4.3 Economic Considerations

Summary

This section discusses economic impacts that would result from implementation of the packages evaluated in detail in this Final Environmental Impact Statement (FEIS).

The economic analysis evaluated the effects of each package on:

- Employment-related impacts.
- Business-related impacts (commercial buildings with modified access during and after construction, business relocations, and parking impacts).
- Changes in property tax base and revenues.

Total direct construction and indirect employment generated by a build package was estimated to range from 4,800 jobs annually for Package 2 and the Combined Alternative Package (Preferred Alternative), to 4,300 jobs annually for Package 4, over an estimated 5-year construction period.

Total direct construction and indirect employment generated by a build package was estimated to range from 4,800 jobs annually for Package 2 and the Combined Alternative Package (Preferred Alternative), to 4,300 jobs annually for Package 4, over an estimated 5-year construction period.

Approximately 150 to 215 commercial buildings would experience modified access during construction of the improved facilities in the build packages. The relocation analysis identified 129 to 138 businesses that would be displaced by the proposed improvements as a result of Package 2 and Package 4. The Combined Alternative Package (Preferred Alternative) would displace 37 businesses, approximately 70 percent fewer businesses than Package 2 and Package 4. Package 2 would impact approximately 3,520 parking spaces at commercial properties, while Package 4 would impact approximately 3,210 parking spaces. The Combined Alternative Package (Preferred Alternative) would impact an estimated 2,530 parking spaces.

The proposed improvements would require acquisition of land currently not located within the right-of-way (ROW) or owned by the Colorado Department of Transportation (CDOT) or Regional Transportation District (RTD). As a result, the long-term loss of annual property tax revenues could be approximately $1.9 to $2.3 million. However, the expected ongoing and planned development in the corridor would offset these impacts and create a net growth in the tax base and revenues within the project area by 2035.

Affected Environment

This section describes the economic conditions in the project area. Data reflect trends for the United States Highway 36 (US 36) corridor. Each segment of the project area includes a discussion of the following characteristics:

- Employment by sector
- Employment centers
- Jobs/housing balance
- Median household income
- Taxable retail sales and assessed valuation

Planned or ongoing development in the US 36 corridor that would occur in Package 1 includes:

- Ongoing development in the Sheridan Park and Westpark developments on the north side of US 36, east of Sheridan Boulevard along West 88th Avenue.
- Redevelopment of the Westminster Mall, about 100 acres at the corner of Sheridan Boulevard and West 88th Avenue, just west of US 36.
- A new mixed-use development along West 98th Avenue called Hyland Village, immediately adjacent to US 36 that is under construction.
- Ongoing development of Church Ranch Corporate Center, south of Church Ranch Boulevard and west of US 36.
- Ongoing development at the Circle Point Corporate Center, approximately 60 acres of new commercial and employment uses at West 112th Avenue and Westminster Boulevard.
- Planned development of a new mixed-use "town center" also at West 112th Avenue at Westminster Boulevard, called The Axis, and composed of 15 acres.
- Redevelopment of the Old Broomfield town site along Old Wadsworth Boulevard between West 112th Avenue, and West 120th Avenue.
- Ongoing development of the Arista development between US 36 and Wadsworth Parkway, and West 112th Avenue and West 120th Avenue/State Highway (SH) 128.
- Redevelopment of the West 120th Avenue Gateway corridor, a Broomfield revitalization plan associated with the pending extension of West 120th Avenue from the intersection of Wadsworth Parkway/SH 128 east, to connect to West 120th Avenue on the east side of the BNSF Railway tracks.
- Proposed hotel development in the southwest quadrant of the Broomfield interchange with Wadsworth Parkway and 120th Avenue.
- Ongoing development of the Interlocken Business Park south of US 36.
- Ongoing development of the Parkway Circle development north of US 36.
- Ongoing development of the FlatIron Crossing Mall and surrounding area.
- Redevelopment of Flatiron Landing between the railroad tracks and US 36, after Industrial Boulevard is realigned to join Midway Boulevard.
- Planned redevelopment of the 400 plus acre ConocoPhillips property, formerly owned by Sun Microsystems, north of US 36 and west of Interlocken Loop/96th Street.
- Ongoing development for the University of Colorado west of US 36.
- Development of a new Superior Town Center just south of US 36 and east of McCaslin Boulevard.
- Continued infill development along the corridor and new development attracted to the areas around commuter rail and bus rapid transit (BRT) stations as transit-oriented development consistent with RTD and local objectives.

Economic characteristics are described for a study area generally located within 0.5 mile on either side of the US 36 corridor (referred to as the "study area" in this section). This 0.5-mile study area is large enough to provide a comprehensive picture of the existing economic conditions along the corridor, capturing major activity centers (employment and commercial) that cluster near highway interchanges. Employment trends for the study area are based on demographic data produced by the Denver Regional Council of Governments (DRCOG), and are broken out by the following categories:

- Retail — includes retail trade, food services, and accommodations.
- Service — includes personal, business, information services, construction, and government.
- Production/Distribution — includes agriculture, forestry, mining, manufacturing, transportation, warehousing, wholesale trade, and communications.
- Other — includes self-employed and contract employees.

The jobs/housing balance is the relationship between the number of persons employed in an area versus the potential housing opportunities in that area. In theory, a balanced community would have 1.0 to 1.5 employees for every housing unit. A ratio substantially over this range indicates an employment center where there are more jobs than housing available. Conversely, a ratio less than this range indicates a primarily residential node where there is more housing than jobs available. Factors such as major employment centers, commercial/retail nodes, housing density, and boundaries of analysis areas can greatly influence this balance.

The employment figures were based on 2005 DRCOG data, and housing figures were estimated using 2005 DRCOG household data as a base and applying an average 5 percent vacancy rate to produce 2005 housing units.[1] (Note: This estimate was required because the United States [U.S.] Census Bureau does not produce interim housing unit counts.)

Income data were collected from U.S. Census 2000 (most recent data available), and reflect the median income of households for 1999. All data are at the municipal level (not at the project area or study area level), and therefore include income from persons outside the project area. The income information, therefore, is discussed at the sub-area or municipal level, rather than the project area or study area level.

The retail sales trend analysis evaluated the 7-year time period from 2000 to 2007 (most recent data available). The analysis used the State of Colorado’s definition for retail sales that is defined as gross sales minus wholesale sales. All trends and data are at the municipal level (not at the project area or study area level), and therefore include sales for businesses from outside the project area. Retail sales information, therefore, is discussed at the municipal level, rather than the project or study area level.

All Segments

There were 79,382 jobs in the study area as of 2005 (latest data available). According to DRCOG, employment is estimated to grow 3.0 percent annually, reaching 150,295 by 2035. The service and production/distribution sectors are estimated to have the fastest annual growth rate at 3.7 percent and 3.4 percent respectively, from 2005 to 2035. Table 4.3-1, Employment Trends, displays the corridor employment trends from 2005 to 2035 by segment.

[1] Employment and household data are extracted from the transportation analysis zones (TAZs) that intersect the project area. Note that data remain unapportioned and include employment and households within the entire TAZ, regardless of whether the TAZ extends outside the project area.

Table 4.3-1: Employment Trends

Segment[1]	2005	2035	Percent Annual Increase (%)
Adams	21,723	31,025	1.4
Westminster	14,609	31,903	3.9
Broomfield	23,406	48,239	3.5
Superior/Louisville	13,666	30,143	4.0
Boulder	5,978	8,985	1.7
Total	79,382	150,295	3.0

Source: DRCOG, 2007.
Notes:
[1]The Denver Segment is not shown as physical improvements would not extend into this segment.
% = percent

The project area has a 1.8 jobs/housing ratio, reflecting the corridor's growing employment centers such as the Interlocken Business Park/FlatIron Crossing area in Broomfield. For example, in the Broomfield Segment, the jobs/housing ratio of 5.8 shows that for every household unit in that segment there are close to six jobs available. The number of housing units and the jobs/housing ratios, by segment, are displayed in Table 4.3-2, Housing Units and Jobs/Housing Ratio.

Table 4.3-2: Housing Units and Jobs/Housing Ratio

Segment[1]	Housing Units	Jobs/Housing Ratio
Adams	17,552	1.2
Westminster	9,874	1.5
Broomfield	4,043	5.8
Superior/Louisville	6,450	2.1
Boulder	5,900	1.0
Total	43,819	1.8

Source: DRCOG, 2007.
Note:
[1]The Denver Segment is not shown as physical improvements would not extend into this segment.

Another economic indicator reviewed was median household income. Median household income for the project area ranged from $41,445 in the Adams Segment to $69,196 in the Superior/Louisville Segment, as shown in Table 4.3-3, Median Household Income.

Table 4.3-3: Median Household Income

Segment[1]	Median Household Income		Income in the Segment as Compared to County
	Segment ($)	County ($)	
Adams	41,445	47,323	Lower in the segment than in the county
Westminster	60,692	57,339	Higher in the segment than in the county
Broomfield	55,104	69,903	Lower in the segment than in the county
Superior/Louisville	69,196	55,861	Higher in the segment than in the county
Boulder	56,192	55,861	Higher in the segment than in the county

Source: U.S. Census, 2000.
Note:
[1]The Denver Segment is not shown as physical improvements would not extend into this segment.

The lowest incomes are in the Adams Segment, which is 19 percent below the Denver metropolitan area average of $51,200. Comparing the segments to the county in which each is located, the median household income by county ranged from $47,323 in Adams County (Adams Segment) to $69,903 in Broomfield County (Broomfield Segment). The Adams and Broomfield segments had a lower median household income than the County median income, while the Westminster, Superior/Louisville, and Boulder segments had a higher median household income than their corresponding counties.

Taxable retail sales for all jurisdictions in the project area grew between 2000 and 2007. Table 4.3-4, Retail Sales Trends, displays the retail sales trends from 2000 to 2007 by corridor sub-areas.

Table 4.3-4: Retail Sales Trends

Segment/Municipality[1]	2000 ($)	2007 ($)	Percent Annual Growth (%)
Adams	N/A[2]	N/A	N/A
Westminster	1,912,000,000	3,119,000,000	9.0
Broomfield	840,000,000	1,713,000,000	14.8
Superior	162,000,000	367,000,000	18.1
Louisville	516,000,000	649,000,000	3.7
Boulder	3,393,000,000	3,888,000,000	2.1

Source: State of Colorado; Department of Revenue website, 2009.

Notes:

[1]The Denver Segment is not shown as physical improvements would not extend into this segment.

[2]A nominal number of retail businesses are located in the Adams Segment. Therefore, an evaluation of the unincorporated Adams County retail sales trends was not included.

% = percent

N/A = not applicable

Assessed valuation was collected by county; therefore, these estimates are only representative numbers since they include different geographical boundaries than the project area. Total assessed valuation of the counties that comprise the project area was $18.6 billion, according to the most recent data from 2007 and 2008 as shown in Table 4.3-5, Assessed Valuation by County in the US 36 Project Area. The assessed values for Adams County and Broomfield County are from year 2008, Jefferson County and Boulder County values are from year 2007.

Table 4.3-5: Assessed Valuation by County in the US 36 Project Area

County[1]	Total Assessed Valuation ($)
Adams	4,600,000,000[2]
Jefferson	7,300,000,000[3]
Broomfield	1,100,000,000[2]
Boulder	5,600,000,000[3]
Total	18,600,000,000

Source: Adams County, 2009; Jefferson County, 2009; Broomfield County, 2009; Boulder County, 2009.

Notes:

[1]Denver is not shown as physical improvements would not extend into this segment.

[2]Data based on 2008 certified county abstract for each county. Data include total assessed valuation for land and improvements, and exclude non-taxable property.

[3]Data based on 2007 certified county abstract for each county. Data include total assessed valuation for land and improvements, and exclude non-taxable property.

Denver Segment

The economic environment in the Denver Segment is not discussed in this section because physical improvements to US 36 would not extend into this segment.

Adams Segment

The Adams Segment had 21,723 jobs in the study area as of 2005. The majority, or 52 percent of these jobs, were service-related positions, as shown in Table 4.3-6, Adams Segment Employment. Total employment in this segment is forecast to grow annually by 1.4 percent, resulting in a total of 31,025 jobs by 2035. This segment is forecast to have the slowest employment growth in the corridor.

Table 4.3-6: Adams Segment Employment

Category	2005	2035	Annual Change (%)
Retail	3,721	5,256	1.4
Service	11,315	15,566	1.3
Production/Distribution	6,687	10,203	1.8
Total	21,723	31,025	1.4

Source: DRCOG, 2007.
Note:
% = percent

In 2005, there were 17,552 housing units in the Adams Segment study area. A comparison of these figures with employment estimates produces a jobs/housing ratio of 1.2. This ratio indicates that there is a balance between jobs and housing units. The median household income for the Adams Segment was $41,445 in 2000. This was 12 percent less than the median income for Adams County of $47,323, and 19 percent lower than the Denver metropolitan area average of $51,200.

A nominal number of retail businesses are located in the Adams Segment. Therefore, an evaluation of retail sales trends in Adams County was not included. However, concern was expressed by local retail businesses and restaurants regarding removal of direct access to Broadway from westbound Interstate I-25 (I-25)/I-270 to US 36. These businesses could negatively be affected by the out-of-direction travel that would be required by business patrons.

Westminster Segment

The Westminster Segment had 14,609 jobs in the study area as of 2005. Of these jobs, 48 percent were service-related positions, as shown in Table 4.3-7, Westminster Segment Employment. Much of this employment is concentrated in the Westminster Mall and other shopping centers in the vicinity of the 88th Avenue and Sheridan Boulevard intersection. Total employment in this segment is forecast to grow annually by 4.0 percent, resulting in a total of 31,930 jobs by 2035.

Table 4.3-7: Westminster Segment Employment

Category	2005	2035	Annual Change (%)
Retail	5,455	8,566	1.9
Service	7,043	18,312	5.3
Production/Distribution	2,111	5,052	4.6
Total	14,609	31,930	4.0

Source: DRCOG, 2007.
Note:
% = percent

In 2005, there were 9,874 housing units in the Westminster Segment study area. A comparison of these figures with employment estimates produces a jobs/housing ratio of 1.5. This ratio indicates that there is a relative balance between jobs and housing units in the segment.

The median household income for the Westminster Segment was $60,692 in 2000. This was 6 percent higher than the median income data for Jefferson County, which was $57,339, and 19 percent higher than the Denver metropolitan area average of $51,200.

Retail sales in the City of Westminster experienced an annual growth rate of 9.0 percent from 2000 through 2007. Sales grew from $1.9 billion in 2000 to $3.1 billion in 2007. Although the City of Westminster did lose retail sales when FlatIron Crossing opened in the last quarter of 2001, the city's substantial retail base and new developments such as the Westminster Promenade (a 228,726 square foot, mixed-use entertainment center) have enabled continued overall growth.

Broomfield Segment

The Broomfield Segment had 23,406 jobs in the study area in 2005. Of these jobs, 43 percent were service-related positions as shown in Table 4.3-8, Broomfield Segment Employment. Total employment in this segment is forecast to grow annually by 3.5 percent, resulting in a total of 48,239 jobs by 2035. Broomfield became a city and county in 2001.

In 2005, there were 23,406 jobs in the Broomfield Segment.

Table 4.3-8: Broomfield Segment Employment

Category	2005	2035	Annual Change (%)
Retail	6,578	9,877	1.7
Service	10,035	26,661	5.5
Production/Distribution	6,793	11,701	2.4
Total	23,406	48,239	3.5

Source: DRCOG, 2007.
Note:
% = percent

Interlocken Business Park and the FlatIron Crossing retail area (just south of US 36 and west of StorageTek Drive and Interlocken Loop) is an emerging employment center in the corridor. The Interlocken Business Park is a 963-acre site; approximately two-thirds of the site is developed, planned, or under construction. This large suburban office park includes the Omni Interlocken Hotel and Conference Resort, with 390 rooms and a 27-hole golf course. Level 3 Communications, Inc., is a major employer in the business park. FlatIron Crossing and the adjacent retail centers have 1.5 million square feet of retail and commercial space.

In 2005, there were 4,043 housing units in the Broomfield Segment study area. A comparison of these figures with employment estimates produces a jobs/housing ratio of 5.8. This ratio indicates that this segment of the corridor is a major employment center with nearly six times as many jobs as housing units.

The median income for the Broomfield Segment was $55,104 in 2000. This was 11 percent less than the median income for the entire City and County of Broomfield, which was $69,903, and 8 percent more than the Denver metropolitan area average of $51,200.

Retail sales for the City and County of Broomfield have increased over the 2000 to 2007 period. Retail sales grew from $840.1 million in 2000 to $1.7 billion in 2007. The opening of FlatIron Crossing and Flatiron Marketplace (the auxiliary "big box" retailers) were the major contributing factors to the 14.8 percent annual growth rate over the period. These developments added over 1.6 million square feet of commercial space in Broomfield.

Superior/Louisville Segment

The Superior/Louisville Segment had 13,666 jobs in the study area in 2005. The largest category of employment was retail-related positions with 6,459 jobs, as shown in Table 4.3-9, Superior/Louisville Segment Employment. Total employment in this segment is forecast to grow annually by 4.0 percent, resulting in 30,143 jobs by 2035.

Table 4.3-9: Superior/Louisville Segment Employment

Category	2005	2035	Annual Change (%)
Retail	6,459	8,677	1.1
Service	4,754	12,104	5.2
Production/Distribution	2,453	9,362	9.4
Total	13,666	30,143	4.0

Source: DRCOG, 2007.
Note:
% = percent

In 2005, there were 6,450 housing units in the Superior/Louisville Segment study area. A comparison of these figures with employment estimates produces a jobs/housing ratio of 2.1. This ratio indicates that there are twice as many jobs as housing units in the segment.

The median household income for the Superior/Louisville Segment was $69,196 in 2000. The median income for this segment was 24 percent higher than the median income for Boulder County, which was $55,861, and 35 percent higher than the Denver metropolitan area average of $51,200. The Superior/Louisville Segment had the highest median household income in the corridor.

Similar to Broomfield, the Town of Superior has experienced a significant increase in retail sales due to a new development. The Superior Marketplace, a power center with 600,000 square feet of retail space, opened in 1999. A power center is an open-air retail center with several large format tenants. This site includes Costco, Super Target, Ross, TJ Maxx, Michael’s, Office Max, PetSmart, Wild Oats, Sports Authority, and Chuck E. Cheese. This power center has contributed significantly to the town’s growth of retail sales over the 7-year period. Retail sales grew from $162.0 million in 2000 to $367.0 million in 2007, or an annual increase of 18.1 percent.

The City of Louisville has experienced retail sales growth, from $516 million in 2000 to $649 million in 2007, which is an annual increase of 3.7 percent.

The City of Louisville has experienced retail sales growth from $516 million in 2000 to $649 million in 2007, an annual increase of 3.7 percent. The city’s major retail node is located at the US 36/McCaslin Boulevard interchange. The node has a cluster of four shopping centers with approximately 170,000 square feet of retail space as well as two national home improvement retailers (Home Depot and Lowe’s), which represent an additional 266,000 square feet of retail space. These plazas and retailers represent the city’s largest retail node for generating taxable sales; capturing local and more regional sales because of their highway access.

Boulder Segment

The Boulder Segment had 5,978 jobs in the study area in 2005. The largest numbers of jobs were service-related positions at 60 percent, as shown in Table 4.3-10, Boulder Segment Employment. The University of Colorado, Ball Aerospace & Technology, Community Hospital Association, and the University Corporation for Atmospheric Research (a non-profit organization that manages the National Center for Atmospheric Research) are the major employers in the City of Boulder. Total employment in this segment is forecast to grow annually by 1.7 percent, resulting in a total of 8,985 jobs by 2035.

Table 4.3-10: Boulder Segment Employment

Category	2005	2035	Annual Change (%)
Retail	1,911	2,426	0.9
Service	3,588	5,370	1.7
Production/Distribution	479	1,189	4.9
Total	5,978	8,985	

Source: DRCOG, 2007.
Note:
% = percent

In 2005, there were 5,900 housing units in the Boulder Segment study area. A comparison of these figures with employment estimates produces a jobs/housing ratio of 1.0. This ratio indicates a balance between jobs and housing in this area, which has several sizable multi-family developments along with commercial development.

The median household income for the Boulder Segment was $56,192 in 2000. This was slightly more than the median income for the entire Boulder County, which was $55,861, and was 10 percent higher than the Denver metropolitan area average of $51,200.

When the Draft Environmental Impact Statement (DEIS) was published, the City of Boulder's retail sales had decreased by 0.6 percent annually from $3.4 billion in 2000 to $3.3 billion in 2005. This decrease was attributed largely to the loss of regional sales from Boulder's Crossroads Mall to FlatIron Crossing, which is located in Broomfield, as well as other regional big box retail uses in the Superior/Louisville and Broomfield segments of the corridor. The 29th Street redevelopment project replaced the Crossroads Mall with 1 million square feet of commercial, office, and entertainment space at buildout. The first phase of the project opened in 2006. Between 2005 and 2007, City of Boulder retail sales appreciated by 9.0 percent annually, and resulted in an overall 2.1 percent annual growth in retail sales when annualized over the period between 2000 and 2007.

Impact Evaluation

Methodology

This section addresses both direct and indirect impacts to economic conditions (it is assumed that direct impacts would occur within 0.5 mile of the corridor, and that indirect impacts would occur within 3 miles of the corridor), and details how each package would affect:

- employment;
- businesses (commercial buildings with modified access during and after construction, business relocations, and parking impacts); and
- changes in property tax base and revenues.

These are indicators of the economic impacts of implementing any of the proposed packages. The impact analysis was based on information collected through field research in the project area, county assessor parcel data, site visits to interchanges and proposed transit stations, and an in-depth review of aerial photography of the project area. The following sections summarize the area of evaluation and detail the methodology used.

Employment

Employment changes along the corridor could be a result of direct effects (construction employment) and indirect effects (induced employment) associated with implementing the proposed packages. Therefore, both direct construction and indirect employment changes were evaluated in this section. Construction employment was estimated by taking the project cost and estimating a portion attributable to labor costs (assuming an industry standard of 50 percent). The estimated labor cost was then divided by the 2008 average income for a construction worker in the Denver metropolitan area (estimated at $68,000, including benefits). This produced the number of construction employees related to the project. The jobs multiplier of 1.6 (IMPLAN[2] Regional Model multiplier) was applied to the direct employment to quantify indirect jobs generated by the proposed project. These total numbers of jobs were then annualized over a 5-year construction period.

Business-Related Impacts

Modified access to commercial buildings was evaluated. The evaluation focused on commercial (including retail, office, and industrial) buildings within 0.25 mile of interchanges/stations of the US 36 corridor. Access changes as a result of the proposed improvements are discussed. Construction of the proposed improvements would also result in the relocation of businesses. A list of impacted businesses was developed and an estimate of square feet of commercial uses to be relocated was calculated. Further information relative to business relocations can be found in Section 4.4, Right-of-Way and Relocations. Impacts to parking spaces on commercial and multi-family residential properties were calculated by laying the footprint of the alternatives on aerial views of the study area and estimating the number of parking spaces that fall within the footprint.

Property Tax

Changes to the property tax base and revenues were estimated using county assessor data for each parcel to be acquired, either partially or fully. To calculate these changes, parcels with exempt status (i.e., municipally owned land) or insufficient data (no value or tax data available) were removed from the calculations. If only a partial acquisition was required, only a portion of the total assessed value was used to avoid overstating the changes. For example, if 10 percent of a parcel would be impacted, then 10 percent of the assessed value is counted as the impact. The tax base and revenues were calculated using the adopted 2006 property assessment and mill rates. The data were compared to the 2007 and 2008 total assessed value for each of the counties in the project area.

Package 1: No Action

Direct Impacts

Economic impacts to major development centers and projects in the corridor would be expected by 2035. Mobility and access problems associated with the planned and ongoing development could cause people to avoid the area in favor of other areas in the region. The lack of mobility improvements to the US 36 highway and associated transit improvements, as well as the absence of upgraded access at interchanges and arterial connections, would result in diminished development rates and possible permanent deferment of development plans.

Increased travel times and delays for work, business, and shopping trips would be experienced in Package 1. Negative impacts to employment and retail centers would result. As a consequence, retail sales would be lower because of the lower levels of patronage that would be expected.

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[2] MIG, Inc., Minnesota, (IMPLAN GROUP); IMPLAN Regional Model and software estimates employment multipliers.

Because no construction would take place, increases in construction-related jobs and associated personnel earnings and expenditures would not occur. Approximately 3,000 construction-period jobs would not be created that would be available as a result of the build packages.

Indirect Impacts

The primary indirect impact of not making transportation improvements in the US 36 corridor would be the reduction in employment. Commercial office, industrial, and retail employment would all be less in Package 1 because the new development would not be constructed. Other effects could include less residential development because jobs would be too far away for commute patterns.

Package 2: Managed Lanes/Bus Rapid Transit

The overall economic impact of the transportation improvements proposed for Package 2 would be to support ongoing and planned development in the corridor in most locations. Because mobility would be improved compared to Package 1, development would remain attractive relative to other opportunities in the metropolitan area. Opportunities for development in the Adams Segment would be more limited in some locations due to the acquisitions and changes in access proposed under the build packages coupled with the fact that the segment is already built out.

Package 2 would reinforce use of alternative modes for transportation including high-occupancy vehicles (HOVs), BRT, and other transit use. Residents and employees would be able to rely on the alternate modes for consistent travel times through use of the managed lanes. Certain types of businesses would find these features attractive and would locate in the corridor as a result.

Due to the nature of the data and calculation methodologies, evaluation of the majority of impacts was performed at the package level; however, commercial building access was evaluated segment-by-segment. Table 4.3-11, Summary of Economic Impacts — Package 2, details impacts for Package 2.

Table 4.3-11: Summary of Economic Impacts — Package 2

Impacts	Economic Impacts
Direct Impacts	
Direct annual construction employment created (over a 5 year construction period)	3,600 jobs
Modified access to businesses during construction	150 to 215 buildings
Business relocations	138 businesses
Tax base change	Loss of $26.9 to $27.2 million[1]
Indirect Impacts	
Annual indirect employment from construction (over a 5 year construction period)	2,200 jobs

Source: US 36 Mobility Partnership, 2007 and 2009.
Note:
[1]Loss in tax base is a result of the acquisition of additional land currently not within existing right-of-way. Overall, the expected tax base reduction represents less than a 0.15 percent change from the existing condition.

Direct Impacts

All Segments

Package 2 would result in employment growth of 3,600 temporary construction jobs annually over an estimated 5-year construction period.

Employment

Package 2 would result in employment growth of 3,600 temporary construction jobs annually over an estimated 5-year construction period.

Business-Related Impacts

Access Modifications

Restricted access to commercial buildings along the US 36 corridor is anticipated to be limited and confined, in most cases, to buildings located near the interchanges. Access to existing and planned businesses near interchanges would be substantially modified at the locations discussed below.

Closure of access from southbound I-25 and westbound US 36/I-270 to Broadway is the most significant modification to access proposed under the build packages and would result in negative impacts to businesses on Broadway north and south of US 36. Patrons would access the businesses from southbound I-25 via 84th Avenue, Pecos Street, and 70th Avenue. Access from westbound US 36/I-270 could occur via York Street, Pecos Street, and 70th Avenue.

The changes in access would alter existing travel patterns for users and would require a significant amount of out of direction travel to reach the businesses on Broadway. Access directions would need to be described to patrons and signage provided on routes to the area to properly direct patrons and other travelers. The circuitous route could cause a loss in customer base for the businesses located in this area, resulting in lower desirability for future development in the area, and could ultimately affect the viability of commercial land uses in this location.

At the Pecos Street interchange, the proposed design would modify some access to adjacent commercial uses north of US 36 including the U.S. postal facility and others. Access to the postal facility and other uses in this area would still be available via Del Norte Street and Cortez Street. The out-of-direction travel required would be minor and would not be expected to cause a loss in customer base for these businesses.

At the Federal Boulevard interchange, reconstruction would modify some access to Westminster City Swim and Fitness Center and municipal court facilities at West 76th Avenue, and to the Westminster Square Shopping Center and others that currently use portions of Turnpike Drive to connect south to West 74th Avenue. Turnpike Drive would be truncated at Grove Street. North of US 36, reconstruction of Federal Boulevard would require consolidation and adjustment of driveways to properties on the east side of Federal Boulevard.

Because of the interchange ramp reconstruction at Sheridan Boulevard, West 88th Place would be closed at Sheridan Boulevard. This closure would redirect access to and from Sheridan Boulevard for three hotels, two restaurants, and several commercial office buildings along Yates Street and West 88th Avenue. Access to and from Sheridan Boulevard for these businesses would be more circuitous but would be maintained via Yates Street and West 92nd Avenue. The change in travel routes would be minimal and would not be expected to cause a loss in customer base for these businesses.

Near the Wadsworth Parkway interchange, Carr Street would be closed to accommodate the realignment of one of the ramps at the Wadsworth Parkway interchange with US 36. Access to the businesses in the parcels between Carr Street and Commerce Street would need to be reoriented to Commerce Street or to common driveways to serve the properties. Wadsworth Parkway north of US 36 would also be reconstructed north of Midway Boulevard, requiring adjustments to driveways to commercial uses on both the east and west sides of the street. These access changes would not be expected to affect the ability of patrons to easily reach these businesses.

The project includes the replacement of the Old Wadsworth Boulevard bridge with a new bridge to carry West 112th Avenue over US 36 in an east to west direction. The approach roadways to the bridge would be provided by others. The new crossing would reinforce the roadway network in the area, and it would also be useable by several planned developments, including the ongoing developments of Circlepoint and Arista.

In Package 2, a new over-crossing would be provided at Midway Boulevard, linking the north and south sides of US 36 in this employment center of Broomfield. The new crossing would help to join the Interlocken Business Park with other employment uses in Broomfield. The crossing would also be used as a drop-ramp to access the managed lanes in this package. Package 4 would not provide this new crossing.

Loop Drive would be closed at Table Mesa Drive because the new ramps planned at this interchange would need to have full access control. Loop Drive serves the University of Colorado, Boulder South Campus. A new access connection would be provided to Tantra Drive. Planning for the connection would need to be undertaken in conjunction with the City of Boulder and the adjacent neighborhoods.

The intersection of Baseline Road and 28th Street would be widened on the east side to add a westbound right-turn lane. This change would modify some access to the service station on the north and the commercial uses on the south. Patrons would still be able to access the service station on the north side and from 29th Street on the east.

Restricted access to commercial buildings during construction would result primarily from interchange reconstruction, and would impact 150 to 215 buildings in Package 2. Table 4.3-12, Modified Access to Commercial Buildings During Construction, details these impacts. Detailed traffic control and staging plans would be prepared in conjunction with adjacent properties and local jurisdictions to ensure that access is maintained to businesses throughout construction.

Table 4.3-12: Modified Access to Commercial Buildings During Construction

Segment	Location	Number of Properties Impacted	Description of Impact
Denver	None	None	None.
Adams	Broadway interchange	10 to 20	Most construction would be concentrated on the US 36 alignment in this area, limiting disruption of access to adjacent uses.
Adams	Pecos Street interchange	30 to 35	The US 36 bridge over Pecos Street would be widened and would require detours through the interchange area with some extension north and south of the highway that would affect access.
Adams/Westminster	Federal Boulevard interchange	5 to 10	Limited work would need to be done along Federal Boulevard. Detours and other minor control devices would be required to maintain access to Westminster City Swim and Fitness Center, municipal court facilities at West 76th Avenue, and to Westminster Square Shopping Center.
Westminster	Sheridan Boulevard/92nd Avenue interchange – south side of US 36	10 to 15	The major rebuilding of the Sheridan Boulevard and the 88th Avenue interchange area would result in detours for adjacent properties and would require detailed traffic control plans and staging plans to ensure that access is maintained.
Westminster	Sheridan Boulevard/92nd Avenue interchange – north side of US 36	20 to 30	The major rebuilding of the Sheridan Boulevard and 92nd Avenue interchange area would result in detours for adjacent properties and would require detailed traffic control plans and staging plans to ensure that access is maintained.
Westminster	Church Ranch Boulevard interchange	10 to 15	Church Ranch Boulevard would be substantially widened by the project resulting in detours for the Promenade Entertainment Complex, the Shops at Walnut Creek, and other businesses.

Table 4.3-12: Modified Access to Commercial Buildings During Construction

Segment	Location	Number of Properties Impacted	Description of Impact
Broomfield	Wadsworth Parkway interchange	15 to 20	The major rebuilding of the Wadsworth Parkway and SH 128/120th Avenue interchange area would result in detours for adjacent properties and would require detailed traffic control plans and staging plans to ensure that access is maintained.
Broomfield	Flatiron Parkway interchange	10 to 15	Reconstruction would take place within the current envelope of US 36 and interchange ramps. Access to FlatIron Crossing and Flatiron Marketplace, and others may need to be modified slightly but all access points would be retained.
Superior/Louisville	McCaslin Boulevard interchange	30 to 35	The McCaslin Boulevard bridge would be rebuilt and widened in the project. Construction activities would modify some access to Superior Marketplace, Colony Square Theater, and other businesses along McCaslin Boulevard as the bridge is widened. The major rebuilding of the interchange area would require detailed traffic control plans and staging plans to ensure that access is maintained.
Boulder	Table Mesa Drive interchange	5 to 10	Major reconstruction would occur to replace the Foothills Parkway connections and to rebuild the Table Mesa Drive interchange. Detours and other traffic control devices would be required to maintain access to adjacent properties. The rebuilding of the interchange area would require detailed traffic control plans and staging plans to ensure that access is maintained.
Boulder	Baseline Road at 28th Street interchange – east side ramp intersection	5 to 10	Limited work needs to be done along Baseline Road. Detours and other minor control devices would be required to maintain access to adjacent properties.

Source: US 36 Mobility Partnership, 2007.
Notes
SH = State Highway
US 36 = United States Highway 36

Business Displacements

The relocation analysis identified 138 businesses that would be impacted by the proposed improvements. These businesses have an estimated 693,800 square feet of commercial uses to be relocated. Section 4.4, Right-of-Way and Relocations, provides detailed relocation impacts by segment. In many locations along the corridor, partial property acquisitions would be necessary, but the business or other uses could remain.

Parking Impacts

A total of approximately 3,520 parking spaces would be acquired for the project from properties and businesses through all segments for Package 2.

Table 4.3-13, Summary of Parking Impacts — Package 2, shows the approximate number of spaces that would be impacted by the proposed project in each segment of the corridor.

Table 4.3-13: Summary of Parking Impacts — Package 2

Segment[1]	Approximate Number of Parking Spaces Displaced	Types of Buildings and Properties Affected
Adams	735	Automobile dealerships, apartment building
Westminster	1,595	Office, hotel, Westminster Center Mall, apartments
Broomfield	535	Office buildings in Interlocken Business Park, industrial buildings
Superior/Louisville	640	Retail and commercial buildings in the McCaslin Boulevard interchange area
Boulder	15	Apartment buildings
Total	3,520	N/A

Source: US 36 Mobility Partnership, 2007.

Notes:

[1]The Denver Segment is not shown as physical improvements would not extend into this segment.

The information presented in this table is preliminary and based on conceptual design. The number of parking spaces is approximate and subject to change during final design.

N/A = not applicable

The number of parking spaces shown in Table 4.3-13, Summary of Parking Impacts — Package 2, is only an approximation. The number of parking spaces is subject to change during additional design work in final design. Economic impacts to businesses and properties in each of the segments would vary depending upon the amount of parking spaces that are displaced and the effects to the business entities. Details and actions to minimize displacement and disruption would continue through final design of the project.

Construction Impacts

Construction of the project would cause temporary disruption to travel paths to businesses and other attractions in the corridor. Detours and other traffic control measures would be used to manage traffic and transit operations, and direct travelers to destinations.

During construction in some areas, a loss of visibility to businesses and other attractions would occur. In some locations, signage would be displaced permanently or temporarily. Replacement signage and directional information would be provided by the project to maintain access and safe traffic, transit, pedestrian, and bicycle operations during and after construction.

Property Tax

The proposed improvements would require additional land currently not within the ROW or owned by CDOT or RTD. Acquisition of these parcels could result in a $26.9 to $27.2 million loss in the tax base and an annual $2.25 to $2.28 million loss of tax revenues for Package 2.

By comparison, the estimated total assessed valuation of the properties in the four counties traversed by US 36 is $18.6 billion. The expected tax base reduction in the four counties would be less than a 0.15 percent change.

The expected ongoing and new development in the corridor listed in the discussion of Package 1 would be supported by the proposed transportation improvements. The development plans would be more fully realized in Package 2. New development would lead to increased employment at corridor locations. The ongoing and new development would likely offset the impacts of business relocations and would be anticipated to create a net growth in the tax base and revenues within the project area by 2035.

Indirect Impacts

All Segments

Direct construction jobs and expenditures related to implementing Package 2 would result in the generation of an additional 2,200 indirect jobs annually over a 5-year construction period.

Property values would likely increase as a result of either build package if access or mobility is improved. Property values would likely decrease if increases in noise or visual impact occur.

Package 4: General-Purpose Lanes, High-Occupancy Vehicle, and Bus Rapid Transit

The economic impacts resulting from Package 4 would be similar in many ways to the economic impacts from Package 2. The types and extent of the improvements are similar at most locations.

The overall effect of the improvements would be to support ongoing and planned development in the corridor in most locations. The improved transportation facilities would improve mobility for residents and employees. Access to land uses would also be improved through reconstruction of interchanges and other crossings of the highway, with the exception of the access closures in some directions at the Broadway interchange.

Like Package 2, Package 4 would also reinforce the use of alternate modes by providing BRT service and facilities in the corridor. The BRT/HOV lane and BRT stations would be attractive to businesses that choose to locate in the corridor.

Similar to Package 2, evaluation of the majority of impacts was performed at the package level, but commercial building access was evaluated segment-by-segment. Table 4.3-14, Summary of Economic Impacts — Package 4, provides a summary of these impacts.

Table 4.3-14: Summary of Economic Impacts — Package 4

Impacts	Economic Impacts
Direct Impacts	
Direct annual construction employment created (over a 5 year construction period)	3,100 jobs
Modified access to buildings during construction	150 to 215 buildings
Business relocations	135 businesses
Tax base change	Loss of $23.0 to $23.3 million
Indirect Impacts	
Annual indirect employment from construction (over a 5 year construction period)	2,000 jobs

Source: US 36 Mobility Partnership, 2007 and 2009.

Direct Impacts

All Segments

Employment

Package 4 would result in direct employment growth of 3,100 construction jobs annually over an estimated 5-year construction period.

Business-Related Impacts

Access Modifications and Business Displacements

Modified access to commercial buildings along the US 36 corridor would be similar to the modified access described under Package 2. The relocation analysis identified 135 businesses in Package 4 that would be displaced by the proposed improvements. Businesses impacted in Package 4 have an estimated 639,000 square feet of commercial space to be relocated. Section 4.4, Right-of-Way and Relocations, provides detailed relocation impacts by segment.

Package 4 would affect access to the businesses and properties in the corridor in a manner similar to Package 2 with one exception. Because Package 4 does not have express lanes, the additional access from the two drop-ramps in the corridor would not be available. A new over-crossing in Broomfield to connect Midway Boulevard with Interlocken Boulevard would not be provided.

Parking Impacts

Estimates of the amount of parking that would be displaced or disrupted were developed for Package 4 as well. Analyzing the partial acquisitions in the corridor, a total of 3,210 parking spaces would be displaced by the planned improvements.

Table 4.3-15, Summary of Parking Impacts — Package 4, presents the approximate number of parking spaces that would be displaced by the proposed project in each segment of the corridor.

Table 4.3-15: Summary of Parking Impacts — Package 4

Segment[1]	Approximate Number of Parking Spaces Displaced	Types of Buildings and Properties Affected
Adams	765	Automobile dealerships, apartment building
Westminster	1,575	Office, hotel, Westminster Center Mall, apartments
Broomfield	235	Office buildings in Interlocken Business Park, industrial buildings
Superior/Louisville	620	Retail and commercial buildings in the McCaslin Boulevard interchange area
Boulder	15	Apartment buildings
Total	3,210	N/A

Source: US 36 Mobility Partnership, 2007.
Notes:
[1]The Denver Segment is not shown as physical improvements would not extend into this segment.
The information presented in this table is preliminary and based on conceptual design. The number of parking spaces is approximate and subject to change during final design.
N/A = not applicable

Similar to Package 2, the number of parking spaces shown in Table 4.3-15, Summary of Parking Impacts — Package 4, is only an approximation. The number of parking spaces is subject to change during additional design work in final design. Economic impacts to businesses and properties in each of the segments would vary depending upon the amount of parking spaces that are displaced and the effects to the business entities. Details and actions to minimize displacement and disruption would continue through final design of the project.

Construction Impacts

Construction of Package 4 would cause temporary disruption to travel paths to businesses and other attractions in the corridor. Detours and other traffic control measures would be used to manage traffic and transit operations, and direct travelers to destinations.

During construction in some areas, a loss of visibility to businesses and other attractions would occur. In some locations, signage would need to be displaced permanently or temporarily. Replacement signage and directional information would be provided by the project to maintain access and safe traffic, transit, pedestrian, and bicycle operations during and after construction.

Property Tax

The proposed improvements would require additional land currently not within the ROW or owned by CDOT or RTD. Acquisition of these parcels would result in a $23.0 to $23.3 million loss in the tax base and an annual $1.88 to $1.90 million loss of tax revenues for Package 4.

Using the total assessed valuation of $18.6 billion for the four counties traversed by US 36, the loss of properties to the tax base in the four counties would be less than 0.13 percent.

The ongoing and planned development in the area would more than make up for the loss in businesses that would result from project implementation. A net increase in tax base and revenues would likely result in Package 4 within the project area by 2035, as discussed under Package 2.

Indirect Impacts

All Segments

Direct construction jobs and expenditures related to implementing Package 4 would generate an additional 2,000 indirect jobs annually over a 5-year construction period.

Combined Alternative Package (Preferred Alternative): Managed Lanes, Auxiliary Lanes, and Bus Rapid Transit

The Combined Alternative Package (Preferred Alternative) would displace 24 businesses, approximately 80 percent fewer businesses than Package 2 and Package 4.

As previously mentioned for Packages 2 and 4, the overall effect of the improvements would be to support ongoing and planned development in the corridor in most locations. The improved transportation facilities would improve mobility for residents and employees. Access to adjacent land uses would also be improved through reconstruction of interchanges and other crossings of the highway, with the exception of the access closures in some directions at the Broadway interchange.

Like Packages 2 and 4, the Combined Alternative Package (Preferred Alternative) would also reinforce the use of alternate modes by providing BRT service and facilities in the corridor. The BRT/HOV lane and BRT stations would be attractive to businesses that choose to locate in the corridor.

Similar to the previous build packages, evaluation of the majority of impacts was performed at the package level, but commercial building access was evaluated segment-by-segment. Table 4.3-16, Summary of Economic Impacts — Combined Alternative Package (Preferred Alternative), provides a summary of these impacts.

Table 4.3-16: Summary of Economic Impacts — Combined Alternative Package (Preferred Alternative)

Impacts	Economic Impacts
Direct Impacts	
Direct annual construction employment created (over a 5 year construction period)	2,800 jobs
Modified access to buildings during construction	150 to 215 buildings
Business relocations	37 businesses
Tax base change	Loss of approximately $26.3 million
Indirect Impacts	
Annual indirect employment from construction (over a 5 year construction period)	1,800 jobs

Source: US 36 Mobility Partnership, 2009.

Direct Impacts

All Segments

Employment

The Combined Alternative Package (Preferred Alternative) would result in direct employment growth of 2,800 construction jobs annually over an estimated 5-year construction period.

Business-Related Impacts

Access Modifications and Business Displacements

Modified access to commercial buildings along the US 36 corridor would be similar to that detailed in the previous discussion of Package 2. The relocation analysis identified 70 percent fewer businesses that would be displaced under the Combined Alternative Package (Preferred Alternative) than Packages 2 or 4. Thirty-seven businesses would be displaced by the proposed improvements. Businesses impacted in the Combined Alternative Package (Preferred Alternative) have an estimated 239,700 square feet of commercial space that would need to be relocated. Section 4.4, Right-of-Way and Relocations, provides detailed relocation impacts by segment.

The Combined Alternative Package (Preferred Alternative) would affect access to the businesses and properties in the corridor in a manner similar to Packages 2 and 4. However, similar to Package 4, the Combined Alternative Package (Preferred Alternative) would not provide drop-ramps to provide access to center managed lanes and would not connect Midway Boulevard to Interlocken Boulevard via a bridge over US 36.

Another difference between the Combined Alternative Package (Preferred Alternative) and Package 2 and Package 4 is at the Foothills Parkway/Table Mesa Drive interchange. At this location, Loop Drive would remain open as part of the Combined Alternative Package (Preferred Alternative). For the Local Streets Option, Loop Drive would be closed at Table Mesa Drive. A new access connection would be provided to Tantra Drive. Planning for the connection would need to be undertaken in conjunction with the City of Boulder and the adjacent neighborhoods. See Appendix A, Corridor Reference Maps, for drawings of each option.

Parking Impacts

Estimates of the amount of parking that would be displaced or disrupted were developed for the Combined Alternative Package (Preferred Alternative). Analyzing the partial acquisitions in the corridor, a total of 2,530 parking spaces would be displaced by the planned improvements. The Combined Alternative Package (Preferred Alternative) would impact fewer parking spaces in nearly every segment than Packages 2 and 4 because of fewer ROW requirements.

Table 4.3-17, Summary of Parking Impacts — Combined Alternative Package (Preferred Alternative), presents the approximate number of parking spaces that would be displaced by the proposed project in each segment of the corridor.

Table 4.3-17: Summary of Parking Impacts — Combined Alternative Package (Preferred Alternative)

Segment[1]	Approximate Number of Parking Spaces Displaced	Types of Buildings and Properties Affected
Adams	735	Automobile dealerships
Westminster	1,300	Office, retail, Westminster Center Mall, apartments
Broomfield	135	Retail and industrial buildings
Superior/Louisville	365	Retail and commercial buildings in the McCaslin Boulevard interchange area
Boulder	0	N/A
Total	2,530	N/A

Source: US 36 Mobility Partnership, 2009.

Notes:

[1]The Denver Segment is not shown as physical improvements would not extend into this segment.

The information presented in this table is preliminary and based on conceptual design. The number of parking spaces is approximate and subject to change during final design.

N/A = not applicable

Similar to Packages 2 and 4, the number of parking spaces shown in Table 4.3-17, Summary of Parking Impacts — Combined Alternative Package (Preferred Alternative), is only an approximation. The number of parking spaces is subject to change during additional design work in final design. Economic impacts to businesses and properties in each of the segments would vary depending upon the amount of parking spaces that are displaced and the effects to the business entities. Details and actions to minimize displacement and disruption would continue through final design of the project.

Construction Impacts

Construction of the Combined Alternative Package (Preferred Alternative) would cause temporary disruption to travel paths to businesses and other attractions in the corridor. Detours and other traffic control measures would be used to manage traffic and transit operations, and direct travelers to destinations.

During construction in some areas, a loss of visibility to businesses and other attractions would occur. In some locations, signage would need to be displaced permanently or temporarily. Replacement signage and directional information would be provided by the project to maintain access and safe traffic, transit, pedestrian, and bicycle operations during and after construction.

Property Tax

The proposed improvements would require additional land currently not within the ROW or owned by CDOT or RTD. Acquisition of these parcels would result in a $26.3 million loss in the tax base and an annual $2.17 million loss of tax revenues for the Combined Alternative Package (Preferred Alternative).

Using the total assessed valuation of $18.6 billion for the four counties traversed by US 36, the loss of properties to the tax base in the four counties would be less than 0.14 percent.

The ongoing and planned development in the area would more than make up for the loss in businesses that would result from the project implementation. A net increase in tax base and revenues would be anticipated to result from the Combined Alternative Package (Preferred Alternative) in comparison with Package 1 within the project area by 2035.

Indirect Impacts

All Segments

Direct construction jobs and expenditures related to implementing the Combined Alternative Package (Preferred Alternative) would generate an additional 1,800 indirect jobs annually over a 5-year construction period.

Mitigation

Avoidance and Minimization

Proposed mitigation measures are presented in Table 4.3-18, Mitigation Measures — Economic Considerations, and will include the following:

- Local jurisdictions, or the project sponsors, will provide additional signage to assist patrons when navigating their way through a construction zone to their destination at major activity centers such as FlatIron Crossing or the Butterfly Pavilion.
- The contractor will implement the Construction Management Plan (CMP) referenced in Section 4.22, Construction-Related Impacts.
- Reducing the number of property acquisitions required through design modifications will mitigate the loss of property tax base and tax revenues. This will occur during the project's design phase prior to construction of the improvements.
- Modifications of access and loss of parking would be minimized during the project design phase. An interactive process will be used to understand the requirements of local business and property owners. Designs will be refined with input to avoid or minimize disruptions to access and parking at specific sites.

Table 4.3-18: Mitigation Measures — Economic Considerations

Impact	Impact Type	Mitigation Measures
Loss of customers to businesses in activity centers due to access restrictions during construction	Construction	• The contractor will be required to maintain access to businesses during construction. • Local jurisdiction or project sponsor will provide additional signage to enable customers to access businesses during construction.
Loss of property tax	Operations	• Design will be refined at preliminary and final engineering to reduce right-of-way requirements. • The contractor will consider a variety of ways of structuring right-of-way/acquisition needs, including securing easements and license agreements.
Modifications to access	Operations	• A cooperative process will be employed during design to avoid or minimize access changes. • Directional signage and traveler information, where access is substantially changed, will be provided.
Modifications to parking	Operations	• A cooperative process will be employed during design to avoid or minimize disruption or displacement of business parking.

Source: US 36 Mobility Partnership, 2007.