City of Louisville
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City Council

Study Session Agenda

August 13, 2019
Library Meeting Room
951 Spruce Street
7:00 PM

Note: The time frames assigned to agenda items are estimates for guidance only. Agenda items may be heard earlier or later than the listed time slot.

7:00 pm	**I.**	Call to Order
7:00 - 8:00 pm	**II.**	Discussion – Economic Development Program
8:00 – 8:05 pm	**V.**	City Manager's Report
8:05 – 8:15 pm	**VI.**	Advanced Agenda & Identification of Future Agenda Items
8:15 pm	**VII.**	Adjourn

SUBJECT: **DISCUSSION - CITY OF LOUISVILLE ECONOMIC VITALITY STRATEGY OUTLINE**

DATE: **AUGUST 13, 2019**

PRESENTED BY: **HEATHER BALSER, CITY MANAGER**
STAN ZEMLER, INTERIM ECONOMIC DEVELOPMENT DIRECTOR

SUMMARY:
Through the City Council's ongoing conversations regarding economic development and the annual review process for the City Manager, City Council has expressed interest in developing an economic vitality strategy for the City of Louisville. In response, staff proposes discussion of the following process to provide a roadmap for economic success in the City of Louisville.

Purpose/Desired Outcomes:

Create a Roadmap
The City of Louisville economic vitality strategic plan will help guide business and economic development efforts consistent with City Council economic prosperity program goals and objectives that build and sustain a broad and resilient tax base. The desired outcome will be a dynamic strategic plan that identifies the key priorities that the city will strive to achieve. These strategic priorities will guide the implementation of the plan. The plan will be dynamic, and the city will be able to update according to its accomplishments on an annual or bi-annual basis. A well-planned strategic planning process will ensure City Council and city administration are on the same page, and supports collaboration in reaching the completion of the strategic priorities.

Serve as Communication Tool
The economic plan will be a succinct and useful communication tool for the public to better understand the mission and strategic priorities around economic vitality for the city government. The public will gain a better understanding of where they may expect the city to focus efforts and direct resources in furtherance of the economic vitality strategic plan.

Economic Vitality Strategic Plan Process:

The study is intended to gain a deeper understanding of the current economic environment in the City of Louisville, including local, regional and other likely influences impacting the economy. This study would provide information on the local economic environment, industry trends, local policy approaches from peer cities and recommend policy direction that aligns with the City Council and community goals.

The data developed in this study would be designed to serve as a "base" for current understanding as well as designed to support future updates. Recent undertakings by the city including the McCaslin Parcel O Redevelopment Study would be utilized in this effort, along with other pertinent work locally and regionally such as the Boulder Retail Study. Staff anticipates Louisville businesses, community members and staff would have a role in the development of the plan. The expected output would be a set of strategic priorities to be adopted by City Council along with a detailed implementation plan.

Potential next steps include the development of a scope of services/RFP for an economic vitality strategic plan and return to the City Council for approval prior to issuing a RFP.

For reference, please see attached other economic development strategic plans completed by municipalities in the Front Range. Additionally, please find a review of the City's current Economic Prosperity Program provided in 2018.

Proposed Timeline:
Staff would like to retain a consultant and/or facilitator in time to begin the market analysis process in September 2019 and complete the strategic planning in early 2019.

FISCAL IMPACT:
There are numerous consultants who provide municipalities support in developing economic vitality strategic plans. The range of assistance depends on the scope of the strategic plan – from one that might include extensive community input and engagement to a plan that is generally focused on City Council efforts. Broader community engagement requires a more complex and involved process, a longer period of time, and more public meeting facilitation and therefore is more costly. Estimates for a plan as described above with market work and a facilitated plan process are likely in the $50,000 to $75,000 range. Without the facilitation piece it would be less, likely reduced by $10-$15,000. A budget amendment would be necessary to address the costs needed to assist with the strategic planning process.

DISCUSSION:
Some questions for further discussion:

1) Are there economic development/vitality strategic plans that you like?
2) Who should be involved in the development of the plan?
3) Questions/comments on the plan as outlined above?
4) Preference for a 3rd party facilitator or staff facilitation?
5) What additional information would be helpful in the drafting of the plan and strategic priorities?

ATTACHMENTS:

1) MCaslin Parcel O Redevelopment Study
2) Boulder Retail Study
3) Wheatride Economic Development Strategic Plan
4) Boulder Economic Sustainability Plan
5) Littleton Economic Plan
6) Arvada Economic Development Association 2018 Strategic Plan at https://arvadaeconomicdevelopment.org/about/2018-strategic-plan/
7) 2018 City of Louisville Economic Prosperity Program

Final Report

McCaslin Parcel O Redevelopment Study

The Economics of Land Use

Prepared for:
City of Louisville

Prepared by:
Economic & Planning Systems, Inc.
and Trestle Strategy Group

February 1, 2019

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1. Introduction and Summary of Findings

The City of Louisville retained Economic & Planning Systems (EPS) and Trestle Strategy Group (Trestle) to complete a development study focused on revitalization and development options for a portion of the McCaslin Subarea referred to as the McCaslin Parcel O Study Area (Study Area). The purpose of the Study was to determine the market potential and financial feasibility for retail and commercial development uses that can contribute to the retail vibrancy of the corridor and the fiscal health of the city. In addition, the City structured a process that included property owner, tenant, and public input into the recommended findings to identify alignment and build support for revitalization of the area.

Background

The McCaslin Subarea is a primary retail destination providing services to residents of Louisville and the surrounding communities, as well as an important sales tax generator that contributes to the fiscal health of the City of Louisville. There are a number traditional retail anchors within the corridor including Home Depot, Lowe's, Kohl's, and Safeway. There is also a concentration of restaurant, entertainment, employment, and hospitality uses that contribute to the overall market draw of the corridor.

The McCaslin Parcel O Study Area includes a total of 44.6 acres and 11 parcels as shown in **Figure 1**. The largest parcel in the Study Area is a former Sam's Club membership warehouse store that has been vacant and/or occupied by non-sales tax generating uses since it closed in 2010. Redevelopment options for this property are limited by changes within the retail industry, shifting market conditions within the trade area, outdated infrastructure, and private covenants restricting some potential uses.

Kohl's announced that it will also leave the area when its lease expires in the fall of 2019 further exacerbating the revitalization challenges for the area. The McCaslin Parcel O Redevelopment Study is an effort to identify opportunities for the McCaslin commercial area to encourage retail vibrancy, commercial health, and a desirable place for the community to gather. The City's goals for the Study are to:

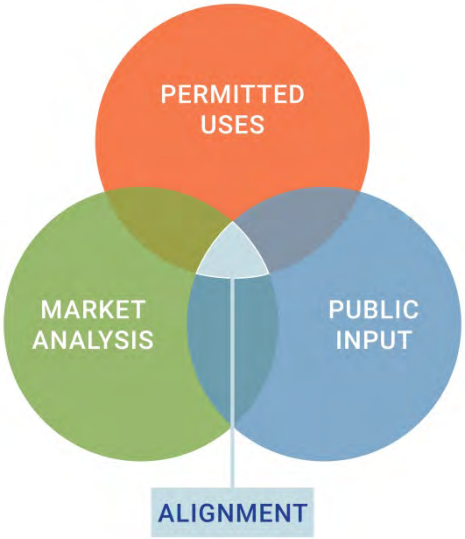
- Understand the McCaslin area's potential for retail and commercial development and supportive uses that could foster new investment and development;
- Review the rules and regulations upon properties in the area that may be limiting its full potential for redevelopment;

- Understand and incorporate property owners', tenants' and the public's input into development and redevelopment options for the area;
- Evaluate various development scenarios that focus on retail and commercial uses with possible residential development only as a secondary use, that meet market potential and provide exceptional fiscal benefits for the City by meeting or exceeding past tax revenue performance for the area; and
- Provide recommendations for regulatory changes or other actions that could create more certainty for the development community that encourages redevelopment.

Figure 1. McCaslin Study Area (Parcel O)

Scope of Work

The redevelopment study analysis and conclusions are summarized in six chapters following this Introduction and Summary of Findings as follows:



- **Study Area Overview and Regulatory Framework –** A review and evaluation of development regulations and restrictions affecting re-tenanting or redevelopment of the property including zoning, General Development Plan (GDP), and private covenants and restrictions.
- **Economic and Demographic Framework –** A summary of economic and demographic trends and conditions in the City of Louisville and in the larger McCaslin Study Trade Area.
- **Retail Market Analysis –** An analysis of retail and commercial market conditions and potentials for the McCaslin Subarea and for Study Area properties including a summary of national and local retail trends, existing sales and spending levels, competitive development patterns, and future opportunities.
- **Alternative Uses Market Analysis –** An analysis of market potentials for alternative and supplemental uses of Parcel O buildings and land including office, multifamily housing, hospitality, and entertainment uses.
- **Community Engagement Process** – A review of the community engagement process and inputs from the stakeholder outreach process into the identification of potential reuse options.
- **Reuse and Redevelopment Alternatives –** Identification of alternative reuse and redevelopment options for the vacant and underutilized properties within the Study Area and a comparative economic and financial evaluation of their feasibility and relative returns. The most viable development programs were defined and evaluated based on their market feasibility, fiscal impact to the city using the City's fiscal model, and their consistency with the overall goals and objectives of the city and its residents.

Summary of Findings

The major findings from the development study for the McCaslin Study Area are summarized below.

1. ***The national retail environment is changing dramatically, which is impacting retail opportunities for the McCaslin Subarea.***

   The national retail environment has been shifting over the past decade due to the growth of e-commerce, consolidation of retail chain stores, and changing spending patterns from consumers. Many brick and mortar retailers are creating both physical store and online sales platforms that have resulted in consolidation of store outlets to the most central and attractive locations. As well, store formats are shifting to match with new conditions. The retail sector has bifurcated into national mass merchandisers focused on low-cost and convenience, and on national and local specialty retailers providing authentic and value-added higher-quality goods in retail environments that are more experience-oriented. This shift has spurred the growth of restaurants, bars, and entertainment venues as components of retail centers.

2. ***The McCaslin Subarea retail trade area has contracted over time from a regional to more localized community orientation due to new competitive stores and centers along US-36, I-25 North, and within the City of Boulder.***

   The regionally oriented retail centers and nodes have experienced significant turnover in the past 10 years as anchor store tenants (Sam's Club, Best Buy, Great Indoors, and Sports Authority) have left the corridor for other locations or due to retail chain closures and mergers and acquisitions. Older shopping centers with vacant anchor stores have looked to alternative uses to bolster demand and reinvent areas as finding available retail tenants to replace large, vacant spaces has been difficult. Despite a significant amount of infill housing development in communities along US-36, the majority of new housing growth has occurred in eastern portions of Broomfield Counties along the I-25 corridor and in the City of Boulder, which has shifted retail growth to these areas over the past 10 years. Kohl's recent decision to close its store in Parcel O and open a new store at US-287 and Arapahoe Road in Lafayette, as well as Lowe's considering to open a new store in the same area, are examples of this trend impacting the Study Area.

3. ***Future retail demand for the McCaslin Subarea is limited as there are few large format retailers not already serving the trade area available to be recruited.***

   The McCaslin Community Trade Area is expected to grow by 12,500 households over the next 10 years, which will produce demand for 150,000 square feet of new retail over the time period. It is realistic the Subarea can capture 20 percent of this demand but there will be greater competition from other developments in the area including the Downtown Superior project and

retail projects along US-287 in Lafayette. While it is possible that some of the 215,000 of vacant or soon to be vacant big box retail space in the McCaslin Study Area can be leased to other junior anchor stores, there is insufficient retail demand to absorb all of this space with sales tax generating uses consistent with the City's objectives for the site. If a more desirable place is created within Parcel O, the area will have a better chance to attract more retail than its proportional share.

4. ***There is demand for hotel and multifamily housing within the subarea that can help support revitalization efforts for Parcel O.***

   The existing inventory of competitive hotels in the market area is performing at above average occupancy and room rates. Additionally, there is a new Element Hotel under construction in Superior further substantiating the viability of the hotel market. Based on current growth trends, a new hotel is estimated to be supportable in the market area within the next five years. Multifamily rental housing has also been growing in the corridor but is underrepresented in the immediate Louisville market. New condo developments are limited in the Community Trade Area and difficult to attract to the site given market constraints to condo construction. There is an estimated demand for 1,000 to 1,200 new multifamily housing units within the Community Trade Area over the next 10 years.

5. ***The potential for office space in the McCaslin Study Area is expected to be limited to community services and medical related uses.***

   The Centennial Valley Plan is an established location for office and flex uses. There is however, vacant land along Centennial Valley Parkway in a location better suited for professional office and flex buildings. The vacant lots are located in a business park setting that is more attractive for traditional office uses use as the land costs are likely lower and they are sized and priced for these uses, reducing the barriers to delivery. The type of office space determined to be suitable for location within the McCaslin Parcel O Area is expected to include community oriented uses such as realty, insurance, banks and medical related uses including medical and dental offices, and outpatient and acute care clinics.

6. ***The financial feasibility analysis indicates mixed-use redevelopment within Parcel O is feasible and would be more valuable to the property owners if the allowable densities are increased and alternative uses such as multifamily and/or fitness and entertainment uses are allowed.***

   The feasibility analysis illustrated that redevelopment of two or more of the larger lots is most feasible, provided the GDP and CCRs can be modified accordingly. A more ambitious redevelopment as tested for Alternative 3 would require significant public incentives to facilitate land assembly and the involvement of a master developer including density bonuses, increases in allowable secondary uses (multifamily), and/or public financing support. This is especially true for uses that have lower financial return such as office space.

7. ***All three of the alternatives identified for Parcel O were found to have a positive fiscal impact over 20 years.***

   The fiscal impact of all three alternatives produced a benefit of over $10 million over 20 years to the City. As well, all three produced a more positive impact than the site will produce when Kohl's vacates the area. The increase of utilization of the parcel and the retention and/or incorporation of sales tax producing uses (larger retailers, hotel uses) can offset any negative impacts created from non-sales tax producing uses. The potential mixed-use development alternatives (Alternatives 2 and 3) both create fiscal benefits illustrating that allowing for uses such as multifamily residential will help support reinvestment and redevelopment, while not creating a major fiscal burden.

8. ***The Community Engagement analysis indicates a strong desire for a mix of uses, including new and unique uses that foster place-making and a family friendly destination.***

   Extensive community engagement was conducted and identified a strong desire for new and unique uses ranging from retail, restaurants, entertainment, fitness, and mixed-use residential. Specific area site characteristics and features identified included making the area more walkable and pedestrian friendly, while also adding community spaces such as plazas and other gathering spaces. The community also shared many modern examples of family friendly, mixed use developments and adaptive reuse projects that incorporate food halls, breweries, and other boutique and local type retail environments that would provide a destination for both local community members and visitors. Desired characteristics and uses identified by the community will help support and attract redevelopment and will retain long-term tenants.

Alternatives Review

Three alternatives were developed and analyzed to provide direction on the redevelopment opportunities for Parcel O. These alternatives were evaluated based on their market support and feasibility, community support (use, site design, development characteristics), and fiscal impact.

The evaluation of the alternatives indicates partial or major redevelopment of Parcel O is possible and desirable as long as it achieves community objectives. Alternative 2 is the most market supportable and feasible and produces the greatest fiscal impact; however it does not fully address community desires. Alternative 3 allows for community desires to be addressed but could prove a challenge to attract and incentivize a developer to do a major, multiple parcel redevelopment. However, redevelopment of Parcel O over time, in various phases/projects, as represented in Alternative 3, can achieve a similar outcome. Alternative 1 maintains the status quo for the conditions in the Subarea but re-tenanting the spaces is needed to maintain the fiscal impact Parcel O has provided historically. Successfully attracting and retaining retail tenants with fiscal performance outlined in Alternative 1 will be difficult given the market analysis, retail trends, and property owner expectations.

Implementation Recommendations

The extensive and overlapping regulatory and policy documents cause confusion and misalignment surrounding the opportunities, limitations, and constraints for Parcel O redevelopment. Multiple and dated guiding documents makes it burdensome for developers, property owners, and the City of Louisville to navigate the complex entanglement of regulations surrounding not just Parcel O, but also the entire 882-acre General Development Plan (GDP) area. The following actions should be considered to help attract reinvestment and renewed interest into the McCaslin Subarea.

1. ***Modify the existing GDP and Development Agreement to allow for a greater variety of uses (e.g., fitness clubs/studios) and multifamily housing and incentivize retail development through increased density on the site.***
   - Initiate a GDP amendment or adopt a new GDP governing Parcel O that will reduce barriers to redevelopment and reflect the City's desired development for the Study Area. The GDP amendment should support either Alternative 2 or 3, allowing redevelopment to occur parcel by parcel or as a larger assembled redevelopment.
   - Require redevelopment projects to provide a minimum amount of retail space or sales tax generating uses.
   - Create a cap on the total amount of development density and/or acreage within Parcel O that is developed for non-sales tax generating uses, and/or multifamily housing.
   - Provide additional density and/or greater allowance for non-sales tax generating uses within redevelopment projects that aggregate existing parcels into sites of greater than 18 acres in size.
   - Provide additional density allowance and/or greater allowance for non-sales tax generating uses within redevelopment projects that increase the amount of retail space being redeveloped.

2. ***Provide an additional density allowance and/or greater allowance for non-sales tax generating uses within redevelopment projects that improve connectivity or provide community amenities such as plazas, opens spaces and community gathering spaces. Focus efforts on supporting and growing the retail base in the Subarea and shifting the focus of retail development and tenanting to community-oriented uses.***
   - Identify potential locations for major everyday convenience retail anchors that are identified as supportable (including an additional grocery store or beer, wine and liquor superstore) to locate in the Subarea. Utilize incentives and public financing tools to address issues with potential locations.

- Identify and attract larger supportable non-retail anchors such as a large fitness center and/or an entertainment use that can draw additional consumer traffic to the Subarea.

3. ***Work with the Parcel O property owners to modify the CCRs to allow for an expanded mix of retail and non-retail uses supported in the market and that contribute to the overall viability of the Subarea as a commercial destination.***
   - Condense the existing private covenants and various other agreements impacting Parcel O into an amended document. The revised private covenants will need to reflect the original intent and stated responsibilities/ obligations while also being modernized to reflect existing and projected market demand.

4. ***Invest in public improvements and amenities that allow Parcel O to succeed in an evolving commercial market.***
   - Identify ways to invest in and/or encourage the incorporation of uses and amenities that will support existing retailers and create a more diversified mixture of retail goods and services in the Subarea with retail area reconfiguration projects and redevelopment projects.
   - Amenities to focus on include: enhanced pedestrian and bicycle paths and connections to and throughout the Subarea, community gathering spaces that are integrated and activated by current and new uses, and enhanced vehicular access and circulation to retail sites.

Evaluation Summary

The evaluation of the alternatives indicates partial or major redevelopment of Parcel O is possible and desirable as long as it achieves community objectives. Alternative 2 is the most market supportable and feasible and produces the greatest fiscal impact; however it does not fully address community desires. Alternative 3 allows for community desires to be addressed but it will be a challenge to attract and incentivize a developer to do a major, parcel wide redevelopment. However, redevelopment of Parcel O over time, in various phases/projects, can achieve a similar outcome. Alternative 1 maintains the status quo for the conditions in the Subarea but re-tenanting the spaces is needed to maintain the fiscal impact Parcel O has provided historically.

The City should:

- Initiate a GDP amendment to allow for the market and community supported uses shown in Alternatives 2 and 3.
- Work with property owners to:
  - modify the private covenants and
  - modify other private agreements to remove use, height and density barriers to the market and community supported uses.
- Identify potential investments in public infrastructure and amenities to support the market and community supported uses.
- Investigate public financing mechanisms to encourage desired redevelopment scenarios and support community desires.

Figure 2. Alternative Evaluation Summary

	Alternative 1: Re-Tenant	Alternative 2 – Partial Redevelopment	Alternative 3 – Major Redevelopment
Description	• Re-tenant existing vacant/underutilized lots and buildings • Includes two retail tenants (70,000 sq. ft.), one office use (35,000 sq. ft.), entertainment or fitness (35,000 sq. ft.), and storage/back office (60,000 sq. ft.)	• Partial redevelopment two or more of the larger existing lots. May reuse one, but not all existing buildings. • Includes two retail uses (35,000 sq. ft. and 15,000 sq. ft.), one non-retail use such as fitness, recreation or entertainment (35,000 sq. ft.), 120-room hotel, and 245 multi-family residential units.	• Comprehensive redevelopment with land assembly (may be phased over time). • Represents inclusion of existing retail uses and market demand for additional retail (115,000 sq. ft.), one entertainment or fitness use (35,000 sq. ft.), office uses (65,000 sq. ft.), 120-room hotel, and 525 multi-family residential units.
Market Support/ Challenges	• Market demand for larger regional retail limited • Building configurations not conducive to current retail needs and requirements. • Covenants may not support some market-supported uses.	• Mix and amount of uses are supportable. • Substantial demand for hotel and multi-family uses. • GDP and covenants need to be changed to support development scenario.	• Mix and amount of uses are supportable. • Allows for better orientation to McCaslin frontage and allowed improved marketing to potential users. • Assembly of property poses a considerable market challenge. • GDP and covenants need to be changed to support development scenario.
Financial Feasibility	• Financially feasible based on market inputs. • Based on residual land value, price for Lot 2 most limits feasibility.	• Most financially feasible based on market inputs. • Hotel and multi-family development provide the highest residual land value. • Asking price for Lot 2 limits feasibility.	• Financially feasible based on market inputs. • Hotel and multi-family development provide the highest residual land value and office provides the lowest. • Asking price for Lot 2 limits feasibility.
Community Support	• *Use* – Little community support for additional big box retailers, preference for smaller format retail and service uses. • *Site Design* – Does not reflect community desire for compact, walkable, pedestrian friendly environment. • *Development Characteristics* – Does not meet community desire for local, unique, non-chain retail environments with variety of experience.	• *Use* – Entertainment and retail uses supported by community input, but reuse of existing building for larger format retailers does not support desire for smaller format retail and service uses. • *Site Design* – Some site amenities could be incorporated into the development, but would maintain mostly auto-oriented design. • *Development Characteristics* – Does not fully support community desire for a mixed, experience based, and high quality environment.	• *Use* – Supports community desire for entertainment/experience based uses to anchor small format, boutique and convenience uses. • *Site Design* – Supports major site redesign to include public gathering spaces, paths and trails, and a compact walkable environment. • *Development Characteristics* – Supports diverse range of use that accommodates community's desire for a diverse range of uses and supports local and regional shopping destinations.
Fiscal Impact	• Provides strong fiscal benefit compared to current conditions ($17.9 million compared to $10.7 million over 20 years)	• Provides strongest fiscal benefit of alternatives compared to current conditions ($18.5 million compared to $10.7 million over 20 years)	• Provides strong fiscal benefit compared to current conditions ($14.8 million compared to $10.7 million over 20 years) • Model shows that residential triggers marginal-cost demand to city services.

Red = does not align with project goal; Yellow = moderate alignment with project goal; Green = strong alignment with project goal

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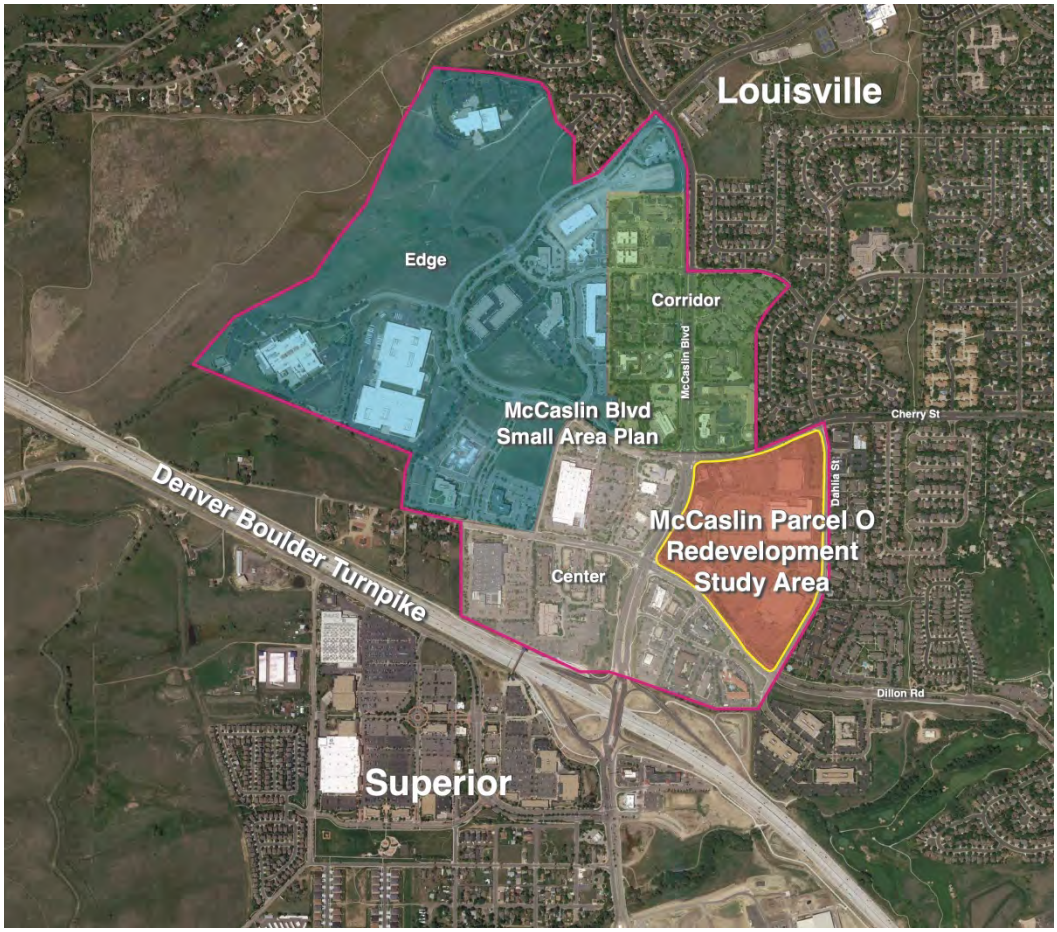
2. Study Area Overview and Regulatory Framework

McCaslin Subarea

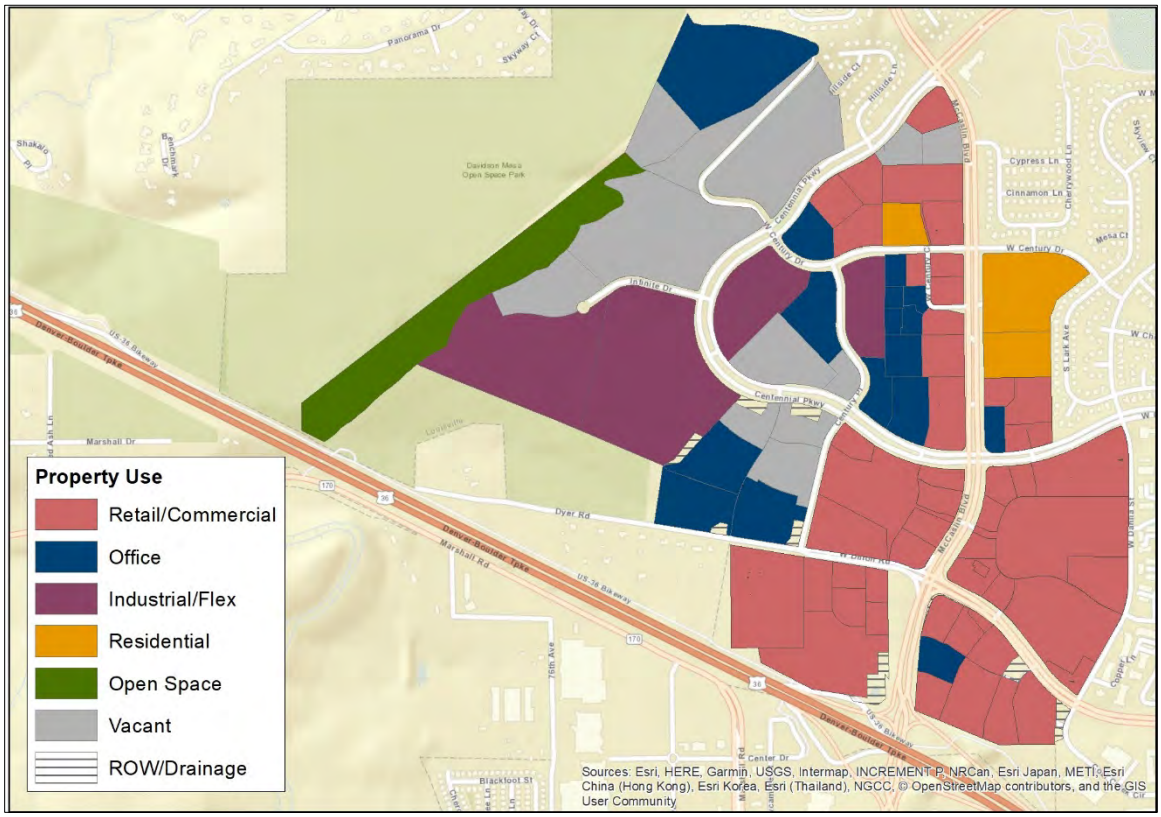
The McCaslin Subarea is located east and west of McCaslin Boulevard, from US-36 on the south to Via Appia Way on the north, in the southwest portion of the City of Louisville. The Subarea was defined for the McCaslin Boulevard Small Area Plan, which was completed in 2017. The McCaslin Redevelopment Study Area (Study Area) is the focus area for this project and is highlighted in orange in **Figure 3**.

Figure 3. McCaslin Blvd Subarea and Project Study Area



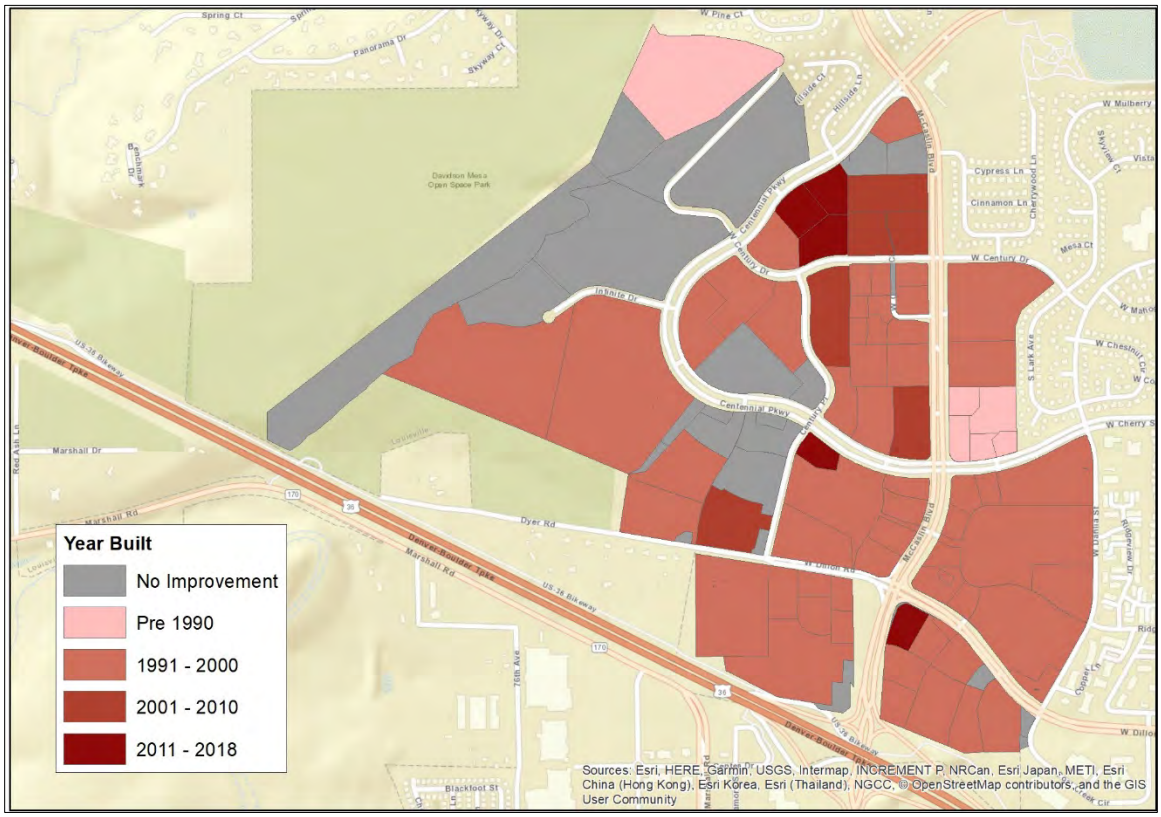
The McCaslin Blvd Subarea is composed primarily of commercial property, as shown in **Figure 4**. There are flexible industrial and public uses within the subarea as well. The Copper Ridge Apartment Homes and Centennial Pavilion Condominiums are the only residential developments within the area. There are also approximately 70 acres of undeveloped vacant land on the north side of Centennial Valley Parkway.

Figure 4. McCaslin Subarea Property Uses



The majority of buildings in the Subarea were built in the 1990's as shown in **Figure 5**. While there has been reinvestment in many of the commercial/retail properties, there have only been four new buildings built since 2011, which are highlighted in dark red.

Figure 5. McCaslin Subarea Parcels by Year Built



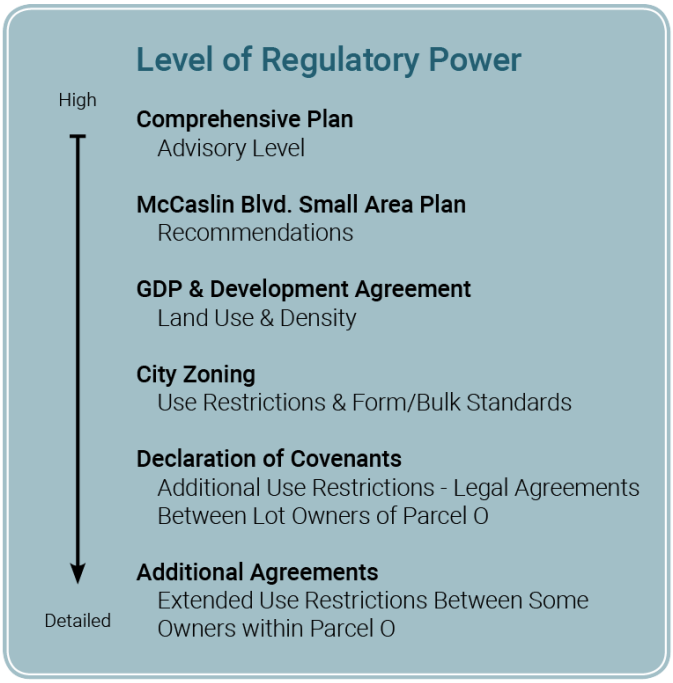
Regulatory Framework

Overview and History

The Centennial Valley plan area consists of 882 acres and was annexed into the city in 1979. A 925,000 square foot mall was intended to anchor the 882 acres and draw regional business to the area; however, in 1982 the proposed mall became economically unfeasible and planning changes were needed. A new General Development Plan (GDP) was created in 1984 creating a new planning foundation that the area is built on today.

Parcel O is located within the GDP area and was originally 72.3 acres. West Dahlia Street would later split the parcel in two, 44.6 acres to the west and 27.9 acres to the east. In addition to the 1984 GDP, several other documents either advise or regulate development opportunities and limitations within Parcel O. These documents range from the City's comprehensive plan zoning codes, to the GDP, to Parcel O covenants and amendments, and to lot specific limitations. This web of documents has caused some confusion and hesitation around the future redevelopment outlook for Parcel O.

The western portion of Parcel O consists of 13 lots and 11 different owners, each of whom are contractual members of the Parcel's private covenants (two of these lots are owned by all lot owners). The lack of a viable retail tenant for Lot 2 (the former Sam's Club site) has had a negative impact on the City's retail tax revenue and has raised concerns about the future. Redeveloping the lot within the parcel and/or repurposing the 128,600 square foot vacant building will boost the City's tax revenue and regenerate community interest and use of the entire Parcel. Understanding the complex regulations and establishing stakeholder consensus and buy in is essential for long-term success. This regulatory analysis within the entire McCaslin Parcel O Redevelopment Study focuses on the western 44.6 acres of Parcel O.



Parcel O Timeline

1979

1979 December – Land annexed into City of Louisville

1982 August – Homart Mall Development "Dead" (mall development no longer feasible), property rezoned

1983 December – GDP for Centennial Valley created

1985

1984 July – Land sold to Homart Development

1990

1993 December – Parcel O covenants created, Parcel O subdivided into 11 lots, & Albertsons/Safeway approved

1994 February – Conoco Gas approved

1994 June – 1st Bank approved

1994 July – Bank One approved

1995

1994 October – McDonald's approved

1995 May – Paul's Coffee building approved

1998 August – Kohl's approved, Sam's Club purchases land and use approved by Albertsons, & Lot 12 created for USPS

2000

2005

2010

2010 January 22 – Sam's Club closes

2013 – City of Louisville Comprehensive Plan updated

2014 January – Seminole Landholding Inc purchases the Sam's Club parcel

2014 April – Ascent Church rents space in former Sam's Club

2015

2017 March – City of Louisville adopts the McCaslin Blvd Small Area Plan

2019 – Ascent Church intends to fully relocate to new building & Kohl's lease ends, future uncertain

2020

McCaslin Boulevard Small Area Plan

Purpose

Adopted March 7, 2017, the McCaslin Blvd Small Area Plan is intended to define desired community character, land uses, and public infrastructure priorities to provide a reliable roadmap for public and private investments in the corridor. As an extension of the Comprehensive Plan, the Small Area Plan is a policy document and not a regulatory document. However, the plan serves as the basis for updated design guidelines, any potential zoning changes, capital improvement project requests, and public dedication requirements from private developers. The McCaslin Boulevard Small Area Plan translates the broad policies of the Comprehensive Plan into the specific actions and regulations that will achieve those policies.

The McCaslin Blvd Small Area Plan takes 2013 Comprehensive framework a step further by setting guidelines for how design and land use regulations should be changed and identifying what infrastructure is needed. Parcel O is located within this Small Area Plan.

Context

Figure 6. McCaslin Subarea Small Area Plan Districts

Comprehensive Plan

The 2013 Comprehensive Plan places Parcel O in an Urban Center character zone, which calls for smaller blocks, more connected streets, and a more pedestrian friendly environment.

Existing Uses

The existing uses for Parcel O include large formal retail, public service/ institutional, multi-tenant retail, office, single tenant retail, stand-alone restaurant, and vacant.

Property Values

The Small Area Plan identifies the ratio of structure value to the total property value in an effort to identify the likelihood a property is to redevelop. The majority of Parcel O has a low structure to property value ratio indicating significant pressure for redevelopment. The Safeway and Kohl's properties were the only two lots within Parcel O to have a high ratio indicating little to no pressure for redevelopment.

Figure 7. McCaslin Subarea Building to Land Value and Buildout Capacity

Existing Zoning

The zoning for a property sets limits for how much can be built on a property based on the allowed building height and lot coverage. The ratio of existing square footage to allowed maximum square footage is another indicator of which properties may redevelop, where additional development is more likely on properties with a low ratio. Low ratios within Parcel O indicate its overall square footage opportunity is not being maximized.

Additional Sections and High Level of Regulation

Remaining sections of the small area plan discuss overall planning principles, community design principles, placemaking concepts, and an urban design plan for the study area. As a recommendation and guiding document, this document is to be analyzed and incorporated as best as possible in future redevelopment planning efforts; however, this document provides a high level overview for the area. The GDP, underlying City zoning, and restrictive covenants provide more detailed regulations regarding redevelopment.

Implementation

The major recommendations of the plan are to be implemented through the adoption of new design standards and guidelines for the corridor. The design elements highlighted in the plan are intended to serve as the basis for the new guidelines, which will need to be reviewed by Planning Commission and adopted by City Council. The new design standards and guidelines will ensure future private development in the corridor complies with the community's vision and this plan. While the plan does not point towards any use changes for Parcel O, it does call for additional public spaces, including plazas, parks, and open space. The plan states Parcel O public space should be acquired when and if the shopping center redevelops.

Key Recommendations for Parcel O included in the implementation section of the plan are:

- **Planning-Rezoning** – Rezone properties in accordance with the McCaslin Blvd Small Area plan when properties redevelop
- **Design & Construction - Parcel O Public Space** – Public plaza and green space in the Parcel O (Sam's Club) development
- **Roadways-Parcel O Internal Street Networks** – Create internal street and block pattern within the development
- **Pedestrian Crossing / Traffic Calming-Parcel O Access** – Add speed table in right turn lanes

GDP and Development Agreement

Overview

The Centennial Valley General Development Plan (GDP) was created in 1984, includes 882 acres, and has been amended and updated multiple times as the Centennial Valley area has developed. The GDP provides an overall land use plan and general design guidelines for the property, while the associated "Amended and Restated Development Agreement" (Development Agreement) provides a more detailed description of the responsibilities, expectations, and limitations for the Central Valley area. These two regulatory documents are between the City of Louisville and Louisville Associates. Parcel O has experienced minor changes throughout the GDP history; however, it has maintained a Commercial use designation. It is important to note that the effective GDP and Development Agreement created in 1984 fully replaced the original Development Agreement created in relation to the original Homart Mall development. The Homart Mall was the initial planned development for Parcel O in the late 1970s to early 1980s; however, the mall development was later deemed unfeasible in 1982.

Timeline

1982
Homart Mall Developement "Dead"

1984
Amended and Restated Development Agreement

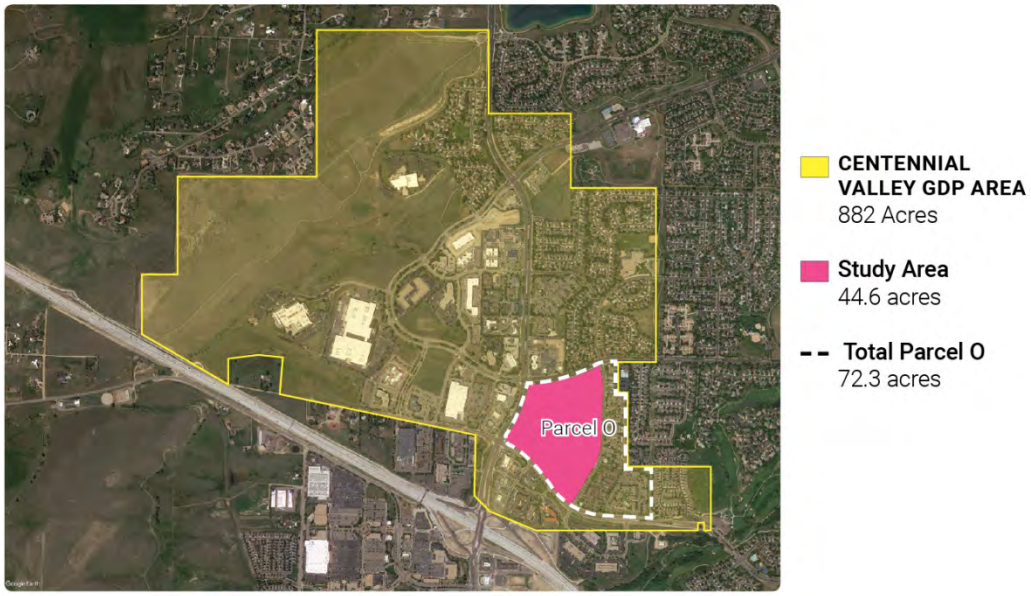
1986
Second Amendment

1991
Third Amendment

1995
Fifth Amendment

2015
GDP Map Updated

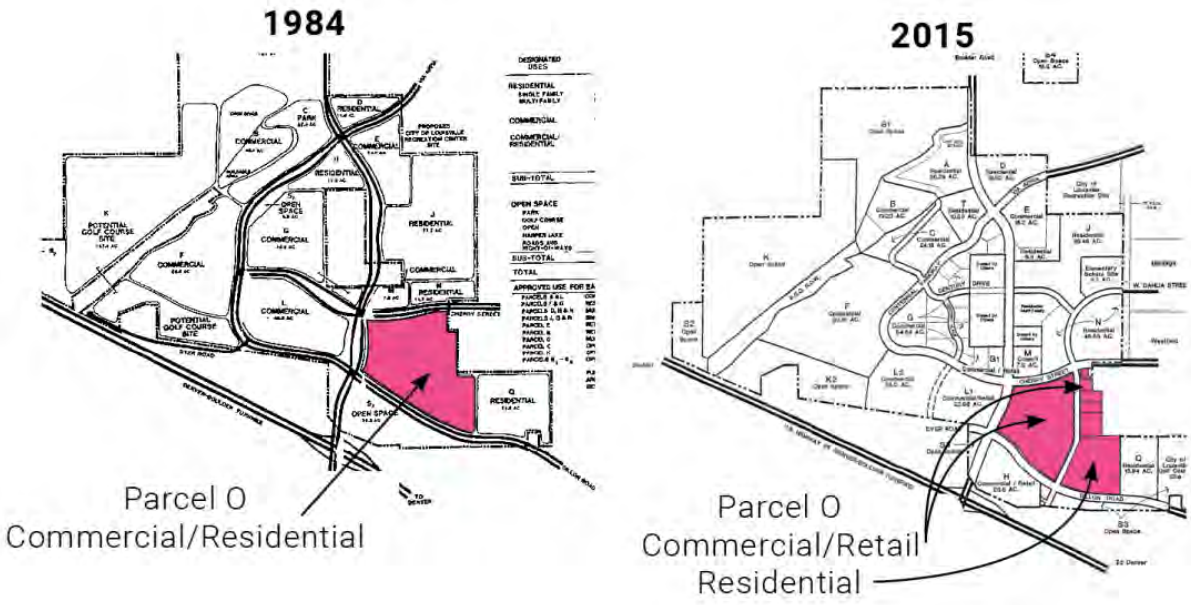
Figure 8. Centennial Valley GDP



Use Designation and FAR

Parcel O current land use designation within the GDP on the west side of West Dahlia Street is Commercial/Retail. Initial designation for the entire area of Parcel O in 1984 was Commercial/Residential. This initial designation was changed when West Dahlia Street was constructed and the vast majority of the eastern part of Parcel O was redesignated residential and the western portion was redesignated commercial/retail. West Dahlia was approved in 1988.

Figure 9. Parcel O Change, 1984 to 2015



Initial FAR for Parcel O was 0.5; however, this has been reduced through the many reiterations of the GDP and development agreement and is currently 0.20. A shuffling of square footage allocation per parcel has unfolded throughout the GDP's history. While the overall limit of total buildable commercial square footage has remained at 3,880,900 square feet for the entire GDP area, "buildable square footage may be reallocated to other Commercial Parcels subject to the mutual agreement of the City and the subdivider." Residential dwelling units are also allowed to be reallocated to other residential parcels within the GDP.

Table 1. Parcel O Density

		1984	1986	1991	1995	2015
	Parcel O Acres	72.3	71.41	71.41	72.52	72.52
	Use Designation	Commercial/ Residential	Commercial/ Residential	Commercial/ Residential	Commercial/ Retail/ Residential	Commercial/ Retail/ Residential
Study Area	Commercial Acres	62.40	51.00	51.00	44.62	44.62
	Commercial "Density" FAR	0.50				
	Commercial "Average" FAR		0.50	0.40	0.20	0.20
	Estimated Buildable SF	1,359,100	1,110,780	888,580	390,000	Unidentified
East of Dahlia St.	Residential Acres	9.00	20.41	9.83	27.9	27.9
	Residential Density Maximum	12.00	12.00	18.40	13.70	13.70
	Estimated Units	108	245	180	382	382

City Zoning

Parcel O is zoned Planned Community Zone District - Commercial (PCZD-C or P-C) within the general planned community zone district framework. "The purpose of the planned community zone district is to encourage, preserve and improve the health, safety and general welfare of the people of the city by encouraging the use of contemporary land planning principles and coordinated community design. The planned community zone district is created in recognition of the economic and cultural advantages that will accrue to the residents of an integrated, planned community development of sufficient size to provide related areas for various housing types, retail and service activities, recreation, schools and public facilities, and other uses of land. This district is designed for use where the area comprising such development project is under single ownership or control at the time of its classification as this district."[1] Planned community zone districts are designated as to general land use categories, such as residential, commercial, industrial, agricultural, office and public uses. The City of Louisville defines Planned Community Commercial (P-C) as "intended to promote the development of well-planned shopping centers and facilities that provide a variety of shopping, professional, business, cultural and entertainment facilities designed to create an attractive and pleasant shopping atmosphere."[1]

[1] **Planned Community Zone District**. Code of Ordinances City of Louisville. Chapter 17.72.

GDP Guiding Document and Amendments

The City of Louisville requires any property located within a planned community zoned district must be accompanied by a general development plan (GDP, as described earlier) for the entire property. This development plan must include a map(s), together with supplementary text materials, and an agreement between developer and City which includes a phasing plan, and such development plan shall set forth the following:

- The proposed use of all lands within the subject property;
- The type or character of development and the number of dwelling units per gross acre proposed;
- The proposed location of school sites, parks, open spaces, recreation facilities and other public and quasi-public facilities;
- The proposed location of all streets shall be coordinated with the adopted general street plan for the city.

After approval by the Planning Commission and City Council, the GDP is recorded at the County's Clerk and Recorder office and all development within the district must comply with the GDP, unless the GDP is amended.

Any adopted planned community general development plan and supplementary development standards may be amended, revised or territory added thereto, pursuant to the same procedure and subject to the same limitations and requirements by which such plan was originally approved.

The director of planning may permit amendments to the planned development community general plan, when such amendments will not affect an increase in the permitted gross density of dwelling units or result in a change in character of the overall development plan. Any such amendment by the director of planning shall have approval by the City Council prior to the amendment becoming effective or the City Council may direct such change be made.

Permitted Uses

The following commercial and noncommercial uses may be permitted within any planning area designated “commercial” on the adopted planned community development general plan:

- Any retail trade or service business;
- Professional, business and administrative offices;
- Motels and hotels;
- Cultural facilities, such as museums, theaters, art galleries and churches;
- Pedestrian plazas and pedestrian ways, including such amenities as outdoor art exhibit facilities, statuary, fountains and landscaping features;
- Outdoor specialty uses, including sidewalk cafes and outdoor marketplaces to provide unique congregating places for sales and shopper interests;
- Recreational facilities, both indoors and outdoors, such as ice skating and roller skating rinks which may be designed as integral parts of a center;
- Restaurants, both indoor and drive-in types, food-to-go facilities, sidewalk cafes;
- Hospitals and medical clinics;
- Transportation terminals, parking lots and parking buildings;
- Animal hospitals and clinics;
- Automobile service stations, subject to prescribed performance and development standards;
- Nursing and rest homes;
- Small and large child care centers;
- Financial offices, including banks and savings and loans;
- Accessory structures and uses necessary and customarily incidental to the uses listed in this section;
- Governmental and public facilities;
- Research/office and corporate uses, and facilities for the manufacturing, fabrication, processing, or assembly of scientific or technical products, or other products, if such uses are compatible with surrounding areas. In addition, such facilities shall be completely enclosed and any noise, smoke, dust, odor, or other environmental contamination produced by such facilities, confined to the lot upon which such facilities are located and controlled in accordance with all applicable city, state, or federal regulations;
- Other uses as established by the city council as found to be specifically compatible for commercial and office planning areas;

- Limited wholesale sales as defined in section 17.08.262 of this title are allowed as a special review use;
- Retail marijuana stores and retail marijuana-testing facilities; and
- Health or athletic clubs, spas, dance studios, and fitness studios.

Declaration of Covenants, Amendments, and Additional Documents

Private Covenants

The original 1993 Private Covenants for Parcel O were created to provide a mutual agreement and understanding around the uses, limitations, and responsibilities between the 11 lot owners of Parcel O. This private and contractual agreement identifies specific uses that are prohibited from the entire parcel, as well as additional use restrictions that are specific individual lots within the parcel. The use restrictions are very limiting, can differ between the 13 lots, and can impose operational limits. The private covenants also build on top of the density limits established in the GDP by establishing height limitations (which vary for different lots), limiting the number of buildings per site, creating parking ratios, and establishing maximum floor areas for specific lots (i.e. Lot 9 is limited to a 9,000 square foot maximum). As an example, a few of the stated prohibited uses from the original 1993 Private Covenants include:

- Industrial
- Entertainment or recreation facility including but not limited to a theatre, skating rink, gym, and dance hall
- Renting/selling/leasing motor vehicles, boats, trailers
- Any business where 50 percent or more of gross income comes from alcoholic beverages for on-premise consumption
- General merchandise discount store/department store (Lot 2 excluded from rule)
- Excludes any warehouse store carrying less than 10,000 SKU items
- No other lot or portion of a lot may be a supermarket, bakery or delicatessen, or butcher shop for as long as Lot 1 remains a supermarket
- Supermarket defined as: at least 5,000 square feet of floor area primarily devoted to retail sale of food and off-premise consumption
- Lot 2 can have a supermarket use less than 6,000 square feet
- No more than two lots may have a bank as the primary use
- No more than one Lot may have fuel station as the primary use
- No more than one Lot at any time used for a drive-in or drive-through restaurant whose primary business is the sale of hamburgers.

Residential Uses

It is important to mention that the private covenants do not address residential uses. Residential uses are not identified as a prohibited or as a permitted use in any of the private covenants or related amendments. The PCZD zone district allows residential uses when a DDP designates a parcel for the use. The current GDP excludes residential uses within the Parcel O Study Area.

Unanimous agreement by all owners is required to amend the private covenants. There have been three amendments to the private covenants and they are in effect for 65 years (1993 to 2058) unless canceled, terminated, or modified.

Additional Documents

There are a number of additional regulatory documents and private contractual agreements covering Parcel O, many of which have multiple amendments. A few of these key documents include:

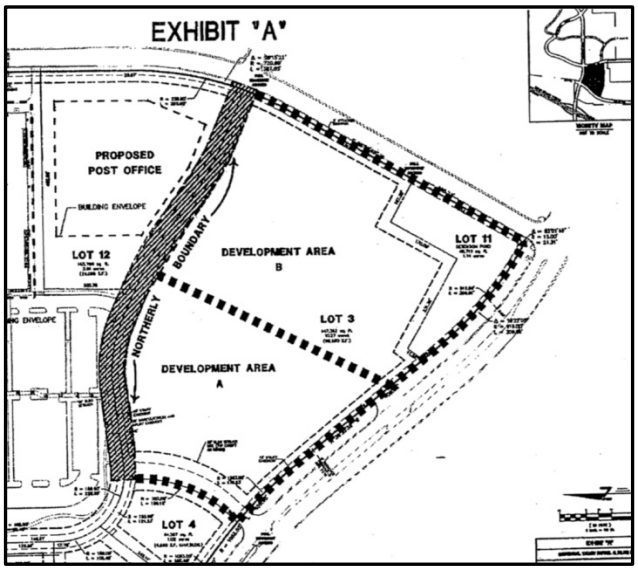


Figure 10. Development Areas A & B of Lot 3

- 1998 CC&R Agreement between Lot 1, 2, and 3 owners regarding permitted uses, lot replatting (created Lot 12), building envelop limitations for lot 12, and designated maximum FAR allocations for Lots 2, 3, and 12.
- 1998 Two-Party Agreement that separates Lot 3 into two "Development Areas." Future redevelopment of Lot 3 will need to adhere to development restrictions laid out in this document. These include:
  - Development Area A: no buildings shall be more than one story, no more than 28 feet in height, and no more than eight buildings shall have a coverage ratio exceeding 25%.
  - Development Areas A and B Combined: no buildings shall be located thereon if their aggregate dimensions when measured parallel to the combined northerly boundary of Development A and Development B exceeds sixty percent of the length of such northerly boundary; and if there shall be located in either development area A or B a building occupying more than 40,000 square feet of such development area and which parking area, and which building is served by parking areas on the other development area, then such building shall be located substantially on development area B and the parking area serving such building shall be located substantially on development area A.

- 2014 Warranty Deed for Lot 2 that prohibits the property from being used as a grocery store/supermarket, wholesale club, discount department store, pharmacy, or for gaming activity purposes. Restrictions are in effect for a period of 25 years, terminating in 2039. This restriction can be removed through a defined payment to the previous owner.
- 1982 Agreement between developer, State Highway Commission, and City of Louisville that limited total development square footage for the GDP area and identified responsibilities for the relocation and reconstruction of the US 36/ McCaslin interchange. With recent expansion of US 36, these limits on square footage are no longer in effect.

Use Comparison

The Use Analysis chart below summaries the allowed uses on Parcel O as determined by the City of Louisville Zoning Code and the Declaration of Covenants, Conditions, Restrictions and Grant of Easements (Covenants), which is a private agreement between all of the landowners within Parcel O.

Permitted by Zoning and Private Covenants

- Office
- Hotel & motels
- Hospitals & medical clinics (human & animal)
- Nursing & rest homes
- Child care center
- Retail marijuana sales
- Other uses as established by the City Council as found to be specifically compatible for commercial and office planning areas

Private Covenant Limited Allowed Uses

- Any retail trade or service business (grocery, motor vehicle sales, warehouse stores, etc.)
- Cultural facilities (no theatres)
- Restaurants (no business where 50% or more income is from on-site alcohol consumption, only 1 drive-through, etc.)

Prohibited Uses per Private Covenants

- Recreational facilities, both indoors and outdoors, such as ice skating and roller skating rinks which may be designed as integral parts of a center
- Health or athletic clubs, spas, dance studios, and fitness studios

3. Economic and Demographic Framework

This section provides an overview of the demographic and economic conditions within the City of Louisville and the surrounding area. Population, household and employment trends are documented to set the context for the real estate market.

Population and Households

The City of Louisville has a population of 21,208. The City experienced a small population decline from 2000 to 2010 but added 2,823 new residents between 2010 and 2018, which equates to an annual rate of 1.8 percent. The City of Boulder and City/County of Broomfield have grown by the most people since 2010 with 11,902 (1.4 percent annually) and 15,135 (3.0 percent annually) new residents respectively. Erie and Lafayette have experienced significant new population growth since 2010, as both have grown by approximately 800 new residents annually and Erie had the fastest rate of growth at 3.9 percent annually, as shown in **Table 2.**

Table 2. US-36 Corridor Population, 2000 to 2018

				2000-2010			2010-2018		
Population	**2000**	**2010**	**2018**	**Total**	**Ann. #**	**Ann. %**	**Total**	**Ann. #**	**Ann. %**
US-36 Corridor Cities/Towns									
Louisville	19,213	18,385	21,208	-828	-83	-0.4%	2,823	353	1.8%
Superior	9,032	12,483	13,444	3,451	345	3.3%	961	120	0.9%
Boulder	95,197	97,525	109,427	2,328	233	0.2%	11,902	1,488	1.4%
Lafayette	23,283	24,452	30,928	1,169	117	0.5%	6,476	810	3.0%
Erie	6,604	18,025	24,420	11,421	1,142	10.6%	6,395	799	3.9%
US-36 Corridor Counties									
Boulder County	269,713	294,567	333,953	24,854	2,485	0.9%	39,386	4,923	1.6%
Broomfield County	39,332	55,889	71,024	16,557	1,656	3.6%	15,135	1,892	3.0%

Source: ESRI; Economic & Planning Systems

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The City of Louisville has 8,681 households, as shown in **Table 3**. Louisville added 1,141 households since 2010, which is significantly more than the 161 households added from 2000 to 2010. However, most of the new household growth in the US-36 corridor is occurring outside or on the edges of the trade area—typically three to five miles—from the McCaslin Subarea.

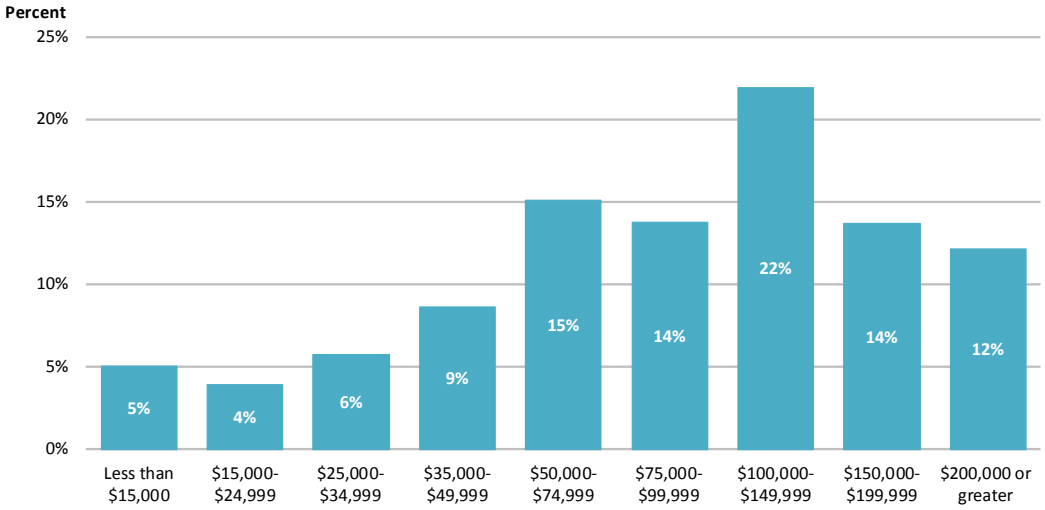
Table 3. US-36 Corridor Cities and Towns Households, 2000 to 2018

Households	2000	2010	2018	2000-2010			2010-2018		
				Total	Ann. #	Ann. %	Total	Ann. #	Ann. %
US-36 Corridor Cities/Towns									
Louisville	7,379	7,540	8,681	161	16	0.2%	1,141	143	1.8%
Superior	3,393	4,496	4,764	1,103	110	2.9%	268	34	0.7%
Boulder	39,770	41,359	45,475	1,589	159	0.4%	4,116	515	1.2%
Lafayette	8,815	9,631	11,857	816	82	0.9%	2,226	278	2.6%
Erie	2,292	6,259	8,366	3,967	397	10.6%	2,107	263	3.7%
US-36 Corridor Counties									
Boulder County	106,495	119,300	132,801	12,805	1,281	1.1%	13,501	1,688	1.3%
Broomfield County	14,233	21,414	27,259	7,181	718	4.2%	5,845	731	3.1%

Source: ESRI; Economic & Planning Systems

Louisville households have above average incomes for the region, but lower average incomes than the neighboring communities of Superior and Erie. Forty-eight percent of Louisville households have average incomes over $100,000, as shown in **Figure 11**.

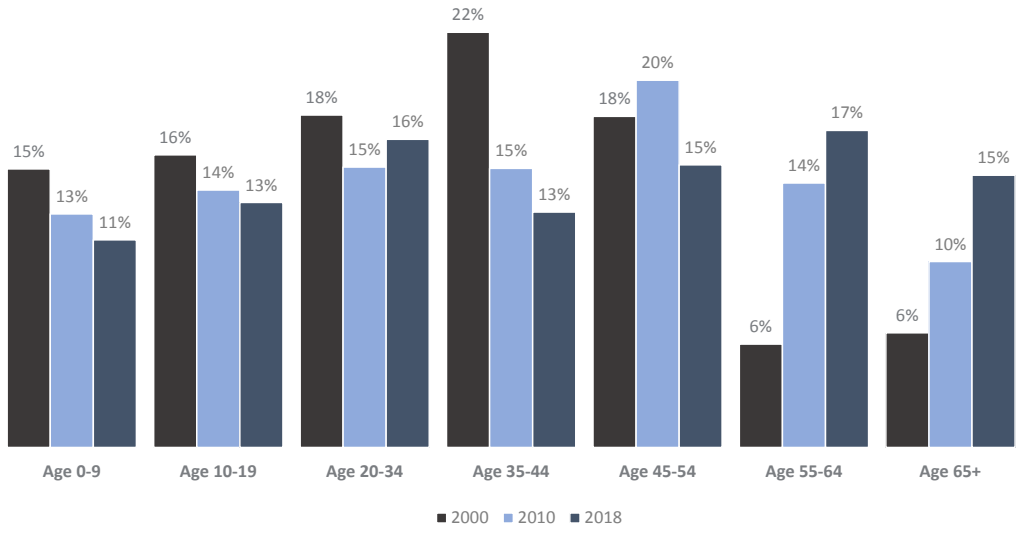
Figure 11. Louisville Households by Income Cohort, 2018



Source: ESRI; Economic & Planning Systems

The City of Louisville has an older population than the surrounding communities. The median age is 42 years old and over half of Louisville residents are between the age of 25 and 64. The percent of residents over the age of 55 years old increased from 12 percent in 2000 to 32 percent in 2018 as shown in **Figure 12**. All other age cohorts have experienced a decrease in the percent of residents. The shift to a greater percentage of older residents is attributed to the aging of existing residents and relatively (to neighboring communities aside from Superior) limited new housing growth that has occurred in Louisville since 2000.

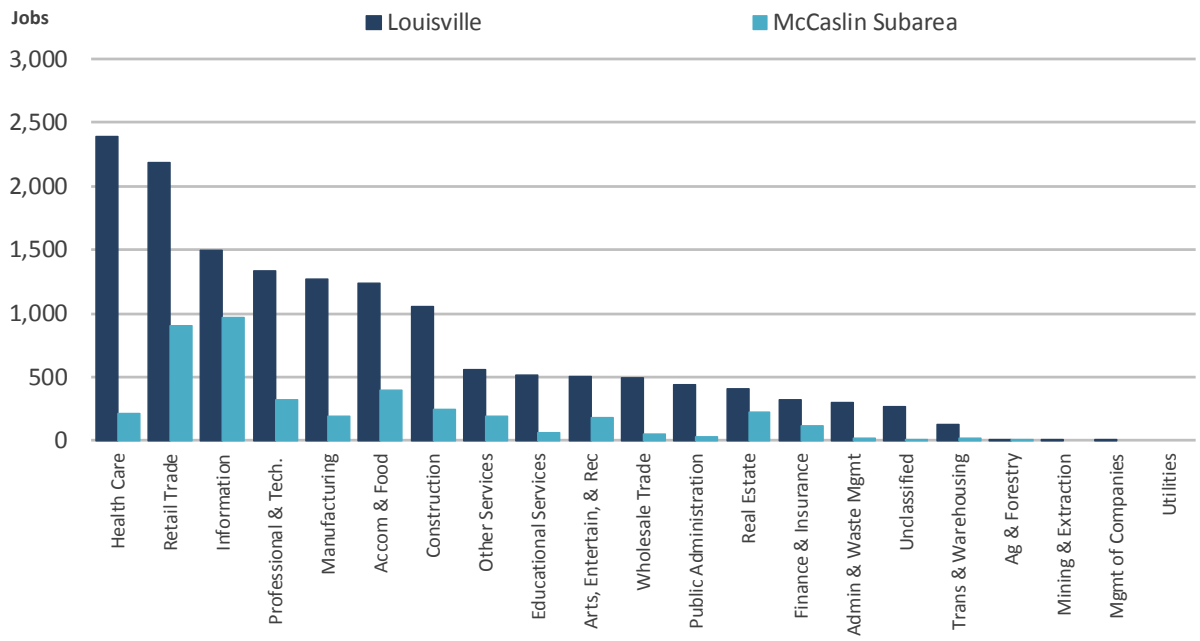
Figure 12. Louisville Residents by Age Cohort, 2000, 2010 and 2018



Employment

Total employment in 2018 was 14,919 for the City of Louisville and 4,163 for the McCaslin Subarea. The largest employment sectors in the City are Health Care, Retail Trade, and Information. Within the McCaslin Subarea, the Information, Retail Trade, and Accommodation and Food Services industries employ the most people.

Figure 13. McCaslin Subarea and Louisville Employment by Industry



Source: ESRI; Economic & Planning Systems

The City of Louisville has a small portion of residents that live and work in the city—just under 11 percent. These 1,080 residents make up 7 percent of Louisville's employment base, as shown in **Table 4**.

Table 4. Inflow and Outflow of Residents and Workers in Louisville, 2015

Description	Total	Percent
Labor Force		
Resident and Employed in Louisville	1,080	10.7%
Resident in Louisville, but work elsewhere	9,024	89.3%
Total Residents in Louisville	10,104	100.0%
Employment		
Resident and Employed in Louisville	1,080	7.2%
Empolyed in Louisville, but live elsewhere	13,961	92.8%
Total Employees in Louisville	15,041	100.0%

Source: LEHD; Economic & Planning Systems

As shown in **Table 5**, Louisville has a jobs-housing ratio of 1.68, meaning there are more jobs than housing units in the city. Nearby communities of Superior and Erie have significantly more housing units than jobs and have ratios well below 1. At 2.39, the City of Boulder has the highest ratio in the area; 75 percent of Boulder's workforce commutes in from other cities as a result (LEHD). Approximately 28 percent of employed Louisville residents commute to Boulder for work, as shown in **Table 6**.

Table 5. Jobs-Housing Ratio

	Jobs	2018 Housing Units	Ratio
US-36 Corridor Cities/Towns			
Louisville	14,919	8,871	1.68
Superior	2,956	4,864	0.61
Boulder	112,868	47,129	2.39
Lafayette	12,274	12,041	1.02
Erie	2,542	8,629	0.29
US-36 Corridor Counties			
Boulder County	196,323	138,676	1.42
Broomfield County	39,373	28,642	1.37

Source: ESRI; Economic & Planning Systems

Table 6. Where Louisville Residents Work

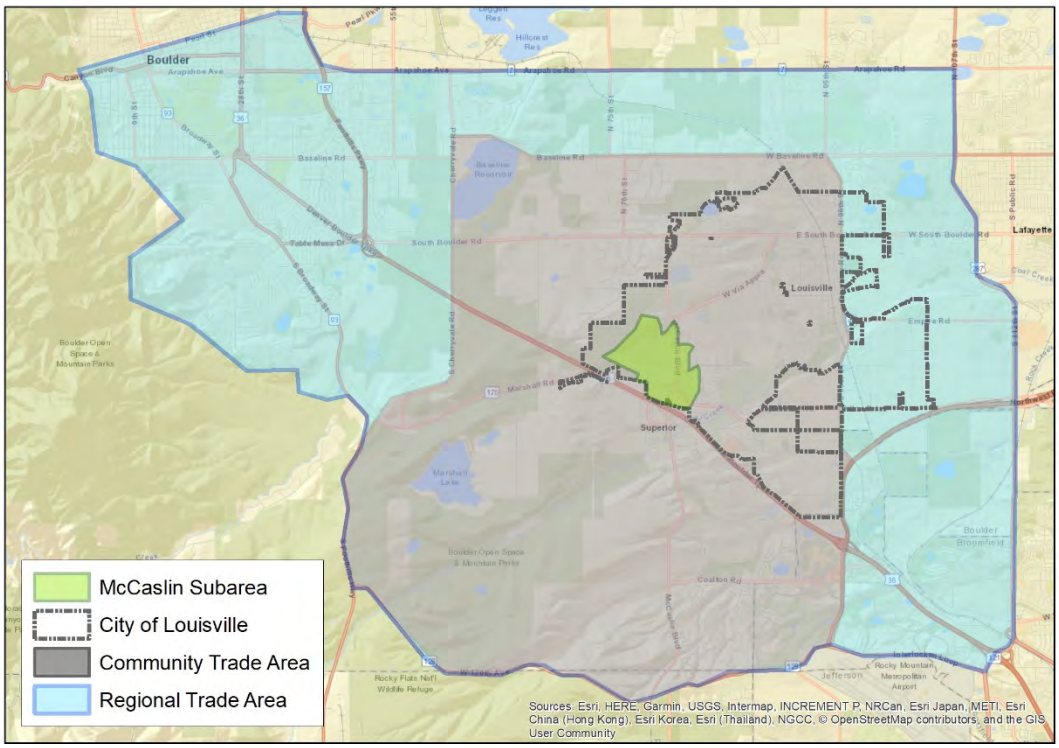
Destination	Jobs	Pct
Boulder	2,843	28%
Denver	1,373	14%
Louisville	1,080	11%
Broomfield	457	5%
Westminster	366	4%
Longmont	326	3%
Lafayette	324	3%
Lakewood	284	3%
Aurora	276	3%
All Other Locations	2,775	27%
Total	**10,104**	**100%**

Source: LEHD; Economic & Planning Systems

Trade Areas Demographics

Retail trade areas were developed for the McCaslin Subarea to illustrate the consumer shed for retailers in the McCaslin Subarea and to estimate existing and future demand for retail from these trade areas. The Community Trade Area used for this analysis represents the primary capture area for retailers providing everyday shopping items (e.g., Safeway). A Community Trade Area is typically a 2-mile radius in size. The Regional Trade Area represents the primary capture area for retailers providing destination oriented, occasional shopping (e.g., Home Depot, Lowe's, and Kohl's). A regional trade area is typically a 5 to 7-mile radius in size. The community and regional trade area boundaries used in this analysis are shown in **Figure 14**.

Figure 14. Community and Regional Trade Area Boundaries



The demographic composition of Louisville versus the surrounding region is shown in **Table 7**. The population within the Community Trade Area is 38,399, and within the Regional Trade Area is 127,887. Household incomes in Louisville are lower than the Community Trade Area but higher than the Regional Trade Area. Louisville has the highest median age (42) and a higher percentage of family households than both the Community and Regional Trade Areas.

Table 7. Louisville and Trade Area Demographics, 2018

Description	Louisville	Community Trade Area	Regional Trade Area
Population	21,208	38,399	127,887
Households	8,681	15,180	51,621
Avg. Household Size	2.4	2.5	2.3
Percent of Family Households	66.5%	65.3%	48.6%
Avg. Household Income	$121,634	$129,912	$104,978
Median Household Income	$94,971	$100,820	$71,071
Median Age	42	38	31
Education			
Bachelor's	37.6%	38.3%	35.2%
Master's Plus	35.2%	35.9%	37.2%

Source: ESRI; Economic & Planning Systems

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4. Retail Market Analysis

This section is an analysis of retail and commercial market conditions and potentials for the McCaslin Subarea and for Study Area properties including a summary of national and local retail trends, existing sales and spending levels, competitive development patterns, and future opportunities.

National Trends

The retail industry has shifted greatly over the last 10 to 15 years, impacted by the growth of internet sales, declining brick and mortar store sales, retail chain consolidations, and demographic shifts and preferences. Collectively, these trends are impacting store sizes and reducing the overall demand for new retail space locally and nationally.

- **The Rise of E-Commerce** - Between 2001 and 2015, total online retail purchases (excluding auto related) grew from approximately $29 billion to $310 billion, an 18.4 percent annual growth rate. Online sales accounted for 22 percent of total retail sales growth. During the same period, brick and mortar stores grew at a 3.7 percent annual growth rate, decreasing their share of the total retail market from 98 percent to 89 percent. Despite still accounting for only 11 percent of overall spending, the growth in online shopping is impacting the demand for traditional brick and mortar stores. This also affects the way retailers are doing business, pushing them to alter store formats and incorporate online sales and marketing into their business concepts. The list of top online retailers reinforces this point as many have a significant brick and mortar presence as well. This group includes such major retailers as Walmart, Target, Home Depot, Best Buy, and Bed Bath & Beyond.
- **Changing Retail Mix** - These changes in spending patterns are impacting the mix of retail space in aggregate as well as within individual districts, corridors, and centers. The restaurant, bar, and microbrewery segment has grown rapidly, and new food and beverage formats have been introduced (e.g., food halls and market halls, farm to table restaurants, and food trucks). These market/food hall establishments (metro area examples include Denver Central Market, The Source, and Avanti in Denver and Stanley Marketplace in Aurora) focus on creating a community atmosphere with shared eating and common spaces and a variety of food options and small format retail options. In contrast, the growth of shoppers' goods store space (general merchandise, apparel, furniture, and other shoppers' goods) is flat or declining, as exhibited by numerous store closures by Macy's, JCPenney, Sears, and Kmart.

- **Store and Chain Consolidation** - Over the past five years, there have been nearly 200 retail chain bankruptcies. In 2017, CNN Money reported there were 5,300 store closing announcements through June 20 compared to 6,200 in 2008 during the Great Recession. There are fewer stores in the market now, making it more difficult to find tenants for new retail developments or to refill existing spaces. Vacancies are increasing nationally as large blocks of space are vacated by store brands that no longer exist.
- **Big Box Reuse** - The loss of anchor stores coupled with an overall decrease of retailers on the market makes re-tenanting vacant big box stores difficult. Retail developers have had some success filling these vacancies with nontraditional tenants, specifically ones that are fitness or entertainment oriented. Gym franchises such Vasa Fitness, Gold's Gym, Chuze Fitness, Planet Fitness and Crunch Fitness are also frequently located in former big box stores and grocery stores. Between 2016 and 2017, at least 16 fitness centers of 18,500 square feet or larger leased vacant retail space in the Denver metro area totaling over 600,000 square feet of space. Aqua-Tots, a national swimming instruction company, and other similar chains often seek out empty store buildings for new locations, including Aqua-Tots Littleton and Highlands Ranch sites and the forthcoming Goldfish Swim School in Superior.

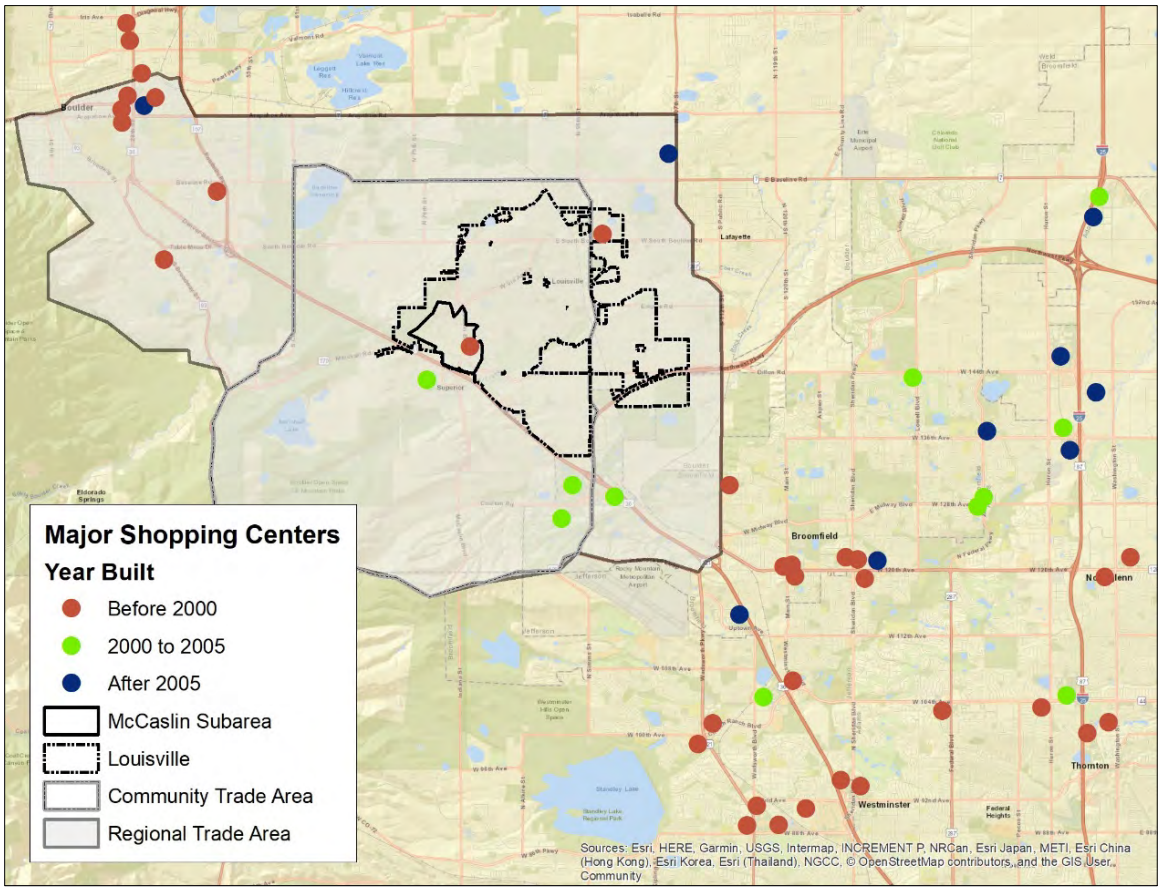
These trends are manifesting themselves within Louisville and the region. The impact of E-commerce and store consolidations are evident in the loss of anchor stores along the US-36 Corridor in Superior (Sports Authority), Louisville (Sam's Club and soon to be Kohl's), and Broomfield (Best Buy and Great Indoors). Going forward the trends in retail will place a greater priority on more experience-oriented retail and adapting to changing technologies.

Regional Trends

Northwest Metro Area Retail Development History

Built in 1993, Centennial Valley was the first major retail center located between Boulder and Westminster. Substantial retail development occurred from 2000 to 2005 in Superior and Broomfield as shown in **Figure 15**, creating major competition with greater access and visibility to Highway 36. Since 2005, regional retail development has followed housing development with a shift to Boulder, US-287, and I-25.

Figure 15. North Denver Metro Area Major Retail Centers by Year Built



Regional Retail Anchor Inventory

As shown in **Table 8**, most of the typical, larger anchor retailers are already located within the Regional Trade Area. Most of the major retailers not present were formerly located in the area but left due to low performance (e.g., Ross, Sam's Club, Hobby Lobby) or as part of a chain consolidating or closing (Sports Authority, Great Indoors and Office Depot).

Table 8. Existing Retail Inventory

Retailer	Total Stores: Community Trade Area	Total Stores: Regional Trade Area
Large Format/Anchor		
Discounter/Supercenter		
Target	1	2
Walmart Supercenter	1	2
Macy's	1	2
Kohl's	1	1
JC Penney	0	0
Warehouse Clubs		
Costco	1	1
Sam's Club	0	0
Building Materials & Garden		
Home Depot	1	2
Lowe's	1	1
Apparel		
TJ Maxx	1	1
Ross	0	0
Marshalls	0	1
DSW	1	1
Old Navy	1	1
Appliances/Electronics		
Best Buy	0	1
Office Supplies		
Office Depot	0	1
Staples	0	1
OfficeMax	1	1
Sporting Goods		
Dick's Sporting Goods	1	1
REI	0	1
Pets		
PetSmart	1	1
Petco	0	1
Arts and Crafts		
Hobby Lobby	0	0
Michael's	1	2
Jo Ann Fabrics	0	1
Books/Music/Toys		
Barnes & Noble	0	1

Source: Economic & Planning Systems

Grocery Store Inventory

Grocery Stores are a traditional anchor for shopping centers oriented to a community level trade area (2-miles). Existing grocery stores within the Community Trade Area are listed in **Table 9** and shown in **Figure 16**. The seven grocery stores in the Community Trade Area include two Safeway stores, one of which is located next to the former Sam's Club in Parcel O. There is a growing presence of natural food grocers (Whole Foods, Sprouts and Alfalfa's) in the metro area. Other traditional grocers, such as Safeway and Albertsons, are losing market share and are no longer actively opening new stores in the Denver metro market.

Table 9. Existing Grocery Store Inventory

Community Trade Area		
Retailer	**Location**	**# of Stores**
Alfalfa's Market	785 E. South Boulder Rd., Louisville	1
King Sooper's	1375 E South Boulder Rd., Louisville	1
Safeway	910 W. Cherry St., Louisville 1601 Coalton Rd., Superior	2
Target	400 Marshall Rd., Superior	1
Walmart Supercenter	500 Summit Blvd., Broomfield	1
Whole Foods	303 Marshall Rd., Superior	1
Total		**7**

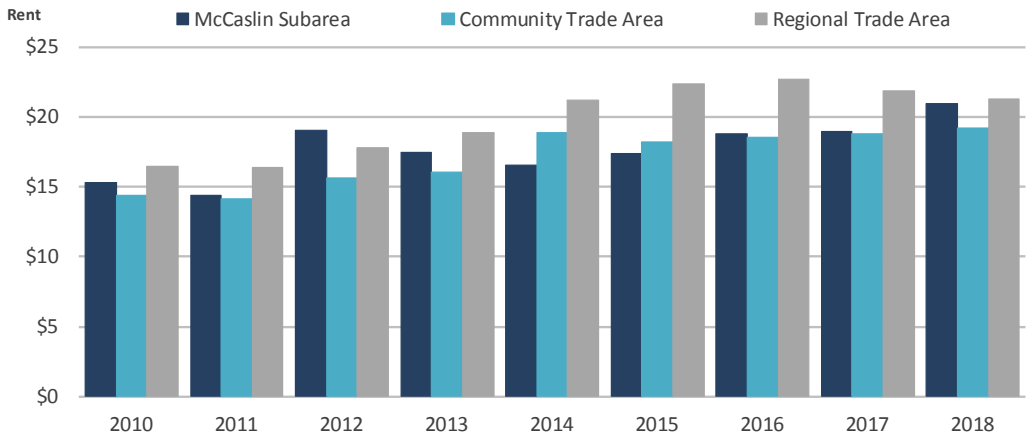
Source: Economic & Planning Systems

Figure 16. Existing Grocery Store Locations

Retail Market Conditions

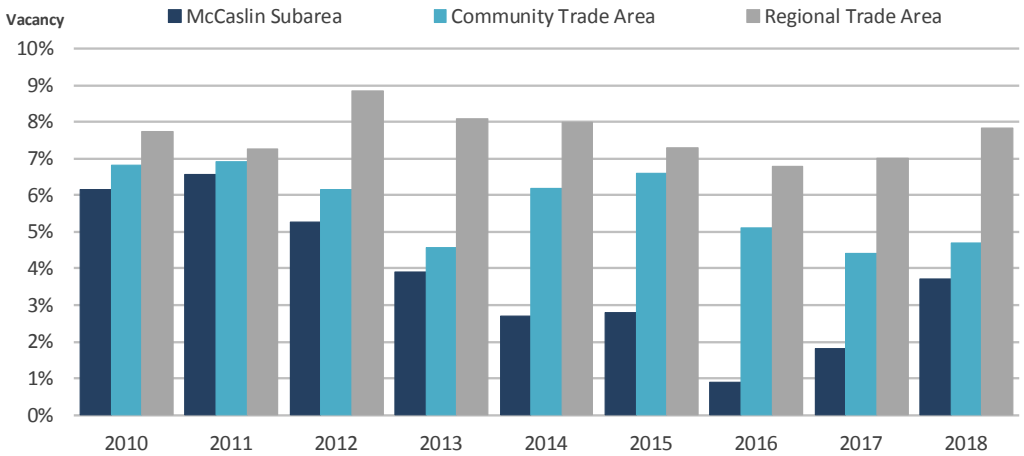
The McCaslin Subarea is still a strong retail location for neighborhood and community uses. Rental rates are higher than in the Community Trade Area, and vacancy rates are lower than the surrounding areas (excluding the Sam's Club building) as shown in **Figure 17** and **Figure 18**. The average rental rate in the McCaslin Subarea was $20.92 (NNN) at the end of 2018. The vacancy rate in the McCaslin Subarea was 3.7 percent at the end of 2018 (excluding Sam's Club), which is lower than the rate in the Community Trade Area (4.7 percent) and Regional Trade Area (7.8 percent).

Figure 17. Retail Rental Rates



Source: CoStar 2nd Quarter; Economic & Planning Systems

Figure 18. Retail Vacancy Rates (Excluding Sam's Club building)



Source: CoStar 2nd Quarter; Economic & Planning Systems

Retail Inventory

There has been minimal new retail development activity in the McCaslin Subarea in the last eight years. The only inventory addition occurred in 2016 with the construction of a small center at the corner of McCaslin Blvd and West Dillon Road. The Community Trade Area and Regional Trade Area also experienced little growth over this time frame; both areas grew at 0.2 percent annually, as shown in **Table 10**. The Community Trade Area attracted 81,000 square feet of new space since 2010.

Table 10. Retail Inventory Trends

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010-2018 Total	2010-2018 Ann. #	2010-2018 Ann. %
Retail Inventory (Sq Ft)												
McCaslin Subarea	905,957	905,957	905,957	905,957	905,957	905,957	900,677	913,331	913,331	7,374	922	0.1%
Community Trade Area	4,013,824	4,013,824	4,013,824	4,013,824	4,018,274	4,050,565	4,042,910	4,078,546	4,080,843	67,019	8,377	0.2%
Regional Trade Area	9,511,506	9,512,989	9,518,489	9,541,563	9,544,945	9,591,236	9,547,317	9,593,164	9,673,201	161,695	20,212	0.2%

Source: CoStar 2nd Quarter; Economic & Planning Systems

Table 11. New Retail Construction

	2010	2011	2012	2013	2014	2015	2016	2017	2018*	2010-2018* Total	2010-2018* Ann. Avg.
New Construction											
McCaslin Subarea	0	0	0	0	0	0	12,654	0	0	12,654	1,489
Community Trade Area	2,796	0	0	0	36,741	0	16,154	25,279	0	80,970	9,526
Regional Trade Area	7,796	13,083	11,567	17,007	53,897	0	16,154	92,313	21,930	233,747	27,500

* Through 2018 Q2

Source: CoStar; Economic & Planning Systems

Planned Projects

Planned retail projects in the Community Trade Area include small infill projects such as the Blue Star Lane and S. Boulder Road project in Louisville and the Ethan Allen Showroom in Superior (described below) or retail space planned as part of larger mixed-use (re)development projects. The Downtown Superior project is planned to add up to 1,400 new housing units and up to 800,000 square feet of commercial uses (retail and office). The eventual development program for Downtown Superior is not set as it will be impacted by its ability to attract retail and employment uses to the site. Regardless of the ultimate amount of retail space developed, it will be competitive with the McCaslin Subarea. The Flatiron Marketplace redevelopment is another mixed use project with a retail component, which will replace an existing retail power center. Redevelopment projects in the McCaslin Subarea will likely be similar in terms of its mix of uses (retail vs. non-retail uses) and may compete for retailers.

Figure 19. Planned Retail and Mixed-Use Developments

Planned Retail and Mixed-Use Developments

Downtown Superior

- 1,400 residential units
- 817,600 SF commercial and retail
- 150,000 SF indoor recreation
- 42 acres

The Downtown Superior plan includes 25 restaurants and 20 retailers.

Flatiron Marketplace
Hwy 36 & E. Flatiron Crossing Dr., Broomfield

- 20 acres
- 3 phases
- 1,200 residential units
- 12,000 SF commercial

Phase I includes 327 apartments and 4,000 SF of commercial space constructed around an existing parking garage.

North End Market
Blue Star Lane & S. Boulder Rd., Louisville

- 4,000 SF retail
- 3,350 SF restaurant building

Ethan Allen Design Center, Superior Marketplace
600 Center Dr., Superior

- 11,971 SF
- 1.27 acres

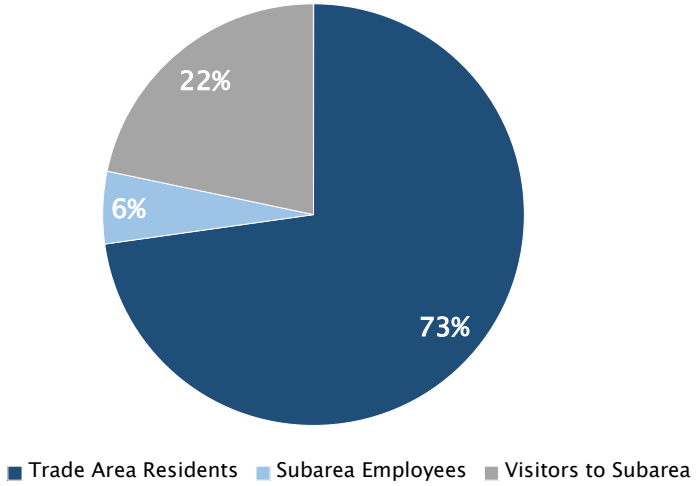
The Design Center will include 277 SF of warehouse space, 683 SF of office space, and 11,011 SF of retail space.

McCaslin Subarea Sales Conditions

Distribution of Sales in Subarea

Businesses in the McCaslin Subarea produced $146 million in net taxable sales in 2017 which generated $5.1 million sales tax revenue for the City of Louisville. Approximately 80 percent of the net taxable sales occurred in traditional retail stores and restaurants. Sales in the Subarea by consumer group include people who live in the Community Trade Area, people who work in the McCaslin Subarea, and shoppers who visit the Subarea, which includes people who live outside the trade area and/or are visitors to the area (e.g., hotel guests, hockey tournament participants). EPS estimated the distribution of sales in the Subarea to understand what is driving retail demand and how much uses that generated new visitors (employment and hospitality) contribute to the sales base.

Figure 20. Distribution of McCaslin Subarea Net Taxable Sales



- **Sales to Residents** – The Community Trade Area has 38,399 residents in 15,180 households. These residents are estimated to generate $371 million in annual retail purchases, of which $81 million are captured in the Subarea. The trade area resident sales account for 73 percent of Subarea sales. This estimate is based on the existing stores in the Subarea and their actual net taxable sales in 2017.
- **Sales to Employees** – The McCaslin Subarea has an estimated 4,263 employees working in the Subarea. The estimated spending by workers in the Subarea is based on estimated office worker spending from the International Council of Shopping Centers (ICSC), which surveys spending patterns of office workers nationally. ICSC estimates that an average office worker spends approximately $4,750 annually on retail goods while at or near their place of work. Based on the actual stores present in the McCaslin Subarea (also

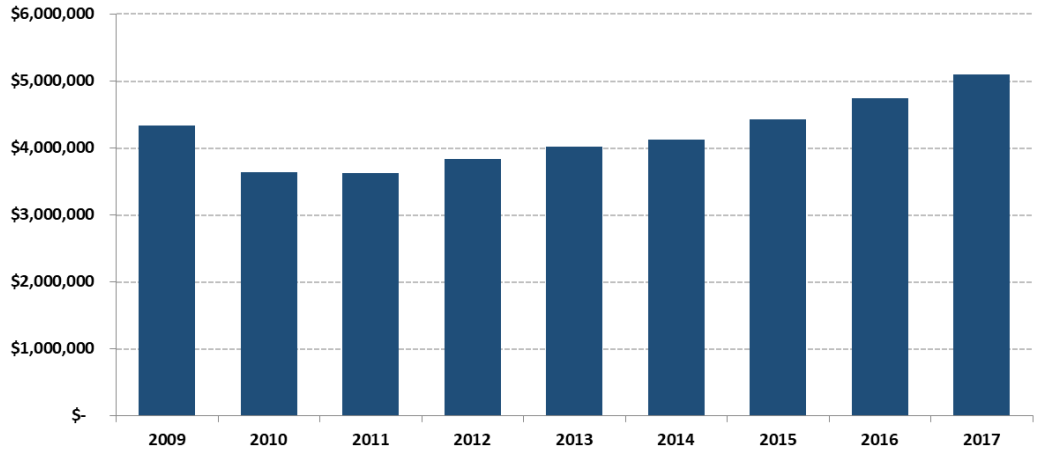
considering retail in areas surrounding the Subarea), EPS estimates an average worker spends approximately $1,450 annually in the Subarea, which is a total of $6.2 million or approximately 6 percent of Subarea retail sales (netting out workers who also live in the Community Trade Area).

- **Sales to Visitors** – Visitors to the subarea are estimated to generate $24.2 million or 22 percent of total Subarea sales. This percentage of sales to visitors is an approximation of the amount of sales inflow to the Subarea, which means this amount of sales (and associated customers) that are from people who are traveling to the Subarea to make retail purchases, which is referred to trade area Inflow. Despite having a few regionally oriented retailers (Home Depot, Lowe's and Kohl's) the amount of inflow is not a large portion of the sales meaning that the retailers in the Subarea are mainly serving the residents of the Community Trade Area.

Sales Tax Trends

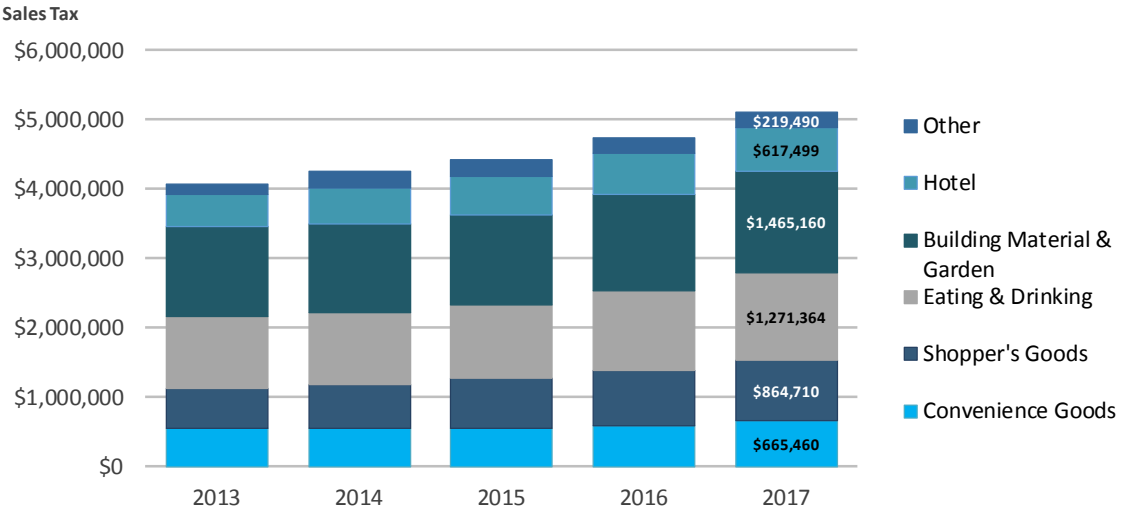
The amount of sales tax generated in the McCaslin Subarea has been growing steadily over the past eight years since Sam's Club closed. The Subarea accounted for $5.1 million in sales tax revenue in 2017 and generates more sales tax now than it did in 2009 which was the last full year in which Sam's Club was open. In 2009, the Subarea produced $4.4 million in sales tax revenues, which dropped to $3.6 million in 2010, as shown in **Figure 21**. Sales tax levels exceeded the 2009 totals for the first time in 2015, which means it took five years to recapture the loss of sales attributed to Sam's Club. Despite the loss of Sam's Club, sales tax revenue generated in the Subarea has grown by 2.1 percent annually since 2009, which exceeds the rate of inflation for this period.

Figure 21. McCaslin Subarea Sales Tax, 2009 to 2017



In the past five years, the McCaslin Subarea experienced nearly 6 percent annual growth in sales tax revenue. As shown in **Figure 22**, Building Materials and Eating/Drinking establishments accounted for most of the sales tax revenue generated, while the six area hotels provided nearly 15 percent of the sales tax revenue. Sales tax generated from building materials stores, eating and drinking establishments, hotels, and marijuana sales accounted for the vast majority of retail sales tax growth (85 percent) since 2013.

Figure 22. Sales Tax Trends



Source: City of Louisville; Economic & Planning Systems

Retail Demand

In this section we estimate future retail demand for the Community Trade Area. Demand is estimated based on household expenditures in the trade area. The future demand estimate is based on household growth estimates for the trade area. Retail expenditure potential is estimated based on the percent of income spent on average by store category as outlined in the steps below.

- Based on the U.S. Census of Retail Trade, the percent of Total Personal Income (TPI) spent by store category is determined using retail expenditure potential by retail NAICS categories that correspond with retail store categories. This calculation estimates expected resident spending patterns.
- The growth in trade area expenditure potential is estimated by the same calculation applied to the estimated growth in TPI by time period. TPI calculations are in constant dollars.
- The amount of retail space supported by the growth in trade area expenditures is estimated by dividing expenditure potential by average annual sales per square foot estimates for each store category.

The TPI for the Community Trade Area is estimated by multiplying the number of households by the average household income, as shown in **Table 12**. The future growth of the Community Trade Area is estimated to be 2,450 units from 2018 to 2028.

Table 12. Community Trade Area Total Personal Income, 2018 to 2028

Community Trade Area	2018	2028	Change 2018-2028
Households	15,180	17,636	2,456
Avg. Household Income	$129,912	$129,912	---
Total Personal Income	**$1,972,064,160**	**$2,291,112,895**	**$319,048,735**

Source: US Census; ESRI; Economic & Planning Systems

The average Colorado household spends approximately 35.1 percent of its TPI in retail stores, as shown in **Table 13**. The annual expenditure potential for total retail goods in the Community Trade Area is estimated to grow by $54 million from 2018 to 2028.

The expenditure potential for the Community Trade Area was converted into demand for retail square feet by using average sales per square foot factors. The Community Trade Area has a current total demand for retail of approximately 1.9 million square feet, as shown in **Table 14**. Demand from new housing growth in the Community Trade Area is estimated to generate demand for 149,000 square feet of new retail space over the 2018 to 2028 time period.

Table 13. Retail Expenditure Potential by Store Category, 2018 to 2028

Store Type	Retail Sales % TPI (2012)	Community Trade Area 2018 ($000s)	20208 ($000s)	Change 2018-2028 ($000s)
Total Personal Income (TPI)	**100%**	**$1,972,064**	**$2,125,611**	**$153,547**
Convenience Goods				
Supermarkets and Other Grocery Stores	6.9%	$136,451	$147,075	$10,624
Convenience Stores (incl. Gas Stations)[1]	2.0%	$39,032	$42,072	$3,039
Beer, Wine, & Liquor Stores	1.1%	$21,234	$22,887	$1,653
Health and Personal Care	1.7%	$32,846	$35,404	$2,557
Total Convenience Goods	**11.6%**	**$229,564**	**$247,438**	**$17,874**
Shopper's Goods				
General Merchandise				
Traditional Department Stores	0.5%	$10,001	$10,780	$779
Discount Department Stores and Other	0.9%	$17,307	$18,654	$1,348
Warehouse Clubs & Supercenters	5.8%	$114,380	$123,285	$8,906
Subtotal	**7.2%**	**$141,330**	**$152,334**	**$11,004**
Other Shopper's Goods				
Clothing & Accessories	2.2%	$42,454	$45,760	$3,306
Furniture & Home Furnishings	1.2%	$23,232	$25,040	$1,809
Electronics & Appliances	1.1%	$21,031	$22,669	$1,638
Sporting Goods, Hobby, Book, & Music Stores	1.3%	$24,866	$26,802	$1,936
Miscellaneous Retail	1.3%	$25,449	$27,430	$1,981
Subtotal	**6.9%**	**$137,032**	**$147,702**	**$10,669**
Total Shopper's Goods	**14.1%**	**$278,362**	**$300,036**	**$21,674**
Eating and Drinking	**6.1%**	**$120,092**	**$129,442**	**$9,350**
Building Material & Garden				
Total Building Material & Garden	**3.3%**	**$64,394**	**$69,408**	**$5,014**
Total Retail Goods	**35.1%**	**$692,412**	**$746,324**	**$53,912**

[1]Convenience Stores w/Gas (44711) are multiplied by 50% to exclude gas sales

Source: 2012 Census of Retail Trade; Economic & Planning Systems

Table 14. Supportable Retail Square Feet, 2018 to 2028

Store Type	Avg. Sales Per Sq. Ft.	Community Trade Area: Total Supportable Space 2018	Community Trade Area: New Demand 2018-2028
Convenience Goods			
Supermarkets and Other Grocery Stores	$400	341,000	27,000
Convenience Stores (incl. Gas Stations)	$400	98,000	8,000
Beer, Wine, & Liquor Stores	$300	71,000	6,000
Health and Personal Care	$400	82,000	6,000
Total Convenience Goods		**592,000**	**47,000**
Shopper's Goods			
General Merchandise			
Traditional Department Stores	$250	40,000	3,000
Discount Department Stores	$350	49,000	4,000
Warehouse Clubs & Supercenters	$500	229,000	18,000
Subtotal		**318,000**	**25,000**
Other Shopper's Goods			
Clothing & Accessories	$350	121,000	9,000
Furniture & Home Furnishings	$250	93,000	7,000
Electronics & Appliances	$500	42,000	3,000
Sporting Goods, Hobby, Book, & Music Stores	$350	71,000	6,000
Miscellaneous Retail	$250	102,000	8,000
Subtotal		**429,000**	**33,000**
Total Shopper's Goods		**747,000**	**58,000**
Eating and Drinking	$350	**343,000**	**27,000**
Building Material & Garden	$300	**215,000**	**17,000**
Total Retail Goods		**1,897,000**	**149,000**

Source: 2012 Census of Retail Trade; Economic & Planning Systems

Future Market Opportunities

The McCaslin Subarea market orientation has shifted from a regional destination when it was first developed, to a smaller community oriented retail node. The ongoing difficulty in attracting larger users to the vacant Sam's Club box and the soon to be vacant Kohl's illustrate the changing nature of the Subarea. The McCaslin area has attracted a limited amount of new retail space (12,500 square feet) since 2010 and the new space has been filled primarily by restaurants. Same is true for the larger trade area, as it has only grown by 8,500 square feet of retail space per year since 2010. Retailers and businesses providing goods and services that serve the surrounding Community Trade Area and nearby workforce are most likely the ones to be attracted to the Subarea.

Going forward, housing growth in the Community Trade Area is estimated to generate an estimated demand of 150,000 square feet of new space over the next 10 years. Currently, the McCaslin Subarea represents 22 percent of the retail space in the Community Trade Area, however only captured 11 percent of new retail space growth since 2010. If the Subarea is able to capture its historic 20 percent share of the new demand, there will be demand for approximately 30,000 square feet over the next 10 years. New retail space in a redevelopment within the Subarea will have to capture new resident sales (estimated 30,000 square feet) and recapture sales that are leaving the Subarea to areas within the Community Trade Area or to outside of the trade area. The base level estimate for new demand is estimated to be 30,000 square feet of new retail with potential to attract additional sales by attracting competitive anchors or junior anchors that address trade area gaps or compete with retailers in other communities within the trade area. The estimated range of potential new retail demand that can be captured in the Subarea is between 30,000 to 70,000 square feet of new space, some of which may occupy vacant retail spaces instead of new retail buildings.

The most likely large anchor of spaces that can be attracted to the subarea are ones that will serve the everyday needs of the Community Trade Area. King Soopers has been exploring a new store in the US-36 and McCaslin Blvd interchange area. It is likely an additional grocery can be attracted to the Subarea; however a new grocery may have major impacts on the existing Safeway. The changes in the liquor laws in Colorado will increase opportunities to attract a large liquor superstore chain to the Subarea. Other large users that can be attracted include entertainment, recreation and fitness uses. These types of uses are increasingly locating in community and neighborhood oriented shopping centers and serve similar trade areas as the retailers around them. Examples of entertainment uses include virtual reality and experiential sports venues. These uses generate additional visitation to retail centers and help add vitality to retail centers. However, they generate a low amount of retail sales and associated sales tax revenue. The refill of the vacant Sports Authority in the Superior Marketplace is an illustration of the tradeoffs and challenges of refilling vacant boxes. The

40,000 square foot Sports Authority space was being split into two spaces for Stickley, a furniture store and for a swim school. While the attraction of the furniture retailer is a positive fiscally for the Town, the amount of sales tax generated by the total space is less than previously generated as furniture store sales taxes are allocated to the destination if it is delivered, further limiting its local sales tax potential.

5. Alternative Uses Market Analysis

The market conditions and feasibility of uses that could be an alternative to retail in the McCaslin Subarea were analyzed including office, hotel, and multifamily residential uses.

Office Market Conditions

This section contains a summary of the office market conditions in Louisville and the larger trade area. A summary of national and local conditions and trends is provided.

National Trends

Nationally, office development is moving away from the single use, suburban office park or corporate campus to more mixed use, centrally located, and often transit-accessible locations in major urban areas. Much of this trend has been driven by shifting preferences from the workforce, especially younger, college educated Millennial-aged workers, who wish to have more access to amenities near work such as shopping, services, and dining. Their choice of place to live is being driven by considerations of quality of life and opportunity for employment. As result, employers are making location decisions to be located centrally to their target workforce and locations that have an attractive quality of life. Other office space trends impacting the development and locations of new space include:

- **More Efficient Office Space** - Businesses are leasing less office space per person than in past years. Technology has reduced the need for space, and new workplace designs are more efficient. Open floor plans and shared spaces are becoming more common. In these settings, workers are freer to move around an office with a laptop and mobile phone. The National Association for Industrial and Office Parks (NAIOP) reported in 2015 that the average office lease size had dropped by approximately 10 percent from 2004 through 2014. Some of the trend in efficiency (more workers per square foot of building area) is driven by cost. Fast growing industries like technology are not necessarily cutting space requirements as they desire spacious and luxurious offices to attract the highest skilled talent. Slower growth industries such as law and accounting are reducing their space requirements to cut costs.
- **Co-Working Space** - Co-working space is a new type of office space in which tenants rent desk(s) space in a space shared with other workers and firms. They are popular with small new firms, which can be in any field including professional services, creative industries, and technology. Tenants have access to conference rooms and shared office equipment (e.g., printers, broadband, reception, etc.). The benefits of co-working space are that they

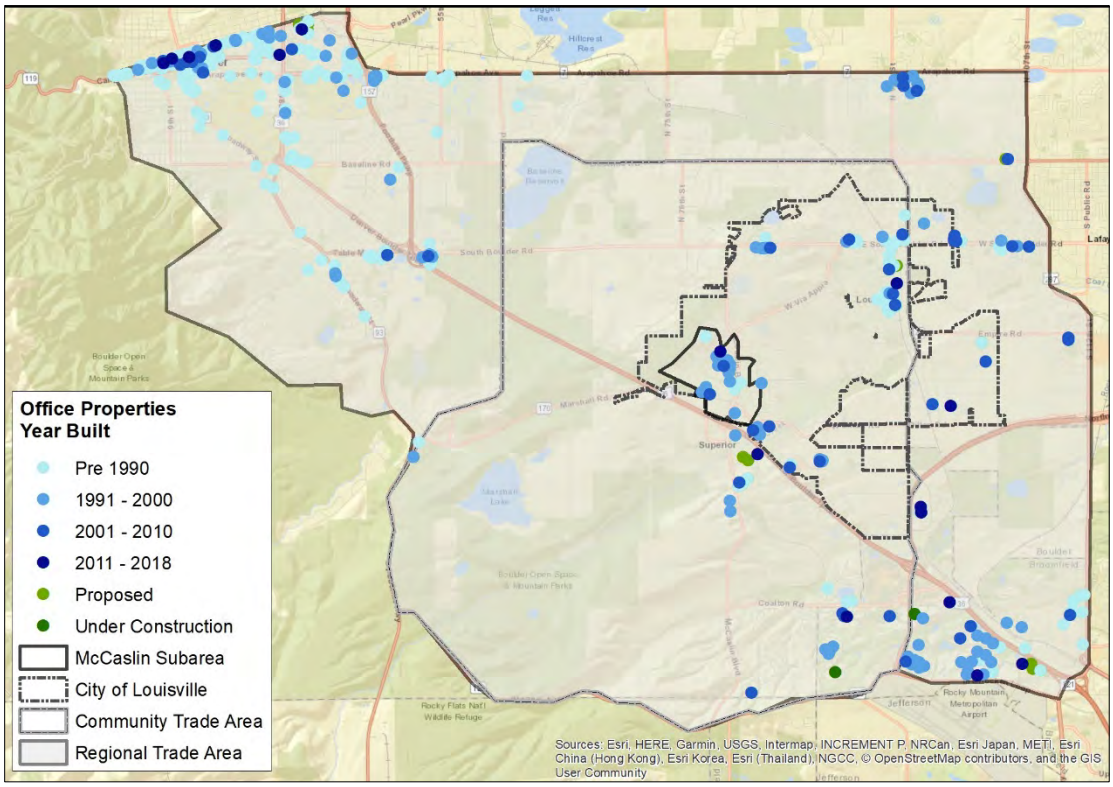
typically have lower tenant finish levels and lower cost than traditional office space and are flexible in that they give a firm a low-cost way to grow from one to a few employees. They also offer, and are marketed for, opportunities for collaboration and knowledge sharing with likeminded people and potential business partners. Some also offer events including networking, speakers, and skill development workshops. Co-working space is popular with entrepreneurs and remote workers. It is becoming more common in major and mid-sized cities but is still a small portion of the total office market.

Local Office Conditions

The City of Louisville is located between two larger office concentrations in the City of Boulder to the north and the Interlocken/Arista area of Broomfield to the south. These concentrations fall within the Regional Trade Area but outside of the Community Trade Area, as shown in **Figure 23**.

Between 2010 and 2018, the Regional Trade Area added 1.3 million square feet of office space, however the Community Trade Area added only 159,573 square feet. Approximately 50 percent of this new inventory is in Boulder, and 30 percent is in Broomfield. There are also several new projects proposed and under construction, as shown in **Figure 23** and in **Table 15**.

Figure 23. Regional Office Inventory



The McCaslin Subarea has 943,300 square feet of office space spread over 21 buildings. A 58,000 square foot building was constructed in Centennial Valley in 2018; this was the McCaslin Subarea's first office inventory addition since 2008. This building accounted for 36 percent of the new space added to the Community Trade Area and 4 percent of the Regional Trade Area. The majority of the area's inventory is older, Class B office space.

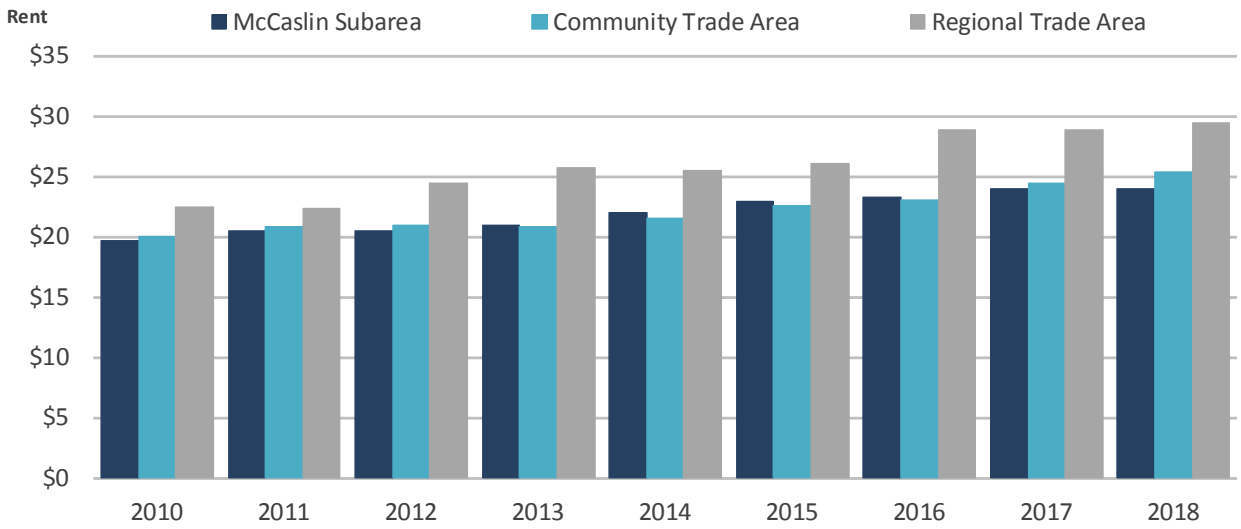
Table 15. Office Inventory Trends

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010-2018 Total	2010-2018 Ann. #	2010-2018 Ann. %
Office Inventory (Sq Ft)												
McCaslin Subarea	885,611	885,611	885,611	885,611	885,611	885,611	885,611	885,611	943,311	57,700	7,213	0.8%
Community Trade Area	2,734,415	2,734,415	2,734,415	2,734,415	2,734,415	2,734,415	2,745,424	2,745,424	2,893,988	159,573	19,947	0.7%
Regional Trade Area	10,084,723	10,374,012	10,374,012	10,576,998	10,572,468	10,512,468	10,553,470	10,792,225	11,410,377	1,325,654	165,707	1.6%

Source: CoStar 2nd Quarter; Economic & Planning Systems

Rental Rates in the McCaslin Subarea have historically been on par with the Community Trade Area. Rates for the Regional Trade Area have been consistently higher than the two smaller trade areas, as they include office properties in Boulder and Broomfield, which have larger office concentrations. The average rental rates in the McCaslin Subarea have exceeded $25 per square foot (NNN) and have increased steadily since 2010.

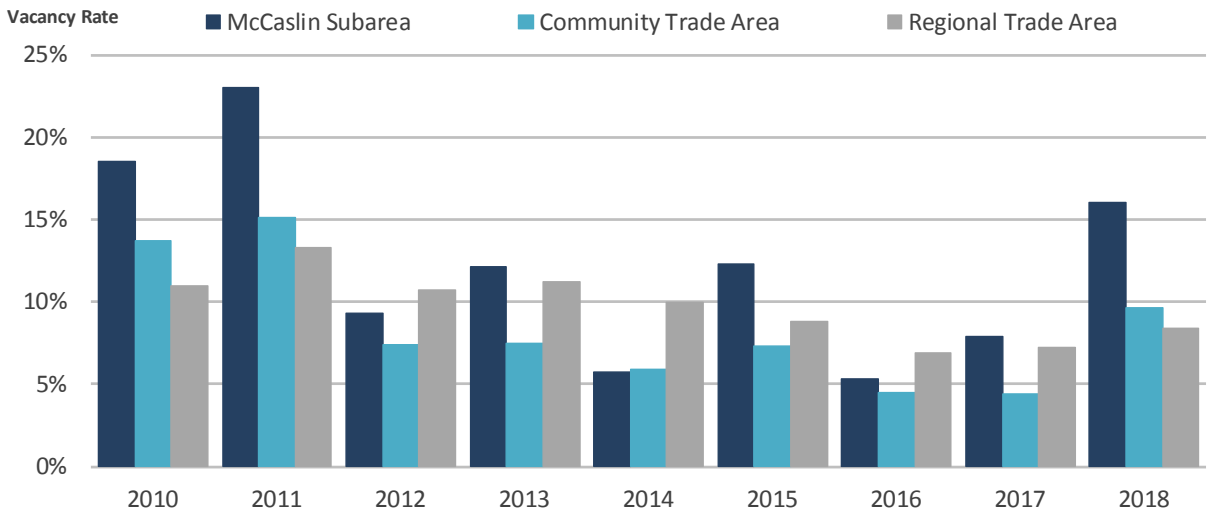
Figure 24. Office Rental Rates



Source: CoStar 2nd Quarter; Economic & Planning Systems

The office vacancy rate in the McCaslin Subarea was higher than the surrounding areas in six of the last nine years, in part due to the small size and inventory of the area. A new space in the Centennial Valley Business Park came online in 2018 and is in the process of leasing up, which caused an increase in the 2018 vacancy rate. The growing rental rates and the low vacancy rate in the trade areas in 2017 are indicators of demand for space and the market has responded with new additions in the immediate McCaslin Subarea and Superior areas.

Figure 25. Office Vacancy Rates



Source: CoStar 2nd Quarter; Economic & Planning Systems

The planned office development projects in the area are described below. Larger, new office projects are primarily build-to-suit developments with a single tenant occupying the building. Smaller, speculative projects have been built in recent years, but there is a limited number of these types of projects planned in the area.

Table 16. Planned Office Market Developments

Planned Office Market Developments

Partners Group Headquarters
1200 El Dorado Blvd., Broomfield

- Three-building complex on 12.5 acres
- Total of 22 acres owned
- 2019 completion

The American headquarters for Switzerland-based Partners Group, a private-markets investment manager, is under construction and expected to open in 2019.

Viega Headquarters
575 Interlocken Blvd., Broomfield

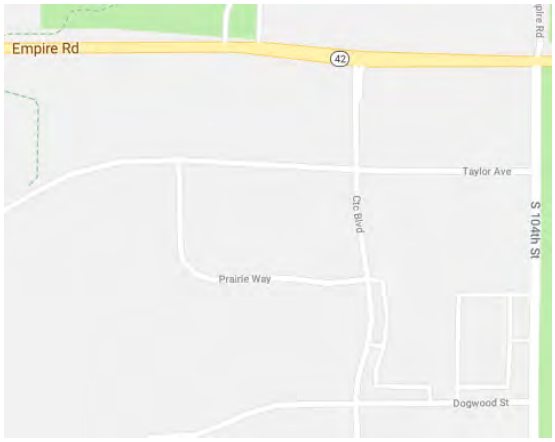
- 55,000 SF headquarters
- 24,000 SF training facility
- 11.8 acres
- 2018 completion

Germany-based Viega LLC is relocating its North American headquarters from Wichita, KS.

EOS Phase II, III, IV
Edgeview Dr., Broomfield

- Proposed 2019-2020
- Anticipated LEED Platinum

The four-building office campus will consist of approximately 850,000 rentable square feet. Phase I was completed in August 2012.



The Ridge at Colorado Tech Center
S. Taylor Ave., Louisville

- Proposed 2019
- 109,000 SF

CoStar lists this site as a proposed office project, however, it may be an industrial/flex use similar to other sites in the CTC.

Office Market Potentials

The Centennial Valley development is a significant employment node along the US-36 corridor, which is a benefit to the McCaslin subarea and larger Louisville community. There are remaining vacant parcels in the development that will over time build out with employment uses. The area is attractive for potential businesses to locate, especially as a more accessible and affordable office location for firms wanting to be near Boulder. However, introduction of employment office uses within a shopping center redevelopment or reconfiguration will be difficult given the competitive sites and locations nearby.

The Community Trade Area has grown by 160,000 square feet of office space since 2010 and the McCaslin subarea has captured 36 percent of this new office space growth—58,000 square feet—primarily in one new office building. If employment growth and office development along the US-36 corridor continues at the historic rate of the past 20 years, there will be demand for approximately 200,000 square feet of new office space over the next 10 years. Using recent capture rates of new development for the subarea, the Subarea could capture 70,000 to 100,000 square feet of new space over the next 10 years.

Multifamily Market Conditions

Local For-Rent Multifamily Conditions

The demand in the apartment market along the US-36 corridor has been strong over the past five years. Average rental rates for communities along the US-36 corridor are higher than averages for the Denver Metro Area and vacancy rates are low.

The McCaslin Subarea has attracted one multifamily for-rent property, Copper Ridge Apartment Homes, and one for-sale multifamily property, Centennial Pavilions, since 1994. Inventory in the Community Trade Area grew at an average of 3.8 percent, or 111 units per year, between 2010 and 2018, as shown in **Table 17**. The Regional Trade Area grew by 2.9 percent and 355 units per year over the same time frame.

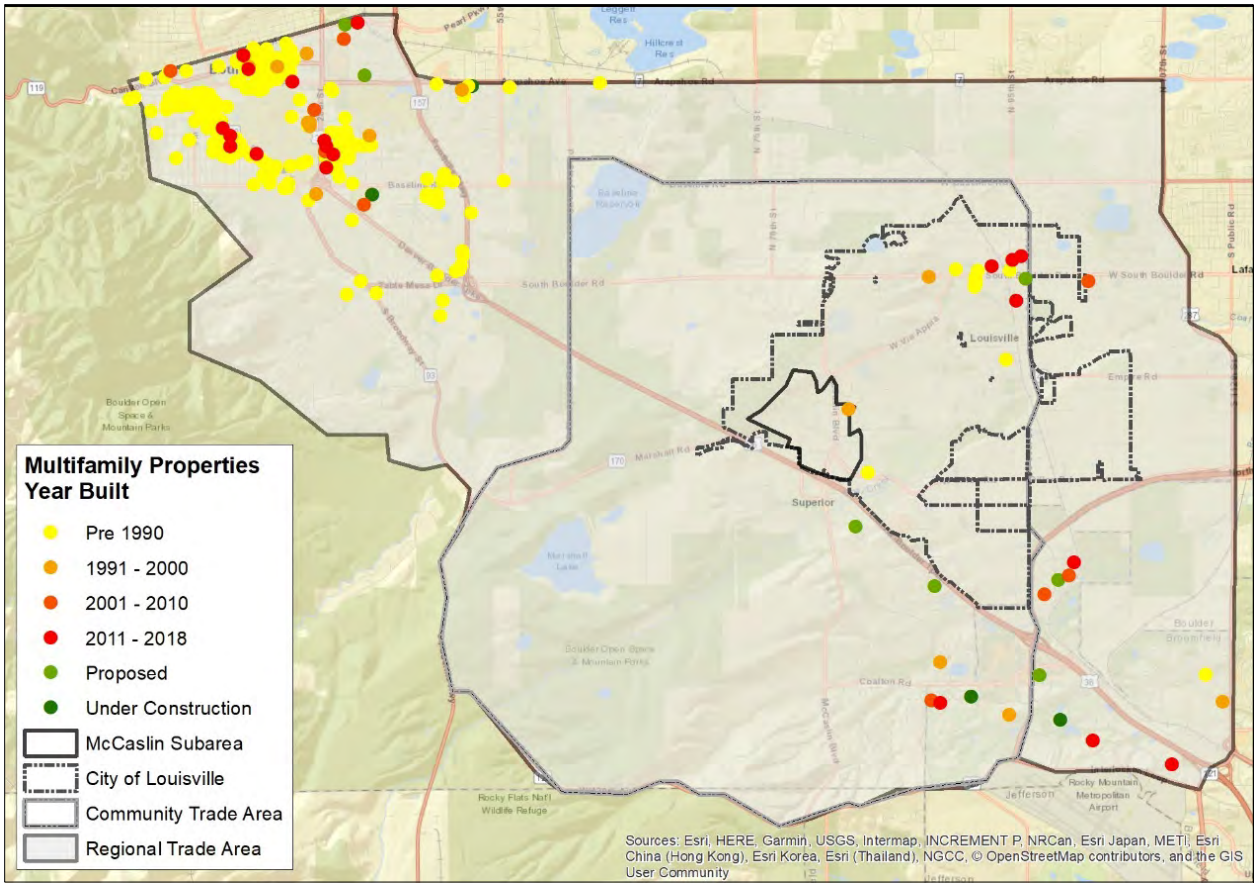
It should be noted that the Arista District in Broomfield is just outside of the Community Trade Area for this Study and includes approximately 1,600 apartment units.

Table 17. Multifamily Inventory Trends

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010-2018 Total	2010-2018 Ann. #	2010-2018 Ann. %
Multifamily Inventory (Units)												
McCaslin Subarea	129	129	129	129	129	129	129	129	129	0	0	0.0%
Community Trade Area	2,539	2,539	2,539	2,539	2,767	2,987	2,987	3,298	3,428	889	111	3.8%
Regional Trade Area	10,976	10,989	11,005	11,005	12,039	13,079	13,236	13,645	13,812	2,836	355	2.9%

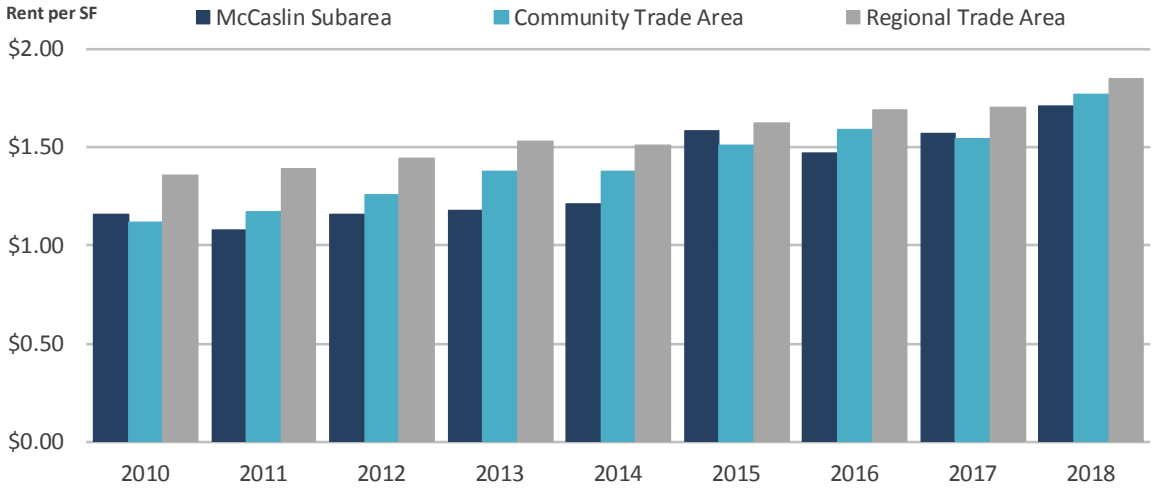
Source: CoStar 2nd Quarter; Economic & Planning Systems

Figure 26. Regional Apartment Inventory



Rents at The Copper Ridge Apartment Homes have historically been lower than the surrounding areas, as demonstrated in **Figure 27**. Average rents for the Regional Trade Area, which includes Boulder, have been consistently higher than the Community Trade Area and McCaslin Subarea.

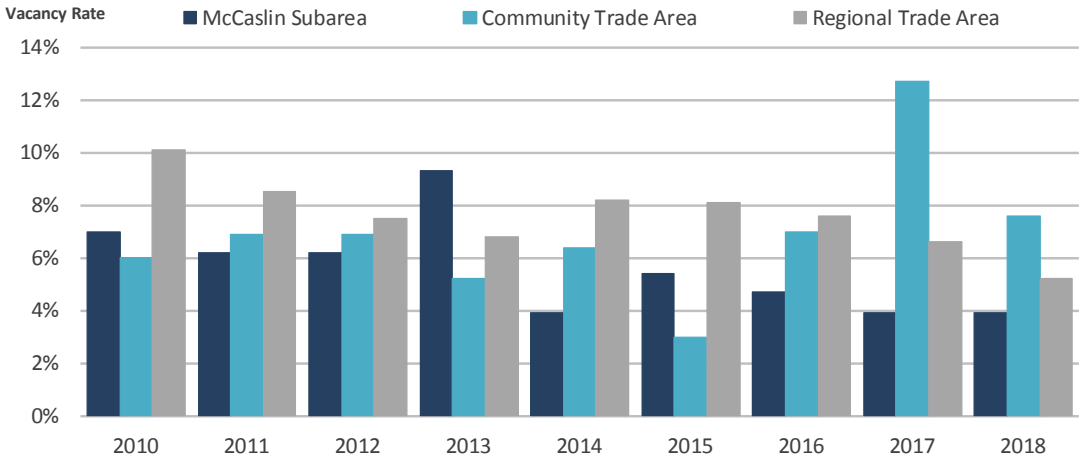
Figure 27. Apartment Rent per Square Feet



Source: Economic & Planning Systems

The Community Trade Area has a significantly higher multifamily vacancy rate than the McCaslin Subarea and Regional Trade Area due to new inventory that came online in 2017.

Figure 28. Apartment Vacancy Rate



Source: Economic & Planning Systems

The larger apartment complexes in the region (not including Boulder) are shown in **Table 18**. There are currently seven new projects under construction or proposed. There is a divergence in the achievable rents within this competitive set of projects that helps illustrate the feasibility of new development in the area. The majority of units built in the area have average rent per square foot of approximately $1.75. The two most recent projects in Louisville have been able to achieve higher rental rates of over $2.10 per square foot. The new projects are urban products built with structured parking. These higher average lease rates are necessary for a project with structured parking to be feasible. The other complexes in the region are primarily surface/detached garage parked with some tuck-under spaces. The level of rent needed to support new development for these more suburban/walk-up complexes is lower at around the $1.80 per square foot range.

The spread impacts the potential feasibility of a multifamily residential uses in the Study Area. For a more urban apartment complex, with structured parking, the new units will need to achieve rents similar to the DELO Apartments and Centre Court Apartments in Louisville of at or above $2.10 per square foot. These projects are located next to Downtown Louisville and offer an attractive location. A new project along the McCaslin Blvd. may struggle to offer the same location appeal as Downtown Louisville and may not be able to support these rates. However, access to US-36, the proximity to the Flatiron Flyer BRT stop, and proximity to the jobs and retail in the subarea may be attractive to prospective residents as there are limited rental housing options in the area.

Table 18. Existing Apartment Developments

Apartments	Status	Address	City	Units	Year Built	Avg. Rent per Unit	Avg. Rent per Sq Ft
Portals Apartments	Existing	1722-1766 Garfield Ave	Louisville	50	1975	$1,044	$2.61
Grand View @ Flatirons	Existing	855 W Dillon Rd	Louisville	180	1990	$1,589	$1.88
Copper Ridge Apartment Homes	Existing	240 McCaslin Blvd	Louisville	129	1994	$1,658	$1.72
Bell Flatirons	Existing	2200 S Tyler Dr	Superior	1206	1998	$1,779	$1.71
Bell Summit at Flatirons	Existing	210 Summit Blvd	Broomfield	500	2004	$1,537	$1.51
Terracina Apartment Homes	Existing	13620 Via Varra Rd	Broomfield	386	2008	$1,694	$1.83
Catania Apartments	Existing	13585 Via Varra Rd	Broomfield	297	2009	$1,681	$1.67
Retreat at the Flatirons	Existing	13780 Del Corso	Broomfield	374	2014	$1,890	$1.79
Green Leaf RockVue	Existing	230-250 Summit Blvd	Broomfield	220	2014	$1,616	$1.67
Centre Court Apartments	Existing	745 E South Boulder Rd	Louisville	111	2016	$1,875	$2.10
DELO Apartments	Existing	1140 Cannon St	Louisville	130	2017	$1,739	$2.38
Average						**$1,646**	**$1.90**

Source: CoStar; Economic & Planning Systems

There are currently seven new projects under construction or proposed, as shown in **Table 19**.

Table 19. Planned For-Rent Multifamily Developments

Apartments	Status	Address	City	Units	Year Built
Summit Green Apartments	Under Construction	501 Summit Blvd	Broomfield	184	2019
Interlocken Apartments	Under Construction	355 Eldorado Blvd	Broomfield	311	2019
Rock Creek Zaharias Apartments	Proposed	2036 S 88th St	Louisville	258	2019
Downtown Superior Phase 1-Block 11	Proposed	US Hwy 36 & McCaslin Blvd	Superior	106	2019
Coal Creek Station	Proposed	S Boulder Rd	Louisville	54	2019
Flatiron Marketplace	Proposed	E Flatiron Crossing Dr	Broomfield	324	2019
Terracina Apartment Homes - Phase II	Proposed	13600 Via Varra Rd	Broomfield	100	2020

Source: CoStar; Economic & Planning Systems

Local For-Sale Multifamily Conditions

The larger Denver metro area has experienced limited new multifamily, for-sale development in the past decade. The impacts of construction defect litigations on condo projects built in the 2000's have increased risks and development costs (e.g. insurance costs) for condo developments. As a result, new condo development has been limited to areas that can support high-end, luxury condos that can support the increased risk and construction costs. New condo development since 2010 has primarily occurred in areas such as Downtown Boulder, Downtown Denver, and Cherry Creek.

There is currently one for-sale, multifamily project within the McCaslin subarea. The Centennial Pavilions project was built in 2005 and has 67 condo units. The average price of units sold in the project in the past two years is $378,780 ($328.42 per square foot), with units ranging from $290,000 to $451,000 (according to Boulder County Assessor).

There has been a recent increase in proposed condo projects in the Denver metro area outside of the areas mentioned previously with more activity in higher priced communities including Louisville and Boulder County. The North End development in Louisville is currently selling condos, North End Block 10, with an estimated completion data of 2020. Units are listed for sale between $424,900 and $494,900 (according to Markel Homes).

Multifamily Residential Market Opportunities

Boulder County and the US-36 Corridor are expected to continue to be desirable locations to capture employment growth over the next decade. Boulder County (the US-36 Corridor, and the City of Boulder especially) continues to increase in employment at a greater rate than housing units. As a result, there will be a continued demand for housing in communities along the US-36 corridor, especially for multifamily housing as it is currently an under-represented use.

The Community Trade Area is expected to grow in housing at similar rates as the past decade, with estimated demand of 1,000 to 1,200 new households in the trade area in the next 10 years.

The Community Trade Area has grown by 110 apartment units annually since 2010. The City of Louisville has only captured a minimal amount of new multifamily residential development during this time and the McCaslin subarea has captured no new for-rent housing in this period. (Note this is largely due to land use and zoning designations in the corridor that do not allow this use). Multifamily residential uses will be attracted to locations near employment, with access and visibility to major transportation/transit routes, and near retail goods and services. The McCaslin Subarea is an attractive location for this use and could capture a significant share of housing growth if these uses are allowed in the Subarea.

The demand for condos is difficult to gauge given the lack of recent development. Units within the Centennial Pavilions project are listed online for-rent, which may not indicate strong demand in the subarea for for-sale multifamily. The success of new projects, like the North End condo building, will help prove up demand within more suburban contexts such as Louisville. It is more likely that a for-rent project will be proposed in a redevelopment of Parcel O given the current demand, achievable rent rates, and the lower risk than condos. However, allowing for both product types should be the focus of any changes to development agreements and/or private covenants. Lower density, townhomes are likely in demand but not feasible given the required return within redevelopment of the project.

Hotel Conditions

The McCaslin Subarea contains five existing hotel properties. Across Highway 36, the Town of Superior's first hotel, Element, is under construction. The other hotel clusters in the larger regional trade area are located in the Interlocken area in Broomfield and in the City of Boulder, as shown in **Figure 29**.

Figure 29. Regional Hotel Inventory

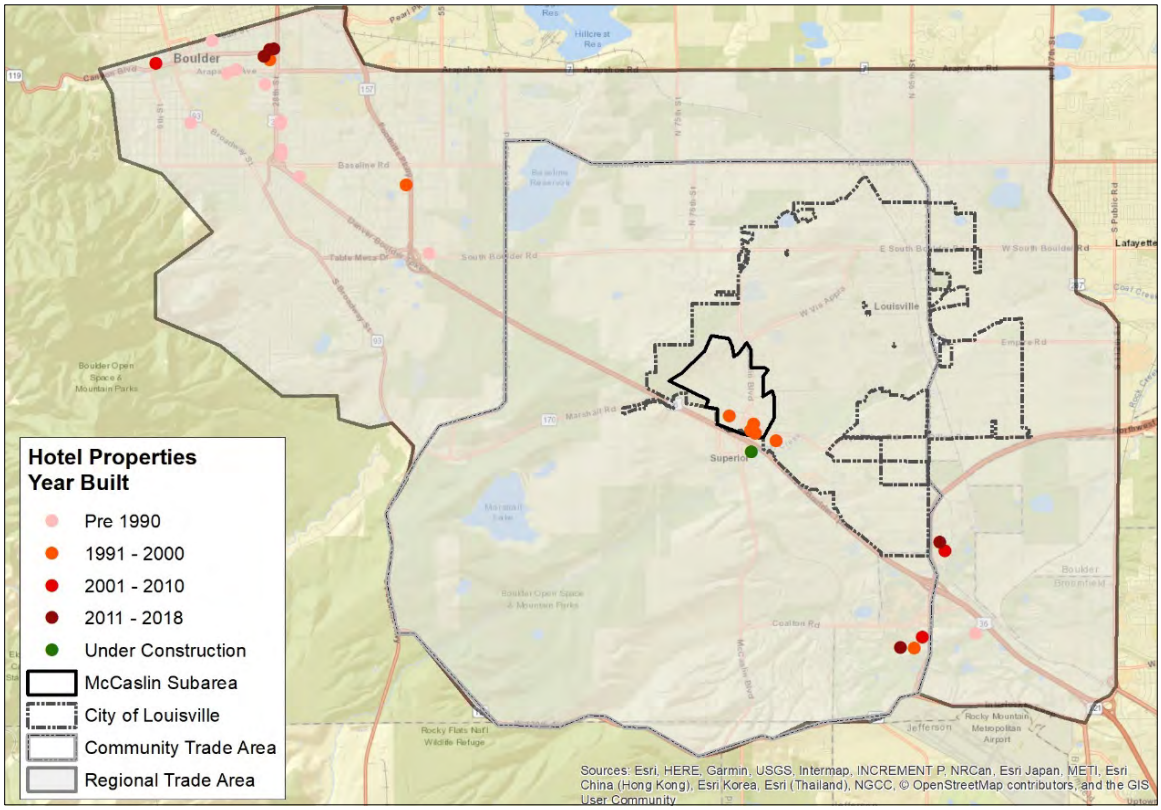


Table 20. Planned Hotel Developments

Planned Hotel Developments

Element Hotel
1 Marshall Road, Superior

- 121 guest rooms
- 4 stories
- 2.6 acres

The Element Hotel is under construction on the former Boulder Valley Ice site, near the intersection of McCaslin Blvd. and Marshall Road.

The hotels that would be competitive with a new hotel in the McCaslin Subarea are shown in **Table 21**. There was an influx of new hotels in the area in the late 1990's and early 2000's when approximately 1,344 of the 1,899 rooms in the area were built. In 2017, there was a large influx of new hotel projects with 555 rooms added in 2017 and 2018 and a project under-construction in Superior as previously noted.

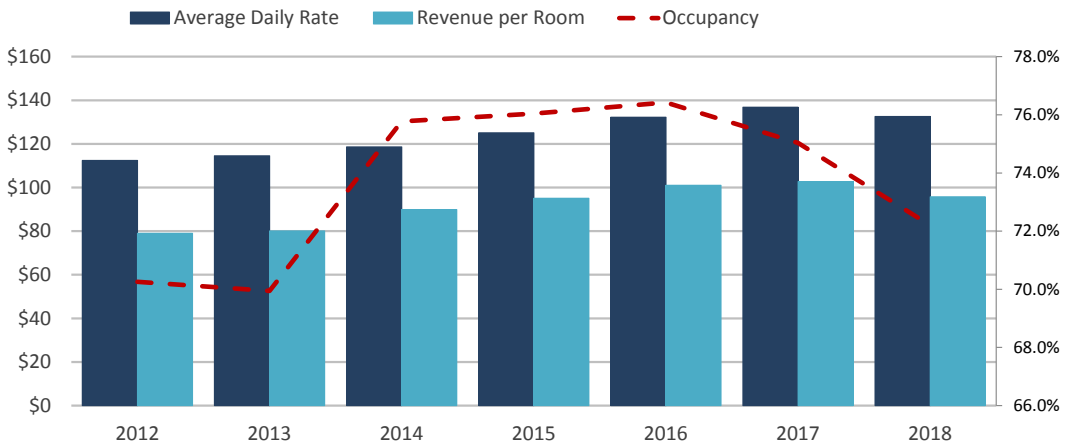
Table 21. Competitive Hotel Inventory

Description	City	Month/Year Built	Rooms
Quality Inn Louisville Boulder	Louisville	Mar 1996	68
Hampton Inn Boulder Louisville	Louisville	Aug 1996	80
Courtyard Boulder Louisville	Louisville	Nov 1996	154
La Quinta Inns & Suites Denver Boulder Louisville	Louisville	Apr 1997	120
Omni Interlocken Resort	Broomfield	Jul 1999	390
Best Western Plus Louisville Inn & Suites	Louisville	Oct 1999	62
Residence Inn Boulder Louisville	Louisville	Apr 2000	88
TownePlace Suites Boulder Broomfield Interlocken	Broomfield	Nov 2000	150
Renaissance Boulder Flatiron Hotel	Broomfield	Oct 2002	232
Hyatt House Boulder Broomfield	Broomfield	Jun 2010	123
Holiday Inn Express & Suites Denver Northwest Broomfield	Broomfield	Jul 2017	136
Residence Inn Boulder Broomfield Interlocken	Broomfield	Dec 2017	122
Fairfield Inn & Suites Boulder Broomfield Interlocken	Broomfield	Dec 2017	90
Hampton Inn & Suites Lafayette	Lafayette	Mar 2018	84

Source: STR; Economic & Planning Systems

Average daily rate for competitive hotels in the area was $137 in 2017 and has grown from $112 in 2012. Average daily rates and revenue per room has grown steadily from 2012 to 2017. Rates in 2018 (through September) have decreased slightly from 2017 due to the influx of new hotels. Occupancy rates were at their highest in 2016 at 76.4 percent. Occupancy rates in the area have been strong since 2012 and have remained above rates in 2012 even with the new hotels opening in 2017, as shown in **Figure 30**.

Figure 30. Competitive Hotel ADR, Rev Par, and Occupancy, 20120 to 2018



Note: 2018 is through September
Source: Economic & Planning Systems

Hotel Market Opportunities

The McCaslin Subarea is an attractive location for limited service hotels in the region evidence by the existing cluster of hotels. The proximity to Boulder and Interlocken and the access to US-36 are the primary advantages.

The recent influx of new hotels in the Community Trade Area and within the City of Boulder indicates there was strong demand for new product in the US-36 corridor. There was very little new inventory added to the corridor since the early 2000's until the last two years. The revenue numbers and occupancy rates have adjusted due to the new inventory but remain strong. As employment in the area continues to grow and the Boulder County continues to remain an attractive location to visit, hotel demand should remain strong. It is likely that the McCaslin Subarea can capture an additional hotel within the next five years.

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6. Community Engagement Process

Strategic and focused community outreach and engagement was key to both understanding stakeholder perspectives and concerns, as well as informing the key stakeholders of the importance of revitalization and redevelopment of Parcel O in order to ensure the long term economic health of the City. A primary goal of this engagement was to identify alignment between the stakeholders and the market analysis in order to ensure a successful vision and roadmap for implementation.

Community Outreach and Input

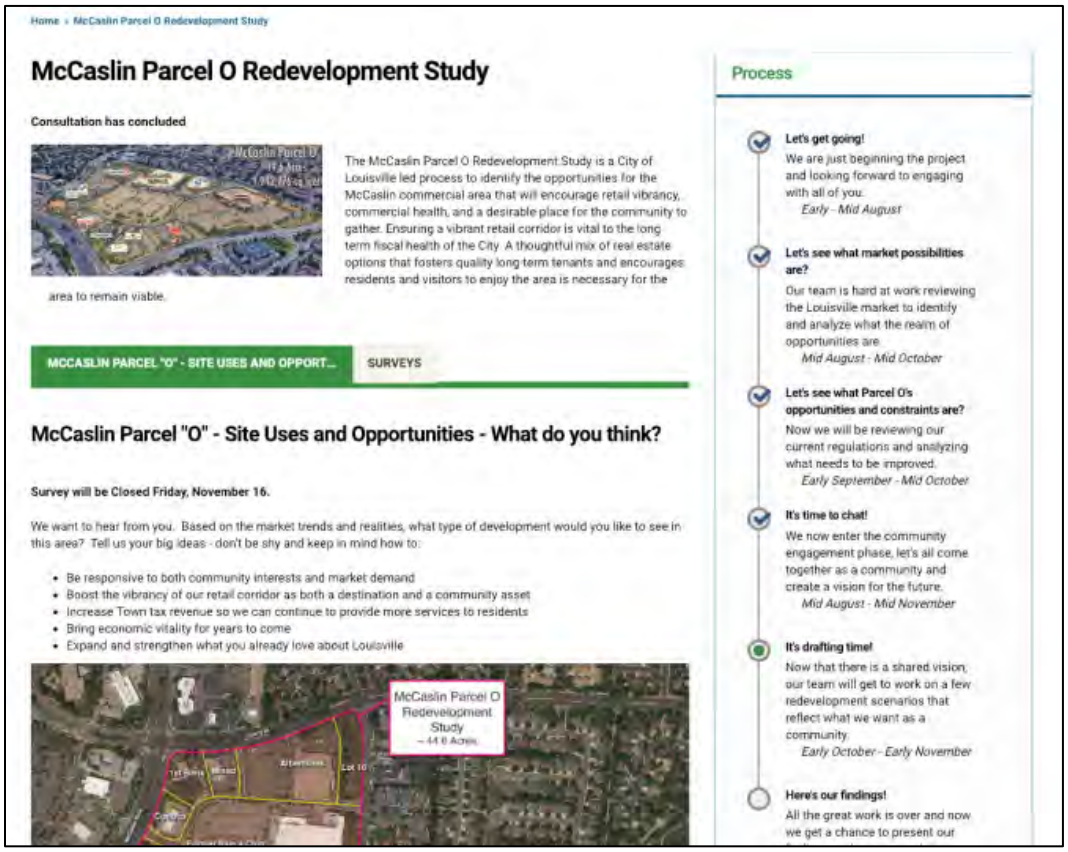
Several engagement programs were created to both inform the community about the project and to solicit feedback on future uses and redevelopment scenarios. All programs focused on interactive engagement methods to build community awareness of key development challenges, shared market analysis information, and continued to build alignment around potential scenarios and strategies for Parcel O.

EngageLouisvilleCo.com

EngageLouisvilleCo is a website dedicated to the project that incorporated a project description and process, City Council goals and principles, images, surveys, market findings, and more. The website received 993 total visits from September through December 2018 and the survey had over 110 responses. Two of the survey responses are illustrated below. To view individual responses received through the EngageLouisvilleCO process, see the Survey Report in **Appendix A**.

Figure 31. Survey Results EngageLouisvilleCo.com

Figure 32. EngageLouisvilleCo.com



Home › McCaslin Parcel O Redevelopment Study

McCaslin Parcel O Redevelopment Study

Consultation has concluded

The McCaslin Parcel O Redevelopment Study is a City of Louisville led process to identify the opportunities for the McCaslin commercial area that will encourage retail vibrancy, commercial health, and a desirable place for the community to gather. Ensuring a vibrant retail corridor is vital to the long term fiscal health of the City. A thoughtful mix of real estate options that fosters quality long term tenants and encourages residents and visitors to enjoy the area is necessary for the area to remain viable.

MCCASLIN PARCEL "O" - SITE USES AND OPPORT... | SURVEYS

McCaslin Parcel "O" - Site Uses and Opportunities - What do you think?

Survey will be Closed Friday, November 16.

We want to hear from you. Based on the market trends and realities, what type of development would you like to see in this area? Tell us your big ideas - don't be shy and keep in mind how to:

- Be responsive to both community interests and market demand
- Boost the vibrancy of our retail corridor as both a destination and a community asset
- Increase Town tax revenue so we can continue to provide more services to residents
- Bring economic vitality for years to come
- Expand and strengthen what you already love about Louisville

McCaslin Parcel O Redevelopment Study – 44.6 Acres

Process

Let's get going!
We are just beginning the project and looking forward to engaging with all of you.
Early - Mid August

Let's see what market possibilities are?
Our team is hard at work reviewing the Louisville market to identify and analyze what the realm of opportunities are.
Mid August - Mid October

Let's see what Parcel O's opportunities and constraints are?
Now we will be reviewing our current regulations and analyzing what needs to be improved.
Early September - Mid October

It's time to chat!
We now enter the community engagement phase, let's all come together as a community and create a vision for the future.
Mid August - Mid November

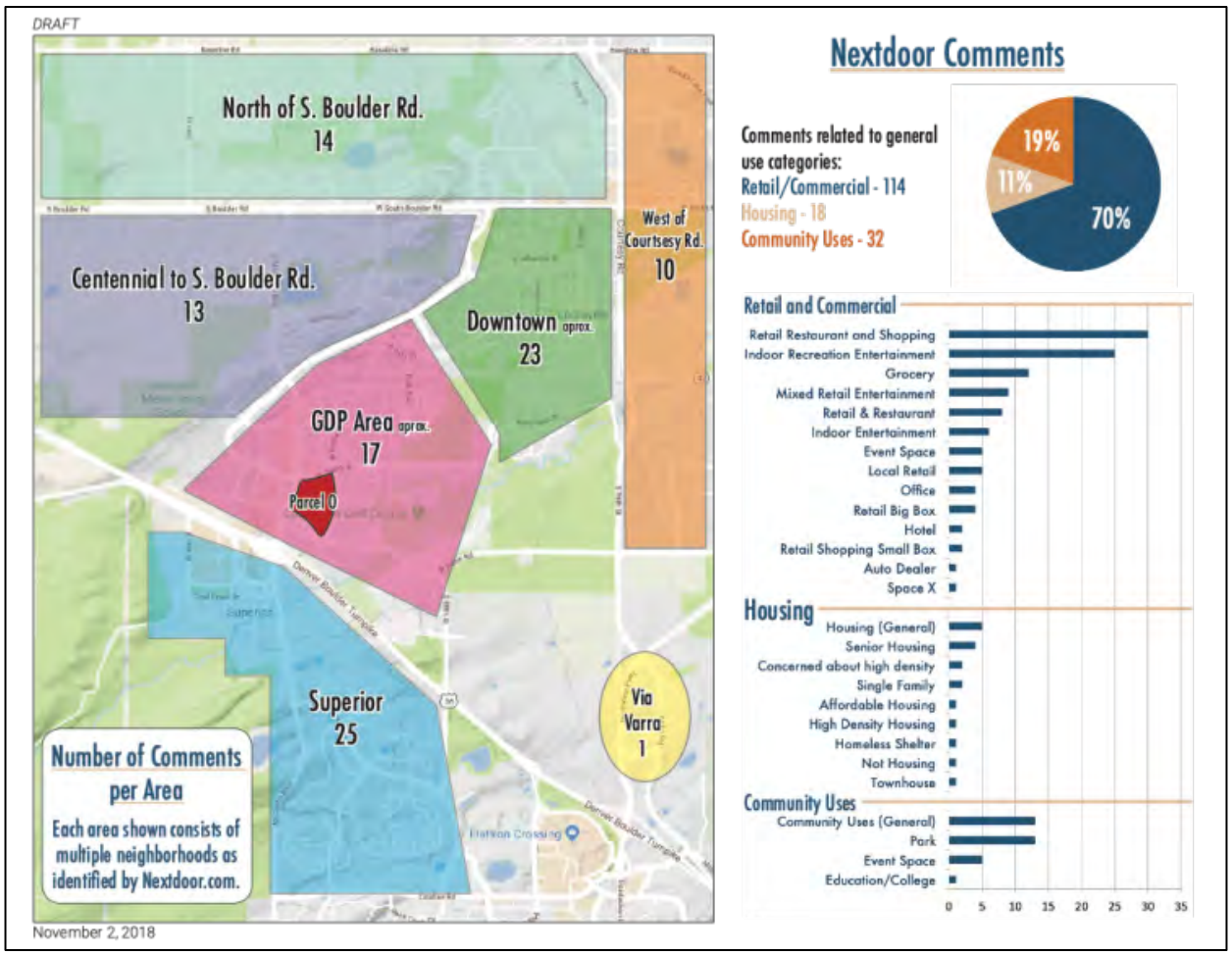
It's drafting time!
Now that there is a shared vision, our team will get to work on a few redevelopment scenarios that reflect what we want as a community.
Early October - Early November

Here's our findings!
All the great work is over and now we get a chance to present our

Nextdoor.com

The Louisville community had already started discussing the future of Parcel O on NextDoor prior to this Parcel O Redevelopment Study. Several comment boards identified desired uses and other varying comments. Those who participated in these online comment boards were from both Louisville and Superior. These comments were reviewed and analyzed as displayed below.

Figure 33. Nextdoor.com Findings



Pop-Ups

An informal and face-to-face survey was conducted at the Paul's Coffee shop located on Parcel O. 30 individuals participated during this one-day event. The pop up survey shared market information and site constraints while asking similar questions to mirror the questions being asked on EngageLouisvilleco.com. Common themes that were expressed from the community during this event include:

Figure 34. Pop-Up Event at Paul's Coffee

- Need for mixed-income housing, apartment, and townhomes
- Continued support for big box stores
- Need for more community spaces
- Desire for unique food and beverage venues
- Make the area more walkable and connected

Property Owner, Broker, and Developer Discussions

All Parcel O property owners were contacted, one broker for a property within Parcel O, and the developer of the recently completed facility at 994 West Dillon discussed their thoughts and opinions regarding regulations, uses, market conditions, and future opportunities. Key comments include:

- McCaslin is still a good retail location for neighborhood and community retail including grocery.
- It is no longer a regional location and there are rumors big boxes may choose to leave.
- Opportunity for other commercial uses including fitness, entertainment, medical and professional office, and hotels.
- A destination draw like the Sports Stable would increase market draw.
- Additional rooftops would help the area thrive including for-sale and for-rent housing.
- Virtually any supportable uses will require the GDP and covenants to be amended.
- Visibility and access are very challenging.
- Future vacancies are pending.
- Residential rooftops are needed to support additional retail/commercial.
- Expensive City process to get use approvals needed.

Citizen's Action Group

Early in the project, the project team attended the Louisville's Citizen's Action Council (CAC). 50 council and community members learned about the redevelopment study and provided their ideas for the parcel including varying uses, site design, and changing market realities.

Community Preferences

The multiple engagement channels provided a clear understanding of the communities overall opinion for Parcel O. While all engaged participants were made aware of the regulatory constraints surrounding future redevelopment, they were also informed about the changing market conditions.

Uses and Design

The community's top 4 desired general uses were retail/restaurant, residential, health/wellness, and community space. These four high level categories can be further broken down into specific subcategory uses as detailed below using examples and comments provided by the community.

There is a strong desire for new and unique uses that are experience based and will serve both the local community as well as draw individuals from outside Louisville. Consistent descriptive language included, family friendly, unique, local, craft, healthy, handcrafted, quality, small town, inclusive, shared spaces, multi-vendor, and mixed use. A few examples community members mentioned were the Aurora Stanley Marketplace, Boulder's Rayback Collective, Alexandria's (VA) Torpedo Factor Art Center, Boston's Faneuil Hall Marketplace, and Seattle's Pike Place Market. The community also desires an improved site layout that supports walkability between the individual lots, open and green spaces, outdoor features and play spaces, attractive public spaces, improved streetscapes that facilitate user interactions.

Table 22. Parcel O Community Preferences

Retail/Restaurant	Residential	Health/Wellness	Community Space
• Local vendors • Upscale retail • Small shops • Outdoor marketplace • Farmers market • Trader Joe's/Sprouts • Food halls • Breweries • Cafes/Coffee shops • Unique and family oriented dining • Organic	• Apartments • Middle income • Condos • Senior living • Mixed use with residential on top	• Sports fields • Climbing gyms • Indoor tennis • Cross fit • Complementary to rec. center	• Parks/plazas • Green space • Central gathering area • Outdoor seating • Games • Playgrounds • Water features

7. Reuse and Redevelopment Alternatives

Potential re-use and redevelopment alternatives for Parcel O were developed based on the market analysis, stakeholder interviews, and community feedback. The announcement that Kohl's would be departing its current location has broadened the potential redevelopment opportunities but also increases the need to maintain sales tax generating uses. Three development alternatives were created to illustrate the financial feasibility, fiscal impact, and community support for potential futures for Parcel O. The alternatives are designed to align with market realities but also illustrate the trade-offs of potential outcomes for the parcel. The purpose is to help gauge what changes to the status quo are possible and acceptable to the property owners, City of Louisville, and the community at large.

Development Alternatives

The ongoing underutilization of the Sam's Club property, coupled with the eminent exit of the current use (Ascent Church), made this parcel a primary focus of the project. However, the Kohl's future vacancy also impacts the potential opportunities for redevelopment within the study area. Three varying development alternatives for Parcel O were analyzed and are summarized below. The development programs are shown in **Table 23** and conceptually illustrated in **Figure 35**.

The three alternatives are all supportable by the market (i.e., there is market demand for the uses proposed) but also have different barriers to development (e.g., absorption, attractiveness to developers, parcel ownership). The market support and barriers to each alternative are described and the alternatives are evaluated based on three criteria: 1) financial feasibility, 2) community considerations and support, and 3) fiscal impact.

Table 23. Parcel O Alternative Development Programs

	Alternative 1 - Refill Boxes			Alternative 2 - Hybrid			Alternative 3 - Redevelopment		
	Acres	Square Feet	% of Acres	Acres	Square Feet	% of Acres	Acres	Square Feet	% of Acres
Retail	12.0	70,000	27%	7.3	50,000	16%	14.5	115,000	33%
Existing Retail and Services	20.6	83,000	46%	20.6	83,000	46%	---	---	---
Entertainment/Fitness	6.7	35,000	15%	5.3	35,000	12%	3.5	35,000	8%
Office/Medical Office/Acute Care	5.3	35,000	12%	0.0	0	0%	3.0	65,000	7%
Hotel (rooms)	0.0	0	0%	3.5	120	8%	4.0	120	9%
Multifamily (units)	0.0	0	0%	7.0	245	16%	15.0	525	34%
Back-Office/ Storage	0.0	60,000	0%	0.0	0	0%	0.0	0	0%
Unused/Unusable/ROW/Drainage	0.0	15,000	0%	1.0	15,000	2%	4.6	N/A	10%
Total	44.6			44.6			44.6		

Source: Economic & Planning Systems

Figure 35. Parcel O Development Alternatives

Alternative 1

Alternative 2

Alternative 3

Financial Feasibility

The financial feasibility analysis of each alternative utilized a static pro forma that calculates estimated return-on-cost (annual net operating income divided by cost to construct the project) to assess financial feasibility. National publications (CBRE and IRR Research) were used to help to establish hurdle rates for return-on-cost per product as well as interviews completed by EPS with active developers in the Denver metro area for this project and other firm assignments. The pro forma model assumes no land cost, but instead calculates the residual land value the project can support. The residual land value metric is used to compare the value and potential upside of each alternative. A baseline for the land value for parcels within Parcel O is set by the sales price of the Sam's Club property (Lot 2) in 2014. The sale price was $3.65 million for the building and 13.5-acre lot, which equates to a value per square foot of land of $6.21 per square foot. A fully occupied building and associated lot likely achieve a higher land value/sales price per square foot, which indicates that projects likely need to produce a value higher than this benchmark to be feasible for investors and/or developers.

Community Considerations and Support

The considerations and desires expressed by the community throughout the outreach process were compared to the three alternatives to identify how the concepts align. Three areas of consideration (uses, site design, and development characteristics) were used to judge the alternatives' alignment with community desires.

Fiscal Impact

The fiscal impact analysis of each scenario was completed by City staff using the City of Louisville's fiscal impact model. The analysis utilized the standard inputs for the model with some modifications to match the development alternatives. Market value and absorption inputs were developed by EPS by product type for each alternative. An analysis of the fiscal impact of Parcel O existing land uses was completed to set a baseline for comparison. Under existing land uses and occupancy, Parcel O has a net positive fiscal impact of $10.7 million over a 20-year period, as shown in **Table 24**. The analysis was performed assuming the Sam's Club building is not occupied by a sales tax generating use (as it is now with the Ascent Church) and the Kohl's is also not occupied by a sales tax producing use (or is vacant) as it will soon be.

Table 24. Fiscal Impact of Current Uses in Parcel O (20-Years)

	Current	
	Total (per $1,000)	% of Total
Revenue by Fund		
General Fund	$8,129	65%
Open Spaces & Parks Fund	$1,067	8%
Lottery Fund	$0	0%
Historic Preservation Fund	$364	3%
Capital Projects Fund	$2,993	24%
Total Revenue	**$12,553**	
Expenditure by Fund		
General Fund	$1,423	76%
Open Spaces & Parks Fund	$0	0%
Lottery Fund	$0	0%
Historic Preservation Fund	$0	0%
Capital Projects Fund	$451	24%
Total Expenditures	**$1,873**	
Net Fiscal Impact by Fund		
General Fund	$6,707	
Open Spaces & Parks Fund	$1,067	
Lottery Fund	$0	
Historic Preservation Fund	$364	
Capital Projects Fund	$2,542	
Net Fiscal Impact	**$10,680**	

Source: City of Louisville

Alternatives Evaluation

Alternative 1 – Re-Tenant

The Alternative 1 concept assumes the two large retail boxes on Lots 2 and 3 are reused for uses supportable in the current McCaslin Subarea market context with its reduced retail trade area draw. It assumes the CCRs restricting uses not directly in competition with existing retailers can be modified (e.g., fitness, recreation, entertainment). This alternative is estimated to be absorbed in four years.

- Lot 2 (Sam's Club) is subdivided into two junior boxes of 35,000 square feet each on the front side with the back half of the building allocated to 60,000 square feet of back office space.
- Lot 3 (Kohl's) is split into two 35,000 square feet junior boxes with the back residual 16,000 square feet lost as unusable space.
- Two re-fill tenants are assumed to be retail tenants and will occupy two of the new divided spaces totaling 70,000 square feet. High potential uses include a liquor superstore (such as Total Wine) and/or other retailers seeking second generation spaces (such as sporting goods or home goods/furniture).
- Two non-retail box uses totaling 70,000 square feet are assumed to occupy the other two subdivided spaces. Likely uses consistent with the market include fitness, entertainment, acute care clinic, other medical office or lab use. These uses are not estimated to generate significant sales tax revenue.
- Retain the 83,000 square feet of existing retail and service uses on parcels not being redeveloped in the alternative.

Market Support

The market analysis identified a shift towards everyday oriented retailers and services for the subarea. In any event, it is unlikely that any user will fill the entire Sam's Club or Kohl's store. It is most likely the two buildings will be subdivided into smaller spaces of 30,000 to 40,000 square feet and will need to attract two or more users to fill each of the boxes. Alternative 1 assumes that these spaces can be filled with four tenants—two of which are sales tax producing uses. Potential opportunities for the subdivided spaces include attracting fitness and entertainment uses to the corridor to re-fill existing vacant spaces. As well, the most likely retailers (e.g., liquor superstore) serve a community-oriented trade area consistent with current conditions. It may be possible to attract one to two additional mid-sized box retailers to the subarea that are not currently present in the community trade area or are seeking a better location.

Market Challenges

The assessment of the market demand for retail in the Subarea illustrated that the focus of the trade area is shifting and the opportunities for larger, regionally oriented retailers are limited. This diminished market demand may even impact community-oriented uses as there are a limited number of larger retailers that will take a space as large as 30,000 square feet. There is the potential that it may take longer than four years to refill the boxes. Inability to lease the subdivided spaces may lead to buildings that sit vacant or are leased to temporary tenants (e.g., Halloween store) or non-conventional uses that may not drive demand to the center or may be a deterrent to other retailers leasing in the center.

The private covenants in place for Parcel O limit the types of users that can locate in the vacant boxes. Specifically, recreation and fitness uses are prohibited. As well, restaurants that generate more than 50 percent of their sales from alcohol (e.g., brewery) are limited. As well, retailers that would be in direct competition to the original anchors (Safeway, Sam's Club) are precluded. Any refill use will need to not create a direct competitive concern to the other parties in the private covenant agreement. There is little the City can do to change the private covenants; however, providing some sort of incentive, such as a revised GDP, may spur the owners to make changes to the current agreement.

Financial Feasibility

The reuse of the vacant retail box alternative was estimated to be financially feasible based on the market inputs (rental rates, construction costs, etc.) utilized. The Alternative 1 assumes the refill uses are able to pay the market average of $20 per square foot (NNN) not including the back-office/storage space in Lot 2, which is estimated to command $11 per square foot (NNN). The estimated construction costs to update and subdivide the two vacant boxes are $37.50 per square foot plus site work improvements to the parking lots. The estimated residual land value for Lot 2 (Sam's Club) is $3.8 million or $6.41 per square foot of land. This is slightly higher than the sales price for the parcel in 2014, which was $3.65 million, and significantly less than the current asking price of approximately $10 million. Lot 3 is estimated to have a residual land value of $4.0 million or $8.65 per square foot of land, as shown in **Table 25**. Combined the residual land values is estimated to be $7.40 per square foot of land.

Table 25. Alternative 1 Feasibility Summary

Lot 2	Amount	Lot 3	Amount
Program		**Program**	
Junior Anchor (Retail)	35,000	Junior Anchor (Retail)	35,000
Junior Anchor (Entertainment/Fitness)	35,000	Junior Anchor (Entertainment/Fitness)	35,000
Storage/Back Office	60,000	N/A	0
Subtotal	**130,000**	**Subtotal**	**70,000**
Construction Costs		**Construction Costs**	
Sitework and Offsites	$975,000	Sitework and Offsites	$525,000
Hard Costs	$2,625,000	Hard Costs	$2,625,000
Soft Costs	$1,347,500	Soft Costs	$1,347,500
Subtotal	**$4,947,500**	**Subtotal**	**$4,497,500**
per sf	*$38*	*per sf*	*$64*
Operating Revenue		**Operating Revenue**	
Potential Gross Revenue	$1,995,000	Potential Gross Revenue	$1,365,000
Less: Vacancy	-$139,650	Less: Vacancy	-$95,550
Effective Gross Income	$1,855,350	Effective Gross Income	$1,269,450
Operating Expenses	-$1,244,975	Operating Expenses	-$674,975
Net Operating Income	**$610,375**	**Net Operating Income**	**$594,475**
Return on Cost (ROC)	12.34%	Return on Cost (ROC)	13.22%
ROC Hurdle	7.00%	ROC Hurdle	7.00%
Residual Land Value	**$3,772,143**	**Residual Land Value**	**$3,995,000**
Value per Land SF	$6.41	Value per Land SF	$8.65

Source: Economic & Planning Systems

Community Support

Uses: While a few people in the community expressed a desire to bring another big retail box user into the vacant buildings, the majority of input received indicated a desire for uses that were smaller format and would support a diverse range of users and visitors. The reuse of these buildings for similar large format retailers would not support the community's desire for smaller, curated, complementary shopping, dining, and entertainment uses that appeal to multiple consumers.

Site Design: Under Alternative 1 the reuse of the existing buildings and the suburban, large format retail shopping center would retain its same development characteristics and would at least meet the community's desires for a compact, walkable, pedestrian friendly environment.

Development Characteristics: The development contemplated under this alternative would not meet the community desires for local, unique, non-chain, retail environments that provides variety and experience for a diverse range of neighbors and visitors.

Fiscal Impact

The fiscal impact model estimates that Alternative 1 would have a net positive fiscal impact of $18 million over 20 years, as shown in **Table 26.** This alternative portrays the optimal re-tenanting of the existing retail boxes given market conditions and potential uses likely to be possible with modified private covenants, which produces increased fiscal returns but less than what was previously achieved with the two former anchor retailers.

Table 26. Alternative 1 Fiscal Impact

	Current		Alternative 1	
	Total (per $1,000)	% of Total	Total (per $1,000)	% of Total
Revenue by Fund				
General Fund	$8,129	65%	$14,006	62%
Open Spaces & Parks Fund	$1,067	8%	$2,122	9%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$364	3%	$730	3%
Capital Projects Fund	$2,993	24%	$5,798	26%
Total Revenue	**$12,553**		**$22,656**	
Expenditure by Fund				
General Fund	$1,423	76%	$3,513	75%
Open Spaces & Parks Fund	$0	0%	$0	0%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$0	0%	$0	0%
Capital Projects Fund	$451	24%	$1,179	25%
Total Expenditures	**$1,873**		**$4,692**	
Net Fiscal Impact by Fund				
General Fund	$6,707		$10,493	
Open Spaces & Parks Fund	$1,067		$2,122	
Lottery Fund	$0		$0	
Historic Preservation Fund	$364		$730	
Capital Projects Fund	$2,542		$4,620	
Net Fiscal Impact	**$10,680**		**$17,964**	

Source: City of Louisville

Alternative 2 – Partial Redevelopment

Alternative 2 entails a partial redevelopment of Parcel 0. A partial redevelopment would need to include at least one—and more likely two—of the larger lots in Parcel O (Safeway, Sam's Club, and/or Kohl's). For evaluation purposes, Alternative 2 assumes Lot 2 Sam's Club is redeveloped and Lot 3 Kohl's building is repurposed for two tenants. The alternative assumes covenants restricting uses not directly in competition with existing retailers can be modified to include uses consistent with current market conditions (e.g., fitness, recreation, entertainment) and that this development agreement is modified to allow hotel and multifamily uses. This concept assumes to be absorbed within five to six years.

- Kohl's building is reused for two boxes similar to Alternative 1 with one a retail use (liquor superstore) and the second a nonretail use (fitness).
- Lot 2 and parking fields are redeveloped with 15,000 square feet of retail space, 245 apartments on the eastern 7 acres at density of 35 units per acre, and a 120 room hotel on 3.5 acres.
- Retain the 83,000 square feet of existing retail and service uses on parcels not being redeveloped in the alternative.

Market Support

The market analysis identifies substantial demand for multifamily and hotel uses within the subarea. These uses are able to support redevelopment costs and can allow for better reconfiguration of Parcel O. Specifically, the new retail can be better positioned for access and visibility, and the parking fields can be right-sized for the retail, which will create more flexibility and space for adding additional uses. The investment and introduction of new uses to the shopping center can be used to help attract larger retail users to the vacant Kohl's. As well, the market will likely support the attraction of two, larger retail users that either generate significant retail sales tax, and/or will increase visitation to the subarea, which will boost the sales of surrounding retailers.

Market Challenges

The primary challenge to Alternative 2 is that the GDP for Parcel O and the private covenants do not allow for this development program. Multifamily residential is prohibited by the GDP and some potential larger retailers that could be attracted to the site are prohibited or limited by the CCRS. As well, increased height and/or density allowances may be necessary, under the GDP, to make a project feasible.

A coordinated redevelopment of both Lots 2 and 3 may be difficult and/or could take longer to occur. It is easier for one of the larger lots to redevelop individually but there may be more incentive for a developer to combine lots. As mentioned above, both the private covenants and GDP need to be revised or amended for this program to work. The City could provide incentive by revising the GDP to allow more uses, and also modifying the agreement to allow greater utilization of the site especially as an incentive to do a coordinated redevelopment.

Financial Feasibility

Alternative 2 produces a higher total estimated residual land value (combination of Lot 2 and Lot 3) of $11.5 million compared to Alternative 1, as well as the highest average land value per square foot of $10.94 per square foot for all three alternatives, as shown in **Table 27**. The multifamily and hotel uses are estimated to generate a significantly higher residual land value than the retail uses. The multifamily parcel is estimated to be able to support a land value of $5.1 million or $16.72 per square foot of land. The hotel use is estimated to be able to support a land value of $2.4 million or $15.88 per square foot of land. The following model inputs were utilized to estimate project feasibility.

- Multifamily – The construction cost for the project is estimated to be $224 per square foot or $211,000 per unit. An average unit size is estimated to be 800 square feet and able to attract an average monthly rental rate of $1,560 or $1.95 per square foot.
- Hotel – The 120 room hotel project is estimated to be 60,000 square feet in size. The estimated construction cost is $367 per square foot or $183,600 per room. The project room rate is $170 per night which equates into an estimated average daily rate of $119.
- The retail space is estimated to have a construction cost of $230 per square foot. An average rental rate is 30 per square foot (NNN).

Table 27. Alternative 2 Feasibility Summary

Description	Lot 3 Retail Amount	Lot 3 Retail per SF	Lot 2 Multifamily Amount	Lot 2 Multifamily per unit	Lot 2 Hotel Amount	Lot 2 Hotel per room	Lot 2 Retail Amount	Lot 2 Retail per SF	LOT 2 TOTAL	Alternative 2 TOTAL
PROGRAM										
Multifamily Units	N/A units		245 units		N/A units		N/A units		245	
Hotel Rooms	N/A rooms		N/A rooms		120 rooms		N/A rooms		120	
Net Rentable Area	70,000 sf		195,963 sf		42,000 sf		15,000 sf		252,963	
Gross Building Area	70,000 sf		230,545 sf		60,000 sf		15,000 sf		305,545	
CONSTRUCTION COST										
Site Costs										
Horizontal Costs	$525,000	$7.50	$1,407,000	$5,743	$703,500	$5,863	$402,000	$26.80	$2,512,500	$3,037,500
Hard Costs										
Core & Shell Construction	$1,750,000	$25.00	$38,846,833	$158,559	$14,022,000	$116,850	$1,605,000	$107.00	$54,473,833	$56,223,833
Tenant Improvement	$875,000	$12.50	$0	$0	$2,580,000	$21,500	$750,000	$50.00	$3,330,000	$4,205,000
Subtotal	**$2,625,000**	**$37.50**	**$38,846,833**	**$158,559**	**$16,602,000**	**$138,350**	**$2,355,000**	**$157.00**	**$57,803,833**	**$60,428,833**
Soft Costs										
Plan/Design/Eng./Survey	140,000	$2.00	1,786,724	$7,293	747,000	$6,225	195,000	$13.00	$2,728,724	$2,868,724
Municipal/State Fees	$35,000	$0.50	$4,610,900	$18,820	$1,500,000	$12,500	$225,000	$15.00	$6,335,900	$6,370,900
Development Fees, Financing, Other	$1,697,500	$24.25	$4,968,245	$20,279	$2,479,200	$20,660	$270,000	$18.00	$7,717,445	$9,414,945
Total	**$5,022,500**	**$71.75**	**$51,619,701**	**$210,693**	**$22,031,700**	**$183,598**	**$3,447,000**	**$229.80**	**$77,098,401**	**$82,120,901**
NET OPERATING INCOME										
Potential Rental Income	$1,365,000	$11,375	$4,585,540	$18,716	$7,446,000	$62,050	$433,048	$3,609	$12,464,588	$13,829,588
Other Income	$0	$0	$389,060	$1,588	$566,000	$4,717	$0	$0	$955,060	$955,060
Less: Vacancy	-$95,550	-$796	-$248,730	-$1,015	-$2,233,800	-$18,615	-$30,313	-$253	-$2,512,843	-$2,608,393
Operating Expenditures	-$674,975	-$5,625	-$1,322,735	-$5,399	-$3,577,399	-$29,812	-$146,411	-$1,220	-$5,046,546	-$5,721,521
Net Operating Income (NOI)	**$594,475**	**$4,954**	**$3,403,135**	**$13,890**	**$2,200,801**	**$18,340**	**$256,323**	**$2,136**	**$5,860,259**	**$6,454,734**
RETURN ON COST (ROC)	**11.84%**		**6.59%**		**9.99%**		**7.44%**		**7.60%**	**7.86%**
HURDLE RATE	**7.00%**		**6.00%**		**9.00%**		**6.50%**			
RESIDUAL LAND VALUE										
Land Value	$3,470,000		$5,099,209		$2,421,646		$496,431		$8,017,286	$11,487,286
Value Per SF	$7.52		$16.72		$15.88		$5.70		$13.63	$10.94

Source: Economic & Planning Systems

Community Support

Uses: The addition of entertainment and retail uses is supported by community input received and provides some new options for both neighbors and visitors to the area. The reuse of one building for similar large format retailers would not support the community's desire for smaller, curated, complementary shopping, dining, and entertainment uses that appeal to multiple consumers. The quantity and type of retail associated with Alternative 2 does not meet the community desires for a significant retail component that provides a gathering space for a wide variety of users.

Hotel was identified as the least desired use for the study area, and while some community members identified housing as possible uses for the overall study area, it was often described as a range of housing options that provide opportunities for empty nesters, low to middle income housing, and housing that was part of a mixed use development. A standalone multifamily project was not a highly prioritized use for the study area.

Site Design: The partial redevelopment of the study area could allow for some site improvements that were identified as desired community amenities, including the addition of open spaces, plazas and other connections if it was planned in a comprehensive format. However, due to the existing parcels, ownership divisions, and reuse of one of the big boxes, the project site would need to retain some of the same circulation, parking and auto focused patterns which do not allow for different type of environment that was less auto dependent, more walkable and better integrated into the surrounding neighborhood.

Development Characteristics: The partial redevelopment does not address the strong desire for a mixed retail environment that can support many smaller tenants and a "community-centric" marketplace that was a common theme. The amount of retail proposed within this scenario would not meet the community's demand for experience based, family friendly, service and entertainment based retail that is local, unique and high quality.

Fiscal Impact

The fiscal impact model estimates that Alternative 2 will have a net positive fiscal impact of $18.5 million over 20 years, as shown in **Table 28**. This alternative produced the most positive impact of the three alternatives. The alternative illustrates how a mixture of uses can still produce positive fiscal benefits to the City even with the introduction of non-sales tax producing and residential uses. The greater utilization of the site generates more value to the City, as well.

Table 28. Alternative 2 Fiscal Impact

	Current		Alternative 2	
	Total (per $1,000)	% of Total	Total (per $1,000)	% of Total
Revenue by Fund				
General Fund	$8,129	65%	$16,769	64%
Open Spaces & Parks Fund	$1,067	8%	$2,118	8%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$364	3%	$733	3%
Capital Projects Fund	$2,993	24%	$6,586	25%
Total Revenue	**$12,553**		**$26,206**	
Expenditure by Fund				
General Fund	$1,423	76%	$5,062	65%
Open Spaces & Parks Fund	$0	0%	$124	2%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$0	0%	$0	0%
Capital Projects Fund	$451	24%	$2,548	33%
Total Expenditures	**$1,873**		**$7,735**	
Net Fiscal Impact by Fund				
General Fund	$6,707		$11,706	
Open Spaces & Parks Fund	$1,067		$1,993	
Lottery Fund	$0		$0	
Historic Preservation Fund	$364		$733	
Capital Projects Fund	$2,542		$4,038	
Net Fiscal Impact	**$10,680**		**$18,471**	

Source: City of Louisville

Alternative 3 – Major Redevelopment

This concept assumes a comprehensive redevelopment of Parcel O into a new mixed use development. Existing retailers are assumed to be integrated into new commercial or mixed-use space (aside from Kohl's, which is leaving Louisville). The alternative assumes the CCRs are rewritten or substantially modified and a new development agreement is created to allow for greater density and a broader mix of uses. This concept assumes a 10 year, phased buildout.

- The redevelopment assumes a total of 115,000 square feet of retail space on 14.5 acres, accounting for 1/3 of the acreage. In addition, a non-retail entertainment or fitness anchor is included totaling 35,000 square feet.
- A 120 room hotel is attracted to a 3.5 acre site.
- A 4 story, 65,000 square foot office building is included on a 3.0 acre site.
- 525 multifamily apartment units are built in two phases or projects on a total of 15 acres, at the same 35 units per acre density as Alternative 2.

Market Support

A major redevelopment project would give a prospective developer flexibility to reconfigure access and orientation of the area. The retail space could be better positioned closer to the McCaslin frontage with greater visibility and access. The larger redevelopment would also allow for more flexibility in the transition of development to the surrounding neighborhoods. The redevelopment will allow for the different product types to be better oriented and marketed to potential users/ development partners. Multifamily uses are the most likely use to take the largest share of the larger redevelopment and will have less challenges with absorption. The introduction of more traditional office space becomes more attractive as the mixed-use development becomes a more appealing location for employment uses.

Market Challenges

This scenario assumes a major aggregation of several separately owned lots, which may be difficult. The acquisition costs for many of the existing, occupied buildings along the McCaslin frontage could potentially be too high to support redevelopment. Also, the disruption of the existing retailers and businesses may lead to the loss of these businesses from the site as redevelopment occurs. Attracting and absorbing the amount of retail space planned will be difficult given the challenges in the trade area. A grocery store anchor will need to be retained (Safeway) or a replacement found, along with other one to two junior anchors or larger retailers. Even with a better configured layout for the center and development oriented to the current retail market opportunities, attracting retailers would be challenging.

Financial Feasibility

The Major Redevelopment Alternative produces an estimated residual land value of $10.12 per square foot, which is a total value of $19.7 million, as shown on **Table 29**. The multifamily and hotel uses are estimated to generate a significantly higher residual land value than the retail uses in Alternative 2. The office use supports a land value of $731,414 or $5.60 per square foot of land, which is less than the lowest of all uses modeled and less per square foot than was achieved in the sale of the Sam's Club site in 2014. The following model inputs were utilized to estimate project feasibility.

- Multifamily – The construction cost for the project is estimated to be $224 per square foot or $211,000 per unit. An average unit is estimated to be 800 square feet and able to attract an average monthly rental rate of $1,560 or $1.95 per square foot.
- Hotel – The 120 room hotel project is estimated to be 60,000 square feet in size. The estimated construction cost is $369 per square foot or $184,400 per room. The project room rate is $170 per night which equates into an estimated average daily rate of $119.
- The retail space is estimated to have a construction cost of $227 per square foot. An average rental rate is $30 per square foot (NNN).
- The office space is estimated to have a construction cost of $247 per square foot. An average rental rate is $25 per square foot (NNN).

Table 29. Alternative 3 Feasibility Summary

Description	Combined								
	Multifamily		Hotel		Retail		Office		
	Amount	per unit	Amount	per room	Amount	per SF	Amount	per SF	TOTAL
PROGRAM									
Multifamily Units	525 units		N/A units		N/A units		N/A units		525
Hotel Rooms	N/A rooms		120 rooms		N/A rooms		N/A rooms		120
Net Rentable Area	419,921 sf		42,000 sf		150,000 sf		55,250 sf		667,171
Gross Building Area	494,025 sf		60,000 sf		150,000 sf		65,000 sf		769,025
CONSTRUCTION COST									
Site Costs									
Horizontal Costs	$3,015,000	$5,743	$804,000	$6,700	$3,618,000	$24.12	$603,000	$9.28	$8,040,000
Hard Costs									
Core & Shell Construction	$83,243,213	$158,559	$14,022,000	$116,850	$16,050,000	$107.00	$8,905,000	$137.00	$122,220,213
Tenant Improvement	$0	$0	$2,580,000	$21,500	$7,500,000	$50.00	$3,250,000	$50.00	$13,330,000
Subtotal	**$83,243,213**	**$158,559**	**$16,602,000**	**$138,350**	**$23,550,000**	**$157.00**	**$12,155,000**	**$81.03**	**$135,550,213**
Soft Costs									
Plan/Design/Eng./Survey	3,828,694	$7,293	747,000	$6,225	1,950,000	$13.00	1,007,500	$15.50	7,533,194
Municipal/State Fees	$9,880,500	$18,820	$1,500,000	$12,500	$2,250,000	$15.00	$975,000	$15.00	$14,605,500
Development Fees, Financing, Other	$10,646,239	$20,279	$2,479,200	$20,660	$2,700,000	$18.00	$1,332,500	$20.50	$17,157,939
Total	**$110,613,645**	**$210,693**	**$22,132,200**	**$184,435**	**$34,068,000**	**$227.12**	**$16,073,000**	**$247.28**	**$182,886,845**
NET OPERATING INCOME									
Potential Rental Income	$9,826,157	$18,716	$7,446,000	$62,050	$4,330,476	$28.87	$2,059,255	$31.68	$23,661,888
Other Income	$833,700	$1,588	$566,000	$4,717	$0	$0.00	$0	$0.00	$1,399,700
Less: Vacancy	-$532,993	-$1,015	-$2,233,800	-$18,615	-$303,133	-$2.02	-$144,148	-$2.22	-$3,214,074
Operating Expenditures	-$2,834,433	-$5,399	-$3,549,438	-$29,579	-$1,464,113	-$9.76	-$780,809	-$12.01	-$8,628,793
Net Operating Income (NOI)	**$7,292,431**	**$13,890**	**$2,228,762**	**$18,573**	**$2,563,230**	**$17.09**	**$1,134,298**	**$17.45**	**$13,218,721**
RETURN ON COST (ROC)	**6.59%**		**10.07%**		**7.52%**		**7.06%**		**7.23%**
HURDLE RATE	**6.00%**		**9.00%**		**6.50%**		**6.75%**		
RESIDUAL LAND VALUE									
Land Value	$10,926,876		$2,631,821		$5,366,311		$731,414		$19,656,422
Value Per Land SF	$16.72		$15.10		$6.84		$5.60		$10.12

Source: Economic & Planning Systems

Community Support

Uses: The range of uses associated with this alternative could meet the community's demand for both larger format entertainment/experience-based uses to anchor a retail center, which in turn could support smaller format type retail (e.g. service, hospitality, boutique shopping, and convenience). The addition of office space in Alternative 3 increases the 24x7 nature of the shopping center to further activate the retail uses and provide jobs near existing housing centers. The community expressed a desire for innovative, co-working or smaller format office uses to complement the larger office parks in the neighborhood, which could be accommodated in this scenario. Hotel and multifamily, while not identified as high priority uses for the study area, could potentially be supporting uses to the dynamic retail space accomplished in this scenario.

Site Design: The large-scale redevelopment of the site under Alternative 3 accommodates many of the major site design features the community desires. The amenities include increased mobility, paths and trails, plazas, gathering spaces and a compact, walkable environment.

Development Characteristics: The creation of 115,000 square feet of retail would allow for a diverse range of uses that could accommodate the community's desires for variety, unique offerings, and a shopping center that could serve both as a local and regional destination.

Fiscal Impact

The fiscal impact model estimates that Alternative 3 will have a net positive fiscal impact of $14.8 million over 20 years, as shown in **Table 30**. This alternative illustrates how a mixture of uses throughout the whole of Parcel O, even with reduced amounts of retail uses, can still produce positive impacts on the City. Greater utilization of the site produces more revenue than the site currently produces. Even after the estimate expenditures, the site still preforms comparably to how Parcel O has impacted the City since Sam's Club left in 2010.

Table 30. Alternative 3 Fiscal Impact

	Current		Alternative 3	
	Total (per $1,000)	% of Total	Total (per $1,000)	% of Total
Revenue by Fund				
General Fund	$8,129	65%	$17,456	63%
Open Spaces & Parks Fund	$1,067	8%	$2,223	8%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$364	3%	$779	3%
Capital Projects Fund	$2,993	24%	$7,050	26%
Total Revenue	**$12,553**		**$27,509**	
Expenditure by Fund				
General Fund	$1,423	76%	$7,710	61%
Open Spaces & Parks Fund	$0	0%	$234	2%
Lottery Fund	$0	0%	$0	0%
Historic Preservation Fund	$0	0%	$0	0%
Capital Projects Fund	$451	24%	$4,789	38%
Total Expenditures	**$1,873**		**$12,733**	
Net Fiscal Impact by Fund				
General Fund	$6,707		$9,746	
Open Spaces & Parks Fund	$1,067		$1,989	
Lottery Fund	$0		$0	
Historic Preservation Fund	$364		$779	
Capital Projects Fund	$2,542		$2,261	
Net Fiscal Impact	**$10,680**		**$14,775**	

Source: City of Louisville

Survey Report

01 March 2017 - 28 January 2019

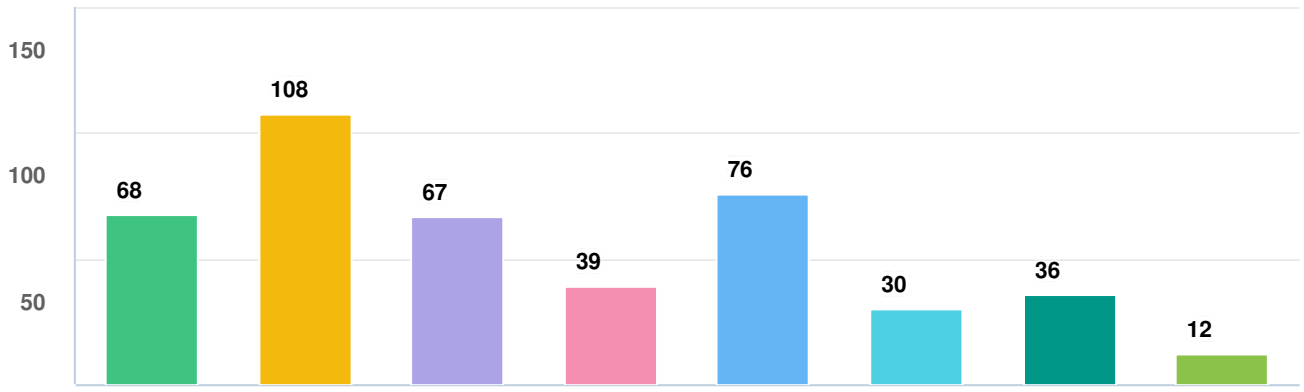
McCaslin Parcel "O" - Site Uses and Opportunities - What do you think?

PROJECT: McCaslin Parcel O Redevelopment Study

Engage Louisville CO

engagement hq by Bang the Table

Q1 Based on the market trends and realities, what type of development, what would you like to see in this area?



Question options

- Health/Wellness (gym, spa, etc.)
- Hospitality, Food or Beverage (restaurant, hotel, etc.)
- Entertainment (movie theater, laser tag, etc.)
- Service (repair shops, tutoring, etc.)
- Other (clothing store, book store, etc.)
- Office
- Residential
- Hotel

(143 responses, 0 skipped)

Q2 Add your own: What other uses would work here?

vg19 11/05/2018 01:06 PM	Kid oriented activities, such as lasertag.
Anonymous 11/05/2018 03:07 PM	Public space e.g. plaza
Anonymous 11/06/2018 10:29 AM	City Park, Dog Park, outdoor area.
Anonymous 11/06/2018 10:47 AM	Grocery super store...if we can deal with he covenants
Anonymous 11/06/2018 10:49 AM	I would like to see a combination of the above with a park in the middle to encourage people to gather. hide the parking.
Anonymous 11/06/2018 10:57 AM	Open space/park type spaces as connectors for commercial to residential.
Anonymous 11/06/2018 11:02 AM	Trader Joe's!!!!!
Anonymous 11/06/2018 11:11 AM	No Hotel! Mixed use, housing and businesses. Business that will connect the residents to the area and take some of the crowds off of downtown making both areas more enjoyable for City residents.
Anonymous 11/06/2018 11:20 AM	Book store would be nice.
Anonymous 11/06/2018 11:26 AM	No Hotel! We want the redevelopment to add the the current neighbors enjoyment.
Anonymous 11/06/2018 11:29 AM	a boutique shopping mall - where stores have booths inside, similar to The Barn in Castle Rock
Anonymous 11/06/2018 11:38 AM	When I think of concepts that could work well in this area, I think of Longmont's new "Village at the Peaks" or Lakewood's "Belmar"
Anonymous 11/06/2018 12:25 PM	Would love to see something like Rayback in this space. A place for adults and kids to hang out.
Anonymous 11/06/2018 01:22 PM	Outdoor mall with small shops and restaurants.
Anonymous 11/06/2018 01:28 PM	town center with beautiful trees, trails, low grow xeric native grass parks, tables and chairs various sizes, gathering places, fireplaces for winter, community place for art and craft festivals bike racks, food trucks, public

	restroom, water featuresm,
Anonymous 11/06/2018 01:36 PM	I don't know if we have the population base or enough vendors but something like the San Francisco Ferry Building Marketplace would be awesome. Towns all around the world have them. Tax dollars for us. www.ferrybuildingmarketplace.com.
Anonymous 11/06/2018 01:44 PM	Trader Joe's or King Soopers
Anonymous 11/06/2018 02:38 PM	Conference and personal events rooms
Anonymous 11/06/2018 03:35 PM	This parcel is fairly ugly in a beautiful town like Louisville. More greenery around the parking lot, EV spots, and better non-automobile options throughout (clean/maintained sidewalks/bike paths) would make a big difference to anything that ends up here
Anonymous 11/06/2018 04:44 PM	A communal spot for multiple types of small businesses similar to the Source, Milk Market, etc. in Denver
Anonymous 11/06/2018 04:57 PM	Art Coop, Music/Concert hall, Dancing venue, Artist studios, Theater, Indoor parachuting, Indoor climbing
Anonymous 11/06/2018 05:01 PM	a wonderful market like Pike Place in Seattle
Anonymous 11/06/2018 05:14 PM	Food stalls center like Philadelphia's reading terminal market
Anonymous 11/06/2018 06:55 PM	More sports fields
Anonymous 11/06/2018 07:39 PM	Ikea
Anonymous 11/06/2018 07:43 PM	Green space mixed in with first floor commercial and second floor residential. Limit height to 2 floors.
Anonymous 11/06/2018 08:29 PM	I think the goal should be to created a walkable mixed use (live, work, shop, and play) district which is fiscally vibrant
Anonymous 11/06/2018 08:49 PM	Cluster these uses around a small (1/2 ac) park to create a vibrant community gathering spot, and add residential on the W side of McCaslin going up to Davidson Mesa and connecting w Centennial, Hillside and Enclave. Yes, I want more residential!
Pete 11/06/2018 09:24 PM	Dense, walkable mixed use with RTD connectivity
keith 11/06/2018 09:30 PM	mixed use specialty ped mall, outdoor experience for kids/families as an alt to downtown which is more adult oriented; something unique not available nearby
SSN 11/06/2018 09:38 PM	Multi-family housing with services, offices, hospitality with shared park/open space

JoyP 11/07/2018 07:25 AM	Trader Joes
Justin Schrader 11/07/2018 09:56 AM	Organic food options
Jenny 11/07/2018 10:54 AM	We would like to see a good grocery store here that is reasonable priced - Trader Joe's would be fantastic or Sprouts.
Juli 11/07/2018 04:29 PM	Mixed use space like The Source
Ryokin 11/07/2018 05:24 PM	Mix of above with small / growing business office space (e.g. Arista in Broomfield)
mb 11/08/2018 10:13 AM	We could always use another park and greens space. Yogurt or Ice Cream, Trader Joes, Gymnastics, dance or Ninja play gym, bowling alley, Chuy's Restaurant, Torchy's Tacos, Chipotle...
Rami Cohen 11/08/2018 12:55 PM	Public basketball/tennis/soccer fields
Maryan 11/08/2018 03:17 PM	Food Hall, Indoor year-round farmer's market
Teresa 11/08/2018 09:06 PM	toy store or children's/maternity consignment
Leslie 11/09/2018 10:59 AM	Maybe a mixed marketplace like Eataly? https://www.eataly.com/us_en/stores/chicago/
Steve 11/09/2018 11:04 AM	park and open space as part of mixed use
habacomike 11/09/2018 11:05 AM	Incubator space for light industry -- maker spaces.
Scott 11/09/2018 11:08 AM	I'd like to see the spirit of Old Town Louisville brought to this initiative in terms of unique retail and community-centric activities. We should try to avoid national chains if possible and be as distinct as practical.
Jkat525 11/09/2018 11:12 AM	I woukd love to have a nice restaurant with really comfortable seating aloh the lines of White Chocolate Grill, Elways, bonefish, etc.
Fordcokid 11/09/2018 11:12 AM	Tasteful combination of residential, office, restaurants and health/wellness.
Mark Dondelinger 11/09/2018 11:13 AM	Bring back Sams
CB 11/09/2018 11:21 AM	Green space, park with walkable mall-like boutique stores
andrewthak	We should look at some sort of "collective" in the Sam's club building/site,

11/09/2018 11:24 AM	similar to The Source in Denver or on a smaller scale the Rayback Collective in Boulder.
B Eller 11/09/2018 11:27 AM	REI; Trader Joes; fabric store like JoAnn (with classes and family needs); try King Soopers again (Safeway is inadequate for a lot of people). Save the current buildings.
Ala Hason 11/09/2018 11:32 AM	More community type services: food, music, wellness. Community multipurpose room and lots of trees PLEASE
Terri 11/09/2018 12:12 PM	If a restaurant - a high end restaurant - distillery
Lawrenceboyd 11/09/2018 12:25 PM	Having moved from Longmont, a space similar to the village at the peaks (www.villageatthepeaks.com) would be perfect!
WEC 11/09/2018 12:50 PM	Small, locally owned businesses.
coreyhyllested 11/09/2018 01:00 PM	I think mixed is best. Bringing people to work (office) + service / retail / food / wellness is great; I'd look to the Lafayette Marketplace & Denver Union Station for inspiration around creating community space + marketplace.
NA 11/09/2018 01:05 PM	Furniture Sales
ellenvallee 11/09/2018 04:58 PM	Let's pick high quality services and residences in this area.
janet 11/09/2018 07:30 PM	park with cafe, coffee shop and entertainment options for kids, teens & adults (music venue,etc)
jgwalega 11/10/2018 03:53 PM	Too many hotels in the area
dmwalega 11/10/2018 04:02 PM	King Soopers
amygcasey 11/10/2018 04:31 PM	Co-working, food court, Farmers market
SMcMahon 11/11/2018 09:37 AM	A mix of small eateries with small shops featuring local as well as national brands would be ideal - but allow for space to sit while shopping/eating. Also ample parking!
fredeller 11/11/2018 11:07 AM	Speciality shopping such as a design center concept with a number of stores working in conjunction with each other. Speciality stores and entertainment such as REI with climbing walls, independent movie theaters. The entire site should be walkable.
Amasin 11/11/2018 11:13 AM	Stanley Market place is a great example of helping small companies, local gathering, health and wellness offerings, starts ups, open work spaces...
Carolyn H Anderson 11/11/2018 03:18 PM	senior housing, one level or apartments with elevator. We already have enough of all the other so long as Kohl's remains

dl00kner 11/11/2018 04:23 PM	Multi-use space similar to Rayback Collective in Boulder and Denver Milk Bar. Brewery, open beer garden, food trucks and some surrounding retail/services.
PhyllisMP 11/11/2018 05:05 PM	I would like to see a large grocery store as we do not have one at this end of town. We only have a small Safeway. I reallyliked the idea of a large retail King Soopers here.
cherylmerlino 11/11/2018 05:24 PM	Outdoor mall with multiple offerings such as Town Square in Las Vegas: mytownsquarelasvegas.com. This has restaurants, an outdoor play area for kids, retails shops, offices, services (optical shop), parking garages, arcade, and street parking, too!
hellosherry2 11/12/2018 12:55 PM	I think the area would be best served if it could be a destination from surrounding areas as well as a place where people walk to everyday services. Bookstore, tou store, bowling alley, artsy movie theate, community gathering space (alfalfas) fountains
bpaxton 11/13/2018 07:35 AM	Co-working space (see https://www.industrydenver.com for an example); something like the Rayback Collective (http://therayback.com) would also be nice
aeromarkco 11/13/2018 07:36 AM	A way of transit for the rest of the neighborhood (Louisville) that cannot walk easily to the Park N Ride. Furniture Store, Organic Foods Store (Lucky's or Sprouts), Need more parking i.e. underground parking
shoe23 11/13/2018 03:10 PM	Mixed use residential and retail, Asian grocery store and food court, charter school.
wielandlisa 11/13/2018 03:23 PM	an 'outdoor' equipment/activity store - REI, Cabellas something like that - but no guns!
Laura Adams 11/13/2018 03:45 PM	Something similar to The Source in Denver would be a great addition to Louisville.
Benn8895 11/13/2018 04:34 PM	A type of entertainment facility that ALSO caters to special needs children as well as regular children.
cynthswift 11/13/2018 05:06 PM	Mixed use development with a kid friendly area in the middle. Any restaurant or shop with an area for kids to run and play automatically gets more business in this area. A combination of the Rayback in Boulder and The District in Lafayette.
rubellite11 11/13/2018 05:39 PM	Small shops, grocery
julialeslie 11/13/2018 08:42 PM	I would love to see a mixed-use food hall/marketplace similar to the Stanley Marketplace in Aurora w/ a mix of restaurants/breweries, shopping, offices & entertainment. This would be a huge draw for people in surrounding cities to visit Louisvill
Kara.rigney 11/14/2018 01:30 AM	High quality pool facility for serious swimmers/triathletes
jensmith78 11/14/2018 02:20 PM	Indoor marketplace with flexible space for entrepreneurs, artists & creators - galleries, design studios, craft coffee/wine - a la Barnone in Gilbert AZ (barnoneaz.com)..

Alex G 11/14/2018 05:10 PM	Plaza, Park, Small Concert Venue, Indoor/Outdoor Marketplace, Cafe, Small businesses and restaurants, farmers market, shade trees, bike/pedestrian trail junction, second story apartments, senior residential units
Mbb 11/16/2018 08:32 AM	A Dairy Center in Boulder type arts & performance center
Mira 11/16/2018 01:51 PM	I would love to see a combo of: Gym and/or fitness class center / Trader Joe's / Indoor kids playspace / brewery / Denver "Aventi" like multi-food court/bar area with playspace / small mini shops like 1-room bookstores, etc. / some mini apartments
Malexander 11/16/2018 04:18 PM	Urban farm, solar station, permanent farmers market
L.A.Cox 11/16/2018 05:00 PM	Can zoning be changed to increase options? No more hotel chains (they don't build community). Small customer oriented boutique shops (butcherie, cheese shop, tea shop), brewery, restaurants with roof deck to take advantage of incredible view.

Optional question (86 responses, 57 skipped)

Q3 Where do you see as the biggest opportunity(ies) on this site given the changes to the retail market and the constraints on Parcel O?

Anonymous 11/05/2018 02:33 PM	We have a big open space that could be developed thoughtfully, with no big box stores, and maybe some apartments that could help with housing.
Anonymous 11/05/2018 03:07 PM	Mixed use development, anchored by a multi-vendor food hall concept. Example: https://businessden.com/2018/10/04/food-hall-to-anchor-redevelopment-of-mostly-vacant-retail-site-in-edgewater/
Anonymous 11/06/2018 10:29 AM	Upscale retail stores like furniture, book stores, coffee shops, etc. Would be great to have a movie theater.
Anonymous 11/06/2018 10:38 AM	There is a definite movement away from big box stores within Louisville and the region as a whole. It seems that there is more of a need for low-to-moderately priced housing as well as general office space in the area and a mixed use development in that capacity could be very useful.
Anonymous 11/06/2018 10:47 AM	An integrated plan that includes all the properties in the area...from Kohl's to Safeway and the adjacent businesses around the inner ring. (McDonalds, Bao, Paul's, gas station, banks, etc).. Expanding the vision to include the center that is home to Via Toscana would be smart as well.
Anonymous 11/06/2018 10:49 AM	small, locally owned shops and food and beverage
Anonymous 11/06/2018 10:57 AM	The biggest opportunity is creating a multi-use development that includes a mix of residential and commercial spaces using outdoor open space or a park-like space as a connection between uses. The opportunity is greater if the the Safeway, Sam's Club, and Kohl's buildings and properties are considered for redevelopment all together. The Kohl's property and the Safeway properties are important partners in the Sam's Club properties success, and should be considered anchors to the entire "O" site. A break up of the larger big box buildings is necessary.
Anonymous 11/06/2018 11:02 AM	Louisville needs a better grocery store. I would love to see a Trader Joe's in the old sams club.
Anonymous 11/06/2018 11:05 AM	Commercial office space
Anonymous 11/06/2018 11:11 AM	Mixed use plus transportation hub.
Anonymous 11/06/2018 11:20 AM	Superior really has Louisville beat on shopping with their Costco+Target center. Perhaps going for something not offered there would be useful. The Source in RINO might be an example of how to approach this space from a different angle. This kind of mall would encourage local business. Though it would probably a little business from downtown Louisville, it would also pull in more folks from Superior, Boulder and Broomfield.
Anonymous	Mixed use with green spaces for the community to come together trying in to

11/06/2018 11:26 AM	the transportation hub on the other side my the theater. Connectivity.
Anonymous 11/06/2018 11:29 AM	People want to support local businesses, that's why something that would house multiple local vendors would work.
Anonymous 11/06/2018 11:31 AM	A cool gathering space (similar to Rayback Collective in Boulder)
Anonymous 11/06/2018 11:32 AM	Determine a way to split this up -- holding out for a big-box retailer does not appear to be a good strategy (in retrospect). I work in the area and this location would be ideal for a hotel to support my visitors that come in from out of town (multiple times per year, multiple days per visit, multiple visitors). Something in the Hilton family at a higher price point than the Hampton Inn. Splitting for restaurants would be good as well. Could also be a large gym, but that seems to be a long shot with the rec center so close.
Anonymous 11/06/2018 11:38 AM	I think Longmont's "Village at the Peaks" (https://www.villageatthepeaks.com) or Superior's "Downtown Superior" (http://downtownsuperior.com) could be a good example of what could work well here. While I don't mind visiting the Cinnebarre Movie Theatre, the building exterior/interior are an eye sore not to mention everything around it is in decline. What if the empty Sams Club was redeveloped into a modern movie theater (serving as anchor), surrounded by modern restaurants (with patios) and small shops that are connected by a central outdoor area (mini park) where people would enjoy hanging out in the warmer months (fire pit(s), tables, grass, chairs, games for kids, etc)...perhaps farmers markets in the summer, ice rink in the winter, etc.
Anonymous 11/06/2018 12:02 PM	It would be nice to have a green space / park / playground here. A central park, surrounded by outdoor seating cafe's. Maybe a nice fountain or water feature that kids could play in (like water spray thru a grate). An attractive "stroll" around the park, bordered by small retail shops and small cafes. Lots of trees. I don't know what the "constraints" on this parcel are.....I didn't see that in this survey? Maybe I missed that page....
Anonymous 11/06/2018 12:25 PM	Small retail space and good restaurants (not chain) would be nice. Kind of like an alternate downtown.
Anonymous 11/06/2018 01:22 PM	I'd like to see something similar to Boulder 29th st mall -outdoors, small shops, restaurants and perhaps a large draw item like a movie theater
Anonymous 11/06/2018 01:28 PM	Create a place where people want to be and restaurants and shops will follow. Retail and Restaurants like the Source , the Milk Market, and Denver Central Market, etc. will always attract consumers. Maybe a big box sporting goods store if needed to draw people in from 36.
Anonymous 11/06/2018 01:36 PM	The marketplace would give people what they want - to buy local handmade products, specialty products, unique food experiences, etc. It is an experience oriented concept and would get people together to gather at cafes, shops, etc. It would have pedestrian plazas and pedestrian ways, including such amenities as outdoor art exhibits, parks, fountains. It would generate lots of tax revenue for the City and people from out-of-state as well as our surrounding communities including Boulder and Denver would find it to be a worthwhile destination. It would increase property values for all of

	Louisville and hence increase property taxes for the City.
Anonymous 11/06/2018 01:37 PM	Open areas and food/restaurants coffee shops,
Anonymous 11/06/2018 01:44 PM	Opportunity to have more local businesses and park space. Better, updated grocery store
Anonymous 11/06/2018 01:45 PM	Locally owned restaurants, a walkable space between businesses
Anonymous 11/06/2018 02:38 PM	If we have office space along with conference spaces could fill up the hotels across the street. Also, small and eateries in even a little bit of condos along with an open area for small “hang out” areas it would be a complete village feel.
Anonymous 11/06/2018 02:48 PM	I am worried that we will turn into a Westminster. We are classier than that. Whatever arrives here needs to continue to set our community apart from others. I would prefer high end shops/ retail but not to the extent that Dillon Road becomes like Boulder streets.
Anonymous 11/06/2018 03:35 PM	The old Sam's could be turned into a community hub of small restaurants and local shops, kind of like Avanti in Denver. There's so much parking, making this an awesome hang out place might even ease some of the parking issues downtown is facing. Heck, work with RTD to run shuttles from here to Main & Pine so you can hop in here, shop around at little stalls, grab an appetizer, then head downtown for dinner & drinks. Kohl's is also dying; having something that I actually wanted to go to in that space would be great. Cheap/campy/silly movies, an indoor glow-in-the-dark mini-golf joint, or a year-round indoor farmer's market (yes, I know we live in Colorado, but there are lots of artisans around who make cheese or soap, chickens still lay eggs, etc.). Either spot having a health/fitness/spa thing going on would be awesome; the options in this area are limited because the community center is so great, but it also means everyone in Louisville is always there and it's crowded as heck. This whole area is wildly important to me because I walk to Safeway all the time; I want to see it revitalized and successful and cared for. There are hotels just across Dillon, so having some options available for visitors to see what Louisville really is would be awesome, too.
Anonymous 11/06/2018 04:00 PM	Opportunity to create a gathering place
Anonymous 11/06/2018 04:14 PM	A place that the community can gather to get food shopping and coffee.
Anonymous 11/06/2018 04:21 PM	It seems like the space should be split into smaller lots/buildings. I'd like to see mixed dining/shopping/entertainment in this space, perhaps an indoor market like Denver's Central Market.
Anonymous 11/06/2018 04:44 PM	Places where kids can go play, parents can shop/eat/drink, local artists/entrepreneurs can sell things in small booths, and all within one building but with multiple sections. There are a ton of "startup" entrepreneurs selling things at farmers markets, fairs, etc. that would LOVE to have/rent a booth for a weekend or month and have a chance to market/sell (Brass

Armadillo and Lafayette Flea Market are good examples but those are antiques, not artisanal). All the while, kids could be in a game room, playing in a jungle gym style area, or maybe even bowling/laser tag. You have to bring everyone together and get a sense of community because everyone is there interacting. Make it like the bazaar in Istanbul (in terms of experience, not decor). There's a reason that places like The Source, Zeppelin Station, Milk Market, Denver Central Market, and others are booming. Except those places only apply to adults. Up here you have more kids that would need an outlet in there too. There's nothing in Boulder so people would be inclined to come up if it was something worth visiting (summer AND winter). I think about Acreage. It's in the middle of nowhere but still gets a ton of people there nightly. It's because it's an attraction. Chains aren't attractions. I'm also thinking of the

Anonymous
11/06/2018 04:57 PM
Could you rephrase the question please?

Anonymous
11/06/2018 05:01 PM
whatever

Anonymous
11/06/2018 05:14 PM
Making it viable for the residents and the businesses

Anonymous
11/06/2018 06:55 PM
Opportunity for mixed use- residential (affordable for Seniors or down sizers under $500k) gathering spaces, food, sports field

Anonymous
11/06/2018 07:39 PM
Park, offices

Anonymous
11/06/2018 07:43 PM
The Sam’s Club property

Anonymous
11/06/2018 08:15 PM
Adding housing which is in demand instead of adding amenities that are available in town or very nearby.

Anonymous
11/06/2018 08:20 PM
Retail stores, restaurants. Make it like another old town area - community events, great place to hang out.

Anonymous
11/06/2018 08:29 PM
Mixed use neighborhood based food and entertainment related uses

Anonymous
11/06/2018 08:35 PM
We could use a sporting goods store.

Anonymous
11/06/2018 08:36 PM
indoor tennis courts

Anonymous
11/06/2018 08:49 PM
Make it mixed use, dense enough to be viable, and include residential. I live nearby and I want that! Please think outside the "No residential/No density" box!

Anonymous
11/06/2018 08:53 PM
Sams Club

Pete 11/06/2018 09:24 PM	Large scale redevelopment that's mixed use and walkable. Close proximity to RTD BRT gives good connectivity to Denver/Boulder!
keith 11/06/2018 09:30 PM	Activities - things to do with an emphasis on open, outdoor and family
SSN 11/06/2018 09:38 PM	Livable multifamily housing close to transit (BRT on 36) - make it a walkable, livable, modern space where folks can live/work/play without getting needing their car; transit connection to BRT on 36
JoyP 11/07/2018 07:25 AM	A Legoland Discovery Center (along with higher-end retail and restaurants similar to 29th St mall) may really do well and is lacking in tbe Denver Metro area
debritter 11/07/2018 08:09 AM	Transforming the area into a pedestrian friendly retail area would help encourage the community to gather and use the services in the area. Add some green space. Small retailers and restaurants would be good. I don't support a hotel.
Justin Schrader 11/07/2018 09:56 AM	We would love to see an organic quick serve restaurant.
Jenny 11/07/2018 10:54 AM	I see a big opportunity for a good grocery store - Trader Joe's would do very well. Also, wellness and fitness stores could be very successful. I also think that a nice coffee shop / bagel store could do very well like the Brewing Market in Lafayette. A nail salon could do well with a massage place next to it.
amom 11/07/2018 11:45 AM	Food and beverage sites. Gym would also be nice but they may need a specialty gym (ex: rock climbing) since we have a nice new rec center to compete with.
bigalieck 11/07/2018 02:13 PM	Maybe a hotel or new movie theater would work well there? Or a gym that opens earlier than the Rec Center. Or a gym that offers something unique other than what the Rec Center offers, like Orange Theory, or Cross Fit, or a climbing gym.
Juli 11/07/2018 04:29 PM	Mixed use space...retail, office, restaurant, entertainment
Ryokin 11/07/2018 05:24 PM	Mixed use development with entertainment/ retail / small business offices with shuttle to Park N Ride
Kelly 11/08/2018 09:00 AM	Not enough food options
mb 11/08/2018 10:13 AM	A well designed mixed use entertainment/shopping/restaurant area similar to what Longmont did to the old Mall area. Outdoor seating area, play equipment for kids and just an all-ages location with something for everyone.
Louisville lady 11/08/2018 11:45 AM	A more pedestrian friendly retail and dining area (like Main Street in Louisville) but near McCaslin and Highway 36
CBV 11/08/2018 12:14 PM	lot more traffic through that area would increase patronage

Rami Cohen 11/08/2018 12:55 PM	Either make it a public area where people can come together, or make it residential. I am sure the businesses in the area would appreciate the extra traffic in either case.
Allison S 11/08/2018 01:25 PM	Entertainment or restaurant, redeveloped into niche stores
Louisville mom 11/08/2018 02:30 PM	The former Sam's Club site. We use the other stores and services a lot, expect for the banks.
Maryan 11/08/2018 03:17 PM	Entertainment center that appeals to families during the day and early evening with an adult-only with a bar for the evening/night time. Performance and game space, like rock n Bowl in New Orleans.
Amy 11/08/2018 05:01 PM	Entertainment that appeals to an entire family...including young kids such as mini golf or bowling.
No 11/08/2018 06:03 PM	A mix of restaurants and artisan goods. Breads, cheeses, wines, music...
Teresa 11/08/2018 09:06 PM	maybe transforming part of the parking lot into a park / gathering area? kinda like the splash park on south public rd in old town Lafayette or next to the whole food in boulder. restaurants that have outdoor seating?
Leslie 11/09/2018 10:59 AM	We have ample, free parking and easy access to 36.
Steve 11/09/2018 11:04 AM	once Kohl's move (which they will), tear down Kohl's and old Sam's club, replace with mixed use including outdoor areas/parks/open space
habacomike 11/09/2018 11:05 AM	Innovative market niches. Things such as indoor ski experience, air sky diving, etc. Maker space.
nm 11/09/2018 11:05 AM	housing
John Bolmer 11/09/2018 11:07 AM	Something to generate sales taxes, which would not include service companies. There are enough hotels. restaurants, other shops.
Scott 11/09/2018 11:08 AM	I think there’s an opportunity to bring innovation in food and beverage here such as international cuisine + local chef driven restaurants. More people are eating out than ever, and more people are food explorers. I also think a book store such as Boulder Bookstore or Tattered cover with a cafe to drive traffic is a great opportunity. And there’s the obvious need for more housing. So a mixed use environment would be exciting.
Jkat525 11/09/2018 11:12 AM	I’d love the Safeway to be mre robust - like the one pn 28th in Boulder. We go to other Safeway stores. Also dining and entertainment. I realize the issue of draining downtown business, but we would choose this location if parking were reasonable.
Fordcokid 11/09/2018 11:12 AM	Senior housing, park, decent grocery store. No big boxes. Make the area walkable, similar to a little community within the community with enough good retail to offset the tax loss of Kohl’s should it be closed.
Mark Dondelinger	It’s a great location. Put in something other than a church.

11/09/2018 11:13 AM	
CB 11/09/2018 11:21 AM	Unique stores, green space for relaxed shopping
andrewthak 11/09/2018 11:24 AM	The "collective" approach, with unique offerings and a community gathering place separate from downtown Louisville. Typically collectives have one anchor restaurant, smaller/artisan food options (bakery, desserts, coffee), food trucks, brewery/tap room, music, activities. Another big box retailer or grocery store would be a waste of space. There are a lot of people nearby, it's convenient to 36 and unique/changing offerings would bring in people from other communities as well.
Eajudd 11/09/2018 11:25 AM	Mixed use development- definitely some residential on site
B Eller 11/09/2018 11:27 AM	Put is shops that require browsing and interaction, so they're not affected by ecommerce. Anything with learning opportunities for families.
Ala Hason 11/09/2018 11:32 AM	Redevelop Sam's club Box into mega food-court type with open courtyard in the middle. Stage for performance for music. With fireplace. Small ice skating ring during the holidays, etc. Not Mall Type food-court!!! But more like casual dinning restaurants (similar to downtown Louisville)
Anonymous 11/09/2018 11:35 AM	Grocery, Goodwill, clothes, entertainment all in one place
Brian 11/09/2018 11:43 AM	Walkable, open air retail and smaller, integrated resturants, some housing. No large box stores. Replace large parking lots. Integrate post office.
karen 11/09/2018 11:46 AM	I think a outdoor live and work option would be the best use of this space. Housing is a huge need.
Rick 11/09/2018 11:47 AM	The old Albertson's/Safeway is an tired looking supermarket. I newer superstore like King Soopers originally announced would be great competition. We shop outside of Louisville due because of that. We have a poor representation of upscale restaurants in Boulder County such as Seasons 52, White Chocolate, McCormick Smicks etc. Existing restaurants such as Murphy's and Carrabas are ok sometimes. All the nicer restaurants are downtown Denver or South of Denver in the Park Meadows area. NO RESIDENTIAL OR MULTI FAMILY IS WANTED. Get tax revenue or tear it down and build something you can shop and walk around.
BAllen 11/09/2018 11:50 AM	Check out Rayback collective in boulder...really cool place that would fit nicely where the Sam's Club is.
Terri 11/09/2018 12:12 PM	Location - close to highway
m48martin 11/09/2018 12:18 PM	Mixed use retail and office. Likely an opportunity for a smaller hotel given location, but might not be big enough to accomodate.
Lawrenceboyd 11/09/2018 12:25 PM	More bistro like restaurants, smaller boutique shops and a whole foods, perhaps a nice fitness center. No big-box retail .

None 11/09/2018 12:29 PM	Mix of food & beverage with unique entertainment spanning generations—don't need another movie theater—as well as some office spaces & services that bring in clients—salon/spa, Pilates studio, music & art instruction, and enough parking to make it easy for customers.
WEC 11/09/2018 12:50 PM	Revitalize the area, small locally owned businesses and restaurants, bookstore, etc.
coreyhyllested 11/09/2018 01:00 PM	Improved diversity and density of options could create a community space. There are a few options in the area; two banks, a gas station, cleaner, and a few food options separated from Kohls, USPS, empty SamsClub, and Safeway -- by a giant, empty parking lots. The big box stores and USPS are also spread out. In the 8 years living in Louisville I've probably seen 10-ish people walking between these giant buildings. Retail is changing. Its becoming more of an experience and service oriented (e.g. Apple Store, Barnes + Noble, etc) Creating a space where people want to hang out is great. Then allowing (but perhaps helping) the market find what will cater to Louisville and surrounding area residents. It's hard given the disconnected buildings. I've often thought about creating a food truck park to help make it more of a destination. And then, similar to Denver's Union Station; provide a community space surrounded by food, bars, smaller retail venues, and services. The challenge is there is very little office space near by to keep constant foot traffic. Which I could be solved by dense residential or better for the city... office space.
NA 11/09/2018 01:05 PM	Furniture and Home Goods Sales
patrickosu 11/09/2018 02:30 PM	restaurants and family friendly activities. Entertainment and education -- maybe a theater geared towards live podcasts.
todd gleeson 11/09/2018 04:01 PM	Sporting goods, REI, etc are not well represented locally Mixed small retail, gallery, office and residential seems to fit our neighborhood Look at Aspen Grove in Littleton as a viable model of small and midsize retail
ellenvallee 11/09/2018 04:58 PM	Sam's club building
janet 11/09/2018 07:30 PM	Boulder prospered by going green with open areas etc which increased property values. I am not sure going totally commercial is the best idea. My niece recently moved for CA to the area and looked at but did not move to Louisville because it was too suburban and the "mall atmosphere" of O area was not attractive. She was looking for fun things for kids and "strolling areas" (bakery, bookshops, coffee shops plus greenery)
l997720 11/09/2018 11:21 PM	fitness, restaurant, niche/specialty grocer (Trader Joe's)
carolncolo 11/10/2018 05:06 AM	Walmart is extremely successful and I think it would be successful for that location
jgwalega	Would be a good spot for a King Soopers

11/10/2018 03:53 PM

dmwalega
11/10/2018 04:02 PM
Garbanzos Restaurant, Wendy's

amygcasey
11/10/2018 04:31 PM
Community cohesiveness

Doug Johnson
11/11/2018 07:08 AM
The sams club property has been vacant for a long time. Any type of a thought out development plan would be a step in the right direction.

Ryan Korte
11/11/2018 09:23 AM
technology office space. Something similar to the atmosphere of Industrious (Boulder) or WeWork. I chose hospitality but only for restaurants. (we don't need more hotels in that area with the others nearby.

SMcMahon
11/11/2018 09:37 AM
Biggest opportunity lies in creating an alternative to Louisville Main Street. That area is populated by families with small kids and difficulty finding parking. Ideally, this site would work for residents of all age groups, easy to get to, to park, and provide unique retail and eating establishments. Benches for sitting outside, and offers including, for example, food truck parking, bakery, coffee shop, hand-made soaps, repairs, flower shops, etc., at good prices. If pricing isn't good or the products not unique, the establishments will fail. Customers will go elsewhere or online if there is no compelling offer here.

fredeller
11/11/2018 11:07 AM
I do not think another strip shopping area is needed. A walkable development that would be fun with speciality shopping might make sense. Outdoor stores such as REI with selected activities for both indoor and outdoor might create traffic. There are not many places to go during bad weather- Copper Mountain's Woodward's activity center has a lot of different activities that might be interesting to look at.

Amasin
11/11/2018 11:13 AM
Community support

Carolyn H Anderson
11/11/2018 03:18 PM
We need Kohl's to remain. There are already plenty of hotel/motel rooms here, the food/restaurant capacity is about maxed out, I would think. NO BIG BOX stores needed, they are all failing...I would prefer to see no additional retail facilities. There isn't enough business for them. I would not shop at them.

dl00kner
11/11/2018 04:23 PM
Multi-use space with the brewery/beer garden as the draw to the new surrounding retail/services.

jmcquie
11/11/2018 04:50 PM
Address the term of the 65-year covenants. They have been in place for 25 years now. The American business landscape is very different than it was 25 years ago (for example, take a look at which companies are in the Dow Jones Industrial Average now who were there 25 years ago). There is no reason to believe the pace of change will slow in the next 40 years, constraining the ability of the city to maximize tax revenue.

PhyllisMP
11/11/2018 05:05 PM
Not retail per se but something everyone needs all the time. A large grocery store. Whole Foods is too expensive , Target does not have a complete selection, and Safeway is small and has little organic.

cherylmerlino
11/11/2018 05:24 PM

It would be great to capitalize on Colorado's great weather by putting an outdoor mixed use mall on the site--which in turn would maximize sales tax revenue, while staying away from big box retail and offering smaller retail, services, restaurants, etc.... As previously referenced, please take the time to view this website as an example: mytownsquarelasvegas.com. This project was well planned and executed perfectly (in the town of Las Vegas where this project had stiff competition!!). I didn't notice in the study if the Post Office is considered to be part of this parcel, but it could be relocated to the far side of the property where Kohls is now, or incorporated into the new plan. We visited the Town Square in Las Vegas on a recent visit and were amazed by it. They did have a Whole Foods as an anchor and a theater, which Louisville/Superior already has, so maybe spicing up the Safeway and adding either a hotel where Kohls is now would work and having the small retail, services, restaurants, etc be where Sam's used to be would be great. A hotel where Kohls is would bring in substantial tax revenue and with CU only 6 miles away, I feel sure a new hotel in Louisville would attract people from Boulder and from Broomfield. I understand there are long-time restrictions for the site that would need to be lifted or altered in order to build and grow the most focal/viable area of Louisville (not to mention the convenience to Highway 36 which will only continue to attract people to shop, dine, and use services in Louisville -- as Boulder's rampant growth continues to ruin that city). As Boulder continues to allow growth there, which stifles traffic, a logical place for people to gravitate to is LOUISVILLE!! Superior absolutely ruined its infrastructure with their town center, so PLEASE DO NOT do anything that Superior did!! It's awful (including the drive into the town center with narrow parking and inconveniently located parking garages). Their roundabouts are awful, and frankly, it does not look very good, either. The residential buildings are awkward and unwelcoming. I know it's not finished yet, but this was not a well thought out project in the least. With a few parking structures (maybe on the other side of the Post Office on the Sam's side) and carefully laid out plans so people can also park on the streets, Louisville's McCaslin Mall could be even better than the 28th Street Mall in Boulder (which isn't great, either.... so, again, please take a look at the website for the one they did exceptionally well in Las Vegas at the Town Square). I have talked to Dennis Maloney about this, as well. He has been great during this entire process, open to new ideas and suggestions he can share, and with follow up and feedback. I really appreciate his service to our community!! Please feel free to call me: Cheryl Merlino (303) 604-0600 Email: Cheryl@ppp.jobs

camillefowles
11/12/2018 11:24 AM

Food and entertainment

hellosherry2
11/12/2018 12:55 PM

We need to have complementary businesses and activities that attract the same demographics. Ie— store, indoor entertainment for kids, bowling alley, hair salon for kids, fountains to play in, for adults—bookstore, wine bar, spa, hair salon, art movie theatre, shops like in Stanley market place, boutiques, exercise/ yoga places, chocolate shop, bakery. The key is having high quality

	businesses that provide goods and services that you either can't get online (haircuts) or that offer a superior experience . It would be SO AMAZING if we could get the Tattered Cover to come here. Unique business with a track record of steady success. Please keep the post office and grocery store-super handybto have in walking distance. Make it a beautiful place where people want to come and are invited in, not just a transactional station.
bpaxton 11/13/2018 07:35 AM	One big advantage this site has is the close proximity to US-36 and the ability to attract out of town visitors. Unique restaurant and work spaces could draw more regional guests.
aeromarkco 11/13/2018 07:36 AM	Turn it into mixed use with residential and retail but keep open space (parks) for folks to walk, ride their bikes, etc. We need ample parking and/or public transport from the rest of Louisville. A bus line running down Dillon and McCaslin and S. Boulder would help
shoe23 11/13/2018 03:10 PM	Changing the layout to be less 1980s to be more more modern will hopefully reinvigorate the area.
Sarahzauner 11/13/2018 03:20 PM	Restaurants, yoga/Pilates, higher-end fitness, cooking classes.
wielandlisa 11/13/2018 03:23 PM	i think there is an opportunity to redesign this to have walkable, parklets ' an 'outdoor mall' type of shopping experience where you can park here and there, but walk around and there is grass, trees, tables and chairs to sit at and eat or talk to friends or on the phone. access to the bus stop that is safe, the area should be well lit and friendly.
Laura Adams 11/13/2018 03:45 PM	Create something like The Source in Denver in the former Sam's Club
Benn8895 11/13/2018 04:34 PM	Where the old Sam's Club used to be.
cynthswift 11/13/2018 05:06 PM	Mixed use, kids friendly restaurants and retail (also open work/collaboration spots).
rubellite11 11/13/2018 05:39 PM	Break it up into smaller parcels and put in some decent retail
julialeslie 11/13/2018 08:42 PM	The immense size of Parcel 0 is a great opportunity to bring in a range of businesses and services instead of limiting to just one big-box store. A diverse range of businesses and services will attract a broader range of consumers. The Stanley Marketplace in Aurora has proven to be very successful because of its community-first approach and unique way of showcasing local businesses. Louisville prides itself on its small-town charm, and by bringing in a mixed-use, community-centric marketplace, it reinforces the charm and community ethos that we appreciate so much.
AlisaG 11/13/2018 10:30 PM	I think the old Sam's space could be turned into a food hall or something like Stapleton now has
Kara.rigney 11/14/2018 01:30 AM	Large retail space is dying and has been taken over by virtual sales. Abandon the retail approach. Please don't add more multi-family housing. Broomfield is taking care of that need. We are in the center of an

	international elite athlete community in Boulder County. Attract a commercial organization to build athletic space (preferably an indoor Olympic sized pool facility) to support training demand and to host competitions (much like the Veterans Memorial Aquatic Center in Thornton). The currently empty retail space could be transformed to meet the demand from local swim teams including high schools and the Louisville Dolphins as well as swimmers and triathletes in the area. The Rec center and Memory Square could be preserved for seniors and truly recreational swimming. Neither facility (even with the recent improvements) is well suited for serious swimmers.
CharlieEaly 11/14/2018 01:17 PM	Need to build a version of The Orchard Town Center in Broomfield (I-25). A mixture of retail, food, services (ATT, for example) that are in smaller retail pads or sets of retail pads. Smaller individual buildings, retail pads can be easily adjust for tenants that will come and go. Needs to provide an atmosphere where people will park and walk from store to store (nice sidewalks, kids play areas, music (audio speakers), a firepit seating area
jensmith78 11/14/2018 02:20 PM	I see the biggest opportunity being to create something unique and out of the box. Given that large retail space seems to be falling out of favor - a marketplace concept for local entrepreneurs would surely serve a community need and create something new that would attract visitors from surrounding communities.
Alex G 11/14/2018 05:10 PM	There is a great opportunity to change this area from a dated car-centric area to a forward looking multi-modal area, and to balance the west end of the City with the dynamic character of the City's historic downtown. This could be the first part of a larger effort to make the McCaslin corridor more hospitable to multi-modal travel. Create new bikeways and expand and re-route existing sidewalks to safely bring people to this area. Doing so would not only make it a desirable location, but it would also help bring more traffic to existing businesses. Connections to the US 36 Bikeway, RTD station, Coal Creek Trail and other non-vehicular paths should be a priority. Blending public and private infrastructure would create a conducive environment for a farmers market (year round with a conditioned space), concerts, athletics, etc. This would also be a good opportunity to address the lack of senior housing--especially attractive with the close proximity to a grocery store and other businesses. Adding green spaces, parks, trees, a plaza and even something like a smaller scale Stanley Marketplace would make it a desirable location for several demographics.
jan scrogan 11/15/2018 04:36 PM	Need commonly used businesses so our taxes don’t all go to Superior and Broomfield.
wb 11/15/2018 09:33 PM	Provide a facility that includes a community resource such as a health facility, performing arts center, or a combination of small retail.
Mbb 11/16/2018 08:32 AM	An opportunity for a community asset such as a multiuse film & arts center, studios & cafes.
Mira 11/16/2018 01:51 PM	With so many families in the region, I think having a mixed use, hangout space for drinks and decently priced food would be welcome.

drpwsmith 11/16/2018 02:54 PM	Small Local Business
Malexander 11/16/2018 04:18 PM	Kill big noxes and create a new pedestrian neighborhood. Be bold and visionary.
L.A.Cox 11/16/2018 05:00 PM	If the constraints can be broadened, then there are some great options. The other challenge is there is no "There" there. A sense of place needs to be created, not just building another strip mall with chain restaurants and stores. People want to have an experience when they are deciding where to spend their entertainment dollars (food/beverage). Consider placing parking on the perimeter of the retail/restaurant space with the stores & restaurants situated on a square or public space that is still open to the Flatirons view. Make sure to include outdoor seating at the restaurants as well as rooftop tables/seating. This would be a definite draw, as there are only a few places in all of east Boulder county where rooftop seating is an option (Waterloo & Stem). Include a chef oriented restaurant with attention paid to the design and atmosphere - Ex. Hickory & Ash in Broomfield, built in a new shopping/retail center similar to this parcel). As well, to address the change in retail bring in shops that fill the niche where one needs to feel, smell or taste the product (specialty butcherie/cheese shop, loose tea w/tea room, high-end specialty florist (weddings/events = tax $), organic bath and skincare/make-up, . Include some options that are not filled by the new rec center - Pilates studio with equipment, a pottery studio with classes/parties. Include an area for food trucks situated around tables and outdoor entertainment (corn-hole, lawn bowling/croquet, giant chess). Attention to design, lighting and landscaping to create a space that creates a sense of community and "place" where people will want to visit and linger. Soon there will be a lot more options in the area - right across 36 with Superior's new shopping center, Westminster's planned mixed-use development. Let's try to attract those tax dollars here, as well as give the citizens on this side of Louisville somewhere they can walk to that will also be an addition to all the wonderful things going on in downtown Louisville. This quadrant along McCaslin could really become another draw to the city with commitment to the right design and occupants.
nancybigelow 11/17/2018 08:41 AM	Attracting businesses that don't compete with Amazon.
perk1000 11/17/2018 08:43 AM	Things that are not affected by internet businesses. Small "ma & pa" shops can't compete.

(137 responses, 6 skipped)

Q4 What types of development would draw people from the NEIGHBORHOOD to shop, eat or drink here? Be specific?

Anonymous 11/05/2018 02:33 PM	Laser tag, car racing, gym, mini-golf, some sort of entertainment that would be a draw. We don't need any more fast casual food chains, or banks.
Anonymous 11/05/2018 03:07 PM	Great food with boutique retail. Joint events such as markets, open air cinema, ...
Anonymous 11/06/2018 10:29 AM	Entertainment and food.
Anonymous 11/06/2018 10:38 AM	It's not clear whether that area can effectively support more traditional retail space. I think that going to more of a mixed use development (housing and office) is probably going to be more effective in the long run.
Anonymous 11/06/2018 10:47 AM	Not much hat wouldn't cannibalize the the existing neighborhood retail along the corridor. We are already well served with a good dry cleaners, pharmacy, banks, auto service, liquor store, coffee shop, etc. Sam's wasn't a neighborhood retail center. Neither should its replacement be one.
Anonymous 11/06/2018 10:49 AM	spa (no gym, don't want to pull revenue from rec center), small, unique restaurants (think Moxie, lucky pie/sweet cow), unique bar (no chains), small alternative movie theater (Indy), bike repair and ski repair (no intrusive repair shoes, i.e., no car repair), boutique clothing stores
Anonymous 11/06/2018 10:57 AM	Fitness (yoga, functional fitness), craft brewery/brew pub, distillery, bakery, fast casual food, bike shop with coffee bar (the new "biker bar" concept), escape room, boutique/lifestyle hotel.
Anonymous 11/06/2018 11:02 AM	Trader Joe's, Mountain sun,
Anonymous 11/06/2018 11:05 AM	Children's entertainment Home improvement Food trucks Green space
Anonymous 11/06/2018 11:11 AM	Neighborhood shoppers want places to meet up with each other with beverages, meals, relaxing in green spaces--anything that brings us together within walking distance and keeps us from having to travel far from home for our basic needs.
Anonymous 11/06/2018 11:20 AM	One stop shopping - coffee/books/craft beer + wine and fine food.
Anonymous 11/06/2018 11:26 AM	Good food and beverages, spaces to gather together. Businesses that help citizens improve daily living neds. Mixed use areas surrounded by green spaces linking it to our public transportation and biking and walking enthusiasts.
Anonymous 11/06/2018 11:29 AM	A variety of options.Like the Milk Market in Denver - an upscale food court... Or a food truck destination like the Rayback Collective in Boulder
Anonymous 11/06/2018 11:31 AM	farm to table restaurant, organic restaurant, brewery, community space

Anonymous 11/06/2018 11:32 AM	A restaurant would do it. Walkable from lots of businesses. A hotel serves the visits of offices in the neighborhood. A retail option is a toy store.
Anonymous 11/06/2018 11:38 AM	A good mix of modern, healthy Restaurants, brew pubs, etc with outdoor patios for the warm months connected by a "Village Green" where people would enjoy hanging out (fire pit, water fountain, kids play area, etc) and seasonal events could be held (farmers markets, live music, brew fest, etc).
Anonymous 11/06/2018 12:02 PM	Wow...I thought I just answered that question. A charming, tree filled park, with a fountain for kids to play in, a nice sidewalk winding through the greenspace, surrounded by great cafe's with outdoor seating. But now this is getting annoying, because you've basically asked the same question 3 times.....
Anonymous 11/06/2018 12:25 PM	Family friendly restaurants with good healthy food, a smoothie/juice bar (something like Wonder on Pearl), a place to sit outside and hang out.
Anonymous 11/06/2018 01:22 PM	* Micro brew or pub like Gravity brewing or Growler USA. * open air market on weekends * game or hobby store
Anonymous 11/06/2018 01:28 PM	Unique restaurants like Thrive and Oak in Boulder, Watercourse Foods in Denver, Glacier ice cream in Boulder always has crowds in summer, specialty foods, boutique clothing, gifts, cooking, painting and/or photography classes. Enough already with the breweries and chain restaurants. Add a gated area for humans to watch their dogs play and kid activities like Dartmania in Englewood and/or a splash and rope climbing park like Centennial Center or Westlands Park in Greenwood Village, Warrior Challenge Arena (Broomfield) or Virtual Realty Arcade (for older kids) and it will become a family gathering place.
Anonymous 11/06/2018 01:36 PM	Specialty stores like you find in the SF marketplace and other cities in the states and around the world. Cheese monger, chocolatier, fruit & veggies, wine store, pastry shop, organic food store, tea shop, coffee shop, florist, handmade candles, specialty jam, lotions, etc. Then ethnic and regional restaurants/cafes with limited seating at some. We are such a melting pot that this could be a really cool way to learn about different cultures.
Anonymous 11/06/2018 01:37 PM	Casual dining, outdoor walking paths, ice cream!
Anonymous 11/06/2018 01:44 PM	Intimate local farm to table restaurants and cafes. Park space/playground (like the new Lafayette Silver Creek neighborhood playground). Gym space like Pure Barre. Some boutiques. Brewery pubs/distilleries like what is opening more in lafayette.
Anonymous 11/06/2018 01:45 PM	Locally owned shops and restaurants. The ability for people to walk from local neighborhoods to eat, play, shop.
Anonymous 11/06/2018 02:38 PM	I Believe it Hass to have a contiguous and very consistent look and feel whether his old architecture or new contemporary architecture. Small little boutique and food kiosks Combined with small little condos or apartments can bring a feel of ownership for both the community surrounding it in outside people coming in.

Anonymous 11/06/2018 02:48 PM	Service industries obviously won't. And we already have a mediocre theater that claims to be a Boulder theater by its name. That alone bothers me that it ever got past city council. I want Louisville to continue to separate itself from other towns, to offer high end goods and entertainment. Please no more low end box stores.
Anonymous 11/06/2018 03:35 PM	A small set of specialty shops would be great - a butcher shop, bakery, produce stand, etc. They each do one or two things amazingly well, instead of doing a little of everything kinda okay. Entertainment options (as mentioned in a previous answer) would give me more reasons to get out of the house when another hike isn't going to work and I don't want to eat any more. I, personally, really miss the hang-out spot - in my hometown it was a tea shop that had couches and old/classic video games. Having a place that had space to play tabletop/board games, hosted video game competitions, served some light food (some of which isn't fried), had knitting club sign-up, and other fun-but-harder-to-monetize activities would be STELLAR.
Anonymous 11/06/2018 04:00 PM	Other retail , boutique shops
Anonymous 11/06/2018 04:14 PM	Local restaurants not chains, water feature for kids to play, a place that plays live music, maybe a good wine bar, high end retail
Anonymous 11/06/2018 04:21 PM	Restaurants, spa, service, or local goods market.
Anonymous 11/06/2018 04:44 PM	A moderately priced place to get a quick meal where I don't have to sit down and tip a waiter. I'd also go if I knew I could get quality vegetables/spices/other food for home. I'd also go if there were good beers on tap and cocktails to be made. I want options where if I go with my wife, she can get noodles while I get hot dogs and my friend has pierogies and his wife gets tamales. Then we all meet at the central area to eat and drink while watching a local jazz band play the night away. When I have kids, they can play in the side areas until 10PM when I know it becomes adult only and the jazz band cuts it loose on the flute for a couple hours. Me personally, if I knew that my favorite salsa/hot sauce vendor was there, I'd be going there once a week to restock. If a local brewer sold his famous concoction in a booth, I'd go there weekly to buy it. Or if the guy on the Oh Oh Facebook page that smokes pork shoulders showed up every Saturday morning, you know I'd be there to get some. You roast hatch chiles and make a killer stew? Yep, I'll be by your booth to buy that regularly and maybe try your other stuff too. I live by Fireside Elementary and have to drive down to Denver to find anything close to this.
Anonymous 11/06/2018 04:57 PM	Small specialty shops
Anonymous 11/06/2018 05:01 PM	a great market
Anonymous 11/06/2018 05:14 PM	Same as previously mentioned... something like reading terminal market in philly

Anonymous 11/06/2018 06:55 PM	Smaller quaint eateries, maybe a restaurant with a movie theater (check McMenamins in Portland, OR) another dog park would bring people to shop and eat. Specialty butcher?
Anonymous 11/06/2018 07:39 PM	Something the area doesn't have - food truck lot, something like avanti, craft brewery from local entrepreneurs instead of all chains, something like avanti. Or a new indoor volleyball place like oasis
Anonymous 11/06/2018 07:43 PM	Bike repair, cleaner, old-style barber, microbrew pub with beer garden
Anonymous 11/06/2018 08:15 PM	N/A
Anonymous 11/06/2018 08:20 PM	Ice cream store, Snarf's sandwich, higher end restaurants, boutique shops
Anonymous 11/06/2018 08:29 PM	Walkable, placed base desig of the district
Anonymous 11/06/2018 08:35 PM	Sporting goods store
Anonymous 11/06/2018 08:36 PM	indoor tennis courts
Anonymous 11/06/2018 08:49 PM	The same types of development--and programming--that draw people to downtown Louisville. Create an attractive focal point/gathering spot, surround it with a mix of interesting locally owned uses, make it walkable and bikeable from surrounding neighborhoods (including on the W side of McCaslin) and it will thrive. If it sounds familiar, it is...Downtown Louisville! We just need a west side version! There are no historic structures on this side of town, so make it a contemporary version (taller--with appropriate setbacks and layering--and with mixed use, including residential).
Anonymous 11/06/2018 08:53 PM	Entertainment and food venue
Pete 11/06/2018 09:24 PM	We want people to shop/eat/drink in old Town more than here! Dense mixed use business/residential/fast casual food is the way to go in this area!
keith 11/06/2018 09:30 PM	A giant play structure (day use) within a large grass/park open air amphitheater stage which can be used to host large concerts and outdoor events (tax source)
SSN 11/06/2018 09:38 PM	Hospitality, service, entertainment; other; Please make this a modern development where there are shared green spaces with shops & multi-family housing where folks can gather, walk to a play area, stroll around to shop and dine. NO MORE STRIP MALLS OR BIG BOX STORES WITH LARGE PARKING LOTS. Be creative and think outside the box! This location is perfect for folks to use transit if they work outside of Louisville.
JoyP 11/07/2018 07:25 AM	Legoland Discover Center, or another really cool kid activity along with good coffee (Peet's!)- some nationally know brands. Think like California- if we

	have lots of movement from there we have those customers. Outdoor ped mall like 29th St
debritter 11/07/2018 08:09 AM	Restaurants and small retailers
Justin Schrader 11/07/2018 09:56 AM	Organic local eatery.
Jenny 11/07/2018 10:54 AM	Grocery store, a bike repair shop, some kids places like a bounce house or a ninja studio
amom 11/07/2018 11:45 AM	A space like The Source in Denver - and easy place to visit and have food and drink access easy
bigalieck 11/07/2018 02:13 PM	Locally-owned restaurants, no chains please! Gym that offers something different from the Rec Center. Sports physical therapy, massage, chiropractic, acupuncture Upscale hair salon Cocktail bars/tapas restaurants
Juli 11/07/2018 04:29 PM	Unique, convenience. Pharmaca, shoe store, play it again sports,
Ryokin 11/07/2018 05:24 PM	Creative retail (non-chain or more rare chains) and entertainment (already have a theater) / restaurants. Especially a high end restaurant which we really have none of (farm-to-table, steakhouse, etc)
Kelly 11/08/2018 09:00 AM	Better sandwich and lunch shops
mb 11/08/2018 10:13 AM	A mixed use space that people can bike to and enjoy a few hours of food, entertainment or shopping. Louisville is such a family-friendly spot and we need something over on this end of town similar to the Lucky Pie/Sweet Cow popularity for all ages.
Louisville lady 11/08/2018 11:45 AM	More family friendly restaurants. The area near Dillon Rd and McCaslin has so many marijuana dispensaries, it is not a family environment. I think that is why Noodles & Company closed.
CBV 11/08/2018 12:14 PM	movie theater, we only have cinnebarre near by kids activities, ninja zone type place
Rami Cohen 11/08/2018 12:55 PM	Basketball/tennis/soccer fields, as long as they are free.
Allison S 11/08/2018 01:25 PM	Restaurants, entertainment or any service or retail that has chance of survival. There is already a movie theater across street.
Louisville mom 11/08/2018 02:30 PM	A mix of chain and local eateries. Snarf's, Wahoo's, Anthony's Pizza, an ice cream alternative to Sweet Cow would be great. Mixed entertainment would be good for this family friendly town: large laser tag venue, arcade, bumper cars or something different like that.
Maryan 11/08/2018 03:17 PM	Food Hall with Farmer's market attached. Include informal cooking classes and food demos. Performance space smaller than 1st Bank Center but bigger than the Louisville Arts Center.
Amy	Something like Punch Bowl Social

11/08/2018 05:01 PM	
No 11/08/2018 06:03 PM	Family friendly restaurants/kids play parents eat, good food and drinks
Teresa 11/08/2018 09:06 PM	small locally owned shops... maybe like old town... video game shop? toy/game store?
Leslie 11/09/2018 10:59 AM	I think food and other retail. Recreation will have a hard time competing with the price point of the Rec Center, which is looking great after the renovation.
Steve 11/09/2018 11:04 AM	non-chain restaurants and stores like those in downtown louisville. Downtown louisville is the successful model and there's enough demand/traffic to support both locations.
habacomike 11/09/2018 11:05 AM	Something different than what already is available. See suggestions above.
nm 11/09/2018 11:05 AM	whole foods
John Bolmer 11/09/2018 11:07 AM	Let's not OK something that will drive something else out of business. The area could probably handle another restaurant or two. But why set up competition for Safeway, the Louisville Rec Center or CineBarre?
Scott 11/09/2018 11:08 AM	See previous note. Think: Moxie Bakery, Dushanbe Teahouse, Blackbelly Market, Cured/Boxcar. Also, how about a culinary center inspired by Boulder Foodlab? Further — Ceramic studios such as Color me Mine are a great tanglible (non-digital) way for families to do activities together. Encourage community and uniqueness. Plant lots of trees.
Jkat525 11/09/2018 11:12 AM	Hospitality and adequate parking. I’ve recently found that okd san’s is the only venue on the atra that can accommodate a large event - i have a dream luncheon.
Fordcokid 11/09/2018 11:12 AM	Food/beverage, nice grocery store, health and wellness.
Mark Dondelinger 11/09/2018 11:13 AM	Retail would be best. There are enough hotels and restaurants in the area.
CB 11/09/2018 11:21 AM	Louisvillealready has a movie theater, a renovated rec center, and access to big box stores. Would love to see unique shopping and restaurants, NOT chain stores, ie Tattered Cover satellite store, upscale clothing stores. NOT entertainment center!! Would only bring increased traffic with low spending interest.
andrewthak 11/09/2018 11:24 AM	Unique offerings -- a brewery (an established one like Oskar Blues), artisan food/beverage options, activities that kids can do while parents hang out (bags games, indoor ropes course or climbing area, even a video game arcade would be fine)
Eajudd 11/09/2018 11:25 AM	A better grocery store. Maybe an outdoor store. Maybe some space dedicated to pop up stores/artist shops. Coffee shop etc.
B Eller	Non-franchise and non fast-food. There's a lot of that already.

11/09/2018 11:27 AM	
Ala Hason 11/09/2018 11:32 AM	Eat and drink, and entertainment
Anonymous 11/09/2018 11:35 AM	Perhaps a "co-working" firm, such as WeWork, or 'Play, Work, Dash'. This area of Colorado has so many flexible workers and working parents. See story on Sunday Morning: https://www.cbs.com/shows/cbs-sunday-morning/video/08SFHuqMfhFJO8V1Ift0eADdBOJFqd0O/co-working-when-the-home-office-is-away-from-home/
Brian 11/09/2018 11:43 AM	Small, local resturants with no drug busineses. Specialized resturants. Venue for enntertainment, i.e. concerts, etc.
karen 11/09/2018 11:46 AM	Entertainment for all ages, such as movies, bounce houses and laser tag. We also need tutoring centers for our youth. Bike shops to showcase how cool the trail systems are in Louisville. I would suggest more fast places to eat that are not your typical fast food. I do think a few smaller retail stores would work, but it shouldn't be the focus. My plan would be to anchor the grocery store, Safeway, and build around it. To allow this to work, Safeway has to do a bigger remodel. The grocery chain has got to look fresher and place to gather, not just run in and run out.
Rick 11/09/2018 11:47 AM	Flatirons is close enough so bring in retail and dining but upscale. This is an upscale area that I think the locals would support. Boutique shopping for example. How about a nice steakhouse/seafood restaurant like the Landry chain.
BAllen 11/09/2018 11:50 AM	Something like Rayback collective and a couple of nicer restaurants
Terri 11/09/2018 12:12 PM	Unique high quality restaurant - with outdoor dining - organic farm to table Distillery Small shopping area with locally owned shops
m48martin 11/09/2018 12:18 PM	Hospitality, F&B Service Entertainment (not movie, have that)
Lawrenceboyd 11/09/2018 12:25 PM	Look at Longmont's village at the peaks as a great example - with access by bike/walking trail (www.villageatthepeaks.com)
None 11/09/2018 12:29 PM	Quick easy healthy food combined with unique intimate sit down restaurants
WEC 11/09/2018 12:50 PM	Unique shops and restaurants, NOT box stores or chains, areas which can provide a sense of community. Bookstore, Paul's Coffee Shop (KEEP PAUL'S!!!), Trader Joe's.
coreyhyllested 11/09/2018 01:00 PM	Louisville is increasing affluent. Downtown Louisville and Lafayette both have a large degree of creative people. That said, I think more variety of smaller food venues and retail shops. This creates an outlet for people in the community but also creates a unique variety. - Creating a space for food trucks [e.g. Raback collective] creates a "What will be there today?" Mexican, Indian, Egg + Breakfast. I would also think that a place where I can work, grab a bite to eat, and do a bit of other things is ideal.

NA 11/09/2018 01:05 PM	Outdoor Mall
patrickosu 11/09/2018 02:30 PM	fast causal restaurants, convenience retail, butcher shop
todd gleeson 11/09/2018 04:01 PM	I live <1mile away down Dillon. Restaurants, services, clothing, sporting goods, a *good* grocery store would draw my household.
ellenvallee 11/09/2018 04:58 PM	Local restaurants and boutique shopping
janet 11/09/2018 07:30 PM	pleasant environment with covered places to sit in hot weather with entertainment options and things like play fountains like those I saw in Norfolk VA botanical park that are both visually attractive and let kids run around in them. Could have evening light/music shows with fountains as in some places in China Food options not too upscale or expensive but more "charm" than fast food outlets
l997720 11/09/2018 11:21 PM	Family friendly, parking access, cost effective
carolncolo 11/10/2018 05:06 AM	Again, I suggest a Walmart super store.
jgwalega 11/10/2018 03:53 PM	King Soopers
dmwalega 11/10/2018 04:02 PM	Garbanzos Restaurant, Wendy's, King Soopers
amygcasey 11/10/2018 04:31 PM	YMCA. Or food court with a variety of options, meeting space, event spaces. Could include co-working space
Doug Johnson 11/11/2018 07:08 AM	Good quality, reasonably priced goods and services. Give people a reason not to drive to Boulder or Westminster...
Ryan Korte 11/11/2018 09:23 AM	warehouse like restaurant district (multiple vendors surrounding a common open area)
SMcMahon 11/11/2018 09:37 AM	Provide an alternative to Main Street establishments, with an updated look and feel. Different cuisines, maybe have them all share a delivery program to the area? Some shops could appeal to morning customers (coffee, baked goods, breakfast), some afternoon visitors (unique shops, repair), then evening (eateries that can provide eat-in or take-out for couples and families). Louisville is lacking a solid food delivery service - it's always mostly chain pizza or Chinese. If the eateries here offered delivery as a group, it would be appealing.
fredeller 11/11/2018 11:07 AM	I believe I covered that previously
Amasin	A multi use facility. Drives community of all ages.

11/11/2018 11:13 AM	
Carolyn H Anderson 11/11/2018 03:18 PM	We already have more hospitality facilities than comparable cities. The service business you mention can be found elsewhere in town... Small retail shops regularly fail. We do not need manicure shops or spa facilities, we already have them.
dl00kner 11/11/2018 04:23 PM	Hospitality, food and beverage. Would recommend something similar to the Rayback Collective in Bouler.
jmcquie 11/11/2018 04:50 PM	Pretty much any retail use will draw from the neighborhood. I live a 5 minute drive or a 20-minute walk from parcel O and almost most of my neighborhood shopping is done there (groceries, gas, banking, coffee, basic clothing).
PhyllisMP 11/11/2018 05:05 PM	I am specific a large King Soopers wasn't that recommended previously and the neighborhood didn't have a say.
cherylmerlino 11/11/2018 05:24 PM	No "chains", but restaurants, taverns, service shops, a spa, salon, arcade, "to go" and "sit down" types of restaurants that are unique and open-aired in concept (like Sweet Cow in downtown).
camillefowles 11/12/2018 11:24 AM	Service, retail, food and beverage
hellosherry2 11/12/2018 12:55 PM	Inalreday patronize the bank, post office, Safeway, hair salon (fringe)—essential services. I would be drawn to a bookstore, art movie theatre, natural grocer, fabric or knitting store.
bpaxton 11/13/2018 07:35 AM	I think development that is walkable and indoor/outdoor would be successful given the relative busyness of the Friday Street Faire and downtown.
aeromarkco 11/13/2018 07:36 AM	Bike Shop, Micro Brewery, Ethnic Foods, A food court ala high end mix of restaurants. Playhouse,
shoe23 11/13/2018 03:10 PM	Unique food choices. Pedestrian friendly.
Sarahzauner 11/13/2018 03:20 PM	Really hard to tell what is in the lot, how to get there, and where to walk/bike. Need much better and appealing signage, better access points.
wielandlisa 11/13/2018 03:23 PM	a walkable, tree filled space that is inviting with NON brand stores and eateries - no big box / big name stuff. there is plenty of that around. there should be seating and spaces for spending time and walkways to and from each business and eatery. there should be parking at one end and there should be a friendly, safe way to and from the bus stop at McCaslin or even closer in so its not on the main road - tucked back toward the back of the parcel.
Laura Adams 11/13/2018 03:45 PM	Multi use building where with opportunity for pop us shops with local venders can sell. Butchers, flower shops, cheese shop. It would create a community atmosphere for people to gather.
Benn8895 11/13/2018 04:34 PM	Louisville is becoming a tight community. Local will always be favored over big shops. So local restaurants, shops, services offered by people already in the community would fare well.

cynthswift 11/13/2018 05:06 PM	Something with alcohol & food that is kid friendly.
rubellite11 11/13/2018 05:39 PM	I live just behind the post office. I'd love to see small shops, restaurants, Trader Joes, some entertainment. I want to walk to places
julialeslie 11/13/2018 08:42 PM	yoga studio kickboxing studio ** deli ** microbreweries /taprooms dessert spot/ice cream gift boutique clothing boutique new york style pizza laser tag climbing gym indoor kid's bounce studio
AlisaG 11/13/2018 10:30 PM	Gmail friendly restaurants with full bars
Kara.rigney 11/14/2018 01:30 AM	Wellness service businesses (e.g., massage, physical therapy, chiropractic) and health food restaurants can be built around a large pool facility to support customers of the pool as well as the greater community.
CharlieEaly 11/14/2018 01:17 PM	Hospitality, Food and Beverage, entertainment but not a movie theatre.
jensmith78 11/14/2018 02:20 PM	Locally owned, small businesses concentrated in a creative/curated space.
Alex G 11/14/2018 05:10 PM	Coffee shop, restaurants, cafes, coffee houses, small shops (book store, bike shop, etc.), park... The key is safely getting people safely to the area. There are a few senior friendly developments to the east, so a key is to create safe routes to get here.
jan scrogan 11/15/2018 04:36 PM	Food entertainment clothing Draw cu students
wb 11/15/2018 09:33 PM	Gym, spa, local (non-chain) restaurants
Mbb 11/16/2018 08:32 AM	Arts gallery & studios, playhouse theater entertainment, mini-mall small retail.
Mira 11/16/2018 01:51 PM	Trader Joe's or ethnic food store - something other than crappy Safeway; Bar Method/Barre type gym/ brewery with playspace for kids and game area for teens / gymnastics place for kids and adults; Pool hall
drpwsmith 11/16/2018 02:54 PM	Small local business, like Paul's Coffee Shop, park-like corridors, walking mall flavor with central parking area, food beverage and entertainment focus. A grocery store would also be nice.
Malexander 11/16/2018 04:18 PM	Walkable small shops, free recreation, something like sweet cow
L.A.Cox 11/16/2018 05:00 PM	See previous.
nancybigelow 11/17/2018 08:41 AM	Sorry, I don't have any suggestions.
perk1000 11/17/2018 08:43 AM	Restaurants and shops surrounding an open court where summer activities could take place.

(137 responses, 6 skipped)

Q5 What types of development would draw people from around the REGION and drive sales tax revenue for the City of Louisville?

vg19 11/05/2018 01:06 PM	A multi-activity facility such as Dave and Buster's. It's near a movie theater, as is the one in Broomfield. Something with games, laser tag, other active activities would be something that isn't in Louisville, or really anywhere nearby. There isn't really anything like it closer than south Broomfield or very north Boulder.
Anonymous 11/05/2018 02:33 PM	See above.
Anonymous 11/05/2018 03:07 PM	Entertainment destination e.g. Top Golf
Anonymous 11/06/2018 10:29 AM	Enterainment, food and beverage
Anonymous 11/06/2018 10:38 AM	It's not clear whether that area can effectively support more traditional retail space. I think that going to more of a mixed use development (housing and office) is probably going to be more effective in the long run.
Anonymous 11/06/2018 10:47 AM	Office, mixed-use, some service (bike shop, scooter shop) a Pedego E-bike store.
Anonymous 11/06/2018 10:49 AM	Indy movie theater (as people age this becomes more of a draw), unique restaurants and bars. The atmosphere - i.e., park in the middle to have music/events at.
Anonymous 11/06/2018 10:57 AM	The synergy of a business mix is critical - think Union Station and Stanley Marketplace. The architecture and planning will be important to coordinate between businesses and residential type buildings.
Anonymous 11/06/2018 11:02 AM	Trader Joe’s, Mountain sun
Anonymous 11/06/2018 11:05 AM	Man-made beach during summer converting into ice skating in winter.
Anonymous 11/06/2018 11:11 AM	Good food and beverages, entertainmenqt, mixed uses with transportation into the area so that they too would want to live here and support our community.
Anonymous 11/06/2018 11:20 AM	There is enough big box shopping surrounding the location. Though we are pretty weak on sporting goods.
Anonymous 11/06/2018 11:26 AM	Mixed use. Housing will bring in the people who will shop local.
Anonymous	A variety of options.Like the Milk Market in Denver - an upscale food court...

11/06/2018 11:29 AM	Or a food truck destination like the Rayback Collective in Boulder an intimate music venue would be awesome!
Anonymous 11/06/2018 11:31 AM	unique entertainment opportunities
Anonymous 11/06/2018 11:32 AM	A hotel or some entertainment venue (Lego-themed activity park).
Anonymous 11/06/2018 11:38 AM	Modern Movie Theater surrounded by modern healthy restaurants (beyond fast food) and perhaps a health & wellness chain and/or gym (Orange Theory Fitness?) that doesn't cannibalize business from the redeveloped Rec Center.
Anonymous 11/06/2018 12:02 PM	OMG...see above
Anonymous 11/06/2018 12:25 PM	Same as above
Anonymous 11/06/2018 01:22 PM	* iMax movie theater * swimming or other athletic facility * upscale restaurants
Anonymous 11/06/2018 01:28 PM	see above except for residents, pay to park or play at Harper Lake and use the Davidson Mesa dog area, could be a money maker
Anonymous 11/06/2018 01:36 PM	See above. There could also be holiday mart, fall festival, etc. Some of this might seem like it will take away from old town Louisville but things there are really tight for parking and farther from the highway. With it's proximity to Highway 36 the impact on Louisville residents from a traffic perspective would be felt but not so much.
Anonymous 11/06/2018 01:37 PM	Unique shopping and dining. Umm, light rail.
Anonymous 11/06/2018 01:44 PM	Trader Joe's. All of the above if done well.
Anonymous 11/06/2018 01:45 PM	Niche food that is not chain based.
Anonymous 11/06/2018 02:38 PM	Have an Open Aries it could be more of a field of a downtown Pearl St., Mall or a downtown Louisville at with a little grass areas. It would be a complete half-day or full-day destination place.
Anonymous 11/06/2018 02:48 PM	How many years have we talked about this parcel? Keep the multi family housing elsewhere. We are not mini Boulder..we are Louisville. Laser tag is listed as an option. That belongs in unincorporated Adams County. Not here. No mega church either, please. How about high end art gallery (not a well meaning frame shop). Get rid of the crappy restaurants there. If you want Mexican, make it a good one like Las Delicias or Los Dos Portrillos. Give our awesome. Parma a better location. Etc etc
Anonymous 11/06/2018 03:35 PM	The best thing I can say here is that the things that failed here failed because they're not unique enough and a better option won out. A community hub, a

	row of specialty shops, a restaurant collective, an activity bar... these things don't exist in the area and could satisfy a need that isn't already met somewhere else that's just as convenient.
Anonymous 11/06/2018 04:00 PM	Entertainment , music and art
Anonymous 11/06/2018 04:21 PM	Local goods market, unique entertainment options
Anonymous 11/06/2018 04:44 PM	Same as above, but they'd want to come as there's nothing close to them until you get to Denver. If you build enough attractions and community there, people talk A LOT and will come. Rayback Collective brings people in from all around and they only serve over-priced beers and food truck food. This has to be unique. While you can get tamales anywhere, everyone knows the lady at the Louisville communal place has the best ones. They'll drive for that on a night or weekend.
Anonymous 11/06/2018 04:57 PM	It is difficult to attract businesses with regional draw to this site because those are already in Superior. Home Depot and Lowes are in Louisville but they are disconnected from this site.
Anonymous 11/06/2018 05:01 PM	a great market
Anonymous 11/06/2018 06:55 PM	Outdoor theater? Museum? Look at Waco, TX and all the great things there also Austin. Live music?
Anonymous 11/06/2018 07:39 PM	Something the area doesn’t have - food truck lot, something like avanti, craft brewery from local entrepreneurs instead of all chains, something like avanti. Or a new indoor volleyball place like oasis. Ikea
Anonymous 11/06/2018 07:43 PM	The same
Anonymous 11/06/2018 08:20 PM	Kids play place like a Dave and busters, putt putt, race course, etc
Anonymous 11/06/2018 08:29 PM	The corridor is not positioned well to complete regionally. Focus on creating a mixed use district that is walkable with a placed based Louisville design
Anonymous 11/06/2018 08:35 PM	sporting goods store
Anonymous 11/06/2018 08:36 PM	indoor tennis courts
Anonymous 11/06/2018 08:49 PM	See my comments above. Downtown Louisville draws people from surrounding neighborhoods and the region. Westside Louisville can do the same.
Anonymous 11/06/2018 08:53 PM	Entertainment and food venue
Pete 11/06/2018 09:24 PM	Businesses that can't afford Boulder and aren't as industrial as the tech center. Uber is a great example!

keith 11/06/2018 09:30 PM	a large grass/park open air amphitheater stage which can be used to host large concerts and outdoor events (similar to fiddlers green or millennium park in chicago
SSN 11/06/2018 09:38 PM	Think of all the attributes that get folks to visit downtown Louisville - small walkable streets, quaint, residential housing close to the pool, library, coffee shops, restaurants, ... and try to recreate the attributes on this large parcel of land. It will draw folks from outside the city.
JoyP 11/07/2018 07:25 AM	Trader Joes (is this possible with the covenants?!), Legoland Discovery center or Other well-known kid indoor attraction, unique shopping/dining like 29th St mall. Needs to be *enjoyable* to walk around. Nordstrom Rack?
debritter 11/07/2018 08:09 AM	Specialty shops
Justin Schrader 11/07/2018 09:56 AM	Local micro brewery
Jenny 11/07/2018 10:54 AM	Gyms for kids seem to do very well - Mountain Kids or Xtreme Altitude are some examples. A high end office space or company could also be interesting.
amom 11/07/2018 11:45 AM	A space like The Source in Denver - with samples of beer, food, crafts appropriate for the holidays. Unique enough in offerings that it would be less likely to be driven out by a big box retailer. Also brings a lot of people in for group activities.
bigalieck 11/07/2018 02:13 PM	Hotel Movie theater
Juli 11/07/2018 04:29 PM	Someplace interesting like The Source.
Ryokin 11/07/2018 05:24 PM	The site is too small and the traffic pattern around it too constrained to create a true regional draw. But a high-end restaurant and entertainment would draw customers from the surrounding towns.
Kelly 11/08/2018 09:00 AM	High end restaurants
mb 11/08/2018 10:13 AM	Craft breweries (we really need a Oskar Blues in this town) or small cult food establishments like Snarfs, Torchy's Tacos or something else out of the norm that would draw people to THIS spot.
Louisville lady 11/08/2018 11:45 AM	Some unique shops. Maybe a trampoline park like Sky Zone?
Rami Cohen 11/08/2018 12:55 PM	Something that this area is missing is a good shooting range. Take a look for example at Magnum Shooting Center in Colorado Springs.
Allison S 11/08/2018 01:25 PM	Something original or stellar restaurant
Louisville mom 11/08/2018 02:30 PM	Trader Joe's, probably some kind of trendy gym, a higher end hotel like Embassy Suites.

Maryan 11/08/2018 03:17 PM	Performance space smaller than 1st Bank Center but bigger than the Louisville Arts Center. Include a bar, local coffee shop (Precision Pours?), unique food court
No 11/08/2018 06:03 PM	Open shopping filled with restaurants and specialty shops (breads, cheese, wine, beers, deserts, meats)
Teresa 11/08/2018 09:06 PM	?
Leslie 11/09/2018 10:59 AM	Decent retail.
Steve 11/09/2018 11:04 AM	non-chain restaurants and stores like those in downtown louisville. Downtown louisville is the successful model and there's enough demand/traffic to support both locations. people are already coming from around the region to downtown louisville
habacomike 11/09/2018 11:05 AM	Same as above.
nm 11/09/2018 11:05 AM	hospitality
John Bolmer 11/09/2018 11:07 AM	Perhaps several mom-and-pop local flavor stores and restaurants -- along the lines of Old Town Louisville.
Scott 11/09/2018 11:08 AM	See above.
Jkat525 11/09/2018 11:12 AM	Event center, EXCELLENT restaurant
Fordcokid 11/09/2018 11:12 AM	Auto service, theater, restaurants.
Mark Dondelinger 11/09/2018 11:13 AM	Bring back Sams or another national retailer. IKEA, or Amazon 4-Star. These stores only have one location each in Colorado and they are on the far south side of the Denver Metro area. Bring them North. Beat Broomfield to the punch for once.
CB 11/09/2018 11:21 AM	Upscale and unique shopping and restaurants.
andrewthak 11/09/2018 11:24 AM	Same thing -- has to be unique. They will not come for typical retail, needs to be a communal space. Mixing in residential would be fine too, but there are plenty of people nearby for a unique offering to be successful.
Eajudd 11/09/2018 11:25 AM	? I don’t really know - maybe a year round covered farmers market?
B Eller 11/09/2018 11:27 AM	Jump City or Laser Tag. Woodward ski/snowboard Training Camp (like Copper Mountain). Indoor go-carts or playground for a fee. REI; Trader Joes; Jo Ann Fabrics; "treasure hunt" stores like Home Goods and Marshalls; King Sooper Market; Whole Foods (would they move?); carpet store; kitchen and

	bath store (higher end than Lowes and Home Depot); Christy Sports
Ala Hason 11/09/2018 11:32 AM	Food and drinks with entertainment
Anonymous 11/09/2018 11:35 AM	Mixing work and commerce. Folks work out of Panera, Starbucks, Einstein all day and work.
Brian 11/09/2018 11:43 AM	Will need to comte with Superior development. Louisville is behind the curve.
karen 11/09/2018 11:46 AM	Downtown Louisville already draws people from around the region. Continue to support those businesses. This new development should fill a need for the city of Louisville. If you try to compete with what is going on in Superior, you'll lose.
Rick 11/09/2018 11:47 AM	See above. Going downtown Boulder is nice sometimes but all crowded restaurants. If there was an upscale hotel with fine dining would be nice.
BAllen 11/09/2018 11:50 AM	Same as above
Terri 11/09/2018 12:12 PM	I think the development needs to be attractive and modern and inviting - right now what we have on McCaslin is not very inviting.
m48martin 11/09/2018 12:18 PM	Hospitality, F&B Entertainment
Lawrenceboyd 11/09/2018 12:25 PM	Same as above
None 11/09/2018 12:29 PM	Unique, non chain fresh food restaurants, breweries, or wine tasting combined with some well known quick and healthy chains, Laser tag or paint ball
WEC 11/09/2018 12:50 PM	Trader Joe's, boutique destination shopping & restaurants.
coreyhyllested 11/09/2018 01:00 PM	Great question. I alluded to this with the great sea of free parking. When I spend money in Louisville; I am targeting a specific thing. I drive to Home Depot / Lowes for home improvement. I drive to Safeway or King Soopers or Alfalfas for groceries. I drive to go out to eat. I rarely wander; I do the task and then drive home or to my next errand. However. When I go to the Flatirons mall, Pearl Street, 16th St Denver... I get some coffee. I browse several stores. I may grab a snack or a quick meal with the family. I also do this at Louisville's Farmers Market and the friday night community events downtown. I'm feeling good and want to continue the fun without going somewhere, so we take advantage of the good options around us. But around the region... I leave Louisville when I want to 1) Hang out leisurely and shop 2) Get out of the house all day Creating a micro-mall of sorts would mean people in the region coming to the closest mall that fits; and keeping us locals from leaving to spend money elsewhere.
NA	Miniature golf or similar

11/09/2018 01:05 PM	
patrickosu 11/09/2018 02:30 PM	live entertainment, top rated restaurants
todd gleeson 11/09/2018 04:01 PM	retail, a competitive grocery store, sporting goods, a Kohls replacement
ellenvallee 11/09/2018 04:58 PM	restaurants, bars, entertainment
janet 11/09/2018 07:30 PM	pleasant environment with covered places to sit in hot weather with entertainment options and things like play fountains like those I saw in Norfolk VA botanical park that are both visually attractive and let kids run around in them. Could have evening light/music shows with fountains as in some places in China. If striking enough lots of people come too see and these can be themed to holidays, etc. to draw in viewers who then buy food, souveniers in stalls around etc Food options not too upscale or expensive but more "charm" than fast food outlets
l997720 11/09/2018 11:21 PM	Unique offerings
jgwalega 11/10/2018 03:53 PM	King Soopers
dmwalega 11/10/2018 04:02 PM	Garbanzos Restaurant, Wendy's, King Soopers
amygcasey 11/10/2018 04:31 PM	Entertainment
Doug Johnson 11/11/2018 07:08 AM	Again, quality goods and services focused on the local demographics. Louisviile has evolved into a bedroom community with tremendous buying power. This is based on household income.
Ryan Korte 11/11/2018 09:23 AM	office space, but catered to a specific business segment (technology, medical, or other)
SMcMahon 11/11/2018 09:37 AM	Unique experiences in either food or shopping, or unique repair (i.e. phone screen repair). The only other service/entertainment opportunity not currently found nearby might be a Virtual Reality-based one. Maybe a seasonal offering such as a Christmas Market, Artist Market, Farmer's market, etc. would draw a wider geographic area.
fredeller 11/11/2018 11:07 AM	Covered previously
Amasin 11/11/2018 11:13 AM	Views of mountains. One stop shop for all things for all ages. Unique Colorado companies.
Carolyn H Anderson 11/11/2018 03:18 PM	Food, quality restaurants, not fast food. Perhaps small independent outdoor retailers. No big box stores of any kind.

dl00kner 11/11/2018 04:23 PM	Add entertainment, like live music, to the concept above.
jmcquie 11/11/2018 04:50 PM	Possibilities include: - dining & entertainment (as Downtown Louisville does now) - high-volume brick & mortar retail (as Costco does for Superior) (I think we bet on the wrong retail chain 25 years ago although it is heard to argue with Walmart's success in general) - auto sales and service (if a Boulder dealer wants to leave boulder as the Audi dealership did for Broomfield recently, we should be very receptive to that. We have to drive into Boulder or the near north suburbs of Denver to have our Hondas and Toyotas serviced, so I would class that as Regional retail category
PhyllisMP 11/11/2018 05:05 PM	Are the hotels at capacity ? What about a small conference center. People like to visit Louisville or an Event center?
cherylmerlino 11/11/2018 05:24 PM	Best use is a hotel on the old Kohls land, like a Holiday Inn Express Hotel, with name recognition, or an All-Suite Hotel like an Embassy Suites.
camillefowles 11/12/2018 11:24 AM	Entertainment, retail, food and beverage
hellosherry2 11/12/2018 12:55 PM	Make it stand out as a place that people feel good in going to. Create a scene—Thoughtful landscape and outdoor play areas for kids, calming-maybe a pedestrian zone. A place where parents could bring kids and have numerous things to do—but a gift or toys, look for books, go bowling/venue for birthday parties, clothes for kids, art center (like clementine studio in Boulder) for kids classes, kid friendly restaurants. We need to stand out and go above and beyond to make an impact—we have such a beautiful view and it would be an amazing setting for something that could have a long lasting and reliable draw for people in the area.
bpaxton 11/13/2018 07:35 AM	I think unique and high quality restaurants would draw people to the area.
aeromarkco 11/13/2018 07:36 AM	Costco, Lucky's, Sprouts but be aware that retail may be overbuilt in the area
shoe23 11/13/2018 03:10 PM	Mixed use.
Sarahzauner 11/13/2018 03:20 PM	Ditto. Need a few good restaurants (can we build on a boulder or Denver local chef brand?) and a solid fitness facility. We're a health-minded community and that area is mostly filled with unhealthy food and pedestrian - unfriendly access.
wielandlisa 11/13/2018 03:23 PM	Good interesting food that you could go to before a movie or eat at while staying at one of the nearby low cost hotels -- a lot of people walk over from the hotels and this needs to be a more cheery/pleasant experience than jay walking across the street and being front and center along with a bunch of traffic. I think a bridge from the hotels over to where the Khol's side is would rock for hotel patrons and be safer and really drive people toward the space.
Laura Adams	Look at multi use spaces that are flourishing in Denver i.e. The Source and

11/13/2018 03:45 PM	Union Station
Benn8895 11/13/2018 04:34 PM	If you created an area designed specifically for special needs children you would have people coming from farther away. Louisville has a lot of activities for children but barely if any can cater to special needs kids. This group of children are completely left out in regards to the fun and entertainment in Louisville. And in most of Colorado for that matter. So develop a bounce place or open gym or park that these kids can and are encouraged to play at. Create a place where kids with sensory issues, wheelchairs, motor planning issues, learning disabilities, speech disabilities can play and feel included. There are thousands of kids in Colorado who fall into these categories. Why not take charge and lead the way in being an all inclusive city. I know parents of these children would be more than willing to drive here so that their children can have the same opportunities as other children have.
cynthswift 11/13/2018 05:06 PM	Something with alcohol & food that is kid friendly.
rubellite11 11/13/2018 05:39 PM	Trader Joes, boutiques, entertainment
julialeslie 11/13/2018 08:42 PM	** deli ** microbreweries /taprooms laser tag climbing gym indoor children's bounce studio
Kara.rigney 11/14/2018 01:30 AM	A large, state of the art, pool complex for competition swimmers (not recreational swimming). The facility can be rented for local and large competitions (similar to VMAC in Thornton). VMAC hosts everything from summer swim league championships, to state high school meets, to state and regional meets for USS swimming and water polo tournaments.
CharlieEaly 11/14/2018 01:17 PM	Atmosphere is the key to where people will spend time shopping and eating.
Alex G 11/14/2018 05:10 PM	Restaurants, mid sized grocery store similar to Whole Foods
jan scrogan 11/15/2018 04:36 PM	Food entertainments shopping in general
wb 11/15/2018 09:33 PM	Chain stores and restaurants might draw from around Louisville and the region. But an eclectic mix of small restaurants and shops (depending on the details) might also provide a unique experience that would draw even more people and drive sales tax revenue.
Mbb 11/16/2018 08:32 AM	Unique local arts, museum & retail shopping & eateries.
Mira 11/16/2018 01:51 PM	Trader Joe's / Pool Hall
drpwsmith 11/16/2018 02:54 PM	All of the above.

Malexander 11/16/2018 04:18 PM	Urban farm expo
L.A.Cox 11/16/2018 05:00 PM	See previous.
nancybigelow 11/17/2018 08:41 AM	Walmart, REI, Costco are already in our vicinity. I don't have any suggestions.
perk1000 11/17/2018 08:43 AM	Concert venue, water park, big-box stores, internet business distribution facilities

Optional question (131 responses, 12 skipped)

Q6 Here's your chance! Tell us your big idea for Parcel O and WHY it would work in Louisville!

Anonymous 11/05/2018 02:33 PM	I feel a mixed use entertainment area would be great. Unser racing carts, mini-golf, kid friendly fun. There is also some space for apartments.
Anonymous 11/05/2018 03:07 PM	Mixed use development, anchored by a multi-vendor food hall concept to include roof top terrace (amazing Flatirons views!). e.g. https://businessden.com/2018/10/04/food-hall-to-anchor-redevelopment-of-mostly-vacant-retail-site-in-edgewater/
Anonymous 11/06/2018 10:29 AM	Give us a movie theater!! We need one.
Anonymous 11/06/2018 10:38 AM	Mixed office/housing development
Anonymous 11/06/2018 10:47 AM	E-bike super store. Pedego ideally.
Anonymous 11/06/2018 10:49 AM	park in the middle - people love to gather for music, have this surrounded by 'shops
Anonymous 11/06/2018 10:57 AM	Mixed use commercial & residential with a 50+ managed townhouses as part of the residential community, all mixed in with a diverse variety of lifestyle oriented businesses, including fitness, heathy retail (outdoor, exercise, cycling), local food.
Anonymous 11/06/2018 11:02 AM	Louisville would do great with a Trader Joe's. Most of my friends go into bolder for the Trader Joe's and it is terrible parking and Louisville would really support this kind of development.
Anonymous 11/06/2018 11:05 AM	A man-made beach would be a huge draw for city/region. Limited swimming options beyond public/private pools and nothing of scale-Boulder Reservoir leaves ample room for improvement. http://www.centennialbeach.org/history
Anonymous 11/06/2018 11:11 AM	A central green space surrounded by mixed use community. Please not too tall to block the light and views of the current neighbors, but brings them all together--inclusive.
Anonymous 11/06/2018 11:20 AM	A local-shop mall with restaurants, like the Source in RINO.
Anonymous 11/06/2018 11:26 AM	Mixed use areas sourronding green space for gathering and local venues. However, please do not block the current neighborhoods' views and light.
Anonymous 11/06/2018 11:29 AM	I like the idea of a Rayback Collective / Milk Market venue - with a place for small concerts. An all in one destination. I could grab some dinner, sit by a fire pit outside, listen to music...
Anonymous 11/06/2018 11:31 AM	A shared space that houses local eateries, breweries, cideries, kombucharies, coffee shops, etc. (ideally with some organic options). There would be a shared space in the middle with lots of indoor and outdoor seating and space for kids to run around

Anonymous 11/06/2018 11:32 AM	Louisville is small restaurants, breweries, and family-oriented locations/outings. Need to appeal to this. Create an outdoor environment that works -- a small Lego outdoor park with a couple or rides and lots of "builds."
Anonymous 11/06/2018 11:38 AM	Please see my previous answers
Anonymous 11/06/2018 12:02 PM	again...you've asked the same question 5 times. Read what I already said...
Anonymous 11/06/2018 12:25 PM	Louisville needs more unique and healthy restaurants. I feel like Lafayette has a lot more to offer in that regard and I would like to see that change.
Anonymous 11/06/2018 01:22 PM	Outdoor mall with area for farmer maket on weekends. Avoid the hassle of crossirons mall but don't need to go all the way in to Boulder
Anonymous 11/06/2018 01:28 PM	couldn't get the document library to download. will need to read through those before saying more.
Anonymous 11/06/2018 01:36 PM	An indoor/outdoor marketplace.
Anonymous 11/06/2018 01:37 PM	Great to have Safeway, Paul's coffee, Pizza so keep those.
Anonymous 11/06/2018 01:44 PM	I think it needs to be torn down and rebuilt to move away from a strip mall feel. It should be contemporary and include outdoor space mixed with retail/restaurants.
Anonymous 11/06/2018 01:45 PM	Louisville has a lovely downtown area, with delicious places to eat and fun places to visit. But this side of town is lacking that. There is no need to compete, but my family would love to have walkable, local places to eat and play closer to our house.
Anonymous 11/06/2018 02:38 PM	Along with what I said above, or tractable roof in certain areas could increase use both in summer and in the winter.
Anonymous 11/06/2018 02:48 PM	I have plenty of ideas for what shouldn't be there. Maybe a viable regional theater. Not movies...plays and productions similar to the Arvada Center. This better speaks to the new make up of Louisville.
Anonymous 11/06/2018 03:35 PM	I've answered this several times already :) So many ideas!
Anonymous 11/06/2018 04:00 PM	A walkable shopping, restaurant and spa
Anonymous 11/06/2018 04:14 PM	Some place that is walking and bike access - people in Louisville love to bike and walk
Anonymous 11/06/2018 04:21 PM	I'm leaning towards a local market with unique vendors, like Denver's Central Market or The Source.
Anonymous 11/06/2018 04:44 PM	A shared space for entertainment, food, drinks, and artisanal products. Anyone and everyone can sell at a booth and try their big new product on

	the market. Please see previous entries.
Anonymous 11/06/2018 04:57 PM	255 characters is too limited for my big idea and why it would work in Louisville
Anonymous 11/06/2018 05:01 PM	a Seattle Pike Place type market
Anonymous 11/06/2018 05:14 PM	Something like Reading Terminal Market. It's fun, a place parents can drop teens safely, everyone can get the food they want, and a good beer or milkshake makes for a great night.
Anonymous 11/06/2018 06:55 PM	Large scale outdoor market like Pikes Place, Seattle, dining hall with several eateries. (Portland , Or has done this successfully.
Anonymous 11/06/2018 07:39 PM	Indoor multiuse sports center and avanti style local craft eateries
Anonymous 11/06/2018 07:43 PM	Already shared
Anonymous 11/06/2018 08:15 PM	N/A
Anonymous 11/06/2018 08:20 PM	More restaurants. We all eat out a lot, but get tired of the current options.
Anonymous 11/06/2018 08:29 PM	Attractive public space which active in its design and useable by all age groups where food and neighborhood based business can frame activities
Anonymous 11/06/2018 08:35 PM	Inddor tennis courts
Anonymous 11/06/2018 08:36 PM	indoor tennis courts
Anonymous 11/06/2018 08:49 PM	Explore Fairhaven Village Green at https://www.cob.org/services/recreation/parks-trails/Pages/fairhaven-village-green.aspx
Anonymous 11/06/2018 08:53 PM	Adult entertainment
Pete 11/06/2018 09:24 PM	Dense Mixed use works because you have 7 days a week spending and good connectivity to Denver Boulder
keith 11/06/2018 09:30 PM	Grass open air amphitheater stage venue like Fiddler's Green with enormous play structure for all around use
SSN 11/06/2018 09:38 PM	NEW URBANISM - walkable blocks and streets, housing and shopping in close proximity, and accessible public spaces. The revival of our lost art of place-making, and promotes the creation and restoration of compact, walkable, mixed-use cities
JoyP 11/07/2018 07:25 AM	Legoland Discovery center! There are many of these around the country but none in colorado! Would be huge for Louisville and the area!!

debritter 11/07/2018 08:09 AM	Pedestrian friendly outdoor mall
Justin Schrader 11/07/2018 09:56 AM	Local brewery and a local organic eatery. There are not many options for organic food that is already made in Louisville. I always enjoy tasty local beer.
Jenny 11/07/2018 10:54 AM	Parcel O needs a good grocery store. One that has high quality food but also at a reasonable price. Whole Foods is expensive and the Safeway is just not very high end. A kids gym could also be really good at this location. Outdoor pool for the kids
amom 11/07/2018 11:45 AM	"The Source" like experience but more family friendly with play park for kids in the center. We need another good breakfast place too!
bigalieck 11/07/2018 02:13 PM	More gyms, restaurants, or hotels. I don't think big box is going to make it in Louisville. There is no market for it. Small, locally owned retail is the way to go. We need more "going out" restaurants, but probably on Main
Juli 11/07/2018 04:29 PM	Someplace like south boulder Table Mesa or The Source/Stanley Marketplace
Ryokin 11/07/2018 05:24 PM	See previous answers
Kelly 11/08/2018 09:00 AM	Local bus line around the city to take you to the stop and ride
mb 11/08/2018 10:13 AM	Louisville
Louisville lady 11/08/2018 11:45 AM	A mix of unique shops that are bike and pedestrian friendly. A trampoline park, like Sky Zone. Fun for the family. The closest one now is Arvada. It would be a regional attraction.
CBV 11/08/2018 12:14 PM	Louisville
Rami Cohen 11/08/2018 12:55 PM	Shooting Range
Allison S 11/08/2018 01:25 PM	Some sort of family entertainment that also had drinks for adults
Louisville mom 11/08/2018 02:30 PM	LOUISVILLE
Maryan 11/08/2018 03:17 PM	See ideas above. OR, tear down Sam's Club building and divide the area into a neighborhood like North Broadway with living space above the stores and offices.
Amy 11/08/2018 05:01 PM	Punch Bowl Social with bowling, mini golf, good food and drinks because there are lots of families in Louisville and not that many family-focused entertainment and food establishments.
No	Play area surrounded by artisan shops and good food

11/08/2018 06:03 PM

Teresa
11/08/2018 09:06 PM
HOCKEY SHOP! HUGE. or maybe some other sports could share the shop.

Leslie
11/09/2018 10:59 AM
Marketplace, like Eataly. It would have diverse use (eating, shopping, cooking school) so appeal to multiple consumers.

Steve
11/09/2018 11:04 AM
gave it - tear down existing structures, replace with mixed use and open space/parks

habacomike
11/09/2018 11:05 AM
It has to be something different. So, a concept not otherwise in the area. There's few places to incubate small businesses -- why not an arts and innovation development focused on maker spaces: light industrial/robotics/coding/woodworking/machining,.

nm
11/09/2018 11:05 AM
housing

John Bolmer
11/09/2018 11:07 AM
Apple store. The one at Flatirons is always busy. Toy store, if one exists.

Scott
11/09/2018 11:08 AM
An international food and culture hall: Think The Ferry Plaza Building in San Francisco and Ponce City Market in Atlanta.

Jkat525
11/09/2018 11:12 AM
I really like the idea of an upscale entertainment hub.

Fordcokid
11/09/2018 11:12 AM
Make it a walkable small community within a community with a nice grocery store, bakery, restaurant, boutique sandwich shop, coffee shop.

Mark Dondelinger
11/09/2018 11:13 AM
Bringing back Sams Club is my number one choice. Other than that, get IKEA or Amazon 4-star retail stores. Give these two retailers an opportunity to open a location on the north end of the Metro area. If we don’t get them, Broomfield or Thornton will

CB
11/09/2018 11:21 AM
Walkable, unique shopping and restaurants with lots of green space to relax, enjoy and encourage lingering and enjoy Colorado’s beautiful weather.

andrewthak
11/09/2018 11:24 AM
Collective similar to The Source in Denver or Rayback in Boulder. Make it a unique space, we have nothing like that here.

Eajudd
11/09/2018 11:25 AM
Definitely mixed use

B Eller
11/09/2018 11:27 AM
Please don't tear everything down in put in a bunch of multi-colored apartments. IMO, EBC has enough of those!

Ala Hason
11/09/2018 11:32 AM
Urban type, elegant multi casual dining areas with entertainment (stage) and plenty of trees and flowers. Miniature downtown block

Anonymous
11/09/2018 11:35 AM
Something similar to WeWork

Brian 11/09/2018 11:43 AM	Underground parking accessible from mccaslin, cherry, & dillinger roads. Connection with downtown using a local light rail. Bike / walking flyovers over major roads to access the new town center.
karen 11/09/2018 11:46 AM	Multi-tenant housing with retail, restaurants and a central park.
Rick 11/09/2018 11:47 AM	Tear down Sam's and redevelop with fine dining and shopping. No more multifamily or zero lot homes. Only adds to the tax burden and traffic with no improvement to attractions for those already living here.
BAllen 11/09/2018 11:50 AM	Something like Rayback collective - food trucks that change daily.
Terri 11/09/2018 12:12 PM	Small town feel - walkable area - unique restaurant and spa and maybe a high end hotel - we have plenty of not great hotels around. A hotel like the Boulderado would a high end restaurant would do well.
m48martin 11/09/2018 12:18 PM	Themed "active" entertainment area with indoor activities for kids like parkour or bike/skateboard setting. Support with services like bike shops and perhaps some medical services too. Have a outdoor sports theme and have a restaurant/bar to support
Lawrenceboyd 11/09/2018 12:25 PM	Longmont has has tremendous success with its village at the peaks mall and I think something similar would work very well
None 11/09/2018 12:29 PM	None
WEC 11/09/2018 12:50 PM	Central square, small park.
coreyhyllested 11/09/2018 01:00 PM	Anything but big box stores. Create a community space where people would like to spend time. Ideally create a space where there is more of variety. IMHO, the food options pale in comparison to downtown.
NA 11/09/2018 01:05 PM	Miniature Golf or similar, lots of families looking for activities.
patrickosu 11/09/2018 02:30 PM	Theater for live events... money is made in music and podcasts by performing live.
todd gleeson 11/09/2018 04:01 PM	would a Prospect-like neighborhood (Longmont) with a bit more gallery and restaurant & small entertainment venue
ellenvallee 11/09/2018 04:58 PM	Build high end town homes and quality restaurants
janet 11/09/2018 07:30 PM	consider building value through unusual attractive amenities that boost property values rather than only though direct commercial activity
l997720 11/09/2018 11:21 PM	Personal preference I would love a Trader Joe's or an Orange Theory Fitness!
carolncolo 11/10/2018 05:06 AM	Walmart super store

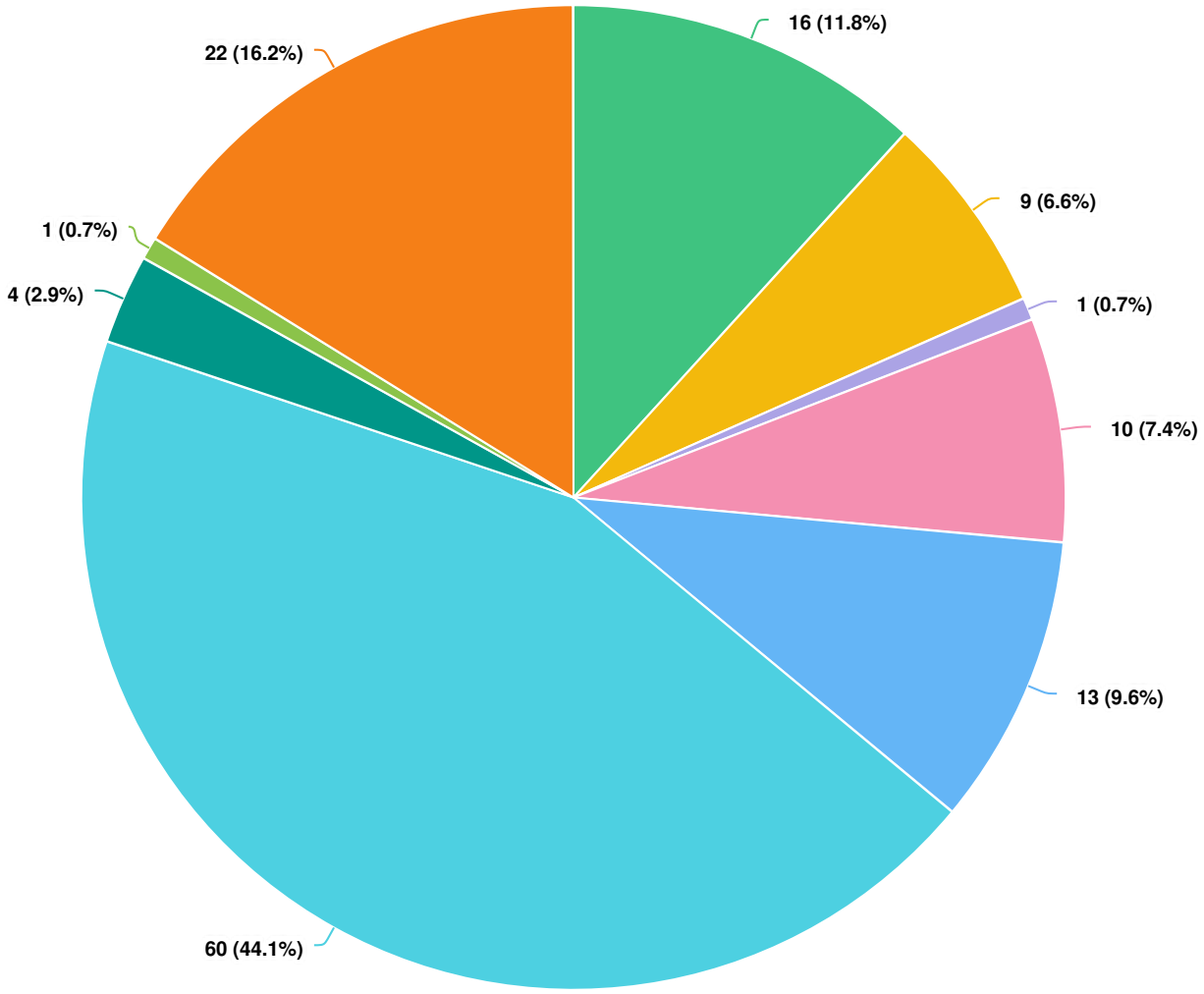
jgwalega 11/10/2018 03:53 PM	A decent super market like King Soopers
dmwalega 11/10/2018 04:02 PM	King Soopers, we need a decent grocery store
amygcasey 11/10/2018 04:31 PM	IDK
Doug Johnson 11/11/2018 07:08 AM	Mixed retail and housing, give people the opportunity to walk or cycle to shops and services
Ryan Korte 11/11/2018 09:23 AM	make it stand out by having it look, feel and be for high end retail and business.
SMcMahon 11/11/2018 09:37 AM	Unique shops, eateries, and a constantly changing component by season (Christmas Market, Farmer's Market, etc), with space to sit outdoors.
fredeller 11/11/2018 11:07 AM	Responded previously
Amasin 11/11/2018 11:13 AM	One stop shop for new moms to reiterees. Family gatherings to solo work space needs. Continue supporting our balanced lives in Louisville with a well balanced community attraction.
Carolyn H Anderson 11/11/2018 03:18 PM	Senior housing, needed everywhere, we need more moderately priced senior housing.
dl00kner 11/11/2018 04:23 PM	Same as previous.
jmcquie 11/11/2018 04:50 PM	Automotive retailer (see my earlier comment)
PhyllisMP 11/11/2018 05:05 PM	We don't have a large grocery store close to this area
cherylmerlino 11/11/2018 05:24 PM	McCaslin Mall project: an outdoor, open air concept (with a park-like area) of small retail, small restaurants with indoor/outdoor seating, services/stores, and a hotel where Kohls is now. Parking structures located behind Sams and on street parking.
camillefowles 11/12/2018 11:24 AM	Parcel O should have shops but also places to sit, eat, play and gather. Create ambiance: nice lighting, inviting landscaping. A destination for people on this side of town & coming off 36
hellosherry2 11/12/2018 12:55 PM	Make it attractive, make it unique, provide variety with an eye on attracting families, adults both who need essential goods and services and those who want to go a bit deeper than just buying a bunch of cheap stuff
bpaxton 11/13/2018 07:35 AM	As previously mentioned, I think a co-working space and a unique restaurant scene would be great for part of Parcel O. The co-working environment would attract people during the work week and residents would likely frequent the area on weekends.

aeromarkco 11/13/2018 07:36 AM	It could change the character of Louisville, shifting the "scene" from Downtown. I support more mixed use and higher density if it's done correctly with open space, parking and transport
shoe23 11/13/2018 03:10 PM	Asian grocery store and food court (similar to Ranch 99 in California).
Sarahzauner 11/13/2018 03:20 PM	Korean spa and fitness center!
wielandlisa 11/13/2018 03:23 PM	Bridge from hotels to Kohls side/outdoor walkable mall design with lots of grass, trees, sitting areas - outdoor store like REI type merchant - with cool food like ModMarket and a movement/yoga studio + indoor climbing wall!
Laura Adams 11/13/2018 03:45 PM	Something similar to The Source, and housing above retail/business space
Benn8895 11/13/2018 04:34 PM	Make an inclusive park/gym/bounce place that caters to special needs. These kids have no where to go and deserve to have the same fun that the rest of the kids in this town have.
cynthswift 11/13/2018 05:06 PM	Mixed use kid friendly
rubellite11 11/13/2018 05:39 PM	No more big box stores. I would be happy to see a mix of smaller shops. No more residential. Seems like the area is crowded enough already
julialeslie 11/13/2018 08:42 PM	A food-centric, mixed-use marketplace, such as the Stanley in Aurora, would be a terrific fit for Louisville b/c it appeals to a wide range of consumers, brings community together, and keeps the focus on local businesses.
AlisaG 11/13/2018 10:30 PM	No big idea!
Kara.rigney 11/14/2018 01:30 AM	A world class athletic complex does not currently exist in Boulder County or surrounding areas. Our local and statewide swim competitons currently take their revenue to facilities in Thornton, Denver and Colorado Springs.
CharlieEaly 11/14/2018 01:17 PM	Again, a similar concept to The Orchard Town Center - something with an atmosphere where you want to hang out and shop and eat. 29th Street Mall in Boulder is a bad example.
jensmith78 11/14/2018 02:20 PM	Small business/entrepreneurial marketplace - a la Barnone in Gilbert AZ (http://barnoneaz.com/).
Alex G 11/14/2018 05:10 PM	Louisville isn't Thornton or Aurora--a successful development has to recognize the demographics, preferences and voting patterns of our citizens (see votes for open space). Think big. Think Pearl St., not 29th St. Combine Civic and Private uses.
jan scrogan 11/15/2018 04:36 PM	Entertainment and clothing for cu draw as well as local.
wb 11/15/2018 09:33 PM	Performing arts center as an anchor, and a grouping of smaller local restaurants (when Kohls property becomes vacant)
Mbb	Arts center similar to Dairy Center in Boulder. Great access off Hwy 36 will

11/16/2018 08:32 AM	entice arts community & increase traffic for existing restaurants & retail.
Mira 11/16/2018 01:51 PM	I think an Aventi Collective Eattery with an open space pool hall / darts / kids area would be a great draw for families along the 36 coordior
drpwsmith 11/16/2018 02:54 PM	Walking mall (Pearl St, 29th St Mall) with central parking area so that people could park in one spot, then stroll around to variouis smaller shops and local businesses
Malexander 11/16/2018 04:18 PM	Create a high density urban agriculture zone to grow local high value food and inckude aquaponics.
L.A.Cox 11/16/2018 05:00 PM	See previous.
nancybigelow 11/17/2018 08:41 AM	I liked the idea of a King Soopers Super store, but that's not going to happen.
perk1000 11/17/2018 08:43 AM	it has to be businesses that can compete in an internet world

(137 responses, 6 skipped)

Q7 Which Neighborhood do you live in?



Question options

- Cherrywood I or II
- McCaslin
- Centennial Pavilion Lofts or Centennial Heights
- Washington Park
- Meadows at Coal Creek
- Coal Creek, Coal Creek Ranch South, Coal Creek Ranch North
- Townhomes at Coal Creek
- Grandview Flatirons
- Other

(136 responses, 7 skipped)

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

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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.

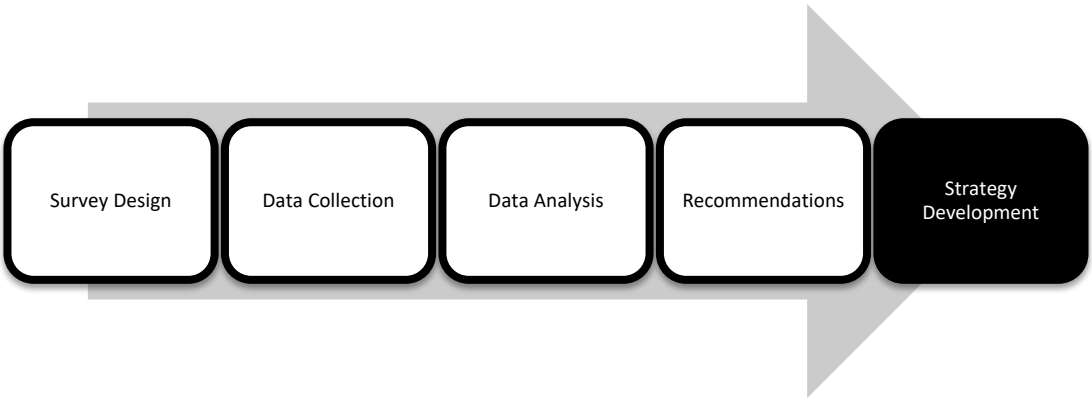


Figure A. Cityside Retail Study Phases

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

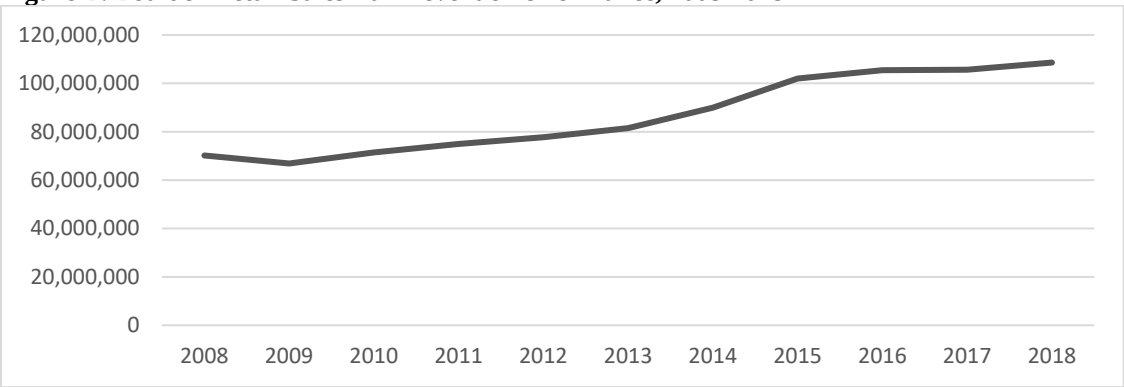
A primary objective of the project has been to pursue the Boulder Valley Comprehensive Plan (BVCP) goal of a "vibrant retail base." The study therefore included an examination of Boulder's current retail base, to understand how Boulder retail is performing both citywide and by geographic area within 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 2018[1]. 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.

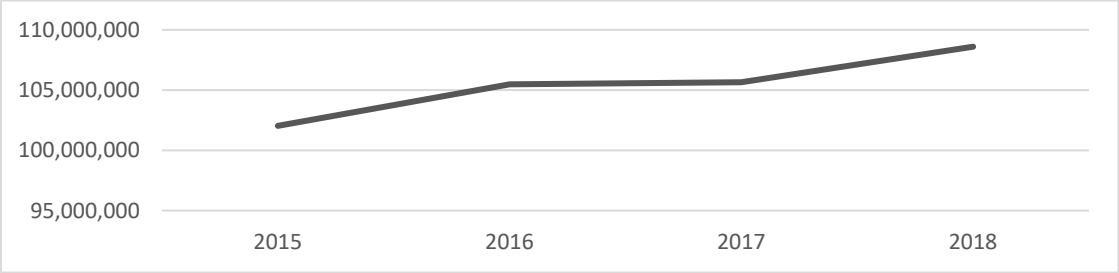
Figure B. Boulder Retail Sales Tax Revenue Performance, 2008-2018



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



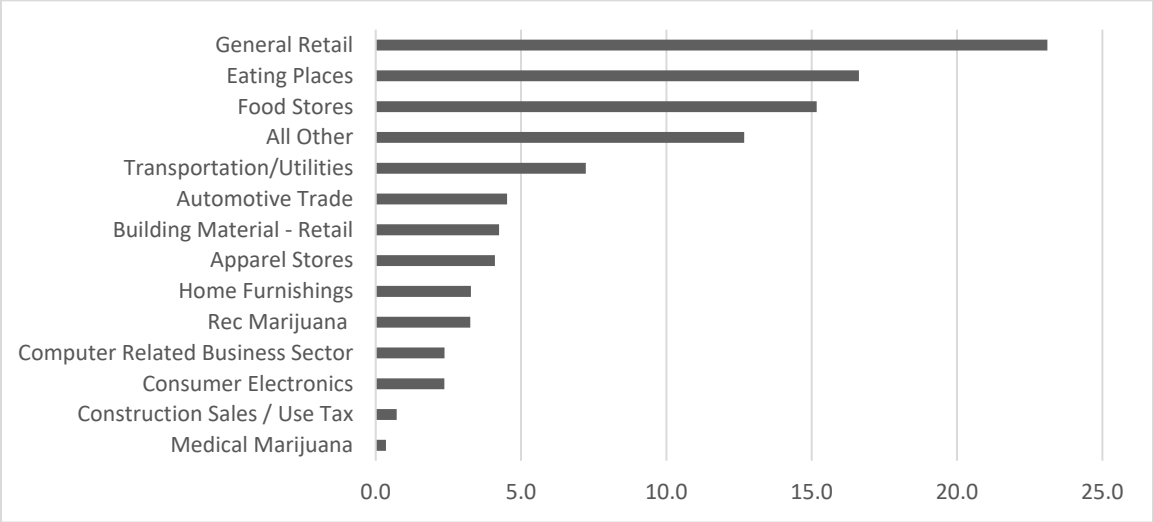
Source: City of Boulder Finance Department

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.

<u>Boulder Retail Performance by Industry Category</u>

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)

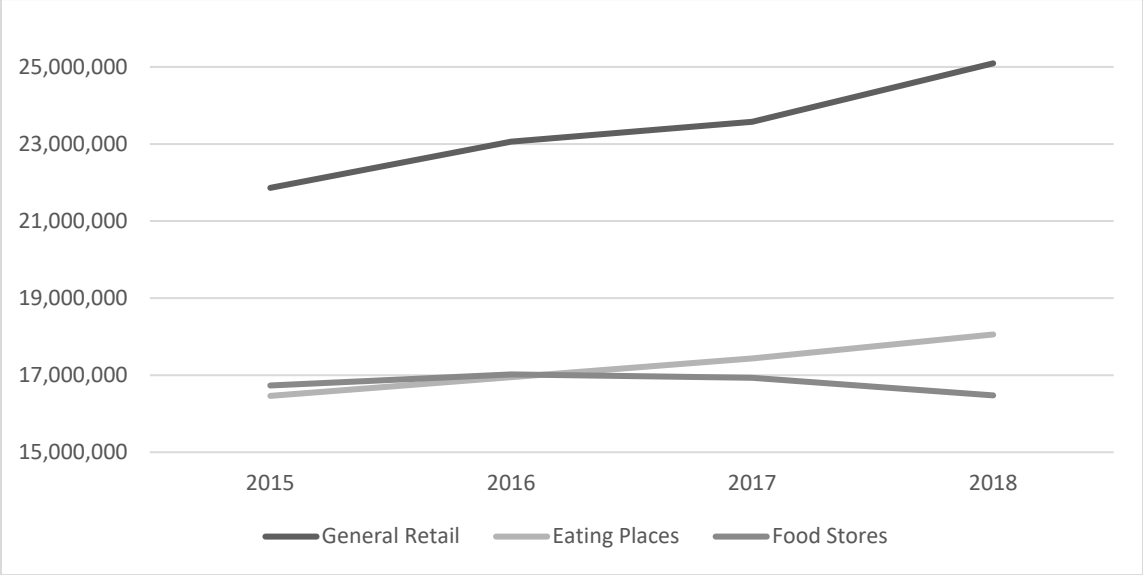


Source: City of Boulder Finance Department

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 2015, 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

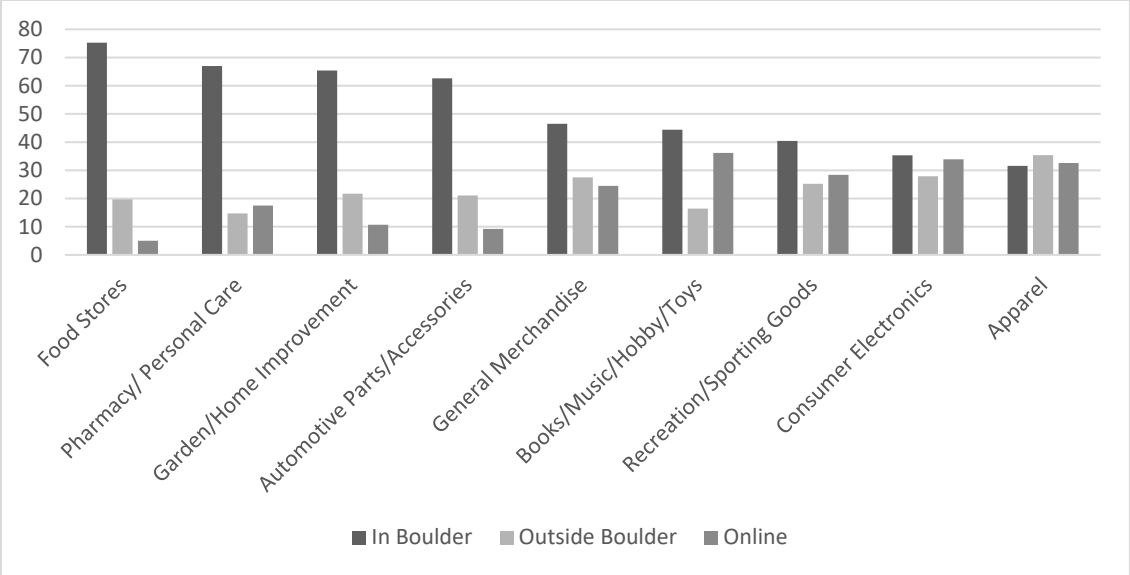


Source: City of Boulder Finance Department

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.

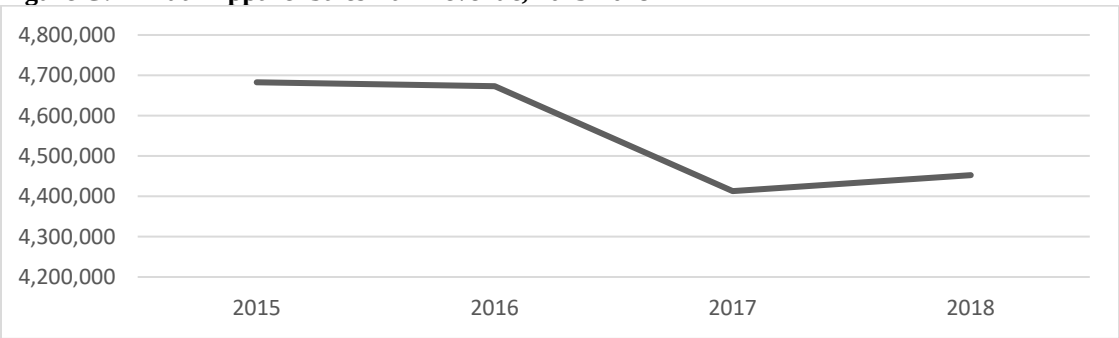
Figure F. Reported Percent of Local Purchasing by Boulder Residents



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



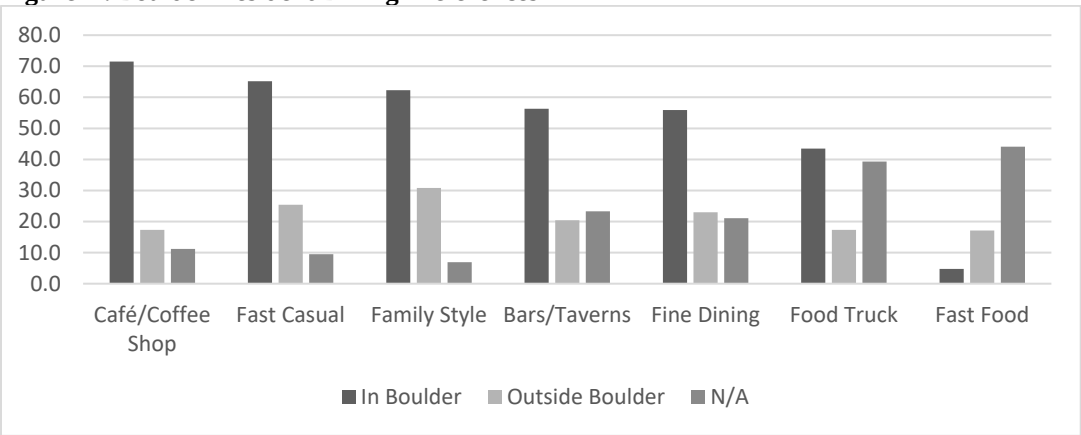
Source: City of Boulder Finance Department

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

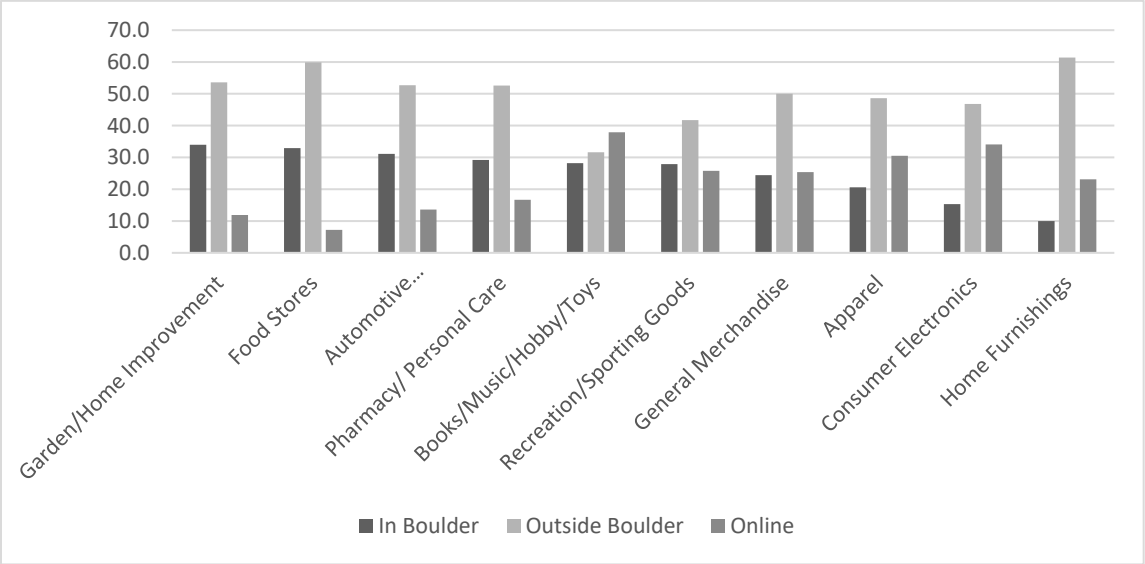


Source: 2019 Boulder Citywide Retail Study Shopper Survey

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

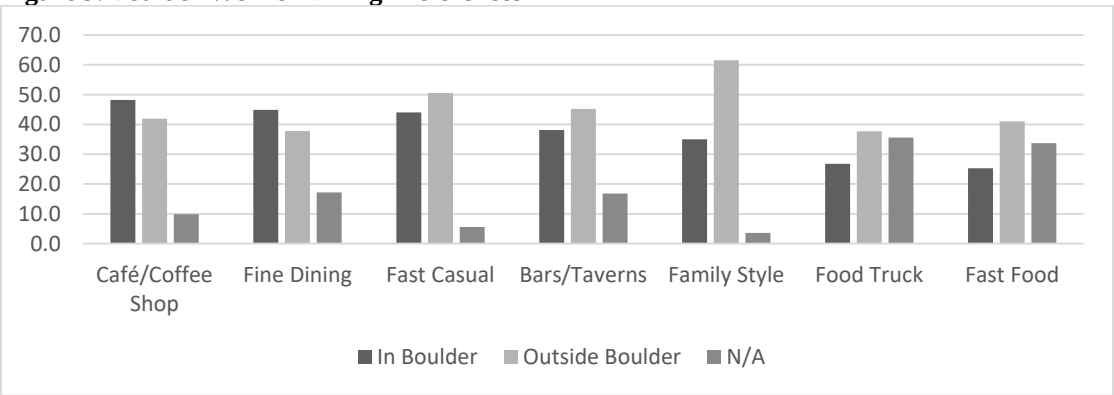


Source: 2019 Boulder Citywide Retail Study Shopper Survey

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.

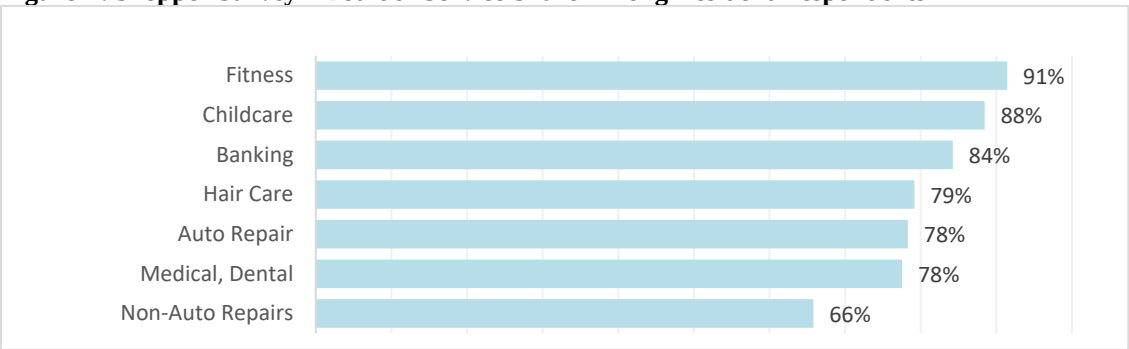
Figure K. Reported Change in Purchasing Behavior, Residents v. Workers

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



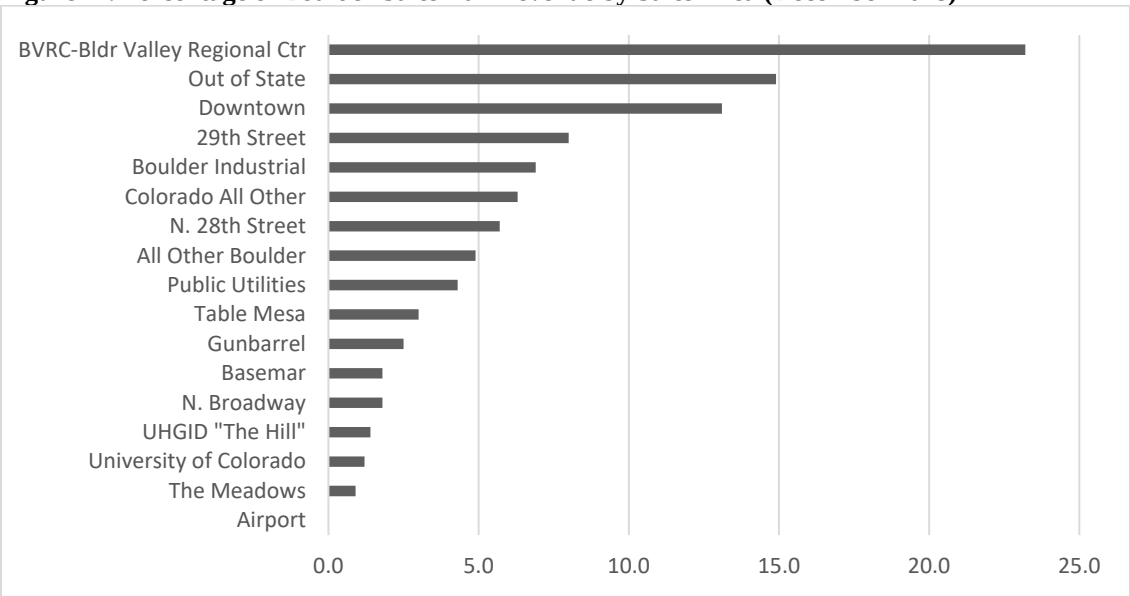
Source: 2019 Boulder Citywide Retail Study Shopper Survey

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)



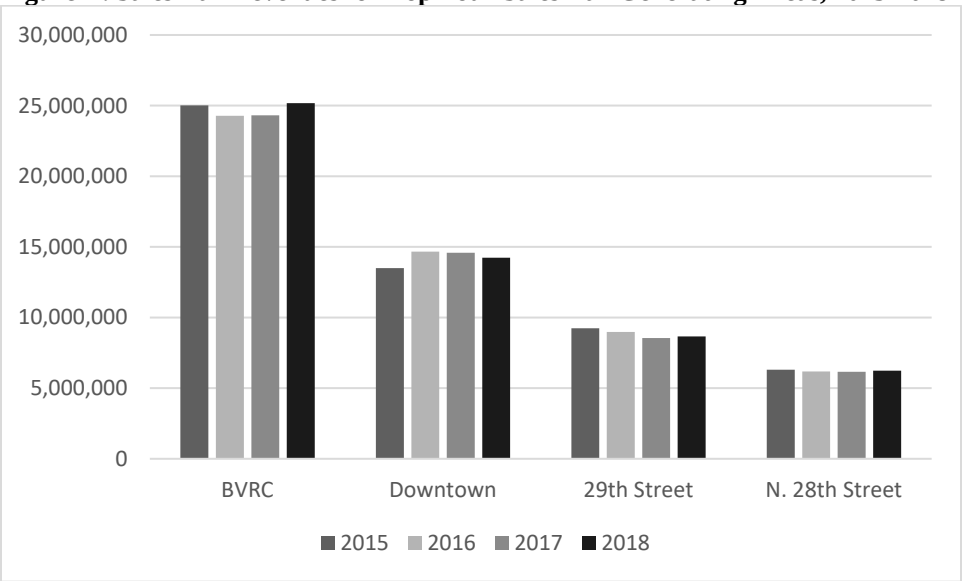
Source: City of Boulder Finance Department

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), downtown[2] ($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



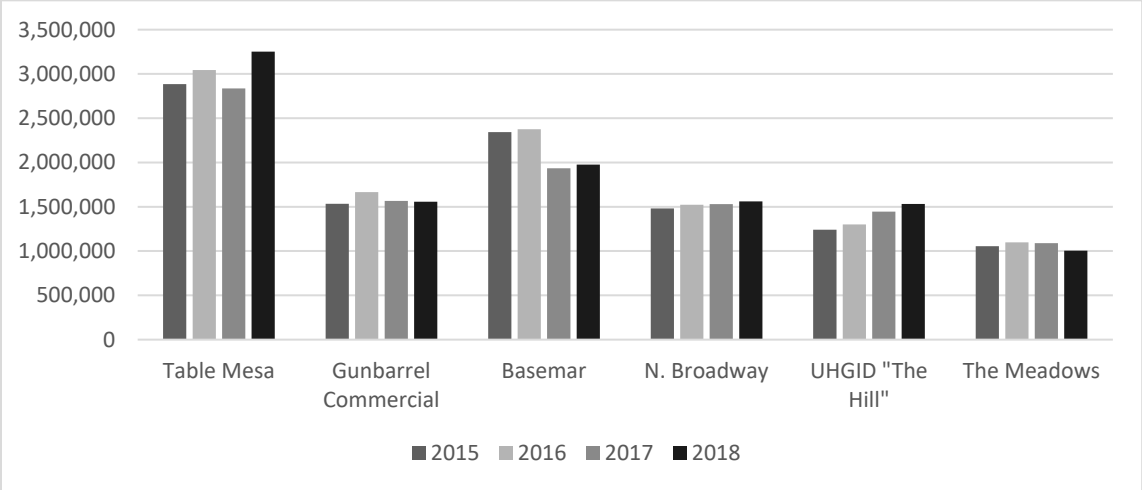
Source: City of Boulder Finance Department

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

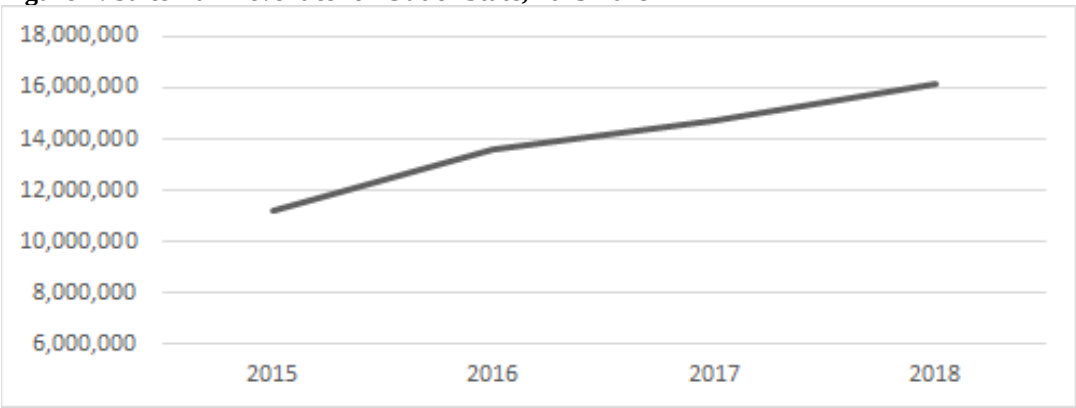
Areas that showed a significant increase in sales tax revenues from 2015-2018 as shown in **Figure O** above include Table Mesa (+12.7%) and The Hill (+23.4%)[3]. During this time period, the Table Mesa shopping center was renovated, including the introduction of new large-scale tenants, and The Hill 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

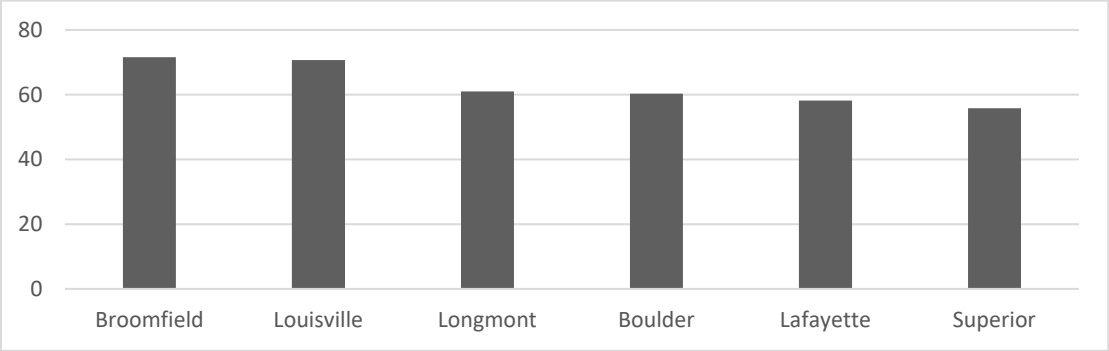
	Population	Land Area (sq. miles)	Retail Inventory (sq.ft.)	Total Annual Retail Sales (millions)	Annual Retail Sales per Capita
Boulder	109,427	24.2	6.6 million	$2,957	$27,024

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

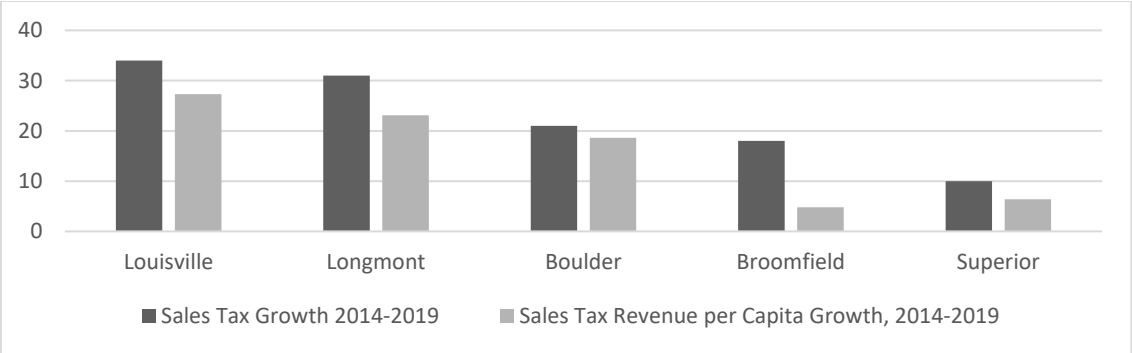
Sources: ESRI Business Analyst and consultant.

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.

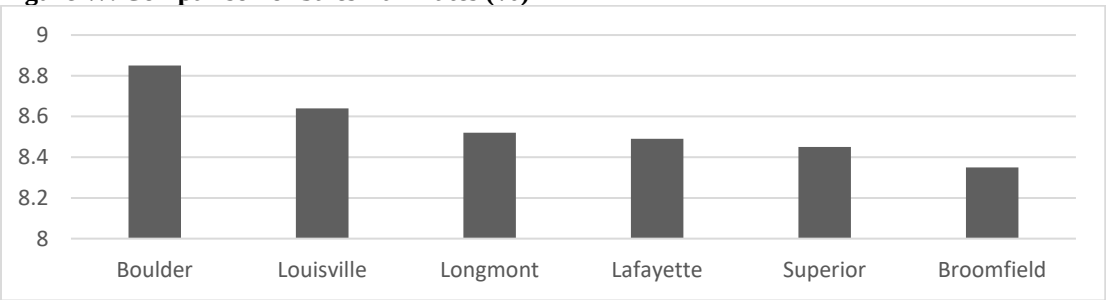
Citywide Retail Strategy Topic Area: Staff recommends exploring further the discrepancy between sales tax revenue growth rate and the sales tax growth rate per capita as an important indicator of the importance of non-resident spending to Boulder's retail sales tax revenue performance.

- *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

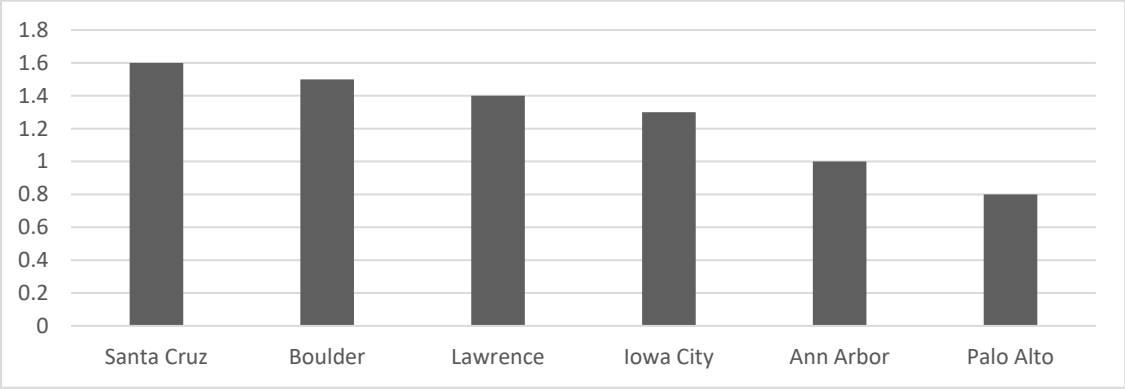
	Market Rent (NNN/sq.ft./yr)	Retail sq.ft. Per Capita	Vacancy Rate	Currently Under Construction (sq.ft.)	12 Month Net Absorption (% inventory)
Boulder	$25.37	60.3	6.4%	24,500	-2.1%
Ann Arbor, MI	$21.39	64.9	3.0%	23,000	-1.2%
Iowa City, IA	$14.12	53.0	1.7%	0	0.7%
Lawrence, KS	$14.46	64.1	4.2%	0	-0.8%
Palo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

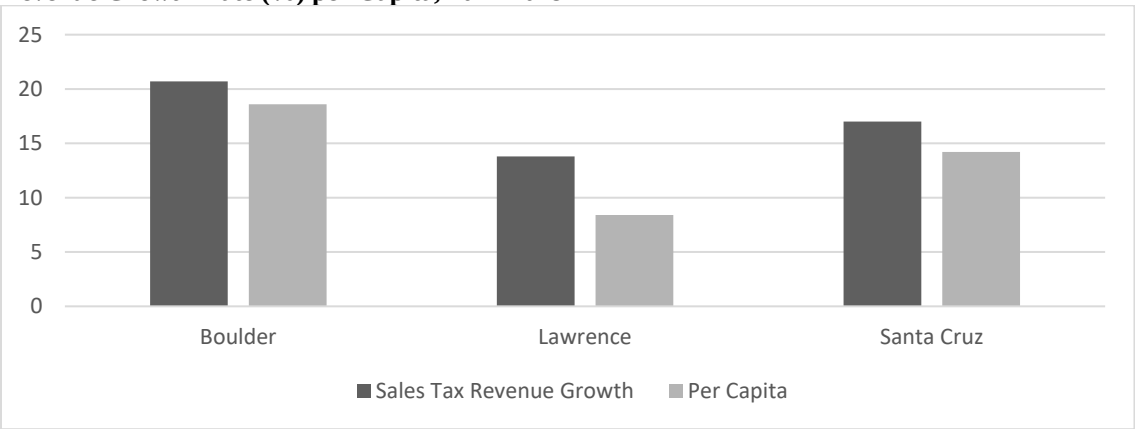
Figure AA. Comparison of Peer Community Overall Pull Factors



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.

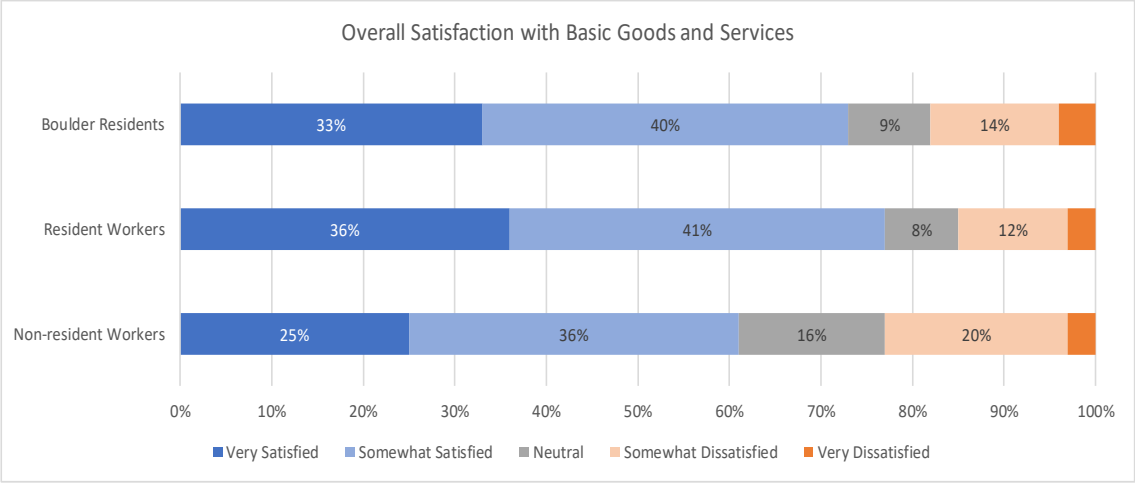
<u>Welcoming and Inclusive Assessment</u>

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%

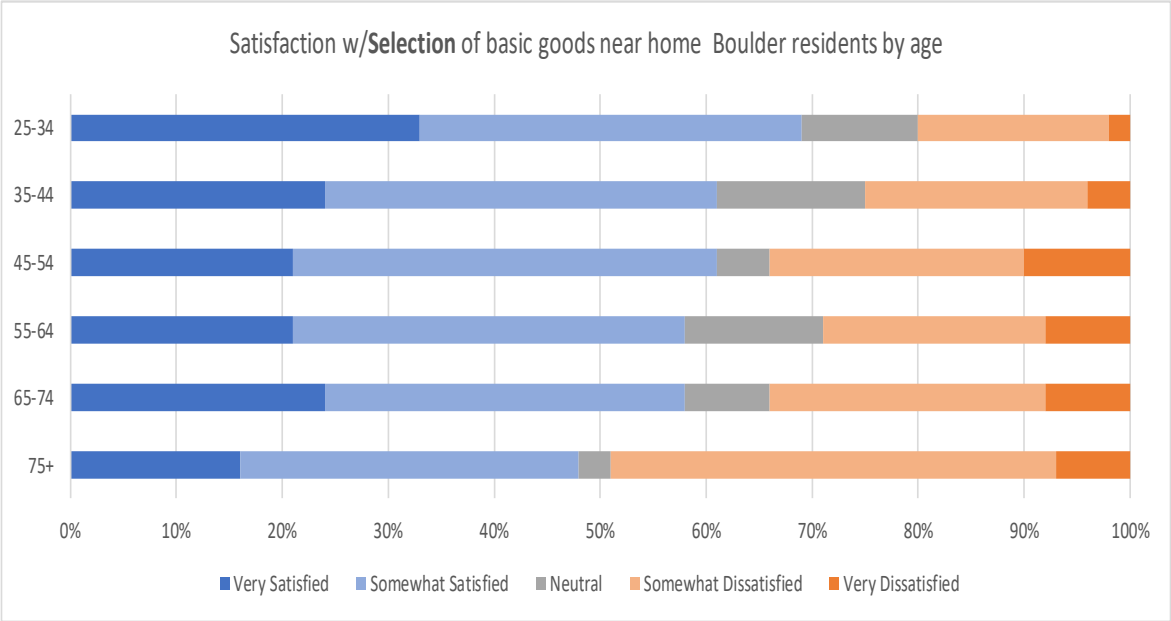
Price	11.7%	25.6%	19.4%	30 .5%	12.7%
Availability	20 .3%	30 .2%	17.2%	25.2%	7.1%

Source: 2019 Boulder Citywide Retail Study 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.

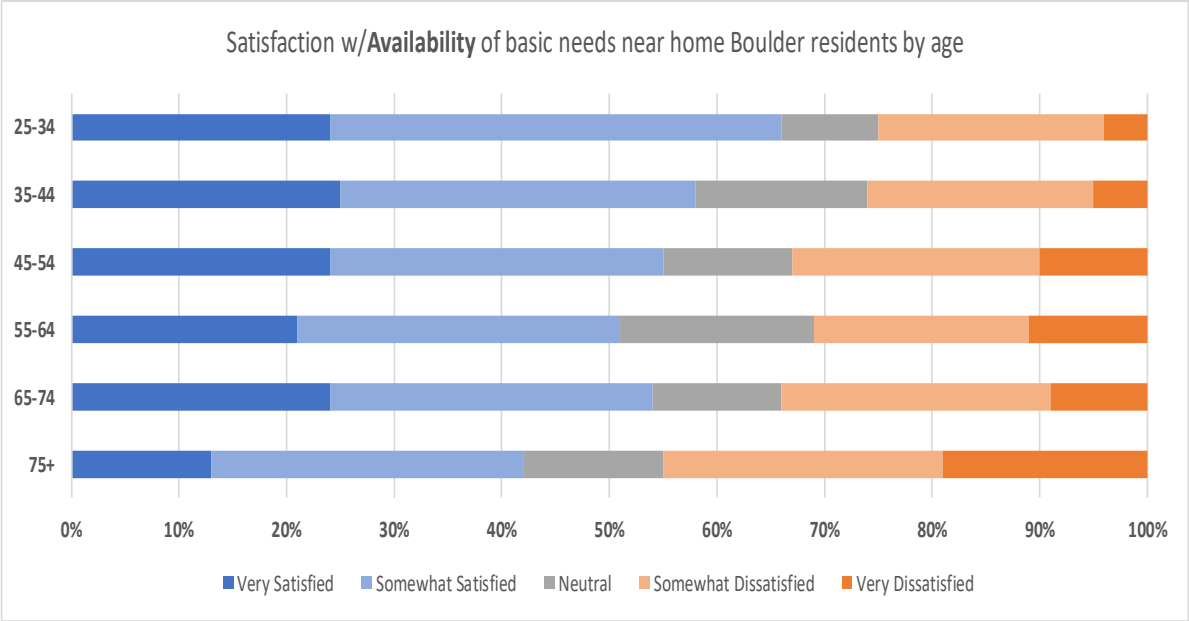
As shown in **Figures DD.1 and DD.2** below, younger residents were generally more satisfied than older residents with the selection and availability of basic goods and services near home.

Figure DD.1 Resident Satisfaction with Selection by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

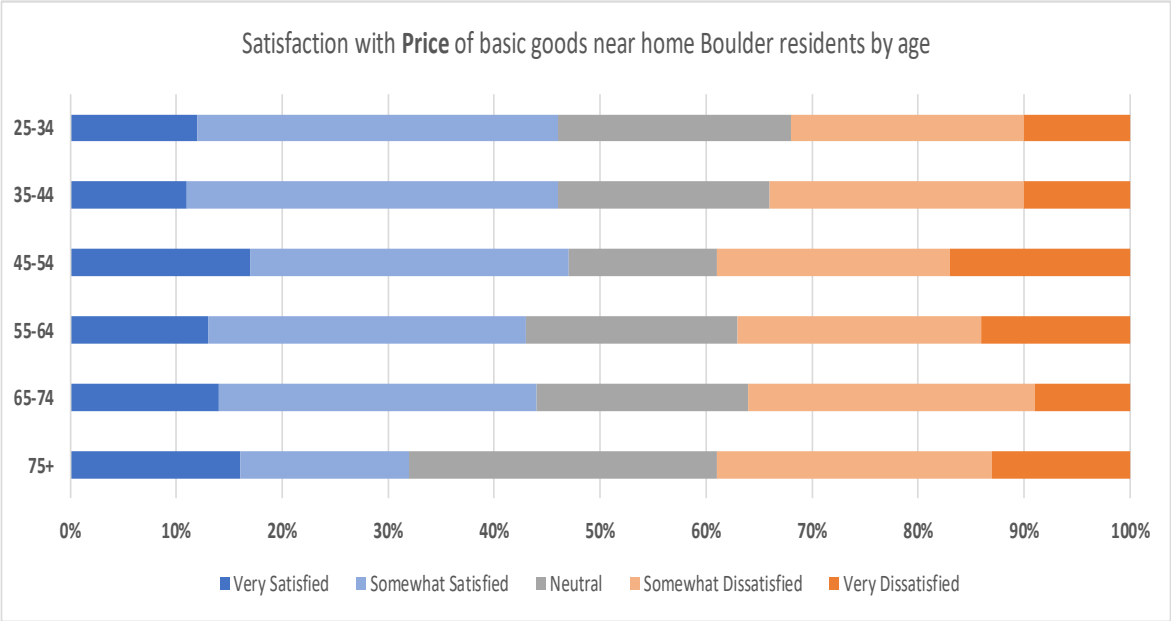
Figure DD.2 Resident Satisfaction with Availability by Respondent Age



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.

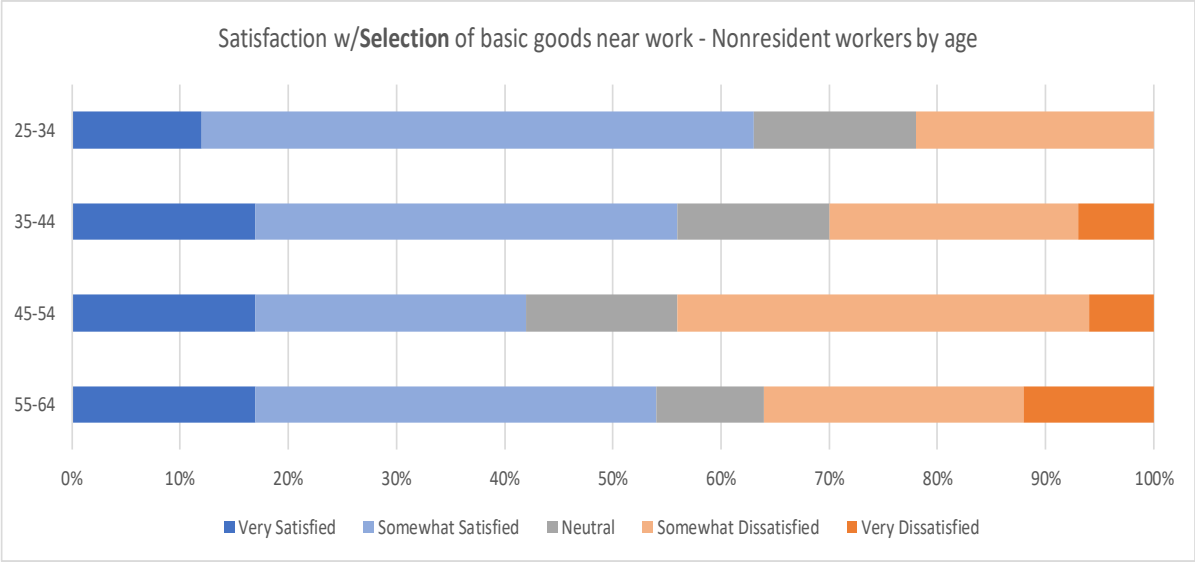
Figure DD.3 Resident Satisfaction with Price by Respondent Age



Source: 2019 Boulder Citywide Retail Shopper Survey

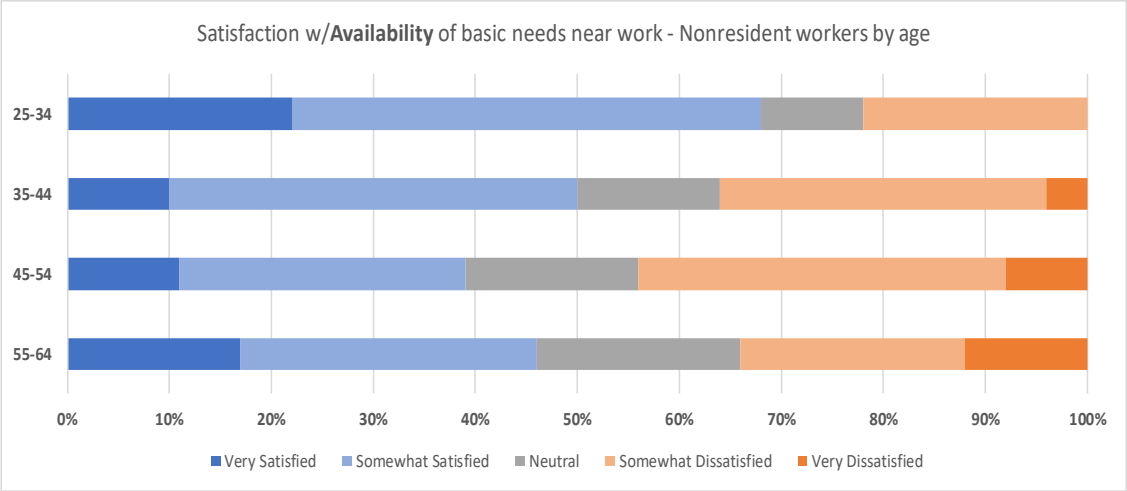
Satisfaction with selection and availability of basic goods near work also varied by age among non-resident Boulder worker respondents, with younger workers somewhat more satisfied than older workers as shown in **Figures DD.4 and DD.5** below.

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.

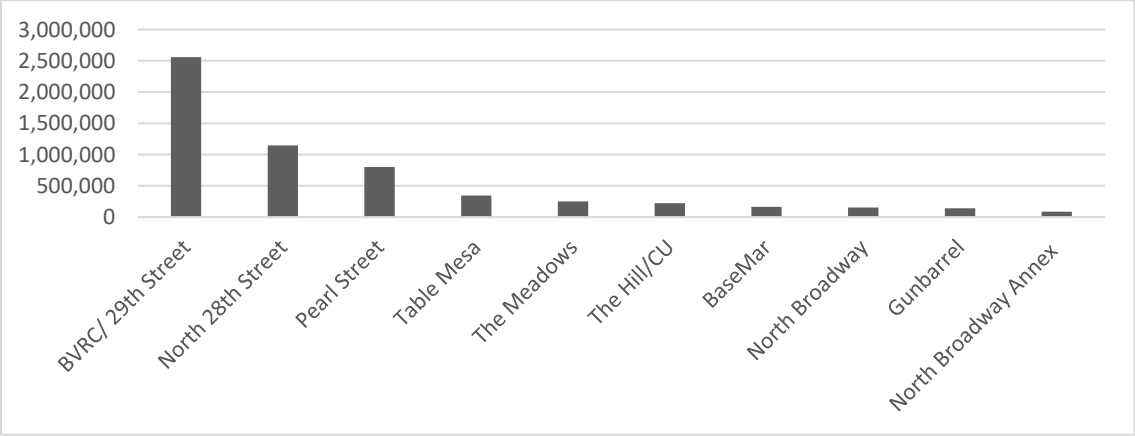
Accessibility Assessment

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

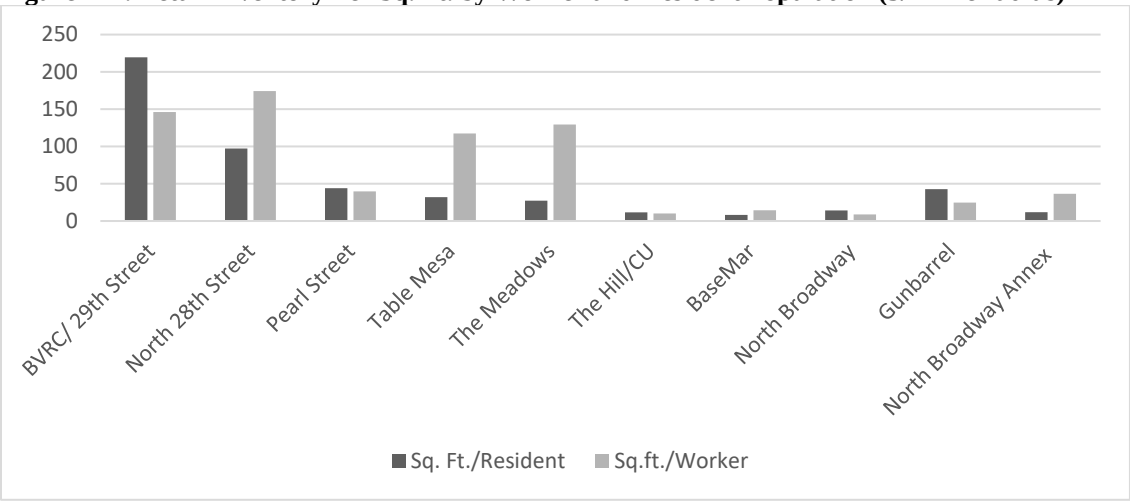


Source: U.S. Census (2015), ESRI (2018)

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

serving. **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 (3/4 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 (3/4 mi. radius)	Grocery &Drugstore Inventory per Capita
BVRC/29th Street	15,000	234,000	11,614	21.4
North 28th 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/29th Street	184,700	25,800	17,520	3.5
North 28th 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

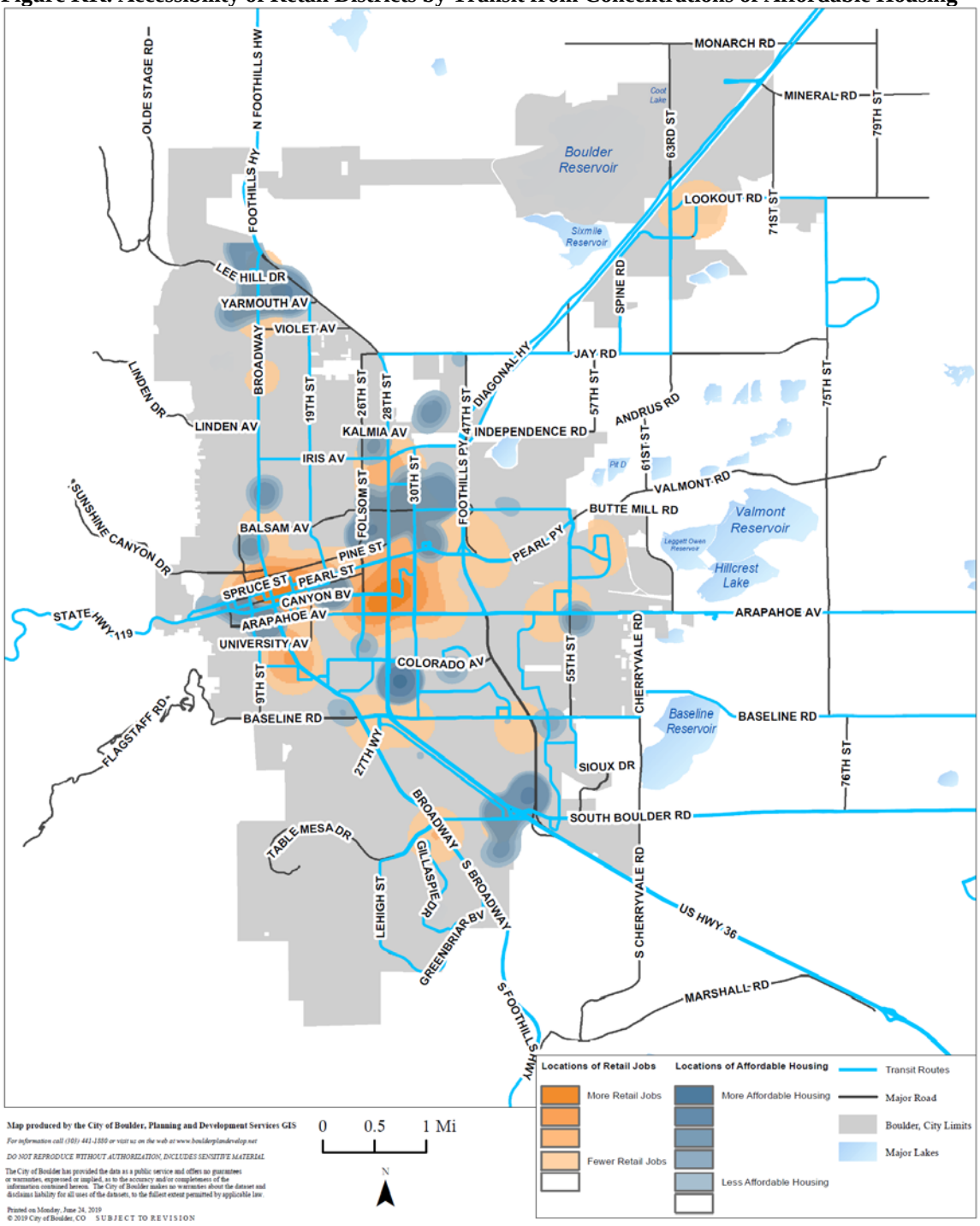
Source: Boulder County Assessor, Costar and consultant. Note: The North Broadway ¾-mile node overlaps with the Pearl Street node and therefore has access to a greater square footage of restaurant uses than just those within the Ideal Market shopping center.

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.

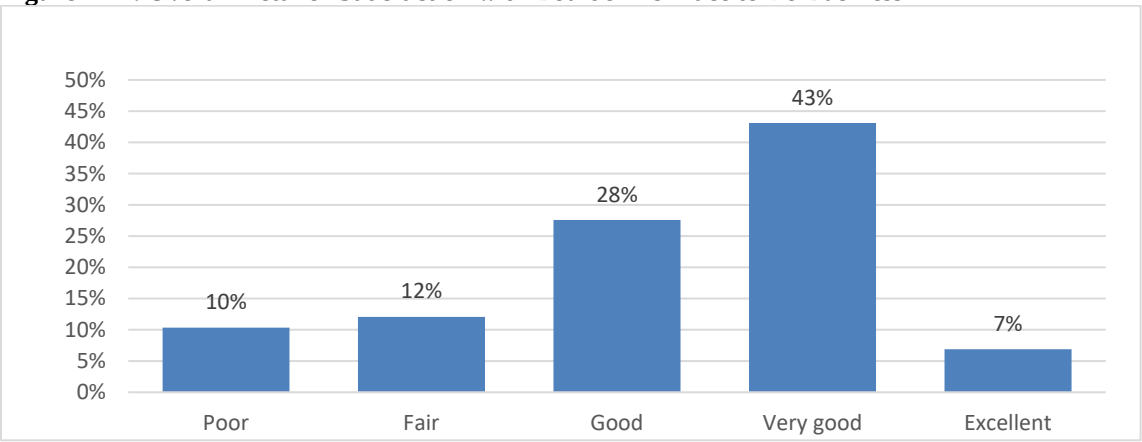
The study also approached this inquiry through collecting additional data: first, with a questionnaire targeted at current Boulder retail operators; and second, in-person interviews with recently closed Boulder retail operators.

<u>Retailer Survey Responses</u>

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

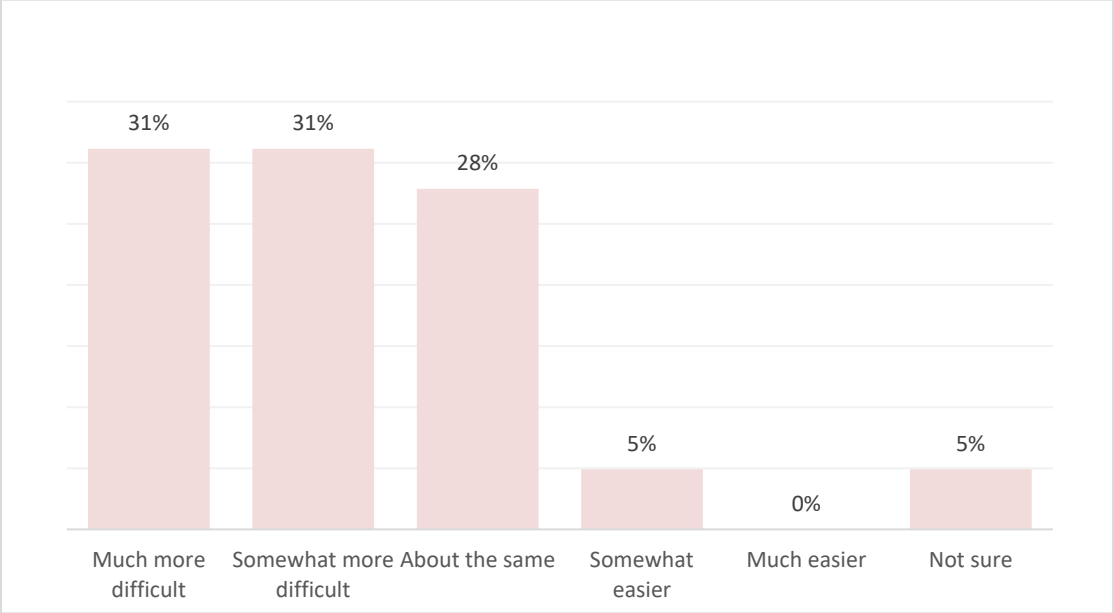
difficult to find and keep employees. The city is often hard to work with and puts onerous standards in place that are hard or expensive to meet."

- "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.

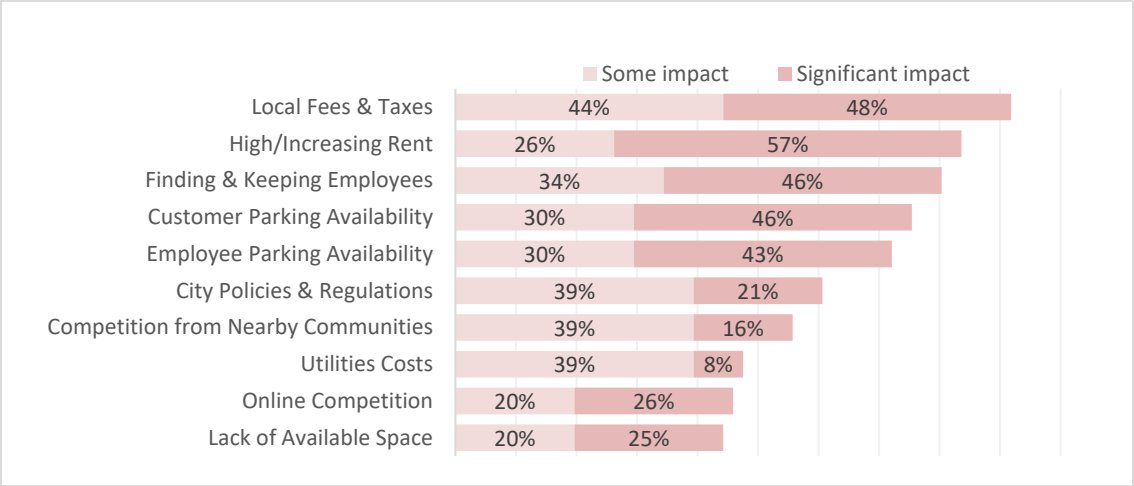
Figure NN. Retailer Perception of Whether Becoming More Difficult or Easier to Do Business



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/29th Street	2,560,000	134	231,000	9.0
North 28th 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

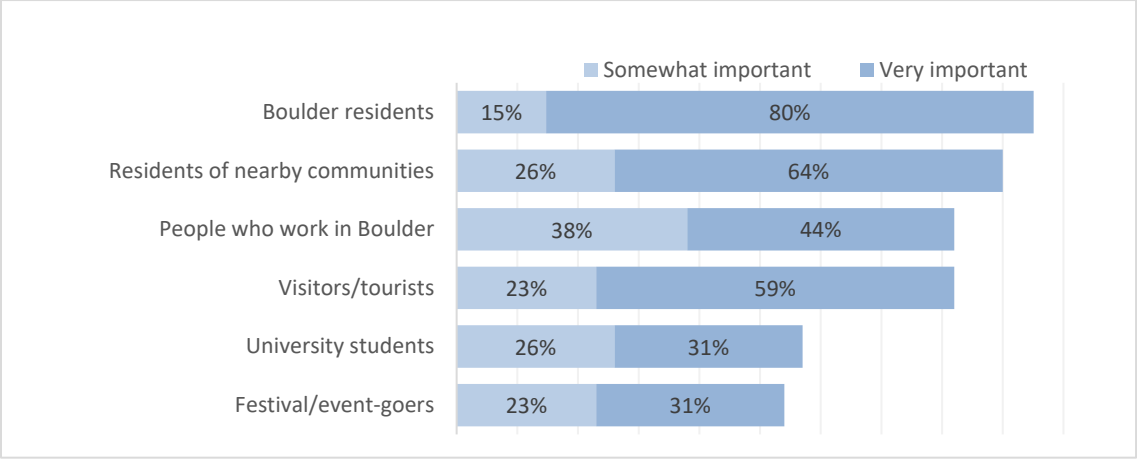
Source: Costar, consultant.

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.

<u>Leverage Existing Retail Inventory to Address Unmet Needs</u>

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. They 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 Survey[4]

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%	19.[illegible]
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.[illegible]%	4.30%
friend	3.90%	4.[illegible]%	3.70%
CU Boulder Today	1.30%	3.[illegible]%	2.50%

[4] Note that the reference for the 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 shortfalls 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%

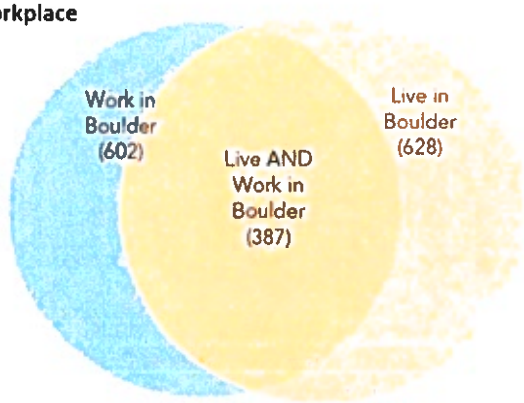
- Lower income respondents were more responsive to CityWeb, Facebook, and the EFAA event, and less likely to have been brought in by the home postcard or by e-mails.
- A fair amount of respondents were City and County employees which may skew results due to, among other things, income levels.
- Limitations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

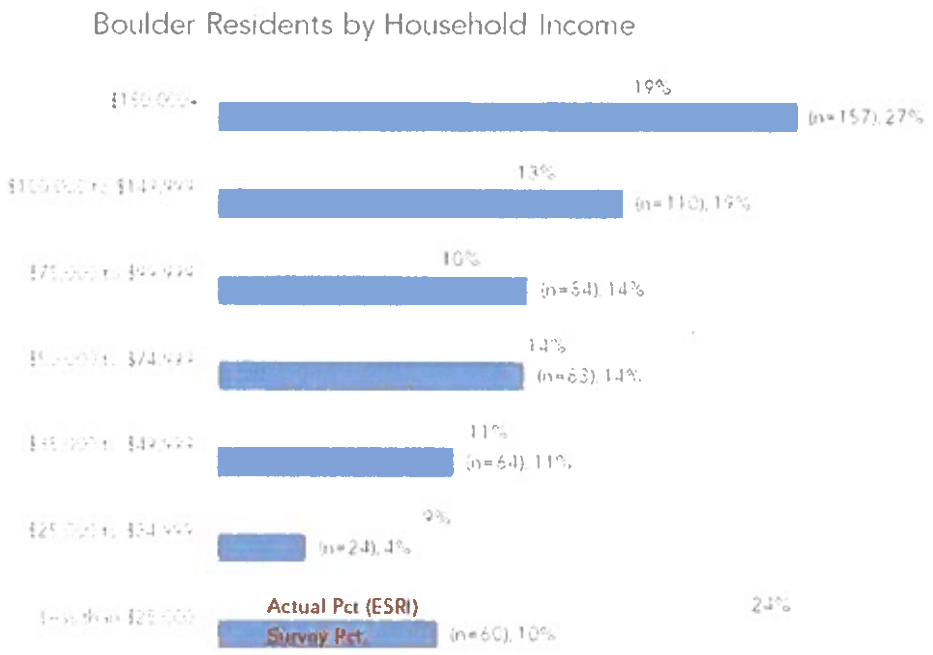
Sample, by Residence & Workplace



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.

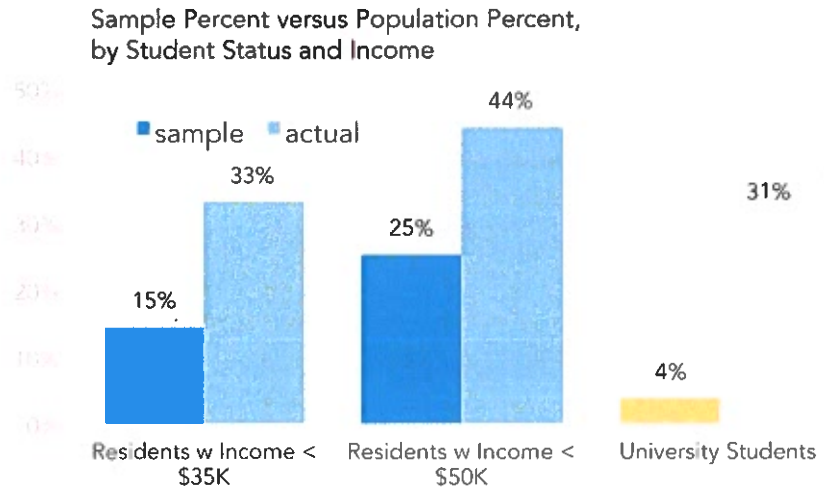
A chart showing the response rate by income group with reference to the same group's representation in the general population follows. (Note that *n* in this chart is lower than the 916 total responses because 56 respondents declined to give income information.)



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

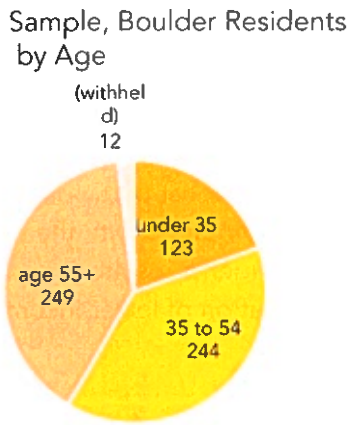
subtotal breakouts for that segment. However, since all but seven of the student respondents were also Boulder residents or workers, they are included in those sample groups.

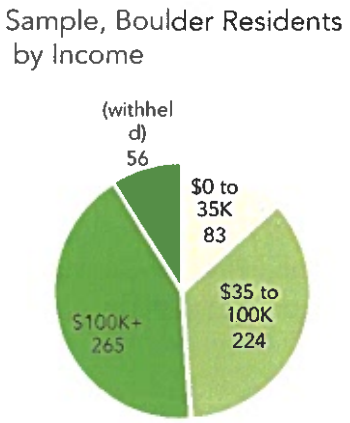


Source: Leland Consulting Group, Greensfelder Real Estate Strategy

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.

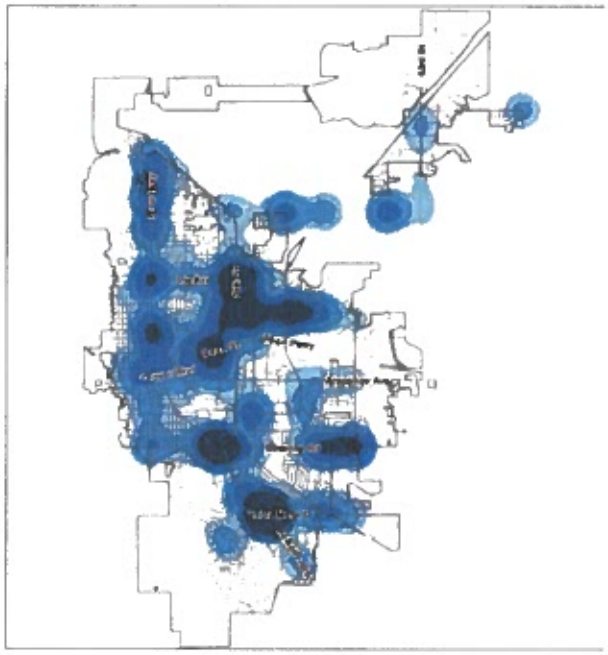
The following charts show response rates by age and income:



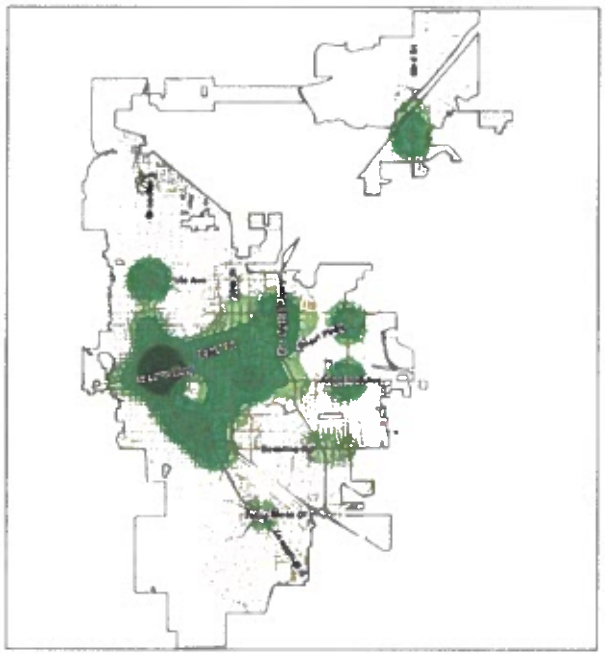


As discussed in greater detail below, income and age proved to have a relatively weak relationship to overall retail satisfaction levels and key behavioral measures of shopping in Boulder versus in nearby cities.

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

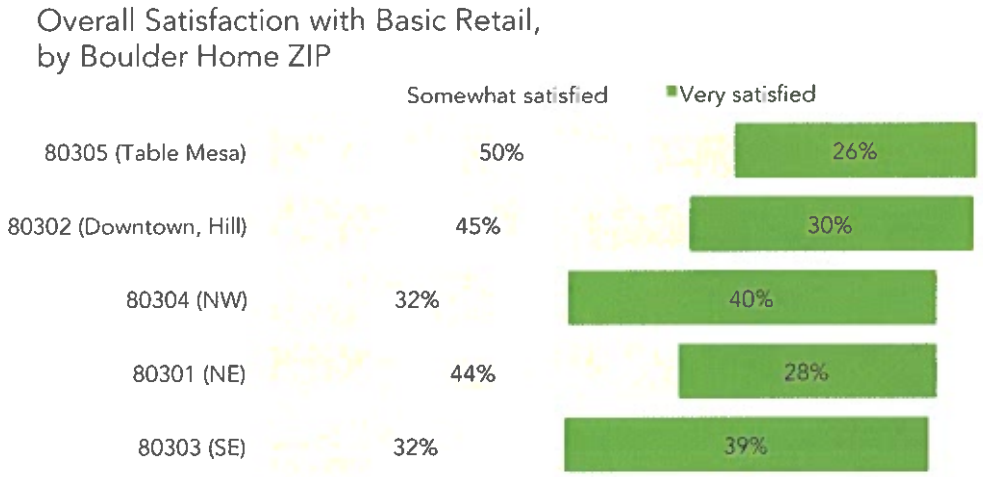
Findings

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.

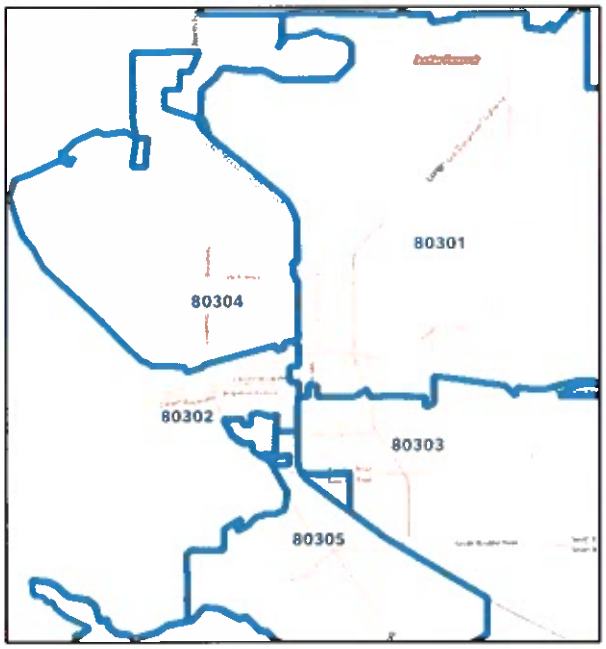
Current Satisfaction

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).



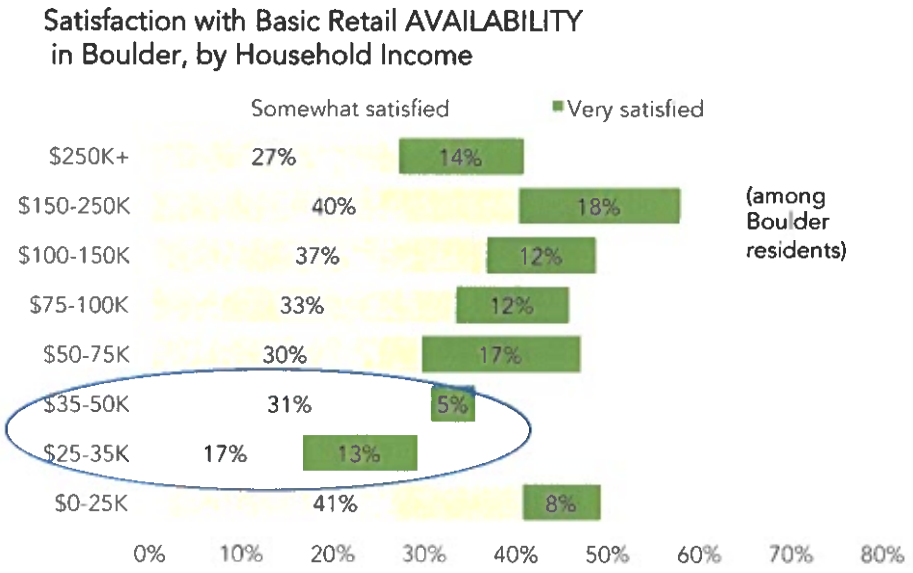
Zipcode Reference Map



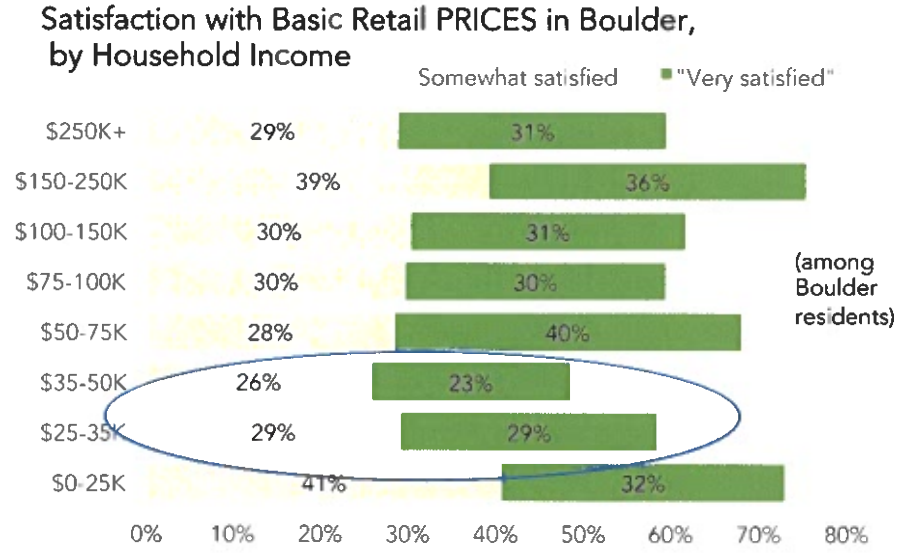
- As shown above, regardless of home location, respondents were generally satisfied with Boulder's basic retail offering – with 71% to 75% of residents at least somewhat satisfied across all ZIP codes.
- Northwest Boulder had the highest percentage of very satisfied residents. Residents living in northeast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

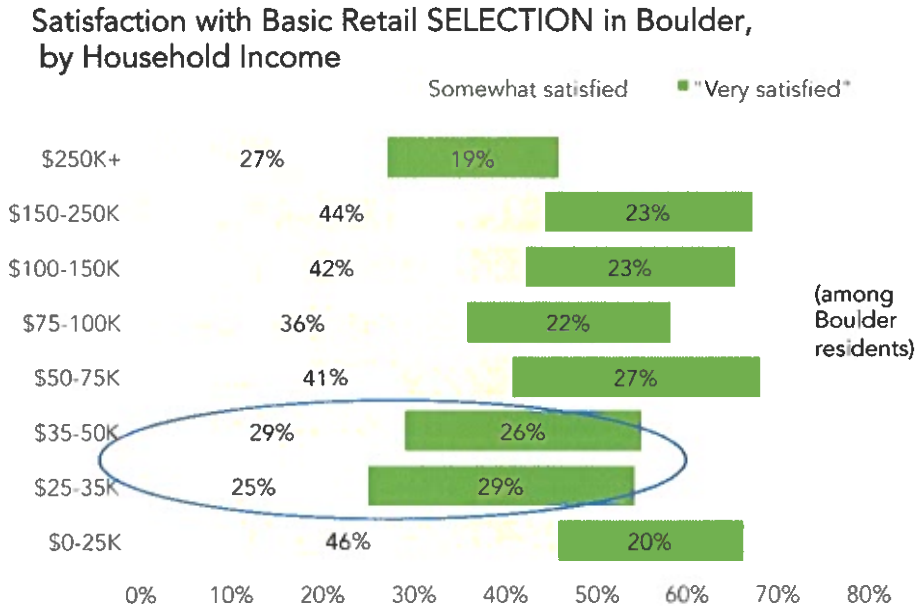
A logical hypothesis related to resident demographics and their access to retail is that lower income residents will be less satisfied with Boulder's retail offering and might have more trouble finding the basic they need at Boulder stores. The chart above, however, suggests that resident income is *not*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



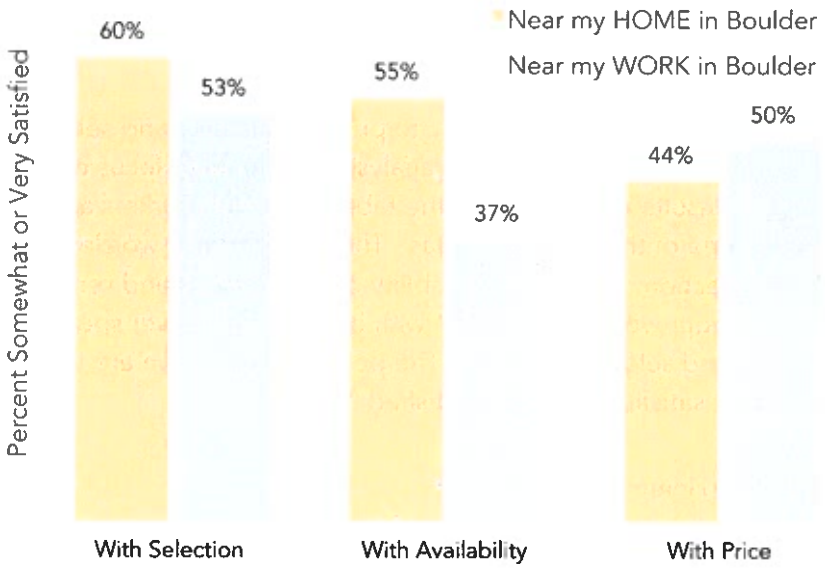
In subsequent questions, respondents were asked to think about the basic retail offering near their home and for opinions specifically with respect to PRICE, AVAILABILITY and SELECTION. When probed further about the basic retail PRICES near their Boulder homes, we do see an expected dip in satisfaction 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.





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

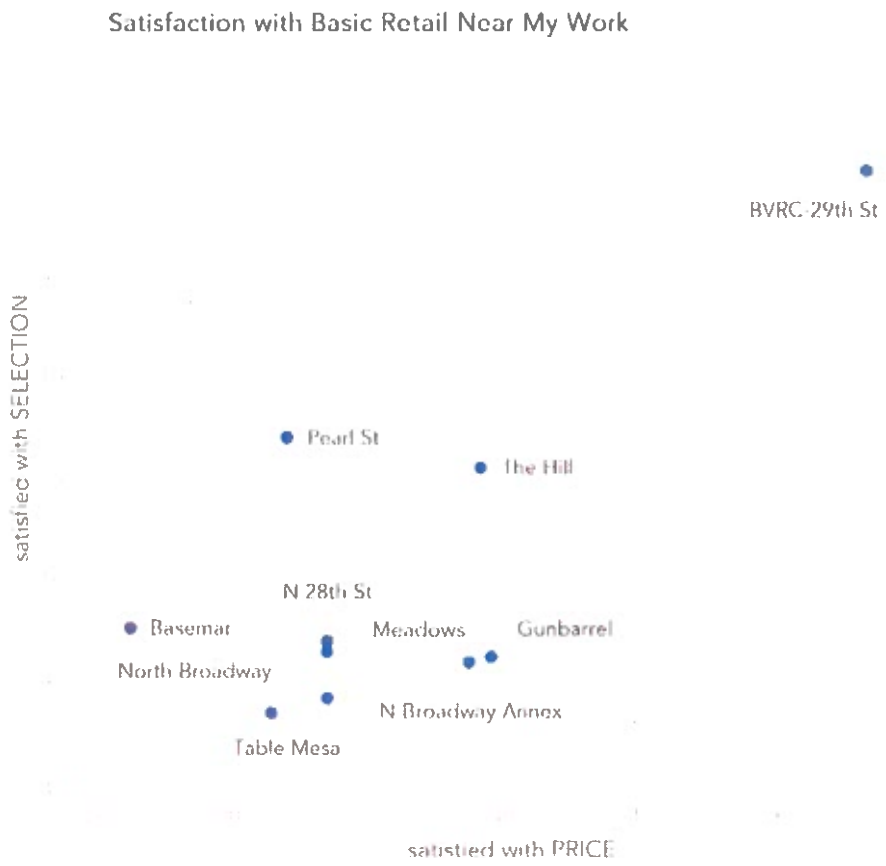
Darker green cells indicate a higher percentage of respondents satisfied. Note that resident satisfaction with the availability and selection of retail basics (again, adding somewhat and very satisfied) is above 50% for more than half of the node areas. In fact, only a majority residents living near 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).



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.

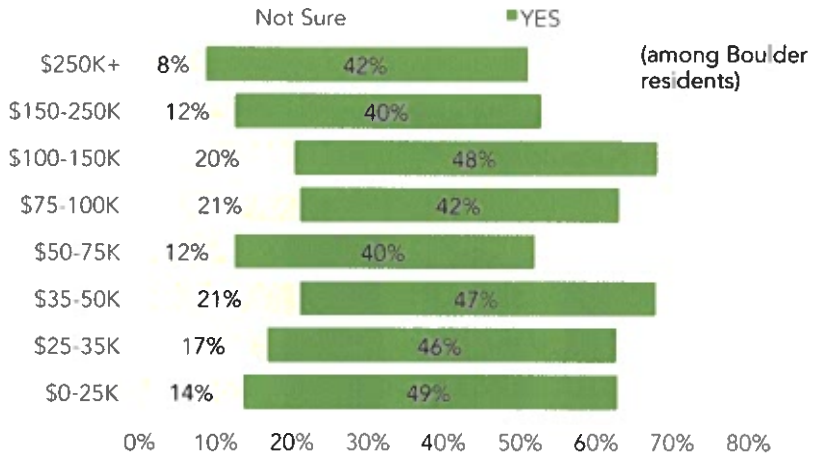
The change in ratings for Pearl Street and The Hill is also of interest. While residents living near those nodes had satisfaction ratings near the bottom for price and selection (likely because of the relative lack of everyday shopping options like grocery stores and drugstores), those working in those 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 due 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?

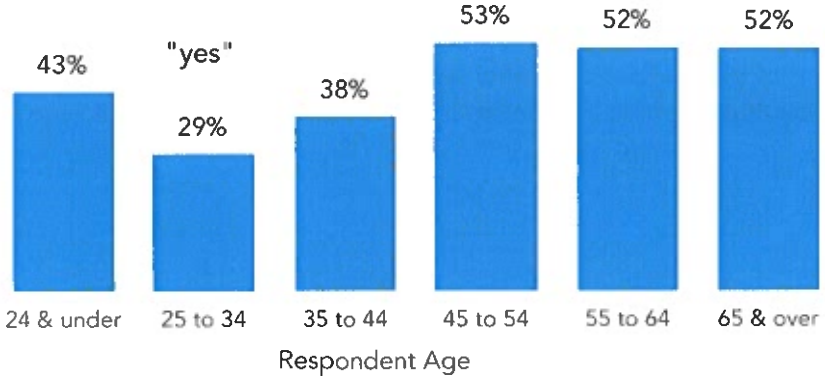
When asked if residents had trouble finding basic goods in Boulder over the past year, respondents were fairly evenly split, with just under half saying "yes," a finding that generally held true across all income categories, as shown in the following chart.

"I sometimes can't find the basics I need in Boulder"



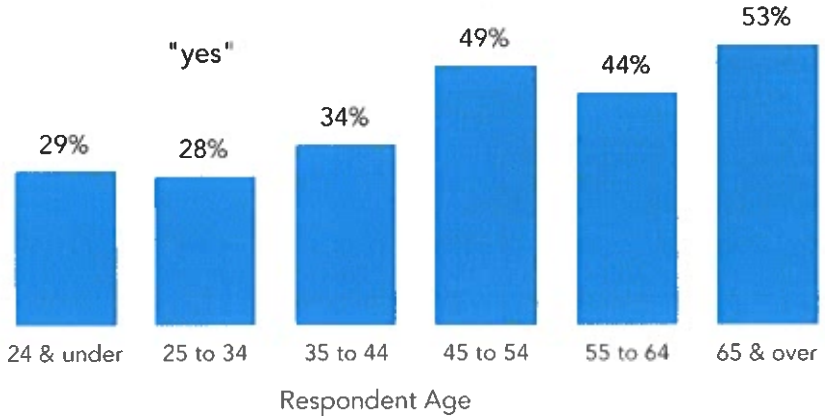
Responses to the same question, separated by respondent age (for Boulder residents) shows that younger residents, especially young adults aged 25 to 34, were significantly less likely to report difficulty in finding needed basics in town. One theory about this finding may have to do with the increasing 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:

- Apparel, including men's and women's clothing and shoes, topped the list, cited by 132 total respondents – far above any other category.
- 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.
- Furniture/furnishings, restaurants (mainly fast/affordable), and sporting goods were the next most common categories.
- 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.

Item or Category Unable to Find	Respondents Mentioning
apparel, shoes	132
affordable (in addition to category)	107
furnishing, décor, furniture	40
food service, restaurant	31
sporting	31
Walmart	30
other	30
Costco (or other warehouse)	28
hardware, materials, garden	27
personal care, beauty, pharmacy, med supply	27
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

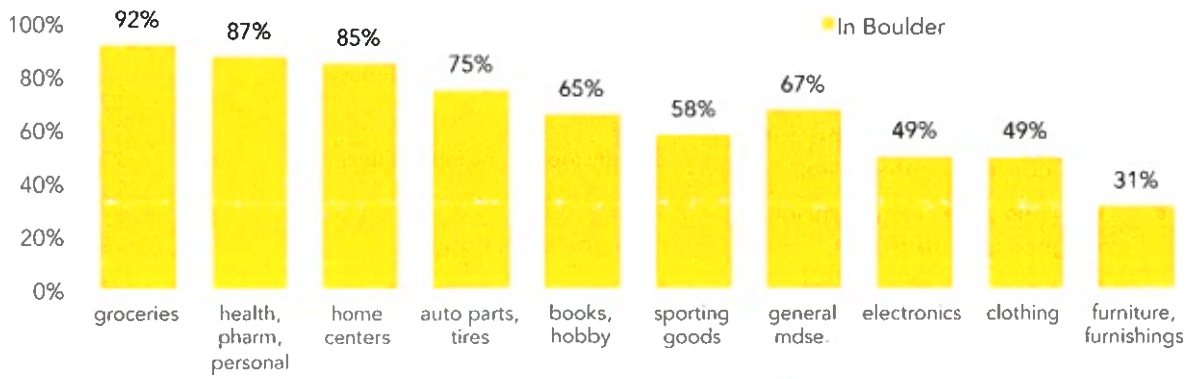
[5] If a person mentioned wanting a Walmart, but then also made a more general comment about wanting more affordable stores, we tallied them in *both* categories.

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.

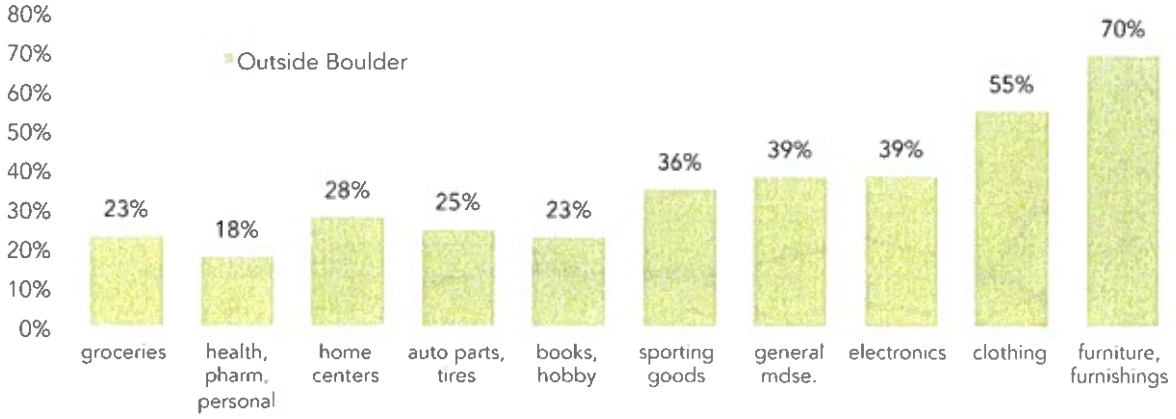
For each retail category, respondents were asked whether they usually shopped in Boulder, outside Boulder, or online. Respondents were allowed to indicate more than one "usual," so percentages across options may total to more than 100%.[6]

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

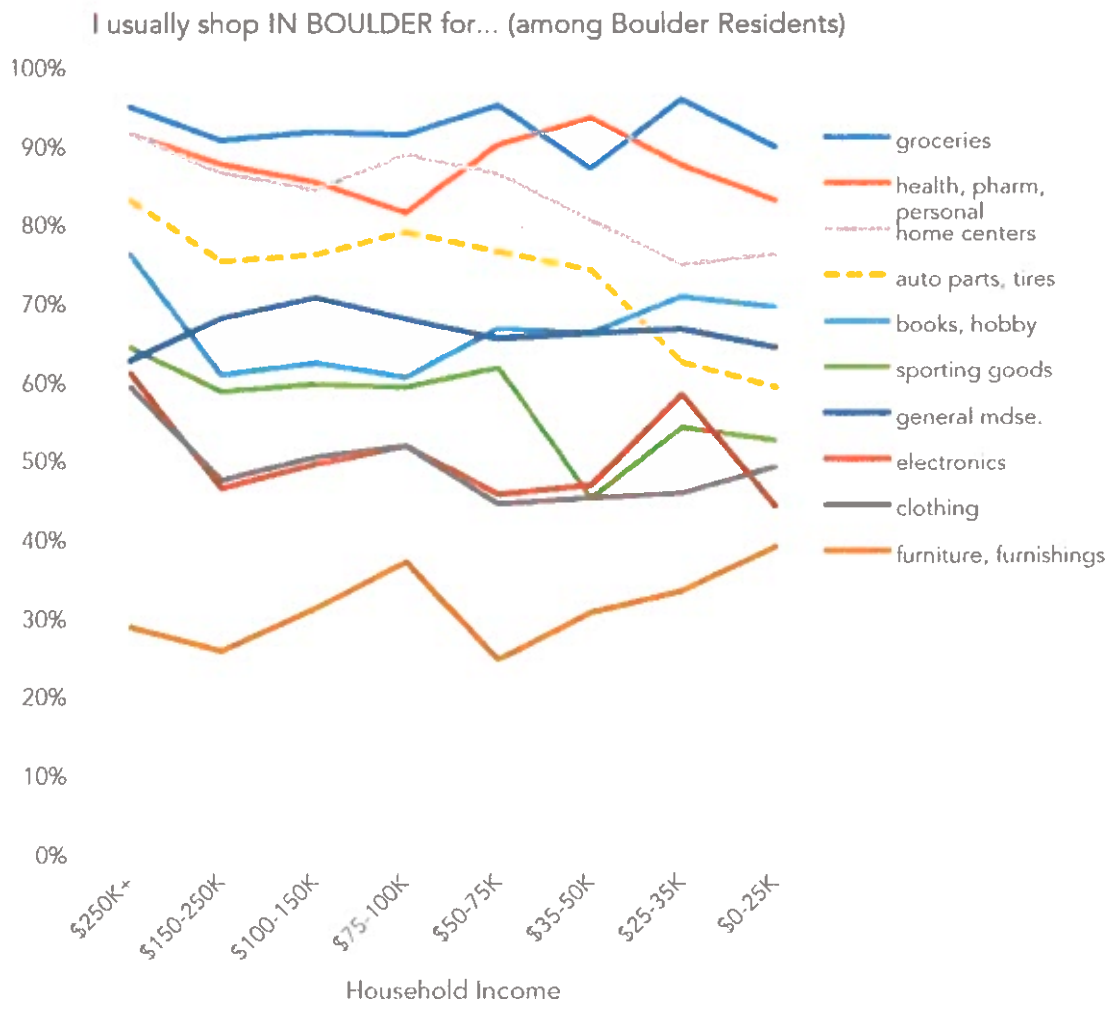


[6] Because so many respondents chose to give multiple responses to our "where do you usually shop" question, we believe it is reasonable to assume that aggregated results across respondents reflect the relative frequency of shopping at the various store types.

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.

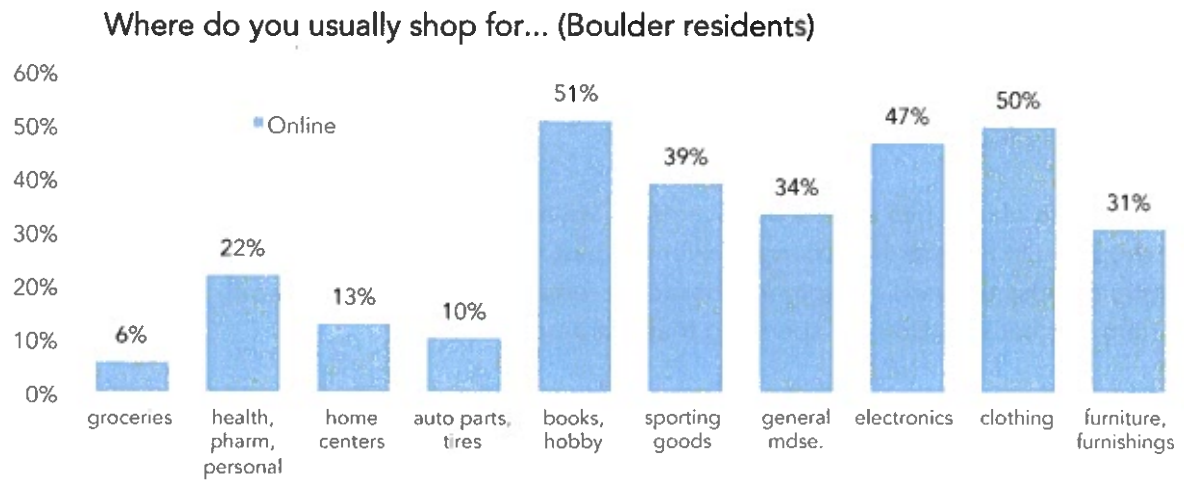


- One notable exception is in auto parts (dotted line above), for which lower income residents are considerably more likely to leave Boulder.

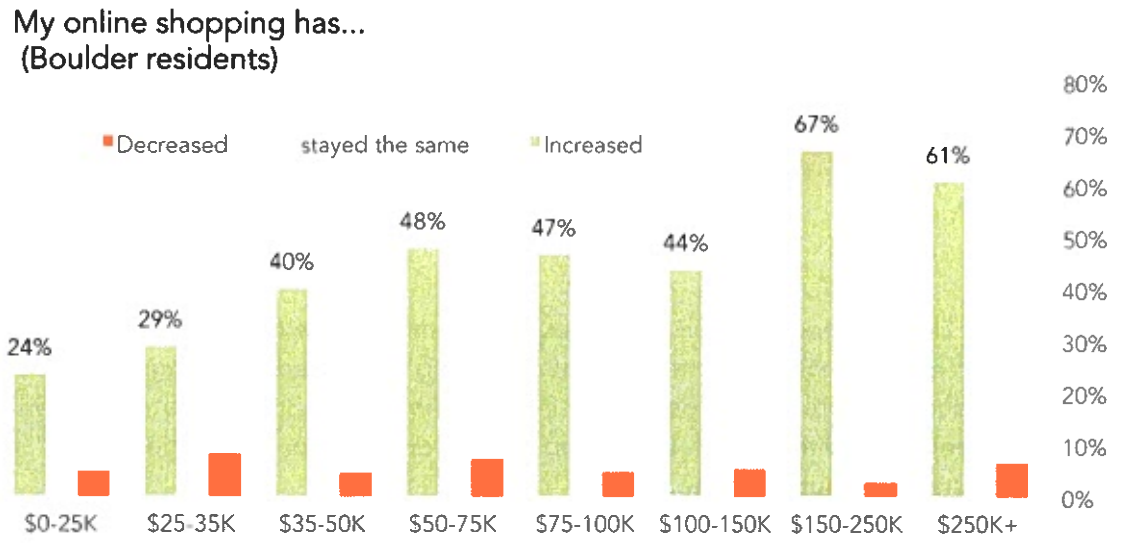
As expected, online shopping among Boulder residents is most prevalent for commodities such as books/hobbies, electronics, and sporting goods, but is also seen for several specialty retail categories:

- 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.



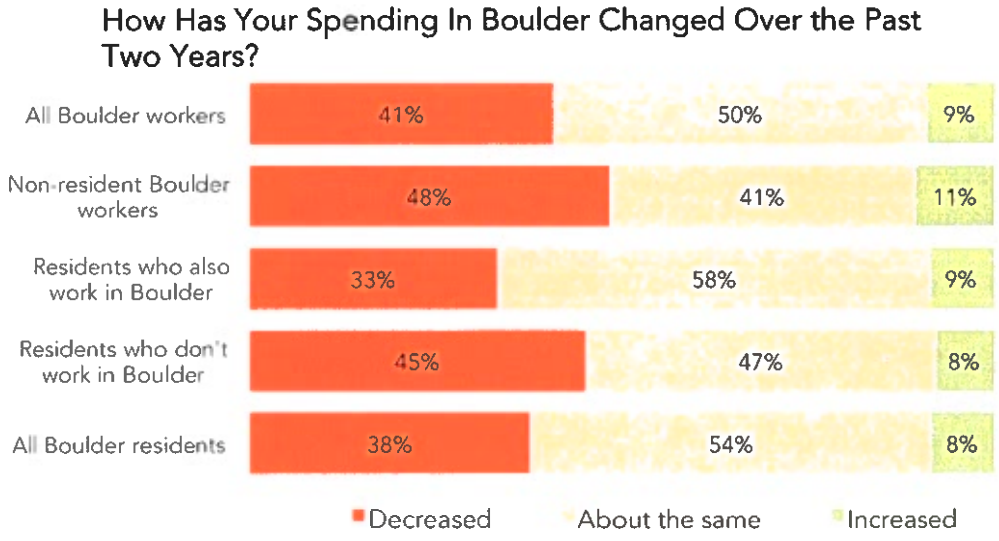
Regardless of income, Boulder residents were more likely to say that their propensity to shop online had increased (versus decreased) over the past year, but increases were higher for higher income groups.



- 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.

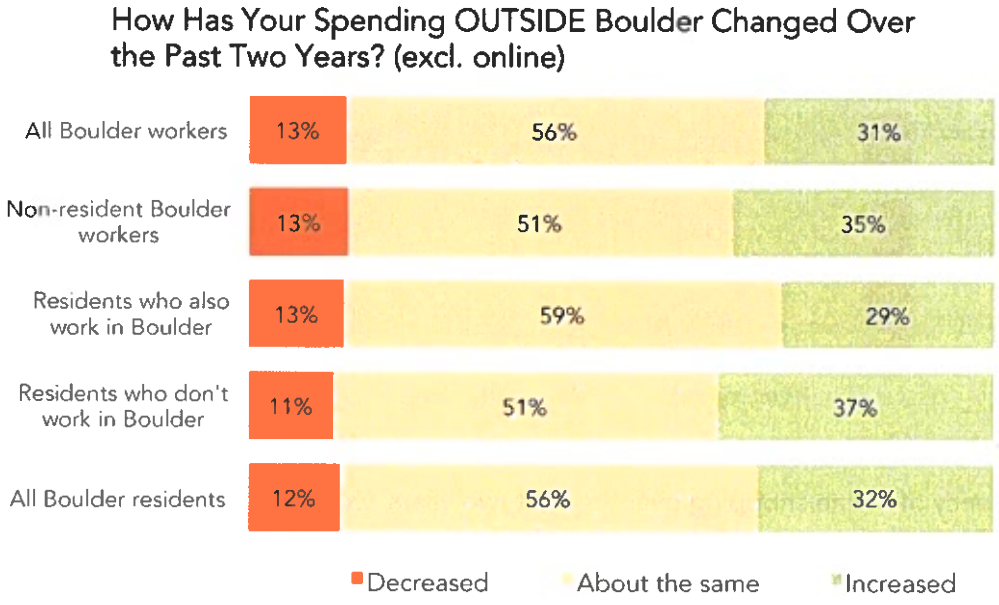
Reported Change in Boulder Shopping Habits

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.

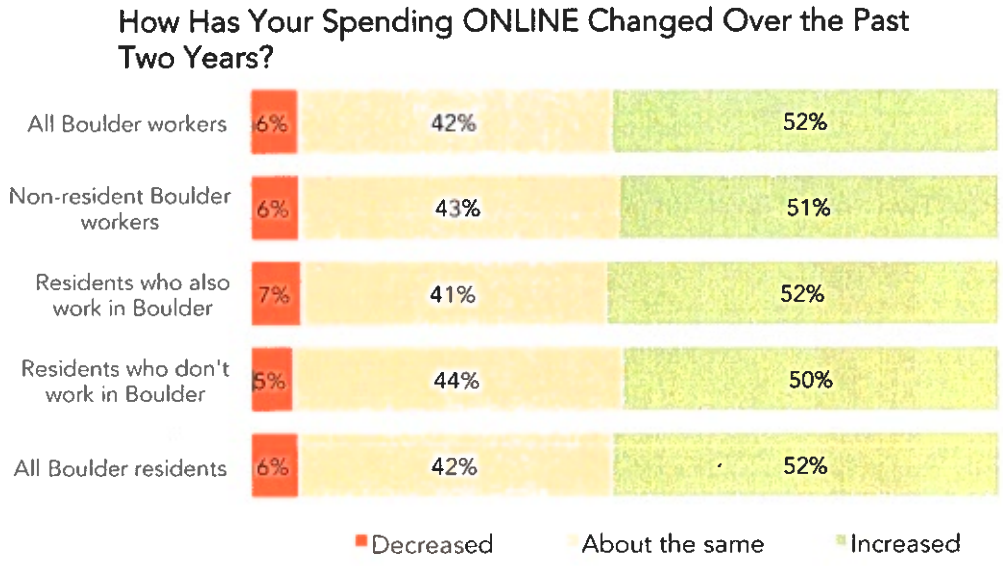


The group least likely to report a decrease in Boulder spending were those who both live and work in Boulder. Even in that group, respondents reporting decreased spending outnumbered increased spenders by more than three-to-one. People who work in Boulder but live elsewhere reported the steepest decline. 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.



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.



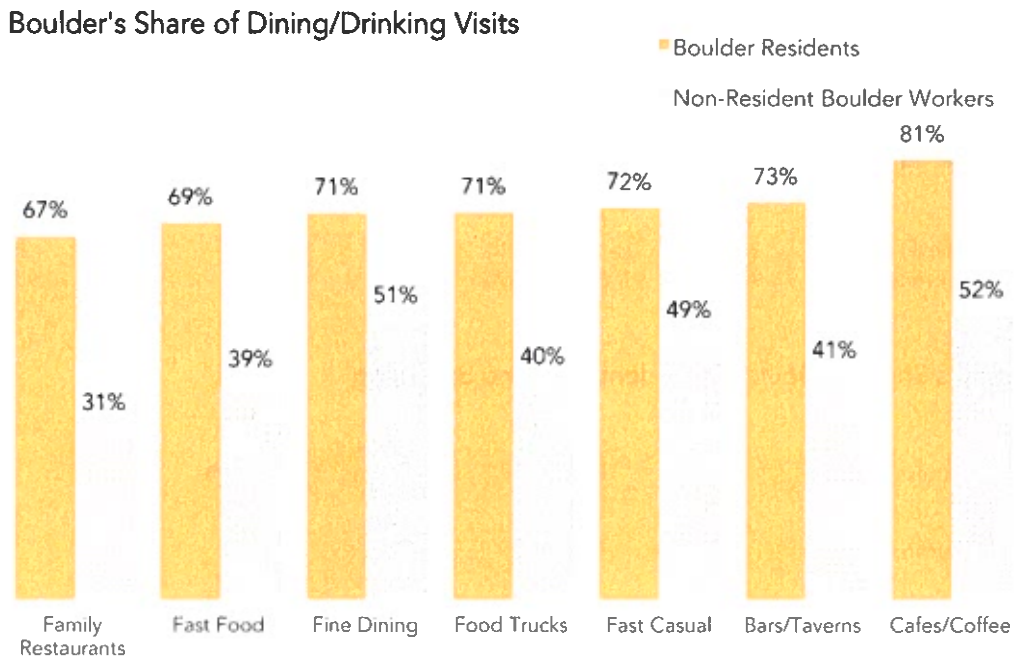
Reported frequency of online shopping over the past two years, were essentially unaffected by place of residence and workplace, with just over half of respondents reporting increased online spending and very few reporting decreases. This chart excludes those selecting "does not apply", but that accounted 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 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 go[7] 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%

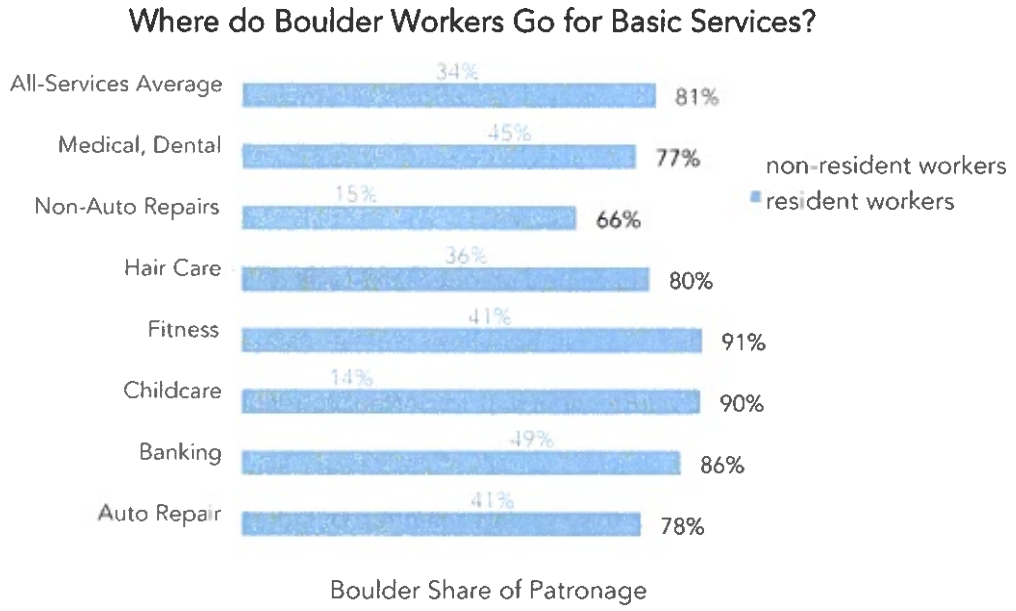
Boulder's Share of Boulder Residents' Service Spending

- 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.

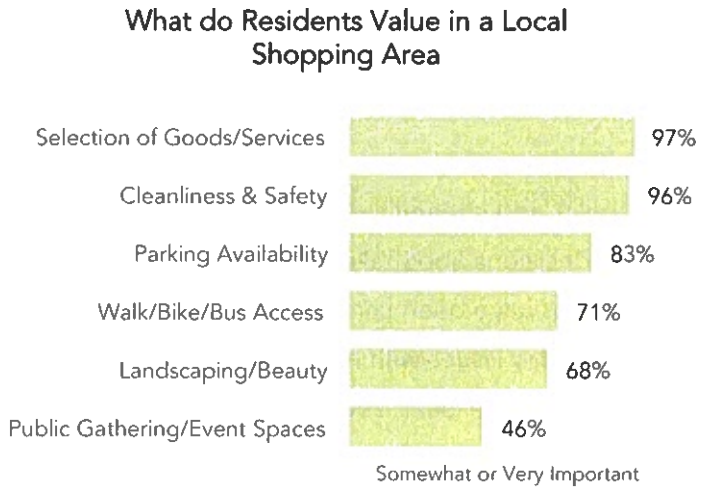


What Shoppers Value

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
Selection of Goods/Services
97%
Cleanliness & Safety
96%
Parking Availability
83%
Walk/Bike/Bus Access
71%
Landscaping/Beauty
68%
Public Gathering/Event Spaces
46%
Somewhat or Very Important

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 sandwitches, 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 accessaries
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 taxs 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$$.

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.

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 causal 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 loosing 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 Khols. 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 signicantly 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 exlcudes Snarf's), and boring, repetive "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/Not,Later...AMEN..."!!!!!USCAILJPGBAU👉👉♡ 🍺🍻😉🐼🙏👍✌
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,

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
Dillards, JC Penny
I cannot think of much of anything.
I wish that Boulder had more restaurants that fell in a reasonalbe 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, antiquities, 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 buisineses 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 avilable 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

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 depresssed area with good restaurants and more retail in general.
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
Affordable furniture, beauty supply, shoe repair, some chain restaurants, like Red Lobster, department stores other than Macy's, more affordable clothing stores, Uniqlo
Most less pricey businesses cannot afford space in Boulder
I miss Savers! And specialty electronics and plumbing supplies.
Discount stores like Walmart and general sporting goods stores
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.
Anything that low-wage workers can afford.
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.
used bookstores
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,
More affordable everything - it's super expensive to live here, everything is taxed a lot on top of the high prices.
women's clothing general store like Macy's
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.
Family casual restaurants, gardening and snow shoveling help, moderate shoes, ladies business atire
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.
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.
Small Green Grocers, Small Bakeries (Bread&Pastry), Fishmongers, Meat Markets.
Sorely miss the Cheesecake Factory ! Teds Montana Restaurant ! Toms Tavern ! Old Chicago !
Women's shoes, women's clothing e.g.Talbots, Coach, Sundance
A drug store on the Hill. A clothing store on the Hill. In general, a better selection of retail stores on the Hill.
More diverse restaurants. More less-expensive restaurants. More pubs (not more breweries, more pubs). More nightlife. More cafes (not joking).
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?
Clothing boutiques; independent movie theatre
Clothing, hardware, art...really miss the army store, Starr's and jjwells...Meiningers
locally owned and still affordable.
Real grocery stores!
More discount stores for us poor folk
An Irish pub. Skunk Funk. Torchy's Tacos. Another fun bar to watch World Cup games.
I wish boulder had more affordable clothing and shoe stores. I would like Mercedes, Porsche & Tesla to have service departments in boulder.

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 Dillards 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 Ican'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 mediocrely 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 citied 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 int he 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 rooter 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 retaill
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 equiptment
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 coffeehouse 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.
Ethinic 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 Thirft 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:

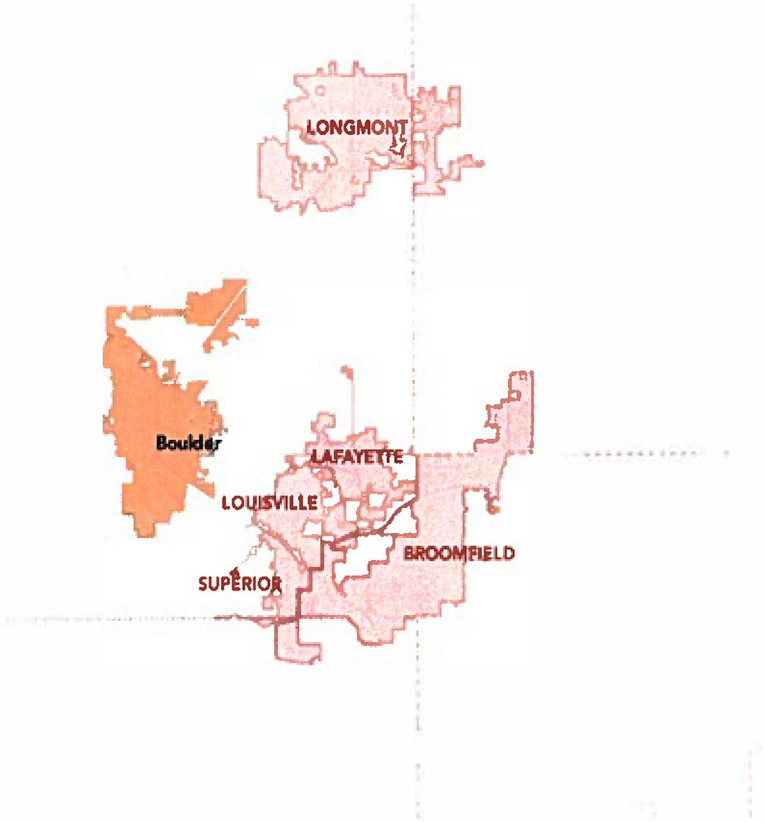
1. A set of neighboring communities that compete with Boulder retailers for shopping and dining spending, and
2. A set of peer communities across the country selected for their similarity to Boulder on key attributes.

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.

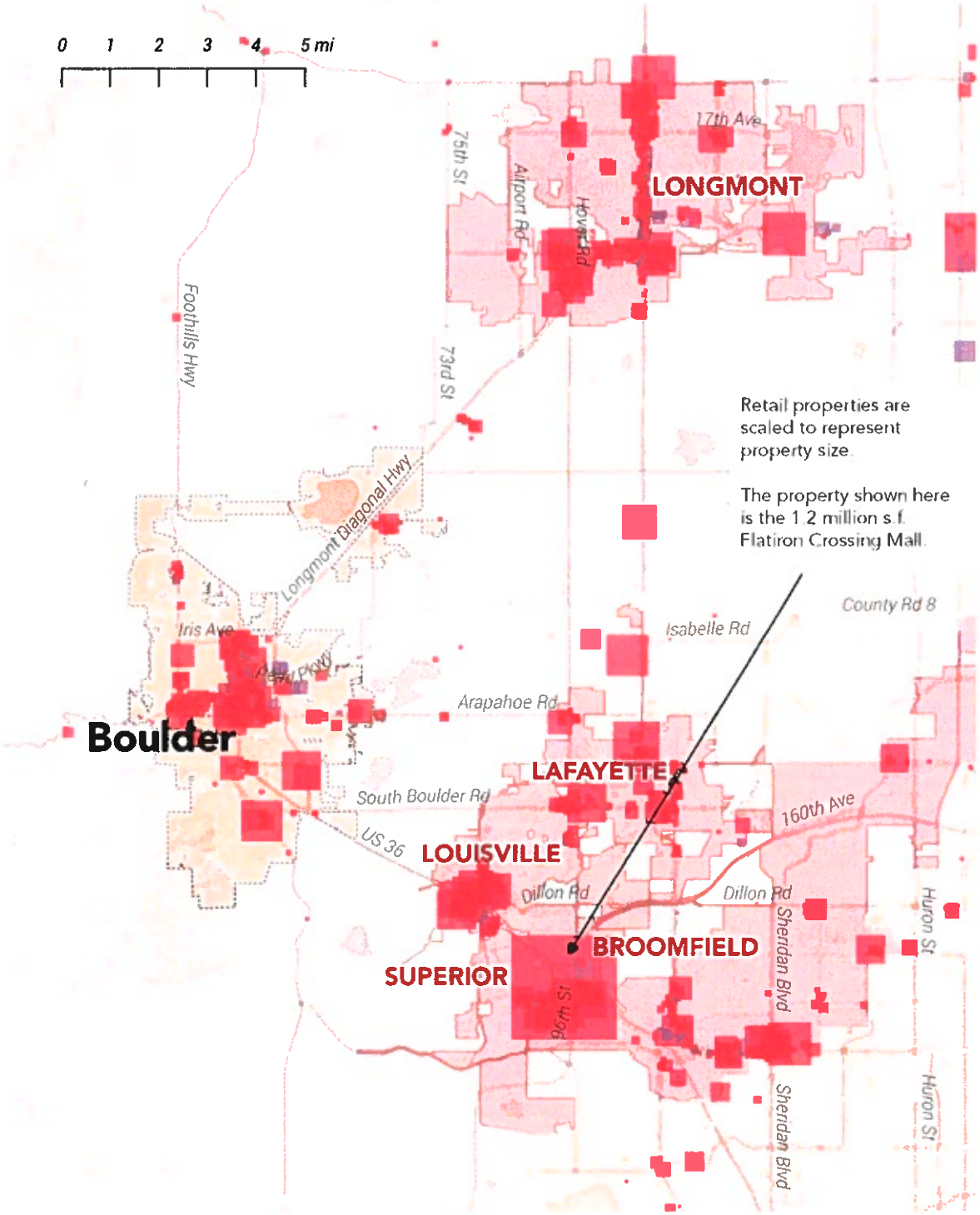
Boulder and Regional Comparison Cities



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.

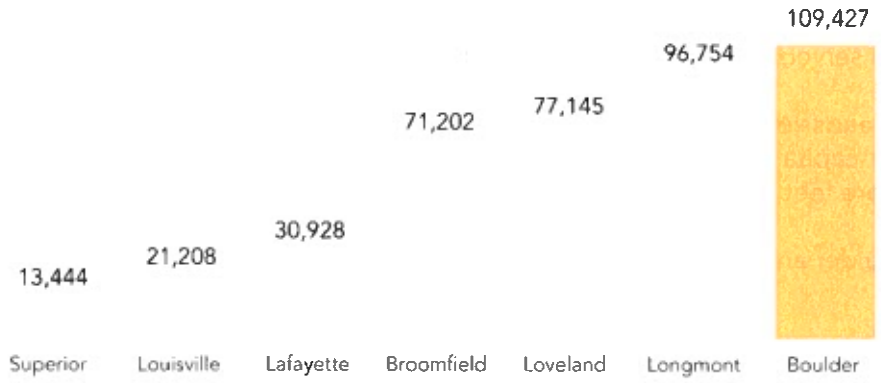
ESRI

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

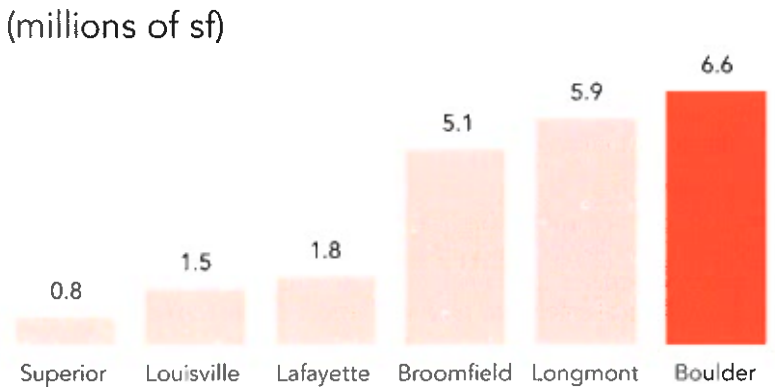
To create some context of retail in Boulder and its neighboring cities, we present a number of baseline metrics:

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.*

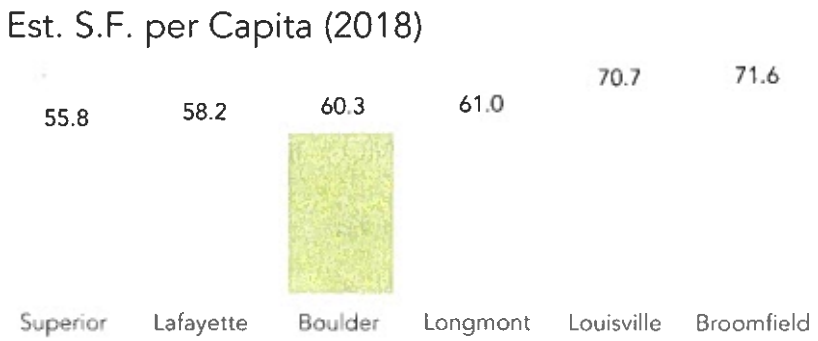
- Boulder is the largest city in this local comparison region and also tops in terms of overall retail inventory.
- The regional hierarchy in terms of retail is broken into two distinct tiers, with Broomfield, Longmont and Boulder having quite large retail presences (all over 5 million square feet) and 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.)



Source: Costar; ESRI

Estimated Retail Sales and Sales per Capita (2017)

	Total Annual Retail Sales, millions	Total Annual Retail Sales per Capita
	*ESRI; 2017 est.; *incl. vehicle sales & srvc.*	*ESRI; 2017 est.; *incl. vehicle sales & srvc.*
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 *ESRI; 2017 est.; *incl. vehicle sales & srvc.*	Annual Household Spending Potential *ESRI; 2017 est.; *incl. vehicle sales & srvc.*	Pull Factor *(values above 1.0 indicate cities where city sales exceed spending power of city residents)*
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

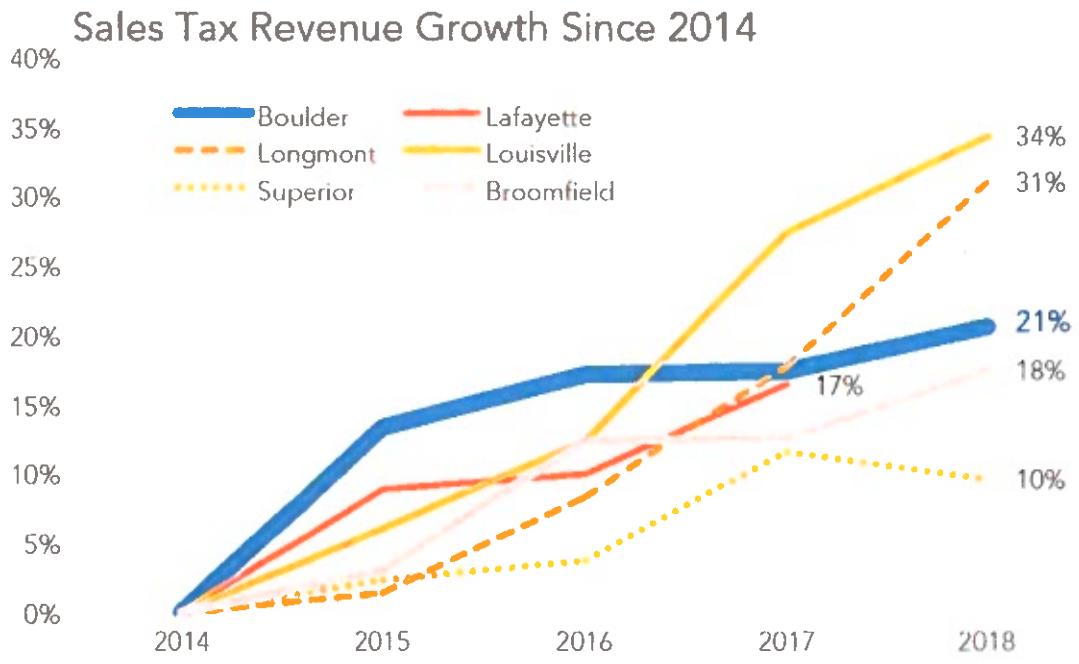
	Sport/ Hobby/ Music Store Pull Factor	Dept. Store Pull Factor	General Merch. Pull Factor
Boulder	**2.0**	**0.6**	**0.0**
Boulder County Overall	1.0	0.7	0.9
Regional Comp Cities			
Broomfield	0.8	1.3	0.0
Lafayette	0.4	0.9	0.1
Longmont	0.7	1.0	1.3
Louisville	1.3	0.6	0.0
Superior	0.3	1.3	11.4

- 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.

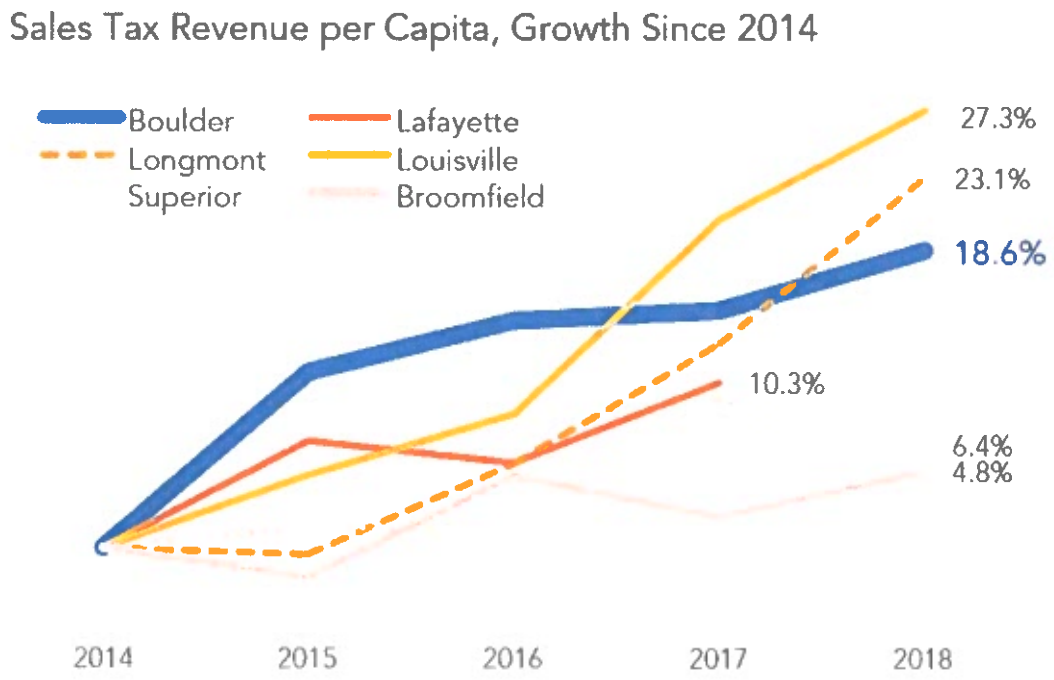
As shown in the table and charts below, Boulder's 21% increase trails Louisville and Longmont in absolute revenue growth, but has outpaced Lafayette, Broomfield and Superior over the same period.



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

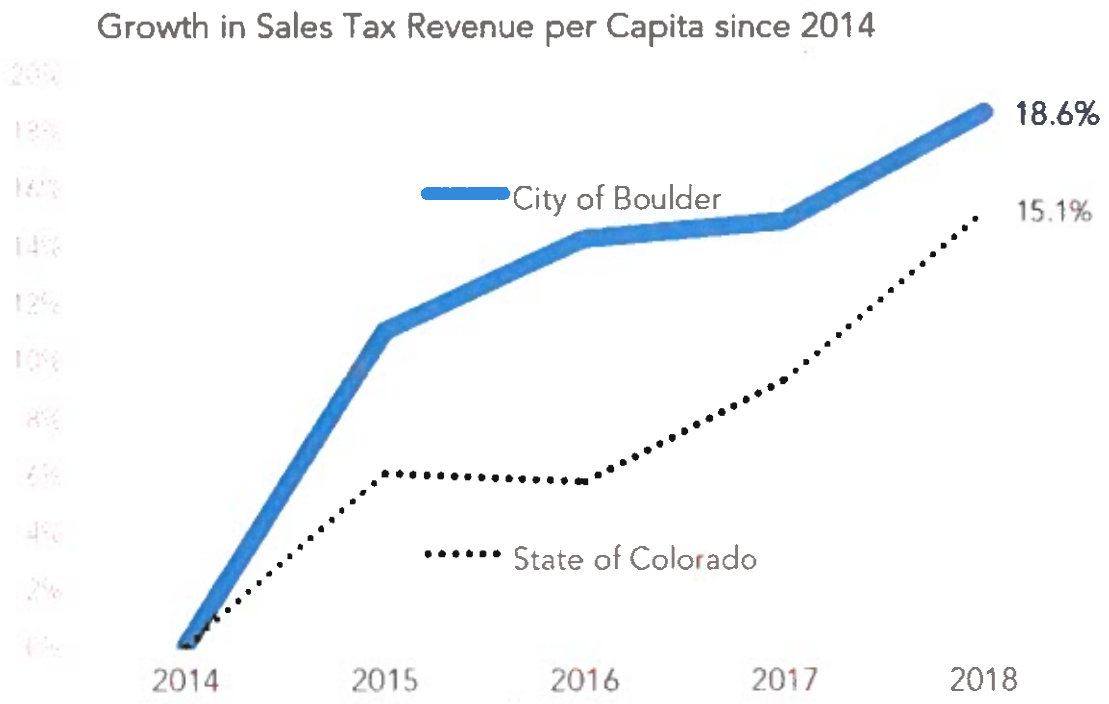
After dividing revenues by annual population over the years in question for each city, we then compared per-capita sales tax growth over the same stretch. This adjustment to control for

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:



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 favorable 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	Inc w/site review	N/A	Incl. in Plan Review Fee
Final landscape	$840		Included w/arch	Inc w/site review	N/A	Incl. in Plan Review Fee
Final site plan	$840		Included w/arch	Inc 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 budiling permit fee	65% of bldg permit fees	65% of budiling permit fee	65% of budiling 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 esats 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	• Large student population representing a significant share of total population • Highly-educated resident population
Semi-freestanding satellite cities	• 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	• Higher home prices and household incomes than nearby towns • Home prices that are at least on par with nearby major urban center
Rarified/protected	• (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	• College town • Satellite to Salem (and distantly, to Portland)	• No sales tax in Oregon • Distance to Portland longer than normal commute and Salem is relatively small
Bend, OR	• Natural beauty, outdoor orientation • Pricey, high demand	• Lack of sales tax • No satellite relationship • Still in high-growth phase (less mature than Boulder)
Bozeman, MT	• College town (MSU) • Natural beauty, active outdoor scene, resorts	• Fairly small relative to Boulder • No satellite relationship
Madison, WI	• College town • Liberal orientation with vocal, involved advocates	• Very self-contained (has its own satellites) • Larger than other candidates • State capital
Athens, GA	• College town • Liberal orientation with vocal, involved advocates	• Not particularly affluent relative to satellite metro (Atlanta) • Long commute to Atlanta metro
Santa Fe, NM	• Relative affluence • Natural beauty • Desirability contrast with satellite partner (Albuquerque)	• 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.

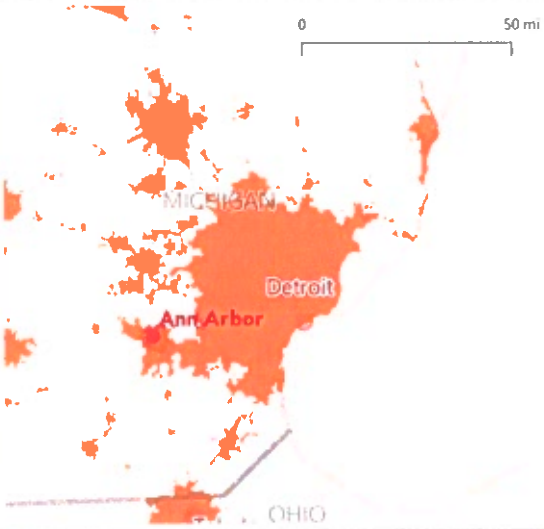
We make no objection to including these cities for comparison sake, however, we take pains to note the differences between these quasi-peers and Boulder because Boulder comparing itself with non-peers will not only skew analysis, but will act to create misperceptions about Boulder's actual performance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

Candidate	Key Boulder similarities	Considered Quasi-Peer because...
Berkeley, CA	• College town (U. of California) • educated, liberal	• Nearly continuous with Oakland area urban fabric • No real separation of retail market versus surrounding area • Extreme housing affordability problems
Cambridge, MA	• College town (Harvard, MIT) • affluent, educated	• 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	• College town (Stanford) • affluent, educated	• 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

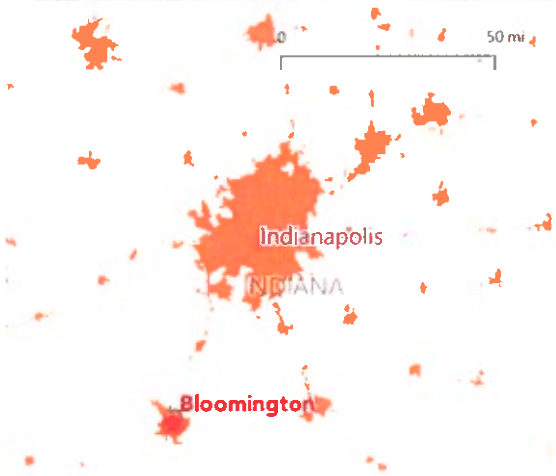
Population	123K
Growth Rate	1.0% (2010-18)
Pop/sq mi	4,425
U. of Michigan students	45K (37% of city pop.)
Incomes	
Median HH	$57K
Average	$89K
Per Capita	$38K
Median Age	28.1
Med. Home Values	$270K

Retail Metrics

City Inventory (sf)	8.0 million
City Inventory as % of MSA's	43%
Vacancy Rate	3.0%
Market Rent (NNN)	$21.39
12-mo. Rent Growth	-2.7%
12-month Deliveries	9K
Under Construction	23K
Retail S.F. Per Capita	64.9
Retail Pull Factor	1.0
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

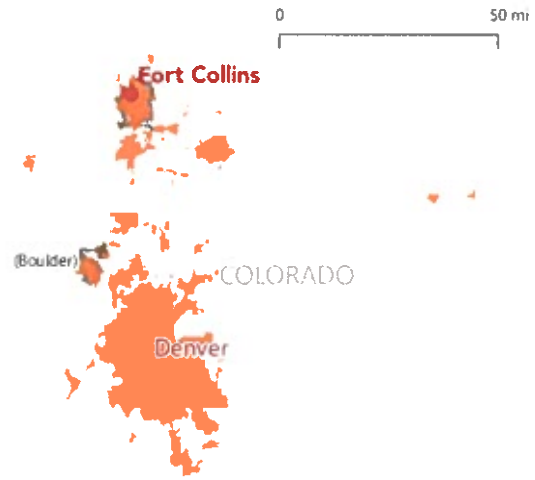
Population	85K
Growth Rate	0.7% (2010-18)
Pop/sq mi	3,664
U. of Indiana students	49K (57% of city pop.)
Incomes	
Median HH	$31K
Average	$54K
Per Capita	$22K
Median Age	28.1
Med. Home Values	$192K

Retail Metrics

City Inventory (sf)	6.5 million
City Inventory as % of MSA's	67%
Vacancy Rate	3.1%
Market Rent (NNN)	$16.22
12-mo. Rent Growth	-2.0%
12-month Deliveries	13K
Under Construction	11K
Retail S.F. Per Capita	76.3
Retail Pull Factor	1.7
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

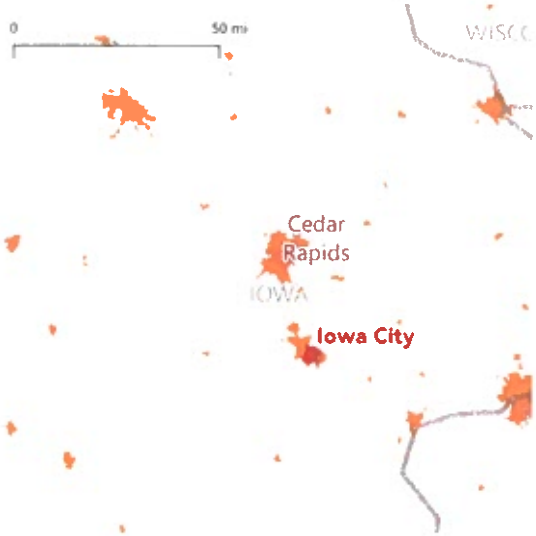
Population	165K
Growth Rate	1.7% (2010-18)
Pop/sq mi	3,021
CSU students	33K (20% of city pop.)
Incomes	
Median HH	$60K
Average	$84K
Per Capita	$34K
Median Age	27.0
Med. Home Values	$347K

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

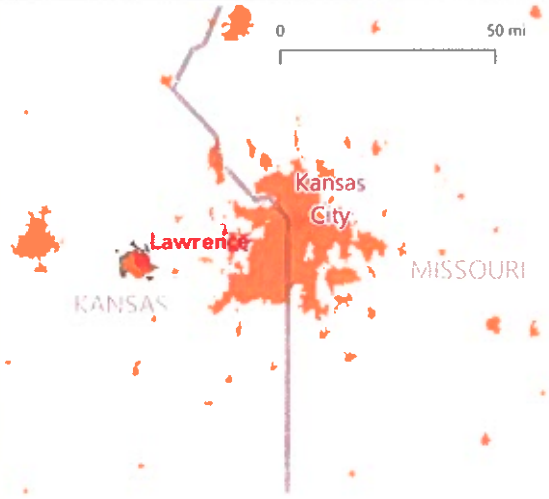
Population	77K
Growth Rate	1.6% (2010-18)
Pop/sq mi	3,008
U. of Iowa students	33K (44% of city pop.)
Incomes	
Median HH	$50K
Average	$73K
Per Capita	$30K
Median Age	27.0
Med. Home Values	$205K

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

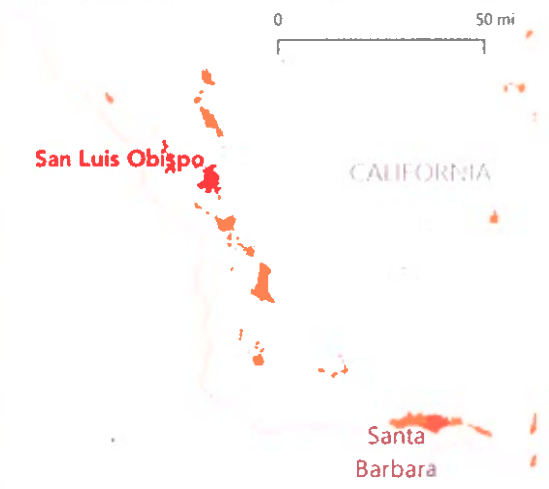
Population	97K
Growth Rate	1.2% (2010-18)
Pop/sq mi	2,815
U. of Kansas students	28K (29% of city pop.)
Incomes	
Median HH	$50K
Average	$73K
Per Capita	$30K
Median Age	28.6
Med. Home Values	$203K

Retail Metrics

City Inventory (sf)	4.1 million
City Inventory as % of MSA's	44%
Vacancy Rate	4.2%
Market Rent (NNN)	$14.46
12-mo. Rent Growth	-0.6%
12-month Deliveries	15K
Under Construction	0K
Retail S.F. Per Capita	64.1
Retail Pull Factor	1.4
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

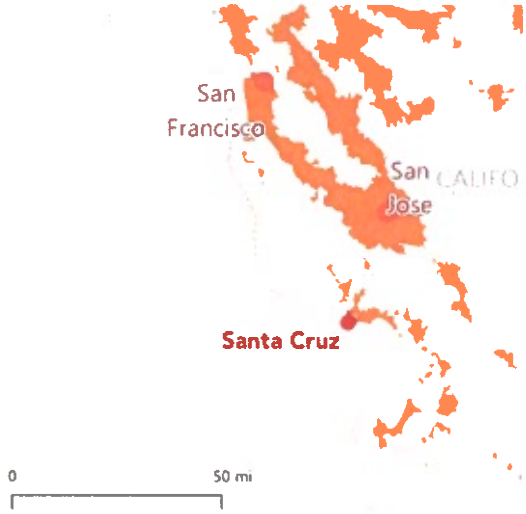
Population	48K
Growth Rate	0.9% (2010-18)
Pop/sq mi	3,692
UCSLO students	21K (44% of city pop.)
Incomes	
Median HH	$47K
Average	$74K
Per Capita	$32K
Median Age	28.7
Med. Home Values	$663K

Retail Metrics

City Inventory (sf)	5.1 million
City Inventory as % of MSA's	34%
Vacancy Rate	6.0%
Market Rent (NNN)	$27.36
12-mo. Rent Growth	0.8%
12-month Deliveries	30K
Under Construction	35K
Retail S.F. Per Capita	105
Retail Pull Factor	2.2
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.

Santa Cruz, California



Basics

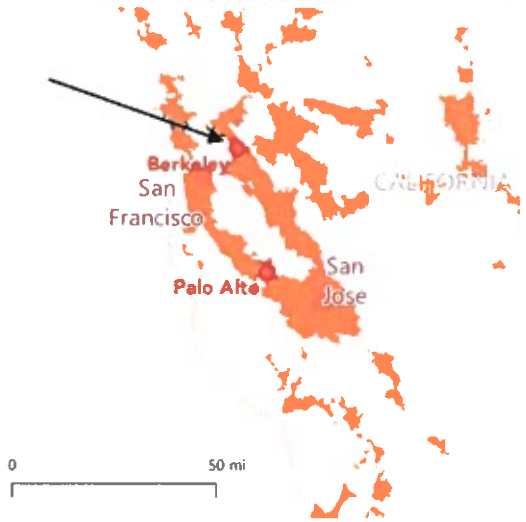
Population	65K
Growth Rate	1.0% (2010-18)
Pop/sq mi	5,098
UCSC students	19K (33% of city pop.)
Incomes	
Median HH	$69K
Average	$105K
Per Capita	$40K
Median Age	31.3
Med. Home Values	$859K

Retail Metrics

City Inventory (sf)	3.4 million
City Inventory as % of MSA's	30%
Vacancy Rate	2.7%
Market Rent (NNN)	$22.93
12-mo. Rent Growth	0.9%
12-month Deliveries	0K
Under Construction	0K
Retail S.F. Per Capita	52.3
Retail Pull Factor	1.6
Retail Cap Rate	5.9%

- 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

Berkeley, California



Basics

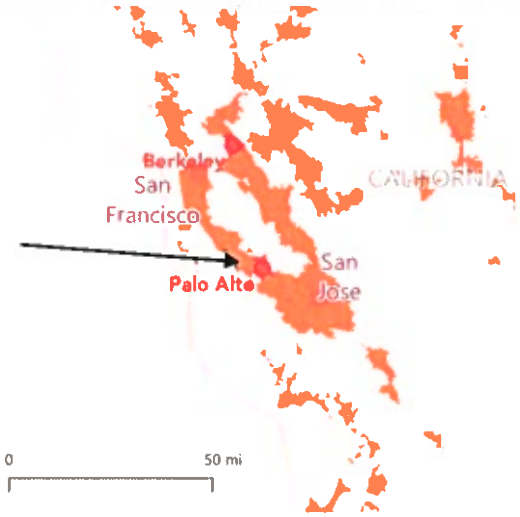
Population	121K
Growth Rate	0.9% (2010-18)
Pop/sq mi	11,529
Cal students	42K (34% of city pop.)
Incomes	
Median HH	$68K
Average	$110K
Per Capita	$47K
Median Age	32.4
Med. Home Values	$884K

Retail Metrics

City Inventory (sf)	6.3 million
City Inventory as % of MSA's	8%
Vacancy Rate	3.0%
Market Rent (NNN)	$34.95
12-mo. Rent Growth	3.1%
12-month Deliveries	0
Under Construction	10K
Retail S.F. Per Capita	52.2
Retail Pull Factor	0.7
Retail Cap Rate	5.5%

- 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

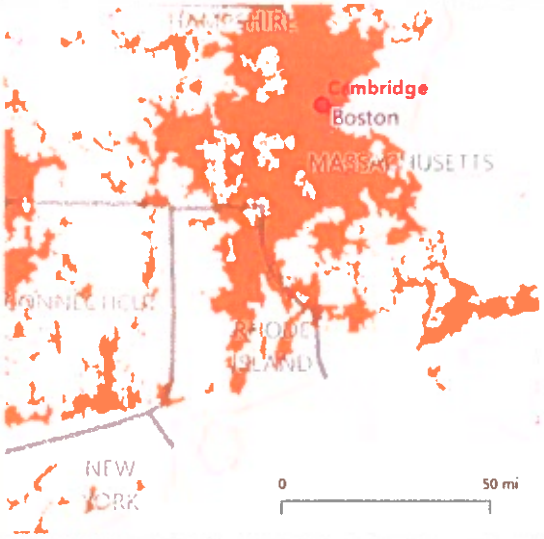
Population	70K
Growth Rate	0.9% (2010-18)
Pop/sq mi	2,917
Stanford students	17K (25% of city pop.)
Incomes	
Median HH	$154K
Average	$211K
Per Capita	$85K
Median Age	43.3
Med. Home Values	$1,784K

Retail Metrics

City Inventory (sf)	3.9 million
City Inventory as % of MSA's	5%
Vacancy Rate	1.5%
Market Rent (NNN)	$61.88
12-mo. Rent Growth	2.0%
12-month Deliveries	0
Under Construction	0
Retail S.F. Per Capita	56.0
Retail Pull Factor	0.8
Retail Cap Rate	4.7%

- 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

Population	117K
Growth Rate	1.3% (2010-18)
Pop/sq mi	18,244
Harvard, MIT students	34K (31% of city pop.)
Incomes	
Median HH	$85K
Average	$123K
Per Capita	$54K
Median Age	31.8
Med. Home Values	$706K

Retail Metrics

City Inventory (sf)	5.3 million
City Inventory as % of MSA's	2%
Vacancy Rate	2.1%
Market Rent (NNN)	$35.21
12-mo. Rent Growth	1.5%
12-month Deliveries	0
Under Construction	17K
Retail S.F. Per Capita	45.5
Retail Pull Factor	0.7
Retail Cap Rate	5.7%

- 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

Population	109K
Growth Rate	1.4% (2010-18)
Pop/sq mi	4,403
CU students	33K (31% of city pop.)
Incomes	
Median HH	$58K
Average	$96K
Per Capita	$41K
Median Age	29.9
Med. Home Values	$574K

Retail Metrics

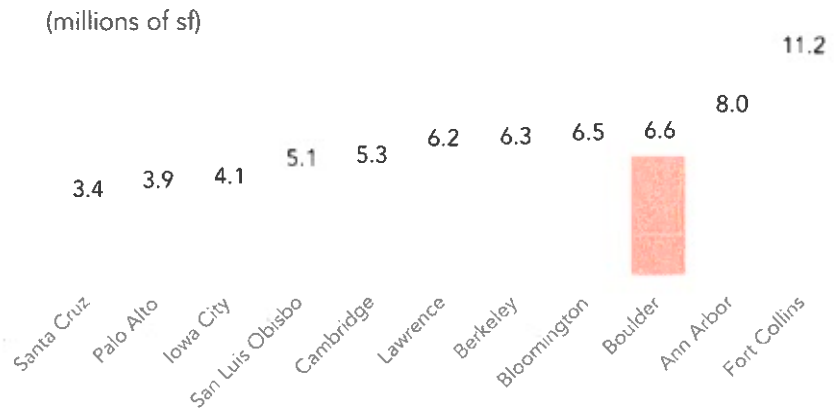
City Inventory (sf)	6.6 million
City Inventory as % of MSA's	39%
Vacancy Rate	6.4%
Market Rent (NNN)	$25.37
12-mo. Rent Growth	2.6%
12-month Deliveries	5K
Under Construction	25K
Retail S.F. Per Capita	60.3
Retail Pull Factor	1.5
Retail Cap Rate	6.1%

- 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

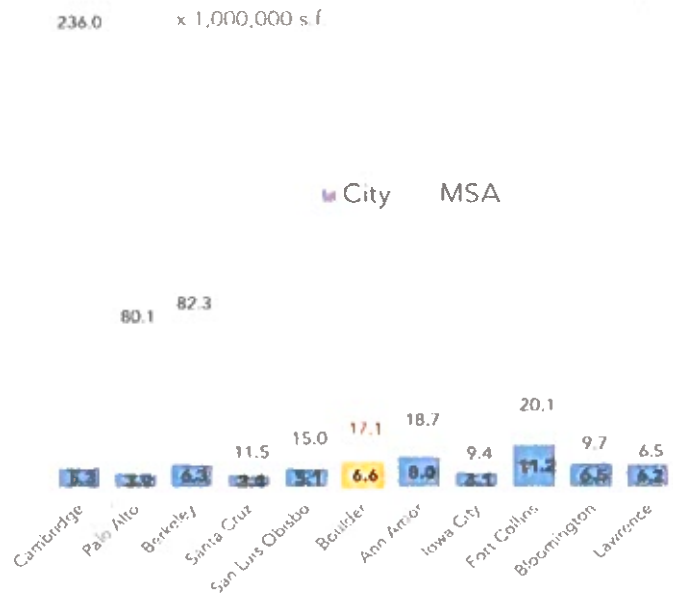
To aid in comparisons across national peer communities, the following section presents a series of graphics showing the relative levels of Boulder and the above cities on key retail metrics.

Total Retail Inventory, Peer City Comparison



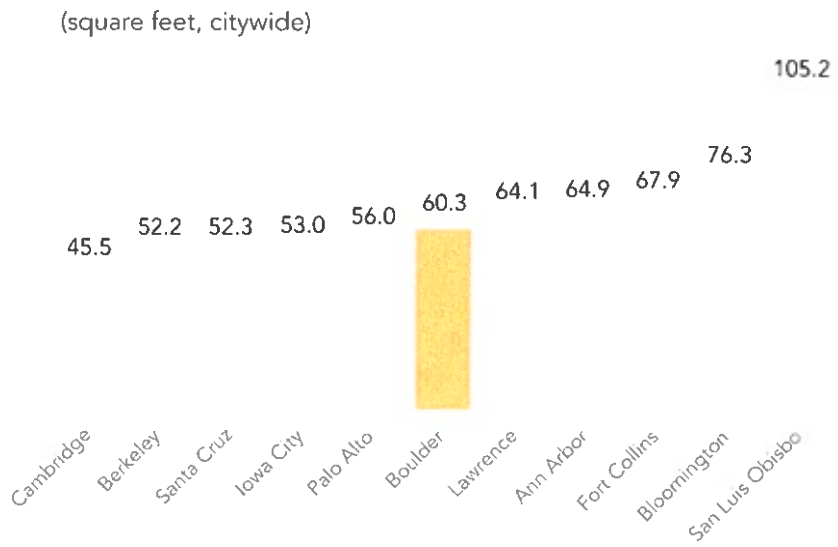
Source: Costar

Citywide vs. Surrounding MSA Retail Inventory, Peer City Comparison



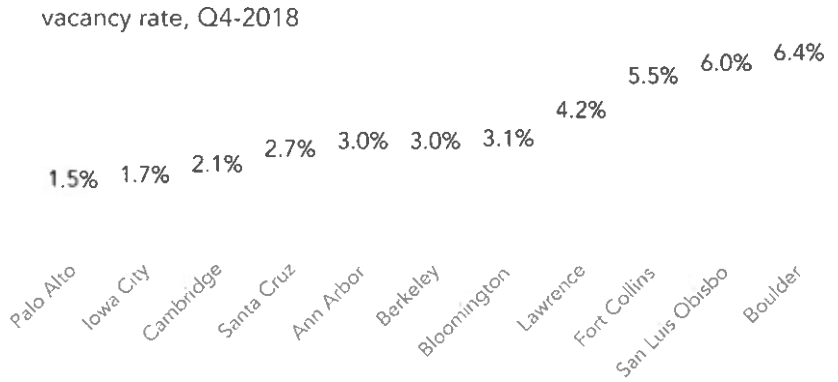
Source: Costar

Retail Inventory per Capita, Peer City Comparison



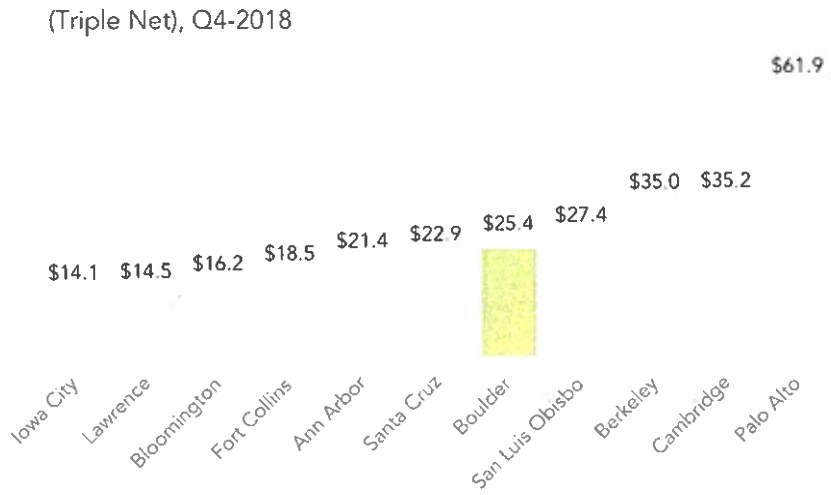
Source: Costar, ESRI, LCG, GRES

Current Overall Retail Vacancy, Peer City Comparison



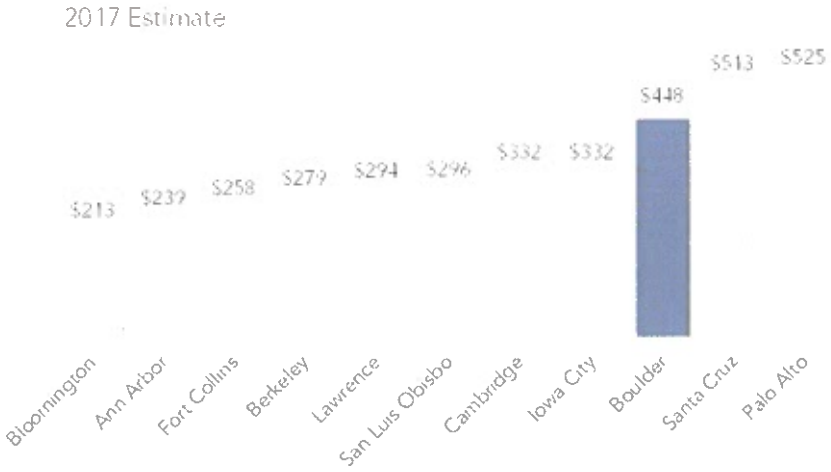
Source: Costar

Retail Market Rents, Peer City Comparison



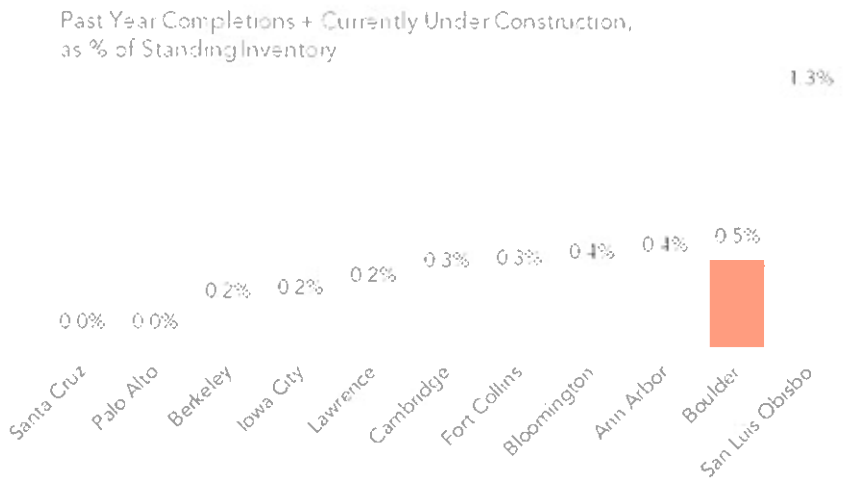
Source: Costar

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



Source: Costar

Retail Development Activity, Peer City Comparison



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

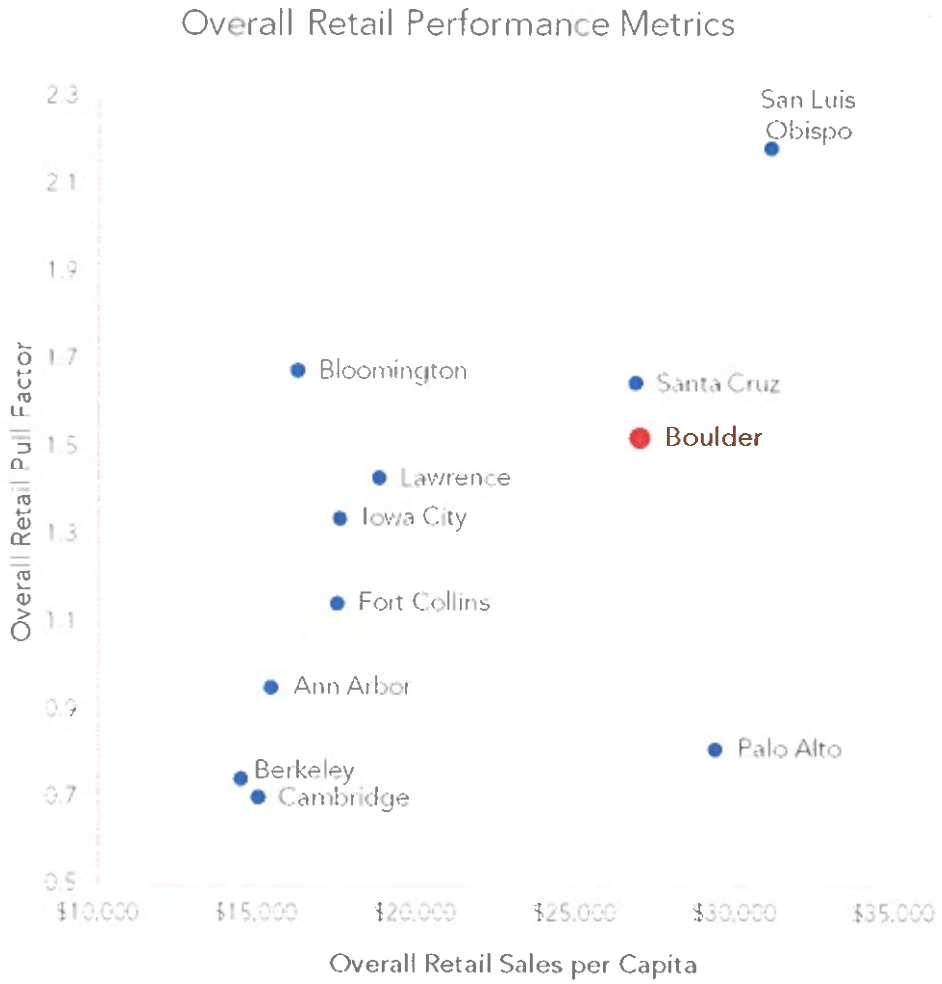
Variable	Boulder	Ann Arbor	Blooming-ton	Fort Collins	Iowa City	Lawrence	San Luis Obispo	Santa Cruz	Berkeley	Cambridge	Palo Alto
2010 Total Population	97,525	113,960	80,439	144,101	67,860	87,771	45,173	59,946	112,333	105,162	64,419
2018 Population	109,427	123,301	85,200	165,028	77,374	96,654	48,476	64,956	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	64,516	69,815	40,068	102,142	41,709	55,512	27,544	39,613	75,473	81,176	49,731
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	$24,676	$24,676	$24,069	$24,559	Sales tax revenue incl. 1.25% 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	$74,909	$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. RMI)

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%

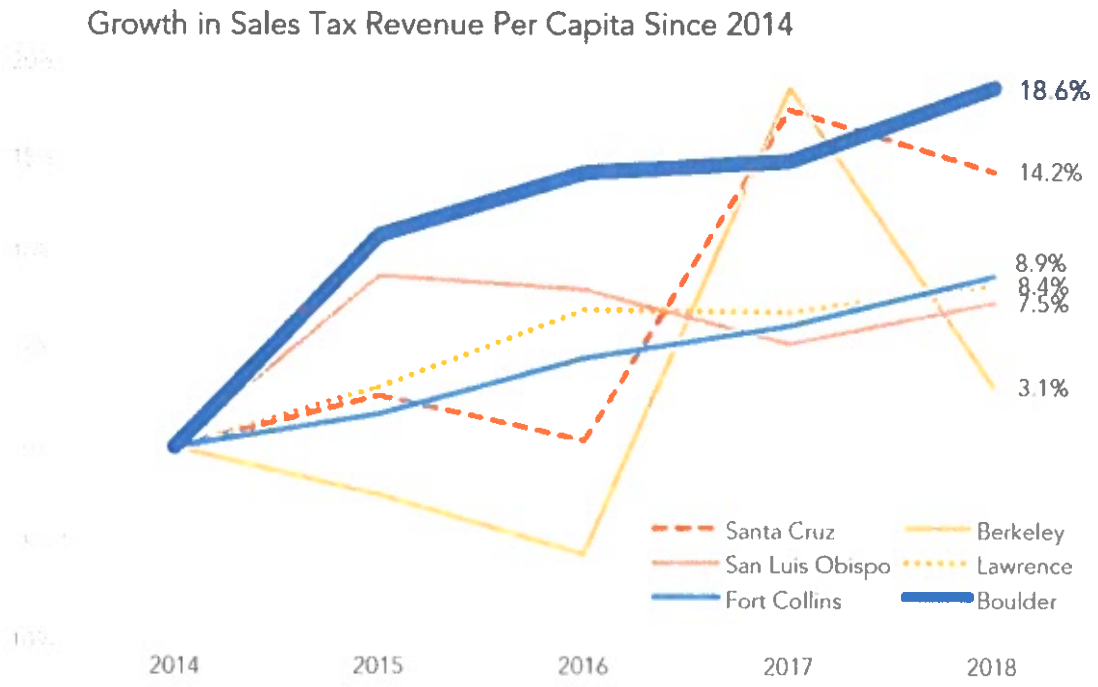
Sales Tax Revenue per Capita

	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	$853	$947	$974	$979	$1,012

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

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%
Outside of nodes	*14*	*190,000*	*9,000*	*5.0%*
Boulder Total	432	6.3 million*	400,000	6.5%

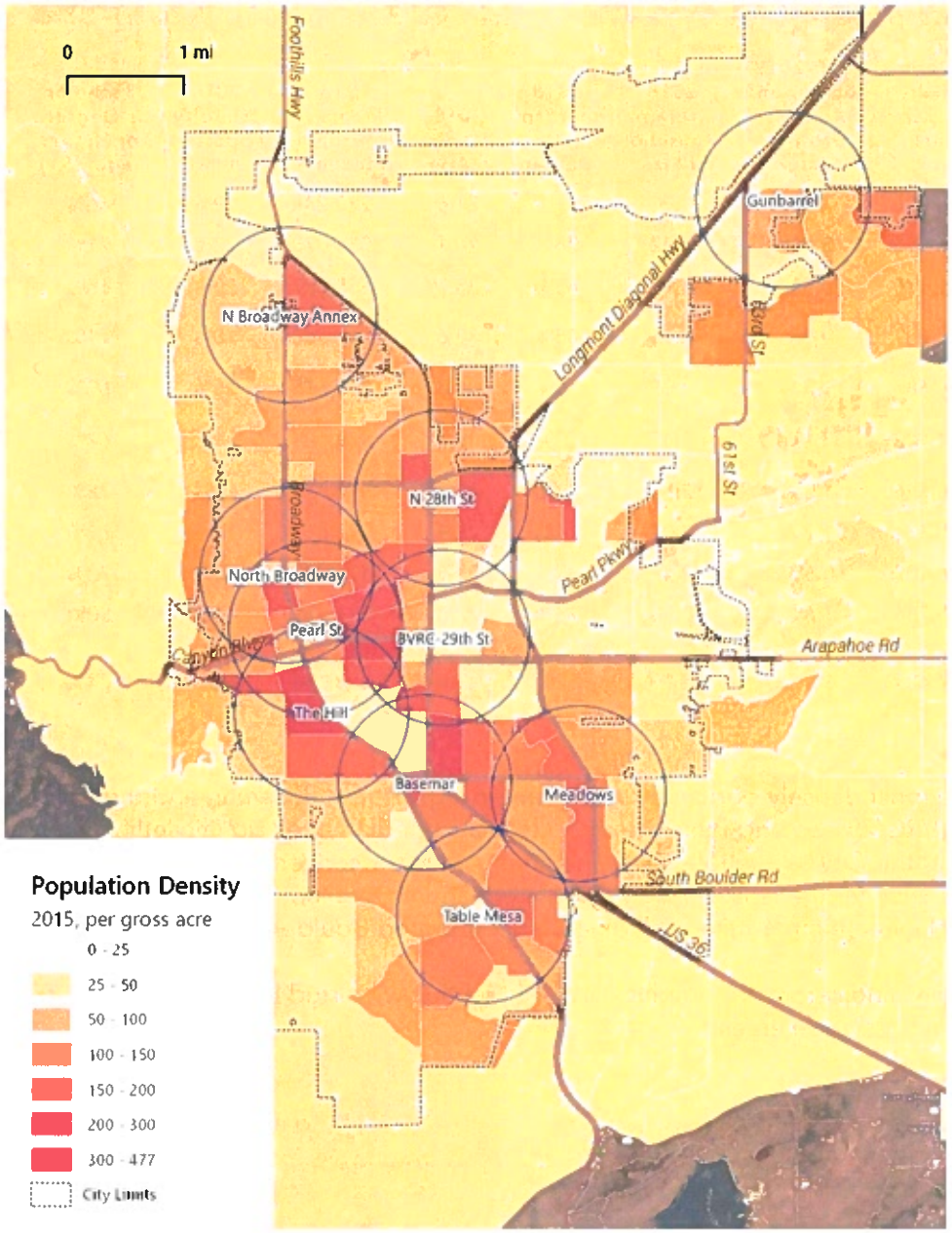
Source: Costar (with corrections and adjustments by LCG)

**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.

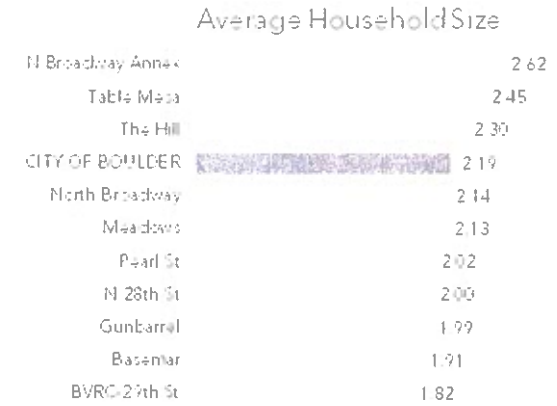
Key Demographic Indicators by Retail Node (3/4-mile radius areas)

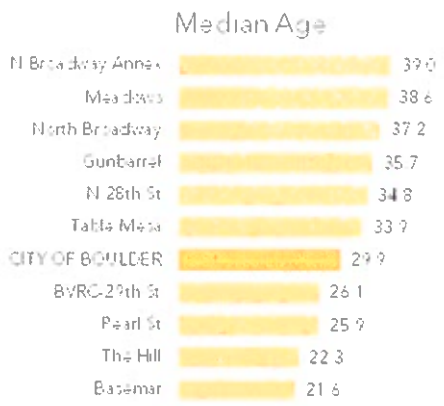
	2018 Population Density (Pop per Square Mile)	2010-2018 Population: Annual Growth Rate	2018 Average Household Size	2018 Percent Renter	2018 Median Age	2018 Median Household Income	2018 Minority Population (%)	Bachelor's Degree or Higher (age 25+)
Basemar	11,336	1.8%	1.91	81%	21.6	$23,248	19%	66%
BVRC-29th 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%

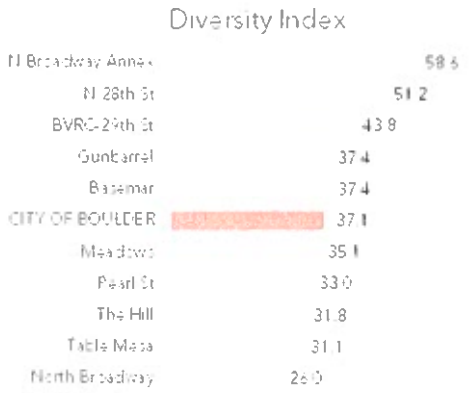
Source: ESRI

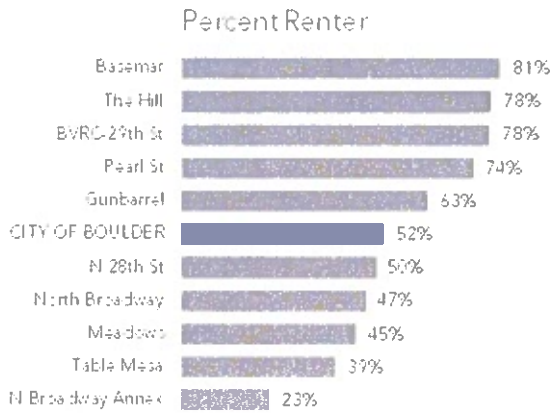
Not surprisingly, the most densely populated nodes are in Downtown, Basemar, and the Hill. The Basemar, Hill, BVRC/29th St, and Pearl Street nodes have median ages significantly lower than other nodes and the City as a whole, likely indicating a higher concentration of students. The Gunbarrel node is by far the least densely populated (and its retailers clearly draw from a larger functional trade area than ¾-mile, including unincorporated Boulder County residents).

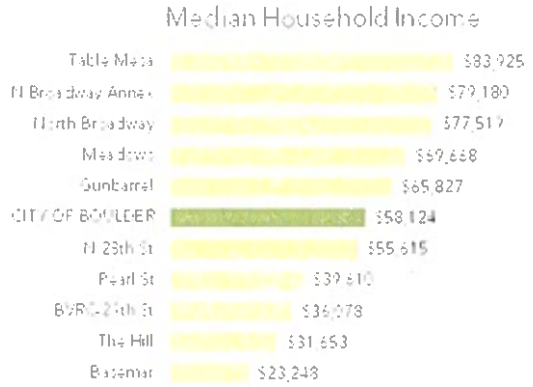
The same demographic indicators are graphically depicted below, sorted by node rankings, for ease of comparison across node areas:







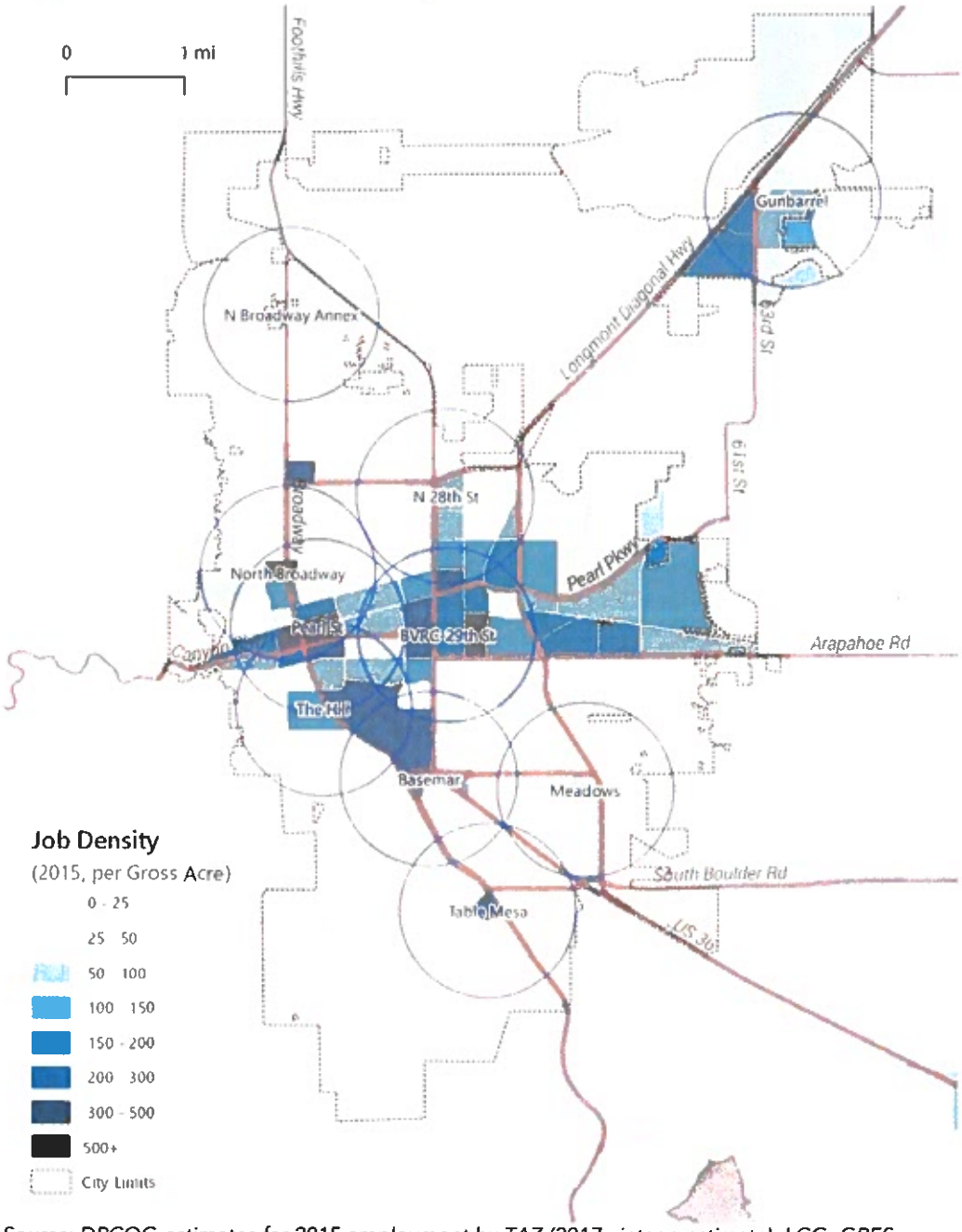




Source: ESRI, Leland Consulting Group, Greensfelder Real Estate Strategy

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 ¾-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

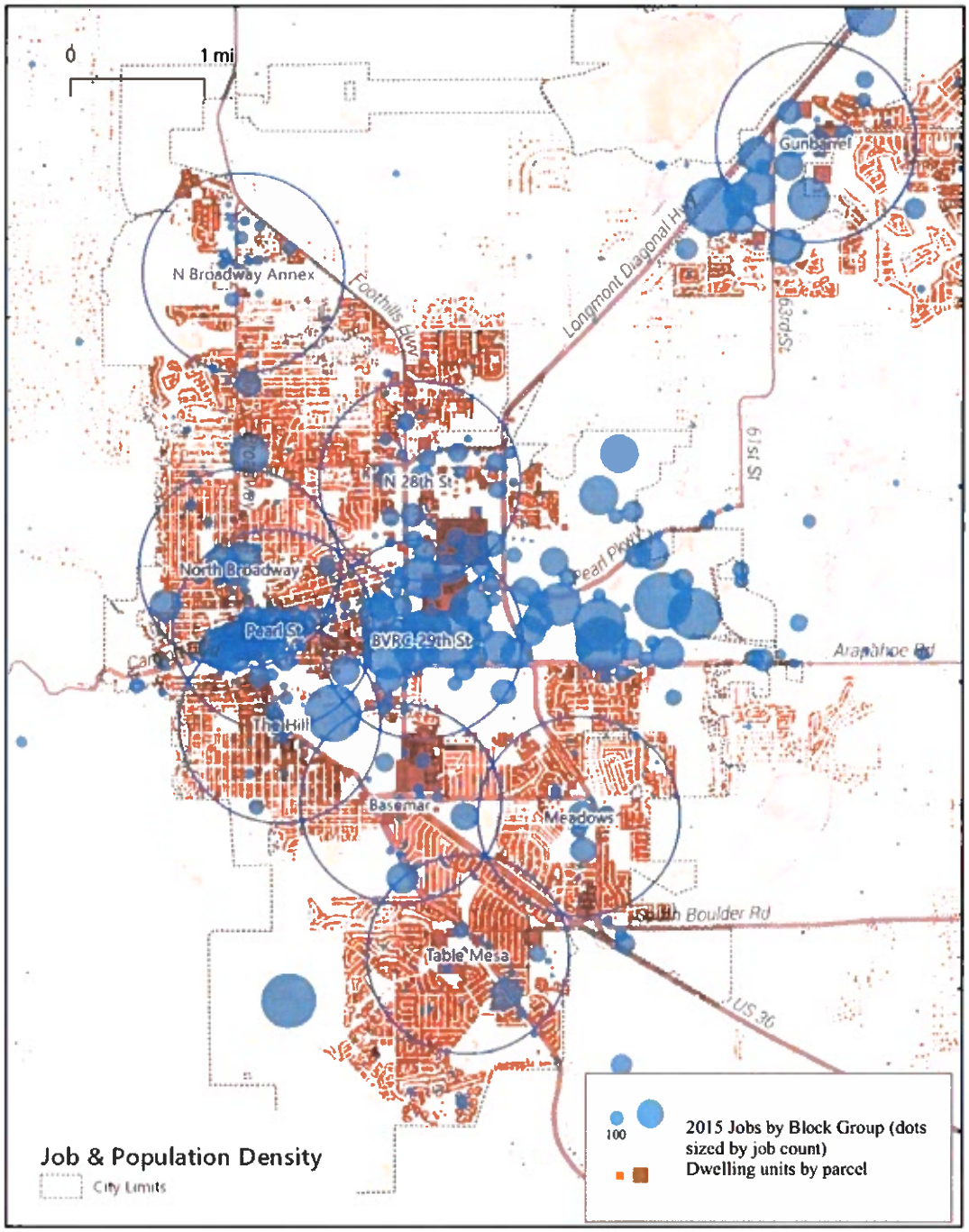
Again, workers whose offices are located where more than one node might overlap will be counted more than once in this table. As with population density, Pearl Street and the Hill have the highest number of jobs and employment density (the Hill likely because CU is Boulder's largest employer).

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)



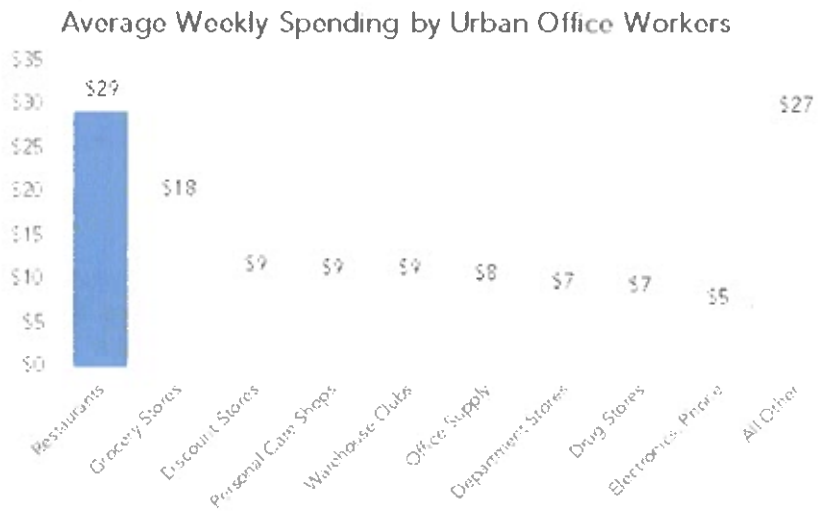
Source: US Census LEHD (for 2015 jobs by census block) and Boulder County Assessor GIS and improvement data for dwelling unit count by parcel, LCG, GRES.

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 store[1] 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.

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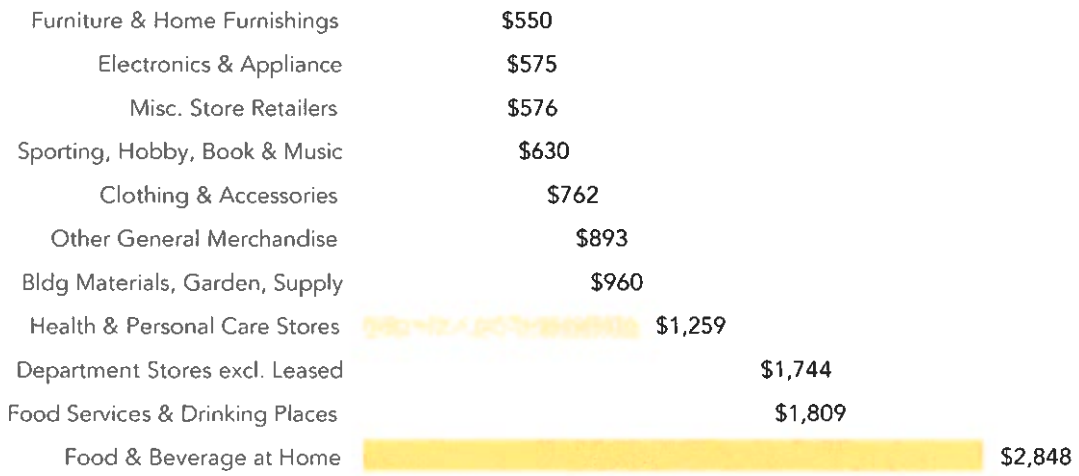
[1] The term "store" here and elsewhere in this report may refer to a variety of retail, restaurant and service establishment types -- not just typical shops.

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



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 residents[2].

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)

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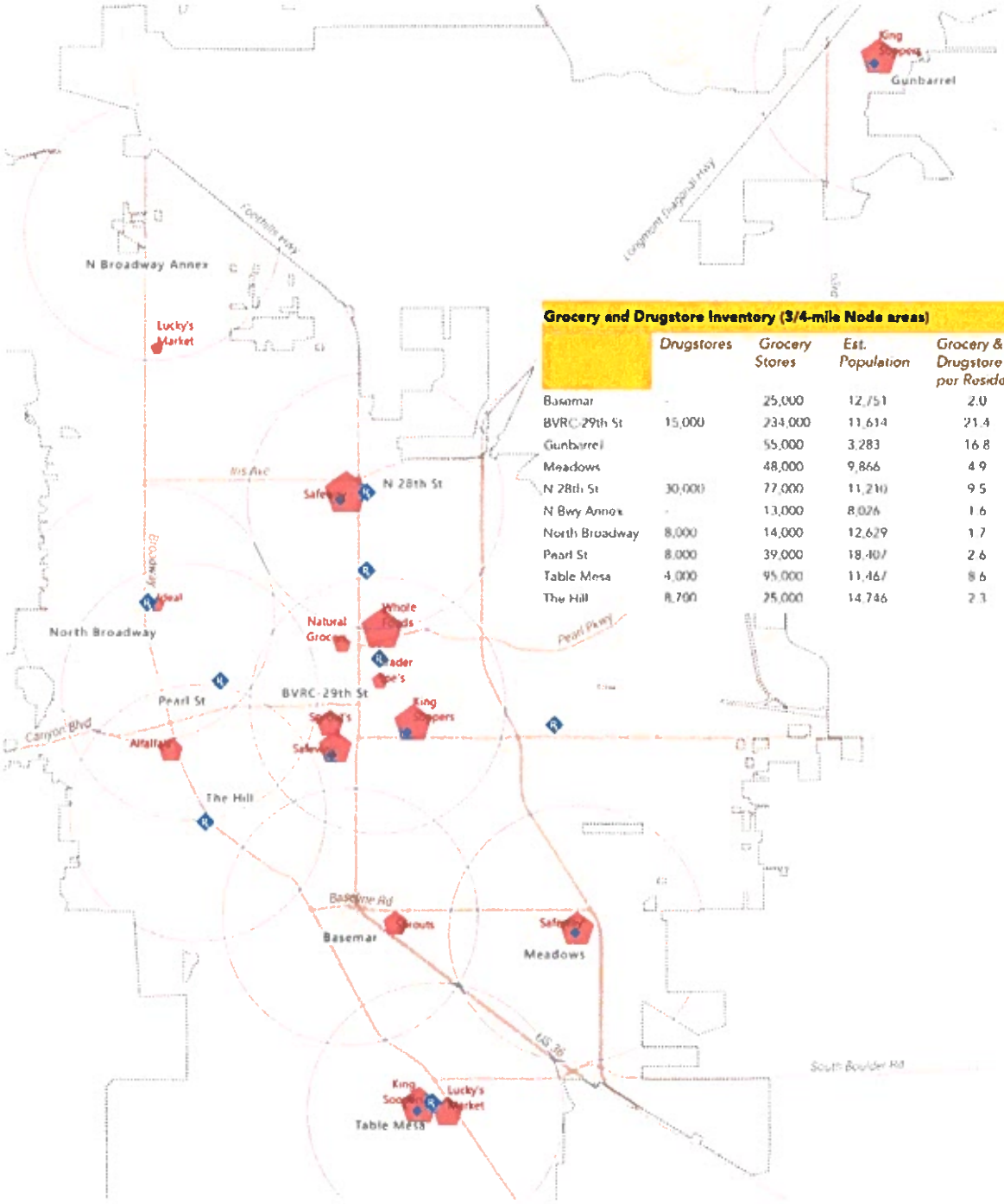
[2] As shown in the two spending graphics, there is, of course, considerable cross-spending. That is, workers also spend significantly at supermarkets while restaurants are the second-biggest spending category for residents. To confuse matters further, a Boulder resident working in a Boulder office building 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

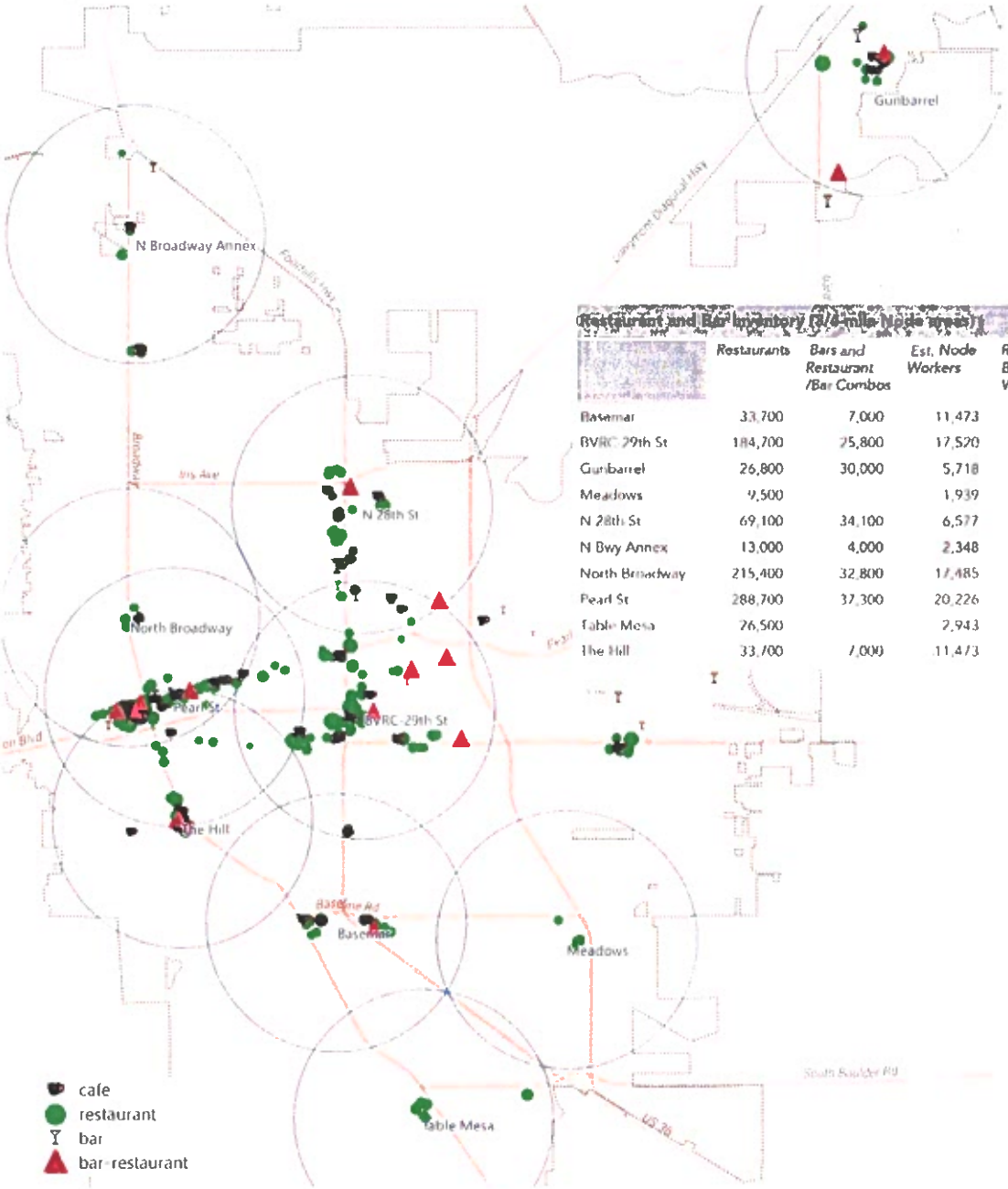


Grocery and Drugstore Inventory (3/4-mile Node areas)

	Drugstores	Grocery Stores	Est. Population	Grocery & Drugstore sf per Resident
Basemar	-	25,000	12,751	2.0
BVRC-29th St	15,000	234,000	11,614	21.4
Gunbarrel		55,000	3,283	16.8
Meadows		48,000	9,866	4.9
N 28th St	30,000	77,000	11,210	9.5
N Bwy Annex	-	13,000	8,026	1.6
North Broadway	8,000	14,000	12,629	1.7
Pearl St	8,000	39,000	18,407	2.6
Table Mesa	4,000	95,000	11,467	8.6
The Hill	8,700	25,000	14,746	2.3

Source: Boulder County Assessor, Costar, LCG, GRES

Restaurants and Bars in Boulder

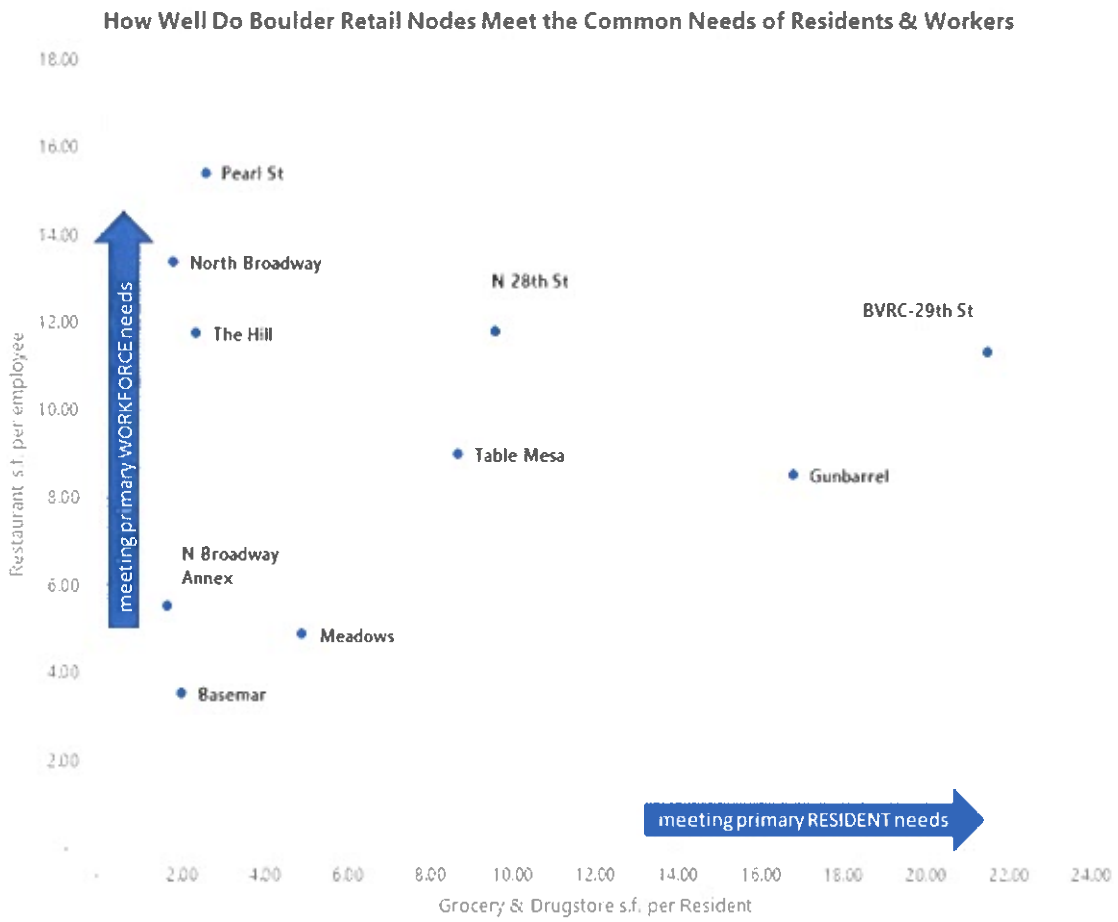


Restaurant and Bar Inventory (3/4-mile Node areas)

	Restaurants	Bars and Restaurant /Bar Combos	Est. Node Workers	Restaurant & Bar sf per Worker
Basemar	33,700	7,000	11,473	3.5
BVRC 29th St	184,700	25,800	17,520	11.4
Gunbarrel	26,800	30,000	5,718	8.5
Meadows	9,500		1,939	4.9
N 28th St	69,100	34,100	6,577	11.8
N Bwy Annex	13,000	4,000	2,348	5.5
North Broadway	215,400	32,800	17,485	13.4
Pearl St	288,700	37,300	20,226	15.4
Table Mesa	26,500		2,943	9.0
The Hill	33,700	7,000	11,473	3.5

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 ¾-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 shape[3]-- 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.

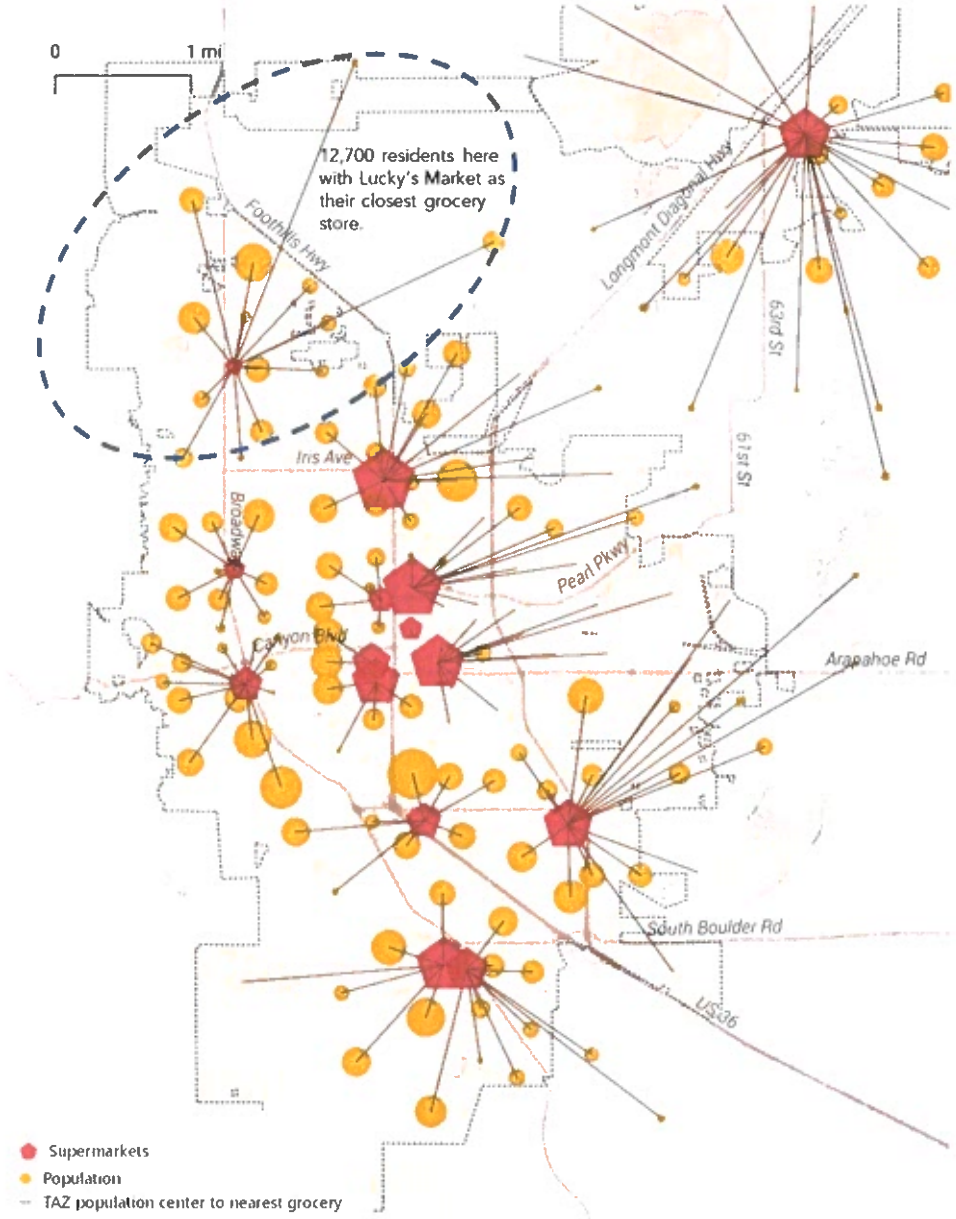
The resulting map illustrates the relatively short shopping distances enjoyed by residents living near central Boulder's concentration of supermarkets along 28th Street, relative to the longer links required for outlying homes. Northwest Boulder residents living on either side of Broadway may have seemingly 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

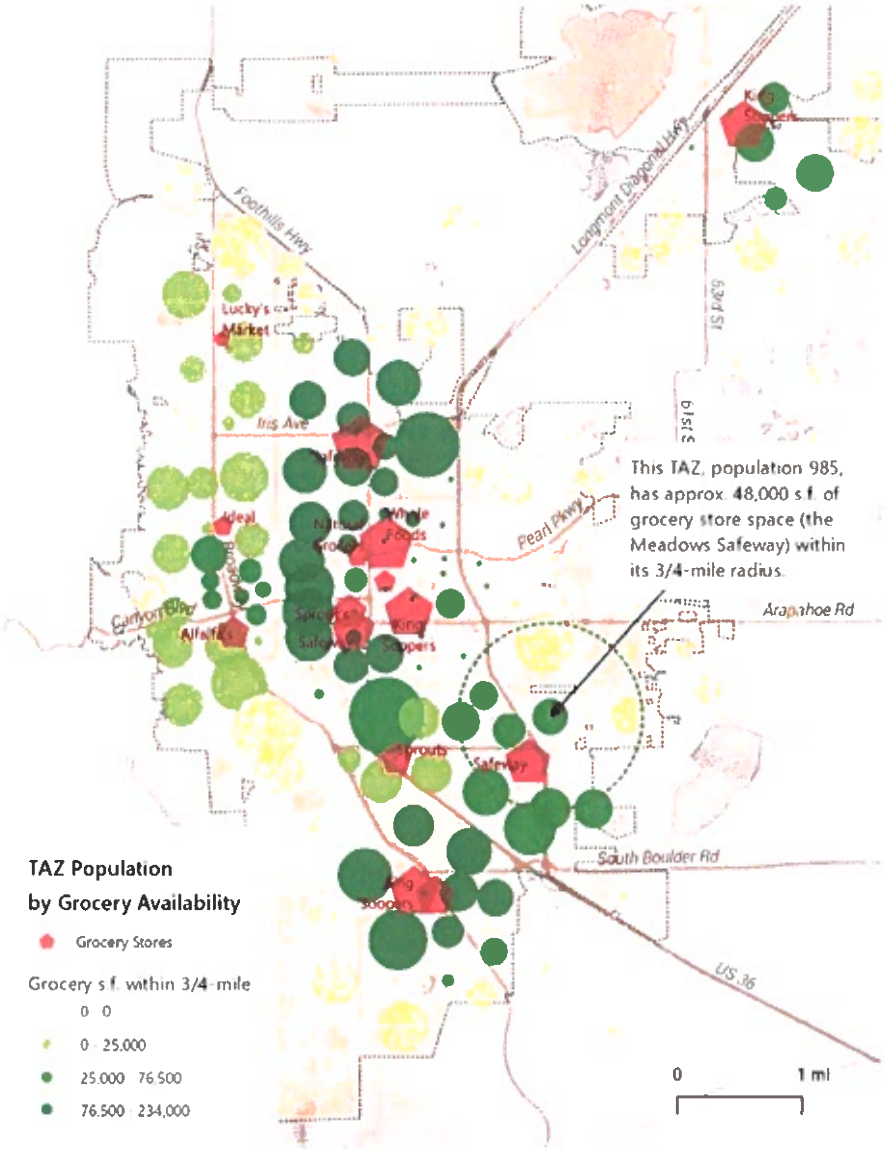


Source: DRCOG TAZ-level population estimates for 2015, shown as population-weighted centroids; Costar and Boulder County Assessor for grocery store locations and square footage, LCG, GRES.

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

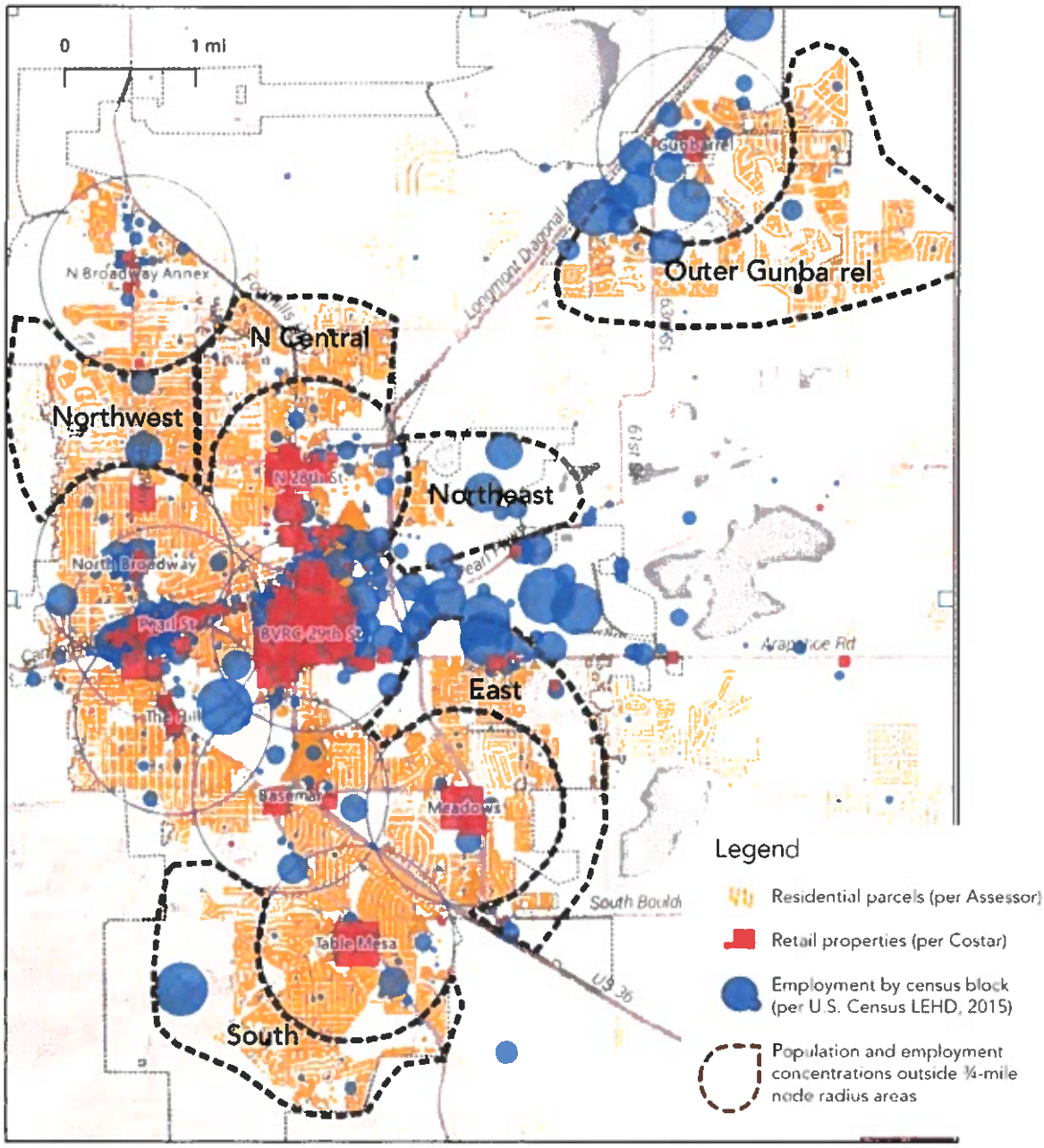


Source: DRCOG TAZ-level population estimates for 2015, shown as population-weighted centroids; Costar and Boulder County Assessor for grocery store locations and square footage.

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

"Unserved" 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 Populatio n (%)
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/¾-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, Wallmart, 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 superrrrr 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 disspoinated 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 bsinesses 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 (Pealr & 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 orevented 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 redevlopment 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 dispite 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-CVSPharmacy...Now,IGoToASuperWalmartInEnglewood,Colorado80110...ThanksVeryMuch/AlwaysInLiberty,DennisTavares...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 Results[8]

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.

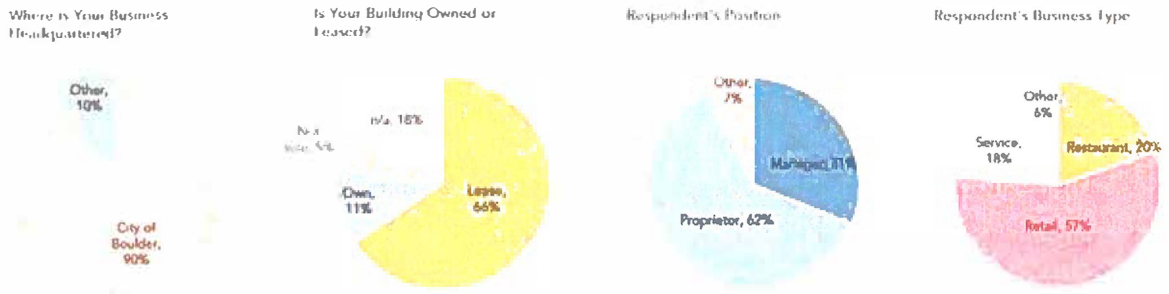
Method

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.

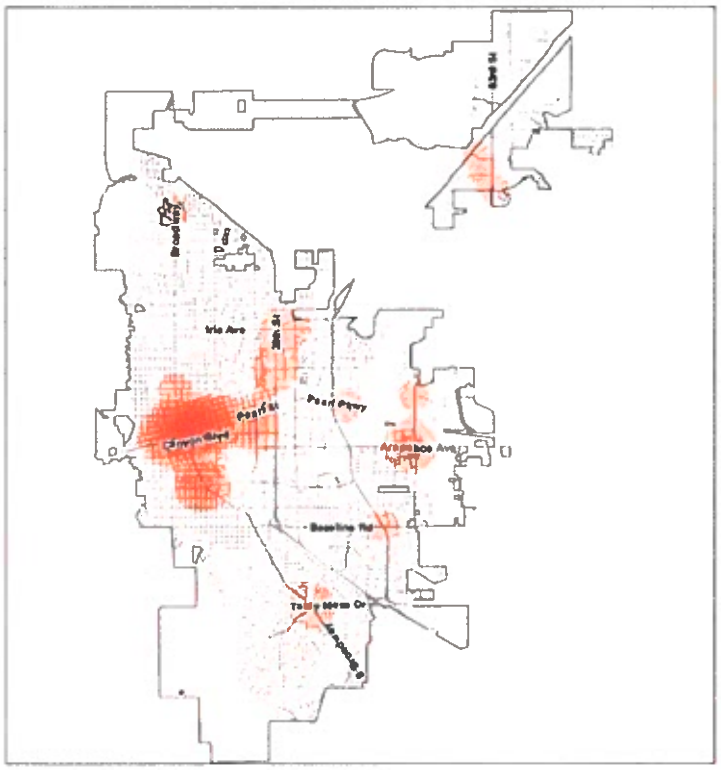
In terms of specific store types, the most common single category of was dining/drinking establishments, followed by apparel/accessory stores and service businesses (of several types):

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):



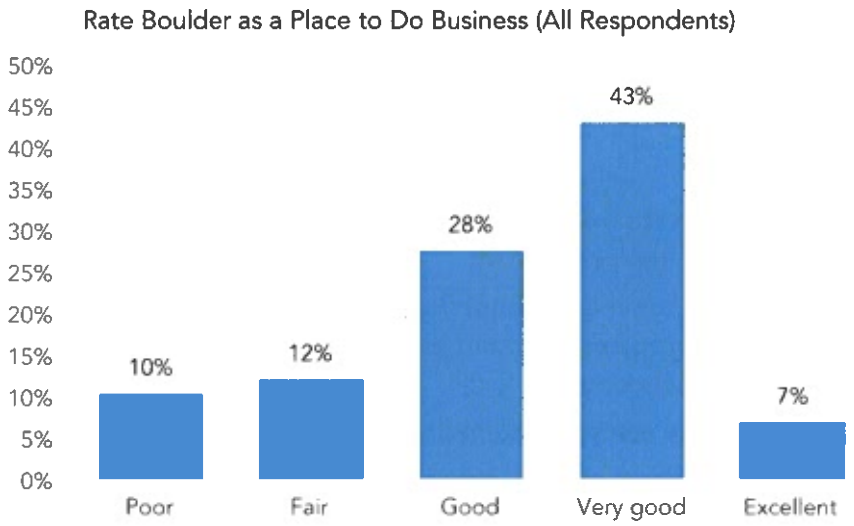
Source: City of Boulder

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.

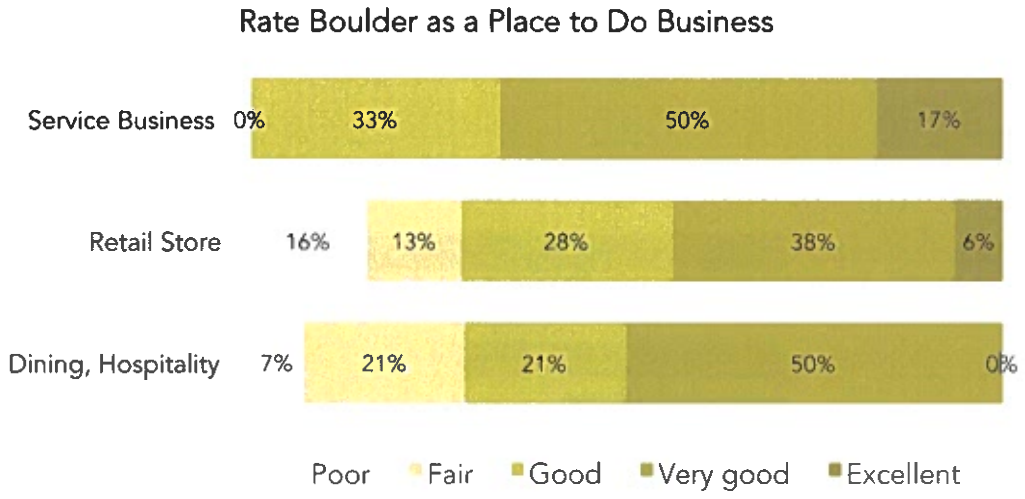
Findings - Overall Satisfaction with Boulder

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":



- 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).

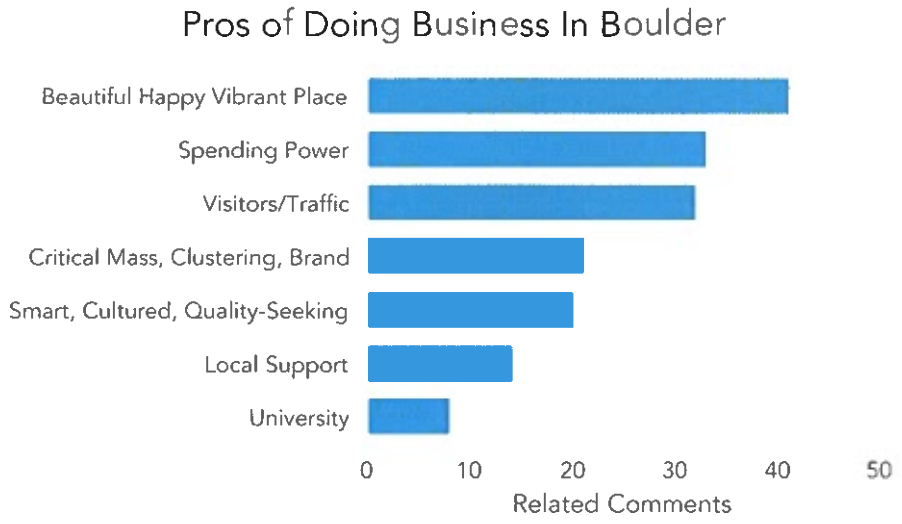


Findings - Boulder Benefits

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.

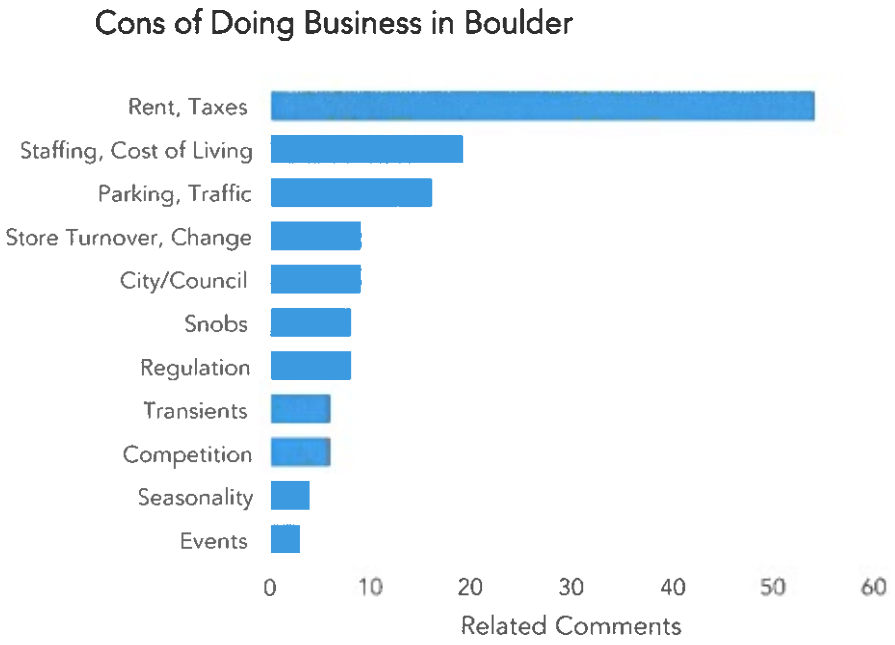
The following bar chart and table show the grouping of these major positive themes into some of the common subcategories present in the open-ended comments, along with an overall tally:



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**
	Foot Traffic, Good Traffic	12	total
University	University, students, College Town	8	**8** ttl
Smart, Cultured, Quality-Seeking	Educated, intelligent	6	**20**
	Unique, interesting, diverse, culture	5	total
	Discerning, Foodie, quality-seeking	9	
Spending Power	General Economy	4	**33**
	Affluent, Incomes, "Demographics"	19	total
	Customer Base (general)	10	
Local Support	Local-loyal	5	**14**
	Community, Support	5	total
	City Support, DBI, Events	4	
Critical Mass, Clustering, Brand	Other Businesses, Neighbors	4	**21**
	Food Options, Dining	5	total
	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.

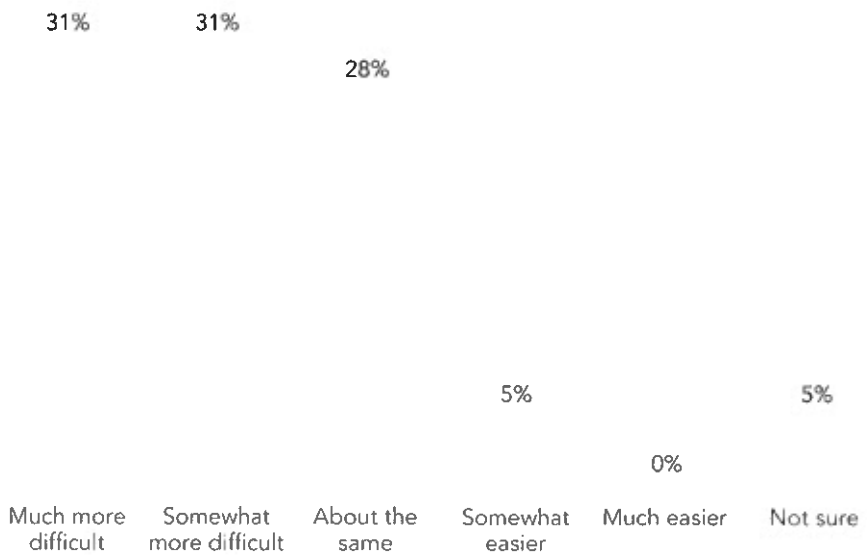


- Fully 54 of the 61 total respondents mentioned high rents and/or high taxes (almost always property taxes, when specified) as being the primary cons of operating in the Boulder retail environment.
- Closely related was the problem of hiring and retaining employees (especially entry-level) with several 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.

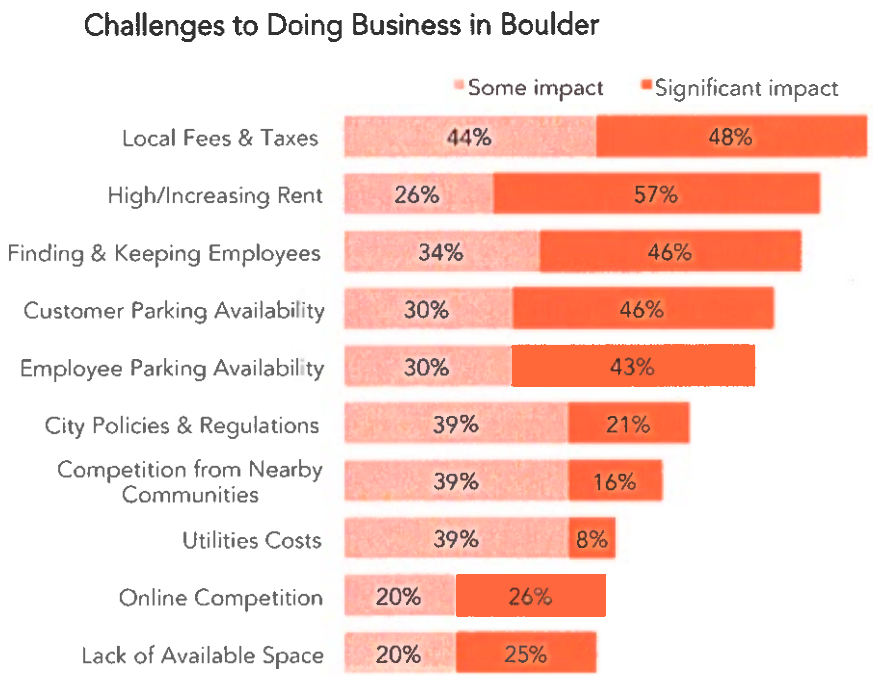
When asked about the trajectory of the Boulder retail environment (specifically, whether it was getting harder or easier to do business in town over the past two years), perceptions were nearly unequivocally negative, with almost two-thirds indicating it was *somewhat* or *much more difficult* doing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

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



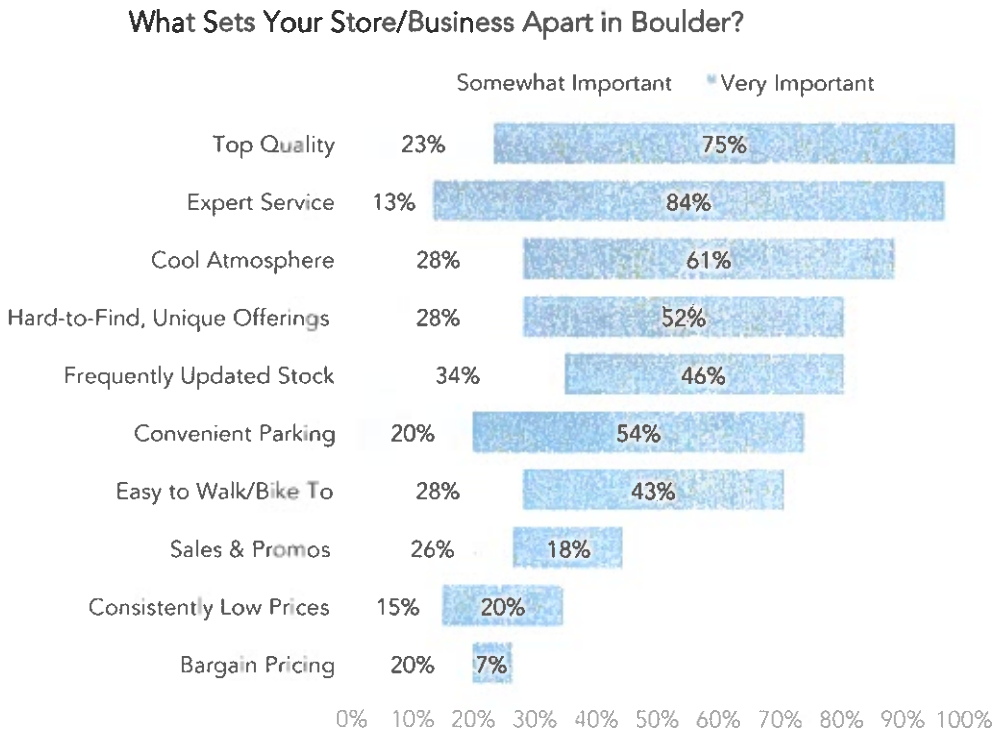
Respondents focused particularly on the expense of doing business in Boulder (rents and NNN pass-throughs in particular), and the difficulty finding employees and the difficulty employees have affording to live in Boulder. From a regulatory perspective, respondents frequently mentioned the rules and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



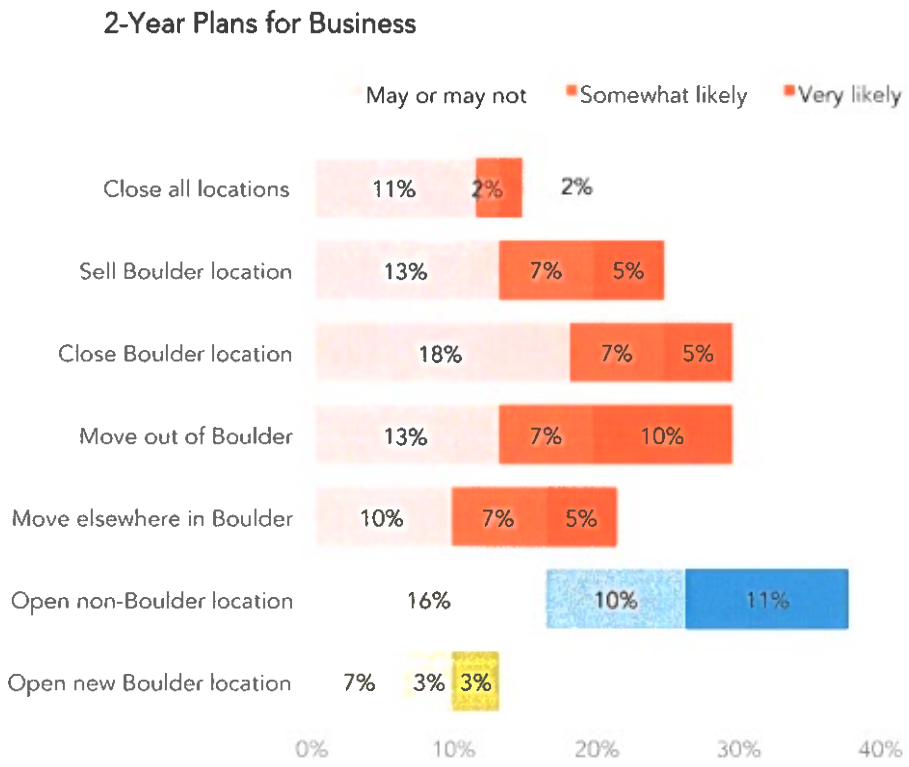
- As noted earlier, taxes and rents led the list of challenges for local businesses. This chart shows the degree to which they were rated as the most impactful.
- Similarly, this chart shows the degree to which staffing concerns and parking availability (both customer and employee) were rated as impactful, 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 about 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:

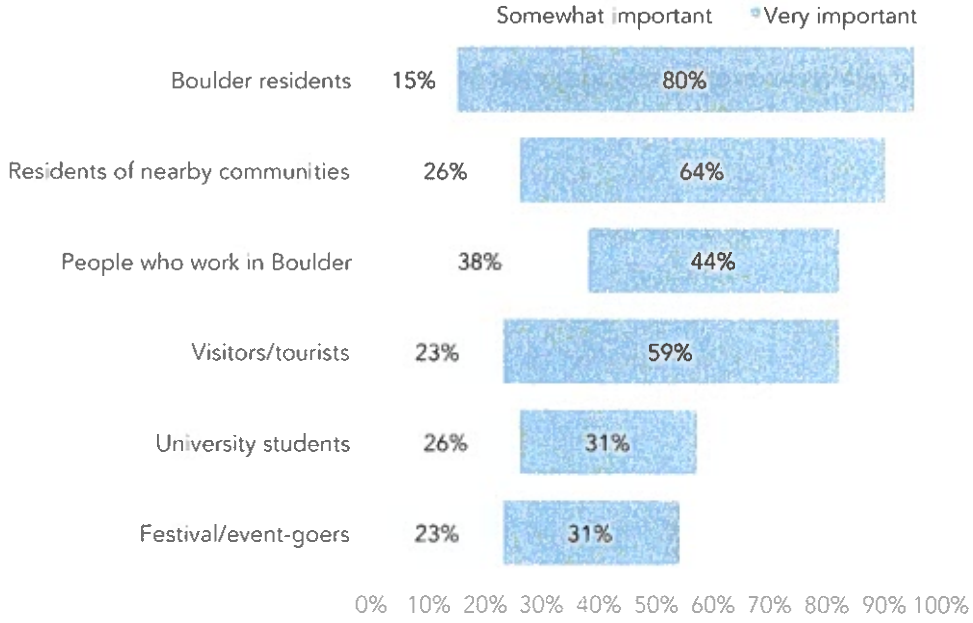


- Concerns about the future trajectory of the retail environment in Boulder, evident in discussions with City leadership and stakeholders, are echoed in the responses to this question asking respondents to look two years into the future.
- Just 13% indicated some possibility of opening a new Boulder 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



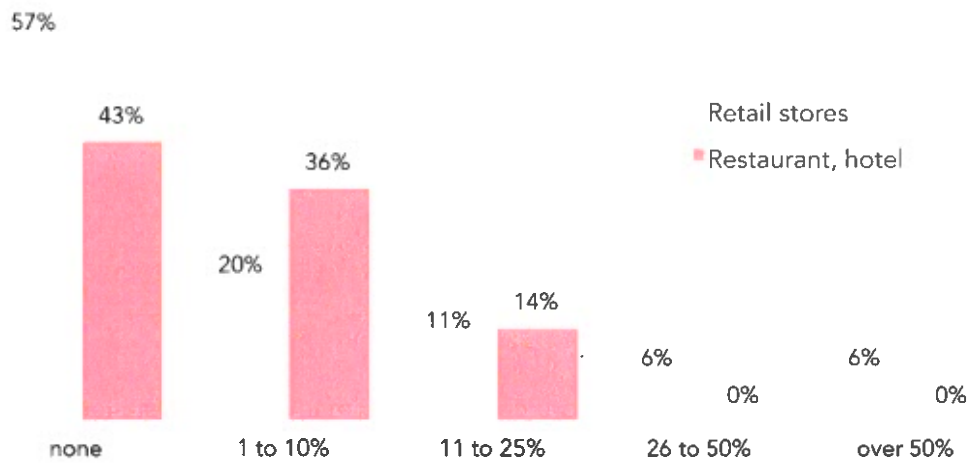
- Residents of nearby communities are clearly key to many Boulder retailer's customer bases. Even if not quite as important as Boulder residents, 90% of respondents rated them as at least *somewhat important.*
- Visitors and tourists also remain highly coveted, with almost 60% rating them as very important. 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 SBCD 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.

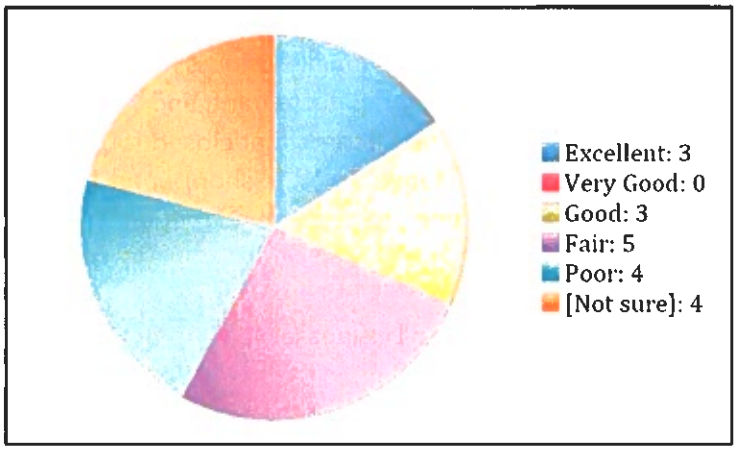
Overview of respondents and key take-aways

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.

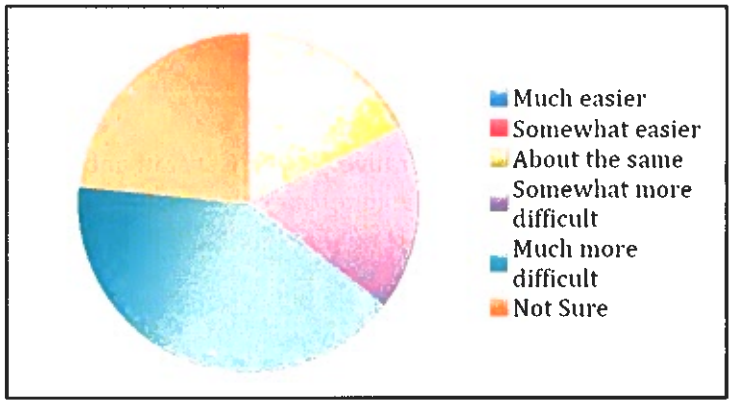
- 10 respondents were food and beverage (F&B) operators, 10 traditional retail, and 2 service businesses.
- No particular area in the City accounted for an outsize number of closures.

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:

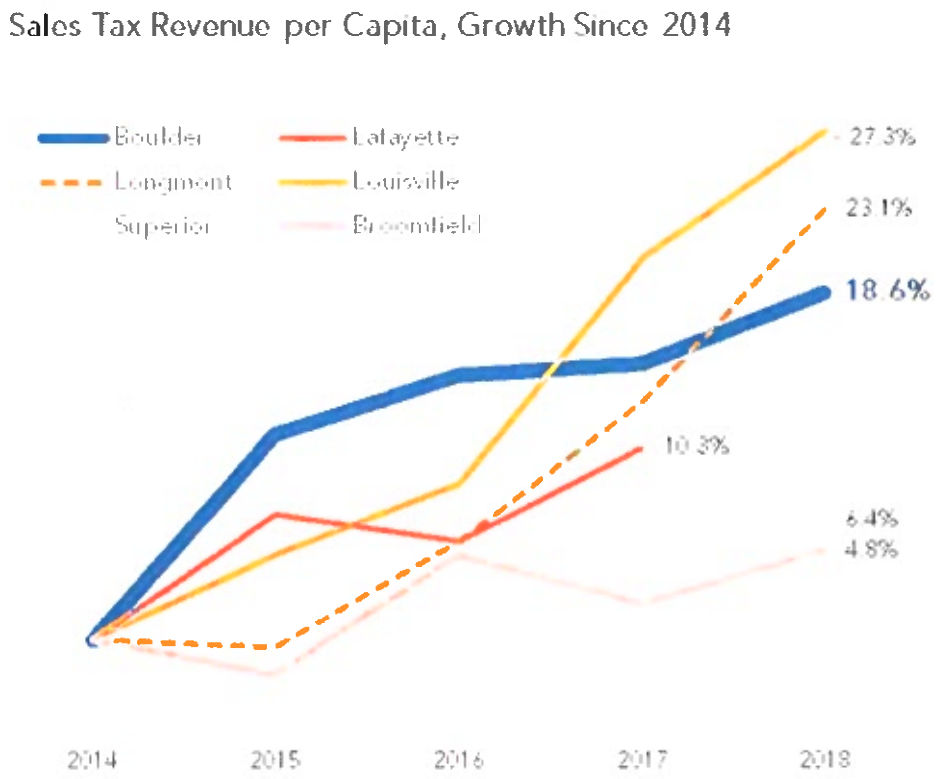
1. Drawbacks outweighed benefits both in quantity and significance.
2. Concerns about operating in Boulder as revealed by direct quotes reported in the SBDC study fell into several categories: (a) Boulder (Council and the City's bureaucracy were both cited) does not understand/care about small businesses, (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:

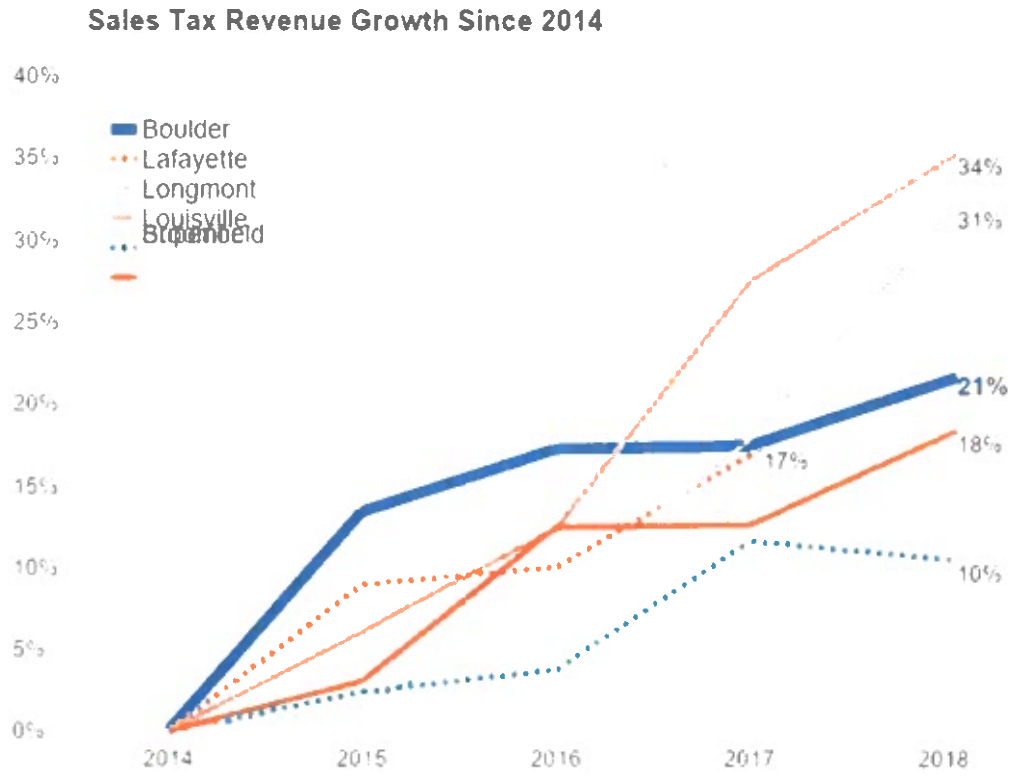
1. Over a five-year period, how does ***Boulder's % change in retail sales tax revenues compare*** to local and national benchmark cities in $, % year over year and in % of overall municipal revenues. Are there a greater or faster transition to on-line purchases, is there significantly lower purchasing 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.



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.



Source: Leland Consulting Group, Greensfelder Real Estate Strategy, city finance departments, U.S. Census Annual Population Estimates.

2. 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.

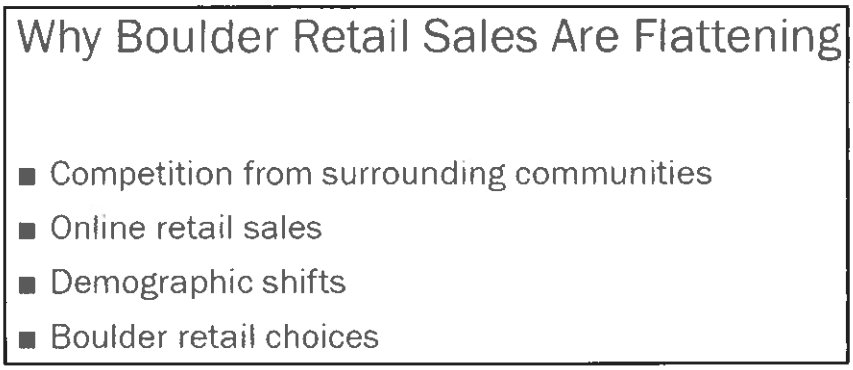
4. What are the ***retail industry impacts (locally and national trends) and how is that being experienced in Boulder***? How does this particularly impact small and local business sustainability? How does this match, if at all, the qualitative data we received in the retailer survey?

   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:



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 ¾ 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:

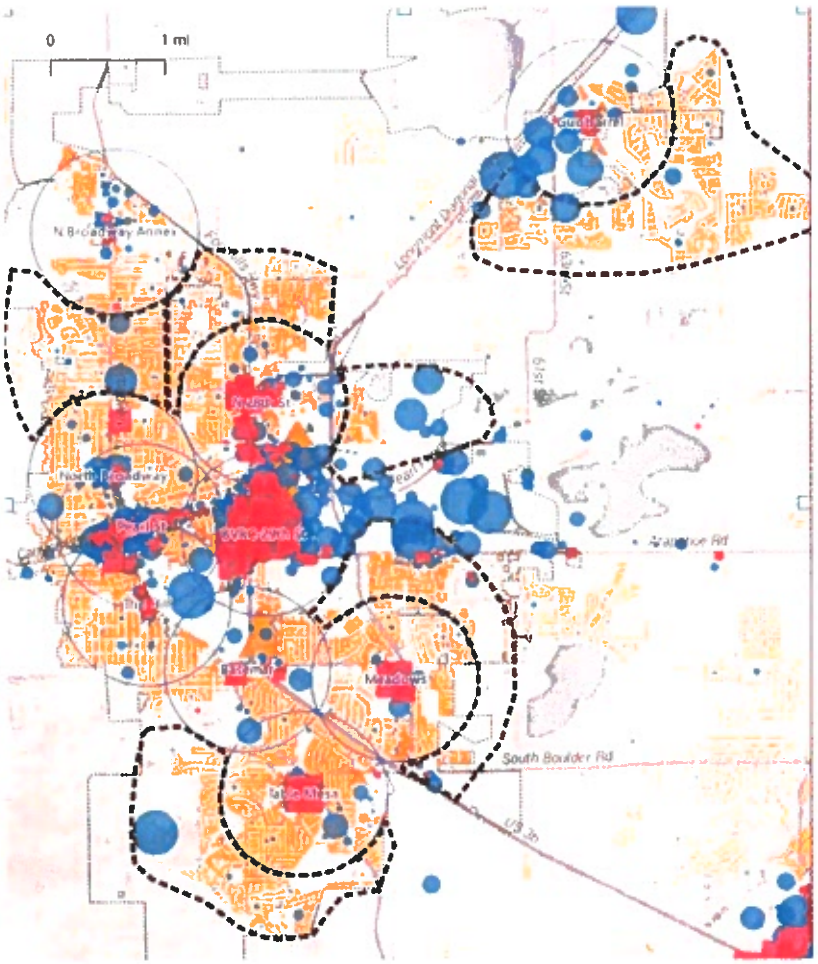
"It's not so much unable to find [basics] but able to find them at a reasonable price. We can routinely save 20 cents per gallon of gas … by leaving Boulder. [Then] we shop at the same time [outside Boulder] saving the Boulder premium on groceries. The above pays for the nominal drive with money left 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.

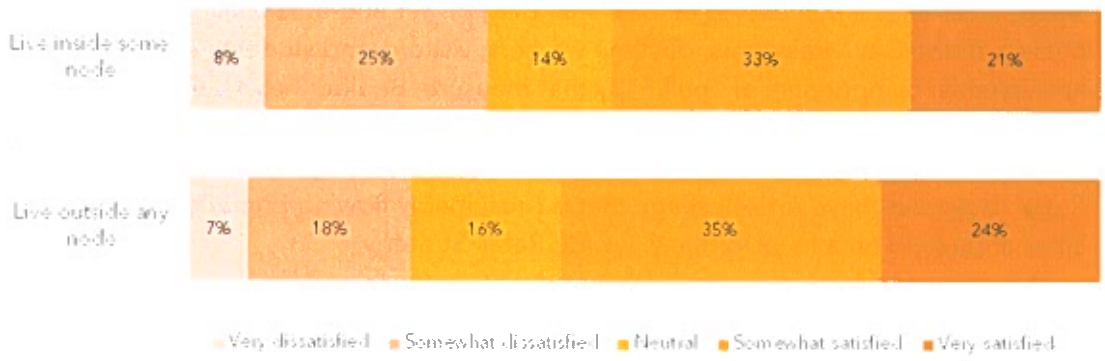
6. Identify **retail starved areas and retail starved demographic segments**. How, if at all, does this match or differ from the qualitative data received in the shopper survey?



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):

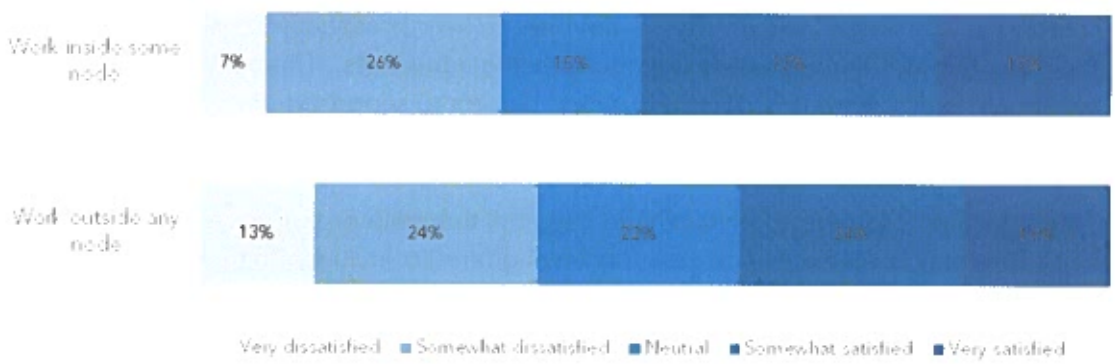
Then we compared the demographics of people living in these identified areas with demographics for the City as a whole. Without exception, the six identified underserved areas have considerably higher income profiles

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 ¾-mile node is not an inclusivity issue.

7. Does Boulder have **<u>over or under saturated segments of goods or retailers</u>** 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 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).

What are the Drawbacks, If Any, of Locating in Boulder?

Terribly 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 to 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 challenege. 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 funcitonal or sustainable. Tansients - we need a stronger police force walking the mall and surrounding allies - ciminal behavior is apparent daily.

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

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

Number of Businesses by Area:	**Type of Business:**	**Current Location:**
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	Restaurant: 7 Tap Room or Tasting Room: 3 Retail: 8 Restaurant/Retail: 2 Service: 2 **Leased Business Space in Boulder When in Business**: 22 **Current Location:** Own space outside of Boulder: 2 Lease space outside of Boulder: 7 Lease space in Boulder: 3 Closed: 8	Own space outside of Boulder: 2 Lease space outside of Boulder: 7 Lease space in Boulder: 3 Closed: 8 Other: 2 - Sharing space with another business - Became a mobile business **Years in Boulder:** 1-5: 7 6-10: 3 11-20: 4 21 or more: 8

Downtown Boulder: 2	Other: 2 - Sharing space with another business - Became a mobile business	**Number of Employees:** 1-29: 17 30-50: 4 50 plus: 1

Part of Franchise or Cooperative: 1 **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: - Owner Passed Away - Became a Mobile Business	**Did you close all locations in Boulder:** Yes: 18 No: 4 **Number of locations:** 1: 14 2-4: 7 5 or more: 1 **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% - 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

Overall, how would you rate Boulder as a place to do business? Excellent: 3 Very Good: 0 Good: 3 Fair: 5	**Would you say doing business in Boulder has become easier, more difficult, remained the same or unsure** Much easier: 0 Somewhat easier: 0	**Why?** - The bureaucracy is bad. Eco cycle and energy efficiency policies. - Property taxes up 20%

Poor: 4 [Not sure]: 4	About the same: 3 Somewhat more difficult: 3 Much more difficult: 7 Not Sure: 4	- It's hard to figure everything out. Zoning, water, etc. - Rent and expenses of doing business

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?
- 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
- 2Competition 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
	Which of the following factors were ultimately the most significant in your decision to close your Boulder location?
	- 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
	  - 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

Over the next two to three years, where do you see your business going? 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.
Over the next two to three years, where do you see your business going? - 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

Citywide Retail Study

Final Report to City Council

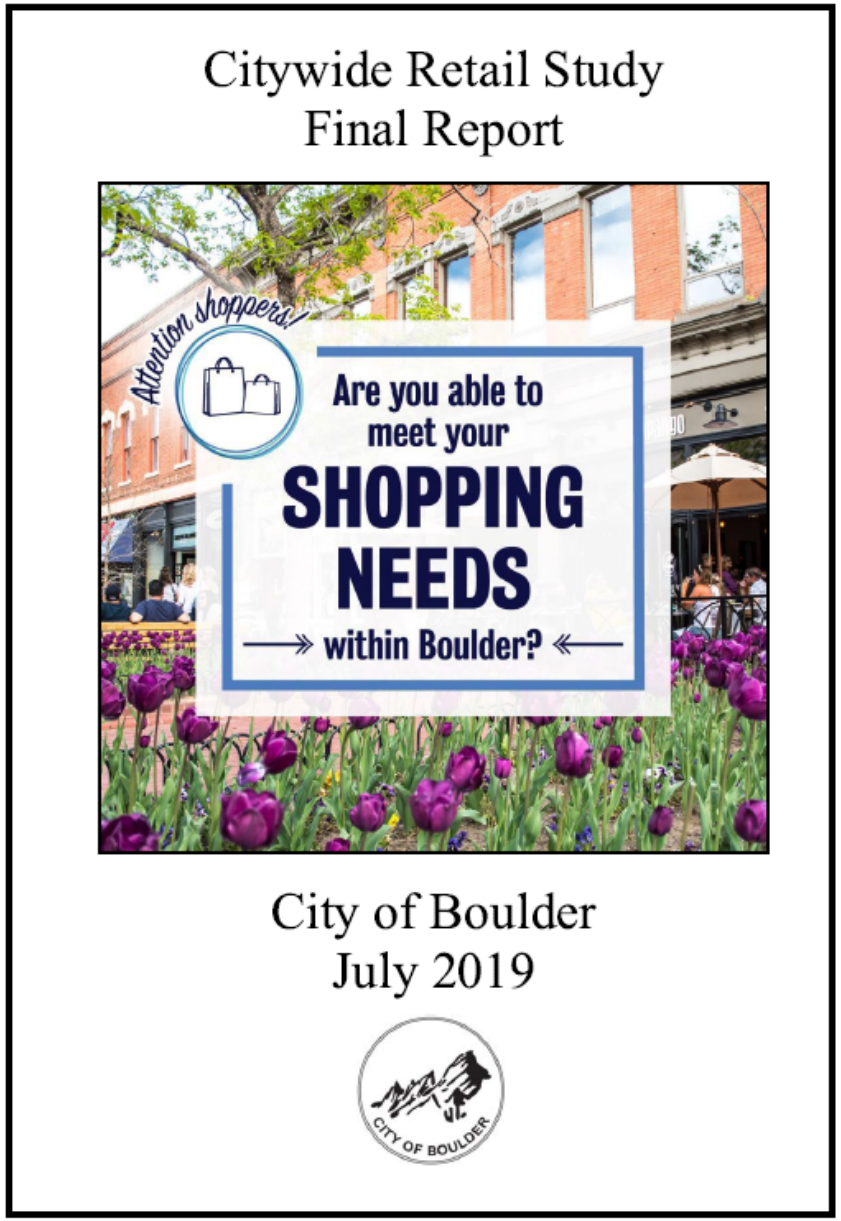
July 9, 2019

Background

- Align with BVCP goals
  - Affordable commercial space
  - Vibrant retail base
- Align with Boulder Core Values
  - Welcoming and inclusive community
  - Sustainable business practices
  - Place-making, activity nodes and 15-min. neighborhoods
- Understand retail trends and shopper needs and behavior

Final Report

1. Current retail environment
2. Performance relative to benchmark cities
3. Performance relative to core values
4. Small business sustainability
5. Framework for pursuing the Citywide Retail Strategy



Key Findings

- Boulder's retail inventory and sales are strong and competitive
- Boulder sales tax revenues both benefit from and are reliant on spending by non-residents (i.e. workers and visitors)
- Sales tax revenues are relatively flat, signaling need to be proactive and seek opportunities to better serve shoppers (i.e. more inclusive goods, reduce retail deserts) and be ready for changes to consumer behavior
- Residents calling for more access to affordable goods
- Retailers calling for more city support and options for affordable space

Citywide Retail Strategy Framework

1. Consolidates key study findings into two sets of objectives (5 total)

2. Additional exploration in the strategy phase will provide actionable options for council consideration

Leverage Existing Retail Inventory to Address Unmet Needs

Objective 1: Address Retail Deserts

- Respond to shoppers' desire for more affordable/inclusive goods
- Prioritize grocery/pharmacy access for all residents
- Improve worker access to dining out options

Objective 2: Monitor Retail Trends

- Address declining sales in top performing areas
- Remain attentive to evolving online sales tax collections/monitor changing shopper behavior
- Acknowledge demographic trends and importance of non-resident spending experience

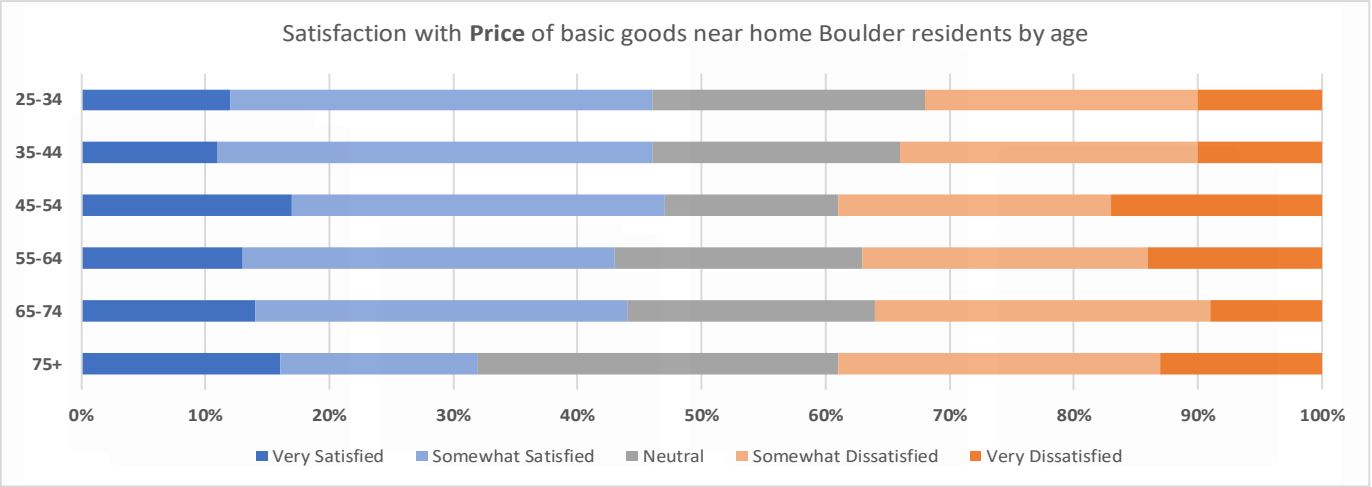
Objective 3: Optimize Existing Retail Spaces

- Further examine Boulder's current retail inventory
- Consider encouraging vacant space reconfiguration reducing impacts of large store closures
- Explore opportunities to offset declining sales in top performing sales tax areas

Objective 1:
Address Retail Deserts

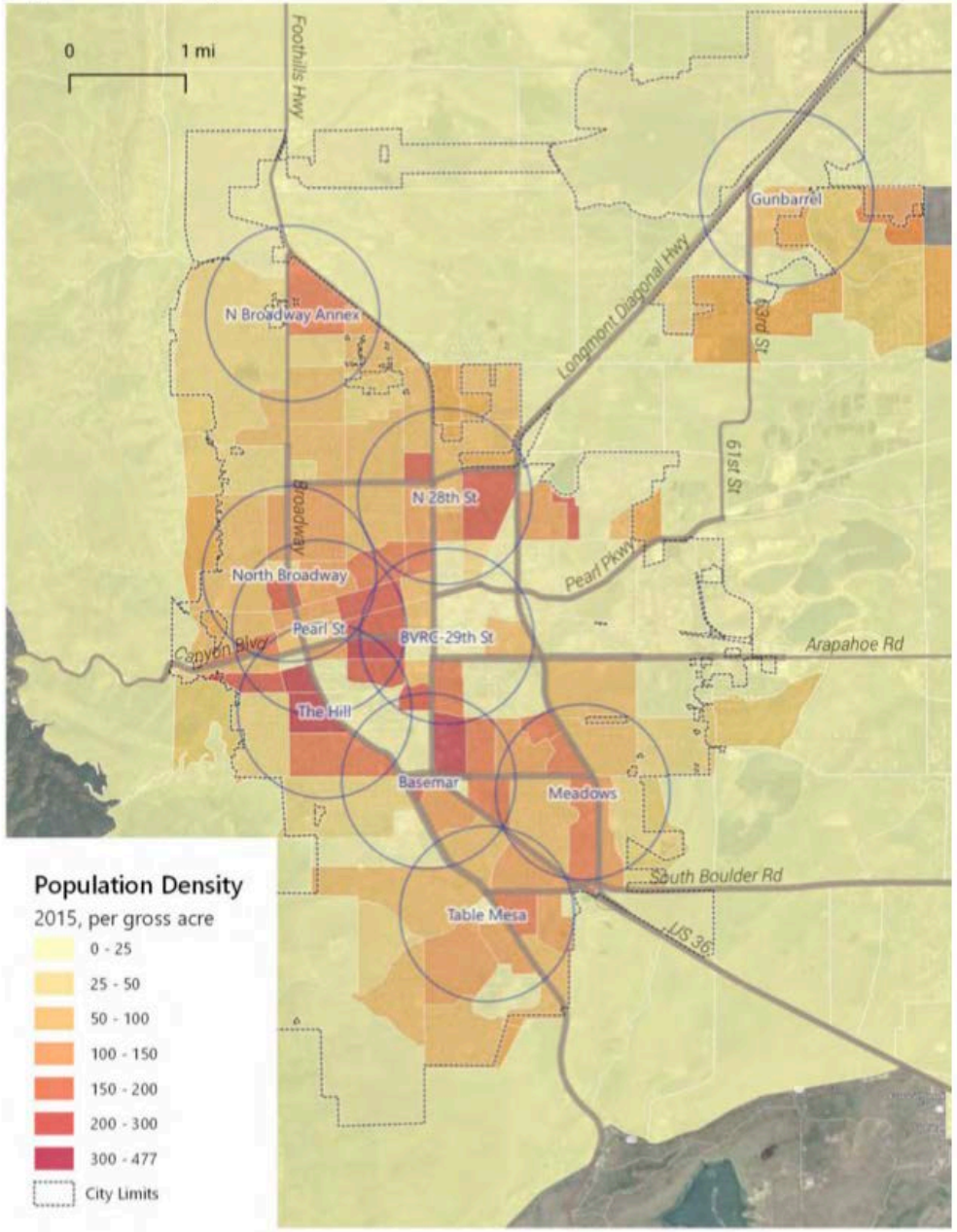
Desire for More Affordable/Inclusive Goods

- All respondents expressed some level of dissatisfaction with the price of goods
- Lower income respondents (<$25k) more dissatisfied with price
- Affordability most frequently cited unmet need in shopper survey comments



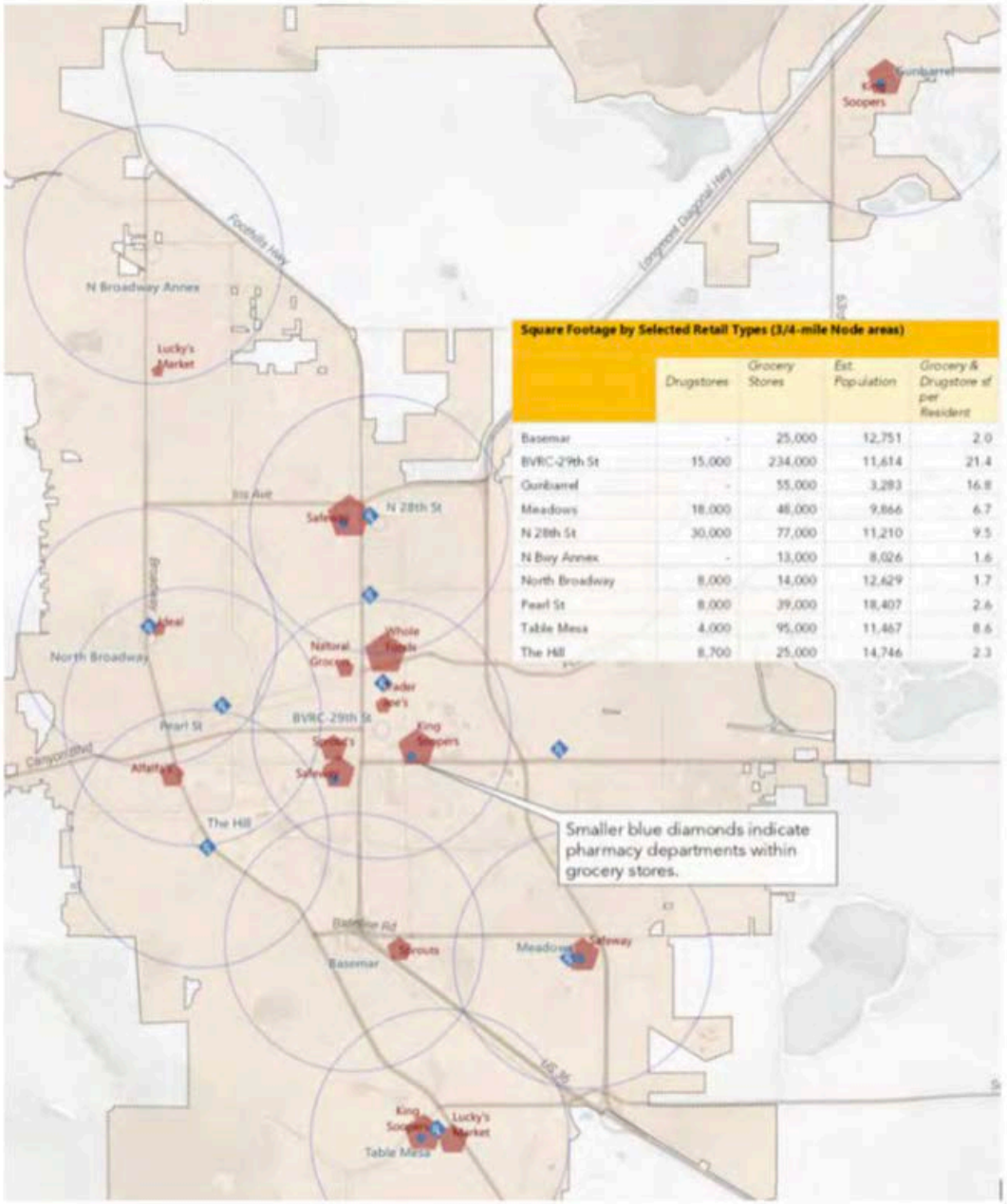
- "We need more affordable retail, places where regular people shop. Regular casual restaurants. I used to be able to window shop on Pearl Street…. Now there is nothing for me."
- "The variety of goods in Boulder stores has decreased. This is what drives me to order online. I'd rather shop locally. However if goods not present, I have no choice. This is true of food, clothing and other goods."
- "Kids items/services. Greater variety of ethnic restaurants and groceries. More fast/quick service/affordable restaurants. More neighborhood businesses/cafes."

Population Density and Boulder Retail Nodes



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

Groceries and Drugstores in Boulder



Square Footage by Selected Retail Types (3/4-mile Node areas)

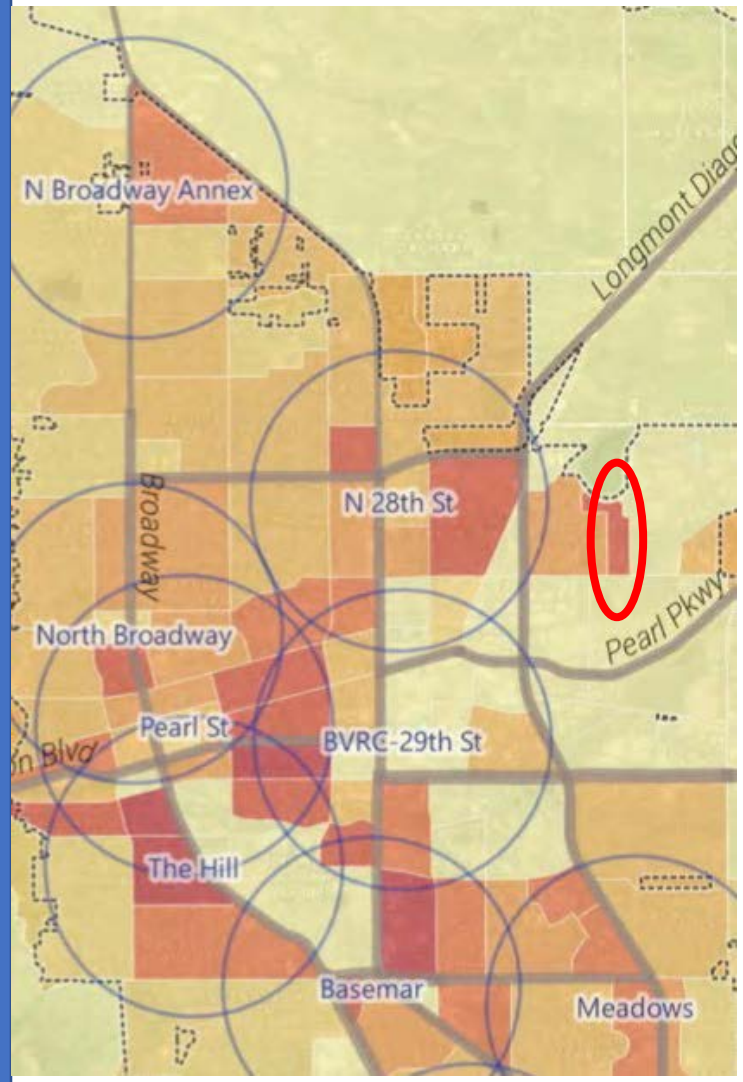
	Drugstores	Grocery Stores	Est. Population	Grocery & Drugstore sf per Resident
Basemar	-	25,000	12,751	2.0
BVRC-29th St	15,000	234,000	11,614	21.4
Gunbarrel	-	55,000	3,283	16.8
Meadows	18,000	48,000	9,866	6.7
N 28th St	30,000	77,000	11,210	9.5
N Bwy Annex	-	13,000	8,026	1.6
North Broadway	8,000	14,000	12,629	1.7
Pearl St	8,000	39,000	18,407	2.6
Table Mesa	4,000	95,000	11,467	8.6
The Hill	8,700	25,000	14,746	2.3

Source: Boulder County Assessor, Costar, LCG, GRES

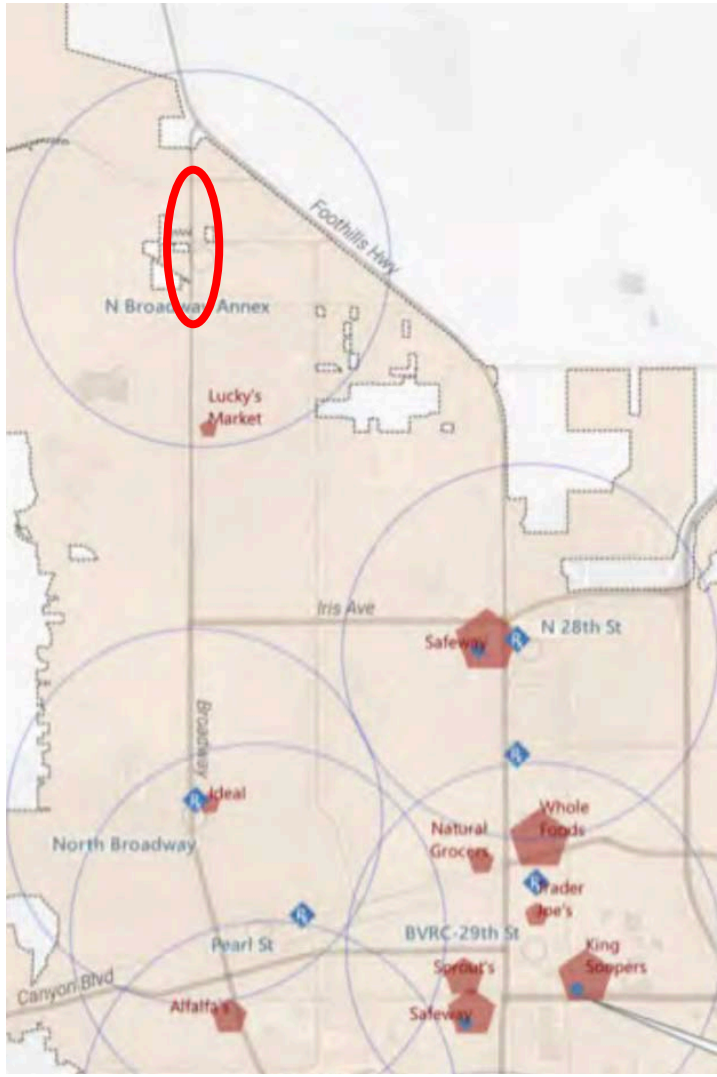
Grocery/Pharmacy Access for Residents

- One-quarter of Boulder's resident population lives outside the walkable ¾-mile radius of existing retail nodes with grocery
- Vista Village is only area with high population density outside of retail nodes
- North Broadway Annex or "NoBo" is the only node without pharmacy access

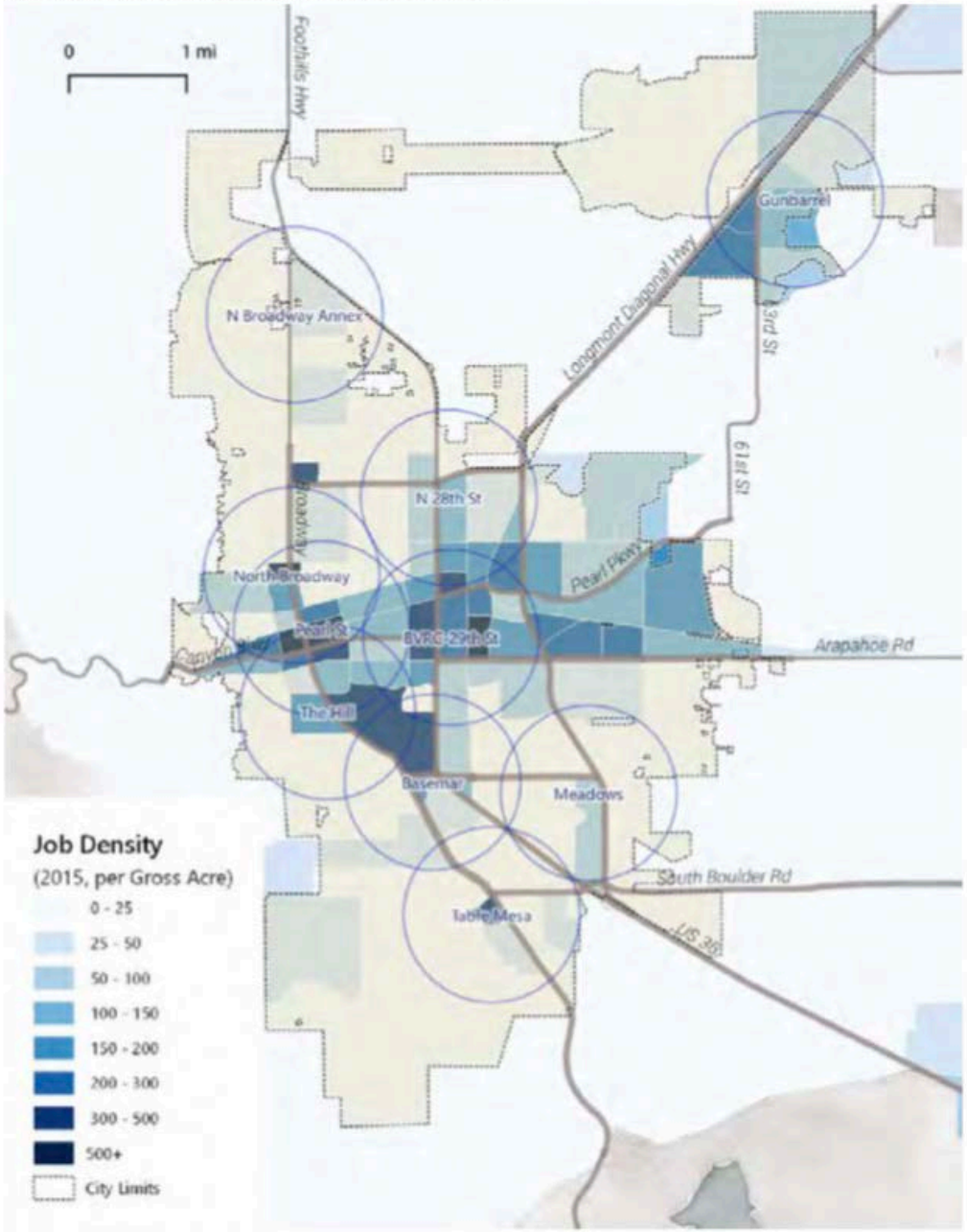
Population Density by Node



Grocery/Pharmacy Locations

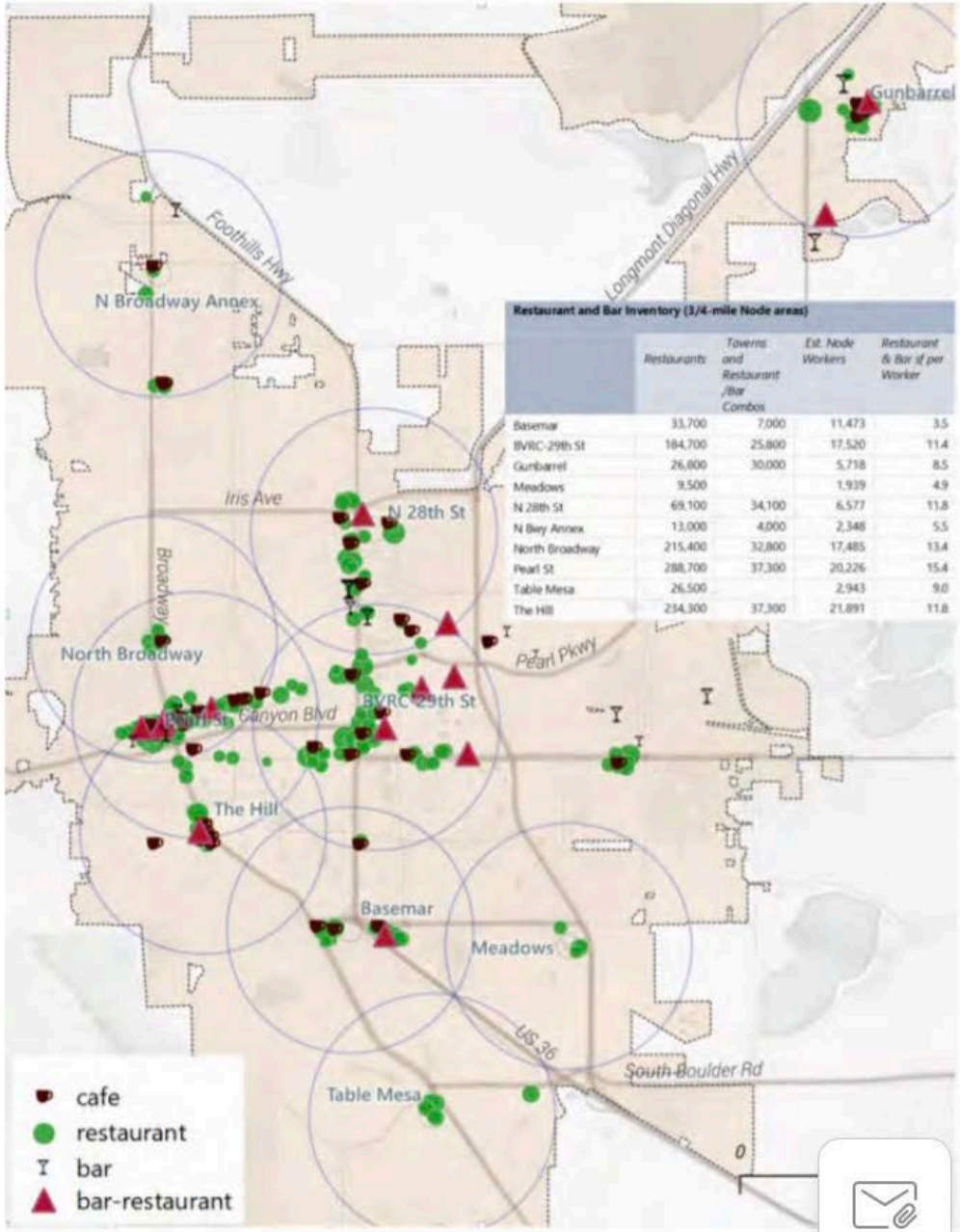


Employment Density and Boulder Retail Nodes



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

Restaurants and Bars in Boulder



Restaurant and Bar Inventory (3/4-mile Node areas)

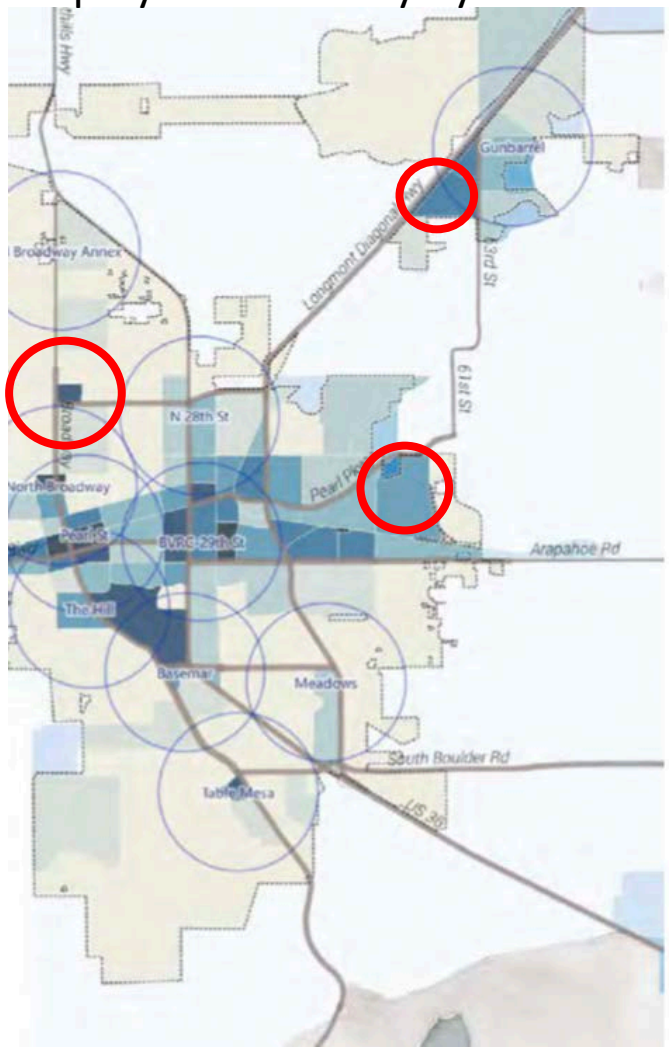
	Restaurants	Taverns and Restaurant /Bar Combos	Est. Node Workers	Restaurant & Bar if per Worker
Basemar	33,700	7,000	11,473	3.5
BVRC-29th St	184,700	25,800	17,520	11.4
Gunbarrel	26,800	30,000	5,718	8.5
Meadows	9,500		1,939	4.9
N 28th St	69,100	34,100	6,577	11.8
N Bwy Annex	13,000	4,000	2,348	5.5
North Broadway	215,400	32,800	17,485	13.4
Pearl St	288,700	37,300	20,226	15.4
Table Mesa	26,500		2,943	9.0
The Hill	234,300	37,300	21,891	11.8

Source: Boulder County Assessor, Costar, LCG, GRES

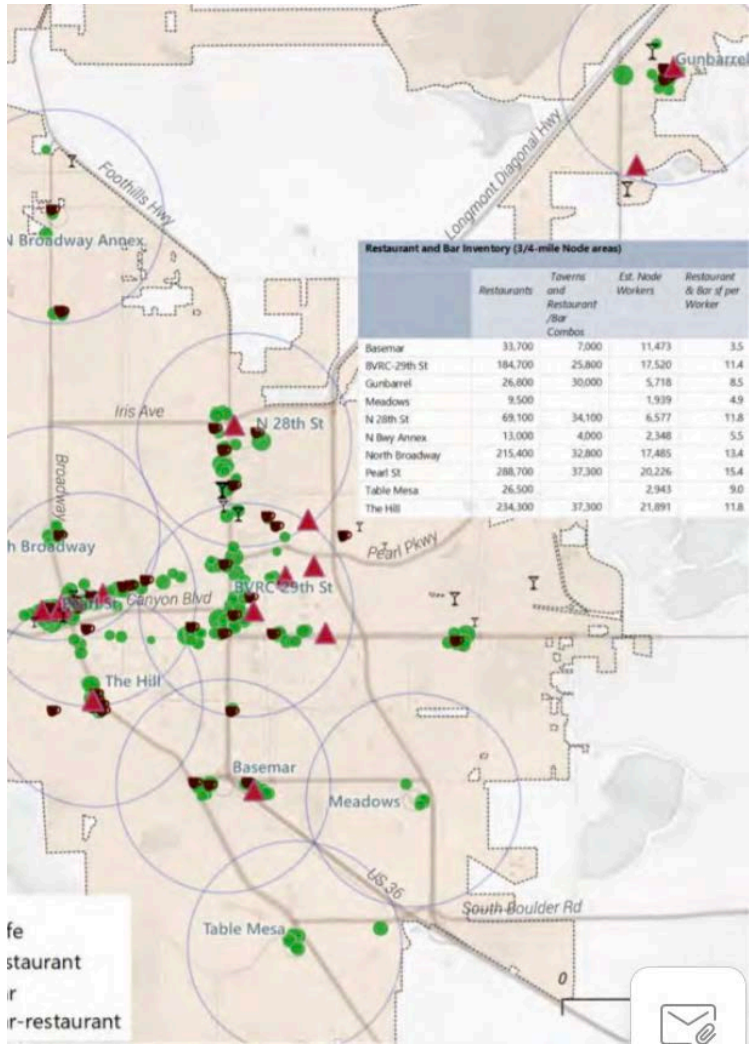
Worker Access to Dining Out Options

- All nodes well-served with dining options
- Outside of nodes, three employment concentrations with limited dining out options:
  - Broadway/Iris
  - NE Boulder Industrial
  - SW Gunbarrel

Employment Density by Node



Restaurant/Bar/Cafe Locations



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Objective 2:
Monitor Retail Trends

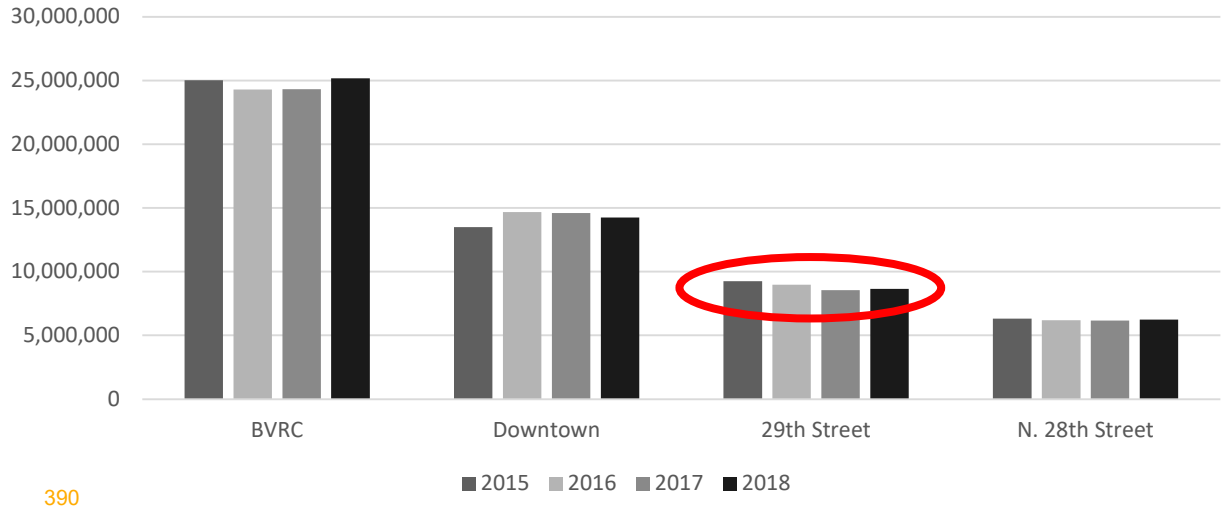
Declining Sales in Top Performing Areas

- Food Stores is #3 top grossing sales tax category, but trending downward
  - March 2019 YTD down ~$200,000 from 2018

- 29th Street is #3 performing geographic sales tax area but trending downward
  - 6.3% decline from 2015-2019
  - Other areas flat or increased (Downtown)

Highest Grossing Sales Tax Revenue Industry Categories

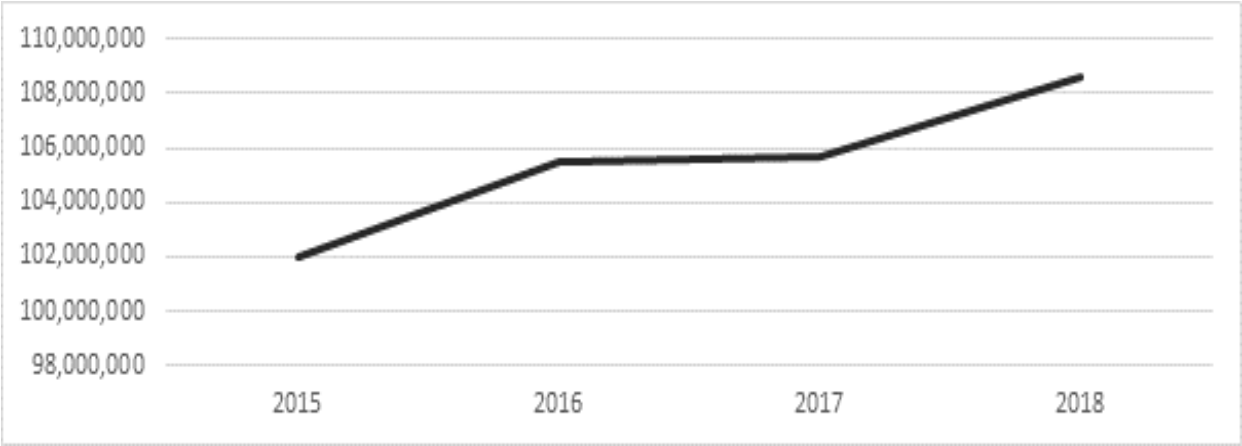
Highest Grossing Sales Tax Revenue Geographic Areas



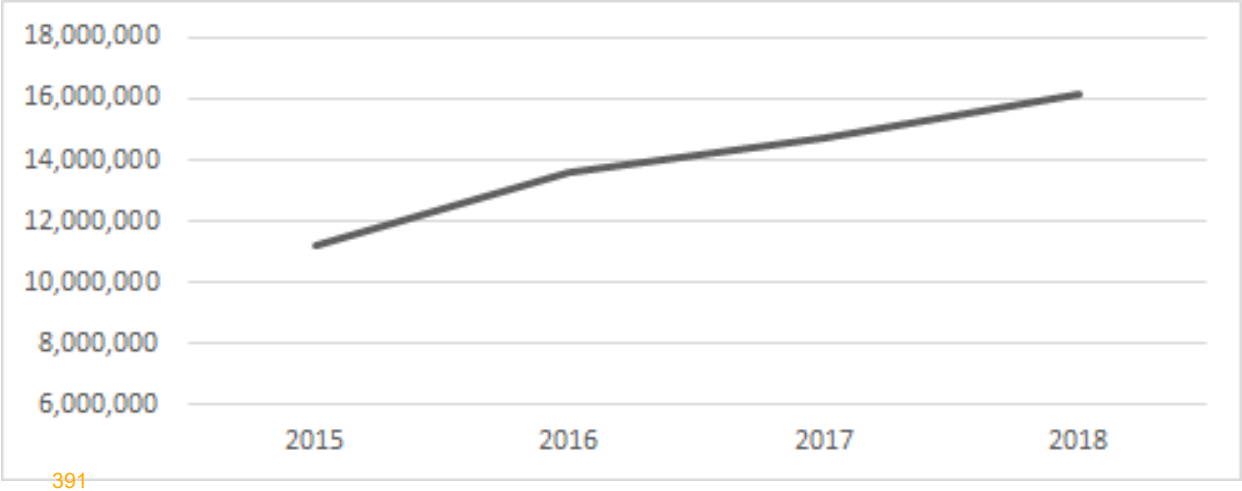
Evolving Online Sales Tax Collections

- Sales tax growth upward but not keeping pace with inflation
- 6,600 businesses remitted sales tax in 2018
  - $105M in sales tax revenue
  - $82M from businesses with physical location in Boulder
- Out of State up $4.9M from 2015-2019

Total Sales Tax Revenue Growth, 2015-2019



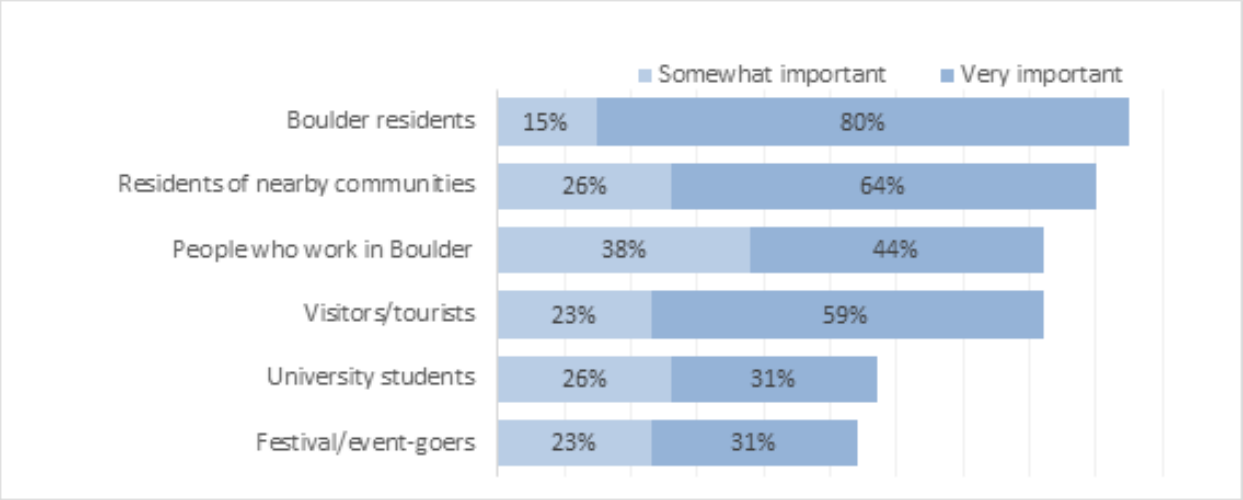
Out of State Sales Tax Revenue Growth, 2015-2019



Importance of Non-Resident Spending

- Retailers cite importance of non-resident customers
- "Pull Factor" = ratio between household spending and annual sales
- Less competitive in categories cited by Boulder shoppers as having unmet needs

Retailer Ranking of Importance of Customer Segments



Comparison of Neighboring Community Pull Factors

	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

Objective 3:
Optimize Existing Retail Space

Current Retail Inventory

- Boulder's retail inventory compares well to benchmark communities
- Impact of large plate vacancies, e.g. without Macy's listing, market position improves:
  - 250,000 sq. ft. vacant
  - 3.9% vacancy rate
  - -0.2% absorption rate (vacancies filled in last 12 mos.)
- Notable that 4/5 peer communities have no planned retail expansions

Comparison of Neighboring Community Retail Real Estate Market

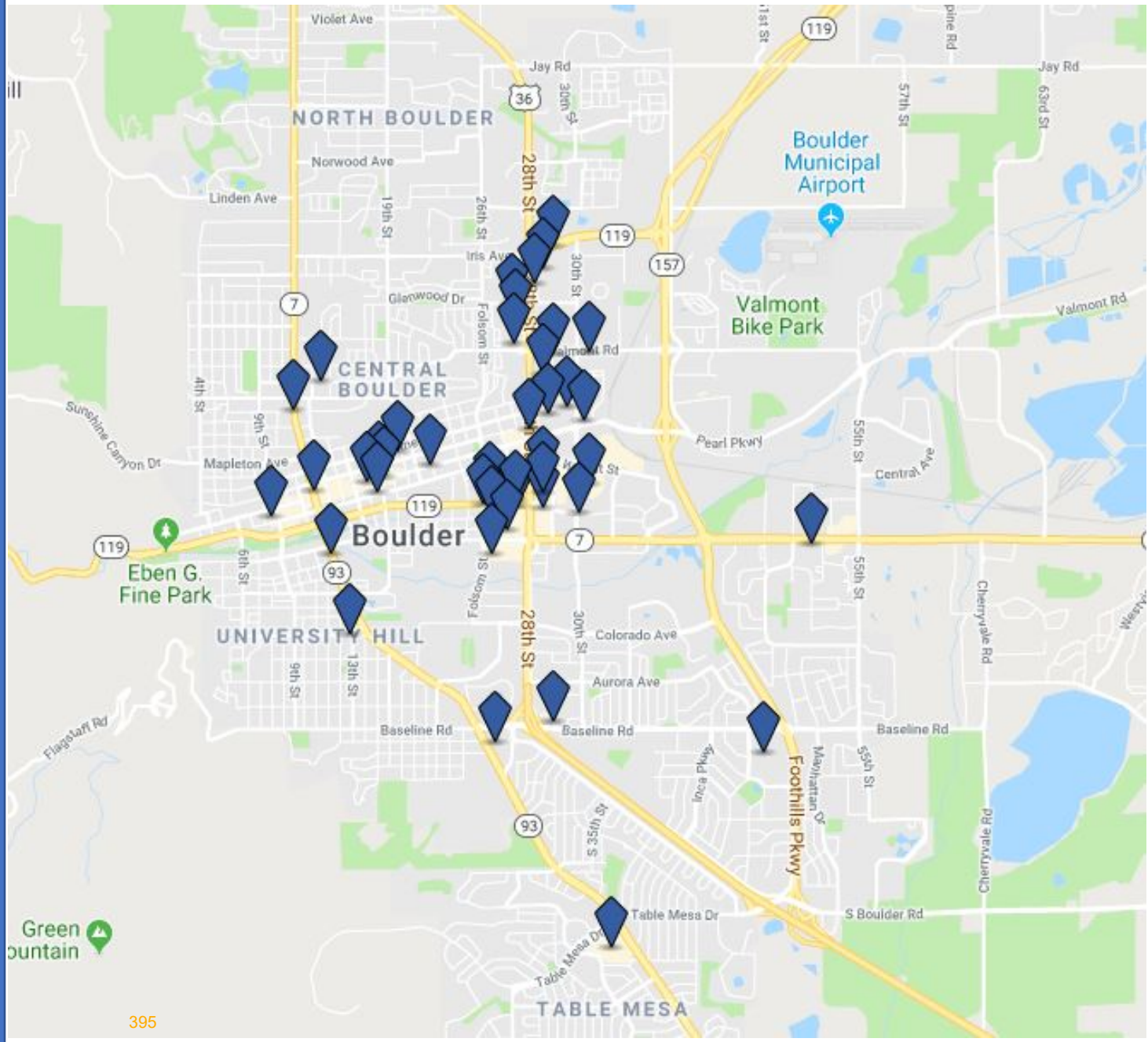
	Market Rent (NNN/sq.ft./yr)	Vacant Inventory (sq.ft.)	Vacancy Rate	Currently Under Construction (sq.ft.)	12 Month Net Absorption (% inventory)
Boulder	$25.37	400,000	6.4	24,500	-2.1%
Broomfield	$27.80	105,000	2.0	123,000	4.1%
Lafayette	$22.63	43,100	2.4	7,500	0.1%
Longmont	$17.08	170,000	2.9	20,000	1.9%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

Comparison of Peer Community 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%

Address Declining Sales in Top Performing Areas

- Explore options for enhancing Food Store sales and in 29th Street area
- Opportunities
  - Match to retail desert effort
  - Match to addressing shopper survey unmet needs
  - Connect small retailers to more affordable locations



Support Small Business Sustainability

Objective 4:

Address Reported Challenges

- Maintain focus on affordable and workforce housing
- Consider supplemental programs specifically addressing access and parking needs (worker and shopper)
- Re-examine retailer experience (permitting, licensing and parking requirements)

Objective 5:

Maintain Affordable Commercial

- Dovetail any space reconfiguration incentive with the creation of opportunities for smaller retail spaces
- Consider city role in supporting commercial space affordability and/or ownership for small businesses

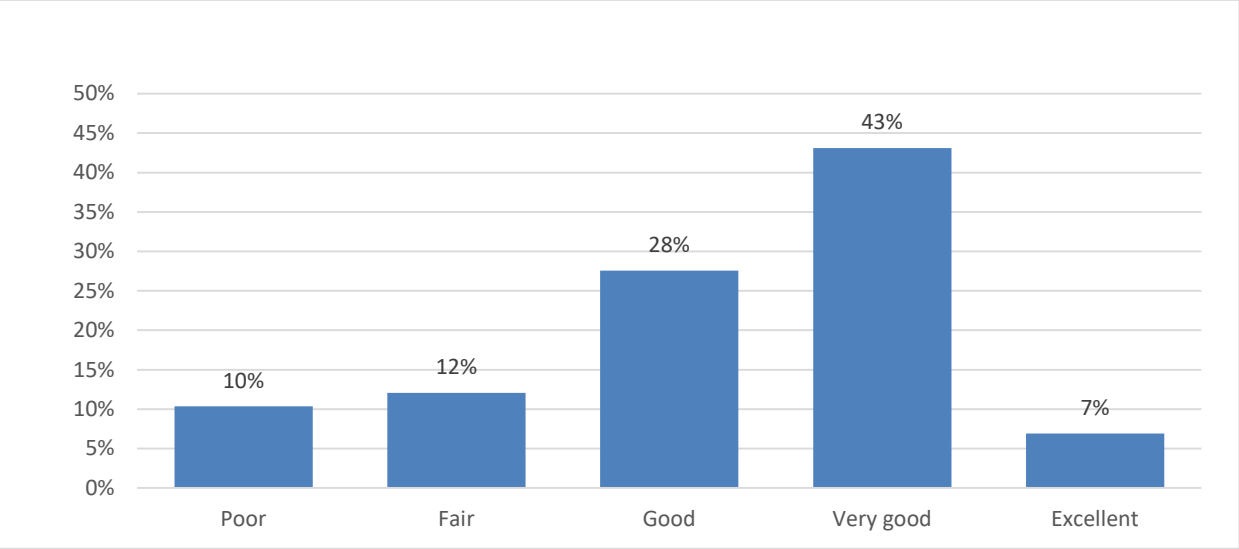
Objectives 4 :
Address Reported Challenges

Address Retailer Challenges

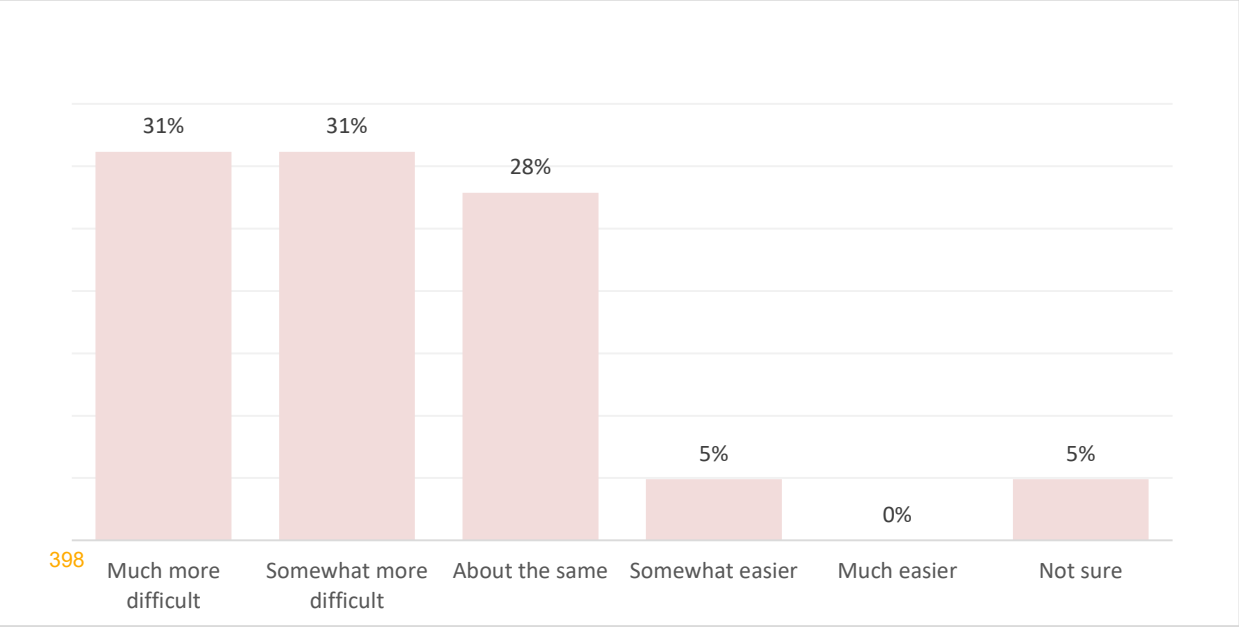
- Locate in Boulder because:
  - Natural beauty
  - Affluent customers
  - Good mix of customer types (student, resident, tourists, workers)

- 62% of respondents feel it is getting more difficult:
  - Higher among restaurants and retailers than service businesses

Overall Retailer Satisfaction with Boulder as a Location



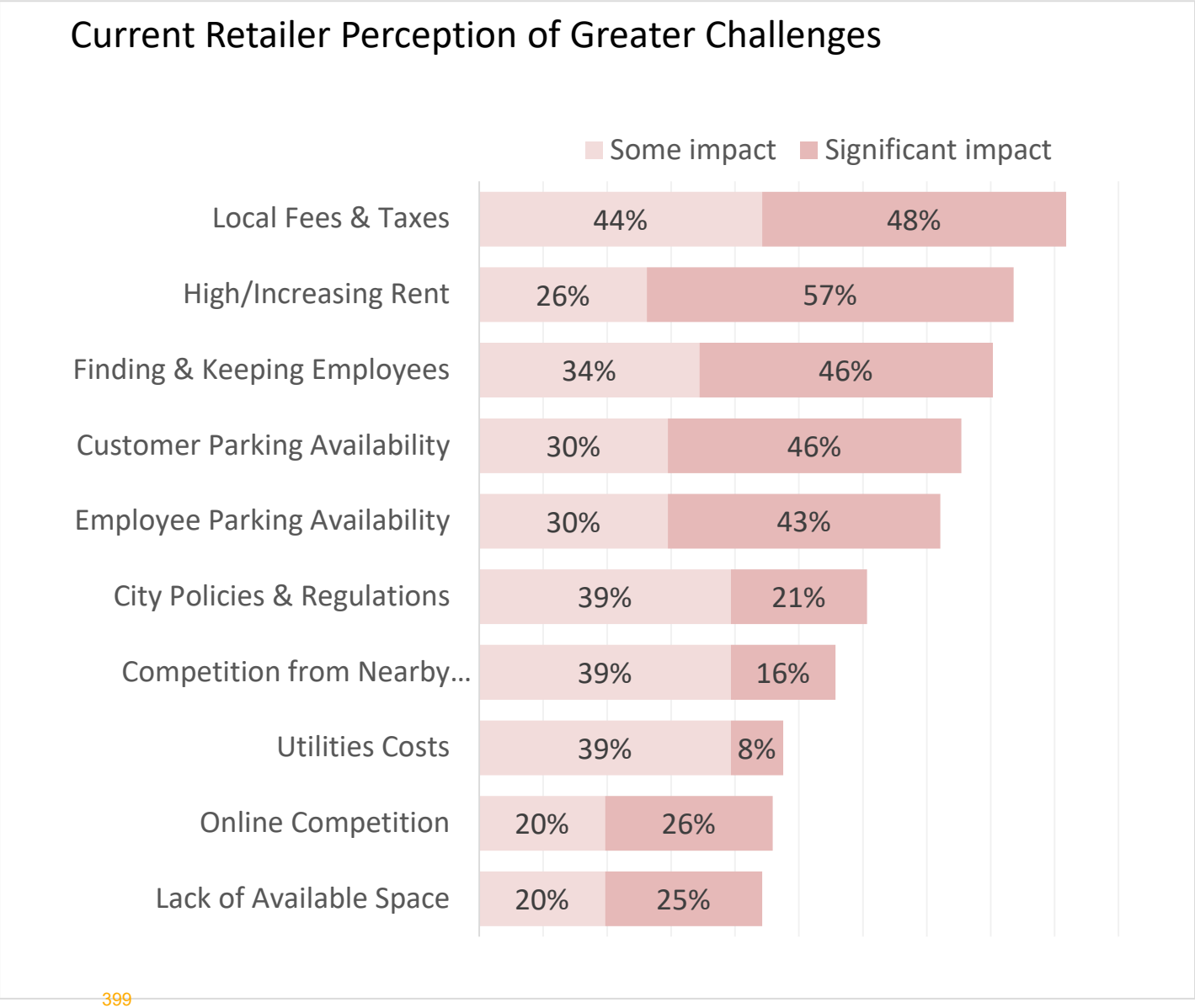
Perception of Whether Doing Business in Boulder is Getting Easier, Harder or Staying the Same



Suggested Support

- Similar factors cited by both existing and closed businesses

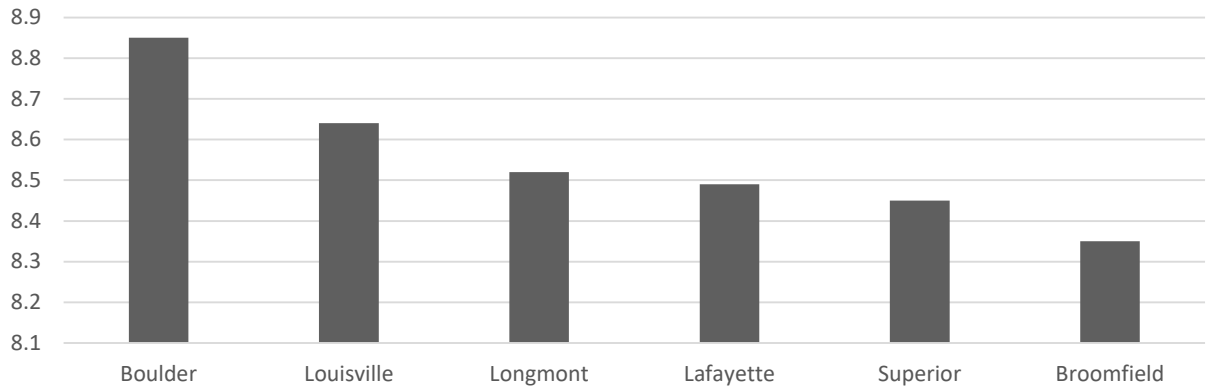
- City support suggestions:
  - Employee retention
    - Affordable housing
    - Affordable parking
  - Parking/access for customers
  - Help navigating permitting/regulatory processes
  - Affordable commercial space



Retailer Experience

- Rents, property tax and sales tax rates relatively comparable
- Consultant looked at other costs that affect tenant location decisions
  - Permitting fees
  - Parking requirements

Comparison of Neighboring Community Sales Tax Rates



Comparison of Neighboring Community 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.

Objective 5:
Maintain Affordable Commercial

Affordable Commercial Programs

- Permanently affordable pilot planned at 30th & Pearl development
- Potential to expand opportunities with City-owned commercial space
- Dovetail with space reconfiguration
- Explore new approaches
  - Ownership programs

Planned Location of Affordable Commercial Pilot

Next Steps

1. Update the Citywide Retail Strategy framework
2. Confirm resources needed to complete the strategy
3. Develop community engagement plan
4. Deliver strategy with actionable tasks by the end of the year

Questions for Council

1. Does council wish to add/remove any objectives from the strategy framework?

2. Of the proposed objectives, are there any that council considers a priority?

3. Does council agree with the list of next steps?

Thank you!

Questions?

Email Sarah Wiebenson, Community Vitality Project Manager, wiebensons@bouldercolorado.gov

Leverage Existing Retail Inventory to Address Unmet Needs

Objective 1: Address Retail Deserts

- Respond to shoppers' desire for more affordable/inclusive goods
- Prioritize grocery/pharmacy access for all residents
- Improve worker access to dining out options

Objective 2: Monitor Retail Trends

- Address declining sales in top performing areas
- Remain attentive to evolving online sales tax collections/monitor changing shopper behavior
- Acknowledge demographic trends and importance of non-resident spending experience

Objective 3: Optimize Existing Retail Spaces

- Further examine Boulder's current retail inventory
- Consider encouraging vacant space reconfiguration reducing impacts of large store closures
- Explore opportunities to offset declining sales in top performing sales tax areas

Support Small Business Sustainability

Objective 4:

Address Reported Challenges

- Maintain focus on affordable and workforce housing
- Consider supplemental programs specifically addressing access and parking needs (worker and shopper)
- Re-examine retailer experience (permitting, licensing and parking requirements)

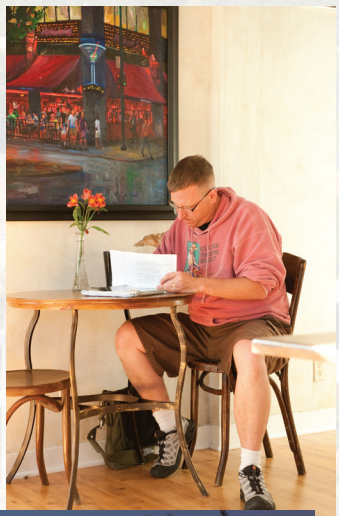
Objective 5:

Maintain Affordable Commercial

- Dovetail any space reconfiguration incentive with the creation of opportunities for smaller retail spaces
- Consider city role in supporting commercial space affordability and/or ownership for small businesses

City of Wheat Ridge

Economic Development Strategic Plan



Promote

Rehabilitate

Attract

Increase Jobs

Introduction

Wheat Ridge, like many inner-ring suburban communities, is mostly developed as a residential city. Its commercial services and centers are generally located along primary transportation corridors (including Wadsworth, Kipling, and Youngfield), which connect the community to neighboring Denver, Arvada, and Lakewood. The city's industrial and employment uses are most concentrated in the northern portions of the city (primarily north of I-70), with Exempla Lutheran Hospital (located in the center of the community) as a notable exception.

In order for Wheat Ridge to continue to be a viable residential community, and to maintain existing levels of services (such as police protection, roadway maintenance, and parks and recreation amenities) the City must continue creating an environment in Wheat Ridge that is "open for business" and supports a future vision of diverse land uses that build and sustain a broad and resilient tax base. As future development and redevelopment occurs, it is important to prioritize opportunities for local employment, commercial goods and services, and mixed-use activity centers to serve and balance the community's residential foundation. A balanced mix of land uses is essential to ensure long-term fiscal stability due to the fact that Wheat Ridge, like many other Colorado communities, has a fiscal model that relies heavily on local retail sales tax.

Currently nearly 60 percent of general City revenues come from sales taxes. Because of increasing costs to provide services to the city's residential base, and sales tax leakage to new commercial developments in Arvada and Lakewood, the City's budget is strained.

The City has limited opportunities for new development due to its built-out nature. Most vacant and undeveloped sites within the city core are less than ten acres, though opportunities exist for property assemblage and consolidation. In addition to these small development sites, Wheat Ridge has many properties prime for redevelopment. Approximately 77 percent of the existing commercial structures are at least thirty years old (built prior to 1980) – many of which are dated, deteriorating, or underutilized. Some key areas identified for redevelopment in the City's comprehensive plan include the future FasTracks Gold Line transit station area (located north of I-70 near Ward Road), the Wadsworth and Kipling corridors, and 38th Avenue.

Current market analysis indicates demand for research and development and technology-related spaces, which may be most suitable as a component of the land use mix within the future transit station area. Along the Wadsworth corridor, market analysis shows potential for some additional office uses, retail, and potentially higher-density housing or senior living facilities. In the Kipling area a mix of uses would be supported, although like the other key redevelopment areas mentioned above, achieving adequate densities of development is important in order to fund necessary infrastructure improvements and make most efficient use of available land.

On its western edge, Wheat Ridge has one major new development area: the future Crossing at Clear Creek site (164 acres located west of I-70). A master plan for this site was approved in 2007, and development of the Cabela's store is pending. As shown in the comprehensive plan, this area will develop as a future Regional Commercial Activity Center, featuring other retail anchors, as well as secondary uses. Market analysis indicates that secondary uses such as employment and a potential hotel would be supported in these areas.

Source: *Envision Wheat Ridge*, Chapter 4

Economic Development Strategic Plan Organizational Flow Chart

City of Wheat Ridge
Economic Development

Economic Development Strategic Plan

Vision
What a successful Economic Development Program looks like

Economic Development Goals
How and where the City focuses its Economic Development efforts

Programmatic Focus of Economic Development Goals
How

Geographic Focus of Economic Development Goals
Where

Implementation Plan

Organizational Development
Determine Economic Development Partnerships

Infrastructure Development
Community Identity

Market Development
Real Estate Development

Address zoning and design

Information

Business Development
Business Retention and Expansion (BRE)

Small Business and Entrepreneurial Development

Business Attraction

Business and Development Assistance & Incentives

Vision

Through collaboration and partnership with the community, public and private entities, support economic development efforts that attract, retain, and create quality jobs to ensure a diverse local economy, a resilient and growing city tax base, and thriving neighborhoods and commercial centers.

Community Profile

A complete community profile can be found in the appendix A of *Envision Wheat Ridge*. The Community Profile contained in *Envision Wheat Ridge* identifies key features and trends in the Wheat Ridge community in 2009. The profile is divided into the following categories:

- Location and Context;
- Population and Culture;
- Land Use and Environment;
- Economy and Fiscal Conditions;
- Housing;
- Schools, Libraries, and Education;
- Health and Safety;
- Utilities;
- Parks, Recreation, and Open Space;
- Transportation; and
- Sustainability.

Statement of Issues

Barriers to Investment - The City's core has limited opportunities for new development due to its built-out nature. Most vacant and undeveloped sites within the city core are less than ten acres, though opportunities exist for property assemblage and consolidation.

Rents - Commercial rents in existing buildings are significantly below the rents needed to make new construction or redevelopment of commercial property viable. In order to reverse this trend, focus must be paid toward reducing vacancy rates in the City. This presents a significant challenge to redevelopment. This action will increase market rents and therefore make the cost of redevelopment competitive with backfilling dated commercial space.

Property for sale - Wheat Ridge has many properties prime for redevelopment. Approximately 77 percent of the existing commercial structures are nearly thirty years old (built prior to 1980) – many of which are dated, deteriorating, or underutilized. A challenge the City has faced redeveloping these sites has been land cost. Property owners view the value of the property as the land plus the improvements (buildings) where developers see the value in just the land minus the demolition of the buildings. The result is a financial gap which makes it difficult for property owner and developer to come to terms. To help overcome this obstacle the City has worked with Renewal Wheat Ridge to help place most of the City's commercial corridors in urban renewal areas in order to help provide incentives that can help fill financial gaps and encourage redevelopment.

Past market conditions

The City has completed extensive studies looking at market conditions in the past several years. A complete history of past market conditions can be found in sections A3 and B1 of the City's Neighborhood Revitalization Strategy (NRS).

Current market analysis

In a study conducted by ArLand Land Use Economics for Envision Wheat Ridge it was determined that between 2009 and 2035 Wheat Ridge had the potential to capture the following amount of development.

- Attached Residential: 25-35 acres: 500-1,400 DUs
- Detached Residential: 35-105 acres: 250-1,715 DUs
- Neighborhood Commercial: 17 acres: 67,000 sf
- Regional Retail:107 acres: 415,000 sf
- Office: 30-52 acres: 180-315,000 sf
- Industrial: 140 acres: 866,000 sf

Critical Issues

City Budget

City Budget - The overall City of Wheat Ridge budget is approximately $30 to $40 million dollars per year. As shown in the figure below, approximately 60% of the overall budget revenues are generated by sales taxes. The largest categories of sales tax generators include: food stores (16%), general retail (12%), communications/public utilities (11%), and liquor (11%). The City is committed to retaining existing retail and attracting quality new retailers to increase the tax base.

Source: City of Wheat Ridge, ArLand, 2009.

Retail Sales

Retail Sales - While retail sales have fluctuated in Wheat Ridge between 2002 and 2007, the city has seen an overall 5% increase in retail sales since 2002. Comparatively, Arvada has seen a large increase (37%) since 2002, which is primarily due to the retail development at Kipling and 50th Avenue. With the completion of Belmar, Lakewood has also seen a large increase in retail sales (25%) since 2002.

Employment

Employment in Wheat Ridge centers on the service industry, which comprises 45% of total employees (9,150 employees in 660 businesses). Over half of those employed in the services industry are employed in health services (4,900 employees). The average number of employees per health services business is 26. While Exempla Lutheran Medical Center employees a significant number of people, as shown in Figure A-4, there are also a number of smaller supportive health services businesses. The next largest category of employment is retail trade, which accounts for 22% of employees who are employed at 324 businesses.

Housing

Between 2000 and 2007 residential building permit activity in Wheat Ridge was primarily for single-family houses (68%), averaging 20 permits per year. Compared to the surrounding jurisdictions of Arvada, Lakewood, and Golden, Wheat Ridge issued a lower proportion (32%) of multi-family permits between 2000 and 2007, averaging 9 multi-family permits per year. In addition, Wheat Ridge saw significantly fewer total multi-family permits (74 total, compared with 2,041 in Arvada; 1,497 in Lakewood; and 135 in Golden) during that period.

Housing continues to be an extremely important issue in Wheat Ridge. As highlighted in the NRS, the creation of strong households is a critical component of creating a robust local economy which can support the redevelopment of commercial corridors. In order to support a community of strong household a diverse housing stock is needed with a variety of housing options, including executive housing, renovated single family housing and owner occupied multifamily units. Supporting Wheat Ridge in the effort to bring these housing options to the market are Wheat Ridge 2020, Wheat Ridge Housing Authority, and the Jefferson County Housing Authority. By partnering with these organizations the City is able to help create the necessary housing environment and associated demographic characteristics that support the implementation of the City's economic development goals.

Source: US Census Bureau, DRCOG, ArLand, 2009.

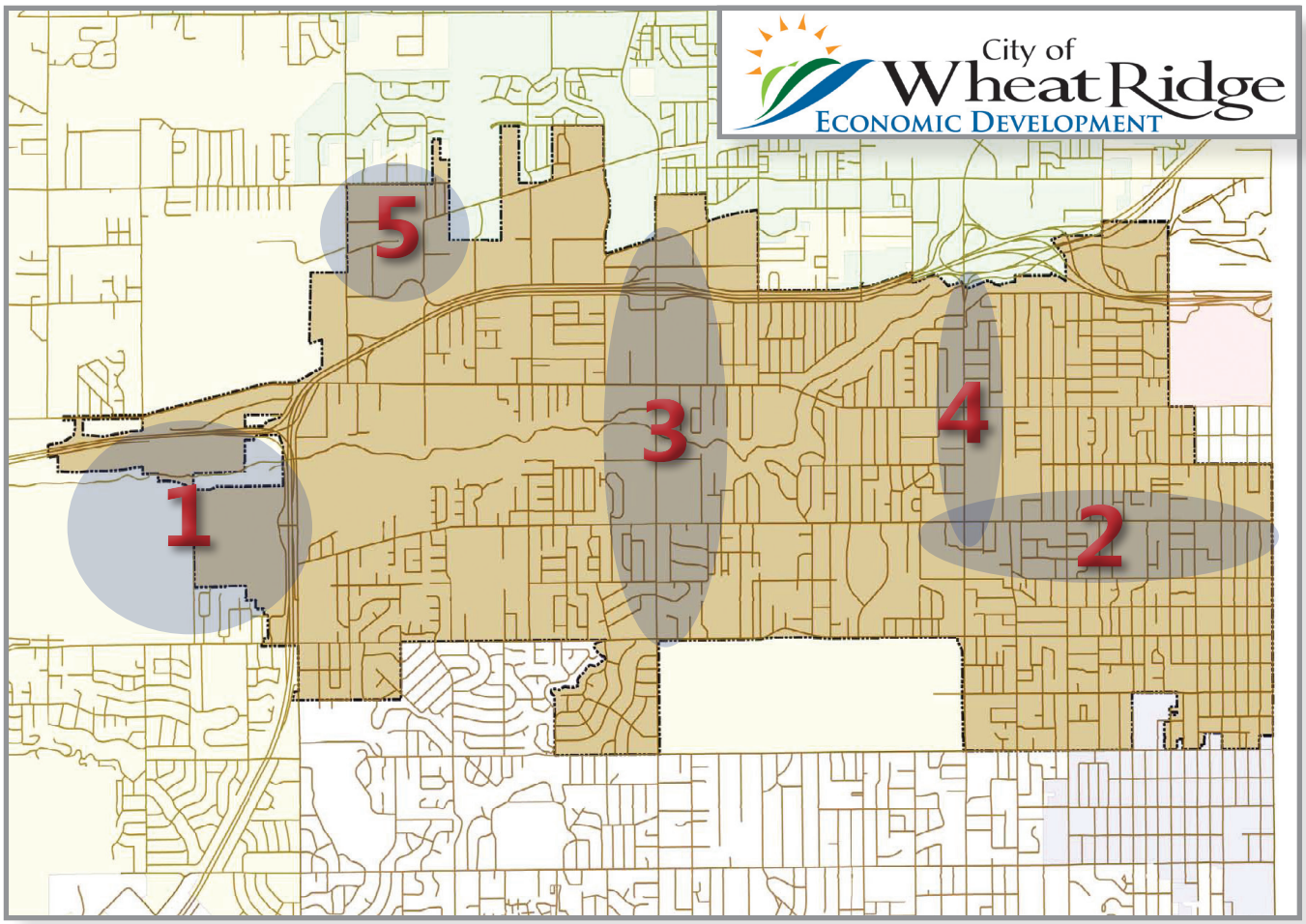
Economic Development Goals

The economic development goals for the City of Wheat Ridge are developed with both a geographic focus and a programmatic focus in mind. While the geographic sites represent key priority areas for the City, the programmatic economic development goals are applied City wide in a manner that enhances overall economic opportunity and sustainability for the City.

Geographic Focus of Economic Development Goals

Priority areas for the City's economic development goals are the following areas:

1. Crossing at Clear Creek (Cabela's/Coors)
2. 38th Avenue "Main Street"
3. Kipling Corridor
4. Wadsworth/Town Center
5. Ward Road Transit Oriented Development



Economic Development Strategic Plan Diagram

Programmatic Focus of Economic Development Goals

1. Promote/market Wheat Ridge

Enhance Wheat Ridge identity through promotion of unique assets including the greenbelt, unique business districts, events, recent investments such as the hospital renovation, proximity and convenience in the Metro area, established neighborhoods, and other features.

Strategies	Implementation Action Items
Develop programs to enhance and highlight the City's main entrances (gateways) with landscaping and signage	2A, 2B, 9C
Advertise unique specialty business districts	2B, 5A, 5C, 8A, 9M
Continue to work on "branding" the community with its positive attributes and unique assets	1A, 2B, 5A, 5C, 8A
Promote heritage tourism with programs to showcase historic destinations and offerings (including the Carnation Festival, Historical Park, Baugh House, and Richards-Hart Estate)	5H
Create a 38th Ave Merchant Association charged with promoting 38th Avenue	1A
Promote access to the greenbelt as a major amenity and a defining feature in Wheat Ridge	2A
Consistently educate the public on positive economic development activity (i.e. new development, number of new businesses each month, building permits, etc.)	5C, 5F

2. Retain and attract specialty, neighborhood, and regional retail (revenue-generating activity)

Develop programs, tools, and partnerships to retain and increase retail and revenue-generating activities in activity centers.

Strategies	Implementation Action Items
Monitor retail leakage to adjacent communities in order to identify opportunities to expand retailer offerings, including specialty retailers	3A, 4A, 4E, 7D, 8C, 9A
Work with property owners to identify and assist local retailers who may be having difficulties	3A, 5B, 5E, 6A, 7A
Assist existing retailers with expansion plans or opportunities for local relocation	3A, 3B, 4C, 4E, 5D, 8C, 9L
Work with local businesses and districts on marketing and outreach campaigns to help promote local businesses and services	1D, 5H
Work with small business organizations and others to help grow and expand local small businesses	5C, 5F, 6C, 7A, 7B, 7C, 9I, 9J
Market niche business districts and activity centers to attract new specialty businesses	5H
Work with local brokers and developers to identify and attract regional niche retailers for a potential location in Wheat Ridge	3A,3B, 4C, 5A, 5D, 5G, 8C
Provide business start-up incentives and financing tools for large scale neighborhood and regional retail	9B,9I, 9J
Market regional retail pad sites in partnership with developers and brokers	5H, 5I
Enter public/private partnerships and facilitate the use of business and developer assistant and incentive tools	9B, 9C, 9E, 9F, 9G, 9H, 9I, 9J
Partner with private property owners, economic development organizations, and developers to assemble parcels for redevelopment	1A, 3B, 8C

3. Rehabilitate underutilized retail spaces

Coordinate and partner between the City, economic development partners, and the development community to improve the appearance and function of outdated and inefficient retail spaces to re-energize the community's primary corridors and key activity centers.

Strategies	Implementation Action Items
Guide rehabilitation by establishing vision and desired character for corridors and centers	4A, 4B, 4C, 5A, 5G, 5F
Encourage land assemblage and denser nodes of development within activity centers	4A, 4B, 4D, 4E
Partner with area economic development organizations	1A, 1B
Continue to work with local property owners on identifying opportunities for façade and landscaping improvements and upgrades	9I, 9J
Actively pursue grants and technical assistance in determining the existence of brownfields at key redevelopment locations	9K
Discourage strip commercial developments in activity centers by using design standards, consolidating access points along major corridors, and establishing maximum parking standards	4A, 4B
Encourage a mix of uses in activity centers (including multi-family residential and senior housing where appropriate)	4A, 4B
Provide multi-modal transportation connections and options to activity centers (especially bicycle and pedestrian connections)	9D
Coordinate development with established Renewal Wheat Ridge, Colorado Department of Transportation, and other regional plans	3B

4. Increase primary job opportunities

Develop programs, tools, partnerships, and funding to increase primary employment opportunities.

Strategies	Implementation Action Items
Supply a broad mix of housing in the community to create a "whole community" where residents can live and work	
Collaborate with area economic development partners to identify regional businesses with a potential interest in expanding in Wheat Ridge	8B, 8C, 8D, 8E
Retain industrial zoning so that industry and commerce activities can remain or expand in Wheat Ridge	6A
Work closely with local employers and business owners to address business issues and retain the employers in Wheat Ridge	6B
Coordinate with employers to develop plans for future growth and expansion and help facilitate their plans through the City's development review process	3B, 6A, 6B
Use community assets such as access to transportation, recreational amenities, proximity to major energy research laboratory and university, and affordable workforce housing to market development opportunities located in the Transit Oriented Development Employment/Commercial Center area and other key primary employment areas	5I
Market development sites within Enterprise Zone and Renewal Wheat Ridge areas	5H
Target medical-related facilities and supporting services to complement the Exempla Lutheran Hospital	8B, 8C, 8D
Develop Sub-Area plans that specifically define areas for primary jobs	4C, 6D

Implementation Plan

Implementing the economic development goals for the City of Wheat Ridge is a matter of identifying and executing a number of action items to achieve each goal's strategies. Action items are identified in four major operational areas. These four implementation areas are organizational development, infrastructure development, market development, and business development. These operational areas represent a broad range of programs and resources that may be employed by the City or by one of the City's economic development partners whose mission and aptitude may be better suited to accomplishing a desired outcome.

1. Organizational Development

In order to create a thriving economic environment the City must work with local economic development partners to help provide service to the community. Each Economic Development partner has roles and responsibilities that help the City of Wheat Ridge achieve its economic development goals. These roles and responsibilities may be defined independent of the City of Wheat Ridge; however, the City will partner with these organizations because their mission fills a gap in service that the City does not provide.

Action Item 1: Determine Economic Development Partnerships

In order to understand the City of Wheat Ridge's economic development structure we need to work together to define the roles and responsibilities of the City's partner organizations. Depending on the type of economic development tasks there may be a number of collaborating organizations to achieve each task. However, within each task there should be a lead organization responsible for each task. The components of the Economic Development Partnerships program are broken down as follows, including the roles of collaborating organizations.

	Action Item 1 Determine Economic Development Partnerships	Collaborative Organizations * lead organization in bold
1A	Work with individual economic development partners to identify strategic alliances to enhance the City's economic development goals	All ED partners **COWR**
1B	Meet quarterly with economic development partners to update economic development community on implementing each organization's mission and goals	All ED partners **COWR**
1C	Create Public-Private partnerships between the City and the development community to facilitate the development process	**COWR**
1D	Work with regional partners to coordinate regional economic development activities	**COWR**

2. Infrastructure Development

Public infrastructure is an integral part of the City of Wheat Ridge's ability to provide quality services to the business and residential community. Quality infrastructure is a fundamental necessity in order to position Wheat Ridge as a community of choice for businesses and residents alike. While the City does not directly provide all of the infrastructure services in the City, the City does play the role of steward of all public infrastructures.

Action Item 2: Community Identity - Develop identity signage and gateways and improve the city's general appearance. The components of the Community Identity program are broken down as follows.

	Action Item 2 **Community Identity**	**Collaborative Organizations** * lead organization in bold
2A	Streetscape – As redevelopment occurs, investing in streetscape amenities can help spur private investment by creating a unified urban design character	**COWR**
2B	Create new entry signage in key City gateways	**COWR**
2C	Infrastructure capacity upgrade	**COWR**

3. Market Development

The City of Wheat Ridge has focused much attention on understanding the past and current market conditions in the community. Examples of these efforts are the 2005 Neighborhood Revitalization Strategy (NRS), *2009 Envision Wheat Ridge*, and 2010 Community Revitalization Partnership market study for West 38th Avenue. What these documents have shown us is that the City of Wheat Ridge needs a three prong approach in increasing our market potential. This approach includes increasing the number of strong households, increasing the number of primary jobs, and increasing the amount of quality retail and services.

Action Item 3: Real Estate Development

While most real estate development projects happen through the private sector, the City and its collaborative organizations play a role in facilitating those private sector deals. This is especially true when market conditions are such that the private sector is not finding opportunities for development in the community. Keeping the private sector informed about market conditions in the community, along with helping to change unfavorable market conditions are vital to a Real Estate Development program. The components of the Real Estate Development program are broken down as follows, including the roles of collaborating organizations.

	Action Item 3 **Real Estate Development**	Collaborative Organizations * lead organization in bold
3A	Create a real estate database of commercial property for sale, for lease, or in need of redevelopment. Use this list to market opportunities in the business, broker, and development communities	**COWR** JEC JCAR WR2020
3B	Facilitate entitlement approvals	**COWR**

Action Item 4: Address zoning and design standards for targeted areas to create efficient use of limited land

Amend/clarify commercial and mixed-use districts and design standards to help encourage redevelopment and infill in targeted activity center areas with high quality design, higher density mixed-use, transitions, buffers, public gathering spaces, and landscaping, etc.

	Action Item 4 **Zoning and Design Standards**	Collaborative Organizations * lead organization in bold
4A	Emphasize mixed-use development in developing and redeveloping areas	**COWR**
4B	Develop a new mixed-use zoning district and associated land use regulations	**COWR**
4C	Prioritize areas for future subarea and corridor plans	**COWR**
4D	Promote shared parking or enact maximum parking standards for certain uses or near the future transit station	**COWR**
4E	Identify opportunities for property assemblage and efficient use of land	**COWR**

Action Item 5: Information

The collection and dissemination of information is the very foundation of a comprehensive economic development strategy. By having the most comprehensive data, businesses will be able to make decisions about the community. Making this information available is also an expected level of customer service that the public demands in a competitive geographic area. The components of the Information program are broken down as follows, including the roles of collaborating organizations.

	Action Item 5 **Information**	Collaborative Organizations * lead organization in bold
5A	Make information available about infrastructure i.e. airport, roads, RR, telecom, available to businesses in order to allow companies to quickly identify the quality of infrastructure in Wheat Ridge	**COWR**
5B	Make information available about the high quality workforce businesses have access to in Wheat Ridge	COWR **JCWC** **JEC**
5C	Inform the business community of the high quality of life attributes that are in Wheat Ridge	COWR County **JEC** WR2020 EWR ABA
5D	Provide demographic information to allow businesses to make informed decisions about their company's direction within the City of Wheat Ridge	**COWR** County WR2020 JCBRC
5E	Create and maintain a comprehensive business directory for businesses in the City of Wheat Ridge	**COWR**
5F	Educate the community about the importance of development in Wheat Ridge	COWR **WR2020** **EWR** **ABA**
5G	Provide information on zoning laws and permits – Providing access to fundamental information that allows the development process to be predicable fosters a trusting relationship between business partners. By providing easy access to this information the City helps to minimize unexpected issues down the road	**COWR**
5H	Promote and market both specific commercial areas and the City as a whole shopping destination	**COWR**
5I	Collect data on property owners, businesses, land value, brownfields, etc. which can be used to facilitate both public and private redevelopment	**COWR** WR2020

4. Business Development

Business development is a combination of several action items that work in congress with one another in order to create a diverse, sustainable economic environment in Wheat Ridge. These strategies include robust Business Retention and Expansion (BRE), Small Business and Entrepreneur assistance, Business Attraction, and the Business and Development Assistance & Incentive programs.

Action Item 6: Business Retention and Expansion (BRE)

There are two major components to a successful BRE program: 1) to help improve the business environment and 2) to help create value-added services that are meaningful to local businesses. The components of the Business Retention and Expansion program are broken down as follows, including the roles of collaborating organizations.

	Action Item 6 **Business Retention and Expansion**	**Collaborative Organizations** * lead organization in bold
6A	Visit with area employers to identify business needs and to share available business resources with Wheat Ridge companies	**COWR** **JEC**
6B	Work with businesses to streamline the regulatory processes to foster an environment that helps businesses expand, while maintaining a high level of health, safety, and quality of life in the community.	**COWR** JEC County WR2020 State
6C	Acknowledge the significant contribution that business plays in the community.	**COWR** **WR2020** JEC West Chamber JCWC EWR ABA
6D	Create sub-area plans that identify areas for primary jobs - Identify through the Comprehensive Planning and Sub-area planning process targeted areas in the City to address the land use needs as determined by our current market analysis.	**COWR**

Action Item 7: Small Business and Entrepreneurial Development

Create an environment for business and entrepreneurial opportunity within the City of Wheat Ridge. The components of the Small Business and Entrepreneurial Development program are broken down as follows, including the roles of collaborating organizations.

	Action Item 7 **Small Business and Entrepreneurial Development**	Collaborative Organizations * lead organization in bold
7A	Provide technical assistance, education, and training. This assistance will cover a number of topics important to Wheat Ridge businesses including business planning, financial planning, marketing, taxes, etc.	COWR SBDC **BEST** **WR2020** **JCBRC** **EWR** **ABA** **West**
7B	Improve access to capital and develop financial alternatives – Cities would not act as a direct financier of local business, but they can play a very important role in creating partnerships with financial institutions that can be used as a business resource in our community.	**SBA** **Microlending Organizations** USDA VC Angel investors WR2020
7C	Provide recognition and awareness of successful entrepreneurial activities – Creating an environment of opportunity is a City's greatest marketing tool to attract new business. Working with the business community to "show off" successful partnership within the City can help foster new partnership, if only by reputation.	**COWR** JEC **WR2020**
7D	Collect data on local business start-up and failure rates – Colleting this data can help Wheat Ridge pin-point fundamental issues within a community that affect the business climate.	**COWR** WR2020
7E	Networking – Creating an environment where businesses can meet each other and showcase their business allows for companies to quickly and efficiently expanded their potential client base.	**West** **EWR** **ABA**
7F	Leads Groups - Designed to help businesses grow their customer base through a supportive referral network. These relationships are design to benefit both partners while attempting to increase their marketing reach.	**West** EWR **ABA**

Action Item 8: Business Attraction

There are two types of business attraction: non-primary jobs and primary jobs.

Primary jobs locate because of proximity to major airports, proximity to markets, labor skill availability, taxation and regulation, proximity to major universities, quality of life, cost of doing business, strong and stable political leadership, adequate infrastructure capacity, and incentives.

Examples of non-primary jobs are retail and local professional services. In general, non-primary jobs locate in areas where there is a demand for their product or service. By definition a non-primary job does business in the "local" community and therefore looks for locations which have clusters of buyers or clients.

The components of the Business Attraction program are broken down as follows, including the roles of collaborating organizations. While there is a difference between the non-primary jobs and primary jobs, the methods for attracting both types of jobs are similar.

	Action Item 8 Components **Business Attraction**	Collaborative Organizations * lead organization in bold
8A	Website - Having a useable, dynamic, and informative website is an important tool to attracting new businesses.	**COWR** WR2020 JEC
8B	Direct mail is a seldom used but a cost effective way of keeping a community and their resources in front of potential site selector. In front of a targeted list of firms, this may be an effective marketing tool.	COWR MDEDC **JEC** WR2020
8C	Network with the broker and development community	COWR **JEC** WR2020
8D	Cold calling can be a productive way of talking to new retailers and getting them interested in sites in Wheat Ridge.	**COWR**
8E	Referral – the most efficient way to attract businesses and the ultimate goal of any jurisdiction is to be referred by others including broker and developers.	COWR JEC **WR2020**

Action Item 9: Business and Development Assistance & Incentives

Defining these policies will give the business community a sense of predictability, and help the business understand what they can and can not ask for in terms of assistance and incentives. The components of the Business and Development Assistance & Incentives program are broken down as follows, including the roles of collaborating organizations.

	Action Item 9 Components **Business and Development Assistance & Incentives**	Collaborative Organizations * lead organization in bold
9A	Land Transactions - The purpose of this incentive is to assist developers with land acquisition and assemblage for meritorious projects in targeted investment areas.	**RWR** WR2020 WRHA
9B	Urban Renewal (TIF) - Tax Increment Financing (TIF) is a tool authorized under Colorado State statute by which local governments can publicly finance the rehabilitation or demolition of existing structures, construct or install new streets, utilities, open space and other improvements that serve a public purpose. Expenditures are made within a defined area called an urban renewal area. The tax increment is derived from the difference in appraised value between the year in which the area and TIF was formally established by Council (base year) and each year is in existence, for a period not to exceed 25 years. The increment is generated by real property tax and/or sales tax resulting from new construction and increases in market values due to public improvements and redevelopment efforts.	**RWR**
9C	Infrastructure Cost Participation - The City may elect to participate, either through a formal program or on a case-by-case basis, in the cost of construction and / or maintenance of infrastructure that will benefit multiple projects and properties.	**COWR** CDOT
9D	Pedestrian and Roadway Enhancements and Linkages - It is the City's intent to encourage pedestrian connections, access to multiple modes of transportation and linkages among activity areas. To this end, the City may participate in projects that advance this objective in the form of expending capital for infrastructure and maintenance of public improvements. In the context of the priority investment areas or catalyst area, public improvements are considered to encompass streetscape and roadway improvements that encourage pedestrian and transit access, as well as public space amenities.	**COWR** RWR
9E	Capitalized Tangible Personal Property Use Tax Rebates – The purpose of this incentive is to allow a company shall file an annual request not to exceed 50 percent, for a refund of City personal property use tax be calculated at 15 percent plus five percent per each five full-time employees earning double or more the Federal minimum wage on average during each incentive year, based on the Company's quarterly Forms 941 and Colorado Unemployment Insurance reports multiplied by the total City sales and use tax paid on Capitalized Tangible Personal Property. All rebates are subject to City Council approval and may not be applied retroactively.	**COWR**
9F	Business Development Zone Program – This program allows qualified applicants to request a rebate of building permit fees and building use tax for development projects. All rebates are subject to City Council approval and may not be applied retroactively.	**COWR**
9G	Enhanced Sales Tax Incentive Program (ESTIP) - The ESTIP provides for a share-back of retail sales tax generated as a result of capital improvements, to local retailers or developers, as reimbursement for capital projects that meet the criteria established as public or public related improvements. All rebates are subject to City Council approval and may not be applied retroactively.	**COWR**

9H	Tax Exempt Bond Financing - The purpose of this incentive is to provide long-term financing for select economic development projects. Bonds are issued by Renewal Wheat Ridge and exempt from state and local taxes.	**RWR**
9I	Revitalization Incentive Program (RIP) Grant Program - The program offers up to $11,000 in matching funds to commercial businesses in the City of Wheat Ridge in order to improve the appearance of individual buildings, as well as the overall look of the city. More funding may be available for extensive renovations done by those paid prevailing wages through the Large Project category. All improvements must be to areas visible from the public right-of-way. The goal of this program is to leverage private improvements while making revitalization efforts affordable, creative, and community-based.	**WRBD** COWR
9J	Building Up Business (BUB) Loan Program - The purpose of this incentive is to provide funds to developers and business owners at a lower rate of interest compared to conventional loans. This incentive effectively reduces the financial gap of a project, thereby enhancing its financial feasibility. Currently this program is only available on 38th Avenue between Sheridan and Wadsworth.	**WR2020**
9K	Federal and State Grants – On an individual project basis, the City may peruse Federal or State grants that directly or indirectly benefit a development project.	**COWR** WR2020
9L	Predevelopment Due Diligence - The purpose of this incentive is to provide property owners and developers with market, financial, design, engineering and other related information in an effort to both educate them about opportunities, as well as save them pre-development dollars.	**COWR**
9M	Special Districts and Improvement Districts - Special districts are special-purpose units of local government created to provide a service or services to a specific group of constituents. Assessed taxes are exclusively property taxes. Improvement districts allow a municipality to levy and collect special assessments on property that is within the City or the City's extraterritorial jurisdiction (ETJ) to be used in the district. The assessment can be used to fund things including streetscape, infrastructure, security, parks, recreation, parking and other public improvements.	**COWR** WR2020
9N	Parking Districts - A parking district is a designated area wherein parking design, development and management issues, beyond those provided for by standard municipal levels of service, are controlled by a select entity. The purpose of this incentive is to allow property and business owners to share in the cost of infrastructure and services in an effort to stabilize and distinguish a business and/or neighborhood district, and thereby potentially improve its market position.	**COWR**

Economic Development Strategic Plan Definitions

Economic Development Partner Organizations:
an economic development partner is a local non-profit, business association, governmental entity, school, etc. which in its mission provides a service or resource to the Wheat Ridge business community for the purpose of improving businesses in Wheat Ridge and the business climate.

Economic Development Partner Organizations

ABA Applewood Business Association: the Applewood Business Association is dedicated to the promotion, expansion and development of its members by providing services that directly aid, support and promote their business and by expressing and supporting common goals for the protection, identity and growth of Applewood Businesses and the community.

BEST Business Education Series Training: (BEST) is a partnership of Jefferson County municipal and non-profit business specialists which provides high quality education seminars and training sessions to the region's business community that are relevant, diverse and affordable for the purpose of encouraging successful growth in a challenging business climate.

EWR Enterprise Wheat Ridge: to foster the success of our members and the economic health of Wheat Ridge.

JCBRC Jefferson County Business Resource Center: provides access to resources and comprehensive services at no cost or low cost for start-up businesses and established businesses in the county. Our approach is that of "Economic Gardening" where entrepreneurial activity is fostered by providing the essential information, infrastructure, and connections needed for business development and growth.

JEC Jefferson Economic Council: concentrates on creating, expanding, and retaining high-paying primary jobs that fuel the economic health and vitality of our community.

MDEDC Metro Denver Economic Development Corporation: to create a competitive environment that attracts companies and jobs is backed by the region's business community, with primary funding coming from private-sector investors, as well as participating cities and counties. Strategic initiatives are developed among our partners, with final decision-making authority by an investor board of directors.

OEDIT Colorado State Office of Economic Development and International Trade: fosters a positive business climate that encourages quality economic development through financial and technical assistance provided in support of local and regional economic development activities throughout the State of Colorado.

RWR Renewal Wheat Ridge: Renewal Wheat Ridge is a statutory urban renewal authority entrusted by the City of Wheat Ridge to accelerate and enhance development and redevelopment in targeted investment areas and to implement the City's approved plans.

West Chamber The West Chamber Serving Jefferson County: Creating a strong local economy – Promoting the community – Providing exclusive benefits – Advocating for business with government – Providing leadership and collaboration

WR2020 Wheat Ridge 2020: advancing Wheat Ridge as a vibrant and sustainable community.

WRBD Wheat Ridge Business District: administers a Revitalization Incentive Program (RIP) providing matching grant assistance for facade, and sign improvements, and design assistance for Wheat Ridge businesses.

Local Economic Development Resources

CDOT Colorado Department of Transportation: to provide the best multi-modal transportation system for Colorado that most effectively moves people, goods, and information.

CLS Colorado Lending Source: Colorado Lending Source is a private, nonprofit, economic development organization with a mission is to foster the economic growth of diverse small businesses within our communities.

JCWC Jefferson County Workforce Center: is a strategic, deliberate and inclusive organization invested in performance excellence. We are committed to preparing individuals for successful career transitions, promoting self-reliance and ensuring a quality workforce for our business and future industry needs.

MINES Colorado School of Mines: Colorado School of Mines is a public research university devoted to engineering and applied science.

NREL National Renewal Energy Laboratory - NREL is the only federal laboratory dedicated to the research, development, commercialization and deployment of renewable energy and energy efficiency technologies.

R-1 Jefferson County School District: to provide a quality education that prepares all children for a successful future.

RRCC Red Rocks Community College: to create a passion for learning through our dedication to students, our commitment to excellence and our own love of learning.

SBA Small Business Administration: aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation.

SBDC Small Business Development Center: provides management assistance to current and prospective small business owners. SBDCs offer one-stop assistance to individuals and small businesses by providing a wide variety of information and guidance in central and easily accessible branch locations.

VC Venture Capitalist: a person or investment firm that makes venture investments, and these venture capitalists are expected to bring managerial and technical expertise as well as capital to their investments.

WRHA Wheat Ridge Housing Authority: bring balance to the housing ownership / rental percentages in Wheat Ridge, improve property values, and help the working class attain the American Dream of home ownership

2010 City of Wheat Ridge Economic Development
www.ci.wheatridge.co.us

Photos: Scott Dressel-Martin, Dressel-Martin Mediaworks
Design: Maki DeLaet, EduCyber

ECONOMIC SUSTAINABILITY STRATEGY

Adopted by City Council 10-29-13

INTRO

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

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

This success didn't just happen—many ingredients came together to support Boulder's economic vitality. However, in terms of city-led efforts, many of the most important actions were not undertaken to promote economic development. On the contrary, many were initiated in response to growth pressures and the sense that the community's unique sense of place and quality of life would otherwise be lost. But, from preserving open space to protecting historic buildings in the downtown, many of those same actions have played a significant role in securing Boulder's current economic success. The uniqueness of place, compactness, connectedness and recreational amenities—combined with the innovation engines of CU and the labs—have helped attract and retain a talented and entrepreneurial workforce, fostering the growth of leading edge companies across a range of key industries.

SUSTAINING BOULDER'S ECONOMIC VITALITY

Since 2003, Boulder has had an economic vitality program aimed at working with community partners to create and sustain a favorable business climate. The program focuses in particular on the needs of primary employers—those that are the primary drivers of the city's economic health—helping to ensure that they are supported in their desire to be a growing and continuing part of Boulder's economy and community life. While the city does not focus on business attraction, it has become more proactive in working with partners to understand the needs of employers and respond accordingly. Two Economic Vitality programs—the Flexible Rebates program and Microloan program—are examples of how the city has responded to identified needs.

But while Boulder is fortunate to enjoy economic success today, challenges are on the horizon. The cost and lack of office space that meets contemporary standards; limited opportunities for home-grown businesses to remain in Boulder as their space needs change; and the impact of housing costs on employee retention are often cited as challenges that could impede Boulder's future economic vitality. Developing a more strategic approach to economic vitality can help respond to today's challenges and help ensure continued economic success in the future.

Boulder Farmers' Market

CREATING AN ECONOMIC SUSTAINABILITY STRATEGY

The Economic Sustainability Strategy (ESS) is an integrated, cross-cutting approach to Boulder's continued economic vitality. This strategy is not a typical economic development approach, but will support the city's economic vitality by building on its strengths and addressing challenges. This strategy is based on simultaneously maintaining and enhancing the existing community of businesses while also positioning Boulder to grow new segments of its economy associated with larger economic, environmental and social trends. The strategy is focused on Boulder's primary employers. While the retail base cannot be ignored as a significant part of our economic vitality, it is not a focus of this strategy.

Use of the term "economic sustainability" instead of "economic development" or even "economic vitality" reflects two key tenets. First, economic sustainability focuses on long-term conditions and outcomes, with a critical look at how current and anticipated issues and trends may affect the community's future economic vitality. It identifies near- and long-term strategies and actions that can help ensure success over time. Second, the application of a comprehensive "sustainability lens" acknowledges that efforts to ensure and enhance economic vitality must be approached and implemented in conjunction with the environmental, social and cultural qualities that are the foundation of Boulder's long-term health and quality of life.

This recognition now includes the acknowledgement that significant and far reaching changes are taking place in climatic systems that are having impacts both globally and locally. These impacts are leading to changes in international, national and state policies that will likely influence both regulatory and market activities. Part of Boulder's economic sustainability strategy is to prepare our community and our businesses to be able to both minimize the impacts of these changes as well as position Boulder as a leader in the emerging market for technical, technological and social innovations, which is an essential element in the orientation of Boulder's new Climate Commitment strategy.

A Boulder View

HOW WILL THE ECONOMIC SUSTAINABILITY STRATEGY BE USED?

The Economic Sustainability Strategy is the key tool to implement the Economic Vitality strategy area of the city's Sustainability Framework. The Sustainability Framework is based on the goals and policies of the Boulder Valley Comprehensive Plan and the city's priority based budgeting process and is used to assess and evaluate plans and programs against the desired outcomes defined by City Council and community. In many cases, priority strategies will be implemented by, integrated with or used to inform other city priorities and processes. For example, the

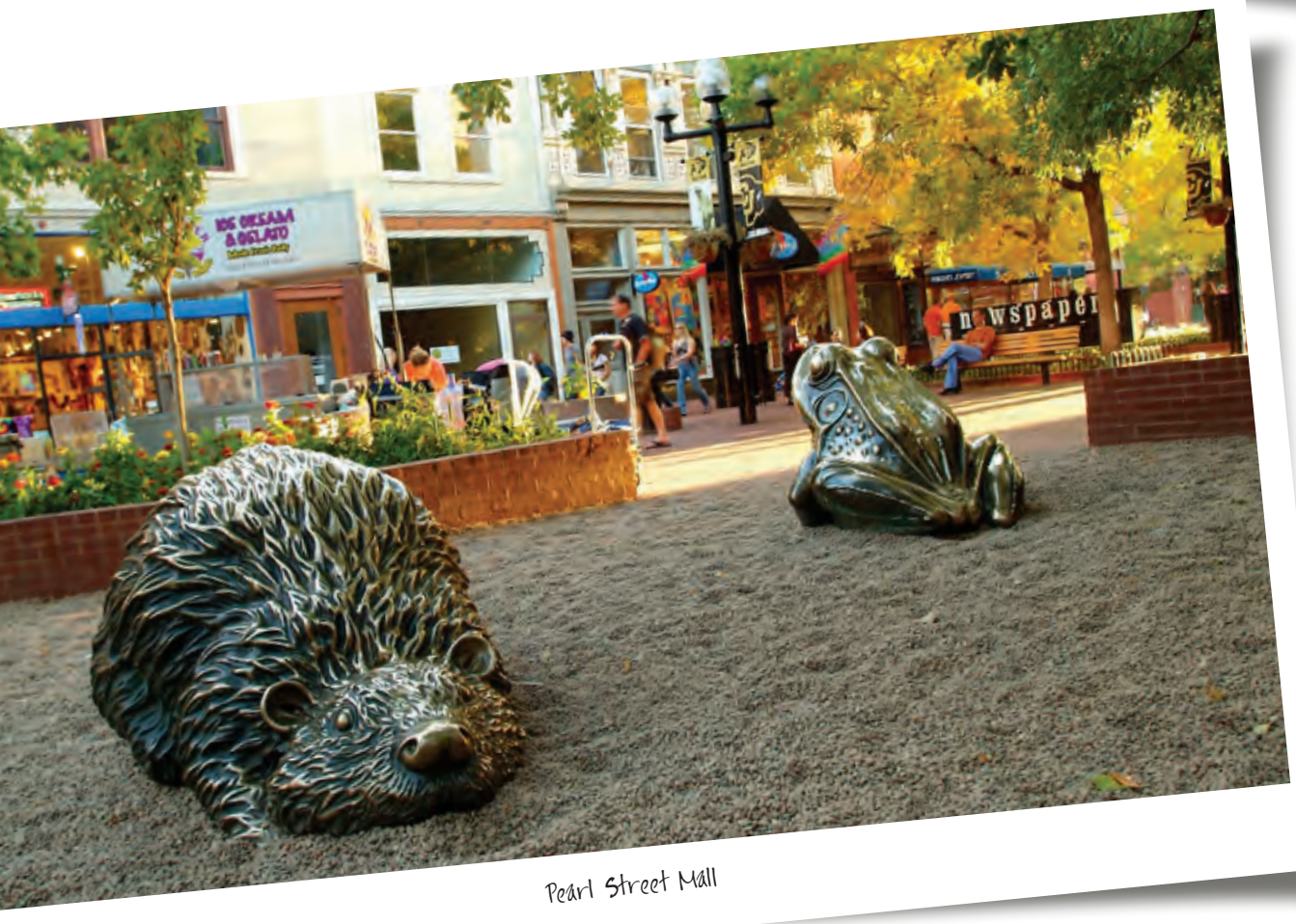
need for expanded workforce housing opportunities is identified in the Economic Sustainability Strategy as an important need for Boulder's primary employers, and the community's long-term economic health, with that priority being implemented through the Comprehensive Housing Strategy work effort already underway. Identifying the strategic priority in the Economic Sustainability Strategy helps underscore the importance of affordable housing to Boulder's economy, and will help ensure that the economic impacts of housing decisions are given due weight in the housing strategy development process.

Implementation of the Economic Sustainability Strategy will rely on both the city and community partners, including businesses, institutions, commercial property owners and non-profit organizations that work with businesses. While the city plays a central role in the development of "place" (through planning, investment and regulation) as well as in "process" (balancing community perspectives and priorities in the review and approval of new development), those approaches alone will not achieve the vision. Leveraging community assets is critical to maintaining a strong and diverse economy, and many actions surrounding people, workforce, training and collaboration require leadership by community partners.

KEEPING THE ECONOMIC SUSTAINABILITY STRATEGY ALIVE

The Economic Sustainability Strategy is a strategy, not a plan. It is a living document designed to be a flexible tool with actions that are updated annually as community needs and priorities change. It will be regularly evaluated through informal and formal (surveys, focus groups, etc.) feedback to ensure that actions are achieving desired results.

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



Pearl Street Mall

ECONOMIC SUSTAINABILITY STRATEGY VISION

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

To achieve this vision, the city and its partners will focus on strategies and actions in three inter-related categories:

PEOPLE – workforce, quality of life and social issues

PLACE – physical environment (infrastructure, amenities, buildings)

PROCESS – ease of doing businesses (city processes, programs, codes and procedures)

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

Action items identify how strategies will be implemented. Some actions can be accomplished by the city through improvements in internal processes and procedures. Others involve coordination with external stakeholders or require further analysis, particularly when an issue to be addressed may lead to policy changes or major program additions or enhancements. Action items are categorized as priority actions to be completed in 2014 or longer term actions that may begin in 2014 but be completed at a later date.

BOULDER'S ECONOMY

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

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

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

Twisted Pine Brewing Company's newly expanded ale house and outdoor deck

also recognizes the importance of the primary employers that make up the core of the local economy. Primary employers are defined by city ordinance as:

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

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

Rally Software CEO Tim Miller (photo courtesy of Don Cudney)

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

Key findings from the 2012 Primary Employer Study include:

- Boulder has approximately 554 primary employers
  8.2% of all Boulder employers
- Boulder's primary employers employ an estimated 26,059 individuals
  29% of all individuals employed in Boulder (excluding self-employed)
- Boulder's primary employers occupy approximately:
  538 commercial buildings (29% of all commercial buildings in city)
  7.5 million square feet of commercial space (35% of total)
- Primary employers are concentrated in three main areas:
  East Boulder (44%), Gunbarrel (15%) and Downtown (15%).
- A significant number of primary employers expect to expand in the next few years and many anticipate needing more space and moving to a new location.

The four key issues identified in the Primary Employer Study were:

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

PEOPLE

Upslope Brewing's Founder Matt Cutter, Director of Sales and Marketing Henry Wood, and Director of Brewing Operations Dany Pages. In 2012, Upslope opened a new brewery and taproom in Flatiron Park in East Boulder.

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

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

Photos from left to right: Eetrex, Rally Software (photo courtesy of Don Cudney), Populus

ISSUES & CHALLENGES

1 An educated, creative and productive workforce has always been vital to Boulder's economic prosperity, and will be even more so in the future as other communities, other states, even other nations cultivate the education, creativity and productivity of their workforces. Workforce training and high quality education needs to be a focus, especially in the Science, Technology, Education and Math (STEM) fields.

2 Boulder's workforce is drawn to employment areas with a wide variety of amenities, uses, and services (e.g. restaurants, retail), recreational amenities, the arts, and increased walkability to public transportation, bicycle, and pedestrian facilities. East Boulder and Gunbarrel are primary employment centers that lack the same diversity of amenities that are available to downtown workers.

3 Changing work patterns and technology have resulted in more individuals operating small businesses and start-ups from their homes, with occasional visitors or part-time employees. Current city regulations for home occupations do not always reflect these types of home-based businesses that many times are compatible with residential uses. (Note: see Process: 2014 Action chart)

4 While most of the individuals who work in Boulder are residents within Boulder County, between half and two-thirds of Boulder employees live outside the city limits. While the city has a high concentration of self employed and residents who work from home, over 59,000 employees commute into the city for work (2013 City of Boulder estimate), using the U.S. 36 Corridor (26%) and the Diagonal Highway 119 (18%) (Boulder Economic Council Commuting Patterns Study 2012). Ongoing transportation challenges include traffic congestion and public transit improvements.

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

STRATEGIES

1 Expand opportunities for workers to live within the city, including moderately priced market rate housing.

2 Expand regional transit alternatives with local partners so that commuters have more transportation options other than single occupant vehicles.

3 Work with employers, educators and partners to develop and support programs designed to help attract workers with highly specialized skills and experience, and provide workforce training opportunities.

EVOL Foods is headquartered at the base of the foothills and manufactures in Boulder.

PEOPLE

Photos from left to right: Namaste Solar, Seth Ellis Chocolatier

PEOPLE: 2014 ACTION CHART

	ACTIONS	RESPONSIBLE PARTIES	TIMING
action 1.1	Increase collaboration with employers, universities and colleges, and state and local workforce and economic development partners to **support ongoing development of the workforce** available to Boulder employers.	Community Planning & Sustainability, Boulder Economic Council	Ongoing
action 1.2	Ensure that the city's **Transportation Master Plan update**, city involvement in the **RTD Northwest Area Mobility Study**, and the city's **Access Management and Parking Strategy** focus on developing strategies and funding mechanisms for addressing the local and regional commuting challenges and opportunities for Boulder workers.	Public Works – Transportation and Downtown & University Hill Management Division/ Parking Services	In progress – TMP adopted by 2014, AMPS implementation in 2014 and NAMS study will conclude in Spring 2014.
action 1.3	Through the city's **Comprehensive Housing Strategy** currently under development, understand and develop approaches for the needs, desires and preferences of Boulder workers who do not live inside the city limits. Expand housing opportunities for those working in Boulder.	Division of Housing and Community Planning & Sustainability	In progress
action 1.4	Support local business and industry organizations to **foster "productive collisions"** of local workers which provide opportunities for exchanges of ideas and collaboration. Enhance opportunities through civic area, Innovation HQ, and downtown development.	Community Planning & Sustainability, Boulder Economic Council	Ongoing

PEOPLE: LONGER TERM ACTIONS

1 Work with strategic partners – industry associations, business organizations, and education institutions – and employers to develop a plan to help attract workers in select fields.

2 Work with the Boulder Chamber and other community partners to implement the Innovation Blueprint 3.0, in particular to "expand mentoring and training programs for entrepreneurs, female and minority business leaders, facilitate cross-industry collaboration, and develop talent among our university student population".

3 Implement programs to foster attractive and affordable housing options for in-commuters.

Photos from left to right: LogRhythm, Boulder Chamber Event, Rally Software Founder and CTO Ryan Martens (photo courtesy of Don Cudney)

PLACE

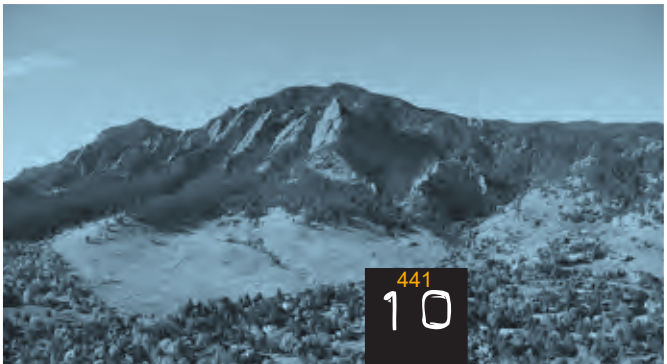
Ligit (photo courtesy of Tres Birds) recently moved into a renovated space on the second floor of Twenty Ninth Street.

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

The city has three major employment centers, generally described as Downtown, East Boulder, and Gunbarrel. Primary employers have also clustered in other areas like the Twenty Ninth Street area (Crossroads subcommunity), Boulder Junction, the North Boulder subcommunity, as well as smaller commercial centers such as University Hill. However, with the development of the city, those employment areas on the west side of Boulder benefit from the smaller, tighter street grid and pre-war development pattern with a mix of uses, amenities and services. East Boulder and Gunbarrel employment areas were developed in a more post-war pattern with large superblocks, and a lack of a connected street grid, access to nearby restaurants, amenities and services.

The city's urban form is shaped by the location and design of streets, paths and open spaces; the mix of uses and activities that are allowed in each area of the city; and the design and intensity of development

Photos from left to right: West Pearl Street in downtown Boulder, Boulder's mountain backdrop, numerous recreational options (Copyright © 2012 - Rob O'Dea)



and public improvements. The city's goal is to evolve toward an urban form that supports sustainability, from a citywide scale down to the "15 minute neighborhood" scale. This "sustainable urban form" is defined with 5 components: Compact; Connected; Complete; Green; Attractive and Distinct; and Inclusive.

For each employment area the same components of a sustainable urban form can be applied. Density should be in appropriate locations to create and support viable commercial opportunities; there should be an integrated multi-modal transportation system, with daily needs within easy access of home, work or school without driving a car.

As the city works towards its climate commitment goals, the built environment, including our commercial and industrial buildings, and the activities within those buildings play a significant role related to energy use and greenhouse gas emissions. Regulatory changes, financial incentives, innovations and education together will help our commercial and industrial buildings become more efficient, attractive, and cost efficient for employers and property owners.

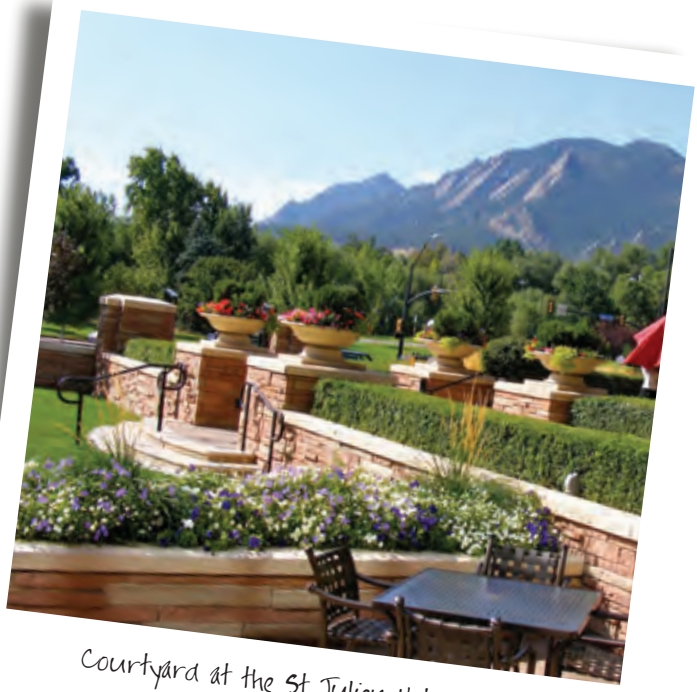
The 2012 Primary Employer Study highlights the unique characteristics and needs of specific Boulder areas where most primary employers are located. Desired public and private amenities like restaurants, shopping, parking, bike paths, and transportation – and the needs of primary employers – differ greatly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

Downtown restaurants, retail, district parking, and the Pearl Street Mall serve downtown employees, residents, and visitors. Downtown zoning includes non-industrial primary employer offices in addition to financial services and other professional offices. Employers love downtown for the many opportunities for "casual collisions" on the mall or in a coffee shop. Some companies find the parking district convenient, while others do not choose a downtown location because they don't want their employees or visitors to pay for parking. High demand has resulted in very limited office space availability. The completion of the vision for the civic area, including office, arts, and event/performance spaces provides the opportunity to explore public-private partnerships.

East Boulder houses a mix of manufacturers, research and development, and a wide range of industrial uses, and is the city's largest employment center for primary employers. Free and abundant parking is seen as a plus for most employers. Bike paths and sidewalks provide pedestrian access. There are some lunchtime options within Flatiron Park and in the area of the 55th and Arapahoe intersection, but many employees drive to Twenty Ninth Street, downtown, or other commercial areas for more eating options. Additional amenities such as pedestrian connections, restaurants and other services are desired. Shuttle buses or other transportation options have been requested.

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

As a mature, compact city with little remaining vacant land, the city has an opportunity to revitalize areas of the city that are not reaching their full potential. Strategic planning to address the unique needs and priorities of each employment area and ensure that economic sustainability and place-making is a primary outcome is the essence of the place-based approach. While supporting and sustaining these vibrant places, the city can help to retain and attract primary employers as well as enhance the unique character of Boulder's subcommunities and advance other community sustainability goals. Strategic planning has been done in downtown, 28th St. and Boulder Junction. The new buildings proposed and under construction are fulfilling the vision of the planning efforts for the area, and helping to address needed office space for employers. The primary employer study identified that additional demand for office space remains strong, even with these new developments.



Courtyard at the St Julien Hotel and Spa

Photos from left to right: Spectra Logic's Boulder headquarters, interior of a W.W. Reynolds building (photo courtesy of Britt Augustine), Pearl Street Mall

ISSUES & CHALLENGES

1 Main employment centers of East Boulder and Gunbarrel lack a diversity of amenities, uses, and services (e.g. restaurants, retail), increased walkability, recreational amenities, the arts, and increased access to public transportation, bicycle, and pedestrian facilities to meet the needs of Boulder's workforce.

2 As an older community, Boulder has an older commercial building stock as compared to newer, remodeled space in neighboring or similar cities. As a result, "tired" buildings may not provide the amenities or upgrades desired by employers.

3 There is limited availability of high quality, large floor plate commercial space to meet the demand of growing Boulder larger primary employers. Many larger employers look for the efficiencies provided by larger floor plates.

4 The very low supply (low vacancy rate) of downtown office space presents a challenge due to the high desirability and demand for downtown space (and its numerous amenities and concentration of companies) by Boulder primary employers.

STRATEGIES

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

2 Enhance the East Boulder employment area to create a more desirable place for companies and workers with desired amenities and mixed use: eating and drinking places, retail services, the arts, and increased multi-modal access to public transportation and bicycle and pedestrian facilities.

3 Continue the efforts in the Gunbarrel community center, to create a more inviting and diverse place for companies and workers, with desired amenities and increased access to public transportation and bicycle and pedestrian facilities.

4 Ensure Downtown Boulder's continued success as a vibrant, desirable location for a rich mix of uses by finding opportunities to upgrade and create additional space for key industries as well as high quality outdoor spaces, including implementation of the civic area plan.

5 Encourage and incentivize the upgrading of Boulder commercial buildings in appearance, tenant amenities, energy efficiency, and other sustainability measures.

6 Support a multi-pronged, community development based strategy to maximize the unique assets and opportunities of University Hill.

Downtown Boulder is home to Bing's maps team and imagery processing office

PLACE

Photos from left to right: Chautauqua Park (photo courtesy of LogRhythm), Amgen's Boulder headquarters

PLACE: 2014 ACTION CHART

	ACTIONS	RESPONSIBLE PARTIES	TIMING
action 2.1	**Implement the Civic Area Plan Phase 1** including investment strategies, financing tools, capital improvements, flood protection, safety improvements, and feasibility planning for future phases.	City Manager's Office, Finance, Community Planning & Sustainability, Public Works, Parks & Recreation, Library and Arts	Begin early 2014
action 2.2	Work to support public and private investment in amenities in the East Boulder employment area through the **East Arapahoe area planning effort.**	Community Planning & Sustainability, Public Works – Transportation	In progress – Scoping to City Council in 1st Quarter 2014
action 2.3	Examine the **mix and type of businesses located in and around North Boulder** as part of the Subcommunity Plan update, including analysis of the feasibility of fully developing the Village Center.	Community Planning & Sustainability	In progress - Adoption by 3rd Quarter 2014
action 2.4	In partnership with **the Hill** stakeholders, provide resources and coordination for the implementation of the **Residential Service District and the innovation district concept.** Develop a cross departmental Hill team to ensure coordination of and communication about Hill programs and activities.	Downtown & University Hill Management Division	In progress – implementation through 2014
action 2.5	**Continue implementation of Boulder Junction** to support economic development, and community goals for transit-oriented development.	Community Planning & Sustainability, Transportation Division, Housing Division	Ongoing

PLACE: LONGER TERM ACTIONS

1 Support areas like Diagonal Plaza to maximize redevelopment opportunities and strengthen economic health.

2 Explore incentives and financial tools for commercial property owners to upgrade their building stock, catalyze commercial energy upgrades, and provide employee amenities.

3 Through the Sustainable Streets and Centers project and East Arapahoe area planning, study East Boulder and Gunbarrel zoning (e.g. open space, parking, and floor area requirements) and consider updates to reflect current employment trends and needs of primary employers.

4 Complete the implementation of Phase 1 of the Transit Village Area Plan, and continue to Phase 2 of implementation.

Photos from left to right: Entrance to Lijit's new office (photo courtesy of tres birds), The Hill, Google's Boulder office

PROCESS

A collection of code books

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

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

Photos from left to right: Seth Ellis Chocolatier, Mobile Assay, LogRhythm

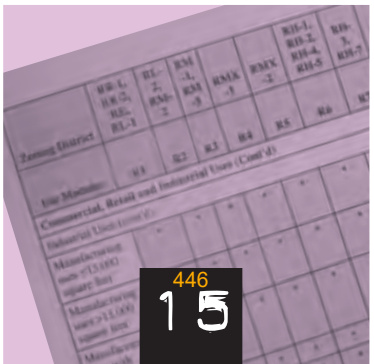
The comprehensive plan recognizes that land use regulations impact the ability of businesses to evolve. One of the city's largest roles in supporting and fostering economic sustainability is through land use authority. Therefore, the city's regulations and review processes need to provide flexibility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

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

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

A recent kitchen upgrade in a W.W. Reynolds building (photo courtesy of Britt Augustine)

Photos from left to right: TIGON Enertec, Zoning use chart, City permit reviewer/inspector



ISSUES & CHALLENGES

1. The city's discretionary review process can result in a wide range of outcomes that can increase the level of risk and associated costs (which affects the ability to build the development potential according to the zoning code).

2. Because most primary employers are lessees (81 percent) and move frequently, employers and property owners may not invest capital in building upgrades.

3. Certain city zoning regulations on the uses of commercial space (and size of uses) may unnecessarily limit use flexibility.

4. Upgrading older buildings can result in significant building improvement requirements (e.g. energy code, accessibility, wiring, utilities) that may be unexpected to a property owner or a business tenant.

5. Land cost is a significant factor; Boulder's commercial land cost is generally higher than surrounding communities and this affects decisions to upgrade and develop commercial property.

City building official / permit reviewer

STRATEGIES

1. Ensure that Boulder's land use and other codes respond to changes that support 21st century employer needs for flexibility in commercial uses and employee workplaces.

2. Encourage owners of Boulder's industrial and commercial building stock to update their buildings so that they become models of 21st century energy efficiency.

3. Make doing business with the city easier, through improved application and permitting processes.

4. Continue and expand the city's economic vitality efforts in business retention and expansion, outreach, incentives, and assistance.

Twisted Pine Brewery's expanded ale house

PROCESS

Photos from left to right:
Community engagement outreach event held by the city, Planning and Development Services Center

PROCESS: 2014 ACTION CHART

	ACTIONS	RESPONSIBLE PARTIES	TIMING
action 3.1	**Update commercial and industrial zoning use charts and definitions to provide more flexibility** for space options, respond to the dynamic nature of Boulder's primary employers, and to allow and encourage desired amenities.	Community Planning & Sustainability	In progress
action 3.2	Continue to improve the **commercial tenant finish permit process** to make it more timely and predictable (with predictable requirements) for applicants and property owners.	Public Works and Community Planning & Sustainability	In progress
action 3.3	**Update home-based occupation regulations** to reflect current industries and businesses, the use of the Internet, and to balance potential impacts to residential neighborhoods while allowing flexibility for home-based businesses.	Community Planning & Sustainability	Complete by end of 2014
action 3.4	**Continue to improve energy efficiency in commercial buildings and business operations** through the implementation and evaluation of voluntary programs. Work with building owners and businesses on the 2014 pilot with Pecan Street that further policy and strategy development aimed at reducing energy waste in commercial buildings.	Community Planning & Sustainability	Ongoing
action 3.5	Revise the land use regulations to allow, through Site Review, the **density and floor area that would otherwise be permitted prior to the dedication of land for public right-of-way** in areas where the city has adopted connections plans.	Community Planning & Sustainability	In progress
action 3.6	Update the land use regulations for required site improvements and upgrades by **changing how the assessed value is calculated**, by allowing the option of using the professionally appraised fair market value of the structure.	Community Planning & Sustainability	In progress

PROCESS: LONGER TERM ACTIONS

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

Photos from left to right: City permit reviewer, LogRhythm, Interior of Advanced Thin Films

City of Littleton
Economic Plan 2013

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Economic Plan – City of Littleton

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Forward

Beginning in 2012, a group of highly respected and accomplished professionals agreed to help the City of Littleton develop an economic plan that would preserve the existing character of the community while thoughtfully and strategically moving forward in a process that ensures economic vitality and sustainability. This group is known as the "**Think Tank Advisors.**" Their contributions are greatly appreciated.

Think Tank Advisors

Tom Wootten

Executive Managing Director, Global Corporate Services
Newmark Grubb Knight Frank

Mr. Wootten has advised investors, developers, and Fortune 500 companies on billions of dollars in real estate investments. He has personally directed scores of investment activities including strategy formation; acquisition, disposition, and joint venture negotiations; oversight of complex real estate assets in a fiduciary context; investment analysis and development advisory work on large infill development projects; loan workouts; real estate investment banking; and asset monetization strategies.

Mr. Wootten's clients have included: Hewlett Packard Corporation, Whirlpool Corporation, Bank of America, Waste Management, Merrill Lynch Trust, URS, Liberty Global Inc., various municipalities, and many others.

Prior to joining Newmark Grubb Knight Frank and its predecessor companies, Mr. Wootten directed the domestic real estate portfolio for MediaOne Group/AT&T Broadband, and earlier for StorageTek's global real estate portfolio. Throughout his career, Mr. Wootten has worked across the United States, Europe, and Asia/Pacific on all real estate asset types.

Mr. Wootten holds a bachelor's degree from Yale College and a master's degree (Beta Gamma Sigma and Sigma Lamda Chi) in real estate and construction management from the Burns School of Real Estate at the University of Denver's Daniels College of Business. Mr. Wootten has been awarded honors as Top Rated Faculty for NACORE, has been an adjunct professor to the University of Colorado-Denver Graduate School of Planning and Urban Design teaching real estate finance and development, has lectured at the Brigham Young Law School on real estate finance development, and has lectured to numerous trade groups on real estate investment, development, and real estate economic forecasting. Mr. Wootten recently participated on the Open Space Task Force for the City of Littleton, Colorado.

Specialties
Corporate real estate strategy, asset recovery and asset monetization, real estate investment banking, transaction negotiation, development strategy, land planning and development viability analysis, and real estate investment strategy/oversight.

Sarah Rockwell

Partner
Kaplan Kirsch & Rockwell
Ms. Rockwell's practice emphasizes land use, real estate and public sector negotiations. Having practiced in both Colorado and California, Ms. Rockwell has represented both public and private sector clients in land use, real estate and municipal law issues associated with complex, small and large-scale development projects; including transit oriented development projects, airports, and residential, industrial and commercial development projects.

Ms. Rockwell currently advises clients on real estate and land use issues associated with transit oriented development projects. She has advised the redeveloper of the former Stapleton International Airport in Denver on land use, real estate and environmental issues associated with one of the largest urban redevelopment projects in the country. She has prepared, negotiated and implemented agreements related to a variety of public/private sector development projects. She has advised the developer chosen to redevelop Denver's Union Station site. She also has advised several airport clients on land use compatibility issues associated with land adjacent to the airports and has counseled both public and private entities on the preparation of habitat conservation plans under the federal Endangered Species Act and other endangered species issues. She also has advised clients in real estate transactions involving Brownfields properties.

Think Tank Advisors

Chuck J. Perry

Managing Partner
Perry Rose LLC

Mr. Perry is recognized as an authority in community based planning and mixed-use, mixed-income real estate development. He has an extensive background in creating visions for new sustainable communities, developing catalytic projects to transform housing and commercial markets, and overseeing the financing necessary to project implementation. As managing partner of Perry Rose in Denver, he directed the development of the award winning Highlands' Garden Village (HGV), leading the HGV team from concept, to entitlements, financing, design, construction and ongoing property management. The HGV PUD written by Mr. Perry, served as a model for Denver's mixed-use zoning code. Other recent projects include revitalization plans and financial feasibility analysis for the Denver Housing Authority's South Lincoln Redevelopment (SoLi) and the Seattle Housing Authority's Yesler Terrace. In 2011, HUD awarded Soli a $10M HOPE VI Grant and awarded Yesler a $10M Choice Neighborhoods Grant.

In 2012, Mr. Perry began the redevelopment of Aria Denver, a 17-acre mixed-use, mixed-income development focusing on affordable housing with NSP funds and urban agriculture. In 2008, Mr. Perry managed the planning process and financial feasibility analysis to create a master plan for the 12-acre Peak One parcel in the Town of Frisco, CO. The site was rezoned and is being developed into an affordable housing community. Mr. Perry also developed the master plan and PUD for the mixed-use, mixed-income redevelopment of the vacated Carbondale, CO downtown elementary school site. He is also a partner in Rose Companies Management (RCM) under which he participates in the acquisition, financing, management, and disposition of market rate and affordable apartments and commercial properties. As a principal in RCM he oversees the management and leasing of the Denver Dry Goods Building, the Trocadero Apartments, the Cottage Hill Senior Apartments and HGV Green Commons, which include over 250 housing units and 225,000 square feet of retail and office.

Andrew Hancock

President
FirstBank of Littleton

Mr. Hancock began his career with FirstBank in 1985 at the Vail location. He became president of FirstBank of Breckenridge in 1997 and took over as president of the Littleton market in 1998. He is presently a member of the Credit Policy Committee for First Bank and is Chairman of its loan committee. The Littleton market has assets in excess of $450 million and annual loan production in excess of $75 million.

Currently, Mr. Hancock serves on the boards of the Littleton Housing Authority (Committee Chair), Arapahoe Community College, Hudson Gardens and Littleton Public Schools Foundation (Treasurer). He is also a member of the American Bankers Council of Community Banks.

As Colorado's largest locally-owned banking organization, FirstBank has been providing full service banking for nearly 50 years. Since its first bank charter was granted in 1963, the bank has grown into a $10 billion organization with over 130 locations and more than 2,000 employees in Colorado, Arizona, and California. FirstBank is one of the premier investors in Colorado based real estate secured loans and bonds. In addition, FirstBank is a strong supporter of its local communities and in the last ten years has contributed well over $30 million to charitable organizations and countless hours of community service.

Jessica Ferrufino Alizadeh

President
Ferrucom Communications, LLC

No biographical information was provided.

Staff Advisors

Denise Stephens, Economic Development Director
Dennis Swain, Principal Planner
Glen Van Nimwegen, Community Development Director
Mike Braaten, Deputy City Manager
Kelli Narde, Director of Communications

Approval of the Economic Plan will allow, as defined in this document, staff access to the tools available to local government and provide guidelines to address the “Priorities” and “Opportunities” identified by residents, business owners and City Council. Specific actions such as the use of incentives or the reformation of the Urban Renewal Authority will be presented to City Council for consideration. This plan accompanies the successful programs already in place that include the nationally and internationally recognized business resources and services provided by the Economic Development Department, interdepartmental cooperation and excellent service delivery from all city employees. All projects, actions and outcomes will be properly analyzed and measured.

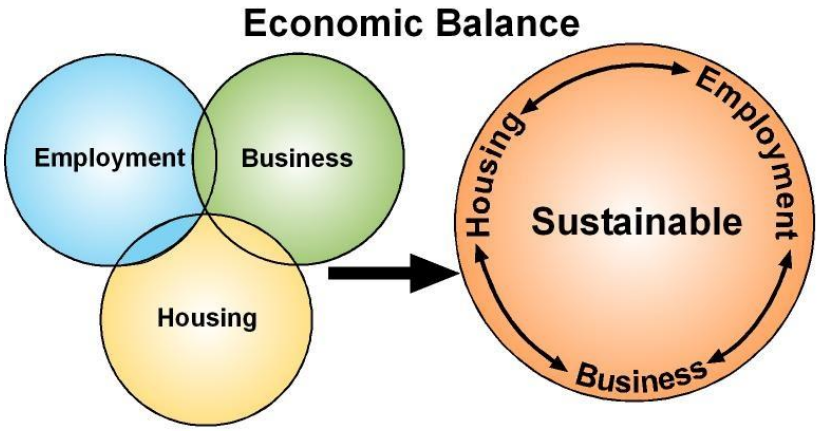
Economic Plan

Introduction

Littleton is a city with many assets. It is a great community in which to live, work and play. It possesses an attractive hometown feeling, an extensive system of parks and interconnected trails, a historic Main Street, light rail access and superior public schools. These attributes are a strong foundation on which to build ongoing economic vitality and a proactive plan for strategic development. Other states and neighboring communities have outlined plans and identified tools that help attract and retain businesses and guide the development of vacant land, underutilized corridors, infill improvements, and the revitalization of residential areas. To remain competitive, Littleton must do more.

The city has improved in many ways, but these improvements have occurred without an updated Comprehensive Plan, an Economic Plan or strategic proactive engagement. Development has "happened" in Littleton instead of being thoughtfully directed. Now is the time for the city council to continue its lead in this process; to serve as the moral compass for the community and to encourage a bright future for Littleton.

Sustainable economic vitality occurs when a plan considers the impact on business, employment and housing. The goal must be to view the fundamental components of a community holistically and plan for each part understanding its impact on the entire system.



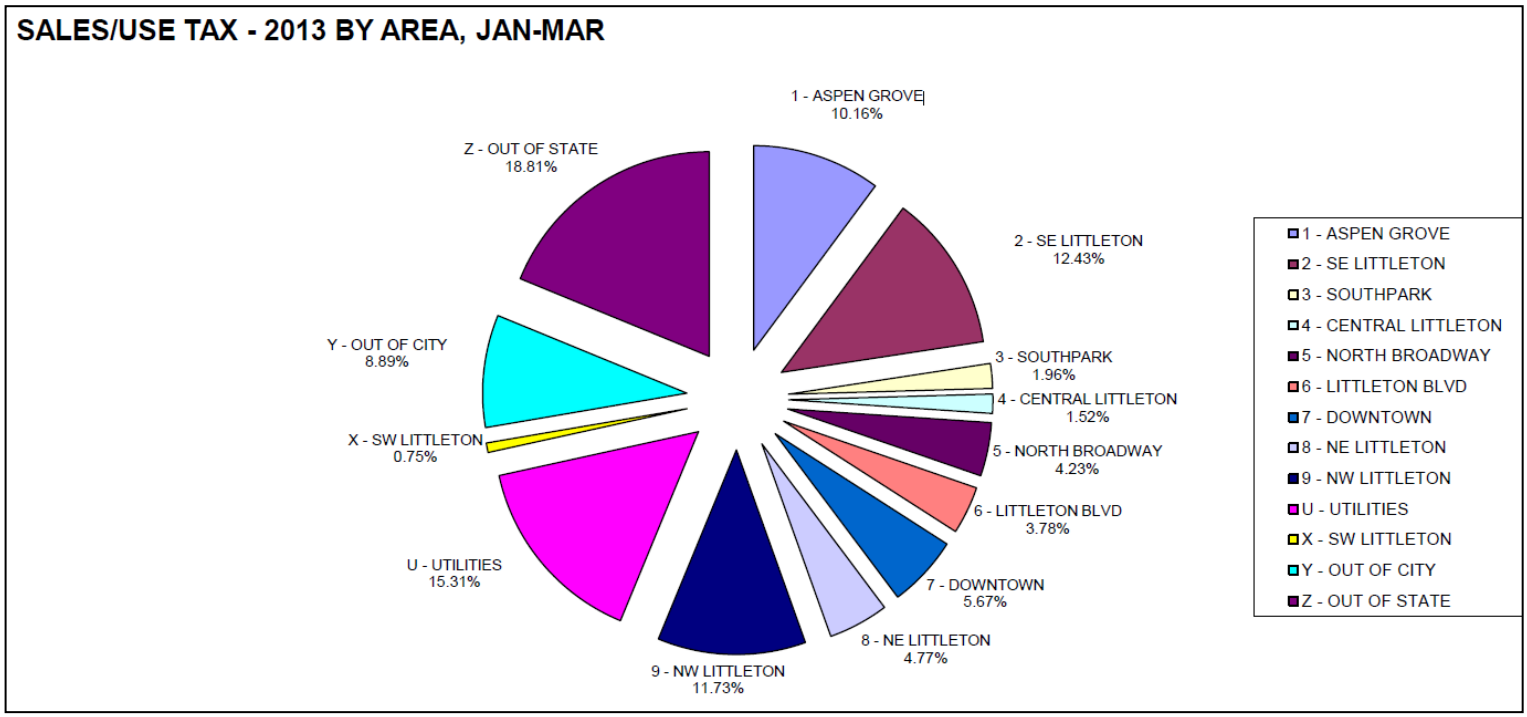
A successful Economic Plan should drill down on how various elements influence business, employment and housing and create a vibrant, attractive community. These key elements include:

Business – retention and attraction
Employment opportunities – residents and non-residents
Public transportation – access and ease of use
Traffic flow – easy access to all parts of the city
Community services – street maintenance, police, fire, planning and zoning, health facilities, programs for challenged populations
Education – K-12, higher education, trade schools
Housing – adequate and affordable single-family and multi-family units for a diverse population, senior housing options
Amenities – parks and open space, recreation facilities, entertainment, cultural events, retail options
Forward thinking – comprehensive analysis and strategic long-term planning to help strengthen the overall community fabric and assure its long term sustainability.

A successful Economic Plan is critical to achieving council goals. Successful components are significantly more focused than in the Economic Plan. Attributes include:

Sales Tax
Property Tax
Other Revenue Streams

Of these, the city budget is comprised as follows:



Risk

The risk of failing to act is a decline in retail sales. The city cannot afford any measureable reduction in sales tax revenue. A proactive plan calls for an analysis of the current and future retail market as well as a long-term plan for additional revenue streams.

Opportunity Cost

The cost of doing nothing or failing to act is lost opportunity. With retail trends shifting, the city must evaluate the potential impacts on existing and incoming retailers. The plan should encourage attraction of retail operations on the upswing, help mitigate decline of existing operations and minimize leakage to other jurisdictions.

Overview

The City of Littleton is home to approximately 2,493 businesses employing more than 28,510 workers. These two figures indicate success in retaining and attracting dynamic businesses offering a wide variety of employment opportunities. Jobs are important to the city for a variety of reasons, but primarily because people working in the community spend money here and often desire to live here, both of which result in sales tax revenue. While tax revenue is important, it is the vibrant and vital interplay between residential, business, and retail uses that help define the city's unique draw. With its structural reliance on sales tax revenue for operations, the city needs to be particularly supportive of retail businesses. Additionally, employees who commute to Littleton for work may decide to purchase a residence or shop in the city, which means more people and activity helping to expand the retail, residential, and employment market.

Challenging economic conditions and competition from other cities requires a thoughtful and flexible Economic Plan. The city needs to approach the business and community development process with a "yes" first attitude, an open mind and new tools that allow it to foster vitality. The city needs a plan that provides resources to retain and grow existing business and addresses the requirements for attracting new business. By implementing the Comprehensive Plan and Economic Plan, the city can achieve the following results:

- Retain and strengthen existing businesses
- Attract new businesses that offer new employment opportunities and new sources of revenue
- Promote new growth and development located along major transit lines and proximate to retail and service hubs in order to increase the customer base for Littleton businesses
- Improve the quality and availability of single-family housing through encouraging reinvestment in existing housing stock, an affordable senior housing rehab incentive program and expanded housing and graduated care options within or proximate to Littleton
- Encourage new housing development to complement existing housing stock and bolster local property values
- Improve or redevelop distressed and underperforming shopping areas
- Identify and improve undeveloped and underdeveloped properties along major corridors to meet the goals of the Comprehensive Plan
- Increase employment opportunities
- Expand the availability of products and services in Littleton
- Make strategic investments in expanding Littleton's parks and open space system in order to strengthen connections while stimulating high-quality development/redevelopment
- Develop, recognize and capitalize on strategic relationships and partnerships that make Littleton a great community

Assets, Priorities & Opportunities

Assets

Source: Citizen Survey, Business Survey, Inspire Littleton and Staff

1. Hometown Feel
2. Schools
3. Light Rail
4. Historic Main Street
5. Diverse Residential Areas
6. City Support of Business
7. Open Space and Interconnected Bike Paths and Trails
8. Health Care and Technology Business Clusters in South Park
9. Museum, Library, Buck Center, Hudson Gardens
10. South Platte River, Carson Nature Center, South Platte Park
11. Community Events
12. Educated Workforce
13. Developable Land with Great Visibility and Access
14. Developable Sites with Entitlements in Place

Priorities

Source: Citizen Survey, Business Survey, Inspire Littleton and Staff

1. Create Incentive for Business Investment (Meeting Site Selector Requirements)
2. Engage Property Owners and Developers
3. Inventory Existing Parking and Additional Options for the Downtown Area
4. Strategic Revitalization Along Major Corridors (Littleton Boulevard, Santa Fe, Broadway)
5. Update Aging Shopping Centers
6. Restore Underperforming Shopping Centers
7. Strategically Expand Retail Options
8. Diversification of Revenue Streams
9. Expand Employment Opportunities
10. Revitalize Northeast Neighborhood
11. Update and Increase Available Housing with Revitalization Programs
12. Increase Senior Housing Options
13. Attract More Students for K-12

Opportunities

1. Infill Development
2. Redevelopment
3. Transit Oriented Development
4. Health and Wellness
5. Technology and Information
6. Creative Industries
7. Tourism and Outdoor Recreation
8. Downtown as an Economic Engine

Littleton Resident Survey, National Research Center, Inc.: conducted October 2012 (Results in Littleton Report Dec/January 2012-2013)

Littleton Business Survey, National Research Center, Inc.: conducted November 2012 (Results in Littleton Report Feb/March 2013)

Inspire Littleton, "Guiding Principles" (Published in Littleton Report Dec/January 2012-2013)

Assets

The city needs to include the identified assets in a strategic marketing plan. Many people have a perception that everyone is aware of Littleton's quality of life and amenities or feel it is inappropriate for a municipality to develop a brand identity and market for attraction and retention of businesses and citizens. This view needs to change if the city hopes to remain competitive with the Denver Metro area and the greater Front Range. Littleton needs to rejuvenate its image and develop and present a consistent appearance and message to the public. It is counterintuitive to attempt to move forward with the practices and beliefs held from the past. The city cannot rest on its laurels if it is to remain vital by attracting new businesses and residents. Littleton is a great community with a hometown feel, top notch schools, an historic and interesting downtown, great recreational amenities, and engaged citizenry with many new and exciting things on the near horizon. We need to promote everything Littleton has to offer.

Sources including the Denver University student branding and marketing analysis, the citizen survey and the business survey have made strong recommendations for updating the city image and engaging in proactive marketing. The brand update is almost complete and is the first step in building a strategic marketing plan that will capitalize on the city's assets and help attract new businesses and residents to Littleton.

Immediate Priorities

Priority #1 – Create Incentives for Business Investment (Meeting Site Selector Requirements)

Issue: Site selectors are looking for properties that meet specific functional/location requirements as well as overall cost profiles including public incentives and finance mechanisms. Competitor cities offer a variety of incentives and many have more diverse property offerings. The right incentives can help when site selector goals can't be completely accommodated by the private sector alone.

Solution(s): To remain competitive with other cities, Littleton needs to offer the tools required to attract and complete developments (TIF's, PIF's, Sales Tax Sharing Agreements, Use Tax Rebates, and Permit Fee Abatement).

Priority #2 – Engage Property Owners and Developers

Being landlocked with limited vacant land for development in private ownership requires several things.

Issue: Communication and positive rapport with land owners and developers.

Solution(s): Identify land owners and developers. Engage them in an ongoing communication to include access to the city manager and department representatives empowered to expedite the development process.

Issue: Partner with owners, developers and the affected community to gain expeditious approval of projects that further the goals of the Comprehensive Plan.

Solution(s): Expedite projects that meet economic and land use goals whenever possible. Continue to amend development codes to ensure all steps in process add value to the outcome. Provide feasible alternatives when necessary. Identify specific uses and desired types of development.

Issue: Strategies for a proactive approach to infill development.

Solution(s): Engage property owners in regular communications. Hold commercial property owner roundtables to discuss issues and describe city resources, including the "Revitalization Incentive Grant." Identify specific uses and desired development. Provide the tools required for strategic infill improvements such as making limited property acquisitions through typical arm's length transactions that facilitate assemblage; or a land exchange with current city owned parcels. Use public tools to guide higher quality development that implements the city's goals that would otherwise not be viable.

Priority #3 – Inventory Existing Parking and Additional Options for the Downtown Area Accessibility

Issue: The downtown area has both perceived and actual parking limitations. Mitigation of the problem is being done intermittently, but a long-term solution addressing the impacts on the residents, the historic character of the area, the pedestrian environment and growing business demand must be identified and implemented.

Solution(s): Properties central to downtown need to be appraised for parking and the costs versus benefits must be assessed. Available parking should be clearly identified on-site, as well as on individual business websites. Available parking, free and paid needs to be more clearly identified for visitors. The city should look at options for establishing circulator bus service from outlying parking to Main Street. Metered parking should be revisited. Agreements between businesses and owners of private parking should be encouraged. Look toward increased density

development in the downtown area to help provide additional paid public parking options including structured parking facilities.

Priority #4 – Strategic Revitalization along Major Corridors (Littleton Boulevard, Santa Fe and Broadway)

Issue: The city has three major corridors that need improvement and strategies for sustainable development as identified by the Comprehensive Plan. The city needs to identify the major assets and issues and mechanisms for new development and redevelopment. Sub-area plans for each of these areas should be a high priority and those plans should include a strategic relationship to one another. A variety of development tools should be considered to implement the plans.

Solution(s): The reformation of an Urban Renewal Authority to identify districts and projects and implement improvements. Focusing revitalization along Littleton Boulevard and Broadway will have several positive impacts. Littleton Boulevard is the gateway to downtown Main Street and strategic redevelopment would benefit both areas. The Broadway corridor is improving one or two parcels at a time. A more comprehensive strategy would help create a more cohesive appearance and feel. Many experts recommend planned developments that border and face onto as opposed to away from the river. Various city plans have recognized the Santa Fe corridor as a premier location for mixed-use development. These plans should be reviewed to determine if what currently exists will help encourage connections to the South Platte River.

Medium to Long-Term Priorities

Priority #5 – Update Aging Shopping Centers

Issue: Many of the area shopping centers suffer from deferred maintenance and outdated appearance.

Solution(s): **Provide grant programs that incentivize improvements** that benefit and enhance the public realm for existing tenants and make the center more appealing for new tenants. The city offers a matching grant for this purpose known as the "Revitalization Incentive Grant Program." Improvements would help attract more viable merchants and an increased customer base. **Additional tools, where appropriate and legally permissible, should include PIF's, Sales Tax Sharing Agreements, and Use Tax Rebates.**

Priority #6 – Restore or Redevelop Underperforming Shopping Centers to Meet Market Demands

Issue: Many of the area shopping centers are experiencing vacancies as well as underperforming merchants. This may be due to physical issues or an eroded market area.

Solution(s): **The city should explore opportunities to restore underperforming or obsolete commercial properties to an economically efficient condition. This may include strategic property acquisition or land use changes that allow mixed-use opportunities.**

Priority #7 – Strategically Expand Retail Options

Issue: The largest source of revenue for the city is retail sales tax. One or two larger retailers can produce as much sales tax as all smaller retailers combined. For a variety of reasons, some residents and small business owners oppose big box retailers, while others prefer larger retailers.

Solution(s): **More desirable larger retailers need to be identified and courted in order for the city to sustain its fiscal health**. The Economic Development Department will research site requirements, corporate contacts and public response to companies such as Whole Foods, Trader Joes, Cabelas, etc. Once good candidates are identified and vetted, staff will establish communication and proactively seek a location in the city through an incentive package. **Incentives should include TIF's, PIF's, GID's, Sales Tax Sharing Agreements, Use Tax Rebates, and Permit Fee Abatement**.

Priority #8 – Diversification of Revenue Streams

Issue: Dependence on sales tax means the city budget rises and falls with consumer spending. It also means an unspoken but clear directive to maintain and grow retail operations. Expending city resources on businesses that create greater employment opportunities are overshadowed by a financial survival imperative to give priority to sales tax generating businesses.

Solution(s): **Begin increasing and diversifying revenue streams**. Although under TABOR, state and local governments cannot raise tax rates without voter approval and cannot spend revenues collected under existing tax rates if revenues grow faster than the rate of inflation, it is advisable to **build and implement a strategy**

before it becomes a critical necessity with no time to gather support. Many cities have increased their sales use tax rate and Littleton remains one of the lowest at 3%. A common solution would be to increase the rate from 3% to 3.5%. Other possibilities include:

1. **Candy & Soda Tax** – Lakewood and Aurora separated these as exceptions from the food for home consumption tax.
2. **Lodging Tax** – Littleton does not have this tax. It is a low impact tax as it is paid by hotel guests, typically non-residents.
3. **Rental Tax** (Rental Property Owners) – similar to a "lodging tax." This would be another revenue stream and might also help to curb the tide of non-owner occupied housing units. This money could be allocated in part or in full for capital improvements. It can be argued that multi-family units through density alone place a higher demand on city services without producing much revenue for those services.
4. **Head Tax/Occupational Privilege Tax** – This has been a part of doing business in Denver and Aurora for decades. Revenue generated from head tax/occupational privilege tax would allow the city more latitude in what kind of businesses to attract. Some larger service employers don't produce sales tax but utilize city services. This would be a way to cover those service costs.
5. **Internet Sales Tax** – The State of Colorado is looking at legislation that would permit taxation of Internet sales at both state and local levels, requiring remote sellers and single and consolidated providers to collect sales and use taxes pursuant to the applicable destination rate. Support of this legislation should be balanced against opposition to the uniformity in sales tax rates and state level administration and collection of sales and use taxes.
6. **Development Impact Fees** – Investigate the costs and benefits of implementing growth impact fees for new development.

Priority #9 – Expand Employment Opportunities

Issue: Everyone wants to see improved job opportunities. Generally, job creation takes place in the private sector. Littleton, as all cities, would benefit from more employment opportunities for residents and new employment opportunities for non-residents. Current economic challenges are causing most private companies to hire conservatively. Very few companies are creating new jobs. The city needs to maintain a business friendly environment including the resources already provided by the Community and Economic Development Departments. When business owners are helped to grow their businesses, it follows they would develop more confidence and become more likely to hire new employees.

Current studies indicate an impending "workforce crisis" with a severe shortage of qualified workers. Everyone that will be hired in the next 25 years has already been born. Since the economy can't grow faster than the population, a strategic plan for attracting and educating workers for growing industry sectors is imperative. Business attraction plans should include workforce availability.

Solution(s):

1. The city needs to identify existing business employment needs and the labor requirements for the industries it wants to attract. Strategies and progress can be leveraged though partnership with the state, Arapahoe/Douglas Works and local educators.

2. City staff should research employment incentives at all levels including federal, state and county and make that information readily available to business owners.
3. The city needs to assess how many residents are unemployed and what jobs would meet their skill sets. The city then could determine how many businesses might be hiring for those positions and how the city can facilitate appropriate matches.
4. Staff needs to analyze how many non-residents work here, how much money these employees bring to the city and what types of jobs do these non-residents hold?
5. Once these two sectors can be evaluated, staff can then incorporate the numbers and types of jobs that are sought through business attraction efforts.
6. Job creation strategies need to be weighed against current and future city revenue generation.
7. Bringing gigabit broadband capabilities to Littleton would open many opportunities including business attraction and new employment opportunities.
8. The city may consider commissioning targeted economic development studies in order to help identify specific industry clusters and companies for targeted marketing.

Priority #10 – Revitalize the Northeast Neighborhood

Issue: Although many issues related to the Northeast Neighborhood have been improved with code enforcement and some renovation and scrape and rebuild, and aging multi-family apartments remain a concern.

Solution(s): The city should encourage improvements in residential areas and engagement of the community. Continued use of the city CDBG allocation for infrastructure improvements is advised. The city should further explore development of a Northeast Neighborhood Community Group that would include residents, property owners, community service providers and city representatives. A properly facilitated, ongoing interaction could provide valuable insights from the participants regarding their impressions about their community and what the city does to care for the area. **A sub-area plan for commercial properties along Littleton Boulevard should recommend land use changes and improvements that would be supported by the neighborhood and bring new people to the area as well**.

Priority #11 – Update and Increase Available Housing with Revitalization Programs

Issue: When a community has limited, affordable single-family housing, a plan must include strategies to improve existing homes experiencing deferred maintenance, alternative options for current home owners and mechanisms that encourage new ownership.

Solution(s): Identify single-family homes showing wear due to deferred maintenance that are owned by people looking to downsize.

Work with South Metro Housing Options on a **senior housing rehabilitation program**. The first step is to identify target areas (clusters of single-family homes with owners ages 55+ who are low to moderate income). The second step is to identify grants and programs available for low cost rehab. Third is to develop a

communication plan for potential participants that encourages voluntary transition within the community.

Introduce a first-time home buyers program that will encourage younger couples and families to purchase single-family homes. The city is participating in the Metro Mortgage Assistance program (MMA) that offers down-payment and closing cost assistance grants (DPA) and below-market rate, 30-year fixed loans to income qualified, first-time homebuyers.

The Denver region is experiencing a great in-migration of people ages 25 to 35. The city needs to provide housing options that address the lifestyle requirements of this demographic, who are often attracted to higher density, mixed-use and walkable communities within or adjacent to the downtown area. Meetings with realtors and residential property developers will provide lifestyle and housing preferences that will be incorporated in the housing assessment and plan.

Priority #12 – Increase Senior Housing Options

For a community to remain vital it needs to experience an appropriate level of housing turnover. Current, aging single-family homeowners resist selling because of income and asset concerns and because seniors have few or no downsize housing options within the city limits.

Issue: Seniors looking for alternative, affordable housing options are not finding them in the City of Littleton. Most people aging in place are not vacating because they do not have a workable transition plan, their homes are paid off, they have deferred maintenance and they want to remain in the neighborhood they know. Many fail to downsize prior to a critical event that forces them into another, less desirable living situation.

Solution(s): Provide transition liaison services and moving assistance programs for seniors. Develop or redevelop areas within the city that provide **affordable, low maintenance housing** such as patio homes and cohousing. Develop or redevelop areas within the city that **offer graduated care and flexible financial participation**.

Priority #13 – Attract More Students for K-12

Issue: As the city population has aged, Littleton Public Schools has experienced a continuing decline in student enrollment. This has resulted in school closures in the last few years. Part of attracting new residents and business is having a strong primary education system, especially compared with neighboring municipalities. Currently, the student population is 20% out of district. It is imperative for the city to help avoid any additional reduction.

Solution(s): **Find ways to free up more single-family homes.** Affordable senior rehab programs will enable improvements to properties experiencing deferred maintenance, improve property values, and encourage older residents to downsize and free up their homes for sale. Participation in the Metro Mortgage Assistance program will help encourage younger families with children to move into the city and increase the student population.

Opportunities

There are a number of opportunities within the city that will require city investment in order to "harvest" true potential. These opportunities may involve areas where current zoning is not reflective of development potential under current and future market conditions. This potential may include changing or broadening uses, or may also include significant density increases over what is currently allowed by zoning. Encouragement of sustainable development includes a proactive approach with the city working with property owners and developers to achieve the optimum use of property consistent with the Comprehensive Plan.

By definition, these opportunities will require sufficient direct economic return to justify the city's investment. Results should be far greater than pure direct economic return, however: by engaging in thoughtful planning and strategy, the city investment will generate a virtuous circle of benefits that extend far beyond direct economic return, and position the city for a sustainable renaissance.

Direct Economic Benefit: Direct economic benefit will come in the form of increased sales tax, additional permitting fees and higher property tax. These benefits are easy to quantify and measure, and will define the threshold for city investment.

Indirect Economic Benefit: Studies consistently show that thoughtful property investment stimulates investment in adjacent properties. This investment comes in the form of reinvestment (improving existing buildings and homes through rehabilitation) and redevelopment (replacing functionally obsolete buildings with more relevant and sustainable buildings that better embrace area potential). Thoughtful city investment will catalyze area investment and fundamentally transform expectation of what its citizens deem possible.

Positive City Image: The City of Littleton needs to avoid a reputation that discourages development. Evidence suggests that property owners and developers talk with one another sharing good and bad experiences. The city must embrace innovative and new concepts that change the paradigm (or "raise the bar") of what can be done within city boundaries and recognize the associated value and benefits that come with thoughtful partnership between the public and private sectors.

<u>These opportunities are characterized as follows:</u>

1. **Infill Development**
   There are opportunities related to the remaining, first-generation development parcels. With proactive city engagement, there is the opportunity to raise the bar: different or mixed uses, higher density, and higher quality developments. The city can choose to become a stakeholder and partner in transformative change have far-reaching consequences. Becoming a proactive partner in meeting the challenges of the future will signal a return to the strong and mixed-use community fabric that historically defined the City of Littleton.

2. **Redevelopment**
   The city has a number of aging commercial districts that may no longer be viable in today's economy. These districts are characterized by large land assemblages and define significant potential opportunity by virtue of their location and size. The city can be instrumental in reversing a downward spiral of deterioration and tenant strength by encouraging re-investment that will transform and help redefine the future of these properties and surrounding areas within the city.

   Redevelopment in some cases might mean demolition and rebuilding while in other cases it might mean increasing density to re-energize uses which are not otherwise viable.

It is important for the city to recognize that each of these opportunities is not an island unto themselves, but rather has connections with surrounding communities that tie success and reinvestment of one to the other. Underperforming commercial properties can weigh down adjacent commercial and residential properties, while vibrant commercial and mixed-use properties can infuse adjacent properties with new vibrancy and development.

3. **Transit Oriented Development**
   The city has active light rail running through its boundaries, with stops in Downtown Littleton and at Aspen Grove. The light rail stops are currently characterized by a large amount of surface parking. Over time, these areas have the potential to redevelop in a manner that re-organizes the surface parking into parking structures and thereby significantly increases potential for adjacent development.

   Because these sites are already in recognized mixed-use areas, development potential is highly viable. That said, the associated development burden (structuring existing parking uses) is prohibitively high to allow any viable development without public involvement.

4. **Health and Wellness**
   Already home to the fittest and leanest population due to active lifestyles and access to the outdoors, Colorado is building health and wellness into the state brand and aims to be the healthiest state in the nation. The State of Colorado and the City of Littleton are collaborating with the public and private sectors, as well as nonprofit foundations like the Colorado Health Foundation and LiveWell Colorado. With more than 253,000 health and wellness workers across the state and an $11.3 billion annual payroll, the health and wellness industry has a compelling economic impact within Colorado.

   SouthPark is home to an industry cluster of 38 health and wellness-related businesses, with HealthSouth to open in May of 2013. The city needs to help market and grow this cluster. The city can market its success as a participating member of the LiveWell Colorado's Healthy Eating/Active Living (HEAL) Cities & Towns campaign.

5. **Technology and Information**
   Countless opportunities exist in the technology and information industry in Colorado. There is strong entrepreneurial activity and continual expansion into markets, alongside major corporate regional offices. Colorado's geographic location and extensive infrastructure means goods and services are readily deliverable across the country and around the world. The industry is diverse, with particular concentration in the software and communications technology sectors. The technology industry has deep roots in Colorado, with global players like DISH Network, Liberty Interactive, Liberty Global, Oracle, Clear Channel, Century Link, Comcast, SAP and more. The corporate presence helps feed the hot start-up innovation scene in Boulder, which is expanding along the Front Range to Denver, Fort Collins and Colorado Springs. Colorado is a leading high-tech state with the second most educated workforce in the country, third highest concentration of high-tech workers nationwide and high-tech exports totaling more than $2.9 billion per year.

   The city needs to continue to pursue gigabit speed broadband. Achieving this goal will help attract high tech businesses and high tech professionals. Chattanooga, Tennessee is home to the most advanced smart grid in the nation, customers are enjoying Internet speeds that are almost 100 times faster than the national average. Most Internet users in the U.S. have access to about 4.5 megabits of Internet speed. Yet the 600 square-mile fiber optic grid under Chattanooga offers residents and businesses a blazing 50 megabits. Business leaders are capitalizing on the fast Internet speeds by launching two initiatives to attract bright minds to the city, create jobs and stimulate the economy.

6. **Creative Industries**

Colorado is a global leader in the creative industries, which include six creative sectors: design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. With its existing ecosystem of creative entrepreneurs, arts and cultural nonprofits, media and entertainment giants, and universities and academic leaders who encourage creativity and innovation, creative industries are well-positioned to grow and continue to help Colorado's economy thrive.

The creative industries in Colorado have been growing faster than in most other states and Colorado now ranks 6th in the nation in percent of its workforce in creative class occupations. These jobs are well-distributed across the state; in fact, Colorado has ten of the nation's top 25 non-metro counties in concentration of creative occupations. Artists and creative professionals are a major workforce asset for Colorado, as over half of all artists have received at least a bachelor's degree.

The entrepreneurial spirit of Colorado is especially strong in creative professionals, who are 3.5 times more likely than the total U.S. workforce to be self-employed. And there is a close connection between art and technology, with one in three artists working in the professional, scientific, and technical services sectors.

The creative industries help draw new people with discretionary income into the community.

7. **Tourism and Outdoor Recreation**
   Outdoor recreation and tourism are woven through the fabric of Colorado's culture and define the state. Domestic and international visitors are invited to "Come to Life" in Colorado. And while experiencing the outdoors is a large part of the lifestyle in Colorado, it is also a significant economic driver. Colorado's tradition and passion for outdoor access is due in large part to unparalleled natural resources, as well as a long history of environmental conservation and stewardship. Colorado welcomed a record 57.9 million travelers in 2011, ranking Colorado 18th in overnight leisure trips. Visitors also spent a record $14.6 billion in 2010, touring historic places, enjoying cultural activities and attractions, experiencing exceptional culinary experiences, and discovering eco-tourism and agritourism.

   The most visible outdoor recreation activities for the state are skiing and snowboarding. Colorado is #1 in the nation for overnight ski visits. In addition to winter recreation offerings, the state offers numerous opportunities for hiking, backpacking, camping, visiting state and national parks, biking, rafting, boating, mountain climbing and hunting. Outdoor overnight trips equate to 22 percent of the total overnight visitor spending, ranking Colorado 8th in the country for outdoor overnight trips. Colorado is an international hub of outdoor recreation, with a concentration of outdoor industry companies estimated to be about 12% of the national total. The Outdoor Industry Association found that the outdoor industry accounted for over 107,000 jobs and $10 billion annual economic output in Colorado alone.

   Breckenridge Brewery will draw tourists to Littleton. This coupled with existing and future recreational opportunities will serve as a foundation for tourism and outdoor recreation development along the South Platte River.

8. **Downtown as an Economic Engine**
   Entrepreneurs thrive on the casual collisions with other creative people. Downtown provides the most opportunity for these interactions. The city should not limit its views on the downtown as merely an opportunity to create jobs and revenue within its borders, but as an incubator for greater ideas and opportunities.

   The city needs to encourage a downtown brand; an image that identifies the area with the unique experience it provides. Expanding the arts in downtown also fosters the collision of creative thinkers.

Conclusion

Littleton is a city that must embrace a strategic plan. A well-developed proactive approach will ensure a connected community and a sustainable future. Now is the time to take the calculated risks that will allow the city to prevail in a highly competitive market and succeed as an economically vital community.

Ten Principles for a High-Performing Economy

Economist Lee W. Munnich

Goals

Munnich suggests that an area seeking to achieve a high-performance economy should re-examine its goals.

Competitiveness

A community should take **stock of its comparative advantages--its strengths and assets** compared to other areas--and how they are changing. Where assets are underutilized, the community should invest in enhancements that improve the productivity of the local economy. In addition, the community should **establish programs to market its assets to the outside world**.

Equity

Every community experiences **disparities in productivity and wealth** among areas or population groups. The overall effectiveness of any economy is greatly affected by how well it addresses these disparities. Investing in a way that **reduces economic disadvantage** is an important strategy for local development.

Scope

The scope of economic strategies--the range of issues they address--is an important factor in their success.

Global Economy

As the economy becomes increasingly global, **building the capacity to sell to world markets** becomes more imperative. High-performing communities assess their advantages and disadvantages in world markets, address barriers to global marketing, and promote international business opportunities among their industries.

Comprehensive Strategy

High-performing communities **understand the interrelationships** between economic development strategies and other strategies--such as education, environmental enhancement, housing, and recreation--that improve the overall community climate. To assure maximum impact of their investments, they **correlate business investments with improvements in other areas of the community**.

The way economic development programs are organized determines their effectiveness.

Regional Collaboration

Economic development cannot truly be local. A community's economy is greatly influenced by the larger region of which it is a part. **Communities that participate in broader, regional strategies will be more effective** than those that try to go it alone. Especially in rural areas, where resources are often stretched to the limit, the effectiveness of development efforts can be maximized when they are taken in collaboration with partners within the same region.

Industrial Focus

Effective economic development strategies are built on a sound awareness of the strengths and weaknesses of local industries. In high-performance economies, development officials exhibit **keen awareness of the key sectors or clusters in the economy, and their performance** is tracked closely and issues affecting their future are identified and addressed. Development strategies emphasize actions to understand and support industrial clusters and their linkages with other local and regional industries.

Process

How the development process is organized and how strategies are implemented is also important.

Customer Orientation

In high-performance economies, there is **keen awareness of the customers** of economic development strategies--the businesses, communities, and citizens that are affected by development policies. Attention is given to meeting customers' needs. And, **customer input is not only sought out but is used carefully in crafting development strategies and programs**.

Partnerships

The **strongest development programs rest upon solid partnerships** among local organizations. Partnerships can range from the simple exchange of information to alliances that combine resources to achieve results beyond the means of any single organization. Strong alliances do not just happen, however; they require farsighted leadership to form and special cultivation to maintain.

Measurement and Evaluation

High-performing organizations **measure their outputs and evaluate the reasons for success or failure**. This means that they collect information about their own performance. Then they regularly evaluate their performance against the goals they established and hold themselves accountable for the outcomes.

Learning

No effort is without the potential for improvement, and high-performance development programs **seek out a wide range of ideas on how to improve their strategies and delivery methods**. They eagerly compare themselves with other development programs in other regions. And, they maintain a posture of flexibility that makes it easier to put new ideas into operation.

COUNCIL GOALS 2012-2013

To preserve a family-oriented and economically-vibrant community that encourages citizen involvement, respects diversity, values community character, and enhances the quality of life of Littleton residents and visitors.

1. ASSURE A FINANCIALLY-SOUND CITY GOVERNMENT

Objective: Develop a budget process that provides the ability to evaluate costs/benefits along with program prioritization.

Objective: Deliver innovative, cost-efficient municipal services.

Objective: Research and pursue alternative revenue sources.

2. PROVIDE A SAFE COMMUNITY TO LIVE, WORK, AND PLAY

Objective: Provide a comprehensive evaluation of City service that meets the needs of the community.

Objective: Provide police protection, code enforcement, and other services that meet the needs of the community, with a specific focus on the northeast neighborhood.

Objective: Provide fire protection and emergency medical services that meet the needs of the community and the City's fire partners.

Objective: Focus on vehicular, bike, and pedestrian safety and accessibility improvement opportunities.

Objective: Improve the City's ability to respond to emergencies; update the City's Emergency Operations Plan.

Objective: Partner with other governmental and non-governmental agencies to maximize effectiveness in providing a safe community.

3. DEVELOP AND MAINTAIN THE PUBLIC INFRASTRUCTURE

Objective: Provide and maintain a high-quality public infrastructure that addresses the needs of residents, visitors, and businesses.

Objective: Develop an asset management plan to identify maintenance and capital investment needs of the public infrastructure.

Objective: Develop a Littleton/Englewood Wastewater Treatment Plant long-range plan.

4. PRESERVE AND CULTIVATE A QUALITY COMMUNITY

Objective: Encourage continuous improvement in service delivery and evaluate potential alternatives.

Objective: Actions and decisions should follow a comprehensive review of all impacts and benefits, including the aggregate impact on the community's property values.

Objective: Evaluate diversity, density, and quality of community housing stock and options for improvement.

Objective: Continue to update the 1981 Comprehensive Plan.

Objective: Evaluate ways to maintain Littleton as a community in which families wish to live and address the needs of the elderly.

Objective: Initiate a review and update of the City's development and zoning codes to ensure ability to implement community goals.

Objective: Improve focus on immigration issues.

Objective: Encourage an appreciation of life-long learning, history, art, culture, and literacy through the Library, Museum, and community partners.

Objective: Enhance the quality of City parks, trails, and open space system to increase the public's use and enjoyment of them.

Objective: Develop a policy statement that addresses the trade-offs between preservation of open space and commercial development.

Objective: Maintain and enhance public art.

5. PURSUE A BALANCED AND SUSTAINABLE LOCAL ECONOMY

Objective: Grow jobs and sales tax revenue by providing strategic assistance to Littleton businesses.

Objective: Take a proactive approach to recruiting businesses, retaining existing businesses, and assisting businesses wishing to expand.

Objective: Work with community partners to increase the number of events which draw citizens and visitors as well as focus on improving the quality of existing events.

Objective: Promote policies and practices which sustain the environment.

6. PROMOTE ENVIRONMENTAL SUSTAINABILITY

Objective: Identify long-term, cost-effective sustainable energy efficiencies for city operations.

Objective: Develop solid waste reduction targets and implementation actions to meet those targets.

Objective: Develop and implement an environmental stewardship and sustainability plan.

Objective: Reduce environmental impacts.

7. FOSTER COMMUNITY INVOLVEMENT, COMMUNICATION, AND TRUST

Objective: Provide the highest level of service delivery with unwavering integrity and ethics.

Objective: Explore options for improving citizen education about and involvement in their community.

Objective: Foster community spirit.

Objective: Evaluate ways to support local education organizations to maintain a high quality of educational opportunities within Littleton.

Objective: Improve ways to disseminate information to citizens (e.g., utilize technology to provide greater and more timely access to governmental information).

Objective: Develop a plan for a youth-in-government initiative to involve and educate youth and young adults about local government.

Addendum 1

Definitions

Littleton Urban Renewal Authority (LURA)
The Littleton Urban Renewal Authority (LURA) would assist in the redevelopment of blighted property and help foster sound growth and development in Littleton. Working with residents, businesses, civic leaders, area developers, and financing institutions, LURA will provide financial assistance to support redevelopment activities throughout the city. These include single-family home rehabilitation, emergency home repair, historic preservation, Brownfield redevelopment, infill development, and neighborhood revitalization, among others.

Business Improvement District (BID)
A Business Improvement District (BID) is a defined area within which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries. Grant funds acquired by the city for special programs and/or incentives such as tax abatements can be made available to assist businesses or to recruit new business. The services provided by BID's are supplemental to those already provided by the municipality.

Tax Increment Financing (TIF)
Tax Increment Financing, or TIF, is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects in. TIF is a method to use estimated future gains in taxes to subsidize current improvements, which are projected to create the conditions for said gains. The completion of a public or private project often results in an increase in the value of surrounding real estate, which generates additional tax revenue.

Public Improvement Fee (PIF)
A Public Improvement Fee (PIF) is a fee that developers may require their tenants to collect on sales transactions to pay for on-site improvements. Generally, these improvements are financed through a Public Improvement Corporation or a Special District. The Public Improvement Fee collected repays the PIF debt incurred by the developers. Examples of these improvements include curbs and sidewalks, parking facilities, storm management systems, sanitary sewer systems, road development (within the site) and outdoor public plazas.

Sales Tax Sharing Agreements
Sales Tax Sharing Agreements allow for the collection of a reduced share of sales tax to be collected by the city for an agreed upon period of time. As an example, new retail operations or existing retailers making significant improvements would pay 50% of 3% for one year and 80% of 3% for an additional two years to help offset their cost for new or improved developments. The reduction in taxes to the city for the specified period would be compensated with the increase in sales tax revenue once the agreement is satisfied.

Permit Fee Reduction
The city would reduce permit fees, as allowed, to encourage new development and help offset the cost of new construction costs.

Revitalization Incentive Grants
The city will provide matching grants to encourage improvements to existing properties.

Addendum 2

Revenue Changes – Estimated Annual Benefit

Type of Tax	Number of Units	Tax Base	Frequency	Total Annual Benefit	Comments
Sales Tax Increase	3.5%	2012 = $25.5M	Per Year	$4,200,000	Retail, General Use, Motor Vehicle
Sales Tax Increase	3.5%	2012 = $750K	Per Year	$125,000	Building Use Tax
Soda & Candy Tax	3.0%		Per Year	$115,000	.5% of Retail Sales
Lodging Tax	3.0%		Per Year	$90,000	Based on existing industry taxes currently received by COL
Renter's Tax	7,720	$5 Per Unit	Once a Month	$463,200	(Source: Esri) Rental Units
Renter's Tax	9,020	$5 Per Unit	Once a Month	$541,200	Current Units + 1,300 New
Occupational (Head Tax)	28,510	$5	Twice a Month	$3,421,200	(Source: Esri) Number of Employees
Internet Sales Tax	3.0%	$23,000,000	Per Year	$3,450,000	15% of Retail Sales

NOTE: **Development Impact Fees** - More research is needed to estimate potential revenues related to this type of change.

Addendum 3

Economic and Community Improvements to Date

Nationally and Internationally Recognized Resources for Littleton Businesses

Business Education Series 2013 – Lunch and Learn

Proactive Business Attraction – Responses to Site Selection Inquiries

Streamlined Plan Review Process

Improved Permitting Process

Metro Mortgage Assistance Plus Program – Littleton Participation

Northeast Neighborhood Improvements with CDBG Funds ($955,013)

City Council Community Outreach Breakfasts

Economic Plan 2013

Comprehensive Plan 2013

Revitalization Incentive Grant 2013

New Brand for Littleton

New City Website

New Business Marketing Website (Launch - June 2013)

Neighborhood Housing Revitalization Program

New Website Project Activity List & Project Activity Maps

<u>Business/Development Projects</u>
Alamo Drafthouse Cinema

Breckenridge Brewery

CarMax

Health South

Larrabee's Furniture & Design

Nevada Place – Phase II

SUBJECT: **DISCUSSION/DIRECTION – ECONOMIC PROSPERITY PROGRAM**

DATE: **JUNE 5, 2018**

PRESENTED BY: **AARON DEJONG, ECONOMIC DEVELOPMENT**

SUMMARY:
City Council requested a discussion on the Economic Prosperity Program in their 2018 Workplan. This memorandum summarizes the efforts of the Economic Development Department to fulfill the Economic Prosperity Program.

BACKGROUND:
The goals of the Economic Prosperity Program are to:

> *Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.*

The objectives of the Economic Prosperity Program is to:

> *Maintain positive business relationships throughout the community and assist property owners, brokers, and companies in finding locations and/or constructing new buildings in the City. Attract and retain a diverse mix of businesses that provide good employment opportunities for Louisville residents.*

DISCUSSION:
The following is a brief description of the functions and services the Economic Development Department provides to the business community and the City of Louisville. These functions and services strive to ensure the Economic Prosperity Program's goals and objectives are being pursued. The functions are not in any priority order.

<u>Main Point of Contact for Business Interest</u>
The main purpose for the Economic Development Department is to be a resource for the business community. Staff does this by trying to address challenges, answer questions, seek opportunities, and pursue partnerships that ultimately make Louisville a better place to do business for its existing employers and new employers looking to start or relocate to town. Director DeJong's simple statement to communicate the Economic Development department's role is to

> "*Be the business community's concierge in City Hall. Businesses are good at running their businesses, not necessarily being good at navigating the rules and regulations of municipal government. Our role is to be that main contact to find solutions to our businesses' needs."*

Primary Employer Recruitment and Retention

Louisville is home to many primary employers, businesses whose revenue mainly comes from customers outside the community, mainly in the aerospace, bioscience, advanced manufacturing, food production, and technology industries. These businesses rely upon a talented workforce, nearby amenities, good transportation network, reliable utility service, and overall high quality of life. The primary employers are the main source of good paying jobs for our residents to work and earn a good living. These businesses also occupy most of our industrial and commercial space, providing consistent revenues to the City through sales taxes, consumer use taxes, property taxes, and utility fees.

When looking at primary employer retention and recruitment, staff believes it is important to maintain diversity in the community's employment makeup. This creates community resiliency as being reliant upon one or two dominant industries creates risk of significant employment declines when one of those industries falters. But conversely, being strong in growing industries creates a competitive advantage to reap significant employment gains in cutting edge industries.

Staff meets with primary employers regularly as retention visits. Staff uses those meetings to understand their businesses, listen to why they are choosing to be in Louisville, learn about challenges in their business, and look for opportunities to assist in growing and keeping their business in Louisville.

Retail Recruitment and Retention

A strong retail industry in Louisville assists in generating municipal revenue by way of retail sales taxes for all the City's services. Louisville has been fortunate to have experienced significant retail sales growth since the Great Recession. Sales tax revenue has increased nearly 60% since 2010. Sales tax receipts for 2017 nearly reached $14,000,000, representing almost $400,000,000 in retail sales, a new record for the community.

Staff recently procured a retail leakage report through our Geographical Information System (GIS) license. Staff ran the attached leakage report for the area within a 15 minute drive time of the McCaslin retail corridor. 15 minutes is a good time distance to represent the time shoppers are willing to travel for regional types of retail. Most of the retail category demands are being met by supply within the selected area. The data indicate leakages of retail sales outside the area for two categories; Motor Vehicle & Parts Dealers and Gasoline Stations. This indicates retailers in these categories may have greater success if located in the area due to higher demand for these products than supplied by existing merchants.

Looking more closely at retail leakages within the city limits (attached), additional categories of retail showing notable leakages include clothing stores and General

Merchandise Stores. However, expanding the area to include retail centers in nearby Superior and Broomfield, those leakages go away.

The retail industry is experiencing a significant transition since the mid 2000's due in part to the increase in internet sales and customer preferences changing the retail experience. For Louisville to remain current with this transition, staff seeks information on retailers' changing preferences for locations. We try to find opportunities where the community's desired type of development matches with these changing retailer preferences. Staff also works to identify opportunities to adapt existing retail areas so to be in a better position to attract desired retailers. Retailer preferences will change over time and Louisville will need to decide which ones to pursue alongside property owners and developers.

Staff also attends the annual ICSC retail real estate conference. This annual trip's goals are to:

1) Meet with the brokers working on vacant sites to find new tenants for the properties and communicate our programs and resources to assist them,
2) Retention visits with the real estate directors of our biggest retailers, and
3) Make first time introductions with retailers that are actively seeking opportunities in our area and see if we have opportunities that meet their qualifications.

The 2018 trip was a successful endeavor. The Mayor, Deputy City Manager and Economic Development Director had productive conversations with some of the City's largest retailers (King Soopers and Home Depot), discussed opportunities with representatives of the City's largest properties (Louisville Plaza, North End, and Centennial Valley), and dropped in on several retailers to discuss opportunities in Louisville.

<u>Owner and Broker Contact</u>

Staff works to maintain good working relationships with the area's brokers and property owners. These folks have a strong financial interest in leasing their spaces, and knowing they have assistance from the City to achieve that purpose can facilitate the execution of leases, tenant improvements and construction of new buildings. When requested, staff can provide traffic data, demographic reports, and planning information to answer questions from the prospective tenants. Attached is a recent demographic report for the City to show the types of information provided.

We also work in concert with retail brokers to assist in recruitment of specific businesses and retailers. Brokers and owners have a strong financial interest to lease or occupy their properties and ED staff assists in that recruitment. Brokers and owners do significant 'cold calling' to identify interested businesses. Staff then, if desired, assists with recruitment efforts by highlighting community interest to locate in

Louisville and addressing concerns or questions related to the community or a specific site.

Business Assistance Program

In January 2007, the City Council approved an ordinance establishing a business assistance program (BAP). This program was developed by the Business Retention and Development Committee. The program was approved by the City Council through Ordinance 1507 Series 2007. The ordinance describes the purpose of the BAP program as:

> *"The purpose of the BAP created by this chapter is to encourage the recruitment, retention, establishment and/or substantial expansion of sales tax generating businesses and employers within the city, thereby stimulating the economy of and within the city, providing employment for residents of the city and others, further expanding the goods and services available for purchase and consumption by businesses and residents of the city, and further increasing the sales taxes and fees collected by the city, which increased sales tax and fee collections will enable the city to provide expanded and improved municipal services to and for the benefit of the residents of the city, while at the same time providing public or public-related improvements at no cost, or at deferred cost, to the city and its taxpayers and residents."*

The City's program offers four basic types of incentives, all of which are rebates of fees and taxes paid: sales tax, building permit fees, construction use taxes, and consumer use tax.

The BAP program focuses on attracting and expanding primary employers (businesses which produce goods or services greater than what the local economy can consume) and retailers (businesses primarily focused on sales to end users which collect sales taxes on sales) to town. Staff utilizes a business assistance application form to obtain project details from interested businesses.

Staff analyzes the BAP program to provide information regarding the effects the assistance packages has made on investment, jobs, and revenue in the City.

Urban Renewal Authority Staff

Economic development staff facilitates the work of the Louisville Revitalization Commission (LRC), the City's Urban Renewal Authority. The LRC has two urban renewal areas; the Highway 42 Urban Renewal Area and the 550 S. McCaslin Urban Renewal Area. The LRC receives tax increment financing revenue from new construction within the Highway 42 Urban Renewal Area and invests it into projects that address blighting factors that exist on properties or throughout the area.

Staff prepares their meeting agendas, prepares budgets, creates financial models to predict future revenues, analyzes TIF assistance applications, investigates opportunities to encourage redevelopment, oversees contracts, and other functions for the LRC.

BRaD Committee Staff

Similar to the work for the LRC, economic development staff facilitates the work of the Business Retention and Development (BRaD) Committee. This is a City Council appointed committee to advise the City Council on business related issues. The Committee was re-formed in 2017. The new committee members developed the attached BRaD Committee Mission Statement with the overall mission to be:

> *Provide guidance to the City Council on policies that foster a vibrant and thriving business community. The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.*

The BRaD Committee conducted a business satisfaction survey in November 2017 to seek input into various items of interest to businesses in town. The results of that survey are attached. BRaD intends to conduct the survey on a regular basis.

Staff helped put on the BRaD Committee's first Louisville Business Forum on May 17, 2018 at the Ascent Church. About 100 businesses attended the event. Staff gave a presentation on several economic indicators, opportunities and challenges in the community, and the attendees engaged in an open discussion about business matters in town.

Real Estate Transactions

Economic development staff has been involved with several land acquisitions the City has done over the past several years. Negotiating purchases of the First Baptist Church, Delo Parking Lot, Blue Parrot Parking Lot, and sales of the Grain Elevator and Lucky Pie building were completed by economic development staff with help from the City Attorney. Economic development staff is also often a first contact for people looking to purchase or sell property with the City.

Lease Management

The City leases the former City Shops facility on Empire Road to Human Movement Management. Economic development staff is their main contact regarding any questions of the facility or requesting improvements to the building. Human Movement is happy to be in the facility as it gave them the much needed additional space to grow their Louisville operations.

Downtown Facilitation

When many think of Louisville, they think of our historic downtown. Maintaining and expanding its vibrancy is important to the 'brand' that is Louisville. Economic development staff works with several organizations and businesses to keep downtown as a desirable place for residents and visitors to enjoy.

Staff attends the Downtown Business Association (DBA) meetings to learn about the work they are doing for downtown and to inform the DBA of city items of interest to downtown. Economic development staff also sits on the Street Faire Committee as the City's representative.

Economic development implements the downtown patio program and assists with the winter lights and downtown flower amenities in coordination with the Public Works and Parks departments.

Economic development staff also seeks out opportunities to address the parking challenges in downtown. Staff does this by seeking acquisition opportunities, evaluating lease arrangements, managing parking rules with help from the Code Enforcement division, and researching options for additional parking supply.

State Agency Facilitation

Several state agencies work on issues that have direct impact on the business climate in Louisville. Economic development staff has been involved in discussions with several state agencies including the Colorado Department of Transportation (CDOT), Regional Transportation District (RTD), Department of Local Affairs (DOLA), and the Department of Revenue, to address business challenges and opportunities in town.

RECOMMENDATION:

This memorandum is for discussion purposes and possible direction. Staff is interested in engaging with City Council on the current services or work provided by economic development staff and any resource reductions or additions staff should incorporate into future year operational budget requests to promote economic prosperity. What strategies would City Council like to evaluate and consider for long-term economic resiliency?

ATTACHMENTS:

1. 2017 Economic Prosperity Key Indicators
2. Business Assistance Program Code Section
3. BRaD Mission Statement
4. Louisville Business Forum presentation
5. 2017 Business Satisfaction Survey results
6. 2017 Louisville Demographic Profile
7. Regional Retail Leakage Report for McCaslin Area (15 minute drive time)

8. Retail Leakage Report for City of Louisville
9. Presentation

Economic Prosperity Program Key Indicators
Business Retention and Development Sub-Program

Goals

Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.

Objectives

Maintain positive business relationships throughout the community and assist property owners, brokers, and companies in finding locations and/ or constructing new buildings in the City. Attract and retain a diverse mix of businesses that provide good employment opportunities for Louisville residents.

INDICATOR	UNIT	2016 ACTUAL	2017 ESTIMATED	2018 PROJECTED
Context Data and General Information				
Licensed Businesses[1]	Units	882	928	940
Workload				
BAP Agreements Negotiated	Units	6	4	4
Meetings Facilitated	Units	21	21	22
Retention Visits	Units	34	35	40
Lease Management (Old City Shops, Koko Plaza)	Items	3	2	2
Efficiency				
Construction Dollars per BAP Incentive	$	$35.28	$35	$35
Incentives per Job Added	$	$631	$600	$550
Annual Sales Tax $ per $1.00 BAP Incentive	$	$.87	$.90	$.92
Effectiveness				
New Annual Sales Tax Revenue[2]	$	$759,670	$1,289,602	$978,080
Vacancy Rates[3]	Office	8.7%	7.5%	7%
	Retail	4.68%	5%	7%
	Industrial	4.7%	7%	6%

[1] Sales & use tax accounts.
[2] Year-over-year change of total sales tax revenue.
[3] Target rate is Office=10% to 15%, Retail=15%, Industrial=10% to 15%.

Chapter 3.24 - TAX AND FEE BUSINESS ASSISTANCE PROGRAM

Sec. 3.24.010. - Established.

There is established within the city a Tax and Fee Business Assistance Program ("BAP").

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.020. - Purpose.

The purpose of the BAP created by this chapter is to encourage the recruitment, retention, establishment and/or substantial expansion of sales tax generating businesses and employers within the city, thereby stimulating the economy of and within the city, providing employment for residents of the city and others, further expanding the goods and services available for purchase and consumption by businesses and residents of the city, and further increasing the sales taxes and fees collected by the city, which increased sales tax and fee collections will enable the city to provide expanded and improved municipal services to and for the benefit of the residents of the city, while at the same time providing public or public-related improvements at no cost, or at deferred cost, to the city and its taxpayers and residents.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.030. - Definitions.

As used in this chapter and all sections thereof, the following phrases shall have the following meanings:

Applicant means the owner(s) of real property upon which a business is operated or proposed, or the operator of a business located or proposed to be located within the city.

Enhanced sales tax means the amount of sales tax collected by the city over and above a base amount negotiated by, and agreed upon by, the applicant and the city, and which amount is approved by the city council, which base amount shall never be lower than the amount of sales taxes collected by the city at the property in question in the previous 12 months.

Fees means the amount of building permit fees and construction use taxes collected by the city during the construction permitting process for initial construction of a project participating in the BAP created under this chapter.

Operator means the owner or potential owner of a business that is eligible for inclusion in the BAP created by this chapter.

Owner means the record owner or potential record owner of real property upon which one or more business is operated.

(Ord. No. 1507-2007, § 1, 1-16-2007; Ord. No. 1571-2010, § 1, 5-4-2010)

Sec. 3.24.040. - Basis for participation.

Participation in the BAP shall be based upon approval by a majority of the entire city council, exercising its legislative discretion in good faith. Any owner or operator of a proposed business, or the owner or operator of an existing business which proposes to expand substantially, may apply to the city for inclusion within the BAP, provided that the proposed new or expanded business is reasonably likely to generate enhanced or increased sales taxes, permit fees and/or construction use taxes within the city in

the first year of operation. Application for inclusion in the BAP must be made prior to the proposed opening, acquisition or expansion.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.050. - Approval of agreement; conditions; effect.

Approval by the city council of an agreement implementing the BAP shall entitle the successful applicant to share in enhanced sales taxes and fees derived from the applicant's property or business in an amount which shall not exceed that amount specified in the agreement required by section 3.24.100; provided, however, that the applicant may use said amounts only for public or public-related improvements such as those specified in section 3.24.060 and which are expressly approved by the city council at the time of consideration of the application. The time period in which said enhanced sales taxes or fees may be shared shall not commence until all public or public-related improvements are completed and meet city standards, and shall be limited by the city council, in its discretion, to a specified time, which shall not exceed ten years, or until a specified amount is reached.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.060. - Permitted use of funds.

A. The uses to which said shared enhanced sales taxes or fees may be put by an applicant shall be strictly limited to obligations and/or improvements which are public or public-related in nature, and which are specifically identified as eligible for BAP funding as part of the agreement required by section 3.24.100 and which, if required by the city, are subject to a subdivision agreement or development agreement executed pursuant to, respectively, section 16.12.100 or section 17.28.260 of this code.

B. By way of example and not limitation, eligible obligations and improvements which are public or public-related in nature include streets, sidewalks, curbs, gutters, pedestrian malls, street lights, drainage facilities, landscaping, decorative structures, redevelopment of existing properties, occupancy of existing vacant space, expansion or creation of jobs in the city, public art, fountains, identification signs, traffic safety devices, bicycle paths, off-street parking facilities, benches, restrooms, information booths, public meeting facilities, and all necessary, incidental, building facades, architectural enhancements, and appurtenant structures and improvements, together with the relocation, extension, undergrounding or improvement of existing utility lines, and any other improvements of a similar nature which are specifically approved by the city council.

C. Nothing in this chapter shall limit the city council from appropriating additional capital improvement funds for capital improvements directly or indirectly affecting the property in question as a part of the city's regular appropriation, capital improvement, or budget process.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.070. - BAP payments.

A. For BAP agreements utilizing enhanced sales tax incentives, payments shall be made no less than annually and no more than quarterly, as the city and applicant shall agree. For such payments, the base figure (which may be stated as a percentage or fixed dollar amount) shall be divided by the number of agreed-upon payments per year and adjusted for seasonal variations as the parties may agree. If in any period the agreed-upon base figure is not met by applicant and, thus, no enhanced sales taxes are generated for that period, then no funds shall be shared with the applicant for such period and no increment shall be shared until that deficit, and any other cumulative deficit, has been

met, so that at the end of any 12-month cycle, funds in excess of those enhanced sales taxes agreed to be shared shall not have been shared with any applicant.

B. For BAP agreements utilizing fees, payments shall be made in either incremental payments or a lump-sum payment as provided in the agreement approved by the city council. Such payments shall be commence no earlier than issuance of a certificate of occupancy for the subject location and satisfaction of the requirements of this chapter and of the agreement.

C. No interest shall be paid on any amounts shared pursuant to any BAP agreement.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.080. - Existing tax revenue sources unaffected.

A. It is an overriding consideration and determination of the city council that existing sources of city sales tax and fee revenues shall not be used, impaired or otherwise affected by the BAP. Therefore, it is conclusively determined that only enhanced sales taxes and fees generated by the properties or businesses described in an approved BAP application shall be subject to division under the BAP. It shall be the affirmative duty of the finance director of the city to collect and hold all such enhanced sales taxes and fees to be shared in a separate account apart from the sales taxes and fees generated by and collected from other sources in the city and to provide an accounting system which accomplishes the overriding purpose of this chapter. It is conclusively stated by the city council that this chapter would not be adopted or implemented but for the provision of this section.

B. Without limiting the foregoing subsection A of this section, it is conclusively stated that there shall be excluded from the BAP and any BAP agreement all revenues from (i) the temporary three-eighths percent sales and use taxes imposed for the ten-year period beginning on January 1, 2004, to be used for open space and related purposes as authorized by the registered electors of the city and set forth in Chapter 3.20 of this Code; and (ii) the temporary one-eighth of one percent sales tax for historic preservation purposes imposed for the ten-year period beginning on January 1, 2009 as set forth in Section 3.20.605 of this Code. Such revenues shall not be used, impaired or otherwise affected by the BAP.

(Ord. No. 1507-2007, § 1, 1-16-2007; Ord. No. 1571-2010, § 2, 5-4-2010)

Sec. 3.24.090. - Criteria for approval.

Approval of an application for inclusion in the BAP shall require the affirmative vote of four members of the city council, at a public hearing held as a portion of a regularly scheduled city council meeting, based upon city council consideration of the following criteria:

A. The amount of enhanced sales taxes which are reasonably to be anticipated to be derived by the city—whether by retention of taxes, creation of new taxes, or a combination thereof—through the expanded or new retail sales tax generating business;

B. The public benefits which are provided by the applicant through public works, public or public-related improvements, additional and/or retained jobs and employment opportunities for city residents and others, etc.;

C. The quality of the proposed development;

D. Whether the proposal utilizes an existing building(s);

E. Whether the proposal complements existing Louisville businesses (i.e. a buyer or supplier that serves an existing business in the city);

F. Whether the proposal represents redevelopment to an area or building in the city;

G. Whether the proposal represents job diversity in industry sectors and is part of a growing industry;

H. The proposal's contribution to the diversity of retail or to the diversity of jobs or employment opportunities within the city;

I. Whether the proposal brings a value added result to the city or a development within the city (for example, by moving the company's corporate headquarters to the city);

J. The amount of the business assistance as a percentage of new revenue anticipated to be created by the proposal (for example, by relocation the company to Louisville);

K. The amount of expenditures which may be deferred by the city based upon public or public-related improvements to be completed by the applicant;

L. The conformance of the applicant's property or project with the comprehensive plan and zoning ordinances of the city; and

M. Whether a proposed agreement required by section 3.24.100 has been reached, which agreement shall contain and conform to all requirements of said section 3.24.100.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.100. - Agreement with city; required; contents.

Each application for approval submitted to the city council shall be subject to approval by the city council solely on its own merits. Approval of an application shall require that an agreement be executed by the applicant and the city, which agreement shall, at a minimum, contain:

A. A list of those public or public-related improvements which justify the application's approval, and the amount which shall be spent on such improvements;

B. The maximum amount of enhanced sales taxes or fees to be shared, the timing of payment of any such shared taxes or fees, and the maximum time during which the agreement shall continue, it being expressly understood that any such agreement shall expire and be of no further force and effect upon the occurrence of the earlier to be reached of the maximum time of the agreement (whether or not the maximum amount to be shared has been reached) or the maximum amount to be shared (whether or not the maximum time set forth has expired);

C. A statement that the agreement is a personal agreement which does not run with the land;

D. A statement that the agreement shall never constitute a multi-year fiscal obligation, debt or other obligation of the city within the meaning of any constitutional or statutory provision;

E. The base amount which is agreed upon and the timing of periodic payments of enhanced sales taxes to be shared and the fact that if, in any period as specified, sales taxes received from the property do not at least equal said base amount, there shall be no sharing of sales taxes for said period, and that any deficit for any such period shall be carried over to succeeding periods until the difference between the base amount and the amount of sale tax actually paid is recovered by the city;

F. The base amount shall be agreed upon which shall consider the historic level of sales at the property in question, or a similar property within the area in the event of a new business, and a reasonable allowance for increased sales due to the improvements and upgrades completed as a result of inclusion within the BAP;

G. A provision that any enhanced sales taxes or fees subject to sharing shall be escrowed in the event there is a legal challenge to the BAP or the approval of any application therefor;

H. An affirmative statement that the obligations, benefits and provisions of the agreement may not be assigned in whole or in any part without the expressed written authorization of the city council, and further that no third party shall be entitled to rely upon or enforce any provision of the agreement;

I. A statement that the agreement shall be subject to the annual appropriation of sufficient funds for payments as provided in this chapter, pursuant to Section 20, Article X of the Colorado Constitution;

K. A statement that the applicant shall have no right, claim, lien or priority in or to the city's sales or use tax revenue superior to or on parity with the rights, claims or liens of the holders as any sales or use tax revenue bonds, notes, certificates or debentures payable from or secured by any sales or use taxes, existing or hereafter issued by the city; and that all rights of the successful applicant are, and at all times shall be, subordinate and inferior to the rights, claims and liens of the holders of any and all such existing or hereafter issued sales and use tax revenue bonds, notes, certificates or debentures, payable from or secured by any sales or use taxes issued by the city; and

L. Any other provisions agreed upon by the parties and approved by the city council.

(Ord. No. 1507-2007, § 1, 1-16-2007)

Sec. 3.24.110. - Findings.

The city council has enacted this chapter as a joint benefit to the public at large and to private owners for the purposes of: providing the city with increased sales tax and fee revenues generated upon and by properties improved as a result of the BAP program; providing incentives for businesses to expand or create additional jobs within the city; providing for public and public-related improvements to be completed by private owners through no debt obligation being incurred on the part of the city, and allowing applicants an opportunity to improve properties which generate sales taxes, which improvements make those properties more competitive in the marketplace; and further providing to the applicant additional contingent sources of revenues for upgrading such properties. The city council specifically finds and determines that creation of the BAP is consistent with the city's powers as a home rule municipal corporation, and that exercise of said powers in the manner set forth in this chapter is in furtherance of the public health, safety and welfare. Notwithstanding any provision of this chapter, the city shall never be a joint venturer in any private entity or activity which participates in the BAP, and the city shall never be liable or responsible for any debt or obligation of any participant in the BAP.

(Ord. No. 1507-2007, § 1, 1-16-2007)

LOUISVILLE ECONOMIC MISSION & GOALS

Provide guidance to the City Council on policies that foster a vibrant and thriving business community.

The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.

Sustainable Revenue

- Diversify revenue sources
- Methodical long-term planning
- A culture of adaptability and responsiveness

Business Friendly

- Healthy Communication
- Efficient processes and decision making
- Supportive of existing business
- Proactively market and communicate to new biz

Quality of Life

- Create environment for high wage jobs
- Continue to protect, invest and market our amenities
- Continue to protect and invest in our community

City of Louisville
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Louisville economic mission & goals

Provide guidance to the City Council on policies that foster a vibrant and thriving business community.

The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.

City Council

- **Mayor Bob Muckle**
- **Mayor Pro-Tem Jeff Lipton**
- **Jay Keany** – Ward 1
- **Chris Leh** – Ward 1
- **Susan Loo** – Ward 2
- **Ashley Stolzmann** – Ward 3
- **Dennis Maloney** – Ward 3

Meeting Agenda

- Opening Remarks
- Bob Muckle, Mayor
- Economic Development Update – Aaron DeJong
- Discussion
- Networking

Louisville economic mission & goals

Provide guidance to the City Council on policies that foster a vibrant and thriving business community.

The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.

Welcome

- **Business Retention and Development (BRaD) Committee**
  - **Mark Oberholzer**, Chair – The Corner and Tilt Pinball
  - **Shelley Angell**, Vice Chair – Louisville Chamber of Commerce
  - **Steve Erickson**, Secretary – Boulder Creek Neighborhoods
  - **Todd Budin** – Boulder Insights
  - **Eric Fowles** – Voltage
  - **Nicole Mansour** - FirstBank
  - **Scott Reichenberg** – The Colorado Group

Thanks To Our Sponsors

1STBANK

City of Louisville

BOULDER CREEK NEIGHBORHOODS

ebike of COLORADO

- Beer provided by Gravity Brewing and Crystal Springs Brewing
- Food by Sweet Spot Cafe

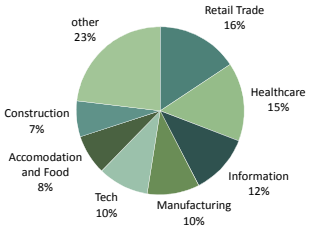
Small Town Character

- Historic Downtown
- Open Space, Trails, & Parks
- Engaged Residents
- Thriving Businesses

Downtown Skaters by Sue Norris, 2018 Life in Louisville Grand Prize Winner

Job Diversity

- Retail Trade – 15.7%
- Healthcare – 15.1%
- Information – 11.6%
- Manufacturing – 10.1%
- Professional , Scientific & Tech Services – 9.8%
- Accommodation and Food Services – 7.7%
- Construction – 6.9%



Louisville Economic Development

Economic Prosperity Program Goals

Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.

Aaron DeJong
Economic Development Director

City of Louisville
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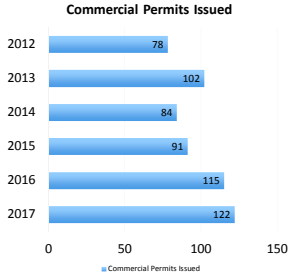
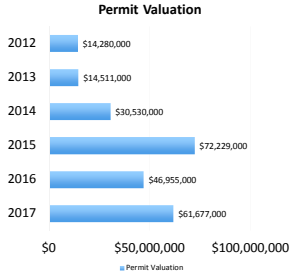
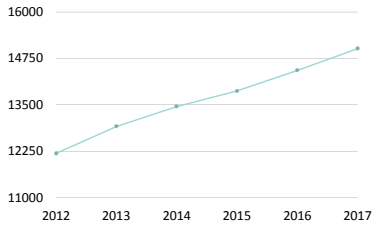
Investment in Louisville





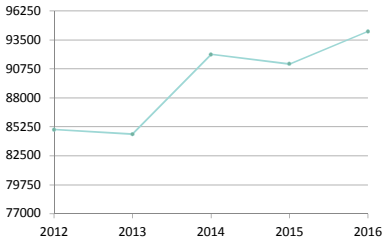
Jobs in Louisville



The data:

- 2012 – 12,200
- 2013 – 12,927
- 2014 – 13,460
- 2015 – 13,878
- 2016 – 14,433
- 2017 – 15,021

Median Household Income

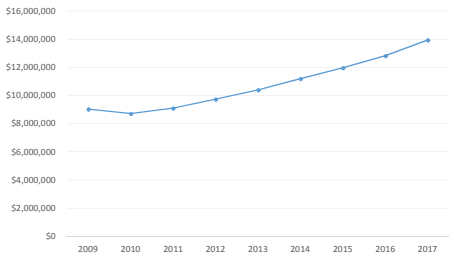


The data:

- 2016 – 94,304
- 2015 – 91,230
- 2014 – 92,121
- 2013 – 84,560
- 2012 – 84,988

- 2016 Average Household Income $121,633
- 26% of Households earn greater than $150,000 per year

Annual Sales Tax Receipts



The data:

- 2017 Sales Tax = $13,951,000
- $398,600,000 in total taxable sales in 2017
- 59.8% increase in sales from low in 2010.

2017 Business Satisfaction Survey

1. The cost of housing is creating challenges to attract and retain employees
2. Businesses main reasons for choosing Louisville to locate is its geographic location and quality of life
3. Over half of responding businesses say they expect to grow in the next 18 months.
4. Louisville is not leading the way in showing how community should adapt to the changes happening in the Front-Range
5. There is a growing concern of rising rents and costs for Louisville businesses

Cost of Housing

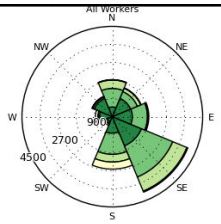
- **2012 SF House Price**
  - Average price = $410,000
  - Median Price = $390,000
- **2017 SF House prices**
  - Average Price = $666,000 (62.5% increase)
  - Median Price = $630,000 (61.5% increase)
- Low inventory levels expected to remain for 2018, causing continued price increases

CHALLENGE: Transportation

- Transportation infrastructure needs continued re-investment
- Congestion is building
- Traditional resources for transportation aren't meeting the demands
- Commuting Solutions is engaging the business community
  - Advocating for a multi-modal future
  - Finding new resources to address the issue

Commuting Solutions

Employee Travel Data



- Travel to Work
  - Less than 10 miles – 47.8% of employees
  - 10 – 24 Miles – 34.8% of employees
  - 25 – 50 Miles – 12.6% of employees
  - Greater than 50 mi – 4.9% of Employees
- 92.8% of Louisville employees live outside the community
- Employees are willing to travel greater distances for employment

Transportation Master Plan

- 5-7 year Plan for improvements to local and regional roads and multimodal transportation networks
- Goals are to:
  - Be more strategic with existing and future investments in the transportation network, and
  - Improve mobility and access in a way that is safe and convenient while minimizing auto congestion and associated impacts

CHALLENGE: Housing

- 70% increase in cost of Louisville housing since 2008
- Prices and rents are simply too high for all households to afford
- Boulder Regional Housing Partnership
  - Goal to attain 12% of housing stock to be affordable
  - Land acquisition for future opportunities
  - Transportation improvements to reduce households total costs

The Boulder County Regional Housing Partnership

Get Engaged!

1. Retention Visits
- Reach out to Aaron DeJong (303) 335-4531 aarond@louisvilleco.gov

2. Respond to our Survey
- Will be sent out via email tomorrow

3. Write to the Louisville City Council
- council@louisvilleco.gov

4. Attend Meetings
- BRaD 1st Mondays of the Month at 8 am
- City Council 1st and 3rd Tuesdays at 7pm

CHALLENGE: Area Competition

- Marketplace is evolving for all land uses
  - Residential supply is tight; limiting employees living near work
  - Companies have multiple choices in areas and product types
  - Changing regulations and costs

Discussion

Questions / Comments

City of Louisville

Business Assistance Program

- Program to encourage primary job creation, investment, and new retail sales in Louisville
- Partial rebates of building permit fees
- Partial rebates of construction use taxes
- Partial rebates of new retail sales taxes generated

City of Louisville
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City of Louisville Business Satisfaction Survey Results

November 12, 2017

Boulder Insights Group

Table of Contents

- Project details
- Metrics overview
- Key metrics scorecard
- Additional Survey Results
- Recommendations
- Appendix
  - Survey questions

Project Details

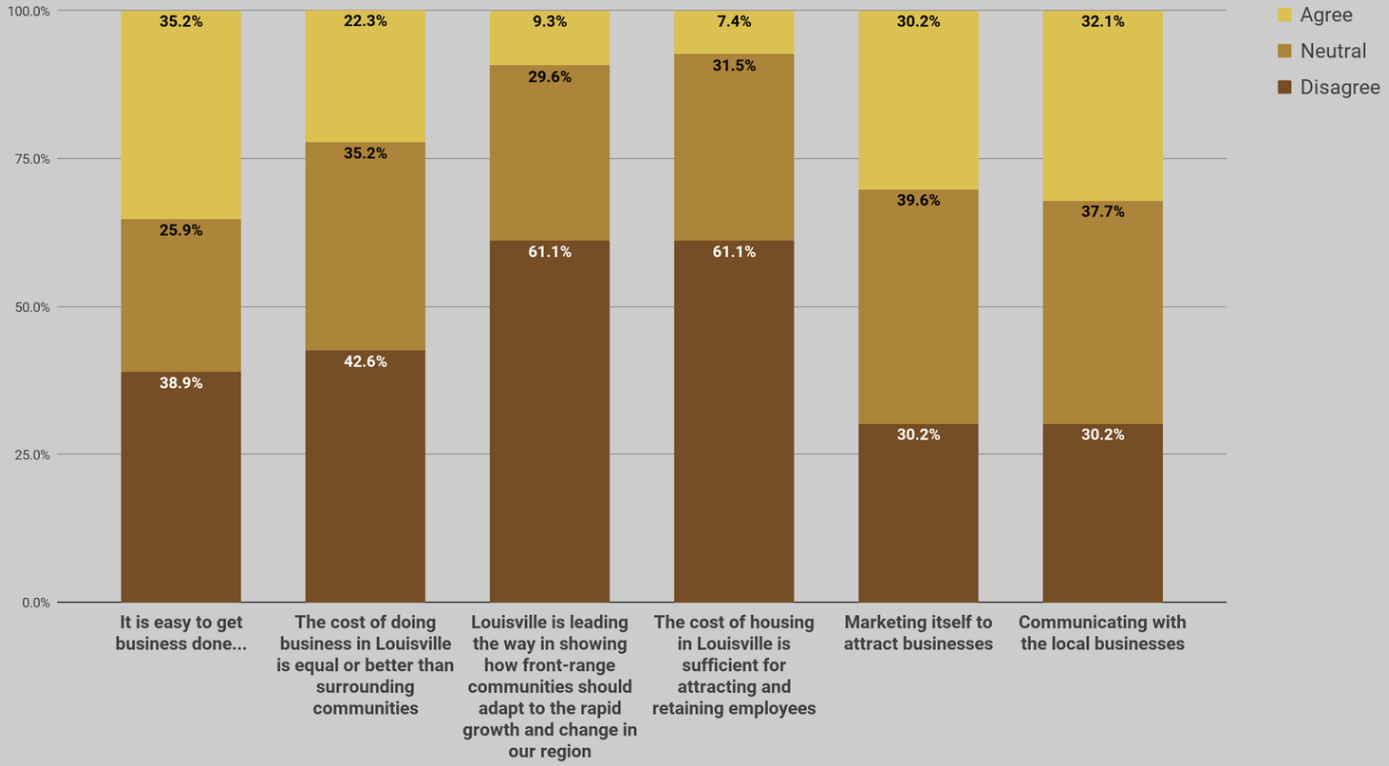
Objective: Understand the general satisfaction of businesses in Louisville on a number of topics assumed to be impacting them.

- Survey Open 10/27 - 11/3
- Respondents were not incentivized
- Survey was anonymous
- 200 Louisville businesses contacted via email
  - List was provided by the Office of Economic Development
  - 54 Respondents (27% response rate)
  - 100% of respondents would take the survey again
- The following charts indicate the percentage of respondents that disagree, agree, or are neutral towards a statement about Louisville given in the survey.

Project Details

- 92.5% are the owners/senior decision makers
- Size of businesses
  - 1-5 employees (41.5%)
  - 6-25 employees (37.7%)
  - 26+ employees (20.8%)
- Business Corridors Represented
  - Downtown Louisville (37.7%)
  - Centennial Valley/McCaslin Corridor (22.6%)
  - Colorado Technology Center (20.8%)
  - South Boulder Road Corridor (13.2%)
  - Other (5.7%)
- Industry of businesses was not asked, as it could lead to identifiable traits given the number of respondents

Overall Perceptions in Louisville, CO



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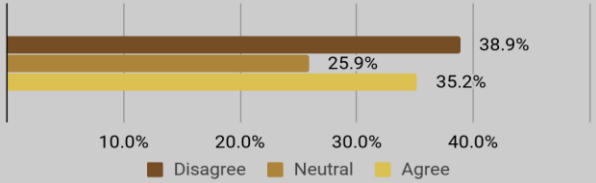
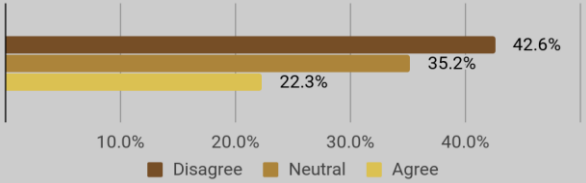
* These metrics indicate some of the key issues that business owners face, as well as the perceptions of the city of Louisville.

Ease of Doing Business



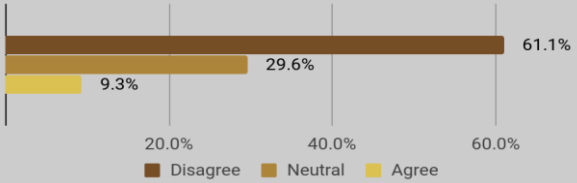
- **Q: How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville."**
- Open answer sections indicate that there is a growing concern with rising rents for businesses.
- In an open response section, respondents indicated reasons to move out of Louisville included decreased regulations and fees.

Cost of Doing Business



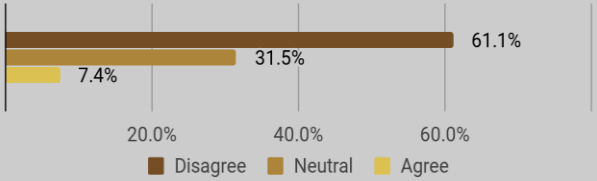
- **Q: How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville."**
- Businesses in the Downtown Louisville corridor disagree with this statement, while those around McCaslin tend to agree.
- This could be related to the high rent in the downtown area.

Growth and Change



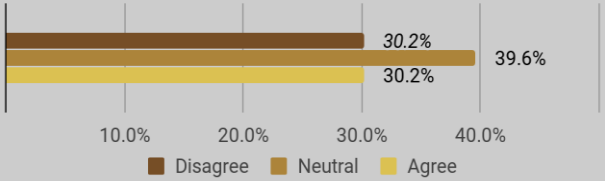
- **Q: How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."**
- Open answer sections have several comments encouraging growth of the city.

Cost of Housing



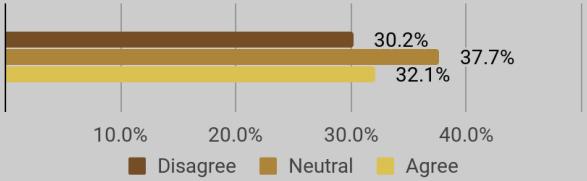
- **Q: How much do you agree with the following sentence: "the cost of housing in Louisville is sufficient for attracting and retaining employees."**
- Businesses indicated that they have a difficult time finding employees from Louisville due to the high costs of housing.

Marketing



- **Q: How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract businesses."**
- The high amount of neutrals may indicate unawareness in current marketing efforts.

Communication



- **Q: How much do you agree with the following sentence: "the city does a good job communicating with the local businesses."**
- The high amount of neutrals may indicate unawareness in current communication efforts or communication effectiveness.

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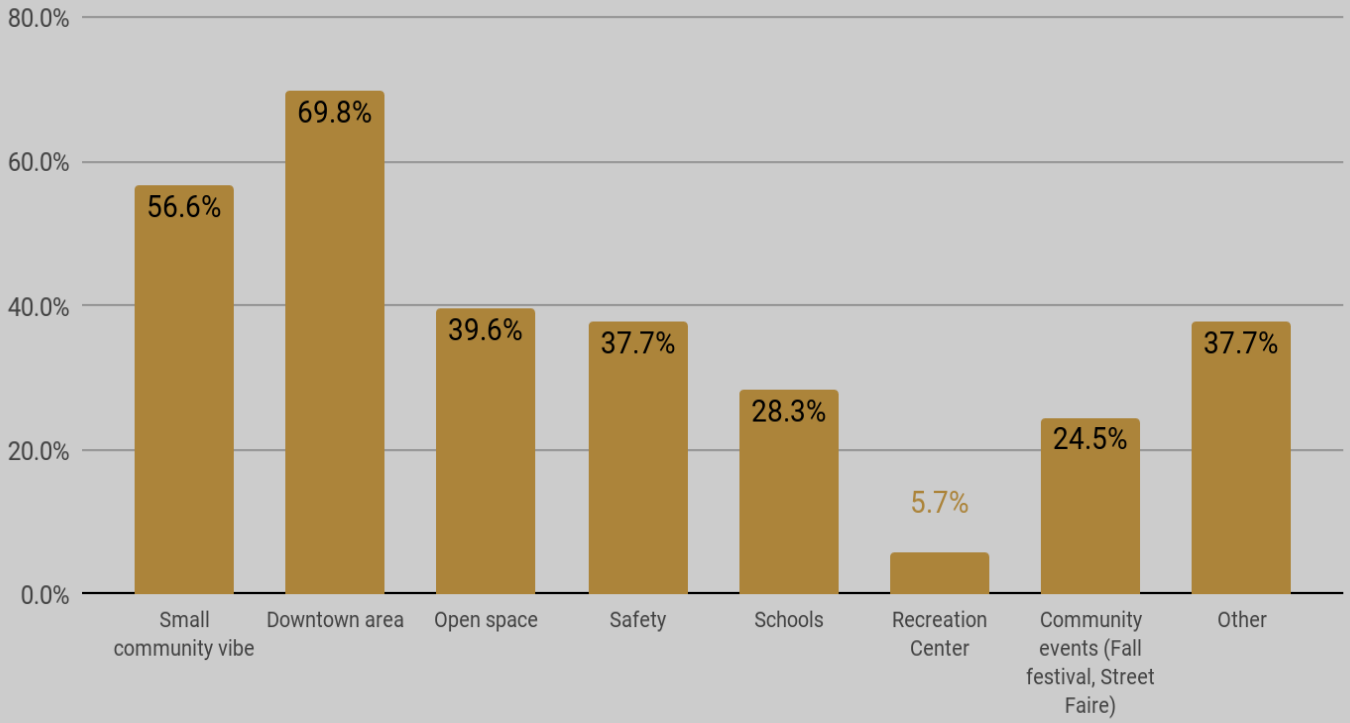
Most Important Quality of Life Factors That Keep You here



500

* Respondents were instructed to choose three options

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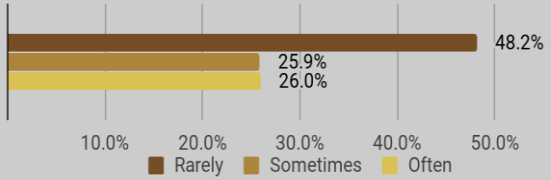
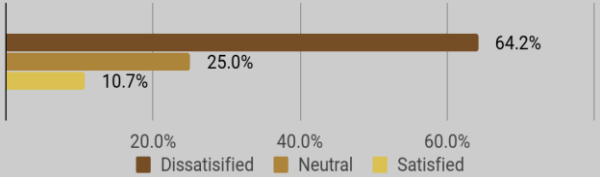
Transportation Impact



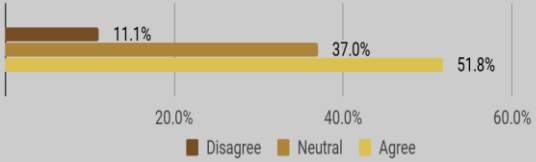
- **Q: Does Louisville's transportation infrastructure impact your business?**
- Only 10% of respondents indicated that they are affected on a daily basis.
- The downtown corridor is the most affected business district.

Transportation Satisfaction



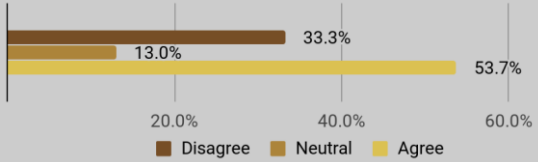
- **Q: Since you indicated you are impacted, how satisfied are you with the transportation infrastructure?**
- This question was only shown to respondents who indicated in the previous question that they were impacted.
- Open answer comments primarily revolve around a lack of parking downtown, as well as public transportation to the Colorado Technology Center, traffic on hwy 42

Education Options



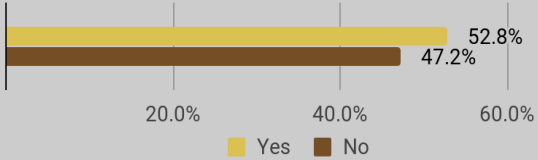
- **Q: How much do you agree with the following sentence: "the education options (daycare, elementary, middle and high school) in Louisville are sufficient for retaining and attracting my workforce."**
- There was no noticeable segment (size of business, location, etc) that tended to answer a certain way.

Retail Amenities



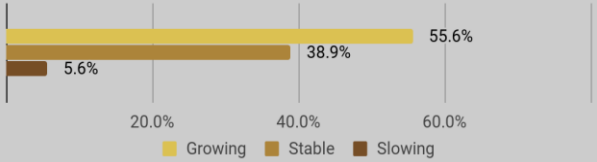
- **Q: How much do you agree with the following sentence: "the retail amenities (coffee shops, restaurants, stores, etc) are sufficient for my employees and me."**
- The downtown corridor is split between “Agree” and “Disagree”.

Business Relocation



- **Q: Is there something specific which would cause you to consider moving your business from Louisville?**
- Small business owners leaned towards “No”, while medium sized business owners leaned towards “Yes”.
- Open answer comments primarily revolve around the high cost of rent for business, as well as taxes and regulations as reasons to move.

Business Outlook



- **Q: What is the current outlook for your business over the next 18 months?**
- Businesses from all corridors indicated “Stable” to “Growing”

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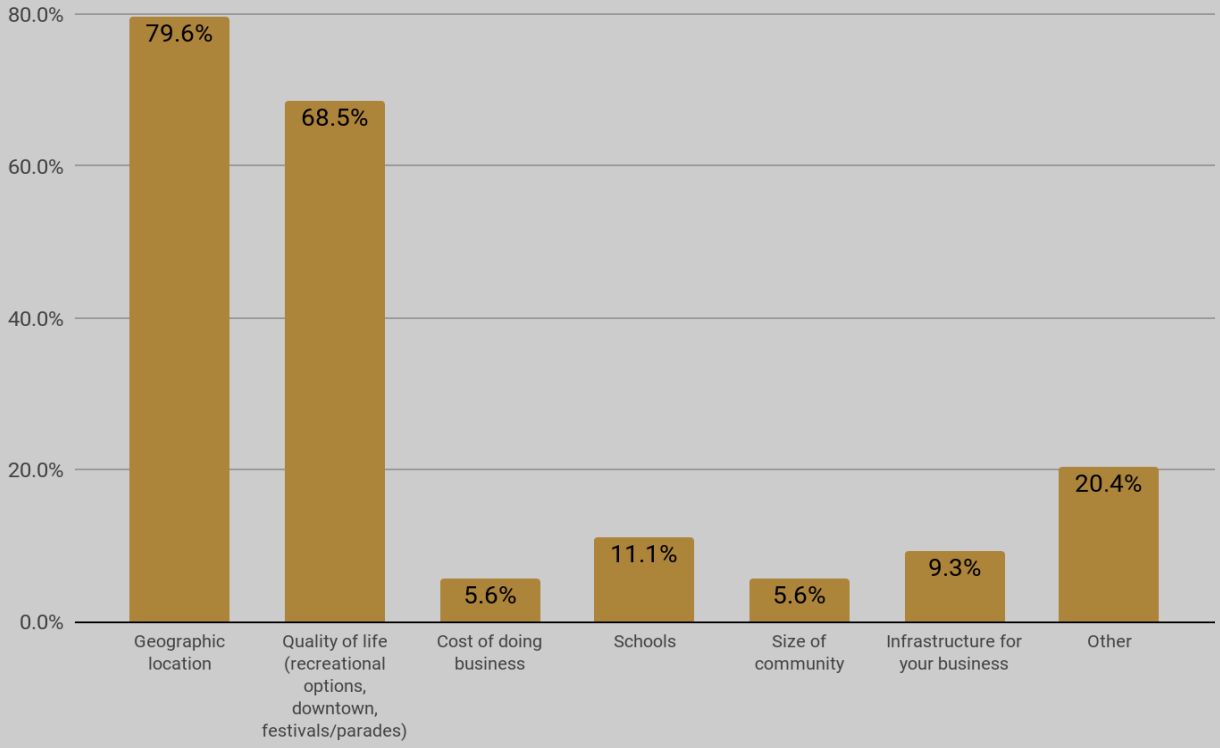
Why should a business choose Louisville?



502

* Respondents were instructed to choose two options

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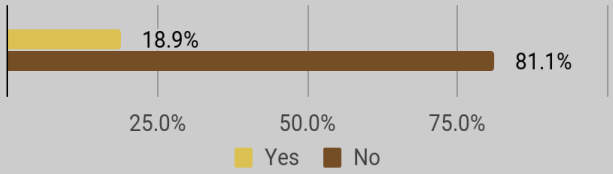
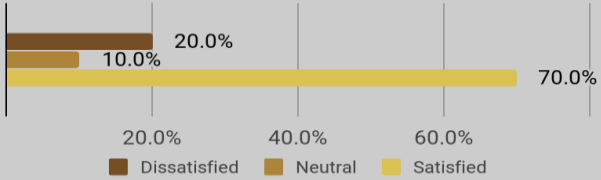
Business Retention Meeting



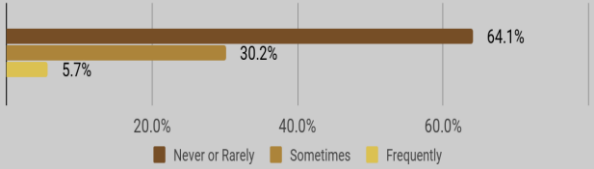
- **Q: Have you had a Business Retention meeting with the City or the Business Retention and Development (BRaD) Committee ?**

Retention Visit Satisfaction



- **Q: How satisfied are you with the retention visits?**
- This question was only shown to respondents who indicated in the previous question that they have had a business retention meeting.

Chamber Usage



- **Q:How often do you utilize resources from the Louisville Chamber of Commerce?**
- Small business respondents are the most frequent users, as well as those from the downtown business corridor.
- Large firms tend to not use these resources.

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Recommendations for Future Research

- Need to grow the email database of businesses
  - City has only ~25% of businesses in email contact list
  - A contact management or CRM system would allow for more sophisticated management of contact information
  - It will be challenging to communicate other updates with a more thorough list
- Organize an in-person feedback and discussion session with local businesses
  - With the concern areas known, these sessions will be easier to facilitate
  - Consider grouping by corridor or business size
- Revisit survey questions prior to next survey fielding
  - Consider a single question about "would you recommend Louisville" (Net Promoter)
  - Remove questions where there was little to no insight or data will not change
  - Add questions and details around the areas which most impact businesses (from open comments and the in-person feedback)

Appendix

Survey Questions

1. **Demographic**
    1. What is your role in the business?
    2. What business corridor/center is your business located in?
    3. Approximately how many employees do you have?
    4. What is the current outlook for your business over the next 18 months?
2. **Louisville Perceptions**
    1. How much do you agree with the following sentence: "It is easy to get business done in the city of Louisville."
    2. How much do you agree with the following sentence: "The cost of doing business in Louisville is equal or better than surrounding communities."
    3. How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."
    4. Why should a business choose Louisville? (Pick 2)

Survey Questions, Continued

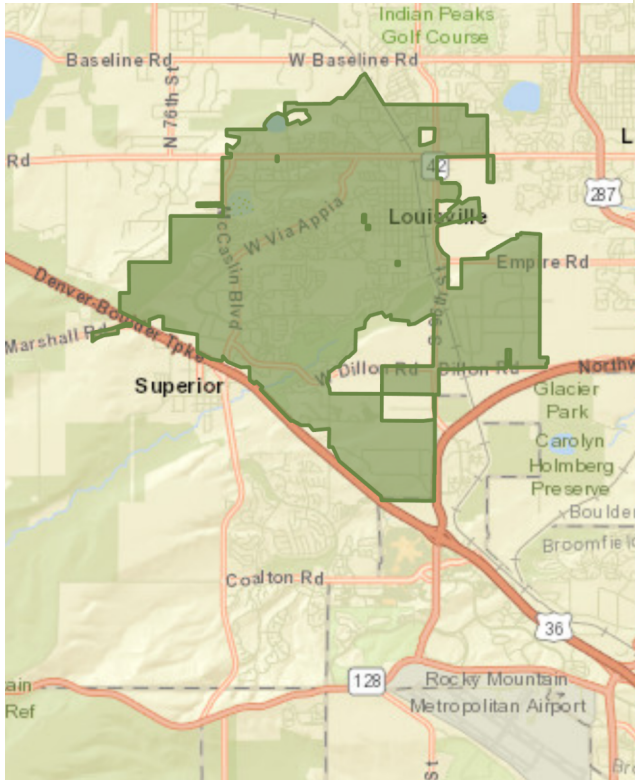
3. **Infrastructure and Amenities**
    1. Does Louisville's transportation infrastructure impact your business?
        1. (If Yes to 3.1) Since you indicated you are impacted, how satisfied are you with the transportation infrastructure?
    2. How much do you agree with the following sentence: "the education options (daycare, elementary, middle and high school) in Louisville are sufficient for retaining and attracting my workforce."
    3. How much do you agree with the following sentence: "the cost of housing in Louisville is sufficient for attracting and retaining employees."
    4. How much do you agree with the following sentence: "the retail amenities (coffee shops, restaurants, stores, etc) are sufficient for my employees and me."
4. **Quality of Life**
    1. What are the most important quality of life factors that keep you here? (pick 3)
    2. Is there something specific which would cause you to consider moving your business from Louisville?
        1. (If Yes to 4.2) Can you please elaborate on what would cause you to move your business out of Louisville? (Open Answer)

Survey Questions, Continued

5. **Economic Development Office**
    1. Have you had a Business Retention meeting with the City or the Business Retention and Development (BRaD) Committee ?
    2. How satisfied are you with the retention visits?
    3. How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract businesses."
    4. How much do you agree with the following sentence: "the city does a good job communicating with the local businesses."
6. **Chamber of Commerce / Final Comments**
    1. How often do you utilize resources from the Louisville Chamber of Commerce?
    2. Would you be willing to participate in future annual surveys to help us better understand what is on the minds of Louisville businesses?
    3. Do you have any additional comments or requests? We promise to read them all, however cannot promise to act on all the requests immediately. (Open Answer)

Thanks For Reading

City of Louisville, Colorado



Area Statistics

2017 Median Household Income (Esri)	92,844
2017 Average Household Income (Esri)	121,633
2017 Per Capita Income (Esri)	49,218
2017 Total Employees	14,932

KEY FACTS

20,570
Population

42.0
Median Age

8,441
Households

$71,197
Median Disposable Income

HOUSING STATS

$425,990
Median Home Value

$13,831
Average Spent on Mortgage & Basics

$1,295
Median Contract Rent

EDUCATION

2%
No High School Diploma

9%
High School Graduate

17%
Some College

73%
Bachelor's/Grad/Prof Degree

ANNUAL HOUSEHOLD SPENDING

$3,238
Apparel & Services

$264
Computers & Hardware

$4,880
Eating Out

$6,996
Groceries

$7,959
Health Care

Households By Income

The largest group: $100,000 - $149,999 (21.1%)

The smallest group: $15,000 - $24,999 (3.8%)

Indicator	Value	Difference
<$15,000	4.2%	-7.3%
$15,000 - $24,999	3.8%	-6.2%
$25,000 - $34,999	6.9%	-2.8%
$35,000 - $49,999	10.4%	-2.7%
$50,000 - $74,999	14.7%	-3.1%
$75,000 - $99,999	13.2%	+0.8%
$100,000 - $149,999	21.1%	+7.2%
$150,000 - $199,999	13.2%	+7.5%
$200,000+	12.5%	+6.4%

Bars show deviation from United States

City of Louisville
COLORADO • SINCE 1878

Aaron DeJong
749 Main Street
Louisville, CO 80027
(303)335-4531
aarond@louisvilleco.gov

www.louisvilleco.gov/business

Retail MarketPlace Profile

550 McCaslin Blvd, Louisville, Colorado, 80027
Drive Time: 15 minute radius

Prepared by Esri
Latitude: 39.96309
Longitude: -105.16337

Summary Demographics	
2017 Population	246,585
2017 Households	98,291
2017 Median Disposable Income	$57,095
2017 Per Capita Income	$41,041

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$4,606,394,543	$5,577,376,520	-$970,981,977	-9.5	2,533
Total Retail Trade	44-45	$4,141,597,457	$4,944,263,705	-$802,666,248	-8.8	1,725
Total Food & Drink	722	$464,797,086	$633,112,815	-$168,315,729	-15.3	808

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$875,501,842	$655,231,242	$220,270,600	14.4	100
Automobile Dealers	4411	$682,558,029	$534,393,407	$148,164,622	12.2	30
Other Motor Vehicle Dealers	4412	$115,331,456	$64,350,034	$50,981,422	28.4	22
Auto Parts, Accessories & Tire Stores	4413	$77,612,357	$56,487,801	$21,124,556	15.8	48
Furniture & Home Furnishings Stores	442	$143,823,876	$195,492,475	-$51,668,599	-15.2	119
Furniture Stores	4421	$88,352,972	$143,972,227	-$55,619,255	-23.9	62
Home Furnishings Stores	4422	$55,470,903	$51,520,248	$3,950,655	3.7	57
Electronics & Appliance Stores	443	$147,417,412	$328,259,088	-$180,841,676	-38.0	128
Bldg Materials, Garden Equip. & Supply Stores	444	$266,165,461	$268,256,306	-$2,090,845	-0.4	145
Bldg Material & Supplies Dealers	4441	$246,956,927	$254,198,786	-$7,241,859	-1.4	121
Lawn & Garden Equip & Supply Stores	4442	$19,208,534	$14,057,520	$5,151,014	15.5	24
Food & Beverage Stores	445	$731,164,091	$1,162,925,927	-$431,761,836	-22.8	194
Grocery Stores	4451	$584,444,340	$1,045,067,697	-$460,623,357	-28.3	94
Specialty Food Stores	4452	$58,235,735	$16,461,036	$41,774,699	55.9	46
Beer, Wine & Liquor Stores	4453	$88,484,016	$101,397,195	-$12,913,179	-6.8	55
Health & Personal Care Stores	446,4461	$327,566,901	$344,427,706	-$16,860,805	-2.5	163
Gasoline Stations	447,4471	$391,608,104	$193,017,804	$198,590,300	34.0	54
Clothing & Clothing Accessories Stores	448	$194,949,990	$342,301,680	-$147,351,690	-27.4	259
Clothing Stores	4481	$127,755,121	$241,478,846	-$113,723,725	-30.8	171
Shoe Stores	4482	$25,219,264	$40,880,193	-$15,660,929	-23.7	37
Jewelry, Luggage & Leather Goods Stores	4483	$41,975,605	$59,942,640	-$17,967,035	-17.6	52
Sporting Goods, Hobby, Book & Music Stores	451	$162,741,135	$309,442,551	-$146,701,416	-31.1	177
Sporting Goods/Hobby/Musical Instr Stores	4511	$146,024,230	$207,915,864	-$61,891,634	-17.5	158
Book, Periodical & Music Stores	4512	$16,716,905	$101,526,687	-$84,809,782	-71.7	18
General Merchandise Stores	452	$680,627,254	$873,421,578	-$192,794,324	-12.4	53
Department Stores Excluding Leased Depts.	4521	$450,373,784	$523,804,613	-$73,430,829	-7.5	22
Other General Merchandise Stores	4529	$230,253,470	$349,616,965	-$119,363,495	-20.6	32
Miscellaneous Store Retailers	453	$149,505,714	$210,091,690	-$60,585,976	-16.8	285
Florists	4531	$6,491,282	$13,856,585	-$7,365,303	-36.2	20
Office Supplies, Stationery & Gift Stores	4532	$32,585,212	$80,387,938	-$47,802,726	-42.3	76
Used Merchandise Stores	4533	$17,714,232	$20,431,557	-$2,717,325	-7.1	51
Other Miscellaneous Store Retailers	4539	$92,714,988	$95,415,610	-$2,700,622	-1.4	137
Nonstore Retailers	454	$70,525,677	$61,395,658	$9,130,019	6.9	48
Electronic Shopping & Mail-Order Houses	4541	$54,466,005	$55,860,330	-$1,394,325	-1.3	36
Vending Machine Operators	4542	$1,404,309	$309,713	$1,094,596	63.9	3
Direct Selling Establishments	4543	$14,655,363	$5,225,616	$9,429,747	47.4	9
Food Services & Drinking Places	722	$464,797,086	$633,112,815	-$168,315,729	-15.3	808
Special Food Services	7223	$7,487,881	$13,249,941	-$5,762,060	-27.8	20
Drinking Places - Alcoholic Beverages	7224	$19,085,245	$21,499,980	-$2,414,735	-5.9	22
Restaurants/Other Eating Places	7225	$438,223,960	$598,362,894	-$160,138,934	-15.4	766

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

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May 25, 2018

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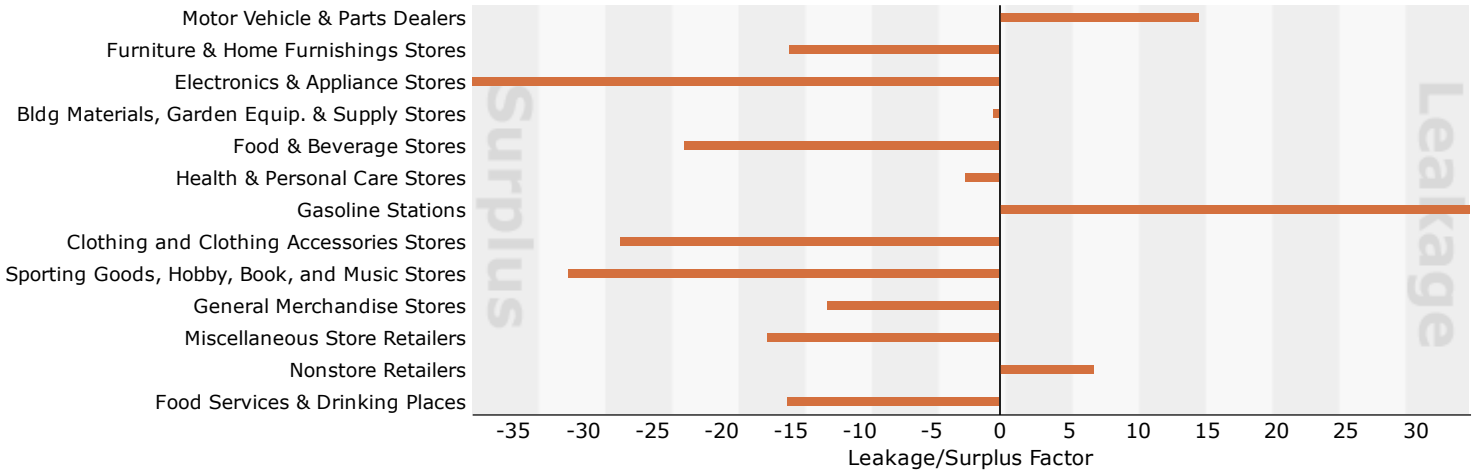
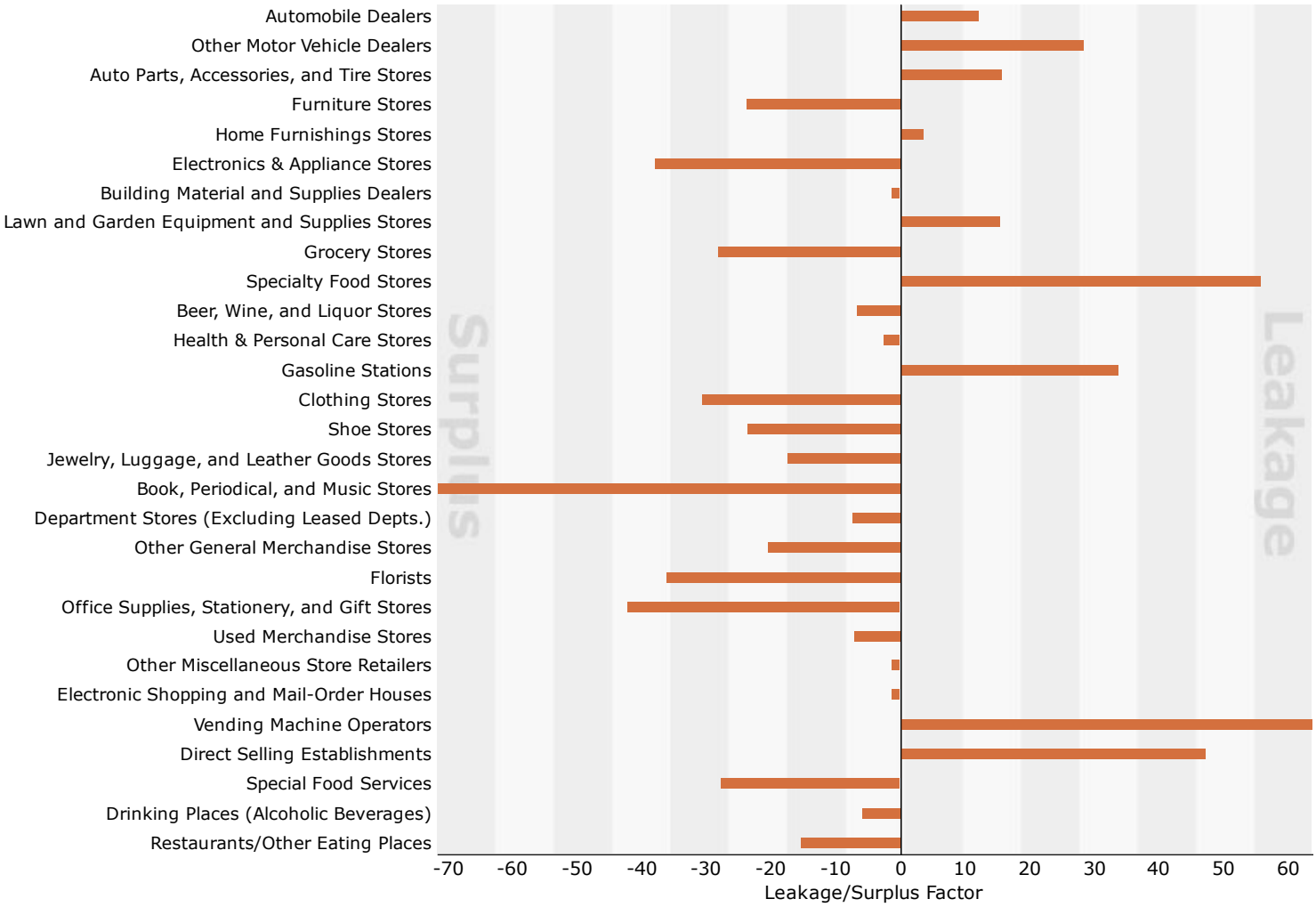
Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Retail MarketPlace Profile

Louisville City, CO
Louisville City, CO (0846355)
Geography: Place

Prepared by Esri

Summary Demographics	
2017 Population	20,570
2017 Households	8,441
2017 Median Disposable Income	$71,197
2017 Per Capita Income	$49,218

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$459,442,540	$349,040,025	$110,402,515	13.7	212
Total Retail Trade	44-45	$413,205,684	$308,433,826	$104,771,858	14.5	140
Total Food & Drink	722	$46,236,856	$40,606,199	$5,630,657	6.5	72

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$86,659,067	$3,269,692	$83,389,375	92.7	2
Automobile Dealers	4411	$67,302,271	$0	$67,302,271	100.0	0
Other Motor Vehicle Dealers	4412	$11,547,991	$0	$11,547,991	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$7,808,805	$3,269,692	$4,539,113	41.0	2
Furniture & Home Furnishings Stores	442	$14,481,908	$9,081,664	$5,400,244	22.9	12
Furniture Stores	4421	$8,730,464	$2,454,413	$6,276,051	56.1	3
Home Furnishings Stores	4422	$5,751,444	$6,627,251	-$875,807	-7.1	9
Electronics & Appliance Stores	443	$14,813,654	$31,325,046	-$16,511,392	-35.8	14
Bldg Materials, Garden Equip. & Supply Stores	444	$28,146,187	$41,333,429	-$13,187,242	-19.0	11
Bldg Material & Supplies Dealers	4441	$26,110,380	$40,986,830	-$14,876,450	-22.2	10
Lawn & Garden Equip & Supply Stores	4442	$2,035,807	$346,599	$1,689,208	70.9	1
Food & Beverage Stores	445	$72,305,210	$88,663,089	-$16,357,879	-10.2	15
Grocery Stores	4451	$57,563,296	$79,653,006	-$22,089,710	-16.1	8
Specialty Food Stores	4452	$5,715,047	$590,278	$5,124,769	81.3	2
Beer, Wine & Liquor Stores	4453	$9,026,867	$8,419,805	$607,062	3.5	5
Health & Personal Care Stores	446,4461	$33,012,064	$43,406,577	-$10,394,513	-13.6	19
Gasoline Stations	447,4471	$38,063,529	$3,132,226	$34,931,303	84.8	2
Clothing & Clothing Accessories Stores	448	$19,675,317	$18,702,838	$972,479	2.5	14
Clothing Stores	4481	$12,797,220	$4,983,468	$7,813,752	43.9	10
Shoe Stores	4482	$2,497,573	$1,915,219	$582,354	13.2	1
Jewelry, Luggage & Leather Goods Stores	4483	$4,380,524	$11,804,151	-$7,423,627	-45.9	3
Sporting Goods, Hobby, Book & Music Stores	451	$16,292,755	$20,162,390	-$3,869,635	-10.6	16
Sporting Goods/Hobby/Musical Instr Stores	4511	$14,672,664	$18,507,930	-$3,835,266	-11.6	15
Book, Periodical & Music Stores	4512	$1,620,091	$1,654,460	-$34,369	-1.0	1
General Merchandise Stores	452	$67,601,731	$27,728,813	$39,872,918	41.8	2
Department Stores Excluding Leased Depts.	4521	$44,961,031	$27,384,825	$17,576,206	24.3	1
Other General Merchandise Stores	4529	$22,640,700	$343,988	$22,296,712	97.0	1
Miscellaneous Store Retailers	453	$14,926,807	$14,599,118	$327,689	1.1	24
Florists	4531	$722,826	$147,435	$575,391	66.1	1
Office Supplies, Stationery & Gift Stores	4532	$3,261,316	$6,589,424	-$3,328,108	-33.8	6
Used Merchandise Stores	4533	$1,740,811	$1,605,656	$135,155	4.0	6
Other Miscellaneous Store Retailers	4539	$9,201,854	$6,256,603	$2,945,251	19.1	11
Nonstore Retailers	454	$7,227,455	$7,028,944	$198,511	1.4	9
Electronic Shopping & Mail-Order Houses	4541	$5,462,115	$6,795,566	-$1,333,451	-10.9	8
Vending Machine Operators	4542	$137,839	$0	$137,839	100.0	0
Direct Selling Establishments	4543	$1,627,501	$233,378	$1,394,123	74.9	1
Food Services & Drinking Places	722	$46,236,856	$40,606,199	$5,630,657	6.5	72
Special Food Services	7223	$748,935	$765,081	-$16,146	-1.1	3
Drinking Places - Alcoholic Beverages	7224	$1,886,892	$1,019,748	$867,144	29.8	2
Restaurants/Other Eating Places	7225	$43,601,029	$38,821,370	$4,779,659	5.8	67

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
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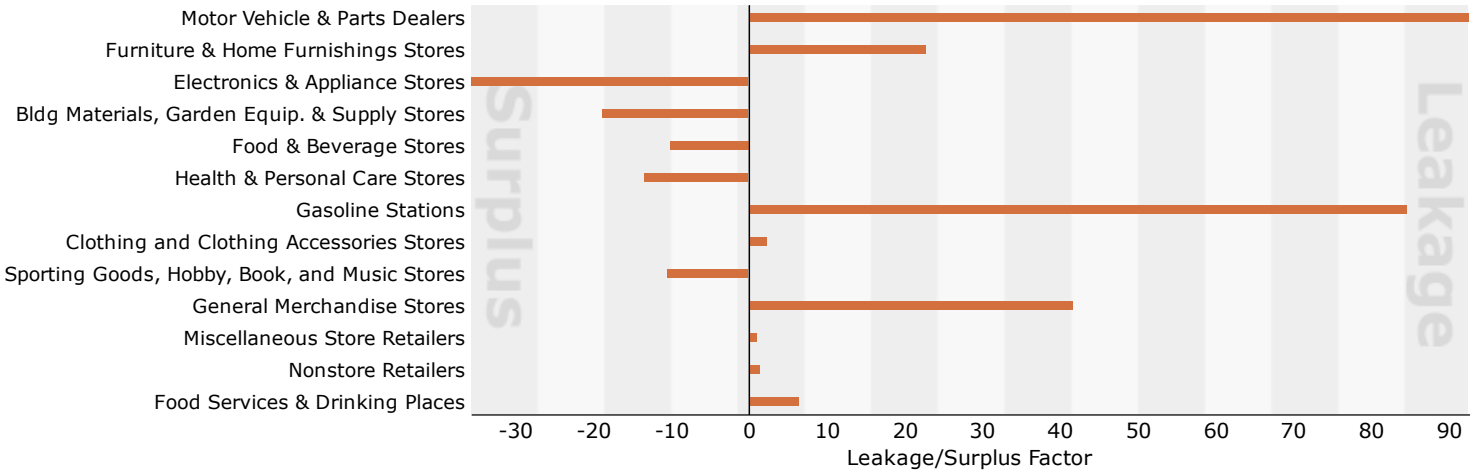
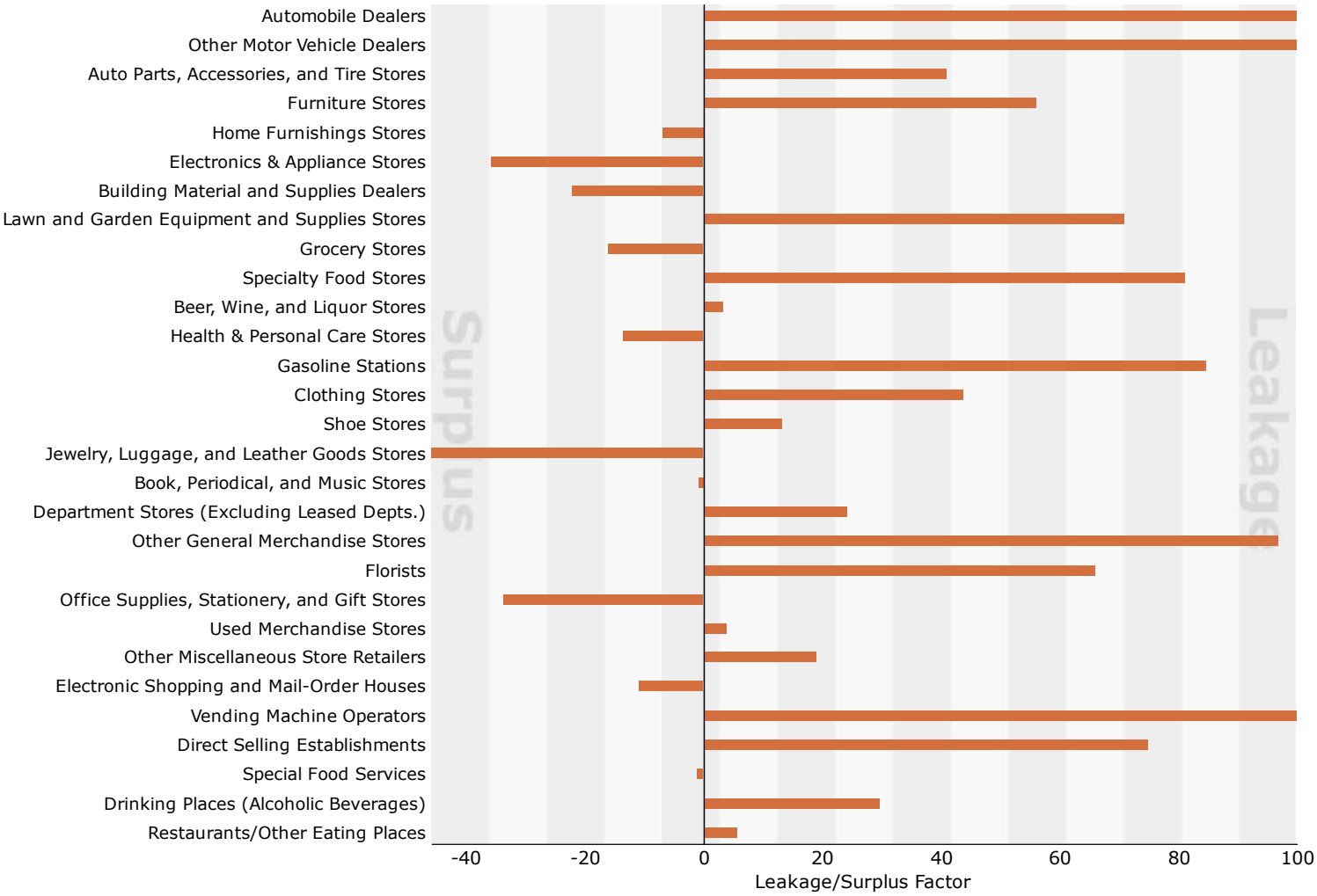
May 02, 2018

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Economic Prosperity Program Discussion

Aaron DeJong

Economic Prosperity Program

The goals of the Economic Prosperity Program are to:

Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Main Point of Contact for Business
  - Answer Questions
  - Seek Opportunities
  - Address challenges
  - Pursue partnerships
  - *"Business community's concierge"*

Economic Prosperity Program

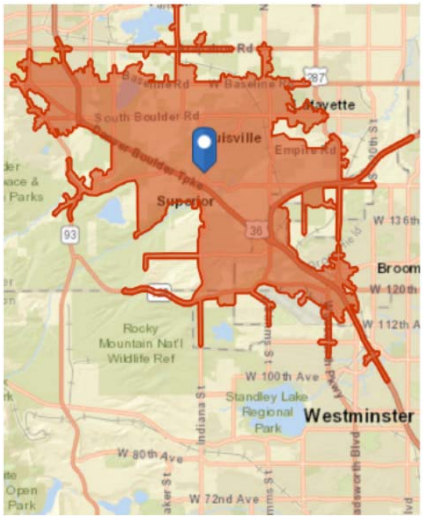
City of Louisville
COLORADO • SINCE 1878

- Primary Employer Recruitment and Retention
  - Businesses whose revenue comes mainly from outside the community
  - Require good environment to do business
    - Talented workforce
    - Nearby amenities
    - Good transportation
  - Retention Visits
  - Partner with Metro Denver EDC
  - Employment diversity is a goal

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Retail Recruitment and Retention
  - Main source of City Revenue
  - Sales Tax increased 60% since 2010 ($14,000,000 in 2017)
  - Broker and Property Owner relationships
  - Community Information
    - Demographic Reports
    - Leakage Reports
  - Retailers to meet demand



Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Retail Recruitment and Retention
  - Staying current with retailer preferences and trends
  - ICSC Conference
    - Meet with the brokers working for our vacant sites in finding new tenants
    - Retention visits with the real estate directors of our biggest retailers, and
    - Make first time introductions with retailers

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Owner and Broker Contact
  - Maintain relationships
  - Be a resource; provide information
  - Address challenges
  - Assist in recruitment

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Business Assistance Program (BAP)
  - Program to encourage the recruitment, retention, and establishment of primary employer and retail businesses
  - Partial sales tax, construction use tax, permit fee rebates
  - Encouraged significant new sales and investment in Louisville

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Urban Renewal Authority Staff
  - Agendas
  - Budgeting
  - Financial modeling
  - Analyze applications
  - Investigate opportunities
  - Oversee contracts

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Business Retention and Development Staff
  - Mission is to;

"Provide guidance to the City Council on policies that foster a vibrant and thriving business community. The goal is to ensure long-term revenue through the creation and promotion of a business-friendly climate, while maintaining a high quality of life for residents and workers.

Economic Prosperity Program

City of Louisville
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- Business Retention and Development Staff
  - Agendas
  - Business Satisfaction Survey
  - Louisville Business Forum

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Real Estate Transactions
- Lease Management
  - Former City Shops Building
- Downtown Facilitation
  - Patio, winter lights, and flower programs
  - Street Faire Representative
  - Attend DBA Meetings
  - Parking opportunities and management

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- State Agency Facilitation
  - Business issues intersect state relationships frequently
    - CDOT
    - RTD
    - DOLA
    - Dept. of Revenue
    - Others

Economic Prosperity Program

City of Louisville
COLORADO • SINCE 1878

- Discussion
  - Discuss the current services and work provided by the ED Department.
  - Discuss desired resource changes for future budget years
  - Discuss strategies to evaluate for long-term economic resiliency