee/excise tax studies</li> <li>• Multi-modal Transportation fee analysis for capital and on-going operating costs</li> <li>• Commercial linkage fee for affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead.</li> <li>• Interdepartmental staff team of all departments with capital assets; includes significant staff resources needed in: <ul style="list-style-type: none"> <li>• Finance</li> <li>• CAO</li> <li>• PW: Transportation, FAM, and Development Review</li> <li>• Planning</li> <li>• Consultant team preparing studies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Technical Working Group Meetings (2)</li> <li>• Public outreach - 101 seminar</li> <li>• Technical Analysis</li> <li>• Policy options development</li> </ul>	<ul style="list-style-type: none"> <li>• City Council Study Session (April 12)</li> <li>• Technical Working Group meeting</li> <li>• Technical Analysis</li> <li>• Policy options development</li> <li>• Public outreach</li> <li>• Draft reports on fees and programs</li> <li>• City Council Study Session (June 14)</li> </ul>	<ul style="list-style-type: none"> <li>• City Council Public Hearing (July 19) (decision)</li> <li>• Implementation and phase in preparation for 2017 budget</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and phase in preparation for 2017 budget</li> <li>• Scoping next steps with Transportation Operations &amp; Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and phase in</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and phase in</li> </ul>
<p><b>Form-Based Code (FBC) for Boulder Junction Phase I pilot project</b></p> <ul style="list-style-type: none"> <li>• Development and adoption of a new form-based code as an appendix in the Land Use Code including new process and review criteria.</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead with support from: <ul style="list-style-type: none"> <li>• CAO</li> <li>• Public Works</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Work on final draft of FBC</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare final draft of FBC and staff memos for adoption hearings</li> <li>• Public outreach, meetings and online materials</li> <li>• Planning Board and City Council adoption hearings</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare for implementation with new worksheet materials</li> <li>• FBC training sessions with staff, review boards and local design professionals</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on evaluation of pilot and Council direction</li> </ul>		

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<p><b>Site Review Criteria - update Site Review criteria to:</b></p> <ul style="list-style-type: none"> <li>• Include new minimum design standards</li> <li>• Be more prescriptive, specific and clear</li> <li>• Address when/ if additional community benefit should be required (e.g. for height modifications)</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead with support from CAO</li> </ul>	<ul style="list-style-type: none"> <li>• Receive recommendations from DoverKohl</li> </ul>	<ul style="list-style-type: none"> <li>• Develop work plan including outreach plan</li> </ul>	<ul style="list-style-type: none"> <li>• Review DoverKohl recommendations</li> <li>• Develop goals and objectives</li> <li>• Research and analysis</li> <li>• Solicit input from Planning Board and DAB</li> <li>• Create &amp; convene stakeholder group</li> </ul>	<ul style="list-style-type: none"> <li>• Develop options</li> <li>• Meet with stakeholder group</li> <li>• Planning Board and DAB check in</li> </ul>	<ul style="list-style-type: none"> <li>• Begin drafting code changes</li> <li>• Planning Board and DAB check in</li> <li>• City Council check in (matters or Study Session)</li> <li>• Meet with the stakeholder group</li> <li>• Public outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize proposed code changes</li> <li>• Host open house</li> <li>• Planning Board and City Council consideration of changes</li> <li>• Prepare for implementation</li> </ul>
<p><b>Update to the Downtown Urban Design Guidelines</b></p> <ul style="list-style-type: none"> <li>• Revisions to the guidelines for better usability and clarity</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead with support from: <ul style="list-style-type: none"> <li>• CAO</li> <li>• Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finalize draft document and prepare ordinance</li> <li>• Planning Board, Landmarks Board and City Council adoption</li> <li>• Amend height ordinance map to exempt downtown</li> </ul>					
<p><b>Civic Area Implementation</b></p> <ul style="list-style-type: none"> <li>• Final design and construction of Phase I – Park at the Core</li> <li>• Long-Term Studies of East &amp; West Bookends to determine future improvements: <ul style="list-style-type: none"> <li>• Comprehensive Flood Analysis</li> <li>• Market Hall Feasibility Study</li> <li>• Urban Design Plan/ Guidelines</li> <li>• Coordination with Canyon Complete Streets (includes Bandshell) and Municipal Facilities Study &amp; BCH</li> </ul> </li> <li>• <b>Civic Use Pad</b> - Discussions with St. Julien to construct</li> </ul>	<ul style="list-style-type: none"> <li>• Interdepartmental Team with leads from Parks, Public Works and PH+S <ul style="list-style-type: none"> <li>• Consultant support.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Final design Phase I park improvements</li> <li>• Flood Analysis</li> <li>• Market Hall Preliminary Feasibility Analysis (<i>Phase I</i>) &amp; Working Group Meeting</li> <li>• Market Hall Preliminary Space Test Fit (<i>Phase II</i>)</li> <li>• Collect data on parking changes</li> </ul> <p><b>Civic Use Pad</b></p> <ul style="list-style-type: none"> <li>• Preliminary design work</li> <li>• Financial analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Permitting &amp; bidding for park construction</li> <li>• <b>Public Open House (4/4)</b></li> <li>• Council Meeting Matters (4/5)</li> <li>• Coordinate w/ Canyon Complete Streets – Design Alternatives – May Open House; Joint Board / Commission Mtg; Council Study Session 5/31</li> <li>• Continued analysis of capital projects</li> <li>• <b>Civic Use Pad</b></li> <li>• Preliminary design work</li> <li>• Negotiation of management agreement</li> <li>• Financial analysis</li> <li>• Public outreach to potential users</li> </ul>	<ul style="list-style-type: none"> <li>• Park construction begins</li> <li>• Coordinate w/ Canyon Complete Streets – Design Options Analysis</li> <li>• Continued analysis of capital projects</li> </ul> <p><b>Civic Use Pad</b></p> <ul style="list-style-type: none"> <li>• Design work</li> <li>• Negotiation of management agreement</li> <li>• Financial analysis</li> <li>• Public outreach to potential users</li> </ul>	<ul style="list-style-type: none"> <li>• Continued park construction</li> <li>• Coordinate w/ Canyon Complete Streets – Design Recommendation</li> <li>• Coordinate w/ Municipal Facilities Study &amp; BCH</li> <li>• Continued analysis of capital projects</li> </ul> <p><b>Civic Use Pad</b></p> <ul style="list-style-type: none"> <li>• Council consideration of management agreement</li> <li>• Design work</li> </ul>	<ul style="list-style-type: none"> <li>• Continued park construction</li> <li>• Tasks related to Civic Area bookends are dependent on outcomes in 2016 &amp; 2017</li> <li>• Begin Urban Design Plan for East Bookend &amp; Outreach to Boards</li> </ul> <p><b>Civic Use Pad</b></p> <ul style="list-style-type: none"> <li>• Construction activities begin (St. Julien lead)</li> </ul>	<ul style="list-style-type: none"> <li>• Park construction complete in 2017</li> <li>• <b>East Bookend Urban Design Plan/ Guidelines – Present to Boards &amp; Council</b></li> <li>• <b>West Bookend Urban Design Plan – Begins in 2018</b></li> </ul>



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<p><b>BCH Site &amp; Municipal Facilities Planning</b></p> <ul style="list-style-type: none"> <li>Establish land use and urban form characteristics taking into consideration the site's interrelation with the larger Broadway corridor, Downtown, Civic Area and University Hill</li> <li>Develop short and long-term municipal facilities needs and locations</li> <li>Develop site specific goals and redevelopment options</li> <li>Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>PH+S and Public Works in lead. Multi-departmental effort: <ul style="list-style-type: none"> <li>Community Vitality</li> <li>Parks and Recreation</li> <li>City Attorney</li> <li>Finance</li> <li>Consultant support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop 2016 Project Scope &amp; Schedule</li> <li>Coordination with BVCP Update</li> <li>Begin development of Performance &amp; Design Guidelines for Facilities</li> <li>Conduct BCH Rehab analysis</li> </ul>	<ul style="list-style-type: none"> <li>Consultant RFP &amp; Selection for city facilities study &amp; urban design framework</li> <li>Context Analysis – past history and current conditions of BCH &amp; its larger context including Downtown, Civic Area, and Uni-Hill</li> <li>Begin “storytelling” campaign to share memories of BCH</li> <li>Conduct city space needs &amp; analysis</li> <li>Begin visioning of Future Municipal Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Continue work on Context Analysis</li> <li>Define boundary for specific BCH Site/Area Planning work</li> <li>Synthesize city space needs in coordination w/Civic Area</li> </ul>	<ul style="list-style-type: none"> <li>Develop Planning &amp; Design Framework to illustrate the desired future for BCH and larger context, relationship/ roles relative to other areas.</li> <li>Adopt Guiding Principles for area wide goals and objectives to inform the future of BCH site (<i>land use, urban form, connections, cultural and other facilities, etc.</i>)</li> <li>Oct. 25 Study Session</li> <li>Begin Municipal Facilities Master Plan</li> <li>Adopt Guiding Principles for City Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Site/Area Planning</li> <li>Space planning program for city departments and facilities</li> <li>Final determination of facilities &amp; locations</li> <li>Continue Municipal Facilities Masterplan</li> <li>Begin site/area planning (w/consultant support)</li> <li>Continue Municipal Facilities Master Plan</li> <li>Develop Performance &amp; Design Guidelines for Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Continue work on Site/Area Planning including evaluation of options &amp; selection of preferred plan</li> <li>Complete Land Use Change &amp; Zoning Designation</li> <li>Continue with Municipal Facilities Masterplan</li> </ul>
<p><b>30<sup>th</sup> and Pearl</b></p> <ul style="list-style-type: none"> <li>Analyze options for moving forward with redevelopment of the site</li> <li>Select and refine preferred option</li> </ul>	<ul style="list-style-type: none"> <li>PH+S in lead. Multidepartment effort including: <ul style="list-style-type: none"> <li>Public Works: Transportation, Utilities</li> <li>Parks</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Procure consultant services for options analysis.</li> <li>Begin building scenarios..</li> </ul>	<ul style="list-style-type: none"> <li>Refine scenarios and options analysis.</li> <li>Develop draft success criteria for redevelopment.</li> <li>Refine preferred option</li> </ul>	<ul style="list-style-type: none"> <li>Potential RFP for sale, redevelopment, or partnership.</li> </ul>		

<p><b>Middle Income Housing Strategy</b></p> <p>- To include:</p> <ul style="list-style-type: none"> <li>• BBC study of what market is currently producing to serve the middle; how unit size and location affect pricing over time</li> <li>• Identification of potential land use and other market interventions to produce desired housing types</li> <li>• Identification of effective mechanisms to support middle income affordability</li> <li>• Methodology to monitor key indicators to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead.</li> <li>• Citywide Interdepartmental effort.</li> <li>• Need communications support</li> <li>• Will need CMO and CAO support from time to time.</li> <li>• Consultant support for analysis and facilitation.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalized consultant study</li> <li>• Identified key policy questions</li> <li>• Analyzed projected housing – what do we expect based on current trends (feeds into BVCP)</li> <li>• Identified range of potential interventions</li> <li>• Feb. 18 Planning Board</li> <li>• Feb. 23 CC Study Session</li> </ul>	<ul style="list-style-type: none"> <li>• BVCP: analysis of potential land use changes to produce desired middle income housing types (e.g., duplexes and triplexes, townhomes, courtyard apartments, bungalows)</li> <li>• Form Council and Planning Board working group to identify goals, analyze key policy questions, and recommend interventions (programmatic, funding, and regulatory)</li> </ul>	<ul style="list-style-type: none"> <li>• Draft potential policy changes for community conversation</li> <li>• Draft potential interventions (programmatic, funding, and regulatory) for community engagement with associated work plan for each.</li> <li>• Full Board and Council check- in</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and monitor key market indicators to measure progress on Middle Market housing provision</li> <li>• Refine potential interventions</li> <li>• Draft strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of policy changes</li> <li>• Adoption of interventions</li> </ul>	
<p><b>Other Housing Boulder priorities</b></p> <p>– Potential work efforts to prioritize include:</p> <ul style="list-style-type: none"> <li>• Housing Strategy Governance (Housing Board)</li> <li>• Neighborhood Pilot</li> <li>• Co-operative Housing</li> <li>• Mobile Home Parks</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S in lead. Multi-departmental effort</li> <li>• Need communications support</li> <li>• Will need CMO and CAO support from time to time.</li> <li>• Consultant support for analysis and/ or facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Jan. 26 CC Study Session on Co-ops</li> <li>• Jan. 5 Palo Park Annex and Concept Plan</li> <li>• Ongoing MHP work, including Ponderosa</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on Council direction</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on Council direction</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on Council direction</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on Council direction</li> </ul>	<ul style="list-style-type: none"> <li>• TBD based on Council direction</li> </ul>



Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<p><b>Climate Commitment</b></p> <ul style="list-style-type: none"> <li>• Coordination of community efforts to achieve 80% emissions reduction by 2050.</li> <li>• Coordination of city organization efforts to achieve 80% or more emissions reduction by 2050</li> <li>• Coordination of city organization efforts to prepare for climate change-resilience capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• PH+S (Climate and Sustainability) in lead.</li> <li>• Multi-departmental effort: <ul style="list-style-type: none"> <li>▪ CMO (CRO)</li> <li>▪ Public Works (Water Resources, Utilities, Transportation)</li> <li>▪ PH+S (Comprehensive Planning, P+DS)</li> <li>▪ Energy Future</li> <li>▪ Parks and Recreation</li> <li>▪ OSMP</li> <li>▪ Finance</li> <li>▪ Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate community engagement</li> <li>• Facilitate city organization staff training</li> <li>• Begin planning for community action campaigns</li> <li>• Launch “whole system energy transformation” and “thermal strategy” work</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate April “Earth Futures Week” focus on climate action</li> <li>• Coordinate staff training on local climate change impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Finish revisions of Climate Commitment document and present for approval by City Council</li> <li>• Launch community action campaigns</li> <li>• Conduct climate extremes staff training exercise</li> <li>• Coordinate departmental level assessments of emission reduction/clean energy transition options</li> <li>• Complete “whole energy system transformation” and “thermal strategy” work</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate community climate action campaigns</li> <li>• Lead city organization scenario planning on multi-factor change scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• Continue community action campaigns</li> <li>• Coordinate implementation of city organization energy transition implementations</li> <li>• Launch second round of staff climate change training</li> </ul>	<ul style="list-style-type: none"> <li>• Continue community climate action campaigns</li> <li>• Continue implementation of city org emissions reduction/clean energy development projects</li> <li>• Continue staff climate mitigation/climate adaptation trainings</li> </ul>
<p><b>Energy Codes: Short Term Updates and Long Term Strategy</b></p> <ul style="list-style-type: none"> <li>• Improving compliance of current commercial and residential energy codes;</li> <li>• Integrate with new Building Performance Ordinance (BPO);</li> <li>• Updating the residential and commercial energy codes for adoption in 2016 and implementation in 2017; and</li> <li>• Long term strategic planning for energy codes updates to reach net zero by 2031.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Works (Building Code Compliance) in lead, support from PH+S (Climate + Sustainability)</li> <li>• Staff resources needed in: <ul style="list-style-type: none"> <li>• CAO</li> <li>• Development Review Engineering</li> <li>• Zoning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Select consultant thru RFP process</li> <li>• Develop special lighting permit application for BPO</li> </ul>	<ul style="list-style-type: none"> <li>• Develop options for short term code updates</li> <li>• Draft recommendations for long term plans</li> </ul>	<ul style="list-style-type: none"> <li>• (4) Public Meetings for community engagement</li> <li>• EAB Feedback</li> <li>• CAO Review Needed</li> <li>• Revise short term options and make final recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize long term strategic plan recommendations</li> <li>• City Council meeting for short term code updates</li> <li>• Evaluate ways to improve compliance in the field</li> </ul>	<ul style="list-style-type: none"> <li>• Update website and provide education materials for new code changes</li> <li>• Implement changes to improve compliance</li> <li>• Stakeholder working group – long term strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop proposal for long term strategic plan out to 2031</li> <li>• City Council Study session</li> <li>• Begin implementation of long term strategic plans</li> </ul>

**Police Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<b>Professional Standards Review Panel</b>		<ul style="list-style-type: none"> <li>• Feb 9<sup>th</sup> Council Study Session on HH report</li> <li>• Feb 23<sup>rd</sup> Council Study Session, HH presented their report and PD staff discussed recommendations and moving forward.</li> </ul>	<ul style="list-style-type: none"> <li>• PD staff working with CMO, Human Services and other stakeholders on HH recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• PD staff working on recommendations and providing an update to council.</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Public Works Key 2016 and 2017 Work Items**

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 <sup>st</sup> quarter 2016	2 <sup>nd</sup> quarter 2016	3 <sup>rd</sup> quarter 2016	4 <sup>th</sup> quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> <li>▪ <b>2A Implementation</b> – a temporary 0.3% tax increase to fund key community, culture and safety infrastructure projects as approved by voters in the 2014 ballot measure.</li> </ul>	<p>2A is a multi-departmental effort that requires close-interdepartmental coordination to create opportunities and efficiencies and reduce impacts to the community.</p> <p><b>Project Coordinators:</b> Joanna Crean &amp; Joel Wagner</p> <p>Note: Civic Area project hours are included in the separate Civic Area section.</p>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Public outreach/open houses</li> <li>▪ Project design</li> <li>▪ Project construction</li> <li>▪ Civic Area Open House</li> <li>▪ Landmarks Board Presentation (Chautauqua)</li> </ul>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Public outreach/open houses</li> <li>▪ Project design</li> <li>▪ Project construction</li> <li>▪ Project completion (Hill Irrigation, Eben G. Fine)</li> <li>▪ Open house to present final design (Chautauqua)</li> <li>▪ CEAP Committee Review</li> <li>▪ Board/Commission meetings: TAB/OSTB/PRAB</li> <li>▪ Landmarks Board Notice of Disposition to City Council for Potential call-up (Chautauqua)</li> </ul>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Public outreach/open houses</li> <li>▪ Project design</li> <li>▪ Project construction</li> <li>▪ CEAP w/TAB &amp; PRAB recommendation to City Council for potential call-up (Boulder Creek Arapahoe Underpass)</li> <li>▪ Board/Commission brief presentation &amp; review &amp; recommendation joint meetings: TAB/ PRAB (Boulder Creek Arapahoe Underpass)</li> </ul>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Public outreach/open houses</li> <li>▪ Project design</li> <li>▪ Project construction</li> <li>▪ Project completion (Dairy Center for the Arts)</li> <li>▪ Public Open House (Boulder Creek Arapahoe Underpass)</li> </ul>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Project construction</li> <li>▪ Project completion (Chautauqua)</li> </ul>	<p>Key Tasks:</p> <ul style="list-style-type: none"> <li>▪ Project construction</li> <li>▪ Project completion (Boulder Creek Path &amp; Lighting, Hill Event Street, Civic Area, Public Art)</li> </ul>

<p><b>TMP Implementation:</b></p> <ul style="list-style-type: none"> <li>• Complete Streets: On-going O&amp;M, Safety Corridor Plans Capital Projects Renewed Vision for Transit</li> <li>• Regional</li> <li>• TDM</li> <li>• Funding</li> <li>• Integrated Planning</li> </ul> <p>*This Section is now combined with : Capital Improvement Projects for PW -Transportation</p>	<ul style="list-style-type: none"> <li>▪ PW-Transportation Division plus Communications, Comprehensive Planning, Community Vitality, Finance, City Attorney's Office</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation Report on Progress</li> <li>• Corridor Plans – East Arapahoe, Canyon, 30<sup>th</sup> &amp; Colorado</li> <li>• Capital projects – construction on Diagonal, 28<sup>th</sup>, and Baseline</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>• North Broadway reconstruction project – planning/design phase</li> <li>• US36 BRT and FLEX transit service begins</li> <li>• Local transit: HOP Study; mobility hub plans; first &amp; final mile connections, analysis of transit service delivery models with agency partners</li> <li>• Regional transit: SH7 &amp; SH119 BRT studies; joint maintenance facility planning with agency partners</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Streets Boulder Report</li> <li>▪ Corridor plans</li> <li>▪ Capital projects</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>▪ Living Lab program report</li> <li>▪ Local &amp; regional transit planning</li> <li>▪ Community-wide Eco Pass analysis</li> <li>▪ Analysis/review options for updating TDM plans for new development with stakeholders (coord with AMPS)</li> <li>▪ DRCOG funding for railroad quiet zones, comments to Federal Railroad Administration on national train horn rule</li> <li>▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study</li> <li>▪ Board/Commission/Council updates on Civic Area access/parking/TDM programs</li> <li>▪ Community event with national panel of Complete Streets practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• Corridor Plans</li> <li>• Capital projects</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>▪ Local &amp; regional transit planning, including eastside circulator study with CU</li> <li>▪ Community-wide Eco Pass analysis</li> <li>▪ Refine options for updating TDM plans for new development with stakeholders/boards (coord with AMPS)</li> <li>▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study</li> <li>▪ Outreach, agency/BNSF coordination for quiet zones</li> <li>• ADA transition plan</li> <li>• Monthly TAB updates</li> </ul>	<ul style="list-style-type: none"> <li>• Corridor Plans</li> <li>• Capital projects</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>▪ Local &amp; regional transit planning</li> <li>▪ Community-wide Eco Pass study complete</li> <li>▪ Present revised/refined options for updating TDM plans for new development with boards/Council (coord with AMPS)</li> <li>▪ Transportation impact fee analysis, coordinate milestones with city's broader impact fee study</li> <li>▪ Outreach, agency/BNSF coordination for quiet zones</li> <li>• ADA transition plan</li> <li>• Monthly TAB updates</li> <li>▪ City Council Study Session – TMP Implementation Overview: Highlight Complete Streets, Funding, and Integrated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corridor plans</li> <li>▪ Capital projects</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>▪ Local and regional transit planning</li> <li>▪ Community-wide Eco Pass next steps based on outcomes of 2016 study</li> <li>▪ TDM plans for new development based on outcomes from 2016</li> <li>▪ Transportation impact fees – next steps based on 2016</li> <li>▪ Develop plans for quiet zones based on outcomes from 2016</li> <li>▪ Report on completion of TMP action plan items from 2014-2016</li> <li>• Monthly TAB updates</li> <li>▪ City Council Study Session – TMP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuation and completion of existing projects, plans, and programs from 2016-17</li> <li>• Pavement/Asset Management Program</li> <li>• Bikeways Enhancements, Maintenance</li> <li>▪ Begin work plan items based upon TMP “near term” Action Plan (2017-2020) based on work program capacity and available funding.</li> <li>▪ Prepare next edition of Transportation Report on Progress (draft Dec 2017, final document Feb 2018)</li> <li>• Monthly TAB updates</li> <li>▪ City Council Study Session – TMP Implementation Overview: Highlights include status report on TMP “near-term”</li> </ul>
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		<ul style="list-style-type: none"> <li>Community-wide Eco Pass analysis with County/RTD</li> <li>Update TDM plans for new development (coord with AMPS)</li> <li>Transportation Impact Fee analysis (coord with city-wide broader impact fee study)</li> <li>Civic Area access, parking/TDM program monitoring</li> <li>Monthly TAB updates</li> </ul>	<p>(Spring)</p> <ul style="list-style-type: none"> <li>Monthly TAB updates</li> <li>City Council Study Session – <b>TMP Implementation Overview: Highlight on Complete Streets, including Canyon Corridor study, Living Lab Phase II – Folsom St. pilot project, and check-in on 2016-17 Renewed Vision for Transit work program</b></li> </ul>	<ul style="list-style-type: none"> <li>City Council Study Session – TMP Implementation Overview: Highlight on Renewed Vision for Transit, including Community-wide Eco Pass update</li> </ul>	Planning Focus Areas	Implementation Overview: Highlights include status report on TMP "immediate" action items (2014-2016)	action items (2017-2020)
<ul style="list-style-type: none"> <li><b>Valmont Butte</b> <ul style="list-style-type: none"> <li>Annexation</li> <li>BVCP Land Use Change</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>PH&amp;S Annexation Process</li> <li>PH&amp;S BVCP Land Use Change Consideration</li> <li>Outreach to stakeholders support</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder outreach</li> <li>Joint hearings on BVCP requests</li> <li><b>Historical and Open Space Analysis</b></li> </ul>	<ul style="list-style-type: none"> <li>Historical and Open Space Analysis</li> <li><b>Meets and Bounds Survey</b></li> <li><b>Stakeholder outreach</b></li> </ul>	<ul style="list-style-type: none"> <li>Historical and Open Space Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Landmark Submission &amp; potential call-up</li> </ul>		
<ul style="list-style-type: none"> <li><b>Water, Wastewater, Stormwater and Flood Utility Rate Study</b></li> </ul>	<ul style="list-style-type: none"> <li>A project manager has been dedicated, key SMEs are engaged, and funds are available.</li> <li>No impact to other departments.</li> </ul>	<ul style="list-style-type: none"> <li>Consultant contracting.</li> <li>Data analysis and WRAB consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis and WRAB consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis and WRAB consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Possible implementation of certain recommendations through 2017 budget process.</li> </ul>	<ul style="list-style-type: none"> <li>Refine recommendations and WRAB consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation through 2018 budget process.</li> </ul>
<ul style="list-style-type: none"> <li><b>Citywide Special Events</b></li> </ul>	<ul style="list-style-type: none"> <li>Project Manager and Staff Time for event policy, review and operations</li> <li>Project Manager and Staff Time for meetings and collaborations</li> <li>IT Staff Time for SharePoint and Software development</li> <li>Purchase of Software, Memberships and Operational Tools</li> </ul>	<ul style="list-style-type: none"> <li>Complete criteria and standards for all events including rest periods, capacity, etc.</li> <li>Strengthen CU / City Collaboration with regular event mtgs (ongoing)</li> <li>City Council Events Update and review of the 2017-2018 Ironman Agreement renewal; Policy update under Matters from CMO with Council.</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Interim Special Event Policy</b></li> <li>Suggest Code and Policy changes for 2017</li> <li>Develop short and long term resource needs for 2017 budget</li> </ul>	<ul style="list-style-type: none"> <li>Develop cost recovery, cost and data collection methods</li> <li>Clarify city sponsorship policy</li> <li>Finalize 2017 budget</li> <li>City Council Events Update</li> </ul>	<ul style="list-style-type: none"> <li>Review special events policy, applications, event documents and websites for changes and updates</li> </ul>	<ul style="list-style-type: none"> <li>Complete updates to 2017 Special Event Policy</li> <li>Update criteria and standards for all events including rest periods, capacity, etc.</li> <li>City Council Events Update</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Special Event web-based application and payment system</li> <li>City Council Events Update</li> </ul>

<ul style="list-style-type: none"> <li>▪ <b>Capital Improvement Projects for PW - Utilities</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Bear Canyon Creek Flood Mitigation Study - Multi-year process.</li> <li>▪ Stormwater Collection System Master Plan Update - Multi-year process</li> <li>▪ Wastewater Collection System Master Plan Update - Multi-year process,</li> <li>▪ Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Multi-year process</li> <li>▪ Fourmile Canyon Creek Mitigation CEAP- Multi-year process</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four mile Canyon Creek Mitigation CEAP Call Up Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bear Canyon Creek Flood Mitigation Study - Public Hearing/Action to Accept Study</li> <li>▪ Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Public Hearing/Action Item</li> <li>▪ Stormwater Collection System Master Plan Update - Public Hearing/Action Item to Accept Study</li> <li>▪ Wastewater Collection System Master Plan Update - Public Hearing/Action Item</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Capital Improvement Projects for PW - Transportation</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maintenance and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maintenance and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maintenance and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maintenance and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maintenance and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maint and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asset/Pavement Management Program</li> <li>▪ Sidewalk Repair Program</li> <li>▪ Bikeways Maint and Enhancements</li> <li>▪ Corridor Studies for Canyon Blvd/30<sup>th</sup> and Colorado</li> <li>▪ Transportation Capital Projects - Various</li> </ul>

## COUNCIL MEMBERS

Suzanne Jones	Mayor
Andrew Shoemaker	Mayor Pro Tem
Matthew Appelbaum	Council Member
Aaron Brockett	Council Member
Jan Burton	Council Member
Lisa Morzel	Council Member
Sam Weaver	Council Member
Bob Yates	Council Member
Mary Young	Council Member

## COUNCIL EMPLOYEES

Thomas A. Carr	City Attorney
Jane S. Brautigam	City Manager
Linda P. Cooke	Municipal Judge

## KEY STAFF

Mary Ann Weideman	Deputy City Manager
Tanya Ange	Deputy City Manager
Bob Eichem	Chief Financial Officer
Lynnette Beck	City Clerk
Patrick von Keyserling	Communications Director
David Gehr	Director for the Department of Planning
Molly Winter	Director of Community Vitality
Heather Bailey	Executive Director of Energy Strategy and Electric Utility
Michael Calderazzo	Fire Chief
Joyce Lira	Human Resources Director
Karen Rahn	Human Services Director
Don Ingle	Information Technology Director
David Farnan	Library and Arts Director
James Cho	Municipal Court Administrator
Tracy Winfree	Open Space and Mountain Parks Director
Yvette Bowden	Parks and Recreation Director
Greg Testa	Police Chief
Maureen Rait	Executive Director of Public Works
Cheryl Pattelli	Director of Fiscal Services
Mike Sweeney	Director of Public Works for Transportation
Jeff Arthur	Utilities Director

## 2017 City Council Committee and Board Assignments

### INTERGOVERNMENTAL ORGANIZATIONS

Beyond the Fences Coalition	Morzel (Castillo – staff alternate)
Boulder County Consortium of Cities	Young, Burton (alternate)
Colorado Municipal League (CML) – Policy Committee	Jones, Appelbaum (Castillo – staff alternate)
Denver Regional Council of Governments (DRCOG)	Brockett, Appelbaum (alternate)
Metro Mayors Caucus	Jones
National League of Cities (NLC)	Appelbaum, Yates
Resource Conservation Advisory Board (RCAB)	Morzel
Rocky Flats Stewardship Council	Morzel, Weaver (alt) (Castillo – 2 <sup>nd</sup> staff alt)
US 36 Mayors/Commissioners Coalition (MCC)	Jones
Commuting Solutions (formerly US 36)	Burton
Urban Drainage and Flood Control District (Gubernatorial appointment)	Young

### INTERNAL CITY COMMITTEES

Audit Committee	Shoemaker, Weaver, Burton
Boards and Commissions Committee	Appelbaum, Burton
Boulder Urban Renewal Authority (BURA) Liaison	Yates
Boulder Valley Comprehensive Plan (BVCP) Process Sub-Committee	Brockett, Weaver
Charter Committee	Morzel, Weaver, Young
Council Retreat Committee	Morzel, Yates
Council Employee Evaluation Committee	Morzel, Shoemaker
Legislative Committee	Jones, Weaver, Appelbaum
School Issues Committee	Morzel, Shoemaker, Young

### LOCAL BOARD MEMBER APPOINTMENTS

Boulder Museum of Contemporary Art (BMoCA) Board	Shoemaker
Boulder Convention and Visitors Bureau Board	Yates, Burton (alternate)
Dairy Center for the Arts Board	Brockett
Downtown Business Improvement District Board	Weaver, Yates

### LOCAL TERM BOARD MEMBER APPOINTMENTS (to be appointed during annual March recruitment)

Boulder Housing Partners (Mayoral appointment)	Yates (2013-2018 term)
Colorado Chautauqua	Morzel (2016-2019 term)

### SISTER CITY REPRESENTATIVES

Jalapa, Nicaragua	Brockett or Weaver?
Kisumu, Kenya	Morzel
Llaza, Tibet	Shoemaker
Dushanbe, Tajikistan	Yates
Yamagata, Japan	Burton
Mante, Mexico	Young
Yateras, Cuba	Weaver
Nablus	Appelbaum, Morzel
Sister City Sub-Committee	Morzel, Burton, Young



<b>Information Packet Date</b>	<b>Topic</b>	<b>Contacts</b>
<b>Thursday, April 13, 2017</b>		
Items due at noon the day before	2017 Financial Update Illegal Camping and Fire Mitigation Update	Cheryl Pattelli/Rachel Deckert Tracy Winfree/Cecil Fenio
<b>Thursday, April 20, 2017</b>		
Items due at noon the day before	Framework for Lease Negotiations with Non-Profits	Joe Castro/Celia Seaton
<b>Thursday, April 27, 2017</b>		
Items due at noon the day before	Update on City Response to Encampments Situation and Impacts along Boulder Creek	Ali Rhodes/Sarah DeSouza
<b>Thursday, May 4, 2017</b>		
Items due at noon the day before	Mid-Course Program Guidelines Development Check-In for Neighborhood Traffic Mitigation Program	Noreen Walsh/Celia Seaton
<b>Thursday, May 11, 2017</b>		
Items due at noon the day before	Resilience Strategy Update One Year After Release Human Services Strategy Draft Plan	Greg Guibert Matt Sundeen/Corina Marin
<b>Thursday, May 18, 2017</b>		
Items due at noon the day before		
<b>Thursday, May 25, 2017</b>		
Items due at noon the day before		
<b>Thursday, June 1, 2017</b>		
Items due at noon the day before	Prairie Dog Working Group Recommendations Report Homelessness Strategy Draft	Keri Konold Davies/Cecil Fenio Wendy Schwartz/Corina Marin
<b>Thursday, June 8, 2017</b>		
Items due at noon the day before		
<b>Thursday, June 15, 2017</b>		
Items due at noon the day before		

**Thursday, June 22, 2017**

Items due at noon the day before

**Thursday, June 29, 2017**

Items due at noon the day before

**Thursday, July 6, 2017**

Items due at noon the day before

**Thursday, July 13, 2017**

Items due at noon the day before

**Thursday, July 20, 2017**

Items due at noon the day before

**Thursday, July 27, 2017**

Items due at noon the day before

**Thursday, August 3, 2017**

Items due at noon the day before

**Thursday, August 10, 2017**

Items due at noon the day before

**Thursday, August 17, 2017**

Items due at noon the day before

**Thursday, August 24, 2017**

Items due at noon the day before

**Thursday, August 31, 2017**

DATE	TIME	LOCATION	TOPIC	CONTACTS
04/25/17	5:30-7:00 PM	Muni Lobby	Sister City Annual Dinner	Heidi Leatherwood/Jordan Matthews
	7:00-9:00 PM	Chambers	Living Wage/EMS Study	Mary Ann Weideman/Tammye Burnette
05/09/17	6-9 p.m.	Chambers	POTENTIAL BALLOT ITEMS	Bob Eichem
			Community Broadband, Community Culture & Safety Tax (2A), Alpine-Balsam Development, Fire Station 3, Radio Infrastructure Study, Utility Occupation Tax	
05/23/17	Study Session cancelled. This is now a special city council meeting.			
05/30/17	7:30-9:00 p.m.	Chambers	The previously scheduled special meeting on this date has been cancelled	
			Community Perception Assessment Report (45 minutes)	Mary Ann Weideman/Ann Large
06/13/17	Study session cancelled and replaced with a special city council meeting.			
06/20/17	6-8 PM	Chambers	Study session added followed by a special city council meeting.	
			Public Participation Working Group Update	Patrick von Keyserling/Jean Gatza
07/11/17	6-9 PM	Chambers		
07/25/17	6-9 PM	Chambers	Update regarding feedback process for Council Employee Evaluations (10 minutes)	Michael Clasen
08/08/17	6:00-7:30 PM	Chambers	DRAFT 2018-2022 Capital Improvement Program	Devin Billingsley
	7:30-9 PM	Chambers		
08/22/17	6-9 PM	Chambers		
09/12/17	6:00-7:30 PM	Chambers	2018 COB Recommended Budget	Devin Billingsley
	7:30-9:00 PM	Chambers		
09/26/17	6-7:30 PM	Chambers	HOLD for Potential 2nd 2018 Recommended Budget	Devin Billingsley
	7:30-9 PM			

# City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, May 2, 2017

4/20/2017		Preliminary Materials Due
4/26/2017		Final Materials Due

\*\*\*\*\* 5-5:30 Nablus Signing Ceremony- Council Chambers\*\*\*\*\*

Start	End	Min	Time	Item	PP	CAO	Contact
				<b>CALL TO ORDER AND ROLL CALL</b>			
6:00 PM	6:10 PM	5 min	0:05	Declaration for Janice Zelazo for bequeathing her residential home to the the city for the Permanently Affordable Housing Program			Leslie Pinkham/Emily Richardson
6:10 PM	6:15 PM	5 min	0:05	Declaration for Older American's Month			Karen Rahn/Corina Marin
6:15 PM	6:20 PM	5 min	0:05	Declaration for Boulder Archaelolgy and Historic Preservation Month, May 2017			James Hewat/Emily Richardson
6:20 PM	7:05 PM	45 min	0:45	<b>OPEN COMMENT AND COUNCIL/STAFF RESPONSE</b>			
7:05 PM	7:20 PM	15 min	0:15	<b>CONSENT AGENDA</b>			
				Study Session Summary for April 11 for BVCP-draft plan			Lesli Ellis/Emily Richardson
				1st Reading Sugar-Sweetened Drinks			Jamie Harkins - ?
				1st Reading Annexation Ordinance, Consideration of Call-Up Use Review Disposition for 96 Arapahoe and Concept Plan		Y	Elaine McLaughlin/Emily Richardson
				3rd Reading Temporary Ordinance amendments for the Chautauqua Access Management Plan (CAMP) summer 2017 Pilot Program implementation.	N		Susan Connelly/Ruth Weiss
				<b>CALL-UP CHECK IN</b>			
				<b>PUBLIC HEARINGS</b>			
7:20 PM	8:20 PM	60 min	1:00	Approval of Alpine-Balsam Vision Plan and Central Broadway Coordinator Design Framework			Joanna Crean/Emily Richardson
8:20 PM	9:20 PM	60 min	1:00	Second Reading Ordinance 8167 amending Title 9 "Land Use Code" B.R.C. 1981 by amending Section 9-6-7 "Office, Medical and Financial Uses"	Y	Y	Charles Ferro/Emily Richardson
				<b>MATTERS FROM CITY MANAGER</b>			
9:20 PM	10:20 PM	60 min	1:00	Water Utility Rate Study (Please submit agenda request)			Jeff Arthur
10:20 PM	10:30 PM	10 min	0:10	Discussion of Hogan Pancost Process (added at CAC 4/10)			
				<b>MATTERS FROM CITY ATTORNEY</b>			
				<b>MATTERS FROM MAYOR AND MEMBERS OF COUNCIL</b>			
				<b>CALL-UPS</b>			
				<b>Total</b>			
			4:25	If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.			

# City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, May 16, 2017

5/4/2017	Preliminary Materials Due
5/10/2017	Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

Start	End	Min	Time	Item	PP	CAO	Contact
<b>CALL TO ORDER AND ROLL CALL</b>							
6:00 PM	6:10 PM	10 min	0:10	Celebrating City of Boulder/BVSD Partnership for Children, Youth and Families			Karen Rahn/Corina Marin
				Declaration Honoring Betsey Martens			Bob Yates
				Declaration Recognizing Colorado MahlerFest			Jan Burton
6:10 PM	6:55 PM		0:45	<b>OPEN COMMENT AND COUNCIL/STAFF RESPONSE</b>			
6:55 PM	7:10 PM		0:15	<b>CONSENT AGENDA</b>			
				Study Session Summary for 4/25 Budget and Revenue Update			
				1st Reading of ATB for the 2017 COB Budget			Devin Billingsley
				Claim settlement from automobile accident			Carey Markel/Lisa Thompson
<b>CALL-UP CHECK-IN</b>							
<b>PUBLIC HEARINGS</b>							
7:10 PM	8:10 PM	60 min	1:00	2nd Reading Sugar-Sweetened Drinks			
<b>MATTERS FROM CITY MANAGER</b>							
8:10 PM	9:55 PM	75 min	1:45	Homelessness Working Group Recommendations	Y	N	Matt Sundeen/Wendy Schwartz/Corina Marin
<b>MATTERS FROM CITY ATTORNEY</b>							
<b>MATTERS FROM MAYOR AND MEMBERS OF COUNCIL</b>							
<b>CALL-UPS</b>							
9:55 PM	10:55 PM	60 min	1:00	Potential: Hogan Pancost Concept Plan			
<b>Total</b>			4:55	<b>If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.</b>			

# Special Meeting- Joint with Planning Board

DRAFT Meeting Agenda - 6 p.m.

Tuesday, May 23, 2017

5/11/2017		Preliminary Materials Due
5/17/2017		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

## SPECIAL JOINT MEETING WITH PLANNING BOARD

Start	End	Min	Time	Item	PP	CAO	Contact
6:00 PM	6:05 PM		0:05	CALL TO ORDER AND ROLL CALL			
				<b>PUBLIC HEARINGS</b>			
6:05 PM	9:05 PM	180 min	3:00	Boulder Valley Comprehensive Plan- Draft Plan	Y	N	Lesli Ellis/Emily Richardson
<b>Total</b>			<b>3:05</b>				

# Special Meeting Before Study Session

**DRAFT Meeting Agenda - 6 p.m.**

**Tuesday, May 30, 2017**

5/18/2017		Preliminary Materials Due
5/24/2017		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

## **SPECIAL MEETING followed by STUDY SESSION**

Start	End	Min	Time	Item	PP	CAO	Contact
				<b>CALL TO ORDER AND ROLL CALL</b>			
				<b>PUBLIC HEARINGS</b>			
				Study Session items- see below			
<b>Total</b>			<b>0:00</b>				

7:30-8:15 Study Session Items:  
Community Perception Report

# City Council Meeting

DRAFT Meeting Agenda - 6 p.m.

Tuesday, June 6, 2017

5/25/2017		Preliminary Materials Due
5/31/2017		Final Materials Due

Gray cells will be calculated for you. You do not need to enter anything in them.

Start	End	Min	Time	Item	PP	CAO	Contact
				<b>CALL TO ORDER AND ROLL CALL</b>			
6:10 PM	6:55 PM		0:45	<b>OPEN COMMENT AND COUNCIL/STAFF RESPONSE</b>			
6:55 PM	7:10 PM		0:15	<b>CONSENT AGENDA</b>			
				Hogan Pancost Annexation and Concept Plan- Resolution setting the hearing and 1st Reading Ordinance of annex 22 acre site of RL-2			Karl Guiler/Emily Richardson
				2nd Reading of 1st Adjustment to Base for the COB 2017 Budget			Devin Billingsley
				1st Reading Inclusionary Housing			Jay Sugnet/Emily Richardson
				Approval to Purchase an Easement Across Private Property			Dan Burke/Cecil Fenio
				<b>CALL-UP CHECK IN</b>			
				<b>PUBLIC HEARINGS</b>			
7:10 PM	8:10 PM	60 min	1:00	2nd Reading of Annexation Ordinance, Potential Public Hearing on Call-Up of Use Review and Concept Plan (90-96 Arapahoe)	Y	Y	Elaine McLaughlin/Emily Richardson
				2nd Reading Ordinance 8160 - 3303 Broadway Rezoning (length of time for item TBD after 5/25 BVCP update to Planning Board)	Y	N	Sloane Walbert/Emily Richardson
				<b>MATTERS FROM CITY MANAGER</b>			
				<b>MATTERS FROM CITY ATTORNEY</b>			
				<b>MATTERS FROM MAYOR AND MEMBERS OF COUNCIL</b>			
				<b>CALL-UPS</b>			
				Boulder Creek Arapahoe Underpass Project Community and Environmental Assessment Process (CEAP)			Melanie Sloan/Celia Seaton
				1440 Pine (Attention Homes) - Site and Use Review (and possible public hearing)			Karl Guiler/Emily Richardson
				<b>Total</b>			
			2:00	<b>If adding your item would bring the total estimated time to over 4 hours, please choose another meeting date. "The council's goal is that all meetings be adjourned by 10:30 p.m." - Title 2 Appendix, Council Procedure, B.R.C. 1981.-- NO NEW ITEMS</b>			<b>MEETING CLOSED</b>





# SPECIAL City Council Meeting (STUDY SESSION) followed by an EXECUTIVE SESSION

DRAFT Meeting Agenda - 6 p.m.

Tuesday, June 20, 2017

6/8/2017	Preliminary Materials Due
6/14/2017	Final Materials Due
	LAST MEETING BEFORE COUNCIL RECESS

Gray cells will be calculated for you. You do not need to enter anything in them.

Start	End	Min	Time	Item	PP	CAO	Contact
8:00 PM	8:05 PM		0:05	<b>CALL TO ORDER AND ROLL CALL</b>			
				<b>PUBLIC HEARINGS</b>			
8:05 PM	9:35 PM	90 min	1:30	Motion to approve Homelessness Strategy	Y		Wendy Schwartz/Corina Marin
				<b>MATTERS FROM CITY MANAGER</b>			
				<b>RESCHEDULE?</b> - Municipal Electric Utility & Energy Future Goals Strategy			
				<b>MATTERS FROM CITY ATTORNEY</b>			
9:35 PM	11:35 PM	120 min	2:00	Motion to go into executive session to obtain and discuss legal advice, including negotiation strategy, with respect to Boulder's electric utility	N	N	Tom Carr
			<b>Total</b>				
			<b>3:35</b>				

