

Blue Ribbon Commission  
Meeting Notes  
October 11, 2006

Purpose-

Establish a long-term, balanced, and stable revenue stream that accomplishes public priorities while allowing flexibility to meet varied and dynamic needs of the municipal corporation in the next twenty years.

S.W.O.T Analysis-

Strengths

- Environment of Innovation
- University – Stability
- Community Involvement and Commitment
- Relative high Tax Base
- Large Proportion from Tourist/Restaurants
- Tourism Destination
- Major Regional Job Center
- High Expectations of City Government
  - Worth of dollar is responsibly spent and valued
- Money is here – assets
- Huge Infrastructure already purchased
- Local Airport
- Redevelopment Activity
- Long-term Economic Stability Health
- Attractive place for business
- Height Controls – Attractive
- Strong Historic Preservation
- Have more to offer than surrounding growth
- Regional Transportation – FastTrax

Weaknesses

- Aging rental stock (housing, commercial, schools, population)
- Federal funded dollars
- Defining what the business the city is in
  - Human Services
  - At what level?
- Height controls – lessens revenue opportunities and growth opportunities
- How much earmarked for non-capital revenue stream
- Complexity of revenue stream
- Expectations of services (going up)
- Facilities at capacity (Roads, Rec Center, Treatment Plants)
- People from nearby entities use boulder amenities
  - Cost

- Regional non-cooperation
  - Competing for the Tax Dollar
- Frame work of State Laws
- Erosion of Boulder as Regional Center
- Lack of Funding for Regional Transportation
- Internet Shopping
- State Limit on Impact Fees
- Unfunding mandates from State
- Retail leakage in Tax Base
  - “Big Box”
- Not developing open land
- Committing land to wrong use

#### Opportunities

- Convention Center
- Diagonal Development
- Redevelopment as Replace Aging Infrastructure
- Desirable Tourism
- Ability to create more jobs
- Higher Density (housing)
- Long Transit Corridor
- Expertise in Sustainability
  - Renewable energy
- Regional Cooperation
- Additional Income Sources not tapped
- Additional Privatization not tapped
- Elimination of subsidies
- Super computer

#### Threats

- Diagonal Development
- Expiring Sales Tax
- Increasing Costs Associated w/ Growth
- Increasing Costs Associated w/o Growth
- Depreciation of public infrastructure
- Increasing Marginal Costs in Maintaining levels of service
- Water
  - Supply
  - Acquisition
- Surrounding communities lag us on growth issues and growth goals
- Increasing demands faster than revenue
- Declining primary jobs (in manufacturing sector)
- Increase in primary jobs (legal, financial “knowledge workers”)
- Ongoing threat to Federally Funded Labs