



BOULDER CHAMBER

2023 POLICY FRAMEWORK

*Addressing the Full Spectrum Needs
of Our Business Community*

POLICY DEVELOPMENT & PRINCIPLES OF GOOD GOVERNANCE

The Boulder Chamber develops policy positions based on feedback from the community, our members, the Community Affairs Council and final approval by the Boulder Chamber Board of Directors.

The Boulder Chamber recognizes that Boulder's long-term economic stability requires policy rooted in good governance principles, reflects broadly representative inclusive and extensive feedback and is informed by strong data and analysis.

Our policy process includes convening and collaborating with community groups and local, regional and national leadership to identify the most sustainable solutions for our community and economy. The Boulder Chamber approaches public debate over policy issues in an intentionally constructive fashion, seeking to bridge the spectrum of competing perspectives and arrive at solutions that advance Boulder's long-term interests.



2023 POLICY FRAMEWORK

ABOUT

This Policy Framework highlights the issues most critical to Boulder's economy, our member businesses and organizations and sets the policy positions that guide our work.

The Boulder Chamber seeks to balance the long and short-term economic vitality of our community with Boulder's environmental goals and social objectives.

Home to a world-class research university, a wide mix of key industry clusters, major government research facilities, visionary entrepreneurs and the nation's most highly educated population, Boulder's economy is truly unique in size, diversity and

character. As Boulder's leading economic vitality and business support organization, the Boulder Chamber advocates for local and regional policies that foster and strengthen this rare economic ecosystem.

BOULDER'S PRIMARY INDUSTRIES AND KEY CHARACTERISTICS

- Aerospace
- Biosciences
- Medical Devices & Diagnostics
- Energy
- Renewable Resources
- Information Technologies/ Software
- Natural Products
- Health & Wellness
- Outdoor Recreation
- Tourism
- Research (including CU Boulder & the federal labs)



7,000
employers
(5+ employees)



98,996
jobs



105,670
population



14
federally funded
research labs



Top
research
university



Nationally recognized center of entrepreneurship and innovation

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COMMITMENT TO AN EQUITABLE AND INCLUSIVE COMMUNITY

The Boulder Chamber takes policy positions shaped with a diverse, equitable and inclusive lens.

This is consistent with our commitment to a journey toward racial equity and social justice for our membership, for our local businesses and within the community we serve. We have important work to do as a community to move toward a more just and equitable society, and we know that includes the Boulder Chamber as a key partner with the residents and businesses of Boulder.

The Boulder Chamber believes the community has an opportunity to increase its engagement with, and support of, underrepresented populations. This includes adopting policies that are developed collaboratively by including diverse voices from across our community.

In addition to social equity considerations, attracting and retaining a diverse workforce is critical to business innovation and competitiveness. As an essential element of the quality of life in our community, policy decisions should address the ongoing challenges of affordability and income inequality. We believe all businesses and members of our society must have

access to housing, transportation, high-speed internet and educational opportunities. These are foundational elements that establish and sustain economic and cultural diversity.

The pandemic and subsequent economic crisis disproportionately impacted vulnerable community members at the lower end of the income spectrum. We advocate for a business environment that supports workers at all wage levels, especially lower-wage workers.

It is important to note that the University of Colorado and Boulder's other organizations of higher learning attract diverse students from throughout the world. We must create pathways and job opportunities within Boulder to incent students to remain part of our community and our workforce, adding to Boulder's racial and generational diversity.

DIVERSE COMMUNITY LEADERSHIP

The Boulder Chamber advocates for diverse representation at all levels of the private, public and nonprofit sectors. This includes leadership roles and providing a balance of perspectives on local boards, committees and governing institutions. Our Leadership Fellows

program, produced in collaboration with the Community Foundation Boulder County, advances inclusive leadership development initiatives across our community with partners throughout Boulder County.

INCLUSIVE PUBLIC INVOLVEMENT & MEANINGFUL STAKEHOLDER ENGAGEMENT

We support the principle of greater inclusivity in policy making within the City of Boulder, as recommended by the City's Public Participation Working Group. Encouraging meaningful public participation and proactive stakeholder engagement, including the perspective of Boulder business owners and their workforce, should be a standard element of a collaborative decision-making dynamic within our community. This includes adequate input opportunities for affected businesses whenever the City or State consider updating or creating new taxes, fees and regulations.



Strong & Inclusive Economy

Boulder Together is a strategic multi-year initiative of the Boulder Chamber designed to address the highest priority areas of Boulder's economic and community need.

QUALITY BUSINESS ENVIRONMENT

"Business is Vital" Initiative

Educate the community about the impacts of decreasing sales and use tax trends and the loss of business presence. Highlight that "Business is Vital" to ensuring a strong and inclusive economic recovery.

Increasing Workforce Housing

Support regulatory review process improvements to achieve the goal of adding more attainable housing for Boulder's workforce.

Providing Increased Flexibility for Commercial Development

Improve the regulatory review process and zoning parameters to allow for more flexibility as the commercial development landscape shifts.

WORKFORCE DEVELOPMENT

Responsive Partnerships

Lead groups that can implement programs for achieving goals through industry-sector partnerships and by expanding collaborative regional career development programs.

Direct Long & Short Term Planning and Implementation

Support initiatives designed to recruit and retain talent for continued long-term pathway development.

Education Research & Data

Champion the effort to continually identify and communicate the workforce skills needed in the community and the opportunities that exist.

COMMUNITY INFRASTRUCTURE

High Speed Internet Access

Support public/private partnerships and initiatives that increase access to high-speed internet for businesses and residents.

Regional Mobility Investments

Advocate for infrastructure investments for SH 119 & SH 7 to stimulate our regional economy, while also seeking micro-mobility solutions that address essential workforce needs and long-term mobility issues.



COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT ISSUE AREAS AND POSITIONS

Regional & Local Transportation

Effective regional and local transportation networks that include environmentally sustainable forms of transportation and the transportation needs of historically underserved groups (HUGs) are key for our community's economic vitality, environmental sustainability and public health.

Due to the higher cost of living and limited housing options in Boulder, our local economy depends on a workforce consisting of a significant number of in-commuters that rely on our transportation system and services. Therefore, it is imperative for those who commute - both from regional destinations and between residential and commercial nodes within the city - have access to reliable multimodal options.

The guiding vision for our local and regional transportation network includes investment for all modes of travel, from transit, bikes, and other sustainable modes to automobiles, to expand the range of sustainable, equitable, and reliable mobility choices for Boulder's workforce and the larger community.

Regional sustainable transportation infrastructure investments can stimulate our economy. Given that fact, the Boulder Chamber advocates for the following priorities:

TRANSPORTATION INFRASTRUCTURE & PROGRAMMATIC PLANNING

- Ensure balanced planning for all modes of travel and a broad range of users. Include planning efforts related to parking accessibility, expanded mobility options, improved bicycle and pedestrian infrastructure, and business and freight access.

- Expand affordable, flexible transit services led by public / private partnerships that are destination-oriented and designed to effectively connect our workforce from where they live to where they work. This includes investments that support our regional commuting workforce, as well as options that

serve travel between housing and commercial nodes within the city.

- Support Vision Zero and Safe Systems approaches to transportation and land use planning and traffic engineering that prioritize safety measures to ensure that all modes can operate safely within our transportation system.

- Preserve and expand Boulder's RTD Eco-Pass or a similar bulk purchase model to make transit access available for all members of our workforce. Work to link these bulk purchase models across transit and other micro-mobility modes.

- Implement improvements identified in the East Arapahoe

Transportation Plan, the City of Boulder and Boulder County's respective Transportation Master Plans, RTD's Northwest Area Mobility Study, and the Denver Metro Region's Mobility Choice Blueprint.

- Advocate for regional mobility investments for SH 119/Diagonal Highway and SH 7/East Arapahoe and continue advocating for delivery of the promised FastTracks investments, such as completing the Northwest Rail line, with initial consideration of the peak service option.

- Ensure the timely completion of the Boulder Junction Access District (BJAD), as it represents not only an ideal for transit-

oriented development with affordable housing, but it was also initiated on the promise from RTD that BJAD would become the next transit hub. Continue to advocate for restoration of BJAD transit service and the reopening of the BJAD Depot Station.

- Give equivalent priority to effective and convenient first and last mile connections. While regional transit connections between communities are essential, our workforce, students, and visitors also need convenient access between those regional transit services to their origins/destinations.

- Support and promote new teleworking policies and programs that effectively provide for the continuity of business activity in a remote working environment through secure connectivity.

- Work to devise effective and convenient multi-modal solutions for the new University Hill hotel and conference facilities, creating connectivity to other important visitor destination nodes, while giving consideration to infrastructure investments that can serve wider cross-community travel.

- Recognizing the increased interest in and funding available for electric vehicles and electric chargers, work with regionwide stakeholders to leverage that funding to increase

electric vehicle purchases and charger installation in a manner that avoids imposing a cost burden on buyers and businesses.

- Seek additional funding and partnerships to support the efforts of the Boulder Chamber's Boulder Transportation Connections (BTC) team to educate our local businesses and their respective workforce on mobility options and to develop new commute trip reduction (CTR) programs that facilitate convenient workforce commutes.

INNOVATIONS & NEW FORMS OF MOBILITY

Developing customized transportation solutions for our local businesses and their workforce will depend on deploying advanced technologies that meet unique mobility needs. We support exploring Transportation Demand Management (TDM) Strategies and other new, innovative technology solutions that are responsive to commute patterns and provide lasting benefits and permanent solutions. Along these lines, the Boulder Chamber will support development of the newly formed Transit-Oriented Zones proposed in the East Boulder Subcommunity Plan. These new zones support a rich investment in mobility services in close proximity to dense housing and mixed-use development.

MICRO-MOBILITY PILOTS & INNOVATION

In order to better meet the mobility needs of our commuting workforce, we support expanded public / private sector service partnerships. These partnerships include micro-mobility and on-demand micro-transit solutions with pedestrian-friendly infrastructure that connect residential neighborhoods to employer centers. As a catalyst for these partnership efforts, we support targeted pilot initiatives for East Boulder (including the Flatirons Business Park), Gunbarrel, and other areas throughout Boulder that have a lack of mobility services and connectivity to employment centers and to regional transit stops.

TRANSPORTATION FINANCING & INVESTMENTS

- Prioritize implementation of large-scale campaign to educate employers and employees on HB22-1026, a State General Assembly bill passed in 2022 that will allow employers to get a 50% tax credit for the costs of alternative transportation benefits, such as Eco Passes, vanpool, carpool, BCycle, CarShare and more. BTC will support interested parties through the

entire process, from determining the most cost-effective transportation benefits to offer employees to program implementation and data reporting.

- Advocate for dedicated, long-term state, regional and local transportation funding that invests in the needs of all travel modes and funds ongoing operations and maintenance, as well as capital investments.

- Funding sources should avoid imposing an undue or disproportionate cost burden solely on businesses and their workforce.

- Seek an equitable distribution of transportation funds across Colorado that secures a fair share of resources for our region.



The Bottom Line:

The Boulder Chamber supports collaborative, innovative local and regional transportation planning and investments for all community members and for all modes of travel that expand the choices for commute and non-commute trips, and in doing so, support business activity, economic vitality, environmental sustainability and public health.



COMMUNITY DEVELOPMENT ISSUE AREAS AND POSITIONS

Local & Regional Workforce Housing

Expanding the diversity of housing options for Boulder’s workforce and families is critical to maintaining an inclusive, welcoming, and economically vibrant community. The high average home price in Boulder limits housing inventory available to most of our workforce. We advocate for housing options that support a generationally, racially, and socioeconomically diverse community, giving employees at all ends of the salary continuum an opportunity to call Boulder home.

The Boulder Chamber works collaboratively with housing providers, community development experts, workforce representatives, government staff, elected officials, finance professionals, advocates, and other partners to advance innovative yet practical solutions for Boulder’s economically diverse workforce.

WE SUPPORT:

- Creation of smaller, higher-density, innovative housing products that create new residential infill opportunities through additional dwelling units, owner accessory units, duplexes, triplexes and lot splitting.
- Real strategies and viable programs to promote and incentivize all housing types - rental and ownership, permanently affordable, market rate, multi-unit, semi-and fully detached - with a focus on meeting the housing needs of low, moderate, and middle-income individuals and families.
- Innovative, mixed-use solutions

that marry housing with commercial/retail, parking, and recreational opportunities that reflect the needs of Boulder’s workforce.

- Mixed-use, higher-density development that incorporates a substantial amount of affordable and middle-income housing in proximity to multi-modal transit corridors.
- Providing more live/work options for creative professionals, including the development of special residential zoning for artists within arts districts.
- Revising/removing exclusionary land use designations, zoning, and regulatory barriers in specific

areas where our community should incent new housing.

- Innovative and flexible housing solutions that create more livable communities, such as higher occupancy limits, and allowance for co-housing and co-operative housing.
- Generating housing products conducive to retaining younger members of our workforce, both in the character of housing developments and at a price that is affordable to those who are earlier in their careers.
- Implementing innovative methods for reducing the impact of high land costs, such as land leases and land trusts.



COMMUNITY DEVELOPMENT Issue Areas and Positions

- Incenting projects that incorporate high-quality design that contributes to community character.

- Supporting creative housing financing opportunities, such as down payment assistance programs, that facilitate increased home ownership.

- Individually and through regional partnerships, such as the Northwest Chamber Alliance, support increasing affordable housing in communities throughout Boulder and the surrounding area.

- We support flexibility in commercial areas to allow for residential development, however, housing should be an option not a mandate.

- We support efforts to promote a better balance of homeownership, in new affordable housing,

particularly housing that is affordable to middle (aka “the missing middle”) income residents.

- We support comprehensive statewide reform of our construction defect laws that reduce the risk and expense of generating for-sale workforce housing inventory, while also considering innovative interim local solutions.

HOUSING INCENTIVES, REGULATION & PREDICTABILITY

The Boulder Chamber advocates for increased efficiencies and improvements in the housing review and approval processes, and a reduction of regulatory requirements for affordable and workforce housing. These could include:

- Revisiting height limit restrictions, continuing to allow for a broader allowance of height, and prioritizing the work required to consider where height makes sense in the city.

- Creating incentives around height exemptions for projects that incorporate high-quality design that contributes to community character.

- Studying the most effective solutions for incentivizing affordable and workforce housing proposals that make Boulder a leader in advancing innovative housing opportunities.

- We oppose retroactive actions, moratoriums and/or the quick implementation of regulations that prevent projects from moving forward or impose further restrictions on projects that are in the review

process. This negatively impacts businesses and the clients they serve, often resulting in significant lost financial investment, additional costs, and decreased income for scores of day laborers, contractors, and trade professionals that depend on the projects’ work and timely advancement. ■



The Bottom Line: The Boulder Chamber supports programs that incent development and redevelopment opportunities as a means of providing a diverse range of affordable and attainable housing choices for Boulder’s workforce.



COMMUNITY DEVELOPMENT ISSUE AREAS AND POSITIONS

Land Use & Development/Redevelopment

The Boulder Chamber supports mixed-use development along transit corridors and in under-utilized commercial zones throughout Boulder, including the North Boulder Subcommunity and TVAP Phase 2. Higher density and enhanced mixed-use zoning in these locations, creating 15-minute neighborhoods, promotes walkable access to employment, commercial services, and local/regional transportation alternatives.

Development opportunities should seek to achieve Boulder's community-wide economic, social and environmental goals. At the same time, development regulations and codes should provide flexibility to deliver unique projects and innovative solutions that facilitate the redevelopment of commercial spaces to effectively address changing economic conditions.

SUSTAINABLE DEVELOPMENT IN AREAS OF OPPORTUNITY

The Boulder Chamber's advocacy for infill and redevelopment adheres to the following principles:

- To leverage existing transit corridors and other opportunities.
- Advocate for an extra effort to expedite land use planning and permit review processes to help our community leverage housing development support resources in consideration of the new opportunity to access affordable housing funds through Proposition 123.
- Incentives for greater floor area ratios than current zoning allows should be identified for areas where it's possible to increase housing.

- Developing spaces and creative policies for small businesses to locate, grow and flourish within our community.

- Substantive community-based dialogue with key stakeholders to advance future redevelopment that balances both neighborhood interests and community-wide goals. These planning efforts should not be deployed as a tool for delaying redevelopment opportunities.

- Supporting adaptive reuse and redevelopment in ways that address current economic conditions and evolving needs for our businesses and the community.

- Promote sub-area plans that add density - which accommodates diverse housing options - in zones

that have traditionally been exclusively commercial.

PROJECTS OF COMMUNITY SIGNIFICANCE

The Boulder Chamber advocates for significant development projects that support economic vitality and the community's quality of life and respond to the needs of local businesses. These include redevelopment opportunities and projects in areas such as Alpine/Balsam, Boulder Junction, TVAP Phase 2, Diagonal Plaza, East Boulder, University Hill and projects such as The Hill hotel, and the CU Hotel/Conference Center. We also support regional efforts to keep primary employers in Boulder County and the creation of new regional employment centers where opportunities exist for creative redevelopment projects.



CONTINUE TO PROTECT AND SUPPORT IMPLEMENTATION OF THE CU SOUTH ANNEXATION AGREEMENT.

This voter approved annexation agreement addresses important community safety goals by facilitating the investment in flood mitigation infrastructure. It is notable that the University is providing the land for flood mitigation purposes at no cost to the city. Further, the CU South annexation agreement provides dedicated development zones for much-needed housing of university faculty, staff, and upper division/graduate students, along with substantial open space set-asides and other outdoor recreation amenities available to the community.

AFFORDABLE COMMERCIAL SPACES

Incentives can facilitate the creation

and preservation of affordable commercial spaces for small businesses, start-ups, incubators, nonprofits, and creative professionals, with particular benefit to the support of underrepresented business leaders. Affordable commercial space is analogous to affordable housing, as the costs associated with office and commercial rents influence the affordability of services businesses can provide to Boulder's residents. The price of real estate drives up overall costs, and high rental rates are also significantly influenced by the fees and costs that the City of Boulder imposes on our local businesses and on the development of new retail and commercial space.

Boulder should avoid implementing policies that create direct or indirect costs that typically cause increases in retail and commercial

rental rates. To attract and retain local and regional businesses, Boulder must maintain competitive rates for commercial spaces that are affordable to all business sizes and types and consider incentives for redevelopment and relocation within our community, particularly for legacy businesses. The Boulder Chamber will give additional scrutiny to measures that generate higher property taxes and will seek property tax relief for commercial spaces.

We encourage the commitment to a long-term economic strategy, with clear near-term steps, to create and preserve spaces for businesses that diversify employment centers, including creative measures for supporting master lease operations. The results of these efforts will help provide space for critical incubators, innovation hubs and start-ups as part of future mixed-use

developments. It will also ensure Class A office space is available to help retain longtime Boulder companies in the city. Further, it will provide flexibility for nonprofits and shared spaces. We also encourage flexible policies and more permissive variances that allow for reconfiguring and subdividing spaces and other means of helping businesses respond to evolving public health protocols, changing economic conditions, relocation demands and the opportunity for creative business models.

INDUSTRIAL LAND USES

The Boulder Chamber supports exploring increased density in industrial and commercial zones to accommodate future mixed-use development. However, the preservation of our Industrial areas are important, as the demand for this land use is currently



COMMUNITY DEVELOPMENT Issue Areas and Positions

very high throughout the Front Range. We must provide greater flexibility for our businesses to adjust and expand their building footprints to meet evolving business needs. This means reducing the time and associated expense of planning reviews that inhibit responsiveness to new business opportunities.

New opportunities for innovation hubs, that include a mix of uses and services in the Light Industrial Zones, should be further explored for specific areas, such as East Boulder and Gunbarrel.

LAND DEVELOPMENT AND REGULATIONS

Land use development decisions should meet a variety of social, cultural, and environmental goals in a sustainable manner while giving appropriate weight to our community's

economic vitality and the fair expectations of property owners. With that in mind, we support codes and processes as a community, that allow for outcomes based on data and input from those impacted. Land uses should be reassessed in response to economic conditions.

As a community we should identify where taller buildings could be considered based on compatibility with the surroundings and consistency with the Boulder Valley Comprehensive Plan. The City of Boulder should allow for modification requests of up to 55 feet in specific areas throughout the city where taller buildings are compatible with their surroundings and can help achieve community goals as defined in the Boulder Valley Comprehensive Plan.

INCENTIVIZE THE TYPE OF REDEVELOPMENT WE SEEK FOR BOULDER'S FUTURE

The Boulder Chamber believes the City of Boulder should incentivize the desired redevelopment in targeted areas. Land use codes and Use Tables should be updated to allow for the evaluation of appropriate locations for housing, mixed use, commercial services, and various use types. Code changes that advance Boulder Valley Comprehensive Plan policies should be prioritized so projects can move forward that promote the adaptive re-use of buildings, revitalized commercial/industrial areas, walkable neighborhoods, and a mix of complementary land uses, while preserving existing affordable units.

AREA III PLANNING RESERVE

The Boulder Chamber encourages a process to define a future vision or development plan for Area III Planning Reserve. This will help the City of Boulder better prepare for development opportunities in that area. It also could establish a vision for Area III that is responsive to community values, rather than risk the absence of a plan and encourage by-right development that is not aligned with community needs.

PARKING

The City of Boulder parking codes should be updated to fit contemporary requirements and adjusted in accordance with other goals, such as the relationship between parking, density, housing, clearly marked ADA accessible parking and access to



COMMUNITY DEVELOPMENT Issue Areas and Positions

transit. This should be balanced with the goal of maintaining adequate parking options and affordable prices for our businesses and their employees.

Easy physical access to amenities such as parks, open space, arts and culture, and shopping contributes to the quality of life of residents. We need to ensure there is adequate parking in retail corridors/centers along with the appropriate signage and other mechanisms to conveniently direct customers to open parking zones. Parking code changes must caution against tightening the supply in proximity to office and retail services.

- Reinvestment of Parking Revenues to Improve Quality of Life: Parking revenue should be reinvested into the community to enhance mobility programs with

broad benefits such as eco-passes or subsidizing micro-mobility costs for low-income workers. As revenues increase, we believe the investments should increase proportionally to improve mobility for residents and workers.

- Parking Fees Require a Comprehensive Strategy: Businesses often feel the effects of parking policies acutely. Parking costs should not be borne solely by the car traveler, the property owner, or the businesses, because they also benefit residents. With that in mind, the city should not increase parking fees and associated charges beyond what is reasonable to address actual cost inflations.

- Street Closures: We understand and value the benefits of temporary street closures for community building purposes. We do not support street closures

for periods that extend beyond high visitor traffic periods. This is especially a concern without robust analysis of the impacts to local businesses in the closure zone and the concerns for those who need equitable access.

RELATED LAND USE & REDEVELOPMENT ISSUES OF IMPORTANCE

- Education Institutions & Federal Laboratories: The future vitality of our public education institutions and federal laboratories should be considered in all applicable planning and community development policies.

- Arts & Culture: The Boulder Chamber believes incorporating arts and culture into planning creates a vibrant community. This includes efforts to create additional performance spaces, public art, and live/work housing options for artists. Public art

should be recognized as a community benefit in site reviews. In order to encourage public art programs, the city should develop expedited streamlined processes.

- High-speed Internet Access: Communication infrastructure is vital to support our economic, educational and social needs; it also creates jobs. Increased reliance on remote work options, as well as online shopping and service options, has elevated our dependence on broadband, which is why the Boulder Chamber advocates for accelerated investment to ensure businesses and families at every socio-economic level have the ability to access this resource.

In general, we support the effort to develop public/private partnerships, engaging public institutions and the technology sector, to establish high-speed internet infrastructure,



because:

- High-speed internet infrastructure is a critical service that allows Boulder’s economy to remain regionally competitive.
- Broadband infrastructure increases market competition, which is a positive element of a vibrant and innovative economy.
- Ubiquitous broadband has been demonstrated to provide communities with higher speed service at lower costs, which are goals of both the public and private sectors.
- Co-working spaces, commercial and residential uses need consistent, high-speed service to support telecommuting and reimagined office spaces.
- We need to close the digital divide for our residents and businesses to ensure equitable access to information, resources and economic opportunity.

The Boulder Chamber has been a champion of investment in high-speed internet network since it first led the election campaign to

opt-out of the state preemption of public engagement in internet service activity. Now that the City of Boulder is on the verge of completing its backbone broadband installation, the Boulder Chamber will take a lead role in ensuring the most effective use of that infrastructure, while engaging our private sector internet service providers and infrastructure developers to secure ubiquitous high speed internet service for all our residents and businesses that is most reliable, fast, and cost effective.

NEW & EMERGING TECHNOLOGIES:

The Boulder Chamber will work in partnership with the City of Boulder, Boulder County and our private sector internet providers to seek state and federal funding assistance to achieve our broadband access and reliability goals.

Our local infrastructure needs to evolve to maintain Boulder’s economic competitiveness and meet the needs of our workforce. The Boulder Chamber looks forward to technological advancements, such as R&D Research Labs, new

and emerging land uses, and a 5G network, that provide our University, school districts, federal labs, and businesses with the latest technology tools.

5G enables a new kind of network to connect virtually everyone and everything, including machines, objects, and devices. 5G wireless technology is meant to deliver higher multi-Gbps peak data speeds, ultra-low latency, more reliability, massive network capacity, increased availability, and a more uniform experience to more users. Higher performance and improved efficiency empower new user experiences and connect new industries. ■



The Bottom Line:
The Boulder Chamber strongly advocates for infrastructure investments that enable high-speed internet access through public/private partnerships



WORKFORCE DEVELOPMENT



WORKFORCE DEVELOPMENT ISSUE AREAS AND POSITIONS

Equity in Workforce Development

The Boulder Chamber recognizes the need for multi-faceted and equitable approach to workforce recruitment, training, and retention, for the benefit of businesses, individuals and society. Workforce development should not only help close the skills gap, but should also help combat economic inequality and help move Boulder toward greater workforce equity. Tailored workforce training and development should be available for talent prospects. Whether someone is a veteran, a woman, a person of color, or an older worker; has a disability; or has a first language that is not English. The same holds true for those who have been unemployed for a long time; didn't finish high school; or had past involvement with the criminal justice system.

EDUCATION & WORKFORCE TRAINING

High-quality educational systems at the K-12 and secondary levels not only allow our community to attract and retain talent, but also ensure every child receives a curriculum that gives them the necessary skills to meet workforce demands. As the foundation for a functioning society, we support opportunities and partnerships that improve the quality of our education system and generate innovative approaches to prepare our workforce for the future.

In light of significant changes in workforce dynamics, additional focus should be given to training and retraining skill-based programs, as well as work-based learning opportunities, that increase equitable access to skills needed at all levels of employment in our economy.

- Opportunities to up-skill and re-skill individuals displaced by the economic crisis that prepare them for sustainable careers within our community.
- State-level support for sustainable and stable funding across all education levels, including K-12 school districts and higher education institutions such as CU Boulder and Front Range Community College, is a key component for preparing the future workforce and helping recruit and retain businesses and employees.
- Increased funding for the establishment of new training programs that prepare our workforce for job pathways that require technical skills or career-specific training.
- Policies that support education institutions and private organizations to provide effective technical workforce training.
- Efforts to bridge the local business community to St. Vrain Valley School District and Boulder Valley School District to ensure that our business talent and expertise are shared with schools and create pathways for students to enter our workforce.
- Increased support for Career and Technical Education and work-based learning programs within K-12, higher education, post-secondary, and public workforce systems.
- Programs and policies that assist businesses in training and re-training workers to meet current job demand.
- Business incentives for, and expansion of, opportunities that provide mid-career skill



development and training, including continuing education programs, career-specific pathway training, and certificate programs.

- Policies that create stronger connections and ease the transfer of credits between programs and institutions, including technical education, university classes, and community college programs.
- Funding of our federal and state research facilities and initiatives, which contribute directly to Boulder and Colorado’s economy, in addition to creating jobs. This includes Boulder’s federal laboratories and the University of Colorado Boulder’s facilities.
- Opportunities to provide full pipeline access to and transferability of industry certifications that increase skill acquisition for jobs / careers available in our economy.

WORKFORCE RECRUITMENT & RETENTION

The Boulder Chamber supports policies that help businesses recruit and retain top talent.

We support:

- Policies that help attract a diverse talent pool to meet employment needs, including our graduating high school students and college students. This should include support for training in skills-based hiring practices.
- Measures that make Boulder an attractive recruiting center for top talent, including high-quality public schools, job opportunities for other family members, a welcoming and diverse community, a thriving arts and cultural sector, an attractive quality of life, convenient and affordable commuter mobility options and accessible housing in close proximity to employment centers.
- Regional programs and networks that match workforce skill sets with the needs of local businesses and

employers.

- Policies that support our workforce’s mental health, accessibility for people with disabilities and well-being in times of stress or as they face societal challenges.
- Policies that equitably support populations disproportionately impacted by evolving economic and social conditions, helping them access new career opportunities.
- Measures that help expand awareness of job opportunities in both large and small local businesses.

MINIMUM WAGE

It is critical to our long-term economic sustainability to address income inequality and the challenge of keeping hard-working individuals out of poverty. The minimum wage is just one mechanism for addressing these issues and is important for providing financial security to low-wage earners. While we supported a previous statewide minimum wage increase, we recognize that mandated

wage increases place an additional burden on small businesses and nonprofit organizations. Wage discrepancies can be experienced acutely within specific industries, leading to inequality and undue impacts within compensation structures, such as restaurants and in other small businesses that employ a large youthful workforce. That is why, while we are open to conversations regarding further minimum wage adjustments, we believe it is necessary to thoroughly review the benefits and impacts of mandated wage increases before taking action any future action in this area. ■



The Bottom Line:

We support industry-led programs and policies that facilitate workforce recruitment and retention for businesses of all sizes and industry types. We also support community efforts to ensure Boulder is welcoming for a racially, ethnically, and generationally diverse workforce, including CU graduates who aspire to stay in Boulder to live and work.



WORKFORCE DEVELOPMENT ISSUE AREAS AND POSITIONS

Immigration

Immigrant workers are vital to communities and industries across Colorado. Our immigration system particularly impacts our high-tech, agricultural, hospitality, and tourism sectors.

For these reasons and because of the human toll that our broken immigration system creates, the Boulder Chamber supports comprehensive immigration efforts. Improvements in our immigration system will benefit Colorado's economy and provide a welcoming environment for immigrants in our community.

▪The Boulder Chamber urges lawmakers to seek solutions to immigration policies, such as DACA (Deferred Action for Childhood Arrivals), that provide protection for those currently living, working, and contributing to our communities from deportation. Until these solutions are in place, the Boulder Chamber opposes repeal of DACA.

▪We also seek solutions to the H-1B visa programs to allow our businesses to employ workers with special skills from across the globe.

▪The Boulder Chamber also encourages programs and services that help our immigrant workforce comfortably settle in our community, including access to public education services, and help our local businesses make the most mutually beneficial use of their talents. ■



CLIMATE & ENERGY



CLIMATE & ENERGY ISSUE AREAS AND POSITIONS

Boulder's Collaborative Energy Future

The Boulder Chamber is committed to partnering on local and state-level efforts to become a leader in a thoughtful balance of our environmental and economic goals.

We believe clean energy powers the future of business and recognize that the sustainability of Boulder's economy depends on new developments in clean energy industries like wind, solar and smart-grid applications. At the same time, advancements in these technologies and the pursuit of new mechanisms for delivering electric services must adhere to critical values, such as price competitiveness, system reliability, and adequate access to energy resources.

The Boulder Chamber supports an energy future that collaboratively pursues climate protection goals and clean energy innovation commitments. Our current position concerning Boulder's energy future follows these principles:

- We want to ensure policies protect business electric utility rates and current, or better, reliability thresholds (which include resource adequacy and backup power systems). Costs, benefits, and impacts should inform new regulations.
- We support efforts to work with energy experts, industry partners, and members of the community to inform consumers and identify the most efficient and effective strategies to achieve our state and local climate protection and renewable energy goals.
- We support public/private partnerships for informing and pursuing statewide legislative change that can increase alternative energy production, carbon neutrality, and new innovations in the electrification of our mobility systems, fuel, natural gas, and electricity use.
- We support accelerating and expanding the adoption of collaborative and equitable policies that expand energy choices while meeting the need of businesses for reliability and affordable rates.
- We also work with the City of Boulder, Boulder County, and our energy services provider, Xcel, on innovative strategies to achieve our sustainable energy, reliability and cost efficient goals.
- We support the funding of fire mitigation efforts associated

with electric power sources, and generally, and will carefully monitor distribution of Wildfire Mitigation Sales and Use Tax funds for that purpose.

NATIONAL CLEAN ENERGY LEADERSHIP

The Boulder Chamber is a member of the national clean energy association Chambers for Innovation and Clean Energy (CICE) and serves on its National Leadership Council. CICE helps business associations and their member companies navigate and prosper in the clean energy space, advocates for clean energy-related issues, grows jobs in the clean energy sector and establishes partnerships for furthering clean energy initiatives. We also work with the City of Boulder and Boulder County on innovative strategies for incentivizing



our businesses to reduce carbon-based fuel consumption and engage in environmentally sustainable practices. We will continue to support partnerships that facilitate best practice sharing to advance our community’s clean energy and climate protection goals, including synergistic public/private partnerships with our federal laboratories.

WATER RESOURCES

The City of Boulder is blessed with water resources that are calculated to accommodate substantial additional commercial and residential development. We also understand that we have significant protection against severe, episodic, drought conditions. However, as our climate changes, the Boulder Chamber supports measures that help businesses and residents utilize water efficiently. This includes public education on water resources and conservation, support for realistic state-

wide water planning and conservation efforts, and incentives for reduced water consumption.

ENERGY EFFICIENT BUILDINGS

We recognize the economic benefits of effective energy efficiency retrofits and other sustainable business operations. We support incentives, education efforts, and grant programs that encourage our members to take advantage of available opportunities and move us, as a community, state, and nation, toward reduced energy consumption, expanded renewable energy development, and greater resiliency from natural disasters.

The Boulder Chamber believes there are opportunities for greater efficiency in achieving environmental standards, and we seek to partner with the City in this area. This includes the opportunity for businesses to constructively share their perspective on the impacts of new energy regulations and upgrade requirements.

Additionally, property owners should always be allowed a reasonable time to implement or retrofit existing properties and be provided resources to identify cost-effective and financially feasible solutions in response to any government mandates in this area.

We believe the City of Boulder should offer incentives to those committed to investing in green buildings and upgrades. This includes support for their participation in innovative microgrid and energy district development plans as well as special attention to their need for regulatory flexibility. Further, we believe the City should accommodate modification requests, on a case-by-case basis, for any project that can demonstrate it is technically impractical or financially infeasible to meet some aspect of the new code for their building project. ■



The Bottom Line:

We support the expeditious achievement of clean energy and climate protection goals and will be a leader in that endeavor. Achieving clean energy goals and local innovation is dependent on partnerships across the public and private sectors that facilitate the exchange of ideas and the understanding of impacts.



CLIMATE & ENERGY ISSUE AREAS AND POSITIONS

RELATED ISSUES OF IMPORTANCE

▪ Incentives for Energy

Innovation: We support density development bonuses and other incentives for businesses that make investments in renewable energy and energy efficiency.

▪ City of Boulder Solar and

Electrification Strategies: We encourage the implementation of innovative clean energy solutions and the associated investments without imposing additional costs on businesses. We will facilitate the engagement of those voluntarily seeking to participate while resisting mandates that fail to account for business investment and operation concerns. We support measures, including public financing, that facilitate the use of open surface areas in commercial zones for solar infrastructure, helps businesses and commercial buildings convert to electric energy systems, and supports the installation of electric vehicle charging stations.

▪ Advancing Colorado's Climate

Goals: The Boulder Chamber advocates for statewide efforts that provide financially viable approaches to reducing carbon emissions and retiring coal plants. This includes models that provide revenue consistency for utilities that facilitate the adoption of renewable energy and allow for coordinated planning in meeting our energy needs and climate protection goals.

Recognizing that the city of Boulder has additional funds for climate related investments due to passage of the Climate Action Plan Tax, much of it due to increased business fees, we advocate for allocating significant dollars toward measures that support businesses in their carbon reduction and energy efficiency efforts. ■



QUALITY OF LIFE



QUALITY OF LIFE ISSUE AREAS AND POSITIONS

PUBLIC INVOLVEMENT & STAKEHOLDER ENGAGEMENT

We support the principle of greater inclusivity in public policy decision-making. Encouraging meaningful public participation and proactive stakeholder engagement, including the perspective of Boulder business owners and their workforce, should be a standard element of a collaborative decision-making dynamic within our community. This includes adequate input opportunities for affected businesses – including coordination and communication - whenever the city or state considers new and/or renewing taxes, fees and regulations.

FINANCIAL MANAGEMENT & CAPITAL IMPROVEMENTS

Operating budgets and capital investments need to account for, and prioritize, essential infrastructure improvements and services, including those that increase public safety and resiliency in the event of floods, fires and other natural events or disruptions, such as those experienced during the COVID-19 pandemic.

The City of Boulder should

clearly delineate capital funding for critical infrastructure projects. Essential City priorities should not be dependent on the passage of supplemental funding initiatives or assessing additional costs solely to businesses when the benefits are shared across the community. Additionally, the City of Boulder should explore diversified financing mechanisms for key services, rather than the current dependence on sales tax revenues, which are subject to economic fluctuations. However, the Boulder Chamber will give great scrutiny to any proposals for additional property tax increases, given the substantial burden imposed on businesses due to the Gallagher Amendment, recent mill levy increase and rising property assessments.

The City of Boulder should move in a direction that encourages budget and spending efficiency through comparisons to peer cities and/or best practices. Further, the City should identify

reserve allocations that may be available for higher priority expenditures. City Council should incorporate the use of performance metrics in its review of critical service delivery and provide public reports on their findings.

SUSTAINED SALES TAX REVENUES

High quality of life is maintained by ensuring we have sufficient revenues for adequate city services. The most significant revenue mechanism that funds our City budget, capital improvements, and essential services are sales and use tax revenues. We must take proactive steps to ensure policies are in place that safeguard our competitiveness in the face of increased regional shopping and service options and other factors, such as the shift toward online shopping and reduced workforce in-commuting as a consequence of increased remote work practices since the COVID 19 pandemic.

We must proactively support retail services and other tax-generating



QUALITY OF LIFE Issue Areas and Positions

opportunities, such as special events and arts and culture programs and venues, that are enjoyed by visitors and residents alike and benefit many of our local businesses.

EQUITABLE TAXATION

We support an approach to taxes and fees that considers the populations they will impact most, including members of our workforce unable to afford to live in Boulder and potential costs they may incur to in-commute. Businesses already face difficulty recruiting employees, so the City of Boulder should avoid any further costs associated with workforce recruitment or taxes that impact employee retention. We also urge revenue-generating approaches that do not unfairly target or burden any one industry or segment of our community, ensuring there is equity in generating tax revenue.

VISITORS & TOURISM

The Boulder Chamber, in partnership with Visit Boulder, unequivocally welcomes visitors to our community and appreciates the economic contribution of tourism.

Visitor spending is key to funding everything from open space and parks to police and fire services. Not only does the tourist economy generate a considerable amount of revenue for essential services, but it also provides many of our residents with jobs. Conventions and other business-related tourism/visits contribute to innovation and the global competitiveness of the University, federal labs and our primary industries. We support additional investment in our visitor economy that encourages out-of-towners to enjoy Boulder. The pandemic significantly affected this critical sector and we view support for rejuvenating tourism as a key component of Boulder’s economic prosperity.

MENTAL HEALTH

The COVID- 19 pandemic only further drew attention to mental health concerns and their impacts on our workforce. According to data supplied by the American Psychiatric Association, employees with unresolved depression experience a 35% reduction in productivity, contributing to a loss to the U.S. economy of \$210.5 billion a year in absenteeism, reduced

productivity, and medical costs.

The Boulder Chamber supports funding for agencies dedicated to providing and informing the public about mental health and addiction recovery services available to the Boulder community. The Boulder Chamber also advocates for programs providing more accessibility to mental wellness services for our workforce.

EARLY CHILDHOOD SERVICES

The lack of childcare services is a highly cited reason why people with children are unable to participate in the workforce, and this is disproportionately true for women. The Boulder Chamber supports efforts to enhance early childhood services. This includes additional local, county, and state funding mechanisms, daycare workforce training programs, as well as the state of Colorado’s recent decision to lower teaching staff qualifications.



The Bottom Line:

We support investment in our tourist economy that encourages visitors to enjoy Boulder. The pandemic significantly affected this critical sector, and we view support for rejuvenating tourism as a central component of our economic recovery.



LIVABLE NEIGHBORHOODS

The Boulder Chamber supports the type of community planning initiatives that create compact, affordable, 15-minute walkable/ bikeable, mixed-use, high quality connectivity for our neighborhoods and residents. We support the continued investment in neighborhoods across Boulder that improve their vibrancy, safety, walkability, and access to supporting services and desired businesses.

ARTS & CULTURE

The arts, culture, and creativity sector helps drive our regional economy. Arts and culture programs and institutions that maintain our community’s social and cultural vibrancy are a critical element of the backbone for an equitable, inclusive, and diverse community. They also help drive tourism, and function as an essential tool for attracting and retaining a high-quality, diverse, and creative workforce.

We encourage efforts to increase access to arts and culture in neighborhoods, engage the business community and attract

cultural tourism, including leveraging the significant arts and cultural offerings of CU Boulder.

The City of Boulder should pursue stable and predictable funding mechanisms for arts and culture grants, and public art.

We support the creation of art districts, affordable studio spaces, live/work housing options for artists and spaces for arts and culture uses such as retail, display, community art, maker-spaces and performance venues as specific elements to be included in community planning and financing.

We encourage programs and planning that increase access to arts and culture throughout the city and engage the business community.

SOCIAL SAFETY NET & HUMAN SERVICE PROGRAMS

The Boulder Chamber will collaborate with local leaders, organizations and governments to advocate for a sustainable safety net of services to meet critical needs for the

underserved in our community and to help sustain a thriving workforce.

HEALTH CARE

The Boulder Chamber supports efforts to engage a wide array of stakeholders with multiple perspectives in the ongoing dialogue to improve our healthcare system. This includes a focus on consistent mental and physical health coverage for those that desperately rely on it. We support health care continuity for organizations that effectively provide health care options for their workforce, and urge public/private health care solutions.

The Boulder Chamber advocates for greater transparency in the cost of health care, including costs for services, insurance plans and prescription drugs.

PUBLIC SAFETY

Public safety is essential to the stability of a good business climate.

Our leadership should support law enforcement initiatives that keep our residents and business areas safe. Public safety must include attention to public places, making sure to maintain the

security of our citizens, visitors, employees, and businesses throughout the community. Enforcement of all current gun safety measures is an important component of these public safety goals.

While we are fortunate our local and regional law enforcement agencies have done a remarkable job, we support their efforts to address concerns associated with disparate treatment based on race and culture. We also support the efforts of our Police Department and their partner social service agencies to advance less confrontational approaches to addressing public disturbances.

Importantly, we also note that public safety includes continued investments in infrastructure to uphold standards for flood mitigation, offender management facilities, and crime prevention.

OPEN SPACE

Our protected Open Space parcels are a key asset that improves our quality of life and also advances our community’s economic

vitality, attracting visitors who enjoy our beautiful environment. We support the preservation and expansion of Open Space as a community asset that appropriately balances conservation initiatives with plentiful recreational uses, including accessibility for people of all abilities. In the wake of the devastation of the recent Marshall Fire and other regional forest fires, we are also further attuned to the need for investment in fire mitigation strategies.

HOMELESSNESS

Homelessness is a multifaceted issue affecting the unhoused, businesses and residents. Importantly, the misuse of our public spaces by chronically unhoused individuals has created public health and safety issues for residents, tourists, and the unhoused alike. We cannot accept the current conditions.

The Boulder Chamber is in the process of working with its business support partners, government agencies, law enforcement officials and service providers in developing broad based solutions to meeting the needs of our unhoused population, including the distinctly different needs of unhoused families, and addressing the business and community impacts of increased homelessness. This includes innovative

programs that provide a relief valve for our homeless individuals and families that have been demonstrated to achieve positive outcomes in other communities. At the same time, we need to make sure that policies ensure safety and security for our local businesses, employees, and residents and do not unintentionally attract homeless populations from other communities. This includes thorough enforcement of our prohibitions against camping in public spaces and other criminal behavior, while being attentive to civil liberty guardrails. ■



TAXES, FEES & BUSINESS REGULATIONS



TAXES, FEES & BUSINESS REGULATIONS ISSUE AREAS AND POSITIONS

Taxes & Fees

Taxes and fees fund and maintain important public services and infrastructure, but they must appropriately balance the cost and associated impacts in a manner that protects our economic vitality and keeps Boulder affordable to a wide diversity of businesses and individuals.

The Boulder Chamber seeks clearly delineated rates that will not unduly burden business activity in any sector or add more risk or expense to their employees. We support ample notice, measurable goals, performance metrics and clear explanations for any tax or fee while seeking additional mechanisms to sustain affordability for small businesses.

TRANSPARENCY AND COMMUNITY NEED

We expect transparency in analysis and decision-making processes, along with regular accounting of expenditures. In general, we will always scrutinize proposed tax initiatives to ensure they are addressing a genuine need. We also expect accountability, with performance metrics and reporting, on all current taxes, fees and regulations.

Our economy is affected by the cumulative impacts of rising taxes, fees and other costs of doing business in Boulder. Small businesses, start-ups, creative professionals, and nonprofits often experience the effects disproportionately. Exploring taxes at a regional level to fund priorities for the broader area may create a more equitable approach. We also have a particular sensitivity to increased property taxes due to recent mill increases at the ballot box, and rising property taxes.

REGULATIONS AND REVIEW PROCESSES

Development Permitting

The current extensive delay in permit approvals is intolerable, literally killing local small businesses and undermining positive business development opportunities. This condition places additional urgency on our encouragement of streamlined regulations and approval processes that do not impose an inequitable or undue burden on business. This includes deploying the most technologically efficient mechanisms for conducting regulatory reviews, such as moving from paper copies to electronic submissions, investing in sufficient staff to meet the workload demands and creating greater opportunities for in-person interactions to efficiently resolve misunderstandings and resolve differences. Further, any mandated investment to meet new regulatory standards should include robust public engagement and seek to reduce, mitigate or

eliminate the immediate cost impacts on local businesses.

Regulatory Flexibility

We urge flexibility in regulations to address the ever-changing economic environment and allow businesses to nimbly adapt to new market conditions. On an international level, this includes encouraging our federal leadership to advocate for tariff reductions and better trade relations with foreign partners. On the local level, one successful example of this was allowing the to-go service of alcohol drinks during the pandemic.

Land use development decisions should meet a variety of social, cultural, and environmental goals in a sustainable manner while giving appropriate weight to our community's economic vitality and the fair expectations of property owners. For this reason, land use should be reassessed in response to economic conditions, as well as other community values. Further, we support codes and



processes that facilitate desired outcomes, while avoiding undue burden on property developers in both regulatory restraints and review timing. The Boulder Chamber seeks a comprehensive review of Boulder’s development regulations and review processes to achieve these flexibility, efficiency and outcome goals.

AFFORDABILITY FOR SMALL BUSINESSES AND NONPROFITS

Small businesses serve as the dynamic foundation for our innovation ecosystem; they are the places we shop, restaurants we frequent and services that support our neighborhood causes. Though our larger companies offer a diversity of career opportunities and economic value, small businesses represent the majority of employers in our community. In many instances, too, our locally grown, small start-up businesses become the larger companies that fuel our economic ecosystem. Statewide

reports have found that nonprofits account for more than 5% of the gross product, accounting for more than \$4 billion in wages. Given those reasons, we have a clear interest in protecting affordability for our small business and nonprofit base in Boulder.

E-COMMERCE SALES AND USE TAX SIMPLIFICATION

The COVID-19 pandemic caused seismic shifts in e-commerce. Compared with 2019, online sales increased 50.5%, but, unfortunately, the tax code has not kept pace, so the Boulder Chamber is supporting continued efforts at the state legislature to simplify state sales tax reporting requirements.



The Bottom Line: The Boulder Chamber supports measures that continue to make our community an affordable location for small businesses, start-ups, nonprofits and creative professionals, as they are important providers of jobs and services.

CITY OF BOULDER ECONOMIC SUSTAINABILITY

Economic vitality in the City of Boulder requires collaboration amongst the public and private sectors to promote a healthy economy that supports the outstanding quality of life enjoyed by our residents and sets the framework for a positive business environment.

It is essential that we work collaboratively to update a long-term vision for our economy through a review of the economic sustainability strategy and near term strategy.

DEVELOPMENT IMPACT FEES

The City of Boulder should seek to comprehensively understand the impacts, benefits and functionality of the fees it imposed in relation to development and small business affordability. It further should explore the opportunity for variable fees that incentivize desirable housing products.

SECTOR OR PRODUCT SPECIFIC TAXES & IMPACTS

The Boulder Chamber has concerns about the economic impacts of taxes directed at specific products or inequitably focused on single sectors or industries. It is especially concerning if the taxes and/or fees compromise competitiveness across the region or simply influence consumer decisions to shop outside of Boulder.

RESPONSIBLE REGULATION OF THE CANNABIS INDUSTRY

Given the nascent nature of this industry, we support the ongoing collaboration of a community-based body and community-wide stakeholder engagement to balance the complex interaction between state law and local policies.

We note that, as our experience with the cannabis industry grows and initial concerns prove unfounded, it is appropriate to conduct a



more thorough regulatory review when developing policies. This includes the opportunity to explore new avenues for the responsible consumption and delivery of cannabis products. Boulder's initial regulations proved excessive compared to surrounding communities, which threatened the competitiveness of our local businesses. ■



The Bottom Line:
The Boulder Chamber works to maintain a predictable economic climate for all businesses and industries by seeking the appropriate congruence between state law and local ordinances and opposing laws and regulations based on unsubstantiated perception, as opposed to fact-based concerns.



COMMUNITY AFFAIRS COUNCIL

The Boulder Chamber's business advocacy efforts never rest. We are constantly watching, analyzing and speaking up for a vibrant, prosperous Boulder. Boulder is unique, and that makes us a special Chamber, serving our business members and supporting a strong economy in a way that reflects Boulder values.

The Community Affairs Council is an advisory committee that:

- Identifies and addresses community issues of concern to Boulder Chamber members and Boulder businesses.
- Provides input and perspective on behalf of Boulder Chamber members and the general business community on public policy issues.

2023 COMMUNITY AFFAIRS COUNCIL

- **Chip**, Downtown Boulder Partnership
- **Erik Abrahamson**, Brokerage Services
- **Allison Billings**, Impact on Education
- **Darryl Brown**, Boulder Community Hospital
- **Ashley Cawthorn**, Berg Hill Greenleaf Ruscitti
- **Amanda Cole**, Leadline Project Management
- **Jonathan Dings**, Boulder Valley School District
- **Andrew Ghadimi**, Ghadimi Properties
- **Boyd Hamilton**, 29th Street Mall
- **Lindy Hinman**, Cigna
- **Charlene Hoffman**, Convention and Visitors Bureau
- **Iffie Jennings**, Xcel Energy
- **Lauren Lambert**, Google
- **Robert London**, Alpine Bank
- **Alana Malone**, Green Dot Lab
- **Nicole Milo**, Centura Health
- **Savannah Mantel**, Sewald Hanfling
- **Andrea Meneghel**, Colorado Landmark
- **Bob Morehouse**, Vermilion
- **Matthew Moseley**, Ignition Strategy Group
- **Katie Olson**, Art Source International
- **Tim O'Shea**, Integrated Work Shops
- **Richard Polk**, Pedestrian Shops
- **Dan Powers**, CO-Labs
- **Dana Query**, Big Red F
- **Ashley Rumble**, Emergency Family Assistance Association
- **Gordon Riggle**, Leeds School of Business, CU Boulder
- **Bill Rigler**, Greenlight Strategy
- **Sara Seely**, FNBO
- **Mackenzie Sehlke**, Boulder Farmer's Market
- **Laura Sheinbaum**, Boulder Housing Partners
- **Steve Shrader**, Premier Members Credit Union
- **Adrian Sopher**, Sopher Sparn Architects
- **Ariel Solomon**, 8Z Mortgage
- **Aaron Spear**, Bank of Colorado
- **Gabriela Stockmayer**, Dietze and Davis
- **Kristen Turnbull**, Kaiser Permanente
- **Dan Wittenberg**, Snell & Wilmer
- **John Tayer**, Boulder Chamber President & CEO (Ex-Officio)
- **Erin Bagley**, Sopher Sparn Architects
- **Tucker Brock**, Land Title Guarantee Company
- **Scott Holton**, Element Properties

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*With thanks to our Volunteer
Arts Liaison & Advisor,
Deborah Malden*



We build community through business