

## **DOWNTOWN MANAGEMENT COMMISSION**

**March 7, 2016**

**5:30 pm**

**Regular Meeting**

**Council Chambers, 1777 Broadway**

### **AGENDA**

1. Roll Call
2. Approval of February 1, 2016 Meeting Minutes
3. Public Participation
4. Police Update
5. Parks Update
6. BID Update
7. Presentation of Downtown Development and Access Projections – Hagelin, Fox, Tuttle and Hernandez & David Becker, RRC
8. Matters from Commissioners
  - a. Upcoming DMC Agendas
9. Matters from Staff
  - a. HOP Refresh Board Reps
  - b. Representatives to TAB and PB Meetings
  - c. Canyon Blvd Joint Board Meeting – May 12th
10. Action Summary

#### **Attachments**

- Meeting Minutes – February 1, 2016
- Sales and Use Tax Revenue Report – December 2015
- Police Stats
- Downtown Boulder Open/Close List
- Council Liaisons
- Memo re: Downtown Development & Access Projections
- Description of the HOP Refresh Committee

#### **Upcoming Meetings/Topics**

DMC Meeting April 4, 2016 – 1777 West Conference Room: Homeless Plan Presentation & Update on the Canyon Blvd. Project

Open House for Civic Area Plan: April 4, 2016

Update to Council re Civic Area Plan: April 5, 2016

#### **Commissioner Terms**

Crabtree: 2012-2017 Citizen at Large  
Feldman: 2015-2020 Property Rep  
tbd 2016-2018 Property Rep  
Deans 2014-2019 Property Rep  
Shapins 2013-2016 Citizen at Large

#### **DMC 2016 Priorities:**

- Work with City Council and other boards and commissions, and RTD to educate and increase understanding of current downtown parking supply /demand and future needs.
- Work with the City Council, other boards and commissions, and RTD to increase awareness and understanding of all modes of transportation used by residents and visitors to access downtown, and the need to increase downtown's accessibility.
- Increase discourse and understanding of impacts the homeless population on downtown Boulder and opportunities for long-term solutions.

**CITY OF BOULDER, COLORADO  
BOARDS AND COMMISSIONS MEETING MINUTES**

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**NAME OF BOARD/COMMISSION:** **DOWNTOWN MANAGEMENT COMMISSION**

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**NAME/TELEPHONE OF PERSON PREPARING SUMMARY:** **Ruth Weiss – 303-413-7318**

**NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:**

**BOARD MEMBERS:** **CRABTREE, SHAPINS, DEANS, FELDMAN**

**STAFF:** **WINTER, LANDRITH, JOBERT, PADDOCK, SMITH, WEISS, MARTIN,  
MATTHEWS,**

**GUESTS:** **Josh DeBough, Tim Newberg, Anastasia Davis, Chris Leising, Carrie Kaiser**

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**TYPE OF MEETING:** **1777 West Conference Room** **February 1, 2016**

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**AGENDA ITEM 1 – Meeting/Roll Call:** Called to order at 5:29 p.m.

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**AGENDA ITEM 2 – Approval of the January 4, 2016 Meeting Minutes: (see below)**

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**AGENDA ITEM 3 – Public Participation:** None

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**AGENDA ITEM 4 – Police Update:** Officers Paddock and DeBough were in attendance. Paddock said there were 47 arrests in January and looking at 2015 to 2016, tickets were down. With the weather, there is an uptake in behavior. Five officers began on Monday. Paddock’s photograph is on the Firehouse Subs disposable beverage cups because of a grant she had wrote to obtain additional bikes for youth.

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**AGENDA ITEM 5 – Parks Update:** Martin said they are removing snow on the mall, prepping for the spring, there will be new flower pots on the mall and will work with staff to implement the pot exchange. Old bollards will be wrapped in steel and secured in the bricks and are currently being fabricated. Deans asked if it was necessary to pile snow in the play area. Martin said there is no place to put the snow and typically parking spots are used.

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**AGENDA ITEM 6 – BID Update:** Maher provided a written update since he could not attend the meeting: Boulder Art Cinema will be opening on February 25; the Inter City Leadership Trip to Portland in April has a few seats still available; DBI Annual Awards Luncheon is Friday; new banners of Pearl Street east and west of mall are in the works; and, a meeting to discuss “travelers” was held to discuss tactics and a follow up meeting is planned.

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**AGENDA ITEM 7 – CAGID Access Projections – Hagelin/Becher:** Becher gave explanations for the RRC Employment Projections methodology for estimating Parking Demand and TDM Program impacts. Becher said he used data from CAGID EcoPass program of full time employees. Feldman asked if employment density has changed and Becher said that 1,000 jobs have been added in the past four years. Hagelin used the upper end for modeling profile. Winter would like to see a range of development/employment density for future flexibility. Winter said future CAGID projections are non-residential and commercial. Range variations were discussed and upper floor employee counts are more than first floor counts. Crabtree said new development is being created for higher density. Hagelin said EPA Commuter Model uses all local data on travel as well as price elasticity. DRCOG uses regional coefficients on elasticity and will provide data to Hagelin. Fox will translate vehicle trips to parking spaces needed based on employee modes. Price time, travel time in transit and the cost in parking and 2014 Boulder County travel data will be used. Hagelin said parking pricing downtown was presented and will work with Fox next. TDM strategies discussed include expanding EcoPass access; parking cash out program; satellite parking; Carpool/vanpool incentives; and, parking pricing are being reviewed. The future of parking costs, improved/new transit service and sample model runs were discussed. Hagelin continued with next steps – update travel model coefficients, create baselines for future timeframe; determine change in future parking costs; model each TDM strategy individually at different levels; develop packages of combined TDM strategies; and, input finding into parking analysis. Winter said employee survey is typically done in October and February patterns are different. Winter said there is a need to plan for year round data collection. A travel diary application for smart phones was discussed. Fox and Becher, RRC, will attend the at the next DMC meeting for a presentation of the results.

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**AGENDA ITEM 8 - Matters from the Commissioners:**

Winter asked the commission for specific topics desired on upcoming agendas.

Deans said that she didn't think the DMC priorities were done and offered to do a rewrite. Winter suggested looking at Weaver's email regarding the camping ban that was discussed at the council retreat. Yates' email on the homeless was discussed. Feldman would like to understand options re the homeless issue. Winter will ask someone from Human Services to address the board on homelessness. Crabtree said education and outreach for a balanced future and parking supply are priorities. Improvement access for all modes of transit, homeless and transient population, and the Comprehensive Plan need to be listed. Deans said this is a conversation that's going on for years. Crabtree wondered if ULI has done some studies in recent years. Elevate the vibrancy and how would it look in ten years, would be helpful per Shapins. Winter mentioned the DBI luncheon. Council liaisons were assigned with Morzel, Young and Weaver to be assigned to new recruits.

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**AGENDA ITEM 9 – Matters from the Staff:**

Special Event Application: Winter gave intro regarding the changes and mentioned that a key focus is addressing events that primarily sell merchandize which number about 4 or 5 events a year. The proposal is that these events will be required to have professional juries to review the merchandize sold to reflect the context, quality and environment of the Pearl Street Mall and downtown Boulder. The Pearl Street Mall is a special place as the center of Boulder and primarily a shopping center, Winter said Central Park is another option as an event site that could accommodate other types of merchandize The Pearl Street Mall should reflect the quality of the surrounding area and there is a jury procedure for types of vendors on the mall, with defined cultural or arts crafts. The changes are only for events on the mall. The other component of the change is to clarify the relationship with the non profit sponsor and there is a primary purpose of not for profit. Landrith, Winter and Llanes have been working on these changes. Landrith gave some examples of vendors who use the mall for culture and dance with minimal merchandising. Winter said the mall should present more unique items.

It is not an ordinance change but an application process. The ordinance already stipulates that the mall is a special place; this is a change in application procedures. Shapins asked for the reasoning of the changes; staff responded to be in alignment with the legislative intent and the items being sold on the mall are overly commercial and mass produced. Winter said that Central Park and Parks welcome this type of events. Events that are juried could continue. Deans said there are a lot of events and if the quality is there, people would be inclined to shop there. Shapins suggested a time management zone and important to have more rigorous management. Shapins would like see more creative experiences and to be surprised.

Tim Newberg, State of the Arts Productions, addressed the commission and said has been doing events since 1980. Newberg recounted his contributions to local artists, his desire to have a venue for new artists to get their start and that local events are important. He needs a venue for artists to express themselves. Jazz Fest has 75 vendors and 10 jazz groups. Newberg said that he knows retail businesses get upset with these events. Newberg continued that he did research and sales tax revenues were up 14% last year and they events for 4 weekends out of 52. Newberg does Spring Fest, Jazz Fest on July 4<sup>th</sup>, and asked that some of the new draft be adjusted to allow people to take part. Deans asked if he could have events on 13<sup>th</sup> Street or Central Park, is this not an opportunity? Newberg responded that he helped create the mall and it is difficult to bring mall people to Central Park and competing with the Boulder Farmers' Market. Shapins asked if Newberg was part of the process to draft the application. Newberg asked how one finds certified jurists for the application. He suggested use of artisans and crafts people and it is 'neat' to see someone new at these events. Winter reaffirmed the purpose of the changes was to ensure the level of quality and there are other sites for events; also, Newberg's events could be on the mall if they are juried per the regulations. Feldman said he hadn't heard anything that conflicts with what is being proposed and perhaps the process needs to be further clarified. Winter is happy to work with Newberg.

Winter asked the commissioners to attend the upcoming . TAB meeting 3/14 or Planning Board meeting 3/17 when the downtown access projections will be presented. Winter asked if anyone is interested to start a stakeholder group to examine parking pricing. Specifics are not currently available. Feldman will be on the parking pricing. Satellite parking has begun for city employees and waiting for the second quarter to see how it is working and then possibly move to downtown employees, there is no set date. Deans mentioned that she has heard from downtown that they would like to park there and is it free. Winter said she didn't know if it would be free. Hospital site has several hundred parking spaces and the hospital still has use for some of the spaces.

The 2017 budget is starting the planning process and looking to the commission if they have any requests to address. DMC recruitment application deadline is 2/18 and if you know any property owners or property reps, they need to apply

online. Winter said there is continuing negotiations with Trinity Commons particularly with the costs since costs have increased significantly. \$72,000 is the new cost per parking space.

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**AGENDA ITEM 10 – Action Items:**

2016 DMC priorities draft to Winter from Deans  
Attendance to the DBI luncheon  
Camping ban motion to city council – Deans  
Infographic Refinement - Smith

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**Meeting adjourned at 7:32 pm.**

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**ACTION ITEMS:**

**MOTION:** Crabtree motioned to approve the January 4, 2016 meeting minutes. Feldman seconded the motion. All commissioners were in favor and the motion passed unanimously

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**March 7, 2016**

**Council Chambers**

**Regular Meeting**

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APPROVED BY:

DOWNTOWN MANAGEMENT COMMISSION

Attest:

Ruth Weiss, Secretary

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Sue Deans, Chair

# City of Boulder

## Sales & Use Tax Revenue Report

### December, 2015

Issued February 22, 2016

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This report provides information and analysis related to 2015 Year-to-Date (YTD) sales and use tax collections. Results are for actual sales activity through the month of December, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Patrick Brown, Revenue & Licensing Officer, at (303) 441-3921 or brownp@bouldercolorado.gov.

PLEASE NOTE: Pursuant to a vote in November of 2014, the sales and use tax rate changed on January 1, 2015 from 3.56% to 3.86%. The additional 0.30% tax was approved for a three year period and is earmarked for "Community Culture and Facilities." Actual dollars collected in the report may show as being higher in 2015 solely because of that tax rate increase. However, the percentage changes included in this report have been "normalized" to be able to compare the actual increase or decrease for this year compared to the same period in 2014 as if the rates were the same. This "normalized" percentage better reflects the underlying economic activity in the city and enables city staff to more readily determine if revenue targets are being met.

#### REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, "normalized" Sales and Use Tax has increased from the comparable 2014 base by 4.19%.

**TABLE 1**  
**"NORMALIZED" ACTUAL SALES AND USE TAX REVENUE**  
 (Adjusted to exclude change in tax rate)

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	4.11%	78.42%
Business/Consumer Use Tax	(2.94%)	9.84%
Construction Use Tax	12.27%	8.81%
Motor Vehicle Use Tax	9.55%	2.93%
<b>Total Sales &amp; Use Tax</b>	<b>4.19%</b>	<b>100.00%</b>

Any time a new commodity (such as recreational marijuana) becomes taxable, it generates additional revenue and increases the prior year revenue "base," but the percentage increase in revenue may distort perception of the strength of the underlying economy. For that reason, Table 2 is presented to illustrate "normalized" sales and use tax revenue excluding revenue from the sale of recreational marijuana. The increase in the "traditional" sales tax base is almost a full percentage point lower than that including recreational marijuana. Since recreational marijuana will be included in the 2015 "base," future revenue increases will not include the positive tax impact of this added taxable commodity. Also, September included a State of Colorado "marijuana sales tax holiday" (10% retail sales tax charged to the consumer and 15% of the excise tax paid by the cultivator when the product was transferred to the seller) where State taxes were not charged. The resulting lower price may have redistributed some anticipated future sales into September.

**TABLE 2**  
**“NORMALIZED” ACTUAL SALES AND USE TAX REVENUE, EXCLUDING REVENUE FROM**  
**THE SALE OF RECREATIONAL MARIJUANA**

(Adjusted to exclude change in tax rate)

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	3.16%	78.04%
Business/Consumer Use Tax	(3.17%)	9.99%
Construction Use Tax	12.27%	8.98%
Motor Vehicle Use Tax	9.55%	2.99%
<b>Total Sales &amp; Use Tax</b>	<b>3.42%</b>	<b>100.00%</b>

**COMMUNITY, CULTURE AND SAFETY FACILITIES TAX**

For December 2015 YTD, the newly enacted Community, Culture and Safety Facilities Tax (an additional 0.30%, effective for 3 years beginning January 1, 2015) has generated \$9,966,682. This tax is dedicated to fund a variety of projects in the Civic area along the Boulder Creek Path and on University Hill as well as improvements for several culturally oriented projects. It will also fund pedestrian safety lighting improvements along Baseline Road at the entrance to Chautauqua Park.

**DETAILED ANALYSIS OF MAJOR CATEGORIES**

The following monthly information is provided to identify trends in the various retail categories. While this information is useful, it is important to remember that relatively small aberrations (like the timing of remittances by certain vendors) can make relatively large monthly variances.

**Retail Sales Tax** – December YTD retail sales tax revenue was up 4.11% from that received in 2014. It is important to note that any significant sales of recreational marijuana did not begin until the second quarter of 2014. Therefore, comparisons are not "apples to apples" for the first quarter.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
6.50%	9.40%	8.54%	4.87%	2.81%	3.00%	6.41%	5.76%	0.36%	1.65%	(6.17%)	1.13%

**Food Stores** - YTD retail sales tax revenue for food stores was up 5.99% from that received in 2014. This large increase is primarily due to companies who file thirteen four-week periods instead of reporting monthly. Companies who file thirteen four-week periods do so because of reporting purposes. Each reporting period has the same number of days in the period. Since the city reports monthly, there is one month out of the year where our report contains two filing periods.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
46.51%	8.69%	2.00%	1.77%	0.70%	8.22%	3.74%	5.10%	(1.43%)	6.98%	(11.45%)	11.44%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 12.90% of sales/use tax) and are often an indicator of the health of the economy in the city. This discretionary category is often correlated with disposable income and consumer confidence. Total December YTD retail tax at Eating Places is up by 6.35%.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
4.82%	10.46%	6.98%	4.87%	11.00%	0.98%	10.84%	11.61%	(1.66%)	10.07%	3.30%	3.32%

**Apparel Stores** - YTD retail sales were up by 2.75%. The significant increase in April is due to multiple circumstances. Timing was an issue with one large vendor who did not remit in April of 2014. Multiple other vendors also improved their performance during the month

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
(29.55%)	15.03%	(1.28%)	53.97%	2.21%	16.20%	(3.11%)	(4.20%)	(9.86%)	31.40%	(18.02%)	(6.24%)

**General Retail** sales are up by 2.90% YTD. The large variance in October is primarily due to timing where one large retailer remitted two tax payments in 2014 and only one in 2015.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.97%	3.75%	3.02%	4.94%	8.42%	5.55%	5.39%	7.96%	18.56%	(14.97%)	(5.00%)	(1.82%)

**Public Utilities** (primarily retail sales tax on natural gas and electricity) are down by 6.59% YTD. Tax on Public Utilities comprises over 4% of total sales and use tax revenue. Even if rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder's energy use.

### TOTAL MARIJUANA REVENUE

The latest new revenue categories for the City of Boulder are the sale of both medical and recreational marijuana. These sources represented 1.07% and 1.14% of the total sales/use tax collected respectively in 2014.

The sale of medical marijuana generates:

- 3.86% sales and use tax on product sales paid by the purchaser and/or costs of any construction materials, furniture, fixtures, or equipment paid by the business.

The sale of recreational marijuana generates:

- 7.36% sales tax on product sales paid by the purchaser (3.86% base and 3.50% additional).
- 7.36% use tax on the cost of any construction materials, furniture, fixtures, or equipment paid by the business (3.86% base and 3.50% additional).
- A 5.00% excise tax paid by the grow facility when shipping product to dispensaries and/or marijuana infused product facilities.
- A "share-back" of certain State of Colorado revenue. The State collects a 10.00% tax on recreational marijuana sales and "shares back" 15.00% of that 10.00% to each city where such revenue is generated.

A summary of all year-to-date 2015 marijuana related revenue follows:

Total December YTD Marijuana Related Revenue			
Medical marijuana:			
3.86% Sales/Use Tax	\$994,755		
Sub-total Medical marijuana revenue		\$994,755	
Recreational marijuana			
3.86% Base Sales/Use Tax	1,273,079		
3.50% Additional Sales/Use Tax	1,154,145		
5.00% Excise Tax	968,730		
State Share-back	448,313		
Sub-total Recreational Marijuana revenue		\$3,844,267	
<b>TOTAL MARIJUANA RELATED REVENUE</b>			\$4,839,022

While the City's base 3.86% sales/use tax is distributed to City funds based upon various past voter decisions, certain other revenue has been dedicated to cover incremental costs related to the sale and use of marijuana in the City of Boulder. Year-to-date collections for these dedicated revenue sources follow:

Total December YTD "Incremental" Recreational Marijuana Related Revenue		
3.50% Additional Sales/Use Tax	\$1,154,145	
5.00% Excise Tax	968,730	
State "Share-back"	448,313	
<b>TOTAL "INCREMENTAL" RECREATIONAL MARIJUANA REVENUE</b>		\$2,571,188

## Medical Marijuana Retail Sales Tax

Total December YTD retail sales tax revenue collected in this category is down by 26.50% from the same period in 2014. The retail percentage change by month is presented below.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
26.96%	(7.57%)	(9.21%)	(1.96%)	(16.06%)	(16.23%)	(26.71%)	(38.60%)	(42.17%)	(34.62%)	(60.10%)	(53.22%)

## Recreational Marijuana Retail Sales Tax

The first remittances in 2014, related to sales of recreational marijuana, were received in the month of February. Significant retail establishments were not open until April of 2014. Therefore, increases for the first quarter of 2015 are not representative due to the non-existent or low comparative base.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
na	na	82.89%	60.56%	42.84%	38.64%	49.71%	51.91%	57.84%	89.75%	13.01%	46.81%

Significant YTD increases / decreases by sales/use tax category are summarized in Table 3.

**TABLE 3**

2015 YTD RETAIL SALES TAX (% Change in Comparable YTD Collections)	
<b>STRENGTHS:</b> <ul style="list-style-type: none"> <li>▪ Food Stores up by 5.99% (January had two returns for each store by a 13 period filing taxpayer)</li> <li>▪ Eating Places up by 6.35%</li> <li>▪ Apparel Stores up by 2.75%</li> <li>▪ General Retail up by 2.90%</li> <li>▪ Automotive Trade up by 2.43%</li> <li>▪ Computer Related Business up by 30.31%</li> <li>▪ All Other up by 5.21%</li> <li>▪ Recreational Marijuana up by 69.51%</li> <li>▪ Downtown up by 5.41%</li> <li>▪ N. 28th St Commercial up by 15.93%</li> <li>▪ Basemar up by 4.67%</li> <li>▪ BVRC (excl 29th St) up by 2.60%</li> <li>▪ Twenty-Ninth St up by 0.13%</li> <li>▪ All Other Boulder up by 8.92%</li> <li>▪ Metro Denver up by 8.92%</li> <li>▪ Pearl Street Mall up by 12.45%</li> <li>▪ Gunbarrel Commercial up by 13.23%</li> <li>▪ Boulder Industrial up by 3.75%</li> <li>▪ University of Colorado up by 1.72%</li> <li>▪ The Meadows up by 6.38%</li> <li>▪ Out of State up by 4.46%</li> </ul>	<b>WEAKNESSES:</b> <ul style="list-style-type: none"> <li>▪ UHGID (the "hill") down by 2.81%</li> <li>▪ Transportation/Utilities down by 7.95%</li> <li>▪ Medical Marijuana down by 26.50%</li> <li>▪ Consumer Electronics down by 3.14%</li> <li>▪ Table Mesa down by 2.17%</li> <li>▪ N. Broadway Annex down by 4.32%</li> <li>▪ Home Furnishings down by 1.40%</li> <li>▪ Building Material Retail down by 0.50%</li> </ul>

2015 USE TAX (% Change in YTD Comparable Collections)	
<b>STRENGTHS:</b> <ul style="list-style-type: none"> <li>▪ Construction Use Tax up by 12.27% (when adjusted to exclude dedicated Boulder Junction tax in both years, up by 17.22%)</li> <li>▪ Motor Vehicle Use Tax up by 9.55%</li> </ul>	<b>WEAKNESSES:</b> <ul style="list-style-type: none"> <li>▪ Business Use Tax down by 2.94%</li> </ul>

## **BUSINESS USE TAX**

December YTD Business Use Tax is down by 2.94%. This tax category can be very volatile as it is associated primarily with the amount and timing of purchase of capital assets by businesses in the city and the amount and timing of audit revenue. The Leeds Business Confidence Index has slipped for two quarters in a row. This may have had an impact on capital expenditures by businesses.

## **MOTOR VEHICLE USE TAX**

December YTD Motor Vehicle Use Tax is up by 9.55%, this tax category applies to the purchase of vehicles registered in the city. As individuals and businesses became more confident about jobs and the economy, they have replaced their vehicles and thus reduced the average age of their fleet. 2014 was a strong year for motor vehicle sales, but the change reversed in late 2014 and early in 2015 as the average age of the total vehicle fleet in the city declined and the comparative numbers from the prior year became more difficult to meet or exceed. Both November and December 2014 results were negative (down 17.88% and 12.16% respectively when compared to the very strong sales in the comparative months of 2013) and comparative results continued to be negative through May of 2015. Comparative revenue in this category began to increase again in June 2015 and has continued this increase into November. If the economy remains strong, we may see revenue in this category flatten or even increase for the total year.

## **CONSTRUCTION USE TAX**

Construction Use Tax is up by 12.27% YTD. This is a very volatile tax category as it depends upon the number and timing of construction projects in any given period. Revenue in this category assumes "base" number of projects will continue indefinitely, plus revenue from large projects in the "pipeline" (based upon a review of information from the City Planning Department and the CU Capital Improvement Plan). Even when we know projects are pending, the timing of payment of Construction Use Tax can occur in the prior or subsequent year to the planned construction date. We are currently in a strong period for large project construction in the City but know that this level of activity cannot continue forever. Therefore, it is important that we not commit to ongoing operating expenses from this revenue source, as it will eventually decline. August includes significant revenue from permitting related to construction of below-grade parking structures for two new hotels.

## **ACCOMMODATION TAX**

December YTD Accommodation Tax revenue is up by 8.27% from the same period in 2014. The hotel industry in Boulder is in a state of flux. It is uncertain when new properties in the pipeline will open. Some upward adjustment in room and occupancy rates has occurred during the transition when the total number of rooms available in the City was down slightly. The Rocky Mountain Lodging Report for August indicated the occupancy rate for Boulder was 87%. Some of the changes follow:

- America Best Value – closed March 2014 (to be converted to student housing)
- Golden Buff – closed December 2013 (to be redeveloped into two hotels)
- Boulder Outlook – closed November 2014
- Hyatt Place Depot Square – opened in April 2015
- Embassy Suites and Hilton Garden Inn (old Golden Buff location) under construction
- Other Planned Properties – in concept or site review

## **ADMISSIONS TAX**

Year-to-date 2015 Admission Tax revenue is up by 16.26% from the same period in 2014. Admissions Tax collections are dependent on the number of taxable productions and events held in the City and the level of attendance at such events.

## TRASH TAX

December YTD Trash Tax receipts are down by 20.93%. On-going Trash Tax remittances are due on a quarterly basis. Variances also occur when smaller trash collection companies work levels vary, due primarily to pickups related to larger construction projects and timing of remittances.

## REVIEW OF VARIOUS ECONOMIC DATA & PREDICTIONS FOR THE FUTURE

### *The Conference Board Consumer Confidence Index Improves in December:*

*The Conference Board Consumer Confidence Index<sup>®</sup>, which had decreased moderately in November, improved in December. The Index now stands at 96.5 (1985=100), up from 92.6 in November. The Present Situation Index increased from 110.9 last month to 115.3 in December, while the Expectations Index improved to 83.9 from 80.4 in November.*

“Consumer confidence improved in December, following a moderate decrease in November,” said Lynn Franco, Director of Economic Indicators at The Conference Board. “As 2015 draws to a close, consumers’ assessment of the current state of the economy remains positive, particularly their assessment of the job market. Looking ahead to 2016, consumers are expecting little change in both business conditions and the labor market. Expectations regarding their financial outlook are mixed, but the optimists continue to outweigh the pessimists.”

### **The preliminary results of the December 2015 University of Michigan Consumer Sentiment Index were largely unchanged:**

	<b>Dec</b>	Nov	Dec	M-M	Y-Y
	<b>2015</b>	2015	2014	Change	Change
Index of Consumer Sentiment	<b>91.8</b>	91.3	93.6	+0.5%	-1.9%
Current Economic Conditions	<b>107.0</b>	104.3	104.8	+2.6%	+2.1%
Index of Consumer Expectations	<b>82.0</b>	82.9	86.4	-1.1%	-5.1%

While the preliminary December reading was largely unchanged from last month, consumers evaluated current economic conditions more favorably and expected future prospects less favorably. In a repeat of last month's findings, all of the early December gain was recorded among households with incomes in the bottom two-thirds (+2.7%), while the Sentiment Index among consumers with incomes in the top third declined (-4.4%). Importantly, the survey recorded persistent strength in personal finances and buying plans, while the largest loss was in how consumers judged prospects for the national economy during the year ahead. Overall, the Sentiment Index has averaged 92.9 during 2015, the highest since 2004, with only 10 higher yearly averages in the past half century. The data continue to indicate that real consumer expenditures will grow by 2.8% in 2016 over 2015.

### **According to an October 1, 2015 article in *BizWest*, Colorado business leaders' confidence has slipped for the second quarter in a row:**

Colorado business leaders' confidence, despite remaining positive overall, weakened for the second quarter in a row, according to the latest Leeds Business Confidence Index. The index shows an overall reading of 53.5 entering the fourth quarter. That's down from 58.3 entering the

third quarter. Readings of 50 or higher are considered positive, and the overall index has remained in positive territory for 16 quarters in a row now.

The reading for confidence in the national economy slid seven points. Confidence in profit expectations saw the next largest slide, from 58.3 last quarter to 53.6, while capital expenditures fell 4.5 points and sales expectations 4.3 points.

**A December article by Cliff Harold of the Boulder Economic Council highlights some of the positive changes in Boulder since the Great Recession of 2007-2009:**

The Boulder Economic Council, the economic vitality arm of the Boulder Chamber, has been monitoring trends in Boulder's economy for nearly two decades. We track key economic indicators throughout the year and over time. For example, at the end of 2010, Boulder County's unemployment rate was 7.1 percent; today it's 2.6 percent. The median price of a single-family home in 2010 was \$535,000 and today it's \$735,000. Commercial real estate vacancy rates are half or less than they were in 2010: Office vacancy rates were 10.2 percent five years ago, and today they're 4.3 percent. Retail vacancy rates were 7 percent then, and today just 1.8 percent. Industrial vacancy was 7.4 percent and now 2.6 percent.

These trends reflect economic activity that makes the Great Recession seem almost like ancient history. Drill a little deeper and the stories about business expansions, acquisitions and investments put a more recognizable face on recent changes in Boulder's economy. Companies such as the Zayo Group, Rally Software and Nivalis Therapeutics went public through IPOs, raising more than a half billion dollars in equity. Twitter, CA Technologies, Hain Celestial and Boulder Brands acquired local startup successes Gnip, Rally Software, Rudi's Organic Bakery, and EVOL Foods, respectively. Uber purchased Microsoft's Bing mapping divisions in Boulder and Longmont. After acquiring startup company @Last Software nearly a decade ago, Google recently announced plans to expand significantly its campus in Boulder. In September, AstraZeneca closed on its acquisition of Amgen's large laboratory facility by the Boulder airport.

**According to a September 16, 2015 article in the *Denver Business Journal*, Xcel Energy bills are expected to drop significantly in the coming months. (Retail sales tax on the sale of natural gas and electricity make up over 4.0% of Sales/Use Tax revenue.)**

Low commodity prices for natural gas....(will result in) the average monthly gas bill during October, November, and December to be 20% less than the average bills during the same three months of 2014.

On the electricity side of the bill, the change will be smaller. Electricity bills are expected to be about 2% lower in during the fourth quarter of 2015.

**Looking forward to 2016, a summary of discussion at the National Retail Federation Conference in January follows:**

Retail sales in 2016 are expected to mirror 2015, and continue the current pattern of slow, steady but not very exciting growth, according to economists and industry experts who spoke at the National Retail Federation convention Tuesday.

In 2015, total retail sales rose 2.1 percent over 2014, according to U.S. Department of Commerce figures released last week. The retail panelists said Tuesday that they expect to see similar growth this year. The NRF reported on Friday that holiday sales - excluding automobiles, gasoline and

restaurant meals - rose 3 percent in 2015, missing the federation's forecast of 3.7 percent sales growth in November and December.

Kleinhenz Tuesday said retailers missed forecasts in part because early discounting in October pulled sales away from November, and that lower prices resulted in lower sales totals. Retailers, Kleinhenz said, are being hurt by a shift in spending away from clothes and other goods and toward experiences such as travel or health and wellness treatments. Consumers, Kleinhenz said, "are spending more on themselves than on goods."

Shawn Dubravec, chief economist at the Consumer Technology Association, said there was a "clear loss of momentum" in consumer spending at the end of 2015, but it is hard to tell if it was caused by a larger trend or a response to temporary issues." Dubravec is relatively optimistic about 2016. Last year, he said, "was defined by unevenness" and "we expect less unevenness in 2016."

However, the panelists noted that uncertainty or unexpected events, such as terrorism or other global problems, or even upheaval caused by the presidential election, will hurt retailers, because consumers tend to curb their spending when they are unsure about what's ahead.

Total Net Sales/Use Tax Receipts by Tax Category	DECEMBER YTD Actual			
	2014	2015	% Change	% of Total
Sales Tax	89,973,310	101,567,480	4.11%	78.42%
Business Use Tax	12,109,817	12,744,575	-2.94%	9.84%
Construction Sales/Use Tax	9,374,372	11,411,170	12.27%	8.81%
Motor Vehicle Use Tax	3,199,297	3,800,173	9.55%	2.93%
<b>Total Sales and Use Tax</b>	<b>114,656,795</b>	<b>129,523,398</b>	<b>4.19%</b>	<b>100.00%</b>

Total Net Sales/Use Tax Receipts by Industry Type	DECEMBER YTD Actual			
	2014	2015	%Change	% of Total
Food Stores	14,681,607	16,796,912	5.52%	12.97%
Eating Places	14,447,798	16,707,731	6.65%	12.90%
Apparel Stores	4,180,365	4,686,502	3.39%	3.62%
Home Furnishings	3,092,193	3,332,884	-0.59%	2.57%
General Retail	22,124,094	25,149,936	4.84%	19.42%
Transportation/Utilities	8,579,033	8,639,399	-7.12%	6.67%
Automotive Trade	7,868,494	8,978,631	5.24%	6.93%
Building Material-Retail	3,922,515	4,239,123	-0.33%	3.27%
Construction Firms Sales/Use Tax	8,860,368	10,574,730	10.07%	8.16%
Consumer Electronics	2,383,393	2,548,194	-1.39%	1.97%
Computer Related Business Sector	7,061,420	7,859,682	2.65%	6.07%
Rec Marijuana	1,309,893	2,427,224	70.90%	1.87%
Medical Marijuana	1,223,712	994,755	-25.03%	0.77%
All Other	14,921,909	16,587,697	2.52%	12.81%
<b>Total Sales and Use Tax</b>	<b>114,656,795</b>	<b>129,523,398</b>	<b>4.19%</b>	<b>100.00%</b>

Total Net Sales/Use Tax Receipts by Geographic Area	DECEMBER YTD Actual			
	2014	2015	% Change	% of Total
North Broadway	1,381,928	1,592,980	6.31%	1.23%
Downtown	8,724,628	10,257,327	8.43%	7.92%
Downtown Extension	764,494	726,170	-12.40%	0.56%
UHGID (the "hill")	1,213,812	1,276,558	-3.00%	0.99%
East Downtown	911,578	897,659	-9.18%	0.69%
N. 28th St. Commercial	5,113,751	6,472,858	16.74%	5.00%
N. Broadway Annex	465,512	551,834	9.33%	0.43%
University of Colorado	1,170,727	1,144,609	-9.83%	0.88%
Basemar	2,652,379	2,980,737	3.65%	2.30%
BVRC-Boulder Valley Regional Center	22,784,847	25,942,646	5.01%	20.03%
29th Street	8,358,316	9,058,997	-0.04%	6.99%
Table Mesa	2,755,473	2,971,156	-0.55%	2.29%
The Meadows	991,492	1,099,199	2.25%	0.85%
All Other Boulder	6,781,554	9,298,078	26.45%	7.18%
Boulder County	1,245,709	1,351,190	0.04%	1.04%
Metro Denver	3,911,275	6,473,111	52.64%	5.00%
Colorado All Other	387,276	1,324,841	215.50%	1.02%
Out of State	12,113,461	11,528,463	-12.23%	8.90%
Airport	68,443	1,213,303	1534.94%	0.94%
Gunbarrel Industrial	7,818,546	6,383,374	-24.70%	4.93%
Gunbarrel Commercial	1,280,707	1,541,637	11.02%	1.19%
Pearl Street Mall	3,317,937	4,085,968	13.58%	3.15%
Boulder Industrial	10,772,985	11,776,659	0.82%	9.09%
Unlicensed Receipts	1,346,349	601,426	-58.80%	0.46%
County Clerk	3,199,297	3,800,173	9.55%	2.93%
Public Utilities	5,124,320	5,172,447	-6.91%	3.99%
<b>Total Sales and Use Tax</b>	<b>114,656,795</b>	<b>129,523,398</b>	<b>4.19%</b>	<b>100.00%</b>

Miscellaneous Tax Statistics	DECEMBER YTD Actual		
	2014	2015	% Change in Taxable
Total Food Service Tax	631,701	658,802	4.29%
Accommodations Tax	5,897,602	6,385,073	8.27%
Admissions Tax	545,592	634,318	16.26%
Trash Tax	1,774,365	1,403,018	-20.93%
Disposable Bag Fee	280,930	263,563	-6.18%
Rec Marijuana Excise Tax	430,243	968,730	125.16%
	0	0	

USE TAX BY CATEGORY			USE << SALES	SALES TAX BY CATEGORY		
DECEMBER YTD Actual			Standard Industrial Code	DECEMBER YTD Actual		
2014	2015	% Change		2014	2015	% Change
156,075	103,818	-38.65%	Food Stores	14,525,532	16,693,094	5.99%
177,128	252,230	31.33%	Eating Places	14,270,670	16,455,501	6.35%
-11,676	16,345	-229.11%	Apparel Stores	4,192,041	4,670,157	2.75%
32,571	61,864	75.17%	Home Furnishings	3,059,622	3,271,019	-1.40%
2,545,889	3,306,529	19.78%	General Retail	19,578,205	21,843,407	2.90%
370,096	446,614	11.30%	Transportation/Utilities	8,208,937	8,192,785	-7.95%
3,277,148	3,879,493	9.18%	Automotive Trade	4,591,346	5,099,138	2.43%
15,154	23,549	43.32%	Building Material-Retail	3,907,362	4,215,574	-0.50%
8,452,710	10,020,222	9.33%	Construction Sales/ Use Tax	407,658	554,507	25.45%
51,802	99,610	77.35%	Consumer Electronics	2,331,591	2,448,584	-3.14%
4,732,552	4,569,322	-10.95%	Computer Related Business	2,328,868	3,290,359	30.31%
12,972	43,572	209.79%	Rec Marijuana	1,296,921	2,383,651	69.51%
25,394	39,734	44.31%	Medical Marijuana	1,198,318	955,021	-26.50%
4,845,671	5,093,016	-3.06%	All Other	10,076,239	11,494,682	5.21%
<b>24,683,486</b>	<b>27,955,918</b>	<b>4.46%</b>	<b>Total Sales and Use Tax</b>	<b>89,973,310</b>	<b>101,567,480</b>	<b>4.11%</b>

USE TAX BY CATEGORY			USE << SALES	SALES TAX BY CATEGORY		
DECEMBER YTD Actual			Geographic Code	DECEMBER YTD Actual		
2014	2015	% Change		2014	2015	% Change
74,795	111,848	37.92%	North Broadway	1,307,132	1,481,132	4.50%
1,758,459	2,295,694	20.40%	Downtown	6,966,168	7,961,633	5.41%
54,987	2,759	-95.37%	Downtown Extension	709,507	723,411	-5.96%
35,592	34,894	-9.58%	UHGD (the "hill")	1,178,220	1,241,664	-2.81%
205,555	123,640	-44.53%	East Downtown	706,023	774,019	1.11%
99,090	169,463	57.73%	N. 28th St. Commercial	5,014,661	6,303,394	15.93%
14,574	84,024	431.73%	N. Broadway Annex	450,938	467,810	-4.32%
142,381	10,406	-93.26%	University of Colorado	1,028,346	1,134,202	1.72%
588,009	637,885	0.05%	Basemar	2,064,370	2,342,852	4.67%
383,689	1,022,629	145.81%	BVRC	22,401,158	24,920,017	2.60%
83,584	75,292	-16.92%	29th Street	8,274,732	8,983,704	0.13%
35,354	85,860	123.98%	Table Mesa	2,720,118	2,885,296	-2.17%
76,762	44,123	-46.99%	The Meadows	914,730	1,055,076	6.38%
3,035,506	4,874,109	48.09%	All Other Boulder	3,746,047	4,423,969	8.92%
232,362	256,971	2.00%	Boulder County	1,013,347	1,094,219	-0.41%
669,031	2,644,182	264.51%	Metro Denver	3,242,244	3,828,929	8.92%
116,823	750,719	492.67%	Colorado All Other	270,453	574,122	95.78%
2,266,852	375,390	-84.73%	Out of State	9,846,610	11,153,074	4.46%
32,655	1,170,250	3205.15%	Airport	35,788	43,053	10.95%
6,688,322	5,184,944	-28.50%	Gunbarrel Industrial	1,130,224	1,198,430	-2.21%
31,928	8,470	-75.53%	Gunbarrel Commercial	1,248,780	1,533,167	13.23%
42,673	92,620	100.18%	Pearl Street Mall	3,275,264	3,993,348	12.45%
3,762,511	3,890,175	-4.64%	Boulder Industrial	7,010,474	7,886,484	3.75%
894,869	82,628	-91.48%	Unlicensed Receipts	451,480	518,798	5.98%
3,199,297	3,800,173	9.55%	County Clerk	0	0	NA
157,826	126,768	-25.92%	Public Utilities	4,966,494	5,045,679	-6.30%
<b>24,683,486</b>	<b>27,955,918</b>	<b>4.46%</b>	<b>Total Sales and Use Tax</b>	<b>89,973,310</b>	<b>101,567,480</b>	<b>4.11%</b>

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
<b>RETAIL SALES TAX</b>	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,508,796	6,258,640	6,620,535	5,382,779	5,25
Rate 3.41%	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,770	5,790,533	6,093,314	5,170,325	4,73
	2010	4,576,034	5,386,190	6,196,697	5,320,225	5,470,595	6,895,283	5,522,076	5,943,315	6,855,385	5,652,938	5,24
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,608	7,016,826	5,580,953	6,531,707	7,286,644	5,765,805	5,83
	2012	5,363,541	5,129,096	6,754,740	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,188,194	5,69
	2013	5,557,163	5,824,808	7,171,949	5,707,649	6,197,302	7,968,604	6,161,076	6,944,797	7,500,133	6,591,707	5,93
Rate 3.56%	2014	5,965,991	6,438,048	7,706,036	6,619,759	6,990,628	8,303,288	7,020,977	7,893,039	8,584,506	7,452,664	7,03
Rate 3.86%	2015	6,889,039	7,636,464	9,068,947	7,527,277	7,792,804	9,273,066	8,100,335	9,051,520	9,341,520	8,804,542	7,15
Change from prior year (Month)		6.50%	9.40%	8.54%	4.87%	2.81%	3.00%	6.41%	5.76%	0.36%	8.96%	-6
Change from prior year (YTD)		6.50%	8.00%	8.21%	7.38%	6.43%	5.76%	5.85%	5.84%	5.12%	5.51%	4
<b>CONSUMER USE TAX</b>	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,399	899,934	989,683	59
(includes Motor Vehicle)	2009	909,558	657,250	1,062,587	997,891	531,724	790,819	858,325	1,299,767	989,089	741,578	69
Rate 3.41%	2010	687,502	778,796	913,223	701,931	662,382	945,800	620,328	633,593	909,315	752,143	61
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	90
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	73
	2013	1,132,015	762,369	979,120	866,143	911,993	963,838	835,063	768,003	1,338,266	1,121,736	80
Rate 3.56%	2014	924,895	901,234	1,328,607	1,727,986	666,706	2,541,847	1,056,846	1,297,348	1,409,960	1,012,343	1,01
Rate 3.86%	2015	1,274,337	1,134,561	1,713,016	965,772	1,127,357	1,638,029	1,002,535	1,267,096	2,381,899	1,161,419	94
Change from prior year (Month)		27.07%	16.11%	18.91%	-48.45%	55.95%	-40.57%	-12.51%	-9.92%	55.80%	5.81%	-14
Change from prior year (YTD)		27.07%	21.66%	20.50%	-3.90%	3.29%	-10.49%	-10.72%	-10.62%	-2.72%	-2.05%	-2
<b>CONSTRUCTION USE TAX</b>	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	10
Rate 3.41%	2009	944,905	111,907	425,028	776,511	279,761	995,132	721,209	676,301	235,485	223,169	59
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	40
	2011	622,872	281,210	274,661	240,970	2,150,036	352,336	352,846	455,211	478,988	314,958	17
	2012	385,392	1,697,323	315,856	503,719	342,448	375,499	595,334	214,896	422,866	473,523	79
	2013	732,539	941,380	298,613	577,351	366,959	728,141	845,123	1,182,131	1,196,147	876,749	62
Rate 3.56%	2014	716,119	1,110,714	600,580	430,524	571,269	1,688,472	373,129	379,130	713,014	908,032	32
Rate 3.86%	2015	387,123	680,064	2,527,741	776,513	1,008,019	985,050	583,353	986,617	532,910	1,329,731	85
Change from prior year (Month)		-50.14%	-43.53%	288.17%	66.35%	62.74%	-46.19%	44.19%	140.01%	-31.07%	35.06%	140
Change from prior year (YTD)		-50.14%	-46.12%	36.59%	41.07%	44.68%	14.70%	16.70%	24.67%	18.63%	20.62%	25
<b>TOTAL FOR MONTH &amp; CHANGE FROM PREVIOUS YEAR (MONTH &amp; YTD)</b>												
Ratechg3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,455,459	6,553,206	7,881,753	6,341,889	7,297,691	7,868,423	6,590,347	5,96
Rate 3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,02
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,26
	2011	7,264,374	6,064,242	8,001,928	6,598,565	8,709,205	8,535,347	6,892,523	7,758,275	8,809,664	6,783,855	6,91
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,22
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,36
Rate 3.56%	2014	7,607,004	8,449,996	9,635,223	8,778,269	8,228,603	12,533,607	8,450,951	9,569,517	10,707,479	9,373,039	8,36
Rate 3.86%	2015	8,550,499	9,451,089	13,309,704	9,269,562	9,928,180	11,896,145	9,686,223	11,305,233	12,256,328	11,295,692	8,94
% Change (month)		3.67%	3.15%	27.40%	-2.61%	11.28%	-12.46%	5.71%	8.96%	5.57%	11.15%	-1
% Change (YTD)		3.67%	3.40%	12.40%	8.58%	9.10%	4.20%	4.40%	5.00%	5.07%	5.68%	5

**Sales and Use Tax Revenues Generated on The Downtown Mall by SIC Code**

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)								
<b>2012 TOTAL</b>	<b>55184</b>	<b>1287832</b>	<b>555044</b>	<b>147717</b>	<b>674189</b>	<b>18311</b>	<b>82826</b>	<b>2,821,103</b>
2013 (sales tax rate of 3.41%)								
January	2,384	90,901	31,131	7,642	41,822	1,586	6,857	182,323
February	4,983	86,618	27,557	7,387	39,312	2,291	4,270	172,418
March	4,635	108,923	54,375	8,575	47,799	20	3,847	228,174
April	2,481	105,544	40,522	7,830	49,521	1,074	3,829	210,801
May	4,537	106,528	53,177	10,486	60,409	85	6,036	241,258
June	3,446	126,332	58,360	10,248	72,037	2,944	6,796	280,163
July	6,696	124,982	56,676	11,621	74,025	746	5,706	280,452
August	5,256	123,766	64,299	12,501	72,927	2,929	8,334	290,012
September	4,312	107,396	40,456	7,928	51,124	127	7,288	218,631
October	4,367	105,884	59,110	9,853	52,023	-	8,810	240,047
November	4,232	88,149	39,058	14,429	55,342	-	7,290	208,500
December	6,143	85,900	63,723	28,709	101,846	9,161	10,088	305,570
<b>2013 TOTAL</b>	<b>53472</b>	<b>1260923</b>	<b>588444</b>	<b>137209</b>	<b>718187</b>	<b>20963</b>	<b>79151</b>	<b>2,858,349</b>
2014 (sales tax rate of 3.56%)								
January	3,302	85,271	28,026	6,829	37,742	833	4,568	166,571
February	3,856	98,027	41,026	7,082	40,703	7,671	12,000	210,365
March	4,685	102,057	43,182	9,116	55,194	654	10,524	225,412
April	4,410	112,112	44,846	8,721	53,203	-	8,957	232,249
May	4,508	123,034	52,233	11,002	65,929	3,840	12,701	273,247
June	5,258	127,320	52,274	10,898	73,635	4,995	11,843	286,223
July	4,754	143,732	50,214	12,113	92,479	267	30,327	333,886
August	4,389	134,391	82,240	12,979	83,641	759	39,329	357,728
September	5,325	139,802	58,892	10,453	70,284	399	34,606	319,761
October	2,026	129,217	50,497	10,877	60,860	912	37,720	292,109
November	7,579	94,378	49,894	14,138	59,580	218	32,000	257,787
December	6,770	96,845	63,634	30,429	125,330	114	39,477	362,599
<b>2014 TOTAL</b>	<b>56862</b>	<b>1386186</b>	<b>616958</b>	<b>144637</b>	<b>818580</b>	<b>20662</b>	<b>274052</b>	<b>3,317,937</b>
2015 (sales tax rate of 3.86%)								
January	2,941	109,410	30,709	8,172	52,338	-	32,595	236,165
February	4,397	100,639	41,494	6,837	43,947	8	34,467	231,789
March	5,575	133,176	50,437	9,918	71,278	579	36,036	306,999
April	5,000	128,825	51,621	8,534	62,021	1,887	34,292	292,180
May	5,421	147,148	76,362	14,678	65,319	51	43,259	352,238
June	8,647	144,758	61,774	13,337	107,913	2,511	43,811	382,751
July	5,840	171,249	62,580	13,463	109,327	1,067	54,989	418,515
August	5,625	162,037	64,585	13,956	98,479	3,362	73,525	421,569
September	6,257	144,824	52,144	12,271	90,604	3,378	49,388	358,866
October	1,963	159,913	89,966	12,092	76,099	254	46,823	387,110
November	1,710	111,670	48,728	15,065	68,069	-	38,599	283,841
December	3,478	114,996	66,007	34,627	145,821	19	48,990	413,938
<b>2015 TOTAL</b>	<b>56854</b>	<b>1628645</b>	<b>696407</b>	<b>162950</b>	<b>991215</b>	<b>13116</b>	<b>536774</b>	<b>4,085,961</b>
<b>% Change from 2012-2013</b>	<b>-3.10%</b>	<b>-2.09%</b>	<b>6.02%</b>	<b>-7.11%</b>	<b>6.53%</b>	<b>14.48%</b>	<b>-4.44%</b>	<b>1.32%</b>
<b>% Change from 2013-2014</b>	<b>1.86%</b>	<b>5.30%</b>	<b>0.43%</b>	<b>0.97%</b>	<b>9.18%</b>	<b>-5.59%</b>	<b>231.65%</b>	<b>11.19%</b>
<b>% Change from 2014-2015</b>	<b>-7.78%</b>	<b>8.36%</b>	<b>4.10%</b>	<b>3.91%</b>	<b>11.68%</b>	<b>-41.45%</b>	<b>80.64%</b>	<b>13.58%</b>
<b>% Change from previous year month</b>	<b>-52.62%</b>	<b>9.51%</b>	<b>-4.33%</b>	<b>4.95%</b>	<b>7.31%</b>	<b>-84.63%</b>	<b>14.45%</b>	<b>5.29%</b>

**Sales Tax Revenues Generated on the Downtown Mall by SIC Code**

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)	-	-	-	-	-	-	-
<b>2012 TOTAL</b>	<b>54,676</b>	<b>1,277,112</b>	<b>553,212</b>	<b>147,717</b>	<b>668,472</b>	<b>76,260</b>	<b>2,777,449</b>
January	2,371	90,449	30,728	7,642	41,481	4,938	177,609
February	4,966	86,268	26,262	7,387	39,036	4,152	168,071
March	4,599	108,576	54,250	8,575	47,728	3,724	227,452
April	2,460	104,357	40,083	7,830	49,460	3,775	207,965
May	4,472	104,775	53,053	10,486	60,344	5,997	239,127
June	3,425	125,845	57,695	10,248	71,962	5,863	275,038
July	6,673	124,038	56,534	11,621	73,650	5,608	278,124
August	5,229	123,237	63,898	12,501	72,838	8,298	286,001
September	3,655	106,135	40,282	7,928	51,067	5,261	214,328
October	4,156	105,602	59,054	9,853	51,866	8,810	239,341
November	3,982	87,939	38,478	14,429	55,242	7,290	207,360
December	5,780	85,521	63,020	28,709	101,738	8,973	293,741
<b>2013 TOTAL</b>	<b>51,768</b>	<b>1,252,742</b>	<b>583,337</b>	<b>137,209</b>	<b>716,412</b>	<b>72,689</b>	<b>2,814,157</b>
2014 (sales tax rate of 3.56%)							
January	3,236	84,800	27,857	6,829	37,714	3,444	163,880
February	3,761	97,322	40,355	7,082	40,619	11,915	201,054
March	4,630	101,711	43,040	9,116	55,124	9,184	222,805
April	4,355	111,784	44,765	8,721	53,147	8,886	231,658
May	4,472	122,720	52,090	11,002	65,848	12,602	268,734
June	5,226	126,868	52,226	10,826	73,635	11,412	280,193
July	4,738	143,241	50,205	12,113	92,197	30,185	332,679
August	4,293	133,918	81,234	12,979	83,494	39,117	355,035
September	5,243	139,468	58,707	10,453	69,876	33,321	317,068
October	2,026	128,849	50,406	10,877	60,773	37,351	290,282
November	7,500	94,051	49,653	14,138	59,435	31,905	256,682
December	6,636	96,442	63,565	30,429	125,222	32,897	355,191
<b>2014 TOTAL</b>	<b>56,116</b>	<b>1,381,174</b>	<b>614,103</b>	<b>144,565</b>	<b>817,084</b>	<b>262,219</b>	<b>3,275,261</b>
2015 (sales tax rate of 3.86%)							
January	2,914	108,654	30,699	8,172	52,251	31,958	234,648
February	4,343	100,213	41,179	6,837	43,844	28,851	225,267
March	5,553	132,841	50,427	9,918	71,103	37,013	306,855
April	4,894	128,445	51,613	8,534	61,919	34,122	289,527
May	5,140	146,575	76,334	14,531	65,319	41,514	349,413
June	5,909	142,438	61,765	13,096	107,913	42,255	373,376
July	5,770	162,080	62,558	13,463	109,125	54,688	407,684
August	5,579	160,963	64,583	13,717	98,479	49,594	392,915
September	6,106	143,865	52,136	11,933	90,604	46,500	351,144
October	1,963	158,944	89,836	12,092	75,900	43,468	382,203
November	1,710	110,769	48,710	15,065	67,736	34,921	278,911
December	3,478	114,190	65,866	34,627	145,375	37,864	401,400
<b>2015 TOTAL</b>	<b>53,359</b>	<b>1,609,977</b>	<b>695,706</b>	<b>161,985</b>	<b>989,568</b>	<b>482,748</b>	<b>3,993,343</b>
Total % Change from 2012-2013	-5.32%	-1.91%	5.45%	-7.11%	7.17%	-4.68%	1.32%
Total % Change from 2013-2014	3.83%	5.61%	0.84%	0.92%	9.25%	245.54%	11.48%
Total % Change from 2014-2015	-12.30%	7.51%	4.48%	3.34%	11.70%	69.79%	12.45%
% Change from previous year month	-51.66%	9.20%	-4.43%	4.95%	7.07%	6.15%	4.23%

**Sales and Use Tax Revenues Generated in CAGID (Excluding the Mall) by SIC Code**

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)	30,389	3,262,719	469,321	196,012	1,747,183	32,464	116,176	597,014	6,451,278
<b>2012 TOTAL</b>									
2013 (sales tax rate of 3.41%)	1,006	208,424	24,850	17,256	126,402	2,281	37,975	24,434	442,628
January	1,028	210,415	26,859	7,102	127,502	2,259	(214)	11,667	386,618
February	4,113	288,457	36,275	21,116	143,321	2,654	27,222	39,452	562,610
March	2,424	258,801	43,256	15,318	151,707	2,777	12,626	14,987	501,896
April	1,125	265,298	41,881	17,532	172,042	3,268	17,727	7,355	526,228
May	4,082	319,612	38,360	12,453	181,523	8,688	26,860	80,843	672,421
June	1,400	288,575	37,641	9,584	178,565	3,615	9,101	17,439	545,920
July	1,372	298,780	32,025	13,847	156,795	3,893	3,075	17,771	527,558
August	3,495	252,537	54,161	10,612	192,476	14,503	22,719	104,711	655,214
September	1,302	288,691	48,857	12,373	195,086	3,272	7,234	23,983	580,803
October	1,754	268,369	28,424	11,611	158,229	2,643	23,128	7,661	501,819
November	6,038	265,730	28,172	18,957	200,039	4,472	33,750	67,085	624,243
December	29,139	3,213,689	440,761	167,761	1,983,687	54,330	221,203	417,388	6,527,958
<b>2013 TOTAL</b>									
2014 (sales tax rate of 3.56%)	1,034	210,406	30,654	8,922	90,948	2,837	102,750	43,978	491,529
January	1,073	252,127	22,042	20,930	88,938	2,858	19,465	39,988	447,421
February	4,028	302,651	46,602	23,393	96,791	8,085	22,998	112,444	616,992
March	1,113	322,362	30,744	17,488	93,794	7,774	8,238	229,441	710,954
April	1,230	344,174	35,775	19,525	117,079	6,826	116,907	86,567	728,083
May	1,241	342,762	39,418	21,944	116,443	3,471	92,745	145,132	763,156
June	1,241	343,892	39,443	9,291	129,161	3,861	49,451	97,450	673,790
July	1,376	335,701	53,456	10,084	132,085	4,052	659	105,899	643,312
August	5,306	348,143	29,438	15,047	129,869	3,585	242,311	241,860	1,015,559
September	1,113	341,684	61,413	47,735	107,146	3,418	587,243	106,862	1,255,614
October	3,444	275,434	55,964	18,224	100,631	2,794	841	91,598	548,930
November	3,293	307,986	46,989	13,531	174,488	2,923	100,995	179,083	829,288
December	24,492	3,727,322	491,938	226,114	1,377,373	52,484	1,344,603	1,480,302	8,724,628
<b>2014 TOTAL</b>									
2015 (sales tax rate of 3.86%)	5,766	248,126	18,443	13,922	84,422	3,553	48,161	101,519	523,912
January	157	321,171	33,209	25,020	79,430	3,026	63,708	106,428	632,149
February	2,696	350,710	47,098	9,318	100,871	3,600	149,323	181,437	845,053
March	1,386	344,103	65,812	29,486	140,963	3,536	67,442	95,392	748,120
April	1,662	401,730	32,604	10,333	113,758	3,681	110,845	134,046	808,659
May	4,167	358,095	58,568	9,138	136,548	3,798	376,325	225,018	1,171,657
June	229	402,234	34,214	11,517	132,516	4,233	153,211	112,896	851,050
July	6,331	399,554	75,433	10,048	145,000	4,338	85,461	153,023	879,188
August	1,982	370,608	37,304	8,478	147,425	4,044	59,208	334,421	963,470
September	1,746	390,935	81,118	120,544	112,517	3,817	23,401	150,670	884,748
October	6,425	301,007	30,657	(100,396)	105,287	3,125	251,051	95,683	692,839
November	4,930	324,288	48,539	151,349	151,349	2,989	338,648	373,036	1,256,478
December	37,477	4,212,561	562,999	160,107	1,450,086	43,740	1,726,784	2,063,569	10,257,323
<b>2015 TOTAL</b>									
% Change from 2012-2013	-4.11%	-1.50%	-6.09%	-14.41%	13.54%	67.35%	90.40%	-30.09%	1.19%
% Change from 2013-2014	-19.49%	11.10%	6.91%	29.10%	-33.49%	-7.47%	482.25%	239.72%	28.02%
% Change from 2014-2015	41.12%	4.23%	5.55%	-34.70%	-2.90%	-23.14%	18.44%	28.57%	8.43%
% Change from previous year month	38.08%	-2.89%	-4.73%	-13.44%	-20.00%	-5.69%	209.25%	92.11%	39.74%

**Sales Tax Revenues Generated in CAGID (Excluding the Mail) by SIC Code**

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Auto. Transport.	Construction	All Others	GRAND TOTAL
2012 (sales tax rate of 3.41%)									
2012 TOTAL	30,389	3,206,102	488,356	173,873	1,738,783	32,204	333	483,357	6,133,397
2013 (sales tax rate of 3.41%)									
January	1,006	206,696	24,850	14,530	123,652	2,260	-	7,914	380,908
February	1,028	208,483	26,801	4,980	123,545	2,239	-	6,225	373,301
March	4,023	284,345	36,265	14,006	140,205	2,626	9	20,399	501,878
April	1,117	256,655	43,256	11,041	148,093	2,716	-	13,241	476,119
May	1,125	267,228	41,789	14,957	164,852	3,246	-	6,514	499,711
June	4,001	316,158	38,360	8,573	178,036	8,558	16	61,664	615,366
July	1,400	286,388	37,641	7,119	174,918	3,469	-	7,660	518,595
August	1,372	296,554	31,923	13,847	153,274	3,876	-	9,962	510,808
September	3,354	250,116	54,152	7,410	173,883	14,486	7	72,130	575,538
October	1,302	286,269	48,817	8,890	163,693	3,144	-	8,158	520,273
November	1,754	266,285	28,390	8,962	153,712	2,625	-	6,613	468,341
December	5,911	263,671	28,136	16,208	194,814	4,457	157	45,561	558,915
2013 TOTAL	27,393	3,188,848	440,380	130,523	1,892,677	53,702	189	266,041	5,999,753
2014 (sales tax rate of 3.56%)									
January	1,034	208,722	30,629	8,922	86,769	2,678	-	42,572	381,326
February	1,073	247,007	21,874	18,048	78,528	2,518	-	38,648	407,696
March	3,907	295,393	46,561	18,883	93,923	7,699	75	100,754	567,195
April	1,113	314,507	30,701	16,145	93,324	7,533	-	75,028	538,351
May	1,230	337,737	35,379	16,836	116,424	6,811	-	85,009	599,426
June	1,241	337,783	39,404	19,727	115,867	3,449	55	118,693	636,219
July	1,241	337,779	39,360	6,981	127,785	3,839	-	87,697	604,682
August	1,376	329,737	53,406	7,706	131,264	4,032	-	102,825	630,346
September	5,089	341,905	29,323	11,507	129,046	3,567	-	218,090	738,527
October	113	334,781	61,291	43,257	105,149	3,401	-	104,095	652,087
November	3,444	269,896	55,943	16,559	100,082	2,775	-	84,393	533,092
December	3,275	301,696	46,957	11,766	157,421	2,902	380	152,826	677,223
2014 TOTAL	24,136	3,656,943	490,828	196,337	1,335,582	51,204	510	1,210,630	6,966,170
2015 (sales tax rate of 3.86%)									
January	1,351	245,768	18,441	11,554	83,769	3,521	-	95,337	459,741
February	1,57	312,712	33,162	20,822	72,701	3,014	-	80,747	523,315
March	2,696	345,198	47,026	7,227	100,369	3,579	4	180,906	687,005
April	1,386	338,223	65,751	23,126	140,165	3,536	-	93,416	665,603
May	1,662	395,975	32,570	7,052	112,849	3,670	-	107,896	661,674
June	4,167	352,650	58,474	5,033	131,899	3,784	-	204,236	760,243
July	229	394,306	34,165	6,545	131,455	4,221	-	111,660	682,581
August	3,112	394,156	75,351	8,036	143,765	4,328	-	121,721	750,469
September	1,982	360,222	37,287	5,165	140,728	4,028	-	312,477	861,889
October	1,746	385,272	81,038	5,349	106,403	3,785	-	123,670	707,263
November	2,150	294,143	30,643	4,619	103,453	3,102	-	97,706	535,816
December	4,930	300,031	48,517	9,673	148,974	2,974	316	150,602	666,017
2015 TOTAL	25,568	4,118,656	562,425	114,201	1,416,530	43,542	320	1,680,374	7,961,616
Total % Change from 2012-2013	-9.86%	-0.54%	-5.97%	-24.93%	8.85%	66.76%	-43.24%	-44.96%	-2.18%
Total % Change from 2013-2014	-15.60%	9.85%	6.76%	44.09%	-32.41%	-8.67%	158.47%	335.88%	11.22%
Total % Change from 2014-2015	-2.30%	3.87%	5.68%	-46.35%	-2.18%	-21.57%	-42.13%	28.01%	5.41%
% Change from previous year month	38.83%	-8.28%	-4.71%	-24.18%	-12.72%	-5.48%	-23.31%	-9.11%	-9.30%

**CAGID and Mail Yearly Summary**      this chart does not factor change in sales tax rate change

**SALES Tax Breakdown by Industry Category**

Year	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2015	\$78,927	\$5,728,633	\$1,258,131	\$276,186	\$2,406,098	\$2,206,984	\$11,954,959	16.73%
2014	\$80,252	\$5,038,117	\$1,104,931	\$340,902	\$2,152,666	\$1,524,563	\$10,241,431	16.20%
2013	\$79,161	\$4,441,590	\$1,023,717	\$267,732	\$2,609,089	\$392,621	\$8,813,910	-1.08%
2012	\$85,065	\$4,483,214	\$1,021,568	\$321,590	\$2,407,255	\$591,886	\$8,910,578	5.23%
2011	\$68,287	\$4,157,243	\$997,665	\$382,612	\$2,336,905	\$582,321	\$8,468,033	6.46%
2010	\$69,771	\$3,848,681	\$893,314	\$274,634	\$2,325,279	\$542,760	\$7,954,439	4.34%
2009	\$59,819	\$3,622,195	\$875,174	\$710,598	\$1,951,595	\$403,863	\$7,623,245	-3.50%
2008	\$53,433	\$3,815,239	\$950,225	\$334,240	\$2,275,609	\$471,240	\$7,899,981	-3.43%
2007	\$95,798	\$3,879,561	\$913,775	\$393,603	\$2,384,296	\$513,949	\$8,180,981	5.57%
2006	\$89,106	\$3,607,336	\$897,115	\$386,962	\$2,295,259	\$473,767	\$7,749,546	7.41%
2005	\$86,019	\$3,373,571	\$880,079	\$381,806	\$2,155,216	\$338,119	\$7,214,809	6.61%
2004	\$83,374	\$3,084,715	\$903,711	\$390,387	\$2,086,655	\$218,867	\$6,767,708	9.61%
2003	\$72,545	\$2,702,412	\$840,575	\$354,141	\$1,964,846	\$239,710	\$6,174,230	-3.57%
2002	\$72,115	\$2,796,110	\$872,641	\$436,777	\$1,997,807	\$227,529	\$6,402,980	-2.74%
2001	\$73,248	\$2,756,121	\$970,925	\$486,186	\$2,043,123	\$253,717	\$6,583,320	-5.92%
2000	\$72,499	\$2,706,001	\$1,154,714	\$538,703	\$2,141,271	\$384,115	\$6,997,303	8.35%
1999	\$90,777	\$2,287,116	\$1,177,775	\$493,467	\$2,052,375	\$356,398	\$6,457,908	9.91%
1998	\$88,255	\$2,128,285	\$1,086,634	\$438,230	\$1,743,427	\$391,001	\$5,875,832	3.72%
1997	\$96,013	\$1,988,439	\$777,595	\$422,810	\$1,917,831	\$462,187	\$5,664,875	4.21%
1996	\$98,211	\$1,861,887	\$736,297	\$433,917	\$1,974,989	\$330,772	\$5,436,073	12.47%
1995	\$90,727	\$1,693,218	\$588,494	\$389,699	\$1,699,384	\$371,640	\$4,833,162	4.19%
1994	\$92,912	\$1,503,606	\$587,463	\$442,029	\$1,694,284	\$318,724	\$4,639,018	100%

**CAGID and Mail Yearly Summary**      This chart does not factor change in sales tax rate change

**SALES and USE Tax Breakdown by Industry Category**

Year	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total	% change
2015	\$94,331	\$5,841,206	\$1,259,406	\$323,057	\$2,441,301	\$4,383,983	\$14,343,284	19.10%
2014	\$81,354	\$5,113,508	\$1,108,896	\$370,751	\$2,195,953	\$3,172,103	\$12,042,565	28.30%
2013	\$82,611	\$4,474,612	\$1,029,205	\$304,970	\$2,701,874	\$793,035	\$9,386,307	1.23%
2012	\$85,573	\$4,550,551	\$1,024,365	\$343,729	\$2,421,372	\$846,791	\$9,272,381	5.43%
2011	\$68,617	\$4,180,066	\$1,002,115	\$328,967	\$2,349,034	\$865,715	\$8,794,513	6.57%
2010	\$70,130	\$3,880,876	\$898,763	\$275,517	\$2,331,670	\$795,618	\$8,252,575	4.55%
2009	\$60,702	\$3,662,530	\$877,050	\$711,868	\$1,953,052	\$628,296	\$7,893,497	-7.96%
2008	\$53,956	\$3,876,669	\$952,169	\$337,898	\$2,282,469	\$1,073,446	\$8,576,608	-0.79%
2007	\$95,998	\$3,930,574	\$915,216	\$400,345	\$2,392,682	\$910,116	\$8,644,930	-1.59%
2006	\$89,498	\$3,649,151	\$898,310	\$411,471	\$2,313,444	\$1,422,740	\$8,784,613	14.67%
2005	\$86,454	\$3,421,618	\$881,002	\$389,093	\$2,167,694	\$715,009	\$7,660,869	7.81%
2004	\$83,887	\$3,141,620	\$904,648	\$393,012	\$2,089,921	\$493,110	\$7,106,198	1.35%
2003	\$74,145	\$2,742,867	\$845,180	\$389,354	\$1,973,549	\$986,479	\$7,011,574	-2.78%
2002	\$72,607	\$2,854,183	\$875,150	\$464,839	\$2,008,573	\$936,382	\$7,211,734	0.42%
2001	\$76,359	\$2,853,126	\$972,296	\$488,348	\$2,064,518	\$727,228	\$7,181,876	-6.11%
2000	\$72,675	\$2,740,325	\$1,157,122	\$539,287	\$2,156,961	\$982,496	\$7,648,866	7.74%
1999	\$91,976	\$2,333,744	\$1,179,320	\$493,423	\$2,066,272	\$934,543	\$7,099,279	11.62%
1998	\$90,134	\$2,150,351	\$1,090,860	\$438,127	\$1,756,311	\$834,265	\$6,360,047	6.35%
1997	\$99,373	\$2,027,812	\$788,006	\$423,585	\$1,944,035	\$697,436	\$5,980,247	5.54%
1996	\$98,564	\$1,895,926	\$738,435	\$436,004	\$2,017,401	\$479,907	\$5,666,237	9.99%
1995	\$92,497	\$1,724,770	\$588,726	\$392,985	\$1,731,611	\$620,919	\$5,151,508	6.89%
1994	\$93,338	\$1,518,413	\$587,830	\$444,251	\$1,700,769	\$474,921	\$4,819,522	100%

**City Wide Yearly Summary**

**CAGID and Mall Sales and Use Tax as a Percent of Total City Wide Sales and Use Tax**

		Eating		Apparel		Home		General		
		Food Stores	Places	Stores	Furnishings	Merch	All Other	Total		
2015	1%	\$16,796,912	\$16,707,731	\$4,686,502	\$5,881,078	\$25,149,936	\$60,301,239	\$129,523,398	7%	11.1%
			35%	27%	5%	10%				
2014	1%	\$14,681,607	\$14,447,798	\$4,180,365	\$5,475,586	\$22,124,094	\$53,747,345	\$114,656,795	6%	10.5%
			35%	27%	7%	10%				
2013	1%	\$13,454,838	\$13,174,730	\$3,774,426	\$4,692,270	\$20,776,166	\$47,500,571	\$103,373,001	2%	9.1%
			34%	27%	6%	13%				
2012	1%	\$13,060,743	\$12,937,276	\$3,717,039	\$22,440,706	\$19,948,416	\$24,002,787	\$96,106,967	4%	9.6%
			35%	28%	2%	12%				
2011	1%	\$12,241,084	\$11,838,300	\$3,426,738	\$5,259,120	\$19,948,416	\$39,725,073	\$92,438,731	2%	9.5%
			35%	29%	6%	12%				
2010	1%	\$11,130,533	\$10,930,482	\$2,690,372	\$4,459,406	\$19,279,577	\$38,940,102	\$87,430,472	2%	9.4%
			36%	33%	6%	12%				
2009	1%	\$11,160,109	\$10,572,840	\$2,626,020	\$4,304,383	\$17,515,062	\$39,002,103	\$85,180,517	2%	9.3%
			35%	33%	17%	11%				
2008	0%	\$11,204,475	\$10,910,035	\$2,819,260	\$4,827,635	\$18,101,297	\$36,708,245	\$84,570,947	3%	10.1%
			36%	34%	7%	13%				
2007	1%	\$11,205,584	\$10,888,135	\$2,804,311	\$5,522,090	\$18,040,152	\$39,631,459	\$88,091,731	2%	9.8%
			36%	33%	7%	13%				
2006	1%	\$10,392,069	\$9,582,212	\$2,424,694	\$4,611,056	\$15,402,540	\$37,371,060	\$79,783,631	4%	11.0%
			38%	37%	9%	15%				
2005	1%	\$10,046,723	\$8,995,846	\$2,362,366	\$4,465,788	\$14,587,419	\$35,882,350	\$76,340,492	2%	10.0%
			38%	37%	9%	15%				
2004	1%	\$10,148,861	\$8,637,718	\$2,232,147	\$4,118,312	\$14,123,007	\$32,171,342	\$71,431,387	2%	9.9%
			36%	41%	10%	15%				
2003	1%	\$9,052,658	\$7,847,285	\$2,046,951	\$3,922,549	\$13,185,423	\$31,552,637	\$67,607,503	3%	10.4%
			35%	41%	10%	15%				
2002	1%	\$9,294,397	\$8,133,237	\$2,346,305	\$4,164,992	\$13,572,651	\$33,815,600	\$71,327,182	3%	10.1%
			35%	37%	11%	15%				
2001	1%	\$9,312,676	\$8,384,190	\$2,646,021	\$4,537,112	\$15,553,807	\$38,279,526	\$78,713,332	2%	9.1%
			34%	37%	11%	13%				
2000	1%	\$9,080,910	\$8,484,601	\$3,159,262	\$5,915,794	\$17,887,211	\$36,269,737	\$80,797,515	3%	9.5%
			32%	37%	9%	12%				
1999	1%	\$9,207,721	\$7,790,648	\$3,359,914	\$5,553,219	\$17,008,884	\$33,893,706	\$76,814,092	3%	9.2%
			30%	35%	9%	12%				
1998	1%	\$8,932,097	\$7,469,094	\$3,252,729	\$3,570,448	\$15,736,140	\$30,637,104	\$69,597,612	3%	9.1%
			29%	34%	12%	11%				
1997	1%	\$7,739,779	\$6,797,237	\$2,781,018	\$3,129,089	\$15,439,169	\$28,494,047	\$64,380,339	2%	9.3%
			30%	28%	14%	13%				
1996	1%	\$7,611,055	\$6,614,561	\$2,782,149	\$2,862,572	\$15,111,950	\$26,975,579	\$61,957,866	2%	9.1%
			29%	27%	15%	13%				

**Downtown Sales Tax Revenue-22**

tax rate	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
January	303,911	303,211	350,972	346,303	377,788	340,123	434,783	394,092	370,921	380,910	381,325	459,741
February	295,159	334,033	353,475	384,949	394,061	330,622	346,215	384,883	421,972	373,299	407,696	523,315
March	386,464	405,854	457,916	513,361	453,315	406,592	410,852	481,800	533,371	501,878	567,195	687,005
April	322,834	381,409	407,402	429,910	429,364	397,041	445,775	466,962	477,947	476,121	538,351	665,603
May	369,350	391,843	444,690	490,189	493,179	451,724	473,034	520,768	529,743	499,710	599,426	661,674
June	434,006	464,057	512,487	566,969	498,498	475,333	532,952	606,565	589,729	615,366	636,218	760,243
July	382,910	406,346	447,533	454,725	470,376	438,488	488,944	564,463	487,329	518,595	604,682	682,581
August	389,941	437,412	478,646	500,591	518,891	498,282	498,212	519,020	582,984	510,808	630,346	750,469
September	434,834	493,083	510,843	567,853	469,202	437,565	522,777	554,420	564,404	575,538	738,527	861,889
October	389,818	418,157	459,707	478,372	466,288	439,390	474,779	541,300	471,178	520,273	652,087	707,263
November	318,751	370,726	283,133	416,857	382,562	370,084	443,647	425,678	491,068	468,341	533,092	535,816
December	507,725	541,253	646,636	565,818	484,305	427,276	540,855	532,712	602,751	558,914	677,223	666,017
<b>Totals</b>	<b>4,535,703</b>	<b>4,947,383</b>	<b>5,353,439</b>	<b>5,705,896</b>	<b>5,457,828</b>	<b>5,412,522</b>	<b>5,612,824</b>	<b>5,992,673</b>	<b>6,133,397</b>	<b>5,999,753</b>	<b>6,966,168</b>	<b>7,961,616</b>
\$ change from	415,621	411,680	406,056	352,457	-248,068	-45,305	200,302	379,849	140,724	-133,644	966,415	995,448
% change from	10.1%	9.1%	8.2%	6.6%	-4.3%	-0.8%	3.7%	6.8%	2.3%	-2.2%	16.1%	14.3%
3 year avg. ch:	1.9%	5.0%	9.1%	8.0%	3.5%	0.5%	-0.5%	3.2%	4.3%	2.3%	5.4%	9.4%

**Pearl Street Mall Sales Tax Revenues-26**

tax rate	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
January	130,222	125,468	149,158	136,125	141,061	147,586	125,248	145,344	156,605	177,609	163,881	234,648
February	128,689	146,528	168,115	151,030	153,728	142,804	136,605	149,455	157,989	168,072	201,064	225,267
March	173,998	181,977	166,606	190,882	184,556	160,097	171,768	190,818	212,543	227,451	222,805	306,855
April	181,100	159,786	204,642	180,119	194,104	155,239	163,820	177,149	218,317	207,965	231,658	298,527
May	186,067	190,862	202,877	205,859	220,400	194,388	196,365	212,506	241,045	239,127	268,734	349,413
June	200,903	212,058	221,430	242,031	237,789	199,585	220,066	222,489	256,768	275,038	280,193	373,376
July	216,019	228,010	231,650	248,109	248,181	216,150	238,601	238,414	253,966	278,125	332,679	407,684
August	206,106	215,701	227,670	239,506	248,123	233,815	238,691	246,294	285,174	286,002	355,035	392,915
September	192,600	191,187	186,847	221,278	202,972	186,847	201,202	221,207	258,371	214,324	317,068	351,144
October	177,888	189,225	176,159	210,188	200,059	177,877	213,641	218,360	223,840	239,340	290,282	382,203
November	178,919	173,394	186,045	185,961	169,230	165,869	177,575	172,084	207,925	207,360	256,682	278,911
December	262,493	252,230	249,890	263,997	241,951	230,464	258,091	281,241	304,906	293,741	355,191	401,400
<b>Totals</b>	<b>2,235,004</b>	<b>2,266,427</b>	<b>2,396,107</b>	<b>2,475,085</b>	<b>2,442,154</b>	<b>2,210,722</b>	<b>2,341,672</b>	<b>2,475,360</b>	<b>2,777,449</b>	<b>2,814,154</b>	<b>3,275,262</b>	<b>3,993,343</b>
\$ change from	180,856	31,423	129,680	78,978	-32,932	-231,431	130,950	133,688	302,089	36,705	461,108	718,081
% change from	8.8%	1.4%	5.7%	3.3%	-1.3%	-9.5%	5.9%	5.7%	12.2%	1.3%	16.8%	21.9%
3 year avg. ch:	-0.3%	2.5%	5.3%	3.5%	2.6%	-2.5%	-1.6%	0.7%	7.9%	6.4%	10.0%	13.2%

	Does not factor tax rate changes											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
January	428,679	500,130	482,428	518,849	487,710	560,031	539,435	527,526	558,519	545,206	694,389	
February	480,561	521,590	535,979	547,789	473,426	484,820	534,348	579,961	541,371	608,750	748,582	
March	587,831	624,521	704,243	637,871	566,690	582,620	672,618	745,914	729,329	790,000	993,860	
April	541,195	612,044	610,029	623,468	552,281	609,595	644,111	696,264	684,086	770,009	955,130	
May	582,705	647,568	696,047	713,579	646,112	669,398	733,274	770,788	738,837	868,160	1,011,087	
June	676,115	733,917	799,000	736,287	1,074,918	753,018	829,054	856,497	890,404	916,411	1,133,619	
July	634,356	679,183	702,834	718,557	654,639	727,545	802,877	741,295	796,720	937,361	1,090,265	
August	653,113	706,316	740,097	767,013	732,097	734,903	765,314	868,158	796,810	985,381	1,143,384	
September	684,271	722,706	789,130	692,174	624,411	723,979	775,627	822,775	789,862	1,055,595	1,213,033	
October	607,382	635,866	688,559	666,347	617,267	688,420	759,660	695,018	759,613	942,369	1,089,466	
November	544,120	469,178	602,818	551,792	535,953	621,221	597,762	698,993	675,701	789,774	814,727	
December	793,483	896,526	829,816	726,256	657,741	798,946	813,953	907,657	852,655	1,032,414	1,067,417	
<b>Totals</b>	<b>7,213,810</b>	<b>7,749,546</b>	<b>8,180,981</b>	<b>7,899,981</b>	<b>7,623,245</b>	<b>7,954,497</b>	<b>8,468,033</b>	<b>8,910,846</b>	<b>8,813,907</b>	<b>10,241,430</b>	<b>11,954,959</b>	

## COMMERCIAL AND RESIDENTIAL MALL POLICE CALL STATISTICS

MONTH	Assault		Auto Theft		Burglary		Crim. Mis.		Crim. Tres.		Disturbance		Domestic		Drunk		DUI		Felony Menacing		Fight	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
January	1	3					4	3	2		24	23	1	1	10	18	3	5				
February	2	1					4	4	1	2	19	27	1	4	9		3	9				
March		5				1		8				25		1		12		6				
April																						
May		6						3				15		3		10		3				
June																						
July																						
August		2						6		1		37		3		13						
September		3						2				30		1		8						
October		4						3				28		5		4		1				
November		2				2		4		1		21		1		18		2				
December		4								1		22				8						
MONTH	Fireworks		Hang Ups		Harassment		Indec. Exp.		Liq. Law Vio.		Littering		Loitering		Narcotics		Noise		Open Door		Party	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
January			1	8	3	3		1					7	10	6	1					1	
February			7	11	9	8							5	11	3	4			2			
March				3		8								8		4						
April																						
May				6		7				2				21		7						
June																						
July																						
August				13		10		1						8		3					1	
September				8		2		2		10				6		10						
October				7		7		1						3		2					1	
November				3		2								7		7					3	
December				5		6				2				9		10					2	
MONTH	Prowler		Robbery		Sex Assault		Shoplifting		Shots		Stabbing		Suicide		Suspicious		Theft		Trespass		Weapon	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
January					2										2	2	19	15				
February						1									5	1	9	18				
March						1										2		22				
April																						
May																2		19				
June																						
July																						
August																3		32				
September																4		31				
October						1										2		16				
November						1										2		22				
December						1										2		21				

## Opened in 2013-2015

Business			Open Date	Notes
Earthbound Trading	935	Pearl	February-13	national soft goods (replacing Eclectix)
Timothy's of Colorado	1136	Spruce	February-13	fine jewelry
Meta Skateboards	1505	Pearl	March-13	
Island Farm	1122	Pearl	April-13	Soft goods/clothing
The Riverside	1724	Bdwy	April-13	Event center, café, wine bar, co-working space
Bohemian Biergarten	2017	13th	April-13	Replaces Shugs
Bishop	1019	10th	April-13	home furnishings (owners of 3rd and Vine)
ReMax of Boulder	1320	Pearl	April-13	replaces Little Buddha
Old Glory Antiques	777	Pearl	May-13	Replaces West End Gardener
Yeti Imports	2015	Brdwy	May-13	Replaces BolderWorld
Into Earth	1200	Pearl	July-13	Replaces LeftHand Books
The Savvy Hen	1908	Pearl	July-13	
The Dragontree	1521	Pearl	July-13	Day Spa
Steele Photography	2039	11th	July-13	
FlipFlopShop	1110	Pearl	August-13	Replaces Blue Skies
BOCO Fit	2100	Pearl	August-13	Fitness gym
Ceder & Hyde	2015	10th	October-13	Apparel
Fjall Raven	777	Pearl	October-13	replaces Old Glory
Lon	2037	13th	November-13	Gifts
Boulder Brands	1600	Pearl	November-13	Marketing services
Wok Eat	946	Pearl	December-13	replaces World Café
Zeal	1710	Pearl	December-13	replaces H Burger
AlexandAni	1505	Pearl	January-14	Jewelry
Made in Nature	1708	13th	January-14	Organic food products
Foundation Health	1941	Pearl	January-14	Medical office
Sforno	1308	Pearl	March-14	replaces Roma
Regus	1434	Spruce	March-14	Shared office
Cariloha	1468	Pearl	April-14	bamboo products
Explicit	2115	13th	April-14	Street ware
Fine Art Associates	1949	Pearl	June-14	
Fior di Latte	1433	Pearl	June-14	gelato
Goorin Bros Hat Shop	943	Pearl	June-14	Hats
Nature's Own	1215	Pearl	July-14	replaces Giaim
PMG	2018	10th	August-14	replaces Beehive
Ramble on Pearl	1638	Pearl	August-14	
VPK by Maharishi ayurve	2035	Bdwy	September-14	
Ninox	1136	Spruce	September-14	
LYFE Kitchens	1600	Pearl	October-14	former Gondolier space
Liberty Puzzles	1420	Pearl	October-14	Replaces KidRobot
Iris Piercing/Jewelry	1713	Pearl	October-14	
Vilona Gallery	1815	Pearl	December-14	
Voss Art + Home	1537	Pearl	December-14	
Green Rush Café	2018	Brdwy	December-14	
Formation Data	1505	Pearl	December-14	
Sage Dental Care	2440	Pearl	December-14	Replaces Boulder General Denistry
Enigma Escape Room	1426	Pearl	December-14	
Endurance Conspiracy	1717	Pearl	January-15	
Organic Sandwich	1500	Pearl	January-15	
Firefly Garden	1211	Pearl	February-15	
Newton Running	1222	Pearl	February-15	replaces GOLITE
Seeds Library Café	1001	Arapah	April-15	

Wonder Press	946	Pearl	June-15	replaces Wok Eat
Thrive	1509	Arapahoe	July-15	replaces Pita Pit
Sherpani	1711	Pearl	August-15	replaces Mila
Rosetta Stone	1301	Canyon	August-15	
Sunflower Bank	18th &	Pearl	August-15	new space
Ragstock	1580	Canyon	August-15	
Fuji Café&Bar	2018	Brdwy	August-15	replaces Green Rush
Topo Designs	935	Pearl	August-15	replaces Earthbound Trading
Ivy Lazar	1911	11th	September-15	
Wild Standard	1043	Pearl	September-15	replaces PastaVino
Installation	2015	13th	September-15	returning, replacing Explict
Mud Facial Bar	2098	Bdwy	October-15	replaces poppy
Boulder House	1109	Walnut	October-15	replaces Absinthe House
Food Lab	1825	Pearl	November-15	replaces I Support U
Cured/Fawns Leap	2019	10th	November-15	replaces Bishop
Colorado Limited	1428	Pearl	January-16	replaces Trattoria on Pearl
Kilwins	1430	Pearl	January-16	replaces Trattoria on Pearl
Crossroads Trading	1545	Pearl	January-16	replaces Boulder Army Store
Arcana	905	Walnut	February-16	new space
Business			Close Date	Notes
Silhouette	2115	10th	January-13	
Sensorielle	1300	13th	January-13	Moved to Lafayette
Little Buddha	1320	Pearl	February-13	Moved to Yehti Imports
Boulder Map Gallery	1708	13th	March-13	Moved to Table Mesa
Blue Skies	1110	Pearl	March-13	
Left Hand Books	1200	Pearl	March-13	
Installation	1955	Bdwy	March-13	
West End Gardener	777	Pearl	March-13	
Bolder World	2015	Bdwy	April-13	replaced by Yeti Imports
Swiss Chalet	1642	Pearl	Jun-13	
Lilli	1646	Pearl	June-13	Chelsea to replace
H Burger	1710	Pearl	June-13	
Timothy's of Colorado	1136	Spruce	July-13	
Atlas Coffee	1501	Pearl	July-13	
Sweet Bird Studio	2017	17th	July-13	
Old Glory Antiques	777	Pearl	July-13	
A Café	2018	Bdwy	September-13	
Independent Motors	250	Pearl	November-13	
Om Time	2035	Bdwy	November-13	
Boulder Mart	1713	Pearl	December-13	
Retail Therapy	1638	Pearl	December-13	
Jovie	2115	13th	December-13	
Holiday & Co	943	Pearl	January-14	
Il Caffè	1738	Pearl	January-14	converted to private event space for Frasca
Roma	1308	Pearl	January-14	being replaced by Sforno
Twirl	1727	15th	January-14	rethinking concept
Bacaro	921	Pearl	March-14	new owner/concept
Maiberry	1433	Pearl	March-14	replaced by gelato
hip consignment	1468	Pearl	March-14	moved out of Downtown
Gaiam Living	1215	Pearl	March-14	
Define Defense	1805	11th	March-14	
Julie Kate Photography	1805	11th	March-14	
Bacaro	921	Pearl	March-14	
Steele Photography	2039	11th	April-14	
Trattoria on Pearl	1430	Pearl	May-14	

Into Earth	1200	Pearl	May-14	
Gypsy Wool	1227	Spruce	June-14	Moved to 30th & Arapahoe, Rebecca's took space
3rd and Vine Design	1815	Pearl	July-14	
kidrobot	1420	Pearl	August-14	
Enchanted Ink	1200	Pearl	August-14	Moved to Broomfied
Pita Pit	1509	Arapahoe	August-14	
Roger the Barber	1200	Pearl	August-14	
Boulder and Beyond	1211	Pearl	September-14	
I Support U	1825	Pearl	September-14	bought building @ 47th and Valmont
PastaVino	1043	Pearl	November-14	
GOLITE	1222	Pearl	December-14	Company bankruptcy
Wasted Sun	1420	Pearl	December-14	
Ninox	1136	Spruce	January-15	
Prudential Real Estate	1505	Pearl	Fall 14	
Boulder General Denistry	2440	Pearl	December-14	Purchased by Sage Dental Care
Boulder Army Store	1545	Pearl	January-15	
Savvy Hen	1908	Pearl	February-15	
Wok Eat	946	Pearl	March-15	
Barris Laser&SkinCare	1966	13th	May-15	moved to Arapahoe Village
Mila Tibetan Carpets	1711	Pearl	May-15	
Bishop	2019	10th	May-15	
Boulder Café	1247	Pearl	June-15	
Earthbound Trading	935	Pearl	August-15	replaced by Topo Designs
Smart Wool	2008	8th	August-15	moving to 55th.
Green Rush Café	2018	Brdwy	August-15	replaced by Fuji
Poppy	2098	Bdwy	August-15	replaced by Mud
Newton HQ	1375	14th	August-15	moved to 3655 Pearl
Explicit	2115	13th	September-15	replaced by Installation
Fresh Produce	1218	Pearl	November-15	
VPK by Maharishi ayurve	2035	Bdwy	November-15	
Design within Reach	2049	Bdwy	January-16	replaced by Community Banks
Penzeys Spices	1219	Pearl	Early 2016	replaced by Fresh Produce
<b>Future</b>				
<b>Business</b>			<b>Open Date</b>	<b>Notes</b>
World of Beer	921	Pearl	Summer 2016	replaces Bacaro
Capital One Bank	1247	Pearl	Late 2016	replaces Boulder Café
Community Banks	2049	Bdwy	Late 2016	replaces Design within Reach
Fresh Produce	1219	Pearl	Spring 2016	replaces Penzeys
Via Perla	901	Pearl	March-16	new space

# Downtown Management Commission Committees and Task Forces 2016

## Standing Committees

<u>Committee</u>	<u>Commissioner(s)</u>	<u>Staff</u>
Finance/Budget <i>Meets when needed</i> 1500 Pearl St., Suite 302		Jobert
Operations <i>Meets Mondays @ 3pm prior to DMC Mtg</i> 1500 Pearl St., Suite 302	Crabtree/Shapins	Matthews
Public Safety <i>Meets when needed</i> 1500 Pearl St., Suite 302	1	
Marketing (with DBI and BID) <i>Meets the 2<sup>nd</sup> Tuesday, 8:30 am</i> 1942 Broadway, Suite 301 (DBI)	/Shapins	Jobert
Economic Development (with DBI and BID) <i>When needed</i>	Crabtree/Deans	Jobert
DBI Events <i>Meets when needed</i> 1942 Broadway, Suite 301, (DBI)	Crabtree/Deans	
Green Committee (as needed)		Landrith

## Task Forces

Civic Use Task Force City Manager Appointed		Winter (McMullen – Chair)
Downtown Improvements <ul style="list-style-type: none"> <li>• Garage Signage</li> </ul>		Winter Matthews
Civic Park Master Plan	Crabtree/Shapins	Winter

## Council Assignments 2016

Shapins – Young/Weaver  
Feldman – /Jones  
Deans – /Morzel  
Crabtree – Appelbaum/Shoemaker

Yates, Burton, Brockett



## **CITY OF BOULDER**

### **Department of Community Vitality**

*Parking Services, Economic Vitality, District Management*

---

1500 Pearl Street, Suite 302 • Boulder, Colorado 80302 • phone 303-413-7300 •  
fax 303-413-7301 •

## **Memorandum**

TO: Downtown Management Commission

FROM: Molly Winter, Director, Community Vitality

RE: Downtown Development and Access Projections

DATE: March 2, 2016

### **Background**

In the mid-1970's, a general improvement district was established in the historic downtown called Central Area General Improvement District (CAGID) for the sole purpose of creating and maintaining parking and parking related improvements. An additional property tax mill levy is assessed on properties in the downtown and those proceeds are used to construct and maintain parking facilities as well as support programs that reduce parking demand. Within CAGID, there is not a parking requirement for commercial uses. The CAGID parking facilities provide paid, shared and unbundled parking for use by employees, visitors and customers to the downtown.

In the early 1990's, the city of Boulder launched the pilot employee Eco Pass program in downtown, funded by parking revenues. In alignment with the city sustainability framework and Transportation Master Plan, the downtown offers a variety of multi-modal options and is proud to have the highest alternative mode share within the city.

In the late 1990's, the Downtown Alliance planning process created a vision and strategy for the growth and evolution of the downtown into a mixed-use, multi-modal center. One of the outcomes of the Alliance was the creation of a planning tool to project future development in phases to the ultimate build-out under current zoning. The downtown development projections enable the CAGID district to plan for the future access needs of downtown, including the construction of additional district parking and TDM programs to reduce parking demand. In approximately five year increments, those projections, both development and access, have been updated. The development and access projection is an invaluable tool to keep pace with the evolution of downtown and provide the essential multi-modal access that is vital to the ongoing economic, environmental and social sustainability of the downtown. This report represents the sixth update.

### **Development and Access Projections**

The Development and Access Projections, by Fox, Tuttle, Hernandez (FTH) are comprised of three components:

- 1) Development and employee projections by RRC Associates are based on parcel by parcel analysis and development potential based on current FAR and zoning regulations. For the 2015 update, the Projections also include the Civic Parking Area both as a separate calculation as well as combined with the CAGID downtown area. The development projections are made by types of uses (commercial, retail, residential, etc.), by zoning district and then employment is based on employees per square foot by different uses. The RRC report is Attachment A.
- 2) Assessment of the current parking utilization which is included in the Fox Tuttle Hernandez report, Attachment B.
- 3) The third component is a four step process:
  - a. Future multi-modal access demand is projected based on future development patterns and employment density from RRC;
  - b. Factors to reduce CAGID parking demand are estimated such as non-SOV modes (Eco Pass) and remote, satellite parking by the city's Transportation Department;
  - c. Future private parking supply is estimated, reducing the parking demand on CAGID; and
  - d. Finally, the CAGID parking space supply demand is the result.

This analysis by FTH provides the basis for planning for future multi-modal access and provision of a reduced amount of parking supply for the downtown to continue to thrive and be the city center for commerce, the arts and culture, and social interaction. The city and downtown will need to continue to seek out innovative and practical solutions to the evolving access needs of our community. Specific plans for meeting this future access demand will be developed.

This information will be shared with the Transportation Advisory Board, Planning Board and City Council.

#### **Attachments:**

Attachment A: RRC Report

Attachment B: Fox Tuttle Hernandez Report, including Transportation Department's TDM projections

# CAGID and Civic Area Plan (CAP) Development Projections

**February 29, 2016**



Prepared for:

*City of Boulder – Downtown and  
University Hill Management Division &  
Parking Services*

Prepared by:

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## INTRODUCTION

This report summarizes development projections for the City of Boulder Central Area General Improvement District (CAGID) and the Civic Area Plan areas (CAPs), as prepared by RRC Associates. The projections are intended to provide a base of information which can be used for a variety of general planning purposes, and most specifically as an input for transportation and parking studies that are currently being conducted for the CAGID area (excluding the CAPs).

The development projections contained in this report are the latest in a series of periodic efforts by the Downtown and University Hill Management Division & Parking Services (DUHMD & PS) to assess downtown development patterns and projections, building upon prior analyses conducted by RRC in 2013, 2011, 2006, 2001, and 1997 (when initially conducted as part of the Downtown Alliance effort).

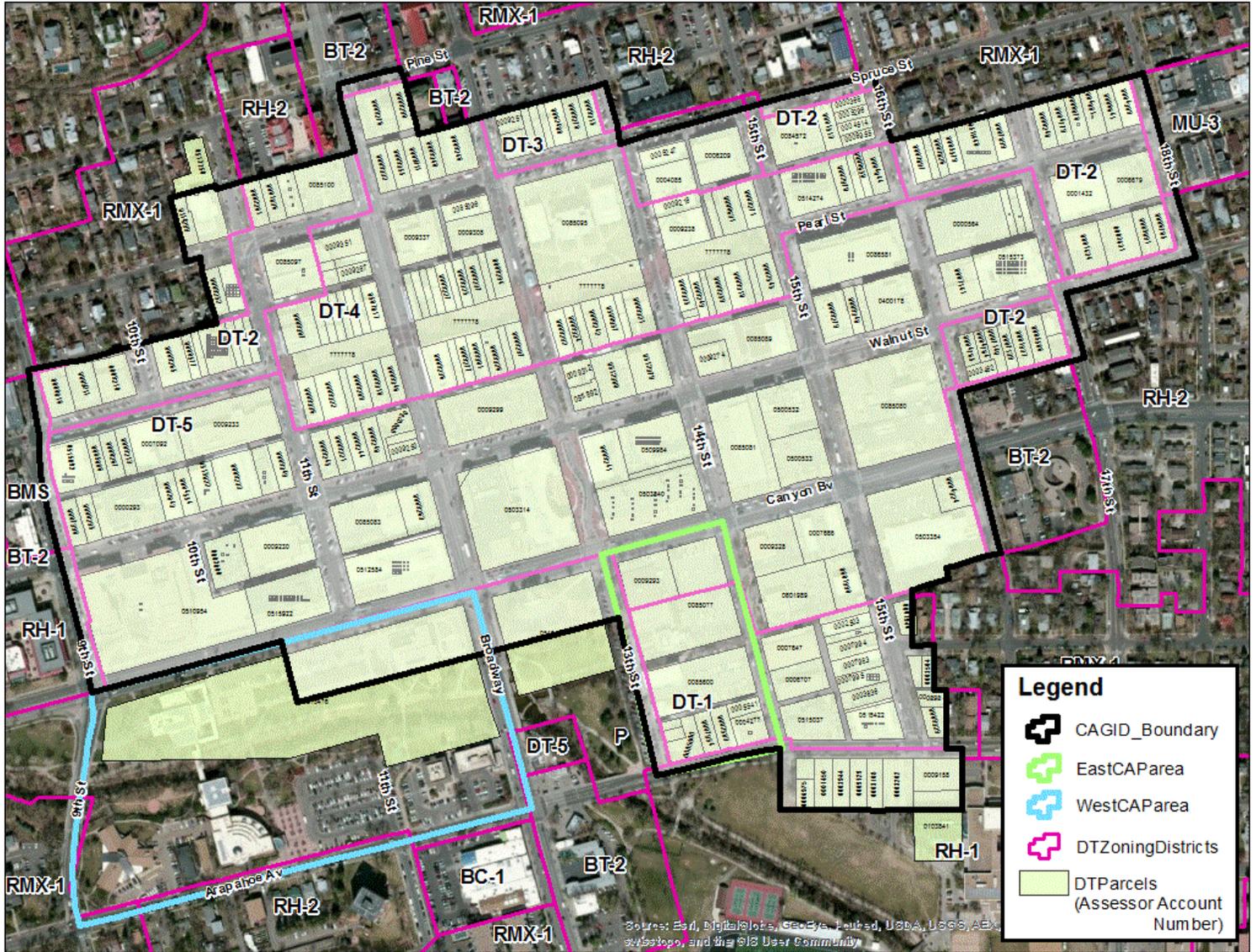
Since the 2013 update, several large projects have been approved and are in various stages of construction or are completed, the CAP planning process has advanced, and the Boulder economy and development environment has continued to evolve and strengthen. The current update is intended to reflect these changes, and also incorporate updated feedback from selected downtown property owners about their future development plans. It is also intended to capture the latest available data regarding land area, building space and employment from relevant databases.

This report first summarizes the results and methodology of the buildout analysis for CAGID; then examines buildout projections for the CAP areas; and finally summarizes buildout projections for the CAGID and CAP areas combined.

Figure 1 to follow illustrates the study area, with the boundaries of CAGID, zoning districts, the east CAP area, and the west CAP area highlighted. It should be noted that CAGID and the CAP areas overlap to some degree, particularly in the east CAP area (bounded by Arapahoe, Canyon, 13<sup>th</sup>, and 14<sup>th</sup>). As a general rule, all data presented in this report for CAGID is for CAGID exclusive of the CAP areas (but inclusive of the civic pad next to the St Julien Hotel), unless noted otherwise. Additionally, it should be noted that all square footage data discussed in this report excludes floor area associated with parking garages.

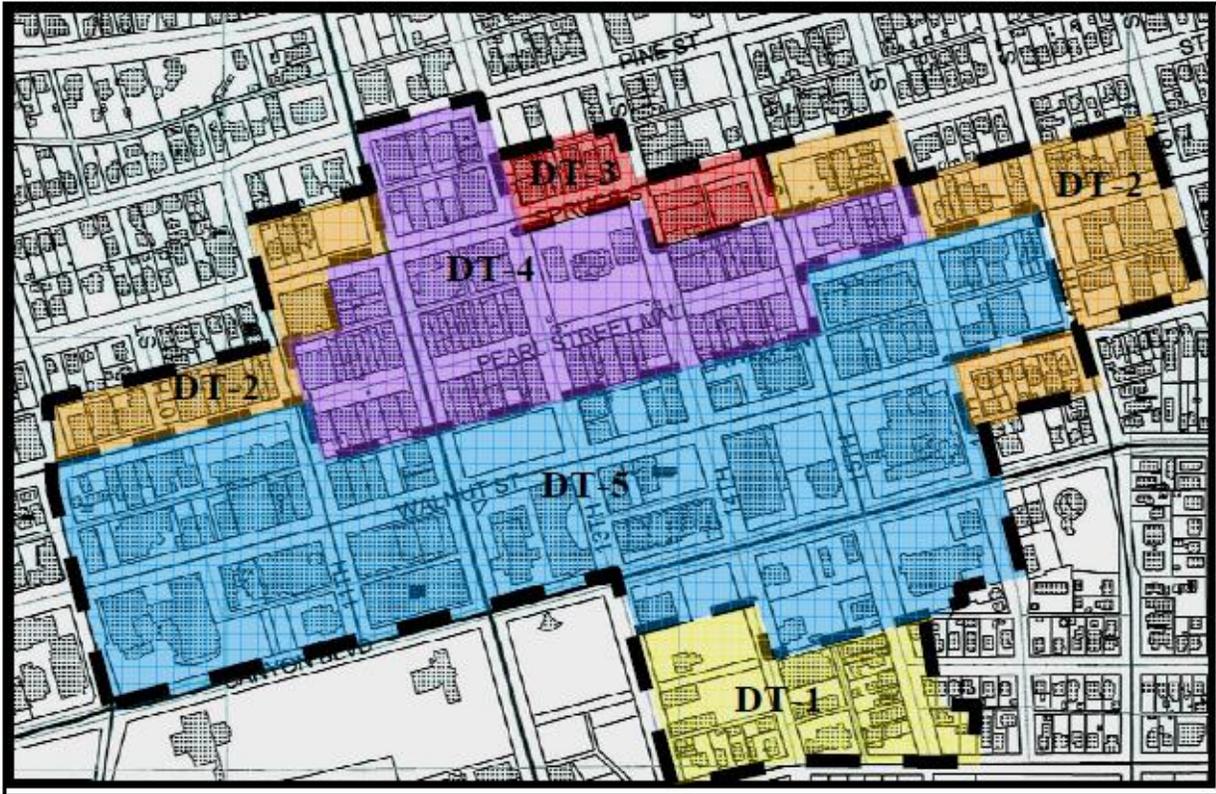
Figure 2 to follow illustrates the boundaries of the DT-1 through DT-5 zoning districts within CAGID, in a more visually clear way.

Figure 1  
Map of CAGID and CAP Boundaries, and Zoning Districts



Source: City of Boulder GIS; RRC Associates. Note: West CAP also includes the civic pad located next to the St Julien Hotel.

Figure 2  
Map of DT (Downtown) Zoning Districts Within CAGID



Source: City of Boulder Planning and Development Services (map of building footprints is several years old).

## CAGID DEVELOPMENT PROJECTIONS (EXCLUDING CAPS)

This section of the report contains a summary of the results, methodology and assumptions of the buildout analysis for the CAGID area (excluding the portions of CAGID in the CAP areas, and excluding Boulder High School - BHS).<sup>1</sup>

### Summary of projections

Table 1 below shows current and projected square footage, residential units, employment, and employment density ratios for CAGID (excluding the CAP areas and BHS).

**Table 1**  
**Projected Gross Square Footage, Residential Units and Employment:**  
**CAGID (excluding CAPs & BHS), 2015 thru Buildout**

Measure	2015	2020			2025			2035 (buildout)		
		Low	Midpoint	High	Low	Midpoint	High	Low	Midpoint	High
Nonresidential gross sqft	3,182,291	3,672,801	3,672,801	3,672,801	3,961,063	3,961,063	3,961,063	4,434,882	4,434,882	4,434,882
Residential gross sqft	408,960	477,902	477,902	477,902	577,868	577,868	577,868	763,874	763,874	763,874
Total gross sqft	3,591,251	4,150,703	4,150,703	4,150,703	4,538,931	4,538,931	4,538,931	5,198,755	5,198,755	5,198,755
Residential units	260	294	294	294	343	343	343	434	434	434
Approximate full-time employees (25+ hrs/week)	6,404	7,255	7,377	7,499	7,775	7,972	8,169	8,669	8,991	9,314
Approximate part-time employees (<25 hrs/week)	2,552	2,829	2,859	2,889	3,005	3,055	3,104	3,323	3,406	3,489
Total employees	8,956	10,083	10,235	10,388	10,781	11,027	11,273	11,992	12,398	12,803
Full-time equivalent employees (25+ hrs/week)	7,935	8,952	9,092	9,232	9,579	9,805	10,031	10,663	11,035	11,407
Employees per 1000 gross nonresidential sqft	2.81	2.75	2.79	2.83	2.72	2.78	2.85	2.70	2.80	2.89
Gross nonresidential sqft per employee	355	364	359	354	367	359	351	370	358	346

Note: All results exclude CAGID area south of Arapahoe (i.e. BHS parking lots and portion of school building) and in CAPs.

Note: All results exclude above- and below-grade parking.

Note: Nonresidential sqft includes building space occupied by commercial, governmental, religious, and other nonresidential uses.

Note: Analysis assumes that any need for additional public parking can be accommodated (i.e. analysis hasn't tested whether need for public parking may serve as a constraint on buildout scenarios).

Source: Built sqft from Boulder County Assessor (supplemented by 2006 DBI databases and City of Boulder Facilities Management databases). Buildout assumptions per RRC, based on zoning and other factors.

<sup>1</sup> The CAGID boundary includes a modest amount of land south of Arapahoe currently used as BHS parking lots and a portion of the BHS building. These parcels are zoned RH-1 (Residential High-1). When the CAGID boundary was originally established, these parcels were privately owned (e.g. the former Sturtz & Copeland greenhouse and other uses). These parcels have been excluded from this CAGID buildout analysis, insofar as it is assumed that future uses will continue to be school-related and only slightly affected by CAGID land use/transportation policies. Qualifying BHS employees are eligible for CAGID-funded Ecopasses.

As shown in Table 1, key results include the following:

- **Built square footage:** As of late 2015 (the time when data for this report was collected), the CAGID area was estimated have approximately 3.59 million built square feet (sqft). RRC projects that built space will grow to approximately 4.15 million sqft by 2020, 4.54 million sqft by 2025, and 5.20 million sqft by 2035 (assumed buildout), with total built square footage increasing by 44 percent (1.61 million sqft) between 2015 and buildout.
- **Built square footage by type (residential vs. nonresidential):** Residential space is projected to grow from approximately 409,000 sqft today to 764,000 sqft at buildout, an increase of 87 percent (355,000 sqft). Nonresidential space is projected to grow from approximately 3.18 million sqft today to approximately 4.43 million sqft at buildout, an increase of 39 percent (1.25 million sqft).
- **Residential units:** The CAGID area is currently estimated to have 260 residential units. Total residential units are projected to increase to 294 units by 2020, 343 units by 2025, and 434 units by 2035 / buildout.
- **Employees:** The CAGID area is currently estimated to have 8,956 employees, including approximately 6,404 full-time employees working at least 25 hours a week (72 percent), and 2,552 part-time employees (28 percent). Depending on the employment intensity assumptions utilized, total employment is projected to grow to 10,083 – 10,388 employees by 2020, 10,781 – 11,273 employees by 2020, and 11,992 – 12,803 employees by 2035 / buildout. “Full-time equivalent employees,” calculated as the number of employee equivalents working at least 25 hours/week (with part-time employees assumed to average 15 hours/week)<sup>2</sup>, is projected to grow from 7,935 currently to 10,663 – 11,407 at buildout.
- **Employees per 1000 gross square feet:** Currently, there are approximately 2.81 employees per 1000 gross square feet of nonresidential building space in CAGID. At buildout, employment intensity ratios are projected to be in the range of 2.70 to 2.89 employees per 1000 square feet (midpoint 2.80), thus bracketing the existing employment intensity ratio of 2.81 employees per 1000 square feet.

## Existing and projected square footage by location and zoning district

Table 2 to follow illustrates existing and projected square footage in CAGID by location, with key findings described below.

<sup>2</sup> 2009-13 ACS PUMS data for the PUMA encompassing the City of Boulder indicates that local residents working 1-24 hours per week work an average of 14.66 hours per week.

- **Existing space:** Approximately half of the existing built sqft in CAGID (excluding the CAPS) is located in the DT-5 zoning district (51 percent), with an additional 3 percent in DT-1, 11 percent in DT-2, 4 percent in DT-3, 31 percent in DT-4, and 1 percent in RMX-1. Ninety-six percent of the existing space is located north of Canyon, while four percent is south of Canyon.
- **Incremental additional space:** A total of approximately 1.61 million incremental additional square feet of space is projected to be developed between 2015 and buildout. Of this incremental floor area, 7 percent is projected to be in the DT-1 zoning district, 17 percent in DT-2, 2 percent in DT-3, 9 percent in DT-4, and 66 percent in DT-5. Of this space, 70 percent is projected to be built north of Canyon, and 30 percent is projected to be built south of Canyon.
- **At buildout,** approximately 5.20 million square feet of space is expected be present in CAGID. Of this space, 4 percent is projected to be in the DT-1 zoning district, 13 percent in DT-2, 3 percent in DT-3, 24 percent in DT-4, and 55 percent in DT-5. Of this space, 88 percent is projected to be located north of Canyon, and 12 percent is projected to be located south of Canyon.

**Table 2**  
**Existing Built Square Footage and Projected Square Feet at Buildout, by Zoning District**

Area & Zoning District	Land Area (Sqft)	EXISTING (2015) BUILT SQFT (excluding parking garages)			PROJECTED FUTURE INCREMENTAL CONSTRUCTION (excluding parking garages)			PROJECTED SQFT AT BUILDOUT (excluding parking garages)		
		Non- residential	Residential	Total	Non- residential	Residential	Total	Non- residential	Residential	Total
<b>CAGID - NORTH OF CANYON (including Civic Pad in West CAP):</b>										
DT-2	392,845	353,826	55,310	409,136	151,803	117,984	269,787	505,629	173,294	678,923
DT-3	83,153	127,412	0	127,412	25,614	6,269	31,883	153,026	6,269	159,295
DT-4	554,182	1,068,513	31,201	1,099,714	108,918	33,271	142,189	1,177,431	64,472	1,241,903
DT-5 (N of Canyon)	1,167,532	1,492,494	263,279	1,755,773	611,622	64,649	676,272	2,104,116	327,928	2,432,045
RMX-1	44,683	7,592	30,926	38,518	0	0	0	7,592	30,926	38,518
Subtotal	2,242,396	3,049,837	380,716	3,430,553	897,957	222,173	1,120,130	3,947,794	602,889	4,550,683
<b>CAGID - SOUTH OF CANYON (excluding East and West CAP):</b>										
DT-1 (excl. CAP)	129,122	73,301	28,244	101,545	40,455	67,985	108,440	113,756	96,229	209,985
DT-5 (S of Canyon; excl CAP)	175,235	59,153	0	59,153	314,179	64,756	378,935	373,332	64,756	438,088
Subtotal	304,357	132,454	28,244	160,698	354,634	132,741	487,374	487,088	160,985	648,072
<b>CAGID TOTAL, EXCLUDING EAST AND WEST CAP (but incl. St. Julien Civic Pad)</b>										
Total	2,546,753	3,182,291	408,960	3,591,251	1,252,591	354,914	1,607,504	4,434,882	763,874	5,198,755
(DT-5 total, excl. east CAP)	1,342,767	1,551,647	263,279	1,814,926	925,801	129,405	1,055,206	2,477,448	392,684	2,870,132

Source: City of Boulder GIS; Boulder County Assessor; RRC Associates.

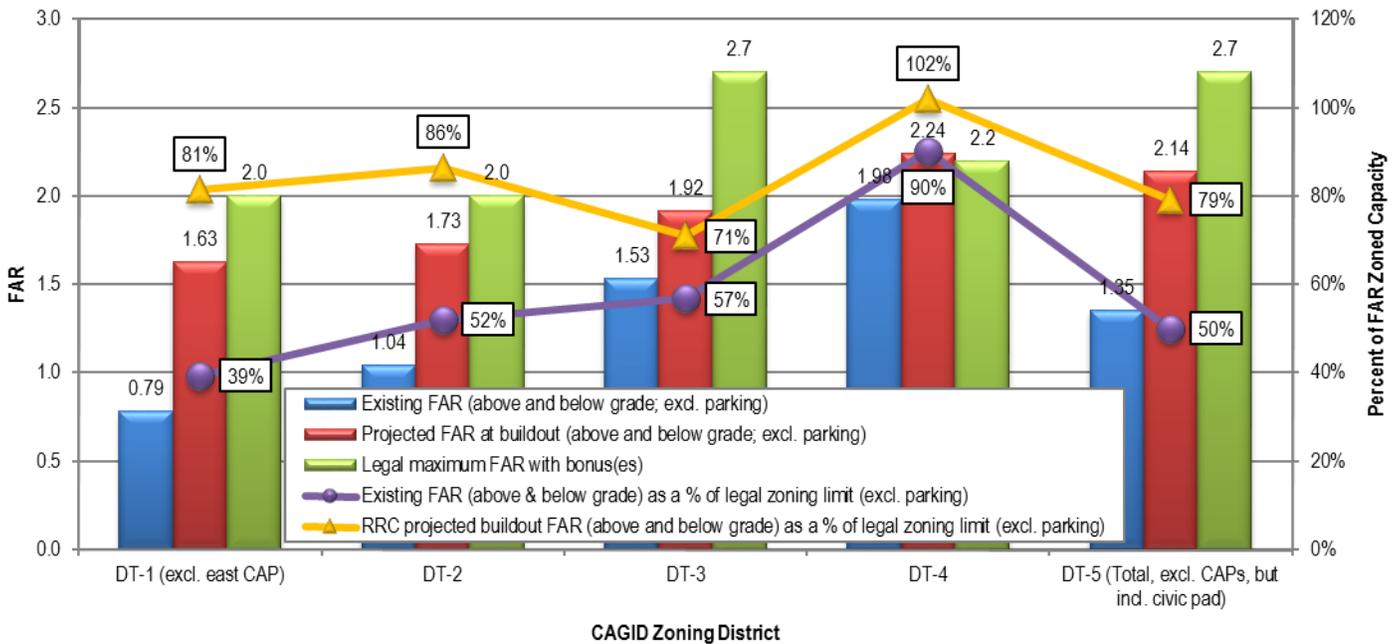
### Existing and projected development relative to FAR zoned capacity

To help place existing and projected development in context, development can be expressed in FAR terms, and compared to FAR zoned capacity, by CAGID zone district (Figure 3).

Excluding parking structures (but including below-grade building space), existing development varies from a low of 0.79 FAR in DT-1 to a high of 1.98 FAR in DT-4. When expressed as a ratio to zoned capacity, existing built FAR (above and below grade) varies from a low of 39 percent of zoned capacity in DT-1 to a high of 90 percent of zoned capacity in DT-4.

At practical buildout, FAR is projected to vary from 1.63 FAR in DT-1 to 2.24 FAR in DT-4. The DT-1, DT-2, DT-3 and DT-5 zoning districts are each projected to be built to 71 – 86 percent of their zoned capacity, while DT-4 is projected to be built to 102 percent of its zoned capacity (due to some buildings currently exceeding zoned capacity, as well as significant below-grade space).

**Figure 3**  
**Existing, Buildout, and Legal Maximum FAR; and Existing & Projected FAR vs. Legal Maximum FAR**  
**Summary by DT Zoning District; Above-Grade Parking Structures Excluded**



Source: RRC Associates (projections); Boulder County Assessor (existing building sqft); City of Boulder GIS (land area).

It should be cautioned that insofar as the existing and projected FAR calculations include below-grade building space (which doesn't count against legal FAR limits), and excludes above-grade enclosed parking space (which does count as FAR), the comparisons to legal FAR limits are not

entirely “apples to apples,” and thus are not fully representative of current and projected development relative to legal FAR standards.<sup>3</sup>

## Projections methodology

The current projections followed a largely similar methodology to that employed in 2013 and 2011. Specifically, a six step process was undertaken, as listed below and summarized in more detail to follow.

1. Prepare land and building inventory
2. Project future incremental floor area
3. Project future incremental development by time period
4. Project future incremental development by type of use
5. Project future incremental employment
6. Project future incremental residential units

The following discussion describes the six-step approach and accompanying assumptions used in the buildout analysis.

### Step 1: Prepare land and building inventory

City of Boulder GIS staff has developed an inventory of “summary sites” in CAGID, consisting of legal parcels or (in some cases) combinations of parcels under common ownership or subject to a single development plan. A total of 231 sites or sub-sites have been identified in CAGID. For each site, data was compiled regarding the total land area, existing built square footage (broken down by residential vs. nonresidential space, and above vs. below-grade space), and selected other items such as year of construction and number of residential units.

The primary data sources were Boulder County Assessor records (for built space and building characteristics) and City GIS (for land area). In a few instances when Assessor records were incomplete, older CAGID building inventory records were used to estimate square footage. The City of Boulder rental license database was also used to help estimate the number of rental dwelling and rooming units in the study area.

As summarized previously (Table 1), the analysis found that the CAGID area currently has an aggregate of approximately **3.59 million square feet of existing floor area** (excluding floor area in parking garages).

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<sup>3</sup> For additional context, approximately 4.0 percent of existing floor area in CAGID is below grade, including a higher 6.9 percent in the DT-4 zone district. Above-grade parking structures also account for significant floor area in CAGID, although exact figures are not currently available.

## Step 2: Project future incremental floor area

Projections of additional development were primarily based on an analysis of additional zoned development capacity. It was assumed that not all sites would develop to their theoretical maximum zoned potential in the foreseeable future, due to physical, regulatory, and/or market/financial constraints. Instead, for projections purposes, it was assumed that sites with additional zoned capacity would eventually develop to a level somewhat below the theoretical legal maximum, on average. Specifically, in DT-5, it was assumed that sites with remaining development capacity would develop to an average FAR of 2.5, or 0.2 below the maximum legal FAR (with bonuses) of 2.7. Similarly, in DT-1 through DT-4, it was assumed that sites would develop to an FAR of 0.15 to 0.40 below the theoretical legal maximum applicable to each district (Table 3 to follow). Note that individual sites might develop to a greater or lesser degree than these thresholds; the thresholds represent averages for modeling purposes. These same assumptions were also applied in the 2013 update.

Moreover, it was further assumed that future development would only take place if there was a minimum of 2500 sqft (DT-1 through DT-4) or 3500 sqft (DT-5) of additional floor area that could be built up to the assumed practical buildout thresholds; or if the additional development capacity was equal to at least 10 percent of the size of the existing floor area at the site; whichever minimum threshold was greater. Again, these were the same as the assumptions applied in the 2013 update.

Additionally, based on existing uses and recency of development, some parcels with additional zoned capacity were assumed to be unlikely to be redeveloped in the foreseeable future, e.g. the U.S. Post Office site, selected residential developments, religious uses, and selected other sites.

RRC also interviewed owners of several parcels with the largest remaining development capacity. In instances where the owners anticipated future redevelopment, they frequently expressed an intention to maximize the FAR. RRC feels that this feedback, along with recent development patterns, provides some general support for the development assumptions outlined below.

**Table 3**  
**Development Intensity Assumptions for Sites with Remaining Zoned Capacity**

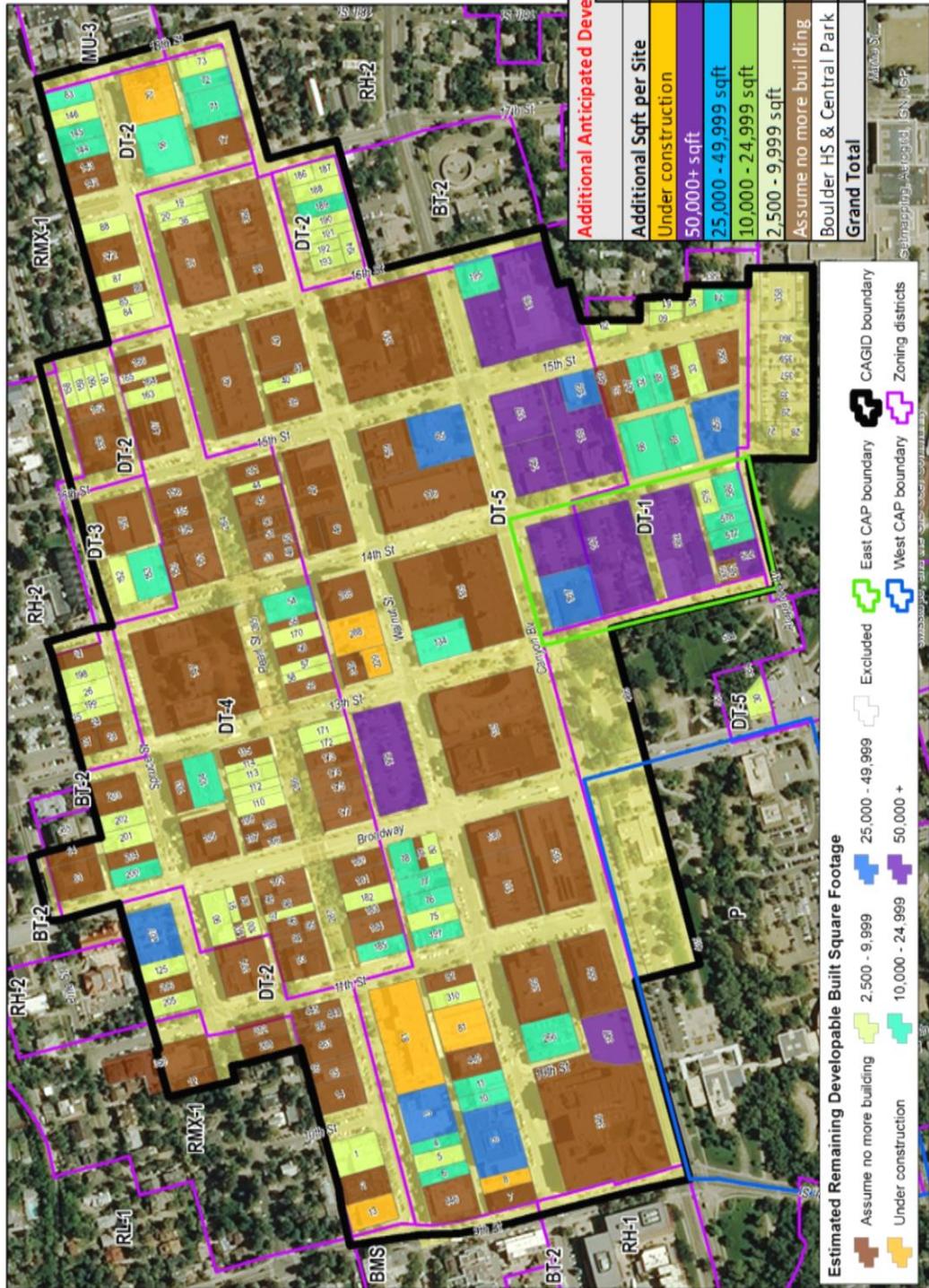
Zoning District	Legal maximum FAR (with bonuses)	RRC assumed practical buildout FAR	RRC assumed minimum additional capacity threshold (between existing FAR and practical buildout FAR) for development to occur
DT-1	2.0	1.8	2500 sqft or 10% of existing building sqft, whichever is greater
DT-2	2.0	1.85	2500 sqft or 10% of existing building sqft, whichever is greater
DT-3	2.7	2.3	2500 sqft or 10% of existing building sqft, whichever is greater
DT-4	2.2	2.05	2500 sqft or 10% of existing building sqft, whichever is greater
DT-5	2.7	2.5	3500 sqft or 10% of existing building sqft, whichever is greater
RMX-1	variable	n/a	n/a - assumed already built out

Source: RRC Associates. Note: Density projections exclude any floor area in above-grade parking structures.

Figure 4 to follow illustrates site-by-site projections of additional development potential. As shown, additional incremental development is assumed to occur on 105 sites in the future, with an aggregate total of **1.61 million additional square feet** of floor area developed. The bulk of the development is projected to occur on a relatively small number of parcels. Specifically, 18 percent of the projected 1.61 million incremental square feet is currently under construction (or recently completed) at five development sites. An additional 31 percent of remaining development capacity is projected to occur on six sites with at least 50,000 sqft of additional developable sqft each; 10 percent is projected to occur on six sites with 25,000 – 49,999 developable sqft each; and 21 percent of additional development is projected to occur on 28 sites with 10,000 – 24,999 developable sqft each. The final 20 percent is projected to occur across 60 sites with 2,500 – 9,999 developable sqft each. (Note: these projections are for modeling purposes only; actual development patterns could differ.)

Although some site-specific projections are shown in the east and west CAP areas, it should be noted that more meaningful development expectations in those areas have been prepared through the CAP design process, as summarized in more detail in a later chapter of this report.

**Figure 4**  
**Projected Future Incremental Built Square Footage in CAGID by Summary Site**



### Step 3: Project future incremental development by time period

The development projections outlined above were broken down by five-year time period, specifically 2016-20, 2021-25, and 2026 or later (i.e. through likely practical buildout, assumed to be 2035).

In CAGID, for a small number of parcels, timing assumptions were developed based on feedback from owners. For all remaining parcels, timing assumptions were applied based on the age of the existing building. Specifically:

- For buildings built in 1995 or before, it was assumed for projection purposes that:
  - 25 percent of the remaining practical development capacity would be built in the 2016-20 timeframe;
  - 35 percent would be built in the 2021-25 timeframe; and
  - 40 percent would be built in the 2026+ timeframe (to buildout).
  - (For these sites, it should be noted that a given individual site would not necessarily be expected to develop pursuant to these assumptions, but rather that the sites in aggregate would be assumed to exhibit this general timing distribution.)
- For buildings built in 1996 or later, it was assumed that any future redevelopment would take place in the 2026+ time period.

In the study area as a whole, approximately 297,000 sqft is currently under construction (or completed since data was collected in 2015). In addition, RRC projects that another 263,000 sqft will be built in the 2016-20 period; 388,000 sqft will be built in the 2021-25 period; and 660,000 sqft will be built in the 2026 – buildout period

### Step 4: Project future incremental development by type of use

Existing built square footage was assumed to continue in its present use mix into the future. To the extent that some existing buildings might be “scraped” and/or redeveloped, it was assumed that a commensurate amount of space in a new building would have the same use mix in the future. For the remaining incremental development, a varying mix of uses was assumed for each zoning district. These assumptions were based on RRC’s judgment, as informed by development patterns in each area, and described further below.

For DT-5 (other than parcels where RRC had specific owner feedback), land use assumptions varied by FAR increment (below 0.9 vs. above 0.9, corresponding roughly to ground floor vs. upper floor space) and time period, as described below and illustrated in Table 4 to follow:

- DT-5: Remaining available FAR increment between 0.0 and 0.9: 100% of remaining available FAR increment between 0.0 to 0.9 is assumed to develop as commercial.
- DT-5: Remaining available FAR increment between 0.9 and 2.5:

- Sites developed in 2016-20: 95% development is assumed to be commercial. (This reflects an assumption that market conditions currently favor commercial development over residential development, and will continue to do so in the next five years. However, for later time periods, summarized below, it is assumed that market conditions for residential development will become more competitive.)
- Sites developed in 2021-25: 82.5% development as commercial and 17.5% development as residential.
- Sites developed in 2026+: 72.5% development as commercial and 27.5% development as residential.

**Table 4**  
**Land Use Assumptions for Incremental New Development: DT-5 Zoning District**

	Incremental new development (built 2016+)			
	Ground floor mix:	Upper floor mix:		
	Built 2016-2026+	Built 2016-20	Built 2021-25	Built 2026+
DT-5: Nonresidential share	100%	95%	82.5%	72.5%
DT-5: Residential share	0%	5%	17.5%	27.5%
Total	100%	100%	100.0%	100.0%

Source: RRC Associates.

For DT-1 through DT-4, land use assumptions varied by zoning district and floor, as summarized in Table 5 to follow. In all zoning districts, ground floor development is assumed to be more heavily commercial than upper floors. Additionally, development in the DT-1 district (entirely south of Canyon) is assumed to tilt more heavily residential than the other zoning districts. Again, it should be noted that a given individual site would not necessarily be expected to develop pursuant to these assumptions. Instead, it is assumed that the development sites in aggregate will exhibit this distribution of use assumptions. These assumptions are the same as those employed in the 2013 update.

**Table 5**  
**Land Use Assumptions for Incremental New Development: CAGID Zoning Districts Other Than DT-5**

Zoning District	Incremental new development (built 2016+)			
	Ground Floor Mix:		Upper Floor(s) Mix:	
	Nonresidential share	Residential share	Nonresidential share	Residential share
DT-1	60%	40%	30%	70%
DT-2	85%	15%	50%	50%
DT-3	100%	0%	80%	20%
DT-4	90%	10%	75%	25%
RMX-1	Built out	Built out	Built out	Built out

Source: RRC Associates.

**Step 5: Project future incremental employment**

Incremental future employment was projected based on the following assumptions regarding the utilization of commercial space (also illustrated in Table 6 to follow):

- Leasable space is equivalent to 85 percent of gross square footage (after deducting for common areas, stairways, etc.).
- Commercial vacancy rate is 5% (i.e. effective full occupancy).
- First-floor tenants have a range of 4.55 to 5.1 employees per 1000 sqft of leased area (corresponding to the low and high range of “employment intensity” observed in CAGID in selected years over the 1994 – 2015 period). (A history of CAGID employment intensities is shown in Table 7 to follow.)
- Upper-floor tenants have a range of 2.7 to 3.6 employees per 1000 sqft of leased area (corresponding to the low and high range of “employment intensity” observed in CAGID in selected years over the 1994 – 2015 period).

**Table 6**  
**Employment Assumptions for Incremental New Nonresidential Development**

<b>% of gross commercial space which is leasable:</b>	85%	
<b>Commercial vacancy rate:</b>	5%	
<b>Employees per 1000 sqft of leasable space:</b>		
	<b>"Typical" first floor uses</b>	<b>"Typical" upper floor uses</b>
Historic minimum	4.45	2.7
Midpoint of min & max	4.78	3.15
Historic maximum	5.1	3.6
<b>Hotels: assume 1 employee per room</b>		

Source: RRC Associates; DUHMD-PS/DBI tenant / Ecopass databases.

**Table 7**  
**CAGID Employees per 1000 Square Feet of Leasable Nonresidential Space: Historic Comparisons**

Database date	"Typical" first floor uses*	"Typical" upper floor uses**
12/31/1994	4.8	3.4
1999/00	4.8	3.6
2005	5.1	3.1
May 2011	4.45	2.70
Oct. 2013	4.69	2.84
Jul. 2015	4.74	3.20
Historic minimum	4.45	2.70
Historic maximum	5.10	3.60
Midpoint of min & max	4.78	3.15

\*Assumed "typical" first floor uses: Retail, restaurant, personal services, one-third share of downtown banking & financial services uses.

\*\*Assumed "typical" upper floor uses: Office, government, two-thirds share of downtown banking/financial services uses, nonprofit uses (exclusive of places of worship).

Factors exclude City and County government employment (accounted for separately for Ecopass purposes).

Source: DUHMD/PS and DBI Ecopass and Tenant databases; RRC Associates.

A set of "low," "midpoint" and "high" employment scenarios were developed corresponding to the low, high, and midpoint employment intensity measures described above. As illustrated in Table 8 to follow, between 2015 and buildout, the CAGID area is projected to add 3,036 to 3,847 jobs (midpoint estimate 3,442 jobs), depending on the employment intensity assumptions used.

**Table 8**  
**Projected Incremental Jobs (Low, Midpoint, and High) by Time Period (2016 to Buildout)**

	Built 2016-20			Built 2021-25		Built 2026+		Total incremental: 2015 to buildout (2035)
	First Floor	Upper Floors	Hotel/Civic Pad	First Floor	Upper Floors	First Floor	Upper Floors	
<b>Nonresidential Square Footage:</b>								
Gross nonresidential sqft	91,365	352,745	58,000	209,854	66,808	126,195	347,624	1,252,591
* 85% leasable area	85%	85%	n/a	85%	85%	85%	85%	n/a
* 95% occupancy rate	95%	95%	n/a	95%	95%	95%	95%	n/a
= Occupied (net) nonresidential sqft	73,777	284,842	58,000	169,457	53,947	101,902	280,706	1,022,632
<b>Employment Generation Rates:</b>								
Jobs/1000 net sqft: historic minimum (est.)	4.45	2.70	assume 30 jobs	4.45	2.70	4.45	2.70	n/a
Jobs/1000 net sqft: historic maximum (est.)	5.10	3.60	assume 30 jobs	5.10	3.60	5.10	3.60	n/a
<b>Projected Employment:</b>								
Minimum projected employment	328	769	30	457	240	454	758	3,036
Midpoint projected employment	352	897	30	534	258	487	884	3,442
Maximum projected employment	376	1,025	30	610	275	520	1,011	3,847

Source: RRC Associates; DUHMD/PS and DBI Ecopass and Tenant databases.

**Step 6: Project future incremental residential units**

Incremental future residential units were projected based on the following assumptions regarding residential space:

- Deduct 15 percent of gross residential space for hallways, stairways, and related common areas.
- Divide remaining square footage by an assumed average of 1,732 square feet per unit (the approximate average size of the 217 CAGID residential units built in the 1998 – 2015 period).

**Table 9**  
**Residential Unit Assumptions for New Residential Development**

Share of gross sqft used for common areas, access, etc.	15%
Average unit size (sqft):	1732

Source: RRC Associates; Boulder County Assessor database.

**Additional background: development and employment data and trends**

This section of the report contains additional background data on various development and employment trends. The data is intended to provide an additional frame of reference for some of the buildout assumptions used in the analysis, including assumptions regarding intensity, use mix, timing of development, and employment.

**Projects built or under construction in CAGID since 2013 analysis**

Since the last round of CAGID buildout projections were prepared in 2013, one major project has been completed (26 apartments at 1707 Walnut), and five major projects are currently under construction (or very recently completed), as summarized in Table 10 to follow. Altogether, three of the projects are in the DT-2 zone and three are in DT-5. Collectively, these six projects account for approximately 339,155 square feet, including 298,572 square feet of nonresidential development (87 percent of total) and 42,583 square feet of residential development (13 percent of total). The DT-2 projects will collectively build very close to the maximum allowable FAR (FAR 1.99 vs. 2.0 maximum). The DT-5 projects will build to a proposed above-grade FAR of 2.56 and a total (above and below grade, excluding parking) FAR of 2.86, as compared to the legal maximum above-grade FAR of 2.7. Several of the projects will involve significant amounts of parking, while some will provide no parking or reduced parking from existing conditions.

**Table 10**  
**Projects Built or Under Construction in CAGID Since 2013 Buildout Update**

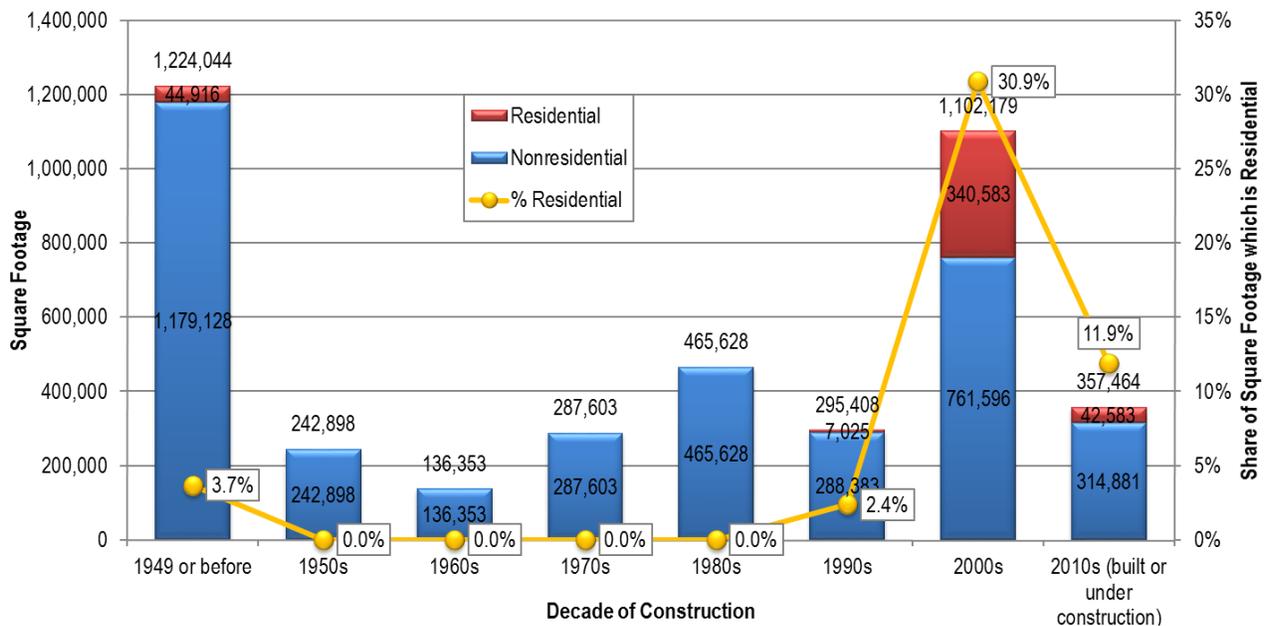
Address	Zone	Site sqft	SQFT AT BUILDOUT (excluding parking)					Buildout Res. units	Max allowable FAR (w/ additions)	Proposed above-grade FAR (ex. prkg)	Proposed total FAR (excl. pkg)	Parking spaces
			Total (above & below grade)	Above grade	Below grade	Non-residential	Residential					
1707 Walnut	DT-2	14,096	28,098	28,098	0	0	28,098	26	2.0	1.99	1.99	26
1738 Pearl	DT-2	21,132	42,000	42,000	0	42,000	0	0	2.0	1.99	1.99	25
901 Pearl	DT-2	10,803	21,632	21,632	0	7,147	14,485	4	2.0	2.00	2.00	13
<b>DT-2 total</b>		<b>46,031</b>	<b>91,730</b>	<b>91,730</b>	<b>0</b>	<b>49,147</b>	<b>42,583</b>	<b>30</b>	<b>2.0</b>	<b>1.99</b>	<b>1.99</b>	<b>38</b>
1048 Pearl	DT-5	59,266	173,446	159,934	13,512	173,446	0	0	2.7	2.70	2.93	271
1301 Walnut	DT-5	21,037	59,505	47,128	12,377	59,505	0	0	2.7	2.24	2.83	10
909 Walnut	DT-5	6,300	14,474	14,474	0	14,474	0	0	2.7	2.30	2.30	0
<b>DT-5 total</b>		<b>86,603</b>	<b>247,425</b>	<b>221,536</b>	<b>25,889</b>	<b>247,425</b>	<b>0</b>	<b>0</b>	<b>2.7</b>	<b>2.56</b>	<b>2.86</b>	<b>281</b>
<b>Grand Total</b>		<b>132,634</b>	<b>339,155</b>	<b>313,266</b>	<b>25,889</b>	<b>296,572</b>	<b>42,583</b>	<b>30</b>	<b>n/a</b>	<b>2.36</b>	<b>2.56</b>	<b>319</b>

Source: City of Boulder Planning and Development Services; RRC Associates.

**Long-term historic development patterns in CAGID**

Figure 5 to follow illustrates the decade of construction and use mix of buildings in CAGID, including buildings currently under construction.

**Figure 5**  
**Decade of Construction and Use Mix of Buildings in CAGID (Existing and Under Construction)**



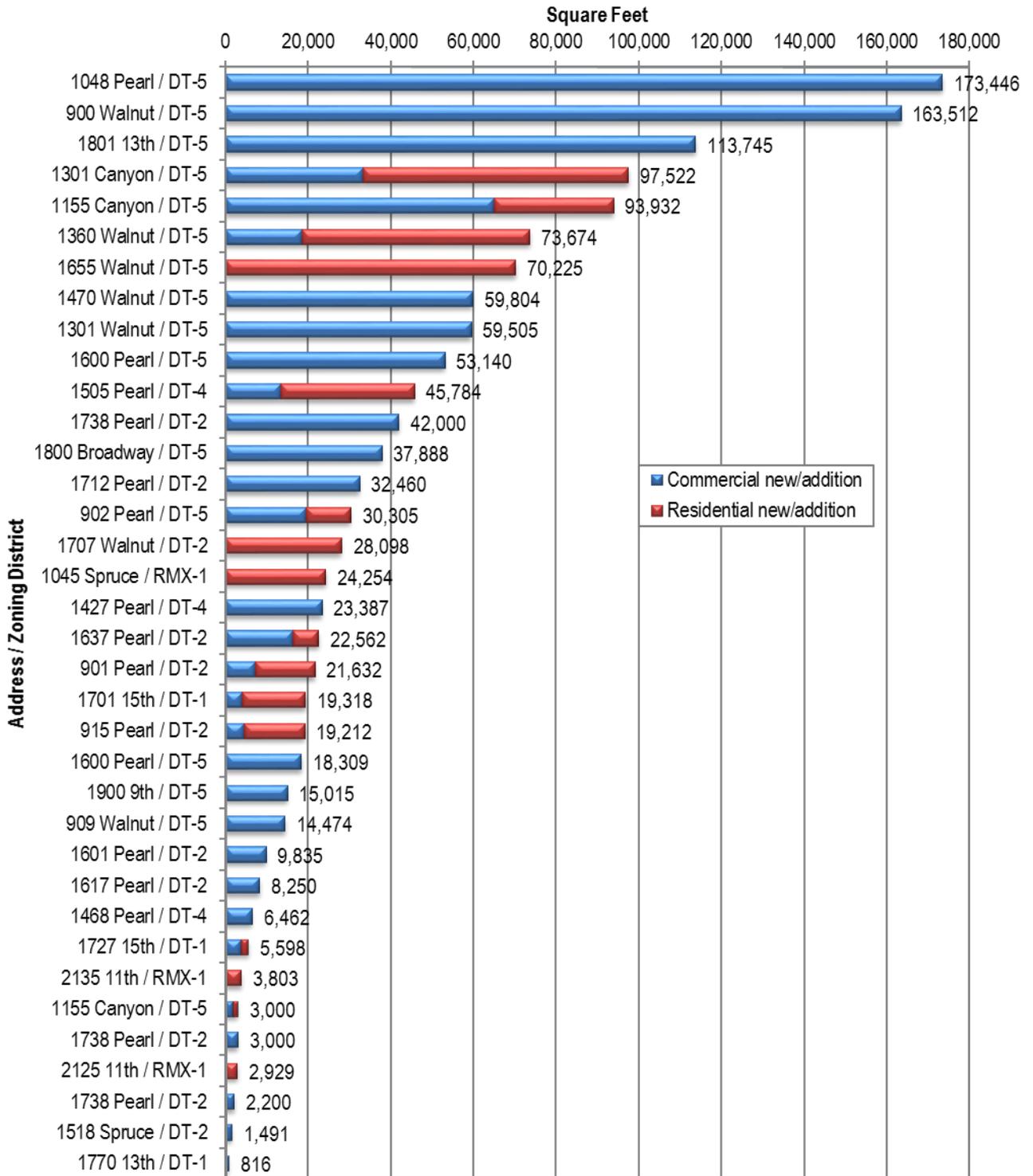
Source: Boulder County Assessor; City of Boulder building permits; RRC Associates

Among the patterns of interest, Figure 5 shows a burst of development in the 2000s, when approximately 1.1 million sqft was constructed, of which a relatively high share of 31 percent was residential and 69 percent was nonresidential. The surge of total development and residential development relative to preceding years was likely influenced by favorable market conditions and changes to zoning regulations (particularly the addition of residential density bonuses beginning in 2000 to encourage more residential units downtown).

Midway through the 2010s decade, development completed or under construction to date totals approximately 357,000 sqft, with 12 percent residential and 88 percent nonresidential. (Note that the zoning code was revised in 2011 to add a floor area addition up to a maximum of 1.0 for commercial uses in DT-5 zone district subject to a housing linkage fee, in part to respond to an expressed community need for more and better office space in the downtown core.) Should development occur at the same pace through the 2016-19 period, total development for the 2010 – 19 decade would total approximately 596,000 sqft, or about 54 percent of the volume experienced in the 2000-09 decade. If this level of development occurs, the 2010s would to have a high volume of construction activity relative to the decades prior to 2000, albeit a lower level of activity than in the 2000s.

Figure 6 to follow shows a listing of 36 newer projects built or under construction in CAGID over the past 19 years (since 1997), including the total size and use mix of each project. The chart illustrates that projects have had a wide range of sizes, although larger projects have accounted for the bulk of the square footage. In particular, the six largest projects have accounted about 51.1 percent of the square footage built since 1997, and the next six largest projects have accounted for an additional 23.6 percent of the square footage. In total, these 12 projects (one third of the total) have accounted for 74.7 percent of the space built.

**Figure 6**  
**New and Expanded Buildings in CAGID, 1997 - 2015 (including buildings currently under construction)**



Source: City of Boulder building permits; RRC Associates. Excludes garage space and rooftop patios.

### Employment trends by sector

Employment in the CAGID area has been tracked over time by DUHMD/PS as part of its processing of Ecopasses. Full-time employees (working at least 25 hours per week and qualifying for Ecopasses) have been documented very accurately, while part-time employees and others not qualifying for Ecopasses (e.g. contractors) have been tracked on a more informal basis, where possible.

Over the 2011 – 15 period, total full- and part-time employment in CAGID (excluding the City of Boulder and Boulder County) is estimated to have risen from 7,744 to 8,643, an increase of 12 percent (Table 11). “Office” types of employment are estimated to have increase by 36 percent, while “non-office” types of employment are estimated to have decreased by 8 percent. Within the office segment, the greatest absolute growth has occurred in the “technology” sector, which has grown by 93 percent (774 employees) since 2011, clearly indicating a boom in that sector. Nonprofits (up 172 percent) and green energy (up 154 percent) have also shown exceptionally strong growth, and professional services and creative services have also shown significant growth. By contrast, personal services and “other” employment have declined significantly, and restaurants, financial services, architectural and building services, and government employment (other than City and County employment, for which historic data is not currently available) have dipped more slightly.

Among the categories listed, restaurants are the biggest employer (2,171 jobs in 2015), followed by technology (1,610), retail (1,006), creative services (837), professional services (777), and financial services (651).

**Table 11**  
**Employment in CAGID: 2011 – 2015, by Sector**

Space Type	Industry Sector	EMPLOYMENT			CHANGE IN EMPLOYMENT	
		As of 7/1/15	As of 10/23/13	As of 5/25/11	# Change 2011-15	% Change 2011-15
<b>Non-office employment:</b>						
Non-office	Personal Service - Health/Fitness/Spa/Salon/Therapy/Travel	302	334	413	(111)	-27%
Non-office	Restaurant	2,171	2,203	2,216	(45)	-2%
Non-office	Retail	1,006	1,029	967	39	4%
Non-office	Hotel, Other	476	486	708	(232)	-33%
	<b>Non-office total</b>	<b>3,955</b>	<b>4,052</b>	<b>4,304</b>	<b>(349)</b>	<b>-8%</b>
<b>Office employment:</b>						
Office	Government - excluding City & County of Boulder	55	63	70	(15)	-21%
Office	Non-profit (including religious)	269	215	99	170	172%
Office	Office: Architectural/Design/Building/Engineering	235	216	264	(29)	-11%
Office	Office: Creative Services - Marketing/design/advertising/video/web	837	883	740	97	13%
Office	Office: Financial services - Bank/brokerage/financial planning	651	615	694	(43)	-6%
Office	Office: Green/Energy - solar/wind/etc.	231	199	91	140	154%
Office	Office: Professional Services - Legal/Accounting/Real Estate	777	712	622	155	25%
Office	Office: Technology	1,610	1,182	836	774	93%
Office	(Blank / unassigned)	23	25	24	(1)	-4%
	<b>Office total</b>	<b>4,688</b>	<b>4,110</b>	<b>3,440</b>	<b>1,248</b>	<b>36%</b>
	<b>Grand total - excluding City and County of Boulder</b>	<b>8,643</b>	<b>8,162</b>	<b>7,744</b>	<b>899</b>	<b>12%</b>
	City of Boulder: Non-office (library, senior center, police, parking)	25	n/a	n/a	n/a	
	City of Boulder: Office	38	n/a	n/a	n/a	
	Boulder County	250	n/a	n/a	n/a	
	<b>Grand total - including City and County of Boulder</b>	<b>8,956</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	

Source: DUHMD/PS Ecompass database; City of Boulder Facilities Management; Boulder County Human Resources; RRC Associates. Shifts in some categories, such as "other," may in part be influenced by reclassifications.

### Additional employment characteristics by sector

Table 12 to follow illustrates the mix of full time and part-time employees by sector, as well as employment intensity rates (employees per square foot) by sector as of 2015. As shown, "non-office" sectors (as defined in the illustrated groupings) have a mix of 55 percent full-time employees and 45 percent part-time employees. The grouping averages 4.29 employees per 1,000 leased square feet, with very wide differences between sectors (varying from 8.27 employees/1000 sqft for restaurants, to 1.94 employees /1000 sqft for hotel/post office/other).

"Office" sectors in aggregate have a higher share of full-time employees (84 percent) and lower share of part-time employees (16 percent) than non-office sectors. In aggregate, office sectors also have lower employment intensity, averaging 3.03 employees per 1000 sqft of leased space. The largest sector, "technology", is estimated to have an average employment intensity of 3.69 employees per 1000 leased sqft.

In aggregate, CAGID as a whole is estimated to have approximately 3.50 employees per 1000 sqft of leased nonresidential space, or about 285 sqft of leased space per employee.<sup>4</sup>

**Table 12**  
**Employment Characteristics by Sector, 2015**

Space Type	Industry Sector	CAGID employment (excl. CAPs)				Employees per 1000 leased sqft**	Leased sqft per Employee**
		Full-time*	Part-time*	Total	% Part-time*		
<b>Non-office employment:</b>							
Non-office	Personal Service - Health/Fitness/Spa/Salon/Therapy/Travel	211	91	302	30%	4.43	226
Non-office	Restaurant	1,104	1,067	2,171	49%	8.27	121
Non-office	Retail	511	495	1,006	49%	3.02	331
Non-office	Hotel, Post Office, Other	369	143	512	28%	1.94	517
Non-office	City of Boulder: Non-office (library, senior center, police, parking)	n/a	n/a	25	n/a	n/a	n/a
<b>Non-office total</b>		<b>2,195</b>	<b>1,796</b>	<b>4,016</b>	<b>45%</b>	<b>4.29</b>	<b>233</b>
<b>Office employment:</b>							
Office	City of Boulder: Office	n/a	n/a	38	n/a	n/a	n/a
Office	Government - excluding USPS & City of Boulder	n/a	n/a	269	n/a	n/a	n/a
Office	Non-profit (including religious)	194	75	269	28%	1.57	636
Office	Office: Architectural/Design/Building/Engineering	213	22	235	9%	3.88	257
Office	Office: Creative Services - Marketing/design/advertising/video/web	732	105	837	13%	3.69	271
Office	Office: Financial services - Bank/brokerage/financial planning	518	133	651	20%	2.24	446
Office	Office: Green/Energy - solar/wind/etc.	212	19	231	8%	4.80	208
Office	Office: Professional Services - Legal/Accounting/Real Estate	667	110	777	14%	2.68	373
Office	Office: Technology	1,347	263	1,610	16%	3.69	271
Office	(Blank / unassigned)	18	5	23	22%	n/a	n/a
<b>Office total</b>		<b>3,901</b>	<b>732</b>	<b>4,940</b>	<b>16%</b>	<b>3.03</b>	<b>330</b>
<b>Grand total</b>		<b>6,096</b>	<b>2,528</b>	<b>8,956</b>	<b>29%</b>	<b>3.50</b>	<b>285</b>

\*Full-time and part-time employment counts exclude City and County employees, and selected other government employers.

\*\*Employees intensity assumptions based on subset of Ecopass database records for which both employment and leased sqft is available.

Source: DUHMD/PS Ecopass database; RRC Associates.

## CAP DEVELOPMENT PROJECTIONS

This section of the report summarizes development projections for the East and West CAP areas. This includes the portions of the East CAP which lie within CAGID. However, it excludes the West CAP's "civic use pad," located next to the St. Julien Hotel; unless noted otherwise, the civic pad is excluding from the CAP discussion below (since it has been included in the CAGID projections).

<sup>4</sup> For additional context, current BVCP buildout projections assume 3.51 employees per 1000 gross sqft of nonresidential floor area in the DT-1 through DT-5 zoning districts. Additionally, the 2016 City of Boulder development impact fee study currently underway assumes future employment intensities citywide of 2.51 employees / 1000 gross nonresidential sqft for retail/restaurant/service, and 3.59 employees/1000 gross nonresidential sqft for office. These figures are not fully comparable to the figures shown in Table 12 and Table 7, insofar as those results are based on leased, occupied sqft (rather than gross sqft), as well as differences in the geographic areas included (in the case of the impact fee study).

Current building and employment data for the CAP areas has been gathered from Boulder County Assessor records, the CAGID Ecopass database, and City of Boulder Facilities Management. Future projections regarding development density, uses, and timing are based on CAP documentation and input from city staff, and are subject to change insofar as the mix and sizing of the components of the CAP plans have yet to be fully determined.

## Projected built square footage

Table 13 below summarizes the various development components being considered for the CAP areas, again keeping in mind that the selection and sizing of components has yet to be finalized. Two groups of options are being considered, each of which has low and high development scenarios, for four total alternatives. In addition, one of the potential project components is envisioned as either a hotel or apartments, adding an additional layer of alternatives with regards to use mix. Summary square footages are shown both including and excluding the proposed development for the civic use pad.

**Table 13**  
**Projected development at buildout in East and West CAP areas**

(Note: Actual development could differ, depending on the mix and size of project components that get built)

Location		SQUARE FEET AT BUILDOUT			
		Option A		Option B	
		Low SF	High SF	Low SF	High SF
East CAP	Public market	9,000	15,000	9,000	15,000
East CAP	Municipal office - core services	0	0	80,000	120,000
East CAP	Private office	50,000	100,000	50,000	100,000
East CAP	Hotel or apartments (100-200 rooms/dwellings)	100,000	200,000	100,000	200,000
East CAP	Existing Teahouse	4,000	4,000	4,000	4,000
East CAP	BMOCA (currently 16000 sqft)	16,000	26,000	16,000	16,000
East or West CAP	Performing arts center (500-700 seats)	50,000	70,000	50,000	70,000
West CAP	Existing library (includes Canyon Theatre & art space)	84,000	84,000	84,000	84,000
West CAP	Existing Senior Center	16,000	16,000	16,000	16,000
West CAP	Senior Center Expansion	14,000	24,000	14,000	34,000
West CAP	N. of Canyon: Gallery - arts - events	10,000	10,000	10,000	10,000
West CAP	N. of Canyon: Hotel expansion (~30 rooms)	48,000	48,000	48,000	48,000
West CAP	Municipal building (municipal court? museum?)	24,000	24,000	24,000	24,000
<b>TOTAL SQFT</b>		<b>425,000</b>	<b>621,000</b>	<b>505,000</b>	<b>741,000</b>
<b>Total nonresidential</b>		<b>325,000 - 425,000</b>	<b>421,000 - 621,000</b>	<b>405,000 - 505,000</b>	<b>541,000 - 741,000</b>
<b>Total residential</b>		<b>0 - 100,000</b>	<b>0 - 200,000</b>	<b>0 - 100,000</b>	<b>0 - 200,000</b>
<b>TOTAL SQFT - excluding civic pad N. of Canyon</b>		<b>367,000</b>	<b>563,000</b>	<b>447,000</b>	<b>683,000</b>
<b>Total nonresidential - excluding civic pad N. of Canyon</b>		<b>267,000 - 367,000</b>	<b>363,000 - 563,000</b>	<b>347,000 - 447,000</b>	<b>483,000 - 683,000</b>
<b>Total residential - excluding civic pad N. of Canyon</b>		<b>0 - 100,000</b>	<b>0 - 200,000</b>	<b>0 - 100,000</b>	<b>0 - 200,000</b>

Source: PDS staff; RRC Associates.

Excluding the civic use pad, total development at buildout is projected to range from 367,000 to 683,000 sqft across the alternatives, including 267,000 – 683,000 nonresidential sqft, and 0 – 200,000 residential sqft. It should be noted that actual development could be less (and below the low end projections), if some components do not get built or have smaller sizes.

Table 14 below illustrates projected development in the CAP areas, along with existing built square footage, for the various alternatives under consideration. The CAP areas are estimated to currently have approximately 220,148 built square feet, of which approximately 201,525 sqft is nonresidential and 18,623 sqft is residential. Relative to this existing level of development, incremental additional development projected in the future is projected to range from approximately 147,000 sqft to 463,000 sqft, of which approximately 65,000 – 481,000 is nonresidential, and (19,000) to +181,000 is projected to be residential. (Note that future plans envision the removal of the existing Park Central and New Britain buildings, and the potential redevelopment and/or expansion of several other properties in the CAPs area.)

**Table 14**  
**Existing and Projected Built Square Footage in CAP Areas**

Area	Land Area (Sqft)	EXISTING (2015) BUILT SQFT (excluding parking garages)			PROJECTED FUTURE INCREMENTAL CONSTRUCTION (excluding parking garages)			PROJECTED SQFT AT BUILDOUT (excluding parking garages)		
		Non- residential	Residential	Total	Non- residential	Residential	Total	Non- residential	Residential	Total
<b>EAST AND WEST CAP AREAS (excluding Civic Pad)</b>										
Option A - low sqft	TBD	201,525	18,623	220,148	65,475 - 165,475	(18,623) - 81,377	146,852	267,000 - 367,000	0 - 100,000	367,000
Option A - high sqft	TBD	201,525	18,623	220,148	161,475 - 361,475	(18,623) - 181,377	342,852	363,000 - 563,000	0 - 200,000	563,000
Option B - low sqft	TBD	201,525	18,623	220,148	145,475 - 245,475	(18,623) - 81,377	226,852	347,000 - 447,000	0 - 100,000	447,000
Option B - high sqft	TBD	201,525	18,623	220,148	281,475 - 481,475	(18,623) - 181,377	462,852	483,000 - 683,000	0 - 200,000	683,000

Source: Boulder County Assessor; City of Boulder Facilities Management; CAP documentation; PDS staff; RRC Associates.

## Projected timing of development

Timing assumptions were estimated by PDS staff for the various project components, assuming the project components get built (not a given). The timing assumptions were expressed in terms of the probability that the respective elements would get built in the three respective time periods, as shown in Table 15 to follow.

Based on these probabilities, projected incremental development by time period is shown in Table 16 to follow. As illustrated, a net total of 22,700 – 62,500 sqft is projected to be added in

the 2016-20 period; 124,326 – 350,926 sqft is projected to be added in the 2021-25 period; and (174) – 49,426 sqft is projected to be added beyond 2025. Note that these square footages are net incremental, and thus represent the difference between new buildings added and old buildings removed. Additionally, the amount of development by time period will likely differ in practice, as these results are for modeling purposes and based on probabilities (with potential new buildings pro-rated across time periods).

**Table 15**  
**Timing Assumptions for Project Components in the East and West CAP Areas**

Location	Use	If project occurs, likelihood of occurring in:		
		2016-20	2021-25	2026+
East CAP	Public market	30%	60%	10%
East CAP	Municipal office - core services	20%	70%	10%
East CAP	Private office	20%	70%	10%
East CAP	Hotel or apartments (100-200 rooms/dwellings)	0%	80%	20%
East CAP	Existing Teahouse	Existing	Existing	Existing
East CAP	BMOCA expansion	0%	50%	50%
East or West CAP	Performing arts center (500-700 seats)	20%	70%	10%
West CAP	Existing library (includes Canyon Theatre & art space)	Existing	Existing	Existing
West CAP	Existing Senior Center	Existing	Existing	Existing
West CAP	Senior Center Expansion	0%	50%	50%
West CAP	N. of Canyon: Gallery - arts - events	80%	20%	0%
West CAP	N. of Canyon: Hotel expansion (~30 rooms)	80%	20%	0%
West CAP	Municipal building (municipal court? museum?)	Existing	Existing	Existing

Source: PDS staff; RRC Associates.

**Table 16**  
**Projected Incremental Development by Time Period in the East and West CAP Areas**

	Existing built sqft	Incremental 2016-20	Incremental 2021-25	Incremental 2026+	Total incremental (existing to buildout)	Buildout sqft (existing + incremental)
<b>CAP - HOTEL SCENARIO:</b>						
Nonresidential	201,525	22,700 - 62,500	133,638 - 360,238	9,138 - 58,738	165,475 - 481,475	367,000 - 683,000
Residential	18,623	0	-9,312	-9,312	-18,623	0
<i>Total</i>	<i>220,148</i>	<i>22,700 - 62,500</i>	<i>124,326 - 350,926</i>	<i>-174 - 49,426</i>	<i>146,852 - 462,852</i>	<i>367,000 - 683,000</i>
<b>CAP - APARTMENT SCENARIO:</b>						
Nonresidential	201,525	22,700 - 62,500	53,638 - 200,238	-10,863 - 18,738	65,475 - 281,475	167,000 - 583,000
Residential	18,623	0	70,689 - 150,689	10,689 - 30,689	81,377 - 181,377	100,000 - 200,000
<i>Total</i>	<i>220,148</i>	<i>22,700 - 62,500</i>	<i>124,326 - 350,926</i>	<i>-174 - 49,426</i>	<i>146,852 - 462,852</i>	<i>367,000 - 683,000</i>

Source: PDS staff; RRC Associates.

## Projected employment and residential units

Within the CAP areas, incremental future employment was projected based on RRC and PDS staff assumptions regarding employment:sqft ratios for the respective types of uses, as summarized in Table 17 below.

**Table 17**  
**Employment Assumptions for Incremental New Nonresidential Development (inside of CAP areas)**

Component	Assumed employees/1000 gross sqft
Public market	5
Municipal office	2.8
Private office	2.8
Hotel	1 employee/unit
Expanded BMOCA	0.5
Performing arts center	0.5
Gallery - arts related	1
Senior Center	1

Source: RRC Associates; PDS staff.

Based on the employment assumptions outlined above, total employment at buildout is projected to range from 453 to 1,189, depending on the development scenario. By comparison, there are an estimated 441 employees working in the CAP areas today. Incremental additional employment added between existing conditions and buildout is projected to range from 12 to 748 employees. Note that actual buildout employment could be less (and potentially below the projections outlined here), insofar as some project components may not get built or may be downsized.

**Table 18**  
**Existing Employment and Projected Employment at Buildout**

	EMPLOYEES - AT BUILDOUT			
	Option A		Option B	
	Low SF	High SF	Low SF	High SF
Existing employment	441	441	441	441
Incremental employment to buildout: hotel scenario	112	407	336	748
Incremental employment to buildout: apartments scenario	12	207	236	548
Total employment at buildout: hotel scenario	553	848	777	1,189
Total employment at buildout: apartments scenario	453	648	677	989

Source: RRC Associates; PDS staff; City of Boulder Facilities Management; DUHMD/PS Ecompass database.

With regards to residential units, there are currently estimated to be 25 residential units in the CAP areas, including 14 units at the Arapahoe Court apartments and 11 privately owned units. Projected units at buildout are projected to range from 0 to 200 units, depending on whether

the apartment scenario is built or not, and the number of units included in the apartments, if built (currently assumed to range between 100 and 200 units).

## COMBINED CAGID/CAP DEVELOPMENT PROJECTIONS

### Summary of development projections

Development projections for the combined CAGID/CAP area are based on summing the results of the CAGID and CAP projections respectively. Key results are summarized in Table 19 below and the text which follows.

**Table 19**  
**Existing Conditions and Projected Buildout: CAGID/CAP Areas**

	Existing	Incremental to Buildout		Buildout		Existing as a % of Buildout		% Change: Incremental vs. Existing	
		Low	High	Low	High	Low	High	Low	High
<b>Built sqft by area:</b>									
CAGID N of Canyon (incl. civic pad)	3,430,553	1,120,130	1,120,130	4,550,683	4,550,683	75%	75%	33%	33%
CAGID S of Canyon (excl. CAPs)	160,698	487,374	487,374	648,072	648,072	25%	25%	303%	303%
East & West CAPs	<u>220,148</u>	<u>146,852</u>	<u>462,852</u>	<u>367,000</u>	<u>683,000</u>	<u>60%</u>	<u>32%</u>	<u>67%</u>	<u>210%</u>
CAGID/CAPs total	3,811,399	1,754,356	2,070,356	5,565,755	5,881,755	68%	65%	46%	54%
<b>Built sqft by use:</b>									
Nonresidential sqft	3,383,816	1,318,066	1,734,066	4,701,882	5,117,882	72%	66%	39%	51%
Residential sqft	<u>427,583</u>	<u>336,291</u>	<u>536,291</u>	<u>763,874</u>	<u>963,874</u>	<u>56%</u>	<u>44%</u>	<u>79%</u>	<u>125%</u>
Total sqft	3,811,399	1,754,356	2,070,356	5,565,755	5,881,755	68%	65%	46%	54%
<b>Employees:</b>									
	9,397	3,048	4,595	12,445	13,992	76%	67%	32%	49%
<b>Residential units:</b>									
	285	149	349	434	634	66%	45%	52%	122%

- **Existing conditions:** The total CAGID/CAP area currently has approximately 3.81 million square feet of developed residential and nonresidential floor area (excluding parking garages). This includes approximately 428,000 sqft of residential floor area (11 percent of total), and 3.38 million sqft of nonresidential floor area (89 percent of total).

Of the 3.81 million existing square feet, approximately 220,000 sqft is located in the CAP areas (6 percent), while 3.59 million (94 percent) is in CAGID (excluding the portions of CAGID in the east and west CAP areas).

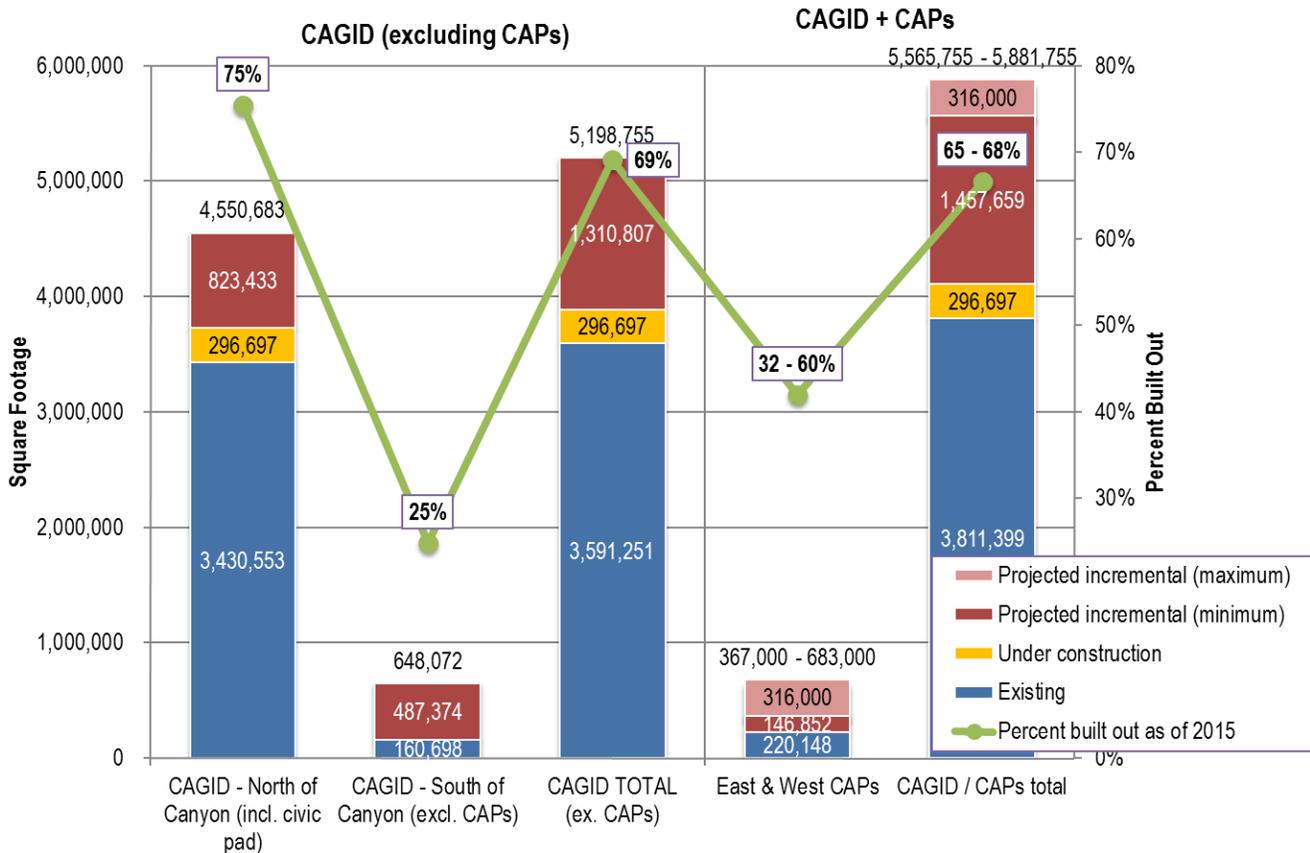
The CAGID/CAP areas are also estimated to currently have approximately 9,397 employees (including 8,956 in CAGID and 441 in the CAPs). The combined area is also

estimated to currently have 285 housing units (including 260 units in CAGID and 25 units in the CAPs).

- **Projected development at buildout:** At buildout, the combined area is projected to have approximately 5.57 to 5.88 million square feet, depending on the CAP development scenario assumed. Total employment at buildout is projected to range between 12,445 and 13,992, and total housing units are projected to range between 434 and 634.
- **Percent change: development at buildout vs. existing conditions:** Depending on the development scenarios assumed, total square footage at buildout is projected to be 46 percent to 54 percent higher than today's levels. Total employment is projected to be 32 percent to 49 percent higher than today's levels, and total housing units are projected to be 52 percent to 122 percent higher than today's count.

Figure 7 below graphically illustrates existing and projected square footage by location, including existing square footage, square footage under construction, and additional square feet to buildout, with minimum and maximum buildout levels varying depending on the CAP development program assumed.

**Figure 7**  
Existing and Projected Square Footage in CAGID/CAP Area, by Location



## Comparison of 2015 and 2013 development projections

As a reasonableness check and for comparison purposes, Table 20 below illustrates development projections prepared in the current (2015) and previous (2013) round of updates. As shown, each of the measures tracked shows some degree of change, including the following:

- **Existing development:** Existing development in CAGID has increased slightly from 2013 as a result of new construction, as well as updated estimates of the square footage of preexisting buildings in the Assessor's database. Total housing units have increased by an estimated 26 units. Total employment has increased by an indeterminate amount (since City of Boulder and Boulder County employment in CAGID were not tabulated in 2013).
- **Projected development at buildout (low and high scenarios):** Projected development at buildout has increased slightly in CAGID, as a result of slight increases in the base amounts of square footage estimated by the Assessor, and slight increases in projected future incremental development (driven by changes in the underlying development assumptions and factors). By contrast, projected development in the CAP areas has diminished somewhat, as a result of scaling back some of the development assumptions (e.g. dropping the potential for up to 100 new senior housing units near the senior center). Total housing units are also projected to have declined, particularly in the high buildout scenario, in large part due to this shift.

**Table 20**  
**Comparison of 2015 and 2013 Development Projections: CAGID/CAP Areas**

	Existing development			Low Buildout Scenario			High Buildout Scenario		
	2015	2013	% Chg	2015	2013	% Chg	2015	2013	% Chg
<b>Built sqft by area:</b>									
CAGID N of Canyon (incl. civic pad)	3,430,553	3,270,377	4.9%	4,550,683	4,354,147	4.5%	4,550,683	4,354,147	4.5%
CAGID S of Canyon (excl. CAPs)	160,698	159,385	0.8%	648,072	644,110	0.6%	648,072	644,110	0.6%
East & West CAPs	220,148	220,148	0.0%	367,000	390,472	-6.0%	683,000	801,472	-14.8%
CAGID/CAPs total	3,811,399	3,649,910	4.4%	5,565,755	5,388,729	3.3%	5,881,755	5,799,729	1.4%
<b>Built sqft by use:</b>									
Nonresidential sqft	3,383,816	3,263,762	3.7%	4,740,576	4,502,178	5.3%	5,156,576	4,926,178	4.7%
Residential sqft	427,583	386,148	10.7%	778,551	786,551	-1.0%	963,874	1,073,551	-10.2%
Total sqft	3,811,399	3,649,910	4.4%	5,565,755	5,388,729	3.3%	5,881,755	5,799,729	1.4%
<b>Employees:</b>	9,397	TBD	TBD	12,445	TBD	TBD	13,992	TBD	TBD
<b>Residential units:</b>	285	259	10.0%	434	442	-1.8%	634	742	-14.6%

**MEMORANDUM**

**To:** Molly Winter  
**From:** Bill Fox  
**Date:** March 4, 2016  
**Subject:** Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout

We have completed an update of the CAGID access and parking model for downtown Boulder. This update has utilized existing conditions in 2015 to recalibrate the model and project future parking needs for Year 2021, 2026 and buildout conditions. The updated model incorporates:

- current land use projections developed by RRC with 5-year planning horizons of existing, 2021, 2026 and buildout;
- a range of future employee density (low, midpoint, and high) developed by RRC;
- current CAGID parking supply and utilization information (2015 data);
- current private parking supply and utilization information in downtown Boulder (2015 data);
- updated parking supply and demand rates for the CAGID area using 2015 information;
- current CAGID permit waiting list information and its effect on parking demand rates;
- a range of specific transportation demand management strategies and tools, and their effect on reducing the demand for parking;
- the effect of increased CAGID parking supply utilization on reducing the future need for parking;
- the effect of increased private parking supply utilization on reducing the future need for parking;
- projections on the utilization of satellite parking and its effect on reducing downtown parking demand;
- new development and its impact on displacing existing parking supply;
- projections on the additional non-residential or commercial parking supply provided by new development; and



**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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- a range of additional options for CAGID to increase the available parking supply in downtown Boulder, including a new structure, a joint venture with a developer, or leasing existing underutilized parking during the business day (such as a church lot).

The net result of incorporating all of these factors is a projected range of parking surplus or deficit in the future for each planning horizon. This information is then available to assist CAGID in strategic planning to accommodate future multimodal access to downtown Boulder as land use progresses toward buildout conditions.

This memorandum summarizes the model update process and highlights the key variables that must be considered when considering future parking supply and demand in the CAGID area.

Attached to this memorandum are the following four tabulations:

- Table 1. CAGID Public Parking Supply and Typical Weekday Utilization
- Table 2. Boulder CAGID Private Parking – Weekday Supply & Utilization by Block
- Table 3. Total Public and Private Parking Supply in Downtown Boulder
- Table 4. Net Parking Surplus or Deficit in CAGID for Various Employment Density, TDM, and New Parking Construction Scenarios

The components of the parking model are discussed by topic as follows:

**1.0 Land Use in the CAGID Area**

It is our understanding based on a report from RRC (2/29/16) that at present in the CAGID area there are:

- 3,182,291 sq. ft. of non-residential floor area
- 260 dwelling units
- 8,956 employees (full and part time)

Projections for buildout of the downtown include:

- 1,252,591 additional sq. ft. of non-residential floor area
- 174 additional dwelling units
- Between 3,036 and 3,847 additional employees, depending on employment density within the developed space

This land use information provides the basis for projecting additional parking supply and demand.

## Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout

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### 2.0 Existing Parking Supply and Demand in CAGID

The attached Tables 1-3 provide a detailed summary of existing parking supply and demand in the CAGID area as updated in 2015. It can be seen that:

- CAGID currently manages 3,652 parking spaces, including 293 spaces in six surface lots, 2,209 spaces in five parking structures, 810 on-street metered spaces, and 340 commuter spaces in the NPP zones around the downtown area.
- During normal weekday peak periods, the CAGID spaces are approximately 80% occupied. (Note that this average occupancy has increased from 74% in 2011). The current occupancy of each category of parking spaces can be seen in Table 1.
- In 2011 there was no waiting list for permit spaces in the CAGID parking lots or structures. Since then the demand for permit parking in the downtown has grown significantly and there is currently a waiting list of over 1,700 parking permit requests. While some of these permit requests may be speculative in nature, it was estimated by CAGID staff that at least 75% of the waiting list demand (approximately 1,300) would purchase a parking permit today if available.
- There are approximately 3,190 private parking spaces in the CAGID area. These include surface lots, structures, and spaces off of the alleys.
- When surveyed during a normal weekday peak period, these private parking spaces were observed to be approximately 66% occupied. See Table 2. (Note that this observed occupancy was 61% in 2011).
- Residential parking supply information suggests that there are approximately 1.6 parking spaces per residential unit in the CAGID area. On this basis it is estimated that approximately 400 of the existing private parking spaces serve residential units.
- In aggregate, the CAGID area includes a total of 6,843 parking spaces, of which approximately 74% were observed to be occupied during a normal weekday mid-day peak period.
- While this analysis focuses on the weekday mid-day peak parking demand time, it should be noted that there are



**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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other times during the week and year when there are localized peak parking demands that exceed the average weekday CAGID-wide demand described above. For example, on most Friday evenings the three parking structures west of Broadway are full or nearly full. There are also times during weekend days, when the two structures east of Broadway are also completely full. During these time periods, the on-street parking demand on roadways in the CAGID area and in the surrounding residential neighborhoods is high as well.

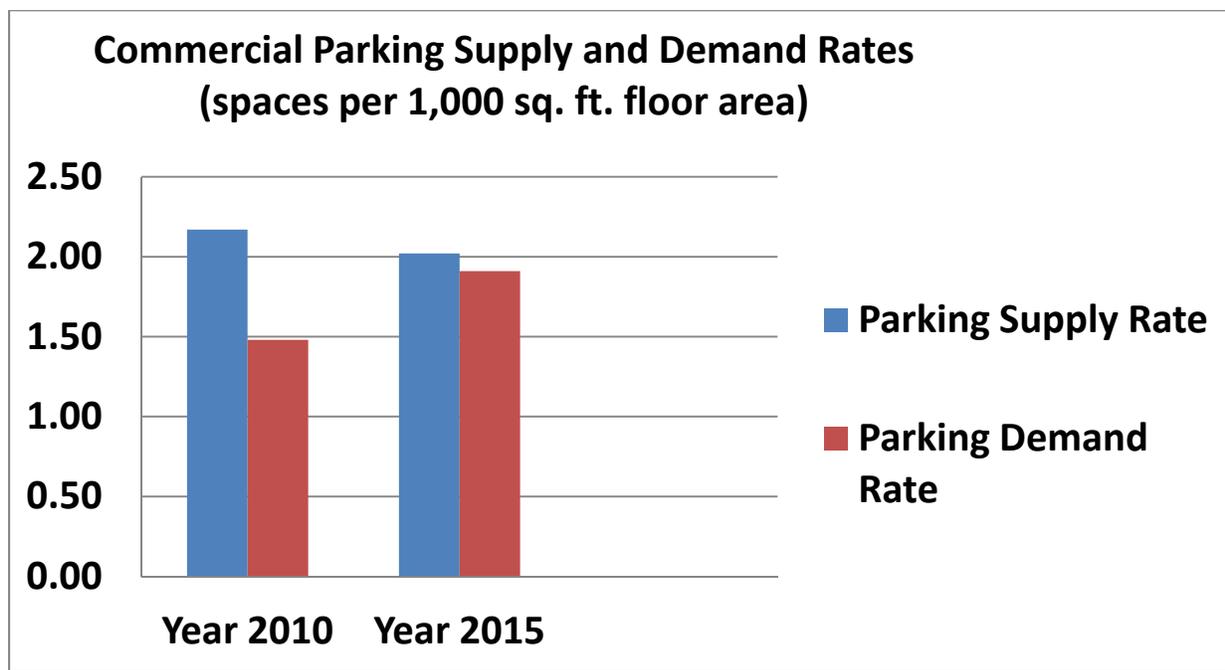
- It should also be noted that there is a significant amount of “shared parking” that occurs in the CAGID area on a regular basis. Spaces that serve downtown employees also serve double duty by serving the influx of downtown visitors that occurs on weekday evenings and on weekends.

**3.0 Existing CAGID Commercial Parking Supply and Demand Rates**

Using the existing land use and parking supply and demand information described above, the following existing parking supply and demand rates have been developed for the CAGID area. Comparable average ITE parking supply and demand rates have been listed as a benchmark:

- **CAGID commercial parking supply:** 2.02 spaces per 1,000 sq.ft. floor area
- **CAGID commercial parking demand:** 1.91 spaces per 1,000 sq. ft. floor area (includes waiting list demand)

Compared to 2010, the parking supply rate has gone down slightly while the parking demand rate has increased significantly as indicated in the chart below:



**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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**4.0 Projected Increase in Parking Demand At Buildout With Existing Parking Demand Rates**

Using the projected buildout land use changes described above, and the existing CAGID commercial parking demand rates (with existing travel mode patterns for downtown access), the following additional parking demand is projected for each level of employee density:

Existing or Midpoint Employee Density:

- commercial parking space demand increase 2,392 spaces
- existing parking spaces displaced by new development 218 spaces *(includes 107 spaces in the Wells Fargo lot, 61 spaces at Broadway/Spruce, and an estimated 50 additional spaces in smaller surface lots)*
- net commercial parking space demand increase 2,610 spaces

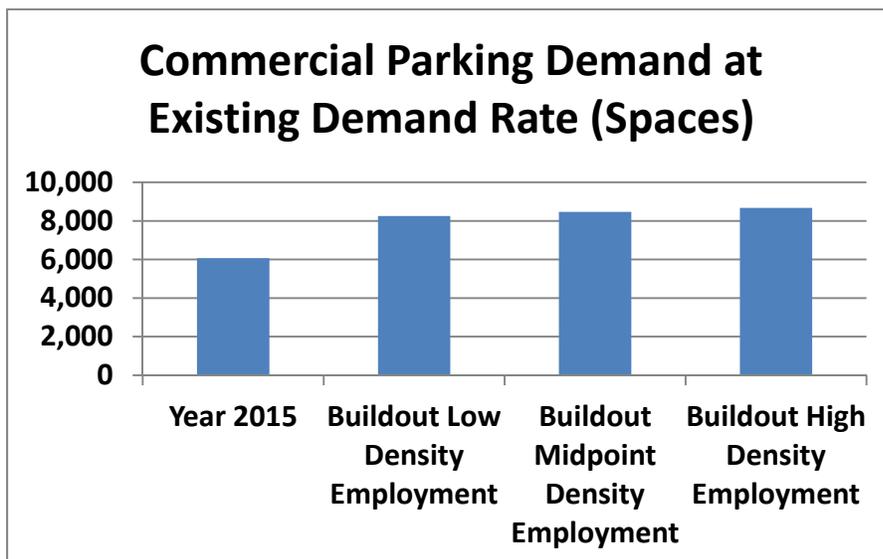
High Employee Density:

- commercial parking space demand increase 2,603 spaces
- existing parking spaces displaced by new development 218 spaces
- net commercial parking space demand increase 2,821 spaces

Low Employee Density:

- commercial parking space demand increase 2,181 spaces
- existing parking spaces displaced by new development 218 spaces
- net commercial parking space demand increase 2,399 spaces

The impact of the employee density on parking demand is calculated using employee travel mode share information to estimate what percentage of the employees would demand a parking space in the area. It can be seen that at buildout, the employee density range results in the projected demand for parking varying by over 420 spaces.



**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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**5.0 Measures to Reduce the Need for Future Parking Spaces**

The parking model incorporates a number of measures that will help reduce the need for future parking in the CAGID area. They are discussed below:

**5.1 Transportation Demand Management (TDM)**

Downtown Boulder has been very successful in achieving a high non-SOV (single occupant vehicle) mode share for downtown access. Recent surveys indicate that less than half of the downtown employees and visitors arrive as automobile drivers needing a place to park. It is the goal of the City to continue this trend, both in the downtown and city-wide.



As part of this downtown parking update, City staff has identified a set of specific TDM measures that could be implemented in the CAGID area, and then utilized a TDM model to estimate the peak hour automobile trip generation decrease (and associated reduction in the future need for parking spaces) for each TDM measure. The TDM measures were combined into two likely packages, and range (low and high) of effectiveness was estimated for each five year planning horizon. **The details of this TDM analysis are summarized in an attached report.** The effective reduction in parking space demand is summarized as follows:

***Potential Reduction in Parking Space Need Due to TDM Measures***

TDM Strategy/ Planning Horizon	2020 Low	2020 High	2025 Low	2025 High	Buildout Low	Buildout High
<b>A. Parking Cash Out Plus Parking Price Increase</b>	244	251	344	360	680	726
<b>B. Parking Price Increase Plus Expanded Eco Pass Program</b>	460	474	492	515	720	769

**5.2 Increasing the Utilization of Existing Parking Supply**

Increasing the utilization of the existing parking supply downtown will reduce the need to add more parking in the future. As noted above, the peak period utilization or occupancy of spaces managed by CAGID has increased from 74% to 80% over the past 5 years. During that same period, observations indicate that the peak utilization of private spaces in the downtown has increased from 61% to 66%.

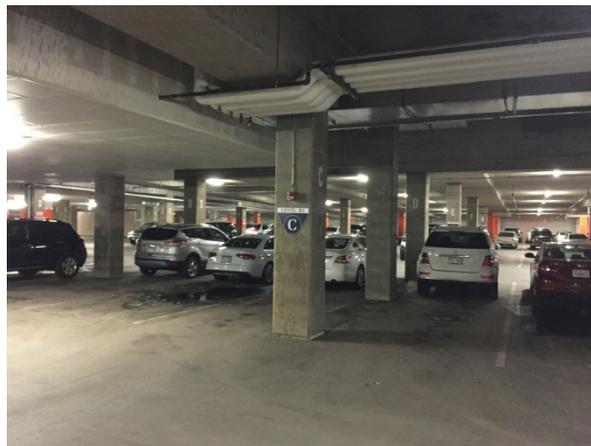
## Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout

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While there are limitations to CAGID's ability to increase occupancy due to the need to provide both short term and permit parking in the parking structures, this analysis has tested the impact of CAGID being able to increase the utilization of its structures by another 5% with technological advancements over time. If successful, the need for additional structured parking could be reduced by 140 spaces over time.

Increased demand for parking will also likely result in increased peak utilization of the private parking supply in the downtown over time. This analysis has projected an additional 2% utilization of the private spaces, which represents a 67 space reduction in the need for additional parking.



### **5.3 Use of Satellite Parking to Reduce Downtown Parking Demand**

As part of the ongoing AMPS process, Boulder is evaluating the potential to provide a series of satellite parking lots around the perimeter of Boulder in commuter corridors with high frequency transit service and/or direct access to Boulder's network of bicycle facilities. These lots could then be used by downtown employees as an alternative to parking downtown. For this analysis it has been projected that the need for up to 300 parking spaces could be mitigated by those who park in a satellite lot and then travel downtown by an alternative to the automobile. This estimate is in addition to the potential use of satellite parking lots that may increase due to the TDM measures considered above.

### **6.0 Alternatives for Increasing the Supply of Parking in the CAGID Area**

After considering the various methods of reducing the demand for parking in downtown Boulder, the parking model then considers the impact of various methods of adding to the available commercial parking supply. Considerations include:

- Known locations where development proposes to add parking, such as the Pearl West project;
- Locations where existing surface parking may be replaced by development that includes a net increase in commercial parking supply, such as a development on the Wells Fargo lot;
- CAGID leases surface parking from adjacent sites where the weekday parking demand is low, such as a church parking lot;
- CAGID builds a new parking structure at the existing Broadway/Spruce surface lot;

**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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- 
- CAGID procures additional commercial parking as part of a joint venture with a private developer;
  - The City of Boulder constructs a parking structure on the east end of the Civic area that includes a net increase in parking spaces available to CAGID.

**7.0 Using the Access and Parking Model to Project Future Parking Demand Increases**

The existing parking supply, demand, and alternative mode use information summarized above, coupled with the projected land use changes over time, form the basis for projecting the increase in parking demand in the CAGID area. The parking model then allows the user to test the impact of various parking demand reduction and supply increase strategies to provide the necessary balance between parking supply and demand in the downtown area.

As noted above, the following key variables and/or assumptions are used in this parking model process:

- Land use increases by type and five year planning horizon (to an assumed buildout year of 2030 or beyond, per RRC projections)
- Parking demand adjustment based on a range of employee density assumptions provided by RRC
- Existing parking that is displaced by new development
- Parking demand increases using existing parking demand rates
- Parking demand reductions (or parking space equivalents (PSEs)) resulting from TDM measures
- Additional PSEs generated by increasing the utilization percentage of spaces in CAGID parking structures.
- Additional PSEs generated by increasing the utilization percentage of spaces in private lots and structures. Achieving this goal may involve CAGID management of private parking spaces.
- Utilization of satellite parking lots as an alternative to parking downtown.
- Additional parking spaces constructed by CAGID, private developers, or some CAGID/private developer joint venture.

The attached Table 5A illustrates the factors considered in the parking and access model.

**Summary of CAGID Area Access and Parking Projections – Year 2016 to Buildout**

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The bottom line in this analysis is a determination of an aggregate parking surplus or deficit in the downtown area for each 5 year increment and at area buildout. The surplus (positive) or deficit (negative) for a range of assumptions on the many variables listed above is illustrated in Table 4. The twelve rows in Table 4 illustrate the impact of three employment density ranges and four TDM scenarios, while holding the assumptions on all the other variables constant. Clearly there could be any number of additional scenarios tested using different planning assumptions for the range of variables considered in the parking model. Below is one example calculation:

**Year 2030 or Buildout Example Projection:**

- Future demand for parking or PSEs using existing employment density: 2,392
- Existing parking spaces displaced by new development: 218  
 (Wells Fargo lot, Broadway/Spruce lot, other smaller lots)
- Net increased demand for PSEs: 2,610  
 (ranges from 2,400 to 2,822 depending on empl. Density)
- Parking demand reduced by TDM measures (with parking pricing and eco pass): -726  
 (ranges from 680 to 769 PSEs)
- Increased utilization of CAGID and Private spaces (140 + 67): -207
- Utilization of Satellite Parking by downtown employees: -300
- Remaining unmet demand for downtown parking spaces: 1,377
- Construction of additional parking spaces: -1,233  
 (ex. 579 private spaces, 200 CAGID structure, 200 CAGID joint venture,  
 54 leased by CAGID, 200 additional for CAGID in new civic area structure)
  
- Remaining parking deficit in CAGID area: (144)

Considering these same assumptions phased over the 5 year increments until buildout results in:

- Year 2021: 87 space deficit
  - Year 2026: 101 space deficit
  - Year 2031: 144 space deficit
- (see row A2 in attached Table 4)

I hope this preliminary summary is helpful. Please do not hesitate to call with any questions.

BF/

Attachment B: Fox Tuttle Hernandez Report, including  
Transportation Department's TDM projections

2016 Downtown Boulder Parking Update



**Table 1. CAGID Public Parking Supply and Typical Weekday Utilization**

Parking Facility	Quadrant <sup>(1)</sup>	Total Parking Spaces Available	Long Term Parking Spaces (includes punch cards) <sup>(4)</sup>	Short Term Parking Spaces	Permits Sold	Waiting List for Permits	Typical Peak Hour % of Permits Being Utilized <sup>(3)</sup>	Typical Peak Hour Number of Permit Users On-site	Typical Peak Hour Number of Punch Card Users On-site	Typical Peak Hour Short-Term Users On-Site <sup>(2)</sup>	Typical Peak Hour Total Space Utilization <sup>(3)</sup>	Typical Total Peak Hour Parking Demand <sup>(5)</sup>
<b>Surface Lots</b>												
1336 Canyon	SE	66	66	0	85	74	90%	59			90%	59
1775 14th	SE	52	52	0	62	74	90%	47			90%	47
1745 14th	SE	85	85	0	106	103	90%	77			90%	77
Broadway/Spruce	NW	61	0	61	n.a.					52	85%	52
13th St. Conference	SE	6	6	0			90%	5			90%	5
Atrium	SE	23	23	0			90%	21			90%	21
Surface Lot Subtotal:		293	232	61	253	251					89%	261
<b>Parking Structures</b>												
1000 Walnut - CAGID	SW	556	232	324	510	213	44%	224	8	112	62%	345
1500 Pearl	NE	686	473	214	725	348	50%	363	110	179	95%	652
1100 Spruce	NW	392	189	203	341	160	51%	174	15	172	92%	361
1100 Walnut	SW	273	159	114	258	170	52%	134	25	78	87%	238
1400 Walnut	SE	302	168	134	317	295	45%	143	25	35	67%	202
Parking Structure Subtotal:		2,209	1,221	988	2,151	1,186					81%	1,797
Off-Street Subtotal:		2,502										
<b>On-Street Metered Parking</b>												
Northwest Quadrant	NW	235	0	235	n.a.						85%	200
Southwest Quadrant	SW	105	0	105	n.a.						85%	89
Southeast Quadrant	SE	154	0	154	n.a.						85%	131
Northeast Quadrant	NE	316	0	316	n.a.						85%	269
On-Street Subtotal:		810	0	810							85%	689
<b>Commuter Permits in NPP Zones</b>												
Goss/Grove (northern 1/3)	SE	10	10	0	10	0	80%	8			80%	8
Mapleton	NW	75	75	0	78	0	80%	62			83%	62
High/Sunset	NE	43	43	0	12	0	80%	10			22%	10
Whittier	NE	174	174	0	100	0	80%	80			46%	80
West Pearl	NW	38	38	0	39	0	80%	31			82%	31
NPP Commuter Permit Subtotal:		340	340	0	239	0	80%	191			56%	191
<b>Total - All Public Spaces:</b>		<b>3,652</b>	<b>1,793</b>	<b>1,859</b>	<b>2,643</b>	<b>1,437</b>					<b>80%</b>	<b>2,937</b>
<b>Total Parking Supply (All Types) By Quadrant:</b>												
Northwest Quadrant		801	302	499							88%	706
Southwest Quadrant		934	392	542							72%	671
Southeast Quadrant		698	410	288							79%	550
Northeast Quadrant		1,219	690	530							83%	1,010
		<b>3,652</b>	<b>1,793</b>	<b>1,859</b>							<b>80%</b>	<b>2,937</b>

Notes:

- Downtown quadrants are divided by Walnut Streets and 13th Streets
- Peak parking meter space utilization estimated at 85% occupancy
- Peak employee parking in CAGID surface lots estimated at 90% occupancy. Peak occupancy of NPP commuter spaces estimated at 80% of permits sold.
- In parking structures, the long term parking space count equals the number of permit users plus punch card users on-site. The balance of the spaces in the structure are considered to be available for short term utilization.
- It should also be noted that there are other peak times, such as Friday evenings, when the occupancy of parking structures is higher than during typical weekday mid-day peak periods. For example, the 1100 Walnut and 1100 Spruce structures are often full on Friday evenings and the CAGID portion of the 1000 Walnut structure is often over 90% full. There are also times on Saturdays, such as during the Farmers Market, that the RTD structure and the 1500 Pearl structure are completely full.
- In addition to automobile parking, there are approximately x,xxx bicycle racks in the CAGID area that provide parking space for approximately x,xxx bicycles. Annual peak bike parking observations on a warm summer Saturday have indicated a steady increase in bicycle parking over time, with 2,800 parked bicycles observed in 2007 and over 4,000 bicycles observed in 2009.

2016 Downtown Boulder Parking Update

Table 2. Boulder CAGID Private Parking - Weekday Supply & Utilization by Block



Block	Description	Surface/Driveway Parking		Structure/Garage Parking		Alley Parking		Total Parking		
		Supply	Demand	Supply	Demand	Supply	Demand	Supply	Demand	% Occupied
1	11th/Spruce NW corner (building only)	1	1	9	9	0	0	10	10	100%
2	Broadway/Spruce NW corner (to alley)	6	4	0	0	2	0	8	4	50%
2N	Broadway/Spruce NW corner (church)	30	8	0	0	0	0	30	8	27%
3	13th/Spruce NW corner (To Pine)	32	26	67	17	9	5	108	48	44%
3N	13th/Pine NW corner (church)	100	82	0	0	0	0	100	82	82%
4	14th/Spruce NW corner (to alley)	12	9	0	0	16	11	28	20	71%
4N	14th/Spruce NW corner N. of alley (hotel, County)	111	49	0	0	0	0	111	49	44%
4E	14th/Spruce NE corner (church)	62	53	0	0	0	0	62	53	85%
5	18th/Pearl NW corner (to alley)	22	12	0	0	19	13	41	25	61%
6	17th/Pearl NW corner (to alley)	3	3	7	4	21	18	31	25	81%
7	16th/Pearl NW corner	19	7	55	39	33	19	107	65	61%
8	15th/Pearl NW corner	0	0	305	284	3	3	308	287	93%
9	14th/Pearl NW corner	67	45	0	0	0	0	67	45	67%
10	13th/Pearl NW corner	10	7	0	0	12	9	22	16	73%
11	Broadway/Pearl NW corner	0	0	0	0	12	9	12	9	75%
12	11th/Pearl NW corner	11	7	16	6	9	4	36	17	47%
13	10th/Pearl NW corner (to alley)	5	4	22	11	6	6	33	21	64%
14	10th/Walnut NW corner	28	17	113	71	18	11	159	99	62%
15	11th/Walnut NW corner	0	0	16	9	2	1	18	10	56%
16	Broadway/Walnut NW corner	28	15	0	0	26	16	54	31	57%
17	13th/Walnut NW corner	107	53	0	0	0	0	107	53	50%
18	14th/Walnut NW corner	0	0	0	0	20	15	20	15	75%
19	15th/Walnut NW corner	24	6	0	0	8	1	32	7	22%
20	16th/Walnut NW corner	15	8	0	0	0	0	15	8	53%
21	17th/Walnut NW corner	18	15	100	63	20	13	138	91	66%
22	18th/Walnut NW corner	12	12	52	30	15	7	79	49	62%
23	17th/Walnut SW corner (to alley)	8	6	10	4	22	11	40	21	53%
24	16th/Canyon NW corner	38	19	0	0	0	0	38	19	50%
25	15th/Canyon NW corner	21	11	82	58	0	0	103	69	67%
26	14th/Canyon NW corner	5	2	240	230	12	9	257	241	94%
27	13th/Canyon NW corner	0	0	184	137	0	0	184	137	74%
28	Broadway/Canyon NW corner	0	0	111	60	0	0	111	60	54%
29	11th/Canyon NW corner	0	0	195	97	5	3	200	100	50%
30	10th/Canyon NW corner (Saint Julien private only)	0	0	100	46	0	0	100	46	46%
31	Library lot south of Canyon	0	0	0	0	0	0	0	0	#DIV/0!
32	14th/Canyon SW corner (to ditch)	22	12	0	0	0	0	22	12	55%
33	15th/Canyon SW corner (to ditch)	115	76	0	0	0	0	115	76	66%
34	16th/Canyon SW corner (to ditch)	99	36	0	0	0	0	99	36	36%
35	15th/Arapahoe NW corner (to ditch)	102	70	26	24	0	0	128	94	73%
36	14th/Arapahoe NW corner (to ditch)	20	12	0	0	24	16	44	28	64%
37	15th/Arapahoe NE corner (to Grove, half block)	2	1	0	0	12	7	14	8	57%
<b>Subtotal - (excluding Boulder High School Parking Lot)</b>		<b>1,155</b>	<b>688</b>	<b>1,710</b>	<b>1,199</b>	<b>326</b>	<b>207</b>	<b>3,191</b>	<b>2,094</b>	<b>66%</b>
38	Boulder High School lot south of Arapahoe	220	211	0	0	0	0	220	211	96%
<b>Total (including Boulder High Lot)</b>		<b>1,375</b>	<b>899</b>	<b>1,710</b>	<b>1,199</b>	<b>326</b>	<b>207</b>	<b>3,411</b>	<b>2,305</b>	<b>68%</b>

2016 Downtown Boulder Parking Update



**Table 3. Total Public and Private Parking Supply in Downtown Boulder<sup>(1)</sup>**

	Public Parking Spaces				Private Parking Spaces				All Public and Private Parking Spaces
	Long Term	Short Term	NPP Commuter	Total Public	Surface Lots	Parking Structures	Alleys	Total Private	
<b>Total</b>	<b>1,453</b>	<b>1,859</b>	<b>340</b>	<b>3,652</b>	<b>1,155</b>	<b>1,710</b>	<b>326</b>	<b>3,191</b>	<b>6,843</b>

Notes:

1. Includes CAGID area and private lots at the edge of CAGID (church, Boulderado, Boulder County). Does not include Civic Campus outside of CAGID or Boulder High School Lot.

**Table 4**

**Net Parking Surplus or Deficit in CAGID Area for Various Employment Density, TDM, and New Parking Construction Scenarios**

Scenario	Land Use Increase	Employee Density	TDM Package	CAGID Structure Space Utilization	Private Parking Space Utilization	Private Parking Spaces Added By Buildout	CAGID Structured Spaces Added By 2026	CAGID / Private Joint Venture Spaces Added By Buildout	Potential Spaces in New Civic Area Parking Structure Available to CAGID By Buildout	Satellite Parking Spaces Utilized by Buildout	Year 2021 Surplus or Deficit	Year 2026 Surplus or Deficit	Buildout Surplus or Deficit
				Increase by Buildout	Increase By Buildout	Added By Buildout	Added By Buildout	Added By Buildout	Added By Buildout	Added By Buildout			
A1	Yes	Existing / Midpoint	A Low	5%	2%	579	200	200	200	300	-94	-117	-190
A2	Yes	Existing / Midpoint	A High	5%	2%	579	200	200	200	300	-87	-101	-144
A3	Yes	Existing / Midpoint	B Low	5%	2%	579	200	200	200	300	122	31	-151
A4	Yes	Existing / Midpoint	B High	5%	2%	579	200	200	200	300	136	54	-101
B1	Yes	High	A Low	5%	2%	579	200	200	200	300	-231	-303	-402
B2	Yes	High	A High	5%	2%	579	200	200	200	300	-224	-287	-356
B3	Yes	High	B Low	5%	2%	579	200	200	200	300	-15	-155	-362
B4	Yes	High	B High	5%	2%	579	200	200	200	300	-1	-132	-313
C1	Yes	Low	A Low	5%	2%	579	200	200	200	300	-72	-47	20
C2	Yes	Low	A High	5%	2%	579	200	200	200	300	-65	-31	66
C3	Yes	Low	B Low	5%	2%	579	200	200	200	300	144	101	60
C4	Yes	Low	B High	5%	2%	579	200	200	200	300	158	124	109

Notes:

- 1 Using latest development projections from RRC for CAGID area
- 2 Using a range of employment density based on information from RRC
- 3 Using various TDM packages and expected results from TDM model prepared by GO Boulder staff
- 4 Assume CAGID parking structure utilization increased by 5 % by buildout
- 5 Assume private parking utilization increased by 2% by buildout
- 6 Assume some private developments or redevelopments provide parking for non-residential uses, including Pearl West, Wells Fargo lot, etc.
- 7 Assume CAGID enters into a joint venture with a private development and provides a net of 200 additional spaces for use by CAGID
- 8 Assume CAGID builds a 200 space parking garage on the Broadway/Spruce surface lot
- 9 Assume City constructs structured parking spaces on the Civic campus of which a net increase of 200 spaces are available to CAGID
- 10 Assume satellite parking utilization increases to 300 spaces by downtown employees by buildout

Table 5A

2016 Downtown Boulder Parking Supply and Demand Model<sup>(8)</sup>

Last Updated:

3/4/2016



**Key Assumptions in this Scenario:**

- \*\*\* Weekday Mid-day Peak Period Evaluation<sup>(10)</sup>
- \*\*\* With Revised Zoning in the DT5 District
- \*\*\* With 75% of current permit waiting list treated as existing parking demand (1300 space demand equiv.)
- \*\*\* With CAGID parking structure space utilization increasing by 5% over time
- \*\*\* With downtown employee non-SOV mode use decreasing due to a range of TDM options
- \*\*\* With employee density at existing (Midpoint) range
- \*\*\* With Satellite parking utilization increasing to 300 spaces by 2026
- \*\*\* With private parking space utilization increasing by 2% over time

Existing Downtown Boulder Parking Supply and Demand Rates	
Current Commercial Parking SUPPLY Rate in CAGID Area:	2.02 spaces per 1,000 sq. ft.
Current Commercial DEMAND Rate in CAGID (incl. wait list):	1.91 spaces per 1,000 sq. ft.
Current Residential Parking SUPPLY Rate In CAGID Area:	1.6 spaces per DU
Current Residential Parking DEMAND Rate In CAGID Area:	0.97 spaces per DU
Aggregate non-driver mode share for downtown access:	48%
Aggregate SOV or MOV driver mode share for downtown access:	52%
(this includes long term (employees) and short term visitors of downtown based on latest survey information)	
Existing employee density	2.81 emp. per 1,000 sq. ft.
Incremental employee density - Low estimate	2.42 emp. per 1,000 sq. ft.
Incremental employee density - Midpoint estimate	2.75 emp. per 1,000 sq. ft.
Incremental employee density - High estimate	3.07 emp. per 1,000 sq. ft.
Buildout employee density - Low estimate	2.70 emp. per 1,000 sq. ft.
Buildout employee density - Midpoint estimate	2.80 emp. per 1,000 sq. ft.
Buildout employee density - High estimate	2.89 emp. per 1,000 sq. ft.

	Planning Horizon				Subtotal 2016 - 2026+	Buildout Total
	Existing	2016 - 2020	2021 - 2025	2026 +		
<b>Downtown Boulder Development By Planning Horizon<sup>(1)</sup></b>						
Residential Units (DUs)	260	34	49	91	174	434
Commercial Floor Area (sq. ft.), includes current RRC info. N&S of Canyon + CAP East High Only	3,182,291	490,510	288,262	473,819	1,252,591	4,434,882
Employees - Low	8,956	1,127	698	1,211	3,036	11,992
Employees - Midpoint	8,956	1,279	792	1,370	3,441	12,397
Employees - High	8,956	1,432	885	1,530	3,847	12,803
<b>Parking Supply and Demand Increases And Supply Reductions<sup>(2)</sup></b>						
Residential Parking Supply <sup>(4)</sup>	400	54	78	146	278	678
Residential Parking Demand <sup>(5)</sup>	252	33	48	88	169	421
Commercial Parking Supply at 2015 supply rate <sup>(4)</sup>	6,443	991	582	957	2,530	8,973
Commercial Parking Demand at 2015 demand rate plus waiting list demand <sup>(5)</sup>	6,071	937	551	905	2,392	8,463
Total Parking Supply - residential and commercial	6,843	1,045	661	1,103	2,809	9,652
Total Parking Demand - residential and commercial	6,331	970	598	993	2,561	8,892
Existing parking space supply displaced by new development <sup>(3)</sup>		50	61	107	218	218
Incremental parking supply increase due to development at existing supply rates:		1,095	722	1,210	3,027	3,027
Cumulative parking supply increase due to new development at existing supply rates:		1,095	1,817	3,027	3,027	3,027
Adjustment for increased or decreased employee density: <sup>(12)</sup>		0	0	0	0	0
<b>Incremental COMMERCIAL parking demand increase due to new development at existing rates</b>		<b>937</b>	<b>551</b>	<b>905</b>	<b>2,392</b>	<b>2,392</b>
<b>Cumulative COMMERCIAL parking demand increase due to new development at existing rates</b>		<b>937</b>	<b>1,487</b>	<b>2,392</b>	<b>2,392</b>	<b>2,392</b>
<b>Commercial Parking Space Demand Reductions: Parking Space Equivalents Resulting from TDM efforts (PSEs)<sup>(6)(7)</sup></b>						
PSEs reduced by TDM Package A LOW range:		(244)	(344)	(680)	(680)	(680)
PSEs reduced by TDM Package A HIGH range:		(251)	(360)	(726)	(726)	(726)
PSEs reduced by TDM Package B LOW range:		(460)	(492)	(720)	(720)	(720)
PSEs reduced by TDM Package B HIGH range:		(474)	(515)	(769)	(769)	(769)
<b>Total Cumulative Parking Demand Increase (with TDM A LOW Scenario):</b>		<b>693</b>	<b>1,143</b>	<b>1,712</b>	<b>1712</b>	<b>1712</b>
<b>Total Cumulative Parking Demand Increase (with TDM A HIGH Scenario):</b>		<b>686</b>	<b>1,127</b>	<b>1,666</b>	<b>1666</b>	<b>1666</b>
<b>Total Cumulative Parking Demand Increase (with TDM B LOW Scenario):</b>		<b>477</b>	<b>995</b>	<b>1,672</b>	<b>1672</b>	<b>1672</b>
<b>Total Cumulative Parking Demand Increase (with TDM B HIGH Scenario):</b>		<b>463</b>	<b>972</b>	<b>1,623</b>	<b>1623</b>	<b>1623</b>
<b>Parking Space Equivalents by Increasing CAGID "Parking Structure" Space Utilization<sup>(9)</sup></b>						
Percent increase in existing parking space utilization:		3%	4%	5%	5%	5%
CAGID structured parking spaces available	2209	2209	2409	2809	2,809	2809
PSEs realized from increased space utilization:		(66)	(96)	(140)	(140)	(140)
<b>Parking Space Equivalents by Increasing PRIVATE Parking Space Utilization<sup>(10)</sup></b>						
Percent increase in existing parking space utilization:		0%	1%	2%	2%	2%
Private spaces available in lots and structures (excludes alley spaces)	2865	3244	3308	3333	3,333	3333
PSEs realized from increased space utilization:		0	(33)	(67)	(67)	(67)
<b>Parking Space Equivalents by use of Satellite Parking in interceptor lots outside of CAGID area</b>						
Downtown employees who utilize satellite parking lots and bus or bike to CAGID area		(100)	(200)	(300)	(300)	(300)
<b>Potential Physical Parking Space Supply Increases:</b>						
Developer built commercial parking at Daily Camera building		388	0	0	388	388
Large lot developer built parking (such as Colorado Building or the Wells Fargo lots)		16	100	0	116	116
Small lot developer built parking supply		25	25	25	75	75
CAGID leases parking in vicinity to downtown (such as church lots)		54	0	0	54	54
CAGID / Private joint venture parking structure		0	0	200	200	200
CAP East End Parking: Net supply increase of 200 spaces for office uses plus CAGID lots replaced <sup>(11)</sup>		0	0	200	200	200
New CAGID parking structure (possibly at the Broadway/Spruce lot)		0	200	0	200	200
<b>Subtotal: Physical Parking Space Supply Increase</b>		<b>483</b>	<b>325</b>	<b>425</b>	<b>1,233</b>	<b>1,233</b>
<b>Cumulative Physical Parking Space Supply Increase:</b>		<b>483</b>	<b>808</b>	<b>1,233</b>	<b>1,233</b>	<b>1,233</b>
<b>Cumulative Unmet Commercial Parking Demand: (positive = deficit, negative = surplus) TDM A LOW</b>						
		<b>94</b>	<b>117</b>	<b>190</b>	<b>190</b>	<b>190</b>
<b>Cumulative Unmet Commercial Parking Demand: (positive = deficit, negative = surplus) TDM A HIGH</b>						
		<b>87</b>	<b>101</b>	<b>144</b>	<b>144</b>	<b>144</b>
<b>Cumulative Unmet Commercial Parking Demand: (positive = deficit, negative = surplus) TDM B LOW</b>						
		<b>-122</b>	<b>-31</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Cumulative Unmet Commercial Parking Demand: (positive = deficit, negative = surplus) TDM B HIGH</b>						
		<b>-136</b>	<b>-54</b>	<b>101</b>	<b>101</b>	<b>101</b>
<b>Total Cumulative Non-Residential Parking Supply:</b>	<b>6,443</b>	<b>6,876</b>	<b>7,140</b>	<b>7,458</b>	<b>7,458</b>	<b>7,458</b>

Notes:

- 1 All land use and development projections provided by RRC and/or CAGID
- 2 Parking supply and demand rates based on existing parking supply and demand inventory
- 3 Assumes that the Daily Camera structure and Colorado Building lot is consumed by construction by 2016 and the Wells Fargo lot is consumed by construction by buildout
- 4 Existing Parking Supply based on 2015 inventory (6843 spaces minus estimated 400 residential spaces). Future parking supply based on current parking supply rates in the CAGID area
- 5 Future parking demand based on current parking demand rates in the CAGID area (including 75% of current waiting list as equivalent existing demand)
- 6 City TDM staff have prepared a range of possible TDM plans that should reduce SOV access to the downtown above and beyond today's current Non-SOV access.
- 7 A parking space equivalent (PSE) is a parking space that is not physically needed due to access to the downtown area by an alternative to the single occupant or multi-occupant automobile driver that would otherwise have needed to park in the downtown area. This includes the use of Satellite parking lots.
- 8 This parking model analyzes the weekday mid-day parking supply and demand in the CAGID area of downtown Boulder. This weekday mid-day peak likely has the highest CAGID-wide parking demand, but it should be noted that there are other peak times where there are even higher localized parking demands in the downtown area, such as on Friday evening when the parking structures and on-street spaces west of Broadway are full, or on weekend days when the parking structures east of Broadway can become full.
- 9 Assumes that the existing 81% utilization rate of CAGID parking structures is increased over time. Note that the structure utilization has been increased from 73% in 2011.
- 10 Assumes that the existing 66% utilization rate of PRIVATE parking is increased over time. Note that the private utilization rate has increased from 61% in 2011.
- 11 This model includes current RRC land use for CAGID north and south of Canyon Plus Civic Area Plan East End Only which includes office uses, etc. The CAP East analysis assumes CAGID lots are replaced and 200 net new spaces are added specifically for the office type uses in this east end area. Other special event uses and their associated parking is not addressed in this scenario for either the east or west ends of the civic area.
- 12 This adjustment in commercial parking demand is based on RRC employment density low and high range estimates coupled with existing car driver mode share information (employee difference from midpoint X 0.52)

# **TDM Program Analysis for Downtown Boulder**

**March 2016**

## **Purpose**

The purpose of this analysis is to estimate the change in peak hour vehicle trip generation for downtown commuters and single-occupant vehicle (SOV) mode share from modeling the impact of various TDM strategies individually and together. The peak hour vehicle trip reduction changes are then factored into the future parking demand analysis being conducted by Fox, Tuttle and Hernandez.

## **Methodology**

The analysis of the impact of transportation demand management (TDM) Programs in the downtown included four timeframes; current, 2020, 2025 and build out in 2035. For each time frame, RRC's employment projections were used to provide a range of project impacts based on a high and low employment estimate. RCC also provided staff with an estimate of office versus non-office employment, since TDM strategies can have varying impacts on different types of workers.

The analysis of the impact of TDM programs utilized the Environmental Protection Agency's (EPA) COMMUTER Model. The model was designed to estimate the impacts of TDM programs on vehicle trip generation, vehicle miles of travel (VMT) and mobile emissions.

When available, local data was used in the modeling process. The primary source of local data was the downtown Boulder sample of the Boulder Valley Employee Survey; which the city has conducted since 1991. Mode choice coefficients on travel time, parking price elasticity and transit fare were obtained from the Denver Regional Council of Governments (DRCOG).

## **Analysis of TDM Strategies**

Staff focused on TDM strategies that the city, downtown employers and stakeholders have the most control over. These strategies included Parking Cash Out, Changes in Parking Pricing and Expansion of the Downtown Eco Pass Program.

In a Parking Cash Out program, employees are essentially paid not to drive by their employer. This type of program is best applied in situations in which the employer is providing parking to their employees as a benefit and providing those parking spaces comes with a cost. If an employee is not using the parking space, they are financially compensated. Generally, the level of the parking benefit is equal to or below the cost to provide the parking. For this analysis, a parking cash out of \$1 per day was used with employee eligibility increasing over the three future timeframes from 5 to 15 percent.

The cost of parking is closely linked to travel behavior. According to the 2014 BVES Downtown sample, approximately 40 percent of downtown employees pay for their own parking. While there is a range of parking and parking costs for downtown employees, the COMMUTER Model requires a daily parking cost as an input. Parking Services staff provided estimates of "daily parking costs" for garages and lot

permits. It is estimated that the average garage permit costs approximately \$5.54 per day, and \$3.23 for a surface lot permit. For the purpose of the model, staff used an average daily cost of \$5 per day. Staff then used the model to estimate the impact of increased parking cost over time ranging from \$0.50 (10 percent increase) to \$1.50 (30 percent increase). For reference, the downtown permit parking rates have increased 28% over the last three years.

Since the early 1990's full time employees in downtown Boulder have been given an RTD Eco Pass by the city of Boulder through the Department of Community Vitality (previously named Downtown and University Hill Management Division). The use of parking revenue to purchase Eco Passes for full time employees is the cornerstone of the downtown TDM program and is mostly responsible for downtown's high use of transportation options. According to the 2014 BVES, approximately 84 percent of downtown employees have an Eco Pass through the downtown, the college pass, or the neighborhood Eco Pass programs. The model was used to estimate the impact on travel if 100 percent of downtown employees had access to the Eco Pass program.

The analysis also evaluated the impact of Satellite Parking and Carpool/Vanpool Subsidies. Ultimately, the use of Satellite Parking and its impact on travel behavior is dependent on the number of spaces that are made available. The percent of employees that would use satellite parking depends on cost and changes in travel time. The model estimated that 18 percent of employees would chose to use a free satellite parking space with a 15 minute increase in travel time. Staff also used the model to estimate the impact of carpool/vanpool subsidies. On their own, modeling these types of subsidies did not produce any significant shift due to the low numbers of employees using these modes and those employees that would shift to carpooling or vanpool take away SOV trips as much as they shift from transit trips.

### **Modeling Results**

For each of the three strategies modeled, staff provided an estimate on peak hour commute trips reduced, the percent of employees shifting trips, and the change in the SOV mode share. Each future timeframe a low and a high estimate for downtown employments were used in the modeling. After each strategy was modeled individually, staff modeled two packages of strategies. The packages included Parking Cash Out with a Parking Price increase and a Parking Price increase combined with an expansion of the Eco Pass program. The table below summarizes the findings.

In looking at the build-out year of 2035, individual strategy impacts ranged from an estimated trip reduction for 303 to 539 trips. The range of impact from the packages ranged from 726 to 769 reduced peak hour trips.

Chris Haglin, Transportation Department

Figure X: Estimated impacts on Peak Hour Commute Trips of Downtown TDM Programs using COMMUTER Model

**Downtown TDM Program Impacts on Peak Hour Commute Trips**

<b>Employment</b>	<b>Current Year</b>	<b>2020 low</b>	<b>2020 high</b>	<b>2025 low</b>	<b>2025 high</b>	<b>2035 low</b>	<b>2035 high</b>
<b>Estimated Downtown Employment</b>	8,956	10,083	10,388	10,781	11,273	11,992	12,803
<b>Change in Employment from 2015</b>		1,127	1,432	1,825	2,317	3,036	3,847
<b>Individual TDM Strategy</b>	<b>Current Year</b>	<b>2020 low</b>	<b>2020 high</b>	<b>2025 low</b>	<b>2025 high</b>	<b>2035 low</b>	<b>2035 high</b>
<b>Parking Cash Out: \$1 with increasing participation; 5% in 2015; 7.5% in 2020, 10% in 2025; 15% in 2035</b>							
<i>Peak hour Commute Trips Reduced</i>	131	216	223	295	308	444	474
<i>% of Employees Shifting Trips</i>	1.5%	2.1%	2.1%	2.7%	2.7%	3.7%	3.7%
<i>SOV Mode Share Change</i>	-1.9%	-2.7%	-2.7%	-3.5%	-3.5%	-4.7%	-4.7%
<b>Eco Pass Expansion to 16% of employees currently without access to Eco Passes</b>							
<i>Peak hour Commute Trips Reduced</i>	121	172	178	219	229	284	303
<i>% of Employees Shifting Trips</i>	1.4%	1.7%	1.7%	2.0%	2.0%	2.4%	2.4%
<i>SOV Mode Share Change</i>	-1.5%	-1.9%	-1.9%	-2.3%	-2.3%	-2.7%	-2.7%
<b>Average Daily Parking Pricing Increase: 2015 .50; 2020 \$1; 2025 \$1; 2035 \$1.50</b>							
<i>Peak hour Commute Trips Reduced</i>	121	277	286	297	310	505	539
<i>% of Employees Shifting Trips</i>	1.3%	2.7%	2.7%	2.8%	2.7%	4.2%	4.2%
<i>SOV Mode Share Change</i>	-1.6%	-3.2%	-3.2%	-3.2%	-3.2%	-4.9%	-4.9%
<b>Combined TDM Strategies</b>	<b>Current Year</b>	<b>2020 low</b>	<b>2020 high</b>	<b>2025 low</b>	<b>2025 high</b>	<b>2035 low</b>	<b>2035 high</b>
<b>\$1 Parking Cash Out plus Parking Price Increase. 2015 .50 ; 2020 \$1; 2025 \$1; 2035 \$1.50</b>							
<i>Peak hour Commute Trips Reduced</i>	145	244	251	344	360	680	726
<i>% of Employees Shifting Trips</i>	1.6%	2.4%	2.4%	3.2%	3.2%	5.7%	5.7%
<i>SOV Mode Share Change</i>	-2.1%	-3.1%	-3.1%	-4.1%	-4.1%	-7.3%	-7.3%
<b>Parking Price Increase plus Expanded Eco Pass; 2015 .50; 2020 \$1; 2025 \$1; 2035 1.50</b>							
<i>Peak hour Commute Trips Reduced</i>	284	460	474	492	515	720	769
<i>% of Employees Shifting Trips</i>	3.2%	4.6%	4.6%	4.6%	4.6%	6.0%	6.0%
<i>SOV Mode Share Change</i>	-3.6%	-5.3%	-5.3%	-5.3%	-5.3%	-7.0%	-7.0%

**From:** Winter, Molly  
**Sent:** Friday, March 04, 2016 2:08 PM  
**To:** Weiss, Ruth  
**Subject:** FW: Board reps for HOP Refresh Stakeholder Meetings

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**From:** Stiffler, Natalie  
**Sent:** Friday, February 26, 2016 3:44 PM  
**To:** Wiebenson, Sarah; Winter, Molly  
**Cc:** Bracke, Kathleen; Landrith, Lane; Weiss, Ruth  
**Subject:** RE: Board reps for HOP Refresh Stakeholder Meetings

Hi Sarah and Molly,

I wanted to update you on the plan for the stakeholder meetings. At the HOP project kick-off meeting this week, staff received feedback to avoid a 4-hour meeting; and rather have three stakeholder meetings over the course of the project.

The three meetings will include:

- In Stakeholder Meeting #1, JW+A will guide the group through an interactive exercise to explain fundamentals of transit operations and trade-offs. JW+A will also review existing conditions and the Choices Report. The committee will be polled on their goals for transit generally, and for the HOP specifically. Meeting #1 will present an opportunity to introduce the project to the stakeholders and it gives JW+A an opportunity to understand stakeholder interests before they begin developing alternatives.
- In Stakeholder Meeting #2, JW+A will present a set of Conceptual Alternatives for the HOP, and the committee will be polled on their reactions to the Alternatives, and how the Alternatives perform against evaluation criteria.
- In Stakeholder Meeting #3, JW+A presents stakeholders with a service concept that is designed based on Meeting #1 and city council feedback. The committee has an opportunity to make comments that will be reflected in the final report.

We'd still like to hold the first meeting in mid to late April. Once we have participants confirmed, I will communicate with them to set a date.

Thanks!

Natalie L. Stiffler, AICP  
 Transportation Planner II  
 City of Boulder/GO Boulder  
 office: (303) 441-3217  
 cell: (720) 460-8451

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**From:** Wiebenson, Sarah  
**Sent:** Monday, February 22, 2016 1:40 PM  
**To:** Winter, Molly <[WinterM@bouldercolorado.gov](mailto:WinterM@bouldercolorado.gov)>; Stiffler, Natalie <[StifflerN@bouldercolorado.gov](mailto:StifflerN@bouldercolorado.gov)>  
**Cc:** Bracke, Kathleen <[BrackeK@bouldercolorado.gov](mailto:BrackeK@bouldercolorado.gov)>; Landrith, Lane <[LandrithL@bouldercolorado.gov](mailto:LandrithL@bouldercolorado.gov)>; Weiss, Ruth <[weissr@bouldercolorado.gov](mailto:weissr@bouldercolorado.gov)>  
**Subject:** RE: Board reps for HOP Refresh Stakeholder Meetings

Hi, Natalie.

Send me the outreach meeting information when you're ready and I can notify the leadership of The Hill Boulder and put a meeting invitation in the Uni Hill Stakeholder Update to encourage their participation.

Best,

Sarah

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**From:** Winter, Molly  
**Sent:** Monday, February 22, 2016 12:34 PM  
**To:** Stiffler, Natalie  
**Cc:** Bracke, Kathleen; Landrith, Lane; Weiss, Ruth; Wiebenson, Sarah  
**Subject:** RE: Board reps for HOP Refresh Stakeholder Meetings

Thanks Natalie.

We will seek input from the commission members. Also, I would recommend outreach to Sean Maher at Downtown Boulder Inc. and the Business Improvement District. [sean@dbi.org](mailto:sean@dbi.org).

The commission meetings will be over the next month. And then we will get back with you.

Best  
Molly

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**From:** Stiffler, Natalie  
**Sent:** Friday, February 19, 2016 4:35 PM  
**To:** Winter, Molly  
**Cc:** Bracke, Kathleen  
**Subject:** Board reps for HOP Refresh Stakeholder Meetings

Hi Molly,

As you may know, the city celebrated the HOP route's 21<sup>st</sup> birthday last October. Now we are kicking off the HOP Refresh project next week.

The purpose of the HOP Refresh is to improve the service and enhance the attractiveness of the HOP given changes in land use and transportation options along the route over the last two decades.

The project is an opportunity to revisit the community-driven goals and objectives of the service, and accommodate important activity centers such as Boulder Junction and the future Google campus as well as continue to provide high quality service to Downtown, CU, and the Hill.

The proposed timeline for the HOP Refresh process is February – October 2016. We've hired Jarrett Walker + Associates (JW+A) to assist staff with the project.

As part of the planning process, we will be hosting two stakeholder meetings to help guide the development and review of options.

We would like to invite representatives from the University Hill Business District, the Downtown Management Commission, and Boulder Junction Access District to participate in the stakeholder meetings beginning this Spring:

- In Stakeholder Meeting #1, JW+A presents stakeholders with Existing Conditions, and with a set of

Conceptual Alternatives for the HOP. The committee will be polled on their goals for transit generally, for the HOP specifically, and on their reactions to the Alternatives (and how the Alternatives performed against evaluation criteria). This meeting will be lengthy (3-4 hours), as JW+A will lead the group through an interactive exercise that will help them understand fundamental transit operations and trade-offs.

- In Stakeholder Meeting #2, JW+A presents stakeholders with a service concept that is designed based on Meeting #1, public input, and city council feedback. It will be focused on how the draft redesign relates to earlier input, and also on the details of the design and its implementation. The committee has an opportunity to make comments that will be reflected in the final report. This meeting will be considerably shorter than the first, perhaps just 1.5 hours long.

Please let me know how you would like us to proceed to recruit representatives for their involvement in future stakeholder meetings related to the HOP Refresh.

We would be happy to attend board/commission meetings to give a brief update on the project, as well.

Thank you,

Natalie L. Stiffler, AICP  
Transportation Planner II  
City of Boulder/GO Boulder  
office: (303) 441-3217  
cell: (720) 460-8451

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