

Mayor
Suzanne Jones

Council Members
Aaron Brockett
Cindy Carlisle
Lisa Morzel
Mirabai Nagle
Sam Weaver
Bob Yates
Mary Young



Council Chambers
1777 Broadway
Boulder, CO 80302
July 9, 2019
6:00 PM

City Manager
Jane Brautigam

City Attorney
Thomas A. Carr

City Clerk
Lynnette Beck

STUDY SESSION BOULDER CITY COUNCIL

STUDY SESSION ITEMS

- | | |
|--|-------------------|
| (1) Update 2030 Climate Plan | 90 min |
| (2) Citywide Retail Study: Final Report and Next Steps | 90 min |
| | 3:00 Hours |
-

City Council documents, including meeting agendas, study session agendas, meeting action summaries and information packets can be accessed at <https://bouldercolorado.gov/city-council/council-documents>. (Scroll down to the second brown box and click "Information Packet")

This meeting can be viewed at www.bouldercolorado.gov/city-council. Meetings are aired live on Municipal Channel 8 and the city's website and are re-cablecast at 6 p.m. Wednesdays and 11 a.m. Fridays in the two weeks following a regular council meeting.

Boulder 8 TV (Comcast channels 8 and 880) is now providing closed captioning for all live meetings that are aired on the channels. The closed captioning service operates in the same manner as similar services offered by broadcast channels, allowing viewers to turn the closed captioning on or off with the television remote control. Closed captioning also is available on the live HD stream on BoulderChannel8.com. To activate the captioning service for the live stream, the "CC" button (which is located at the bottom of the video player) will be illuminated and available whenever the channel is providing captioning services.

The council chambers is equipped with a T-Coil assisted listening loop and portable assisted listening devices. Individuals with hearing or speech loss may contact us using Relay Colorado at 711 or 1-800-659-3656.

Anyone requiring special packet preparation such as Braille, large print, or tape recorded versions may contact the City Clerk's Office at 303-441-4222, 8 a.m. - 5 p.m. Monday through Friday. Please request special packet preparation no later than 48 hours prior to the meeting.

If you need Spanish interpretation or other language-related assistance for this meeting, please call (303) 441-1905 at least three business days prior to the meeting. Si usted necesita interpretacion o cualquier otra ayuda con relacion al idioma para esta junta, por favor comuniquese al (303) 441-1905 por lo menos 3 negocios dias antes de la junta.

Send electronic presentations to email address: CityClerkStaff@bouldercolorado.gov no later than 2 p.m. the day of the meeting.



COVER SHEET

MEETING DATE

July 9, 2019

AGENDA ITEM

Update 2030 Climate Plan

PRIMARY STAFF CONTACT

Brett KenCairn, 303-441-3272

ATTACHMENTS:

Description

- ▣ **Memo & Attachments**



STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

FROM: Jane S. Brautigam, City Manager
Steve Catanach, Director of Climate Initiatives
Brett KenCairn, Senior Climate and Resilience Policy Manager
Carolyn Elam, Energy Manager
Yael Gichon, Senior Energy Project Manager
Jonathan Koehn, Senior Climate Policy Manager
Kara F. Mertz, Sustainability Manager
Jamie Harkins, Sustainability Coordinator
Matt Lehrman, Energy Policy Analyst
Meghan Wilson, Communications Manager
Alexis Bullen, Communications Specialist
Emily Sandoval, Communications Specialist

DATE: July 9, 2019

SUBJECT: Climate Mobilization Action Plan

EXECUTIVE SUMMARY

Staff proposes the launch of a comprehensive community and stakeholder process to formulate the next generation of the City of Boulder's climate action strategy. Staff is referring to this planning initiative as the 2030 Climate Mobilization Action Plan (CMAP).

Since council's 2016 approval of the city's [Climate Commitment](#), several significant changes have occurred, including accelerating impacts from a changing climate, advances in state-level climate policy, new understandings about the most effective roles for cities in climate action, and recent UN analysis indicating that societies have approximately 10 years to implement system-scale change to avert climate catastrophe. Staff proposes that the development of the 2030 CMAP will serve as the previously planned update to the Climate Commitment.

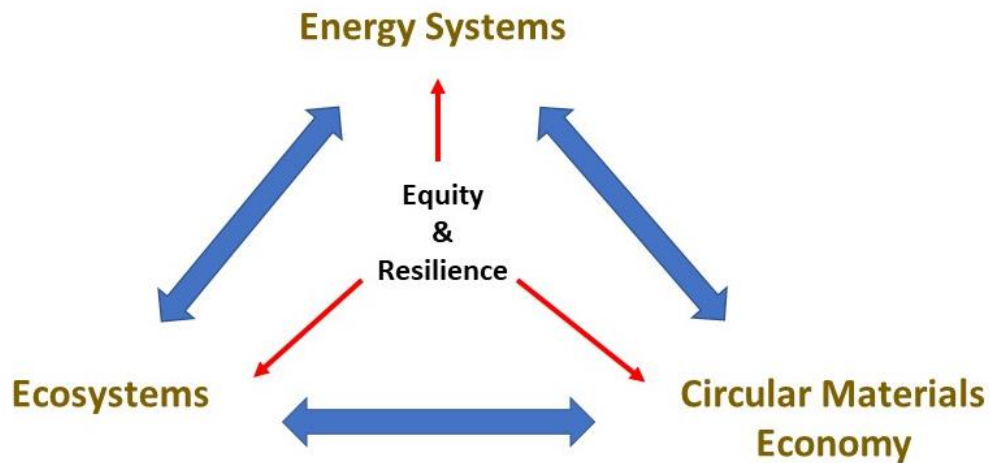
Staff has already identified several strategy update needs and would expect others to be identified through the community CMAP effort. These include:

- Climate changes are already occurring and will continue, necessitating that both **equity and resilience become core design considerations** integrated into all proposed strategies and actions.
- A focus just on community-level emissions is insufficient; increased emphasis must be placed on **the life cycle costs and the impacts of resource management that fall outside the city boundaries**.

- Emissions reductions alone will not be enough to stabilize climate; **carbon capture and sequestration must be addressed.**
- Voluntary and behavioral change programs will not achieve the scale of change that is needed; **strategies must be focused on systemic change.**

Building on the 2016 Climate Commitment, staff proposes the model below in Figure 1 to guide CMAP development.

Figure 1: CMAP Focus Areas



Staff proposes that this extensive, community-based strategy update process be initiated immediately following this Study Session and run through early 2020. This process will include community engagement through a variety of techniques, which are likely to include entities bringing subject matter expertise, topic-specific working groups, community presentation and feedback sessions, and extensive review by a broad and diverse consortium of stakeholders. The results of the process would be compiled during the first quarter of 2020 and synthesized into a 2030 CMAP. This plan would be presented to Council in spring 2020. It would then serve as both the short-term action plan and a framework for a 10-year action strategy. This 2030 Climate Mobilization Action Plan (CMAP) strategy will update current objectives and goals and will provide a framework for rapid reassessment and adaptation throughout the life of the plan, as conditions continue to change.

Today, staff is seeking council feedback on key aspects of the proposed strategy development process, including climate action goals, the proposed areas of focus, partners and stakeholders and analysis of the 2019 state legislative session’s impact on the city’s climate programs.

Given the importance of this topic in the community and the high expectations for substantive community engagement, staff will share with council via an Information Packet in mid-September:

- a final community engagement plan;
- identification of additional partnerships;
- recommendations for council and advisory board involvement; and
- pilot project development details.

This memo explains the evolution of the city’s climate action work, including where we have been and what we have learned, the early implications of new state policy and the changing role of local governments based on the urgency of the climate crisis. These findings come together to detail the proposed process for developing the next evolution of the city’s climate work, the 2030 CMAP.

QUESTIONS FOR COUNCIL

Climate Action Goals

1. Based on the recent Intergovernmental Panel on Climate Change (IPCC) report, the limitations of existing emission inventory protocols and other recent changes in context, should the city expand, accelerate and/or identify new climate action goals? If so, does council have specific recommendations?

Strategy Development Process

2. Does council agree with the climate action focus areas staff has proposed? Are there any other focus areas staff should prioritize?
3. In addition to the list of organizations and stakeholders staff has provided, are there others council would recommend staff engage with as part of this process?
4. Does council support proceeding with Letters of Intent and Partnership Agreements between the city and key organizations involved in this process?
5. Does council see areas where it wants additional analysis of the impacts of state legislative changes or other factors on the city’s current climate action strategies and tactics?

BACKGROUND

The context within which Boulder and other communities consider how to address climate change is rapidly changing. Three factors with significant implications for Boulder’s climate action approach and priorities are described below.

1. Accelerating Climate Change and Associated Impacts

The recently released IPCC “[Special Report: Global Warming of 1.5° C](#)” (October 2018) and the Fourth [US National Climate Assessment](#) (November 2018) underscored several sobering findings.

- **Existing public and private sector commitments are insufficient** to stabilize climate¹.
- **Energy-related emissions reduction alone² will be insufficient** to achieve climate stabilization.
- **Carbon recapture is now essential** to avoid runaway warming.
- **Other warming factors must also be addressed** including agriculture, materials use and other extra-jurisdictional boundary sources.
- **Carbon pricing is essential** and must be implemented at a global scale.
- **Resilience to climate change must be enhanced**, particularly in ecological systems, and will need to be a growing priority for public resource investment.
- **Equity impacts** will either reduce or magnify depending on the transition strategies deployed.

¹ Climate stabilization requires that greenhouse gas (GHG) concentrations are stabilized in the atmosphere at a level where ecosystems can adapt naturally to climate change, food production is not threatened, and economic development can proceed in a sustainable fashion.

² Additional analysis on the scope of action necessary to avoid a “Hothouse Earth” scenario can be found in an excellent synthesis of recent scientific assessments by the [Stockholm Resilience Center](#).

Based on these findings, many cities and other entities that have made significant commitments to climate action are now fundamentally reassessing the adequacy and focus of their climate action goals, strategies and tactics.³

2. The Changing Role of City-Based Climate Action

The launch of a new round of climate action planning provides an opportunity to examine what has been learned over the past 15 years of climate action and evaluate how these lessons could change some of the foundational assumptions upon which previous strategies have been built.

The beginnings: a city-scale approach to climate action

The entry of cities into global climate action was largely driven by the failure of the 1997 Kyoto Protocol negotiations to create an effective worldwide commitment to achieving substantive emissions reduction. As it became clear that leading nations like the U.S. would not participate, cities like Boulder stepped forward and passed resolutions⁴ stating their commitment to achieve the Kyoto Protocol's greenhouse gas (GHG) reduction target (12% below 1990 levels by 2012).

This approach set an important precedent that has, since the early 2000s, shaped how most cities have defined and sought to achieve their climate action goals. Cities effectively adopted a nation-state model of climate action in which the focus of action and measurement of success were based on achieving emission reduction targets confined to political boundaries—in this case municipal boundaries. The underlying assumption of this approach was that as leading cities demonstrated that they could successfully achieve emissions reduction within their boundaries, they would inspire other cities to adopt and achieve similar goals. It was assumed that this would, in turn, put pressure on larger public jurisdictions--states and the federal government--to adopt and achieve similar goals. Now, over 10 years into this movement, this city-centric approach faces several significant challenges.

Limited adoption of comprehensive climate action strategies

While there has been a growing list of cities signing on to climate action proclamations or 100% renewable energy goals, the number of cities with actual plans to achieve these goals is relatively small. After nearly two decades of city-focused efforts in climate action, the [Carbon Disclosure Project \(CDP\) reports](#) that less than 8% (43) of the nearly 600 global cities in the CDP rating system had ambitious targets, formal plans and were showing substantive action toward those plans. Only 14 cities had carbon neutral goals, and only five had 100% renewable energy goals. Despite Boulder's significant progress in emissions reduction through conservation, energy efficiency and local renewable energy (see **Attachment A, Progress and Lessons Learned from Existing Programs and Policies**), the pace of actual emissions reduction at city levels must rapidly accelerate to address the even more urgent targets set by the recent IPCC report.

Limited scope of municipal control

For those cities attempting to implement ambitious climate action goals, many soon discover the limits of their ability to control crucial factors such as the source and carbon intensity of their energy. A recent

³ Vancouver BC's recently released "[Climate Emergency Response](#)" is an example of a number of climate emergency declarations or action plan updating processes being launched by leading cities.

⁴ Boulder passed Resolution 906 in 2002 committing Boulder to achieve the Kyoto Protocol's emissions reduction targets.

[NPR report](#) on difficulties the City of Atlanta is encountering in achieving deep emissions reduction highlights the challenges Boulder became aware of over a decade ago. Atlanta has now realized that it is impossible to meet its climate objectives when the carbon intensity of its electricity sources is controlled by Georgia Power, the incumbent investor-owned utility. This problem is compounded by the fact that emissions reduction alone is insufficient to address the climate emergency. This dilemma will likely face most of the growing list of cities signing on to ambitious climate goals for which they do not yet have clear plans to achieve.

The limits of municipal boundary-focused climate strategies were summarized in a recent scientific assessment of city climate action strategies, which found:

“These results suggest that many U.S. cities’ climate action plans lack the cohesiveness to make them fully successful. Consequently, unless they reevaluate their climate action plans, many U.S. cities might struggle to achieve the broader greenhouse gas reduction strategies needed to significantly contribute to global climate change mitigation.”⁵

Given these limitations and barriers facing cities as catalysts for deep emissions reduction, Boulder has been on the forefront of work to expand the role of cities in developing policy change at scales sufficient to encompass the driving factors in emissions reduction. The significant climate policy advances made at the state level in Colorado during the 2019 legislative session are an important indication of what is possible and necessary to achieve rapid, systems-level change.

3. Advances in State Climate Policy and Associated Implications

Given limited federal climate action leadership, many states and regions have taken substantive efforts to address climate change. A wide range of policies have been adopted at the state and regional levels to reduce greenhouse gas emissions, develop renewable energy resources, support alternatively fueled vehicles and promote more energy-efficient buildings and appliances, among other things. Although the climate crisis ultimately requires effective national and international response, the actions taken by states and regions play a vital role in developing and testing innovative solutions, delivering near-term emission reductions, and laying the groundwork for broader action. At the same time, in the fight against climate change, cities and counties have become important co-leaders because of their role as laboratories, incubators and implementers of climate solutions. Successful climate action will require collective and coordinated actions across multiple sectors and levels of government to develop and carry out solutions that are best suited to our challenges and opportunities.

Through the city’s actions, and through the actions of our coalitions such as Colorado Communities for Climate Action (CC4CA), Boulder has been working to identify specific local and statewide policies that have significant impacts on our climate efforts. At the conclusion of the 2019 Colorado legislative session, more than a dozen new climate and energy bills were signed into law, arguably making the session the most impactful yet in Colorado’s efforts to address the climate crisis. The bills cover an array of issues from regulating emissions from the major sectors; the oversight of electric generating companies; how companies must factor climate change into their decision making; and new regulations on how oil and gas drilling is governed in the state. While the design and implementation of the specific

⁵ From “Sustainable Cities and Society” Journal, Vol 41. August 2018. Pages 711-727
<https://www.sciencedirect.com/science/article/pii/S221067071830595X>

rules are vital for successful policies, staff's initial analysis shows that Boulder's efforts will be significantly supported and impacted by the recent passage of a number of key bills. These state-level developments and other change factors also indicate the need for new roles and new approaches for municipalities engaging in climate action.

ANALYSIS

What We've Learned, Progress & What's Changed

Based on the most recent inventory, the community has reduced GHG emissions by 16%, ahead of its 2020 interim goal of a 15% reduction. Achieving this reduction is largely attributable to two key factors:

- Mitigating load growth associated with population and GDP increases through building codes and incentive-based efficiency programs
- Reduced grid emissions due to state-level utility renewable energy standards and deployment of local solar.

Achieving the current Climate Commitment of an 80% GHG reduction by 2050 will require major actions on multiple fronts. Based on staff's current models and forecasts, 100% emission-free electricity will achieve more than two-thirds of the GHG savings needed. The remaining third will require substantive reductions in both mobility emissions and natural gas use. To hit the 2030 goal, these sectors will need to reduce emissions by nearly 3% annually.

While the pathway to achieving the Climate Commitment goals is considered technically feasible, each incremental reduction will be increasingly difficult with costs and business models unknown. Achieving the deep transformations to our energy systems, ecosystems and materials economy requires major investment and technological advances.

Reflection on the city's current suite of strategies and tactics highlights their success in driving the GHG reductions that have been realized to date, but also identifies their limitations in addressing the deeper reductions that will be needed in the coming years. The areas of current focus include rebates, mandated efficiency and waste reduction via ordinances, rebate programs, building codes, education and behavior change, zero waste and consumption, electric vehicles, advanced mobility, solar energy, and policy work. Some limitations and conclusions include:

- Rebate program amounts are generally insufficient to motivate someone to undertake a project that they were not otherwise considering and often do not serve the community equitably.
- Ordinance-mandated programs in waste reduction and efficiency must balance the amount of savings or diversion that can be achieved against creating undue financial burden for residents or businesses.
- Building codes face logistical barriers for substantial reuse and recycling during building remodels; financial incentives to comply have been absent; and enforcement is difficult.
- For behavior change and education programs, over time behaviors tend to revert to what is easier or more convenient. **Systemic change** – a new context in which the low emissions, low impact choice is the only choice, or at least the easiest and simplest choice, is the only way to ensure persistence of change.
- Recycling and composting programs alone do not address the global impacts of a consumption-based society, and the significant growth in recycling presents its own global challenges. Cities have key leverage points to drive **systemic change** in material flows; and this must be the foundation of future climate strategies related to waste and consumption for Boulder.

- While great progress has been made on advanced mobility, including transportation electrification, these efforts will require more regional collaboration and advanced strategies to impact the scale of change needed. This CMAP process will be aligned with the efforts in the Transportation Master Plan as outlined to council at its [June 18th meeting](#).

A more complete description of progress and lessons learned in some of the strategy areas mentioned above as well as a complete list of the energy workplan, progress, and areas of focus can be found in **Attachment A, Progress and Lessons Learned from Existing Programs and Policies**. These learnings will inform the CMAP effort design and implementation, the next generation of strategies to achieve the city’s climate goals.

Implications of the IPCC Report for Local Climate Action

The city currently uses the ICLEI “Global Protocol for Community-Scale Emissions (GPC).” This is one of the most widely accepted and utilized protocols for measuring and tracking city-scale emissions. It classifies emissions in three categories:

- **Scope 1:** Direct emissions from owned or controlled sources
- **Scope 2:** Indirect emissions from generation of purchased power
- **Scope 3:** Indirect emissions other than Scope 2 that occur in the value chain (e.g. materials extraction, manufacturing, cultivation)

The GPC currently excludes Scope 3 emissions other than those related to waste disposal. The reason for this is to prevent double counting of value chain emissions when summing community emissions inventories. The challenge with this community centric lens, however, is that it does not properly allocate the emissions impact of material and resource consumption to the communities where that consumption is occurring. Without complete geographic coverage of emissions inventories, many of these supply chain impacts are not being counted anywhere. While some communities have attempted to do separate accounting for these scope 3 emissions, there is not currently a commonly accepted methodology for doing so. ICLEI reports that it is working on a consumption-based inventory protocol to complement the current GPC, but it is not yet available.

Based on the most recent IPCC report, there is a growing discussion among leading cities about how to respond to the accelerated sense of urgency combined with the magnitude of reductions needed. This is causing many cities to begin considering looking beyond their community boundaries in developing emission reduction strategies.

In Boulder and elsewhere, achieving the 1.5° C temperature goal will require:

- Accelerating existing GHG reduction goals to the goal of achieving net zero emissions
- Developing carbon sequestration/negative carbon strategies
- Focusing beyond community boundaries in setting goals and tracking progress to achieve systems level change.

Equity and Resilience prioritization

There is global recognition that the climate is changing and will continue to change. It is now just a question of how much, when and whether catastrophic impacts such as those associated with a species-level extinction threshold can be avoided. Boulder has already experienced a range of climate related impacts including temperature and weather extremes, species impacts, and air quality concerns. The cost of having to adapt to climate change will be significant. These include both community-scale

infrastructure costs and impacts (sewer, water, roads) and household impacts (increased need for air conditioning, damages caused by extreme climate events, air quality impacts of wildfire, etc.). Climate change will likely also impact macro-level factors such as food prices, economic stability, and the possible increases in risks like contagious diseases.

Many in our community are at a disproportionately greater risk to the effects of climate change. Seniors, children and people with lower incomes are particularly impacted by the cost of recovering from events, declining air quality and rising energy and food costs. As a community, we need to ensure that all our buildings and systems remain resilient as the climate continues to change; that every community member prospers, remains healthy and can enjoy a good quality of life; and that our economy remains strong. Equity and resilience must be the foundation of any program and strategy that moves forward.

State Policy Actions

The 2019 Legislative Session resulted in state climate policy that will not only make considerable advances in Colorado's climate-related efforts but enhance local jurisdictions' ability to achieve their specific Climate Commitment targets. During the legislative session, more than a dozen bills were signed into law that focus on emissions reduction, energy efficiency and electric transportation. Simultaneously, the Public Utilities Commission (PUC) is focused on a comprehensive regulatory update to rules related to the acquisition of utility-scale power plants, community solar gardens and other resources that may accelerate emissions reduction in the electricity sector, the benefits of which will compound as the transportation and buildings sectors transition to electricity as the primary source of fuel. Additional PUC work has been undertaken to change rates for all customers as well as on community resilience projects. Other state agencies like the Air Quality Control Commission (AQCC) and the Colorado Department of Public Health & Environment are engaged with their own directives that will directly support local efforts, such as a zero-emissions vehicle standard.

Below is a summary of the legislative and regulatory progress made in 2019, and the relationship to the city's local climate-related goals and targets. A full list and details of each of the bills can be found in **Attachment B, Legislative and Regulatory Analysis**.

Legislative Action

In review of Boulder's Climate and Resilience objectives, there are three key conclusions that emerge relative to this legislation:

- 1. The 2019 session produced an extensive slate of legislation that will not only help Boulder achieve its local Climate Commitment targets but reflects the successful influence of Boulder's two decades of work on statewide policy related to climate and energy.**

Most notably, HB-1261 codifies Boulder's emissions reduction goals adopted in 2016 as statewide requirements. Several pieces of additional legislation, such as SB-096 and HB-1260, impose energy code and greenhouse gas accounting requirements statewide that Boulder has been enforcing since as early as 2001. Other pieces of legislation, such as HB-1159 and HB-1198, will support Boulder's on-going commitment to reducing emissions in the transportation sector. Still others, such as HB-1314, ensure that this comprehensive shift in Colorado's energy economy will include and support all communities, including those affected by the loss of coal jobs and tax revenue.

- 2. Based on today's forecasts, if the GHG emissions reduction targets established through legislation are achieved, the percentage of electricity sector emissions achieved through a future Boulder municipal electric utility and those of Xcel Energy will be on a similar trajectory over time.**

One of the primary drivers of municipalization has been the ability to “decarbonize” our electricity supply. Boulder’s Climate Commitment targets a 2030 date for 100% renewable electricity. Assuming the retail rate impact component of the legislation can be met (no more than 1.5% increase in retail electricity rates), the 2019 legislation puts both a municipal electric utility and Xcel Energy on a similar trajectory. The city’s recent 2018 [request for indicative pricing](#) indicated that by 2030 Boulder could achieve a higher (roughly 90% by 2024 and 100% by 2030) percentage of renewable energy, sooner and a lower cost than that anticipated by Xcel Energy (80%).

3. The 2019 Legislation *may* enhance the ability to deploy and connect distributed generation in Boulder. Distribution system planning and community solar garden legislation supports the Climate Commitment’s targets related to emissions reduction and local generation as well as community resilience objectives, with the following caveats:

The distribution grid is the backbone of a reliable electric system and with proper planning will lead to a more flexible, reliable, resilient, cost-effective and clean electricity grid. The Public Utilities Commission Sunset Bill (SB19-236) requires that investor-owned utilities file distribution system plans that, among other things, includes plans for future investments and deployment of distributed renewable electricity generation, energy storage systems, microgrids, energy efficiency measures, demand-response measures and other “non-wires alternatives.” Because the plan requirements allow the utilities to retain control of the planning process, opportunities to install additional distributed generation in certain locations may be restricted while in other locations it may be enhanced. It is too early to tell how the system planning will unlock potential for additional distributed energy resources, and how they can be more fully integrated into the system, allowing utilities and communities to both take advantage of the benefits distributed energy resources can provide.

From staff’s assessment, the 2019 legislative session has put in motion the potential for significant and meaningful progress toward Boulder’s Climate Commitment targets. However, effective implementation and compliance will be determined in the policy and rulemaking process that is coming next. To ensure that the full intention of the legislation is achieved, Boulder and other leaders in climate action advocacy will need to actively participate in the rule-making proceedings.

Regulatory Action

Separate from, but related to the legislative activity, the PUC is currently focused on three topics of interest to Boulder’s Climate Commitment objectives⁶:

1. Rulemaking related to electric resource planning
2. Rate Cases and Rate Proposals
3. Community Resilience Projects

A detailed explanation and analysis of these topic can be found in **Attachment B, Legislative and Regulatory Analysis**. The results of the rulemaking and rate cases will play an important role not only in reducing utility-scale carbon emissions, but in efforts to integrate local renewables and battery storage for resilience purposes as well as to electrify transportation.

⁶ These are current PUC actions separate from those created by SB 19-036 (see Attachment B, Legislative and Regulatory Analysis for details).

Implications of State Policy Changes and Recent Science on Goals

Through its Climate Commitment, the city currently has goals to reduce GHG emissions 50% by 2030 and 80% by 2050 from a 2005 baseline. To understand the implications of the recent state policy actions and the IPCC report, staff analyzed several scenarios based on updated inventories for the 2005 baseline year.

For the 2005 baseline year, grid emissions represented more than half of the community's GHG impact. For this reason, reducing grid emissions has been a priority focus. At the time the city set its goals, Xcel Energy was not on a trajectory to enable the community to achieve its 2030 or 2050 goals. To address this, staff and the community pursued two strategies – policy change to compel Xcel towards a renewable grid supply and a local electric utility to alleviate the community's dependence on Xcel's grid mix. A local electric utility would also enable development of locally designed products and services to meet community distributed generation, resilience and equity objectives – which staff now knows to be essential components of climate mitigation work. Because of the recent successes with state policy, the grid emission impact under a non-municipalization scenario has changed substantially from the original Xcel business as usual case. To understand the implications of this policy change, staff analyzed a scenario in which the 2030 grid mix was 80% renewable, rather than the 100% renewable mix that would be achieved through a local electric utility.

For the analysis, staff assumed continued and successful implementation of existing efficiency programs, such as the Building Performance Ordinance (BPO), as well as continued trends in terms of community growth and development. Based on the updated models, a 100% carbon-free grid mix would result in the city achieving the 2030 50% GHG reduction goal. If, however, the grid mix is only 80% renewable, reductions must occur elsewhere if the 2030 goal is to be met. Staff estimates that this could be achieved if electric vehicle adoption rates were increased to 15%, residential natural gas use were reduced by 20% and commercial natural gas use were reduced by 8%.

Because of the implications of the IPCC report, staff also analyzed whether much more aggressive transportation and building electrification goals would enable the community to accelerate its 80% GHG reduction goal to 2030. The parameters selected were 40% residential electrification, 15% commercial electrification, and 50% reduction across all transportation (roughly require a 30% electric vehicle adoption rate combined with a 32% reduction in vehicle miles traveled (VMT) and more stringent federal CAFE standards in place). If these parameters were met, the community could only achieve an accelerated 80% GHG reduction if the grid mix were 100% carbon free. With an 80% renewable grid, the GHG reduction would be 65%; the additional 15% savings would need to be realized through other sources such as sequestration.

As detailed implementation plans (including early retirement of existing coal plants and resulting rate impacts) are created to fulfill legislative requirements, staff will be able to complete a more thorough analysis on the impacts of these regulations and how they impact the city's goals and how these goals best align with achieving deep emissions reduction at a regional and state level.

Role of cities in systems-scale change

As noted earlier, the past two decades of municipal climate action has been largely based on a model of change that has assumed cities demonstrating significant emissions reduction within their own boundaries will inspire similar actions by other cities and ultimately higher levels of government. While this approach has engendered substantial city-scale innovation among many leading cities, the pace of city

adoption globally is inadequate to prompt the large-scale change now required to achieve climate stabilization. This is causing a growing group of cities to reconsider **how** cities can have the greatest impact in accelerating the systemic change now necessary. These discussions in groups like the Urban Sustainability Director's Network (207 North American Cities) and the Carbon Neutral Cities Alliance (CNCA) are beginning to distill a number of **essential features of next generation city-based action** designed to accelerate systems scale change. These include:

- 1. Policy Change** – Cities in many cases do not control major drivers of emissions and climate change. To influence these drivers—utility/grid control, product design & specification, regional/national carbon policy/pricing—they will have to engage with other cities and entities to shape new policy.
- 2. Expanded boundaries for action and impact assessment**— Many of the major climate change drivers are controlled or managed at scales larger than cities—energy generation, grid management/utility regulation, fuel standards; product design and specification, carbon valuation/pricing, transportation policy and large-scale infrastructure investments etc. To influence these major drivers, cities will need to coordinate advocacy at higher levels—Regional, State, and National. The substantial role CC4CA played in the last legislative session is an example of the importance of this action area. Additionally, the city is undertaking a regional “materials flow analysis” that will identify the materials flowing into and out of our community to identify leverage points for city action to influence a movement toward a more sustainable use and reuse of resources and materials—a circular materials economy.
- 3. Cross-sector partnerships** – Cities do not control or have enough resources to direct or manage the enormous changes in infrastructure that must be made to transition to a low emissions economy. The electrification of 20,000 single family households in Boulder alone (heating/cooling, transportation) is projected to cost over \$1 billion. Action at this scale will require new types of partnerships with a range of public, private, academic, and non-governmental entities.
- 4. Accelerated innovation/adaptation cycles** – The rate of change now taking place, both in the pace and impacts of climate change and in technology, social perspectives and policy, require new models of rapid development, implementation and modification of climate action strategies.
- 5. Financial system & market change** – One of the most influential drivers of change has been in investment policies and financial markets. Cities are increasingly recognizing their potential influence on critical emissions drivers by leveraging their significant financial and market presence to influence market behavior.
- 6. Centering equity and resilience in all action strategies** – First-generation climate action planning has been built on emissions reduction as the primary objective and metric for evaluation. With the recognition that large-scale climate change is now inevitable, resilience to climate disruption must now also be an integral consideration in all investments. Similarly, there is a growing recognition that disregard for social inequity has enabled the unsustainable design of political, energy and financial systems. Boulder is a part of a growing consortium of cities that are actively working to integrate climate mitigation, climate adaptation, and equity as equal design criteria in the next generation climate action strategies.
- 7. Grounding actions in local benefits** – Faced with budget trade-offs between climate action investments and other pressing local priorities, a growing number of cities are recognizing that community support for significant municipal investments in emissions reduction strategies will depend on designing these strategies to deliver other tangible, local quality-of-life benefits while they simultaneously contribute to overall emissions reduction.

The remainder of this memo provides an overview of a proposed approach through which the city will work with a broad consortium of parties. These include residents, leading innovators in critical action areas, stakeholder groups with interest or concern about both climate change and climate action, and other public and private sector partners committed to accelerating effective climate stabilization efforts.

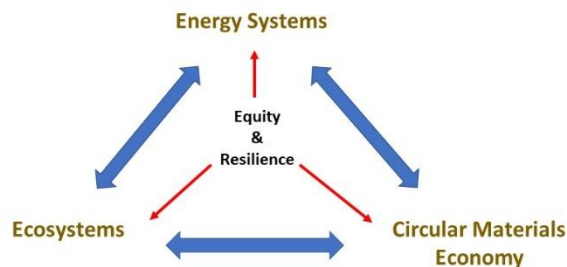
Proposed Climate Mobilization Action Plan Development Approach

Areas of Action and Design Principles

[Boulder's Climate Commitment](#), adopted in 2016, features three broad categories of climate actions—energy, ecosystems and resources. Based on feedback received during community outreach about the draft plan, the final version of Boulder's Climate Commitment also incorporated a fourth section outlining a process to address equity and “just transition⁷” considerations in the city's climate action efforts. Recognizing that climate change is now underway at a rate much greater than originally thought and will have increasing impacts on the city, a fifth area of action—resilience—is proposed as part of an integrated framework of focus areas in the 2030 Climate Mobilization Action Planning process.

Of these five action areas, resilience and equity are viewed as qualities or design principles that need to be incorporated across all climate related actions. Figure 2, below, displays this framework graphically.

Figure 2: CMAP Focus Areas



Systemic change will be key to success in these focus areas:

1. Energy Systems: conservation, efficiency, 100% renewable energy, 100 MW of distributed generation (including storage) electrified buildings and transportation
2. Ecosystems: ecosystem protection & regeneration, soil-based sequestration, carbon capture
3. Circular Systems Economy: waste minimization, materials design and utilization, resource management

The proposed process for updating the city's climate action plan described below has the following objectives:

- **Align with best science** -- Align Boulder's climate action strategy with the findings of the most recent IPCC report.

⁷ Just Transition is a framework developed by the trade union movement to encompass a range of social interventions needed to secure workers' jobs and livelihoods when economies are shifting to sustainable production, primarily avoiding climate change and protecting biodiversity. For more information please see the Just Transition Collaborative's [website](#).

- **Focus on high-impact actions** - Integrate lessons learned in Boulder and elsewhere over the past five years regarding the most important roles for cities to catalyze rapid scale-up of climate stabilizing actions.
- **Focus on tangible & equitable community benefits** – Ensure that actions are designed to deliver valued local community benefits that are equitably shared across the entire community.
- **Align city resources** – Enhance alignment within the city organization around the priorities and resource allocations across the proposed action areas.
- **Leverage additional action & resources** – Design a process that expands the network of allied organizations with deep investments in the implementation and success of the city’s climate action plan.
- **Broaden community ownership & engagement** – Partner with a diversity of outside organizations and individuals to facilitate widespread community ownership and engagement in the community climate action plan.
- **Ensure strategies are replicable and scalable** – Focus on developing strategies that can have the greatest potential impact beyond Boulder and are readily replicable.

Engagement Strategy: Evolving community engagement approaches

The city has a long history of community-based collaboration in the development of its climate action plans. The original Climate Action Plan for the city was developed by the community itself. In 2008 and 2009, city staff established nine community working groups to update the climate action plan. Similar efforts employed more recently around the municipalization effort have produced significant and valuable guidance that has informed city analyses and strategies.

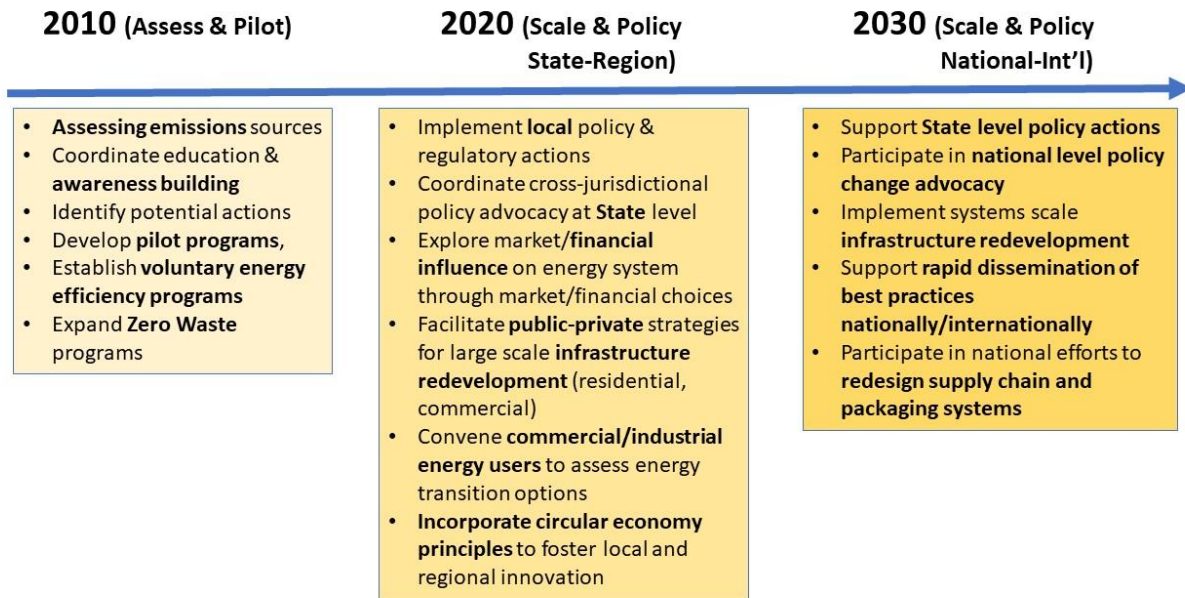
Staff recognizes that community ownership and engagement of the CMAP process and resulting strategy is vital to success and is developing an engagement plan that will be shared with council in a future Information Packet. This section describes the city’s preliminary thinking about engagement strategies and framework.

Evolving Engagement Context: What versus how

The changing context of what is needed to achieve rapid, large-scale systemic change are significantly different than they were a decade ago. In 2009 and 2010, much of the focus was on assessing the emissions context and identifying a range of potential actions to be taken in each area. Early state programs were in place and the focus was on expanding and piloting a range of actions and seeing what level of impact they could generate.

Ten years later, we know much of what must be done. Now, the pressing questions surround how to create the regulatory and market structures to support widespread adoption. This means that many of the key actors in implementation will likely be entities other than the city: businesses, non-profits, community members and the state and federal government. Figure 3 depicts how the city’s focus of action has evolved over the past ten years and the possible focus of actions ten years from now. These changes will shape how the city co-designs and develops a collaborative process that will shape the development of the next ten years of action.

Figure 3: Evolution of Climate Action Focus



Engagement Strategy: Partnerships

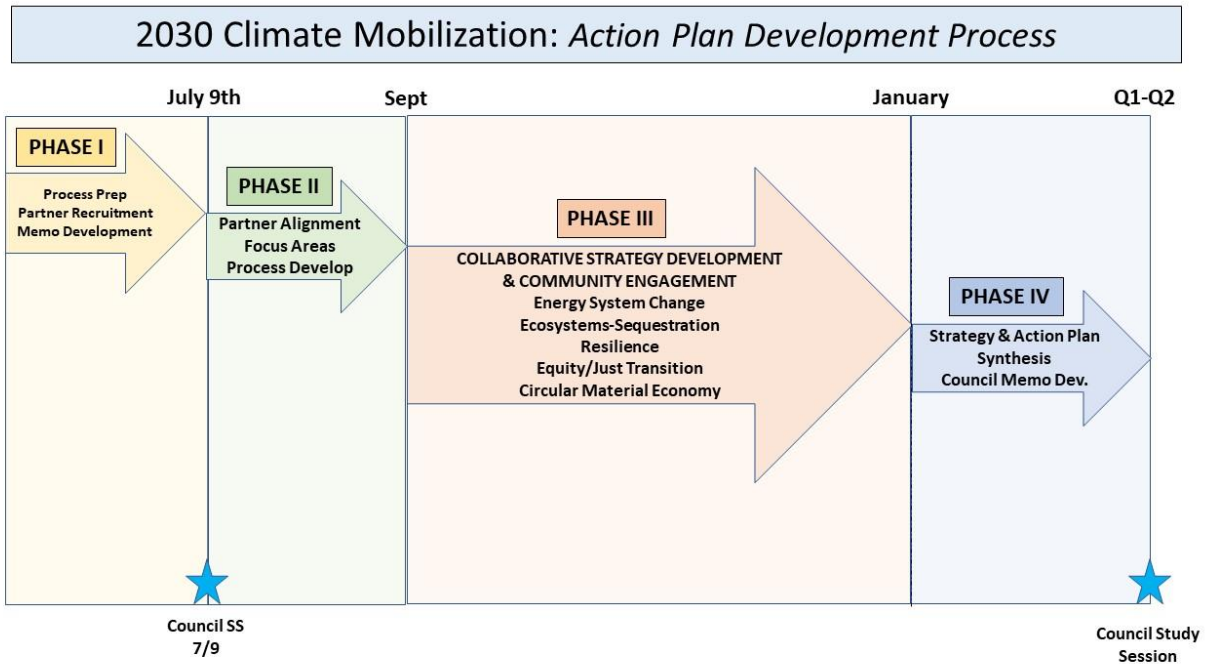
Based on this evolution, the proposed engagement strategy includes, in addition to community-member participation, significant involvement of partner organizations across a broad spectrum of public, private (for-profit and nonprofit) and academic sectors. Working with the city’s Engagement Team, Climate Initiatives staff have already begun reaching out to a diverse array of entities with expertise across the three action focus areas (energy systems, ecosystems and circular materials economy) and the two design principles (equity and resilience). To formalize the alignment around shared climate goals and intentions to achieve them, the city is developing a formal Letter of Intent (LOI) that it is asking all organizational partners to execute with the city as part of their commitment to the process. A list of the initial partners the city is considering, and a draft template of the Letter of Intent is included in **Attachment C, Partners for Climate Mobilization and Draft LOI**.

In each area, a lead partner or partners will be identified to take responsibility for coordinating the action plan development in collaboration with other supporting groups. This approach is intended to demonstrate the importance of shared leadership and shared responsibility for implementation. A representative of the city’s engagement team will work with each group to design associated community engagement processes as part of the development of an action plan in each area.

CMAP Development: Timeframe

The proposed process is designed to be completed in approximately nine months, with an official starting point upon City Council endorsement at the Study Session on July 9, and completion at a final presentation to council in spring 2020. It is designed as four sequential phases. An overview graphic of the process is shown below in Figure 4.

Figure 4: Process Schematic for 2030 Climate Mobilization



Phase I: Internal alignment, process design finalization, and core partner recruitment.

Key outputs:

- Internal alignment, resourcing and a communication plan for coordination of the 2030 Mobilization Process
- Selection and orientation of lead partners in each of the five focus areas
- Memo and presentation for City Council on the 2030 process (July 9)

Phase II: Aligning and preparing the lead partners in the five focus areas, formal campaign announcement.

Key outputs:

- All partners recruited, oriented, and agreements completed
- Process plans developed for all five focus areas
- Schedule developed for community engagement efforts

Phase III: Action plan development, collaboration between focus areas, community engagement

The primary work of action plan development takes place in Phase III. Each focus area team is working both independently and intersecting with the other teams at critical development points to ensure integration of the approaches and proposals being developed. Each team will also be responsible for some form of community engagement during their work.

The city will kick off the process in September/October with a community-wide event introducing the process and partners and the opportunities for engagement during this phase. Towards the end of the year, as the focus groups are preparing their draft strategies, a second interactive community-wide event will take place to enable the community to hear about the work of the five teams and provide feedback. This phase will then close out over the end of the year and the month of January as the teams finalize their

recommended action plans and submit them to the city for integration into a proposed action plan. This action plan will form the basis of the memo and presentation staff makes to City Council at the end of Phase IV.

Phase IV: Synthesis and drafting of final CMAP

During this final phase, staff will synthesize the work of the five groups into a final draft action plan proposal and develop the accompanying memo that will prepare council for a Study Session in spring 2020. A final community event and associated outreach will take place during this period to share the outcomes with the community ahead of the council session.

Outcomes

The specific measurable outcomes staff intends to accomplish through this work include:

- Content in support of two memos—an interim Information Packet to council describing the final process design (~early fall 2019), and the end of Q1 2020 Study Session.
- Five action plans, one for each of the five focus areas—energy, ecosystems, circular materials economy, resilience, and equity/just transition that will inform an integrated CMAP.
- Significant engagement, investment, leadership and implementation from a broad range of community institutions, businesses, organizations and residents.
- A synthesized CMAP for presentation to council at the end of Q1 2020 that will serve as the already planned update to the current city climate action plan.

Next Steps

Staff will continue analysis on the impact of legislation and regulation on the city's goals and strategies and report back with findings as they arise. If Council endorses the launch of a new round of externally facing climate action planning and the development of a CMAP at the July 9 Study Session, staff will proceed with the following steps:

1. **Partnership recruitment:** In addition to the list of prospective partners listed (**Attachment C, Partners for Climate Mobilization and Draft LOI**), the city will continue to explore potential partnerships that can bring substantive value to development and implementation of a community-wide climate mobilization. Each partner will be asked to sign a formal agreement to participate in the effort which both outlines shared values and intentions and provides more specificity around the roles and actions of each partner. Staff welcomes Council input on other groups to be considered.
2. **Finalize community and stakeholder engagement plan:** Climate Initiatives staff will work closely with the city's Community Engagement team to design and begin implementing the process for co-development of the city's next climate action strategy. This process will take place over the remainder of the summer with an intended launch date in mid-to-late September.
3. **Public Kick-off:** Working with the committed partners, the city will organize a public kick-off process in mid-to-late September that will familiarize the community with the consortium of organizations and entities joining together to work on the plan and an outline of the opportunities for active engagement in the various focus areas—energy, ecosystems/sequestration, circular materials economy, resilience and equity/just transition.
4. **City Council check-in schedule:** Staff will prepare an Information Packet memo for Council when the public engagement process has been finalized. We anticipate this update to Council will be ready by mid-September. Council will also be invited to attend the opening kick-off event and other public engagement activities taking place throughout the remainder of the year. Staff will spend the first part of Q1 2020 compiling the results of the various working groups and developing a memo and draft

Climate Mobilization Action Plan for Council's review. We anticipate scheduling this review toward the end of Q1 of 2020.

ATTACHMENTS

Attachment A: Progress and Lessons Learned from Existing Programs and Policies

Attachment B: Legislative and Regulatory Analysis

Attachment C: Partners for Climate Mobilization and Draft LOI

Progress and Lessons Learned from Existing Programs and Policies

This attachment contains three sections: a summary of key lessons learned in energy and zero waste related climate action programs over the past decade; a summary of energy related programs and initiatives now underway; and a compendium of climate related metrics and targets.

Lessons Learned

The information below provides additional context on some of the strategies currently in place and their limitations. This is not all encompassing of the work under Climate Initiatives but rather highlights from strategies staff believes will evolve under the new proposed 2030 CMAP.

Rebate Programs

The city, Boulder County, Xcel Energy and others, have invested more than \$3.2 million in rebate programs aimed at helping residents and businesses buy down the cost of efficiency and renewable energy investments. To date, nearly 19 million kWh per year have been saved. In addition, the city has invested over \$650,000 in rebates for zero waste bins, bags, and educational materials. The success of these programs has been critical in keeping energy consumption and solid waste from growing as the population and GDP have risen. However, looking towards the future needs, these rebate programs have limitations. Considered voluntary programs, rebate programs are intended to influence a resident or business to elect a better technology choice when they are already considering a replacement, repair or improvement project; or when upgrading their waste management systems. However, available rebate amounts are generally insufficient to motivate someone to undertake a project that they were not otherwise considering. Further, participation in these programs tends to be limited to more affluent residents and businesses - those with the financial fortitude to front the required investment. This leaves a significant portion of the community underserved by these programs.

Mandated Efficiency and Waste Reduction Via Ordinances

SmartRegs for rental properties and the Building Performance Ordinance (BPO) both mandate minimum performance standards for existing building stock. SmartRegs tackles the more than 20,000 rental units within the city while BPO addresses larger commercial buildings. At the time of the compliance deadline (December 31, 2018), SmartRegs had led to improved efficiency in more than [7000 rental units](#). Now that the SmartRegs compliance deadline has passed, future savings under this program will be limited. For BPO, 2021 is the compliance deadline for the first set of mandatory efficiency improvements, so BPO is expected to continue to contribute GHG reduction over the next decade. On the zero waste front, communitywide diversion has increased from 39% to 57% since the Universal Zero Waste requirements went into effect.

One challenge with the designs of these ordinance-mandated programs is that they must balance the amount of savings or diversion that can be achieved, against creating undue financial burden for residents or businesses. In the absence of robust mechanisms to address the financial burden of achieving deeper savings or greater diversion, these tactics tend to be limited to lower-cost, short-payback upgrades; and do not address the supply side of the waste equation.

Building Codes

The City of Boulder's Energy Conservation Code (COBECC) is among the most stringent nationally and is core to managing the city's building stock. The community continues its progress towards the goal of net zero building codes by 2031. Already more than half of the new homes constructed have achieved a

net-zero impact. All-electric building technology continues to mature, bringing the cost of net-zero new construction down to the point where it is competitive with conventional construction. While new construction can cost-effectively be addressed, renovation remains a challenge. Older buildings often lack the electrical infrastructure needed to convert from gas to electric. The design of the homes (layout, insulation, ducting) may necessitate much higher equipment investment to be able to deliver the same level of comfort for occupants as compared to their legacy gas systems. The financial burden of converting an existing building from gas to electric can be substantial, raising significant equity concerns. It also fails to share this cost burden with the future owners who would benefit from these improvements—effectively placing the entire obligation for future benefits on the current owner. Furthermore, even though construction and demolition waste reuse and recycling requirements have been in place for decades, logistical barriers remain for substantial reuse and recycling during building remodels; the financial incentives to comply have been absent; and enforcement has been difficult.

Education and Behavior Change

Core to all efficiency and GHG reduction programs, including Boulder's, is education and feedback to raise awareness around personal choices and reinforce positive behavior change. Behavior change can be reinforced through incentives or disincentives, for example: being able to travel for free in the toll lane when choosing to carpool; having a lower energy bill by turning down your thermostat; or bundling unlimited recycling and compost collection charges in with trash. However, a key challenge for behavior-change strategies is ensuring persistence of the change. Over time, behaviors tend to revert to what is easier or more convenient. Systemic change, to the point where the good choice is the only choice, or at least the easiest and simplest choice, is the only way to ensure persistence of change.

Zero Waste and Consumption

Boulder's Zero Waste Ordinance has already achieved a 57% landfill diversion rate through education, mandatory composting and recycling services, and growth of a local reuse and recycling industry. Over the past few years, the landscape and knowledge around material consumption and waste has changed dramatically. The U.N. now estimates that extracting and processing raw materials for consumption now contributes as much as half of global greenhouse gas emissions. Most of these consumption emissions are not currently captured in cities' emissions inventory protocols; however, material use is concentrated in cities. In fact, cities represent only 3% of global surface area, but consume 75% of global resources. It is critical for cities to play a role in shifting raw material use from a linear economy that cannot support a growing population to a circular one that keeps materials in use as long as possible. Recycling programs alone do not address the global impacts of a consumption-based society, and the significant growth in recycling presents its own global challenges. As countries such as China and India continue to reject paper and plastics from the U.S. for recycling, the urgency behind this transition is accelerating. Cities have key leverage points to drive systemic change in material flows; and this must be the foundation of future climate strategies related to waste and consumption for Boulder.

The tables below are excerpted from the [May 2, 2019 Information Packet](#) (IP) to council. Much more detail was shared in the IP but the information below highlights energy programs, achievements, and the focus moving forward. In addition to the tables below, the Climate Commitment Goals and Programmatic Metrics can be found in [Attachment C of the May 2, 2019 IP](#).

CURRENT ENERGY WORKPLAN**VOLUNTARY PROGRAMS**

| Program | Achievements | Focus for 2018-2020 |
|--|---|---|
| EnergySmart and Partners for a Clean Environment (PACE): Rebates and one-on-one advising services to homes and businesses | <ol style="list-style-type: none"> 3,000 Businesses advised 1,100 efficiency upgrades 16 million kWh/year saved (~ to taking 2400 cars off the road) | Evolve program offerings to encourage building electrification, energy storage, and deep energy retrofits. |
| Solar Programs: In addition to EnergySmart solar rebates and installing solar on city owned facilities, there are many other efforts spurring local solar development | <ol style="list-style-type: none"> SolSmart Gold designation from the Department of Energy Created the Boulder Solar Tool to assess sites' solar potential \$741,299 awarded through the Solar Grants program since 2008 Contracts in place for 2.75MW of solar on city facilities. | <u>New Solar Strategies</u> : Strategies to encourage the installation of local solar electric systems. Includes rebates and incentives, development of solar gardens, innovative financing and ownership models, and changes to policy and local codes. Focus is on the development of local solar gardens and expanding the bulk purchasing model to the commercial sector. |
| <u>Transportation Programs</u> : City efforts to reduce vehicle miles traveled (VMT) through alternate modes of mobility (i.e. biking, walking, transit, and ride share) and to electrify vehicles | <ol style="list-style-type: none"> 14% reduction in VMT per resident since 2005 48 Public EV Charging Stations Two electric HOP buses purchased | <ol style="list-style-type: none"> Transportation Master Plan efforts to reduce VMT^[1] Strategies to encourage the electrification of vehicles. Includes charging infrastructure, transit electrification, rebates and incentives, and changes to policy and local codes. |
| <u>City Owned Facilities and Fleet: Efforts to reduce the GHG emissions from city owned buildings, water/wastewater facilities, and fleet</u> | <ol style="list-style-type: none"> 34% GHG emissions reduction since 2008 ~2 MW solar installed 7 plug-in electric vehicles in fleet with 2 more planned for 2018 | <ol style="list-style-type: none"> Develop internal policies and update the Facilities Asset Management (FAM) master plan and Fleet Purchasing Policies to Design Alpine Balsam site to exemplify the city's climate and energy goals |
| <u>Track and Measure Progress:</u> <ul style="list-style-type: none"> City's Annual GHG Inventory Update and maintain relevant webpages and the Climate | <ol style="list-style-type: none"> Reduced GHG emissions by ~13% since 2005 Baseline Developed a projection tool that models our current and planned | <ol style="list-style-type: none"> Reorganize city's website content on climate and energy programs Develop a central database for key energy |

| | | |
|----------------------------|---|---|
| Commitment projection tool | programs out to 2050 in terms of energy and emissions savings | and sustainability data metrics. Develop a process for keeping this up to date and ensure that it links with other tools (e.g. the city’s dashboard and/or climate commitment projection tool). |
|----------------------------|---|---|

LOCAL POLICY

| Program | Achievements | Focus for 2018-2020 |
|---|--|---|
| SmartRegs: Requirements that all rental housing meet basic energy efficiency standards | <ol style="list-style-type: none"> 1. 82% Compliant 2. 1.7 million kWh/yr saved 3. 3,300 mT CO₂ avoided per year | <ol style="list-style-type: none"> 1. Achieve 100% compliance for current regulations 2. Consider options for future requirements |
| Building Performance Ordinance (BPO): An ordinance requiring rating and reporting and energy efficiency in commercial and industrial buildings | <ol style="list-style-type: none"> 1. 100% compliance in the first 2 years 2. Driving increased participation in commercial Energy Smart | <ol style="list-style-type: none"> 1. Achieve 100% compliance for all regulations as more buildings and requirements are phased in 2. Evaluate the energy savings and market transformation caused by this program |
| Energy Codes: Energy and sustainability requirements for new construction and major building renovations. Current energy code is the 2017 City of Boulder Energy Conservation Code (COBECC) | <ol style="list-style-type: none"> 1. Committed to net zero energy codes by 2031 and created a supporting long-term strategy 2. Created the 2017 COBECC, which increased energy performance and ensured that new buildings support rooftop solar and EV charging | <ol style="list-style-type: none"> 1. Develop 2020 COBECC: Increase prescriptive efficiency requirements, move towards performance-based codes for new buildings and major renovations, and encourage building electrification. 2. Continue to update and evolve long-term strategy to respond to new technologies and innovations. |
| Marijuana Energy Requirements: Continued tracking and enforcement of the requirements for marijuana businesses to offset 100% of | <ol style="list-style-type: none"> 1. Replaced original offset option (third party RECs or Xcel’s Windsource program) with the | <ol style="list-style-type: none"> 1. Streamline the process for collecting and verifying energy data for each licensee, and |

| | | |
|---|--|--|
| <p>their electricity consumption with renewable energy</p> | <p>Energy Impact Offset Fund (EIOF).</p> <p>2. Established processes for exemptions, invoicing, and payments, and communication protocols.</p> | <p>for creating invoices for the EIOF.</p> <p>2. Engage stakeholders from the marijuana industry to assess how the program is working, and how the city can help them reduce their fossil fuel energy use.</p> |
| <p><u>Explore Alternatives to the Climate Action Plan (CAP) Tax:</u> Investigating changes to the current CAP Tax that would provide sustainable long-term funding and discourage the use of natural gas and petroleum, as we to transition to clean renewable electricity.</p> | <p>Just beginning in 2018</p> | <p>1. Understand regulatory and legal constraints for local taxes and fees</p> <p>2. Evaluate options and engage the community on:</p> <ul style="list-style-type: none"> a. A new pricing structure for the current electricity CAP Tax (2019 ballot) b. Options for natural gas CAP Tax (2019 ballot) c. Options for a transportation CAP Tax (2021 ballot) |

PILOTS

| Program | Achievements | Focus for 2018-2020 |
|---|--|--|
| <p>Boulder Energy Challenge: An incubator fund to support the development and commercialization of innovative emissions-reducing technologies and strategies in Boulder</p> | <p>1. 10 projects funded</p> <p>2. ~\$550,000 of grants awarded</p> <p>3. Millions leveraged in outside investment</p> | <p>1. Manage newly funded projects</p> <p>2. Explore how to spin this off into a regional program managed by a private/nonprofit partner.</p> |
| <p><u>Building Electrification:</u> Strategies and programs to support the conversion of residential natural gas equipment like water heaters and furnaces to efficient electric models</p> | <p>1. Initiated a collaborative effort with 20 U.S. cities and heat pump manufacturers</p> <p>2. Awarded ~\$300,000 in grant funding to work with Boulder receiving ~\$50,000 of dedicated funding for 2018 pilots</p> | <p>1. Launch a residential heat pump campaign through Energy Smart</p> <p>2. Provide info to the community about the health, safety and climate impacts of natural gas</p> <p>3. Educate local contractors and</p> |

| | | |
|--|---|--|
| | | <p>EnergySmart advisors about heat pump technology</p> <ol style="list-style-type: none"> 4. With NREL, complete a neighborhood-scale assessment of building electrification |
| <p><u>Energy Resilience Pilots:</u> A grant funded effort to develop projects that increase facility and community resilience through infrastructure. Sites include Boulder Housing Partners (BHP) and the Via Mobility operation center.</p> | <p>Resilient energy infrastructure (solar + storage + generation) installed at BHP and Via.</p> | <ol style="list-style-type: none"> 1. With partners, monitor performance and ensure success at BHP and Via. 2. With NREL, evaluate optimal deployments of solar and storage on a neighborhood level. 3. Support the development of an energy resilience and renewable energy development strategy for CU Boulder. |
| <p><u>Energy Impact Offset Fund (EIOF):</u> A local fund in partnership with Boulder County to provide an offset option for the marijuana energy requirements. The city expects to collect ~\$500,000 per year, which will be used to develop local renewable energy projects.</p> | <ol style="list-style-type: none"> 1. Formalized an Intergovernmental Agreement (IGA) with Boulder County to invoice, collect payments, and manage the fund. 2. Developed guiding principles for the fund, with input from the Environmental Advisory Board and the city’s Energy Services working group. | <ol style="list-style-type: none"> 1. Develop local renewable energy projects with the funds collected 2. Evaluate future pricing structures for the fund. 3. Expand this fund to other uses such as compliance with other energy ordinances, or voluntary carbon offsets. |

POLICY REFORM

| Program | Achievements | Focus for 2018-2020 |
|---|--|--|
| <p>State and Federal Legislation: Providing input on proposed bills and advocating for changes that will support Boulder’s climate and energy goals. A key partnership coalition in these efforts is the Colorado Communities for Climate Action (CC4CA): A coalition of 15 local governments, working collaboratively for state and federal climate-protection</p> | <ol style="list-style-type: none"> 1. Boulder helped form CC4CA. 2. Supporting 13 bills and opposing one, CC4CA: 3. Helped win support for four bills which were enacted, extending local authority to fund Regional Transportation Authorities; extending a law requiring regulated electric utilities to meet | <ol style="list-style-type: none"> 1. Support actions to implement the 2025 GHG reduction goals identified in the Colorado Climate Plan as well as more aggressive goals necessary to hold global temperature rise below 2 degrees Celsius above pre-industrial levels. |

| | | |
|---|--|---|
| <p>actions to complement our local efforts.</p> | <p>demand reduction targets; requiring those utilities to disclose the sources and costs of the utilities' electricity; and extending low-income energy assistance programs.</p> <p>4. Opposed a bill which was defeated, that would have eliminated current tax incentives for the purchase of electric vehicles.</p> | <p>2. Increase consumer energy choice and innovation.</p> <p>3. Support improvement to the Colorado Oil and Gas Conservation Commission's oversight of drilling and preservation of local control to adopt regulations, moratoriums, or other limits as necessary.</p> |
| <p><u>Public Utilities Commission (PUC) Reform:</u> The city advocates for wind, solar, efficiency, electric vehicles, battery storage, emissions reduction at power plants and grid modernization.</p> | <p>1. Advocated positions and supported settlement agreements that increased renewables and reduced emissions.</p> <p>2. The city was instrumental in designing data privacy and access rules that resulted in the annual publication of Community Energy Reports, providing communities with crucial info for program design and GHG inventories.</p> | <p>Planned interventions in rate cases, demand side management programs, electric resource plan, resource acquisition investigatory docket (and potential rulemakings that may results from this proceeding) and renewable energy product and residential rate design working groups.</p> |

PARTNERSHIPS

| Program | Achievements | Focus for 2018-2020 |
|--|---|--|
| <p><u>National and International Peer City Organizations: Urban Sustainability Directors Network (USDN) and Carbon Neutral Cities Alliance (CNCA)</u></p> | <p>1. The city has partnered with peer cities to access hundreds of thousands of dollars of grant funding and in-kind support.</p> | <p>1. Hosting the 2018 Annual CNCA Meeting</p> <p>2. Implementing USDN and CNCA grant funded project efforts on Building Electrification and Energy Codes</p> |
| <p><u>Local and Regional:</u> Many other coalitions and strategic partnerships at the local and regional levels (CU Boulder, Boulder Valley School District, Front Range Sustainability Alliance, etc.).</p> | <p>1. Development of Green Teams program through CU Boulder (fosters peer-to-peer energy efficiency education in student-heavy neighborhoods)</p> | <p>1. Continue to share best practices and find opportunities for collaboration with local and regional partners</p> <p>2. Explore new partnership opportunities with CU-Boulder on specific</p> |

| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Just Transition Collaborative (JTC): This partnership builds deeper representation of underserved communities and advance equity in climate and energy decisions, communication and planning in the City of Boulder. • Boulder.Earth: Partnership with C3 Boulder, Impact Hub Academy and 350 Boulder County. A website by the community, for the community, works to foster climate action in Boulder. The site features a sustainability calendar, a rotating list of actions for impact, a directory of organizations and storytelling from across Boulder and beyond. | <ol style="list-style-type: none"> 2. Assisted JTC in securing organization funding and hiring staff. 3. Successful launch of the Boulder.Earth website, including a well-attended launch event and development of a Stewardship Council of partner community members to help manage the site. | <p>projects and programs aimed at technology transfer and resilience</p> <ol style="list-style-type: none"> 3. JTC: Conduct research to guide equitable policy in areas of transportation, household energy, and green jobs. Coordinate a JTC policy working group with diverse community representation. Design a project to pilot an inclusive renewable energy and energy efficiency workforce development program. 4. Increase community participation and engagement through Boulder.Earth. Develop and add new content, functionality and community involvement to the site. |
|--|--|--|

[1] [Create multiple mobility options \(i.e. biking, walking, transit, and ride share\) and increase transportation efficiency with digital technology, parking management systems land use planning etc.](#)

Climate Commitment Goals and Programmatic Metrics

Climate Commitment Targets – Newly Tracked Metrics Highlighted in Green

| Section | Goal | Key Metric | Baseline Value (2005) | 2050 Goal | 2030 Goal | 2020 Goal | Current Status |
|----------------|--|------------------------------|-------------------------------|-----------|-----------|-----------|----------------|
| Buildings | Residential Per Capita Emissions | MTCO ₂ e / person | 3.16 | 0.5 | 1.5 | 2.25 | 2.26 |
| | Reduction in Total Building Emissions | % below 2005 levels | 1,288,647 MTCO ₂ e | 75% | 30% | 69% | 15% |
| | Reduction in Residential Electricity ¹⁶ | % below 2005 levels | 244,648,421 kWh | -2% | 3% | 1% | 3% |
| | Reduction in Residential Natural Gas | % below 2005 levels | 2,078,322 dTh | 85% | 40% | 15% | 6% |
| | Reduction in Commercial and Industrial Electricity ¹⁷ | % below 2005 levels | 946,243,999 kWh | 6% | -6% | -20% | -12% |
| | Reduction in Commercial and Industrial Natural Gas ¹⁸ | % below 2005 levels | 3,925,523 dTh | 35% | 15% | 6% | 2% |
| | Commercial Energy Use Intensity ¹⁹ | kBtu/sq ft/yr | 108 | 60 | 85 | 100 | 104 |
| Transportation | Vehicle Miles Traveled (VMT) ²⁰ | Millions of Miles | 2.46 | 1.59 | 1.95 | 2.32 | 2.49 |
| | Vehicle Energy Efficiency | MPGe ²¹ | 22 | 88 | 61 | 40 | 22 |

¹⁶ Increase in electricity use is expected due to increased electric vehicle adoption and the transition from natural gas to electricity (which occurs primarily in later years)

¹⁷ From 2005 to 2015, there has been a significant increase in electricity in the Commercial and Industrial sector. This is at least partially due to the addition of a number of high energy intensity buildings, such as marijuana grow facilities and data centers. Increase in electricity use is expected due to increased electric vehicle adoption and the transition from natural gas to electricity (which occurs primarily in later years)

¹⁸ Natural gas variation is likely due to industrial processes that vary greatly from year to year. Further, natural gas savings will not be fully realized until 2030 when the Building Performance Ordinance requirements are implemented.

¹⁹ Applies to buildings covered by BPO only

²⁰ This figure represents average daily VMT for the Boulder Valley, including all vehicle travel and trips made within the developed area.

²¹ Miles per gallon gasoline equivalent is a measure of the average distance traveled per unit of energy consumed.

| Section | Goal | Key Metric | Baseline Value (2005) | 2050 Goal | 2030 Goal | 2020 Goal | Current Status |
|---------|--|-------------------------------------|-----------------------|----------------|----------------|----------------|-----------------------|
| | % Complete Neighborhoods | % of Census Blocks | 26% | In Development | 80% | In Development | 26% |
| | Plug-in Electric Vehicles | % of vehicles registered in Boulder | 0% | 28% | In Development | 5% | 1.45% |
| | Electric and Alternative Fuel ²² Vehicles | % of vehicles registered in Boulder | 2% | 75% | 45% | 15% | 10% |
| | Boulder Residents with access to home charging | % | In Development | In Development | In Development | In Development | In Development |
| | New vehicles purchased registered to City of Boulder that are plug-in electric | % | In Development | In Development | In Development | In Development | 3.24% |
| | Total # BEV & PHEV Vehicles | # | In Development | In Development | In Development | In Development | 1,417 |
| | Number of City Operated Charging Plugs | # | In Development | In Development | In Development | In Development | 48 |
| | Number of Non-City Owned Charging Plugs | # | In Development | In Development | In Development | In Development | 158 |
| | % public chargers connected to solar | % | In Development | In Development | In Development | In Development | 2% |

Legislative and Regulatory Analysis

PART 1: Legislative Action

The table below summarizes the most significant pieces of legislation relevant to climate, GHG emission reduction and renewable energy, including implications for the Climate Commitment.

| Legislation | Summary | Climate Commitment Implications |
|--|---|--|
| Climate/ Utility Policy | | |
| HB-1261- Climate Action Plan to reduce Pollution | Sets statewide goals to reduce GHG emissions across all sectors (compared to 2005 baseline): <ul style="list-style-type: none"> • 26% reduction by 2025 • 50% reduction by 2030 • 90% reduction by 2050 | <ul style="list-style-type: none"> • Establishes statewide, cross-sector GHG emissions reduction goals aligned with Climate Commitment targets for buildings, electricity and transportation. |
| SB-236 – PUC Reauthorization | Directs the Public Utilities Commission to: <ul style="list-style-type: none"> • Require investor-owned utilities to reduce CO₂ emissions by 80% from 2005 levels by 2050 and “seeks to achieve” 100% clean energy by 2050. • Develop rules for investor-owned utilities to develop distribution system plans. • Explore performance-based regulation. • Evaluate the cost of carbon in resource planning. • Approve a plan from Xcel to reduce GHG emissions 80% by the 2005 level by 2030. • Establishes a maximum retail rate impact of 1.5%. | <ul style="list-style-type: none"> • Xcel CO₂ emissions reduction requirements now aligned with Climate Commitment targets. • Distribution system plans may enhance ability to add distributed energy resources such as generation, storage, microgrids and non-wires alternatives • Unclear if Xcel and other utilities can achieve CO₂ emissions reduction within maximum retail rate impact requirements. • Legislation does not guarantee achievement of local generation goals or enable communities to participate in grid planning (e.g. undergrounding). |
| SB 19-096 - Collect Long-Term Climate Change Data | <ul style="list-style-type: none"> • Requires the Air Quality Control Commission to collect and report on GHG emissions data. • The report must include a forecast of future emissions. • The AQCC must also propose a draft rule to address emissions by July 2020. | <ul style="list-style-type: none"> • Creates a new state-wide emissions forecast and sector-specific inventory. While the city does its own annual inventories, having state-wide data will ensure better accuracy, and allows for better regional measurements and collaboration. |

| | | |
|---|--|--|
| | | <ul style="list-style-type: none"> • This bill may augment city reporting by reducing staff workload related to data collection. |
| SB 19-181- Protect Public Welfare Oil and Gas Operations | <ul style="list-style-type: none"> • Clarifies, reinforces and establishes local government regulatory authority over the surface impact of oil and gas development. | <ul style="list-style-type: none"> • This bill ensures the city can exercise meaningful regulatory authority over oil and gas development in city limits. • Oil and gas development in city limits would limit the ability to achieve Climate Commitment emissions reduction targets. |
| HB 19-1272- Housing Authority Property in Colorado New Energy Improvement District | <ul style="list-style-type: none"> • Enables commercial property-assessed clean energy programs for multi-family residential properties. | <ul style="list-style-type: none"> • New financing mechanisms for conservation, energy efficiency and renewable energy projects are an essential component for achieving Climate Commitment emissions reduction and local generation targets. |
| HB 19-1314- Just Transition from Coal-Based Electrical Energy Economy | <ul style="list-style-type: none"> • Creates the just transition office in the Department of Labor to develop support necessary for coal workers and communities affected by the reduction of coal use in Colorado. | <ul style="list-style-type: none"> • The city cannot achieve Climate Commitment targets if Colorado electricity generators continue to burn coal. This bill ensures that, as coal generation is reduced, affected workers and communities can continue to be successful in the state economy. An emerging priority of Boulder’s climate work relates to equity. |
| HB-1003- Community Solar Gardens Modernization Act | <p>Amends community solar garden legislation to:</p> <ul style="list-style-type: none"> • Increase the maximum project size from 2 MW to 5 MW. • Remove the requirement that subscribers reside in the county or neighboring county of the community solar garden. | <ul style="list-style-type: none"> • Increases availability of solar garden capacity to Boulder residents and businesses. • Likely improves economics, making solar garden subscriptions more attractive to different types of customers. |
| Energy Efficiency | | |
| HB 19-1231- New Appliance Energy and Water | <p>Updates and adopts water and energy efficiency standards for lamps, air compressors, portable air conditioners and other appliances.</p> | <p>Improved efficiency standards may reduce electricity consumption over time, which in turn results in less total renewable</p> |

| | | |
|---|--|---|
| Efficiency Standards | | electricity required to achieve the 100% target. |
| HB 19-1260- Building Energy Codes | Requires communities to adopt one of the three most recent versions of the international energy code. | <ul style="list-style-type: none"> • Boulder first achieved this requirement in 2001, with updates in 2007, 2008, 2013 and 2017. • Broader adoption across the state will contribute to emissions reductions goals in line with HB-1261. |
| Electric Vehicles | | |
| SB 19-077- Public Utility Implementation of Electric Vehicle Infrastructure Program | <ul style="list-style-type: none"> • Requires utilities to propose an electric vehicle infrastructure plan to the PUC. • Enables utilities to earn a return on investment for public charging stations as well as accelerated cost recovery on those investments. | <ul style="list-style-type: none"> • This bill may accelerate the deployment of electric vehicle charging stations, particularly in underserved communities where competitive charging station companies may not invest. • The result is the increased potential to develop comprehensive, statewide EV charging infrastructure, increasing confidence for Boulder drivers interested in purchasing an EV. |
| SB 19-239- Addressing Impacts of Changes Related to Commercial Vehicles | <ul style="list-style-type: none"> • Requires CDOT to convene stakeholder workshops to: • Examine the economic, environmental and transportation system impacts of the adoption of new and emerging technologies. • Identify potential means of increasing positive impacts and mitigating negative impacts of the transition to new and emerging technologies. • Present policy recommendations to CDOT by November 2019. | <ul style="list-style-type: none"> • The policy recommendations presented to CDOT will support ongoing city transportation initiatives, including the Advanced Mobility Working Group and the Curbside Management Working Group. • This cross-departmental city working groups are currently working to develop policy recommendations and pilot projects related to new and emerging transportation technologies in line with Climate Commissions targets. |
| HB 19-1159- Modifications to the Income Tax Credits for | <ul style="list-style-type: none"> • Extends the availability of tax credits for electric vehicles to 2023. | <ul style="list-style-type: none"> • Federal and state tax credits for electric vehicles have repeatedly been shown to be an effective component of electric vehicle adoption. |

| | | |
|--|---|---|
| Innovative Motor Vehicles | | <ul style="list-style-type: none"> The extension of this tax credit will ensure Colorado continues to be a leader in EV adoption, an essential tool in meeting transportation related GHG emissions reduction targets. |
| HB 19-1198- Powers and Duties of the Electric Vehicle Grant Fund | <ul style="list-style-type: none"> Modifies the electric vehicle grant fund to enable the funding of charging stations by the Colorado Energy Office. | <ul style="list-style-type: none"> This bill ensures continued funding of EV charging stations across Colorado, an essential component to accelerating EV adoption. |
| HB 19-1298- Electric Motor Vehicle Charging Station Parking | <ul style="list-style-type: none"> Enables private charging station operators to designate parking spaces specific to EV charging and prohibits use of parking space by non-EVs as well as EVs that are not charging. | <ul style="list-style-type: none"> This bill brings the rest of the state into alignment with city ordinance adopted in 2014. |
| Waste reduction | | |
| SB 19-192- Landfill tip fees | <ul style="list-style-type: none"> Raises the landfill tip fee for Front Range communities to create an enterprise fund that will provide grants to public entities, nonprofit groups, and for-profit businesses can to further waste diversion. | <ul style="list-style-type: none"> May provide future funding for innovative circular materials economy/waste diversion efforts by the city. |

PART 2: Regulatory Action

Separate from but related to the legislative activity, the Public Utilities Commission (PUC) is currently focused on three topics of interest to Boulder’s Climate Commitment objectives¹:

1. Rulemaking related to electric resource planning

In proceeding 19R-0096E, the PUC is reviewing rules related to electric resource planning (power plant acquisition), renewable energy standard compliance, net energy metering (treatment of rooftop and on-site solar projects), community solar gardens, interconnection standards for renewable projects and qualifying facilities (Boulder’s hydroelectric plants). This proceeding was initiated in part due to legislation passed in 2018, in anticipation of legislation that ultimately passed in 2019 as well as changes to the market for renewables observed over time. The city filed comments and proposed changes to the rules that, if adopted, would accelerate adoption of utility-scale renewables and improve access to local renewables. The PUC conducted a hearing on proposed rule changes in late April and early May. Final rule changes are expected later in 2019.

¹ These are current PUC actions separate from those created by SB 19-036 (see above for details).

2. Rate Cases and Rate Proposals

In proceeding 19AL-0268E, Xcel Energy proposes to increase rates in part to account for historic and anticipated investments in the distribution system. These investments, including the statewide deployment of smart meters and other grid modernization efforts, may enhance grid resilience and improve the ability to integrate additional renewables. In this case, the rate design will not change but simply the amount collected.

In a proceeding later this year, Xcel Energy will again propose to change rates. This rate case will focus on rate design (or, how the revenue requirement will be recovered from customers), including a proposal for time-of-use and demand charges for residential customers. Depending on design, time-of-use and demand charges may encourage or inhibit conservation, distributed generation and battery storage, each of which are essential components of emissions reduction and resilience. Xcel Energy is currently testing time-of-use and demand charge rates on a voluntary subset of residential customers. Preliminary results indicate success at reducing peak demand and electricity consumption but also result in increases to monthly bills. Any proposal to mandate these rates must take into account the results of the pilots and will be litigated at the PUC. Separate from the two rate cases, in proceeding 19AL-0290E Xcel Energy proposed to modify commercial rates to improve the economics for DC fast charging infrastructure. This infrastructure will be a key part of Boulder's strategy to accelerate EV adoption, as it meets the needs of community members without access to home charging as well as in-commuters, visitors and the electrification of transportation network companies such as taxis, Lyft and Uber. The updated rate, if adopted, may also benefit transit electrification through a reduction in fuel costs.

3. Community Resilience Projects

In proceeding 19A-0225E, Xcel Energy proposes to install 15 megawatts of company-owned energy storage systems to enhance the safety and security of community resilience centers and infrastructure. Community resilience centers may include first responder facilities, wastewater treatment facilities, evacuation and shelter areas, communications and traffic safety infrastructure. The Xcel-owned energy storage systems could be paired with existing on-site generation, including solar, natural gas or diesel generators. If the proposal is approved, Xcel will conduct a request for proposals in fall 2019.

Taken together, the results of the rulemaking and rate cases will play an important role not only in reducing utility-scale CO₂ emissions, but in efforts to integrate local renewables and battery storage for resilience purposes as well as to electrify transportation.

Partners for Climate Mobilization

| Prospective Partner | Focus Area | Letter of Intent Signed |
|---|--------------------------------|--------------------------------|
| Public Sector | | |
| Boulder County | All | Y |
| National Renewable Energy Lab | Energy, Resilience | |
| USDA – Ag Research Service | Ecosystems-Sequestration | |
| Natural Resource Conservation Service | Ecosystems-Sequestration | |
| CO State Energy Office | Energy | |
| Academic/Research | | |
| CU | All | |
| Environmental Design School | Energy, Resilience | Y |
| Naropa University | Resilience, Equity | Y |
| Nonprofit and Non-Governmental Organizations | | |
| Just Transition Coalition | Equity | Y |
| Southwest Energy Efficiency Project | Energy | Y |
| Rocky Mountain Institute | Energy, Resilience | Y |
| Mad Agriculture | Ecosystems-Sequestration | Y |
| Eco-Cycle | Circular Materials, Ecosystems | |
| Boulder Chamber | Equity, Energy, Resilience | |
| Via Mobility | Energy, Resilience | |
| BVSD | Energy | |
| Clean Energy Action | Energy | |
| 350.org | Energy, Resilience, Resources | |
| Business | | |
| Resilient Analytics | Resilience | Y |
| Mitsubishi Electric | Energy | Y |
| Shell New Energies | Energy, Resilience, Ecosystems | |
| Metabolic | Circular Materials Economy | |

Below is a template for the Letter of Intent that the city is discussing with partners, some of the content will change to address individual nuances with each partnership.

Letter of Intent to Collaborate in the Development of a Boulder Valley Climate Mobilization Action Plan (CMAP)

I. BACKGROUND

Climate change represents one of the most urgent and significant threats ever faced by human societies. Despite decades of discussion, debate and action, this threat is a reality that is already having significant and growing impacts. Recent reports from the most respected national and international scientific authorities indicate the urgency of much broader and more systemic action to address this threat.

These reports find that:

- Climate change is taking place faster than originally projected;
- The window of time within which actions can be taken to avert large scale impacts has shrunk to less than two decades;
- It is still possible to change course and avoid catastrophic impacts. This will require enormous marshalling of resources and transformational behavior change, but the cost of failure is much, much higher; and
- Existing public and private sector commitments and related actions are insufficient to stabilize climate. Without unprecedented acceleration and expansion of effort, all societies will experience enormous financial, environmental and social impacts.

The core objective of this initiative is to jointly develop and implement a multi-sector transformation/emissions reduction strategy that can be rapidly replicated in cities in the region and around the world.

Recognizing the importance of initiating action at a scale and scope sufficient to meet this challenge, the City and (**COLLABORATORNAME**) enter into this statement of intention to collaborate in developing a Boulder Valley Climate Mobilization Action Plan (CMAP).

II. PURPOSE

The purpose of this Letter of Intent is to formalize the party's intention to develop a joint working agreement coordinating climate action efforts that will:

- Describe the Parties' mutual intention to jointly create a ten-year action plan (2030 Action Plan) that demonstrates a viable path to emissions reduction sufficient to achieve climate stabilization and resilience goals aligned with the objective to limit global warming to 1.5 degrees Celsius or less of additional warming;
- Develop multi-sector partnership opportunities that are replicable in Colorado, the US, and globally;
- Create a platform upon which partners can provide unique, innovative, clean energy infrastructure and program management expertise in the Boulder community;
- Describe mechanisms for resource sharing that magnifies the positive impact of each partner's respective contributions.

III. THE PARTIES' ROLES IN MOVING TOWARD DEEP EMISSIONS REDUCTION

Each Party will bring unique and essential capabilities necessary to develop and implement a rapid transition from the fossil fuels that are responsible for the vast majority of emissions in the city. The City and the [COLLABORATOR] recognize that it is imperative to have local government initiating and supporting climate actions from the “inside” in order for local businesses, nonprofits, environmental organizations and residents from the “outside” to effectively collaborate and coordinate the partnerships required to be successful. The agreement will describe the specific roles of each party.

IV. THE PARTIES INTENTIONS FOR FUTURE ACTION

As the Parties explore mechanisms to rapidly implement climate stabilizing actions, their overarching intentions are to:

- Build a community-wide collaboration of public and private sector participants to develop and rapidly implement a deep emissions reduction strategy;
- Develop a ten-year action plan (2030 Action Plan) by the end of Q1 2020 that demonstrates a viable path to emissions reduction sufficient to achieve climate stabilization and resilience goals aligned with the objective to limit global warming to 1.5 degrees Celsius or less of additional warming;
- Improve the safety, reliability, affordability, equity, and environmental sustainability of the community’s energy system;
- Create innovative public-private collaborations that maximize the effectiveness of each Party’s capabilities in rapidly transitioning to a renewable energy system;
- Stimulate innovation and new economic opportunities that enhance the equitable development of all social segments of the community;
- Achieve this transition faster, and with less financial risk to the city, than via traditional mechanisms; and
- Design implementation actions that provide community benefit and can achieve reasonable rates of return for businesses making substantial investments into this transition.

PARTNER,

CITY OF BOULDER,

a Colorado home rule city

By: _____

By: _____

Jane S. Brautigam, City Manager

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney



COVER SHEET

MEETING DATE

July 9, 2019

Citywide Retail Study: Final Report and Next Steps

PRIMARY STAFF CONTACT

Sarah Wiebenson, 303-413-7335

ATTACHMENTS:

Description

- ▣ **Memo**



STUDY SESSION MEMORANDUM

TO: Mayor and Members of City Council

FROM: Jane Brautigam, City Manager
Yvette Bowden, Director, Community Vitality and Parks and Recreation Departments
Julia Richman, Director of Innovation and Technology
Kara Skinner, Assistant Director, Finance Department
Jim Robertson, Comprehensive Planning Manager, Planning and Development Services
Sarah Wiebenson, Citywide Retail Study Project Manager, Community Vitality
Jennifer Pinsonneault, Business Liaison, Community Vitality
Ryan Hanschen, Engagement Specialist, City Manager's Office

DATE: July 9, 2019

SUBJECT: Study Session for July 9, 2019 - Citywide Retail Study: Final Report and Next Steps

EXECUTIVE SUMMARY

The Citywide Retail Study was initiated in 2018 to pursue the retail-related goals of the [Boulder Valley Comprehensive Plan \(BVCP\)](#) and to expand upon the recommendations of the [Downtown Retail/Vibrancy Study](#) completed in 2018. The retail-related goals of the BVCP were to:

- Support a vibrant retail base; and
- Maintain affordable commercial.

As detailed in a [report to City Council on May 21, 2019](#), the study was informed by an extensive community engagement effort. Several months were spent developing and implementing a comprehensive community engagement plan, with questionnaires targeted at shoppers (including residents, workers and students) and retailers (both current business operators and those who had closed their Boulder locations within the past two years), yielding over 1,000 unique responses. The city also engaged a consultant team selected through a competitive process to support the study with additional analysis.

The report is organized into five sections, based on the key inquiries of the study:

1. Current Retail Environment

2. Performance Relative to Benchmark Communities
3. Performance Relative to Core Values
4. Small Business Sustainability
5. Framework for the Citywide Retail Strategy

The report concludes with next steps toward developing the Citywide Retail Strategy, which will be refined through council input and direction at the July 9, 2019 study session.

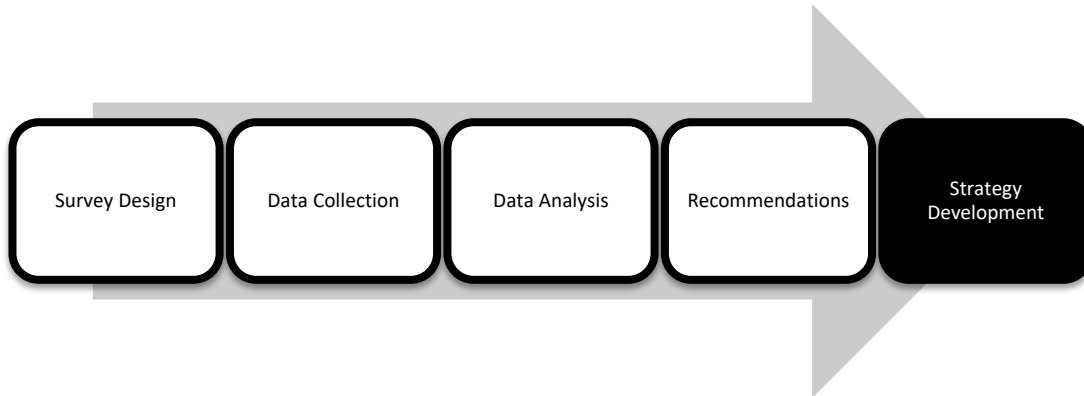


Figure A. Cityside Retail Study Phases

Questions for Council

The following questions are intended to ensure that the topic areas and next steps for the Citywide Retail Strategy continue to reflect the council goals and objectives that prompted the initiative.

1. Does council wish to add or remove any topic areas from the proposed strategy framework?
2. Of the proposed topic areas, are there any that council consider a particular priority?
3. Does council agree with the list of next steps identified by staff for pursuing the Citywide Retail Strategy?

ATTACHMENTS

- City of Boulder Citywide Retail Study Final Report (July 2019)
- Appendix A: Shopper Survey Responses - Consultant Analysis (June 2019)
- Appendix B: Shopper Survey Responses – Retail Wish List (April 2019)
- Appendix C: Shopper Survey Responses - Unmet Retail and Service Needs (April 2019)
- Appendix D: Boulder Compared to Neighboring Communities (June 2019)
- Appendix E: Boulder Compared to Peer Communities (June 2019)
- Appendix F: District Accessibility Assessment (June 2019)
- Appendix G: Shopper Survey Responses – Satisfaction Near Home (April 2019)
- Appendix H: Retailer Survey Responses – Consultant Analysis (April 2019)

- Appendix I: Retailer Survey Responses – Boulder Drawbacks (April 2019)
- Appendix J: SBDC Exit Interviews – Summary (May 2019)

Citywide Retail Study Final Report



City of Boulder
July 2019



BACKGROUND

The city of Boulder is located 35 miles northwest of Denver, with a population just over 100,000 residents. The city is approximately 25 square miles in size, surrounded by nearly 65 square miles of city-owned open space. Boulder is home to the University of Colorado at Boulder and its 44,000 students, faculty and staff. The city enjoys a vibrant local economy with businesses in a diverse mix of industries and a high concentration of aerospace, bioscience, “clean tech,” information technology, natural and organic foods, and active living/recreation companies. Boulder is also home to 17 federal laboratories including the National Center for Atmospheric Research (NCAR), National Institute of Standards and Technology (NIST), and the National Oceanic and Atmospheric Administration (NOAA).

In response to the city’s retail-related comprehensive plan goals, slowing growth in retail sales tax revenues and the completion of a Downtown Retail/Vibrancy Study, the City Council authorized a total of \$150,000 to fund a Citywide Retail Study and Strategy. Currently, at the conclusion of the Citywide Retail Study, approximately \$50,000 of the allocated funding remains to support the development of the Citywide Retail Strategy.

Through the study, the city intended to gain a deeper understanding of the current Boulder retail environment; global retail industry trends and local demographic shifts impacting retail performance; and potential local policy approaches to support a vibrant retail base. The Citywide Retail Study was led by the Community Vitality Department and supported by members of the city’s Community Engagement division, Comprehensive Planning division, Finance Department and Innovation and Technology Department.

Council received the following updates and provided the following input on the project over the past year:

- **July 10, 2018** – Study session on the proposed scope of work for the study. Council requested that the proposed scope:
 - Align with community values in the BVCP;
 - Include data collection to understand shopper behavior;
 - Examine retail district accessibility by public transit and its location relative to affordable housing in Boulder;
 - Keep an eye toward place-making, promoting community activities in retail nodes across the city, and supporting 15-minute neighborhoods;
 - Include recommendations relative to shopping access for workers in Boulder; and
 - Continue to monitor retail industry trends, such as Supreme Court sales tax decisions and shifts to online retailing.

- **August 9, 2018** – Information Packet (IP) outlining a final scope of work that reflected input from council at the July 10, 2018 study session and identifying

which project components would be completed by staff and which would be supported by a retail consulting firm, selected through a competitive process.

- **February 1, 2019** – Heads Up providing an update on the retail consultant selection process and identifying community partners that would support the data collection phase, namely local nonprofits such as the Emergency Family Assistance Association (EFAA), Boulder Housing Partners (BHP), the Boulder Chamber of Commerce, and the Boulder Small Business Development Center, as well as Boulder County, the University of Colorado, and local businesses and property owners. The update also provided a link to a newly created project page on the city’s website where members of the public could go for periodic updates.
- **February 4, 2019** – Council members were provided with the opportunity to meet one-on-one with the retail consultants during the firm’s Boulder site visit; to confirm their objectives for the study with the consultants; and to provide input on the proposed study process.
- **March 8, 2019** – Heads Up detailing the community engagement plan for the data collection phase.
- **May 21, 2019** – Mid-project update to City Council at a regular meeting. Council received detailed information on the Citywide Retail Study community engagement efforts and outcomes, as well as preliminary findings and early themes from the questionnaire responses. Council provided the following input:
 - Would like actionable recommendations for council consideration;
 - Overall numbers indicate Boulder’s retail environment is doing well;
 - Sales and use tax revenues fund more than 1/3 of the city’s spending, and retail sales comprise more than 75% of total sales and use tax;
 - Curious that high residential density within ¾ mile of the Hill Commercial Area is not translating to sustained economic vitality;
 - Existing vacant commercial areas offer opportunity for affordable commercial uses that community members indicate they are patronizing outside Boulder.

The following report is organized into five sections, with findings supported by an extensive community engagement effort as well as analysis conducted by a national retail consultant and data from the city’s Finance Department. The sections as are follows:

1. Current retail environment. An overview of Boulder’s retail base; its sales tax revenue performance trends; its performance by retail industry category and by geographic area; and a comparison of this performance to shopper perceptions gathered in a survey of Boulder workers and residents in March-April 2019.
2. Performance relative to benchmark cities. A comparison of Boulder’s retail environment with both neighboring communities and peer communities nationwide; including a look at their retail real estate market characteristics and retail performance.

3. Performance relative to Boulder core values. An assessment of Boulder’s retail environment relative to community values such as “welcoming and inclusive,” “sustainability” and “sense of place,” looking at the accessibility of retail districts, their connectivity to lower income areas of the city, and the types of characteristics shopper survey respondents said they valued in a retail district.
4. Small business sustainability. An examination of factors retailer survey respondents and retail exit interviewees named as fundamental to their decision to locate in Boulder, and to their sustained vitality; and
5. Framework for the Citywide Retail Strategy. Consolidation of the various topic areas for further exploration into two primary areas of inquiry.

The report concludes with staff’s recommendation for immediate next steps to pursue the Citywide Retail Strategy, the result of which will be actionable recommendations for council consideration.

During the July 9, 2019 study session, staff will present the suggested topic areas and next steps for feedback and direction from council.

I. CURRENT RETAIL ENVIRONMENT

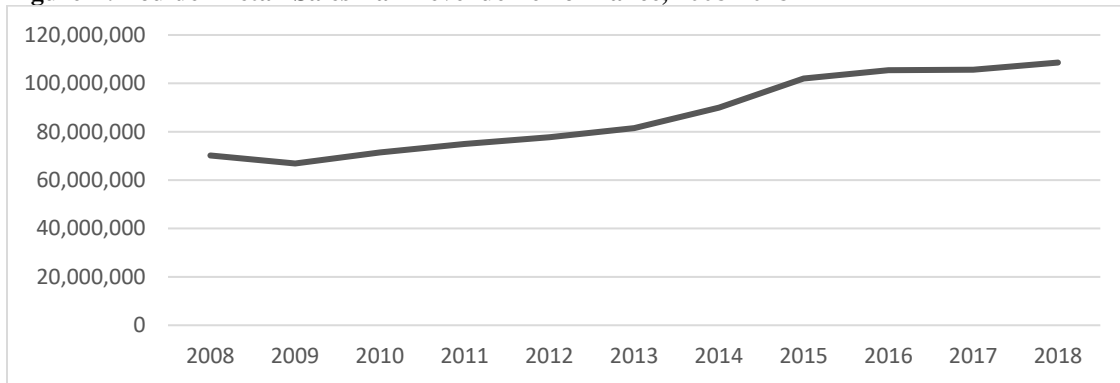
A primary objective of the project has been to pursue the Boulder Valley Comprehensive Plan (BVCP) goal of a “vibrant retail base.” The study therefore included an examination of Boulder’s current retail base, to understand how Boulder retail is performing both citywide and by geographic area within the city. In this section, data from the city’s Finance Department is compared with anecdotal information collected from Boulder residents and workers in the shopper survey. It should be noted that the 900 or so responses to the shopper survey do not reflect a representative sample of the current Boulder population. An analysis of the shopper responses by the retail consultant is provided in **Appendix A: Shopper Survey Responses – Consultant Analysis**, which provides supplemental context to statistical data contained in this section of the report.

Defining “retail” as businesses that remit sales taxes to the city, there were 2,700 retailers operating in Boulder in 2018¹. The built retail environment of Boulder is comprised of approximately 6.6 million square feet of commercial space, amounting to approximately 60.3 square feet per capita, exceeding the U.S. national average of 23.4 square feet per capita. In total, retail activity in Boulder generated \$2.96 billion in sales, amounting to \$106.6 million in retail sales tax revenues in 2018. Sales tax revenues comprise approximately 30 percent of the city’s total revenue.

The retail sales tax revenue trend over the past 10 years has generally been upward, as shown in **Figure B** below.

¹ It should be noted that not all of these businesses are traditional, ground-floor storefront operations.

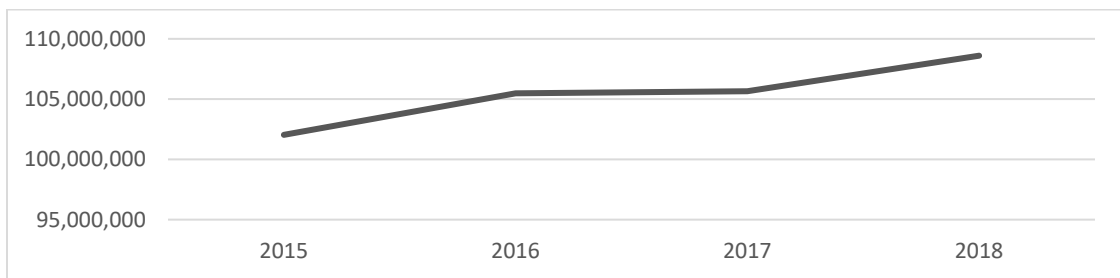
Figure B. Boulder Retail Sales Tax Revenue Performance, 2008-2018



Source: City of Boulder Finance Department

Focusing on the more recent time period of 2015-2018, the upward trend continues. Despite flattening in 2017 and concerns in 2018 that retail sales tax revenues were flattening, the overall trend is modestly upward, although still less than inflation.

Figure C. Boulder Retail Sales Tax Revenue Performance, 2015-2018



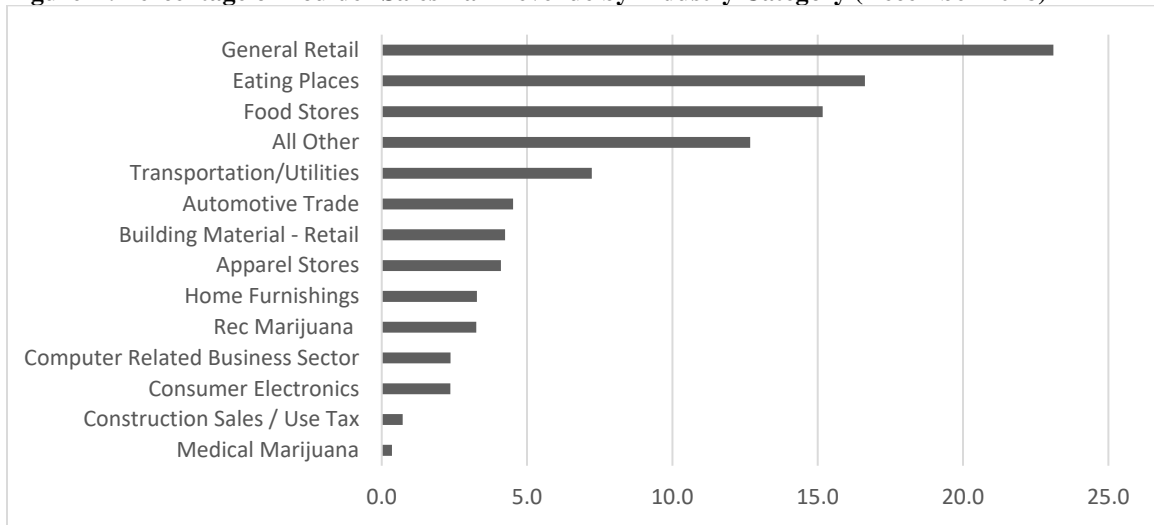
Source: City of Boulder Finance Department

Although the projected overall economic outcome remains positive, performance of the Boulder retail environment appears somewhat different when you examine retail sales tax revenue by industry category and geographic area. For example, data from the city’s Finance Department indicates that food store sales are not keeping pace with other top performing retail industry categories. Additionally, Citywide Retail Study shopper survey responses indicate that shoppers may be shifting toward purchasing certain types of goods online or outside Boulder and, with a few exceptions, retail sales in most geographic areas of the city are relatively flat. The most significant positive trends appear in non-Boulder based retail activity such as “Out of State” (+9.83%) and “All Other Colorado” (+6.98%) between 2017 and 2018. These dynamics are addressed in more detail at the end of this section of the report.

Boulder Retail Performance by Industry Category

According to the city’s Finance Department, Boulder sales tax revenues are generated across 14 industry categories shown in **Figure D** below, in descending order by magnitude of sales tax generation.

Figure D. Percentage of Boulder Sales Tax Revenue by Industry Category (December 2018)

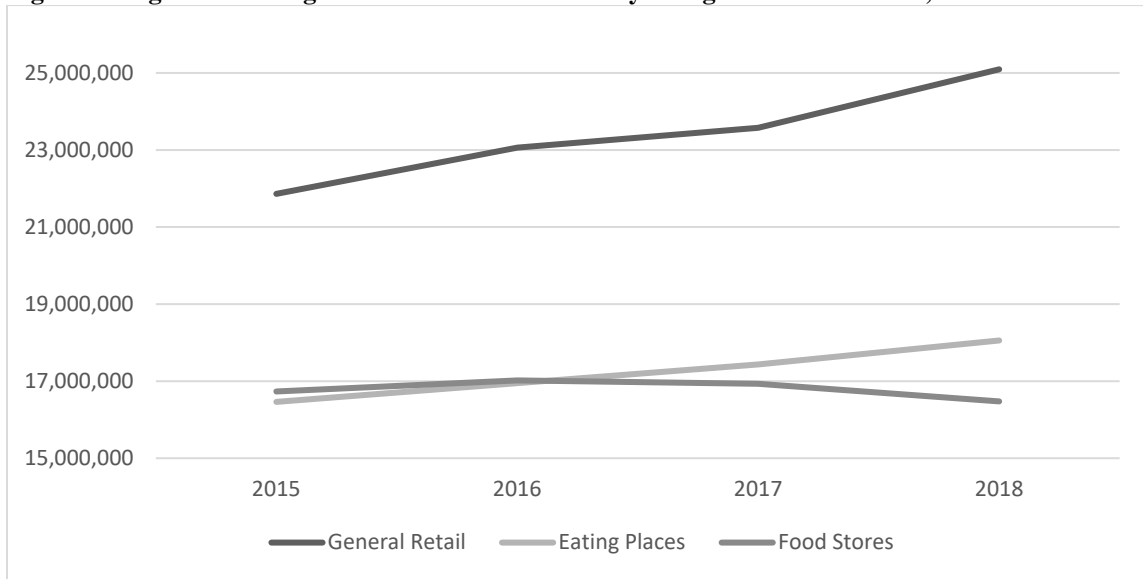


Source: City of Boulder Finance Department

The three highest-grossing sales tax generating industries (excluding “All Other”) were general retail (\$25.1 million), eating places (\$18.1 million) and food stores (\$16.5 million), generating nearly 55% of total retail sales tax revenues in 2018.

While sales tax revenue from general retail has grown from \$21.9 million in 2015 to \$25.1 million in 2018, and revenues from eating places has risen from \$16.5 million in 2015 to \$18.1 million in 2018, the revenues from food stores briefly increased from \$16.7 million in 2015 to \$17.0 million in 2016, before dropping to \$16.5 million in 2018. This discrepancy among the three highest grossing retail sales tax revenue generating uses is shown in **Figure E** below.

Figure E. Highest Grossing Sales Tax Revenue Industry Categories Performance, 2015-2018

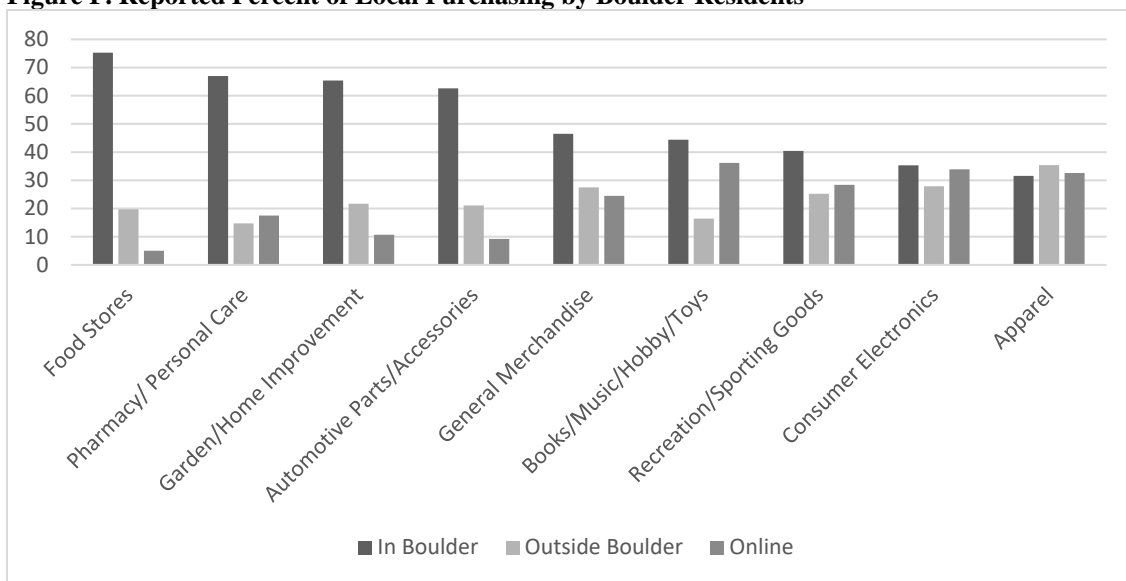


Source: City of Boulder Finance Department

The March 2019 Revenue Report continues to reflect this discrepancy, with year to date (YTD) food store sales declining from \$4.0 million in March 2018 to \$3.8 million in March 2019. Neither the general retail nor eating places categories saw a decline during the same period.

A cause for decreased food store sales is not immediately apparent from Boulder resident responses to the shopper survey. As shown in **Figure F** below, Boulder residents reported doing most of their food shopping in Boulder, as well as meeting most of their needs for pharmacy and personal care items. The general merchandise figure likely represents a lower percentage of activity in the shopper survey responses because the category is broken into several additional sub-categories, such as books/music/hobby/toys and recreation/sporting goods that are not broken out in the city’s revenue reports.

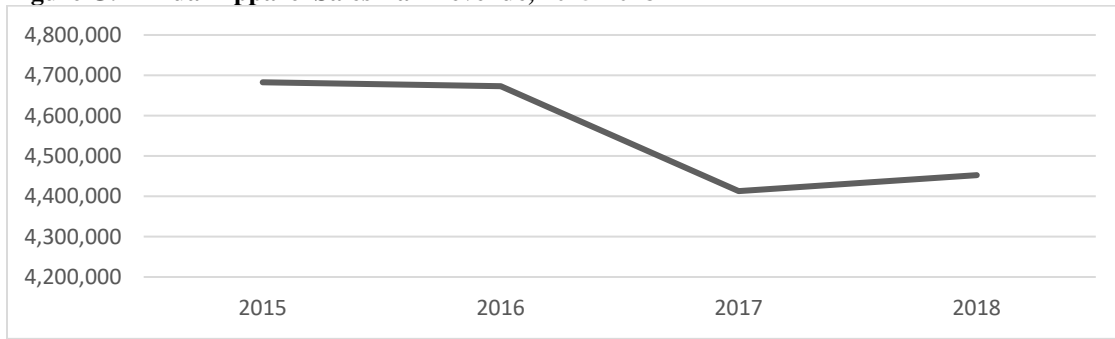
Figure F. Reported Percent of Local Purchasing by Boulder Residents



Source: 2019 Boulder Citywide Retail Study Shopper Survey

Interestingly, Boulder residents report shopping more frequently in Boulder for all retail categories except for apparel. This aligns with open-ended survey comments requesting more stores that sell apparel to children, seniors, plus sizes and “big & tall” customers. The city’s revenue report shows a decline in apparel sales over the past four years, albeit recovering slightly in 2018.

Figure G. Annual Apparel Sales Tax Revenue, 2015-2018



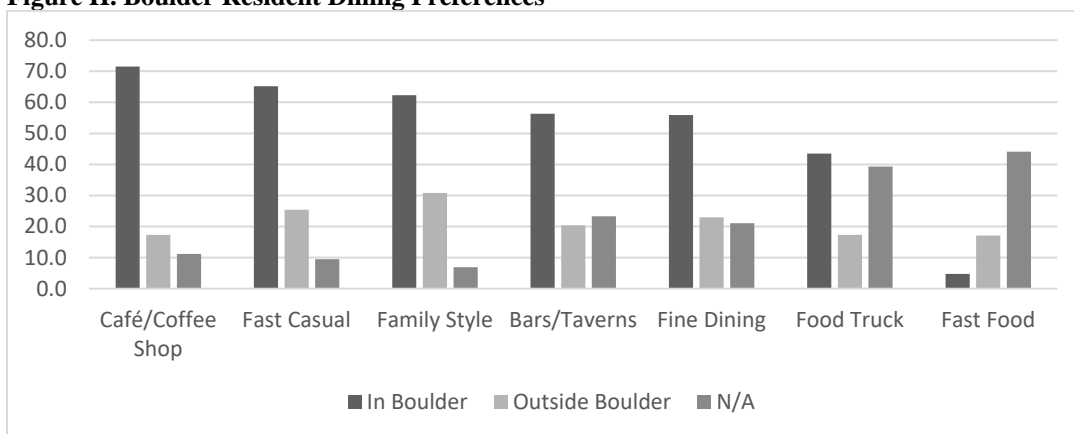
Source: City of Boulder Finance Department

The March 2019 Revenue Report shows that YTD sales tax revenue for apparel stores continues to trend downward: YTD apparel sales tax revenues were \$918,211 in March 2018, compared to \$816,339 in March 2019. The types of apparel respondents would like to see more of is indicated in **Appendix B: Shopper Survey Responses – Retail Wish List**. Survey respondents listed a wide array of apparel merchandisers that they would like to find in Boulder, including those that offer children’s clothes, professional clothes, plus sizes and items for “big and tall” customers.

Citywide Retail Strategy Topic Area: Staff recommends that the strategy include further exploration of the types of retail that shopper survey respondents found lacking in Boulder, both to capture a greater amount of resident spending on these goods and also to create a retail environment that is more welcoming and inclusive.

The shopper survey responses shown in **Figure G** above do not include dining preferences. These were broken out as a separate question to get a finer grained understanding of the types of food establishments patronized by Boulder residents and workers. **Figure H** below shows this breakdown of reported dining behavior by Boulder residents. The same is shown for Boulder workers in **Figure J**.

Figure H. Boulder Resident Dining Preferences

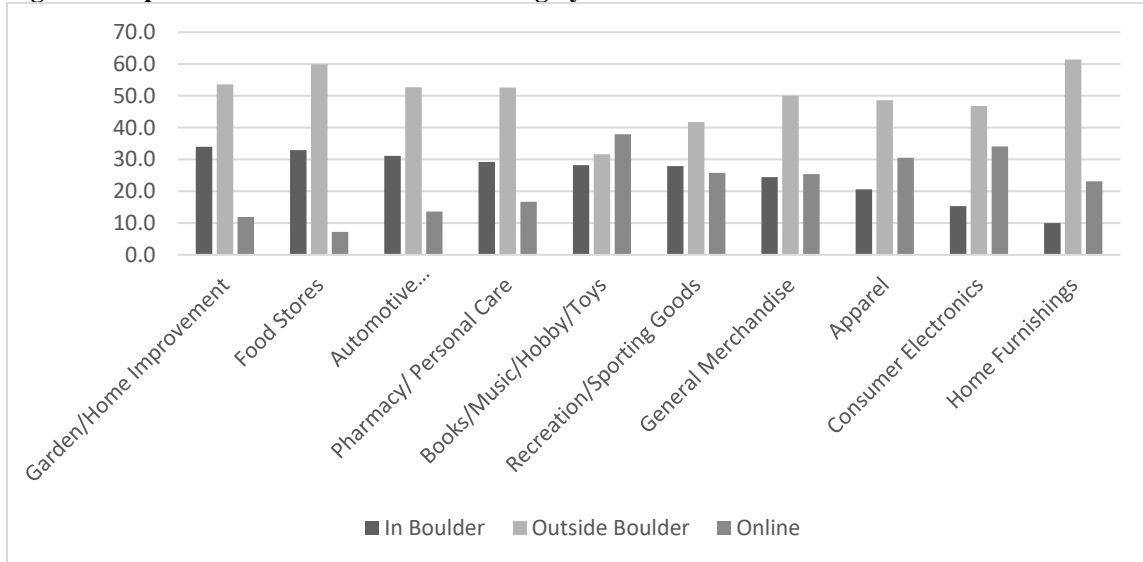


Source: 2019 Boulder Citywide Retail Study Shopper Survey

Boulder resident responses showed a strong preference for dining in Boulder, with a significant number (40% or greater) of respondents indicating that they do not patronize fast food or food truck establishments.

Worker responses to the shopper survey paint a different picture. **Figure I** below indicates that Boulder workers do not prefer to shop in Boulder for any retail category listed in the survey.

Figure I. Reported Percent of Local Purchasing by Boulder Workers

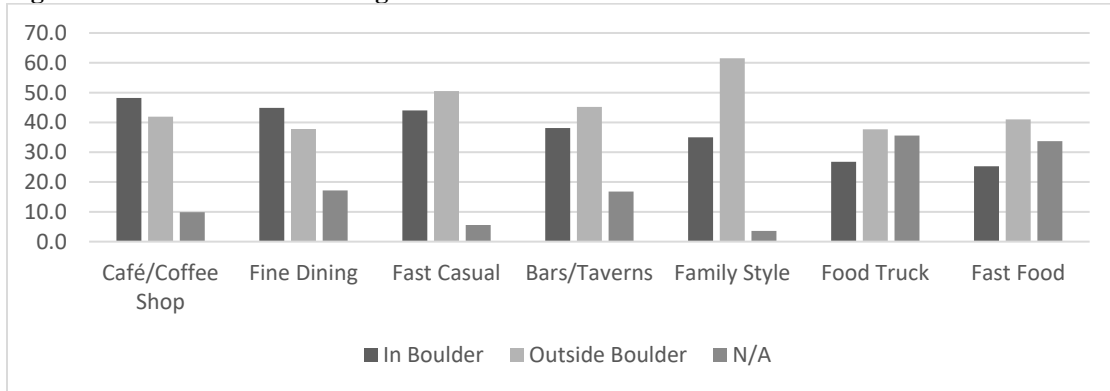


Source: 2019 Boulder Citywide Retail Study Shopper Survey

Worker respondents indicated they would shop more for garden/home improvement and groceries in Boulder than for any other types of goods, while indicating a significant preference for purchasing goods across all categories outside of Boulder.

Looking at dining behavior, Boulder worker respondents indicated they were more likely to patronize coffee shops and fine dining in Boulder, while showing a significant preference for family style restaurants and, to a lesser extent, fast casual restaurants, bars, food trucks and fast food outside of Boulder.

Figure J. Boulder Worker Dining Preferences



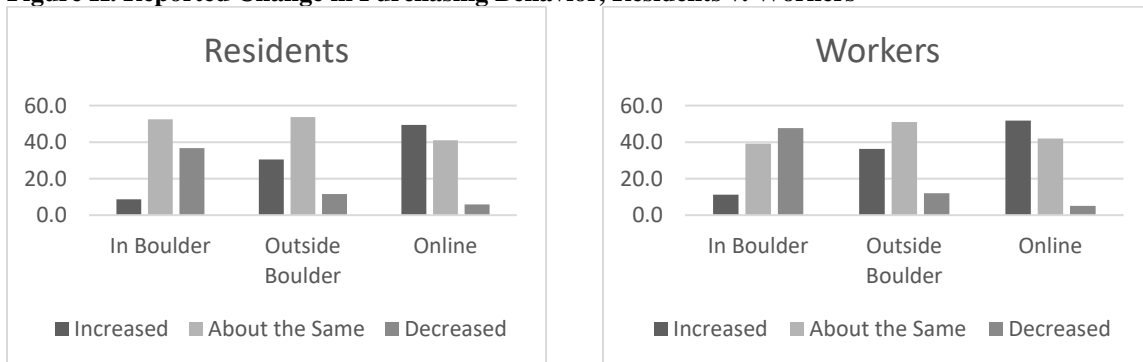
Source: 2019 Boulder Citywide Retail Study Shopper Survey

Similar to the Boulder resident respondents, more than 30% of Boulder worker respondents reported they did not patronize either food trucks or fast food establishments.

Changing purchasing behavior may help explain a decline in food store sales. As shown in **Figure K** below, when both residents and workers were asked if their purchasing behaviors had changed in the past two years, a majority of both reported that their purchases outside Boulder had remained largely the same. A majority of both residents and workers reported increasing their online purchasing, with higher income respondents reporting bigger increases.

Regarding shopping in Boulder, however, a majority of resident respondents reported no change in behavior, while a majority of Boulder worker respondents reported decreasing their purchasing in Boulder.

Figure K. Reported Change in Purchasing Behavior, Residents v. Workers

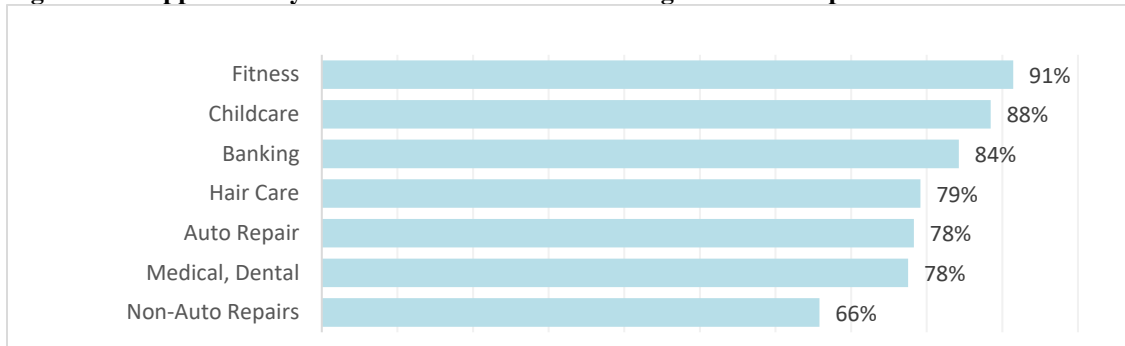


Source: 2019 Boulder Citywide Retail Study Shopper Survey

Citywide Retail Strategy Topic Area: Boulder’s aging population and the anticipated expansion in households with fixed income considerations increases the importance of maximizing Boulder’s capture of non-resident spending. Staff therefore recommends that the strategy include an assessment of the accessibility of Boulder’s employment centers to the types of retail businesses that workers indicate they are most likely to patronize in Boulder.

The shopper survey also looked at whether Boulder residents and workers were able to meet their needs locally for certain types of services. The survey asked what types of service businesses respondents were most likely to patronize in Boulder, with the highest performing service categories being fitness and childcare as shown in **Figure L** below.

Figure L. Shopper Survey – Boulder Service Share Among Resident Respondents



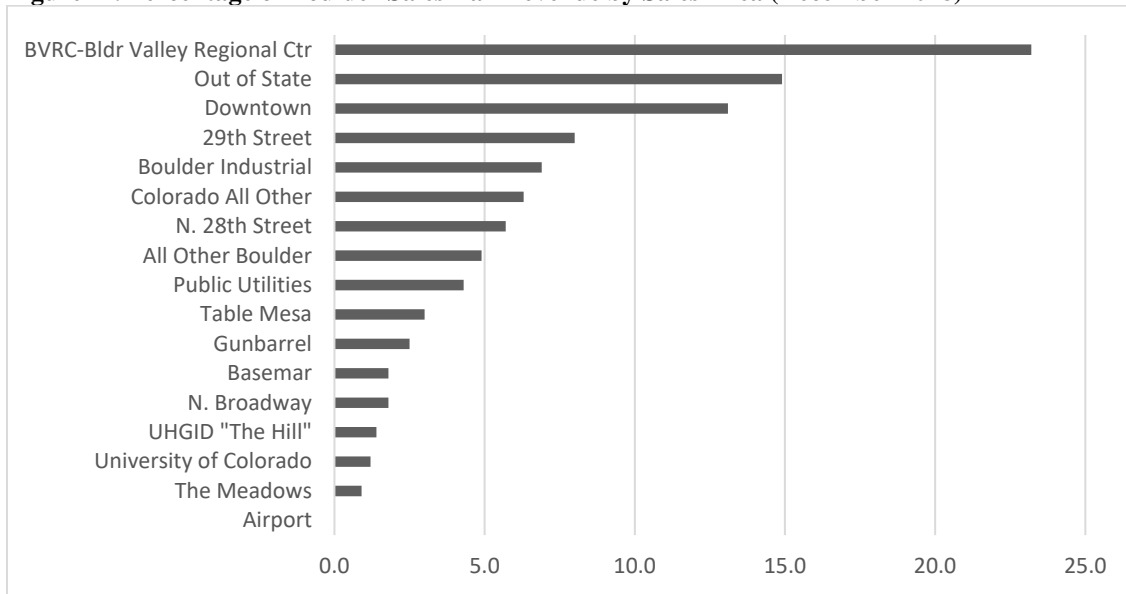
Source: 2019 Boulder Citywide Retail Study Shopper Survey

Open-ended comments to a question asking respondents to list any unmet needs for goods or services yielded only a small number (27) of requests for services, as provided in **Appendix C: Shopper Survey Responses – Unmet Needs**. The most frequent requests were for specific medical services (6), followed by requests for auto-related services (5). Given this small number overall, staff does not feel that there is reason to explore unmet local service needs as a priority in the Citywide Retail Strategy.

Boulder Retail Performance by Geographic Area

In addition to examining shopper needs and behaviors by industry category, the study looked at Boulder retail by geographic area. The city’s revenue report categorizes Boulder sales and use tax revenues as originating in 17 different areas, as shown in **Figure M** below in descending order by percent of total city sales tax revenue.

Figure M. Percentage of Boulder Sales Tax Revenue by Sales Area (December 2018)



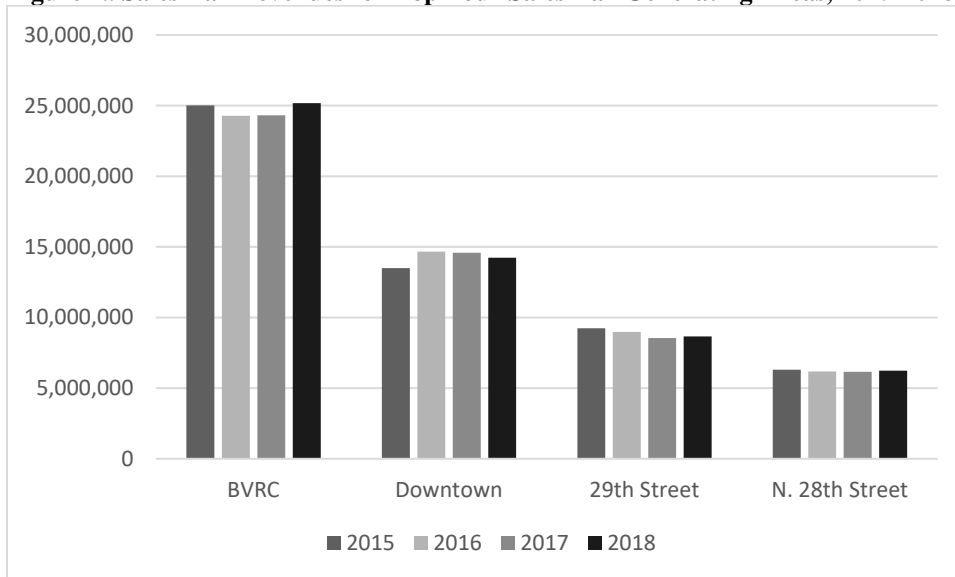
Source: City of Boulder Finance Department

Excluding the sales tax sources that are not geographically distinct (e.g. “Out of State” and “All Other Boulder”), the three highest-grossing sales tax generating areas in 2018 were the Boulder Valley Regional Center or “BVRC” (\$25.2 million), downtown² (\$14.2 million) and the Twenty Ninth Street shopping center (\$8.7 million), generating nearly 45% of total retail sales tax revenues in 2018.

Figure N shows that the performance of two of the city’s top four retail sales tax generating areas (i.e. greater than \$5 million in annual sales tax revenues) have remained relatively flat from 2015 to 2018 (i.e. increases/decreases of less than 2% for BVRC and N. 28th Street). Over that same time period, downtown sales tax revenues rose by 5.5% and Twenty Ninth Street sales tax revenues declined by 6.3%.

² In this section, all references to “Downtown” are consolidated figures from the city’s Revenue Report representing the following sales areas: Downtown, Downtown Extension, East Downtown and Pearl Street Mall.

Figure N. Sales Tax Revenues for Top Four Sales Tax Generating Areas, 2015-2018



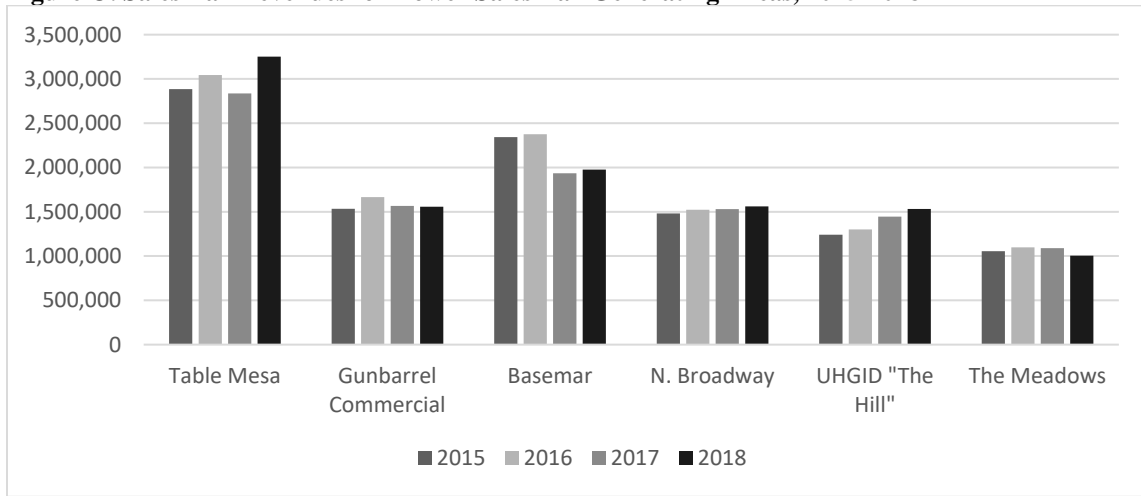
Source: City of Boulder Finance Department

A comparison of March 2018 to March 2019 YTD sales tax revenues show the BVRC experienced a 5.13% increase, while downtown experienced a 1.94% decrease and N. 28th Street experienced a 3.27% increase. The downward trend at Twenty Ninth Street seen between 2015 and 2018 was reinforced with a 4.87% decrease in YTD sales tax revenues between March 2018 and March 2019.

Citywide Retail Strategy Topic Area: Staff suggests continuing to monitor the downward trend at Twenty Ninth Street as part of the strategy.

Looking at the six remaining geographically distinct areas (i.e. those that generate less than \$5 million in annual sales tax revenues), their performance over the past four years is more varied, perhaps reacting to tenant turnover or reflecting a greater volatility from their smaller size. For example, the 15.6% decline at the Basemar shopping center and 4.9% decline at The Meadows shopping center could be the result of one or two store closures (e.g. the closure of the Whole Foods at Basemar).

Figure O. Sales Tax Revenues for Lower Sales Tax Generating Areas, 2015-2018



Source: City of Boulder Finance Department

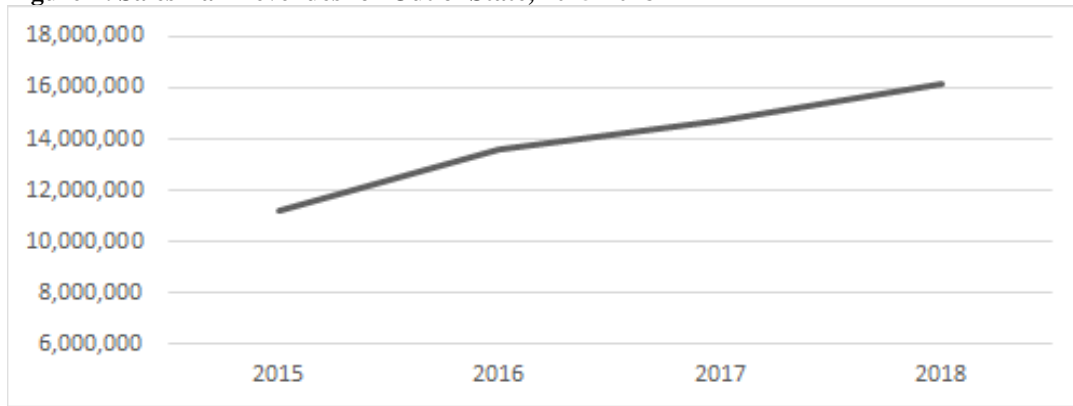
Areas that showed a significant increase in sales tax revenues from 2015-2018 as shown in **Figure O** above include Table Mesa (+12.7%) and The Hill (+23.4%)³. During this time period, the Table Mesa shopping center was renovated, including the introduction of new large-scale tenants, and The Hill received additional attention as part of the City Council’s Hill Reinvestment Strategy initiative.

Comparing the March 2018 and March 2019 YTD sales tax revenues for each of the six areas, there is similar volatility to the year-over-year figures. North Broadway increased by 24.1%, while more moderate increases were seen in The Hill (8.2%) and Table Mesa (10.6%), while the Meadows stayed relatively flat (0.5%). Only Gunbarrel saw decreased sales tax revenues during the same time period (-8.7%).

It is worth noting that some of the largest increases in sales tax revenues between 2015 and 2018 are from sales tax sources that are not geographically distinct. As shown in **Figure P** below, the evolution of online retail, including compliance with required collections and remittances for local online sales from businesses with a physical nexus to Boulder – and increased *voluntary* collections and remittances – have increased Boulder’s out of state sales tax revenues from \$11.2 million in 2015 to \$16.1 million in 2018.

³ Although total sales tax revenues in the Hill have climbed, overall figures are low relative to the square footage of retail uses within the area. For example, 2018 sales tax revenues in Gunbarrel, which has 141,000 sq. ft. of retail, are on par with those in the Hill/CU area, which has 221,000 sq. ft. of retail.

Figure P. Sales Tax Revenues for Out of State, 2015-2018



Source: City of Boulder Finance Department

These increases help offset the relatively flat or moderately declining revenues of the four highest grossing sales tax areas within the city, and should therefore be an important consideration when examining the city’s retail sales tax base.

Citywide Retail Strategy Topic Area: While the shopper survey responses indicate that online purchasing behavior is increasing, staff anticipates that the rate of online sales growth may slow as a result of evolving policies related to the taxation of online sales. It is recommended that this evolution continue to be monitored as part of the strategy.

II. PERFORMANCE RELATIVE TO BENCHMARK COMMUNITIES

Another factor studied for its possible impact on Boulder-based retail sales is the increasing number of regional retail options available to Boulder residents and workers. The study examined Boulder’s retail performance relative to benchmark communities identified by staff in consultation with the retail consultant. These included both neighboring Front Range municipalities that serve Boulder residents and worker customers, as well as national peer communities with similarities to Boulder in terms of a high student population percentage, relatively high median household incomes, and median home values and a location within commuting distance to a major metropolitan area.

Comparison with Neighboring Communities

Once considered the county’s regional shopping hub, Boulder still has a larger population, larger square footage retail inventory, and higher total annual retail sales than any of its neighboring communities as highlighted in **Figure Q** below.

Figure Q. Boulder Retail Real Estate Comparison with Neighboring Communities

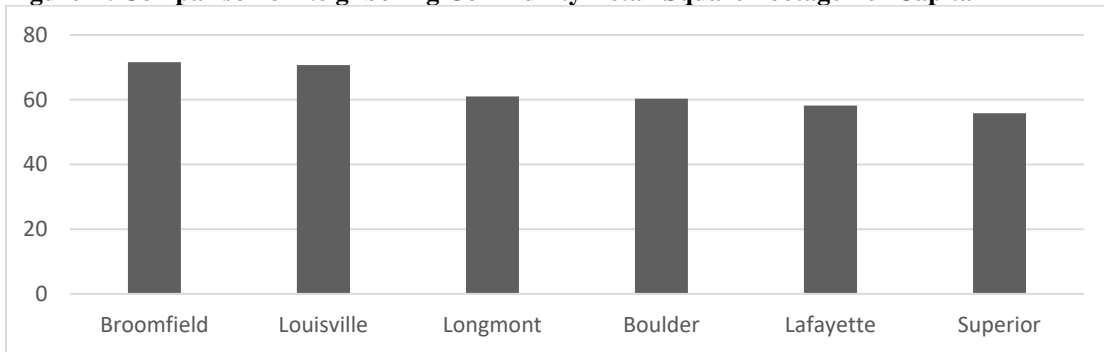
| | Population | Land Area (sq. miles) | Retail Inventory (sq.ft.) | Total Annual Retail Sales (millions) | Annual Retail Sales per Capita |
|---------|------------|-----------------------|---------------------------|--------------------------------------|--------------------------------|
| Boulder | 109,427 | 24.2 | 6.6 million | \$2,957 | \$27,024 |

| | | | | | |
|------------|--------|------|-------------|---------|----------|
| Broomfield | 71,202 | 27.1 | 5.1 million | \$1,041 | \$14,627 |
| Lafayette | 30,298 | 8.85 | 1.8 million | \$239 | \$7,736 |
| Longmont | 96,754 | 21.8 | 5.9 million | \$1,341 | \$13,858 |
| Louisville | 21,208 | 8.52 | 1.5 million | \$349 | \$16,458 |
| Superior | 13,444 | 3.95 | 0.8 million | \$389 | \$28,942 |

Sources: Costar (Q4 2018), ESRI Business Analyst.

Boulder’s retail square footage inventory per capita as shown below in **Figure R** falls in the middle of its neighbors at 60.3 square feet per person, compared to 71.6 square feet in Broomfield at the high end, and 55.8 square feet in Superior at the low end. All of these figures exceed the national average of 24 square feet per capita, as reported in the Urban Land Institute (ULI) Emerging Trends in Real Estate 2019 Report, suggesting the region enjoys an ample retail supply.

Figure R. Comparison of Neighboring Community Retail Square Footage Per Capita



Sources: Costar (Q4 2018), ESRI Business Analyst.

As part of the study, the city’s retail consultant was asked to provide additional analysis on Boulder’s retail performance relative to its neighboring communities. The full narrative of the analysis is provided in **Appendix D: Boulder Comparison to Neighboring Communities**. It includes an exploration of the following:

- *Comparison of retail real estate market.* Boulder’s performance relative to its neighbors in terms of retail rental rates, vacant space inventory, vacancy rates, retail space under construction and absorption of new retail construction within the past 12 months.

Figure S. Comparison of Neighboring Community Retail Real Estate Market

| | Market Rent (NNN/sq.ft./yr) | Vacant Inventory (sq.ft.) | Vacancy Rate | Currently Under Construction (sq.ft.) | 12 Month Net Absorption (% inventory) |
|------------|-----------------------------|---------------------------|--------------|---------------------------------------|---------------------------------------|
| Boulder | \$25.37 | 400,000 | 6.4 | 24,500 | -2.1% |
| Broomfield | \$27.80 | 105,000 | 2.0 | 123,000 | 4.1% |
| Lafayette | \$22.63 | 43,100 | 2.4 | 7,500 | 0.1% |
| Longmont | \$17.08 | 170,000 | 2.9 | 20,000 | 1.9% |
| Louisville | \$25.19 | 232,000 | 15.4 | 0 | -2.9% |
| Superior | \$27.33 | 11,600 | 1.5 | 22,000 | 7.8% |

Sources: Costar (Q4 2018).

Based on the consultant’s analysis, Boulder’s rents are largely in line with its neighbors, as is the amount of retail under construction. Boulder’s vacancy rate of 6.4%, however, is

higher than most of its neighbors (with the exception of Louisville, which has large-scale vacancies with the closure of Hobby Lobby and the construction of more than 100,000 sq. ft. of new commercial space that has not yet been leased).

Notably, the CoStar vacancy data includes the 150,000 sq. ft. Macy’s store in the Twenty Ninth Street area, which is not yet actually vacant. If you take out the Macy’s square footage from these calculations, Boulder’s vacancy rate would drop to 3.9% and its retail inventory absorption would increase by 2% to close to zero.

Citywide Retail Strategy Topic Area: Although Boulder’s retail performance overall is generally positive relative to its neighboring communities, staff recommends that the strategy include careful consideration of any increases to Boulder’s retail inventory in light of current and anticipated vacancy and absorption rates.

- *Comparison of pull factors.* Each city has a so-called “pull factor” to indicate the extent to which a city’s retail sales exceed the spending power of its residents. A city with a pull factor higher than 1.0 enjoys the benefit of – and may be more reliant on – greater spending by non-residents and visitors than its own households.

Each pull factor is based on the city’s retail sales compared to its annual household spending. These vary widely among Boulder and its neighboring communities, with Boulder at the top for both total annual retail sales and annual household spending. Boulder’s overall pull factor is 1.5, higher than any of the neighboring communities as shown in **Figure T** below.

Figure T. Comparison of Neighboring Community Pull Factor Variables

| | Overall Pull Factor | Total Annual Retail Sales (millions) | Annual Household Spending Potential |
|------------|---------------------|--------------------------------------|-------------------------------------|
| Boulder | 1.5 | \$2,957 | \$1,941 |
| Broomfield | 0.8 | \$1,041 | \$1,384 |
| Lafayette | 0.4 | \$239 | \$540 |
| Longmont | 0.9 | \$1,341 | \$1,521 |
| Louisville | 0.8 | \$349 | \$459 |
| Superior | 1.2 | \$389 | \$317 |

Sources: ESRI Business Analyst and consultant (2017 estimated, includes vehicle sales and service)

In looking at the pull factors across individual retail industry categories as shown in **Figure U** below, a more detailed picture emerges of Boulder’s specific market strengths.

Figure U. Comparison of Neighboring Community Pull Factors Across Retail Industry Categories

| | Electronics | Grocery | Sporting Goods | Restaurant | Home Furnishings | Department Store | Apparel |
|------------|-------------|---------|----------------|------------|------------------|------------------|---------|
| Boulder | 3.3 | 2.7 | 2.0 | 1.6 | 1.5 | 0.6 | 1.7 |
| Broomfield | 2.1 | 0.8 | 0.8 | 0.8 | 1.2 | 1.3 | 2.6 |
| Lafayette | 0.5 | 0.2 | 0.4 | 0.7 | 0.2 | 0.9 | 0.3 |
| Longmont | 1.1 | 1.2 | 0.7 | 1.1 | 0.8 | 1.0 | 0.6 |

| | | | | | | | |
|------------|-----|-----|-----|-----|-----|-----|-----|
| Louisville | 2.1 | 1.4 | 1.3 | 0.9 | 0.6 | 0.6 | 1.0 |
| Superior | 0.7 | 2.0 | 0.3 | 0.5 | 0.0 | 1.3 | 0.2 |

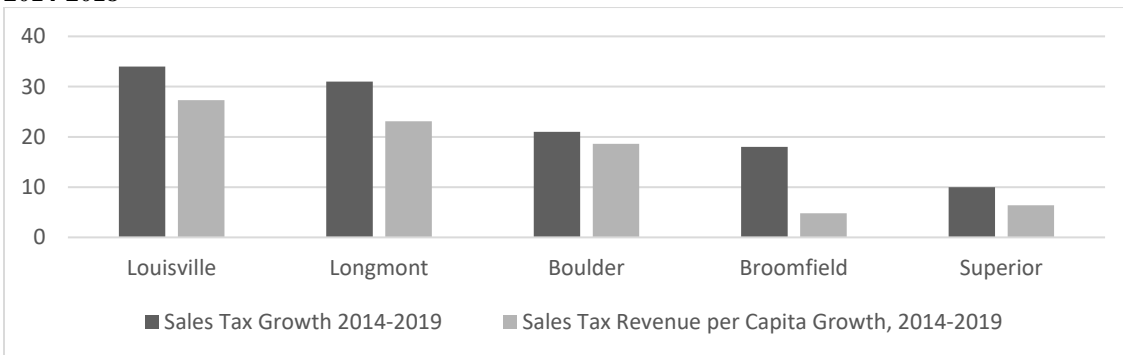
Sources: ESRI Business Analyst and consultant.

Boulder’s pull factor in electronics/appliances, grocery, sporting goods, apparel, food away from home (restaurants/cafes) and home furnishings are all relatively strong. The exception is in the department store category, possibly because Boulder’s department store offerings as defined by CoStar are limited to Macy’s and Target. In addition to department stores, Boulder’s pull factor in apparel does not exceed the pull factor of all its neighbors.

This finding reinforces an earlier recommended topic area for further exploration: that the strategy should explore opportunities to capture more local spending on apparel (and attempt to reverse the decline in apparel sales tax revenues) by providing a greater diversity of apparel options.

- *Comparison of sales tax revenue growth rates.* Whether the sales tax revenue growth in each community is keeping pace with population growth.

Figure V. Comparison of Sales Tax Revenue Growth Rate (%) and Growth Rate (%) per Capita, 2014-2018



Sources: CO Dept. of Finance, municipal budget documents (2018 figures for Lafayette were not available).

While Boulder is similar to its neighbors in terms of its sales tax revenue growth rate not keeping pace with its per capita growth rate (i.e. 21% growth rate versus 18.6% growth rate per capita from 2014-2019), this is something to watch as the discrepancy reinforces the importance of non-resident and visitor spending.

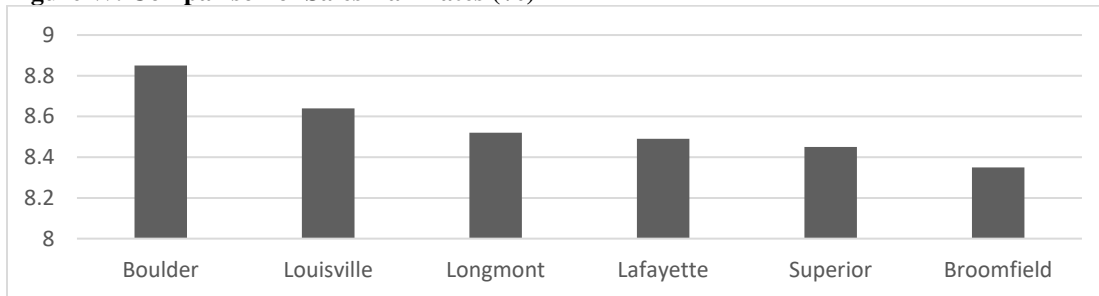
Citywide Retail Strategy Topic Area: Staff recommends exploring further the discrepancy between sales tax revenue growth rate and the sales tax growth rate per capita as an important indicator of the importance of non-resident spending to Boulder’s retail sales tax revenue performance.

- *Cost of doing business.* How Boulder compares in terms of its costs to open and operate a retail business.

In the Retail Real Estate Market section above, cost factors such as rents and vacancy rates were compared and contrasted. The consultant’s scope included looking at other factors affecting Boulder’s competitiveness with neighboring communities as a place to operate a retail business. The full narrative of this inquiry is provided in **Appendix D: Boulder Compared to Neighboring Communities**.

The consultant concluded that Boulder was relatively similar to its neighbors in terms of its electric rates (e.g. all were \$0.0916/kWh), property tax rates (varied) and sales tax rates (i.e. ranged between 8.35% and 8.85%), as shown in **Figure W** below.

Figure W. Comparison of Sales Tax Rates (%)



Source: Consultant

The biggest variations, as determined by the consultant, were in Boulder’s plan review and permitting costs, and the complexity of its parking requirements.

For the plan review and permitting costs, the consultant considered two scenarios: first, planning and utility fees for the construction of a 10,000 sq. ft. infill multi-tenant retail building; second, building permit fees for a \$500,000 tenant improvement to an existing building.

Under the 10,000 sq. Ft. infill construction scenario, costs included: change of use, temporary certificates of occupancy, impact fees, linkage fees (only applicable in Boulder), final architecture review (only a separate fee in Boulder and Lafayette), final landscape review (only a separate fee in Boulder), final site plan review (only a separate fee in Boulder), combined engineering (only applicable in Boulder), concept plan review and comment, rezoning, site review, use review (only applicable in Boulder and Superior, only a separate fee in Boulder).

Under the \$500,000 tenant improvement scenario, costs included: permit fee, energy code compliance fee (only applicable in Boulder), plan check, electrical (only a separate fee in Boulder, Lafayette and Superior), mechanical (only a separate fee in Boulder), plumbing (only a separate fee in Boulder), fire (n/a in Boulder, only separate fee in Lafayette), demolition, signs (only separate fee in Boulder and Longmont) and use tax.

The consultant concluded that Boulder’s fees were higher than its neighboring communities by a “substantial margin,” although an exact figure is not provided by the consultant for comparison. The analysis also indicates that Boulder charges separate fees more commonly than its neighbors, who, they found, integrate the cost of architectural, landscape, engineering and site plan review into plan review fees. Overall, the consultant

concludes that the higher cost puts Boulder at a competitive disadvantage with its neighbors from a retail attraction perspective.

Citywide Retail Strategy Topic Area: Staff recommends exploring further how Boulder’s commercial permitting fee structure compares to neighboring communities, with the goal of identifying potential streamlining opportunities (if needed) to improve Boulder’s competitiveness among prospective retail tenants.

The consultant found that Boulder’s parking requirements were among the lowest regionally, equal to Superior for general retail and equal to Louisville for food service. The parking requirement comparisons are shown in **Figure X** below.

Figure X. Comparison of Parking Requirements

| | General Retail | Food Service |
|------------|--|---|
| Boulder | Varies by district; typ. 2.5-3.3 per 1,000 sq. ft. | Varies by district; typ. 4.0 per 1,000 sq. ft. or 1.0 per 3 seats |
| Broomfield | 5.0 per 1,000 sq. ft. | 6.67 per 1,000 sq. ft. |
| Lafayette | 5.0 per 1,000 sq. ft. | Greater of 6.67 per 1,000 sq. ft. or 1.0 per table |
| Longmont | 4.0 per 1,000 sq. ft. | 12.0 per 1,000 sq. ft. or 10.0 per 1,000 sq. ft. for drive-through |
| Louisville | 6.7 per 1,000 sq. ft. | 1.0 per 3 seats |
| Superior | 3.3 per 1,000 sq. ft.; 2.0 for furniture/appliance | Greater of 1 per 3 seats or 5.0 per 1,000 sq. ft.; greater for fast food. |

Source: Consultant

The consultant expressed concern that Boulder’s parking requirements appear to be the most complex, varying by zoning district and allowing reductions for shared parking and bike parking. The concern stemmed from a perception of burdensome complexity, especially for small business operators and/or those unable to afford retail specialist assistance in navigating zoning and permitting requirements. In the consultant’s opinion, because of the “essentially suburban form” (low density, auto-reliant development patterns) of the city, lower parking requirements may also make Boulder less attractive to retailers concerned with parking availability for their customers and employees.

Citywide Retail Strategy Topic Area: Staff has not independently assessed whether Boulder’s parking code is any more or less complex than neighboring communities. It is recommended that the strategy include further exploration of whether prospective tenants find Boulder parking requirements difficult to understand, possibly informing future outreach and education efforts.

Comparison with Peer Communities

In addition to examining Boulder’s retail performance relative to neighboring communities, the study compared Boulder to communities nationwide with similar market dynamics. The communities selected for the study included a combination of the following primary characteristics:

- Large student population, highly educated resident population;
- Higher home values and household incomes than neighboring communities; and,
- Within commuting distance of a major metropolitan area.

Despite overall similarities, it should be noted that each of the selected peer communities shown in **Figure Y** below, does vary from Boulder’s demographics in different, and perhaps, significant ways. The consultant’s detailed comparison of Boulder to its peer communities nationwide is provided in **Appendix E: Boulder Compared to Peer Communities**. This report highlights five total peer communities: four selected by the consultant which, in their analysis, provide the closest similarities to Boulder; as well as Palo Alto, which is occasionally cited in public conversations as similar to Boulder, although the consultant’s analysis finds it has much higher median home values and median household income than Boulder.

Figure Y. Comparison of Peer Community Selection Criteria

| | Population | Student Population | Population/ Sq.Mi. | Median Home Values | Median HH Income | Nearest Metro Area |
|----------------|------------|--------------------|--------------------|--------------------|------------------|--------------------|
| Boulder | 109,000 | 31% | 4,403 | \$574k | \$58k | Denver |
| Ann Arbor, MI | 123,000 | 37% | 4,425 | \$270k | \$57k | Detroit |
| Iowa City, IA | 77,000 | 44% | 3,008 | \$205k | \$50k | Cedar Rapids |
| Lawrence, KS | 97,000 | 29% | 2,815 | \$203k | \$50k | Kansas City |
| Palo Alto, CA | 70,000 | 25% | 2,917 | \$1,784k | \$154k | San Jose |
| Santa Cruz, CA | 65,000 | 33% | 5,098 | \$859k | \$69k | San Jose |

Source: Consultant

In comparing the retail market of the peer communities in **Figure Z** below, Boulder appears to be in line with its peers in terms of rental rates and retail inventory.

With the inclusion of the Macy’s 150,000 sq. ft. vacancy, Boulder is at the higher end for vacancy rates and inventory absorption. As mentioned earlier in this section, if (as is currently the case) the Macy’s space is not vacant, Boulder’s vacancy rate (3.9%) and absorption rate (-0.1%) would fall in the middle of the rates of its peers.

Figure Z. Comparison of Peer Community Retail Real Estate Market

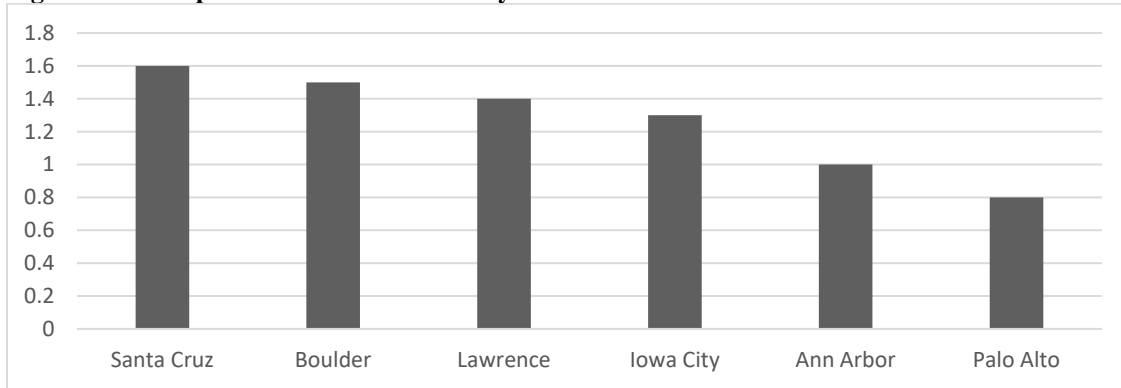
| | Market Rent (NNN/sq.ft./yr) | Retail sq.ft. Per Capita | Vacancy Rate | Currently Under Construction (sq.ft.) | 12 Month Net Absorption (% inventory) |
|----------------|-----------------------------|--------------------------|--------------|---------------------------------------|---------------------------------------|
| Boulder | \$25.37 | 60.3 | 6.4% | 24,500 | -2.1% |
| Ann Arbor, MI | \$21.39 | 64.9 | 3.0% | 23,000 | -1.2% |
| Iowa City, IA | \$14.12 | 53.0 | 1.7% | 0 | 0.7% |
| Lawrence, KS | \$14.46 | 64.1 | 4.2% | 0 | -0.8% |
| Palo Alto, CA | \$61.88 | 56.0 | 1.5% | 0 | 0.2% |
| Santa Cruz, CA | \$22.93 | 52.3 | 2.7% | 0 | -1.2% |

Source: Costar 2018, Consultant.

One notable figure is the lack of retail construction in four out of the five peer communities according to CoStar data, possibly indicating a national shift toward retail contraction.

In comparing overall pull factors with its peer communities, Boulder’s is at the higher end, as shown in **Figure AA** below. Of those examined, only Palo Alto had a pull factor lower than 1.0 (indicating “leakage” of Palo Alto residents’ spending power).

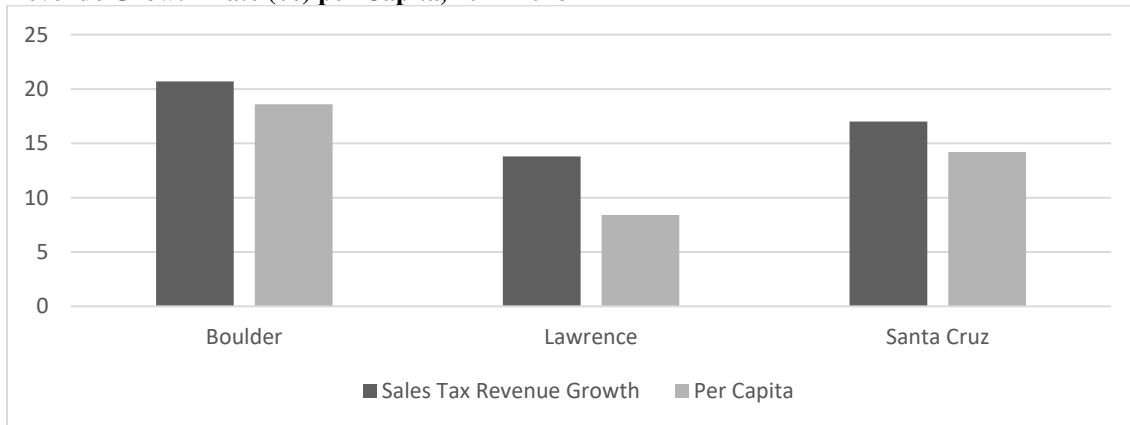
Figure AA. Comparison of Peer Community Overall Pull Factors



Source: Consultant.

As was done in the Comparison with Neighboring Communities analysis above, the consultant examined whether the peer communities’ sales tax revenue growth is keeping pace with its population growth. Of the communities examined in the table above, the consultant was able to obtain these figures for Lawrence, KS and Santa Cruz, CA. The comparison is shown in **Figure BB** below.

Figure BB. Comparison of Peer Community Sales Tax Revenue Growth Rate (%) and Sales Tax Revenue Growth Rate (%) per Capita, 2014-2018



Source: Consultant.

As with its neighboring communities, Boulder’s peer communities’ population growth is also not keeping pace with its growth in sales tax revenue, indicating a common reliance with Boulder on non-resident spending.

Overall, Boulder’s performance relative to its peer communities nationwide appears to be favorable. The apparent slowdown in retail construction among several of Boulder’s peer communities, and Boulder’s lower 12-month absorption rates in comparison, reinforce the earlier finding that the strategy should explore whether there is a need to carefully consider the construction of any new retail space, even perhaps favoring redeveloping or repurposing some of these spaces to meet other community needs if there is already sufficient retail serving residents and workers in that area.

III. PERFORMANCE RELATIVE TO CORE VALUES

At the July 10, 2018 study session with City Council, staff was directed to incorporate relevant core values of the Boulder Valley Comprehensive Plan into the design of the study. These included:

- A welcoming, inclusive and diverse community;
- Sustainability as a unifying framework to meet environmental, economic and social goals;
- Our unique identity and sense of place;
- A vibrant economy based on Boulder’s quality of life and economic strengths.

The study approached these objectives within the following framework:

1. *Welcoming and Inclusive.* An assessment of Boulder shopper satisfaction with the current retail environment by age and income. Included opportunities to provide open-ended responses to questions about what goods and services are missing, and what additional types of retail would serve their needs.
2. *Accessible.* An assessment of whether all Boulder residents have retail areas within ¾ mile of their homes; which retail areas are accessible by transit routes from affordable housing locations, if at all; which residential areas do not have access to a grocery store within ¾ mile.
3. *Sense of Place.* Boulder resident and worker prioritization of the shopping area characteristics that contribute to creating a sense of place.

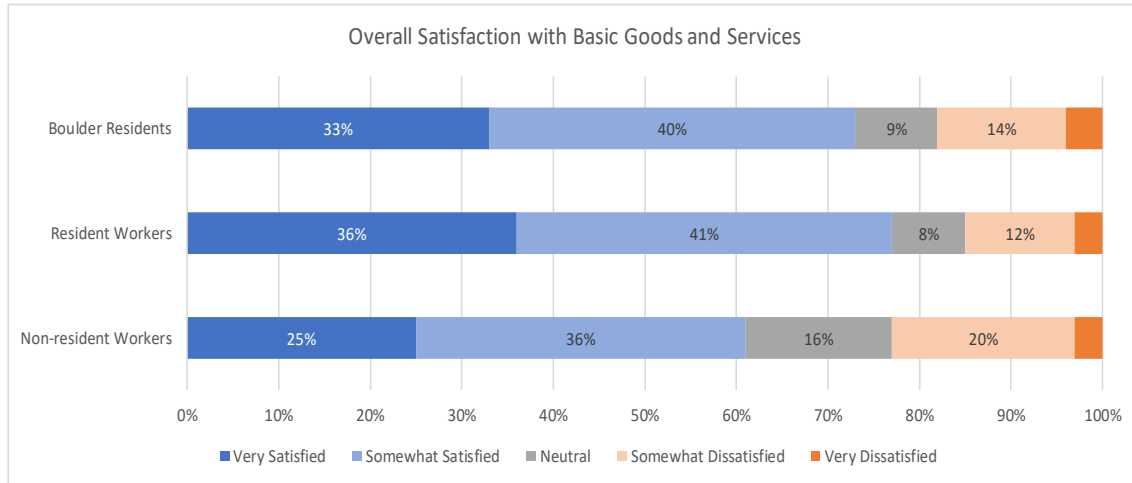
Welcoming and Inclusive Assessment

The shopper survey asked respondents to rate their overall satisfaction with Boulder retail and to rate their satisfaction specifically by availability, price and selection. The responses were examined to determine if there were differences among Boulder residents and Boulder workers, as well as whether resident responses varied by age, income or geographic area of their residence. A summary of the response analysis by the consultant is provided in **Appendix A: Shopper Survey Responses – Consultant Analysis.**

Among all responses to the question “Overall, how satisfied are you with the availability of goods and services in Boulder that meet your basic needs?” 68% were somewhat or very satisfied, 16% were somewhat dissatisfied, and 4% were very dissatisfied. Asking more specifically about satisfaction with price, selection and availability yielded more varied answers.

Overall satisfaction with the availability of basic goods and services was higher among Boulder residents than non-resident workers as shown in **Figure BB.1** below. Nearly three-fourths (73%) of residents and 77% of residents that also work in the city reported they were very or somewhat satisfied with the availability of basic goods and services in Boulder compared to 61% of Boulder workers who live in another community.

Figure BB.1 Overall Satisfaction with Goods and Services by Respondent Type



Source: 2019 Boulder Citywide Retail Shopper Survey

As shown in **Figure CC** below, a majority of residents reported being somewhat or very satisfied with selection (59.9%) and availability (55.3%), while indicating they were more evenly divided on price (45.0% somewhat or very satisfied, 36% somewhat or very dissatisfied).

Figure CC. Boulder Resident Shopper Satisfaction with Goods and Services Near Their Homes

| | Very Satisfied | Somewhat Satisfied | Neutral | Somewhat Dissatisfied | Very Dissatisfied |
|--------------|----------------|--------------------|---------|-----------------------|-------------------|
| Selection | 22.5% | 37.4% | 10.0 % | 23.3% | 6.8% |
| Price | 12.4% | 32.6% | 19.0 % | 23.8% | 12.2% |
| Availability | 21.5% | 33.8% | 15.0 % | 21.4% | 8.3% |

Source: 2019 Boulder Citywide Retail Study Shopper Survey

This variation was even more pronounced among respondents' satisfaction with prices near their work in Boulder. Although a majority of respondents were somewhat or very satisfied with selection (54.0%) and availability (50.5%) of goods and services near work, those who were somewhat or very satisfied with price was only 37.3%.

Figure DD. Boulder Shopper Satisfaction with Goods and Services Near Their Work

| | Very Satisfied | Somewhat Satisfied | Neutral | Somewhat Dissatisfied | Very Dissatisfied |
|-----------|----------------|--------------------|---------|-----------------------|-------------------|
| Selection | 21.1% | 32.9% | 15.0 % | 24.2% | 6.9% |

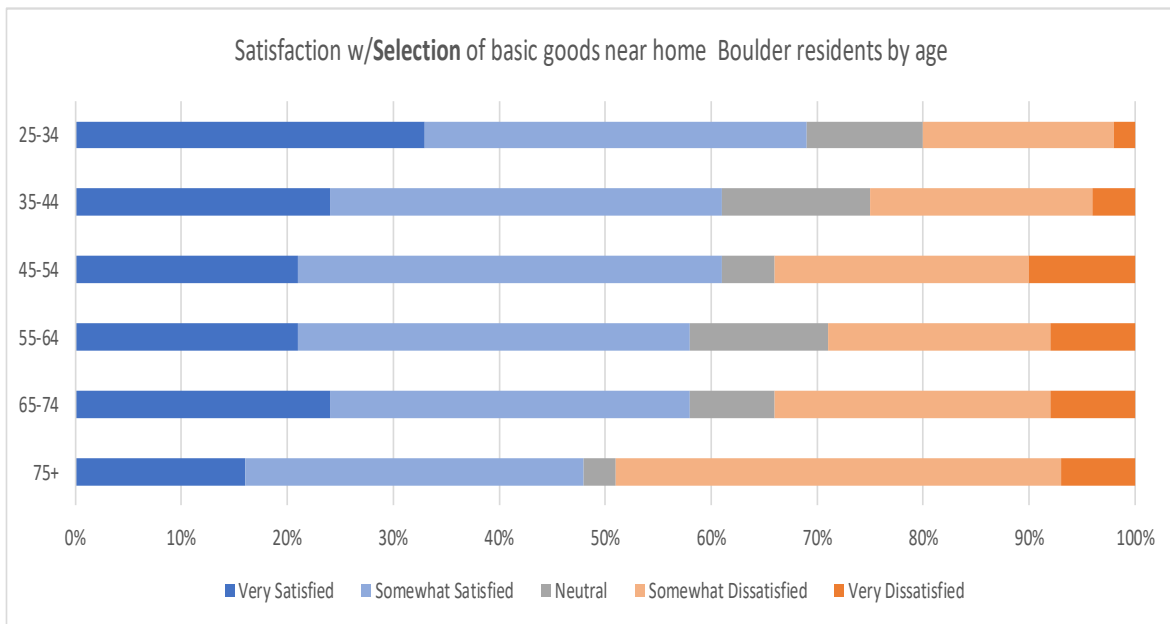
| | | | | | |
|--------------|-------|-------|-------|-------|-------|
| Price | 11.7% | 25.6% | 19.4% | 30.5% | 12.7% |
| Availability | 20.3% | 30.2% | 17.2% | 25.2% | 7.1% |

Source: 2019 Boulder Citywide Retail Shopper Survey

Boulder resident respondent satisfaction with the availability of basic goods and services varied by age, as did their satisfaction with the selection, price and availability of basic goods near their home.

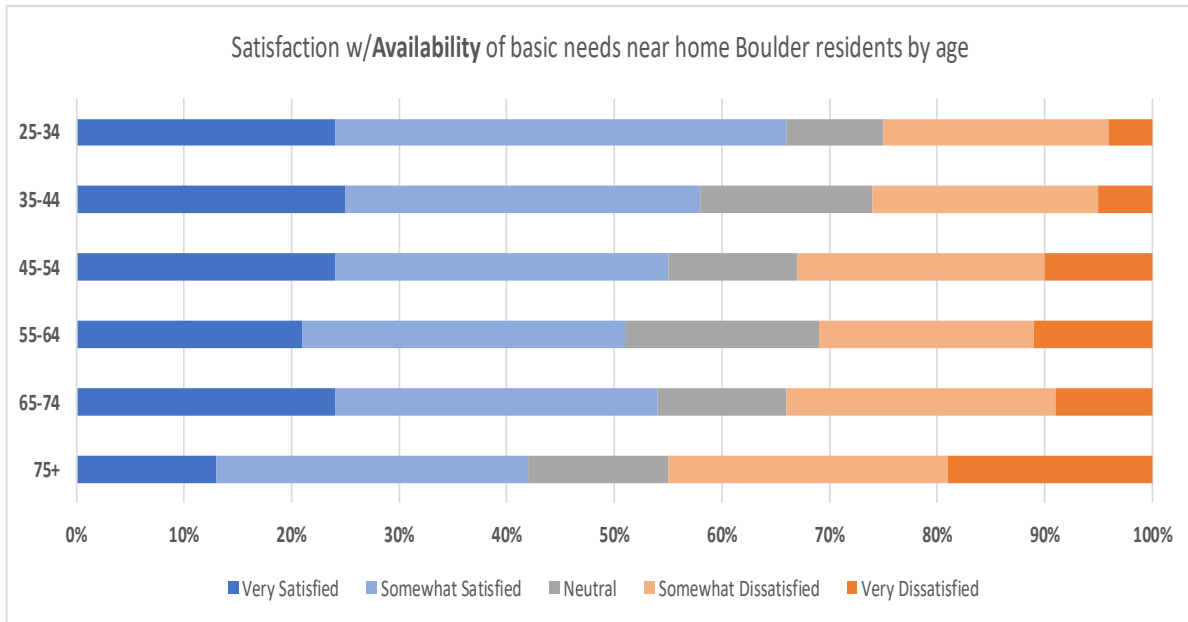
As shown in **Figures DD.1 and DD.2** below, younger residents were generally more satisfied than older residents with the selection and availability of basic goods and services near home.

Figure DD.1 Resident Satisfaction with Selection by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

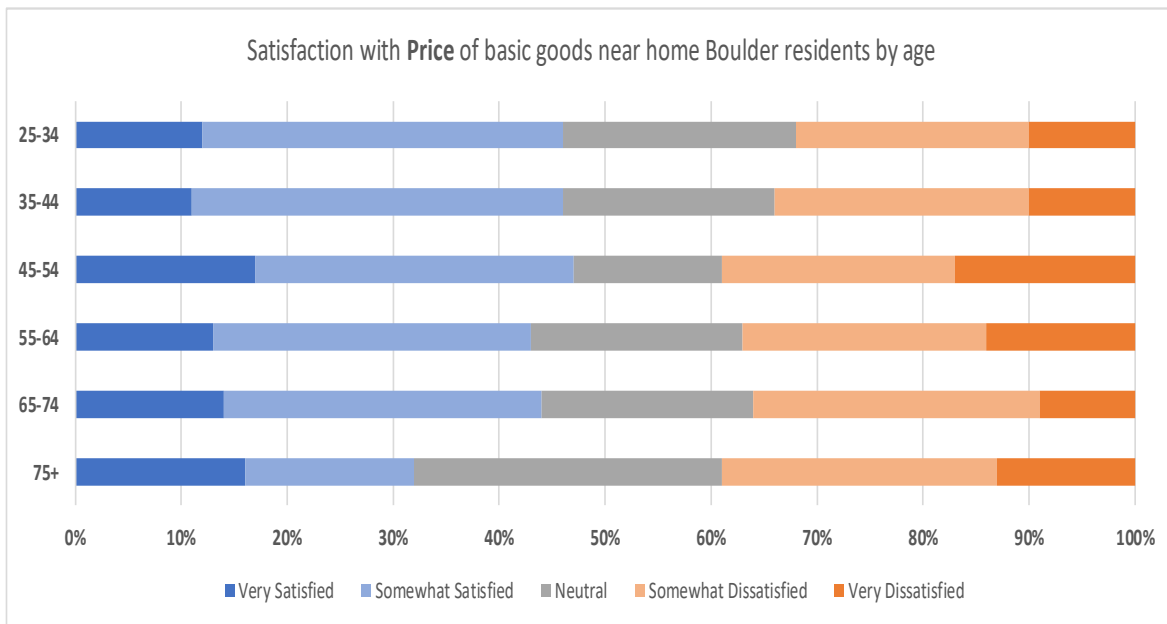
Figure DD.2 Resident Satisfaction with Availability by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

As shown in **Figure DD.3** below, all Boulder resident respondent age groups were less satisfied with the price. A similar pattern was seen in responses of non-resident workers.

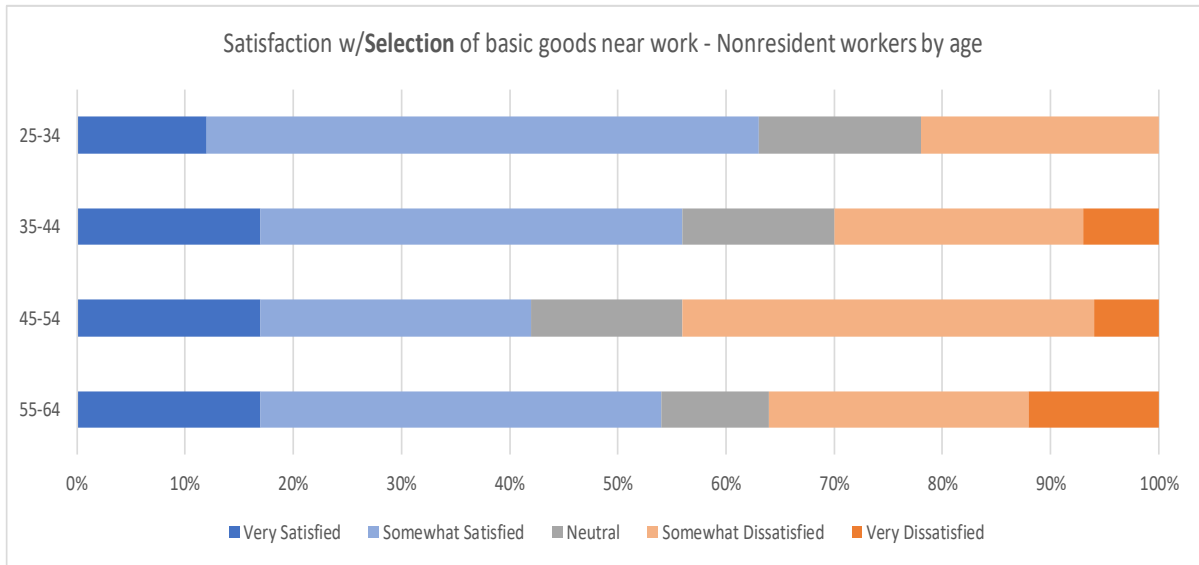
Figure DD.3 Resident Satisfaction with Price by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

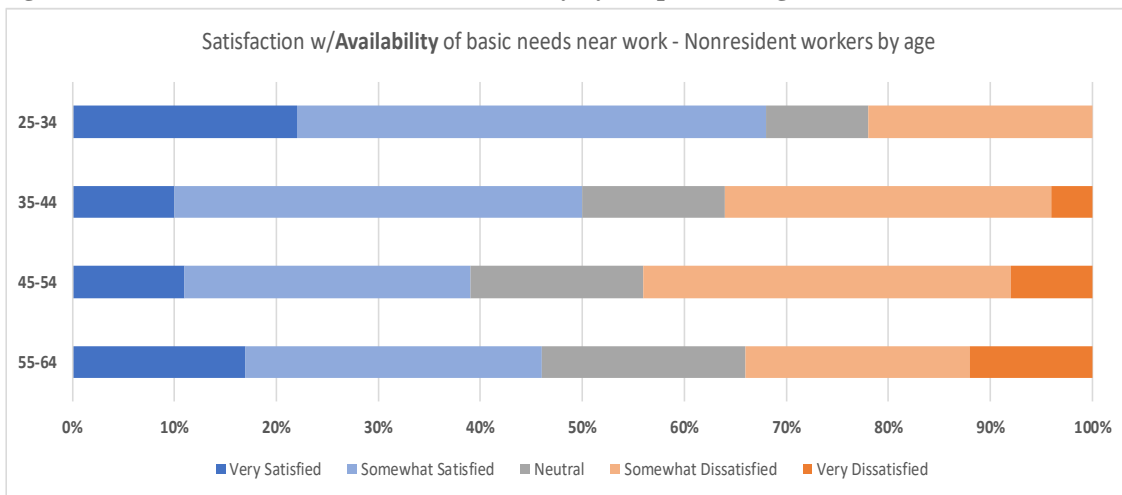
Satisfaction with selection and availability of basic goods near work also varied by age among non-resident Boulder worker respondents, with younger workers somewhat more satisfied than older workers as shown in **Figures DD.4 and DD.5** below.

Figure DD.4 Worker Satisfaction with Selection by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

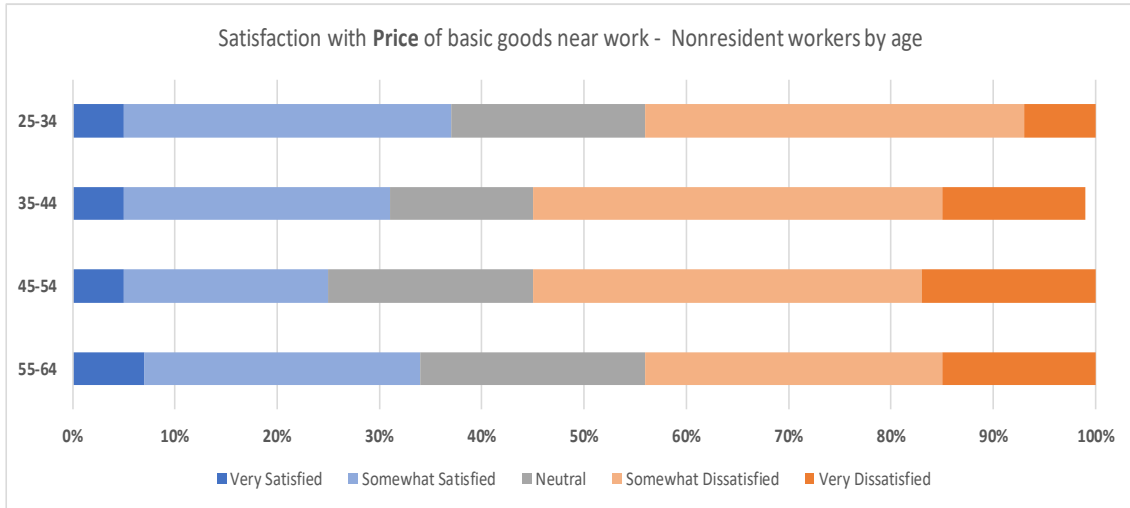
Figure DD.5 Worker Satisfaction with Availability by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

As with Boulder residents, the workers were less satisfied with the price of basic goods near their work in Boulder, as shown in **Figure DD.6** below.

Figure DD.6 Worker Satisfaction with Price by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

While there were no clear recommendations for topic areas to explore further in the Citywide Retail Strategy from the responses by income levels, staff felt it was worth noting the following to keep in mind while developing the strategy:

- Residents with annual household incomes over \$250,000 were least satisfied with the selection of basic goods and services available near their home (46% were very or somewhat satisfied, and 44% were very or somewhat dissatisfied).
- Residents with annual household incomes under \$25,000 were more satisfied with the selection and availability of basic goods near their home and least satisfied with the price (67% were very or somewhat satisfied with the selection and 56% were very or somewhat satisfied with the availability, while 40% were very or somewhat dissatisfied with the price).

The survey included an opportunity for respondents to provide open-ended comments on what types of goods and services they felt were missing in Boulder. The consultant categorized the responses in **Figure EE** below to get an order of magnitude for the frequency of mentions in specific categories.

Figure EE. Frequency of Shopper Survey Requests for Additional Retail by Category

| Item or Category Unable to Find in Boulder Last Year | Respondents Mentioning | Percent of Mentions |
|--|------------------------|---------------------|
| apparel, shoes | 132 | 18.5% |
| affordable (in addition to category) | 107 | 15.0% |
| furnishing, décor, furniture | 40 | 5.6% |
| food service, restaurant | 31 | 4.4% |
| sporting goods | 31 | 4.4% |
| Walmart | 30 | 4.2% |
| other | 30 | 4.2% |
| Costco (or other warehouse-type store) | 28 | 3.9% |
| hardware, materials, garden | 27 | 3.8% |
| personal care, beauty, pharmacy, med supply | 27 | 3.8% |
| specific food items (non-ethnic) | 27 | 3.8% |
| grocery, food for home | 25 | 3.5% |
| maternity, baby, kid store | 25 | 3.5% |
| home supplies, housewares | 21 | 2.9% |
| department store (general, or specific other) | 18 | 2.5% |
| electronics, appliances | 18 | 2.5% |
| specific ethnic food(s) | 16 | 2.2% |
| carwash, gas, automotive | 16 | 2.2% |
| non-auto repair, svc | 16 | 2.2% |
| bulk, outlet (in addition to category) | 13 | 1.8% |
| med, dentist | 9 | 1.3% |
| thrift, 2nd-hand | 8 | 1.1% |
| other specific discount store (Dollar Store, etc.) | 7 | 1.0% |
| Radio Shack-type electronic/parts store | 5 | 0.7% |
| "local" (in addition to category) | 5 | 0.7% |

Source: Consultant.

The top categories of apparel and affordable goods are reinforced by some of the other categories mentioned. For example, the responses that are categorized as desire for additional apparel are also reflected in the requests for “maternity, baby, kid store” and “department store.” Similarly, the responses that are categorized as desire for additional affordable goods are reinforced by the requests for Walmart, Costco and “Thrift, second-hand.”

Lastly, toward the goal of pursuing a more welcoming and inclusive retail environment, the 17 Spanish-language responses to the open-ended questions are translated and provided in full in **Figure FF** below. In keeping with the overall survey responses, these responses also frequently mention a desire for more affordable goods.

Figure FF. Spanish Language Responses to Open-Ended Shopper Satisfaction Questions

| |
|---|
| In general, how satisfied are you with the selection, price and availability of basic goods and services near your place of work in Boulder? |
| Boulder is a very expensive place to buy groceries. I prefer to go to Longmont or Lafayette to another King Soopers or Walmart to do my shopping |
| What good or basic service you could not find in Boulder? |
| Spanish services of many types. Almost everything is in English. The services of the health department. |
| Low cost food. |
| Stores like Walmart |
| Soda - buying at Costco (out of Boulder) because of Boulder's sugar tax; Affordable rent |
| Walmart, Costco/Sam's |
| Walmart has many cheap things that Boulder does not have. Like affordable houses to live in. |
| Walmart, Costco, Sam's |
| Authentic Mexican products, there might be 1 or 2 locations, but there is a HUGE lack of products (especially fruits & veggies) |
| Places where they sell wholesale, such as toilet paper, food, snacks. |
| Dental services for my children that accept my health insurance and that are not dental aid. |
| What kind of stores, restaurants or services would you like Boulder to have (or have more)? |
| More butcher shops, tortilla stores |
| Walmart |
| For the home, a little more economical |
| Stores with lower prices and good quality |
| Ross |
| Walmart, Ross |
| Clothing stores, Walmart |
| Walmart - for lower prices; Ross - lower prices, furniture, clothing, decorations, lower price groceries |
| Walmart, Buffalo Wild Wings, Food Trucks with Mexican Food |
| Walmart, Sam's Club |
| Sam's/Costco, Chick-fil-a, Mexican Stores (tortilla, groceries) |
| Discount stores so we can shop in Boulder |
| More Latin food restaurants, not so expensive home stores, more availability of low-cost furniture for the house. |

Citywide Retail Strategy Topic Area: Based on the frequency of shopper survey comments related to affordable goods and the lower satisfaction levels with the price of retail goods in Boulder, staff suggests exploring opportunities for increasing the availability of affordable goods.

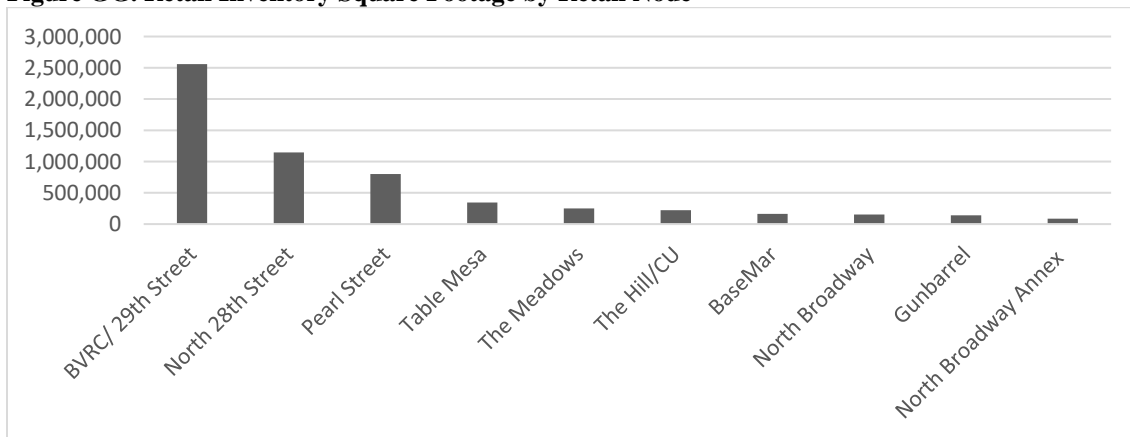
Accessibility Assessment

In addition to looking at the types of goods desired by Boulder residents and workers of all ages and income levels, the study also looked at whether residents and workers had convenient access to basic goods and services by transit or within ¾ mile of their home and place of employment.

The assessment started by establishing the location of Boulder’s retail activity; whether these areas provided residents and workers with access to food stores and dining options; the accessibility of retail by transit, and by transit from concentrations of affordable housing in particular; and how survey respondents indicated they most frequently accessed their retail needs, both from home and from work.

Of the 6.6 million sq. Ft. of retail in Boulder, 5.9 million sq. ft. is concentrated within 10 retail nodes shown in **Figure GG** below. These align with, but do not exactly follow the retail areas of the city’s revenue report discussed in the Boulder Retail Performance by Geographic Area section above. The reason for this discrepancy is that the study is looking at trade area (a ¾ mile radius from the center of a retail node) rather than specifically at revenue generated by businesses within a certain area. Note that the “North Broadway” node is the area that includes the Ideal Market grocery store, while “North Broadway Annex” node is more commonly known as “NoBo” – the area extending north of Iris Avenue.

Figure GG. Retail Inventory Square Footage by Retail Node

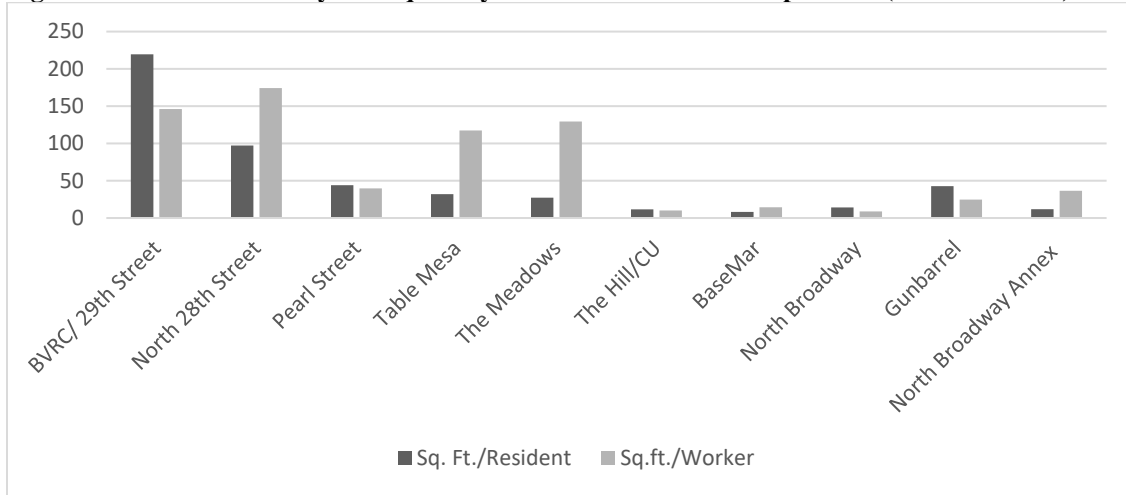


Source: U.S. Census (2015), ESRI (2018)

As shown in **Figure GG** above, a significant portion of Boulder’s retail inventory is located within the BVRC, Twenty Ninth Street and Pearl Street shopping areas. This is in keeping with the sales tax revenue generation reflected in the city’s revenue reports. Focusing on accessibility to retail, the study examined further who each retail node is

servicing. **Figure HH** below provides the square footage per worker and square footage per resident within a ¾ mile of each retail node.

Figure HH. Retail Inventory Per Sq. Ft. by Worker and Resident Population (¾ mile radius)



Source: U.S. Census (2015), ESRI (2018)

The consultant’s analysis examined the supply in each node of the types of retail residents and workers said were among those they were most likely to patronize in Boulder: food & drug stores and cafés/restaurants. The consultant’s full narrative related to retail accessibility is provided in **Appendix F: District Accessibility Assessment**.

Figure II below provides the grocery and drugstore inventory per capita in each retail node, in descending order by overall retail inventory.

Figure II. Grocery and Drugstore Inventory Relative to Resident Population by Retail Node

| | Drugstore Sq. Ft. | Grocery Sq. Ft. | Est. Population (¾ mi. radius) | Grocery & Drugstore Inventory per Capita |
|-------------------------------|-------------------|-----------------|--------------------------------|--|
| BVRC/29 th Street | 15,000 | 234,000 | 11,614 | 21.4 |
| North 28 th Street | 30,000 | 77,000 | 11,210 | 9.5 |
| Pearl Street | 8,000 | 39,000 | 18,407 | 2.6 |
| Table Mesa | 4,000 | 95,000 | 11,467 | 8.6 |
| The Meadows | 18,000 | 48,000 | 9,866 | 6.7 |
| The Hill/CU | 8,700 | 25,000 | 14,746 | 2.3 |
| Basemar | 0 | 25,000 | 12,751 | 2.0 |
| North Broadway | 8,000 | 14,000 | 12,629 | 1.7 |
| Gunbarrel | 0 | 55,000 | 3,283 | 16.8 |
| North Broadway Annex | 0 | 13,000 | 8,026 | 1.6 |

Source: Boulder County Assessor, Costar and consultant.

The inventory per capita suggests that residents within ¾ mile of BVRC/Twenty Ninth Street and Gunbarrel are well-served by drugstore and grocery retailers, while residents in North Broadway and the North Broadway annex are among the least well-served.

This finding, however, is more nuanced when you review the open-ended responses to the shopper survey. Respondents indicated a need for access to natural foods in Gunbarrel, while other comments mourned the loss of Whole Foods in the Basemar area

(the Sprouts grocery included in the Basemar inventory is on the opposite side of Foothills from the old Whole Foods location – a physical barrier that might prevent some Basemar area residents from feeling like they have grocery access). Comments about The Hill indicate a need for more affordable groceries than are available at the one grocer in that area. A full list of grocery- and drugstore-related comments from the shopper survey are provided in **Appendix G: Shopper Survey Responses – Satisfaction Near Home**.

The consultant’s analysis examined population density relative to the location of the retail nodes. The consultant calculates that three-quarters of Boulder’s residents live within the ¾ mile radius of the 10 retail nodes. Of the areas without convenient, walkable access to retail, there is one area with a population density greater than 300 residents per gross acre: the Vista Village mobile home community east of Foothills and north of Valmont.

Citywide Retail Strategy Topic Area: Staff recommends further exploration of ways to enhance grocery access east of Foothills and North of Valmont in the Citywide Retail Strategy.

The study also examined Boulder worker access to restaurants (a category in which workers indicated dedicating a significant percentage of their spending in Boulder, if not the majority). The consultant’s analysis looked at restaurants and restaurant/bar combination concepts. As shown in **Figure JJ** below, employees in the Pearl Street node and North Broadway node (whose ¾-mile node radius overlaps with the Pearl Street node) are the most well-served per capita, while employees in the BVRC/Twenty Ninth Street and Basemar areas have access to less square footage of dining per capita.

Figure JJ. Restaurant Inventory Relative to Worker Population by Retail Node

| | Restaurant (sq. ft.) | Bar & Restaurant/Bar Combo (sq.ft.) | Est. Worker Population | Restaurant/Bar Inventory Per Capita |
|-------------------------------|----------------------|-------------------------------------|------------------------|-------------------------------------|
| BVRC/29 th Street | 184,700 | 25,800 | 17,520 | 3.5 |
| North 28 th Street | 69,100 | 34,100 | 6,577 | 11.8 |
| Pearl Street | 288,700 | 37,300 | 20,226 | 15.4 |
| Table Mesa | 26,500 | 0 | 2,943 | 9.0 |
| The Meadows | 9,500 | 0 | 1,939 | 4.9 |
| The Hill/CU | 234,300 | 37,300 | 21,891 | 11.8 |
| Basemar | 33,700 | 7,000 | 11,473 | 3.5 |
| North Broadway | 215,400 | 32,800 | 17,485 | 13.4 |
| Gunbarrel | 26,800 | 30,000 | 5,718 | 8.5 |
| North Broadway Annex | 13,000 | 4,000 | 2,348 | 5.5 |

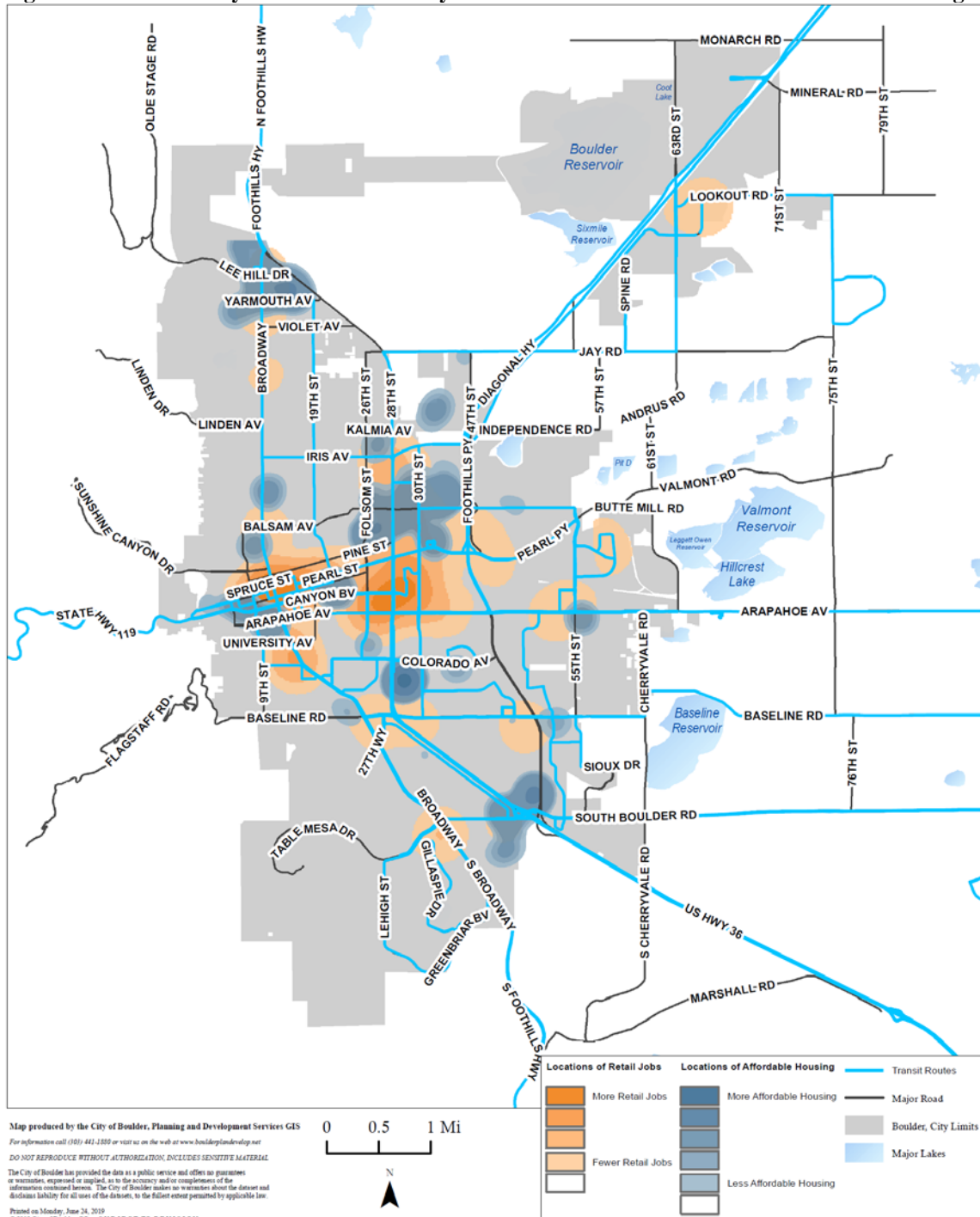
Source: Boulder County Assessor, Costar and consultant. Note: The North Broadway ¾-mile node overlaps with the Pearl Street node and therefore has access to a greater square footage of restaurant uses than just those within the Ideal Market shopping center.

As with residential access to groceries, it is worth noting the areas of worker density concentrated outside the 10 retail nodes. As shown in **Appendix F: District Accessibility Assessment**, large concentrations of jobs in the eastern portion of the city do not have convenient, walkable access to retail nodes. This is repeated also in the southwest part of Boulder, home to several of Boulder’s federal labs employers, and in the industrial areas in southeast Gunbarrel.

Citywide Retail Strategy Topic Area: Staff recommends that the strategy keep an eye toward opportunities to increase worker access to dining options in the eastern portion of the city, as well as in the proximity of the federal labs in south Boulder.

Council also asked staff to examine to what degree Boulder's retail nodes are accessible by public transit, and, in particular, how accessible they are by transit from lower income areas of the city. **Figure KK** below shows the relationship between transit access and concentrations of affordable housing and retail activity.

Figure KK. Accessibility of Retail Districts by Transit from Concentrations of Affordable Housing



Source: City of Boulder GIS

The transit routes (shown in blue) indicate strong transit accessibility in areas with high concentrations of retail activity. Of all the areas with high concentrations of affordable housing (shown in orange), only one is not directly served by public transit: the Palo Park neighborhood, located north of Diagonal Highway between 28th Street and Foothills Parkway. This area does, however, fall within the standard distance of pedestrian

accessibility (i.e. ¾-mile, or a 15-minute walk) of the retail located at the corner of 28th Street and Iris. Staff therefore does not recommend any specific exploration of retail access in this area.

Lastly, the shopper survey asked Boulder residents and workers to describe how they accessed their shopping needs in Boulder, both near their homes and near their work. Near their homes, Boulder resident respondents indicated they were somewhat or very likely to walk or use a wheelchair (57.5%) or drive their personal vehicle (77.5%).

Near their work, respondents indicated similar behaviors. Most were most likely to walk or use a wheelchair (65.7%) or use their personal vehicle (69.5%). Residents accessing retail near home were more likely to use a bike near home (47.1%) than near work (23.8%). The responses to the transportation access questions of the shopper survey are provided in **Figures KK.1 and KK.2** below.

Figure KK.1. Shopper Survey Retail Access - Near Home

| | Very Likely | Somewhat Likely | May or May Not | Somewhat Unlikely | Very Unlikely |
|------------------|-------------|-----------------|----------------|-------------------|---------------|
| Walk/wheelchair | 35.2% | 22.3% | 14.1% | 9.1% | 19.3% |
| Bike | 24.5% | 22.6% | 16.0% | 11.1% | 25.8% |
| Bus | 10.4% | 14.9% | 16.2% | 19.5% | 39.1% |
| Uber, Lyft, etc. | 2.5% | 8.3% | 13.7% | 17.0% | 58.5% |
| Carpool | 4.5% | 14.3% | 15.4% | 13.1% | 52.7% |
| Personal vehicle | 55.7% | 21.8% | 10.0% | 4.8% | 7.7% |

Source: 2019 Boulder Citywide Retail Study Shopper Survey

Figure KK.2. Shopper Survey Retail Access - Near Work

| | Very Likely | Somewhat Likely | May or May Not | Somewhat Unlikely | Very Unlikely |
|------------------|-------------|-----------------|----------------|-------------------|---------------|
| Walk/wheelchair | 46.0% | 19.7% | 10.7% | 6.3% | 17.3% |
| Bike | 18.7% | 15.1% | 13.7% | 12.7% | 39.8% |
| Bus | 11.7% | 14.0% | 10.9% | 13.9% | 49.5% |
| Uber, Lyft, etc. | 1.2% | 6.6% | 10.6% | 13.1% | 68.6% |
| Carpool | 9.6% | 15.3% | 13.3% | 14.8% | 46.9% |
| Personal vehicle | 51.9% | 17.6% | 10.8% | 7.0% | 12.6% |

Source: 2019 Boulder Citywide Retail Study Shopper Survey

Sense of Place

As part of the assessment of whether Boulder’s retail districts reflect the city’s core values, council asked staff to ask shoppers what they valued in a retail district in terms of creating a sense of place. The shopper survey included a set of questions that invited respondents to rank the importance of retail district amenities and place-making investments.

Shopper survey respondents ranked the “selection of goods and services” and “clean and safe” of almost equal importance. **Figure LL** below shows how respondents ranked the priorities.

Figure LL. Shopper Survey Respondent Ranking of Place-making Characteristics



Source: 2019 Boulder Citywide Retail Study Shopper Survey

Citywide Retail Strategy Topic Area: Based on the survey responses, staff recommends that the strategy keep an eye toward whether each retail node contains an attractive selection of goods and services, and whether their design and maintenance meet shoppers' desire for cleanliness and safety.

IV. SMALL BUSINESS SUSTAINABILITY

In support of the two retail-related goals of the BVCP (i.e. to maintain commercial affordability and to support a vibrant retail base), the study explored the current costs of doing business in Boulder, and what are the key factors impacting the viability of operating a retail business in Boulder. This information is collected in the Performance Relative to Benchmark Cities section earlier in the report.

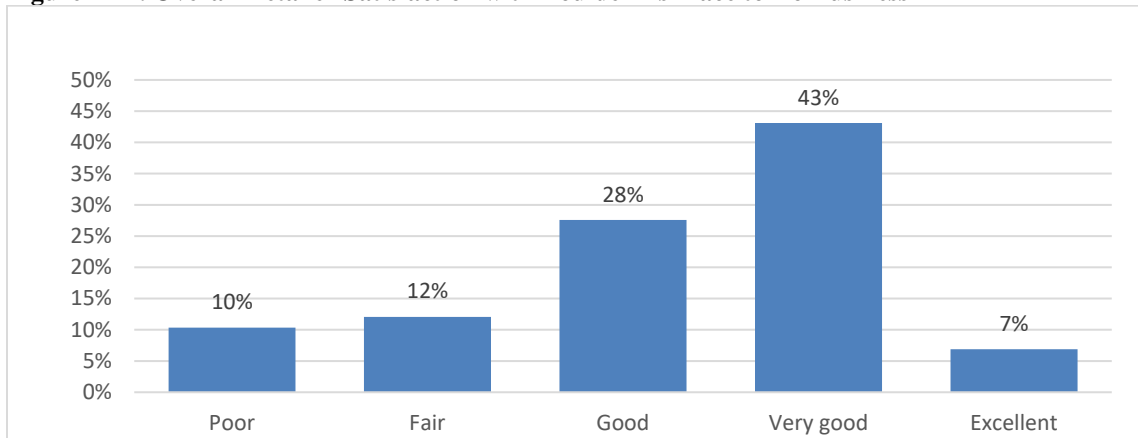
The study also approached this inquiry through collecting additional data: first, with a questionnaire targeted at current Boulder retail operators; and second, in-person interviews with recently closed Boulder retail operators.

Retailer Survey Responses

Despite considerable outreach efforts through multiple emails and in-person store visits as reported in the May 21, 2019 update to council, the study yielded only 61 total retail survey responses (this amount has been updated from 57 since the May 21, 2019 report). The feedback below should therefore not be considered a representative sample of Boulder's 5,300 retail operators; however, the responses offer a rare opportunity to hear directly from this segment of Boulder's business community.

As discussed in the consultant's analysis of retailer survey responses in **Appendix H: Retailer Survey Responses – Consultant Analysis**, respondents generally positively rated Boulder as a place to do business as shown in **Figure MM** below and did not plan to make any changes in location within the next two years.

Figure MM. Overall Retailer Satisfaction with Boulder As Place to Do Business



Source: 2019 Boulder Citywide Retail Study Retailer Survey

Notably, service business operators cited higher levels of satisfaction (none indicated “Poor” or “Fair”), while 28% of restaurants and 29% of retailers expressed Boulder was a “Poor” or “Fair” place to do business. The small sample size, however, makes it difficult to confidently draw any conclusions from this discrepancy.

Citywide Retail Strategy Topic Area: Staff suggests exploring further what might be the source of the higher levels of dissatisfaction among retailers and restaurant operators, compared to operators of service businesses, and whether city regulations and services are supporting the sustained vitality of both equally.

Comments on the benefits of locating in Boulder centered on its natural beauty, as well as the affluence and diversity (i.e. mix of residents, workers, students and tourists) of its customers. Comments reflecting these themes included:

- “It is beautiful; has great restaurants and generally nice, smart people.”
- “Lots of diversity and young people, who tend to have money and want to buy things. It’s an overall happy place!”
- “High income, well-traveled and well-educated population, community support and awareness to support small business.”
- “We have a strong and loyal community customer base, as well as a lot of tourists who visit the area and enjoy shopping locally.”
- “Educated customers, pretty environment, good influx of people.”

Comments on the drawbacks pointed to affordability concerns, parking and high costs of doing business (including regulatory hurdles) as drawbacks to locating in Boulder. Comments reflecting these themes included:

- “The cost of living is high so many of our employees cannot afford to live in Boulder and have to commute from towns outside of Boulder. This often makes it

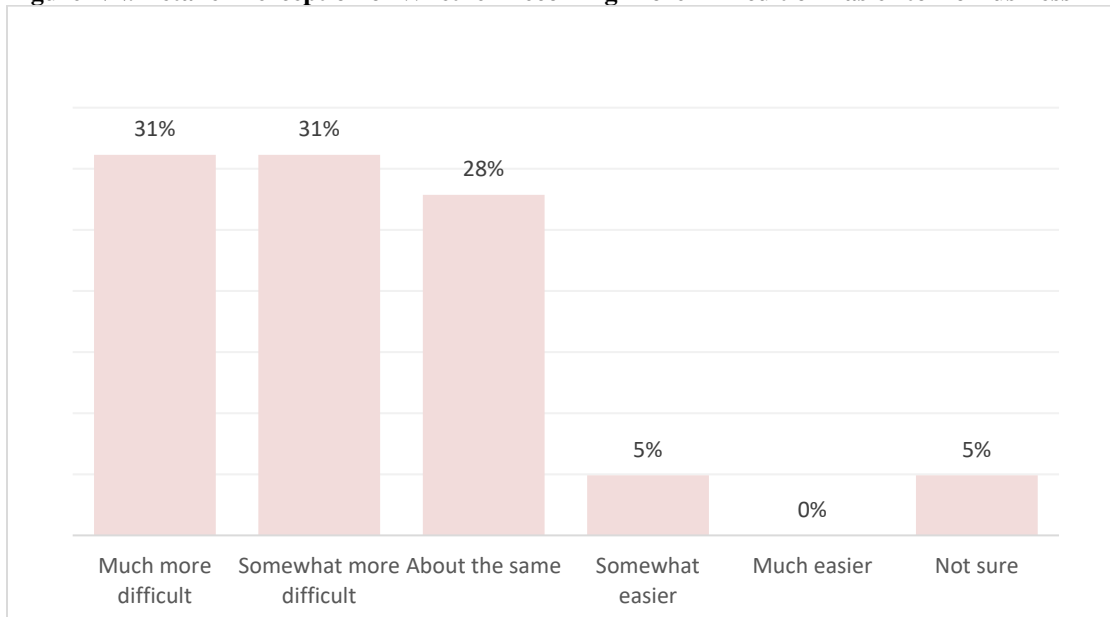
difficult to find and keep employees. The city is often hard to work with and puts onerous standards in place that are hard or expensive to meet.”

- “It is expensive, and given the nature of retail, it’s getting harder and harder to find people who both live in town and want to work. The cost of living is [so] high that a lot of people end up commuting far which causes a strain on availability.”
- “Rent is too expensive to make a profit and pay your employees. Can’t find good help. Employees have to live outside Boulder.”
- “Parking – most of our employees do not live in Boulder or in an easily bus-able area. The lack of parking makes recruiting a challenge. For those of us who do not have a parking pass, the cost is a challenge.”
- “High property taxes, feeling as though the City Council has no idea the challenges we face as small business owners in terms of additional taxes, red tape, etc.”
- “The cost of doing business as a result of the exceptionally high rent and high property taxes are forcing all the mom and pop stores out. In addition, the ridiculous minimum wage for tipped employees only adds to the financial constraints a Boulder restaurant feels.”

Citywide Retail Strategy Topic Area: Based on the analysis in the Performance Relative to Benchmark Cities section of the report above, Boulder’s rents citywide do not appear to be significantly higher than neighboring and peer communities. Staff therefore recommends exploring further the potential cumulative cost of doing business in Boulder, looking at triple net (NNN) pass-throughs in particular, that may be impacting retailers’ perception of high rents and taxes.

Another notable perception is that a majority (62%) of retail survey respondents feel it is getting “somewhat more difficult” or “much more difficult” to do business in Boulder, as shown in **Figure NN** below.

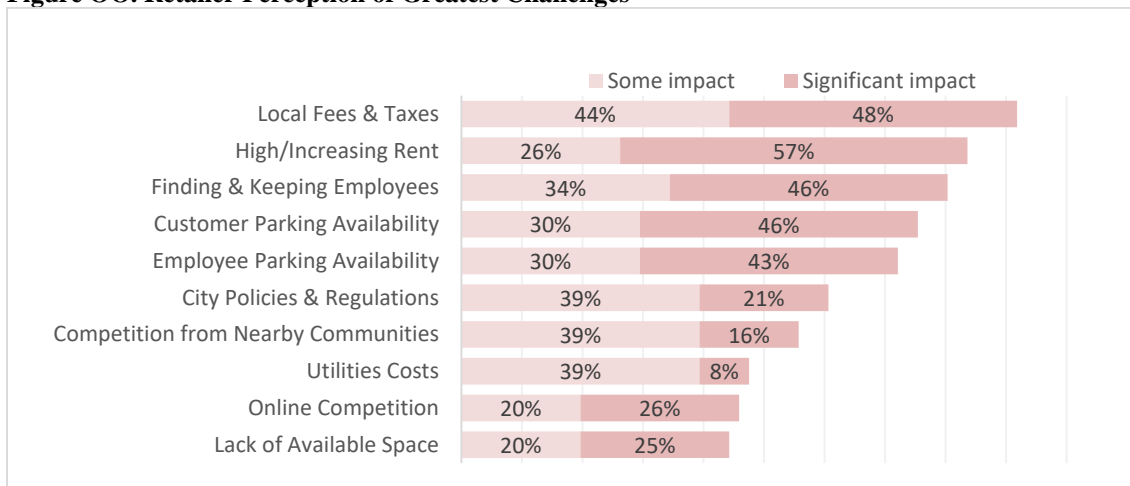
Figure NN. Retailer Perception of Whether Becoming More Difficult or Easier to Do Business



Source: 2019 Boulder Citywide Retail Study Retailer Survey

When asked to rank potential factors making it more difficult, respondents ranked fees/taxes, rents and employee attraction/retention as the top three most significant as shown in **Figure OO** below.

Figure OO. Retailer Perception of Greatest Challenges



Source: 2019 Boulder Citywide Retail Study Retailer Survey

Citywide Retail Strategy Topic Area: Staff suggests exploring further the factors playing a role in employee attraction/retention. Open-ended survey responses cited affordable housing and parking issues as key factors, as summarized in **Appendix I: Retailer Survey Responses – Boulder Drawbacks**. In developing the strategy, the city would gain a better understanding of what, if any, city policies can help with this issue.

The consultant points out in their narrative that both online sales and a lack of available space are ranked low as factors making it more difficult to do business in Boulder, although they are empirically real challenges. As far as online competition, the consultant suggests the “pace of change may be just slow enough to keep concern at a simmer.”

As far as a lack of available space, Boulder’s overall vacancy rate (with the inclusion of the Macy’s 150,000 sq. ft.) is higher than most of its neighboring communities (as discussed in the Performance Relative to Benchmark Cities section above), however, it is worth noting the location of current vacancies may not be in the areas most desired by the mostly small and local retailer survey respondents.

Figure PP below identifies which retail nodes in Boulder have the highest vacancy rates.

Figure PP. Location of Retail Vacancies by Retail Node

| | Retail Inventory (sq. ft.) | # of Properties | Vacant Inventory (sq. ft.) | Vacancy Rate |
|-------------------------------|----------------------------|-----------------|----------------------------|--------------|
| Basemar | 165,000 | 18 | 23,000 | 14.1 |
| BVRC/29 th Street | 2,560,000 | 134 | 231,000 | 9.0 |
| North 28 th Street | 1,146,000 | 70 | 76,000 | 6.6 |
| The Hill/CU | 221,000 | 26 | 12,800 | 5.8 |
| Table Mesa | 345,000 | 13 | 14,000 | 4.2 |
| Gunbarrel | 141,000 | 12 | 6,000 | 3.9 |
| North Broadway | 153,000 | 13 | 6,000 | 3.6 |
| Pearl Street | 1,027,000 | 116 | 28,000 | 2.7 |
| North Broadway Annex | 8,6000 | 12 | 1,000 | 1.6 |
| The Meadows | 251,000 | 4 | 0 | 0 |

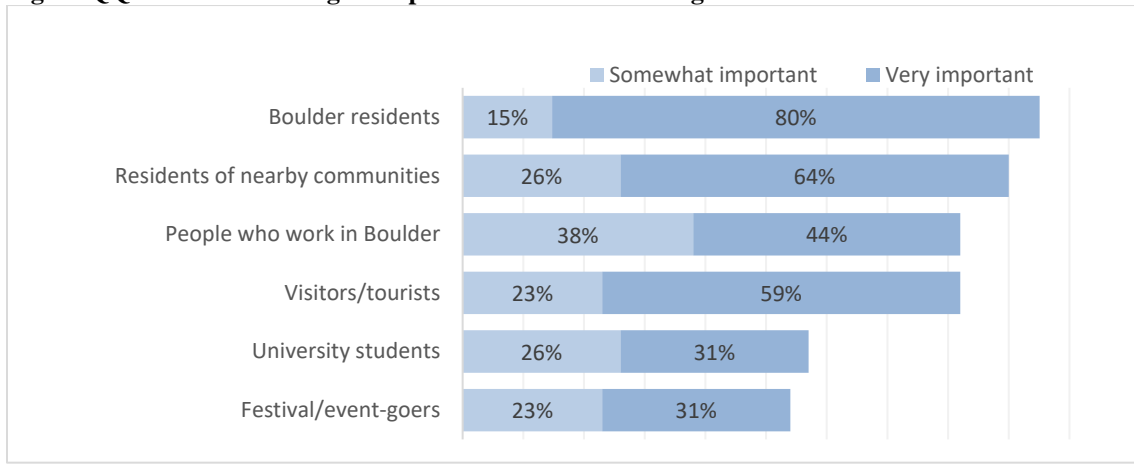
Source: Costar, consultant.

Citywide Retail Strategy Topic Area: Staff suggests exploring further in the strategy whether the city can or should play a role in assisting tenants with considering retail areas not normally targeted by small and independent retailers, but which might offer more affordable leasing rates and/or meet shopper demand for a greater variety of goods near to their home and work locations.

As discussed in prior sections of the report, Boulder enjoys the benefits of – and its relatively strong retail performance is reliant on – spending from non-resident shoppers such as Boulder workers, residents of nearby communities, and tourists. When asked to rank the importance of various customer types in the retailer survey, 95% of respondents ranked Boulder residents as 95% “somewhat important” or “very important,” compared to 90% for residents of nearby communities and 82% for both tourists and Boulder

workers. Only 57% of the respondents ranked university students at the same level of importance. The full list of rankings is provided in **Figure QQ** below.

Figure QQ. Retailer Ranking of Importance of Customer Segments



Source: 2019 Boulder Citywide Retail Study Retailer Survey

These rankings reinforce the open-ended comments from retailers citing the desirability of Boulder as a place to do business because of the variety of customers they can attract.

Retailer Exit Interviews

In addition to business licensing data and retailer survey responses, the study also engaged retail operators that had closed their Boulder locations within the past two years. Not surprisingly, their responses mirrored many of the concerns of retailers who continue to operate in Boulder.

The challenge to this component of the study was finding businesses that wished to speak with the city about their experience. As reported in the May 21, 2019 council update, several businesses no longer had working emails or phone numbers. After considerable research and outreach to meet the goal of 20 interviews, the Boulder Small Business Development Center (SBDC) eventually conducted a total of 22 interviews. These were performed in-person and in a confidential manner. An overview of the aggregated findings is provided in **Appendix J: SBDC Exit Interviews – Summary**.

Some notable themes include:

- Businesses located in Boulder because they loved the city and the customer base they thought they could attract. The reality did not necessarily live up to expectations: Pearl Street operators, for example, reported many customers that were “just looking,” University Hill operators reported lower than anticipated business from students and CU staff, and Gunbarrel operators reported paying Boulder prices for rent, but did not get the foot traffic they expected.
- Those that re-opened in a new location primarily relocated to Denver, Golden, Lafayette and Longmont.

- Ten out of the 22 respondents indicated they would locate in Boulder again if they could.

Key themes from the exit interviews mirrored challenges cited in the current Boulder retailer survey responses, i.e. high rents, difficulties with staffing, parking and city regulatory processes. The SBDC asked respondents to suggest any steps the city could take to be more supportive of current retail operators. The responses included:

- Help with licensing. Finding the right department is hard to navigate if you haven't opened a business in Boulder before.
- A zoning advocate to help with information exchange.
- Creating opportunities for pop-up shops and shared spaces for more energy and interest.
- Provide resource lists to businesses to help understand the support channels the city has to offer.
- Help small businesses to purchase commercial property.

The retailer exit interview findings reinforced the finding that the strategy should explore supporting small businesses and maintaining the city's competitive advantage as a retail location by looking for opportunities to streamline and help navigate city permitting processes and ways to reduce the cost of doing business. In light of the comments above, staff would also add consideration for expanding opportunities for affordable commercial spaces.

V. CITYWIDE RETAIL STRATEGY FRAMEWORK

The wide-ranging nature of the study yielded a variety of avenues for further exploration in the Citywide Retail Strategy, with an eye toward meeting the BVCP's goals of supporting commercial affordability and maintaining a vibrant retail base.

The multiple topic areas suggested for further exploration throughout the report are consolidated below into two primary areas of inquiry.

Leverage Existing Retail Inventory to Address Unmet Needs

Given Boulder's negative absorption rates and high vacancies in certain areas of the city (and the likelihood of potential additional vacancy), there may be little need to pursue the construction of significant additional retail space. The findings do support, however, an exploration of how Boulder's existing retail space can be reconfigured and better utilized to meet the needs of its residents and workers.

Staff recommends taking a comprehensive look at the location and size of existing retail vacancies, and whether these can offer opportunities to attract the types of stores that respond to shopper survey respondents' unmet needs, or if the city can play a role in helping owners to reconfigure these spaces to attract these types of retail tenants.

This would include seeking affordable goods and apparel and food store options that are more inclusive. The former would improve Boulder's ability to serve the retail needs of

its lower income residents and offer an alternative to spending their retail dollars in neighboring communities. The latter would improve the ability of Boulder to provide retail goods that are more welcoming and inclusive and help offset the downward trend in food store and apparel sales tax revenues.

This would also include looking at the types of retail needed to meet the needs of residents and workers in areas of the city that are not as well-served. For example, expanding food store access in the Vista Village neighborhood and expanding café/dining options near employment centers in the eastern and southern areas of the city.

This effort would include an eye toward providing the types of retail (and the retail experience) that will capture more worker and non-resident spending. As seen in the study, this becomes more important as Boulder's population ages and its number of fixed income households increases. The high pull factor of much of Boulder's retail across multiple industry categories indicates that this non-resident spending is essential to maintaining current levels of retail sales tax revenues. The strategy should also continue to monitor the evolving impacts of online sales and sales tax regulations on city sales tax revenues.

Supporting the goal of enhancing the vibrancy of the city's retail base, the strategy should reflect survey respondents desire for retail districts to prioritize "selection" and "clean and safe" as top priorities.

Identify Impactful Enhancements to Support Small Businesses

The topic areas not covered in the first area of inquiry for the strategy generally fall under a second primary area of inquiry: how to support the sustained viability of small businesses. This second area will look at ways to respond to the retailer survey respondents' feeling that it is getting more difficult to do business in Boulder.

To remain competitive with its neighbors as a desirable place to locate retail businesses, the strategy will need to examine possible differences in the city's approach to permitting, its regulatory fee structure and commercial parking requirements.

It will include a look at why retailers and restaurant operators expressed higher levels of dissatisfaction with doing business in Boulder than service businesses. This could include examining the process to establish a retail business in Boulder to identify opportunities to streamline this process, make it more transparent, or respond to more specific input (to be determined) with what other improvements would increase levels of satisfaction.

The strategy will look at issues of housing affordability and parking for employees as key challenges for retailers' ability to attract and retain good employees. This might include exploring programs to increase affordable parking access for workers, emphasizing the optimization of existing infrastructure and/or partnerships.

Lastly, the strategy will explore the perception that Boulder is a more expensive place to do business, despite rents and taxes that are in line with neighboring communities. This

could include an assessment of pass-through costs and other cumulative expenses that increase the cost of doing business.

VI. NEXT STEPS

The next steps toward pursuing the Citywide Retail Strategy are:

1. Based on feedback from City Council at the July 9, 2019 study session, staff will update the primary areas of inquiry and framework for the strategy and post these to the Citywide Retail Study/Strategy page.
2. The interdepartmental staff team supporting the initiative will discuss staffing and budgeting resources needed to complete the strategy between August-December 2019.
3. Staff will develop a community engagement plan for pursuing the strategy and begin public outreach.
4. Council will receive a mid-project update in a Heads Up, Information Packet or study session.
5. Staff will develop a list of actionable tasks to achieve the goals of the strategy for council review and consideration by the end of the year.

Appendix A: Local Perceptions and Behavior

Central to our work has been obtaining a better understanding of the degree to which the City is meeting inclusivity goals with respect to serving all citizens' retail needs, attracting and retaining independent businesses, and understanding how Boulder compares with peer and neighboring communities.

Many important aspects of Boulder's current retail situation cannot be gleaned from available governmental or commercial data providers. To complement these secondary resources and to fill in key information gaps, we conducted four original surveys in the Boulder market:

1. Shopper Survey of Boulder residents, and workers employed in Boulder,
2. One-on-one Stakeholder Interviews,
3. Retailer Survey of shops, restaurants, service providers and other sellers and service providers located in the City, and
4. Former Retailer (or Exit Survey) of retailers and service providers formerly but which are no longer operating within the City.

In the case of all surveys, the survey design was the consultant team's responsibility. Staff assisted with the survey design. The City was then responsible to develop a plan to implement the survey. Staff developed a plan with the goal of obtaining as broad a sample as possible, executed that plan, and provided the consultants with results as summarized by the survey software, and the underlying raw data. The consultant team was then responsible to interpret the data, and to report the interpreted survey results. Their results as summarized by the survey software is attached as Exhibit "C", and an open ended question summary is attached as Exhibit "D".

Respondents sampled in the shopper and retailer surveys provided answers to questionnaires designed to explore their behaviors and attitudes relative to shopping for or selling goods and services in the City as the case might be. Some initial findings were presented to Council by staff on May 21, 2019. The more detailed description of objectives, delivery methods, sample details, and key findings for each survey presented in the sections below will give a more in-depth and nuanced picture of what was and was not learned.

The Exit Survey was conducted by the Boulder Small Business Development Center which compiled and summarized results which were then provided to the City and the consultant team. Respondents answered questions designed to reveal their experience operating businesses in Boulder as well as to elicit the reasons behind their businesses' closure or relocation. The consultant team conducted the stakeholder interviews independently.

Shopper Survey⁴

Objectives

The Shopper Survey was primarily designed to address the question of how well Boulder’s retail, dining and service offerings meet the needs of Boulder residents and workers. Questions probed shoppers’ current shopping/spending behaviors across a range of retail, dining/drinking, and service categories. In addition to exploring shopping behaviors, the survey was designed to capture attitudes and perceptions related to the patronage (or lack thereof) of Boulder establishments.

Method

Shopper Survey responses were gathered from participants via online questionnaires after postcard notices, inserts in utility bills, and other outreach methods.

The questionnaire included both open-ended and multiple-choice questions designed to explore the above topics and took approximately fifteen minutes to complete. Participants were kept anonymous but were invited to leave contact information for potential qualitative follow-up research (ie. focus groups).

Attention was made to gathering responses from a broad socio-economic spectrum in Boulder. The City made particular allowances to gather information from difficult to reach and under-represented groups including a subset of questionnaires administered in person and at special events. The following chart shows where respondents heard about the survey:

| Row Labels | \$0 to 35K | \$35 to 100K | \$100K+ |
|----------------|------------|--------------|---------|
| CardHome | 7.90% | 13.80% | 13.50% |
| email | 6.60% | 8.50% | 7.90% |
| CityWeb | 14.50% | 6.50% | 10.50% |
| Facebook | 11.80% | 10.60% | 6.20% |
| Newsletter | 9.20% | 8.90% | 7.10% |
| email at work | 2.60% | 5.30% | 8.60% |
| Media | 3.90% | 8.90% | 4.60% |
| CardCity | 6.60% | 4.90% | 5.50% |
| Nextdoor | 5.30% | 4.50% | 4.00% |
| Staff/City | 0.00% | 5.30% | 4.30% |
| friend | 3.90% | 4.90% | 3.70% |
| CU Boulder Day | 1.30% | 3.00% | 2.50% |

⁴ Note that the reference for findings in this section, unless otherwise noted, is the 2019 Boulder Retail Shopper Survey, as analyzed by Leland Consulting Group and Greensfelder Real Estate Strategy. There were a number of shortcomings in the City’s data collection efforts to which we are drawing attention because if a retail strategy or policy is based on the data set, it is important to understand the data’s limitations. To examples are (a) 90% of respondents were Boulder-headquartered businesses, so little data from non-local firms trying to operate in town, and (b) there were disproportionately few respondents that were low income or students. Additional sampling could resolve these and other sampling issues.

| | | | |
|----------------|--------|-------|-------|
| twitter | 1.30% | 2.00% | 3.70% |
| CardStore | 5.30% | 1.60% | 2.80% |
| Chamber | 0.00% | 0.00% | 4.00% |
| EFAA | 10.50% | 0.00% | 0.00% |
| family | 0.00% | 1.20% | 0.60% |
| meeting/event | 2.60% | 0.40% | 0.60% |
| Nbhd mtg/assoc | 0.00% | 0.80% | 0.60% |
| Social Media | 0.00% | 1.20% | 0.30% |
| senior e-mail | 2.60% | 0.40% | 0.00% |
| Coworker | 0.00% | 0.40% | 0.60% |
| YOAB | 1.30% | 0.80% | 0.00% |
| CVB | 0.00% | 0.40% | 0.60% |
| DBP | 0.00% | 0.40% | 0.60% |

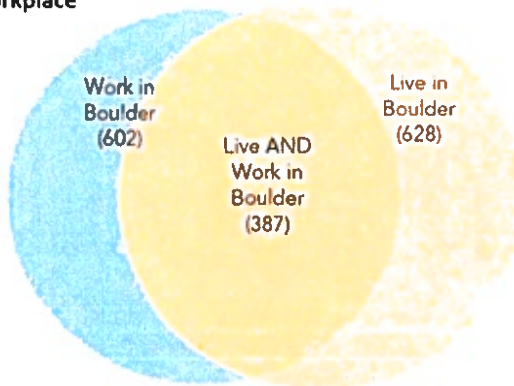
- Lower income respondents were more responsive to CityWeb, Facebook, and the EFAA event, and less likely to have been brought in by the home postcard or by e-mails.
- A fair amount of respondents were City and County employees which may skew results due to, among other things, income levels.
- Limitations on these initial findings are noted in the introduction to this Study.

A Spanish translation version was available. Outreach through Boulder employers helped to supplement the sample of people employed in Boulder but residing outside the City.

Sample Characteristics

The shopper survey generated a sample of 916 total completed questionnaires, including a set of 628 Boulder residents overlapping with a set of 602 Boulder-based workers. 387 respondents were both Boulder residents and Boulder employees, as shown in the diagram below.

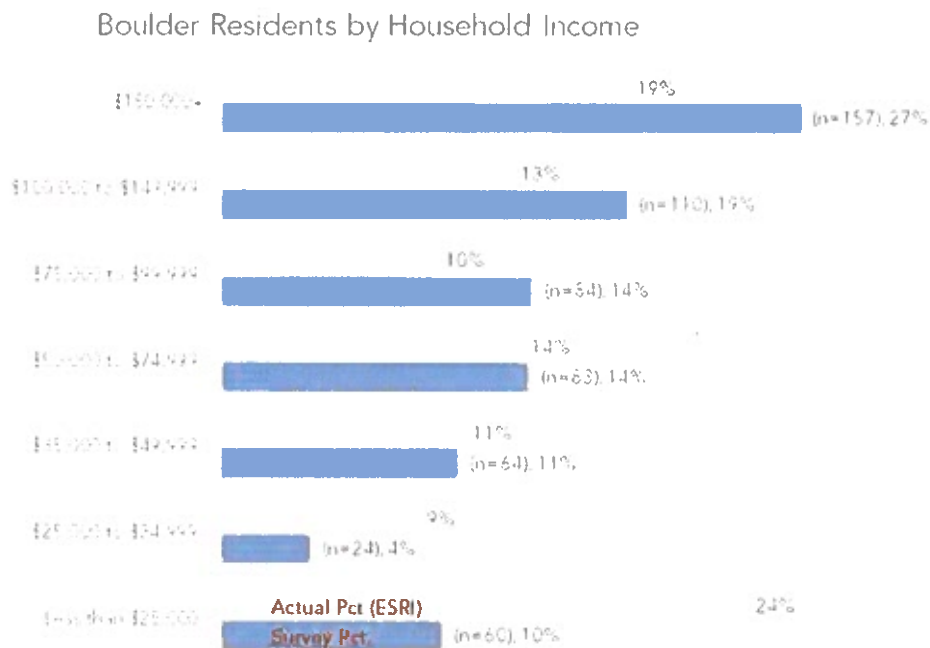
Sample, by Residence & Workplace



One of the stated purposes of this study is to evaluate if retail is serving all groups. For this reason the survey was designed so that an understanding of needs, satisfaction, and habits could be evaluated across all income groups in Boulder. The City's implementation plan

intended to reach all groups, with a particular focus on reaching underrepresented groups including low income respondents and university students. The following chart shows the response rate for each of these groups relative to each group’s representation in the general population.

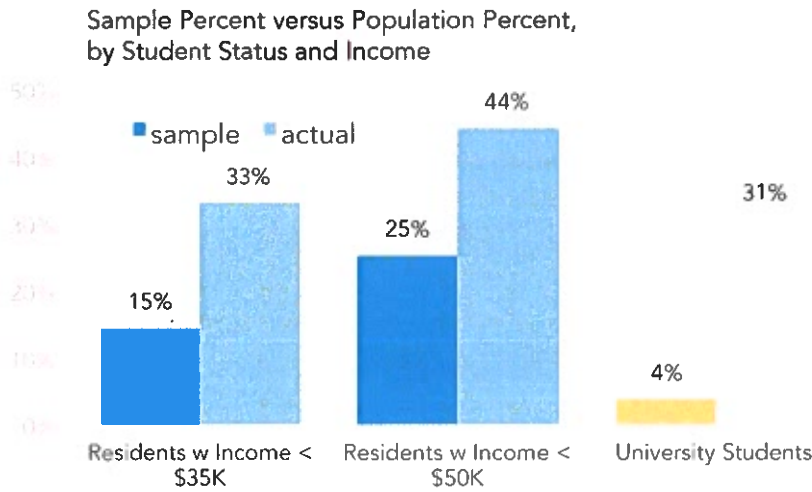
A chart showing the response rate by income group with reference to the same group’s representation in the general population follows. (Note that *n* in this chart is lower than the 916 total responses because 56 respondents declined to give income information.)



Of 916 respondents, only 29 full-time students and 84 residents with incomes under \$35,000 ultimately participated in the sample, despite extra outreach efforts to boost participation among those groups. Both are significant under-representations as compared with the overall population in each group. The low participation rate of university students resulted in a sample that under-represents younger and exacerbates the under representation of lower-income shoppers.

Of the 29 students who did participate, their profile was atypical of actual CU-Boulder enrollees, especially in terms of age. The university’s student body includes about 15% over the age of 24, whereas our sample had nearly three times that share. To avoid drawing potentially erroneous conclusions about Boulder students in general, we chose not to show

subtotal breakouts for that segment. However, since all but seven of the student respondents were also Boulder residents or workers, they are included in those sample groups.

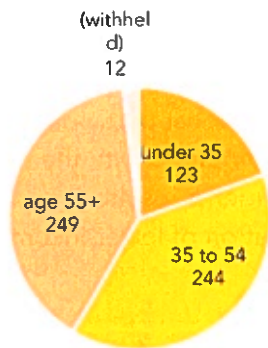


Source: Leland Consulting Group, Greensfelder Real Estate Strategy

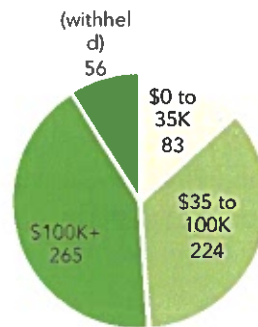
The consultant recommended extending the survey period in order to obtain a response distribution more closely resembling Boulder’s income distribution and student population, however, staff instructed the consultant team to analyze survey data without obtaining additional responses.

The following charts show response rates by age and income:

Sample, Boulder Residents by Age

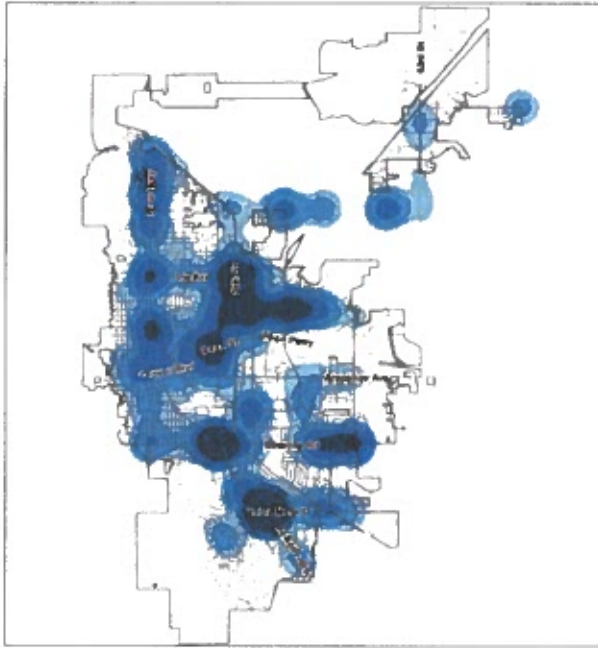


Sample, Boulder Residents by Income

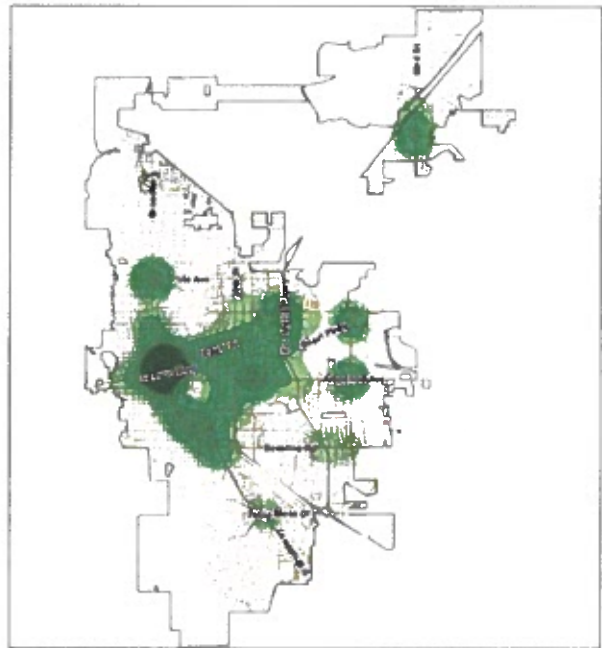


As discussed in greater detail below, income and age proved to have a relatively weak relationship to overall retail satisfaction levels and key behavioral measures of shopping in Boulder versus in nearby cities.

Following are heatmaps showing where survey respondents live and work (darker colors indicate greater concentrations):



Residents



Workers

Source: City of Boulder, Leland Consulting Group, Greensfelder Real Estate Strategy

Findings

Findings for each main questionnaire section are shown below, either for the sample overall or cross-tabulated by demographic or geographic factors, depending on relevance to the survey goals.

Current Satisfaction

We began by directly asking a question addressing one of the chief concerns of the City to be addressed by this effort: *How satisfied are you with the availability of goods and services in Boulder that meet your basic needs?*

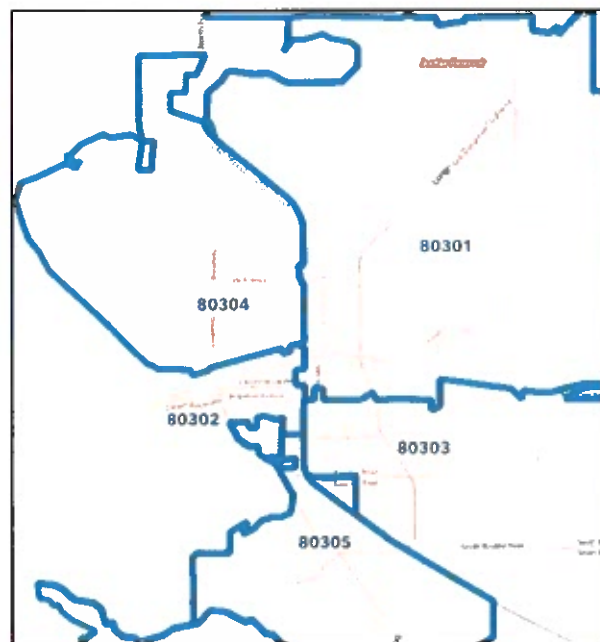
With five possible responses ranging from *very satisfied* to *very dissatisfied*, the results from Boulder residents are summarized below, by respondent home ZIP codes (a ZIP code map follows).

Overall Satisfaction with Basic Retail, by Boulder Home ZIP



Zipcode Reference Map

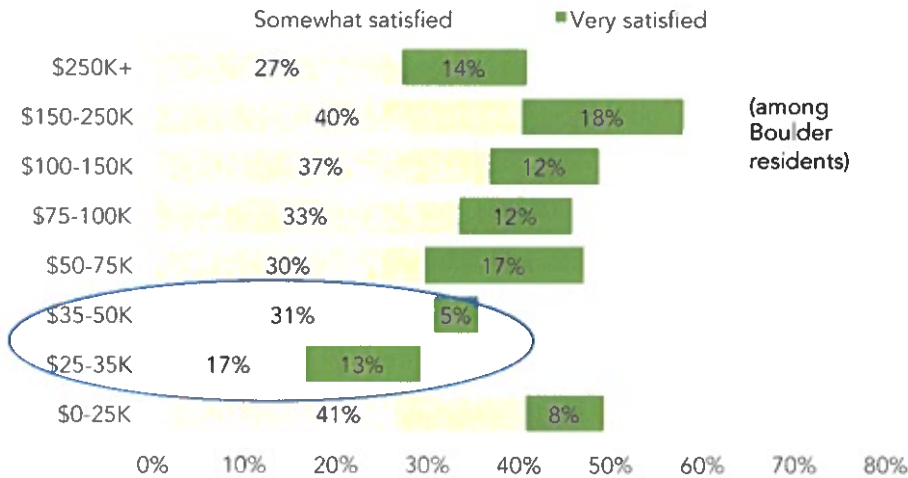
- As shown above, regardless of home location, respondents were generally satisfied with Boulder’s basic retail offering – with 71% to 75% of residents at least somewhat satisfied across all ZIP codes.
- Northwest Boulder had the highest percentage of very satisfied residents. Residents living in northeast Boulder, including Gunbarrel, were less likely to indicate they were very satisfied.



A logical hypothesis related to resident demographics and their access to retail is that lower income residents will be less satisfied with Boulder’s retail offering and might have more trouble finding the basic they need at Boulder stores. The chart above, however, suggests that resident income is *not* strongly correlated with the ability to find basic goods.

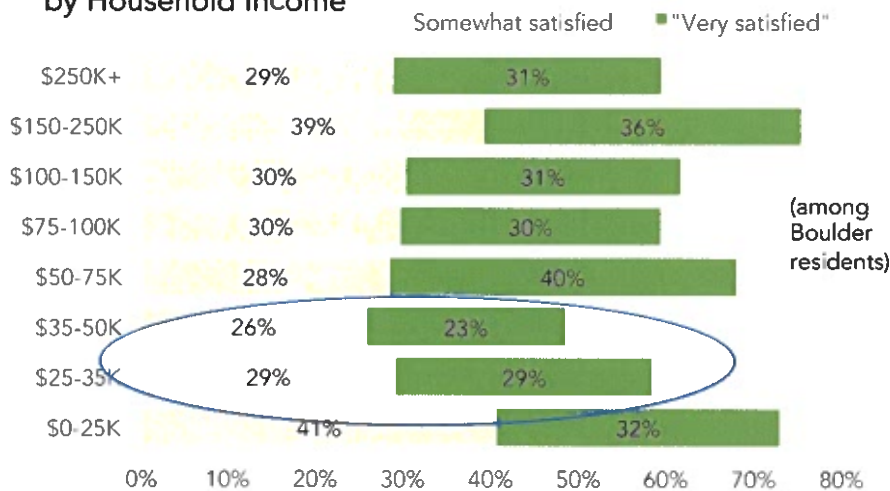
In terms of satisfaction with Boulder’s retail offering, the picture is a bit more nuanced. Income was similarly shown to have little impact on residents’ *overall* satisfaction with basic retail in Boulder, as shown below. Consistent income-related differences did, however, emerge when we looked at more detailed aspects of resident satisfaction. In each of the following three charts, longer bars represent higher levels of satisfaction.

Satisfaction with Basic Retail AVAILABILITY in Boulder, by Household Income

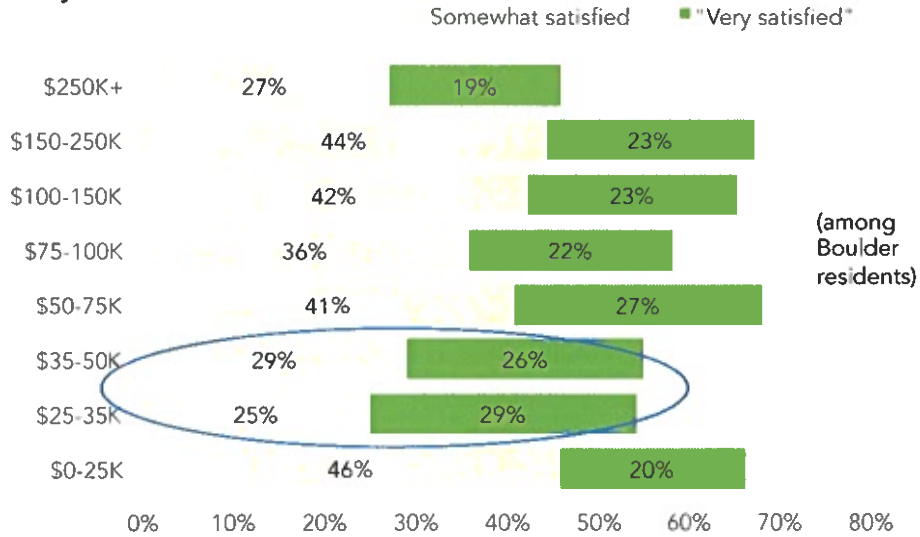


In subsequent questions, respondents were asked to think about the basic retail offering near their home and for opinions specifically with respect to PRICE, AVAILABILITY and SELECTION. When probed further about the basic retail PRICES near their Boulder homes, we do see an expected dip in satisfaction for lower income respondents. The same dip is seen for satisfaction with basic retail AVAILABILITY near home. Both findings are circled in the charts that follow.

Satisfaction with Basic Retail PRICES in Boulder, by Household Income

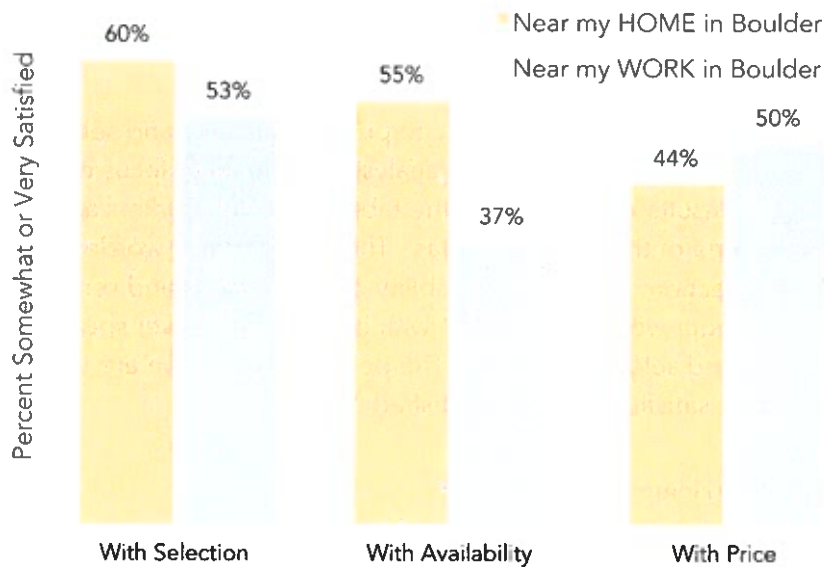


Satisfaction with Basic Retail SELECTION in Boulder, by Household Income



Looking at satisfaction ratings broken out by SELECTION, AVAILABILITY and PRICE criteria, but this time comparing resident ratings of retail *near home* with workers ratings of retail *near work*, we find generally higher satisfaction with retail *near home* than retail *near work*, as shown below:

Satisfaction, Shopping for Basics



The imbalance in satisfaction with availability is explained by looking at some of Boulder's largest employment concentrations:

- As observed during our field work and confirmed by the recent Downtown study's retail inventory, Downtown employees have a good selection of restaurants, bars and specialty shops downtown, but little in the way of daily necessities.
- Similarly, CU employees have few retail options on campus outside of the University Memorial Center which caters primarily to students, especially for basic needs, and likely have to leave campus at some inconvenience.
- Northeast Boulder's employment concentrations are well-separated from the 28th Street retail cluster, and most are not convenient to the neighborhood/community retail center in Gunbarrel.

For a more fine-tuned analysis of retail satisfaction by geographic location, we also looked at survey responses to those same questions by respondents' home and work locations by assigning respondents to their nearest retail node area (as defined in Part I).

To understand their specific home and work geography, we ask respondents to give us the cross-streets nearest to their residence or workplace (or both, in the case of respondents who both live and work in Boulder). These open-ended responses were converted into map points by the City's GIS staff.

Of the participants with valid responses (some left the question blank and some gave answers that could not be geo-coded), we had a sample of 517 Boulder residents, including 395 within retail node areas and 122 outside or a retail node but still in Boulder. From the pool of Boulder workers, we had a usable sample of 510, including 417 inside node areas and 93 outside any node.

Because the more detailed satisfaction questions (specific to price, availability and selection) were shown to yield more response discrimination in the analysis, we chose to focus on those rather than “overall” satisfaction. Results are detailed in the table below for workers and residents who live or work within one of the ten node areas. The question was worded “Are you generally satisfied with the selection, price and availability of basic goods and services near your home in Boulder?” (or “near your work in Boulder”), with prompts to answer specifically with regards to availability, price, and selection, in turn. The percentages shown are the sum of those saying they were “somewhat satisfied” or “very satisfied.”

Satisfaction with Basic Retail Near Home and Work

(Percent Somewhat to Very Satisfied)

| | Boulder Residents (basic retail near my home) | | | | Boulder Workers (basic retail near my work) | | | |
|------------------|---|-------|-----------|----|---|-------|-----------|-----|
| | Availability | Price | Selection | n= | Availability | Price | Selection | n= |
| Basemar | 43% | 45% | 61% | 49 | 43% | 26% | 48% | 46 |
| BVRC-29th St | 61% | 39% | 68% | 31 | 69% | 53% | 70% | 83 |
| Gunbarrel | 36% | 36% | 45% | 11 | 54% | 39% | 46% | 28 |
| Meadows | 54% | 49% | 69% | 35 | 54% | 38% | 46% | 13 |
| N 28th St | 65% | 46% | 67% | 79 | 39% | 33% | 47% | 36 |
| N Broadway Annex | 49% | 43% | 54% | 35 | 22% | 33% | 44% | 9 |
| North Broadway | 52% | 41% | 70% | 27 | 53% | 33% | 47% | 15 |
| Pearl St | 53% | 28% | 56% | 32 | 50% | 32% | 57% | 135 |
| Table Mesa | 57% | 48% | 58% | 77 | 44% | 31% | 44% | 16 |
| The Hill | 42% | 37% | 47% | 19 | 61% | 39% | 56% | 34 |

Darker green cells indicate a higher percentage of respondents satisfied. Note that resident satisfaction with the availability and selection of retail basics (again, adding somewhat and very satisfied) is above 50% for more than half of the node areas. In fact, only a majority residents living near The Hill and Gunbarrel were less than satisfied on perceived selection (although based on a small sample size of 11).

A minority of residents of every node and also for those working near all but one node (the retail/restaurant-heavy BVRC-29th Street area) were satisfied with price.

To make the node differences easier to visualize, we show the same results graphically in the scatter plots below, first for residents, then workers (focusing on just the Availability and Price questions, since availability and selection responses were generally highly correlated).



Shown nearer the top of the plot, residents living near North Broadway, Meadows, BVRC-29th Street, and N. 28th Street had the highest satisfaction with basic retail selection. Although no node had a majority of residents who were satisfied with price, the nodes shown towards the right of the chart scored the best: Meadows, Table Mesa, N. 28th St. and Basemar.

Residents living near The Hill and Gunbarrel scored low on satisfaction with both selection and price, while Pearl Street earned the lowest resident scores for price (not surprising given its emphasis on fine dining and visitor-friendly boutiques).

Satisfaction with Basic Retail Near My Work



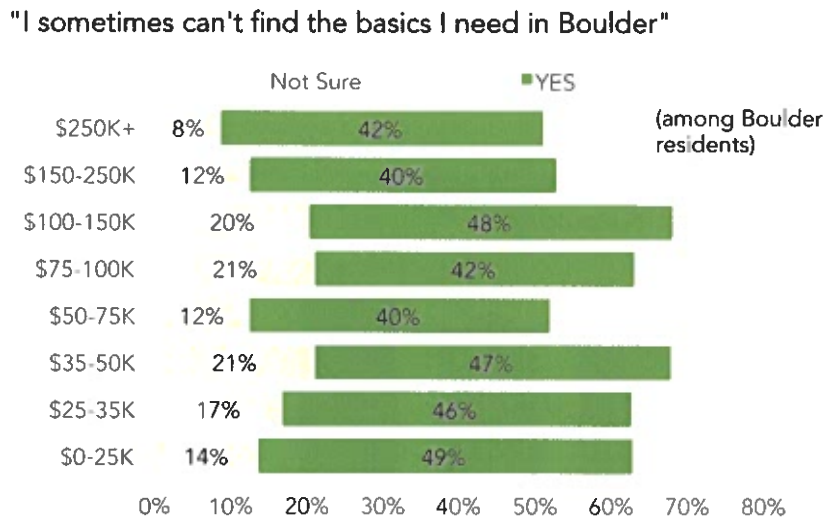
Note the considerable difference in worker’s ratings for their nearby node, relative to the resident’s ratings just shown. The Boulder Valley Retail Center-29th Street retail cluster has the most workers satisfied with selection, by far, and is the only node for which more than half of workers are satisfied based on price. That area’s mix of mid-priced dining and shops (higher than most on its mix of national chains) is apparently a good fit with the basic needs of that area’s workforce -- many of whom also work in retail and earn towards the lower end of the pay scale.

The change in ratings for Pearl Street and The Hill is also of interest. While residents living near those nodes had satisfaction ratings near the bottom for price and selection (likely because of the relative lack of everyday shopping options like grocery stores and drugstores), those working in those nodes had higher satisfaction with selection than workers near other nodes. Price satisfaction with Pearl Street and The Hill was similar across residents and workers in an absolute sense, but for the worker group those areas were at least no longer at the bottom of the pack.

The Meadows and N. 28th Street scored impressively towards the upper-right in the resident-based ratings, but fell to the middle of the pack for workers. The scores for the Meadows are likely related to the fact that there are only four restaurants in that entire node area. For N. 28th Street, where restaurants are actually plentiful, the fall-off in workers vs. residents may have more to do to the fact that its dining and retail options are quite strung out along 28th Street in a much less pedestrian-friendly environment that, say, Pearl Street or the Hill.

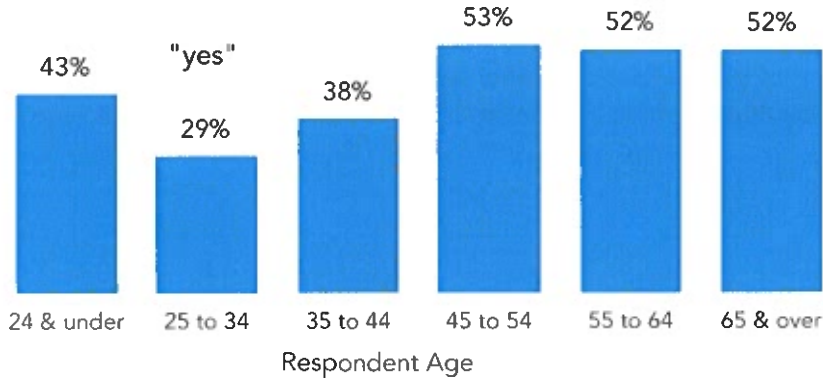
What's lacking?

When asked if residents had trouble finding basic goods in Boulder over the past year, respondents were fairly evenly split, with just under half saying "yes," a finding that generally held true across all income categories, as shown in the following chart.



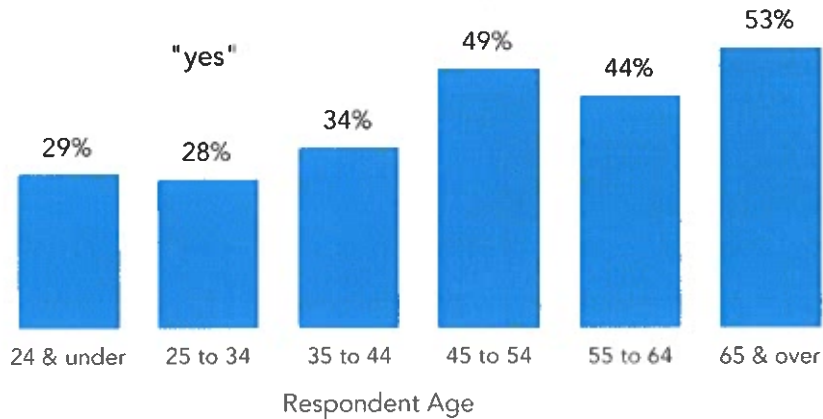
Responses to the same question, separated by respondent age (for Boulder residents) shows that younger residents, especially young adults aged 25 to 34, were significantly less likely to report difficulty in finding needed basics in town. One theory about this finding may have to do with the increasing list of necessities accumulated by households as they age into parental and then senior citizen life stages.

Boulder Residents: Are there any basic goods and services you need but can't find in Boulder?



Findings among Boulder workers, shown below, follow a nearly identical pattern, with one difference being that the youngest workers (under 25) now also have little difficulty finding necessities. One theory about this finding is that workers this age have fewer necessities to purchase).

Boulder Workers: Are there any basic goods and services you need but can't find in Boulder?



The following products and store categories were mentioned in an open-ended follow-up question asking respondents to list what basics they found lacking in Boulder. The following table shows the most common categories mentioned:

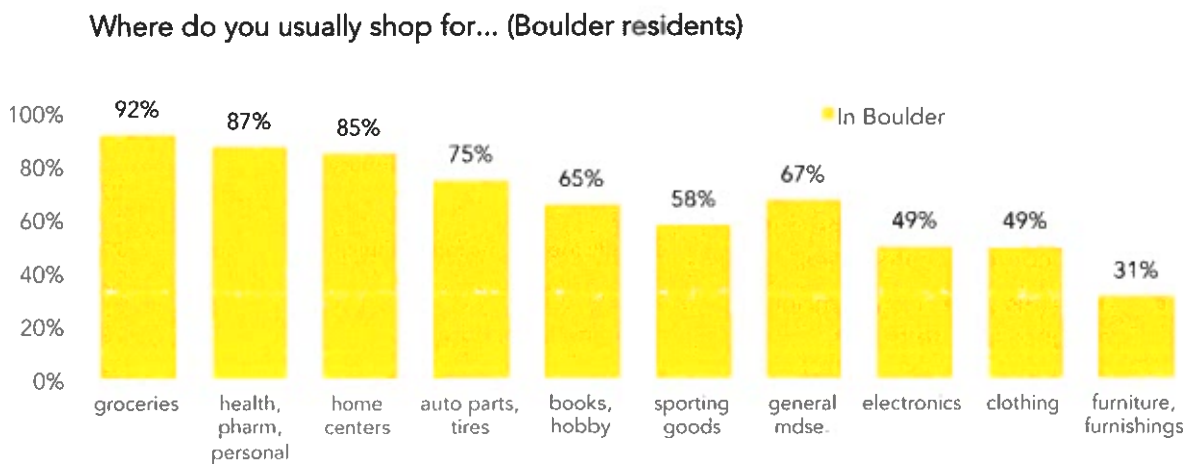
| | Item or Category Unable to Find | Respondents Mentioning |
|---|--|------------------------|
| <ul style="list-style-type: none"> Apparel, including men's and women's clothing and shoes, topped the list, cited by 132 total respondents – far above any other category. | apparel, shoes | 132 |
| | affordable (in addition to category) | 107 |
| | furnishing, décor, furniture | 40 |
| | food service, restaurant | 31 |
| <ul style="list-style-type: none"> Mentions of affordability, expense, "reasonably priced," and similar phrases were included in over 100 responses, with many participants making it clear that, in many cases, needed products are technically available in Boulder, but just not at reasonable prices. | sporting | 31 |
| | Walmart | 30 |
| | other | 30 |
| | Costco (or other warehouse) | 28 |
| <ul style="list-style-type: none"> Furniture/furnishings, restaurants (mainly fast/affordable), and sporting goods were the next most common categories. | hardware, materials, garden | 27 |
| | personal care, beauty, pharmacy, med supply | 27 |
| <ul style="list-style-type: none"> The list is sorted by number of responses. Note that in categorizing open-ended responses, we sought to group like-with-like, but sometimes erred on the side of preserving respondent specificity. For instance, because so many people chose to specify wanting a Walmart or Costco by name, we opted to keep those as separate response categories (rather than to group together with more general calls for affordability)⁵. While the results are tallied and sorted for ease of understanding, the question was qualitative in nature -- intended to help flesh out resident and worker desires alluded to in other, more quantitative questions about price and selection. | specific food items (non-ethnic) | 27 |
| | grocery, food for home | 25 |
| | maternity, baby, kid store | 25 |
| | home supplies, housewares | 21 |
| | department store (general, or specific other) | 18 |
| | electronics, appliances | 18 |
| | specific ethnic food(s) | 16 |
| | carwash, gas, automotive | 16 |
| | non-auto repair, svc | 16 |
| | bulk, outlet | 13 |
| | med, dentist | 9 |
| | thrift, 2nd-hand | 8 |
| | Other specific discount store (Dollar Store, etc.) | 7 |
| Radio Shack-type electronic/parts store | 5 | |
| local (in addition) | 5 | |

⁵ If a person mentioned wanting a Walmart, but then also made a more general comment about wanting more affordable stores, we tallied them in *both* categories.

Shopping/Spending Behavior – Traditional Retail

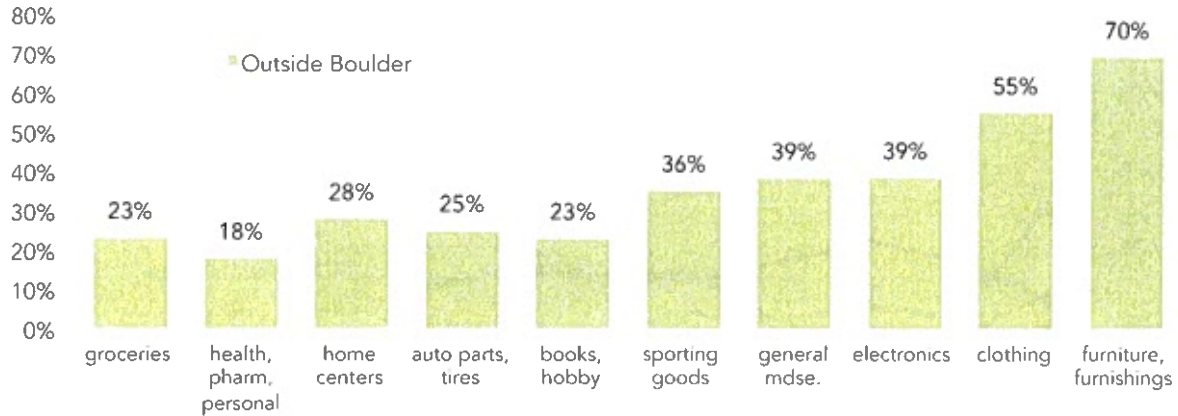
To address concerns about retail spending potential leaving the City, we asked a series of questions about behavior patterns across several retail, restaurant and service categories, as summarized below.

For each retail category, respondents were asked whether they usually shopped in Boulder, outside Boulder, or online. Respondents were allowed to indicate more than one “usual,” so percentages across options may total to more than 100%.⁶

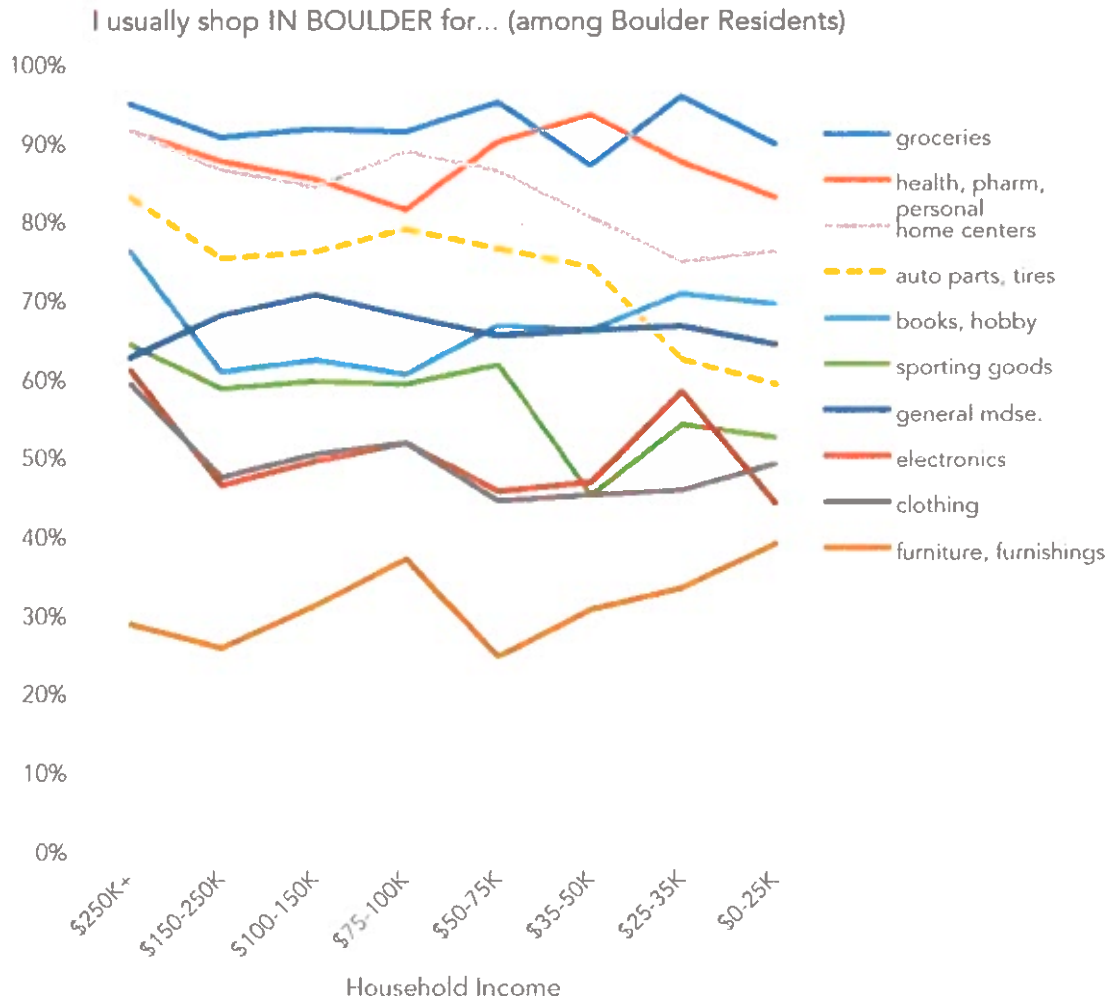


⁶ Because so many respondents chose to give multiple responses to our “where do you usually shop” question, we believe it is reasonable to assume that aggregated results across respondents reflect the relative frequency of shopping at the various store types.

Where do you usually shop for... (Boulder residents)



- Not surprisingly, Boulder residents tended to stay close to home when shopping for daily needs such as grocery and drug store goods, and home center/hardware supplies.
- Despite an Apple store and many apparel boutiques within the City limits, Boulder residents were much more likely to stray outside the City for both commodity and specialty goods including electronics, clothing, and home furnishings (shown in charts above and below).
- Broken out by respondent household income level in the following chart, we see that the propensity to shop in Boulder holds is relatively steady for each store-type category across income groups.



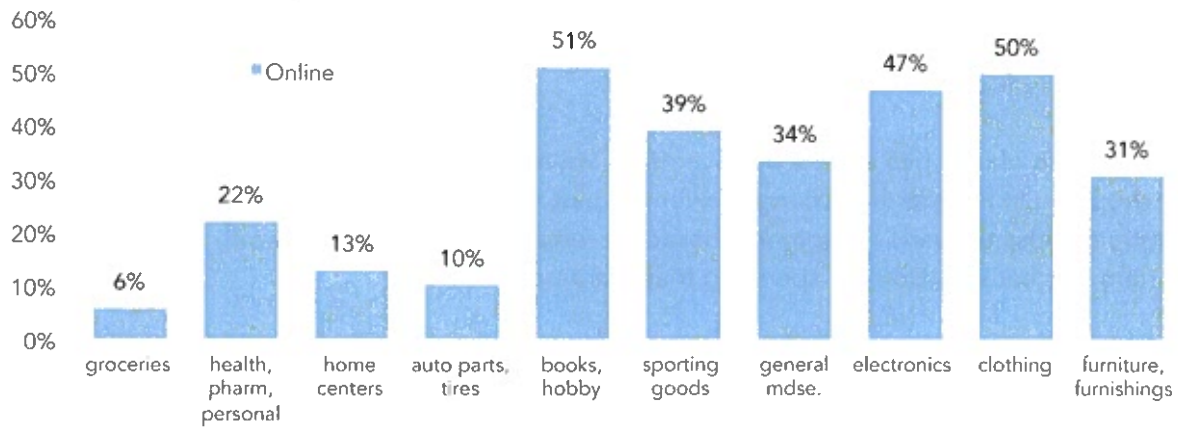
- One notable exception is in auto parts (dotted line above), for which lower income residents are considerably more likely to leave Boulder.

As expected, online shopping among Boulder residents is most prevalent for commodities such as books/hobbies, electronics, and sporting goods, but is also seen for several specialty retail categories:

- Apparel, more often thought of as a specialty retail category, saw similar on-line shopping pattern as many of the commodity categories. This apparel finding is consistent with online retailers removing barriers to purchasing specialty goods through alternative retail channels through free returns and application of technology such as "magic mirrors."

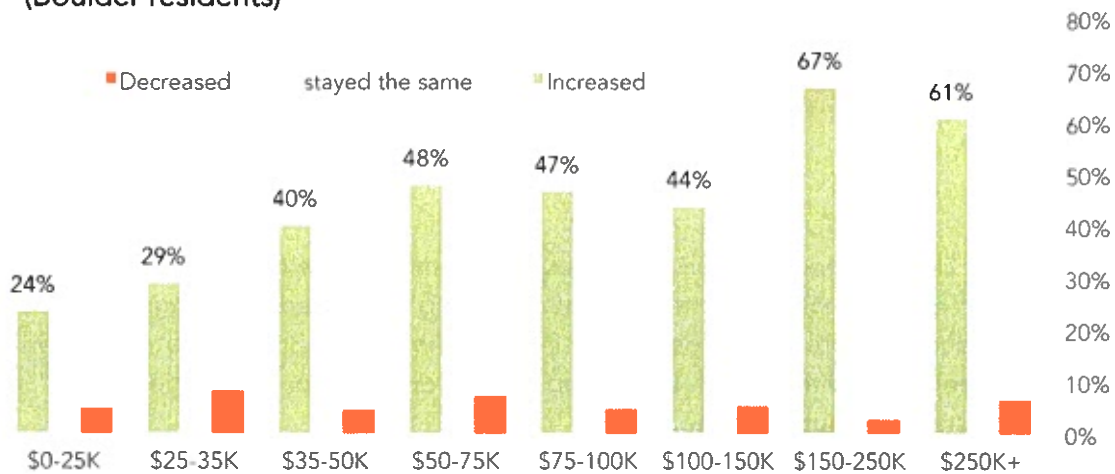
- The finding for book/hobby/music/toy stores is ironic given Boulder’s extremely strong pull factor for that category. This suggests two possibilities that may both be in play: 1) high-volume CU student textbook stores are probably a major part of the “pull”, and 2) other book, hobby, toy and music stores in Boulder may rely heavily on out-of-town visitors who seek out those stores for specialty shopping.

Where do you usually shop for... (Boulder residents)



Regardless of income, Boulder residents were more likely to say that their propensity to shop online had increased (versus decreased) over the past year, but increases were higher for higher income groups.

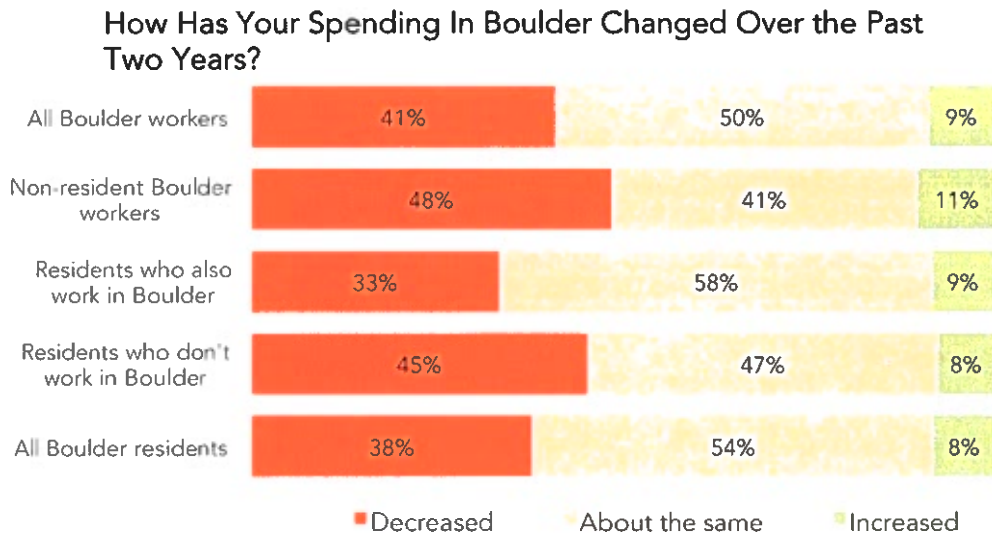
My online shopping has... (Boulder residents)



- Those earning in the top income tiers (\$150K and up) were more than twice as likely as the lowest income residents to report a recent increase in online shopping.
- From an inclusivity perspective, this finding may correlate with availability of discretionary income (less for low-income residents), with access to technology, or with both, however, these were questions that were not tested in the survey.
- Those in the lower income groups were also much more likely to score the question as “not applicable,” suggesting that online shopping was not yet a part of their behavior.

Reported Change in Boulder Shopping Habits

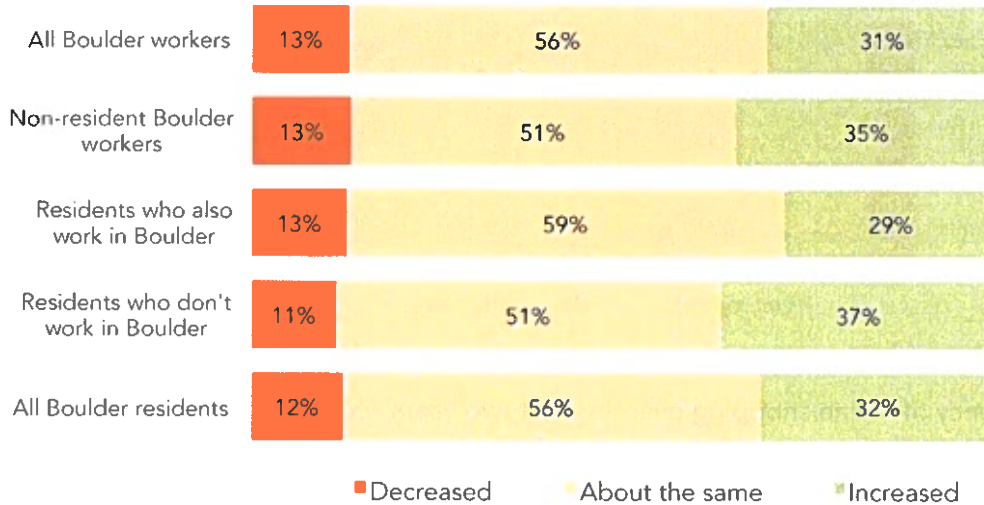
To get a sense of changes in behavior over time, we asked respondents to report on whether their shopping in Boulder had changed over the past two years. The results were remarkably consistent across the various segments based on residence and workplace, with more people reporting decreases in Boulder spending than increases.



The group least likely to report a decrease in Boulder spending were those who both live and work in Boulder. Even in that group, respondents reporting decreased spending outnumbered increased spenders by more than three-to-one. People who work in Boulder but live elsewhere reported the steepest decline. In fact, that group was the only one for which “decreased” outnumbered “stayed about the same.”

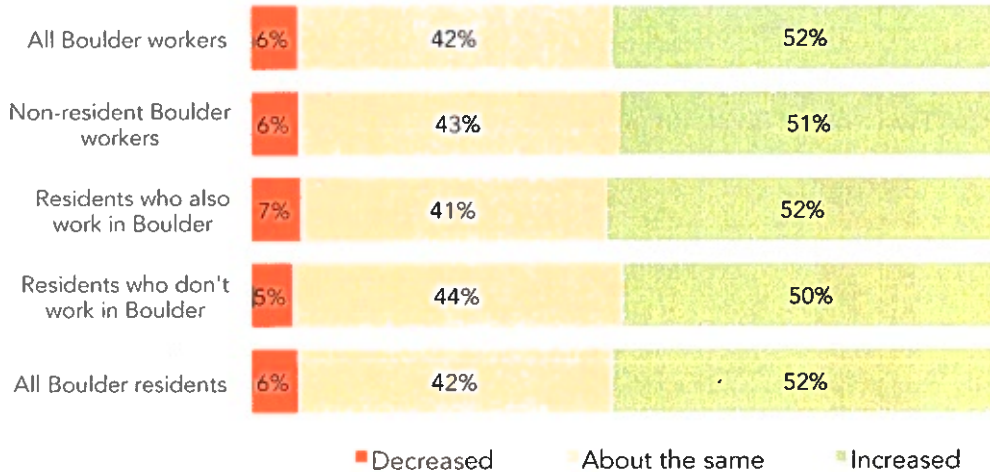
We then asked questions to better understand whether those decreased were due more to online shopping or to shopping outside Boulder. Again, the answers were quite similar across segments.

How Has Your Spending OUTSIDE Boulder Changed Over the Past Two Years? (excl. online)



Regardless of where respondents live or work, those reporting an increase in out-of-town spending outnumbered those reporting a decline in non-Boulder spending (excluding online purchases), with increases accounting for around one-third of respondents across all groups. As with the previous question, those reporting no change in spending behavior were the largest group across the board.

How Has Your Spending ONLINE Changed Over the Past Two Years?



Reported frequency of online shopping over the past two years, were essentially unaffected by place of residence and workplace, with just over half of respondents reporting increased online spending and very few reporting decreases. This chart excludes those selecting “does not apply”, but that accounted for less than five percent of responses.

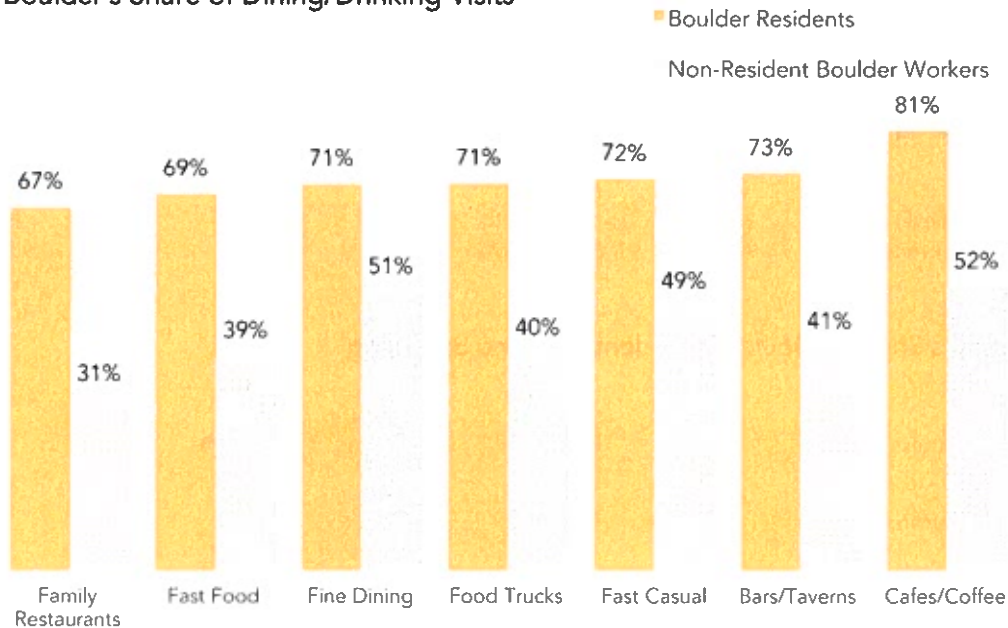
Looking at the same set of questions across income groups showed no consistent pattern linking income and trends in shopping in or outside Boulder (although, as reported previously, increases in online shopping did appear to be more prevalent among higher income respondents).

Given that the previous three charts all show higher reported decreases rather than increases in spending in Boulder in recent years (among both residents and workers), a reasonable inference that might be drawn, in light of the earlier findings of generally positive sales performance, is that the **visitor spending segment may be increasingly important in supporting retail sales and tax revenue flows.**

Shopping/Spending Behavior – Food & Beverage

In addition to retail store categories, we also asked a series of questions about residents’ and workers’ patronage behavior and attitudes relative to restaurants, bars, and cafes.

Boulder's Share of Dining/Drinking Visits



- Boulder residents are relatively consistent across establishment types in what percent of their patronage goes to businesses in Boulder, ranging from 67% for family restaurants to 81% for cafes/coffee shops.
- For Boulder workers (focusing on non-Boulder residents), the highest patronage shares for Boulder establishments are for fine dining, fast casual restaurants, and café/coffee shop, all of which received about one-half of respondents' "usual" visits.

Shopping/Spending Behavior – Service Categories

There was concern among a number of City leaders that services are not readily available to Boulder residents. Residents were asked where they usually go⁷ to patronize a variety of different types of service businesses:

⁷ As with shopping and dining categories, respondents were allowed to indicate both "in Boulder" and "outside Boulder" if both were part of their usual patronage behavior.

Where do Boulder Residents go for basic services?

| | Auto Repair | Banking | Childcare | Fitness | Hair Care | Non-Auto Repairs | Medical, Dental |
|---|-------------|------------|------------|------------|------------|------------------|-----------------|
| In Boulder (count of respondents) | 491 | 540 | 92 | 459 | 471 | 385 | 552 |
| Outside | 136 | 101 | 12 | 43 | 124 | 200 | 160 |
| n/a | 35 | 23 | 527 | 144 | 63 | 112 | 12 |
| Boulder Share (among category users) | 78% | 84% | 88% | 91% | 79% | 66% | 78% |
| Percent who never use | 6% | 4% | 84% | 23% | 10% | 18% | 2% |
| Percent who ever use | 94% | 96% | 16% | 77% | 90% | 82% | 98% |

Boulder's Share of Boulder Residents' Service Spending

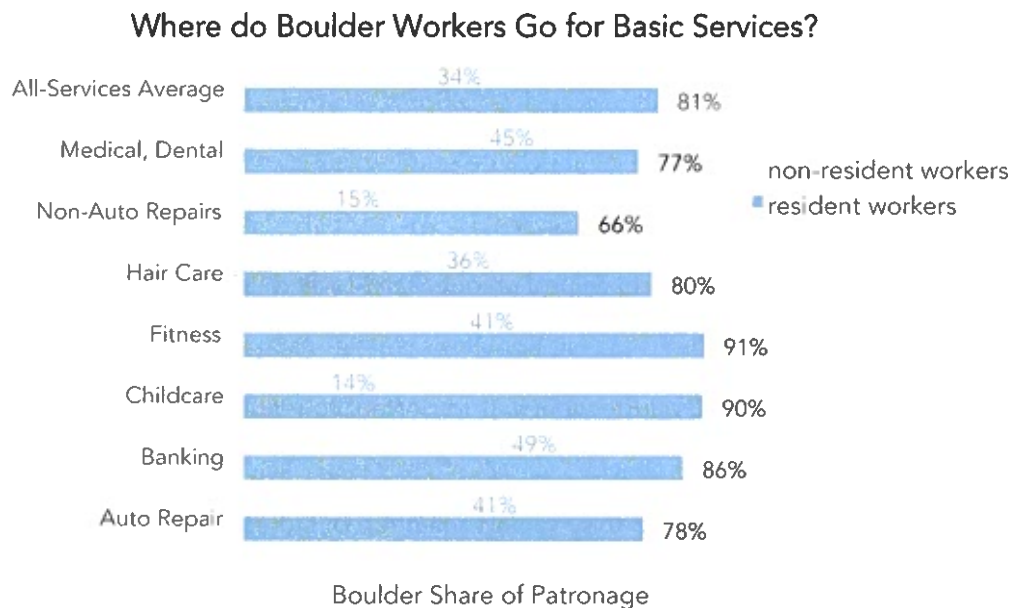
| | |
|------------------|-----|
| Fitness | 91% |
| Childcare | 88% |
| Banking | 84% |
| Hair Care | 79% |
| Auto Repair | 78% |
| Medical, Dental | 78% |
| Non-Auto Repairs | 66% |

- Residents gave fitness centers and childcare the highest average share of local Boulder patronage. For both categories, establishments in Boulder accounted for about nine out of ten resident visits.
- Banking, hair care, auto repair and medical/dental services were close behind with an estimated Boulder resident share in the 80% range across those service categories.
- The service category with the lowest local patronage was household/non-automotive repairs, where just 2/3 of usual visits took place in Boulder.
- There does not seem to be a paucity of available services in any category. No pattern was exhibited in respondents' open-ended replies singling-out a particular service category as lacking in the City.

Among Boulder workers, patronage behavior for basic services is strongly dependent on whether the worker also resides in Boulder, as shown below. Across all categories, Boulder workers who reside in Boulder stayed in town for 81% of service needs, while non-resident Boulder workers patronized Boulder service establishments about one-third of the time.

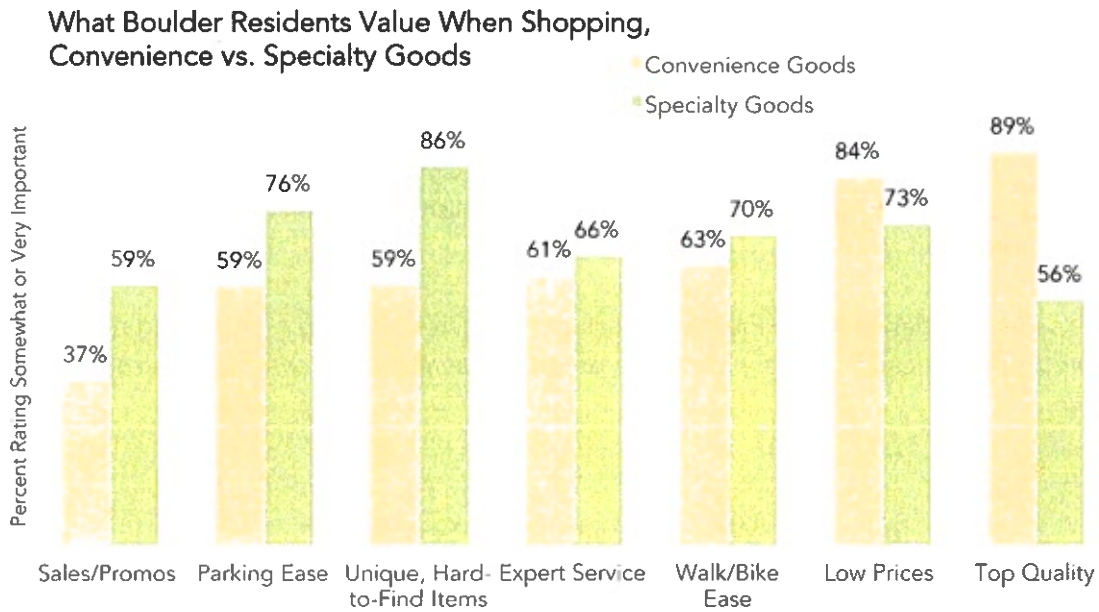
This resident/non-resident discrepancy was greatest for Childcare, where just 14% of non-resident Boulder worker business went to Boulder establishments, versus 90% if that worker lived in Boulder.

Boulder’s medical/dental and banking services did a much better job of attracting non-resident users -- probably because of the wide range of options available in town for those service types.



What Shoppers Value

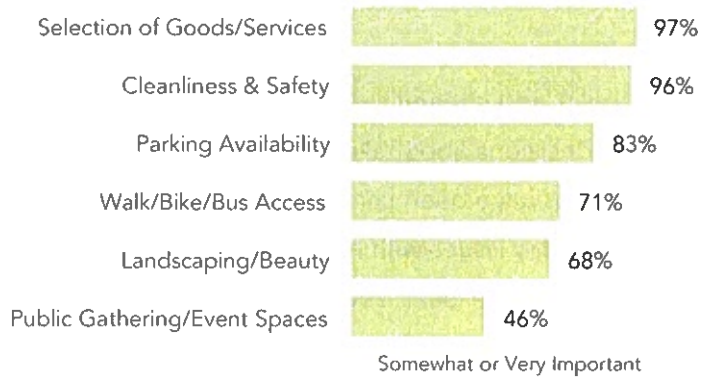
Based on the July 8, 2018 comments from City Council, we asked respondents to rate the importance of various store attributes when shopping for convenience items (like groceries), and again when shopping for specialty goods (like clothing):



- Quality and consistent low pricing emerged as the most valued attributes for convenience goods (84% and 89%) respectively.
- For specialty goods, Boulder residents valued unique/hard-to-find items and ease of parking as the most valued attributes.

When asked a similar set of questions to gauge what was important to respondent in a local shopping area in general (as opposed to a particular store type). When asked to “please rank the importance of the following local shopping area characteristics” (see chart that follows for list of attributes), Boulder residents indicated they valued selection of stores and safety/cleanliness the highest, followed by parking availability. Non-automotive access and attractive settings were also important to more than 2/3 of respondents, but rated lower than safety/cleanliness and parking.

What do Residents Value in a Local Shopping Area



| What Kinds of Stores Do You Wish There Were More Of? |
|--|
| More big box stores - like Walmart - would be convenient. I understand the ethical issues with Walmart and other stores, but it's necessary to shop there for many salary levels. |
| Lower price point fast casual and casual restaurants. More big box retail stores (Nordstrom, Wallmart). Larger / better stocked Best Buy, HomeGoods, Macys). Tesla. |
| Not sure |
| It appears the Boulder retail scene caters to boutique establishments that cater to professionals without children. It seems the retail vibe in Boulder is against corporate and "big box" establishments. It is ironic that when people are successful in keeping affordable corporate retail out of the city, they then go home and order their needs off of Amazon.com. I may be wrong, but that behavior seems a bit hypocritical to me. |
| More modern/European clothing. More modern/European footwear. More Chinese. |
| clothing, shoes, ethnic foods of a wide variety, affordable food/lunch |
| More mid-level clothing. The outdoor wear market is saturated with high price stores. I'd like to see more restaurants and more plant/landscaping options |
| Super Target, Walmart supercenter. Better restaurants. |
| I go to Denver for IKEA, but I don't want there to be an IKEA in Boulder. |
| Bulk good stores |
| More locally-owned affordable restaurants. More affordable, not high-end clothing and furniture/homeware stores |
| Mexican restaurants (authentic) and stores that sell Mexican products like Avanza, Liborios,Walmart Superstore, more fast food places like Carls Jr., Sonic, Chick fil a. |
| more vegan restaurants or restaurants the offered more variety. more store that offered the ability to refill beauty, household items easily. retail stores that offered vegan clothes and shoes. |
| I would love to see bigger variety of affordable restaurants, not the ones located on Pearl Street when only the richest can dine. We need more variety of French, Italian, American cuisine more affordable for lower income households. |
| Affordable clothing and shoes. |
| shoe repair? I'm sure it exists, but I haven't found it yet! More fast/causal that ARE affordable restaurants would be nice |
| More fast casual would be nice. Lossing Applebee's, OLive Garden, Old Chicago, and other likewise resturants was not great. |
| more gas stations, better dentists, more affordable retail stores for work clothing |
| More normal people kind of stores instead of high end boutiques. I also wish Boulder had fewer chain restaurants. |
| Clothing stores in South Boulder. Sushi restaurant in South Boulder. |
| Earlier answer to question covers this... |
| Clothing. Everything in Boulder falls into one of two categories - incredibly boring and basic, or very expensive. Low selection. Also, more eclectic stores, like Aria or Paper Doll used to be. I used to do tons of gift shopping at those stores, but they are gone, now. Rents are too high and it has driven out most local business, so there's nothing unique here anymore - so boring. If you want me to shop, I need something that doesn't put me to sleep. Also, there are no kid's shoe stores left in Boulder. Literally have to leave the city to get those. Men's clothes are also super-boring unless it is sport-specific. |
| RV supply (the one we have stinks), contractors for home repairs, discount stores, storage that is affordable |
| Fast food, gas and food markets, specialty shops |
| Clothing, gifts, used items, kitchen gear, food trucks, restaurants, kid stuff - trampoline parks, etc. Teen-ager stuff, rental halls for big parties. |
| The variety of good available in Boulder stores has decreased. This is what drives me to order on line. I rather shop locally. However if goods not present, I have no choice. This is true of food, clothing, and other goods. |
| General merchandise, unique non-chain stores |
| Clothing stores. A Costco. |
| Discount stores like TJ Maxx, Sierra Trading Post, high quality shoes, venues for local musicians, gift/jewelry stores with local art, affordable clothing (Old Navy, |
| Price is my biggest issue. I tend to only be able to shop at Target, Safeway, Trader Joe's and Home Depot where prices are the same in or out of Boulder. I miss no longer having stores like Marshall's or TJ Maxx. |
| More general shopping besides Target. Mid cost restaurants. Art gallery's. Art supplies. General clothing. |

| |
|--|
| Well, the question shouldn't be asked this way. Sure, if I wanted to spend 1 hour, round trip, driving from my one extreme end of Boulder to the other extreme opposite end of the city, I might be able to find some of these things. But since the round trip travel takes 1 hour, and then factor 30 minutes for the actual shopping and purchase, that's 1.5 hours for a very simple, trivial errand that shouldn't have taken much longer than 30 minutes...if the retail was nearby. So I will answer your question this way: The basic goods and services that I'm unable to find within an ecologically sustainable walking, biking, or short distance drive from me include: *Pet food and supply store *Bookstore *Auto parts store *Beauty salon for my wife *Barber shop for me *Office supplies store *Musical instrument supply store for the kids who are in school music programs *Not-over-priced restaurants *A convenience quick grocery store, like a Stop and Go, for that quick quart of milk *Florist *Hardware store |
| In South boulder it would be nice to have more fast casual restaurants and bars, maybe a music venue or a gathering space like the Rayback in North Boulder - It feels like we always have to head north |
| Local shops, breweries, less of the chain stores (Gap, Loft for instance). More art and theatre. More restaurants that aren't chains. There are lots but a lot of them are moving out of boulder. |
| Chick filet, togis sandwiches, dollar store, |
| Shake shack, in and out burger, appliances, a real deli, |
| Department stores, stores like, Ross, Old Navy... affordable stores to buy good quality regular things. More ethnic food restaurants and markets. |
| Design stores for home improvement Hobby stores Toy store Antique stores Costco |
| There is a dearth of men's clothes, in particular, tall sizes. But in general since the Army Navy store left on Pearl St Eddie Bauer is the only men's clothes I can buy in boulder. The vast majority of my favorite restaurants are gone. Some remain. What's replaced them is a lot of overpriced "fine dining" with high prices and lesser quality food and experience. Or banks. In general Boulder has become a shell of what it once was and having Google and other similar Silicon valley businesses take over is hastening it's demise. It's a dam shame Boulder has lost most of what makes it a great place. Except the surrounding natural environment, although overcrowding is showing some wear and has made it hard to do anything fun. Good luck finding a place to camp nearby anymore. Then there is the quality of person who has moved to the area. The most self centered, rude and socially vacuous people I've come across in all my worldly travels. I apologize for my bluntness, but it's what I've experienced and so have many of my friends who've either grown up here or have lived here for a few decades. |
| Crate and Barrel Nordstrom |
| Women's clothing stores. |
| Late night, 24 hour, more hobby / gadget / DIY stores, breakfast, soul food |
| Clothing. Casual restaurants. General merchandise |
| mens clothing and accessories |
| Non-chain restaurants |
| Clothing stores with stylish, well made reasonably priced clothes |
| Large Walmart-type, sports equipment. As in Superior. |
| Boulder has completely and sadly obliterated anything FUN from Pearl st. including bars and clubs that cater to students and young professionals - there's virtually nowhere to go dance now that Boulder House is gone! This is frustrating because as these local bar/club places are pushed our they are replaced with banks (heavy eyeroll) or something that is too expensive pretentious and no fun. Shame on city council for taking it in the butt for the developers that roll in to every vacant lot and instantly construct a 3-story building that consists of commercial and high-end residential. Boring shit!!! |
| women's shoes |
| Costco Soma Yumm Cafe Chick fil a Drive thru Starbucks DSW Crate and Barrel Pottery Barn |
| Low cost grocery stores that sell real food, not organic and not junk food. Think of a typical large meat market in a large city with cheap meat and lots of interesting cuts. Need way way more cheap ethic places. Enough of the organic crap and other nonsense - need food that families can afford that is not junk. Polish delis, Italian Pork stores, etc. |
| Better/more international food (middle eastern, Indian, Thai, etc) - it seems all the best ones are in Louisville. More places to take kids (I go to Longmont for bowling) and the one mini golf place in Boulder is terrible. We need a sporting goods store to replace the closed sports authority. I'd also love to see more retail, restaurants and bars in north boulder along Broadway. |
| CSA distribution points |
| Reasonably priced grocery stores like the Walmart that left. It's crazy to push for affordable housing when you have to leave town for affordable goods and services (price tax). |

| |
|---|
| Good quality second-hand stores |
| Hardware, restaurants and grocery options in North Boulder |
| More local affordable options. Lots of expensive chains. More used goods. |
| sporting goods outdoor recreational items chain restaurants Walmart |
| Independent music shops |
| I wish downtown Boulder had more convenience stores. |
| Affordable - for the customer AND the retailer - not just the chain stores you can find anywhere. So many unique places have left because they could not pay Boulder's high rents. |
| General clothing store. Auto parts store. |
| food trucks (like Portland, Oregon) |
| Independent stores with a variety of homewares and clothing that are more modern and hip but not crazy expensive. A great children's store would be nice. More affordable coffee shops and small casual restaurants. |
| More casual restaurants (we have plenty of fast casual and fine dining but not enough in between) |
| I wish Boulder had more boutique stores that carried hand-made and locally made items. Pearl St used to have many of these stores, but over the past few years, it seems like national brands have taken over (Athleta, Prana, Patagonia, etc). |
| I wish we had the types of stores that the City of Boulder seems to hate and discourage -- i.e., the 'big box' stores. For example, I'd like to see a Costco and a Walmart (which we had but lost), and maybe a Penney's. For restaurants I'd like to see a Cheesecake Factory (which we also had but lost), and more fast food places -- e.g., Arby's, Culver's, Jack-in-the-Box, Wendy's etc. |
| medical supply store good bakery :) |
| Easier access (parking is terrible), more reasonable costs for healthy options for families. |
| All around sporting goods. Drive through coffee or food. Less banks |
| Kids items/services Greater variety of ethnic restaurants and groceries. Especially Asian groceries More fast/quick service/affordable restaurants downtown More neighborhood business/cafes |
| Computer and electronics parts and supplies. |
| Boulder focuses too much on trendy stores and restaurants. When you go outside of Boulder, you see so many other types of stores and restaurants that may be part of a chain but they have what average people want/need. |
| Furniture (e.g. Crate & Barrel, IKEA, etc) Clothing/shoes (Nordstroms, Anne Taylor) |
| More middle income department stores, more family restaurants |
| I would really like to have more diversity in restraints. There is a lot of American farm to table, but not a lot of great authentic affordable ethnic cuisine. |
| Brasserie Ten Ten Dushanbe Tea House type places. I also wish Boulder had even just a single Starbucks drive through. |
| More clothing options. If Macy's disappears, I will end up leaving Boulder for all clothing purchases. |
| Department stores. |
| Whatever stores that come, I would recommend more parking near them. I've stopped shopping in Boulder, especially the downtown, due to lack of convenient parking. |
| Costco, Sams, Super Target (The current Target needs a major makeover), Super Walmart (why did Walmart pull out of Boulder 2 years ago?), better quality surf & turf restaurants (AAA rated). If the retail space wasn't so expensive, better restaurants would come & STAY. |
| General merchandise, more variety in shoe stores, less high end shopping on the Mall |
| No more chain stores |
| Independent stores not affiliated with large corporations. More pubs and rooftop dining. Larger farmers market with longer hours. |
| I miss Robb's music and the Wild Bird Center! Doesn't seem to be any Mexican restaurants. There aren't any reasonably priced large furniture stores. |
| More upscale restaurants Better meat and fish market Artisanal Breads More ethnic food Larger Farmers market |
| Furniture stores and a Costco! You could put the Costco in the Diagonal Plaza Shopping Center to revitalize that dying center! Also...the old fashion department stores like Macy's, Mervins etc. |
| I wish Pearl Street were more diverse and offered more cultural space for film, art, etc. It seems heavily focused on expensive and impractical goods, luxury chains, offices and banks. There are few places to eat in that area that are affordable or convenient. It comes across as an appalling display of wealth and inequality. |
| Tj max X. The Marshall's doesn't cut it. |

| |
|--|
| Italian bakeries, pub style bars like the Hungry Toad and the now defunct Conor O'Neil's instead of these trendy loud open kitchen type places. Auto parts store, Book Store, Sushi restaurant all needed on South end of town. A half decent Motorcycle shop with street motorcycle clothing instead of recreational clothing. More machine shops and fabricating places. |
| Moderate price clothing |
| Tinker/hacker space Ceramic/art |
| Nordstrom's. Ulta. New-Mexico quality Mexican restaurants. Non-alcoholic "bars." Western wear (like the late, lamented "Barbed Wire Cowboy." |
| Reasonably priced Clothes for teens |
| Affordable ones that are operated by local business owners. |
| moderately priced department store car repair shops |
| More restaurants, especially fast casual and nicer places, but not chains. More unique stores (anything locally owned). |
| I couldn't ask Boulder to change for my tastes. |
| Fast food without exorbitant taxes on drinks |
| It's not the KIND of stores I wish we had. It's the LOCATION. We need to fill up the empty spaces in BaseMar. |
| More affordable/non-pretentious restaurants, more late night food options |
| Affordable clothing. It's either thrift shops or expensive sporting goods like North Face e or Fjalraven. |
| Cheap big box retail. |
| Fewer banks! More movie theatres. |
| Top golf, better breweries that are dog friendly. Microcenter. |
| A high end department store, Costco, Ikea, Chick Filet, Long John Silver, Outback Steakhouse, Sundance, roller skating rink or bowling alley, Dave and Busters, TJ Maxx, Costco |
| Anything unique, privately-owned, one-of a kind. If Pearl Street becomes mostly chain-store type businesses like most of America, I'll lake my business where both the prices and taxes are lower. |
| Personal services: hair, nail & facial salons. Independent clothing stores. High-end shoe stores. |
| Comic book and gaming stores. |
| More affordable food options. How about sporting goods?not high end gear... Fish market. Butcher. Bakery. Flowers. The concept of walkable neighborhoods is cute, but density of people can only make that happen, or the butcher makes no money...and closes. Big fat REYNOLDS sign appears in the window as y'all walk by. |
| More casual dining, like Tom's Tavern used to be. Now we go to the 47th Parkway Diner. A few more department stores not catering to small bodies and outdoor gear. I wish Boulder had a foreign movie theatre, like the Art Cinema, which was once on the Pearl Street Mall. Boulderites are hypocrites; they don't want chains in Boulder but then buy from Amazon - the biggest monopoly in the States. |
| Retail-affordable retail such as a j c penny's, clothing not as cheap as target, but not as expensive as Macy's. A decent Chinese restaurant would be welcome in this city. And why oh why is gas always at least .10 more a gallon as soon as you enter city limits? |
| A decent mall. Affordable prices at the existing stores. More mom and pop stores - like we used to have before rents got so high only chain stores can afford to operate here. Pearl Street Mall used to be that way, before it turned into the useless, overpriced, chain and specialty shops we have now. What a waste!!!! Crossroads Mall was great. 29th Street sucks and there is not 1 store in there that I shop at for ANY reason and I don't see that |
| Motorcycle/ATV gear Lower cost furniture Hardwood supplies |
| Sporting goods Better Asian restaurants More bakeries Great deli |
| club store |
| Shoe stores, home renovation supplies ie tile, plumbing fixtures and furniture stores, garden supply and garden nurseries. |
| More Food Truck access weekly with a variety of foods not just the few at local pubs or rayback collective. |
| Less expensive retailers |
| Lower priced restaurants |
| Ethnic cuisine restaurants Dancing clubs High quality art supply store Furniture Sports equipment Athletic shoes (not for running) |
| Something more than a few restaurants and (multiple!) grocery stores in South Boulder. Something like J D Saunders. Appliance and furniture stores. |
| Wouldn't matter. I avoid shipping in Boulder. Traffic sucks. Taxes are too high. And parking is a pain in the a\$\$. |

Appendix B: CRS Shopper Survey Responses Wish List

| |
|--|
| I just wish businesses could last around here. Especially in the Pearl Street area, where I feel like there is a ton of empty storefront (and more empty storefront at night then there used to be). It was a bummer when we started seeing things like the Boulder Cafe, the Cup, Old Chicago, Absinthe/whatever it was last called, the Walrus, and other businesses closing up shop and being replaced by massive developments. |
| Food trucks Nail salons Dry cleaners Wine bar |
| Cheaper restaurants and supermarkets |
| More local stores on Pearl St |
| As our family has a person with a disability, I wish it was easier to get to stores, restaurants and services within Boulder without having to bike. |
| We're good...just less banks and bank cafes on Pearl St. So more local places....I think a good authentic relating community center would be good now that the Integral Center and Boulder Impact Hubs are gone. |
| Good coffee shops that stay open past 6, which have food (like Collectivo in Wisconsin) not everyone wants to go to bars! Casual dining on Pearl st open past 6pm!!! |
| A high end department store. I don't shop on Pearl Street because many of the boutiques don't allow returns. |
| more fast casual restaurants in East Boulder. I address East Boulder because this is where I work. I try to avoid driving into the Boulder if at all possible because of traffic and parking anywhere in Boulder. Can't get much done on an hour lunch. |
| Affordable restaurants downtown |
| More low cost shopping opportunities. For example, Pearl Street is now full of only high-end outdoor gear and has lost its window shopping/vibe (Goldmines thrift store is gone for example) |
| Wells Fargo in North Boulder:) |
| Casual or family style restaurants Fast casual restaurants |
| Wal-Mart, Costco, big box stores (on outskirts of town). Much of my distaste for shopping in Boulder is the difficulty of traveling through the city |
| FABRIC STORES!! At the moment, we only have one or two, with inadequate selection. Also: lumber and wood. I've really struggled since Sutherlands went away. (I have "issues" with Home Depot, mostly how they treat their |
| Small Mom & Pop cheaper restaurants/lunch spots |
| Cheaper more family friendly restaurants like Red Robin. |
| Boulder has a good selection of these; however what keeps me from going to them is a lack of good parking and too much traffic. |
| Locally-owned, non-chain (including no locally owned chains) |
| Art supplies, independent film, independent bookstores, dance and athletic wear. |
| Reasonably priced clothing. |
| We need a grocery store in BaseMar shopping Center. |
| Large general merchandise (Costco) |
| General sporting goods |
| Everything!! |
| Nicer Chinese food restaurant, more affordable, quality home furnishings stores, shoe repair places (we miss Perry's who moved to Nederland), also miss Turley's restaurant - good quality food with a large variety for a family, and open all day for breakfast, lunch and dinner. |
| fashionable/affordable clothing |
| I think you have most everything, but everything in Boulder is more expensive. |
| I don't think Boulder needs "more" of anything, but it's so hard to get around sometime via car, it makes it less desirable to go into the main part of Boulder to shop. |
| Interesting and affordable clothing (new and used), books (new and used), and shoes on Pearl Street. Not so commercial art galleries. More ethnic restaurants (I miss Ras Cassas). No more bank cafes. |
| More options for lower income community members More retail that is walkable from neighborhoods A good sports equipment store |
| The handyman I hired recently to do an appliance installation and minor repairs at my home traveled an hour from his home to reach me in Gunbarrel. |
| Reasonably priced restaurants even for a simple breakfast. Affordable clothing stores, affordable grocery stores that still carried good products |
| Costco |
| Restaurants open later than 9 pm. |
| I wish Boulder had more reasonably priced casual dining spots. |

| |
|---|
| Local specialty stores (artisan and crafters) and galleries. |
| More diversity in ethnic food, though food trucks are starting to fill that gap. Other than that I can find almost anything I need in Boulder and almost all of that within walking or biking distance (and love that!). |
| Shoe repair stores Local toy stores - we love Grandrabbits, but more options would be great Local general arts & crafts stores - there are few specialized ones (jewelry making, yarn...) but the only truly general is a chain |
| Corner groceries, record shops, bookstores, thrift stores, food halls. More bars for lower-income folks, too - a lot of them cater towards high-income folks and some of my friends and neighbors tell me this makes them feel alienated and go out less. Fewer bank branches and street-level offices, for sure. |
| Good food close to high-density housing |
| I can't think of any more. |
| Services, support and merchandise for the homeless, the poor and the marginalized. |
| I would love a children's shoe store!!!! There is not one good place to buy children's shoes in Boulder. |
| Macy's is leaving Boulder. Will need to go outside Boulder for another Macy's. |
| ; |
| Drive thrus! Clothing retailers (something besides Macy's and small speciality shops), a big box store like Walmart or Costco it's not always easy to get out of town for these things with kids. |
| Medium priced places I could afford and not pay to park |
| more electronic stores More internal medicine doctors more plumbers and electricians More handymen more vegetarian restaurants |
| Establishments serving the LBBTQ population |
| Ethnic food restaurants |
| Independent women's clothing stores with clothes for everyday that aren't too pricey and aren't only for tiny women. |
| A greater variety of clothing and shoe stores. Greater range of physician specialties. |
| Ethnic restaurants, and more reasonably priced everything. |
| I'm pretty satisfied as-is. |
| More big box but unique or trendy stores like Zara |
| Hard to say as much purchasing is now online. But am not a fan of big stores, like to get in and out. Sprouts, McGucken's... |
| Mid priced, non pretentious, family oriented, every day needs |
| Annoying that my car dealer had to move to Broomfield |
| Mid-priced furniture, food halls, casual burger-beer-cocktail places, Old Navy, kids activities, ski shops (more than the 2 we have), general sporting goods (soccer, basketball, etc) |
| Large sporting goods store. This would provide not only the sporting goods, but also shoes and casual clothing at a cheaper price than the Boulder boutique sports stores. Organic, GF restaurants |
| In South Boulder: Heath food store, better hardware store, upscale restaurants |
| *Fast casual healthy food options *Healthy lunch options downtown *Mid-price range women's fashions *Mens fashions *Childrens stores |
| Disco & an independent movie theater |
| I'd would like to see more family owned businesses. |
| Family / casual affordable restaurants that aren't chains; more affordable "ethnic" groceries and restaurants; affordable children's clothing and shoes; |
| reasonable price lunch / casual restaurants |
| Cute niche stores that are being put out of business on Pearl St. I understand that new fun stores can't afford it. I just don't know what can be done. I was bummed that the beer/game store on Broadway near Pearl didn't even get to open their doors. (The place that was moving into the old Oliverde, which I frequented. I was also sad that it went out of business.) |
| More variety and range of affordability across services. |
| Walmart, Costco |
| fast casual salad - like a Mad Greens in downtown Boulder. |
| Matzo ball soup Bowling Locally owned family restaurants |
| walkable grocery stores and coffee shops. I do a lot of online shopping, but am glad Boulder has Jo-Anns, Michael's, Target, McGukin's - and a swim suit store! |
| Sports equipment, |
| sports equipment, especially golf |
| Costco, |

| |
|---|
| I can usually find, somewhere in Boulder, the goods and services I'm looking for. Living in Longmont, though, I tend to do my personal transactions around there. It is often just easier to get around and park. Working in Boulder, we do almost all of our business purchasing in Boulder as well as for needs during the business day. |
| Since Tuesday Morning, Ross, and Savers closed, I shop outside of Boulder. Why are you chasing businesses away? |
| Price sensitive; not as pretentious |
| Housewares; furniture; furnishings |
| High end department store; quality clothing stores, shoe stores. |
| more independent restaurants |
| Seamstress, shoe repair, more casual (not chain) restaurants, better/more interesting clothing stores, it would be nice to have more "third spaces", special food stores etc |
| Costco, golf, bowling,, village center mixed use with affordable work force housing (to activate public spaces and keep the retail alive) |
| small neighborhood grocery stores. Basic pharmacy. All household services are from outside boulder |
| Local services, auto repair, construction materials |
| Boulder is just more expensive. Dental is cheaper for better services outside of Boulder. |
| Hobby shops. Practical clothing stores. Foreign auto parts. Chain restaurants like Chili's, Olive Garden, Ford Dealership. |
| Casual dining Shoe repair More neighborhood retail Less expensive markets |
| Walmart or Costco. French bakery's and fast Seafood restaurant Do not like the idea that Dots on the hill and Santiago's in the hill might close |
| Quilt shops, clothing stores, recreation stores, |
| You need to have an enclosed shopping center, it is good in bad weather to take the grandkids to for the indoor free play areas. |
| More "local" in all areas., including: sales, services, art, music,etc. that meets neighborhood needs, e.g.: NOT Google. NOT ZAYO NOT Amazon NOT big Law Offices |
| more casual bars on The Hill (for adults, not students), Dick's sporting good or Sports Authority |
| I miss having Sports Authority, and a general store like Sears or Penney's. Having only Target in Boulder is limiting. I wish I had a falafel place in my neighborhood and a nice tavern. Otherwise the restaurant scene is pretty well covered if I venture farther away from my neighborhood. |
| Friendly causal restaurants at moderate prices. |
| Luxury goods, furniture, small shops like Cherry Creek North |
| I know I'm in the minority, but I miss Walmart I wish we had a SuperTarget and Dick's Sporting Goods or |
| repair people advertise online and they are often from outside Boulder; I wish we had more retail locally available, especially in my neighborhood; I often purchase things online to avoid the traffic in Boulder |
| Clothing stores (ie Kohls, etc), more fast food choices, appliances, |
| Higher quality clothing & shoes Higher quality furniture & home goods More diverse / modern art galleries High quality sushi |
| good bakeries, dance studios, and knitting classes |
| Fewer chains. More long-time establishments. |
| Men's clothing like LL Bean and Orvis; Italian-style pizza/sandwich/deli places like east coast cities have with pickles, olives, and cheeses; year-round farmer's market with simple farm-style fare and handmade goods; Mom & Pop bakeries full of home-baked cookies, cakes, pies; more greenhouses and garden stores that sell local plants, flowers, and inexpensive pottery directly; places where tea/coffee don't cost an arm and a leg; more outdoor patios and less parking lots. |
| Affordable, family owned casual restaurants; similar to Rincon del Sol, Harpo's, Juanita's, etc. Unique, locally owned stores like the ones that used to be around Pearl st. |
| Clothing, footwear |
| I miss the eclectic shops on Pearl that are quickly disappearing... like the old army surplus. Having a bank replace the old boulder cafe is a bit sad. Sad Old Chicago left, but really happy it was replace with local art. Happy with the outdoors shops and super glad Neptune did not go under. One gripe... It's hard to find moderately priced furniture that is a step above World Market but not really high end. |
| Fast food with drive Thru Affordable casual Affordable anything |
| Boulder has always lacked in many services due to the fact it is a college town and offers services for that population. In an ideal world, it would be nice not to drive to the Denver area for variety. |

| |
|--|
| a good department store, especially if Macy's is no longer in Boulder |
| Walmart, Chick Fil A, more fast casual restaurants |
| Boulder is not a great place to get tacos. A lot about Boulder would have to change to change that fact, and I wish it would. Also, Pearl St has too many soulless chain stores, although I guess I shouldn't bother complaining because I'm too poor ever to shop there or generally even eat there, at least right on the mall. |
| Boulder largely had what I need, however it is not always convenient to where I live and work forcing me to get in a car to reach the business. |
| Clothes. A drug store on Pearl |
| thoughtful, reasonably priced retail |
| Greek restaurant would be nice. |
| More restaurants in general, especially South Boulder. I miss Sports Authority. We need somewhere to buy sporting goods (not just ski gear and clothing!). I work downtown and it would be nice to have somewhere that sells office supplies close by. |
| clothing stores for older women. furniture stores. Wish Boulder had what Louisville/Superior just welcomed, ie., Ethan Allen & Stickley. |
| More fast casual on pearl. More affordable options for dinner, like local chains. |
| Crate and Barrel, Pottery Barn or furniture store. Talbots. Outlet stores. I mostly shop in Silverthorne as I go to the mts a lot. |
| Movie theaters |
| Specific brands of moderately-priced clothing, like UNI QLO of Japan or The GAP |
| stanley market like places. another/larger rayback |
| PARKING |
| I wish there was a hospital closer. I really struggled when I needed an ER, and it seemed like my insurance (Anthem Blue) only covered facilities in Longmont, Broomfield, etc |
| I miss boulder army store. Something lower end than REI. You can get a \$350 down jacket at 30 stores, but you cant find a \$150 down jacket. I recently bought a high end watch for my wife. To my suprise I went to flatirons mall instead of boulder. Boulder feels complicated. |
| furniture, art supplies, clothing, shoes |
| Ethiopian food |
| Lower end retail stores |
| More casual and affordable places to eat on Pearl Street. I wish Boulder had a public, year-round, swimming pool option. |
| Gap, Banana Republic and Anne Taylor |
| Eco-friendly nail salons and hair salons |
| More pharmacy's, I use CVS and the only one in Boulder is in Target. Not a huge pain, but slightly. |
| Casual, non-chain, within walking distance, i.e. in/near BaseMar. |
| Affordable clothing stores that are not part of a larger store such as Macy's or Target. |
| Year round farmers market, with indoor and outdoor facilities, with lots of produce and goods, mainly food/drinks (and not junk art and crafts), with free parking during the market hours. Also, not overpriced produce (usually they are overpriced in the current Boulder farmers' market). Also, I would like to see the small business back everywhere in town. Perhaps the city of Boulder could somehow regulate the commercial rental prices. |
| Mens clothing |
| I'd hate to lose the only department store we have (Macy's), so I wish we had more choices in that category. Would like more restaurants with bars (not fast food, though) in Central and East Boulder. |
| I wish for more & closer grocery stores like King Soopers, which has reasonable prices. I might shop more here if parking weren't always a complication: I usually take "back ways" to get to places so it's easier to find parking. Coming into parking lots from 28th street and, in another area, Arapahoe Ave. is especially frustrating. I tend to shop at the more expensive Safeway because it's closer to my route in to work and parking is far better & easier to navigate than the King Soopers at 30th @ Arapahoe. |
| Dillard's, a store like JCPenny's which is much better than Kohl's'-- restaurants like Applebee's, Outback's, Carrabb's and nice restaurants like they have in Cherry Creek. |
| Discount - Like Nordstrom Rack, Home Goods, Marshalls Cheaper gas prices |
| COSTCO, IKEA |
| Barbershops trained on cutting different hair types. |
| Medium priced clothing stores Appliance/hardware stores |

| |
|---|
| Natural grocery stores in all neighborhoods. (Not just Safeway.) |
| Department Stores (e.g. Kohl's) Costco |
| The city's lack of foresight pushed Costco to Superior. For us residents in South Boulder, it is much easier to go South than North into the city. We have the Table Mesa mall - great King Soopers but we seem to be losing the "ordinary" stores -Tuesday Morning, probably Play it Again Sports soon and getting restaurants. |
| Less expensive |
| Furniture, general sports, shoes, general clothing for men/women/children, home goods of quality but less expensive than pottery barn. Hair Care store is closing so where will I get that now? |
| Medium priced restaurants |
| Again, for me, it's a neighborhood and walkability issue. I would love to have more restaurants and coffee shops in the Keewaydin neighborhood. Again, near the PDQ might be a good area for this, especially with CU South |
| Clothing, Lowes |
| The Good Earth. Turleys. Sams. Costco. Grand rabbits. Zolos. Orchard pavilion Chinese. Brewing market. Grilled fish steaks sandwiches. |
| I really try to keep my shopping to Boulder. Would be sad to loose Macy's - but I use Marshall's quite often anyway |
| Women's clothing and accessories for 50 . Lots of businesses cater to students. |
| general sports retailer |
| I wish there was a tax incentive for locally owned businesses so that we could continue to have affordable, wonderful, and unique places to support. It's so upsetting to see locally owned businesses closing and national chains thriving. |
| Minority-owned |
| More stores with actual affordable products. I realize Boulder doesn't allow WalMart supercenters, but there needs to be something more affordable and versatile than King Soopers or Target. It seems like the town mainly caters to those who are more well to do, but doesn't take into account that at least half of the retail and food service employees are also trying to live in Boulder. There are still lots of middle-class people living in Boulder who do not make six figures and cannot afford a lot of the staggering prices, especially when two forms of tax get added to them for drinks. |
| Locally owned, one of a kind restaurants, coffee shops. Also more women's clothing stores that are not all athletic wear. |
| Locally owned restaurants. Women's clothing that is not athletic clothing. Que 's coffee. |
| walmart |
| More male focused clothing stores, |
| LESS office space, there is so much it feels like i live in a co-working space sometimes. Outside of that, Boulder does pretty good in meeting our expectations in dining and shopping. |
| I wish there was a bit more variety of retail stores and restaurants in Boulder. The bar scene has also been crippled over the past 9 months and there's a reason why regular restaurants can't survive in the city for that long. To me, the city definitely caters to a higher income level. which I understand, but there are plenty of people living in Boulder falling below the average HHI in the city. |
| Affordable clothing and home goods , furniture etc downtown |
| More department stores. More mid range price options. More low income options. |
| Walmart, fairly priced electricians, plumbers |
| Family restaurants, Department Stores |
| Zara! |
| moderately priced restaurants, department store type stores (losing Macy's, replaced by office?!) |
| Food halls Affordable high quality furnature |
| Discount shoe stores |
| I wish Boulder had more drinking establishments. Boulder has really lost something by being so niggardly with their liquor licenses. |
| Affordable restaurants |
| Sporting goods store for soccer stuff, athletic clothing, sports specific shoes, swimwear |
| Affordable retail and fast food restaurants aimed at the middle class and working poor. |
| More good breakfast places in South Boulder would be great. |
| Organic plant based restaurants both casual and fine dining. |
| Don't know |
| Low to medium cost clothing and shoe stores. |

Appendix B: CRS Shopper Survey Responses Wish List

| |
|---|
| I don't know |
| Keep adding more locally owned restaurants and stores. Don't add more housing. We need to keep boulder as a hub where people don't go elsewhere to shop and dine. |
| Bargain-priced basics, options for clothing, such as a kid's pair of snow boots that aren't \$100. |
| More food trucks, food halls and fast casual eateries of that nature. |
| Fast casual restaurants |
| Diners, economical furniture (NOT WALMART), hardware stores |
| Ross American furniture warehouse Food malls |
| Affordable family restaurants |
| Vegetarian restaurants |
| Specialty pharmacy (there are 2 in Denver and none in Boulder) More small, non-chain restaurants, coffee shops, and bakeries. |
| Affordable retailers. Regular clothing stores (not high end), gift & book shops, casual restaurants, shoe and clothing repair |
| We need more affordable retail, places where regular people shop. Regular casual restaurants. I used to be able to at least window show on Pearl street. not it is entirely either super high end retail, high performance outdoor gear or banks. I can't afford to eat there either. There is nothing there for me. |
| A large furniture store, quality artist supplies (like Meinengers), department store (esp if Macy's closes), more food trucks |
| Affordable clothing for adults and kids (Gap, Old Navy, Lands End, Banana Republic). The current Macy's is a dump. Affordable family friendly restaurants like Boulder used to have; many restaurants coming in are high-end and most aren't casual and family-friendly for sit-down dinners. We feel Boulder, particularly the downtown area, is now designed for and caters to tourists and travelers and not Boulder families. Boulder is losing it's down-to-earth normal feeling and has become this crazy-busy tourist destination; it's depressing for the locals! |
| Walmart, Costco, Costco Gas, shoe repair / tailoring, In N Out burger, |
| Donut Shops. |
| sustainable/humane butchers; University of Colorado health system facilities |
| I wish that South Boulder had something like a Target or a general store or convenience store of some kind. I miss my kiddos being able to walk to the Whole Foods on Baseline to buy themselves candy. It made them feel super independent. |
| none |
| Furniture Shoes Lawn and garden Mexican food Nicer sport bars |
| Mexican food and food carts. |
| electronic components fine woods for woodworking classic auto mechanics high end art supplies authentic Irish pub like Connor's Toms Tavern Boulder Cafe (not another bank) upscale chinese restaurant authentic French restaurant (personne parle Francais a Brasserie Ten Ten) |
| Ugly 29th Street mall is a damn shame and huge missed opportunity for a stellar promenade with exceptional views. Never go there except for Apple Store; because stores are all boring, same-old, national chain stores. Bleh. Same could be said for redeveloped west end of Pearl St. -- most are national chain stores that one can find in every other city. We patronize the local, interesting places like Peace, Love and Chocolate, Art Parts, etc. Those are fun, interesting places offering something unique. |
| Mostly an issue of available parking or free parking |
| I would love to see more small (less franchise/chain) stores. I would love more lowkey or funky bars like the noname bar and darkhorse for the mid-older crowd. |
| Something like Cherry Creek North |
| WITHIN WALKING DISTANCE OF BASEMAR SHOPPING CENTER good grocery store, general merchandise, personal care, hair salon, hardware store, bookstore. |
| Better, general merchandise stores like Target and more varied department stores like Dillard's. We have an abundance of restaurants. |
| Better ethnic food, more diversity of restaurants, more affordable restaurants. Actually more affordable everything or have what's here be higher quality. |
| More breakfast and lunch type of restaurants, gas stations,rv campgrounds men's clothing |
| Lower-priced but still high quality. The mix of businesses is adequate, but the pricing is too high to warrant shopping in Boulder. It's a result of our attractive location and probably cannot be mitigated or successfully legislated/reformed. So, the wealthy can shop here, others will shop elsewhere. |

| |
|---|
| Affordable goods. Mexican food |
| automotive repair |
| TJ Maxx, More thrift shops, a Mall with general retail, furniture stores, affordable shopping in general. |
| It looks like there is an underserved demographic where decent affordable food and drinks are concerned. Most restaurants are over priced and not appealing to common people. On the other hand those appealing places are mobbed and you have to wait in line. As far as retail goes, we are doomed. 29th Street is void of any practical merchandise. Online purchasing is king. What is now missing will not be relocated to the first floor of an apartment complex so the conversation is moot, really. What we would like is what we had, and lost. Or squandered. What we had was better for the community than what we have erected in it's place. Ironically, there is more life up on North Broadway or on East Arapahoe than elsewhere and these places are also doomed to improvements that will wipe them out along with the communities located there. So more of that which is clearly working, and less of what replacers it. Interestingly, the west side of North Broadway has third world charm while the east side is half vacant and not as lively as the west side of the street. But another Salt Restaurant will really help I bet. |
| Dollar store Costco Casual Italian restaurants Irish pub Portuguese restaurant More/better ramen noodle shops |
| More clothing that's not boutique pricing |
| Reasonably priced naturopathic doctors and services which accept insurance |
| More organic foods, less Sysco and fast food |
| *Fast-casual in Gunbarrel *Mid-range (expense) women's clothing |
| Ross, In N Out, |
| Different types of food for cheaper: Korean, Japanese, Philipino, Burmese, Ramen, Pan-Asian, Tex-Mex, Thai, etc. |
| Larger variety. More affordable. Less niche stores. A few gas stations on Boulder fringes (119-Gunbarrel) for example. Better parking. I would probably shop more in Boulder if the sugar tax was repealed. |
| More affordable places for lunch like Lindsey's. We used to have Woody Creek which fit this category. At least one large chain pharmacy downtown -ex. Walgreen's. More affordable clothing/shoe stores - ex. DSW shoe warehouse, Kohl's |
| more affordable clothing stores (boutiques on Pearl street are too expensive for basic clothes), bigger & more updated all-purpose stores like Target |
| Boulder clearly got it wrong in regards of retail stores and services. While we all want the perfect community with no big box stores this strategy isn't working. Most every Boulderite I know shops at Costco, drives 50 miles to Ikea, and has guilty pleasures with fast food restaurants outside the city limits. Boulder residents and workers are their spending money (= tax dollars) outside the city. They are not choosing to spend more on goods, services at an overpriced "local" store, they are getting online or in their cars and spending their money at big box stores outside the city limits. While the city of Boulder gets to hold onto their utopian image, they are losing peoples interest and tax dollars. |
| Fast food restaurants, Costco. |
| Maternity stores. Mid-price restaurants. Drive through car washes. |
| I wish we could retain our family-owned business. Pearl Street is not that great for shopping anymore unless you are loaded. I wish North Boulder retail could be given a leg up, because in spite of all the growth out there, it seems like restaurants can't make it. And the Diagonal Plaza - what the heck is going on there? |
| Discount clothing like Kohls and discount grocery like Walmart - sad that Walmart market closed. |
| Gosh, there are enough banks. I wish there were more ethnic fast casual restaurants. |
| Lower priced department stores, such as a Khol's. Less expensive sporting goods. When my kids were younger I couldn't find inexpensive boots or snow pants in Boulder. I still can't find things for them. Savers helped out a lot when they were here. |
| Kohl's Dillards |
| Sporting Goods |
| More affordable stores, restaurants and services |
| Variety stores such as macy's Or kohl's. Sporting goods |
| Fast casual and family style restaurants; child care; banks |
| Better selection of high-end womens clothing liek what Nordstrom offers at Cherry Creek or Park Meadows or Flatirons |
| More fast casual / lower priced restaurants (not fast food.) |
| Stores with reasonably priced products without rude, entitled workers/customers. |
| Anything but more BANKS! |
| can't think of any that Boulder needs more of. |

| |
|--|
| Jewish food |
| walmart, costco, k-mart |
| I wish we had a Cosco. Not because I would shop there personally, because so many Boulder residents do, we lose a boatload of tax money to Louisville. |
| High end fashion High end home furnishings |
| Discount stores, TJ, Ross, Tuesday |
| Non boutique stores of any kind. |
| I don't want more stores, just more parking at the stores we do have. There are places I no longer shop because of the parking problem. |
| Local non chain |
| Home furnishings Women's clothing (especially more work oriented rather than outdoor clothing) |
| General store with basic goods. |
| More family restaurants like Outback |
| More public golf courses, outdoor swimming pools, less swim team use at the rec centers, a WalMart, more parking, less bike lanes and pedestrian cross walks, |
| i'm constantly amazed by the variety of what we have here. costs are high, but it's part of boulder's fabric at this point |
| More thrift stores |
| Gun stores that sell the same things they're allowed to sell in the rest of the state. |
| Lower prices |
| lower priced restaurants downtown |
| Calm, quiet, low to moderately priced places. |
| Discount. Warehouse stores. Walmart. Ones where you can save some \$. |
| Costco WalMart |
| speciality clothing stores that are not athleisure or athletic, record stores, more fine dining or experimental restaurants. |
| affordable senior care, furniture, gardening, authentic international, ethnic cuisine |
| Sporting Goods stores |
| Organic supermarket reasonably priced. For a time sprouts used to be a great store but their prices on organic food had increased. I avoid Whole Foods now after the amazon takeover. The experience isn't what it used to be there. I can no longer accept paying high prices to such a large profit company that isn't striving for more organic food choices. Stores like vitamin cottage and alfalfa's need support. They are local and implementing solid values when it comes to health and he environment. I don't like the Safeway on Baseline, I think it should be replaced with a local grocery. There needs to be a grocery store on baseline and Broadway, what once was Whole Foods. We need more local, practical stores in pearl street. Things need to be reasonably priced there. We need more take out options for dinner that are healthy, organic, and priced under \$20 for two people. Often when I make a big purchase, I will buy outside of boulder because of the sales tax. The tax in Boulder on food seems unnecessary especially if Denver taxes much less. The sugar tax is a pain. Get rid of it. |
| I wish Boulder had more of a variety or retail clothing and home good stores. I go to Flatirons Crossing Mall for stores like Gap, Old Navy and J Crew |
| Businesses owned by POC |
| lack of music as in jazz clubs like we use to have, remember the Blue Note? Lack of comedy venues Where is our outside amphitheater? How is it that Arvada has something like the Arvada Center and all Boulder has is a lame anti-acoustic band shell with horrible wood benches on pea gravel? Infested with homeless vagrants shooting up in the bushes? And what's with all the same-o same-o "fests" using the same tents, bands, stalls, and corrupt promoters like Tim Newberg, who really hoodwinked the City of Boulder? |
| Reasonably priced casual clothing for women & children plus recreational/sports apparel. |
| Big box retailers such as Costco, Dick's Sporting Goods, etc. |
| Unique ones. Small businesses with personality. Companies that run sustainably and keep money here locally. |
| I think Boulder has a great selection of retail stores, restaurants and services. I think we are significantly reducing the quality of Boulder if we continue adding more. |
| Walmart, Costco, good butcher. |
| I support locally owned businesses and want more of them. We need more women's retail stores and Food Truck options. Look at what Portland has for food trucks. |
| Value retailers |

| |
|---|
| Ikea |
| Grocery store in North Boulder (walking or biking distance) |
| More restaurants like Olive Garden, Chili's, and Outback |
| More diverse retail. More affordable family dining that isn't fast food. |
| A better golf course |
| Casual/family style restaurants |
| Reasonably priced, quality men's clothing. |
| Low cost basic clothing like the gap or something |
| Clothing boutiques |
| Food coop, more bulk options that isn't Costco. More dog friendly venues like Rayback. More public places for music jams (folk, acoustic, hand percussion, etc) that aren't bars, but can hang out in. More repair services in hardware stores. |
| More fast food drive-thru options (in n out?) |
| Nice restaurants with reasonably priced food & wine. New restaurants like Corrida and 316 steak house are very expensive More clothing choices for men & women. Pearl street mall is mostly banks and nick knacks and retailers are fleeing the 29th street mall. Sad |
| More affordable options |
| Restaurants where you can easily hear your friends when talking. |
| Fast food drive-thrus such as Sonic. Nightlife and clubs. A gay club |
| always more bookstores! music related. mid-range shoes and clothing, like Kohls or Dillards. butcher. French pastry (I miss Le Francais). repair for shoes, small appliances, etc. |
| Chic filet, Arby's car washes ,more food truck parks,more mom and pop type of businesses with the city promoting mom and pops |
| Chick-fil-A for one; something to compete with Target....much hated walmart....sams. Something. |
| Less chains, more unique and imaginative restaurants and shop. For such a healthy and active population, we sure do have a lot of mediocre "bar food." It's boring and gross. I would like to see more fresh, healthy places pop up. We have too many unoriginal chains (regional and national), sub-par sub shops (this obviously excludes Snarf's), and boring, repetitive "taverns." |
| I miss the Sport Authority shops (one in the Diagonal Plaza and one in the 29th St mall) that used to be in Boulder. I think it's difficult to get athletic wear in town now without going to the much more upscale stores. Sometimes I need a new pair of gym shorts and they don't have to be from Prana or Patagonia. |
| a king soopers closer to north boulder area would be nice, a LGBT bar would be nice too |
| Bring back Old Chicago! More LGBT bars would be nice, the queer "pop up bar" isn't even monthly. |
| Authentic European pastry and bread shop and cafe |
| Affordable family restaurants Dollar store Affordable clothing stores |
| Thrift stores |
| more vegan restaurants |
| Whole Foods in baseline! More casual health food options |
| Sporting goods for sports other than hiking, biking, skiing, etc Incentive for places like Target, Joann, 24 Hour Fitness to expand and improve their existing properties. |
| independent stores small cafes and shops sporting goods furniture art |
| Jewelry stores, art galleries, home furnishing stores, IKEA |
| On Pearl, more unique shops & restaurants. Frozen yogurt. Dog friendly restaurants. Better Italian food. Jewish |
| Thrift, consignment at reasonable price Eco friendly rehab stores Child friendly coffee shops |
| Casual clothing, work clothing |
| Chain stores |
| Costco (mostly for more affordable and quality produce and meats) We do a lot of online shopping now otherwise |
| Murdox and Jax |
| bulk shopping, better parking |
| reasonable children's clothing, furniture stores, children's entertainment venues, breakfast tacos |
| Walmart Co-op grocery store Other small local groceries Electronics supply like JB Saunders |
| Hunting and fishing |
| vegan and vegetarian restaurants |
| Cheaper restaurants. Everything on Pearl is very fancy and expensive. I can get a nicer meal for cheaper in Denver or Golden. |

| |
|--|
| Normal stores for people with limited income |
| department stores (Kohl's, Penney's) chain restaurants (and I realize they just don't survive in Boulder, but I don't understand why) |
| More seafood and small Italian options |
| bars, cafes, taverns... but *IN* neighbourhoods, not in soulless shopping complexes surrounded by a sea of more variety, less pricey EVERYTHING |
| Its the parking that keeps me from shopping in Boulder |
| Ross and Walmart |
| Normal stores like Kohls, Specialty child oriented stores like LEGO store, American Girl, |
| Grocery stores, convenience stores, coffee shops, gift shops (types of places that would be visited for a quick errand over the lunch period/break during work) |
| Simple restaurants (like Olive Garden) that have good food at reasonable prices in a quiet environment. |
| Clothing, shoe |
| Kids clothing and toys, shoe store. Mid-range clothing |
| I'm very happy with Boulder's options. |
| Hardwood retailer |
| 1. Food courts 2. More ethnic food. 3. More fastfood and fast casual options in the outskirts of boulder (ex: Gunbarrel) |
| Art supplies, Greek restaurants, bigger big-box stores. We have FAR too many pizza, burger, burrito restaurants. Need more healthy fast food. Restaurants close too early, particularly on weeknights. Parking near downtown stinks. Parking is far too expensive. There's very little to do here for fun or exercise, other than hiking the same trails repeatedly. A big music venue with lots of parking and no nieghbors (because of noise ordinances) would be a great addition, as would a revival/art house movie theater. Remember when we used to have one of those? |
| More affordable restaurants: a step above chipotle but below Salt. More types of food. More locally owned, affordable shops, gyms, stores Study spaces open late-not just for students |
| Ones that I could afford and your taxes are to high |
| Decor and furniture. |
| Electronics parts/hobby shop. 3D printing services |
| more rooftop restaurants to enjoy the views |
| More affordable family restaurants, more college friendly shops and services |
| Affordable. Also, people want to shop and dine near home, and even the people that work in Boulder can't afford to live there. |
| Wood like a lumber yard. Metal like the old steelyards. Welding gasses. A hardware store that isn't also a camping store or an evil chain. Affordable restaurants that aren't chains. Maybe those exist on/near pearl but I also wish there were fewer cars on the roads these days because going to pearl or 29th is cumbersome at best. |
| Costco. Cabelas/Sportsmans Warehouse. Parking! |
| local bakeries |
| affordable choices! |
| Less expensive restaurants |
| Sporting goods, Kohl's, more restaurants in North Boulder/Broadway area. |
| Electronic parts store |
| Would take rec center classes if offered in late afternoon or evening; can't take classes in midday (need to avoid exposure to sun). Reasonably price haircuts for someone who has unusual hair. I need to cut it myself now. Difficult to find help with yard care from someone who is local. The person who mows my lawn lives outside Boulder. Tree care is done by local company even though they are very expensive. Very hard for older residents or someone disabled can find affordable, reliable and honest yard care or snow removal. Need more in-home care for seniors who are challenged physically. Would be nice to have service to help organize and reduce clutter. I have heard other seniors talk about need more help with daily living activities, both inside and outside their homes. It makes living in Boulder a challenge. Wouldn't want a Walmart but would like a COSTCO. Have to go there for vision care because of my insurance. Their staff is competent and their customer care is excellent. Even though they are a big box store, they treat their employees well and their employees treat their customers well. Socially, I find them more ethical and responsible than Walmart. Also would like to purchase certain items there because of their prices. I don't long for a Costco, I feel very good about shopping locally with independents. |
| Family Friendly restaurants. |
| Have to think about this more. |

| |
|---|
| Can't think of any at the moment |
| Costco |
| Satisfied with what is here. |
| supermarket in Basemar center better food options for families on the hill more restaurants out East by 55th and foothills Local children's clothing shop |
| Asian food markets |
| I think Boulder offers a variety of great stores at the moment. |
| affordable |
| Any large retail store with service Sporting good store DSW shoes! Any store for teenagers |
| Affordable women's clothing, more mid scale restaurants (not high end fine dining but still full service restaurants) that have a focus on service and food quality - some of our favorites have recently closed, more "general / every day" home good stores that are within quick(er) walking distance of my home. |
| Generally, we need more useful daily shopping in the central parts of Boulder (basically bounded by Folsom, the mountains, Valmont, and Baseline). It's the most walkable part of town but there are only two grocery stores, no hardware stores, and two drug stores (and those are specialty places really). As residential and office conversions have recently been eating away at the historic business districts of Boulder (East Pearl, 3rd and Pearl, 22nd and Pine), those of us who live in the greater downtown have to drive to 28th Street for almost everything. |
| Mainstream clothing, restaurants, recreation rather than pretentious progressive themes |
| I wish you would do more to make it easier on existing retailers to stay in business! Especially small businesses! |
| Cheaper places. Like a Walmart or Costco or sams |
| More with a unique perspective that are locally owned. Creative sources - a great art supply store. |
| better parking to access the good stores |
| It's not about the type; it's about the price. |
| Electronics stores. |
| More restaurants (fast casual and/or sit down) in north Boulder and around Iris |
| Non-retail chain stores |
| Lower end retail stores, casual restaurants, beauty services and large free parking lots or free parking ramps to park at. |
| Family restaurants |
| department stores and discount stores. |
| I actually think we have a good mix of options |
| Not sure. |
| I go to Costco in Superior for tires, and bulk purchases. I don't think we need one here in Boulder, Superior is close enough. The problem is that rents for retail places is expensive enough that stores charge more for their products here. I will drive elsewhere is the price is a significant difference. |
| More affordable choices - it's expensive to live here and everything is taxed a lot |
| Big box stores with much lower prices - WalMart, WalMart groceries (Neighborhood Markets), - and food prices are cheaper in Longmont and Lafayette and Louisville than in Boulder |
| Grainger |
| Casual restaurants, frozen yogurt stores |
| Super Target Costco General sporting goods Movie theater w/recliners |
| A decent fried chicken place not named KFC. lol |
| Moderate priced clothing chain stores for more than teens or college age. Restaurants where there is parking or you can get in with a larger group. |
| Lower price family style restaurants. There's almost no place to take the kids -- we miss Turley's and Denny's. Plus-size women's clothing -- Macy's used to carry it, but now they only have clothes for skinny people. We go to Kohls in Louisville or to Flatirons Crossing. Kids' shoes! I don't know where to buy kids' sneakers in Boulder except for crummy stuff at Target. The running stores don't carry kids' sizes and REI has a very limited selection. |
| More family/chain restaurants, more drive-thrus. I don't feel super comfortable taking my three kids (all 6 and under) to new restaurants because I'm never sure how they'll do with kids, so we almost always take them to chains or family restaurants out of Boulder. Also, I use drive thrus quite a bit so that I don't have to get the kids out of the car to get coffee or prescriptions, or even lunch. The fact is that when I need a drive thru, I just leave Boulder. I would also love to see a fast food restaurant with a play structure, which does not currently exist in Boulder - I would seriously be there all the damn time. |

| |
|--|
| Stores with free parking, a Dillards or Kohls type department store, Walmart (large not that stupid little grocery store type) so Target has some competition, nursery (trees, shrubs, bushes), discounted furniture store, COSTCO with alcohol sales, |
| Western wear, family restaurants with games like bowling, bowling alley, appliance stores, Walmart again only super Walmart would be better than a market place, sporting goods, |
| Reasonable priced clothing. General retail (like Target/Walmart). |
| Boulder has a lot of boutique shops and high end stores. Maybe because the rent to have a store costs so much. I'd love to see more community concepts for medium priced shops of clothes, natural goods, toys, household |
| Less fussy shops for home goods and clothing, casual eateries. |
| More frequent bus system More street lights Community Garden Japanese grocery store Dim Sum restaurant |
| Walmart |
| Wal-mart, shoe stores, household goods |
| Toy stores |
| Thrift or resale store |
| * |
| DITTO(USA):"WETHEPEOPLE...OUR,Long-LastingUSACompany(ies)AndBusiness(es)LikeSears&Roebucks,SuperWalmart,Denny's,Howard&Johnsons,Etc.Etc....ThanksVeryMuch/AlwaysInLiberty,DennisTavares...SoonerAnd/N ot,Later...AMEN...!!!!!!USCATHLPGBAU 🍀🍀❤️ 🍷🍷😊👍👍👍👍👍👍 |
| Stores that carry something different than every other store. |
| Boulder needs to attract more national chains because these stores are more reasonably priced Wal-mart, McDonald's, Wendy's |
| Would love faster internet services. |
| Butcher |
| Art supplies, though even if there was a good source the traffic in Boulder is so bad I hate coming into town |
| More selection of retail stores/restaurants or other services |
| Wal-mart |
| Reasonable food services and clothing (larger size) Can't just walk to corner, have to drive Wal-mart with grocery |
| Wal-mart |
| More of auto parts, auto repair, men's barber shops |
| Ones that stood up the racist and unconstitutional Boulder city council |
| Walmart was a good competitor to Target for budget conscious people. Latelier was a fantastic restaurant that Boulder lost because of overzealous rules. Boulder chased away Costco because it is a "big box", so now I regularly go to Superior and spend a large portion of my grocery budget at the Costco there. I loved the The Cup and Snarfs - both were in walking distance. Both are gone, More breakfast options, more fast food, fast casual downtown. We miss the Cheesecake Factory. Snobs looked down on it, but visitors loved it and it was the best sit-down place for kids / families. |
| More reasonably priced stores and restaurants - this town is ridiculous as far as parking and pricing goes and that is the reason I have stopped shopping in Boulder and go to Longmont or on-line instead |
| "Real" Mexican restaurants, other diverse restaurants at a reasonable price, music venues, dance clubs, music store, |
| cidery, arcade |
| None. Boulder has too much retail space. |
| more affordable family-style restaurants |
| more chains |
| Stores like Kohl's. More choices in sporting goods. Family type and casual restaurants, |
| Department stores like Macy's. More vegetarian restaurants. Also, Kaiser needs an allergy clinic in Boulder! I'm going to switch to CU Health because I'm tired of driving to Lafayette for services. |
| Clothing etc. for senior citizens, even a Wal Mart would be welcome for lots of people!! |
| I'd like to see more affordable family restaurants. They may be chains, but places like TGI Fridays and Chilis that used to be in Boulder provided an affordable option for families that is much harder to find today. We have plenty of grocery stores, but I've noticed prices are often higher at Boulder's Target and Whole Foods than in Superior. |
| Coffee shops especially drive troughs! |
| I wish there were more small businesses oriented toward affordable, original basics rather than high-end, high-cost options. |
| walmart, real thrift stores, |

Appendix B: CRS Shopper Survey Responses Wish List

| |
|---|
| I wish Boulder had more low cost restaurants like mexican restaurants that are not \$15 for a cheese enchilada or \$9 margaritas. Would love a big box store |
| Really none because I try to avoid Boulder except to come to work. It is just too busy. |
| Electronics stores. Best Buy is great, but there needs to be something else. |
| big box retail, mid-priced clothing, big box sporting goods |
| We need more restaurants like Turley's, Juanita's, Rocky Mountain Joe's. You know, more middle class/less foo foo. Oh yeah, and less banks! Good gawd. |
| As a visitor from overseas (UK) who has a close relative living in Boulder throughout the academic year, local businesses in Boulder have proved to meet all her/my needs and offer excellent service. I was very impressed with the range and quality of goods and services on offer when I spent 10 days in Boulder in 2018. You have something very special in your range of local businesses, something to be proud of. My responses are from my direct experience of staying as a visitor in Boulder, and my relative's experience of living and working/studying in your community as an international student. |
| Something more affordable, not the high-price items of Pearl Street. I prefer shopping on Longmont often for stores like Kohls and Maurices. |
| General merchandise |
| Would be nice to have more ethnic restaurants. Clothing stores here need a better balance- the expensive boutiques vs. HM (way cheaper). Need more options in the middle. |
| Less big box retail. More small business, but if you keep increasing rents on Pearl St. no one but big box can afford it and another bank will just take its place which we don't need. Most banking can be done online. I don't want to set foot in a bank honestly. |
| I wish boulder had more casual dining places such as Chik Fil A or Chili's. |
| Chik-Fil-A, Sonic, Weinerschnitzel, Jack in the Box, but then again, I still would not frequent them because of the City's ridiculous sugar tax. |
| not sure |
| Children's clothing, toys and supplies (baby items, etc). More affordable options. It seems like everything is high-end retail or specialty that the average family cannot afford. Probably because we can't afford to live in Boulder. |
| Unique, specialty retail: we DO have amazing bike, running, outdoor gear stores. Would love more art supply, travel/casual clothing, local (non-chain) eateries - especially casual dining. Great geographic distribution of shops/cafes. Lexus, Mazda, Mitsubishi car dealerships. Better Mexican food! We have lot of mediocre options; few really good one! |
| furniture, sporting goods |
| It would be nice if Boulder had old navy or other popular retail stores. The clothing selection at target is limited and not diverse in size. |
| Casual restaurants at a good price -- BJ's is usually our go-to, but there's not a lot left. I feel like restaurants in Boulder are either fast (for example, 29th St Mall) or super fancy (anything on Pearl Street.) |
| Taco Johns Chick Fillet |
| Dillard's, JC Penny |
| I cannot think of much of anything. |
| I wish that Boulder had more restaurants that fell in a reasonable price range and provided more options. Denver (RiNo, Highlands) is a great example of this type of restaurant. Everything here is either too fast casual or tacos, or it is entirely out the price range (ie Fresca and Corrida) |
| Horse goods store (example dover saddlery) Sporting goods store similar to sports authority Better coffee shops in gunbarrel |
| more diversity in restaurants. I enjoy ethnic food that i wish there was more of. |
| Music independent local stores; record stores, book stores, Vinatge/ clothing stores, pawn shops, antiques, local businesses like Red Letter Books, The Beat Book Shop, Boulder Guitars, Gypsy Jewel, Trident Cafe, Beleza Cafe, Ozo, Bart's CD Shack. Buffalo Exchange Less corporate buisneses and restaurants. |
| More casual bars and restaurants downtown - most of the inexpensive places have closed. |
| Costco (but north boulder which would probably be an ideal location would be too far for us) Mexican food in south boulder Climbing gym in south boulder (add to rec center?) |
| non Chain restaurants |
| Donut shops! |
| Sporting goods, discount retailer, electronic parts (like J B Saunders or Fry's Electronics). If you have a time machine, Tom's Tavern. |

| |
|---|
| Good thrift stores like Savers; discount stores like Ross & Tuesday Morning. |
| Costco, more food truck parks |
| Retail/ shoe |
| Boulder's stores feel lacking in terms of general affordability - so more affordable stores in every category. |
| More small, locally owned and unique stores. We're losing too many of them, and there are too many chains moving in. Pearl Street looks more and more like Beverly Hills, with high end stores that are out of our price range. |
| I wish for more family-friendly type sports bar/restaurant places in Boulder. I also wish the area's breweries had actual restaurants attached to them. Food trucks just aren't sufficient, and people drinking so much beer should have food available to eat. |
| N/A |
| more original shops, stores, restaurants, less chains. |
| More childcare options |
| Services for young children or pregnant women seem to be declining rapidly due to demographic changes, especially the very important medical/birthing/emergency visits services. |
| public spaces that don't require \$ per use (like the library, which is great!) but rather which are paid with by taxes, as common goods. There are far too few places where you can meet up with someone, quietly read a book, do work, whatever, that are outside the home and don't cost \$. This reduces the quality of the social interaction, and negatively impacts the less well off (which do exist in Boulder!). Also, more to your question: vegan food options! There are some, but there should be more! |
| Discount (Big Lots, Marshalls/TJMaxx/Ross, Savers) |
| Furniture stores Food trucks Better medical options |
| Moderately priced restaurants |
| More stores that cater to the Asian American community— more boba stores/cafes, Meet Fresh, etc... More opportunities to access Asian groceries/foods. |
| I wish boulder had more parking around services and stores |
| Soccer Store |
| More sport stores |
| Maybe more stores witch supply imports to support our Hispanic population. |
| Mexican restaurants and stores |
| More affordable places to sit down and eat at, such as nice places with affordable meals |
| Wal Mart, chick fil a |
| More mid-priced of everything. Boulder is splitting between very high-priced and low-priced options with nothing in the middle. |
| quick service restaurants with lots of gluten free options, more unique "ma pa" restaurants and less chains, affordable furniture stores |
| I'd like to see more coffee shops in South Boulder. The one closest to me turned into a bank, and Caffe Sole got fancy a few years ago, so it isn't comfortable to meet people there anymore. Also, I was sad when the Tokyo Joe's in Boulder closed recently. I used to go there a lot. At least there's still the one in Louisville, but that's harder to get to. Overall, I'm a big fan of fast casual restaurants, but they were one most people could agree on. |
| I miss Juanita's, Tom's Tavern, and more "down to earth" restaurants. |
| We need an Irish pub |
| Other retail besides Target & Macys |
| For any market, an increased selection of, shall we say, middle-class options. So much of what is available is high-end pricing, Simple example: Try to find a sandwich for under \$10. Not easy, and likely a reflection of the cost of doing business in Boulder. Once building and zoning restrictions are as pervasive as they are, the ripple effects lead to higher consumer costs at every point. |
| Nicer department store, beauty supplies store, furniture stores, home decor, more fine dining. |
| Costco! Sams/Super-Walmart Ford dealer Full service shoe store - Brown's Longmont Senior-friendly pricing more parking, easier access & routes |
| Affordable groceries and places to eat out (Walmart, fast food places, etc) |
| JC Penny/Sears, Dicks Sporting/Sports Authority, Soccer store, and The Salad Bar restaurant |
| Mid-income clothing stores. Most of the stores on the 29th Street Mall cater to a fairly high income bracket. |
| Jewish deli Breakfast joints Electronic parts |

| |
|---|
| <p>This is a confusing survey, because you initially say "City of Boulder" at the beginning when asking where we reside. So when we have to select "in Boulder" I'm assuming you mean City of Boulder. But there is no clarification. I'd like to see a good grocery store east of 28th off Iris, where Albertsons and that poorly chosen Walmart was. I'd like to see that depressed area with good restaurants and more retail in general.</p> |
| <p>I go to Lucky's and Sprouts in Longmont more than I do in Boulder. I am a Sr and have Silver Sneakers so fitness facilities and classes not applicable. When I do shop in Boulder it more for convenience than being price</p> |
| <p>Affordable furniture, beauty supply, shoe repair, some chain restaurants, like Red Lobster, department stores other than Macy's, more affordable clothing stores, Uniqlo</p> |
| <p>Most less pricey businesses cannot afford space in Boulder</p> |
| <p>I miss Savers! And specialty electronics and plumbing supplies.</p> |
| <p>Discount stores like Walmart and general sporting goods stores</p> |
| <p>Cost focused clothing. Everything seems expensive in Boulder. Send like there's high end clothes or sports clothes and that's it. More independent book stores.</p> |
| <p>Anything that low-wage workers can afford.</p> |
| <p>Stores like target where you can get goods. Boulder target is one of the only like it (besides bed bath and beyond) and the stock is often.poor.</p> |
| <p>used bookstores</p> |
| <p>The Home Depot store in boulder is smaller then the ones in Longmont and Louisville. Boulder stores are small and so is the parking!! Arbys, Red Lobster, Walmart, Dicks, Khols,</p> |
| <p>More affordable everything - it's super expensive to live here, everything is taxed a lot on top of the high prices.</p> |
| <p>women's clothing general store like Macy's</p> |
| <p>ModPizza, more stuff for kids. The bounce place is nice but more eating out that's kid friends and more places for kids and working parents. More kids boutique clothing and toy stores.</p> |
| <p>Family casual restaurants, gardening and snow shoveling help, moderate shoes, ladies business atire</p> |
| <p>I wish there were more small "bodega" type markets that were within walking distance of each neighborhood that sell basic needs like milk, eggs, some fruits and veggies, drinks etc... they had these in NYC where I lived and I liked them. I also wish there were more high quality used clothing stores... particularly for sporting goods, children's clothes and gear.</p> |
| <p>I wish that there were more casual restaurants and store with general merchandise and clothing on the Hill near where I live. I enjoy walking to dining and shopping but there isn't much near me.</p> |
| <p>Small Green Grocers, Small Bakeries (Bread&Pastry), Fishmongers, Meat Markets.</p> |
| <p>Sorely miss the Cheesecake Factory ! Teds Montana Restaurant ! Toms Tavern ! Old Chicago !</p> |
| <p>Women's shoes, women's clothing e.g.Talbots, Coach, Sundance</p> |
| <p>A drug store on the Hill. A clothing store on the Hill. In general, a better selection of retail stores on the Hill.</p> |
| <p>More diverse restaurants. More less-expensive restaurants. More pubs (not more breweries, more pubs). More nightlife. More cafes (not joking).</p> |
| <p>About the banking: I don't use banks, I use credit unions. I wish you'd bring back our Savers!!!!!! The Walmart grocery was pretty good because I could order goods online and not have to drive to Lafayette to pick them up. Can you get us an Esh's? That is where I buy groceries, I can afford them there. Mostly I don't buy anything for the home in Boulder except at garage sales, and the "free box." Okay here's my wish list: 1) stop taxing groceries 2) the senior citizen property tax break is on \$100,000. When I moved here, my condo cost \$257,000 so that was decent. Now my property is worth \$400,000 and it's not going to be very helpful any more. 3) Boulder creates a hardship on the poor by having only ritzy stores, because then we have to spend gas money to drive to Walmart and Esh's. Dollar Tree, that was great bringing them back. Target is way too expensive for shopping. Can you get us a low income discount for the Rec Centers? Also the phone bills -- landlines -- are OUTRAGEOUS. Almost \$100 a month!!!!!! Can you help?</p> |
| <p>Clothing boutiques; independent movie theatre</p> |
| <p>Clothing, hardware, art...really miss the army store, Starr's and jjwells...Meiningers</p> |
| <p>locally owned and still affordable.</p> |
| <p>Real grocery stores!</p> |
| <p>More discount stores for us poor folk</p> |
| <p>An Irish pub. Skunk Funk. Torchy's Tacos. Another fun bar to watch World Cup games.</p> |
| <p>I wish boulder had more affordable clothing and shoe stores. I would like Mercedes, Porsche & Tesla to have service departments in boulder.</p> |

| |
|--|
| I WISH Boulder had LESS fine dining restaurants and shee-shee clothing stores downtown. Instead, I would like more tool-shares, libraries, art-teaching shops, pottery co-ops, and other locations where friends can gather and LEARN something WITHOUT paying lots of money. I would like to see these things DOWNTOWN, not in the dispersed outlying areas. |
| Costco - clothing outlets Love Trader Joes & Vitamin Cottage. Thank you! Would be nice to see more green, sustainable businesses. |
| More California type indie retail Aviator nation Fred seigel Kids retail and shoes |
| Healthy food at reasonable prices |
| general clothing stores for business and casual attire that's not overpriced that's not overpriced like the downtown boutiques and not discount stores. If Macy's closed we'd have to again drive 30 minutes to shop |
| More variety of all types of stores, which would bring more selection and competition. |
| I don't necessarily think Boulder needs more, since there's flatiron mall nearby (which I love) |
| Walmart...I know I know...still that 30th location and the people there, fantastic. It was a real loss to the community. |
| Chillis, furniture store |
| I wish we had a big box sports retailer like Dick's. We hate having to drive to Broomfield for kid's sporting goods apparel and shoes. We also wish there were more fast casual restaurants or cheaper restaurants on Pearl Street. |
| affordable clothing options, consignment stores, recycled clothing, sneaker stores |
| classic and conservative clothing like Dillard's and Pennys |
| Penzeys spices, Victoria's Secret, New York and co, Express, DSW, bath and body works, Costco |
| I wish Boulder had more affordable casual dining I feel like with the aesthetic here, casual dining exists but it's still expensive. Pretty much every where (except fast food) is at least \$10/meal and extra if you want a drink. I also want to see stores that carry clothes for women of all sizes. I can't shop at H&M or Target and second hand stores also don't carry anything in my size, but won't buy anything in my size either because 'it doesn't sell'. I'm 5'3" and 170lbs, so overweight but by no means obese, and I haven't been able to shop for clothes in Boulder since I as in high school. |
| A food truck corral downtown (and other loacles) so there are some casual, low-cost options (and, no, not just once a month as some cheeky special event...EVERY. DAY.) |
| Boulder has most shops/services that you need. However, they are scattered all over the place. It really needs some thought put into Integrated shopping areas, with multiple services and retail in one location. And it needs more good Asian restaurants. |
| Good restaurants are going out of business on Pearl |
| A library and community center with pool within walking distance of where I live (The Crossroads neighborhood near 30th and Valmont). |
| Walmart food store. |
| Wal-mart Big toy stores |
| Corner stores with small deli counters Small grocery/food stores dispersed throughout the city Local retail/goods instead of only 29th st mall Movie theaters |
| Chick-fil-a |
| Wish we had more bars and or clubs We have a great young population |
| less expensive lunch options. |
| More Mexican food restaurants, more fast dining on Pearl Street. |
| furniture, children's clothing, women's clothing |
| I wish there were more stores, restaurants, and services that catered to people who are not the stereotypical Boulder residents. While there are plenty of Nepalese restaurants and craft brewers and outdoor specialty stores, I would love to have more variety. I would like to see some big-box stores. I would like to get fired fish or fried chicken without having to leave Boulder. I think the city is too limited in catering to lower-income spenders. |
| Walmart and Supertarget |
| Family/kid friendly spaces |
| More fast food, casual family dining, big-name box stores. WAL-MART, WAL -MART, WAL-MART. |
| Something between the outrageous Pearl Street prices and the big box stores of 29th street |
| More parking |
| In-N-Out, Costco, Frys Electronics |
| Butcher and baker |
| only Costco |

More food trucks. More ethnic foods. There really isn't a good solid middle ground for food like there is in other cities. Too many high end and fast casual leave a rather large gap. And because rent is SO HIGH, it'd be nice to have more access to food trucks at places like the Rayback Collective.

Sporting goods; shoe stores, particularly for children, but there is also a need for an adult shoe store.

Boulder retail stores usually have limited selections. Boulder needs Italian restaurants that don't cost a fortune.

I think the variety is fine.

I would love more of the independent store to be able to stay open in Boulder and not be priced out.

national clothing chains - The Gap.

What Basic Goods or Services Were You Unable to Find in Boulder?

| |
|--|
| Sporting good stores (i.e. Dicks) Big Box Stores (Costco) High end apparel (Nordstrom) |
| Other than casual Friday wear, I cannot find appropriate work wear in Boulder. I also have to go to Denver for dim sum. |
| hair care items, stylish clothing (not casual) |
| low to med quality/priced clothing which will be worse once Macy's closes. |
| Soda - I refuse to pay your sugar tax. |
| Mexican products are not as abundant as they are in other stores outside of Boulder. |
| Any bigger shopping you have to go to Superior or Broomfield. Unfortunately. |
| Shoes and affordable clothes. |
| A good dentist that doesn't lie. |
| Reasonably priced anything! |
| Furniture Shoes for kids |
| Walmart, Costco, Dollar Store, Lowes, discounts stores in general and services such as good plumber, electrician, contractor, etc. |
| Lower cost house items, restaurant, etc |
| Vacuum cleaner bags, mother of the bride gown, prom dresses, baby shower gifts, new kitchen pots, sympathy plant gift. It is much easier for me to drive to Superior than to go to central or north boulder. |
| appliance |
| Clothes, general thing like you find at walmart Most goods are low quality, high price I recently drove to a plumbing supply store in denver, plant-starts stuff, to Longmont for tv repair, and two other sevices I can't recall what. I drove to several stops in denver looking high quality meats, bed sheets I drove to denver for a clock repair for an antique clockThe one bright spot is McGuckin's Food Is about the one thing boulder does mediocrelly well if one can get past the fast food invasion - o for an excellent bakery Some of the problem is the Mediocracy of goods and services in general - mostly below my minimum standards - there are bt\right spots of course, I just keep finding my self driving out of the city. Not mention it's easier driving out of the city the fight the traffic and parking |
| Clothing and appliances. |
| any affordable clothes, shoes, etc. |
| Affordable eyeglasses |
| Plus size blazer. |
| Well, the question shouldn't be asked this way. Sure, if I wanted to spend 1 hour, round trip, driving from my one extreme end of Boulder to the other extreme opposite end of the city, I might be able to find some of these things. But since the round trip travel takes 1 hour, and then factor 30 minutes for the actual shopping and purchase, that's 1.5 hours for a very simple, trivial errand that shouldn't have taken much longer than 30 minutes...if the retail was nearby. So I will answer your question this way: The basic goods and services that I'm unable to find within an ecologically sustainable walking, biking, or short distance drive from me include: *Pet food and supply store *Bookstore *Auto parts store *Beauty salon for my wife *Barber shop for me *Office supplies store *Musical instrument supply store for the kids who are in school music programs *Not-over-priced restaurants *A convenience quick grocery store, like a Stop and Go, for that quick quart of milk *Florist *Hardware store |
| It's not about selection. It's about price. Boulder has become so expensive and everything is available for cheaper online. This goes for everything from food to clothes to appliances. I tried to really shop locally but more and more of the local shops get pushed out by high rents. It's very sad |
| Costco, chick filet,old navy, Kohl's,chuck e cheese, bowling, trampoline park, crate and barrel, outlet mall, Lowe's, and ikea |
| Men's shoes, furniture |
| Affordable good quality clothing and household items. I drove to Kohls in Superior to buy things like corduroy pants, and flannel shirts, towels,cloth table napkins at a good prices and in the colors I needed. |

| |
|--|
| Clothes like Nordstrom at Flatirons- limited men's clothing Outdoor apparel great - good selection Limited appliances stores travel to Louisville |
| More brand name goods at Nordstrom |
| There are not enough women's clothing stores in Boulder |
| Late night groceries or prepared food. |
| Clothing variety |
| mens clothing |
| Discount stores, clothing |
| fashionable men's clothing |
| upholstery fabric major appliances shopping like Costco |
| Costco, bras, underwear, shoes, dresses, |
| It's not so much unable to find but able to find at a reasonable price. We can routinely save 20 cents per gallon of gas of the Same gas by leaving Boulder. We shop at the same time saving the Boulder premium on groceries. The above pays for the nominal drive with money left over. The better traffic and ease of parking rounds out the deal. We use Boulder like a convenience store. |
| Hardware grocery stores at the North end of Boulder |
| Basic services like a vacuum repair shop. Its so expensive or isn't available here so end up going to longmont. |
| Basic clothing items. sporting goods motorcycle service |
| Inexpensive home goods/furnishings |
| Affordable yet lovely clothing, household goods purchased instead through Amazon |
| Environmentally and socially conscious consumerism has become all the rage across the country, especially in progressive communities. We have very few independent shops in Boulder supplying clothing, homeware and toys that are responsibly made and support local artists. |
| Furniture, appliances at reasonable cost |
| Some herbs and vegetables I have not been able to find. |
| medical supplies, such as walkers for rent |
| Asian groceries Good selection of kids shoes Baby strollers and other items Maternity clothing Kids haircut |
| Daily clothing for work/home. There is no affordable place to buy blue jeans in Boulder. Starrs used to be dependable for jeans but their prices escalated and the store closed. Other basic wear is poor quality (H&M as example) or too fashionable for most people's needs. |
| I go to the Flatiron mall for evening dress and work clothing. I also go to Flatiron mall and Denver to shop for furniture. I shop a lot online. Downtown is too hard to park and too expensive, so I never shop there for regular goods. |
| furniture |
| Kids stuff, vacuum supplies |
| Can't think of a specific. But there seems to be more times when I am leaving Boulder for one reason or another. |
| shoes. clothes |
| Non-taxed sugary drinks |
| Appliance stores, home furnishings, that weren't totally expensive or had some selection. Tire stores that are independent and didn't have months long waits. Everything takes forever to have done now because so few services exist |
| Large nursery with native plants (not a chain store) Large Farm and Ranch Supply Store (not chain store) |
| Mainly new furniture. There are a lot of used furniture store but most of the moderate type furniture stores are gone. All I can think of is Arhaus (expensive) and West Elm (moderate). Home Goods has some odds and end furniture but you really have to go to Denver or go online to buy furniture. We have lost most of our bookstores and music stores. |
| Motorcycle clothing. Tools and supplies. All the restaurants we like are almost gone. Boulder caters to techies that are into trendy expensive eateries, bars and retail. |
| Sporting goods, among others. |

| |
|---|
| tile |
| dependable moderately priced auto battery reasonably priced dentist name-brand department store underwear internist |
| Replacement parts for various household items |
| Cheap big box retail. |
| There used to be more affordable restaurants. Everything is catering to high income customers. |
| Computer store like Microcenter, Costco. |
| A quality department store. |
| Sporting goods. Cajun food for Mardi Gras. Antique store. We travel outside of Boulder to find more affordable everything, from steel for welding projects, to food. |
| As a 65 year old woman, I find it hard to shop for clothes that aren't geared for a Size 2 figure. So it forces me to go to Broomfield and shop at Dillards. |
| Not so much I couldn't find in Boulder, rather I didn't feel like driving across town to get them. Much faster, easier, cheaper to drive to Superior for bulk groceries and tires (Costco), household items (Target). |
| Motorcycle gear Tools Construction materials |
| Sporting goods. Men's clothing |
| clothing,club store, |
| It is more about the cost of items than the availability |
| A decent selection of children's shoes & boots. Remodeling materials for our home Reno projects: tile, plumbing fixtures, etc |
| Children's shoes |
| Walmart |
| Specialized sport and art supplies after the closure of Sports authority and Meininger |
| A decent place to buy Kitchen Appliances that isn't a mega-chain. |
| Clothing, shoes, furniture |
| The basic goods and services were available, just at a high price. |
| Sporting goods, kids' activities, affordable family/not fancy restaurants on Pearl St open in the evening! We go out in Louisville for family evening dining |
| Thrift stores, Costco |
| General sporting goods (since Sports Authority closed) |
| Decent meal at a decent price. |
| Soccer ball |
| Maybe not quite what you're researching, but I don't drive, and so when Ecocycle moved from Old Pearl out to east Arapahoe, that really put a crimp in my style. I used to peddle a bunch of compost out there regularly, but it's current location is awfully far, so I've had to make other, more difficult arrangements. |
| Affordable goods and services. In order to save money we leave Boulder every weekend to purchase all of our goods in Longmont or outside of Boulder. |
| Boulder Bodywear had to move to Lafayette. International Tires closed and Meininger Art Supplies also closed their store entirely. To shop there you now have to go to Denver. Two of them cited city rents and taxes as the reason. |
| Clothing stores |
| Children's soccer shoes, etc. |
| too many to list |
| quality affordable clothing- 29th street mall doesn't have enough. H&M= only option. I have to travel to Longmont or Broomfield for shopping (Kohls, Forever 21) |
| Shoes that fit my style and price desires. |
| Athletic equipment and clothing |
| Affordable food and clothing, affordable water, affordable exercise/workout facilities, reasonable property taxes |
| Auto Bulk foods Certain clothing Candles |
| car tires, at a good price. |
| fd |

| |
|--|
| As the parent of a young child I need drive thru options. When my kiddo is sleeping in the car or I don't want to take her out and then battle to get her back in I need drive thrus. I think it's ridiculous that we don't have more options in Boulder. I get walkable/bikable cities but it feels like we sometimes forget reality at times. Drive thrus are a life saver for parents with small kids. |
| Restaurants are pricey and minimal to find. Shopping for normal items it seems we have target if you are lower income. Clothes I have to leave for because I am not rich or small |
| sneakers a decent greeting card store Jeans |
| Jean's that fit that liked. |
| Things you can purchase at a pharmacy or Costco |
| reasonably priced gardeners and household help |
| Over the counter health care products prescribed by my doctors. Household goods Appliances |
| -high quality, but not overly expensive (or trendy) shoes for kids and adults -high-quality, reasonably priced sporting goods |
| reasonable price meals / lunch and /or coffee |
| inexpensive goods in bulk |
| More affordability on basic goods such as the kind of things you can get at Costco in Superior. Also, when it comes to food/restaurants it seems like there is a wider selection of more affordable options in other communities - especially as you get closer to Denver, there's good diversity. |
| More indoor playground for little kids. Winter is long here and for babies and toddlers there's not much to do. In Washington DC we had Gymboree which was a life saver on the winter. Also a Gap would be great in downtown. It's affordable, quality and has adult and children's clothing. |
| a decent fast casual salad restaurant withing walking distance of Pearl St mall |
| golf equipment, clubs,shoes, etc. |
| Family friendly restaurants and clothing at reasonable prices. |
| Would like a full-service sporting goods store like Dick's Sporting Goods. |
| Liver specialist |
| Shoe repair...the only one I know of is on Arapahoe/28th and they are terrible. |
| Shoe repair, seamstress, vacuum store, corner general store, coffee shop (mine closed). |
| Costco |
| my medications, supplements, handiman, housecleaners, yard help, some food are all from outside of boulder |
| Sheet plastic, like Lucite or polyethylene or polypropylene, for storm windows, plastic construction, etc. Colorado Plastics got kicked out of town when the idiotic Boulder Junction got built. |
| Hobby shops. Practical clothing stores. Foreign Auto parts stores. |
| More variety with Hardware store options needed...and small business selections.. |
| Walking boot / Air cast |
| Small retain shops seem to be declining, as are lower-priced restaurants and grocery stores. |
| Costco and shops at Flatirons Crossing. |
| New clothes that are not over-prices, I mostly shop at Goodwill but it is nice to have something new and Target is not working for me - still to pricey. |
| In addition to the comments above, the loss of locally owned retail and repair (in all areas) is not only very sad.... but it the associated quality of service that is increasingly hard to find. Big box stores and service centers staffed with short-term young people who either know little or care little (but still expect a 25% tip) ...ensures increased on-line purchasing... which in turn furthers the demise of local business (and the taxes local businesses pay). Seriously... City Council and City staff need more people in house and on boards who understand and live w/ this. |
| When Sports Authority left, it was inconvenient. Walmart, too! |
| Selection of moderate shoes and clothing. |
| wholesale store Costco and Mens clothing. |
| Clothes. Gasoline (at a reasonable price). Affordable restaurants. |

| |
|---|
| A high quality pair of shoes. |
| dance shoes |
| The Walnut Cafe, Old Chicago, Bayleaf, Conor O'Neills, The Video Station, Sancho's, The Yoga Workshop, The Walrus, Walnut Brewery, Catacombs, The Cup, and other small businesses pushed out due to exorbitant rent and property taxes. Soon: Brooklyn Barber Academy and businesses being displaced by a hotel on The Hill. |
| Its a long list |
| Clothing, shoes — they are cheaper and have more variety online. |
| Goods and services provided by small, family owned businesses. Affordable restaurants. They all seemed to be replaced by high end restaurants, banks, and large corporately owned chains. |
| Hardware, ski goods, clothing |
| Affordable food and goods and services |
| Metal, plastic & other small light industrial business needed for special projects. |
| Clothes |
| Furniture, less expensive clothing, children's items, car repair. |
| sewer drain roter service on an emergency basis. |
| furniture. costco |
| Retail clothing for women - very poor styles, not much available for a professional, poor quality Shoes - very little selection |
| I wasn't able to find the following goods or services at the quality and price point I wanted: psychologist, hair cut, nail services, candles, headphones, books, drinking glasses, wine glasses, pet grooming tools, picture frames, thank you cards, holiday cards, pants, skin care products, jewelry, shoes, magazines, dish towels, bed sheets, bath towels. |
| Some clothing options in mid-range of prices |
| Basic services retailers are closing because they cannot afford the rental prices. The ones that are still open need to increase the price of their products. They are no longer an option for me. Trying to find goods and services outside of Boulder now. |
| A good taco near my house |
| Clothing - go to shops in Denver |
| We need a Good department store and shops where people age 60 can find nice dresses. I like my sales tax money to stay in Boulder. |
| we need a good department store and shops where people age 60 can find nice dresses. like sales tax money to stay in Boulder. |
| Food items specific to my family's cultural cuisine that are not or are rarely available in Boulder. |
| furniture |
| Medium priced, medium value clothes (like Sears, Penneys, Melvyns used to be) (something between Target & Macy's) |
| Bedding is non existent. Bed Bath Beyond is limited, and so is Macy's. Shoes- all kinds are limited. Sports wear- all sports besides skiing, can't shop for soccer gear/clothes for my child. Furniture- basic stuff is non existent. |
| Sporting goods — especially kids sizes — and not skiing or hiking. No place to buy baseball shoes and gear for example. Is this basic? Well it is when there are two big little leagues in town. |
| See above comments. Those goods and services are available but if you live in my neighborhood you have to drive to them. |
| Replacement parts for small electronics like toothbrushes, robot vacuums, pressure cookers. Home remodel items, the selection at mcguckins and Home Depot is not sufficient. The Verizon store in boulder isn't good, so we go to the superior store. Pet items like water reservoirs, electric collars. |
| Discounted pet goods and pet pharmacy. Large box discount stores. Large box organic foods discount stores. Large box health food discount stores. Discounted or membership liquor stores. Large, petite and tall women's clothing. Large, petite and tall or wide and narrow women's discount clothing and shoes. Dance apparel and shoes. Normal priced tall adult kick scooter. |

| |
|--|
| More Latin/Asian/African/Arab food options. |
| My powdered chai and other things from Costco. But I only go there 2-3 times a year. |
| A popular supplement, various beauty products, a dress for an upcoming wedding. Also landscape services, some construction services, plumbing |
| employment related services |
| Sporting goods - with Sports Authority leaving town I have to drive Westminster or Broomfield to find suitable soccer gear for my children. |
| Home goods & decor - for example, Container Store, Crate & Barrel, Pottery Barn. Women's clothing, shoes. |
| Home organization. Home decorating. Women's clothing. Women's shoes. Loose tea. |
| food items |
| Car washes are definitely a hassle when I am in Boulder. |
| Affordable restaurants downtown |
| Basic clothing, shoes, household goods. |
| Basic clothing, shoes, household goods. We have lots of specialty shops that cater to specific people and activities. |
| Imported food products. Reasonably priced clothing. Good Restaurant & retail service. |
| Family restaurants - national chains. |
| Moderately priced restaurant, i.e., Egg & I, Applebees (long gone), variety shopping in Table Mesa Area. |
| Affordable furniture that is higher quality than goodwill. Thinking IKEA-quality |
| Shoes Kids shoes Large appliances Discount clothes |
| Whether this is basic could be debated, but you can't buy any kid sports clothes or shoes in boulder. Finding a white T-shirt for PE class was impossible. I ordered online. |
| Reasonably priced clothing, camping gear, groceries, etc. that can be found at Walmart Supercenters in Lafayette and Longmont. |
| Specific health care Organic plant based restaurants |
| It was more convenient to shop at Kohl's in Louisville where my business takes me weekly. I was buying clothing, and seasonal decorations and gifts. |
| Psychiatry |
| Discount stores |
| In South Boulder: Auto Store, Barber, Physicians, Better hardware store, More take out food (Good Quality) |
| Economical furniture, homegoods. |
| Casual clothes Fast food meals Costco prices |
| Reasonably priced clothes, and household items |
| Affordable retail. Clothing, shoes, etc that are not high end |
| Furniture |
| affordable clothing for adults and kids |
| There is no Donut shop other than Dunkin Donuts in the city. There are so many coffee shops and breweries and ice cream shops but no unique donut shops. |
| More vegan food options |
| Furniture |
| Ever try to find a pair of size 5 shoes in town? You have just one choice: Nordstrom Rack. |
| the question should actually be what affordable services or goods are not available in Boulder. Here are a few: car detailing, work clothing and shoes (office attire), furniture. I also think we are getting dangerously low on gas stations. But thank goodness we have so many new banks moving in so I can put my money there instead of spending it! |
| A pair of jeans in a decent price from woman |
| Diverse groceries such as Asian grocery markets have, the grocery stores here in general are mediocre. Also the Target is terrible so there's no good place to get those things without going to Superior. |
| Gas stations |
| Fireplace insert & installation at reasonable prices (the first example that comes to mind) |
| Cable and internet at a competitive price. |

| |
|--|
| Furniture store, low cost clothing retailer, food stores that aren't packed with stockers during business hours, lawn mower, vacuum bought on line. It's too crowded here! |
| Basic goods other than high end exercise apparel you mean? Basic goods that we used to purchase at four, or was it five anchor stores at Crossroads Mall. Plus however many small businesses. Plus downtown streets lined with shops in relevant tasteful buildings We are as limited in our purchasing as you might expect given the lack of choice and low inventory common now. Except of course if you require expensive recreational clothing. Worse, everything is priced based on the false market. Taxes are exceptionally inflated in Boulder. Why shop here, and where? You said it. Basic goods and services. I used to live in Aspen. The joke was that you had to drive to Glenwood Springs to buy a tooth brush. We have very little choice and shopping elsewhere or online is now unavoidable. Huge gaps are left in goods and services availability when what was a diverse retail environment is systematically dismantled. I have a guy who has repaired my watch for 25 years. He is in the Diagonal Plaza and will fall victim to the "improvements" planned there. I won't get started on over priced gourmet grocery stores. Or snobby restaurants most common people cannot afford to patronize, even if they wanted to. Recent wild goose chases looking for a singular basic item by bicycle like a good citizen have proven fruitless. Shopped for clothing or shoes around here lately? Where? Know of a bike shop where you can find a tire for under \$75? There are now three hardware stores in Boulder, McGuckin, Home Depot and Boulder Lumber. Never mind Sutherlands or the place that was located in Gunbarrel where a hotel now stands. I digress. |
| Clothing stores in Boulder are very niche and don't always have items for day to day |
| Clothing retail |
| economical variety of household goods that would be found at such places like Walmart or Costco. I don't always need organic or higher priced local goods. My income has limits and therefore, so does my ability to buy higher priced goods even if they are superior in another way. |
| Nut cheese and organic celery are always out at the grocery store. |
| Mid-range (expense) swim suit that fits. Mid-range (expense) affordable work (office) clothing. |
| Latin, foods, polenta |
| Specific kind of miso dressing, specific kind of salsa, homemade tamales, etc. |
| Food. Affordable care items. Variety |
| Affordable furniture stores. Pharmacy type stores in walking distance from work. |
| pregnancy clothing store, other larger options for big box stores that are convenient at the flatirons mall; smaller selection of electronics/computers than in other nearby towns |
| Affordable clothing, fuel, groceries And home good. I almost always drive through Boulder to get to stores and services outside of Boulder. I live directly outside the city limits, work in the city but leave Boulder to shop and spend my money. I would prefer to stay local, save time and miles driven but Boulder simply does not have goods and services. Interestingly, a good portion of the people I see shopping outside of Boulder are from Boulder. Clearly Boulder retailers are not meeting the needs of people who live there. |
| Convenient fast food locations during my lunch break that weren't an hour long wait in the drive thru. |
| Baby and kid products are a market that is not served well in Boulder. |
| Furniture |
| Books, Barnes and Noble are our only selection. Discount clothes, I often shop at Kohls in Longmont. |
| inexpensive clothing. A few thrift stores and Target are only options. |
| Affordable new clothing for older women |
| Clothing. Sporting goods. Furniture. |
| Housing |
| bulk food, party supplies, kids clothes |
| Does housing count? |
| Costco! |
| dough hook for a certain model mixer, trail books for a trail in Scotland, vacuum cleaner wand for a certain model |

| |
|--|
| affordable clothes and shoes |
| I've given up looking for women's clothing in Boulder. It's geared to a different style and size demographic than I am. |
| Stylish fashion. High end home decor |
| Various lumber needs, department store like Kohls for clothing |
| Affordable food. Electronics of all kinds, |
| There is nowhere to buy: nice quality housewares (glasses, placemats, vases, etc.). We really need a Crate and Barrel. |
| Inexpensive hosiery, overnight essentials |
| Soda without a soda tax |
| So called "assault weapons" (fake made up term by your stupid city council) Sugary drinks without excessive taxation. |
| Low priced items |
| furniture. |
| Walmart, |
| Bulk items such as those offered at Costco. |
| Affordable clothes |
| Ethnic Food, Intermediate level dance. Studio, fast casual restaurants, men's clothing store |
| Sporting gear |
| Bulk items like fish that were priced reasonably. |
| Affordable clothes--I often go to Flatirons Crossing mall or order online as there is not a full selection of items in Boulder. |
| certain cuts of beef, lamb; dearth of fresh seafood selection |
| Resonably priced soccer gear and jeans |
| Reasonably priced used tools. A massage that doesn't cost \$70-\$100 an hour once you tip. Affordable computer repair service. Pet products offered somewhere locally rather than a chain store. |
| Certain electronics. |
| WalMart or Costco type sizes and prices. |
| Good quality women's clothing. |
| Usually go to Longmont for restaurant choices. Pearl Street Mall has poor parking. |
| Mostly medications and medical supplies. |
| Basic prices on gardening and outdoor equipment |
| Ethic hair stylist Donut shop |
| Shoe repair, Women's shoes & clothes Affordable restaurants |
| Movie theater selections |
| mid-level clothing like the underwear brands that I prefer, not the cheapest and not the fanciest. specific DVDs and books that I wanted. the size and style of kitchen trash can I wanted. jeans - not designer ones, ones you can garden in. |
| Kids stuff. Newborn stuff. Specialty stuff. |
| Reasonably priced house hold foods and restaurants. |
| I shop at Costco |
| Affordable furniture, reclaimed goods, all the "local" shops cost an arm and leg because of ridiculous rent prices. |
| Authentic bakery and coffehouse with European pastries and multiple types of artisan breads. |
| Reasonably priced clothing |
| Reasonably priced bulk groceries, fully stocked target store |
| tile wood rv.camper |
| The cheap, quick once-per quarter Wal-Mart run type goods. |
| Sporting goods for youth sports, low price kids clothes (only Target at this point). |
| Food products, personal products, books, equipment, parts, bulk shopping - for decent prices and without major parking hassles. |
| reasonably priced but good quality furniture; children's entertainment venues (e.g. trampoline parks); reasonably priced but good quality children's clothes; good breakfast tacos; |
| basic sporting goods items for school aged children. |

| |
|--|
| Reasonably priced women's clothing. |
| sporting goods |
| Plus size clothing the teas I like drinking lighting fixtures |
| Shops there are mostly nice but we need AFFORDABLE basics |
| Medium priced clothes - like at Kohls - for adults and children. There is only Macy's and they are leaving. |
| Basic toddler clothing |
| Specific health and beauty items at King Soopers. I usually wait and hit a Target or other store on my way home, and so I can pay sales tax in my home city/county... and plastic bags in Boulder are costly too. I don't mind, but it should be city wide and not just a few retailers. |
| Asian Market |
| Pepper Spray, a specific type of gutter guard, high end art supplies now that Meininger's is gone, lots of specific grocery items |
| Goat meat, Indian spices |
| Existence of only 1 super market like Target. |
| Affordable restaurants |
| mud jacking |
| Electronics parts, such as RadioShack used to supply. SparkFun does not have a good selection and is not open weekends. |
| Decent, affordable lunch place in walking distance |
| Working in gunbarrel currently and I see that there is no food court or good eateries around this place where we can grab a togo or a quick bite. Very limited selection of eateries. |
| I used to get things like welding gas, metal stock, woodworking wood that wasn't just pine or oak, stuff like that at various places in town. Now I have to go to Longmont or Denver for those. |
| Good clothes and shoes at affordable prices |
| Costco. Sporting goods. Hunting supplies. |
| kids shoes |
| Furniture, tile, specialty foods (international) |
| Affordable clothing, basic necessities like underwear and socks Affordable furniture |
| Furniture, mattress, home goods, certain clothing brands. |
| The stock on hand in Boulder stores is sometimes inadequate and not available (sold out). Also, professional equipment is rarely available in stock at Boulder stores - therefore I end up purchasing this needed equipment online. |
| Because of the Target store, they didn't carry or have them available. Organizer boxes. Could get at office supply store, but more expensive. Also, thermal underwear. Used to get at Target. Have to keep going back to find them in stock.They do not stock staples items. Dishwashing detergent, Ivory. Very common and less expensive there. Depend on Target to get general items without having to travel to several stores. Without a car, it is expensive to travel to a store outside Boulder. It's frustrating when they don't have what I need. |
| Some food items, nutritional supplements, landfill services |
| Items that you could find at McGuckins, but can get for half the price outside Boulder or online. |
| Feel we are lacking in a good selection of children's clothes and shoes |
| Cloth for teenagers, yes this might mean chains or big box Sporting good store, shoe stores you name it! |
| costco/wholesale store but im not complaining |
| Men's clothing |
| Groceries and beauty services that are not overpriced or have decent parking, meaning not enough parking spaces and parking spaces that are very narrow. |
| petite clothing. More department stores for choices. |
| Usually it comes down to cost. I might be able to find it in Boulder, but the taxes and higher prices make something more costly, therefore I shop elsewhere. I also shop at the Whole Foods in Longmont (on rare occasions) because it is a nicer store and I can park easily. |

| |
|---|
| Often I have to go to McCaslin BLVD or Longmont to find goods and services that I need. Sometimes I have to go to Denver. When something is available in Boulder, there is almost always a price premium and the same item is available a bit further away for anywhere from 10% to 30% less. Many of us colloquially refer to this as the Boulder "tax" despite it not being actually tax related. |
| Sporting good store. Now that Sports Authority is gone you have to drive to Broomfield for Dicks Sports |
| Certain brands of certain foods that do NOT contain onions, soy products, etc.... |
| Grainger's |
| Clothing for me and other family members. |
| Mother of the groom dress, blue cardigan sweater, bulk toilet paper, low heeled semi dress shoes, IAMS senior dog food (50#) bag, hen scratch, goat feed, large cans of wet dog food for under \$1, bulk lotion, spices by the ounce, smart 65" TV under \$649, king size mattress topper under \$150, hanstone quartz countertop, |
| Western wear, cars,soda without a sugar tax, appliances etc |
| "Saran" Plastic Wrap, Garden trellis, and green house. |
| It's not that you can't find what you want it's that the prices of goods are much more expensive. I shop at Amazon, Costco, Walmart and Lowe's in Louisville, Superior and Broomfield. I would much rather my sales tax dollars remain in Boulder. |
| * |
| DITTO(USA):"WETHEPEOPLE...All,TheBasicGoodsAndServicesIHadAtMyWalmartNeighborhoodMarket,Etc.Etc |
| |
| ThanksVeryMuch/AlwaysInLiberty,DennisTavares...SoonerAnd/Not,Later...AMEN...!!!!!!USCAILJPGBAU 🗣️🗣️❤️ 🗣️ |
| It's a growing list. Even local retailers are pushing shopping online. |
| Wal-mart - "cost fair" goods and services Don't want too many national chains, but need some |
| Butcher, bakery with dark bread, shoe selection |
| Art supplies |
| Needed to find clothing - not always available in Boulder area |
| Un Wal-mart |
| Clothing in larger sizes |
| Affordable car care Quality affordable produce |
| Freedom |
| Items that used to be available at Radio Shack and JD Saunders |
| good thrift shops, |
| Walmart or similar business, reasonably priced food |
| New affordable sporting stores like Dicks ~ not Play it again sam used goods |
| card. monitor |
| A variety of sporting goods, clothing, and household stores. |
| Now that Macy's is closing, we have to drive to Dillard's in Broomfield. Also, I am a special case because of my food allergies. I actually have to order my body products from Canada because everything in this country contains corn derivatives, to which I am allergic. (I don't expect this problem to be solved by Boulder, though! It's more the lack of a department store that affects us.) |
| After living here over 50 years we no longer have stores like we had at Crossroads shopping center. Very hard for senior citizens to go out of town for stores like Kohl's, Ross etc. The stores at 29 th Street do not meet our needs, mostly cater to younger people. Very disappointed in selection of stores, like Boulder used to have. |
| Costco, affordable gas |
| Dollar store Latino food store Walmart |
| housewares, affordable and wider selection of hispanic foods, |
| I shop online more due to the traffic and parking situation in Boulder. I don't have time to sit in traffic to get basic goods even though they might be available. |
| competitively priced household goods and furnishings. All is expensive here |
| Lack of sporting equipment for kids. Only option appears to be Play it Again |
| NA |

| |
|---|
| Clothing, most of the time I have to shop online. |
| Basketball Shoes, affordable produce and other healthy grocery items. |
| Ethnic foods/grocery store |
| quality auto service |
| Any good or service that is owned by someone with a traditionally Christian religious belief such as Hobby Lobby, Chik Fil A (no decent chicken sandwiches). How intolerant of you! Also, what happened to Chili's and other affordable eateries? |
| Any big box retail is impossible to find. If you do find something it is 2-4x the normal price outside of the city. |
| Terrible options for children's clothing and maternity clothes. Speciality stores are expensive and so is the only consignment option. I shop Target, go online, or go to Longmont. There are literally NO options for maternity clothes other than the limited options at Target. Children's/Baby supplies are also limited to Target or grocery stores. |
| I wasn't able to find products for my hair or certain foods I was looking for in the grocery stores around here. |
| Most anything needed is not in this city. |
| Reasonably priced clothes -- no too low end (like Target) and not too high end (Black House White Market). |
| Medical items. Household goods at a reasonable price. |
| horse feed |
| While services and goods might be available. The inflated cost of things, based on the cost of living in comparison to the wage paid to retail jobs, makes basic goods and services more of a hardship financially. This cuts both ways based on the socio-economic infrastructure of Boulder. Stores have all but been priced out of viability. The other day I went to get some food near my work and the deli I frequented (Sun Deli/ Bow Tie Cafe) was closed, gutted and left me with no viable options for goods within a 6 block radius. This was also affected by the fact that Snarfs was recently demolished and was also, obviously, closed. Ironically, there were at least a dozen new apartments being built in the same 6 block radius. The bottom line is this: Boulder is completely catering to a wealthy socio-economic class and it is gentrifying it to the point that it is very difficult for working class people, artists, musicians, and people of ethnicity to live here. |
| Bulk food found at Costco in superior |
| Auto purchase |
| Auto purchase, buy soda outsider boulder because of the ridiculous soda tax (who is the complete idiot that came up with this one?) |
| Sporting goods, low-priced retail like Costco, broad selection electronics parts retailer (like the old J.B. Saunders) |
| Current fashion in clothing fashion makeup and home goods |
| Car- had to go to Denver |
| Nothing really |
| kids clothes Appliances |
| a pump organ |
| But not enough! It is OK not to have Ikea, Home Depot, Lowes, etc all within the city! |
| Practically anything that isn't food is something I have to drive for. I am equidistant from Longmont as I am from Boulder shopping, and Longmont is cheaper and often has easier parking. I almost only buy gas in Longmont (usually 15-20c cheaper per gallon). Their Target is also better. For some other stores, it just depends on where I am already shopping (pet store, Home Depot). Boulder doesn't have enough discount stores, like Big Lots. It only has Marshalls since Ross left (and it isn't a great Marshalls). Losing Savers was a huge loss even though I do check the other thrift stores. Stores I frequent occasionally that are not in Boulder: Kohl's, Lowe's, ARC Thrift Stores, King Soopers (for any drinks with sugar), Walmart (because sometimes they are the only store that has certain items), Movie Theater with good member program (used to do Cinemark, but now am a member of AMC since it is a MUCH better deal). |

| |
|--|
| 1) Landscape installation and maintenance services. This is an extremely pronounced lack which is getting more pronounced each year. Some services are extremely unreliable. Some are overbooked to the point of total unavailability. Not enough are skilled in design for native ecosystems or wildlife habitats or in materials sourcing. 2) Local handyman services. Especially those prepared to do custom maintenance on historic homes. |
| Home furnishings and furniture Car washes that are affordable and good service Limited number of pharmacies/drug stores (so I go to grocery stores for this need) |
| Value proposition(s) available @ Costco for various groceries, household supplies, pharmacy/personal care items, contact lenses, hearing aids. |
| Walmart, Chick fil a. |
| xx |
| Volleyball supplies |
| Cheap clothe or Mexican food |
| Basic clothing stores/food services that had affordable clothing or resources |
| Walmart. Chick fil a. Street food, you know carts or trailers, that don't cost as much as a restaurant. \$10 for a rice bowl, \$9 for three little tacos, seriously? |
| I go out of Boulder to shop for affordable eyewear. Also, I know my quality of life in Boulder will go down when/if Macy's leaves. It's the only place I can go for emergency clothing/undergarments/accessories/shoes and know that they'll have something that will work. |
| cheaper gluten free options, |
| Affordable larger-sized women's clothing. |
| Ethnic retail selections, particularly Asian foods. |
| Clothing....I'm driving to Broomfield or even Cherry Creek and Park Meadows to shop for my family's clothing. Sometimes we go to Longmont restaurants as Boulder restaurants are becoming fewer. |
| reasonably-priced staples, meat, groceries ladies walking shoes, practical, wide-width competitive, quality hearing aids competitive sub-contractors for remodeling reasonably-priced glasses Mexican specialty store |
| Affordable groceries - I take the bus to Walmart in Lafayette to purchase them Affordable food - I frequently travel to Broomfield (Flatiron Mall) to eat out |
| good typically purchased at stores like Kohl's, JC Penny, Sears, etc. |
| A good pastrami sandwich |
| Actually, I prob. could have found what I wanted in Boulder, but I refuse to shop at Home Depot. Appliances and tiles/flooring, |
| Farm and ranch supplies |
| Certain affordable clothing items |
| Less expensive options and restaurants that aren't overrun with drunks |
| Goods- clothing Services- contractor |
| Your stores are to small of the ones that I would use and the parking and getting around town sucks! |
| Affordable services. Everything is Boulder prices! |
| variety of women's clothing and shoes Availability of desired goods will become very bad. Stores like Talbot's and Clark shoes have left. |
| 24 hour pharmacy |
| Men's clothing, |
| Family restaurants especially, comfortable shoes in my size, non-jean slacks, moderate sweaters, undergarment selection. |
| Sneakers, used children's and adult clothing (a store like Savers). |
| Look at the above answer and figure it out. |
| House repair persons not experienced well ! |
| Home Furnishings. |
| Independent movie theatre(s). |
| Chicken feed. Although I might be able to get some brand of chicken feed at McGuckin's, I go to the Jax in Louisville. |

| |
|---|
| Much is too expensive here. Too much to list. Target is as close as we get to discount shopping |
| Pediatric rehabilitation services at BCH is moving to Erie, leaving only private, out of pocket services available in Boulder for children with special needs. Now must travel to Louisville, Erie, Broomfield. |
| Costco Co. Flatiron Crossing (it's nice to shop indoors on a snowy day) |
| Archery lessons Pottery co-op in my neighborhood Non-corporate retail and/or grocery options near me TOOL SHARING CO-OP near me!!! |
| walmart |
| Costco - affordable bulk items as well as outlet store prices. |
| Great sun hats Kids clothes and shoes Kids Sports equipment |
| While the basic goods are all available here in Boulder, the selection isn't as wide and varied, limited amount of stores, items are more expensive since it's a bit of a captive audience. |
| Good Quality clothes and shoes not too expensive |
| Reasonably priced clothing and furniture and groceries |
| Clothing, furniture, reasonably priced restaurants. |
| Children's shoes |
| Costco type store |
| suitable clothing, electronics, high quality tea, blood pressure machine |
| Clothes, shoes, buy-in-bulk store |
| low cost food shopping. |
| One items would be leather jacket. Was trying to find a good place for quality leather jacket collections. While very few places do have these, even they don't have many selections. |
| Wholesale outlets |
| Wal-mart |
| Wal-mart |
| Affordable materials for remodeling and updating our kitchen Affordable clothing |
| Anything in bulk |
| n/a |
| Good bike mechanic, good car dealership, and any bulk grocery shopping (Costco) |
| Pharmacy open in evening |
| In general, Boulder is lacking any basic shopping. There needs to be an equal amount of small and big box stores, not just overpriced boutique for tourists. Needs many more fast food places. |
| Baby supplies |
| Costco |
| Butcher shop |
| I shop a lot at Costco in Louisville for reasonably priced organic products |
| I will not shop online, therefore I would appreciate having a variety of shops that I can go to into look for personal goods. |
| Home goods...sheets, quilt, etc. Sometimes Bed Bath and Beyond and Target don't have exactly what I want. |
| soccer shoes, kids clothes |

Appendix D: Boulder Compares to Neighboring Communities

This section describes and evaluates the retail market in Boulder – its size, make-up, and performance. To add perspective to this assessment, we compare descriptive metrics taken from several data sources to the same (or similar) measures regarding the following two reference groups:

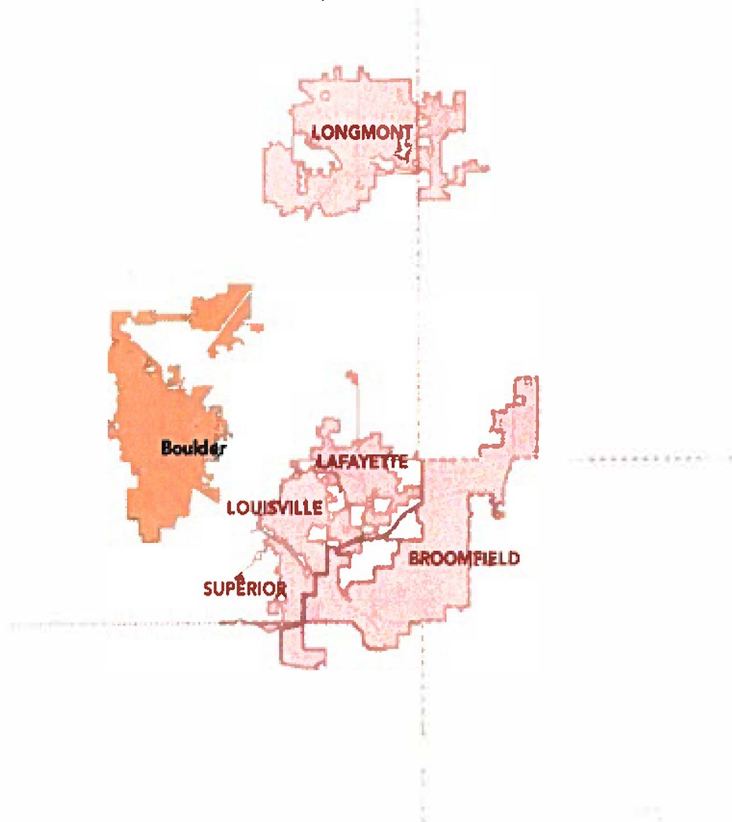
1. A set of neighboring communities that compete with Boulder retailers for shopping and dining spending, and
2. A set of peer communities across the country selected for their similarity to Boulder on key attributes.

With respect to neighboring cities specifically, in addition to these data-driven comparisons, this report also focuses on qualitative policy and administrative differences (zoning, taxation, regulations, local government infrastructure, etc.) that may impact the delivery and performance of retail goods and services.

Boulder Comparison with Neighboring Cities

This section will evaluate Boulder as compared with the other nearby cities of Broomfield, Lafayette, Longmont, Louisville, and Superior. The following map shows the relative locations of the regional comparison or neighboring cities against which we have compared Boulder.

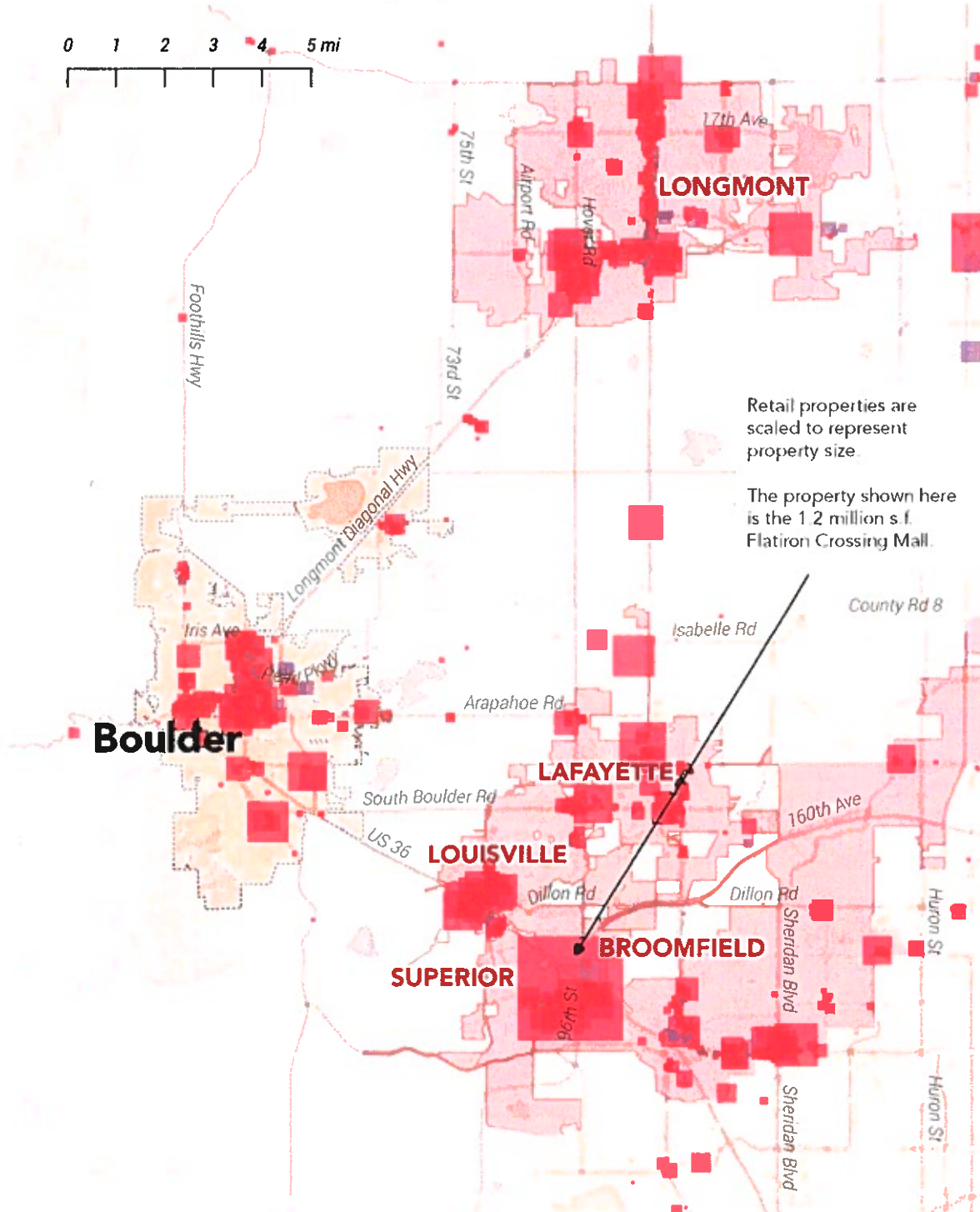
Boulder and Regional Comparison Cities



The map on the following page shows the location and size of retail properties in Boulder and its surrounding communities.

With the exception of only a few pockets, retail in this area is largely confined to within the incorporated limits of the comparison cities.

Existing Retail* Space, Boulder and Regional Comparable Cities



Source: Costar, Q4- 2018

*Note, To aid in regional and national comparisons across other cities, "retail" here includes all properties tracked as retail by Costar, including some categories not shown in Part I findings such as auto dealers and repair.

Notes on Two Key Data Sources

On-the-ground retail reality is messy and in constant flux. Store categories blur and morph over time; individual properties serve multiple purposes; proprietors are stingy with information; and primary data collectors with have limited resources to serve diverse audiences. As such, no data source is perfect. This analysis relies heavily on two data providers with a good balance of accuracy, national coverage, and local granularity (ability to spot-check and zoom to custom geographies).

COSTAR

Originally a national brokerage (like Colliers, CBRE, Cushman Wakefield, etc.), Costar is now strictly a subscription-based information provider, with data and analytics on commercial properties (retail, office, industrial, apartments) across all US markets. In addition to quarterly summary reports on all national markets and submarkets, Costar delivers extensive data on an individual property level as well as market-level metrics such as prevailing rents and vacancy rates.

Data quality varies somewhat across markets and is not flawless, but their point-level delivery and reasonably exhaustive inclusion of smaller and owner-occupied properties offers a unique ability to capture the entire market and track down inaccuracies, while still allowing for comparisons at any US geography.

ESRI

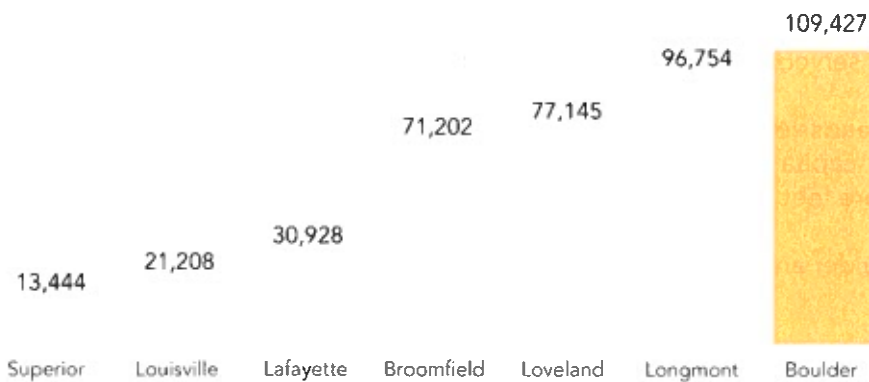
Also the leading provider of geographic information systems (GIS) software, ESRI is also one of a handful of top national subscription demographic data providers. Their data division, marketed as ESRI Business Analyst Online (or ESRI-BAO) uses a variety of primary sources but mostly takes US Census data, including American Community Survey (ACS) updates, and applies proprietary models to create current-year estimates across a host of demographic and economic variables.

Critical to this analysis is ESRI's data on retail supply and demand. Supply (or sales) is estimated based on US Economic Census results from 2011 (latest available), updated using InfoUSA property-level data to current year estimates. Demand (spending potential comes from US Census Consumer Expenditure Pattern survey results, scaled by region and prevailing local incomes.

Baseline Metrics

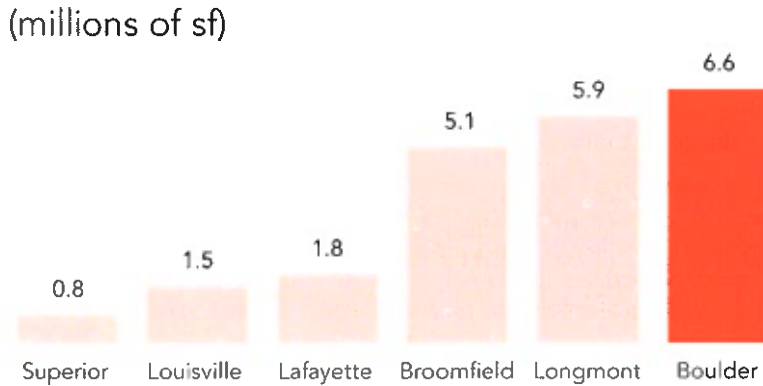
To create some context of retail in Boulder and its neighboring cities, we present a number of baseline metrics:

Estimated 2018 Population, Regional Comparison



Source: ESRI Business Analyst (based on US Census data)

Retail Total Inventory, Regional Comparison



Source: Costar, Q4- 2018

**Note: To aid in regional and national comparisons across other cities, "retail" here includes all properties tracked as retail by Costar, including some categories not shown in Part I findings such as auto dealers and repair.*

- Boulder is the largest city in this local comparison region and also tops in terms of overall retail inventory.
- The regional hierarchy in terms of retail is broken into two distinct tiers, with Broomfield, Longmont and Boulder having quite large retail presences (all over 5 million square feet) and Superior, Louisville and Lafayette having far smaller inventories.
- Inventory corresponds roughly with the population distribution across these seven cities, although minor variations in that sorting result in some notable differences in retail inventory per capita.
- Historically, in part because the Denver area had not yet experienced today's level of growth and in part because of traffic patterns, Boulder was the dominant city across the Boulder Valley Region. Boulder's unique position in the region has eroded as growth to the northwest of Denver has continued. Today, nearby Broomfield and Longmont compete with Boulder in providing goods and services of all kinds.

While a look at the absolute amount of retail gives context for retail distribution across the region, looking at the number of square feet of retail on a per-capita basis will give a general idea of how each city is served as compared with its neighboring cities.

As noted in the retail trends section, above, the United States has the highest number of square feet of retail per-capita in the world. Each of the cities studied has a significantly greater number of square feet of retail than the already bloated U.S. number.

Sales per capita for Boulder and its regional competitors can be found in the graph and table below.

Retail Inventory per Capita (2018 Est.)

Est. S.F. per Capita (2018)



Source: Costar; ESRI

Estimated Retail Sales and Sales per Capita (2017)

| | Total Annual Retail Sales, millions <i>ESRI; 2017 est.; *incl. vehicle sales & svc.</i> | Total Annual Retail Sales per Capita <i>ESRI; 2017 est.; *incl. vehicle sales & svc.</i> |
|-----------------------------|--|---|
| Boulder | \$2,957 | \$27,024 |
| Boulder County Overall | \$5,778 | \$17,302 |
| Regional Comp Cities | | |
| Broomfield | \$1,041 | \$14,627 |
| Lafayette | \$239 | \$7,736 |
| Longmont | \$1,341 | \$13,858 |
| Louisville | \$349 | \$16,458 |
| Superior | \$389 | \$28,942 |

Source: ESRI Business Analyst

Note: ESRI's estimates are based on U.S. Economic Census and InfoUSA data, not sales tax revenue data

- The City of Boulder accounts for approximately one-half of all county-wide retail sales
- Boulder and Superior are the only two cities with more than \$20,000 in annual estimated sales per resident – both in excess of \$27,000.

Comparing retail sales within each city to the combined spending potential of its residents gives an estimate of whether that retail is being supported largely by residents in that same city or by some larger spending pool. Pull factors above 1.0 indicate markets where some spending is likely being "pulled" in from outside the city boundaries. On the contrary, pull factors below 1.0 suggest that city residents are taking at least some of their spending power to shop and dine outside the city (commonly referred to as "leakage").

Estimated Retail Pull Factor

| | Total Annual Retail Sales, millions | Annual Household Spending Potential | Pull Factor <i>(values above 1.0 indicate cities where city sales exceed spending power of city residents)</i> |
|-------------------------------|---|---|--|
| | <i>ESRI; 2017 est.; *incl. vehicle sales & svc.</i> | <i>ESRI; 2017 est.; *incl. vehicle sales & svc.</i> | |
| Boulder | \$2,957 | \$1,941 | 1.5 |
| Boulder County Overall | \$5,778 | \$6,393 | 0.9 |
| Regional Comp Cities | | | |
| Broomfield | \$1,041 | \$1,384 | 0.8 |
| Lafayette | \$239 | \$540 | 0.4 |
| Longmont | \$1,341 | \$1,521 | 0.9 |
| Louisville | \$349 | \$459 | 0.8 |
| Superior | \$389 | \$317 | 1.2 |

Source: ESRI Business Analyst and consultant

- Based on ESRI estimates of sales and spending potential (in turn influenced by both population and income), Boulder has the highest pull factor among its regional competition, with local spending exceeding resident spending power by approximately 50 percent.

Regional Comparisons of Retail Vacancy, Building Size, and Rents

| | Vacant Inventory | Vacancy Rate | Property Quality (Wtd. Avg. Star Rating) | Market Rent (NNN/sf/yr) | Rent Growth - 12 mo. |
|-------------------------------|-------------------------|---------------------|---|--------------------------------|-----------------------------|
| Boulder | 425,000 | 6.4% | 3.0 | \$25.37 | 2.6% |
| Boulder County Overall | 931,000 | 5.4% | | \$22.17 | 2.3% |
| Regional Comp Cities | | | | | |
| Broomfield | 105,000 | 2.0% | 3.8 | \$27.80 | -0.6% |
| Lafayette | 43,100 | 2.4% | 2.7 | \$22.63 | 1.0% |
| Longmont | 170,000 | 2.9% | 3.0 | \$17.08 | 2.5% |
| Louisville | 232,000 | 15.4% | 2.8 | \$25.19 | 3.0% |
| Superior | 11,600 | 1.5% | 3.1 | \$27.33 | 0.6% |

Source: Costar, Q4- 2018

- Boulder’s vacancy rate of 6.4%, while relatively healthy in an absolute sense (as a rule-of-thumb, retail underwriting considers an occupancy rate of 95% to be fully leased), is higher than all regional comparison cities except for Louisville, where vacancies currently top 15%.
- While Boulder does have the largest inventory of vacant space in the comparison region, with over 400,000 square feet, some 150,000 square feet of this total is accounted for by

the Macy’s property in the BVRC/29th Street retail area, driving a 14% vacancy rate for that node.. Without that single vacancy, Boulder’s overall vacancy rate would fall to 3.9%.

- Simply dividing the count of buildings tracked by Costar into the total inventory square footage yields a rough average building size – about 14,400 s.f. for Boulder, lower than Superior or Broomfield, where averages top 20,000.
- Broomfield and Superior are the only cities in the region with higher estimated rents than Boulder, where the current NNN market rent is \$25.37. Longmont trails with just over \$17 per square foot at its average annual rent.

Regional Comparisons of Retail Development Activity

| | 12-mo Net Absorption (as % of Inventory) | Deliveries - Past 12 mo. | Currently Under Construction |
|-----------------------------|--|--------------------------|------------------------------|
| Boulder | -2.1% | 5,400 | 24,500 |
| Boulder County Overall | -0.3% | 46,300 | 74,000 |
| Regional Comp Cities | | | |
| Broomfield | 4.1% | 20,500 | 123,000 |
| Lafayette | 0.1% | 18,300 | 7,500 |
| Longmont | 1.9% | 9,200 | 20,000 |
| Louisville | -2.9% | - | - |
| Loveland | 0.6% | 86,400 | 450,000 |
| Superior | 7.8% | 12,000 | 22,000 |

Source: Costar, Q4- 2018

- In terms of recent activity, the region continues to be driven largely by Broomfield and Loveland, where projects currently under construction total 123,000 and 450,000 square feet, respectively.
- Boulder has just under 25,000 s.f. under construction, with only 5,400 s.f. delivered over the past 12 months.
- Net absorption, a function of both construction activity and changes in occupancy, was negative for Boulder last year

Retail Supply and Demand Metrics by Store Categories

Although near the countywide average for grocery store sales per capita, Boulder is far and away the strongest regional performer in terms of pull factor, with local sales estimated at 2.7 times resident spending power. The most likely explanation for this finding is chains like Whole Foods, Lucky and other specialized supermarkets with a large flagship presence in Boulder (a) charging higher prices than more traditional mass-market grocers, and (b) drawing from a wide trade area.

Regional Pull Factor and Sales per Capita Comparisons -- Grocery & Restaurant

| | Grocery Pull Factor | Grocery Sales per Capita | Food/Bev Away From Home Sales per Capita | Food/Bev Away From Home Pull Factor |
|-----------------------------|---------------------|--------------------------|--|-------------------------------------|
| Boulder | 2.7 | \$2,271 | \$2,921 | 1.6 |
| Boulder County Overall | 1.4 | \$2,424 | \$1,872 | 1.0 |
| Regional Comp Cities | | | | |
| Broomfield | 0.8 | \$2,453 | \$1,594 | 0.8 |
| Lafayette | 0.2 | \$2,206 | \$1,150 | 0.7 |
| Longmont | 1.2 | \$2,006 | \$1,791 | 1.1 |
| Louisville | 1.4 | \$2,714 | \$1,915 | 0.9 |
| Superior | 2.0 | \$2,962 | \$1,183 | 0.5 |

- Boulder also has the highest restaurant pull factor in the region, at 1.6.
- Despite neighboring cities having an increasingly large concentration of sophisticated F&B offerings (and my extension, Boulder having a smaller overall percent of such businesses regionally), Boulder remains a key destination for specialty retail uses such as food and beverage.
- Boulder’s wide variety of retail and reputation for high quality restaurants is a likely driver behind Boulder’s lead role in this category (and a major reason for leakage found in some of the comparison cities.

Regional Pull Factor Comparisons – Liquor Stores, Specialty Food, Personal Care, Electronics

| | Liquor/Bev Store Pull Factor | Specialty Food Pull Factor | Health/ Personal Care Pull Factor | Electronics & Appliance Pull Factor |
|-----------------------------|------------------------------|----------------------------|-----------------------------------|-------------------------------------|
| Boulder | 1.5 | 0.6 | 1.8 | 3.3 |
| Boulder County Overall | 1.0 | 0.3 | 1.1 | 1.8 |
| Regional Comp Cities | | | | |
| Broomfield | 0.3 | 0.1 | 0.4 | 2.1 |
| Lafayette | 0.6 | 0.2 | 0.7 | 0.5 |
| Longmont | 1.1 | 0.3 | 1.2 | 1.1 |
| Louisville | 0.9 | 0.1 | 1.3 | 2.1 |
| Loveland | 0.8 | 0.5 | 1.1 | 0.9 |
| Superior | 1.8 | 0.0 | 0.6 | 0.7 |

- With a major university and a highly educated, affluent-skewing population it’s not surprising that Boulder also leads in terms of pull factor for liquor/wine/beer stores.
- Specialty food pull factors are surprisingly low across the board for the region

- Boulder leads in health and personal care pull factor, probably for much the same reason as with supermarkets – strong natural and fitness orientation and nationally known flagship tenants.
- Boulder’s pull factor in electronics is no doubt boosted by the university population

Regional Pull Factor Comparisons – Furniture, Home Centers, Clothing, Books

| | Furniture/ Furnishings Pull Factor | Hardware/ Garden/ Supply Pull Factor | Clothing/ Accessory Pull Factor | Book/ News Store Pull Factor |
|-----------------------------|--|--|---------------------------------------|------------------------------------|
| Boulder | 1.5 | 1.0 | 1.7 | 12.5 |
| Boulder County Overall | 0.8 | 0.8 | 0.8 | 4.5 |
| Regional Comp Cities | | | | |
| Broomfield | 1.2 | 0.3 | 2.6 | 0.2 |
| Lafayette | 0.2 | 0.6 | 0.3 | 0.0 |
| Longmont | 0.8 | 0.9 | 0.6 | 1.1 |
| Louisville | 0.6 | 1.5 | 1.0 | 1.0 |
| Superior | 0.0 | 0.0 | 0.2 | 0.0 |

- Once again, the university influence is a likely (positive) culprit for Boulder’s most remarkable pull factor score, with book store sales in excess of twelve times the local household spending potential. With so much book sales, an economic development goal focusing on attracting yet more book stores is not merited, and it is recommended that attention be focused on other initiatives.
- Clothing and Accessories is a rare category in which Boulder is surpassed in terms of pull factor. Despite a healthy 1.7 for Boulder, Broomfield (driven by Flatirons Mall) leads the way with a 2.6 factor.
- Hardware/Home Centers is a rare case where Louisville leads the region in terms of pull factor, with 1.5 compared to 1.0 for Boulder.
- In fact, home centers is the only major category (other than department stores and general merchandise, discussed next) where Boulder comes close to having estimated sales below what its own residents could support.

Regional Pull Factor Comparisons – Sporting Goods/Hobby, Department Stores, Other General Merchandise Stores

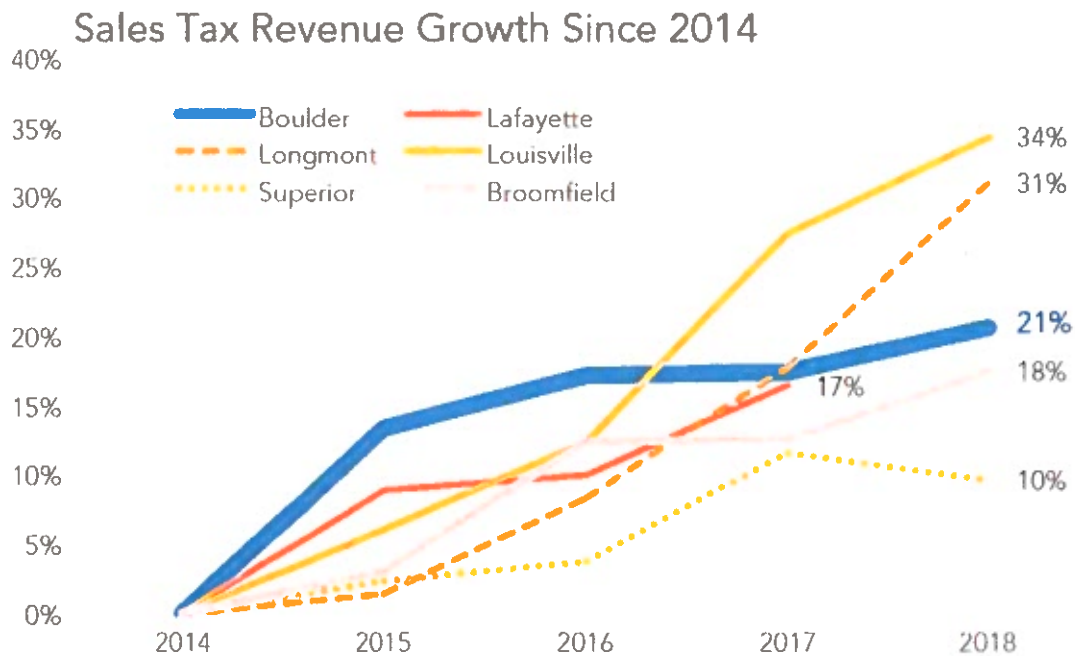
| | Sport/ Hobby/ Music Store Pull Factor | Dept. Store Pull Factor | General Merch. Pull Factor |
|-----------------------------|--|----------------------------|-------------------------------|
| Boulder | 2.0 | 0.6 | 0.0 |
| Boulder County Overall | 1.0 | 0.7 | 0.9 |
| Regional Comp Cities | | | |
| Broomfield | 0.8 | 1.3 | 0.0 |
| Lafayette | 0.4 | 0.9 | 0.1 |
| Longmont | 0.7 | 1.0 | 1.3 |
| Louisville | 1.3 | 0.6 | 0.0 |
| Superior | 0.3 | 1.3 | 11.4 |

- With a world-class reputation for fitness and outdoor recreation, Boulder’s strong 2.0 pull factor in sporting goods is not surprising, leading the region with no close competition.
- Without an anchored regional mall (Macy’s will be closing soon), or a major discount retailer (Target is scored as a department store by ESRI), Boulder slips well into leakage territory, for both Department Stores and Other General Merchandise (mainly discounters).

Retail Sales Growth

To provide a comparison of overall growth in retail in Boulder’s region, we looked at retail sales tax collections across this same set of local comparison cities. Based on data from the State Department of Finance, along with budgets and financial statements from the individual cities, we tracked revenue growth from 2014 to 2018, setting 2014 as a 0% baseline. While there are some local differences in tax rates and categories of goods subject to tax (and obvious differences in city size), this overview of total revenue *growth* serves as a reasonable comparable indicator of performance trajectory across the region.

As shown in the table and charts below, Boulder’s 21% increase trails Louisville and Longmont in absolute revenue growth, but has outpaced Lafayette, Broomfield and Superior over the same period.

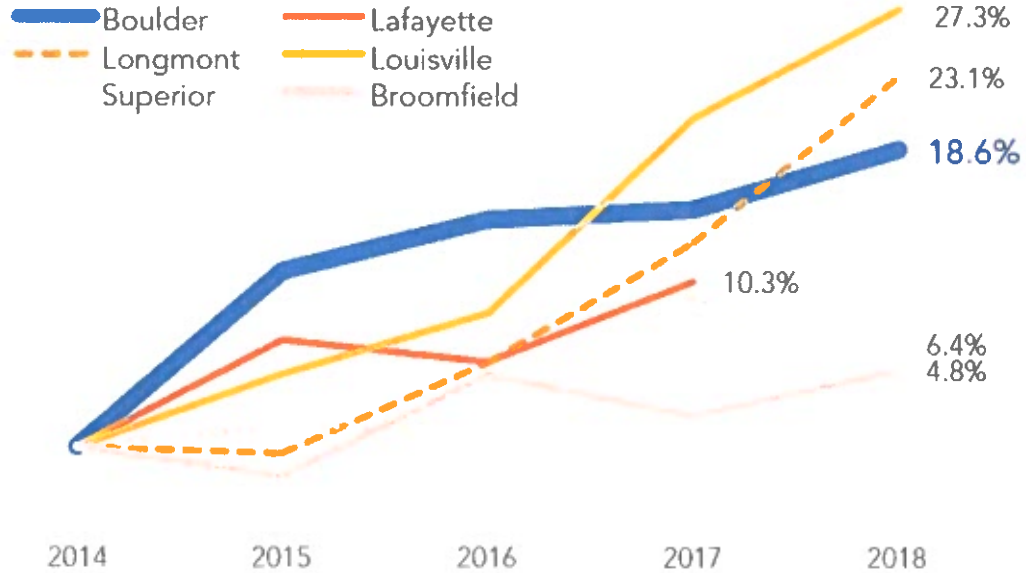


Source: Colorado Department of Finance, individual Municipal budget documents, LCG, GRES.

After dividing revenues by annual population over the years in question for each city, we then compared per-capita sales tax growth over the same stretch. This adjustment to control for

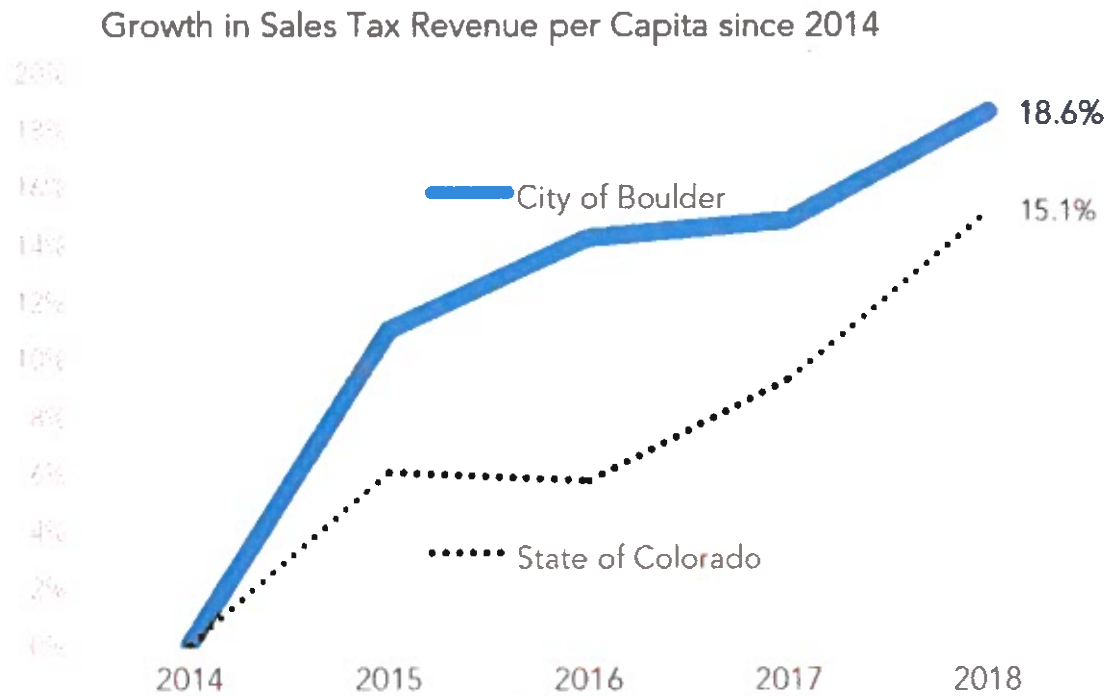
differences in city residential growth rates has very little effect on the relative ranking of the cities, with Boulder still squarely in the middle of the pack with 18.6% growth over five years as shown below:

Sales Tax Revenue per Capita, Growth Since 2014



Source: Colorado Department of Finance, individual Municipal budget documents, LCG, GRES.

The fact that per-capita growth figures are all slightly lower than absolute revenue growth suggests that retail revenues are not quite keeping up with population growth. This could be driven by a number of factors, including the ever-increasing share of on-line sales, potential loss of local sales to nearby competitors, shrinking household spending in general, etc. It underscores the importance of tourism to Boulder’s retail health.



Source: Colorado Department of Finance, City of Boulder, LCG, GRES.

Finally, as shown in the chart above, Boulder compares favorably in terms of sales tax collection trends, per capita, relative to the state as a whole, which grew 15.1% overall during the last five years (although the state has slightly outpaced Boulder during 2017 and 2018).

Other Factors Affecting Retail Expansion or Contraction

There are a number of factors affecting the expansion and contraction of retail. These factors include the continued consolidation of commodity retail chains as they face continued and increased competition from other retail channels. Even specialty retailers that have a difficult time differentiating themselves from the pack are having a difficult time, with many closing stores, merging with other chains, or going out of business.

The overall retail environment in Boulder seems to be doing at least as well or better than most communities. For example, Boulder is able to support not only national and regional chains, but also a variety of independent retailers even in commodity categories that have seen the greatest impacts. Finally, the emerging trends noted in this study’s introduction are impacting the overall retail footprint. One example would be landlords who are increasingly wary of long lease terms out of fear that a retail concept that is in fashion today may be “yesterday’s news” in just a few years.

Boulder’s neighbors are becoming more mature, sophisticated, and competitive in terms of recruiting retailers. At the same time, overall regional demand is increasing with population increase. Aside from this dynamic in the Boulder Valley region, we do not see any unusual factors or patterns affecting Boulder. In fact, Boulder continues to outperform most communities.

It is helpful to have a better understanding of how retailers make their new store opening decisions. This understanding will help contextualize retail attraction efforts generally. Retailers have a number of strategic options for how to develop a presence in any given market. Some retailers may look to open in regional destinations only while others may take a neighborhood-by-neighborhood approach. A store’s sales must be adequate to cover both fixed and variable costs. Regardless of strategy, all retailers must consider the total capital expenditure required to open a new store, and they must justify this capital expenditure in making a new store opening decision. In addition, some retailers burden their capital expenditures with their weighted average cost of capital (eg. assuming capital expenditures of \$1,000,000 and a weighted average cost of capital of 5%, the total capital expenditure is assumed to be \$1,050,000) in order to determine if an investment in a new store outweighs “keeping the money in the bank.” Commodity retailers in particular are facing greater competition from a variety of sources, and this makes projecting top line sales and profit margins needed to justify the capital expenditures required to open a new store that much more difficult.

The time and expense required to obtain the approvals and permits necessary to open a new store can be considerable. For this reason and because it is important to understand Boulder as compared with its neighboring (and competing) municipalities, as part of the neighboring cities assessment, we evaluated a number of factors affecting retailers looking to open new businesses in the City of Boulder. These factors included comparing Boulder versus its neighbors on key government statistics, planning department structure, planning and building fees, utility costs, parking regulations, and local tax rates. In some categories, no findings of significance were noted while in others a wide disparity between Boulder and its neighbors were noted.

We looked at the size of each city’s local government, both from an FTE and budget perspective. Our findings are summarized in the following chart and notes:

| City Government Key Stats | | | | | | |
|--|---------|------------|-----------|----------|------------|----------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Total Government Employees (FTE) | 1,447 | 784 | 267 | 921 | 235 | 31 |
| Government Employees per 1,000 Residents | 13.2 | 11.4 | 9.3 | 9.7 | 11.8 | 2.5 |
| General Fund 2017 Budget (\$millions) | \$128 | \$74 | \$27 | \$76 | \$38 | \$9 |
| Per-capita | \$1,168 | \$1,074 | \$937 | \$800 | \$1,893 | \$751 |

It was difficult to generate an exact comparison of planning and development services budgets and FTE from city to city because of differences in reporting and approach (e.g. some cities outsource more work than others). That said, we note the following:

- Boulder’s budget is significantly higher on both an absolute and on a per-capita basis than any of its neighbors except Louisville with respect to the per-capita measure,
- Broomfield and Louisville are in a rapid growth mode, and their development services budgets reflect the demands placed on the corresponding departments. Nonetheless Boulder’s budget is over double the next highest city’s despite Boulder not being in a “green field” growth mode.
- Each city had some discretion in the statistics that they were able to report in the Operating Indicators by Function/Program in their Comprehensive Annual Financial Report. For this reason, we are not able to present a side-by-side comparison by function for Boulder and its selected neighboring cities. For this reason, the balance of the statistics above are presented for reference and context, and we draw no conclusions from them.
- Boulder has by far the largest city government from a budget and an FTE perspective.
- Boulder also has the largest FTE on a per-capita basis.
- Boulder has the largest city budget both on an absolute and second largest on a per-capita basis.

We also took a closer look at the planning and building department functions to compare Boulder with neighboring cities:

| Planning/Building Department Metrics | | | | | | |
|--|----------|------------|-----------|----------|------------|----------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Planning and Development Services 2017 budget (in thousands) | \$17,334 | \$5,096 | \$444 | \$0 | \$1,300 | \$424 |
| Per Capita | \$158 | \$74 | \$15 | \$0 | \$65 | \$34 |
| # Employees (FTE) | 54 | 52 | 9 | 27 | 1 | 1 |
| # Applications or Permits Issued | 6,253 | 1,241 | | | 1,205 | |
| # Code enforcement cases | 1,547 | | | | | |
| # Inspections | | 11,577 | | | 7,212 | |

It was difficult to generate an exact comparison of planning and development services budgets and FTE from city to city because of differences in reporting and approach (e.g. some cities outsource more work than others). That said, we note the following:

- Boulder’s budget is significantly higher on both an absolute and on a per-capita basis than any of its neighbors, and

- Broomfield and Louisville are in a rapid growth mode, and their development services budgets reflect the demands placed on the corresponding departments. Nonetheless, on a per-capita basis, Boulder’s budget is over double the next highest city’s despite Boulder not being in a “green field” growth mode.
- Each city had some discretion in the statistics that they were able to report in the Operating Indicators by Function/Program in their Comprehensive Annual Financial Report. For this reason, we are not able to present a side-by-side comparison by function for Boulder and its selected neighboring cities. For this reason, the balance of the statistics above are presented for reference and context, and we draw no conclusions from them.

In order to give an idea about the cost of building a new retail facility, we looked at selected planning fees, utility fees, and building permit fees across Boulder and it’s neighbors, focusing on key metrics where we were best able to draw direct comparisons. To compare planning and utility fees, we assumed new construction of an in-fill, 10,000 SF, multi-tenant retail building. To compare building permit fees, we assumed a tenant improvement in an existing building that is assumed to cost \$500,000.00.

A comparison of planning fees follows:

| Planning and Building Selected Fees | | | | | | |
|---|-----------|------------------|---------------------------|--------------------|------------|--------------------------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Planning fees (for a 10,000 SF retail building) | | | | | | |
| Change of use | \$81 | \$250 | None if allowed by zoning | | | |
| TCO | \$174 | | N/A | \$100 | \$175 | N/A |
| Impact | \$145,400 | See utility fees | \$12,000 | \$33,575 | \$32,000 | N/A |
| Linkage Fee | \$30/SF | N/A | N/A | N/A | N/A | N/A |
| Development review fees | | Assume zoned PUD | | | | |
| Final architecture | \$840 | | \$1,200 | Incl w/site review | N/A | Incl. in Plan Review Fee |
| Final landscape | \$840 | | Included w/arch | Incl w/site review | N/A | Incl. in Plan Review Fee |
| Final site plan | \$840 | | Included w/arch | Incl w/site review | N/A | Incl. in Plan Review Fee |
| Combined engineering | \$12,600 | | N/A | | N/A | N/A |

| | | | | | | |
|---------------------------------|----------|-------|-----------------|-------------------|-----|--------------------------|
| Concept plan review and comment | \$10,495 | \$200 | \$400 | Inc w/site review | N/A | \$5,000.00 deposit |
| Rezone | \$15,620 | \$350 | \$700 | \$760 | N/A | Incl. in Plan Review Fee |
| Site review (standard) | \$10,465 | \$350 | Included w/arch | \$750 | N/A | Incl. in Plan Review Fee |
| Use review (standard) | \$3,680 | | | | N/A | Incl. in Plan Review Fee |

- Boulder’s fees, by a substantial margin, are the highest of any of the cities studied. The degree to which Boulder’s fees outpace other communities’ fees is certainly a negative factor in building expense budgets, and in retailer store operating models.
- Boulder’s fees are also significantly greater in quantity and are more complex than in neighboring cities.

Similarly, we looked at water fees:

| Utility Fees | | | | | | |
|---|----------|-------------|-----------|-----------|------------|-----------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Domestic meter (2") | \$3,376 | \$1,369 | \$1,712 | \$937 | N/A | N/A |
| Tap (2") | \$738 | \$50,236 | \$41,574 | \$245 | \$217,000 | \$175 |
| Wastewater (sewer) tap (4") | \$190 | | \$28,249 | N/A | \$32,800 | \$75 |
| PIF - water (assumes 2" meter/50%) | \$73,359 | License fee | | \$160,490 | N/A | \$125,778 |
| PIF - wastewater (assumes 2" meter/50%) | \$28,613 | License fee | | \$93,510 | N/A | \$7,785 |

- Water is a finite resource in Colorado, and complex systems of allocating water to and within various communities exist.
- Each community has its own methodology for charging for access to water. It is not possible to compare each type of charge from city to city.
- No overall conclusion can be drawn about Boulder or any the City’s methods or charges from the data collected other than access to water is expensive.

Finally, we looked at building permit fees, this time for an assumed \$500,000 tenant improvement in an existing building:

| Planning and Building Fees for \$500,000 Tenant Improvement | | | | | | |
|---|---------------------------|----------------------------|---------------------------|----------------------------|----------------------------|--------------------------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Planning fees (for a 10,000 SF retail building) | | | | | | |
| Permit | \$3,439 | \$3,233 | \$3,561 | \$3,762 | \$3,400 | \$4,924 |
| Energy code compliance | \$104.05 | N/A | N/A | N/A | N/A | N/A |
| Plan check | 65% of bldg permit fees | 65% of building permit fee | 65% of bldg permit fees | 65% of building permit fee | 65% of building permit fee | 65% of bldg permit fees |
| Electrical | \$19.60 per \$1,000 | Included w/bldg permit | \$16.00/\$1000 of value | Included w/bldg permit | Included w/bldg permit | \$19.55 per \$1,000 |
| Mechanical | \$19.90 + \$3.75/\$100 | Included w/bldg permit | Included w/bldg permit | Included w/bldg permit | Included w/bldg permit | |
| Plumbing | \$19.90 + \$3.75/\$100 | Included w/bldg permit | Included w/bldg permit | Included w/bldg permit | Included w/bldg permit | |
| Fire | | No fee but taxed | \$680.50 | Only if fire permit req'd | Per fire marshall | |
| Demo | \$173.70 | \$23.50 | \$150.00 | \$100.00 | Same as bldg permit sch | |
| Signs | \$344.00 | Included w/bldg permit | Use bldg permit schedule | \$550.00 | Same as bldg permit sch | |
| Use Tax | 4.845% X 50% of valuation | 4.15% X 50% of valuation | 4.485% X 60% of valuation | 4.515% X 50% of valuation | 4.635 X 50% of valuation | |
| Rezone | \$15,620 | \$350 | \$700 | \$760 | N/A | Incl. in Plan Review Fee |
| Site review (standard) | \$10,465 | \$350 | Included w/arch | \$750 | N/A | Incl. in Plan Review Fee |
| Use review (standard) | \$3,680 | | | | N/A | Incl. in Plan Review Fee |

- All cities building permit fees were similar with only Superior's standing out as being out of the ordinary.
- Each city's plan check fees are the same percentage of the calculated building permit fee.

- Each city’s use tax calculation varies, however, all are similar except for Loveland which is in a different county (ie. different county tax rate).
- Boulder’s fees are more complex to calculate than the other cities.

The complexity of obtaining required approvals is another cost (both in terms of money and in terms of resources) that retailers need to consider. In addition to evaluating fees, we looked at each city’s approval process to try to ascertain the time required to obtain the approvals and permits required to build a new building or simply to open a new store. Needless to say, each city’s process is quite different, and we determined that there was no way to evaluate these processes in an objective basis. For this reason, we have omitted this comparison. Some cities do, however, post narrative about their process on their web sites, and we have included the available information from each city in Appendix “B” so that the reader can draw their own conclusions about the relative complexity of approval processes on a qualitative basis.

We looked at sales and property taxes and utility rates for Boulder and neighboring communities. The results are summarized in the following chart:

| Sales Tax, Property Tax, Utility Rates | | | | | | |
|--|--------------|-----------------|------------------|-----------------|-----------------------------|--------------|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Sales and Property Taxes | | | | | | |
| Sales tax rate (combined) | 8.85% | 7.15-8.35% | 8.49% | 7.43-8.52% | 8.64% | 7.96-8.45% |
| Property tax rate | Varies | Varies | Varies | Varies | Varies | Varies |
| Utility Costs | | | | | | |
| Water | Varies | \$3.22/1000 gal | \$7.39/1000 gal? | \$3.73/1000 gal | \$344.50 vs \$3.02/1000 gal | Varies |
| Electricity | \$0.0916/kWh | \$0.0916/kWh | \$0.0916/kWh | \$0.0685/kWh | \$0.0916/kWh | \$0.0916/kWh |

- Sales tax is collected on essential goods such as food and prescription drugs, although specifics vary from city to city.
- We do not find a significant enough difference in sales tax rates to be concerned that shopping decisions are made taking sales tax into account.
- For a variety of reasons, property tax rates are not possible to compare across jurisdictions. Examples of challenges comparing property taxes include adjusting for supplemental assessments which can even vary greatly within a given jurisdiction, and finding a property in each jurisdiction that is similar in enough material respects to be the basis for creating a comparison.
- Water usage fees (as distinguished from development/hook-up related fees) are consistent across a majority of the neighboring cities. Boulder’s water rates are the most difficult to calculate and therefore no comparison against Boulder’s fees has been included.
- Electricity rates are relatively similar across virtually all of the cities sampled.

Parking, or the lack of parking, is an essential element noted by all retailers in their decision-making processes. We compared Boulder and its neighbors parking standards for the categories most directly related to retail and quasi-retail uses, and these are summarized in the following table (all parking ratios have been translated and expressed as a required number of spaces per 1,000 SF):

| City Standards for Retail Customer and Employee Parking | | | | | | |
|---|---|-------------------|---|------------------------------------|---------------------------|--|
| | Boulder | Broomfield | Lafayette | Longmont | Louisville | Superior |
| Land use code section(s) | Land Use Code Section 9-9-6 et seq; Tables 9-3, and 9-4 (bike parking standards in Table 9-8) | Section 17-32-040 | Section 26-20-2 | Section 15.03 Table 5.5 | Section 17.20.020 | Section 16-24-10 |
| General retail | Complex/by district as opposed to by use; typical range of 2.5-3.3:1000 | 5:1000 | 5:1000 | 4:1000 | 6.67:1000 | 3.3:1000; 2:1000 for furniture and appliance |
| Foodservice | Varies; generally 4:1000 or 1 space per 3 seats | 6.67:1000 | 6.67:1000 or 1 space per table, whichever greater | 12:1000 or 10:1000 if a drive-thru | 1 space per 3 seats | Greater of 1 per 3 seats or 5:1000 ; greater for fast food restaurants |
| Office | See General Retail entry | 3.3:1000 | 3.3:1000 | 5:1000 | 3.3:1000 | 4:1000 |
| Medical | See General Retail entry | 6.67:1000 | 5:1000 | 4:1000 | 3.3:1000 | 5:1000 |
| Services | See General Retail entry | | 3.3:1000 | 4:1000 | 5:1000 | Unclear |
| Bike parking addressed | Yes | | | Yes | | |
| Shared parking addressed | Yes; parking reductions | | | | | |
| Other/Notes | Most complex code and lowest parking req's of neighboring cities. | | | Stated ratios are also maximums | D/T 2:1000 for commercial | |

- With the exception of downtown areas, all cities including Boulder are generally suburban in nature.
- Boulder's parking code is the most complex and difficult to understand of any of the cities studied.
- Boulder's parking requirements in a given category are equal to or lower than the requirement if any of the other cities studied.

- Only a few cities addressed bike or shared parking in their municipal code.

Conclusions

- It is our judgment that the differential in fees amounts to Boulder possessing a *competitive disadvantage* with respect to its neighbors when engaging in retail attraction activities.
- Evidence obtained during our site visit and field-work indicates that the time required and the complexity of processing approvals and permits in Boulder amounts to Boulder possessing a competitive disadvantage with respect to its neighbors when engaging in retail attraction activities. The combination of high cost and increased uncertainty/risk is not a combination that is conducive to attracting new businesses to Boulder.
- The differences in sales and property tax rates or in utility usage rates do not lead us to believe that any of the cities studied have an advantage or operate at a disadvantage as compared with the other cities.
- Aside from the challenge of determining what parts of Boulder's parking code might apply in a given circumstance, Boulder is attempting to discourage auto use by providing less parking for automobiles and more for alternative means of transportation such as bikes. Noting that, aside from Downtown, Boulder has an essentially suburban form, it is a reasonable conclusion that autos remain the most convenient means of getting from place to place, and even some City facilities are not served by public transit. Limiting parking in an auto-oriented environment makes patronizing retailers more challenging. Furthermore, bikes and scooters are not practical means for conducting many shopping trips such as food (for other than an incidental grocery purchase), or for larger items such as those that might be purchased at a hardware store.

Appendix E: Boulder Compared to National Peer Cities

Whereas the last section focused on Boulder's real estate market in comparison to the nearby cities it directly competes with, the following tables and figures look at how Boulder compares to other cities across the country that Boulder is most similar to.

Selecting Peer Cities

What does it mean for a city to be "similar" to Boulder? While Boulder is a truly unique locale in many respects, there are some key salient features that may affect its retail environment and performance. In selecting peer cities for further analysis, we looked for (in rough order of importance):

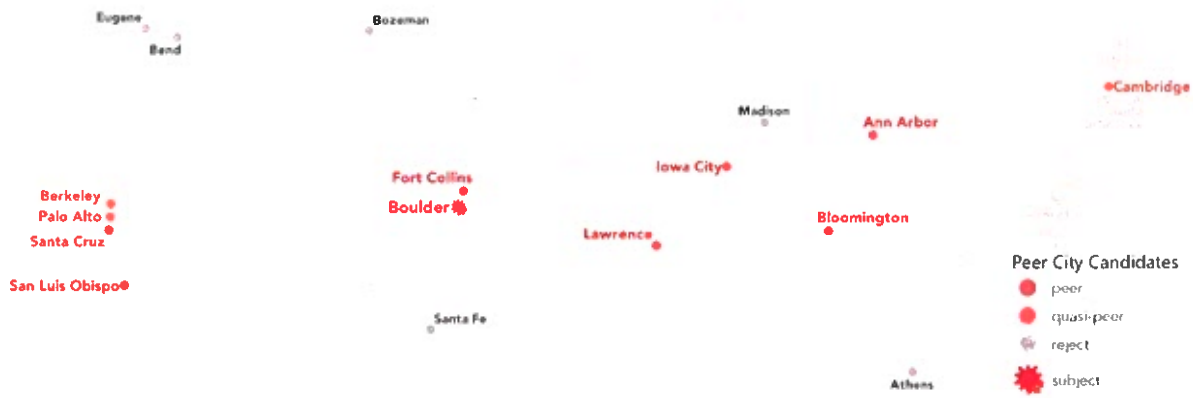
- | | |
|---|--|
| College towns | <ul style="list-style-type: none"> • Large student population representing a significant share of total population • Highly-educated resident population |
| Semi-freestanding satellite cities | <ul style="list-style-type: none"> • Not a suburb, but... • Within commuting distance of a larger metro • Largely self-sufficient in terms of services and workforce (a commuting destination of its own) • (Ideally) separated from larger metro by relatively undeveloped buffer |
| Relatively affluent | <ul style="list-style-type: none"> • Higher home prices and household incomes than nearby towns • Home prices that are at least on par with nearby major urban center |
| Rarified/protected | <ul style="list-style-type: none"> • (in some combination) • Natural beauty • Cultural assets, hip, urbane • Strong voices for growth management, preservation & related regulation • Demand exceeding supply for places to live, shop, dine, work |

Cities Considered but Rejected

Below is a quick summary of some cities that were initially considered, then rejected, as peer cities:

| Candidate | Considered because... | Rejected because... |
|--------------|--|---|
| Eugene, OR | <ul style="list-style-type: none"> • College town • Satellite to Salem (and distantly, to Portland) | <ul style="list-style-type: none"> • No sales tax in Oregon • Distance to Portland longer than normal commute and Salem is relatively small |
| Bend, OR | <ul style="list-style-type: none"> • Natural beauty, outdoor orientation • Pricy, high demand | <ul style="list-style-type: none"> • Lack of sales tax • No satellite relationship • Still in high-growth phase (less mature than Boulder) |
| Bozeman, MT | <ul style="list-style-type: none"> • College town (MSU) • Natural beauty, active outdoor scene, resorts | <ul style="list-style-type: none"> • Fairly small relative to Boulder • No satellite relationship |
| Madison, WI | <ul style="list-style-type: none"> • College town • Liberal orientation with vocal, involved advocates | <ul style="list-style-type: none"> • Very self-contained (has its own satellites) • Larger than other candidates • State capital |
| Athens, GA | <ul style="list-style-type: none"> • College town • Liberal orientation with vocal, involved advocates | <ul style="list-style-type: none"> • Not particularly affluent relative to satellite metro (Atlanta) • Long commute to Atlanta metro |
| Santa Fe, NM | <ul style="list-style-type: none"> • Relative affluence • Natural beauty • Desirability contrast with satellite partner (Albuquerque) | <ul style="list-style-type: none"> • No college presence |

Figure 1: Boulder and Peer Cities



Cities Considered as Quasi-Peers

Berkeley, Palo Alto, and Cambridge are often cited by staff, or elected or appointed officials as peer cities, and are included here at staff’s request. These cities are being characterized as quasi-peers, with key differences as compared to Boulder such as all having much higher population densities, and more of a suburban role (as opposed to being a free-standing satellite) relative to their corresponding major metropolis. Each city’s key differences are cited below.

We make no objection to including these cities for comparison sake, however, we take pains to note the differences between these quasi-peers and Boulder because Boulder comparing itself with non-peers will not only skew analysis, but will act to create misperceptions about Boulder’s actual performance as compared with closer-to-peer cities.

| Candidate | Key Boulder similarities | Considered Quasi-Peer because... |
|---------------|--|---|
| Berkeley, CA | <ul style="list-style-type: none"> • College town (U. of California) • educated, liberal | <ul style="list-style-type: none"> • Nearly continuous with Oakland area urban fabric • No real separation of retail market versus surrounding area • Extreme housing affordability problems |
| Cambridge, MA | <ul style="list-style-type: none"> • College town (Harvard, MIT) • affluent, educated | <ul style="list-style-type: none"> • Nearly continuous with Boston metro urban fabric • No real separation of retail market versus surrounding area • Metro retail inventory vastly larger than Boulder’s |
| Palo Alto, CA | <ul style="list-style-type: none"> • College town (Stanford) • affluent, educated | <ul style="list-style-type: none"> • Nearly continuous with San Jose/southern Bay Area urban fabric • No real separation of retail market versus surrounding area • Extreme housing affordability problems |

Peer City Profiles

- Each map in the table below shows the peer city in its surrounding regional context, with urbanized land shaded orange (per the US Census Bureau). All maps shown at the same approximate scale for ease of comparison.
- Maps are accompanied by basic demographic facts, key retail metrics, and qualitative notes about the city’s regional role and comparison observations relative to Boulder.

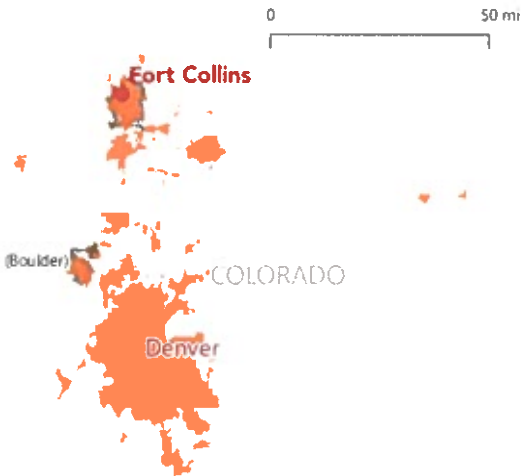
| Ann Arbor, Michigan | | Basics | | Retail Metrics | |
|---------------------|--|--------|------------------------------|----------------|--|
| | Population | 123K | City Inventory (sf) | 8.0 million | |
| | Growth Rate (2010-18) | 1.0% | City Inventory as % of MSA's | 43% | |
| | Pop/sq mi | 4,425 | Vacancy Rate | 3.0% | |
| | U. of Michigan students (37% of city pop.) | 45K | Market Rent (NNN) | \$21.39 | |
| | Incomes | | 12-mo. Rent Growth | -2.7% | |
| | Median HH | \$57K | 12-month Deliveries | 9K | |
| | Average | \$89K | Under Construction | 23K | |
| | Per Capita | \$38K | Retail S.F. Per Capita | 64.9 | |
| | Median Age | 28.1 | Retail Pull Factor | 1.0 | |
| | Med. Home Values | \$270K | Retail Cap Rates | 6.5% | |

- Largely separated from Detroit urban fabric (Ann Arbor is in its own separate MSA).
- Quite affluent, but not nearly the housing affordability problem as Boulder.
- However, low overall retail pull factor, relative to other peers (due to strong suburban competition).

| Bloomington, Indiana | | Basics | | Retail Metrics | |
|----------------------|---|--------|------------------------------|----------------|--|
| | Population | 85K | City Inventory (sf) | 6.5 million | |
| | Growth Rate (2010-18) | 0.7% | City Inventory as % of MSA's | 67% | |
| | Pop/sq mi | 3,664 | Vacancy Rate | 3.1% | |
| | U. of Indiana students (57% of city pop.) | 49K | Market Rent (NNN) | \$16.22 | |
| | Incomes | | 12-mo. Rent Growth | -2.0% | |
| | Median HH | \$31K | 12-month Deliveries | 13K | |
| | Average | \$54K | Under Construction | 11K | |
| | Per Capita | \$22K | Retail S.F. Per Capita | 76.3 | |
| | Median Age | 28.1 | Retail Pull Factor | 1.7 | |
| | Med. Home Values | \$192K | Retail Cap Rate | 7.4% | |

- Among the most fully separated peer cities, relative to its larger hub – also highly university-dominated.
- That separation, along with dominant role in its home county boosts its retail pull factor above most peers.
- Among the lower income and home value profiles, but highest retail inventory per capita (with exception of San Luis Obispo).

Fort Collins, Colorado



Basics

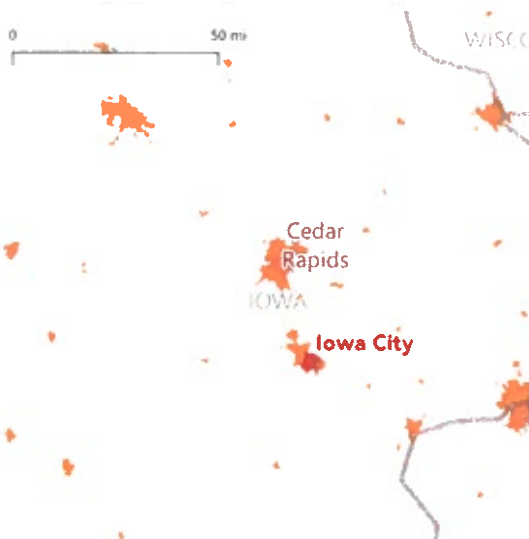
| | |
|---------------------------------|--------|
| Population | 165K |
| Growth Rate (2010-18) | 1.7% |
| Pop/sq mi | 3,021 |
| CSU students (20% of city pop.) | 33K |
| Incomes | |
| Median HH | \$60K |
| Average | \$84K |
| Per Capita | \$34K |
| Median Age | 27.0 |
| Med. Home Values | \$347K |

Retail Metrics

| | |
|------------------------------|--------------|
| City Inventory (sf) | 11.2 million |
| City Inventory as % of MSA's | 56% |
| Vacancy Rate | 5.5% |
| Market Rent (NNN) | \$18.45 |
| 12-mo. Rent Growth | 1.5% |
| 12-month Deliveries | 38,000K |
| Under Construction | 0K |
| Retail S.F. Per Capita | 67.9 |
| Retail Pull Factor | 1.1 |
| Retail Cap Rate | 6.9% |

- Large, fast growing, and highly affluent relative to peers, despite moderate population density – less dominant university presence.
- More disconnected from regional hub city (Denver) relative to peers.
- Pull factor suffers from local competition, especially very strong Loveland market.

Iowa City, Iowa



Basics

| | |
|--|--------|
| Population | 77K |
| Growth Rate (2010-18) | 1.6% |
| Pop/sq mi | 3,008 |
| U. of Iowa students (44% of city pop.) | 33K |
| Incomes | |
| Median HH | \$50K |
| Average | \$73K |
| Per Capita | \$30K |
| Median Age | 27.0 |
| Med. Home Values | \$205K |

Retail Metrics

| | |
|------------------------------|-------------|
| City Inventory (sf) | 4.1 million |
| City Inventory as % of MSA's | 44% |
| Vacancy Rate | 1.7% |
| Market Rent (NNN) | \$14.12 |
| 12-mo. Rent Growth | -0.1% |
| 12-month Deliveries | 8K |
| Under Construction | 0K |
| Retail S.F. Per Capita | 53.0 |
| Retail Pull Factor | 1.3 |
| Retail Cap Rate | 8.2% |

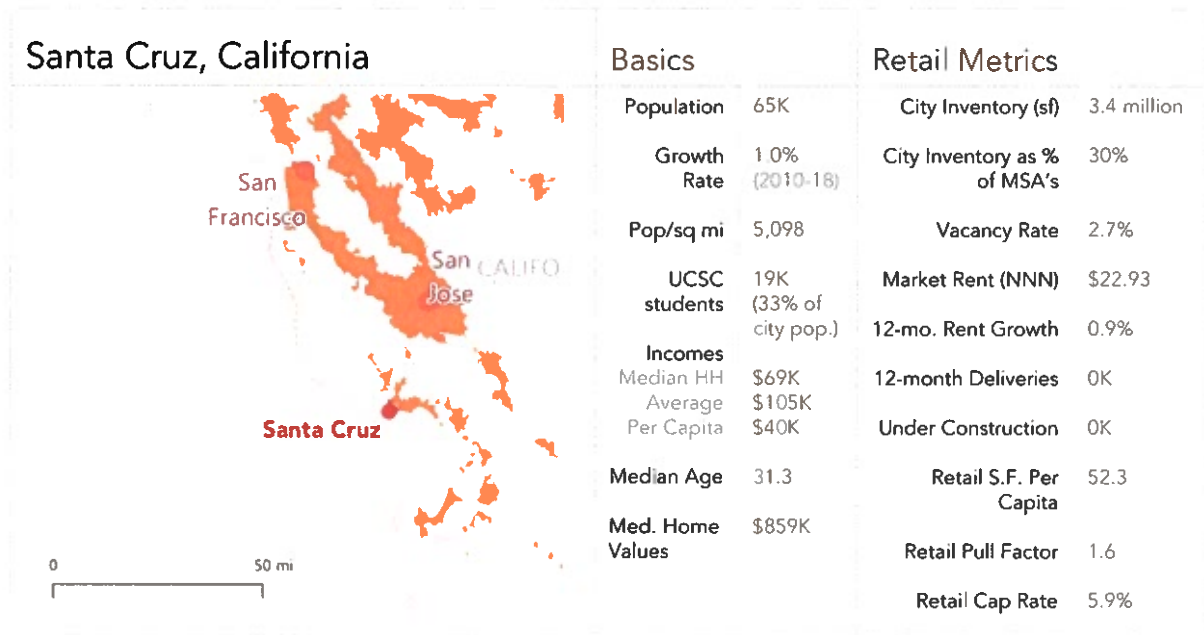
- Not much smaller than its hub city, Cedar Rapids and relatively fast-growing (despite shrinking Iowa rural populations)
- Among the lowest retail square footage per capita among peers and lowest rents despite very low vacancy.
- Pull factor is a net positive, but suffers from newer retail in fast-growing outlying areas (including Coralville, between Iowa City and Cedar Rapids)

| Lawrence, Kansas | Basics | | Retail Metrics | |
|------------------|-----------------------|------------------------|------------------------------|-------------|
| | Population | 97K | City Inventory (sf) | 4.1 million |
| | Growth Rate | 1.2% (2010-18) | City Inventory as % of MSA's | 44% |
| | Pop/sq mi | 2,815 | Vacancy Rate | 4.2% |
| | U. of Kansas students | 28K (29% of city pop.) | Market Rent (NNN) | \$14.46 |
| | Incomes | | 12-mo. Rent Growth | -0.6% |
| | Median HH | \$50K | 12-month Deliveries | 15K |
| | Average | \$73K | Under Construction | 0K |
| | Per Capita | \$30K | Retail S.F. Per Capita | 64.1 |
| | Median Age | 28.6 | Retail Pull Factor | 1.4 |
| | Med. Home Values | \$203K | Retail Cap Rate | 7.2% |

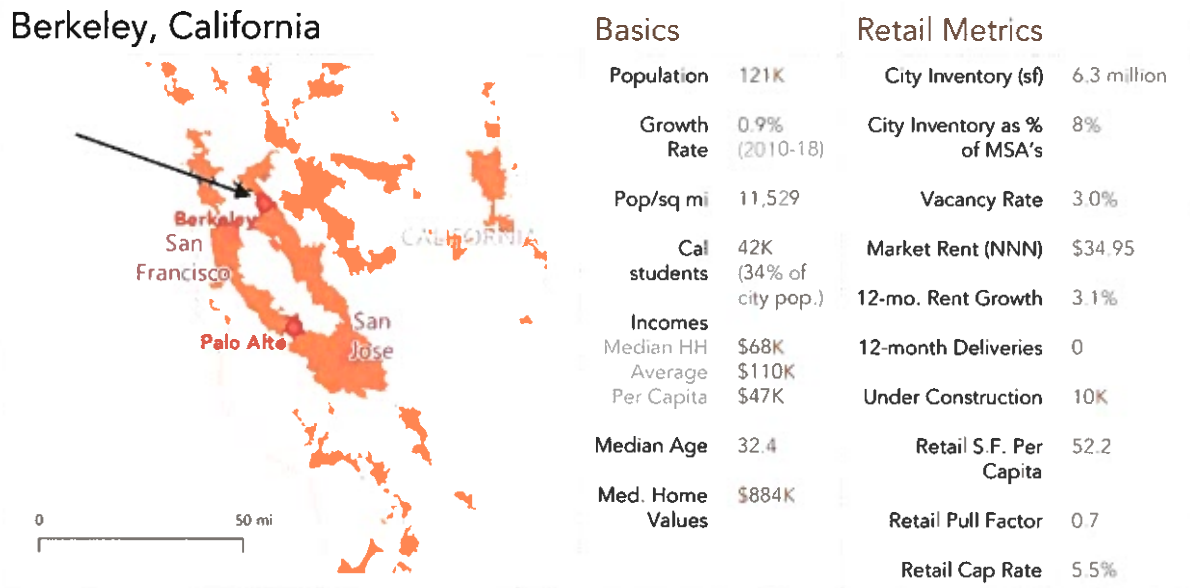
- Fully separated from Kansas City urban fabric, despite relatively short commute.
- Income profile nearly identical to Iowa City's (coincidentally) and low among peers.
- Dominates retail market in home county/MSA.
- Like other Midwest comps, Lawrence has relatively low rents considering its rooftop growth and occupancy.

| San Luis Obispo, California | Basics | | Retail Metrics | |
|-----------------------------|------------------|------------------------|------------------------------|-------------|
| | Population | 48K | City Inventory (sf) | 5.1 million |
| | Growth Rate | 0.9% (2010-18) | City Inventory as % of MSA's | 34% |
| | Pop/sq mi | 3,692 | Vacancy Rate | 6.0% |
| | UCSLO students | 21K (44% of city pop.) | Market Rent (NNN) | \$27.36 |
| | Incomes | | 12-mo. Rent Growth | 0.8% |
| | Median HH | \$47K | 12-month Deliveries | 30K |
| | Average | \$74K | Under Construction | 35K |
| | Per Capita | \$32K | Retail S.F. Per Capita | 105 |
| | Median Age | 28.7 | Retail Pull Factor | 2.2 |
| | Med. Home Values | \$663K | Retail Cap Rate | 6.0% |

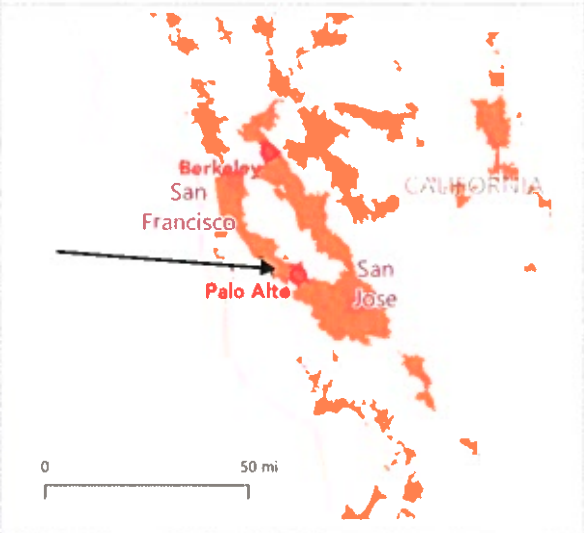
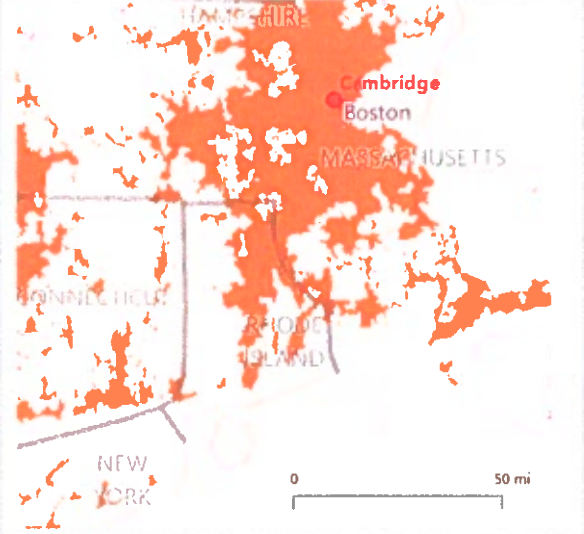
- Not a true satellite city because no nearby metroplex – but several mid-sized neighbors in region.
- As with California peers, median home prices well beyond reach of median income-earners.
- Remarkably high retail square feet per capita and pull factor-- reflecting its regional retail hub role.

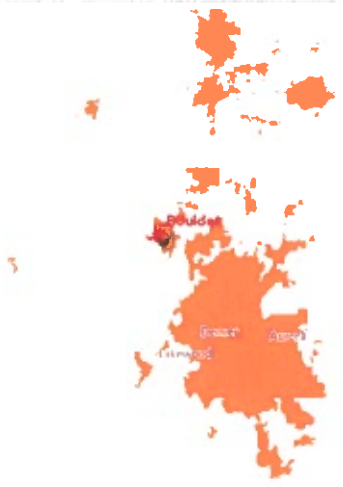


- Within commuting range of San Jose but separated and within own MSA
- Among the smaller retail inventories among peer cities, but comparable pull factor to Boulder.
- Astronomical median home values, unaffordable to median earners (significantly worse ratio than Boulder).
- No recent or current retail development activity despite tight vacancies.
- Retail rents seem low relative to incomes and home values



- Second only to Cambridge in peer city population density – no separation from metroplex urban fabric.
- Significantly older-skewing population (topped only by Palo Alto among peers)
- Despite a retail inventory and city population comparable to Boulder, its retail pull factor is half of Boulder's, due to heavy competition (and lack of market insulation).
- Housing affordability crisis matching California peers

| Palo Alto, California | Basics | | Retail Metrics | |
|---|---|---------------------------|------------------------------|-------------|
|  <p>A map of California with major cities marked in red: Berkeley, San Francisco, Palo Alto, and San Jose. An arrow points from the San Francisco area to Palo Alto. A scale bar at the bottom indicates 0 to 50 miles.</p> | Population | 70K | City Inventory (sf) | 3.9 million |
| | Growth Rate | 0.9% (2010-18) | City Inventory as % of MSA's | 5% |
| | Pop/sq mi | 2,917 | Vacancy Rate | 1.5% |
| | Stanford students | 17K (25% of city pop.) | Market Rent (NNN) | \$61.88 |
| | Incomes Median HH Average Per Capita | \$154K \$211K \$85K | 12-mo. Rent Growth | 2.0% |
| | Median Age | 43.3 | 12-month Deliveries | 0 |
| | Med. Home Values | \$1,784K | Under Construction | 0 |
| | | | Retail S.F. Per Capita | 56.0 |
| | | | Retail Pull Factor | 0.8 |
| | | | Retail Cap Rate | 4.7% |
| <ul style="list-style-type: none"> • Although only low-moderate population density, one of many Silicon Valley suburbs with no real separation (Palo Alto is technically part of the MSA anchored by San Jose, but both are part of an increasingly continuous San Jose/San Francisco/Oakland CMSA. • An outlier among this peer group in terms of median age, affluence, home prices and retail rents. • As with other "quasi-peers", retail pull factor is low, with approximately 20% of net resident spending power leaking outside to other cities. | | | | |
| Cambridge, Massachusetts | Basics | | Retail Metrics | |
|  <p>A map of Massachusetts with major cities marked in red: Cambridge and Boston. A scale bar at the bottom indicates 0 to 50 miles.</p> | Population | 117K | City Inventory (sf) | 5.3 million |
| | Growth Rate | 1.3% (2010-18) | City Inventory as % of MSA's | 2% |
| | Pop/sq mi | 18,244 | Vacancy Rate | 2.1% |
| | Harvard, MIT students | 34K (31% of city pop.) | Market Rent (NNN) | \$35.21 |
| | Incomes Median HH Average Per Capita | \$85K \$123K \$54K | 12-mo. Rent Growth | 1.5% |
| | Median Age | 31.8 | 12-month Deliveries | 0 |
| | Med. Home Values | \$706K | Under Construction | 17K |
| | | | Retail S.F. Per Capita | 45.5 |
| | | | Retail Pull Factor | 0.7 |
| | | | Retail Cap Rate | 5.7% |
| <ul style="list-style-type: none"> • Although an independent college town in many ways, Cambridge is seamlessly integrated into the vast Boston metroplex – home to just 2% of the metro area's retail inventory • Quite similar in several ways, on paper, to Boulder (population, growth, university presence, retail inventory) – yet approximately 4 times the density, with higher incomes and home prices. • Lack of separation from retail competition contributes to low pull factor (lowest in peer group) | | | | |

| CITY OF BOULDER | | Basics | Retail Metrics | |
|---|--|--------|-------------------------------------|-------------|
|  | Population | 109K | City Inventory (sf) | 6.6 million |
| | Growth Rate (2010-18) | 1.4% | City Inventory as % of MSA's | 39% |
| | Pop/sq mi | 4,403 | Vacancy Rate | 6.4% |
| | CU students (31% of city pop.) | 33K | Market Rent (NNN) | \$25.37 |
| | Incomes | | 12-mo. Rent Growth | 2.6% |
| | Median HH | \$58K | 12-month Deliveries | 5K |
| | Average | \$96K | Under Construction | 25K |
| | Per Capita | \$41K | Retail S.F. Per Capita | 60.3 |
| | Median Age | 29.9 | Retail Pull Factor | 1.5 |
| | Med. Home Values | \$574K | Retail Cap Rate | 6.1% |

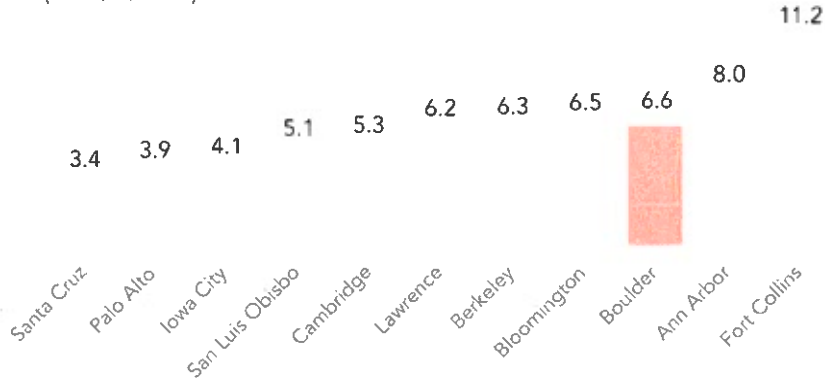
- Strong overall retail pull factor overall, driven by exceptional draw power of its grocery stores, bookstores, restaurants, sporting goods and health/personal care.
- Pull factor in general merchandise is the notable exception

Side-By-Side Peer City Comparisons

To aid in comparisons across national peer communities, the following section presents a series of graphics showing the relative levels of Boulder and the above cities on key retail metrics.

Total Retail Inventory, Peer City Comparison

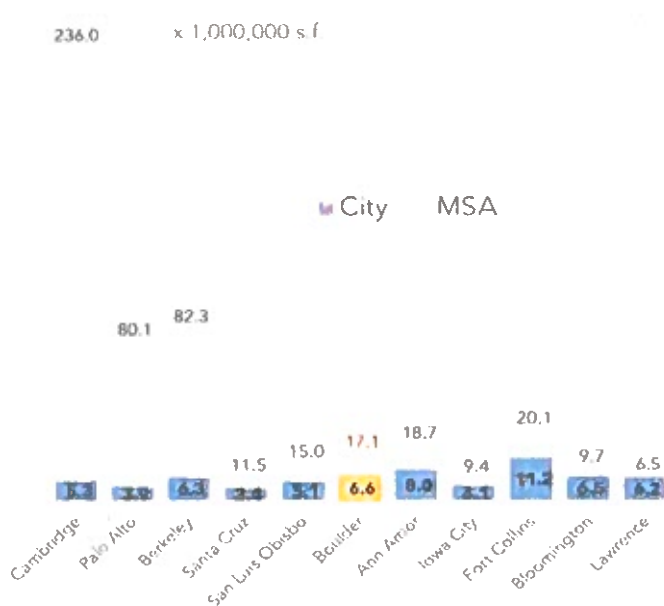
(millions of sf)



Source: Costar

Citywide vs. Surrounding MSA Retail Inventory, Peer City Comparison

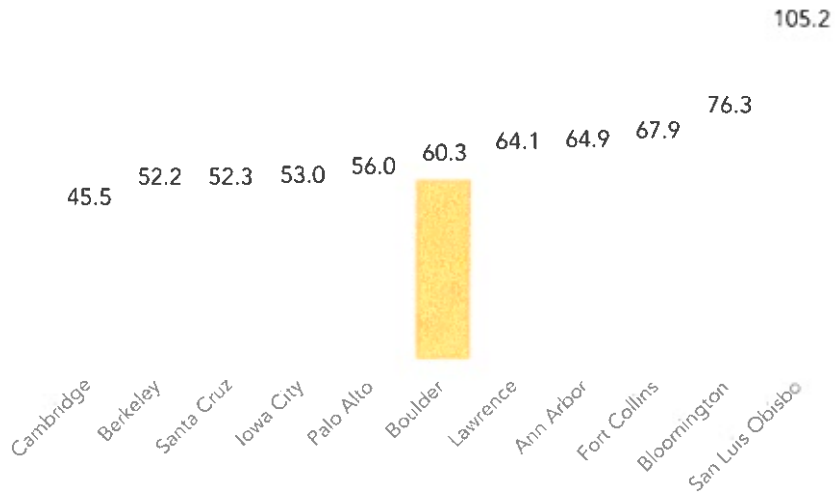
236.0 x 1,000,000 s.f



Source: Costar

Retail Inventory per Capita, Peer City Comparison

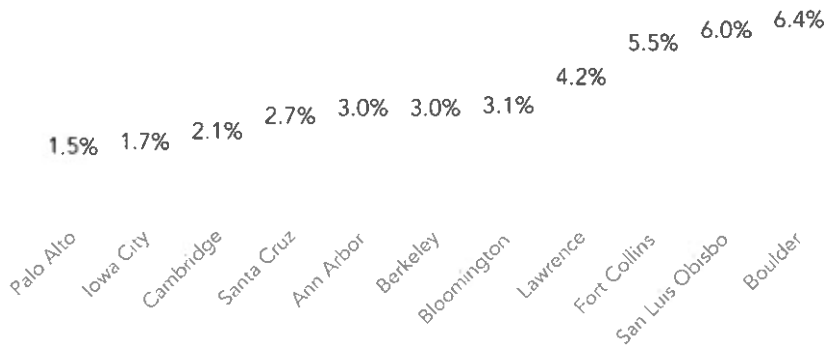
(square feet, citywide)



Source: Costar, ESRI, LCG, GRES

Current Overall Retail Vacancy, Peer City Comparison

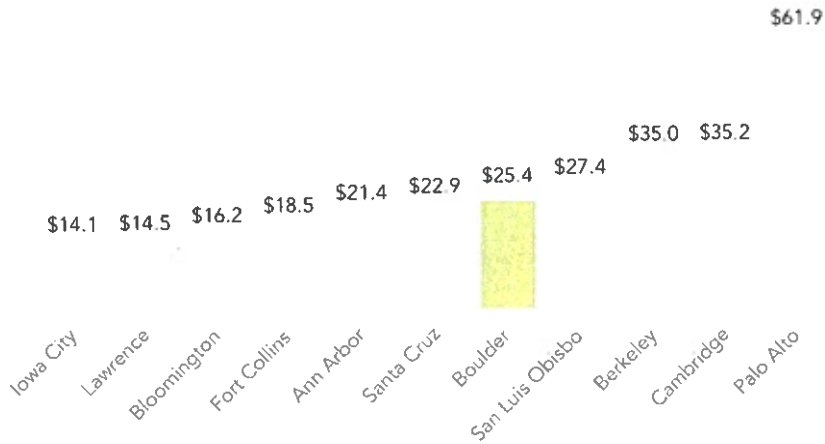
vacancy rate, Q4-2018



Source: Costar

Retail Market Rents, Peer City Comparison

(Triple Net), Q4-2018



Source: Costar

Overall Estimated Retail Sales per Inventory S.F., Peer City Comparison

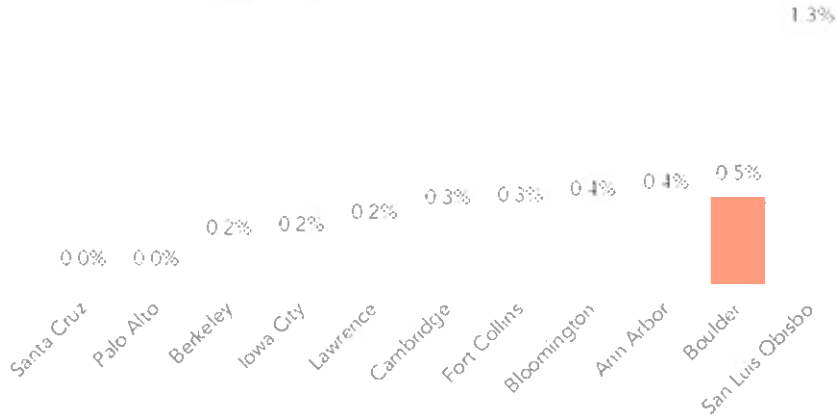
2017 Estimate



Source: Costar

Retail Development Activity, Peer City Comparison

Past Year Completions + Currently Under Construction,
as % of Standing Inventory



Source: Costar

Peer City Comparison of Retail Sales Per Capita and Pull Factors by Category

| | Boulder | Ann Arbor | Bloomington | Fort Collins | Iowa City | Lawrence | San Luis Obispo | Santa Cruz | Berkeley | Cambridge | Palo Alto |
|---|---------|-----------|-------------|--------------|-----------|----------|-----------------|------------|----------|-----------|-----------|
| Retail Sales per Capita | \$27K | \$15K | \$16K | \$18K | \$18K | \$19K | \$31K | \$27K | \$15K | \$15K | \$29K |
| Pull Factors | | | | | | | | | | | |
| Overall Retail | 1.5 | 1.0 | 1.7 | 1.1 | 1.3 | 1.4 | 2.2 | 1.6 | 0.7 | 0.7 | 0.8 |
| Grocery | 2.7 | 0.8 | 1.3 | 1.5 | 1.7 | 1.5 | 1.8 | 2.1 | 1.1 | 0.7 | 0.4 |
| Restaurant/Bar | 1.6 | 1.8 | 3.2 | 1.3 | 1.8 | 1.5 | 2.0 | 1.5 | 1.0 | 1.5 | 0.9 |
| Health/Personal Care | 1.8 | 1.4 | 1.4 | 0.7 | 0.9 | 1.5 | 1.7 | 1.5 | 1.1 | 1.3 | 0.5 |
| Bldg/Garden/Supply | 1.0 | 0.3 | 1.4 | 0.9 | 1.1 | 2.9 | 1.6 | 0.6 | 1.0 | 0.7 | 0.2 |
| Clothing/Accessories | 1.7 | 1.7 | 2.3 | 0.9 | 0.7 | 1.2 | 2.7 | 1.2 | 0.6 | 1.4 | 1.8 |
| Sport/Hobby | 2.0 | 1.9 | 2.5 | 1.5 | 0.8 | 1.6 | 5.3 | 1.8 | 1.6 | 0.6 | 0.8 |
| Books/News | 12.5 | 3.7 | 25.5 | 1.6 | 13.4 | 13.8 | 4.9 | 3.4 | 3.0 | 4.0 | 0.9 |
| Department Stores | 0.6 | 0.4 | 0.7 | 1.1 | 1.4 | 1.2 | 1.6 | 0.1 | 0.2 | 0.4 | 1.8 |
| Other General Merch. (incl. discount) | 0.0 | 1.8 | 1.8 | 0.9 | 0.3 | 0.3 | 3.8 | 3.0 | 0.1 | 0.1 | 0.4 |
| Misc. Retail (flowers, pet, office, etc.) | 1.5 | 1.2 | 1.2 | 1.3 | 2.9 | 2.7 | 3.0 | 1.4 | 1.1 | 0.7 | 0.5 |

Source: ESRI

Peer City Demographic Comparisons

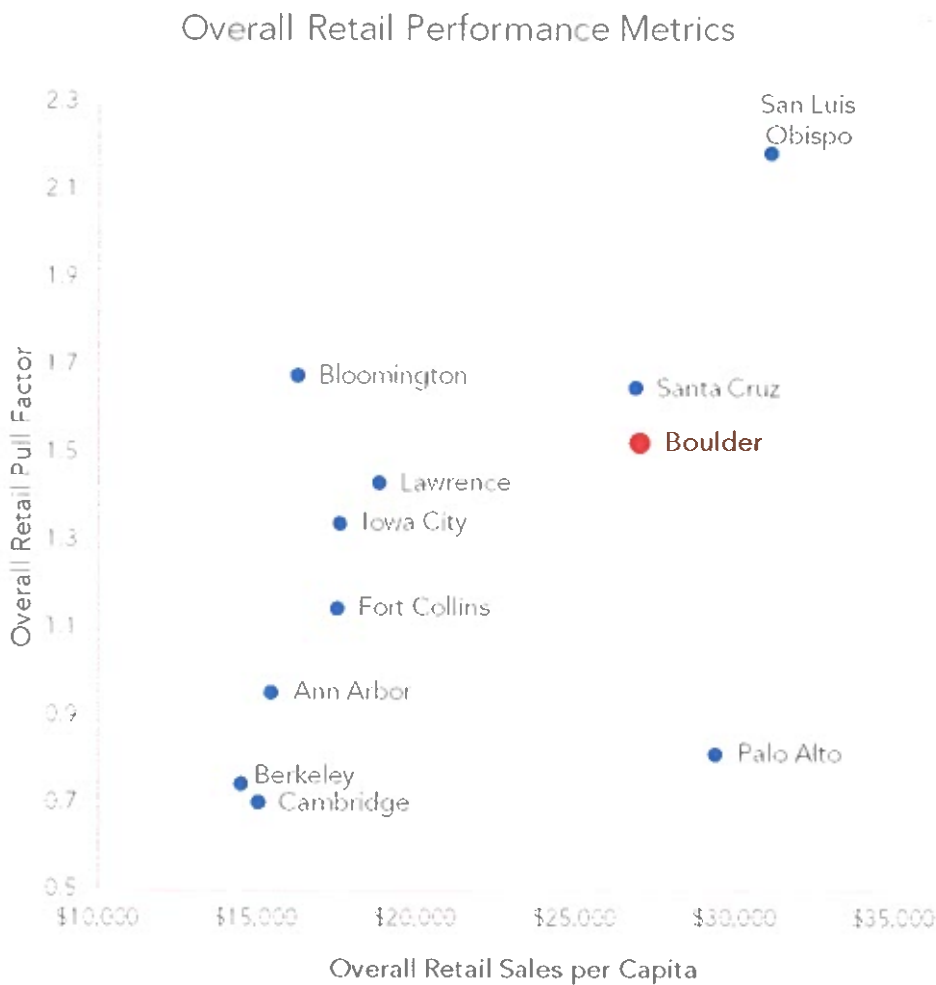
| Variable | Boulder | Ann Arbor | Bloomington | Fort Collins | Iowa City | Lawrence | San Luis Obispo | Santa Cruz | Berkeley | Cambridge | Palo Alto |
|--|-----------|-----------|-------------|--------------|-----------|-----------|-----------------|------------|-----------|-----------|---------------|
| 2010 Total Population | 97,525 | 113,960 | 80,439 | 144,101 | 67,860 | 87,771 | 45,173 | 59,946 | 112,333 | 105,162 | 64,419 |
| 2018 Population | 109,427 | 123,301 | 85,200 | 165,028 | 77,374 | 96,654 | 48,476 | 64,956 | 120,662 | 116,577 | 69,648 |
| Pop. Annual Growth Rate (2010-18) | 1.4% | 1.0% | 0.7% | 1.7% | 1.6% | 1.2% | 0.9% | 1.0% | 0.9% | 1.3% | 1.0% |
| Pop. Density (per sq mi.) | 4,403.90 | 4,425.00 | 3,664.20 | 3,021.50 | 3,008.70 | 2,815.90 | 3,692.10 | 5,098.50 | 11,529.30 | 18,244.20 | 2,917.50 |
| 2018 Total Daytime Population | 172,658 | 185,554 | 104,606 | 176,328 | 103,896 | 98,944 | 66,716 | 74,772 | 159,953 | 166,613 | 120,918 |
| Daytime Population: Workers | 123,070 | 122,720 | 56,651 | 104,020 | 65,007 | 50,536 | 41,686 | 43,636 | 98,927 | 117,564 | 86,259 |
| 2018 Daytime Population: Residents | 49,588 | 62,834 | 47,955 | 72,308 | 38,889 | 48,408 | 25,030 | 31,136 | 61,026 | 49,049 | 34,659 |
| 2018 Total Households | 45,475 | 50,223 | 33,479 | 65,539 | 31,372 | 38,852 | 20,442 | 22,702 | 49,436 | 49,040 | 27,979 |
| Avg. Household Size | 2.19 | 2.18 | 2.1 | 2.4 | 2.24 | 2.28 | 2.27 | 2.41 | 2.19 | 2.02 | 2.47 |
| 2023 Total Households | 48,108 | 52,153 | 34,963 | 70,848 | 33,946 | 41,571 | 21,286 | 23,383 | 51,620 | 52,285 | 28,939 |
| 2018 Median Age | 29.9 | 28.2 | 24.5 | 31.3 | 27.0 | 28.6 | 28.7 | 31.3 | 32.4 | 31.8 | 43.3 |
| Boomers | 18,490 | 19,777 | 10,070 | 28,612 | 11,853 | 14,976 | 8,663 | 12,274 | 23,101 | 18,147 | 16,637 |
| GenX | 17,001 | 17,238 | 9,031 | 27,917 | 10,357 | 14,495 | 6,200 | 10,662 | 19,269 | 18,361 | 15,335 |
| Millennials | 43,080 | 50,931 | 41,737 | 59,733 | 33,672 | 39,517 | 21,369 | 23,285 | 45,484 | 54,700 | 13,974 |
| GenZ | 22,385 | 26,146 | 18,250 | 35,715 | 16,075 | 20,613 | 7,531 | 14,247 | 22,437 | 16,704 | 14,965 |
| 2018 Median Household Income | \$58,124 | \$57,053 | \$31,255 | \$59,789 | \$50,069 | \$50,229 | \$47,175 | \$69,893 | \$67,999 | \$84,738 | \$154,174 |
| 2018 Average Household Income | \$96,027 | \$89,252 | \$53,692 | \$83,729 | \$73,299 | \$72,984 | \$73,628 | \$105,077 | \$110,399 | \$123,407 | \$210,982 |
| 2018 Per Capita Income | \$41,301 | \$38,069 | \$22,096 | \$34,259 | \$30,399 | \$30,459 | \$31,510 | \$40,122 | \$47,099 | \$53,999 | \$85,027 |
| 2018 Median Home Value | \$573,542 | \$269,572 | \$192,007 | \$346,562 | \$205,008 | \$203,455 | \$663,262 | \$859,020 | \$884,188 | \$705,685 | \$1.7 million |
| 2018 Average Home Value | \$643,283 | \$310,328 | \$227,495 | \$405,302 | \$241,236 | \$249,417 | \$721,310 | \$933,925 | \$983,509 | \$850,495 | \$1.8 million |
| 2018 Household Income \$200,000 or greater | 5,005 | 4,705 | 1,167 | 4,450 | 1,762 | 2,086 | 1,267 | 2,882 | 7,247 | 8,237 | 10,911 |
| 2018 Education: Bachelor's Degree (%) | 34.05% | 29.93% | 26.23% | 32.16% | 29.03% | 27.84% | 31.36% | 28.39% | 33.62% | 29.34% | 28.69% |
| 2018 Education: Graduate/Professional Degree (%) | 39.65% | 44.51% | 31.69% | 22.12% | 33.34% | 27.93% | 20.52% | 23.47% | 40.01% | 48.50% | 52.54% |
| 2018 Educational Attainment Base Some College or Higher (2017) 2 (%) | 89.02% | 90.08% | 79.37% | 81.14% | 83.36% | 79.42% | 82.93% | 80.63% | 89.70% | 86.75% | 92.16% |
| Bachelor's Degree or Higher 2 (%) | 73.70% | 74.45% | 57.92% | 54.29% | 62.37% | 55.77% | 51.89% | 51.87% | 73.62% | 77.84% | 81.23% |
| 2018 Total Housing Units | 47,129 | 52,526 | 35,433 | 68,210 | 33,258 | 41,074 | 21,908 | 24,286 | 52,374 | 52,490 | 29,506 |
| 2018 Owner Occupied Housing Units | 21,945 | 20,579 | 11,659 | 34,599 | 14,751 | 19,338 | 8,770 | 9,652 | 19,441 | 15,311 | 15,603 |
| 2018 Renter Occupied Housing Units | 23,530 | 29,644 | 21,821 | 30,940 | 16,621 | 19,513 | 11,672 | 13,050 | 29,994 | 33,729 | 12,376 |
| 2018 Vacant Housing Units | 1,654 | 2,303 | 1,954 | 2,671 | 1,886 | 2,222 | 1,466 | 1,584 | 2,938 | 3,450 | 1,527 |
| 2018 Diversity Index | 37.1 | 52 | 40.8 | 38.1 | 47.9 | 45.2 | 50.7 | 65.6 | 70 | 66 | 60.7 |
| 2018 Hispanic Population (%) | 9.17% | 4.90% | 4.19% | 10.91% | 6.62% | 7.08% | 16.49% | 21.67% | 11.29% | 9.56% | 6.14% |
| 2018 Minority Population (%) | 18.30% | 32.78% | 23.02% | 18.81% | 27.46% | 25.08% | 27.52% | 37.08% | 49.09% | 45.98% | 45.59% |

Source: ESRI

The figure below is a summary comparison, with sales per capita on the x-axis and overall retail pull factor on the y-axis. Generally speaking, overall retail performance tends to be higher for cities towards the upper-right. Note that on these metrics, Boulder appears to be a strong performer –alone among California peer cities and well-separated from other college towns. Among non-California comparisons, only Bloomington has a higher pull factor.

Sales-per-capita is a mixed blessing – clearly beneficial to the retailers involved (and in terms of retail sales tax revenues), but coming with challenges to inclusiveness goals.

Overall Retail Performance Metrics, Boulder vs. Peer Cities



Source: ESRI; consultant

Note: Based on estimates of 2017 sales estimates across all retail categories (including vehicle sales/service) plus food/beverage away from home. Per capita calculation divides 2017 sales by 2018 population estimates (for city limits). Pull factor is 2017 estimated in-city sales divided by 2017 estimated city household spending potential.

In addition to comparing the cities with Boulder demographically and on current retail metrics, we also looked at how retail was performing in the peer cities over the past five years. For this analysis, we used retail sales tax revenue as a proxy for overall retail performance and focused only on those peer cities where such data was made publicly available in a form suitable for comparison across cities.

While there are local differences across these cities in the retail categories subject to sales tax and the applicable tax rates, the direction and rate of recent changes in overall collections should provide a reasonable indicator of Boulder's consumer retail spending trajectory relative to a group of similar peer communities.

As shown in the following tables and proceeding chart, when setting 2014 sales tax revenues as a base and showing cumulative percent increase over five years, Boulder compares quite favorably against national peers for which comparable data was available. Boulder's tax collections rose 20.7% overall in that time frame, a greater increase than comparison cities, which ranged from 5.7% to 17.0% growth.

Sales Tax Collections (in thousands)

| | 2014 | 2015 | 2016 | 2017 | 2018 | Notes |
|-----------------|----------|-----------|-----------|-----------|-----------|--|
| Santa Cruz | \$9,240 | \$10,248 | \$10,071 | \$11,863 | \$11,514 | sales & use tax revenue by fiscal year |
| Berkeley | \$16,500 | \$16,365 | \$15,944 | \$20,105 | \$17,436 | sales tax revenue |
| San Luis Obispo | \$22,409 | \$21,676 | \$21,676 | \$21,069 | \$21,559 | Sales tax revenue incl. 1.2% local sales tax |
| Lawrence | \$22,404 | \$23,447 | \$24,747 | \$25,013 | \$25,489 | based on 1.55% city sales tax |
| Fort Collins | \$71,740 | \$71,909 | \$77,974 | \$80,142 | \$83,766 | based 3.85% tax rate |
| Boulder | \$89,973 | \$102,035 | \$105,476 | \$105,659 | \$108,602 | Sales tax revenue (incl. RMJ) |

Percent Change in Sales Taxes since 2014

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------|------|-------|-------|-------|-------|
| Santa Cruz | 0.0% | 4.1% | 2.3% | 20.6% | 17.0% |
| Berkeley | 0.0% | -0.8% | -3.4% | 21.8% | 5.7% |
| San Luis Obispo | 0.0% | 10.1% | 10.1% | 7.4% | 9.6% |
| Lawrence | 0.0% | 4.7% | 10.5% | 11.6% | 13.8% |
| Fort Collins | 0.0% | 4.4% | 8.7% | 12.1% | 16.8% |
| Boulder | 0.0% | 13.4% | 17.2% | 17.4% | 20.7% |

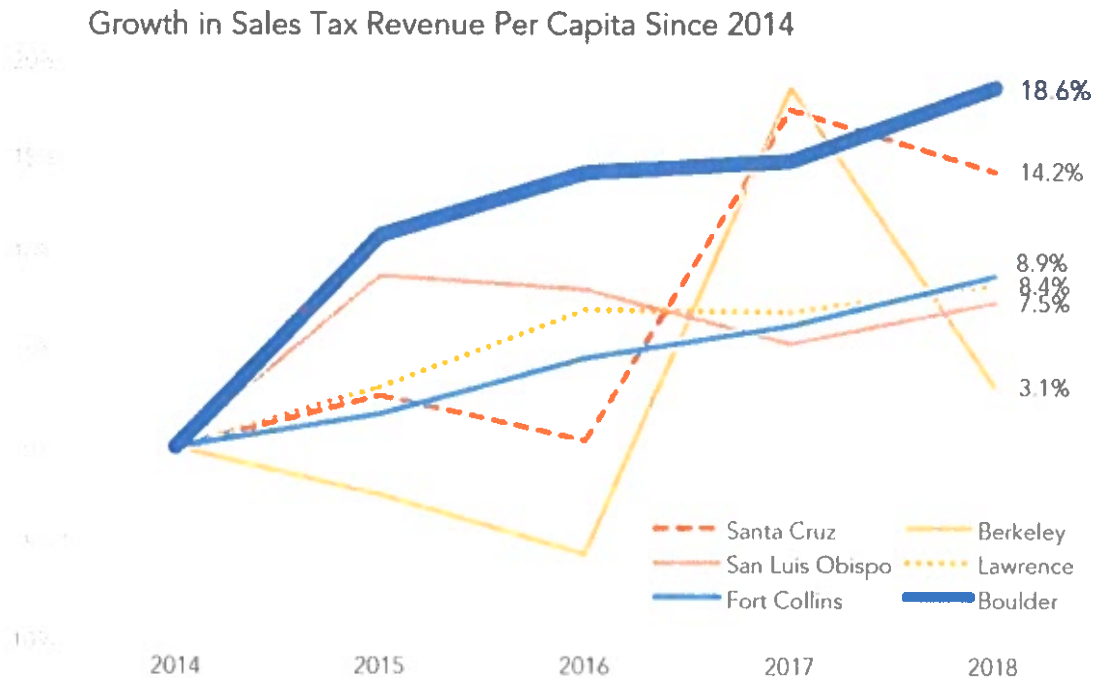
Sales Tax Revenue per Capita

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------|--------|--------|--------|--------|---------|
| Santa Cruz | \$156 | \$160 | \$156 | \$183 | \$178 |
| Berkeley | \$139 | \$136 | \$131 | \$165 | \$143 |
| San Luis Obispo | \$482 | \$524 | \$521 | \$507 | \$518 |
| Lawrence | \$242 | \$249 | \$259 | \$259 | \$262 |
| Fort Collins | \$459 | \$466 | \$480 | \$487 | \$499 |
| Boulder | \$85.3 | \$94.7 | \$97.4 | \$97.9 | \$101.2 |

Growth in Sales Tax Revenue Per Capita since 2014

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------|------|-------|-------|-------|-------|
| Santa Cruz | 0.0% | 2.6% | 0.4% | 17.5% | 14.2% |
| Berkeley | 0.0% | 2.5% | 5.6% | 18.6% | 3.1% |
| San Luis Obispo | 0.0% | 8.9% | 8.1% | 5.3% | 7.5% |
| Lawrence | 0.0% | 3.1% | 7.1% | 7.0% | 8.4% |
| Fort Collins | 0.0% | 1.7% | 4.6% | 6.3% | 8.9% |
| Boulder | 0.0% | 11.0% | 14.2% | 14.8% | 18.6% |

To control for potential effects of differing population growth trends, we then computed a sales tax revenue per capita measure (by simply dividing each year's tax revenue by that year's population in each city). The following graphic shows how Boulder again tops this short list of peer cities, with 18.6% growth in per-capita revenues over five years versus peers ranging from 3.1% growth in Berkeley to 14.2% in Santa Cruz. Recall that Boulder was roughly in the middle of the pack on this same metric when compared to regional competitive cities



Source: Colorado Department of Finance, City of Boulder, LCG, GRES.

This comparison suggests that Boulder's retail is performing quite well, likely attributable in part to its regional context. One possible cautionary interpretation of this same finding is that the upside in retail performance for cities like Boulder is somewhat limited unless Boulder undertakes to make itself an even greater draw for the region as a whole and embraces the tourist spending it already enjoys. To the extent that Boulder's city leaders and businesses would like to see stronger local sales growth than what has occurred in recent years, it may be difficult to find examples of truly similar cities that have fared better.

A reasonable question would be if any or all of the Peer Cities are adjusting their taxation to respond to changes in their retail environments. The answer is that different jurisdictions have different abilities to modify their taxation, so no pattern or inference can be drawn.

Appendix F: District Accessibility Assessment

This phase of the research is intended to explore and document the existing retail conditions in the Boulder market, particularly concerning accessibility or the relationship between existing retail locations and people living and working in the City. An area of special interest is the accessibility of “everyday needs” retail within close (walking or biking) proximity to those residents and workers. To this end, the City has developed the concept of “15-minute Neighborhoods” and criteria it is hoped that residents in those neighborhoods have within a 15-minute walk from their homes. A 3/4-mile radius corresponds with the distance someone can walk at 3 mph (a typical walking pace), and will be the uniform radius scale used throughout this report unless noted otherwise. The criteria that were used in the last version of the City’s neighborhood access tool included the following:

- | | |
|-------------------|-----------------------|
| 1. Bus stops | 6. Health care |
| 2. Cafes | 7. Parks |
| 3. Child care | 8. Recreation centers |
| 4. Dog parks | 9. Restaurant |
| 5. Grocery stores | |

These nodes were selected by identifying the areas in the City with the highest concentrations of retail. Not all of the above criteria were evaluated when fieldwork was conducted in early February, 2019, however, good data was collected for the retail uses on this list, and grocery stores and cafes/restaurants in particular.

Data Sources and Approach

This phase of work relied heavily on a few key data sources:

Denver Regional Council of Governments:

- DRCOG provided estimates of population, households and employment at the traffic analysis zone (TAZ) level (for use in transportation planning, primarily).
- Geographically, TAZs tend to be larger than U.S. Census blocks, but smaller than Census block groups. There are approximately 160 TAZs making up the City of Boulder and a few adjacent outlying areas.

Costar, Inc.:

- A for-profit firm providing detailed property data for retail development (and other commercial land uses).
- Costar data is widely used in real estate and related industries and tends to be reasonably accurate (with some exceptions), and fairly exhaustive in its coverage.
- It includes data on ownership, square footage and vacancy, with selectively available data on rents, property sub-types, anchor tenants, etc.

Boulder County Assessor:

- Parcel data from the county assessor was used mainly for quality-control purposes – to check for spatial and data accuracy of DRCOG and Costar information.

- Also used to help determine retail sub-categories in cases where Costar data is not broken out for large shopping center properties (a very common occurrence).
- Parcel data was also used to make a finer-grained residential density map in Figure 4.

U.S. Census Longitudinal Employment-Housing Dynamics (LEHD):

- LEHD data is focused on commuting patterns and relationships between worker residences and workplaces.
- Very small geographic resolution (Census blocks), but also includes some “blurring” algorithm to protect data confidentiality – introducing some minor errors in point placement, but can be manually corrected.
- We use it here for some demographic profiling of residents and workers at the ¾-mile node level, since block-group data is too coarse, geographically.

ESRI:

- ESRI is a for-profit service providing demographic data and related products.
- ESRI data is based on US Census, Info USA, and proprietary models. Data from ESRI may not exactly match DRCOG data due to differences in methodology.

In addition to these main providers and our own fieldwork, we also relied heavily on aerial photography and internet sources (such as news articles and Google StreetView) to help verify, categorize and verify information from other sources. Data that has been adjusted is noted as such below.

Retail Node Identification

The map at the beginning of this section shows existing retail inventory of all major types (excluding automotive sales & repair) by location and size of property. Based on the distribution of retail space, with additional reference to a mapping of retail employment density prepared by City staff, we identified 10 primary clusters of retail development. These 10 nodes form the basis for much of the analysis included in this phase of work.

- The nodes vary considerably in terms of the scale, and variety of retail contained within each node.
- Some nodes are geographically distinct, such as Table Mesa and Meadows where one discrete shopping center essentially constitutes the node. Others, like Pearl Street and BVRC/29th Street, may sprawl across many blocks with somewhat fuzzy outer boundaries and/or overlap with other nodes.
- Only a handful of retail properties in the City fall outside these primary nodes.

The following table gives the estimated total retail square footage associated with each node. Unlike some later calculations, the numbers shown here are non-overlapping. In other words, they reflect mutually exclusive inventory tied to each specific node cluster with a property being assigned to the node whose center to which it is closest (as opposed to all inventory within each node’s ¾-mile radius area). As such, the figures are additive, with a City-wide total

of approximately 6.1 million square feet (with approximately 200,000 additional square feet lying outside the node boundaries but within the city).

Retail Metrics by Retail Node (3/4-mile radius areas)

| | Properties | Inventory (s.f.) | Vacant s.f. | Vacancy Rate |
|-------------------------|------------|---------------------|----------------|--------------|
| Basemar | 18 | 165,000 | 23,000 | 14.1% |
| BVRC-29th St | 134 | 2,560,000 | 231,000 | 9.0% |
| Gunbarrel | 12 | 141,000 | 6,000 | 3.9% |
| Meadows | 4 | 251,000 | 0 | 0.0% |
| N 28th St | 70 | 1,146,000 | 76,000 | 6.6% |
| N Broadway Annex | 12 | 86,000 | 1,000 | 1.6% |
| North Broadway | 13 | 153,000 | 6,000 | 3.6% |
| Pearl St | 116 | 1,027,000* | 28,000 | 2.7% |
| Table Mesa | 13 | 345,000 | 14,000 | 4.2% |
| The Hill | 26 | 221,000 | 12,800 | 5.8% |
| <i>Outside of nodes</i> | 14 | 190,000 | 9,000 | 5.0% |
| Boulder Total | 432 | 6.3 million* | 400,000 | 6.5% |

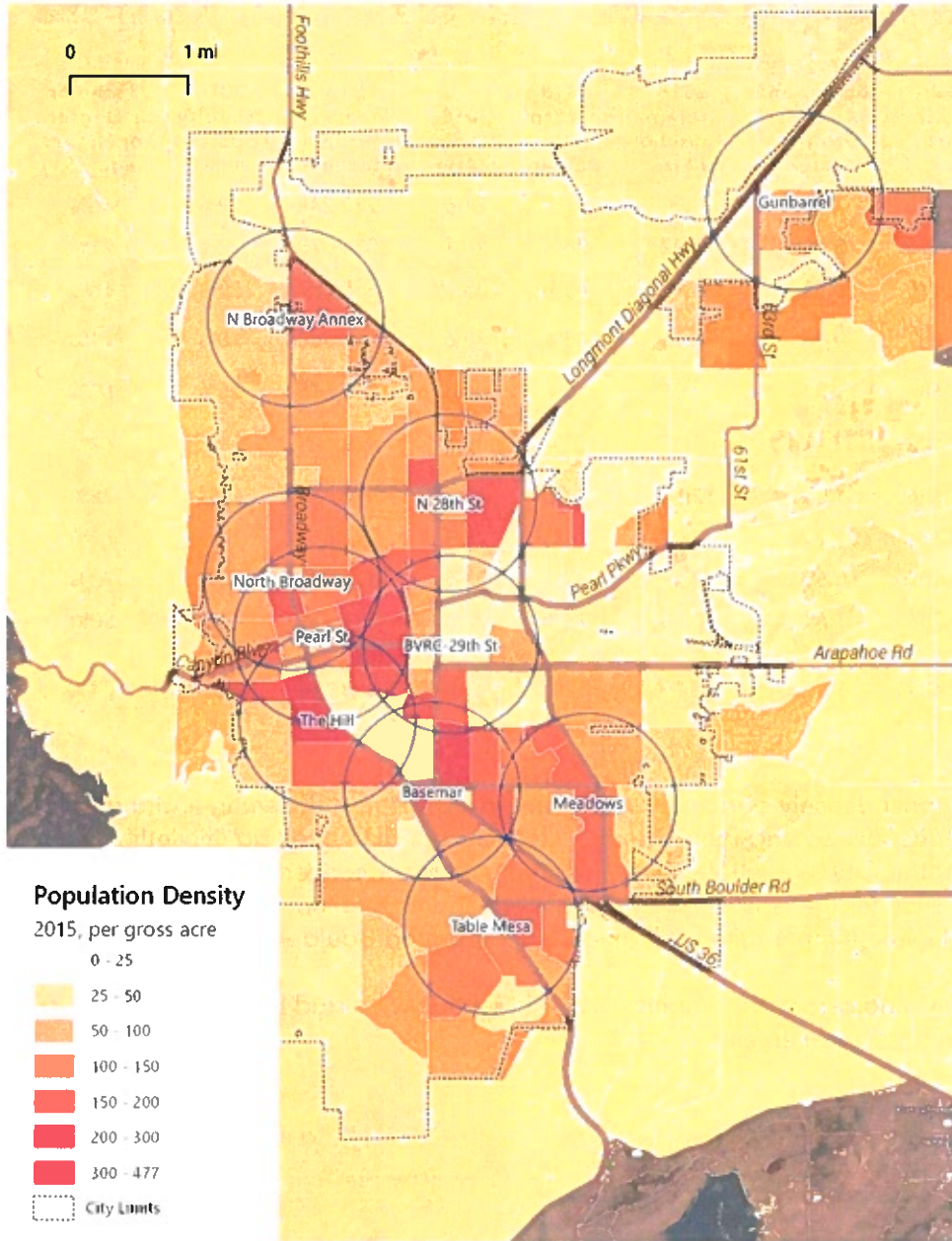
Source: Costar (with corrections and adjustments by LCG)

*Costar shows an additional 250,000 s.f. of inventory within the Pearl Street node that appears to be misclassified (office portions of two mixed-use buildings). For accuracy in comparison across nodes, we manually corrected that figure here. However, we chose retain the 6.6 million square foot citywide total in the city-by-city comparisons, since we were unable to make manual adjustments in other cities.

We note that different sources show different amounts of retail space in Boulder. For example, Newmark Knight Frank's Boulder Market Report for Q4, 2018 shows 4.5 million square feet. This Study relies more heavily on CoStar which is a more inclusive data source -- tracking properties as small as 1,000 square feet, whereas brokerages tend to ignore properties below 10-20,000 square feet.

The following map depicts population density for the City of Boulder, with nodes and a 3/4-mile ring around each node for reference and scale.

Population Density and Boulder Retail Nodes



Source: DRCOG estimates for 2015 population by TAZ (2017 vintage estimate), LCG, GRES

The following table gives an idea of key demographic attributes within each 3/4-mile ring surrounding the center of each node (3/4-mile radii having been chosen as corresponds to the distance that can be walked by an average person in 15 minutes, and therefore acting as a proxy for the boundary of a 15-Minute Neighborhood). Because they overlap, values such as population and count of households should not be added across node areas. For the same reason, we are not calculating aggregate spending potential here.

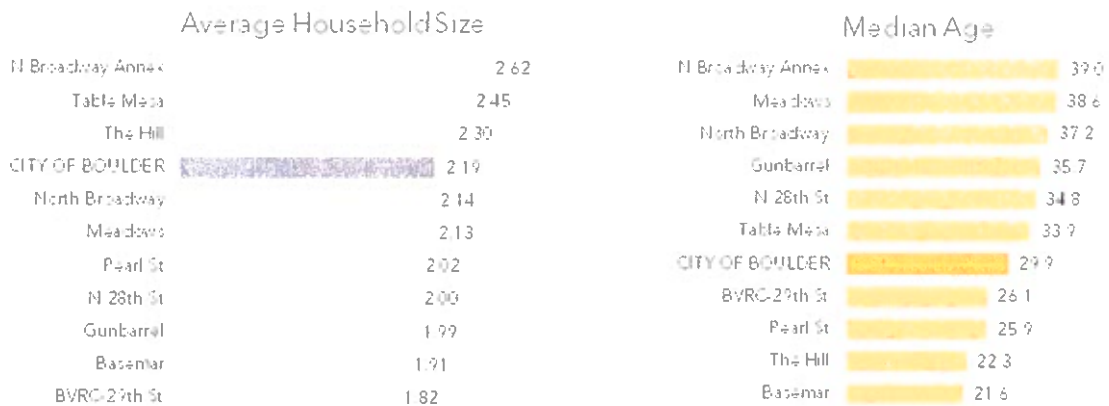
Key Demographic Indicators by Retail Node (3/4-mile radius areas)

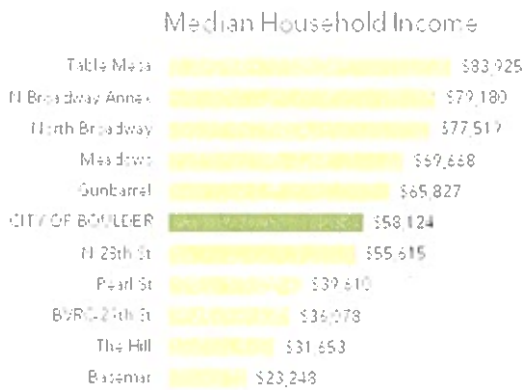
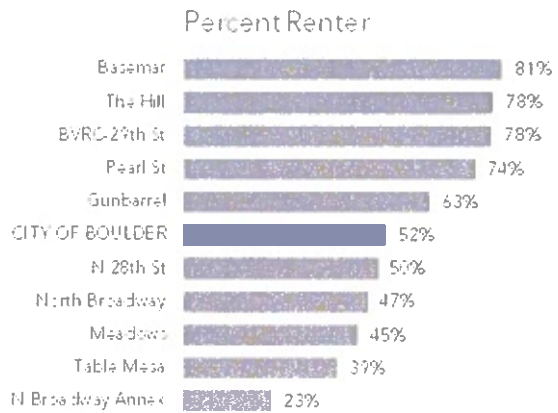
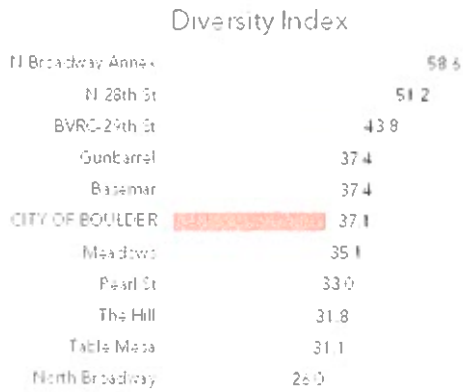
| | 2018 Population Density (Pop per Square Mile) | 2010-2018 Population: Annual Growth Rate | 2018 Average Household Size | 2018 Percent Renter | 2018 Median Age | 2018 Median Household Income | 2018 Minority Population (%) | Bachelor's Degree or Higher (age 25+) |
|------------------------|---|--|-----------------------------|---------------------|-----------------|------------------------------|------------------------------|---------------------------------------|
| Basemar | 11,336 | 1.8% | 1.91 | 81% | 21.6 | \$23,248 | 19% | 66% |
| BVRC-29th St | 6,615 | 3.2% | 1.82 | 78% | 26.1 | \$36,078 | 23% | 71% |
| Gunbarrel | 1,875 | 4.5% | 1.99 | 63% | 35.7 | \$65,827 | 20% | 65% |
| Meadows | 5,232 | 0.3% | 2.13 | 45% | 38.6 | \$69,668 | 18% | 71% |
| N 28th St | 6,687 | 1.3% | 2.00 | 50% | 34.8 | \$55,615 | 25% | 69% |
| N Bwy Annex | 4,122 | 2.1% | 2.62 | 23% | 39.0 | \$79,180 | 31% | 67% |
| N Broadway | 6,096 | 1.0% | 2.14 | 47% | 37.2 | \$77,519 | 12% | 78% |
| Pearl St | 10,331 | 1.2% | 2.02 | 74% | 25.9 | \$39,610 | 17% | 76% |
| Table Mesa | 6,107 | 0.6% | 2.45 | 39% | 33.9 | \$83,925 | 15% | 77% |
| The Hill | 10,756 | 1.6% | 2.30 | 78% | 22.3 | \$31,653 | 17% | 80% |
| CITY OF BOULDER | 4,404 | 1.4% | 2.19 | 52% | 29.9 | \$58,124 | 18% | 74% |

Source: ESRI

Not surprisingly, the most densely populated nodes are in Downtown, Basemar, and the Hill. The Basemar, Hill, BVRC/29th St, and Pearl Street nodes have median ages significantly lower than other nodes and the City as a whole, likely indicating a higher concentration of students. The Gunbarrel node is by far the least densely populated (and its retailers clearly draw from a larger functional trade area than 3/4-mile, including unincorporated Boulder County residents).

The same demographic indicators are graphically depicted below, sorted by node rankings, for ease of comparison across node areas:

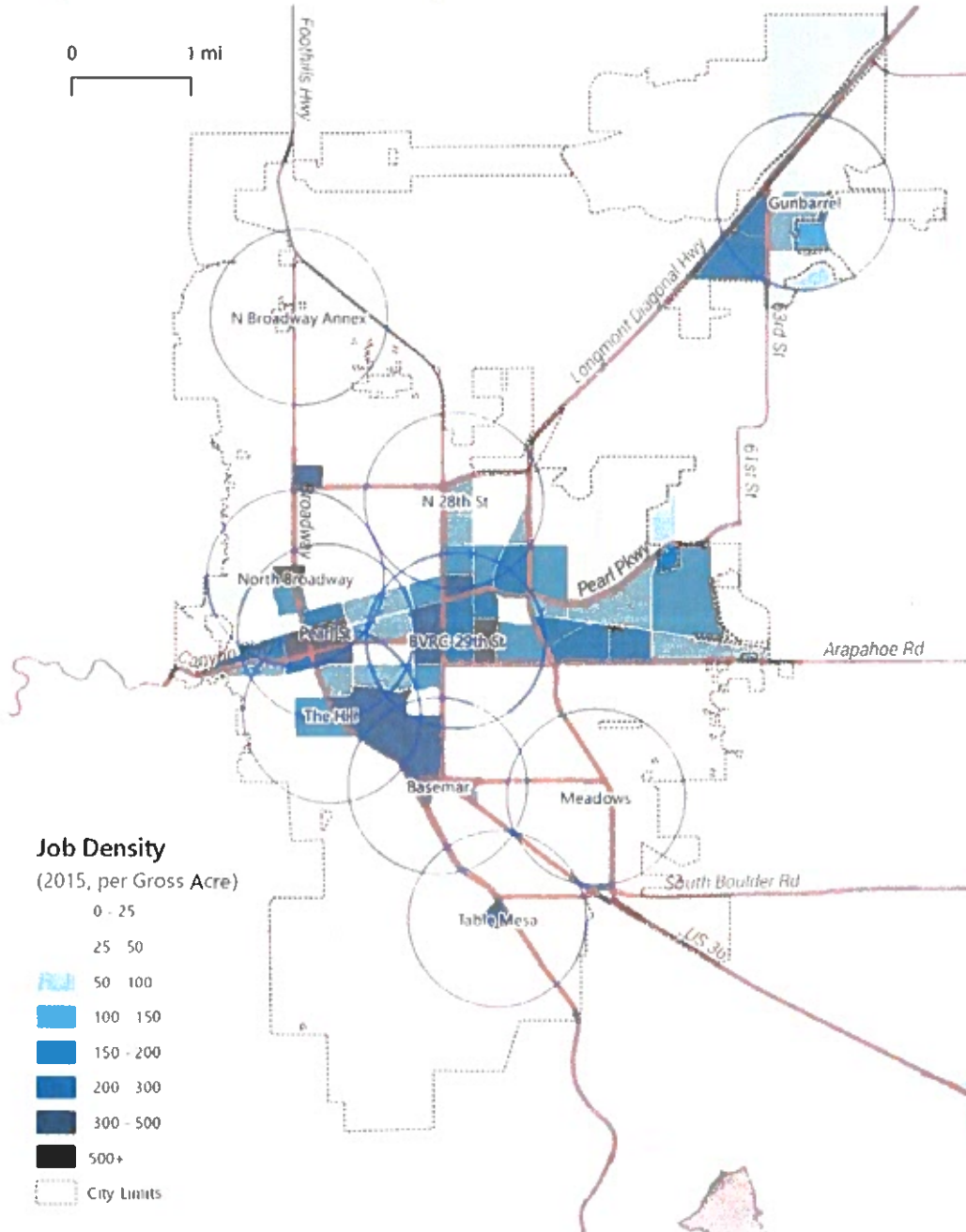




Source: ESRI, Leland Consulting Group, Greensfelder Real Estate Strategy

The following map shows employment density in the City:

Employment Density and Boulder Retail Nodes



Source: DRCOG estimates for 2015 employment by TAZ (2017 vintage estimate), LCG, GRES

The table below gives an idea of employment density within 3/4-mile surrounding the center of each node. There are, of course, large employment bases outside of the 3/4-mile nodes, however, these are not given the same level of analysis per the City's requested scope of work.

Employment (jobs and density) by Nodes

| | Est. 2015 Employment | Jobs per Gross Acre |
|------------------|-------------------------|---------------------------|
| Basemar | 11,473 | 109 |
| BVRC-29th St | 17,520 | 167 |
| Gunbarrel | 5,718 | 54 |
| Meadows | 1,939 | 18 |
| N 28th St | 6,577 | 63 |
| N Broadway Annex | 2,348 | 22 |
| North Broadway | 17,485 | 167 |
| Pearl St | 20,226 | 193 |
| Table Mesa | 2,943 | 28 |
| The Hill | 21,891 | 208 |

Source: DRCOG, Leland Consulting Group, Greensfelder Real Estate Strategy

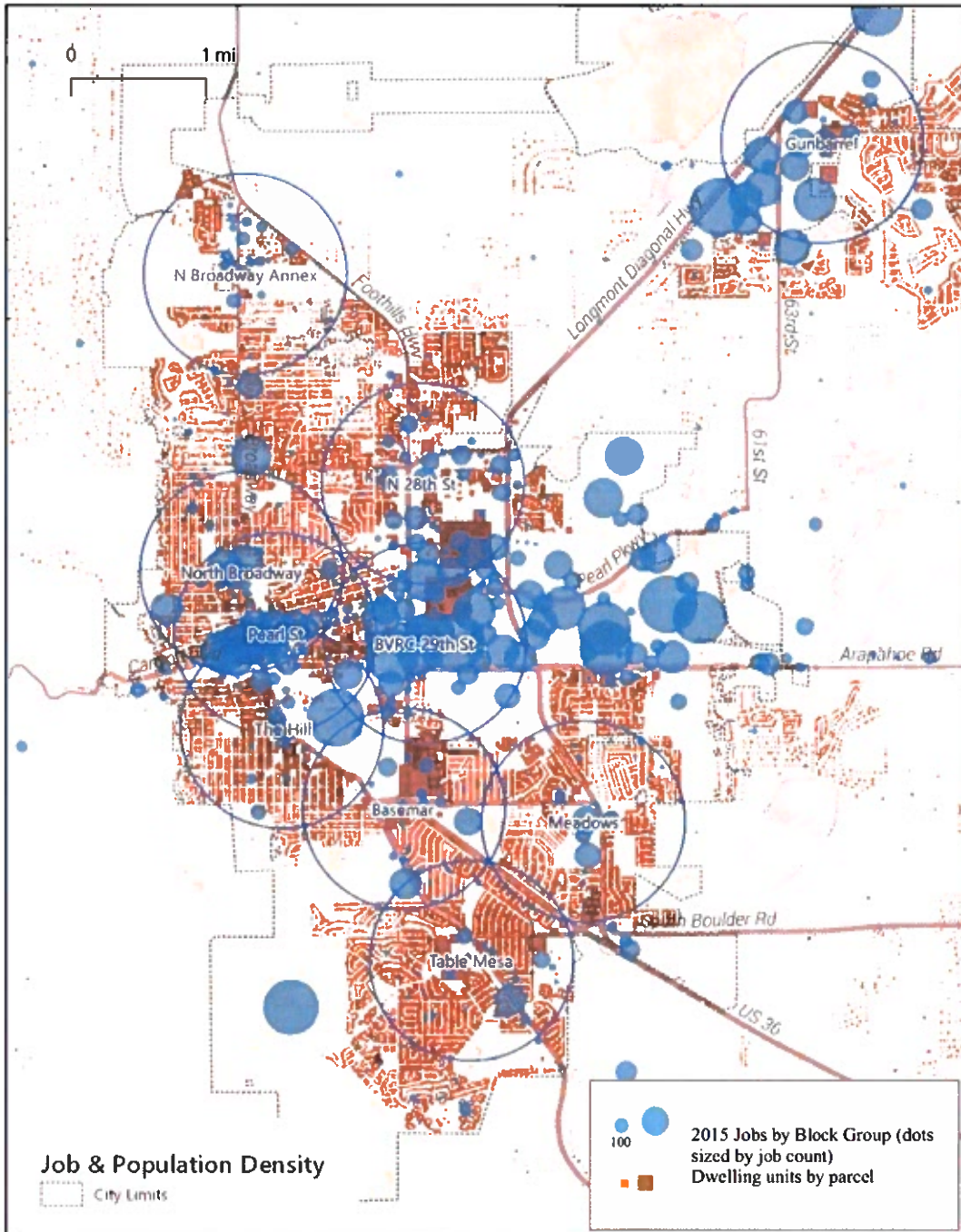
Again, workers whose offices are located where more than one node might overlap will be counted more than once in this table. As with population density, Pearl Street and the Hill have the highest number of jobs and employment density (the Hill likely because CU is Boulder's largest employer).

While the Hill is often thought to be underserved, this may not be an accurate depiction with respect to daytime workers who have an ample variety of businesses to serve needs ranging from F&B to sundries (Walgreens) to office supplies. As shown later in our survey results, residents living in the Pearl Street and Hill node areas tend to be less satisfied with the selection of basic retail near than employees who work in those areas are. Compared with other nodes, North Broadway Annex, Meadows, and Table Mesa have very few jobs.

There are areas of denser employment outside of the study notes such as in East Boulder. While there is an increasing amount of multi-family housing, Gunbarrel remains essentially suburban in character with its retail node serving predominantly low density housing, office campuses located between Boulder and the Gunbarrel node, and a smattering of office and industrial that is not part of a larger corporate campus.

The following map labeled depicts residential parcels and jobs on the same map. This map helps explain the relationship between the residential and commercial areas in Boulder.

Job & Population Density, Alternate Depiction (2015)



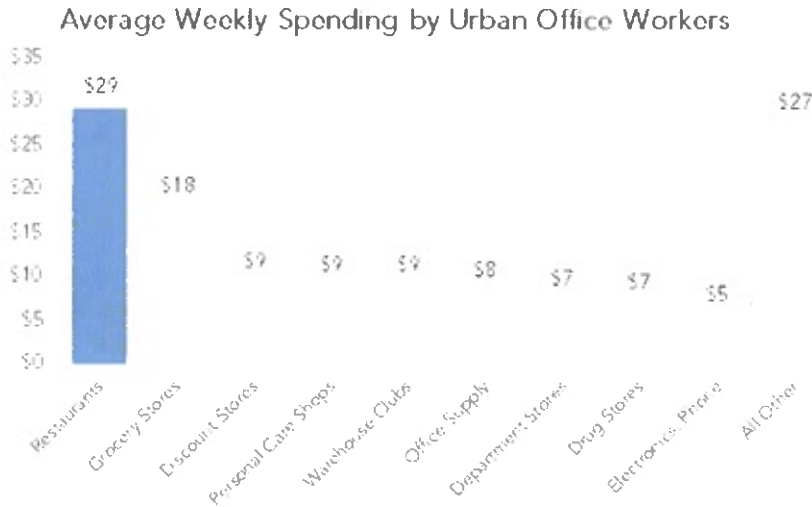
Source: US Census LEHD (for 2015 jobs by census block) and Boulder County Assessor GIS and improvement data for dwelling unit count by parcel, LCG, GRES.

Inventory Relative to Basic Retail Needs

One goal of this study is to determine the adequacy of Boulder’s retail supply relative to its worker and resident populations. In the noisy reality of the retail world, both workers and residents spend money across a broad, overlapping spectrum of retail, service and dining categories. In other words, there are no purely resident-serving or worker-serving store categories.

To add to the complexity, there is also consider overlap between Boulder workers and Boulder residents. In fact, just over one-half of employed Boulder residents also go to work within the city of Boulder. For this reason, it is dangerous to assume that, for a given neighborhood or retail node, that the aggregate spending power of nearby residents and workers can be viewed as additive, as such an assumption would lead to considerable double-counting of demand potential.

To understand how well store¹ inventories within Boulder’s various retail nodes meet the basic needs of workers and residents in those areas, we begin by looking at the most quintessential frequent purchases of those two groups. Although workers spend money across a variety of categories, the single largest spending category is dining/drinking. Whether for lunch, happy hour, or coffee breaks, restaurants capture approximately \$29 each week out of every \$116 spent by the average urban office worker, according to an ICSC survey (inflated to 2019 dollars). Restaurants by far is the largest single spending category.



Source: ICSC Office Worker Spending in a Digital Age, 2012

Note: Average across all office workers, including those who spent nothing. Inflated to 2019 dollars.

¹ The term “store” here and elsewhere in this report may refer to a variety of retail, restaurant and service establishment types -- not just typical shops.

Spending by resident households is even more varied and spread across many different categories than it is for workers. For residents, food at home (primarily grocery stores) moves solidly into the top position, with restaurant spending in second place, followed by department stores and health & personal care stores (closely matching drugstores). Grocery and drugstore purchases exemplify “retail basics” for residents, not only based on spending levels, but also because they tend to be more frequent shopping destinations than department stores, home centers and clothing stores.

Boulder Annual Per Capita Spending by Category

| | | |
|---------------------------------|---------|---------|
| Furniture & Home Furnishings | \$550 | |
| Electronics & Appliance | \$575 | |
| Misc. Store Retailers | \$576 | |
| Sporting, Hobby, Book & Music | \$630 | |
| Clothing & Accessories | \$762 | |
| Other General Merchandise | \$893 | |
| Bldg Materials, Garden, Supply | \$960 | |
| Health & Personal Care Stores | \$1,259 | |
| Department Stores excl. Leased | | \$1,744 |
| Food Services & Drinking Places | | \$1,809 |
| Food & Beverage at Home | | \$2,848 |

Source: ESRI, based on U.S. Census Consumer Expenditure Patterns, adjusted for Boulder’s incomes and regional differences.

Note: Data is estimated for 2018 and excludes automotive, online, and non-retail categories.

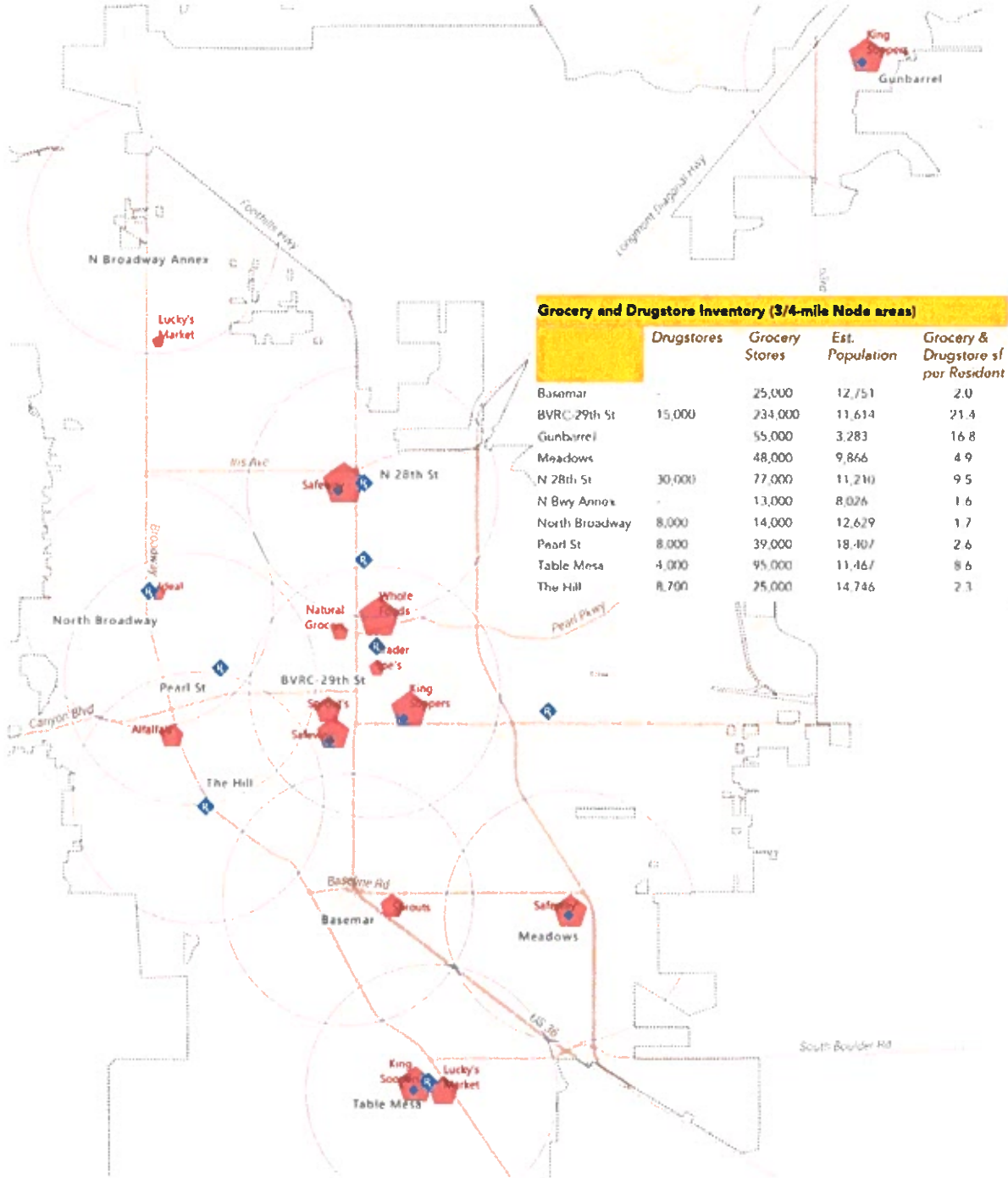
So, for our spatial analysis of how well Boulder’s retail node areas are addressing the basic retail needs of workers and residents, we chose to focus on the two retail destinations that represent the top spending categories for those groups: restaurants for workers and a combined category of grocery stores and drugstores for residents².

Specifically, we used a variety of sources including Boulder County Assessor data and Costar commercial real estate data to identify all the grocery stores, drugstores and restaurants (including cafes, taverns and restaurant/bars). Then, using geographic information system (GIS)

² As shown in the two spending graphics, there is, of course, considerable cross-spending. That is, workers also spend significantly at supermarkets while restaurants are the second-biggest spending category for residents. To confuse matters further, a Boulder resident working in a Boulder office building may actually spend the bulk of her *household* restaurant budget while at or near the workplace. We address the question of how well local areas meet basic retail needs more pointedly in the shopper surveys, presented later in this report, but for an analysis based on supply and demand data, this may be as clean as it gets.

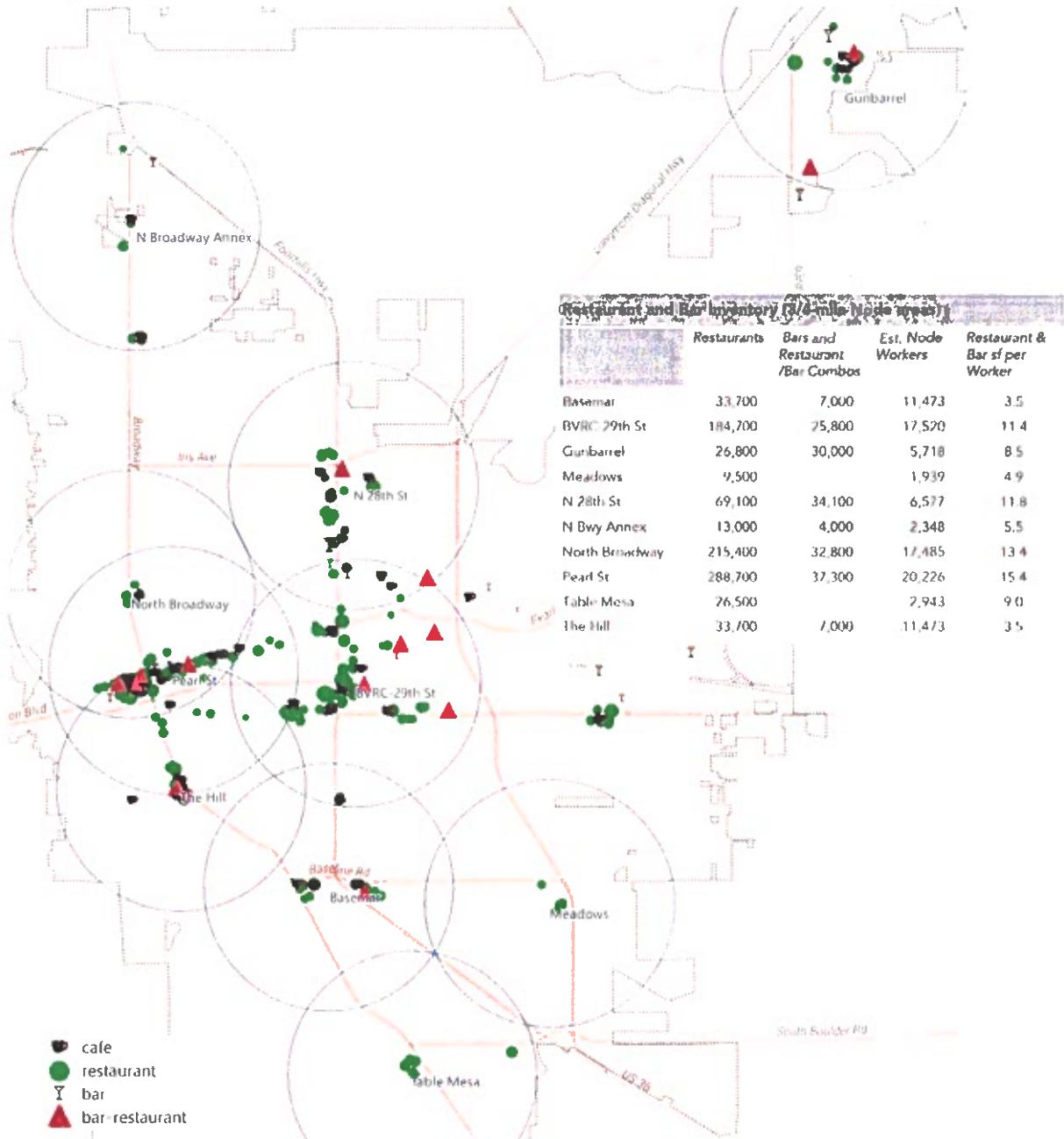
software, we compared those locations to centers of population and employment density within the ten Boulder nodes.

Groceries and Drugstores in Boulder



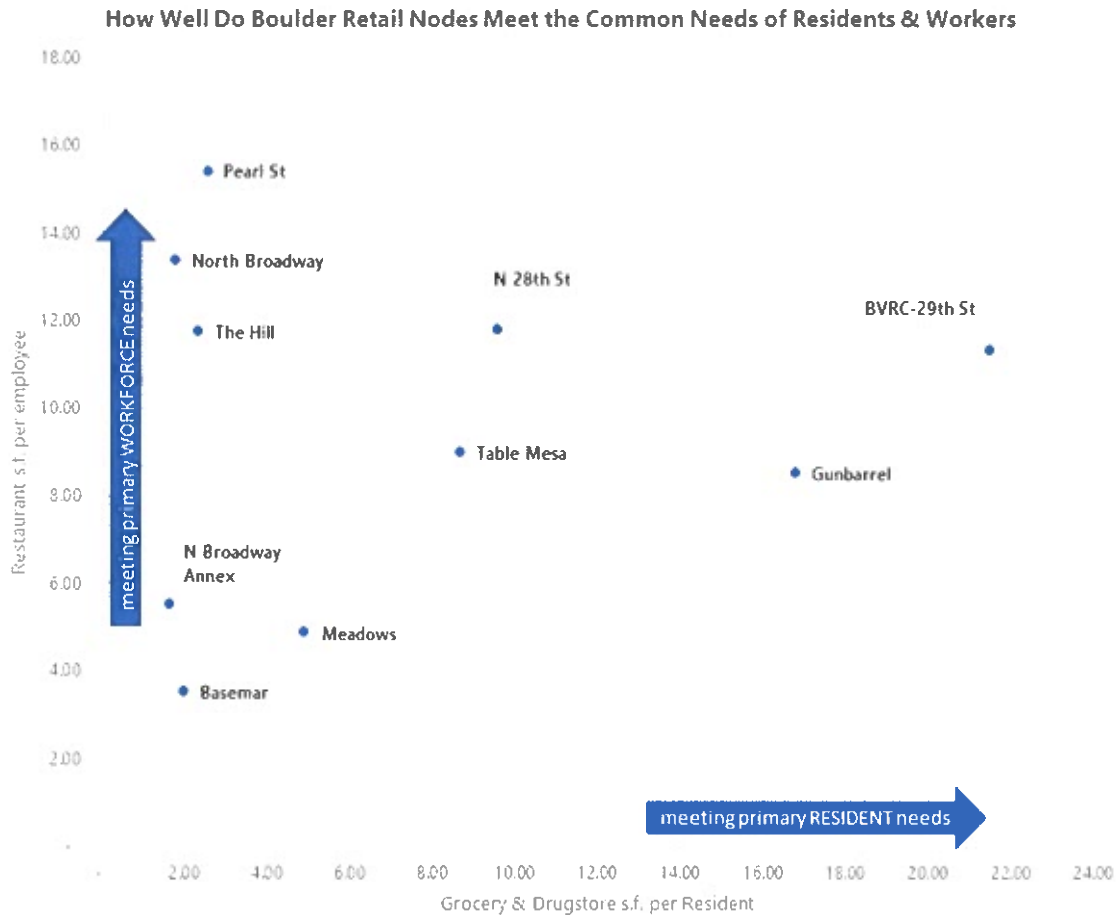
Source: Boulder County Assessor, Costar, LCG, GRES

Restaurants and Bars in Boulder



Source: Boulder County Assessor, Costar, LCG, GRES

The following scatter chart illustrates how well each retail node area meets the primary needs of residents or workers in those same nodes:



Source: ESRI, Boulder County Assessor, Costar, DRCOG, LCG, GRES

Note: Population and employment counts are based on DRCOG estimates for traffic analysis zones (TAZs) with centers falling inside a given node area. Square footage of restaurants, grocery stores and drugstores are based on parcel data and Costar property information.

Retail nodes with their labels closest to the top of this chart have the highest concentrations of restaurant space per nearby employee. Pearl Street leads the pack with nearly 16 square feet of restaurants, bars, and cafes for every worker in that 3/4-mile radius area. North Broadway does well on that measure too, but more because of its lower employee count than an abundance of dining options. Basemar is lowest by this measure, with just under four square feet of dining/drinking space per area job.

Nodes towards the right of the chart have more grocery and drugstore space for each resident within the node area. The Boulder Valley - 29th Street retail cluster, with its impressive array of grocery options, is the clear leader with over 21 square feet of grocery/drug space per resident. Pearl Street, North Broadway, The Hill, North Broadway Annex, and Basemar bring up the rear with approximately one-tenth the grocery/drug space per nearby resident as BVRC/29th Street.

It is important to note that while an area may meet the needs of residents living within that node, the node may or may not be easily accessible to residents from other areas or nodes in the City.

“Daily Needs” Retail Accessibility

As mentioned earlier, the best single indicator for provision of “daily needs” retail is the quantity and location of **grocery/supermarket supply**. In fact, since other non-food retail basics also tend to be sold at stores clustering around supermarkets, studying the geography of grocery store locations is a good proxy for evaluating the adequacy of neighborhood-serving basic retail as a whole, especially in relation to where the people are.

For demographic and employment-based planning, the Denver Regional Council of Governments (DRCOG) divides up the greater metro into thousands of small areas called Traffic Analysis Zones, or TAZs. The city of Boulder (with its immediate surroundings) is made up of approximately 160 TAZs of varying size and shape³-- each with an estimated headcount of current residents. These are represented as yellow-ish circles in the map below, with larger circles meaning higher TAZ populations.

Boulder has 15 grocery stores of 10,000 square feet or more, ranging in size from the Trader Joe’s and smaller Lucky Market format (both under 15,000 square feet) to larger Whole Foods, Safeway, and King Soopers stores which can exceed 75,000 square feet.

These grocery stores are shown in the same map as red hexagons, sized in proportion to their floor area. Households don’t necessarily shop at their closest store, shopping patterns being driven by traffic flows, brand loyalty, commuting routes, trade area “gravity,” and other factors. Simple proximity, however, remains a fundamental factor governing basic retail shopping behavior. As such, even an uncomplicated model where every household shops at their closest supermarket (illustrated in the map as dark red lines connecting TAZ populations to stores) can begin to shed light on areas that may be underserved in a market.

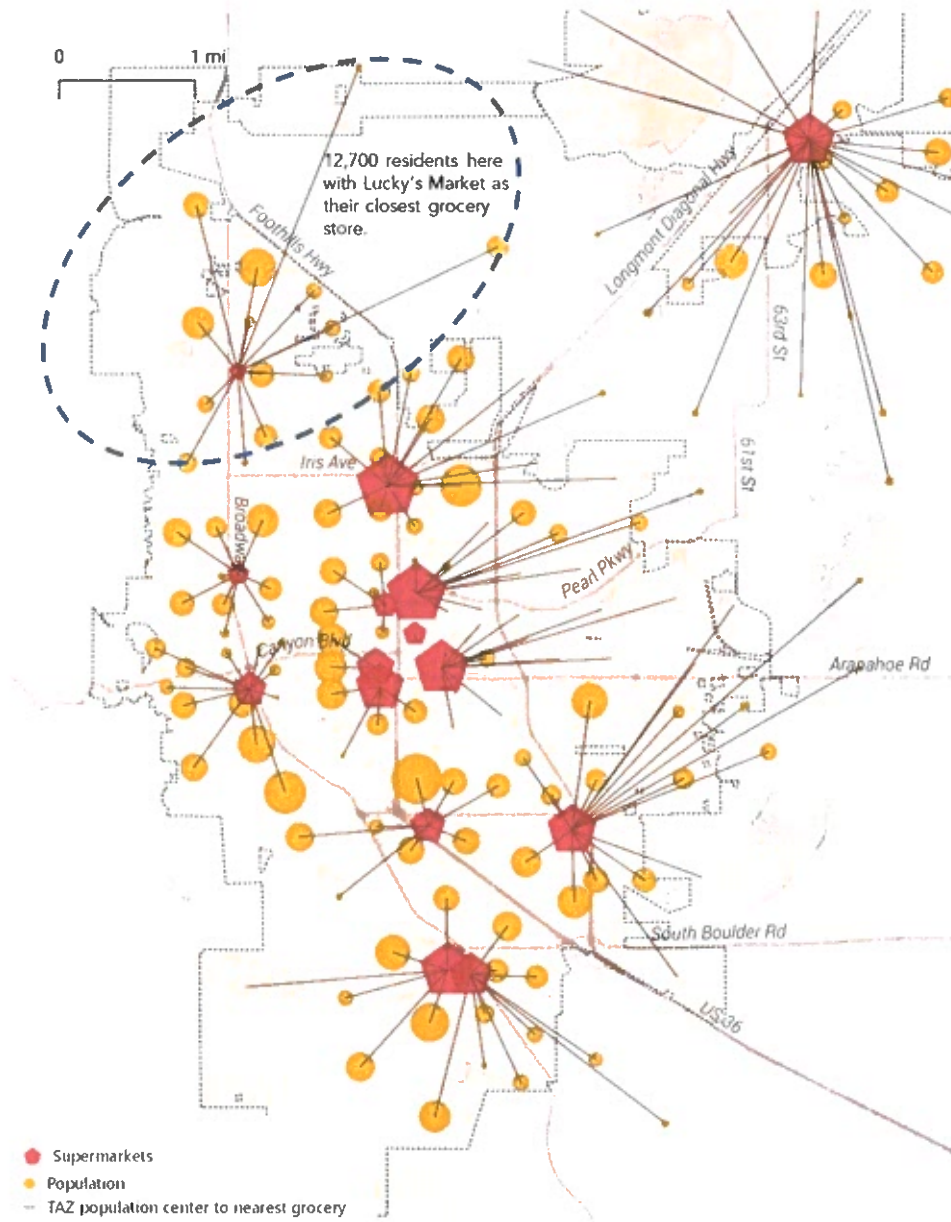
The resulting map illustrates the relatively short shopping distances enjoyed by residents living near central Boulder’s concentration of supermarkets along 28th Street, relative to the longer links required for outlying homes. Northwest Boulder residents living on either side of Broadway may have seemingly short connections, but they are served by two of the smallest grocery stores in the city leading to the question of whether they are adequately served for daily needs commodity retail, even within their 15-minute Neighborhood. We speculate that

³ The preceding shaded maps of population density and job density were created using TAZ boundaries, and give an idea of the typical size and shape of those geographic units.

these residents travel south or to Gunbarrel for larger grocery shopping trips and use the smaller stores for incidentals or home meal replacement (HMR).

In fact, the dozen TAZs in far northwest Boulder that share the 13,000 s.f. Lucky's as their closest store have a combined population of approximately 12,700 – enough spending power to support a supermarket closer to 50,000 square feet in a vacuum (ie. if there were no other grocers serving the trade area).

Population Areas Linked to Nearest Grocery Stores

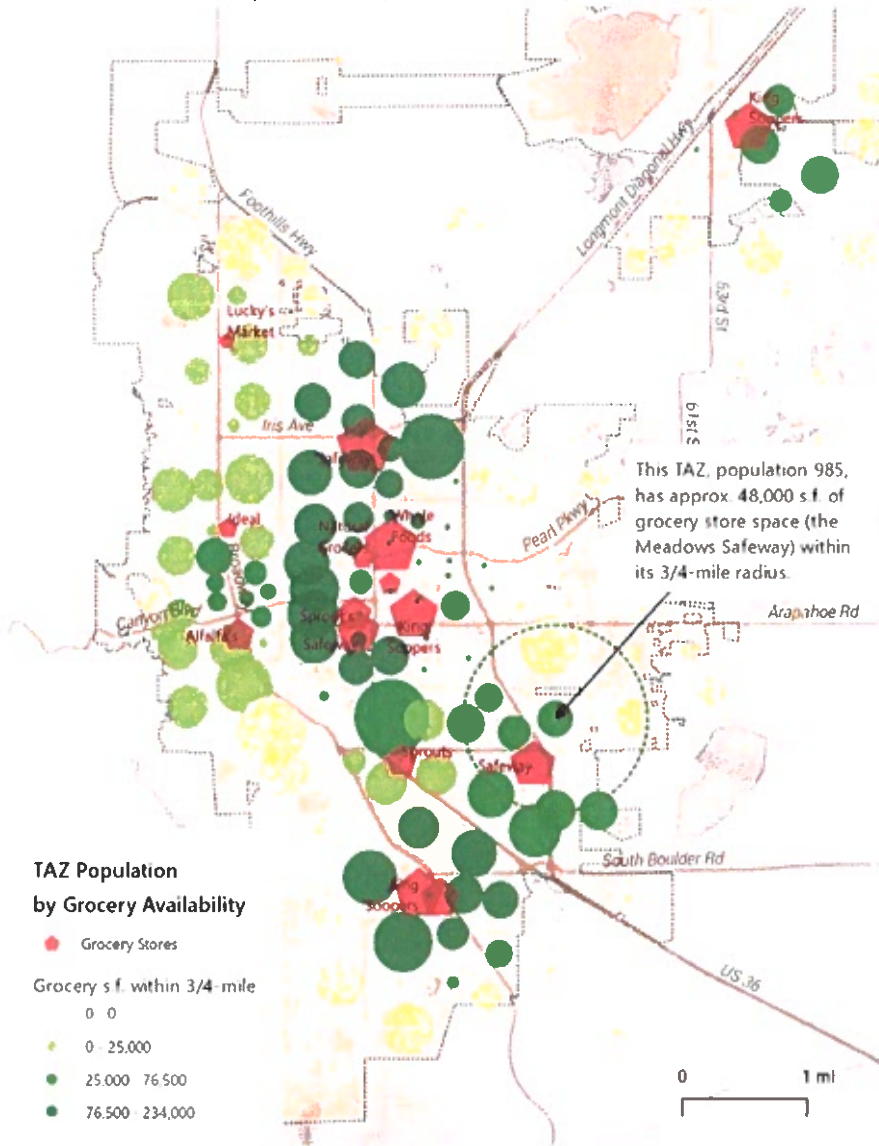


Source: DRCOG TAZ-level population estimates for 2015, shown as population-weighted centroids; Costar and Boulder County Assessor for grocery store locations and square footage, LCG, GRES.

Daily Needs: Another Look at Grocery Accessibility

Another way to illustrate areas of relative availability of basic everyday-needs goods is shown below. This map also begins with circles to represent the center of each TAZ, sized by the population in that TAZ. This time, however, these resident-representing dots are shaded to show how much supermarket space is within ¾ mile of each particular population dot (population areas with darkest green shading are served by more nearby grocery square footage (usually across multiple stores), while those shaded the lightest yellow have none at all). Groups of yellow circle/dots, therefore, are a good indicator of underserved neighborhood areas.

Boulder Area TAZ Populations by Square Footage of Grocery Stores within 3/4 Mile

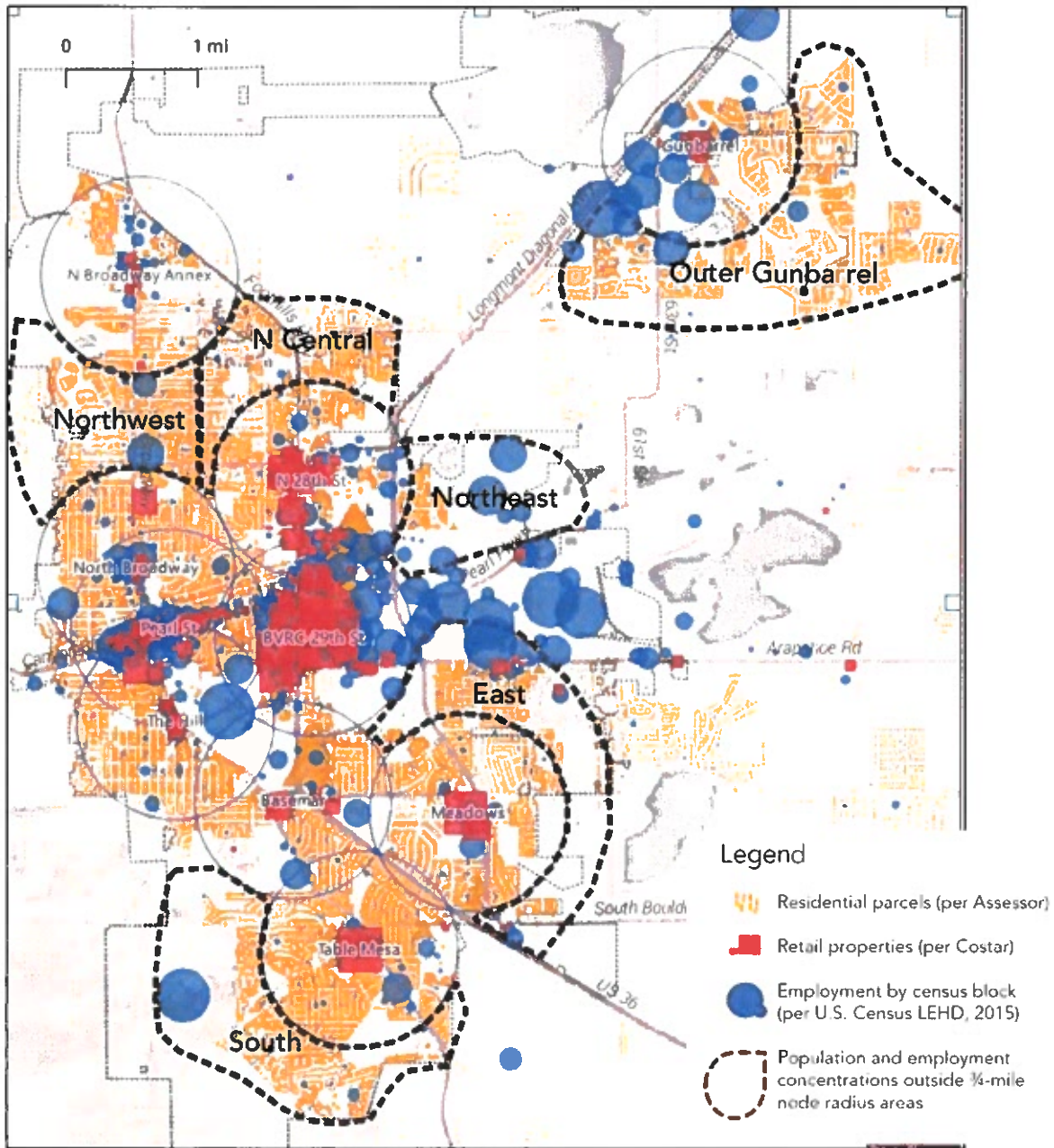


Source: DRCOG TAZ-level population estimates for 2015, shown as population-weighted centroids; Costar and Boulder County Assessor for grocery store locations and square footage.

Characteristics of Areas Outside Retail Nodes

This map combines residents, workers and retail together to show how their distribution relates to the retail node areas. Areas lying outside of any node are highlighted with a dotted outline and given labels corresponding to a table to follow.

Residents, Workers and Retail, Showing Retail Nodes and Non-Node Areas



Source: U.S. Census LEHD, Costar, Boulder County Assessor, LCG, GRES.

Note that considerable residential acreage lies outside of the node boundaries. However, the population density in these non-node areas considerably lower than within nodes, where development tends to be more urban in nature. While three node areas had population densities of more than 10,000 people per square mile, densities in these outside areas are all between 2,000 and 4,000 per square mile. In fact, only about one-quarter of Boulder's population lies in areas outside the identified retail node areas.

| Demographic Indicators for Areas Outside Nodes | | | | | | | | |
|--|----------------------|------------------------------------|---|-----------------------------|---------------------|-----------------|------------------------------|------------------------------|
| "Unserviced" Area | 2018 Est. Population | 2018 Density (Pop per Square Mile) | 2010-2018 Population : Annual Growth Rate | 2018 Average Household Size | 2018 Percent Renter | 2018 Median Age | 2018 Median Household Income | 2018 Minority Population (%) |
| East | 3,612 | 2,252 | 0.6% | 2.28 | 38% | 39.0 | \$89,089 | 15.4% |
| North Central | 3,808 | 3,510 | 2.0% | 2.74 | 15% | 42.6 | \$119,931 | 13.2% |
| Northeast | 3,082 | 2,790 | 1.4% | 2.54 | 29% | 38.6 | \$71,351 | 28.7% |
| Northwest | 4,275 | 3,132 | 0.7% | 2.48 | 18% | 45.6 | \$111,856 | 11.1% |
| Outer Gunbarrel | 8,753 | 2,817 | 0.6% | 2.24 | 21% | 45.6 | \$94,251 | 11.0% |
| South | 5,031 | 2,626 | 0.6% | 2.38 | 20% | 46.2 | \$116,443 | 10.6% |

Source: U.S. Census LEHD, Costar, Boulder County Assessor, LCG, GRES.

While Boulder has areas of residential density and prioritizes alternative forms of transportation, in order to maintain a productive retail base that is both economically and environmentally sustainable and that meets the needs of its residents at all income levels and from a variety of backgrounds, thought must be given to residents who will find it easiest to access goods and services using an automobile. This observation is *not* meant to suggest that Boulder should not prioritize alternative forms of transportation, and dense multi-use nodes. It is meant to highlight that one quarter of Boulder's population lives outside of the 15-minute/¼-mile nodes, and to emphasize that these priorities should not be at the expense of the auto-oriented reality of ¼ of residents. Ignoring this finding would mean *less* rather than *more* inclusivity from a retail perspective for the portion of the resident and daytime populations that exist outside of the 15-minute Neighborhoods.

| Overall, How Satisfied Are You with Price, Selection and Availability of Retail Near Home? |
|---|
| Could benefit from more "big box" stores instead of having to drive to cities that actually want them. (i.e. Costco, Walmart, Nordstrom, etc.) |
| Favorite restaurants left the city recently. They weren't happy with rents. Sugar tax is ridiculous and as a result, I shop in Longmont, Louisville and Lafayette. Also make an afternoon of it, and go out for lunch or dinner, get gas... it's know that Boulder is more expensive than other surrounding cities, it would be nice to have more affordable |
| Obviously all the grocery stores are superrrr expensive in Boulder... also the selection is quite limited. This is very disappointing. So much space around the city and no single cheaper store located. |
| There are few places to purchase "normal" items such as clothes, shoes, underwear. Target is the only place left. |
| Boulder is expensive! |
| No clothing stores nearby |
| Basic good is fine - we've got Target and grocery stores. |
| Have to travel outside of Boulder for better prices |
| We can walk to both Table Mesa Center and BaseMar Center and they are both lacking in gifts, clothing, household goods, and restaurants. |
| my neighborhood has lost a car wash, a grocery store, a restaurant, a fast foodplace, a gas station and a general merchandise store. The spaces remain empty and some of them are decrepit. |
| Plenty of grocery stores. That's good. However there are lots of vacant places like basemar and Moorhead/36. Prices are high. |
| There is a lack of many retail types in south Boulder. |
| We don't have much retail and services near where we live, even though it's a very prominent central area. What retail we had is under threat of being converted into office space for corporate tenants. Many people in my neighborhood are now driving to other cities for retail and service (out of desperation, not by first choice). |
| All the affordable stores have been leaving. Macy's is thinking of closing the Boulder store. I am increasingly driving out of town to shop for clothing and household items. |
| I live in south boulder limited choice but I do not want more retail,- improve what we have currently |
| I live walking distance to Basemar mall and was very disappointed when the Basemar wholefoods closed. I shopped at that WF very regularly and like the walking/biking access. Before the WF closure, I was dissappointed when the Ace Hardware in the same mall closed. |
| it is not clear what "near our home" means? Walking distance? within a radius? |
| Gunbarrel needs additional stores such as a hardware store and some good delis. The new restaurants are way above the price point for families. King Soopers has 75% of its aisles dedicated to junk food. Would love a |
| We can walk or bike for many basic items. Prices do tend to be high. |
| We often shop outside of Boulder for basic goods to save money. |
| Most of us leave Boulder to buy basic clothing items. There is no place at all to buy sporting goods. |
| I only still shop at what was "Ideal" Market strictly for convenience -- dislike that it went over to the dark side (i.e., Whole Paycheck / Amazwrong). |
| I've lived in the Whittier neighborhood for nearly 17 years and everything has become exorbitantly expensive. |
| South boulder is lacking |
| Difficult to find cheap produce and staples like cheap bread/milk |
| I am concerned with the introduction of more corporate grocery and general goods stores in Boulder. Eight years ago, I was attracted to Boulder because of the diverse community and the thriving diversity in retail stores - 'mom and pop' shops offer unique goods that the larger, corporate stores do not. In the past 8 years, I've seen too many small, locally owned stores and restaurants close down and more corporate chain stores/restaurants move in. I'm actually considering moving out of Boulder because of this. |
| I think rents and city taxes increase the cost of goods here in Boulder, and for some that creates a financial burden. I include myself in that category. |
| Everything is so expensive |
| Access to grocery stores along 28th and 30th streets is troublesome as these streets are congested and have no viable bike lanes for the most part. Especially along 30th and 28th north of Mapleton bicyclists are crowded into on street bike lanes or onto sidewalks and interfere with pedestrians. |
| Groceries are plentiful at various price points. Other goods not so much, particularly reasonably priced and a wide variety of furniture and clothing. |

| |
|---|
| Office space and banks are taking over prime space that should be either retail or dining. Google moved in and their presence hasn't helped the surrounding area one bit. Restaurants should have benefitted, but this mass of new workers somehow dines inside their building. |
| Thank you for instituting the Sugar Tax. As a direct result of the tax, I now leave Boulder every weekend to do all my shopping(not just for my sugary drinks). I have found better quality restaurants in the surrounding cities (food and service) than what is currently offered in Boulder. |
| I like to buy from independent businesses and need to travel outside the city for things like appliances, furnishings, repair services, etc. Some of these things used to be near my home and are no longer |
| We need less chain stores and more single owner shops. The city should favor true small business, not franchise's, in the permitting process. |
| I truly wish we had more "department store" type of store like Target and Macy's. Those are about the only two stores in Boulder where you can buy underwear! (Besides the more expensive stores like Christina's) |
| Very happy with Sprouts and grocery store availability in southeast Boulder. |
| Retail on this side of town is awful. Now we're losing our 1st Bank at the Table Mesa Shopping Center at King |
| The only shopping within walking distance is a gas station convenience store |
| There are a few things I can't get here, but price is way more of a barrier for me than availability. |
| It's difficult to walk or bike to any grocery stores or restaurants from my house near valmont bike park. |
| Losing some basic stuff as national outdoor clothing chains move in. |
| There is plenty of fancy expensive stuff, but a lack of lower cost retail. For example, I probably spend the most at Costco in superior. Kroger is probably second, but they are going upscale in Boulder, and I am getting less satisfied. I have no use for all these expensive boutique shops and up scale restaurants. |
| Everything was better before the Basemar shopping center was ruined by the actions of Whole Foods. They still hold the lease so other grocery stores cannot rent the space. Whole Foods is not a company that I have any respect for. It will take years to fix what they so casually destroy. |
| There are no good espresso cafes in South Boulder. |
| I have lived in Boulder for 65 years. It was easy to shop when there were department stores, drug stores, shoe stores, on Pearl Street. Then Crossroads opened, and again, there were a lot of department stores and other smaller retail. Now, there are so few department stores in Boulder. I can rarely find something at Macys, I am too old for clothes at Target. It is hard to find furniture. I have made an effort to keep my tax dollars in Boulder County but that is getting harder and harder to do. I refuse to shop on Amazon or on-line. |
| I have to be a discretionary shopper to achieve the best prices. This mainly pertains to grocery shopping. I do not purchase clothes in Boulder |
| While there is a good selection of goods and services, most are very expensive and are unaffordable. |
| Developers have been building/converting (potential) retail spaces into higher-priced office. This leads to higher rates for retail space, reduced variety and domination by chain stores or ones selling high-priced yuppie crap. |
| The price and selection keeps moving away from the middle class. We seem to do most of our shopping outside of Boulder (Longmont, Louisville, Superior). |
| I live in North Boulder and drive to King Soopers for some of my groceries. I also do a lot of shopping at Lucky's, but it's a smaller store. |
| I would like more Mom & Pop small restaurants or lunch spots on East Pearl |
| The price of everything has gone through the roof without wages being increased to meet the demand. This is a recipe for disaster. |
| Small (useful) retail operations are being driven out of the city by outrageous rents. Several vendors that I have frequented for years are now located outside of the city - in Lafayette for example, necessitating a long drive - or they have closed their stores entirely. They used to be located in downtown Boulder and can no longer afford to |
| We need a grocery store in BaseMar shopping Center. |
| Missing: Chinese food restaurant that is not just takeout. Need a nicer place with servers, etc. And would be nice to have more options for quality, affordable home furnishings - I travel to Broomfield (the mall there) for Crate & Barrel or Pottery Barn, and Costco, or order online. Additionally for some electronics, I feel our selection is limited to Best Buy or Target. |
| lots of grocery options, not many clothing options. Happy with food options |
| The cost of goods in Boulder are very expensive. |
| Boulder, with all of its luxury taxes, is way overpriced. Overall, I prefer to shop in Superior, which I'm doing with increasing consistency. |
| I have to drive to shop. Also, prices are higher (with taxes) than surrounding communities so I drive to superior. |

| |
|---|
| Closure of Whole Food in Basemar has been detrimental to people living in South Boulder, specially Martin Acres. A bigger focus on promoting local retail would also be appreciated. |
| Bit too much high-end retail - living near downtown, as walkable as it is, I'd sure appreciate a neighborhood corner grocer to complement the high-end bag, boot, and glasses shops and mid-range restaurants nearby. I'm sure the 2/3 of students in my neighborhood would, too. A few too many auto service locations in Boulder, too -- if we're trying to make a walkable community, these should be replaced with neighborhood-oriented businesses (like corner grocers!). It should be more convenient to get groceries than get your car serviced in the city, and right now, unless you're in select neighborhoods, it's often not. |
| The Boulder focus is not very inclusionary for people who are looknig for basic goods and staples at a value price. The Boulder sales tax is also a consideration - I am often having to drive to nearby cities and find that their taxes more favorable. I, for one, was sorry to see that Boulder drove out the Walmart. There are enough quality items in Walmart, especially for basics, that I will drive to get them. I can find them in Boulder but..... |
| Prices are going up for everything, except income! I will soon be priced out of town, to a place with lower cost of |
| Almost nothing within ~1 mile. We need to focus on providing retail close to new high-density construction. |
| I live near Lucky's and having no competition price and selection are limited. |
| Grocery store items are much more expensive in Boulder than other ares of the country (like MA where I'm from originally). I also find other necessities to be higher prices. I assume that's a by product of the huge rental rates and increases happening regularly out here. I'm also very disappointed to see small businesses being forced off Pearl St for banks and non-shopping stores (Bayberry, Moon Gate, etc). I used to have reasons to go down there but my reasons are less and less these days. |
| There is very little outside the core of big stores in boulder. Out east it's is sparse past 30th on valmont or any other roads |
| It is difficult to find moderate priced clothing in Boulder. There are high end stores or Target. Also there is no longer a store to buy sporting goods now that sports authority is gone. REI is too expensive as is Boulder Running |
| Products here in Boulder are pricey and lack diversity. |
| Grocery choices: good. Clothing choices: not so good. Not enough independent clothing stores. The ones we have tend to be very pricey, either fancy or outdoor-technical, and they don't carry larger sizes for women. That leaves Target, Macy's, and J.Jill on sale, which are all national chains. |
| I expected very satisfied to be toward the right and wonder if that will skew your results? |
| I live on the West end of Pearl. The gentrification of Pearl street is very dispiriting. I'm quite certain I don't need yet another high end coffee shop, bank, or chain retailer in place of the eclectic, affordable, and interesting shops, bars, and restaurants that used to line the corridor. Pearl street has lost most of the charm and character that once made it unique. |
| Does near mean that I could walk there? |
| Sales tax is too high |
| For better or for worse basic goods has very different meanings to very different people especially in Boulder - a definition would be good. |
| Things are getting more and more boutique-y. I am a very practical person and I choose items that are more functional/practical over brand and fashion. For example, it's more and more difficult to find sturdy kids shoes in Boulder anymore; we've been having to shop in Longmont for items such as these. |
| Closing the Whole Foods at Basemar was a real blow to the community |
| I own a small business and the building that it is in in downtown Boulder (Pearl & 17th). Although downtown Boulder offers a decent selection and good availability of products and services, they are consistently significantly more expensive than the same products and services right outside of Boulder. Also, downtown Boulder is increasingly only offering high-end or franchised products and services. Smaller, privately owned businesses are being priced out unless they charge an inflated rate for their product or service. |
| I live downtown, but happily walk to Whole Foods at 28th & Pearl or Safeway. McGuckin is also an easy walk. |
| not much shopping near my home |
| I live in South Boulder. So everything that's not available at the Table Mesa Shopping Center is at least a 2 mile drive. Thankfully the Table Mesa Shopping Center has a good mix of retailers to cover some basics. |
| too expensive, too many coffee shops, We need less retail and more housing. |
| I have to use a car to get to stores in Boulder - my walk is more than 15 minutes to get to shopping areas |
| We live in Gunbarrel, would like more choices for retail but it is improving |
| Need a Costco |

| |
|---|
| Except for Macy's, and they apparently will be closing, there are no department stores I like to shop. So I shop outside of Boulder for all my clothing purchases. |
| I live downtown and find that while I can usually find what i want within the city, I am increasingly needing to travel away from central Boulder for basics. |
| No department stores, too many banks and restaurants. We need more small, local shops that aren't just head shops and tattoo parlors. |
| way too many banks! |
| North Boulder is on its way, but the subcommunity center's development was stunted when Safeway was prevented from anchoring it. |
| Too many banks. Too many nic-nac stores and not enough affordable needs (food, hardware, garden, medical care further away) and services |
| We need a grocery store back in BaseMar. Everything now requires a drive. |
| The Boulder sugar tax caused me to take my food shopping to Louisville, where I also find the food prices and fuel prices lower than here. |
| I am interested in seeing more local and affordable local businesses....I often have to go out of the city for retail that I am interested in...Local business constantly talk about the rents being so high and getting higher because of greedy developers and hype about business in Bldr. |
| I would like to see the city provide more supports to attract and keep small businesses. |
| I am a senior still supporting my 3 children and my needs are basic. Walmart is Lgmt and Lafayette is where I do majority of my shopping. |
| SOBO lacks diversity and competition in ALL areas EXCEPT offices, pharma and gas stations. (BTW: unique places to gather or meet a friend are an important service ... e.g.: special nooks or park-like spots.) This is a serious (QoL, price and climate) issue - esp. given the horrific and increasing traffic congestion compounded by lack of affordable, clean efficient public transportation both w/in Boulder and for travel to other communities or |
| Restauranats and stores are too expensive. |
| Main complaint is sugar beverage tax. I buy a lot of NO sugar beverages/energy drinks. Tax is assessed on these! I go to Superior and Longmont to avoid the tax and end up doing the majority of my grocery and Target purchases outside of Boulder. I hate to give these cities my sales tax money. |
| we are full of grocery story options nearby, and these have improved; but many other types of retail services are lacking nearby |
| There is virtually no shopping in Boulder. If you want clothes or anything you need to leave the city and head |
| While there are a few small independents, the selection of retail (clothing, furniture) is skewed heavily to lower quality or discount goods. For higher quality, we either have to shop in Denver or online. |
| Food is plentiful here with a great selection of grocers, and we are covered well with hardware basics thanks to Home Depot and McGuckin's. Prices for services are way high — I cringe whenever I cannot do a home or car repair by myself, knowing that it will cost a lot. Restaurants are expensive, so I rarely go out to eat. I shop online for clothing and most other basics. |
| the Safeway near us on Iris used to have aisles and coolers with alternative (non dairy) gluten free etc. items but now there is beer in the coolers and empty shelves |
| I live near McGuckin's and Safeway, and do most of my shopping there. |
| There are no auto parts stores in walking distance of my house. This is discouraging when there are several empty retail locations that could accommodate this type of business. |
| Not enough restaurants in South Boulder. The restaurants we do have near my house are always packed. |
| I live downtown where there isn't an affordable or accessible grocery store within walking distance of my home or |
| I live downtown where there isn't an affordable or accessible grocery store within walking distance of my home or |
| I often wish there was a coffee shop within walking distance from my house. |
| I really miss a grocery store being in the Basemar center. |
| I live in N Boulder. Quality products are available at smaller stores; however the prices are high and selection is low. And that only applies to food. Need to go to Target for other staples. |
| Sometimes the cost of goods and services exceeds prices of NYC. I call it the Boulder Tax. Gasoline is always more expensive in Boulder than in the immediate surrounding areas. |

| |
|--|
| I feel like Boulder is a lot of the same. Unique but still the same. I like not having the normal commercialization of a city, but it is interesting to me that the only places that stay open late night are the select commercialized places Boulder seems to hide, in reference to food. Price, everyone knows moving into Boulder, it's expensive, bottom line. The only thing that disheartens me is when people say move out of Boulder if you can't afford it, which I don't believe the only solution should be. Especially when considering travel to and from Boulder if it is your place of |
| We lost our Whole Foods at BaseMar. It was within walking distance. It anchored BaseMar. |
| No options, nothing good. |
| 29th street has lost all the nice clothing stores . we have many grocery stores and that is good, but all the middle price chain restaurants are gone. need to go near by cities, I would like some selection in Boulder. |
| I live very centrally. I would prefer to select "Satisfied" for all of these as "Somewhat satisfied" seems less than what I feel, so I have chosen "Very satisfied." |
| generally, most goods are more expensive in Boulder. It is the Boulder effect- for goods and services- but I am not one of the elite wealthy. Then add the city and county tax in the area. |
| Selection is limited b/c stores are limited. |
| Really miss the Whole Foods at Basemar. Also, our area...Keewaydin...needs more coffee shops and restaurants that one can walk to. I wonder if the area on Manhattan Circle, just south of South Boulder Road, could be developed with more of these options. |
| Miss the Whole Foods in Basemar. This retail strip also lost the The Egg and I (not a good restaurant and not a big loss). Restuarants not top of the line. Would be excited to see redevelopment of this retail area. |
| Being in Boulder, it's already expensive to live here due to a high cost of living and rent, and also the sales tax rate is one of the higher rates in the country. Adding to this, the sugar tax has really hurt a lot of people as far as spending goes. All of these additional taxes do not help regular, middle-class consumers such as myself. I also know that the sugar tax has put a lot of pressure on our neighbors in the food service industry, especially hurting the small, local businesses. |
| I wish South Boulder and Table Mesa in particular had more services; particularly entertainment, food, and cultural/social venues and sites |
| If you are talking about clothes for the common person we have only one place to shop. |
| If you are talking about clothes for the common person we have only one place to shop. |
| Safeway is way too expensive near me. |
| Retail and moderately priced restaurants have moved out, many to Longmont. Rents here are much too high for these places to succeed. |
| No stores within 2 miles |
| Housing is too expensive |
| All require driving |
| The move of Whole Foods, the Egg & I Restaurant, Herb's Meats, and Abo's Pizza from BaseMar are big losses |
| South Boulder is lacking in options. |
| Live in South Boulder. There are very few neighborhood serving retail suppliers here. If to develop, such as Ground Zero (Moorhead/27th Way/Baseline) should consider options to place retailers instead of strictly commercial which would do nothing for the community. |
| Pricier near me |
| I miss real stores like crossroads used to have- Mervyns, Sears, Wards. Also reasonably prices stores- Tues Morning, Ross. |
| There are a lot of services that I still have to get in the car to find. |
| There are still a lot of services that I cannot walk to and have to drive to central Boulder, North Boulder, or more likely to Superior |
| I am homeless, I work full-time and find that the only grocery stores I have access to are upscale stores that charge more than southern california stores. It is very hard to maintain a good diet when i can only budget a very small amount of food into my days. |
| Would be great to have a discount retailer beyond Target or Walmart. |
| I live in Boulder, but in the Gunbarrel area. There is only one grocery store, King Soopers. I have no choice where to go really. The selection is decent and most of the time satisfactory. |

| |
|---|
| The reason we shop online is because Basemar shopping center no longer has the kind of shops we need, and Basemar is the only shopping center within walking distance of our house. Amazon is preferable to driving in Boulder's heavy traffic and trying to find a parking place. The stress and the risk of accident is just not worth the drive. We prefer walking to our own Basemar shopping center. Getting better shops at Basemar means we'll be happily walking and there will be less traffic on city streets. |
| The Basemar Center, which lost its Whole Foods, should be a site where the city encourages good, new retailers. It doesn't need to be a grocery, since we now have Lucky's and King Soopers in South Boulder. |
| We live by what used to be Ideal Market. Ever since Amazon bought them we can't get our regular goods. We need more Mountain Sun price and quality options in these area |
| Retail taxes are too high. Need to optimize, cut those that are not broadly beneficial. If taxes were lower, I would shop in Boulder consistently; as it is, I do most of my family's shopping in Superior or other nearby communities. |
| This started long ago when Crossroads closed. Too many grocery stores and specialty shops. |
| It would have helped to give examples of what this survey means by "basic goods and services." |
| Groceries are very expensive in Boulder. |
| We have limited availability with just Macy's and Target. With Sports Authority leaving, I often travel to Dick's outside the city. |
| Grocery store selection and prices are great. McGuckins and REI fill all of my other needs. |
| I only refer to food & drug stores. |
| When we moved into the Holiday neighborhood in 2004, we were told it would be a "walkable" neighborhood with retail services nearby. 15 years later, there's no grocery store, no drugstore, no hardware or garden supply store, no clothing store or toy store—virtually no retail at all. (One pet store, which is nice.) There are very few moderately-priced restaurants or cafes, which is especially problematic because this is a lower and moderate income neighborhood. Just as the city has created permanently affordable homes to support a broader range of people in Boulder, perhaps they could partially support grocery stores and "general" stores in neighborhoods without them. This would promote walking and biking, which encourages better health and community-building while decreasing vehicle traffic. This would also help us meet our climate commitment goals. |
| We have lost good discount stores like Ross and Tuesday Morning |
| I can hardly afford basic needs despite my partner and I both working full-over time. We are looking to move outside Boulder within 3 months. |
| Grocery shopping and a branch library are a 12' walk. Loss of a thrift store and a home goods store were lamented. |
| Stores close earlier in Boulder than larger cities, so this has been an adjustment. |
| I'd like to see more LOCALLY OWNED grocery stores and restaurants that serve organic food |
| I can find most things in Boulder, but if I want a very full selection of clothing or household goods and affordable prices I have to either drive outside of Boulder or order online. |
| No decent butcher/meat market -- and no, not Whole Foods |
| There is no good women's clothing shops in the City of Boulder with the exception of Barbara & Co. I don't want to shop at chain stores and that is almost all of the shops on the Pearl St. Mall. We need more stores for women like JJ Wells which is closing and Willow which did close. Retail rents are too high and you have priced stores out of |
| Prices in Boulder are inflated compared to other local markets, this has caused me to shop outside of Boulder more often than before. |
| South Boulder has very limited places to eat other than fast food. |
| Rent is way to high for smaller business to stay or come into Boulder. Building height restriction are also a problem for large business to come in or to expand in Boulder. Also, the sugar tax has prompted people to shop in other towns for sugar drinks. Including juices, teas, soda, sports drinks and soy milk. |
| Reasonably priced, quality men's clothes are hard to find in Boulder. |
| Even Safeway and King Supers are now at the same price point as Whole Foods. ?????? |
| Bus line times during weekends is limiting |
| Bummed that local businesses are getting priced out. |
| Lack of variety to shop....one target, not even a superstore leaves a lot to be desired. |
| I live near the Village Shopping Center (within 15 minutes walking distance). That sort of proximity to McGuckin's, where you can get almost anything, and Sprout, Natural Grocers, etc probably leaves me with a steep advantage over folk living in North or South Boulder where retail space is not as prevalent and 15 minute neighborhoods are wish there was a closer grocery store to us up in north boulder |
| Could use another king soopers near Yarmouth in north boulder. |
| east boulder should become a neighborhood |

| |
|--|
| Have to shop at 3 different grocery stores to get the selection I need. |
| Groceries are generally more affordable in neighboring towns (not including sales tax, just basic sales price). |
| Prices seem high. |
| I would like to buy drug store items and groceries within walking distance of my home at prices comparable to the suburban stores. |
| I have to go to central Boulder or Denver for a lot of my needs. King Soopers in South Boulder is too small and keeps discontinuing items I use frequently. Prices are too high. Taxes are too high. |
| Restaurants are expensive, fast food options (chipotle, qdoba , Panda Express etc.) are frequented bc other restaurants are too Pricey |
| Lots of restaurants but not much else near my house. I have to drive to McGucks or 29th street or leave town for basic home care stuff. Which wouldn't be a problem but that driving during the day in this town is now a nightmare. |
| Food is expensive. Traffic feels heavy. Wish eco pass was available to all. |
| Boulder no longer has choices for basic needs like socks and underwear! We only have high end clothing, and with Macy's leaving, it is only going to get worse. |
| There are lots of vacant retail spaces near my home. Also the selection is NOT varied - there are three dentists within a one block radius! |
| Other than groceries, very satisfied because King Soopers and Vitamin Cottage near my home, otherwise, Target is my go-to for basic goods. The store here is not as customer friendly or as good about keeping their shelves stocked. Three to four times in past year, I have gone for something I have gotten before, they don't have it or have the availability to see if they have six of the items at a nearby store. There's no customer care and for me to get to Target and not find what I need is hard. Target the only department store here. I've lived here for a long time, used to be Crossroads Center but I haven't shopped at 29th Street because it's a boutique. Crossroads was efficient, all under one roof. In Winter, you would be covered and they had a food court and it was very convenient. In Boulder you now have to drive around to get what you need and I don't drive any more. |
| I live in Gunbarrel and there aren't very many good restaurants there, but we usually drive into Boulder to eat out anyway. Parking downtown continues to be challenging |
| Would like to see more choices that are made in the USA or North America |
| I live in South Boulder and rely on King Soopers for most of my basic needs. |
| we need a grocery store in the Basemar center, where whole foods used to be. It is an empty space that needs to be filled. A nicer restaurant choice would be great too |
| There are no stores for children and teenagers! |
| I live near the east end of pearl, downtown, and recently there have been a number of retail closings (shops and restaurants) that I frequented in favor of housing. This has significantly, negatively, changed my view of development in boulder and quick, walkable access to these types of places in my neighborhood. I truly feel like the city is losing focus and the value around having walkable communities. Yes. There are places I can still walk to but a number of my options have recently been removed entirely. |
| Gunbarrel is underserved at this time. |
| The grocery stores closest to my home in north Boulder are more expensive than the grocery stores in central |
| I feel like there are too many boutiques and specialty shoes or art galleries in Boulder and the parking is horrible so I do most of my shopping online or in Longmont. |
| Everything is very expensive. Not enough selections for dry goods. Too many grocery stores. |
| I'm thinking in terms of groceries. The selection is good, but the prices not so great. |
| Food prices are much higher in Boulder than most places in the country. Groceries in particular. |
| Disabled and retired. Prices too high; store and product choices restricted. Stores offer items for one year or less; then stop selling those items. Difficult to shop when one has food allergies. |
| Sugar tax is ridiculous. If I want to stock on something, I get it when I have meetings in Longmont. |
| The selection and diversity is poor. The price is not reasonable. |
| * |
| DITTO(USA):"WETHEPEOPLE...Well,At28th/Iris80301USA-WEOnceHadAWalmartNeighborhoodMarketAndA-CV SPharmacy...Now,IGoToASuperWalmartInEnglewood,Colorado80110... ThanksVeryMuch/AlwaysInLiberty,DennisT avares...SoonerAnd/Not,Later...AMEN...""!!!!USCAILJPGBAU 🍷🍷❤ 🍷🍷😊🍷🍷🙏🙏🙏🙏 |
| I'd love a cute coffee shop closer to Valmont and foothills area. |
| Need to drive almost 5 miles from gunbarrel to natural foods grocery store |
| this is a weird question ~ price and availability of goods? why not say stores? |

| |
|--|
| I live near the Diagonal Plaza, which *really* needs to be developed more. It's almost useless, and attracts a lot of "car meets" in the empty parking lot, which are really disruptive to residents. If larger retails were located there, this group would probably not use the area. We are satisfied in general with what we can buy in Boulder, but not in our neighborhood. We have to drive to other places since Safeway doesn't have the food we need (vegetarians with multiple food allergies). |
| Small, family-owned food stores in my area of central Boulder have been closing over and over due to rent costs. |
| Walmart has the best prices and they moved out of Boulder. Target is expensive. |
| A small grocery store or deli within walking distance (< 1mile) of 55th/Arapahoe would be great. |
| The bag tax is a deterrent to purchasing food in Boulder, I go over the hill. |
| I hope that the walk-ability/bike-ability/bus-ability of the basic needs will be emphasized in the future. For a small city in the U.S., this is what makes Boulder special and a nice place to live and work. |
| I would like to see more smaller shops around town. Not just on pearl street. I would also like to see more retail in north boulder. |
| I live in central Boulder and the closest grocery selection is Whole Foods and Ideal Market. This is frustrating because these are the two most expensive shopping complexes in Boulder. |
| Local business seem to keep going out and chains keep coming in. |
| Local business seem to keep going out and chains keep coming in. |
| We need a bowling alley, salad bar restaurant & Costco |
| This question is confusing. Are you asking if goods and services are near my home, or how satisfied i am with the goods and services nearest to my home? What if I'm satisfied with what I find when I get there, but they're not near my home? Losing the Whole Foods in the BaseMar Center was a big loss. |
| I recently moved here and find it odd that our local Target in Boulder is often out of stock in basic items (like kitchen scrub brushes, cleaning wipes, paper towels, hand sanitizer, etc.) and I find myself needing to drive to nearby towns (like Walmart or other Target stores) for these items. I sometimes see the same "empty shelf syndrome" in our local grocery stores....so it seems we have a need for more stock in Boulder, perhaps especially when school is in session and the college students are in town. |
| There is 1 Target store in Boulder, and its items' stocking is very, very, very poor. |
| Fine for basic services. Sometimes shop on line for gifts. |
| As an exploited graduate worker (I teach 4 classes a year and make ~2/3 of the cost of living) I buy little beyond food, so what is a "basic need" to me is probably much narrower in scope than it is for others. |
| I do not want to be able to find everything in the city of Boulder! I want to live in a community that is quiet, has open space, and friendly people. I am not looking for more shopping in Boulder but actually less! The 29th street mall should have been a central park. |
| I am in Gunbarrel, and we and we have practically nothing out here. I like my King Soopers (although the produce quality has gone down due to various circumstances), but the parking became awful since the city allowed all of the condos/rentals to be built in that area. The only gas station price gouges, so I never buy gas there. At least there are more restaurants now. |
| Prices range depending on the service and some businesses are not in Boulder or have hours that are the same as when I work. |
| I've lived in my home in Newlands for 43 years and although cumulative changes to the two shopping centers @ Alpine & Broadway have been net positive for the surrounding neighborhoods, I regret that Ideal Market no longer meets my needs since being taken over by Whole Foods & now Amazon. Their presence there has caused me to shift much of my "daily" grocery shopping to Lucky's on North Broadway...unfortunately a more car-centric and less immediate neighborhood choice. |
| Too much yuppie stuff and yuppie prices. Sometimes it feels like just one big Patagonia store with an overpriced restaurant attached to it. Not everybody in Boulder is making \$100K+. Soda and grocery bag taxes need to go. I cut my shopping in Boulder by 2/3 because of those. So you lost on the tax, the sales tax, the income tax of the business, the business revenue got hurt and if the local business cut back on staff then the taxes on employees Boulder loses out again. Even more so if the business move out of Boulder. |
| Walmart is still cheaper so my family goes there |
| Too much yuppie stuff and yuppie prices. Sometimes it feels like just one big Patagonia store with an overpriced restaurant attached to it. Not everybody in Boulder is making \$100K+. Soda and grocery bag taxes need to go. I cut my shopping in Boulder by 2/3 because of those. So you lost on the tax, the sales tax, the income tax of the business, the business revenue got hurt and if the local business cut back on staff then the taxes on employees Boulder loses out again. Even more so if the business move out of Boulder. |

| |
|---|
| I worry in a couple of years, every restaurant in Boulder will either be completely high end (Pearl Street) or fast food/chain (28th Street). Local, mid-priced restaurants are disappearing from Boulder at an alarming rate. Ross' leaving was disappointing. |
| I would appreciate a small local market within walking distance of my home. I live in the Holiday neighborhood, and Lucky's Market is not what I consider "within walking distance". |
| Boulder's so small that I don't have to go far for anything. If I do, I go to Longmont. |
| I can afford to shop in Boulder, but find that availability of the types of stores that carry goods I'm looking for (clothing, home furnishings, etc.) is very limited |
| Boulder expensive. I often shop in Longmont b/c somewhat less expensive. |
| I live on the Hill and unfortunately our local commercial district is struggling and does not offer a useful variety of goods or services for our family. It would be very helpful if the City Council would support the proposed Hill hotel |
| The selection of basic goods has dimenished considerably in the last decade. I now must travel to Broomfield to find a selection of stores that carry non-young adult clothing, shoes, accessories. Family restaurants have all but |
| I have to travel like 1 mile to get groceries that are affordable and have good selection. |
| The only easily available basic goods and services are restaurants, outdoor wear and grocery stores. |
| Streets poorly Maintained - Parking Scares - Sanctuary City Fears - Last nine yrs. BEST restaurants all GONE + Transients everywhere ! Boulder Creek Contaminated. |
| I live in Uni Hill area, and shops in this area are very limited. |
| Difficult to fight the on-line retail trend. |
| Although Pearl St provides a number of shops and restaurants, the only grocery store near my house on Univ Hill is Alfalfa's. Its selection is minimal and the prices are very high! |
| I live near 30th and Glenwood. There are some of the BASIC needs in m neighborhood, but not anything worth writing home about. |
| Would like goods and services within walking distance or bus line runs more frequently. |
| I wish Esh's was here. Whole Foods and the Farmers Market are so expensive. Why did they shut down |
| I live in north boulder, Upland and Broadway |
| There are no clothing shops near me. Even when we had a WalMart, it wasn't a real one. |
| Everything's getting pricier and scarcer. Lucky's is nice to have in S Boulder, though at the expense of Savers & Dollar Store...I don't know. Pearl Street is ridiculous - how many pricey, trendy restaurants do we need? Set up a food truck corral downtown so there are some casual, low-cost options (and, no, not once a month as some cheeky special event...EVERY. DAY.) |
| Lots of places are going out of business and a lot of banks are coming in. |
| Tax is high so prices are high. Also selections are limited for certain items |
| I am not really satisfied with the retail near my home. There is a lack of competition for goods and services in the Gunbarrel area. This limits the selection I have as a consumer. I would appreciate more variety for all things: restaurants, stores, gas stations, etc... |
| Living in north/east Boulder, Valmont & 55, retail is a true wasteland. No retail or restaurants nearby. Lots of empty space where the proposed park was to be. Should be used for a shopping center. |
| Need a car for everything |
| I'd love to see a butcher shop and proper bakery near my home. Right now there is no butcher shop to speak of and Great Harvest is on the other end of town. |
| There is a grocery store across the street, but it is very expensive. I typically drive about 1 mile to get to a different |
| It seem like all of the independent shops are being priced out of Boulder. It's sad that our community doesn't seem to care that mom and pop can on longer afford to stay open. |

Appendix H: Retailer Survey Results⁸

Objectives

Working towards goals of an inclusive, sustainable, and vibrant retail environment requires the City to have a good understanding of businesses currently selling goods and services in Boulder. The Retailer Survey was designed to strengthen that understanding by exploring the attitudes and perceptions of a broad sample of local Boulder establishments, including their satisfaction levels, concerns, customer characteristics, core strengths, and prospects for the future.

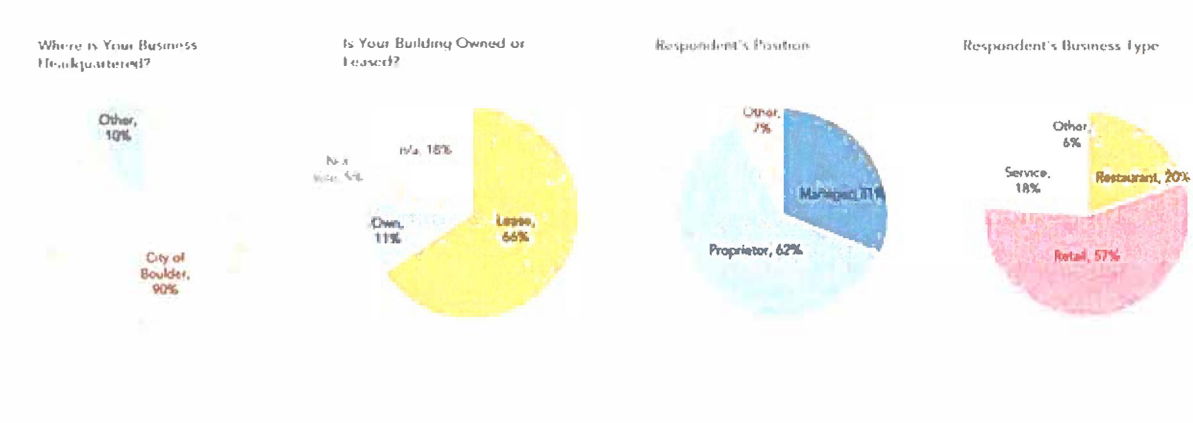
Method

As with the Shopper Survey, Retailer Survey respondents were informed about the survey by postcards, e-mail, on-line newsletters or personal outreach by phone or in person. Respondents were directed to a web-based questionnaire. The questionnaire included both open-ended and multiple-choice questions designed to explore the above topics and took approximately twelve minutes to complete. Participants' identities were kept anonymous, but participants were invited to leave contact information to opt-in to potential qualitative follow-up research (ie. focus groups).

We received completed Retailer Survey questionnaires from 61 respondents operating businesses located in Boulder (or the immediate vicinity).

Sample Characteristics

The following pie charts give a good overview of who responded to the Retailer Survey:



⁸ Note that the reference for all findings in this section, unless otherwise noted, is the 2019 Boulder Retail Shopper Survey, as analyzed by Leland Consulting Group and Greensfelder Real Estate Strategy.

- 57% of participants operated or managed retail stores, 20% represented restaurants, 18% represented service companies, and 5% represented “other” businesses.
- The vast majority of questionnaires were completed by proprietors or managers of the businesses in question.
- Two out of three businesses surveyed were in leased buildings.

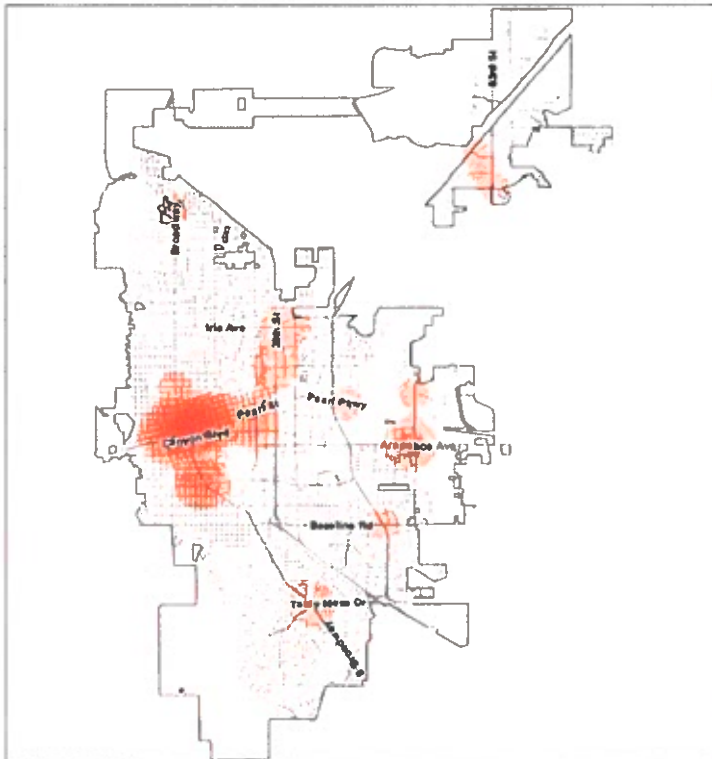
In terms of specific store types, the most common single category of was dining/drinking establishments, followed by apparel/accessory stores and service businesses (of several types):

Respondents by Establishment Type

| Detail | Dining, Hospitality | Retail Store | Service Business |
|----------------------|---------------------|--------------|------------------|
| Apparel, accessories | | 9 | |
| Food/Drink away | 13 | | |
| Health, pharm, care | | 2 | 1 |
| Hobby, books, music | | 4 | 1 |
| Home furnishings | | 3 | |
| Misc. retail | | 4 | |
| Specialty food | | 5 | |
| Sporting Goods | | 4 | |
| Automotive | | 1 | 1 |
| Services | | 1 | 8 |
| Food/Bev at Home | | 2 | |
| Entertainment | | | 1 |
| Hotel | 1 | | |
| Total | 14 | 35 | 12 |

- In all, the sample represented a good cross-section of Boulder businesses – not disproportionately dominated by any particular retail type.
- Six respondents chose not to answer the store-type question.
- Relative to Boulder’s overall existing retail and restaurant mix, the survey sample leans towards an over-representation of local independent businesses. As such, the perceptions and opinions of larger national chain business operating in Boulder are largely missing from the findings presented here.

Retailer responses were located in the following areas (darker colors indicating higher concentrations of respondents):



Source: City of Boulder

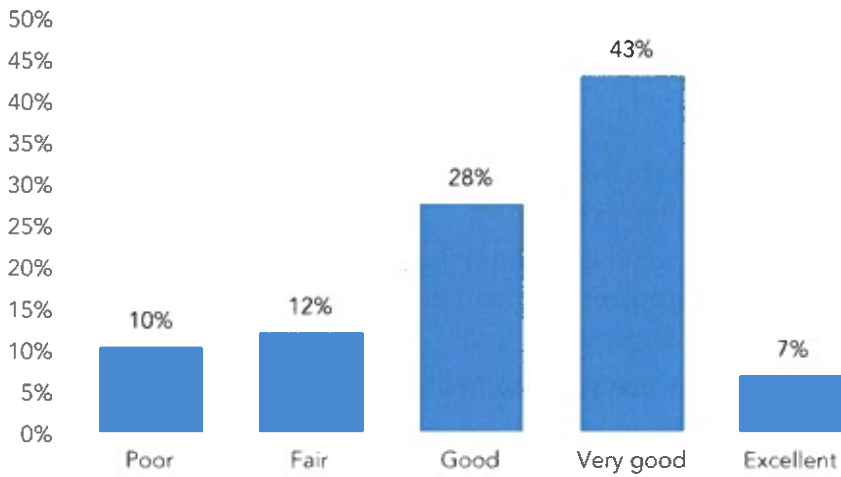
Findings

Findings for each main questionnaire section are shown below, either for the sample overall or cross-tabulated by demographic or geographic factors, depending on relevance to the survey goals. Note that given the small overall sample size of 61, cross-tabulations of any type are to be viewed with caution. While participation was relatively high for restaurants and service businesses, the total sample counts in those groups (13 and 14, respectively) are too small to draw meaningful conclusions from separating out results those subsets.

Findings - Overall Satisfaction with Boulder

Across all 61 respondents, Boulder was generally rated positively as a place to conduct business, with approximately one-half rating it as at least “very good”:

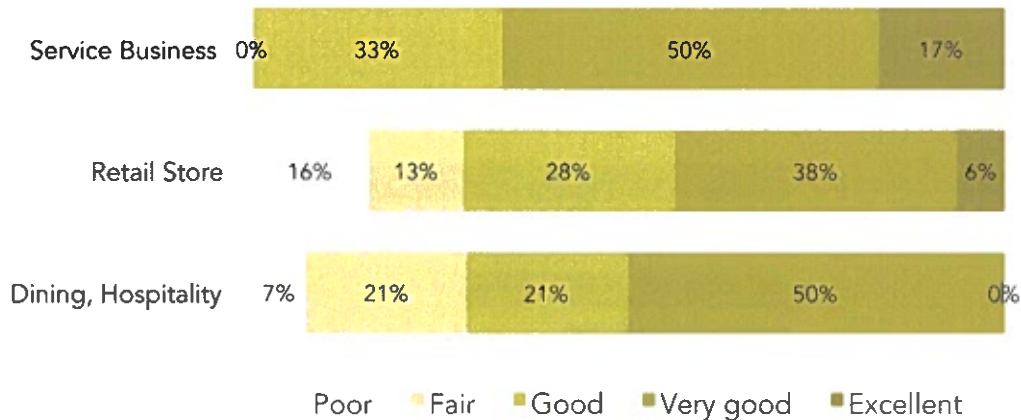
Rate Boulder as a Place to Do Business (All Respondents)



- 22% were generally dissatisfied, giving Boulder a poor or fair rating overall.

A look at ratings across the categories represented suggests generally higher satisfaction among service businesses and more dissatisfaction among restaurants (although, again, the sample sizes are really too small to draw projectable conclusions from this apparent difference across store categories).

Rate Boulder as a Place to Do Business

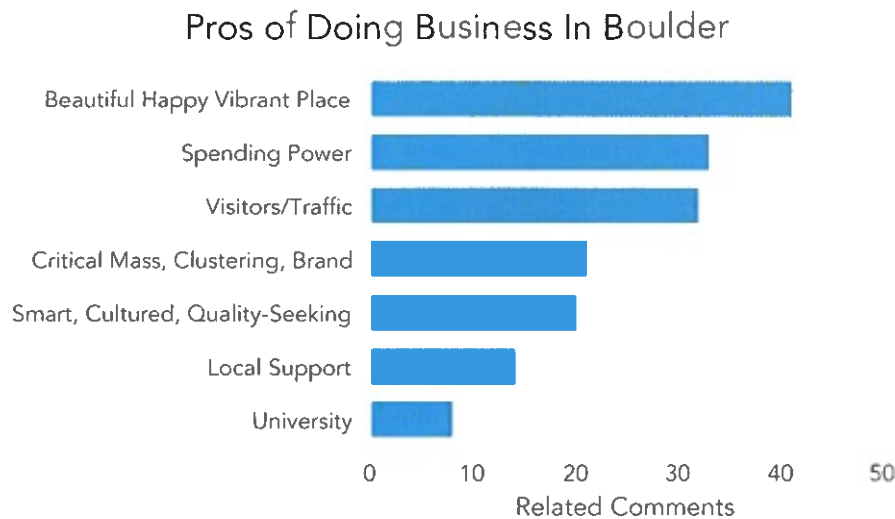


Findings - Boulder Benefits

The first open-ended query in the questionnaire asked retailers to list the “benefits, if any, of doing business in Boulder.” This question yielded a wide variety of top-of-mind responses, which were clustered around a handful of primary themes:

- The most common category of response related to the general beauty, vibrancy and happiness of Boulder as a place that people love.
- Close behind in frequency were comments about the spending power/affluence of Boulder shoppers and the strong volume of visitor and shopper foot traffic (especially among Downtown/Pearl St. respondents).
- Another cluster of comments was generally themed around the idea of Boulder as a destination, where the combination of other stores and restaurants, together with its reputation as a good place to shop & dine provided a positive critical mass for retailers.
- The importance of the university(ies) in Boulder was arguably implicit in many of these comments, but also explicitly mentioned by many. Closely related thematically was the importance of having a well-educated, discerning, quality-seeking customer base (with “foodies” as the most common term used in the comments).
- Finally, many respondents noted, in one way or another, the benefit of having a strong, supportive community. Versions of this theme referenced “loyal customers”, great downtown association, supportive neighboring businesses or similar community perks.

The following bar chart and table show the grouping of these major positive themes into some of the common subcategories present in the open-ended comments, along with an overall tally:

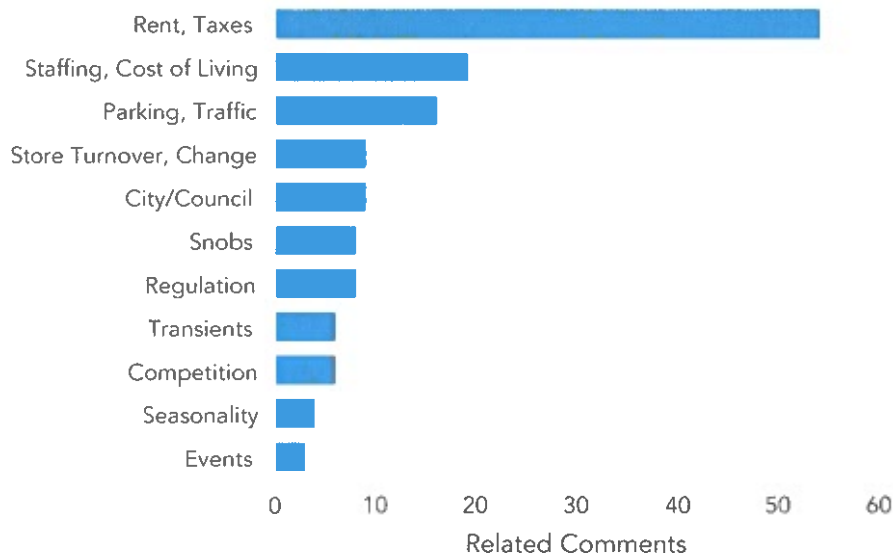


| Benefits of Doing Business in Boulder | | | |
|--|---|-------------------|--------------------|
| Theme | Sub-theme | count of comments | |
| Beautiful Happy Vibrant Place | Quality of Life, Great place to live & work | 10 | 41 total |
| | Beauty, weather, nature, locale | 8 | |
| | Active, Vibrant, Fit, Bike, Walk, Healthy, Eco | 9 | |
| | Walkable, Transit | 4 | |
| | Attitude, friendly, positive, happy, great people | 10 | |
| Visitors/Traffic | Tourism, Visitors | 20 | 32 total |
| | Foot Traffic, Good Traffic | 12 | |
| University | University, students, College Town | 8 | 8 ttl |
| Smart, Cultured, Quality-Seeking | Educated, intelligent | 6 | 20 total |
| | Unique, interesting, diverse, culture | 5 | |
| | Discerning, Foodie, quality-seeking | 9 | |
| Spending Power | General Economy | 4 | 33 total |
| | Affluent, Incomes, "Demographics" | 19 | |
| | Customer Base (general) | 10 | |
| Local Support | Local-loyal | 5 | 14 total |
| | Community, Support | 5 | |
| | City Support, DBI, Events | 4 | |
| Critical Mass, Clustering, Brand | Other Businesses, Neighbors | 4 | 21 total |
| | Food Options, Dining | 5 | |
| | Reputation, Draw, Recognition | 6 | |
| | Pearl Street | 6 | |

Findings - Boulder Drawbacks

The "benefits" question was followed by another open-ended prompt exploring the converse: drawbacks of doing business in Boulder.

Cons of Doing Business in Boulder

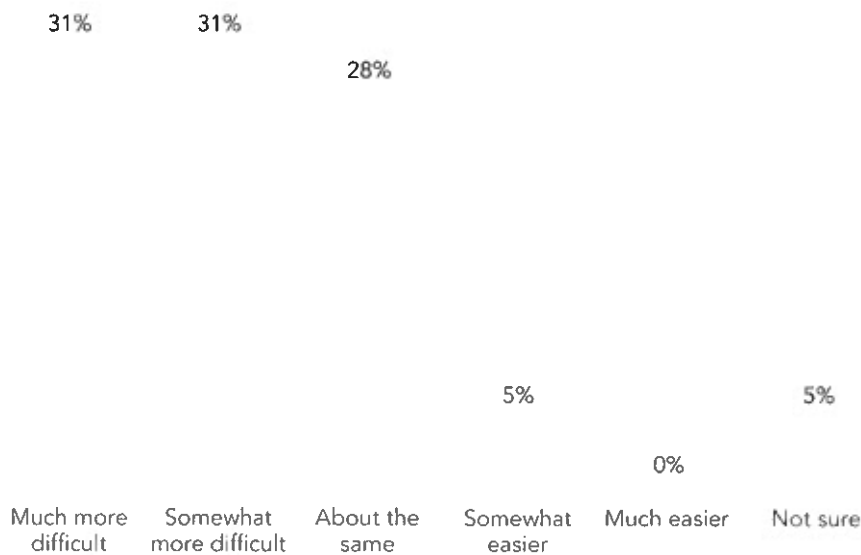


- Fully 54 of the 61 total respondents mentioned high rents and/or high taxes (almost always property taxes, when specified) as being the primary cons of operating in the Boulder retail environment.
- Closely related was the problem of hiring and retaining employees (especially entry-level) with several citing the rising cost of living in Boulder as a key related factor.
- About a third of respondents mentioned problems related to parking availability (often related in their comments to traffic congestion). Some specifically mentioned lack of employee parking or of customer parking, but most comments were relative to parking in general. The theme of the City's "urban" and "transit oriented" aspirations being at odds with its suburban, auto oriented layout and habits repeated across all surveys.
- Several participants noted that tenant turnover (and/or vacancy) of neighboring stores or restaurants could be a challenge -- aesthetically or in terms of reduced traffic to the area. Some mentioned tenant turnover (especially towards exclusively high-end) as potentially changing the character of shopping/dining areas for the worse.
- Complaints related to the City staff, City Council, or City regulations garnered negative comments from more than one-fourth of respondents.
- Complaints about clientele and passers-by were nearly evenly split across the economic spectrum, with several complaints about impacts from people who are homeless locating near the store and even more related to a perceived sense of entitlement among an increasingly affluent resident base.

- Many of these answers mirror what was heard in the stakeholder interviews and expressed in the retailer exit interviews.

When asked about the trajectory of the Boulder retail environment (specifically, whether it was getting harder or easier to do business in town over the past two years), perceptions were nearly unequivocally negative, with almost two-thirds indicating it was *somewhat* or *much more difficult* doing business today.

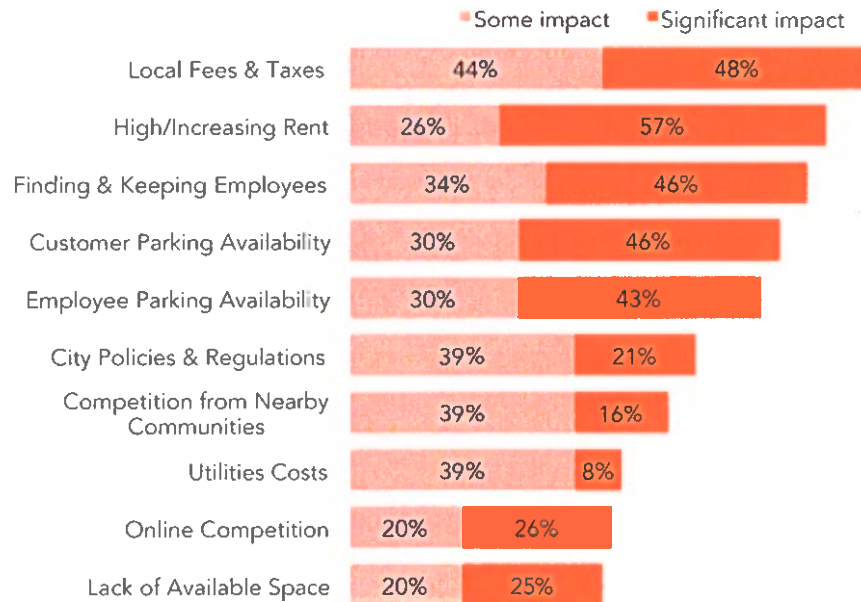
Is it Getting Harder or Easier to Do Business in Boulder?



Respondents focused particularly on the expense of doing business in Boulder (rents and NNN pass-throughs in particular), and the difficulty finding employees and the difficulty employees have affording to live in Boulder. From a regulatory perspective, respondents frequently mentioned the rules and regulations imposed on those operating businesses in the City, and a lack of adequate parking.

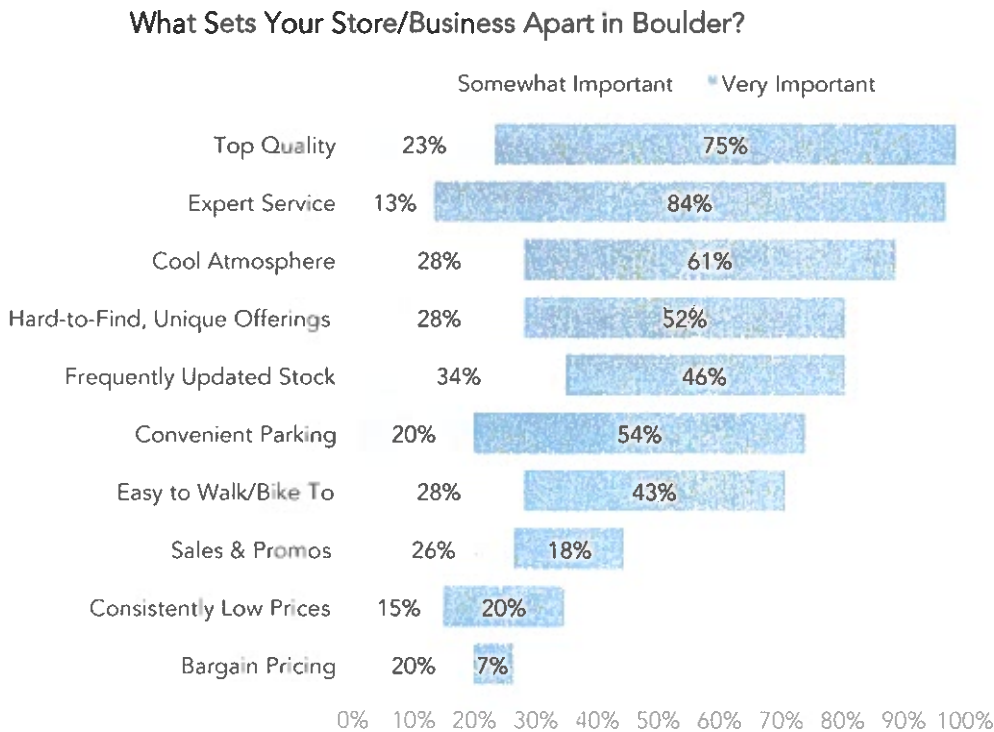
We then showed respondents a list of potential/likely business environment challenges and asked them to indicate, for each, whether that factor had been a challenge for their Boulder business over the past two years. For factors noted as challenges, participants then indicated whether it had "some impact" or "significant impact" on their business.

Challenges to Doing Business in Boulder



- As noted earlier, taxes and rents led the list of challenges for local businesses. This chart shows the degree to which they were rated as the most impactful.
- Similarly, this chart shows the degree to which staffing concerns and parking availability (both customer and employee) were rated as impactful, with at least 43% indicating a “significant impact”.
- City policies and regulations were seen at posing at least some impact, with about 60% of respondents so indicating. It is important to note that this category rated as a greater concern than competition from either nearby cities or online sellers.
- The relatively low concern evidenced here for on-line competition may be more a function of the significant challenges posed by cost, staffing, compliance and parking difficulties. The on-line threat is empirically real, based on national retail data, but the pace of change may just be slow enough to keep concern at a simmer.
- “Lack of available space” is another factor that appears to be real, based on available evidence (generally low retail vacancy rates across most areas in Boulder, and shortage of retail development land), but perceptions of concern here score low. This apparent mismatch is likely driven by the immediacy of other concerns relative to space needs. Most retailers at any given point in time are not actively in the market for new space, so the concern takes a back seat to other day-to-day factors that have a more visible impact on sales/performance.

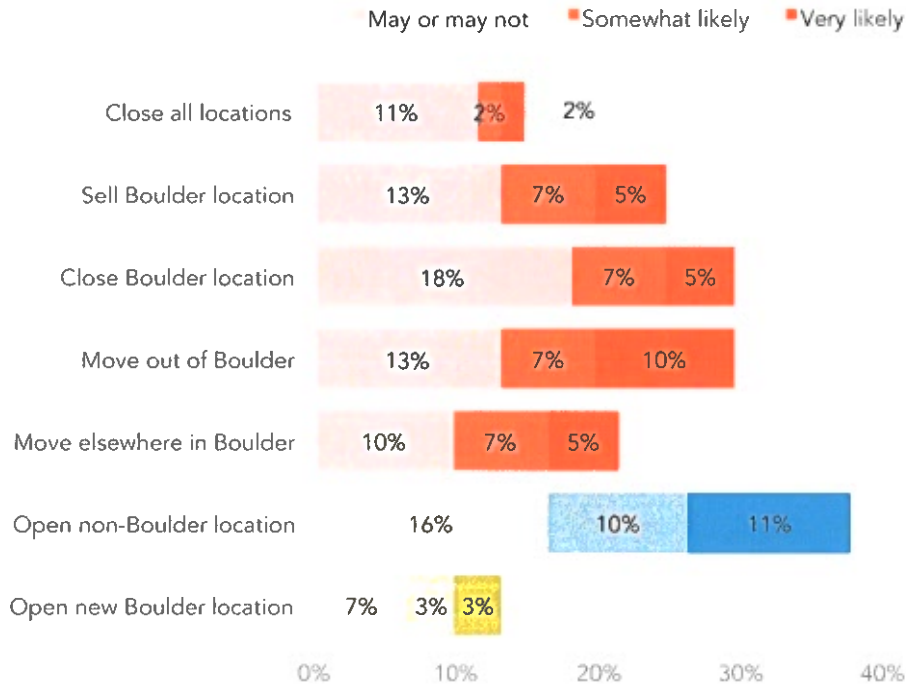
Respondents listed a variety of factors that they attributed to setting their businesses apart from competition in other cities:



- Asked what sets their business apart in the Boulder market, almost all said that top quality offerings were important, with 75% rating it as very important.
- Offering “expert service” was rated as very important by even more respondents, at 84%.
- The somewhat related attributes of “having a cool, interesting atmosphere” and “hard-to-find/unique offerings” both scored high in importance, with 89% and 80% respectively, indicating they were at least somewhat important.

Asked to prognosticate about their retail presence in Boulder two years into the future, not surprisingly, most respondents indicated no likely changes:

2-Year Plans for Business

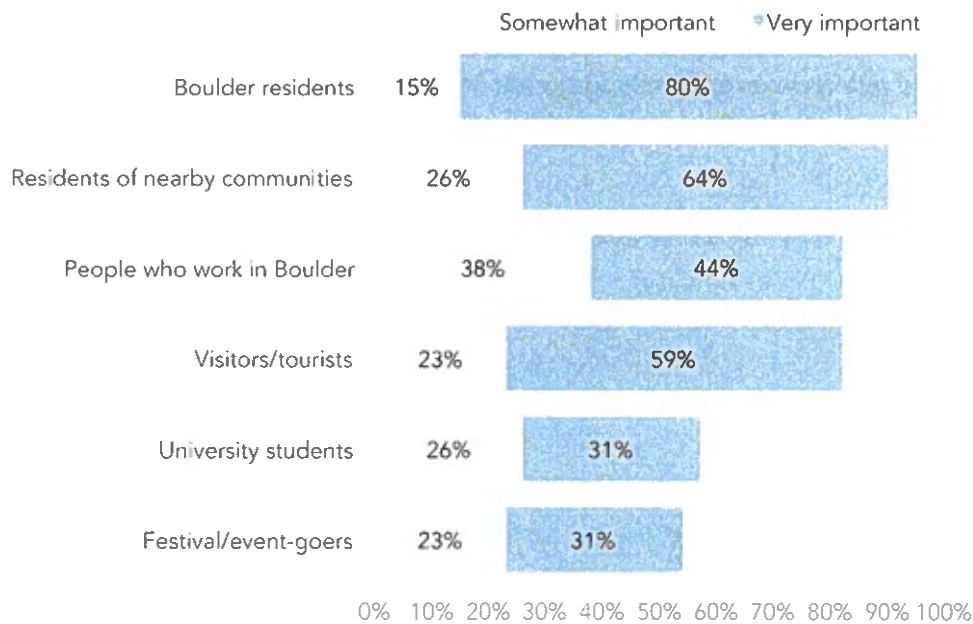


- Concerns about the future trajectory of the retail environment in Boulder, evident in discussions with City leadership and stakeholders, are echoed in the responses to this question asking respondents to look two years into the future.
- Just 13% indicated some possibility of opening a new Boulder location, while some 30% felt there was at least a possibility of closing their Boulder location (although just 12% rated that prospect as *somewhat* or *very likely*). Store opening and closures for small business operators should be rare events. Even saying “maybe/maybe not” is significant, especially given the two year time frame. While there is not a benchmark for Colorado or nationally against which to compare this result, this result does seem uncharacteristically pessimistic and for that reason merits attention.
- Whether or not they would change the status of their Boulder store, 37% indicated at least a possibility of opening a non-Boulder location over the next two years. While this finding could be attributed to Boulder having launched a number of businesses that later expanded elsewhere or having limited potential because of its size, it could also reflect a dissatisfaction with the difficulty and expense of opening and operating a business in Boulder as compared with the more business-friendly environments in neighboring cities.

- Having a lack of certainty about continuing in business in Boulder is a significant finding as it relates to the City’s desire to retain and foster an inclusive and diverse retail offering. This uncertainty is not a welcome addition to the supply constraints and regulatory burdens already noted. The comments retailers offered on the retailer survey “pro” and “con” open-ended questions,” particularly those about occupancy costs, finding employees, the regulatory environment, and parking, correlate with this noted lack of certainty.

Asked to rate the importance of a variety of different customer segments, our sample was most likely to list Boulder residents as critical – with 80% rating that group as *very important*.

Importance of Customer Segments



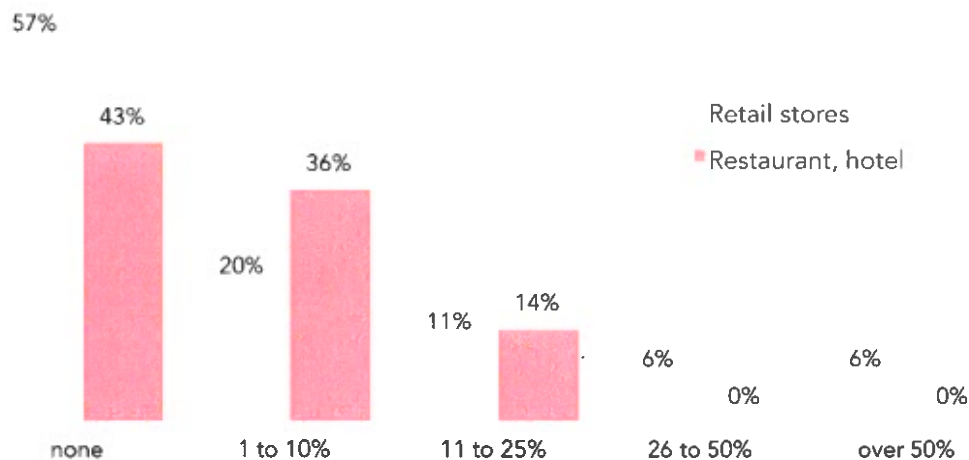
- Residents of nearby communities are clearly key to many Boulder retailer’s customer bases. Even if not quite as important as Boulder residents, 90% of respondents rated them as at least *somewhat important*.
- Visitors and tourists also remain highly coveted, with almost 60% rating them as very important. This group is an important part of Boulder’s economy, and this finding is at odds with attitudes we noted in stakeholder interviews, and retailer survey open ended responses.

- Retailers’ ratings of these different groups indicate that they rely on a variety of customer groups for their sales.
- There were only 12 restaurant respondents and 15 service businesses (representing a variety of services). Because of the overall lack of responses and thus data in these categories, little can be gleaned by analyzing results by establishment type.

Of the 13 dining establishments in our sample, eight indicated that they offer online ordering. Five of those estimated that on-line ordering accounted for 10% or less of their overall sales. Just one restaurant said that on-line orders made up more than 20% of sales. All but two of the restaurants currently doing on-line sales said that their on-line percent of orders had grown over the past two years.

Among the 35 (non-service) retailer respondents, 17 (approximately half) said that they have an on-line sales presence. Three of those said their on-line sales represented more than 50% of their total sales. Nine retailers indicated that on-line sales were 10% or less of their business. More than half of the retailers currently selling goods on-line indicated that such sales had increased since two years ago (and only one said they had cut back).

What Percent of Your Sales/Orders Last Year Were On-line?



- Five respondents reported that at least one-quarter of their sales were now on-line.
- The number of retailers and the amount of sales originating on-line appears to be ahead of national trends, however, this finding is not unexpected given Boulder

residents' wealth, education levels, and access to the internet as compared with national benchmarks.

Retailer Exit Survey Results

With the express goal of "creating a more supportive environment for small, local businesses," the Exit Survey of past Boulder retailers conducted by the Boulder Small Business Development Center. The SBDC invited 174 brick-and-mortar retail, restaurant, and walk-in service businesses identified by the City through confidential tax records that closed for business over the past two years. This survey was more qualitative than the shopper and retailer surveys summarized above, and it posed three questions to retailers no longer operating in the City:

1. Why are retail businesses, restaurants and service-based businesses leaving Boulder?
2. What's changed?
3. Is there anything that the City of Boulder can do to help support these businesses to stay?

Six businesses responded from which the SBDC was able to garner one interview. With a low response rate from City identified businesses, the SBDC then undertook to create its own list of exited businesses, and an additional 72 were identified. Of these, 22 were interviewed by an experienced member of the SBDC staff. All responses were from small businesses as appropriate contacts at larger and chain businesses were difficult to find. A copy of the SBDC's report, summarized here, is attached as Exhibit "E".

The interview questions and guidelines were developed collaboratively by SBDC staff and City staff. The consultant team was not consulted and thus was not able to offer any suggestions. Participants were promised anonymity, key to obtaining frank and honest feedback.

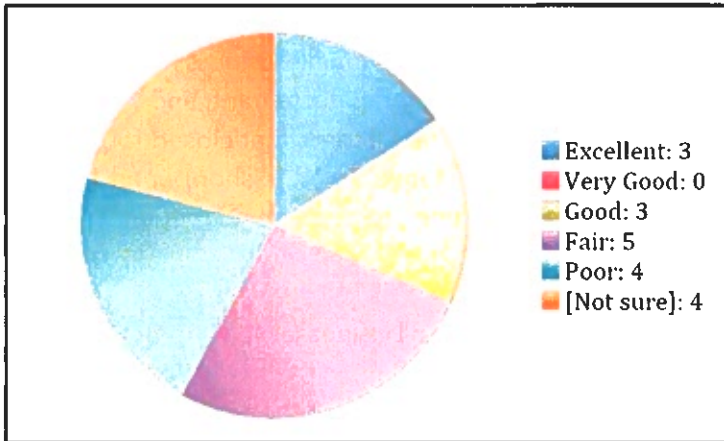
Overview of respondents and key take-aways

Following are characteristics of the 22 businesses that were interviewed:

- 18 of 22 closed all Boulder locations.
- 14 of 22 operated a single location, 7 2-4 locations, and 1 operated 5+ locations.
- 12 of 22 had operated in Boulder for 11+ years.
- 11 of 22 said they would not consider reopening in Boulder in the future.

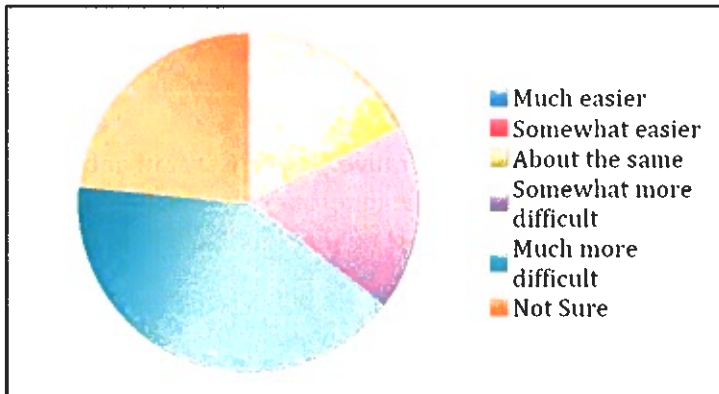
- 10 respondents were food and beverage (F&B) operators, 10 traditional retail, and 2 service businesses.
- No particular area in the City accounted for an outsize number of closures.

The following chart shows how exited businesses rate Boulder as a place to conduct business:



Source: SBDC, Greensfelder Real Estate Strategy

To add greater insight, this chart shows attitudes about the *trend* of how easy it is to do in business in Boulder:



Source: SBDC, Greensfelder Real Estate Strategy

The following list of reasons describes the most commonly cited primary factors given by exited retailers describing their decision to close for business:

| | | |
|--|---|-------|
| Lease rates for the space your business occupied | 8 | 50.0% |
| Local fees and taxes | 3 | 18.8% |

| | | |
|--|---|-------|
| Availability of parking for customers or employees | 2 | 12.5% |
| Ability to find and keep employees | 2 | 12.5% |
| Availability of suitable space for your business | 1 | 6.3% |

Source: SBDC, Greensfelder Real Estate Strategy

Summarized responses to open-ended questions

The following open-ended questions were asked, with responses summarized and lightly edited for clarity and readability:

How would you describe the customers you expected to capture when you originally opened for business?

1. Business Owners on The Hill expected more University traffic from students and staff but closed in part because people don't stay on The Hill to shop and eat, and in part because of a poor business environment (ie. lack of police support and parking, and sanitation issues).
2. Pearl Street and Downtown owners and operators hoped for foot traffic from locals and tourists. Pearl Street businesses attracted customers, but noted "lookers" as opposed to "buyers," and flat sales.
3. Owners and operators in other areas of the City were variously trying to attract a focused niche such as foodies, beer aficionados, coffee enthusiasts, equestrians, or travelers.
4. Not surprisingly, Gunbarrel owners noted a disappointing retail environment with a lack of foot traffic, "gravity" favoring other areas with a critical mass of goods and services, and occupancy costs out of sync with the ability to produce sales.

Are you getting the customers you were looking for in your new location?

1. All those that relocated to a new or existing location outside Boulder noted that they were able to attract shoppers and clients, that it is less expensive, and that it is easier to do business outside of Boulder.

What are the benefits of being located in Boulder?

1. Half of respondents had an affinity for Boulder and its lifestyle, and some were residents who would have preferred to remain local as opposed to relocating elsewhere.
2. 18% of businesses stated that a benefit was Boulder's affluence.
3. 18% of businesses noted ease of location, access, or parking.

What are the drawbacks of being located in Boulder?

1. 40% cited high rent, taxes and operating expenses were too high to stay open.
2. Facility and landlord challenges were the next most frequently cited drawbacks. These included issues such as leaks and floods impacting operations that landlords would not address, increasing base rents, passing through increased costs such as property taxes (note that retail leases are typically "triple net" or "NNN" meaning that property operating expenses, property taxes, and insurance are passed through to tenants), and Landlords favoring chains presumably because of their greater ability to fund their own tenant improvements.
3. A lack of support by the City for local small businesses. Examples cited included difficulty starting a business given the complexity of navigating the City's regulatory environment, lack of City support for certain industries (mountain biking), lack of City support for specific circumstances (adequate police on the Hill, monitoring negative externalities from a nearby, newly opened marijuana company). Specifically with respect to the City's regulatory environment, navigating zoning issues, inconsistently applied City policies, and lack of coordination between City departments were specifically cited.
4. Staffing issues and the inability to find quality employees was a challenge for about a third of the business owners, with only a few businesses saying this was a non-issue.
5. Many businesses surveyed noted an arrogance issue in Boulder, saying "Boulder needs an attitude adjustment." While some focused on the cost of conducting business in the City, especially for independent businesses, made operations in Boulder unsustainable, others focused specifically at the City government. Specifically, some felt that the City made it more difficult to do business than necessary including being unsupportive and setting roadblocks, and not caring when businesses closed their doors. Some respondents simply said they were simply "fed up" with the arrogance of the City.

6. Parking was not the reason for anyone shutting their doors but many businesses credited parking as an issue for their employees and patrons.
7. Entrepreneurs looking to open a new business are having to compete for space with marijuana business owners.
8. Business owners on The Hill felt that there's.
9. Gunbarrel and the Hill were singled out as disappointments. Gunbarrel was characterized as a "forgotten child," apart from and abandoned by the City but with all the same costs of being in Boulder proper. Similarly, Hill business owners noted that "nothing that keeps people on the Hill."

What more could have been done to support your business when it was in Boulder?

1. Responses focused on tax relief or policy that would limit what taxes could be passed through by a property owner (a policy we note that would not be effective in practice).

Suggestions for Current and Future Business Owners

Participants were asked for suggestions that might help current and future business owners, and the SBDC extracted a number of specific comments that were made by interviewees. The most poignant comment which correlates with our neighboring cities research was, "You don't have to be in Boulder anymore to be a successful business." Following are results, summarized by theme:

1. City Government: One respondent said, "There's an arrogant attitude as if you should be grateful to be in Boulder and it permeates through City staff – as if you're an annoyance" while another noted that "Longmont is responsive to business owners (more so than Boulder). They try and help. Boulder puts up walls." Suggestions that were offered include:
 - a. Help navigating the City's bureaucracy including finding the right departments.
 - b. A zoning advocate to help with information exchange would have been good.
 - c. Getting consistent answers (referring to zoning questions).
2. Locating Businesses Suggestions:
 - a. Help identifying and contacting brokers and consultants to locate property.

- b. Make sure that there is enough room in industrial zoning for other businesses besides marijuana. "What we need, pot growers have. Any facility that is open has jacked up prices."
3. Retaining Businesses/Business Environment: This is a broad category with responses focusing either on City government or on the private sector. The sentiment seems to support the ideas of the City being more active keeping businesses in Boulder, and of finding ways City could have supported the business, and if any resources were available.
- a. With respect to the City, we heard the familiar refrain that the City should "Support businesses rather than making it more difficult," and "Don't lose track that there are different kinds of businesses."
 - b. The following quote sums up feedback about what small business owners wish the City would do, "If there's anything that the City can do to incentivize landowners to keep small businesses alive, that would be great. Rents go up and it pushes up expenses each year and small business owners can't keep up with big business, Landlords have no reason not to sign with a chain."
 - c. With respect to the overall business climate, the SBDC heard "Boulder employees are BAD," "People walk downtown but don't shop downtown," and "I'd rather have a crappy place in Boulder than a nice place in Gunbarrel."
 - d. With respect to occupying space, the SBDC heard "Property management doesn't care and there's nothing you can do," and "It's hard to know who to go to for different contractors (for plumbing as an example)."
 - e. Finally, there were a number of comments addressing the viability of sustaining a business in Boulder: "I've never worked so hard for so little money," "I'm fed up, and I am considering leaving Boulder all together," "Basically, we all just grit our teeth and bare it and then go out of business," "No one makes money in downtown Boulder," and "Even with good business, you don't have anything left after you pay for employees, rent taxes etc."

There are a number of questions we would have liked to have asked. Examples include more detailed information about occupancy cost as a percent of gross sales, sales trends, where customers were being drawn from, and specific feedback about the closure decision process.

Key Findings

The following are the key findings from the SBDC former retailer survey:

1. Drawbacks outweighed benefits both in quantity and significance.
2. Concerns about operating in Boulder as revealed by direct quotes reported in the SBDC study fell into several categories: (a) Boulder (Council and the City's bureaucracy were both cited) does not understand/care about small businesses, (b) small businesses should be supported and obstacles to opening and operating businesses should be minimized, (c) the cost of operating in Boulder has become untenable.
3. Many businesses opened in Boulder because they originally loved the City, and they expected that the clients that they would attract would help them to thrive.
4. The results are consistent with supply constraints (created by the growth boundary and height limits) causing high occupancy costs, and both supply constraints and the regulatory environment negatively affecting business attraction and retention. The proliferation of marijuana businesses are adding to the supply constraint.
5. Inclusivity concerns are focused on resident needs but not on business owner and operator needs.
6. In the future, we recommend interviewing businesses (or at a minimum gather contact information) between the time they announce they will close, and the time they actually close.
7. We also recommend interviewing open and operating businesses on a rotating, regular basis to understand concerns, and act upon those concerns where appropriate.

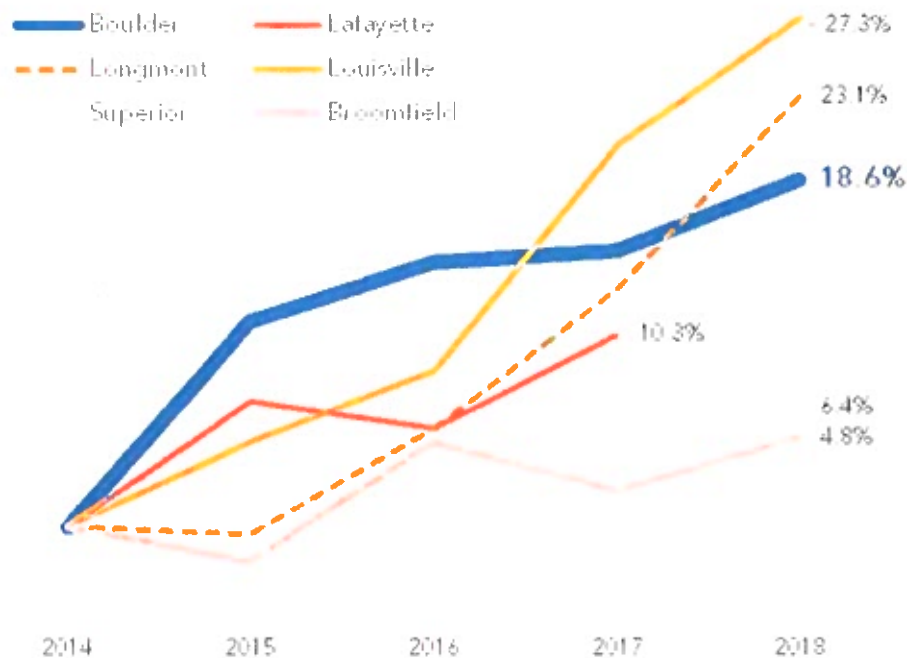
Questions to Be Answered

The consultant team was asked, to the extent that summarized survey results provide adequate data, to address the following eight questions:

1. Over a five-year period, how does **Boulder's % change in retail sales tax revenues compare** to local and national benchmark cities in \$, % year over year and in % of overall municipal revenues. Are there a greater or faster transition to on-line purchases, is there significantly lower purchasing per capita as compared to peers, is there a steeper decline in purchases for basic goods, etc.

With respect to the neighboring cities, Boulder is roughly in the middle of the pack with respect to annual growth – both in terms of total collections and per capita.

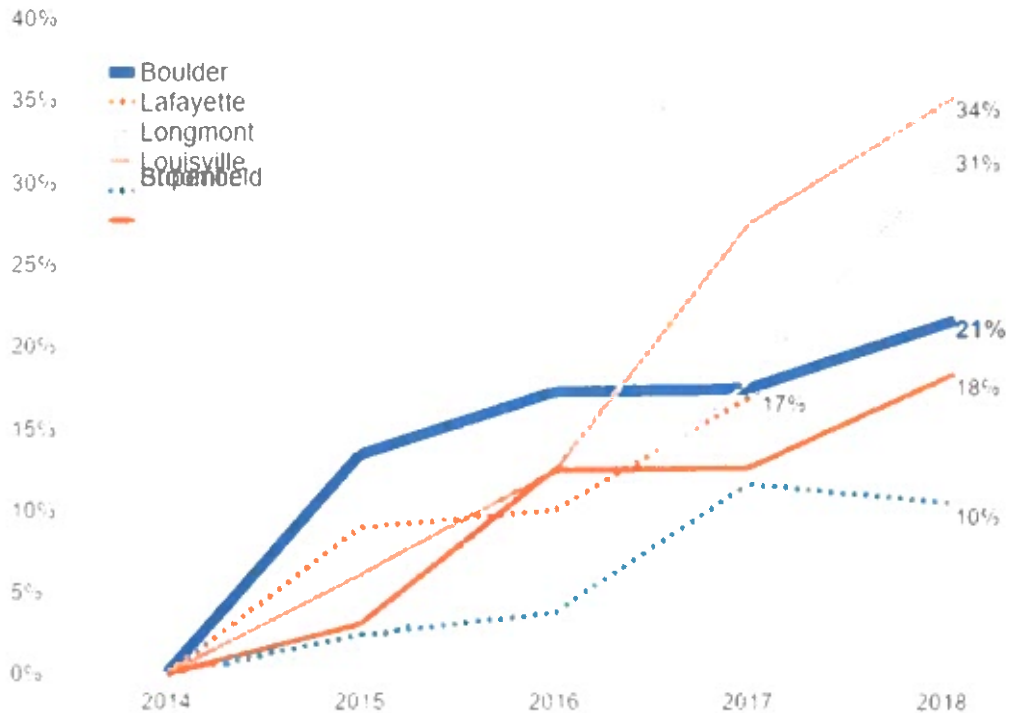
Sales Tax Revenue per Capita, Growth Since 2014



Source: Leland Consulting Group, Greensfelder Real Estate Strategy, Boulder finance departments, U.S. Census Annual Population Estimates

Although growth in Boulder is being surpassed by Longmont and Louisville, Boulder's per capita revenue growth from sales taxes has doubled that for Superior and is more than 5 times the rate for Broomfield.

Sales Tax Revenue Growth Since 2014



Source: Leland Consulting Group, Greensfelder Real Estate Strategy, city finance departments, U.S. Census Annual Population Estimates.

- How/Where are Boulder residents, workers and students shopping, and for what? Has that shifted over the period of inquiry in the survey?

Current behaviors and reported changes over the past two years are document in detail in the *Reported Change in Boulder Shopping Habits* in Part III.

The share of shopping, dining and service patronage taking place in Boulder versus outside all vary considerably based on product category. Among Boulder residents, about 90% stay in town for their usual grocery and drugstore shopping. Clothing and furniture shopping send the most residents outside of town, with just 49% and 31% of shopping done locally (respectively).

Worker patronage patterns are driven largely by whether one live in Boulder or commutes from outside, although even non-resident workers.

Reported changes in spending destinations over the past two years indicate some cause for concern. Both residents and Boulder workers were most likely to say that their spending patterns had stayed “about the same” but among those who indicated a change, decreases Boulder spending were far more common than increases. Conversely, increased spending outside Boulder and online was much more common than decreases for those Boulder alternatives.

3. What are the **City’s demographic and economic trends and how are those trends likely to impact retail sales tax performance** (i.e. are we likely to more rapidly decline or increase in retail sales tax because of our growth-related policies and percentage of residents likely to live on a fixed income? Are we losing small businesses faster? Service businesses?)
- Detailed demographic information can be found in Part 1 of this Study.
 - Boulder’s resident demographic profile would be the envy of many communities including the neighboring and peer communities studied here, with comparatively high disposable incomes, and a sensibility of supporting local businesses.
 - Boulder’s population is getting older, primarily due to the aging of the Baby Boomer generation population bulge. Boulderites aged 65 and up went from 8.9% of the population in 2010 to 12.2% in 2018, and are expected to reach 14% in another five years. The aging population represents a huge reservoir of disposable income, and also greater demand for services including medical which increasingly can be found in traditional retail settings. As older residents downsize, increased sales of home furnishing and home improvement items can also be expected.
 - In addition, the Hispanic population has grown from 8.7% of the total population in 2010 to 9.2% in 2018. The Hispanic portion of the population tends to have lower than median incomes, so an increase in demand of cost efficient shopping options can be expected to increase. Although the rate of Hispanic population growth has been comparable to the Colorado statewide rate, Boulder is starting from a much smaller base. ESRI estimates that 9.2% of Boulderites are currently of Hispanic origin versus 21.7% across the state as a whole. As such, Hispanic growth in absolute terms will be somewhat muted in Boulder relative to the state. Student populations will be dictated by CU’s growth objectives. Tourist and daytime worker forward projections were not studied.
 - Boulder’s sales tax collected on a per capita basis has outpaced both neighboring and peer cities as shown in the graphs above and in Part 2. From this perspective, Boulder does not have a sales tax problem. Projecting outward, the percent of that retail sales (and by extension sales tax) realized from commodity goods that can easily be purchased through alternative retail channels can be expected to increase as a percent of total sales originated from within the City, thereby putting some moderating pressure on sales tax collection growth.

- We note that the sales tax aspect of this question is fluid. Colorado cities have more flexibility applying sales taxes as compared with some states that require changes in sales tax to be approved by voters as part of a ballot item in a general election. Since last year's South Dakota vs Wayfair decision, there is also a movement in most states to create sales tax equity legislation. These legislative initiatives have focused on "market fairness" by requiring collection of sales tax on products purchased from out-of-area sources including on-line retailers.
- Growth policies are certainly a factor in recruiting and retaining businesses. As noted in this report, Boulder has created (and continued to create) capacity constraint through a combination of growth boundaries and height limits. This constraint on new supply of built space means that both land and existing space becomes more valuable. At the same time, Boulder's population and daytime workforce (ie. sources of retail demand) have both increased substantially since the growth boundary was enacted, and they continue to increase at a respectable rate. The law of supply and demand dictates that limitations on supply and increase in demand will result in higher prices. Not surprisingly, this is exactly what has happened. Complicating matters, commercial valuations are a function of net operating income, so as rents have increased so have valuations and by extension property taxes. Retail leases are traditionally "triple net" meaning that operating expenses, insurance costs, and property taxes are passed on to the tenant, and are "net to the owner." So, in addition to higher base rents resulting from supply constraints, tenants are hit with sometimes quite large increases in the "NNN" portion of their overall rent burden.
- We do not have data on the rate of loss of businesses in neighboring or peer cities, however, anecdotal evidence does indicate that retailers recognize that neighboring cities comparatively easy regulatory environment combined with lower occupancy costs present a competitive advantage when compared with the regulatory and rent environment in Boulder.

4. What are the ***retail industry impacts (locally and national trends) and how is that being experienced in Boulder?*** How does this particularly impact small and local business sustainability? How does this match, if at all, the qualitative data we received in the retailer survey?

The Background section of this study identifies a number of important themes about how behaviors function with respect to retail, and emerging retail trends affecting all communities including Boulder. The answers here are specific to Boulder's circumstances.

- Differentiation will be the key to a strong local business environment. Retail offerings that repeat the ubiquitous mixes of stores commonly found will not draw destination customer traffic as effectively as uncommon and unique offerings. That said, there must

be demand for retailers that do operate, so uncommon and unique is not an end in and of itself.

- L-cities are catching up in terms of having a more mature retail base that does not require residents to travel for as many goods and services as in the past. Similarly, with the introduction of chains, Boulder is not as differentiated as it was in the past.
- Local business and regulatory environment makes it harder for Boulder than for neighbors to recruit and retain existing businesses.
- Employers report that employees are hard to recruit because of high cost of living, and that reliable employees are hard to find.
- The gain or loss of businesses is and will continue to be more a function of the evolution of retail trends (outlined in this study's introduction) and the business environment in Boulder than Boulder's demographics.
- The Boulder Revenue and Budget Update presentation made to Council on April 9, 2019 corroborated these observations:

Why Boulder Retail Sales Are Flattening

- Competition from surrounding communities
- Online retail sales
- Demographic shifts
- Boulder retail choices

For example, there will be a continued trend of commodity goods being consumed through the easiest retail channel, likely at the expense of bricks-and-mortar retailers. Continued and increasing competition can be expected from alternative retail channels to capture incremental sales from specialty retail categories, with continued experimentation (eg. Uber eats, subscription, free returns, etc) aimed at driving specialty retail purchases to non bricks-and-mortar platforms. This trend is likely to put additional pressure on smaller and independent businesses.

5. Are Boulder's identified retail nodes adequately serving the **basic retail needs** of those living and working within ¾ mile? Does this differ based on the area? Does that differ based on area demographics?

A detailed discussion of the ten retail nodes can be found in Part 3.

Retail is demand driven, and often there is not enough density to generate the level of demand required for a retailer to project the amount of gross sales needed to justify the

up-front expense of opening a store (ie. capital expenditure), and the expense of operating a store. Focusing on commodities and daily needs retail goods and services, the results of the City-wide GAP analysis indicates that demand for commodity retail and the supply of commodity retail in the City of Boulder are mostly in balance. Because there is not a significant amount of this category of sales leaking outside of Boulder, another store in this category will not open until additional demand is created, either from population growth or the closure of a competitor.

From a different perspective, traffic patterns are important to understand. As a generality, retail tends to locate along heavily traveled routes and as discussed in the background section on the "gravity" side of a trade area. Because most traffic travels through the South Broadway/Table Mesa gateway intersection that has a mature retail base, there is no reason for these retailers to open another store "inside" of the Table Mesa neighborhood even though much of the residents live more than $\frac{3}{4}$ of a mile from the principal retail intersection.

There were a number of specific differences in levels of satisfaction with basic retail offerings based on place of residence and workplace, as detailed in Part III. For example, Boulderites living in The Hill and Pearl Street node areas are less satisfied with basic retail in those areas than residents in other nodes (presumably because the retail focus there is heavy on dining and visitor-oriented retail, with little in the way of grocery, drugstore and daily essentials). However, workers in those same two areas rate their satisfaction (with basic retail near their work) similarly to people working in other nodes – probably because the ample choice of café lunch options satisfies their primary needs during work hours.

Both income and age play a role in peoples' satisfaction with basic retail, with lower income respondents reporting less satisfaction with basic retail price and availability, regardless of where they live. One comment in the open-end section seemed to explain the phenomenon well, at least for many, with a Boulder resident saying:

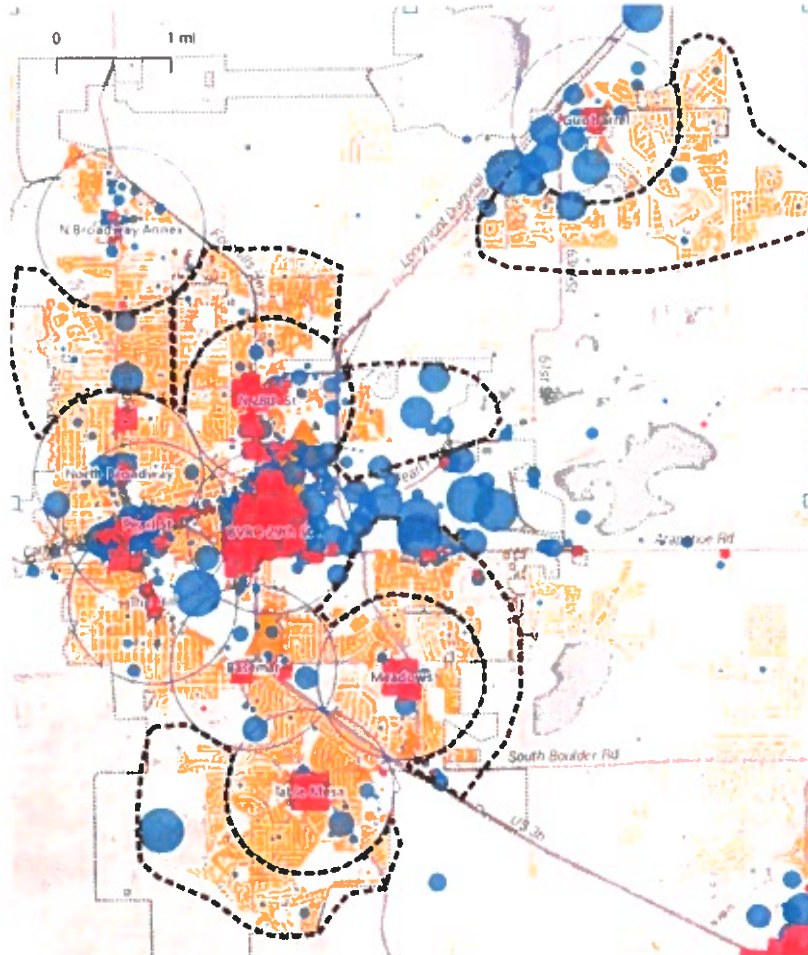
"It's not so much unable to find [basics] but able to find them at a reasonable price. We can routinely save 20 cents per gallon of gas ... by leaving Boulder. [Then] we shop at the same time [outside Boulder] saving the Boulder premium on groceries. The above pays for the nominal drive with money left over. The better traffic and ease of parking rounds out the deal. We use Boulder like a convenience store."

One example of inequality is the East Boulder Community Center, essentially a service business that happens to be operated by the City. The EBCC was built in a location away from the "gravity" traffic direction, and which is not served by public transportation. For this reason, it does not serve all residents to which it is the closest health and fitness facility. Care should be taken for retail and service businesses to be aggregated on the "gravity"

side of a given trade area and along major routes of travel, thereby making them accessible to the greatest number of people.

We have also been told of numerous examples of City policy and procedure that exacerbate inequality. For example, there has been discussion about a ballot measure to tax cars an average of \$265 each in order to achieve climate change commitments. If passed, from a retail inclusivity point of view, this tax would place an outsize tax burden (ie. a regressive tax) on anyone who requires a car in order to do their shopping, and in particular on precisely the lower income or less mobile groups who live outside of a ¾-mile retail node that the City is concerned are properly served.

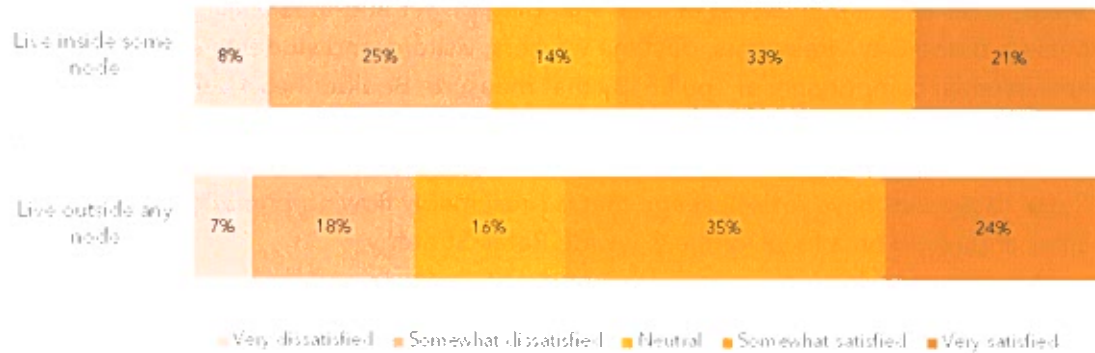
6. Identify **retail starved areas and retail starved demographic segments**. How, if at all, does this match or differ from the qualitative data received in the shopper survey?



In Part 1 of this study, we highlight areas lying outside of one of the ¾-mile radius retail nodes, identifying them as beyond a comfortable walking-distance for retail shopping. These areas are outlined with dotted borders in the following map (with residences highlighted in yellow, retail in red, and employment in blue):

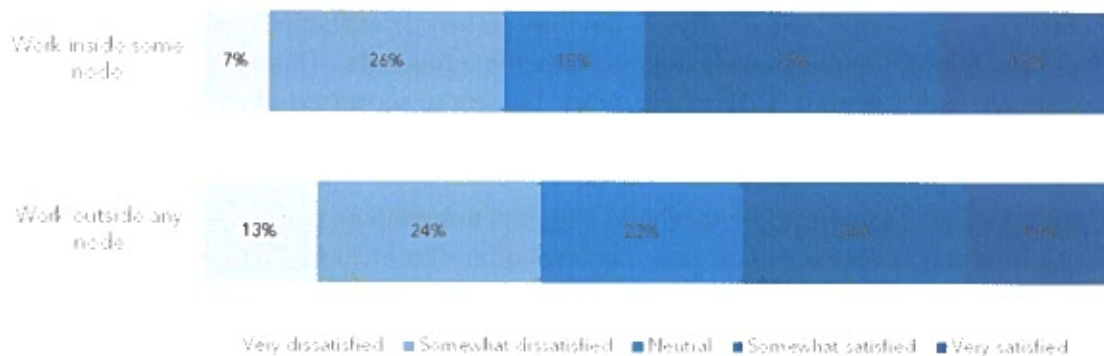
Then we compared the demographics of people living in these identified areas with demographics for the City as a whole. Without exception, the six identified underserved areas have considerably higher income profiles

Satisfaction with the Availability of Basic Retail Near My Home



and higher median ages than the City population overall (see chart in retail accessibility analysis). Except the area surrounding Gunbarrel, each has less ethnic diversity than the City as a whole. In addition, all six areas have a far lower share of renters than the City overall.

Satisfaction with the Availability of Basic Retail Near My Work



These somewhat counter-intuitive results suggest that these “underserved” populations may have actually located in areas further away from retail clusters by choice – trading off the inconvenience of being further away from shopping areas for the relative seclusion of lower-density single-family residential neighborhoods. Alternatively, their higher level of affluence indicates that their being outside of a ¼-mile node is not an inclusivity issue.

- Does Boulder have **over or under saturated segments of goods or retailers** given our population? Does this depend upon the location of the existing retail study areas?

The term over-saturation has a negative connotation: “more retail than we need.” This connotation belies the importance of retail to municipal fiscal sustainability and general local economic vitality. We prefer the term “pull” to describe the opposite of leakage – where local sales are in excess of local spending power and thus pulling in dollars from outside of the City. Residents, daytime workers, visitors, and students all contribute to and are essential components of “pull.” By that measure, Boulder has a very healthy “pull factor” across all major retail categories, as documented in Part II, except for General Merchandise, which includes both department stores and large discount retailers. Both of those categories have retail leakage that is presumably flowing primarily to nearby outlying cities and could be a focus of the Citywide Retail Strategy.

8. To the extent feasible and information is readily available, what municipally-funded or created programs exist to **support small retail business sustainability** in our benchmark cities? If there are readily available reports that provide how those programs are performing in sustaining retail access, affordability and retailer success, link to those reports.

Much of the grant and economic development assistance world is focused on job creation as opposed to supporting starting retail businesses per se. We note that the consistently most cited barrier to opening and operating in Boulder is the City’s highly regulated environment. We recommend that the first and primary focus be (a) on simplifying the regulatory environment so that it is more transparent and easier to navigate, and (b) on creating a “concierge” within City government to help prospective business owners work their way through the necessary steps to opening a business. This concierge would also be a resource available to prospective business owners to suggest many of the programs listed here.

Programs and resources (both local and national) that help or that have the potential to help with retail businesses include the following (this list includes both municipally funded programs, and other programs):

- Boulder Small Business Development Center (SBDC) <https://bouldercolorado.gov/business/small-business-support> The SBDC supports the growth and resiliency of small businesses in Boulder County by providing free business consulting, practical workshops & events and connection to resources, including financing. The SBDC helps all types of small businesses – from startups through 2nd stage, from “Main Street” through highly scalable technology ventures. Some programming in both English and Spanish.
- Colorado Small Business Development Center <https://www.coloradosbdc.org> sponsors the SBDC ADVANCED program, a new business development program administered by the Colorado SBDC Network. It is an economic gardening program, focused on

helping Colorado companies grow by providing custom-fit market research and corporate-level tools that might otherwise be out of reach for small to mid-sized businesses. These businesses can then use this data to make informed strategic growth decisions.

- The North Metro Denver Small Business Development Center (SBDC) has been dedicated to helping existing and new businesses grow and prosper by providing free and confidential consulting and no- or low-cost training programs. In the last two years, we have helped 43 businesses start, created 136 jobs, retained 96 employees and helped to infuse \$5.5 million in capital.
- The Path to Entrepreneurship (P2e) Program is designed to help low-to-moderate income residents build financial sustainability through business ownership. P2e is a continuum of outreach, practical education/ programs and technical assistance that helps low-to-moderate income individuals to start up new businesses and to grow existing businesses. Each program component is designed to assist underserved and vulnerable populations to progress to the next level of entrepreneurial success (pre-startup/feasibility, startup, early stage, growth). This combination of outreach, workshops/ educational programs and technical assistance - customized to individuals and businesses - appears to be effective in helping underserved populations pursue business ownership.
- Job Creation Tax Abatements – A small business might be in an Enterprise Zone (as Ohio terms it), or a similar type of area, and accordingly be offered [tax incentives](#) for projects or operations that create jobs. These aren't technically small business grants, but they put additional money in a business's pocket that can be used to grow.
- Green Technology Business Grant Program - [Environmental sustainability initiatives](#) exist at every level of the government, so consider going green to save with your small business.
- Chicago Small Business Improvement Fund - The [SBIF](#) supports small businesses repairing or remodeling their location, whether by updating windows and floors, replacing signage, or purchasing nearby property to expand into.
- Miami Mom & Pop Small Business Grant - If you're in Miami and have been in business for at least a year, make sure to apply to [this program](#) meant to "bridge the gap between local government and small owned and operated businesses."
- Orlando Downtown Facade & Building Stabilization Program - [This program](#) provides grants between \$5,000 and \$40,000 to small businesses that own their buildings in downtown Orlando to improve their stability or appearance.
- San Francisco Historic Preservation Grant - The city of San Francisco gives [grants and business loans](#) for emerging and established businesses. Grants are available to companies that are working on preserving and rehabilitating historic buildings. This could be apply to retail, brick and mortar businesses.
- The Collier Visitor Bureau in Bonita Springs, Florida provides grants for marketing and promotion.

- Blogs – There are a variety of blogs that are targeted at entrepreneurs focused on starting new businesses. Some can be found here: www.shopify.com/retail/120042371-24-retail-blogs-every-small-business-entrepreneur-should-be-reading.

Following is a list of debt and equity opportunities and strategies for small businesses:

- Microloans - [Microloans](#) are loans under \$50,000, and usually have easy eligibility requirements and reasonable interest rates. Many of the same organizations which provide grants, such as nonprofits and government organizations, also provide microloans.
- Crowdfunding - There are multiple [crowdfunding sites](#) where your business can access funds. All you have to do is create an account, pitch your product or service, and wait for people to donate to your organization. In exchange for their money, you provide “prizes” like a coupon or free product. If you do crowdfunding, make sure to carefully read the rules because the platform usually takes a small cut of your money.
- SBA Loans - [SBA loans](#) are another alternative if you’re unable to qualify for a grant, especially a federal government grant like SBIR or STTR. The federal government guarantees SBA loans and works with banks to get these loans in the hands of small business owners. You can approach your local bank and see if they provide SBA loans, or you can [apply for an SBA loan through Fundera](#).
- New Market Tax Credits – This program is designed to increase the flow of capital to businesses and low income communities by providing a modest tax incentive to private investors. The program can be difficult to access and cumbersome to navigate.
- Colorado Business Resource Book – An excellent primer on financing terms, a summary of financial options, and contact for relevant agencies that help small businesses can be found in this publication starting on p. 56 (download at <https://coloradosbdc.org/wp-content/uploads/2019/02/SBDC+RESOURCE+GUIDE+07.30.16FINAL.pdf>).

Appendix I - CRS Retailer Survey Responses Drawbacks

What are the Drawbacks, if Any, of Locating in Boulder?

| |
|--|
| Terrribly inane regulator environment; huge burden financially. City Council is unpredictable, self-important, self-referential and highly vested in serving a population that wants Boulder to look like it did in 1970. Only problem is that the population of Colorado has doubled since then. |
| No Parking, high rents, ridiculous taxes that are on the backs of small business owners not building owners! Boulder charm is disappearing. No more parks or trees just square concrete buildings housing lawyers, banks, IT startups, corporate national firms who can afford to be here as opposed to other markets! New people are bringing there agendas and attitudes and they are self absorbed and not typical friendly Boulder or Colorado genuinely pleasant people!? to bad, but that is progress so if you want that great, otherwise just move out! Right? All of our "events" constantly typical hurt local brick and mortars businesses who have created the environment that draws people to Boulder but the city gets their tax revenue and local business lose revenue! Oh well? maybe a little more emphasis on businesses that have survived here, not always free press for new start-ups? Just a thought! |
| it is getting expensive |
| The cost of being in boulder, the awful gauntlet to get a reconstruction or remodel done |
| The cost of living is high so many of our employees cannot afford to live in Boulder and have to commute from towns outside of Boulder. This often makes it difficult to find and keep employees. The city is often hard to work with and puts onerous standards in place that are hard or expensive to meet. |
| The high cost of living (and hence, a high cost of doing business)... |
| High rent and CAM charges, online shopping, parking |
| City caters to transients, parking is limited, and because people often times have above average incomes, they can at times feel entitled. Commercial retail rent is expensive |
| Cost of business, taxes, rent |
| Costly, in terms of the lease, services. I am in far North Boulder, pretty separated from the mall/campus/downtown. We seem a little bit like the forgotten part of town. |
| Parking for employees is a problem. The homeless population. |
| It's a bit of a niche and not easily accessed with little parking |
| It is expensive, and given the nature of retail, it's getting harder and harder to find people who both live in town, and want to work. The cost of living is high that a lot of people end up commuting far which causes a strain on |
| We are a national trade association, so only a very small % of our customers are in Boulder. Very few employees can afford to live in Boulder, so almost everyone commutes. Many employees wish they could have a shorter commute, but can't afford to do so. |
| Too much competition |
| The rules, regulations and lack of interest in business coming from outside the city of Boulder--visitors. |
| Very casual lifestyle especially with so much tec business. |
| Extremely high rent, landlords focused on income only, lack of locals shopping downtown, too many banks on Pearl Street Mall, big businesses moving in pushing small businesses away. |
| parking. affordability |
| employees can not afford to live in city, transient population is overwhelming at times, Boulder can be too full of itself and needs to get down to earth |
| Expensive to build, tax rates are high, high living expenses diminishes disposable income |
| City council thinking there are too many tourists |
| very undiverse high turnover rate of staff unreasonable rent rates |
| Operating costs and rent increasing |
| College vacation |
| Permitting and regulations are a bit of a pain, specifically, sign permits. |
| Cost of living |
| it's expensive! labor is expensive! but there's nothing we can do about either of those things! |
| Being in a collage town especially during the summers and winter break, the cold weather. |
| Competitive. Rent is expensive. |
| high rent safety is an issue parking/loading zones are horrible for staff, deliveries and us higher liquor license fees |
| Parking - most of our employee do not live in Boulder or in an easily bussable area. The lack of parking makes recruiting a challenge. For those who do have a parking pass, the cost is a challenge. Lease space cost - Boulder rates are similar to downtown Denver without the attraction of a tru urban setting. The many open commercial spaces on an near Peral street reflect that boulder rates are not functional or sustainable. Tansients - we need a stronger police force walking the mall and surrounding allies - ciminal behavior is apparent daily. |

Appendix I - CRS Retailer Survey Responses Drawbacks

| |
|---|
| The lack of support from city council of Downtown Boulder and just business in general. |
| High property taxes, feeling as though the city council has no idea the challenges we face as small business owners in terms of additional taxes, red tape, etc |
| Parking and the lease and tax rates for businesses. |
| Parking. At times I here complaints but generally it's fine. the pan handling (tourists do not like it). High rents general public doesn't understand the process etc. |
| Only drawback I can think of is parking. Yes, it is fun to be on Pearl Street, but parking is always a problem. There are no handicap spots remotely near us, and customers are constantly feeling rushed to get in and out of the store based on parking. It would be nice if there were more parking garage options on the South side of Pearl street, and more parking lots available in this area. |
| High rent. |
| #1- Lack of Quality restaurant employees, especially line cooks. I would open another restaurant but I dont know where I would find 25 new employees. I spend 2-3 months trying to find 1 decent line cook, finding an entire staff seems daunting. High Rent. Seasonality- my restaurant is on the Hill, we only have 8 months of business and 12 months of bills. Lots of competition from other restaurants |
| Rent too expensive to make a profit and to pay your employees. Can't find good help. Employees have to live outside Boulder. Employees cannot afford to buy a home or pay rent so they leave. Boulder has definitely lost its charge. Too many people now. Pressure on the environment, trails,etc. and on wildlife. Boulder will become an Aspen or San Francisco soon\$\$\$ |
| Many people complain about heavy traffic, lack of parking, and paying for parking every single day in our office. This has caused some people to do business elsewhere. The homeless people who hang out in front of our store has been a problem, because they bother the customers. Sometimes the police help out, but they are becoming |
| Parking, downtown events which draw away from business |
| Rent prices! |
| retail space rent |
| High rent, lots of competition |
| The sugar tax, daily traffic, high homeless population, and the higher pay rates necessary to keep employees. |
| cost of doing business, property taxes |
| High rent. Heavy competition |
| The cost of operating a business in Boulder is high. Also the parking and infrastructure is out of date. |
| Rents are too high. Signage for events too restrictive. Too much traffic, too many restrictions on what kind of businesses are allowed here. |
| The sugar tax is a real detriment in our line of work. Also, Boulder clientele can be very demanding and |
| The rent |
| Very steep decline of traffic on Pearl Street Mall. All the "festivals" and craft fairs detract from storefront businesses. They attract lots of people who browse, shop, and leave. These on offs take away sales from businesses which have 12 months of staffing , rents and utilities. Rents are in a vicious cycle, the higher the rent, the higher the assessed property evaluation, the higher the taxes, etc. Many, many businesses closed or are closing. Soon it will be banks (closed 1/2 Saturday, and all Sunday and holiday. This hollows out Pearl Street) bars and imported womens clothing made in Vietnam or Cambodia. I've overheard my customers describe the mall as "the Boulder tourist strip." I know of no one who is a long time resident who EVER goes there. Why would you. Weather (wind, cold snow) depresses traffic 4-5 months of the years and the endless "festivals" take the best weekends. The Boulder Creek Festival and the Hometown Fun Fair lead to zero sales for Memorial Day and Labor Day weekends: no parking, congestion, noise and traffic, mostly people who live out of Boulder. The Mall banners are dated and stupid, just how it looks: tired and boring. The exciting shops and restaurants have or are planning to move to Louisville or Lafayette. As a specialty retailer I cannot pay the rents for the current mall traffic. Online selling with free freight combined with the continuous raising of rents means the Mall is in a fatal downward spiral. In 1990 dollars we were grossing over \$1m annually, in 2018 we struggled to reach \$800k in a larger space with |
| Rent cost, Taxes, no parking, hard to keep employees because rent costs are high. |
| Parking is an issue. Rents are too high! |
| Nothing as far as I can tell. |
| Very difficult actions taken by city BLA put me out of business for 2 days on technicalities. Then 2 more days because we filed late. Not a win win. Property taxes are going up so fast we are losing to surrounding areas that |

Appendix I - CRS Retailer Survey Responses Drawbacks

Honestly - not much any more. The cost of doing business as a result of the exceptional high rent and high property taxes are forcing all the mom and pop stores out. In addition the ridiculous minimum wage for tipped employees only adds to the financial constraints a Boulder restaurant feels.

Rent / Property tax prices are hard to keep the business profitable and sustainable.

Price of rent. Boulder is seen as a location for developers and investors to invest "safely". Business in Boulder has become all about the building and NOT the actual businesses inside. Empty storefronts because of unsustainable rents. Too much dead space on Pearl St. Too much focus on upscale. There needs to be a balance.

locals have little/no desire to come to the pearl street mall



EXIT INTERVIEWS FINDINGS REPORT MAY 6, 2019

EXECUTIVE SUMMARY

Why are retail businesses, restaurants and service-based businesses leaving Boulder? What's changed? And is there anything that the City of Boulder can do to help support these businesses to stay? These are some of the questions that began the process of the Exit Interviews.

The assumption for many has been that businesses (particularly small local businesses) close because of property taxes and the cost of doing business. Insight from these exit interviews provide better understanding of the shift in Boulder business within the last 2 years. These findings also provide a more intimate view of what businesses owners are going through as they try to thrive in Boulder. Additionally, this qualitative approach lends insight and perspective for recommendations to create a more supportive environment for small, local businesses in the City of Boulder.

PURPOSE

Our purpose for conducting these interviews was to gain insight into why businesses were closing in Boulder. Our goal was to facilitate 20 interviews with brick and mortar businesses that closed in the last 2 years, to document findings, and to define themes with businesses that can help with future planning, understanding and potential increased support from the City.

METHODOLOGY

The Boulder Small Business Development Center (SBDC) conducted a series of Exit interviews from March 29th-May 1st, 2019 as a qualitative approach to learning more about the reasons that retail, restaurant and service-based businesses have left the City of Boulder in the last 2 years.

The SBDC performed extensive research to find as many business contacts as possible within a 5-week time period. The criteria for our search was businesses within the City of Boulder that were brick and mortar, retail establishments, restaurants or walk-in service businesses that had closed within the last 2 years.

To create a target list, several sources and means were used. City staff contracted with [name of consultant company] and sought input from its economic vitality partners (including SBDC) to develop an anonymous email survey of current and past City of Boulder retail establishments. The survey was distributed to 174 businesses that were identified through confidential tax records. *Out of that list, 6 businesses responded that they would be willing to be interviewed to provide more feedback to the City. All were contacted by the SBDC; 1 provided an interview.* Due to the confidentiality of tax records, the SBDC was unable to obtain the business names and contact information from that emailed survey.

The SBDC then began a more widespread search. From the combined knowledge of City staff, the SBDC, and other economic vitality partners, we created a new target list of businesses that were known to have closed their doors -- including those of high interest. The SBDC expanded this list by mining through The Daily Camera, other business databases such as Reference USA, through word-of-mouth, researching social media and by looking for signage of more recent closings. Our intention was to provide a range of businesses in different areas around the City, of various sizes and various types of business.

In tandem with gathering this information, we developed a guideline of interview questions that were edited, improved and approved by City staff (this was a collaborative effort). We agreed that interviews would be guided by these questions, that we would begin with an exploration of the initial expectations that the business owners had when they started their business and what they experienced overall.

The SBDC reached out to all on the target list and as permissions were received, conducted exit interviews with the intention to learn more about why businesses of all sizes moved from Boulder. Although there were several large (corporate) retailers on the list, we were only able to get agreement from and to speak briefly to a representative from one large chain. All of the other exit interview participants were small business owners with 2-35 employees at their peak.

All interviews were facilitated by Suzi Bahnsen, SBDC Asst. Director, who has 20 years of expertise in marketing, market research and business ownership. Interviews were conducted in person and over the phone. Additional research to build the target lists was provided by Eladia Rivera, who has over 20 years of research background as a retired Boulder Public Library employee and consultant for the SBDC.

Please note that participants were promised anonymity, that names of businesses and individuals would remain confidential for this report. We did ask to record interviews, but we encountered resistance from interviewees and curtailed that request after a few contacts. In addition, although the interview guidelines and questions were fairly straightforward, we found that many of the interviewees had an emotional response to the questions. We felt that asking to record obstructed the flow of the interviews. Therefore, we did not record our discussions. Notes were taken; All interviews are transcribed, and those transcriptions are held as SBDC confidential records.

In total, we created an outreach list of 72 businesses that had closed in the City of Boulder in the past two years. Of those contacts, 22 interviews were completed, which was a 30.6% participation rate. (The goal was to reach 20 businesses.)

LESSONS LEARNED

In this request and interview process we found a few road blocks to gathering responses from businesses. We heard that closing a business is an emotional act. Some business owners were not interested in talking about the loss.

Finding contact information is more difficult now than years past. Cell phone numbers aren't listed, and land lines aren't used as often. Most times, businesses that close, disconnect phone lines and cancel their email accounts.

Large corporations were the most difficult to reach. Without a contact name and referral, there was zero response by larger businesses like Whole Foods, Walmart and others to provide information.

Services like hair salons, chiropractors and other service providers that may have closed were difficult to find. We were unable to access tax lists to find businesses and many times there is no information when they shut their doors.

Recommendation regarding future interviews

If possible, interview businesses before they close or gather alternative contact information for follow up before they shut their doors. Consider ongoing "customer follow-up" initiatives with currently operating businesses to understand their concerns and – if appropriate - try to address issues before they become reasons for closure.

THEMES

What we heard in the interviews – in common for most all of the *small* business respondents – was that they opened in Boulder because they originally loved the City and expected that the clients that they would attract would help them to thrive. Many of them didn't want to move but had to. Some of the others, especially those that had been in business for over 10 years, were "fed up" and had a different view of how Boulder had changed.

When asked if they would consider locating their business in Boulder in the future, 10 of the 22 businesses said "yes". There may be an opportunity that this response uncovers.

Below are replies to specific questions that were conveyed by the interviewees and larger themes that arose from participants.

When you originally decided to locate your business in Boulder, how would you describe the customers you expected to capture?

- Business Owners on **The Hill** expected more University traffic from students and staff but said that people don't stay on The Hill to shop and eat. They all said that there were issues with the type of people walking around and police support. One business owner said that "the smell" of the area was the number one reason they moved. Parking on The Hill was a challenge for the business owners, their staff and their patrons.
- Business Owners on **Pearl Street** and downtown were hoping for foot traffic from Pearl Street Mall, from locals and tourists. Those that were on Pearl Street were attracting customers, but most said that their sales were flat. Some felt that people were not shopping on Pearl, only looking. One business owner was thriving on Pearl so they were pulling in patrons but had to close do to landlord issues.
- Business Owners in **other areas of the City** mentioned the types of clients they were trying to attract were focused on their niche (foodies, beer aficionados, coffee enthusiasts, equestrians, travelers etc.)
- Business Owners in **Gunbarrel** were disappointed in the area stating that no one stays in Gunbarrel to shop or dine. They were all disappointed in Gunbarrel as a place to do business, feeling as if they were paying the Boulder prices without getting the foot traffic of Boulder.

Are you getting the customers you were looking for in your new location?

All those that opened a business at a new or existing location said that they were getting the clients that they want to there and it was less expensive with less hassle to do business outside of Boulder. Mainly, these businesses had locations in Denver, Longmont, Lafayette and Golden.

When asked what they as business owners saw as the benefits of being located in Boulder:

- Half of the respondents said they love Boulder as a City. They love the mountains, the lifestyle and the beauty of Boulder. Some of them were residents of Boulder and had hoped to continue to have a business located in the City of Boulder vs travelling elsewhere to their business.
- 18% of businesses mentioned that their particular location was good for them for easy access and parking
- Two businesses that had been in Boulder for over 20 years originally started their business because of the Boulder biking community but said that Boulder has changed.
- 18% of businesses stated that the benefit was the affluence of Boulder

When asked what the drawbacks were of being in Boulder and what expectations weren't met:

- **High rent, taxes and the expenses** were too much to keep things going for 40% of interviewees
- **Landlord problems** were as challenging to businesses as the cost of doing business.
 - In some cases, it was the number one reason that they had to close. Out of 22 people interviewed, 3 said they had flooding problems that their landlords knew of and would not fix. This impacted their businesses negatively, and in one case they had to close several times because of water leaking from the ceiling.
 - With landlords passing the costs of increased property taxes to their tenants, it is difficult to have a profitable business. There's nothing left for the business owner. "They double rent and pass through property tax increases to the business owner"
 - Landlords can elect not to renew a lease and sell to bigger business. If they don't want to help with improvements, they can just cut out the small business owner. There's no protection.
 - *Note- there were a few landlords mentioned in interviews that will not be mentioned in this report. However, it is important to realize that this is not one landlord but a pattern of commercial real estate owners that have control.*
- A few businesses were disappointed in **lack of support for local small businesses** in Boulder.
 - The City did not support mountain biking in the community.
 - The City assumed that businesses can afford to hire additional police on The Hill to stop transients and intoxicated college students from harassing their customers.
 - One business felt a lack of support from the City when a marijuana company moved in next to their shop.
 - Navigating how to start a business or finding the right resources within the City was a difficulty mentioned by several businesses that had opened within the last 5-7 years.
 - Finding space to lease or own and navigating zoning issues was a major challenge.
 - A few businesses mentioned that each time they tried to find an answer to a city policy they received a different answer with no soft pass off from one department to the next
- **Staffing issues and the inability to find quality employees** was a challenge for about a third of the business owners. Employees from Boulder tended to be unreliable and uninterested in holding a job. There were a few businesses that said that this was a non-issue, but it was a more common theme to hear that it was difficult to find and keep staff.

- ***There's an arrogance issue in Boulder.*** *"Boulder needs an attitude adjustment" stated a few business owners.*
 - Some said that *things have changed in Boulder*, particularly those that had been in business for more than 20 years.
 - They felt that the City made it more difficult to do business than necessary being unsupportive and setting roadblocks.
 - They expressed that Boulder was not for the small business owner, that costs kept increasing, and there was concern that unless you were part of a large corporation or a chain, it was not sustainable to stay in Boulder any longer.
 - Many (but not all) of the business owners did not feel that the City cared when they closed their doors.
 - Some said they were simply "fed up" of the arrogance of the City.
- ***Parking*** was not the reason for anyone shutting their doors but many businesses credited parking as an issue for their employees and patrons. One business owner specifically mentioned that there is no free handicap parking. Cities like Chicago provide this type of parking.
- There were some business owners that ***struggled with finding property*** because the spaces available were mostly taken by marijuana business owners
- Business owners on The Hill felt that there's **nothing that keeps people on The Hill.**
- **Gunbarrel was a disappointment** for the 3 businesses interviewed there which included a brewery, a restaurant and a retail shop. One business owner called it the "forgotten child". Another business owner said it was like "Puerto Rico". Each felt abandoned by the City. "You have to pay the price of living in Boulder but you're not really part of the City."

What more could have been done to support your business when it was in Boulder?

Most respondents didn't have an answer for this question. They weren't sure. Some said that there was nothing the City could do unless they could help lower taxes or limit what taxes could be put on someone leasing from a property owner.

RECOMMENDATIONS FROM INTERVIEWEES

During each interview, we asked if the participants had any suggestions that might help current and future business owners. These were some of their responses:

- Help with licensing. Finding the right departments is hard to navigate if you haven't opened a business before in Boulder.

- If someone would help to find a property to buy that would be good.
- City could have been more active in keeping businesses in Boulder.
- A zoning advocate to help with information exchange would have been good.
- Make sure that there is enough room in industrial zoning for other businesses besides marijuana.
- It would have been nice to know of ways City could have supported the business. Didn't know of resources.
- Create a map of business types (office/industrial) to make it easier. It's difficult when you get different answers each time you call. *(This specifically referred to zoning and finding spaces to lease and/or own)*

QUOTES

These were actual statements shared by the respondents during the interviews.

- "You don't have to be in Boulder anymore to be a successful business."
- "I'd rather have a crappy place in Boulder than a nice place in Gunbarrel"
- "I've never worked so hard for so little money."
- "Support businesses rather than making it more difficult."
- "[A City Council Member] killed mountain biking in Boulder."
- "Don't lose track that there are different kinds of businesses."
- "Boulder employees are BAD."
- "The Hill is gross."
- "Gunbarrel is the Puerto Rico of Boulder"
- "There's an arrogant attitude as if you should be grateful to be in Boulder and it permeates through City staff- as if you're an annoyance."
- "Support local"
- "It's the City Approach vs City Policy"

- “Boulder is still the most beautiful paradise. The mountains center me. But something is wrong. I’m not sure if the City of Boulder can fix it. Right now, locals shun the downtown. There’s an attitude adjustment that needs to take place.”
- “I don’t think Boulder cares. People on the council have never owned a business and don’t understand.”
- “Google raised taxes. I’m fed up. And I am considering leaving Boulder all together.”
- “Longmont is responsive to business owners (more so than Boulder). They try and help. Boulder puts up walls. Though eventually things in Longmont will be more like Boulder.”
- “What we need- pot growers have. Any facility that is open has jacked up prices.”
- “Property management doesn’t care and there’s nothing you can do.”
- “Basically, we all just grit our teeth and bare it and then go out of business.”
- “If there’s anything that the City can do to incentivize landowners to keep small businesses alive, that would be great. Rents go up and it pushes up expenses each year and small business owners can’t keep up with big business, Landlords have no reason not to sign with a chain.”
- “No one makes money in downtown Boulder”
- “Boulder is going through something and has been. People walk downtown but don’t shop downtown.”
- “Create a product mix for zoning. We don’t need another retail bank.”
- “What did you expect when Google moved in? Everything changed.”
- “Boulder has become a nexus for outliers.”
- “Grow industrial opportunities and leave some room for different types of business besides marijuana”
- “Even with good business, you don’t have anything left after you pay for employees, rent taxes etc.”
- “It’s hard to know who to go to for different contractors for plumbing as an example. (Had to wait 2 weeks to get approval of contract.)”

ACTIONS TO CONSIDER

In the course of the interviews, some opportunities came up that the City may want to consider as potential actions to support businesses in the future.

- The City could create some of the dynamics like Denver. Providing more space for pop ups and art districts, combining different businesses under one roof for energy and interest. This would attract more experiential shoppers and foodies to the area.
- Help small businesses to understand how to navigate through departments in the City for zoning, policies and licensing- Perhaps partner with the SBDC for monthly workshops that are less labor intensive, scheduled with templated handouts or recorded. (webinars, video)
- Revisit the zoning resources available to small business owners with updated zoning restrictions, including a user-friendly map.
- Provide resource lists to businesses currently operating in Boulder so they understand all of the support channels the City has to offer. (SBDC, Chamber, Downtown Partnership, City Department list, etc.)
- Create a video series that helps provide answers from business owners on a panel where they share their stories. (Possible business mentor program)
- Help small businesses to purchase commercial property in Boulder. (Rent to own options or City supplemented programs)

EXIT INTERVIEW RESPONSES

| | | |
|--|---|---|
| <p>Number of Businesses by Area: The Hill :3 Gunbarrel: 3 Pearl Street: 3 Community Plaza Shopping Center: 1 29th Street: 1 Village Boulder Shopping Center: 1 Sunrise Center: 1 Arapahoe Ave: 1 Frasier Meadows: 1 Crossroads East Shopping Center: 1 28th Street: 1 15th Street: 1 Lee Hill Road: 2</p> | <p>Type of Business: Restaurant: 7 Tap Room or Tasting Room: 3 Retail: 8 Restaurant/Retail: 2 Service: 2</p> <p>Leased Business Space in Boulder When in Business: 22</p> <p>Current Location: Own space outside of Boulder: 2 Lease space outside of Boulder: 7 Lease space in Boulder: 3 Closed: 8</p> | <p>Current Location: Own space outside of Boulder: 2 Lease space outside of Boulder: 7 Lease space in Boulder: 3 Closed: 8 Other: 2</p> <ul style="list-style-type: none"> - Sharing space with another business - Became a mobile business <p>Years in Boulder: 1-5: 7 6-10: 3 11-20: 4 21 or more: 8</p> |
|--|---|---|

| | | |
|----------------------------|---|--|
| <p>Downtown Boulder: 2</p> | <p>Other: 2</p> <ul style="list-style-type: none"> - Sharing space with another business - Became a mobile business | <p>Number of Employees: 1-29: 17 30-50: 4 50 plus: 1</p> |
|----------------------------|---|--|

| | |
|---|--|
| <p>Part of Franchise or Cooperative: 1</p> <p>When your business closed its location in Boulder, did you relocate, sell or close your business: Relocated business to new location outside Boulder: 6 Relocated business to existing location outside Boulder: 4 Moved to a different location within Boulder: 3 Sold business: 0 Closed business: 7 Other: <ul style="list-style-type: none"> - Owner Passed Away - Became a Mobile Business </p> | <p>Did you close all locations in Boulder: Yes: 18 No: 4</p> <p>Number of locations: 1: 14 2-4: 7 5 or more: 1</p> <p>Top reasons why business owners closed or moved from Boulder: Landlord Problems (Example, landlord won't fix the roof and it floods your space so you have to close down): 1 Landlord wouldn't renew lease: 18% 4 Landlord doubled rent: 1 Inability to find a location (zoning): 2 Just couldn't keep it going (Not enough customers, low sales, high expenses): 41% 9 Boulder has changed: 1 Other: 18% <ul style="list-style-type: none"> - Changed direction of business and didn't need the space - Owner past away - Bankrupt - Marijuana shop next door created bad environment for owner and customers Retiring: 2</p> |
|---|--|

| | | |
|--|--|---|
| <p>Overall, how would you rate Boulder as a place to do business? Excellent: 3 Very Good: 0 Good: 3 Fair: 5</p> | <p>Would you say doing business in Boulder has become easier, more difficult, remained the same or unsure Much easier: 0 Somewhat easier: 0</p> | <p>Why?</p> <ul style="list-style-type: none"> - The bureaucracy is bad. Eco cycle and energy efficiency policies. - Property taxes up 20% |
|--|--|---|

| | | |
|----------------------------------|--|--|
| <p>Poor: 4 [Not sure]: 4</p> | <p>About the same: 3 Somewhat more difficult: 3 Much more difficult: 7 Not Sure: 4</p> | <ul style="list-style-type: none"> - It's hard to figure everything out. Zoning, water, etc. - Rent and expenses of doing business |
|----------------------------------|--|--|

| | |
|---|--|
| <p>In the two years or so before your business left Boulder, which of the following factors, if any, were significantly impacting your business' ability to thrive?</p> <ul style="list-style-type: none"> - 6 Local fees and taxes - 7 Lease rates for the space your business occupied - 3 Availability of suitable space for your business - 7 Cost of doing business (Utility costs, etc. - Please explain.) - 5 City policies and regulations (Any in particular?) Energy and recycling, hard to get permits - 5 Availability of parking for customers or employees (please explain) - 6 Ability to find and keep employees - 1 Competition from nearby communities - 2 Competition from online sales - 1 Other The Hill- Lack of Support, Building policies- you can't do what you want Lack of Sales Marijuana business next door | <p>Which of the following factors were ultimately the most significant in your decision to close your Boulder location?</p> <ul style="list-style-type: none"> - 3 Local fees and taxes - 8 Lease rates for the space your business occupied - 1 Availability of suitable space for your business - Cost of doing business (Utility costs, etc. - Please explain.) - City policies and regulations (Any in particular?) - 2 Availability of parking for customers or employees (please explain) - 2 Ability to find and keep employees - It was a distraction from other businesses that were doing better - Bad landlord <ul style="list-style-type: none"> - Boulder doesn't market The Hill. - Parking is rough for employees and they give a lot of tickets. Hard for employees that already don't make much money. - Inability to get customers on West side of Pearl |
|---|--|

| |
|--|
| <p>Over the next two to three years, where do you see your business going?</p> <p>Most businesses closed. Two businesses planned on staying and build their new business in their new location, two businesses planned to relocate from their current location, one business planned on growing multiple locations. No one that was interviewed was planning on selling their business.</p> |
| <p>Over the next two to three years, where do you see your business going?</p> <ul style="list-style-type: none"> - Most businesses closed. |

- Two businesses planned on staying and build their new business in their new location,
- Two businesses planned to relocate from their current location
- One business planned on growing multiple locations.
- No one that was interviewed was planning on selling their business.

Would you consider locating your business in Boulder in the future?

- Yes- 10
- No-11
- Not sure-1