

Regular Meeting of the  
**Advisory Council of the Utah Transit Authority**

Wednesday, February 19, 2020, 1:00 p.m.  
Utah Transit Authority Headquarters  
669 West 200 South, Salt Lake City, Utah  
Golden Spike Conference Rooms



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|---|--|
| <b>1. Call to Order &amp; Opening Remarks</b>   | <b>Chair Jeff Acerson</b>                              |
| <b>2. Pledge of Allegiance</b>  | <b>Chair Jeff Acerson</b>                              |
| <b>3. Oath of Office for Mayor Erin Mendenhall</b>  | <b>Cathie Griffiths</b>                                |
| <b>4. Safety First Minute</b>   | <b>Sheldon Shaw</b>                                    |
| <b>5. Public Comment Period</b>   | <b>Karen Cronin</b>                                    |
| <b>6. Approval of November 20, 2019 Advisory Council Meeting Minutes</b>  | <b>Chair Jeff Acerson</b>                              |
| <b>7. Board of Trustees Report</b>  | <b>Carlton Christensen</b>                             |
| <b>8. Agency Report</b><br>a. Microtransit Pilot Update<br>b. Service Choices Update  | <b>Carolyn Gonot</b>                                   |
| <b>9. Audit Committee Update</b>  | <b>Chair Jeff Acerson and<br/>Troy Walker</b>          |
| <b>10. AR2020-02-01 Resolution Appointing Advisory Council Officers for the Year 2020</b>   | <b>Chair Jeff Acerson</b>                              |
| <b>11. Consultation and Recommendation</b><br>a. Approval and Recommendation to Adopt the Woods Cross Station Area Plan - Resolution AR2020-02-02<br>b. Consultation on Amendment Number 1 to the 2020 Budget | <b>Paul Drake</b><br><b>Bob Biles</b>                  |
| <b>12. Discussion Items</b><br>a. Wasatch Choice 2050 Vision  | <b>Andrew Gruber, WFRC</b><br><b>Shawn Seager, MAG</b> |

**13. Other Business**

**Chair Jeff Acerson**

- a. Next meeting: Wednesday, May 27, 2020 at 1:00 p.m.

**14. Adjourn**

**Chair Jeff Acerson**

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**Public Comment:** Members of the public are invited to provide comment during the public comment period at the discretion of the chair. Comment may be provided in person or online through [www.rideuta.com](http://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 [advisorycouncil@rideuta.com](mailto:advisorycouncil@rideuta.com). To be distributed to the Advisory Council prior to the meeting or be included in the meeting minutes, online or email comments must be received by 2:00 p.m. the day before the meeting.

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

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# Situational awareness - 'seeing' your security gaps





# MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**FROM:** Jana Ostler, Board Manager  
**PRESENTER(S):** Jeff Acerson, Chair – Local Advisory Council

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b> Approval of November 20, 2019 Local Advisory Council Meeting Minutes	
<b>AGENDA ITEM TYPE:</b>	Approval
<b>RECOMMENDATION:</b>	Approve the minutes of the November 20, 2019 Local Advisory Council Meeting
<b>BACKGROUND:</b>	A regular meeting of the UTA Local Advisory Council was held on Wednesday, November 20, 2019 at 11:00 a.m. at UTA Headquarters. Minutes from the meeting document the actions of the Council and summarize the discussion that took place in the meeting. A full audio recording of the meeting is available on the <a href="#">Utah Public Notice Website</a> and video feed is available on You Tube at <a href="https://www.youtube.com/results?search_query=utaride">https://www.youtube.com/results?search_query=utaride</a>
<b>ATTACHMENTS:</b>	1) 2019-1120 Minutes_Advisory Council_unapproved



Minutes of the Regular Meeting of the  
**Advisory Council of the Utah Transit Authority**

Wednesday, Nov. 20, 2019, 11:00 a.m.  
Utah Transit Authority (UTA) Headquarters  
669 West 200 South, Salt Lake City, Utah  
Golden Spike Conference Rooms

**UTA Advisory Council Members Present:**

Jeff Acerson  
Jacqueline Biskupski  
Leonard Call  
Erik Craythorne

Karen Cronin  
Robert Hale  
Dan Peay (Alternate for Clint Smith)  
Troy Walker

**Advisory Council Members Excused/Not in Attendance:**

Julie Fullmer  
Clint Smith

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

**Welcome and Call to Order**

Chair Acerson welcomed attendees and called the meeting to order at 11:02 a.m. Following Chair Acerson's opening remarks, the advisory council and meeting attendees recited the Pledge of Allegiance.

**Safety First Minute**

Chair Acerson yielded the floor to Kent Muhlestein, UTA Safety Admin - Transit System, for a brief safety message.

**Public Comment Period**

Claudia Johnson expressed frustration that UTA's buses are not able to fully pull-up next to curbs and serve customers properly due to cars parking such that buses must stop within traffic lanes and wait for patrons to walk in-between the parked cars. Having researched the matter, Ms. Johnson reported finding each municipality is responsible for painting the curbs within their community and encouraged them to do so rapidly as snow mounds are in the foreseeable future and this is a safety issue.

**Approval of September 25, 2019 Advisory Council Meeting Minutes**

A motion to approve the September 25, 2019 Advisory Council Meeting Minutes was made by Member Walker and seconded by Member Craythorne. The motion carried unanimously.

**Board of Trustees Report**

Carlton Christensen, UTA Board of Trustees Chair, informed the council that the board will be presenting jointly with the Utah Department of Transportation (UDOT) at the Transportation Interim Committee meeting on January 15, 2020. He provided an overview on the study regarding UTA becoming a state

entity; noting final completion and presentation to legislators will occur in late-Spring 2020. He also conveyed the results of the Pension Study that was presented to legislators last month and advised copies will be provided to the council members. He pointed out since the Board Fare Policy was adopted in July 2019, an evaluation of UTA's Fare Policy has initiated, staff is collaborating to conduct a fare pilot, and it is anticipated a new policy will be presented to the board in early 2020. Chair Christensen then informed the council the board had approved an interlocal agreement with the Central Wasatch Commission to increase financial resources and streamline services. He also reported notification was received that UTA has been awarded a Federal Department of Transportation grant.

Member Biskupski arrived 11:18 a.m.

Trustee Christensen concluded by recognizing Mayor Biskupski for her service to the Local Advisory Council and presented her with a gift of appreciation.

### **Agency Report**

Carolyn Gonot, UTA Executive Director, introduced Bob Biles, UTA Chief Financial Officer. Mr. Biles provided an update of the Bond Refunding and New Money Issuance. Ms. Gonot then introduced Jaron Robertson, UTA Director of Innovation, and Andrea Packer, UTA Communications Director; together, they summarized the VIA launch project and event. Member Walker suggested notifying specific businesses of the event.

Discussion ensued. Questions regarding the type of outreach efforts that were performed, what projections staff has for ridership, what will determine the success of the project, and what the deciding factors were for the area selected were posed by the council and answered by staff.

### **Audit Committee Report**

Chair Acerson and Member Troy Walker reported on the October 28, 2019 Audit Committee meeting and provided an overview of items discussed therein. They also reviewed requirements of State statute; as well as, duties and responsibilities of the Audit Committee.

**Advisory Council Chair Report. Local Advisory Council Duties and Responsibilities, 2019 Outcomes, and 2020 Activities.** Chair Acerson explained the purpose of this item is to help the council members understand their roles, responsibilities, and decision-making authority, and determine what they would like to do differently or areas they would like to focus on more.

Discussion ensued. Members commented regarding the council's ability to support the board with added representation and connections in their respective Councils of Government and other meetings they routinely attend and advised on the value they feel it provides. They conveyed that citizens look at UTA differently due to the work of the council and their ability to communicate with colleagues regarding the new structure and operations, and noted that it is building trust in the authority. They also discussed that the council has an obligation to continue sharing and answering questions through the various meetings they sit in. It was also suggested that council members can help clarify and correct misrepresentations of the authority that may appear in the media. It was also reported that Tooele appreciates having a fast track way to get their concerns communicated and appreciates having a closer connection. There were no suggestions or changes proposed.

**AR2019-11-01 Resolution Setting 2020 Advisory Council Meeting Schedule.** Chair Acerson reviewed the proposed meeting schedule. Discussion ensued regarding whether to move the November meeting as it is scheduled on Veteran's Day.

Member Cronin moved to change the November meeting to November 18, 2020 at 11:00 a.m. and approve the remaining schedule as outlined in the packet. Member Hale seconded the motion. The motion carried unanimously.

**Consultation: UTA Tentative 2020 Budget.** Ms. Gonot and Mr. Biles reviewed changes to the Tentative 2020 Budget and anticipated changes to the Final 2020 Budget. They also reminded the council the Final Budget will be reviewed at the December 11, 2019 Board of Trustees meeting with adoption proposed at the December 18, 2019 meeting.

Member Walker moved to approve the tentative 2020 budget as presented. Member Cronin seconded the motion. The motion carried unanimously.

#### **Other Business**

The next meeting of the advisory council will be February 19, 2020 at 1:00 p.m.

Chair Acerson thanked Mayor Biskupski for her service and support of transit. She described how one bus route has allowed students in her city, who are bused from the westside to East High School, to stay later than 4:00 p.m. She reported that the impact of this opportunity has been significant for the students and their families. She expressed gratitude to both her team and the partnership with UTA in making it happen.

#### **Adjournment**

The meeting was adjourned at 12:20 p.m. with a motion by Member Walker, second by Member Craythorne, and a unanimous vote in favor.

Transcribed by Angie Olsen  
Executive Assistant to the Board  
Utah Transit Authority  
[aolsen@rideuta.com](mailto:aolsen@rideuta.com)  
801.287-2581

*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/571567.html> for entire content.*

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



# MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**FROM:** Carlton Christensen, Chair UTA Board of Trustees  
**PRESENTER(S):** Carlton Christensen, Beth Holbrook, Kent Millington

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b> Board of Trustees Report	
<b>AGENDA ITEM TYPE:</b>	Report
<b>RECOMMENDATION:</b>	Informational report for discussion
<b>BACKGROUND:</b>	Members of the UTA Board of Trustees will report on recent activities of the board and other items of interest.



## MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**FROM:** Carolyn Gonot, Executive Director  
**PRESENTER(S):** Carolyn Gonot, Executive Director

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b>	<b>Agency Report</b>
<b>AGENDA ITEM TYPE:</b>	<b>Report</b>
<b>RECOMMENDATION:</b>	Informational report for discussion
<b>DISCUSSION:</b>	<p>Carolyn Gonot, UTA Executive Director will report on recent activities of the agency and other items of interest including:</p> <ul style="list-style-type: none"><li>- Service Choices</li><li>- Microtransit Pilot Program Update</li></ul>
<b>ATTACHMENT:</b>	January 2020 Microtransit Monthly Eval Report

# UTA MICROTRANSIT PILOT PROJECT EVALUATION

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*Monthly Report, January 2020*

*Prepared by UTA Innovative Mobility Solutions*

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# EXECUTIVE SUMMARY

## Background

Utah Transit Authority’s Innovative Mobility Solutions Team has partnered with Via to deploy a Microtransit Pilot (Pilot) for one year beginning on November 20, 2019. This on-demand, shared-ride pilot is designed to expand access to UTA services throughout the zone, to improve mobility for all users, and to provide a quality customer experience. In general, the project team is interested in understanding whether Microtransit provides a valuable and cost-effective service to meet the needs of customers in the region as well as future deployment potential for Microtransit Services in UTA’s Five Year Mobility Plan.

## Evaluation Process

In order to evaluate the pilot, performance metrics as identified in the Microtransit Evaluation Plan will be collected and reported out monthly. Comprehensive quarterly reports will take place at three-month intervals throughout the project. A final evaluation report will be prepared upon pilot completion.

## Overall Health of Pilot Project

Pilot Objective	Key Performance Metric	DEC	JAN
Ridership	Avg. weekday ridership	224	334
	Utilization <sup>1</sup>	1.33	2.00
Customer Experience	Avg. wait time (minutes)	9	11
	Avg. customer rating <sup>2</sup>	4.8	4.8
Overall Performance	Cost per rider	\$26.91	\$17.91
	Public support <sup>3</sup>	TBD	TBD
	Days of operation	21	22

January, the second month of pilot operations revealed more typical travel demand patterns than December. Utilization and cost per rider improved as average weekday ridership increased by 49%. Average wait time increased slightly too, although it’s still within the target range of 15 minutes.

Key:

	= On target		= Approaching 6-month target, on track		= Not on target, requires mitigation or change
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<sup>1</sup> Utilization – Average riders per hour per vehicle

<sup>2</sup> Avg. customer rating – Based on a scale of 1-5

<sup>3</sup> To be evaluated quarterly by assessing customer ratings, surveys, and customer feedback

# PERFORMANCE REPORTING

## Monthly Data Table

MICROTRANSIT PILOT OBJECTIVE	METRIC	GOAL	ACTUAL: TOTAL	ACTUAL: WAV <sup>4</sup> ONLY
<b>RIDERSHIP</b>	Total ridership	N/A	7,346	87
	Avg. weekday ridership	350 - 450 (at 6 months)	334	4
	Avg. riders per hour per vehicle (utilization)	2.5 - 4.5 (at 6 months)	2.00	N/A
	WAV request %	2.5% - 5.0%	N/A	1.2%
	Shared rides %	25.0% (at 6 months)	20.8%	N/A
<b>CUSTOMER EXPERIENCE</b>	Avg. customer rating	4.8 out of 5.0	4.8	4.8
	Average wait time	< 15 minutes	11	15
	On time pick up %	95%	93%	75%
	Avg. minutes per ride (trip duration)	N/A	10	11
	Avg. miles per ride (trip distance)	N/A	3.8	3.2
	Avg. travel time	3 minutes per mile	2.6	2.9
	<b>OVERALL PERFORMANCE</b>	Operating cost	\$154,893 (budget)	\$131,572
Operating hours		4,207 (budget)	3,666	N/A
Operating miles		N/A	63,090	N/A
Cost per hour <sup>5</sup>		\$36.82 (budget)	\$35.89	N/A
Cost per rider <sup>6</sup>		< \$13.08	\$17.91	N/A
Cost per mile		N/A	N/A	N/A
Safe operations		Avoidable accidents < 1 per 100,000 miles	0	N/A
Trips booked through Via's call center		N/A	2%	41%
Fares from credit cards <sup>7</sup>		N/A	\$2,615	N/A

<sup>4</sup> WAV – Wheelchair Accessible Vehicle. Three of the 17 Via vehicles are WAVs.

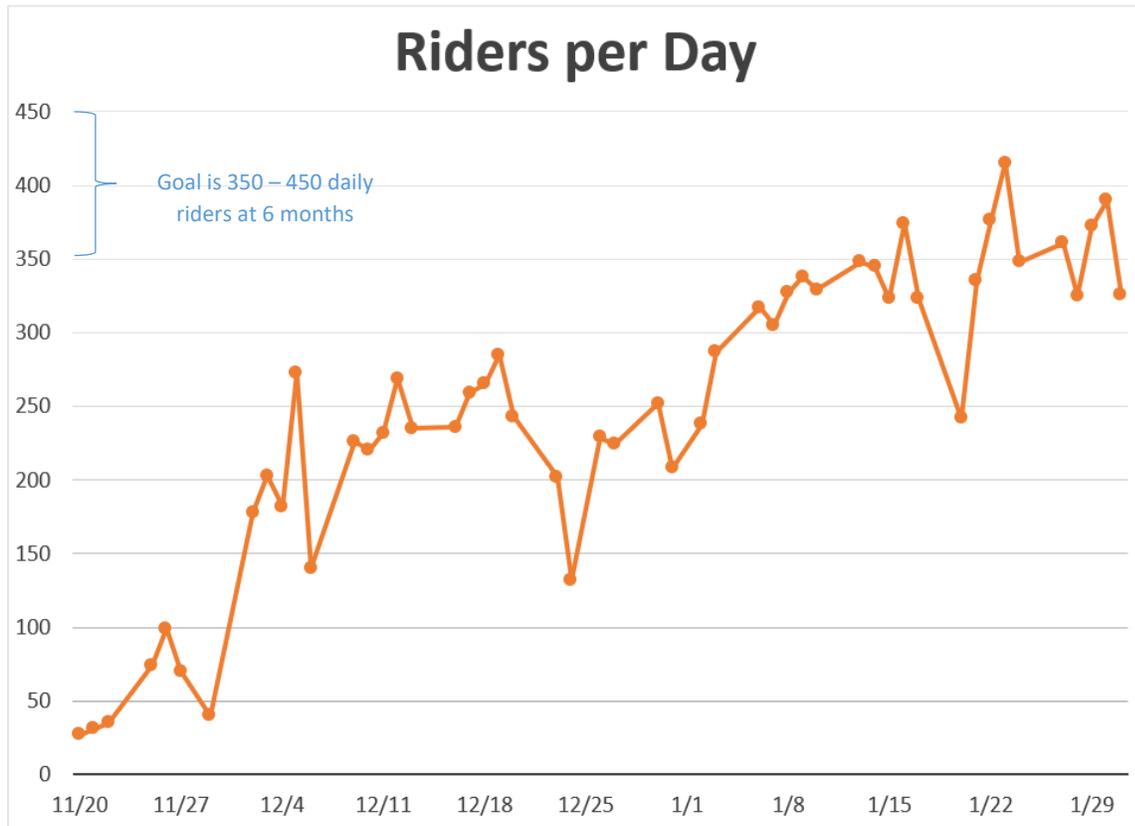
<sup>5</sup> Cost per hour – Fully allocated; includes operating and capital costs.

<sup>6</sup> Cost per rider – Goal revised from \$13.64 to \$13.08.

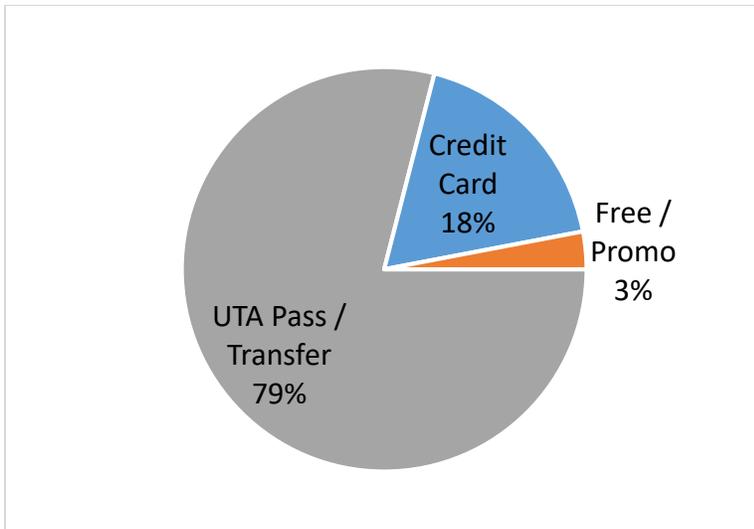
<sup>7</sup> Includes credit card, debit card, Apple Pay and Google Pay.

Graphic 1. Daily Ridership

From the pilot launch in November 2019 through January 2020



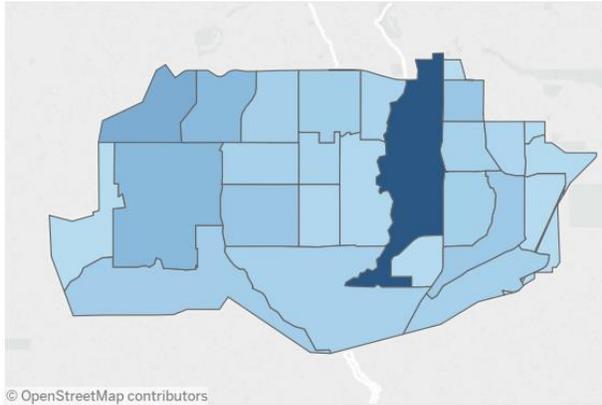
Graphic 2. Fare Payment by Type



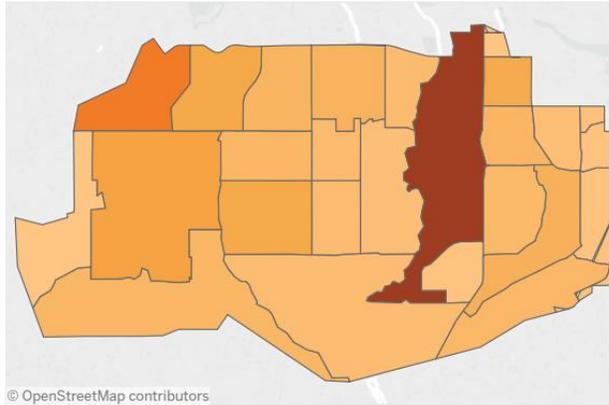
Graphic 3. Usage Maps by Census Block

Darker blocks = more requests

Pickup Requests



Dropoff Requests

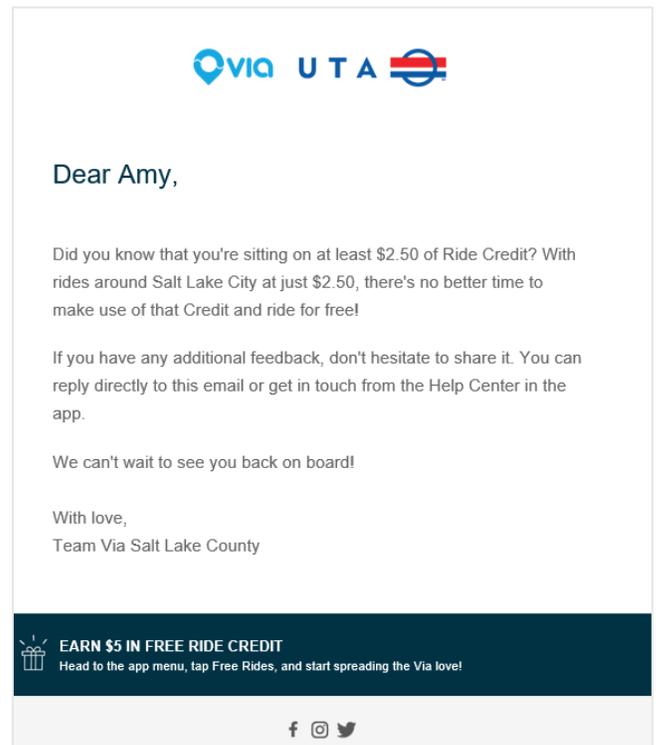


Top Pick Up Rail Stations	Requests
Draper FrontRunner	897
Daybreak TRAX	467
Crescent View TRAX	253
South Jordan FrontRunner	199

Top Drop Off Rail Stations	Requests
Draper FrontRunner	763
Daybreak TRAX	485
Crescent View TRAX	288
South Jordan FrontRunner	220

Marketing, Communications, and Promotions Summary

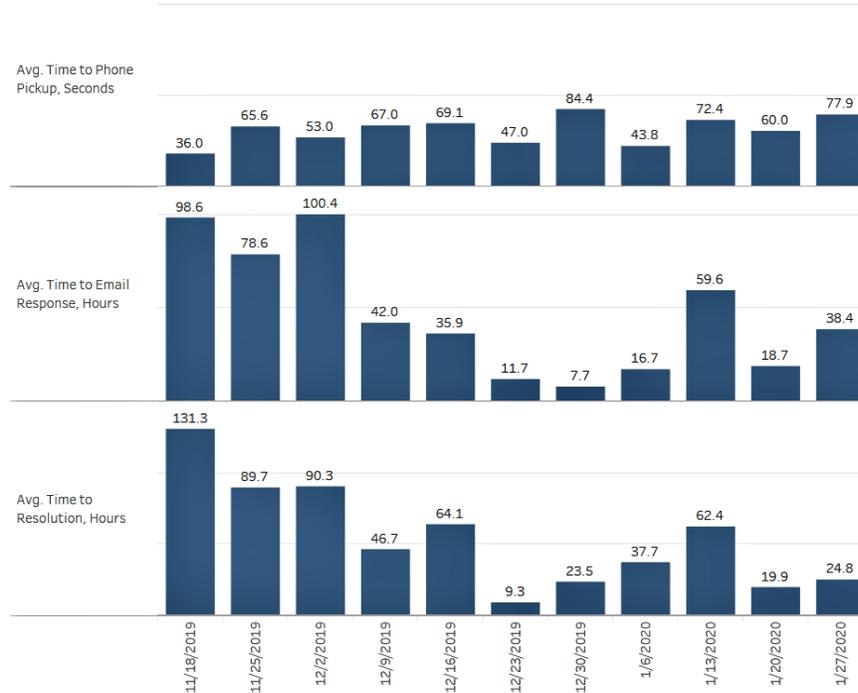
- January efforts included: email marketing (see sample at right), PR support, street teams, social media, community outreach, online survey, and free trial offer.
- The RIDEVIA promo code was extended through May giving new customers two free rides.
- On January 8<sup>th</sup> an introductory offer ended, and the promotional \$1.00 fare switched to the regular \$2.50 base fare.



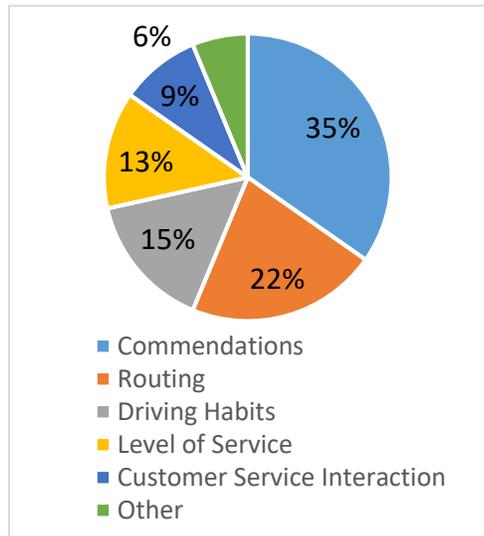
# CUSTOMER SUPPORT DATA

Graphic 4. Via Call Center Customer Service Statistics

Weekly



Graphic 5. Customer Comments by Category



Category	Sample Comment
<b>Commendation</b>	Driver was very friendly!
<b>Routing</b>	Drops off people across street when going to smiths in draper
<b>Driving habits</b>	Not paying attention; slammed on breaks; loud music
<b>Level of Service</b>	Pls enlarge the service area
<b>Customer Service Interaction</b>	Got mad at me because I didn't correct him when he went the wrong way
<b>Other</b>	I have been wait for longer. When i put 2 minutes pick up. Grrr late my work!!

### Customer Comment Summary

There were 144 total comments logged. Via's app received 134 and UTA Customer Service logged 10. The "Other" category includes customer feedback about Via's app, fare suggestions, and lost items.



# MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**FROM:** Utah Transit Authority Audit Committee  
**PRESENTER(S):** Jeff Acerson, Chair Local Advisory Council,  
Troy Walker, Vice-Chair Local Advisory Council

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b>	<b>Audit Committee Report</b>
<b>AGENDA ITEM TYPE:</b>	<b>Report</b>
<b>RECOMMENDATION:</b>	Informational report for discussion
<b>BACKGROUND:</b>	The UTA Audit Committee met on December 9, 2019 and February 10, 2020 to hear reports on recent audits performed by the UTA internal auditors, as well as other audit and risk related information. Chair Jeff Acerson and Vice-Chair Troy Walker sit on the Audit committee along with Trustees Carlton Christensen, Kent Millington, and Beth Holbrook. Chair Acerson and Vice-Chair Walker will report on the meetings.

# MEETING MEMO



**TO:** Utah Transit Authority Local Advisory Council  
**FROM:** Jeff Acerson, Chair Local Advisory Council  
**PRESENTER(S):** Jeff Acerson, Chair Local Advisory Council

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b> AR2020-02-01 Resolution Appointing Advisory Council Officers for the Year 2020	
<b>AGENDA ITEM TYPE:</b>	Resolution
<b>RECOMMENDATION:</b>	Nominate and vote to appoint Advisory Council officers for the year 2020. Approve Resolution AR2020-02-01 with an amendment to include the names of the elected 2020 officers.
<b>BACKGROUND:</b>	<p>Utah Transit Authority Bylaws (Article III, Section 4) require that the UTA Local Advisory Council annually elect three officers, a Chair, a Vice-Chair, and a Second Vice-Chair from the membership of the Advisory Council.</p> <p>During 2019, Jeff Acerson served as Chair, Troy Walker served as Vice-Chair, and Karen Cronin served as Second Vice-Chair. All 2019 officers are eligible for reappointment in 2020.</p> <p>Duties of Advisory Council officers are as follows (per Bylaws Article III, Section 7):</p> <ul style="list-style-type: none"><li>○ The <b>Advisory Council Chair</b> shall preside at all Advisory Council meetings. The Advisory Council Chair shall ensure that the Advisory Council carries out its duties under the Public Transit District Act and shall coordinate the agenda with the Board Chair to accomplish this end. The Advisory Council Chair shall serve as the liaison with the Board.</li><li>○ In the absence of the Advisory Council Chair, the <b>Advisory Council Vice-Chair</b> shall carry out the duties of the Advisory Council Chair.</li><li>○ The <b>Advisory Council Second Vice-Chair</b> shall attest to all resolutions, ordinances, or orders passed by the Advisory Council.</li></ul> <p>The term for 2020 officers would begin May 1, 2020 and expire at the first meeting of the Council in 2021.</p>
<b>DISCUSSION:</b>	Advisory Council members may decide regarding 2020 officers through open discussion, followed by either a verbal motion and vote or vote by paper ballot, according to the discretion of the chair.
<b>ATTACHMENTS:</b>	AR2020-02-01 Resolution Appointing Officers for the Year 2020

**RESOLUTION OF THE LOCAL ADVISORY COUNCIL OF THE UTAH  
TRANSIT AUTHORITY APPOINTING OFFICERS FOR THE YEAR 2020**

AR2020-02-01

February 19, 2020

WHEREAS, the Utah Transit Authority (the “Authority”) is a large 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, through its Board of Trustees (“Board”) and Advisory Council (“Council”) adopted Bylaws through Resolution R2019-06-01 on June 3, 2019;

WHEREAS, the Bylaws require that the Council annually elect three officers, a Chair, a Vice-Chair and a Second Vice-Chair from the membership of the Council;

WHEREAS, The Council last elected Officers at its January 16, 2019 joint meeting with the Board; and

WHEREAS, the time has come for the Council to elect new officers.

NOW, THEREFORE, BE IT RESOLVED by the Local Advisory Council of the Utah Transit Authority:

1. That the Local Advisory Council hereby appoints \_\_\_\_\_ as Chair, for a term to begin May 1, 2020 and expire at the first meeting of the Council in 2021.
2. That the Local Advisory Council hereby appoints \_\_\_\_\_ as Vice-Chair, for a term to begin May 1, 2020 and expire at the first meeting of the Council in 2021.
3. That the Local Advisory Council hereby appoints \_\_\_\_\_ as Second Vice-Chair, for a term to begin May 1, 2020 and expire at the first meeting of the Council in 2021.
4. That this Resolution stays in full force and effect until superseded by further action of the Advisory Council.
5. That the corporate seal be attached hereto.

Approved and adopted this 19<sup>th</sup> day of February 2020.

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By: Jeff Acerson, Chair  
Local Advisory Council

ATTEST:

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By: Karen Cronin, Second Vice Chair  
Local Advisory Council

(Corporate Seal)

Approved As To Form:

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Legal Counsel



## MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**THROUGH:** Carolyn Gonot, Executive Director  
**FROM:** Mary DeLoretto, Acting Chief Service Development Officer  
**PRESENTER(S):** Paul Drake, Sr. Manager – Real Estate and TOD

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b>	<b>Resolution AR2020-02-02 Approving and Recommending Adoption of the Station Area Plan for Woods Cross</b>
<b>AGENDA ITEM TYPE:</b>	<b>Resolution</b>
<b>RECOMMENDATION:</b>	Approve Resolution R2020-02-02 approving the Woods Cross Station Area Plan and recommending adoption by UTA’s Board of Trustees.
<b>BACKGROUND:</b>	Per state statute and UTA policy, the Local Advisory Council reviews, approves, and recommends adoption of Station Area Plans for all TOD projects, and then the Board of Trustees must adopt the plans before they can be implemented. Woods Cross City and UTA have completed a Station Area Plan for the Woods Cross FrontRunner Station.
<b>DISCUSSION:</b>	<p>Station Area Plans are designed to be a shared vision between UTA, the municipality, and other key stakeholders. It is intended to guide all future decisions related to the development of the area, including UTA-owned properties.</p> <p>The Woods Cross Station area plan considers the constraints of the station site and provides three potential development scenarios and the key stakeholders’ preferred scenario. The preferred scenario includes enhanced connections to the station, some reconfiguration of UTA parking facilities, and improvements on UTA’s adjacent property.</p>
<b>ATTACHMENTS:</b>	<ol style="list-style-type: none"><li>1) Resolution AR2020-02-02</li><li>2) Woods Cross Station Area Plan - Strategic Recommendations</li><li>3) Woods Cross Station Area Plan - Strategic Recommendations Appendix</li></ol>

**RESOLUTION OF THE LOCAL ADVISORY COUNCIL OF THE  
UTAH TRANSIT AUTHORITY APPROVING AND RECOMMENDING  
ADOPTION OF THE STATION AREA PLAN FOR WOODS CROSS**

AR2020-02-02

February 19, 2020

WHEREAS, the Utah Transit Authority (the “Authority”) is a large 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 Board of Trustees Policy 5.1 – 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 Council to review and approve Station Area Plans it determines to be in the best interest of the Authority and the applicable municipalities prior to adoption by the Authority’s Board of Trustees;

WHEREAS, the Authority has presented the Station Area Plan for Woods Cross to the Local Advisory Council for review;

WHEREAS, the Local Advisory Council believes that the Station Area Plan is in the best interest of the Authority and Woods Cross and recommends adoption of the Station Area Plan for Woods Cross by the Board of Trustees of the Authority.

NOW, THEREFORE, BE IT RESOLVED by the Local Advisory Council of the Utah Transit Authority:

1. That the Local Advisory Council hereby approves the Station Area Plan for Woods Cross, attached as Exhibit A, and recommends that it be adopted by the Authority’s Board of Trustees.

Approved and adopted this 19<sup>th</sup> day of February 2020.

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Jeff Acerson, Chair  
Local Advisory Council

ATTEST:

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Karen Cronin, Second Vice Chair  
Local Advisory Council

(Corporate Seal)

Approved As To Form:

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Legal Counsel

Exhibit A



# STRATEGIC RECOMMENDATIONS

## WOODS CROSS STATION AREA

June 21, 2019

City of Woods Cross | Wasatch Front Regional Council | Utah Transit Authority

## **Project Timeline**

January 2019 - June 2019

## **Funding**

This project was funded by Wasatch Front Regional Council Transportation & Land Use Connection with a local contribution.

## **Acknowledgements**

Tim Stephens | Woods Cross City, Community Development

Christy Dahlberg | Wasatch Front Regional Council

Kevin Leo | Utah Transit Authority

## **Government Officials**

Gary Uresk | Woods Cross City Administrator

Duane Huffman | West Bountiful City Administrator

Steven Snow | Davis School District

Julie Checketts | Woods Cross City Council

Gary Sharp | Woods Cross Planning Commission

Joseph Rupp | Woods Cross Planning Commission

Leo Beecher | Former Woods Cross Planning Commission

# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	1
Project Summary .....	1
Community Engagement .....	2
Existing Conditions Assessments .....	3
Proposed Scenarios .....	4
Preferred Scenario .....	6
Implementation Plan .....	8
Appendix .....	12
STATION AREA VISION .....	13
Station Access Framework .....	13
Land Use Framework .....	18
Priority Projects .....	24
Business Case .....	30
Funding Strategies .....	34
Policy & Regulatory Recommendations .....	36

# EXECUTIVE SUMMARY

## PROJECT SUMMARY

The purpose of the Woods Cross Station Area Vision is to integrate transportation and land uses, enhance ridership, create a more vibrant and livable community, and better prepare for future infrastructure improvements such as the planned Bus Rapid Transit line terminating at Woods Cross Station.

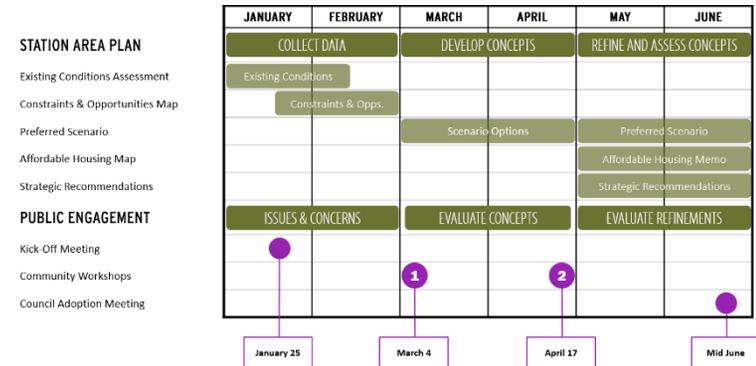
Planning for the Woods Cross Station Area (Station Area) addresses the Woods Cross Station, two UTA Park and Rides, some commercial uses, undeveloped land, and a large amount of industrial uses, most notably Holly Refining. The project also considers a larger influence area that includes I-15 to the east, single-family residential to the south, and undeveloped land to the west.

Over six months, from January to June 2019, assessment of the existing conditions, identification of constraints and opportunities, scenario options, one Preferred Scenario, and strategic implementation recommendations were developed. The resulting Vision includes the Preferred Scenario and an Implementation Plan.

Figure 1. Woods Cross Station Planning Area



Figure 2. Project Schedule



## COMMUNITY ENGAGEMENT

*In order to ensure the Vision accurately reflected the needs and desires of the community, the project included one stakeholder engagement session and two community workshops.*

### Stakeholder Engagement Sessions

Stakeholder engagement sessions were held in January 2019 to discuss the project goals, process and schedule, and identify issues and concerns in a one-on-one or small group setting. Stakeholders included City staff and elected officials, business and property owners, and study area residents.

### Community Workshop 1

The first community workshop, held in March 2019, began with a presentation of the market analysis, transportation and environmental conditions, and opportunities and constraints assessment. The presentation was followed by table discussions during which participants discussed issues and concerns and provided feedback on the presented analysis. Key issues to be resolved included:

- Poor connections to the western half of the Station Area.
- Unsafe and discontinuous walking and biking access to the station.
- W 500 S congested creates a station access barrier.
- Employment and retail/commercial uses rather than residential uses were preferable due to impacts of Holly Refinery.
- Development should protect and enhance existing businesses and homes.

### Community Workshop 2

The second community workshop, held in April 2019, included the presentation of background information assessments and three draft scenarios. Input was solicited to inform the selection of a preferred scenario. The workshop included table discussions and evaluations of the draft scenarios.

Figure 3. Community Workshop 1



Figure 4. Community Workshop 1



## EXISTING CONDITIONS ASSESSMENTS

*The existing conditions assessments analyzed Station Area market and transportation conditions to help inform the proposed scenarios.*

### Market Assessment Summary

A Station Area market assessment analyzed demographic and development trends and market demand for potential redevelopment.

The market assessment identified regional demographic and development trends that are promising for the Station Area, including:

- The Salt Lake City metro region's population is growing rapidly with high rates of both employment and development growth.
- High demand for flex-space employment and some demand for office and retail space.
- High demand for multi-family housing, however, proximity to Holly Refining and other industrial uses limits the feasibility of residential development in the Station Area.

The market demand assessment for each development type is listed below.

Table 1. Short-Term Market Demand Summary

DEVELOPMENT TYPE	DEMAND
Flex Space Employment	20,000 – 50,000 sf
Office	10,000 – 25,000 sf
Retail	3,000 – 15,000 sf
Multi-Family Residential	200 – 300 du at 25–35 du/acre

### Transportation Assessment Summary

A Station Area transportation assessment analyzed existing and future transportation infrastructure, including roadways, rail lines, public transit, and walking and biking infrastructure.

The transportation assessment revealed the following key elements or concerns:

- W 500 S is often congested and delayed due to multiple rail lines, Holly Refining's loading dock, and the I-15 entrance and exit.
- Several station access barriers limit walking, biking and auto access, including multiple rail lines, I-15, W 500 S, and limited bike infrastructure.
- Bike infrastructure in the Station Area is limited and walkability is low due to access barriers and a lack of mixed-use development.

## PROPOSED SCENARIOS

Three proposed scenarios that included frameworks for station access and land use were developed.

### Minimal Change Scenario

This scenario identifies walking and biking station access improvements, partial UTA Park and Ride redevelopment, and the following station access and land use elements:

- A multi-use trail on W 500 S, bike lanes on S 800 W, W 700 S and S 700 W, and a BRT station platform.
- Vacant parcel office development, an expanded Park and Ride, a station square with a retail pavilion, and neighborhood-serving retail.

### Moderate Change Scenario

The Moderate Change Scenario builds on the Minimal Change Scenario, proposing additional redevelopment of the UTA Park and Ride, a connection to the western half of the Station Area, and the following station access and land use elements:

- Walking & biking bridge over the train tracks with a multi-use trail to S 950 W, and a multi-use trail on S 950 W.
- Townhomes and a West Park and Ride with a new driveway/roadway (S 850 W).

### Greater Change Scenario

The Greater Change Scenario builds on the Moderate Change Scenario to fully link the western and eastern halves of the Station Area with a new motor vehicle bridge, a grid of streets, and a flex-space employment district. This scenario includes the following station access and land use elements:

- 'Northwest Quadrant Road' with bridges over the train tracks, realigned W 700 S, new roadway (S 850 W), and roadway and access improvements to W 850 S.
- Flex-space employment, retail and open space amenities

Figure 5. Minimal Change Scenario

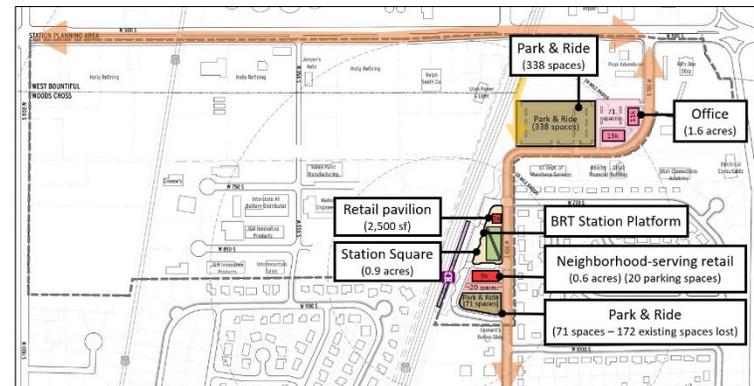


Figure 6. Moderate Change Scenario

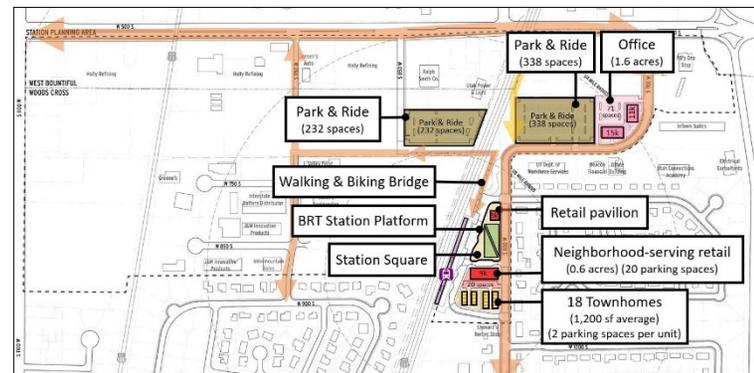
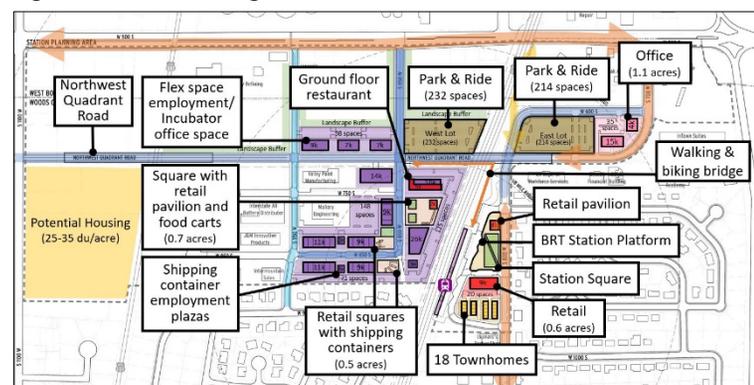


Figure 7. Greater Change Scenario



### Community Response to Proposed Scenarios

During the second community workshop, community members evaluated each of the scenarios through table discussions and response sheets. Response sheet results are listed in the table below.

Table 2. Community Workshop 2 Response Sheet Results

MINIMAL CHANGE SCENARIO		MODERATE CHANGE SCENARIO		GREATER CHANGE SCENARIO	
Good	9	Good	10	Good	20
Fair	8	Fair	6	Fair	2
Poor	6	Poor	5	Poor	3
Other	2	Other	3	Other	-

Figure 8. Community Workshop 2



## PREFERRED SCENARIO

The preferred scenario represents an ambitious, yet realistic, land use and station access framework based on both technical analysis and stakeholder, community and City staff input.

The Preferred Scenario includes all of the Moderate Change Scenario elements, listed below.

### Station Access

- W 500 S Multi-Use Trail
- Bike lanes on S 800 W, W 700 S, and S 700 W
- Sidewalk on S 700 W
- Potential multi-use trail through Holly Refining’s loading dock
- Walking & biking bridge with multi-use trail to S 950 W
- S 950 W multi-use trail
- New roadway/driveway (S 850 W)
- Potential BRT station platform

### Land Use

- Station square with retail pavilion
- Neighborhood-serving retail
- Townhomes
- Office
- North Park and Ride expansion
- West Park and Ride

The Preferred Scenario does not preclude potential long-term station access and land use elements such as new roadways and bridges and flex-space employment development west of the train tracks.

Figure 9. Preferred Scenario

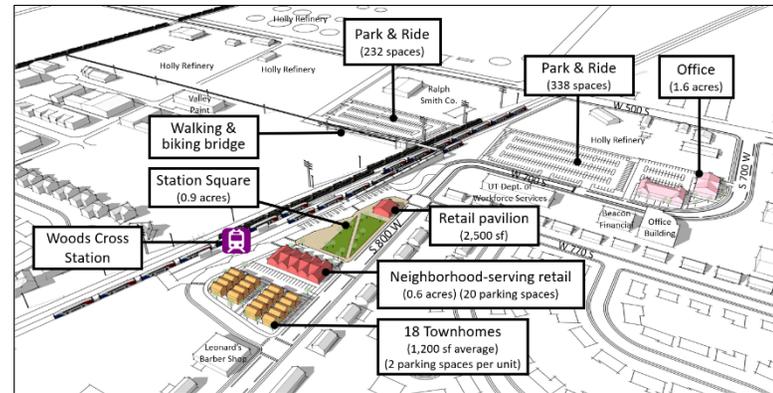
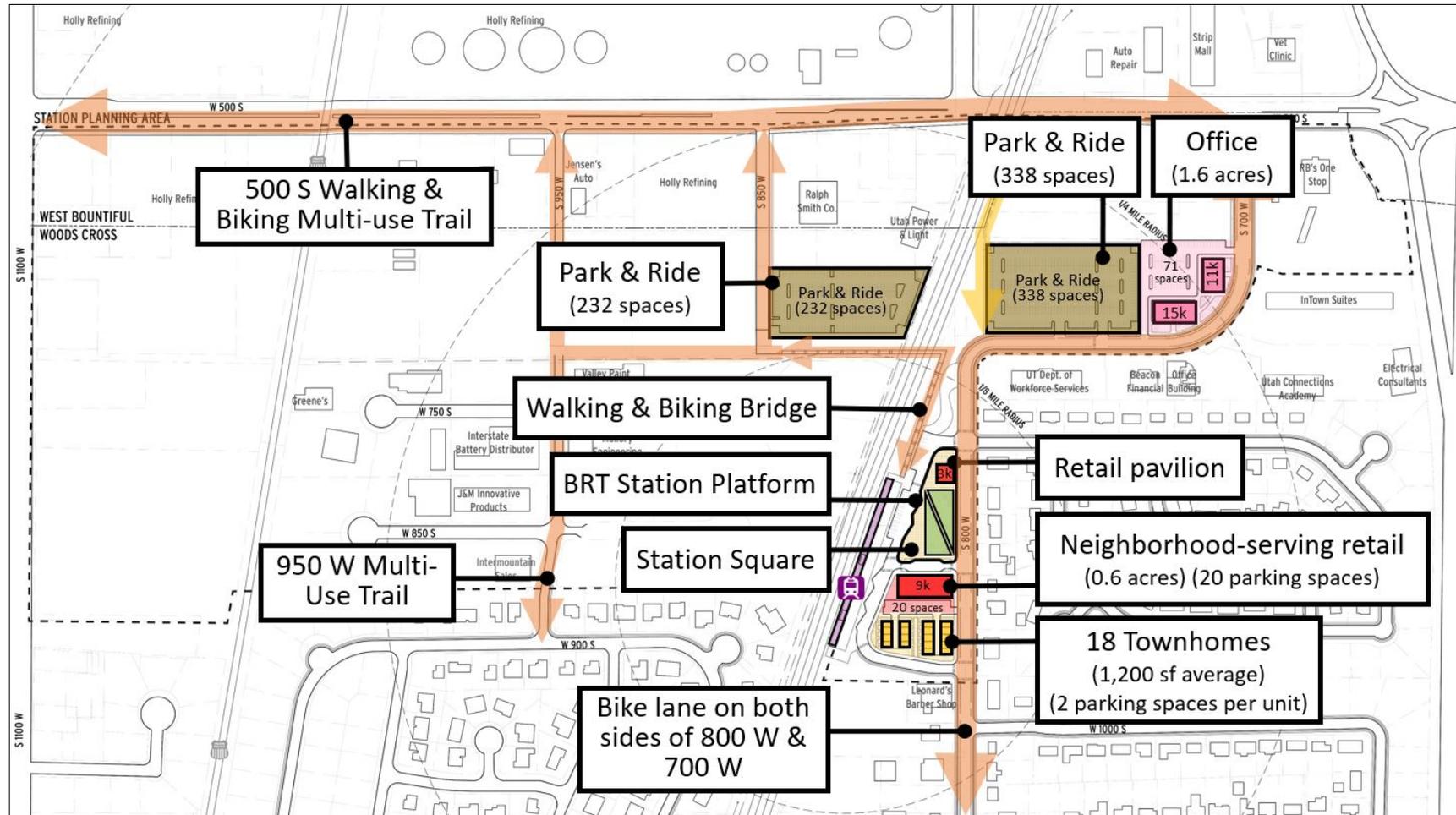


Figure 10. Preferred Scenario Development Summary

LAND USE	DENSITY (DU/AC)	DWELLING UNITS (DU)	FLOOR AREA (SF)	PARCEL AREA (ACRES)
OFFICE	-	-	26,000 sf	1.6 acres
RETAIL	-	-	9,000 sf	0.6 acres
TOWNHOMES	25 du/ac	18 du	22,000 sf	0.7 acres
PARK & RIDE	-	-	-	-
STATION SQUARE	-	-	2,000 sf retail pavilion	0.9 acres
TOTAL	25 du/ac	18 du	59,000 sf	3.8 acres

Figure 11. Preferred Scenario Station Access & Land Use





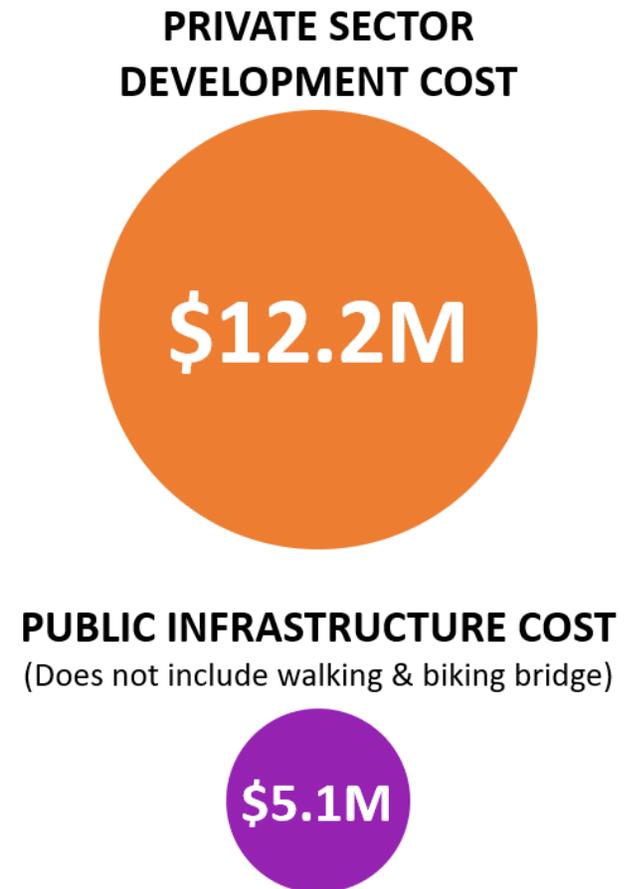
### Business Case Assessment

The business case provides a simplified return-on-investment cost-benefit assessment of proposed redevelopment. The assessment identifies the tax value of private sector development generated by the Preferred Scenario and the public infrastructure investment that would be required to leverage the anticipated private sector investment.

Multiple development scenarios exist, including the potential for public-private partnerships that could significantly change the overall structure of the financial returns. Assuming no public sector participation, the investment is anticipated to generate a cash-on-cash return of approximately 6.5%. This return by itself is not likely to attract the interest of a private-sector developer. Additional partnering will be required to achieve the 10% cash-on-cash return threshold preferred by developers. To generate additional development interest, the assessment suggests:

- A financing gap should be investigated for private sector development to bring the cash-on-cash return threshold closer to 10%.
- A single private-sector developer should be pursued to implement all of the redevelopment activities on UTA-owned parcels.

Figure 13. Cost-Benefit Assessment of Proposed Priority Projects



## Funding Strategies

To fill the financing gap, funding strategies have been identified to minimize the financial risk for Woods Cross and the Utah Transit Authority. Funding will depend on community advocacy and political support. It is recommended that the City work closely with the Wasatch Front Regional Council to determine a public-private development financing strategy for obtaining funding from the state or other sources, such as:

- Tax Increment Financing** If there is political interest in pursuing Tax Increment Financing, the project may be able to achieve the necessary rates of return to attract private sector investment. The anticipated tax increment at modest participation rates will likely create the economic parameters needed to sufficiently incentivize a private developer to partner with the community to construct the private development components outlined in the Priority Projects list. Overall, the proposed Priority Projects will generate an estimated tax revenue of approximately \$1.7M over a 25-year period.
- Public Infrastructure Financing** Multiple potential incentive options and funding sources were analyzed to identify funding sources. Smaller, more targeted funding sources that align with identified priority projects are available, such as the Safe Routes Utah program, and could help fund a portion of the project costs that are related to pedestrian and bike paths. Another potential funding source within this category is the USDOT Transportation Alternatives Program, which may be able to fund a portion of the pedestrian and bike path infrastructure. As part of the recommended feasibility projects, other sources should be identified.

Figure 14. Potential Private Development Financing Strategy

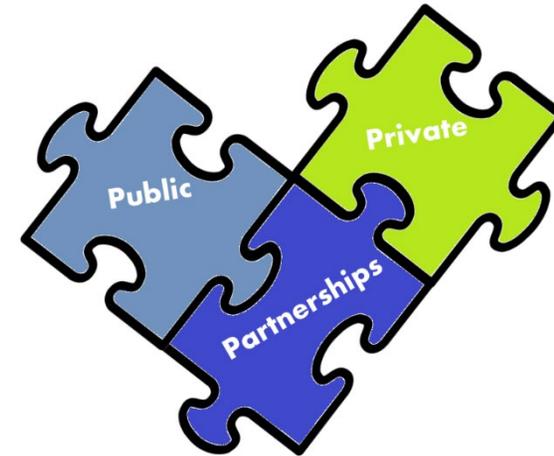


Figure 15. Potential Public Infrastructure Financing Strategy



### Policy & Regulatory Recommendations

The Vision is largely consistent with the existing Woods Cross zoning ordinance. A limited number of amendments are recommended to further the successful implementation of the Vision.

#### General Plan Recommendations

- Moderate Income Housing Plan Policies should loosen housing restrictions to allow housing in the S-1 Zone.
- Moderate Income Housing Plan Policies should increase densities by removing additional land requirements associated with additional multi-family units in S-1 zones.

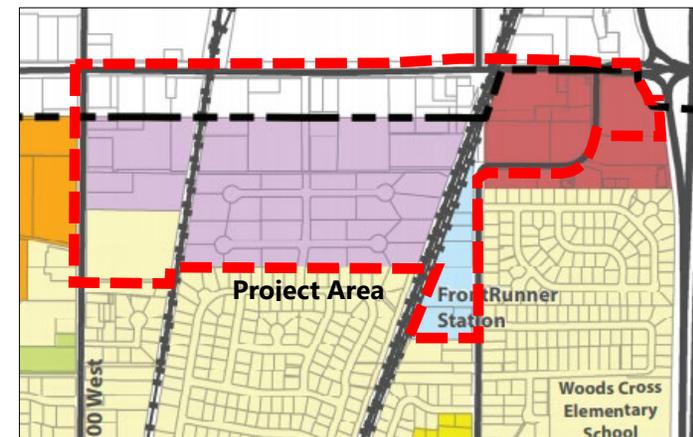
#### Zoning Code Recommendations

- General Commercial Zone (C-2): Existing space requirements may limit the amount of new development. Consider reducing parking requirements for office development.
- Special Use Zone (S-1): The ensure that the proposed development is possible, consider reducing parking requirements and permitting multi-family residential.
- Light Industrial/Business Park Zone (I-1): Park and Ride should be a permitted or conditional use within this zone.

Figure 16. General Plan Moderate Income Housing Plan Recommendations

Summary of Permitted (P) and Conditional (C) Housing Uses in Woods Cross City Zoning Districts					
	Single-Family Housing	Duplex	Triplex	Fourplex	Planned Unit Development
A-1	P				
R-1-8	P				C
R-1-10	P				C
R-2	P	P			
R-4	P	P	P	P	
C-1					
C-2					
S-1	C	C			
I-1					
I-2					
AP					
I-1A					
LGC					
LGN	C	C	C	C	C

Figure 17. Zoning Code Recommendations



#### Land Use Zones

- General Commercial Zone C-2
- Special Use Zone S-1
- Light Industrial / Business Park Zone I-1

## APPENDIX

In the appendix to this Strategic Recommendations memorandum additional detail and supporting information is provided, including technical memoranda covering the following topics:

- Business Case & Funding Strategies Memorandum
- Affordable Housing Policy & Zoning Memorandum
- Transportation Conditions Memorandum
- Long-Term Scenario

## STATION AREA VISION

The Station Area Vision responds to the opportunities and constraints of the Station Area, adopted policies and plans, market and transportation analysis, community input, and the goals and objectives of the City, WFRC and UTA. The Station Area Vision is composed of station access and land use frameworks developed from the Moderate Change Scenario and Priority Projects, supported by the business case, funding strategies, and policy and regulatory amendment recommendations.

### STATION ACCESS FRAMEWORK

*Station access includes walking, biking, auto and truck access within and around the Station Area. The station access framework emphasizes development of complete streets to provide safe, direct and convenient access to and from Woods Cross Station.*

Complete streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, drivers, and transit riders of all ages and abilities. Complete streets prioritize walkers and bikers over drivers of cars and trucks, while still maintaining efficient and effective car and truck access. Transit-oriented station access prioritizes a 5-minute walk (1/4-mile) and 5-minute bike ride (1 mile) from the station. The majority of station ridership comes from the 5-minute walk and 5-minute ride areas.

The station access framework improves and expands upon existing pedestrian and bicycle access to the station and connects a segmented Station Area via a proposed walking and biking bridge over the train tracks. The station access framework does not include any changes to existing auto and truck infrastructure and does not significantly improve congestion and barriers on W 500 S.

Figure 18. Complete Streets Priorities

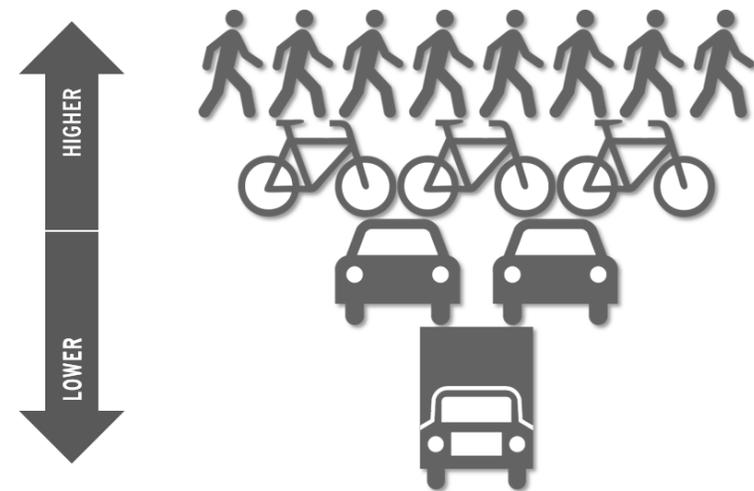
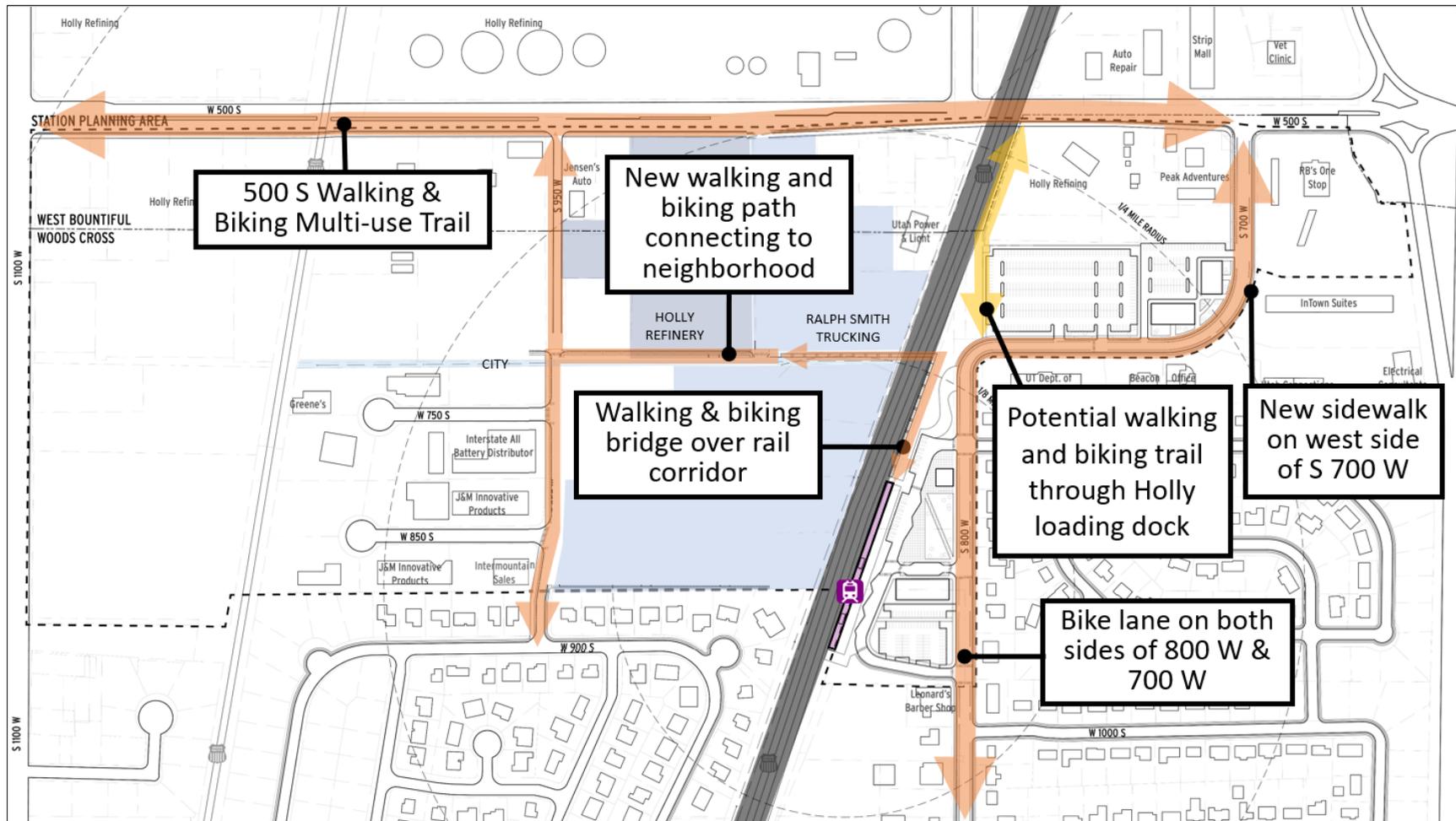


Figure 19. Station Access Framework



### W 500 S Multi-Use Trail

A new multi-use trail is proposed along W 500 S, from S 700 W west to the Legacy Parkway Trail, creating safe and convenient access between the station and the regional trail. The multi-use trail would:

- Be located on the south side of W 500 S.
- Include a 12-foot-wide walking and biking trail with a 4-foot-wide landscape buffer.
- Replace the existing bike lane, stay within the existing right-of-way, and leave existing travel lanes unchanged.
- Narrow the existing curb-to-curb dimension and require a new curb along the south side of W 500 S.

### Bike Lane on S 800 W, W 700 S, and S 700 W

A new bike lane would create safe and convenient bike access from Woods Cross Station north to W 500 S and south to W 1500 S. The bike lane would:

- Be located on both sides of S 800 W, W 700 S and S 700 W.
- Include a 6-foot-wide lane with 2-foot-wide painted buffer.
- Replace curbside parking where parking occurs.

### Infill Sidewalk on S 700 W

A new sidewalk would complete the walking access route north to W 500 S and would:

- Be located along the west side S 700 W and a small portion of the north side of W 700 S.
- Include a 5-foot-wide sidewalk and landscape buffer consistent with existing conditions.

### Potential Multi-Use Trail

A potential new multi-use trail would extend from S 800 W and pass through Holly Refinery property up to W 500 S. Additional study and coordination with Holly Refinery is required to determine the feasibility of this trail.

Figure 20. W 500 S Multi-Use Trail Concept



Figure 21. Bike Lane on S 800 W Concept



### Walking & Biking Bridge

A proposed walking and biking bridge across the Union Pacific and UTA rail corridor would connect the western half of the Station Area to Woods Cross Station. The walking and biking bridge would include elements such as a bridge, ramps, stairs and elevators, and a multi-use trail.

On the eastern side of the train tracks, the bridge ramp would begin just north of the station platform and fit within the existing landscape buffer between the train tracks and parking lot. The existing Park and Ride sidewalk and handicapped parking would not be impacted. On the west side of the tracks, the bridge ramp and connecting multi-use trail would be aligned with an existing City-owned powerline right-of-way. The bridge would include:

- A 12-foot-wide structure with an ADA accessible slope and design.
- A 10-foot-tall fence enclosing the bridge.
- A clear height of 25-feet over the train tracks, meeting the requirements of both Union Pacific and UTA.
- Stairs and elevators to accompany the ramp.

Included in the bridge concept is a multi-use trail that extends from the western base of the bridge ramp to the proposed walking and biking improvements on S 950 W. The multi-use trail would include:

- 12-foot-wide multi-use trail with 5-foot-wide landscape buffer aligned along the City-owned powerline right of way

Figure 22. Walking & Biking Bridge Concept



### S 950 W Multi-Use Trail

A new walking and biking trail along S 950 W connecting the existing residential neighborhood to Woods Cross Station would:

- Be located along the east side of S 950 W, completely within existing public right-of-way. To accommodate the trail, the existing roadway would be narrowed from 37-feet to 25-feet wide.
- Include a 12-foot-wide multi-use trail with 5-foot-wide landscape buffer.

### Future Bus Rapid Transit

The station access framework incorporates the planned Bus Rapid Transit line that will link downtown Salt Lake City to Woods Cross Station. The programmatic, operations and other BRT requirements are not currently available. However, based on transit-facility best practice design, the concept includes:

- Three curbside bus bays.
- Transit platform.
- Driver lounge and restrooms incorporated into a retail pavilion.

As part of future BRT engineering design phases, this concept would need to be refined.

Figure 23. S 950 W Multi-Use Trail Concept



## LAND USE FRAMEWORK

*The land use framework is consistent with the Station Area market demand and addresses the community's preference for neighborhood-serving retail and office space that complements and enhances existing homes and businesses.*

The land use framework establishes transit-oriented development. To achieve this, the development includes more intensive development adjacent to the station with additional transit-supportive uses within a five-minute walk of the station. The land use framework fosters a safe, comfortable and active station environment for riders, commuters, and neighborhood residents.

Figure 24. Neighborhood-Serving Retail Character



Figure 25. Land Use Framework

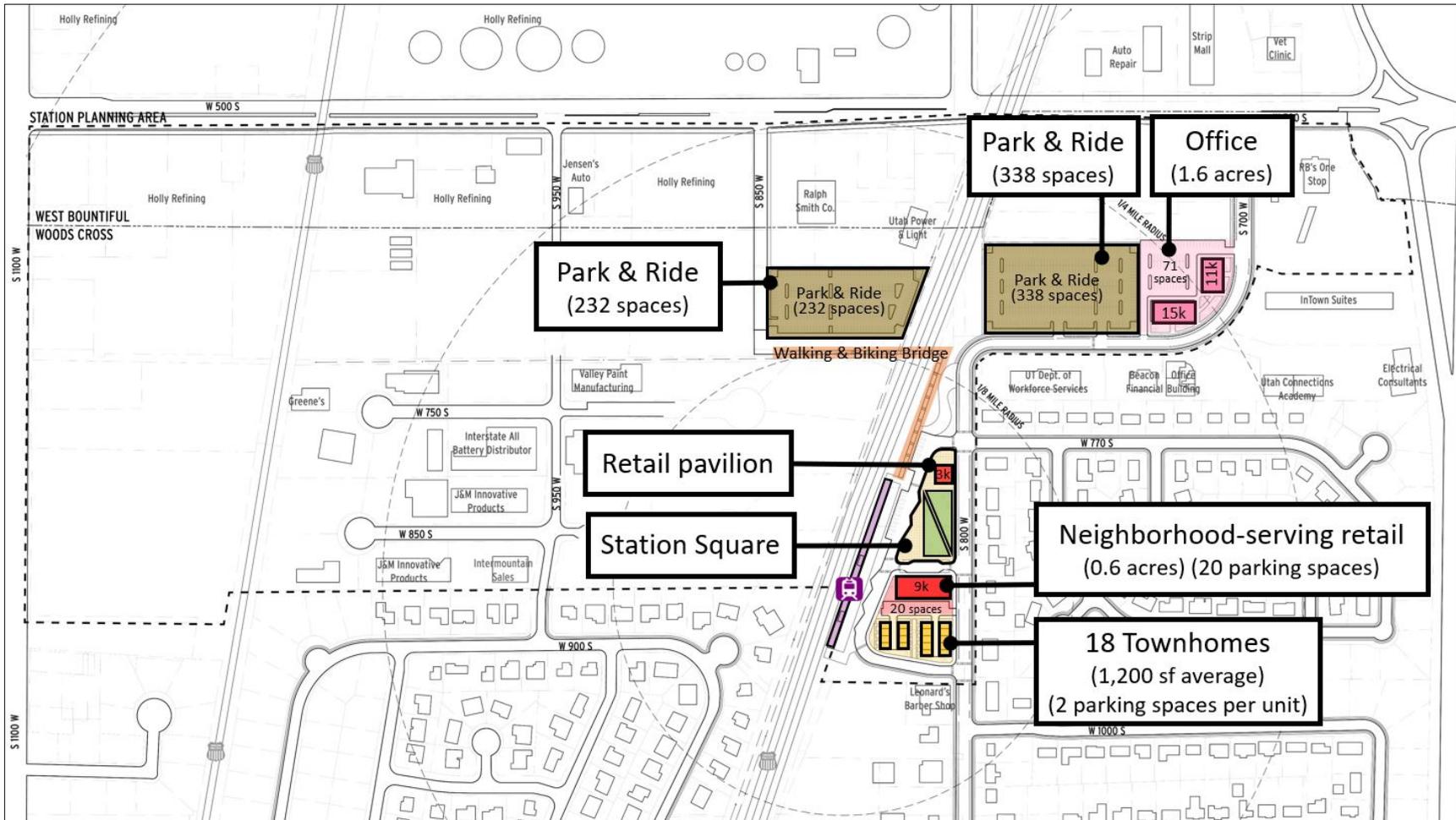


Figure 26. Land Use Framework

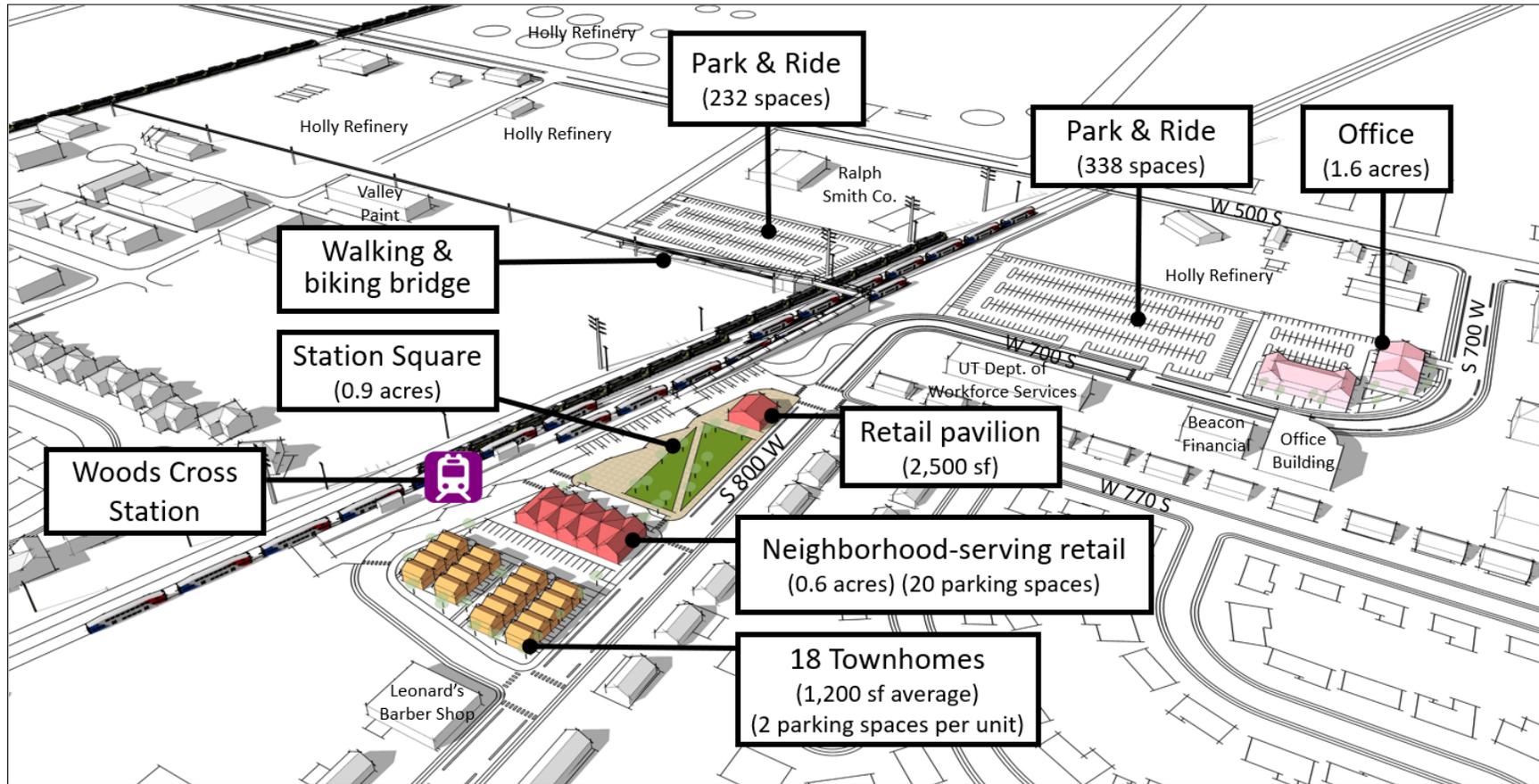


Figure 27. Land Use Framework Development Summary

LAND USE	DENSITY (DU/AC)	DWELLING UNITS (DU)	FLOOR AREA (SF)	PARCEL AREA (ACRES)	PARKING SPACES (REQ.*)	PARKING SPACES (PROV.)
OFFICE	-	-	26,000 sf	1.6 acres	65	71
RETAIL	-	-	9,000 sf	0.6 acres	30	20
TOWNHOMES	25 du/ac	18 du	22,000 sf	0.7 acres	36	36
PARK & RIDE	-	-	-	-	421 existing	570
STATION SQUARE	-	-	2,000 sf retail pavilion	0.9 acres	-	-
TOTAL	25 du/ac	18 du	59,000 sf	3.8 acres	552	697

Redevelopment of the existing south Park and Ride includes a station square, retail uses, and townhomes. Existing bus access and future BRT access would be maintained. All Park and Ride spaces removed for redevelopment would be replaced within the Station Area.

### Station Square

The Station Square creates an active public space that would serve both the community and transit riders. Square elements should include:

- Landscaped areas and paved areas.
- A small 2,000-square-foot retail pavilion that includes a bus driver lounge.
- Bus bays and station platforms for the future BRT station.

### Retail

Retail shops are envisioned fronting the Station Square and would include neighborhood-serving uses, such as a café, restaurant, or small businesses. The proposed 0.6-acre retail development would include:

- A single-story 9,000-sf retail building.
- 20 parking spaces.

### Townhomes

Attached multi-family housing is envisioned between the existing Woods Cross Station access roadway and the planned neighborhood retail shops. The density and type of the multi-family housing is representative of community input and market demand. Envisioned at approximately 25 dwelling units per net acre, the multi-family housing would:

- Be oriented to the access road, S 800 W, or a central green courtyard.
- Include 18 two-story units with an average of 1,200 square feet per unit (live/work floor plans should be considered).
- Include Two parking spaces per unit in attached garages accessed from private driveways.

Figure 28. Station Square, Retail, and Townhomes Concept



Figure 29. Potential Townhome Redevelopment Character



Office development and a Park and Ride expansion are proposed on the existing north Park and Ride and adjacent UTA-owned vacant parcel.

### Office

Two office buildings are envisioned for the UTA-owned vacant parcel immediately to the east of the north Park and Ride. Office development should include:

- Two two-story buildings of 15,000 sf and 11,000 sf providing a combined 26,000 sf of office space.
- 1.6 acres.
- 71 parking spaces.

### North Park and Ride Expansion

The north Park and Ride expansion increases the number of parking spaces within the UTA-owned parcel, and is envisioned to include:

- A total of 160 additional parking spaces.
- Replacement of 160 of the 243 parking spaces removed for the south Park and Ride lot redevelopment. Additional analysis will be required to determine the necessary number of spaces.

### West Park and Ride

A new Park and Ride is envisioned west of the train tracks to replace the remainder of parking spaces removed in the redevelopment of the south lot. Additionally, the lot provides a more accessible Park and Ride for existing and future transit riders west of the tracks. The west Park and Ride is:

- Located on private property owned by Ralph Smith Trucking and would require land acquisition.
- Accessible by a new driveway (S 850 W) off of W 500 S.
- Illustrated as a 232 parking space lot. Additional analysis will be required to determine the necessary number of spaces.

Figure 30. Office and North Park and Ride Expansion Concept



Figure 31. Office Potential Redevelopment Character



## PRIORITY PROJECTS

Priority projects are a concise list of projects or strategic recommendations that should be implemented within the short-term. When selecting priority projects, prioritization was given to feasible projects that can leverage private sector investment and have widespread community support.

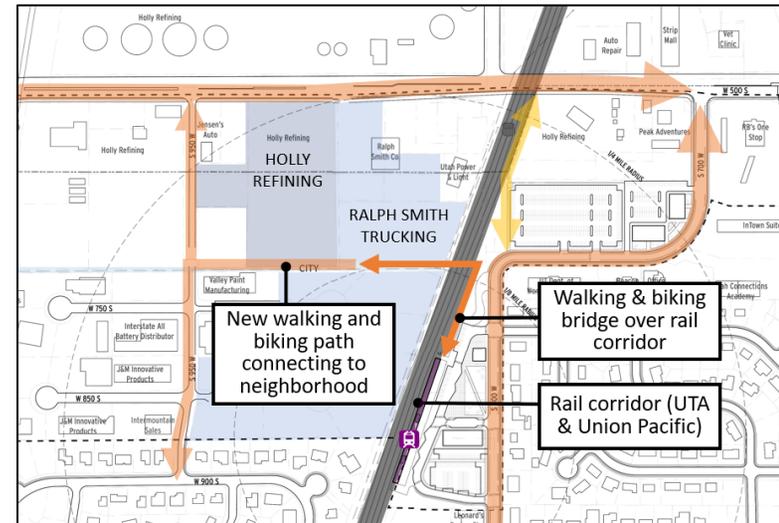
### 1 | Walking & Biking Bridge Study

A Walking & Biking Bridge Study should be initiated within one year (June 2020). This study should expand on this study's concept and provide additional analysis of the conditions and costs surrounding the bridge and connecting multi-use trails.

The study should include:

- The design and specifications of the walking and biking bridge, multi-use trail along S 950 W, and the multi-use trail from the bridge to S 950 W
- Collaboration with UTA, the City of Woods Cross, Rocky Mountain Power, Union Pacific, and affected property owners such as Ralph Smith Trucking to ensure that the bridge is feasible and meets the needs of all stakeholders
- 30% engineering design concepts and preliminary cost estimate
- Identification and evaluation of potential issues including impacts on existing powerlines and estimating the cost and issues associated with any impact
- Possible easements or land acquisitions
- Environmental contamination analysis
- Council and stakeholder review of the concept to determine next steps and action items for the projects

Figure 32. Walking & Biking Bridge Study



## 2 | North Park and Ride Expansion Concept

The second priority project should be to select a consultant to create a conceptual (30% engineering) design and a cost estimate for the construction of the UTA north Park and Ride expansion. The consultant should coordinate with UTA and the design of the future BRT to determine the necessary number of parking spaces. Because the Park and Ride lot is on an existing Superfund site, a potential environmental analysis and coordination with the Environmental Protection Agency (EPA) and other agencies may be necessary. The consultant should collaborate with the City and key stakeholders to determine next steps and timeline for the project.

## 3 | UTA Office Development Concept

The third priority project can be initiated at any time. This project creates the framework for the proposed office development on the existing vacant UTA-owned land. The City and UTA should create a redevelopment framework, create a Request for Proposal or Request for Qualifications, select a developer, and establish a developer agreement.

## 4 | West Park and Ride Lot Concept

The fourth priority project should be to select a consultant to create a conceptual (30% engineering) design and a preliminary cost estimate for the proposed west Park and Ride and new roadway. The consultant will need to coordinate with the City, UTA and the current property owner, Ralph Smith Trucking. The consultant should collaborate with UTA and the design of the future BRT to determine the necessary number of parking spaces. Due to the existing industrial uses of the site and some known environmental contamination, an environmental analysis may be necessary. The consultant should collaborate with the City and key stakeholders in the development of the concept and determining next steps and timeline for the project.

Figure 33. North Park and Ride Expansion and UTA Office Development Concept

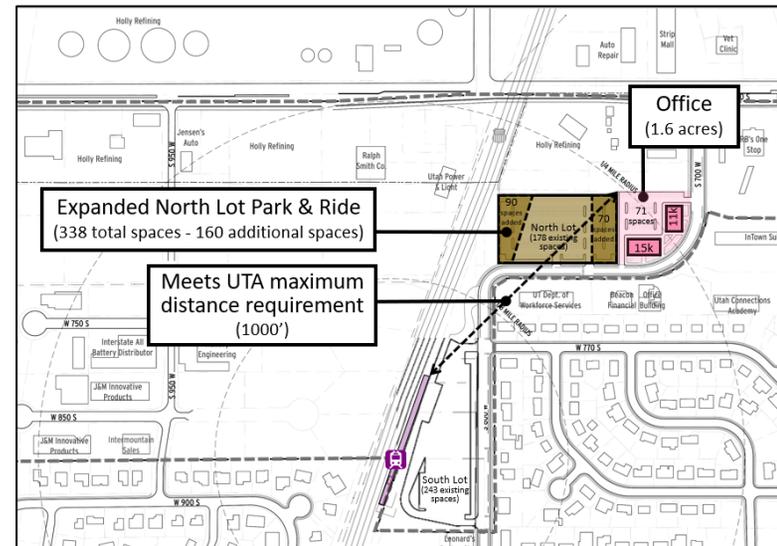
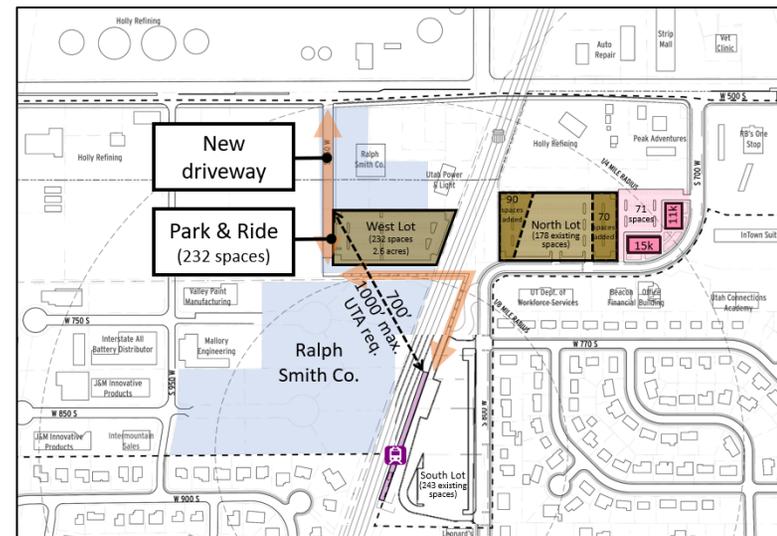


Figure 34. West Park and Ride Lot Concept



### 5 | South UTA Park and Ride Redevelopment Concept

The fifth priority project should refine and provide more detail for the South UTA Park and Ride Redevelopment. A redevelopment framework should be created that incorporates the requirements and operations of the future BRT station. UTA should then create a Request for Proposal or Request for Qualification, select a developer, and establish a developer agreement.

The extent of the redevelopment is dependent on the outcome of both the Walking & Biking Bridge Study and the west Park and Ride study, as those studies will determine how much, if any, of the existing Park and Ride spaces can be relocated west of the train tracks. Should the Walking & Biking Bridge Study and the west Park and Ride study find that development west of the tracks is infeasible, redevelopment of the south Park and Ride may be limited.

Figure 35. South UTA Park and Ride Redevelopment Concept

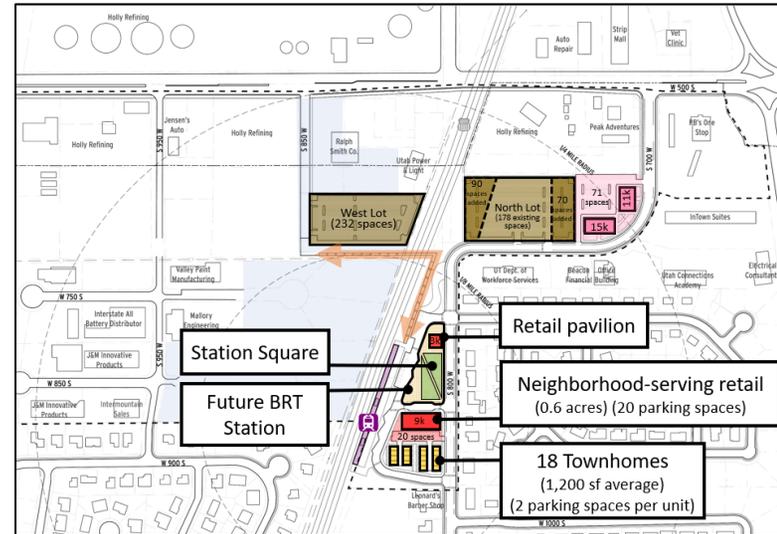


Figure 36. Priority Projects Map

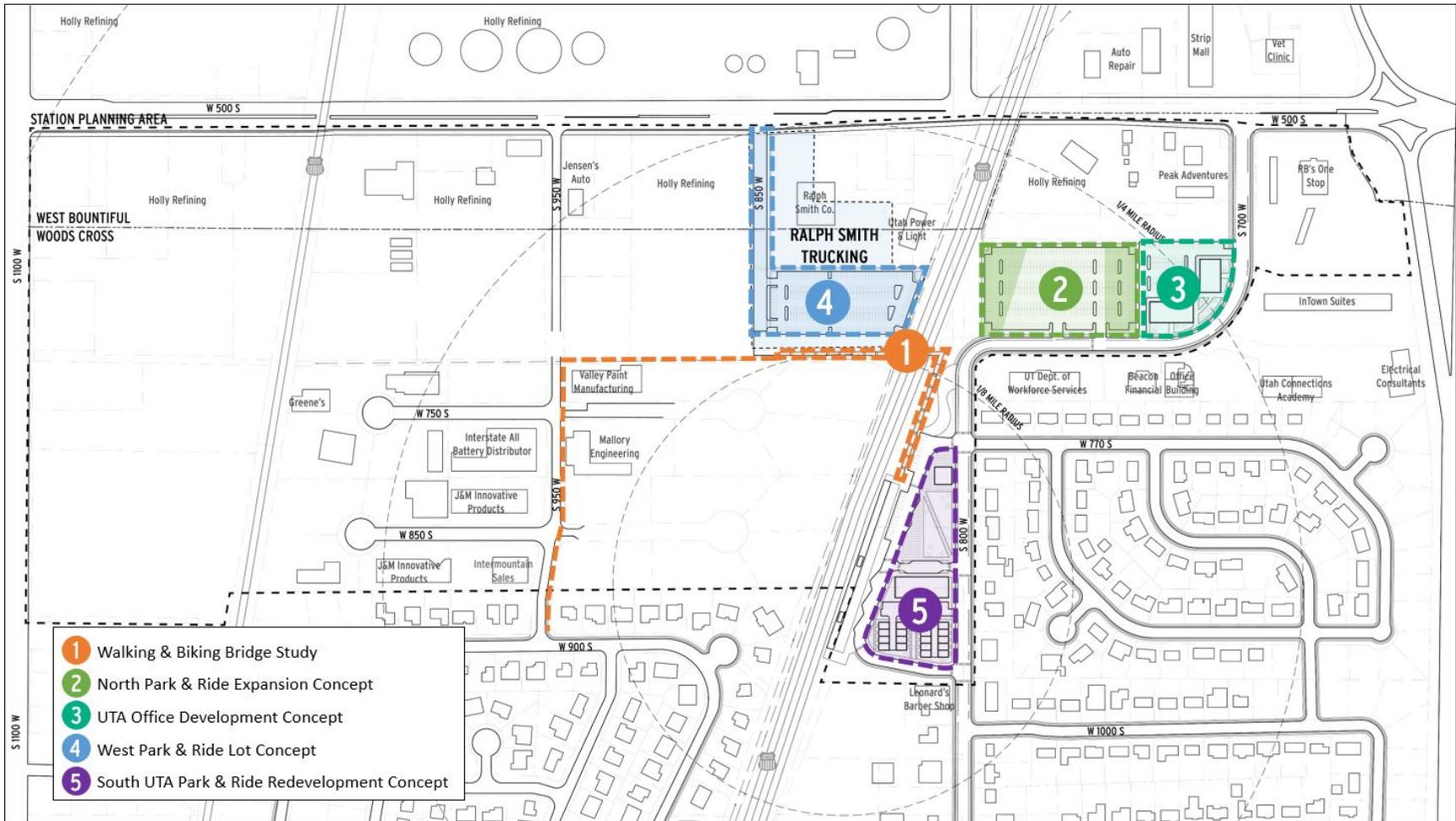


Table 3. Priority Projects List

PRIORITY PROJECTS						
NO.	PROJECT	ELEMENTS	TASKS	RESPONSIBILITY	DRAFT SCHEDULE	FUNDING SOURCES
1	Walking and Biking Bridge Study	<ul style="list-style-type: none"> <li>Walking and biking bridge over railroad tracks</li> <li>Walking and biking trail from bridge to S 950 W</li> <li>Walking and biking trail along S 950 W from W 750 S to W 900 S</li> </ul>	<ul style="list-style-type: none"> <li>Develop work scope.</li> <li>Identify budget and funding sources.</li> <li>Select consultant.</li> <li>Develop conceptual (30% engineering drawings).</li> <li>Develop preliminary cost estimate.</li> <li>Identify next steps.</li> <li>Review with Council and stakeholders.</li> </ul>	City of Woods Cross Community Development & Utah Transit Authority	Initiate within 5 years (2024)	TBD
2	North Park and Ride Expansion Concept	<ul style="list-style-type: none"> <li>Expansion of existing Park and Ride (160 additional spaces)</li> </ul>	<ul style="list-style-type: none"> <li>Develop work scope.</li> <li>Identify budget and funding sources.</li> <li>Select consultant.</li> <li>Develop 30% engineering drawings.</li> <li>Develop preliminary cost estimate.</li> <li>Identify next steps.</li> <li>Review with Council and EPA.</li> </ul>	Utah Transit Authority & City of Woods Cross Community Development	Initiate within 5 years (2024)	TBD

PRIORITY PROJECTS						
NO.	PROJECT	ELEMENTS	TASKS	RESPONSIBILITY	DRAFT SCHEDULE	FUNDING SOURCES
3	UTA Office Development Concept	<ul style="list-style-type: none"> <li>1.6 acres developed into office space</li> <li>Approximately 26,000 sf of office with 71 parking spaces</li> </ul>	<ul style="list-style-type: none"> <li>Create redevelopment framework.</li> <li>Develop RFQ/RFP.</li> <li>Select developer.</li> <li>Create development agreement.</li> </ul>	Utah Transit Authority & City of Woods Cross Community Development	Initiate within 5 years (2024)	TBD
4	West Park and Ride Lot Concept	<ul style="list-style-type: none"> <li>New west Park and Ride</li> <li>Approximately 232 spaces</li> <li>New roadway to Park and Ride (60' ROW)</li> </ul>	<ul style="list-style-type: none"> <li>Develop work scope.</li> <li>Identify budget and funding sources.</li> <li>Select consultant.</li> <li>Develop 30% engineering drawings.</li> <li>Develop preliminary cost estimate.</li> <li>Identify next steps.</li> <li>Review with Council and public.</li> </ul>	Utah Transit Authority & City of Woods Cross Community Development	Initiate within 5 years (2024)	TBD
5	South UTA Park and Ride Redevelopment Concept	<ul style="list-style-type: none"> <li>Station square with park and retail pavilion (approximately 2,500 sf)</li> <li>Approximately 0.6 acres of retail development with 9,000 sf of retail and 20 parking spaces.</li> <li>Approximately 18 townhomes with 36 parking spaces.</li> <li>BRT access route and station design.</li> </ul>	<ul style="list-style-type: none"> <li>Create redevelopment framework.</li> <li>Develop RFQ/RFP.</li> <li>Select developer.</li> <li>Create development agreement.</li> </ul>	Utah Transit Authority & City of Woods Cross Community Development	Initiate within 5 years (2024)	TBD

## BUSINESS CASE

*This analysis provides a high-level overview of the anticipated private development costs, public infrastructure investment, and the associated tax revenue created from each priority project.*

The public infrastructure components of the proposed project will be the major cost driver and will ultimately dictate the eventual implementation timeline. The business case analysis details the development costs of project components for which preliminary estimates can be reasonably generated without further analysis. Funding for additional studies to gather an accurate cost estimate for public infrastructure have been prioritized. While the possibility exists that a portion of development cost on public land (UTA-owned) could be written down as a development incentive, the business case analysis assumes that full market rates will be paid by the future developer for land currently owned by UTA.

### PRIORITY PROJECT 1 | WALKING & BIKING BRIDGE STUDY

The feasibility study will identify a preliminary cost estimate for the walking & biking bridge. The study will include analysis of unknown variables that will have a tremendous impact on the overall cost of the infrastructure (e.g. engineering requirements, Superfund contamination mitigation, design requirements of the walking & biking bridge, etc.).

### PRIORITY PROJECT 2 | NORTH PARK AND RIDE EXPANSION

The preliminary estimated cost of developing the north Park and Ride expansion is approximately \$1.28M but could be as high as \$1.6M, depending on contamination and other factors to be determined as part of the 30% engineering design. The business case analysis assumes that UTA would retain ownership of the lot and the lot would remain a public asset and not generate any direct tax revenue.

Table 4. Business Case Summary

PRIORITY PROJECT	PRIVATE DEVELOPMENT COST	PUBLIC INVESTMENT
1   Walking & Biking Bridge Study	-	TBD
2   North Park and Ride Expansion	-	\$1,280,000
3   Office Parcel Development	\$5,863,516	-
4   West Park and Ride	-	\$3,759,931
5   South Park and Ride Redevelopment	\$6,288,145	-
<b>TOTAL</b>	<b>\$12,151,661</b>	<b>\$5,039,931</b>

### **PRIORITY PROJECT 3 | OFFICE PARCEL DEVELOPMENT**

The office development is anticipated to cost approximately \$5.8M, including purchase of the land and construction of the buildings and parking lot.

Because of the relatively soft lease rates for office development in the market area, return on investment, while profitable, would be lower than typical office development in the Wasatch Valley. Methods to increase potential returns on investment attractiveness are described in the Funding Strategies section of this report.

### **PRIORITY PROJECT 4 | WEST PARK AND RIDE**

The land identified for Priority Project #4 is currently owned by Ralph Smith Trucking. Redevelopment will require a property transaction to transfer ownership to UTA. Land required for the new Park and Ride will cost approximately \$1.9M but could be considerably less based on a site-specific appraisal and the potential for environmental contamination. Therefore, the \$1.9M could be considered a worst-case scenario. Utilizing the UTA-provided estimate of \$8,000 per stall, the total cost to develop the West Park and Ride is estimated at \$3.7M.

### **PRIORITY PROJECT 5 | SOUTH PARK AND RIDE REDEVELOPMENT**

The South Park and Ride Redevelopment assessment includes retail development and multi-family townhomes. The assessment assumes that the adjacent square would be developed as part of the future BRT project and would remain in UTA ownership.

#### **Retail Development**

The retail pavilion, retail building, and associated parking lot development is anticipated to cost approximately \$2.5M.

Financial returns on the retail development, including the pavilion and additional parking, are likely insufficient to gain interest in the private sector without gap financing, as described in the funding strategies section of this report. To fund this, alternative funding options like public private partnerships can be used as viable options to close the gap.

### **Townhome Development**

The South Park and Ride Redevelopment also includes the construction of 18 townhomes in the southern portion of the project area. The townhomes are anticipated to be similar in quality and size (1,200 sf) found in the market area and could include a live-work floor plan. It is anticipated that the total cost of development would be approximately \$3.77M.

With a high cost of land anticipated, the townhomes aren't expected to generate significant profit after transaction costs (realtor commissions, closing costs, etc.) are factored in. And with a relatively small number of units, they will collectively contribute only marginally to the new property tax base. However, townhomes meet regional and UTA development goals by providing affordable housing options and a diversity of types in the densest areas within the Station Area. The development of these homes may also help to reduce crime and illicit activity in the Station Area, which will be key to the economic success of the project.

## SUMMARY

While multiple development scenarios exist, including the potential for public-private partnerships that could significantly change the overall structure of the financial returns, a single private-sector developer should be pursued to implement all of the redevelopment activities on UTA-owned parcels. Blended together and assuming no public sector participation, the investment is anticipated to generate a cash-on-cash return of approximately 6.5%. This return by itself is likely not going to attract significant private sector developer interest, and additional financial partnering will likely be required to achieve the 10% cash-on-cash return threshold preferred by developers.

## FUNDING STRATEGIES

*The business case indicates that the estimated construction costs combined with the estimates for projected lease rates create an investment proposition that will likely be insufficient to capture the interest of most developers in the market area. In most cases, redevelopment will require some gap financing.*

### TAX INCREMENT FINANCING

If there is political interest in pursuing Tax Increment Financing (TIF) the project may be able to achieve the necessary rates of return to attract private sector investment.

Overall, the estimated taxable value of the proposed projects is approximately \$7.9M, which could generate tax revenue of approximately \$103,000 per year split amongst the taxing entities. Projecting this revenue amount over a 25-year period and based on other similar projects through the region, at a 60% allocation rate, the tax increment would be \$1.7M.

Given the types of uses within the project, it will be most feasible politically to allocate the TIF to the project on a cash-flow basis. Additional public participation, could potentially allow the project to achieve a 10% cash-on-cash return. This modest increase in project profitability due to TIF participation will likely play a key role in whether or not developers can be recruited for the project.

## FUNDING PUBLIC INFRASTRUCTURE

The anticipated tax increment at modest participation rates will likely create the economic parameters needed to sufficiently incentivize a private developer to partner with the community to construct the commercial development components outlined in the Station Area Vision. Unless very high participation rates (above the 60% allocation rate) are agreed upon by the taxing entities or the cost of land is drastically reduced through public incentive, it is not anticipated that there will be a surplus of tax increment that could be allocated to the cost of the public infrastructure components of the Vision.

Multiple potential incentive options and funding sources were analyzed to identify alignment between the project activities and the funding priorities. Unfortunately, due to the relative financial strength of Davis County and the specific census tract of the project site, the project does not qualify for major economic development funding programs.

Smaller, more targeted funding sources that align with specific elements of the proposed project, such as the Safe Routes Utah program, could help fund a portion of the project costs that are related to pedestrian and bike paths, provided the final design aligns with the program's guidelines. Another potential funding source within this category is the USDOT Transportation Alternatives Program, which may be able to fund a portion of the pedestrian and bike path infrastructure.

Funding required for the new Park and Ride lots and the transportation infrastructure could be paid for through partnerships between the local and regional political bodies (WFRC, County, cities, etc.) and State entities such as the Department of Transportation and the Utah Transit Authority.

As part of the recommended feasibility studies, other funding sources should be identified.

## POLICY & REGULATORY RECOMMENDATIONS

Proposed development for the Station Area Vision occurs within three Woods Cross zones: General Commercial Zone (C-2), Special Use Zone (S-1), and Light Industrial/Business Park Zone (I-1). The Station Area Vision is largely consistent with the three zones. Some inconsistencies may require regulatory changes to ensure the success of the Vision.

### GENERAL COMMERCIAL ZONE (C-2)

*Development proposed for the C-2 Zone, office space and Park and Ride expansion, is largely consistent. One change to the existing zoning ordinance is recommended to ensure the success of the proposed development.*

The City should consider reduction of parking requirements for office development. Existing space requirements may limit the amount of new development. Because the proposed development is in close proximity to the Frontrunner and the future BRT, it is recommended that the proposed office development require one parking space per 400 sf, rather than the existing requirement of a minimum of one parking space per 300 sf.

### SPECIAL USE ZONE (S-1)

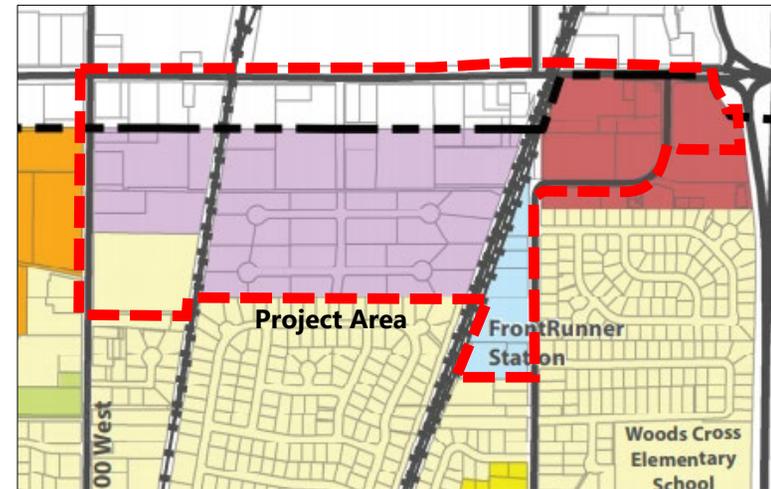
*The S-1 Zone allows the City to approve development on a case-by-case basis. This offers a special opportunity for the City to create a unique and active station environment supported by the Station Area Vision. Two changes to the existing zoning ordinance are recommended to ensure the proposed development is possible.*

Recommended revisions to the S-1 zoning ordinance include reducing parking requirements and permitting multi-family residential.

### LIGHT INDUSTRIAL/BUSINESS PARK ZONE (I-1)

The proposed UTA Park and Ride is inconsistent but not incompatible with the light industrial/business park zone. The City should include Park and Ride as a permitted or conditional use.

Figure 37. Woods Cross Existing Zoning



#### Land Use Zones

- General Commercial Zone C-2
- Special Use Zone S-1
- Light Industrial / Business Park Zone I-1



# APPENDIX: STRATEGIC RECOMMENDATIONS

## WOODS CROSS STATION AREA

June 21, 2019

City of Woods Cross | Wasatch Front Regional Council | Utah Transit Authority

## **Project Timeline**

January 2019 - June 2019

## **Funding**

This project was funded by Wasatch Front Regional Council Transportation & Land Use Connection with a local contribution.

## **Acknowledgements**

Tim Stephens | Woods Cross City, Community Development

Christy Dahlberg | Wasatch Front Regional Council

Kevin Leo | Utah Transit Authority

## **Government Officials**

Gary Uresk | Woods Cross City Administrator

Duane Huffman | West Bountiful City Administrator

Steven Snow | Davis School District

Julie Checketts | Woods Cross City Council

Gary Sharp | Woods Cross Planning Commission

Joseph Rupp | Woods Cross Planning Commission

Leo Beecher | Former Woods Cross Planning Commission

## AFFORDABLE HOUSING POLICY & ZONING

*The City of Woods Cross policy ensures that there are adequate and accessible moderate-income and affordable housing options. Residential development in the Woods Cross Station Area provides an opportunity to implement this policy.*

### PREFERRED VISION

The Woods Cross Station Area is limited in its potential for multi-family housing due to its proximity to environmental contamination and industrial uses, such as Holly Refining. For this reason, it is critical that Station Area sites suitable for housing are well-utilized for moderate income or affordable housing.

The Station Area Vision proposes 18 townhomes on the existing south Park and Ride. The proposed townhomes provide moderate income housing immediately accessible to high-quality transit and establish a safer and more active station environment by creating activity and 'eyes on the street' 24-hours a day.

The proposed townhomes are not permitted under current Woods Cross zoning, which has a maximum housing size of a two-story four-plex and a maximum density of 11.2 dwelling units per acre. The townhomes are proposed in S-1 (Special Use) zone, which permits only single-family or duplex housing as conditional uses. The zoning code amendments proposed in this section would resolve the existing zoning ordinance barriers to the proposed development by permitting housing in S-1 zone and allowing for increased densities.

Figure 1. Proposed Station Area Townhomes



## AFFORDABLE HOUSING RECOMMENDATIONS

In order to comply with Section 10-9a-4 of Utah Municipal Code, Woods Cross recently created a Moderate Income Housing Plan designed to establish sufficient and effective affordable and moderate-income housing and to ensure adequate affordable housing reserve for the foreseeable future.

While Woods Cross is currently meeting the requirements of the Moderate Income Housing Plan, the City acknowledges that current affordable housing is more limited for low-income than for moderate-income residents. Rising home values and cost of living in Woods Cross are currently outpacing increases in wages, meaning that low-income households are likely to be increasingly disadvantaged. To combat these issues and support affordable housing policy through the Station Area Vision, it is recommended the City pursue the following recommendations proposed in the Woods Cross General Plan - Moderate Income Housing Plan.

### Loosen Housing Restrictions in Some Zones

The City acknowledges that loosening housing restrictions in certain zones may increase housing options and affordability in Woods Cross. It is recommended that the City make the following additions to the permitted residential zoning for the realization of the Station Area Vision:

- S-1 Triplex, Fourplex and Planned Unit Development as Conditional Use

### Increase Densities in Selected Zones

The Woods Cross General Plan states, "...the current zoning code requires an additional 2,500 square feet of land for each additional unit [over four units] in the R-4 zone. If the requirement for additional land was removed after the first few units, multi-family structures could avoid additional land costs and pass those savings on to moderate and lower income tenants."

It is recommended that the City pursue this recommendation not only within the R-4 zone, but within the S-1 zone as well.

The City currently allows densities up to 11.2 dwelling units per acre. It is recommended that the City increase this limit.

### Mixed Use

The Woods Cross General Plan states, "...allow for specific types of residential dwellings to be built in commercial zones."

It is recommended that the City pursue this recommendation.

Figure 2. Woods Cross Existing Residential Zoning

<i>Summary of Permitted (P) and Conditional (C) Housing Uses in Woods Cross City Zoning Districts</i>					
	Single-Family Housing	Duplex	Triplex	Fourplex	Planned Unit Development
A-1	P				
R-1-8	P				C
R-1-10	P				C
R-2	P	P			
R-4	P	P	P	P	
C-1					
C-2					
S-1	C	C			
I-1					
I-2					
AP					
I-1A					
LGC					
LGN	C	C	C	C	C

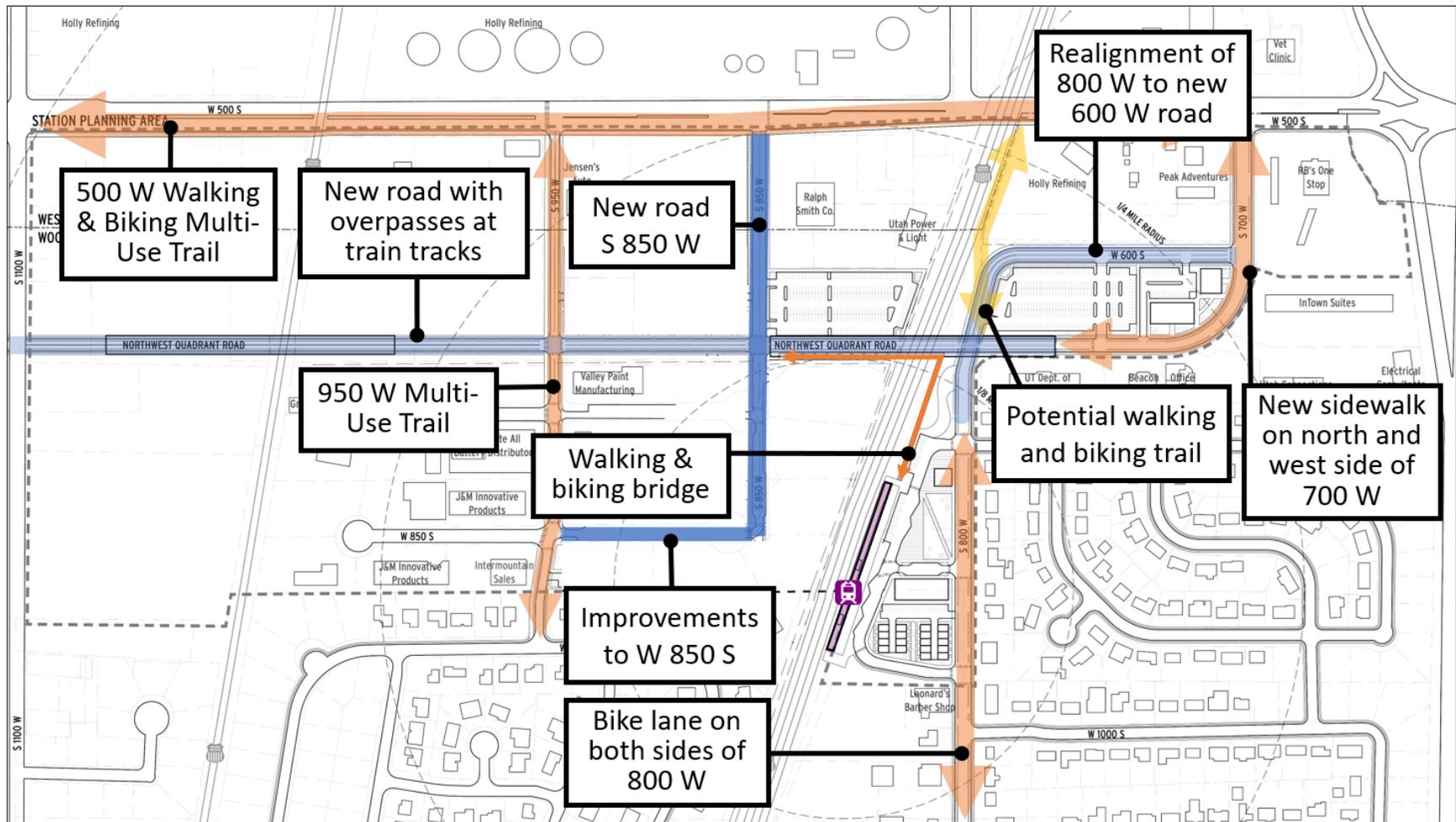
## LONG-TERM STATION AREA VISION

### STATION ACCESS FRAMEWORK

*The long-term station access framework builds upon station access improvements established in the Station Area Vision to further connect the station area and create the necessary infrastructure for the City's long-term redevelopment plans.*

The long-term station access framework addresses the issues with congestion and barriers along W 500 S not addressed by the Station Area Vision. The proposed Northwest Quadrant Road and realigned W 700 S create a new roadway network that bypasses W 500 S, minimizes existing and future strain on W 500 S, further connects the station area, and creates infrastructure for the City's long-term redevelopment plans for the Northwest Quadrant.

Figure 3. Long-Term Station Access Framework



In addition to the station access improvements identified in the Station Area Vision, the long-term station access framework includes:

### Northwest Quadrant Road

The Northwest Quadrant Road is a new roadway beginning around S 800 W and extending west all the way to Redwood Road. The Northwest Quadrant Road would create the necessary infrastructure for the City's long-term plans to develop the Northwest Quadrant into a higher-density mixed-use community and would establish a greater connection between the station area and western Woods Cross. The proposed Northwest Quadrant Road:

- Is envisioned as a 60-foot right-of-way consisting of a two-lane road with bike lanes, sidewalks and landscape buffers.
- Utilizes a few feet of an existing right-of-way but is largely planned on private property such as Ralph Smith Trucking and Holly Refining.

The Northwest Quadrant Road includes two overpasses over the Union Pacific and UTA rail corridor and the Union Pacific (Denver & Rio Grande) rail corridor. Both overpasses are designed to have an ADA-accessible slope. The eastern overpass begins to slope upward about 300-feet west of the existing Utah Department of Workforce Services driveway, leaving their entrance unchanged. The overpass reaches a 25-foot overhead clearance over the UTA railway before sloping downward and meeting grade just before the proposed S 850 W. The overpass would link with the proposed walking & biking bridge. If both elements are not constructed at the same time, they should be designed to easily connect with each other at a later phase. The western overpass also reaches a 25-foot overhead clearance over the Union Pacific railway. The western overpass has a minimal impact on existing businesses, but the exact impact is still to be determined.

Figure 4. Northwest Quadrant Road Concept



Figure 5. Northwest Quadrant Road Concept



The Northwest Quadrant Road requires a realignment of W 700 S to the north of the north Park and Ride within UTA's property. W 700 S would remain:

- At-grade and pass below the Northwest Quadrant Road overpass with an overhead clearance of 20-feet.
- Consistent with existing and planned roadway conditions and include a two-lane road with bike lanes, sidewalks and landscape buffers.

### S 850 W New Roadway

S 850 W would build upon the new roadway created for the west Park and Ride to create a network of safe and convenient walking, biking and auto access along the western half of the station area. S 850 W new roadway:

- Would continue south past the Park and Ride and connect with W 850 S.
- Is envisioned as a 60-foot right-of-way that includes a two-lane road, curbside parking, sidewalks and landscape buffers.
- Is located within Ralph Smith Trucking property.

### W 850 S Improvements

Improvements to W 850 S would create safe and convenient access and connections on an existing unpaved roadway. These improvements would:

- Expand the existing 50-foot right-of-way to 60-foot.
- Include two-lane roadway with curbside parking, sidewalks and landscape buffers.

Figure 6. W 850 S Improvements Concept



## LAND USE FRAMEWORK

*The long-term land use framework creates a unique and vibrant area that is compatible with existing light industrial uses, is unique to Woods Cross' history, and fulfills both the market demand and community desires.*

The long-term land use framework focuses on redevelopment west of the train tracks and features flex-space employment which includes incubator office space, maker space, light industrial, and general office. The land use framework also features employment squares and retail squares with retail-focused shipping containers and food trucks.

Figure 7. Long-Term Land Use Vision Precedent Image



Figure 8. Long-Term Land Use Vision Precedent Image





Figure 10. Long-Term Land Use Framework

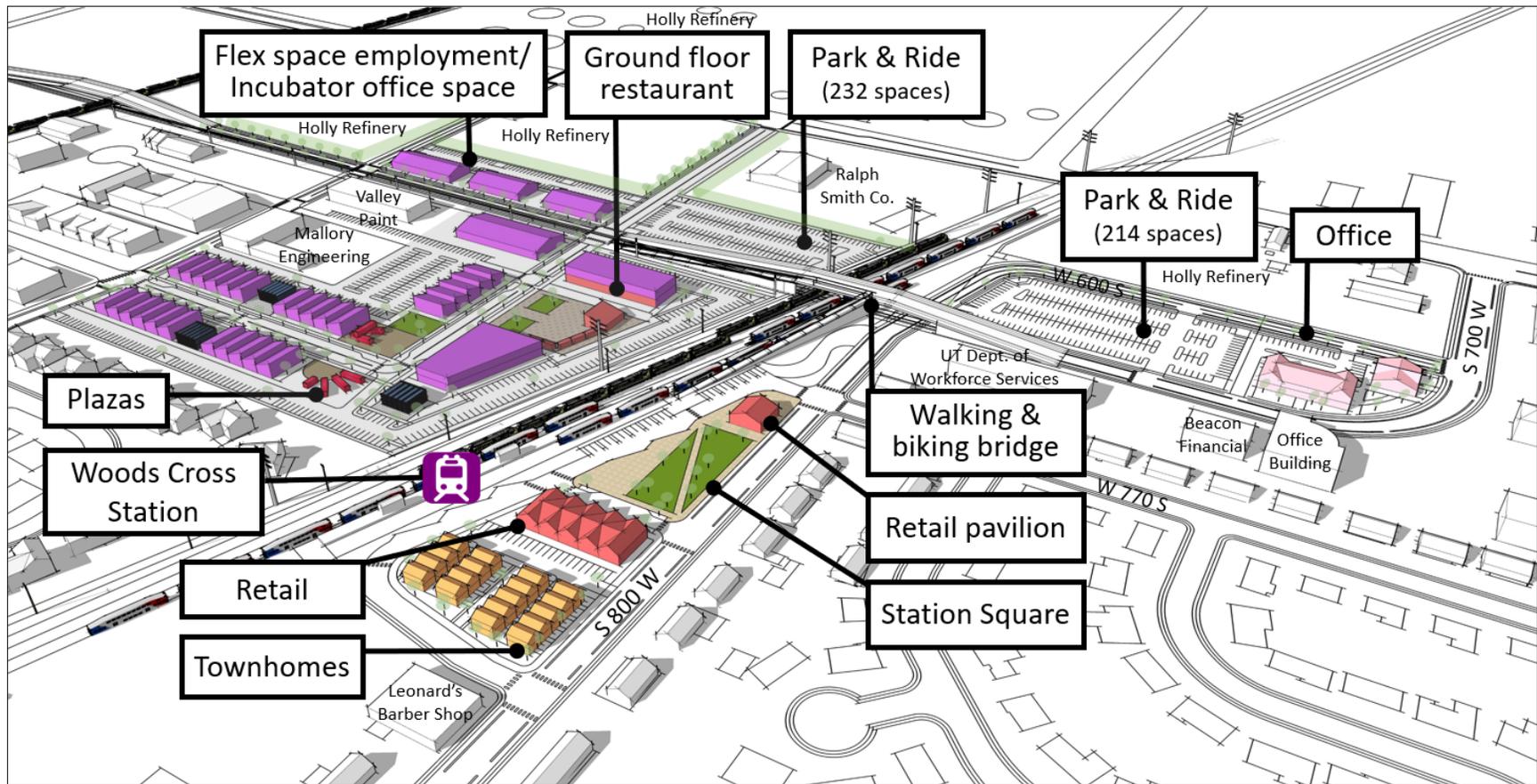


Figure 11. Long-Term Land Use Framework Development Summary

LAND USE	DENSITY (DU/AC)	DWELLING UNITS (DU)	FLOOR AREA (SF)	PARCEL AREA (ACRES)	PARKING SPACES (REQ.*)	PARKING SPACES (PROV.)
OFFICE	-	-	19,000 sf	1.1 acres	40	35
RETAIL	-	-	19,000 sf	0.6 acres	19	21
TOWNHOMES	25 du/ac	18 du	22,000 sf	0.7 acres	36	36
FLEX SPACE EMPLOYMENT	-	-	137,000 sf	9.1 acres	343	442
PARK & RIDE	-	-	-	-	421 existing	446
PARKS & PLAZAS	-	-	-	2.1 acres	-	-
TOTAL	25 du/ac	18 du	197,000 sf	13.6 acres	859	980

Building on the land use framework in the Station Area Vision, the long-term land use framework includes:

### Flex-Space Employment

Flex-space employment consists of the majority of proposed development west of the train tracks and includes incubator office space, light industrial, flexible office space, and shipping container employment plazas. The proposed flex-space employment is designed to create a diverse and unique employment district with a broad variety of office-space options. The proposed redevelopment would take place on Ralph Smith Trucking property, with some development on Holly Refining property, if Holly Refining chooses to redevelop a portion of their land. Flex-space employment would be developed cross 9.1 acres of land and would include:

- 14 1- to 2-story buildings for a combined 137,000 sf of development.
- 442 parking spaces

Figure 12. Flex-Space Employment & Retail Plazas



Figure 13. Flex-Space Employment & Retail Plazas



## Retail Squares

Three retail squares are proposed west of the train tracks. The retail squares would create a unique and authentic retail experience for the community, transit riders, and existing and future employees.

- Retail squares would include both hardscape and softscape, a retail pavilion, food carts, and shipping containers that house retail.
- Suggested retail within the squares includes restaurants, cafes, bars, retail-oriented makerspace, or small-scale retail shops.
- The three squares would utilize a combined 1.3 acres and hold approximately 2,000-5,000 sf of retail.
- Retail squares are proposed within Ralph Smith Trucking property.

In addition to the retail squares, a ground-floor restaurant is proposed to further activate the retail square. The restaurant would be:

- Located within a flex-space employment building adjacent to the retail square.
- Approximately 5,000 sf.

Figure 14. Retail Plaza Precedent Image



Figure 15. Retail Plaza Precedent Image



# LONG-TERM PRIORITY PROJECT

Figure 16. Northwest Quadrant Connector Study Long-Term Priority Project

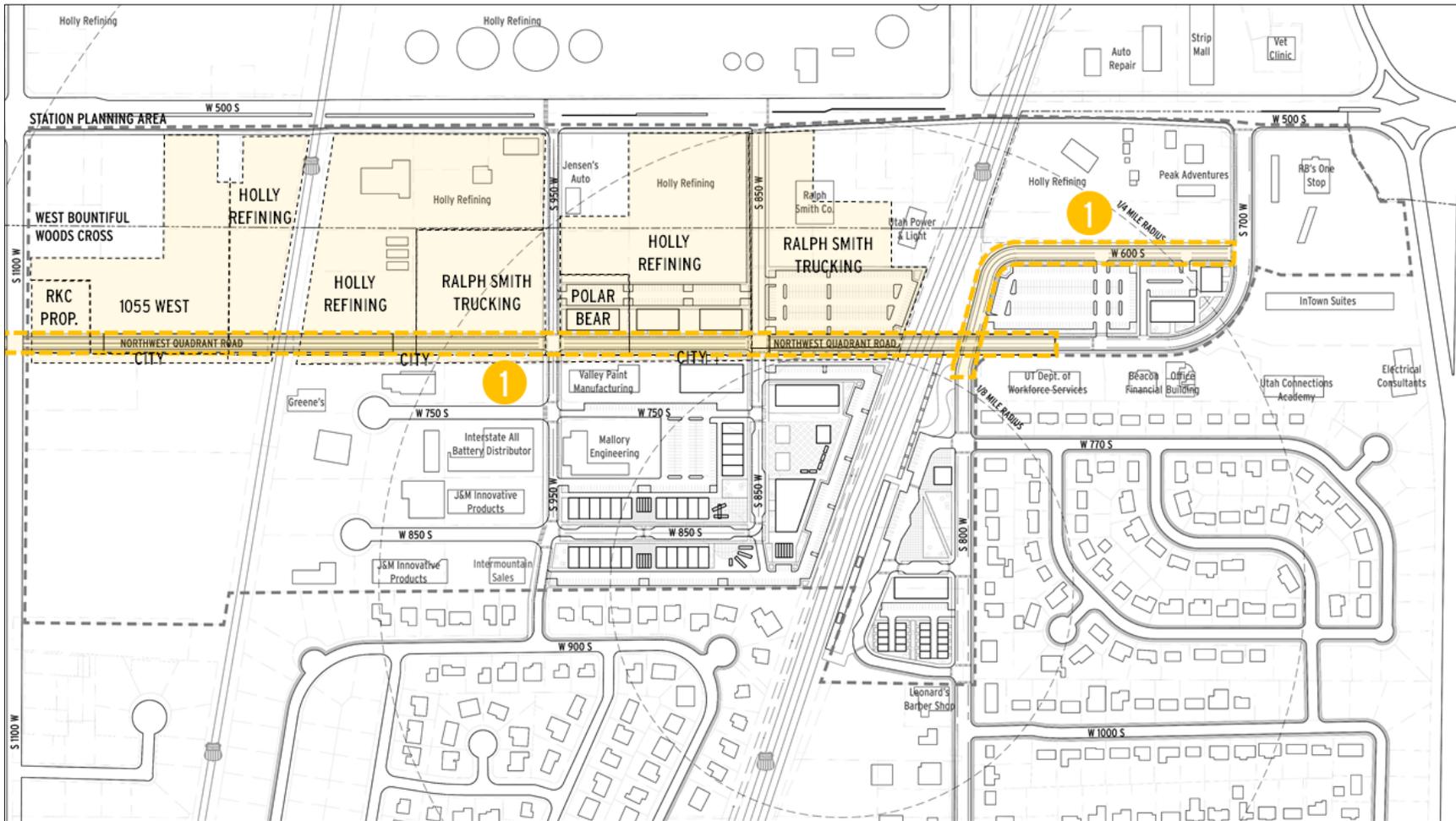


Table 1. Long-Term Priority Project List

LONG-TERM PRIORITY PROJECT						
NO.	PROJECT	ELEMENTS	TASKS	RESPONSIBILITY	DRAFT SCHEDULE	FUNDING SOURCES
1	Northwest Quadrant Connector Study	<ul style="list-style-type: none"> <li>• New roadway with two overpass bridges</li> <li>• Property acquisition (60' ROW)</li> <li>• Realigned W 700 S</li> </ul>	<ul style="list-style-type: none"> <li>• Develop work scope.</li> <li>• Identify budget and funding sources.</li> <li>• Select consultant.</li> <li>• Develop 30% engineering drawings.</li> <li>• Develop preliminary cost estimate.</li> <li>• Identify next steps.</li> <li>• Review with Council and public.</li> </ul>	City of Woods Cross Community Development	TBD	TBD

## 1 | Northwest Quadrant Connector Study

The Northwest Quadrant Connector Study should further analyze the conditions, issues and costs surrounding the potential Northwest Quadrant Road and realigned W 700 S.

The study would result in a conceptual (30% engineering) design of the Northwest Quadrant road and realigned W 700 S. Stakeholder involvement in the study would include at a minimum the City of Woods Cross, Rocky Mountain Power, Union Pacific, and affected property owners such as Ralph Smith Trucking and Holly Refining.

The study should consider the previous Walking & Biking Bridge Study and examine and evaluate any other potential issues. These may include the existing powerline pole impacts and estimating the cost and issues associated with any impact. The study should also determine land impacts, including property outside of the project area, as the roadway should be designed to extend west all the way to Redwood Road. Lastly, the study may need further environmental analysis.

Figure 17. Northwest Quadrant Connector Study



Figure 18. Northwest Quadrant Connector Study



## LONG-TERM POLICY & REGULATORY RECOMMENDATIONS

### LIGHT INDUSTRIAL/BUSINESS PARK ZONE (I-1)

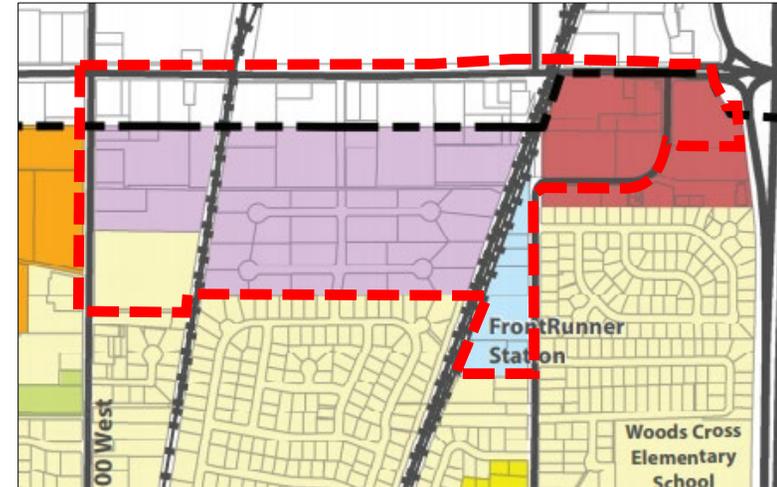
Development proposed for the I-1 Zone, flex-space employment and retail squares, is generally consistent. Recommended changes to the existing zoning ordinance to ensure successful development of the Preferred Vision include the following.

I-1 Zone currently does not permit retail, with the exception of “outside retail displays and outdoor storage of retail products”. It is recommended that the City permit retail uses as a conditional use, or as part of a planned development.

I-1 Zone requires that each parcel is a minimum of one acre. The City should evaluate whether this requirement should be revised to allow for smaller, more incremental development.

Front yard and side yard setback requirements are 30 feet with an option to appeal for a 20-foot and 15-foot setback. The yard setback requirements for I-1 Zone are excessive for a street-oriented, walking-oriented development and may limit the attractiveness and effectiveness of the streetscape. It is recommended that the City consider a 10-foot setback for both the front and side yard when a smaller setback enhances the streetscape and will not be detrimental to the proposed development or its surroundings.

Figure 19. Woods Cross Existing Zoning



#### Land Use Zones

- Agricultural Zone A-1
- Residential Zone R-1-8
- Residential Zone R-2
- Residential Zone R-4
- Legacy Gateway Neighborhood/Mixed Use District LGN
- Legacy Gateway Core Commercial District LGC
- Restricted Commercial Zone C-1
- General Commercial Zone C-2
- Special Use Zone S-1
- Light Industrial / Business Park Zone I-1
- Light Industrial Zone I-1A
- Industrial Zone I-2
- Airport Zone AP

## BUSINESS CASE

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Given the scarcity of public funds available for infrastructure and redevelopment projects, the expected economic value of the Station Area redevelopment must be considered, especially in the context of other public infrastructure and redevelopment projects along the UTA Frontrunner line or the Wasatch Front Region. This section provides a high-level overview of the anticipated development costs and the associated tax revenue created from the proposed development plan.

The public infrastructure components of the proposed project (new roads, pedestrian bridge, etc.) will be the major cost driver and will ultimately dictate the eventual implementation timeline. However, cost estimates are beyond the scope of this analysis because there are many unknown variables that will have a tremendous impact on the overall cost of the infrastructure (e.g. engineering requirements, superfund contamination mitigation, design requirements of the walking & biking bridge, etc.). Instead, this business case analysis will detail the development costs of project components for which estimates can be reasonably generated. Final cost estimates will require follow on funding which should be given high priority.

## METHODOLOGY AND FINDINGS

Estimates for the development costs and tax revenues were created based on the five priority project recommendations described above. Data sources include CoStar Group, Utah Real Estate Multiple Listing Service, ESRI, and primary research obtained from area contractors. Individual elements of the project were evaluated according to product type (i.e. Office, Retail, Townhome) and lease estimates obtained from existing buildings within a 5-mile radius of the Station. Cost of land was estimated at

approximately \$17.48/ sq. ft. and is based on vacant land listings that have recently sold in the market area. This average cost of land was used throughout the analysis based on the land consumption required by each of the proposed development activities. Some of the proposed commercial development activities are proposed to occur on public land (i.e. owned by UTA). While the possibility exists that a portion of the land costs could be written down as a possible development incentive, the business case analysis assumes that full market rate will be paid by the future developer for land currently owned by UTA.

### Priority Project #1 – Walking and Biking Bridge

Cost estimates not available at this time as described in preceding paragraphs.

### Priority Project #2 – North Park and Ride Expansion

The expansion of the North Park and Ride will not require any additional land acquisition. Cost estimates for the surface stalls were obtained from UTA staff. UTA personnel indicated that based on recent projects, the cost of developing additional spaces at the park and ride would range between \$6,000 and \$10,000 per parking space. The variability is due to site conditions including soil quality, slope, access requirements, and other special considerations. For this business case analysis, a cost of \$8,000, or a mid-range estimate is assumed.

Based on this estimate, the cost of developing priority Project #2 is estimated to cost approximately \$1.28M, but could be as high as \$1.6M. Assuming that UTA would retain ownership of the lot and that it would remain a public asset, the project won't generate any direct tax revenue.

North Park and Ride Expansion				
	Estimate	Unit	Price Per	Cost
Land	N/A	N/A	N/A	\$ -
New Spaces	160	Spaces	\$ 8,000	\$1,280,000
Total				\$1,280,000

### Priority Project #3 – Office Parcel Development

The proposed project incorporates 26,000 SF of office space in the northeastern quadrant of the SAP. The office development is anticipated to consist of two two-story buildings, utilizing approximately 1.6 acres of land that is currently occupied by the UTA park and ride.

#### Construction Costs

The office development is anticipated to cost approximately \$5.8 million, including the purchase of land, construction of the buildings, and the development of 71 surface parking spaces. Assuming that the surface parking will be developed by the private sector rather than the UTA directly, the cost of parking will likely be less due to the differences between regulatory requirements and is estimated to cost \$5,000 per space rather than \$8,000.

Office Development				
	Estimate	Unit	Price Per	Cost
Land	1.6	AC	\$ 761,573	\$1,218,516
Building	26,000	SF	\$ 165	\$4,290,000
Parking	71	Spaces	\$ 5,000	\$ 355,000
Total				\$5,863,516

### Project Revenue

Based on market data from a 5-mile radius surrounding the Station, the office component will likely be able to obtain a \$20/SF triple-net (“NNN”) lease rate, with a stabilized vacancy of 6.8%.

Office: Income Estimates	
Leasable Square Feet	23,400
Rental Rate per SF	\$ 20.00
Stabilized Vacancy	6.80%
Stabilized Rental Income	\$ 436,176

While the initial market report showed a rental rate lower than the \$20/SF estimate, a more detailed analysis of office properties showed that the market has a significant number of older office properties, providing downward pressure on average weighted rents in the area. Newer products, especially those less than five years old, have demonstrated the ability to command higher rates.

Office Rent by Age: 5 mi. radius, class B, avg weighted rent		
All ages	\$	16.50
Less than 20 yrs	\$	21.36
Less than 10 yrs	\$	23.53
Less than 5 yrs	\$	25.37

### Feasibility

After deducting operating expenses and debt service, it is estimated that the office component will yield a stabilized net operating income of approximately \$428,426 per year. Because of the relatively soft lease rates for office in the market area and conservative projections, the cash-on-cash return for the office

development is anticipated to be approximately 6.85%. While some developers may have interest at this level of return, most developers along the Wasatch Front will be looking to achieve cash-on-cash returns of at least 10%. Methods for how to increase the potential returns and the investment attractiveness will be described in the funding strategies section of this report.

Office: Project Feasibility - Without Public Participation	
Annual Net Operating Income	\$ 428,426
Cash on Cash Return	6.85%
Debt Coverage Ratio	1.32
Net Present Value	\$196,832
Internal Rate of Return	12%

#### Priority Project #4 – West Park and Ride

The land identified for Priority Project #4 is currently owned by Smith Trucking and redevelopment will require a transaction for the property to transfer ownership to the UTA. Utilizing the land cost estimate described above, the land required for the new park and ride will cost approximately \$1.9M, but could be considerably less based on a site-specific appraisal and the potential for environmental contamination. Therefore, the \$1.9M could be considered a worst-case scenario. Once again utilizing the UTA-provided estimate of \$8,000 per stall, and the total cost to develop the West Park and Ride is estimated at \$3.7M.

West Park and Ride				
	Estimate	Unit	Price Per	Cost
Land	2.5	AC	\$ 761,573	\$1,903,931
New Spaces	232	Spaces	\$ 8,000	\$1,856,000
			<b>Total</b>	<b>\$3,759,931</b>

#### Priority Project #5 – South Park and Ride Redevelopment

The proposed project includes 9,000 SF of retail space as part of the redevelopment of the South Park and Ride, directly west of the tracks. The retail development is anticipated to consist of a small retail pavilion, retail squares, and a ground floor restaurant, utilizing approximately 1.3 acres.

#### Development Costs

Cost for the retail pavilion could vary widely based on style and design. If a simple open space design with minimal hard surfacing is utilized then the cost would be quite small, but more elaborate designs could increase the cost significantly. The cost of construction of the retail building is estimated at \$150 per SF and a budget of \$75,000 for the retail pavilion brings the total cost for the redevelopment of the South Park and Ride to approximately \$2.5 million. Additional complexity of the pavilion cannot be supported by private sector development and those costs would need to be covered by the public sector.

South Park and Ride Redevelopment				
	Estimate	Unit	Price Per	Cost
Land	1.3	AC	\$ 761,573	\$ 990,044
Building	9,000	SF	\$ 150	\$1,350,000
Pavilion	2,500	SF	\$ 15	\$ 75,000
Parking	20	Spaces	\$ 5,000	\$ 100,000
Total				\$2,515,044

### Revenues

Based on market data from a 5-mile periphery, lease rates from existing retail buildings vary significantly based on the age of the property. While examples are available with lease rates of \$25/SF, a conservative estimate of \$20/SF with a triple net lease was used. The resulting stabilized rental income based on a triple net lease is approximately \$171,540 per year.

Retail: Income Estimates	
Leasable Square Feet	9,000
Rental Rate per SF	\$20.00
Stabilized Vacancy	4.70%
Stabilized Rental Income	\$ 171,540

### Feasibility

Financial returns on the retail development, including the pavilion and additional parking, are insufficient to likely gain interest of the private sector.

Retail: Project Feasibility - Without Public Participation	
Annual Net Operating Income	\$ 169,308
Cash on Cash Return	5.35%
Debt Coverage Ratio	1.39
Internal Rate of Return	8%

### Townhomes

The South Park and Ride redevelopment also includes the construction of 18 townhomes in the southern area of the project area. The townhomes are anticipated to be similar in quality to other townhomes found in the market area with an average size of 1,200 SF and could include live-work amenities.

### Construction Cost

It is estimated that the homes will be constructed at a cost of \$170,000 each, or approximately \$141/SF. Including land purchase and parking, the total cost for development of the townhomes is estimated at \$3.77 million.

Townhome Development				
	Estimate	Unit	Price Per	Cost
Land	0.7	AC	\$ 761,573	\$ 533,101
Building	18	Units	\$ 170,000	\$3,060,000
Parking	36	Spaces	\$ 5,000	\$ 180,000
Total				\$3,773,101

### Proceeds from Home Sales

An analysis of recently sold townhomes in the proximate market area suggests that the new homes will sell for approximately \$190-215/SF. Estimating a sales price in the middle of the range at \$205/SF, the proposed townhomes would sell for approximately \$246,000 each. Overall, it is expected that the townhomes will generate sales of \$4.4 Million.

Townhome Sale Proceeds		
Number of townhomes		18
SF / Home		1,200
Total SF		21,600
Sales Price (\$/SF)	\$	205
Estimated Revenue from Sale	\$	4,428,000
Selling Costs (commission, etc.)	\$	(503,276)
Net Proceeds	\$	151,623
ROI		11.5%

### Feasibility

With such a high cost of land anticipated, the townhomes aren't expected to generate significant profit after transaction costs (realtor commissions, closing costs, etc.) are factored in. And with a relatively small number of units, they collectively will contribute only marginally to the new property tax base. However, townhomes meet regional and UTA development goals by providing affordable housing options and a diversity of types in the most dense areas within the Station Area. The development of these homes may also help to reduce crime and illicit activity in the Station Area, which will be key to the economic success of the project.

### Combined Feasibility

While multiple development scenarios exist including the possibility for public-private partnerships that could significantly change the overall structure of the financial returns, for purposes of this high level estimate a blended investment was analyzed that assumes that a single private-sector developer could be attracted to implement all of the commercial development activities within the top five priorities outlined herein (excludes park and rides). This blended approach assumes the development timeline proposed herein is heeded, namely that the office uses would be developed first, followed by the townhomes and retail uses. Blended together and assuming no public sector participation, the investment is anticipated to generate a cash-on-cash return of approximately 6.5%. This return by itself is not likely going to attract the interest of a private sector developer and additional partnering will be required to achieve a threshold cash-on-cash return of 10%.

Combined Cash Flow and Returns		
Total Development Amount	\$	12,151,661
Equity Requirement	\$	3,666,730
Average Cash on Cash Return		6.44%

## FUNDING STRATEGIES

### Funding Commercial Development

As described in the business case section of this report, the estimated construction costs combined with the estimates for projected lease rates create an investment proposition that will likely be insufficient to capture the interest of most developers in the market area. However, if there is political interest in pursuing Tax Increment Financing (“TIF”) the project may be able to achieve the necessary rates of return to attract private sector investment.

The property tax table in Exhibit A shows the breakdown of taxing entities within the project area, the estimated taxable value of each of the proposed development types<sup>1</sup>, and the incremental property tax that the project is expected to generate. Overall, the estimated taxable value of the proposed projects is approximately \$7.9M which will generate tax revenue of approximately \$103,000 per year split amongst the taxing entities. Projecting this revenue amount over a 25 year period (maximum length of time allowed for a CRA/TIF project) and assuming a 3.75% discount rate results in a net present value (“NPV”) of tax revenue of \$1.9M. In other words, if 100% of the tax revenue from the privately developed elements of the project was used to secure a bond to fund construction, the value of the bond would be approximately \$1.9M.

A more realistic scenario is to assume that the County’s taxing entities will likely be unwilling to allocate 100% of the tax revenue to cover development costs. Based on other similar projects

<sup>1</sup> Taxable value estimated at 75% of the cost of development for commercial and retail buildings. Residential buildings have an additional 55% primary residence factor applied per State regulations.

through the region, it is more likely that the maximum amount that the taxing entities would be willing to allocate would be in the range of 40-60% of the tax increment. Utilizing 60% as the participation rate, the available TIF to cover project cost is approximately \$62,000 per year and the 25-year NPV is reduced to \$1.17M. Given the type of uses within the project, it will be more feasible politically to allocate the TIF to the project on a cash-flow basis rather than bringing the value up front through a TIF-backed bond. Therefore, if this portion of the available TIF is allocated to the project on an annual basis for a period of 10 years<sup>2</sup>, then the anticipated rate of return for the developer increases from a 6.44% cash-on-cash return to approximately 9.24%. Additional public participation in combination with TIF participation could allow the project to achieve the threshold 10% cash-on-cash return. This modest increase in project profitability due to TIF participation will likely play a key role in whether or not a developer can be recruited in for the project.

Combined Cash Flow and Returns	
Cash-on-cash w/o TIF	6.44%
Cash-on-cash w/ TIF	9.24%

It is important to note that a 60% TIF participation rate is not guaranteed, and additional analysis and a possible lengthy political process will be required to secure this level of participation from the taxing entities. In particular, Davis County utilizes a formula for determining its TIF participation rate, and among other factors, includes the number of new jobs that will be created from the project. With the top five priority project

<sup>2</sup> While 25 years is the maximum amount allowed by law, 10 years of property tax participation will be more politically feasible

recommendations focused on retail and small office users, net new jobs directly tied to the project will be relatively low and may not achieve the thresholds established by the County. Detailed estimates on the number of new jobs anticipated from the project are not possible at this time because of uncertainties regarding which tenants would occupy the new project. While not expected, it is theoretically possible that many of the tenants of the new project will be existing companies in the region that will relocate to the newer and more premium space, rather than new companies. For these reasons, TIF participation at a modest 60% has been utilized rather than a more optimistic 80%+ participation rate.

In summary, the anticipated tax increment at modest participation rates will likely create the economic parameters needed to sufficiently incentivize a private developer to partner with the community to construct the commercial development components outlined in the preferred scenario. Unless very high participation rates are agreed upon by the taxing entities, or unless the cost of land is drastically reduced through public incentive, it is not anticipated that there will be a surplus of tax increment that could be allocated to contribute to the cost of the public infrastructure components of the preferred scenario, such as the transportation infrastructure or the park and ride lots.

### Funding for the Public Infrastructure

With minimal TIF available to allocate to infrastructure, funding for the public infrastructure components of the preferred scenario will largely be dependent upon the political will of the public bodies that have an interest in the project area. Multiple potential incentive options and funding sources were analyzed to identify alignment between the project activities and the funding

priorities. Unfortunately, due to the relative financial strength of Davis County and the specific census tract of the project site, the project does not qualify for major economic development funding programs such as the EDA grants, New Markets Tax Credits, or the Opportunity Zone tax credit program. Incentives offered through the Governor's Office of Economic Development (e.g. EDTIF) are also not likely due to the anticipated small number of new jobs that will likely be created. Should a large employer make a commitment to locate to the new office space, then direct assistance from GOED programs may become available.

What is available are smaller, more targeted funding sources that align with specific elements of the proposed project such as the Safe Routes Utah program that could help fund a portion of the project costs that are related to pedestrian and bike paths, provided the final design aligns with the program's guidelines. Another potential funding source within this category is the USDOT Transportation Alternatives Program that may be able to fund a portion of the pedestrian and bike path infrastructure.

More likely however, is that the majority of the funding required for the new park and ride lots and the transportation infrastructure will have to be paid for through partnerships between the local and regional political bodies (WFRC, County, cities, etc.) and State entities such as the Department of Transportation and the Utah Transit Authority. It is recommended that the City of Woods Cross work closely with the Wasatch Front Regional Council to begin the process of prioritizing the proposed projects and determine a targeted political strategy for how to obtain funding from the State organizations.

# EXHIBIT A

INCREMENTAL TAX ANALYSIS:	Payment Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Tax Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cumulative Taxable Value	Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Park and Ride		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Component			\$ 4,397,637	\$ 4,485,590	\$ 4,575,302	\$ 4,666,808	\$ 4,760,144	\$ 4,855,347	\$ 4,952,454	\$ 5,051,503	\$ 5,152,533	\$ 5,255,583	\$ 5,360,695	\$ 5,467,909
Retail Component				\$ 1,886,283	\$ 1,924,009	\$ 1,962,489	\$ 2,001,739	\$ 2,041,774	\$ 2,082,609	\$ 2,124,261	\$ 2,166,747	\$ 2,210,081	\$ 2,254,283	\$ 2,299,369
Townhomes				\$ 1,556,404	\$ 1,587,532	\$ 1,619,283	\$ 1,651,668	\$ 1,684,702	\$ 1,718,396	\$ 1,752,764	\$ 1,787,819	\$ 1,823,575	\$ 1,860,047	\$ 1,897,248
<b>TOTAL INCREMENTAL VALUE:</b>		<b>\$ -</b>	<b>\$ 4,397,637</b>	<b>\$ 7,928,277</b>	<b>\$ 8,086,843</b>	<b>\$ 8,248,580</b>	<b>\$ 8,413,551</b>	<b>\$ 8,581,822</b>	<b>\$ 8,753,459</b>	<b>\$ 8,928,528</b>	<b>\$ 9,107,098</b>	<b>\$ 9,289,240</b>	<b>\$ 9,475,025</b>	<b>\$ 9,664,526</b>
<b>TAX RATE &amp; INCREMENT ANALYSIS:</b>	<b>2018 RATES</b>													
Davis County	0.001209	-	5,317	9,585	9,777	9,973	10,172	10,375	10,583	10,795	11,010	11,231	11,455	11,684
Davis County School District	0.005965	-	26,232	47,292	48,238	49,203	50,187	51,191	52,214	53,259	54,324	55,410	56,519	57,649
State Charter School Levy	0.000070	-	308	555	566	577	589	601	613	625	637	650	663	677
Woods Cross City	0.001766	-	7,766	14,001	14,281	14,567	14,858	15,155	15,459	15,768	16,083	16,405	16,733	17,068
Weber Basin Water	0.000164	-	721	1,300	1,326	1,353	1,380	1,407	1,436	1,464	1,494	1,523	1,554	1,585
Mosquito Abatement	0.000119	-	523	943	962	982	1,001	1,021	1,042	1,062	1,084	1,105	1,128	1,150
South Davis Sewer	0.000245	-	1,077	1,942	1,981	2,021	2,061	2,103	2,145	2,187	2,231	2,276	2,321	2,368
South Davis Recreation	0.000257	-	1,130	2,038	2,078	2,120	2,162	2,206	2,250	2,295	2,341	2,387	2,435	2,484
South Davis Metro Fire	0.000343	-	1,508	2,719	2,774	2,829	2,886	2,944	3,002	3,062	3,124	3,186	3,250	3,315
State Basic School Levy	0.001666	-	7,326	13,209	13,473	13,742	14,017	14,297	14,583	14,875	15,172	15,476	15,785	16,101
County Library	0.000349	-	1,535	2,767	2,822	2,879	2,936	2,995	3,055	3,116	3,178	3,242	3,307	3,373
Davis County Flood	0.000217	-	954	1,720	1,755	1,790	1,826	1,862	1,900	1,937	1,976	2,016	2,056	2,097
Davis County Health & Services	0.000228	-	994	1,792	1,828	1,864	1,901	1,939	1,978	2,018	2,058	2,099	2,141	2,184
County Assess & Collect Levy	0.000193	-	849	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,758	1,793	1,829	1,865
Davis Jail Bond	0.000062	-	273	492	501	511	522	532	543	554	565	576	587	599
Davis County Paramedic	0.000130	-	572	1,031	1,051	1,072	1,094	1,116	1,138	1,161	1,184	1,208	1,232	1,256
Multicity Assess & Collect Levy	0.000009	-	40	71	73	74	76	77	79	80	82	84	85	87
Totals:	0.012990	-	57,125	102,988	105,048	107,149	109,292	111,478	113,707	115,982	118,301	120,667	123,081	125,542
<b>TOTAL INCREMENTAL REVENUE IN PROJECT AREA:</b>		<b>\$ -</b>	<b>\$ 57,125</b>	<b>\$ 102,988</b>	<b>\$ 105,048</b>	<b>\$ 107,149</b>	<b>\$ 109,292</b>	<b>\$ 111,478</b>	<b>\$ 113,707</b>	<b>\$ 115,982</b>	<b>\$ 118,301</b>	<b>\$ 120,667</b>	<b>\$ 123,081</b>	<b>\$ 125,542</b>

2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	TOTALS	NPV
2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044		
Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
\$ 5,577,267	\$ 5,688,813	\$ 5,802,589	\$ 5,918,641	\$ 6,037,013	\$ 6,157,754	\$ 6,280,909	\$ 6,406,527	\$ 6,534,657	\$ 6,665,351	\$ 6,798,658	\$ 6,934,631	\$ 7,073,323		
\$ 2,345,356	\$ 2,392,263	\$ 2,440,109	\$ 2,488,911	\$ 2,538,689	\$ 2,589,463	\$ 2,641,252	\$ 2,694,077	\$ 2,747,959	\$ 2,802,918	\$ 2,858,976	\$ 2,916,156	\$ 2,974,479		
1,935,193	1,973,897	2,013,375	2,053,642	2,094,715	2,136,609	2,179,341	2,222,928	2,267,387	2,312,735	2,358,989	2,406,169	2,454,292		
<b>\$ 9,857,816</b>	<b>\$ 10,054,973</b>	<b>\$ 10,256,072</b>	<b>\$ 10,461,193</b>	<b>\$ 10,670,417</b>	<b>\$ 10,883,826</b>	<b>\$ 11,101,502</b>	<b>\$ 11,323,532</b>	<b>\$ 11,550,003</b>	<b>\$ 11,781,003</b>	<b>\$ 12,016,623</b>	<b>\$ 12,256,955</b>	<b>\$ 12,502,094</b>		
11,918	12,156	12,400	12,648	12,901	13,159	13,422	13,690	13,964	14,243	14,528	14,819	15,115	296,919	182,089
58,802	59,978	61,177	62,401	63,649	64,922	66,220	67,545	68,896	70,274	71,679	73,113	74,575	1,464,948	898,396
690	704	718	732	747	762	777	793	809	825	841	858	875	17,191	10,543
17,409	17,757	18,112	18,474	18,844	19,221	19,605	19,997	20,397	20,805	21,221	21,646	22,079	433,713	265,979
1,617	1,649	1,682	1,716	1,750	1,785	1,821	1,857	1,894	1,932	1,971	2,010	2,050	40,277	24,700
1,173	1,197	1,220	1,245	1,270	1,295	1,321	1,348	1,374	1,402	1,430	1,459	1,488	29,225	17,923
2,415	2,463	2,513	2,563	2,614	2,667	2,720	2,774	2,830	2,886	2,944	3,003	3,063	60,170	36,900
2,533	2,584	2,636	2,689	2,742	2,797	2,853	2,910	2,968	3,028	3,088	3,150	3,213	63,117	38,707
3,381	3,449	3,518	3,588	3,660	3,733	3,808	3,884	3,962	4,041	4,122	4,204	4,288	84,238	51,660
16,423	16,752	17,087	17,428	17,777	18,132	18,495	18,865	19,242	19,627	20,020	20,420	20,828	409,154	250,918
3,440	3,509	3,579	3,651	3,724	3,798	3,874	3,952	4,031	4,112	4,194	4,278	4,363	85,711	52,563
2,139	2,182	2,226	2,270	2,315	2,362	2,409	2,457	2,506	2,556	2,608	2,660	2,713	53,293	32,683
2,228	2,272	2,318	2,364	2,412	2,460	2,509	2,559	2,610	2,663	2,716	2,770	2,825	55,503	34,038
1,903	1,941	1,979	2,019	2,059	2,101	2,143	2,185	2,229	2,274	2,319	2,366	2,413	47,399	29,068
611	623	636	649	662	675	688	702	716	730	745	760	775	15,227	9,338
1,282	1,307	1,333	1,360	1,387	1,415	1,443	1,472	1,502	1,532	1,562	1,593	1,625	31,927	19,579
89	90	92	94	96	98	100	102	104	106	108	110	113	2,210	1,356
128,053	130,614	133,226	135,891	138,609	141,381	144,209	147,093	150,035	153,035	156,096	159,218	162,402	3,190,222	1,956,439
<b>\$ 128,053</b>	<b>\$ 130,614</b>	<b>\$ 133,226</b>	<b>\$ 135,891</b>	<b>\$ 138,609</b>	<b>\$ 141,381</b>	<b>\$ 144,209</b>	<b>\$ 147,093</b>	<b>\$ 150,035</b>	<b>\$ 153,035</b>	<b>\$ 156,096</b>	<b>\$ 159,218</b>	<b>\$ 162,402</b>	<b>\$ 3,190,222</b>	<b>\$ 1,956,439</b>

## Woods Cross Station Area Plan

### TECHNICAL MEMORANDUM

To: Crandall Arambula

Date: 6/10/19

From: Fehr & Peers; Stephanie Tomlin & Kyle Cook

Subject: **Transportation Conditions - Strategic Recommendations**

UT18-2133

This memo provides an overview of future implications of the proposed Northwest Quadrant Connector Road, and the bicycle and pedestrian bridge over the Utah Transit Authority (UTA) and Union Pacific (UP) railroads near 500 South and 800 West.

#### **Bicycle and Pedestrian Bridge**

The proposed bicycle and pedestrian bridge and multi-use trail called out in **Figure 1** would provide active transportation connectivity enhancements in an area immediately adjacent to existing and proposed active transportation amenities and a heavy rail transit station.



**Figure 1: Proposed Bicycle and Pedestrian Bridge and Multi-use Trail**

An easily quantifiable metric associated with the proposed bridge is travel distance and travel time savings for bicyclists and pedestrians to access the FrontRunner station from the west side of the railroad tracks.

The bridge proposed decreases overall travel distances, and travel times, because it provides a more direct connection to the FrontRunner station from the west side of the railroad tracks. Active transportation users looking to access the FrontRunner station from 750 South and 950 West could expect their travel distance to decrease from ~.9 miles to ~.25 miles with the installation of the proposed bridge (assuming a 3.1 mile per hour walking pace the proposed bridge decreases walking time from ~30 minutes<sup>1</sup> to ~8 minutes). Similarly, the proposed bridge could reduce travel distances for a pedestrian looking to access the FrontRunner station from 980 West 1200 South from ~1 mile to ~.85 miles (assuming a 3.1 mile per hour walking pace the proposed bridge decreases walking time from ~33<sup>2</sup> minutes to ~27 minutes). These are substantial savings from an active transportation standpoint.

In addition to travel distance and time benefits, active transportation users could expect an increase in the overall quality and comfort of the trip, with the addition of the bicycle and walking bridge. Currently, active transportation users looking to access the FrontRunner station from the west side of the railroad tracks must utilize 500 South or 1500 South on part of their trip. 500 South is a five-lane arterial with an Average Annual Daily Traffic (AADT) count of ~15,000 within the study area. 1500 South is a two-lane collector with an AADT count of ~3,000. 500 South, based on its AADT and number of travel lanes, is considered a high-stress and low comfort walking and biking facility (Level of Traffic Stress category 3). The addition of the proposed bridge eliminates the need for active transportation users to interface with 500 South and 1500 South, and instead puts them on a separated active transportation facility for most of their trip, resulting in a low stress, high comfort experience. The City of Woods Cross could expect to experience higher walking and bicycling activity on and around the proposed bridge due to its higher comfort classification.

Lastly, the proposed bicycle and pedestrian bridge connects existing and proposed active transportation facilities to one another – creating better overall active transportation connectivity. There are existing bike lanes and sidewalks on 500 South, and proposed bike lanes or multi-use trails on 1500 South, 1100 West, and 800 West. The addition of the active transportation bridge would link all these facilities together, making the overall network more robust.

### **Northwest Quadrant Connector Road**

From a roadway form and function standpoint, the addition of the Northwest Quadrant Road (see **Figure 2**) enhances the areas adjacent to the FrontRunner station in three significant ways; it provides a greater level of overall roadway connectivity in the area, it builds out a layered network, and it provides better connection to the proposed development at 500 South and Redwood Road. Each of these concepts are described in greater depth in this section of the memo.

According to the Utah Street Connectivity Guide<sup>3</sup> “good street connectivity redistributes traffic among different routes in a network, providing more options and better accessibility for local traffic. This in return frees some of the capacity on the adjacent arterial roads, which are mostly used by the through traffic” (Utah Street Connectivity Guide, p. 110). The addition of the Northwest Quadrant Road is in keeping with

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<sup>1</sup> This travel time assumption does not include the potential time waiting at the 500 South train crossing.

<sup>2</sup> This travel time assumption does not include the potential time waiting at the 500 South train crossing.

<sup>3</sup> <https://mountainland.org/img/transportation/Studies/Utah%20Street%20Connectivity%20Guide.pdf>

the themes and best practices agreed upon throughout the Utah Street Connectivity Guide. Adding this roadway would provide more options for location traffic in the area, while potentially freeing up some capacity on 500 South. The traffic issues on 500 South are operational in nature, as opposed to volume versus capacity. This is due to the delay caused at the two railroad crossing locations. Having an adjacent roadway without railroad crossings could reduce the operational deficiencies in the areas. The Northwest Quadrant Road could also enhance the overall vehicle circulation in the area by adding more roadway connections to the various businesses and residential nodes in the area.

From a layered network standpoint, the addition of the Northwest Quadrant Road would create an opportunity to reassign the roadway hierarchy in the study area. Throughout much of this planning process the project team learned of the importance of 500 South from a city roadway and placemaking perspective. 500 South is also called out in the General Plan update as ideally becoming a beautiful parkway and integrated place. While these visions for 500 South are desirable from a city standpoint, they may be more difficult to achieve because the roadway is owned and operated by UDOT, and there is strict guidance on acceptable roadway characteristics on UDOT roadways. The introduction of the Northwest Quadrant Road could allow the city to refocus on it as the local collector, with an emphasis on placemaking and beautification, while allowing for 500 South to serve the area as a regional arterial with a greater emphasis on moving vehicles and freight. The layered network approach to city streets acknowledges the difficulty in making all roads ideal for all users, and instead focuses on creating a network of roads emphasizing different user groups that link an overlap where appropriate. The Northwest Quadrant Road fulfills the layered network guidance while having the added benefit of providing direct access to transit.

And lastly, the Northwest Quadrant Road could serve as a conduit to the proposed Legacy Intersection and Redwood Road Corridor development in a much more efficient and city-oriented fashion than 500 South. This roadway, if continued all the way to Redwood, would create a direct connection from the FrontRunner station to the proposed development. And again, this could be done to the specifications the city sets, as opposed to those established by UDOT or other agencies. Meaning the roadway could be designated as a parkway, with two vehicle lanes, separated bike lanes and large sidewalks.

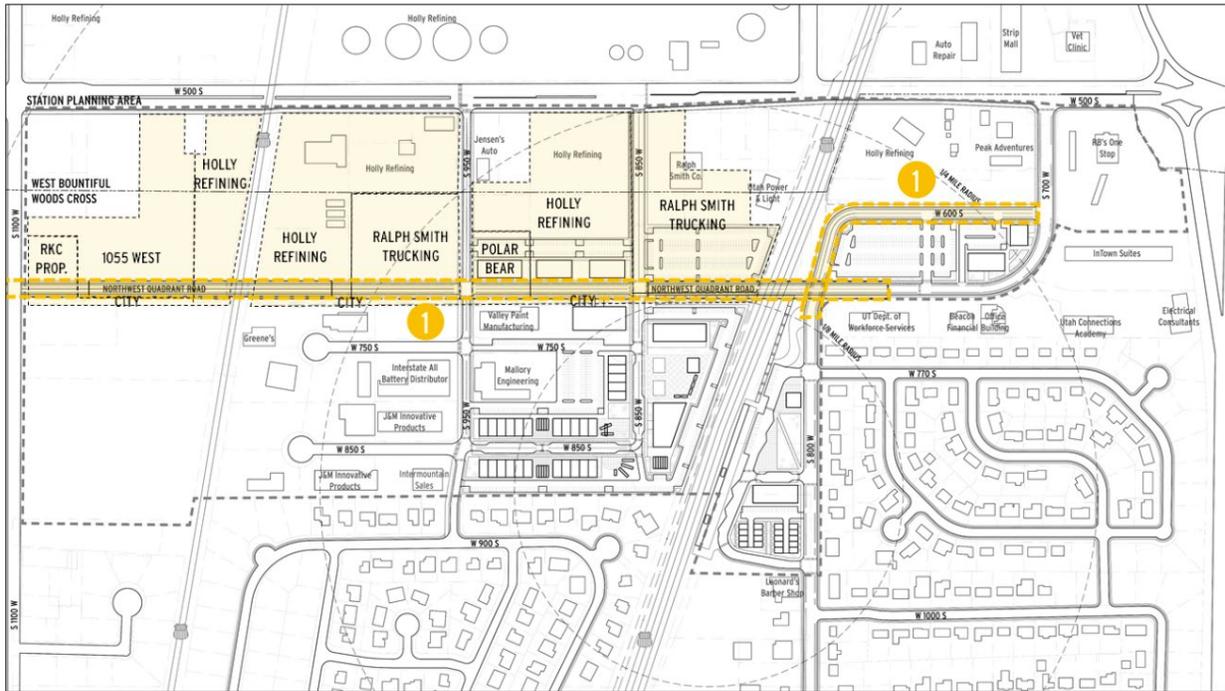


Figure 2: Proposed Northwest Quadrant Road



## MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council  
**THROUGH:** Carolyn Gonot, Executive Director  
**FROM:** Bob Biles, Chief Financial Officer  
**PRESENTER(S):** Bob Biles, Chief Financial Officer

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b>	<b>Consultation on Amendment Number 1 to the 2020 Budget</b>
<b>AGENDA ITEM TYPE:</b>	<b>Consultation</b>
<b>RECOMMENDATION:</b>	Review the proposed budget amendment and provide advice to the Board of Trustees
<b>BACKGROUND:</b>	In accordance with Board of Trustee Policy Number 2.1, Financial Management, the Board of Trustees may amend or supplement the budget at any time after its adoption. Budget amendments which increase the overall capital budget or add a new project or increase the total operating budget are presented to the Local Advisory Council for consultation prior to approval consideration by the Board of Trustees.
<b>DISCUSSION:</b>	<p>Since the adoption of the 2020 operating and capital budgets, changes have occurred which necessitate amendments to the 2020 budget. The changes are described more in detail on the attachment but are summarized below.</p> <p><b>Operating budget:</b></p> <p>Sales Tax Revenues – November 2019 sales tax collections were almost 12% higher than the prior year. As a result, 2019 sales tax revenues, the base for 2020 sales tax estimates, will be at least \$528,000 higher. A portion of the increase, \$479,000, is being adjusted now to match the needed UTA funding below.</p> <p>Planning Studies – Four planning studies have budget funding left from 2019 which can be carried forward into 2020. For two studies, Service Choices and Tooele Valley Transit Feasibility Study, additional funds are needed to complete those studies. MAG and UDOT are contributing the \$20,000 needed for the Service Choices while the \$125,000 for the Tooele Valley Transit Feasibility Study is being funded by UTA.</p>

2020 Operating Budget Amendment #1				
	Point of the Mountain Study	Future of Light Rail Study	Service Choices	Tooele Valley Transit Feasibility Study
<b>2019 Budget Remaining</b>	\$100,000	\$200,000	\$43,000	\$11,000
<b>New Funding</b>			20,000	125,000
<b>2020 Budget Adjustment</b>	\$100,000	\$200,000	\$63,000	\$136,000

All of the 2020 budget increases are to non-operating expense.

**Capital budget:**

The **Sharp/Tintic Railroad Connection** project was budgeted at \$6.1 million in the 2019 budget. The project will begin design in 2020 (\$700,000 budget) with construction expected to begin in 2021 (\$5.7 million). Additional funding for the project is coming from UDOT.

The State of Utah has asked UTA to manage the construction of the **Northern Utah County Double Track** and associated station and will provide UTA with the \$3.5 million funding for their portion of the project.

Salt Lake City has requested the addition of a **TRAX station at 650 South Main**. Design will take place in 2020. An additional \$20,000 is being paired with \$200,000 carryover from 2019 to fund this work. Construction is expected to begin in 2021.

A need for an improved **TRAX crossing at Paxton Avenue** has been identified. Funding for the \$85,000 project is coming from Salt Lake City.

One aspect of fare collection improvements includes allowing both lanes of **Meadowbrook's** entrance to serve as collection lanes from 5:00 to 9:00 p.m. This requires reconfiguring another Meadowbrook gate to allow for Riverside bus and employee ingress/egress. Funding for this project is coming from budgeted contingency.

**2019 Capital Budget Amendment #1**

	Sharp/Tintic Railroad Connection	Northern Utah County Double Track	650 South TRAX Station	Paxton Avenue TRAX Crossing	Reconfigure Meadow- brook Gate
<b>2019 Carryover</b>	\$700,000		\$200,000		
<b>New Funding</b>		3,500,000		85,000	
<b>Reallocation from Contingency</b>			20,000		40,000
<b>Totals</b>	\$700,000	\$3,500,000	\$220,000	\$85,000	\$40,000

Budget amendment number 1 incorporates all of these operating and capital budget changes. A resolution to adopt the amendment will be presented to the Board of Trustees at their February 26, 2020 meeting.

**ATTACHMENTS:**

- 1) Exhibit A – 2020 Operating and Capital Budgets
- 2) Exhibit B – 2020 Operating Budget by Chief Officer
- 3) 2020 Budget Amendment #1 Information
- 4) 2020 Capital Budget Detail – Amendment #1

**UTAH TRANSIT AUTHORITY  
2020 Operating Budget Amendment #1  
February 12, 2020**

**Exhibit A**

		Budget Amendment					
		Final 2020 Budget	Point of the Mountain Community Engagement	Future of Light Rail Study	Service Choices Study	Increased Funding for Tooele Valley Transit Feasibility Study	2020 Budget After Amendment 1
<b>Revenue</b>							
1	Sales Tax	\$ 347,567,000	\$ 100,000	\$ 200,000	\$ 43,000	\$ 136,000	\$ 348,046,000
2	Federal Prevent. Maint	67,911,000					67,911,000
3	Passenger Revenue	55,182,000					55,182,000
4	Advertising	2,517,000					2,517,000
5	Investment Income	7,577,000					7,577,000
6	Other Revenues	3,620,000			20,000		3,640,000
7	Salt Lake City	4,310,000					4,310,000
8	Salt Lake County (S-line support)	500,000					500,000
9	UDOT - Sales Tax	2,671,000					2,671,000
10	<b>Total Revenue</b>	<b>491,855,000</b>	<b>100,000</b>	<b>200,000</b>	<b>63,000</b>	<b>136,000</b>	<b>492,354,000</b>
<b>Operating Expense</b>							
11	Bus	108,889,000					108,889,000
12	Commuter Rail	30,711,000					30,711,000
13	Light Rail	52,209,000					52,209,000
14	Paratransit Service	24,637,000					24,637,000
15	Rideshare/Vanpool	3,298,000					3,298,000
16	Operations Support	50,331,000					50,331,000
17	General & Administrative	38,695,000					38,695,000
18	Salt Lake County service	3,453,000					3,453,000
19	Contingency	1,660,000					1,660,000
20	<b>Total Operating Expense</b>	<b>313,883,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>313,883,000</b>
<b>Non-Operating Expense</b>							
21	Planning/Real Estate/TOD/Major Program Development	5,945,000	100,000	200,000	63,000	136,000	6,444,000
22	<b>Total Non-operating Expense</b>	<b>5,945,000</b>	<b>100,000</b>	<b>200,000</b>	<b>63,000</b>	<b>136,000</b>	<b>6,444,000</b>
<b>Debt Service</b>							
23	Principal and Interest	135,915,000					135,915,000
24	Contribution to Early Debt Retirement Reserve	16,077,000					16,077,000
25	Contribution to Reserves	1,608,000					1,608,000
26	Transfer to Capital	18,427,000					18,427,000
27	<b>Total Debt Service and Reserves</b>	<b>172,027,000</b>					<b>172,027,000</b>
28	<b>Total Expense</b>	<b>\$ 491,855,000</b>	<b>\$ 100,000</b>	<b>\$ 200,000</b>	<b>\$ 63,000</b>	<b>\$ 136,000</b>	<b>\$ 492,354,000</b>

**UTAH TRANSIT AUTHORITY**  
**2020 Capital Budget Amendment #1**  
**February 12, 2020**

	Final 2020 Budget	Budget Amendment					2020 Budget After Amendment 1
		Sharp/Tintic Railroad Connection	650 South TRAX Station	Northern Utah County Double Track	Paxton Avenue TRAX Crossing	Reconfigure Meadowbrook Gate	
<b>Funding Sources</b>							
29 UTA Current Year Funding	\$ 24,692,000	\$ 40,000					\$ 24,732,000
30 Transfer from Operations	18,427,000						18,427,000
31 2018 and 2019 Bond Proceeds	61,611,000						61,611,000
32 Grants	39,363,000	424,030					39,787,030
33 Local Partner Contributions	13,416,000	235,970	200,000		85,000		13,936,970
34 State Contribution	3,700,000			3,500,000			7,200,000
35 Leasing	30,340,000						30,340,000
36 Total Funding Sources	<u>191,549,000</u>	<u>700,000</u>	<u>200,000</u>	<u>3,500,000</u>	<u>85,000</u>	<u>-</u>	<u>196,034,000</u>
<b>Expense</b>							
37 Depot District	40,937,000						40,937,000
38 Ogden/Weber BRT	28,197,000						28,197,000
39 Airport Station Relocation	13,000,000						13,000,000
40 State of Good Repair	59,898,000						59,898,000
41 Other Capital Projects	48,517,000	700,000	220,000	3,500,000	85,000	40,000	53,062,000
42 Other Capital Projects - Contingency	1,000,000		(20,000)			(40,000)	940,000
43 Total Expense	<u>\$ 191,549,000</u>	<u>\$ 700,000</u>	<u>\$ 200,000</u>	<u>\$ 3,500,000</u>	<u>\$ 85,000</u>	<u>\$ -</u>	<u>\$ 196,034,000</u>

**UTAH TRANSIT AUTHORITY**  
**2020 OPERATING BUDGET - Budget Amendment #1**  
**February 12, 2020**

**Exhibit B**

	Final 2020 Budget	Budget Amendment #1	2020 Budget After Amendment #1	
<b>Revenue</b>				
1 Sales Tax	\$ 347,567,000	\$ 479,000	\$ 348,046,000	
2 Federal Preventative Maintenance	67,911,000		67,911,000	
3 Passenger Revenue	55,182,000		55,182,000	
4 Advertising	2,517,000		2,517,000	
5 Investment Income	7,577,000		7,577,000	
6 Other Revenues	3,620,000	20,000	3,640,000	
7 Salt Lake City	4,310,000		4,310,000	
8 Salt Lake County (S-Line)	500,000		500,000	
9 Motor Vehicle Registration to UDOT	2,671,000		2,671,000	
10 Total Revenue	<u>\$ 491,855,000</u>	<u>\$ 499,000</u>	<u>\$ 492,354,000</u>	
<b>11 Operating Expense</b>				
12 Board of Trustees	\$ 2,787,000		\$ 2,787,000	FTE 14.0
13 Executive Director	25,058,000		25,058,000	130.0
14 Chief Operations Officer	252,981,000		252,981,000	2,258.7
15 Chief Financial Officer	13,270,000		13,270,000	109.2
16 Chief People Officer	8,075,000		8,075,000	74.7
17 Chief Communications and Marketing Officer	10,644,000		10,644,000	69.0
18 Chief Service Development Officer	7,013,000	499,000	7,512,000	45.5
19 Total Operations	<u>319,828,000</u>	<u>499,000</u>	<u>320,327,000</u>	<u>2,701.1</u>
20 Debt Service	135,915,000		135,915,000	
21 Contribution to Reserves	17,685,000		17,685,000	
22 Transfer to Capital Budget	18,427,000		18,427,000	
23 Total Tentative 2020 Operating Budget	<u>\$ 491,855,000</u>	<u>\$ 499,000</u>	<u>\$ 492,354,000</u>	<u>2,701.1</u>

## **2020 Budget Amendment #1**

### **Detail Project Information**

### **Operating Budget**

- 1. Sales Tax Revenue (\$479,000 Increase):** November 2019 sales tax revenues were almost 12% higher than the prior year. Assuming that December 2019 collections are the same as December 2018 collections, estimated 2019 collections would be \$528,000 higher than the 2019 estimate. A portion of that increase (\$479,000) is being recognized in the 2020 budget to match the requested UTA funding below.
- 2. Point of the Mountain Community Engagement (\$100,000 increase):** This effort will support the Point of the Mountain Transit Analysis study. A community engagement consultant has been hired to assist with public surveying and participation around the point area, and results will be used to inform the Transit Analysis. This project was anticipated to begin in 2019, but is now scheduled to begin in late January 2020. We anticipate the work to be completed by the end of the second quarter. We are requesting that the full \$100,000 be added to the 2020 Budget.
- 3. Future of Light Rail Study (\$200,000 increase):** This effort was anticipated to begin in the third quarter of 2019 and be completed in mid-2020. The total project budget is \$400,000, with \$200,000 included in the 2019 planning budget and \$200,000 in the 2020 planning budget. Due to staff turnover, the procurement process was delayed. A consultant has now been engaged, but the work has not yet officially begun. We are requesting that the full \$400,000 be included in the 2020 Budget.
- 4. Service Choices (\$63,000 increase with \$20,000 coming from an increase in partner funding):** This project is taking longer than originally anticipated, due to the importance of the decisions and the time needed to ensure that everyone is comfortable with the service proposals. At the end of 2019, \$42,604 of the original budget remains to be paid. We are requesting that this be carried over into the 2020 Budget. In addition, Mountainland AOG and UDOT have asked for a scope addition to this contract to conduct a deeper dive into the transportation challenges at Thanksgiving Point. The contract was amended, and MAG and UDOT have committed a total of \$20,000 additional funds to conduct this work. We are requesting that the sum of the carryover and partner match (\$62,604) be included in the 2020 Budget.
- 5. Tooele Valley Transit Feasibility Study (\$136,000 increase):** This request is the result of two circumstances. First, there was a delay and the project started later in 2019 than originally anticipated. This results in the need to carryover \$10,620 of the original \$25,000 Planning Budget for 2019. Second, the total cost of this project is \$150,000. It was planned to have \$25K come from UTA's 2019 planning budget, and the remaining

\$125K from Tooele's fourth quarter sales tax revenues; however, a separate capital budget was not set up for Tooele County projects, as anticipated. It was determined by Planning, Budgeting, and Special Services that it would be necessary to request a 2020 Budget amendment increasing the Planning Department Budget by an additional \$125,000 in order to complete this important study.

## **2020 Budget Amendment #1**

### **Detail Project Information**

### **Capital Budget**

- 1. Sharp/Tintic Rail Consolidation (\$700,000 carryover to 2020):** This project is for the design and construction of a project to connect the Sharp Subdivision of the Union Pacific Railroad Company to the Tintic Industrial Lead. The project will allow for the removal of several at-grade railroad crossings, and would also allow for a future extension of FrontRunner Commuter Rail south to Payson. The project was included in the 2019 capital budget for \$6,130,300, with \$5,594,344 from federal grant funds, \$182,000 from UDOT, \$235,970 from local partner funds, and \$117,985 from UTA funds. The grant agreement with UDOT has since been amended, and UDOT's contribution has been increased by \$208,000. This brings the total project budget to \$6,388,299. The project design will begin in 2020, and project construction is anticipated to start in 2021. This budget request is to carryover \$700,000 from the 2019 budget to the 2020 budget for project design and UP coordination. The remainder of the project budget would be allocated in 2021 for the project construction.
- 2. Northern Utah County Double Track (\$3,500,000 budget increase from State funding):** This budget request combines State funding appropriated for the Vineyard FrontRunner station construction with the \$10 million of UTA funds budgeted in 2020 for the Northern Utah County Double Track construction. The State of Utah appropriated \$4M to UDOT for the design and construction of the Vineyard station platform and associated amenities. From that appropriation, approximately \$500,000 has been spent by UDOT on design for both the station and the associated 1.8 miles of double track needed for effective operations. Design of the station and double-track is nearing completion. It is anticipated that one construction contract will be issued this spring for both the station and the double track work. For that reason, Capital Development is requesting an increase in the project budget to cover both elements of the project. Construction is anticipated to begin late spring or early summer and depending on late season construction weather, completion is expected in either December 2020 or April 2021.
- 3. 650 South TRAX Station (\$200,000 Local Partners and \$20,000 from UTA contingency):** This project will add a Light Rail station at 650 S Main Street. This location was planned for and built to accommodate a future station when development occurred and demand increased. Salt Lake City has requested we add a station in this location to serve current and future developments. \$200,000 was placed in the 2019 budget, but not spent because of several issues that needed to be resolved before the project could begin. \$220,000 is now being requested for the 2020 budget to cover the design of the new station. Of this requested amount, Salt Lake City RDA is contributing \$200,000 to

the project design and UTA is contributing \$20,000 for project management and design review. Construction of the station is anticipated to occur in 2021 and would be included in a 2021 budget request for an estimated \$2,100,000.

4. **Paxton Ave TRAX Crossing (\$85,000 from partner funds):** This is a new project request. Currently, the intersection of Paxton Avenue and UTA's light rail line just north of the Ballpark Station is one of UTA's highest trespassed areas. This crossing of UTA's light rail line is also identified in Salt Lake City's Bicycle Master Plan as a bicycle crossing location, but currently does not have any crossing demarcation. UTA has been working with Salt Lake City over the past several years to identify the best crossing location and design. A design has been agreed to and a formal agreement between Salt Lake City and UTA is being drafted. Salt Lake City has asked UTA to manage this project. The project budget is \$85,000 of which Salt Lake City will be reimbursing UTA for all project expenses – including design, construction, management, and inspection costs.
5. **Reconfigure Meadowbrook Gate (\$40,000 reallocation from project contingency):** As part of the plan to pull more fares from buses at Meadowbrook, Farebox Services is proposing weekday evening from 5:00 p.m. to 9:00 p.m. and allowing both lanes of Meadowbrook's entrance be revenue collection lanes. This change to the current entrance of Meadowbrook, requires opening a gate west of Meadowbrook Building 8 during those same hours to allow Riverside bus traffic and employee ingress/egress through Meadowbrook onto and off of 900 West. Automating the gate allows UTA, over the long run, to avoid the labor cost to manually open and watch the gate during the 4 hour period each weekday night.

## Original 2020 Budget

Project Name	2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
<b>1 Major Capital Projects</b>							
2 Depot District Maintenance Facility	\$ 40,936,916	\$ 31,850,000	\$ 3,736,916	\$ -	\$ 2,500,000	\$ -	\$ 2,850,000
3 Ogden/Weber State University BRT	28,197,076	6,591,076	18,706,000	-	-	2,900,000	-
4 Airport Station Relocation	13,000,000	13,000,000	-	-	-	-	-
5 Total Major Capital Projects	82,133,992	51,441,076	22,442,916	-	2,500,000	2,900,000	2,850,000
6							
<b>7 State of Good Repair</b>							
<b>8 Revenue / Service Vehicles</b>							
9 Bus Replacement	27,566,971	-	2,775,830	23,598,570	-	-	1,192,571
10 Replacement Paratransit	2,982,120	-	-	2,949,120	-	-	33,000
11 Van pool Van replacement	1,292,780	-	-	1,292,780	-	-	-
12 Non-Rev Service Vehicle Replacement	200,000	-	-	-	-	-	200,000
13 Total Revenue/Service Vehicles	32,041,871	-	2,775,830	27,840,470	-	-	1,425,571
14							
<b>15 Information Technology</b>							
16 E Voucher Software Development (pending grant)	757,838	-	757,838	-	-	-	-
17 In-house Application Development & Enhancements	400,000	-	-	-	-	-	400,000
18 New MS SQL Server Licenses	145,000	-	-	-	-	-	145,000
19 Radio Communication Infrastructure	150,000	-	-	-	-	-	150,000
20 Server, Storage Infrastructure Equipment and Software	400,000	-	-	-	-	-	400,000
21 Rail Communication On-Board Technology	230,000	-	-	-	-	-	230,000
22 Info Security Equip & SW (PCI Compliance & Cyber Security)	274,000	-	-	-	-	-	274,000
23 Bus Communication On-Board Technology	300,000	-	-	-	-	-	300,000
24 IT Managed Reserved (formerly IT Pool)	290,000	-	-	-	-	-	290,000
25 Network & Infrastructure Equipment	500,000	-	-	-	-	-	500,000
26 FrontRunner WiFi Enhancements	50,000	-	-	-	-	-	50,000
27 Init APC Upgrade	200,000	-	-	-	-	-	200,000
28 SSBU Radio System Install/subcontract fleet only	170,000	-	-	-	-	-	170,000
29 SSBU Mobility Eligibility Center Trapeze Software	165,000	-	-	-	-	-	165,000
30 Electronic Fare Collection Maintenance & Replacement	2,500,000	-	-	2,500,000	-	-	-
31 Total Information Technology	6,531,838	-	757,838	2,500,000	-	-	3,274,000
32							
<b>33 Facilities, Safety, &amp; Admin Equip.</b>							
34 Park and Ride Rehab and Replacement	500,000	-	-	-	-	-	500,000
35 Equipment Managed Reserve	250,000	-	-	-	-	-	250,000
36 Facilities Managed Reserve	1,000,000	-	-	-	-	-	1,000,000
37 Stations and Platforms Rehab and Replacement	125,000	-	-	-	-	-	125,000
38 Safety projects	875,000	-	-	-	-	-	875,000
39 Total Facilities, Safety, & Admin Equip.	2,750,000	-	-	-	-	-	2,750,000

## Original 2020 Budget

Project Name	2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
<b>40 Infrastructure State of Good Repair Projects</b>							
41 Bus Engine/Transmission/Component Rehab/Replacement	1,500,000	-	-	-	-	-	1,500,000
42 Light Rail Vehicle Rehab	9,760,415	-	-	-	-	-	9,760,415
43 Commuter Rail Vehicle Rehab	2,763,779	-	786,684	-	-	-	1,977,095
44 LRV Accident Repair	1,500,000	-	-	-	-	-	1,500,000
45 Rail Rehab and Replacement	250,000	-	-	-	-	-	250,000
46 Ballast and Ties Rehab and Replacement	250,000	-	-	-	-	-	250,000
47 Bridge Rehabilitation & Maintenance	300,000	-	-	-	-	-	300,000
48 Grade Crossings Rehab and Replacement	500,000	-	-	-	-	-	500,000
49 Traction Power Rehab and Replacement	550,000	550,000	-	-	-	-	-
50 Train Control Rehab and Replacement	250,000	-	-	-	-	-	250,000
51 Rail Switches & Trackwork Controls - Rehab/Replacement	150,000	-	-	-	-	-	150,000
52 Stray Current Mitigation	300,000	-	-	-	-	-	300,000
53 OCS Rehab and Replacement	500,000	-	-	-	-	-	500,000
54 Total State of Good Repair	18,574,194	550,000	786,684	-	-	-	17,237,510
55 Total State of Good Repair	\$ 59,897,903	\$ 550,000	\$ 4,320,352	\$ 30,340,470	\$ -	\$ -	\$ 24,687,081

## Original 2020 Budget

Project Name	2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
56 <b>Capital Projects</b>							
57 <b>Capital Projects</b>							
58 Reconfigure Meadowbrook Gate							
59 Paxton Avenue TRAX Crossing							
60 Sharp-Tintic Railroad Connection							
61 650 South Station							
62 3300/3500 South MAX Expansion & Optimization	2,735,172	-	2,550,000	-	-	-	185,172
63 Clearfield FR Station Trail	1,501,663	-	1,400,000	-	-	101,663	-
64 SL UZA Bus Bike Rack Expansion	35,609	-	33,198	-	-	-	2,411
65 TIGER Program of Projects	11,169,660	-	4,836,435	-	-	6,314,294	18,931
66 Box Elder Right of Way Preservation	1,000,000	-	-	-	-	-	1,000,000
67 Weber Cnty CR ROW Preservation	1,500,000	-	-	-	-	1,500,000	-
68 Signal Pre-emption Projects w/UDOT	500,000	-	-	-	-	500,000	-
69 Point of Mountain AA/EIS	1,500,000	-	-	-	1,200,000	200,000	100,000
70 Office Equipment Reserve	100,000	-	-	-	-	-	100,000
71 Positive Train Control	900,000	-	-	-	-	-	900,000
72 UVU Ped Bridge	2,000,000	-	-	-	-	-	2,000,000
73 Operator Shack at University Medical EOL	350,000	-	-	-	-	-	350,000
74 Vineyard Double Track	10,000,000	9,500,000	-	-	-	500,000	-
75 Bus Stop Imp - System-Wide ADA	1,000,000	-	800,000	-	-	-	200,000
76 Wayfinding Signage Plan - S-line and TRAX	475,000	-	-	-	-	-	475,000
77 Operator Restrooms throughout system	600,000	120,000	480,000	-	-	-	-
78 North Temple EOL	3,400,000	-	-	-	-	1,400,000	2,000,000
79 U of U EOL	2,950,000	-	2,500,000	-	-	-	450,000
80 Fort Union EOL	500,000	-	-	-	-	-	500,000
81 5600 W/4500 S EOL	500,000	-	-	-	-	-	500,000
82 Meadowbrook Expansion	2,900,000	-	-	-	-	-	2,900,000
83 Operator Restrooms- Salt Lake County	400,000	-	-	-	-	-	400,000
84 Bus Stop Improvements and signage - SL County	2,500,000	-	-	-	-	-	2,500,000
85 Capital Contingency	1,000,000	-	-	-	-	-	1,000,000
86 Total Capital Projects	49,517,104	9,620,000	12,599,633	-	1,200,000	10,515,957	15,581,514
87 Total Capital Budget	\$ 191,548,999	\$ 61,611,076	\$ 39,362,901	\$ 30,340,470	\$ 3,700,000	\$ 13,415,957	\$ 43,118,595





## Proposed 2020 Budget Amendment #1

Project Name	Amendment #1	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
56 <b>Capital Projects</b>							
57 <b>Capital Projects</b>							
58 Reconfigure Meadowbrook Gate	\$ 40,000	-	-	-	-	-	40,000
59 Paxton Avenue TRAX Crossing	85,000	-	-	-	-	85,000	-
60 Sharp-Tintic Railroad Connection	700,000	-	424,030	-	-	235,970	40,000
61 650 South Station	220,000	-	-	-	-	200,000	20,000
62 3300/3500 South MAX Expansion & Optimization	-	-	-	-	-	-	-
63 Clearfield FR Station Trail	-	-	-	-	-	-	-
64 SL UZA Bus Bike Rack Expansion	-	-	-	-	-	-	-
65 TIGER Program of Projects	-	-	-	-	-	-	-
66 Box Elder Right of Way Preservation	-	-	-	-	-	-	-
67 Weber Cnty CR ROW Preservation	-	-	-	-	-	-	-
68 Signal Pre-emption Projects w/UDOT	-	-	-	-	-	-	-
69 Point of Mountain AA/EIS	-	-	-	-	-	-	-
70 Office Equipment Reserve	-	-	-	-	-	-	-
71 Positive Train Control	-	-	-	-	-	-	-
72 UVU Ped Bridge	-	-	-	-	-	-	-
73 Operator Shack at University Medical EOL	-	-	-	-	-	-	-
74 Vineyard Double Track	3,500,000	-	-	-	3,500,000	-	-
75 Bus Stop Imp - System-Wide ADA	-	-	-	-	-	-	-
76 Wayfinding Signage Plan - S-line and TRAX	-	-	-	-	-	-	-
77 Operator Restrooms throughout system	-	-	-	-	-	-	-
78 North Temple EOL	-	-	-	-	-	-	-
79 U of U EOL	-	-	-	-	-	-	-
80 Fort Union EOL	-	-	-	-	-	-	-
81 5600 W/4500 S EOL	-	-	-	-	-	-	-
82 Meadowbrook Expansion	-	-	-	-	-	-	-
83 Operator Restrooms- Salt Lake County	-	-	-	-	-	-	-
84 Bus Stop Improvements and signage - SL County	-	-	-	-	-	-	-
85 Capital Contingency	(60,000)	-	-	-	-	-	(60,000)
86 Total Capital Projects	4,485,000	-	424,030	-	3,500,000	520,970	40,000
87 Total Capital Budget	\$ 4,485,000	\$ -	\$ 424,030	\$ -	\$ 3,500,000	\$ 520,970	\$ 40,000

## UTA Amended 2020 Budget After Amendment #1

Project Name	Amended 2020				State	Local	UTA Funded
	Budget	Bonds	Grants	Lease	Funding	Partners	
<b>1 Major Capital Projects</b>							
2 Depot District Maintenance Facility	\$ 40,936,916	\$ 31,850,000	\$ 3,736,916	\$ -	\$ 2,500,000	\$ -	\$ 2,850,000
3 Ogden/Weber State University BRT	28,197,076	6,591,076	18,706,000	-	-	2,900,000	-
4 Airport Station Relocation	13,000,000	13,000,000	-	-	-	-	-
5 Total Major Capital Projects	82,133,992	51,441,076	22,442,916	-	2,500,000	2,900,000	2,850,000
6							
<b>7 State of Good Repair</b>							
<b>8 Revenue / Service Vehicles</b>							
9 Bus Replacement	27,566,971	-	2,775,830	23,598,570	-	-	1,192,571
10 Replacement Paratransit	2,982,120	-	-	2,949,120	-	-	33,000
11 Van pool Van replacement	1,292,780	-	-	1,292,780	-	-	-
12 Non-Rev Service Vehicle Replacement	200,000	-	-	-	-	-	200,000
13 Total Revenue/Service Vehicles	32,041,871	-	2,775,830	27,840,470	-	-	1,425,571
14							
<b>15 Information Technology</b>							
16 E Voucher Software Development (pending grant)	757,838	-	757,838	-	-	-	-
17 In-house Application Development & Enhancements	400,000	-	-	-	-	-	400,000
18 New MS SQL Server Licenses	145,000	-	-	-	-	-	145,000
19 Radio Communication Infrastructure	150,000	-	-	-	-	-	150,000
20 Server, Storage Infrastructure Equipment and Software	400,000	-	-	-	-	-	400,000
21 Rail Communication On-Board Technology	230,000	-	-	-	-	-	230,000
22 Info Security Equip & SW (PCI Compliance & Cyber Security)	274,000	-	-	-	-	-	274,000
23 Bus Communication On-Board Technology	300,000	-	-	-	-	-	300,000
24 IT Managed Reserved (formerly IT Pool)	290,000	-	-	-	-	-	290,000
25 Network & Infrastructure Equipment	500,000	-	-	-	-	-	500,000
26 FrontRunner WiFi Enhancements	50,000	-	-	-	-	-	50,000
27 Init APC Upgrade	200,000	-	-	-	-	-	200,000
28 SSBU Radio System Install/subcontract fleet only	170,000	-	-	-	-	-	170,000
29 SSBU Mobility Eligibility Center Trapeze Software	165,000	-	-	-	-	-	165,000
30 Electronic Fare Collection Maintenance & Replacement	2,500,000	-	-	2,500,000	-	-	-
31 Total Information Technology	6,531,838	-	757,838	2,500,000	-	-	3,274,000
32							
<b>33 Facilities, Safety, &amp; Admin Equip.</b>							
34 Park and Ride Rehab and Replacement	500,000	-	-	-	-	-	500,000
35 Equipment Managed Reserve	250,000	-	-	-	-	-	250,000
36 Facilities Managed Reserve	1,000,000	-	-	-	-	-	1,000,000
37 Stations and Platforms Rehab and Replacement	125,000	-	-	-	-	-	125,000
38 Safety projects	875,000	-	-	-	-	-	875,000
39 Total Facilities, Safety, & Admin Equip.	2,750,000	-	-	-	-	-	2,750,000

## UTA Amended 2020 Budget After Amendment #1

Project Name		Amended 2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
40	<b>Infrastructure State of Good Repair Projects</b>							
41	Bus Engine/Transmission/Component Rehab/Replacement	1,500,000	-	-	-	-	-	1,500,000
42	Light Rail Vehicle Rehab	9,760,415	-	-	-	-	-	9,760,415
43	Commuter Rail Vehicle Rehab	2,763,779	-	786,684	-	-	-	1,977,095
44	LRV Accident Repair	1,500,000	-	-	-	-	-	1,500,000
45	Rail Rehab and Replacement	250,000	-	-	-	-	-	250,000
46	Ballast and Ties Rehab and Replacement	250,000	-	-	-	-	-	250,000
47	Bridge Rehabilitation & Maintenance	300,000	-	-	-	-	-	300,000
48	Grade Crossings Rehab and Replacement	500,000	-	-	-	-	-	500,000
49	Traction Power Rehab and Replacement	550,000	550,000	-	-	-	-	-
50	Train Control Rehab and Replacement	250,000	-	-	-	-	-	250,000
51	Rail Switches & Trackwork Controls - Rehab/Replacement	150,000	-	-	-	-	-	150,000
52	Stray Current Mitigation	300,000	-	-	-	-	-	300,000
53	OCS Rehab and Replacement	500,000	-	-	-	-	-	500,000
54	<b>Total State of Good Repair</b>	<b>18,574,194</b>	<b>550,000</b>	<b>786,684</b>	-	-	-	<b>17,237,510</b>
55	<b>Total State of Good Repair</b>	<b>59,897,903</b>	<b>550,000</b>	<b>4,320,352</b>	<b>30,340,470</b>	-	-	<b>24,687,081</b>

## UTA Amended 2020 Budget After Amendment #1

Project Name		Amended 2020 Budget	Bonds	Grants	Lease	State Funding	Local Partners	UTA Funded
56	<b>Capital Projects</b>							
57	<b>Capital Projects</b>							
58	Reconfigure Meadowbrook Gate	40,000	-	-	-	-	-	40,000
59	Paxton Avenue TRAX Crossing	85,000	-	-	-	-	85,000	-
60	Sharp-Tintic Railroad Connection	700,000	-	424,030	-	-	235,970	40,000
61	650 South Station	220,000	-	-	-	-	200,000	20,000
62	3300/3500 South MAX Expansion & Optimization	2,735,172	-	2,550,000	-	-	-	185,172
63	Clearfield FR Station Trail	1,501,663	-	1,400,000	-	-	101,663	-
64	SL UZA Bus Bike Rack Expansion	35,609	-	33,198	-	-	-	2,411
65	TIGER Program of Projects	11,169,660	-	4,836,435	-	-	6,314,294	18,931
66	Box Elder Right of Way Preservation	1,000,000	-	-	-	-	-	1,000,000
67	Weber Cnty CR ROW Preservation	1,500,000	-	-	-	-	1,500,000	-
68	Signal Pre-emption Projects w/UDOT	500,000	-	-	-	-	500,000	-
69	Point of Mountain AA/EIS	1,500,000	-	-	-	1,200,000	200,000	100,000
70	Office Equipment Reserve	100,000	-	-	-	-	-	100,000
71	Positive Train Control	900,000	-	-	-	-	-	900,000
72	UVU Ped Bridge	2,000,000	-	-	-	-	-	2,000,000
73	Operator Shack at University Medical EOL	350,000	-	-	-	-	-	350,000
74	Vineyard Double Track	13,500,000	9,500,000	-	-	3,500,000	500,000	-
75	Bus Stop Imp - System-Wide ADA	1,000,000	-	800,000	-	-	-	200,000
76	Wayfinding Signage Plan - S-line and TRAX	475,000	-	-	-	-	-	475,000
77	Operator Restrooms throughout system	600,000	120,000	480,000	-	-	-	-
78	North Temple EOL	3,400,000	-	-	-	-	1,400,000	2,000,000
79	U of U EOL	2,950,000	-	2,500,000	-	-	-	450,000
80	Fort Union EOL	500,000	-	-	-	-	-	500,000
81	5600 W/4500 S EOL	500,000	-	-	-	-	-	500,000
82	Meadowbrook Expansion	2,900,000	-	-	-	-	-	2,900,000
83	Operator Restrooms- Salt Lake County	400,000	-	-	-	-	-	400,000
84	Bus Stop Improvements and signage - SL County	2,500,000	-	-	-	-	-	2,500,000
85	Capital Contingency	940,000	-	-	-	-	-	940,000
86	Total Capital Projects	54,002,104	9,620,000	13,023,663	-	4,700,000	11,036,927	15,621,514
87	Total Capital Budget	\$ 196,033,999	\$ 61,611,076	\$ 39,786,931	\$ 30,340,470	\$ 7,200,000	\$ 13,936,927	\$ 43,158,595



# MEETING MEMO

**TO:** Utah Transit Authority Local Advisory Council

**PRESENTER(S):** Andrew Gruber (Wasatch Front Regional Council) and Shawn Seager (Mountainland Association of Governments)

**MEETING DATE:** February 19, 2020

<b>SUBJECT:</b>	<b>Wasatch Choice 2050 Vision</b>
<b>AGENDA ITEM TYPE:</b>	<b>Discussion</b>
<b>RECOMMENDATION:</b>	Informational report for discussion
<b>DISCUSSION:</b>	Andrew Gruber from Wasatch Front Regional Council (WFRC) and Shawn Seager from Mountainland Association of Governments (MAG) will present information regarding the Wasatch Choice 2050 Vision.