



TO: Members of Council
FROM: Mary Moline, City Clerk's Office
DATE: February 17, 2015
SUBJECT: Information Packet

1. CALL UPS

- A. 3059 6th Street Minor Site Review amendment (LUR2014-00088)
- B. Landmark Alteration Certificate to demolish an addition to a contributing house and demolish a c.1988 garage to make way for the construction of a 616 sq. ft. two-car garage and storage shed at 603 Highland Ave. in the Mapleton Hill Historic District, per section 9-11-18 of the Boulder Revised Code (HIS2014-00345). This Landmark Alteration Certificate is subject to City Council call-up no later than February 17, 2015.

2. INFORMATION ITEMS

- A. Report of Double SNAP Program Pilot
- B. Report on Business Incentive Programs – Flexible Rebate and Microloan Programs
- C. Notification of Temporary Judge Appointments

3. BOARDS AND COMMISSIONS

- A. Landmarks Board – January 7, 2015
- B. Landmarks Board– February 4, 2015
- C. Planning Board – December 18, 2014
- D. Parks and Recreation Advisory Board– October 27, 2014
- E. Parks and Recreation Advisory Board – November 24, 2014
- F. Parks and Recreation Advisory Board – December 15, 2014
- G. Water Resources Advisory Board – November 17, 2014
- H. Water Resources Advisory Board –December 15, 2014

4. DECLARATIONS

- A. Appreciation for Collaboration on and Contributions to the City of Boulder's Efforts to Secure Trash and Protect Black Bears – February 3, 2015



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Community Planning & Sustainability
Susan Richstone, Deputy Director of Community Planning & Sustainability
Charles Ferro, Development Review Manager
Sloane Walbert, Planner I

Date: February 17, 2015

Subject: Call-Up Item: 3059 6th Street Minor Site Review Amendment (LUR2014-00088)

EXECUTIVE SUMMARY

On Jan. 22, 2015, the Planning Board unanimously approved (5-0, Bowen and May absent) the above-referenced application with conditions as provided in the attached Notice of Disposition (**Attachment A**), finding the project consistent with the criteria for Minor Amendments to Approved Site Plans in section 9-2-14(l), B.R.C. 1981. Approval of the application would permit a 1,950 square foot addition to an existing single-family residence partially located in the rear yard setback at 3059 6th Street. The project site is zoned Residential - Low 1 (RL-1).

The proposal is to expand the existing 3,146 square foot home by 1,402 square feet of new floor area for a living area on two levels, covered porch, basement and attached garage. The use will remain a single-family residence. The request includes a setback modification for a 2'-6" setback for new portions of the building where 25' is required. The Planning Board decision is subject to City Council call-up within 30 days concluding on Feb. 23, 2015. City Council is scheduled to consider this application for call-up at the Feb. 17, 2015 public meeting.

The staff memorandum of recommendation to Planning Board and other related background materials are available on the city website for Planning Board at the following [link](#).

BACKGROUND

Existing Site/Site Context

The subject property is comprised of three lots located on 6th Street, south of Evergreen Avenue in the Newlands neighborhood (see vicinity map). An alley exists on the west side of the property. The stone and frame portion of the existing home was part of the original structure constructed on the far west side (rear) of the property in 1927.

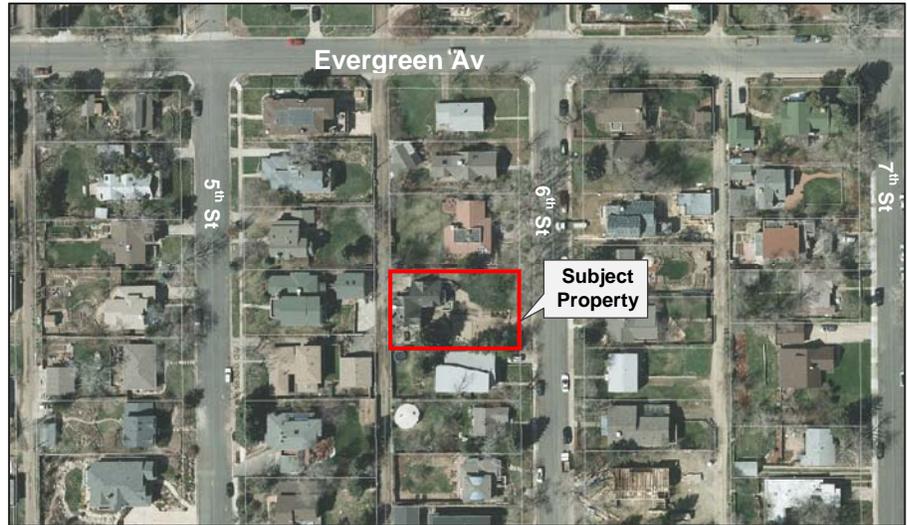


Figure 1: Vicinity Map

The property is located in the RL-1 zone district, which is defined as “single-family detached residential dwelling units at low to very low residential densities” (section 9-5-2(c)(1)(A), B.R.C. 1981). See Figure 2 below for a Zoning Map. The corresponding Boulder Valley Comprehensive Plan (BVCP) land use designation for the property and the surrounding neighborhood is Low Density Residential (refer to Figure 3 below).



Figure 2: Zoning Map

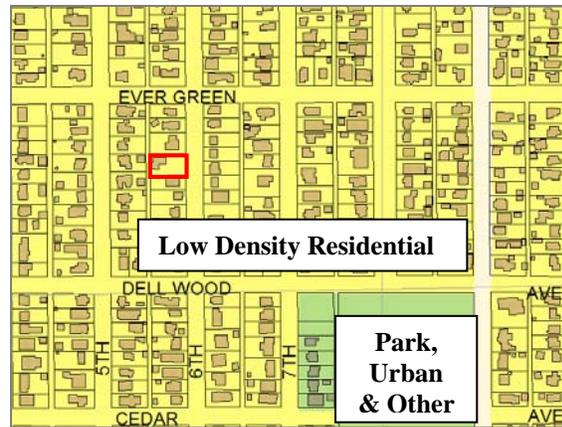


Figure 3: BVCP Land Use

PROPOSED PROJECT

The applicant is requesting a 793 square foot addition to the first floor and a 609 square foot addition to the second floor for a total addition of 1,402 square feet in above grade floor area to the existing 3,146 square foot single-family residence. The remodel will include raising the floor plate height at the rear of the house to expand usable floor area and to construct an attached garage on the north side of the house. The remaining floor area will be part of an addition on the

front of the structure, facing 6th Street. A portion of the attached garage and second floor addition (310 square feet) will be located in the modified rear yard setback but will not extend beyond the previously approved 2'-6" setback (see figure 4 below). The request also includes the addition of 540 square feet to the basement; however, this area is not included in floor area calculations since no portion of the basement wall is exposed more than 3 feet adjacent to finished grade, pursuant to section 9-8-2(e)(1)(D), B.R.C. 1981.

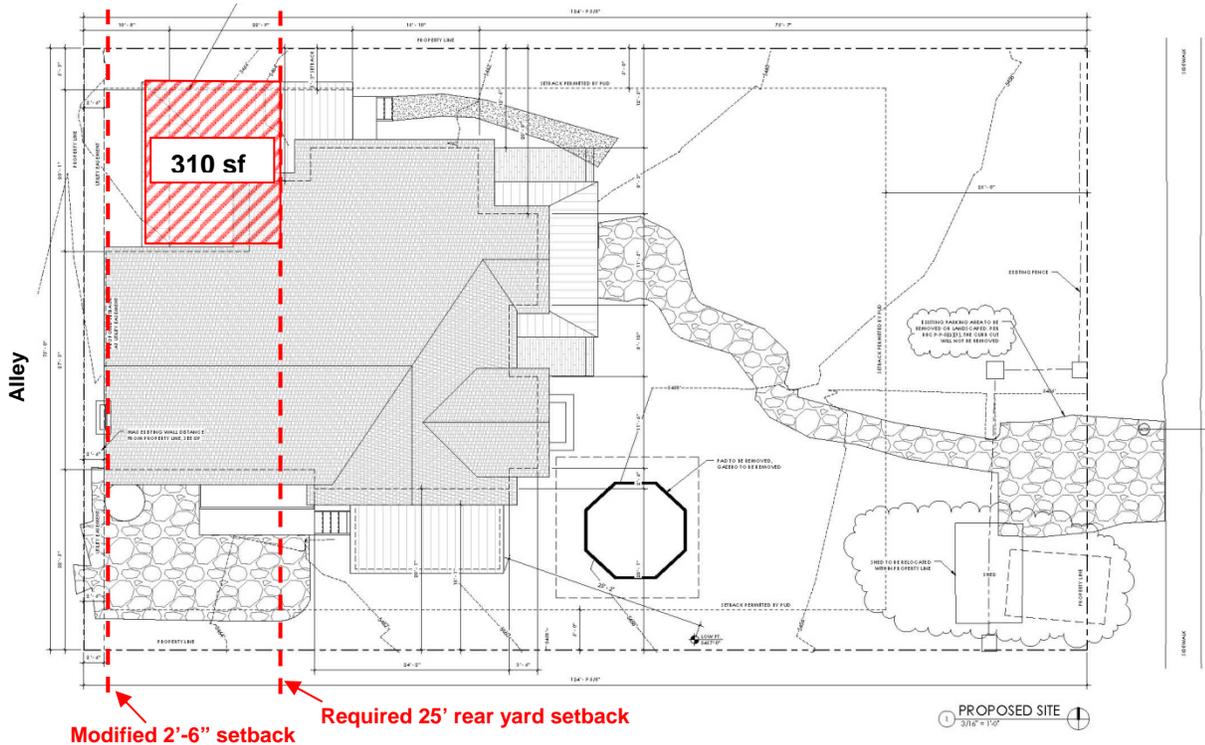


Figure 4: Proposed addition made within the rear yard setback

A new covered front porch addressing 6th Street is proposed. As part of the project, an existing gazebo structure on the property and an existing parking area located in the front yard landscape setback will be removed. An approximately 100 square foot shed currently straddles the front property line, a portion of which is located in the public right-of-way. The shed will be relocated onto the property and screened with new landscaping as a condition of this approval. See **Attachment B** for approved plans. Refer to staff’s memorandum of recommendation for a full criteria analysis in the [Planning Board packet](#).

Project History

The historic home was constructed in 1927. The building’s setbacks are unique since the house was originally constructed at the far west end of the lot. Subsequently, a nonconforming review and Planned Unit Development (PUD) was approved in 1993 for an addition (#NC-92-03 and #P-92-21). The approval included a rear yard setback modification for a 2.5-foot setback, where 25 feet are required. The two-story frame section was added in front of the original front door in 1995.

Development Review Process

On Nov. 12, 2014, the Landmarks Design Review Committee (LDRC) reviewed the demolition permit application for the demolition of the most recent addition and street-facing walls. The LDRC found that its demolition would not cause a significant impact or potential detriment to the historic resources of the city, as the house had been significantly altered by the 1990's addition.

On Dec. 12, 2014, following review by the LDRC, city staff approved the Minor Amendment to the approved Site Review to allow the proposed additions. Pursuant to section 9-2-14(l), B.R.C. 1981, changes to approved building location or additions to existing buildings, which exceed the limits of a Minor Modification, require a Minor Amendment to the Approved Site Plan. The Minor Amendment is a staff-level decision subject to call-up by the Planning Board or by the public within 14 days of staff's decision. The application was called up for discussion by the Planning Board on Dec. 22, 2014.

Public Comment and Participation

Required public notice was provided in the form of written notifications of the application to property owners within 600 feet of the subject property. In addition, a public notice sign was posted on the property. Therefore, all public notice requirements of section 9-4-3, "Public Notice Requirements," B.R.C. 1981 were met. Several phone calls and emails were received from neighbors regarding the proposed project. However, no neighbors expressed direct opposition to the project.

ANALYSIS

Section 9-2-14(l), "Minor Amendments to Approved Site Plans," B.R.C. 1981 includes the procedures and review criteria for approval of a minor amendment to an approved Site Review development. The criteria for a Minor Site Review Amendment require an evaluation of a project with only specific Site Review criteria of the B.R.C. 1981 subsections 9-2-14(h)(2) (A), (C), and (F), Open Space, Landscaping, and Building Design respectively.

Open Space and Landscaping

In terms of open space, the building coverage on the property will increase with the addition, which effectively reduces the open space. The open space change is essentially in-filling an area on the side of the house currently occupied by patio space and an area used as a parking pad off the alley. The total open space proposed on the site is 7,092 square feet, including the front and side covered porches. The usable area of the open space, primarily in the front of the house, will not change substantially. The existing landscaping, which includes several mature trees and a stone retaining wall, will remain. There is no minimum required open space per dwelling unit in the RL-1 zone district. The allowable intensity is determined by the maximum floor area ratio and number of dwelling units per acre. The proposed addition will not materially affect the character or quality of the open space or landscaping.

Building Design, Livability and Relationship to the Surrounding Area

Regarding building design, Site Review criteria (F) examines the compatibility of the proposed “height, mass and scale in the existing character of the area, or the character established by adopted design guidelines for the area.” The Newlands neighborhood is characterized by predominantly single-family homes ranging from modest ranch style homes to stately homes of new construction in an eclectic mix of architectural styles. The height, mass and scale of the subject home including the proposed additions are compatible with the character of the area. Although the front yard setback is larger than typical, the orientation and configuration of the home is similar to others in the neighborhood. In order to maintain the historic character of the house the applicant has proposed additions on each side of the house rather than expanding into the front yard. This configuration also allows vehicular access into a new garage from the alley. All existing stucco will be removed and replaced by vertical wood siding or painted cement lap board siding. The existing stone façade will remain as it is, with the exception of the east face, which will be enclosed by the addition. Staff finds that the proposed materials are compatible with the surrounding neighborhood and historic character of the home.

With regard to criterion (F)(iii) which states, “the orientation of buildings minimizes shadows on and blocking of views from adjacent properties,” the site is located within Solar Access Area I, that restricts shading from the structure to a degree less than that created by a solar fence twelve feet in height. The solar analysis provided demonstrates that the proposed development is in compliance with the Solar Access Ordinance. Further, the proposed additions are in compliance with side yard bulk plane regulations and the building steps down toward the neighboring properties in order to preserve views and enhance privacy.

The proposal was found to be consistent with the criteria for Minor Amendments to Approved Site Plans found in section 9-2-14(1), B.R.C. 1981.

Planning Board Hearing

At their Jan. 22, 2015 public hearing, the Planning Board unanimously approved the subject Minor Site Review Amendment with conditions with a vote of 5-0 (Bowen and May absent). There were no public comments regarding the proposal.

Consistent with the land use code section 9-4-4(c), B.R.C. 1981, if the City Council disagrees with the decision of the Planning Board, it may call up the application for a public hearing within a 30-day call up period, which expires on Feb. 23, 2015. The City Council may consider this application for call-up at the Feb. 17, 2015 public meeting.

ATTACHMENTS:

- A. Planning Board Notice of Disposition dated Jan. 22, 2015
- B. Project Plans and Written Statement



CITY OF BOULDER
Community Planning & Sustainability

1739 Broadway, Third Floor • P.O. Box 791, Boulder, CO 80306-0791
phone 303-441-1880 • fax 303-441-3241 • web www.bouldercolorado.gov

CITY OF BOULDER PLANNING BOARD
NOTICE OF DISPOSITION

You are hereby advised that on January 22, 2015 the following action was taken by the Planning Board based on the standards and criteria of the Land Use Regulations as set forth in Chapter 9-2, B.R.C. 1981, as applied to the proposed development.

DECISION: **Approved with Conditions**
PROJECT NAME: **3059 6TH ST AMENDMENT**
DESCRIPTION: **SITE REVIEW AMENDMENT to amend a previously approved Site Review application (#P-92-21) to expand the existing 3,146 square foot home by 1,950 square feet of new floor area for a living area on two levels, covered porch, basement and attached garage. The use will remain a single family residence.**
LOCATION: **3059 6TH ST**
COOR: **N05W07**
LEGAL DESCRIPTION: **Lot 39, 40, and 41, Block 33, NEWLANDS ADDITION City of Boulder, County of Boulder, State of Colorado**
APPLICANT: **COBURN DEVELOPMENT INC**
OWNER: **KARA AND ADAM GOUCHER**
APPLICATION: **Minor Site Review Amendment, LUR2014-00088**
ZONING: **RL-1**
CASE MANAGER: **Sloane Walbert**
VESTED PROPERTY RIGHT: **NO; the owner has waived the opportunity to create such right under Section 9-2-19, B.R.C. 1981.**

APPROVED MODIFICATIONS FROM THE LAND USE REGULATIONS:

- Section 9-7-1, "Schedule of Form and Bulk Standards," B.R.C. 1981: Minimum rear yard landscaped setback of 2'6" where 25' is required.

This decision may be called up before the City Council on or before **February 23, 2015**. If no call-up occurs, the decision is deemed final thirty days after the Planning Board's decision on **February 24, 2015** pursuant to 9-2-7, B.R.C..

FOR CONDITIONS OF APPROVAL, SEE THE FOLLOWING PAGES OF THIS DISPOSITION.

IN ORDER FOR A BUILDING PERMIT APPLICATION TO BE PROCESSED FOR THIS PROJECT, A SIGNED DEVELOPMENT AGREEMENT AND SIGNED FINAL PLANS MUST BE SUBMITTED TO THE PLANNING DEPARTMENT WITH DISPOSITION CONDITIONS AS APPROVED SHOWN ON THE FINAL PLANS, IF THE DEVELOPMENT AGREEMENT IS NOT SIGNED WITHIN NINETY (90) DAYS OF THE FINAL DECISION DATE, THE PLANNING BOARD APPROVAL AUTOMATICALLY EXPIRES.

Pursuant to Section 9-2-12 of the Land Use Regulations (Boulder Revised Code, 1981), the applicant must begin and substantially complete the approved development within three years from the date of final approval. Failure to "substantially complete" (as defined in Section 9-2-12, Boulder Revised Code 1981) the development within three years shall cause this development approval to expire.

At its public hearing on January 22, 2015 the Planning Board Approved with Conditions the request with the following motion:

On a motion by C. Gray seconded by J. Putnam the Planning Board voted 5-0 (B. Bowen and L. May absent) to find that the application for a minor amendment meets the criteria of section 9-2-14(l), B.R.C. 1981, and, therefore approved Land Use Review # LUR2014-00088 incorporating the staff memorandum and associated review criteria as findings of fact and subject to the recommended conditions of approval found in the staff memorandum.

CONDITIONS OF APPROVAL

1. The Applicant shall ensure that the development shall be in compliance with all plans prepared by the Applicant on December 12, 2014 on file in the City of Boulder Planning Department, except to the extent that the development may be modified by the conditions of this approval.
2. The Applicant shall relocate the existing shed on the east side of the property so as to be entirely located on the property, as shown on the plans dated December 12, 2014, and shall screen the shed from the adjacent right-of-way with landscaping.
3. The Applicant shall comply with all previous conditions contained in any previous approvals, except to the extent that any previous conditions may be modified by this approval, including, but not limited to the Development Agreement recorded in the office of the Boulder County Clerk and Recorder at Reception No. 01306466 on June 22, 1993.

By:



David Driskell, Secretary of the Planning Board

GOUCHER RESIDENCE

3059 6TH STREET
BOULDER, CO 80302



SHED	103.51 sf
SECOND FLR	1603.27 sf
FIRST FLR	2033.23 sf
BASEMENT	1025.07 sf
TOTAL	4765.08 sf

SHED	103.51 sf
SECOND FLR	1661.43 sf
FIRST FLR	2138.24 sf
TOTAL FAR	3903.18 sf
ALLOWED FAR	3975.00 sf

SCOPE OF WORK	
REMODEL	Remodel including an addition to the ground floor area, adding an attached garage, and raising the second floor plate height in combination with the increased floor area
PROJECT INFORMATION	
EXISTING	
LEGAL DESCRIPTION	LOTS 39-40-41 BLK 33 NEWLANDS
BUILDING TYPE	SINGLE FAMILY DWELLING
ZONING	RL-1
CONSTRUCTION TYPE	5B NON RATED
OCCUPANCY CLASSIFICATION	R-3
LOT SIZE	9,375 SF
SETBACK MINIMUMS	FRONT: 25 FT, SIDE: 15' COMBINED, 5'MIN REAR: 25 FT



3020 Carbon Place #203
Boulder, Colorado
p: 303-442-3351
f: 303-447-3933

GOUCHER RESIDENCE

3059 6TH ST.
BOULDER, CO 80302

BUILDING CODE ANALYSIS: APPLICABLE CODES:

2012 INTERNATIONAL RESIDENTIAL CODE (IRC)
2012 INTERNATIONAL MECHANICAL CODE (IMC)
2012 INTERNATIONAL PLUMBING CODE (IPC)
2012 INTERNATIONAL FIRE CODE (IFC)
2012 INTERNATIONAL ENERGY CONSERVATION CODE (IECC)
2012 INTERNATIONAL FUEL GAS CODE (IFGC)
2011 NATIONAL ELECTRIC CODE (NEC)

PROJECT TEAM

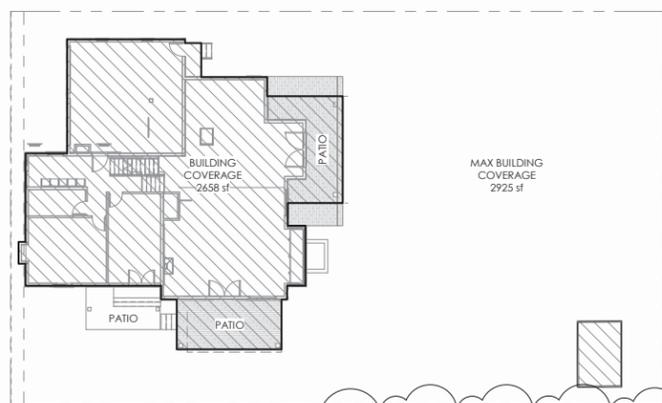
OWNER
ADAM & KARA GOUCHER
3059 6TH ST
BOULDER, CO
P: 303-803-8515

STRUCTURAL ENGINEER
GEBAU INC.
1121 BROADWAY ST #201
BOULDER, CO
P: 303-444-8545

ARCHITECT
COBURN DEVELOPMENT INC.
3020 CARBON PLACE #203
BOULDER, CO
P: 303-442-3351
F: 303-447-3933

CONTRACTOR
COBURN DEVELOPMENT INC.
3020 CARBON PLACE #203
BOULDER, CO
P: 303-442-3351
F: 303-447-3933

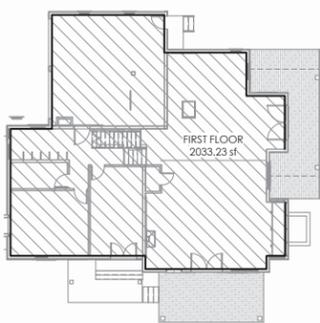
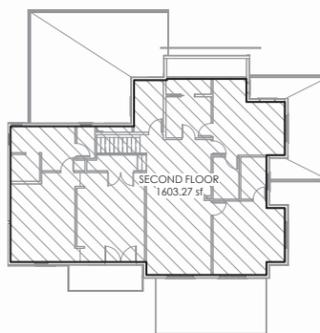
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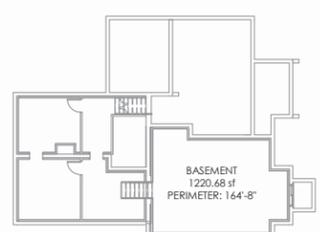
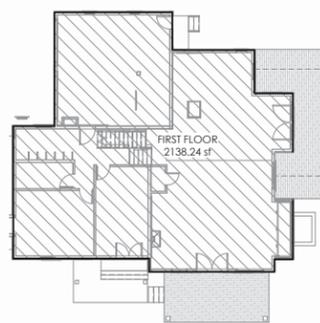
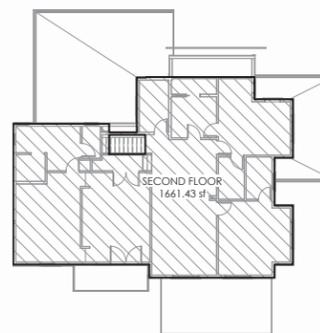
3 **BUILDING COVERAGE**
1/16" = 1'-0"



2 **OPEN SPACE**
1/16" = 1'-0"



4 **FLOOR AREA (IRC)**
1/16" = 1'-0"



NOTE: BASEMENT SQUARE FOOTAGE DOES NOT CONTRIBUTE TO FAR CALCULATIONS. NO PORTION OF WALL IS EXPOSED MORE THAN 3'-0" ADJACENT TO FINISHED GRADE. SEE BRC 9-8-2(e)(1)(D)

1 **FLOOR AREA RATIO (C.O.B.)**
1/16" = 1'-0"



1 **VICINITY MAP**
NOT TO SCALE



ISSUED/REVISION SCHEDULE			
DESCRIPTION	AUTHOR	CHECKED	DATE
LUR	LJ	PW	10.17.14
LUR REVISED	LJ	PW	10.31.14
LUR REVISED 2	LJ	PW	11.24.14

LUR REVISED
12.12.2014

SHEET NO.
T1.0
1A **PHASE SHEET**

Call Up Item
3059 6th Street



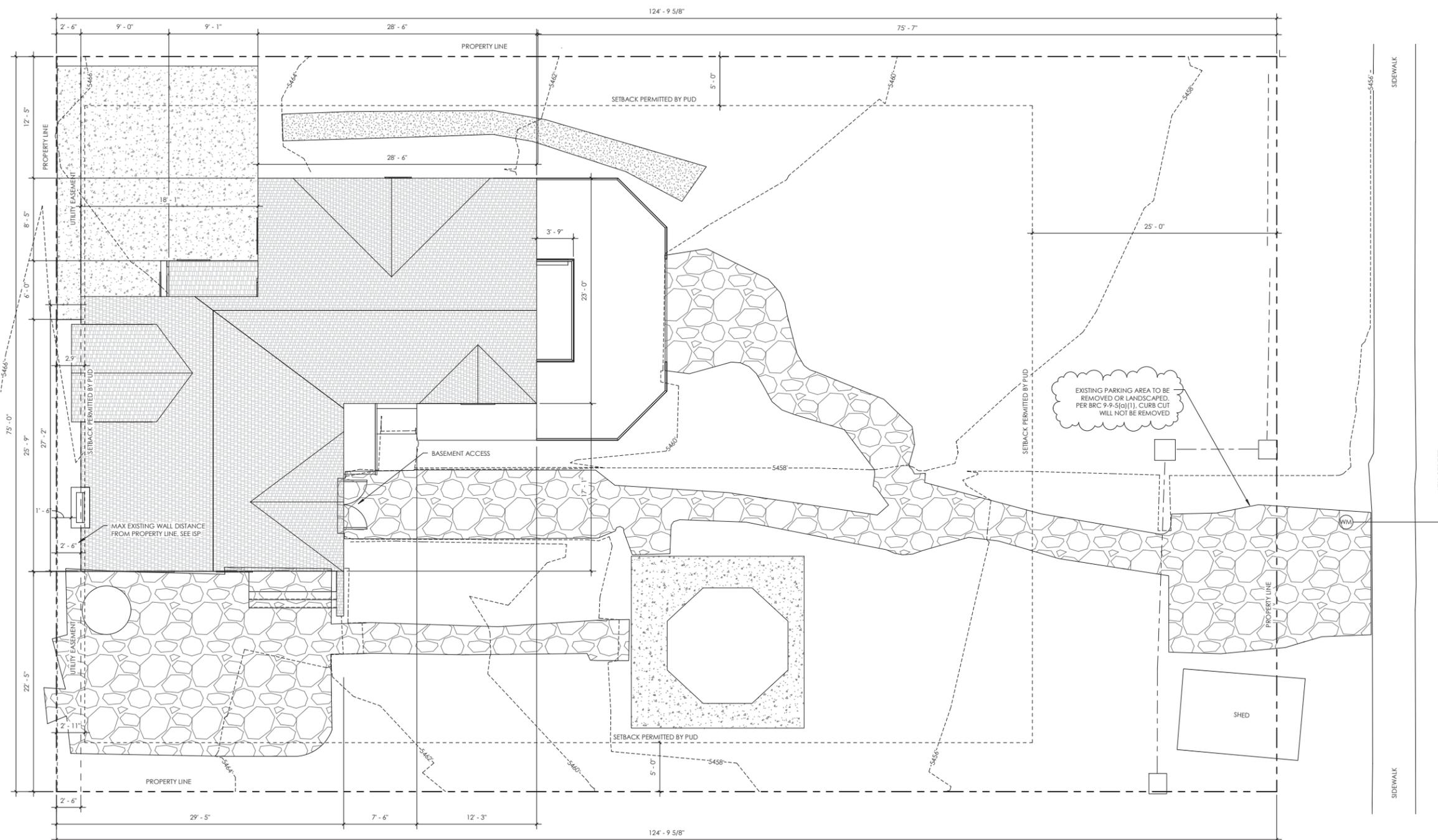
3020 Carbon Place #203
Boulder, Colorado
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f: 303-447-3933

GOUCHER RESIDENCE

3059 6TH ST.
BOULDER, CO 80302

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LUR REVISED 2	LJ	PW	11.24.14



Call Up Item
3059 6th Street



1 EXISTING SITE
3/16" = 1'-0"

LUR REVISED
12.12.2014

SHEET No.

T1.1



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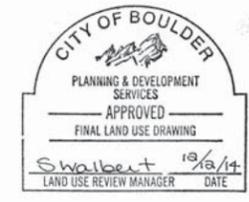
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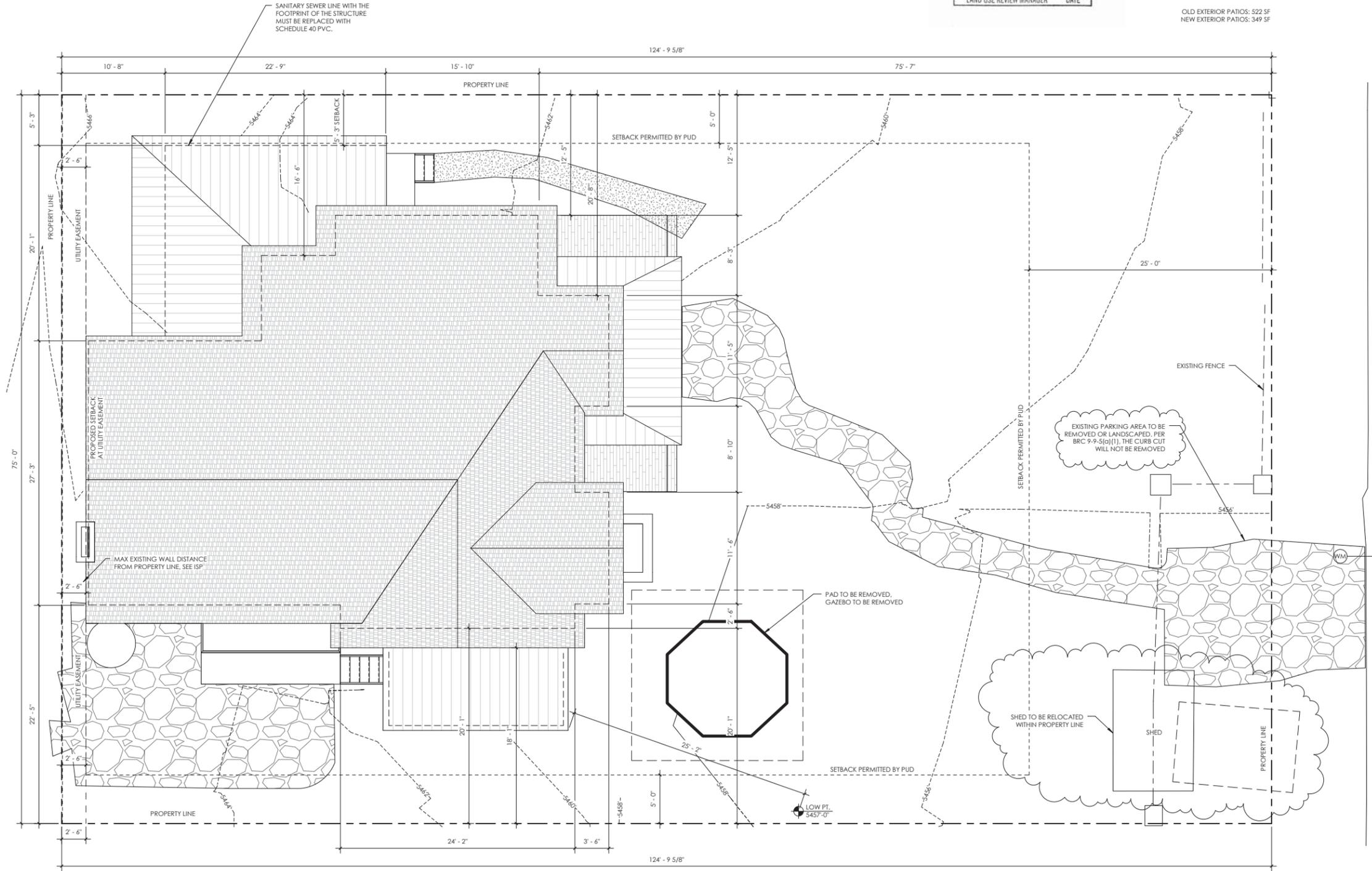
LUR REVISED
 12.12.2014

SHEET No.

T1.2



SITE: 9375 SF
 PER TABLE 9-8-2, BOULDER CODE
 RL-1, 5000 TO 10000 SF
 (9375 SF (LOT SIZE) x 0.2) = 2100
FAR: 3975 SF
 EXISTING SHED: 104 SF
 EXISTING GAZEBO: 121 SF
 EXISTING FLR 1: 1345 SF
 EXISTING FLR 2: 1116 SF
EXISTING TOTAL: 2686 SF
 EXISTING SHED: 104 SF
 PROPOSED FLR 1: 2138 SF
 PROPOSED FLR 2: 1725 SF
PROPOSED TOTAL: 3967 SF
 BASEMENT OLD: 485 SF
 BASEMENT NEW: 1233 SF
 OLD EXTERIOR PATIOS: 522 SF
 NEW EXTERIOR PATIOS: 349 SF



1 PROPOSED SITE
 3/16" = 1'-0"

Call Up Item
 3059 6th Street



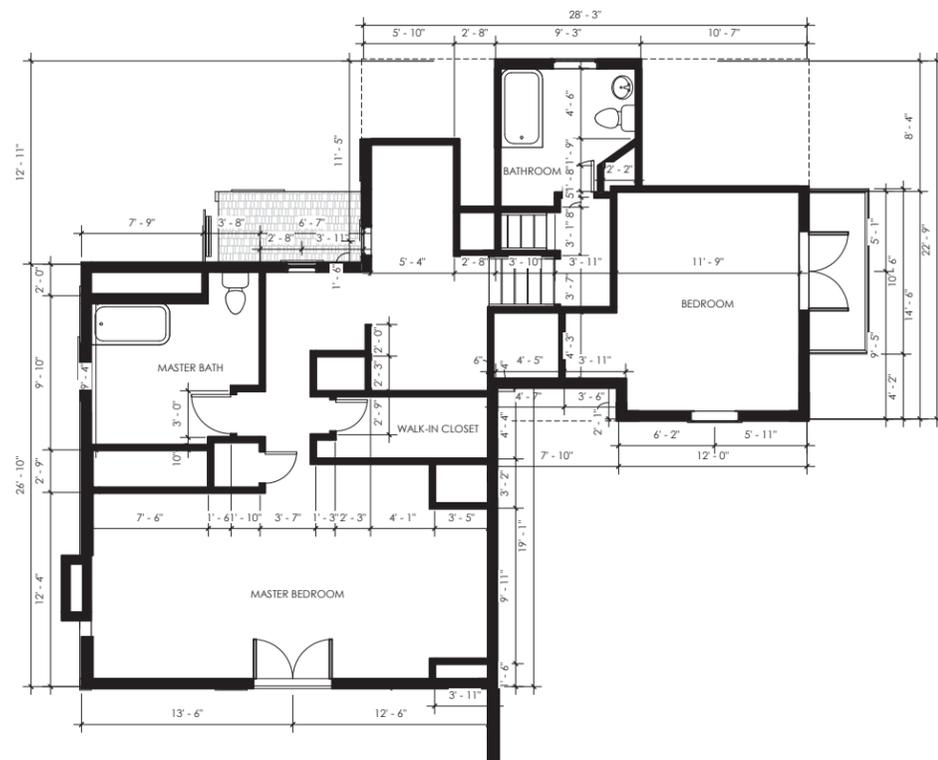
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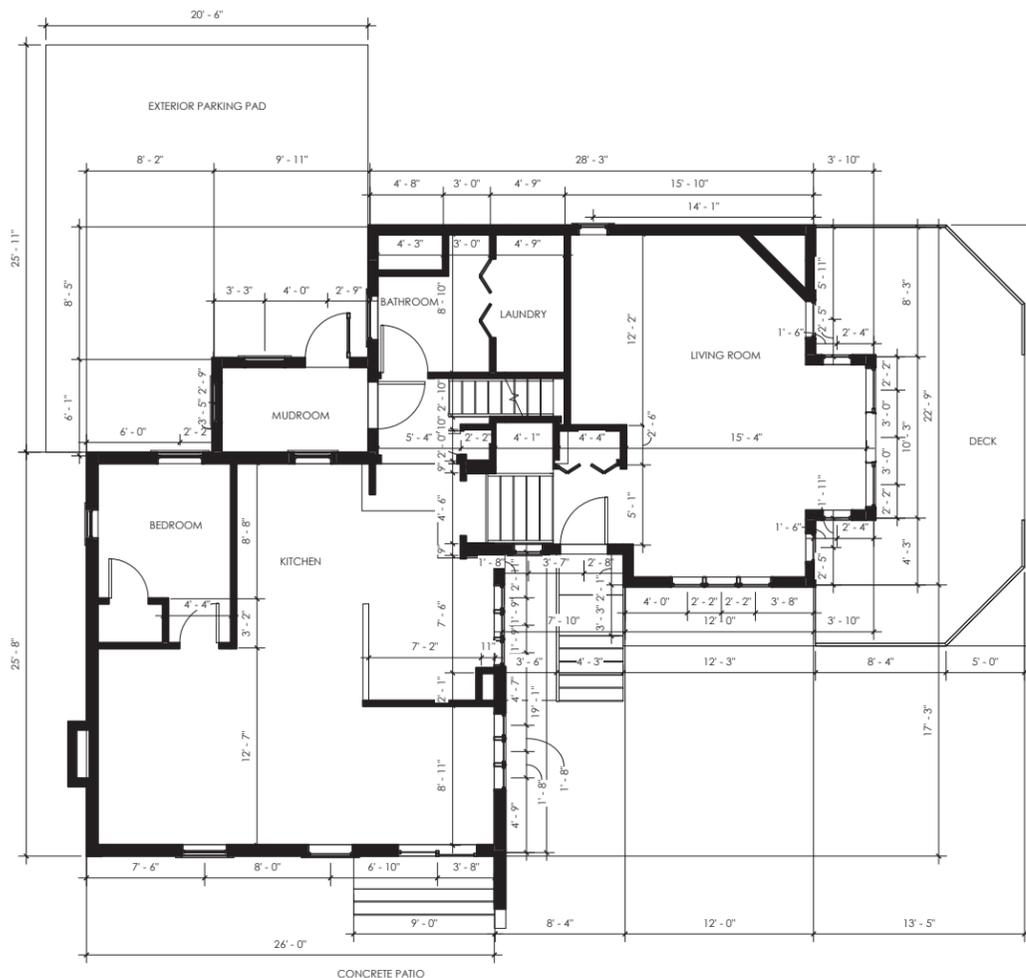
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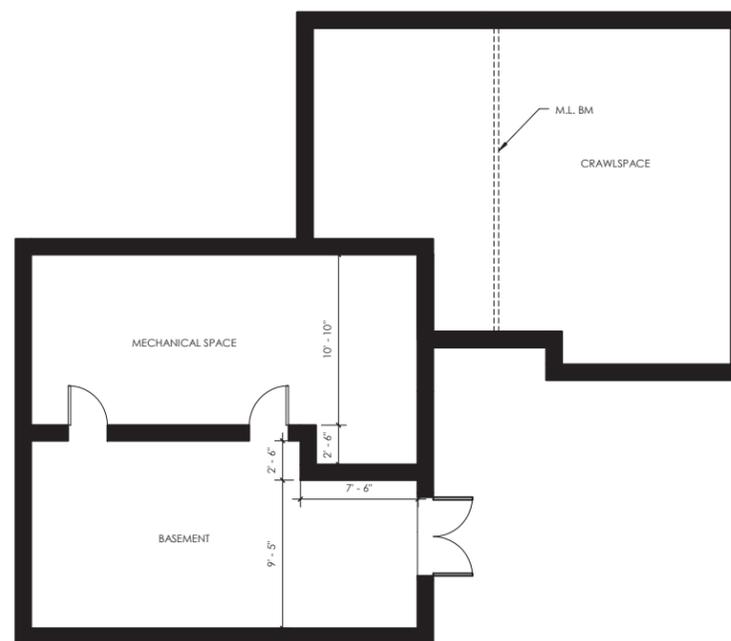


2 FLOOR 2
3/16" = 1'-0"

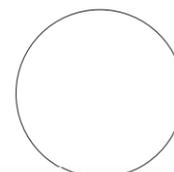
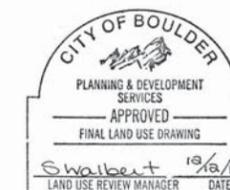
- DEMOLISH
- EXISTING TO REMAIN
- NEW



1 FLOOR 1
3/16" = 1'-0"



3 BASEMENT
3/16" = 1'-0"



LUR REVISED
12.12.2014

SHEET No.

A1.3



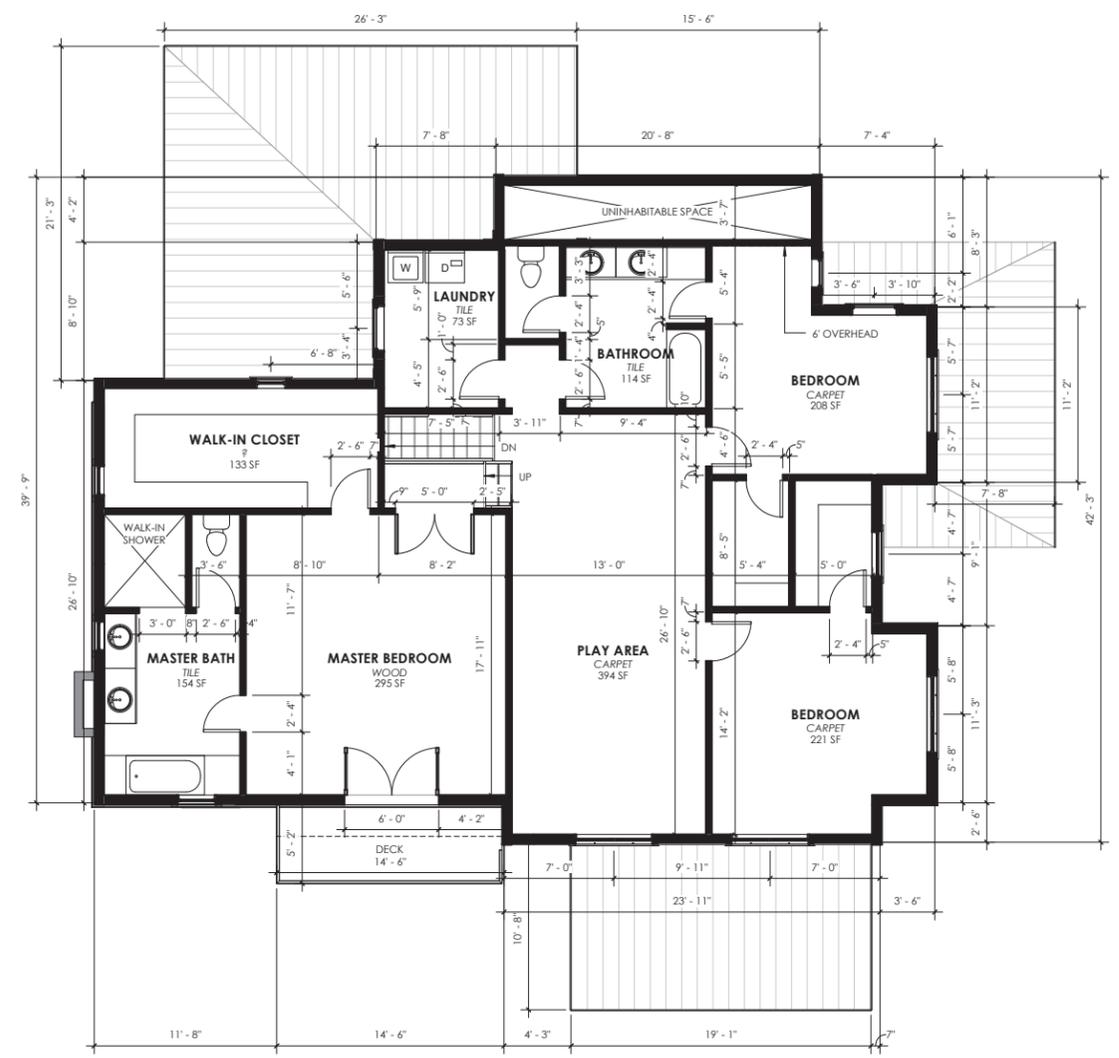
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 REQUIRED FOR EXECUTION OF THESE
 DOCUMENTS AND WORK OR MATERIALS
 SUPPLIED BY ANY SUBCONTRACTORS. ALL
 WORK SHALL COMPLY WITH GOVERNING
 CODES AND ORDINANCES. THE
 CONTRACTOR SHALL REVIEW AND
 UNDERSTAND ALL DOCUMENTS AND SHALL
 NOTIFY THE ARCHITECT IMMEDIATELY OF
 ANY DISCREPANCIES IN THE DRAWINGS,
 FIELD CONDITIONS OR DIMENSIONS.

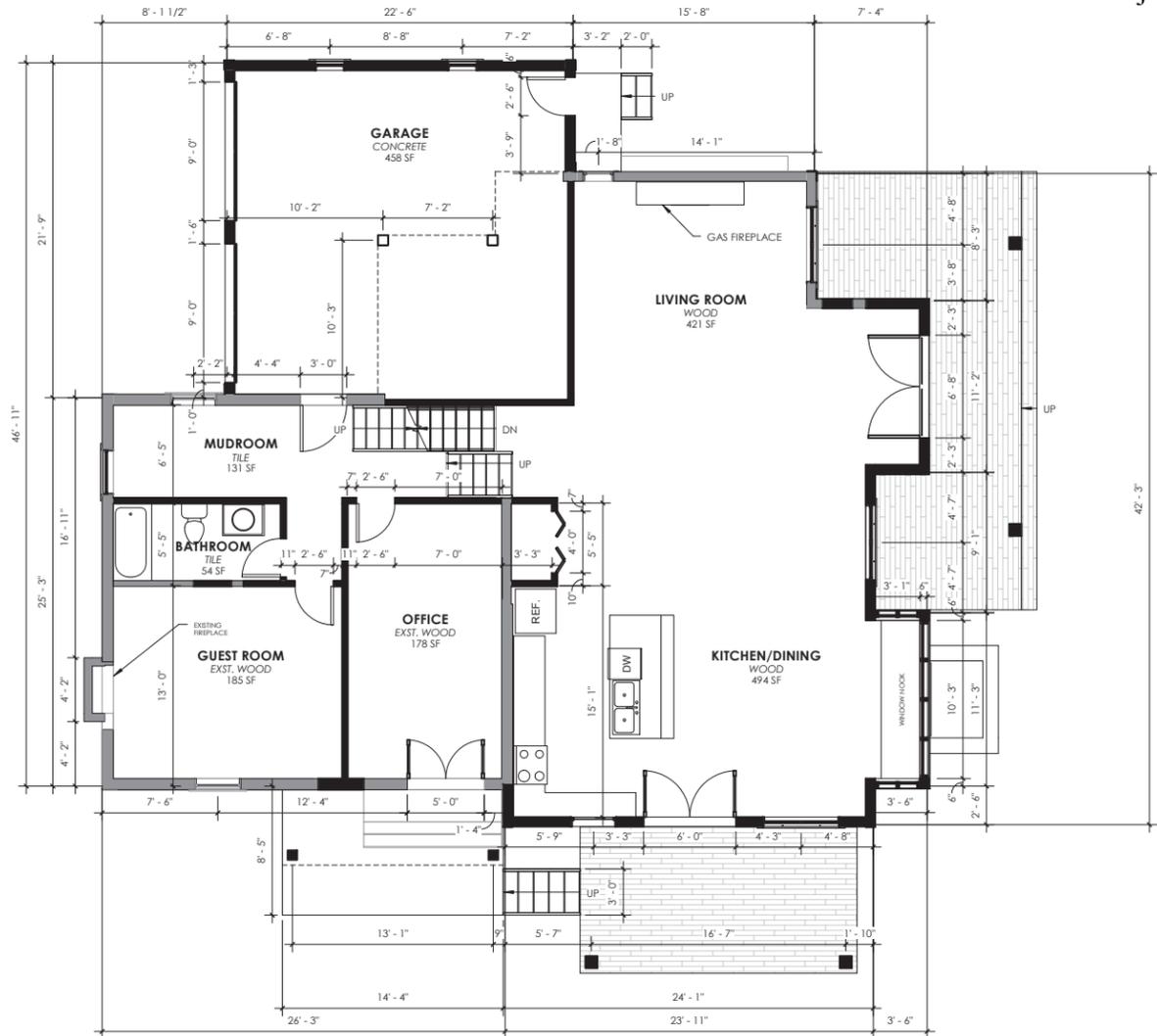
ISSUED/REVISION SCHEDULE			
DESCRIPTION	AUTHOR	CHECKED	DATE
LUR	LJ	PW	10.17.14



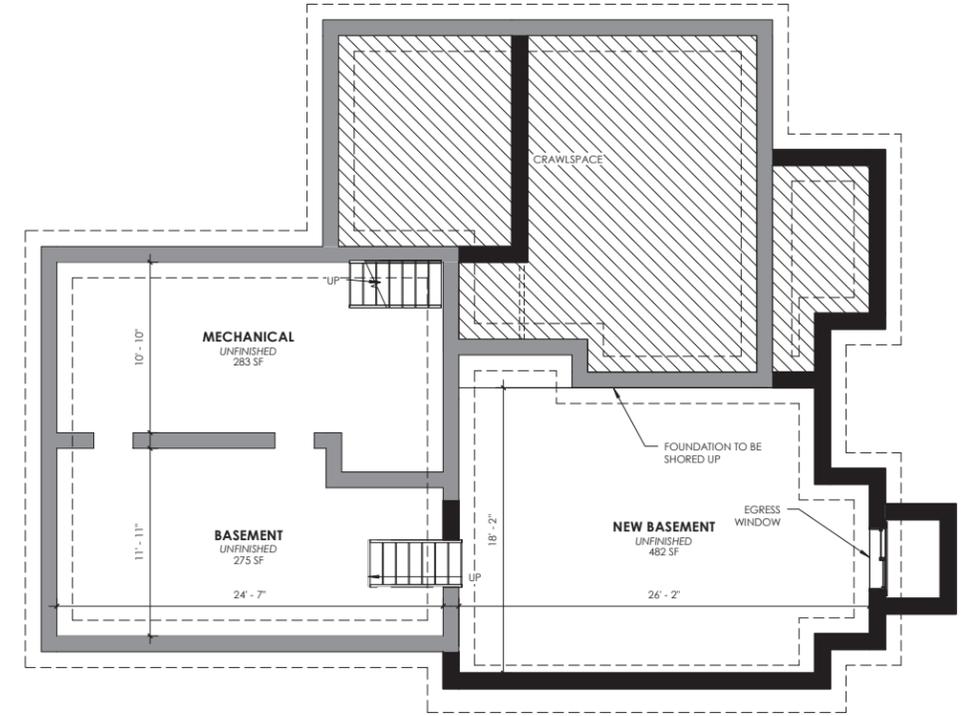
2 FLOOR 2
 3/16" = 1'-0"

- DEMOLISH
- EXISTING TO REMAIN
- NEW

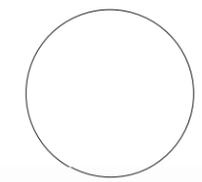
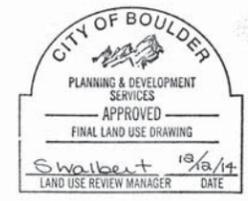
Call Up Item
 3059 6th Street



1 FLOOR 1
 3/16" = 1'-0"



3 BASEMENT
 3/16" = 1'-0"



LUR REVISED
 12.12.2014

SHEET No.

A1.4



3020 Carbon Place #203
 Boulder, Colorado
 p: 303-442-3351
 f: 303-447-3933

GOUCHER RESIDENCE

3059 6TH ST.
 BOULDER, CO 80302



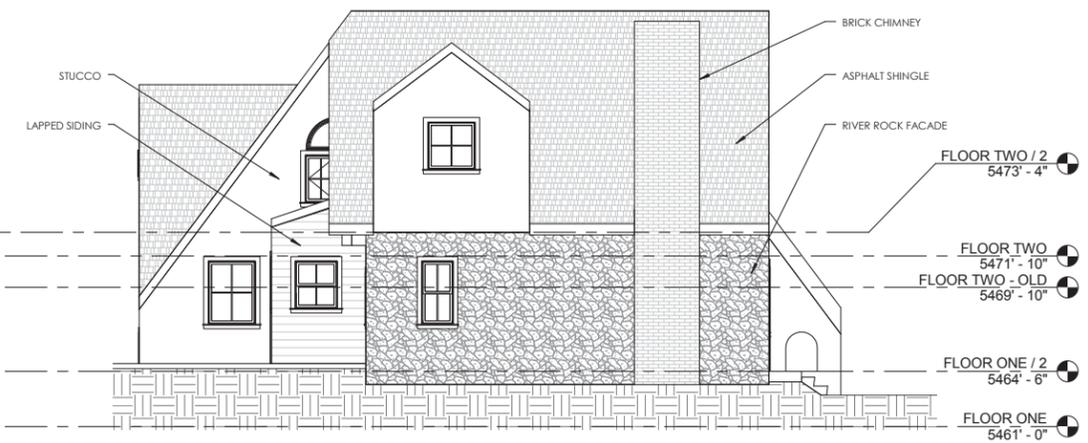
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2 NORTH AS-BUILT
 3/16" = 1'-0"



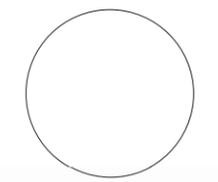
3 SOUTH AS-BUILT
 3/16" = 1'-0"



4 WEST AS-BUILT
 3/16" = 1'-0"

DISCLAIMER:
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 THE SUCCESSFUL COMPLETION OF THE
 PROJECT. THIS INCLUDES BUT IS NOT
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ISSUED/REVISION SCHEDULE			
DESCRIPTION	AUTHOR	CHECKED	DATE
LUR	LJ	PW	10.17.14



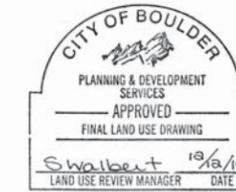
LUR REVISED
 12.12.2014

SHEET No.

A2.1

ELEVATIONS - AS BUILT

Call Up Item
 3059 6th Street



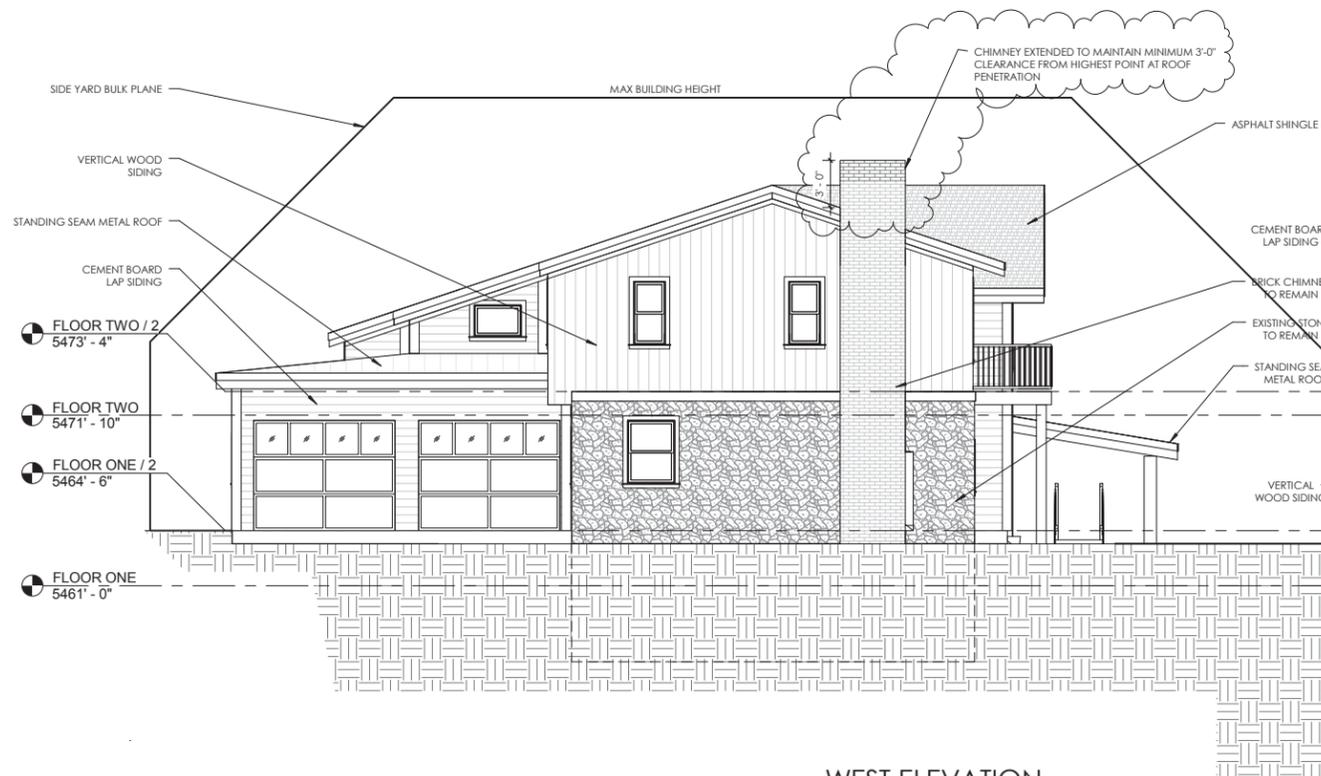
3020 Carbon Place #203
Boulder, Colorado
p: 303-442-3351
f: 303-447-3933

GOUCHER RESIDENCE

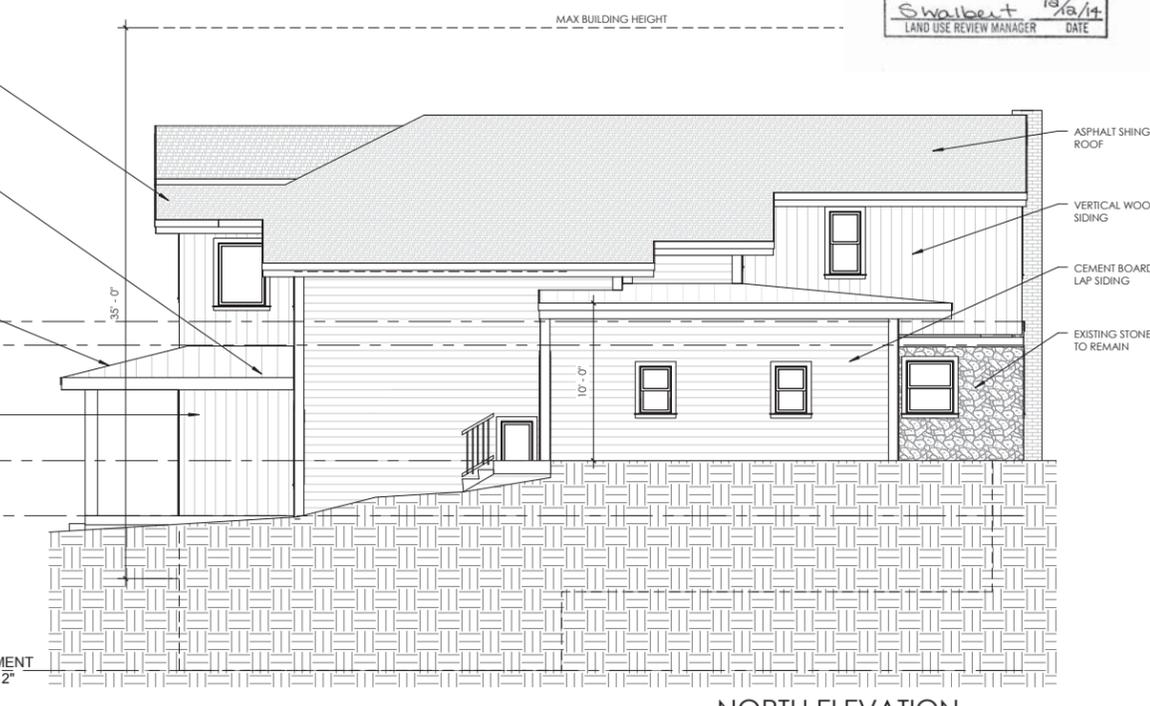
3059 6TH ST.
BOULDER, CO 80302

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ISSUED/REVISION SCHEDULE			
DESCRIPTION	AUTHOR	CHECKED	DATE
LUR	LJ	PW	10.17.14
LUR REVISED	LJ	PW	10.31.14
LUR REVISED 2	LJ	PW	11.24.14



4 WEST ELEVATION
3/16" = 1'-0"



2 NORTH ELEVATION
3/16" = 1'-0"

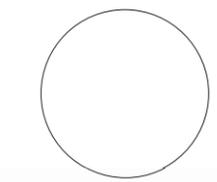


3 SOUTH ELEVATION
3/16" = 1'-0"



1 EAST ELEVATION
3/16" = 1'-0"

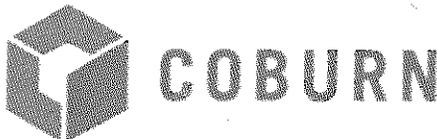
Call Up Item
3059 6th Street



LUR REVISED
12.12.2014

SHEET No.

A2.2



PHONE 303.442.3351
FAX 303.447.9933
3020 Carbon Place #203
Boulder, CO 80301
coburnpartners.com

Goucher Residence
3059 6th St
Boulder, CO 80302

Minor Amendment to an Approved Site Plan

Oct 6th, 2014

Current Ownership:

The site is currently owned by Kara & Adam Goucher.

Description of Project:

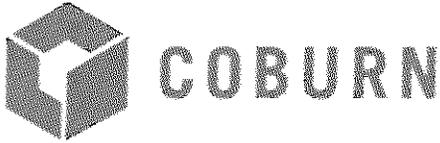
This application proposes an addition to the existing residence at 3059 6th St. The existing structure is well within the 25' rear setback, requiring a request for a setback variation to lift the plate height at the rear of the house to expand the usable floor area and to enclose the existing parking spaces located next to the house at the alley. There will also be an additional 804sf added to the footprint from the garage and an addition at the front of the structure.

The main reason a minor amendment to an approved site plan is required is due to a *Setback Variation* requested.

Preliminary Project Schedule:

- Site Review Application 10/6/15
- Landmark Design Review 10/8/15
- Permit Submittal 12/1/15
- Construction Start 2/1/15
- Final Certificate of Occupancy 6/1/15

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Following is a detailed description of how this application meets the criteria for approval:

(1) Boulder Valley Comprehensive Plan:

The proposed plan is consistent with the purposes and policies of the Boulder Valley Comprehensive Plan. Some relevant examples are as follows.

- **2.03 Compact Development Pattern :** The house will remain in its original location on the site, with the addition filling out the existing footprint, minimizing expansion towards the rear or south lot line.
- **2.09 Neighborhoods as Building Blocks:** The location of the home at the rear of the site provides variation to the existing pattern of facades along 6th St. The structure of the garage addition will remain attached to the building at the rear, reducing the sprawl of individual building footprints on site.
- **2.34 Importance of Street Trees and Streetscapes:** With the structure located to the rear of the lot, the front yard is spacious and several large trees line the primary street.
- **2.37 Enhanced Design for Private Sector Projects:** The project preserves the distinctive character of the neighborhood in which it resides. The scale of the house will remain similar to other residences nearby. Along the street, the existing pedestrian gate is set back, maintaining a human scale between the rise of the landscape and the sidewalk. The front yard open space allows for maximum landscaping and light to reach the primary street.

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(2) Site Design:

(A) Open Space:

On site the open space is frontloaded, adjacent to the primary street. The property is also located in close proximity to North Boulder Park and the Dakota Ridge Trail.

(C) Landscaping:

The proposed landscaping will be compatible with the plant materials existing throughout the Newlands neighborhood

(D) Circulation:

As this project is only an addition to a single family residence, the streets have already been built and this project maintains the current relationship of pedestrian access at the primary street where sidewalks interface between the project and the public transportation system.

(E) Parking

Dedicated parking will remain located where it currently is, off the alley at the rear of the building. This minor amendment seeks to adjust the rear setback to allow for this parking to be enclosed.

(F) Building Design, Livability, and Relationship to the Existing or Proposed Surrounding Area:

The building directly addresses the existing character established in the surrounding area. The building is two floors, remaining consistent with many homes along the street, and the roof is sloped to minimize solar impact on adjoining properties. More windows will be added to the primary façade, increasing transparency with the street.

(G) Solar Siting and Construction:

Solar analysis shows that there is minimal solar impact on adjacent sites from the additions to the structure. By raising the plate height, there is an increase the potential for passive solar opportunities, most importantly an increase in the number and size of second floor windows. This will reduce active interior lighting requirements during the day.

The remainder of the site Review Criteria are not applicable to this project

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INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Community Planning and Sustainability
Susan Richstone, Deputy Director of Community Planning and Sustainability
Deb Kalish, Senior Assistant City Attorney
Lesli Ellis, Comprehensive Planning Manager
James Hewat, Senior Historic Preservation Planner
Marcy Cameron, Historic Preservation Planner

Date: February 17, 2015

Call-up Item: Landmark Alteration Certificate to demolish an addition to a contributing house and demolish a c.1988 garage to make way for the construction of a 616 sq. ft. two-car garage and storage shed at 603 Highland Ave. in the Mapleton Hill Historic District, per section 9-11-18 of the Boulder Revised Code (HIS2014-00345). This Landmark Alteration Certificate is subject to City Council call-up no later than **February 17, 2015**.

Executive Summary

The proposal to demolish an addition to a contributing house and demolish a c.1988 garage to make way for the construction of a 616 sq. ft. two-car garage and storage shed at 603 Highland Ave. in compliance with approved plans dated 02/04/15, was approved with conditions by the Landmarks Board (3-1), **M. Schreiner** recused, **K. Remley** opposing, at the February 4, 2015 meeting. The decision was based upon the board's consideration that the proposed construction meets the requirements in Section 9-11-18, B.R.C. 1981.

The board's approval is subject to a 14-day call-up period by City Council. The approval of this Landmark Alteration Certificate is subject to City Council call-up no later than **February 17, 2015**.

ATTACHMENTS:

- A. Notice of Disposition dated February 17, 2015
- B. Photographs and Drawings of 603 Highland Ave.

Notice of Disposition

You are hereby advised that on February 4, 2015 the following action was taken:

ACTION: Approved by a vote of 3-1, **M. Schreiner** recused, **K. Remley** opposing

APPLICATION: Public hearing and consideration of a Landmark Alteration Certificate to demolish an addition to a contributing house and demolish a c.1988 garage to make way for the construction of a 616 sq. ft. two-car garage and storage shed at 603 Highland Ave. in the Mapleton Hill Historic District, per section 9-11-18 of the Boulder Revised Code (HIS2014-00345).

LOCATION: 603 Highland Ave.

ZONING: RL-1 (Residential Low-1)

APPLICANT/OWNER: Christopher Melton / Beth and Will Bashan

This decision was arrived at based on the purposes and intent of the Historic Preservation Code as set forth in 9-11-18, B.R.C., 1981, as applied to the Landmark Alteration Certificate application.

Public Hearing:

Richard Collins, 604 Mapleton, northern neighbor to 603 Highland, spoke in opposition to reducing 2-car garage to one and one-half car garage.

Abby Daniels, Historic Boulder, 1123 Spruce St., spoke in support of landmark alteration certificate.

Motion:

On a motion by **M. Gerwing**, seconded **D. Yin**, the Landmarks Board approved (3-1, **K. Remley opposing**) the Landmark Alteration Certificate at 603 Highland Ave. as shown on plans dated February 4, 2015 finding that they generally meet the standards for issuance of a Landmark Alteration Certificate in Section 9-11-18, B.R.C. 1981, subject to the conditions below, and adopts the staff memorandum dated February 4, 2015 as findings of the board with the following conditions:

CONDITIONS OF APPROVAL

1. The applicant shall be responsible for constructing the house and garage in compliance with the approved plans dated February 4th, 2015, except as modified by these conditions of approval.
2. The dimension of door opening on the first floor of the east elevation shall not be changed and the existing south door to the east balcony shall be preserved;

3. The proposed garage shall be revised to reflect a depth of no more than 22 feet.
4. The details for the restoration of the second floor porch on the south façade be reviewed by the Ldrc to ensure that it is an accurate restoration based on historic photographs and physical evidence.
5. The fenestration on the new addition shall be studied to better reflect compatibility with the existing house.
6. The installation details of the proposed solar panels shall be subject to final review and approval at the LDRC.
7. Prior to submitting a building permit application and final issuance of the Landmark Alteration Certificate, the applicant shall submit revised drawings showing conditions 2 and 3 and 4 above have been met, as well as the following, all of which shall be subject to the final review and approval of the Landmarks design review committee: window and door details, wall material details, siding material details, paint colors, roofing material details, exterior lighting, fence details, east balcony details, solar panel details, and details regarding any hardscaping on the property to ensure that the approval is consistent with the *General Design Guidelines* and the *Mapleton Hill Historic District Guidelines* and the intent of this approval.

K. Remley objected stating that she feels the designs are contrary to Design Guidelines Section 4.1, 4.2, 4.3, 4.5 and Mapleton Guidelines T & G.



Figure 1. Location Map, 603 Highland Ave.

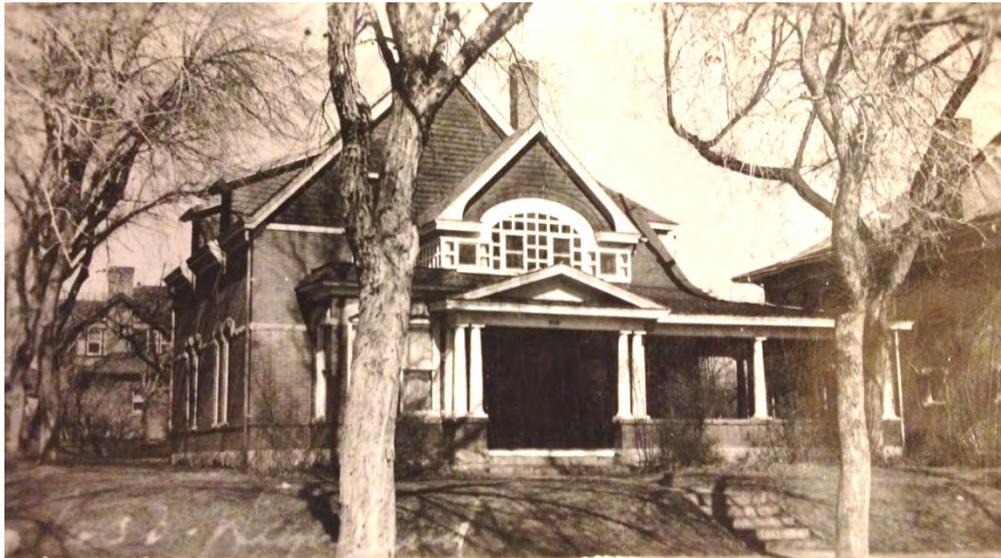


Figure 2. 603 Highland Ave. Tax Assessor Card photograph, c.1929.
Photograph Courtesy the Carnegie Branch Library for Local History.



Figure 3. 603 Highland Ave., Facade, 2015.



Figure 4. 603 Highland Ave. in Jane Barker's "76 Historic Homes of Boulder", 1976.



Figure 5. Southwest corner of 603 Highland Ave., 2015.



Figure 6. West elevation, main house, 603 Highland Ave., 2015.



Figure 7. Detail of west face of house.



Figure 8. North (rear) elevation of 603 Highland Ave., 2015.



Figure 9. East elevation (facing 6th St.) of 603 Highland Ave., 2015.



Figure 10. North elevation of c.1900 contributing barn, 2015.



Figure 11. Northwest corner of non-historic garage, 2015.



Figure 12. Fence along west property line, 2015.

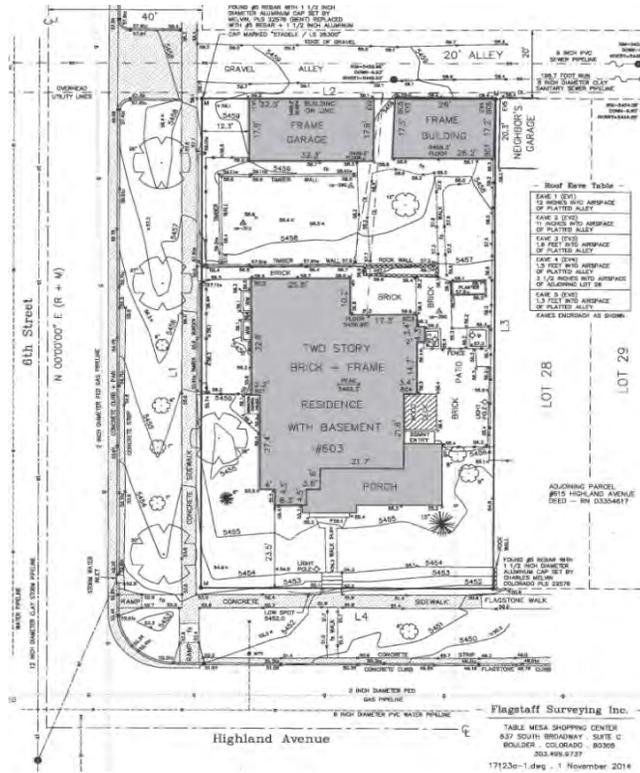


Figure 13. Existing Site Plan. Not to scale.

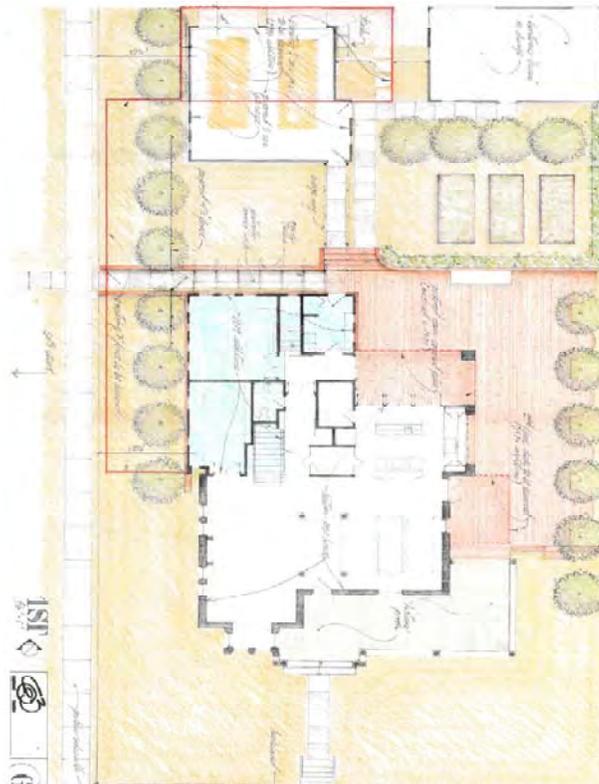


Figure 14. Proposed Site Plan. Not to scale.



Figure 15. Existing west Elevation of main house.



Figure 16. Proposed East Elevation.



Figure 17. Existing North (rear) Elevation.



Figure 18. Proposed North Elevation.



Figure 19. Existing East Elevation.



Figure 20. Proposed East Elevation.



Figure 21. Existing South Elevation (façade).



Figure 22. Proposed South Elevation (façade).

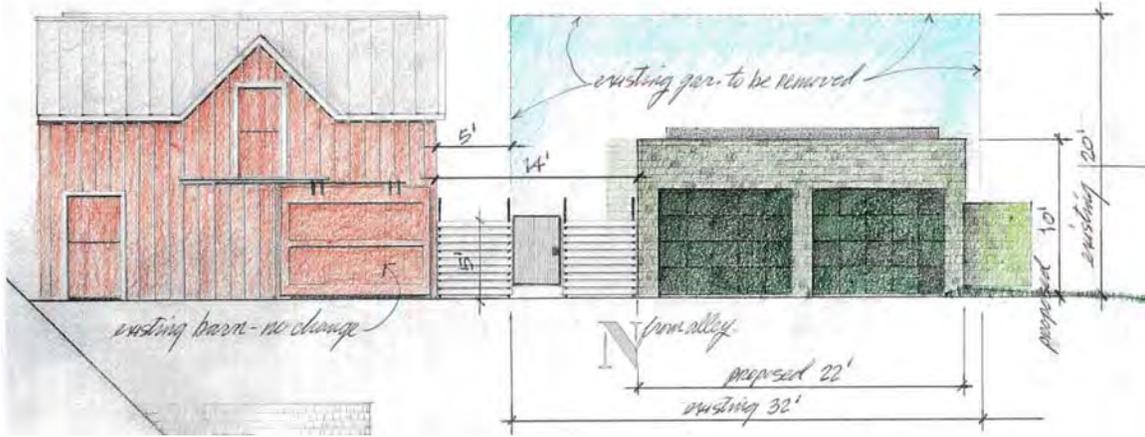


Figure 23. Proposed North Elevation, New Garage at right.

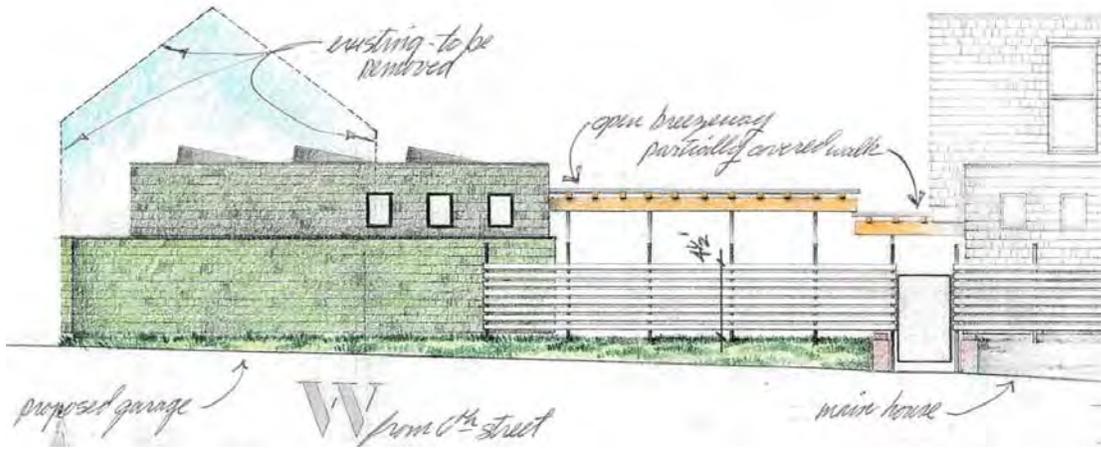


Figure 24. Proposed West Elevation, New Garage at left.

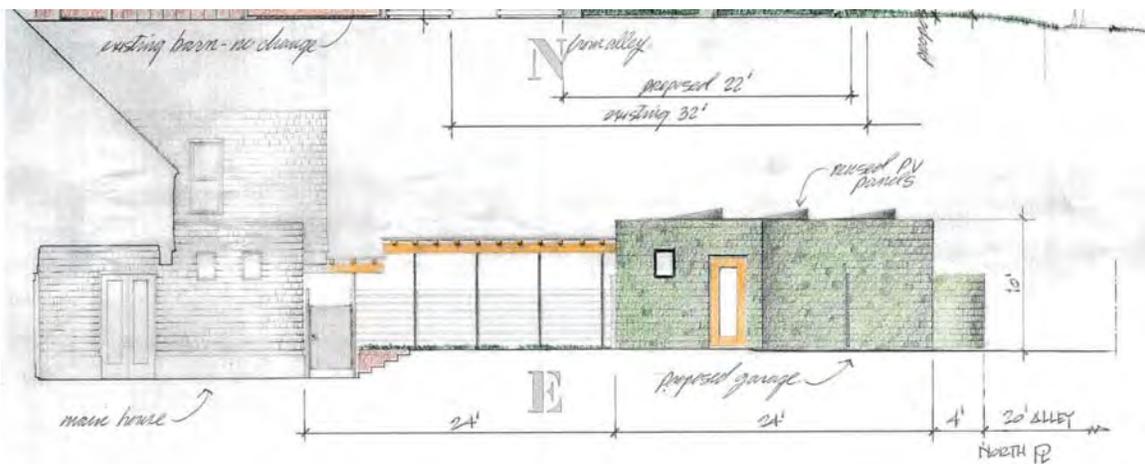


Figure 25. Proposed East Elevation, Garage.

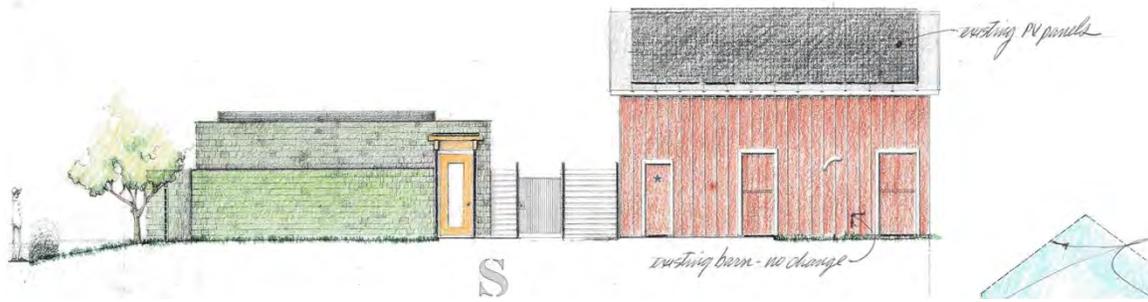


Figure 26. Proposed South Elevation, Garage.

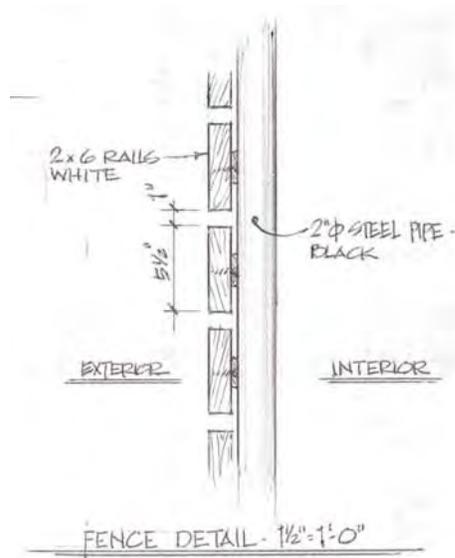


Figure 27. Proposed fence detail.



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Karen Rahn, Director of Human Services
Todd Jorgensen, Strategic Initiatives Manager
Lindsay N. Parsons, Human Services Planner

Date: Feb. 17, 2015

Subject: Information Item: Report of Double SNAP Program Pilot

EXECUTIVE SUMMARY

The Double SNAP program is a collaboration between the City of Boulder, Boulder County and Boulder County Farmers' Market (BCFM) that seeks to increase health equity by improving access to fresh, local fruits and vegetables for Boulder's low-income residents and promote local food production and distribution. One priority City Council identified at the 2014 council retreat was development of a local food policy, which includes increasing community access to healthy food options.

To address this goal, the Human Services Department partnered with BCFM, Boulder County Parks and Open Space and Boulder County Public Health (BCPH) to implement a pilot program to expand access to fresh fruits and vegetables for Boulder County residents who receive federal assistance from the Supplemental Nutrition Assistance Program (SNAP) and Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). A match of up to \$20 on federal nutrition benefits ("Harvest Bucks") is given to SNAP and WIC participants for purchase of produce at the market.

The Double SNAP pilot was implemented Aug. 2 and concluded Nov. 28, 2014. As a result of the success of the program, the city's participation will continue in 2015, with an increase in contribution from \$10,000 to \$15,000. Boulder County Department of Housing and Human Services will contribute \$30,000 and BCPH, in partnership with BCFM, will continue coordination of the countywide program.

FISCAL IMPACT

A total of \$10,000 was allocated to the 2014 Double SNAP pilot from the City of Boulder Human Services Department, including \$9,000 to SNAP participants and \$1,000 to WIC participants. For the 2015 project, the \$15,000 has been allocated to expand the Double SNAP program for SNAP recipients. WIC funding will be continued through other funding sources.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic: The Double SNAP program increases local dollars spent at the BCFM with small businesses.
- Environmental: By increasing the use of local fresh foods, some environmental impacts associated with the production and transportation of food from outside the region are mitigated.
- Social: The Double SNAP program increases access to healthy foods for very low-income residents, which, compared with other less healthy food choices, can be more costly. The program introduces and expands the benefits of local, healthy food to new consumers.

BACKGROUND

Local Food

In 2010 a [“Local Food and Sustainable Agriculture” policy briefing paper](#) was prepared by city and county staff to inform potential changes to the Boulder Valley Comprehensive Plan (BVCP). The BVCP was later revised to incorporate the city’s commitment to promoting agriculture and local food (see [BVCP Section 9, Agriculture and Food](#)). Specifically, Section 9.02 states that the city and county will encourage and support local food production to improve the availability and accessibility of healthy foods and to provide other educational, economic and social benefits. It further explains that the city and county support local food production with an emphasis on affordable access to food for everyone.

With this as background, at its January 2014 retreat, City Council identified promoting local foods as a priority and suggested the following action items to fulfill the priority in 2014-2015:

1. Development of a local food policy that provides more specificity to the current BVCP language and that provides increased uniformity in how the multiple city departments seek to further the goal.
2. Incorporate elements of a new local food policy into revisions of the comprehensive plan.
3. Establishment of a cross-departmental team to increase communications and awareness among departments on local food issues.
4. Appointment of staff leads to address the following issues:
 - a. Which city lands can be used to increase local food production?
 - b. Should the Open Space and Mountain Parks Charter be amended to support agricultural needs (such as extending the growing season by allowing greenhouses and electricity for such facilities) or for other reasons?
 - c. How can we encourage and incentivize buying locally when city funds are used for food purchases and move toward a city procurement policy?
 - d. How and when to expand the current BCFM location, including the possibility of adding smaller Farmers’ Market satellites in one or more neighborhoods?
 - e. Can we house farmers on city-owned lands?

- f. With consideration given toward the city’s goals of increasing resilience, how do we:
 - i. Measure the current percentage of local food consumption;
 - ii. Assess what that percentage should be; and
 - iii. Determine how to track progress toward that goal?
- g. How and on what topics should we continue to engage with regional partners?
- h. Which infrastructure improvements are necessary (e.g., facility for full-time farmers’ market, central kitchen, etc.)?
- i. How do we promote food justice/access needs?

Included in the Aug. 5, 2014 City Council Information Packet: City Efforts Related to Local Food ([Aug. 5, 2014 Information Packet](#)) was an analysis of results of promoting a strong local food system:

1. Growing the local and regional economy by re-circulating or injecting money into the community;
2. Building community linkages by decreasing the distance and anonymity inherent in a globalized food system;
3. Increasing resilience by providing options to survive the inevitable shocks and stresses expected from a changing climate;
4. Increasing stewardship and protection of agricultural lands; and
5. Increasing community access to healthier food options.

Human Services Master Plan

The current [2006-2015 Housing and Human Services \(HHS\) Master Plan](#) supports the city’s efforts to promote healthy food access and security for Boulder’s low income populations. The plan sets out as one of its guiding principles that “HHS supports services ensuring physical and mental health care, food and nutrition, emergency shelter, transitional housing and housing for very low-income residents in order that basic, life-sustaining needs of all residents are met.”

Further, the plan sets policy goals for specific populations. The goals for promoting self-sufficient, resilient children, youth and families include assisting with basic needs such as food. The goals for keeping seniors healthy, active and involved include reducing the percentage of people age 60 and over who report cutting the size of a meal or skipping meals due to lack of money.

Although other community resources exist to provide food benefits to low-income families, only the Double SNAP program provides a financial incentive to purchase locally produced, fresh fruits and vegetables. Community food pantries cannot provide the quantity or quality of fresh produce that is necessary for maintaining a healthy diet, due to storage and food expiration restraints. The Double SNAP program helps fill this gap in the community.

SNAP and WIC Programs

SNAP, formerly known as the Food Stamp Program, is federally funded by the U.S. Department of Agriculture (USDA). In Colorado, SNAP is administered by counties and supervised by the State of Colorado Department of Human Services. The goal of the program is to provide households with financial resources to purchase groceries. SNAP provides one of the first lines

of defense for families in need, serving as a safety net for eligible households to pay for groceries. SNAP benefits are allocated monthly onto an Electronic Benefit Transfer (EBT) card. An EBT card can be used like a debit card at grocery stores and locally at participating farmers' markets. Income eligibility varies and can be referenced [here](#). As a reference point, a family of four can earn no more than \$1,988 per month net income to be eligible.

WIC is a nutrition program that provides nutrition education, breastfeeding support, healthy food and other services free of charge to those who qualify. WIC is also funded by the USDA, supervised by the State of Colorado Department of Public Health and Environment and administered by counties. The program reaches out to families, including married and single parents, grandparents and foster parents, among others, who are caring for one or more children under the age of five. Eligibility varies, and can be referenced [here](#).

The Double SNAP Program is a national initiative, partnering SNAP programs and farmers' markets across the country. The program goes by different names, including Double Value and Double Up. The program began in 2008 in California, Connecticut and Massachusetts and has since expanded to 21 states and the District of Columbia.

2014 Double SNAP Pilot Program

SNAP clients used their EBT card at the BCFM to purchase eligible foods. For every SNAP dollar withdrawn from a SNAP account for eligible foods, recipients received "Harvest Bucks" (up to \$20) that could be used to buy fresh fruits and vegetables. WIC participants received coupons to use at the farmers' market at their WIC appointments. WIC coupons can be used to buy fresh fruits and vegetables and other WIC-eligible items.

Healthy Eating

National statistics regarding food security, healthy eating, and access to fruits and vegetables include:

- Those with annual household income less than \$24,000 reported problems accessing affordable fresh fruits and vegetables 2.5 times more frequently as those with incomes between \$60,000 and \$89,999 (13.8 percent vs. 5.7 percent).¹
- Among people reporting poor health status, the prevalence of fruit and vegetable affordability and access challenges was four times that of people reporting excellent health status (20 percent vs. 5 percent).¹
- Consuming generous amounts of fruits and vegetables as part of a healthy diet is a protective factor against chronic diseases, including stroke, cardiovascular disease, type 2 diabetes and some types of cancer.²
- Locally produced fruits and vegetables that are picked at peak ripeness are more flavorful and nutrient dense than store-bought produce.³
- Households with limited resources to buy enough food often try to stretch their food budgets by purchasing cheap, energy-dense foods that are filling.
- According to the Census Bureau, SNAP lifted five million Americans, including 2.2 million children, out of poverty in 2012.⁴
- SNAP generates \$1.80 in economic activity for every \$1 in new SNAP benefits.⁴

1. Food Access and Affordability. <http://frac.org/reports-and-resources/food-hardship-access-to-fruits-and-vegetables>

2. Dietary Guidelines for Americans, 2005. <http://www.health.gov/dietaryguidelines/dga2005/document/default.htm>

3. Farmer's Markets. <http://www.nutrition.gov/farmers-markets>

4. 50 Years of SNAP. <http://www.fns.usda.gov/sites/default/files/snap/SNAP-infographic-banner.pdf>

- Participating in SNAP for six months decreased food insecurity up to 10 percent in households, including those with children.⁵
- About 23.5 percent of Boulder County adults are eating less than one serving of fruit per day and 11.7 percent are consuming less than one serving of vegetables per day.⁶
- In Colorado, less than 9 percent of children 2-14 years of age eat the daily minimum recommended amount of two fruits and three vegetables per day.⁷

ANALYSIS – 2014 DOUBLE SNAP PILOT PROGRAM

During the 2014 pilot of the Double SNAP program, purchases by SNAP and WIC recipients at the 13th and Canyon BCFM location increased by 61 percent compared with 2013. In addition, when “Harvest Bucks” are included, the amount spent by SNAP and WIC participants at the 13th and Canyon BCFM location increased by about 225 percent from 2013 to 2014 and more than 400 transactions with 189 unique individuals occurred during the pilot period. A total of 100 unique children were served during the pilot period. The per individual program cost to the City of Boulder was \$46, with a total program expenditure of \$8,776 during the pilot period. The remainder of \$1,224 will be carried forward to the 2015 program. Point-in-time data collected on Dec. 8, 2014, shows that 4,665 City of Boulder residents (4.5 percent of total city population) receive SNAP benefits and 846 City of Boulder residents receive WIC benefits.

2014 DOUBLE SNAP PILOT PROGRAM

Pilot Program Month	2013 SNAP/WIC	2014 SNAP/WIC	2014 SNAP/WIC Harvest Bucks	2014 SNAP/WIC and Harvest Bucks
August	\$2,079	\$2,427	\$2,308	\$4,735
September	\$1,146	\$2,881	\$2,646	\$5,527
October	\$1,336	\$2,268	\$2,246	\$4,514
November	\$800	\$1,056	\$1,576	\$2,632
TOTALS	\$5,361	\$8,632	\$8,776	\$17,408

A point-in-time participant survey was conducted during the pilot program at the market. All SNAP recipients utilizing the Boulder and Longmont farmers’ markets were surveyed (n=36).

- More than 88 percent of Double SNAP consumers reported increasing their consumption of fresh fruits and vegetables.
- More than 93 percent of participants agreed or strongly agreed that it was easier to purchase fresh fruits and vegetables as a result of shopping through BCFM.
- More than 80 percent of participants said the incentives were very important in getting them to spend their federal nutrition benefits through BCFM.
- More than 90 percent of participants reported increasing the variety of fresh fruits and vegetables they consumed.
- More than 93 percent of participants reported shopping at the market at least one to two times per month.
- 100 percent of “Harvest Bucks” recipients reported that the quality of fruits and vegetables was an important factor in their decision to shop at the market.

5. 50 Years of SNAP. <http://www.fns.usda.gov/sites/default/files/snap/SNAP-infographic-banner.pdf>

6. Colorado Behavioral Risk Factor Surveillance System. http://www.chd.dphe.state.co.us/topics.aspx?q=Adult_Health_Data

7. 2011-2012 National Survey of Children’s Health. <http://www.childhealthdata.org/learn/NSCH>

NEXT STEPS

Due to success of the pilot program, funders have increased matching funds for 2015. The City of Boulder has committed \$15,000 and Boulder County Housing and Human Services will contribute \$30,000. Staff time for program coordination will continue to be provided by BCPH and BCFM. BCPH has also applied for a 3.5 year grant through the USDA Food Insecurity Nutrition Incentive Grant Program which could provide additional funding for the program.

BCPH anticipates that total SNAP sales at BCFM will increase by at least 50 percent when compared to 2014 sales. In addition, it is anticipated that the program will attract twice as many unique SNAP recipients to the BCFM when compared with 2014 baseline numbers. In addition to increasing the number of SNAP recipients who shop at the farmers' market, it is a goal of the Double SNAP program to increase the shopping frequency to more than once per season by every SNAP recipient. For the 2015 season, BCPH expects to see a 25 percent increase in repeat SNAP customers participating in the BCFM.



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Mary Ann Weideman, Assistant City Manager
David Driskell, Executive Director of Community Planning and Sustainability
Susan Richstone, Deputy Director of Community Planning and Sustainability
Bob Eichen, Chief Financial Officer
Liz Hanson, Economic Vitality Coordinator
Jennifer Pinsonneault, Business Liaison
Ryan Wilding, Economic Vitality Intern

Date: February 17, 2015

Subject: Information Item: Report on Business Incentive Programs - Flexible Rebate and Microloan Programs

EXECUTIVE SUMMARY

This memorandum provides a report on the City of Boulder's business incentive programs and includes an overview and return on investment (ROI) analysis for the 2013 Flexible Rebate Program and a 2014 update on the Boulder Microloan Program. The Flexible Rebate Program evaluation has a one year lag, reflecting the program's December application deadline.

The **Flexible Rebate Program** is an important business retention tool for encouraging primary employers to remain and grow in Boulder rather moving to other communities. The program authorizes the city manager to approve a rebate of eligible fees and taxes for primary employers that meet certain sustainability guidelines. Rebates totaling \$455,000 were approved for ten companies under the 2013 program. Companies approved to receive rebates represented a variety of industries and range of sizes. A ROI analysis completed by the Boulder Economic Council (BEC) estimates a net return of \$3.37 million to the city over the three-year period covered by the program (2013-2015) or \$7.86 for every \$1.00 approved for rebate.

The **Boulder Microloan Program** is a public-private partnership between the City of Boulder, several local banks and the Colorado Enterprise Fund (CEF). Loans through the program provide working capital to eligible small businesses and non-profit organizations in the Boulder area that may not be able to obtain financing through traditional sources. In 2014, 17 small businesses received loans totaling \$774,561 through the Boulder Microloan Program. The loans ranged from \$7,800 to \$102,425 (loans larger than \$50,000 were funded using supplemental CEF funds per program requirements). The businesses that received loans through the program were able to create or retain a total of 152 jobs. Of the 17 borrowers served by the program in 2014, 47% were women-owned businesses, 30% of the business owners self-identify as an ethnic or racial minority, and 42% are low-income wage earners.

FISCAL IMPACT

A higher level of interest in the 2013 Flexible Rebate Program and increased number of applications by qualified primary employers resulted in higher demand for rebate funds. The city manager approved \$455,000 in rebates which was funded by the approved budget of \$350,000 for the 2013 program and \$105,000 in carryover rebate funds that were unused in previous years.

The approved budget for the 2014 program was \$350,000 and unused rebates approved under the 2011 Flexible Rebate Program were added to carryover funds in 2014 to provide more funding for the program. The approved budget for the 2015 program is \$350,000 and any unused rebate funds approved under the 2012 Flexible Rebate Program will be added to carryover funds.

The City of Boulder has invested \$250,000 in the Boulder Microloan Program since the program was launched in 2009. The approved 2015 city budget includes \$50,000 for an additional contribution to the fund.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

Economic: Offering business incentives through the Flexible Rebate Program and Boulder Microloan Program encourages the retention and, in some cases, relocation of businesses that support the local economy by providing jobs, investing in facilities and equipment, purchasing goods and services from other local businesses and paying local taxes. These businesses produce city revenues directly through sales, use, and property taxes, permitting fees from remodeling and construction projects and indirectly through their employees' and visitors' spending on hotels, restaurants and retail goods in the city.

Environmental: Encouraging businesses to remain and expand in Boulder rather than move to other cities allows these companies to take advantage of Boulder's transit service and bicycle routes as well as the waste reduction, water conservation, and energy efficiency resources available to Boulder businesses. Flexible Rebate Program recipients are required to meet environmental sustainability guidelines and businesses applying for an incentive through the

program often learn about energy efficiency, waste reduction and commute trip reduction programs and resources they were not aware of previously.

Social: Boulder’s social services are funded through tax revenues and supported by a healthy and diverse economy. Business incentives encourage businesses to invest in Boulder and support a strong local economy. To be eligible for the 2013 Flexible Rebate Program, companies were required to meet social sustainability guidelines such as above average wages, health insurance and wellness benefits, diversity support or support for local non-profits. Businesses that receive funding through the Boulder Microloan Program often represent women- or minority-owned businesses or low income wage earners.

BACKGROUND

The city’s Economic Vitality (EV) Program manages the Flexible Rebate Program and Boulder Microloan Program as part of its work to support the long-term sustainability of the Boulder community through business assistance, business retention and expansion, partnerships and sponsorships, and business incentive programs. The EV Program is staffed by two full-time city employees and a part-time paid intern.

Flexible Rebate Program

The Flexible Rebate Program is an important business retention tool that has been effective in helping to encourage businesses to expand in Boulder rather than move to other communities.

Being approved for a rebate has been an important consideration in several companies’ decisions to remain in Boulder. The program authorizes the city manager to approve a rebate of certain permit fees and sales and use taxes paid to the City of Boulder by eligible businesses provided certain sustainability guidelines are met. In order to receive rebate funds, companies approved for a rebate must submit receipts showing eligible taxes and fees have been paid to the city in the three-year period covered by their rebate agreement.



“The City of Boulder Flexible Rebate Program is an incredible asset to local business owners. ... [The rebate] helped us make the decision to keep our business in Boulder.”

– Anthem Branding

Rebate recipients have represented a wide range of business types and sizes, reflecting Boulder’s diverse economy. To be eligible for the program, businesses must be primary employers located in the City of Boulder that meet eligibility requirements and sustainability guidelines. The program ordinance defines a primary employer as a business with any number of employees that generates more than 50% of its revenues from outside Boulder County, and excludes hotels, motels, restaurants and retailers.

Since the Flexible Rebate Program was launched in 2007, the Boulder Economic Council (BEC) has been hired by the city to conduct an annual independent evaluation of the program including a return on investment (ROI) analysis. Applications for each program year are often received shortly before the December deadline and approved in the following year. To provide the time

needed to complete a thorough review and analysis, the BEC’s evaluation is based on the previous year’s program.

The BEC report, *Return on Investment Analysis on the 2013 Flexible Rebate Program*, is included in **Attachment A**.

Boulder Microloan Program



The Boulder Microloan Program, a public-private partnership between the City of Boulder, Colorado Enterprise Fund (CEF) and local banks, serves small businesses (less than \$2 million in annual revenue) that may not be able to obtain financing through traditional sources but are capable of sustaining a business and repaying debt. A wide range of businesses including restaurants, healthcare providers, independent retailers, manufacturers, publishing, childcare providers, and business services have received loans through the program. These businesses support the community by providing important services and amenities, generating sales taxes, and supporting the economy.

CEF, a non-profit lending source specializing in microloans for small businesses, manages the Boulder Microloan Program and provides technical assistance to borrowers under an agreement with the city.

Funds for the program are provided by the city and participating banks. CEF leverages those funds with other sources including grants to increase funds available for businesses to borrow through the program.

“The Boulder Microloan Fund is a successful example of a public, private partnership fostering community vitality.”

– Colorado Enterprise Fund

In addition to microloan funding from the EV Program, the city has provided Community Development Block Grant (CDBG) funding to CEF through the Division of Housing to support economic development by covering costs associated with outreach efforts to raise awareness of available assistance including the Boulder Microloan Program.

The CEF report, *Boulder Microloan Program 2014 Program Year in Review*, is included in **Attachment B**.

ANALYSIS

Flexible Rebate Program

The city manager approved rebates for ten companies under the 2013 Flexible Rebate Program, ranging from \$10,000 to \$90,000 for a total of \$455,000. Rebate recipients ranged in size from nine to 211 employees and represented a variety of industries including Information Technology, Manufacturing, Natural & Organic Products, Outdoor Recreation, Professional Services, and Publishing. Continued diversity of the businesses that receive rebates through the program

enhances the overall financial return to the city while meeting the city’s goals of helping smaller companies and encouraging larger companies to remain and expand in Boulder.

All the businesses approved for an incentive under the 2013 program indicated rebates would help offset the costs of expanding in Boulder. Seven were considering locations outside Boulder and indicated receiving a rebate was an important factor in their decision to remain in the city.

2013 Rebate Recipient	Industry	Employees (2013)	Approved Rebate
Active Interest Media*	Publishing	124	\$25,000
Anthem Branding	Advertising	20	\$60,000
Avery Brewing*	Manufacturing – Beverage	89	\$90,000
Boulder Brands	Natural & Organic Foods	60	\$60,000
Boulder Homemade*	Natural & Organic Foods	9	\$25,000
Cocona*	Outdoor – Manufacturer	24	\$10,000
Orbotix	IT – Robotics; Software	38	\$30,000
Rudi’s Organic Bakery*	Natural & Organic Foods	211	\$50,000
SolidFire*	IT – Data Storage	90	\$50,000
Sterling-Rice Group*	Advertising	116	\$55,000

*Considered locations outside Boulder

Each of the businesses approved for a 2013 Flexible Rebate Program incentive are briefly described below. Detailed information about each company can be found in **Attachment A**.

- Active Interest Media, Inc.** is a leading special interest media company, with 54 magazines (including Backpacker, Equine, Ski and Yoga Journal) and websites, dozens of digital editions, a film company (Warren Miller Entertainment) and nearly two dozen consumer conferences and events. The company was approved for a \$25,000 rebate to help offset the cost of renovating and expanding its Flatiron Park offices to accommodate the relocation of more than 50 employees to Boulder after the company acquired two additional magazines.
- Anthem Branding** is a full-service advertising, design and merchandising agency with hundreds of clients across various industries including Whole Foods Market, MTV and Rudi’s Organic Bakery. The company was approved for a \$60,000 rebate to help offset the cost of constructing a new building at 2617 Broadway to provide space for its growing workforce.
- Avery Brewing Company** is an award-winning craft brewery founded in Boulder in 1993 that is investing \$27 million in a 96,000 square foot state-of-the-art brewing facility that will enable the company to expand production. The company was approved for a \$90,000 rebate to help offset the cost of building its new Gunbarrel



“We are thrilled to be building a new, world-class brewery in our hometown. ... We are so appreciative that the city and the people of Boulder are helping us create what we know will be an amazing attraction and gathering place for our community for years to come.”
 – Avery Brewing

facility which will also feature an expanded tap room, restaurant, outdoor beer garden and gift shop.

- **Boulder Brands, Inc.** is one of the largest natural food companies in the U.S. with brands targeting health trends including Glutino, Udi's Gluten Free, Earth Balance, LEVEL Life, Smart Balance and EVOL. The company was approved for a \$60,000 rebate to help offset the cost of relocating its headquarters from New Jersey to Boulder and constructing an office space on the new third floor of 1600 Pearl Street.

- **Boulder Homemade, Inc.** is a natural food company that manufactures Boulder Ice Cream, Yoki Bliss frozen yogurt, and Figo! Organic Gelato, one of the first organic gelatos on the market. The company currently distributes its products to more than 300 grocers and 80 food service establishments. The \$25,000 rebate approved for the company helped offset the cost of moving its headquarters to new space at 3220 Prairie Avenue and consolidating manufacturing operations from Louisville into its new organic-certified facility in Boulder.



- **Cocona, Inc.** is an outdoor company that has developed technology to embed activated carbon from natural sources such as coconut shells into fibers to significantly enhance the

"We had a good experience with the program. It is great that Boulder supports keeping businesses in the city, as we had been looking to relocate to Longmont, Louisville, etc."

– Cocona

performance of fabrics by improving breathability, dry times, UV protection and odor management. The company partners with many leading brands including Pearl Izumi, Addidas, Eddie Bauer and Puma. Cocona was approved for a \$10,000 rebate to help offset costs associated with consolidating its Longmont lab and Boulder offices to new headquarters at 5480 Valmont Road.

- **Orbotix, Inc.** is an industry leader in Connected Play or toys that incorporate smart device technology. Orbotix has combined robotics and software engineering to develop Sphero, a smartphone controlled ball (test-driven by President Obama on a 2012 visit to Boulder), and Ollie, a recently introduced smartphone controlled robot. The company was approved for a \$30,000 rebate to help offset the cost of moving from downtown Boulder to a larger space at 4772 Walnut Street to accommodate its rapid growth and provide space for product demonstration and prototype testing.



- **Rudi's Organic Bakery** is a natural food company specializing in organic bread and baked goods. From a small Boulder bakery founded in 1976, Rudi's has grown to the nation's leading producer of certified organic bread. The company was approved for a \$50,000 to help offset the cost of adding a gluten-free production area to its facility at 3300 Walnut Street and add space for the new employees needed to



keep up with the demand for its products.

- **SolidFire, Inc.** is a cloud-based data storage company that has grown rapidly since moving its headquarters from Atlanta to Boulder in 2011. The company provides software and hardware for high-performance storage platforms designed for public and private cloud computing and has been recognized for its technology innovation and workplace culture. SolidFire was approved for a \$50,000 rebate to help offset the cost of expanding its space in downtown Boulder to accommodate the company's growing workforce.
- **Sterling-Rice Group** is a leading brand, strategy, innovation and communications firm that works with clients ranging from start-ups to national brands including Annie's, So Delicious, Wendy's and PepsiCo. The company has been located in downtown Boulder since it was founded in 1984. The company was approved for a \$55,000 rebate to help offset the cost of its expansion at One Boulder Plaza which will provide a street-level presence and serve as a hub for innovation and creativity by featuring a state-of-the-art test kitchen, mobile workspaces, convertible conference rooms, high-tech audio visual room and 3D printing capabilities.

"Boulder has long been an epicenter for food, innovation, and entrepreneurship, and the Sterling-Rice Group has always been proud to be in the heart of it. ...This new space will enable us to do what we do best in a state-of-the-art flexible space designed to allow for greater collaboration, not only with our clients but with Boulder's entrepreneurial community."

– Sterling-Rice Group

Financial Return – To provide an annual evaluation of the Flexible Rebate Program, the City of Boulder hires the Boulder Economic Council (BEC) to perform a ROI analysis of the previous year's program. The BEC's analysis is a conservative estimate based on updated projections of rebate recipients':

- Number of employees (total and number living in Boulder)
- Capital expenditures and facility improvements
- Indirect employment based on industry-specific job multipliers
- Employee (direct and indirect) spending in Boulder
- Number of overnight visits to Boulder by company clients and prospects
- Taxable local sales

The BEC's analysis shows an overall estimated net return of \$3,370,271 (net present value) to the city under the 2013 Flexible Rebate Program for a ROI of \$7.86 for every \$1.00 invested in the program. The same analysis shows an estimated net return of \$2,431,936 to the city or \$8.50 for every \$1.00 in rebates approved for retained companies, i.e., those that considered moving their business out of Boulder. (See **Attachment A** for BEC's detailed findings.)

Sustainability Impact – In addition to supporting the local economy, the Flexible Rebate Program supports the City of Boulder's commitment to sustainability. Program applicants are required to comply with a minimum number of Social Sustainability guidelines (3 points of 10 points possible) and Community and Environmental Sustainability guidelines (8 points of 33

points possible). Providing choices helps provide options to reflect a wide range of applicant situations and business needs.

Businesses approved for a rebate under the 2013 program actively participate in programs that support the city's sustainability goals including increased energy efficiency and use of alternative transportation, reduced waste, and support for local businesses and non-profits organizations.

The BEC report (**Attachment A**) provides detailed information on the sustainability guidelines met by 2013 Flexible Rebate Program recipients, which included:

- Requesting energy assessments and participating in energy efficiency programs
- Implementing recycling or zero waste programs
- Participating in the EcoPass Program and Commute Trip Reduction programs
- Providing significant support for Boulder County non-profit organizations
- Adopting business practices that support sustainability
- Providing health insurance benefits for employees and paying above average wages

Of the 2013 rebate recipients, Active Interest Media, Anthem Branding, Avery Brewing Company, and Boulder Brands indicated commitment to sustainability in the widest range of areas on their rebate applications.

- Active Interest Media is pursuing a PACE (Partners for Clean Energy) certification and will implement an environmental purchasing policy and enhance its zero waste program. In addition to paying above average wages, providing health insurance benefits and supporting local non-profits, the company encourages the use of alternative transportation by employees to reduce commute trips and offers flexible work schedules, indoor bicycle parking and employee contests to encourage commuting by bike.
- Anthem Branding will achieve a PACE Area of Excellence certification for its new facility, participates in the 10 for Change Challenge, is enrolled in RTD's EcoPass program, and plans to work with GO Boulder to develop an employee commute trip reduction (CTR) program. The company also provides significant support for non-profit organizations in Boulder County, pays above average wages, and helps cover the cost of employees' health insurance premiums.
- Avery Brewing Company supports the local community and local non-profits by providing beer and space for fundraising events, donating the net proceeds of company-sponsored beer festivals to local causes, and sponsoring local running and bike races. The company plans to install solar panels at its new facility and diverts most of its brewery waste products from the landfill by making it available for animal feed.
- Boulder Brands is committed to improving the packaging of their products and their day-to-day operations to be more environmentally friendly. The company provides cash and in-kind donations to local non-profits and offers employees up to 4 paid days off each year to volunteer. In addition to participating in zero waste, energy efficiency and commute trip reduction programs, Boulder Brands participates in the EcoCycle Green

Star Business Program and applied for Gold LEED certification for its office in downtown Boulder.

Program Update – Between 2007 (program pilot) and 2013, the city manager approved 54 rebates totaling \$2.4 million. According to the BEC’s ROI analysis, the total net return to the city is estimated to be \$23 million or \$10.18 for every \$1 approved for rebate during that time. (See **Attachment A** for more details, including total rebates approved and estimated ROI by program year.)

Of the \$2,483,480 approved for rebate from 2007 to 2013, \$2,214,359 or 89% has either been paid to rebate recipients (\$2,008,045) or may be paid to recipients requesting rebates before their program year deadline (\$206,314).

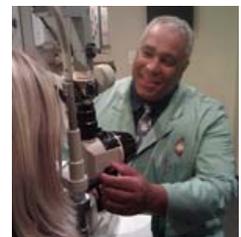
In 2014, the city received ten Flexible Rebate Program applications. Of those, six have been approved for a total of \$390,000 including \$350,000 budgeted for the 2014 program and \$40,000 in carryover funds. The remaining applications are currently under review.

Boulder Microloan Program

Seventeen small businesses received loans totaling \$774,561 through the Boulder Microloan Program in 2014. The loans ranged from \$7,800 to \$102,425 (loans larger than \$50,000 were made using microloan program funds combined with other CEF funding sources per program requirements). The loans had repayments terms ranging from 36 to 84 months and interest rates of 8.75% to 11.99%.

The businesses that received loans through the microloan program in 2014 (listed below) were able to create or retain a total of 152 jobs. Three of the businesses had previously received loans through the program: ANCO Engineers, Boulder Vision Associates and Paradigm Publishers.

- **6px, Inc.** – Cloud optimized image processing technology
- **ANCO Engineers** – Earthquake testing equipment design and manufacturing
- **Atomic20** – Adaptive marketing strategy and design
- **Blackbird and the Snow** – Jewelry design and sales
- **Blooming Beets Kitchen** – Restaurant specializing in gluten free fare
- **Boulder Vision Associates** – Eye care provider
- **Chiropractic Concept Clinic** – Chiropractic & physical therapy clinic
- **Deviant Spirits** – Traditional and infused vodkas distiller
- **Fresh, LLC** – “The Riverside” café and Agora Event Center catering
- **Himalayas Chai** – Chai from restaurant’s popular recipe
- **Paradigm Publishers** – Educational books and journals
- **Planting Dreams Home Childcare** – Spanish immersion preschool
- **Represent Your Water** – Environmental conservation
- **Simply Dara** – Vegan, gluten free, macrobiotic, raw snacks
- **The Hitching Post** – Equestrian products and décor



- **XOAB, LLC** – Design and manufacturer of socks made in US
- **Yummari, Inc.** – Manufacturer of chai-based snacks

Since the program’s inception in 2009, a total of 56 loans totaling \$2,027,263 (\$1,344,835 in funds from the Boulder Microloan Program and \$682,428 from other CEF funding sources) have been made to Boulder area small businesses.

The Boulder Microloan Program is currently funded at \$1,325,000 which includes 2014 funding from the City of Boulder (\$50,000 grant) and loans from First National Bank (\$150,000) and Wells Fargo (\$100,000). Through re-lending the principal of repaid loans and the leveraging effect of other CEF funds, the direct impact of the access to loan capital by Boulder area small businesses is estimated to be 250% greater than the investment made by the funding partners.

Small businesses are referred to the program through the city and CEF websites, business outreach efforts, local banks, and the Boulder Small Business Development Center (SBDC) and other business support organizations. There was an increase in program lending activity in 2014 due to increased CEF staffing levels and efforts to generate more referrals.

Sustainability Impact – The Boulder Microloan Program serves small businesses that may not be able to obtain financing through traditional sources but are capable of sustaining a business and repaying debt. Borrowers who have received loans through the program represent a wide range of businesses including restaurants, healthcare providers, independent retailers, manufacturers, publishers, and childcare providers. These businesses contribute to the local community by providing important services and amenities, generating sales taxes, and supporting the economy. Of the 17 borrowers served by the program in 2014:

- 47% were women-owned businesses
- 30% of the business owners self-identify as an ethnic or racial minority
- 42% are low-income wage earners

NEXT STEPS

Report findings and feedback from businesses indicate the Flexible Rebate Program is a useful, cost effective business retention tool and the Boulder Microloan Program has helped to increase the amount of working capital available to small businesses in the Boulder area.

Plans for the Flexible Rebate Program in 2015 include continuing to use the program as a business retention tool, identifying potential applicants through business outreach meetings, business assistance requests and ongoing communication with property owners, commercial real estate brokers and economic vitality partners.

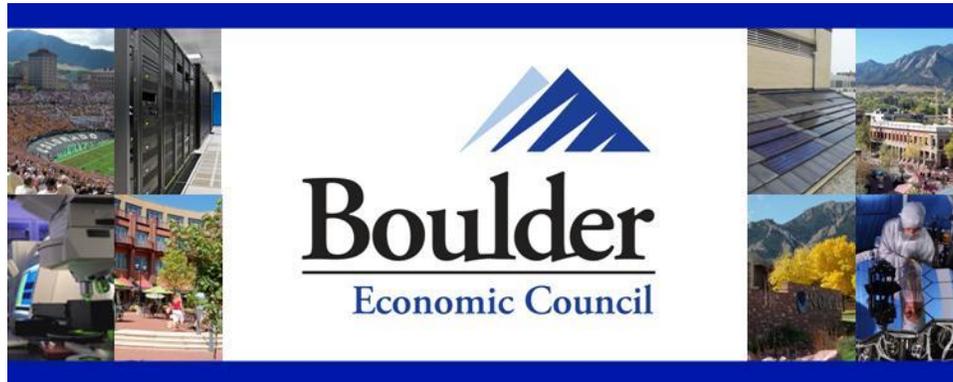
In 2015, EV staff will continue to work with the Small Business Development Center and CEF to promote the Boulder Microloan Program to small businesses that may find it to be a good fit for their situation. Staff will also work with CEF to explore options for increasing program

funding through greater participation from banks and opportunities to leverage funds through grants and other programs.

ATTACHMENTS

Attachment A: Return on Investment Analysis on the 2013 Flexible Rebate Program
(Report to the City of Boulder by the Boulder Economic Council)

Attachment B: Boulder Microloan Program 2014 Program Year in Review
(Report to the City of Boulder by the Colorado Enterprise Fund)



ROI Analysis

City of Boulder Flexible Rebate Program

December 2014

Boulder Economic Council | 2440 Pearl Street, Boulder, Colorado 80302
303.938.2081 | www.BoulderEconomicCouncil.org

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Executive Summary

The City of Boulder's Flexible Rebate Program continues to be a useful and cost-effective tool for retaining businesses, based on a return on investment (ROI) analysis conducted by the Boulder Economic Council (BEC).

In 2013, rebates were approved for ten Boulder primary employers that contribute to the economic, environmental, and social sustainability of the community and agreed to stay in Boulder for at least three years. The companies planned to use the funds to help offset costs associated with their growth and expansion and make their operations more sustainable.

The rebates approved by City Manager Jane Brautigam in 2013 ranged from \$10,000 to \$90,000 for a total of \$455,000. Based on an analysis of projected employment and wages provided by rebate recipients for the three year period (2013-2015) covered by the rebate, the city will receive an estimated net return of \$3.37 million or \$7.86 for every \$1 invested, through:

- Sales taxes paid on business sales in Boulder;
- Taxes on business capital expenditures and facility improvements in Boulder;
- Building permit fees paid to the city; and
- Sales taxes paid on purchases by direct and indirect employees and visitors.

In addition, the rebate recipients will create new jobs and are committed to supporting the Boulder community through programs that align with the city's goals for environmental and social sustainability including paying higher than average wages, supporting local charities and non-profit organizations, and participating in programs to reduce their energy consumption, waste and employee commuter trips.

Program participants included companies in a range of industries including publishing / digital media, beverage manufacturing, organic food production, textiles, advertising / brand marketing and IT. Seven of the companies were considering locations outside the city and the rebates they received influenced their decisions to remain in Boulder. When the companies submitted their applications in 2013, they ranged in size from 9 to 211 employees for a total of 781 employees. By 2015 they expect to employ a total of 1,086 employees for an increase of 39%.

2013 Flexible Rebate Recipient	Industry	2013 Employees	2015 Employees	Rebate Awarded	Net Return on \$1
Active Interest Media	Publishing / Digital Media	124	178	\$25,000	\$10.12
Anthem Branding	Advertising / Brand Marketing	20	43	\$60,000	\$5.67
Avery Brewing Company	Beverage Manufacturing	89	145	\$90,000	\$11.69
Boulder Brands, Inc.	Organic Food Production	60	90	\$60,000	\$8.63
Boulder Homemade, Inc.	Organic Food Production	9	28	\$25,000	\$2.02
Cocona, Inc.	Textiles	24	29	\$10,000	\$3.98
Orbotix, Inc.	IT – Robotics and Software	38	65	\$30,000	\$4.24
Rudi's Organic Bakery	Organic Food Production	211	218	\$50,000	\$6.49
SolidFire, Inc.	IT – Data Storage	90	165	\$50,000	\$7.73
Sterling-Rice Group	Advertising / Brand Marketing	116	125	\$55,000	\$9.07
Total		781	1,086	\$455,000	\$7.86

Detailed Summary of Results

Background

Since 2007, the City of Boulder has offered business incentives through its Flexible Rebate Program to help eligible businesses expand in Boulder. The program is part of the City's ongoing effort to support the economic vitality of the city through outreach, assistance, and recognition of local businesses.

To be eligible for the program, businesses are required to be primary employers, defined as generating more than half of company revenue from sales outside Boulder County. They are also required to reflect the values and goals of Boulder, demonstrated by commitment to environmental and social sustainability of the community, and to agree to remain in Boulder for at least three years. Funds are reimbursed only as companies submit receipts to show that qualifying taxes and fees have been paid to the City of Boulder.

The Boulder Economic Council (BEC) has been commissioned by the City of Boulder to provide an objective evaluation of the effectiveness of the Flexible Rebate Program, including a return on investment (ROI) analysis.

(See Appendix C for more information including program history.)

Methodology

At the time each company applied for a rebate, the City of Boulder Finance Department performed an analysis to ensure that the sales tax on local sales in Boulder, any sales and use taxes paid to the City on capital expenditures and facility improvements in Boulder and building permit fees combined would cover the cost of the incentive. They also considered the sales taxes generated by anticipated spending by local employees and used a flat jobs multiplier of 1.5.

The BEC analysis builds on the city's analysis and includes the broader economic impacts that businesses have on the community. Key refinements to the analysis include consideration of:

- Industry specific 2011 IMPLAN job multipliers for each rebate recipient
- 2012 Bureau of Labor Statistics consumer spending data by employee wage group
- Spending for non-resident employees, conservatively estimated at \$25/week
- Spending for overnight business visitors based on the most recent data available from the Boulder Convention and Visitor's Bureau

(See Appendix B for more information on data sources, assumptions, and methodology.)

2013 Program Highlights

The City of Boulder approved \$455,000 in tax/fee rebates for ten primary employers in 2013. All of the companies were at transition points in their operations and planned to use funds from the Flexible Rebate Program to help offset costs associated with growth and expansion and make their operations more sustainable. The availability of an incentive through the rebate program was a factor for seven of the companies who considered other locations but decided to remain in Boulder.

The companies that were approved for an incentive through the City of Boulder Flexible Rebate Program in 2013 included different industries and sizes of businesses, reflecting the City’s goal of assisting a variety of businesses with the program. Comments made by rebate recipients indicate the program is helping the city build goodwill in the Boulder business community and helping to demonstrate its support of business growth and expansion in Boulder.

The following companies were approved for a Flexible Rebate Program incentive in 2013 *(See Appendix A for a detailed overview of recipients):*



Active Interest Media, Inc. is a leading special interest media company with holdings across multiple media platforms, including more than 54 magazines, 54 websites, dozens of digital editions, a film company, and nearly two dozen major consumer conferences and events. The company’s five publishing groups reach more than 36 million readers in 85 countries around the world. The company recently acquired Yoga Journal and Clean Eating Magazine, relocating more than 50 employees to Boulder. To accommodate its recent and expected growth, Active Interest Media is renovating and expanding its Flatirons Park office. Active Interest Media received approval for a \$25,000 rebate to help offset the costs of renovation and expansion.



The City of Boulder has been a phenomenal community and business partner in helping us build a thriving media business. Our location here has enabled us to attract our staff of over 200 passionate media pros.

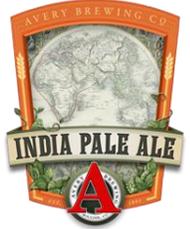
ANTHEM BRANDING produces fully-realized brand identities, must-have merchandise and innovative promotional products. The primary focus is creating unique, strong brand experiences through solid partnerships with local and national clients across various industries. Anthem was approved for a rebate of \$60,000 to help offset its expansion into a new, contemporary building on Broadway that will allow for growth.



Our new space will support our continued growth and allow us to offer even more robust solutions for our clients. We're excited to have a lasting and meaningful impact on the local landscape, and reflect Boulder's spirit of creativity and innovation.



Avery Brewing Company is an award-winning craft brewery that was launched in 1993 and today produces more than twenty different beers. After it became clear their current facility was not large enough to support its growth, the company considered a number of locations within and outside the city before purchasing a 5.6 acre parcel at 4910 Nautilus Court in Boulder. The company is building a \$27 million, 96,000 sq. ft. state-of-the-art brewing facility that will feature an expanded tap room, restaurant, outdoor beer garden and gift shop. Avery Brewing Company received approval for a \$90,000 rebate to help offset the costs of this new facility in Gunbarrel.



We are thrilled to be building a new, world-class brewery in our hometown. The Avery Brewing Company would not exist without Boulder and we can't imagine being anywhere else. This rebate is an incredible bonus. We are so appreciative that the city and the people of Boulder are helping us create what we know will be an amazing attraction and gathering place for our community for years to come.



Boulder Brands, Inc. (formerly Smart Balance, Inc.), one of the largest natural food companies in the United States, is committed to offering food solutions that give consumers opportunities to improve their lives – one product at a time. The company's health and wellness platform consists of brands that target specific health trends:

Glutino; Udi's Gluten Free; Earth Balance; LEVEL Life; Smart Balance; and EVOL. Boulder Brands received approval for a \$60,000 rebate to help offset the costs of constructing third-floor office space at 1600 Pearl St. in order to relocate its corporate headquarters from Paramus, New Jersey to Boulder, Colorado.

Boulder has long been regarded as the epicenter of the natural foods industry, and Boulder Brands is proud to call this wonderful city home.... We are thrilled with our new space, and thank the City of Boulder for their support in making this move possible for our company.



Boulder Homemade, Inc. began as a scoop shop on the Pearl Street Mall in 1992 and currently manufactures and distributes to more than 300 grocery stores and 80 food service establishments. Boulder Homemade, Inc. manufactures Boulder Ice Cream, Yoki Bliss frozen yogurt, and Figo! Organic Gelato, one of the first organic gelatos on the market.

Boulder Ice Cream received approval for a \$25,000 rebate to help offset the costs of moving its headquarters to a new space at 3220 Prairie Ave. and consolidating its manufacturing from two plants in Louisville and Denver into its new organic-certified facility in Boulder.



We are very happy to be consolidated back in Boulder, where we started. The new plant has the capacity to not only manufacture all our products, but also warehouse our entire inventory, alleviating the need to truck our product to a storage warehouse in Denver.



Cocona, Inc. (now known as 37.5) is a world leader in the development, commercialization and marketing of active particle technologies currently used to enhance the technical performance of clothing, footwear and sleep systems under the product name 37.5™. Founded by Greg Haggquist in 2000, Cocona’s 37.5 technology helps power many of the world’s leading brands of active and outdoor apparel including Adidas, Pearl Izumi, Under Armour, and Carhartt. Cocona received approval for a \$10,000 rebate to help offset the costs moving its office from 2100 Pearl to East Boulder and consolidating its laboratory facility, including the 5 employees who work there, from Longmont to the new Boulder office.



Boulder is an ideal place to locate a technology company. Besides being an easy place to recruit top talent, the city has supported our growth every step of the way.



Orbotix, Inc., founded in 2010, creates robots that fuse the hardware and gaming apps into a connected toy for the consumer market. Its first product, Sphero, is a robotic ball that comes with over 30 gaming apps and has sold in more than 70 countries worldwide. Orbotix received approval for a rebate of up to \$30,000 to help offset the costs of its recent expansion due to rapid growth. Orbotix moved its 35 employees from a 6,800 square foot space in downtown Boulder to a new space at 4772 Walnut St., more than doubling the size of its office. A sizable portion of Orbotix’s new space is designated a play area and driving track where the company



We’re proud to be building the next great connected toy company right here in Boulder, Colorado. We are thrilled to be in our new building and want to thank the City of Boulder for its help.

can show off Sphero and test new prototypes.



Rudi’s Organic Bakery is the leading producer of certified organic bread in the U.S., and specializes in the production and distribution of organic bread and baked goods products, including lines of gluten-free breads and baked goods. Owned by Charter Baking, the company was founded by Sheldon Romer in 1976 as a small local bakery in Boulder. In 2013, Rudi’s added a gluten-free production facility to its space at 3300 Walnut St. and continues to expand in Boulder. The company currently has 230 employees and recently hired more than 30 new employees. Rudi’s was approved for a rebate up to \$50,000 to help offset the costs of its expansion and employee growth.



Rudi’s is thrilled to receive this rebate from the City of Boulder. The city has been very supportive of our growth initiatives over the years and we plan to add more new jobs as our business continues to expand.



SolidFire, Inc. develops, markets, and sells high-performance and high-efficiency computer storage devices. These devices are built specifically for cloud computing, using an all Solid State Disks (SSD) platform. Founded in 2010 in Atlanta, the company moved to Boulder in May 2011 with five employees. In the third quarter of 2013, SolidFire received \$31 million in venture capital, leading all companies in the state, and received an additional \$82 million in 2014. The company occupied approximately 14,000 square feet in Downtown Boulder and is expanding that space by 10,000 square feet to accommodate expected growth. SolidFire was approved for a rebate up to \$50,000 to assist with the cost of this expansion, which will enable the company to grow from its current 100 employees to up to 170 employees.



We are proud to be part of the Boulder community and the rich history of storage and data technology talent. As our team continues to grow, there isn't anywhere else we'd rather be.



Sterling-Rice Group is a leading brand, strategy, innovation and communications firm that was founded in Boulder in 1984. Companies, from small entrepreneurial start-ups to some of the biggest brands in the country, come to Boulder to seek out SRG's expertise in consumer insights, new product

innovation, brand positioning, advertising and design. SRG has grown to 116 employees and has been located in downtown Boulder since its founding.

SRG was approved for a rebate up to \$55,000 to assist with the cost of expanding beyond its fourth floor space in the One Boulder Plaza building into a total of 39,500 square feet, including a street-level presence on the first floor of 1801 13th St. The new space will serve as a hub for innovation and creativity complete with a state-of-the-art test kitchen, mobile workspaces, convertible conference rooms, high-tech audio visual room and 3-D printing capabilities.



Boulder has long been an epicenter for food, innovation and entrepreneurship, and the Sterling-Rice Group has always been proud to be in the heart of it.... This new space will enable us to do what we do best in a state-of-the-art flexible space designed to allow for greater collaboration, not only with our clients but with Boulder's entrepreneurial community as well.

2013 rebate recipients included companies in the beverage manufacturing, IT, publishing, food production, textiles and advertising industries.

2013 Flexible Rebate Recipient	Industry Sector
Active Interest Media	Publishing / Digital Media
Anthem Branding	Advertising / Brand Marketing
Avery Brewing Company	Beverage Manufacturing
Boulder Brands, Inc.	Organic Food Production
Boulder Homemade, Inc.	Organic Food Production
Cocona, Inc.	Textiles
Orbotix, Inc.	IT – Robotics and Software
Rudi's Organic Bakery	Organic Food Production
SolidFire, Inc.	IT – Data Storage
Sterling-Rice Group	Advertising / Brand Marketing

Recipients ranged in size from 9 to 211 employees in 2013 for an overall total of 781 employees. The companies that received a rebate anticipated adding a total of 305 additional employees over the three years covered by the program (2013 to 2015) with projected employment growth ranging from 3% to 211% or overall growth of 39%.

2013 Recipient	Employees 2013	Employees 2014	Employees 2015	Employees added 2013-15	% Growth
Active Interest Media	124	166	178	54	44%
Anthem Branding	20	35	43	23	115%
Avery Brewing Company	89	98	145	56	63%
Boulder Brands, Inc.	60	75	90	30	50%
Boulder Homemade, Inc.	9	22	28	19	211%
Cocona, Inc.	24	24	29	5	21%
Orbotix, Inc.	38	55	65	27	71%
Rudi's Organic Bakery	211	185	218	7	3%
SolidFire, Inc.	90	125	165	75	83%
Sterling-Rice Group	116	11	125	9	8%
Total	781	896	1,086	305	39%

Based on employment multipliers for different industries, rebate recipients will also generate an estimated 1,369 indirect jobs between 2013 and 2015.

2013 Recipient	Indirect Jobs 2013	Indirect Jobs 2014	Indirect Jobs 2015	Total Indirect Jobs Created
Active Interest Media	74	93	101	268
Anthem Branding	13	25	28	66
Avery Brewing Company	45	64	90	199
Boulder Brands, Inc.	22	29	37	88
Boulder Homemade, Inc.	4	12	16	32
Cocona, Inc.	5	5	7	17
Orbotix, Inc.	39	51	64	146
Rudi's Organic Bakery	37	41	48	126
SolidFire, Inc.	82	103	142	327
Sterling-Rice Group	38	28	34	100
Total	351	451	567	1,369

Thirty-four percent of the individuals employed by rebate recipients in 2013 resided in Boulder, which matches the estimated citywide average of 34%.

2013 Recipient	Total Employees 2013	Resident Employees 2013	% of Employees living in Boulder
Active Interest Media	124	48	39%
Anthem Branding	20	15	75%
Avery Brewing Company	89	53	60%
Boulder Brands, Inc.	60	15	25%
Boulder Homemade, Inc.	9	6	67%

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Cocona, Inc.	24	11	46%
Orbotix, Inc.	38	12	32%
Rudi's Organic Bakery	211	25	12%
SolidFire, Inc.	90	32	36%
Sterling-Rice Group	116	45	39%
Total	781	262	34%

Financial Return on Investment – All 2013 Rebate Recipients

An analysis by the Boulder Economic Council indicates that for every dollar invested in rebate incentives for 2013 Flexible Rebate Program recipients, the city is expected to gain \$7.86 in revenue. Based on the information provided by the companies that received rebates and assumptions made in the financial analysis, it is estimated that the City of Boulder will recoup an estimated net return of \$3,370,271 (net present value) over the three-year period the companies agreed to remain in Boulder.

The following table summarizes the rebates approved and financial return on investment for 2013 Flexible Rebate Program participants. The net return on each \$1 authorized for rebates is estimated to range from -\$2.02 to \$11.69 for an overall net return of \$7.86.

Return on Investment – 2012 Flexible Rebate Recipients (2012 – 2014)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Active Interest Media	\$25,000	\$23,810	\$264,665	\$240,855	\$10.12
Anthem Branding	\$60,000	\$57,143	\$381,400	\$324,258	\$5.67
Avery Brewing Company	\$90,000	\$82,540	\$1,047,499	\$964,959	\$11.69
Boulder Brands, Inc.	\$60,000	\$57,143	\$539,347	\$482,204	\$8.44
Boulder Homemade, Inc.	\$25,000	\$23,810	\$71,967	\$48,153	\$2.02
Cocona, Inc.	\$10,000	\$9,524	\$47,455	\$37,931	\$3.98
Orbotix, Inc.	\$30,000	\$28,571	\$149,714	\$121,142	\$4.24
Rudi's Organic Bakery	\$50,000	\$47,619	\$356,688	\$309,069	\$6.49
SolidFire, Inc.	\$50,000	\$47,619	\$415,839	\$368,220	\$7.73
Sterling-Rice Group	\$55,000	\$51,042	\$513,791	\$462,749	\$9.07
Total	\$455,000	\$428,821	\$3,799,096	\$3,370,271	\$7.86

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

Financial Return on Investment – 2013 Retained Businesses

Of the ten companies that were approved in 2013 to receive incentives through the Flexible Rebate Program, seven were considering moving their business to a location outside the city. These companies indicated the rebate played a role in their decisions to remain in Boulder. A return on investment analysis of businesses attracted or retained through the program indicates the City will recoup an estimated net return of \$2,431,936 (net present value) over the three-year period the companies agreed to remain in Boulder or \$8.50 on each \$1 authorized for rebates.

Return on Investment – 2013 Flexible Rebate Recipients (2013 – 2015): New and Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Active Interest Media	\$25,000	\$23,810	\$264,665	\$240,855	\$10.12
Avery Brewing Company	\$90,000	\$82,540	\$1,047,499	\$964,959	\$11.69
Boulder Homemade, Inc.	\$25,000	\$23,810	\$71,967	\$48,153	\$2.02
Cocona, Inc.	\$10,000	\$9,524	\$47,455	\$37,931	\$3.98
Rudi's Organic Bakery	\$50,000	\$47,619	\$356,688	\$309,069	\$6.49
SolidFire, Inc.	\$50,000	\$47,619	\$415,839	\$368,220	\$7.73
Sterling-Rice Group	\$55,000	\$51,042	\$513,791	\$462,749	\$9.07
Total	\$305,000	\$285,964	\$2,717,904	\$2,431,936	\$8.50

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

Financial Return on Investment – All Rebate Recipients: 2007 – 2013

Since the program was introduced in 2007, a total of 54 companies have been approved for rebates totaling \$2,483,480. The total net return to the city is projected to be \$23,026,212 or \$10.18 for every \$1 invested. The ROI has varied from year to year depending on the mix of companies participating in the program and economic conditions.

Flexible Rebate Funding and Returns: All Rebate Recipients 2007 - 2013						
Program Year	Program Funding	Total Approved Rebates	Total Recipients	Approve Rebate PV	Net Return PV	Net Return on \$1
2007	\$500,000	\$500,000	7	\$454,661	\$6,096,276	\$14.41
2008	\$350,000	\$322,135	8	\$284,752	\$2,498,800	\$8.78
2009	\$350,000	\$209,979	7	\$193,216	\$5,582,354	\$28.89
2010	\$350,000	\$320,366	7	\$291,147	\$3,437,388	\$11.81
2011	\$350,000	\$281,000	6	\$246,410	\$728,746	\$2.96
2012	\$395,000*	\$395,000	9	\$363,782	\$1,312,377	\$3.61
2013	\$350,000	\$455,000**	10	\$428,821	\$3,370,271	\$7.86
Total	\$2,645,000	\$2,483,480	54	\$2,262,789	\$23,026,212	\$10.18

*includes \$350,000 budgeted amount and \$45,000 in carryover funds from previous unused funds

**includes \$350,000 program funding for 2013 and an additional \$105,000 awarded in carryover funds from previous unused funds

During that same time, a total of 32 companies were retained in or attracted to Boulder as a result of the program. Those companies were approved for rebates totaling \$1,556,385. The net return to the city is estimated to be \$7,738,715 or \$5.51 for every \$1 invested.

Flexible Rebate Funding and Returns: New and Retained Businesses 2007 - 2013					
Program Year	Total Approved Rebates	Total Recipients	Approve Rebate PV	Net Return PV	Net Return on \$1
2007	\$250,422	4	\$228,018	\$2,119,331	\$18.11
2008	\$150,000	3	\$130,040	\$418,709	\$2.22
2009	\$119,963	3	\$111,077	\$488,819	\$4.40
2010	\$150,000	3	\$136,053	\$613,162	\$4.51
2011	\$281,000	6	\$246,410	\$728,746	\$2.96
2012	\$290,000	6	\$267,488	\$938,012	\$3.51

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

2013	\$305,000	7	\$285,964	\$2,431,936	\$8.50
Total	\$1,556,385	32	\$1,405,050	\$7,738,715	\$5.51

ROI figures were calculated based on the amount of approved rebates rather than the rebates that had been issued to companies. Not all companies have submitted receipts to collect the full amount of their approved rebate, as shown in the table below. As a result, net returns may actually be higher than the analysis shows.

Flexible Rebate Funding and Actual Rebates Paid: Rebate Recipients 2007 - 2013					
Program Year	Program Funding	Rebates Approved	Total Recipients	Rebates issued as of November 2014	Unclaimed rebates
2007	\$500,000	\$500,000	7	\$458,998	\$41,002
2008	\$350,000	\$322,135	8	\$245,017	\$77,118
2009	\$350,000	\$209,979	7	\$195,588	\$14,391
2010	\$350,000	\$320,366	7	\$277,108	\$68,258
2011	\$350,000	\$281,000	6	\$219,518	\$61,482
2012	\$395,000	\$395,000	9	\$238,163	\$156,837
2013	\$350,000	\$455,000	10	\$385,292	\$69,708
Total	\$2,645,000	\$2,483,480	54	\$1,994,684	\$488,796

Note: 2012 and 2013 rebate recipients are still submitting receipts

Social, Environmental and Community Sustainability

While the City of Boulder's Flexible Rebate Program is based on the belief that growing, retaining, and attracting businesses to Boulder is vital to the city's economic sustainability, the program also reflects the City's commitment to environmental and social sustainability. The companies that were awarded incentives in 2013 are actively participating in programs that help meet City of Boulder goals of reducing waste and energy consumption, increasing the use of alternative transportation by workers and supporting the social well-being of the community.



Active Interest Media, Inc. supports community volunteer efforts, provides paid time off for employees who volunteer and donates to local non-profits. It purchases a minimum of 25% of its total goods and services from Boulder companies. Active Interest Media has exceeded the requirements and is pursuing a Partners for a Clean Environment (PACE) certification in zero waste, including implementing an environmental purchasing policy and building on the zero waste program that has operated in its offices for the last six years. In addition, the company has developed a commute trip reduction program, offering flexible work schedules, secure and covered bicycle parking inside the office, and bicycle commuting challenges with prizes.

 | **ANTHEM BRANDING** **Anthem Branding** boasts a higher than average wage than the Boulder County average, provides pro-bono and cash contributions to several non-profit organizations in Boulder including Emergency Family Assistance Association, Boulder Valley School District and B-Cycle, among many others, and their new facility features a walk score of 95 and will achieve a PACE Area of Excellence certification.



Avery Brewing Company supports the local community and non-profit organizations by providing beer and space for fund-raising events, donating the net proceeds of company-sponsored beer festivals to local causes, and sponsoring local running and bike races. The company encourages employees to use alternative transportation and diverts most of its brewery waste products from the landfill by making it available as animal feed. Avery also plans to install solar panels and introduce an enhanced zero waste program at the new brewery.



Boulder Brands, Inc. supports a number of community organizations financially and with in-kind donations exceeding \$150,000 annually. The company supports commute trip reduction by allowing employees who live further from the office to work from home a pre-determined amount of hours/days per week. Boulder Brands has 4 showers in the new office space, to encourage employees to bike to work and to make it more efficient for employees to exercise in the morning or during the work day. Boulder Brands is also committed to improving packaging and day-to-day operations to be more environmentally friendly, including paperless operations when possible. They have sourced as many local supplies for the new office space as possible, including using Colorado beetle kill pine for all employee desks and walls, as well as recycled materials for some of the stools and chairs.



Boulder Homemade, Inc. donates several hundred dollars per employee to community charitable groups and pays for ESL classes for employees up to \$250 per employee per year. The company also actively promotes sustainability and organic practices on packaging, literature and on social media. Boulder Ice Cream's environmental goals focus on creating as little environmental impact as possible. They consistently look for real ways to lessen their footprint on the planet and have been a zero waste company for the past ten years. They use compostable

bowls, spoons and napkins for events and sampling and a batch process in manufacturing that reduces product waste to nearly zero. They also purchase wind energy credits for 100% of their electrical usage and their new plant was built with state-of-the-art heat capture equipment, reducing the company's demand for both electricity and natural gas. Approximately 80% of the hot water and 70% of the warehouse heating is supplied by the heat waste stream of other equipment.



Cocona, Inc. (now known as 37.5) has a highly skilled workforce with an average wage that is significantly higher than the Boulder County average and covers over 75% of employee health insurance premiums. The company supports environmental sustainability by implementing a single stream recycling program office wide, joining and participating in the 10 for Change Challenge, and is transitioning to a policy of 100% Energy Star products, as available. The company's technology is based on using a waste product - small particles of carbon. They utilize usable activated carbon particles from the water filtration industry and extrude these particles into yarn. They then have fabrics made out of this yarn - that offer superior drying performance. Studies show Cocona's products use less energy during the laundering process.



Orbotix, Inc. takes care of its highly skilled workforce with an average salary that is well above the Colorado average. The company pays 100% of employee health insurance and supports non-profits by contributing cash or allowing employees at least one day off to provide volunteer services at a Boulder-based non-profit. They are committed to being an environmentally conscious company as demonstrated by participating in an assessment conducted by the EnergySmart team, implementing a single-stream recycling program in their office, and participating in RTD's Corporate Eco Pass program.



Rudi's Organic Bakery donates several thousand loaves of bread per month to local food banks. In 2012, Rudi's donated over 425,000 loaves of bread, which is equated to nearly \$1.5 million in product through the year, or over \$9,500 per Rudi's employee. Rudi's started a sustainability initiative to help improve their environmental footprint as well as the quality of life of their employees. As part of the sustainability initiative, they have benchmarked their carbon footprint to identify opportunities to improve the efficiency of their operations.



SolidFire, Inc. pays an average annual wage that is more than double the Boulder County average and they pay 100% of employee benefits. They encourage volunteerism by organizing a minimum of one community service event per quarter, offering employees an unlimited paid time off policy to participate in their SolidFire organized community events or other community events of their choice. The company practices environmental sustainability by purchasing recyclable and compostable products for company events and everyday use. They also offer employees a \$75 monthly cash allowance if they waive their downtown parking pass and choose to commute using alternative transportation and SolidFire is enrolled in RTD's Eco Pass Program.



Sterling-Rice Group pays its employees above-average salaries, pays nearly 100% of employee health and dental insurance and 50% of any covered dependents, and supports non-profits both through cash donations and pro bono services. In 2012, they paid \$96,734 in cash and provided services valued at \$116,250. Sterling-Rice Group works with Renewable Choice Energy. They

purchase Green-e Certified Wind for 100% electrical usage and Choice Carbon for 100% offset for emissions. They participate in recycling and composting programs and have a zero waste policy for company events and use compostable plates, cups, and eating utensils. The company also participates in the Eco Pass program.

The following table provides an overview of 2013 recipients' current or planned participation in programs that support social, energy and community sustainability. It is important to note the following:

- The table below is based on information provided on Flexible Rebate applications and may not reflect the full range of companies' participation in activities or programs that support sustainability
- Some companies provided only the information related to "points" earned toward demonstrating compliance with sustainability guidelines
- Only those programs or activities that earned "points" are listed in the table, and companies may have included other programs and activities on their Flexible Rebate applications

2013 Flexible Rebate Recipients: Social, Energy and Community Sustainability	Active Interest Media	Anthem Branding	Avery Brewing Company	Boulder Brands	Boulder Homemade, Inc.	Cocona	Orbotix	Rudi's Organic Bakery	SolidFire	Sterling-Rice Group
Above average wages	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Provides health insurance benefits	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Workplace diversity program	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Supports non-profits	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Dependent care										
Housing assistance				Red						
Wellness and health										
Requested energy assessment	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
10 for Change Challenge participant	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
EnergySmart Participation	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Purchased renewable energy credits				Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
On-site renewable energy	Green		Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Single stream recycling program		Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Environmental Purchasing Policy	Green			Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Zero Waste program	Green		Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
PACE certified facility	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
LEED certified facility				Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Commute Trip Reduction program	Green	Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Alternative work schedules; telecommuting	Green			Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Showers and changing facilities	Green			Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Secure and covered bicycle parking	Green		Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Preferential parking for carpools/vanpools										
Increased costs for drive alone commuters										
CTR Financial Incentives									Teal	Olive
Eco-Pass Program participant		Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive
Business practices support sustainability		Blue	Black	Red	Blue	Grey	Dark Blue	Orange	Teal	Olive

Buys from Boulder businesses*										
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Conclusion

The City of Boulder’s Flexible Rebate Program has continued to provide the Boulder City Manager with an important and effective tool to help retain, grow, and attract businesses that align with Boulder’s values and goals and generate a positive return on investment.

In addition to providing a positive return on the dollars invested in incentives, the program provides:

- Strong demonstration of the City’s interest in and support of the local business community and an opportunity to make companies feel appreciated.
- Opportunity for City staff members to strengthen relationships with individual businesses.
- Ability to help mitigate some of the extra costs associated with remaining or expanding in Boulder that were incurred by program participants.
- Careful selection process, including a preliminary ROI calculation, wage and employment projections, and projected expenditures in the community.
- Publicity for growing companies through press releases announcing program awards.

Appendix A

Overview of 2013 Flexible Rebate Recipients

The following summaries highlight information provided by each of the companies that were awarded business incentives through the City of Boulder's Flexible Rebate program in 2013.

- Active Interest Media, Inc.
- Anthem Branding
- Avery Brewing Company
- Boulder Brands, Inc.
- Boulder Homemade, Inc.
- Cocona, Inc.
- Orbotix, Inc.
- Rudi's Organic Bakery
- SolidFire, Inc.
- Sterling-Rice Group

Active Interest Media

Active Interest Media is a leading special interest media company with holdings across multiple media platforms, including more than 54 magazines, 54 websites, dozens of digital editions, a film company, and nearly two dozen major consumer conferences and events. The company’s five publishing groups reach more than 36 million readers in 85 countries around the world. Founded in 2003, Active Interest Media is headquartered in El Segundo, Calif., with offices in Boulder located at 2520 55th St. and 5720 Flatirons Parkway. The company recently relocated Yoga Journal and acquired Clean Eating Magazine, relocating more than 50 employees to Boulder. To accommodate its recent and expected growth, Active Interest Media is renovating and expanding its Flatirons Parkway office.



Bringing more than forty new jobs will benefit the Boulder economy. Yoga Journal and Clean Eating magazines are relocating to Boulder and Backpacker, National Parks, Ski, Skiing, Warren Miller Entertainment, Equine, and Home Buyer local businesses are ideal cultural fits for the community.

Active Interest Media’s business practices support the livability, health and vitality of Boulder. The company pays above-average wages and offers health insurance benefits to all full-time employees and their dependents. It supports community volunteer efforts, provides paid time off for employees who volunteer and

donates to local non-profits. It purchases a minimum of 25% of its total goods and services from Boulder companies. Active Interest Media has exceeded the requirements and is pursuing a Partners for a Clean Environment (PACE) certification in zero waste, including implementing an environmental purchasing policy and building on the zero waste program that has operated in its offices for the last six years. In addition, the company has developed a

The City of Boulder has been a phenomenal community and business partner in helping us build a thriving media business. Our location here has enabled us to attract our staff of over 200 passionate media pros.

commute trip reduction program, offering flexible work schedules, secure and covered bicycle parking inside the office, and bicycle commuting challenges with prizes.

Active Interest Media applied for a Flexible Rebate incentive in 2013 in the midst of expanding its brands, workforce, and work space. To accommodate its recent and expected growth, Active Interest Media is renovating and expanding its Flatirons Parkway office. The additional financial support received from the City of Boulder’s Flexible Rebate Program helped make it possible for Active Interest Media to secure the funding it needed for expanding and keep the company’s headquarters in Boulder.



Active Interest Media, Inc.	
Industry Sector	Publishing
Rebate approved	\$25,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	124	166	178
Resident Employees – Full & Part Time	48	61	68
Multiplier Effect - Jobs Created	74	93	101

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$25,000	\$23,810	\$264,665	\$240,855	\$11.12	\$10.12

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average wages* • Health insurance benefits to all full-time employees and dependents* • Supports non-profits* <ul style="list-style-type: none"> ○ A commitment to donating \$25 or more per year on average for each full-time employee to Boulder County based arts, cultural, or service non-profit entities over a 12-month period; and/or ○ Encourages volunteerism by granting the equivalent of at least one paid day off per year to each employee who utilizes the time to provide support to a Boulder County based non-profit entity.
Community Sustainability	<ul style="list-style-type: none"> • Purchases a minimum of 25% of total goods and services (catering, hotels for visitors, conference space for meetings, furniture and equipment, office supplies, etc.) from Boulder companies*
Environmental Sustainability	<ul style="list-style-type: none"> • Requested energy assessment* • EnergySmart participation* • Will become a member and participate in the 10 for Change Challenge* • Plan to implement an environmental purchasing policy* • Will achieve a PACE Area of Excellence certification for its facility* • Has had and will continue a zero waste program. Single stream, composting and all electronics, appliances are appropriately collected and disposed* • Commute trip reduction programs for employees including alternative work schedules, showers and changing rooms and areas for securing bicycles*

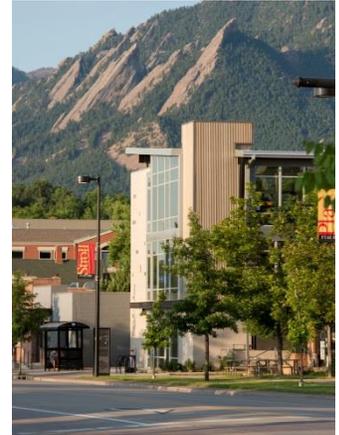
*Earned points on application

Anthem Branding



Anthem Branding, founded in 2006 by Ted Church and Pete Burhop, is a full-service advertising, design and merchandising agency. The office includes lifestyle and branding experts and a robust design studio and has expanded rapidly to include more than 20 team members. The company has hundreds of clients across various industries, including the Foundry Group, Rudi’s Organic Bakery, MTV and Whole Foods Market. Anthem Branding constructed a new building at 2617 Broadway and moved to its newly built office in the spring of 2014. The building features two floors and space to expand to up to 50 staff.

Anthem Branding is committed to environmental, community and social sustainability. They boast a higher than average wage than the Boulder County average, provide pro-bono and cash contributions to several non-profit organizations in Boulder including Emergency Family Assistance Association, Boulder Valley Schools and B-Cycle, among many others, and their new facility features a walk score of 95 and will achieve a PACE Area of Excellence certification.



The City of Boulder Flexible Rebate Program is an incredible asset to local business owners. Our liaison's at the city were very helpful and responsive throughout the entire application and implementation process. We were able to secure a significant award, which helped us make the decision to keep our business in Boulder.

The company will continue to have a significant impact on the local economy as it is estimated the business spends an average of \$75,000 per year on local food and beverage and hotel accommodations. Employees will spend an estimated combined average of at least \$750,000 per year on housing, entertainment, food and services in Boulder.

Anthem Branding applied for a Flexible Rebate incentive in 2013 to allow them to reinvest funds into both human resources and the physical structure created. 80% of Anthem Branding’s current employees live in Boulder. Located on Broadway, employees will continue to be able to impact local businesses through patronage and purchases in the Community Plaza shopping center and Pearl Street.



Anthem Branding	
Industry Sector	Advertising / Branding
Rebate approved	\$60,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	20	35	43
Resident Employees – Full & Part Time	15	29	33
Multiplier Effect - Jobs Created	13	25	28

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$60,000	\$57,143	\$381,400	\$324,258	\$6.67	\$5.67

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average wages* • Fixed contribution to help cover cost of health insurance premiums* • Equal Opportunity Employer* • Provides pro-bono and cash contributions to several non-profit organizations in Boulder. Total cash and in-kind contribution value exceeds \$30,000 a year*
Community Sustainability	<ul style="list-style-type: none"> • General business practices: A portion of Anthem Branding’s products and services are directly related to sustainability. Anthem Branding wholeheartedly supports the city’s efforts to maintain and enhance the livability, health and vitality of Boulder and its current and future natural systems*
Environmental Sustainability	<ul style="list-style-type: none"> • Single stream recycling of office waste including cardboard* • Will become a member and participate in the 10 for Change Challenge* • Will achieve a PACE Area of Excellence certification for their facility • Will enroll in RTD’s Corporate Eco Pass program* • Will develop, implement and monitor an employee commute trip reduction (CTR) program with the assistance of the GO Boulder staff*

**Earned points on application*

Avery Brewing Company



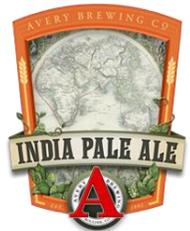
Avery Brewing Company is an award-winning craft brewery that was launched in 1993 and today produces more than twenty different beers. After it became clear their current facility was not large enough to support its growth, the company considered a number of locations within and outside the city before purchasing a 5.6 acre parcel at 4910 Nautilus Court in Boulder. The company is building a \$30 million, 96,000 sq. ft. state-of-the-art brewing facility that will feature an expanded tap room, restaurant, outdoor beer garden and gift shop. Avery Brewing Company received approval for a \$90,000 rebate to help offset the costs of this new facility in Gunbarrel.

We are thrilled to be building a new, world-class brewery in our hometown. The Avery Brewing Company would not exist without Boulder and we can't imagine being anywhere else. This rebate is an incredible bonus. We are so appreciative that the city and the people of Boulder are helping us create what we know will be an amazing attraction and gathering place for our community for years to come.

The new facility will feature an expanded tap room, restaurant, outdoor beer garden and gift shop. In addition to generating sales tax revenue for the city, the facility will provide an additional amenity for visitors and workers in the area. When completed, Avery Brewing Company will have the largest brewery in Boulder and is expected to employ at least 150 people. Initial production is expected to double the company's capacity to 100,000 barrels a year.

Avery Brewing exceeded the requirements in both social sustainability and community and environmental sustainability areas. In particular, Avery Brewing pays 50% of employee health and dental insurance for the first 12-months employees are eligible for health insurance coverage. Following 12 months of eligibility, Avery Brewing pays 100% of health and dental premiums for the selected base plan.

Avery Brewing supports the local community and non-profit organizations by providing beer and space for fund-raising events, donating the net proceeds of company-sponsored beer festivals to local causes, and sponsoring local running and bike races. Avery Brewing was the primary beer sponsor to the Boulder Creek Festival, donating 100 ½ bbl kegs of Avery beer to the event and subsidizing addition kegs. Value of donated beer, eco-friendly cups, labor and subsidy for 2013 events was \$15,121, which generated over \$150,000 of net beer sales for proceeds for this event. Avery Brewing has donated over \$5,000 to Flood Relief through the Foothills United Way Flood Relief program, and it is donating approximately \$10,000 in net proceeds from its IPA Festival in November 2014.



In support of the environment, the company encourages employees to use alternative transportation, participates in the Eco Pass program and plans to install solar panels. Currently, Avery also diverts most of its brewery waste products from the landfill by making it available as animal feed. Avery also composts food waste from the tap room through Eco Cycle, recycle aluminum cans, glass bottles and office paper through Recycling Services. The company plans to introduce an enhanced zero waste program at the new brewery, including a more robust composting program.

Avery Brewing Company	
Industry Sector	Beverage Manufacturing
Rebate approved	\$90,000

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Employment	2013	2014	2015
Total Employees: Full/Part Time	89	98	145
Resident Employees – Full & Part Time	53	75	105
Multiplier Effect - Jobs Created	45	64	90

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$90,000	\$82,540	\$1,047,499	\$964,959	\$12.69	\$11.69

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Comprehensive medical, dental and vision coverage for employees; company pays 50% - 100% of premiums for full-time employees* • Health and wellness program for employees* • Encourage diversity in the workforce* • Supports local non-profits including festivals and fundraising events
Community Sustainability	<ul style="list-style-type: none"> • Committed to furthering city policies and initiatives related to economic vitality, environmental sustainability and health and wellness* • Provides a healthy, employee-friendly workplace
Environmental Sustainability	<ul style="list-style-type: none"> • Requested energy assessment* • 10 for Change Challenge* • EnergySmart participation* • Requesting a free energy efficiency opportunity assessment in connection with the construction of the new brewery • Will use ENERGYSTAR online reporting tool at new brewery* • Purchase products that are environmentally friendly* • Waste composting and other programs to reduce waste* • Encourages employees to ride bikes to work by helping with bikeracks and Eco Pass* • Divert brewery waste products to local cattle or hog farms for feed • Committed to zero waste, including composting, Eco Cycle and recycling

*Earned points on application

Boulder Brands, Inc.



Smart Balance, Inc (including the Earth Balance brand) was acquired in 2007 by Boulder Specialty Brands, via a Special Purpose Acquisition Corporation (SPAC), a publicly-traded financial vehicle that raises money in order to pursue an acquisition. The motivation for this acquisition was Co-Founder and CEO Steve Hughes' vision to acquire and grow brands in the healthy food segment that can help to change the way people eat. Although Smart Balance, Inc was located in Paramus, New Jersey, Steve continued to live and work based out of Boulder while gradually growing his team in the Boulder area. The company occupied office space in Niwot, CO from 2007 to 2013. In 2011, as gluten free was identified as a growing food and health issue, Glutino was acquired, followed by Udi's Gluten Free in 2012. As the company grew from two brands to four brands, the decision was made to change the corporate name to Boulder Brands, Inc. This change was made in order to complete the company's evolution, from when the company was founded as Boulder Specialty Brands in 2005 to a company located in Boulder, Colorado - the epicenter of the natural foods industry. As growth continued, the company determined that in addition to needing to expand to add more office space for new employees, the company also felt that it was important to be based in Boulder to align with the company's values and identity. In October 2013, Boulder Brands relocated its corporate headquarters to the recently constructed third floor of 1600 Pearl Street in downtown Boulder. Boulder Brands leased 18,309 square feet of primary employee office space, consisting of the entire third floor of the building.

Boulder Brands, Inc. (NasdaqGM: BDBD) is committed to offering food solutions giving consumers opportunities to improve their lives – one product at a time. The company's health and wellness platform consists of brands that target specific consumer needs: the Glutino® and Udi's Gluten Free® brands for gluten-free diets; the Earth Balance® brand for plant-based diets; the Level Life™ brand for diabetic diets and the Smart Balance® brand for heart healthier diets. Boulder Brands looks forward to supporting the continued growth of the natural foods industry in Boulder and furthering the company's community engagement with the office move.



Boulder Brands has a highly talented workforce and they are rewarded with an average wage nearly double the Boulder County average. The company pays 67% of the cost of health insurance premiums for full-time employees and offers up to \$100,000 in relocation assistance for employees moving to the Boulder area. They also support a number of

community organizations financially and with in-kind donations exceeding \$150,000 annually, including Growing Gardens, the Growe Foundation, EFAA, Thorne Nature Experience, Naturally Boulder, the Epicenter Speaker series, and Via, among others.

When it came time to expand our office, we decided to create a unique space to support our core values of hard work, collaboration, and fun, with a strong focus on sustainability throughout the process. We are thrilled with our new space, and thank the City of Boulder for their support in making this move possible for our company.

The company supports commute trip reduction by allowing employees who live further from the office to work from home a pre-determined amount of hours/days per week, with appropriate approval. Boulder Brands has 4 showers in the new office space, to encourage employees to bike to work and to make it more convenient for employees to exercise in the morning or during the work day. Boulder Brands also supplies secure bike parking.

Boulder Brands is committed to improving packaging and day-to-day operations in order to be more environmentally friendly. As an example, Smart Balance and Earth Balance buttery spreads introduced square, space-saver packaging. The conversion from round to square space-saving tubs – a first in the industry – solves one of the biggest issues grocers face with dairy products today: freeing up refrigerated shelf and warehouse space. Additionally, a study conducted for Boulder Brands by Renewable Choice Energy, a Boulder-based sustainability consulting firm, finds that the new design will reduce greenhouse gas emissions associated with the products' packaging, distribution, and retail energy-use by 18 percent over the course of the product's life cycle. Boulder Brands also encourages a paperless environment whenever possible. They have sourced

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

many local supplies for the new office space, including using Colorado beetle kill pine for all employee desks and walls, as well as recycled materials for some of the stools and chairs.

Boulder Brands, Inc.	
Industry Sector	Organic Food Manufacturing
Rebate approved	\$60,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	60	75	90
Resident Employees – Full & Part Time	15	20	25
Multiplier Effect - Jobs Created	22	29	37

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$60,000	\$57,143	\$550,078	\$492,935	\$9.63	\$8.63

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average salary* • Pays 67% of the cost of health insurance premiums for full-time employees* • Non-profit support exceeds \$150,000 annually from financial and in-kind donations* • Offers up to \$100,000 in relocation assistance for employees moving to the Boulder area* • Offers employees 4 days of paid time off each year to volunteer at the organizations of their choosing.
Community Sustainability	<ul style="list-style-type: none"> • Business practices demonstrate company and employee concern with social and environmental impact on community*
Environmental Sustainability	<ul style="list-style-type: none"> • Encourages employee use of alternative transportation, is enrolled in Eco Pass program; provides showers and indoor bicycle parking* • Participates in a zero waste program through Eco-Cycle’s Zero Waste Services program* • Gold LEED certification* • Supports Commute Trip Reduction* • Plans to participate in 10 for Change Challenge and request an energy efficiency assessment by the Energy Smart team* • Participating in EcoCycle Green Star Business Program

*Earned points on application

Boulder Homemade, Inc.

Boulder Homemade manufactures Boulder Ice Cream, Figo! Organic Gelato and Yoki Bliss frozen yogurt. The company started on the Pearl Street Mall as a scoop shop and now manufactures and distributes to over 400 grocery stores and 80 food service establishments. The company is growing and has been adding equipment and employee consistently over the past 10 years, despite the weak economy. In March 2013, the company release Figo! Organic Gelato and the product line has been nominated Best New Dairy Product for 2013. The brand has taken off and will be distributed in 20 states by Spring 2014. Also, in 2014, the Boulder Ice Cream brand will convert to 100% organic with a new updated look. Company sales in 2013 will be near \$2.7M and estimated sales for 2014 are \$3million - \$3.5million. The company expects to reach \$8M in sales by 2017.



In early 2014, Boulder Ice Cream moved its headquarters from 2935 Baseline Road in Boulder to 3220 Prairie Avenue. Although the company will still manufacture its fluid products in Denver, Boulder Ice Cream will consolidate its manufacturing from two plants located in Louisville and Denver into its new facility in Boulder.

Children’s Hospital, and ALS Foundation, among others, and pays for ESL classes for employees up to \$250 per employee per year. The company also actively promotes sustainability and organic practices on packaging, literature and on social media.

We are happy to be consolidated back in Boulder, where we started. The new plant has the capacity to not only manufacture all our [frozen dessert] products, but also warehouse our entire inventory, alleviating the need to truck out product to a storage warehouse in Denver.

Boulder Ice Cream’s environmental goals focus on creating as little environmental impact as possible. They consistently look for real ways to lessen their footprint on the planet and have been a zero waste company for the past ten years. They use compostable bowls, spoons and napkins for events and sampling and a batch process in manufacturing that reduces product waste to nearly zero. They also purchase wind energy credits for 100% of their electrical usage and their new plant was built with state of the art heat capture equipment, reducing the company’s demand for both electricity and natural gas. Approximately 80% of the hot water and 70% of the warehouse heating is supplied by the heat waste stream of other equipment.

They also purchase wind energy credits for 100% of their electrical usage and their new plant was built with state of the art heat capture equipment, reducing the company’s demand for both electricity and natural gas. Approximately 80% of the hot water and 70% of the warehouse heating is supplied by the heat waste stream of other equipment.



Boulder Homemade, Inc.	
Industry Sector	Organic Food Manufacturing
Rebate approved	\$25,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	9	22	28
Resident Employees – Full & Part Time	6	16	21
Multiplier Effect - Jobs Created	4	12	16

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$25,000	\$23,810	\$71,967	\$48,153	\$3.02	\$2.02

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Offers major medical plans to full-time employees and pays 50% of the premium plus reimburses employees up to \$1000 per year for health care* • An equal opportunity employer. Pays for ESL classes for employees up to \$250 per employee per year* • Supports non-profits* <ul style="list-style-type: none"> ○ Donates several hundred dollars per employee per year to community non-profits
Community Sustainability	<ul style="list-style-type: none"> • General business practices* <ul style="list-style-type: none"> ○ New plant constructed with state of the art heat capture equipment, reducing the company's demand for both electricity and natural gas ○ Promotes sustainability and organic practices on packaging, literature and social media
Environmental Sustainability	<ul style="list-style-type: none"> • Purchases wind credits for 100% of their electrical usage* • Has been a zero waste company for the past 10 years* • Uses a batch process in manufacturing that reduces product waste to nearly zero, which also reduces water usage during cleanup and wash down

**Earned points on application*

Cocona, Inc.

Cocona, Inc. (now known as 37.5) is a world leader in the development, commercialization and marketing of active particle technologies currently used to enhance the technical performance of clothing, footwear and sleep systems under the product name 37.5™. The most demanding outdoor apparel and footwear brands in the world rely on 37.5 technology to make their products perform better. 37.5 active particle technology captures and releases moisture vapor to maintain the optimum relative humidity in your microclimate, which helps your body more efficiently maintain an ideal core temperature. The result? Increased comfort and enhanced performance. Founded by Greg Haggquist in 2000, Cocona's 37.5 technology helps power many of the world's leading brands of active and outdoor apparel including Adidas, Pearl Izumi, Under Armour, and Carhartt among others.



The company started with 2 employees in a Longmont, Colorado garage in 2001. By 2007, Cocona moved into 2100 Pearl Street in Boulder, CO with 10 employees. Over the years, the company received local business awards, including being named one of 50 Colorado Companies to Watch in 2009. They have since moved into new and expanded office space at 5480 Valmont Road in Boulder. The company has also recently moved its laboratory facility from Longmont, together with the 5 employees who work there, to Boulder.

Cocona, Inc. boasts a highly skilled workforce with an average wage that is significantly higher than the Boulder County average. The company supports the health and wellness of employees and covers over 75% of employee health insurance premiums. The company supports environmental sustainability by implementing a single stream recycling program office wide, joining and participating in the 10 for Change Challenge, and is transitioning to a policy of 100% Energy Smart products, as available. The company's technology is based on using a waste product - small particles of carbon. They utilize usable activated carbon particles from the water filtration industry and extrude these particles into yarn. They then have fabrics made out of this yarn - that offer superior drying performance. Studies show Cocona's products use less energy during the laundering process.



Boulder is an ideal place to start a technology company. Besides being an easy place to recruit top talent, the city has supported our growth every step of the way.

We had a good experience with the program. It is great that Boulder supports keeping businesses in the city, as we had been looking to relocate to Longmont, Louisville, etc.

Cocona, Inc. employees are recruited and hired in the Boulder community, 10 of their 14 Colorado based employees are Boulder residents. They annually recruit and hire two CU Boulder students to serve as paid interns in their offices. The company plans to continue to expand their business and personnel from Boulder sources. Customers from all over the world come to Boulder to visit to meet with the Cocona staff and tour their facilities. These visits, along with frequent visits from non-Colorado based staff members, account for food and beverage spending of \$12,000 per month and 20 room nights in Boulder hotels. Direct employee spending in Boulder from Boulder resident employees is estimated to be \$35,000 per employee for housing/mortgage/rent, entertainment, household spending and food and services.

Cocona, Inc.	
Industry Sector	Textiles
Rebate approved	\$10,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	24	24	29
Resident Employees – Full & Part Time	11	11	14
Multiplier Effect - Jobs Created	5	5	7

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$10,000	\$9,524	\$47,455	\$37,931	\$4.98	\$3.98

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average wages* • Health insurance for employees; company pays over 75% of employee health insurance premiums* • Supports non-profits* <ul style="list-style-type: none"> ○ Donated \$50 per employee to The Access fund in 2013
Community Sustainability	<ul style="list-style-type: none"> • General business practices*: <ul style="list-style-type: none"> ○ Company's technology is based on using a waste product. Studies show their products use less energy during the laundering process
Environmental Sustainability	<ul style="list-style-type: none"> • Participates in 10 for Change* • Plans to request energy assessment and participate in Energy Smart* • Single-stream recycling program* • Environmental purchasing program that encourages employees, suppliers and customers to be environmentally conscious*

*Earned points on application

Orbotix, Inc.

Orbotix, Inc. is opening the world of play by creating a family of robots that fuse the hardware and gaming apps into a connected toy for the consumer market. Its first product, Sphero, is a robotic ball that comes with over 30 gaming apps and has sold in over 70 countries worldwide. Its most recent product, Ollie, was released in September 2014 and features a cylindrical shape and a max speed of 14 miles per hour. The company was founded in 2010 by Ian Bernstein and Adam Wilson, who combined their passions for robotics and software to create Sphero in the TechStars program.



To accommodate the company’s rapid growth, Orbotix moved its employees from a 6,800 square foot space in downtown Boulder to a new space at 4772 Walnut Street in December 2013, more than doubling the size of its office. A sizable portion of the Company’s new space is a designated play area and driving track where the company can show off Sphero and Ollie and test new prototypes.



Since the Company’s inception, the Company has moved its headquarters three times. With each move, the Company eagerly sought out locations within the Boulder city limits. The Company recognizes that Boulder is an ideal place to headquarter an early stage tech company as the city has a rich pool of talented individuals excited to make contributions in the field of technology. The Company is committed to growing while residing within the city and providing an excellent work environment for its employees. To ensure this happened with the Company’s most recent move, the Company spent nearly half a million dollars to renovate its newest headquarters location (via TI allowance and direct payments).

Orbotix takes care of its highly skilled workforce with an average salary that is well above the Colorado average. The company pays 100% of employee health insurance and supports non-profits by contributing cash or allowing employees at least one day off to provide volunteer services at a Boulder- based non-profit. They are committed to being an environmentally conscious company as demonstrated by participating in an assessment conducted by the EnergySmart team, implementing a single-stream recycling program in their office, and participating in RTD’s Corporate Eco Pass program

The company has a keen interest in increasing its workforce as sales continue to grow at a significant rate year-over-year. As the company adds more employees, there are more employment opportunities available to those individuals residing in Boulder. With each employee the company brings on board, there are more dollars spent in the city on a daily basis on everyday items like food, gas, etc.

Furthermore, as the company grows sales and continues to develop more products, it contributes to Boulder’s stellar reputation as a start-up hot spot where early stage companies grow and thrive. The impact of this is of course difficult to quantify, but Orbotix believes it is the City’s reputation that allows them, and every other Boulder company, to attract a high caliber of employee.

We’re proud to be building the next great connected toy company right here in Boulder, CO. We are thrilled to be in our new building and want to thank the City of Boulder for all their help.

Orbotix, Inc.	
Industry Sector	IT – Robotics and Software
Rebate approved	\$30,000

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Employment	2013	2014	2015
Total Employees: Full/Part Time	38	55	65
Resident Employees – Full & Part Time	12	20	25
Multiplier Effect - Jobs Created	31	51	64

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$30,000	\$28,571	\$149,714	\$121,142	\$5.24	\$4.24

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Provides health insurance benefits for employees* <ul style="list-style-type: none"> ○ Pays 100% of the premiums for medical, dental and vision up to \$1,150, \$170 and \$30 per month respectively for an employee + family • Supports non-profits by either making donations of at least \$25 per employee or granting at least one day off to employees who wish to provide volunteer services at a Boulder-based non-profit* • Pays above average wages*
Environmental Sustainability	<ul style="list-style-type: none"> • Single-stream recycling program* • Requested energy assessment* • Energy audit to identify opportunities to improve energy efficiency • Enrolled in RTD's Corporate Eco Pass program*
Community Sustainability	<ul style="list-style-type: none"> • Provide employment opportunities for residents of Boulder

*Earned points on application

Rudi's Organic Bakery

Rudi's Organic Bakery is the leading producer of certified organic bread in the U.S., and specializes in the production and distribution of organic bread and baked goods products, including lines of gluten-free breads and baked goods. The company was founded by Sheldon Romer in 1976 as a small local bakery in Boulder and was acquired by The Hain Celestial Group in a \$61 million deal in April 2014. In 2013, Rudi's added a gluten-free production facility to their space at 3300 Walnut Street and continues to expand in Boulder. The company currently has 230 employees and recently hired over 30 new employees.



One of Rudi's core values is to encourage healthy and happy lifestyles through their products and actions. To help them stay true to this value, Rudi's currently covers roughly 70% of medical insurance premiums for all fulltime employees and their dependents. Another core value of Rudi's is to care for each other, our families, our community, and our world. To help stay true to this value, Rudi's currently donates several thousand loaves of bread per month to local food banks such as the Emergency Family Assistance Association and the COMPA Food Bank Ministry. In 2012, Rudi's donated over 425,000 loaves of bread. This equated to nearly \$1.5 million in product through the year, or over \$9,500 per Rudi's employee.

As a provider of organic and natural food, there are certain facets of Rudi's operations that are inherently sustainability focused. However, they don't want to only focus on what goes into their bread. In order to be truly sustainable, they feel they must also continuously improve their impact on their community and environment. To do this, Rudi's started a sustainability initiative to help improve their environmental footprint as well as the quality of life of their employees. As part of the sustainability initiative, they have benchmarked their carbon footprint to identify opportunities to improve the efficiency of their operations. As certain projects are implemented, like upgrading light fixtures, replacing outdated equipment, etc., they will use the benchmark they've established to measure their improvements over time.



Rudi's plans to continue their social sustainability efforts. For example, strides will be made to help reduce employee turnover in their bakeries. By implementing new retention programs, they will keep employees happy and keep them in Boulder. These programs among others will help support

the local economy and serve as an example of how Boulder is a place for companies that care about the environment and their community.

The rebate created a competitive bid for staying in Boulder. It has allowed us to expand in Boulder and hire more employees.

Rudi's Organic Bakery	
Industry Sector	Organic Food Manufacturing
Rebate approved	\$50,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	211	185	218
Resident Employees – Full & Part Time	25	28	33
Multiplier Effect - Jobs Created	37	41	48

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$50,000	\$47,619	\$356,688	\$309,069	\$7.49	\$6.49

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Health insurance benefits for employees* • Supports local non-profits * <ul style="list-style-type: none"> ○ Donates several thousand loaves of bread per month to local food banks such as EFAA and the COMPA Food Bank Ministry • Diversity Support* <ul style="list-style-type: none"> ○ Is currently working in partnership with the SPAN's Training/Community Education team
Community Sustainability	<ul style="list-style-type: none"> • General business practices* <ul style="list-style-type: none"> ○ Started a sustainability initiative and have benchmarked their carbon footprint to identify opportunities to improve the efficiency of their operations
Environmental Sustainability	<ul style="list-style-type: none"> • Has implemented a zero waste program* • Worked with EnergySmart program to identify opportunities for improvement • Participates in 10 for Change* • Recycles all recyclable products generated through their bakeries • Will implement a formal environmental purchasing policy*

*Earned points on application

SolidFire, Inc.



SolidFire is advancing the way the world uses the cloud by transforming global service provider and enterprise data centers from siloed to shared, scale-out all-flash storage infrastructures that guarantee performance and are completely automated. It provides software and hardware for high-performance all-solid state drive (SSD) storage platforms designed for public and private cloud computing. Founded in January 2010 in Atlanta, the company moved to Boulder in January 2011 with five employees. In July 2013, SolidFire closed a \$31 million Series C funding round led by Samsung through its Samsung Ventures investment arm. In October 2014, it announced the expansion of its flagship SF Series product line, dramatically decreasing the cost of entry for the industry’s only cloud-scale all-flash array and broadening the company’s market reach. Also in October 2014, the company announced it raised \$82 million in Series D funding – the largest funding round in Colorado since 2005, bringing its total funding to \$150 million. The company



occupied approximately 14,000 square feet at 1620 Pearl Street and expanded its space by 10,000 square feet to accommodate its expected growth. The flexible rebate will assist with the cost of this expansion, which will enable the company to expand its employee base and further advance its leading all-flash storage architecture.

wage at SolidFire is more than double the Boulder County average, and it pays 100% of employee benefits. Additionally, they encourage volunteerism by organizing a minimum of one community service event per quarter (often times two or more events per quarter). Examples of events they have hosted in the past include a community cleanup volunteer day, canned food drive, toy drive, and a fundraising walk to support cancer research. SolidFire offers employees an unlimited paid time off policy, allowing employees to easily take one or more paid days off a year just to participate in SolidFire’s organized community events or other community events of their choice.

The company practices environmental sustainability by purchasing recyclable and compostable products for company events and everyday use. They also offer employees a \$75 monthly cash allowance if they waive their downtown parking pass (i.e. ditch their cars) and choose to commute using alternative transportation, and SolidFire is actively enrolled in RTD’s Eco Pass Program.

We are proud to be a part of the Boulder community and the rich history of storage and data technology talent. As our team continues to grow, there isn't anywhere else we'd rather be.

Local businesses benefit from SolidFire’s presence because the company purchases over 25% of its total goods and services from businesses within the city of Boulder. The company hosts out of town guests at local hotels like the Hotel Boulderado, have lunches and team breakfasts catered



by local restaurants like Dish and Snooze and host company-sponsored staff happy hours at local bars. It also uses local consulting companies for employee recruiting and engineering services, and works with several local marketing agencies for event collateral, staff t-shirts, website design, content and other design projects.

SolidFire, Inc.	
Industry Sector	IT – Data Storage
Rebate approved	\$50,000

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Employment	2013	2014	2015
Total Employees: Full/Part Time	90	125	165
Resident Employees – Full & Part Time	32	40	55
Multiplier Effect - Jobs Created	82	103	142

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$50,000	\$47,619	\$415,839	\$368,220	\$8.73	\$7.73

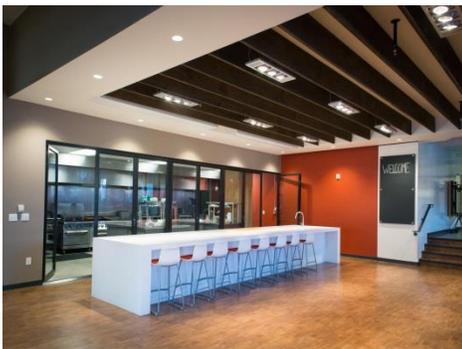
Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average wages* • Pays 100% of employee benefits* • Encourages volunteerism by organizing several community service events per year and by allowing employees paid time off to volunteer at local non-profits*
Environmental Sustainability	<ul style="list-style-type: none"> • Has an Alternative Transportation Incentive Program (ATIP)* • Participates in recycling and composting programs and has a zero waste policy* • Actively participates in the Eco Pass program*
Community Sustainability	<ul style="list-style-type: none"> • Purchases over 25% of their goods and serviced from business located in Boulder*

*Earned points on application

Sterling-Rice Group



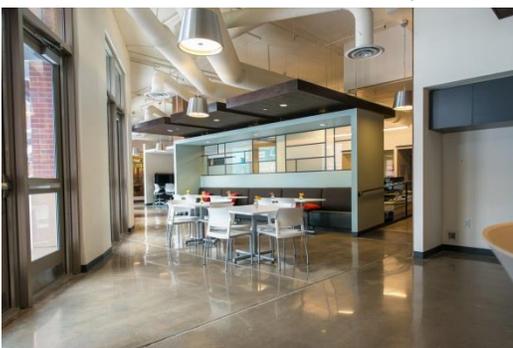
Sterling-Rice Group is a leading brand, strategy, innovation, and communications firm that was founded in Boulder in 1984. Companies, from small entrepreneurial start-ups to some of the biggest brands in the country, come to Boulder to seek out SRG's expertise in consumer insights, new product innovation, brand positioning, advertising, and design. With deep experience in all things consumer and culinary, they work with a variety of food and beverage, foodservice, healthcare, and outdoor/active lifestyle brands, including PepsiCo, Schwan's, Wendy's, Select Comfort, So Delicious, Intrawest's Snowshoe Mountain, DU Daniels, Children's Hospital Colorado, Almond Board of California, Annie's, Johns Manville, and many others. In tribute to their work and the internal culture of the company, SRG has been recognized by *Advertising Age* as a "Best Small Agency" and named one of the "Best Places to Work" by *Outside Magazine* for three years running. SRG has grown to 116 employees and has been located in downtown Boulder since its founding.



The company pays its employees above-average salaries, pays nearly 100% of employee health and dental insurance and 50% of any covered dependents, and supports non-profits both through cash donations and pro bono services. In 2013, they paid \$105,420 in cash and provided services valued at \$111,000.

Sterling-Rice Group works with Renewable Choice Energy. They purchase Green-e Certified Wind for 100% electrical usage and Choice Carbon for 100% offset for emissions. They participate in recycling and composting programs and have a zero waste policy for company events and use compostable plates, cups, and eating utensils. The company also actively supports the Eco Pass program. They currently have 40 employees with Eco Passes and two company bikes used for local errands.

The company is expanding beyond their fourth floor space in the One Boulder Plaza building into a total of 39,500 square feet, including a street-level presence on the first floor. The first floor is devoted to the art of innovation and includes a commercial test kitchen, a demonstration kitchen, a large group meeting area, private offices, and work station areas. They will use it for their client on-site brainstorming sessions, new product development for their clients, and all company meetings. It is important to SRG that they are a "convener of ideas". To that point, they will be opening up their space to non-



profits for fundraisers and to the larger community for speakers and workshops.

With the project, Sterling-Rice Group is re-purposing first floor retail/restaurant space in their building. They will re-energize the corner of Walnut and 13th Street with their employees, clients, and vendors. The company positively impacts this corridor and enhances the connection between Pearl Street Mall and south to the Farmers' Market and Boulder Creek Path.

Boulder has long been an epicenter for food, innovation, and entrepreneurship, and the Sterling-Rice Group has always been proud to be in the heart of it. There is a special energy that draws the best and the brightest to Boulder and we see it time and time again with our clients who choose to come to here and partner with us to solve some of their greatest brand challenges. This new space will enable us to do what we do best in a state-of-the-art flexible space designed to allow for greater collaboration, not only with our clients but with Boulder's entrepreneurial community as well.

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

Sterling-Rice Group	
Industry Sector	Advertising / Brand Marketing
Rebate approved	\$55,000

Employment	2013	2014	2015
Total Employees: Full/Part Time	116	111	125
Resident Employees – Full & Part Time	45	34	42
Multiplier Effect - Jobs Created	38	28	34

Return on Investment					
Rebate Approved	Rebate Present Value (outflow)	Taxes Present Value (inflow)	Net Present Value	Gross Return on \$1 invested	Net Return on \$1 invested
\$55,000	\$51,042	\$513,791	\$462,749	\$10.07	\$9.07

Social, Community and Environmental Sustainability Support	
Social Sustainability	<ul style="list-style-type: none"> • Pays above average wages* • Pays nearly 100% of employee health and dental insurance premiums and 50% of any covered dependents* • Is an equal opportunity employer and is part of the Multicultural Business Student Association (MBSA) at the CU Leeds School of Business* • Supports non-profits both through cash donations and pro bono services. In 2012, they paid \$96,734 in cash and provided services valued at \$116,250*
Environmental Sustainability	<ul style="list-style-type: none"> • Will request an energy assessment from Xcel Energy* • Will participate in the 10 for Change Challenge* • Purchases Green-e Certified American Wind for 100% electric usage and Choice Carbon for 100% offset for emissions* • Participates in recycling and composting programs and has a zero waste policy for company events* • Actively supports the Eco Pass program and currently has 40 employees with Eco Passes*
Community Sustainability	<ul style="list-style-type: none"> • Open up their space to non-profits for fundraisers and to the larger community for speakers and workshops

*Earned points on application

Appendix B

Financial Analysis Assumptions and Data Sources; Objective and Methodology

The following summary outlines the format, assumptions and data sources used to analyze each company which received a rebate incentive from the City of Boulder in 2013.

The ROI Analysis of the 2013 City of Boulder Flexible Rebate Program uses a model specifically developed to provide a reasonable and conservative estimate of the value of the investment to the local economy. Inputs include total employment, number of workers who reside in Boulder, wages, and local expenditures. The model utilizes 2011 job multipliers created by Minnesota IMPLAN Group for the city of Boulder. Utilizing the job multiplier specific to the industry of each recipient, we can more reliably demonstrate the impact each company has on inducing additional job creation in the local area.

Multiplier factors are developed by economists by industry. For instance, the multiplier factor for aerospace is higher than one for professional services. This is based upon data which shows differences in supplier/services utilization and other factors by industry. For example, if a company is in Food Product (NAICS 311), the job multiplier is 2.464 (1.00 direct job and 1.464 indirect induced jobs). If a company in this category has 20 direct employees, research shows that those jobs will induce 29.28 (1.464 * 20) indirect jobs (consultants, suppliers, retail, etc.) in the community. This analysis applied the IMPLAN job multiplier only to the number of employees who are also Boulder residents.

The analysis also estimates the benefit (sales tax) generated by expenditures of employees who live in Boulder. Those consumer expenditures were derived from the Bureau of Labor Statistics, 2012 Consumer Expenditures Survey for the U.S. population. Only those expenditures that would be subject to city sales tax and most likely to occur locally are included. The data is based upon income levels before tax, so a person earning over \$70,000 a year is shown to spend more than someone earning between \$20,000 and \$29,900 per year. Non-resident employees were assumed to spend an average of \$25/week for 50 weeks per year.

The analysis covers 2013-2015, the three-year period of the agreement each recipient has with the city. The discounted cash flows provide the current value of future income and expenses. The benefits shown by the analysis are derived *solely from city taxes and fees* paid directly by:

- The companies when spending on construction projects and capital goods (furniture and equipment),
- The companies on any local sales of products and services subject to local tax,
- Visitors to the company spending in Boulder,
- Their direct employees when purchasing in Boulder, and,
- The indirect employees, those jobs induced at other companies by the company being here, when purchasing in Boulder

The costs reflect the payout of the rebate incentive to the company at the time it is anticipated the company will provide proof of taxes/fees paid and will actually receive the reimbursement.

To provide as accurate an analysis as possible, the BEC provided each Flexible Rebate recipient with a draft of the analysis for their company and a summary of the information used in the analysis from the company's application including number of employees, number of resident employees, average salaries, and expenditures in the city. The companies were asked to provide updates and additional information. Those changes were reflected in the final analysis and report.

Other notes about the 2013 analysis:

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

- The model discounts the future cash flow into current dollars using a rate of 5%, the historical cost of capital identified by the City of Boulder's Finance Department.
- 2013-2015 data was used in the analysis to remain consistent with the city's original timing and the requirement that the companies agree to remain in Boulder for three years.
- Data provided by the companies in their original applications was updated based on subsequent information provided by companies on actual or updated projections of employee and salary figures, final construction costs, etc.
- The 2013 ROI analysis used the same model as previous years and included the impact of company expenditures and estimated spending by direct and indirect employees for a more comprehensive look at the impact on the community.
- Part time employees were included if applicable.
 - Employee spending estimates were based on Bureau of Labor Statistics Consumer Expenditures Survey from 2012, the most recent data available. To estimate employee spending, average US consumer expenditure data was used. Data for wage levels that matched each company's average salary was used to estimate spending for direct employees and the average wage for City of Boulder residents was used to estimate indirect employee spending. Based on the demographic characteristics and spending habits of Boulder residents, the use of spending data based on national averages is likely to provide a conservative estimate. Spending categories (Table 1202 National figures by income) included:
 - Food, Apparel and services, Vehicle maintenance and repairs
 - Housing – maintenance, repairs, insurance, other (50%), Housekeeping supplies, Household furnishings and equipment
 - Entertainment
- To estimate the multiplier effect of jobs supporting additional jobs, Minnesota IMPLAN Group, Inc. 2011 employment multiplier data by NAICS (North American Industry Classification System) code for Boulder was used. Multipliers are generally available at the two-digit or three-digit NAICS code level which is at a broad-grouping level of industry segments. Type SAM multipliers for the following NAICS codes were used in the analysis:
 - 311 Food Product Manufacturing: Boulder Brands, Inc., Boulder Ice Cream and Rudi's Organic Bakery (2.463845)
 - 312 Beverage Manufacturing: Avery Brewing Company (3.186843)
 - 313 Textile Mills: Cocona (1.519548)
 - 334 Computers and Other Electronic Product Manufacturing: SolidFire, Inc. and Orbotix, Inc. (3.574056)
 - 511 Publishing: Active Interest Media (2.682596)
 - 541 Professional, Scientific, and Technical Services: Anthem Branding and Sterling-Rice Group (1.853741)
- The average compensation used for indirect or induced jobs is \$60,043, the average wages for the City of Boulder (*Bureau of Labor Statistics, 2013*). Induced jobs include software programmers, engineers, construction, retail, personal service and many others.
- For non-residential employees, spending was estimated at an average of \$25.00 per week for 50 weeks. This is well below the average spending for daytime visitors to Boulder of \$85 per day based on 2013 data from the Boulder Convention and Visitors Bureau.

Appendix C

Return on Investment– All Rebate Recipients: 2007 – 2013

Since the Flexible Rebate Program was introduced in 2007, a total of 54 companies have been approved for rebates through the program totaling \$2,483,480. The total net return to the City of Boulder is projected to be \$23.03 million in taxes and fees associated with capital expenditures and facility improvements, local sales, overnight visitors and direct and indirect employee spending or \$10.18 for every \$1 invested. The ROI has varied from year to year depending on the mix of companies participating in the program and economic conditions.

Flexible Rebate Funding and Returns: All Rebate Recipients 2007 - 2013						
Program Year	Program Funding	Total Approved Rebates	Total Recipients	Approve Rebate PV	Net Return PV	Net Return on \$1
2007	\$500,000	\$500,000	7	\$454,661	\$6,096,276	\$14.41
2008	\$350,000	\$322,135	8	\$284,752	\$2,498,800	\$8.78
2009	\$350,000	\$209,979	7	\$193,216	\$5,582,354	\$28.89
2010	\$350,000	\$320,366	7	\$291,147	\$3,437,388	\$11.81
2011	\$350,000	\$281,000	6	\$246,410	\$728,746	\$2.96
2012	\$395,000*	\$395,000	9	\$363,782	\$1,312,377	\$3.61
2013	\$350,000	\$455,000**	10	\$428,821	\$3,370,271	\$7.86
Total	\$2,645,000	\$2,483,480	54	\$2,262,789	\$23,026,212	\$10.18

*includes \$350,000 budgeted amount and \$45,000 in carryover funds from previous unused funds.

**includes \$350,000 program funding for 2013 and an additional \$105,000 awarded in carryover funds from previous unused funds

2007 Return on Investment – All Recipients

Conclusion from 2007 analysis report: The companies all provide broad benefits to the community, not only economically, but socially and environmentally as well. The full benefits analysis provides a conservative assessment of their economic impact at a \$6.1 million return over three years on the investment made by the city in the form of incentives. However, even when taking a very limited incremental view of the benefits derived from the rebates by only including projects we might not have won and businesses that might otherwise have moved out of Boulder, the city management can feel confident that a strong, net return of \$1.9 million is still being earned on this investment.

Return on Investment – 2007 Flexible Rebate Recipients (2007 – 2009)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Ball Aerospace	\$100,000	\$90,703	\$2,219,704	\$2,219,001	\$24.47
Crispin Porter + Bogusky	\$100,000	\$90,971	\$1,109,089	\$1,018,117	\$12.19
IBM*	\$100,000	\$90,703	\$2,511,545	\$2,420,842	\$27.69
LeftHand Networks	\$80,698	\$74,073	\$144,840	\$70,769	\$1.96
Mountain Sports Media	\$44,917	\$40,741	\$224,678	\$183,937	\$5.51
OZ Architecture	\$49,578	\$44,969	\$234,202	\$189,234	\$5.21
Solekai Systems	\$24,807	\$22,501	\$106,876	\$84,376	\$4.75
2007 Total	\$500,000	\$454,661	\$6,550,935	\$6,096,276	\$14.41

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

*Only includes taxes and fees generated by the new data center that the incentive helped win for Boulder

2008 Return on Investment – All Recipients

Conclusion from 2008 analysis report: The companies all provide broad benefits to the community, not only economically, but socially and environmentally as well. The full benefits analysis provides a conservative assessment of their economic impact at a \$4.5 Million return over three years on the investment made by the city in the form of incentives. However, even when taking a very limited incremental view of the benefits derived from the rebates by only including projects we might not have won and businesses that might otherwise have moved out of Boulder, the city management can feel confident that positive net return of \$288,699 is still being earned on this investment.

Return on Investment – 2008 Flexible Rebate Recipients (2008 – 2010)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Advanced Thin Films	\$50,000	\$47,619	\$152,748	\$105,129	\$2.21
Chocolove	\$24,535	\$21,849	\$53,089	\$31,240	\$1.43
Eco-Products	\$29,000	\$26,304	\$389,311	\$363,007	\$13.80
Namaste Solar	\$29,086	\$26,382	\$697,129	\$670,747	\$25.42
Rally Software	\$50,000	\$44,833	\$232,406	\$187,573	\$4.18
Seth Ellis Chocolatier	\$39,514	\$34,826	\$61,893	\$27,067	\$0.78
Siemens Wind Power	\$50,000	\$37,588	\$33,555	(\$4,033)	(\$0.11)
Wall Street on Demand	\$50,000	\$45,351	\$1,163,070	\$1,118,070	\$24.65
2008 Total	\$322,135	\$284,752	\$2,783,552	\$2,498,800	\$8.78

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2009 Return on Investment – All Recipients

Conclusion from 2009 analysis report: The companies greatly benefit the community, both economically and socially, and are important to Boulder's image. The conservative estimate of a \$5.6 million net return on investment suggests the program is still a very strong investment for the city. Even when looking at only the incremental returns, the \$488,819 net return on investment (which does not include Celestial Seasonings, another incremental gain) represents positive economic gains that are clearly advantageous.

Return on Investment – 2009 Flexible Rebate Recipients (2009 – 2011)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Celestial Seasonings	\$56,441	\$51,194	\$973,871	\$922,677	\$18.02
eTown	\$50,000	\$47,619	\$205,253	\$157,634	\$3.31
IBM	\$35,000	\$31,746	\$4,293,702	\$4,261,956	\$134.25
Sea to Summit	\$10,820	\$10,305	\$67,164	\$56,859	\$5.52
Stratom, Inc.	\$12,525	\$11,361	\$22,361	\$11,000	\$0.97
Tundra Specialties	\$34,963	\$31,712	\$181,789	\$150,077	\$4.73
Visionlink	\$10,230	\$9,279	\$31,430	\$22,151	\$2.39
2009 Total	\$209,979	\$193,216	\$5,775,570	\$5,582,354	\$28.89

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2010 Return on Investment – All Recipients

Conclusion from 2010 analysis report: The companies benefit the community, both economically and socially, and are important to Boulder's image. The estimate of a \$11.81 net return on each \$1 invested indicates the program is still a solid investment for the city, particularly since it assists different sizes and types of companies.

Return on Investment – 2010 Flexible Rebate Recipients (2010 – 2012)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Rally Software	\$50,000	\$45,351	\$385,152	\$339,801	\$7.49
Microsoft	\$50,000	\$45,351	\$151,209	\$105,858	\$2.33
Mountainside Medical	\$50,000	\$45,351	\$462,656	\$417,305	\$9.20
Covidien	\$75,000	\$68,027	\$1,018,741	\$950,714	\$13.98
Precision Wind	\$25,000	\$23,243	\$138,015	\$114,773	\$4.94
Spectra Logic	\$65,000	\$58,957	\$1,447,940	\$1,388,983	\$23.56
Trada	\$5,366	\$4,867	\$124,821	\$119,954	\$24.65
2010 Total	\$320,366	\$312,536	\$3,728,534	\$3,437,388	\$11.81

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2011 Return on Investment – All Recipients

Conclusion from 2011 analysis report: The City of Boulder's Flexible Rebate Incentive Program continues to generate a positive return on investment, while providing the City Manager with an important and effective tool to help retain, grow, and attract businesses that align with the city's values and goals.

Return on Investment – 2011 Flexible Rebate Recipients (2011 – 2013)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Tendril Networks	\$85,000	\$77,098	\$315,320	\$238,223	\$3.09
LogRhythm	\$85,000	\$73,426	\$471,564	\$398,138	\$5.42
Biodesix	\$60,000	\$51,830	\$61,652	\$9,822	\$.19
juwi Wind	\$15,000	\$12,958	\$44,644	\$31,687	\$2.45
Eetrex	\$26,000	\$22,460	\$49,790	\$27,330	\$1.22
Salewa	\$10,000	\$8,638	\$32,185	\$23,546	\$2.73
2011 Total	\$281,000	\$246,410	\$975,155	\$728,746	\$2.96

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2012 Return on Investment – All Recipients

Conclusion from 2012 analysis report: The City of Boulder’s Flexible Rebate Program has continued to provide the Boulder City Manager with an important and effective tool to help retain, grow, and attract businesses that align with Boulder’s values and goals and generate a positive return on investment.

Return on Investment – 2012 Flexible Rebate Recipients (2012 – 2014)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
American Rec Products	\$25,000	\$23,140	\$152,929	\$129,789	\$5.61
Gnip	\$45,000	\$41,518	\$216,290	\$174,771	\$4.21
HEAD USA	\$50,000	\$46,280	\$39,976	(\$6,304)	(\$.14)
MBio Diagnostics	\$30,000	\$27,902	\$183,254	\$155,352	\$5.57
RealD	\$80,000	\$73,513	\$219,362	\$145,849	\$1.98
Tensentric	\$40,000	\$36,757	\$140,355	\$103,598	\$2.82
Twisted Pine	\$45,000	\$40,758	\$155,784	\$115,026	\$2.82
Upslope	\$50,000	\$46,280	\$436,589	\$390,309	\$8.43
Zia Consulting	\$30,000	\$27,634	\$131,621	\$103,987	\$3.76
Total	\$395,000	\$363,782	\$1,676,160	\$1,312,377	\$3.61

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2013 Return on Investment – All Recipients

Conclusion from 2013 analysis report: The City of Boulder’s Flexible Rebate Program has continued to provide the Boulder City Manager with an important and effective tool to help retain, grow, and attract businesses that align with Boulder’s values and goals and generate a positive return on investment.

Return on Investment – 2012 Flexible Rebate Recipients (2012 – 2014)					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Active Interest Media	\$25,000	\$23,810	\$264,665	\$240,855	\$10.12
Anthem Branding	\$60,000	\$57,143	\$381,400	\$324,258	\$5.67
Avery Brewing Company	\$90,000	\$82,540	\$1,047,499	\$964,959	\$11.69
Boulder Brands, Inc.	\$60,000	\$57,143	\$539,347	\$482,204	\$8.44
Boulder Homemade, Inc.	\$25,000	\$23,810	\$71,967	\$48,153	\$2.02
Cocona, Inc.	\$10,000	\$9,524	\$47,455	\$37,931	\$3.98
Orbotix, Inc.	\$30,000	\$28,571	\$149,714	\$121,142	\$4.24
Rudi’s Organic Bakery	\$50,000	\$47,619	\$356,688	\$309,069	\$6.49
SolidFire, Inc.	\$50,000	\$47,619	\$415,839	\$368,220	\$7.73
Sterling-Rice Group	\$55,000	\$51,042	\$513,791	\$462,749	\$9.07
Total	\$455,000	\$428,821	\$3,799,096	\$3,370,271	\$7.86

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

Return on Investment– New and Retained Business Recipients: 2007 – 2013

From 2007 and 2013, a total of 32 companies were attracted to or retained in Boulder as a result of the Flexible Rebate Program and approved for rebates totaling \$1.56 million. The overall net return to the city is projected to be \$7.74 million or \$5.51 for every \$1 invested.

Flexible Rebate Funding and Returns: New and Retained Businesses 2007 - 2013					
Program Year	Total Approved Rebates	Total Recipients	Approve Rebate PV	Net Return PV	Net Return on \$1
2007	\$250,422	4	\$228,018	\$2,119,331	\$18.11
2008	\$150,000	3	\$130,040	\$418,709	\$2.22
2009	\$119,963	3	\$111,077	\$488,819	\$4.40
2010	\$150,000	3	\$136,053	\$613,162	\$4.51
2011	\$281,000	6	\$246,410	\$728,746	\$2.96
2012	\$290,000	6	\$267,488	\$938,012	\$3.51
2013	\$305,000	7	\$285,964	\$2,431,936	\$8.50
Total	\$1,556,385	32	\$1,405,050	\$7,738,715	\$5.51

2007 Return on Investment – New or Retained Businesses

In 2007, the Flexible Rebate Program provided incentives that influenced IBM's decision to locate its green data center in Boulder and the decisions of LeftHand Networks, Mountain Sports Media and Solekai Systems to remain and expand in Boulder.

Return on Investment – 2007 Flexible Rebate Recipients (2007 – 2009) – New or Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
IBM*	\$100,000	\$90,703	\$2,511,545	\$2,420,842	\$27.69
LeftHand Networks	\$80,698	\$74,073	\$144,840	\$70,769	\$1.96
Mountain Sports Media	\$44,917	\$40,741	\$224,678	\$183,937	\$5.51
Solekai Systems	\$24,807	\$22,501	\$106.876	\$84,376	\$4.75
Total	\$250,422	\$228,018	\$2,119,331	\$1,891,313	\$9.29

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

*Only includes taxes and fees generated by the new data center that the incentive helped win for Boulder

2008 Return on Investment – New or Retained Businesses

In 2008, incentives provided through the Flexible Rebate Program influenced the decisions of Advanced Thin Films and Siemens to move to Boulder and Rally's decision to remain and expand in Boulder.

Return on Investment – 2008 Flexible Rebate Recipients (2008 – 2010) – New or Retained Businesses					
Retained Businesses	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Advanced Thin Films	\$50,000	\$47,619	\$152,748	\$105,129	\$2.21
Rally Software	\$50,000	\$44,833	\$232,406	\$187,573	\$4.18
Siemens Wind Power	\$50,000	\$37,588	\$33,555	(\$4,033)	(\$0.11)
2008 Total	\$150,000	\$130,040	\$418,709	\$288,669	\$2.22

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2009 Return on Investment – New or Retained Businesses

In 2009, the Flexible Rebate Program provided incentives that influenced the decisions of eTown, IBM and Tundra Specialties decision to expand in Boulder.

Return on Investment – 2009 Flexible Rebate Recipients (2009 – 2011) – New or Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
eTown	\$50,000	\$47,619	\$205,253	\$157,634	\$3.31
IBM*	\$35,000	\$31,746	\$4,293,702	\$4,261,956	\$134.25
Tundra Specialties	\$34,963	\$31,712	\$181,789	\$150,077	\$4.73
2009 Total	\$119,963	\$111,077	\$599,896	\$488,819	\$4.40

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

**Includes only those taxes and fees generated by IBM's new division*

2010 Return on Investment – New or Retained Businesses

In 2010, incentives provided through the Flexible Rebate Program influenced the decisions of Rally Software, Microsoft and Mountainside Medical to remain and expand in Boulder.

Return on Investment – 2010 Flexible Rebate Recipients (2010 – 2012) – New or Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Rally Software	\$50,000	\$45,351	\$385,152	\$339,801	\$7.49
Microsoft	\$50,000	\$45,351	\$151,209	\$105,858	\$2.33
Mountainside Medical	\$50,000	\$45,351	\$462,656	\$417,305	\$9.20
2010 Total	\$150,000	\$136,053	\$749,215	\$613,162	\$4.51

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2011 Return on Investment – New or Retained Businesses

In 2011, the Flexible Rebate Program provided incentives that influenced Biodesix's decision to move to Boulder and the decisions of Tendril Networks, LogRhythm, juwi Wind, Eetrex and Salewa to remain and expand in Boulder.

Return on Investment – 2011 Flexible Rebate Recipients (2011 – 2013) – New or Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Tendril Networks	\$85,000	\$77,098	\$315,320	\$238,223	\$3.09
LogRhythm	\$85,000	\$73,426	\$471,564	\$398,138	\$5.42
Biodesix	\$60,000	\$51,830	\$61,652	\$9,822	\$.19
juwi Wind	\$15,000	\$12,958	\$44,644	\$31,687	\$2.45
Eetrex	\$26,000	\$22,460	\$49,790	\$27,330	\$1.22
Salewa	\$10,000	\$8,638	\$32,185	\$23,546	\$2.73
2011 Total	\$281,000	\$246,410	\$975,155	\$728,746	\$2.96

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2012 Return on Investment – New or Retained Businesses

In 2012, incentives provided through the Flexible Rebate Program influenced the decision of HEAD USA to relocate to Boulder and the decisions of American Rec, Gnip, RealD, Tensentric and Upslope to remain and expand in Boulder.

Return on Investment – 2012 Flexible Rebate Recipients (2012 – 2014) – New and Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
American Rec Products	\$25,000	\$23,140	\$152,929	\$129,789	\$5.61
Gnip	\$45,000	\$41,518	\$216,290	\$174,771	\$4.21
HEAD USA	\$50,000	\$46,280	\$39,976	(\$6,304)	(\$.14)
RealD	\$80,000	\$73,513	\$219,362	\$145,849	\$1.98
Tensentric	\$40,000	\$36,757	\$140,355	\$103,598	\$2.82
Upslope	\$50,000	\$46,280	\$436,589	\$390,309	\$8.43
Total	\$290,000	\$267,488	\$1,205,501	\$938,012	\$3.51

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

2013 Return on Investment – New or Retained Businesses

In 2013, incentives provided through the Flexible Rebate Program influenced the decision of Active Interest Media, Avery Brewing Company, Boulder Ice Cream, Cocona, Inc., Rudi's Organic Bakery, SolidFire, Inc., and Sterling-Rice Group to remain and expand in Boulder.

Return on Investment – 2013 Flexible Rebate Recipients (2013 – 2015): New and Retained Businesses					
	Rebate Approved	Rebate PV	Tax Revenue PV	Net Return PV	Net Return on \$1 invested
Active Interest Media	\$25,000	\$23,810	\$264,665	\$240,855	\$10.12
Avery Brewing Company	\$90,000	\$82,540	\$1,047,499	\$964,959	\$11.69
Boulder Homemade, Inc.	\$25,000	\$23,810	\$71,967	\$48,153	\$2.02
Cocona, Inc.	\$10,000	\$9,524	\$47,455	\$37,931	\$3.98
Rudi's Organic Bakery	\$50,000	\$47,619	\$356,688	\$309,069	\$6.49
SolidFire, Inc.	\$50,000	\$47,619	\$415,839	\$368,220	\$7.73
Sterling-Rice Group	\$55,000	\$51,042	\$513,791	\$462,749	\$9.07
Total	\$305,000	\$285,964	\$2,717,904	\$2,431,936	\$8.50

PV = Present Value; Net return represents the current value of income to the City of Boulder (estimated tax revenue) over the three years of the program less the current value of the expenditures (approved rebate).

History of Boulder's Economic Vitality and Flexible Rebate Programs: 2002-2013

Since 2002, the city of Boulder has proactively worked to establish and support an economic vitality program that provides consistent outreach, assistance and recognition of business in the community. As part of an overall economic vitality plan, a pilot Business Incentive Program was developed and implemented in 2007, including a pilot Flexible Rebate Program with funding of \$500,000 from the city targeted at retaining and expanding primary employers in Boulder.

Primary employers are defined as those that “export” the majority of their goods and services outside the community, infusing external funds into the local economy and producing a substantial impact on local output, employment and wages. From the time of implementation of the pilot through 2008, the city defined primary employers as businesses (excluding hotel, retail and food services) that generate at least 75% of their revenues from outside Boulder County. This is a higher threshold than many communities use and the definition was lowered to “exceeds 50%” in 2009.

The 2007 Flexible Rebate Program pilot was judged to be a success and has been continued by the city each year since then as a formal program. The city has commissioned the Boulder Economic Council (BEC) to provide an objective evaluation of the effectiveness of the program each year based on its value in retaining or attracting businesses and providing a return on the city's investment.

Some program criteria have changed to ensure that grant recipients support the city's goals for social and environmental sustainability. The maximum rebates granted, as well as the funding provided in each year's city budget, has also changed to address funding constraints in the city's budget. Changes made to the program since 2007 include:

- Expanded options for demonstrating commitment to environmental sustainability including energy and waste reduction, energy certifications, encouraging alternative transportation, general sustainable business practices and buying locally
- Primary Employer was redefined as one consisting of any number of employees
- The amount of revenue required to be derived from the sale of goods and/or services outside of Boulder county was lowered from 75% to 50% to be consistent with the common definition of a primary employer within the state
- The application form was adjusted so that it could be filled in online and arrangement of the information and requirements on the city's website were improved to facilitate ease of use based upon feedback from users.

City of Boulder Economic Vitality and Flexible Rebate program highlights:

2002

- As part of the 2003 budget (in 2002), city EV efforts were funded by using a portion of the resources currently available from \$2.9 million Boulder Urban Renewal Authority (BURA) bond reserve fund that came back to the city when the BURA bonds were paid off.
- A base budget of \$250,000 per year for five years was set for the EV account (with carryover of unused funds each year) beginning in 2003 and *continuing through 2007*. The urban redevelopment portion of the account began in 2004 and *continued through 2008*.
- Prior to 2003, the City Council economic goal group had a series of discussions about economic initiatives and concluded that a more focused effort to formulate an economic policy was required.

2003

- City Manager Frank Bruno convened the Economic Vitality Action Group (EVAG) in February, 2003—his first few weeks on the job. The charge to the EVAG was to prepare appropriate options, tools and other strategies that will assist the city's efforts to enhance business opportunities and sales tax revenues. EVAG formulated a draft EV policy in August 2003.
- City Council adopted the EV policy in October 2003 (see policy in Attachment H).

Attachment A - Return on Investment Analysis on the 2013 Flexible Rebate Program

- Initial EV staffing took place in late 2003 to mid-2004. Brad Power, who served as Executive Director of BURA since 1997 was hired as the fixed-term redevelopment director in December 2003.

2004

- Michael Stumpf served as the city's first EV coordinator from summer 2004 to spring 2005.
- The Economic Vitality Advisory Board (EVAB) was named by Frank Bruno in August 2004 as advisory to the city manager.

2005

- EVAB has provided advice and input to the city manager, individually and in periodic meetings since 2005.
- In April 2005, an EV work plan was adopted.
- After Stumpf's departure, Boulder Economic Council (BEC) Executive Director Sean Maher served as interim economic development coordinator from May 2005 to September 2006.
- An independent assessment of Boulder businesses' views of doing business in Boulder was conducted by business consultant, Ray Wilson in fall 2005.

2006

- Liz Hanson, a 20-year veteran of the Planning Department, was hired as the city's business liaison in January 2006 for a two-year fixed term.
- An updated EV work plan was reviewed by City Council at a study session in March 2006.
- A 2007 Business Incentives Pilot Program was adopted by City Council in September 2006.
- Frances Draper was hired as the new executive director of the BEC in September 2006.

2007

- The city and BEC enter into a 2007 agreement for specific services related to implementation of the pilot incentive program, business outreach, and business retention.
- EV staff implements the approved 2007 Business Incentives Pilot Program: Developing application and administrative review processes; creating and implementing a communication plan, including direct marketing and public presentations; and obtaining owner-occupied loan pool commitments and agreements.
- As of August 1, eight flexible rebate and two employee training applications are received from Boulder primary employers.
- The City Council authorized the Business Incentive Rebate Program for 2008.

2008

- The Boulder Economic Council contracts with the city to complete an analysis of the 2007 Pilot Business Incentive Rebate Program.
- The City Manager grants Business Incentive Rebates to eight companies.
- The analysis is completed and presented to City Council on April 22, 2008 showing a return of \$14.41 on every \$1.00 invested in incentive rebates.

2009

- City Council reauthorizes the City Manager to approve Business Incentive Rebates with some additional sustainability guidelines for companies to meet, to continue each year if funding is made available each year in the city's budget.
- A 2009 budget of \$350,000 is approved for the Flexible Rebate Incentive Program and \$50,000 for the city's contribution to a MicroLoan Fund.
- The City Manager grants Business Incentive Rebates to seven companies.
- The Boulder Economic Council provided an analysis of the 2008 program showing a return of \$8.78 on every \$1.00 invested in incentive rebates.

2010

- A 2010 budget of \$350,000 is provided for the Flexible Rebate Incentive Program and \$100,000 for the MicroLoan Fund.
- On September 30, the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University, announced that the City's Flexible Rebate Program was one of 173 government programs selected for its newly-created Bright Ideas program. In its inaugural year, the Bright Ideas honor is designed to recognize and share creative government initiatives around the country with interested public sector, nonprofit, and academic communities.
- Seven companies are granted Business Incentive Rebates totaling \$345,366.
- The Boulder Economic Council provided an analysis of the 2009 program showing a return of \$28.89 on every \$1.00 invested in incentive rebates.

2011

- A budget of \$350,000 was provided for the 2011 Flexible Rebate Incentive Program, all of which was incorporated into the city budget rather than relying on one-time funding.
- Six companies are granted Business Incentive Rebates totaling \$281,000.
- The Boulder Economic Council provided an analysis of the 2011 program showing a return of \$2.96 on every \$1.00 invested in incentive rebates.

2012

- A budget of \$350,000 was provided for the 2012 Flexible Rebate Incentive Program.
- Nine companies are granted Business Incentive Rebates totaling \$395,000.
- The Boulder Economic Council provided an analysis of the 2012 program showing a return of \$3.61 on every \$1.00 invested in incentive rebates.

2013

- A budget of \$350,000 was provided for the 2013 Flexible Rebate Incentive Program and \$50,000 for the MicroLoan Fund.
- Ten companies are granted Business Incentive Rebates totaling \$455,000.
- The Boulder Economic Council provided an analysis of the 2013 program showing a return of \$7.86 on every \$1.00 invested in incentive rebates.

Boulder Microloan Fund
2014 Program Year In Review

Program History

During the creation of the City of Boulder's Economic Vitality Program it was proposed that a specialized loan pool to attract and retain small businesses would make them more likely to remain in Boulder over the long term. With the economic downturn that began in late 2008, the Boulder Economic Council joined with the City of Boulder, Colorado Enterprise Fund and several banks to create a Microloan Fund. The mission of this Fund is to provide access to capital for Boulder businesses that cannot obtain financing through traditional sources, but who are capable of sustaining a business and repaying debt. The Boulder Microloan Fund (BMF) was launched in 2009, with \$325,000 in loan capital, funded by the City, three banks, and Colorado Enterprise Fund.

Market Need:

Through research from the Boulder Small Business Development Center and other input, the group determined that there was a demand for working capital and other loans that was not currently being met in the community for a variety of reasons. In the economic environment of 2009 and with banks being capital-constrained, this was particularly true. Small businesses form the majority of the city's economic base and the group felt an effort to provide a modest lending program for those who cannot access bank debt, but can repay a loan, would have positive effects on the city's economy for some time to come.

The program also addresses the needs of the participating banks to reach smaller businesses more effectively. This program meets that need by ensuring at least 60% of the lending is to businesses with \$1 million or less in annual revenue. This allows the banks to count their loan or contribution to the program for their Community Reinvestment Act requirements.

Operational Details:

1) Business Eligibility Criteria

- a. Location: At least 80% of businesses must have their primary office/headquarters or operations in the City of Boulder, CO. All must be within Boulder County. Note: the participating banks serve the broader Boulder market and wanted to ensure at least a few of the applicants from outside the city boundary could be considered.
- b. Size and Income:
 - i. **Businesses**: Businesses may not exceed \$2 Million per year in gross revenue for the year immediately preceding the date of the loan and 60% or more of the Fund's loan must be made to businesses with less than \$1 Million per year in gross revenue
 - ii. **Non- Profits**: Non-profit organizations must show that at least 51% of the individuals served fall at or below 80% of the US Department of Housing and Urban Development's median income levels.

2) Loan Purposes:

Loans may be used for most business purposes including, but not limited to the following:

- a. Inventory purchase
- b. Start-up expenses
- c. Equipment purchase
- d. Operations

- e. Tenant finish and property improvements
 - f. Purchase of a business
- 3) Loan Size:
Loans may range up to a maximum of \$50,000.00.
 - 4) Loan Term:
Loan terms may range up to a maximum of 6 years with any re-write of the loans able to extend the original term by up to two years.
 - 5) Underwriting:
Underwriting decisions are made according to Colorado Enterprise Fund's ongoing underwriting standards and guidelines.
 - 6) Technical Assistance:
All borrowers have access to CEF's Business Acceleration Services.

Funding Summary of Microloan Fund Investors (all amounts are loans, unless identified):	
First Round of Funding:	
City of Boulder	\$ 50,000 (grant)
First National Bank of Colorado	\$ 50,000 – <i>not renewed; 2014</i>
Wells Fargo Bank	\$100,000 – <i>renewal in process; 2014</i>
US Bank	\$ 25,000 (grant)
Colorado Enterprise Fund	<u>\$100,000</u>
Total First Round Funding:	\$325,000
Second Round of Funding:	
FirstBank	\$ 75,000
City of Boulder	\$100,000 (grant)
Colorado Enterprise Fund	<u>\$ 75,000</u>
Total Second Round Funding:	\$250,000
2012 Funding :	
First National Bank	\$125,000
Colorado Enterprise Fund	\$150,000
2013 Funding:	
City of Boulder	\$50,000 (grant)
First Citizen's Bank & Trust	\$25,000
Colorado Enterprise Fund	\$100,000
2014 Funding:	
First National Bank CDC	\$200,000
First National Bank of CO – retired	-\$50,000
Wells Fargo – In renewal	~\$100,000
City of Boulder	\$50,000 (grant)
Total Fund:	\$1,225,000 (\$100,000 pending renewal)

Deployment Summary from 4/1/2009 (inception) to 12/31/14 (data through 12/18/14):**Number of Loans:** 56 business loans**Dollar volume of deployment as follows:**

BMP Funds deployed:	\$ 1,344,835
Additional Colorado Enterprise Funds deployed:	\$ 682,428
Total funds deployed:	\$ 2,027,263
BMP Funds loan balances outstanding:	\$ 758,877
Addl. CEF Funds loan balances outstanding:	\$ 306,750
Total outstanding:	\$ 1,065,627
BMP Funds available to lend:	\$ 41,123 out of \$800,000
Addl. CEF Funds available to lend:	As needed
As a result of relending on repaid loan principal, and the leveraging effect of CEF's other funds, the direct impact on access to loan capital in the Boulder business community has been 250% greater than the investment made by the funding partners.	

Summary of loan activity from Program inception through December 2013

Detailed descriptions of the following borrowers and how they used borrowed funds can be found in previously filed reports.

- Of the following borrowers, 49% are women-owned businesses. 14% of these businesses owners self-identify as ethnic or racial minority. 28% reported being Low Income wage earners at the time of loan application.
- Places for 41 children were created in child-care facilities.
- 422 jobs were created or maintained in businesses receiving loans.

The 39 loans to these borrowers:

- Represent \$1,253,210 in financed capital
- Range between \$6,000 and \$130,000 in loan size
- Have a repayment term of between 36 and 72 months
- Carry interest rates of 9% to 11.5%

Amanda Johnson Consulting*	Strategic planning and development for non-profit orgs
ANCO Engineers*	Specialty manufacturer of earthquake testing equipment
Boulder Homemade Ice Cream*	Producer and distributor of high quality natural ice cream
Boulder Insurance Solutions	Small to mid-sized business insurance brokerage
Boulder Landscape and Design	Landscape planner/builder of ecologically sensitive environments
Boulder Vision Associates*	Gunbarrel eye care provider
Café Aion, LLC	Full-service, innovative fresh cuisine on "The Hill"
Cool Spirit Nature	Organic hemp clothing and accessories
D.O.G. Enterprises, LLC	Premium doggy day care, overnight camps and in-home care

Dash Cycles, LLC	High-tech composites design and manufacturing
David Lupberger	Design, planning & construction services
Dragonfly Coffee Roasters, LLC	Coffee roasters supplying wholesale and retail markets
Impact Services, Inc.	Tax and accounting services provider
Joycare Infant & Toddler Ctr.	A not-for-profit childcare provider operating out of Gunbarrel
Kettle and Stone	Gunbarrel craft brewer
Living Design Studios, Inc.	Custom metalwork for residential and commercial applications
Lotus Blossom Learning Center	Childcare provider
Makeena, LLC.	Mobile app facilitating healthy/sustainable choices and cost savings at the grocery store
MicroChem	Advanced laboratory services for the food & beverage industry
Move Sport, Inc.	Manufacturer of sporting goods for running and biking
NAP, Inc.	Manufacturer of Boba and Sleepy Wrap brands of baby carriers
Natural Body Shop	Natural remedies
Natural Design Solutions, Inc.	Landscape architecture and land use planning consultant
Paradigm Publishers	Educational books publisher
Photocrati Media, LLC	Web marketing services
Pure Hair Studio	North boulder beauty salon
Rhymer Retail, Inc.	Operating as a 7-11 Convenience Store in Boulder
RollinGreens	Mobile salad & healthy food catering operation
SolBites	Healthy snacks manufacturing with a mission to address childhood obesity
The Tasterie	Mobile café & bakery specializing in local, seasonal ingredients
The White List, LLC	A wedding planning services company
Thermal Clean, LLP	A bedbug remediation company
University Parent Magazines*	Parent-targeted campus magazines for universities nationwide

Program loan activity for calendar year 2014

- Of the following 17 borrowers: 47% are women-owned businesses; 30% of these businesses owners self-identify as an ethnic or racial minority; 42% are low income wage earners.
- 152 jobs were created or maintained in businesses receiving loans.
- As of the filing of this report, 5 loans for \$ 200,000 dollars are in the pipeline.
- Improvement in production rates due to Marketing staffing and lender staffing, making increased visits to referral resources in the area. Additionally, CEF joined several trade associations serving Boulder to improve referral networks.

The loans to the following 17 borrowers:

- Represent \$ 774,561 in financed capital
- Range between \$7,800 and \$102,425 in loan size. Loans larger than \$50,000 have been participated with other CEF funds per program requirements.
- Have a repayment term of between 36 and 84 months.
- Carry interest rates of 8.75% to 11.99%

Borrower	Closed	Amount	Short Business Description	Use of Funds	Term (yrs)	Rate	Current Balance	Loan Status
6px, Inc.	7/2	46,135	Cloud optimized image processing technology	Inv & Equipt	6	10.0	46,135	Current
ANCO Engineers*	2/17	35,665	Specialty manufacturer of earthquake testing equipment	Inv & Equipt	6	9.75	33,821	Current
Atomic20	6/4	51,050	Adaptive marketing strategy & design	Inv & Equipt	4	9.99	50,216	Current
Blackbird and the Snow	1/30	7,805	Jewelry design and sales	Inv & Equipt	3	11.99	7,446	Current
Blooming Beets Kitchen	3/25	76,300	Gluten free restaurant	Inv & Equipt	7	9.0	26,300	Current
Boulder Vision Associates*	11/17	30,775	Gunbarrel eye care provider	Inv & Equipt	5	9.99	30,775	Current
Chiropractic Concept Clinic	9/15	40,930	Chiropractic and physical therapy clinic	Inv & Equipt	4	10.5	40,930	Current
Deviant Spirits	12/18	36,006	Traditional and infused vodkas distiller	Inv & Equipt	4	10.5	36,006	Current
Fresh, LLC	5/23	101,885	Value driven, high quality product cafe	Inv & Equipt	7	8.75	101,754	Current
Himalayas Chai	1/29	10,325	Boulder restaurant doing packaged goods of a fan favorite	Inv & Equipt	3	11.99	9,850	Current
Paradigm Publishers*	3/31	102,425	Educational books publisher	Inv & Equipt	6	8.75	94,265	Current
Planting Dreams Home Childcare	7/29	20,725	Spanish immersion home-based preschool child care	Inv & Equipt	5	10.99	20,725	Current
Represent Your Water	8/25	51,450	Contributing to environmental conservation through product sales featuring outdoor recreation themes	Inv & Equipt	5	9.99	25,078	Current

Simply Dara	3/12	51,375	Snacks: vegan, gluten free, macrobiotic, raw	Inv & Equipt	4	9.8	50,606	Current
The Hitching Post	11/24	8,425	Equestrian products and themed personal and home décor	Inv & Equipt	4	11.99	8,425	Current
XOAB, LLC	11/25	52,060	Merino wool socks manufacturing and sales	Inv & Equipt	5.75	9.75	32,141	Current
Yummari, Inc	11/13	51,225	Chia based snacks	Inv & Equipt	6	9.99	29,225	Current
Repeat Borrower*								

Program Considerations for 2015 and beyond

In 2015, CEF will continue to increase its marketing activity in the Boulder market including hosting events, Small Business Development Center visits, banker visits and through additional participation in business and industry associations. We expect lending to continue at average rates seen in recent years: financing 10 to 15 new loans with total disbursements of \$ 400,000 to \$800,000 annually. At this rate, CEF will have deployed all remaining community partner sourced loan funds within the first six to eight weeks of 2015, requiring CEF to finance all remaining lending in Boulder with CEF funds. We were successful in bringing \$250,000 of new loan capital to the program in 2014 during a year where new loans financed reached almost \$800,000. CEF will seek additional loan capital support from community partners during 2015 to ensure that the Boulder Microloan Program remains strong, and responds to the considerable demand expressed for this type of capital in the Boulder market.

From CEF's Newsletter:



[Cafe Aion](#) is changing the food landscape of the iconic college neighborhood known as "the Hill" in Boulder. Owner Dakota Soifer (pictured above on right) has created a laid back, Euro-inspired bistro in the former Burnt Toast and Aion bookstore space with a warm loft-type look and feel that provides the inviting backdrop for his award-winning brunch and dinner menu of Spanish and Mediterranean-influenced tapas, paellas, house-made pastries and desserts.

Voted #8 in the Top 25 Restaurants of 2012 by [5280](#) magazine, Café Aion's rustic fare is served on small plates and large platters, and takes you back to a time when being close to the kitchen meant great things were in store. This is the type of place Dakota envisioned - where humble yet filling Spanish fare is lovingly prepared and served - when he opened his restaurant in 2010.

"We aspire to cultivate this tradition in our own local soil. We gather our ingredients from farmers, ranchers and fishmongers we know and admire, and we draw upon the time-honored practices of the osteria and tapas bar as we cook for our friends and neighbors."

Cafe Aion is a recipient of the [Boulder Microloan Fund](#) financing program initiated in 2009 by the City of Boulder, community and banking partners, and CEF. It is an inspiring example of the types of small businesses that flourish and invigorate their local communities when they have access to capital to start up and grow.

Buen provecho, Dakota! Thank you for hosting our May 14 event and best wishes for continued success.

In September 2014, Dakota won Food Network's Cutthroat Kitchen cooking competition show. Check it out, here: http://blogs.westword.com/cafesociety/2014/09/dakota_soifer_cafe_aion_chef_wins_on_cutthroat_kitchen.php

Himalayas Chai



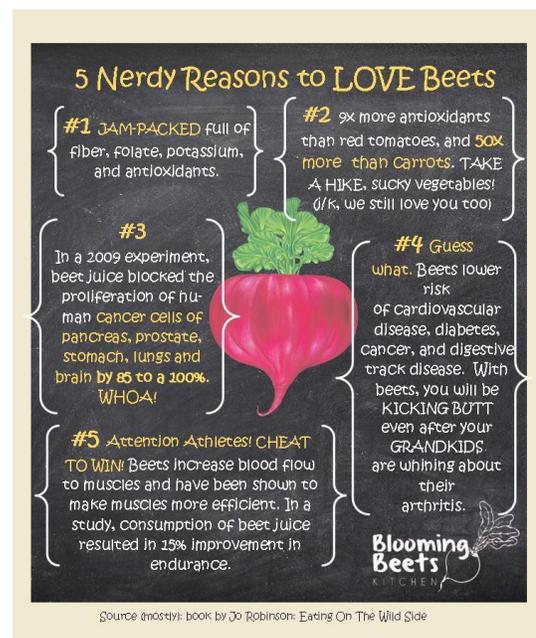
After many years of running very popular locations in Boulder, the owners of Himalayas Restaurant found themselves in a difficult financial position. Rent on their crown jewel Pearl Street location had grown to exceed \$10,000 a month around the same time one of the owners suffered an injury while skiing, creating considerable medical bills. The owners chose to concentrate their resources in a north Boulder location – Himalayas II - and worked hard to bring the business back into shape. In January 2014, the owners received a loan from CEF to support bringing their highly regarded chai served at their restaurant to market in bottles. We look forward to seeing this great local company succeed.

Blooming Beets Kitchen

Opened in May 2014, Boulder's first 100% gluten, grain, dairy, sugar and canola-free restaurant has been receiving warm reviews. Owner Iva Paleckova emigrated from Czech Republic and built a career in digital marketing strategy and implementation, most recently with Dell Computers. What Iva really cared about though was pursuing and evangelizing the paleo diet. So she left her job to open a restaurant.

Iva says: *"Blooming Beets is built on the foundations of Paleo nutrition, but it is first and foremost a restaurant you will want to take your friends, family, and coworkers to enjoy a lovely meal - breakfast, lunch or dinner. The menu is full of unbelievable flavors and amazing dishes."*

The loan she received from CEF brought the capital Iva needed to the project, and she successfully launched her business. In the months since opening, the reviews have been terrific. And the food looks amazing. Learn more about Iva's restaurant from her website www.bloomingbeets.com, or from her facebook page - <https://www.facebook.com/bloomingbeets/info?tab=overview> - where she posts tons of pictures of the food being served.





INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Linda Cooke, Presiding Judge
James Cho, Interim Court Administrator

Date: February 17, 2015

Subject: Information Item: Notification of Temporary Judge Appointments

EXECUTIVE SUMMARY

The purpose of this information item is to notify City Council that Judge Cooke intends to renew and appoint, through contract, the following temporary judges: Bruce Joss, Carol Glowinsky, Thomas Reed and Dennis Wanebo – all of whom have served as temporary judges under earlier contracts. Trained and experienced temporary judges permit the efficient coverage of the court's docket when conflicts in scheduling, such as leave requests or a required recusal of the presiding or associate judge, occur.

FISCAL IMPACT

The funding necessary to meet the terms of the contracts associated with the appointments of temporary judges is contained within the department's budget.

BACKGROUND

Boulder Revised Code §2-6-4 (b)(3) provides that the presiding judge shall appoint temporary judges for terms of up to one year, after notification to the City Council of each such appointment.

**CITY OF BOULDER
LANDMARKS BOARD
January 7, 2015
1777 Broadway, Council Chambers Room
6 p.m.**

The following are the action minutes of the January 7, 2015 City of Boulder Landmarks Board meeting. A digital recording and a permanent set of these minutes (maintained for a period of seven years) are retained in Central Records (telephone: 303-441-3043). You may also listen to the recording on-line at: www.boulderplandevlop.net.

BOARD MEMBERS:

Mark Gerwing, Chair

Kate Remley

Mike Schreiner

Deborah Yin

*Crystal Gray **Planning Board representative without a vote*

STAFF MEMBERS:

Debra Kalish, Senior Assistant City Attorney

James Hewat, Senior Historic Preservation Planner

Marcy Cameron, Historic Preservation Planner

Lesli Ellis, Comprehensive Planning Manager

Angela Smelker, Historic Preservation Intern

1. CALL TO ORDER

The roll having been called, Chair **M. Gerwing** declared a quorum at 6:00 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

On a motion by **M. Gerwing**, seconded by **K. Remley**, the Landmarks Board approved (4-0, **F. Sheets** absent) the minutes as amended of the December 3, 2014 board meeting.

3. PUBLIC PARTICIPATION FOR ITEMS NOT ON THE AGENDA

4. DISCUSSION OF LANDMARK ALTERATION AND DEMOLITION APPLICATIONS ISSUED AND PENDING

- **Statistical Report**

5. ACTION ITEMS

- A. Public hearing and consideration of a Landmark Alteration Certificate to install vinyl windows on the non-contributing building located at 720 Concord Ave. in the Mapleton Hill Historic District, per section 9-11-18 of the Boulder Revised Code (HIS2014-00350). Applicant/Owner: James R. Christoph.**

M. Gerwing, M. Schreiner and **C. Gray** made site visits. **M. Gerwing** reviewed the case at a Design Review Committee meeting. **K. Remley** and **D. Yin** did not have any ex-parte contacts.

Staff Presentation

J. Hewat presented to the board, recommending that the Landmarks Board conditionally approve the application.

Applicant's Presentation

James Christoph, 860 Aurora Ave., Owner, spoke in support of the Landmark Alteration Certificate application.

Public Hearing

Abby Daniels, 1123 Spruce St., Executive Director of Historic Boulder Inc., spoke in support of the Landmark Alteration Certificate application.

Motion

On a motion by **M. Gerwing**, seconded by **M. Schreiner**, the Landmarks Board approved (**3-1, D. Yin objecting**), the proposal for the replacement of windows at 720 Concord Avenue in that it generally meets the standards in Chapter 9-11-18 (a)(b, 1-4), B.R.C. 1981, and is generally consistent with the *General Design Guidelines* and *Mapleton Hill Historic District Design Guidelines*, subject to the conditions below, and adopts this memorandum as findings of the board.

CONDITIONS OF APPROVAL

1. The applicant shall be responsible for ensuring that the windows are installed in compliance with all approved plans on file in the City of Boulder Planning Department, except as modified by these conditions of approval.
2. Prior to submitting a building permit application, the Applicant shall provide elevation, sill, head, and jamb details to demonstrate that the design details are in compliance with the intent of this approval and the General Design Guidelines. The remaining windows may be installed after the review and approval of the sample window by the Landmarks Design Review Committee.
3. Landmarks board encourages applicant to replicate the existing window pattern on all windows.

B. Public hearing and consideration of issuance of a demolition permit for the house and garage located at 3140 7th St., non-landmarked buildings over 50 years old, pursuant to Section 9-11-23 of the Boulder Revised Code (HIS2014-00348). Applicant/ Owner: Joyce Sandham.

At the request of the applicant, the board agreed to discuss this item at the February 3, 2015 Landmarks Board meeting.

C. Public hearing and consideration of an application to designate the property at 747 12th St., as a local historic landmark per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2014-00070). Owner: 747 Twelfth Street, LLC. Applicant: Landmarks Board.

All board members made site visits. **M. Gerwing** reviewed the case at a Design Review Committee meeting. **M. Gerwing, K. Remley** and **M. Schreiner** attended meetings to discuss alternatives to demolition during the stay-of-demolition.

Staff Presentation

M. Cameron presented to the board, recommending that the Landmarks Board forward the application to City Council with a recommendation to designate the property as an individual landmark.

Applicant's Presentation

Adrian Sopher, 1751 15th St., a representative on behalf of the Owners, spoke in opposition of landmark designation.

Public Hearing

Jim Scarboro, 735 12th Street, spoke in support of landmark designation

Kristen Lopez, *no address given*, owner of the property, spoke in opposition of landmark designation.

Martha Campbell, 750 12th St., spoke in support of landmark designation.

Jyotsna Raj, 863 14th St., spoke in support of landmark designation.

Joyce Davis, 350 Ponca Pl., spoke in support of landmark designation.

Erik Johnson, 1300 Sumac Ave., spoke in opposition of landmark designation.

Abby Daniels, 1123 Spruce St., Executive Director of Historic Boulder Inc., spoke in support of landmark designation.

Geneva Reichert, 740 12th St., spoke in support of landmark designation.

Val Kindgren, 1212 Cascade Ave., spoke in opposition of landmark designation.

James Kindgren, 1212 Cascade Ave., spoke in opposition of landmark designation.

John Volkmar, 607 Forest Ave., potential buyer, spoke in opposition of landmark designation.

Don Reichert, 740 12th St., spoke in support of landmark designation.

Adrian Sopher, spoke in rebuttal of Abby Daniel's comments.

Motion

On a motion by **M. Schreiner**, seconded by **K. Remley**, the Landmarks Board voted (4-0) to recommend to the City Council designation of the property at 747 12th St. as a local historic landmark, to be known as the Cowgill House, finding that it meets the standards for individual landmark designation in Sections 9-11-1 and 9-11-2, B.R.C. 1981, and adopts the staff memorandum, including the following as the findings of the board:

FINDINGS

The Landmarks Board finds, based upon the application and evidence presented, that the proposed designation application is consistent with the purposes and standards of the Historic Preservation Ordinance, and:

1. The proposed designation will protect, enhance, and perpetuate a building reminiscent of a past era and important in local and state history and provide a significant example of architecture from the past. Sec. 9-11-1(a), B.R.C. 1981.
2. The proposed designation will maintain an appropriate setting and environment and will enhance property values, stabilize the neighborhood, promote tourist trade and interest, and foster knowledge of the city's living heritage. 9-11-1(a), B.R.C. 1981.

3. The buildings proposed for designation have exceptionally high architectural, historic and environmental significance. The property is associated with Marthana and Josephine Cowgill, who cared for tuberculosis patients in the house prior to purchasing the Mesa Vista Sanatorium; the property possesses a high level of architectural integrity as an example of architecture of that period, and the property has been identified as contributing resource to the identified potential University Hill local and National Register of Historic Places District. Sec. 9-11-2(a)(1), B.R.C. 1981.
4. In this case, designation over an owner's objection is appropriate because (i) the house and garage are of exceptionally high architectural, historic, and environmental significance; (ii) the house and garage are in need of protection provided through the designation as the buildings are proposed for demolition; and (iii) it has not been demonstrated that the cost of restoration or repair would be unreasonable or that it would not be feasible to preserve the buildings and incorporate them into future development plans.
5. The proposed designation draws a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings important to that heritage will be carefully weighed with other alternatives. Due to the location of the house on the south side of the lot, and the gradual grade change away from the house, redevelopment of the site in a manner that preserves the historic buildings and provides for a modern residential use will be possible if the property is individually landmarked. 9-11-1(b), B.R.C. 1981.
6. The proposed designation is consistent with the criteria specified in Section 9-11-5(c), B.R.C. 1981.

**6. MATTERS FROM THE LANDMARKS BOARD, PLANNING DEPARTMENT
AND CITY ATTORNEY**

- A. Pool Guidelines
- B. Update Memo
- C. Subcommittee Update

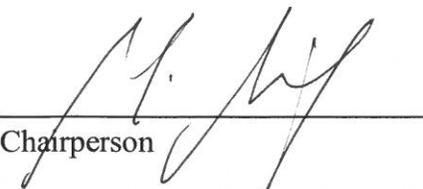
7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The meeting adjourned at 10:27_p.m.

Approved on February 3, 2015

Respectfully submitted,



Chairperson

**CITY OF BOULDER
LANDMARKS BOARD
February 4, 2015
1777 Broadway, Council Chambers Room
6 p.m.**

The following are the “*unapproved and unsigned*” action minutes of the February 4, 2015 City of Boulder Landmarks Board meeting. A digital recording and a permanent set of these minutes (maintained for a period of seven years) are retained in Central Records (telephone: 303-441-3043). You may also listen to the recording on-line at: www.boulderplandevlop.net.

BOARD MEMBERS:

Mark Gerwing, Chair

Kate Remley

Mike Schreiner

Fran Sheets

Deborah Yin

*Crystal Gray **Planning Board representative without a vote*

STAFF MEMBERS:

Debra Kalish, Senior Assistant City Attorney

James Hewat, Senior Historic Preservation Planner

Marcy Cameron, Historic Preservation Planner

Lesli Ellis, Comprehensive Planning Manager

Angela Smelker, Historic Preservation Intern

1. CALL TO ORDER

The roll having been called, Chair **M. Gerwing** declared a quorum at 6:00 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

On a motion by **M. Gerwing**, seconded by **K. Remley**, the Landmarks Board approved (5-0) the minutes as amended of the January 7, 2015 board meeting.

3. PUBLIC PARTICIPATION FOR ITEMS NOT ON THE AGENDA

- **Abby Daniels, Historic Boulder, 1123 Spruce St., spoke about the potential University Hill Moratorium and Historic Boulder’s interest in pursuing a historic district for the area.**

**4. DISCUSSION OF LANDMARK ALTERATION AND DEMOLITION
APPLICATIONS ISSUED AND PENDING**

- **Statistical Report**
- **Short Presentation by Joe Castro on Energy Efficiency of the City of Boulder’s Historic Buildings**
- **Short Presentation by Ruth McHeyser on the Uni-Hill Moratorium**

5. ACTION ITEMS

- A. Public hearing and consideration of a Landmark Alteration Certificate to demolish an addition to a contributing house and demolish a c.1988 garage to make way for the construction of a 616 sq. ft. two-car garage and storage shed at 603 Highland Ave. in the Mapleton Hill Historic District, per section 9-11-18 of the Boulder Revised Code (HIS2014-00345). Applicant: Christopher Melton, Owners: Beth & Will Bashan.**

Motion

On a motion by **M. Gerwing**, seconded **D. Yin**, the Landmarks Board approved (3-1, **K. Remley** opposing, **M. Schreiner** recused himself) the Landmark Alteration Certificate at 603 Highland Ave. as shown on plans dated February 4, 2015 finding that they generally meet the standards for issuance of a Landmark Alteration Certificate in Section 9-11-18, B.R.C. 1981, subject to the conditions below, and adopts the staff memorandum dated February 4, 2015 as findings of the board with the following conditions:

CONDITIONS OF APPROVAL

1. The applicant shall be responsible for constructing the house and garage in compliance with the approved plans dated February 4th, 2015, except as modified by these conditions of approval.
2. The dimension of door opening on the first floor of the east elevation shall not be changed and the existing south door to the east balcony shall be preserved;
3. The proposed garage shall be revised to reflect a depth of no more than 22 feet.
4. The details for the restoration of the second floor porch on the south façade be reviewed by the Ldrc to ensure that it is an accurate restoration based on historic photographs and physical evidence.
5. The fenestration on the new addition shall be studied to better reflect compatibility with the existing house.
6. The installation details of the proposed solar panels shall be subject to final review and approval at the LDRC.
7. Prior to submitting a building permit application and final issuance of the Landmark Alteration Certificate, the applicant shall submit revised drawings showing conditions 2 and 3 and 4 above have been met, as well as the following, all of which shall be subject to the final review and approval of the Landmarks design review committee: window and door details, wall material details, siding material details, paint colors, roofing material details, exterior lighting, fence details, east balcony details, solar panel details, and details regarding any hardscaping on the property to ensure that the approval is consistent with the *General Design Guidelines* and the *Mapleton Hill Historic District Guidelines* and the intent of this approval.

B. Public hearing and consideration of issuance of a demolition permit for the house located at 645 Walnut St., non-landmarked building over 50 years old, pursuant to Section 9-11-23 of the Boulder Revised Code (HIS2014-00351). Applicant: Jennifer Campbell, Owner: Edward Parent.

Motion

On a motion by **M. Schreiner**, seconded by **M. Gerwing**, the Landmarks Board approved (3-1, **F. Sheets** opposing, **K. Remley** recused herself) the demolition permit application for the building located at 645 Walnut St. finding that, due to a loss of architectural integrity, the property is not eligible for landmark designation, and adopt the staff memorandum dated Feb. 4, 2015, as the findings of the board. The Landmarks Board recommends that prior to issuance of the demolition permit; staff requires the applicant to submit to CP&S staff for recording with Carnegie Library:

1. A site plan showing the location of all existing improvements on the subject property;
2. Measured elevation drawings of all faces of the buildings depicting existing conditions, fully annotated with architectural details and materials indicated on the plans.

C. Public hearing and consideration of an application to designate the property at 977 7th St., as a local historic landmark per Section 9-11-5 of the Boulder Revised Code, 1981 (HIS2014-00366). Applicant/Owner: Janelle Krueger & Cosima Krueger-Cunningham.

Motion

On a motion by **M. Gerwing** seconded by **K. Remley** the Board voted 5-0 to adopt a resolution to initiate landmark designation the property at 977 7th St. as a local historic landmark, to be known as the Krueger-Cunningham House, finding that it meets the standards for individual landmark designation in Sections 9-11-1 and 9-11-2, B.R.C. 1981, and adopts the staff memorandum dated February 4, 2015, including the following as the findings of the board:

FINDINGS

The Landmarks Board finds that, based upon the application and evidence presented and subject to the conditions of approval, the proposed designation application will be consistent with the purposes and standards of the Historic Preservation Ordinance, and:

1. The proposed designation will protect, enhance, and perpetuate a building reminiscent of past eras and persons important in local and state history and provide a significant example of architecture from the past. Sec. 9-11-1(a), B.R.C. 1981.
2. The proposed designation will maintain an appropriate setting and environment and will enhance property values, stabilize the neighborhood, promote tourist trade and interest, and foster knowledge of the city's living heritage. 9-11-1(a), B.R.C. 1981.
3. The proposed designation draws a reasonable balance between private property rights and the public interest in preserving the city's cultural, historic, and architectural heritage by ensuring that demolition of buildings important to that heritage will be carefully weighed with other alternatives. 9-11-1(b), B.R.C. 1981.

4. The proposed designation is consistent with the criteria specified in Section 9-11-5(c), B.R.C. 1981.

6. MATTERS FROM THE LANDMARKS BOARD, PLANNING DEPARTMENT AND CITY ATTORNEY

- A. Update Memo
- B. Post City Council Retreat Update
- C. Subcommittee Update
 - 1) Demolition Ordinance
 - 2) Outreach
 - 3) Potential Historic Districts and Landmarks
 - 4) Design Guidelines

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The meeting adjourned at 11:23 p.m.

CITY OF BOULDER
PLANNING BOARD ACTION MINUTES
December 18, 2014
1777 Broadway, Council Chambers

A permanent set of these minutes and a tape recording (maintained for a period of seven years) are retained in Central Records (telephone: 303-441-3043). Minutes and streaming audio are also available on the web at: <http://www.bouldercolorado.gov/>

PLANNING BOARD MEMBERS PRESENT:

Aaron Brockett, Chair
Bryan Bowen
Crystal Gray
John Putnam
John Gerstle
Leonard May
Liz Payton

PLANNING BOARD MEMBERS ABSENT:

None

STAFF PRESENT:

Susan Richstone, Deputy Director, CP&S
Hella Pannewig, Assistant City Attorney
Ruth McHeyser, University Hill Moratorium Project Manager
Susan Meissner, Administrative Assistant III
Charles Ferro, Development Review Manager for CP&S
Karl Guiler, Senior Planner
Lesli Ellis, Comprehensive Planning Manager for CP&S
Heidi Hansen, Civil Engineer II
Sloane Walbert, Planner 1
Ted Harberg, Intern
Sarah Wiebenson, University Hill Development Coordinator
Molly Winter, DUHMD Executive Director

1. CALL TO ORDER

Chair, **A. Brockett**, declared a quorum at 6:04 p.m. and the following business was conducted.

2. APPROVAL OF MINUTES

On a motion by **J. Gerstle** and seconded by **L. Payton** the Planning Board approved 7-0 the December 4, 2014 Planning Board minutes.

3. PUBLIC PARTICIPATION

1. **Jill Marce, 325 31st Street**, expressed concern that neighbors have not been included in the BVCP process to date. She encouraged including a broader base of rules and regulations regarding the height limit.
2. **Mike Marsh, 265 31st Street**, wanted more neighborhood involvement in the BVCP. He wanted to see more neighborhood plans and encouraged using this process to build common ground.
3. **Sarah Maseg-Warren, 201 28th Street**, was concerned about the lack of neighborhood involvement in the BVCP. She did not think that the new large developments reflected neighborhood desires. She would like to see neighborhood plans.

**4. DISCUSSION OF DISPOSITIONS, PLANNING BOARD CALL-UPS/
CONTINUATIONS**

- A. **Call Up Item:** Wetland Permit (LUR2014-00093) Evert Pierson Memorial Fishing Ponds Flood Repairs. Expires: December 22, 2014
- B. **Call Up Item:** Floodplain Development Permit (LUR2014-00094) Evert Pierson Memorial Fishing Ponds Flood Repairs. Expires: December 22, 2014
- C. **Call Up Item:** Wetland Permit (LUR2014-00096) Multi-Use Path Pedestrian Bridge Over South Boulder Creek. Expires: December 22, 2014
- D. **Call Up Item:** Approval of a Minor Amendment to Approved Site Review for a 1,950 square foot addition to an existing single-family residence. The project site is zoned Residential - Low 1 (RL-1). Case No. LUR2014-00088. Expires: December 26, 2014

- S. Walbert answered questions from the board.
J. Gerstle called up item 4D.

5. MATTERS FROM THE PLANNING BOARD, PLANNING DIRECTOR, AND CITY ATTORNEY

- A. **Public Hearing and Feedback to Staff on the results of the first two phases of the University Hill Commercial District Moratorium Project, including Preliminary Findings and Potential Strategies to Address the Findings.**

Staff Presentation:

- S. Richstone introduced the item.
R. McHeyser presented the item to the board.

Board Questions:

- R. McHeyser answered questions from the board.
M. Winter answered questions from the board.
K. Guiler answered questions from the board.

Public Hearing:

- 1. Jyotsna Raj, 863 14th Street**, advocated for the historical assets on the Hill. This is what makes the area unique.
- 2. Stephen Colby, 738 14th Street**, advocated for a neighborhood outreach member. Tradeoffs need to happen and the Hill needs a leader. He proposed closing a portion of 13th Street to traffic.
- 3. Fran Sheets, 520 Marine Street**, encouraged the plan to use preservation as a foundation to this project. She quoted from Victor Dover that Boulder's architectural heritage makes it successful and unique.
- 4. Rishi Raj, 863 14th Street**, noted that the Hill is a confined area that does not have many options. There are many students living in and around the Hill and that will not and should not change. The neighbors need to be more involved in the Hill; create a concept that everyone understands to promote a place for the integrated neighborhood. Don't be too rigid. Propagate an idea of culture and preservation.

Board Comments:

Feedback on the Proposed Strategies:

- There was unanimous support for converting the Hill to an historic district. It could provide a good catalyst for revitalization opportunities, but should be vetted with the public and property owners first.
- Make changes with a light touch so as to avoid spurring development that could alter the character of the area. The largest changes to the area would likely be the result of development of the three open parcels, historic elements and the innovation district.
- Consider converting the Harbeck House into center for non-profits that support city goals.
- Members recommended limiting by-right residential uses. Some would support allowing senior and affordable housing options, others suggested reserving housing for university faculty and staff.
- **A. Brockett** would not prohibit residential uses but recommended limiting them to the third floor to create a better mix of uses. He did not like the idea of encouraging senior housing in this area.
- Consider replacing residential uses with office if possible.
- Lower residential ceiling heights could make conversion to office space difficult.
- Several members were wary of allowing office space on upper floors. The part-time use would not address weekend or evening activity.
- Others recommended allowing co-working spaces and University-related offshoot businesses. Back office uses in the area would not be ideal.

- **L. Payton** would like to see uses such as studio spaces incentivized over residential uses on the upper floors of buildings.
- **C. Gray** recommended that the city-owned surface parking lots be redeveloped into city offices to add vibrancy to the area. Many members supported this idea.
- Request neighbor feedback on the implications of expanding RH-5 zoning in the area.
- **L. May** recommended revisiting the liquor laws on the Hill if businesses would be serving to demographics other than students. **C. Gray** disagreed as the Hill has the largest concentration of liquor licenses in town.
- **L. May** recommended making streetscape and landscaping improvements to improve the aesthetics of the area, thereby attracting more businesses.
- Consider closing a portion 13th Street to traffic; it would build on the activity center, innovation zone and historic area.
- Assure that the ground floor uses are active and contribute to the vibrancy of the area. The BMS zone does not require ground-level retail by right.
- Some members encouraged staff to consider expanding the BMS zone with required ground floor retail by a couple of blocks. **C. Gray** liked the changes to the use tables but did not support expanding the BMS zone.
- Consider incentivizing an arts district or uses by purchasing and leasing ground floor space to artists.
- The board agreed that additional surface parking should not be allowed in the area. Some felt comfortable allowing underground structured parking while others did not want any added to a potential historic district.
- **L. May** thought there was too much emphasis on parking. The neighborhood is fine grained, walkable and congested. Consolidated parking could destroy the fine, historical grain. Focus instead on alternative modes of transportation.
- **C. Gray** recommended that TAB review the Uni Hill plan to provide recommendations for encouraging alternate modes of transportation.
- Increase the number of businesses participating in Eco-Pass programs.

6. MATTERS

A. BVCP Update Discussion

Staff Presentation:

S. Richstone introduced the item

L. Ellis presented the item

Board Comments:

- Community engagement over the BVCP is an opportunity to build some consensus in the community with a civil approach.
- Consider providing all community members with a copy of the BVCP or summary and map.
- Post BVCP update topics early to reduce the public's concern over what will be included and to inform the structure.
- Assure that this will be a ground up process that captures a shared vision from citizens and interest groups such as PLAN Boulder, Better Boulder and others.
- The packet implies that staff is farther along with the BVCP than they are. Clarify this for the public to dispel fears.
- Focus on areas of change and neighborhoods near areas with the most change.
- Assure that multiple perspectives are captured. The city is currently hearing from a stratified demographic of people who have more time to address these issues. Many neighborhoods have internal divisions; find ways to engage everyone through social media and other outreach methods. Also assure that all households have a voice; HOAs often exclude renters and less dominant opinions.
- Add a section to the BVCP on neighborhoods as they relate to resiliency and allow neighborhoods to contribute input. Include business district and commercial neighborhoods as well. Each neighborhood knows its strengths and vulnerabilities.
- Involve neighbors in community engagement exercises to let them define their own character.
- Develop a BVCP input template with visual aids for neighborhoods to complete. Some neighborhoods can complete them alone while others may need some staff resources.
- Individual neighborhood visions could be an important tool both for the BVCP and as a resource for developers looking to start projects in different neighborhoods.

- Clarify the form-based and place-based code concepts.
- Stress the importance of metrics; they are important to achieve a rational method for evaluating projects and achieving goals.
- Members found the metrics provided by the consultant to be helpful.
- Include a map that shows the key policies.
- **C. Gray** requested that staff consider including environmental impact statements for areas that will undergo large changes to land use. **J. Putnam** recommended using a different form of analysis because impact statements dictated by state law are often unhelpful and too technocratic.
- **L. May** requested that the BVCP Update be completed before the Intergovernmental Agreement is renewed in 2017.

The Board discussed their annual letter to City Council.

Planning Board meetings will be televised starting in January.

7. DEBRIEF MEETING/CALENDAR CHECK

8. ADJOURNMENT

The Planning Board adjourned the meeting at 10:03 p.m.

APPROVED BY



Board Chair

2/5/15

DATE

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES

To listen to the Parks and Recreation Advisory Board meetings in their entirety, please go to the following link:
www.boulderparks-rec.org

Name of Board/Commission: Parks and Recreation Advisory Board
Date of Meeting: October 27, 2014
Contact Information Preparing Summary: Sally Dieterich 303-413-7242
Board Members Present: Mike Conroy, Myriah Conroy, Kelly Wyatt, Michelle Estrella, Mike Guzek, Marty Gorce, Tom Klenow Board Members Absent: None
Staff Present: Jeff Dillon, Yvette Bowden, Sally Dieterich, Jeff Haley, Lisa Martin, Alison Rhodes, Teri Olander, Dean Rummel, Stacy Cole, Andrew MacLean
Guests Present: None
Type of Meeting: Advisory/Regular
Agenda Item 1: Call to Order The meeting was called to order at 6:02p.m. and the agenda was approved. Chair Conroy requested agenda item 8 (Matters from Board Members) be moved to agenda 3 (Public Participation) to permit discussion related to the Kinesis Dance Program.
Agenda Item 2: Future Board Items and Tours Future items: <ul style="list-style-type: none">• 1/2015 – Civic Area meeting for boards/commissions• 10/28 Council study session – flood recovery update• Spring 2015 – Emerald Ash Borer (EAB) update with strategic plan• Asset Management software selected – planning recommendation to IT with pilot program• 11/24 PRAB meeting date PRAB agreed to have the next business meeting on 11/24, as scheduled.
Agenda Item 3: Public Participation <ul style="list-style-type: none">• Mark Willuhn, resident, gave kudos to staff for the great job building Elks Park, but shared some noise level and traffic concerns.• Emily Brake, resident, expressed concerns with the dance program change from a public to private program.• Julie Leonard, non-resident, expressed disappointment with dance program changes and the release of instructor Ross. She asked staff to investigate.• Kathy Karr, resident, asked why the dance program was not put out to public bid and instead given to city employees. She also expressed her disappointment with the end of instructor Ross' employment after twenty-five years with the City.• Lee Troop, resident, executive director of the Boulder Track Club, asked staff to include a running track in the Valmont City Park planning process. Board discussion and comments regarding the dance program included: <ul style="list-style-type: none">• Conroy (Mike) inquired why the dance program was outsourced and why former City of Boulder employees were awarded a three year contract.• Conroy (Myriah) asked why this was handled so differently from the Pottery Lab privatization.• Wyatt felt this was similar to the tennis program, but PRAB needs to be involved in the process because PRAB is integral in public/partnership exploration.• Conroy (Myriah) stated a belief that the program was profitable prior to these two city employees being awarded the dance contract.

- Conroy (Mike) thanked staff for responding to some questions, but was confused by the city outsourcing to former city employees, making them contractors with a three year contract. It would have been helpful for PRAB to be involved.
- Guzek noted how passionate some of the groups are and reminded staff that if it is not done appropriately it will be noticed.
- Estrella added that she supports the department encouraging public/private partnerships, but that it needs to be done transparently.
- Conroy (Mike) asked if there is a meeting schedule with the dance group between now and the November PRAB meeting.

Dillon described that moving from highly specialized programs, such as dance, pottery, or gymnastics, must be handled sensitively. The city ran a successful program for seven years but that financial sustainability and service reach continued to be issues. Staff felt that then-existing staff had the skills to continue the program under a partnership model and that their familiarity with the program would aid in the transition pilot period. This will be a discussion item at the November PRAB meeting.

Bowden said that a meeting with the dance group will be held on November 5 at 5 p.m. at the West Senior Center and invited members of PRAB to attend.

Agenda Item 4: Consent Agenda

A. Approval of minutes from September 22,2014

Minutes from September 22, 2014 were approved as written.

B. Park Development Update

Written updates were provided to the board as part of the packet materials. These are items that require no board action or discussion.

Agenda Item 5: Items for Action

There were No Items for Action.

Agenda Item 6: Items for Discussion/Information

A. Valmont City Park Update: The department is currently updating the 2008 Valmont City Park (VCP) concept plan to reflect the needs of the community. This process includes:

- Community Survey
- Industry trend analysis
- Athletic field study
- Stakeholder meetings
- Outreach sessions with youth groups
- Community meetings
- Updates to PRAB and council

Feedback has provided the following:

- VCP should provide active recreation opportunities
- Focus on youth activities
- Include disc golf, athletic fields, running
- Provide multi-use recreation facilities

Next steps:

- Work with consultants to complete the athletic field report
- Develop series of concepts that integrate all data and feedback to determine a final draft concept plan
- Draft final concept plan will be presented at a community meeting in December 2014
- Final concept plan public hearing to be presented to PRAB in February 2015

B. Department and PRAB Action Plan: Four specific areas were identified and reflect the planning process during the next eighteen months:

- Increasing internal and external communication
- Expanding youth engagement
- Building partnerships/sponsorships
- Building capacity

Agenda Item 7: Matters from the Department

- A. Boulder Rugby Club Agreement:** Under the one year agreement Boulder Rugby will fundraise and conduct capital improvements at Tom Watson Park. In return, Boulder Rugby will receive a designated number of hours for field use.
- B. Youth Opportunities Advisory Board (YOAB) Coordination:** One key strategy for action items in engaging and working with youth. Three students from YOAB have been selected for a public engagement pilot program to develop a youth engagement plan between October 2014 and January 2015. They will be working to develop effective strategies for engaging youth as part of park development. They will come before PRAB in January 2015.
- C. Electric Assist Bike Status:** The transportation department electric bike assist pilot program was successful, with no major issues noted.
- D. Aquatics Feasibility Plan:** The contract has been signed and the aquatics feasibility plan is underway. Stakeholders, partners, user groups, and the community will be invited to be part of the process. Staff is requesting one or two PRAB members to be liaisons for the projects. The feasibility plan will be on the November 24 PRAB meeting agenda as a discussion item.

Agenda Item 8: Matters from Board Members

This item was moved to agenda item 3.

Next Board Meeting: November 24,2014

Adjourn: There being no further business to come before the board at this time; the meeting was adjourned at 8:00 p.m.

Approved by:

Attested:

Mike Conroy
Board Chair

Sally Dietrich
Board Secretary

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES

To listen to the Parks and Recreation Advisory Board meetings in their entirety, please go to the following link:
www.boulderparks-rec.org

Name of Board/Commission: Parks and Recreation Advisory Board
Date of Meeting: November 24, 2014
Contact Information Preparing Summary: Sarah DeSouza 303-413-7223
Board Members Present: Mike Conroy, Myriah Conroy, Kelly Wyatt, Mike Guzek, Marty Gorce, Tom Klenow Board Members Absent: Michelle Estrella
Staff Present: Jeff Dillon, Yvette Bowden, Jeff Haley, Lisa Martin, Alison Rhodes, Teri Olander, Dean Rummel, Todd Calvin, Doug Godfrey, Matt Kamhi, Erynn Simone, Megann Lohman and Tim Duda
Guests Present: None
Type of Meeting: Advisory/Regular
Agenda Item 1: Call to Order The meeting was called to order at 6:04 p.m. and the agenda was approved.
Agenda Item 2: Future Board Items and Tours Future items: <ul style="list-style-type: none">• 1/2015 – Civic Area meeting for boards/commissions• 6/2015 – Civic Area plan to Council for acceptance• Spring 2015 – Emerald Ash Borer (EAB) update with strategic plan• Valmont City Park update – Back to PRAB in for approval in first or second quarter 2015• Aquatics Feasibility Study – will come back to PRAB in for approval in first or second quarter 2015• 12/15/2015 –December Board meeting
Agenda Item 3: Public Participation <ul style="list-style-type: none">• Emily Brake, resident, expressed appreciation for the recent meeting about the adult dance program and a desire for further dialogue regarding improvements in the service delivery.• Ingrid Fotino, resident, expressed support for Elizabeth Ross as a valued teacher in the adult dance program (ballet).• Mary Beth Lisse, resident, spoke in support of Elizabeth Ross as a valued teacher in the adult dance program (ballet). Board discussion and comments regarding the dance program included: <ul style="list-style-type: none">• Conroy (Mike) indicated that the Board would be discussing the dance contract with Kinesis later in the meeting.
Agenda Item 4: Consent Agenda A. Park Development Update Written updates were provided to the board as part of the packet materials. These are items that require no board action or discussion. <ul style="list-style-type: none">• Conroy (Mike) indicated a desire to further discuss park update items.• Dillon indicated that any item can be called up for additional discussion or information.• Conroy (Myriah) requested additional information on the prairie dog relocation update. Dillon indicated that there are 6 to 18 prairie dogs left to be captured. The desire is to capture/relocate all prairie dogs. New prairie dog colonies have successfully established since the flood and over 700 prairie dogs have been successfully relocated to date.
Agenda Item 5: Items for Action There were No Items for Action.

Agenda Item 6: Items for Discussion/Information

A. Dance Pilot Partnership Update – Bowden provided a comprehensive update on how and why the dance program partnership pilot decision was made.

PRAB feedback:

- Conroy (Mike) asked how the type of dance classes offered by Kinesis are determined
- Conroy (Myriah) asked if Kinesis offers private lessons and, if so, is there a revenue split
- Conroy (Myriah) voiced concern regarding the sole source nature of the contract award
- Conroy (Myriah) asked whether this model will be pursued for future program partnerships for highly specialized programs
- Conroy (Myriah) voiced concern about the appearance of nepotism in the contract award process
- Conroy (Myriah) indicated a desire to review the service delivery matrix data
- Wyatt asked what years Expressions was offered by the city
- Guzek voiced concern that this issue became so contentious and that it was drawn out to the point where tensions and frustrations arose
- Conroy (Mike) indicated that he is supportive of the partnership model and asked for dialogue to continue between staff and the Board

Next steps:

- City staff will continue to meet at minimum quarterly with contractors to discuss service quality and level with dance program
- Continue to pursue successful partnership with Kinesis for the term of the contract pilot period
- Continue the conversation with the dance community regarding their interests and concerns
- City has developed easy and visible electronic mechanisms for the public to provide feedback regarding parks and recreation programs and services (website links, Rec Center feedback cards, notice and link in Recreation Guide)
- Continue to maximize the programming and scheduling of dance classes in the city's facilities within the context of other recreation program service delivery
- Staff will continue to monitor and evaluate the dance program pilot
- An RFP will be issued in 2016 for dance program services continuing after 05/31/17
- Review the request to eliminate the existing three week breaks between sessions
- Look at how to smoothly transition programs to partnership delivery as we move forward

B. Aquatics Feasibility Program – Rhodes provided a comprehensive update on the department's aquatics feasibility study.

PRAB feedback:

- Guzek complimented the process so far and spoke to the diversity of interested aquatics users in the community
- Wyatt asked whether Boulder Valley Summer Swim Leagues, BVSD and CU were included in the stakeholder meetings
- Conroy (Mike) spoke about the opportunity for this study coinciding with the Valmont City Park recommendations
- Gorce indicated there are opportunities for partners to assist with the development of future facilities by generating sponsorships
- Conroy (Mike) spoke to the need to consider naming rights in order to address million dollar deficits
- Wyatt addressed the need to partner with YMCA, BVSD to reinstate the school-aged learn to swim/drown proofing program
- Guzek spoke to the need to involve parents in the discussion
- Conroy (Myriah) asked if the department anticipates privatizing any aquatics programs

PRAB comments to inform this phase of the plan:

- What is needed and what is needed most
- Need to anticipate future needs and building more adaptable facilities as well as who is going to be using the pool in the future
- Need to consider: designing facilities to reduce chlorine use, year- round program for competitive swimming, the possibility of bleachers, learn- to-swim program (free), flexible facility (multiple use), doors that open (garage doors/retractable roof), warm water pools (wellness pools), varied depths
- Request to review stakeholder lists to offer suggestions

Next steps:

- Community engagement process includes: pop up chats, online surveys, stakeholders meetings
- Demographic analysis of the community and the community of swimmers
- Update will be provided in December; recommendations will be presented in January

Agenda Item 7: Matters from the Department

A. Valmont City Park Planning - Godfrey provided an update on the Valmont City Park planning process with slight process modifications responsive to earlier PRAB suggestions for enhanced community engagement opportunities.

Next steps:

- Conduct additional outreach to neighborhoods adjacent to the park
- 12/4 Meeting with San Lazaro community at community club house (offering food, child care suggested)
- December meeting (on a Saturday) at Platte Farm House for Kings Ridge and Vista Ridge
- Engage specific members of roundtable groups in additional conversations
- Host a community meeting on 12/16/15
- Conduct additional outreach to community in pop-up type meetings after community meetings where public is asked pointed strategic questions
- Recommendations to PRAB in February 2015

B. Proposed Smoking Ban - Martin provided an updated on the City of Boulder's proposed expansion of the smoking ban.

Next steps:

- 1/20/15 Second reading of the Ordinances by Council

C. Nature Play

Next steps:

- Department will adopt the guidelines, engage children in Civic Area (Creek at the Core) and other planning efforts.

Agenda Item 8: Matters from Board Member

A. City Council Retreat Questions for Boards and Commissions

Next steps:

- Priority from the department to Council is to improve the partnership process including naming, fund raising, engaging public and implementing partnerships
- Department will provide PRAB with background information on department partnerships and other successful national partnership models

Next Board Meeting: December 15, 2014

Adjourn: There being no further business to come before the board at this time; the meeting was adjourned at 8:17 p.m.

Approved by:

Attested:

Mike Conroy
Board Chair

Boards and Commissions
PRAB

Sally Dietrich
Board Secretary

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES

To listen to the Parks and Recreation Advisory Board meetings in their entirety, please go to the following link:
www.boulderparks-rec.org

Name of Board/Commission: Parks and Recreation Advisory Board
Date of Meeting: December 15, 2014
Contact Information Preparing Summary: Sarah DeSouza 303-413-7223
Board Members Present: Mike Conroy, Michelle Estrella, Marty Gorce, Mike Guzek, Kelly Wyatt Board Members Absent: Myriah Conroy, Tom Klenow
Staff Present: Yvette Bowden, Jeff Haley, Teri Olander, Joy Master, Andrew Maclean, Dean Rummel, Megann Lohman, Skyler Beck, Stacy Cole, Gabriel Aksamit
Guests Present: None
Type of Meeting: Advisory/Regular
Agenda Item 1: Call to Order The meeting was called to order at 6:03 p.m. and the agenda was approved.
Agenda Item 2: Future Board Items and Tours Future items: <ul style="list-style-type: none">• 1/2015 – Civic Area meeting for boards/commissions• 1/2015 – Capital Improvement Discussion• 1/2015 – Council Retreat• 6/2015 – Civic Area plan to Council for acceptance• 4/ 2015 – Emerald Ash Borer (EAB) update with strategic plan• Valmont City Park update – Back to PRAB in for approval in first or second quarter 2015• Aquatics Feasibility Study – will come back to PRAB in for approval in first or second quarter 2015
Agenda Item 3: Public Participation <ul style="list-style-type: none">• Susan Carrier, non-resident, expressed appreciation for the instructors in the adult dance program and support for the adult dance program.• Dianne Clymer, resident, expressed support for the adult dance program and requested there be clear communication channels between participants, Kinesis and the City of Boulder as the city moves forward with the evaluation of the pilot program.• Marjorie Schaffner, non-resident, spoke in support of the adult dance program and to address rumors about the elimination of the adult dance program. Requested better communication between dancers, Kinesis and the city of Boulder regarding the ongoing partnership.• Maki Iatridis, resident, spoke in support of a public private partnership between the city and Ocean First Divers, Ocean First Institute and Ocean Classroom to build a new aquatic facility in Boulder.• Judy Kreith, resident, Kinesis dance instructor, invited community dancers to try out new dance classes during the two days of free dance classes offered by Kinesis. She also voiced concern that this trial period occurs within the one week window where classes may be cancelled due to poor registration and asked that this may be problematic since some people have indicated they would like to try out the class before registering.
Agenda Item 4: Consent Agenda A. Approval of Minutes from October 27, 2014 and November 24, 2014 The Board unanimously approved the minutes from October 27, 2014 and November 24, 2014. B. Parks and Recreation Development Update Written updates were provided to the Board as part of the packet materials. No items were called up by the Board. C. Parks and Recreation Operations Update Written updates were provided to the Board as part of the packet materials. No items were called up by the Board.

Agenda Item 5: Items for Action

A. Public Hearing and Consideration of a Motion to Approve a Non-Exclusive Revocable License Agreement Between Diamond Baseball of Boulder and the City of Boulder to Provide for the Use, Improvement, Development, and Maintenance of Scott Carpenter Ballfield as a City of Boulder Public Baseball Amenity

Teri Olander and Yvette Bowden provided background information on this non-exclusive revocable license agreement.

- Gorce asked why the agreement was non-exclusive in nature.
- Bowden answered that the agreement is for summer only and is non-exclusive as this is a public park and the public portion must be maintained. A schedule is being created that demonstrates the use and will be approved by the department. Currently there are two groups that are using the facility consistently, but non-exclusively.
- Wyatt asked whether other entities have requested to use this facility in addition to the existing two users groups.
- Olander responded that the department does receive inquiries from out of state and some local organizations.
- Estrella inquired whether there had been any negative feedback about the previous agreement.
- Olander indicated that there has not been any negative feedback and in fact the existing organization has been praised for the positive work they have done at and for the facility.
- Gorce asked if one other constituent user (the Collegians) contributes to the maintenance of the field when they use the facility.
- Bowden responded that the group contributes to “above and beyond” maintenance.
- Gorce suggested that all users beyond Diamond Baseball should be required to contribute to maintenance costs.
- Bowden indicated that other groups will be charged for additional utilities and maintenance costs.
- Guzek asked whether any changes can be made to the existing contract.
- Bowden stated that the contract language allows for minor changes to be made and as mutually agreed with Diamond Baseball (section X of the agreement).
- Wyatt asked how the coordination of users was going to be facilitated.
- Bowden indicated that the agreement is for summer play and the final schedule will be finalized prior to the summer season.
- Wyatt asked how facility improvements are approved.
- Bowden stated that the new agreement has clear procedures for gaining department approval for capital improvements that ensure consistency with construction and maintenance standards.
- Wyatt inquired about who would be responsible for the cost of any capital improvements.
- Bowden indicated that it would depend on the type and purpose of the capital improvements.
- Guzek asked how the Diamond Baseball group felt about the contract.
- Bowden stated that the city and Diamond Baseball had mutually beneficial discussions during the creation of the agreement.

Public Comment:

- Kent Dinkle, President of Diamond Baseball, thanked staff for their help in developing the agreement that is mutually acceptable to everyone. He is looking forward to working with city moving forward.

Public hearing was closed. Discussion was opened.

- Gorce indicated he liked the direction of the agreement.
- Guzek stated that he appreciated the attendance and comments of Diamond Baseball.
- Wyatt indicated that she also appreciated Diamond Baseball attending the meeting.

Estrella made the following motion:

Motion to approve the non-exclusive revocable license agreement between Diamond Baseball of Boulder and the City of Boulder for Scott Carpenter Ballfield and authorize the City Manager to make minor amendments prior to or during the term of this agreement in order to ensure that Scott Carpenter Ballfield is properly maintained and operated in a manner that is consistent with applicable laws and the policies and regulations of the City of Boulder.

- Motion was seconded by Guzek
- Motion passed unanimously

B. Public Hearing and Consideration of a Motion to Approve a Lease Agreement with Growing Gardens to Provide a Community Garden Program at Various Parks and Recreation Locations

Teri Olander and Yvette Bowden provided background information on this license agreement. There will be quarterly updates from Growing Gardens and partner on community engagement activities

Public Comment was closed (no speakers). Discussion was opened.

- Wyatt indicated that she was not aware that Growing Gardens was a partner with the city.

Estrella made the following motion:

Motion to approve the lease agreement with Growing Gardens to provide a community garden program at Parks and Recreation Department properties and authorize the City Manager to make minor amendments prior to or during the term of this agreement in order to ensure that community garden programming is provided in a manner that is consistent with applicable laws and the policies and regulations of the City of Boulder.

- Motion was seconded by Gorce
- Motion passed unanimously

Agenda Item 7: Matters from the Department

A. Boulder Reservoir Management Plan - Haley provided a presentation and brief update on the Valmont City Park planning process.

- Current work is focusing on key management actions
- Key focus areas moving forward include: Off street pathway off 51st Street to accommodate runners and bikers; Aeromodeling site and suitability of the activity at current site
- Goal is the long term sustainability and appropriate use of the site
- Recommendations will be presented to the PRAB in February 2015 with the goal of implementing approved management actions in the 2015 season

B. Valmont City Park Planning Update – Haley provided an update on the Valmont City Park Planning process.

- Third community meeting on Valmont City Park Plan will occur on December 16, 2014
- Valmont City Park neighbors were re-engaged in the planning process through recent public meetings
- Information gathered from meetings will be integrated into overall process
- Roundtable workshop held one week ago where key stakeholder were invited to come back and discuss concept design
- Stakeholders have realized the importance of innovative and flexible design for the site to accommodate multiple uses
- Final VCP meeting will be held on February 16th, 2015. The meeting will provide: background information, a detailed plan, a question and answer session, and an open house

C. Civic Area Update

- Bowden discussed the progress being made on the Civic Area Project
- All day staff session was held on December 5th where potential governance, short term activation, long term visioning, and phase one were discussed
- In the first phase of the project nature play (Dillon), design components including protection of the tree canopy, creek impacts, access issues, short and long term park utilization (Haley), governance and partnerships (Bowden) will be emphasized

- More thorough updates will be brought to the PRAB throughout 2015
- Long range schedule includes: plan to go to City Council in June, open houses in March, proposed joint PRAB, WRAB and other Board meeting in spring

Agenda Item 8: Matters from Board Members

A. PRAB Goals for City Council

- Handout provided at meeting that demonstrates linkage between PRAB and City Council goals
- This information came from September PRAB goals discussion
- Prior to next PRAB meeting goal is to update this document with any feedback received from Council
- Information will go to City Manager and then on to City Council
- Council goals have not been finalized yet
- PRAB input due to City Council by December 19th
- Motion made by Estrella to progress the council retreat questions for 2015 pending any significant input given in the remainder of the week
- Gorce seconded the motion
- Motion approved unanimously

B. Partnerships

- Conroy (Mike) asked about the cancellation of adult dance classes
- Bowden shared a memo sent on December 13th to the participants of the November meeting to provide an update that there was never an intention to cancel any adult dance programming
- The minimum number of pre-registered participants for any recreation session is six as of one week before the class start.
- One week notice allows registrants to choose a different class
- Six registrants is the number that ensures financial sustainability

Next Board Meeting: January 26, 2015

Adjourn: There being no further business to come before the board at this time; the meeting was adjourned at 8:00 p.m.

Approved by:

Attested:

Mike Conroy
Board Chair

Sally Dieterich
Board Secretary

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

Name of Board / Commission: Water Resources Advisory Board	
Date of Meeting: 17 November 2014	
Contact Information of Person Preparing Minutes: Andrea Flanagan 303.413.7372	
Board Members Present: Vicki Scharnhorst, Mark Squillace, Lesley Smith, Ed Clancy, Dan Johnson Board Members Absent: None	
Staff Present: Jeff Arthur, Director of Public Works for Utilities Bob Harberg, Principal Engineer, Utilities Annie Noble, Flood and Greenways Engineering Coordinator Kurt Bauer, Engineering Project Manager Bret Linenfelser, Water Quality and Environmental Services Manager Chris Meschuk, Flood Recovery Coordinator – Community Services Joel Wagner, Flood Recovery Coordinator – Finance Andrea Flanagan, Board Secretary	
Cooperating Agencies Present: Craig Jacobson, Consultant from ICON Engineering, Inc. Greg Koch, Anderson Consulting Engineers	
Meeting Type: Regular	
Agenda Item 1 – Call to Order	[7:00 p.m.]
Agenda Item 2 – Approval of the 20 October 2014 Meeting Minutes: Motion to approve minutes as amended from October 20th as presented. Moved by: Smith; Seconded by: Squillace Vote: 4:0 (Johnson abstained; was not present at October Meeting)	[7:01 p.m.]
Agenda Item 3 – Public Participation and Comment Public Comment: None Board follow up: None	[7:02 p.m.]
Agenda Item 4 – Information Item – Flood Recovery Update: Chris Meschuk and Joel Wagner presented the item to the board, which included a PowerPoint presentation. September marked the one-year anniversary of the 2013 flood that caused extensive damage to both private property and city infrastructure. This information item provides the Water Resources Advisory Board with an update on overall city recovery status in relation to the key objectives established by City Council for both near-term recovery and long-term resilience. Highlights of the progress made are listed below, by objective, with details provided in the body of the memorandum:	[7:04 p.m.]
<ol style="list-style-type: none"> 1. Help people get assistance. <ul style="list-style-type: none"> • Staff is continuing targeted outreach to neighborhoods and property owners with vacant and uninhabitable units. Approximately 30 housing units remain vacant and uninhabitable. • Approximately 150 cases are active with the Long-Term Flood Recovery Group. 2. Restore and enhance our infrastructure. <ul style="list-style-type: none"> • As of Oct. 22, the city has spent approximately \$17.1 million on flood recovery. • In terms of costs, with remaining work estimated at \$10.5 million, recovery efforts are 62 percent complete. • The city estimates that the total cost of flood recovery will be approximately \$27.6 million. These costs are related to the specific September 2013 flood damages and are not reflective of subsequent issues with additional sediment and debris during spring runoff and summer storms. Those subsequent costs are estimated to be at least \$1 million. 3. Assist business recovery. <ul style="list-style-type: none"> • The city is continuing to assist businesses with remaining flood recovery needs and sponsored the Business Recovery Summit on Oct. 17. 4. Pursue and focus resources to support recovery efforts. <ul style="list-style-type: none"> • The city has received \$1 million in FEMA reimbursements to date. 	

- The city has been awarded \$3 million in non-FEMA grants to support recovery and resilience projects in housing, open space and mountain parks, utilities and community services.
 - The city is pursuing additional CDBG-DR funds in Rounds 2 and 3 (\$257 million available).
- 5. Learn together and plan for the future.**
- The city commemorated the one-year anniversary of the flood with 10 community events.
 - The keystone events on Sept. 10 were well-attended. Both events were recorded, and videos are available online.
 - Science of Disaster Planning: Research and Response
 - Boulder Flood Tribute: Community Stories in Action.

City staff, consultants and community partners continue to work diligently to make progress in achieving the council-adopted objectives. Each objective is explained in the following pages, along with a high-level summary of progress. More detailed information can be found at the city's comprehensive resource for all flood-related information: www.BoulderFloodInfo.net.

WRAB Discussion Included:

- Questions about whether the businesses that were affected by the flood had to find additional space in Boulder to operate out of?
- Board member attended South Platte River Forum, where stream restoration was discussed. Commented on non-trapezoidal configuration and nested channel design, which FEMA engineers expect. Suggests continuing to push FEMA on recovery process and look into additional grant opportunities.
- Question about whether the 30 vacant homes inside the city limits that were acquired by the city and fall in the floodplain also include homes that are in the county.
- Board member attended presentation in Lyons for businesses, where mitigation was discussed. Questions requesting clarification about mitigation resources that are available, but still there is limited funding?
- Questions about the reimbursement level by FEMA and the window of time we have to submit for FEMA reimbursement?
- Statement that the city has done a great job getting things back up and operating.

No Board action was requested at this time.

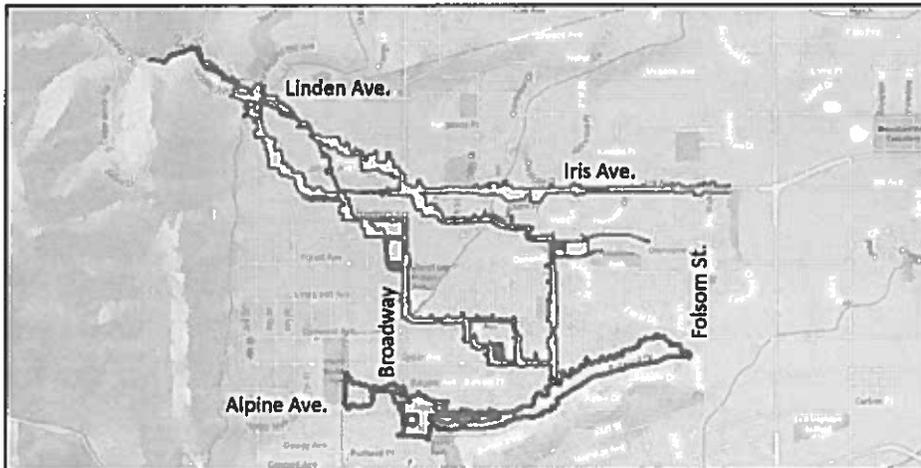
Agenda Item 5 –

[7:24 p.m.]

Information Item – Upper Goose Creek and Twomile Canyon Creek Floodplain Mapping Update: Kurt Bauer and Utilities staff presented the item to the board, which included a PowerPoint presentation.

EXECUTIVE SUMMARY:

The purpose of this memorandum is to provide a general summary of the history and revised draft results of the Upper Goose Creek and Twomile Canyon Creek floodplain remapping study. The study includes the area located west of Folsom Street to the city limits as shown by the blue areas in the figure below:



The existing regulatory floodplain maps date back to 1994 and were based on analysis conducted in 1987. The 1994 floodplain maps show one major flow path along Twomile Canyon Creek and were based on what are now dated topographic mapping and hydraulic modeling techniques. Field surveys

conducted in 2011 and documentation of historic flood events indicate that Twomile Canyon Creek will overtop with resultant spills flowing along several paths. The Twomile Canyon Creek and Upper Goose Creek floodplain mapping update began in 2011.

The draft revised mapping was presented to WRAB in May 2013. As a separate effort, in 2012 the city initiated collection of new topographic mapping using LiDAR to provide more accurate city-wide base mapping. During the May 2013 meeting, the Board and public voiced concern over the dramatic differences between the 1994 single-flow-path floodplain and the proposed split-flow-condition floodplain. Based on Board and public feedback, the floodplain mapping update was delayed until the new LiDAR topographic information was available and could be used to verify or update the study hydraulic models.

In September 2013, major flooding occurred along Twomile Canyon Creek. The flood resulted in overtopping of the creek and spill flows similar to what was shown in the draft floodplain mapping presented in May 2013. The revised mapping presented in this memorandum includes several spill flows and is slightly different than the mapping presented in May 2013 as it is now based on the new LiDAR topographic mapping data and considers information collected before and after the September 2013 flood event.

The WRAB review of the floodplain mapping update does not require board members to verify the analysis and calculations, but accepts the overall mapping study process and that results are reasonable and acceptable. The November WRAB meeting is an opportunity for the board to provide input and request clarification. A follow up agenda item and public hearing, where WRAB will be asked to vote on a recommendation to City Council, is currently scheduled for January 26, 2015.

WRAB Discussion Included:

- Questions regarding whether the estimated peak flow duration should last longer relative to how it would be mapped in the design 100-year flood?
- Statement that recent mapping updates present a big change, with 276 homes taken out of the floodplain due to use of LiDAR mapping technology. Question whether the use of this technology will be used with flood mapping in the future, as this a viable tool for mitigation.
- Statement that there is less concern with manmade structures, which are hard to control and predict, causing a lot of issues. We learned that the debris and sediment fundamentally shifted flows that were not predicted because we used clean water flows as opposed to sediment flows. Questions if it's too hard to model, as this was not a typical flash flood event and instead try to model for side tributaries?
- Board member walked Spring Valley on the second day of the flooding and noticed detention pond was filled, and assumes the city tried to remove debris to a condition as it was in before. Questions if the city plans to re-survey this area in order to redo the hydraulic model?
- Discussed that most of this meeting's public speakers felt that the mapping scale was insufficient to capture what actually happened to their properties in 2013.
- Questions about vertical resolution of the LiDAR survey?
- Question about if there are FEMA rules about basements in homes?
- Question about whether giving folks who were impacted by flood an additional month for surveying, however the process should not be delayed much more.
- Discussion that board can be flexible, given the fact that residents may need additional time to meet with staff and surveyors.
- Discussion that it seems odd that properties are being left out of floodplain mapping that actually experienced flooding during the 2013 event.
- Comment that city is trying to speed up mitigation.
- Board agrees that additional time shall be extended through the end of January for neighbors to gather and organize around surveying needs.

Public Comment:

- **Heidi Gerstle** – Did not experience flood water damage to main floors in her home and only minor damage to garage and shed, while neighbors experienced substantial flood damage. Her home is now shown in conveyance zone, however neighbors' homes are not. She was convinced that accuracy of map would be improved, but instead is surprised nothing has been changed regarding flood mapping for her property. Made request to city to come and see

location and elevation of home, but no one came. Majority of water went down Jasmine Circle, the street in front of her home, yet her house has been put in conveyance zone in the interactive map. Urges Board to instruct staff to reconsider any new structures put into the conveyance zone by inspecting each structure separately and comparing them to the flood map, as this classification can have major economic impact on residents of these properties.

- **John Gerstle** – Lives on Jasmine Circle, feels most models are wrong and some are useful, which may be the case here. Would like to find out staff conclusions are with respect to their home in particular. Two reports show that their home is not included in conveyance and high hazard zones, but according to these maps, their home is now shown in the conveyance zone. Requesting clear delineation of the factors involved in making this determination for their property.
- **Russell Monson** – Provided handouts to board. Three months ago a report was released from Wright Water Engineers that calibrated the 2013 flood of Two-mile Creek to a 100-year return frequency. Thinks that example flood map is not ready for regulatory purposes and provided examples of how there are potentially dangerous situations that could prove dangerous to children. One example shows evidence of erosion and high velocity flow on playground outside of Foothills Elementary School. Boulder School District has spent \$235,000.00 alone to clean up Foothills Elementary, which is not currently designated in a 100-year floodplain. Images were shared to document evidence of these concerns.
- **Jane Monson** – Continued commenting on documents and photographs provided to Board showing discrepancies in high hazard zone areas on existing map. Current map does not predict danger where there was danger during the flood event. Submitted 91 photos to city and asked if anyone had seen them and city said no one had the time to look at them. Doesn't feel that map is ready to go and doesn't feel like discarding data from flood is good science.
- **Betsey Martens** – Owns one of the 9 structures added to the high hazard zone. She is enormously impressed by staff, consultants, models, science, etc., but feels that there is imprecision that is possible with this modeling and the policy implications are enormous and expensive, which is why residents are asking for more time with this process. Up until now, residents have been spending their time in mitigation. If more time were granted, focus could be directed at redrawing maps so everyone living in this watershed are safe. Tough time of the year to organize with neighbors.
- **Bill Nagel** – Lives on Iris in a property in proposed high hazard area. House was added to floodplain by these proposals. Commends staff by work already done. Troubled by how this meeting was introduced. Thinks role of board is to provide expertise to develop information that can be presented to Council. Does not understand why there are not more people here at the meeting. Attended Open House, but has not had time to review report. Is in support of recommendation to provide more involvement with community. Staff thinks they have had involvement with community but does not think it has been effective. Has never experienced standing water in his yard in the past, yet yard is now in high-hazard zone and does not understand how there is any danger to life and limb.
- **Peter Mayer** – City has done admirable job on floodplain analysis, but is concerned with city's designation of high-hazard zone properties, which he feels is arbitrary and capricious. The low velocity, high depth models are saying the water is going to pool, but feels this just isn't real anymore. Should question all high-hazard designations to determine if there really is any danger to life and limb in these designated areas. This is a local decision, not federal regulation and we need to think really hard about these designations before "taking peoples' properties."
- **Pete Parkinson** – Lives on 17th St. – Comments regarding notification, he received a card a week and a half ago, never had any flood issue whatsoever – believes 2-D model is wrong. Blue model seems to be arbitrary in terms of 2-D design. Asking as a neighborhood to look at 2-D model and compare what really happens at these elevations. Never saw anything close to what is showing on maps with regard to CFS and would like city to take time to look at what really happens here. Not taking into consideration the splits that city has spent a lot of time looking at, which nobody has ever seen. Would like extra time to get surveys done and there is only a month before the end of the year.
- **Margot Smit** – House is now in the floodplain, where it wasn't before. Water did come through her yard, but consideration of fences going away is a long shot. More fences tend to come in than go away. Just doesn't see that a flow would be possible, due to flatness of

property, there is no depression in the area. Look at corner of Iris and Broadway as the place of real danger. Current mapping flows are not quite accurate.

- **Patrick Cameron** – Thanks WRAB for volunteer service. Recently learned that home is in high hazard zone and now realizes that he has only 2 months to get plans together or he won't have a chance to build the home that he was hoping and planning to grow for his family. His investment will be dramatically impacted by this designation, which is frustrating and upsetting. Asking for more time to determine if his home falls on the high hazard line, happy to mitigate appropriately on his property, but feels having property completely affected by this is dramatically impacting his life and future. He asks for more time and feels that two months to figure this out over the holiday feels very kneejerk and also that the process feels arbitrary and unfair in his mind.
- **George Gerstle** – Would like to acknowledge the work of staff and compliment staff for their work. Encourages staff to consider evaluation of remaining portion of flood as it goes down stream. What happened at this event was as close to a 100-year flood as we might ever see. Encourages staff to take their time to look at where the water actually went and map accordingly, especially with regard to Foothills Elementary School.
- **Steve Hoge** – House on his property on Hawthorne is partially within the current 100-year FEMA floodplain. Purchased 550-sq. foot uninsulated property in 2011 with the intent to rebuild on this site. City staff worked to define existing map boundaries. According to existing floodplain development process, his house would tower over neighbors to the east. Decided to wait for outcome of flood study before building. Has been waiting over three years for study results and approval of updated floodplain mapping. City staff has been extremely thorough to define 100-year floodplain boundaries in existing map and urges board to approve study so it can be sent to Council for adoption.

No Board action was requested at this time.

Agenda Item 6 – Matters

[9:09p.m.]

From the Board:

Board Member Johnson brought up the below matter(s):

- Discussed lessons learned that have not been included in existing notes from WRAB Retreat that may be of benefit to Council, with respect to what was learned last year.
- Asked if there are other incentives that could be offered at WRAB meetings to increase attendance?
- Appreciates the effectiveness of WRAB Retreat and opportunity to get together.

Board Member Smith brought up the below matter(s):

- Question regarding recordings being posted for public access?

Board Member Clancy brought up the below matter(s):

- Recommends that meetings be televised.
- Suggest considering Council's goals and focusing on resilience.

Board member Scharnhorst brought up the below matter(s):

- Discussed notes from WRAB Retreat and recommendations.
- Recommends amending draft notes from retreat before presenting to Council.
- Proposes that notes are put into full sentences for each WRAB member to edit.

Agenda Item 7 – Future Schedule

[9:26 p.m.]

December:

- Board agreed to have December 15 meeting at Betasso at 6 p.m. to allow for a tour as part of the CIP item
- Information Item – Betasso CIP Preliminary Design & Alternative Analysis
- Recommendation to City Council on 2015 Priorities - Draft to be distributed in advance.

January:

- Information Item - Aquatic Nuisance Species Update – Boulder Reservoir
- Twomile and Upper Goose Creek Mapping rescheduled until Feb. 23

Adjournment

[9:38 p.m.]

There being no further business to come before the Board at this time, by motion regularly adopted, the meeting was adjourned at 9:38 p.m.

Motion to adjourn by: Clancy; Seconded by: Squillace

Motion Passes 5:0
Date, Time, and Location of Next Meeting:
The next WRAB meeting will be Monday, 15 December 2014 at 6:00 p.m., at Betasso Water Treatment Facility, 1094 Betasso Rd. Boulder, CO 80302

APPROVED BY: [Signature]
Board Chair
Date 12/15/14

ATTESTED BY: [Signature]
Board Secretary
Date 12/15/14

An audio recording of the full meeting for which these minutes are a summary, is available on the Water Resources Advisory Board web page.

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

Name of Board / Commission: Water Resources Advisory Board	
Date of Meeting: 15 December 2014	
Contact Information of Person Preparing Minutes: Andrea Flanagan 303.413.7372	
Board Members Present: Vicki Scharnhorst, Mark Squillace, Lesley Smith, Ed Clancy Board Members Absent: Dan Johnson	
Staff Present: Jeff Arthur, Director of Public Works for Utilities Bob Harberg, Principal Engineer, Utilities Tom Settle, Water Treatment Manager Steve Buckbee, Engineering Project Manager Joe Taddeucci, Water Resources Manager Steve Folle, Water Treatment Plant Supervisor Jake Gesner, Hydroelectric Program Manager Bret Linenfelser, Water Quality and Environmental Services Manager Andrea Flanagan, Board Secretary	
Cooperating Agencies Present: Gary Fuller, Project Manager, HDR Engineering Brian Daw, Project Engineer, HDR Engineering	
Meeting Type: Regular	
Agenda Item 1 – Call to Order	[6:00 p.m.]
Agenda Item 2 – Approval of the 17 November 2014 Meeting Minutes: Motion to approve minutes as amended from November 17 as presented. Moved by: Squillace Vote: 4:0 (Dan Johnson absent)	[6:01 p.m.]
Agenda Item 3 – Public Participation and Comment Public Comment: None Board follow up: None	[6:05 p.m.]
Agenda Item 4 –	[6:07p.m.]
Matters From the Board:	
WRAB Response to City Council Retreat Questions Motion to approve this letter as amended. Moved by: Squillace Seconded by: Clancy Vote: 4:0 (Dan Johnson absent)	
Board Member Clancy brought up the below matter(s):	
<ul style="list-style-type: none"> • Discussed CIP with regard to major changes with funding for storm drain upgrades and improvements. • Suggested more lobbying to tell people that flood mapping is the first step towards mitigation, which there seems to be a lot of effort and funding towards. There is a distance between when the maps and mitigation actually start. Suggests using caution due to the fact that these decisions will continue to have a substantial impact to high risk neighborhoods. • Cautions against saying that mitigation is coming soon, which is not necessarily the case. • States that there seems to be a rush to do mapping, and questions what the urgency is to get more people inside areas with higher insurance rates? • Suggests tailoring mapping with mitigation instead of spending more money on mapping. • Provided handouts and discussed report on phosphorous removal in wastewater treatment process. Discussed the potential of using retrofitting in the trickling filter process to manage phosphorous, which would result in a huge cost savings • Questions right-hand turn at 7th and Iris in mapping study. 	
Board member Squillace brought up the below matter(s):	

- Suggest using caution when using the word “resilience” as it can be a slippery slope for water management and suggests using care when using this language.
- Questioned what it would take to study existing trickling filtration process for phosphorous removal?
- Asked for clarification on deadline for residents to submit their surveys to the city for consideration in study before sending to FEMA.
- Expressed concerns about areas that flooded during the 2013 event that did not show up on the recent flood mapping studies, as well as areas that did not flood, but are now classified as being in the floodplain.

Board Member Johnson brought up the below matter(s):

- Provided written comments and edits regarding letter to Council.

Board member Scharnhorst brought up the below matter(s):

- Questions if alum or ferric chloride are being used in trickling filter process to reduce phosphorus.
- Suggests adding topic of using trickling filters as a future agenda information item.

Board Member Smith brought up the below matter(s):

- Discussed recent training with Association of State Floodplain Management, which addressed FEMA’s underwriting of flood insurance.
- Discussed a study on headwaters at South Platte showing record levels of drugs and genetic fragments. Questioned if this was also the case at city of boulder wastewater facility, post-flood.
- Asked for further clarification on whether spiny waterfleas are primarily a nuisance for people fishing in Boulder Reservoir and how that affects cross-contamination?

Matters From Staff:

[6:48p.m.]

- Jeff Arthur noted that an updated FAQ on the city’s website, which will provide answers to many complicated questions about Two-mile Canyon.
- Noted information item memo on aquatic nuisance species.
- Noted that an item will be presented to City Council on December 16 regarding imminent domain for Wonderland Creek Project.

Agenda Item 5 – Future Schedule

[7:06 p.m.]

January:

- Rate Study Overview
- Council retreat update
- Review of 2014 operations across Utilities
- Possible Action Item – Stormwater & Flood Management Monthly Fee

Agenda Item 6 –

[7:09 p.m.]

Information Item –

Betasso Preliminary Capital Improvement Project Design Alternatives

Tom Settle and Steve Buckbee presented the item to the board, which included a PowerPoint presentation.

EXECUTIVE SUMMARY

This agenda item is intended to provide updated Betasso Water Treatment Facility, (BWTF), assessment, design and design alternative information ahead of the preliminary design and design alternative selection by providing:

- ❖ Background information
- ❖ Equipment and process assessment
- ❖ Listing of alternatives
- ❖ Schedule of key milestones

No formal action by the WRAB is requested at this time. Staff is seeking general feedback from WRAB on the project direction, the evaluation criteria and the list of alternatives being considered.

A tour of the facility will be provided following the meeting. Staff will return to the April 20, 2015 meeting with a preliminary design and an updated cost estimate.

WRAB Discussion Included:

- Question whether residuals are sold to farmers or being landfilled?
- Question about redundancy around plant and alternative ways to get power if the grid goes down? How does a backup generator serve as be a viable solution?
- Question about sustainability of plant in the future?
- Question about where the pay-back is with some of the ideas for improvement found in the alternative analysis.
- Board member states that she is very impressed that staff has done their due diligence, considering every component possible and feels that \$20,000,000.00 is not an extreme figure considering the age of the existing infrastructure.

Adjournment

[8:10 p.m.]

There being no further business to come before the Board at this time, by motion regularly adopted, the meeting was adjourned at 8:10 p.m.

Motion to adjourn by: Squillace; Seconded by: Clancy

Motion Passes 4:0

Date, Time, and Location of Next Meeting:

The next WRAB meeting will be Monday, 26 January 2015 at 7:00 p.m., at the City's Municipal Services Center, 5050 Pearl St., Boulder, CO 80301

APPROVED BY:



Board Chair

2-2-2015

Date

ATTESTED BY:



Board Secretary

2-9-2015

Date

An audio recording of the full meeting for which these minutes are a summary, is available on the Water Resources Advisory Board web page.

<https://bouldercolorado.gov/boards-commissions/water-resources-advisory-board-next-meeting-agenda-and-packet>

**APPRECIATION FOR COLLABORATION ON AND
CONTRIBUTIONS TO
THE CITY OF BOULDER'S EFFORTS TO SECURE
TRASH AND PROTECT BLACK BEARS
February 3, 2015**

WHEREAS, wildlife protection and public safety represent community values that are in conflict with bears living in town feeding on human-generated food sources, including trash; and

WHEREAS, bears that spend time eating trash, lose their natural fear of people, spend more time in town, and have a higher mortality rate than bears that live in natural areas; and

WHEREAS, in 2013 alone, three bears were killed by cars, and four bears were killed by wildlife officers due to public safety concerns; and

WHEREAS, the most effective way to prevent bears from learning to live off trash is to secure it; and

WHEREAS, developing cost effective bear-resistant containers and enclosures that meet the Interagency Grizzly Bear Committee (IGBC) high standard of testing involving withstanding 60 minutes with captive grizzly bears attempting to break into the container requires innovation, expertise, patience and tenacity; and

WHEREAS, developing the city's community supported program to secure trash from bears has greatly benefited from participation and partnership from other organizations; and

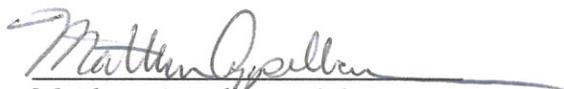
WHEREAS, the following parties are being recognized for their participation in council discussions during the development of the Bear Protection Ordinance (Ordinance No. 7962) and their support and collaboration helped address many community obstacles such as cost, and created a variety of options to accommodate resident needs while effectively securing trash and compost from bears. Specific contributions include:

- **Colorado Parks and Wildlife** partnered with the city in exploring effective strategies to secure trash from bears through the Black Bear Education and Enforcement Pilot project, contributed many hours of biological expertise, consulted on educational materials, and conducted bear activity and waste cart monitoring programs.

- **Boulder Bear Coalition** supported the city by building community awareness on the issue of the impacts of unsecured trash to black bears through developing a community survey, developing and distributing educational materials, and reporting trash cart disturbances by bears.
- **Western Disposal** designed, tested, manufactured and delivered over six thousand IGBC certified bear-resistant, retrofitted semiautomatic polycarts in three sizes to be used for alley waste collection. In addition, Western has designed an IGBC certified fully automatic polycart for use in non-alley routes, and designed a bear-resistant dumpster lid for dumpsters currently in use. This innovation has led to cost-effective products that minimize waste by retrofitting containers currently in use.
- **One-Way Trash** offered residents alternative options for bear-resistant cart service including selling manufactured bear-resistant carts.
- **CanShed** designed, and tested an IGBC certified bear-resistant trash enclosure.

WHEREAS, securing trash has broad benefits to both human and native wildlife communities and preventing trash from being strewn supports the aesthetic character and economic vitality of Boulder while reducing food supplies to wildlife species such as raccoons and skunks that can be in conflict with human land uses in the urban area.

NOW, THEREFORE, BE IT DECLARED BY THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO that the City of Boulder expresses its sincere appreciation to Colorado Parks and Wildlife, the Boulder Bear Coalition, Western Disposal, One-Way Trash, and CanShed for their service and the contributions they have made during the development and implementation of the Black Bear Protection Ordinance.


Matthew Appelbaum, Mayor