

Regular Meeting of the
Board of Trustees of the Utah Transit Authority

Wednesday, March 20, 2019, 9:00 a.m. to 11:00 a.m.
and 3:00 p.m. to 5:00 p.m.

Utah Transit Authority Headquarters
669 West 200 South, Salt Lake City, Utah
Golden Spike Conference Rooms



- | | |
|---|----------------------------------|
| 1. Call to Order & Opening Remarks | Chair Carlton Christensen |
| 2. Pledge of Allegiance | Chair Carlton Christensen |
| 3. Safety First Minute | Lamount Worthy |
| 4. Public Comment Period | Bob Biles |
| 5. Approval of March 13, 2019 Board Meeting Minutes | Chair Carlton Christensen |
| 6. Agency Report | Steve Meyer |
| 7. Financial Report – February 2019 | Bob Biles |
| 8. R2019-03-02 Modifying the Authority’s Organizational Structure | Chair Carlton Christensen |
| 9. R2019-03-03 Leasing Reimbursement | Bob Biles |
| 10. Contracts, Disbursements, Change Orders & Pre-procurement | |
| a. Disbursement: Siemens | Bob Biles |
| b. Pre-procurement: Bridge Inspections | Steve Meyer |
| 11. Discussion Items | |
| a. Government Relations and Legislative Update | Matt Sibul |
| 12. Closed Session | Chair Carlton Christensen |
| a. Strategy session to discuss pending or reasonably imminent litigation. | |

RECESS

RECONVENE AT 3:00 P.M. FOLLOWING ADVISORY BOARD MEETING

Website: <https://www.rideuta.com/Board-of-Trustees>

Live Streaming: https://www.youtube.com/results?search_query=utaride

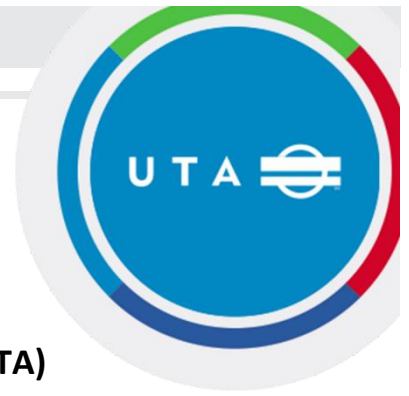
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- 13. R2019-03-04 Approving Ogden Central, Midvale TRAX, and West Jordan City Center Station Area Plans** Paul Drake
- 14. Discussion Items**
- a. TOD Analysis Tool Ranking of Station Area Plans Paul Drake
- 15. Other Business** Chair Carlton Christensen
- a. Next meeting: March 27, 2019 at 9:00 a.m.
- 16. Adjourn** Chair Carlton Christensen

Public Comment: Members of the public are invited to provide comment during the public comment period. Comment may be provided in person or online through www.rideuta.com. In order to be considerate of time and the agenda, comments are limited to 2 minutes per individual or 5 minutes for a designated spokesperson representing a group. Comments may also be sent via e-mail to boardoftrustees@rideuta.com.

Special Accommodation: Information related to this meeting is available in alternate format upon request by contacting callredge@rideuta.com or (801) 287-3536. Request for accommodations should be made at least two business days in advance of the scheduled meeting.

**In case of fire, exit the building
before tweeting about it!**





**Minutes of the Meeting
of the
Board of Trustees of the Utah Transit Authority (UTA)
held at UTA FrontLines Headquarters located at
669 West 200 South, Salt Lake City, Utah
March 13, 2019**

Board Members Present:

Carlton Christensen, Chair
Beth Holbrook
Kent Millington

Board Members Excused/Not in Attendance:

Also attending were members of UTA staff, as well as interested citizens.

Welcome and Call to Order. Chair Christensen welcomed attendees and called the meeting to order at 9:10 a.m. with three board members present. Following Chair Christensen's opening remarks, the board and meeting attendees recited the Pledge of Allegiance.

Safety Minute. Chair Christensen yielded the floor to Sheldon Shaw, UTA Manager of Safety, for a brief safety message.

Public Comment Period. Public comment was given by George Chapman via online submission. In his comment, which was read for the record, Mr. Chapman recommended sponsoring free fare days on Saturdays.

Approval of March 6, 2019 Board Meeting Minutes. A motion to approve the March 6, 2019 Board Meeting Minutes was made by Trustee Millington and seconded by Trustee Holbrook. The motion carried unanimously.

Agency Report. Steve Meyer, UTA Interim Executive Director, recognized UTA's facilities and maintenance of way crews for their efficient management of snow days.

Financial Report – January 2019. Bob Biles, UTA Chief Financial Officer, delivered the January 2019 financial report. Discussion ensued. Questions on diesel fuel price forecasts, wage and benefits accruals, expense balances over the year, impacts to January budgets from capital rollovers, the manner in which time and materials are charged to capital projects, the level at which time is charged to projects, the composition of “Other Revenue” on the financial statements, and sources of property lease revenue were posed by the board and answered by Mr. Biles.

Pre-Procurement – Microtransit Pilot RFP. Mr. Meyer spoke about potential funding sources for the microtransit pilot and introduced Jaron Robertson, UTA Program Manager for innovative Mobility Solutions. Mr. Robertson then delivered a presentation on a proposed 12-month microtransit pilot program to be implemented in the fall of 2019 in the southwest end of the Salt Lake Valley. Discussion ensued. Questions on how the pilot might benefit the community, pricing for the service, how contingency funds for the project will be managed, projected launch dates, how realistic the proposed implementation timeframe is, when the request for pricing (RFP) will be issued, how long the RFP review will take, and who is responsible for marketing the service (e.g., UTA or the vendor) were posed by the board and answered by Mr. Robertson. Trustee Millington requested monthly updates to the board on the pilot. Chair Christensen recommended taking the appropriate amount of time needed to ensure the pilot has the best chance for success.

Discussion Items.

Government Relations and Legislative Priorities Update. Matt Sibul, UTA Government Relations Director, provided a summary of potential legislation affecting UTA. A question on the timing of the appropriations bill was posed by the board and answered by Mr. Sibul.

Future of FrontRunner (Part 2 of 3). Mr. Meyer recapped the presentation on the Wasatch Central Corridor initiative from the March 6, 2019 board meeting and then provided an overview of the study assessing options for the future of FrontRunner. Kerry Doane, UTA Manager of Long Range Strategic Planning, and Bruce Cardon, UTA Commuter Rail General Manager, delivered a presentation on the Future of FrontRunner Study’s scope of work, scenarios, service characteristics by scenario, scenario schematics, capital cost estimates, travel model results, reliability projections, and travel time projections. They also presented an informal scenario including higher train speeds and full double track. Discussion ensued. Questions on the scope of the Wasatch Central Corridor Study, 2030 low investment double track scenario, impact of consist size on train acceleration, location of difficult and/or infeasible double track sections, involvement of the Utah Department of Transportation in conversations on

double tracking, right of way acquisition needs on track flyovers, location of Salt Lake siding, operating costs associated with electrification, operations transition from diesel to electric, components included in the travel model, assumptions for running shuttles in Pleasant View, and system reliability were posed by the board and answered by staff. Chair Christensen suggested a study to assess funding gaps in implementation. Mr. Meyer mentioned that this study addresses the transit aspect of future travel demand, but is not included in UTA's future funding scenarios.

Chair Christensen called a brief recess at 10:57 a.m.

The meeting resumed at 11:04 a.m.

August Change Day Update. Andrea Packer, UTA Communications Director, and Eric Callison, UTA Manager of Service Planning, gave a presentation on proposed service changes to be implemented in August. The presentation reviewed bus route changes necessary to effect some of the service purchased by Salt Lake City to support the city's transit master plan, as well as proposed changes to east-west connections, west side connections, east side connections, service to the Avenues and the State Capitol, service to the Tooele Valley, service to the airport and International Center, service to Ogden and Weber counties, service to north Utah County, and the microtransit pilot. Questions on peak hours for Tooele Valley residents, public hearings, the possibility of attending and discussing proposed changes at the stakeholder meetings, and accounting for additional miles and associated costs were posed by the board and answered by staff.

The public outreach plan for change day was reviewed. It was noted that opportunities for public feedback on the changes include six public open houses as well as the option to provide online comment. Communicating the changes to the public will be accomplished using multiple platforms, including posting the information on the home page of UTA's website, distributing collaterals directly to the public, and providing information to employees.

Speaking on future system adjustments, Chair Christensen suggested reviewing the feasibility of a potential circulator in Midvale when the city opens its next major development.

Other Business.

Next Meeting. The next meeting of the board will be on Wednesday, March 20, 2019 at 9:00 a.m.

Adjournment. The meeting was adjourned at 11:36 a.m. by motion.

Transcribed by Cathie Griffiths
Executive Assistant to the Board Chair
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This document is not intended to serve as a full transcript as additional discussion may have taken place; please refer to the meeting materials, audio, or video located at <https://www.utah.gov/pmn/sitemap/notice/520767.html> for entire content.

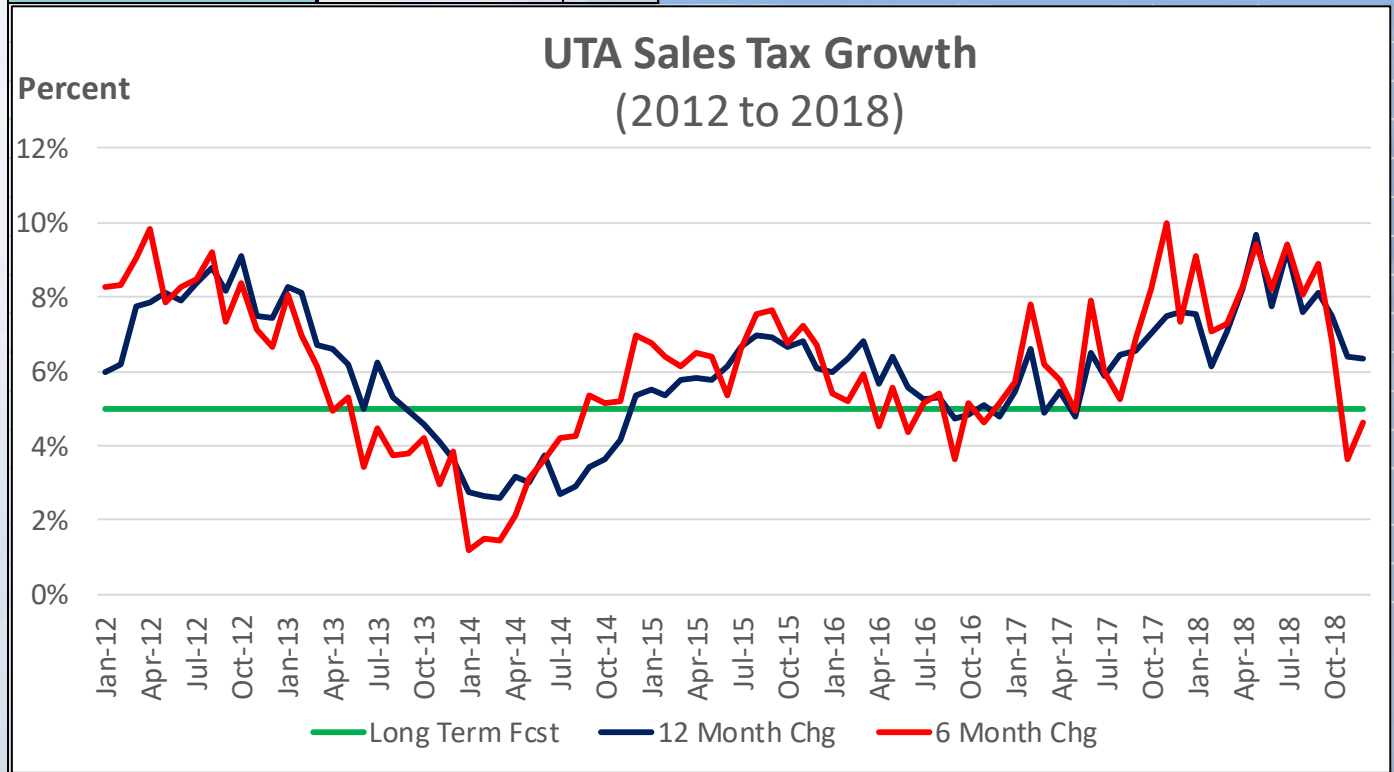
This document along with the digital recording constitute the official minutes of this meeting.

UNAPPROVED

UTA Board Dashboard:

February 2019

Financial Metrics	Feb Actual	Feb Budget	Fav/ (Unfav)		YTD Actual	YTD Budget	Fav/ (Unfav)	
				%				%
Sales Tax (December '18 mm \$)	\$ 27.7	\$ 29.4	\$ (1.65)	-5.6%	\$ 282.9	\$ 278.9	\$ 4.03	1.4%
Fare Revenue (mm)	\$ 3.3	\$ 4.5	\$ (1.21)	-26.7%	\$ 8.0	\$ 9.0	\$ (0.97)	-10.8%
Operating Exp (mm)	\$ 22.1	\$ 24.0	\$ 1.92	8.0%	\$ 45.9	\$ 49.0	\$ 3.06	6.2%
Subsidy Per Rider (SPR)	\$ 5.31	\$ 5.40	\$ 0.09	1.7%	\$ 5.21	\$ 5.40	\$ 0.19	3.5%
UTA Diesel Price (\$/gal)	\$ 1.85	\$ 2.50	\$ 0.65	25.9%	\$ 1.82	\$ 2.50	\$ 0.68	27.1%
Operating Metrics	Feb Actual	Feb-18	F/ (UF)	%	YTD Actual	YTD 2018	F/ (UF)	%
Ridership (mm)	3.53	3.46	0.1	2.0%	7.28	7.17	0.1	1.7%
Alternative Fuels	CNG Price (Diesel Gal Equiv)		\$ 1.78					

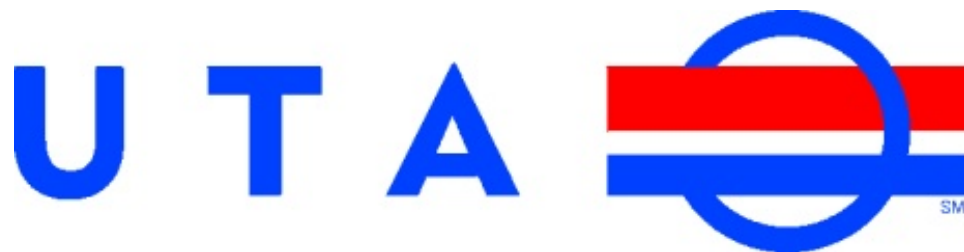


Utah Transit Authority

Financial Statement

(Unaudited)

February 28, 2019



KEY ITEM REPORT
(UNAUDITED)
As of February 28, 2019

EXHIBIT 1-1

	2019 YTD ACTUAL	2019 YTD BUDGET	VARIANCE FAVORABLE (UNFAVORABLE)	% FAVORABLE (UNFAVORABLE)
1 Sales Tax	\$ 41,671,036	\$ 41,671,036	\$ -	0%
2 Passenger Revenue	8,016,684	8,989,145	(972,461)	-11%
3 Other Revenue	11,447,534	13,460,834	(2,013,300)	-15%
4 Total Revenue	61,135,254	64,121,015	(2,985,761)	-5%
5 Net Operating Expenses	(45,938,674)	(48,994,365)	3,055,691	6%
Net Operating Income (Loss)	15,196,580	15,126,650	69,930	0%
6 Debt Service	26,739,348	26,739,348	0	0%
7 Other Non-Operating Expenses	718,976	1,005,830	286,854	29%
8 Sale of Assets	(896,094)	-	896,094	
9 Contribution to Capital Reserves	\$ (11,365,650)	\$ (12,618,529)	\$ 1,252,879	
10 Bond Debt Service - Series 2016 UT COUNTY	332,551			
11 Amortization	(1,041,445)			
12 Depreciation	24,001,717			
13 Total Non-cash Items	\$ 23,292,823			

GOALS

RIDERSHIP

2018 Actual	February 2019	February 2018	Difference	2019 YTD	2018 YTD	Difference
14 44,200,955	3,534,464	3,463,990	70,474	7,284,434	7,165,155	119,279

OPERATING SUBSIDY PER RIDER -

	SPR
16 Net Operating Expense	\$ 45,938,674
17 Less: Passenger Revenue	(8,016,684)
18 Subtotal	37,921,990
19 Divided by: Ridership	÷ 7,284,434
20 Subsidy per Rider	\$ 5.21

SUMMARY FINANCIAL DATA
(UNAUDITED)

EXHIBIT 1-2

As of February 28, 2019

BALANCE SHEET

	<u>2/28/2019</u>	<u>2/28/2018</u>
CURRENT ASSETS		
1 Cash	\$ 10,920,976	\$ 19,653,877
2 Investments (Unrestricted)	94,536,645	49,550,795
3 Investments (Restricted)	136,437,714	126,962,536
4 Receivables	58,186,859	47,643,339
5 Receivables - Federal Grants	10,710,534	18,881,110
6 Inventories	35,603,220	33,740,167
7 Prepaid Expenses	1,481,170	2,440,206
8 TOTAL CURRENT ASSETS	<u>\$ 347,877,118</u>	<u>\$ 298,872,030</u>
9 Property, Plant & Equipment (Net)	3,041,338,053	3,046,703,628
10 Other Assets	140,350,881	133,996,229
11 TOTAL ASSETS	<u>\$ 3,529,566,052</u>	<u>\$ 3,479,571,887</u>
12 Current Liabilities	\$ 23,729,625	\$ 28,146,317
13 Other Liabilities	277,870,721	248,468,591
14 Net Pension Liability	100,876,554	101,705,388
15 Outstanding Debt	2,205,836,047	2,138,293,575
16 Equity	921,253,105	962,958,016
17 TOTAL LIABILITIES & EQUITY	<u>\$ 3,529,566,052</u>	<u>\$ 3,479,571,887</u>

RESTRICTED AND DESIGNATED CASH AND CASH EQUIVALENTS RECONCILIATION

RESTRICTED RESERVES		
18 Debt Service Reserves	36,547,028	36,940,962
19 2018 Bond Proceeds	46,024,070	
20 Debt Service Interest Payable	26,624,031	21,509,043
21 Risk Contingency	7,753,558	7,556,701
22 Box Elder County ROW (sales tax)	7,040,441	6,359,998
23 Mountain Accord		149,754
24 Joint Insurance Trust	4,153,848	3,894,919
25 UT County Bond Proceeds	920	19,155,777
26 SL County Escrow (Streetcar Double Track)	2,003,839	
27 Amounts held in escrow	6,289,979	31,395,382
28 TOTAL RESTRICTED RESERVES	<u>\$ 136,437,714</u>	<u>\$ 126,962,536</u>
DESIGNATED OPERATING RESERVES		
29 Service Stabilization Reserve	\$ 15,272,000	\$ 13,916,046
30 Fuel Reserve	1,915,000	1,915,000
31 Parts Reserve	3,000,000	3,000,000
32 Operating Reserve	28,507,000	25,976,619
33 Early Debt Retirement Reserve	47,384,438	17,699,386
34 TOTAL DESIGNATED OPERATING RESERVES	<u>\$ 96,078,438</u>	<u>\$ 62,507,051</u>
35 TOTAL RESTRICTED AND DESIGNATED CASH AND EQUIVALENTS	<u>\$ 232,516,152</u>	<u>\$ 189,469,587</u>

SUMMARY FINANCIAL DATA
(UNAUDITED)

EXHIBIT 1-3

As of February 28, 2019

REVENUE & EXPENSES

	ACTUAL Feb-19	ACTUAL Feb-18	YTD 2019	YTD 2018
REVENUE				
1 Passenger Revenue	\$ 3,312,426	\$ 4,549,613	\$ 8,016,684	\$ 8,615,630
2 Advertising Revenue	204,167	200,000	408,335	400,000
3 Investment Revenue	478,109	143,163	778,464	687,899
4 Sales Tax	21,040,882	19,126,969	41,671,036	38,712,835
5 Other Revenue	172,077	94,021	281,828	292,554
6 Fed Operations/Preventative Maint.	4,825,791	3,984,813	9,978,907	10,330,551
7 TOTAL REVENUE	\$30,033,452	\$ 28,098,579	\$ 61,135,254	\$ 59,039,469
OPERATING EXPENSE				
8 Bus Service	\$ 8,187,410	\$ 6,780,057	\$ 17,004,775	\$ 14,945,357
9 Commuter Rail	1,818,652	1,070,989	3,788,869	3,485,774
10 Light Rail	3,172,585	2,933,318	6,371,541	6,183,512
11 Maintenance of Way	1,349,060	1,388,487	2,878,933	2,570,208
12 Paratransit Service	1,655,463	1,706,891	3,508,207	3,350,670
13 RideShare/Van Pool Services	242,590	131,948	493,519	324,897
14 Operations Support	3,603,235	3,238,212	7,626,551	7,184,723
15 Administration	2,040,488	2,230,213	4,266,279	4,528,670
16 TOTAL OPERATING EXPENSE	\$22,069,483	\$ 19,480,115	\$ 45,938,674	\$ 42,573,811
17 NET OPERATING INCOME (LOSS)	\$ 7,963,969	\$ 8,618,464	\$ 15,196,580	\$ 16,465,658
NON-OPERATING EXPENSE (REVENUE)				
18 Planning & Development	\$ 343,170	\$ 327,234	\$ 718,976	\$ 705,891
19 Bond Principal	1,222,902	1,533,333	9,586,635	11,816,666
20 Bond Interest	7,964,237	7,676,713	15,928,474	15,232,653
21 Bond Cost of Issuance/Fees	(7,500)		1,500	-
22 Lease Cost	562,592	514,896	1,222,739	1,029,916
23 Sale of Assets	(3,285)	(2,994,412)	(896,094)	(3,912,340)
24 TOTAL NON-OPERATING EXPENSE	\$10,082,116	\$ 7,057,764	\$ 26,562,230	\$ 24,872,786
25 CONTRIBUTION TO CAPITAL RESERVES	\$ (2,118,147)	\$ 1,560,700	\$ (11,365,650)	\$ (8,407,128)
OTHER EXPENSES (NON-CASH)				
26 Bond Debt Service - Series 2007A CAB		\$ 16,667		\$ 33,334
27 Bond Debt Service - Series 2016 UT COUNTY	\$ 166,275		\$ 332,551	
28 Bond Premium/Discount Amortization	(1,270,452)	(826,518)	(2,540,904)	(1,766,912)
29 Bond Refunding Cost Amortization	682,153	683,649	1,364,307	1,367,298
30 Future Revenue Cost Amortization	67,576	67,576	135,152	135,152
31 Depreciation	12,290,941	11,372,769	24,001,717	23,311,432
32 NET OTHER EXPENSES (NON-CASH)	\$11,936,493	\$ 11,314,143	\$ 23,292,823	\$ 23,080,304

CURRENT MONTH

	ACTUAL	BUDGET	VARIANCE	%
	Feb-18	Feb-18	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
REVENUE				
1 Passenger Revenue	\$ 3,312,426	\$ 4,517,787	\$ (1,205,361)	-27%
2 Advertising Revenue	204,167	204,167	-	0%
3 Investment Revenue	478,109	715,167	(237,058)	-33%
4 Sales Tax	21,040,882	21,040,882	-	0%
5 Other Revenue	172,077	295,417	(123,340)	-42%
6 Fed Operations/Preventative Maint.	4,825,791	5,515,667	(689,876)	-13%
7 TOTAL REVENUE	\$ 30,033,452	\$ 32,289,086	\$ (2,255,634)	-7%
OPERATING EXPENSE				
8 Bus Service	\$ 8,187,410	\$ 8,397,333	\$ 209,923	2%
9 Commuter Rail	1,818,652	1,917,213	98,561	5%
10 Light Rail	3,172,585	2,990,132	(182,453)	-6%
11 Maintenance of Way	1,349,060	1,451,727	102,667	7%
12 Paratransit Service	1,655,463	1,910,302	254,839	13%
13 RideShare/Van Pool Services	242,590	268,420	25,830	10%
14 Operations Support	3,603,235	3,991,579	388,344	10%
15 Administration	2,040,488	3,062,543	1,022,055	33%
16 TOTAL OPERATING EXPENSE	\$ 22,069,483	\$ 23,989,249	\$ 1,919,766	8%
17 NET OPERATING INCOME (LOSS)	\$ 7,963,969	\$ 8,299,837	\$ (335,868)	-4%
NON-OPERATING EXPENSE (REVENUE)				
18 Planning & Development	\$ 343,170	\$ 502,915	\$ 159,745	32%
19 Bond Principal	1,222,902	1,222,902	-	0%
20 Bond Interest	7,964,237	7,964,237	0	0%
21 Bond Cost of Issuance/Fees	(7,500)	(7,500)	-	0%
22 Lease Cost	562,592	562,592	-	0%
23 Sale of Assets	(3,285)	-	3,285	
24 TOTAL NON-OPERATING EXPENSE	\$ 10,082,116	\$ 10,245,146	\$ 163,030	2%
25 CONTRIBUTION TO CAPITAL RESERVES	\$ (2,118,147)	\$ (1,945,310)	\$ (172,837)	-9%
OTHER EXPENSES (NON-CASH)				
26 Bond Debt Service - Series 2007A CAB	\$ -			
27 Bond Debt Service - Series 2016 UT COUNTY	166,275			
28 Bond Premium/Discount Amortization	(1,270,452)			
29 Bond Refunding Cost Amortization	682,153			
30 Future Revenue Cost Amortization	67,576			
31 Depreciation	12,290,941			
32 NET OTHER EXPENSES (NON-CASH)	\$ 11,936,493			

BUDGET TO ACTUAL REPORT
(UNAUDITED)

EXHIBIT 1-5

As of February 28, 2019

YEAR TO DATE

	ACTUAL Feb-19	BUDGET Feb-19	VARIANCE FAVORABLE (UNFAVORABLE)	% FAVORABLE (UNFAVORABLE)
REVENUE				
1 Passenger Revenue	\$ 8,016,684	\$ 8,989,145	\$ (972,461)	-11%
2 Advertising Revenue	408,335	408,334	1	0%
3 Investment Revenue	778,464	1,430,333	(651,869)	-46%
4 Sales Tax	41,671,036	41,671,036	-	0%
5 Other Revenue	281,828	590,833	(309,005)	-52%
6 Fed Operations/Preventative Maint.	9,978,907	11,031,333	(1,052,426)	-10%
7 TOTAL REVENUE	\$ 61,135,254	\$ 64,121,015	\$ (2,985,761)	-5%
OPERATING EXPENSE				
8 Bus Service	\$ 17,004,775	\$ 17,136,235	\$ 131,460	1%
9 Commuter Rail	3,788,869	3,982,128	193,259	5%
10 Light Rail	6,371,541	5,980,264	(391,277)	-7%
11 Maintenance of Way	2,878,933	2,951,010	72,077	2%
12 Paratransit Service	3,508,207	3,807,482	299,275	8%
13 RideShare/Van Pool Services	493,519	536,840	43,321	8%
14 Operations Support	7,626,551	8,036,668	410,117	5%
15 Administration	4,266,279	6,563,738	2,297,459	35%
16 TOTAL OPERATING EXPENSE	\$ 45,938,674	\$ 48,994,365	\$ 3,055,691	6%
17 NET OPERATING INCOME (LOSS)	\$ 15,196,580	\$ 15,126,650	\$ 69,930	0%
NON-OPERATING EXPENSE (REVENUE)				
18 Planning & Development	\$ 718,976	\$ 1,005,830	\$ 286,854	29%
19 Bond Principal	9,586,635	9,586,635	-	0%
20 Bond Interest	15,928,474	15,928,474	0	0%
21 Bond Cost of Issuance/Fees	1,500	1,500	-	0%
22 Lease Cost	1,222,739	1,222,739	-	0%
23 Sale of Assets	(896,094)	-	896,094	
24 TOTAL NON-OPERATING EXPENSE	\$ 26,562,230	\$ 27,745,178	\$ 1,182,948	4%
25 CONTRIBUTION TO CAPITAL RESERVES	\$ (11,365,650)	\$ (12,618,529)	\$ 1,252,879	10%
OTHER EXPENSES (NON-CASH)				
26 Bond Debt Service - Series 2007A CAB	\$ -			
27 Bond Debt Service - Series 2016 UT COUNTY	\$ 332,551			
28 Bond Premium/Discount Amortization	(2,540,904)			
29 Bond Refunding Cost Amortization	1,364,307			
30 Future Revenue Cost Amortization	135,152			
31 Depreciation	24,001,717			
32 NET OTHER EXPENSES (NON-CASH)	\$ 23,292,823			

CAPITAL PROJECTS
(UNAUDITED)
As of February 28, 2019

EXHIBIT 1-6

	2019 ACTUAL	ANNUAL BUDGET	PERCENT
EXPENSES			
1 REVENUE AND NON-REVENUE VEHICLES	\$ 68,483	\$ 10,290,000	0.7%
2 INFORMATION TECHNOLOGY	255,424	11,120,532	2.3%
3 FACILITIES, MAINTENANCE & ADMIN. EQUIP.	49,863	2,547,169	2.0%
4 CAPITAL PROJECTS	1,657,732	69,212,295	2.4%
5 PROVO OREM BRT	426,823	2,500,000	17.1%
6 AIRPORT STATION RELOCATION	143,046	2,650,000	5.4%
7 STATE OF GOOD REPAIR	1,558,831	28,046,172	5.6%
8 TIGER	23,100	15,012,832	0.2%
9 TOTAL	<u>\$ 4,183,302</u>	<u>\$ 141,379,000</u>	3.0%
REVENUES			
10 GRANT	\$ 311,074	\$ 50,031,000	0.6%
11 PROVO-OREM TRIP	-	2,500,000	0.0%
12 LEASES (PAID TO DATE)	-	10,090,000	0.0%
13 BONDS	1,001,255	16,520,000	6.1%
14 LOCAL PARTNERS	34,706	15,686,000	0.2%
15 UTA FUNDING	2,836,267	46,552,000	6.1%
16 TOTAL	<u>\$ 4,183,302</u>	<u>\$ 141,379,000</u>	3.0%

As of February 28, 2019

BY SERVICE

	CURRENT MONTH		YEAR TO DATE	
	Feb-19	Feb-18	2019	2018
UTA				
Fully Allocated Costs	22,069,483	19,480,115	45,938,674	42,573,811
Passenger Farebox Revenue	3,312,426	4,549,613	8,016,684	8,615,630
Passengers	3,534,464	3,463,990	7,284,434	7,165,155
Farebox Recovery Ratio	15.0%	23.4%	17.5%	20.2%
Actual Subsidy per Rider	\$5.31	\$4.31	\$5.21	\$4.74
BUS SERVICE				
Fully Allocated Costs	10,646,264	9,417,336	22,193,968	20,052,521
Passenger Farebox Revenue	1,405,067	1,869,117	3,470,470	3,583,185
Passengers	1,638,284	1,524,935	3,406,778	3,161,040
Farebox Recovery Ratio	13.2%	19.8%	15.6%	17.9%
Actual Subsidy per Rider	\$5.64	\$4.95	\$5.50	\$5.21
LIGHT RAIL SERVICE				
Fully Allocated Costs	6,202,071	5,771,819	12,780,760	12,243,000
Passenger Farebox Revenue	1,037,773	1,607,015	2,538,169	2,967,691
Passengers	1,329,800	1,388,800	2,712,805	2,869,198
Farebox Recovery Ratio	16.7%	27.8%	19.9%	24.2%
Actual Subsidy per Rider	\$3.88	\$3.00	\$3.78	\$3.23
COMMUTER RAIL SERVICE				
Fully Allocated Costs	2,994,106	2,166,743	6,269,750	5,878,845
Passenger Farebox Revenue	338,055	452,045	761,604	933,688
Passengers	401,832	374,038	837,060	789,427
Farebox Recovery Ratio	11.3%	20.9%	12.1%	15.9%
Actual Subsidy per Rider	\$6.61	\$4.58	\$6.58	\$6.26
PARATRANSIT				
Fully Allocated Costs	1,808,300	1,831,976	3,828,979	3,667,757
Passenger Farebox Revenue	191,386	306,128	556,762	479,383
Passengers	64,764	66,873	138,408	138,934
Farebox Recovery Ratio	10.6%	16.7%	14.5%	13.1%
Actual Subsidy per Rider	\$24.97	\$22.82	\$23.64	\$22.95
RIDESHARE				
Fully Allocated Costs	418,743	292,241	865,217	731,688
Passenger Farebox Revenue	340,145	315,308	689,678	651,682
Passengers	99,785	109,344	189,383	206,556
Farebox Recovery Ratio	81.2%	107.9%	79.7%	89.1%
Actual Subsidy per Rider	\$0.79	(\$0.21)	\$0.93	\$0.39

BY TYPE

	CURRENT MONTH		YEAR TO DATE	
	Feb-19	Feb-18	2019	2018
FULLY ALLOCATED COSTS				
Bus Service	\$10,646,264	\$9,417,336	\$22,193,968	\$20,052,521
Light Rail Service	\$6,202,071	\$5,771,819	\$12,780,760	\$12,243,000
Commuter Rail Service	\$2,994,106	\$2,166,743	\$6,269,750	\$5,878,845
Paratransit	\$1,808,300	\$1,831,976	\$3,828,979	\$3,667,757
Rideshare	\$418,743	\$292,241	\$865,217	\$731,688
UTA	\$22,069,483	\$19,480,115	\$45,938,674	\$42,573,811
PASSENGER FAREBOX REVENUE				
Bus Service	\$1,405,067	\$1,869,117	\$3,470,470	\$3,583,185
Light Rail Service	\$1,037,773	\$1,607,015	\$2,538,169	\$2,967,691
Commuter Rail Service	\$338,055	\$452,045	\$761,604	\$933,688
Paratransit	\$191,386	\$306,128	\$556,762	\$479,383
Rideshare	\$340,145	\$315,308	\$689,678	\$651,682
UTA	\$3,312,426	\$4,549,613	\$8,016,684	\$8,615,630
PASSENGERS				
Bus Service	1,638,284	1,524,935	3,406,778	3,161,040
Light Rail Service	1,329,800	1,388,800	2,712,805	2,869,198
Commuter Rail Service	401,832	374,038	837,060	789,427
Paratransit	64,764	66,873	138,408	138,934
Rideshare	99,785	109,344	189,383	206,556
UTA	3,534,464	3,463,990	7,284,434	7,165,155
FAREBOX RECOVERY RATIO				
Bus Service	13.2%	19.8%	15.6%	17.9%
Light Rail Service	16.7%	27.8%	19.9%	24.2%
Commuter Rail Service	11.3%	20.9%	12.1%	15.9%
Paratransit	10.6%	16.7%	14.5%	13.1%
Rideshare	81.2%	107.9%	79.7%	89.1%
UTA	15.0%	23.4%	17.5%	20.2%
ACTUAL SUBSIDY PER RIDER				
Bus Service	\$5.64	\$4.95	\$5.50	\$5.21
Light Rail Service	\$3.88	\$3.00	\$3.78	\$3.23
Commuter Rail Service	\$6.61	\$4.58	\$6.58	\$6.26
Paratransit	\$24.97	\$22.82	\$23.64	\$22.95
Rideshare	\$0.79	(\$0.21)	\$0.93	\$0.39
UTA	\$5.31	\$4.31	\$5.21	\$4.74

SUMMARY OF ACCOUNTS RECEIVABLE
(UNAUDITED)

EXHIBIT 1-9

As of February 28, 2019

Classification	Total	Current	31-60 Days	61-90 Days	90-120 Days	Over 120 Days
1 Federal Government ¹	\$ 10,710,534	\$ 10,710,534				
2 Local Contributions ²	44,037,533	44,037,533				
3 Warranty Recovery	1,174,755	1,174,755				
4 Product Sales and Development	1,488,924	1,287,939	146,518	35,576	7,044	11,847
5 Pass Sales	420,031	336,274	(17,806)	10,824	3,110	87,629
6 Property Management	53,079	25,326	8,400	-	(1)	19,354
7 Vanpool/Rideshare	54,881	8,353	7,685	19,513	6,092	13,238
8 Capital Development Agreements	9,823,424	438,137	9,321,320	63,608	-	359
9 Mobility Management	6,700	5,000				1,700
10 Paratransit	11,250	11,250				
11 Other ³	1,116,282	1,116,282				
12 Total	\$ 68,897,393	\$ 59,151,383	\$ 9,466,117	\$ 129,521	\$ 16,245	\$ 134,127

Percentage Due by Aging

13 Federal Government ¹	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
14 Local Contributions ²	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
15 Warranty Recovery	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
16 Product Sales and Development	86.5%	9.8%	2.4%	0.5%	0.8%	
17 Pass Sales	80.1%	-4.2%	2.6%	0.7%	20.9%	
18 Property Management	47.7%	15.8%	0.0%	0.0%	36.5%	
19 Vanpool/Rideshare	15.2%	14.0%	35.6%	11.1%	24.1%	
20 Capital Development Agreements	4.5%	94.9%	0.6%	0.0%	0.0%	
21 Mobility Management	74.6%	0.0%	0.0%	0.0%	25.4%	
22 Paratransit	100.0%	0.0%	0.0%	0.0%	0.0%	
23 Other	100.0%	0.0%	0.0%	0.0%	0.0%	
24 Total	85.9%	13.7%	0.2%	0.0%	0.2%	

¹ Federal preventive maintenance funds, federal RideShare funds, and federal interest subsidies for Build America Bonds

² Estimated sales tax to be distributed upon collection by the Utah State Tax Commission

³ Build American Bond Tax Credits, fuel tax credit

SUMMARY OF APPROVED DISBURSEMENTS OVER \$200,000
FROM FEBRUARY 1, 2019 THROUGH FEBRUARY 28, 2019
(UNAUDITED)

EXHIBIT 1-10

<u>Contract # and Description</u>	<u>Contract Date</u>	<u>Vendor</u>	<u>Check #</u>	<u>Date</u>	<u>Check Total</u>
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**RESOLUTION OF THE BOARD OF TRUSTEES OF THE UTAH TRANSIT
AUTHORITY MODIFYING THE AUTHORITY'S ORGANIZATIONAL STRUCTURE**

2019-03-02

March 20, 2019

WHEREAS, the Utah Transit Authority (the "Authority") is a public transit district organized under the laws of the State of Utah and was created to transact and exercise all of the powers provided for in the Utah Limited Purpose Local Government Entities-Local Districts Act and the Utah Public Transit District Act ("Act");

WHEREAS, the Board of Trustees ("Board") established an organizational structure to provide for the administration of the Authority on January 9, 2019 in Resolution 2019-01-01; and

WHEREAS, the Board desires to modify the organizational structure established by Resolution 2019-01-01 to provide for the effective and efficient administration of the Authority.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Utah Transit Authority:

1. That the Board hereby adopts the organizational structure set forth in Exhibit A to provide for the administration of the Authority.
2. That Resolution 2019-01-01 is hereby superseded.
2. That the Board formally ratifies actions taken by the Authority, including those taken by the Interim Executive Director and staff, that are necessary or appropriate to give effect to this Resolution.
3. That the corporate seal be attached hereto.

Approved and adopted this 20th day of March, 2019.

Carlton Christensen, Chair
Board of Trustees

ATTEST:

Robert K. Biles, Secretary/Treasurer

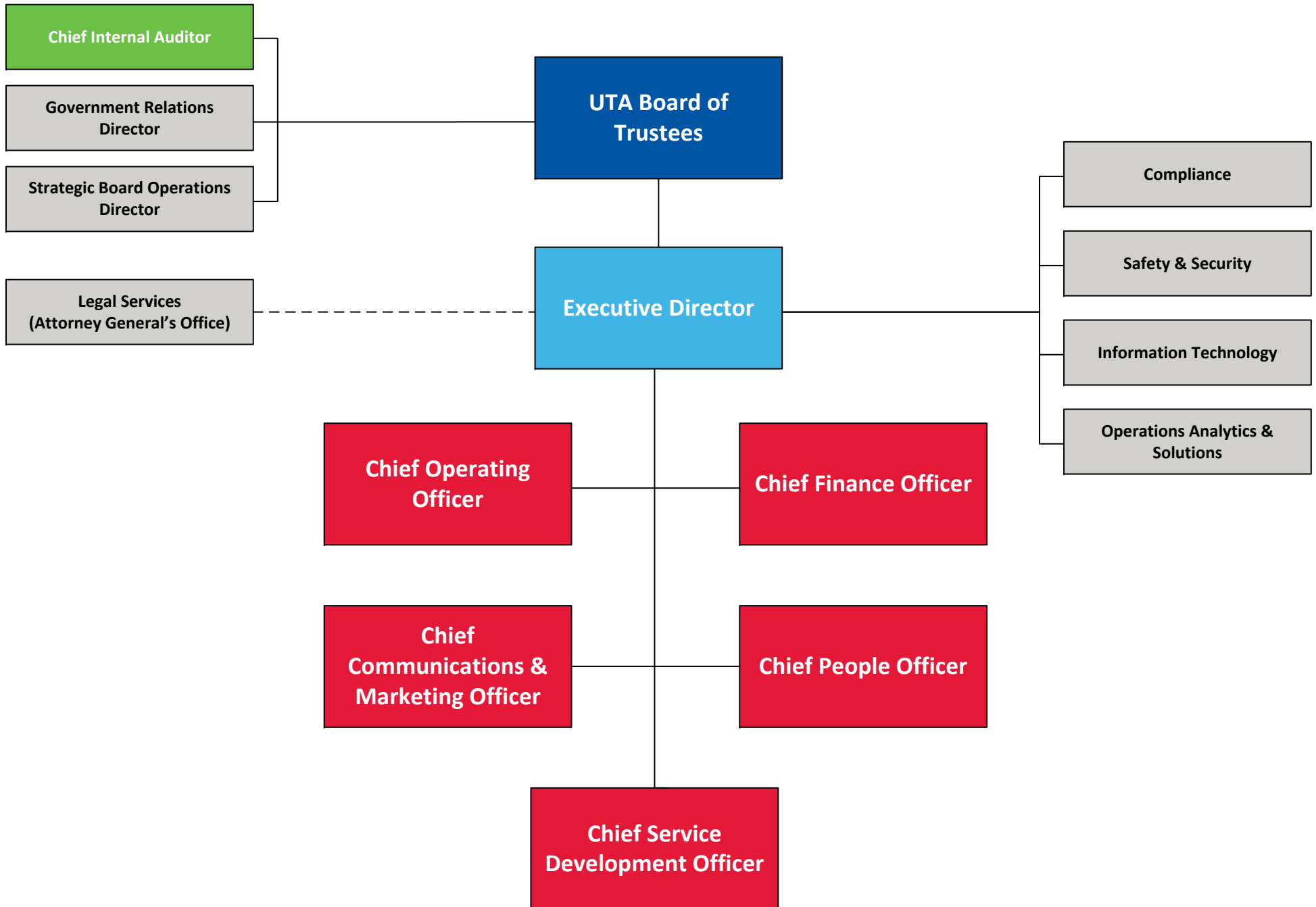
(Corporate Seal)

Approved As To Form:

Legal Counsel

Exhibit A

UTA Organizational Structure



**DECLARATION OF OFFICIAL INTENT OF THE UTAH TRANSIT
AUTHORITY TO REIMBURSE ITSELF FOR THE CERTAIN CAPITAL
EXPENDITURES THROUGH LEASE FINANCING; MAXIMUM
PRINCIPAL AMOUNT OF LEASE FINANCING; NATURE OF PROJECT
COSTS**

R2019-03-03

March 20, 2019

WHEREAS, the Utah Transit Authority (“UTA”) expects to incur significant costs for transit system improvements, including without limitation, revenue service vehicles, and all related improvements (collectively, the “Project”); and

WHEREAS, UTA has determined that it intends to finance the cost of the Project with the proceeds from one or more lease financings, the interest on which is excludable from gross income for federal income tax purposes (the “Leases”); and

WHEREAS, no costs of the Project were paid more than 60 days prior to the date of this Official Intent, other than preliminary expenditures (not exceeding 20% of the aggregate price of the Leases to be executed to finance the Project), provided that such preliminary expenditures shall not include cost of land acquisition or site preparation or other costs of construction or acquisition of the Project;

NOW, THEREFORE, the Board of Trustees of the Utah Transit Authority hereby declares the Official Intent of the Utah Transit Authority, AS FOLLOWS:

Section 1. Declaration of Official Intent to Finance Capital Expenditures; Maximum Authorized Debt. UTA hereby declares its intention and reasonable expectation to use proceeds from the lease financings to reimburse itself for expenditures for costs of the Project. UTA intends that the Leases are to be executed and the reimbursements are to be made by the later of 18-months after the payment of the costs or after the Project is placed in service, but in any event, no later than three years after the date the original expenditures was paid. UTA anticipates that the maximum principal amount of the Leases executed to finance the Project will not exceed \$10,090,000.

Section 2. Authorization. The Secretary/Treasurer or Comptroller of UTA are each hereby authorized to execute reimbursements intents on behalf of UTA and all prior reimbursement intents previously executed by the Secretary/Treasurer or Comptroller of UTA are hereby ratified.

Section 3. Nature of Project Costs. The costs of the Project consist entirely of capital expenditures or costs of issuance of the Leases, and no cost of the Project to be reimbursed with the proceeds from the Leases is a cost of working capital.

Section 4. No Replacement Proceeds. UTA will not, at any time within one year after any allocation of proceeds from the Leases to reimburse any expenditure, use the reimbursed funds to create a sinking fund for the Leases, or to otherwise replace the proceeds of any of the Leases.

Section 5. Effective Date. This Official Intent shall take effect immediately.

Approved and adopted this 20th day of March, 2019.

UTAH TRANSIT AUTHORITY

Carlton Christensen, Chair
Board of Trustees

ATTEST:

Robert K. Biles, Secretary/Treasurer

(Corporate Seal)

Approved As To Form:

Legal Counsel

Detailed Contract Description & Purpose

Board Review and/or Approval Date: 3/20/2019

Agenda Item #:

Action Requested: Motion to approve disbursement

Criteria: Disbursement over \$200,000 not on an approved contract

Check #: 343924

Contract Title: N/A

Project Manager: Troy Bingham

Contract Administrator: N/A

Impacted Areas: Light Rail Inventory

Included in budget?: Yes

Procurement method: Lowest Bidder

Contractor: Siemens Mobility Inc.

Sole-Source Reason: N/A

Total Disbursement: \$ 209,434.50
Qty & Unit price:

Contract term (Months): N/A

Contract options (Months): N/A

Contract start date:

Contract end date:

Number of responding firms:

\$ Value of Next Lowest Bidder:

Detailed Description & Purpose:

Supply Chain has implemented a forecasted inventory strategy for light rail parts that generates orders daily based on what maintenance staff has forecasted for the light rail fleet. These orders generate purchase orders daily from \$1 to \$150,000 dollars based on lowest bidder responses to fulfill those orders. As those orders arrive at UTA, they are submitted for payment to Accounts Payable and occasionally multiple payments to a single vendor add up to be over \$200,000.

This disbursement is comprised of 20 purchase orders and invoices that were generated by Siemens Mobility Inc. from November 2018 to January 2019. The individual invoice charges range from \$19.60 to \$54,400. More detailed invoice information is on the attached check detail list.

Attachments: Contract routing sheet attached? N/A

Attachment - Check Detail List

Siemens Mobility Disbursement Detail

<u>Invoice Number</u>	<u>Purchase Order</u>	<u>Invoice Due Date</u>	<u>Part Description</u>	<u>Payment Amount</u>
5610154190	01110279	2/4/2019	3 Indictators, Buzzer Fault	2,199.00
5610154188	01108385	2/4/2019	45 Bridgeplate Heated Mats	13,950.00
5610153541	01110392	1/30/2019	10 Relays	1,110.00
5610153030	01111185	1/28/2019	25 Fittings, Quick Coupling	1,117.50
5610153548	01110143	1/30/2019	3 Cable Boxes	333.00
5610146519	01108416	2/4/2019	20 Nuts	1,482.00
5610154185	01110427	2/4/2019	10 Swivel Fittings	31.00
5610146518	01111360	2/4/2019	75 Conical Bumpers	1,515.00
5610153033	01109592	1/28/2019	110 Equalizers	3,905.00
5610154191	01110922	2/4/2019	30 Hinges	10,260.00
5610154189	01109252	2/4/2019	1 Plug Block and 100 Locking Levers	104.10
5610146517	01108499	2/4/2019	28 Layer Springs	15,680.00
5610153547	01106540	1/30/2019	5 Surge Arresters	5,235.00
5610154187	01110125	2/4/2019	3 Bus Bars	1,020.00
5610155407	01111185	2/13/2019	4 Washer Bottles	233.60
5610155405	01110143	2/13/2019	2 Sheet Corners	4,122.00
5610150164	01108385	2/13/2019	616 Bridgeplates	19,773.60
5610150163	01110392	2/13/2019	2 Brackets	2,108.00
5610154898	01110392	2/8/2019	3 Hinges	1,026.00
5610154897	01108100	2/8/2019	5 Support Bars	18,065.00
5610154896	01110435	2/8/2019	44 Train Keys	3,484.80
5610154895	01109995	2/8/2019	500 Washers	1,250.00
5610154892	01111184	2/8/2019	5 Couplers	438.00
5610154891	01111185	2/8/2019	2 Couplers	175.20
5610154890	01106653	2/8/2019	3 On-Delays	399.00
5610154879	01106741	2/8/2019	10 Adjusting Brackets	4,340.00
5610154877	01110126	2/8/2019	14 Clamps	3,332.00
5610154197	01109453	2/4/2019	4 Control Valves	580.00
5610154196	01107660	2/4/2019	2 Back Sheets and 12 Rods	11,848.00
5610154195	01110392	2/4/2019	4 Rubber Gaskets	74.80
5610154194	01109592	2/4/2019	102 Assembly Arresters	2,866.20
5610154192	01109014	2/4/2019	17 Friction Disks	7,480.00
5610154878	01107045	2/8/2019	2 Floor Panels	1,700.00
5610153540	01107374	1/30/2019	5 Heaters, 10 Nuts, 1 Isolator, 1 Headligh	9,798.10
5610154893	01107374	2/8/2019	2 Lower Connectors	1,372.00
5610155406	01110819	2/13/2019	3 Clamps	2,607.00
5610151547	01109931	2/13/2019	1 Knob	19.60
5610154193	01106472	2/4/2019	8 Destination Signs	54,400.00
				209,434.50

Detailed Contract Description & Purpose

Board Review Date: 3/20/2019

Document Type:
Pre-Procurement

Action Requested: Pre-Procurement (information only)

Criteria: Contract is > \$1,000,000

Contract Title: Bridge Inspections

Contract #: 18-02958BM

Project Manager: Dan Hofer

Contract Administrator: Brian Motes

Impacted Areas: Bridges

Included in budget?: Yes

Procurement method: Best value (RFP)

Contractor: TBD

Sole-Source Reason: N/A

Qty & Unit price: 5 Years @

Change Order Value: \$0

Total Contract Value: \$1,050,000

Contract term (Months): 36

Contract Start Date: 5/30/2019

Contract options (Months): 24

Contract End Date: 5/29/2024

Number of responding firms: TBD

\$ Value of Next Lowest Bidder: TBD

General Description & Purpose:

The Utah Transit Authority (UTA) is requesting proposals from local bridge inspection firms that can perform culvert and bridge inspections. These culverts and bridges are located along UTA's rail corridors, both Commuter Rail and Light Rail. The intent is to procure these services for a period of three years with an option to renew with two one year option years at UTA's discretion.

All bridges and culverts that are a minimum of 10 feet wide must be inspected every year. These inspections are to include all bridge and culvert components including but not limited to: deck, handrails, parapet walls, superstructure, substructure, abutments, footings, piers, rip rap, and wing walls.

UTA employees have been performing these inspections since construction, however as the structures age it has become necessary to utilize a firm with this type of expertise, knowledge, and credibility to validate and/or make recommendations for improvements. This will also free up UTA employees to work on other State of Good Repair projects and Capital projects and assignments.

(Items to include: Current condition, Benefits, Return on investment, Savings, Other alternatives considered)

Attachments:

Contract routing sheet
attached?

N/A (Pre-Procurement)

Other attachments? (list)

REQUISITION FOR PURCHASE-RSS

Requisition Number 6498 OU Department 3700 ASSET MANAGEMENT - SGR

Requested By 1366097 Hofer, Daniel Charles
Request Date

Date 3/5/201

Title 2019-2023 Bridge Inspection Pr

Justification

Line	Description	Qty	UoM	Unit Price	Extended	Line Status	Account Number	Subledger-Type	Percent
1.000	2019 Bridge Inspection Prog	1	EA	*****	210,000.00	Approved	40-7359.68912	SGR35919 C	100.0000
2.000	2020 Bridge Inspection Prog	1	EA	*****	210,000.00	Approved	40-7359.68912	SGR35919 C	100.0000
3.000	2021 Bridge Inspection Prog	1	EA	*****	210,000.00	Approved	40-7359.68912	SGR35919 C	100.0000
4.000	2022 Bridge Inspection Prog	1	EA	*****	210,000.00	Approved	40-7359.68912	SGR35919 C	100.0000
5.000	2023 Bridge Inspection Prog	1	EA	*****	210,000.00	Approved	40-7359.68912	SGR35919 C	100.0000

Approval History

Process ID	Line No.	Approver Number and Name	Approver Action Taken	Date and Time Updated
342	Order Level	1366097 Hofer, Daniel Charles	Approved	3/7/2019 161411
342	Order Level	1456823 Hancock, David W	Approved	3/7/2019 161411
342	Order Level	1440978 Cumins, Donald E	Approved	3/7/2019 184558
342	Order Level	4835 Meyer, William Steven	Approved	3/7/2019 202342

**RESOLUTION OF THE BOARD OF TRUSTEES OF THE UTAH TRANSIT
AUTHORITY APPROVING OGDEN CENTRAL, MIDVALE TRAX, AND WEST
JORDAN CITY CENTER STATION AREA PLANS**

R2019-03-04

March 20, 2019

WHEREAS, the Utah Transit Authority (the “Authority”) is a public transit district organized under the laws of the State of Utah and was created to transact and exercise all of the powers provided for in the Utah Limited Purpose Local Government Entities – Local Districts Act and the Utah Public Transit District Act;

WHEREAS, the Authority’s Board of Trustees has adopted Executive Limitations Policy No. 2.2.4 – Transit-Oriented Development (the “Policy”);

WHEREAS, the Policy requires the Authority to establish Station Area Plans in collaboration with applicable municipalities;

WHEREAS, the Policy requires the Local Advisory Board to review and approve Station Area Plans it determines to be in the best interest of the Authority and the applicable municipalities prior to approval by the Authority’s Board of Trustees;

WHEREAS, the Local Advisory Board approved Station Area Plans for Ogden Central Station, Midvale TRAX Station, and West Jordan City Center Station in Resolution AR-2019-03-01 on March 20, 2019; and

WHEREAS, the Board of Trustees believes it is in the best interest of the Authority and the applicable municipalities to approve the Station Area Plans for Ogden Central Station, Midvale TRAX Station, and West Jordan City Center Station.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Utah Transit Authority:

1. That the Board hereby approves the Station Area Plan for Ogden Central Station, attached as Exhibit A.
2. That the hereby approves the Station Area Plan for Midvale TRAX Station, attached as Exhibit B.
3. That the Board hereby approves the Station Area Plan for West Jordan Central Station, attached as Exhibit C.

Approved and adopted this 20th day of March, 2019.

Carlton Christensen, Chair
Board of Trustees

ATTEST:

Robert K. Biles, Secretary/Treasurer

(Corporate Seal)

Approved As To Form:

Legal Counsel

Exhibit A

OGDEN ONBOARD

STRONG CONNECTIONS,
STRONG NEIGHBORHOODS



ington Blvd

BRT ALIGNMENT

Harrison Blvd

3 Harrison Blvd.

Weber State University

TRANSIT-ORIENTED VISION AND IMPLEMENTATION STRATEGY

FEBRUARY 2019

McKay-Dee
Hospital

Dee Events
Center

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TRANSIT-ORIENTED VISION AND IMPLEMENTATION STRATEGY

FEBRUARY 2019



ACKNOWLEDGMENTS

Ogden Onboard is the result of many contributions from the people of Ogden who attended a meeting or participated online. Thank you! Special thanks goes to city leaders, decision makers, and partner representatives for their guidance and support.

Ogden City Council

Ben Nadolski, Chair
Angela Choberka, Vice Chair
Richard Hyer (Past Chair)
Bart Blair
Luis Lopez
Doug Stephens
Marcia White

Ogden City Planning Commission

Cathy Blaisdell
Angel Castillo
Dave Graf
Robert Herman
Minister Lillie Holman
Jennifer Sandau
Bryan Schade
Rick Southwick
Janith Wright

Project Executive Team

Tom Christopoulos, Community & Economic Development Director, Ogden City
Eddy Cumins, Regional General Manager- Mt Ogden Business Unit, UTA
Paul Drake, Sr. Manager of Real Estate and TOD, UTA
James Ebert, County Commissioner, Weber County
Andrew Gruber, Executive Director, Wasatch Front Regional Council
Laura Hanson, Planning Director, UTA
Mike Hatch, Regional Director of Planning, Intermountain Healthcare
Richard Hyer, Vice Chair, Ogden City Council
Jay Lowder, Public Services Director, Ogden City
Kris Peterson, Region 1 Director, UDOT
Norm Tarbox, University Department Chair, Weber State University

Project Partners



Technical Advisory Committee

Justin Andersen, City Engineer, Ogden City

Trevan Blaisdell, Sr. Service Planner, UTA

Melissa Call, Communications Manager,
Intermountain Healthcare

Fred Doering, Deputy
Preconstruction Engineer, UDOT

Mark Halverson, Associate Vice
President for Facilities & Campus
Planning, Weber State University

Hal Johnson, Manager of
Project Development, UTA

Kevin Leo, TOD Project Specialist, UTA

Greg Montgomery, Planning
Director, Ogden City

Callie New, Transportation Planner,
Wasatch Front Regional Council

Levi Roberts, AICP, Strategic Planner, UTA

Brooke Stewart, Weber
County Commission Office

Glenn Symes, Policy Analyst,
Ogden City Council

Project Management Team

Kevin Leo, TOD Project Specialist, UTA

Greg Montgomery, Planning
Director, Ogden City

Levi Roberts, AICP, Strategic Planner, UTA

Glenn Symes, Policy Analyst,
Ogden City Council

Consultant Team



Leland Consulting Group

Fehr & Peers

Somers-Jaramillo & Associates

Additional support provided by:

In Blue Productions (video production)

Ingrid Oseguera (Spanish translation)

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Appendices

(Available under separate cover)

- A. Corridor Vision Workshop Summary
- B. Market Analysis
- C. Form Book
- D. Active Transportation Audit
- E. Transportation Baseline
- F. Housing Strategy
- G. Community Charrette Summary



Maps

- Map 1: Regional Context and Connectivity*
- Map 2: Ogden Onboard Corridor Study Area*
- Map 3: Ogden Station Subarea*
- Map 4: 25th and Monroe Subarea*
- Map 5: Harrison Boulevard Subarea*
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- Map 7: Annual Corridor Growth (Employment + Population) 2014-2050*
- Map 8: Study Area Opportunity Sites*
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1 Downtown

Ogden Station

23rd St

2 East Central

25th St

Wall Ave

Washington Blvd

on Blvd

CHAPTER 1

BRT ALIGNMENT



Weber State University

Dee Hospital

McKay-Dee Hospital

Dee Events

THE PURPOSE OF OGDEN ONBOARD: STRONG CONNECTIONS, STRONG NEIGHBORHOODS

PURPOSE AND BACKGROUND

Ogden has a strong past rooted in transportation, growth, and change. Today, the people of Ogden are proud of the city's unique identity and quality of life, with access to industry, education, and the outdoors. Community members are also interested in stronger connections across the city, including access to public transit. With new transit potential comes an opportunity to plan ahead for the desired type and scale of development that could take place along the future bus rapid transit corridor.

Ogden City and the Utah Transit Authority (UTA) have been studying high performance transit in Ogden for over a decade. Ogden Onboard is a continuation of work begun in 2005 to improve transit in Ogden. Most recently, the Ogden-Weber State University Transit Study (2015) recommended bus rapid transit (BRT) connecting Downtown Ogden and WSU via 25th Street.

"I look forward to a more transit oriented Ogden."

- public comment

Building on all this work, Ogden Onboard examines how the community envisions future development around future transit stations and identifies strategies to achieve this vision, focusing on:

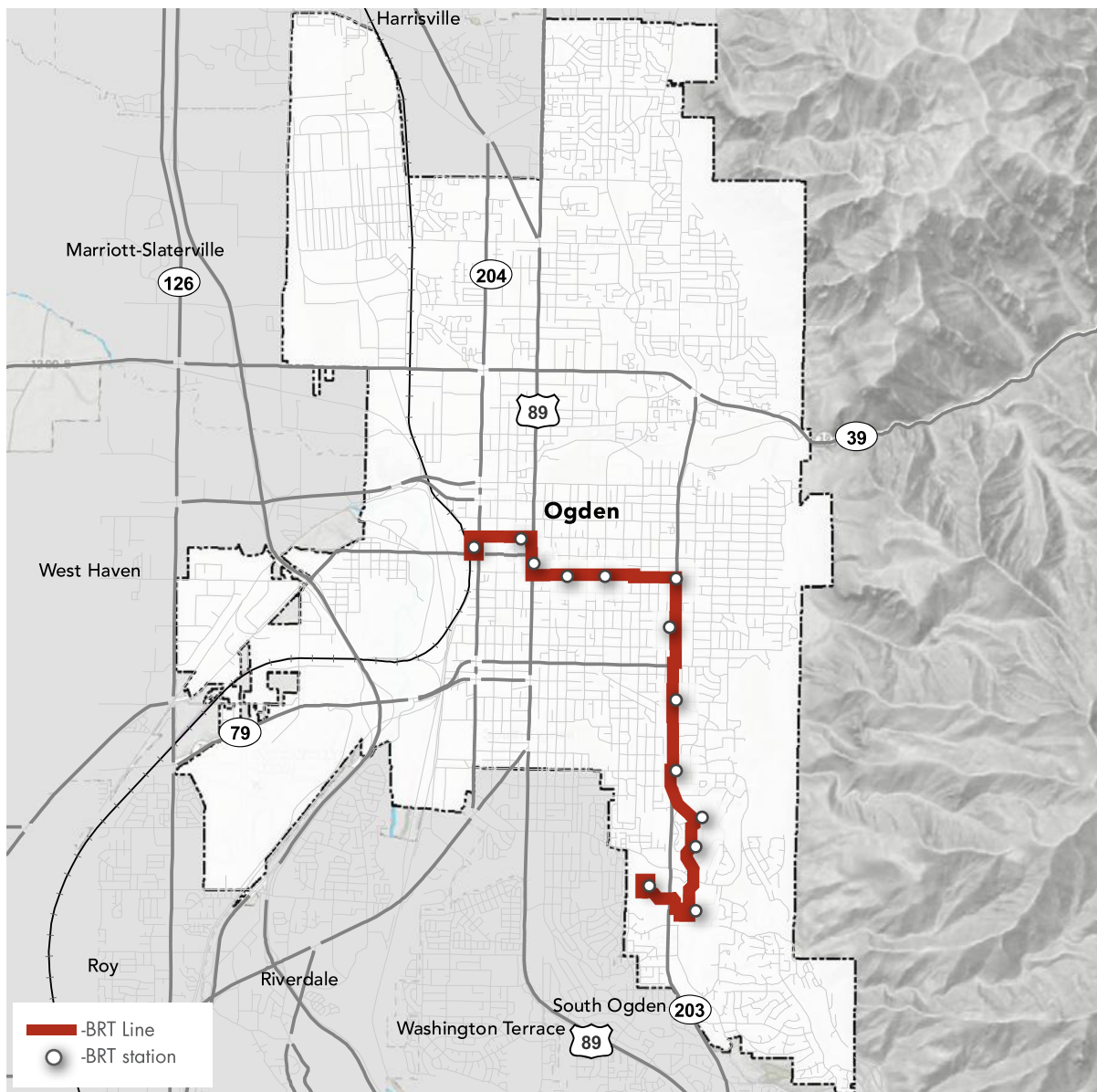
- Preserving a mix of equitable housing;
- Enhancing access to essential services;
- Creating well-designed and welcoming stops and station areas; and
- Providing improved active transportation connections and greater connectivity to the regional transit system.

The Study Area

Ogden City sits near the Great Salt Lake and at the foot of the Wasatch Mountains approximately 40 miles north of Salt Lake City. Along with the Frontrunner commuter rail system, Interstate 15 and Highway 89 provide convenient and direct connections with neighboring communities and to the larger region.

The Ogden Onboard study area focuses on the future bus rapid transit corridor connecting Ogden's intermodal hub and Downtown, with McKay-Dee Hospital and WSU shown in red below (Map 1). The corridor study area includes surrounding areas within a ½-mile distance from the BRT alignment.

MAP 1 Regional Context and Connectivity



Planning for TOD

UTA has created a framework for transit-oriented development, organized around a series of policies to guide the planning, design, and development of future transit stations and surrounding neighborhoods. Ogden Onboard combines two types of plans: corridor planning and station area planning.

Corridor planning is intended to assess land availability, public support, accessibility, and market strength to understand conditions for station areas in a defined corridor. Based on the vision and from

Wasatch Choice 2040/50, the system analysis describes which stations are better suited for development.

Station area planning identifies where opportunities and constraints occur within a station area, identifies opportunities for affordable housing, describes a preferred vision shared by the community within and around the station area, and provides strategic recommendations that may be pursued by both UTA and the respective local government to help facilitate implementation.

WHAT IS BRT? TOD?

Bus rapid transit (BRT) is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective services at metro-level capacities. It does this through the provision of dedicated lanes, with busways and iconic stations. Because BRT contains features similar to a light rail or metro system, it is much more reliable, convenient and faster than regular bus services.

Transit-Oriented Development (TOD) is the centered growth described in Wasatch Choice 2040/50. Compact, intense centers that surround transit infrastructure have the capability of becoming Transit-Oriented Development. To orient development around transit, the following five qualities are typically considered during planning and implementation:

- **Proximity to transit:** a comfortable walking distance (about ½-mile) most people are willing to travel to reach transit;
- **Compactness:** a greater number of people living, working, or recreating near transit stations;
- **Accessibility:** comfortable, convenient, and safe connections for all modes;
- **Mixture of choices:** a variety of places to shop, play, live, and work within a station area; and
- **Sense of place:** a cohesive arrangement of streets, buildings, and public spaces.

Source: UTA TOD Policies and Procedures, 2019.

THE CASE FOR TRANSIT-ORIENTED NEIGHBORHOODS

Travel behavior: Young people aged 16-34 drove 23 percent fewer miles on average in 2009 than they did in 2001.¹

Connected lifestyles and technology: Millennials are more likely to want to live in urban and walkable neighborhoods and are more open to non-driving forms of transportation than older Americans. They are also the first generation to fully embrace mobile Internet-connected technologies, which are rapidly spawning new transportation options.²

Housing affordability: Across the country and in the region, housing affordability continues to be a major issue as the gap between income and housing costs widens. Between 2005 and 2016, the rate of renter households spending more than 30 percent of income on housing has grown steadily.³

Air quality and congestion issues: Total annual vehicle miles travel is anticipated to increase from 1 million in 2014 to over 3.7 million in 2040, leading to worsening air quality issues, more time stuck in traffic, and an overall decrease in productivity.⁴

Development patterns: Since 2010, nearly 60% of new apartment units constructed in Salt Lake County have been within ½-mile of a fixed rail station.⁵

Public health: With an alarming increase in physical inactivity, neighborhoods that are compact, walkable, and accessible to a range of active transportation options can help encourage walking, biking, and transit use.

1 *From A New Direction: Our Changing Relationship with Driving and the Implications for American's Future, US PIRG Education Fund Frontier Group, Spring 2013.*

2 *From A New Direction: Our Changing Relationship with Driving and the Implications for American's Future, US PIRG Education Fund Frontier Group, Spring 2013.*

3 *UTA TOD Strategic Plan and State of Utah Affordable Housing Assessment Plan*

4 *UTA TOD Strategic Plan and WFRC Travel Demand Model*

5 *UTA TOD Strategic Plan and Envision Utah analysis*

Study Process

Beginning in November 2017, Ogden City, UTA, and the consultant team (the project team) began the study process built on a multi-phased approach to understand the potential for transit-oriented development along the corridor. This multi-layered approach combined information on existing conditions and future trends, with community and stakeholder ideas and interests.

Community Needs and Future Vision

The project team relied on an array of events and tools to hear from a wide cross section of the community throughout the study process. In early 2018, the Vision Workshop and pop-up events helped identify key opportunities and challenges along the corridor, while the online survey and project portal provided an easy-to-access resource to discuss specific ideas and locations, and share information. The study process also involved a series of interviews, presentations, and focus group meetings, and ongoing meetings with the project advisory committee and Executive Team to review draft materials and provide overall direction on the project. Appendix A and G provide additional detail related to key needs and the vision.

Baseline Analysis

The Market Analysis, Form Book, and Transportation Baseline provided information and direction to form recommendations, potential priorities, and station concepts. The Market Analysis (Appendix B) highlighted opportunities along the corridor based on observed supply and demand characteristics, real estate trends, and through interviews with lenders, real estate experts, and developers familiar with the regional market. The analysis also examined TOD potential through a set of evaluative criteria, including number of residents and employees, block size, condition of



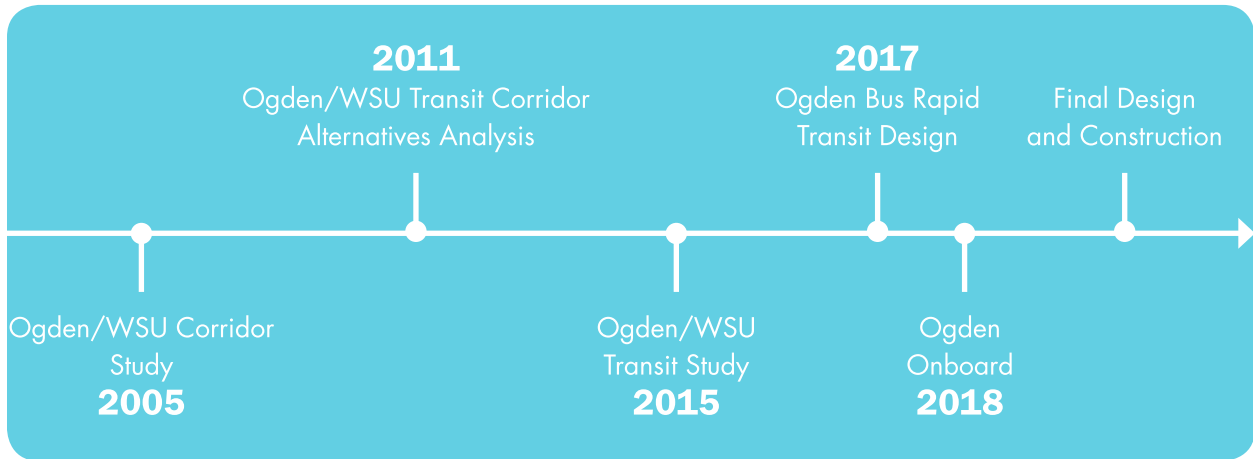
sidewalks and crossings, and other factors. The Form Book and Transportation Baseline (Appendix C and E) describe conditions along the corridor related to land use, urban form, transportation, transit, and connectivity.

Recommendations and Implementation

The project team presented information from the Baseline Analysis to the community at the Design Charrette in the summer of 2018. This public event allowed interested members of the community and project partners to create their own ideas and designs for how future growth should occur around station areas. Results of the charrette informed the locations of priority station areas, as well as targeted improvements needed along the entire corridor. Together with the Housing Strategy (Appendix F), this information formed the basis of recommendations and priorities for the study and plan.

The project team presented the draft plan for public review at the project open house in February 2019. The draft plan was also available on the project website for public review. The website included an online comment form for questions and comments on the draft plan.

FIGURE 1.1 BRT Timeline



Background

The Ogden/Weber State University Transit Project Study (2015) identified a Locally Preferred Alternative (LPA) for BRT connecting opposite ends of the city. The selection of the LPA was based on an 18-month study to evaluate transit alternatives including streetcar and BRT on two specific alignments (Figure 1.1). The City Council adopted the LPA to include a 5.3-mile BRT line between Ogden Intermodal Transit Center, Ogden’s central business district, Weber State University, and McKay-Dee Hospital. The study team conducted extensive outreach with residents, businesses, special-interest groups and agencies during the process (image at right). Overall, regardless of the location and mode, the majority of people expressed support for a transit project in Ogden.

In Fall 2016, Ogden City, in collaboration with UTA, was awarded a grant from the Federal Transit Administration (FTA) to explore transit-oriented development planning and implementation along the proposed BRT corridor. The planning and design process for bus rapid transit construction occurred in parallel to the Ogden Onboard study process. Construction of BRT is scheduled to begin in 2020, with a 2022 opening. This schedule is contingent upon the award of federal grant funding, which is still pending.



Top: The Alternatives Analysis

Bottom: Focus group results from the analysis

Opposite page: Pop-up event at WSU



COMMUNITY AND PARTNER ENGAGEMENT

A goal of this project is inclusive participation, to allow multiple and varied opportunities for a wide range of community members, property and business owners, developers and transit users to provide meaningful input. During the course of the study, Ogden City and UTA heard from interested residents and businesses, key community, business and civic leaders, as well as project partner representatives, City staff and elected officials. Through online and in-person activities and tools, multi-layered ideas and interests were developed that informed the vision.

Getting information to the community about this project and receiving valuable input about future ideas took a concerted effort. As an initial first step in the process, the project team collaborated to develop the Public Engagement and Communications Plan as a framework for the engagement process.

Throughout the study process, the team relied on the Public Engagement and Communications Plan to ensure two-way communication and involvement with many different audiences in Ogden. This included underserved communities, key community, business and civic leaders, as well as City staff and elected officials.

“A goal of this project is inclusive participation, to provide multiple and varied opportunities for a wide range of community members, property and business owners, developers and transit users to provide meaningful input.”

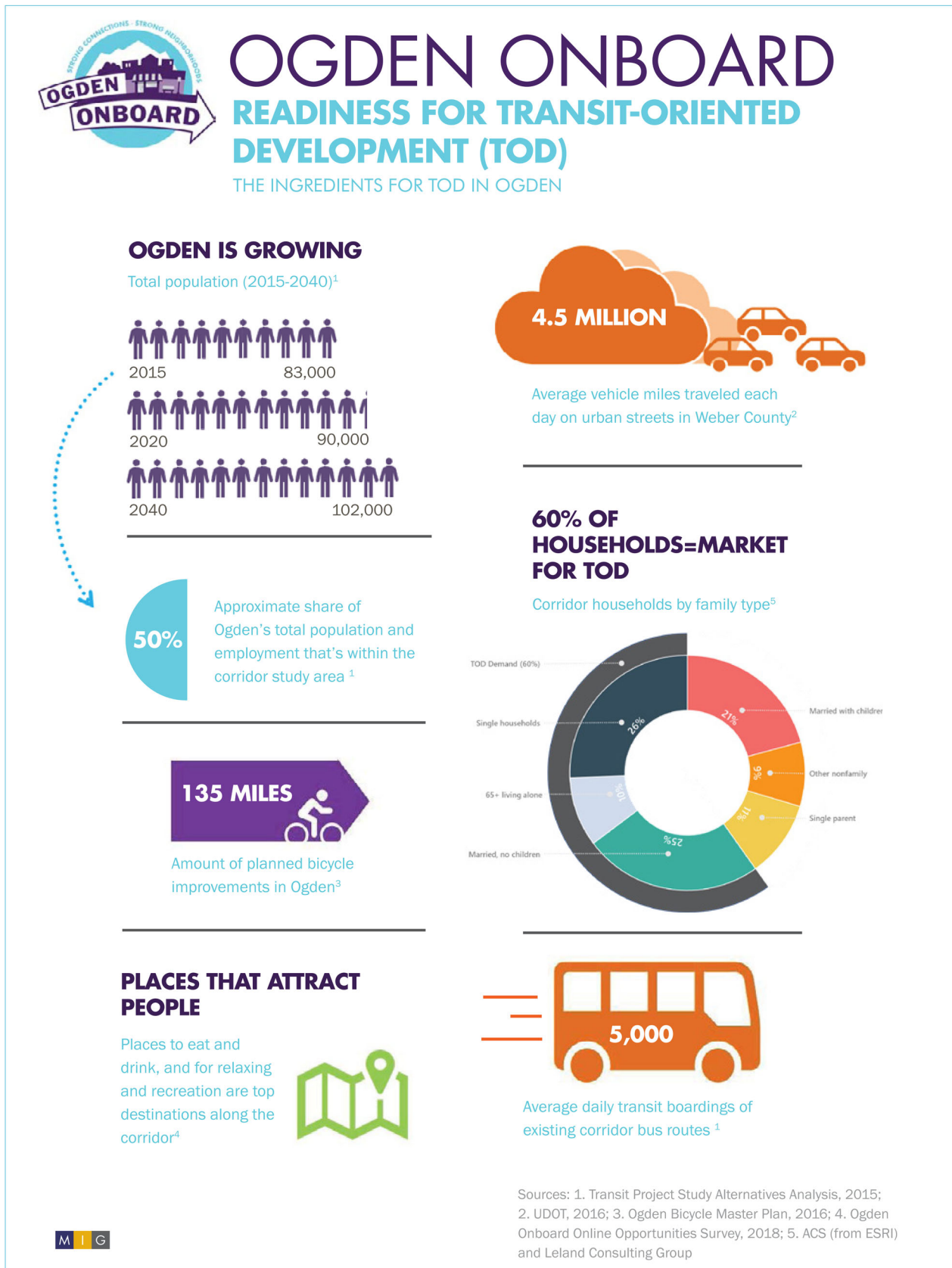
OGDEN ONBOARD COMMUNITY PARTICIPATION BY THE NUMBERS

- 300** on Email list
- 200+** Facebook “Likes”
- 139** Survey respondents
- 40+** at WSU Pop-up Event
- 50+** at Hospital Pop-up event
- 25+** at Vision Workshop
- 40+** at Design Charrette
- 40+** at Draft Plan Open House
- 7** Focus Group meetings/
Interviews
- 4** Interviews with
housing experts
- 10** Advisory Committee
meetings

Public Engagement Goals

- 1. Continue to Build Relationships in Ogden.** Building on the BRT process, this Study will continue the conversations with the people of Ogden and create opportunities for stakeholders and the general public to meet and engage with others interested in public transit and development along the Ogden BRT Corridor.
- 2. Ensure clarity and transparency.** This Study will continue the momentum and conversation from the Transit Project Study (2015) around public transportation, development and change along the corridor, with a focus on easy-to-understand and accessible information.
- 3. Create Opportunities for Inclusive Participation.** Provide multiple and varied opportunities for a wide range of community members and partners to provide meaningful input.
- 4. Collaborate and Inform Decision-Making.** Collect useful and relevant public input that reflects local expertise and values and informs decision-making related to the Study.
- 5. Build Long Term Capacity and Support for Public Transit and Transit-Oriented Development.** Build social capital and support those engaged through the process to stay involved and share not only concerns and issues, but also solutions and strategies necessary to implement the planning and analysis work of this Study.

FIGURE 1.2 Infographic Poster Used at Community Events



CHAPTER 2



Weber State University

McKay-Dee Hospital

Dee Events Center

BARRIERS AND OPPORTUNITIES

THE CONTEXT FOR TRANSIT-ORIENTED DEVELOPMENT

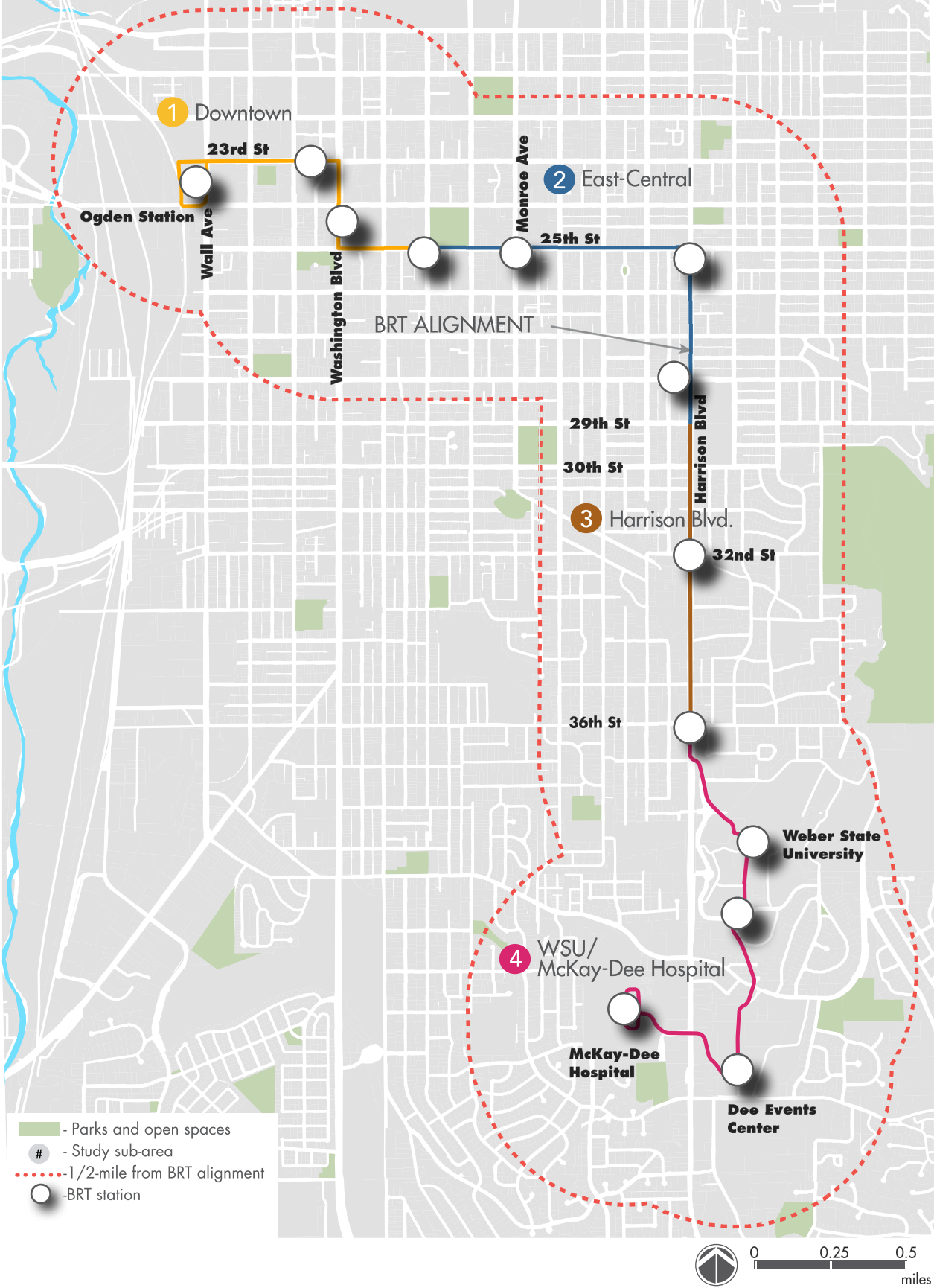
Today, the Ogden region is experiencing rapid growth generating a demand for housing, jobs, and reliable transportation. The planning process examined multiple layers of information to understand current conditions and future trends related to land use and housing, transportation, and development potential.

Building on past studies and plans, this chapter provides a snapshot of conditions facing the BRT corridor today, while highlighting key barriers and opportunities for transit-oriented development.

“The main thing that always keeps me from [biking] is the heavy traffic and high speeds, and small or nonexistent bike lanes. I am so afraid of getting hit by a car on my way to work and school.”

- public comment

MAP 2 Ogden Onboard Corridor Study Area



CORRIDOR CHARACTER

The BRT corridor connects a series of different neighborhoods, each with varying scales of development, predominant land uses, and urban form. The project team divided the corridor into four different study subareas to provide better understand and describe the unique conditions

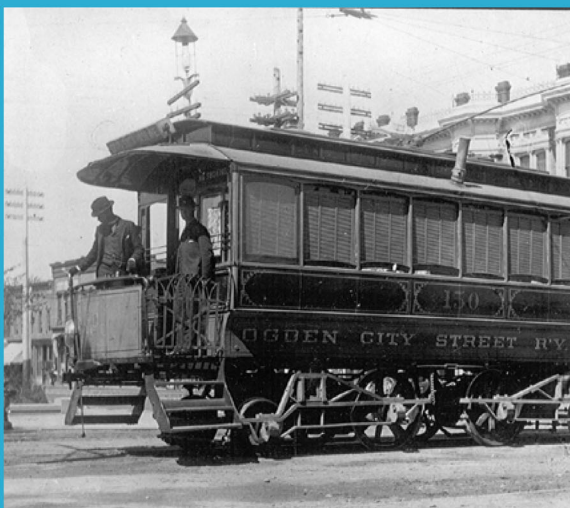
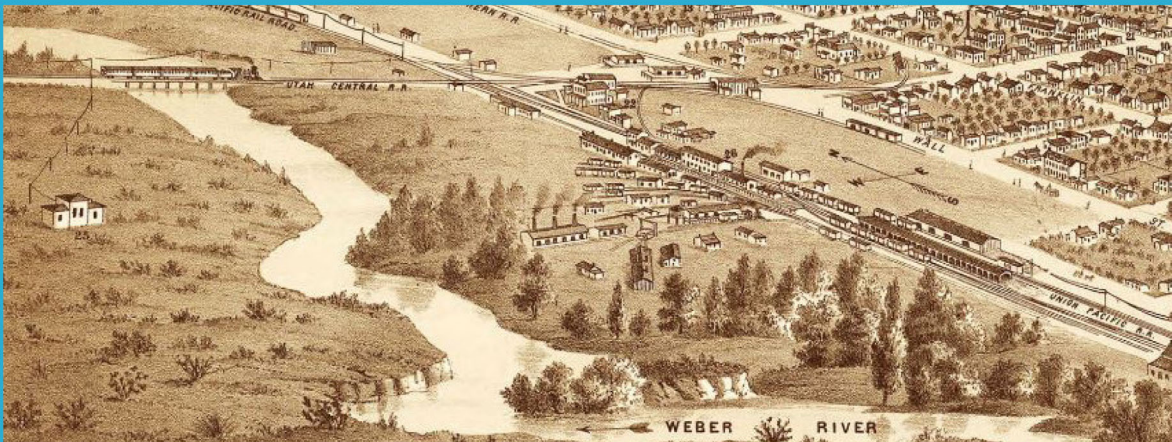
facing the larger study area. These include Downtown, East-Central, Harrison Boulevard, and WSU/McKay-Dee Hospital (Map 2: Ogden Onboard Corridor Study Area).

Historic Ogden: Built on Transportation

Ogden has always been a city built on transportation, from its early days as a railroad hub and role in the Transcontinental Railroad, to neighborhood trolleys, to modern day bus and commuter rail.

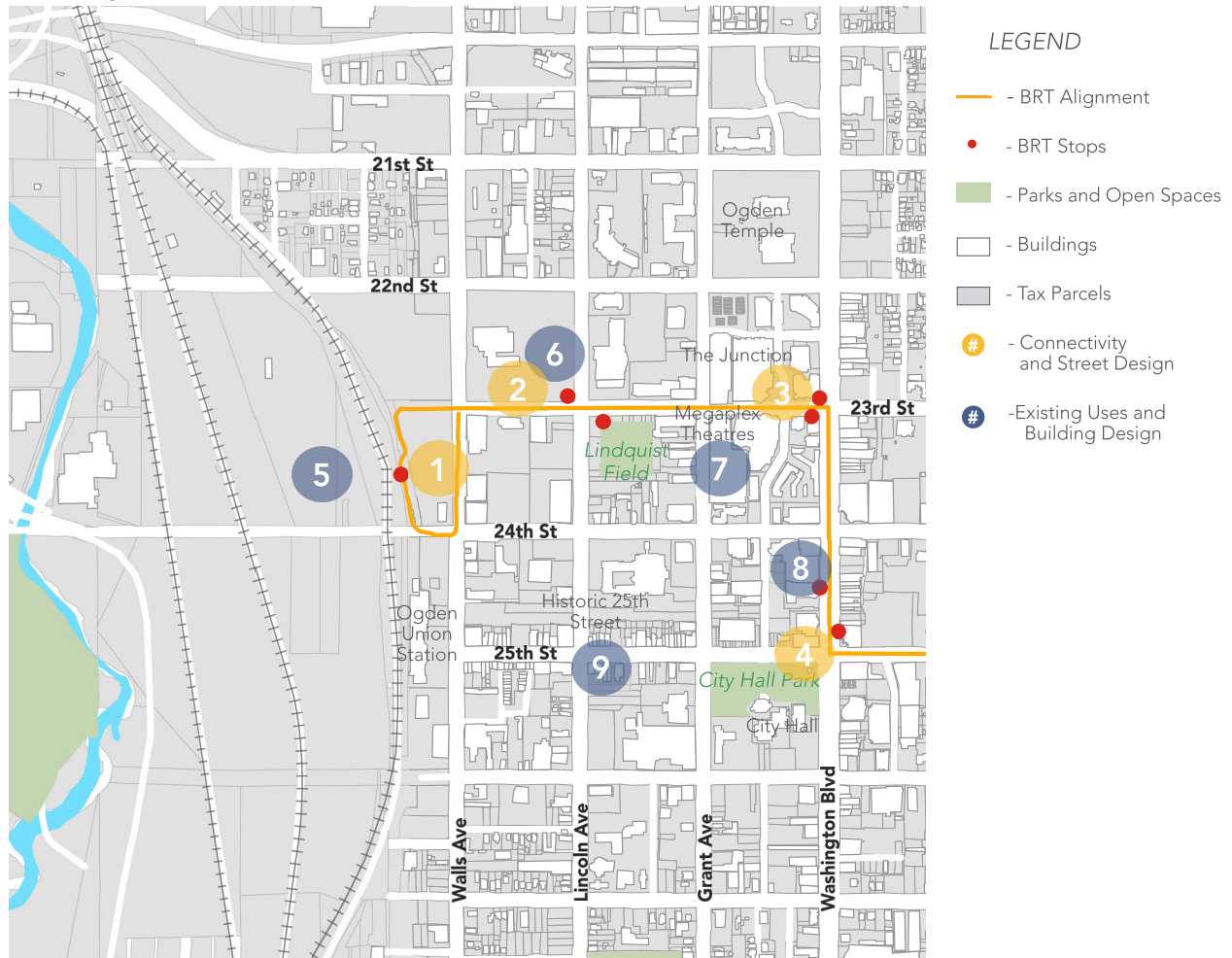
Top: Ogden Station and the Weber River (1875)
 Bottom: Ogden Trolley (left) and Ogden Rail Depot (right)

Sources: *University of Utah Marriott Library and Ogden Union Station*



DOWNTOWN

MAP 3 Ogden Station Subarea



In Downtown Ogden, the BRT corridor connects the Intermodal Transit Center and Union Station to Washington Boulevard, with a range of civic, entertainment, and employment uses. Downtown is the civic, cultural, spiritual, and economic center of Ogden. While historic 25th Street and the Junction provide a walkable experience that is convenient to many different destinations, other areas are characterized with longer block lengths, underused spaces or expansive surface parking lots.

Wider streets form large blocks in a traditional grid pattern, with some mid-block connections. The majority of Ogden Station is in the Central Business District (CBD) or CBD Intensive District with development requirements that would encourage high density, transit-oriented development.

Connectivity & Street Design



- 1 Longer block lengths, non-buffered sidewalks and a wide street are found along Wall Ave. To the west, 24th St. provides the nearest crossing to West Ogden and I-15.
- 2 Diagonal parking exists along 23rd St. without a mid-block crossing.



- 3 Development of the Junction included reestablishing the smaller blocks with Kiesel Ave. that provides a more direct connection.
- 4 A hill east of Washington Blvd., separates downtown from the central bench. Pedestrians must navigate a wide five lane street crossing and climb a hill to go east.

Existing Uses & Building Design

- 5 West of Wall Ave. the landscape opens to an expansive area of rail yards and vacant land.
- 6 Extensive off-street parking and a lack of shade dominate the northwest corner of 23rd St. and Lincoln Ave.



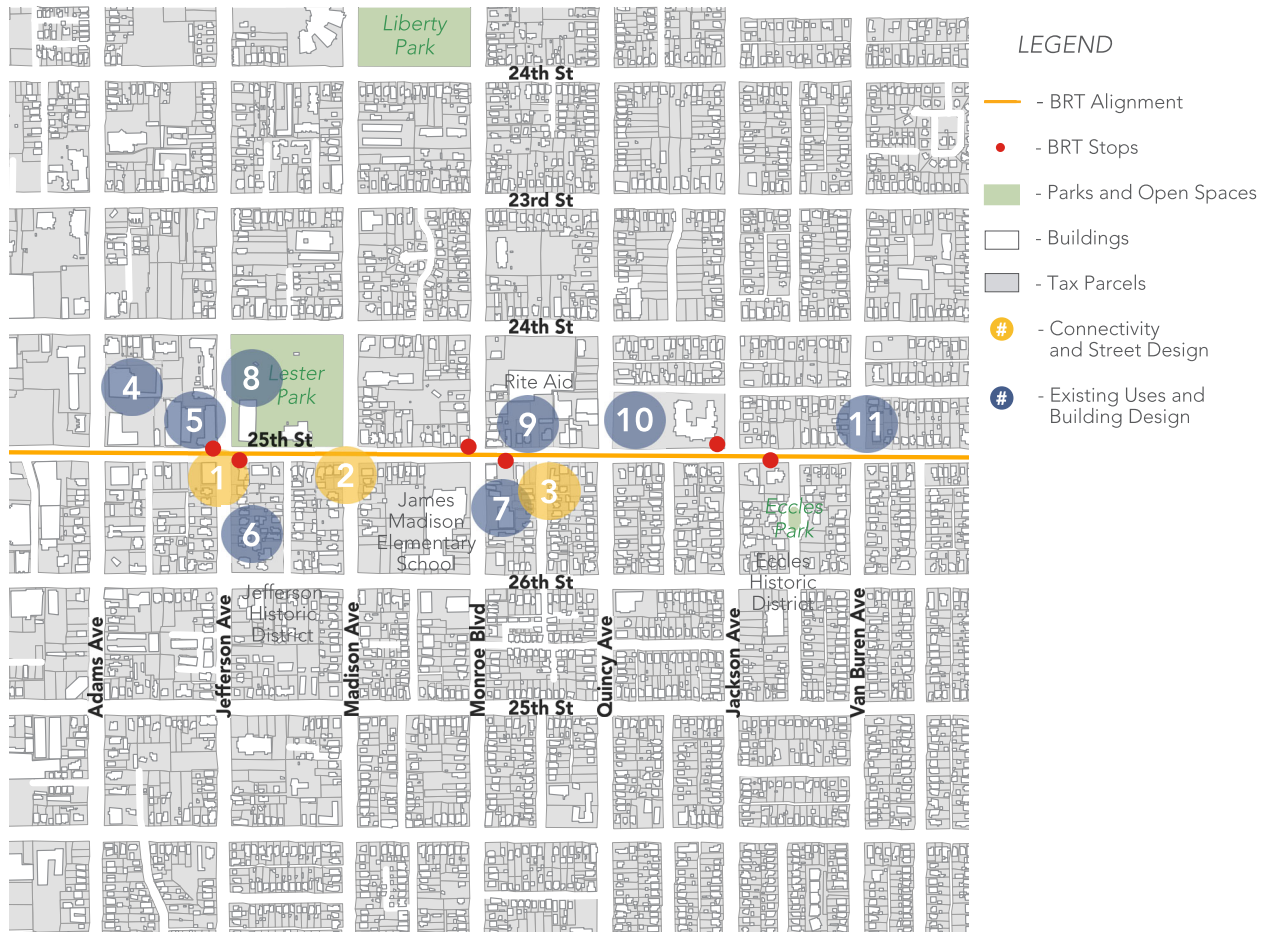
- 7 The Junction is composed of large-scale entertainment, housing and retail uses that form an almost uninterrupted multi-story building facade around the block.
- 8 From 22nd St. south past 25th St. is a continuous multi-story building facade fronting the street.



- 9 Historic 25th St. contributes to the historic and cultural character of Downtown, but there is extensive underdeveloped land just behind these buildings.

EAST-CENTRAL

MAP 4 25th and Monroe Subarea



Between Washington Boulevard and Harrison Boulevard, the alignment runs east/west along 25th Street. This section contains a mixture of historic homes, commercial and civic uses, including two historic districts and the recent arts district. Further east, land uses are primarily detached single family homes that take direct access to 25th Street. There is good overall connectivity with a traditional grid street pattern, with some larger blocks divided by a shorter grid system.

This area is primarily zoned for multiple family or two-family residential, with the eastern side of Monroe Avenue zoned as Neighborhood Commercial. While the commercial zoning allows for a mixture of uses and no minimum lot area requirements, the height maximum is 35 feet. Residential zoning requires minimum lot areas that range from 4,000 to 5,000 square feet, including 40 to 50-foot lot width minimums. The Two-Family Residential Zone – East Central also limits residential uses to single and/or two-family dwellings.

Connectivity & Street Design



- 1 Exposed rail from the historic trolley and large historic homes exist along Jefferson Ave.
- 2 Continuous street trees along Madison Ave., along with more frequent curb-cuts on 25th St.
- 3 Block lengths are shorter along the south side of 25th St., east of Monroe Blvd.

Existing Uses & Building Design



- 4 Recent housing and a mixed-use building are found north of 25th St.



- 5 Historic gym building is located on 25th St.



- 6 Historic homes along Jefferson Ave. are part of the Jefferson Historic District.

- 7 Corner market and small-scale retail near James Madison Elementary.

- 8 Public library and Lester Park. Multi-story residential apartments near Monroe Blvd.



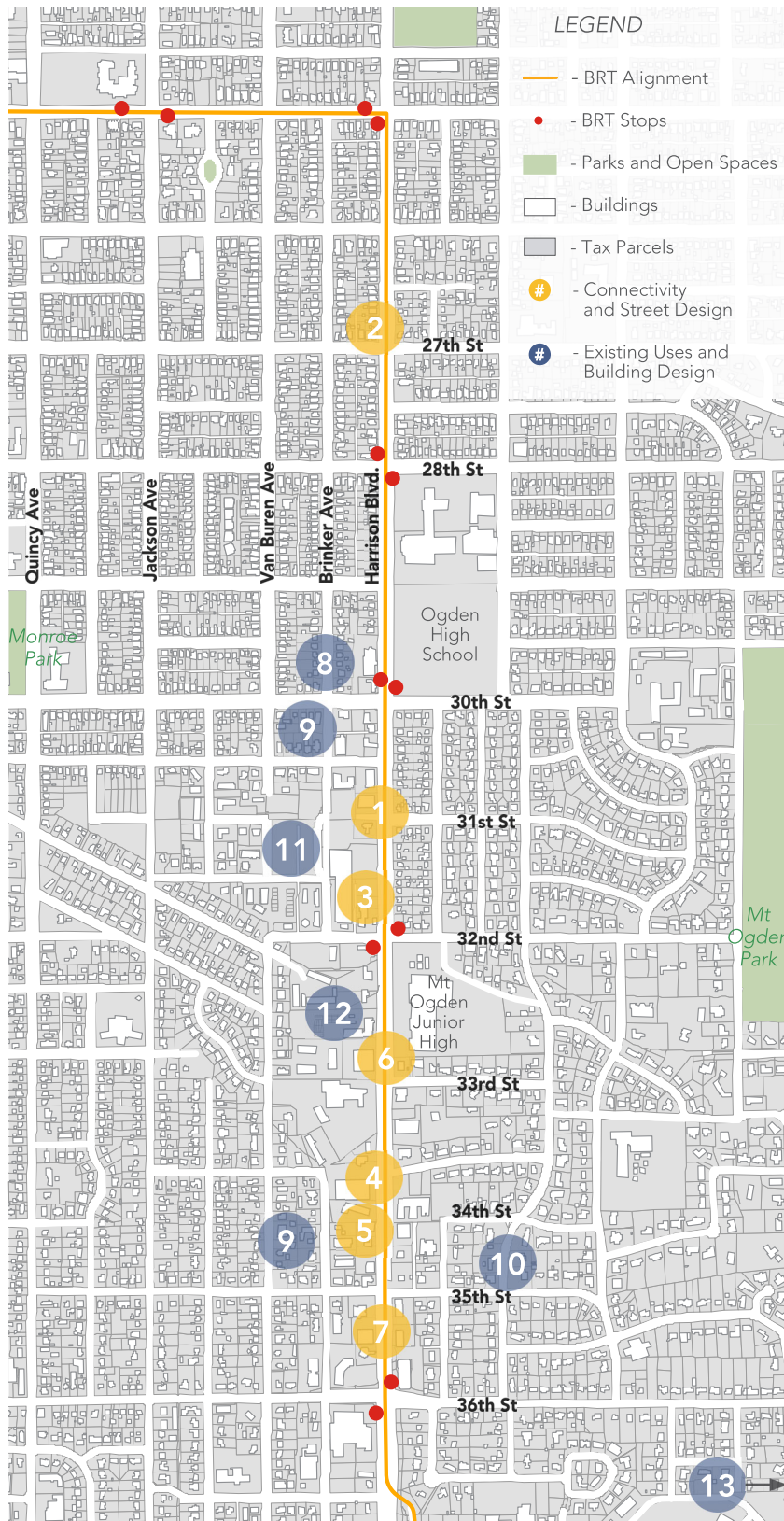
- 9 Multi-story residential apartments near Monroe Blvd.

- 10 Large auto-oriented Rite Aid and adjacent vacant property for potential redevelopment in the future.

- 11 Further east of Jackson Ave., land uses are primarily detached single family homes along 25th St.

Harrison Boulevard

MAP 5 32nd and Harrison Subarea



Harrison Boulevard is a major north/south regional connector street linking opposite ends of Ogden and homes, businesses and schools in between. Between 25th Street and 30th Street, single family homes take direct access onto Harrison Boulevard. Further south, the western street side includes commercial and office uses, and many parcels have surface parking between the building and street, creating an auto-oriented environment. Sidewalks along Harrison Boulevard are narrow or curb-tight, there are few crossings, and connectivity to adjacent residential neighborhoods off of Harrison Boulevard is inconsistent.

Most of this area is zoned residential, with commercial zoning along some of the west side of Harrison Boulevard. While there is some Multiple-Family Residential zoning west of Harrison Boulevard, the majority of existing uses are currently single family.

Connectivity & Street Design



- 1 Narrow sidewalks without a street buffer are common along most of Harrison Blvd.
- 2 Good connectivity to adjacent neighborhoods and shorter block lengths east of Harrison and north of 28th St.
- 3 Auto-oriented commercial uses with limited access to residential uses nearby.



- 4 Commercial uses are set back from the street with longer block lengths.
- 5 Lack of connectivity to neighborhoods to the west, south of 32nd St.
- 6 Lack of signalized crossing between 32nd St. and 36th St. within a 1/2-mile radius.
- 7 36th St. is a major east/west connector to Washington Blvd.

Existing Uses & Building Design

- 8 Smaller scale commercial uses exist near 30th St.
- 9 A lack of parks and public spaces within a short walking distance (multiple locations).
- 10 Predominately lower density, single family homes.



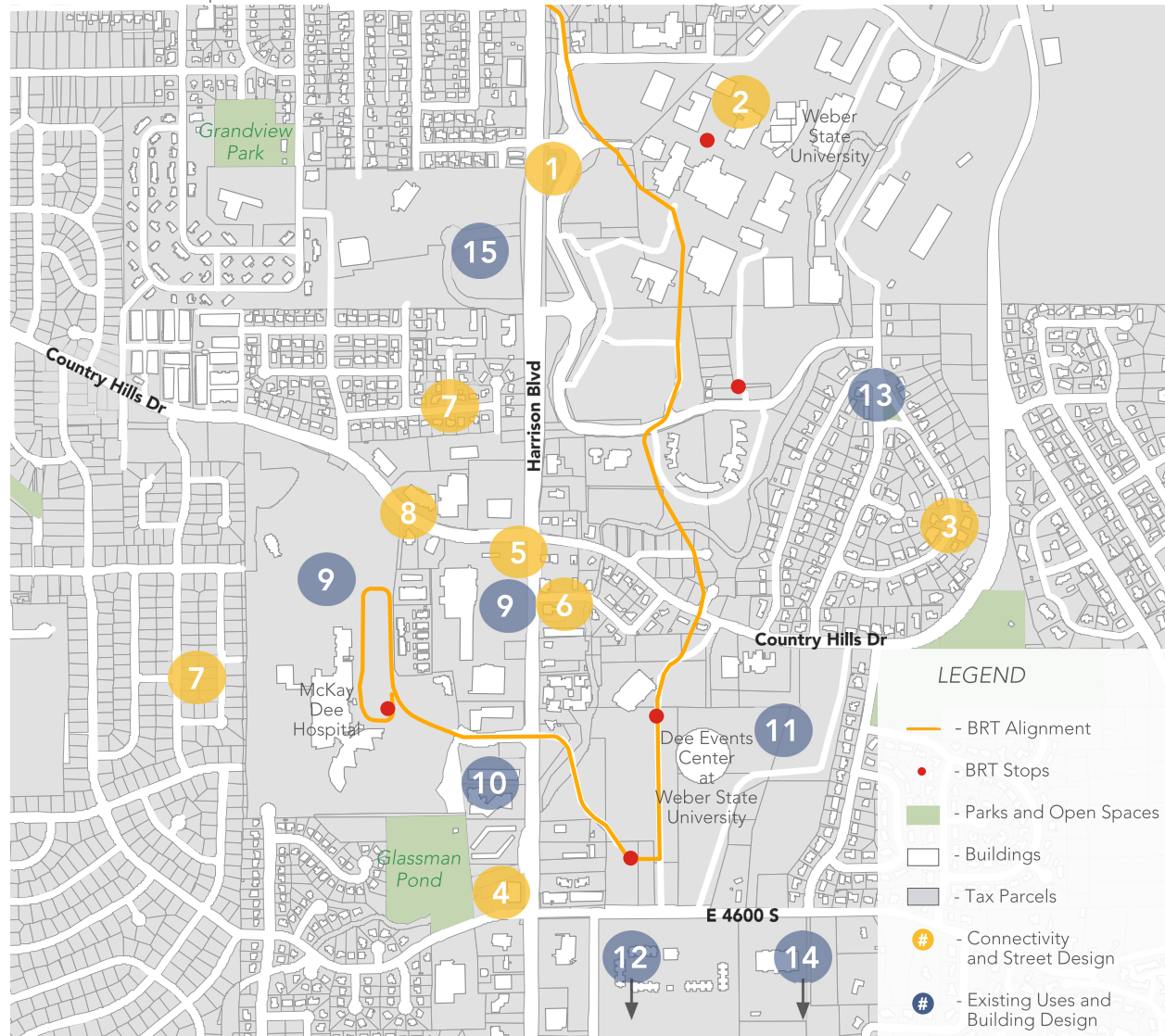
- 11 Vacant land off of Harrison Blvd. near 31st St.
- 12 Strongs Canyon and connections to the trail system exist off of 36th St.



- 13 Several multi-story apartments are south of 32nd.

WSU / McKay-Dee Hospital

MAP 6 WSU/Hospital Subarea



WSU and McKay-Dee Hospital are major destinations in Ogden, for students, patients, visitors and staff. Along Harrison Boulevard, auto-oriented commercial uses and large surface parking areas dominate the streetfront. The two major institutional campuses also have different circulation patterns. While the WSU campus offers convenient and walkable pathways to and through campus, the McKay-Dee Hospital and Events Center have large parking areas that limit convenient linkages through these areas.

Zoning for this area includes the Professional/Institutional Zone which limits heights for lots less than ten acres to 35 feet and a maximum lot coverage of 50 percent. The Community Commercial Zone along Harrison Boulevard also has a maximum building coverage of 50 percent

Connectivity & Street Design



- 1 Park-like promenade meanders along Harrison Blvd. on campus.
- 2 Pedestrian connections offer convenient linkages through the WSU campus.
- 3 Southeast of campus is a curvilinear street pattern.
- 4 Long block lengths south of Country Hills Dr. with limited pedestrian crossings and access to uses west of Harrison Blvd.



- 5 Along Harrison Blvd. there are narrow sidewalks with a lack of shade.
- 6 Single tenant drive aisles and limited connectivity to adjacent neighborhoods.
- 7 Lack of connectivity west of Harrison Blvd.
- 8 Country Hills Dr. provides a major east/west connection to Washington Blvd.

Existing Uses & Building Design



- 9 Extensive surface parking serving commercial uses and the hospital. Surface parking also serves as a park-and-ride for students who use shuttles to reach various points in the WSU campus (multiple locations).
- 10 Some multi-family and campus housing is located west of Harrison Blvd.
- 11 Extensive surface parking serving McKay Dee Events Center.
- 12 Large format strip commercial development south of Country Hills Dr.



- 13 Larger lot, lower density residential uses surround campus to the south and east.
- 14 Auto-oriented strip commercial extends south of campus.
- 15 The McKay-Dee North Campus contains a large underdeveloped landscape area between the building and streets.

KEY BARRIERS

Lower Population Growth, and Residential and Employment Density in Some Locations

Population growth has a direct result in the demand for housing and commercial and employment space (Table 2.1). Growth in the corridor has been slower than the wider region, although the growth rate for Downtown households is higher suggesting it has attracted significant regional growth. Different areas of the corridor also have different numbers of residents and employees.

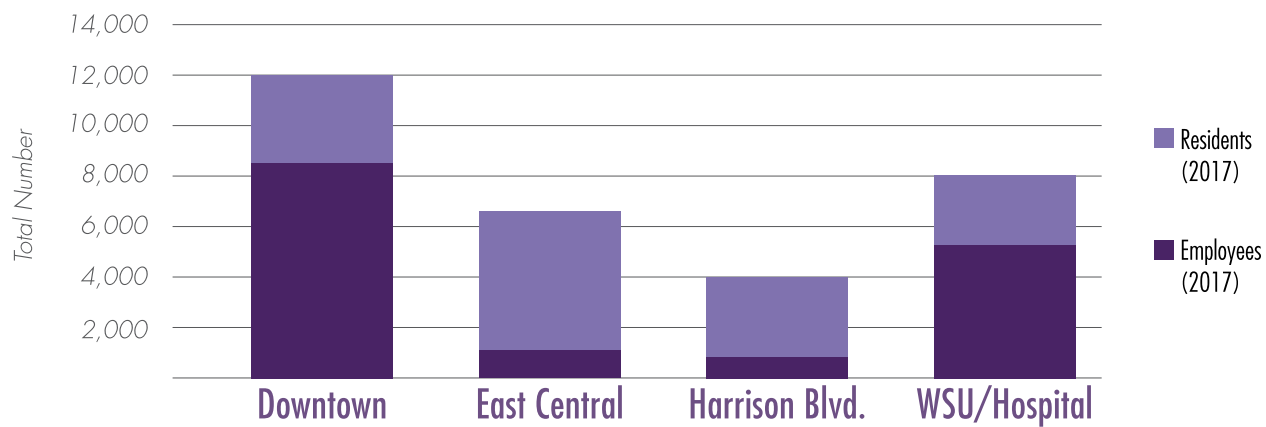
Neither the East Central nor Harrison Boulevard subdistricts are major areas of employment (Figure 2.1). However, East Central has the most residents along the corridor, while Harrison – despite being the smallest corridor subdistrict – has more residents than the WSU/Hospital area. It should also be noted that these numbers do not include students commuting to and from WSU. Map 7 on the following page shows density of new population and employment in the study area through 2050.

TABLE 2.1 Half-Mile Corridor Growth Projections, 2017-2037

	2017 est.	Est. '17-'40 Annual Growth Rate	2027 est.	2037 est.	10-year Growth Total	20-year Growth Total
Population	29,850	0.5%	31,350	33,000	1,500	3,150
Households	11,150	1.0%	12,300	13,600	1,150	2,450
Approximate Residential Unit Demand					1,100	2,400
Employment	20,200	1.2%	23,000	26,000	2,600	5,600
Approximate Commercial & Employment Space Demand (sq. ft)					790,000	1,680,000

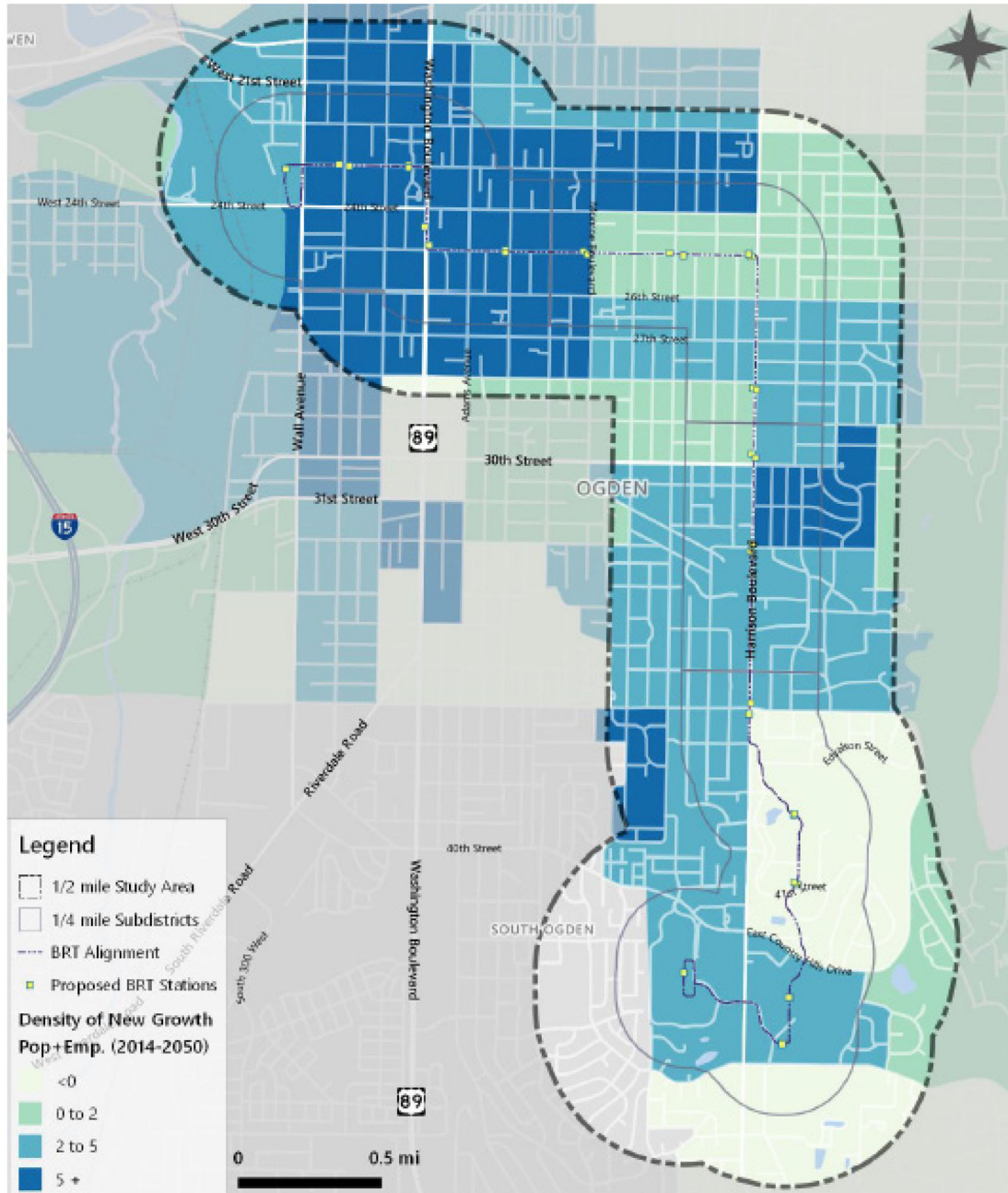
Source: ESRI, WFRC and Leland Consulting Group Note: commercial and employment space demand is based on 300 square feet per employee

FIGURE 2.1 Residents and Employees by Subdistrict, 2017



Source: ESRI and Leland Consulting Group

MAP 7 Annual Corridor Growth (Employment + Population) 2014-2050



Source: AGRC, WFRC, TIGER, and Leland Consulting Group

FIGURE 2.2 Average block size (acres), 2018



*WSU and McKay-Dee Hospital are large developments that follow a “campus-style” development pattern. Block sizes are therefore more difficult to accurately measure. Further, internal circulation and walkability is more prevalent in these developments. Source: WFRC.

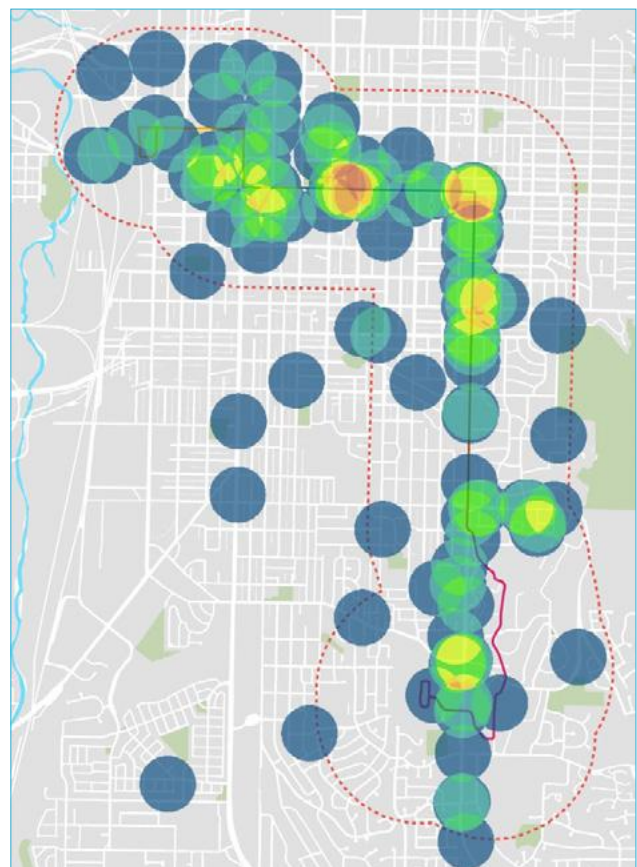
Large Block Lengths

Walkable centers and corridors function best when the areas have good physical form. Small block sizes with more street connections decrease the distance people must walk from one destination to another. Figure 2.2 (above) shows the average block size (in acres) within each quarter-mile subdistrict. Here, the subdistricts with the highest proportion of single-family development have the smallest average block size.

Gaps in the Active Transportation Network

For some Ogden residents, transit is the primary method of transportation to a wide range of services that are essential for everyday life: the grocery store, medical centers, schools, parks, government service buildings, and other destinations. It is also important for people living in affordable housing areas to have safe and comfortable walking and bicycling connections to transit – they may be more reliant on transit as a method of transportation, or may be able to spend less of their income on transportation by using public transit. Throughout the community engagement discussions, conditions for pedestrians, cyclists, and transit users was a top priority and concern.

FIGURE 2.3 Online Survey Results Showing Key Barrier Locations



Above: Results from the online survey. Yellow/orange indicates locations with the most comments or greatest number of barriers. [Source: MIG

According to results from the online survey, heavy vehicle traffic, missing bicycle lanes, and feeling unsafe were some of the top issues identified by survey respondents. The most significant active transportation safety issues along the corridor are on Washington Boulevard which is where many bicycle collisions occur (Figure 2.3). While there are roughly two blocks of bike lane on Washington Boulevard near downtown, the remainder of the corridor has no bicycle facilities.

Socio-economic Conditions and Housing Supply

The Gardner Business Journal found that almost 20 percent of all renter-occupied households throughout Weber County remain severely cost burdened (meaning 50 percent or more of household income is going to housing costs), and more than seven percent of all owner-occupied households are severely cost burdened. Weber County also has 83 percent of tax credit units in very low economic prosperity tracts – most of which are located in Ogden – the highest concentration in the Wasatch Front region. The 2013 Housing Assessment and Plan for Weber County suggests that the problem with affordable housing in the region has more to do with quality rather than quantity. It explains that the existing number of affordable housing units is sufficient, but due to the age and condition of the existing housing stock, many low and moderate-income households may be living in substandard conditions.

Development Costs

Construction and land costs all contribute to potential opportunities for new development. While construction costs have rapidly been increasing, land costs differ based on the market, site condition, and location, among other factors. Low or no land costs for a prospective developer can make a significant difference for project feasibility. Ogden’s land cost, on average, is relatively low relative to the rest of the Wasatch Front region. However, with such limited land available

throughout the BRT corridor, land prices may inflate beyond the typical market as developers seek to build close to the alignment. Parking costs are often the most prohibitive part of a potential project’s feasibility, especially when minimum parking requirements are inappropriately high.

Policy and Regulatory Barriers

Maximum lot coverage ranges from 40 to 60 percent in the multiple-family residential zones, which puts a limit on density and land use efficiency and is likely to be a significant barrier for TOD projects with structured parking, which may use up to 100 percent of the lot. Permitted housing densities in the City’s existing multiple-family zones are significantly lower than typical TOD densities. For example, R-3 and R-4 allow projects with only up to nine units by right at densities of up to 20 and 26 dwelling units per acre; a project with 10 or more units requires a conditional use permit. Typically, TOD zoning will have significantly higher or even eliminate maximum densities or unit counts.

Environmental Conditions

Development within the UTA FrontRunner Station site is limited by a deed restriction on the use of the property from previous rail-related industrial uses that occurred on or near the site. The deed restriction allows the site to be used for office, commercial, industrial, and other non-residential uses, but prohibits residential, lodging, recreational uses, and other similar uses. Ultimately, the future potential of the UTA site for a mixture of uses envisioned by the community will be dependent on site remediation at the time of redevelopment. The Ogden River and smaller tributaries including Sullivan Hollow along Harrison Boulevard have specific designations for flood hazards. Ogden City has specific standards for development in floodways that must be met at the time of development review. These include requiring residential structures to have the lowest floor above the base flood elevation.



KEY OPPORTUNITIES

A Proud and Distinctive Identity

The Wasatch Mountains and the Weber and Ogden Rivers are prominent form-givers to the City. They act as visual and recreational amenities while posing some development constraints. The City of Ogden's General Plan provides a unified vision for the city, including policies and initiatives to enhance the community identity.

Bike and Small Vehicle Sharing

Ogden City has been proactive in its approach to encouraging more people to walk or bike. The 2016 Bicycle Master Plan identified high-priority locations for bike share stations and Ogden successfully secured funds in 2017 from Wasatch Front Regional Council's Transportation Alternatives Program to pay for kiosk installation for the first phase of bike share stations.

Major Destinations and Employment Centers that Anchor Each End of the Corridor

Over half of all jobs in the corridor are located Downtown and about one-third are in the WSU/Hospital area. Weber State is one of the fastest growing universities in the state, seeing an increase of almost 700 students in its total enrollment from 2016 to 2017. The Utah System of Higher Education (USHE) forecasts WSU will grow by 2.3 percent per year over the next 10 years. This growth is likely to drive demand for new development in the southern sections of the corridor – particularly for student or market-rate multifamily housing.

City Policies and Economic Incentives

The corridor contains seven active and planned or proposed Redevelopment Areas (RDAs) and Community Reinvestments Areas (CRAs)– most of which are clustered downtown. RDAs and CRAs freeze the tax valuation for all taxable properties inside a swath of land that’s been targeted by the city for reinvestment. These areas provide financial incentives that can greatly improve the feasibility of new development and are therefore important to consider when identifying opportunity sites. The City also offers homebuyer closing or mortgage cost support, redevelopment and resale of foreclosed homes for a discounted price, and tax increment financing for larger projects.

Higher Transit Ridership

The Ogden/WSU BRT will build upon and improve an already successful transit corridor, making it more convenient for a wider range of potential riders. Currently, Route 603 carries 1,500 riders/day. With improved frequency, speed, and stop amenities, it is projected that the new BRT route will serve 3,300 riders/day plus another 3,000 riders, as the BRT is planned to replace the existing Weber State Shuttle by providing a more direct connection through campus.

HISTORIC RESOURCES AND REVITALIZATION

Historical districts and historical buildings are also assets that make a neighborhood more likely to be redeveloped. Historical assets are treasured by a rising segment of the population — those whom economist Richard Florida terms the “Creative Class.” This group, whose members generally work in cities in careers structured around innovation, represents the new direction of the US post-industrial economy. The group plays a large role in the trend toward the revitalization of historic town and city centers and the reuse of former industrial zones. As a result of these trends, the renovation of historic buildings is becoming more fashionable among real estate developers and consumers.

Source: Hook, Walter, Lotshaw, Stephanie, and Weinstock, Annie, More Development for Your Transit Dollar: An Analysis of 21 North American Transit Corridors, ITDP

Support for High Performance Transit

The BRT corridor is surrounded by six acknowledged Planning Communities. A majority of the six community plans envision to have better mass transit and to encourage an integrated transportation system that employs multiple modes and safer streets for all users, especially pedestrians and bicyclists. Throughout the community engagement events and online outreach efforts, many participants voiced their support for transit and excitement for the future.

Gridded Street Network and Planned Active Transportation Projects

The majority of the corridor is connected by a gridded street network, formed by the original block pattern of the design for the city. In particular, there are several north/south and east/west streets that bisect the BRT corridor and provide good access to other parts of the city and region. The Ogden Bicycle Master Plan (2016) also contains recommendations for a range of bicycle facilities (both corridor and intersection level). Planned bike facilities along or near the corridor including bike lanes along streets paralleling 25th Street and along Harrison Boulevard.

Parks, Greenspaces, and Access to the Outdoors

The BRT corridor is also adjacent to various parks and open spaces including the Municipal Gardens, Lindquist Field, Lester Park, Dee Memorial Park and Glassman Pond to the south. Access to the trail network is also made through several east/west streets off of Harrison Boulevard beyond the ½-mile study area. Various other parks and open spaces fall within a ¼-mile of the BRT corridor. Still, some areas of the corridor lack parks or greenspaces within a convenient walking distance, especially along Harrison Boulevard and near Ogden Station.

A Diverse Community

Ogden is a community of different cultures. Most notable is the city's large Hispanic population. The proportion of the population of Hispanic origin is over double that of the region, with one in every two downtown residents of Hispanic origin, and two in every five in East Central. There are many multi-cultural businesses along or near the corridor, and different cultures, languages, and customs that help make the city vibrant and dynamic.



HEARING FROM OGDEN'S HISPANIC COMMUNITY

The planning team presented materials at Ogden's Hispanic Festival to hear from Ogden's Hispanic community. A Spanish translator was on hand at this event, as well as the two community-wide events. The festival was a great opportunity to hear from members of Ogden's Hispanic/Latino community; a target audience for engagement on the project. The display station (below) provided posters and handouts translated in Spanish.



REGIONAL MARKET CONDITIONS

- Construction boom across all property types
- Strong light-industrial growth
- Affordable housing market, relative to other regions in the West Coast and Mountain West
- Well-educated workforce
- Diversified economy with many employment options
- High quality of life
- High population and job growth
- Recent influx of major construction and development companies
- Market depth, which allows for investors to make significant investments
- Proximity to a major airport (SLC)
- Major growth in urban infill driven by Millennial demand for downtown living

MARKET CONDITIONS

The project team conducted a market analysis to establish key strengths, weaknesses, barriers, and opportunities relating to the real estate market based on observed supply and demand characteristics and real estate trends (Appendix B). The analysis conducted for the Ogden BRT corridor specifically highlighted these factors as they related to transit-oriented development.

Corridor Demographics

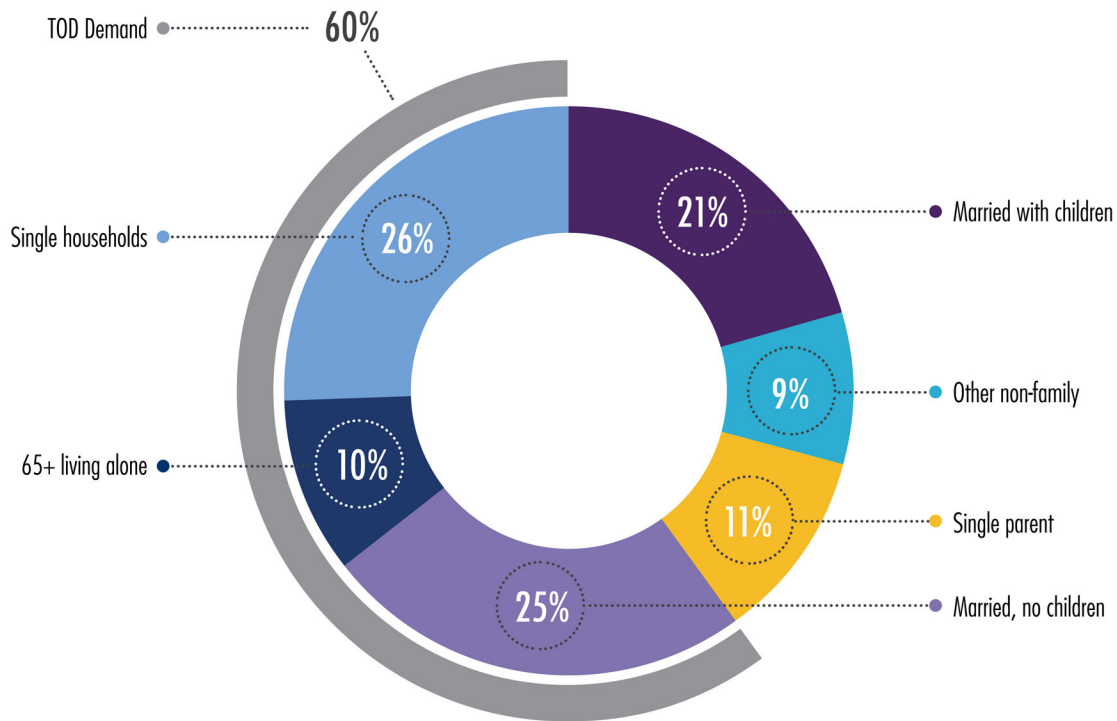
Approximately 60 percent of households in the corridor are considered the primary target market for TOD (Figure 2.4). The primary target market for TOD typically includes single households (especially 18 to 34-year-olds and seniors), households with no children, and transit-dependent households such as low-income families. The secondary market for transit-oriented development includes single parents and other non-family households (e.g., students). Married couples with children¹ are the most difficult to attract to TOD, and only account for 21 percent of existing households in the corridor.

Market Strength (Market Readiness)

Evaluating market variables—such as rents, vacancy rates, absorption trends, and construction trends—provides an indication of market strength. This, in turn, helps evaluate whether proposed project types are economically feasible under local real estate market conditions. For example, TOD is seldom feasible in “limited” markets, but may be feasible in “emerging” markets with public assistance, financing, incentives, or a bullish developer. “Strong” markets will typically accommodate most building types.

¹ Traditionally, households with children have favored lower density housing types. However, if the transit service can accommodate flexible schedules, transit use could help ease affordability burdens for many families.

FIGURE 2.4 Households by Family Type, Corridor Study Area, 2015



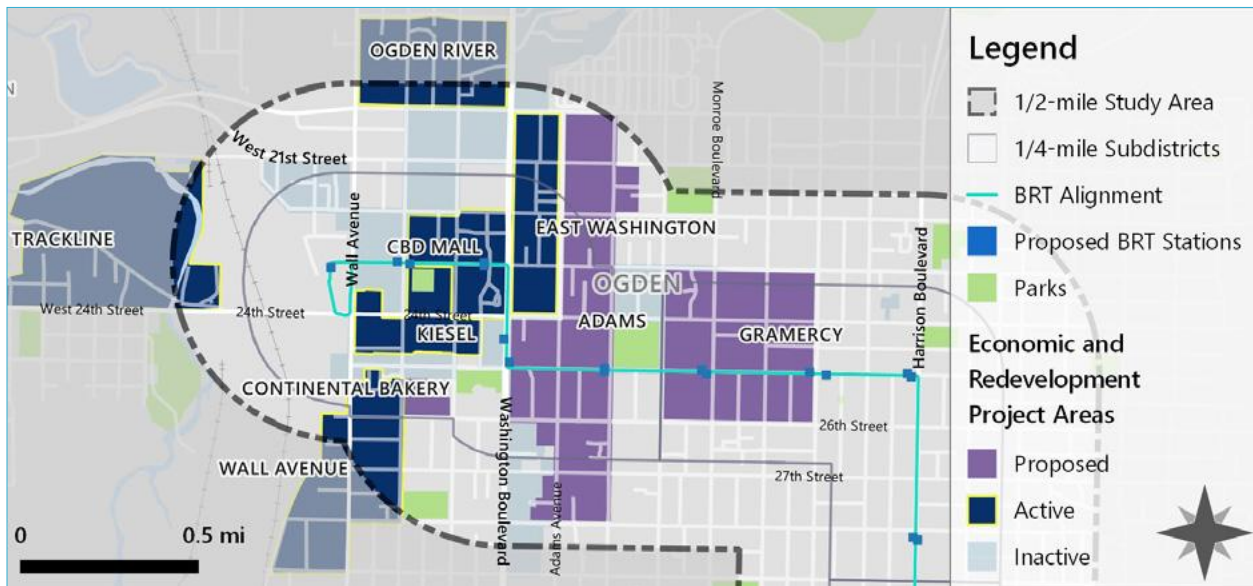
Source: ACS (from ESRI) and Leland Consulting Group

Based on development trends and socioeconomic, economic, and real estate characteristics, the Ogden BRT corridor is an **EMERGING** market, and may be ideally suited for catalytic investments to enhance local market strength. Recent developments in Ogden have achieved higher rents and fast absorption rates, indicative of greater market support than historical trends. These upward trends show market momentum and may be leveraged for increased rates of development if land supply and the regulatory conditions allow. Typically, low-rise and mid-rise buildings would be feasible in an emerging market. Higher-density building types would typically require additional funding, incentives, or other public assistance in order to be feasible.

TOD Opportunities (Development Potential)

TOD opportunity is another phrase for development potential. These metrics evaluate where the regulatory, physical, and infrastructure framework of the station area is ready to support new development, and determine the potential capacity for new development. Criteria for opportunities include developable land (vacant and underutilized), transit-supportive zoning, and special districts (such as Redevelopment Agency project areas). Map 3 shows the location of opportunity sites within the study area.

FIGURE 2.5 Economic and Redevelopment Areas

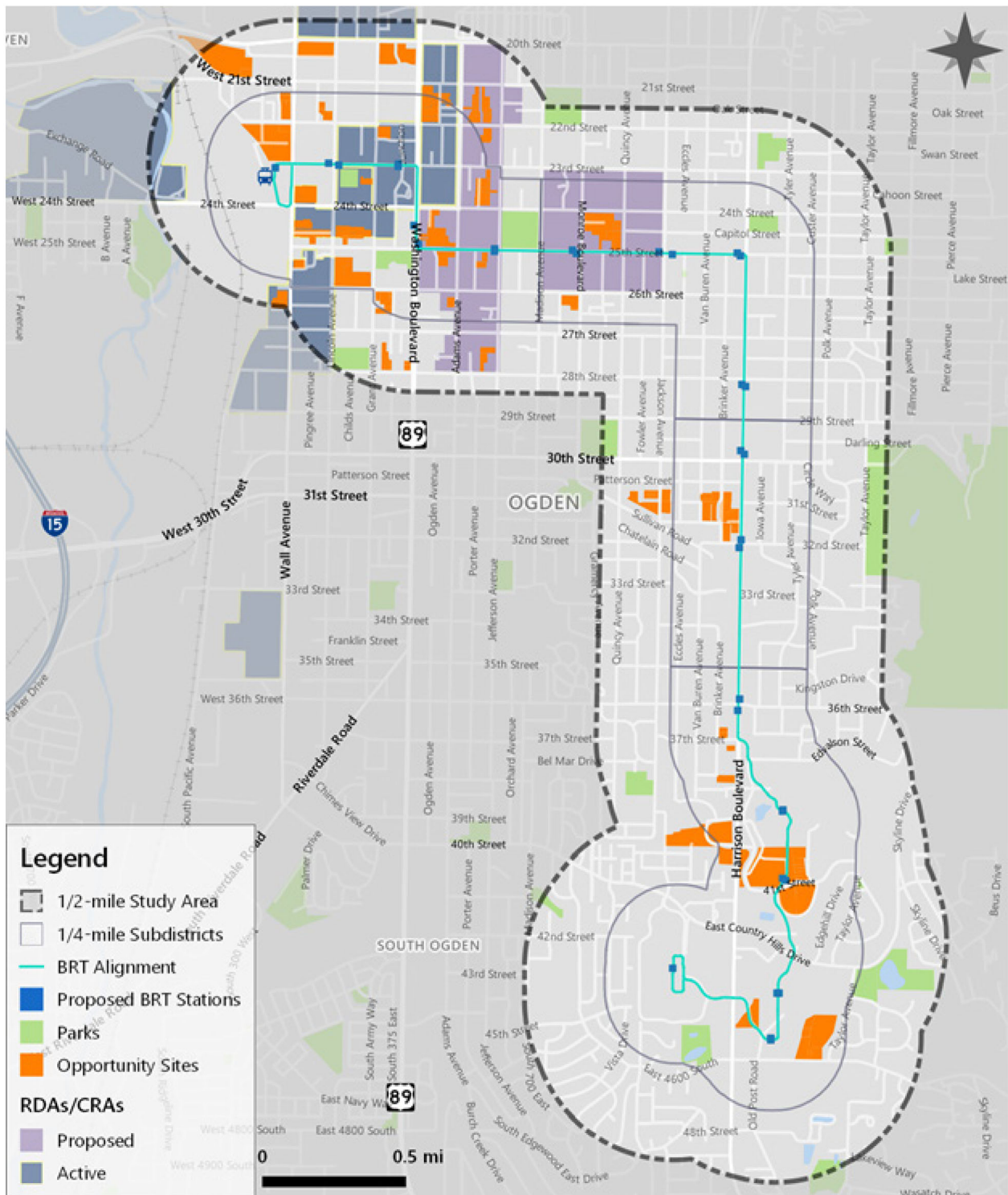


Source: AGRC, Weber County, WFRC, TIGER, Ogden City and Leland Consulting Group

Market Conditions and Opportunities Key findings:

- Most development opportunities are located at either end of the corridor (Map 8).
- Demand for additional housing development is anticipated to increase, driven by significant population growth throughout the region.
- Student housing is emerging as a favorable development type in the corridor due to national trends and local higher education institutions increasing efforts to recruit more out-of-state and international students.
- Several planned joint venture (public and private partnerships) projects will help to build market momentum, especially downtown, potentially increasing the feasibility of more significant and longer-term development projects nearby, such as the railyards.
- High-density housing projects generates demand for community-serving retail such as restaurants, cafés, coffee shops, and grocery stores.
- Redevelopment Agency projects areas in Downtown and East Central (Figure 2.5) provide significant development incentives to help bridge funding gaps for larger projects. Additional project areas in the corridor would increase development opportunities.
- TOD typically achieves rent premiums of between five to 20 percent above the market average for residential development, and 10 to 15 percent for commercial development, which would help bridge development feasibility gaps in the corridor.

MAP 8 Study Area Opportunity Sites



Source: AGRC, Weber County, WFRC, TIGER, Ogden City and Leland Consulting Group

CHAPTER 3



1 Downtown

Ogden Station

23rd St

Wall Ave

Washington Blvd

2 East-Central

25th St

BRT ALIGNMENT

son Blvd

Weber State University

McKay-Dee Hospital

McKay-Dee Hospital

Dee Events Center

THE FUTURE OF OGDEN'S HIGH PERFORMANCE TRANSIT CORRIDOR

THE CORRIDOR VISION

Transit-Oriented Development is about creating an environment where housing is accessible and affordable, and where everyone can walk or ride safely to the park, school, work, or go shopping, all without needing to drive. Achieving this for the Ogden/Weber State Corridor requires a vision that inspires local leaders, developers and neighbors to think creatively about the possibilities of what the corridor can become. Based on extensive conversations and input from the community engagement process, this chapter presents the vision, goals, and station characteristics for Ogden's future BRT corridor.

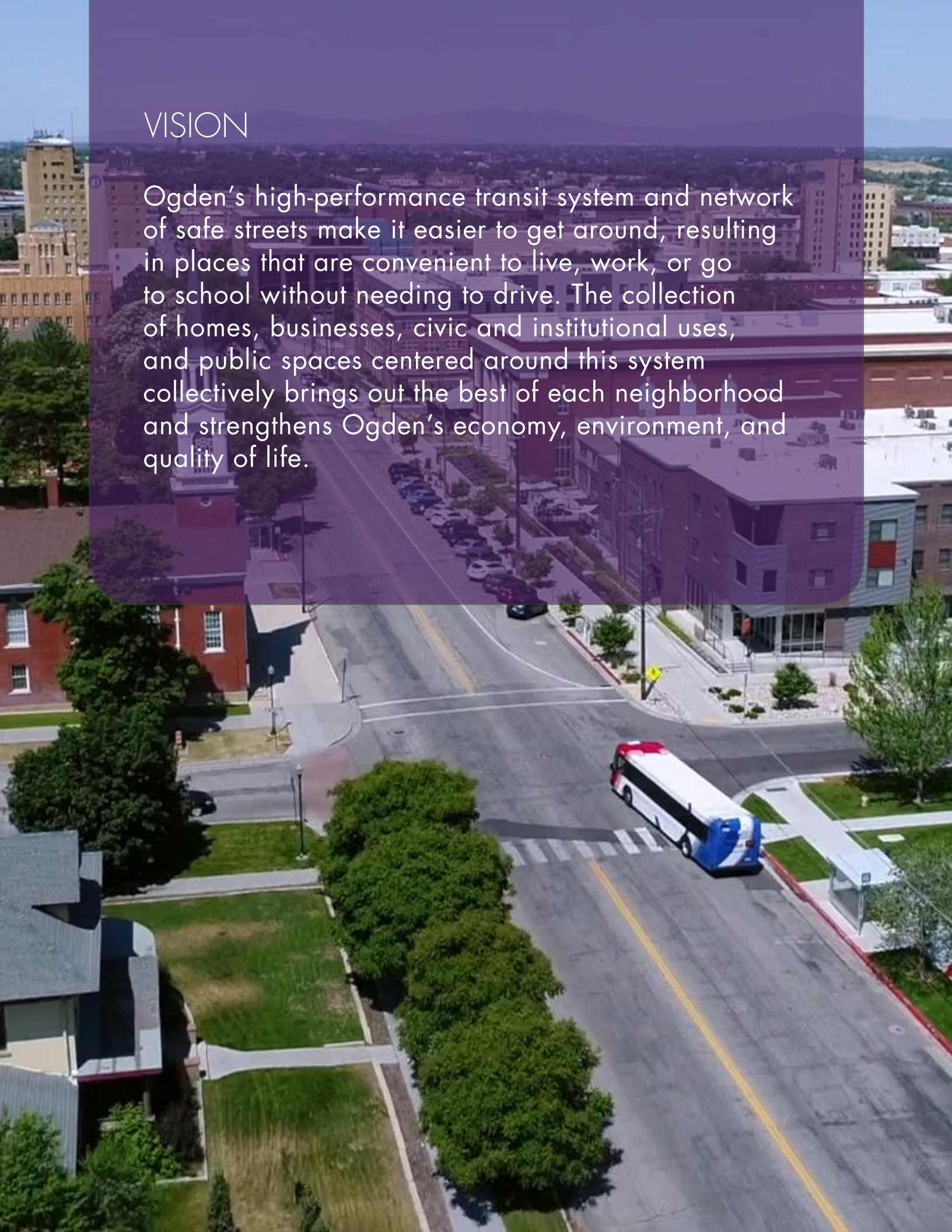
The vision for the Ogden's BRT corridor defines what the future holds for surrounding neighborhoods and station areas. The vision balances the best of existing neighborhoods and community assets with the infusion of high-performance transit and new investment, resulting in greater vitality, activity, and mobility.

"This is a rare opportunity to scale our local transit to be a national leader in accessible, green, and effective transit which integrates our diverse community."

- public comment

VISION

Ogden's high-performance transit system and network of safe streets make it easier to get around, resulting in places that are convenient to live, work, or go to school without needing to drive. The collection of homes, businesses, civic and institutional uses, and public spaces centered around this system collectively brings out the best of each neighborhood and strengthens Ogden's economy, environment, and quality of life.





Key Objectives from the Community

There were hundreds of interested community members that voiced their ideas for the future of the BRT corridor. During the Corridor Vision Workshop, there were several common themes that shaped the vision for Ogden Onboard.

“What would get you to walk/bike to a future BRT station?”

- Greater density and a mixture of uses
- Redevelopment of underused buildings
- Lower cost (or free) transit service
- Predictable service and real-time information
- Integrating bicycles with buses
- Improved safety, especially lighting
- Making transit more convenient than driving

“Where would you focus improvements?”

- Underdeveloped or under-performing commercial areas
- Monroe and 25th, and Rite-Aid site
- Areas with high ridership
- Existing activity centers (e.g. Transit HUB, WSU, Library)
- Surface parking areas, or new structured parking
- Safer conditions for pedestrians and cyclists along Harrison

TRANSIT-ORIENTED GOALS AND OBJECTIVES

There are three primary goals for transit-oriented development along the corridor, with multiple objectives that helped guide development of recommendations and design concepts in Chapters 4 and 5. The objectives also provide descriptions that explain how the community can achieve each goal. The goals feature example images of successful spaces and facilities used throughout the study process.



GOAL 1.

Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.



- 1.1 Walking and cycling routes are direct and integrated
- 1.2 High quality transit is easily accessible
- 1.3 Improvements to transit should build on existing routes and stops
- 1.4 There is clear signage to direct you to and through the city



GOAL 2.

Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

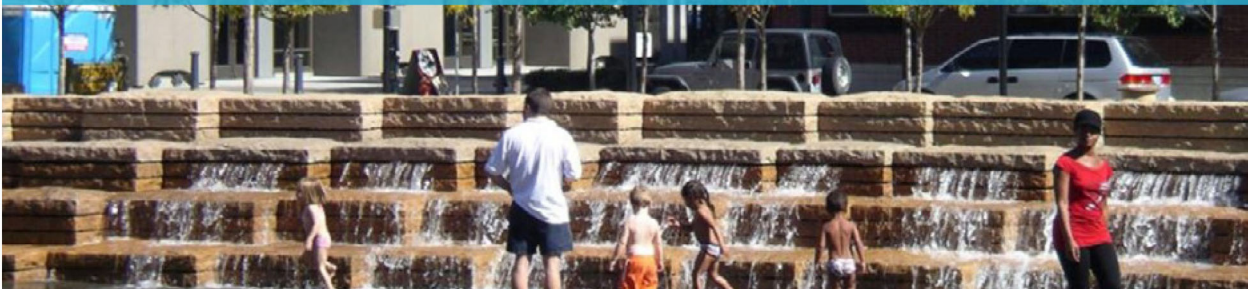


- 2.1 There are safe, complete and accessible routes to walk, roll or bike
- 2.2 The streetfront is active and inviting, day and night
- 2.3 There is a diversity of housing options and types
- 2.4 Streets and public spaces encourage all walks of life to gather



GOAL 3.

Build **complete neighborhoods** with access to jobs, housing, and essential services.



- 3.1 Destinations are within a short walking distance of transit stations
- 3.2 There is a mixture of different uses all centered around transit
- 3.3 Historical, cultural and environmental assets are protected and showcased
- 3.4 New development is carefully designed to integrate within the local context and character of surrounding neighborhoods

STATION TYPES

Based on the vision, there are four potential BRT station types for Ogden’s future BRT Corridor (Figure 3.1 and Table 3.1). Station types help organize the range of potential ingredients for different station areas and describe how different conditions and opportunities will contribute to the overarching vision. Station types address the questions, “how will this location function in the future?” and “how will new development fit within existing neighborhoods.”

FIGURE 3.1 Station Type Examples



TRANSIT-ORIENTED INDICATORS

The station types each have unique characteristics that can be described by the following ingredients.

- **Land Use Mix:** A greater mixture of uses within a ¼-to ½-mile walking distance allows more people to walk or take transit to their destination. A nearby mix of housing, jobs and services also makes a more complete and self-reliant neighborhood.
- **Blocks and Connectivity:** Shorter and more direct routes provide more efficient ways to get around the neighborhood, especially on foot or bike.
- **Built Form:** The distance between buildings and the street, presence and location of parking, landscaping and other factors all influence places that are welcoming and safe for people walking, relaxing, or waiting for transit.
- **Building Height:** Multi-story buildings allow for a greater number of people to live closer to more destinations and activities, while also attracting more businesses and private investment.
- **Mobility:** Slower speeds, easy access to transit, bike routes, connected and accessible sidewalks and safe crossings all make it easier to walk, roll, bike or get to transit without relying on a car.

TABLE 3.1 Station Types and Characteristics

	Land Use Mix	Blocks And Connectivity	Built Form	Building Height	Mobility
URBAN CENTER	Greatest mix of uses including multi-family, commercial, office, civic, institutional and entertainment	Smaller block sizes with pedestrian connections between longer block lengths	Most buildings built to sidewalks and streets	Mid- to-high-rise buildings (3-6+ stories)	Good sidewalks and with highest priority to pedestrians
	Mix of uses extends through multiple blocks from transit station	Good connectivity at all intersections	Most buildings with parking behind or beside the street and building front	Transitional, stepped building heights at edges of residential or historic neighborhoods (1-2 stories)	Good bicycle routes and infrastructure Access to many transit routes with direct connections to surrounding neighborhoods and greater region
INSTITUTIONAL CAMPUS	Institutional/civic uses are anchors to employment, services and housing	Larger block sizes with pedestrian connections between longer block lengths	"Main Street" buildings closest to transit street are built-to street	Some mid-rise buildings closest to transit street (3-5 stories)	Good sidewalks and bike routes
	Mix of uses oriented to the transit stop	Good connectivity at most intersections	Surface parking lots are tucked behind or beside buildings	Taller buildings placed towards center of institutional campus	Good connections to transit, bike routes, and sidewalks/street crossings
	Mix of uses exists within a block from transit station	Landscaped pedestrian connections linking institutional uses	Larger scale buildings for healthcare/education/research	Gradual transition to low-rise development away from institutional campus (1-2 stories)	
	Mix of attached single-family and multi-family homes				

NEIGHBORHOOD CENTER

Land Use Mix	Blocks And Connectivity	Built Form	Building Height	Mobility
Mix of uses oriented to the transit stop at both street sides and each block corner	Consistent gridded street network with pedestrian connections between larger block lengths	Collection of buildings with parking behind or beside the street and building frontages nearest transit stops	Low-rise buildings (1-2 stories)	Pedestrian-oriented closest to transit stops
Mostly lower density commercial uses along arterials	Best connectivity directly from the station	Landscaping and buildings brought close to street to provide sense of enclosure for pedestrians	Taller buildings at major intersections (3-5 stories)	Quieter/slower residential streets away from transit stops
Mix of single family and small-scale multi-family homes				Good sidewalks and access to bike routes
				Good access to transit stops and route transfers

EMERGING CORRIDOR

Commercial uses along arterials (one or both sides of street)	Larger block sizes with some pedestrian connections between longer block lengths	New development built closer to the street with off-street parking behind or beside buildings	Low-rise buildings (1-2 stories)	Good sidewalks and access to the bike network
Mix of single family and small-scale multi-family homes	Best connectivity directly from the station, diminishing further away	Landscaped buffers separating busy streets from the sidewalk	Mid-rise residential and mixed-use buildings at corners and placed to preserve character of residential neighborhood (3-5 stories)	Access to one or more transit stops

FIGURE 3.2 Station Character
URBAN CENTER

LAND USE MIX



BLOCKS AND CONNECTIVITY



BUILT FORM AND BUILDING HEIGHT



MOBILITY



FIGURE 3.3 Station Character
NEIGHBORHOOD CENTER

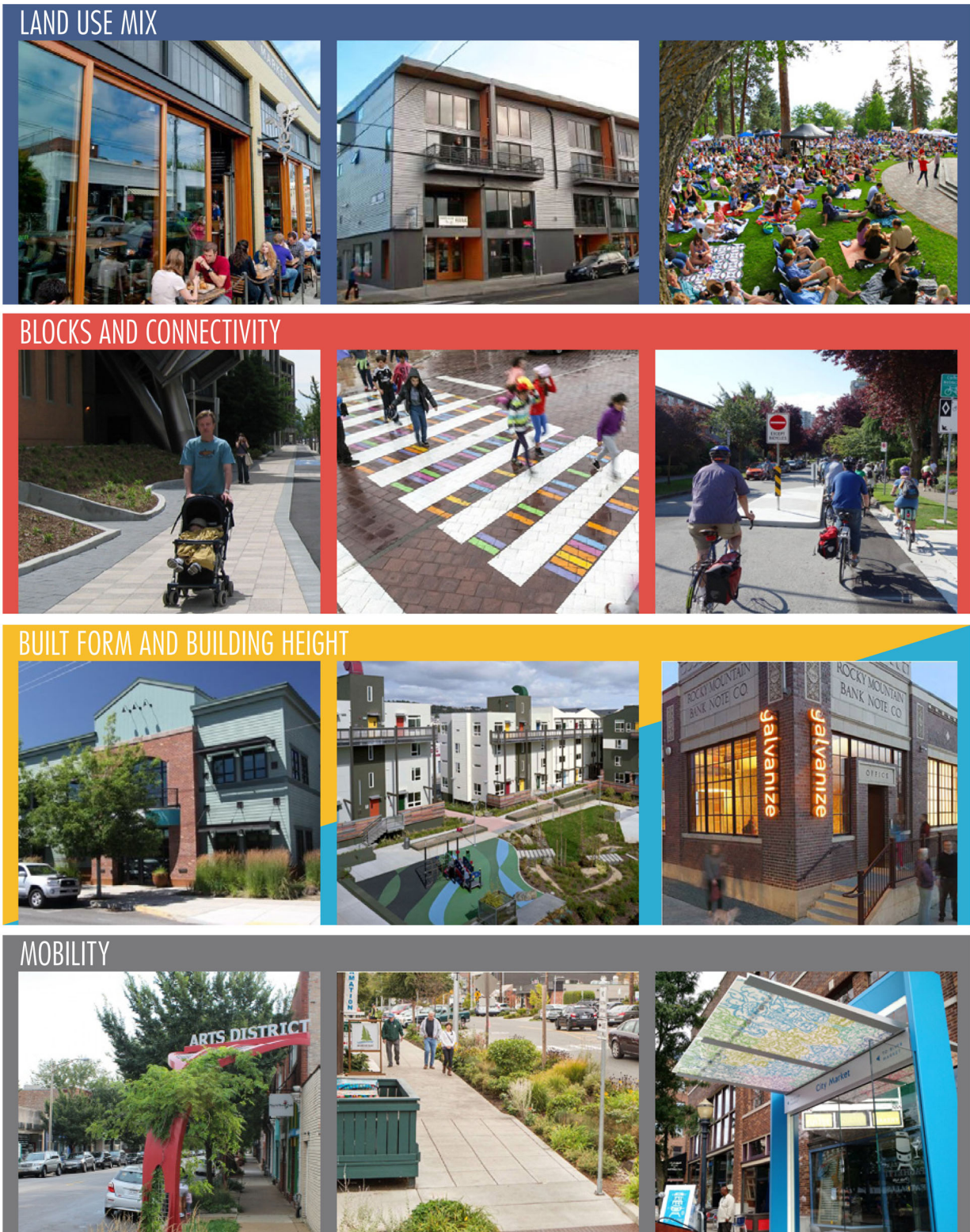
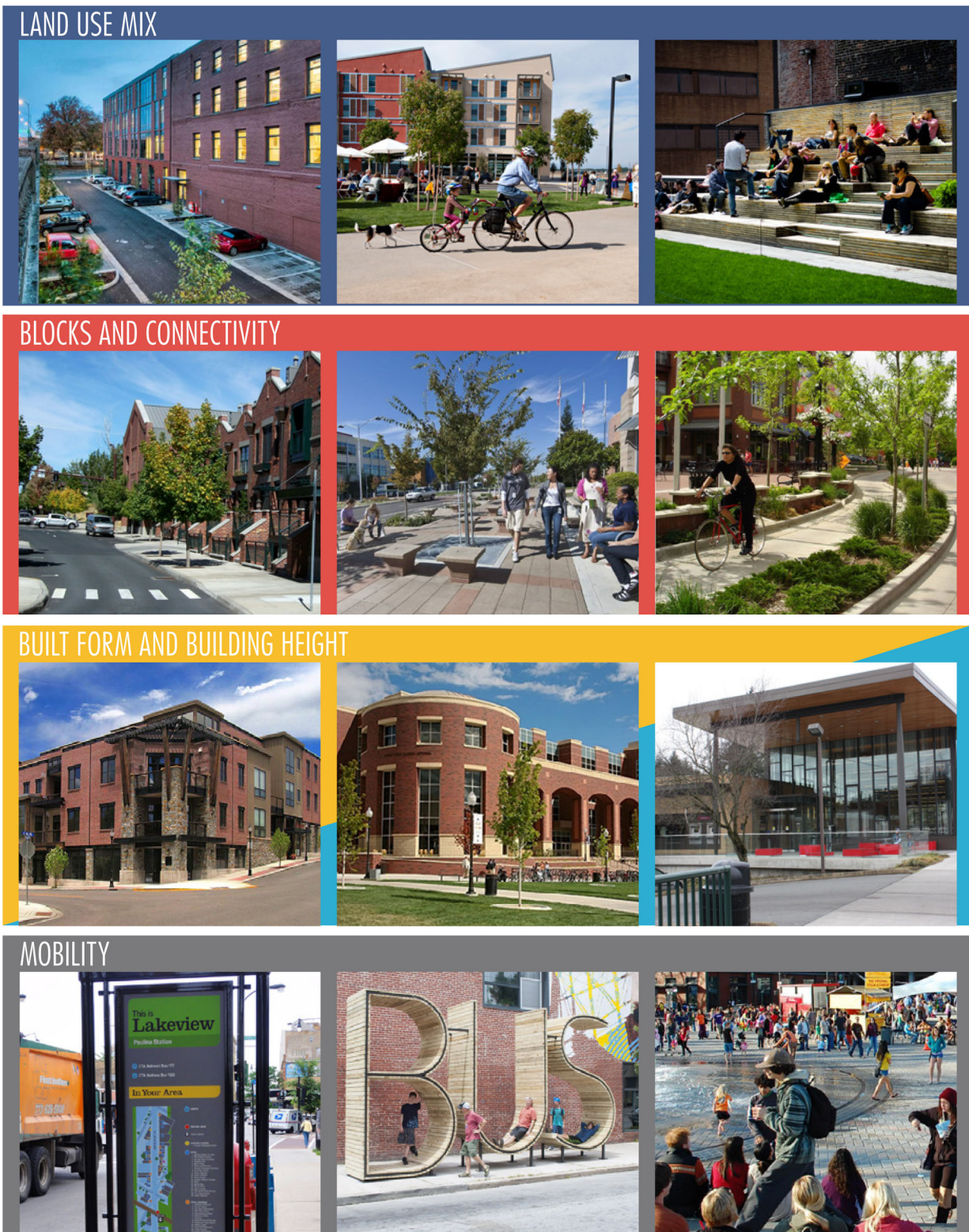


FIGURE 3.4 Station Character
AN EMERGING CORRIDOR



FIGURE 3.5 Station Character
AN INSTITUTIONAL CAMPUS



1 Downtown

2 East-Central

CHAPTER 4

BRT ALIGNMENT



Intermountain

McKay-Dee Hospital



EMERGENCY

Weber State University

McKay-Dee Hospital

Dee Events Center

Ogden Station

23rd St

25th St

Wall Ave

Washington Blvd

son Blvd

4400 St

TRANSIT-ORIENTED FRAMEWORK

FRAMEWORK OVERVIEW

The goals for Ogden Onboard outline the primary conditions needed to preserve and enhance a mix of equitable housing and access to jobs, services, and public facilities. These goals may be met by encouraging mixed-use, transit-served neighborhoods that promote local community and economic development by providing expanded housing options, commercial and retail spaces, community services, and other amenities that are integrated into safe, walkable neighborhoods.

This chapter presents a series of recommendations for the BRT corridor organized by the three goals for Ogden Onboard.

“[I would like to see] mixed use development that is dense enough to provide affordable housing for area incomes.”

- public comment



GOAL 1

Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Improve Pedestrian Connectivity to Strengthen Access to Essential Services from the Transit Corridor

Ogden's BRT route will traverse a wide range of pedestrian environments: from the walkable Downtown to the sprawling university and hospital campuses. Different portions of the corridor need different modifications to create a safe, comfortable environment for transit users. There are several corridor-wide recommendations to enhance conditions for pedestrians, and that can help create stronger connections. Chapter 6 provides a detailed list of priority projects for the active transportation network.

Sidewalks

- Fix broken sidewalk sections and missing sidewalk gaps around station areas.
- Ensure that sidewalks have the appropriate grade and are not sloping into the roadway.
- Ensure a minimum 48" clear zone for pedestrians on the sidewalk by removing overgrown vegetation, and by relocating utility poles that may be blocking the sidewalk.
- Ensure that sidewalks along the corridor have curb ramps at intersections, to accommodate people in wheelchairs and other mobility devices.
- Curb ramps should have truncated domes and be directionally aligned with the crosswalks, rather than directing pedestrians into the intersection at a diagonal angle (Figure 4.1).

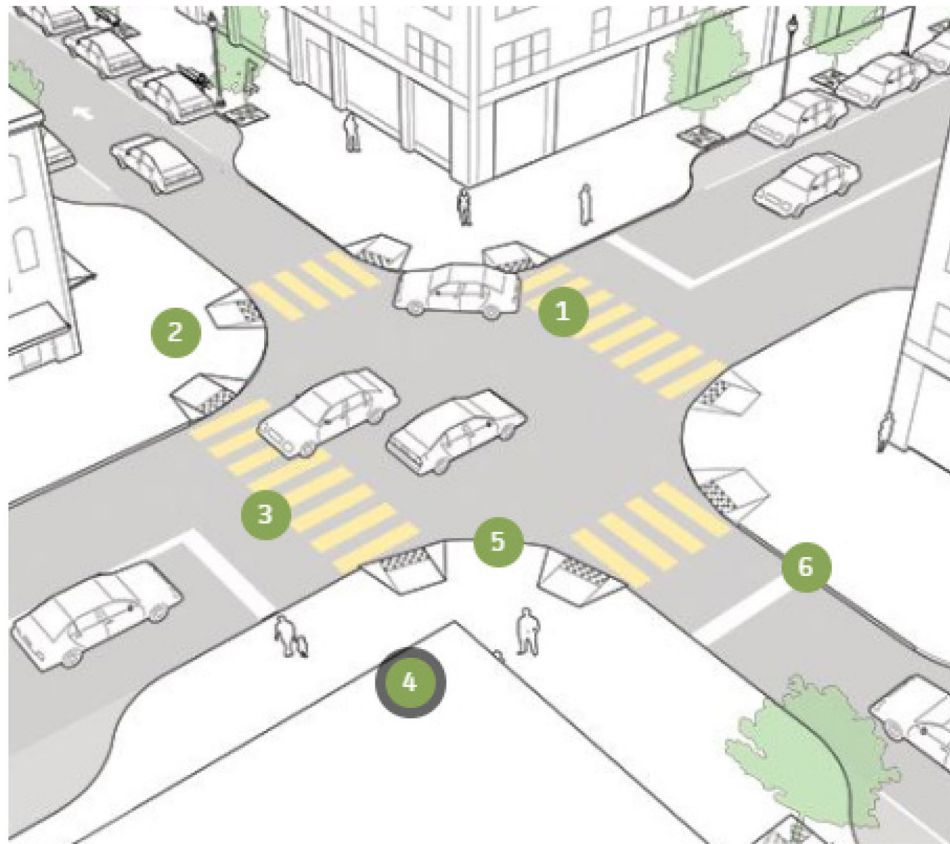
RECOMMENDATIONS FOR STRONG CONNECTIONS

- Improve pedestrian connectivity to strengthen access to essential services from the transit corridor.
- Integrate bicycle routes and infrastructure with station design
- Encourage small vehicle sharing to improve first/last mile connections

Crossings and Street Design

- Curb radii should be designed as tightly as possible to reduce pedestrian crossing distance and slow turning speeds without adversely affecting transit operations.
- Add crossing time to the pedestrian phases at intersections on Washington Boulevard and Harrison Boulevard, to ensure that slower-moving pedestrians can safely cross these roads within the time available.
- On 25th Street, slow traffic to improve conditions for pedestrians throughout the corridor. Strategies could include bulbouts at key intersections to encourage slower driving and increase pedestrian visibility; high visibility crosswalks at intersections near transit stations; speed feedback signs; and landscaped median refuges (Figures 4.1 and 4.2).
- Provide parkstrip landscaping to buffer pedestrians from high-speed traffic.
- Modify the 36th Street/Harrison Boulevard intersection to reduce the amount of pavement on 36th Street, and clarify lane locations.

FIGURE 4.1 Conventional Crosswalk Design Elements



#1 and #3 High visibility zebra or ladder crossings as wide or wider than walkway

#2 and #5 Curb ramps directionally aligned to crossings and sidewalks

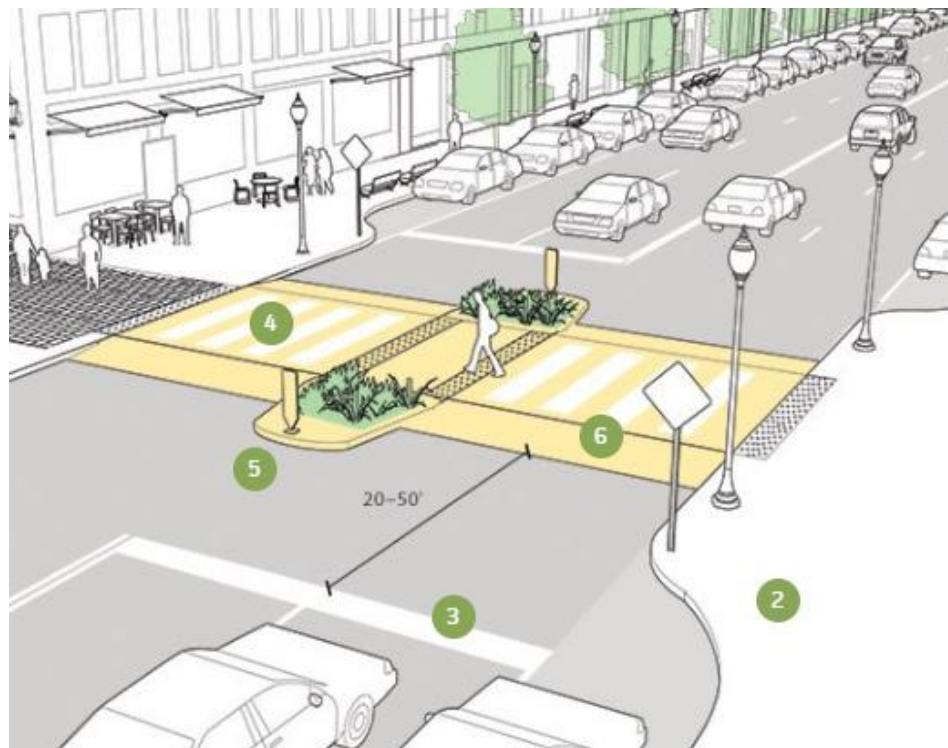
#4 Short crossing distances using sidewalk bulbouts and tight corner radii (Right-turn-on-red restrictions may be applied citywide or in special city districts and zones where vehicle pedestrian conflicts are frequent)

#6 Advanced stop bar at least 8 feet in advance of crossing

Where an unsignalized crossing exists at a transit stop, enhanced crossing treatments or actuated signals should be added. Transit stops should ideally be located so that pedestrians cross behind the bus or transit vehicle. Far side stop placement is preferable to near side or midblock placement and increases the visibility of pedestrians crossing behind the bus.

Source: *nacto.org Urban Street Design Manual*

FIGURE 4.2 Midblock Crossing Design Elements



#2 Daylighting in advance of a cross walk makes pedestrians more visible to motorists and cars more visible to pedestrians.

#3 Stop lines at midblock crossings should be set back 20–50 feet.

#4 Stripe the crosswalk, regardless of the paving pattern or material.

#5 Median or safety island for pedestrian refuge

#6 Raised crossings at connections to essential services

Actuated pedestrian signals (half signals), hybrid beacons, or rapid flash beacons may be considered at greenway crossings, midblock locations, or unsignalized crossings where infrequent crossings make a traffic signal or stop sign unnecessary. Fixed-time signals or passive detection are preferable to push-button detection.

Source: nacto.org Urban Street Design Manual

MAKING BICYCLE PARKING WORK

According to the Bus Rapid Transit Planning Guide, “the provision of secure bicycle parking infrastructure is essential for cyclists to feel comfortable in leaving their bicycles prior to boarding the system... To an extent, the location of the bicycle parking facility can act as a marketing tool to encourage bicycle use. The more visible and attractive the cycling facility, the more likely it is to gain the attention of potential users.”

Integrate Bicycle Routes and Infrastructure with Station Design

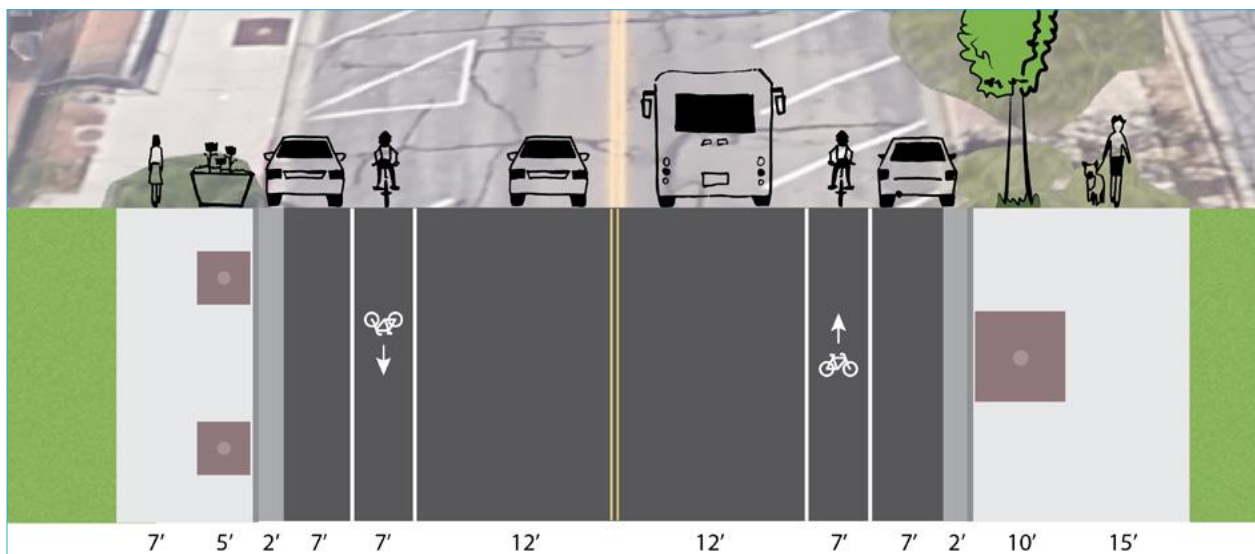
Ogden’s Bicycle Master Plan, adopted in 2016, is the guiding document for bicycle facilities in the city. The Plan was prepared with the knowledge of the planned BRT route, and routes were proposed in locations designed to complement, but not conflict, with the BRT buses. Overlap between proposed bicycle facilities and the BRT route is therefore minimal, but some improvements can be made along the BRT corridor to further enhance bicycle/bus interactions. Chapter 6 provides a detailed list of priority projects for the active transportation network.

Shared bus/bicycle street design

Along 23rd Street, between Wall Avenue and Grant Avenue, the planned street design includes a section of the “Weber Wildcat”: a proposed bike boulevard. In this location, best practices for shared bus/bike lanes should apply (TCRP Report 183: A Guidebook on Transit-Supportive Roadway Strategies provides design options for shared bus/bike facilities). 23rd Street also has angled on-street

parking, which could be eliminated or modified to reduce conflicts between bikes, buses, and cars. If on-street parking is necessary, restriping the angled parking to parallel parking would improve visibility of cyclists to drivers pulling out of the parking spaces (Figure 4.3). However, if angled parking is necessary, require back-in parking to improve visibility of cyclists when pulling out. Parallel parking could also be used as a buffer to separate bus and vehicle traffic from cyclists, at the City’s discretion.

FIGURE 4.3 Shared Bus/Bike Street Design



Source: TCRP Report 183: A Guidebook on Transit-Supportive Roadway Strategies



Bicycle lane behind transit stop

Washington Boulevard has bike lanes in downtown Ogden which overlap with the BRT route. The BRT station at Washington Boulevard should integrate the bike lane into bus stop design, in order to maintain a continuous route for cyclists and also reduce conflicts between cyclists and transit. One option is to create a raised bike lane behind the bus station platform, to allow cyclists to continue in a designated space rather than merging into vehicle traffic (see photo example above).

Cycle track

The 2016 Bicycle Master Plan proposed a “phased implementation” bike facility on Harrison Boulevard, which is intended to be a separated bikeway or cycle track that would offer some degree of separation from vehicle traffic. The proposed Harrison Boulevard design for the BRT includes a bike lane, which would improve current conditions for cyclists on Harrison Boulevard. However, the City and UDOT should continue to look for opportunities to implement a separated bikeway on Harrison Boulevard.

Turn boxes

The 2016 Bicycle Master Plan also calls for two-stage left turn boxes at 26th Street and 36th Street on Harrison Boulevard, coinciding with the BRT route. These boxes provide a designated space for cyclists to cross busy roads, by transitioning them from the right side bike lane of one street into the area near the stop bar on the cross street where they would like to turn left. This improves safety for cyclists by reducing the need for cyclists in a right-side bike lane to merge across multiple lanes of traffic to access a left-turn pocket at a signalized intersection. The boxes should be integrated into the final design for the BRT project.

Bicycle racks

Bike racks will be provided at the transit stops, as well as on buses. UTA and the City should ensure that bicycle racks are installed correctly and allow for proper and secure storage of bicycles. This includes a need to review placement to make sure that trees, signal cabinets, signs, or other obstacles are not blocking use of bike racks.



Encourage Small Vehicle (Micromobility) Sharing to Improve First/Last Mile Connections

Ogden City should Leverage small vehicle sharing (micromobility), such as bicycles and electric scooters, to better connect the neighborhoods to transit and destinations (see inset following page).

The City received funding for design and construction of an initial rollout of GREENbike docked bike share stations. Proposed bike share station locations along the BRT route include the FrontRunner station, 25th Street/Jefferson Street, and the hub on Weber State University campus. There are several strategies to encourage and manage small vehicle sharing.

- At the 25th Street/Jefferson Street proposed bike share station, construct the station so that riders access the bike share station docks from the street and not the sidewalk. This will reduce conflicts with transit passengers who are waiting for the bus or unloading from the bus.
- The bike share station at the WSU Intermodal hub sits in a large parking area, with few connecting bicycle or pedestrian facilities. WSU and Ogden City should to delineate

pathways through the parking lots to provide comfortable passage for transit users, cyclists, and others throughout the campus.

- Consider vehicle storage “corrals” where onstreet parking spaces are repurposed for storing small vehicles such as scooter and bicycles.
- Consider digital parking zones or geofencing that prohibit parking of small vehicles in areas with high pedestrian volumes, or during peak hours or special events.
- Define specific neighborhoods where small vehicle sharing service is required to ensure equitable use across the city.

MICROMOBILITY: LAST MILE CONNECTIONS

Micromobility is a fast-growing form of small vehicles for rent or sharing for public use. Micromobility is appealing for shorter trips, such as a long walk to connect to a bus transfer, or to run a quick errand several blocks away. Vehicles can include everything from bicycles to scooters and are typically managed through an online membership program that charges a small fee to unlock, then additional costs depending on use. Vehicles can either be locked in a rental station (such as Salt Lake City's LimeBike), or dockless and tracked via GPS (such as Bird or Lime also found throughout Salt Lake and many other cities).





GOAL 2.

Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

Integrate and Connect Public Spaces with Station Areas and Prioritize User Comfort, Accessibility, and Placemaking

Public spaces, including parks, plazas, and greenspaces, deliver a range of community benefits and are central to welcoming and inclusive transit stations and transit-oriented neighborhoods. There are several design elements that should be used to guide new public spaces near transit stations and along the BRT corridor.

- Acquire or require dedication of plaza space based on station concepts (Chapter 5).
- Locate plazas in high visibility areas such as intersections, commercial areas and community nodes
- Encourage the design of adjacent buildings to orient windows, openings, and entrances towards the public space.
- Minimize shade from the adjoining buildings and do not locate public spaces on the north facing edge of a building.
- Design public spaces community gathering and play.
- Include amenities such as benches, trees and landscaping, pedestrian-scaled lighting and shade structures.

RECOMMENDATIONS FOR INCLUSIVE PLACES

- Integrate and connect public spaces with station areas and prioritize user comfort, accessibility, and placemaking.
- Create a streetfront that is multi-functional and designed around a pedestrian scale.
- Create clearly defined gateways to neighborhoods and station areas.
- Use sustainable design elements in transit stations and street improvement and development projects.
- Implement a BRT Wayfinding Program.

- Include special paving in the plazas to increase visibility and identity, and to define entrances and transitions to the sidewalk and transit stop.
- Work with partners to program spaces such as Downtown Alliance, Ogden-Weber Tech., and WSU.
- Interpret local history and culture through signage, art, and architecture and use of local artists and craftspeople.

Create a Streetfront that is Multi-Functional and Designed Around a Pedestrian Scale

Enhance street frontages and sidewalks by defining different sidewalk zones. The sidewalk zones are the sidewalk public spaces that front a building and consist of the Sidewalk Amenity Zone, Pedestrian Zone and Activity Zone (Figure 4.4).



Amenity Zone

The Amenity Zone can contain landscaping, seating, lighting and other urban furniture. The Amenity Zone design must incorporate accessibility and shall not block access to transit stops, intersections, and crossings.

Pedestrian Zone

The Pedestrian Zone is a clear pathway allowing flow of pedestrian movement and full accessibility along the sidewalk.

Activity Zone

Activity Zone provides space for activities such as outdoor dining in front of commercial uses and a buffer zone at residential uses. The Activity Zone must be designed to incorporate accessibility requirements.

Create Clearly Defined Gateways to Neighborhoods and Station Areas

New development projects and station design should encourage a strong sense of arrival. This should be accomplished by reinforcing primary entrances into different neighborhoods along the BRT corridor and at station areas.

- Construct entry gateways that frame views and create visual cues and sense of arrival.
- Use public art to establish gateway features that strengthen the character and identity of Ogden and of surrounding neighborhoods. Use landscaping, signs, structures or other features that identify the neighborhood.
- A corner land mark consisting of a combination of open space and architectural building design features can also be incorporated as part of the gateway features.

FIGURE 4.4 Station Amenities and Accessibility





Use Sustainable Design Elements in Transit Stations and Street Improvement and Development Projects

Future improvements should prominently feature the incorporation of sustainable technologies, including solar energy, native habitat restoration, and other methods to increase environmental sustainability, harmony with the Wasatch Front landscape, and visual interest for transit users and pedestrians.

- Prioritize sustainable design elements at neighborhood and station gateways where they will contribute to the identity of Ogden and celebrate the city's unique sense of place in the region.
- Integrate solar energy for transit station amenities and station power use.
- Control solar heat gain and glare using shade.
- Consider designing green infrastructure projects as interactive or educational spaces that provide additional social functions on site, particularly when used within public spaces.
- Utilize low-maintenance and native plants to improve natural function and reduce resource usage.



Implement a BRT Wayfinding Program

UTA should develop consistent branding at each station and along the corridor as part of BRT design project to make branding coordinated with transit amenities and station design. As part of their recent Transportation Master Plan, Ogden City developed a Wayfinding Design Guide to establish a consistent brand and style of wayfinding throughout the city.

The Wayfinding Design Guide provides a list and map of allowable destinations to include on wayfinding signs, in accordance with local guidelines and best practices on wayfinding. Wayfinding signage near the BRT stations should incorporate the templates and styles outlined in the Wayfinding Design Guide (a sample sign is shown here), and should be coordinated with Ogden City.



GOAL 3

Build **complete neighborhoods** with access to jobs, housing, and essential services.

Develop a TOD Overlay Zone for priority station areas

A TOD overlay is a floating zone that implements an array of development regulations that support transit usage and creates a vibrant neighborhood around a transit station. As its name implies, the overlay zone is placed on the zoning map over an existing zoning district(s). The overlay zone modifies, eliminates, or adds regulations to the base zoning designation by effectively controlling land use without increasing the complexity of zoning regulations. Ogden currently has several different overlay zones for street corridors (12th Street), sensitive areas, and floodplains. TOD-supportive zoning sets specific development standards for the area surrounding transit, encouraging transit use by requiring higher densities, a mix of uses, bicycle and pedestrian amenities, among other items. The overlay zone should extend a “walkable” distance around the station, providing specificity for the following characteristics.

Mix of Uses

Encourage a mix of land uses, including retail, multifamily, office, and institutional uses. Vertical mixed-use should be allowed but not required. While high minimum densities might deter initial development interest (as well as incremental or phased development), setting minimum limits for floor-area ratio and dwelling units per acre would likely encourage suburban, low-density development.

RECOMMENDATIONS FOR COMPLETE NEIGHBORHOODS

- Develop a TOD Overlay Zone for priority station areas.
- Expand Permitted Areas for Student Housing.
- Enhance existing policies to encourage greater residential infill.
- Consider refinements to parking policies near transit.
- Communicate development policies and incentives.
- Conduct a neighborhood housing study.
- Form a housing workgroup or task force.

Affordable Housing

While a TOD overlay will not create any affordable housing on its own, an overlay can be crafted to make sure the forms of affordable housing that best suit Ogden are permitted or incentivized. For example, density bonuses and reduced parking minimums for affordable housing should be considered as part of the overlay.

Compact Development

Permit higher-density projects near station areas and be flexible with developable lot dimensions to encourage infill projects. The City should consider higher thresholds for the overlay zone to encourage higher-density development within the BRT corridor. At minimum, new residential development should be encouraged to range between 20 to 30 units per acre.

MISSING MIDDLE HOUSING

For most of the corridor, “missing middle” is the recommended residential building type. Not only would these developments be consistent with the character of existing housing – particularly in the East Central and Harrison Boulevard subdistricts – but they are more feasible in the short-term and can help build momentum in the market. Several “missing middle” housing products have been recently built in the Ogden area – considerably more units than higher density residential units. One such example is the townhomes at The Meadows at Riverbend, pictured on the following page. Missing middle housing is typically “easier” to build because it allows a developer to take advantage of economies of scale and requires less initial investment or access to capital (and hence increased feasibility).

Pedestrian and Bicycle Friendly Scale and Design

Encourage pedestrian-scaled development by requiring buildings oriented towards the street with parking behind rather than in front. Encourage development that is closer to the street through reduced setbacks, or zero lot line development.

Parking Management

Reduce parking minimums and encourage shared parking. Reducing parking minimums for projects in transit zones, especially for affordable housing, and allowing for more parking flexibility are two ways Ogden could reduce the cost for both developers and tenants. Through WFRC’s Transportation and Land Use Connection Program, Ogden City will be studying adequate parking standards for Downtown, including refinements to zoning regulations to make appropriate revisions for parking. Ultimately, parking standards should vary based on the desired station type (Chapter 3). For example, station types with a higher mixture of employment and residential uses (such as the Urban Center and Institutional Campus station types) should have parking ratios of up to one space per dwelling unit or two per 1,000 square feet of commercial space.

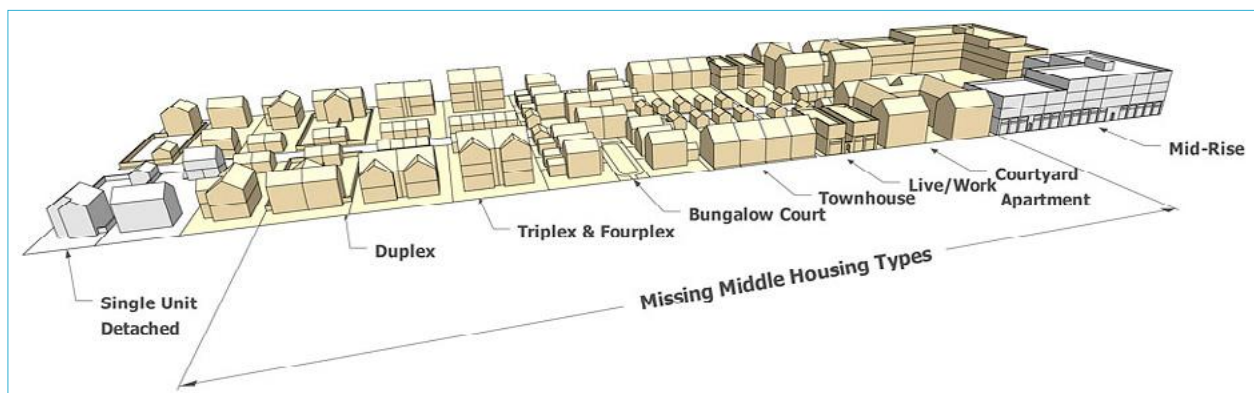


Image source: Opticos



Expand Permitted Areas for Student Housing

Weber State is one of the fastest growing universities in the state, seeing an increase of almost 700 students in its total enrollment from 2016 to 2017. This growth is likely to drive demand for new development in the southern sections of the corridor – particularly for student or market-rate multifamily housing. In keeping with nationwide student housing trends and the upcoming implementation of the high capacity BRT system, the City should permit student housing in the CBD zones, or consider encouraging student housing through an overlay zone. Doing so may require a reduction of current parking minimums (set at 0.7 stalls per bedroom).

Enhance Existing Policies to Encourage Greater Residential Infill

Without some flexibility, several existing policies are likely to deter prospective developers, especially where land supply is limited and redevelopment of existing properties would be required. There are two primary adjustments to existing zoning that would help support transit-oriented development, especially for multifamily housing.

Remove or reduce limits on lot coverage

Maximum lot coverage ranges from 40 to 60 percent in the multiple-family residential zones, which puts a limit on density and land use efficiency and is likely to be a significant barrier for TOD projects with structured parking, which may use up to 100 percent of the lot.



MAKING STUDENT HOUSING WORK

Depending on context, oversupply of student housing may cause a shortage of affordable housing, dramatically lower home ownership rates, or incentivize deferred maintenance as landlords wait for lucrative redevelopment opportunities. The goals in making space for student housing are to prioritize development or conversions in locations that make walking or taking public transit safe and convenient for residents, while limiting student encroachment in established neighborhoods.

Source: Making Space for Student Housing, PAS QuickNotes 75

Increase permitted densities in multifamily zones

Permitted housing densities in the City's existing multiple-family zones are significantly lower than typical TOD densities. Establishing a baseline or minimum unit density or floor area ratio (FAR) and eliminating maximum densities allows developers to determine the appropriate building size, unit mix, and other design features to reach the target.

Consider Refinements to Parking Policies Near Transit

Parking supply and pricing typically have a direct impact on the ability to create compact, healthy communities. Excess supply (overparking) can not only be detrimental to the overall multimodal effectiveness of an area but will often render a project infeasible due to high and often unnecessary costs. In addition, parking demands

are likely to diminish significantly, particularly in urban cores, thanks to the rapid development of autonomous vehicle (AV) technologies, as well as ever-improving transit, bicycle, and pedestrian infrastructure and adoption.

Striking a balance between parking supply and development is a crucial challenge in developing the character of TOD. Right-sizing parking for TOD necessitates a multi-pronged approach to understanding the existing and projected parking utilization and available supply in and around a TOD project area, as well as the projected demand for new parking once the project is completed. Conducting a diagnostic parking study that is comprehensive and aligned with mobility choices is essential to this effort.

PARKING SOLUTIONS NEAR TRANSIT

State-of-the-art, off-street parking regulations can establish an area-wide cap at a level low enough to minimize traffic congestion. Other than parking caps and freezes, the next-best policy is to limit parking in locations served by BRT or other mass transit. State-of-the-art policy also requires any ground-floor parking to be structured and wrapped with ground-floor retail activity

(Source: More Development for Your Transit Dollar: An Analysis of 21 North American Transit Corridors, ITDP)



Parking best practices include:

- Maximum limits and transferable parking entitlements;
- Shared parking;
- In-lieu parking fees and centralized parking, and
- Increased availability by decreasing demand (e.g. through car sharing, transit subsidies and improvements, pedestrian and bicycle amenities, and vehicle trip reduction programs).

Communicate Development Policies and Incentives

Certain components of the city's land use code are misunderstood and may be deterring new development despite developer interest. For example, minimum lot widths are considered a barrier to development, despite the City allowing infill development on existing lots with widths less

than 60 feet. Talking to the development community and clarifying these misconceptions is an immediate action and quick win which could lead to new residential development in the near-term.

Use Housing Studies to Inform Housing

Efforts by the Ogden Civic Action Network (CAN) and Ogden City through the Southeast Ogden Community Plan update, and other initiatives, should form the basis of information for additional discussion about needed housing along the corridor and throughout Ogden. Through these initiatives, the City should continue to work with partners to look at the rules that govern the types of housing allowed in its neighborhoods to identify strengths, weaknesses, opportunities, and required revisions to the code to help the City meet equitable housing and TOD goals.



While Ogden City's existing zoning code currently allows residential infill development through accessory dwelling units (ADUs), there may be additional opportunities for further infill and higher density development.

Lead the Discussion of Housing Needs by Working with Existing Advocates and Interests

Ogden City should take the lead organizing all the different partner organizations and activities that are interested in housing issues in Ogden. In weaker markets, partnerships and a shared understanding of regional housing needs and goals at both the local and regional level are typically required for housing development to occur.

In Ogden at present, many different agencies and organizations are working to create and maintain affordable housing. Strengthening the partnerships and collaboration between these organizations would leverage resources and potentially reduce overlap. One way to foster these additional partnerships would be to hold a forum on affordable housing through existing networks, in which various regional stakeholders meet to discuss ways to meet regional housing needs in a shared and collaborative environment.

CHAPTER 5



Ogden Station

23rd St./ Washington Blvd

23rd St

Walt Ave

Washington Blvd

25th St

25th St

BRT ALIGNMENT

son Blvd

Weber State University

Dee Hospital

McKay-Dee Hospital

Dee Events Center

PRIORITY STATION CONCEPTS

Results from the study and from discussions with the community identified four priority stations with the greatest potential for transit-oriented development. This chapter presents concepts to illustrate the potential long-term future vision of each of the four priority station areas based on community interests and technical analysis by the project team. The illustrative concepts include a map of each station and of opportunity sites that hold the most potential to support the envisioned type of transit-oriented development for the station area.

“if the implementation can remain near the concept images this project will uplift our community.”

- public comment

CONCEPT INGREDIENTS

Each of the priority station areas will require a range of strategic improvements to integrate new and redeveloped uses within existing neighborhoods, create more active and safe streets, and promote a stronger and cohesive identity.



TOD Character

While each station area should allow for a mixture of uses, some streets will contribute more to a bustling street environment than others. Commercial Edges will have buildings that frame the street with ground floor uses including a mix of retail, entertainment, and dining. Residential Edges will have ground floors with excellent visibility of and connection to the street. Gateway features will define and signify the edge of the station area and neighborhood, while placemaking opportunities will showcase and interpret unique history, culture, and environment. Public plazas will provide places for people to gather, play, and relax, helping to bring activity near transit stations and surrounding uses.

Built Form/Height

The Transit-Oriented Development Focus is the walkable distance and boundary where TOD

development should be prioritized. This boundary represents the general location where a future overlay zone for TOD could be applied, as recommended in Chapter 4. Building heights should also reflect the intended station types profiled in Chapter 3. Taller buildings will be located closest to the transit stop, while transitioning to lower heights at the edges of station areas and near residential uses.

Connectivity

There are several different ingredients to support connectivity:

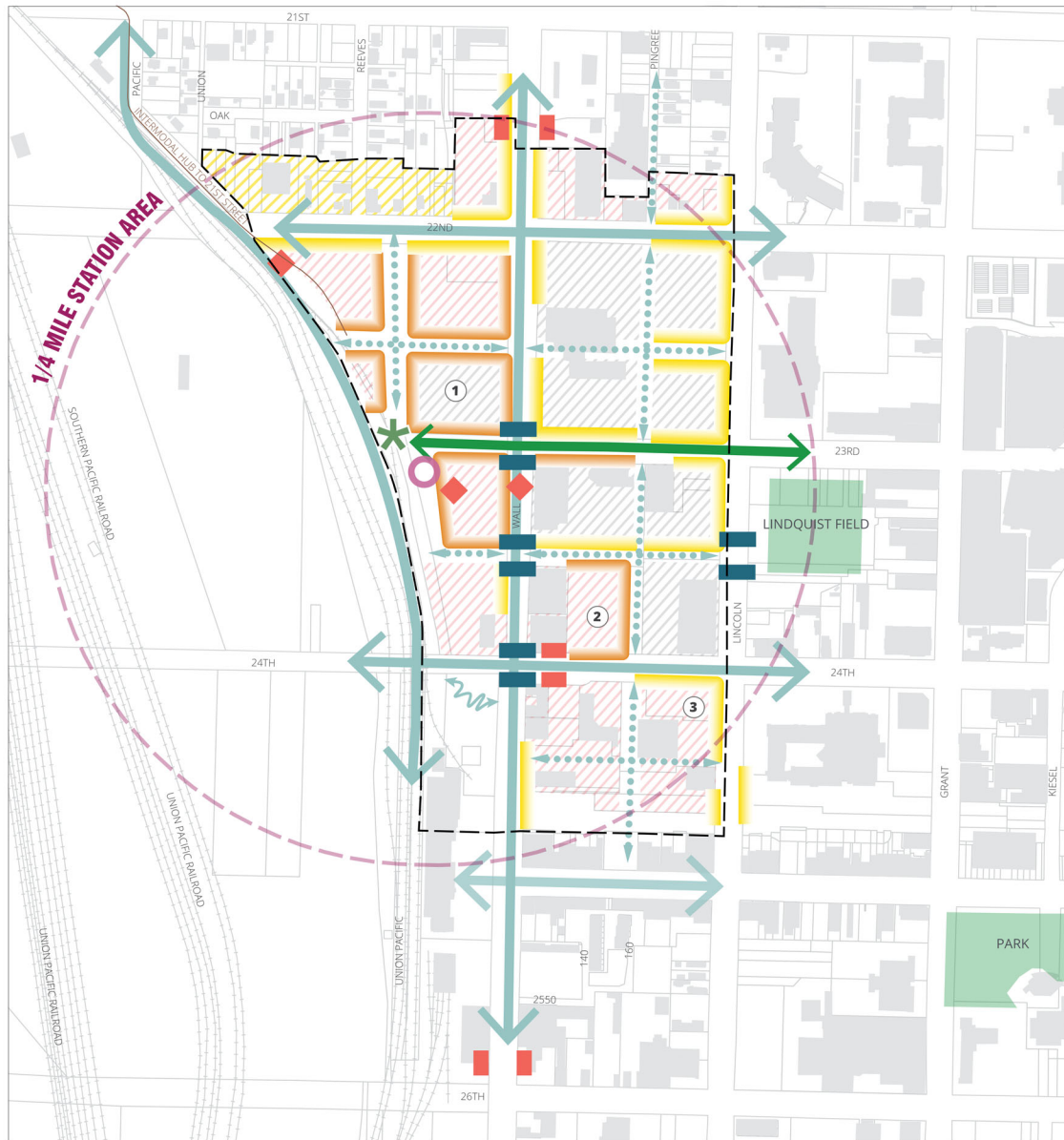
- **Through-Block Connection:** Pedestrian connections through large blocks.
- **Active Transportation Route:** Existing and planned routes that are safe and direct for cyclists, pedestrians and transit users.
- **Enhanced Crossing:** Contrasting or raised crossings, street bulbouts, pedestrian crossing signals, and improved lighting.
- **Other features:** These include a pedestrian promenade for Ogden Station and the Hospital/Harrison Station, and an improved connection to the 24th Street viaduct near the Ogden Station.

Opportunity Sites

Based on the data and information in the Market Analysis and findings gathered from stakeholder interviews with prominent developers in the region, city officials, and institutional representatives, the project team identified several opportunity sites along the corridor. The identification of opportunity sites allows various stakeholders to quickly direct resources and attention to catalyst activity on the corridor. These sites may be close to key origins, destinations, institutions, activity centers, or areas that display prime redevelopment opportunities.

OGDEN STATION: AN URBAN CENTER

FIGURE 5.1 Urban Form and Connectivity



TOD CHARACTER

- Active Edge
- Building Front
- Park/Greenspace
- Gateway Feature
- Placemaking Opportunity
- New Public Plaza

BUILT FORM/HEIGHT

- Transit-Oriented Development Focus
- 1-2 Stories
- 3-5 Stories
- 6+ Stories
- Building Footprint
- Parcel
- BRT Station

CONNECTIVITY

- Through-Block Connection
- Active Transportation Route
- Promenade
- Connection to Viaduct
- Enhanced Crossing

OPPORTUNITY SITES

- ① Mixed use near transit hub (Phase 2)
- ② Activating surface parking
- ③ Infill housing near street edges

FIGURE 5.2 Reimagining the Streetscape (Ogden Station)

Ogden Station Illustrative: looking north near the future BRT stop



Future multi-story mixed-use buildings (Phase 2) bring residents and businesses close to the transit hub



Repurposing unused greenspace for landscaped sidewalks and separated bike routes



Incorporating iconic signage and artwork throughout the station



Creating active ground floors with direct access to the active transportation network



Enclosing the station with development that frames the transit stop and key transportation corridors

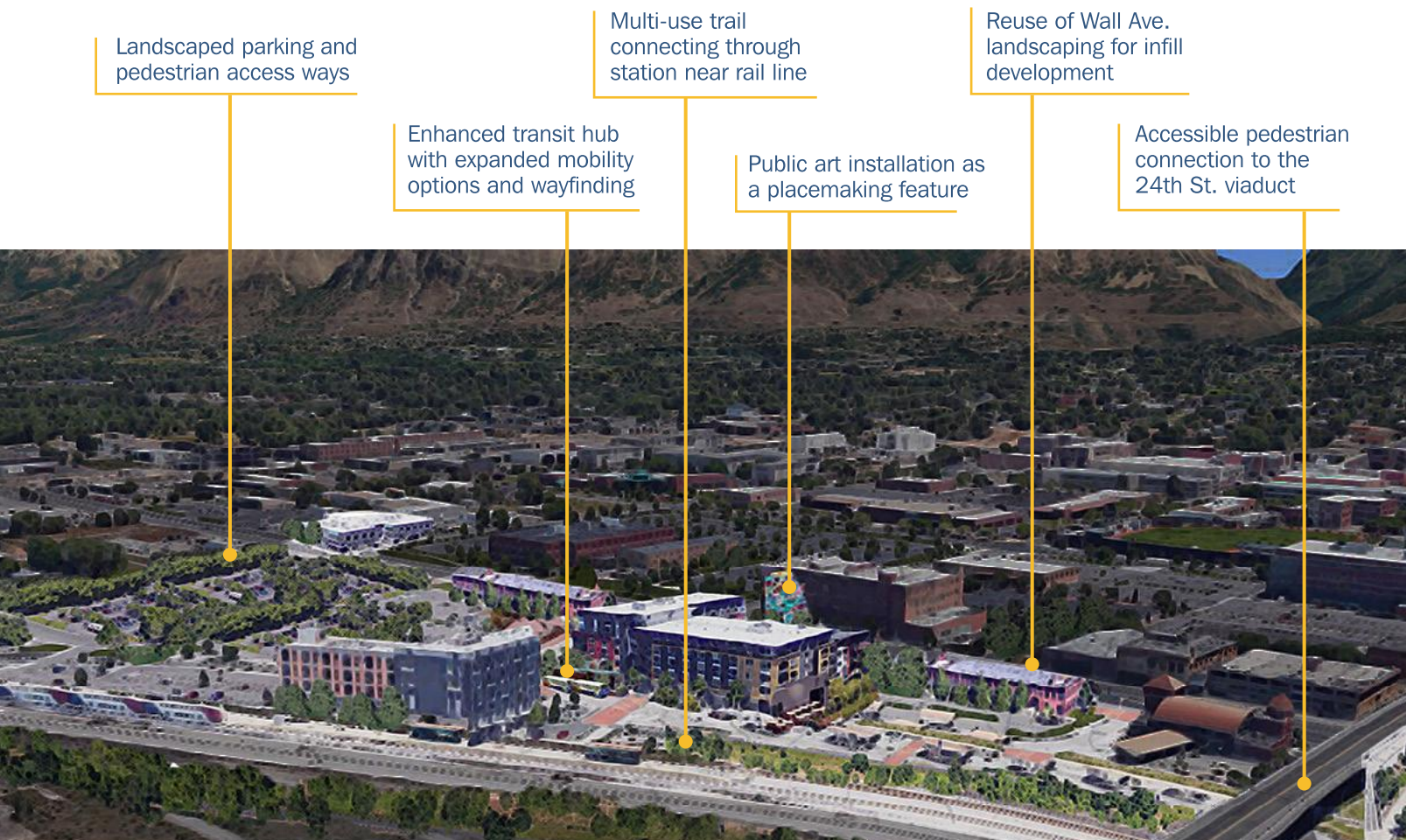
The Ogden Station area encompasses about 10 acres of vacant land, west of Wall Ave and south of 22nd Street—another publicly-owned property. This station will serve as the gateway and multi-modal hub for the city with housing, entertainment, employment and services within close proximity to transit. For the first phase of major development (Figure 5.3), non-residential uses, including office and commercial will be designed closest to the FrontRunner station, with landscaped surface parking and interconnected pedestrian routes to the north (south of 23rd Street). In the long-term future (Figure 5.4), mid to high-rise development will extend for multiple blocks surrounding the station. Existing surface parking and vacant land near the FrontRunner Station provides an ideal location

for a mixture of uses, with new and enhanced active transportation connections and wayfinding that connect across Wall Ave. into Downtown. Overtime, underutilized land east of the station would provide opportunities for housing infill to encourage additional investment and transit-oriented development.

Development Opportunities

In general, Downtown presents the greatest opportunity for high-density, mixed-use development. Residential development should be mid-rise multifamily—at a density greater than 50 dwelling units per acre—and include some active ground floor use(s). Downtown has seen the most

FIGURE 5.3 Ogden Station Phase 1
Looking east from the railyards



development activity and momentum, largely because of other large public-private projects, such as The Junction and the planned Wonder Bread/Hostess Factory redevelopment. This provides the foundation on which to increase development in the Downtown subdistrict.

West of this site are the railyards, which present major growth potential for downtown Ogden in the long-term. However, in the near- and mid-term—once any environmental considerations are addressed—the market would likely support at least 500 units at Ogden Station. Over the long-term, podium (structured parking) projects would allow for significantly higher densities and a more complete build out.

Similarly, Ogden Station is one of the only station areas appropriate for major office development. However, to be a true TOD, parking will need to be structured—a far costlier endeavor than surface parking—which current market rents do not support. Speculative office is therefore likely to be a long-term aspiration but may result in up to 90,000-square-foot office structures if and when structured parking can be built, market demand increases, or a major tenant enters the market. Additionally, Ogden Station may be suited to the development of a new hotel over the mid- to long-term.

FIGURE 5.4 Ogden Station Phase 2
Looking east from the railyards

Multi-story residential closer to transit hub

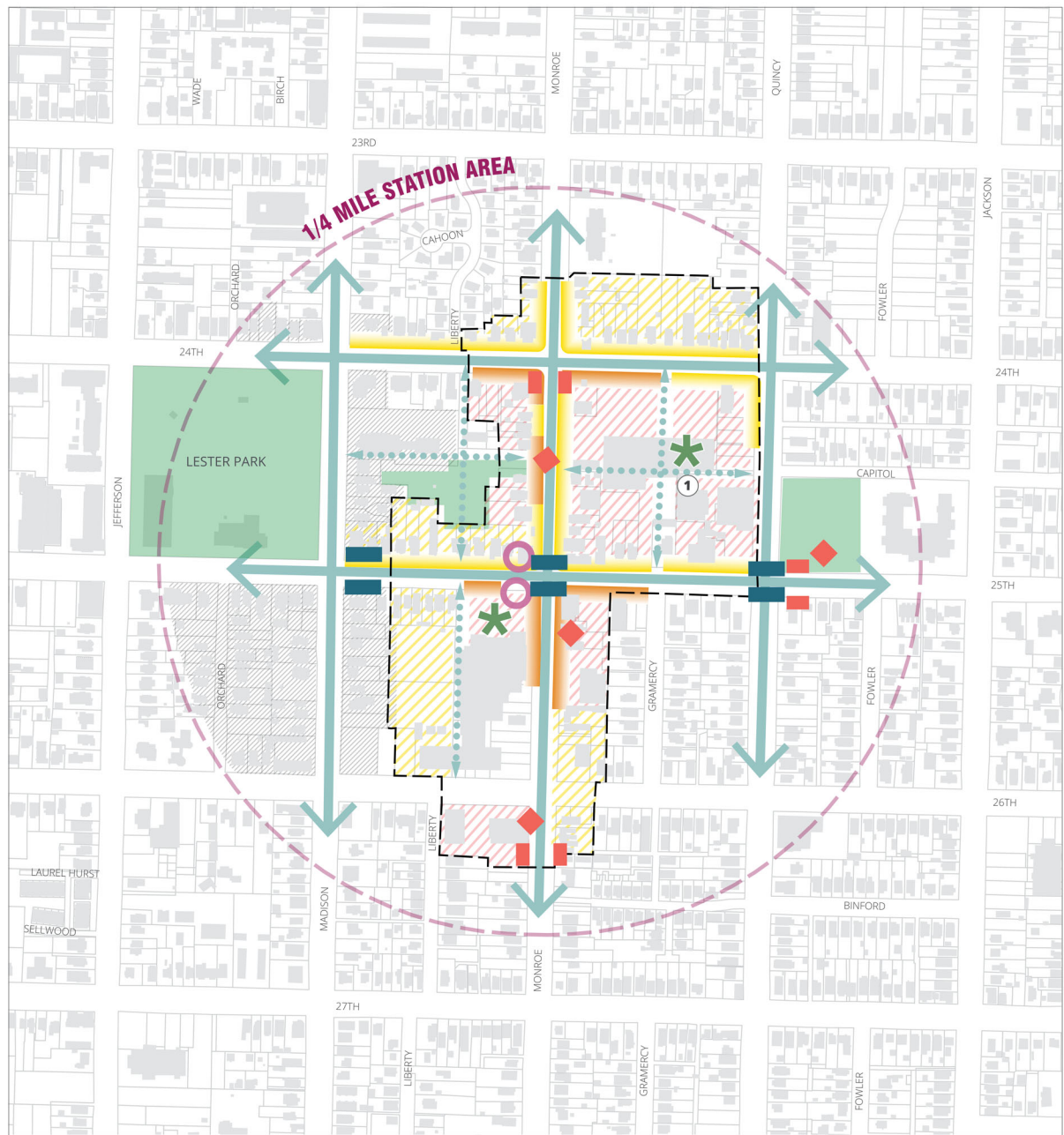
Multi-story mixed-use and park-and-ride parking to serve station

Residential infill at street/corner edges



25TH AND MONROE STATION: A NEIGHBORHOOD CENTER

FIGURE 5.5 Urban Form and Connectivity



TOD CHARACTER

- Active Edge
- Building Front
- Park/Greenspace
- Gateway Feature
- Placemaking Opportunity
- Public Plaza/Greenspace

BUILT FORM/HEIGHT

- Transit-Oriented Development Focus
- 1-2 Stories
- 3-5 Stories
- Building Footprint
- Parcel
- BRT Station
- Arts District

CONNECTIVITY

- Through-Block Connection
- Active Transportation Route
- Enhanced Crossing

OPPORTUNITY SITE

- RiteAid site redevelopment

Transit-oriented development within the 25th and Monroe Station will balance the surrounding residential character with neighborhood-serving commercial uses, schools and civic facilities. The RiteAid site redevelopment will add more places to live and work while also creating new connections through this large block. Enhanced crossings on 25th and Monroe, continuous sidewalks and street trees, and a mixture of uses and public spaces fronting the intersection will activate the station.

Development Opportunities

The 25th and Monroe station presents one of the few TOD opportunities in the East Central subdistrict, given its historic and single-family

neighborhood character. The primary opportunity area is the Rite Aid block, where housing is expected to be the predominant land use, albeit at slightly lower densities than those proposed for Downtown due to the aforementioned surrounding neighborhood character and lower achievable rents in this area.

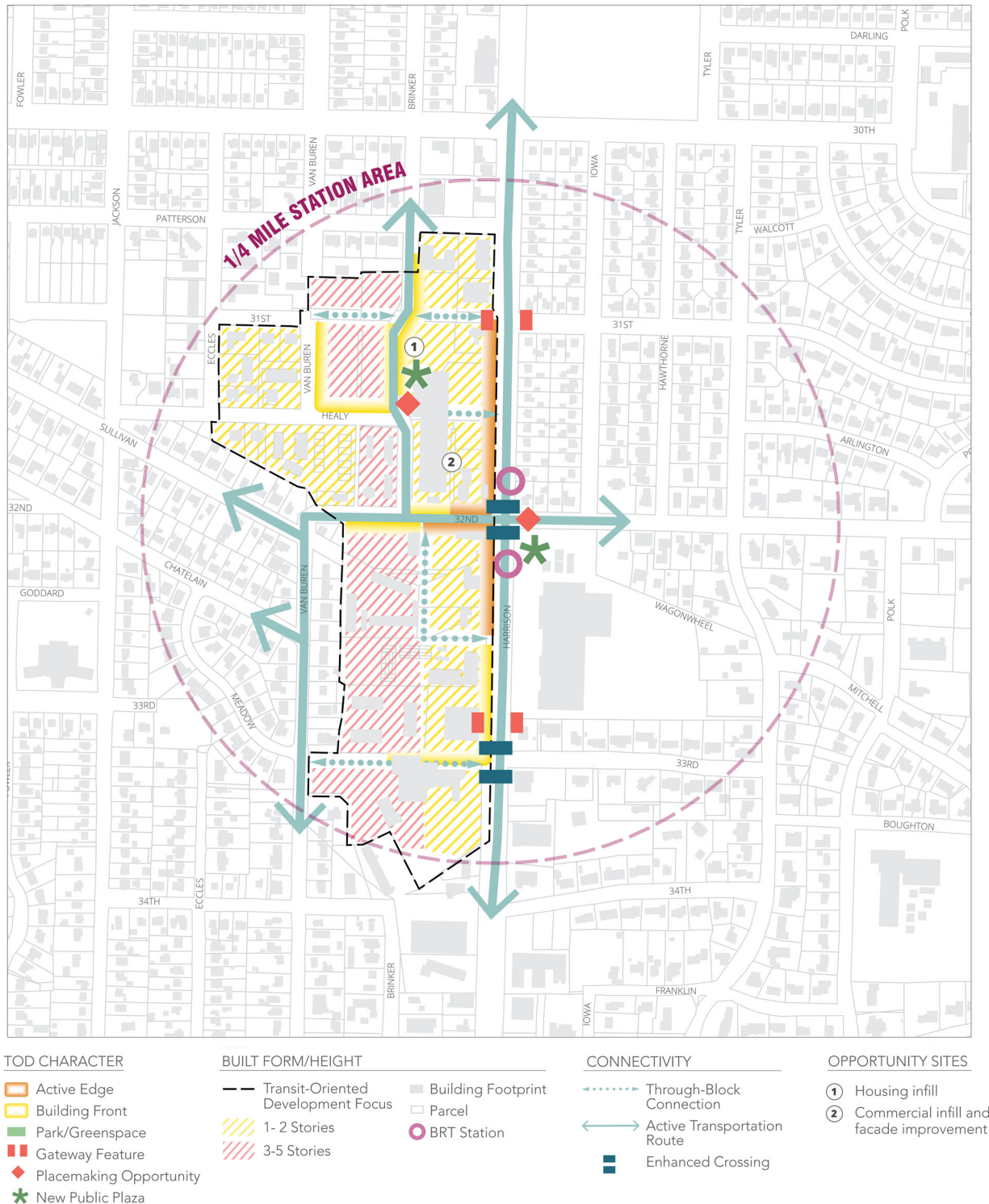
However, with almost an entire block to be redevelopment, higher intensity land uses, such as mid-rise housing could be centered on the Rite Aid site, with “missing middle” housing—such as townhomes, multiplexes, and cottage housing—and small commercial rehab projects positioned along the roads to provide a seamless transition to the surrounding neighborhood.



FIGURE 5.6 Key Elements of the 25th and Monroe Station
Looking north from Monroe

32ND AND HARRISON STATION: AN EMERGING CORRIDOR

FIGURE 5.7 Urban Form and Connectivity



The 32nd and Harrison Station will function as a transit-oriented village along the Harrison segment of the bus rapid transit corridor. At this station, the center-running bus will require safe and well lighted pedestrian crossings and transit stations between travel lanes. 32nd will also provide a convenient and direct route for pedestrians and cyclists to connect with adjacent neighborhoods and link with the city's active transportation network. On 32nd, new commercial and mixed-use buildings on the west side of Harrison will allow for a greater mixture of shopping, services and employment, while additional housing infill on vacant land west of Harrison will provide housing close to the transit station.

Development Opportunities

Opportunities for new development or redevelopment are high along Harrison Boulevard. The priority station near 30th Street, where there is a strip mall site and some adjacent underutilized land. Again, infill housing is likely the predominant land use in the target area. Townhomes and low-rise multifamily should be the target near-term development types. Market conditions and land supply limits the feasibility of dense, mixed-use development. Development east of Harrison is unlikely, while the west may see some smaller commercial spaces rehabilitated, but generally land supply is limited for significant new development.

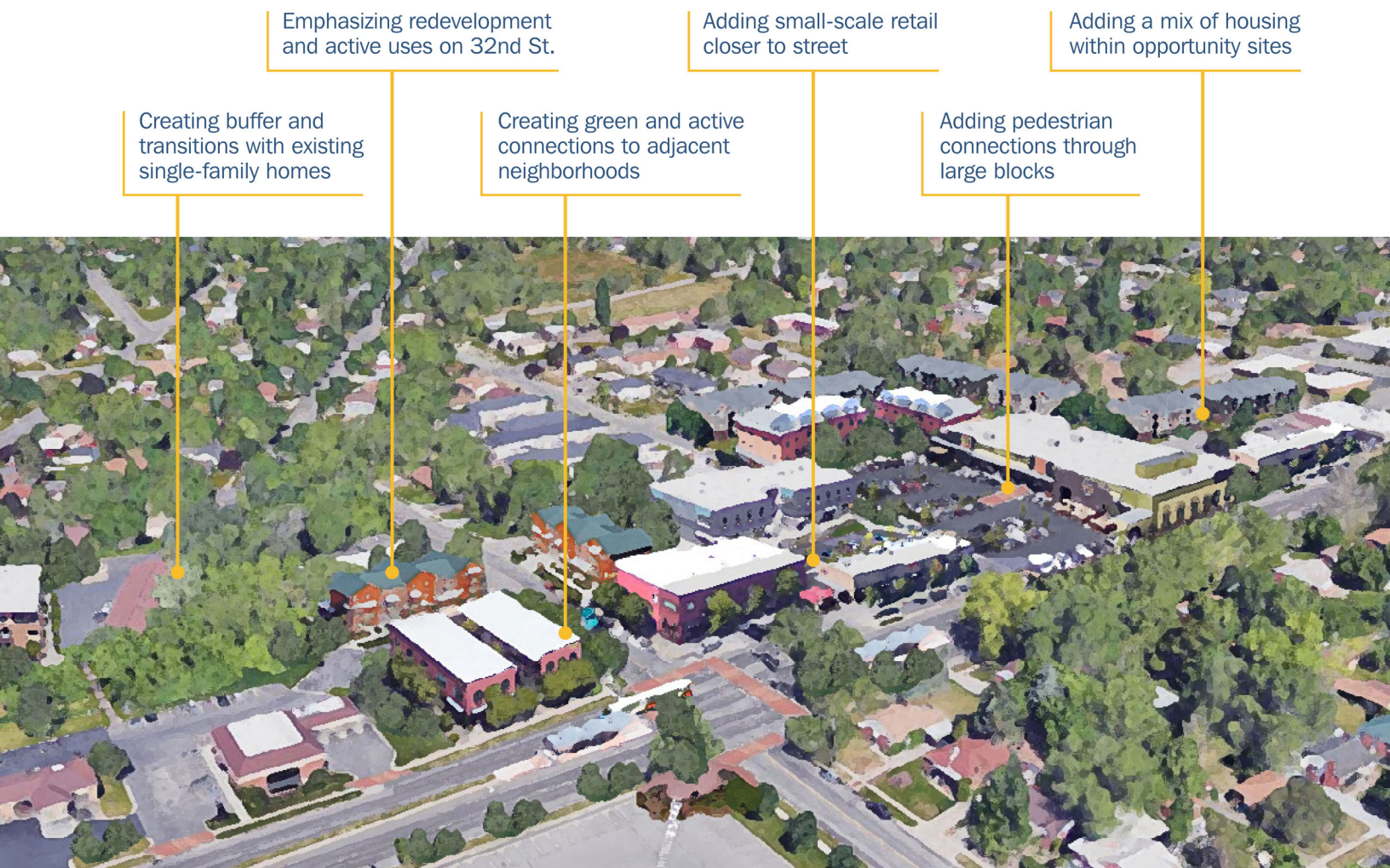


FIGURE 5.8 Key Elements of the 32nd and Harrison Station
Looking west from 32nd

FIGURE 5.9 Reimagining the Streetscape (Harrison Boulevard)

32nd and Harrison Station Illustrative: looking west on 32nd



Improved pedestrian crossings, public spaces and activated corners add vibrancy to the corridor



Enclosing the intersection and creating a gateway with taller buildings at the western side of the intersection



Reducing the distances between building entrances and the street



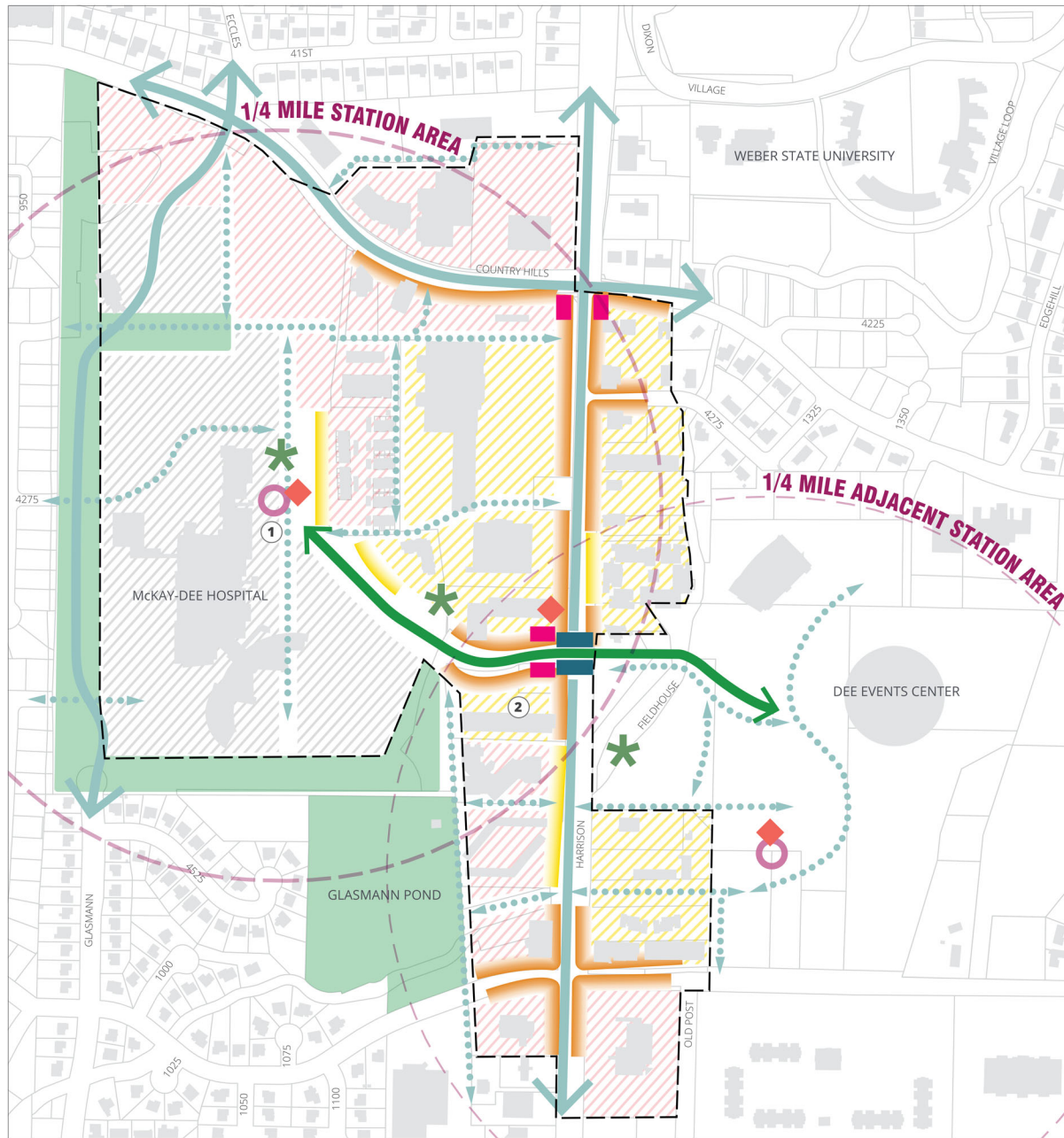
Adding street trees and landscaped sidewalks



Providing well-defined and accessible crossings that provide visual contrast to pedestrians, cyclists, and motorists

WSU/MCKAY-DEE HOSPITAL STATION: AN INSTITUTIONAL CAMPUS

FIGURE 5.10 Urban Form and Connectivity



TOD CHARACTER	BUILT FORM/HEIGHT	CONNECTIVITY	OPPORTUNITY SITES
<ul style="list-style-type: none"> Active Edge Building Front Park/Greenspace Gateway Feature Placemaking Opportunity New Public Plaza 	<ul style="list-style-type: none"> Transit-Oriented Development Focus 1-2 Stories 3-5 Stories 6+ Stories Building Footprint Parcel BRT Station 	<ul style="list-style-type: none"> Through-Block Connection Active Transportation Route Promenade Enhanced Crossing 	<ul style="list-style-type: none"> 1 Transit enhancement and wayfinding 2 Hospital gateway and mixed-use infill

The station at McKay-Dee Hospital will allow for fast and direct transit service to Downtown and throughout the city and region. Given its destination, the station area has the potential to be a dense, mixed-use node with significant residential and employment activity. Existing employment, medical and healthcare uses, higher education opportunities and enhanced transit service (near the hospital and at WSU) will drive transit-oriented development near this station, including a range of housing types integrated behind or above existing commercial uses.

Improved connections between adjacent neighborhoods and across Harrison will provide more direct and varied routes for cyclists and pedestrians to access housing, jobs, education and services.

Development Opportunities

The WSU/McKay-Dee Hospital station area is unique to the corridor. There are opportunities for office, higher-density housing, and other supportive commercial uses. For example, healthcare and large institutional users tend to attract small-scale medical offices and other commercial spaces compatible with hospitals and large employment generators. Mid-rise residential with ground floor commercial uses is the preferable development type, albeit over a slightly longer time frame given the existing opportunities in Downtown—a more desirable and proven location.

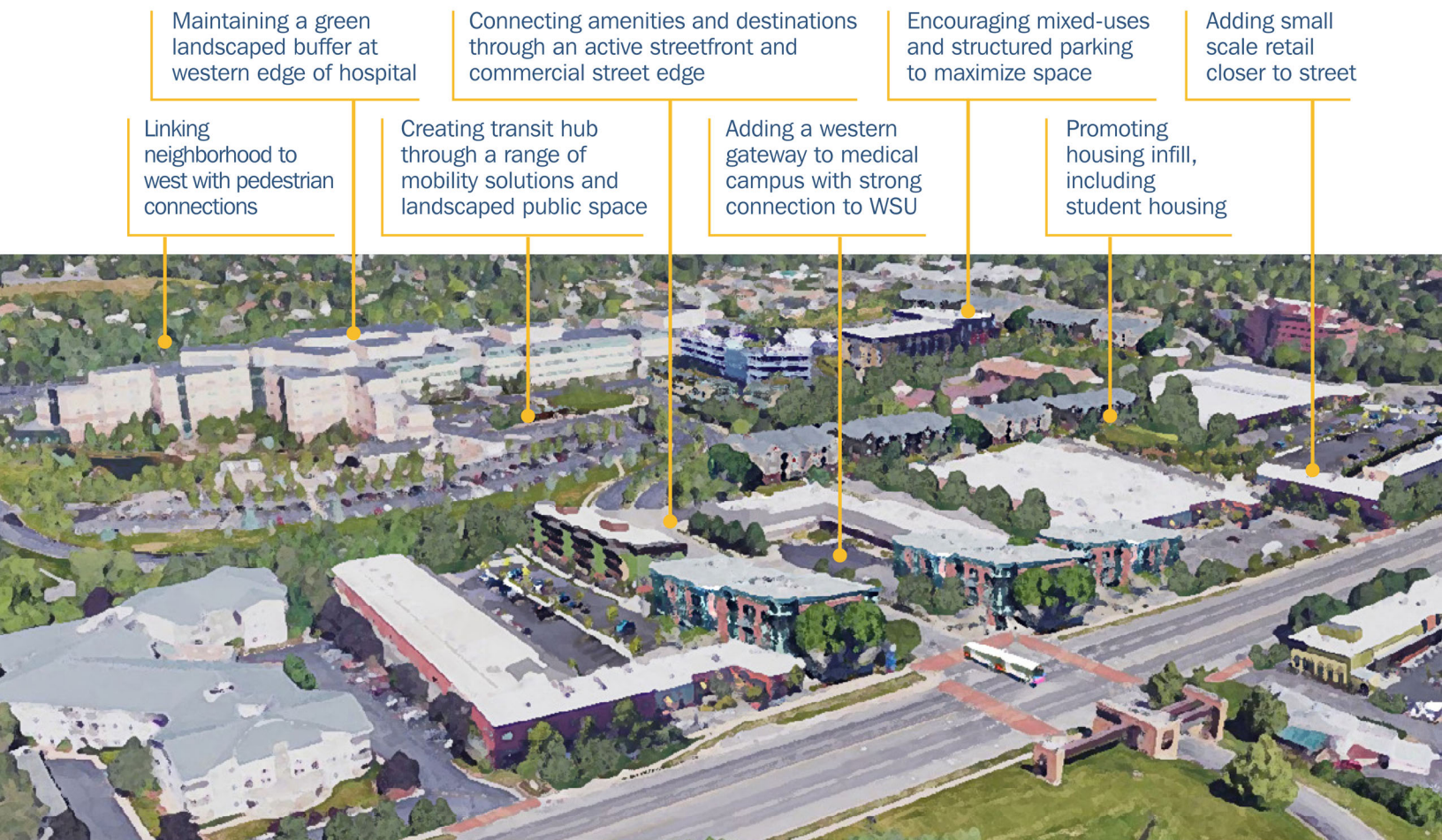


FIGURE 5.11 Key Elements of the WSU/Hospital Station
Looking west from WSU

Downtown

Ogden Station

23rd St

2 East-Central

25th St

Wall Ave

Washington Blvd

son Blvd

BRT ALIGNMENT

CHAPTER 6



Weber State University

Dee Hospital

McKay-Dee Hospital

Dee Events Center

IMPLEMENTATION AND PHASING STRATEGY

Implementing the vision for Ogden Onboard will take a coordinated and sustained effort by many partners, both in the near future and longer-term. This chapter provides a comprehensive strategy to support transit-oriented development, summarizing important next steps to spur desired development and change; prioritizing recommendations and key projects; and identifying potential resources to support needed housing, active transportation improvements, and sustained economic development and community prosperity.

CATALYZING TRANSIT-ORIENTED DEVELOPMENT

With the lack of large, vacant, developable lots, and gaps in the active transportation network, it will be critical to concentrate on incentivizing infill development and targeted transportation improvements near priority station areas.

“I would love to see these improvements! Keep it up. This whole plan is great. I really hope it happens as planned.”

- public comment

MEASURES OF SUCCESS: LESSONS LEARNED IN EUGENE, OREGON

- Real estate developers and owners view permanence as an important factor for building around a BRT system. A key advantage of rail is that once the investment has been made, the real estate industry can usually rely on its permanence over the many decades it takes to maximize profits from high-density investments at or near those stations. However, even in the cities with a relatively low level of infrastructure, BRT may be viewed as permanent when there is a clear long-term commitment by the transit agency.
- The transit corridor must be amenable to high-density development, so the route needs to assure this opportunity. Corridors placed in areas without major employment or housing destinations are not likely to attract development, regardless of mode.
- Providing financial incentives for TODs at BRT stations does not appear to be as important for attracting developer interest. Developers are much more interested in an expedited permitting or rezoning process, as time is a critical factor in making development projects financially viable.

Source: Bus Rapid Transit and Economic Development: Case Study of the Eugene-Springfield BRT System, Arthur C. Nelson, et. al.

1. Continue Two-Way Communication About BRT

As an important first step, Ogden City and UTA should continue to keep the discussion about BRT and TOD open with the community. Using existing channels, including those involved with Ogden Onboard, the best opportunity to support the vision is to ensure that residents, workers, students, and visitors are aware of opportunities and potential changes. As an example, Ogden City offers many tools to support desired development, such as short turnaround time for permit processing. While these programs are well established, some are not well known or there is misconception that could hamper redevelopment efforts.

2. Focus Resources to Improve Access to Essential Service Near Priority Station Locations

The Ogden Transportation Master Plan identified high-priority locations for installing missing sidewalks, based on proximity to schools, proximity to neighborhood centers, and posted speed limits. Several high-priority locations coincide with proposed BRT station areas. Ogden City and UTA should coordinate on how to best utilize the available funds to meet shared transportation goals. It should be noted that UTA also receives a portion of the local-option sales tax that could be applied along the Ogden BRT corridor to improve transit access, and that these funds could be pooled with the funds that Ogden City receives to achieve more together.



Map 9 (page 89) shows the locations of essential service within the ½-mile corridor study area, and identifies the priority projects to improve access to these locations. The Implementation Matrix (presented in the following section) lists each of the priority projects shown on the map.

3. Coordinate and Refine BRT Design

The installation of supporting infrastructure around station areas can help catalyze private sector development. As the design of the BRT system progresses, there are several key next steps that should take place to ensure that improvements align with the corridor vision.

- Conduct a comprehensive inventory of broken sidewalks and missing curb ramps along the BRT corridor, and replace these to improve ADA accessibility along the route.
- Conduct a comprehensive inventory of bike racks along the BRT corridor and ensure that they are placed appropriately and securely for use.
- Ensure that the BRT Final Design appropriately addresses the sidewalk, ADA accessibility, parkstrip, and lighting concerns outlined in this study, especially on Harrison Boulevard.
- Ensure that the BRT Final Design appropriately addresses the integration of bicycle facilities as discussed in this study.
- Coordinate on the installation of prioritized missing sidewalk segments to support the BRT system.

4. Conduct a Development Opportunity Study (DOS) Program

A development opportunity study is typically a municipal program used to assist property owners in evaluating redevelopment potential on their existing properties by providing technical assistance to evaluate development options. Many property owners are not developers themselves and lack the expertise to evaluate possible redevelopment options. Technical assistance can help owners determine whether redevelopment is feasible and under what conditions. The goal of each study is to quickly test the feasibility of redevelopment before taking more extensive and expensive steps. The timeframe for completion should be a matter of weeks.

5. Increase and Facilitate Additional Partnerships

In weaker markets, partnerships and a shared understanding of regional housing needs and goals at both the local and regional level are typically required for housing development to occur. In Ogden at present, many different agencies and organizations are working to create and maintain affordable housing. Strengthening the partnerships and collaboration between these organizations would leverage resources and potentially reduce overlap. One way to foster these additional partnerships would be to form an affordable housing workgroup or task force (see Chapter 4), in which various regional stakeholders meet regularly to discuss ways to meet regional housing needs in a shared and collaborative environment.

9. Complete Necessary Steps to Redevelop the Ogden Station Site

The UTA-owned parcels within Ogden Station will require several steps towards redevelopment and ultimately to allow for mixed-use residential and public spaces that is envisioned for this station area. While restrictions on the site currently limit uses to non-residential only, site remediation can spur future residential uses and site redevelopment.

The City and UTA should use the vision and guidelines for the station type to guide future development desired for the station area and through the master planning process. Stakeholders and interested members of the public involved in Ogden Onboard should continue to organize and advocate for site redevelopment. In addition, the EPA has several different resources to support site revitalization that should be explored. Brownfield grants include funding sources that cover everything from assessment, to technical assistance, to cleanup.

As important next steps, UTA and the City should work together to spur site redevelopment and new commercial and office uses in the first phase, with the longer-term goal of cleaning the site for residential and mixed uses. Recommended steps include:

- Applying for an EPA Brownfields grant to study the extent of the contamination and the remediation actions necessary to prepare the site for development;
- Engaging with surrounding property owners to discuss the vision for the site and identify any additional concerns or barriers to redevelopment;
- Researching the restrictions on the site to fully understand the process required to build desired housing;

- Focusing on the southern parcels in early phases—working with UTA—to build a nucleus of activity that can extend north as the market allows and if and when funding becomes available;
- Market the property to Opportunity Fund investors that have access to significant capital.

10. Allow for an administrative review process to streamline review

Adoption of a future overlay for transit station areas would provide guidelines and standards to ensure new development conforms to the specific station type envisioned for the corridor. Similar to the City's 12th Street Overlay, a future overlay zone for station areas should accommodate two types of review: an administrative review (if the applicant seeks to meet the requirements of the overlay zone such as heights and lot coverage); and a special exception review (if the applicant seeks variations from the requirements). The review process should provide specific criteria to determine whether the proposed variation meets the intent and purpose of the overlay, allowing the Planning Commission to make a decision on whether the application can proceed, or whether additional evidence and hearings are required.



Above: Meeting notes from a project committee meeting.

PRIORITIZING RECOMMENDATIONS AND PHASING

The recommendations presented in Chapter 4 will require a range of capital projects, code and policy changes, and additional measures to support the envisioned future of the BRT corridor. The Implementation Matrix lists key recommendations and identifies responsibilities and general phasing for implementation. The matrix is not intended to prescribe a fixed timeline for implementation or limit other opportunities that might arise. Rather, the intent is to provide a guideline for interested parties to move strategies to their next steps.

Capital Improvements

Capital improvements include a range of projects related to active transportation, design, and wayfinding. The majority of these projects should occur in the short-term to spur private investment in and around priority station areas, and eventually throughout the BRT corridor. Map 9 shows the location of essential services within the study area, and Goal 1 priority projects listed in the matrix.

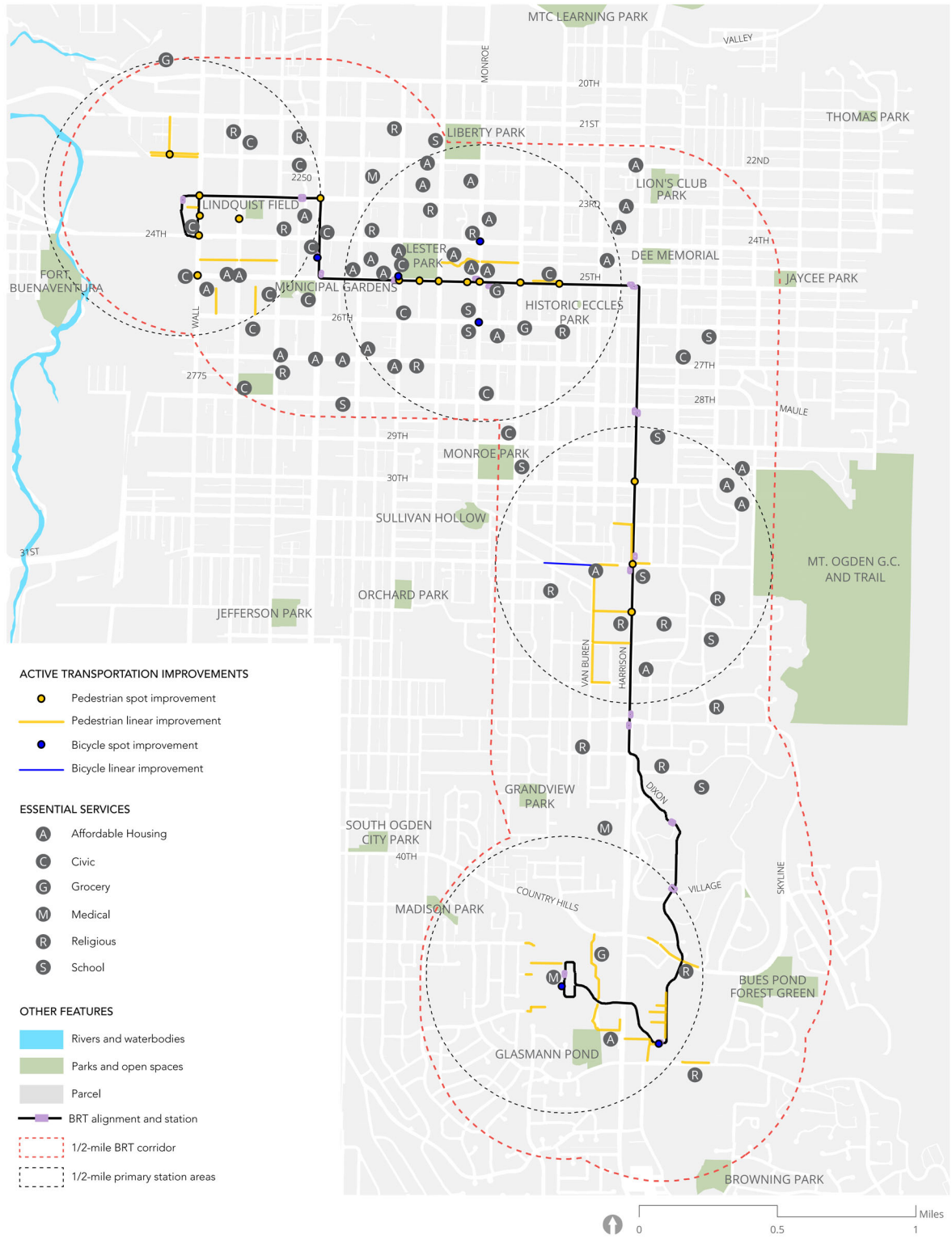
Code and Policy Changes

Code and policy changes mostly involve revisiting and revising, or creating regulations to help support future development. Most of these recommendations will need to occur in the short-term to set the policy and planning foundation for design, development, and investment.

Other Recommendations

There are several additional recommendations that will depend on partner involvement and interest, timing, and available resources. Most of these strategies will require several organizations and groups, with ongoing or committed involvement.

MAP 9 Access to Essential Services and Priority Projects



Source: Ogden City and MIG

IMPLEMENTATION MATRIX

GOAL 1. Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Add pedestrian cut-throughs and interior walkways to improve accessibility to stations along the corridor.	To WSU Intermodal Hub from 4600 South and from Harrison Boulevard	•		
	To McKay Dee Hospital from adjacent neighborhoods and surrounding streets	•		
	To 32nd Street/Harrison Boulevard station through shopping centers west of Harrison Boulevard	•		
	Through adjacent blocks near 25th Street/Monroe Boulevard station	•		
	Through blocks adjacent to Historic 25th Street near the FrontRunner station	•		
Improve sidewalk connectivity and conditions around priority station areas.	Fill in missing sidewalk on Country Hills Drive east of Harrison Boulevard	•		
	Fill in missing sidewalk on 4600 South between Harrison Boulevard and Taylor Ave.	•		
	Fill in missing sidewalk on 32nd Street, 34th Street, 35th Street, and Van Buren Avenue near 32nd Street/Harrison Boulevard station	•		
	Fill in missing sidewalk on blocks north of FrontRunner station and UTA-owned parcel west of Wall Avenue	•		
Consolidate driveways to reduce conflicts between pedestrians and vehicles.	Shopping center on the west side of Harrison Boulevard between 31st/32nd Streets	•		
	Office building on the north side of 25th Street between Quincy Avenue/Jackson Avenue	•		
Provide mobility hubs for bike share, bike lockers, e-scooter rental, e-bike rental, and other first/last mile transportation options at key locations in Ogden.	City will need to consider operating agreements with shared mobility providers to address desired placement of rental kiosks and devices.		•	
Improve intersection conditions for active transportation users at key locations in priority station areas	– Add Pedestrian Hybrid Beacon (aka HAWK beacon) at 33rd Street/Harrison Boulevard – Work with UDOT to study whether a pedestrian signal could be warranted based on safety or usage factors	•	•	
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 32nd Street/Harrison Boulevard	•		

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City	WSU	•		Ogden City, STP, TAP, SRTS, CMAQ, Sales Tax
	Ogden City	IHC	•		
	Ogden City			•	
	Ogden City			•	
	Ogden City			•	
	Ogden City		•		Ogden City, STP, TAP, SRTS, CMAQ, Sales Tax
	Ogden City		•		
	Ogden City		•		
	Ogden City	UTA	•		
	Ogden City	UDOT		•	Ogden City, STP, TAP, SRTS, Sales Tax
	Ogden City			•	
	Ogden City	UTA, WFRC, WSU, service providers	•		Ogden City, STP, TAP, SRTS, CMAQ
	UDOT/ Ogden City	UDOT	•		Ogden City, STP, TAP, SRTS, CMAQ, Sales Tax
	UDOT/ Ogden City	UDOT	•		

IMPLEMENTATION MATRIX, CONTINUED

GOAL 1. Create **strong connections** with better connectivity between the WSU campus, the hospital, and Downtown, and provide efficient and consistent service along the way.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
(Continued) Improve intersection conditions for active transportation users at key locations in priority station areas	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Madison Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Jefferson Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Jackson Avenue	•		
	Add bulbouts, high-visibility crosswalk, and directional curb ramps with truncated domes at 25th Street/Quincy Avenue	•		
	Add center island traffic calming at 25th Street/Orchard Avenue	•		
	Add high-visibility crosswalk at 22nd Street/Reeves Avenue as area redevelops	•		
	Add pedestrian hybrid beacon for mid-block crossing at 24th Street/Wall Avenue, in accordance with the Ogden Transportation Master Plan	•		•
	Add bulb-outs to improve pedestrian visibility at intersections of 23rd Street/Wall Avenue and 25th Street/Wall Avenue	•		
	Add directional curb ramps and truncated domes to improve ADA accessibility at 23rd Street/Washington Boulevard, and modify signal timing to allow more time for pedestrians to cross Washington Boulevard	•		
	Add bike detector loops per the Ogden Bicycle Master Plan at 24th Street/Monroe Boulevard and 26th Street/Monroe Boulevard intersections.	•		
Integrate bike facility design into station design to minimize conflicts between users	Design proposed bike share station at 25th Street/Jefferson Avenue to access bikes from street, not sidewalk, to reduce conflicts with transit riders	•		
	Integrate bike lane into station design on Washington Boulevard in front of Eccles Theater to reduce bus/bike conflicts	•		•
Coordinate and refine BRT design				•

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City		•		Ogden City, STF, TAP, SRTS, CMAQ, Sales Tax
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	Ogden City		•		
	UDOT/ Ogden City			•	
	UDOT/ Ogden City		•		
	UDOT/ Ogden City		•		
	Ogden City		•		
	Ogden City	Bike share provider (GREENbike)	•		Ogden City, CMAQ
	UTA	City, UDOT, adjacent business owners	•		
	UTA/Ogden City/ UDOT		•		Ogden City, IHC, WSU, Weber County, WFRC, Sales Tax

IMPLEMENTATION MATRIX, CONTINUED

GOAL 2. Encourage **inclusive places** through an environment that is welcoming to everyone and results in diverse ridership, including students, workers, and visitors and accessibility for all abilities and mobility modes.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Integrate and connect public spaces with station areas and prioritize user comfort, accessibility, and placemaking.	Acquire or require dedication of plaza space based on station concepts	•		•
Create a streetfront that is multi-functional and designed around a pedestrian scale.			•	
Create clearly defined gateways to neighborhoods and station areas.				•
Use sustainable design elements in transit stations and street improvement and development projects.			•	
Implement a BRT Wayfinding Program.	Add wayfinding signage around stations to key destinations using Ogden's Wayfinding Design Guide	•		

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City	Downtown Alliance, Ogden-Weber Tech., WSU, Weber Arts Council	•		Ogden City, PPPs
	Ogden City	UTA	•		Ogden City, PPPs
	Ogden City		•	•	Ogden City
	Ogden City/UTA		•	•	Ogden City, Private Developer
	Ogden City	UTA to support grant writing, and station wayfinding with BRT construction	•		UTA, Ogden City

IMPLEMENTATION MATRIX, CONTINUED

GOAL 3. Build **complete neighborhoods** with access to jobs, housing, and essential services.

Recommendation	Project	Recommendation Type		
		Capital Improvements	Code + Policy Changes	Other Rec.
Develop a TOD Overlay Zone for priority station areas.	Create an overlay zone based on the station types and priority station concepts		•	
Expand Permitted Areas for Student Housing.	Review existing zoning		•	
Enhance existing policies to encourage greater residential infill.	Review existing zoning		•	
Consider refinements to parking policies near transit.	Revisit parking requirements concurrently with a new overlay zone		•	
Communicate development policies and incentives.	Work with partners to continue a two-way discussion about the vision			•
Use housing studies to inform housing.	Conduct a study in coordination with recommended housing work group			•
Lead the discussion of housing needs by working with existing advocates and interests.	Coordinate with existing groups and regional housing interests			•
Conduct a development opportunity study.	Involve interested property owners in understanding development potential			•

	Lead	Other Partners	Phasing		Funding Source
			Short-Term (0-2 years)	Longer-Term (6+ years)	
	Ogden City		•		Ogden City, TLC
	Ogden City/WSU	Downtown Alliance, neighborhood organizations	•		Ogden City
	Ogden City	Neighborhood organizations	•		Ogden City
	Ogden City		•		Ogden City, TLC
	Ogden City	WFRC, Downtown Alliance	•		Ogden City
	Ogden City			•	TLC, Ogden City
	Ogden City	Ogden Foundation, WSU Alliance, Ogden Housing Authority	•		Ogden City
	Ogden City		•	•	EPA Brownfields, TLC, Ogden City

FUNDING RESOURCES

There are several funding resources that Ogden City, UTA, and partner organizations should consider to help implement the vision and related strategies outlined in the Implementation Matrix.

Transportation

Several funding sources are available that can be utilized by local and regional governments to build the supporting infrastructure around Ogden's BRT line.

Safe Routes to School (SRTS) Program

The main goal of the SRTS Program is to assist and encourage students living with 1.5 to 2.0 miles of school to walk or bike. Available funding can be used for both non-infrastructure and infrastructure (physical improvements – primarily new sidewalks, but also school pavement markings, signage, bicycle parking, etc.) type projects. With several schools located within and near the corridor, the SRTS Program could fund many of the improvements identified under Goal 1 of the Plan.

The Surface Transportation Program (STP)

STP is administered by Wasatch Front Regional Council and provides federal funding that can be used on federal-aid highways (such as Harrison Boulevard) and for projects that reduce traffic demand (such as transit capital improvements or active transportation projects). Funding requirements stipulate that major highway or transit capacity improvements must be included in the first phase of the currently-adopted Regional Transportation Plan to be eligible.

The Federal Congestion Mitigation/Air Quality (CMAQ) Program

This program is also administered by Wasatch Front Regional Council, provides funding to projects that improve air quality, which would include transit and active transportation facilities. Ogden City is eligible to act as a project sponsor for a funding application for transportation improvements. The CMAQ program would not only fund short-term projects like bicycle and pedestrian facilities, but also the promotion of alternative modes, including ridesharing, and Intelligent Transportation System, which are likely to have a significant impact over the long-term.

Transportation Alternatives Program (TAP)

TAP is a federal program administered by Wasatch Front Regional Council for the Ogden-Layton urbanized area.

TAP funds are used to build bicycle and pedestrian facilities. Eligible projects include construction, planning, and/or design of these facilities, and can be expanded to include traffic calming, lighting, and ADA accessibility projects. Many of the station area improvements outlined in this report could be candidates for TAP funds.

The Transportation and Land Use Connection (TLC) Program

The TLC program is a partnership between WFRC, Salt Lake County, UDOT, and UTA. Funds may be used to provide technical assistance to complete visioning efforts, produce plans, conduct studies, amend policy, or engage in any pre-development activities that support the program goals. These goals include: (1) maximizing the value of

investment in public infrastructure; (2) enhancing access to opportunity; (3) increasing travel options to optimize mobility; and (4) creating communities with opportunities to live, work, and play. The TLC program could provide significant funding for the strategic recommendations in goals 2 and 3 of the Ogden Onboard Plan.

Sales Tax

In 2015, Weber County voters passed a local option sales tax that could be used to fund transportation improvements. In 2019, this amount is estimated to contribute \$1M for transportation needs in Ogden, with amounts anticipated to increase over time. Much of this funding is intended for new street construction, minor street repaving, or street reconstruction; roughly \$350,000 per year is allocated for sidewalk, curb, and gutter replacement, and \$25,000 per year is allocated to stripe Bicycle Master Plan projects as other roadway projects get completed.

Housing and Economic Development

The following tools have been and continue to be utilized throughout the country to incentivize the development of equitable TOD. Most of these resources are familiar to the public and private sectors in the Wasatch Front region but may not be utilized to the greatest extent possible, particularly in TOD.

Opportunity Zones and Opportunity Funds

The Opportunity Zone program is probably Ogden’s most significant tool to generate further development activity in the corridor. Opportunity Zones were established by Congress in the Tax Cuts and Jobs Act of 2017. They offer investors a frictionless way to reinvest capital gains into qualified, low-income census tracts through

Opportunity Funds, in exchange for a graduated series of incentives tied to long-term holdings. It is specifically designed to channel more equity capital into overlooked markets. EIG, a public policy organization, estimates that the program offers long-term investors a 3.0 percent higher annualized rate of return and after taxes than a comparable investment outside the program. In order to receive the full array of benefits, the latest date that gains on the sale of assets can be investment into a Qualified Opportunity Fund is December 31. With most of Downtown and East Central located in Opportunity Zones, the City has the opportunity to drastically increase opportunities for redevelopment by preparing for potential investment infusions and marketing the Zone. To attract investors, the City can:

- Prepare a point person or agency to play a coordinating/support role to connect investors and local needs on an ongoing basis;
- Develop a marketing prospectus that identifies priority investments; and/or
- Organize Opportunity Funds that aggregate capital for investment opportunities that could drive more focused outcomes.

Low Income Housing Tax Credits (LIHTC)

This resource is a dollar-for-dollar per capita tax credit allocated to each state to give incentives for the utilization of private equity in affordable housing development. The credits are inflation-adjusted and awarded to developers to leverage in affordable housing projects, with the amount of the tax credit determined by development costs, among other factors. It is estimated that approximately 90 percent of all affordable housing development in the United States has been at least partially funded through LIHTC.

New Markets Tax Credits (NMTC)

Similar to the LIHTC program, the NMTC program provides indirect subsidy through the sale of federal tax credits to incentivize development. NMTCs, however, are utilized to spur revitalization of low income communities by investing in non-housing elements such as small businesses, charter schools, community centers, etc. The intent is to create jobs and materially improve the lives of residents living in low-income communities.

Historic Tax Credits (HTC)

The 20 percent HTC is a financial incentive that supports investment in historic buildings. It can be an effective tool to create affordable housing, including mixed-use developments that have commercial space on the first floor and residences on the upper floors. However, there are only a few buildings in the corridor which may be eligible for these tax credits.

Federal Grants

There are many federal grant dollars that can be utilized to enhance development of affordable housing and community assets. Communities throughout the country are becoming more creative in their utilization of long-standing grant programs such as HOME, CDBG, EPA, and DOT to plan for and implement TOD with elements of social equity.

In particular, utilization of federal transportation dollars such as Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) for equitable TOD has become increasingly common. As noted earlier, WFRC currently administers these federal programs.

Cities trying to maintain affordable, transportation oriented units over time can begin by amending federal HOME block grants. Units built with HOME grants must remain affordable for a period ranging from five to 20 years but may increase in price after this period expires. Extending these periods is one way to maintain housing affordability near transportation lines. Due to the changing nature and availability of these grants and programs, there should be a dedicated staff person for grant coordination within Ogden City's staff.

Bonds

Municipal and State governments can use proceeds from the sale of tax exempt bonds to secure funding for affordable housing. Also known as mortgage revenue bonds and multifamily housing bonds, they help finance mortgages for low income first time home buyers and/or help fund the production of new units at rents that are affordable to low income families.

Public Private Partnerships

Ogden City has a proven record in partnering with private sector developers. Sustaining existing and creating new partnerships will continue to reap dividends and build market momentum. Partnerships can include direct financial participation by partners or simply be a shared agreement to coordinate resources, infrastructure, and policies.

Anchor institutions throughout the corridor could be significant partners and form the basis of a new regional network, which may include other nonprofit or private entities that are inextricably tied to their locations because of real estate holdings, capital investment, history, or mission.

Housing Trust Funds

Housing trust funds are government established funds created from a pool of fees and taxes levied on real estate development and/or other sources.

They provide gap financing for the construction and maintenance of affordable housing units from various sources of agreed upon public revenue rather than municipal budget allocations.

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Downtown

23rd St

Wall Ave

Washington Blvd

BRT ALIGNMENT

30th St

36th St

Harrison Blvd

3 Harrison Blvd.

Weber State University

4 WSU/
McKay-Dee Hospital

McKay-Dee
Hospital

Dee Events
Center

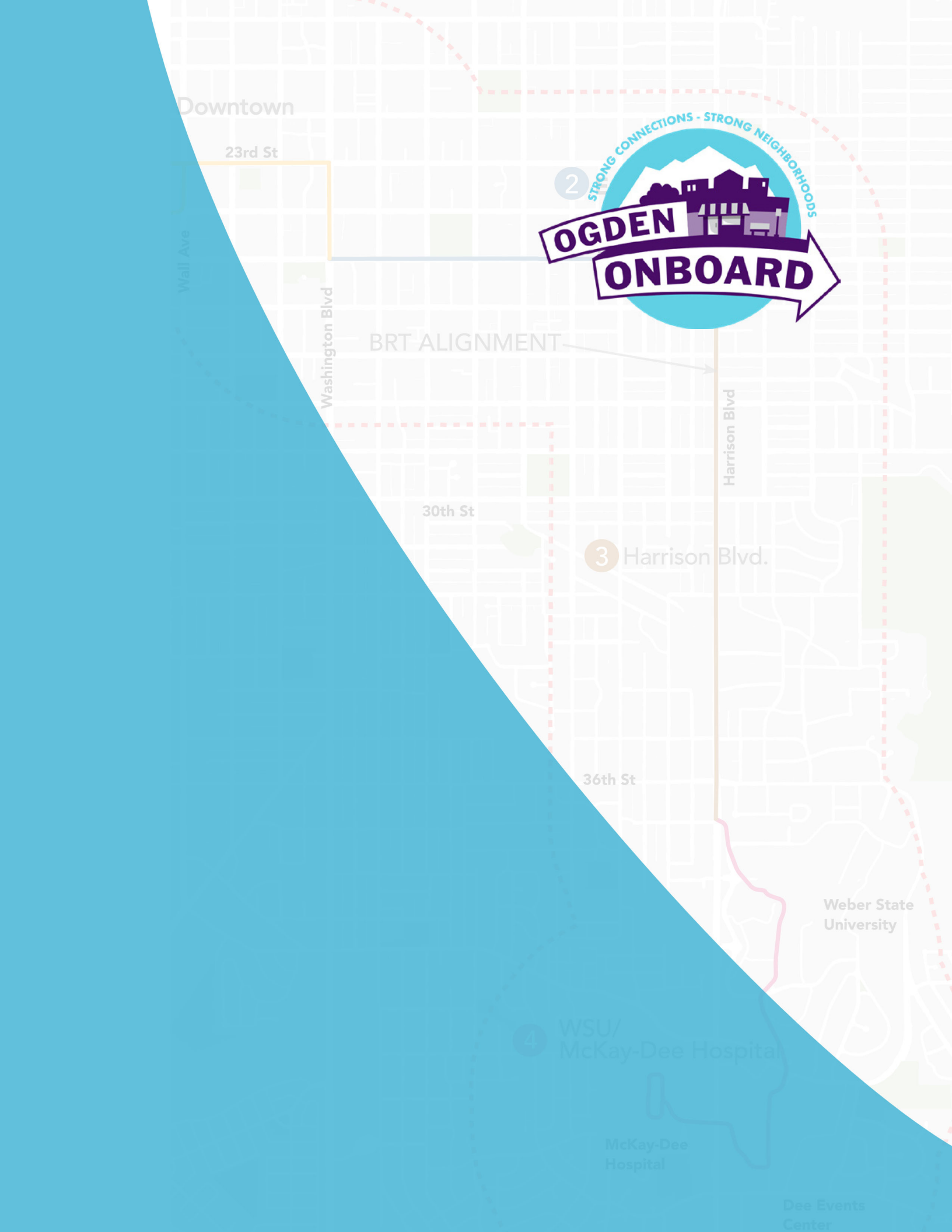


Exhibit B

MIDVALE STATION AREA MASTER PLANS

7200 SOUTH STATION CENTER STREET STATION

DRAFT MARCH 7, 2019



EXECUTIVE SUMMARY

Transformation of the two station areas will occur through an intensification of land uses to support the additional public and private investment envisioned in the area. That investment will occur on a project-by-project basis. Each of these projects can, and should, catalyze significant transformation in the area. The projects must meet minimum urban design standards and occur in conjunction with the transformation of the streets and public space network in each of the station areas. This Plan identifies the most likely timing of catalytic projects in each of the station areas as well as the neighborhoods' preferences for urban design considerations. The recommended illustrative plan for each station area includes:

1. Areas most likely to redevelop in the:
 - a) Near term – in the next five years,
 - b) Mid-term – in 5-10 years,
 - c) Long-term – beyond 10 years,
2. The massing and height preferences of participants in neighborhood meetings for each of the catalytic areas.
3. The street network and public space concepts
4. The street and public space typology descriptions for the station areas, and
5. The preferred mix of land uses in each of the station areas.

7200 SOUTH STATION AREA

The 7200 South Station area presents an opportunity for redevelopment and transformation of a formerly high-producing retail area. To maximize the value of past infrastructure investments and address increasing traffic pressure, the area should be redeveloped to enhance pedestrian and bicycle access in the area and increase opportunities for residents and visitors to park once and walk to multiple establishments.

Redevelopment of the area should be consistent with this Station Area Plan vision principles:

1. Transformative through urban design and land use.
2. Increase human designed space (as opposed to automobile designed space) to 25-30 percent.
3. Connect the area to the rest of the community.
4. Focus on hotels and hospitality.
5. Create a cohesive brand for the area as a regional entry point to the community and a gateway to recreation.

Achievement of the 7200 South station area vision relies on catalytic projects. Opportunities for projects consistent with the vision lie primarily within the areas currently zoned TOD or TODO as identified in Figure EX-1. Some longer-term opportunities were identified on the north side of 7200 South. Catalytic opportunities likely to occur within the next 5 years are identified as “near-term”. “Mid-term” opportunities are likely to occur in the next 5-10 years and “long-term” opportunities will take longer than 10 years to occur. The illustrative plans also identify the location of known current opportunities and areas where land use and density should be constrained to buffer adjacent neighborhoods.

7200 SOUTH STATION PLAN



Figure EX-1 - 7200 South Station Area Catalytic Opportunities Illustrative Plan

The intensity of use within the areas of catalytic opportunity should be adequate to support additional investment in public space and create opportunities for new retail and restaurant uses in the area. Figure EX-2 illustrates the intensity of use contemplated by the 7200 South Station Area plan.

7200 SOUTH INTENSITY

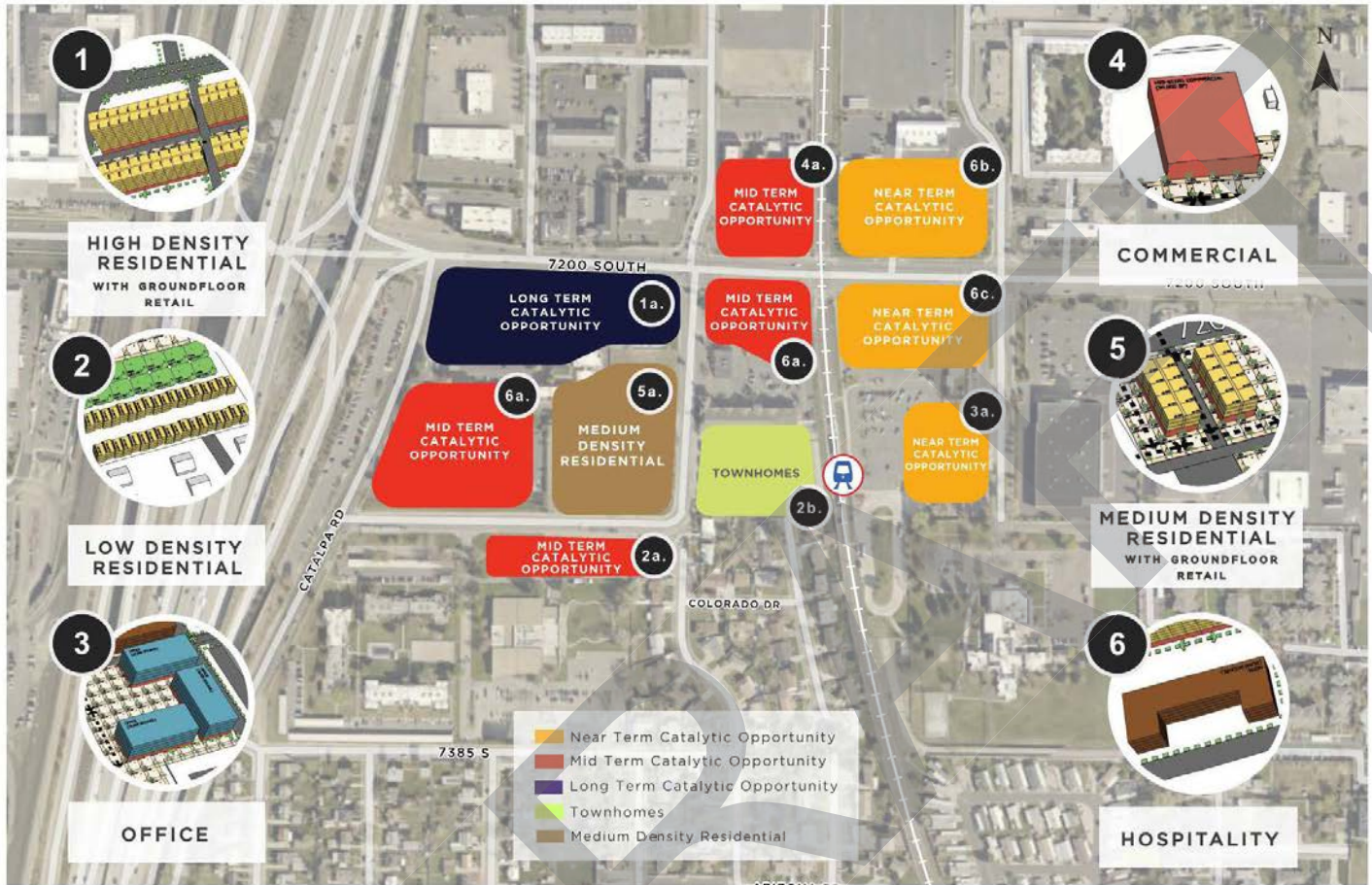


Figure EX-2 - 7200 South Station Area Catalytic Opportunities Intensity Illustrations

7200 SOUTH STATION LAND USE AND INTENSITY CONCEPT

- 1 **1a Intent:** Locate high intensity residential development with ground floor retail along 7200 South. Retail facing sidewalks creates a pedestrian friendly feel. Medium intensity residential buffers existing single family housing from this higher intensity use. This housing will benefit from proximity and accessibility of the TRAX station, bordering a new shared street that connects the area east to the station and beyond.
- 2 **2a - b Intent:** Create low density residential developments to buffer the existing neighborhoods from higher intensity development in the station area. Housing near the 7200 S. station would allow new residents to move freely in and out of Midvale without relying on a personal vehicle. This placement would also reduce the impact of new residents on local traffic.
- 3 **3a Intent:** Locate office development near TRAX station. This allows for workers to commute via transit in and out of Midvale and take advantage of the retail and services near the station during the workday. Personnel from office developments can take advantage of the human oriented spaces and streets, as well as the hospitality supportive uses and amenities throughout the area.
- 4 **4a Intent:** Place new complimentary commercial within the station area north of 7200 South to encourage activity along both sides of the street. New street crossings will allow for ease of movement for visitors and residents.
- 5 **5a Intent:** An upcoming medium density housing development located along new shared street concept. This development may also include ground floor retail located along the shared street.
- 6 **6a - d Intent:** Place hotels and similar developments throughout the station area to create a hospitality hub in the 7200 S station area for visitors utilizing recreation amenities and infrastructure. Visitors can use ski bus-lines and the station to move in and out of this area. With the addition of retail and commercial that compliment the vision of a hospitality and recreation hub on 7200 South, the need for visitors to have a personal vehicle is greatly reduced.

The intensities in the Illustrative Plan reflect the preferred alternative land use intensity developed through the public meeting process. Table EX-1 identifies the preferred land uses and intensities generated in the public meeting process for the immediate station area.

TABLE EX-1: PREFERRED ALTERNATIVE LAND USE INTENSITY - 7200 SOUTH PLANNING AREA

LAND USE	ACRES	INTENSITY
Residential - Townhomes	2	50 DU/Acre
Residential - High Density	3	70 DU/Acre
Retail	3	41,500 SF/Acre
Office	1	216,000 SF/Acre
Industrial	0	0 SF/Acre
Hotel	2	189 Rooms/Acre

Human-focused spaces are the most important component of the 7200 South Station Area Plan. Input from area residents, property owners and transit riders reinforced the importance of including human scaled connections and amenities throughout the station area to support and benefit current and new residents, employees and visitors to the area. The illustrative plan in Figure EX-3 identifies a possible network of connections and amenities focused on pedestrians and bicyclists that provides connectivity to and from the station to existing and future development.

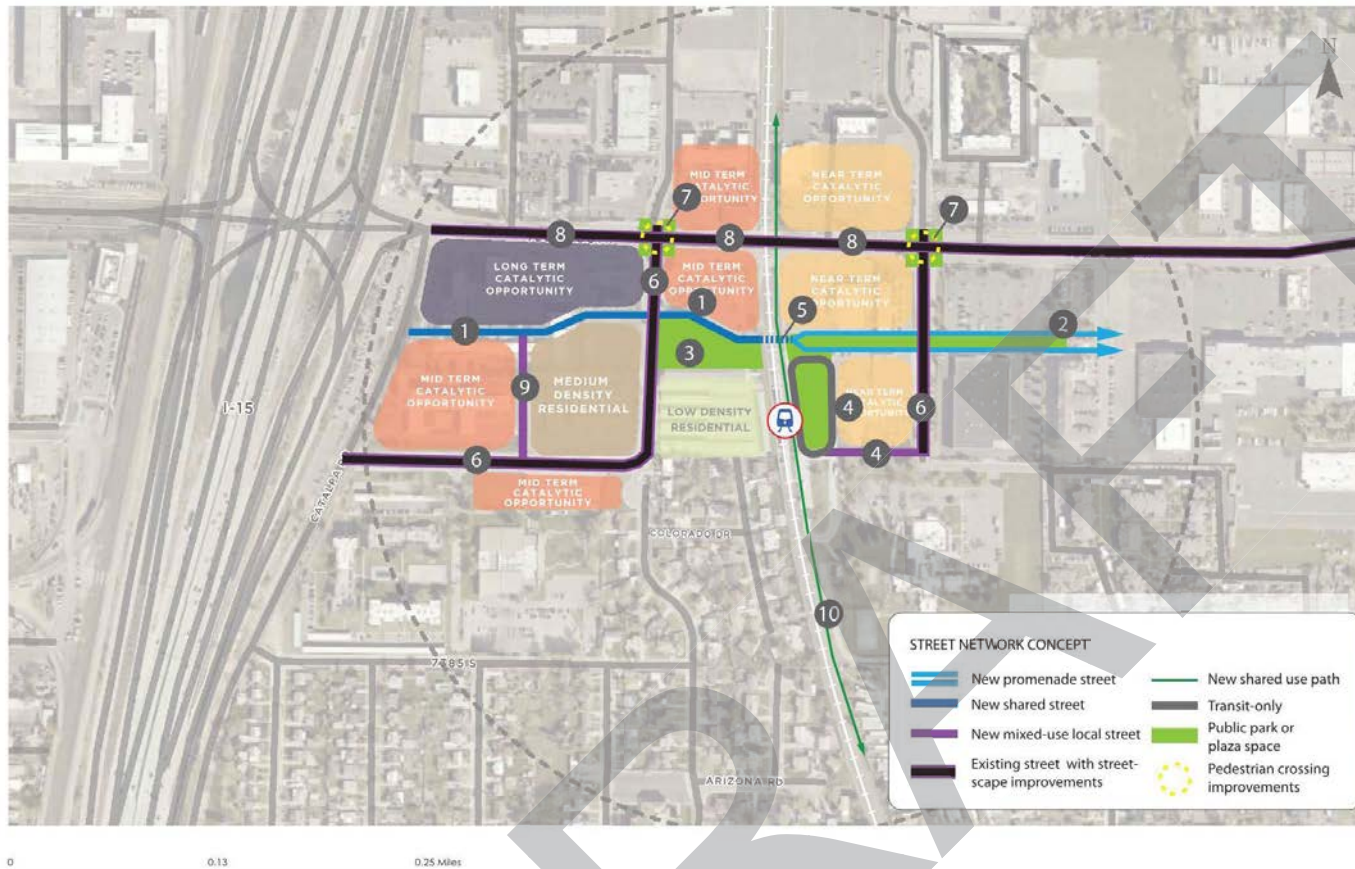


Figure EX-3 - 7200 South Station Area Illustrative Street Network Concept

7200 SOUTH STATION AREA STREET AND PUBLIC SPACE CONCEPT

- 1 New pedestrian-oriented “shared” street.** *Intent:* Create a pedestrian-oriented street connection through the heart of the station area that parallels 7200 South. New development should orient to this street to the extent possible. Street should be designed for pedestrians, with autos as “guests” - see concept on page 12. Exact alignment to be determined but should seek near/medium term implementation.
- 2 New promenade street.** *Intent:* Create a pedestrian-oriented street connection through the heart of the station area that parallels 7200 South and links the areas east of the station to the platform. New development should orient to this street to the extent possible. The street should be designed as a boulevard with a wide median used as a plaza - see concept on page 11. Exact alignment to be determined but should seek medium/long term implementation and should optimally extend to State Street. This is a long-term implementation item.
- 3 Central park and public space.** *Intent:* Create a central gathering space in the station area to which development is oriented. The space could be a park or a plaza or contain elements of both.
- 4 Relocated bus drop-off/turn-around with center plaza:** *Intent:* Bring the bus stops closer to the station platforms, create more activity in the bus area, and make the bus area more central, by integrating it with a plaza space and surrounding development - while opening up the existing bus turn-around area for new development.
- 5 Improved TRAX crossing:** *Intent:* Create more connectivity across the TRAX line and a connected pedestrian spine for the station area. This should be a full street crossing if possible, or improved two-direction pedestrian crossing if not.
- 6 Streetscape/reconfiguration improvements on collector/local streets.** *Intent:* Improve the pedestrian experience on existing streets such as Cottonwood, Millennium, and High Tech, with a generous pedestrian realm, street trees, and pedestrian amenities such as furniture and pedestrian-scale lighting. Could also include narrowing of lanes and extensions of curbs. See page 13 for more guidance.
- 7 Improved 7200 South pedestrian crossings.** *Intent:* Connect the station area over the barrier of 7200 South by making intersections safer, more comfortable, and more convenient for pedestrians. Include high-quality corner environment “landing plazas” to create compelling entries into the district.
- 8 7200 South streetscape improvements.** *Intent:* Improve the pedestrian experience on 7200 South to the extent possible, within the context of 7200 South needing to move regional traffic.
- 9 New local street connecting Millennium with pedestrian street.** *Intent:* Increase connectivity and street frontage of the area west of the TRAX line, while still maintaining large enough development sites.
- 10 Bike/pedestrian path along TRAX alignment.** *Intent:* Implement regional bike/pedestrian connection, and connect the two station areas in Midvale as well as to the north and south. An appropriate alignment should be identified in the near term.

The illustrative concept increases human scaled space, increases connectivity within the station area and increases opportunities for access into what can become a new transit served neighborhood. Illustrative street cross sections for the street network are found in Figures Ex-7 through EX-12.

CENTER STREET STATION AREA

The Center Street Station area was once a thriving commercial center serving Midvale and the formerly unincorporated areas to the east. The area can and should return to its role as a primary source of economic opportunity in the City. New development in the station area should also maximize the value of past infrastructure investments and address increasing traffic pressure. The plan envisions redevelopment of the area to enhance pedestrian and bicycle access in the area and increase opportunities for residents and visitors to park once and walk to multiple establishments.

Redevelopment of the area should be consistent with this Station Area Plan based on the vision of a community village with opportunities for social interaction as well as places to shop, eat, work, play, and live.

The community developed the following Vision Principles for the Center Street Station Area:

1. Awaken and activate the area.
2. Design and improve for charm.
3. Encourage transformative development.
4. Concentrate the most intense uses near State Street and Center Street.
5. Create a cohesive brand for the area as a village center and activity hub in the community.

To achieve the vision for the Center Street station area, the Illustrative Plan in Figure EX-4 has identified opportunities for catalytic projects, primarily within the areas currently zoned TOD. Some longer-term opportunities were identified on the east side of State Street. Catalytic opportunities likely to occur within the next 5 years are identified as “near-term”. “Mid-term” opportunities are likely to occur in the next 5-10 years and “long-term” opportunities will take longer than 10 years to occur.

CENTER ST STATION PLAN



Figure EX-4 - Center Street Station Area Catalytic Opportunities Illustrative Plan

The illustrative plan in Figure EX-5 also identifies the location of known current opportunities and areas where land use and density should be constrained to buffer adjacent neighborhoods.

CENTER STREET INTENSITY



Figure EX-5 – Center Street Station Area Catalytic Opportunities Intensity Illustrations

CENTER STREET STATION LAND USE AND INTENSITY CONCEPT

- 1 1a - b Intent:** Locate highest intensity development along State Street. In these areas high density housing, such as apartment buildings with ground-floor retail, is recommended. Low intensity housing (townhomes) and public space buffer these areas from existing residential creating and protecting a village feel in the area. This housing will benefit from proximity and accessibility of the TRAX station, connected by a new shared street.
- 2 2a Intent:** A planned townhome development with 33 units called Midvale Station Homes. This development will benefit from the proximity to the TRAX station. This low density residential development acts as a buffer to the existing neighborhood from non-local foot traffic.
- 2b - d Intent:** Create low density residential developments to buffer the existing neighborhoods from higher intensity development along State and Center Street as well as non-local foot traffic. This housing should promote a village charm feeling for the area. Housing near the station would allow new residents to move freely in and out of Midvale without relying on a personal vehicle. This placement would also reduce the impact of new residents on local traffic.
- 3 3a Intent:** Locate office development near TRAX station. This allows for workers to commute via transit in and out of Midvale and take advantage of the retail and services near the station during the workday.
- 4 4a Intent:** Create a location for residents and visitors to access commercial amenities such as restaurants, retail, and services. This—and other commercial locations throughout the station area—allows the station to function as an activity hub in the community. This location is buffered from existing neighborhoods by townhomes and an existing apartment complex, allowing for a higher intensity of use.
- 4b - e Intent:** Place high quality retail and commercial development along the State Street corridor as the area redevelops. In this plan high intensity development west of State Street steps down to lower intensity commercial and housing toward existing neighborhoods.

The intensities in the Illustrative Plan reflect the preferred alternative land use intensity developed through the public meeting process. Table EX-2 identifies the preferred land uses and intensities generated in the public meeting process for the immediate station area.

TABLE EX-2: PREFERRED ALTERNATIVE LAND USE INTENSITY - CENTER STREET PLANNING AREA

LAND USE	ACRES	INTENSITY
Residential - Townhomes	4	17 DU/Acre
Residential - High Density	11	58 DU/Acre
Retail	2	43,560 SF/Acre
Office	6	43,560 SF/Acre
Industrial	0	0 SF/Acre

CENTER STREET NETWORK PLAN

As with the 7200 South Station Area Plan, human-focused spaces are the most important component of the Center Street Station Area Plan. Input from area residents, property owners and transit riders reinforced the importance of including human scaled connections and amenities throughout the station area to support and benefit current and new residents, employees and visitors to the area. The illustrative plan in Figure EX-6 identifies possible network connections and amenities focused on pedestrians and bicyclists that provides enhanced street connectivity to existing and future development.

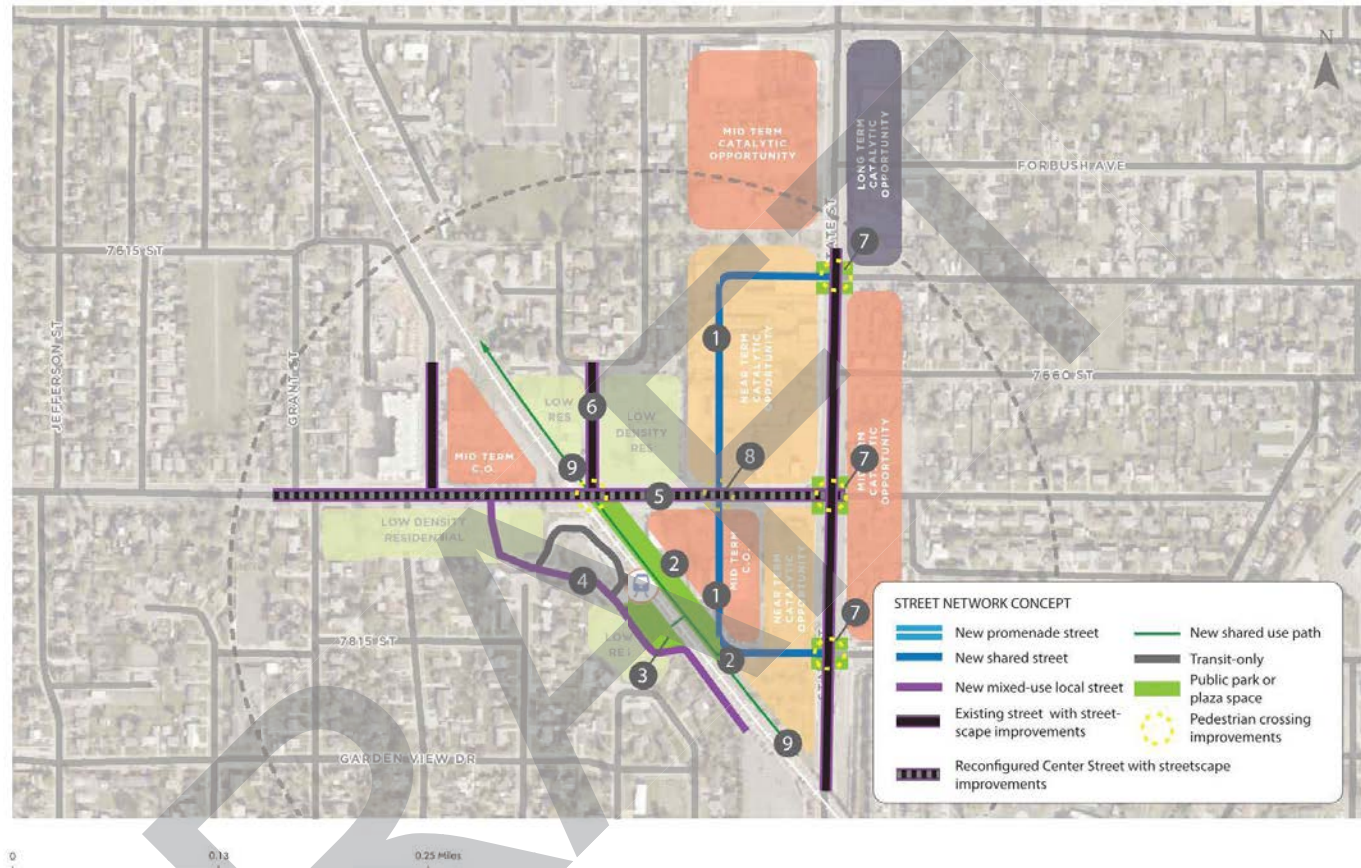


Figure EX-6 – Center Street Station Area Illustrative Street Network Concept

CENTER STREET STATION AREA STREET AND PUBLIC SPACE CONCEPT

- 1 New shared street.** *Intent:* Create a new pedestrian-oriented street connection through the middle of the station area, connecting State Street, Center Street, and the station - a walkable frame for the district.
- 2 Station plaza.** *Intent:* Create a “front door” for the east side of the station, where the new shared street accesses the station, and a linear plaza along the east side of the tracks to Center Street. This east-side tracks crossing should be linked to the west-side crossing, creating a convenient and intuitive crossing of the TRAX line barrier.
- 3 Community pocket park.** *Intent:* As part of the recommended redevelopment of the underutilized UTA park-and-ride lot into townhomes, create a small community pocket park, which should be well-connected to the shared street and station plaza on the other side of the TRAX line.
- 4 New neighborhood street.** *Intent:* As part of the recommended redevelopment of the underutilized UTA park-and-ride lot into townhomes, reconfigure the current park-and-ride drive into a walkable neighborhood street providing access to the new homes, the park, and the TRAX parking.
- 5 Center Street streetscape and potential street reconfiguration.** *Intent:* Center Street has the largest effect on the character of the station area and the most significant ability to achieve the vision of a neighborhood village - make Center Street as walkable as possible by implementing streetscape improvements such as a wider pedestrian realm, consistent street trees, street furniture, street lighting, and curb-extension “bulb-outs,” all in a consistent theme. Reconfigure the street to include bike lanes, on-street parking and wider sidewalks to the extent possible (see Figure EX-10). Explore the possibility of reconfiguring the street to a three-general-purpose-lane street (see Figure EX-10).
- 6 Streetscape improvements on neighborhood streets.** *Intent:* Build on the improvement of the pedestrian realm of Center Square by continuing to improve neighborhood streets like Maple Street with a wider pedestrian realm, street trees, street furniture, pedestrian-scale street lighting, and curb extension “bulb-outs” to complement ongoing or future redevelopment.
- 7 Improved State Street pedestrian crossings with corner plazas.** *Intent:* Improve the experience, convenience, and safety of the pedestrian crossings of State Street at 7800 South and Center Street, and create a new pedestrian-activated crossing at 7615 South. Implement a series of small plazas creating high-quality corner environments on these State Street intersections.
- 8 Intersection of new shared street and Center Street.** *Intent:* The intersection of Center Street and the recommended new shared street is a major opportunity to establish a pedestrian-focused epicenter for the station area; it is also critical to create a safe and intuitive crossing of Center Street here for pedestrians. The intersection could be raised to slow vehicle traffic and communicate the pedestrian priority, and/or be given a special paving treatment such as pavers or decorative concrete or asphalt.
- 9 Bike/pedestrian path along TRAX alignment.** *Intent:* Implement regional bike/pedestrian connection, and connect two station areas in Midvale as well as to the north and south.

SHARED STREET

A local-level, very slow-moving street oriented to pedestrians so that the entire right-of-way is open to pedestrian travel, with autos allowed but treated as “guests.”

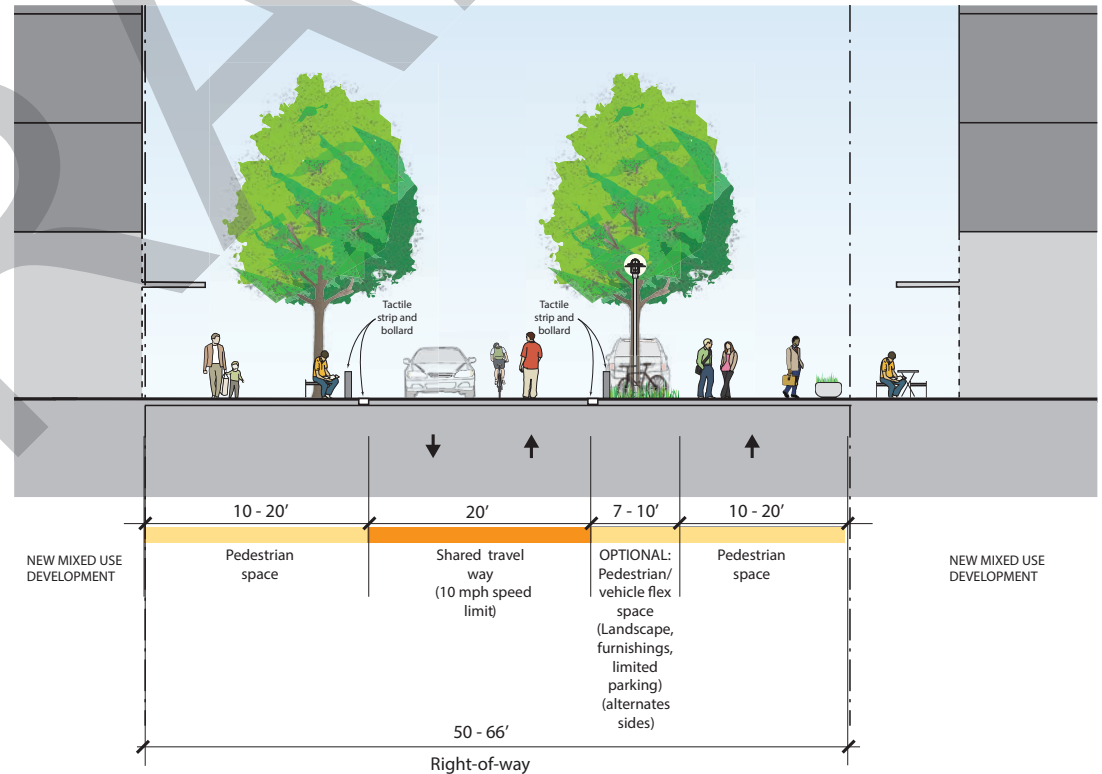
Key characteristics:

- Pedestrian-only area at sides with shared way in middle
- Curbless design - use bollards, landscape or other element to separate shared area and pedestrian-only area
- High level of pedestrian amenities
- Pedestrian-oriented paving (pavers, scored concrete)
- Ability to close to auto traffic for festivals or other events
- Slow vehicle speed design and speed limit: narrow traveled way with “jogs” to create traffic calming



Examples of shared streets; clockwise from top left: Octavia Street, San Francisco; Bell Street, Seattle; Regent Street, Salt Lake City; Davis Street, Portland, Ore.

Figure EX-8 - Shared Street concept and guidelines.



CENTER STREET STREETScape AND RECONFIGURATION

Because of both its central place in the Center Street station area and the potential for it to change, this plan identifies specific concepts for Center Street. The following concepts intend to add a pedestrian character to Center Street, whether under the current five-general-purpose-lane design or under a three-general-purpose-lane reconfiguration.

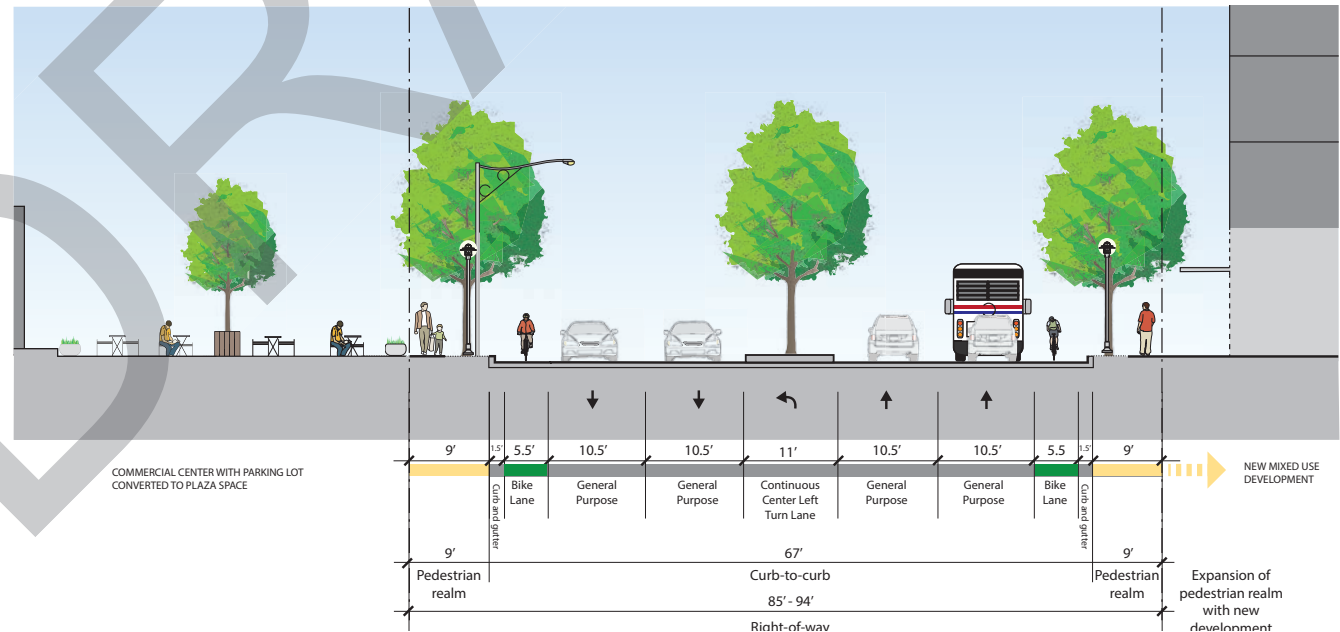
Key characteristics:

- A wider pedestrian realm with sidewalk and buffer/furnishings area
- Consistent street trees, street furniture, street lighting
- Bike lanes
- On-street parking on one or both sides if possible
- Curb-extension “bulb-outs” into parking lane if present
- A consistent streetscape design theme
- Use of parking lots and other space in front of existing buildings for active people spaces such as dining areas or plazas
- Orientation of new development to the pedestrian realm of Center Street, whether through direct entries onto the sidewalk, or via an occupiable, active yard



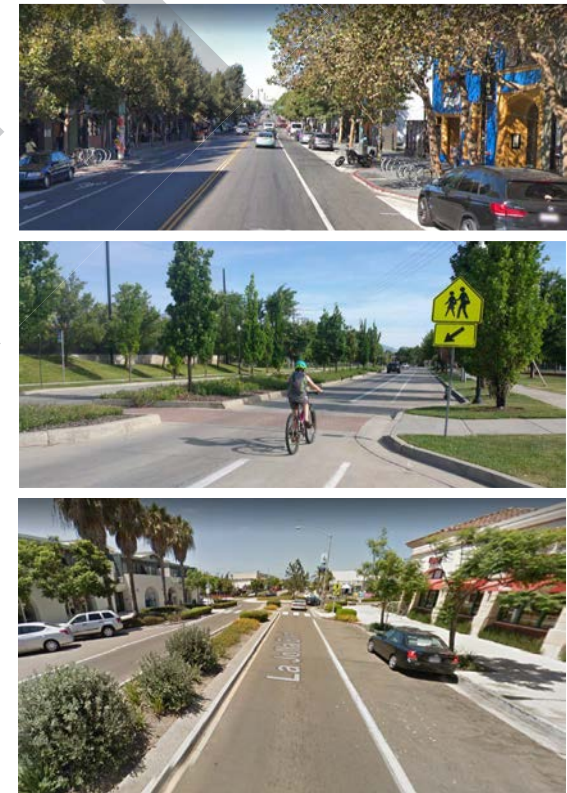
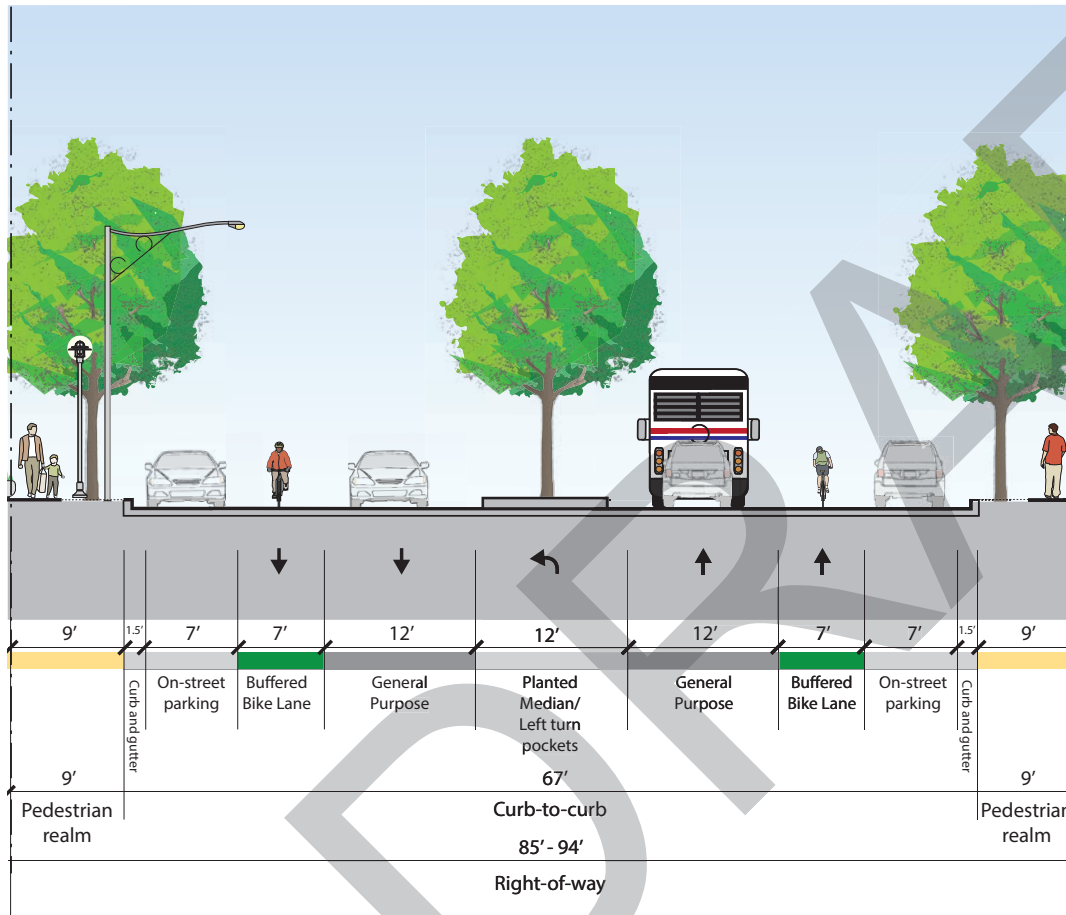
Divisadero Street in San Francisco provides an example of a street with two general purpose lanes in each direction that streetscape improvements made more walkable.

Figure EX-9: Center Street 5-lane concept and guidelines.



Explore the possibility of reconfiguring the street with one general purpose lane in each direction, with center turn pockets. This configuration would allow for a generous bike lane, on-street parking, slower vehicle speeds and an overall pedestrian-oriented character.

Figure EX-10: Center Street 3-lane concept and guidelines.



Examples of walkable streets with one general purpose lane, a center median, on-street parking, bike accommodations, and streetscape improvements, from top: Valencia Street in San Francisco; Guardsman Way in Salt Lake City; and La Jolla Drive in San Diego.

STREETSCAPE IMPROVEMENTS

There are currently few people-oriented streetscape amenities in either station area, exacerbating an often-hostile public realm. Amenities designed to make the environment more comfortable for people can be added to existing station area streets. The qualities these streetscape improvements can provide include:

- Scale - use objects to create spaces and outdoor rooms scaled for people
- Texture - use surfaces like the ground and walls to create textures that appeal to people
- Buffer from moving traffic
- Greening - trees and landscape
- Shade - from trees, awnings, and other
- Seating - for eating, people-watching, and other
- Lighting (pedestrian scale)
- Transportation - bike parking, transit waiting, bike share, paid parking
- Vending/dispensing - food, drink, news, and other
- Signs and communication (pedestrian scale)
- Art/entertainment

SHARED USE PATH

Shared use paths are paths separated from moving motor vehicle traffic and that often run along their own alignment, separate from any street. In the Midvale station areas, the primary recommended application of shared use paths is the recommended pathway along the TRAX line.



PEDESTRIAN CROSSING IMPROVEMENTS AND CORNER PLAZAS

Pedestrian improvements of major intersections are a critical way to improve the Midvale station areas, since high-volume and often high-speed roadways pose barriers to pedestrians in each area - State Street and Center Street at the Center Street station, and 7200 South in the 7200 South station. Intersection improvements should focus on crossing visibility, shortening the length, and providing quality corner environments. For key intersections, these corner environments should include small “landing” plazas that can also serve as gateway elements to the station districts.



Figure EX-11: Streetscape improvement options.

MIXED USE LOCAL STREET

A general-purpose street intended for connecting the station area for local users and providing and linking public space.

Key characteristics:

- Wide pedestrian realm with landscaped or hardscaped buffer/furnishings area depending on use (more intensive use gets more hardscape)
- Street trees
- Street furniture and pedestrian-scale lighting
- Frequent pedestrian crossings, at each block and in some cases mid-block
- On-street parking
- Curb extension bulb-outs into parking lane at pedestrian crossings
- Minimal roadway width
- Slow speed limit - 25 m.p.h. or lower
- Range of frontage types allowed, depending on use:
 - Retail requires more transparency and frequent/direct entries, with occupiable and active yards.
 - Residential uses and office uses require fewer entries and less transparency



Examples of walkable mixed-use local streets, clockwise from top left: Salt Lake City, Utah; Emeryville, Calif.; Albuquerque, N.M.; Hillsboro, Ore.

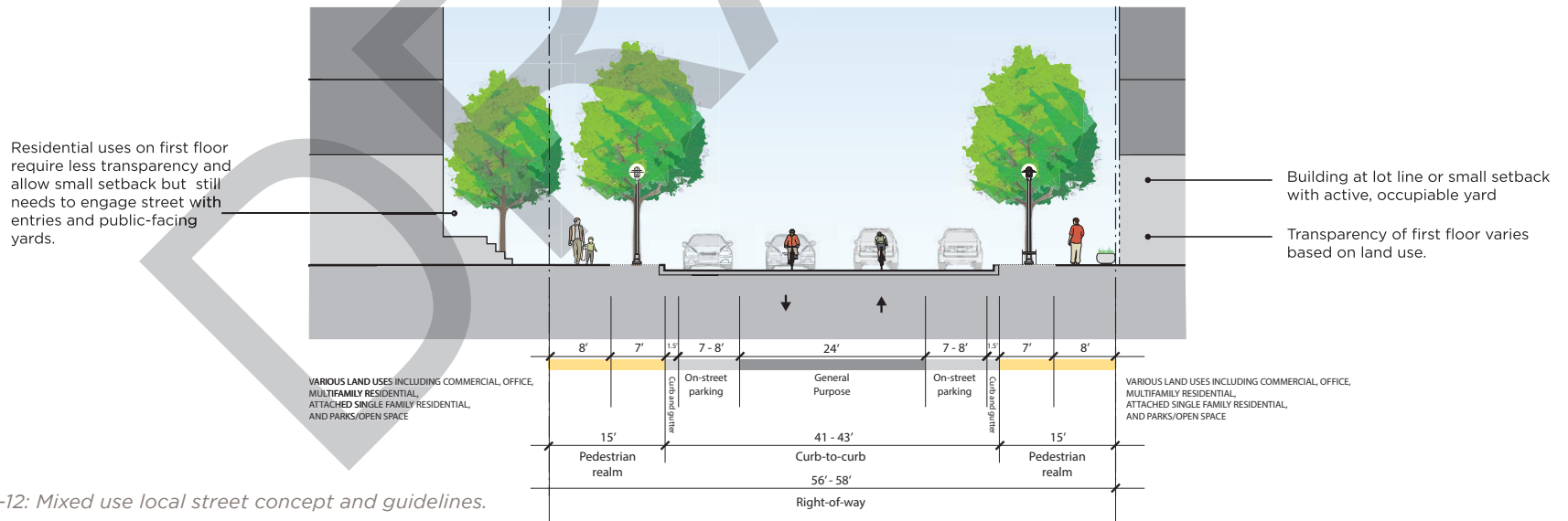


Figure EX-12: Mixed use local street concept and guidelines.

TRANSIT-ONLY WAY

A transit only way is a drive or street exclusively for the use of transit vehicles. In the Midvale station areas, transit-only drives are relevant to the bus pick-up at both stations. Transit-only drives tend to need a lot of width, especially if buses are turning around. They should be designed to accommodate the bus vehicles but also to support the pedestrian experience around the station.



Example of a transit-only way in Midvale's Bingham Junction station.

PUBLIC PARKS, PLAZAS AND OTHER SPACES

The heart of each station area should be a connected system of public spaces that include small parks, large and small plazas, and pedestrian-oriented streets. Each of these public spaces should be closely linked to the buildings around it - the larger the space, the more intensive the land uses that should surround it, with building entries facing the public space directly.



Examples of the variety of activated parks, plazas, and other public spaces that should be part of the connected public space network in the Midvale station areas.

PARKING ANALYSIS AND RECOMMENDATIONS

Township + Range completed an analysis of TOD parking strategies in comparable communities. The analysis identified four key considerations to a successful TOD parking policy: amount of parking; collectivization of parking; economics of parking; and design of parking. The recommendations consider Midvale’s existing standards, best practices for station area parking policy, and the station areas’ context in a suburban location. Based on this analysis Township + Range recommended several strategies to address parking in the two study areas. The full parking analysis can be found in Appendix C.

AMOUNT OF PARKING

The strategy to address this issue is to slightly modify the existing minimums; offer more opportunities for parking minimum reductions; and add parking maximums.

PARKING MINIMUMS AND MAXIMUMS

Residential

	W/IN .25 MI		OUTSIDE .25 MI	
	Min	Max	Min	Max
1 BR	0.75	1	1	1.25
2 BR	1	1.5	1.25	2
3 BR	1.25	2	1.5	2
4+ BR	1.5	2	1.75	2

- Senior unit - .25 spaces
- 1 guest space/4 units - but on-street is acceptable
- Project qualifies for within .25 mile standard if any part of the project is within .25 mile.

Non-residential

	MIN	MAX
Commercial	2.5 spaces/1000 leasable sf	4 spaces/1000 leasable sf
Office	2 spaces/1000 leasable sf	3.5 spaces/1000 leasable sf
Hotel	.75 space/room + 2 spaces/1000 separate net leasable building area	1 space/room + 3.5 spaces/1000 separate net leasable building area

* For all other uses, maximum is 1.5 times minimum.

* Consider exemption from maximum if parking is provided in a structure.

ADDITIONAL REDUCTIONS

Transportation demand management strategy

- See Economics of Parking below.

Affordable housing

- 50 percent reduction .

Alternative compliance/parking management plan

- Based on parking impact study undertaken by developer.
- Must accomplish purpose of parking standards or TOD zone better than standards themselves.

Total reduction

- Total reduction of parking minimums is limited to 50 percent of the minimums.

COLLECTIVIZATION OF PARKING

The strategy to address this issue is to expand and formalize the existing shared and on-street policies and to add a provision for off-site parking.

SHARED PARKING

- Keep shared parking provision.
- Allow staff to approve.
- Must be within 800 feet.
- Parking study to show complementary peak demand.

OFF-SITE PARKING ALLOWANCE

- Can accommodate 100 percent of parking off-site.
- Must be within 800 feet of the use.
- The location and terms of the off-site parking shall be specified in a written deed, lease or contract, signed and notarized by all affected property owners.

ON-STREET PARKING ALLOWANCE

- Below unit limit (10,000 sf), can accommodate all parking on-street, where available.
- Above the limit, can accommodate 25 percent of parking on-street for additional square feet on-street, where available. For example, for a 15,000 building, the parking required for the first 10,000 square feet can be accommodated on-street, while up to 25 percent of the parking required for the additional 5,000 square feet can be accommodated on-street.
- Residential guest spaces can be accommodated on-street.
- On-street spaces must be within, directly adjacent to, or as close as possible to the development.
- On-street spaces must be on new streets or streets fronted by non-single family residential uses.

PARKING BENEFIT DISTRICTS

- Long-term potential to develop a parking benefit district in one or both station areas. Members of the district (likely property owners) would pay into the district as an alternative to supplying parking on their own. This would

potentially be focused more on office/commercial/hotel; could be a better strategy in the 7200 South station area. Consider coupling this concept with the parking changes desired in the Main Street Small Area Plan to create a citywide district.

ECONOMICS OF PARKING

The strategy to address this issue is to add incentives to unbundle parking and create transportation demand management programs.

UNBUNDLING

- 25 percent reduction for unbundling parking from residential or commercial/office units.
- In the long term, consider requiring the unbundling of parking, as some cities are now requiring.
- Seek pilot project with which to test this approach and develop implementation measures.

TRANSPORTATION DEMAND MANAGEMENT PROGRAM

Reductions for TDM programs

- Paid parking for office uses – 25 percent reduction
- Office car share – 20 percent reduction
- Transit pass subsidy – 25 percent reduction
- Hotel transit program – 25 percent reduction
- Hotel car share – 25 percent reduction
- Hotel bike share – 10 percent reduction
- Up to total 50 percent reduction

City can take a leading role in TDM

- Example programs
- Administer programs in some cases
- Broker with UTA and others

DESIGN OF PARKING

The strategy to address this issue is to maintain the existing standards and expand them.

EXISTING DESIGN STANDARDS

- No parking in front setback of any building.
- Parking structures shall contain ground-level retail, office or display windows along all street-fronting facades of the parking structure.

ADDITIONAL PROVISIONS

- Buffer surface lots.
- Landscaping and trees in surface lots.
- Integrate low-impact development/green infrastructure into parking areas.

SUPPORTIVE POLICY

A key part of the station area parking strategy is to overcome the barriers to implementing the above policies and mitigate the side effects that may come from them.

Residential area parking mitigation

- Consider residential parking permit system in residential neighborhoods surrounding the station areas
- In some cases, consider delaying connections between some neighborhoods and station area

I. INTRODUCTION AND OVERVIEW

Midvale City is the nucleus of the transportation system for Salt Lake County. This is true for roads, trail and transit. Midvale’s location within the regional transportation system has shaped land use and development for all of Midvale’s history.

By the 1890’s, prior to incorporation the growing community was centered around the crossroads of the main D&RG rail line and the copper line coming out of Bingham Canyon – Bingham Junction. The transportation investment in rail contributed to significant population growth and commercial success in the community. Midvale’s historic Main Street was the area’s commercial center during this period.

In the 1910’s the precursor to US 89/State Street, the Arrowhead Trail, was created to connect Los Angeles, Las Vegas and Salt Lake City. This auto trail was a precursor to the national highway system with the Utah portions of the trail becoming US Highways 89 and 91 and other sections incorporated into I-15. With established auto routes and the growing popularity of the car the commercial center of many communities shifted towards the new highways. This happened in Midvale with attention shifting from historic Main Street near the smelter, mill and railroad junction east to the intersection of Center Street and State Street. This area was home to many of the shops and services local residents used on a daily basis.

A similar shift occurred with the advent of the Interstate system and the construction of an interchange at 7200 South. The commercial focus of the area shifted once again to 7200 South between I-15 and State Street.

Commercial and development patterns are shifting again in the valley. Part of the shift is due to the community’s investment in transit service but, as with the automobile and highway driven shifts towards suburbia there are demographic factors at play as well. New households are seeking a more urban experience including in suburban areas. They are seeking an intensity of activity that allows them to have one car or visit areas where they only have to park once to complete their errands or participate in social events.

Midvale along with the rest of the State is feeling pressure from current and future projected growth in population, households, employment and transportation demand. Figure 1 from the University of Utah Kem C. Gardner Policy Institute illustrates recent and projected future annual population change. In this graph you can see that in 2015 population growth was estimated to be just under 60,000 people statewide. The majority of the growth, about 37,000 people, is a result of “natural increase” or the net of statewide births less statewide deaths. The remaining approximately 21,000 new people in the state moved here from other areas of the country and world. The state is projected to continue experience total annual population growth of between 55,000 and 65,000 people annually.

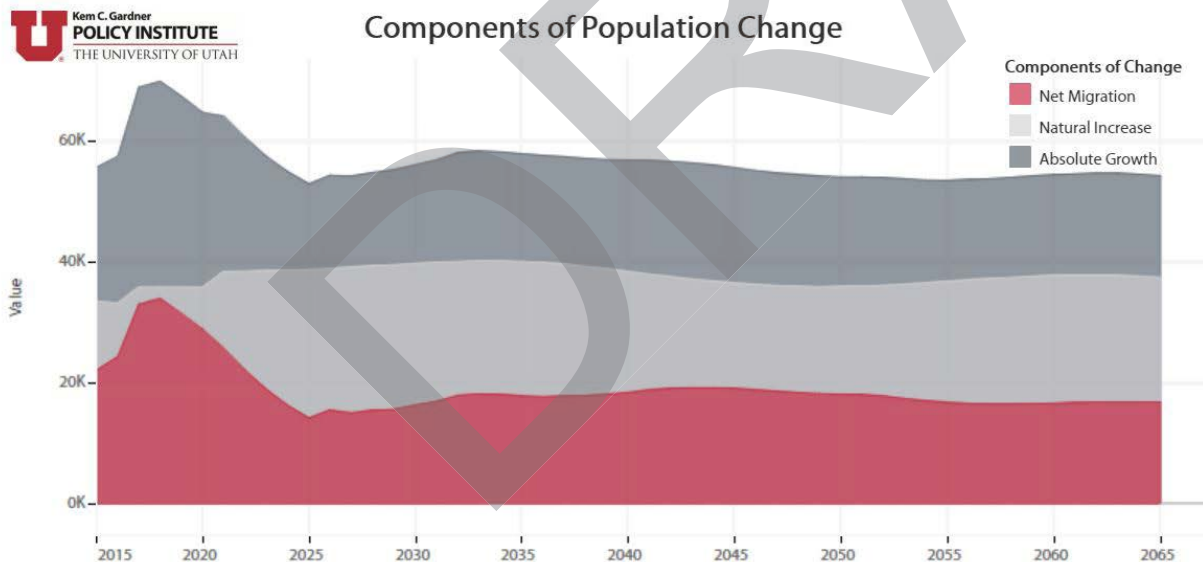


Figure 1 - Components of Population Change, Reprinted from Kem C. Gardner Institute

Growth in population is spread throughout the State. Figure 2 illustrates each of the State’s 27 counties’ projected share of statewide population between 2015 and 2065. Although Salt Lake County’s population is projected to continue to grow other areas of the state are projected to grow at a greater rate. The result is that Salt Lake County, which in 2015 was estimated to house 36.5 percent of the State’s population is projected to house 29.1 percent in 2065. Utah County, which in 2015 was estimated to house 19.5 percent of the statewide population is projected to almost equal Salt Lake County’s share in 2065 at 27.8 percent.

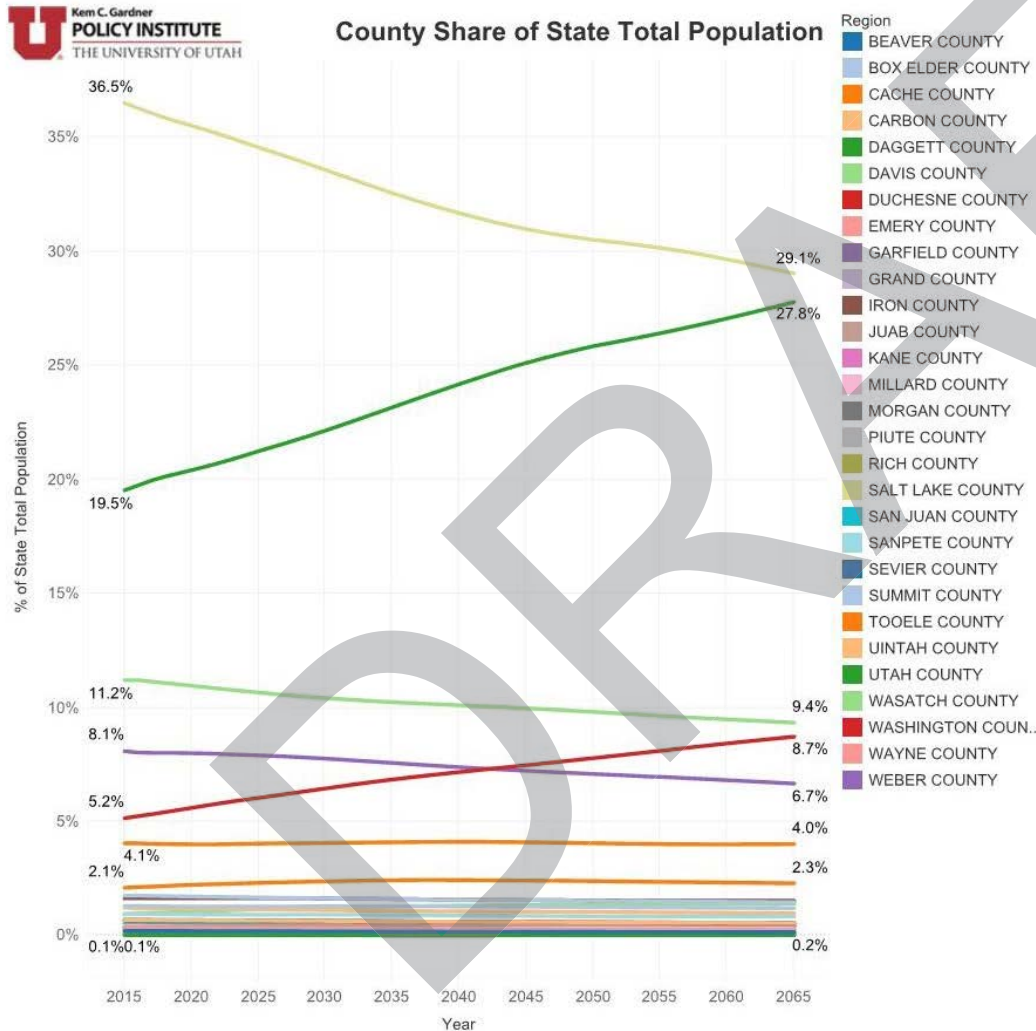


Figure 2 – County Share of State Total Population, Reprinted from Kem C. Gardner Institute

Within each county future population growth by city and town are estimated by the local planning council. In the case of Salt Lake County this is Wasatch Front Regional Council. In Table 1 you can see that an estimated 3 percent of Salt Lake County's total population resided in Midvale in 2016. Wasatch Front Regional Council projects that Midvale will continue to be home to approximately 3 percent of Salt Lake County's total population in 2040. This means an additional 16,119 people in an estimated 8,471 households will live in Midvale.

TABLE 1: POPULATION GROWTH BY AREA

	2016	2040	NEW PEOPLE
Salt Lake County	1,179,759	1,639,706	459,947
Midvale	36,635	52,753	16,119
Jordan Bluffs	0	2,500	2,500
7200 South Station Area	1,071	1,408	337
Center Street Station Area	1,098	1,565	467
Remainder of Midvale	34,466	46,880	12,427

Source: Wasatch Front Regional Council

The Wasatch Front Regional Council provides current and projected population for areas within Midvale as well. Table 1 also identifies current estimated and 2040 projected population for the two station study areas. The table includes future projected population on Midvale's remaining large development opportunity at Jordan Bluffs to provide insight into where the more than 16,000 future residents of Midvale might live.

Currently there are no households on the Jordan Bluffs site. Current plans indicate a projected 2,700 people could live there by 2040. The 7200 South and Center Street station areas are projected to continue to house about 3 percent of Midvale's population each. Midvale's remaining neighborhoods currently house 94 percent of the population. The development of the Jordan Bluff's area will take some growth pressure off Midvale's remaining neighborhoods. In 2040 the remainder of Midvale is projected to house approximately 89 percent of the total population.

Changing development forms, facilitated by the investment in transit, have left obsolete buildings and areas scattered around the valley, including Center Street and State Street and the 7200 South corridor from I-15 to State Street. These currently underutilized areas present an opportunity to accommodate anticipated growth in Midvale's population as well as provide employment, shopping and community resources to Midvale's current residents. The small area master plans resulting from this study will guide the transition of these two areas to return them to the vibrant community centers they once were.

DRAFT

II. PLANNING PROCESS

A public input intensive process was used to develop the recommendations for each of the study areas in this plan. Figure 3 is an organizational flow chart identifying the stakeholder group and public workshop structure of the planning process.



Figure 3 - Planning Organizational Chart

Each of the groups in Figure 3 reviewed and provided input at each step in the planning process. Figure 4 identifies the five basic steps in the process.



Figure 4 - Planning Process Chart

Step 1 – Existing Conditions & Market Opportunities focused on the current state of development in each of the station areas and current and projected real estate market conditions. The information generated in this step was provided to each of the planning groups to inform their discussions and recommendations. The Existing Conditions report is included as Appendix B to this Plan.

Step 2 – Visioning & Guiding Principles were initially developed by the Internal Stakeholder Committee and further refined by the Midvale & Transit Riding Community. The five principles developed for each of the station areas were used in the planning process to evaluate options and to inform recommendations.

Step 3 – Review & Feedback on Options occurred at all levels of the planning process organization chart. Three options for each station were developed that clearly differentiated between minimal new developed to complete transformation.

Step 4 – Identify Preferences & Recommendation was an interactive process at the Internal Stakeholder Committee and the Midvale & Transit Riding Community levels. The recommended plans for each of the station areas represent a consensus approach for the planning areas.

Step 5 – Submit Draft Plan for Review. This draft plan was presented and discussed the City Council on September 11, 2018.

A project website with the URL www.MidvaleStationPlans.org was created to provide updated information about the planning process and to generate feedback from interested parties. Over the course of the planning period 795 individuals visited the website. A summary of the comments and survey results are included as Appendix A to this document. A complete report including specific input can be found in Exhibit A of this Plan.

As part of the planning process the consulting team completed an analysis of parking needs in station areas. This analysis guides the estimated parking needs for future development in the planning areas and also informs recommended changes to Midvale station area zoning provisions. The complete Parking Analysis can be found as Appendix C to this Plan.

III. FUTURE STATION AREA OPTIONS

Phase 1 of the planning process identified a working vision for each station area as well as priority targeted land uses. During phase 1 the consulting team also completed an analysis of existing economic, real estate, and physical conditions of each of the planning areas. Existing conditions were used to inform discussions with the Internal and External Stakeholders as well as to inform the evaluation of the three planning options developed for each area.

The options differ based on intensity of future use as illustrated in height and density of development and the amount of human focused, public space included in the area.

7200 SOUTH STATION AREA

OPTION 1

Each alternative is meant to build on the impact of the one previous to provide a range of development options for the community. Figures 5 and 6 illustrate the lowest level of intensity of use and public infrastructure. As 7200 South Option 1, this alternative provides the least development impact of the three with a moderate scale of change.

7200 SOUTH OPTION 1

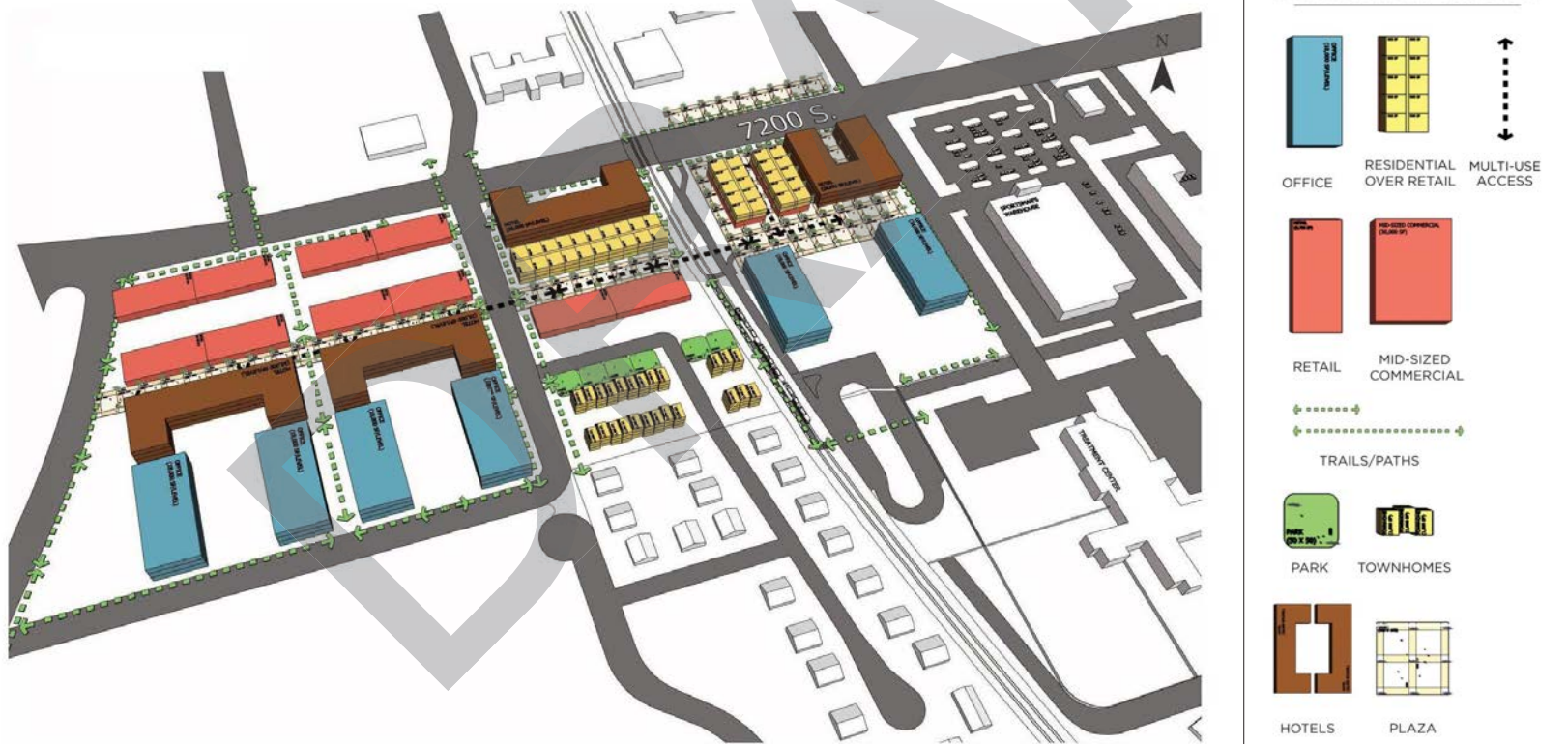


Figure 5 - 7200 South Station Area Option 1 - Perspective

7200 SOUTH OPTION 1

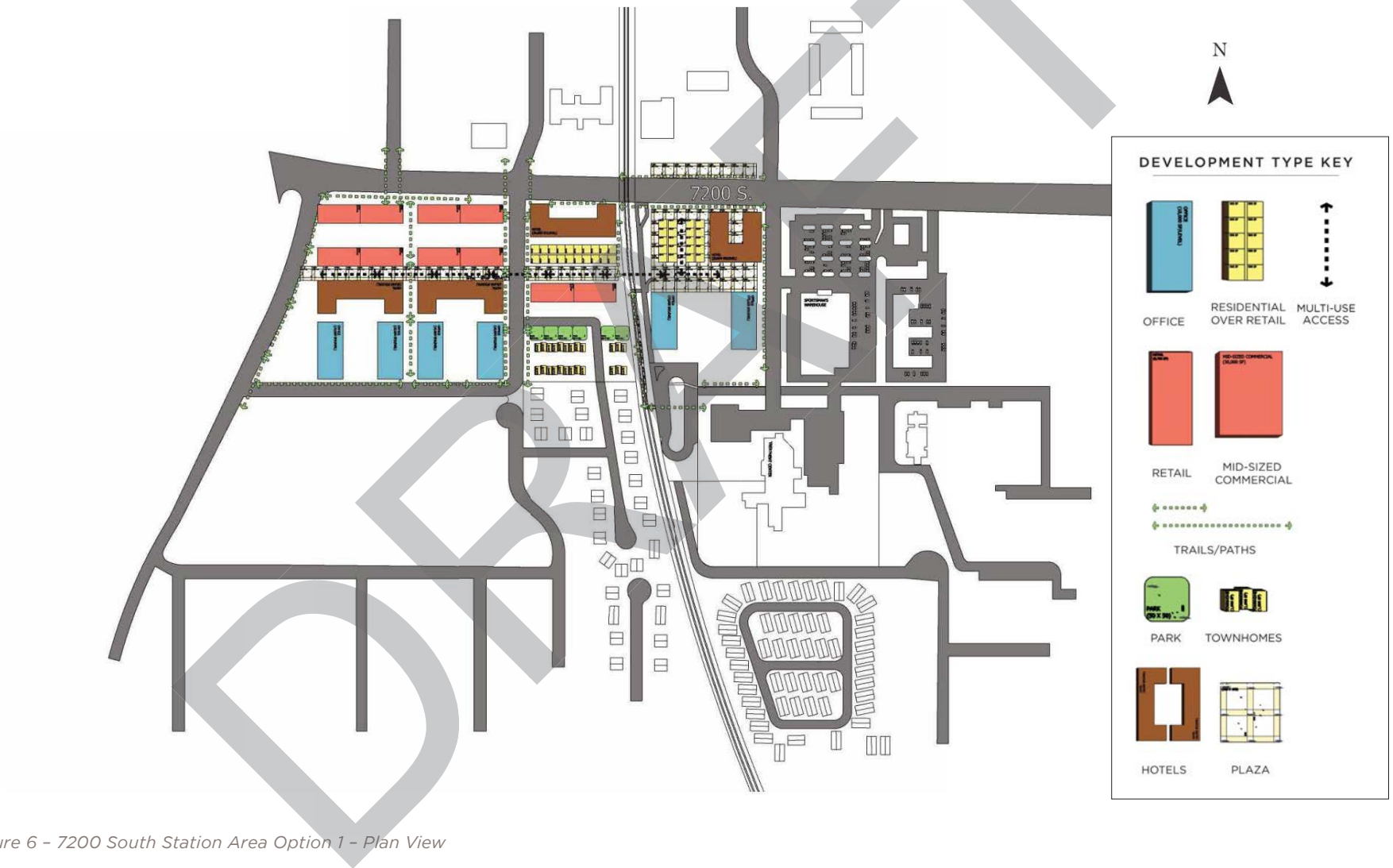


Figure 6 - 7200 South Station Area Option 1 - Plan View

The main focus of this option is the redevelopment of the UTA property to the east of the station and other key properties along 7200 South. One major element of this option is the shared road from Catalpa Road through the station area. This multi-use road can be extended east to State Street as redevelopment occurs in the 7200 South area.

Table 2 estimates residential units and square feet by land use in Option 1. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 2: 7200 SOUTH OPTION 1 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	124	118,800	3	8,471	1%
Office		324,000	2	483,000	67%
Hotel	507	312,000	2	998	51%
Retail		117,000	3	1,000,000	12%
Parking			4		
Public Space		192,500	4		

This new right of way exists in one form or another in each 7200 South Development Option and provides activation for the large blocks in the focus area. This new development corridor is the organizing feature for redevelopment of the station area and represents a significant investment in new public space.

OPTION 2

Figures 7 and 8 illustrate option 2 for the 7200 South Station area builds on the multi-use roadway extending from Catalpa through the station area. The option includes additional intensity of use throughout the station area.

7200 SOUTH OPTION 2

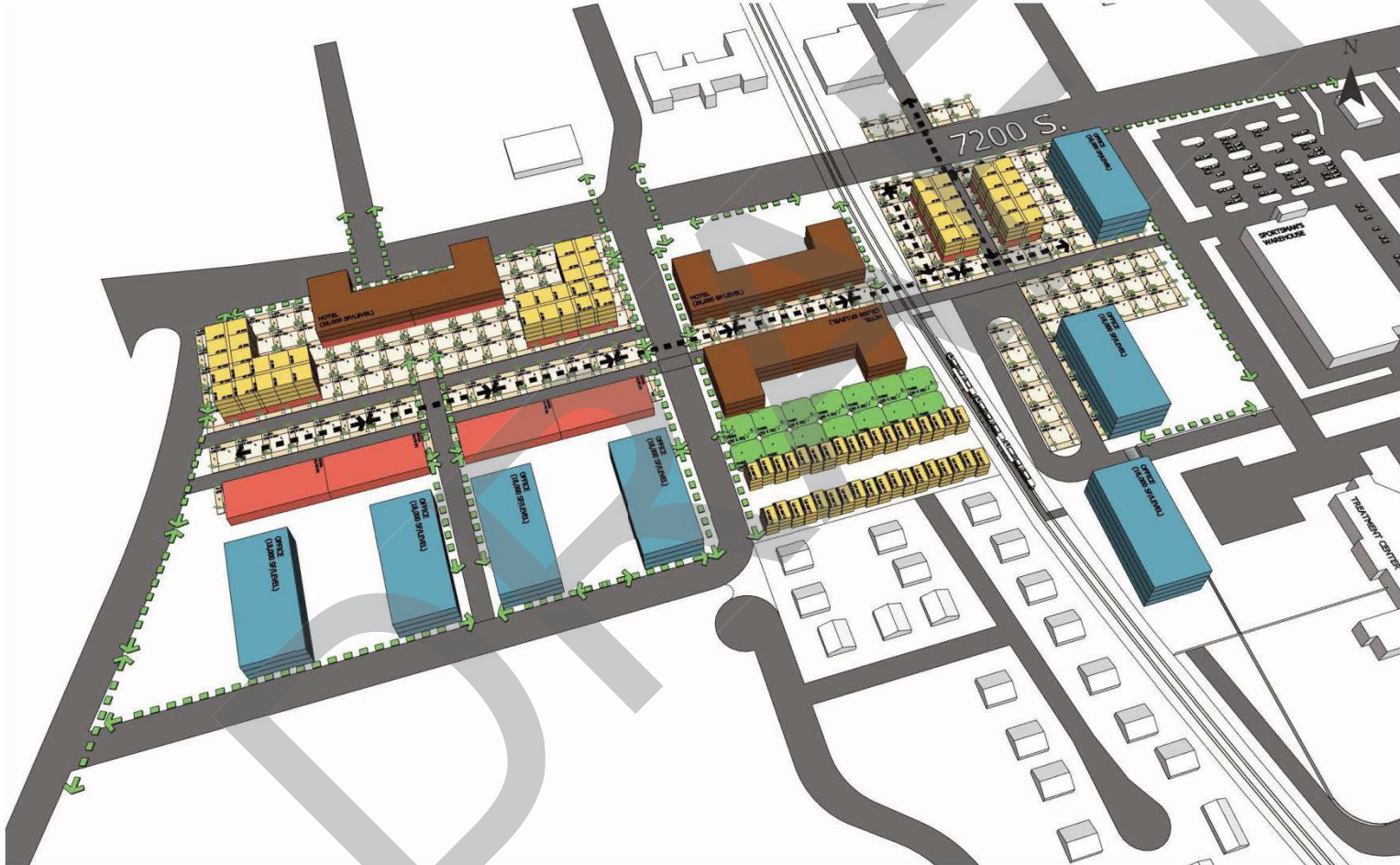


Figure 7 - 7200 South Station Area Option 2 - Perspective

7200 SOUTH OPTION 2

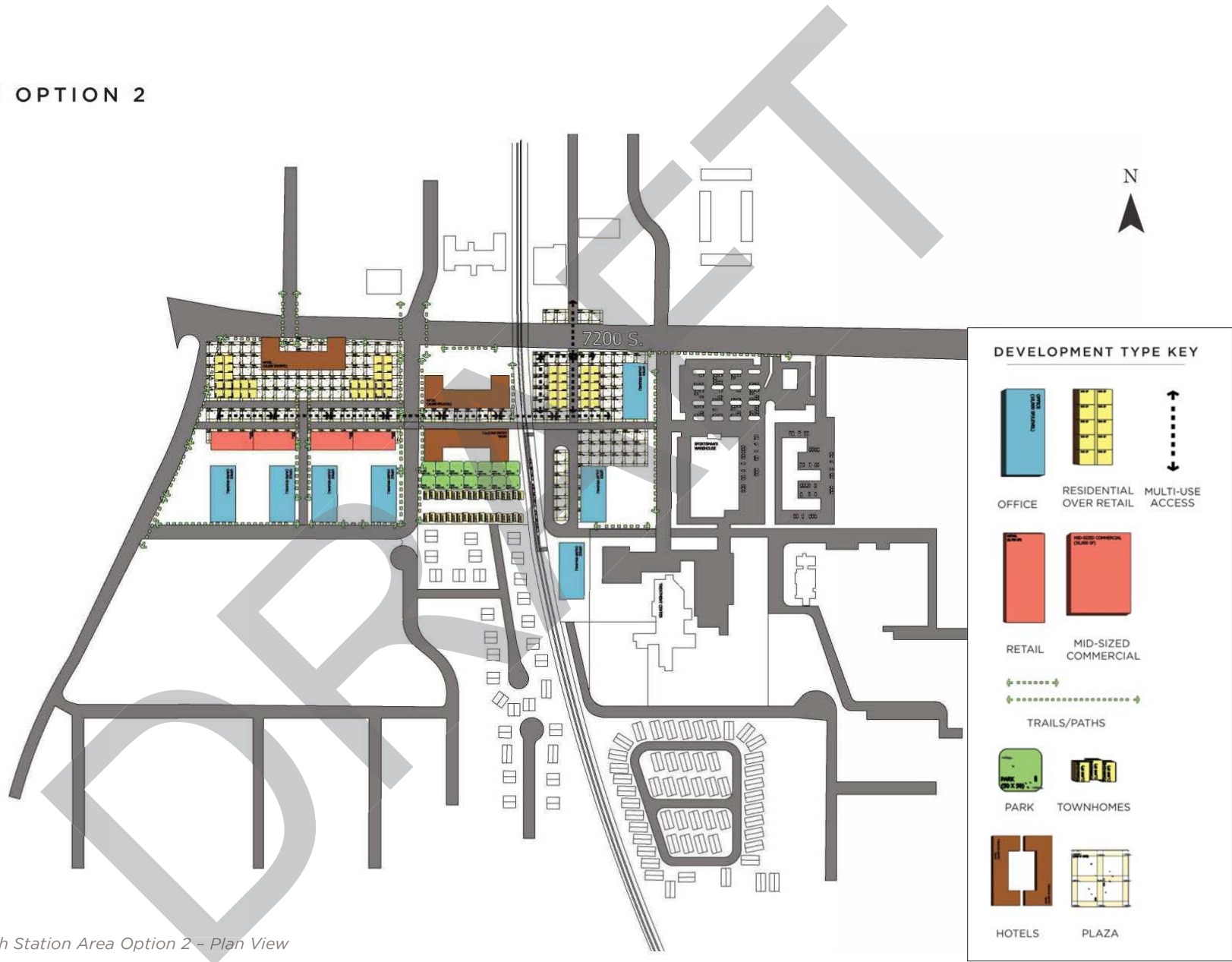


Figure 8 - 7200 South Station Area Option 2 - Plan View

The multi-use roadway concept introduced in Option 1 is expanded in Option 2 to allow for more intensive uses. The focus of the public space should be on outdoor recreation and as a “basecamp” for visitors to the hotels restaurants and shops in the area.

Table 3 estimates residential units and square feet by land use in Option 2. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 3: 7200 SOUTH OPTION 2 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	224	212,400	5	8,471	3%
Office		432,000	3	483,000	89%
Hotel	338	208,000	2	998	34%
Retail		107,900	2	1,000,000	11%
Parking			4		
Public Space		360,000	8		

Option 2 includes 8 acres of plaza space as an amenity for all Midvale City residents, hotel guests and area employees. Amenities in the public space should reflect the station area brand – outdoor recreation. Amenities could include ice skating, a rock wall, or even a kayaking river.

The addition of the new right of way and substantial plaza space improves connectivity throughout the area. A new road connects the corridor to Millennium Way and provides easy access from the new office spaces. The bus circle originally located just south of the station is moved north to allow passengers to disembark directly adjacent the station.

OPTION 3

Figures 9 and 10 represent Option 3 for the 7200 South Station area, which further expands on the multi-use roadway extending from Catalpa through the station area. The option includes significant intensity of use along the 7200 South frontage and an expanded multi-use roadway concept.

7200 SOUTH OPTION 3

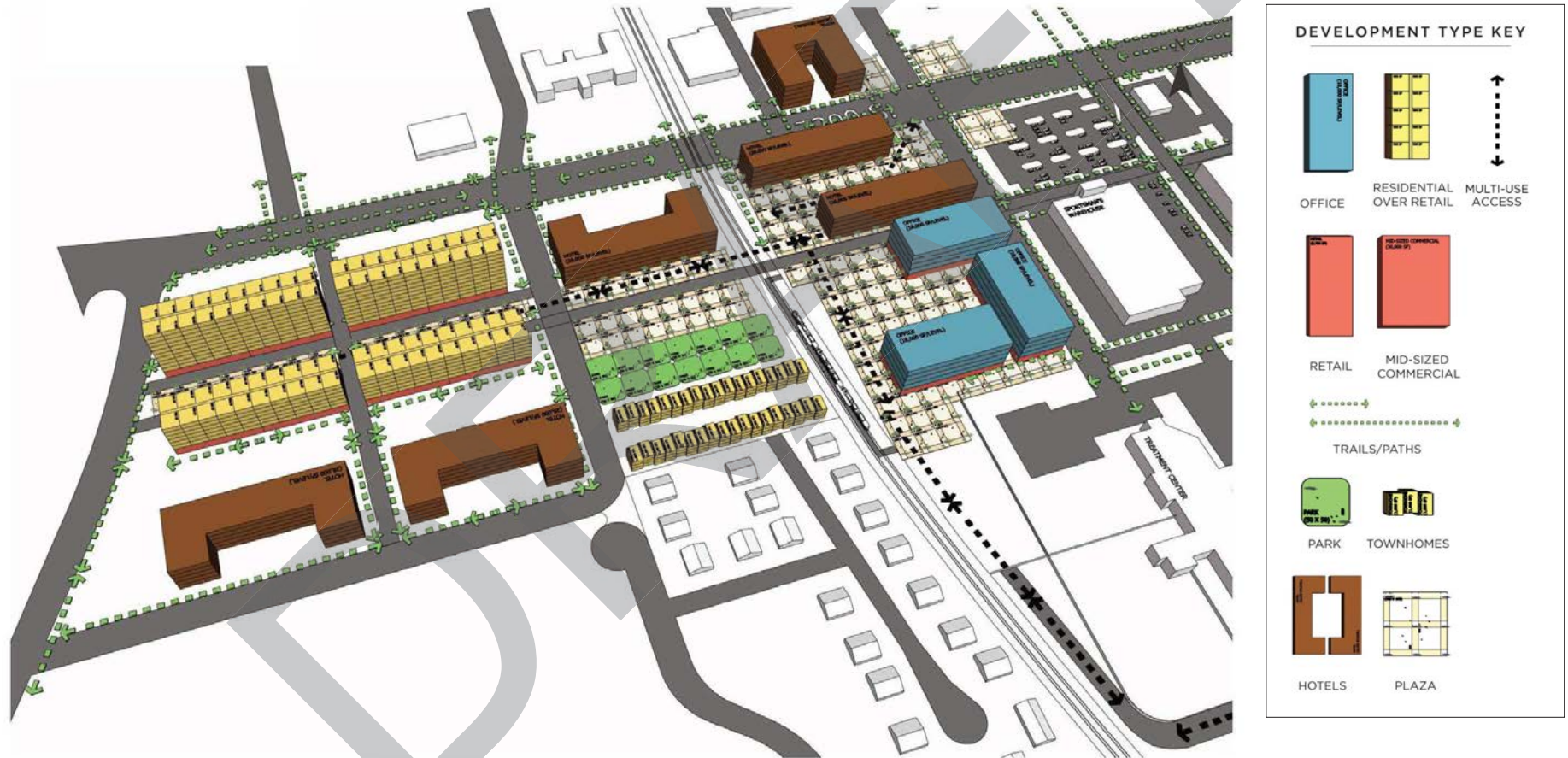


Figure 9 - 7200 South Station Area Option 3 - Perspective

7200 SOUTH OPTION 3

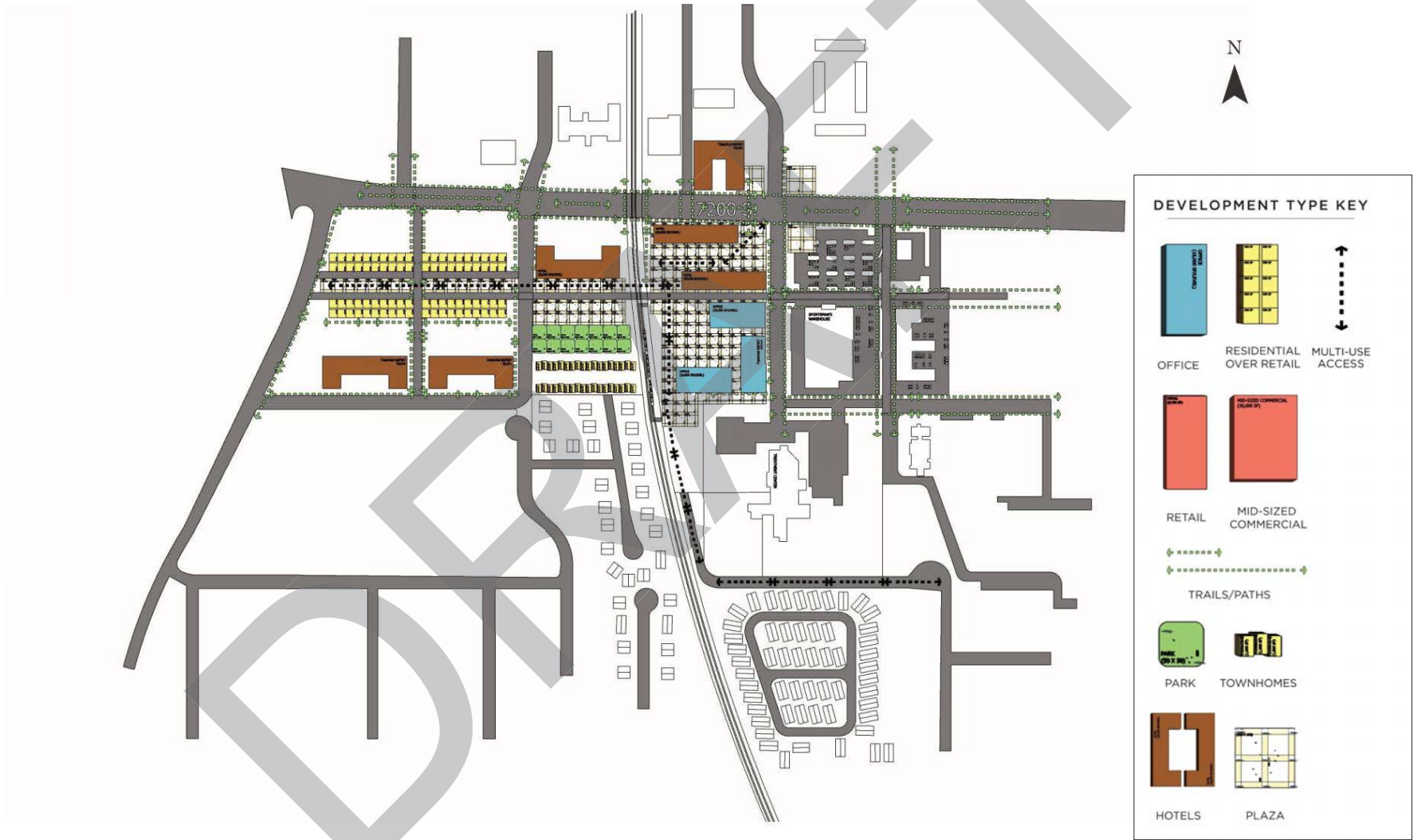


Figure 10 - 7200 South Station Area Option 3 - Plan View

Option 3 for the 7200 South station area is a full district redevelopment on both sides of 7200 South and the rail line. The scenario includes a new pedestrian-oriented road similar to Option 2; however, this option includes more intense massing along the corridor.

The entire area, including old pedestrian infrastructure, benefits from network improvements and additions, new pedestrian-oriented streets and numerous plaza spaces. Many new 7200 South crossings are implemented.

Table 4 estimates residential units and square feet by land use in Option 3. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 4: 7200 SOUTH OPTION 3 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	OPTION 1	OPTION 2	OPTION 3
Residential	876	799,200	18	8,471	10%
Office		216,000	1	483,000	45%
Hotel	748	460,000	3	998	75%
Retail		132,000	3	1,000,000	13%
Parking			5		
Public Space		385,000	9		

More intensive use of property in the station area results in additional public and private investment. Accordingly, Option 3 includes a public plaza not seen in Options 1 and 2, located directly west of the transit station.

PUBLIC RESPONSE

As seen in Table 5 input from attendees of the external stakeholders meeting and online demonstrated a preference for Option 2 in most categories. The preferred solution is a combination of Options 2 and 3 using the public space network of 3 and the intensity of future use of 2.

TABLE 5: SUMMARY OF 7200 SOUTH AREA SURVEY RESULTS - COMPARATIVE QUESTIONS

	OPTION 1	OPTION 2	OPTION 3
Which option would best achieve a positive major transformation of the area?	8%	67%	25%
Which option would strike the best balance between cars and human spaces?	11%	62%	27%
Which option is best internally connected?	0%	47%	53%
Which option makes the future development a neighborhood asset?	8%	61%	32%
Which option would engage redevelopment of the area?	11%	37%	53%
Which option best supports potential for a “Recreation and Hospitality Hub” brand?	15%	46%	38%

KEY TAKEAWAYS

The public input process also measured opinions on specific land uses summarized in Table 6. Redevelopment of the station area with the following uses enjoys significant public support:

- Office
- Hotel/Hospitality
- Recreation
- Market-rate housing
- Public space

TABLE 6: COMPARISON OPTIONS LAND USES

	NOT ENOUGH	JUST RIGHT	TOO MUCH
Option 1 Housing is:	59%	38%	3%
Option 2 Housing is:	26%	71%	3%
Option 3 Housing is:	5%	20%	75%
Option 1 Office is:	27%	51%	22%
Option 2 Office is:	20%	45%	35%
Option 3 Office is:	29%	71%	0%
Option 1 Retail is:	21%	61%	18%
Option 2 Retail is:	50%	42%	8%
Option 3 Retail is:	35%	62%	3%
Option 1 Public Space is:	76%	24%	0%
Option 2 Public Space is:	21%	79%	0%
Option 3 Public Space is:	13%	63%	24%

The location and intensity of each of the uses must be carefully considered. Public input has indicated that the intensities summarized in Table 7 are preferred.

TABLE 7: PREFERRED INTENSITY BY LAND USE - 7200 SOUTH

LAND USE	UNITS	SF	ACRES
Residential	224	212,400	5
Office		216,000	1
Retail		124,500	3
Human Designed Public Space		360,000	8
Total Developed			17

GSBS completed preliminary planning level pro forma analysis of the viability of each of the options in the private development market. The analysis used the rental rates and market opportunity identified in the existing conditions analysis as inputs to the pro-forma. The inputs and full description of the pro forma analysis can be found in Appendix B. Table 8 summarizes the results for each of the 7200 South Station Area options.

TABLE 8: 7200 SOUTH OPTIONS FUTURE VALUE

LAND USE	OPTION 1	OPTION 2	OPTION 3
Residential	\$25,327,660	\$45,753,191	\$138,076,596
Office	\$92,821,119	\$123,761,492	\$61,880,746
Hotel	\$221,304,177	\$147,536,118	\$510,701,947
Retail/Restaurant	\$247,806,354	\$228,532,526	\$279,576,399
Total Private Value	\$587,259,310	\$545,583,328	\$990,235,688
Total Future Assessed Value	\$575,861,863	\$524,994,392	\$928,101,220
Midvale 2017 Ad Valorem Tax Rate	0.001309	0.001309	0.001309
Estimated Annual Midvale City Property Tax	\$753,803	\$687,218	\$1,214,884
Years to Pay for Public Space	12	25	15

As can be seen in the comparison table, Option 3 would generate the highest new taxable value for the City and pay back the investment in new public space in 15 years (assuming Midvale City participation only.)

SUMMARY OF OPPORTUNITY

Implementation of the preferred level of future development in the 7200 South Station Area will depend on real estate market forces and the ability of developers to gain ownership of area properties. Demand for the homes, office space and shops in the planning area is expected to remain high. Table 9 identifies the anticipated market share for the preferred intensity of future development.

TABLE 9: MARKET SHARE OF PREFERRED DEVELOPMENT - 7200 SOUTH

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	224	212,400	5	8,471	3%
Office		216,000	1	483,000	45%
Retail		124,500	3	1,000,000	12%
Hotel	338	208,000	2	998	34%
Total Private Development		760,900	11		
Public Space		385,000	9		

Table 10 provides the planning level preliminary pro forma for the preferred development at 7200 South. The public space investment is comparable to the investment assumed in 7200 South Development Option 3 but the intensities of future use are closer to the values of 7200 South Development Option 2.

TABLE 10: 7200 SOUTH STATION AREA PREFERRED OPTION PRO FORMA SUMMARY

LAND USE	INVESTMENT COST	FUTURE DEVELOPMENT VALUE
Residential	\$37,170,000	\$42,893,617
Office	\$37,800,000	\$58,013,199
Hotel	\$36,400,000	\$127,864,636
Retail/Restaurant	\$21,787,500	\$24,014,750
Development Parking	\$74,415,000	\$0
Total Private Cost/Value	\$207,572,500	\$252,786,203
Public Space	\$18,000,000	\$0
Total Future Assessed Value		\$233,484,075
Midvale 2017 Ad Valorem Tax Rate		0.001309
Estimated Annual Midvale City Property Tax		\$305,631
Public:Private Leverage	\$12	
Years to Pay Back Public Investment		59

The years to pay back public investment is longer than any of the three options presented during the planning process. Increased intensity of activity close to the 7200 South frontage and at the station will increase the future development value, increase public/private leverage and decrease the years to pay back the public investment. Other strategies to decrease the years to pay back public investment include creating a partnership with other taxing entities including UTA and Salt Lake County to participate in the project.

CENTER STREET OPTION 1



Figure 11 - Center Street Station Area Option 1 - Perspective

CENTER STREET STATION AREA
 OPTION 1

Each alternative is meant to build on the impact of the one previous to provide a range of development options for the community. Figures 11 and 12 represent Center Street Option 1, this alternative provides the least development impact of the three with a moderate scale of change. This option is closest to recent development patterns in the area.

CENTER STREET OPTION 1



Figure 12 - Center Street Station Area Option 1 - Plan View

Option 1 does not represent a significant increase in intensity of use. Because the option represents minimal new private investment in the area, it also includes minimal new public infrastructure and amenities.

Table 11 estimates residential units and square feet by land use in Option 1. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 11: CENTER STREET OPTION 1 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	79	82,800	2	8,471	1%
Office		54,000	1	483,000	11%
Hotel	0	0	0	998	0%
Retail		70,000	2	1,000,000	7%
Parking			2		
Public Space		145,000	3		

Development is evenly distributed on both sides of Center Street and is comprised of four new multifamily housing buildings, a mid-sized commercial building, and an office building. The Post Office remains untouched amidst the new developments. New townhomes are placed along Maple Street east of Center.

Connectivity considerations for this option include improvements at existing intersections, with a focus on enhancing the Center Street pedestrian crossing experience. This option includes the new Center Street crossing directly west of the rail line. Plaza space is positioned at all corners of the Center Street State Street intersection and continues west down Center Street. Another new Center Street crossing is added to connect the new residential developments on either side and a pedestrian corridor continues between this new housing on either side of Center St.

The station property is not reconfigured in this option, although the western parking lot may be utilized for temporary public space. Pedestrian access to the station is enhanced with new open space placed between State Street and the station area.

OPTION 2

Option 2 provides a moderate scale of change with new development focused along State Street north of Center Street and in the triangle of parcels directly adjacent to the Center Street Station to the east. While Option 1 provides limited change, as seen in Figures 13 and 14, Option 2 provides moderate levels of change focused mainly on the eastern side of the rail line.

CENTER STREET OPTION 2



Figure 13 - Center Street Station Area Option 2 - Perspective

CENTER STREET OPTION 2

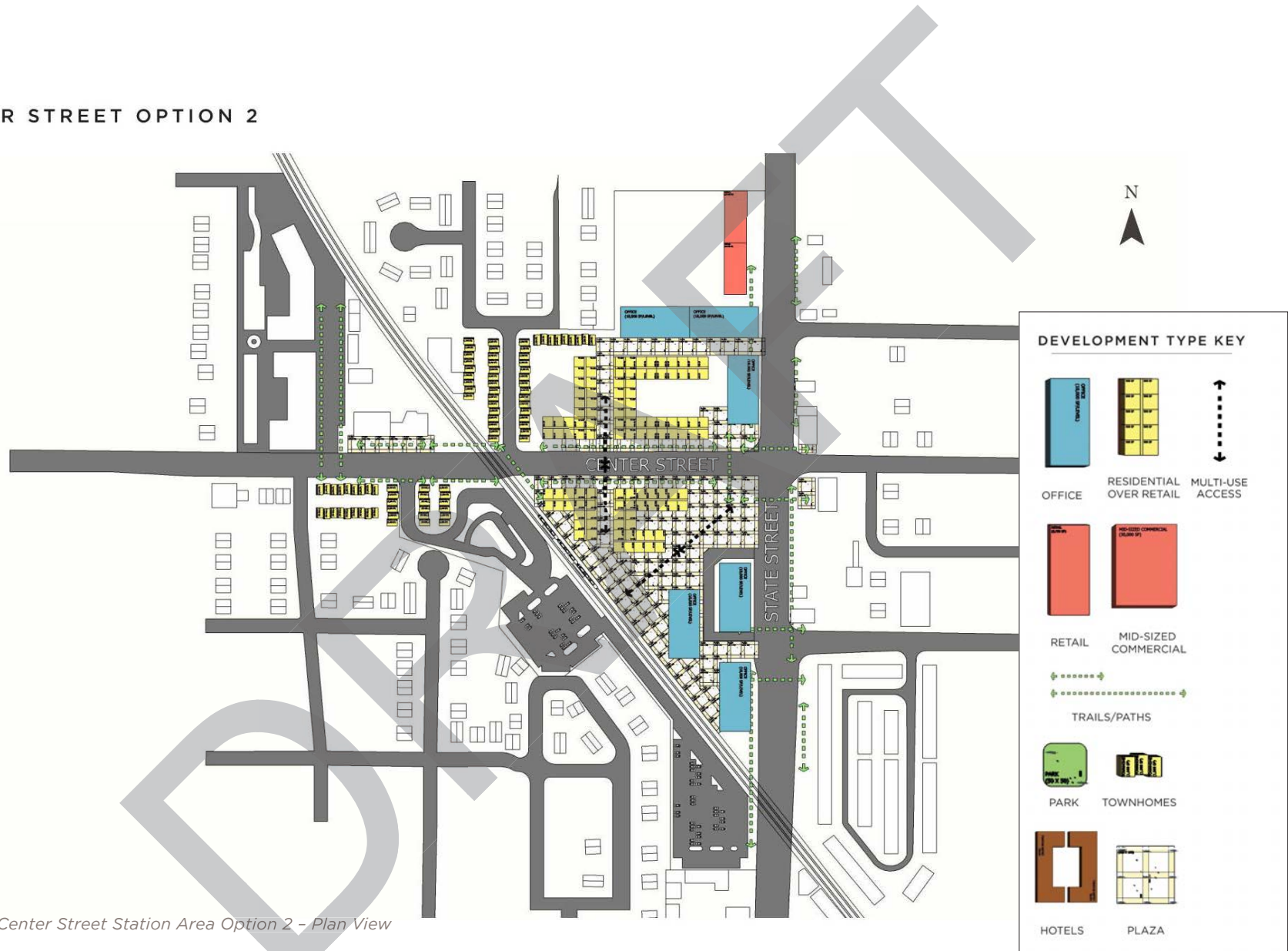


Figure 14 - Center Street Station Area Option 2 - Plan View

Table 12 estimates residential units and square feet by land use in Option 2. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 12: CENTER STREET OPTION 2 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	428	399,600	9	8,471	5%
Office		216,000	5	483,000	45%
Hotel	0	0	0	998	0%
Retail		70,150	2	1,000,000	7%
Parking			3		
Public Space		340,000	8		

In this option the station platform is reoriented to the east. A plaza is integrated into the area with surrounding new development. The benefit of this layout is a new view corridor from the corner of State and Center Street through to the station platform plaza area, drawing activity through from State Street.

This option maintains human space strategies from Option 1, i.e. existing intersections are improved, and human designed space is incorporated in front of Joe Morley's. The new Center Street pedestrian crossing directly west of the rail line is also maintained to boost connectivity in the area and allows easy access from new townhome developments to transit.

This option, as with Option 1, creates additional connectivity across Center Street north of the rail line. This new pedestrian friendly road creates the opportunity for living and shopping away from the high traffic volumes on State Street.

OPTION 3

Option three is a complete transformation of the Center Street Station area. As seen in Figures 15 and 16 the option includes lower density buffers adjacent to existing single-family neighborhoods. The most intense portion of this development scenario is located along State Street. At the tallest, these buildings are 10 stories above a retail level. As they move closer to existing residential areas the buildings step down to 6 and then 4 stories and eventually to townhomes.

CENTER STREET OPTION 3



Figure 15 – Center Street Station Area Option 3 – Perspective

CENTER STREET OPTION 3

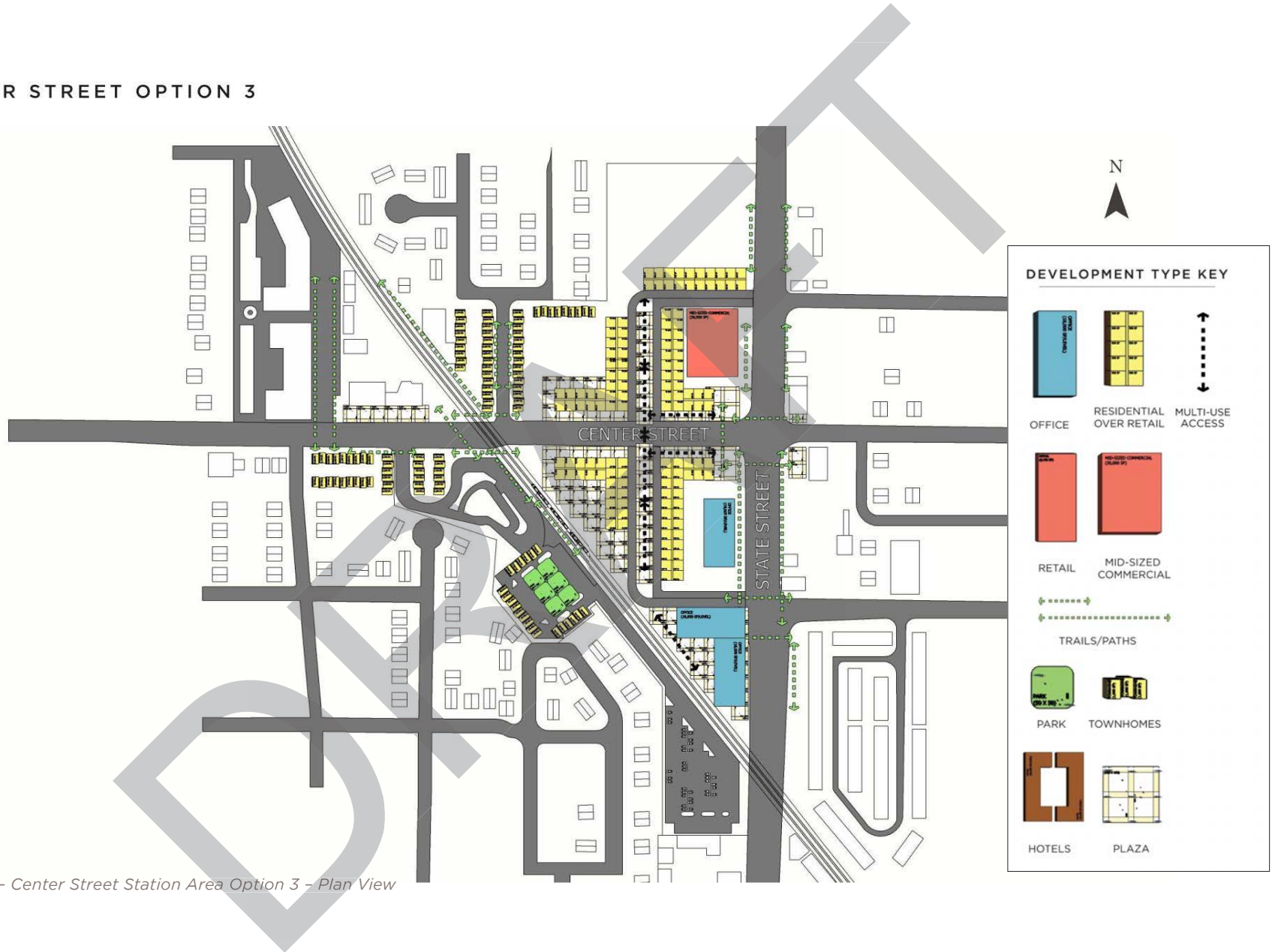


Figure 16 - Center Street Station Area Option 3 - Plan View

This option transforms part of the current Center Street station area parking lot into a new townhome neighborhood. The need for a grocery store in one of the two station areas was identified in the public input process. With the increased density of this option, a new grocery store was included in this option.

Table 13 estimates residential units and square feet by land use in Option 3. The table also includes projected 2040 growth by land use type in Midvale and how much of future need is met by the option.

TABLE 13: CENTER STREET OPTION 3 DEVELOPMENT TYPES AND INTENSITY

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	961	885,600	20	8,471	11%
Office		270,000	6	483,000	56%
Hotel	0	0	0	998	0%
Retail		96,300	2	1,000,000	10%
Parking			2		
Public Space		177,500	4		

Once again, the station platform is reoriented to the east with significant public space adjacent to the new, more intense development along the State Street frontage. Because of the significant new investment represented in this option, additional public space is viable. The focus of this new public space should reinforce the preferred brand for this area as a new village within Midvale.

PUBLIC RESPONSE

As seen in Table 14, input from attendees of the external stakeholders meeting and online demonstrated a preference for Option 3. Option 3 is the most intensive future use including a new street grid that connects the east side of State Street to the station area and the north side of Center Street to new development on the current Post Office location.

TABLE 14: SUMMARY OF CENTER STREET AREA SURVEY RESULTS - COMPARATIVE QUESTIONS

COMPARATIVE QUESTION	OPTION 1	OPTION 2	OPTION 3
Which option would be most awake and vibrant?	0%	8%	92%
Which option would be the most charming and good for pedestrians?	4%	24%	72%
Which option would best represent positive transformation over time?	4%	35%	61%
To which option would you most want your neighborhood connected?	17%	26%	57%
Which option would engage redevelopment of the area?	0%	22%	78%
Which option best supports potential for a “Neighborhood Village” brand?	9%	22%	70%

KEY TAKEAWAYS

The public input process also measured opinions on specific land uses summarized in Table 15. Redevelopment of the station area with the following uses enjoys significant public support:

- Office
- Retail
- Market-rate housing
- Public space

TABLE 15: COMPARISON OPTIONS LAND USES

	NOT ENOUGH	JUST RIGHT	TOO MUCH
Option 1 Housing is:	66%	17%	17%
Option 2 Housing is:	37%	52%	11%
Option 3 Housing is:	4%	52%	44%
Option 1 Office is:	75%	21%	4%
Option 2 Office is:	16%	40%	44%
Option 3 Office is:	17%	83%	0%
Option 1 Retail is:	57%	43%	0%
Option 2 Retail is:	48%	48%	4%
Option 3 Retail is:	26%	74%	0%
Option 1 Public Space is:	64%	29%	7%
Option 2 Public Space is:	15%	35%	50%
Option 3 Public Space is:	13%	83%	4%

The only land use type for which there was a difference of opinion is housing. An equal number of people felt the Option 2 level of intensity for housing (428 units) was just right as felt the Option 3 level (961 units) was just right. This difference was resolved in the discussion surrounding housing. Most participants preferred the lay-out and location of housing in Option 3 with a combination of the building heights in Options 2 and 3 (a little taller than 2 and a little lower than 3.) The location and intensity of each of the uses must be carefully considered. Public input has indicated that the intensities summarized in Table 16 are preferred.

TABLE 16: PREFERRED INTENSITY BY LAND USE - CENTER STREET

LAND USE	UNITS	SF	ACRES
Residential	695	642,600	15
Office		270,000	6
Retail		96,300	2
Human Designed Public Space		177,500	4
Total Developed			27

GSBS completed preliminary planning level pro forma analysis of the viability of each of the options in the private development market. The analysis used the rental rates and market opportunity identified in the existing conditions analysis as inputs to the pro-forma. The inputs and full description of the pro forma analysis can be found in Appendix B. Table 17 summarizes the results for each of the Center Street Station Area options.

TABLE 17: CENTER STREET OPTIONS FUTURE VALUE

LAND USE	OPTION 1	OPTION 2	OPTION 3
Residential	\$19,812,766	\$87,421,277	\$196,289,362
Office	\$144,388,407	\$61,880,746	\$77,350,933
Retail/Restaurant	\$211,800,303	\$148,577,912	\$203,963,691
Total Private Value	\$376,001,476	\$297,879,935	\$477,603,986
Total Future Assessed Value	\$367,085,731	\$258,540,360	\$389,273,773
Midvale 2017 Ad Valorem Tax Rate	0.001309	0.001309	0.001309
Estimated Annual Midvale City Property Tax	\$480,515	\$338,429	\$509,559
Years to Pay for Public Space	14	49	17

As can be seen in the comparison table, Option 3 would generate the highest new taxable value for the City and pay back the investment in new public space in 17 years (assuming Midvale City participation only.)

SUMMARY OF OPPORTUNITY

Implementation of the preferred level of future development in the Center Street Station Area will depend on real estate market forces and the ability of developers to gain ownership of area properties. Demand for the homes, office space and shops in the planning area is expected to remain high. Table 18 identifies the anticipated market share for the preferred intensity of future development.

TABLE 18: MARKET SHARE OF PREFERRED DEVELOPMENT - CENTER STREET

LAND USE	UNITS	SF	ACRES	2040 GROWTH PROJECTION	% OF 2040 GROWTH PROJECTION
Residential	695	642,600	15	8,471	8%
Office		270,000	6	483,000	56%
Retail		96,300	2	1,000,000	10%
Total Private Development		1,008,900	23		

Table 19 provides the planning level preliminary pro forma for the preferred development at Center Street. The public space investment is comparable to the investment assumed in Center Street Development Option 3 but the intensities of future use are lower than Option 3 and higher than Option 2.

TABLE 19: CENTER STREET STATION AREA PREFERRED OPTION PRO FORMA SUMMARY

LAND USE	INVESTMENT COST	FUTURE DEVELOPMENT VALUE
Residential	\$112,455,000	\$132,989,362
Office	\$47,250,000	\$72,516,499
Hotel	\$0	
Retail/Restaurant	\$16,852,500	\$18,575,265
Development Parking	\$74,415,000	\$0
Total Private Cost/Value	\$250,972,500	\$224,081,126
Public Space	\$8,875,000	\$0
Total Future Assessed Value		\$164,235,913
Midvale 2017 Ad Valorem Tax Rate		0.001309
Estimated Annual Midvale City Property Tax		\$214,985
Public:Private Leverage	\$28	
Years to Pay Back Public Investment		41

The years to pay back public investment is longer than Options 1 and 3 presented during the planning process. Increased intensity of activity close to the State Street and Center Street frontage and at the station will increase the future development value, increase public/private leverage and decrease the years to pay back the public investment. Other strategies to decrease the years to pay back public investment include creating a partnership with other taxing entities including UTA and Salt Lake County to participate in the project.

IV. RECOMMENDED STATION AREA PLANS

The Midvale Station Area Planning process generated several key findings relating to the vision and brand, preferred future land uses and intensities and public infrastructure for each of the station areas. The plans will guide future development in each of the areas as new development and investment occurs. The plans will also guide public investment in each of the areas.

The City has several tools to use in implementing the plans. These include directly funding some of the public infrastructure projects, participating in public-private partnerships to fund other elements of the public infrastructure in the plan, imposing zoning requirements on private developers to achieve the design and development types desired and partnering with other public agencies to fund and implement other elements such as improvements to the UTA-owned station areas and new recreation opportunities.

7200 SOUTH STATION AREA PLAN

The 7200 South Station area presents a redevelopment opportunity. To maximize the value of past infrastructure investments and address increasing traffic pressure, the area should be redeveloped to enhance pedestrian and bicycle access.

Redevelopment of the area should be consistent with this Station Area Plan based on the vision and goals of the community living, working and using the station area.

VISION, GOALS AND OBJECTIVES

Goals and objectives were identified for each of the final vision statements.

1. Transformative through urban design and land use.

- a) Intensify land uses
- b) Diversify land uses
- c) Refocus land uses to human scale
- d) Improve pedestrian and bicycle access

e) Update parking standards to reflect improved access to station platform including:

1. Parking Minimums and Maximums:

Residential

	W/IN .25 MI		OUTSIDE .25 MI	
	Min	Max	Min	Max
1 BR	0.75	1	1	1.25
2 BR	1	1.5	1.25	2
3 BR	1.25	2	1.5	2
4+ BR	1.5	2	1.75	2

- Senior unit - .25 spaces
- 1 guest space/4 units - but on-street is acceptable.
- Project qualifies for w/in .25 mile standard if any part of project is within .25 mile.

Non-residential

	MIN	MAX
Commercial	2.5 spaces/1000 leasable sf	4 spaces/1000 leasable sf
Office	2 spaces/1000 leasable sf	3.5 spaces/1000 leasable sf
Hotel	.75 space/room + 2 spaces/1000 separate net leasable building area	1 space/room + 3.5 spaces/1000 separate net leasable building area

2. Additional reductions:

1. 50 percent affordable housing allowable reduction.
2. Alternative compliance management plan:
 - a. Based on parking impact study undertaken by developer.
 - b. Must accomplish purpose of parking standards or TOD zone better than standards.
3. Total reduction of parking minimums is limited to 50 percent of the minimums.

3. Shared parking:

1. Keep shared parking provision.
2. Allow staff to approve.
3. Must be within 800 feet.
4. Parking study to show complementary peak demand.

4. Off-site parking allowance:

1. Can accommodate up to 100 percent of parking off-site.
2. Must be within 800 feet of the use.
3. The location and terms of the off-site parking shall be specified in a written deed, lease or contract, signed and notarized by all affected property owners.

5. On-street parking allowance:

1. Below unit limit (10,000 sf) can accommodate all parking on-street, where available.
2. Above the limit, can accommodate 25 percent of parking for additional square feet on-street, where available. For example, for a 15,000 building, the parking required for the first 10,000 square feet can be accommodated on-street, while up to 25 percent of the parking required for the additional 5,000 square feet can be accommodated on-street.
3. Residential guest spaces can be accommodated on-street.
4. On-street spaces must be within, directly adjacent to, or as close as possible to the development.
5. On-street spaces must be on new streets or streets fronted by non-single-family residential uses.

6. Parking benefit district.

Long-term potential to develop a parking benefit district in one or both station areas. Members of the district (likely property owners) would pay into the district as an alternative to supplying parking on their own. This would potentially be focused more on office/commercial/hotel; could be a better strategy in the 7200 South station area. Consider coupling this concept with the parking changes desired in the Main Street Small Area Plan to create a citywide district.

7. Parking design standards:

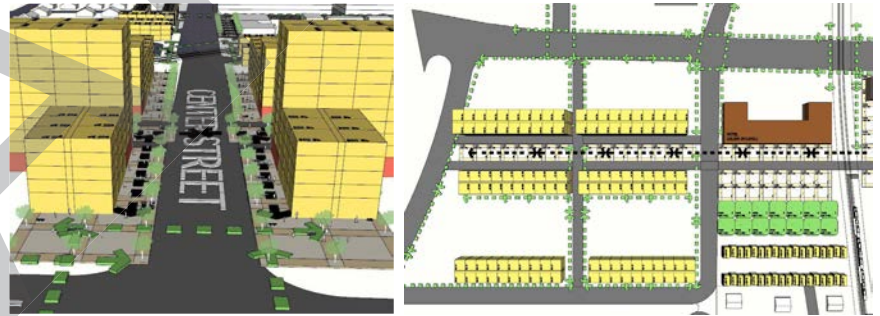
1. No parking in front setback of any building.
2. Parking structures shall contain ground-level retail, office or display windows along all street-fronting facades of the parking structure.

8. Additional parking policies:

1. Buffer surface lots.
2. Landscaping and trees in surface lots.
3. Integrate low-impact development/green infrastructure into parking areas.

2. Increase human designed space (as opposed to automobile designed space) to 25-30 percent.

a) Improve pedestrian pathways within the ¼ mile radius of the station



- b) Provide cross platform access to allow uses on the westside of station area to access platform
- c) Create plaza/park amenity with focused on outdoor recreation in close proximity to the station platform for amenities for visitors and residents
- d) Program the plaza/park with activities for visitors and residents
- e) Provide spaces adjacent to the human space for restaurants/retail consistent with the station area “brand”

3. Connect the area to the rest of the community.

- a) Create a combination of physical and use connections
- b) Create internal circulation network that can be extended to the east as area nearer State Street redevelops
- c) Work with UDOT to improve pedestrian connections across 7200 South

- d) Develop a strategy to improve 7200 South street scape
- 4. Focus on hotels and hospitality.
 - a) Work with current hotel/motel owners to upgrade quality of accommodations consistent with the station area brand
 - b) Identify target hotel brands for new room development in station area
- 5. Create a cohesive brand for the area as a regional entry point to the community and a gateway to recreation.
 - a) Work with a branding agency to identify a brand consistent with the community vision and this station area plan

- b) Create a comprehensive wayfinding and branding package for the station area
- To achieve the vision goals and objectives for the 7200 South station area, this plan has identified opportunities for catalytic projects, primarily within the areas currently zoned TOD or TODO. Some longer-term opportunities were identified on the north side of 7200 South. Catalytic opportunities likely to occur within the next 5 years are identified as “near-term”. “Mid-term” opportunities are likely to occur in the next 5-10 years and “long-term” opportunities will take longer than 10 years to occur. The illustrative plan in Figure 17 also identifies the location of known current opportunities and areas where land use and density should be constrained to buffer adjacent stable neighborhoods.

7200 SOUTH STATION PLAN



Figure 17 – 7200 South Station Area Catalytic Opportunity Plan

Human-focused spaces are the most important component of the 7200 South Station Area Plan. Input from area residents, property owners and transit riders reinforced the importance of including human scaled connections and amenities throughout the station area to support and benefit current and new residents, employees and

visitors to the area. The illustrative plan in Figure 18 identifies a possible network of connections and amenities focused on pedestrians and bicyclists that provides connectivity to and from the station to existing and future development.

7200 SOUTH STREET NETWORK PLAN

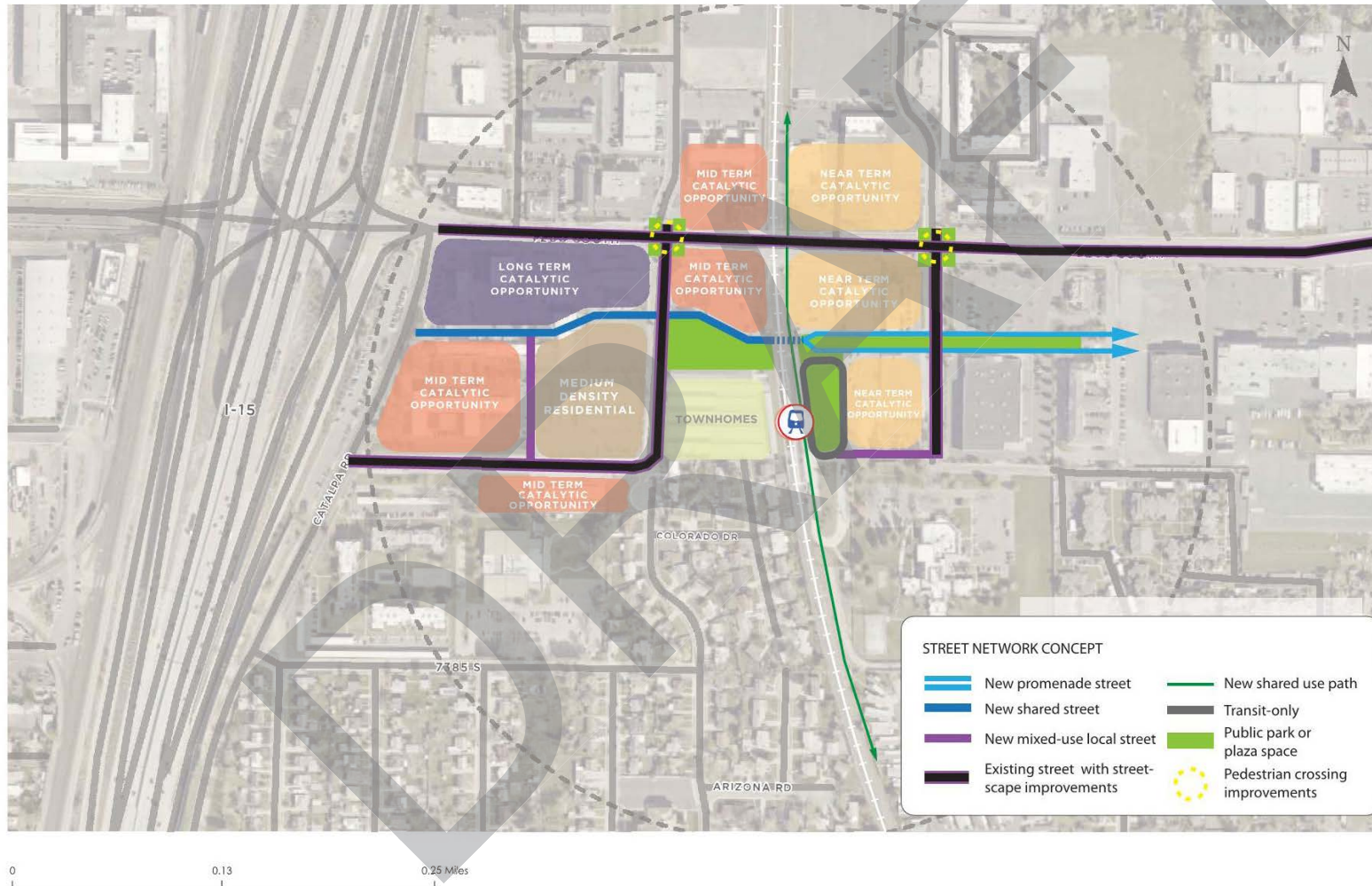


Figure 18 - 7200 South Station Area Public Space Framework Map

Because of the increased connectivity of the area visitors and residents will be able to park once and walk to different uses within the station area. This will reduce reliance on the automobile and encourage shorter trips. The plan also focuses human-scaled amenities away from 7200 South preserving current roadway capacity and providing a more conducive pedestrian environment allowing for sidewalk cafes and a plaza protected from the high traffic volumes of the major arterial.

The new interior connection is designed to extend further east to State Street, creating an internal boulevard providing interior multi-modal access to a newly redeveloped area at 7200 South from State Street to I-15 while maintaining current TRAX vehicular crossing points.

PROJECTS AND IMPLEMENTATION:

1. *Work with existing business and property owners to identify a brand and theme consistent with the plan vision statements.*
2. *Explore the appropriate mix of funding mechanisms for the public improvements within the station area. Options include:*
 - a) Community Redevelopment Act Project Area
 - b) Special Improvement District
 - c) Transportation Reinvestment Zone Project Area
 - d) Grants
 - e) Pay-as-you-go
3. *Work with UTA to:*
 - a) Explore a viable alignment for cross platform connectivity
 - b) Explore realignment of the bus drop off area
 - c) Create a developer RFP for the station area for mixed use development focusing primarily on office, hotel, and retail uses
 1. *Incorporate new shared use street in redevelopment plans*
 2. *Explore replacement of existing parking on less than a 1:1 basis*
4. *Update the Zoning Code to require:*
 - a) Dedication of open space associated with new developments to support the public space network incorporated in the plan
 - b) Contribution to an open space fund in lieu of dedication if the development is not adjacent to the public space network
 - c) A balanced mix of land use types within the station area to include:
 1. *Medium and high density residential*
 2. *Office*
 3. *Hotel*
 4. *Retail*
 - d) New development to comply with design guidelines implementing the station area's brand and theme
 - e) The most intensive development to be along the 7200 South frontage
 - f) A buffer for existing single-family residential areas with less intensive development
 - g) Updated parking requirements in accordance with parking analysis recommendations
5. *Develop street cross sections and streetscape requirements consistent with the station area brand and theme.*

CENTER STREET STATION AREA PLAN

The Center Street Station area was once a thriving commercial center serving Midvale and the formerly unincorporated areas to the east. The area can and should return to its role as a primary source of economic opportunity in the City. New development in the station area should also maximize the value of past infrastructure investments and address increasing traffic pressure, the area should be redeveloped to enhance multi-modal access and allow visitors and residents to park once and walk to different uses within the station area.

Redevelopment of the area should be consistent with this Station Area Plan based on the vision and goals of a community village with opportunities for social interaction as well as places to shop, eat, work, play and live.

VISION, GOALS AND OBJECTIVES

Goals and objectives were identified for each of the final vision statements.

1. Awaken and activate the area

- a) Provide pedestrian connections to and from surrounding neighborhoods
- b) Improve the pedestrian experience across State Street
- c) Intensify land uses in the station area
- d) Diversify land uses in the station area
- e) Include the east side of State Street in plan implementation

2. Design and improve for charm

- a) New development should be:
 1. *aesthetically pleasing*
 2. *classic*
 3. *livable*
 4. *pedestrian friendly*
- b) The ideal ratio for space specifically designed for humans (as opposed to automobiles) is 40 percent.

3. Encourage transformative development

- a) Actively recruit key partners for public/private partnerships
- b) Exercise patience within the real estate market to achieve plan goals
- c) Invest in infrastructure improvements most likely to result in private development consistent with the plan

4. Concentrate the most intense uses near State Street and Center Street.

5. Create a cohesive brand for the area as a village center and activity hub in the community.

- a) Work with a branding agency to identify a brand consistent with the community vision and this station area plan
- b) Create a comprehensive wayfinding and branding package for the station area

To achieve the vision goals and objectives for the Center Street station area, this plan has identified opportunities for catalytic projects, primarily within the areas currently zoned TOD. Some longer-term opportunities were identified on the east side of State Street. Catalytic opportunities likely to occur within the next 5 years are identified as “near-term”. “Mid-term” opportunities are likely to occur in the next 5-10 years and “long-term” opportunities will take longer than 10 years to occur. The illustrative plan in Figure 19 also identify the location of known current opportunities and areas where land use and density should be constrained to buffer adjacent stable neighborhoods.

CENTER ST STATION PLAN



Figure 19 - Center Street Station Area Catalytic Opportunity Illustrative Plan

Human-focused spaces are the most important component of the Center Street Station Area Plan. Input from area residents, property owners and transit riders reinforced the importance of including human scaled connections and amenities

throughout the station area to support and benefit current and new residents, employees and visitors to the area.

The illustrative plan in Figure 20 identifies a possible network connections and amenities focused on pedestrians and bicyclists that provides connectivity to and from the station to existing and future development.

CENTER ST STATION PLAN

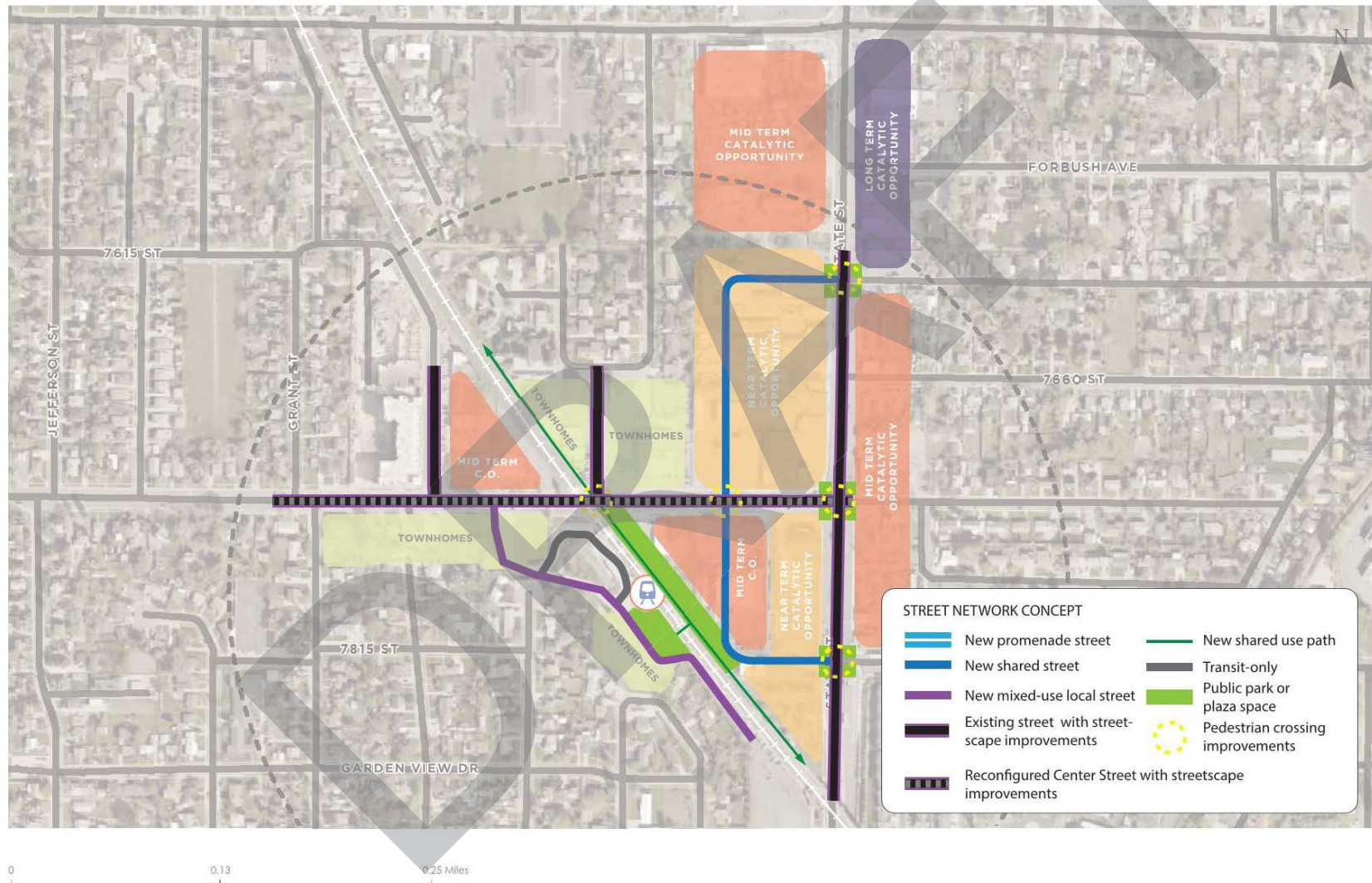


Figure 20 - Center Street Station Area Public Space Framework Map

Because of the increased connectivity of the area visitors and residents will be able to park once and walk to different uses within the station area. This will reduce reliance on the automobile and encourage shorter trips. The plan also focuses human-scaled amenities east of the station area creating new connectivity to the east side of state street and moving the more intense uses away from existing single-family neighborhoods west of the station.

The new interior connection is designed to create accessibility to the new development without the need to interact with traffic on State Street.

PROJECTS AND IMPLEMENTATION:

1. **Work with existing business and property owners to identify a brand and theme consistent with the plan vision statements.**
2. **Explore the appropriate mix of funding mechanisms for the public improvements within the station area. Options include:**
 - a) Community Redevelopment Act Project Area
 - b) Special Improvement District
 - c) Transportation Reinvestment Zone Project Area
 - d) Grants
 - e) Pay-as-you-go
3. **Work with UTA to:**
 - a) Redevelop the northerly parking lot with medium density housing
 - b) Improve the drive aisle as a new mixed-use local street
 - c) Create a park/plaza space adjacent to the existing platform (west)
 - d) Improve the pedestrian connection to the State Street 8000 South intersection
 - e) Identify a development partner to acquire the USPS property for redevelopment in conjunction with UTA properties on State Street
 1. *Incorporate new shared use street in redevelopment plan*
 2. *Create a park/plaza space adjacent to the existing platform (east)*
4. **Update the Zoning Code to require:**
 - a) Dedication of open space associated with new developments to support the public space network incorporated in the plan
 - b) Contribution to an open space fund in lieu of dedication if the development is not adjacent to the public space network
 - c) A balanced mix of land use types within the station area to include:
 1. *Medium and high density residential*
 2. *Office*
 3. *Retail*
 - d) New development to comply with design guidelines implementing the station area's brand and theme
 - e) The most intensive development to be in the area from State Street to the station
 - f) A buffer for existing single-family residential areas with less intensive development
 - g) Updated parking requirements in accordance with parking analysis recommendations
5. **Develop street cross sections and streetscape requirements consistent with the station area brand and theme.**
6. **Create pedestrian areas on all four corners of the State Street and 8000 South, State Street and Center Street and State Street and 7615 South intersections.**
7. **Reconfigure Center Street to improve the pedestrian environment and install streetscape improvements.**

DRAFT

V. APPENDIX

- A. Public Engagement Process Report
- B. Existing Conditions Analysis Report
- C. Parking Analysis Report
- D. Internal Stakeholder Presentation #1
- E. Internal Stakeholder Presentation #2
- F. 7200 South Station Area External Stakeholder Presentation #1
- G. 7200 South Station Area External Stakeholder Presentation #2
- H. 7200 South Station Area External Stakeholder Survey Results
- I. Center Street Station Area External Stakeholder Presentation #1
- J. Center Street Station Area External Stakeholder Presentation #2
- K. Center Street Station Area External Stakeholder Survey Results

Exhibit C

An aerial photograph of the West Jordan City Center Station Area, overlaid with a blue semi-transparent grid. The image shows a mix of residential, commercial, and industrial buildings, parking lots, and roads. A prominent road runs diagonally from the bottom left towards the top right. In the bottom right corner, there is a dark blue rectangular box containing white text.

WEST JORDAN CITY CENTER STATION AREA PLAN

MARCH 2019

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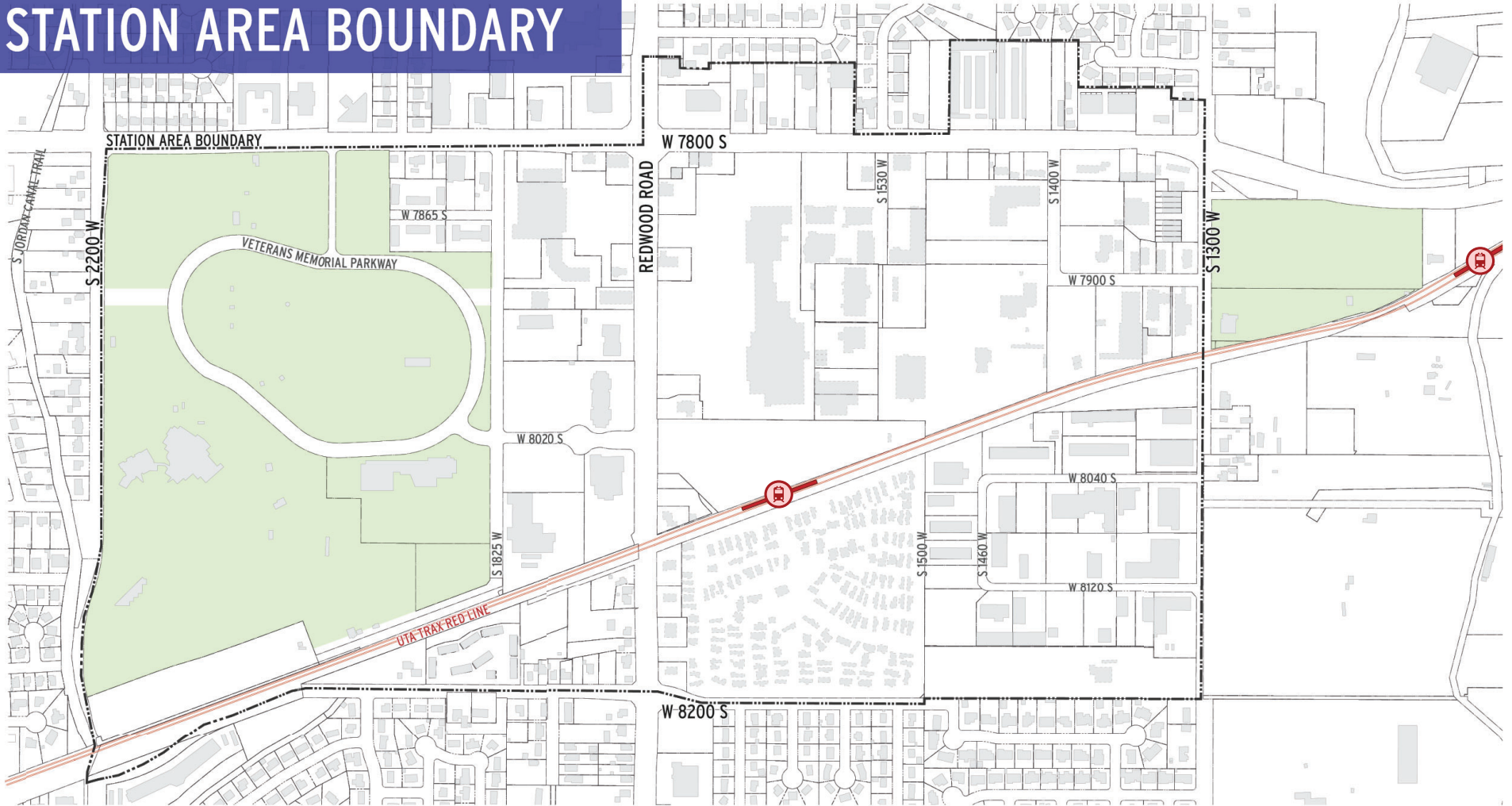
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PROJECT PROCESS

STATION AREA BOUNDARY



PROJECT SCHEDULE

	2018			2019		
	October	November	December	January	February	March
PROJECT MANAGEMENT						
Kick-off & Coordination Meetings		●	●	●	●	●
Project Team Meetings		1	2	3	4	
TASK 1. EXISTING CONDITIONS ASSESSMENT						
Field Visit		●				
Planning Context						
Station Area Conditions						
<i>Deliverable:</i> Existing Conditions Assessment						
TASK 2. CONSTRAINTS & OPPORTUNITIES MAP						
Station Area Base Map						
<i>Deliverable:</i> Constraints And Opportunities Map						
TASK 3. REDEVELOPMENT ANALYSIS						
Key Redevelopment Sites						
Redevelopment Options			DRAFT	FINALIZE		
Conceptual Costs & Financing			DRAFT	FINALIZE		
<i>Deliverable:</i> Written Redevelopment Analysis						
TASK 4. STAKEHOLDER ENGAGEMENT & PREFERRED VISION						
Stakeholder Engagement Sessions		●			●	
<i>Deliverable:</i> Preferred Vision						
TASK 5. STRATEGIC RECOMMENDATIONS						
<i>Deliverable:</i> Station Area Alternatives Analysis Report						
<i>Deliverable:</i> Implementation Plan						
<i>Deliverable:</i> Zoning & Development Standards Recommendations						
TASK 6. ADOPTION						
City Council Meeting(s)						●

STATION AREA ANALYSIS

CONSTRAINTS



TRANSIT

The UTA park-and-ride lot is currently underutilized and pedestrian unfriendly. The rail line and adjacent sound wall bisect walking and biking access across the tracks. There are no 18-hour active uses adjacent to the station, creating potentially unsafe conditions for transit riders.

REDWOOD ROAD

Redwood Road is a barrier between the existing civic center and the future city center area due to its auto-oriented character, including infrequent signals, high traffic volumes, and long pedestrian crossing distances.

STREET GRID

The existing street grid is incomplete, limiting the amount of traffic distributed across the site. Due to large industrial parcels and disconnected streets, east–west and north–south connectivity is limited to arterial roadways.

PEDESTRIAN AND BICYCLE NETWORK

The existing incomplete street grid limits pedestrian and bicycle routes to high-speed roadways. These routes are neither comfortable or safe for pedestrians and cyclists.

EXISTING PRIVATE SECTOR LAND USE

Existing auto-oriented light industrial uses don't support a walkable mixed-use city center area.

EXISTING PUBLIC USES

The existing civic center and Veterans Memorial Park are located across Redwood Road and are oriented away from the UTA TRAX station, reducing walking and biking access to these destinations.

REAL ESTATE MARKET

There are few comparable examples of high-density mix-use TOD city centers in the region.

PHASING AND FINANCING

Due to the size of the Jordan School District site within the city center RDA, limited tax increment is available for public projects.

OPPORTUNITIES



CITY OF WEST JORDAN GENERAL PLAN

The 2012 General Plan outlines goals and policies for the City Center and Neighborhood TSOD Land Use designation. This designation applies to two areas within the project area boundary, one of which is the original West Jordan downtown core.

This designation encourages the creation a traditional main street or downtown by focusing on two goals:

- 1 Evaluate and update sections of the zoning ordinance and zoning map relating to City Center and Neighborhood TSOD Center development.
- 2 Provide well designed, aesthetically pleasing, and efficient city center and neighborhood center areas.

UTA TRANSIT-ORIENTED DEVELOPMENT GUIDELINES

The UTA Transit-Oriented Development Guidelines provide a supportive framework for planning a successful station area. The following guidelines are particularly relevant to the City Center Station Area Plan.

Short to Medium Block Lengths

- 1.1 Blocks lengths shall not be longer than 350 feet in length in any direction and a pedestrian corridor shall be provided no less than every 250 feet.

Grid-Like Street Networks

- 1.2 Street networks shall be designed to create a grid-like street network.

Park-and-Ride

- 4.2 Site designs shall preserve or contemplate full replacement of park-and-ride stalls, unless otherwise directed by UTA staff.
- 4.3 Parking structures are highly encouraged and shall be used whenever feasible.
- 4.4 The location of park-and-ride stalls shall not exceed 1000 feet walking distance from the center of the platform to the closest stall.

REDEVELOPMENT SUPPORT

Meetings with City staff, elected officials, the Jordan School District, and other key stakeholders confirmed strong support for the development of the City Center Station Area Plan. There is also developer interest in the West Jordan city center area.

SHORT-TERM REDEVELOPMENT SITES

Properties owned by the Jordan School District and UTA properties have strong potential for redevelopment and these agencies are willing partners in the process.

REDWOOD ROAD

Redwood Road provides significant drive-by exposure for the city center area, averaging over 40,000 average daily trips. Studies such as the Redwood Road Corridor Master Plan include recommendations and strategies for improving street conditions through planned beautification and multi-modal improvements.

PEDESTRIAN AND BICYCLE NETWORK

The Jordan River Trail is a regional recreational walking and biking amenity. The 1300 South bike lane and the Rail Trails are planned future recreational amenities.

PREMIUM TRANSIT

The existing TRAX Red Line and bus service in the city center area provide transit options for commuters. The potential Redwood Corridor BRT may further expand transit options available within the city center.

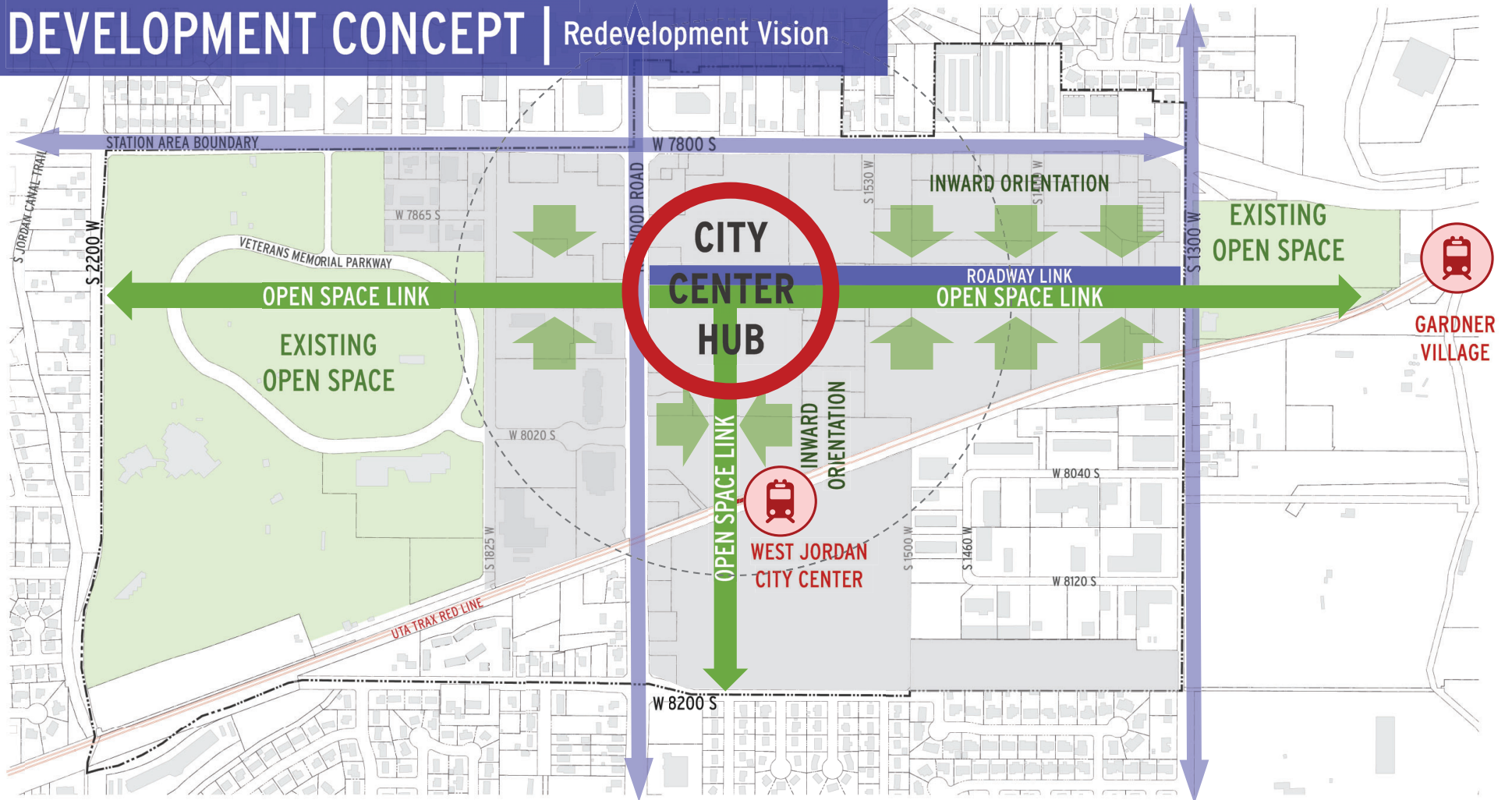
EXISTING PRIVATE SECTOR LAND USE

Multiple large parcels with underutilized parking lots and a worn character make the area ripe for redevelopment.

EXISTING PUBLIC USES

Existing civic uses and recreational facilities at Veterans Memorial Park provide a strong hub to attract visitors and employees.

DEVELOPMENT CONCEPT | Redevelopment Vision



CITY CENTER

A city center hub is proposed approximately a quarter-mile north of the station in order to realize a full radius of potential future development.

OPEN SPACE LINKS

Open space links connect residents and visitors to regional destinations with safe, convenient, and direct pedestrian and bicycle routes.

- The east–west open space link connects the Veterans Memorial Park and West Jordan Parks and Recreation, Gardner Village TRAX Station, and the Jordan River Trail.
- The north–south open space link connects the city center hub to the station and the neighborhood south of the TRAX line.

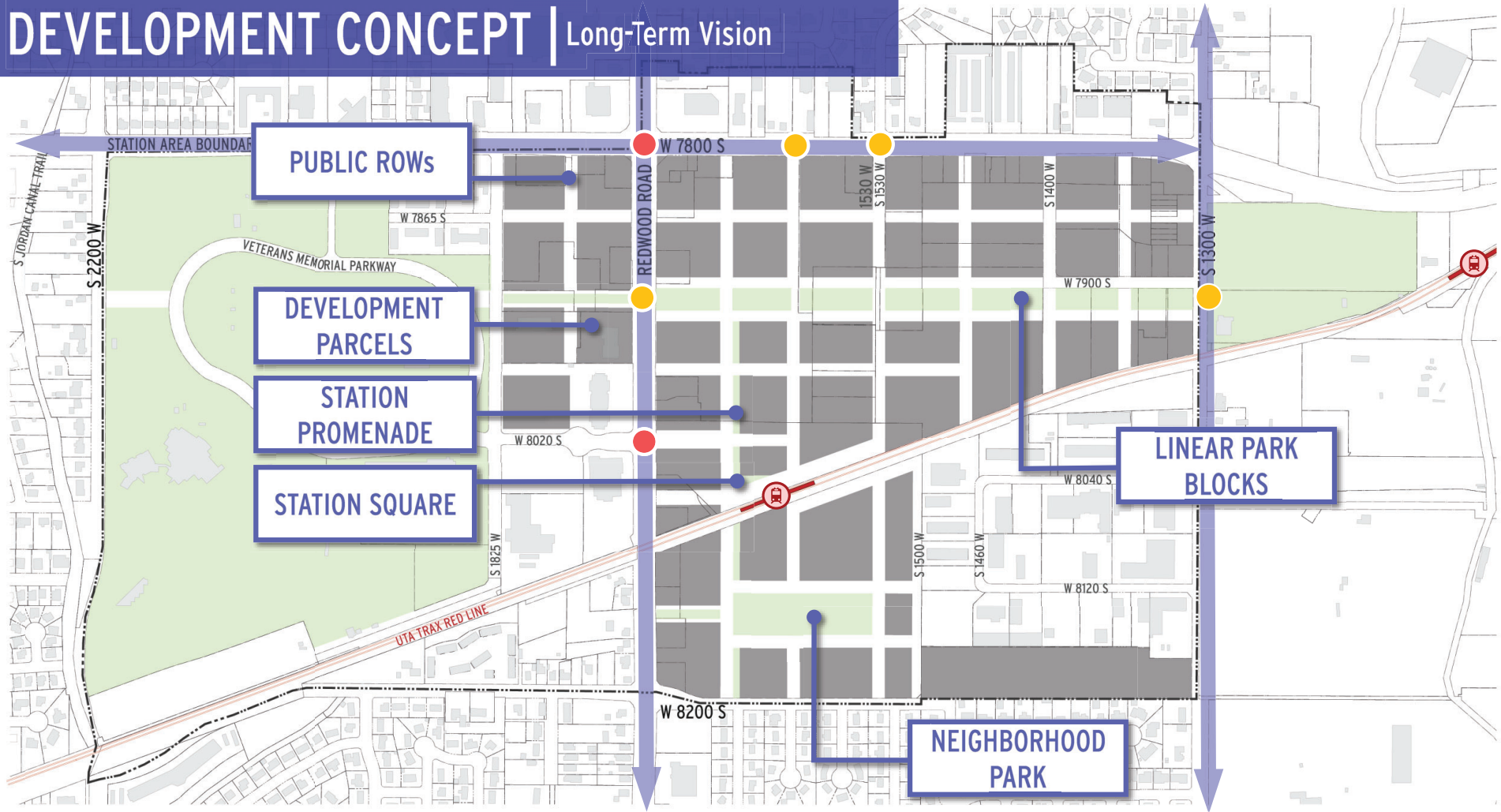
INWARD ORIENTATION

Development along the open space links should focus inwards, to support planned retail and to commercial development with strong pedestrian and bicycle facilities.

ROADWAY LINK

A proposed extension of 7900 South, connecting Redwood Road to 1300 West, will increase trips along this roadway, supporting planned retail and commercial uses while also alleviating congestion on parallel routes.

DEVELOPMENT CONCEPT | Long-Term Vision



PARK BLOCKS

Linear park blocks create a central east–west spine, or main street, connecting recreation uses. Park blocks orient residents and visitors to the city center area and establish a neighborhood character that is vibrant, welcoming, and easy to navigate.

Park blocks are approximately 130 feet wide with adjacent streets. Each direction of the proposed couplet includes:

- One 12-foot sidewalk adjacent to the building frontage.
- One 10-foot parking lane adjacent to the building frontage.
- One 14-foot travel lane.

DEVELOPMENT PARCELS

The redevelopment concept envisions a new fine-grained grid, based on UTA Transit-Oriented Development Guidelines, that creates a pattern of walkable blocks.

PUBLIC RIGHTS-OF-WAY

An interconnected network of streets ensures that trips to and from the station are short, direct, and easy for all modes to navigate. New public rights-of-way are 60-feet wide and includes:

- Two 12-foot sidewalks.
- Two 8-foot parking lanes.
- Two 10-foot travel lanes.

STATION PROMENADE

The station promenade strengthens the north–south pedestrian and bicycle connection between the park blocks and the West Jordan City Center Station and includes:

- One 12-foot sidewalk.
- One 20-foot promenade.
- Two 8-foot parking lanes.
- Two 10-foot travel lanes.

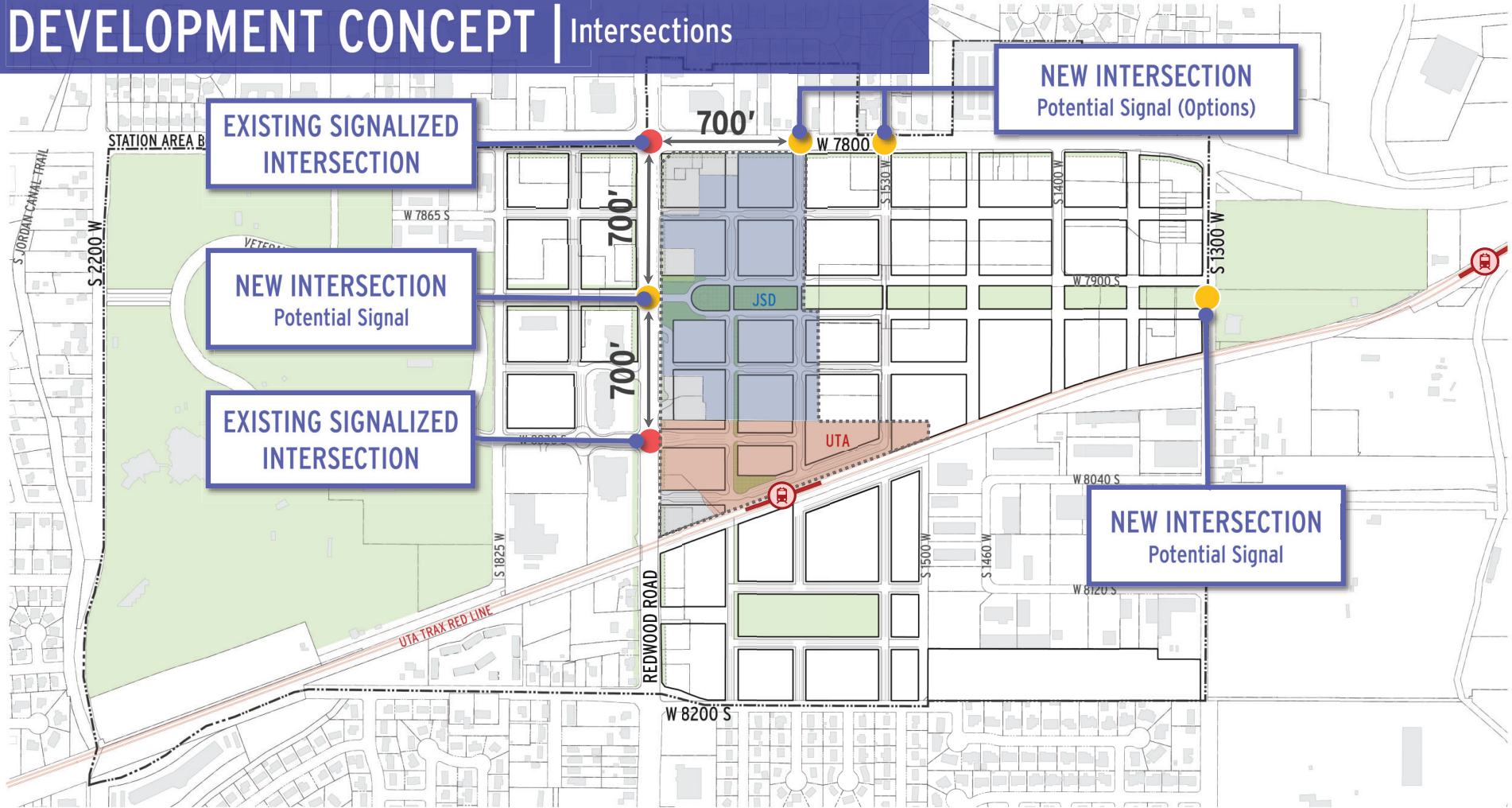
STATION SQUARE

The station square adjacent to the West Jordan City Center Station establishes a sense of place and creates a sense of arrival for commuters, visitors, and residents. This square may accommodate a bike sharing station, bus and transit operator facilities, and other transit-supportive uses that promote a safe, active, and comfortable station area.

NEIGHBORHOOD PARK

The neighborhood park located south of the transit station creates a focal point and sense of place for neighborhood residents. The neighborhood park is connected to the station platform by the station promenade.

DEVELOPMENT CONCEPT | Intersections



EXISTING SIGNALIZED INTERSECTIONS

Existing signals are located at the intersections of:

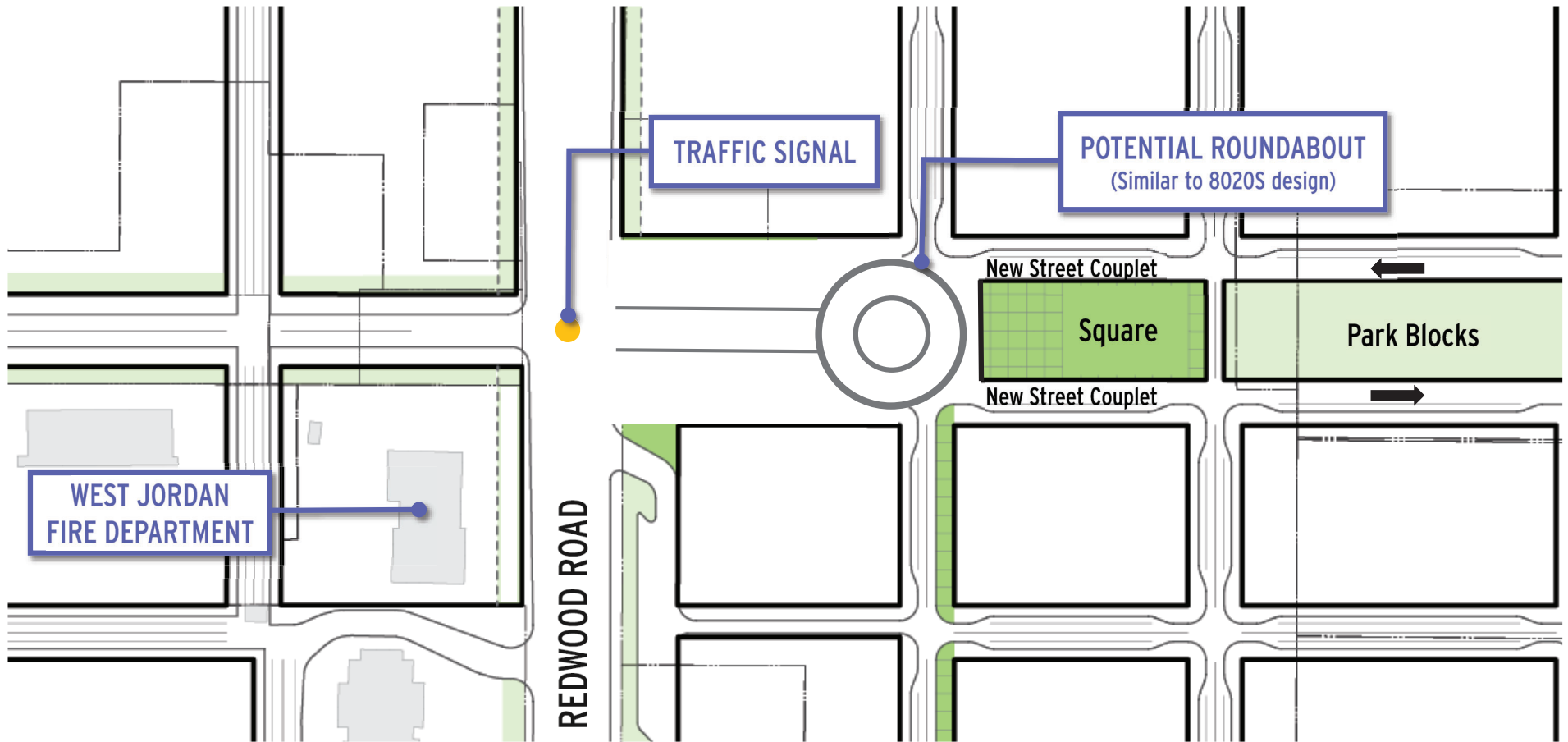
- Redwood Road and 7800 South
- Redwood Road and 8020 South

NEW INTERSECTIONS

Both 3/4 access and signalized intersection concepts should be explored for the intersections of:

- Redwood Road and 7900 South roadway link
- 7800 South and New Street (west of 1530 West)
- 7800 South and 1530 West
- 1300 West and 7900 South

DEVELOPMENT CONCEPT | Intersections



LONG-TERM TRAFFIC SIGNAL

A traffic signal at the intersection of Redwood Road and the proposed 7900 South roadway link is crucial to successful future development. Providing pedestrian, bicycle, and auto traffic access to West Jordan's main street will support thriving retail and commercial uses along the corridor.

This traffic signal would also alleviate growing congestion on 7800 South, a parallel route to the north, and would improve access to the West Jordan Fire Department.

POTENTIAL ROUNDABOUT

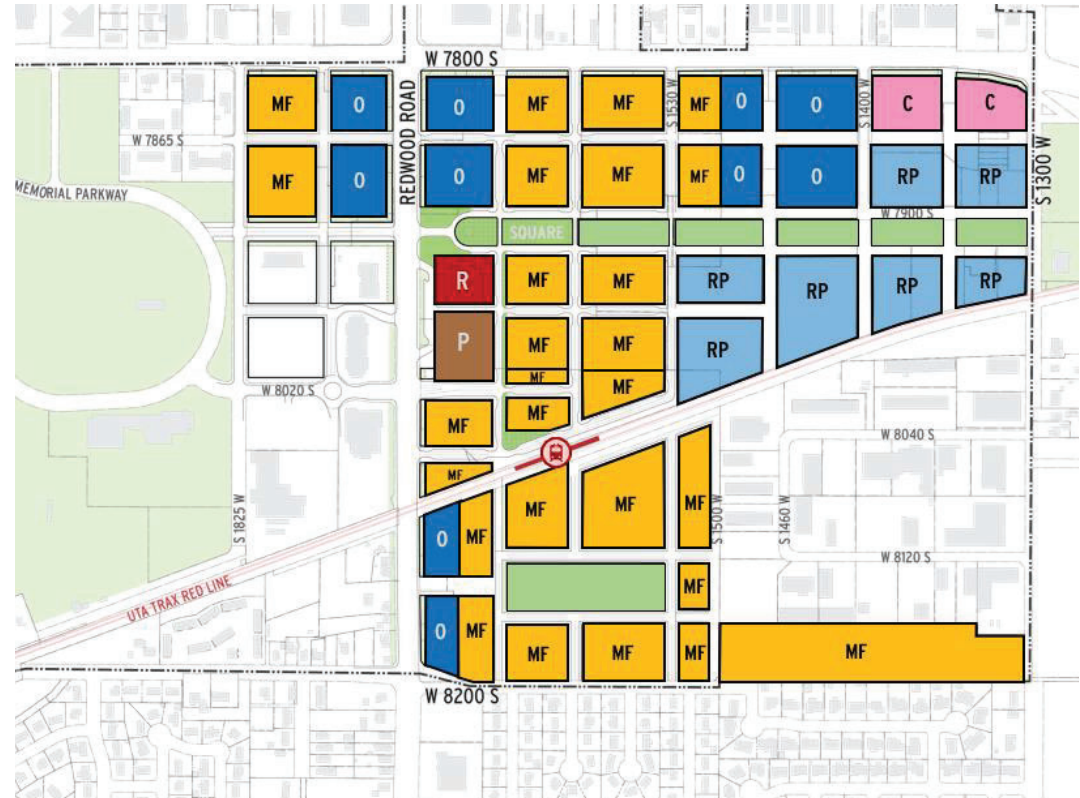
A roundabout at the proposed 7900 South roadway link and the promenade street, similar to the 8020 South roundabout design in the West Jordan civic center, should be further investigated and could be beneficial to the proposed signalized intersection. A roundabout design that prioritizes pedestrian and bicycle facilities is recommended in order to better connect with the station promenade to the south. The design of the roundabout should not impact the function of the square, or degrade walking and biking access.

LONG-TERM REDEVELOPMENT

30-Year Buildout

LONG-TERM REDEVELOPMENT | 30-Year Buildout

LAND USE	DENSITY (DU/AC)	DWELLING UNITS	FLOOR AREA (SF)
MULTI-FAMILY	30-60 GROSS	2,200	-
RETAIL	-	-	110,000
COMMERCIAL	-	-	65,000
OFFICE	-	-	310,000
RESEARCH OFFICE	-	-	300,000
TOTAL	30-60 GROSS	2,200	785,000



30-YEAR BUILDOUT

The long-term redevelopment concept illustrates a thirty-year city center area vision and includes a range of uses.

MULTI-FAMILY HOUSING

Housing uses are located around the TRAX station area, in the center of the long-term redevelopment area and on blocks west of Redwood Road and north of 8200 South. A variety of housing typologies such as higher-density affordable and market-rate apartments, senior housing, condominium, and townhome development are all encouraged within the initial phase to ensure that a diverse population of residents is served.

OFFICE

Office uses are located near the corner of Redwood Road and 7800 South to capture optimal visibility and drive-by traffic.

RESEARCH OFFICE PARK

Research office park uses are located north and south of the park blocks, near the intersection of 7900 South and 1300 West, to capture visibility and drive-by traffic.

RETAIL

Locating the retail anchor and potential street-oriented shops off Redwood Road provides high drive-by visibility and convenient access to encourage the development of a retail main street. Future retail uses, such as shops and restaurants, should be located within the ground floors of buildings off the proposed 7900 South roadway link.

The retail anchor should be visible and accessible from Redwood Road. The main entrances should be located directly across from the parking structure to encourage easy access for customers. Retail buildings should have transparent windows, canopies, and include entrances off the proposed 7900 South roadway link.

COMMERCIAL

Commercial uses should be located along the promenade street within the ground floor of multi-family buildings and the parking structure. Ground floor commercial buildings should have transparent windows, canopies, and include entrances off the promenade street.

Commercial uses should also be located near the intersection of 7800 South and 1300 West to capture visibility and drive-by traffic.

PARKING STRUCTURE

Locating a parking structure at the intersection of Redwood Road and 8020 South provides quick and convenient auto access and ample parking for commuters and customers alike.

Parking garage buildings should conceal their parking use by replicating building elements along the façade such as windows, columns, and vertical circulation and use materials similar to existing and proposed development. Parking garages should not have sloped floors articulated in the facade.

SHORT-TERM REDEVELOPMENT

Phase 1: 10-Year Buildout

SHORT-TERM REDEVELOPMENT | Phase 1: 10-Year Buildout

LAND USE	DENSITY (DU/AC)	DWELLING UNITS	FLOOR AREA (SF)	AREA (GROSS)	PARKING SPACES (REQ.*)	PARKING SPACES (PROV.)
MULTI-FAMILY	40 (GROSS)	1,200	-	-	1,490	990
RETAIL	-	-	70,000	-	260	-
COMMERCIAL	-	-	18,000	-	55	-
OFFICE	-	-	70,000	-	210	210
PARKING STRUCTURE	-	-	-	-	-	530
ROADS	-	-	-	7,300 LF	-	-
PARKS, PLAZAS PROMENADES	-	-	-	95,000 SF	-	-
TOTAL	40 (GROSS)	1,200	158,000	-	2,015	1,730



PHASE 1: 10-YEAR BUILDOUT

The phase 1 redevelopment concept illustrates a five- to ten-year city center area vision and includes a range of uses.

The following property owners will be impacted in the short-term:

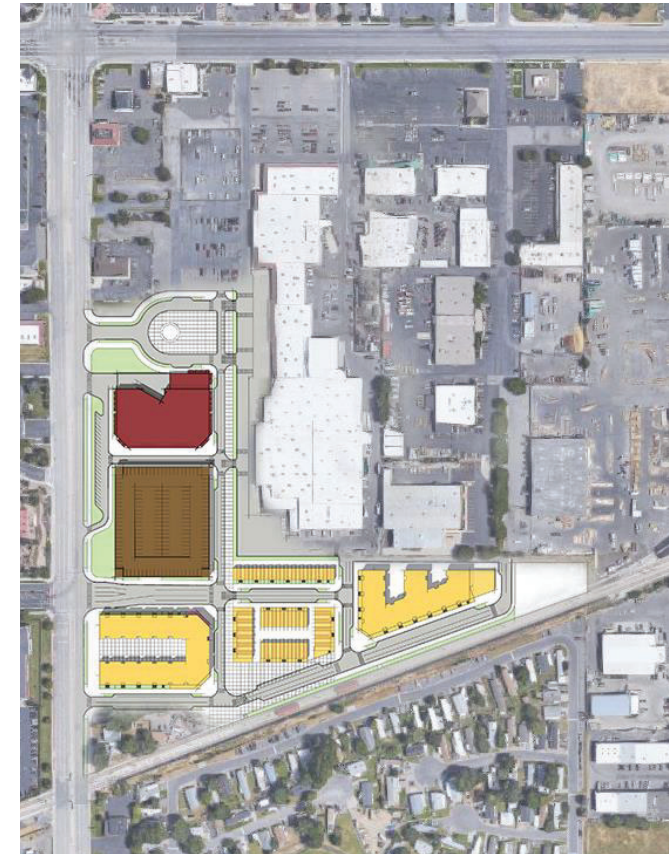
- Jordan School District
- Sundborn LLC
- Utah Transit Authority
- First Security Bank of Utah
- Betos Mexican Food LLC
- Lube Development LC
- Go Go Ventures LLC
- Plaza America at 78th

SHORT-TERM REDEVELOPMENT

Initial Phase 1a: 5-Year Buildout

SHORT-TERM REDEVELOPMENT | Initial Phase 1a: 5-Year Buildout

LAND USE	DENSITY (DU/AC)	DWELLING UNITS	FLOOR AREA (SF)	AREA (GROSS)	PARKING SPACES (REQ. *)	PARKING SPACES (PROV.)
MULTI-FAMILY	60 (GROSS)	485	-	-	600	190
RETAIL	-	-	38,000	-	145	-
COMMERCIAL	-	-	14,000	-	40	-
PARKING STRUCTURE	-	-	-	-	-	530
ROADS	-	-	-	4,000 LF	-	-
PARKS, PLAZAS PROMENADES	-	-	-	55,000 SF	-	-
TOTAL	-	485	52,000	-	785	720



INITIAL PHASE 1A 5-YEAR BUILDOUT

The Initial Phase 1a redevelopment concept includes the following projects:

- **City Center Square:** The first park block immediately east of Redwood Road.
- **Station Promenade:** Between the city center square and the City Center Station.
- **Station Square:** Located adjacent to the City Center Station.
- **Multi-Family Housing:** Located on the UTA property immediately adjacent to the City Center Station.
- **Parking Garage and Ground Floor Commercial:** Located on the Sundborn property.
- **Retail Anchor and Shops:** Located on the Jordan School District property, adjacent to the city center square.

PROPERTY IMPACTS

The following properties will be impacted in the Initial Phase 1a:

- Jordan School District
- Sundborn LLC
- Utah Transit Authority

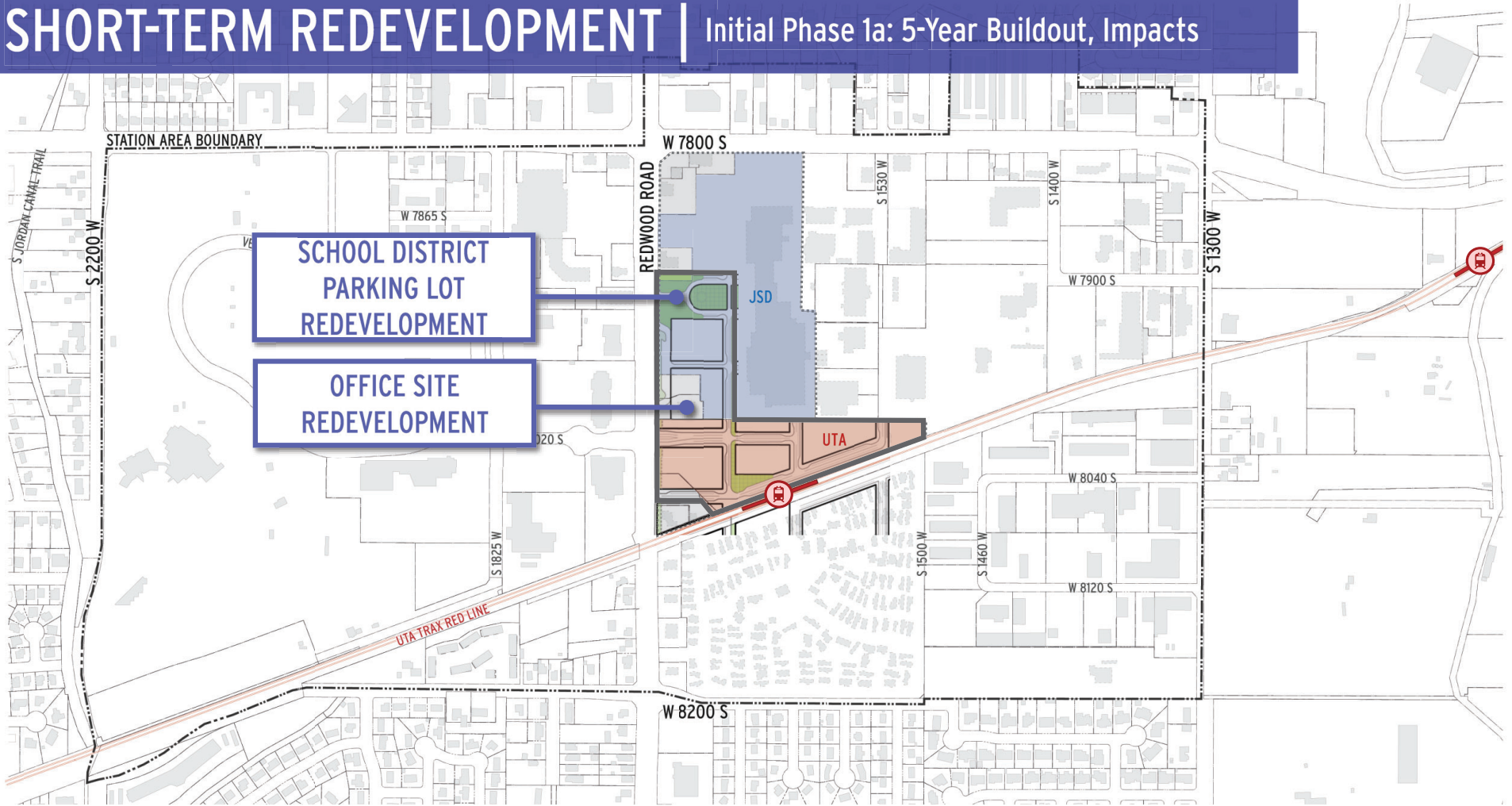
Jordan School District

The Jordan School District Auxiliary Services Building and adjacent access routes to the building will not be impacted during the initial phase.

Jordan School District's parking uses along Redwood Road will be impacted. Further discussion between the City and the Jordan School District are necessary.

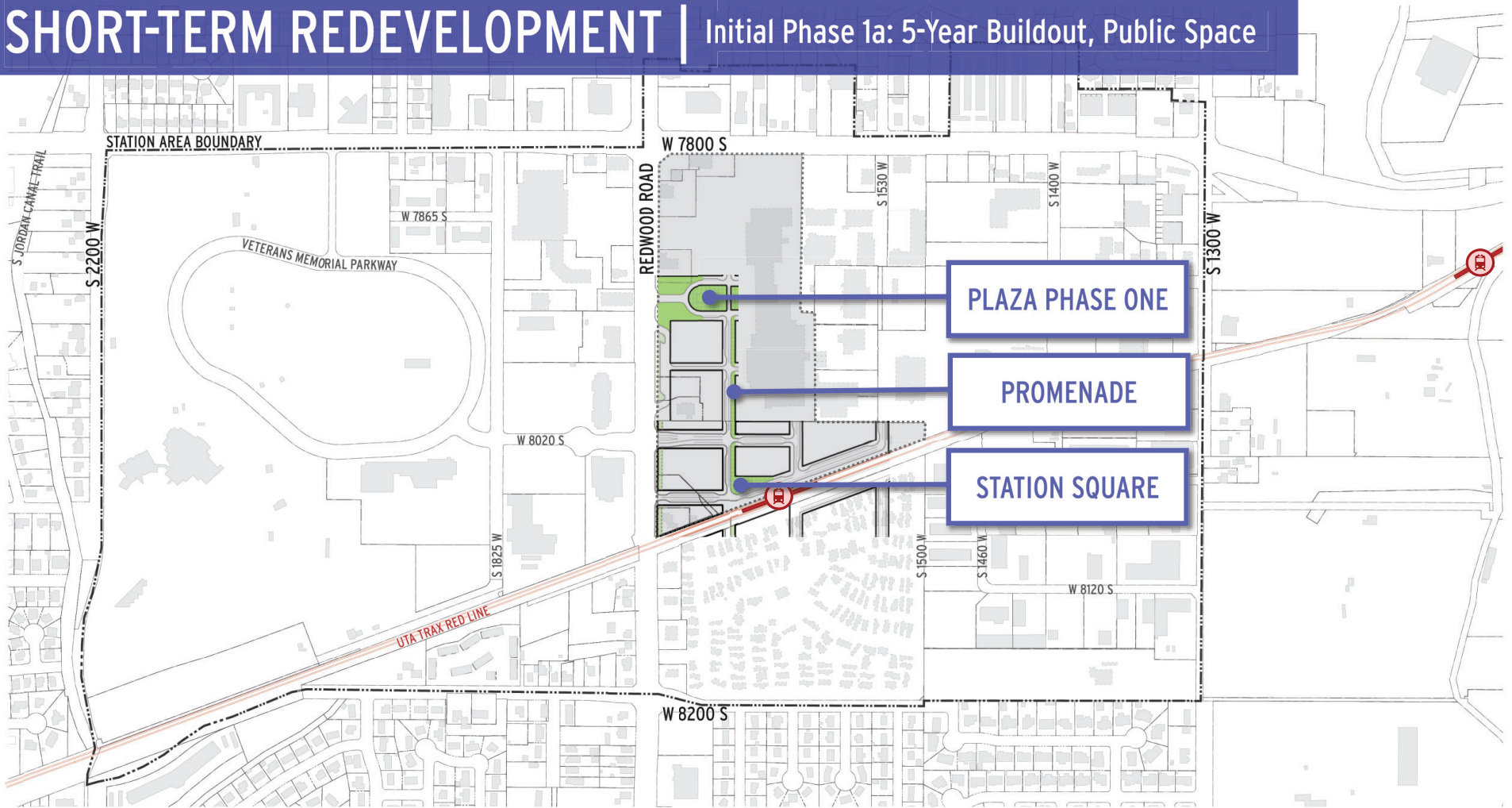
SHORT-TERM REDEVELOPMENT

Initial Phase 1a: 5-Year Buildout, Impacts



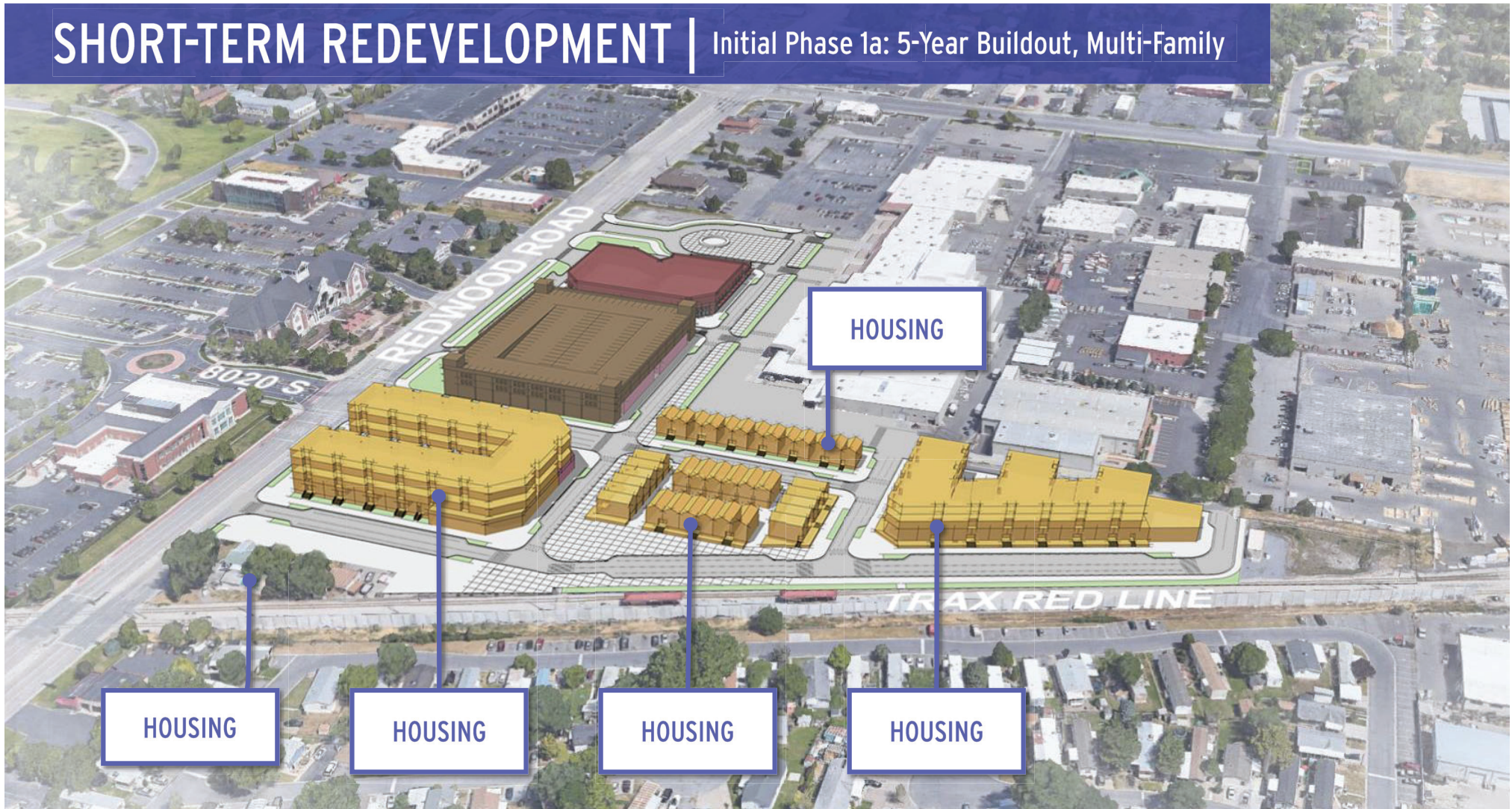
SHORT-TERM REDEVELOPMENT

Initial Phase 1a: 5-Year Buildout, Public Space



SHORT-TERM REDEVELOPMENT

Initial Phase 1a: 5-Year Buildout, Multi-Family



SHORT-TERM REDEVELOPMENT

Initial Phase 1a: 5-Year Buildout, Parking + Retail

PARKING GARAGE
530 SPACES

PARK-AND-RIDE
(LEVEL 2/3)
360 SPACES

RETAIL PARKING
(LEVEL 1+)
170 SPACES

RETAIL ANCHOR -
25,000 SF
RETAIL SHOPS -
13,000 SF

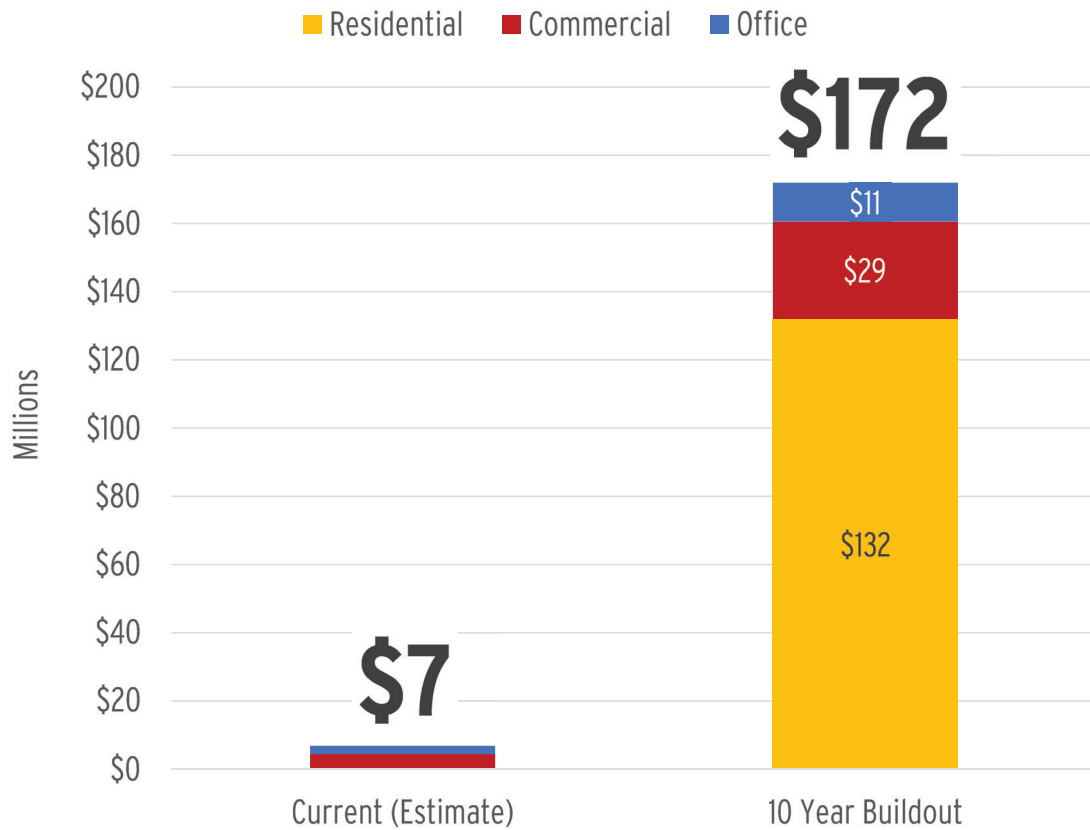
BUSINESS CASE

ASSESSED VALUE

Development Program					Assessed Value			
Block	Dwelling Units	Density (du/ac)	Retail or Commercial SF	Office	Residential	Commercial	Office	Total
5 Year								
Plaza						\$0		\$0
Retail			38,000			\$12,350,000		\$12,350,000
ROW						\$0		\$0
Parking Str.						\$0		\$0
Parking Str.			10,000			\$3,250,000		\$3,250,000
PS Easement						\$0		\$0
ROW						\$0		\$0
MF 1	245	182			\$26,950,000	\$0		\$26,950,000
MF 2 A	12	35			\$1,320,000	\$0		\$1,320,000
MF 2 B	22	27			\$2,420,000	\$0		\$2,420,000
MF 3	205	176			\$22,550,000	\$0		\$22,550,000
ROW						\$0		\$0
Other						\$0		\$0
Subtotal	484		48,000	0	\$53,240,000	\$15,600,000	\$0	\$68,840,000
10 Year								
Multifamily	716	93	40,000		\$78,760,000	\$13,000,000	\$0	\$91,760,000
ROW								
Park								
Office				35,000				
Office				35,000		\$0	\$11,375,000	\$11,375,000
Subtotal	716		40,000	70,000	\$78,760,000	\$13,000,000	\$11,375,000	\$103,135,000
Total	1,200		88,000	70,000	\$132,000,000	\$28,600,000	\$11,375,000	\$171,975,000



ASSESSED PROPERTY VALUE



Current (2019) assessed values shown.
Values not inflated to year of construction.

LAND TRANSACTIONS

There are a number of property owners in the City Center area, and two primary buyers: mixed-use developers, and the City, which will purchase right of way.

These transactions will be complex and will need to be closely managed by the City.

Revenue to (Seller)	Cost to (Buyer)		Total
	City	Developer	
Jordan SD	\$4,992,696	\$7,818,300	\$12,810,996
Private Owners	\$0	\$4,440,000	\$4,440,000
Sundborn	\$2,435,600	\$0	\$2,435,600
City	\$0	\$939,250	\$939,250
UTA	\$0	\$2,708,083	\$2,708,083
Total	\$7,428,296	\$15,905,633	\$23,333,929

Converted to Equity

CITY COSTS AND REVENUES

City Costs (Uses of Funds)

Land Acquisitions and Options		
Jordan School District		\$4,992,696
Private Property Owners		\$2,435,600
GSA Relocation		\$0
Contingency	20%	\$1,485,659
Subtotal		\$8,913,955
Hard Costs of Construction		
Grading and Site Prep		\$0
Roads		\$7,300,000
Parks and Plazas		\$3,850,000
Parking Structure		\$9,540,000
Off Site Infrastructure (e.g., Redwood Rd.)		\$0
Signage		\$0
Off Site Paths, Trails		\$0
Soft Costs	25%	\$5,172,500
Contingency	20%	\$4,138,000
Subtotal		\$30,000,500
Transfer to Jordan SD for New Buildings		\$21,111,830
Total		\$60,026,285

City Revenues (Sources of Funds)

Land Sales		\$0
Reimbursements for Parking Structure		
UTA: Hard Costs		\$6,480,000
UTA: Soft Costs and Contingency	45%	\$2,916,000
Retail Developers		\$939,250
Subtotal		\$10,335,250
Tax Increment Financing (TIF)		
Available for Projects		\$21,128,315
Admin and Housing Set Aside		\$2,031,898
Subtotal		\$23,160,213
Impact Fees		
Parks		\$2,997,600
Roads (Assume all are vested w/site)		\$0
Utilities, Other		\$2,628,103
Subtotal		\$5,625,703
Retail Sales Tax		\$3,962,971
Other		
Grants		\$250,000
Chamber of Commerce		\$100,000
Philanthropic		\$100,000
Crowd Funding		\$50,000
Other		\$0
Subtotal		\$500,000
City General Fund or Other		\$16,442,148
Total		\$60,026,285

JORDAN SCHOOL DISTRICT

Revenues

Property Taxes	\$6,877,174
Land Sales (to Developers and City)	\$12,810,996
Total Revenue	\$19,688,170

Costs

New Auxiliary Services Office Space	\$21,000,000
Warehouse Acquisition and Renovation	\$18,900,000
Moving Cost	\$900,000
Total	\$40,800,000

Gap - Covered by City or Other	\$21,111,830
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JORDAN SCHOOL DISTRICT

Relocation of Auxiliary Services Offices and Warehouse

Auxiliary Services: Office Space

	PSF	Total
Land (Owned by Jordan SD)		\$0
Site Prep and Parking Area (Existing)		\$0
Administrative & Classroom Area (SF)		60,000
Core and Shell: Hard Cost	\$214	\$12,814,909
Tenant Improvements	\$40	\$2,400,000
Base Cost		\$15,214,909
Soft Costs	25%	\$3,203,727
Contingency	20%	\$2,562,982
Total		\$20,981,618

\$350

Warehouse

	PSF	Total
Warehouse Building Area		120,000
Building Acquisition	\$100	\$12,000,000
Building Improvements	\$20	\$2,400,000
Base Cost		\$14,400,000
Soft Costs	15%	\$1,922,236
Contingency	20%	\$2,562,982
Total		\$18,885,218

Moving Cost

	PSF	Total
Total Area (SF)		180,000
Moving Cost and Miscellaneous	\$5	\$900,000

UTA

1,200 new housing units at the City Center could introduce 2,000 or more new residents—all potential new transit riders.

UTA Summary

Costs: Parking Structure

UTA: Hard Costs	\$6,480,000
UTA: Soft Costs and Contingency	\$2,916,000
Total	\$9,396,000

Revenues

Sales Tax Receipts	\$1,426,670
Joint Venture Equity (NPV)	\$3,907,791
Additional Riders and Transit Fares	Not calculated
Total	\$5,334,460

STRATEGIC RECOMMENDATIONS

ADOPT PLAN

- City Council
- Jordan SD
- UTA (TOD Program Board - March 20th)

STAKEHOLDER BUY-IN

- Sundborn and other private property owners (work with brokers, possibly secure option)
- Retail (Interviews with Harmon's, Target, Sprouts, others)

CONTINUE TO FULLY STAFF ECONOMIC DEVELOPMENT DEPARTMENT

FINANCE

- Extend TIF District
- Potential to bond/dedicate Impact Fees, Retail Sales
- Set aside anticipated General Fund dollars, including for 2020 work with developer

PRE-DEVELOPMENT

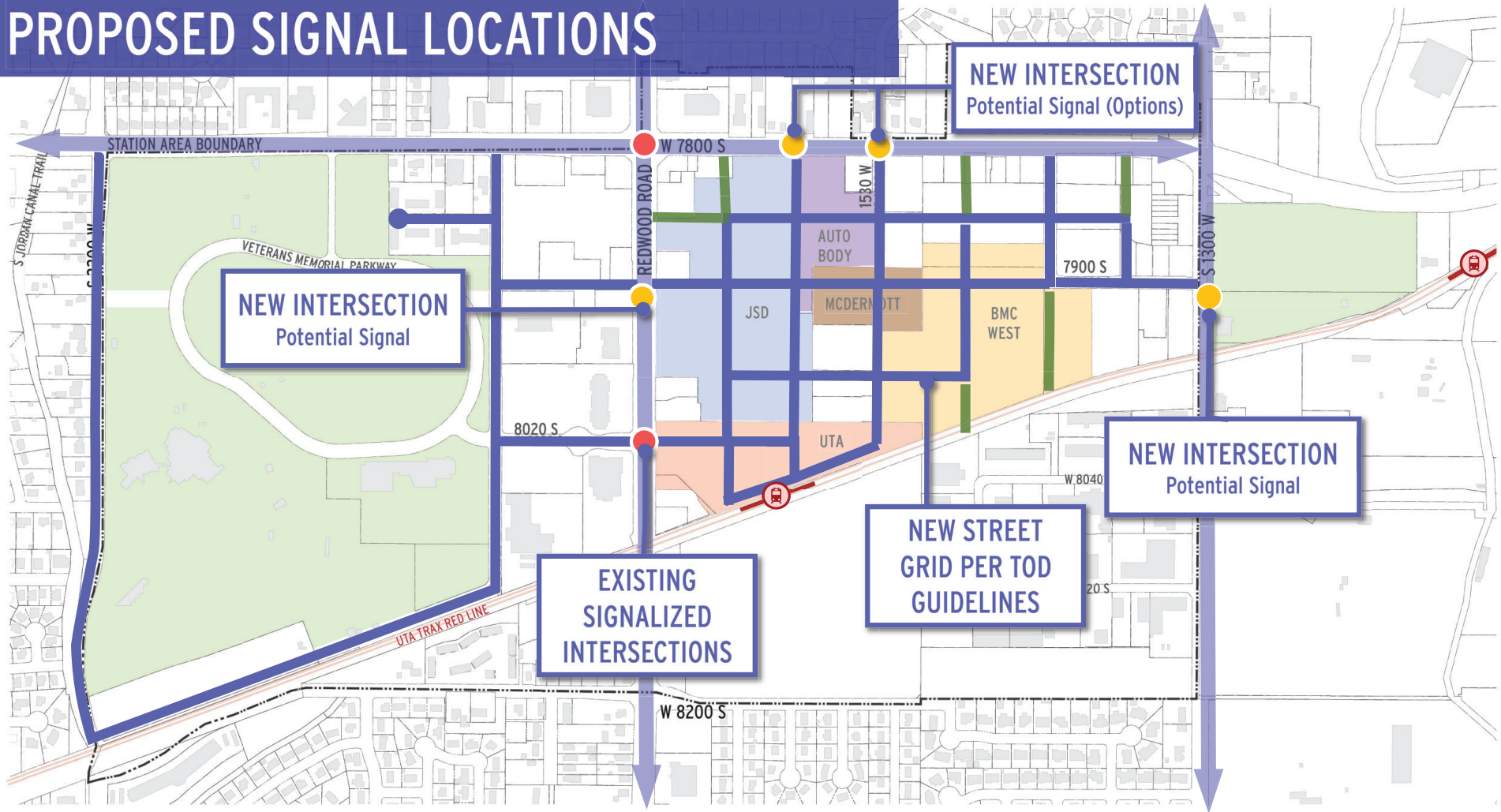
- Zoning modifications
- Development standards (design guidelines, open space guidelines)

DEVELOPMENT OFFERING

- Prepare and issue RFQ (Q3/Q4 2019)
- Short list, Request for Proposals
- Select preferred developer
- Negotiate deal

TRANSPORTATION RECOMMENDATIONS

PROPOSED SIGNAL LOCATIONS



Through this planning process the project team has made recommendations to increase the grid network and overall connectivity within the study area in order to enhance accessibility, enhance commercial retail store frontage and provide adequate access to the proposed developments. As part of this plan, the project team has also recommended installing new signals on Redwood Road at 7900 South, and either 7800 South and 1530 West or 7800 South and approximately 1590 West to tie the proposed grid network back to the existing roadways. According to UDOT standards, Redwood Road is an Access Category 5 roadway with a minimal signal spacing of 2,640 feet, and a minimum Right-In-Right-Out driveway spacing of 660 feet. The proposed signal is roughly 700 feet from the existing signal at 8020 South and 7800 South.

On February 7th, 2019 the project team met with UDOT representatives to discuss the proposed signals and they expressed concern with the signal on Redwood specifically, stating that because it did not meet their required spacing minimums it would need to be examined in greater depth outside of this study.

The 2005 Corridor Agreement for Redwood Road from 6720 South to 9400 South was also evaluated and confirmed that the 7900 South location was not identified as a location for a future signal.

The aforementioned information indicates that a full signal at 7900 South is not possible at this time based on explicit UDOT standards and direction. However, there are long and short term recommendations outlined in the following pages that are intended to provide guidance around this topic moving forward.

2005 REDWOOD ROAD CORRIDOR AGREEMENT EXCERPT

SR-68 at 9400 South	Future Signal
SR-68 at 9200 South (Fox Park Drive)	Future Signal
SR-68 at 9000 South (SR-209)	Existing Signal
SR-68 at 8600 South (Gardner Lane)	Future Signal
SR-68 at 8200 South (Sugar Factory Road)	Future Signal
SR-68 at 8020 South (City Center)	Future Signal
SR-68 at 7800 South (SR-48 to the west)	Existing Signal
SR-68 at 7000 South (SR-48 to the east)	Existing Signal
SR-68 at 6720 South	Future Signal

SHORT-TERM RECOMMENDATIONS

A proposed 3/4 unsignalized intersection (allowing for all movements aside from anything on the proposed eastern leg of the intersection) at 7900 South is a short-term recommendation. This type of intersection was called out in the February 7th UDOT meeting as acceptable by UDOT staff in the immediate term. This type of intersection is also acceptable by the project team.

LONG-TERM RECOMMENDATIONS

In the long term, it is recommended that West Jordan City work with UDOT to evaluate a potential full signal at 7900 South – as a new signal without replacing or exchanging any other signal. The City may determine that a full signal is necessary to accommodate the flow of traffic into and out of the development, and to help pedestrian access and connectivity into the area. This type of evaluation could be a separate study, or it could potentially be an evaluation and update to the 2005 Corridor Agreement for this area – due to the substantial proposed development. It should be noted that none of UDOT’s current Access Management Category descriptions allow for signal spacing of less than 1,320 feet. Future study may not recommend placement of a signal at this location.

Evaluation of other alternatives at this intersection that do not involve a signal but could have a desired effect is recommended. For example, potentially there is an opportunity for a pedestrian overpass at this location because of the development being proposed in the area and because such a facility may create connections to existing and proposed green space in the area. Additionally, this could create a comfortable facility for active transportation users while connecting other paths and green space while not disrupting vehicular travel along Redwood Road. Another facility that could be considered is a Pedestrian Hybrid Beacon (PHB) at this intersection. Again, this would help with pedestrian connectivity in the area and may be more feasible than a full signal or a pedestrian bridge.

