

DOWNTOWN MANAGEMENT COMMISSION

November 4, 2013

5:30 p.m. - Regular Meeting

Council Chambers - 1777 Broadway

AGENDA

1. Roll Call
2. Approval October 7, 2013 Meeting Minutes
3. Police Update
4. Public Participation
5. Parks Update
6. BID Update
7. Board and Commission Committee Report and Recommendations – Commission Feedback – Suzy Ageton
8. Civic Area Plan Update – Assefa and Ellis
9. Concept for a Public Private Partnership between CAGID and Trinity Lutheran Church
10. Matters from Commissioners
11. Matters from Staff
 - Downtown Improvement Projects Update
 - Joint Board Meeting Follow-up
 - Priority Areas for 2014 for December Meeting

Attachments

- Sales and Use Tax Revenue Report – August 2013
- Police Stats
- Downtown Boulder Open/Close List
- Board and Commission Committee Report and Recommendations – June 2013
- Updated Joint Board Workshop Summary
- 2014 DMC Meeting Schedule
- Concept Paper for a Public/Private Partnership with Trinity Lutheran Church

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

- 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

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

Mission Statement: We serve the downtown, University Hill

- 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

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, MILLSTONE (absent)

STAFF: MATTHEWS, HERRING, JOBERT, WEISS, STRONG, JOHNSON

GUESTS: DAVE ADAMS, PAUL EKLUND

TYPE OF MEETING: **Regular** **October 7, 2013**

AGENDA ITEM 1 – Roll Call: Meeting called to order at 5:37 p.m.

AGENDA ITEM 2 – Approval of the September 9, 2013 (See Action Item Below)

AGENDA ITEM 3 – Police Update: Johnson offered that things are status quo as far as crime activity. The shelter opened last week and it tends to draw folks downtown. Smoking on the mall tickets is 80 year to date beginning in April. ECigarettes were discussed and Johnson offered it’s hard to catch without a smoke trail. Koval questioned the impacts of the people coming into town for work and Johnson replied that Boulder was less impacted than other places. Johnson mentioned that the flood damage was more hazardous than anticipated; some workers have stolen from the people they were working for, and not aware of any problems with the influx of workers. Other flood issues were discussed.

AGENDA ITEM 4 – Public Participation: none

AGENDA ITEM 5 – Parks Update: Martin mentioned that they have been busy with flood issues and are now back on mall full time. Martin continued that the first frost has perished the flowers and now being removed; irrigation on the 1300 block and other Parks projects are on hold to address flood issues. The shade structure is down; bathroom is well cleaned and will be done regularly by a contractor. Flood work: Eben G Fine is still closed; park on 13th is closed; Boulder Creek bike path is being worked on by staff; cleaning out the parking lot; under Broadway lots of sediment and branches; bike path open past 47th street and closed east due to missing path; continued with parks and their issues. Martin mentioned that all departments are assessing damage; trees were removed due to flood waters undercutting the roots and they are being assessed. Shapins questioned how the public are informed of the closed and open parks. Martin replied that it is posted online on their website.

AGENDA ITEM 6 –BID Update: Adams began that Maher, Takata-Smith and Salim are in New York City for the International Downtown Association. Fall Fest was cancelled due to the flooding, musicians and groups did not want the money and vendors said to roll funds into next year. Adams gave a list of upcoming Mall events such as the Munchkin Masquerade, Pearl Street Stampede, Switch on the Holidays, and Saint Nick on the Bricks. The Downtown Boulder Holiday Party is December 5. Marketing was in 5280 with Frasca as number one restaurant in Colorado with 14th Street Grill being 11th. Magnetic mailer to be sent out in December with the holiday events. Mall officers will resume in April; flood clean up was lucky with two locations being a mess but not a lot of damage. Retailers lost 4 days worth of sales. Most were back in stores by Friday. Keep America Beautiful, Philip Morris; have purchased 10 cigarette receptacles for the edges of the mall. Seasonal lighting plan is in progress and will make a more dramatic statement by combining features thanks to a new lighting contractor.

AGENDA ITEM 7- Civic Area Plan Update – Assefa and Ellis: Moved to November DMC meeting.

AGENDA ITEM 8 - 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: Paul Eklund offered that three months ago the Condominium Agreement was approved by the board and Eklund noticed that the condominium map needed to be updated and needed it defined for the expansion. This was the major change to the documents along with some minor things such as a janitor closet on the garden level had the sprinkler system for the building and it had to be turned into a common area. Eklund provided a list of the documents. Crabtree concluded that the purchase prices comps were storage facilities in Boulder and the exterior of downtown as well as the comps at One Boulder Plaza to get the value of the income and backed into it to get purchase price. There was no formal appraisal. Price was \$9900. Sq ft was 200 and another with the net of almost 300 sq ft. Matthews

mentioned that part was a transfer of space rather than constructing something new. Eklund mentioned that there were improvements which were deducted from the net. Matthews offered that he and Winter were comfortable with the price. Matthews mentioned that the CAO and Finance were fine with the purchase.

Koval moved to make a recommendation to City Council, the Board of Directors of CAGID, to accept and approve the Purchase and Sale Agreement of Storage Space, and the Condominium Declaration of Randolph Center Commercial and Parking Condominium (second reading). Deans seconded the motion. The motioned pass 4-0 with Millstone absent.

AGENDA ITEM 9 – Matters from the Commissioners: None

AGENDA ITEM 10 – Matters from the Staff: Matthews mentioned the downtown improvements project update – bus plaza at RTD station is open for business with a few amenities needing to be installed and the temporary bus station on 14th is open for parking; and, looking for enforcement on 14th Street regarding turns out of the alley; AMPS update at the joint board meeting and Monday, 10/14, will be interviewing two consultants for the project and have settled on the guiding principles; flood update – CAGID properties were in good shape and there was a tent city with the homeless created in the RTD garage on the 3rd floor during the flood with tents and hammocks and had to be chased out; some leak problems at 15th and Pearl and 11th and Walnut with some repair requests going to FEMA; storage area was comprised; leakage at 15th and Pearl roof; both elevators at 15th and Pearl have failed and the electrical system has failed; need for additional parts to get if fixed and hoping to have it repaired this week. Variable messaging infrastructure is complete, walk thru to be done and looking to get programmer to do the programming for the variable message. Matthews mentioned that until the elevators are fixed, the first floor may be designated as ADA. Garage traffic was discussed. Shapins asked how the board will be engaged in AMPS and Matthews replied as an outreach group and working with other boards, all will be part of what is going on. Shapins remarked on the joint board meeting. Shapins queried the 14th Street Bus area. An Open House for the new bus area will take place in the spring. Koval questioned the federal government shutdown and impacts to the city. Matthews replied that FEMA is still here and was assured there would be no delays.

Meeting adjourned at 6:32 p.m.

ACTION ITEMS:

MOTION: Shapins motioned to approve the September 9, 2013 meeting minutes with Crabtree seconding the motion. The motion was approved 4-0 with Millstone absent.

MOTION: Koval moved to make a recommendation to City Council, the Board of Directors of CAGID, to accept and approve the Purchase and Sale Agreement of Storage Space, and the Condominium Declaration of Randolph Center Commercial and Parking Condominium (second reading). Deans seconded the motion. The motioned pass 4-0 with Millstone absent.

FUTURE MEETINGS:

November 4, 2013 **Council Chambers** **Regular Meeting**

APPROVED BY: **DOWNTOWN MANAGEMENT COMMISSION**

Attest:
Ruth Weiss, Secretary

Sue Deans, Chair

City of Boulder

Sales & Use Tax Revenue Report

August, 2013

Issued October 16, 2013

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

Results are for actual sales activity through the month of August, 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.

Important Note: A tax remittance processing problem was experienced during July of 2012. Processing of a significant number of remittances was delayed and appeared in August 2012 results. Because we analyze based upon comparisons to both monthly and annual prior year results, 2012 data from some of the larger vendors was adjusted for the summary July and August comparisons included in this report. Even with this partial adjustment, the increases from the month of July 2012 to the month of July 2013, may be overstated. Conversely, the increases from the month of August 2012 to August 2013 may be understated. All data has been reconciled and YTD comparisons for August are consistent for timing in both comparison years.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, Sales and Use Tax has increased from the 2012 base by 6.54%. 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	5.70%	79.99%
Business/Consumer Use Tax	(2.55%)	8.52%
Construction Use Tax	28.03%	8.80%
Motor Vehicle Use Tax	4.70%	2.69%
Total Sales & Use Tax	6.54%	100.00%

ANALYSIS OF YEAR-TO-DATE RESULTS

- Retail Sales Tax – YTD retail receipts are up by 5.70%. A 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 2.55%.
- Construction Use Tax – This category is up by 28.03%. 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 60.32%. This “adjusted” increase is due primarily due to a number of large one-time projects. It is important to note that these projects, though generating significant revenue in 2013, will probably not be duplicated in the continuing “base” that funds City services in future years.
- Motor Vehicle Use Tax is up by 4.70%.

DETAILED ANALYSIS OF MAJOR CATEGORIES

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

Retail Sales Tax – August YTD retail sales tax revenue was up by 5.70% from that received in 2012. A portion of this increase was due to business-to-business sales which are one-time in nature and do not occur on an ongoing basis throughout the year. Without these payments retail sales tax was up 4.15%. Ongoing consumer retail results continue to be somewhat less robust.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
3.61%	13.56%	6.18%	1.94%	3.48%	9.10%	10.98%	(1.67%)

Food Stores - Retail sales tax revenue for food stores is up by 2.19% 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 occur in the same month each year.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
(7.02%)	19.74%	(7.91%)	(1.22%)	1.18%	7.79%	5.76%	(20.65%)

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 August YTD retail tax at Eating Places is up by 1.91%.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2.24%	1.15%	2.18%	1.58%	(4.10%)	8.13%	9.95%	(4.42%)

Apparel Store retail sales are up by 0.17% YTD.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
9.08%	(3.08%)	(1.11%)	(1.73%)	6.93%	9.12%	(1.69%)	(12.11%)

General Retail is up by 5.47% YTD. A significant portion of the increase in January and February is due to business-to-business sales and is not expected to reoccur on a monthly basis.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
15.69%	14.60%	2.18%	(0.28%)	(5.53%)	6.09%	10.20%	4.52%

Utilities (primarily retail sales tax on natural gas and electricity) are up by 7.00% 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	Jul	Aug
(0.18%)	2.82%	3.18%	26.98%	21.01%	10.70%	3.98%	(2.13%)

MEDICAL MARIJUANA BUSINESS SALES TAX

Total YTD retail sales tax revenue collected in this category is \$596,002, up by 19.10% from 2012. Monthly sales tax revenue, and the percentage change from the same time period in 2012, is presented below. This industry segment represents less than one half one percent of total sales/use tax collections.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
\$66,591	\$70,084	\$81,364	\$73,574	\$69,421	\$73,714	75,094	86,156
24.94%	15.64%	27.19%	11.21%	(1.92%)	15.27%	25.87%	38.88%

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

TABLE 2

2013 RETAIL SALES TAX (% Change in Comparable YTD Collections)	
<p>STRENGTHS:</p> <ul style="list-style-type: none"> ▪ Food Stores up by 2.19% ▪ Eating Places up by 1.91% ▪ Apparel Stores up by 0.17% ▪ General Retail up by 5.47% ▪ Transportation/Utilities up by 9.98% ▪ Automotive Trade up by 15.85% ▪ Building Material Retail up by 7.62% ▪ Computer Related Business up by 47.58% ▪ BVRC (excl 29th St) up by 5.13% ▪ TwentyNinth St up by 2.34% ▪ Table Mesa up by 3.89% ▪ All Other Boulder up by 14.70% ▪ Metro Denver up by 2.27% ▪ Out of State up by 11.80% ▪ Gunbarrel Industrial up by 17.26% ▪ Gunbarrel Commercial up by 4.67% ▪ Pearl Street Mall up by 4.32% ▪ Boulder Industrial up by 19.60% ▪ Public Utilities up by 7.00% 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> ▪ Home Furnishings down by 4.45% ▪ Consumer Electronics down by 19.49% ▪ Univ. of Colorado down by 1.28% ▪ Downtown down by 3.18% ▪ UHGID (the "hill") down by 2.72% ▪ N. 28th St. Commercial down by 4.62% ▪ Basemar down by 0.41% ▪ The Meadows down by 8.22%

2013 USE TAX (% Change in YTD Comparable Collections)	
<p>STRENGTHS:</p> <ul style="list-style-type: none"> ▪ Motor Vehicle Use Tax up by 4.70% ▪ Construction Use Tax up by 28.03% (when adjusted to exclude dedicated Boulder Junction tax, up by 60.32%) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Business Use Tax down by 2.55%

ACCOMMODATION TAX

Total year 2013 Accommodation Tax revenue is up by 4.99% from the same period in 2012.

ADMISSIONS TAX

Total year 2013 Admission Tax revenue is up by 2.94% from the same period in 2012.

REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

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

Although Colorado's economy continues to outpace the national economy, the pace of growth slowed somewhat through the summer of 2013. The unemployment rate has begun to level off, potentially indicating a slowdown in entrepreneurial activity and farm employment. Personal income, wages and consumer spending continued to grow through the first half of the year, but at slower rates than in 2012 as households and businesses responded to changes in federal fiscal policy and economic uncertainty. Economic activity is expected to gain momentum in 2014 and 2015.

(However)...the economic impact of Colorado's floods is not yet known. In general, natural disasters tend to cause a sharp drop in economic activity during and immediately after the disaster, followed by a rebound to the pre-disaster trend as resources are poured into restoring and rebuilding damaged property and infrastructure. The floods will redistribute economic activity across geographic regions, between industries, and over time. In the short run, employment, income, and retail trade will increase in the construction, building materials, automobile sales and repair, lodging, and food industries at the expense of other sectors. In the long run, new investment in residential, commercial, and public infrastructure should provide a boost to economic growth.

Federal fiscal policy continues to constrain economic growth. Certain areas of the state will feel the effects of federal spending cuts more than others. Regions with higher concentrations of federal workers, like Colorado Springs and Boulder, will be impacted as employees are furloughed or pay is reduced.

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.

The October 2, 2013 Boulder County Business Report indicates that the Business-confidence index has waned:

The confidence of Colorado business leaders has slightly declined going into the fourth quarter as uncertainty surrounds the government shutdown and the federal deficit increase, according to the most recent Leeds Business Confidence Index released Tuesday by the University of Colorado Boulder's Leeds School of Business.

The fourth-quarter index posted a reading of 59.3, which is a decrease from 60.5 last quarter but still near a post-recession high. Expectations measured positive - at 50 or higher - for all of the metrics measured by the index, which include the national economy, state economy, industry sales, industry profits, capital expenditures and hiring plans.

These across-the-board positive standings come after the national economy and industry hiring plans categories were in negative territory just three quarters ago.

"Business leaders remained optimistic overall, despite confidence being tested by uncertainty coming out of Washington," said economist Richard Wobbekind, executive director of the Business Research Division. "Coupling business confidence with other economic metrics, Colorado looks to be on a stable growth trajectory."

Confidence in the national economy was the most significant finding revealed in this quarter's numbers, especially given underlying federal budget uncertainty, according to Wobbekind. Confidence in the national economy fell 2.6 points to 55.5 in the fourth quarter, down from 58.1 last quarter.

Confidence in the state economy, which decreased to 63.9 in the fourth quarter from 64.6 last quarter, outpaces that of the national economy. The outpacing of confidence in Colorado's economy compared with the national economy is a 34-quarter trend, based on LBCI results.

Business leaders' sales expectations for the fourth quarter came in at 62, down from 63.7 for the third quarter, while the profits metric increased slightly.

The capital expenditures index fell to 57.4 for the fourth quarter, down from 59.3 for the third quarter. The hiring plans index decreased to 57.8, down from 58.9 last quarter.

Subsequent to the aforementioned Leeds survey, on October 2, 2013, the *Boulder County Business Report* stated that 3,600 local federal lab workers have been furloughed:

About 3,600 federal laboratory workers in Boulder County were placed on furlough Tuesday following the shutdown of the U.S. government Monday night. The shutdown came after members of the U.S. House and Senate failed to reach a budget-spending agreement.

Of the federal lab employees in Boulder County, about 3,150 are full time, 416 are part timers and students, and 31 are contract workers, according to Meg Collins, managing director of CO-LABS, which stands for Colorado Leveraging Assets for Better Science.

Federal labs in Boulder County generated about \$743 million in economic impact to the region in fiscal year 2012, according to a report from CO-LABS, a nonprofit group that promotes the state's 30 federally funded labs and research sites. Boulder County's federal laboratory workers made \$388.3 million in salary in fiscal year 2012, according to the report.

Federal research labs in Boulder include the National Telecommunications and Information Administration, the Cooperative Institute for Research in Environmental Sciences, the Joint Institute for Laboratory Astrophysics, the Laboratory for Atmospheric and Space Physics, the National Ecological Observatory Network, the National Institute of Standards and Technology, the National Oceanic and Atmospheric Administration and the University Corporation for Atmospheric Research, as well as several associated divisions.

NOAA led the way in state economic impact, providing \$277.7 million in impact to Colorado and employing 867 full-time workers in 2012. NIST provided \$187.7 million in impact. LASP added \$159.3 million, and CIRES provided \$111.8 million in economic impact.

Across the country, 800,000 federal workers were furloughed Tuesday. National parks, monuments, museums and federal offices were closed. Air-traffic controllers, including those at a regional center in Longmont, prison guards and Border Patrol agents will remain on the job, although they may not get paid.

According to the *Confidence Board Consumer Confidence Survey* published September 24, 2013, consumer confidence fell slightly in September:

The Conference Board Consumer Confidence Index®, which had increased slightly in August, decreased in September. The Index now stands at 79.7 (1985=100), down from 81.8 in August. The Present Situation Index grew to 73.2 from 70.9. The Expectations Index fell to 84.1 from 89.0 last month.

Says Lynn Franco, Director of Economic Indicators: “Consumer Confidence decreased in September as concerns about the short-term outlook for both jobs and earnings resurfaced, while expectations for future business conditions were little changed. Consumers’ assessment of current business and labor market conditions, however, was more positive. While overall economic conditions appear to have moderately improved, consumers are uncertain that the momentum can be sustained in the months ahead.”

Consumers’ expectations, which had increased in August, declined in September. The percentage of consumers expecting business conditions to improve over the next six months edged up to 20.9 percent from 20.6 percent, while those expecting business conditions to worsen was virtually unchanged at 11.0 percent.

Consumers’ outlook for the labor market, however, grew more pessimistic. Those anticipating more jobs in the months ahead decreased to 16.9 percent from 17.5 percent, while those anticipating fewer jobs increased to 19.7 percent from 17.2 percent. The proportion of consumers expecting their incomes to increase declined to 15.4 percent from 17.5 percent.

On a more positive note, unemployment rates improved in August, according to a September 20, 2013 article in the *Boulder County Business Report*:

The unemployment rates in Boulder and Broomfield counties dropped for the second month in a row, according to data released Friday by the Colorado Department of Labor and Employment.

Boulder County’s rate dropped from 5.4 percent in July to 5.1 percent in August – one percentage point lower than the same month a year ago.

Broomfield County’s rate dropped from 6.3 percent in July to 6.0 percent in August, also a full percentage point lower than a year ago.

The state’s unemployment also showed improvement from a year ago, going from 8.0 percent in July to 7.0 percent in August.

According to an October 2, 2013 report by in *Bloomberg*, the *National Retail Federation*, predicts that Holiday Season national retail sales may climb only 3.9%:

U.S. retail sales may increase 3.9 percent during the holiday season, as political and economic uncertainties damp consumer confidence, the National Retail Federation said.

Sales may rise to \$602.1 billion in November and December, Washington-based NRF said today in a statement. The increase is slightly higher than last year’s 3.5 percent gain and the 10-year average of 3.3 percent, NRF said. Stores may hire 720,000 to 780,000 seasonal employees, compared with 720,500 last year, the group also said.

The first partial government shutdown in 17 years and the prospect of a lengthy budget fight could jeopardize the economic recovery and cool consumer sentiment, the auto market and sales of luxury goods. The economy has shown positive signs as unemployment dropped in August to its lowest level since December 2008, while sales of previously owned homes rose in August and housing prices gained 15 percent from a year earlier.

“We’re trying to balance looking at the whole year of relatively strong fundamentals underlying the economy against the uncertainty coming out of Washington and the significant unresolved issues that exist at a policy level,” NRF President Matthew Shay said in an interview. “We’re in for what could be a solid season, but we have to let the folks in Washington get out of their own way a little bit to let that happen.”

Online sales will rise as much as 15 percent to \$82 billion in November and December, the NRF’s shop.org arm projected. That would compare with an increase of 15.5 percent in e-commerce sales in the fourth quarter of last year, the NRF said, citing Commerce Department data.

The Federal work stoppage may subtract as much as 1.4 percentage points from economic growth, depending on its length, according to Guy LeBas, chief fixed income strategist at Janney Montgomery Scott, LLC.

In addition to the political uncertainty, consumers are contending with a 2 percentage-point increase in the payroll tax and rising mortgage rates, after the Federal Reserve signaled in May that it was prepared to start phasing out its monthly bond purchases this year.

While lower-income households have restrained purchases this year because of the increase in payroll tax, Shay said shoppers at all income levels this season will focus on value, whether in the form of discounts, quality or service.

Many retailers, from Macy’s Inc. to Nordstrom Inc. to Wal-Mart Stores Inc., missed second-quarter sales estimates and cut forecasts as consumers preferred to spend on bigger items like cars and home-related products.

The NRF’s projected increase in holiday sales compares with an estimated gain of 3.4 percent by the International Council of Shopping Centers last month, up from 3 percent in 2012. Deloitte LLP has projected sales may increase as much of 4.5 percent for November to January, led by non-store sales from online and catalog retailers, in line with the gain for last year.

Earlier in September, Chicago-based researcher ShopperTrak said sales in stores may advance 2.4 percent over the holidays, the smallest increase since 2009 as customers visit fewer stores. Customer traffic in November and December may decline 1.4 percent from the same period a year earlier, ShopperTrak also said.

To draw in shoppers, retailers may begin offering promotions as early as Nov. 1 this year to take advantage of a shorter holiday season, according to the researcher.

This year, there are 25 days between the day after Thanksgiving – known as Black Friday – and Christmas, compared with 31 days in 2012, and four instead of five weekends. Sales in November and December account for 20 percent to 40 percent of U.S. retailers’ annual revenue, according to the NRF.

The following projections are included in the September 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%	7.2%	6.9%	6.7%
Personal Income	6.1%	4.4%	3.9%	5.4%	5.6%
Wage and Salary Income	4.3%	4.7%	4.4%	5.1%	5.3%
Retail Trade Sales	6.8%	6.0%	3.4%	5.4%	6.5%

Denver-Boulder Inflation Rate	3.7%	1.9%	2.9%	3.2%	3.3%
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The September 20, 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%	6.9%	6.5%	5.9%
Personal Income	6.1%	4.2%	4.3%	5.4%	5.3%
Wage and Salary Income	4.3%	4.4%	4.8%	5.0%	5.1%
Retail Trade Sales	7.7%	5.4%	4.8%	5.4%	5.6%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.6%	2.4%	2.6%

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.

The report from the Governor's Office of State Planning and Budgeting includes a similar view of the Colorado economy:

With its diverse industries and high level of human capital, Colorado's economy has continued to show that it has established a solid foundation for growth. The state's growing energy and technology-related sectors continue to provide economic vitality. A rebound of new business formation has also been a key factor. Many state economic indicators are outperforming national averages. As a result, unemployment continues to come down from its high level.

Though the economy is growing, it continues to be vulnerable to adverse economic events. There remain unanswered questions regarding the effects of current monetary policy on financial markets and the broader economy. Any unexpected or appreciable changes in the stance of monetary policy may disrupt financial markets in particular and slow the rebounding housing market and other interest-rate sensitive activities, such as vehicle sales and business investment. Further, turmoil in the Middle East poses a risk through heightened economic uncertainty and additional increases in oil prices. Economic uncertainty may also arise with discussion of federal fiscal and debt issues this fall. Despite Colorado's better economic foundation, it is not insulated from these larger economic issues.

Total Net Sales/Use Tax Receipts by Tax Category	AUGUST YTD Actual			
	2012	2013	% Change	% of Total
Sales Tax	48,754,014	51,533,348	5.70%	79.99%
Business Use Tax	5,631,100	5,487,661	-2.55%	8.52%
Construction Sales/Use Tax	4,430,467	5,672,238	28.03%	8.80%
Motor Vehicle Use Tax	1,653,253	1,730,982	4.70%	2.69%
Total Sales and Use Tax	60,468,834	64,424,229	6.54%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	AUGUST YTD Actual			
	2012	2013	% Change	% of Total
Food Stores	8,308,317	8,531,438	2.69%	13.24%
Eating Places	8,521,530	8,674,454	1.79%	13.46%
Apparel Stores	2,287,489	2,286,893	-0.03%	3.55%
Home Furnishings	1,682,309	1,611,454	-4.21%	2.50%
General Retail	12,586,719	13,076,008	3.89%	20.30%
Transportation/Utilities	4,593,840	5,083,955	10.67%	7.89%
Automotive Trade	4,114,615	4,574,208	11.17%	7.10%
Building Material-Retail	2,165,765	2,287,913	5.64%	3.55%
Construction Firms Sales/Use Tax	4,079,548	4,862,966	19.20%	7.55%
Consumer Electronics	1,411,153	1,175,610	-16.69%	6.58%
Computer Related Business Sector	3,555,309	4,241,519	19.30%	12.45%
All Other	7,162,241	8,017,813	11.95%	0.00%
Total Sales and Use Tax	60,468,834	64,424,229	6.54%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	AUGUST YTD Actual			
	2012	2013	% Change	% of Total
North Broadway	918,261	926,621	0.91%	1.44%
Downtown	4,157,486	4,165,879	0.20%	6.47%
Downtown Extension	450,375	460,543	2.26%	0.71%
UHGID (the "hill")	690,579	657,565	-4.78%	1.02%
East Downtown	414,083	429,414	3.70%	0.67%
N. 28th St. Commercial	2,968,929	2,975,939	0.24%	4.62%
N. Broadway Annex	300,514	517,369	72.16%	0.80%
University of Colorado	964,185	684,817	-28.97%	1.06%
Basemar	1,347,840	1,618,008	20.04%	2.51%
BVRC-Boulder Valley Regional Center	12,772,481	12,192,544	-4.54%	18.93%
29th Street	5,020,123	4,996,640	-0.47%	7.76%
Table Mesa	1,523,790	1,582,985	3.88%	2.46%
The Meadows	557,935	509,943	-8.60%	0.79%
All Other Boulder	3,243,502	3,923,582	20.97%	6.09%
Boulder County	657,903	713,074	8.39%	1.11%
Metro Denver	1,837,220	2,381,497	29.63%	3.70%
Colorado All Other	146,102	199,314	36.42%	0.31%
Out of State	6,163,731	6,673,666	8.27%	10.36%
Airport	18,798	51,715	175.11%	0.08%
Gunbarrel Industrial	3,460,105	3,530,292	2.03%	5.48%
Gunbarrel Commercial	728,821	761,431	4.47%	1.18%
Pearl Street Mall	1,812,849	1,885,605	4.01%	2.93%
Boulder Industrial	4,976,632	6,104,436	22.66%	9.48%
Unlicensed Receipts	681,238	1,514,163	122.27%	2.35%
County Clerk	1,653,253	1,730,982	4.70%	2.69%
Public Utilities	3,002,100	3,236,205	7.80%	5.02%
Total Sales and Use Tax	60,468,834	64,424,229	6.54%	100.00%

Miscellaneous Tax Statistics	AUGUST YTD Actual		
	2012	2013	% Change in Taxable Sales
Total Food Service Tax	427,951	407,195	-4.85%
Accommodations Tax	3,392,048	3,561,293	4.99%
Admissions Tax	389,549	401,007	2.94%
Trash Tax	867,195	882,300	1.74%

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

USE TAX BY CATEGORY

SALES TAX BY CATEGORY

AUGUST YTD Actual			Standard Industrial Code	AUGUST YTD Actual		
2012	2013	% Change		2012	2013	% Change
37,940	79,932	110.68%	Food Stores	8,270,377	8,451,506	2.19%
114,588	106,537	-7.03%	Eating Places	8,406,942	8,567,917	1.91%
15,637	11,243	-28.10%	Apparel Stores	2,271,852	2,275,650	0.17%
3,937	7,791	97.89%	Home Furnishings	1,678,373	1,603,662	-4.45%
1,093,205	953,358	-12.79%	General Retail	11,493,514	12,122,650	5.47%
88,576	129,181	45.84%	Transportation/Utilities	4,505,263	4,954,774	9.98%
1,721,714	1,802,069	4.67%	Automotive Trade	2,392,901	2,772,138	15.85%
53,135	14,400	-72.90%	Building Material-Retail	2,112,630	2,273,513	7.62%
3,883,216	4,640,214	19.49%	Construction Use Tax	0	0	na
0	0	na	Construction Sales Tax	196,332	222,751	13.46%
25,484	59,976	135.35%	Consumer Electronics	1,385,668	1,115,634	-19.49%
2,329,827	2,433,014	4.43%	Computer Related Business	1,225,481	1,808,505	47.58%
2,347,560	2,653,167	13.02%	All Other	4,814,681	5,364,647	11.42%
11,714,820	12,890,881	10.04%	Total Sales and Use Tax	48,754,014	51,533,348	5.70%

USE TAX BY CATEGORY

SALES TAX BY CATEGORY

AUGUST YTD Actual			Geographic Code	AUGUST YTD Actual		
2012	2013	% Change		2012	2013	% Change
33,002	50,063	51.70%	North Broadway	885,259	876,558	-0.98%
153,490	289,192	88.41%	Downtown	4,003,996	3,876,687	-3.18%
10,978	32,858	199.31%	Downtown Extension	439,397	427,684	-2.67%
23,847	8,993	-62.29%	UHGID (the "hill")	666,732	648,572	-2.72%
41,897	37,535	-10.41%	East Downtown	372,186	391,879	5.29%
43,653	185,708	325.42%	N. 28th St. Commercial	2,925,276	2,790,231	-4.62%
2,476	232,880	9305.49%	N. Broadway Annex	298,038	284,489	-4.55%
270,728	225	-99.92%	University of Colorado	693,456	684,592	-1.28%
66,135	341,577	416.48%	Basemar	1,281,705	1,276,431	-0.41%
1,418,400	255,784	-81.97%	BVRC	11,354,081	11,936,760	5.13%
208,438	72,501	-65.22%	29th Street	4,811,685	4,924,139	2.34%
25,290	26,124	3.30%	Table Mesa	1,498,500	1,556,861	3.89%
12,706	9,505	-25.19%	The Meadows	545,229	500,438	-8.22%
1,432,946	1,846,935	28.89%	All Other Boulder	1,810,556	2,076,646	14.70%
60,435	77,777	28.70%	Boulder County	597,469	635,297	6.33%
259,434	767,872	195.98%	Metro Denver	1,577,786	1,613,625	2.27%
19,762	7,381	-62.65%	Colorado All Other	126,340	191,934	51.92%
839,607	721,427	-14.08%	Out of State	5,324,124	5,952,239	11.80%
7,735	36,106	366.79%	Airport	11,063	15,610	41.10%
2,818,626	2,778,099	-1.44%	Gunbarrel Industrial	641,480	752,192	17.26%
5,490	4,293	-21.80%	Gunbarrel Commercial	723,331	757,137	4.67%
30,443	26,215	-13.89%	Pearl Street Mall	1,782,407	1,859,390	4.32%
1,639,319	2,113,143	28.90%	Boulder Industrial	3,337,313	3,991,293	19.60%
592,157	1,166,003	96.91%	Unlicensed Receipts	89,082	348,160	290.83%
1,653,253	1,730,982	4.70%	County Clerk	0	0	na
44,575	71,704	60.86%	Public Utilities	2,957,526	3,164,501	7.00%
11,714,820	12,890,881	10.04%	Total Sales and Use Tax	48,754,014	51,533,348	5.70%

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change In Taxable Sales
RETAIL SALES TAX	2006	4,734,249	4,845,436	5,537,253	4,659,458	4,892,331	6,129,363	4,737,773	5,237,757	6,156,056	4,950,305	4,387,847	7,691,618	63,949,446	7.10%
Rate Chg 3.41%>3.56%	2007	5,118,353	5,014,615	6,918,421	4,965,981	5,500,701	6,712,841	5,565,371	6,393,028	6,954,377	5,747,963	5,695,703	8,411,484	72,998,838	9.34%
Rate Chg 3.56%>3.41%	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,508,796	6,258,640	6,620,535	5,382,779	5,255,155	7,443,455	70,170,045	0.35%
Rate 3.41%	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,770	5,790,533	6,093,314	5,170,325	4,735,769	7,814,230	66,877,613	-4.68%
	2010	4,576,034	5,386,190	6,196,697	5,320,225	5,470,595	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	7,016,626	5,580,953	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	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,168,194	5,693,025	9,604,529	77,741,989	3.71%
	2013	5,557,163	5,824,808	7,171,949	5,707,649	6,197,302	7,968,604	6,161,076	6,844,797	0	0	0	0	51,533,348	-33.71%
Change from prior year (Month)		3.61%	13.96%	6.18%	1.94%	3.48%	9.10%	10.98%	-1.67%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		3.61%	8.48%	7.58%	6.19%	5.63%	6.33%	6.95%	5.70%	-8.40%	-17.47%	-24.37%	-33.71%		
CONSUMER USE TAX (includes Motor Vehicle)	2006	686,686	517,101	1,277,146	577,144	964,529	781,362	895,403	776,258	1,054,696	727,776	1,092,224	1,287,157	10,637,482	-4.43%
Rate Chg 3.56%>3.41%	2007	763,650	574,006	975,178	868,726	733,196	858,072	975,456	652,501	923,667	732,463	716,317	1,575,908	10,369,140	-6.63%
Rate 3.41%	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,399	899,534	989,683	599,876	1,253,267	10,464,043	5.35%
	2009	909,558	657,250	1,062,567	997,891	531,724	750,819	858,325	1,299,767	989,089	741,578	698,452	1,600,457	11,137,497	6.44%
	2010	687,502	778,796	913,223	701,931	662,362	945,800	620,328	633,593	909,315	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	737,310	1,469,940	11,867,314	3.48%
	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	835,063	768,003	0	0	0	0	7,218,643	-39.17%
Change from prior year (Month)		48.28%	-0.81%	13.86%	-11.30%	-24.76%	-6.77%	14.42%	-18.31%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		48.28%	23.65%	20.13%	11.02%	1.55%	0.02%	1.68%	-0.90%	-12.42%	-25.27%	-30.57%	-39.17%		
CONSTRUCTION USE TAX	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%
Rate Chg 3.41%>3.56%	2007	293,078	347,860	112,016	293,061	621,413	430,207	1,119,425	259,226	421,376	286,524	376,978	253,590	4,814,755	-13.02%
Rate Chg 3.56%>3.41%	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-12.21%
Rate 3.41%	2009	944,905	111,907	425,028	776,511	279,761	995,132	721,209	676,301	235,485	223,169	591,970	1,467,798	7,449,176	83.98%
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	406,868	531,670	6,550,964	12.06%
	2011	622,872	281,210	274,661	240,970	2,150,036	352,336	352,846	455,211	478,988	314,958	177,137	471,157	6,172,383	-5.78%
	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	728,141	845,123	1,182,131	0	0	0	0	5,672,238	-12.70%
Change from prior year (Month)		90.08%	-44.54%	-5.48%	14.62%	7.16%	93.91%	41.96%	150.09%	-100.00%	-100.00%	-100.00%	-100.00%		
Change from prior year (YTD)		90.08%	-19.63%	-17.76%	-12.14%	-10.11%	0.68%	6.51%	28.03%	16.87%	6.48%	-7.41%	-12.70%		
TOTAL FOR MONTH & CHANGE FROM PREVIOUS YEAR (MONTH & YTD)															
Rate 3.41%	2006	5,618,198	5,493,878	7,235,148	5,530,696	6,184,096	7,685,145	5,985,709	6,275,424	7,554,500	6,238,056	5,891,030	10,197,046	79,888,928	4.52%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,936,481	8,005,615	6,147,768	6,855,311	8,001,120	7,660,252	7,304,754	8,299,420	6,766,951	6,788,999	10,240,982	88,162,732	5.73%
Rate Chg 3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,455,459	6,553,206	7,881,753	6,341,889	7,297,691	7,868,423	6,590,347	5,962,862	9,078,475	84,683,070	0.26%
Rate 3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,249	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,464,286	0.92%
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,265,572	10,311,957	87,613,706	2.51%
	2011	7,264,374	6,064,242	8,001,928	6,598,565	8,709,205	8,535,347	6,892,523	7,758,275	8,809,664	6,783,855	6,911,348	10,272,096	92,620,411	5.69%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	0	0	0	0	64,424,229	-32.97%
Less Refunds	2005	-246	-66,044	-909	-2,666	-1,647	-10,080	-3,062	-4,207	-846	-1,586	0	-4,757	-96,051	
	2006	-40,302	-5,272	-22,761	-363	-5,099	0	0	-7,568	-806	-5,947	-406	-16,773	-105,296	
	2007	0	-38,291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-91,001	
	2008	-978	0	-46,974	-1,409	0	-2,375	-445	-9,493	-1,429	0	-48,521	-500	-112,123	
	2009	-3,335	0	0	-1,111	-602	-692	-967	-3,520	-2,747	-179,087	-65,331	-26,376	-283,770	
	2010	-3,469	-68,130	-35,924	-1,444	-43,920	-3,832	-1,648	-4,204	-7,969	0	-12,480	-214	-183,234	
	2011	-8,569	-2,479	-1,188	-2,918	0	0	-7,175	0	0	-162	0	-140,199	-162,690	
Adjusted total	2006	5,577,896	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%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,898,190	8,003,602	6,147,039	6,845,984	7,986,572	7,645,812	7,304,077	8,299,420	6,760,988	6,788,999	10,235,967	88,091,731	5.76%
Rate Chg 3.56%>3.41%	2008	6,344,536	6,443,800	7,816,680	6,454,500	6,553,206	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%
Rate 3.41%	2009	6,770,698	5,428,789	7,337,653	6,850,938	5,942,327	8,213,602	6,785,337	7,763,080	7,315,140	5,955,985	5,960,860	10,856,109	85,180,517	0.72%
	2010	5,851,655	6,399,447	7,319,826	6,383,330	6,315,288	9,758,926	7,215,834	7,040,127	8,002,092	6,639,102	6,253,092	10,311,744	87,430,472	2.64%
	2011	7,255,806	6,061,763	8,000,739	6,595,647	8,709,205	8,535,347	6,885,348	7,758,275	8,809,664	6,783,693	6,911,348	10,131,897	92,438,731	5.73%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.97%
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	0	0	0	0	64,424,229	-32.97%
% Change (month)		13.96%	-0.87%	6.55%	1.01%	-0.89%	10.87%	14.03%	8.24%	-100.00%	-100.00%	-100.00%	-100.00%		
% Change (YTD)		13.96%	5.98%	6.18%	4.92%	3.73%	5.10%	6.27%	6.54%	-7.11%	-16.80%	-23.90%	-32.97%		

Sales and Use Tax Revenues Generated on The Downtown Mall by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2010 (sales tax rate of 3.41%)								
January	2,907	62,112	18,620	8,360	29,998	6,432	3,562	131,992
February	4,934	63,870	26,728	7,068	31,430	6,503	2,829	143,362
March	5,413	81,927	30,585	8,491	45,465	9,378	481	181,740
April	3,428	76,004	29,722	7,802	43,112	56	4,041	164,166
May	3,590	85,933	40,603	10,357	52,938	51	5,221	198,693
June	4,102	95,790	44,278	9,998	61,426	253	8,312	224,159
July	3,965	104,152	50,702	13,606	63,259	43	4,245	239,970
August	3,894	104,284	46,725	13,341	62,225	544	8,845	239,658
September	4,941	86,504	39,108	10,526	54,668	1,009	6,041	202,796
October	3,963	92,428	47,439	11,616	51,685	302	7,410	214,843
November	3,618	68,818	35,717	13,757	50,914	46	5,863	178,734
December	6,150	71,324	47,243	30,082	95,979	27	7,971	258,776
2010 TOTAL	50904	993146	457470	145004	643101	24644	64822	2,379,091
2011 (sales tax rate of 3.41%)								
January	2,928	66,101	29,190	7,855	34,512	201	5,040	145,827
February	3,470	70,801	28,617	7,434	35,055	252	4,669	150,297
March	3,980	81,526	42,461	9,151	48,830	1,898	6,007	193,904
April	3,596	77,090	37,727	9,348	45,072	119	4,731	177,682
May	3,967	88,058	42,266	10,307	60,947	1,320	7,346	214,210
June	4,560	89,786	47,353	10,258	63,721	4,433	8,346	228,543
July	1,483	97,575	58,723	13,679	63,427	11,762	4,492	251,142
August	4,389	108,868	48,300	12,932	64,536	677	7,900	247,602
September	7,527	83,661	54,702	11,161	59,424	3,252	8,539	228,276
October	4,242	95,879	54,514	11,272	46,196	37	6,641	218,780
November	2,586	65,737	34,570	15,082	48,036	890	6,508	173,409
December	6,234	79,779	60,332	29,632	96,423	59	11,274	283,776
2011 TOTAL	48962	1004861	538754	148110	666178	24899	81493	2,513,448
2012 (sales tax rate of 3.41%)								
2012 TOTAL	55184	1287832	555044	147717	674189	18311	82826	2,821,103
2013 (sales tax rate of 3.41%)								
January	2,384	90,901	31,131	7,642	41,822	1,586	6,857	182,323
February	4,983	86,618	27,557	7,387	39,312	2,291	4,270	172,418
March	4,635	108,923	54,375	8,575	47,799	20	3,847	228,174
April	2,481	105,544	40,522	7,830	49,521	1,074	3,829	210,801
May	4,537	106,528	53,177	10,486	60,409	85	6,036	241,258
June	3,446	126,332	58,360	10,248	72,037	2,944	6,796	280,163
July	6,696	124,982	56,676	11,621	74,025	746	5,706	280,452
August	5,256	123,766	64,299	12,501	72,927	2,929	8,334	290,012
September	-	-	-	-	-	-	-	0
October	-	-	-	-	-	-	-	0
November	-	-	-	-	-	-	-	0
December	-	-	-	-	-	-	-	0
2013 TOTAL	34418	873594	386097	76290	457852	11675	45675	1,885,601

Sales Tax Revenues Generated on the Downtown Mall by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL
2010 (sales tax rate of 3.41%)							
January	2,887	61,993	18,517	8,360	29,928	3,562	125,248
February	4,915	63,679	26,728	7,068	31,386	2,829	136,605
March	5,283	81,945	30,545	8,491	45,318	185	171,768
April	3,422	75,866	29,722	7,802	43,003	4,004	163,820
May	3,576	85,387	38,919	10,357	52,906	5,221	196,365
June	4,084	95,665	41,999	9,998	61,284	7,036	220,066
July	3,947	103,856	49,875	13,606	63,089	4,229	238,601
August	3,879	104,056	46,461	13,341	62,110	8,845	238,691
September	4,917	86,231	38,978	10,526	54,647	5,814	201,202
October	3,945	91,629	47,398	11,616	51,647	7,405	213,641
November	3,574	68,609	35,638	13,757	50,133	5,863	177,575
December	6,116	71,073	47,241	30,082	95,938	7,584	258,091
2010 TOTAL	50,545	989,989	452,021	145,004	641,389	62,579	2,341,672
2011 (sales tax rate of 3.41%)							
January	2,910	65,957	29,095	7,855	34,487	5,040	145,344
February	3,445	70,664	28,221	7,434	35,022	4,669	149,455
March	3,953	81,375	42,432	9,151	48,677	5,177	190,818
April	3,584	76,801	37,647	9,348	45,038	4,731	177,149
May	3,961	87,915	42,068	10,307	60,908	7,346	212,506
June	4,554	89,625	46,433	10,258	63,676	7,857	222,489
July	1,483	97,097	58,311	13,679	63,350	4,492	238,414
August	4,351	108,588	48,068	12,932	64,455	7,900	246,294
September	7,474	82,235	52,979	11,161	59,355	7,930	221,207
October	4,201	95,669	54,453	11,272	46,123	6,641	218,360
November	2,549	65,522	34,524	15,082	47,903	6,506	172,084
December	6,169	79,392	60,316	29,632	96,299	9,392	281,241
2011 TOTAL	48,633	1,000,841	534,548	148,110	665,294	77,681	2,475,360
2012 (sales tax rate of 3.41%)							
2012 TOTAL	54,676	1,277,112	553,212	147,717	668,472	76,260	2,777,449
2013 (sales tax rate of 3.41%)							
January	2,371	90,449	30,728	7,642	41,481	4,938	177,609
February	4,966	86,268	26,262	7,387	39,036	4,152	168,071
March	4,599	108,576	54,250	8,575	47,728	3,724	227,452
April	2,460	104,357	40,083	7,830	49,460	3,775	207,965
May	4,472	104,775	53,053	10,486	60,344	5,997	239,127
June	3,425	125,845	57,695	10,248	71,962	5,863	275,038
July	6,673	124,038	56,534	11,621	73,650	5,608	278,124
August	5,229	123,237	63,898	12,501	72,838	8,298	286,001
September	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-
2013 TOTAL	34,195	867,545	382,503	176,266	456,492	42,385	1,035,387

Sales and Use Tax Revenues Generated in CAGID (Excluding the Mall) by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2010 (sales tax rate of 3.41%)									
January	1,186	196,818	28,127	10,705	181,386	1,993	6,754	23,101	450,070
February	1,387	193,018	25,060	11,735	95,188	6,767	1,087	21,123	355,366
March	1,081	224,699	33,253	12,459	108,658	2,189	9,345	40,839	433,688
April	1,910	254,118	37,643	7,211	117,451	7,143	2,891	31,313	459,678
May	1,799	261,721	37,937	7,461	139,614	2,594	7,685	29,926	488,736
June	1,190	249,307	36,213	10,746	143,350	2,535	28,453	104,700	576,505
July	1,164	263,561	36,652	8,695	148,870	2,852	10,749	34,121	506,664
August	345	269,146	44,028	12,422	143,846	2,879	861	36,448	509,975
September	2,657	250,631	39,102	11,442	140,526	2,741	(1,469)	93,491	539,120
October	1,611	261,016	43,740	10,274	133,405	2,585	(395)	32,022	484,258
November	1,661	223,870	37,225	8,877	150,457	2,073	6,039	27,235	457,438
December	3,235	239,827	42,314	18,485	185,818	2,139	28,610	91,539	611,983
2010 TOTAL	19,226	2,887,730	441,293	130,513	1,688,569	38,490	100,610	565,858	5,873,483
2011 (sales tax rate of 3.41%)									
January	2,074	211,068	24,834	29,147	110,488	2,017	4,228	23,772	407,627
February	-	219,026	31,397	8,284	107,741	2,003	3,038	24,662	396,151
March	-	256,053	36,629	11,972	120,059	2,827	15,055	74,313	516,907
April	3,056	254,771	37,183	11,458	132,921	2,538	11,166	37,928	491,019
May	3,661	278,324	42,867	21,440	148,346	2,780	13,840	28,788	540,045
June	1,128	284,315	47,897	18,791	138,936	2,588	23,699	131,870	649,228
July	1,194	314,287	42,986	9,347	168,343	2,963	7,817	35,901	582,838
August	1,218	299,410	44,427	9,660	159,649	3,163	26,381	8,268	552,177
September	1,095	283,563	42,367	12,442	147,583	2,735	3,775	80,291	573,861
October	1,193	286,724	41,810	21,590	142,667	2,632	4,765	53,725	555,104
November	1,677	237,828	31,937	14,341	124,518	2,259	13,278	21,764	447,603
December	3,359	249,838	39,027	12,385	181,607	2,187	4,667	75,430	568,505
2011 TOTAL	19,655	3,175,205	463,360	180,856	1,682,856	30,693	131,708	596,712	6,281,065
2012 (sales tax rate of 3.41%)									
2012 TOTAL	30,389	3,262,719	469,321	196,012	1,747,183	32,464	116,176	597,014	6,451,278
2013 (sales tax rate of 3.41%)									
January	1,006	208,424	24,850	17,256	126,402	2,281	37,975	24,434	442,628
February	1,028	210,415	26,859	7,102	127,502	2,259	(214)	11,667	386,618
March	4,113	288,457	36,275	21,116	143,321	2,654	27,222	39,452	562,610
April	2,424	258,801	43,256	15,318	151,707	2,777	12,626	14,987	501,896
May	1,125	265,298	41,881	17,532	172,042	3,268	17,727	7,355	526,228
June	4,082	319,612	38,360	12,453	181,523	8,688	26,860	80,843	672,421
July	1,400	288,575	37,641	9,584	178,565	3,615	9,101	17,439	545,920
August	1,372	298,780	32,025	13,847	156,795	3,893	3,075	17,771	527,558
September	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-	-
2013 TOTAL	16,550	2,138,362	281,147	114,208	1,237,857	29,435	134,372	213,948	4,165,879

Sales Tax Revenues Generated in CAGID (Excluding the Mail) by SIC Code

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2010 (sales tax rate of 3.41%)									
January	1,186	194,670	28,127	10,634	181,383	1,969	-	16,815	434,783
February	1,387	190,493	25,060	11,700	95,186	6,755	-	17,632	348,215
March	1,081	222,050	33,253	12,396	108,607	2,189	1,239	30,037	410,852
April	1,910	251,648	37,643	7,139	117,444	7,109	-	22,882	445,775
May	1,799	259,258	37,937	7,396	139,609	2,578	-	24,457	473,034
June	1,190	247,361	36,213	10,644	143,344	2,512	6	91,682	532,952
July	1,164	260,452	36,652	8,640	148,851	2,822	-	30,361	488,944
August	345	267,129	44,028	12,234	143,759	2,841	-	25,876	496,212
September	2,657	247,353	39,102	11,309	140,277	2,724	15	79,341	522,777
October	1,611	258,311	43,740	10,274	133,095	2,557	-	25,191	474,779
November	1,661	222,035	37,225	8,821	149,547	2,068	-	22,289	443,647
December	3,235	237,933	42,314	18,441	182,788	2,119	49	53,976	540,855
2010 TOTAL	19,226	2,858,692	441,293	129,630	1,683,890	38,244	1,309	440,540	5,612,824
2011 (sales tax rate of 3.41%)									
January	2,074	209,899	24,834	29,126	108,819	2,000	-	17,341	394,092
February	-	217,819	31,397	8,186	107,551	1,992	-	17,949	384,893
March	-	254,333	36,629	11,949	119,473	2,815	-	56,602	481,800
April	3,056	253,077	37,183	11,442	130,281	2,523	101	29,299	466,962
May	3,661	276,733	42,867	21,417	147,985	2,764	-	25,341	520,768
June	1,128	282,719	47,897	18,734	138,329	2,566	85	115,106	606,565
July	1,194	312,963	42,986	9,347	167,923	2,935	-	27,116	564,463
August	1,218	297,789	44,427	9,660	157,367	3,149	-	5,410	519,020
September	1,095	281,826	42,273	11,595	147,169	2,708	1	67,753	554,420
October	1,193	284,981	41,733	21,058	142,272	2,597	-	47,466	541,300
November	1,677	236,565	31,937	13,005	124,077	2,236	-	16,181	425,678
December	3,359	247,700	38,954	11,985	180,364	2,154	145	48,051	532,712
2011 TOTAL	19,655	3,156,402	463,117	177,502	1,671,611	30,438	333	473,615	5,992,673
2012 (sales tax rate of 3.41%)									
2012 TOTAL	30,389	3,206,102	468,356	173,873	1,738,783	32,204	333	483,357	6,133,397
2013 (sales tax rate of 3.41%)									
January	1,006	206,696	24,850	14,530	123,652	2,260	-	7,914	380,908
February	1,028	208,483	26,801	4,980	123,545	2,239	-	6,225	373,301
March	4,023	284,345	36,265	14,006	140,205	2,626	9	20,399	501,878
April	1,117	256,655	43,256	11,041	148,093	2,716	-	13,241	476,119
May	1,125	267,228	41,789	14,957	164,852	3,246	-	6,514	499,711
June	4,001	316,158	38,360	8,573	178,036	8,558	16	61,664	615,366
July	1,400	286,388	37,641	7,119	174,918	3,469	-	7,660	518,595
August	1,372	296,554	31,923	13,847	153,274	3,876	-	9,962	510,808
September	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	-
November	-	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-	-
2013 TOTAL	15,072	2,122,507	280,885	89,053	1,206,575	28,990	25	133,579	3,876,686

Downtown Sales Tax Revenue-22

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
3.26	281,789	303,911	303,211	350,972	346,303	377,788	340,123	434,783	394,092	370,921	380,910
3.41	281,926	295,159	334,033	353,475	384,949	394,061	330,622	346,215	384,893	421,972	373,299
3.41	347,345	386,464	405,854	457,916	513,361	453,315	406,592	410,852	481,800	533,371	501,878
3.41	313,658	322,834	381,409	407,402	429,910	429,364	397,041	445,775	466,962	477,947	476,121
3.41	363,683	369,350	391,843	444,690	490,189	493,179	451,724	473,034	520,768	529,743	499,710
3.41	397,239	434,006	464,057	512,487	556,969	498,498	875,333	532,952	606,565	599,729	615,366
3.41	335,260	382,910	406,346	447,533	454,725	470,376	438,488	488,944	564,463	587,329	518,595
3.41	351,333	389,941	437,412	478,646	500,591	518,891	498,282	496,212	519,020	562,984	510,808
3.41	352,635	434,834	493,083	510,843	567,853	489,202	437,565	522,777	554,420	564,404	510,808
3.41	356,878	389,818	418,157	459,707	478,372	466,288	439,390	474,779	541,300	471,178	510,808
3.41	302,598	318,751	370,726	283,133	416,857	382,562	370,084	443,647	425,678	491,068	510,808
3.41	435,738	507,725	541,253	646,636	565,818	484,305	427,276	540,855	532,712	602,751	510,808
3.41	Totals	4,120,082	4,535,703	4,947,383	5,353,439	5,705,896	5,412,522	5,612,824	5,992,673	6,133,397	3,876,687
3.41	\$ change from	-176,009	415,621	411,680	406,056	352,457	-248,068	-45,305	200,302	379,849	140,724
3.41	% change from	-4.1%	10.1%	9.1%	8.2%	6.6%	-4.3%	-0.8%	3.7%	6.8%	2.3%
3.41	3 year avg ch:	-2.7%	1.9%	5.0%	9.1%	8.0%	3.5%	-0.5%	3.2%	4.3%	4.3%

Pearl Street Mall Sales Tax Revenues-26

tax rate	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
3.26	117,837	130,222	125,468	149,158	136,125	141,061	147,586	125,248	145,344	156,605	177,609
3.41	132,592	128,689	146,528	168,115	151,030	153,728	142,804	136,605	149,455	157,989	168,072
3.41	157,720	173,998	181,977	166,606	190,862	184,556	160,097	171,768	190,818	212,543	227,451
3.41	148,641	181,100	159,786	204,642	180,119	194,104	155,239	163,820	177,149	218,317	207,965
3.41	176,302	186,067	190,862	202,877	205,859	220,400	194,388	196,365	212,506	241,045	239,127
3.41	193,138	200,903	212,058	221,430	242,031	237,789	199,595	220,066	222,489	256,768	275,038
3.41	183,416	216,019	228,010	231,650	248,109	248,181	216,150	238,601	238,414	253,966	278,125
3.41	193,570	206,106	215,701	227,670	239,506	248,123	233,815	238,691	246,294	285,174	286,002
3.41	182,551	192,600	191,187	211,864	221,278	202,972	186,847	201,202	221,207	258,371	286,002
3.41	162,089	177,888	189,225	176,159	210,188	200,059	177,877	213,641	218,360	223,840	223,840
3.41	151,473	178,919	173,394	186,045	185,961	169,230	165,869	177,575	172,084	207,925	207,925
3.41	254,819	262,493	252,230	249,890	263,997	241,951	230,464	259,091	281,241	304,906	304,906
3.41	Totals	2,054,148	2,235,004	2,266,427	2,396,107	2,475,085	2,442,154	2,341,672	2,475,360	2,777,449	1,859,389
3.41	\$ change from	-55,926	180,856	31,423	129,680	78,978	-231,431	130,950	133,688	302,089	302,089
3.41	% change from	-2.7%	8.8%	1.4%	5.7%	3.3%	-9.5%	5.9%	5.7%	12.2%	12.2%
3.41	3 year avg ch:	-6.6%	-0.3%	2.5%	5.3%	3.5%	-2.5%	-1.6%	0.7%	7.9%	7.9%

CAGID and Mail Yearly Summary This chart does not factor change in sales tax rate

SALES and USE Tax Breakdown by Industry Category

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2013	\$50,968	\$3,011,956	\$667,244	\$190,498	\$1,695,709	\$435,105	\$6,051,480	7%
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	\$7,993,497	-7.96%
2008	\$53,956	\$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	\$8,784,613	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	\$2,089,821	\$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	\$91,976	\$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	\$5,990,247	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 this chart does not factor change in sales tax rate

SALES Tax Breakdown by Industry Category

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2013	\$49,267	\$2,980,052	\$663,388	\$165,343	\$1,663,074	\$204,949	\$5,736,073	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	\$98,211	\$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	\$92,912	\$1,503,606	\$587,463	\$442,029	\$1,694,284	\$318,724	\$4,639,018	100%

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	8			2		4	3	1		17	20	4	2	18	7	4	3			13	
October	6	7					2	7	2		12	25		4	11	4	3	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	9	8	5	2		4	2			7	10	2	2	6		2	1		
October			3	5	5	8		3	5	1			7	10	3	3	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						2									3	15	25	12				
October																27	15	17				
November																						
December					3									1		26						

Opened in 2013

Business			Open Date	Notes
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 Books
The Savvy Hen	1908	Pearl	July-13	
The Dragontree	1521	Pearl	July-13	Day Spa
Steele Photography	2039	11th	July-13	
FlipFlopShop	1110	Pearl	August-13	Replaces Blue Skies
BOCO Fit	2100	Pearl	August-13	Fitness gym
Ceder & Hyde	2015	10th	October-13	Apparel
Fjall Raven	777	Pearl	October-13	replaces Old Glory
Lon	2037	13th	November-13	Gifts
Boulder Brands	1600	Pearl	November-13	Marketing services
Business			Close Date	Notes
Wenger	1122	Pearl	September-12	
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	March-13	
Left Hand Books	1200	Pearl	March-13	
Installation	1955	Bdwy	March-13	
West End Gardener	777	Pearl	March-13	
Bolder World	2015	Bdwy	April-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	
A Café	2018	Bdwy	September-13	
Future				
Business			Open Date	Notes
AlexandAni	1505	Pearl	Fall 2013	Jewelry
Wok Eat	946	Pearl	Fall 2013	replaces World Café
Zeal	1710	Pearl	Fall 2013	replaces H Burger
Made in Nature	1708	13th	Fall 2013	Organic food products

BOARD AND COMMISSION COMMITTEE REPORT AND RECOMMENDATIONS

**Suzy Ageton and Tim Plass
June 10, 2013**

INTRODUCTION

At the Council retreat in January 2013, Council member Ageton proposed that the Council discuss how to enhance the functioning and performance of the City's many boards and commissions (B&Cs). The discussion focused on issues that have arisen with the B&Cs as well as ways in which the Council might become more engaged in and supportive of these bodies. The Council agreed that work in this area could be useful and later appointed a committee composed of Council members Ageton and Plass to gather information from staff and B&C members and return to Council with a report and recommendations for any proposed changes.

As the Committee, we began meeting in February to design a work plan. Based on the Council retreat discussion and our own thinking, three main objectives emerged: (1) enhance Council recruitment, selection, engagement, support and oversight of B&Cs; (2) improve the performance of B&Cs to better serve the Council and community through enhanced group dynamics, capacity building, and adoption of best practices; and (3) strive to assure a rewarding and positive experience for our citizen volunteers who serve on B&Cs.

In developing these objectives, we identified several main areas of focus to pursue in gathering information from City staff involved in working with B&Cs, as well as from current and former B&C members. These areas of focus included: (1) recruitment; (2) application and selection processes; (3) orientation, both general and Board specific; (4) ongoing training and capacity building; (5) Council interaction with B&Cs; (6) Council oversight role; (7) staff support of B&Cs and (8) experience of B&C volunteers.

DATA GATHERING EFFORT

We began our work by acknowledging that among the twenty main City Boards and Commissions (see Attachment A for the list), there is great variety in terms of origins, structure, and responsibilities. Some B&Cs are defined in the City Charter (e.g., the Library Commission and Open Space Board of Trustees), others have their structure and purpose defined by state law (e.g., Boulder Housing Partners and Boulder Urban Renewal Authority) and still others have been created by prior City councils through legislation (e.g., Transportation Advisory Board and Water Resources Advisory Board). Certain of the B&Cs have quasi-judicial authority (e.g., Human Relations Commission and Landmarks) while the primary purpose of others is to provide advice to council (e.g., Arts Commission and Environmental Advisory Board). The Committee's data collection efforts were tailored to take into account these varying roles and responsibilities.

The basic method of data collection we selected was the personal interview, believing it would provide the best opportunity to gain detailed information about the areas of focus. Given the number and variety of B&Cs, however, we tried to choose enough different B&Cs to provide reasonable coverage recognizing that it would be too time consuming to talk with both staff and B&C members from all twenty boards. For the B&C input, we generally chose the chair, either current or just past. We also sought interviews with the staff supporting the B&Cs we selected to interview.

For each individual interviewed, we provided a general introduction to the effort and asked them to consider three basic questions:

- What experiences have you had with your B and/or C, if any, that suggest a need for support, training or some other action to help the B and/or C function/perform more successfully?
- Have you or your staff taken any specific actions in support of your B/C that you found particularly helpful or effective? If yes, please describe. This may include efforts to support the entire B/C, specific members or your department employees who staff the B/C.
- What actions could the Council take that would enhance/improve the performance and functioning of the B/Cs? Your suggestions are welcome both for your department B/C as well as all City B/Cs.

These questions were used as a starting point in the interviews. The interviews were far ranging and more conversational than a formal, structured process. We allowed the interviewees to introduce new topics and often just listened to the issues and concerns that were raised.

For those staff and B&C members we did not select for an interview, we sent email requests asking the same basic questions posed to those interviewed in person.

In total, we interviewed 17 people: 4 B&C members and 8 support staff in addition to the City Attorney, Deputy City Attorney and the City Clerk with her two support staff. We received email responses from 9 B&C members and 8 support staff. The City Manager was kept informed of our efforts with an initial meeting and then an update when we had finished all interviews.

Additional data collection included reviewing past materials and Council discussions of B&C issues, as well as several Charter sections referring to specific B&Cs along with Charter Section 130 which refers to Advisory Commissions.

WHAT WE HEARD

This section provides a brief summary of the comments we heard, organized by the main areas of focus or by topics, which we heard from enough individuals to highlight. There is also a Miscellaneous section to capture some unique comments we thought worth sharing.

A. Recruitment

1. How do we get a larger pool of applicants? Better utilize Channel 8; social media.
2. Consider Channel 8 spots on B&Cs featuring montage of board members in promotional piece.
3. Make better use of the Communications Department. Outreach feels “blah” right now.
4. Rotate venue of B&C meetings to attempt to engage different segments of our community.

5. Reconsider the 5 year term length. Is this an impediment to a larger applicant pool?
6. Let's take a chance and appoint people outside of the usual cast of characters.
7. B&C members need to better reflect the whole community.
8. Improvements to B&C Database—more attractive web page, ease of accessing/filling out applications (plus other benefits) could help recruitment.
9. Increase advertising budget for B&C recruitment.

B. Application and Selection Processes

1. Consider creating job description; core competencies called out (consider card sort).
2. City Council (CC) needs to consider emotional intelligence in selection process as well as substantive knowledge.
3. CC needs to consider whether applicant represents the community as a whole and has good interpersonal skills and weight that more than any particular technical expertise.
4. If lack good candidates, it is sound policy to reopen the position.
5. Ask particular board what the qualities are for a good board member.
6. Consider holding interviews on a Saturday.
7. Consider changing interview format.

C. Orientation

1. New Board Member 101—particularly for those with no board experience.
2. Biggest challenge—getting old board members to attend.
3. New appointees—lucky to get half of them to attend orientation.

4. Emphasize roles and responsibilities training in orientation.
5. Consider the potential of online orientation.
6. Orientation could also consist of a video shown at a regular board meeting to assure better attendance.
7. Make materials more uniform for orientation.
8. Tap into CML for ideas regarding B&C training. They have many resources.
9. Prepare video that features council members to be shown at orientation.
10. Rework 2004 Guiding Principles re: B&C.
11. Distribute CAO Advice to Library Commission re: permitted communications to all boards.
12. Reconsider breadth of orientation—perhaps too siloed.
13. Have a “Lessons Learned” panel of former B&C members who have recently served to answer questions.
14. More of a focus on practical and organizational issues, including procedure.
15. Quasi judicial boards need specific training.
16. Create a “Policies and Procedures” manual for each B&C.
17. Create individualized orientation handout for each board.

D. Roles/Responsibilities

1. Distribute CC Reference Notebook to all B&Cs to facilitate better grasp of city wide goals and priorities.
2. Address the role of a board member as a decision-maker, rather than an advocate for a particular point of view or interest group.
3. Clarify that B&C and staff do not always have the same perspective.
4. Explain role of staff supporting the board.
5. Reinforce that board member is not another staff member.

6. Differentiate particular board role from other boards when there is overlap.
7. Emphasize criteria-based decision-making. (e.g. site review standards for Planning Board).
8. Make it clear that CC sets policy, not the boards.
9. Clearer direction from CC would be helpful.
10. "Decorum Guidelines" would be helpful for meeting procedure.

E. Ongoing Training/Capacity Building/Group Dynamics

1. Annual retreats are very helpful, focused not just on substance, but capacity building.
2. Agenda meetings are important.
3. Use of outside facilitator can be valuable.
4. Encourage out-of-meeting board opportunities (e.g., bike tours, field trips, etc.).
5. Periodic meeting of board chairs.
6. Use debrief at end of each meeting to get meeting management issues out on the table.
7. How the board chair is selected is important. Prioritize skill set over seniority. Culture of boards varies as to selection.
8. Specialized training for the board chair can be helpful.
9. Training sessions must include staff, as well as the board members.
10. Newly elected chair should reach out to all board members.
11. Some B&Cs have a budget for professional development and attending conferences and workshops, while others do not.

F. Council/B&C Interactions

1. CC Members—Go to B&C in person to offer thanks for service. Divvy up responsibilities.
2. CC Members—attend B&C meetings, or even better, dinner beforehand. Just make sure to give a heads-up that you will be attending.
3. Better response to B&C letters during CC retreat. Make sure to invite appropriate B&C members to relevant CC sessions.
4. Board chair could sit in on relevant CAC items to have a better understanding of what is expected during the CC meeting.
5. Ask for priorities from board for work plan.
6. CC liaison for B&C? A possibility expressed by multiple people.
7. Schedule joint meeting/SSs on a regular basis, even if not yearly.

G. CC Oversight

1. CC needs to be both more and less involved with the boards. More involved in giving clear direction on policy and less involved in the details of what the boards do.

H. Staff Support of B&C

1. Staff needs to view the board as a resource rather than a rubber stamp.
2. Bring items to board before they are set in stone.
3. Important to manage staff expectations regarding board.
4. Distribute staff work plan to board and commission members.
5. Staff responsibility to close loop on CC retreat results with regard to B&C letter of priorities.
6. On the issue of board member requests of staff for additional research, require a nod of 3 or 5, similar to what CC does.

7. Memos from staff can clearly spell out the role of the board on a particular agenda item.
8. Staff should make an effort to involve all board members through outreach, etc.

I. Miscellaneous

1. All B&Cs do not have the same perks such as catered meals, opportunities to attend conferences, etc.
2. Difference of opinion about types of minutes to present to Council; some B&Cs favor more detailed minutes than the standard form/what does Council want?

PROPOSED RECOMMENDATIONS

The following recommendations are organized by the main areas of focus with one exception. We heard so many comments about the need to define roles and responsibilities for B&C members that we created a separate set of recommendations for this topic. Please note that the recommendations are both general and specific in nature, not prioritized and intended to suggest areas where more work is needed if the Council wishes to pursue the ideas.

In Attachment B, we organized the individual recommendations by how quickly we believe they could be implemented based upon such factors as budget, staff resources needed, length of discussion to clarify, etc.

A. Clarify B&C Roles and Responsibilities

1. Create job description with core competencies applicable to all B&Cs. Consider using the Leadership Architect Library Structure¹ already employed by the City to develop this description.
2. Identify specific responsibilities/competencies associated with quasi-judicial B&Cs.
3. Distinguish the role of B&C member from staff and Council (e.g., clarify through training that staff and B&C members may have different perspectives, Council sets policy, not B&Cs, etc.)
4. Address role of board member as decision maker and community representative rather than advocate for a specific interest group or point of view.

¹ The Leadership Architect Library Structure is a system used by the City to assess competencies for selection, job profiling, skill assessment and other matters. One of its uses is to identify qualities and skills desired in particular positions. This is accomplished through an elaborate card sort system. Both of us thought it may have applicability if the Council is interested in developing a job description for B&C members.

5. Distribute Council Reference Manual to all B&C members to better facilitate understanding of City-wide goals and priorities.

B. Recruitment

1. Better utilize Communication Dept., Channel 8 and social media to create more excitement re: B&C messaging, (e.g., create promos featuring B&C members).
2. Consider increasing advertising budget for recruitment.
3. Broaden outreach for B&C applicants by going directly to community groups and other relevant organizations to recruit.

C. Application and Selection Processes

1. Redesign application to include questions about collaborative efforts, problem-solving skills, emotional intelligence and other qualities and experiences tied to the core competencies.
2. Set goal of having application revised and operative on-line for 2015 process; this timing will depend on Council interest and cost to upgrade technology.
3. Consider Saturday interview sessions to accommodate applicants.
4. In selection, focus Council attention on ability of applicant to work effectively in a group setting, not just on substantive qualifications.
5. Make debrief after interview sessions a standard part of process.
6. Prior to interviews, consider having Council members check in with Support Staff Group (see recommendation G1) to gain insight into how the various

B&Cs have been functioning; ask about any special skill sets, personal capabilities or other qualities that staff believes would add value to their B&C.

D. Orientation

1. Consider “New Board Member 101,” especially for those with no prior board experience; this should highlight roles and responsibilities.
2. Require attendance of all board members at orientation session each year or consider conducting orientation during a regular board meeting.
3. Ensure uniformity of materials for orientation and include Communication Memo developed by CAO for Library Commission.
4. Create video featuring Council members/B&C members to show at orientation.
5. Develop a “Lessons Learned” panel of former B&C members to share their experiences.

E. Council and B&C Interaction

1. Schedule joint meetings/study sessions with B&Cs as needed but with coverage of all B&Cs at least once every 3 years.
2. Encourage Council members to attend B&C meetings and consider joining the group for dinner beforehand.
3. Assure response to B&C letters sent to Council for retreat to communicate what discussion and action, if any, the Council took w/regard to the matters raised.

F. Ongoing Training and Capacity Building

1. Make annual retreats part of B&C procedure and focus on capacity building such as conflict resolution, ethical communication and group dynamics, as well as substantive issues.
2. Seek to develop opportunities for all B&C members to attend relevant conferences, workshops and other board development experiences.
3. Institute agenda meetings for all B&Cs.
4. Consider adding debrief at end of meetings to get issues out on the table.
5. Encourage out-of meeting opportunities, e.g., field trips and bike tours to help build group camaraderie.
6. Consider ways to enhance performance of B&C Chairs including selection processes and specialized training.

G. Staff Support of Boards and Commissions

1. Develop a City-wide B&C staff support group to enhance capabilities of staff to address B&C needs, issues and especially capacity building.
2. Distribute staff work plan to B&C members.
3. Encourage staff to engage all B/C members and to view them as a resource rather than a “rubber stamp.”
4. In B&C memos, clarify role of the B/C with regard to the particular agenda item.

5. Develop procedure that requires support of X% of B/C before staff undertakes specific requested research (similar to Council nod of 3 or 5).

H. Council Oversight

1. Develop process for Council when exercising its authority to remove a B/C member; clarify process with B&Cs as it is not clear how this process works in practice (see Charter Section 130).
2. Consider having the Council Board and Commission Committee meet regularly with B&C Support Staff Group to keep current with B&C actions and issues.
3. Discuss how Council can ensure that B&Cs are operating within relevant policy and regulatory frameworks.

I. Miscellaneous

1. Review amenities that each B&C receives, e.g., catered meals, opportunities to attend conferences, etc.; there are significant differences among the B&Cs and no clear rationale as to why some B&Cs have amenities and others do not.
2. Clarify form in which Council wishes to receive B&C minutes; there is an ongoing debate about this among some B&Cs and guidance from Council would be helpful.

NEXT STEPS

We are seeking Council direction with regard to the proposed recommendations and possible additional work on B&C issues. Responses to the following questions will help us determine the level of Council interest in pursuing these matters.

- In general, does Council believe that the proposed recommendations capture B&C issues that are worthy of attention?
- Are there any of the proposed recommendations that Council would not wish to pursue?
- Are there any additional issues the Council wishes to add?
- Does Council wish to prioritize the recommendations?
- If the Council is interested in pursuing any of these recommendations, does the Council wish to appoint a more permanent committee to lead the effort to refine and develop the recommendations of interest?

Attachments: Attachment A – List of City Boards and Commissions

Attachment B – Potential Timing of Implementation for Proposed Recommendations

List of City Boards and Commissions

Arts Commission

Beverages Licensing Authority

Board of Zoning Adjustment

Boulder Design Advisory Board

Boulder Junction Access District - Parking Commission

Boulder Junction Access District - Travel Demand Management Commission

Boulder Urban Renewal Authority

Chautauqua Board

Downtown Management Commission

Environmental Advisory Board

Housing Partners

Human Relations Commission

Landmarks Board

Library Commission

Open Space Board of Trustees

Parks and Recreation Advisory Board

Planning Board

Transportation Advisory Board

University Hill Commercial Management Advisory Commission

Water Resources Advisory Board

**Potential Timing of Implementation
for Proposed Recommendations
(by # of recommendation)**

		Short-Term	Medium	Long
A.	Clarify Roles & Responsibilities	#5	#2-#4	#1
B.	Recruitment		#3	#1 and #2
C.	Application & Selection	#5	#3 and #4	#1, #2 and #6
D.	Orientation	#5	#2 and #3	#1 and #4
E.	Council and B&C Interaction	#1-#3		
F.	Ongoing Training & Capacity Building	#3-#5	#1 and #6	#2
F.	Staff Support	#2 and #4	#3 and #5	#1
G.	Council Oversight		#2	#1 and #3
H.	Miscellaneous		#2	#1

City of Boulder
Joint Board Workshop August 19, 2013
Event Summary – Meeting Notes
Revised 10-11-13

City of Boulder staff from Transportation, Community Planning & Sustainability, and Downtown and University Hill Management Division/Parking Services hosted a “Joint Board Workshop” with members of the Transportation Advisory Board, Environmental Advisory Board, Planning Board, and District Boards on Monday, August 19th from 5:30 – 8:00 p.m. at Shine.

Attendance at the workshop included over 50 members representing each of these city Boards as well as city staff.

The Workshop topics included the city’s Climate Commitment, Transportation Master Plan update, and Access and Management Parking Strategies, and focused on inter-related themes among all of these projects/plans.

The purpose of the workshop was to provide an opportunity to build relationships and understanding among board members and staff. Participants reviewed display boards and a presentation from staff regarding these intersecting topics – specifically the intersection of opportunities and challenges, problems and solutions, mutual goals and potential gaps related to climate, transportation, and parking/access management.

Feedback received from this workshop is being used to inform each of these plans/projects as they move forward through the integrated planning processes.

The following is a synopsis of the closing worksheets developed by each of the Boards represented at the workshop as well as notes from the “table top” discussions among all of the workshop participants.

For more information and if you have questions/suggestions regarding the joint board workshop, please contact: Kerri Jo Hunt, City of Boulder Public Works, e-mail: huntk@bouldercolorado.gov or via phone (303) 441-3204

CLOSING WORKSHEET SUMMARIES FROM EACH BOARD

8/19/13

At the end of the workshop, each board re-grouped with their members present and responded to the following questions regarding outcomes and next steps for their boards:

Transportation Advisory Board:

- What resonated with you in the discussions tonight?
 - Focus on shared values across various city boards
 - Opportunities to learn more and increased appreciation for others
 - 2-way interest with TAB and Planning Board on mutual topics
 - Like the idea of joint board meetings/workshop like this and focus on specific topic(s)
 - Creates safe place for comments/ideas as an early step to identify issues.
 - Helps makes it ok to talk about controversial issues and cascading/interconnected topics/issues.
- What follow-on steps would you most like to see?
 - Role of joint board workshops relative to formal board processes
 - Develop “Board Buddies” to build relationships with other board members
- What one thing will you commit to do to advance aligned action by the Boards/Commissions?
 - Commit to Board Buddies
 - Add standing item on agenda to check in with TAB members regarding their contacts with members from other city boards.

Planning Board:

- What resonated with you in the discussions tonight?
 - Inter-board hotline service
 - Informal multi-board charettes on individual subjects
 - Potentially add focus areas to take back to invited boards
- What follow-on steps would you most like to see?
- What one thing will you commit to do to advance aligned action by the Boards/Commissions?
 - Designate individual board members to track other boards (board buddies)
 - EAB – LM, TAB – JP, LM – done, Greenway –AB, OAB - ?, WRAB – SW, HRC – MY, Parks – CG, CS – JP
 - Add other boards to agenda emails from PB
 - Matters = for other boards

Environmental Advisory Board:

- What resonated with you in the discussions tonight?
 - EAB is more review at high level w/o specific projects to influence
- What follow-on steps would you most like to see?
 - Finding specific projects, especially pilots that move the shared objectives forward

- What one thing will you commit to do to advance aligned action by the Boards/Commissions?
 - Identify at end of meeting what information that was discussed that is relevant to other boards
 - Each board member commit to connect with other boards
 - Make sure board is present at City Council meetings

District Boards:

- What resonated with you in the discussions tonight?
 - Joint groups, communication, know what other boards are working on, one board assigned to another “board buddy”, meeting with one rep to universal board, common projects, sub-areas, common ground
 - Three joint board meetings per year, consolidated joint board meeting for AMPS
- What follow-on steps would you most like to see?
 - What are strategic issues for City Council? And what are not?
 - Help for Hill,
 - Carbon footprint in urban place making,
 - Engage property owners,
 - Quarterly joint meetings
 - Voluntary board buddy, council buddy, different boards
 - Frame the issues/topics
- What one thing will you commit to do to advance aligned action by the Boards/Commissions?
 - Asking questions of staff – where did the other boards weigh in?

JOINT BOARD WORKSHOP
HIGHLIGHTS FROM TABLE TOP DISCUSSIONS
8/19/13

Workshop participants participated in two rounds of table top discussions – rotating among different tables – to respond to the following questions:

1. Identify intersecting topics, strategies, challenges and opportunities
2. Identify board collaboration opportunities

Identification of intersection topics, strategies, challenges, and opportunities:

- Unbundle private parking
- Areas of Opportunities
 - Strip centers
 - Neighborhood Nodes
 - Use successes of Downtown, existing centers – then connect
- Land use and transportation main areas
- Need good data to make good projections main areas
 - Changing demographics
 - Need density and housing opportunities
- Climate • Land Use • Transportation Intersection

- 20% emissions transportation, 60% electricity, 20% building/heating
- Education and engagement throughout city - demonstration project
- Development Patterns More Dense – More efficient energy wise
- Infill Opportunities – Too dense?? Need to be willing
- Data Access – Foundation • Accessible
 - Both the city and the public – getting the word out – Like CAP public engagement mode
- Create a picture of what the future could be
- Urban form to support multi modal; not all can bike, create better environment
- EBikes opportunity
- Organic quality of urban form
- Eco Districts – perform differently Boulder risk averse
- Business to attract to boulder – sector – have more businesses more employees
- Community Development
- Land use • integration • patterning – where we put things
- Connecting nodes
- Figure what to put where
- COB needs integrated data bases, open data access
- Encourage continued COB integration of plans
- Communication / outreach i.e. CAP
- North Boulder sub community plan opportunity nexus for AMPS, different from Downtown; complete streets
- CAP • energized by CAP – communication/engagement to long term goals
- Rezoning to provide walk-able uses • use TIF for incentives – business will follow
- Remove barriers for development for desirable uses
- Expand delivery/transit options for aging demographics
- “Cart” share program
- Community wide Eco Pass
- Impact of aging demographic
- Younger people less car oriented
- Choice is key
- Need funding for transportation to achieve goals
- Provide access for people with disabilities
- Housing affordability is huge issue and impacts transportation costs for households
- Challenges include need political will and time/resources for planning
- Opportunities include civic area plan, comprehensive housing strategy, engaged public that supports goals, CU east campus, and 55th & Arapahoe area
- Services closer to where people live
- Reduce transportation cost – encourage compact development
- Range of choices – travel and lifestyle
- More mixed use – walk-able
- Provide different housing types
- Moving toward a future of sharing
 - Streets
 - Housing
- Level of parking is unfortunate
- Flexibility in code – simple
- What does market want – what will market bear

- Is it profitable to do sustainable thing
- Expense, fees burden on development
 - Limits energy systems
 - Ok architecture
- See medium size projects share parking
- Unbundled parking, better use
- Housing types, mixed use, parking and housing
- Land use planning
- Add housing O
- How to create other communities like downtown
- Create a district that embraces less parking instead of creating more parking – i.e. turn 13th into something like Lombardi Street
- Turn 16th and Broadway bus stop into a more dynamic space
- Building code should have joint commentary by EAB and PB, also – all master plans, fire, police, transportation, etc.
- Community living room in summer, dynamic
 - Economic vitality during summer
- Outreach i.e. Civic Center
- Look at first and final mile access to/from transit, consider systematically
- Provide infrastructure for e-vehicles, consider solar power
- Make transit easy and accessible with community-wide Eco Pass
- Parking strategies for high density areas
- Multimodal connections between hubs
- How to improve options in existing areas such as east Boulder?
- Learn from other cities
- Incentivize development of desired land uses and/or allow for rezoning (ex grocery stores within neighborhoods)
- Provide options for in-commuters
- Barriers – need investment in transportation system, public and private; conflict among diverse stakeholders; community concerns with any new development;
- New long-term land use vision to address future trends
- Need community input and buy-in to long term vision and continue to communicate vision over time (ex. Boulder Junction)
- Go to grass roots and ask “how are we doing?”
- Travel impacts of open enrollment
- To reach goals we need to get serious
- Manage tweeting to get good feedback

Identify board collaboration opportunities:

- Informational staff presentations to different boards
- Committees / task force – team on project of different boards
- Use informal setting • not council chambers / staff presentation
- Use communication to solve issues
- Good to know the people on different boards – idea of forming a “board buddies” system
- Board buddies to help build relationships and contacts across different boards
- EAB what do we do with our commitment and principles

- Use on-line tools to cross pollinate ex. social media/blogs (*noted concern with open meetings law/requirements*)
- Use low tech communications solutions as well as electronic
- Would like recommendations from staff on how best to collaborate – having city org chart would help know who to go to with which questions, used to do a “planning 101”
- Encourage board members to rotate visiting with City Council on regular basis, ex of pathfinders workshop for Parks & Rec
- Follow City Council agendas – know what is going on, how can boards improve links with council? One-on-one can be valuable and focus on specific issues/topics/projects
- Need to respect roles of various boards – ex. advisory
- Have a shared focus on 20 minute neighborhoods
- Define common vision and standards
- Collaborate on planning projects in key sub areas as a model for integrated effort
- Staff provide updates to other boards on key projects and initiatives. Ex. North Boulder Update
- Provide training/info on what boards are about (mission, priorities, etc.)
- Bring in guest visitors
- Provide information on comments received from other boards
- Better understanding of different perspectives, not just different processes
- More substance in staff reports about discussion of topic at other boards
- Joint board meetings on key topics
- Enhance mutual understanding of board roles & responsibilities
- Need more trust of other boards
- Board members can be resource for council members to seek out
- How can boards help get council attention on specific topics? Council has a lot on their plate, how to raise issues to be a priority?
- How can boards help get council buy-in? By combining input from a variety of board to council together/alliances around topics/issues
- Goal for council to trust boards to listen and get public input
- Should public hearing format be different?
- Greenways board is a good model
- Use GIS system to provide information about different layers/aspects of projects - provide access to information on-line
- Provide hyperlinks to information regarding inter-related projects

2014 DMC MEETING SCHEDULE

5:30 PM

JANUARY 6	1777 West Conference Room
FEBRUARY 3	Council Chambers
MARCH 3	Council Chambers
APRIL 7	Council Chambers
MAY 5	Council Chambers
JUNE 2	Council Chambers
JULY 7	Council Chambers
AUGUST 4	Council Chambers
SEPTEMBER 8	1777 West Conference Room
OCTOBER 6	Council Chambers
NOVEMBER 3	Council Chambers
DECEMBER 1	Council Chambers

DRAFT Trinity Lutheran Church/CAGID Concept for a Parking Public/Private Partnership

October 31, 2013

The Concept:

Element Properties are the developers for the Trinity Lutheran Church's redevelopment of their surface parking lot at the southeast corner of Mapleton and Broadway. The project includes 16 affordable, senior housing units, a congregation space and 85 parking spaces below ground and on the surface. Element Properties and DUHMD/PS staff have been discussing the potential of a public/private partnership for the development of the parking. The Church is willing to discuss a Central Area General Improvement District (CAGID) partnership with the following initial conditions: use of all spaces for parishioners on Sunday and up to 10 parking spaces during the week. The spectrum of options include: CAGID management of church spaces, CAGID and the Church sharing the spaces and the costs, and CAGID financing all of the 69 spaces excluding the residential. The congregation will be meeting on November 17th and the goal is to have an outline of CAGID's interest in the public private partnership and the items for further consideration.

Background:

CAGID Strategies for Future Access Demand

As a parking district, CAGID has the responsibility to provide for the current and future public parking needs of downtown. In conjunction with the CAGID mission, DUHMD/PS implements an all-access strategy that includes supporting access through all modes of transportation – transit, pedestrian and bike, as well as the car. An analysis conducted in 2011, identifies the following current statistics and projections regarding the multi-modal access to downtown:

Current Statistics:

- Downtown Employee multi-modal access share: 60% which reduces the number of parking spaces needed by 800 or the equivalent of several garages the size of 11th and Spruce
- CAGID provides a total of 3,659 parking spaces *; average utilization is 74%
- Private parking spaces are an estimated 3,392; average utilization is 61%
- Commercial parking demand rate: 1.48 spaces per 1,000 sq. ft
- Residential parking demand rate: .97 per dwelling unit
- Bike parking spaces:
- EcoPasses purchased for all 6,600 full time downtown employees

Demand Projections:

Every five years, CAGID commissions an update of the current building uses and occupancy as well makes site by site projections for the future development in order to anticipate future access and parking needs. The impacts of the adopted Civic Area Plan are not included in this estimate at this time. The plan is anticipated to have a major displacement of surface parking that is planned to be accommodated in new garages. A summary of the current projections are:

- Projected development at build out: 1.3 million sq. ft. of commercial space
180 Dwelling units
- Projected multi-modal share: 67%; 7% increase

- Projected additional parking spaces needed: 2,092 (221 existing spaces displaced)
- Loss of existing public parking: 20 spaces at the 14th Street Lot

Strategies to Meet the Demand

In order to meet the increased access demand from the projected development, it is essential to maximize the integration between all access modes. The following strategies have been identified:

- Increased multi-modal programs and incentives to increase modal share
- Increase existing parking space utilization – both public and private
- SUMP Principles: parking that is shared, unbundled, managed and paid
- Increase parking spaces through:
 - Private development parking
 - CAGID public private partnerships
 - Additional CAGID parking structure(s)
 - Broadway and Spruce lot
 - Civic Area Plan

Considerations

Since CAGID's creation in 1970, parking partnerships have been effective in downtown Boulder using CAGID-owned parcels (the 14th and Walnut garage with RTD, the St. Julien and CAGID's first garage: the Randolph Center). In the future, public/private partnerships are even more important given that five out of the six CAGID-owned parcels from the 1970's and 1980's are now all built out with the exception of the relatively small parcel at Broadway and Spruce. Partnering with property owners will be an opportunity to provide district managed, public parking. In Boulder Junction, the Access District did not own land but partnered with the Depot Square land owners to create a shared use parking facility using the SUMP principles and integrating parking demand with travel demand management programs.

Proposal for Partnering with Trinity Lutheran Church

The Trinity Lutheran proposal provides an opportunity to maximize a private parking resource by ensuring the optimum public utilization of the spaces and allowing the Church to focus on its mission rather than on managing parking. Determining the appropriate management structure will be key to ensuring that the Church can utilize the parking spaces for their purposes and that the downtown community will continue to have sufficient multi-modal access options necessary for its continued economic and social vitality.

There are a spectrum of options to be explored and evaluated with CAGID, the developer and the Church including:

- CAGID manages the parking only
- CAGID owning parking and managing the parking
- Sharing the financing of the 69 spaces, excluding the housing spaces
 - 50% split 30 spaces at \$29,000 = \$870,000
 - CAGID 59 spaces at \$29,000 with the Church paying for 10 = \$1.7 million

Analysis needs to be done regarding CAGID financing options including use of fund balance (\$3,954,603 in 2014).

To date the initial fundamental conditions of the partnership include:

From the Church

Use of all spaces on Sunday for the congregation
Use of up to 10 spaces during the week for church purposes

From CAGID

Management of parking to the SUMP principles
Equitable sharing of costs
Respect of the Church's parking needs
Responsible use of CAGID funds

Next Steps

Determine mutually agreed upon goals and agreement structure
Feedback from city staff and the Downtown Management Commission
Explore ownership and management options including a condominium association
Conduct Due Diligence including:

- Analysis of financial impacts on CAGID including future bonding capacity and potential for additional parking partnerships
- Review of the costs per space (\$29,000) as presented by the developer
- Projections of revenues and expenses
- Review the proposed parking management system
- Traffic impact analysis, completed through development review?

Negotiations with Element and the Church
Check in with Council

Proposed Timeline:

October 30: Feedback from staff regarding the concept outline and issues

November 1 Preliminary outline of CAGID interest and issues in the partnership to Element Properties

November 4 Head's up to DMC

November 4-15 Discussions with Element Properties and staff

November 17 Discussion with the Trinity Lutheran congregation and issue identification

To be determined:

Update to DMC and Downtown Boulder

Head's up to city council

Negotiations

Presentation to City Council