

DOWNTOWN MANAGEMENT COMMISSION
September 9, 2013
5:30 p.m. - Off Site Meeting
1777 West Conference Room - 1777 Broadway
AGENDA

1. Roll Call
2. Approval August 5, 2013 Meeting Minutes
3. Election of Officers
4. Police Update – Data on Smoking Tickets and Sexual Assaults
5. Public Participation
6. Parks Update
7. BID Update
8. Proposed Smoking Ban Downtown
9. Feedback on AMPS Guiding Principles
10. Public Hearing and Consideration of a Motion to Make a Recommendation to City Council of the Downtown and University Hill Management, Parking Services 2014 Budget
11. Public Hearing and Consideration of a Motion to Recommend to City Council, the Board of Directors of CAGID, 1) the Purchase and Sale Agreement of Storage Space, and 2) the Condominium Declaration of Randolph Center Commercial and Parking Condominium (second reading)
12. Matters from Commissioners
 - Board Committee Assignments
13. Matters from Staff
 - Downtown Improvement Projects Update
 - EBikes Proposal
 - Draft City of Boulder Economic Sustainability Strategy

Attachments

- Sales and Use Tax Revenue Report – June 2013
- Fund Statement
- Police Stats
- Downtown Boulder Open/Close List
- AMPS Presentation at Joint Board Meeting
- List of DMC Committees
- Randolph Center Documents - link: [Attachments\Randolph Center docs complete.pdf](#)
- EBikes Proposal
- Draft City of Boulder Economic Sustainability Strategy

2013 DUHMD/PS Areas of Focus

University Hill Revitalization

- Support for creation of a Residential Service District
- Innovation District/Organizational Options
- 14th Street Lot Redevelopment

Parking

2012 DMC Priorities

- Civic Center Master Plan
- Address Homeless Issues
- Outreach and Communication with City Council
- Retaining Boulder Companies Downtown
- Forecasting Downtown Boulder Parking Needs

- Technology Enhancements
- Access/Parking Management Strategy
 - In collaboration with the Transportation Master Plan Update

Downtown Capital and Planning Projects

- 15th Street (Canyon to Arapaho) Streetscape Implementation
- 14th and Walnut Pedestrian Improvements Implementation
- West Pearl Streetscape Design
- Pearl Street Mall Interactive Kiosks Implementation
- Civic Use Pad Recommendations
- Civic Park Master Plan participation

Boulder Junction

- Access Districts (Parking and TDM) Implementation
- Depot Square Construction Coordination

Administration

- Remodel reception area
- TBBI Planning
- CRM and new website implementation

Additional Items:

- Pearl Street Smoking Ban Implementation
- Revisit Mobile Food Vending Ordinance
- Complete CAGID Garage CIP Projects
- Pearl Street Mall Code Changes
- Randolph Center Condominium Association Declaration

- West End Streetscape Revitalization Project
- Continue to Support the Vitality of the Mall and Downtown Boulder

Mission Statement: We serve the downtown, University Hill and affected communities by providing quality program, parking enforcement, maintenance and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

**CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM**

NAME OF BOARD/COMMISSION: **DOWNTOWN MANAGEMENT COMMISSION**

NAME/TELEPHONE OF PERSON PREPARING SUMMARY: **Ruth Weiss – 303-413-7318**

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

BOARD MEMBERS: KOVAL, CRABTREE, SHAPINS, DEANS (absent), MILLSTONE (late)

STAFF: WINTER, HERRING, JOBERT, WEISS, LANDRITH, MARTIN, JOHNSON,
FITZGERALD, MAGEE

GUESTS: DAVE ADAMS

TYPE OF MEETING: Off-Site August 5, 2013

AGENDA ITEM 1 – Swearing In of Jerry Shapins:

AGENDA ITEM 2 – Roll Call: Meeting called to order at 5:36 p.m.

AGENDA ITEM 3 – Approval of the June 3, 2013 (See Action Item Below)

AGENDA ITEM 4 – Election of Officers: moved to September next meeting

AGENDA ITEM 5 – Police Update: Johnson began by discussing target crimes and how crime is doing in the city. Target crimes are down 9% on the mall. Citywide had a 1% or 2 % decline. Shapins questioned if it was compared to other similar cities. Johnson replied that they compare to other cities that are comparable in size. Smoking tickets on the mall, as of today, total 73 tickets year to date with 18 tickets issued in the month of July. Johnson continued that tickets are going to either college students or transients. Sex assaults on the mall were discussed and ranged from inappropriate touch at the Boulder Theater, follow up to a previous sex assault that happened elsewhere, mother inquiring of her runaway daughter. Johnson pointed out that they were not sex crimes on the mall. Police stats use the disturbance category as a catch all. Johnson mentioned that the impact team, their hours and that having them earlier on the mall has been beneficial. Beginning 8/21, all impact officers will go back to Wednesday through Sunday when college students return. Koval questioned the transient issue on the mall. Adams replied that July showed an increase in the hardcore transients and they come through town every year and know the laws. Adams continued that a second daytime overtime officer was used and another at 10:30 pm to 2:30 am. Winter offered that there is a meeting tomorrow regarding transient issues which will discuss a campaign to inform of the services available and the panhandling ordinances will be examined. Winter continued that the city is considering a pilot to hire security guards to assist the police. Winter was asked when things would be instated and she replied within the next 6 or so months. Winter mentioned there may be consideration on prohibiting panhandling within a certain area to the pay stations.

AGENDA ITEM 6 – Public Participation: none

AGENDA ITEM 7 –Council Chamber Remodel – Glenn Magee: Magee described the changes to the chambers and the enhancement to the audiovisual. K2 Audio Visual consulted on the project. Magee continued that council felt they were too far from the audience. The rough concept plan comes easterly by 9 feet, and would create a meeting room behind. Magee offered that council wanted the concept brought to all boards and commission. Magee said that screen will all be replaced. Magee was looking for input from the commission on the space. Crabtree asked about the podium and Magee discussed the many options available. Magee offered that the police had done an assessment of the room and there is a door by the elevator that is not easily viewed by the officer at council meetings. Lunchroom access was discussed. Restrooms were discussed and their location. Lighting will be upgraded to LED. Shapins mentioned that upgrading the audiovisual for the audience would be a good investment. Flex seating was mentioned as an option. Magee mentioned that the consultant suggested an 80” monitor on both walls. Martin commented that accessibility is difficult from the elevator. This project will begin in November and take about two months. Winter mentioned that Magee is heading up the design of the new touch screen kiosks and will be breaking ground next week.

AGENDA ITEM 8- Parks Update: Colleen Fitzgerald, Parks and Rec, coordinates two city programs and has been with the city for 16 years. She also coordinates the duck race. Fitzgerald heads up the Boulder Creek Festival, has a performance matrix/timeline of what is expected of the festival organizers and the role of city staff members. Fitzgerald offered that good

weather assisted with the clean up of the event. Each day of the festival was successful, nice crowds, minimal heat, small issues and nothing major, great response time on lost children, park area and FAM areas went smoothly, 64 booths were non profits, 8 local non profit made money serving, recycling was handled by Evergreen Events and was very successful with a diversion rate of 85%, retention of volunteers and event managers felt they would return, met as a staff, police, fire, etc, for debrief and created action items. Fitzgerald offered that financial was not part of their overview. Shapins questioned how groups are engaged and wondered where it was going in the future and how does it reflect Boulder. Fitzgerald offered that the purpose of the festival was recognized. Winter suggested that a survey of the participants could be valuable. Winter questioned when the Boulder Creek Festival contract is up and the reply was next year. Fitzgerald offered that Boulder Creek Festival contracts with the city and Fitzgerald assists with the support services.

Martin mentioned that staff continues to work the mall, the Tulip Give Away has 323 bags of tulip bulbs; Broadway and Spruce parking lot area is being reseeded, army surplus store east side grass area will have new flagstone and new irrigation for grass. Parks and Rec has an ongoing 3 year project, started in January of 2013, repaired hoop fencing, added hoop fencing, added trees, and, low flow irrigation was replaced as it was 36 years old. In mid September, the 1300 block irrigation will be repaired as it has been leaking into the Lazy Dog and will replace 5 of the 13 trees on the mall with London Plain trees. The back flow unit will be moved and sections at a time will be done to lessen impact. The 1200 block will begin January of 2014. Tree conversation ensued. Millstone questioned leaks at several restaurant locations and Martin replied that they were not in the Parks and Rec jurisdiction.

AGENDA ITEM 9 – BID Update: Adams mentioned CU banners go up the week of August 18, the last downtown race is this week; two more bands on the bricks and two more noon tunes to go, Open Arts Festival had 80,000 visitors; Fashion Night Out downtown is the 29th; great response to the Side Walk Sale; July issue of 5280 magazine was presented, guidebook demand is strong; new tear off maps this year. Koval mentioned the new placement ads on 9 news.

AGENDA ITEM 10 – Proposed 500’ Alcohol Rule and Alcohol Land Use Definition Options: Winter began with the changes. It primarily focuses on the Hill. The impacts to downtown are small; the impact to land use and all existing land use designations will remain by being grandfathered in. Winter continued with the details of the options being proposed, it is trying to provide greater variety of land use options. Winter continued that UHCAMC opposed the 500’ Rule. Winter continued that the perception is a concern with restaurants that continue after 11 pm will have conditional use. Koval questioned what happens when someone arrives after 11 pm and you wanted to serve beer and wine and want to interface, certain profiles will not be allowed in certain areas. Millstone offered that this is horrible, shocked and negative to business, its overreach, and if the goal is to have less college kids drinking and that this is a heavy handed way to do it. Millstone continued that these rules are complicated, don’t make a lot of sense and if an establishment comes along and is a success, successful late night establishments are a boom and that there are not many. Millstone offered that the kids are not drinking late in bars, they are drinking late in houses, and these laws are not going to stop college students from drinking. Shapins offered liked the plan management with neighbors, the kids will go further into their rental units and have the hill neighbors less happy, will this mandate social change is questionable. Koval mentioned that it offers new venues for the East End. Koval continued that it isn’t right to penalize responsible establishments. Winter offered that there are a lot of perceptions and that the drinking has moved to downtown and it’s a matter of going back to their homes with the noise and vandalism. Millstone offered that this dissuades businesses from opening. Winter mentioned that policy direction is given by council.

Winter offered responses heard from the commissioners. Millstone commented that there is no evidence that this direction will resolve the issues. Koval mentioned that they should take the data received and it should be more open and transparent, it warrants more dialogue from those who run these things, the people who run these businesses have provided feedback that has been dismissed and the process has been rushed unnecessarily. Shapins commented that there are changes being recommended and how are the experience of the visitor and the results of these changes, quality business experience and quality neighborhood experience. Millstone commented that UHCAMC said no changes. UHCAMC recommendation was read by Winter.

Millstone motioned that Downtown Management Commission supports the concepts in the UHCAMC motion; and, we find some positives in the recommendation in the area of the management plan and the additional options for businesses for different types of licenses. It is critical that to listen to input from all of the stakeholders to understand the potential ramifications of any ordinance; unintended consequences; and, we, as a board, believe it is premature to go down this road and approve this at this point. Shapins seconded the motion. All commissioners unanimously approved the motion.

AGENDA ITEM 11– AMPS Presentation and Joint Board Meeting: Climate Action Plan links to commissioners and send out info for the joint meeting. How does transportation and parking fit in to it?

AGENDA ITEM 12 – Matters from the Commissioners: Koval and Millstone volunteered to be on the budget committee.

AGENDA ITEM 13 – Matters from the Staff: Title 4 Code Changes: see page 2 of handout. Landrith looking for feedback from the commission on the changes: Landrith gave descriptive of each change being pursued. Crabtree questioned how many permits are issued. Permit discussion ensued. Koval thinks its all fine and it's a clean up. Carts on the mall were discussed.

Crabtree motioned to support the concepts in the memorandum regarding Recommendations for Updates to Boulder Revised Code Title 4, Chapter 11: Mall Permits and Leases. Millstone seconded and all commissioners were in favor. .

Winter mentioned the committees and task forces for the commissioners to select.

Winter continued that there is a lot of road improvements downtown; waiting for a pay by phone RFP as an option; and council has asked that a proposal be brought in for parks and all of downtown. It is banning smoking in public space.

Jobert mentioned the new city website and branded Inquire Boulder that gives a citizen a way to address issues; there is an Apple app called Inquire Boulder that will give info for the city. Jobert continued that the broken pay station reports can be done with this app and will help to maintain downtown infrastructure. Crabtree requested the top three inquiries for the city and Jobert replied that it's by division. Jobert continued with financials – meter revenue is down and believes that it has to do with the construction downtown.

Winter mentioned that there has been nothing but positive comments on the garage and it's atheistic, and looking to have the technology that will show spaces available.

Meeting adjourned at 7:57 p.m.

ACTION ITEMS:

MOTION: Crabtree motioned to approve the June 3, 2013 meeting minutes with Koval seconding the motion. The motion was approved 2 – 0 with Shapins abstaining.

MOTION: Millstone motioned that Downtown Management Commission supports the concepts in the UHCAMC motion; and, we find some positives in the recommendation in the area of the management plan and the additional options for businesses for different types of licenses. It is critical that to listen to input from all of the stakeholders to understand the potential ramifications of any ordinance; unintended consequences; and, we, as a board, believe it is premature to go down this road and approve this at this point. Shapins seconded the motion. All commissioners unanimously approved the motion. 4 - 0

MOTION: Crabtree motioned to support the concepts in the memorandum regarding Recommendations for Updates to Boulder Revised Code Title 4, Chapter 11: Mall Permits and Leases. Millstone seconded and all commissioners were in favor. 4-0

FUTURE MEETINGS:

September 9, 2013

1777 West Conference Room

Off Site Meeting

APPROVED BY:

DOWNTOWN MANAGEMENT COMMISSION

Attest:
Ruth Weiss, Secretary

John Koval, Chair

City of Boulder

Sales & Use Tax Revenue Report

June, 2013

Issued August 12, 2013

This report provides information and analysis related to 2013 June YTD sales and use tax collections.

Results are for actual sales activity through the month of June, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Cheryl Pattelli, Director of Fiscal Services, at (303)441-3246 or cpattelli@bouldercolorado.gov.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, actual Sales and Use Tax has increased from the 2012 base by 5.10%. Table 1 lists actual revenue for both comparative years.

**TABLE 1
ACTUAL SALES AND USE TAX REVENUE**

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	6.33%	80.58%
Business/Consumer Use Tax	(1.52%)	9.14%
Construction Use Tax	0.68%	7.64%
Motor Vehicle Use Tax	5.78%	2.63%
Total Sales & Use Tax	5.10%	100.00%

ANALYSIS OF YEAR-TO-DATE RESULTS

- Retail Sales Tax – YTD retail receipts are up by 6.33%. A significant portion of this increase is due to business-to business sales that are one-time retail (not use tax) and will not reoccur on a monthly basis.
- Business/Consumer Use Tax – YTD revenue is down by 1.52%.
- Construction Use Tax – This category is up by 0.68%. Excluding Boulder Junction projects (the majority of which occurred in the 2012 “base” and are specifically dedicated to fund projects in that area), Construction Use Tax is up by 33.58%. This “adjusted” increase is due primarily due to construction use tax paid in February for large projects (CU and a large private sector multi-family development); another large project at CU in April; and a Boulder Community Hospital project paid in June. It is likely that the number of large projects at CU will slow down in the future.
- Motor Vehicle Use Tax is up by 5.78%.

DETAILED ANALYSIS OF MAJOR CATEGORIES

The following monthly information is provided to enable identification of trends in the various categories.

Retail Sales Tax – June YTD retail sales tax revenue was up by 6.33% from that received in 2012. A significant portion of this increase was due to business-to-business sales. Consumer retail results continue to be somewhat less robust.

Jan	Feb	Mar	Apr	May	Jun
3.61%	13.56%	6.18%	1.94%	3.48%	9.10%

Food Stores - Retail sales tax revenue for food stores is up by 1.78% YTD. A portion of the variable performance is due to timing issues where the vendor files 13 tax returns per year and the extra return does not fall into the same month each year.

Jan	Feb	Mar	Apr	May	Jun
(7.02%)	19.74%	(7.91%)	(1.22%)	1.18%	7.79%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 13.00% of sales/use tax) and are usually a significant indicator of the health of the economy in the city. This discretionary category is often correlated with unemployment (disposable income) and consumer confidence. Total June YTD retail tax at Eating Places is up by 1.85%. A portion of the May and June variances is due to timing in the receipt of remittances.

Jan	Feb	Mar	Apr	May	Jun
2.24%	1.15%	2.18%	1.58%	(4.10%)	8.13%

Apparel Store retail sales are up by 3.12% YTD.

Jan	Feb	Mar	Apr	May	Jun
9.08%	(3.08%)	(1.11%)	(1.73%)	6.93%	9.12%

General Retail is up by 4.96% YTD. A significant portion of the increase is due to business-to-business sales and will not reoccur on a monthly basis.

Jan	Feb	Mar	Apr	May	Jun
15.69%	14.60%	2.18%	(0.28%)	(5.53%)	6.09%

Utilities (primarily retail sales tax on natural gas and electricity) are up by 7.69% YTD. Tax on Public Utilities comprises approximately 5.00% of total sales and use tax revenue.

Three factors appear to be impacting tax on natural gas and electricity sales: 1) base rates have increased; 2) natural gas cost (impacting the “fuel cost adjustment”) used for heating and for the generation of electricity are increasing; and 3) conservation may be impacting the volume of usage. According to an article in the June 18, 2013 *Denver Post*, the average electricity bill for the 2013 summer quarter is projected to rise almost 6 percent... when compared with the summer of 2012. In the past 12 months, the spot price of natural gas on the New York Mercantile Exchange has risen more than 47 percent. Last year the natural-gas price hit a 10-year-low. The cost of fuel is just one part of the monthly gas and electric bill, but it is directly passed to customers through the Commodity Adjustment.

Even as natural gas prices and rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder’s energy use.

Jan	Feb	Mar	Apr	May	Jun
(0.18%)	2.82%	3.18%	26.98%	21.01%	10.70%

MEDICAL MARIJUANA BUSINESS SALES TAX

In response to the interest expressed in this emerging industry, this section has been added to the monthly revenue report. Monthly sales tax revenue, and the percentage change from the same time period in 2012, is presented below. Total YTD retail sales tax revenue collected in this category is \$434,751, up by 14.79% from 2012. This industry represents less than one half one percent of total sales and use tax collections.

Jan	Feb	Mar	Apr	May	Jun
\$66,591	\$70,084	\$81,364	\$73,574	\$69,421	\$73,714
24.94%	15.64%	27.19%	11.21%	(1.92%)	15.27%

Significant YTD increases / decreases by tax category are summarized in Table 2.

TABLE 2

2013 RETAIL SALES TAX (% Change in Comparable YTD Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Food Stores up by 1.78% ▪ Eating Places up by 1.85% ▪ Apparel Stores up by 3.12% ▪ General Retail up by 4.96% ▪ Transportation/Utilities up by 11.23% ▪ Automotive Trade up by 20.11% ▪ Building Material Retail up by 5.89% ▪ Computer Related Business up by 54.05% ▪ BVRC (excl 29th St) up by 4.44% ▪ TwentyNinth St up by 4.39% ▪ Table Mesa up by 2.96% ▪ All Other Boulder up by 15.06% ▪ Metro Denver up by 4.82% ▪ Out of State up by 13.71% ▪ Gunbarrel Industrial up by 19.16% ▪ Gunbarrel Commercial up by 6.73% ▪ Pearl Street Mall up by 4.18% ▪ Boulder Industrial up by 21.63% ▪ Public Utilities up by 7.69% 	WEAKNESSES: <ul style="list-style-type: none"> ▪ Home Furnishings down by 1.21% ▪ Consumer Electronics down by 22.71% ▪ Univ. of Colorado down by 0.73% ▪ Downtown down by 2.95% ▪ UHGID (the "hill") down by 4.89% ▪ N. 28th St. Commercial down by 5.64% ▪ Basemar down by 2.65% ▪ The Meadows down by 8.90%

2013 USE TAX (% Change in YTD Comparable Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Motor Vehicle Use Tax up by 5.78% ▪ Construction Use Tax up by 0.68% (when adjusted to exclude dedicated Boulder Junction tax, up by 33.58%) 	WEAKNESSES <ul style="list-style-type: none"> ▪ Business Use Tax down by 1.52%

ACCOMMODATION TAX

Total year 2013 Accommodation Tax revenue is up by 6.29% from the same period in 2012.

ADMISSIONS TAX

Total year 2013 Admission Tax revenue is up by 4.00% from the same period in 2012.

REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

The *June 2013 Focus Colorado: Economic and Revenue Forecast* by the Colorado Legislative Council Staff continues to be generally positive:

Colorado's economy continues to improve. Employment is growing and the unemployment rate is falling. Retail sales are also growing and the real estate market is seeing price appreciation due to historically low housing inventories and loose federal monetary policy.

Despite the strength of the economy, there are still several obstacles that will prevent the Colorado economy from accelerating beyond a moderate pace in 2013. Over the next six to nine months, higher federal payroll taxes and federal spending cuts will limit employment and wage growth.

The following information also looks forward to the state of the 2013 economy and discusses some of the positive events and the continuing negative pressures that will impact City of Boulder sales and use tax revenue.

According to the *Confidence Board Consumer Confidence Survey* published July 30, 2013, consumer confidence has fallen slightly:

The *Conference Board Consumer Confidence Index*®, which had improved in June, pulled back slightly in July. The Index now stands at 80.3 (1985=100), down from 82.1 in June. The Present Situation Index increased to 73.6 from 68.7. The Expectations Index decreased to 84.7 from 91.1 last month.

Says Lynn Franco, Director of Economic Indicators at The Conference Board: "Consumer Confidence fell slightly in July, precipitated by a weakening in consumers' economic and job expectations. However, confidence remains well above the levels of a year ago. Consumers' assessment of current conditions continues to gain ground and expectations remain in expansionary territory despite the July retreat. Overall, indications are that the economy is strengthening and may even gain some momentum in the months ahead."

Consumers' appraisal of current conditions continues to improve. Those stating business conditions are "good" increased to 20.9 percent from 19.4 percent, while those stating business conditions are "bad" decreased to 24.5 percent from 24.9 percent. Consumers' assessment of the job market was also more positive. Those claiming jobs are "plentiful" increased to 12.2 percent from 11.3 percent, while those claiming jobs are "hard to get" declined to 35.5 percent from 37.1 percent.

Consumers' expectations regarding the short-term outlook weakened in July. The percentage of consumers expecting business conditions to improve over the next six months decreased to 19.1 percent from 21.4 percent. However, those expecting business conditions to worsen remained virtually unchanged at 11.2 percent.

Consumers' outlook for the labor market was less upbeat. Those anticipating more jobs in the months ahead declined to 16.5 percent from 19.7 percent, while those anticipating fewer jobs increased to 18.1 percent from 16.1 percent. The proportion of consumers expecting their incomes to increase decreased moderately to 15.3 percent from 15.9 percent; however those expecting a decrease declined to 13.8 percent from 14.2 percent.

According to the *National Retail Federation*, June retail sales, at the National level indicate a growing but measured economy:

Washington, July 15, 2013 – Consumer spending and retail sales ended the second quarter on a soft note, indicating that economic growth and acceleration has weakened. According to the National Retail Federation, the world’s largest retail trade association, June retail sales (excluding automobiles, gas stations and restaurants) increased 0.6 percent seasonally adjusted from May and increased 3.0 percent unadjusted year-over-year.

“Consumers remain wary,” NRF President and CEO Matthew Shay said. “Even though healthy home prices and stock values are helping to improve confidence and spending, stagnantly-high unemployment, higher taxes and lingering policy uncertainty continue to keep shoppers and economic growth at bay. The recovery is solid and good but its pace remains measured and modest.”

June retail sales, released today by the U.S. Department of Commerce and U.S. Census Bureau, showed that total retail and food services sales (which include non-general merchandise categories such as automobiles, gasoline stations, and restaurants) increased 0.4 percent seasonally adjusted month-to-month and increased 5.7 percent adjusted year-over-year.

“The consumer economy is improving but growth rates and retail sales will remain reserved for the foreseeable future,” NRF Chief Economist Jack Kleinhenz said. “U.S. households have adjusted their spending to a slow-growth economy. With employment and consumer confidence improving, we expect that the second half will be better than the first.”

A report in the July 2, 2013 *Boulder Daily Camera* indicates that executives are more confident in the economy according to the most recent Leeds Business Confidence Index.

Heading into the third quarter, state business leaders have grown confident about the health of their businesses and the economy, according to survey results released Monday by the University of Colorado's Leeds School of Business.

The third-quarter Leeds Business Confidence Index increased to 60.5 from 58.1 in the second quarter. The index tracks executives' sentiments in six categories: national economy, state economy, industry sales, industry profits, hiring plans and capital expenditures. All metrics in the latest quarterly index measured above the neutral mark of 50.

The index is at its highest level since the 62.2 recorded at the start of the second quarter last year. The latest index also is the seventh consecutive survey of positive expectations.

Survey respondents retained more confidence in the local economy than that of the nation. The Colorado economy index increased to 64.6 from 62.1 in the third quarter of last year, and the national index increased to 58.1 from 50.4 in the comparable year-ago period.

***The Goss Institute's Business Conditions Index for Colorado*, a leading economic indicator that is based on a monthly survey of Colorado business supply managers, also continues to show expansion for the state:**

In May, the index reading surged to 62.8, a two year high, fueled by strength in the manufacturing and construction sectors. The index has increased in four of the first five months of 2013.

The University of Colorado and aerospace industries are anticipating negative financial implications relating to the pending federal sequester, according to the May 29, 2013 Boulder County Business Report:

BOULDER - Large public and private universities haven't yet felt the major impacts of federal budget cuts known as sequestration - but they will soon, said Stein Sture, vice chancellor for research at the University of Colorado-Boulder.

Speaking as part of a panel on the aerospace industry at Wednesday's Boulder Economic Summit at CU's Wolf Law Building, Sture said those schools are projected to see about a \$20 million cut in federal research money by the end of the year alone, about half of which will come from the aerospace and space science disciplines.

The private sector of the aerospace industry finds itself in a similar situation, according to Cary Ludtke, vice president and general manager of Ball Aerospace & Technology Corp.'s Operational Space strategic business unit.

"We continue to grow," Ludtke said of Ball. "We're on track for another record year, be it 1 percent bigger than last year's record. I don't think we've seen the other foot fall on sequestration yet, though. We're not immune to that."

While the aerospace panelists were concerned about how looming budget cuts could affect projects such as the development of suborbital space vehicles, another overarching theme of the panel discussion was the strengths the aerospace industry enjoys in Colorado, and in Boulder County in particular.

Aside from the military component in the aerospace realm in Colorado were several statistics supplied by moderator Vicky Lea, aviation and aerospace industry manager for the Metro Denver Economic Development Corp. Among them were that Colorado has the second-largest aerospace economy in the nation based on the more than 400 companies and 166,660 people employed in space-related jobs in the state. Another was the fact that 54 percent of the aerospace companies in the state employ fewer than 10 people each, an indication of the innovation being fueled in Colorado.

The following projections are included in the June 30, 2013 publication of *Focus Colorado: Economic and Revenue Forecast* by the Colorado Legislative Council Staff:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	7.1%	6.9%	6.7%
Personal Income	6.1%	4.4%	5.0%	5.7%	6.0%
Wage and Salary Income	4.3%	4.7%	4.3%	5.3%	6.3%
Retail Trade Sales	6.8%	6.0%	3.5%	6.2%	5.7%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.2%	2.3%	2.4%

The June 2013 publication, *The Colorado Outlook*, by the Governor's Office of State Planning and Budgeting includes the following forecast for the same financial parameters:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	6.8%	6.5%	5.9%
Personal Income	6.1%	4.3%	4.0%	5.2%	5.1%
Wage and Salary Income	4.3%	4.6%	4.4%	4.8%	4.7%
Retail Trade Sales	7.7%	5.4%	4.3%	5.2%	5.3%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.4%	2.2%	2.7%

It is important to note that "Retail Trade Sales" on the State level are not strictly consistent with the taxable retail sales tax base of the City of Boulder. The State forecasts may include gasoline and some retail services that are not included in the City of Boulder tax base.

Total Net Sales/Use Tax Receipts by Tax Category	JUNE YTD Actual			
	2012	2013	% Change	% of Total
Sales Tax	36,139,567	38,427,475	6.33%	80.58%
Business Use Tax	4,427,544	4,360,128	-1.52%	9.14%
Construction Sales/Use Tax	3,620,237	3,644,984	0.68%	7.64%
Motor Vehicle Use Tax	1,186,853	1,255,449	5.78%	2.63%
Total Sales and Use Tax	45,374,201	47,688,036	5.10%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	JUNE YTD Actual			
	2012	2013	% Change	% of Total
Food Stores	6,101,060	6,254,316	2.51%	13.12%
Eating Places	6,244,621	6,353,890	1.75%	13.32%
Apparel Stores	1,641,706	1,693,285	3.14%	3.55%
Home Furnishings	1,179,071	1,169,575	-0.81%	2.45%
General Retail	9,304,812	9,579,627	2.95%	20.09%
Transportation/Utilities	3,435,267	3,845,615	11.95%	8.06%
Automotive Trade	2,965,782	3,396,527	14.52%	7.12%
Building Material-Retail	1,572,716	1,623,425	3.22%	3.40%
Construction Firms Sales/Use Tax	3,245,538	3,267,002	0.66%	6.85%
Consumer Electronics	1,130,841	897,628	-20.62%	7.53%
Computer Related Business Sector	2,788,156	3,593,172	28.87%	12.61%
All Other	5,764,630	6,013,977	4.33%	0.00%
Total Sales and Use Tax	45,374,201	47,688,036	5.10%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	JUNE YTD Actual			
	2012	2013	% Change	% of Total
North Broadway	653,592	675,966	3.42%	1.42%
Downtown	3,062,203	3,092,401	0.99%	6.48%
Downtown Extension	342,643	346,629	1.16%	0.73%
UHGID (the "hill")	516,847	484,202	-6.32%	1.02%
East Downtown	313,672	311,906	-0.56%	0.65%
N. 28th St. Commercial	2,231,217	2,250,466	0.86%	4.72%
N. Broadway Annex	224,425	393,115	75.17%	0.82%
University of Colorado	692,950	423,888	-38.83%	0.89%
Basemar	1,010,859	1,185,739	17.30%	2.49%
BVRC-Boulder Valley Regional Center	9,596,846	8,798,805	-8.32%	18.45%
29th Street	3,658,024	3,675,617	0.48%	7.71%
Table Mesa	1,151,282	1,187,627	3.16%	2.49%
The Meadows	407,759	375,017	-8.03%	0.79%
All Other Boulder	2,373,886	2,869,951	20.90%	6.02%
Boulder County	504,710	547,764	8.53%	1.15%
Metro Denver	1,463,632	1,430,806	-2.24%	3.00%
Colorado All Other	113,134	110,922	-1.96%	0.23%
Out of State	5,066,285	5,543,749	9.42%	11.63%
Airport	16,637	43,404	160.89%	0.09%
Gunbarrel Industrial	2,435,879	2,774,960	13.92%	5.82%
Gunbarrel Commercial	537,273	574,345	6.90%	1.20%
Pearl Street Mall	1,256,342	1,315,137	4.68%	2.76%
Boulder Industrial	3,713,878	4,631,822	24.72%	9.71%
Unlicensed Receipts	611,009	966,209	58.13%	2.03%
County Clerk	1,186,853	1,255,449	5.78%	2.63%
Public Utilities	2,232,366	2,422,138	8.50%	5.08%
Total Sales and Use Tax	45,374,201	47,688,036	5.10%	100.00%

Miscellaneous Tax Statistics	JUNE YTD Actual		
	2012	2013	% Change in Taxable Sales
Total Food Service Tax	307,610	303,997	-1.17%
Accommodations Tax	2,254,822	2,396,739	6.29%
Admissions Tax	307,703	319,998	4.00%
Trash Tax	823,243	504,045	-38.77%

COMPARISON OF YEAR-TO-DATE ACTUAL REVENUE FOR THE YEAR 2013 TO COMPARABLE PERIOD IN 2012

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
JUNE YTD Actual			Standard Industrial Code	JUNE YTD Actual		
2012	2013	% Change		2012	2013	% Change
23,012	68,145	196.13%	Food Stores	6,078,048	6,186,170	1.78%
87,147	82,735	-5.06%	Eating Places	6,157,474	6,271,155	1.85%
8,812	9,453	7.27%	Apparel Stores	1,632,894	1,683,832	3.12%
2,373	7,126	200.29%	Home Furnishings	1,176,698	1,162,449	-1.21%
837,130	691,653	-17.38%	General Retail	8,467,682	8,887,974	4.96%
70,202	102,521	46.04%	Transportation/Utilities	3,365,065	3,743,093	11.23%
1,232,541	1,314,676	6.66%	Automotive Trade	1,733,241	2,081,851	20.11%
50,321	11,429	-77.29%	Building Material-Retail	1,522,394	1,611,995	5.89%
3,077,207	3,088,433	0.36%	Construction Use Tax	0	0	na
0	0	na	Construction Sales Tax	168,331	178,569	6.08%
16,779	36,575	117.98%	Consumer Electronics	1,114,062	861,053	-22.71%
1,752,889	1,998,333	14.00%	Computer Related Business	1,035,266	1,594,838	54.05%
2,076,220	1,849,481	-10.92%	All Other	3,688,410	4,164,496	12.91%
9,234,634	9,260,561	0.28%	Total Sales and Use Tax	36,139,567	38,427,475	6.33%

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
JUNE YTD Actual			Geographic Code	JUNE YTD Actual		
2012	2013	% Change		2012	2013	% Change
29,543	45,444	53.82%	North Broadway	624,049	630,522	1.04%
128,519	245,116	90.72%	Downtown	2,933,683	2,847,284	-2.95%
3,267	28,800	781.54%	Downtown Extension	339,376	317,829	-6.35%
14,280	6,194	-56.62%	UHGD (the "hill")	502,567	478,007	-4.89%
37,745	25,446	-32.58%	East Downtown	275,927	286,460	3.82%
32,578	175,861	439.82%	N. 28th St. Commercial	2,198,639	2,074,605	-5.64%
9,962	182,679	1733.76%	N. Broadway Annex	214,463	210,435	-1.88%
265,972	7	-100.00%	University of Colorado	426,978	423,881	-0.73%
63,717	263,737	313.92%	Basemar	947,142	922,002	-2.65%
1,379,872	216,868	-84.28%	BVRC	8,216,974	8,581,937	4.44%
195,797	61,427	-68.63%	29th Street	3,462,227	3,614,191	4.39%
17,554	20,377	16.08%	Table Mesa	1,133,727	1,167,250	2.96%
5,445	8,499	56.09%	The Meadows	402,314	366,518	-8.90%
1,015,974	1,307,604	28.70%	All Other Boulder	1,357,911	1,562,347	15.06%
44,624	49,921	11.87%	Boulder County	460,087	497,844	8.21%
214,025	121,017	-43.46%	Metro Denver	1,249,607	1,309,789	4.82%
15,771	5,941	-62.33%	Colorado All Other	97,363	104,981	7.82%
779,659	669,558	-14.12%	Out of State	4,286,626	4,874,191	13.71%
7,118	29,463	313.92%	Airport	9,519	13,941	46.45%
1,936,865	2,180,329	12.57%	Gunbarrel Industrial	499,014	594,632	19.16%
2,650	3,762	41.96%	Gunbarrel Commercial	534,623	570,584	6.73%
13,074	19,874	52.01%	Pearl Street Mall	1,243,267	1,295,263	4.18%
1,233,155	1,614,622	30.93%	Boulder Industrial	2,480,724	3,017,200	21.63%
569,094	670,530	17.82%	Unlicensed Receipts	41,915	295,679	605.43%
1,186,853	1,255,449	5.78%	County Clerk	0	0	na
31,521	52,036	65.08%	Public Utilities	2,200,845	2,370,103	7.69%
9,234,634	9,260,561	0.28%	Total Sales and Use Tax	36,139,567	38,427,475	6.33%

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL	% Change from prior year (Month)	% Change from prior year (YTD)	% Change in Taxable Sales	
RETAIL SALES TAX Rate Chg 3.41%>3.56% Rate Chg 3.56%>3.41% Rate 3.41%	2006	4,734,249	4,645,436	5,537,253	4,659,458	4,882,321	6,129,363	4,737,773	5,237,757	6,156,056	4,950,305	4,387,847	7,891,618	63,949,446	7.10%			
	2007	5,118,353	5,014,615	6,918,421	4,965,981	5,500,701	6,712,841	5,665,371	6,993,028	6,954,377	5,747,963	5,695,707	8,411,484	72,998,638	9.34%			
	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,908,796	6,258,640	6,620,535	5,982,779	5,255,155	7,443,455	70,170,045	0.35%			
	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,205,770	5,790,533	6,093,314	5,170,320	4,735,769	7,814,230	66,877,613	-4.69%			
	2010	4,676,034	5,386,190	6,196,697	5,320,225	5,470,545	6,895,283	5,522,076	5,943,315	6,855,385	5,652,938	5,240,211	8,414,157	71,473,106	6.87%			
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,608	7,016,826	5,860,953	6,531,707	7,286,644	5,765,805	5,830,545	8,390,145	74,960,833	4.88%			
	2012	5,363,541	5,129,096	6,754,740	5,999,150	5,988,770	7,304,270	6,551,488	7,062,958	7,502,227	6,188,194	5,693,025	9,604,529	77,741,989	3.71%			
	2013	5,557,163	5,824,608	7,171,949	5,707,649	6,197,302	7,968,604	0	0	0	0	0	0	0	38,427,475	-50.57%		
			3.61%	13.56%	6.18%	1.94%	3.48%	9.10%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	0			
			3.61%	8.48%	7.58%	6.19%	5.63%	6.33%	-7.83%	-21.18%	-31.69%	-38.46%	-43.60%	-50.57%	0			

CONSUMER USE TAX (Includes Motor Vehicle) Rate Chg 3.56%>3.41% Rate 3.41%	YEAR	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL	% Change from prior year (Month)	% Change from prior year (YTD)	
CONSUMER USE TAX (Includes Motor Vehicle) Rate Chg 3.56%>3.41% Rate 3.41%	2006	686,686	517,101	1,277,146	577,144	964,529	851,362	895,403	776,258	1,054,686	727,776	1,092,224	1,287,157	10,637,462	-4.43%		
	2007	763,650	574,006	975,178	888,726	733,196	856,072	975,456	652,501	923,667	732,463	716,317	1,575,908	10,369,140	-6.63%		
	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,399	989,934	989,683	599,876	1,253,267	10,464,043	5.35%		
	2009	909,558	657,250	1,062,687	997,891	531,724	790,819	858,325	1,298,767	989,089	741,578	688,452	1,600,457	11,137,497	6.44%		
	2010	687,502	778,796	913,223	701,931	662,382	945,800	620,328	633,593	908,315	752,143	618,493	1,366,131	9,589,636	-13.90%		
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	903,665	1,410,793	11,468,205	19.59%		
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	0	0	11,867,314	3.48%		
	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	0	0	0	0	0	0	0	5,615,577	-52.68%	
			48.28%	-0.81%	13.86%	-11.30%	-24.76%	-6.77%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	0		
			48.28%	23.65%	20.13%	11.02%	1.55%	0.02%	-11.49%	-22.91%	-31.87%	-41.87%	-45.99%	-52.68%	0		

CONSTRUCTION USE TAX Rate Chg 3.41%>3.56% Rate Chg 3.56%>3.41% Rate 3.41%	YEAR	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL	% Change from prior year (Month)	% Change from prior year (YTD)	
CONSTRUCTION USE TAX Rate Chg 3.41%>3.56% Rate Chg 3.56%>3.41% Rate 3.41%	2006	197,263	331,341	420,749	294,094	337,237	774,420	352,533	261,409	343,749	559,975	410,958	1,018,272	5,302,000	-5.28%		
	2007	293,078	347,860	718,016	293,061	421,413	430,207	1,119,425	259,226	421,376	286,524	376,978	253,590	4,814,755	-13.02%		
	2008	330,080	347,210	748,549	454,797	627,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-12.21%		
	2009	944,905	1,119,907	425,028	776,511	279,761	995,132	721,209	676,301	235,465	223,169	591,970	1,467,798	4,449,176	83.98%		
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,223	234,021	406,868	531,670	1,467,798	6,550,964	-12.06%		
	2011	622,872	281,210	240,970	240,970	2,150,036	352,846	455,211	478,988	314,958	314,958	177,137	471,157	6,172,383	-5.79%		
	2012	385,392	1,697,323	315,856	503,719	342,448	375,499	595,334	214,896	422,866	473,523	799,552	371,254	6,497,662	5.27%		
	2013	732,539	941,380	298,613	577,351	366,959	728,181	0	0	0	0	0	0	0	3,644,984	-43.90%	
			90.08%	-44.54%	-5.46%	14.62%	7.16%	93.91%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	0		
			90.08%	-19.63%	-17.76%	-12.14%	-10.11%	0.68%	-13.54%	-17.73%	-24.90%	-31.57%	-40.50%	-43.90%	0		

LESS REFUNDS	YEAR	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	TOTAL	% Change from prior year (Month)	% Change from prior year (YTD)	
LESS REFUNDS	2006	-246	-66,044	-909	-2,666	-1,647	-10,080	-3,062	-4,207	-846	-1,586	0	0	47,688,036	-50.38%		
	2007	-40,302	-5,272	-22,761	-3,729	-5,099	0	0	-7,568	-806	-5,947	-406	-4,757	-96,051	4.52%		
	2008	0	-38,291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-105,296	5.73%		
	2009	-978	0	-46,974	-1,409	-1,409	-2,375	-445	-9,493	-1,429	-5,963	0	-46,521	-91,001	0.26%		
	2010	-3,335	0	-1,111	-602	-692	-967	-3,520	-2,747	-179,087	-65,331	-26,376	-500	-112,123	0.92%		
	2011	-3,469	-68,130	-35,924	-1,444	-43,920	-3,832	-1,648	-4,204	-7,969	-12,480	-214	-183,234	-2,511	5.69%		
	2012	-8,569	-2,479	-1,188	-2,918	0	0	-7,175	0	-162	0	-140,199	-162,690	3.79%			
	2013	5,175,896	5,488,606	7,212,388	5,530,333	6,178,998	7,685,145	5,985,709	6,267,856	7,553,694	6,232,110	5,890,624	10,180,273	79,783,631	4.51%		
			5.77%>0.81%	5.89%>1.90%	8.00%>0.03%	6.14%>0.39%	6.84%>0.12%	7.64%>0.12%	7.30%>0.47%	8.29%>0.42%	7.30%>0.47%	8.29%>0.42%	10,235,967	88,091,731	5.76%		
			6.34%>5.36%	6.44%>3.80%	7.81%>6.60%	6.45%>0.50%	6.53%>2.06%	7.87%>3.78%	6.34%>4.44%	7.86%>1.98%	7.86%>1.98%	6,590,347	5,914,341	9,077,975	84,570,947	0.23%	
			6.77%>6.98%	5.42%>7.89%	7.33%>6.53%	6.85%>3.38%	5.94%>3.27%	8.21%>8.02%	7.76%>0.30%	7.76%>0.30%	5,965,985	5,965,985	10,856,109	85,180,517	0.72%		
			5.85%>1.66%	6.33%>4.47%	7.31%>8.26%	6.38%>3.30%	6.31%>2.88%	7.19%>8.26%	7.21%>8.34%	7,040,127	8,032,042	6,639,102	6,253,902	10,311,744	87,430,472	2.64%	
		7.25%>8.06%	6.06%>1.76%	8.00%>7.39%	6.59%>6.47%	8,709,205	8,535,347	6,885,348	7,568,275	8,809,664	6,783,683	6,911,348	10,131,897	92,438,731	5.73%		
		6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,892,987	8,079,535	7,229,887	11,445,723	96,106,966	3.97%		
		7,421,717	7,528,557	8,449,662	7,151,142	7,476,254	9,660,683	0	0	0	0	0	0	47,688,036	-50.38%		
		-246	-66,044	-909	-2,666	-1,647	-10,080	-3,062	-4,207	-846	-1,586	0	0	0			
		-40,302	-5,272	-22,761	-3,729	-5,099	0	0	-7,568	-806	-5,947	-406	-4,757	-96,051			
		0	-38,291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-105,296			
		-978	0	-46,974	-1,409	-1,409	-2,375	-445	-9,493	-1,429	-5,963	0	-46,521	-91,001			
		-3,335	0	-1,111	-602	-692	-967	-3,520	-2,747	-179,087	-65,331	-26,376	-500	-112,123			
		-3,469	-68,130	-35,924	-1,444	-43,920	-3,832	-1,648	-4,204	-7,969	-12,480	-214	-183,234				
		-8,569	-2,479	-1,188	-2,918	0	-7,175	0	-162	0	-140,199	-162,690					
		5,175,896	5,488,606	7,212,388	5,530,333	6,178,998	7,685,145	5,985,709	6,267,856	7,553,694	6,232,110	5,890,624	10,180,273	79,783,631	4.51%		
		5,775,081	5,898,190	8,003,602	6,147,039	6,845,984	7,986,572	7,645,812	7,304,077	8,298,420	7,686,988	6,786,999	10,235,967	88,091,731	5.76%		
		6,344,536	6,443,800	7,816,680	6,450,050	6,533,206	7,879,378	6,341,444	7,288,198	7,866,995	6,590,347	5,914,341	9,077,975	84,570,947	0.23%		
		6,770,698	5,428,789	7,337,653	6,850,338	5,942,327	8,213,626	7,765,337	7,765,337	7,040,127	8,032,042	6,639,102	6,253,902	10,311,744	0.72%		
		5,851,665	6,339,447	7,319,826	6,383,330	6,315,288	7,193,826	7,215,834	7,040,127	8,032,042	6,						

Downtown Sales Tax Revenue-22

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
January	281,789	303,911	303,211	350,972	346,303	377,788	340,123	434,783	394,092	370,921	380,910
February	281,926	295,159	334,033	353,475	384,949	394,061	330,622	348,215	384,893	421,972	373,299
March	347,345	386,464	405,854	457,916	513,361	453,315	406,592	410,852	481,800	533,371	501,878
April	313,658	322,834	381,409	407,402	429,910	429,364	397,041	445,775	466,962	477,947	476,121
May	363,683	369,350	391,843	444,690	490,189	493,179	451,724	473,034	520,768	529,743	499,710
June	397,239	434,006	464,057	512,487	556,969	498,498	875,333	532,952	606,565	599,729	615,366
July	335,260	382,910	406,346	447,533	454,725	470,376	438,488	488,944	564,463	487,329	
August	351,333	389,941	437,412	478,646	500,591	518,891	498,282	496,212	519,020	582,864	
September	352,635	434,834	493,083	510,843	567,853	489,202	437,565	522,777	554,420	564,404	
October	356,878	389,818	418,157	459,707	478,372	466,288	439,390	443,779	541,300	471,178	
November	302,598	318,751	370,726	283,133	416,857	382,562	370,084	443,647	425,678	491,068	
December	435,738	507,725	541,253	646,636	565,818	484,305	427,276	540,855	532,712	602,751	
Totals	4,120,082	4,535,703	4,947,383	5,353,439	5,705,896	5,457,828	5,412,522	5,612,824	5,992,673	6,133,397	2,847,284

\$ change from 1- 176,009 415,621 411,680 406,056 352,457 - 248,068 - 45,305 200,302 379,849 140,724
 % change from -4.1% 10.1% 9.1% 8.2% 6.6% 3.7% 6.8% 2.3%
 3 year avg ch. -2.7% 1.9% 5.0% 9.1% 8.0% 3.5% 0.5% -0.5% 3.2% 4.3%

Pearl Street Mall Sales Tax Revenues-26

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
January	117,837	130,222	125,468	149,158	136,125	141,061	147,586	125,248	145,344	156,605	177,609
February	132,592	128,689	148,528	168,115	151,030	163,728	142,804	136,605	149,455	157,989	168,072
March	157,720	173,998	181,977	166,606	190,882	184,556	160,097	171,768	190,818	212,543	227,451
April	148,641	181,100	159,786	204,642	180,119	194,104	155,239	163,820	177,149	218,317	207,965
May	176,302	186,067	190,862	202,877	205,859	220,400	194,388	196,365	222,506	241,045	239,127
June	193,138	200,903	212,058	221,430	242,031	237,789	199,585	220,066	222,489	256,768	275,038
July	183,416	216,019	228,010	231,650	248,109	248,181	216,150	238,601	238,414	253,966	
August	193,570	206,106	215,701	227,670	239,506	248,123	233,815	238,691	246,294	285,174	
September	182,551	192,600	191,187	211,864	221,278	202,972	186,847	201,202	221,207	256,371	
October	162,089	177,888	189,225	176,159	210,188	200,059	177,877	213,641	218,360	223,840	
November	151,473	178,919	173,394	186,045	185,961	189,230	165,869	177,575	172,084	207,925	
December	254,819	262,493	252,230	249,890	263,997	241,951	230,464	258,091	281,241	304,906	
Totals	2,054,148	2,235,004	2,266,427	2,396,107	2,475,085	2,442,154	2,210,722	2,341,672	2,475,360	2,777,449	1,295,262

\$ change from 1- 55,926 180,856 31,423 129,680 78,978 - 32,932 - 231,431 130,950 133,688 302,089
 % change from -2.7% 8.8% 1.4% 5.7% 3.3% -1.3% -9.5% 5.9% 5.7% 12.2%
 3 year avg ch. -6.6% -0.3% 2.5% 5.3% 3.5% 2.6% -2.5% -1.6% 0.7% 7.9%

CAGID and Mail Yearly Summary
SALES and USE Tax Breakdown by Industry Category

This chart does not factor change in sales tax rate

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2013	\$36,244	\$2,175,853	\$476,603	\$142,945	\$1,213,397	\$362,496	\$4,407,538	100%
2012	\$85,573	\$4,550,551	\$1,024,365	\$343,729	\$2,421,372	\$846,791	\$9,272,381	5.43%
2011	\$68,617	\$4,180,066	\$1,002,115	\$328,967	\$2,349,034	\$865,715	\$8,794,513	6.57%
2010	\$70,130	\$3,880,876	\$898,763	\$275,517	\$2,331,670	\$795,618	\$8,252,575	4.55%
2009	\$60,702	\$3,662,530	\$877,050	\$711,868	\$1,953,052	\$628,296	\$7,893,497	-7.96%
2008	\$55,956	\$3,876,669	\$952,169	\$337,898	\$2,282,469	\$1,073,446	\$8,576,608	-0.79%
2007	\$95,998	\$3,930,574	\$915,216	\$400,345	\$2,392,682	\$910,116	\$8,644,930	-1.59%
2006	\$89,498	\$3,649,151	\$898,310	\$411,471	\$2,313,444	\$1,422,740	\$8,794,613	14.67%
2005	\$86,454	\$3,421,618	\$881,002	\$389,093	\$2,167,694	\$715,009	\$7,660,869	7.81%
2004	\$83,887	\$3,141,620	\$904,648	\$393,012	\$2,089,921	\$493,110	\$7,106,198	1.35%
2003	\$74,145	\$2,742,867	\$845,180	\$389,354	\$1,973,549	\$986,479	\$7,011,574	-2.78%
2002	\$72,607	\$2,854,183	\$875,150	\$464,839	\$2,008,573	\$936,382	\$7,211,734	0.42%
2001	\$76,359	\$2,853,126	\$972,296	\$488,348	\$2,064,518	\$727,228	\$7,181,876	-6.11%
2000	\$72,675	\$2,740,325	\$1,157,122	\$539,287	\$2,156,961	\$982,496	\$7,648,866	7.74%
1999	\$91,978	\$2,333,744	\$1,179,320	\$493,423	\$2,066,272	\$934,543	\$7,099,279	11.62%
1998	\$90,134	\$2,150,351	\$1,090,860	\$438,127	\$1,756,311	\$834,265	\$6,360,047	6.35%
1997	\$99,373	\$2,027,812	\$788,006	\$423,585	\$1,944,035	\$697,436	\$5,980,247	5.54%
1996	\$98,564	\$1,895,926	\$738,435	\$436,004	\$2,017,401	\$479,907	\$5,666,237	9.99%
1995	\$92,497	\$1,724,770	\$588,726	\$392,985	\$1,731,611	\$620,919	\$5,151,508	6.89%
1994	\$93,338	\$1,518,413	\$587,830	\$444,251	\$1,700,769	\$474,921	\$4,819,522	100%

CAGID and Mail Yearly Summary
SALES Tax Breakdown by Industry Category

this chart does not factor change in sales tax rate

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2013	\$34,593	\$2,159,835	\$473,392	\$120,255	\$1,188,394	\$166,076	\$4,142,545	100%
2012	\$85,065	\$4,483,214	\$1,021,568	\$321,590	\$2,407,255	\$591,886	\$8,910,578	5.23%
2011	\$68,287	\$4,157,243	\$997,665	\$325,612	\$2,336,905	\$582,321	\$8,468,033	6.46%
2010	\$69,771	\$3,848,681	\$893,314	\$274,634	\$2,325,279	\$542,760	\$7,954,439	4.34%
2009	\$59,819	\$3,622,195	\$875,174	\$710,598	\$1,951,595	\$403,863	\$7,623,245	-3.50%
2008	\$53,433	\$3,815,239	\$950,225	\$334,234	\$2,275,609	\$471,240	\$7,899,981	-3.43%
2007	\$95,798	\$3,879,561	\$913,775	\$393,603	\$2,384,296	\$513,949	\$8,180,981	5.57%
2006	\$89,106	\$3,607,336	\$897,115	\$386,962	\$2,295,259	\$473,767	\$7,749,546	7.41%
2005	\$86,019	\$3,373,571	\$880,079	\$381,806	\$2,155,216	\$338,119	\$7,214,809	6.61%
2004	\$83,374	\$3,084,715	\$903,711	\$390,387	\$2,086,655	\$218,867	\$6,767,708	9.61%
2003	\$72,545	\$2,702,412	\$840,575	\$354,141	\$1,964,846	\$239,710	\$6,174,230	-3.57%
2002	\$72,115	\$2,796,110	\$872,641	\$436,777	\$1,997,807	\$227,529	\$6,402,980	-2.74%
2001	\$73,248	\$2,756,121	\$970,925	\$486,186	\$2,043,123	\$253,717	\$6,583,320	-5.92%
2000	\$72,499	\$2,706,001	\$1,154,714	\$538,703	\$2,141,271	\$384,115	\$6,997,303	8.35%
1999	\$90,777	\$2,287,116	\$1,177,775	\$493,467	\$2,052,375	\$356,398	\$6,457,908	9.91%
1998	\$88,255	\$2,128,285	\$1,086,634	\$438,230	\$1,743,427	\$391,001	\$5,875,832	3.72%
1997	\$96,013	\$1,988,439	\$777,595	\$422,810	\$1,917,831	\$462,187	\$5,664,875	4.21%
1996	\$88,211	\$1,861,887	\$736,297	\$433,917	\$1,974,989	\$330,772	\$5,436,073	12.47%
1995	\$90,727	\$1,693,218	\$588,494	\$389,699	\$1,699,384	\$371,640	\$4,833,162	4.19%
1994	\$82,912	\$1,503,606	\$587,463	\$442,029	\$1,694,284	\$318,724	\$4,639,018	100%

City Wide Yearly Summary

CAGID and Mall Sales and Use Tax as a Percent of Total City Wide Sales and Use Tax

		Eating	Apparel	Home	General	Total
	Food Stores	Places	Stores	Furnishings	Merch	All Other
2013	\$6,254,316	\$6,353,890	\$1,693,285	\$2,067,203	\$9,579,627	\$21,739,715
	1%	34%	28%	7%	13%	2%
2012	\$13,060,743	\$12,937,276	\$3,717,039	\$22,440,706	\$19,948,416	\$24,002,787
	1%	35%	28%	2%	12%	4%
2011	\$12,241,084	\$11,838,300	\$3,426,738	\$5,259,120	\$19,948,416	\$39,725,073
	1%	35%	29%	6%	12%	2%
2010	\$11,130,533	\$10,930,482	\$2,690,372	\$4,459,406	\$19,279,577	\$38,940,102
	1%	36%	33%	6%	12%	2%
2009	\$11,160,109	\$10,572,840	\$2,626,020	\$4,304,383	\$17,515,062	\$39,002,103
	1%	35%	33%	17%	11%	2%
2008	\$11,204,475	\$10,910,035	\$2,819,260	\$4,827,635	\$18,101,297	\$36,708,245
	0%	36%	34%	7%	13%	3%
2007	\$11,205,584	\$10,888,135	\$2,804,311	\$5,522,090	\$18,040,152	\$39,631,459
	1%	36%	33%	7%	13%	2%
2006	\$10,392,069	\$9,582,212	\$2,424,694	\$4,611,056	\$15,402,540	\$37,371,060
	1%	38%	37%	9%	15%	4%
2005	\$10,046,723	\$8,995,846	\$2,362,366	\$4,465,788	\$14,587,419	\$35,882,350
	1%	38%	37%	9%	15%	2%
2004	\$10,148,861	\$8,637,718	\$2,232,147	\$4,118,312	\$14,123,007	\$32,171,342
	1%	36%	41%	10%	15%	2%
2003	\$9,052,658	\$7,847,285	\$2,046,951	\$3,922,549	\$13,185,423	\$31,552,637
	1%	35%	41%	10%	15%	3%
2002	\$9,294,397	\$8,133,237	\$2,346,305	\$4,164,992	\$13,572,651	\$33,815,600
	1%	35%	37%	11%	15%	3%
2001	\$9,312,676	\$8,384,190	\$2,646,021	\$4,537,112	\$15,553,807	\$38,279,526
	1%	34%	37%	11%	13%	2%
2000	\$9,080,910	\$8,484,601	\$3,159,262	\$5,915,794	\$17,887,211	\$36,269,737
	1%	32%	37%	9%	12%	3%
1999	\$9,207,721	\$7,790,648	\$3,359,914	\$5,553,219	\$17,008,884	\$33,893,706
	1%	30%	35%	9%	12%	3%
1998	\$8,932,097	\$7,469,094	\$3,252,729	\$3,570,448	\$15,736,140	\$30,637,104
	1%	29%	34%	12%	11%	3%
1997	\$7,739,779	\$6,797,237	\$2,781,018	\$3,129,089	\$15,439,169	\$28,494,047
	1%	30%	28%	14%	13%	2%
1996	\$7,611,055	\$6,614,561	\$2,782,149	\$2,862,572	\$15,111,950	\$26,975,579
	1%	29%	27%	15%	13%	2%
						\$67,607,503
						\$79,783,631
						\$76,340,492
						\$71,431,387
						\$67,607,503
						\$71,327,182
						\$78,713,332
						\$80,797,515
						\$76,814,092
						\$69,597,612
						\$64,380,339
						\$61,957,866

**CITY OF BOULDER
2013 FUND FINANCIAL**

Downtown Commercial District Fund

	2012 Actual	2013 Revised	2014 Recommended	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	\$ 3,305,492	\$ 4,334,420	\$ 3,860,107	\$ 4,924,669	\$ 6,050,476	\$ 7,187,316	\$ 8,251,323	\$ 9,235,664
Sources of Funds								
Property/Owner Tax	\$ 1,099,435	\$ 1,085,126	\$ 1,105,829	\$ 1,127,946	\$ 1,150,505	\$ 1,173,515	\$ 1,196,986	\$ 1,220,925
Short Term Fees	1,627,296	1,455,125	1,600,625	1,617,805	1,632,127	1,646,592	1,661,201	1,672,804
Long Term Fees	2,528,330	2,488,160	2,660,973	2,660,973	2,767,412	2,767,412	2,791,820	2,791,820
Meterhood & Tokens	31,280	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Interest	38,844	34,602	22,775	30,533	37,513	44,561	51,158	57,261
Rental Income	161,566	185,000	180,500	184,118	184,118	185,954	187,809	189,682
Miscellaneous	\$324,818	\$21,138	\$20,535	\$20,618	\$20,701	\$20,785	\$20,870	\$20,956
Transfers in Meters	1,400,000	1,475,000	1,525,000	1,525,000	1,525,000	1,525,000	1,525,000	1,525,000
Transfer in for 1000 Walnut				371,208	356,263	364,751	348,807	359,495
10th/Walnut - Property, Sales, Accommodations and TIF	1,765,929	1,462,295	889,575	-	-	-	-	-
10th/Walnut- other Revenue	\$7,832,916	38,764	39,151	39,543	39,938	40,338	40,741	41,149
Proposed Revenue Budget Issues Adjustment								
Total Sources of Funds	\$ 16,810,415	\$ 8,281,210	\$ 8,079,963	\$ 7,610,926	\$ 7,748,577	\$ 7,803,908	\$ 7,859,392	\$ 7,914,092
Uses of Funds								
Operating:-								
Parking Operations	\$ 1,678,014	\$ 1,921,807	\$ 1,935,867	\$ 1,992,343	\$ 2,050,659	\$ 2,110,880	\$ 2,173,074	\$ 2,237,311
Major Maintenance/Improvements - Parking	613,600	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Downtown & University Hill Management Division	100,714	997,394	997,394	1,029,038	1,061,782	1,095,668	1,130,737	1,167,035
Eco-Pass Program	773,750	793,125	843,125	859,988	877,187	894,731	912,626	930,878
Major Maintenance/Improvements - Downtown	204,741	225,000	225,000	104,040	106,121	108,243	110,408	110,408
Sick/Vacation Accrual	25,636	12,555	12,555	13,057	13,579	14,123	14,688	15,275
Capital Replacement Reserve	190,675	165,675	165,675	165,675	165,675	165,675	165,675	165,675
TOTAL OPERATING USES OF FUNDS								
Debt:-								
Series 1998	1,007,283	1,008,000	1,012,910	1,016,920	1,021,498	1,024,093	1,030,013	-
Bond Refunding	\$8,017,672	-	-	-	-	-	-	-
Series 2003 (10th and Walnut)	911,558	927,752	817,214	819,301	821,088	822,574	823,761	826,890
Transfers:-								
Cost Allocation	231,199	229,373	238,283	247,814	257,727	268,036	278,757	289,907
Carryover, Encumbrances and Adjustments	\$0	1,290,035	-	-	-	-	-	-
Excess TIF to City of Boulder	1,242,282	950,572	529,933	-	-	-	-	-
Total Uses of Funds	\$ 15,807,123	\$ 8,768,078	\$ 7,027,956	\$ 6,498,176	\$ 6,625,317	\$ 6,754,024	\$ 6,889,739	\$ 5,993,379
Less: Sick/Vacation Accrual Adjustment	(25,636)	(12,555)	(12,555)	(13,057)	(13,579)	(14,123)	(14,688)	(15,275)
Ending Fund Balance Before Reserves	\$ 4,334,420	\$ 3,860,107	\$ 4,924,669	\$ 6,050,476	\$ 7,187,316	\$ 8,251,323	\$ 9,235,664	\$ 11,171,652
Reserves								
Designated Reserve	\$ 439,713	\$ 436,235	\$ 442,962	\$ 441,414	\$ 452,500	\$ 463,952	\$ 475,721	\$ 487,658
Pay Period 27 - 2013 Reserve	60,936	72,736	86,236	99,736	113,236	126,736	140,236	153,736
Sick and Vacation Liability Reserve	130,670	143,225	155,780	168,837	182,417	196,539	211,227	226,502
Reserve-CAGID 10th and Walnut Debt Service	285,089	285,089	285,089	285,089	285,089	285,089	285,089	285,089
Total Reserves	\$ 916,408	\$ 937,285	\$ 970,067	\$ 995,076	\$ 1,033,242	\$ 1,072,296	\$ 1,112,273	\$ 1,152,985
Ending Fund Balance After Reserves	\$ 3,418,012	\$ 2,922,822	\$ 3,954,603	\$ 5,055,400	\$ 6,154,074	\$ 7,179,027	\$ 8,123,392	\$ 10,018,667

COMMERCIAL AND RESIDENTIAL MALL POLICE CALL STATISTICS

MONTH	Assault		Auto Theft		Burglary		Crim. Mis.		Crim. Tres.		Disturbance		Domestic		Drunk		DUI		Felony Menacing		Fight	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January	7	3			2	3	5	4		6	15	45	1	5	12	24	2	2			8	
February	8	4	4		1	1	5	2	1	1	16	20	1		12	5	5	3			3	
March	5	5	1		1	1	3	4	4	1	15	28	2	3	10	16	3	6			5	
April	9	3	2		2		6	4	1	1	8	26	2	2	9	15	5	3			8	
May	4	4	2		1		2	3	2	2	15	31	1	2	11	14	4	2			9	
June	3	3			2	1	1	2	1		13	31	3	1	14	17	1	3			9	
July	5	2	2		1		9	4			9	30		4	17	9	4	2			7	
August	1	7	2		2		5	7		1	19	33	3	4	18	13	3	3			7	
September	7				2		4		1		17		4		18		4				13	
October	6						2		2		12				11		3				12	
November																						
December	7				2		1				29		1		24		3					
MONTH	Fireworks		Hang Ups		Harassment		Indec. Exp.		Liq. Law Vio.		Littering		Loitering		Narcotics		Noise		Open Door		Party	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January			6	13	6	17	1		3	7			2	8	2	5	2		1	2		
February			3	8	2	3		1	6	8			3	5	2	4	4		1	3		
March			8	12	2	4	2	1	12	4			12	9	2	7	4		1	2		
April			8	9	6	7		1	1	1			7	8	4	8	4		1	1		
May			12	22	7	8			1	2			2	13	1	9	4		1			
June	1		6	7	3	4	3			1			4	15	1	6	2			2		
July			20	11	2	8	2		1	1	1		11	18	5	8	11		2			
August	1		11	10	8	7		1	7	10			9	21	2	4	3			1		
September	1		4		8		2		4				7		2		6		2			
October			3		5				5				7		3		3					
November																						
December			11		2								8		1				2			
MONTH	Prowler		Robbery		Sex Assault		Shoplifting		Shots		Stabbing		Suicide		Suspicious		Theft		Trespass		Weapon	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
January						2	3								4		15	31	6			
February				1	2											2	14	13	8			
March			1	1	2		2									3	15	22	9			
April						1	2									6	22	26	17			4
May			1			4	2									4	21	35	8			
June					1		1										21	32	9			1
July							1									5	27	34	7			
August				1												3	18	33	16			1
September																	15		12			
October																	27		17			
November																						
December					3										1		26					

Opened in 2013

Business			Open Date	Notes
CityWide Bank	1611	Canyon	April-12	Replaces Advantage Bank
PosterScene	1505	Pearl	April-12	Replaces Real Baby
Unico Properties	1426	Pearl	April-12	1/2 partner/manager of PSM Properites (Midyette)
H Burger	1710	Pearl	May-12	Replaces Pinyon
PastaVino	1043	Pearl	April-12	Replaces Juanita's
Zeal Optics	1230	Spruce	May-12	Formerly EnVision space
Silhouette	2015	10th	May-12	Women's clothing (replaces Style)
T/ACO	1175	Walnut	May-12	Owned by H Burger (formerly Boulder Organic Pizza)
TruSkin Studio	956	Pearl	May-12	replaces GlowBody+Sun
Bramble & Hare	1970	13th	July-12	replaces Morning Star
Beehive Restaurant	2018	10th	July-12	replaces Saxy's
uBreakiFix	1136	Spruce	July-12	formerly Little Mountain
kidrobot	1468	Pearl	September-12	replaces Life is Good/Jake's On Pearl
Rocket Fizz	1441	Pearl	September-12	replaces Pennyweights
Press Play	1005	Pearl	September-12	replaces Round Midnight
West Flanders Brewery	1125	Pearl	September-12	replaces BJ's
Athleta	1133	Pearl	November-12	Women's athletic apparel
Nod and Rose	1220	Walnut	November-12	Apparel
Retail Therapy	1638	Pearl	December-12	Women's apparel (formerly Now & Zen)
Hub Boulder	1877	Bdwy	December-12	Temporary shared office spaces
A Café	2018	Bdwy	December-12	Replaces Crepes ala Cart
Jaipur Indian Restaurant	1214	Walnut	December-12	Replaces Bombay Bistro
Earthbound Trading	935	Pearl	February-13	national soft goods (replacing Eclectix)
Timothy's of Colorado	1136	Spruce	February-13	fine jewelry
Meta Skateboards	1505	Pearl	March-13	
Island Farm	1122	Pearl	April-13	Soft goods/clothing
The Riverside	1724	Bdwy	April-13	Event center, café, wine bar, co-working space
Bohemian Biergarten	2017	13th	April-13	Replaces Shugs
Bishop	1019	10th	April-13	home furnishings (owners of 3rd and Vine)
ReMax of Boulder	1320	Pearl	April-13	replaces Little Buddha
Old Glory Antiques	777	Pearl	May-13	Replaces West End Gardener
Yeti Imports	2015	Brdwy	May-13	Replaces BolderWorld
Into Earth	1200	Pearl	July-13	Replaces LeftHand Book
The Savvy Hen	1908	Pearl	July-13	
The Dragontree	1521	Pearl	July-13	Day Spa
Steele Photography	2039	11th	July-13	
FlipFlopShop	1110	Pearl	Aug-13	Replaces Blue Skies
BOCO Fit	2100	Pearl	Aug-13	Fitness gym
Skirt Sport	1642	Pearl	Sep-13	Temporary store
Closed				
Business			Close Date	Notes
Life is Good/ Jakes	1468	Pearl	April-12	Replaced by KidRobot
The Pinyon	1710	Pearl	April-12	Replaced by H Burger
Advantage Bank	1611	Canyon	April-12	Replaced by CityWise
Infinite Potential	2019	10th	April-12	Moved to 100 Arapahoe (2019 for sale)
Denver Bldr Couriers	1722	14th	May-12	Moved to 3229 Walnut
Glow Body+Sun	956	Pearl	April-12	Spray tanning
Pearl Street Steak Room	1035	Pearl	May-12	
Bank of the West	1300	Walnut	May-12	Being replaced by Guaranty Bank
Outdoor Divas	1133	Pearl	August-12	Moving to 30th Street by Whole Foods
Pennyweights	1441	Pearl	August-12	

Now and Zen	1638	Pearl	August-12	Replaced by Retail Therapy
The Rib House	1801	13th	August-12	Moved to the Hill
B J's Restaurant	1125	Pearl	August-12	Moved to 29th Street
World Café	946	Pearl	August-12	
Wenger	1122	Pearl	September-13	
Gondolier	1600	Pearl	September-12	
Round Midnight	1005	Pearl	September-12	became Press Play
Eclectix	935	Pearl	September-12	re-located
Crepes ala Carte	2018	Bdwy	November-12	re-branded as Arlene's
Silhouette	2115	10th	January-13	
Shooter's Bar&Grill	1234	Walnut	December-12	
Bombay Bistro	1214	Walnut	December-12	
Sensorielle	1300	13th	January-13	Moved to Lafayette
Little Buddha	1320	Pearl	February-13	Moved to Yehti Imports
Boulder Map Gallery	1708	13th	March-13	Moved to Table Mesa
Blue Skies	1110	Pearl	Mar-13	
Left Hand Books	1200	Pearl	Apr-13	
Installation	1955	Bdwy	Mar-13	
West End Gardener	777	Pearl	Mar-13	
Bolder World	2015	Bdwy	Apr-13	replaced by Yeti Imports
Swiss Chalet	1642	Pearl	Jun-13	
Lilli	1646	Pearl	June-13	Chelsea to replace
H Burger	1710	Pearl	June-13	
Timothy's of Colorado	1136	Spruce	July-13	
Atlas Coffee	1500	Pearl	July-13	
Sweet Bird Studio	2017	17th	July-13	
Old Glory Antiques	777	Pearl	July-13	
Business			Open Date	Notes
Cramer & Hyde	2015	10th	Fall 2013	Home furnishings
Wok Eat	946	Pearl	Fall 2013	replaces World Café

AMPS

Access Management & Parking Strategies



What is Purpose?

Building on the foundation of the successful multi-modal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop over-arching policies, and tailored programs and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles.

The Access Management and Parking Strategy (AMPS) will :

- Be consistent with and support the city's sustainability framework: safety and community well-being, community character, mobility, energy and climate, natural environment, economic vitality, and good governance.
- Be an interdepartmental effort that aligns with and supports the implementation of the city's master plans, policies, and codes.
- Be flexible and adapt to support the present and future we want while providing predictability.
- Reflect the city's values: service excellence for an inspired future through customer service, collaboration, innovation, integrity, and respect.

AMPS Areas of Focus



District Management



Integration of public space management, parking management, business assistance, maintenance, and alternative modes services to the Downtown and University Hill commercial areas through the highest level of customer service, efficient management and effective problem solving in order to support economically and socially vital commercial areas.

Travel Demand Management Programs



Manage access in our commercial districts through alternative modes of transportation, including the downtown employee Eco Pass, eGo CarShare memberships, Boulder B-cycle stations, and pedestrian-based infrastructure improvements. Reducing employee automobile trips leads to increased parking supply for customers and visitors, and supports the city's Climate Action Plan.

Enforcement



Employ enforcement to ensure reasonable access and turnover for businesses, residents and visitors to support the health, safety, neighborhood livability and economic vitality of the City. Well-designed enforcement enables the City to maximize its use of the existing parking supply.

Technology



Research and utilize the most efficient technologies to manage existing and future parking and enforcement operations, and to improve the overall customer parking experience in Boulder.

Parking Management On Street and Off Street



Manage parking garages, on-street systems and enforcement for three of Boulder's commercial districts: Downtown Boulder, University Hill and, when completed, Boulder Junction, as well as, the 10 Neighborhood Parking Permit districts throughout Boulder.

Parking Code Requirements for Private Property



Consider code changes for private, off-street parking regulations in order to align policies with citywide goals for reducing single occupant vehicle trips, supporting alternative modes of transportation with the goal of creating vital centers and neighborhoods.

Parking Management through Pricing



Use pricing to effectively manage parking resources and balance the role of pricing in supporting the use of alternative modes of transportation with economic viability.

AMPS

Access Management & Parking Strategies



Specific Guiding Principles



- **Provide for All Transportation Modes:** Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.

- **Support a Diversity of People:** Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
- **Customize Tools by Area:** Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city's diverse neighborhoods both residential and commercial.
- **Seek Solutions with Co-Benefits:** Find common ground and address trade offs between community character, economic vitality, and community well-being with 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.
- **Cultivate Partnerships:** Be open to collaboration and public and private partnerships to achieve desired outcomes.

Issues & Opportunities

- Meeting the access needs of our diverse customer base to our city centers – employees, visitors, customers, clients, residents; young, old, disabled and everything in between.
- Balancing the economic vitality of our commercial districts with other city sustainability goals: social and environmental.
- Maintaining neighborhood livability within the context of our compact, mixed use, higher density development model.
- Increasing our downtown employee alternative transportation mode-share by offering viable options and valuable incentives in a market now experiencing longer commuter miles.
- Balancing the demands for use of the public right of way: providing space for alternative modes, pedestrian walkability, socializing and having events.

Next Steps

Climate Commitment

Strategy development and testing

Community outreach and engagement

Strategy refinement and interim target establishment

Partnership development

Plan review and final adoption (1st Quarter 2014)

Transportation Master Plan

Continue to deploy and evaluate bike/ped innovations

Develop and evaluate transit scenarios (Fall - Winter)

Integrate funding, projects, TDM strategies into investments programs

Study sessions proposed for February and April 2014

Access Management & Parking Strategies

Feedback from Joint Board Meeting (8/13)

Interdepartmental teams by areas of focus (9/13)

Hire a consultant (9/13)

Develop draft work areas and prioritization matrix (9-10/13)

Public Open House (10/13)

Check-in with City Council (10/13)

Phase implementation (2014)

Downtown Management Commission Committees and Task Forces 2013

Standing Committees

<u>Committee</u>	<u>Commissioner(s)</u>	<u>Staff</u>
Finance/Budget <i>Meets when needed</i> 1500 Pearl St., Suite 302	Millstone/ Koval	Jobert
Operations <i>Meets Mondays @ 3pm prior to DMC Mtg</i> 1500 Pearl St., Suite 302		Matthews
Public Safety <i>Meets when needed</i> 1500 Pearl St., Suite 302		
Marketing (with DBI and BID) <i>Meets the 2nd Tuesday, 8:30am</i> 1942 Broadway, Suite 301 (DBI)		Jobert
Economic Development (with DBI and BID) <i>When needed</i>		Jobert
DBI Events <i>Meets when needed</i> 1942 Broadway, Suite 301, (DBI)		
Green Committee (on hold)		Landrith
Bridge House Representative		

Task Forces

DUHMD/PS Master Plan	on hold	Winter
Civic Use Task Force		Winter (McMullen – Chair)
Downtown Improvements <ul style="list-style-type: none"> • Garage Signage 		Winter Matthews
Civic Park Master Plan		Winter

Council Assignments 2013

Koval – Cowles/Appelbaum	– Karakehian/Ageton
– Plass	Crabtree – Becker/Wilson
Deans – Morzel/Jones	

Standard Response to Electric Bicycle Questions

Thank you for your message to the Boulder City Council.

The Boulder Revised Code (BRC) regulates the operation of electric-assisted bicycles in Boulder. Electric-assisted bicycles are currently permitted to operate on streets and in designated bicycle lanes, but are prohibited from operating on paths and sidewalks. The specific regulations are listed in BRC [Chapter 7-5: Pedestrian, Bicycle, and Animal Traffic](#).

Proposed electric bike pilot project for 2013-14

As part of the ‘Complete Streets’ focus area of the current update to Transportation Master Plan (TMP), staff is developing a proposal for City Council consideration of a one-year pilot project to test the use of electric bicycles on off-street multi-use paths (this pilot will not include open space trails).

Changing an ordinance, even for a pilot program, requires council action. The Transportation Advisory Board will hold a public hearing on Sept. 9 and make a formal recommendation to City Council. Council will consider the pilot ordinance change at its Oct. 1 meeting.

If approved by council, the pilot project would modify the existing city ordinance to allow people to ride electric bicycles on multi-use paths. In addition to the ordinance change, the city would implement a public information campaign to raise bicyclist and pedestrian awareness, emphasizing safety and courtesy among all multi-use path users.

Concurrently, the city is also working on local amendments to be consistent with new policies adopted by the [Americans with Disabilities Act](#) (ADA) that will allow people with mobility impairments to use personal motorized devices, including electric-assisted bicycles, on multi-use paths. However, this will not address the use of electric bicycles by able-bodied persons.

Transportation Master Plan (TMP) Update Process

As part of the 2013-14 TMP update, the city is looking for public feedback to better understand transportation choices and identify strategies that encourage more people in our community to walk and bike. The city is also seeking community input on proposed innovations to be included in a “Bicycling and Walking Action Plan” that will be incorporated into the TMP update.

The TMP update is a good forum to discuss and consider changes to current regulations on electric-assisted bicycles. You can learn more about the current TMP update process at www.bouldertmp.net and to participate in the conversation, visit www.inspireboulder.com.

Please consider sharing your ideas with the city through Inspire Boulder and staying informed about the TMP update on [Twitter](#) and our blog at goboulder.tumblr.com.

You also may contact me directly at 303-441-4138 or ratzelm@bouldercolorado.gov. Thank you for taking time to share your ideas.

To learn more about the operation of electric-assisted bicycles, motor scooters, Segways and other personal motorized devices in Boulder, see the [Personal Motorized Vehicles Fact Sheet](#).

Marni Ratzel
City of Boulder Bike and Pedestrian Coordinator

**City of Boulder
Economic Sustainability Strategy**

**Draft for Public Review
8-5-13**

Introduction

In response to input from the local business community and direction from City Council, the city of Boulder has developed an Economic Sustainability Strategy (ESS) designed to support the city’s economic vitality by building on its strengths and addressing challenges.

The ESS will be used to guide the actions, work program, and efforts of the city and its strategic partners related to economic sustainability, and to integrate and inform other city plans and processes. The strategy will help Boulder manage and react to change while maximizing the use of available resources, and to encourage and support the creativity, innovation and entrepreneurship that drives the city’s economy.

The ESS is the key tool to implement the Economic Vitality strategy area of the city’s Sustainability Framework. The Sustainability Framework is based on the goals and policies of the Boulder Valley Comprehensive Plan and the city’s priority based budgeting process and is used to assess and evaluate plans and programs against goals of the City Council and community.

Implementing the ESS will rely on both the city and external stakeholders including businesses, commercial property owners and non-profit organizations that work with businesses. Leveraging community assets is critical to maintaining a strong and diverse economy.

The ESS will be regularly evaluated through informal and formal (surveys, focus groups, etc.) feedback to ensure that actions are achieving desired results.

Economic Sustainability Strategy

Vision

Boulder will continue to be recognized throughout the world as a city where employers and employees innovate, create, and thrive in a manner consistent with their community’s environmental and social values.

Mission

The city supports a healthy, adaptable economy that reflects our community’s economic, social and environmental sustainability goals through:

- *Sustainable income and employment*
- *Strategic redevelopment*

Economic vitality in the city of Boulder is a public-private collaboration to promote a healthy economy which supports the outstanding quality of life enjoyed by its residents. Boulder is following a sustainable path to economic development, adopting strategies that foster innovation, competitiveness, and entrepreneurship, and maintaining a positive business climate, while enhancing community character and preserving environmental quality.

Economic Sustainability

There are critical interrelationships among economic, social and environmental health. Maintaining a healthy, adaptable economy that is vital to the community’s quality of life and high level of services and amenities, which support a diverse economy with a qualified and diversified work force that meets employers’ needs and supports a range of jobs while providing for and investing in a quality of life, unique amenities, and infrastructure that attracts, sustains, and retains businesses and entrepreneurs.

- *Diverse economic base*
- *Superb quality of life*
- *Sustainable business practices*
- *A well-educated, highly skilled workforce*

This living *strategy document* outlines the ESS and is designed to be a flexible document with actions that are updated annually as community needs and priorities change. It includes strategies and actions organized into three categories:

- **People** –workforce, quality of life and social issues
- **Place** – physical environment (infrastructure, amenities, buildings)
- **Process** – ease of doing businesses (city processes, programs, codes and procedures)

A “**place-based**” approach to economic sustainability seeks to create vibrant, amenity-rich business districts that vary in their focus and intensity but all of which offer environments that support key industry clusters, retain talented workers and enhance a unique and sustainable “Boulder” quality of life. Each area of the city is different and a place-based approach looks at Boulder’s various employment areas to identify desired change and tailored strategies for achieving that change.

Strategies describe how the city can best respond to issues raised in the 2012 Primary Employer Study and other research conducted by the city while furthering the ESS vision and the goals articulated in the Boulder Valley Comprehensive Plan (BVCP). The strategies are based on a “place-based” approach to economic vitality, improving city codes and process and addressing broader policy issues.

Action items identify how strategies will be implemented over the next 5 to 10 years. Some actions can be accomplished by the city through improvements in internal processes and procedures. Others involve coordination with external stakeholders or require further analysis, particularly when an issue to be addressed may lead to policy changes or major program additions or enhancements. Action items are categorized

as priority actions to be completed in 2014 or long-term actions that may begin during this timeframe but would be completed at a later date.

Boulder’s Economy

Boulder is a highly desirable place to work, live, and play. The city is an important employment center for the area and has a diverse and healthy economy. Boulder businesses represent a wide variety of industries and the city has a high concentration of aerospace, bioscience, clean tech, data storage, digital media, natural and organic products, outdoor recreation and software companies. While the majority of the city’s employers are small businesses, several Fortune 300 corporations have a presence in Boulder. This diversity has contributed to the city’s economic vitality and helped mitigate effects of recent economic downturns.

Businesses in Boulder build on the foundation of the city's highly educated workforce, superb quality of life, favorable business climate, high concentration of companies in growing industries and synergies with the University of Colorado and 14 federal labs. The city attracts talented entrepreneurs who have created a unique business community focused on cutting edge innovation and vision. The city has been recognized as one of the nation's best cities for start ups in 2013 and Richard Florida, author of *The Rise of the Creative Class*, named Boulder the most creative city in the U.S. in 2012 based on a detailed analysis of how more than 350 metro areas ranked in technology (new ideas, inventions, high-tech companies), talent (skilled, ambitious individuals), and tolerance (non-judgmental, open-minded).

Many people choose to work or live in Boulder because of its high quality of life, sense of place and extensive amenities. Boulder boasts hundreds of miles of bike and walking trails, excellent bus service, easy access to open space and the mountain backdrop, numerous and varied art, cultural, dining, entertainment and shopping options, excellent schools, and high quality healthcare. These community characteristics have created a strategic economic advantage that is difficult to replicate, but requires careful consideration and planning to ensure its viability into the future.

Boulder is a land-constrained, compact community by design, reflecting the city's commitment to a sustainable urban form while protecting the area's scenic beauty, open space and recreational opportunities. With relatively little undeveloped land available for commercial development, the city is strategic about economic vitality. Boulder's economic sustainability efforts recognize the importance of jobs already in the city; and business retention and support for homegrown companies is a priority. While the ESS is intended to help implement the results of the 2012 Primary Employer Study, Boulder's economic sustainability is much broader. Economic sustainability also results from the unique mix of a successful and healthy tourist industry, partnerships with universities and federal laboratories, and many arts, cultural, entertainment and retail options. The city also recognizes the importance of the primary employers that make up the core of the local economy. Primary employers are defined by city ordinance as:

A business or organization of any number of employees that generates more than 50 percent of its revenues from activities outside of Boulder County, and shall include, but is not limited to those facilities of such business and organization devoted to manufacturing, research and development, data processing, telecommunications and publishing, but shall not include hotels, motels, retailers, or food service facilities.

Primary employers bring new money into the local economy, support secondary employers (restaurants, printers, banks, etc.) and pay substantial property taxes, sales and use taxes and permit and development fees to the city. Many of the city's economic vitality efforts, including business outreach and assistance, a flexible rebate program and a microloan program, have focused on primary employers.

In 2012, city staff, along with the University of Colorado Leeds Business Research Division and the Boulder Economic Council, conducted a primary employer study identifying the issues, trends and needs of Boulder's primary employers relative to the city's existing industrial and commercial space.

Key findings from the 2012 Primary Employer include:

- Boulder has approximately 554 primary employers
 - 8.2% of all Boulder employers
- Boulder's primary employers employ an estimated 26,059 individuals
 - 29% of all individuals employed in Boulder (*excluding self-employed*)
- Boulder's primary employers occupy approximately:
 - 538 commercial buildings (29% of all commercial buildings in city)
 - 7.5 million square feet of commercial space (35% of total)
- Primary employers are concentrated in three main areas: East Boulder (44%), Gunbarrel (15%) and Downtown (15%).

A significant number of primary employers expect to expand in the next few years and many anticipate needing more space and moving to a new location.

The four key issues identified in the study were:

1. Availability of suitable space for expansion
2. Lack of flexibility in allowed uses
3. High cost of land / cost of doing business
4. Lack of amenities in some areas of the city

People

Introduction

Boulder has a well educated, highly skilled and creative workforce. The city has the nation's highest percentage of college graduates and a very high concentration of individuals employed in scientific and technical occupations including aerospace engineers, architects, biochemists, environmental scientists and software developers. This high concentration of talent reflects the presence of the University of Colorado at Boulder, federal labs, and technology-intensive industries which draw companies and entrepreneurs from around the world.

Boulder's workforce draws from several key sources. The desirability of Boulder's quality of life and a collaborative and supportive business climate has attracted people with world-class talent and skills for many decades, and the workforce includes many who chose Boulder as a place to live and found a job here. The workforce also includes technically trained and "creative class" workers drawn to growing Boulder companies, residents who grew up and remained in Boulder and University of Colorado and other area college graduates who find work and careers in the city. City-wide, median income has decreased for Boulder households since 2000. Poverty rates and other negative economic indicators are increasing among certain populations (e.g. Latino residents, seniors, children).

Issues and Challenges

- An educated, creative and productive workforce has always been vital to Boulder's economic prosperity, and will be even more so in the future as other communities, other states, even other nations cultivate the education, creativity and productivity of their workforces. Workforce training and high quality education needs to be a focus, especially in the Science, Technology, Education and Math (STEM) fields.
- Boulder's workforce is drawn to employment areas with a wide variety of amenities, uses, and services (e.g. restaurants, retail), recreational amenities, the arts, and increased walkability to public transportation, bicycle, and pedestrian facilities. East Boulder and Gunbarrel are primary employment centers that lack the same diversity of amenities that are available to downtown workers.
- Changing work patterns and technology have resulted in more individuals operating small businesses and start-ups from their homes, with occasional visitors or part-time employees. Current city regulations for home occupations do not always reflect these types of home-based businesses that many times are compatible with residential uses. (Note: see Process 2014 Action chart)
- While most of the individuals who work in Boulder are residents within Boulder County, between half and two-thirds of Boulder employees live outside the city limits. While the city has a high concentration of self employed and residents who work from home, over 59,000 employees commute into the city for work (2013 City of Boulder estimate), using

the U.S. 36 Corridor (26%) and the Diagonal Highway 119 (18%) (Boulder Economic Council Commuting Patterns Study 2012).

- As technology changes, there will be increased demand for workforce with specialized skills. Current K-12 and post K-12 higher education options, including non-university training, professional and technical schools, and community colleges, may need to be expanded and customized to meet the needs of employers, workers and residents. In addition, demographic trends indicate between 2020 and 2025 Colorado will require a significant in-migration of employees to fill vacancies from retirees.

Strategies

- ❖ Expand opportunities for workers to live within the city.
- ❖ Expand regional transit alternatives with local partners so that commuters have more transportation options other than single occupant vehicles.
- ❖ Work with employers to develop and support programs designed to help attract workers with highly specialized skills and experience, and provide workforce training opportunities.

2014 Action Chart

Priority Actions	Responsible Parties	Timing
<p><u>Action 1.1:</u> Enhance engagement with education and training organizations, seeking opportunities to collaborate on development of the workforce available to Boulder employers.</p>		
<p><u>Action 1.2:</u> (2014) Ensure that the city’s Transportation Master Plan update, city involvement in the RTD Northwest Area Mobility Study, and the city’s Access Management and Parking Strategy focus on developing strategies and funding mechanisms for addressing the local and regional commuting challenges and opportunities for Boulder workers.</p>		
<p><u>Action 1.3:</u> (2014) Through the city’s Comprehensive Housing Strategy currently under development, understand and develop approaches for the needs, desires and preferences of Boulder workers who do not live inside the city limits. Expand housing opportunities for those working in Boulder.</p>		
<p><u>Action 1.4:</u> Support local business and industry organizations to foster “productive collisions” of local workers which provide opportunities for exchanges of ideas and collaboration.</p>		

Longer term Actions

- Work with strategic partners – industry associations, business organizations, and education institutions – and employers to develop a plan to help attract workers in select fields.
- Work with the Boulder Chamber and other community partners to implement the Innovation Blueprint 3.0, in particular to “expand mentoring and training programs for entrepreneurs, female and minority business leaders, facilitate cross-industry collaboration, and develop talent among our university student population”.

Place

Introduction

The workplace needs of today's employers are vastly different from those of just a few years ago. The city's employment areas need to make a similar transformation. Each area of the city is different and a more place-based approach would identify desired change and tailored strategies for achieving that change. There is enormous opportunity to improve Boulder's employment areas to provide a greater diversity of uses and services, increased walkability, improved quality of the built environment, and increased access to public transportation, bicycle and pedestrian facilities. Public investment in infrastructure can also be a key component.

The city has three major employment centers, generally described as Downtown, East Boulder, and Gunbarrel. Primary employers have also clustered in other areas like the Twenty Ninth Street area (Crossroads subcommunity), Boulder Junction, the North Boulder subcommunity, as well as smaller commercial centers. However, with the development of the city, those employment areas on the west side of Boulder benefit from the smaller, tighter street grid and pre-war development pattern, whereas the East Boulder and Gunbarrel employment areas are very auto oriented in large superblocks, and a lack of a connected street grid.

The 2012 Primary Employer Study highlights the unique characteristics and needs of specific Boulder areas where most primary employers are located. Desired public and private amenities like restaurants, shopping, parking, bike paths, and transportation – and the needs of primary employers – differ greatly between Downtown, East Boulder, and Gunbarrel.

- **Downtown** restaurants, retail, district parking, and the Pearl Street Mall serve downtown employees, residents, and visitors. Downtown zoning includes non-industrial primary employer offices in addition to financial services and other professional offices. Employers love downtown for the many opportunities for “casual collisions” on the mall or in a coffee shop. Some companies find the parking district convenient, while others do not choose a downtown location because they don't want their employees or visitors to pay for parking. High demand has resulted in very limited office space availability.
- **East Boulder** houses a mix of manufacturers, research and development, and a wide range of industrial uses, and is the city's largest employment center for primary employers. Free and abundant parking is seen as a plus for most employers. Bike paths and sidewalks provide pedestrian access. There are some lunchtime options within Flatiron Park and in the area of the 55th and Arapahoe intersection, but many employees drive to Twenty Ninth Street, downtown, or other commercial areas for more eating options. Additional amenities such as pedestrian connections, restaurants and other services are desired. Shuttle buses or other transportation options have been requested.

- **Gunbarrel** is evolving, with new housing, retail, brewery/restaurant, and hotel development all under construction. Gunbarrel is home to many larger companies, and employers desire more eating options and services in this portion of Boulder. As in East Boulder, parking is free for employees and visitors. More Gunbarrel housing options – in type and price – would allow more Gunbarrel workers to consider living closer to work.

Boulder recognizes the need to revitalize its older commercial and industrial areas, renovate “tired buildings” and support business growth in these areas. As a mature, compact city with little remaining vacant land, the city has an opportunity to revitalize areas of the city that are not reaching their full potential. Strategic planning to address the unique needs and priorities of each employment area and ensure that economic sustainability and place-making is a primary outcome is the essence of the place-based approach. While supporting and sustaining these vibrant places, the city can help to retain and attract primary employers as well as enhance the unique character of Boulder's sub communities and advance other community sustainability goals.

Issues and Challenges

- Main employment centers of East Boulder and Gunbarrel lack a diversity of amenities, uses, and services (e.g. restaurants, retail), increased walkability, recreational amenities, the arts, and increased access to public transportation, bicycle, and pedestrian facilities to meet the needs of Boulder’s workforce.
- As an older community, Boulder has an older commercial building stock as compared to newer, remodeled space in neighboring or similar cities. As a result, “tired” buildings may not provide the amenities or upgrades desired by employers.
- There is limited availability of high quality, large floor plate commercial space to meet the demand of growing Boulder larger primary employers. Many larger employers look for the efficiencies provided by larger floor plates.
- The very low supply (low vacancy rate) of downtown office space presents a challenge due to the high desirability and demand for downtown space (and its numerous amenities and concentration of companies) by Boulder primary employers.

Strategies

- ❖ Support the vitality of Boulder’s varied employment areas throughout the community (e.g. Twenty Ninth Street, South Boulder, and North Boulder) through a place-based approach that builds upon the unique amenities to those areas, in addition to the city’s main employment centers.

- ❖ Enhance the East Boulder employment area to create a more desirable place for companies and workers with desired amenities: eating and drinking places, retail services, the arts, and increased multi-modal access to public transportation and bicycle and pedestrian facilities.
- ❖ Continue the efforts in the Gunbarrel community center, to create a more inviting and diverse place for companies and workers, with desired amenities and increased access to public transportation and bicycle and pedestrian facilities.
- ❖ Ensure Downtown Boulder’s continued success as a vibrant, desirable location for a rich mix of uses by finding opportunities to upgrade and create additional space for key industries as well as high quality outdoor spaces, including implementation of the civic area plan.
- ❖ Encourage and incentivize the upgrading of Boulder commercial buildings in appearance, tenant amenities, energy efficiency, and other sustainability measures.
- ❖ Support a multi-pronged, community development based strategy to maximize the unique assets and opportunities of University Hill.

2014 Action Chart

Actions	Responsible Parties	Timing
<u>Action 2.1:</u> Implement the Civic Area Plan Phase 1 including investment strategies, financing tools, capital improvements, flood protection, safety improvements, and feasibility planning for future phases.		
<u>Action 2.2:</u> Work to support public and private investment in amenities in the East Boulder employment area through the East Arapahoe area planning effort (to begin in 2013).		
<u>Action 2.3:</u> Examine the mix and type of businesses located in and around North Boulder as part of the Subcommunity Plan update, including analysis of the feasibility of fully developing the Village Center.		
<u>Action 2.4:</u> In partnership with the Hill stakeholders, provide resources and coordination for the implementation of the Residential Service District and the innovation district concept . Develop a cross departmental Hill team to ensure coordination of and communication about Hill programs and activities.		

Longer term Actions

- Support areas like Diagonal Plaza to maximize redevelopment opportunities and strengthen economic health (from BVCP policy 5.01).
- Explore incentives and financial tools for commercial property owners to upgrade their building stock, catalyze commercial energy upgrades, and provide employee amenities.
- Through the Sustainable Streets and Centers project and East Arapahoe area planning, study East Boulder and Gunbarrel zoning (e.g. open space, parking, and floor area requirements) and consider updates to reflect current employment trends and needs of primary employers.

DRAFT

Process

Introduction

Many issues related to primary employers' space, location, and expansion are purely defined by the market. To support the retention and attraction of today's talented workforce and progressive employers, however, the city can have a direct influence on a number of important issues:

- The city's comprehensive plan sets broad economic policy and land use direction.
- The city's zoning districts define the uses allowed in different areas occupied by primary employers.
- Developing new space or upgrading existing buildings require review and permits by the city.
- Business retention, expansion, outreach, and incentives through the city's economic vitality program.

The comprehensive plan recognizes that land use regulations impact the ability of businesses to evolve. The city's regulations and review processes need to provide flexibility to allow businesses to be responsive to emerging technologies and evolving industry sectors. There are daily interactions between employers and Boulder's city government. These occur when companies get services from the city and are subject to city regulations and programs. These include licensing and taxing, permitting and development review, the adoption of legislation, and business assistance and business retention services provided by the Economic Vitality program. Over the past few years, the city has placed additional focus on the improvement of these business services, as part of the city's vision to strive for service excellence. Efforts implemented and underway include expanded economic vitality services, a web business portal, and new ways to communicate about city news and projects that matter to businesses.

Many Boulder primary employers lease their space. They often grow quickly and move frequently, triggering remodeling to meet tenants' needs. Remodeling construction requires some combination of city development review and permits. Timing windows are routinely affected by lease timing and company operations. As companies plan their moves from space to space (often every few years), the cost, predictability, and timing of building improvement projects and permits (including code-triggered upgrades) become key factors in their decisions to stay and grow in Boulder.

The city's economic vitality program provides support for business relocation, retention, and expansion. One tool is the flexible rebate business incentive program in which the city manager can approve customized rebates of sales and use taxes and permit and development review fees to key primary employers. A microloan program provides an additional funding source for Boulder small businesses.

Issues and Challenges

- The city's discretionary review process can result in a wide range of outcomes which can increase the level of risk and associated costs (which affects the ability to build the development potential according to the zoning code).
- Because most primary employers are lessees (81 percent) and move frequently, employers and property owners may not invest capital in building upgrades.
- Certain city zoning regulations on the uses of commercial space (and size of uses) may unnecessarily limit use flexibility.
- Upgrading older buildings can result in significant building improvement requirements (e.g. energy code, accessibility, wiring, utilities) that may be unexpected to a property owner or a business tenant.
- Land cost is a significant factor; Boulder's commercial land cost is generally higher than surrounding communities and this affects decisions to upgrade and develop commercial property.

Strategies

- ❖ Ensure that Boulder's land use and other codes respond to changes that support 21st century employer needs for flexibility in commercial uses and employee workplaces.
- ❖ Encourage owners of Boulder's industrial and commercial building stock to update their buildings so that they become models of 21st century energy efficiency.
- ❖ Make doing business with the city easier, through improved application and permitting processes.
- ❖ Continue and expand the city's economic vitality efforts in business retention and expansion, outreach, incentives, and assistance.

2014 Action Chart

Actions	Responsible Parties	Timing
<p><u>Action 3.1</u>: Update commercial and industrial zoning use charts and definitions to provide more flexibility for space options, respond to the dynamic nature of Boulder’s primary employers, and to allow and encourage desired amenities.</p>		
<p><u>Action 3.2</u>: Continue to improve the commercial tenant finish permit process to make it more timely and predictable (with predictable requirements) for applicants and property owners.</p>		
<p><u>Action 3.3</u>: Update home-based occupation regulations reflect current industries and businesses, the use of the Internet, and to balance potential impacts to residential neighborhoods while allowing flexibility for home-based businesses.</p>		

Longer term Actions

- Evaluate updates to zoning bulk and intensity methods (height, stories, FAR, building size, open space, setbacks, parking).
- Examine policies and regulations around complimentary uses and amenities in employment centers, such as eating establishments, retail and services.
- Consider increased funding for flexible rebate incentives.
- Modify/enhance development review processes (review thresholds, review times, fees, predictability).