CITY OF BOULDER
ENVIRONMENTAL ADVISORY BOARD MEETING REVISED AGENDA
DATE: August 11, 2021
TIME: 6 pm
PLACE: Online digital meeting

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1. **CALL TO ORDER**

2. **APPROVAL OF MINUTES**
   A. The July 7, 2021, Environmental Advisory Board meeting minutes are scheduled for approval.

3. **PUBLIC PARTICIPATION**

4. **DISCUSSION ITEMS**
   A. Access Management and Parking Strategy (AMPS) Implementation Update – Cris Jones and Chris Hagelin
   B. Air Quality Update – Laurel Mattrey
   C. Resilience Analysis – Paul Chinowsky
   D. Board's feedback regarding CU South – Brett KenCairn
   E. Carbon Capture Innovation Initiative – Brett KenCairn

5. **OLD BUSINESS/UPDATES**

6. **MATTERS FROM THE ENVIRONMENTAL ADVISORY BOARD, CITY MANAGER AND CITY ATTORNEY**

7. **DEBRIEF MEETING/CALENDAR CHECK**
   A. The next meeting is scheduled for Wednesday, September 1, 2021, from 6-8 p.m.

8. **ADJOURNMENT**

For more information call (303) 441-3272. Board packets are generally available after 12 pm the Thursday prior to the meeting, online at www.bouldercolorado.gov.

CITY OF BOULDER ENVIRONMENTAL ADVISORY BOARD
MEETING GUIDELINES

CALL TO ORDER
The board must have a quorum (three members present) before the meeting can be called to order.

AGENDA
The board may rearrange the order of the agenda or delete items for good cause. The board may not add items requiring public notice.

PUBLIC PARTICIPATION
The public is welcome to address the board (three minutes* maximum per speaker) during the Public Participation portion of the meeting regarding any item not scheduled for a public hearing. The only items scheduled for a public hearing are those listed under the category PUBLIC HEARING ITEMS on the agenda. Any exhibits introduced into the record at this time must be provided in quantities of eight to the Board Secretary for distribution to the board and admission into the record.

DISCUSSION AND STUDY SESSION ITEMS
Discussion and study session items do not require motions of approval or recommendation.

PUBLIC HEARING ITEMS
A Public Hearing item requires a motion and a vote. The general format for hearing of an action item is as follows:

1. Presentations

- Staff presentation (15 minutes maximum*) Any exhibits introduced into the record at this time must be provided in quantities of eight to the Board Secretary for distribution to the board and admission into the record.
- Environmental Advisory Board questioning of staff for information only.

2. Public Hearing

Each speaker will be allowed an oral presentation (three minutes maximum*). All speakers wishing to pool their time must be present, and time allotted will be determined by the Chair. Two minutes will be added to the pooled speaker for each such speaker's allotted time up to a maximum of 10 minutes total.

- Time remaining is presented by a green blinking light that means one minute remains, a yellow light means 30 seconds remain, and a red light and beep means time has expired.
- Speakers should introduce themselves, giving name and address. If officially representing a group please state that for the record as well.
- Speakers are requested not to repeat items addressed by previous speakers other than to express points of agreement or disagreement. Refrain from reading long documents, and summarize comments wherever possible. Long documents may be submitted and will become a part of the official record.
- Any exhibits introduced into the record at the hearing must be provided in quantities of eight to the Board Secretary for distribution to the board and admission into the record.
- Interested persons can send a letter to the Community Planning and Sustainability staff at 1739 Broadway, Boulder, CO 80302, two weeks before the Environmental Advisory Board meeting, to be included in the board packet. Correspondence received after this time will be distributed at the board meeting.

3. Board Action

Board motion. Motions may take any number of forms. Motions are generally used to approve (with or without conditions), deny, or continue agenda item to a later date (generally in order to obtain additional information).

- Board discussion. This is undertaken entirely by members of the board. Members of the public or city staff participate only if called upon by the Chair.
- Board action (the vote). An affirmative vote of at least three members of the board is required to pass a motion approving any action.

MATTERS FROM THE ENVIRONMENTAL ADVISORYBOARD, CITY MANAGER, AND CITY ATTORNEY
Any Environmental Advisory Board member, City Manager, or the City Attorney may introduce before the board matters which are not included in the formal agenda.

ADJOURNMENT
The board's goal is that regular meetings adjourn by 8 p.m. Agenda items will not be commenced after 8 p.m. except by majority vote of board members present.

*The Chair may lengthen or shorten the time allotted as appropriate. If the allotted time is exceeded, the Chair may request that the speaker conclude his or her comments.

CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS
MEETING SUMMARY

NAME OF BOARD/COMMISSION: Environmental Advisory Board

DATE OF MEETING: July 7, 2021

NAME/TELEPHONE OF PERSON PREPARING SUMMARY: Heidi Joyce, 303-441-3274

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:
Environmental Advisory Board Members Present: Miriam Hacker, Martin Hoerling, Susan Peterson, Michael SanClements, Hernan Villanueva
Environmental Advisory Board Members Absent:
City Staff Members Present: Brett KenCairn, Heidi Joyce

1. **CALL TO ORDER**
   M. Hoerling declared a quorum and called the meeting to order at 6 p.m. **B. KenCairn** reviewed the meeting protocols.

2. **APPROVAL OF MINUTES**
   On a motion by **M. Hacker**, seconded by **M. SanClements**, the Environmental Advisory Board voted 3-0 **(S. Peterson, H. Villanueva** absent) to approve the June 2, 2021, meeting minutes.

   M. Hoerling asked for clarification on a question raised at last month's meeting about how the city intends to plan for consumptive based emissions. **H. Joyce** will send **M. Hoerling** the video of the meeting, queued up to this discussion.

3. **PUBLIC PARTICIPATION**
   L. Segal opposed having so many rules and protocols for city board and commission meetings and would like more interaction between the public and the boards/commissions during the meetings. She also spoke in support of limiting water use.

   P. Culnan was concerned about a town in Canada that hit 120 degrees Fahrenheit. He spoke in support of electrification and encouraged the city to focus on solving climate change. He supported tree canopies, but said the focus needs to be on stopping the burning of fossil fuels.

   M. Hoerling said studies have shown evidence of increased daytime temperatures (up to 25 degrees Fahrenheit) in areas of low tree density compared to areas with abundant tree canopy. There may be future concern of compound events when electrification combined with heatwaves causes a failure of the grid. **B. KenCairn** requested a copy of the study from **M. Hoerling.**

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4. PUBLIC HEARING ITEMS

None.

5. DISCUSSION ITEMS

A. Presentation on Rights of Nature—Grant Wilson, Earth Law

Board Discussion:

- Regards to laws that have been passed in Latin America, beyond assigning representation to nature and allowing laws to go into place, has there been an effective change in trajectory in environmental degradation, or a change where the Rights of Nature have come to fruition?
    - Yes, especially in places of national constitution recognition (Columbia, Bangladesh), where standards are being considered/planned for mining and deforestation.
    - In the United States, some communities tried to stop fracking and industrial farming projects based on Rights of Nature. However, this is difficult to do locally because of state and federal laws. Until there is more state and federal support, there is only so much local communities can do.
- What role could the Environmental Advisory Board play to support of the Rights of Nature?
    - The board could recommend that City Council pass a statement, resolution, or ordinance in support of the Rights of Nature; get involved in a task force that would select legal guardians for the creek and watershed; and/or be part of the public dialogue and help shape the process through partnerships.
- How does the Rights of Nature coincide with federal and state regulation (for the Endangered Species Act)?
    - Under the Clean Water Act or the Endangered Species Act, activities and actions must comply with a permit. In creating a vision for restoring ecosystems, the city could work with landowners to create plans for native biodiverse habitats, for example.
- How can the Environmental Advisory Board, with guardianship, advise the city on ecosystem services versus the serving of ecosystems? What ecosystems should the board pay attention to, that are being overlooked?
    - Goal is to tie together the Rights of Nature with human, environmental rights, and the rights of future generations (youth).
    - The Environmental Advisory Board and the city could focus on restoring native ecosystems, climate change, improving water quality and living within our limits.

B. Presentation on urban forestry as climate action initiative and urban landscape carbon capture and management – Brett KenCairn, City of Boulder

Board Discussion:

- **M. SanClements** shared a link to an article: *Reforestation can sequester two petagrams of carbon in US topsoils in a century*.
- The board was introduced to the Urban Drawdown Initiative Decision Support Tool.
- Discussion on expanding urban forestry regionally, calculations of how much carbon

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a tree can hold and associated costs and proposed minimum thresholds for tree canopies.

- **M. SanClements** shared a link to an article: *What Technology Could Reduce Heat Deaths? Trees. - The New York Times (nytimes.com).*

C. Updates from Staff and Board

- Update on Climate Action Plan next steps
  - A Resolution will be presented to City Council this September.
  - Refined strategies and identified resource needs will be presented to City Council this December.
  - Jonathan Koehn, Interim Climate Initiatives Director, is reaching out to other city departments on ways to coordinate and partner on the plan.
- Update on Air Quality Effort
  - There is movement to position staff resources to this effort.
  - Dashboard with information on air quality measurements will be available soon on various regional city and county websites.
  - **L. Mattrey** will be invited to present an update at the August Environmental Advisory Board Meeting.
  - CPHE has information on monitoring potentially dangerous ozone levels.
- Discussion of resilience with **P. Chinowsky** is tentatively scheduled for August Environmental Advisory Board meeting.
- Update on single use plastics briefing is tentatively scheduled for the September board meeting.
- Update on demolition fees discussion is tentatively scheduled for the October board meeting.
- Update on exploration of carbon capture innovation development with CU and others will be scheduled for a future board meeting. Embodied carbon in building materials is another topic for future conversation with the board.

6. OLD BUSINESS/UPDATES

- Looking to Portland's recent high temperatures, Boulder could reach temperatures above 100 degrees Fahrenheit. Is Boulder prepared for three to four days of temperatures exceeding 112 to 113 degrees Fahrenheit? Is there a resilience plan in place? **M. Hoerling** may consider drafting a letter or memo on this topic.

7. MATTERS FROM THE ENVIRONMENTAL ADVISORY BOARD, CITY MANAGER AND CITY ATTORNEYDEBRIEF MEETING/CALENDAR CHECK

- Guidance on sharing information with Environmental Advisory Board members.
  - Direction to use SharePoint for sharing board information, instead of Google Docs.

8. DEBRIEF MEETING/CALENDAR CHECK

- The next meeting is scheduled for Wednesday, August 4, 2021 from 6-8 p.m.
  - The board discussed moving the August 4 board meeting to another August 11.

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9. ADJOURNMENT

The Environmental Advisory Board adjourned at 8:00 p.m.

Approved:

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Chair Date

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CITY OF BOULDER

Environmental Advisory Board

AMPS Implementation Update

August 11, 2021 Meeting

To: Environmental Advisory Board (EAB)

From: AMPS Implementation Leadership Team and Staff Working Group

Date: August 4, 2021

Subject: AMPS Implementation: Revitalizing Access in Boulder

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1. EXECUTIVE SUMMARY

The purpose of this memo is to provide an update and get EAB's feedback on Council supported strategies related to the Access Management and Parking Strategy (AMPS) implementation of the 2020-2021 workplan items:

- Reworking the Neighborhood Parking Permit (NPP) Program; and
- Measuring and capturing the value of city-maintained on-street and off-street parking to develop a new parking pricing and fines approach.

The process for developing and refining strategies for neighborhood parking management, parking pricing, and parking fines incorporated existing conditions data, community insights, and best practices from peer and aspirational communities nationwide. Each refined strategy was scored in terms of how well it fulfills the goals created from this process and cultivated with the help of the community and City Boards, Commissions, and Council. Strategies that most closely align with goals for each project objective, and the near-term actions necessary for implementing each strategy, have been reviewed by Council and are summarized below.

Neighborhood Parking Management

The strategy that most closely aligns with project goals and feasibility metrics is **Priority Based Neighborhood Access Management**, which entails assessment of the entire city by zone or neighborhood based on a key metrics, such as parking occupancy, trip

generation, and access to other modes of transportation, to determine an appropriate neighborhood parking management and permitting strategy similar to the implementation of the existing Chautauqua Access Management Plan (CAMP).

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations.
- Increase permit prices in accordance with prior Council direction on pricing and fee adjustments as follows. Note that these increases are in accordance with the City's existing 1994 Pricing Policy Guidelines.
    - Residents: From $17 per year, a $13 annual increase in 2022, with a $10 increase per year in subsequent years until full program cost recovery is achieved. Business: No change, as few business permits are sold and this permit type already covers its own costs.
    - Commuters: From $400 per year (charged quarterly), a $20 annual increase in 2022 and subsequent years until full program cost recovery is achieved.
- Maintain the "pause" on new NPP zone requests in 2022 while the City collects and analyzes utilization data as further defined below and as aligned AMPS projects are completed within the City's scheduled work plans.
- Establish eligibility for residential areas based on data collected.
- Develop communications and outreach materials.

Parking Pricing

The strategy that most closely aligns with project goals and feasibility metrics is **Performance-Based Pricing**, which entails pricing of on-street parking by block face in existing paid districts based on typical peak occupancy, with paid public loading zones in the highest-demand areas and uniformly lower off-street pricing.

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations to allow for pricing increases and dynamic pricing, in keeping with the City's 1994 Pricing Policy Guidelines for user fees.
- Increase the base on-street rate by $0.25.
- Maintain off-street daytime hourly rate of $1.25 but eliminate graduated rate structure
- Maintain off-street $3 flat rate from 3pm to 3am Monday through Friday but expand $3 flat rate to include weekends.
- Establish tiered rates in three tiers for on-street parking areas based on typical peak occupancy data. In the first few years, tiers would generally

range in pricing from $1.50 to $3.00, with year-over-year increases. An hourly maximum will be set at $5.00 in ordinance.
    - Develop communications and outreach materials.

Parking Fines

The strategy that most closely aligns with project goals and feasibility metrics is Graduated Fines + Mobility Safety, which entails graduated fines for all parking violations citywide, and higher fines for violations that impede mobility safety, such as parking in a bike lane. These higher fines are called "Mobility Safety Fines" and are similar to premiums for safety violations already levied by the City.

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations.
- Increase the base rate for most parking violations to $30 to more closely align with fines levied by CU Boulder and surrounding communities.
- Implement a premium for repeat violations within a calendar year (capped at the 3rd violation), and a premium for any violation that impedes mobility safety, such as parking in a bike lane.
- Develop communications and outreach materials.

2. AMPS: REVITALIZING ACCESS IN BOULDER INTRODUCTION

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

For reference, the AMPS Guiding Principles are:

- Provide for All Transportation Modes
- Customize Tools by Area
- Support Diversity of People
- Seek Solutions with Co-Benefits

- Plan for the Present and Future
- Cultivate Partnerships

Reworking the NPP Program and measuring the value of parking, jointly referred to as the AMPS: Revitalizing Access in Boulder project, are identified in AMPS as steps towards implementation. This effort is co-led by the City of Boulder departments of Transportation and Mobility, Community Vitality, and Planning and Development Services, with support from Communication and Engagement staff.

Other AMPS work and Phased Implementation approach

Staff offers a reminder that below-noted AMPS-related projects were originally scheduled to coincide with work plan items that have been delayed including:

- Parking Code Update (led by the Planning and Development Services Department) and
- Curbside Management (led by the Transportation and Mobility Department)

With these delays and appreciating the many transportation- and access-related consumer trends undoubtedly impacted by the ongoing pandemic, staff has refined and structured a timeline for implementation which is phased. Phasing implementation (for example - in the application of cost-recovery pricing adjustments and the determination of final curbside availability/use metrics) is reflected in staff final recommendations and next steps.

3. REVITALIZING ACCESS IN BOULDER GOALS

The project team has developed goals for each component of the project based on guiding planning documents, including AMPS and the Transportation Master Plan, among others. Goals reflect feedback from Boards and Commissions and were supported by City Council at the January 26, 2021 study session. Please see Attachment A for the January 26, 2021 City Council Study Session Memo and Attachment B for the Study Session Summary.

Neighborhood Parking Management Goals:

- Respond to user behaviors and the diversity of neighborhood needs in residential zones.
- Promote predictability, transparency, and understanding of neighborhood parking regulations.

- Generate revenue needed to achieve cost recovery and support evolving community needs.
- Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle.
- Increase quality of life benefits for everyone who lives in and frequents Boulder.

Parking Pricing and Fines Goals:

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

4. STRATEGY DEVELOPMENT AND REFINEMENT PROCESS

The following graphic summarizes the neighborhood parking management, parking pricing and fines strategy development and refinement process that was used in pursuit of the goals described above to identify, analyze, evaluate, and score the strategies that have been considered in this process and are summarized in this memo. A broader description of this work is available in the Alternatives Analysis Report, Attachment E.

a) Existing Conditions Analysis

One of the earlier steps in the strategy development and refinement process is to better understand existing conditions related to parking and curbside use, in Boulder. Boulder is widely considered a leader in providing options and support for access, parking, and transportation throughout the community and beyond, with parking benefit and transportation demand management districts, strategic planning, transportation demand management programs, parking planning, and curb management planning. The city's existing Neighborhood Parking Management, Parking Pricing, and Parking Fines policies and programs play a key role within this broader framework.

Neighborhood Parking Management (NPP Program)

Currently, the NPP Program manages parking in 13 zones. Most zones allow users without a permit to park for a limited time (2-3 hours). The Program was initiated in 1994 with the primary intent of managing spillover parking from activity centers (CU, Downtown) into surrounding neighborhoods, preserving neighborhood character, and promoting safety. Zones are created and/or expanded through a citizen-driven petition process followed by City review. This review process includes a public hearing with the Transportation Advisory Board (TAB), which provides a recommendation for approval

or denial by the city manager. The city manager then informs City Council of the final decision. The current approach is limited in terms of its responsiveness, support of travel choices outside the personal vehicle, and benefits for the whole community.

Parking Pricing

Currently, users pay for parking in on-street and off-street facilities in and around Downtown Boulder (CAGID), the University Hill General Improvement District (UHGID), and the Boulder Junction Access Districts (BJAD). Parking prices for all public facilities are generally set at $1.25/hour (with some increases for longer stays in Downtown garages, and a $2.50/hour price in Chautauqua during summer weekends). To date, there has been no set automatic annual increase to the existing pricing structure. Notably, parking revenues generated are sufficient to pay for the current expenses associated with the parking program and other transportation demand management/access initiatives led by the City. The current approach is limited in terms of its responsiveness to user behaviors, equity and transparency, and ability to manage parking resources effectively.

Parking Fines

Current fines for parking violations in Boulder are low compared to peer cities and even many cities in the Front Range, with most violations costing only $15 to $20 per citation no matter how many times a rule is violated by the same party. In addition, the City's fines are substantially lower than those of CU Boulder, which charges $35-60 for most violations. A limited number of violations are eligible for a graduated fine structure (e.g., parkers who violate the same rule more than once must pay a higher fine for each subsequent violation). The current approach is limited in terms of how well it can support effective parking management, support travel choices outside the personal vehicle, and reflect the true value of the public right-of-way.

- **Community Collaboration**

Community collaboration is another key task-area of the strategy development and refinement process. The project team, in partnership with Communications & Engagement staff, has implemented an extensive and thorough community engagement plan consistent with the city's Community Engagement Guide. The following graphics summarize the approach, participation, and key insights from collaborators.

Community Engagement Metrics

Engagement Methods

- **Broad Community Reach:**
  Digital Hub, Quick Polls, Discussion Forum, Questionnaire
- **Targeted Community Reach:**
  Virtual Engagement Modules, Targeted Questionnaires for NPP Holders and Public Parking System Users, NPP Focus Groups, Mobile Businesses Survey
- **Touches with Influential/Impacted Groups:**
  Access Allies Meetings, Community Connectors Meetings

Virtual Engagement Modules

5 Meetings with Community Organizations:

- Youth Opportunities Advisory Board
- Local Communities Coalition
- Boulder Transportation Connections Monday Morning Cup
- Community Cycles
- Boulder Transportation Connections Monthly Luncheon
- Center for People with Disabilities
- 88 unique attendees

Participation

Community Connectors

4 meetings with a team of 4 Community Connectors selected through an application process

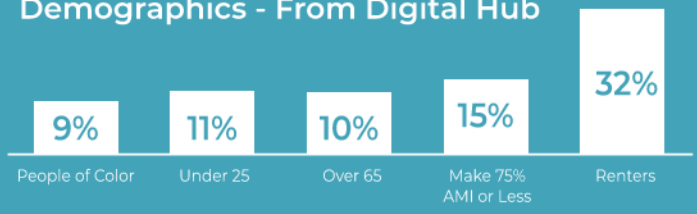
Access Allies

4 meetings with a team of 22, including 6 Board and Commission representatives

Digital Hub

5,522	Page Views
2,906	Unique Site Visits
1,161	Poll Responses
890	Questionnaire Responses

Demographics - From Digital Hub



Revitalizing Access in Boulder

Community Perspectives

Travel

Out of a list of parking management goals, respondents found that making it easier and more pleasant to use other forms of travel (like walking and biking) is the most important

Parking Permits

67% of respondents with a resident parking permit think their parking permit is worth at least what they pay for it

40% of respondents with a resident parking permit think their parking permit would be worth more to them if it included other transportation and access options and support, compared to only 22% who did not think it would be worth more with these benefits

56% of respondents feel that because they have a parking permit that they have paid for, they should use it daily or at least on a regular basis

City Parking Process

60% say they **do not** understand how the city makes decisions about neighborhood parking and access management

Parking Pricing

50% think public parking should cost more in the busiest areas and/or busiest times

Proximity of parking space to popular destinations is important in pricing say **75%**

44% say demand for parking in a given area is an important factor in costs to park

Drive and Park **45%** say parking pricing influences whether they drive and park

63% of respondents with a household income less than $25,000 say pricing influences their travel decisions

Parking Location

50% Prefer to park on-street while 21% prefer to park off-street

On-street parking should be available on a first-come, first served basis **67%**

65% **do not** believe that on-street parking should be prioritized over other potential uses in the public right-of-way (e.g. bike lanes, transit stops) during busy times

Targeted Outreach

At Board, Commission, and Council direction, the project team conducted targeted outreach to neighborhood parking permit holders, frequent users of Boulder's paid public parking resources, and mobile business owners. These outreach touchpoints included:

- **Current Neighborhood Parking Permit Holder Survey:** Online survey issued to current NPP holders (including residents, commuters, and business owners) with 173 respondents.
- **Mobile Businesses Survey:** Online survey issued to over 50 local mobile businesses, such as contractors and landscaping companies.
- **Paid Parking Survey:** Online survey issued to paid parking users, including permit holders and users of the ParkMobile payment app, with 177 respondents.
- **Neighborhood Parking Permit Focus Groups:** Three focus groups held in April with current NPP holders and people interested in the NPP Program, with 21 participants.

Community Connectors

A team of four Community Connectors met five times over the course of the project to provide guidance on strategies, with a focus on pricing and subsidy options for low-income community members, and tailoring outreach to meet the needs of traditionally underrepresented groups.

Board, Commission, and Council Feedback

The project team has provided updates on the project and gathered feedback from the Downtown Management Commission, the Boulder Junction Access Districts Commission, the University Hill Commercial Area Management Commission, the Planning Board, and the Transportation Advisory Board.

Feedback on strategy development and refinement has been received from Council at two study sessions in the first quarter and second quarter of 2021. At the June 22, Study Session Council expressed general support for the AMPS Implementation most aligned strategies for Parking Pricing, Fines and Neighborhood Parking Management. Additional fine tuning was requested related to weekend pricing in city owned garages and resulting equity considerations related to lower wage workers in the downtown area. Council also requested that staff gather input on the supported strategies from the Environmental Advisory Board and the Human Relations Commission specifically in regard to how the proposed strategies support environmental and equity goals.

During the course of this project, Boulder's City Council approved the Citywide Retail Strategy and adopted the city's first Racial Equity Plan and established new means of conducting community engagement to ensure that polices, programs and initiatives of the

city benefit from inclusive engagement and allow for vetting of unintended consequences of considered policy enhancements or adjustments. This project benefitted from these additional considerations which are reflected in recommendations and next steps.

5. PROJECT NEXT STEPS

Neighborhood Parking Management: Implementing Priority-Based Access Management

Full Implementation of Priority-Based Access Management will include:

- **Ordinance and Regulation Changes:** Updates to the city's municipal code and City Manager regulations to reflect the new program.
- **Data Collection and Analysis:** Standardized data collection and analysis to identify and prioritize appropriate neighborhood parking management solutions.
- **Communication and Staff Training:** A combination of online and face-to-face communications to help current and prospective NPP holders understand their options, and training for front-line staff.

Capital and ongoing costs associated with implementing and operating the Priority-Based Access Management strategy will be fully covered by projected program revenues by 2024.

Parking Pricing: Implementing Performance-Based Pricing

Full implementation of Performance-Based Pricing will include:

- **Ordinance and Regulation Changes:** Updates to the city's municipal code and City Manager regulations to reflect the new program.
- **Data Collection and Analysis:** Standardized data collection and analysis to evaluate typical peak occupancies on on-street block faces and change rates as necessary.
- **Communication:** A combination of online and on-the-ground communication to help users of the public parking system understand their parking options and make transportation decisions based on those options.

Capital and ongoing costs associated with implementing and operating the Performance-Based Pricing strategy will be fully covered by projected program revenues; additionally, the strategy is expected to generate additional net revenue which can be used for operating the city's parking and transportation demand management special districts, funding mobility offerings for community members, off-setting permit subsidies for income-qualified residents and employees, and more.

Additionally, at the request of Council, staff will conduct a review and analysis of **Weekend Garage Pricing** and its associated impacts. This will include:

- **Existing Condition Analysis and Data Collection:** Looking into and analyzing data including garage and on-street weekend utilization, $3 flat rate evening product utilization, and weekend transit ridership.
- **Development of Alternatives:** Using the collected data as a guide, staff will develop different strategies and options for weekend pricing and potential alternatives. These options will strive to balance equity, environmental, and economic impacts of weekend pricing.
- **Communication:** A combination of online and on-the-ground communication to help users of the public parking system understand any changes to weekend parking rates and help them to make the best decision for their needs.

Parking Fines: Implementing Graduated Fines + Mobility Safety Fines

Full implementation of Graduated Fines + Mobility Safety Fines includes:

- **Ordinance and Regulation Changes:** Updates to the city's municipal code and City Manager regulations to reflect the new program.
- **Communication:** A combination of online and on-the-ground communication to help users of the public parking system understand the changes to parking violation fines and make parking choices based on that information.

Capital and ongoing costs associated with implementing the Graduated Fines + Mobility Safety Fines strategy will be fully covered by projected program revenues.

6. QUESTIONS FOR THE ENVIRONMENTAL ADVISORY BOARD

At the August 11, 2021 meeting, project staff would like to obtain the Environmental Advisory Board's feedback concerning:

i. What is the EAB's feedback on the proposed key next steps in implementation for each of the strategies?

ii. City Council has recommended that we gather additional feedback to ensure that a balance is struck between environmental and social equity goals. What would the EAB's advice be for the project team to make sure these goals are met?

7. LIST OF ATTACHMENTS

- Attachment A – January 26 City Council Study Session AMPS Implementation and Progress Memo and Attachments

- Attachment B – January 26 City Council Study Session Summary
- Attachment C – June 22 City Council Study Session AMPS Implementation and Progress Memo and Attachments
- Attachment D – June 22 City Council Study Session Summary
- Attachment E – Alternatives Analysis Report
- Attachment F – Implementation and Action Summary

STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

FROM: Chris Meschuk, Interim City Manager
Yvette Bowden, Assistant City Manager & Director of Community Vitality
Erika Vandenbrande, Director, Transportation & Mobility
Cris Jones, Deputy Director Community Vitality
Natalie Stiffler, Deputy Director, Transportation & Mobility
Chris Hagelin, Acting Transportation Planning Manager, Transportation & Mobility
Ryan Noles, Senior Transportation Planner, Transportation & Mobility
Michele Scanze, Project & Program Specialist, Community Vitality

DATE: January 26, 2021

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

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EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EXISTING CONDITIONS, KEY FINDINGS AND DRAFT PROJECT GOALS

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

Neighborhood Parking Management

Existing Conditions

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

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

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

Key Findings

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

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

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

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

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

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

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

Draft Project Goals for Neighborhood Parking Management

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

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

Parking Pricing and Fines

Existing Conditions

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

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

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

Key Findings

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

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

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

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

Draft Project Goals for Parking Pricing and Fines

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

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

QUESTIONS FOR COUNCIL

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

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

Core questions for council include:

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

PROJECT BACKGROUND

Planning and Implementation Framework

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

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

The AMPS Guiding Principles are:

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

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

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

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

PROJECT PROGRESS

Board and Commission Feedback To Date

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

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

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

Community Engagement and Collaboration To Date

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

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE
PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding a problem, alternatives, opportunities and/or solutions.	To obtain public feedback on public analysis, alternatives and/or decisions.	To work directly with the public throughout a process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and identification of a preferred solution.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations, and share feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are reflected in any alternatives and share feedback on how the public input influenced the decision.	We will work together with you to formulate solutions and to incorporate your advice and recommendations into the decisions to the maximum extent possible.

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

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

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

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

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

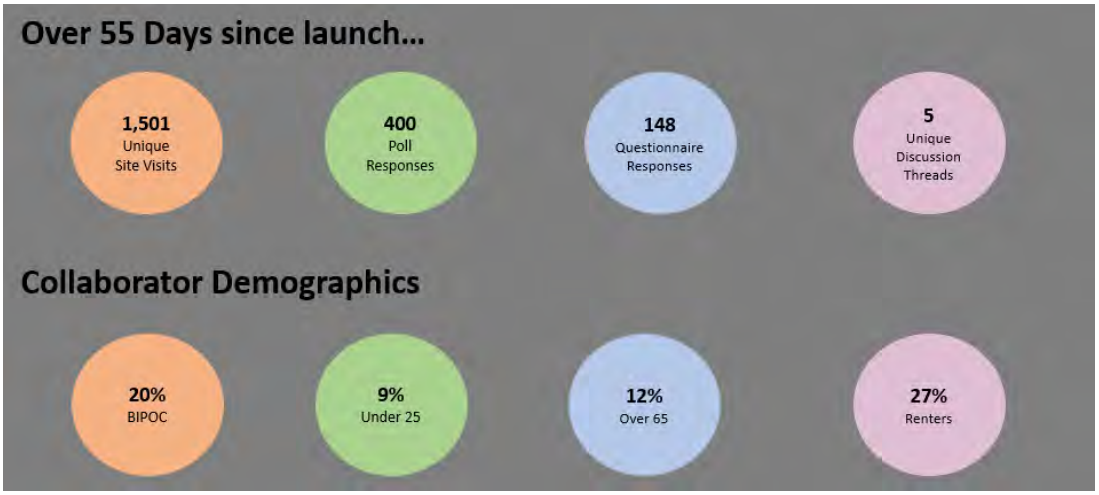
additional opportunities for real-time collaboration, community-building, and consensus-building around the project. A substantial outreach effort culminated in the distribution of over 2,000 emails, an app push-notification sent to 20,000 parking customers, social media outreach on Facebook, Twitter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

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

Please see Attachment F for the public engagement plan.

Community Feedback To-Date

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



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

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

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

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

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

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

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

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

NEXT STEPS

Next steps in this effort include:

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

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

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

ATTACHMENTS

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

INFORMATION ITEM
MEMORANDUM

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

From: Jane S. Brautigam, City Manager

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

Date: December 10, 2019

Subject: AMPS Implementation and 2020 Workplan

I. EXECUTIVE SUMMARY

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

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

II. AMPS INTRODUCTION

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

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

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

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

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

III. RECENT PROGRESS AND UPDATES

A. Chautauqua Access Management Plan (CAMP)

Why/Purpose

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

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

Team leads

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

Strategy/Approach

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

Challenges and Opportunities

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

Work completed to date

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

Next steps

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

B. Civic Area Parking and TDM Program

Why/Purpose

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

Staff lead/team

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

Strategy/Approach

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

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

Challenges/Opportunities

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

Work completed to date

The Civic Area parking and TDM Program accomplishments include:

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

Next steps

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

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

C. TDM Plan Ordinance for New Developments

Why/Purpose

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

Staff lead/team

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

Strategy/Approach

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

Challenges/Opportunities

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

Work completed to date

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

Next steps

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

D. Parking Code Updates

Why/Purpose

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

Team leads

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

Strategy/Approach

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

Challenges/Opportunities

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

Work completed to date

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

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

Next steps

The immediate next steps for this project include:

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

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

E. Parking Pricing

Why/Purpose

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

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

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

Team Leads

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

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

Strategy/Approach

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

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

Challenges/Opportunities

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

Work completed

The current work completed in 2019 includes:

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

Next steps

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

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

Why/Purpose

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

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

Staff lead/team

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

Strategy/Approach

The proposed strategy for evolving the NPP Program is:

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

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

Challenges/Opportunities

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

Work completed

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

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

Next steps

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

IV. SUMMARY

A. 2020 Workplan Items

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

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

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

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

B. Boards, Commission and City Council Involvement

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

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

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

V. CONCLUSION

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

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

ACCESS MANAGEMENT & PARKING STRATEGY

AMPS

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

Acknowledgments

City Council

Planning Board

Transportation Advisory Board

Environmental Advisory Board

Boulder Junction Access District Parking Commission

Boulder Junction Access District Demand Management Commission

Downtown Management Commission

University Hill Commercial Area Management Commission

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- Bill Fox
- Carlos Hernandez

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- Matthew Kaufmann
- Ulla Hester

City Staff

MANAGEMENT AND ADMINISTRATION

Jane S. Brautigam—*City Manager*

Mary Ann Weideman—*Deputy City Manager*

Sandra Llanes—*Senior Assistant City Attorney, City Attorney's Office*

COMMUNITY VITALITY

Molly Winter—*Executive Director, Community Vitality*

Melissa Yates—*Manager, Access and Parking, Community Vitality*

Donna Jobert—*Financial Manager, Community Vitality*

Lane Landrith—*Business Assistance and Special Events Coordinator, Community Vitality*

Sarah Wiebenson—*Coordinator, University Hill Redevelopment*

Nathan Wolfe—*Supervisor, Parking Enforcement, Community Vitality*

TRANSPORTATION

Michael Gardner-Sweeney—*Director of Public Works for Transportation*

Kathleen Bracke—*GO Boulder Manager, Transportation*

Chris Hagelin—*Senior Transportation Planner, Transportation*

Randall Rutsch—*Senior Transportation Planner, Transportation*

David "DK" Kemp—*Senior Transportation Planner*

Jean Sanson—*Senior Transportation Planner*

Bill Cowern—*Principal Traffic Engineer*

HOUSING AND SUSTAINABILITY

Jay Sugnet—*Senior Planner, Boulder Division of Housing*

Karl Guiler—*Senior Planner, Planning, Housing and Sustainability*

Elaine McLaughlin—*Senior Planner, Planning, Housing and Sustainability*

COMMUNICATIONS

Ben Irwin—*Manager, Communications*

Lisa Smith—*Specialist, Communications*

Deanna Kamhi—*Specialist, Communications*

Introduction *to* AMPS

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

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

PROJECT GOALS

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

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

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

ATTACHMENT A

GUIDING PRINCIPLES

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

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

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

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

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

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

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

FOCUS AREAS: *Tools for Change*

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

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

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

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

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

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

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

BEST PRACTICES SUMMARY

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

AMPS Best Practices and Peer City document

PHASE 1 (2014)
ORGANIZATION & BASELINE ASSESSMENT

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

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

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

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

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

Public Involvement

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

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

AMPS STAKEHOLDER GROUPS

INTERNAL GROUPS

- City staff
- Boards & Commissions
- City Council

EXTERNAL GROUPS

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

IN-PERSON STRATEGIES

Presentations to Community Groups

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

Presentations to Boards and Commissions

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

"Coffee Talks"

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

Focus Groups

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

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

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

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

ONLINE & DIGITAL MEDIA STRATEGIES

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

Social Media
Twitter: @BoulderParking @Bouldergobldr #BoulderAMPS

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

WHAT WE LEARNED

2014-2015 COFFEE TALKS

How are community members getting around Boulder?

- Driving, walking, and biking

How could the way you access Boulder be improved?

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

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

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

2015-2016 COMMONPLACE DIGITAL ENGAGEMENT TOOL

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

Top 5 themes across all comments:

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

2016 SEPTEMBER VALUE OF PARKING WORKSHOP

Common Themes:

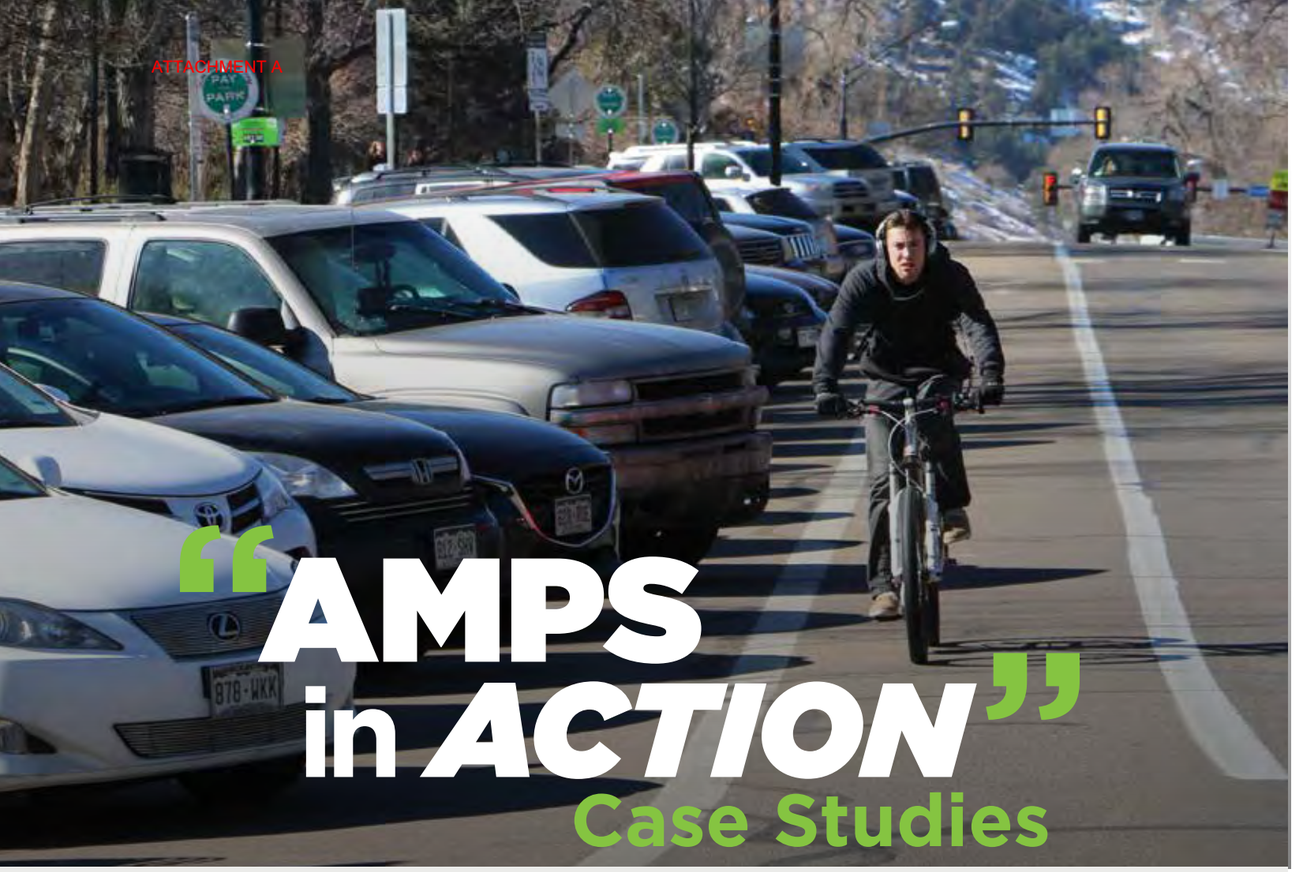
- Support climate commitment and TMP.
- Develop shared vision with stakeholders.
- Connect town and gown.
- Clearly define and communicate the "value proposition".
- Create one-stop-shop portal/app; ease of use; communication; customer service/experience.
- Tailor information for audiences; offer solutions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

2016 OCTOBER COMPLETE STREETS WORKSHOP

Common Themes:

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

ATTACHMENT A



"AMPS in ACTION" Case Studies

district management

parking

travel options

technology

code

pricing

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

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

AMPS IN ACTION

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

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

SUPPORT A DIVERSITY OF PEOPLE
- CS: University Hill
- TC:

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

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

CULTIVATE PARTNERSHIPS
- CS: d2d Pilot
- TC:

ACCESS MANAGEMENT & PARKING STRATEGY

"Where we want to go"

GUIDING PRINCIPLES

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

"How we're going to get there"

OPERATIONAL PATH

1 IDENTIFY
Project type
Workload balance
Budget
Timing

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

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

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

5 IMPLEMENT
Pilot
Ordinance revision
New program
Define/refine policy

6 EVALUATE
Document process and results
Performance measure review
Process improvement

PROVIDE FOR ALL TRANSPORTATION MODES

CASE STUDY: DOWNTOWN BOULDER

district management | parking | pricing

Introduction

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

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

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

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

Parking Cash Out

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

SolidFire, Boulder, CO

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

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

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

Observations

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

Public Involvement

KEY PLAYERS

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

TOOLS

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

What's in the Works?

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

Resources:

- AMPS website

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

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

CUSTOMIZE TOOLS BY AREA

CASE STUDY: BOULDER JUNCTION ACCESS DISTRICT (BJAD)

travel options

technology

Introduction

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

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

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

Key Goals

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

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

Observations

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

Staff & Consultant Collaboration

CITY OF BOULDER

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

CONSULTANTS

- Fox Tuttle Hernandez, RRC

Public Involvement

KEY PLAYERS

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

TOOLS

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

What's in the Works?

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

Resources:

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

SUPPORT A DIVERSITY OF PEOPLE

CASE STUDY: UNIVERSITY HILL

district management | travel options | code

Introduction

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

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

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

Ecopass Pilot

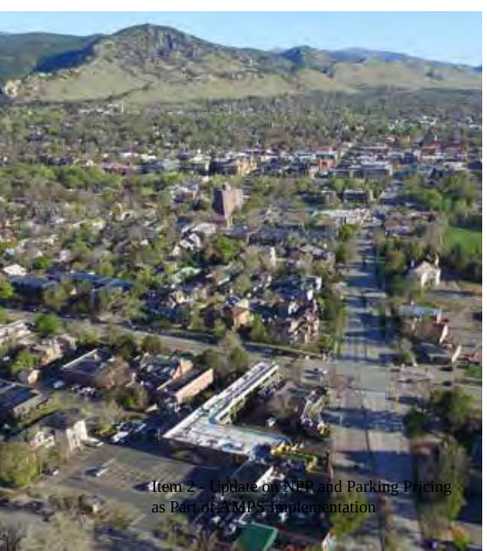
In 2016, a Hill Employee EcoPass program was piloted to reduce employee parking demand and expand multimodal access to The Hill. Pilot goals included:

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

Alleyway Project

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

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



"Event Street"

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

Potential New Garage and Hotel

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

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

Observations

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

Staff & Consultant Collaboration

CITY OF BOULDER

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

CONSULTANTS

- Russel + Mills Studio
- RRC Associates

Public Involvement

KEY PLAYERS

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

TOOLS

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

What's in the Works?

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

Resources:

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

Sketch from Russel + Mills Studio University Hill Event Concept

ACCESS MANAGEMENT & PARKING STRATEGY

SEEK SOLUTIONS WITH CO-BENEFITS

CASE STUDY: CHAUTAUQUA ACCESS MANAGEMENT PLAN

district management | parking | travel options

Introduction

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

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

Data Collection

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

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

Observations

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

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

Staff & Consultant Collaboration

CITY OF BOULDER
- Open Space and Mountain Parks

CONSULTANTS
- Fox Tuttle Hernandez, RRC
- RRC Associates

Public Involvement

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

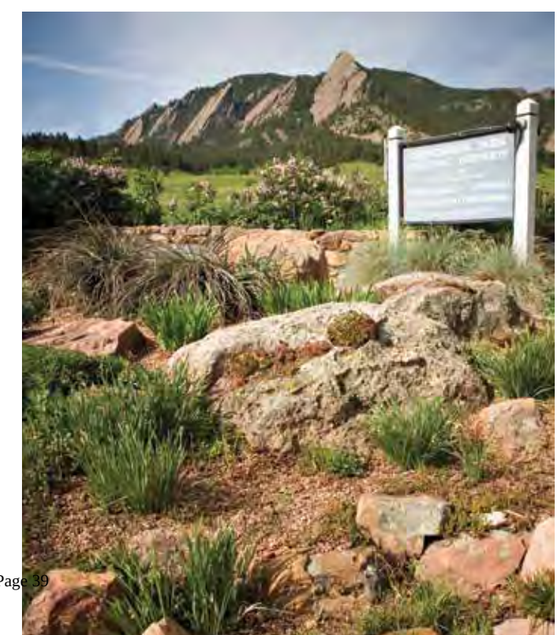
TOOLS
- Online questionnaire
- Open houses
- City Council, Boards, and Commission presentations
- Project website

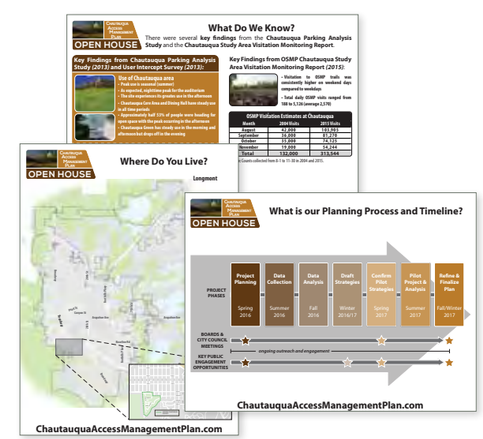
What's in the Works?

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

Resources:

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





Boards from CAMP presentation

ACCESS MANAGEMENT & PARKING STRATEGY

PLAN FOR THE PRESENT AND FUTURE

CASE STUDY: EAST ARAPAHOE TRANSPORTATION PLAN

district management | travel options | code

Introduction

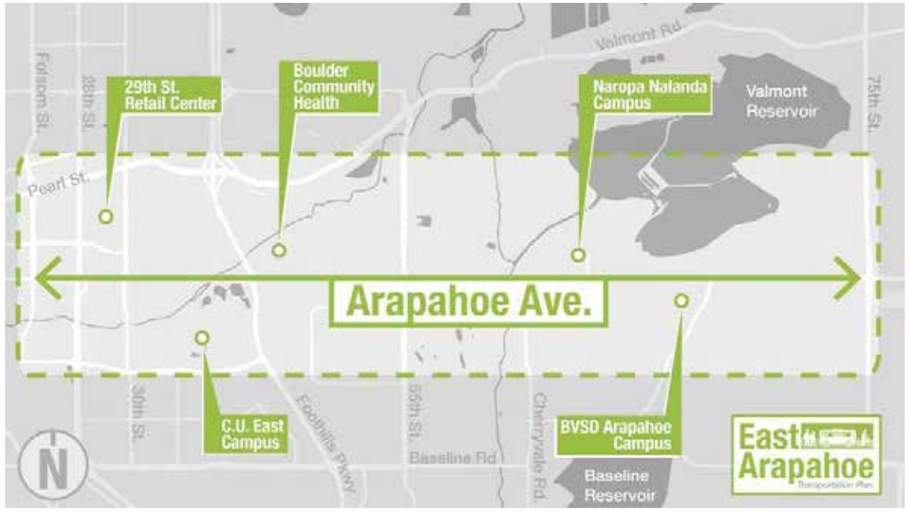
In 2014, an RTD Northwest Area Mobility Study recommended State Highway 7 Corridor (Arapahoe Avenue to 287, and Baseline Road east to I-25) between Boulder, Lafayette, and Brighton as a strong candidate for a regional arterial Bus Rapid Transit (BRT) line.

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

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

Key Goals

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



Observations

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

Staff & Consultant Collaboration

CITY OF BOULDER

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

CONSULTANTS

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

Public Involvement

KEY PLAYERS

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

TOOLS

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

What's in the Works?

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

Resources:

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

CULTIVATE PARTNERSHIPS

CASE STUDY: DOOR TO DOWNTOWN (d2d PILOT)

travel options | technology

Introduction

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

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

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

Key Goals

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

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

Observations

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

Staff & Consultant Collaboration

CITY OF BOULDER

- Community Vitality
- Transportation
- City Attorney's office

CONSULTANTS

- Commutifi
- Rocky Mountain Institute

Public Involvement

KEY PLAYERS

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

TOOLS

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

What's in the Works?

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

Resources:

- Program Information and FAQ
- RMI final report

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

– Jeruld Weiland, Managing Director
Rocky Mountain Institute

Performance MEASURES

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

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

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

PERFORMANCE MEASURES:

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

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

PERFORMANCE MEASURES:

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

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

PERFORMANCE MEASURES:

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

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

PERFORMANCE MEASURES:

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

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

PERFORMANCE MEASURES:

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

AMPS Guiding Principle: **Cultivate Partnerships**

PERFORMANCE MEASURES:

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

EXISTING PLANS & RESOURCES

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

ACCESS MANAGEMENT & PARKING STRATEGY

ACCOMPLISHMENTS & *Ongoing Work*

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

PHASE 1 ORGANIZATION & BASELINE ASSESSMENT

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

Phase 1 Resources

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

2014 Accomplishments

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

PHASE II: PUBLIC INVOLVEMENT & TARGETED WORK BY FOCUS AREA

Phase II Resources

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

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

Targeted work by Focus Area included:

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

2015 Accomplishments

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

2015 Accomplishments cont.

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

PHASE III: PROCESS DEFINITION & MEASURING PROGRESS

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

CAMP

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

Next Steps

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

Phase III continued on next page

Phase III continued

Civic Area Parking Management and TDM Programs

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

Next Steps

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

Parking Code Changes

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

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

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

Next Steps

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

Parking Pricing

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

Next Steps

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

TDM Plan Ordinance for New Developments

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

Next Steps

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

NPP Review

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

Next Steps

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

Preparing for THE FUTURE

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

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

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

SHARED TRAVEL OPTIONS

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

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

DATA-DRIVEN MANAGEMENT

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

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

ADAPTIVE REUSE PRINCIPLES

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

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

AUTONOMOUS & CONNECTED VEHICLES

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

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

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

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

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

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

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

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

Traffic Technology Today *has an excellent email newsletter.*

IMPACTS OF EVs

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

Items for consideration include:

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

Attachment A - Winter 2020 AMPS Implementation Information Item

VII. APPENDIX II: 2019 CAMP HIGHLIGHTS

2019 CAMP HIGHLIGHTS

PARK-TO-PARK

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

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

~ Shelly Benford
Executive Director
The Colorado Chautauqua Association

642 AVERAGE DAILY RIDERS
↓ 3 SINCE 2018

21,187 TOTAL RIDERS
↓ 484 SINCE 2018

794 AVERAGE DAILY PARKING
↑ 34 SINCE 2018

26,266 TOTAL PARKING TRANSACTIONS
↑ 1,182 SINCE 2018

DAYS WITH MOST SHUTTLE RIDERS

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

VIII. APPENDIX III: NEIGHBORHOOD PARKING PERMIT PROGRAM HIGHLIGHTS

Neighborhood Parking Permit Program

Highlights

Started in 1994 to provide neighborhood livability

Started with

3

NPP Zones in 1994

Has expanded to

12

NPP Zones in 2019

NPP Program Reach

Currently serves

3,481

Households

Parking Enforcement Officers monitor

16.5

Miles in NPP zones

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

1812

NPP Residential Permits

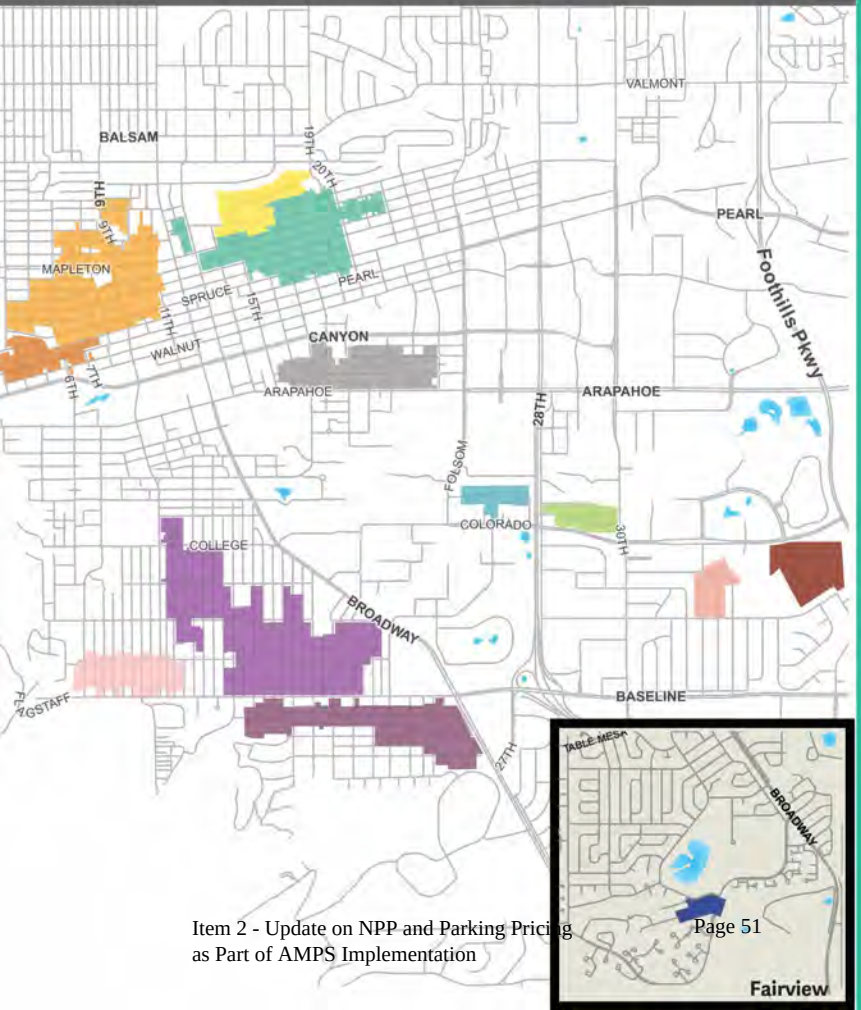
266

NPP Commuter Permits

7

NPP Business Permits

NPP Zones



NPP Definitions

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

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

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

NPP Legend

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

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

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

Request for Proposal (or Qualifications) Development

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

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

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

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

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

Project Timing

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

Project Budget

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

THE SOLESBEE GROUP
319.654.4050 | thesolesbeegroup.com

ATTACHMENT A

CITY OF BOULDER
CITYWIDE PRICING POLICY GUIDELINES

I. INTRODUCTION

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

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

II. OVERVIEW

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

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

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

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

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

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

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

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

III. PRICING POLICY GUIDELINES

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

A. Full Cost Recovery:

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

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

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

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

B. Partial Cost Recovery:

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

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

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

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

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

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

C. No Cost Recovery:

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

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

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

D. Enterprise Center:

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

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

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

E. Other Considerations:

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

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

IV. DEFINITIONS

A. Costs

1. Direct Costs

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

2. Indirect Costs

a. Department Overhead

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

b. Citywide Overhead

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

3. Add-Ins/Take-Outs

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

B. Fees

1. Full Cost Fee

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

2. Partial Cost Fee

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

3. Market Rate Fee

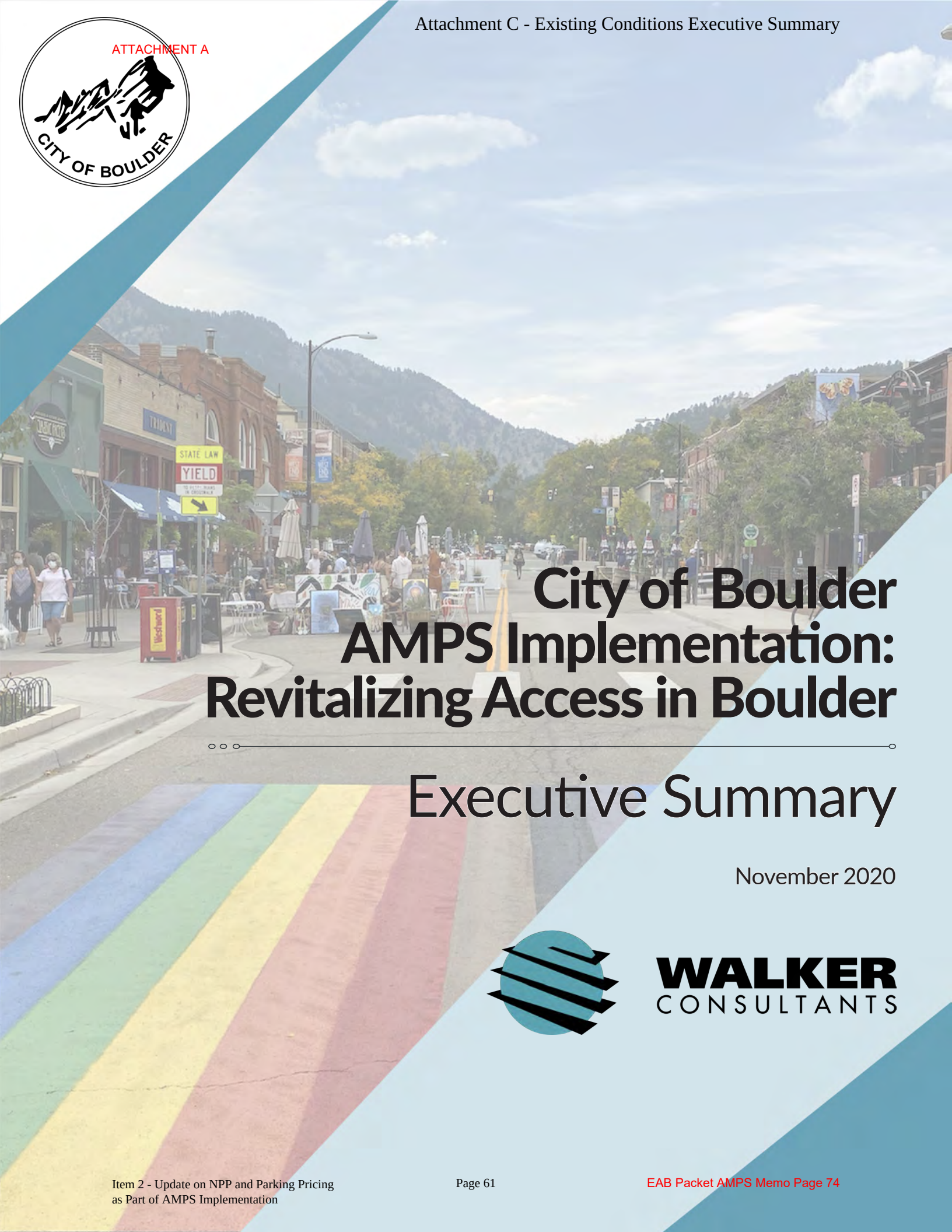
Once the market is defined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), then a market rate fee can be set. A market rate fee is based on demand for a service. The fee is set at the highest level the market will bear for the service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

C. Sources of Funds

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

klm\wp51fee\feeguide

ATTACHMENT A



City of Boulder AMPS Implementation: Revitalizing Access in Boulder

Executive Summary

November 2020

WALKER CONSULTANTS

ATTACHMENT A

EXECUTIVE SUMMARY

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

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

PLANNING CONTEXT

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

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

KEY PLANNING PRINCIPLES

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

- **The importance of managing parking and access:** Active management of parking and access citywide provides a multitude of benefits to the community, including more effective distribution of parking occupancy, equity for all users regardless of travel choice and reduced vehicle congestion, among others.

- **The value of the public right of way:** The public right of way, including the curb—meaning the area where the street meets the sidewalk—serves as a travel way, a

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

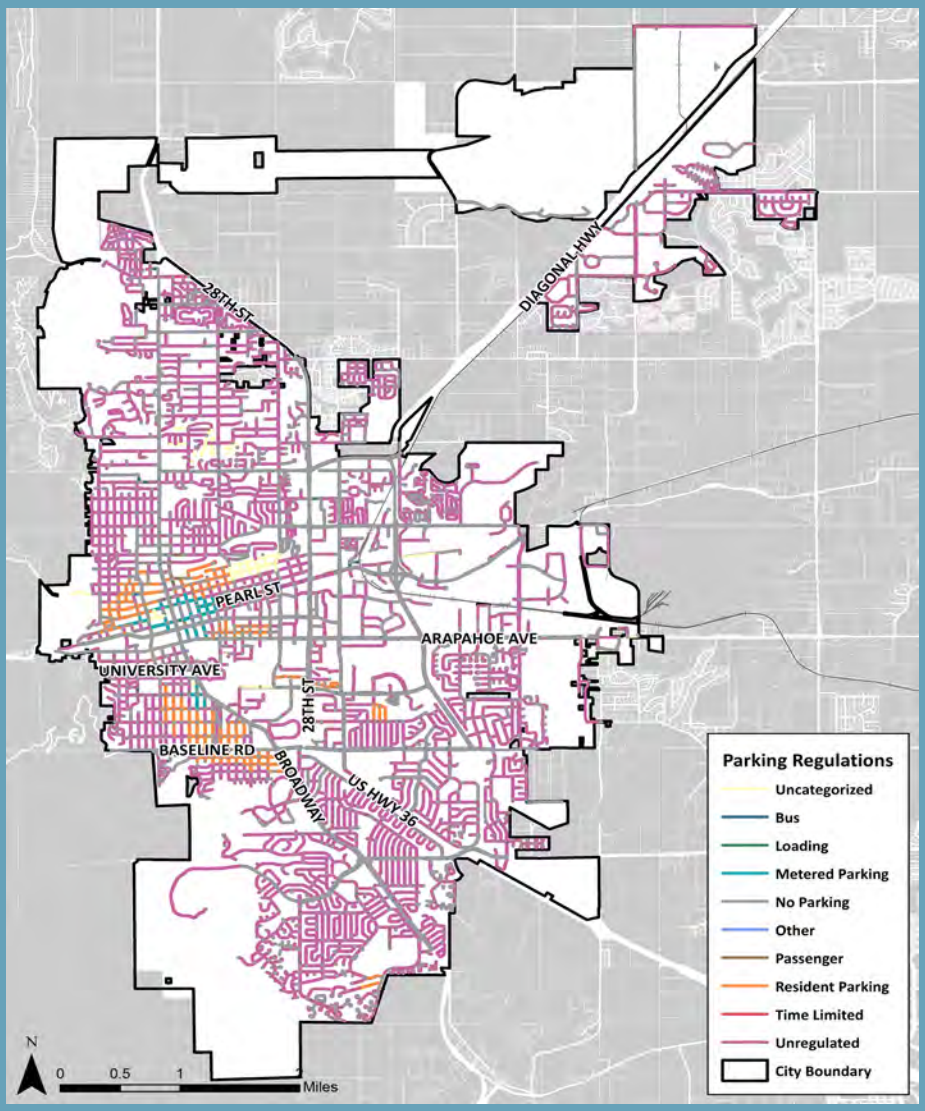
pedestrian realm, a community gathering and greening space and a flexible zone for transit access, vehicle storage, passenger pick-up and drop-off, deliveries and more. This space is a valuable public resource and cities should seek to find its highest and best use in all locations.

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

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

AN OVERVIEW OF PARKING AND ACCESS RESOURCES

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



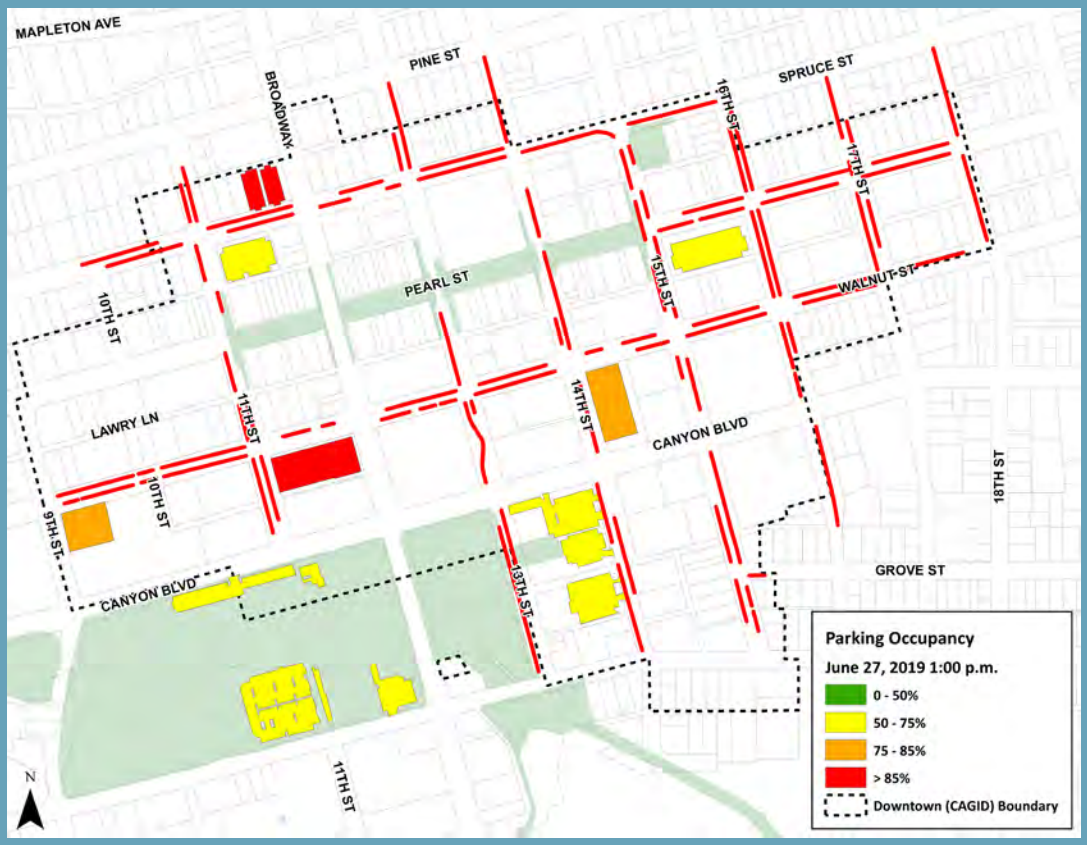
Curb lane by use, city-wide

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

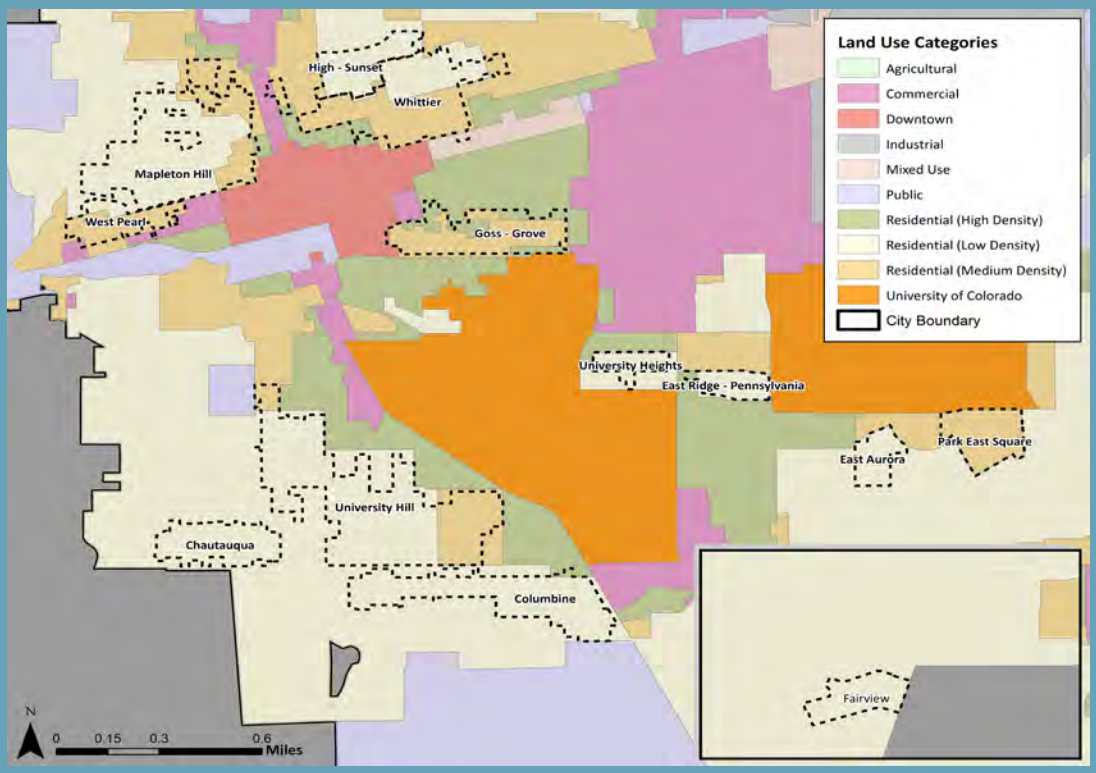
Not surprisingly, the areas of the city in which parking is actively managed are those where parking occupancy is typically the highest. The highest continual parking occupancy is concentrated downtown, where both public on-street and most public off-street facilities approach or reach capacity during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

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

ATTACHMENT A



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



NPP zones and surrounding primary land use context

ATTACHMENT A

CURRENT FACTORS IN TRAVEL CHOICES AND DECISION-MAKING

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

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

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

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

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

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

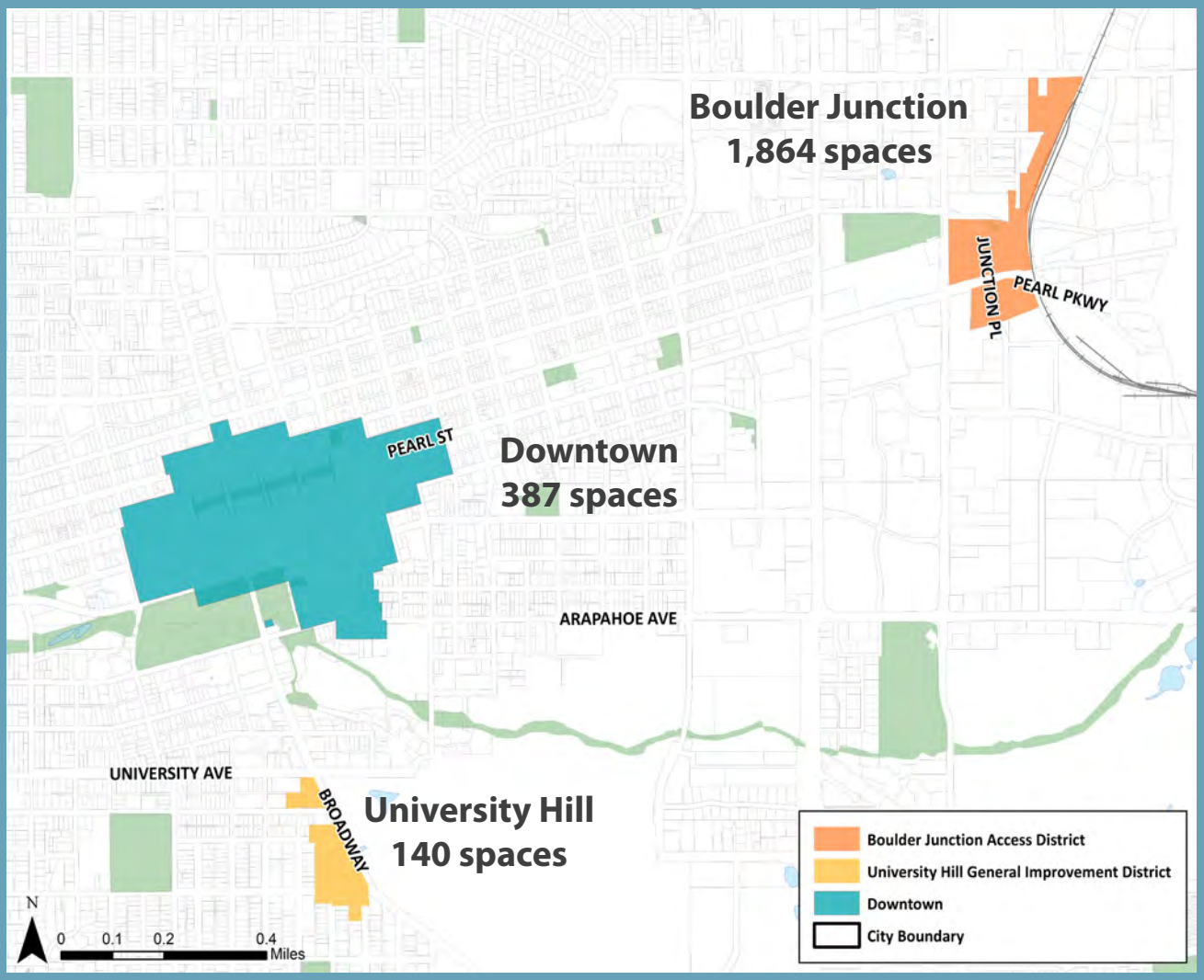
PROJECTED CHANGES TO PARKING AND ACCESS RESOURCES

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

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

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

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



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

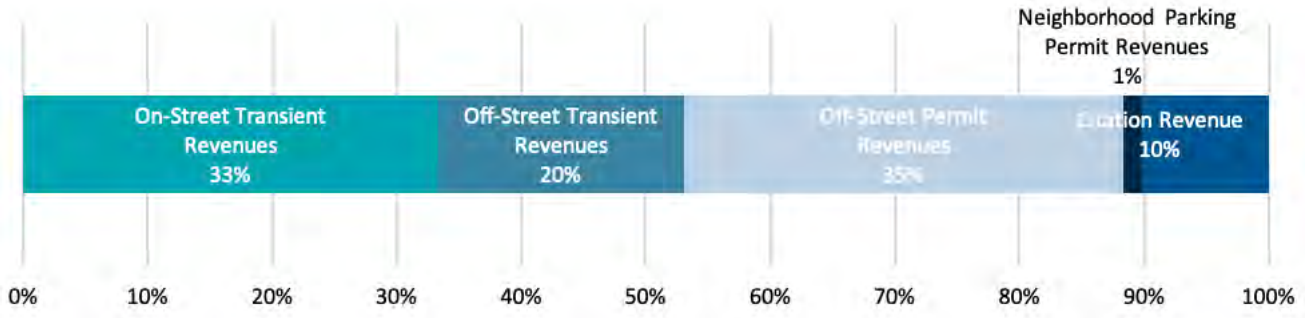
FINANCIAL HEALTH OF THE CITY'S PARKING AND ACCESS RESOURCES

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

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

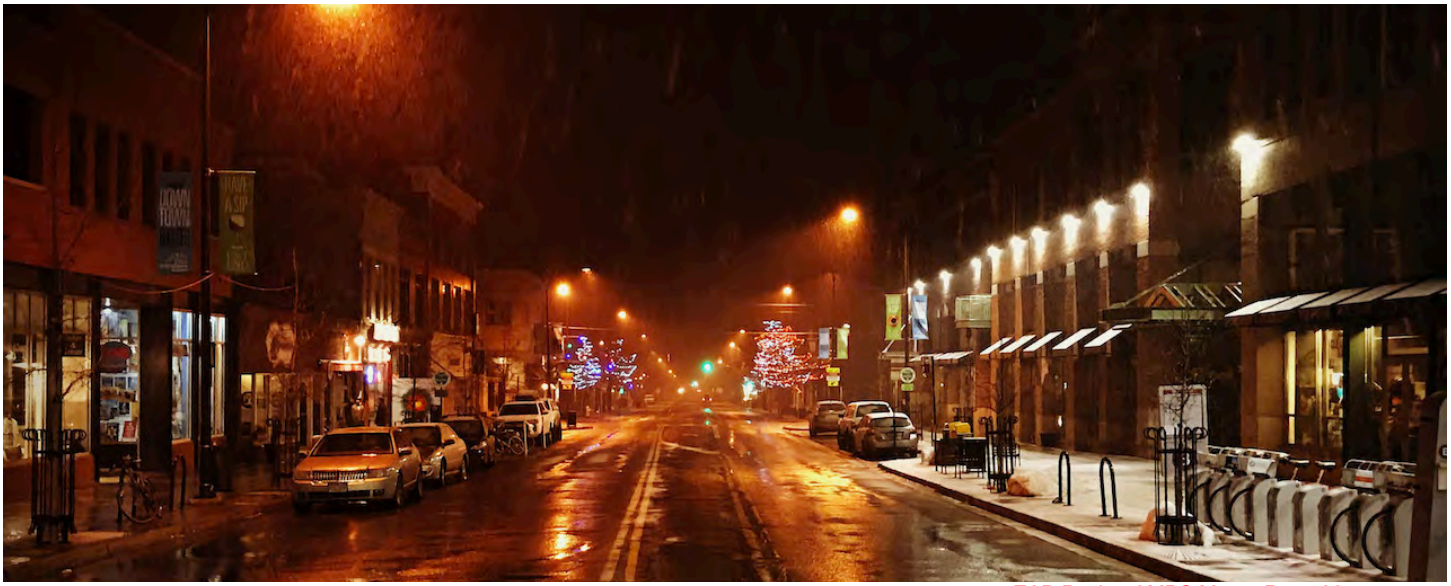
The NPP Program must use other funding sources to pay for its expenses, as it does not generate sufficient revenue to cover them. The city has chosen to subsidize this program through the General Fund due to the contributions it makes toward the city's parking and access vision.

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



CONCLUSION

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



AMPS Implementation Leadership Team

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

AMPS Implementation Staff Working Group

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

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

ATTACHMENT A

Boulder AMPS Implementation: Revitalizing Access in Boulder

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

PROJECT PURPOSE

The project purposes are:

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

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

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

PROJECT WEBSITE
WWW.ACCESS4BOULDER.COM

GET INVOLVED

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

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

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

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

WHAT IS THE PROJECT SCHEDULE?

SUMMER 2020 - FALL 2020

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

Existing Conditions

FALL 2020 - WINTER 2020 - 2021

Develop a series of strategies for the NPP Program and pricing for on-and off-street parking spaces maintained by the city.

Strategy Development

WINTER 2021 - SPRING 2021

Evaluate and rank strategy options.

Alternatives Analysis

SPRING 2021 - SUMMER 2021

Select and fully articulate preferred strategies, including next steps and costs.

Implementation and Action Plan

SUMMER 2020 - SUMMER 2021

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

Public Engagement

ATTACHMENT A

Implementación de Boulder AMPS: Revitalizando el acceso en Boulder

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

PROPÓSITO DEL PROYECTO

Los propósitos del proyecto son:

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

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

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

SITIO WEB DEL PROYECTO
WWW.ACCESS4BOULDER.COM

INVOLUCRESE

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

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

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

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

¿CUÁL ES LA PROGRAMACIÓN DEL PROYECTO?

VERANO 2020 - OTOÑO 2020

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

Condiciones actuales

OTOÑO 2020 - INVIERNO 2021

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

Desarollo de estrategias

INVIERNO 2021 - PRIMAVERA 2021

Evaluar y clasificar las opciones de la estrategia.

Análisis de alternativas

PRIMAVERA 2021 - VERANO 2021

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

Implementación y plan de acción

VERANO 2020 - VERANO 2021

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

Partipación ciudadana

ATTACHMENT A

City of Boulder AMPS Implementation
Public Engagement Plan

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

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

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

ATTACHMENT A

CITY OF BOULDER ENGAGEMENT STRATEGY FRAMEWORK

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

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

ATTACHMENT A

COMMUNITY IMPACT

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

IMPACTS OF NEIGHBORHOOD PARKING PERMIT (NPP) PROGRAM REVITALIZATION

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

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

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

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

IMPACTS OF CITYWIDE PARKING AND CURBSIDE ASSET PRICING STRATEGY

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

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

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

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

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

RELATIONSHIP WITH AMPS WORK

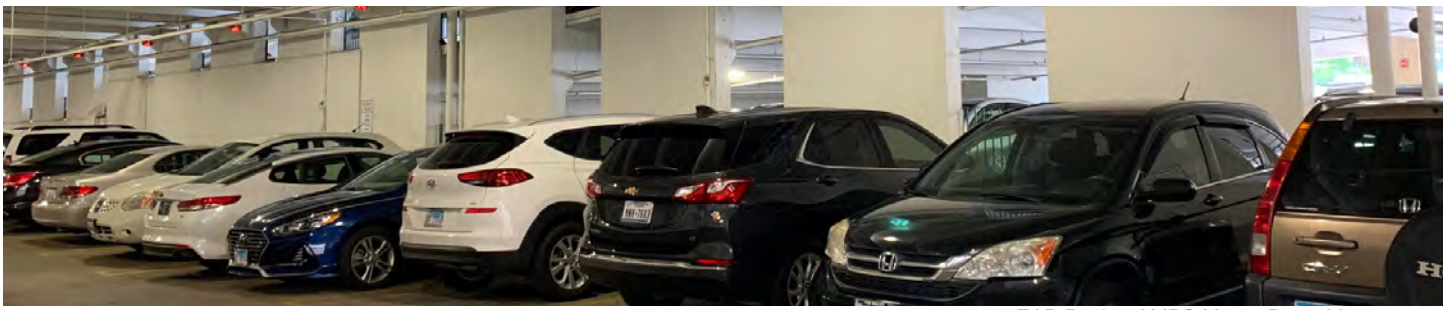
This work is part of the implementation process for the Access Management and Parking Strategy (AMPS) completed in 2016. The development of AMPS included an extensive public engagement effort, including stakeholder meetings, open houses, online outreach, and various organic and scheduled events, talks,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

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

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

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

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



BUILDING EQUITABLE COLLABORATION FROM UNDERREPRESENTED COMMUNITIES

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

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

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

ATTACHMENT A

Potentially Underrepresented Community Members

KEY ENGAGEMENT PARTNERS

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

CITY STAFF (TECHNICAL WORKING GROUPS)

ROLE AND FEEDBACK FOCUS

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

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

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

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

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

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

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

CITY STAFF (TECHNICAL WORKING GROUPS) (CONTINUED)

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

MEETINGS AND METHODS OF ENGAGEMENT

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

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

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

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

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

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

June 2021: Final Presentation and Discussion

ACCESS ALLIES

ROLE AND FEEDBACK FOCUS

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

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

MEMBERSHIP

The Access Allies invitee list includes:

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

ACCESS ALLIES (CONTINUED)

MEETINGS AND METHODS OF ENGAGEMENT

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

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

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

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

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

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

June 2021: Final Presentation and Discussion

COMMUNITY-AT-LARGE

ROLE AND FEEDBACK FOCUS

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

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

MEMBERSHIP

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

METHODS OF ENGAGEMENT

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

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

COMMUNITY-AT-LARGE (CONTINUED)

3-DAY DIGITAL CHARETTE PROSPECTIVE SCHEDULE:

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

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

CITY LEADERSHIP

ROLE AND FEEDBACK FOCUS

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

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

MEMBERSHIP

Key influencing bodies involved in the project are the:

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

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

MEETINGS AND METHODS OF ENGAGEMENT

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

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

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

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

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

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

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

MEASURING SUCCESS

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

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

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

PROJECT CLOSEOUT

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

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

CITY OF BOULDER

CITY COUNCIL AGENDA ITEM

MEETING DATE: February 2, 2021

AGENDA TITLE: January 26, 2021 Study Session Summary - Update on Study to Address Neighborhood Permit Parking Program (NPP) and Parking Pricing as part of Access Management and Parking Strategy (AMPS) Implementation

PRESENTERS

Chris Meschuk, Interim City Manager
Yvette Bowden, Assistant City Manager & Director of Community Vitality
Erika Vandenbrande, Director, Transportation & Mobility
Cris Jones, Deputy Director Community Vitality
Natalie Stiffler, Deputy Director, Transportation & Mobility
Chris Hagelin, Acting Transportation Planning Manager, Transportation & Mobility
Ryan Noles, Senior Transportation Planner, Transportation & Mobility
Michele Scanze, Project & Program Specialist, Community Vitality

EXECUTIVE SUMMARY

This agenda item provides a summary of the January 26th Study Session agenda item 'Update on Study to Address Neighborhood Permit Parking Program (NPP) and Parking Pricing as part of Access Management and Parking Strategy (AMPS) Implementation', also known as the AMPS Implementation: Revitalizing Access in Boulder project. The study session item served as both a project progress update and to discuss the following questions with council:

- Does council agree with the key findings and stated draft project goals for Neighborhood Parking Management and Parking Pricing and Fines?
- In the development of possible Neighborhood Parking Management strategies, how would council prioritize the use of the following: quantitative data collection and analysis

of parking activity in residential zones, generalized qualitative neighborhood needs communicated by community members, and broader long-term citywide goals?

- In the development of possible parking pricing and fine strategies, how would council prioritize the use of the following: quantitative data collection and analysis of parking activity in commercial zones, generalized qualitative business and customer needs communicated by community stakeholders, and broader long-term citywide goals?
- Does council have any questions about next steps?

NEIGHBORHOOD PARKING MANAGEMENT

Part 1(a) - Council feedback on key findings and stated draft project goals for Neighborhood Parking Management

During this part if the study session, council provided feedback on key findings and draft project goals for Neighborhood Parking Management, which can be found in the Update on Study to Address Neighborhood Permit Parking Program (NPP) and Parking Pricing as part of Access Management and Parking Strategy (AMPS) Study Session Memo.

- Council discussed that the outcomes associated with project goals need to be clearer.
    - One outcome that staff explained is that the diversity of neighborhoods (such as mix of housing, different commuting demands) creates unique parking needs that cannot all be address with the existing NPP program.
        - Council generally supported the idea of considering how the demands of neighborhoods differ as part of project goals and with the development of strategies.
- One councilmember stated that the project needs to determine how to use parking effectively as a public good, by incorporating economic concepts of demand and supply.
- Staff and council discussed how Neighborhood Parking Management goals both align and potentially come into conflict with climate and sustainability citywide goals and that the city will lean on the consultants' experience to balance the two sets of goals.
- Cost recovery was supported as a goal area.
    - Council cautioned that cost recovery efforts through increased parking costs need to not deter visitors from coming to Boulder, and set parking pricing that directs visitors to utilize parking garages.
    - Council described the need to consider the customer's cost for Neighborhood Parking Permit (NPP) permits and how that cost relates to other paid parking.
- Council supported racial and economic class equity considerations, especially when considering changes to NPP permit pricing, and viewing the public right of way as public space.

Part 1 (b) - Council feedback on prioritization of different information types for developing strategies

This portion of the discussion centered on how council would prioritize the use of the following to develop possible Neighborhood Parking Management strategies: quantitative data collection and analysis of parking activity in residential zones, generalized qualitative neighborhood needs communicated by community members, and broader long-term citywide goals

- Council did not weigh or prioritize citywide goals, versus neighborhood requests versus activity and data in the area, but staff has synthesized council's feedback as follows:
    - Consider the wholistic impacts of parking on transportation, public finance and land economics, such as what is taught by UCLA Urban Planning Professor Donald Shoup;
    - Highlight the need that parking is a public good, and as such, is subject to supply and demand influences;
    - Layer all three data types mentioned to develop strategies. First, use quantitative data to establish a baseline. Second, use qualitative data to nuance strategy(ies). Then nuance strategy(ies) by looking to citywide goals. Finally, use these three data types to ultimately measure, confirm, and adjust recommendations;
    - Be very granular and specific with quantitative data and qualitative to base decisions on; and
    - Benchmark Boulder to peer communities rather than large cities.
- Council also stressed that all three data types are important and its staff's job to balance and 'weave' them together for recommendations for council to act on.

Part 1(c) - Council feedback on outreach to community and with boards and commissions

- Staff and council discussed feedback received to date from boards and commissions.
    - Staff described that they presented at Downtown Management Commission (DMC), University Hill Commercial Area Management Commission (UHCAMC), Boulder Junction Access District (BJAD), Planning Board and Transportation Advisory Board (TAB) in November and December 2020.
    - Staff described that all boards, and notably TAB, provided feedback on wanting to continue to have a clear role and be involved throughout the process and on ensuring the draft goals and considered strategies appreciate the goals of varied master plans and strategies.
- Council shared some additional opportunities to engage the community, such as:
    - Outreach to businesses that provide residential based services that are vehicle-based such as domestic workers, landscapers, roofers, etc.; and
    - Specific questions via a survey or other mechanism to residents based on where they live to understand the unique parking needs of neighborhoods.

PARKING PRICING AND FINES

Part 2(a) - Council feedback on key findings stated draft project goals for Parking Pricing and Fines

During this part of the study session, council provided feedback on key findings and draft project goals for Parking Pricing and Fines, which can be found in the Update on Study to Address Neighborhood Permit Parking Program (NPP) and Parking Pricing as part of Access Management and Parking Strategy (AMPS) Study Session Memo.

- In general, City Council agreed with the Draft Parking Pricing and Fines goals and with the goals being clear.
- City Council showed interest in graduated fines for repeat violations and parking pricing based on demand in certain locations.
- Council agreed that the $3 for 3 to 3 pilot program is an initiative the community benefits from.
    - Staff described that the evaluation of the $3 for 3 to 3 pilot program is included in this work and recommendations will likely include an evening product that is the same or similar to this program.
- Council asked if the project team was considering the impact on restaurant outdoor seating and parklets temporarily established due to COVID.
    - Staff described that the outdoor dining is temporary and, unless citywide processes and regulations change, will end after emergency restrictions are lifted. This will also allow for the return of transit access in the area.

Part 2(b) - Council feedback on prioritization of different information types for developing strategies

This portion of the discussion centered on how council would prioritize the use of the following to develop possible Parking Pricing and Fines strategies: quantitative data collection and analysis of parking activity in commercial zones, generalized qualitative business and customer needs communicated by community members, and broader long-term citywide goals

- Similar to the discussion around data and information for Neighborhood Parking Management, council stated that staff can balance all three data types and should apply economic concepts of parking as a public good and of demand and supply to help guide initial recommendations.
- Council and staff discussed dynamic parking pricing and if the city will have the capability to implement dynamic pricing.
    - Staff described that after new pay stations are installed over the next few months, city staff will be able to adjust parking based on demand, but that staff would need to follow up with how frequent the pricing could be adjusted within the constraints of the new technology capabilities and staff capacity (such as daily, weekly, quarterly pricing adjustments).

NEXT STEPS

Part 3 - Council feedback on next steps

Council agreed on the next steps identified by staff.

STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

FROM: Nuria Rivera-Vandermyde, City Manager
Chris Meschuck, Deputy City Manager
Yvette Bowden, Director of Community Vitality
Cris Jones, Deputy Director of Community Vitality
Erika Vandenbrande, Director of Transportation & Mobility
Natalie Stiffler, Deputy Director of Transportation & Mobility
Chris Hagelin, Acting Transportation Planning Manager

DATE: June 22, 2021

SUBJECT: Study Session for June 22, 2021
AMPS Implementation and Progress: Revitalizing Access in Boulder

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EXECUTIVE SUMMARY

Following the last update to Council and in response to relevant Board and Commission feedback, the project has advanced to include continued refinement of strategies. The purpose of this memo is to provide an update and get Council feedback on progress related to the Access Management and Parking Strategy (AMPS) implementation of the 2020-2021 workplan items:

- Reworking the Neighborhood Parking Permit (NPP) Program; and
- Measuring and capturing the value of city-maintained on-street and off-street parking to develop a new parking pricing and fines approach.

The process for developing and refining strategies for neighborhood parking management, parking pricing, and parking fines has further incorporated existing conditions data, community insights, and best practices from peer and aspirational communities nationwide. Each refined strategy was scored in terms of how well it fulfills Council-supported goals created from this process and cultivated with the help of the community and City Boards and Commissions. Strategies that most closely align with

goals for each project objective, and the near-term actions necessary for implementing each strategy, are detailed below.

Neighborhood Parking Management

The strategy that most closely aligns with project goals and feasibility metrics is **Priority Based Neighborhood Access Management**, which entails assessment of the entire city by zone or neighborhood based on a key metrics, such as parking occupancy, trip generation, and access to other modes of transportation, to determine an appropriate neighborhood parking management and permitting strategy similar to the implementation of the existing Chautauqua Access Management Plan (CAMP).

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations.
- Increase permit prices in accordance with prior Council direction on pricing and fee adjustments as follows. Note that these increases are in accordance with the City's existing 1994 Pricing Policy Guidelines.
    - Residents: From $17 per year, a $13 annual increase in 2022, with a $10 increase per year in subsequent years until full program cost recovery is achieved. Business: No change, as few business permits are sold and this permit type already covers its own costs.
    - Commuters: From $400 per year (charged quarterly), a $20 annual increase in 2022 and subsequent years until full program cost recovery is achieved.
- Maintain the "pause" on new NPP zone requests in 2022 while the City collects and analyzes utilization data as further defined below and as aligned AMPS projects are completed within the City's scheduled work plans.
- Establish eligibility for residential areas based on data collected.
- Develop communications and outreach materials.

Parking Pricing

The strategy that most closely aligns with project goals and feasibility metrics is **Performance-Based Pricing**, which entails pricing of on-street parking by block face in existing paid districts based on typical peak occupancy, with paid public loading zones in the highest-demand areas and uniformly lower off-street pricing.

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations to allow for pricing increases and dynamic pricing, in keeping with the City's 1994 Pricing Policy Guidelines for user fees.
- Increase the base on-street rate by $0.25.

- Maintain off-street daytime hourly rate of $1.25 but eliminate graduated rate structure
- Maintain off-street $3 flat rate from 3pm to 3am Monday through Friday but expand $3 flat rate to include weekends.
- Establish tiered rates in three tiers for on-street parking areas based on typical peak occupancy data. In the first few years, tiers would generally range in pricing from $1.50 to $3.00, with year-over-year increases. An hourly maximum will be set at $5.00 in ordinance.
- Develop communications and outreach materials.

Parking Fines

The strategy that most closely aligns with project goals and feasibility metrics is Graduated Fines + Mobility Safety, which entails graduated fines for all parking violations citywide, and higher fines for violations that impede mobility safety, such as parking in a bike lane. These higher fines are called "Mobility Safety Fines" and are similar to premiums for safety violations already levied by the City.

Key implementation steps for this strategy in the near-term include:

- Update ordinance and regulations.
- Increase the base rate for most parking violations to $30 to more closely align with fines levied by CU Boulder and surrounding communities.
- Implement a premium for repeat violations within a calendar year (capped at the 3rd violation), and a premium for any violation that impedes mobility safety, such as parking in a bike lane.
- Develop communications and outreach materials.

AMPS: REVITALIZING ACCESS IN BOULDER INTRODUCTION

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

For reference, the AMPS Guiding Principles are:

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

Re-imagining the NPP Program and measuring the value of parking, jointly referred to as the AMPS: Revitalizing Access in Boulder project, are identified in AMPS as steps towards implementation. This effort is co-led by the City of Boulder departments of Transportation and Mobility, Community Vitality, and Planning and Development Services, with support from Communication and Engagement staff. Please see Attachment A for a project roster.

Other AMPS work and Phased Implementation approach

Staff offers a reminder that below-noted AMPS-related projects were originally scheduled to coincide with work plan items that have been delayed including:

- Parking Code Update (led by the Planning and Development Services Department) and
- Curbside Management (led by the Transportation and Mobility Department)

With these delays and appreciating the many transportation- and access-related consumer trends undoubtedly impacted by the ongoing pandemic, staff has refined and structured a timeline for implementation which is phased. Phasing implementation (for example - in the application of cost-recovery pricing adjustments and the determination of final curbside availability/use metrics) is reflected in staff's final recommendations and next steps.

REVITALIZING ACCESS IN BOULDER GOALS

The project team has developed goals for each component of the project based on guiding planning documents, including AMPS and the Transportation Master Plan, among others. Goals reflect feedback from Boards and Commissions and were supported by City Council at the January 26, 2021 study session. Please see Attachment B for the January 26, 2021 City Council Study Session Memo and Attachment C for the Study Session Summary.

Neighborhood Parking Management Goals:

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

Parking Pricing and Fines Goals:

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

STRATEGY DEVELOPMENT AND REFINEMENT PROCESS

The following graphic summarizes the neighborhood parking management, parking pricing and fines strategy development and refinement process that was used in pursuit of the goals described above to identify, analyze, evaluate, and score the strategies that have been considered in this process and are summarized in this memo. A broader description of this work is available in the Alternatives Analysis Report, Attachment D.

a) Existing Conditions Analysis

One of the earlier steps in the strategy development and refinement process is to better understand existing conditions related to parking and curbside use in Boulder. Boulder is widely considered a leader in providing options and support for access, parking, and transportation throughout the community and beyond, with parking benefit and transportation demand management districts, strategic planning, transportation demand management programs, parking planning, and curb management planning.

Neighborhood Parking Management (NPP Program)

Currently, the NPP Program manages parking in 13 zones. Most zones allow users without a permit to park for a limited time (2-3 hours). The Program was initiated in 1994 with the primary intent of managing spillover parking from activity centers (CU, Downtown) into surrounding neighborhoods, preserving neighborhood character, and promoting safety. Zones are created and/or expanded through a citizen-driven petition process followed by City review. This review process includes a public hearing with the Transportation Advisory Board (TAB), which provides a recommendation for approval or denial by the city manager. The city manager then informs City Council of the final

decision. The current approach is limited in terms of its responsiveness, support of travel choices outside the personal vehicle, and benefits for the whole community.

Parking Pricing

Currently, users pay for parking in on-street and off-street facilities in and around Downtown Boulder (CAGID), the University Hill General Improvement District (UHGID), and the Boulder Junction Access Districts (BJAD). Parking prices for all public facilities are generally set at $1.25/hour (with some increases for longer stays in Downtown garages, and a $2.50/hour price in Chautauqua during summer weekends). To date, there has been no set automatic annual increase to the existing pricing structure. Notably, parking revenues generated are sufficient to pay for the current expenses associated with the parking program and other transportation demand management/access initiatives led by the City. The current approach is limited in terms of its responsiveness to user behaviors, equity and transparency, and ability to manage parking resources effectively.

Parking Fines

Current fines for parking violations in Boulder are low compared to peer cities and even many cities in the Front Range, with most violations costing only $15 to $20 per citation no matter how many times a rule is violated by the same party. In addition, the City's fines are substantially lower than those of CU Boulder, which charges $35-60 for most violations. A limited number of violations are eligible for a graduated fine structure (e.g., parkers who violate the same rule more than once must pay a higher fine for each subsequent violation). The current approach is limited in terms of how well it can support effective parking management, support travel choices outside the personal vehicle, and reflect the true value of the public right-of-way.

b) Community Collaboration

Community collaboration is another key task-area of the strategy development and refinement process. The project team, in partnership with Communications & Engagement staff, has implemented an extensive and thorough community engagement plan consistent with the city's Community Engagement Guide. The following graphics summarize the approach, participation, and key insights from collaborators.

Community Engagement Metrics

Engagement Methods

- **Broad Community Reach:**
  Digital Hub, Quick Polls, Discussion Forum, Questionnaire
- **Targeted Community Reach:**
  Virtual Engagement Modules, Targeted Questionnaires for NPP Holders and Public Parking System Users, NPP Focus Groups, Mobile Businesses Survey
- **Touches with Influential/Impacted Groups:**
  Access Allies Meetings, Community Connectors Meetings

Virtual Engagement Modules

5 Meetings with Community Organizations:

- Youth Opportunities Advisory Board
- Local Communities Coalition
- Boulder Transportation Connections Monday Morning Cup
- Community Cycles
- Boulder Transportation Connections Monthly Luncheon
- Center for People with Disabilities
- 88 unique attendees

Participation

Community Connectors

4 meetings with a team of 4 Community Connectors selected through an application process

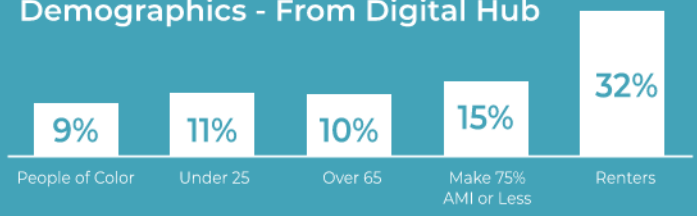
Access Allies

4 meetings with a team of 22, including 6 Board and Commission representatives

Digital Hub

- **5,522** Page Views
- **2,906** Unique Site Visits
- **1,161** Poll Responses
- **890** Questionnaire Responses

Demographics - From Digital Hub



Revitalizing Access in Boulder

Community Perspectives

Travel

Out of a list of parking management goals, respondents found that making it easier and more pleasant to use other forms of travel (like walking and biking) is the most important

Parking Permits

67% of respondents with a resident parking permit think their parking permit is worth at least what they pay for it

40% of respondents with a resident parking permit think their parking permit would be worth more to them if it included other transportation and access options and support, compared to only 22% who did not think it would be worth more with these benefits

56% of respondents feel that because they have a parking permit that they have paid for, they should use it daily or at least on a regular basis

City Parking Process

60% say they **do not** understand how the city makes decisions about neighborhood parking and access management

Parking Pricing

50% think public parking should cost more in the busiest areas and/or busiest times

Proximity of parking space to popular destinations is important in pricing say **75%**

44% say demand for parking in a given area is an important factor in costs to park

Drive and Park **45%** say parking pricing influences whether they drive and park

63% of respondents with a household income less than $25,000 say pricing influences their travel decisions

Parking Location

50% Prefer to park on-street while 21% prefer to park off-street

On-street parking should be available on a first-come, first served basis **67%**

65% **do not** believe that on-street parking should be prioritized over other potential uses in the public right-of-way (e.g. bike lanes, transit stops) during busy times

Targeted Outreach

At Board, Commission, and Council direction, the project team conducted targeted outreach to neighborhood parking permit holders, frequent users of Boulder's paid public parking resources, and mobile business owners. These outreach touchpoints included:

- **Current Neighborhood Parking Permit Holder Survey:** Online survey issued to current NPP holders (including residents, commuters, and business owners) with 173 respondents.
- **Mobile Businesses Survey:** Online survey issued to over 50 local mobile businesses, such as contractors and landscaping companies.
- **Paid Parking Survey:** Online survey issued to paid parking users, including permit holders and users of the ParkMobile payment app, with 177 respondents.
- **Neighborhood Parking Permit Focus Groups:** Three focus groups held in April with current NPP holders and people interested in the NPP Program, with 21 participants.

Community Connectors

A team of four Community Connectors met five times over the course of the project to provide guidance on strategies, with a focus on pricing and subsidy options for low-income community members, and tailoring outreach to meet the needs of traditionally underrepresented groups.

Board and Commission Feedback

The project team provided updates on the project and gathered feedback from the Downtown Management Commission, the Boulder Junction Access Districts Commissions, the University Hill Commercial Area Management Commission, the Planning Board, and the Transportation Advisory Board.

As suggested by Council and to expand meaningful Board and Commission input in this work, the project team assembled a meeting of Board and Commission representatives from the broader Access Allies group, including inviting representatives from the Downtown Management Commission, the Downtown Boulder Business Improvement District, the Boulder Junction Access District Commissions, University Hill Commercial Area Management Commission, the Planning Board and the Transportation Advisory Board. These meetings were held on April 27th and May 5th, 2021 and included discussions about the most aligned strategies and possible steps to affect a smooth and inclusive implementation process reflective of Boulder's broader community goals. These meetings also afforded additional interaction across the relevant Boards and Commissions affording greater opportunity for vetting of varied perspectives on the best ways to achieve citywide goals as well as appreciation of possible applied strategy implications.

A summary of feedback from Boards and Commissions, and details on how that feedback influenced project outcomes, is provided as Attachment F.

c) Best Practices

Understanding best practices in neighborhood parking management and parking pricing is important to consider alongside the existing conditions analysis and community collaboration, for developing the strategy menu and refined strategies list. The following graphics show how best practices for neighborhood parking management and parking and curbside pricing align with Boulder's desired direction. Following the graphic are brief narrative descriptions of each community cited, and a brief narrative description of Boulder's desired direction.

Neighborhood Parking Management

Boulder currently offers parking permit options to residents, commuters, and businesses, and, outside of the existing NPP program, offers some transportation support through the EcoPass/NEcoPass Programs. Based on goals, Boulder desires a more customized approach with broader offerings for transportation and access support beyond just a parking permit. As such, all refined strategies for Boulder support this direction. The

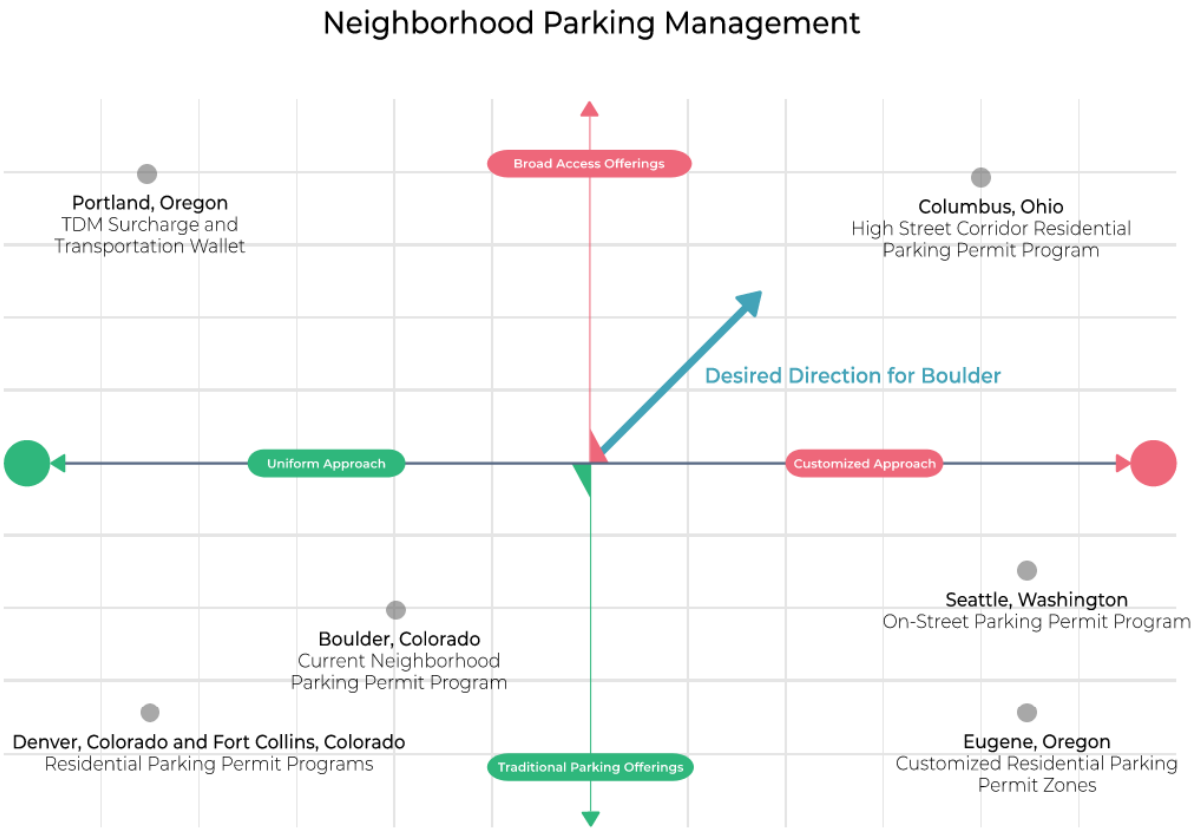


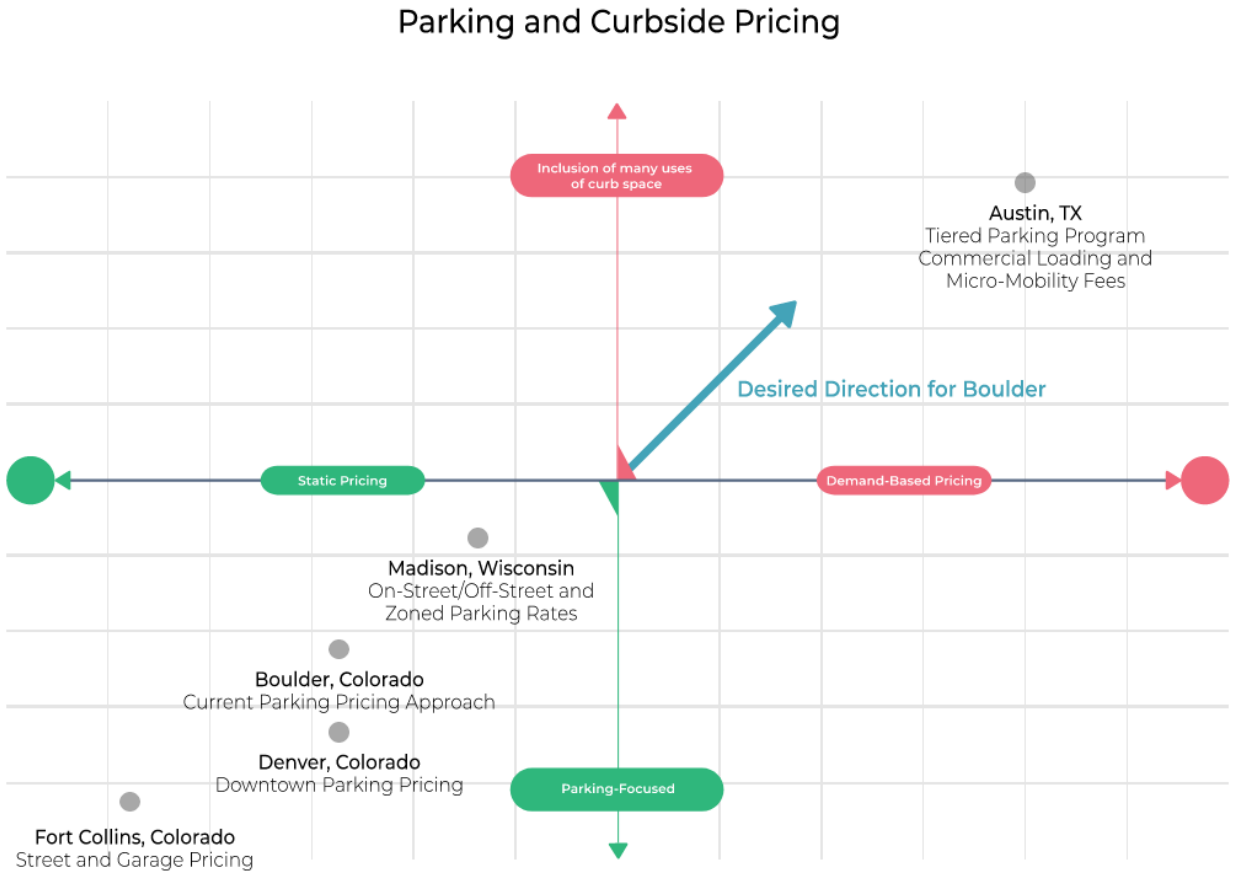
image above displays the desired direction for Boulder for Neighborhood Parking Management, and how it relates to comparable cities.

The cities used as best practice comparisons are:

- **Denver, Colorado and Fort Collins, Colorado:** Both Denver and Fort Collins offer parking permit options to residents only, with no additional transportation support.
- **Portland, Oregon:** Portland leverages a parking permit "surcharge" to subsidize travel modes like transit and bikeshare. The funds earned are used for Portland's Transportation Wallet program, which residents and businesses that opt out of parking permits receive for free.
- **Columbus, Ohio:** Columbus offers tiered permit pricing depending on location and uses revenues beyond operating costs from certain high-demand areas to fund mobility alternatives, like car share, bike share, and discounts for transit and TNCs.
- **Seattle, Washington:** Seattle grants eligibility for on-street parking permits in certain areas only if certain criteria are met, and if the strategy aligns with the city's Right-of-Way Prioritization doctrines.
- **Eugene, Oregon:** Eugene offers different permit options and prices depending on the location and nature of each parking permit zone.

Parking Pricing

Boulder currently prices on-street parking pricing and off-street parking similarly with a baseline rate of $1.25/hr., in all areas where parking is paid. Based on the Council-supported goals, Boulder desires a more responsive, demand-based approach with opportunities to charge for uses of the right-of-way beyond just vehicle storage. As such, all refined strategies for Boulder support this direction. The image below displays the desired direction for Boulder for Parking Pricing, and how it relates to comparable cities.



The cities used as best practice comparisons are:

- **Fort Collins, Colorado:** Fort Collins only charges for parking in the city's garages.
- **Denver, Colorado:** Denver prices on-street and off-street parking the same or similarly in all areas where parking is paid.
- **Madison, Wisconsin:** Madison uses higher on-street pricing to incentivize use of off-street facilities and has some differences in pricing from zone to zone based on activity and demand.

- **Austin, Texas:** Austin offers tiered pricing based on facility location and has levied fees for commercial loading and right-of-way usage from e-scooters and e-bikes.

d) Refined Strategies and Strategy Evaluation

After an initial menu of strategies was developed and further refined, the project team compared each strategy based on how well it aligned with the neighborhood parking management or parking pricing and fines goals, and feasibility. The "most aligned" strategies are those that do the best job at fulfilling the most goals and can be accomplished with existing resources in the immediate term, with some updates but no large-scale capital or adjusted ongoing costs.

Additional detail on strategy alignment is provided below. More information on how strategies were evaluated can be found in the Alternatives Analysis Report, Attachment D.

Complementary to evaluating the strategies, the project team is further exploring the parking pricing needs of price sensitive populations and mobile businesses. The project team is leveraging targeted outreach (discussed in the *Community Collaboration* section) and continued work with Community Connectors to understand who might be considered price sensitive, and challenges that price sensitive community members/visitors, and mobile businesses, might experience. Moving forward and as Council might further support, the city will identify pricing solutions, products or programs that address these needs and/or impacts. Staff recognizes that benchmarking in this area as it specifically relates to access-related programs and services may be limited. To that end, staff will also consider how such considerations are addressed for other city services, products and pricing strategies.

Neighborhood Parking Management Refined Strategies and Alignment

The table below displays how each Neighborhood Parking Management strategy aligns with goals. Strategies are shown in order from least aligned to most aligned.

An additional consideration for NPP Strategies N1 and N2 is a "Transportation Wallet." This Transportation Wallet would expand the NPP to offer additional resources to transportation options, such as discounts for bus passes, bikeshare, and carshare. The precise nature and offerings of the Transportation Wallet are to be determined based on the availability and cost of transportation options and resources and, as appropriate, be explored in future work planning. The following table depicts possible strategy alignment in addressing the city's goals with regard to the Neighborhood Parking Program.

Strategy Name	Alignment with Goals	Description	Strengths and Tradeoffs
N0: Minor Program Adjustments	Least Aligned	Minor changes to existing NPP, such as expanded enforcement and application streamlining.	The strategy is highly feasible with existing resources and would improve some customer service elements. However, the strategy does not address any other goals.
N1: Data-Based Decision-Making	Moderately Aligned	Strengthening of metrics (like parking occupancy) required to create, expand, and maintain NPP zones.	The strategy is highly feasible, and does allow for moderate increases in predictability, cost recovery, and responsiveness to user behaviors.
N2: Priority Based Neighborhood Access Management	Most Aligned	Preemptive determination of whether or not an NPP zone would be created, expanded, or maintained based on a citywide review of key priorities and metrics, like parking occupancy and transportation availability.	The strategy is less feasible than N0 or N1 but would not require extensive capital or ongoing costs[1]. It allows for the greatest increases in responsiveness, predictability, cost recovery, climate, and quality of life benefits.

Based on an analysis of each strategy compared to the goals for Neighborhood Parking Management, the project team has determined that Strategy N2: Priority Based Neighborhood Access Management most closely aligns with goals while remaining a feasible option for the City to implement in the near-term.

Strategy N2: Priority Based Neighborhood Access Management Implementation

Below are considerations for implementation of this strategy, including key next steps. How this strategy is operationalized will be further fleshed out in the coming months and as part of the implementation and action plan.

- **Permit Rates:** This strategy would entail increases in permit prices to improve cost recovery. Initially, the proposal for this strategy aimed to achieve full cost-

[1] Based on preliminary estimates, we have assumed a one-time cost of $85,000-120,000 for dedicated resources to collect and analyze data and develop outreach materials for the new program and policy, either in-house or through a consultant. We assume additional an additional ongoing cost of $30,000--$50,000 in associated labor.

recovery by 2026. With input from the Access Allies and Access Allies lite, the team has amended its recommendation to achieve full cost-recovery by 2024. Subject to Council support, staff will pursue a vigorous related communications effortand would work to address impacts for price-sensitive customer segments.

- **Resident Permits:** From $17 per year, a $13 increase in 2022 and a $10 increase each year until 2024, followed by smaller increases commensurate with inflation and other expense increases. Resident permits will still include the two two-week guest passes per permit currently allowed under ordinance. Additional guest passes, up to six two-week passes per year, will be sold at a rate of $15 per week to allow for recuperation of costs associated with administering these parking products.
- **Business Permits:** No change, given the very small number of business permits issued.
- **Commuter Permits:** From $400 per year, a $20 increase each year until 2024, followed by smaller increases commensurate with inflation and other expense increases. Note that commuter permits are charged quarterly.

- **Neighborhood Parking Permit Creation and Expansion:** The City would first review performance metrics related to parking supply, parking occupancy, land use context, and transportation options with residential areas citywide and determine which areas are eligible for an NPP Program based on how they meet set metrics. Existing zones within areas not deemed eligible would be phased out if they do not meet set metrics over a three-year period. Petitions with suitably demonstrated neighborhood support for new NPPs[2] would be accepted or denied based on how well they meet performance metrics in the proposed zone.

Parking Pricing Refined Strategies and Alignment

The table below displays how each Parking Pricing strategy aligns with goals. Strategies are shown in order from least aligned to most aligned. Note that all three strategies are equally successful in maintaining cost recovery for the City's paid parking program.

[2] Note that current regulations require 25 signatures to demonstrate suitable neighborhood support for an NPP.

Strategy Name	Alignment with Goals	Description	Strengths and Tradeoffs
P0: Static Pricing Adjustments	Least Aligned	Standard, across-the-board increase in hourly parking pricing for all parking options. Annual percentage-based increases in rates based on inflation and other expenses.	The strategy is highly feasible and very predictable given the uniform costs for all on-street parking. However, the strategy is less strong at recognizing the value of the right-of-way, responding to user behaviors, or promoting effective parking management.
P1: Place-Based Pricing	Moderately Aligned	Different rate schedules based on the location of a parking space or facility, and the aggregate demand in that area. Uniformly lower off-street pricing.	The strategy is highly feasible and is strong on promoting predictability for users. The strategy is also fairly strong on recognizing the value of the right-of-way, responding to user behaviors, promoting effective parking management, and achieving climate goals, but does not allow for higher pricing for some of Boulder's most congested parking areas.
P2: Performance-Based Pricing	Most Aligned	Pricing of on-street parking by block face in existing paid districts based on demand, with paid public loading zones in the highest-demand areas. Uniformly lower off-street pricing.	The strategy is moderately feasible and is the strongest on recognizing the value of the right-of-way (particularly differences in value), advancing climate and sustainability goals, promoting effective parking management, and responding to user behaviors. The strategy is slightly less predictable than the others given the differences in pricing for some on-street segments.

Based on an analysis of each strategy compared to the goals for Parking Pricing, the project team has determined that Strategy P2: Performance-Based Pricing most closely aligns with goals while remaining a feasible option for the City to implement over time.

Strategy P2: Performance-Based Pricing Implementation

Below are several considerations for implementation of this strategy, including key next steps. How this strategy is operationalized will be further fleshed out in the coming months and as part of the implementation and action plan.

- **Parking Prices:** This strategy would entail increases to public on-street parking prices. Off-street parking prices would remain the same, with allowances for rate increases over time to keep up with inflation and other expense increases.
    - **Low Rate:** The lowest-demand areas, which generally have difficulty attracting parkers at sustainable rates, would be priced at a lower rate, $0.25- $0.50 below the Standard/Base Rate.
    - **Standard/Base Rate:** In areas attracting standard parking demand, on-street parking would be priced at rates $0.25 to $0.50 higher than the low rate.
    - **Premium Rate:** In the highest-demand areas, on-street parking would be priced at rates $0.75 to $1.50 higher than the Standard/Base Rate.

Parking Fines Refined Strategies and Alignment

The table below displays how each Parking Fines strategy aligns with goals. Strategies are shown in order from least aligned to most aligned. All three strategies are equally successful in maintaining cost recovery for the City's parking fines program.

Strategy Name	Alignment with Goals	Description	Alignment Details
F0: Existing Fine Strategy	Least Aligned	Maintains existing fine strategy.	The strategy is highly feasible as it entails no changes to the existing program. However, it does not advance any other goals.
F2: Zone-Based Fines + Graduated Fines + Mobility Safety Fines	Moderately Aligned	Different fine structures for different parts of the city based on demand (e.g. CAGID might have higher fines than BJAD, UHGID, or certain NPP zones).	The strategy is moderately feasible, requiring some software updates and other small-scale financial investments. This strategy is strongest at promoting effective parking management and recognizing the

Strategy Name	Alignment with Goals	Description	Alignment Details
		Graduated fines, plus Transportation Choice fines.	value of the right-of-way, but has some challenges related to predictability for the user.
F1: Graduated Fines + Mobility Safety Fines	Most Aligned	Graduated fines for all parking violations citywide (parkers who routinely violate rules would be subject to an increased fine upon each violation), plus higher fines for violations that impede other travel choices (called "Transportation Choice" fines).	The strategy is highly feasible and advances all goals. The strategy is strongest at promoting effective parking management and achieving transparency and predictability, and also supports climate and sustainability goals through its Transportation Choice fines.

Based on an analysis of each strategy compared to the goals for Parking Fines, the project team has determined that Strategy F1: Graduated Fines + Mobility Safety Fines most closely aligns with goals while remaining a feasible option for the City to implement in the near-term.

Strategy F1: Graduated Fines + Mobility Safety Fines Implementation

Below are several considerations for implementation of this strategy, including key next steps. How this strategy is operationalized will be further fleshed out in the coming months and as part of the implementation and action plan.

- **Fine Premiums:** This strategy entails premiums for repeat violations and certain types of first-time violations.
    - **Repeat Violations (Graduated Fines):** Second and third violations would be set with a premium for each escalation, with a cap at the third violation.
    - **Mobility Safety Fines:** Violations that impede the ability of people to use other transportation modes, like parking in a bike lane, would be set with a premium of for the first violation, plus the graduated fines.

PROJECT NEXT STEPS

Next steps in this effort include development of an implementation and action plan for the selected neighborhood parking management, parking pricing, and parking fines strategies.

QUESTIONS FOR CITY COUNCIL

At the June 22, 2021 meeting, project staff would like to obtain Council's feedback concerning:

- What is the Council's feedback on the refined strategies, the process used to develop them, and whether the refined strategies are appropriate for Boulder and the community's desired direction?
- What is Council's feedback on the proposed key next steps in implementation for each of the strategies?
- What is Council's feedback on the way in which input from other Boards and Commissions was incorporated into the final strategies?

Council can expect future updates in Q4 of 2021.

ATTACHMENTS

- Attachment A – AMPS Implementation Project Roster
- Attachment B – January 26 City Council Study Session AMPS Implementation and Progress Memo and Attachments
- Attachment C – January 26 City Council Study Session Summary
- Attachment D – Alternatives Analysis Report
- Attachment E – Implementation and Action Summary
- Attachment F – Feedback and Impact Summary

CITY OF BOULDER

CITY COUNCIL AGENDA ITEM

MEETING DATE: July 20, 2021

AGENDA TITLE: June 22, 2021 Study Session Summary – Access Management Parking Strategy Recommendations (AMPS) and Neighborhood Parking Permit (NPP) Pricing

PRESENTERS

Nuria Rivera-Vandermyde, City Manager
Chris Meschuk, Deputy City Manager
Yvette Bowden, Director of Community Vitality
Erika Vandenbrande, Director of Transportation & Mobility
Cris Jones, Deputy Director of Community Vitality
Natalie Stiffler, Deputy Director of Transportation & Mobility
Chris Hagelin, Acting Transportation Planning Manager

EXECUTIVE SUMMARY

This agenda item provides a summary of the June 22nd Study Session agenda item 'Access Management Parking Strategy Recommendations (AMPS) and Neighborhood Parking Permit (NPP) Pricing'. The study session item served as both an opportunity to present refined strategies and discuss the following questions with council:

- What is the Council's feedback on the refined strategies, the process used to develop them, and whether the refined strategies are appropriate for Boulder and the community's desired direct?
- What is Council's feedback on the proposed key next steps in implementation for each of the strategies?
- Given recent guidance related to other community goals such as Climate Action, Community Benefit, and Economic Recovery, does Council support the proposed initial steps toward implementing the recommended Neighborhood Parking Management, Parking Pricing and Fines strategies?

NEIGHBORHOOD PARKING MANAGEMENT

Part 1(a) - Council feedback on key findings, refined strategies and stated project goals for Neighborhood Parking Management

During this part of the study session, Council provided feedback on key findings, refined strategies and project goals for Neighborhood Parking Management, which can be found in the Access Management Parking Strategy Recommendations (AMPS) and Neighborhood Parking Permit (NPP) Pricing.

- Council expressed overall general support for the neighborhood parking management strategy proposed by staff that is most aligned with the stated goals. There was some discussion about future permit price structures and how they might vary depending on key performance indicators and availability of Transportation Demand Management (TDM) and mobility options.
- Council discussed that pricing for guest and visitor permits should be separated from the base resident permit cost.
    - This feedback is based on the idea that residents already receive too many free permits through the NPP program, and that guest and visitor permits should have an associated fee.
- Many councilmembers supported a continuation of price increases beyond 2024 and reinvesting the resulting surplus back into TDM and mobility options for NPP holders.

PARKING PRICING AND FINES

Part 2(a) - Council feedback on key findings stated on the refined strategies and project goals for Parking Pricing and Fines

During this part of the study session, council provided feedback on key findings, refined strategies and project goals for Parking Pricing and Fines, which can be found in the Access Management Parking Strategy Recommendations (AMPS) and Neighborhood Parking Permit (NPP) Pricing

- Council expressed overall general support for the Parking Pricing and Fines strategies that are most aligned with stated goals.
- Council expressed concerns about implementing weekend pricing in the city's parking garages.
    - These concerns are based on the impact to low-wage workers and the perceived friendliness and accessibility of Downtown Boulder.
    - Council stated that charging in the garages on Sundays while remaining free on-street is not in line with previously stated goals for changing on- and off-street parking behavior.

    - Council asked that the project team do some additional analysis and public outreach specifically to downtown stakeholders on the impacts of implementing weekend pricing and provide additional options for their consideration.
- Some Council members requested additional information about the projected impacts and benefits of graduated fines for repeat violations. Most Council members were supportive of a graduated fine structure and its influence on parking behaviors.

Part 2(b) – Council's general feedback on proposed strategies

This portion of the discussion centered on the proposed strategies overall.

- City Council asked that the project team seek feedback on the proposed strategies from the Environmental Advisory Board and Human Relations Commission on the climate, affordability and equity impacts of the proposed strategies.

NEXT STEPS

Part 3 - Council feedback on next steps

Council agreed on the next steps identified by staff.

REVITALIZING ACCESS IN BOULDER
ALTERNATIVES ANALYSIS

NEIGHBORHOOD PARKING MANAGEMENT: REFINED STRATEGIES AND EVALUATION

GOALS FOR NEIGHBORHOOD PARKING MANAGEMENT

Respond to user behaviors and the diversity of neighborhood needs in residential zones

Promote predictability, transparency and understanding of neighborhood parking regulations

Generate revenue needed to achieve cost recovery and support evolving community needs.

Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle

Increase quality of life benefits for everyone who lives in and frequents Boulder

The refined strategies developed for neighborhood parking management include:

- **Strategy N0:** Minor Program Adjustments **(Score: 10/20, 50%)**
- **Strategy N1:** Data-Based Decision-Making **(Score: 14/20, 70%)**
- **Strategy N2:** Neighborhood Access Management **(Score: 16/20, 80%)** ★

STRATEGY N0: MINOR PROGRAM ADJUSTMENTS

Minor program adjustments would include minor, customer-focused changes to the existing NPP Program, including:

- Expansion of LPR enforcement capabilities to include resident, visitor, and guest permit permits
- Streamlining of online and in-person permit renewal process
- Standard annual increases to permit rates to align with increases in expenses. Note that no significant increases in expense recovery is expected, as the program currently qualifies for partial cost recovery based on the 1994 Citywide Pricing Policy Guidelines and no ordinance changes are recommended under this strategy.
- Improved data collection and retention practices for NPP zones.

Feasibility Scale

1: Can only be accomplished with extensive expansion of existing resources
2: Can be accomplished in the immediate term with moderate enhancement of existing resources
3: Can be accomplished with existing resources in the immediate term, with some updates
4: Can be accomplished completely with existing resources in the immediate term
5: Can be accomplished with existing resources, including both immediate term and mid-term measures

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Expand LPR Enforcement:** Collect license plate data from a wider range of permit holders, such as visitor and guest permit holders, to expand LPR enforcement capabilities.
- **Update Application and Renewal Process:** Streamline the application process to allow for fully online applications and renewals, with standardized documentation required from applicants.
- **Establish and Publish Annual Percentage-Based Increases:** Create and publish percentage-based annual increases to permit rates commensurate with inflation and other expense increases needed to facilitate the program.
- **Collect and Retain Data Digitally:** Collect data on NPP zones and house data online in a publicly accessible format.

SCORE

Scoring Scale
1: The strategy does not meet the goal.
2: The strategy partially meets the goal.
3: The strategy perfectly meets the goal.

Goal	Score	Score Notes
1: Respond to User Behaviors	1	The strategy allows for people to request and obtain NPP permits if they would like to but does not support other travel choices or enable proactive responsiveness to neighborhoods' unique needs.
2: Promote Predictability, Transparency, and Understanding	1	The strategy does not create a process in which the approval, denial, or amendment of NPP zones is clearly based on objective metrics.
3: Achieve Cost Recovery	1	The NPP Program under this strategy would not achieve sufficient cost recovery on its own within 5 years, assuming some caps on how much permit prices can increase year to year.
4: Advance Climate and Sustainability Goals	1	The strategy does not support travel choices outside the personal vehicle, and therefore is unlikely to influence reductions in VMT, improved mode split, or other goals.
5: Increase Quality of Life Benefits for Everyone	1	The strategy addresses parking spillover, but does not serve to enhance overall access and connectivity or promote parking availability and options for people without permits.
Goal Score	**5**	
Feasibility Score	**5**	
Total Score	**10**	

STRATEGY N1: DATA-BASED DECISION-MAKING

Currently, the City has general guidelines around quantitative and qualitative metrics to be met prior to approving or expanding a new NPP zone, but these guidelines are not required or written into City ordinance. The only metric required by ordinance today is the requirement for 25 signatures from adult residents on a petition request. This strategy entails strengthening the metrics by which zones are created, expanded, and measured, both in practice and in regulations. This strategy also includes an option to expand the NPP to offer additional resources to transportation options, called a "Transportation Wallet".

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Update NPP Ordinance:** Update the NPP ordinance to require that new zones meet key metrics, such as surrounding and nearby land use characteristics, new demand and traffic generation, and parking supply and occupancy. Include a provision empowering staff to review and deny or approve petitions based on these metrics, and amend existing zones based on these metrics. Require that NPPs continue to be monitored based on performance on an annual basis and publish results in an annual report.
- **Conduct Public Outreach:** Conduct public outreach digitally and through targeted focus groups to discuss the changes and the reasons behind them.
- **Collect and Publish Data as Required:** When a petition is received, collect and publicly publish data related to the key metrics. If metrics are not met, deny the petition with a clear statement of the justification behind the denial.

ADDITIONAL CONSIDERATIONS

- **Pilot Transportation Wallet Program, Including Surcharge:** Consider implementing a "transportation wallet" program on a pilot basis, that leverages permit funds beyond the full cost recovery of the program in that zone, and any funds from expansion of paid parking. The wallet could include subsidies for transit use, bikeshare credits, and other mobility options and support. The pilot should include before-and-after mode share and customer satisfaction surveys to determine project success and facilitate adjusting the program as necessary before full implementation.
- **Expand Transportation Wallet Program:** Based on success of the pilot transportation wallet program, offer the program in expanded paid parking and neighborhood permit parking zones. Roll out of the program should include a thorough marketing and communications campaign. Those living and working in these NPP zones can choose to opt into purchase of a neighborhood parking permit, or receive a subsidized transportation wallet if they do not opt in. Transportation wallets could also be for sale to anyone else living in these NPP zones, whether they have a parking permit or not. Non-resident commuters could be given the option to purchase transportation wallets with the addition of a limited number of daily parking passes added in, for days where these commuters may need to drive and park. This offering could also be expanded to include quarterly garage permit holders as well.

SCORE

Goal	Score	Score Notes
1: Respond to User Behaviors	2	The strategy allows for those with a demonstrated need and desire for NPP permits to obtain them and supports other travel choices and options outside the personal vehicle. However, the strategy does not support proactive responsiveness to unique characteristics.
2: Promote Predictability, Transparency, and Understanding	2	The strategy uses objective metrics to make decisions about creating and expanding NPP zones, but does not include broad, up-front, publicly available data reporting and analytics.
3: Achieve Cost Recovery	2	The NPP Program under this strategy can achieve at least 80% cost recovery within 5 years.
4: Advance Climate and Sustainability Goals	2	The strategy generally supports other travel choices and enhances the overall ability and convenience of travel options other than the personal vehicle.
5: Increase Quality of Life Benefits for Everyone	2	The strategy addresses parking spillover, enhances overall access and connectivity citywide, and promotes parking availability for those that don't have an NPP permit, as well as NPP permit holders.
Goal Score	**10**	
Feasibility Score	**4**	
Total Score	**14**	

STRATEGY N2: NEIGHBORHOOD ACCESS MANAGEMENT

In a push to take a broad and active approach to managing parking and mobility behavior, this strategy expands the reach of intentional, city-driven parking and access policy. The strategy entails assessment of the entire city by zone or neighborhood based on a key metric or metrics, such as parking occupancy, trip generation, and length-of-stay records to determine appropriate next steps. This strategy also includes an option to expand the NPP to offer additional resources to transportation options, called a "Transportation Wallet".

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Establish Neighborhoods/Areas:** Determine boundaries of neighborhoods/areas city-wide. These could be driven by boundaries of existing NPP zones, official neighborhoods, area plan boundaries, zone districts or walking distance level of service to key destinations, such as major trailheads.
- **Data Collection:** Collect data for the following:
    - **Primary Metrics (to use as key indicators for establishing new zones):**
        - **Typical Peak Hour Parking Occupancy:** Typical peak hour parking occupancy within the neighborhood or zone boundary.
        - **New Development and Trip Generation:** Projected new development within the zone boundary or proximate to the zone boundary, and the peak hour trip generation projected for the new development.
    - **Secondary Metrics (to use to evaluate, expand, or adjust existing zones)**
        - **Length of Stay:** The cumulative average length of a parking session within the zone boundary. Adjusting boundaries/reevaluating zones
        - **Violation Data:** The cumulative average number of parking violations pertaining to length of stay within the zone boundary. Adjusting boundaries/reevaluating zones
        - **Access Score:** The access score within the zone boundary. This score should be determined by the level of transit and active transportation amenities within the zone. For continuity and ease of interpretation by the community, the city could incorporate the ranges used by Walk Score/Bike Score/Transit Score with some updates, as follows:
            - 0-24: Dependent on cars, with nearly all local trips requiring a car
            - 25-49: Dependent on cars, with most local trips requiring a car
            - 50-69: Some local trips can be accomplished on a bike, on foot, or using transit.
            - 70-89: Most local trips can be accomplished on a bike, on foot, or using transit.
            - 90-100: Local trips do not require a car at all.
- **Establish KPIs:** Establish a Key Performance Indicator (KPI) for the primary metric to determine NPP eligibility and tier.
    - **Typical Peak Hour Parking Occupancy**: 85% is an appropriate base parking occupancy for a KPI, with tiers at 85-90% (Tier 1), 90-95% (Tier 2), and over 95% (Tier 3).
    - **New Development and Trip Generation**: A new development projected to generate 500 trips at the peak hour, or more, is an appropriate base KPI, with tiers at 500-750 (Tier 1), 750-1000 (Tier 2), and 1000+ (Tier 3).
- **Classify Areas:** Classify each area or neighborhood based on determined KPI(s). Publish a publicly available, online map showing each zone's classification, with an option for address look-up. Petitions for new zones will only be accepted in areas that meet KPIs.

- **Apply KPI-Based Permit Pricing and Subsidies:** Establish pricing for permits and available subsidies based on KPI(s).
    - **Permit Pricing- Typical Peak Parking Occupancy:** Price permits highest in Tier 3 zones, followed by Tier 2 and Tier 1.
    - **Permit Pricing- New Development and Trip Generation:** Price permits highest in Tier 3 zones, followed by Tier 2 and Tier 1.
    - **Subsidies:** Offer percentage-based subsidies for areas with access scores indicating the need for a car for all or most local trips. Additionally, offer percentage-based subsidies for qualifying low-income households.

ADDITIONAL CONSIDERATIONS

- **Pilot and Offer a Transportation Wallet:** Based on success of a pilot transportation wallet program, offer the program in expanded paid parking and neighborhood permit parking zones. Roll out of the program should include a thorough marketing and communications campaign. Those living and working in these NPP zones can choose to opt into purchase of a neighborhood parking permit, or receive a free transportation wallet if they do not opt in. Transportation wallets could also be for sale to anyone else living in these NPP zones, whether they have a parking permit or not. Non-resident commuters could be given the option to purchase transportation wallets with the addition of a limited number of daily parking passes added into the transportation wallet, for days where these commuters may need to drive and park.
- **Monitor Annually:** Monitor and adjust zone classification on a regularly scheduled, annual basis.

SCORE

Goal	Score	Score Notes
1: Respond to User Behaviors	3	The strategy allows for those with a demonstrated need and desire for NPP permits to obtain them and supports other travel choices and options outside the personal vehicle, and develops proactive responsiveness to unique neighborhood characteristics.
2: Promote Predictability, Transparency, and Understanding	3	The strategy uses objective metrics to make decisions about creating and expanding NPP zones and shares the process by which the City makes decisions about the NPP with the public.
3: Achieve Cost Recovery	2	The NPP Program under this strategy can achieve at least 80% cost recovery within 5 years.
4: Advance Climate and Sustainability Goals	3	The strategy generally supports other travel choices and enhances the overall ability and convenience of travel options other than the personal vehicle. The strategy also tailors transportation demand management solutions to the needs of different neighborhoods.
5: Increase Quality of Life Benefits for Everyone	3	The strategy addresses parking spillover, enhances overall access and connectivity citywide, and promotes parking availability for those that don't have an NPP permit, as well as NPP permit holders.
Goal Score	**14**	
Feasibility Score	**2**	
Total Score	**16**	

PARKING PRICING: REFINED STRATEGIES AND EVALUATION

GOALS FOR PARKING PRICING

Recognize the value of the right-of-way by using parking utilization data to inform parking pricing decision-making

Respond to user behaviors and the diversity of business and customer needs in commercial zones

Generate revenue needed to maintain cost recovery and support evolving community needs.

Achieve transparency and predictability to create a more equitable system

Promote effective parking management and customer compliance

Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle

The refined strategies developed for parking pricing include:

- **Strategy P0:** Static pricing adjustments **(Score: 15/23, 65%)**
- **Strategy P1:** Place-Based Pricing **(Score: 17/23, 74%)**
- **Strategy P2:** Performance-Based Pricing **(Score: 19/23, 83%)** ★

STRATEGY P0: STATIC PRICE ADJUSTMENTS

Static pricing adjustments would include a standard, across-the-board increase in hourly parking pricing for all parking choices, including on-street parking and off-street parking, in every location. Because this strategy would entail standard increases for all parking, it does not include any additional price differentiation among on-street and off-street parking pricing. This strategy would also allow for annual percentage-based increases in rates based on inflation and other expense increases.

Feasibility Scale

1: Can only be accomplished with extensive expansion of existing resources
2: Can be accomplished in the immediate term with moderate enhancement of existing resources
3: Can be accomplished with existing resources in the immediate term, with some updates
4: Can be accomplished completely with existing resources in the immediate term
5: Can be accomplished with existing resources, including both immediate term and mid-term measures

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Establish and Publish Year 1 Rate Increase:** Establish and publish the desired standard rate increase.
- **Establish and Publish Percentage-Based Annual Increase:** Establish and publish the desired percentage-based annual increase of parking rates based on inflation and other expense increases.
- **Communicate Rate Increases:** Create public-facing materials communicating the changes and host meetings with business and property owners, employees, residents, and other members of the public to share information and take comments.

SCORE

Scoring Scale
1: The strategy does not meet the goal.
2: The strategy partially meets the goal.
3: The strategy perfectly meets the goal.

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	1	Parking pricing is the same across all locations, with little differentiation between pricing for on-street and off-street parking.
2: Respond to User Behaviors	1	The pricing does not reflect user behaviors or choices, as pricing is consistent in all facilities.
3: Maintain Cost Recovery	2	While paid parking citywide does achieve cost recovery under this strategy, two areas—CAMP and BJAD—do not achieve cost recovery on their own without much more substantial rate increases.
4: Achieve Transparency and Predictability	3	Because rates are standard across the board, transparency and predictability are easy to achieve.
5: Promote Effective Parking Management	1	The strategy does not support increased turnover of on-street parking spaces or increased usage of off-street options over on-street options.
6: Advance Climate and Sustainability Goals	2	The strategy is expected to reduce overall vehicle miles traveled (VMT) in Boulder, support increases in transit usage, and increase TDM investment.
Goal Score	**10**	
Feasibility Score	**5**	
Total Score	**15**	

STRATEGY P1: PLACE-BASED PRICING

Place-based pricing is when a different parking rate schedule is implemented depending on the location of a parking space or facility. This strategy builds on the existing parking and access districts Boulder already manages and the data available within those districts—Downtown (CAGID or the Central Area General Improvement District), the University Hill General Improvement District (UHGID) and the Boulder Junction Access District (BJAD). If parking and access management is expanded into other areas throughout the city, this approach would also allow for integration of that new district and creation of a unique parking rate schedule depending on typical peak parking occupancy in the new district.

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Establish Tiers:** Identify "tiers" for varying levels of parking occupancy. For example:
  - **Tier 1:** 80% or higher
  - **Tier 2:** 60%-80%
  - **Tier 3:** Less than 60%
- **Establish Rate Schedule for Each Tier:** Establish rate schedules for each tier based on typical peak occupancies for on-street and off-street facilities. The rate schedule should include a standard rate for on-street blocks and a different standard rate for off-street lots and garages.
- **Establish Occupancy Parameters**: Determine target annualized typical peak occupancy.

- **Collect and Publish Data**: Collect occupancy data regularly (every quarter at minimum) to establish the typical peak occupancy over a one-year period. Summarize and publish the data on the City's website and through other appropriate channels.
- **Adjust Rate Schedules on a Regular Basis:** Adjust rate schedule pursuant to the typical peak parking occupancy measured and the established occupancy parameters on a regular basis in the immediate term, such as every year. For off-street parking, maintain permit pricing with a standard annual increase commensurate with expenses, and monitor "oversell[1]" percentages based on facility utilization. Allow for income-based qualifications for lower off-street permit rates.
- **Over Time, Move to More Dynamic Pricing:** Incorporate demand-based pricing at the facility level in the mid-term, based on differing occupancy levels, as well as other dynamic pricing strategies, such as seasonal pricing and time-of-day pricing. Prices for both public on-street and off-street parking will consider the pricing of privately-owned facilities to ensure goals can be met.

[1] "Oversell" ratio in parking refers to the percentage of permits you sell compared to the number of spaces in a given parking facility.

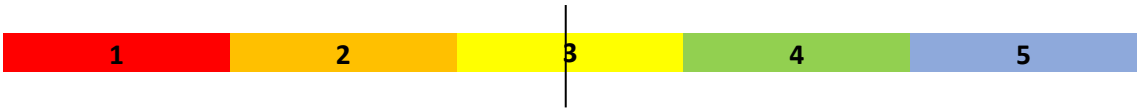
SCORE

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	2	Parking pricing is based on demand in each place but does not reflect differences in the value of the right-of-way from block to block.
2: Respond to User Behaviors	2	The strategy is responsive to differences in how people choose where to park but does not allow for different pricing for other uses of the curb, like loading/unloading.
3: Maintain Cost Recovery	2	While paid parking citywide does achieve cost recovery under this strategy, one district—BJAD—does not achieve cost recovery on its own.
4: Achieve Transparency and Predictability	3	With the use of some online and on-the-ground resources for the public, this strategy will allow for strong transparency and predictability for the public.
5: Promote Effective Parking Management	2	The strategy supports increased turnover of on-street parking spaces and effectively encourages use of off-street options but does not allow for differences in reducing demand on certain high-demand blocks.
6: Advance Climate and Sustainability Goals	2	The strategy is expected to reduce overall VMT in Boulder, support increases in transit usage, and increase TDM investment opportunities. The strategy is not expected to increase potential opportunities for active transportation amenities on high-demand streets.
Goal Score	**13**	
Feasibility Score	**4**	
Total Score	**17**	

STRATEGY P2: PERFORMANCE-BASED PRICING

Performance-Based Pricing manages needs for the public right of way beyond those generated by private vehicles, such as needs related to e-commerce pickups and deliveries, commercial freight deliveries. Basing pricing on the demand for the curb lane aligns transportation choices with the unique needs of the area and community's transportation and access goals. This strategy entails pricing of on-street parking by block face in existing paid districts based on typical peak occupancy, with paid loading zones in the highest-demand areas and uniformly lower off-street pricing.

FEASIBILITY



KEY IMPLEMENTATION CHARACTERISTICS

- **Establish Pricing by Occupancy Level for Block Faces:** Establish a pricing rate schedule based on typical peak occupancy on each block face in managed/paid areas. Establish a lower, standardized pricing rate schedule for off-street garages and lots. Prices for both public on-street and off-street parking will consider the pricing of privately-owned facilities to ensure goals can be met.
- **Establish Other Fees by Use:** Establish fees for other uses of the curb. As an example, initial implementation could include paid loading zones in the highest-demand block areas. Over time, incorporate per-ride fees for TNCs, parklet and food truck fees, etc.
- **Collect and Publish Data:** Collect occupancy data regularly by block face (every quarter at minimum) to establish the typical peak occupancy over a one-year period. Summarize and publish the data on the City's website and through other appropriate channels.
- **Adjust Rate Schedules on a Regular Basis:** Adjust rate schedule pursuant to the typical peak parking occupancy measured and the established occupancy parameters on a regular basis, such as every year. For off-street parking, maintain permit pricing with a standard annual percentage-based increase commensurate with expenses, and monitor "oversell[2]" percentages based on facility utilization. Income-based qualifications for lower rates could be allowed in some cases.

[2] "Oversell" ratio in parking refers to the percentage of permits you sell compared to the number of spaces in a given parking facility.

SCORE

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	3	Parking pricing accommodates demand differences from location to location, even at the block-by-block level.
2: Respond to User Behaviors	3	The strategy is responsive to differences in how people choose where to park, and creates pricing options for other uses of the curb, like loading/unloading.
3: Maintain Cost Recovery	2	While paid parking citywide does achieve cost recovery under this strategy, one district—BJAD—does not achieve cost recovery on its own.
4: Achieve Transparency and Predictability	2	The strategy will require significant online and on-the-ground communication efforts to be transparent and predictable for users.
5: Promote Effective Parking Management	3	The strategy supports increased turnover of on-street parking spaces and effectively encourages use of off-street options, including support of reduced parking on certain high-demand blocks.
6: Advance Climate and Sustainability Goals	3	The strategy is expected to reduce overall VMT in Boulder, support increases in transit usage, increase TDM investment, and access for active transportation modes, like walking and biking, on high-demand streets.
Goal Score	**16**	
Feasibility Score	**3**	
Total Score	**19**	

PARKING FINES: REFINED STRATEGIES AND EVALUATION

GOALS FOR PARKING FINES

Recognize the value of the right-of-way by using parking utilization data to inform parking pricing decision-making

Respond to user behaviors and the diversity of business and customer needs in commercial zones

Generate revenue needed to maintain cost recovery and support evolving community needs.

Achieve transparency and predictability to create a more equitable system

Promote effective parking management and customer compliance

Advance climate and sustainability goals by supporting travel choice beyond the personal vehicle

The refined strategies developed for parking pricing include:

- **Strategy F0:** Existing Fine Strategy **(Score: 12/23, 52%)**
- **Strategy F1:** Graduated Fines + Transportation Choice Fines **(Score: 19/23, 83%)**★
- **Strategy F2:** Zone-Based Fines + Graduated Fines + Transportation Choice Fines **(Score: 18/23, 78%)**

STRATEGY F0: EXISTING FINE STRATEGY

This strategy maintains the existing fine strategy.

Feasibility Scale

1: Can only be accomplished with extensive expansion of existing resources
2: Can be accomplished in the immediate term with moderate enhancement of existing resources
3: Can be accomplished with existing resources in the immediate term, with some updates
4: Can be accomplished completely with existing resources in the immediate term
5: Can be accomplished with existing resources, including both immediate term and mid-term measures

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

The strategy does not require implementation of any new initiatives.

SCORE

Scoring Scale
1: The strategy does not meet the goal.
2: The strategy partially meets the goal.
3: The strategy perfectly meets the goal.

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	1	Parking fines do not recognize the increased impacts to the right-of-way when parking rules are broken frequently.
2: Respond to User Behaviors	1	Parking fines are not reflective of the differences in user behaviors or user needs across the city.
3: Maintain Cost Recovery	2	The parking fines are projected to generate enough revenue to cover enforcement costs in aggregate, but not on a district-by-district basis.
4: Achieve Transparency and Predictability	1	Parking fines are not publicly available without a direct request.
5: Promote Effective Parking Management	1	The strategy does not discourage repeat violations or support increased turnover of prime parking spaces.
6: Advance Climate and Sustainability Goals	1	The strategy does not support travel choices outside the personal vehicle in a meaningful way.
Goal Score	**7**	
Feasibility Score	**5**	
Total Score	**12**	

STRATEGY F1: GRADUATED FINES + TRANSPORTATION CHOICE FINES

This strategy entails graduated fines for all parking violations citywide, meaning that parkers who routinely violate parking rules and regulations would be subject to an increased fine upon each violation, up to an established maximum. The city already charges graduated fines for certain violations, including on-street, overnight parking of a commercial vehicle, and on-street, overnight parking of a recreational vehicle (RV) or trailer.

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Collect and Analyze Data:** Collect new and analyze existing parking occupancy and violations data citywide to assess impacts of graduated fines. Specifically, evaluate:
    - Where violations occur most frequently and with habitual violators
    - Which violations occur most frequently and with habitual violators
    - How violation frequency corresponds with parking occupancy
- **Determine Fee Structure:** Determine a graduated fine structure for each violation type. Consider higher violations for infractions that reduce the ability of people to use other modes, like blocking a bike lane, bus stop, or sidewalk. Include automatic annual adjustments based on inflation and expense increases in the fee structure.
- **Community Outreach Plan:** Develop collateral for the initiative, such as a one-pager describing the justification behind the changes and the new fee schedules, press releases, social media updates, and targeted meetings with stakeholders.

SCORE

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	2	Parking fines would reflect the value of the right-of-way through fine increases for repeat offenders. This strategy does not allow for differentiation in right-of-way value from location to location.
2: Respond to User Behaviors	2	The strategy reflects user behaviors and responds to dynamic needs through graduated fine increases and surcharges for violations that impede other travel choices.
3: Maintain Cost Recovery	2	The parking fines are projected to generate enough revenue to cover enforcement costs in aggregate, but not on a district-by-district basis.
4: Achieve Transparency and Predictability	3	With the use of some online and on-the-ground resources for the public, this strategy will allow for strong transparency and predictability for the public.
5: Promote Effective Parking Management	3	The strategy is expected to discourage repeat offenses, therefore improving parking turnover and customer compliance with parking regulations.
6: Advance Climate and Sustainability Goals	2	While the strategy is unlikely to have any appreciable impacts on mode split, the parking fines will support other travel choices through a surcharge for violations that impede bike lanes, sidewalks, and more.
Goal Score	**14**	
Feasibility Score	**5**	
Total Score	**19**	

STRATEGY F2: ZONE-BASED FINES + GRADUATED FINES + TRANSPORTATION CHOICE FINES

This strategy acknowledges the varying value of the curb in areas throughout the city by levying higher or lower fine structures based on the parking demand in a given location. For example, CAGID might have higher parking fines than BJAD, UHGID, or certain NPP zones because demand for parking in CAGID is significantly higher.

FEASIBILITY

KEY IMPLEMENTATION CHARACTERISTICS

- **Collect and Analyze Data:** Collect new and analyze existing parking occupancy and violations data citywide to assess impacts of graduated fines. Specifically, evaluate:
  - Where violations occur most frequently and with habitual violators
  - Which violations occur most frequently and with habitual violators
  - How violation frequency corresponds with parking occupancy
- **Establish Tiers:** Establish tiers for fee structures based on number of violations and/or parking occupancy data. Include annual adjustments based on rising expenses to provide enforcement.
  - **Tier 1:** Typical peak demand of 80% or higher
  - **Tier 2:** Typical peak demand of 60%-80%
  - **Tier 3:** Typical peak demand of less than 60%
- **Determine Fee Structure by Tier:** Determine the fee structure by tier. Consider higher violations for infractions that reduce the ability of people to use other modes, like blocking a bike lane, bus stop, or sidewalk
- **Community Outreach Plan:** Develop collateral for the initiative, such as a one-pager describing the justification behind the changes and the new fee schedules, press releases, social media updates, and targeted meetings with stakeholders.
- **Update Annually:** Update and public fee schedule annually based on updated parking occupancy and/or number of violations.

SCORE

Goal	Score	Score Notes
1: Recognize the Value of the Right-of-Way	3	Parking fines would reflect the value of the right-of-way through fine increases for repeat offenders, and allows for differentiation in right-of-way value from location to location.
2: Respond to User Behaviors	2	The strategy reflects user behaviors and responds to dynamic needs through graduated fine increases and surcharges for violations that impede other travel choices.
3: Maintain Cost Recovery	2	The parking fines are projected to generate enough revenue to cover enforcement costs in aggregate, but not on a district-by-district basis.
4: Achieve Transparency and Predictability	2	With the use of substantial online and on-the-ground resources for the public, this strategy will allow for strong transparency and predictability for the public.
5: Promote Effective Parking Management	3	The strategy is expected to discourage repeat offenses, therefore improving parking turnover and customer compliance with parking regulations.
6: Advance Climate and Sustainability Goals	2	While the strategy is unlikely to have any appreciable impacts on mode split, the parking fines will support other travel choices through a surcharge for violations that impede bike lanes, sidewalks, and more.
Goal Score	**14**	
Feasibility Score	**4**	
Total Score	**18**	

JUNE 7, 2021

IMPLEMENTATION AND ACTION SUMMARY

The Alternatives Analysis identified the following strategies as those that most align with project goals:

- **Neighborhood Parking Management**—Priority-Based Neighborhood Access Management
- **Parking Pricing**—Performance-Based Pricing
- **Parking Fines**—Graduated Fines + Mobility Safety Fines

This section outlines the implementation of these three strategies in the next year, the near-term, and the mid-long term.

PRIORITY-BASED NEIGHBORHOOD ACCESS MANAGEMENT

What is Priority-Based Neighborhood Access Management?

1. **Cost Recovery:** The strategy sets permit rates to achieve 100% cost recovery for the NPP Program by 2024. Resident permit rates are set to increase by $13 each year in 2022, and by $10 each year in subsequent years. Commuter permits are set to increase by $20 each year.
2. **New or Expanded Zone Eligibility and Prioritization:** The strategy enables the city to take a strategic, proactive approach in determining which residential areas are eligible for an NPP zone using quantitative Key Performance Indicators. Petitions will only be accepted in areas that meet these indicators. Eligible areas will then be prioritized according to need. Each year, staff will share an annual report detailing program performance and an updated Eligibility and Prioritization Map for review by advisory boards and Council.
3. **Phase Out:** Existing NPP Zones that do not meet Key Performance Indicators for a period of three consecutive years will be identified by staff for Phase Out.
4. **Process Changes:** Advisory board and Council will receive an annual report detailing program performance, an updated Eligibility and Prioritization Map, and any zones identified for Phase Out. Individual petitions accepted from eligible and prioritized areas will be reviewed by the City Manager.
5. **Subsidies for Qualified Residents and Commuters:** The city will seek to incorporate subsidies that could range from 30-75% of the total annual permit cost for qualifying residents and commuters.

Effort Required for Full-Fledged Implementation

- **Process Foundation:** The final approach and near-term implementation steps for Priority-Based Neighborhood Access Management should be reviewed by advisory boards and Council. This review should include a description of the ordinance, regulation, and procedural changes necessary for full-fledged implementation of the strategy.
- **Ordinance and Regulation Changes:** The strategy will require revisions to the Boulder Revised Code Title 4, Chapter 23 Neighborhood Parking Zone Permits, B.R.C. 2-2-15 NPP Zones, B.R.C. 4-

20-49 NPP fees as well as to the current Neighborhood Permit Parking Zone City Manager Regulations, to reflect the new strategy.

- **Data Collection and Analysis:** City staff, or a combination of City staff and contractors, will collect and analyze data on a regular, annual basis to support review of Key Performance Indicators and NPP zone eligibility and prioritization.
- **Communication and Staff Training:** A combination of online and face-to-face communications will help current and prospective NPP holders understand the changes and their options. Staff should also be trained to understand the new strategy and how to communicate with inquirers about their questions and concerns.

Key Benefits

1. **Predictability and Transparency:** Clear and quantitative metrics for establishing, expanding, and maintaining NPP zones, combined with effective communication, help the community understand how the city makes decisions about neighborhood parking management.
2. **Neighborhood Characteristics:** Eligibility and prioritization for an NPP zone is based on the unique characteristics of each neighborhood, such as land use, parking supply and utilization, surrounding trip generators, and multimodal access.
3. **Sustainability:** The program recovers its operating costs and, after just three years, allows for a surplus to be reinvested into mobility options for neighborhood residents and commuters.
4. **Equity:** The program allows for subsidized options for qualifying low-income residents and commuters.

PERFORMANCE-BASED PRICING

What is Performance-Based Pricing?

1. **On-Street and Off-Street Differentiation:** The strategy begins with enacting a small ($0.25) differentiation in on-street and off-street parking, which will grow over time, especially when comparing the highest-demand on-street options to off-street garages and lots.
2. **Tiered Pricing:** Pricing for on-street parking on each block face in paid parking areas will be tiered based on typical peak occupancy. The most popular on-street block faces will be priced the highest, followed by mid-tier block faces, and then low-tier block faces. The highest-price block faces will include paid loading zones, so that every use of these in-demand rights-of-way is paid. Tiers and corresponding rates will be monitored using parking occupancy data and reviewed annually.
3. **Off-Street Price Changes:** Graduated rates in off-street garages and lots—where hourly pricing is increased after four hours—is eliminated. Discounted parking products—like the $3 weekday evening pricing—is kept in place. $3 Saturday pricing is implemented as well (weekend parking in the garages is currently free of charge).

Effort Required for Full-Fledged Implementation

- **Process Foundation:** The final approach and near-term implementation steps for Performance-Based Pricing should be reviewed by advisory boards and Council. This review should include a description of the ordinance, regulation, and procedural changes necessary for full-fledged implementation of the strategy.
- **Ordinance and Regulation Changes:** The strategy will require revisions to the Boulder Revised Code Title 4 Chapter 23, B.R.C. 2-2-15, B.R.C. 4-20-49, as well as any other relevant updates in the City Manager regulations.
- **Data Collection and Analysis:** City staff, or a combination of City staff and contractors, will collect and analyze data on a regular, annual basis to evaluate typical peak parking occupancy in paid parking areas citywide.
- **Communication:** A combination of online and on-the-ground communications will help users of the public parking system become familiar with the changes and make parking decisions based on the new rate structure.

Key Benefits

1. **Right-of-Way Value:** The strategy creates a parking pricing framework that more closely represents the high value of the city's right-of-way, and its on-street parking in particular. The strategy also demonstrates the difference in the value of right-of-way in different parts of the city, as demonstrated by market demand.
2. **Predictability and Transparency:** While a more complex strategy than the current parking pricing structure, decisions about parking pricing under this framework are based on clear, quantitative data that can be shared with the public.
3. **Sustainability:** This strategy will result in additional revenues for the public parking system able to be used to pay for transportation demand management and other mobility initiatives undertaken by the city. In addition, the pricing changes are expected to result in a reduction in Vehicle Miles Travelled (VMT), derived from both price elasticity impacts (people opting for a different transportation option, rather than a personal vehicle) and reduced circulation to locate an on-street parking space.
4. **Equity:** The strategy maintains and expands discounted off-street parking options for price-sensitive residents, commuters, and visitors.

GRADUATED FINES + MOBILITY SAFETY FINES

What are Graduated Fines and Mobility Safety Fines?

1. **Increased Base Fine:** The strategy entails an increase in the base parking violation fine to be more in line with fines levied by CU Boulder and surrounding municipalities, and to encourage customer compliance.
2. **Premium for Repeat Violations (Graduated Fines):** A premium is levied for repeat violations within a calendar year, with a cap at the third violation.
3. **Premium for Mobility Safety Violations (Mobility Safety Fines):** A premium is levied for any violation that impedes mobility safety, such as parking in a bike lane.

Effort Required for Full-Fledged Implementation

- **Process Foundation:** The final approach and near-term implementation steps for Performance-Based Pricing should be reviewed by advisory boards and Council. This review should include a description of the ordinance, regulation, and procedural changes necessary for full-fledged implementation of the strategy.
- **Ordinance and Regulation Changes:** The strategy will require revisions to Boulder Revised Code Title 7, Chapter 6 Parking Infractions, as well as fine structure updates, if any in City Manager regulations.
- **Communication:** A combination of online and on-the-ground communications will help users of the public parking system become familiar with the changes and make parking decisions based on the new fine structure.

Key Benefits

1. **Right-of-Way Value:** The strategy clearly demonstrates the value of the city's right-of-way by levying fines commensurate with the disruption violation of parking rules and regulations have on public right-of-way usage.
2. **Customer Compliance:** With a strong communications strategy, the city can improve customer compliance by alerting users to the financial impacts of repeat violations and mobility safety violations.
3. **Sustainability:** The strategy is expected to increase customer compliance, thereby enhancing the ability of the existing parking system to accommodate demand today and in the years to come. This will help Boulder maintain existing parking resources and limit needs to build additional parking. In addition, premiums for Mobility Safety violations will underscore the seriousness of these types of violations and create a safer and more friendly environment for pedestrians, cyclists and transit users.
4. **Equity:** The strategy allows for alternative payment options for first time violations of all parking regulations except for Mobility Safety violations.

OVERARCHING RECOMMENDATIONS FOR SUCCESS

- **AMPS Implementation Lead:** It is essential that the city has a designated champion to maintain the momentum for this and other AMPS Implementation projects and spearhead cross-departmental coordination. This could be an existing staff person, or a new position created and hired out using a temporary contract.
- **Continued AMPS Staff and Leadership Meetings:** Existing cross-department AMPS Staff Working Group and Leadership Team meetings should be continued throughout the implementation process.

- **Cross-Department Data Sharing:** Data collected for the implementation of these strategies should be available for access by all City departments and Boulder County.
- **Website:** The existing Access4Boulder website should be updated and maintained to share information about AMPS Implementation updates and gather feedback from the public on key initiatives.
- **COVID-19 Impact Monitoring:** Many of the assumptions included in this document include a relative return of 2019 transportation behaviors. However, long-term impacts of COVID-19, particularly on commuter parking demand, transit usage, and more, are not fully known. The city should continue monitoring these impacts as part of the data collection and analysis process.
- **Coordination with Climate Initiatives Team:** The City has committed to a community-wide reduction in emissions of 50% by 2030[1]. Impacts to vehicle miles travelled (VMT) and greenhouse gas emissions (GHG) in correlation with the Priority-Based Neighborhood Access Management and Performance-Based Pricing programs should be evaluated with the city's Climate Initiatives team. It is anticipated that the new differential in on-street and off-street parking pricing, which will encourage use of underutilized off-street options, could precipitate a reduction of roughly 1,000-1,400 vehicle miles traveled (VMT) on a typical peak day, or 180-250 tons of CO_2 each year[2].

[1] City of Boulder Climate Commitment

[2] California Environmental Protection Agency, Air Resources Board. "Impacts of Parking Pricing and Parking Management on Passenger Vehicle Use and Greenhouse Gas Emissions," September 30, 2014.