City of Louisville
COLORADO • SINCE 1878

City Council
Business Retention & Development Committee

A sub-committee of the Louisville City Council

Monday, February 1, 2016
8:00 AM – 10:00 AM
Library Meeting Room
951 Spruce Street
(entry on the north side of building)

I. Call to Order

II. Roll Call

III. Approval of Agenda

IV. Approval of January 4, 2016 Meeting Minutes

V. Public Comments on Items Not on the Agenda

VI. Review of BAP program

VII. CTC Road Connection Discussion

VIII. Retention Visits

- Instant Imprints
- Papa Murphy's
- Community Food Share
- Boulder Creek Homes
- Old Santa Fe

IX. ED Update

X. Reports from committee members –

XI. Discussion Items for Next Meeting: March 7, 2016

- McCaslin Small Area Plan presentation

XII. Adjourn

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City Council
Business Retention & Development Committee

Meeting Minutes

January 4, 2016
Library Meeting Room
951 Spruce Street

CALL TO ORDER –The meeting was called to order by Chair Susan Loo at 8:00 AM in the 1st Floor Meeting room at the Louisville Library, 951 Spruce Street, Louisville, Colorado.

ROLL CALL – The following members were present:

Committee Members:	Susan Loo, Chair Shelley Angell, Chamber of Commerce Rob Lathrop, Revitalization Commission Dennis Maloney, City Council Michael Menaker, Alternate Revitalization Commission Chris Pritchard, Planning Commission
Staff Present:	Malcolm Fleming, City Manager Aaron DeJong, Economic Development Director Dawn Burgess, Executive Assistant to the City Manager
Others Present:	Randy Caranci Mike Kranzdorf Angie Layton Jim Tienken

MEETING WAS CALLED TO ORDER BY CHAIR SUSAN LOO

APPROVAL OF AGENDA – approved

APPROVAL OF DECEMBER 7, 2015 MINUTES: Approved with small changes stating Maloney was in attendance and correcting where Chair Dalton is stated.

PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA:

None

PUBLIC NOTICES OF PUBLIC MEETINGS:
BRaD is required to identify the locations for Posting Notices of Meeting Agendas. There was a motion to approve the following locations:

- City Hall
- Recreation Center
- Library
- Police department
- City of Louisville website

Motion was approved unanimously.

OPEN GOVERNMENT PACKET:
Chair Loo asked everyone to review the Open Government packet included in the BRaD packet.

REVIEW OF BRaD GOALS AND RESPONSIBILITIES:
DeJong reviewed the goals and responsibilities outlined in Resolution No. 7, Series 2007. Does the group want to expand the goals and responsibilities and are they still relevant and appropriate?

Commissioner Menaker opened a discussion about taking more initiatives to Council and establishing a formal advocacy role. He feels there are some issues BRaD should be more vocal on.

Council member Dennis Maloney asked what is the risk of not acting and what is the Return on Investment? He said BRaD needs structure behind decisions.

Chair Loo said Council will be examining the role of Boards and Commissions at the January retreat. Council will discuss what they are looking for from Boards & Commissions. What do we want from the Business Assistance Program? How are we improving communication? How will we facilitate economic development?

Commissioner Menaker said we need to be more honest about the state of downtown business. The myth is that everything is great and that shapes policy. We need to look at zoning at CTC to make it more marketable. BRaD should look for solvable problems.

City Manager Fleming said as a subcommittee of Council, the mission as outlined in the resolution is a good one. BRaD serves critical role of gathering information.

Commissioner Menaker said the BRaD sponsored roundtable information never moved forward. We need to extend what was learned from the Committee's outreach.

Commissioner Angell said we learn a lot from retention visits and can bring that information back to Council. Retention visits are very beneficial. Chair Loo agrees.

Commissioner Lathrop agrees with Shelley. Businesses tout their issues more than their successes. We should take that information to Council. We should be able to identify needs we can advocate for. We missed an opportunity to push for County Road bridge to be rebuilt more quickly. The additional CTC connector would benefit downtown. Sees opportunity there.

Commissioner Pritchard said retention visits and one on one connection is necessary. He supports the Small Area Plan (SAP). Agrees that we have missed opportunity on roundtable information. Wants more effort put in McCaslin area rather than the Phillips 66 Property.

Fleming gave update on Small Area Plan development – survey work completed, South Boulder Rd has three alternatives – will go to Planning Commission, choose preferred alternative, then go to Council for consideration.

McCaslin Small Area Plan – Planning Staff held an open house and they are packaging information. Will present 3 alternatives to Planning and recommendation, and then go to Council.

The representatives on the BRaD Committee are in positions that make advocating for issues difficult to City Council.

Council member Maloney feels the resolution is very passive. Maybe we need to change the tenor of the resolution from passive to active.

Commissioner Lathrop said the composition of group with Council members on board is good. Where we lacked is retention visits. He said DeJong can compile feedback – he does not have to attend each one. Commissioner Angell said businesses really appreciate the visit.

Chair Loo said Council knows the issues. Council does not hear from the business community. Some businesses are reluctant to speak about the issues for fear of hurting their businesses.

Commissioner Pritchard said the Council members who do retention visits need to communicate information from retention visits to Council.

Council member Maloney said the Resolution says BRaD shall serve in advisory capacity.

City Manager Fleming believes feedback does get back to Council. Council has adopted changes to zoning based on feedback and BRaD's perspective. He agrees with Chair Loo – we need to hear from the business community.

Jim Tienken agrees with Chair Loo that businesses may fear retaliation from the no-growth community. City Manager Fleming said the Chamber should represent business interests.

Sue - Is there is a place for an Economic Development Council separate from City?

Mike Kranzdorf agrees retention visits are good. BRaD should present minutes to Council once per month. Sue – packets are so big, things get lost. She plans to make announcement during Council comments as Chair of BRaD. Commissioner Lathrop asked can we condense retention visit comments to present to Council by industry?

2016 BRaD Discussion Topics

Business Assistance Program (BAP)

There have been questions about the effectiveness of BAPs. Are guidelines still effective?

Council member Maloney said criteria are good. How do we determine risk? If we don't do a BAP, what is the consequence? What is the ROI? Commissioner Menaker said much of a BAP is retaining primary employment.

Chair Loo asked if BRaD is willing to revisit BAP program, revisit report DeJong creates, include a section on the value of primary employment, rolling in retail component discussion, include what Aaron does weekly.

Downtown Parking

Chair Loo sees a role for BRaD. Council did not fund parking study. LRC does not have money to fund study. Commissioner Pritchard suggested waiting till underpass is completed and see what impact is. We need to look at permit parking for downtown. We need an enforceable plan. Further discussion about what the impact is of not funding parking study. Revisit parking and present to Council for consideration in the 2017 budget.

Signage

Planning Commission trying to clean up sign issue. For Centennial Valley in particular, PUD regulations supersede the City's signage regulations.

Industrial sign guidelines at CTC needs a refresh.

Not a BRaD issue other than listening and forwarding complaints.

CTC Road Connection
Chair Loo would like to see Council take it up. Council can use more intensive update from BRaD. No current funding in CIP – estimated cost is $1m – CTC was looking at half to come from City.

Visioning for downtown streets
There is some interest to come up with unique ideas address the increased traffic in the downtown area.

McCaslin area road network
Stay focused on the McCaslin Small Area Plan and determine if road network solutions are a part of the document.

Former Sam's Club redevelopment
City Manager Fleming said this is the most important issue as far as economic health of city. Four blight factors found which affect the rest of the corridor. Request for Proposal will be out in January. Wants BRaD to review. March 10th is submittal date deadline. BRaD would see in April/May.

ED Update
DeJong reviewed the Economic Development updates provided in the packet.

- 550 S. McCaslin – Aaron has worked on webpage for RFP and press release upon approval by Council.
- Uber has moved into 400 Centennial.
- BNSF procuring materials to build the rail 'bridge' – City Staff is expecting action on property 3rd quarter
- DELO Coordination – Phase II is moving forward, significant City improvements going on.

REPORT FROM COMMITTEE MEMBERS:
None.

PUBLIC COMMENTS
None

ITEMS FOR THE NEXT MEETING: FEBRUARY 2016
- BAP Review
- McCaslin Small Area Plan Update
- CTC Connector Update

ADJOURN – The meeting adjourned at 9:44 am

SUBJECT: **BUSINESS ASSISTANCE PROGRAM REVIEW**

DATE: **FEBRUARY 1, 2016**

PRESENTED BY: **AARON DEJONG, ECONOMIC DEVELOPMENT**

SUMMARY:
The Committee asked for a review of the Business Assistance Program (BAP) at their February meeting. This memo summarizes the program, describes implementation of the program, and identifies potential changes to the program.

BACKGROUND:
The BAP program was established by Ordinance 1507-2007 on January 16, 2007. The purpose for the program stated in the Ordinance is:

> *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 ordinance establishing the program has several other sections including;

- Permitted use of funds
- Timing of payments
- Existing tax revenues sources to be unaffected
- Criteria for approval
- Required components of the Agreement

The program is implemented by the execution of Business Assistance Agreements that provide assistance for two main categories of projects, 1) retail business expansions or creations that create new sales tax revenues to the City, and 2) primary employer expansions or creations that create new quality jobs within Louisville.

The incentives offered within BAP agreements include;

- Rebates of the City's general 3% sales tax on new sales created by the business for a given period of time. Typical agreements include a 40% rebate of sales taxes over a 2-3 year period.

- Rebates of the City's Building permit fees on improvements to property. Typical agreements include a 50% rebate of fees.
- Rebates of the City's general 3% construction use tax on materials related to improving property. Typical agreements include a 50% rebate of these taxes.
- Rebates of the City's general 3% consumer use tax levied on equipment purchases related to the expansion/creation of the business that have a useful life greater than 3 years. Typical agreements include a 50% rebate of these taxes.

DISCUSSION:
Staff develops annually a report on the inputs and outputs of assistance agreements approved and implemented throughout the program's history. Attached is the most recent report from August 2015. Below is the summary chart within that report.

	Retail	Commercial	Total
Incentives Paid	$ 801,573	$ 487,053	$ 1,288,627
Retained Jobs	27	1,057	1,084
Created Jobs	257	1,306	1,563
Total Jobs	284	2,363	2,647
Total Annual Wages	$ 5,349,240	$ 209,013,336	$ 214,362,576
Average Wage/Salary	$ 18,835	$ 88,453	$ 80,916
Annual Sales Tax	$ 671,204	N/A	$ 671,204
Permit Fees Paid	$ 321,737	$ 1,465,466	$ 1,787,203
Construction Cost	$ 11,313,354	$ 42,472,402	$ 53,785,756
Incentives per Job	$ 2,822	$ 206	$ 487
Annual Sales Tax $ per Incentive $	$ 0.84	N/A	N/A
Construction $ per Incentive $	$ 14.11	$ 87.20	$ 41.74

<u>Suggested clarifications and changes to the Municipal Code</u>
In the attached redline version of the BAP ordinance, staff has proposed changes to:

- Reflect the implementation of Consumer Use Tax rebates
  - The Ordinance had not been adapted to incorporate the Consumer Use Tax creation in 2010. Expanding businesses can make significant purchases that the Consumer Use Tax is imposed.
- Clarify the expansion of existing employers as a qualifying project
  - Language doesn't exist to explicitly state that expansion of existing employers is a qualifying project. Encouraging existing employers that have already chosen Louisville to expand is critical to the City's business retention activities.
- Modify qualifying project timeframes from the first year to an expansion period.
  - Some projects have significant expansion plans that cannot be completed in one year. Ramping up production and its related equipment purchases

and tenant improvements could span more than a year, and flexibility is desired to accommodate phased expansions.

Implementation of Consumer Use Tax rebates

Finance staff has had several years of experience implementing consumer use tax rebates on purchases made having a durable lifespan greater than 3 years. This rebate takes significant staff time to determine the qualifying consumer use tax (and in some cases sales tax) purchases due to the durable goods limitation.

Companies are required to provide consumer use tax returns to the City for purchases of goods made outside the City for use within the operation of the business. This includes major equipment, furniture, and fixtures, but also expendable goods such as paper, pens, and even food. The challenge lies in the determination of what is durable versus non-durable within each use tax return provided to the City within the term of the BAP agreement. Basically, the Finance Department and the business must develop a new use tax return list for only durable goods, even though all the information has already been provided, just that durable and non-durable purchases are together.

A proposed fix to eliminate significant duplication and review time for staff and the business would be to modify the allowed use tax purchases to all purchases, rather than only durable good purchases. This would create a greater basis for rebate payments. To adjust for this increase, the consumer use tax incentive rebate percentage could be reduced reflect that some purchases are now eligible. We propose reducing the consumer use tax rebate percentage to 40% of all eligible purchases, down from the typical 50% rebate amount.

Analyzing proposed BAP assistance agreements

When an assistance agreement is brought to City Council for consideration, staff summarizes the new revenues expected to come to the City due to the company's investment in the community. Estimates are also provided for new revenues for open space and historic preservation purposes that are not rebated in accordance with the Municipal Code. For new businesses to town, all revenues are new and would not come to the City if the business didn't come to town.

For existing businesses looking to expand in town or relocate to a different location outside of Louisville, staff does not provide a summary of the company's existing revenues to the City which would be lost should the company relocate. We do not do this summary as some revenues are publicly available (property taxes, personal property taxes), and some are personal to the business and the City is obligated to keep those figures private to the business (sales tax, consumer use tax). If staff provided a total estimate of revenues generated by an existing business, one could determine the private amounts by subtracting the publicly available amounts from the total.

Other communities when evaluating assistance agreements, perform an economic impact study to determine the direct, indirect, and induced benefits of the project to the

community. Direct benefits are the profits and wages by the business doing the expansion project, indirect benefits include growth from businesses that provide goods or services to the expanding business, and induced benefits include the additional activity in the community from employees from the business and employees of suppliers spending wages in the community. These reports go by multiple names, but generally these reports identify the multiplier effect from an investment.

Different entities procure the reports, with the main ones being universities and economic consulting firms. Costs to provide these reports tend to be in the $1,000 to $1,500 range.

RECOMMENDATION:
Staff would like the BRaD committee to discuss:

- The status of the program,
- Suggested changes and clarifications to the Municipal Code,
- Discuss the proposed changes relating to implementation of the consumer use tax rebates, and
- The analysis provided when evaluating proposals.

ATTACHMENT(S):

1. August 3, 2015 BAP Analysis Memo
2. Chapter 3.24 Tax and Fee Business Assistance Program section with redlines

City of Louisville
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BRAD COMMITTEE

SUBJECT: **BUSINESS ASSISTANCE PROGRAM STATISTICS**

DATE: **AUGUST 3, 2015**

PRESENTED BY: **AARON DEJONG, ECONOMIC DEVELOPMENT**

SUMMARY:
The memorandum summarizes the performance of businesses and projects that have received assistance from the Business Assistance Program.

BACKGROUND:
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 stimulate 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.

Sales Tax Rebates – If a business is going to bring new retail sales to the community, the City has the ability to incent the business to come to Louisville by rebating a portion of the City's general sales taxes back to the business. The rebate is on new sales and doesn't apply to existing sales in the community if the business is already located in Louisville. The timeframe for when the rebate applies to sales varies depending on the size and desirability of the new or expansion project.

Building Permit Fee Rebates – The City can rebate a portion of the building permit fees associated with a new building or remodel of an existing building to incent job creation or new retail sales. Louisville has generally offered rebates of 50% the cost of

these fees. The rebates are paid only after the project has received a Certificate of Occupancy from the Building Safety Division.

Construction Use Tax Rebates – The materials used to construct a new building or remodel are subject to a construction use tax. The City can rebate a portion of these taxes to incent the project. These rebates are also paid out after the project has received a Certificate of Occupancy.

Consumer Use Tax Rebates – For some projects, the business needs to buy items needed to operate the business (i.e. furniture and equipment). These items are subject to a consumer use tax if they are purchased from outside the City for use in the City. The City can rebate a portion of these taxes if the project meets the program's qualifications.

DISCUSSION:
Since 2007, the City Council has approved 59 assistance packages. Of this total, 45 are on-going or completed, consisting of 15 retail projects and 30 commercial/industrial projects. Thirteen of these agreements either did not result in the business or project coming to Louisville or the business or project did not meet the requirements to receive the assistance (i.e. didn't occur in the timeframe specified in the agreement).

Staff analyzed several sources of data to evaluate the effect the Business Assistance Program has had on the Louisville economy:

- Permit fees paid and construction values were obtained from Building Services department files. These values include construction costs of new buildings (if applicable) and any tenant finishes which were directly related to project incented by the Business Assistance Package. This includes projects that have paid their permits and fees, but have not been rebated.
- The amount of incentives paid out from Assistance Agreements through July 2015.
- Jobs and wage data obtained from the State of Colorado's Quarterly Census of Employment and Wages (QCEW) data from the third quarter of 2014. This information is confidential at the business level, but can be provided in aggregate to prevent distribution of information about a particular business. Some businesses that are in operation have not hit the database as of Q3 2014. Those businesses will likely show up in next year's reporting.

This analysis is a snapshot of the program as of July 2015. Several projects have not begun (i.e. McCaslin Retail) or are in the middle of construction (i.e. Rogue Wave) so the full effect of the projects have yet to be documented.

The analysis separated the projects into retail and commercial categories, as a main goal of incenting retail is to encourage new sales in the community, and incenting commercial projects is to encourage high quality primary job growth. The following

table outlines the critical data points associated with the projects offered assistance by the City.

Table 1: Summary of Incentives and Benefits from Business Assistance Packages

	Retail	Commercial	Total
Incentives Paid	$ 801,573	$ 487,053	$ 1,288,627
Retained Jobs	27	1,057	1,084
Created Jobs	257	1,306	1,563
Total Jobs	284	2,363	2,647
Total Annual Wages	$ 5,349,240	$ 209,013,336	$ 214,362,576
Average Wage/Salary	$ 18,835	$ 88,453	$ 80,916
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Construction Cost	$ 11,313,354	$ 42,472,402	$ 53,785,756
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Annual Sales Tax $ per Incentive $	$ 0.84	N/A	N/A
Construction $ per Incentive $	$ 14.11	$ 87.20	$ 41.74

For the retail projects, every dollar of incentives provided to the retail projects has leveraged $.84 of new annual sales tax revenue to the City. Total annual sales tax receipts to the City total $671,204. The retail projects have created 257 new jobs with an average wage of $18,835. These are typically part-time positions and wages tend to be lower in the retail sector.

The commercial projects have retained 1057 jobs and created 1,306 new jobs in Louisville, resulting in total employment from these projects of 2,363 jobs. The average annual wage for these jobs is $88,453. The average incentive paid to create or retain a primary job is $206.

The Business Assistance Packages have encouraged improvements to property totaling $53,785,756 either through tenant improvements or new construction. Every dollar of incentive paid out through the program has leveraged $41.74 of improvements to property in Louisville.

Overall, the program has encouraged significant job growth, new sales tax revenue, and investments in property in the community. The program has provided more assistance to retail projects, but long-term retail projects provide an on-going source of revenue to the City. The incentive per job of $206 to encourage primary job growth is an excellent value given the benefit high-paying jobs provide to the economic condition of the area. The paid incentives leverage a significant amount of improvement to property. These

improvements boost the property tax revenue to the City, School District, Boulder County and Louisville Fire Protection District.

FISCAL IMPACT:
There are 45 active or complete Business Assistance Packages approved by the City Council since 2007. These BAPs have resulted roughly $1,290,000 in total incentives paid by the City, generate roughly $671,000 annually in new sales tax revenue to the City, have stimulated over $53 million in new private capital investment, and helped create or retain 2,647 jobs, with almost 90% of those jobs paying an average wage of about $90,000 annually.

Because all financial assistance under the program is a rebate of taxes and fees paid, the City has no annual budgeted amount for the program and incentives are intended to be offset by the additional revenue resulting from business retentions, expansions or relocations that happen in Louisville.

RECOMMENDATION:
This memorandum is for informational purposes only.

ATTACHMENT(S):
1. Powerpoint

Chapter 3.24 TAX AND FEE BUSINESS ASSISTANCE PROGRAM

Sec. 3.24.010. Established.

Sec. 3.24.020. Purpose.

Sec. 3.24.030. Definitions.

Sec. 3.24.040. Basis for participation.

Sec. 3.24.050. Approval of agreement; conditions; effect.

Sec. 3.24.060. Permitted use of funds.

Sec. 3.24.070. BAP payments.

Sec. 3.24.080. Existing tax revenue sources unaffected.

Sec. 3.24.090. Criteria for approval.

Sec. 3.24.100. Agreement with city; required; contents.

Sec. 3.24.110. Findings.

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, consumer use taxes, and construction use taxes collected by the city during the construction permitting process for initial construction and establishment 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, consumer use taxes and/or construction use taxes within the city ~~in the first year~~expansion period 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, new sales tax generation, 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

N. Whether the proposal represents the significant expansion of an existing Louisville employer.

(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)

SUBJECT: **CTC ROAD CONNECTION BETWEEN 96TH STREET AND ARTHUR AVENUE**

DATE: **FEBRUARY 1, 2016**

PRESENTED BY: **AARON DEJONG, ECONOMIC DEVELOPMENT**

SUMMARY:
In 2013, the City of Louisville managed a study funded by The Colorado Technology Center (CTC) Metropolitan District and Etkin Johnson. The study examined the feasibility of connecting the CTC directly to 96th Street. This new connection would link Arthur Avenue to 96th Street with a new street and traffic signal. Staff proposed funding in the 5-year Capital Improvement Program budget, but Council decided to allocate that funding for other priorities. The construction of the 96th Street connector is envisioned to be a partnership with property owners and the CTC Metro District.

A copy of the 2013 study is attached for review. Staff would like to update the committee on its status and potential future actions regarding the project.

BACKGROUND:
The CTC is an important employment center in the City of Louisville. The CTC is approximately 60% built out, employing more than 4,000 of the City's nearly 13,000 jobs. Nearly one million square feet of additional development is either under construction or in the planning approval process.

At the time of original development approvals, property owners in the district agreed to create a Metropolitan Taxing District (Metro-District) to fund the construction of public infrastructure within the park.

The first generation of projects have been completed and the Metro-District is now discussing its future responsibilities. Recent discussions between the City and business owners have focused on improving the connectivity between the CTC, the rest of the City, and Downtown Louisville. The City and the Metro-District recently agreed to a 50/50 share in cost of connecting the Coal Creek Trail to the CTC.

The Metro-District requested the City develop an informal list of public infrastructure projects which could advance the attractiveness of the park for future investors and further improve the connectivity between CTC and the rest of Louisville.

Staff identified a number of improvements: new streets, trails, and signalized intersections in and around the CTC which would benefit both the Technology Park and the City as a whole. Some of these improvements were also identified in the Comprehensive Plan. All of the identified projects are shown on the following graphic.

Coal Creek Trail
Coal Creek Connection
Missing Link
New Signal (Needed)
New Street
Signal & Connection
Missing Link
Ped/Bike Connection
(to 96th Street Trail)
104th Street Trail
(To be Completed by 2015)
Future RTD Transit Route
(Actual route may vary)
96th Street Trail
(to be completed with Tennis Center)
New Signal
(Needed)
Missing Link
US 36 Connection
Rock Creek Connection

The potential connection between Arthur Avenue and 96th Street surfaced as a priority improvement for the Metro-District and Etkin Johnson, the District's largest property owner.

This new connection would improve the access and visibility of the CTC from 96th Street, providing an improved connection to Downtown Louisville, allow RTD to provide a more efficient transit route along Hwy 42, and likely create a strong retail land use capable of serving the CTC. The Feasibility Analysis executed the following:

- Identified alternatives for consideration;
- Conducted a preliminary engineering assessment of alternatives;
- Prepared a travel forecast associated with the CTC (base year and 2035),
- Evaluated the alternatives using safety, economic, and mobility performance measures; and,
- Provided initial cost planning for a recommended alternative

Conclusions from the study indicate a connection is feasible and would not negatively improve traffic flows. The cost of the connection, excluding right-of-way, is estimated to be $1,025,000, in 2013.

Staff discussed these projects with City Council at a Study Session on October 27, 2015. City Council was interested in continuing conversations about advancing the projects, but that City funding will need to be decided at a later date. Councilperson Loo asked at that meeting for an estimate of the lost property taxes to the CTC MetroDistrict due to the City building the City Services Facility in the park rather than the parcel being privately held and developed. The CTC MetroDistrict has a 15.13 mill levy for general operations and bond obligations. Assuming a value of $14 million for land and building, the lost revenue to the MetroDistrict annually is approximately $62,000 ($14,000,000 x .29 x 15.13 / 1000).

Staff recently met with representatives of Etkin Johnson and the CTC MetroDistrict to discuss the future of the desired improvements in the CTC. In the meeting, Etkin Johnson expressed interest to complete a 100% design of the new road connection at their cost to fully understand the project. The MetroDistrict representatives stated they have resources within their 2016 budget and possibly future years to assist in project costs.

RECOMMENDATION:
This memorandum is for discussion purposes only.

ATTACHMENT(S):
1. FINAL - CTC Connection Feasibility Study, July 2013

P.O. Box 19768
Boulder, CO 80308-2768
Office: 303-652-3571

CTC Connection Feasibility Study
FINAL – July 2013

Executive Summary

The Fox Tuttle Transportation Group, LLC (FT) worked with the Colorado Technology Center Metro District (CTC), property owners adjacent to CTC, and multiple departments within the City of Louisville (City) joined together to prepare a feasibility study for a new connection from CTC to 96th Street. This feasibility study completed the following tasks:

- established a clear purpose and need statement for the proposed connection,
- identified design alternatives for new connections including reconfiguration of 96th Street,
- conducted a preliminary engineering assessment of the connection alternatives,
- prepared a travel forecast for future travel demand associated with the CTC (base year and 2035),
- evaluated the alternatives using safety, economic, and mobility performance measures, and
- provided initial cost planning for the recommended alternative.

As part of this process FT worked with stakeholders to evaluate the potential alternatives and reach consensus for a recommended design. This included working with stakeholders at two workshops to review technical information, document input, and collectively rank the potential alternatives. The results of the data collection and other details can be found in the feasibility study.

The recommended alternative is to construct a new intersection on 96th Street, just north of the BNSF structure, that would connect to a new roadway in the northwest corner of CTC. The recommended alternative would be designed using state and federal design criteria. Based on the results of this study it meets the objectives in the purpose and need statement and it was the top ranked alternative based on ten performance measures. The recommended alternative should proceed with detailed engineering and fund raising. These steps will require on-going collaboration between the stakeholders who participated in the study to ensure the project can achieve the intended purpose and need.

1. Purpose and Need

The Colorado Technology Center Metro District (CTC), property owners adjacent to CTC, and multiple departments within the City of Louisville (City) to study roadway options that could connect CTC to one of Louisville's major economic and transportation corridors; South 96th Street. The CTC and the City worked with a technical team to identify and evaluate roadway alignments in the **northwest area** of CTC that meet current safety measures for all modes of travel, provide new economic development opportunities, and improve additional multimodal travel choices between the CTC and other destinations in the City and region.

This study identifies alignment options, performance measures, and conceptual costs for new connections to 96th Street. The decisions about constructing and funding the connection will occur at a later date.

Figure 1: CTC Context Map

Figure 2: view of potential connection from 96th Street to CTC

2. Connection Analysis

A. Technical and Consensus Building Process

Staff from FT conducted multiple field visits, two stakeholder meetings, and technical analysis in conjunction with multiple City departments as part of this study. The study was completed over a six-week period between April and May 2013. A stakeholder committee provided input and strategic direction during this process. The committee included adjacent property owners, CTC property owners, CTC district managers, City planning staff, and City engineering staff.

The stakeholder committee held a kick-off meeting in April 2013 to prepare the project's purpose and need statement (see section 1) and document existing conditions around the CTC. After this meeting FT staff collected new traffic counts, speed studies and conducted multiple days of field analysis in the 96th Street corridor. This work included assessment of the existing roadway geometries, sight distances, and accident history. A second meeting with the stakeholder committee was conducted in May 2013 to review connection alternatives and evaluate each based on performance measures. The details of the work completed during this process are provided in this section. Additional technical information is available in a technical appendix.

Figure 3: April 2013 kickoff meeting

B. Opportunities and Challenges Summary

The following provides a summary of existing conditions, opportunities, and challenges in the northwest section of CTC near 96th Street. This information was prepared in conjunction with the project stakeholders at the kick-off meeting in April 2013.

Figure 4: Opportunities and Challenges Summary Map

1. *All alternatives should include safety analysis for all modes*
   CTC would like to explore this as a "new gateway"
   Evaluate traffic control alternatives
   Evaluate left turn movements - specifically for RTD route

2. *Consider the role of deceleration lanes*
   Bridge deck has 50' of surface to consider
   Existing bridge rail limits north bound sight distance visibility
   Consider widening bridge to allow Coal Creek Trail across BNSF

3. *Average accidents per year in this area on 96th Street = 1*
   Traffic signal not currently warranted

4. *Future traffic signal for tennis center (1/2 mile south of bridge)*
   Average daily traffic on 96th Street = 20,000

5. *Steep down grade on west side of road*
   Steep up grade on eastside of road
   Average daily traffic on 96th Street = 15,000

6. *Future roundabout at SH 42/Lock*
   (1/4 mile north of RR bridge)
   Average daily traffic on 96th Street = 15,000

7. *Work with north side property owner*

8. *Work with south side property owner*

9. *Explore intersection reconfiguration "Y", "T", or roundabout*
   Work with property owners to plan intersection

10. *Explore Arthur Ave extension to the west to S. 96th Street*

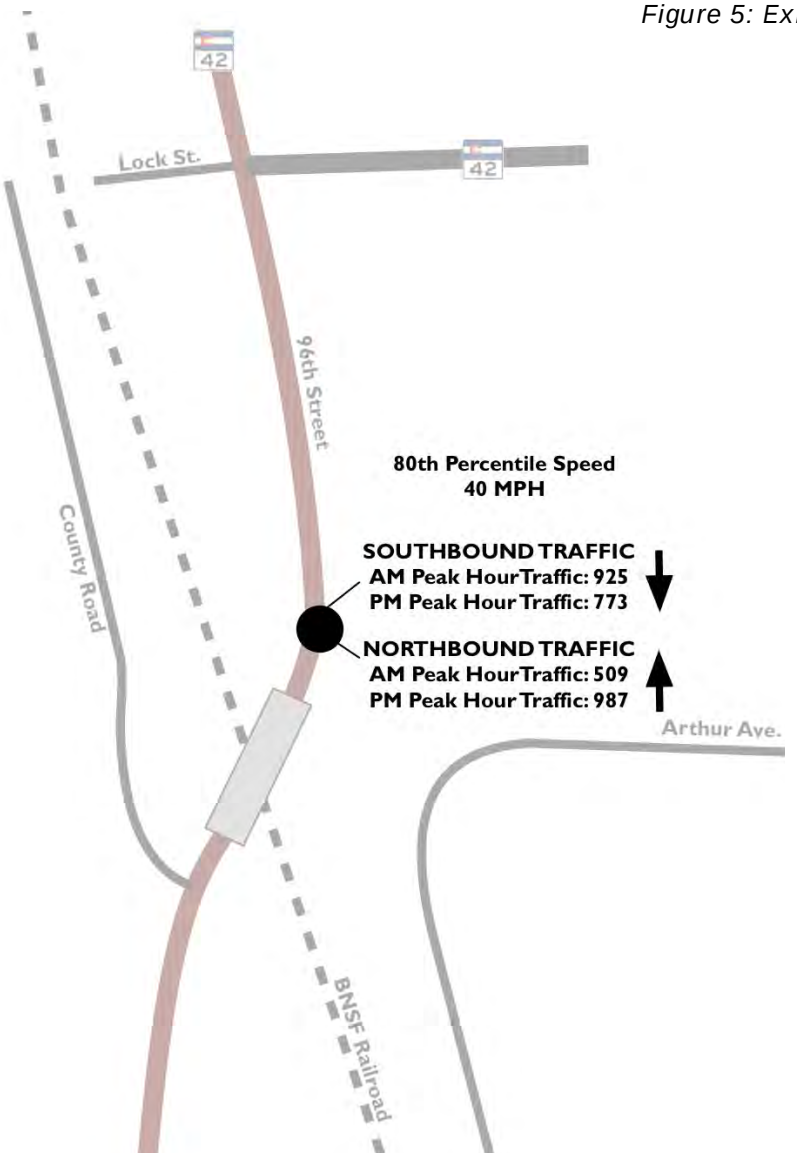
11. *Explore Arthur Ave northwest realignment to S. 96th Street*

C. Existing Traffic, Speed, and Accident Conditions

Traffic and speed studies were conducted in April 2013 to document existing conditions on 96th street between County Road and Highway 42. The data was collected mid-week in April 2013 during dry weather conditions. Bicycle counts were not collected, but will be referenced from the *42 Gateway Alternatives Analysis* if needed for future analysis.

City of Louisville staff obtained accident history data from the City's police department database for 96th Street between Highway 42 and Dillon Road (excluding the end intersections). Accident history from 2005 to 2012 was analyzed. There was an average of 1 accident per year, most occurred in the vicinity of the County Road intersection, during this 7-year time period with no documented personal injuries.

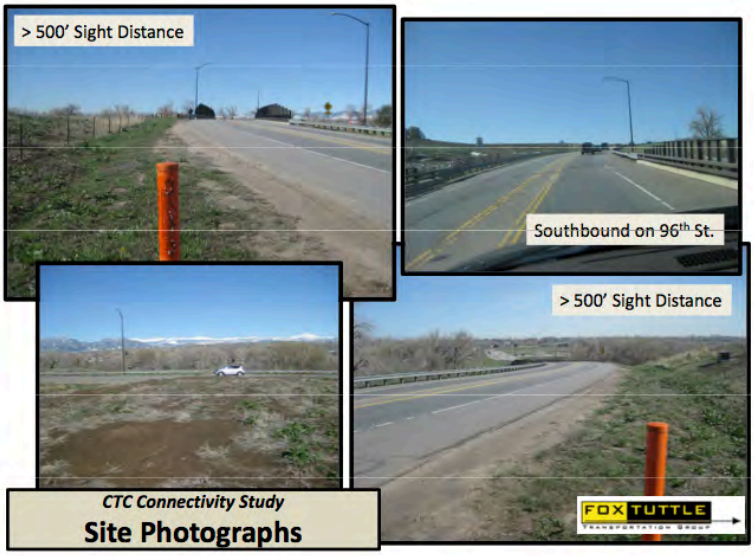
Figure 5: Existing traffic counts



D. Existing Roadway Geometry and Classification

The existing configuration of 96th Street between Highway 42 and Dillon Road is a 3-lane roadway section that has a varying pavement width of 44' to 50'. The narrowest pavement width (44') is located on the structure over the BNSF railroad tracks. Larger widths are found north and south of the structure with varying shoulders accounting for most of the size difference. The motor vehicle travel lanes include one northbound, one southbound, and a center median. The center median is expanded at the County Road intersection to provide a left turn lane for northbound vehicles turning west onto County Road.

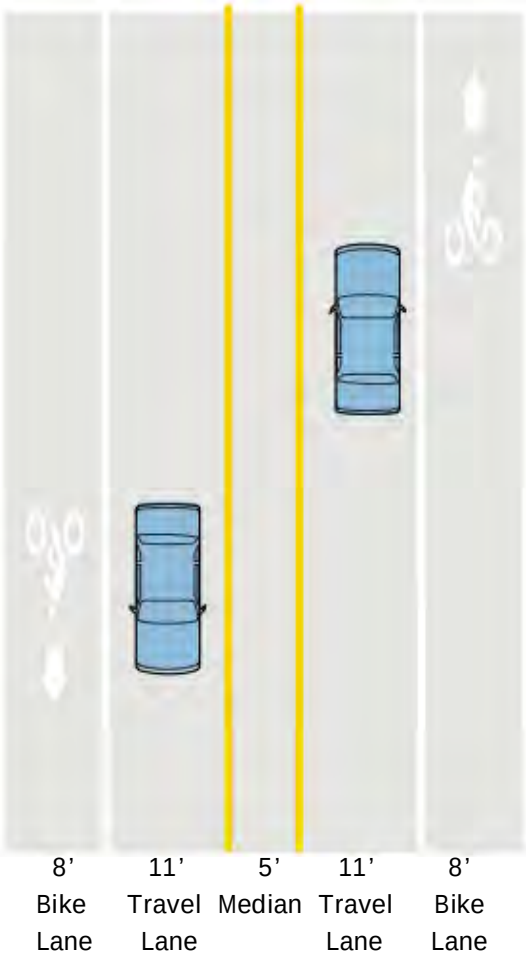
Figure 6: Site Photographs



There are shoulders on both sides of the travel lanes that are used by bicyclists. This section of 96th street is part of the regional on-street bike route network that connects Broomfield to Longmont. There are no sidewalks or transit stops present in the corridor. There is no RTD bus service in this section of 96th Street.

The City of Louisville currently classifies this section of 96th Street as an Arterial Corridor. Although this roadway is not under CDOT's jurisdiction, the city's engineering staff and FT found this section of 96th street most compatible with CDOT's NR-B design classification. This was due to the current posted speed limit, roadway geometry, intersection spacing, and adjacent land use context.

Figure 7: Existing Bridge Geometry



E. Roadway Design Alternatives

FT staff worked with the stakeholders to identify several design alternatives for a potential roadway connection between the northwest area of the CTC and 96th Street. The alternatives were based on the existing conditions, opportunities, and challenges documented in the prior section.

The following design alternatives would connect to a new intersection at 96th street based on the plan shown later in this section. The roadway connection alternatives have consistent right of way requirements and would meet the City's engineering standards for local streets in the CTC.

During the duration of the study six different design alternatives were considered. Two of the designs were initially screened out of consideration due to economic impacts, motor vehicle safety, and private property impacts. The following alternatives passed the initial screening and were evaluated using performance measures with the stakeholders found later in this document.

Figure 8: Property ownership and dimensions

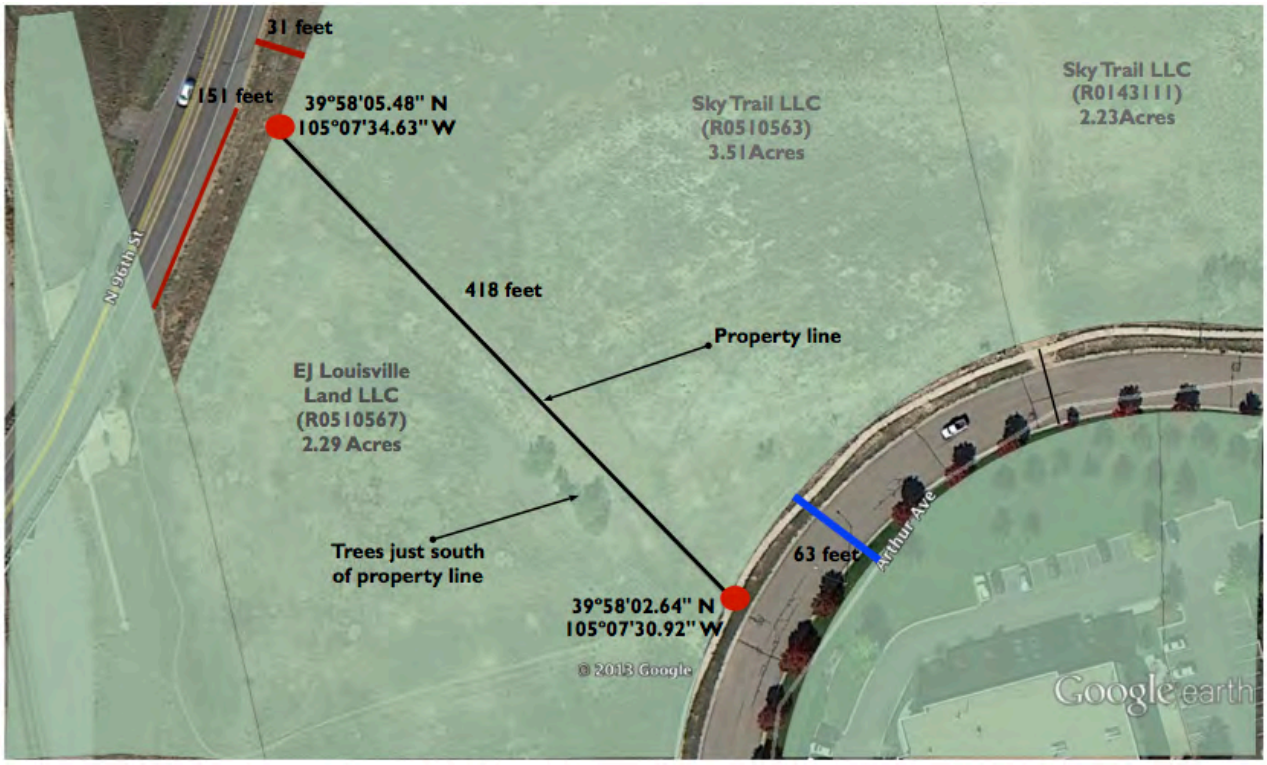


Figure 9: Alternative 1

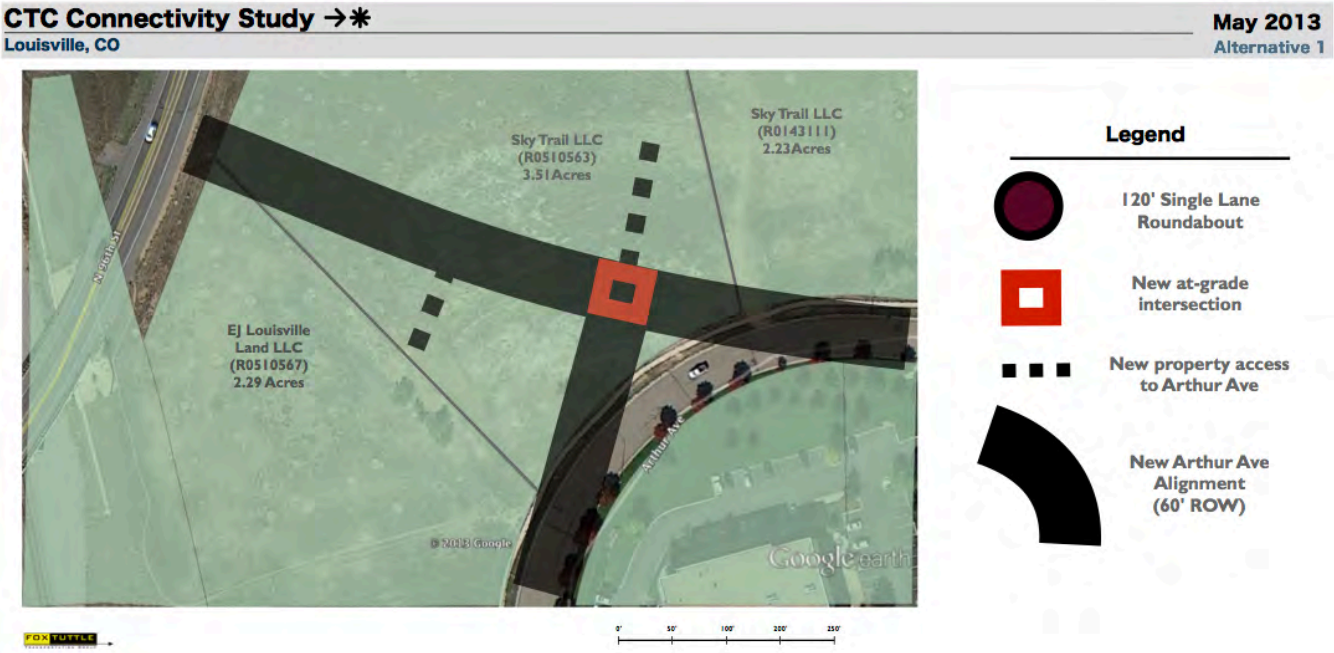


Figure 10: Alternative 2

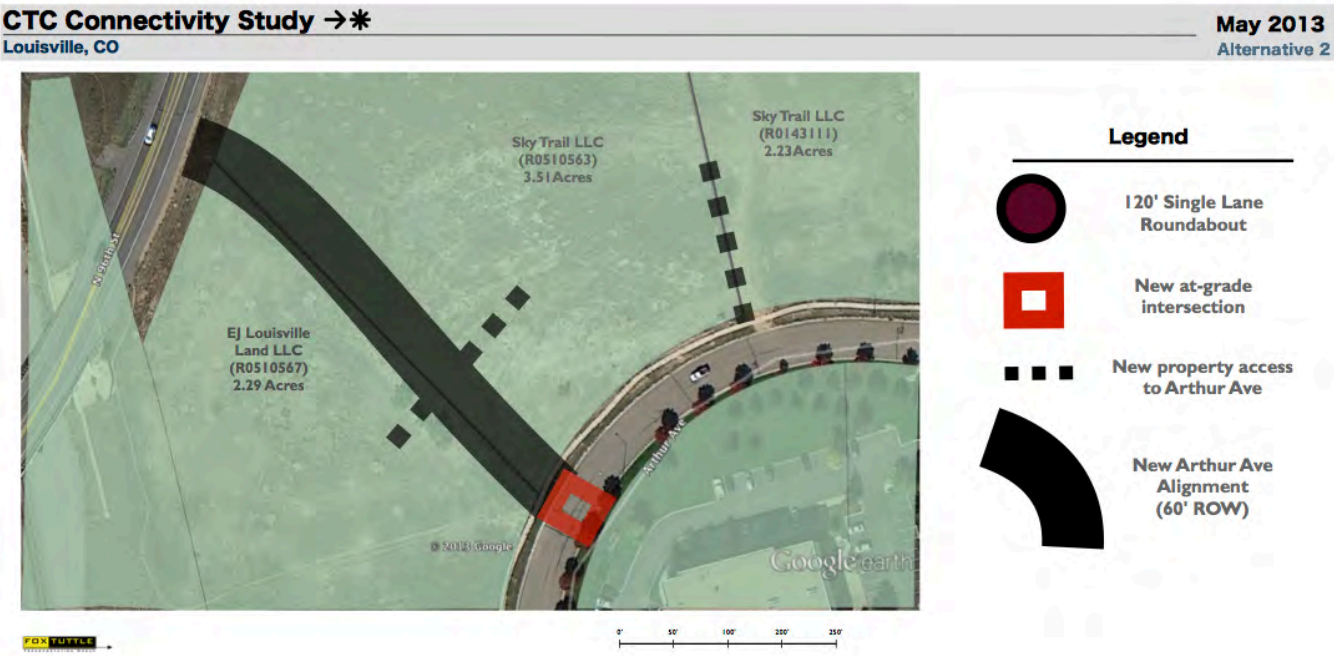


Figure 11: Alternative 3

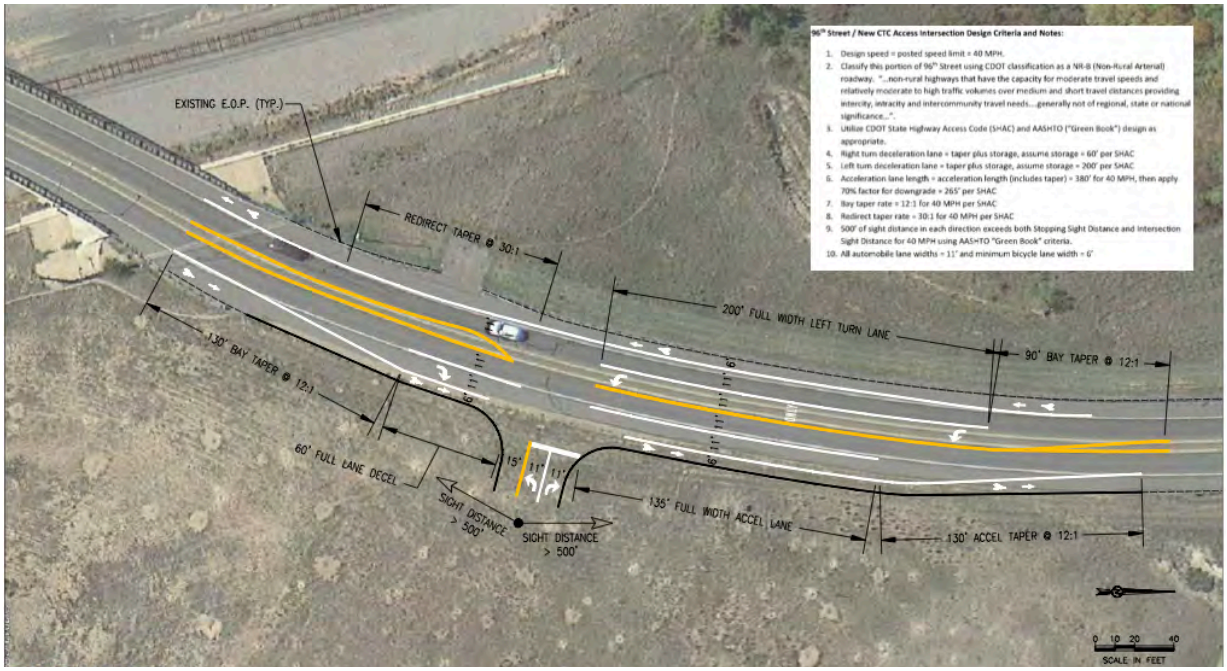
Figure 12: Alternative 4

F. Intersection Design

The City's engineering department and FT staff identified an intersection design that would work with each of the CTC roadway connection alternatives. The new intersection is based on CDOT's NR-B design standard, CDOT State Highway Access Code, and the Federal Highway Administration's (FHWA) *A Policy on Geometric Design of Highways and Streets.* The intersection design includes the necessary traffic control, sight visibility, turning requirements, and other safety design features recommend by both of these documents.

This new intersection would be located just north of the BNSF structure and south of the Coal Creek structure. It is located between the Sky Trail LLC (R0510563) and EJ Louisville (R510567) parcels to minimize property impacts. The intersection design would incorporate a new left turn lane to allow vehicles to make a left turn from southbound 96th Street into the CTC. The design would also allow vehicles to exit the CTC by making a left turn to head southbound and a right turn to head northbound. The design would convert the existing shoulders into full bike lanes with proper ground markings in both directions near the intersection. It would also provide acceleration and deceleration lanes for vehicles entering and leaving the CTC. The southbound left turn lane is located on a grade that is similar to other intersection in Boulder County (South Boulder Road and 76th Street) and has storage for at least 10 vehicles. The design would require new pavement on the eastside of 96th Street and should require minimal grading once the adjacent parcels are graded. The traffic control at this intersection is described in the next section.

Figure 13: 96th Street Intersection Concept (larger figure in appendix)



G. Future Traffic and Intersection Analysis

The City's engineering and planning department collaborated with FT staff to prepare a traffic forecast. The traffic forecast considers two factors. The first consideration is the additional development that will occur in the CTC over the next 20 years. The additional development will generate additional travel demand for walking, bicycling, transit, truck, and motor vehicle travel. The second consideration is the redirection of motor vehicle trips that will occur if the new CTC connection is constructed. The new CTC connection has the potential to redirect trips from existing roadways and intersections near the CTC. The following assumptions were used in this analysis:

- The City's planning department and CTC staff provided two scenarios for growth in the CTC over the next 22 years. Scenario A has an additional 500,000 square feet of development added between 2013 and 2035. Scenario B has 1,000,000 square feet of development added between 2013 and 2035.
- The new CTC connection is forecasted to serve 17% of the CTC traffic that is bound for the CTC. This would include 15% traveling to/from the north of the CTC on 96th Street and 2% that are traveling to/from the south on 96th Street. This information is based on FT's review of previous traffic studies completed, assumptions of regional traffic patterns in this area and a network connectivity analysis of the existing road network in the CTC.
- The traffic associated with future CTC development is shown in Figure 14. The trip generation tables for each scenario are provided in a technical appendix. Under future scenarios A and B a new traffic signal is warranted. If the intersection is constructed prior to the future scenarios, an additional analysis of traffic conditions should be completed to determine if a signal is warranted at the time of construction. The necessary conduit and signal pole boxes should be installed when the intersection is constructed to ensure the signal can be installed in the future (even if it is not warranted in the near term).
- The *42 Gateway Alternatives Analysis Report* identified a new roundabout at Lock Street and the *St. Louis Parish Traffic Impact Study* for the tennis center indicates a new traffic signal at the center entrance. Both of these intersections would be more than a ¼ mile from the new intersections for the CTC connection.

Figure 14: Turn movements at new intersection

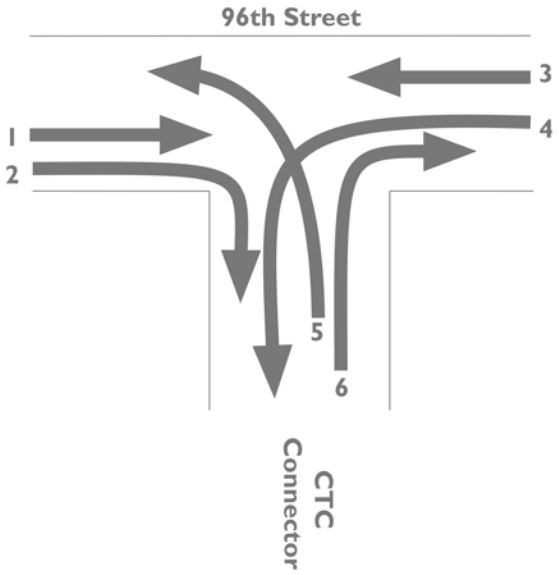


Figure 15: AM peak hour trip generation

Movement	2013 Existing	2035 SCENARIO A	2035 SCENARIO B
1	509	525	525
2	0	40	50
3	925	850	850
4	0	310	370
5	0	5	10
6	0	40	50

Figure 16: PM peak hour trip generation

Movement	2013 Existing	2035 SCENARIO A	2035 SCENARIO B
1	987	1,030	1,030
2	0	5	10
3	773	790	790
4	0	45	60
5	0	45	50
6	0	325	390

3. Measures of Success

FT staff worked with stakeholders to evaluate the connection alternatives based on a series of performance measures. The performance measures are based on details in the purpose and need statement and mobility goals identified in the recently adopted *City of Louisville Comprehensive Plan* Update. The table below shows the final scoring from stakeholders for the four roadway alignment alternatives that passed the initial screening.

Figure 17: Performance measures

Project Goals	**Alt #1**	**Alt #2**	**Alt #3**	**Alt #4**
Provides an "entry gateway" to CTC				
Minimize property encroachment				
Meets peer design standards				
Cost of new intersection and roadway connection		best		
Supports economic development objectives	least effective/ most impact	best	better	
Transit Access				
RTD ease of access	best		better	
Truck Access				
Accommodates truck movements			perception challenge	
Traffic Circulation				
Ability to accommodate future traffic volumes		better	best	
Private Property Access				
Private property encroachment		best	better	
Results in undevelopable land		best	better	
Stakeholder Scoring	**5**	**10**	**8**	**4**

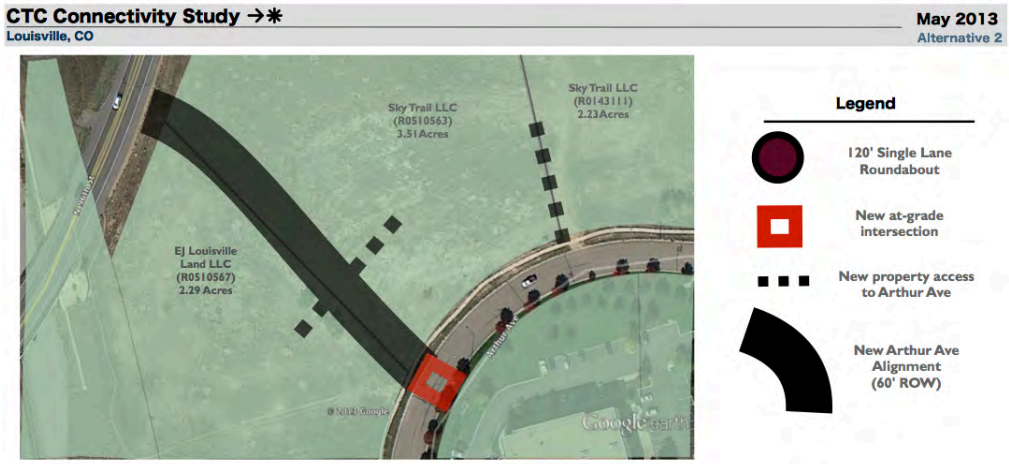
Yellow Cells - not consistent with measure
Green Cells - consistent with measure

4. Recommendation

Alternative 2 with the proposed 96th Street intersection is the recommended alternative based on the findings of this planning and preliminary engineering study. Alternative 2 is most compatible with the project's purpose and need statement, ranked the highest based on the performance measures, and fits within state and federal design guidelines. The following list of considerations has been prepared to support the recommendation to proceed with additional engineering evaluation of Alternative 2.

- The new 96th Street intersection will require winter maintenance priority similar to other intersections in the city that have 4% grades.
- The new 96th Street intersection will require a traffic signal to ensure safe and efficient movements to the new CTC connection. The signal will need to be installed at the same time the new CTC connection is completed based on our projections that it is warranted when the new connection is available.
- The Sky Trail, LLC and EJ Louisville, LLC property owners will need to work together with the CTC on a grading plan for the Alternative 2 alignment and the adjacent properties.
- Sidewalk connections along the new CTC connection will need to integrate into the proposed connection to the Coal Creek Trail to the north of the new CTC connection along the eastside of 96th Street.
- Any development approvals for the Sky Trail, LLC and EJ Louisville, LLC properties that are adjacent to the new intersection at Arthur Drive and the CTC connection should include setbacks and flexible parking requirements that allow for the addition of a roundabout if desired in the future (as shown in alternative 3).

Figure 18: Recommended Alternative (larger figure in appendix)



5. Cost Planning

The recommended alternative will require additional engineering to determine actual costs for grading and design elements. The preliminary engineering completed during this study provides planning level information to determine preliminary costs to complete this project. The stakeholders who participated in this study will continue to collaborate and identify funding sources and agreements that allow this connection to be constructed to meet the project's purpose and need statement.

Figure 19: Preliminary Planning Cost Estimate

Design Element	Materials Required	Estimated Total
96th Street eastside pavement installation, restriping travel lanes, and signage	New road base, asphalt, road lighting, striping, and signage	$100,000
96th Street traffic signal	New signal equipment and installation	$300,000
Alternative 2 installation	420' of new grading, road base, asphalt, lighting, striping, drainage, sidewalks, transit stops, and signage	$500,000
Design Fees	10%	$75,000
Contingency	TBD	$50,000
Estimated Total		$1,025,000

City of Louisville
COLORADO • SINCE 1878

BUSINESS RETENTION AND DEVELOPMENT COMMITTEE

SUBJECT: **ECONOMIC DEVELOPMENT UPDATE**

DATE: **FEBRUARY 1, 2016**

PRESENTED BY: **AARON DEJONG, ECONOMIC DEVELOPMENT**

550 S. McCaslin Urban Renewal – Staff held the pre-application meeting on January 26, 2016 for interested parties to ask questions of the Request for Proposal. A few interested parties were in attendance. Many of the questions were centered around the City's interest in making modifications to the allowed uses on the property.

Steel Ranch Foundry Project Approved
City Council approved a rezoning and Final PUD for the Foundry project in the Steel Ranch neighborhood. The project includes 24 age-restricted condominiums, 8 market rate condominiums, and 38,000 sf of commercial space in several buildings.

633 CTC Boulevard industrial building
City Council approved a Final PUD at 633 CTC Boulevard owned by Etkin Johnson to construct a 120,000 sf industrial flex space.

DELO Update
RMCS is finalizing financing for the Phase II component of the project. A second issuance of TIF bonds will likely occur in February.

Interim Planning Director
I will be the interim Planning Director to facilitate the transitional period as the City searches for Troy's replacement.

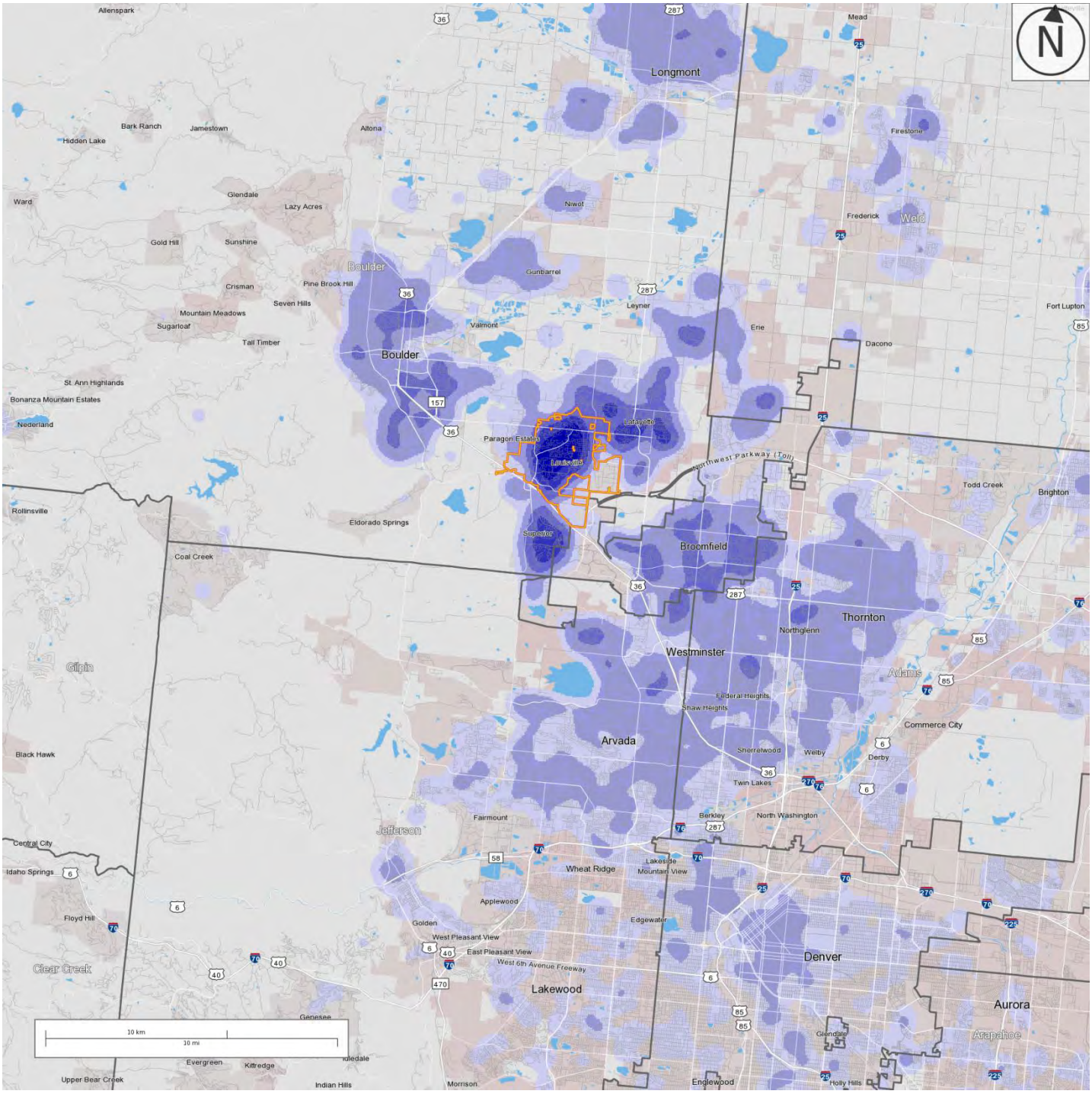
Street Faire Manager Position
The Street Faire sub-committee has been interviewing applicants for the new paid Street Faire manager position. The new person is expected to be on board in February and begin planning efforts for the upcoming 7-night season.

Business Relocation inquiries up
Several businesses have contacted staff this month requesting property availabilities and potential city programs in relocating their businesses in Louisville.

Employee Location Map
Staff developed the attached Employee Location Map with US Census data noting the home locations for all primary industry employees.

Louisville, Colorado Primary Employers

Employee Location Map



Source: 2013 US Census Data –OnTheMap

- 5 - 18 Jobs/Sq.Mile
- 19 - 58 Jobs/Sq.Mile
- 59 - 125 Jobs/Sq.Mile
- 126 - 218 Jobs/Sq.Mile
- 219 - 339 Jobs/Sq.Mile

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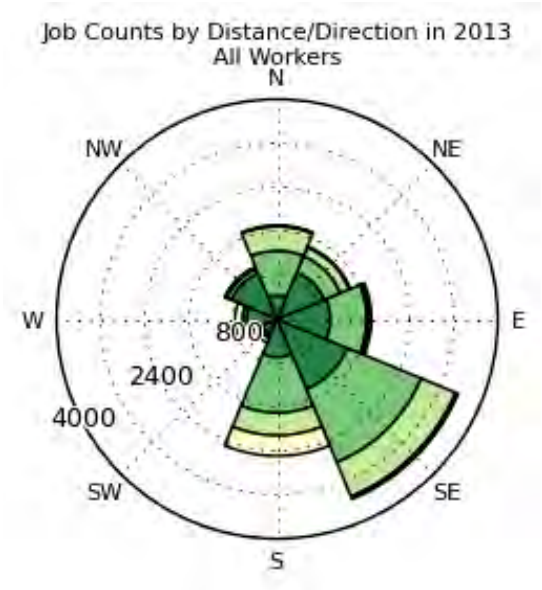

Employee Count by Distance

	Count	Share
Total Primary Jobs	13,144	100.0%
Less than 10 miles	6,172	47.0%
10 to 24 miles	4,437	33.8%
25 to 50 miles	1,792	13.6%
Greater than 50 miles	743	5.7%

Employee Count to the North by Distance

	Count	Share
Total Primary Jobs	1,704	100.0%
Less than 10 miles	440	25.8%
10 to 24 miles	803	47.1%
25 to 50 miles	442	25.9%
Greater than 50 miles	19	1.1%

Employee Count to the South by Distance

	Count	Share
Total Primary Jobs	2,492	100.0%
Less than 10 miles	697	28.0%
10 to 24 miles	1,011	40.6%
25 to 50 miles	412	16.5%
Greater than 50 miles	372	14.9%

Employee Count to the Northeast by Distance

	Count	Share
Total Primary Jobs	1,436	100.0%
Less than 10 miles	925	64.4%
10 to 24 miles	315	21.9%
25 to 50 miles	176	12.3%
Greater than 50 miles	20	1.4%

Employee Count to the Southwest by Distance

	Count	Share
Total Primary Jobs	468	100.0%
Less than 10 miles	302	64.5%
10 to 24 miles	49	10.5%
25 to 50 miles	28	6.0%
Greater than 50 miles	89	19.0%

Employee Count to the East by Distance

	Count	Share
Total Primary Jobs	1,707	100.0%
Less than 10 miles	964	56.5%
10 to 24 miles	663	38.8%
25 to 50 miles	27	1.6%
Greater than 50 miles	53	3.1%

Employee Count to the West by Distance

	Count	Share
Total Primary Jobs	765	100.0%
Less than 10 miles	560	73.2%
10 to 24 miles	67	8.8%
25 to 50 miles	7	0.9%
Greater than 50 miles	131	17.1%

Employee Count to the Southeast by Distance

	Count	Share
Total Primary Jobs	3,550	100.0%
Less than 10 miles	1,382	38.9%
10 to 24 miles	1,444	40.7%
25 to 50 miles	673	19.0%
Greater than 50 miles	51	1.4%

Employee Count to the Northwest by Distance

	Count	Share
Total Primary Jobs	1,022	100.0%
Less than 10 miles	902	88.3%
10 to 24 miles	85	8.3%
25 to 50 miles	27	2.6%
Greater than 50 miles	8	0.8%