

Regular Meeting of the
Advisory Board of the Utah Transit Authority

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



- | | |
|--|---|
| 1. Call to Order & Opening Remarks | Chair Jeff Acerson |
| 2. Pledge of Allegiance | Chair Jeff Acerson |
| 3. Oath of Office | Cathie Griffiths |
| 4. Safety First Minute | Jonathan Yip |
| 5. Public Comment Period | Karen Cronin |
| 6. Approval of January 16, 2019 Joint Board - Advisory Board Meeting Minutes | Chair Jeff Acerson |
| 7. Audit Committee Report | Troy Walker |
| 8. AR2019-02-01 Approving Station Area Plans <ul style="list-style-type: none">a. Clearfield Station Area Plan Approvalb. Salt Lake Central Station Area Planc. Murray Central Station Area Pland. Provo Central Station Area Plan | Paul Drake |
| 9. Discussion Items <ul style="list-style-type: none">a. Introduction to Service Planning and Capital Projects Implementation Policiesb. Service Planning Implementation Policyc. Capital Project Implementation Policyd. Ogden BRT Update | Steve Meyer
Laura Hanson
Mary DeLoretto
Mary DeLoretto |
| 10. Other Business <ul style="list-style-type: none">a. Next meeting: March 20, 2019 at 1:00 p.m. | Chair Jeff Acerson |
| 11. Adjourn | Chair Jeff Acerson |

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

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

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

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

**Turn off you vehicle's cruise control
so YOU are in control of your vehicle.**



Joint Meeting of the
Board of Trustees of the Utah Transit Authority
and the
Advisory Board of the Utah Transit Authority



Wednesday, January 16, 2019, 12:30-3:00 p.m.
Utah Transit Authority Headquarters, 669 West 200 South, Salt Lake City, Utah
Golden Spike Conference Rooms

UTA Board of Trustees Members Present:

Carlton Christensen, Chair
Beth Holbrook

UTA Advisory Board Members Present:

Jeff Acerson
Jacqueline Biskupski
Leonard Call
Erik Craythorne
Karen Cronin

Julie Fullmer
Robert Hale
Troy Walker
Jennifer McGrath (alternate)

Advisory Board Members Excused/Not in Attendance:

David Watts

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

Welcome and Call to Order

Chair Christensen welcomed attendees and called the meeting to order at 12:34 p.m. with six board members and one alternate present. Trustee Beth Holbrook and Board of Trustees nominee Kent Millington, were also in the audience. Following Chair Christensen's opening remarks, the board and meeting attendees recited the Pledge of Allegiance.

Safety Minute

Chair Christensen yielded the floor to Dave Goeres, UTA Chief Safety, Security & Technology Officer, for a brief safety message.

Oath of Office

Cathie Griffiths performed the oath of office for Advisory Board members Jeff Acerson, Troy Walker, and Julie Fullmer. The new board members introduced themselves.

Approval of November 14, 2018 Joint Board-Advisory Board Meeting Minutes

A motion to approve the November 14, 2018 Joint Board-Advisory Board Meeting Minutes was made by Member Cronin and seconded by Member Call with the addition of mentioning that Member Biskupski was sworn in during the meeting. The motion carried unanimously.

Election of Advisory Board Officers

A motion was made by Member Fullmer for Jeff Acerson to serve as chair. Member Cronin seconded the motion which passed unanimously.

A motion was made by Member Craythorne for Troy Walker to serve as vice chair. Member Call seconded the motion which passed unanimously.

A motion was made by Alternate Member McGrath for Karen Cronin to serve as second vice chair. Member Walker seconded the motion which passed unanimously.

Following the election of the Advisory Board officers, UTA Board Chair Christensen turned the remainder of the meeting over to Chair Acerson then joined the other trustees in the audience.

Public Comment Period

Bob Biles, UTA Chief Financial Officer, introduced three individuals who gave public comment. George Chapman expressed his opinion on several items, including the proposed Point of the Mountain projects, bus window wraps, alcohol ads on busses, vaping and marijuana use at bus stops, and the Taylorsville Bus Rapid Transit (BRT). Mr. Chapman would like to see expanded service, better salaries for operators, and improved bus stops and canopies, among other improvements.

Andrew Jackson, Executive Director of Mountainland Association of Governments, advocated for a policy change that would allow for a transit pass program for victims of domestic abuse and recently released inmates. Questions about funding and what changes are needed were asked by Advisory Board members and answered by Mr. Jackson and UTA Interim Executive Director Steve Meyer.

Mayor Mark Shepherd of Clearfield spoke about the TOD projects in progress in his city. Mayor Shepherd said he appreciates the UTA staff and their efforts to move TOD projects forward. Mayor Shepherd requested that the timeline for approving station area plans be moved up to February instead of March 20, 2019.

Discussion and Potential Action on Compensation of Board of Trustees

Chair Acerson opened the discussion and Advisory Board Members Craythorne and Cronin expressed their desire for the subject to be on the agenda because it is the Advisory Board's responsibility to officially set the salary of the Board of Trustees. Member Cronin clarified that the previous UTA board approved the 2019 budget with a placeholder for the maximum allowed trustee salary of \$150,000 with the understanding that the issue would be revisited by the new Advisory Board. Steve Meyer introduced representatives from Employer's Council, a firm tasked with conducting a compensation study to inform the compensation decision. Ryan Nelson, Utah President of Employer's Council,

together with Kimberly Barton, also with Employer's Council who joined the meeting by phone, presented the results of a compensation study. Questions were asked regarding job descriptions, the company's previous interaction with UTA, UTA benefits, local comparables, and the reliability of the data collected and recommendations given. Ms. Barton and Mr. Nelson answered the questions and gave suggestions for how to approach the task of setting compensation based on pay philosophy, job duties, and market comparables. Ms. Barton stated that based on positions with similar job components, the market data indicate a salary price point of \$178,000 with a 15% range above and below that point (\$155,000-205,000). Kim Ulibarri, UTA Chief People Officer, clarified that benefits for the trustees are the same as those of other UTA employees, and pointed out that retirement benefits require five years of employment for vesting purposes, which means that trustees serving one term would not be eligible for those benefits. Member Craythorne suggested that it is not good practice to start a position at the top of the salary range because that would not leave room for pay-for-performance options.

After some discussion about the responsibilities of the trustees and size of the UTA organization versus other comparable organizations, Member Craythorne made a motion to set the compensation of the members of the UTA Board of Trustees at \$129,000. Member Fullmer seconded the motion and all voted in favor by roll call.

Following the vote, Member Call asked about the process of setting compensation going forward. Mr. Meyer indicated that the legislation does not spell out an ongoing process. Member Craythorne asked about vesting for trustees and Member Biskupski suggested that a change could be made to allow for vesting at two years. Kim Ulibarri, UTA Chief People Officer, stated that the collective bargaining agreement precludes changing vesting periods unilaterally, but that her staff would look into other options to bring before the Advisory Board at a later date.

Service, Capital Development and Transit-Oriented Development Plan Process

Board Policy Review: Transit-Oriented Development

Paul Drake, Senior Manager of Real Estate and Transit Oriented Development, presented UTA's revised process for transit-oriented development (TOD) and described TOD as compact, high-intensity development around transit hubs. TOD has been a major initiative over the last decade along the Wasatch Front and UTA has prepared a policy to define its TOD requirements. The transit legislation of 2018 outlined the involvement of the Board of Trustees and the Advisory Board in TOD. Questions were asked regarding affordable housing and zoning. Mr. Drake answered the questions and the Advisory Board engaged in discussion regarding the issues.

Capital Project Update: Point of the Mountain Plan

Mary DeLoretto, UTA Director of Capital Projects, presented information regarding the Point of the Mountain Plan. Ms. DeLoretto explained that the Point of the Mountain (POM) Commission was created by the legislature and has various objectives involving all aspects of community development. Ms. DeLoretto presented the transportation efforts of the POM Commission

goals as addressed in the 2018 Vision Study. Ms. DeLoretto also spoke about an upcoming alternatives analysis study for TRAX extension options and emphasized that the Advisory Board would be informed and community engagement would take place throughout the project process. Questions were asked regarding the possible TRAX alignment, cost, and community engagement, which were answered by Ms. DeLoretto.

Service Planning Update: UTA Service Choices Study

Laura Hanson, UTA Director of Planning, outlined the varying modes and models of transportation and transit within Wasatch Front communities. Ms. Hanson explained that each transit project is collaborative with other organizations and involves community outreach in order to meet the varying needs of each community. Ms. Hanson explained the different transit goals (coverage vs. ridership), and presented information about the UTA Service Choices engagement process that will be kicking off in April with an online survey and community open houses. The survey and open houses, along with community leader workshops will inform the service planning process in order to find community-centered transit solutions. Ms. Hanson also addressed a comment about micro transit as a possible option for first and last mile coverage.

AR2019-01-01 Giving Notice and Setting Regular Meeting Dates for Calendar Year 2019

Chair Acerson presented the proposed 2019 meeting schedule and mentioned that an additional meeting is needed for approving TOD projects earlier than anticipated.

Member Cronin moved to approve the schedule as written with the addition of a meeting on February 20th at 11:00 a.m. Member Walker seconded the motion and all voted in favor.

2019 Legislative Priorities

Matt Sibul, UTA Government Relations Director, presented issues relevant to UTA and transit which may be addressed by the Utah Legislature in 2019. Among possible legislation is a proposal to change the Advisory Board name to Advisory Council to reduce confusion with UTA Board of Trustees. Additionally, there are several technical changes that need to be made to the 2018 transit legislation SB136. Mr. Sibul explained that a crucial function for UTA is to educate legislators about transit. Mr. Sibul invited Advisory Board members to attend Transit Day on the Hill on February 6th. A question was asked regarding 4th quarter funds, which was addressed by Mr. Sibul.

Agency Report

UTA Board of Trustees Chair Carlton Christensen presented a new organizational Structure for UTA. Chair Christensen reported that the Board of Trustees is moving forward on the recruitment of new Executive Director. A recruiting firm has been hired to help with the process and they will reach out to stakeholders, including the Advisory Board.

Other Business

Next Meeting

The next meeting of the Advisory Board will be on Wednesday, February 20th at 11:00 a.m.

Adjournment

The meeting was adjourned at 3:06 p.m. by motion.

Transcribed by Jana Ostler
Board Support Manager
Utah Transit Authority
jostler@rideuta.com
801.287-2580

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://utah.gov/pmn/sitemap/notice/509365.html> for entire content.

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

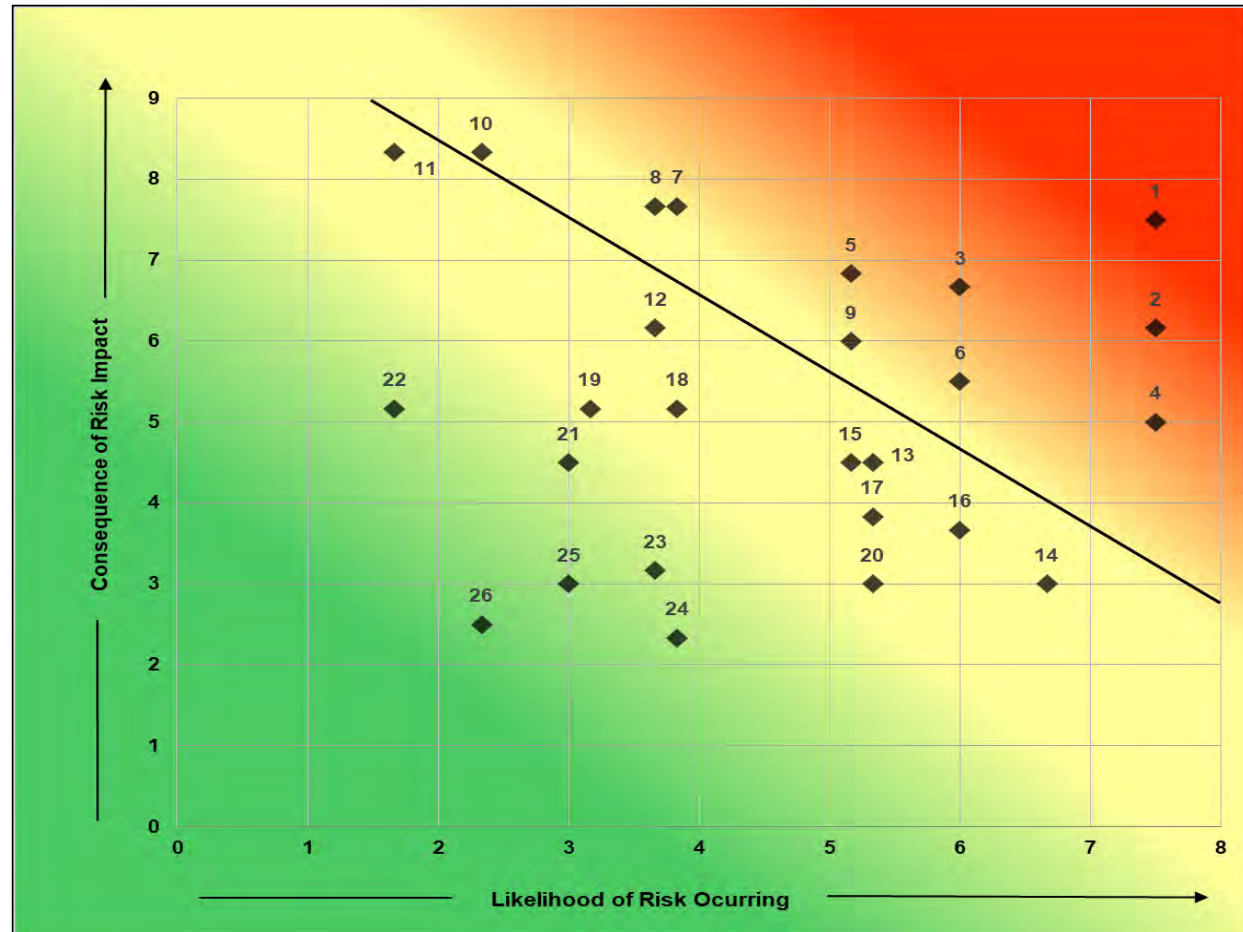


2019 INTERNAL AUDIT PLAN

February 13, 2019

Risk Assessment Results

Rank	Risk Name
1	Human Capital
2	Leadership
3	Budget and Planning
4	Knowledge Capital
5	Health and Safety
6	Compliance
7	Liquidity / Cash Flow
8	Access
9	Business Interruption
10	Service Failure
11	Catastrophic Loss
12	Customer Satisfaction
13	Infrastructure
14	Technological Innovation
15	Sensitivity
16	Organizational Culture
17	Image Branding
18	Stakeholder Relations
19	Capital Availability
20	Data Integrity
21	Industry
22	Regulatory
23	Customer Wants
24	Contract Commitment
25	Succession Planning
26	Regulatory Reporting



Draft 2019 Internal Audit Plan

Risk	Audit	Planned Scope
Human Capital	Payroll	The audit to focus on governance, HR employee master files, timekeeping, payroll processing and payment, and general ledger reconciliations. The audit will include adequacy of documentation, reviews, and approvals throughout the payroll process.
Leadership	<i>General scope item</i>	
Budget & Financial Planning	Budget Management*	The Budget management preliminary assessment to focus on the areas of governance as well as the inputs, calculations, reports, and progress tracking related to the budgeting process. In addition, the IT general controls for the Budget application and database is to be included in the assessment.
Knowledge Capital	<i>General scope item</i>	
Health & Safety	<i>Third party assurance</i>	
Compliance	Grants Management	Based on the findings of the initial assessment the audit will focus on governance, asset tracking and disposal, formula grants, as well as Coordinated Mobility department oversight of sub-recipients of 5310 grant funds. Additionally, procurement and accounting processes related to grants management will also be reviewed.
Liquidity/Cash Flow	Accounts Payable	The audit will focus on the preliminary assessment findings regarding governance, invoice processing, vendor payments and management, as well as employee reimbursement payments. The audit will include approvals, review, and documentation support throughout the accounts payable process.
	Cash Management	Based on findings of the preliminary assessment the audit will focus on governance, fare collections for all modes, cash receipting and depositing, management reporting, and accounting for fare collections. The audit will also include physical controls, maintaining a chain of custody, documentation, reviews, and approvals throughout the cash management process.

Access	Data Access and Security*	The preliminary assessment to focus on data governance~ , data protection and classification, network access through active directory, access to sensitive applications and databases. The assessment to also include authorizing users, establishing, monitoring, maintaining and deactivating user accounts.
Business Interruption	<i>2016 Internal Audit</i>	
Service Failure	State of Good Repair*	The preliminary assessment to focus on governance~ , the asset inventory application and database (Bentley) information technology general controls, the Transit Asset Management (TAM) plan, asset information completeness, accuracy, and validity, data consolidation and reporting, and continuing control related to SGR.
	Maintenance of Way*	The Maintenance of Way (MOW) preliminary assessment to focus on the areas of governance~ and federal regulation as well as the operational processes of maintenance and condition assessment of rail infrastructure, as well as contract management. Additionally, the assessment to consider the development and training of employees and inventory, which support the MOW process.

* Preliminary Assessment

~ Governance refers to assurance on aspects such as policies and procedures, authority, ownership, and segregation of duties of the process(es)

4 Year Internal Audit Plan

2016	2017	2018	2019*
Business Continuity/Disaster Recovery Audit	Business Continuity/Disaster Recovery follow-up	Accounts Payable Preliminary assessment	Accounts Payable
Data Centers Audit	Data Centers follow-up	Cash Office Preliminary assessment	Cash Office
Davis-Bacon Compliance Audit	Davis-Bacon Compliance follow-up	Payroll Preliminary assessment	Payroll
Family Medical Leave Act Audit	Family Medical Leave Act follow-up		Budget Management Preliminary assessment
Grants Management Audit	Grants Management follow-up	Grants Management Preliminary assessment	Grants Management
IT General Controls Preliminary assessment	IT General Controls Audit		State of Good Repair Preliminary assessment
Passenger Fares and Collection Preliminary Assessment	Passenger Fares and Collection Audit		Maintenance of Way Preliminary assessment
Procurement Preliminary Assessment	Procurement Audit		Data Access & Security Preliminary assessment
Purchase Card Compliance Preliminary Assessment	Purchase Card Compliance Audit		
TOD Preliminary Assessment	TOD Audit		
Sales Tax Collections and Reporting Audit	Treasury Preliminary assessment	Treasury Audit	
	Vanpool Operations Preliminary assessment	Vanpool Operations Audit	
	National Transit Database Preliminary assessment	National Transit Database Audit	
	Operating and Ridership Reporting Preliminary assessment	Operating and Ridership Reporting Audit	
*Proposed	Inventory Management Preliminary assessment	Inventory Management Audit	

**RESOLUTION OF THE LOCAL ADVISORY BOARD OF THE UTAH TRANSIT
AUTHORITY APPROVING STATION AREA PLANS**

AR2019-02-01

February 20, 2019

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

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

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

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

WHEREAS, the Authority has presented Station Area Plans for Clearfield Station, Salt Lake Central Station, Murray Central Station, and Provo Central Station to the Local Advisory Board for review;

WHEREAS, the Local Advisory Board believes it is in the best interest of the Authority and the applicable municipalities to approve the Station Area Plans for Clearfield, Salt Lake Central, Murray Central, and Provo Central Stations and to forward the Station Area Plans to the Board of Trustees for review.

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

1. That the Local Advisory Board hereby approves the Station Area Plan for Clearfield Station, attached as Exhibit A, and forwards it to the Authority’s Board of Trustees for review.
2. That the Local Advisory Board hereby approves the Station Area Plan for Salt Lake Central Station, attached as Exhibit B, and forwards it to the Authority’s Board of Trustees for review.
3. That the Local Advisory Board hereby approves the Station Area Plan for Murray Central Station, attached as Exhibit C, and forwards it to the Authority’s Board of Trustees for review.

4. That the Local Advisory Board hereby approves the Station Area Plan for Provo Central Station, attached as Exhibit D, and forwards it to the Authority's Board of Trustees for review.

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

Jeff Acerson, Chair
Local Advisory Board

ATTEST:

Karen Cronin
Second Vice Chair

(Corporate Seal)

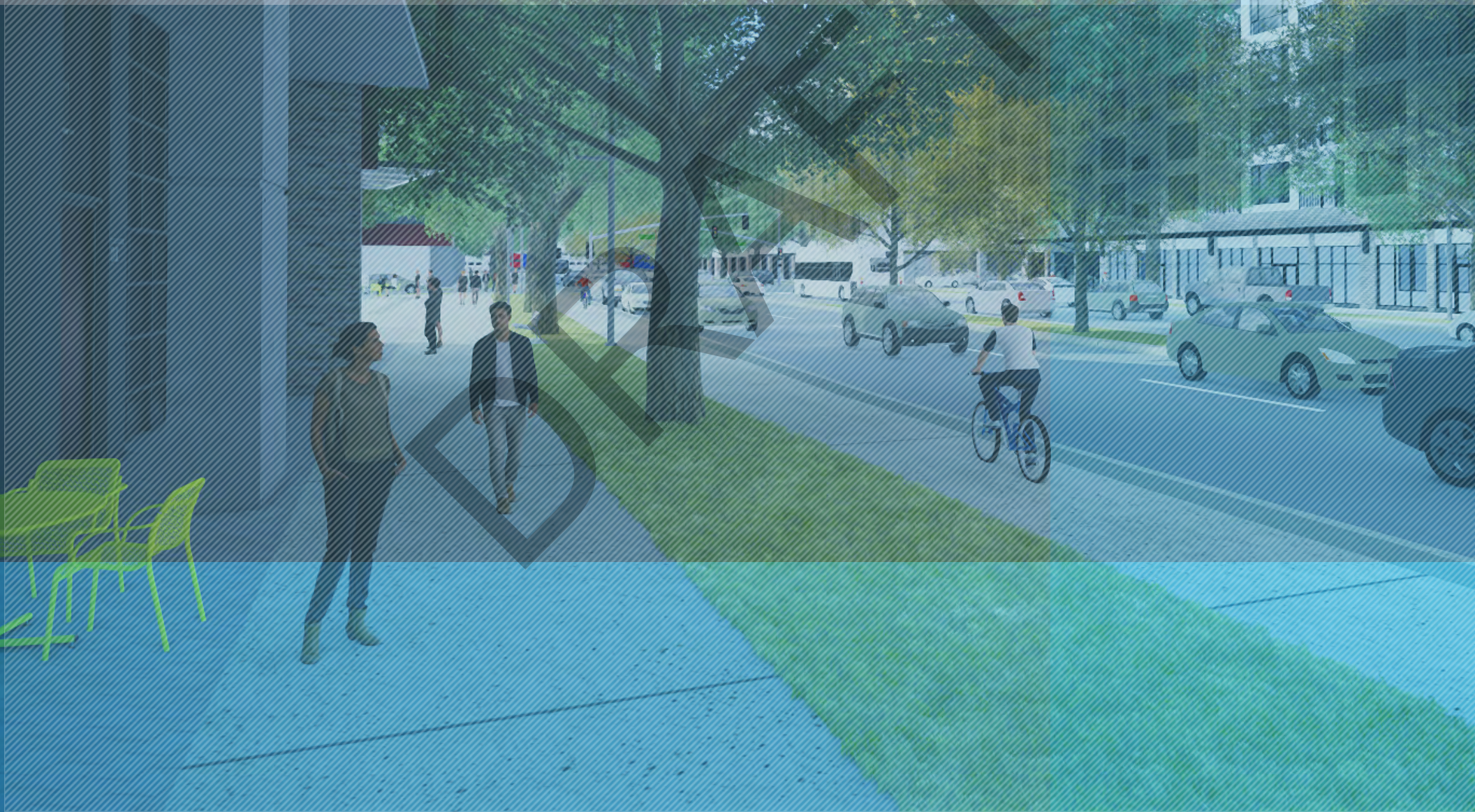
Approved As To Form:

Legal Counsel

Exhibit A

CLEARFIELD CONNECTED

STATION AREA PLAN + DESIGN GUIDELINES



ACKNOWLEDGEMENTS

MAYOR MARK SHEPHERD

CITY COUNCIL KENT BUSH
NIKE PETERSON
VERN PHIPPS
TIM ROPER
KARECE THOMPSON

**PLANNING
COMMISSION** BRADY JUGLER
KATHRYN MURRAY
ROBERT BROWNING
CHRIS UCCARDI
LEVI LLOYD
RUTH JONES
NICOLE BIGELOW
EDEN BUSH

CITY STAFF JJ ALLEN
SPENCER W. BRIMLEY
BRAD MCILRATH

UTA STAFF PAUL DRAKE
KEVIN LEO

**CONSULTANT
TEAM** IBI GROUP
ZIONS PUBLIC FINANCING, INC
FEHR & PEERS



FEHR & PEERS

ZIONS  PUBLIC FINANCE, INC.

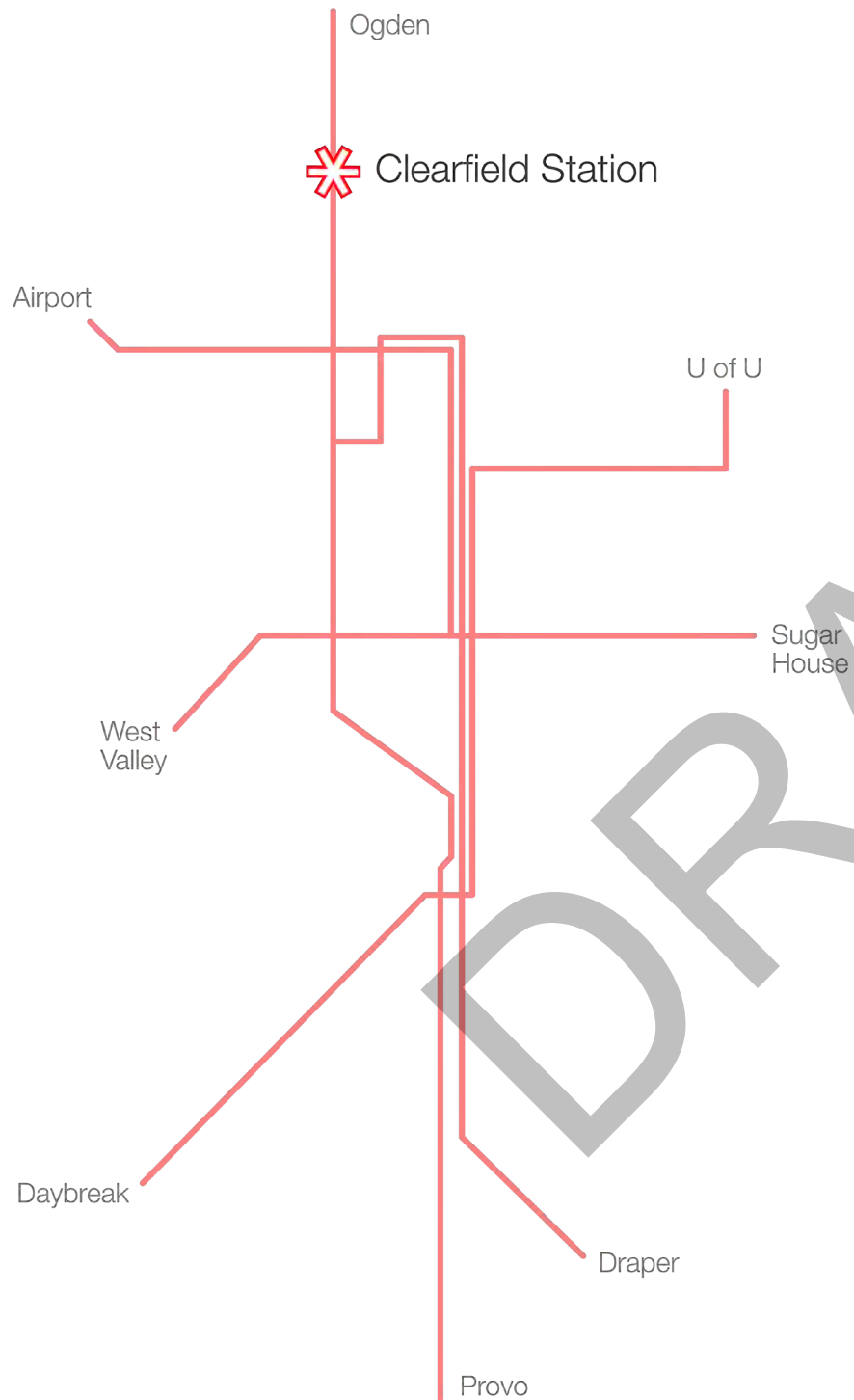


TABLE OF CONTENTS

- 01** INTRODUCTION
 - 02** VISION + PROJECT GOALS
 - 03** MARKET STUDY + ECONOMICS
 - 04** FRAMEWORK + CONCEPT PLAN
 - 05** BUILDINGS + ARCHITECTURE
 - 06** OPEN SPACE + PUBLIC REALM
 - 07** TRANSPORTATION + MOBILITY
 - 08** STRATEGIC RECOMMENDATIONS
 - 09** APPENDIX A: MARKET STUDY + ECONOMICS
 - 10** APPENDIX B: TRAFFIC ANALYSIS FULL REPORT
(SEPERATE DOCUMENT)
-

DRAFT



01

INTRODUCTION

DRAFT





Introduction

This document contains a Vision, Concept Master Plan and Design Guidelines for development of the Clearfield Station site located in Clearfield, Utah.

The Clearfield Station site is critical to catalyze the vision of Clearfield City, better connect the city with the regional economy, and prepare Clearfield to capture the benefits of coming growth in the area. With approximately 60 acres of vacant land, this site represents a blank slate with the ability to create something great that meets the needs of Clearfield City and its residents, as well as UTA and transit riders.

“Clearfield Connected” is the name given to the planning process for the Clearfield Station Site, which Clearfield City and UTA initiated together to create a vision and plan for the site, as well as a set of design guidelines that will regulate the form and quality of the site.

DOCUMENT OVERVIEW

The purpose of this document is to set forth the vision, goals, urban design principles, and design guidelines that will govern future development of the Clearfield Station site.

This document will provide the regulatory structure that will guide the development of the Clearfield Station site. Graphic depictions and photos used in this report are for illustrative purposes and are only intended to provide examples of specific building elements and spatial character. These are not intended to depict actual buildings or site development unless otherwise specified.

HISTORIC CONTEXT

Clearfield was settled in 1877, and was initially an agricultural community. Things began to change in the 1940’s when major defense facilities were constructed within and adjacent to Clearfield.

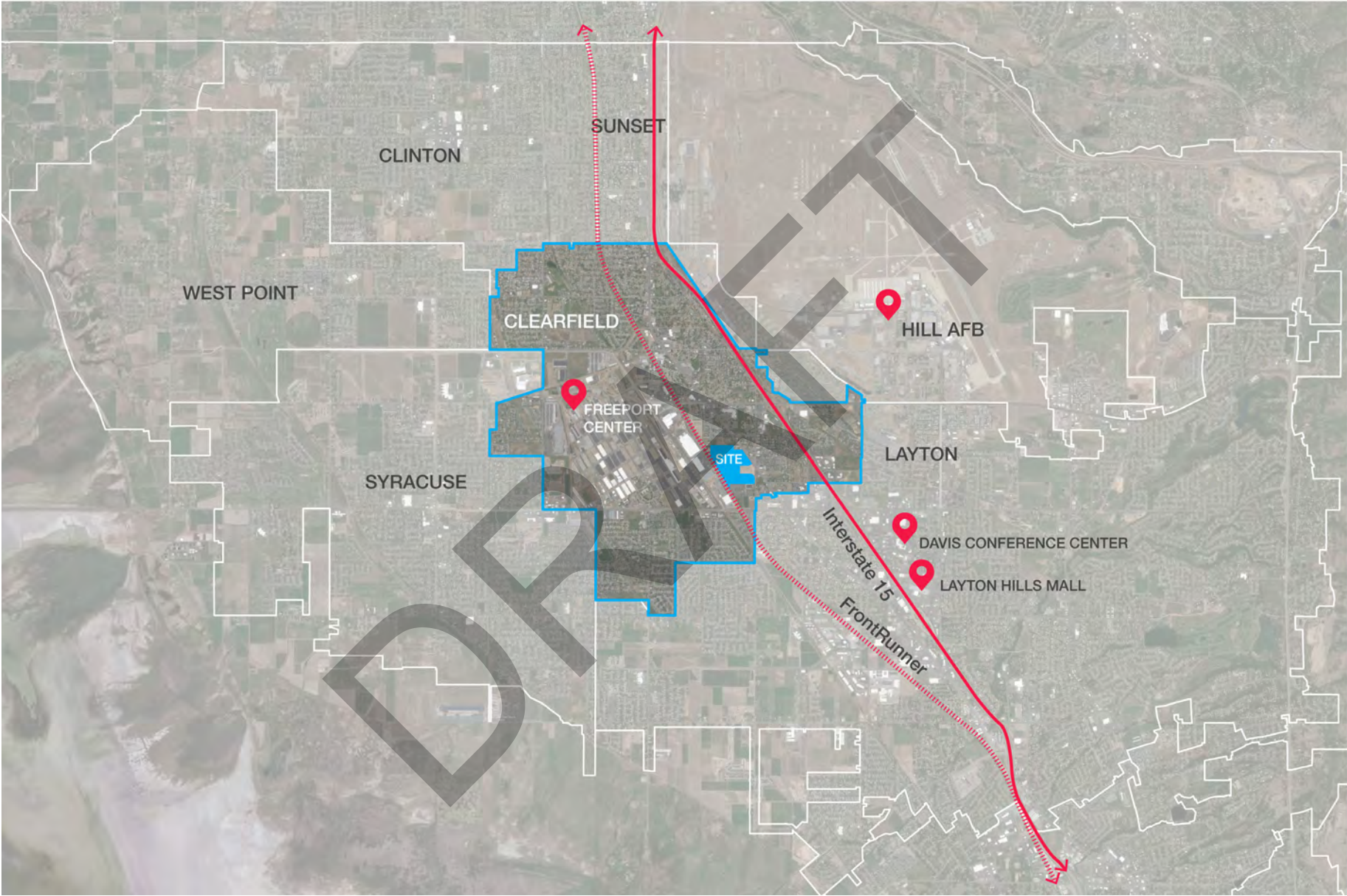
Construction on Hill Air Force Base began in 1940, and thanks to the U.S. involvement in World War II, it quickly became a significant employer. Today it is still one of Utah’s largest employers and employs many Clearfield residents.

In 1943, the Clearfield Naval Supply Depot was constructed adjacent to the railroad on the west side of the City. This facility also became a major employer, before it was decommissioned in 1962. These facilities became the Freeport Center, and it is now a major manufacturing, warehousing, and distribution center.

The Clearfield Station site is located east of the railroad tracks from the Freeport Center, and has historically been used for light industrial uses, and more recently, as a park and ride lot for the FrontRunner Station.

REGIONAL CONTEXT

The City of Clearfield is located 28 miles north of Salt Lake City in Davis County. It is situated between the Great Salt Lake to the west and the Wasatch Mountains to the east.



The Clearfield Station Site

The boundary for the Clearfield Station Area Plan is shown on the opposite page. This represents 60 acres of undeveloped land located in Clearfield, situated between the railroad/ FrontRunner tracks and State Street. Currently, the site is used as a park and ride lot for transit riders, but is otherwise vacant. This site represents the largest area of UTA owned vacant land that is adjacent to a FrontRunner or TRAX transit station in the entire UTA system.

The 10 acres of land on the southwest corner of the State Street / 1000 East intersection is currently being developed into 216 apartments, distributed across several buildings.

This plan accounts for this new development by working with its design to tie into the newly created street network, and ensuring compatibility with the multi-family land use. At buildout, Clearfield Station will be a cohesive neighborhood that includes the existing 10 acre apartment site.

ACCESS + CONNECTIONS

TRANSIT

The site is adjacent to the UTA Frontrunner commuter rail line. The UTA Frontrunner loading platform is located on the west edge of the site. The commuter rail line connects users to cities from Ogden to Provo. This line runs approximately 90 miles along the Wasatch Front, making Clearfield Station a key connection in the region.

VEHICULAR

Access to Interstate 15 is available approximately 1 mile to the northeast of the site at 700 South as well as to the southeast of the site at Antelope Drive. State Street (SR 126), a major north/south arterial through Clearfield, fronts the site to the east. The Salt Lake International airport is approximately 25 miles south of the site and is easily accessible via I-15/Legacy Highway and Interstate 80. Traffic in the area is controlled by a signal located at the intersection of 1000 East and State Street.

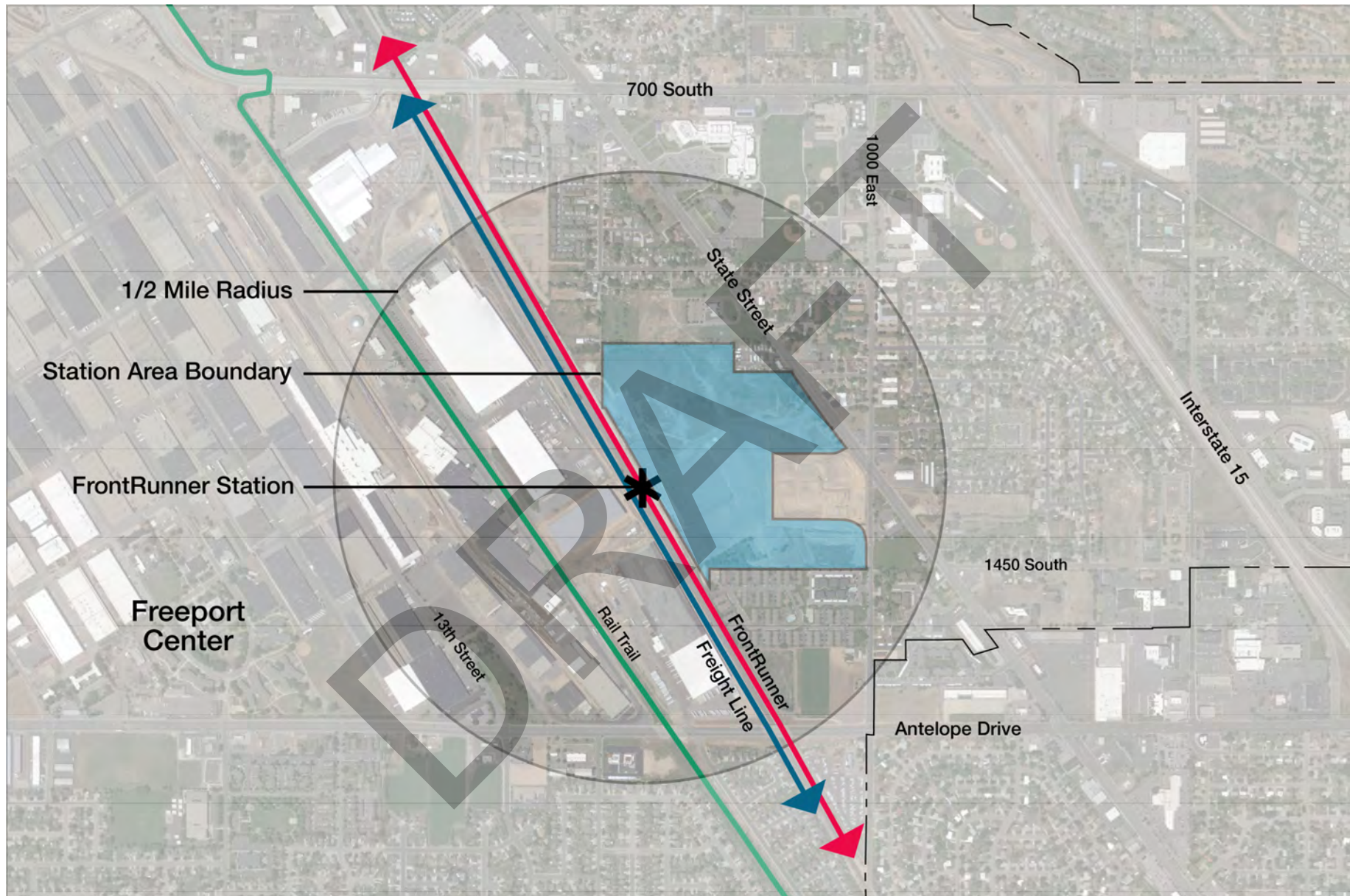
PEDESTRIAN & BICYCLE ACCESS

The Denver & Rio Grande Western Rail Trail (D&RGW) is a hiking and biking trail that runs from West Bountiful through Roy. It is both a paved and unpaved flat, 22 mile trail consisting of north and south lanes of travel. The D&RGW Rail Trail is located just west of the site, but currently no access to the trail is provided across the Union Pacific or Frontrunner rail lines.

The site is connected to the rest of the City through streets and sidewalks on the east side of the property. However, connections from the rest of the site are currently limited. The multi-family development to the South is currently separated by a fence with no connections into the site. The north boundary of the site currently does not have any connections, though Depot Street is proposed to connect to the site, allowing vehicular, pedestrian, and bicycle connections to the north.

There is very limited access to the property currently from the Freeport Center to the west of the property. This access is limited by an inability to cross railroad freight lines as well as some vertical change. In addition, warehouse space along the track has created a wall of buildings that limit pedestrian access to the FrontRunner Station.

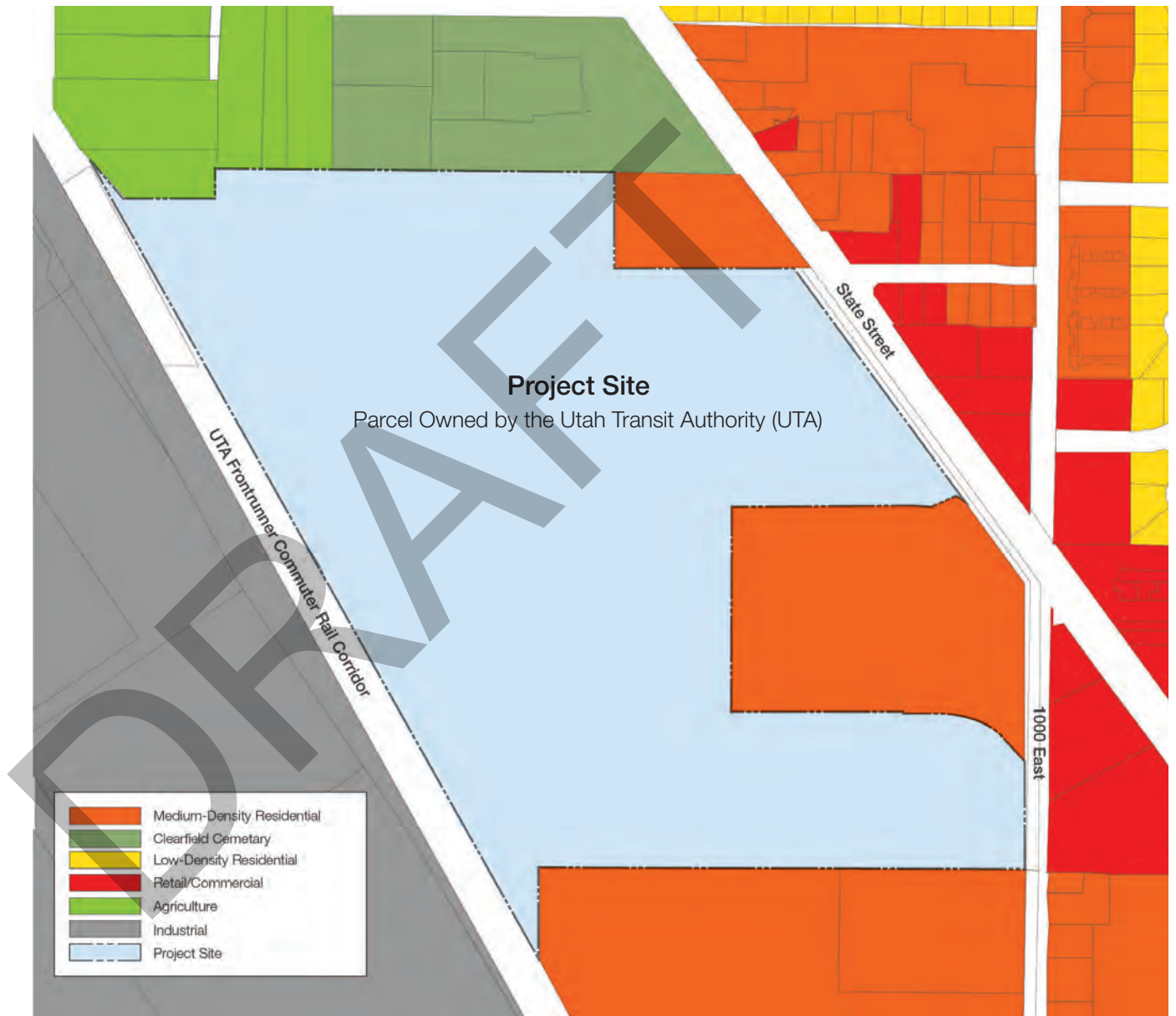




Land Use and Ownership

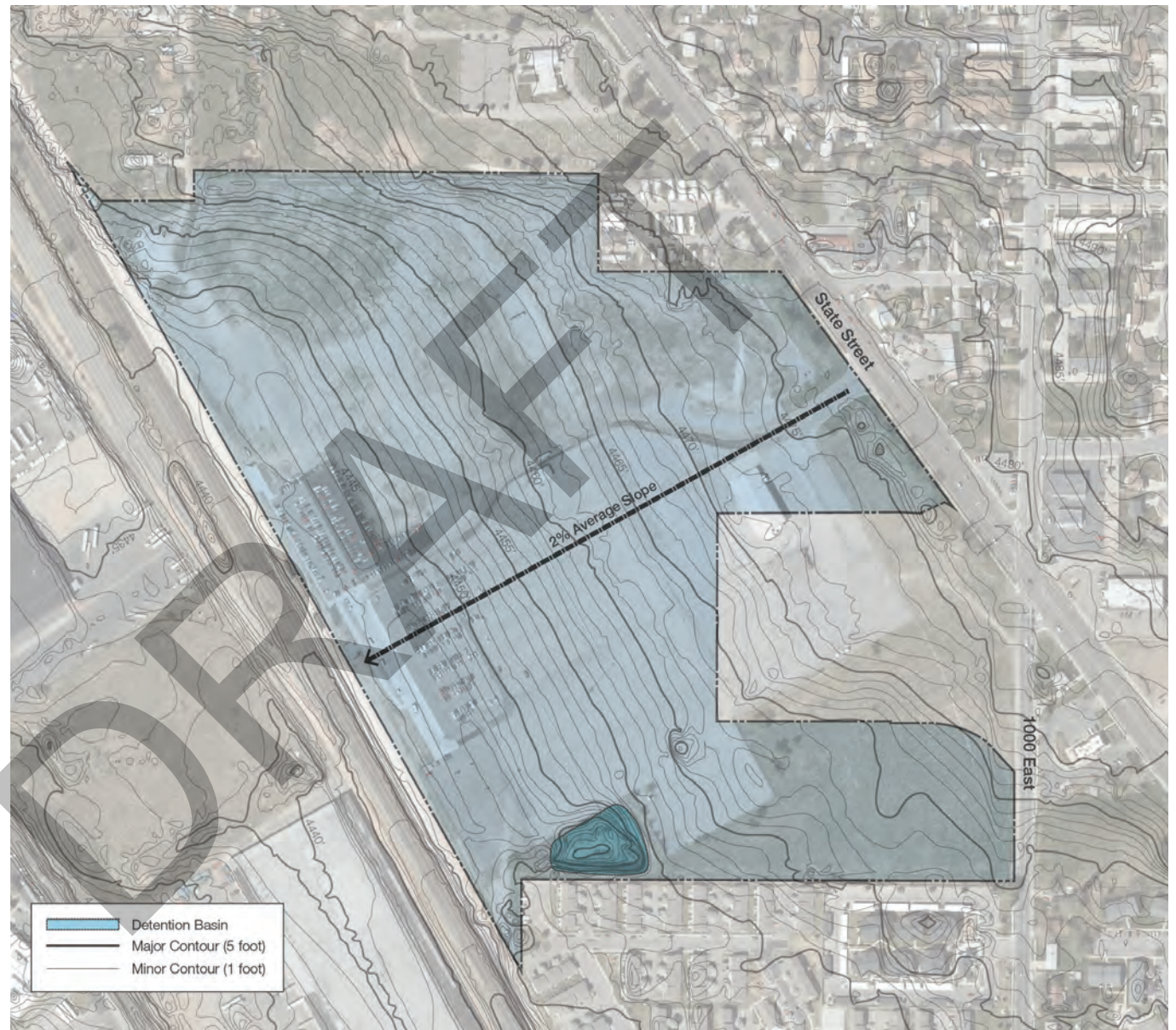
This map shows the Clearfield Station property and the general land-uses that surround the site.

The Clearfield Station property is currently owned by the Utah Transit Authority (UTA). Existing parking lots are legally non-conforming uses with maintenance rights. Current land use surrounding the site is primarily single family and medium density residential housing. East of the site is the State Street commercial corridor. West of the site is the Freeport Center that consists of industrial land used for processing, assembling, manufacturing and warehouse storage.



Environmental Conditions

Currently there are no negative soil or environmental conditions known on the site. Necessary utilities are located near the site. The site is affected by noise both from jets taking off from Hill Air Force Base as well as the commuter and transport rail lines adjacent to the site. The typical slope across the site is approximately 2% which provides adequate surface drainage. An existing detention basin is located on the south end of the site and provides adequate storage for surface drainage of the site.



The Need for a Plan. The Potential for this Site.



Why Here? Why Now?

The current development market is thriving and this site possesses a unique mix of factors that could come together to make it a highly sought after development opportunity.

The factors outlined here demonstrate some of the most important elements that Clearfield Station offers, as well as the external factors that make conditions prime for quality development.

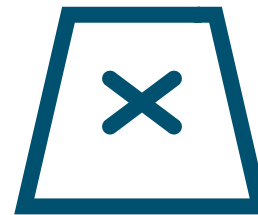
THE FRONTRUNNER STATION

The FrontRunner Station is an incredible asset for Clearfield, as it connects the City to the entire Wasatch Front. Together with the bus system and other multi-modal choices, it provides residents with the option of commuting and getting around the region without a car.



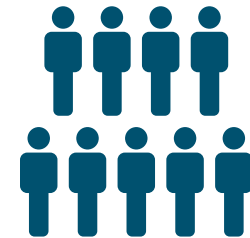
A LARGE, VACANT SITE

The entire 60 acre site is essentially vacant, and is owned by a single entity (UTA). This creates ideal conditions for development plans to succeed.



POPULATION GROWTH

Utah is one of the fastest growing states in the country, and is expected to grow another 50% by 2040. However, this has led to a lack of housing, and housing costs have significantly increased recently. This has led to a strong demand for more housing, particularly in the form of compact and efficient multi-family developments. There is also a specific desire for multi-family housing in high-quality, mixed-use neighborhoods.



STRONG ECONOMIC CONDITIONS

Utah currently has one of the strongest economies in the nation, along with being one of the fastest growing states in the nation. There is strong pressure for growth in both housing and employment opportunities.



ECONOMIC INCENTIVES

This site is eligible for significant economic incentives that will help make the high-quality development that this document envisions financially feasible. These programs include funding incentives such as the local RDA/CRA that is currently in place, as well as the federally designated Opportunity Zone incentives that this site is eligible for.



COMMUNITY ASSETS

The development of offices and housing on this site will generate the need for amenities that will provide benefits not only for residents and employees of Clearfield Station, but for the City as a whole. These include amenities such as public open space, enhanced street amenities, retail shops and restaurants, and more.



OPPORTUNITY TO CREATE SOMETHING GREAT

All of these elements combine to create an amazing opportunity to create something great in Clearfield and Northern Davis County. A thoughtful, collaborative plan that is based in market realities will encourage interest from the development community, creating a great place that will help put Clearfield on the map.



Transit Oriented Development (TOD)

WHAT IS TOD?

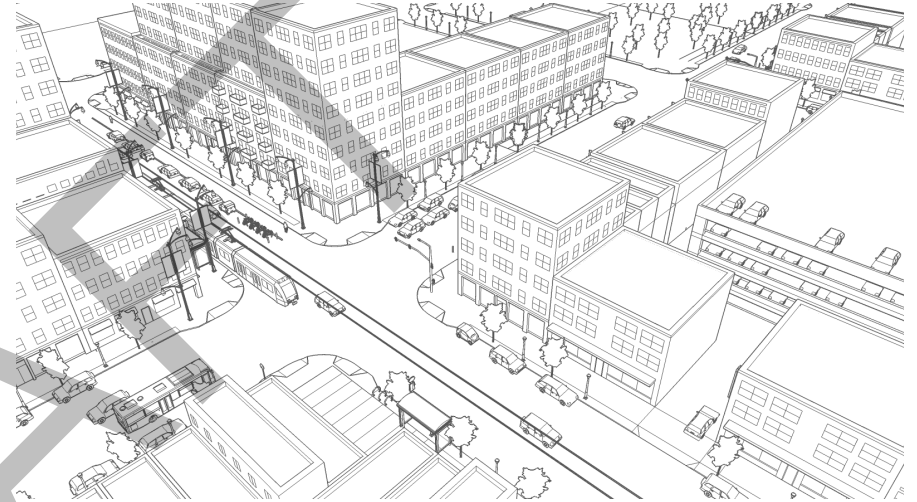
With its direct connection to a major transit station, the Clearfield Station site is ideally suited for a Transit Oriented Development.

Transit-Oriented Development (TOD) is essentially a development strategy that aims to make the most of the development possibilities near a major transit station. It is defined by Reconnecting America, one of the leading TOD organizations as *“a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood located within a half-mile of high quality public transit.”*

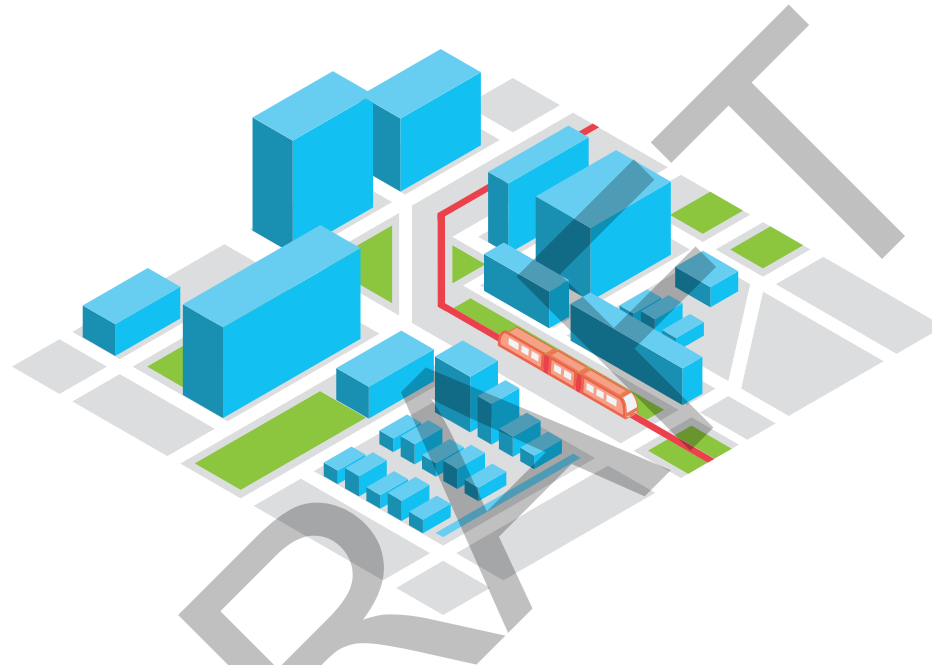
WHAT'S DIFFERENT ABOUT TOD?

For the past few decades, cities have often segregated uses throughout their boundaries, with single family homes, multifamily homes, offices, retail, civic uses, and more, all separated into their own areas within the larger city.

TOD encourages a mix of uses in one neighborhood, similar to how cities developed before cars became prevalent and allowed us to easily travel long distances in our daily commutes. TOD utilizes the close access to public transportation to promote transit, walking, biking, and other non-automobile uses to create neighborhoods that hearken back to traditional downtowns and villages that create a walkable, unique and close-knit community.



Elements of Transit Oriented Development (TOD)



ELEMENTS OF TOD

The major elements of a TOD can be broken down into three categories (which conveniently correspond with the TOD acronym).

- Transportation
- Open Space
- Development

TRANSPORTATION **T**

The different transportation modes (transit, walking, bicycle, cars, etc.) and the infrastructure and amenities (lanes, parking spots, transit stops, stations, sidewalks, etc.) that allow residents to travel safely, conveniently, and comfortably in whichever mode they choose.

OPEN SPACE **O**

The public spaces (plazas, patios, parks, sidewalks, etc.) that form the transition between transportation facilities and buildings, also known as 'the spaces between' where the life of the city plays out. Can be public or private property, but should be designed to be accessible, friendly, and fun for all.

DEVELOPMENT **D**

The built up areas, primarily private parcels, where different human activities occur that support varied housing, employment, shopping, and other uses. In the TOD model, buildings should relate to and activate surrounding open spaces and streets and support transit ridership with adequate density.

UTA Goals for TOD

UTA GOALS

All UTA land near transit stations must be developed in accordance with UTA's adopted *Transit-Oriented Development Design Guidelines*, which "provide direction for joint-development partners on the design elements that UTA expects developers to consider and address in development plans, including connectivity and development form."

Unlike most land owners, UTA has several expectations and goals in developing property beyond making a profit. First and foremost, UTA is a public transit provider and while generating the best return possible is clearly an objective, it is only one of the goals that UTA has in relation to its property development activities.

All development on UTA land near UTA stations will be reviewed by UTA staff to ensure compatibility with these guidelines. The local jurisdictional codes must also be followed when developing plans to ensure they are not in conflict with what is advised in UTA's guidelines.

The Clearfield Connected Plan and its accompanying design guidelines have been created to be in accordance with the following goals and UTA's *Transit-Oriented Development Design Guidelines*.

GOAL 1: INCREASE RIDERSHIP

UTA understands that the real estate market drives development feasibility. In fact, both residential and employment centers, provided that they are designed appropriately, can generate significant increases in ridership. Vertical and horizontal mixed uses are strongly encouraged at UTA sites.

However, some land uses simply do not generate the level of ridership UTA expects for TOD. For example, an employment center that houses one employee per 1,000 square feet or where a majority of workers have shift hours that do not allow them to utilize the transit system to commute are not considered transit supportive. UTA's number one objective is to maximize the public transit investment at their station areas.

GOAL 2: OPTIMIZE DEVELOPABLE LAND AND SUPPORT THE REGIONAL GROWTH VISION

Meeting the challenges of population growth along the Wasatch Front is a critical goal for UTA. Supporting land uses that reduce the negative impact of this growth is at the heart of the UTA TOD program. This includes supporting the 3% strategy developed by Envision Utah, a goal which accommodates 33% of future development on just 3% of available land. It also includes implementing the Wasatch Choice for 2040 Vision, which calls for the development of higher density "centers" and "corridors" across the Wasatch Front served by high capacity transit.

Both of these strategies were developed through tremendous public input and regional coordination and address issues like poor air quality, traffic congestion, auto dependency, and housing equity. They also support regional economic development and improved access to transit through first and last mile strategies.

GOAL 3: GENERATE REVENUE

Like any development partner, UTA expects to see a suitable return when developing property. While UTA receives most of its operating revenue from local option sales tax, joint-development is seen as a new and innovative revenue source to assist with funding future operations.

While meeting these expectations may seem challenging at times, doing so will ensure that UTA continues to fulfill its responsibility to the public as a world-class transit operator. In turn, a highly effective and efficient transit network will make TOD more desirable.

Design Guidelines Overview

INTENT

This document contains design guidelines that regulate development at Clearfield Station. The design guidelines sections correspond with the TOD elements outlined on page 15, and are found in the Transportation + Mobility (T), Open Space + Public Realm (O), and Buildings + Architecture (D), sections of this document.

The intent of the Design Guidelines is to establish strong urban design principles and quality development, while also creating a design theme, coherence, and a consistent look and feel throughout Clearfield Station.

These guidelines create a design vocabulary that is unique to Clearfield Station. They promote a sense of aesthetic continuity, ensure high quality development, and help establish a clear and distinct community identity.

DESIGN REVIEW COMMITTEE (DRC)

A Design Review Committee (DRC) will review all development in Clearfield Station to verify each project meets the vision for the Development, and that all applicable design guidelines are followed.

INTENT STATEMENT

The intent statement establishes the over-arching design intent for the category, and helps designers understand the rationale and aspiration used to create the design guidelines. In the event the guidelines and standards are not clear or appropriate, the intent statement shall be referred to, in order to provide additional direction for the designers and the Design Review Committee (DRC).

DESIGN GUIDELINES

The design guidelines provide specific direction that designers should implement on their project. These guidelines provide important direction for designers and developers to ensure consistency across the various projects that will occur in the Development. It will also ensure that all participants in the development of the site will achieve a certain level of quality.

Guidelines use the term “should” or “may” to indicate that this direction should be implemented where possible and practical. Alternatively, design standards outline the essential requirements that designers and developers **MUST** meet, in order to gain design approval from the DRC. Standards use the term “shall” or “must” to indicate that compliance is required.

In the event that a guideline is not applicable or appropriate, a process has been established to provide flexibility where necessary. The DRC may grant exceptions if the applicant can clearly demonstrate a more appropriate solution that is still consistent with the intent, vision and project goals as outlined in this document.



DRAFT



02

**VISION +
PROJECT
GOALS**

DRAFT





CLEARFIELD STATION

CLEARFIELD STATION WILL BE A THRIVING, MIXED-USE, WALKABLE NEIGHBORHOOD THAT LEVERAGES THE COMMUTER RAIL STATION TO CREATE A COMPLETE COMMUNITY WITH MULTIPLE TRANSPORTATION OPTIONS THAT CONNECT IT TO THE WASATCH FRONT. IT WILL BECOME A REGIONAL DESTINATION THAT PROVIDES ABUNDANT OPPORTUNITIES FOR EMPLOYMENT, LIVING, SHOPPING, RECREATION, AND MORE, WHICH WILL ALL WORK TOGETHER TO CREATE A GREAT PLACE.

The **8** Goals for this Project Are...



01 CREATE AN EXCITING DESTINATION

02 CREATE A COMPLETE COMMUNITY

03 PROVIDE COMMUNITY ASSETS

04 PROMOTE QUALITY URBAN DESIGN

05 MAINTAIN CONVENIENT TRANSIT ACCESS

06 GENERATE TRANSIT RIDERSHIP

07 CONNECT THE SITE TO THE CITY + REGION

08 PROMOTE THE CITY'S INDUSTRIAL HERITAGE

Project Goals for Clearfield Station

CREATE AN EXCITING DESTINATION

Clearfield Station will provide unique amenities that help create an exciting user experience. It will be a significant employment center and destination for people from surrounding communities and the larger Wasatch Front.

The public realm (streets and open spaces) will be designed in a way that makes the neighborhood walkable and friendly, and will provide unique and exciting experiences for users.

CREATE A COMPLETE COMMUNITY

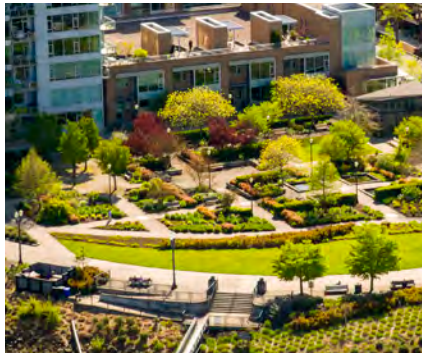
Clearfield Station will provide a mix of land-uses that will work together to create a complete community. The primary land uses will be office/commercial and residential. These uses will be supported by retail, restaurants, food markets, public gathering spaces and other neighborhood services, all within walking distance of each other.

PROVIDE COMMUNITY ASSETS

Clearfield Station will become an asset to the larger community, in part by providing a number of community assets such as parks, plazas, recreation facilities, and vibrant, walkable streetscapes. The neighborhood will also reserve land for a school. All development in the neighborhood should promote livability for residents and visitors.

PROMOTE QUALITY URBAN DESIGN

Clearfield Station is designed and planned with sound urban design principles that promote walkable, safe, and livable streets. All development will exhibit quality architecture, landscape architecture, and urban design, which will work in harmony to create a great “place.”



MAINTAIN CONVENIENT TRANSIT ACCESS

Clearfield Station will maintain its role as a convenient and functional park and ride destination for nearby residents. Parking will be provided in close proximity to the station platform to accommodate commuters, and the existing bus access loading/unloading zone will remain to encourage further transit ridership. Convenient automobile and bus access will be provided without jeopardizing safe pedestrian circulation. Improvements to the station area will enhance the user experience for park and ride users by providing a transit plaza with convenient retail options.



GENERATE TRANSIT RIDERSHIP

The land-uses and location of new development will be arranged to maximize the transit ridership by locating the most dense uses closest to the platform, with the least dense uses on the periphery. This also includes developing uses that act as origins and destinations for transit riders.



CONNECT THE SITE TO THE CITY + REGION

Clearfield Station will incorporate multiple transit modes that provide residents, commuters, and visitors with a variety of transportation choices. These include commuter rail, bus and vehicles, as well as creating safe and friendly pedestrian and cycling facilities. Additional streets will be created that connect Clearfield Station to the rest of the City, north of the site.

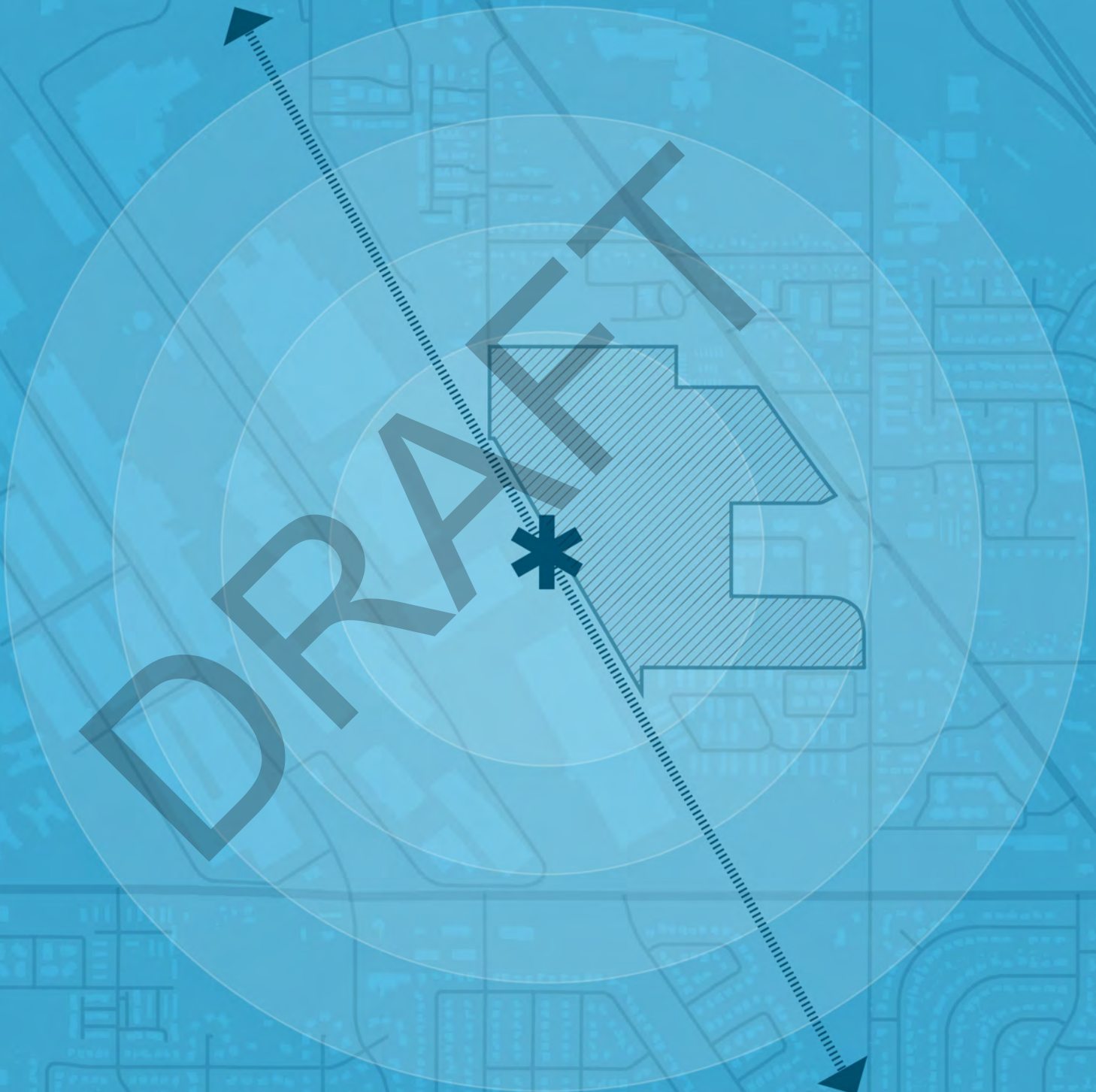


PROMOTE THE CITY'S INDUSTRIAL HERITAGE

Clearfield Station will promote the City's long history as an industrial jobs center by integrating a contemporary industrial look and feel to the architecture and design of the neighborhood. This industrial character will also be displayed through the spirit of the place, by providing the amenities and experiences needed to support a modern day workforce and help it perform as one of the State's leading employment centers.



DRAFT



03

MARKET STUDY + ECONOMICS

*This section contains excerpts from the Market Study.
For full study see Appendix A: Market Study + Economics.*

DRAFT



Market Study

WHAT ARE THE MOST FEASIBLE OPTIONS AT CLEARFIELD STATION IN THE NEXT THREE YEARS?

OFFICE

When coupled with the Opportunity Zone and CDA financing, this use type is financially feasible, is in demand in the submarket, and could be built in the near term. Pure office space would result in roughly one employee per 200 square feet, and would greatly add to the retail appeal with the additional daytime population.

Feasibility of office development is dependent on location (See chart on opposite page). Prime office locations are those with highly desirable visibility and exposure, as well as those with near access to the station and main thoroughfares. Secondary office locations may be midblock, or have limited direct visibility from the main roads and/or station.

Office uses in prime locations are feasible, but the spread is more lower in nearby cities. This means UTA and the City may need to provide incentives to attract the type of desired office development.

RETAIL

Limited retail could currently be added near State Street, particularly with the planned increase in nearby rooftops (based on the ongoing residential project). If office is added, as well as additional, medium to high-density residential uses, retail could be supported at key locations within the subject area. Prime retail sites include those along the bus route, in close proximity to the Fronrunner station, and those which offer strong visibility characteristics will be most demanded for retail use.

APARTMENTS / TOWNHOMES

Medium to high-density apartments and townhomes will continue to be in demand as long as labor costs do not push prices to levels that are not supportable in the area. The area is well suited for high-density residential, due to the proximity of transit, and, major transportation corridors.

Use Type (Location)	Value per Sq.Ft.	Construction Costs Per Sq.Ft.	Spread	Feasible?
Office - Prime	\$210.00 sq.ft.	\$200.00 sq.ft.	\$10 sq.ft.	Yes, but spread is lower than nearby cities
Office - Secondary	\$185.00 sq.ft.	\$200.00 sq.ft.	-\$15 sq.ft.	No, unless notable incentives provided
Retail - Prime	\$190.00 sq.ft.	\$180.00 sq.ft.	\$10 sq.ft.	Yes, for prime sites and smaller uses
Retail - Secondary	\$170.00 sq.ft.	\$180.00 sq.ft.	-\$10 sq.ft.	No, too much concern in retail market about secondary options
Multi-Family	\$175.00 sq.ft.	\$150.00 sq.ft.	\$25 sq.ft.	Yes, investment conditions remain desirable

Office Development at Clearfield Station

KEY POINTS

- There are limited sites in Davis County that can support large-scale office development.
 - Only Clearfield is positioned around a FrontRunner Station.
 - Clearfield Station is part of an Opportunity Zone. This federal designation provides significant tax advantages over most other properties in Davis County and surrounding areas.
- Other, smaller sites along I-15 and other areas of Davis County have desirable visibility characteristics, as well as notable median incomes and retail support options.
 - For Clearfield to be competitive, incentives should be considered via tax increment financing (an CDA already exists).
 - Clearfield should adequately promote its Opportunity Zone to attract strong office development.
 - UTA's participation in joint development is critical to any office success and viability. UTA's participation can notably reduce the initial risk for a developer by "providing" the land. This alleviates initial capital requirements, and thereby decreases the required yield. For the Clearfield site to be competitive with other developments, it may need this UTA "participation" to be feasible.



Multi-Family Development at Clearfield Station

KEY POINTS

- Multi-family remains in high-demand due to solid market fundamentals
 - Returns on multi-family housing are superior to other use types. Limited, perceived risk results in higher values and greater spreads between value and costs
- Population forecasts show strong increases for Davis County over the next 20 to 30 years. According to the Governor's Office of Management and Budget, Clearfield is forecast to add approximately 4,750 residents between 2020 and 2060, representing a 16 percent change in growth during that period. This is relatively nominal for Davis County, and suggests that additional residential growth in Clearfield should be focused in order to attract the best possible results. The following page highlights why consideration should be given for some higher density uses at Clearfield Station.
- Housing affordability is a growing issue. Considering the characteristics of the Clearfield Station site, here are the benefits of providing higher-density options:
 - Limited impact on immediate neighborhoods
 - Access to a major transportation connector
 - Significant vacant land and an opportunity for planning that will address traffic and road issues
 - Proximity to I-15 that lessens traffic on circulator and neighborhood streets in Clearfield
 - Ability to provide obtainable housing in an area that should have higher property values with office and retail options
- Affordable housing may be possible with some funding from the already established CDA. This economic development tool requires ten percent of increment to be dedicated to affordable housing, often times helping to bridge the feasibility gap.



Retail Development at Clearfield Station

KEY POINTS

- Retail conditions in Davis County in 2018 saw record number of store closings, but also historically high numbers of store openings. Net absorption of retail space, however, was negative, as larger stores closed and smaller, more experiential stores, opened. While more space was vacated than leased, this does not necessarily suggest a weak market, but that consumer habits are changing and retail space is largely overbuilt in some areas.
- Currently, the following retail uses in Davis County are doing well, meaning they are expanding, seeing improving sales numbers, and are generally considered healthy market segment types.
 - Grocery stores
 - Automobile services
 - Eateries
 - Experience stores
- The following retail uses have generally fared poorly in Davis County in 2018:
 - Clothing stores
 - Toy stores
 - Jewelry stores
 - Department stores
- Overall, anything competing with online shopping has had to adjust approaches, resulting in stores attempting to provide more services and experiences that can not be replicated online.

HOW IS RETAIL CHANGING IN TODAY'S MARKET?

Retailers are adapting to changing market conditions. The following list outlines some of these adjustments. These are not necessarily encouraged at Clearfield Station, but rather show the general trends currently happening in retail.

- **Concept stores** are increasing in number. These specialized stores create opportunities for customers to have experiences that are not replicated online. The goal is to have products and services come into the hands or lives of consumers in a very interactive and tangible way.
- **Distribution stores** are growing due to delivery needs. These include stores which allow for drop-off deliveries from online services, ultimately resulting in quicker shipping times and reduced costs.
- **Eateries** are adapting to Uber Eats and other delivery services. This is leading to reduced table space and a greater need for pick-up capacities.
- **Grocery Stores** are looking at models that have less “showroom” space and more warehousing/storage area. This allows for cheaper costs and focuses on a growing need to fill pick-up and delivery orders.

RETAILERS WANT THE FOLLOWING

A few of the most significant factors that draw retail include:

- Strong traffic counts – multiple points of vehicular access.
- Growing population counts and healthy median incomes in 0.5, 1.0, 3.0-mile radii.
- Daytime populations – typically requires an office presence or strong entertainment draw.
- Near access to major transportation corridors and transit improvements (those which are heavily utilized).
- Destination locations – customer draws (parks, stadiums, multiple eateries, recreation and entertainment options, etc.).

Clearfield Station provides some of these factors. However, Clearfield does have low median incomes compared to surrounding cities. Also, daytime population near the station is limited, despite the proximity to the Freeport Center, as jobs per square foot are low in that submarket. Clearfield could improve with increasing density of population, more daytime population through offices, and increased volume on transit.



Economic Incentives

HOW COULD POTENTIAL USES BECOME MORE FEASIBLE AT CLEARFIELD STATION?

- **Opportunity Zone** – This area falls in a designated Opportunity Zone. This is a major investment incentive that creates a superior advantage to most other Front Runner Stations.
 - Significantly increases investment appeal and makes office and retail more financially feasible (investors will accept lower capitalization rates (creating higher values) due to the tax advantages).
- **Funding Incentives** – The area is part of an existing CDA. Available funding incentives should be readily marketed to attract uses the city desires.
 - Additionally, the city and UTA should consider the formation of a Transportation Reinvestment Zone (TRZ), a newly adopted economic development tool that focuses on tax increment financing for transportation specific improvements. This funding option, while very similar to an RDA/ CRA, does not require a ten percent allotment to affordable housing. It also allows for the land owner and city to have greater corroboration regarding what can be built.
- **Increase Daytime Population** – an increase in daytime population will benefit retailers. This can be accomplished by the following:
 - Entertainment draw/attraction
 - Strong office population
- **Motivated UTA Ownership** – UTA wants to see uses consistent with the regional growth vision that will promote ridership (office) and positively benefit neighboring properties. UTA has expressed its desire to be a joint venture partner in any development. The Clearfield Station site will be ranked and compared to competing sites based on its potential to achieve UTA's TOD objectives. Current restrictions result in a very limited number of projects in which UTA can participate.



What are the *Financial* Impacts to Clearfield of Different Uses?

Use Type	Property Tax	Sales Tax (Point of Sale)	Total Property Taxes and Sales Tax
Office - Prime - 10,000 sq.ft	\$3,665	N/A	\$3,665
Office - Secondary - 10,000 sq.ft	\$3,230	N/A	\$3,230
Retail - Prime - 10,000 sq.ft	\$3,315	\$17,500	\$20,815
Retail - Secondary - 10,000 sq.ft	\$2,965	\$11,250	\$14,215
Multi-Family - 10,000 sq.ft	\$1,680	N/A	\$1,680

NOTE:

Also noted is that multi-family uses will incur a population distribution from State sales tax. Currently, roughly \$98.50 is distributed to the city per every resident. If 500 units are added to the Clearfield Station, and roughly 2.5 residents per unit, a total of approximately \$123,000 per year would be generated for multi-family (in addition to property taxes).

What are the *Additional* Impacts to Clearfield of Different Uses?

Use Type	Parking	Employment Change	Population Change
Office - 10,000 sq.ft	45 Spaces	45 Employees	N/A
Retail - 10,000 sq.ft	30 Spaces	20 Employees	N/A
Multi-Family - 10,000 sq.ft	15 Spaces	N/A	25 Residents

NOTE:

The table above highlights the parking, employment, and population impacts from the various use types. City officials should prudently address the cost of providing services to these uses, thereby assessing the overall, total fiscal and neighborhood impact of each use.

DRAFT



04

**FRAMEWORK +
CONCEPT PLAN**

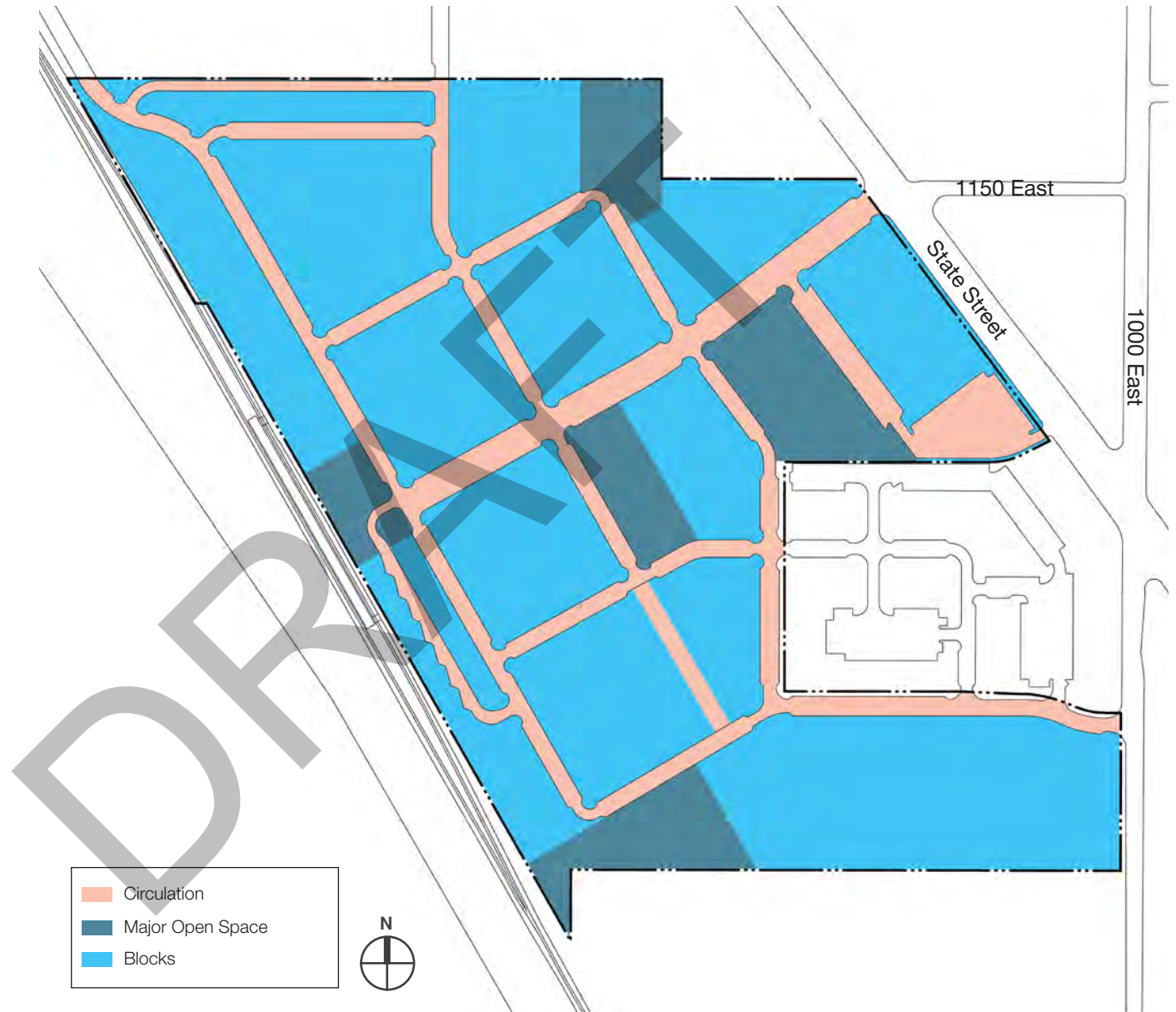
DRAFT



Framework Plan

The framework plan for Clearfield Station shows the basic elements of the plan, including circulation, block pattern, and open space. The physical arrangement of these elements create the urban form of the site and play an important role in establishing the framework that supports the vision for the neighborhood.

The framework plan establishes the structure of the site and demonstrates the fundamental elements that should be followed, including a connected street network, appropriately sized blocks, and an integrated open space system.



Districts

Five districts have been established, each of which will have a unique character that is based on its land use.

DISTRICT CHARACTER

Neighborhood Core District:

This district is the heart of the neighborhood and will be the most dense and active district. It will contain a significant office/daytime uses, residential uses, as well as the neighborhood's main open space.

Recreation District:

This district will contain the major recreation amenities in the neighborhood, as well as a mixed-use retail component.

Residential District:

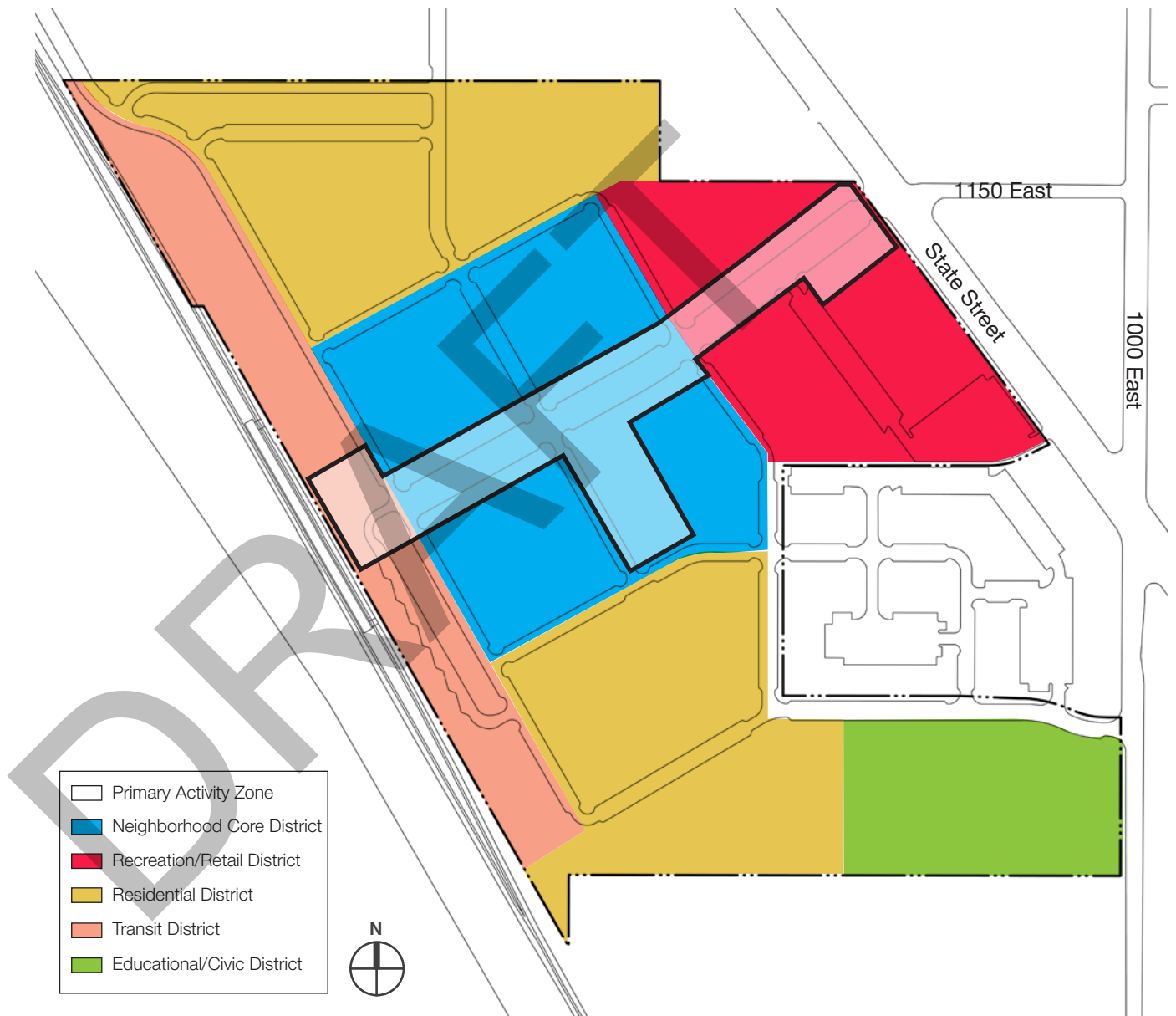
This district will primarily contain residential uses and supporting open spaces.

Transit District:

This district will contain the Transit Station and other transit supportive uses such as parking structures and a transit plaza.

Education/Civic District:

This district will be reserved for an education or civic use, such as a school.



Land-Use

Clearfield Station will be a mixed-use neighborhood. It will contain a variety of land-uses within the overall site (horizontal mixed-use), and will also encourage a mix of uses within individual buildings as well (vertical mixed-use).

This Land-Use diagram takes the District Framework and refines it further by defining the intended land-uses for each block/parcel on the site. These designations help arrange specific uses in conjunction with the transportation and open space elements to create a cohesive and optimized neighborhood.

The land-uses shown are arranged to have the highest intensity uses near the center of the site adjacent to the platform. These uses are also assumed to generate high transit ridership.

The legend to the right contains a percentage showing the percentage of land area that is allocated to each use. The remaining 24.9% of land area is allocated to streets.

Pages 39-40 provide an overview of the nine different zones. Subsequent sections of this document contain further detailed design guidelines for development on the site.



OFFICE ZONE

The office zone accommodates office buildings in the heart of the neighborhood, directly adjacent to the commuter rail platform. The central location of this use will help establish the identity of the neighborhood as not just a residential community, but a complete community centered around an employment hub.



OFFICE / RESIDENTIAL ZONE

The office/residential zone is a flexible zone that will allow development to respond to future market conditions. This zone will accommodate multi-family housing, office, or a mix of these uses. The central location of this zone requires some active ground floor commercial uses in prominent areas.



RESIDENTIAL ZONE

The residential zone provides locations for mid-rise residential buildings on the outer portions of the site, but within convenient walking distance to the commuter rail platform.



RECREATION / RETAIL ZONE

The recreation zone provides recreation amenities for the neighborhood, as well as the surrounding community. This use is located on the highly visible intersection of State Street and the main boulevard in the neighborhood. Recreational uses should be mixed with retail shops and other public amenities to act as a gateway and encourage people to enter and experience the site.



RETAIL / MIXED USE ZONE

The retail/mixed use zone provides a retail element at the neighborhood's main intersection with State Street. This highly visible location will provide retail services for both the Clearfield Station site, as well as vehicular traffic from State Street. Housing and/or office uses are encouraged over the retail ground floor.



TRANSIT / MULTIMODAL ZONE

The transit/multimodal zone provides transit users with a central, comfortable, safe, and convenient area that accommodates all modes of transit. A transit plaza will provide civic space, as well as amenities that enhance the overall transit user experience. This includes small buildings and kiosks for food and beverage, bike rentals, ticket stations, and other amenities geared toward transit riders.



PARKING ZONE

The parking zone provides locations within 1,000 feet of the commuter rail platform to ensure an appropriate amount of parking near the platform is available for park-and-ride transit users. Parking in this area can also act as shared parking for employees and visitors in the neighborhood.



PUBLIC SPACE

The public space zone contains the neighborhood's significant public open spaces, including recreational and functional open spaces. The plan shows the existing drainage basin, as well as a central location for a village square.

COMMUNITY SPACE

The community space zone provides an opportunity for a school or other community use to be located within the Clearfield Station site, which will become an amenity to the neighborhood, as well as the surrounding community.



Concept Master Plan

The Concept Master Plan presents an example approach for how the site could develop to meet the vision and principles established for the project.

The building sizes, shapes and uses shown here are flexible and are only intended to demonstrate the vision intended for the development. The layout and arrangement of the buildings is also flexible.



Concept Renderings

The concept renderings shown have been developed to demonstrate the general character and feeling of the Clearfield Station neighborhood. They are meant to show the general intent, not specific design solutions.

The image on this page shows a view from the main boulevard looking toward the FrontRunner Station.

The image on the following page shows the village square and boulevard.





DRAFT



05

BUILDINGS + ARCHITECTURE

FRAMEWORK + DESIGN GUIDELINES

DRAFT



Site Layout Guidelines + Principles

INTENT

Strong urban design principles are demonstrated by thoughtfully choreographing buildings, landscape, open space and streets.

The layout and arrangement of buildings and parking on a site will have the most significant and positive impact in creating a walkable development.

The appropriate arrangement of these elements reinforce the quality and functionality of the building facades, streets, and open spaces and how all of these elements work together to create a more livable environment.

This graphic uses the concept master plan to demonstrate the general urban design principles that the plan exhibits.

PRIMARY STREETS + FACADES

Primary streets area identified to establish a consistent streetwall with active ground floor uses. These will become the most important and walkable streets in the neighborhood. Buildings along primary streets should address the street with a primary facade and entrance.

Retail, residential, and/or other active uses are encouraged where a building faces a primary street.

SECONDARY STREETS + FACADES

All non-primary streets are considered secondary streets. Buildings along secondary streets should still address the street, where feasible, with windows/transparency and high quality building materials. However, this treatment is not as essential as on primary streets. Retail, residential and/or other active uses are encouraged. Blank walls should be limited.

PARKING

Parking areas should be located in the rear and to the sides of buildings, and should not face the Primary streets.

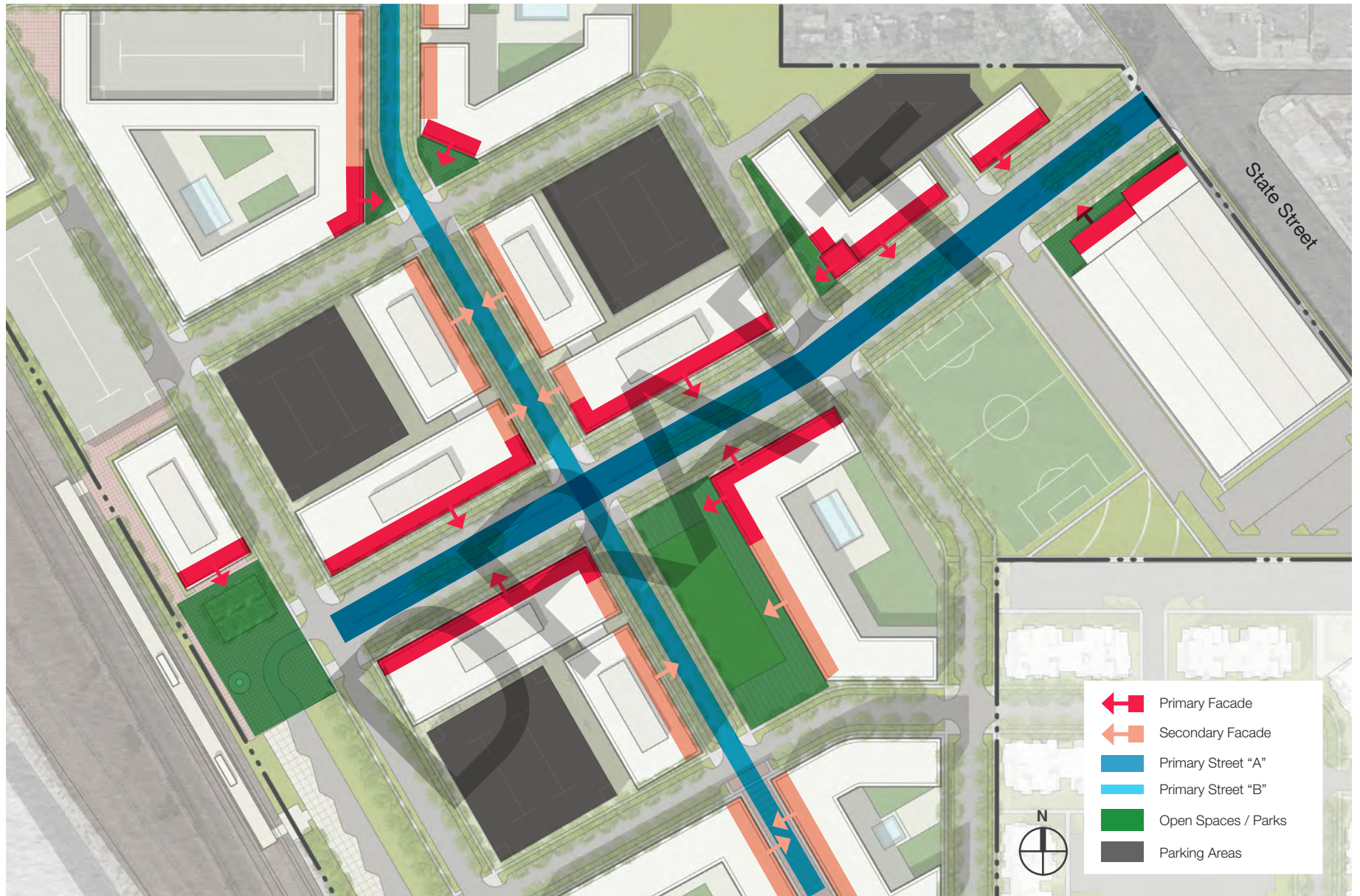
Buildings should wrap and screen parking areas from the street where possible and/or applicable.

OPEN SPACE

Open spaces should be located throughout the neighborhood in various sizes and provide various user experiences.

Open spaces should be located in prominent areas.

Open space design and programming should respond to the surrounding uses and buildings.



Architectural Style

INTENT

To establish a specific “look and feel” throughout the study area to unify the area and create a design theme that is appropriate for the Clearfield Station Site.

DESIGN THEME - “CONTEMPORARY INDUSTRIAL”

The design theme for Clearfield Station will be a contemporary industrial style that is modern, yet is rooted in the industrial character that surrounds the site. This industrial character helps to create a brand for the site and provides a common theme that ties the neighborhood together.

While the industrial character plays an important role on the site, there are no historic buildings on or directly adjacent to the site that new development needs to respond to. Therefore, this presents an opportunity to create a new and unique, industrial inspired architectural style.

The design guidelines section will provide detailed design guidelines that should be followed to achieve a consistent and coherent architectural style as outlined above.

HISTORICAL PRECEDENTS

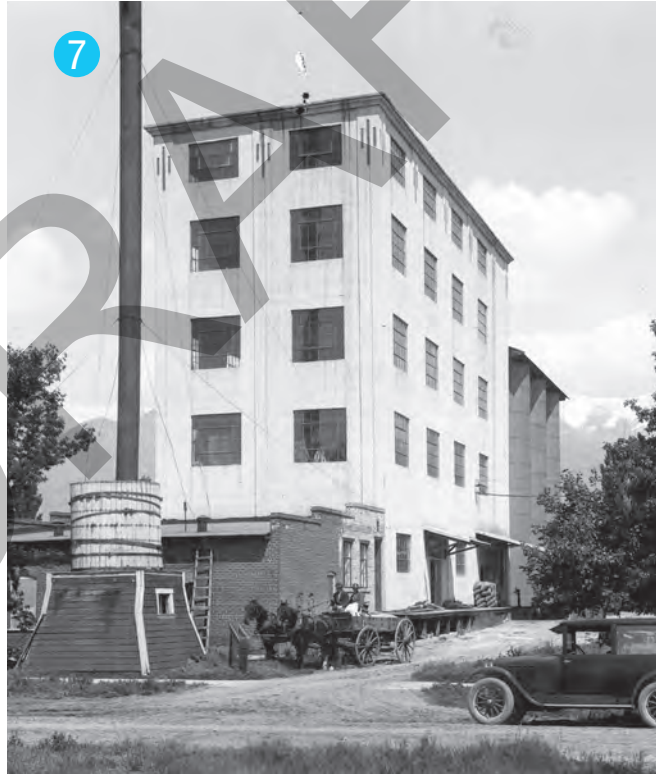
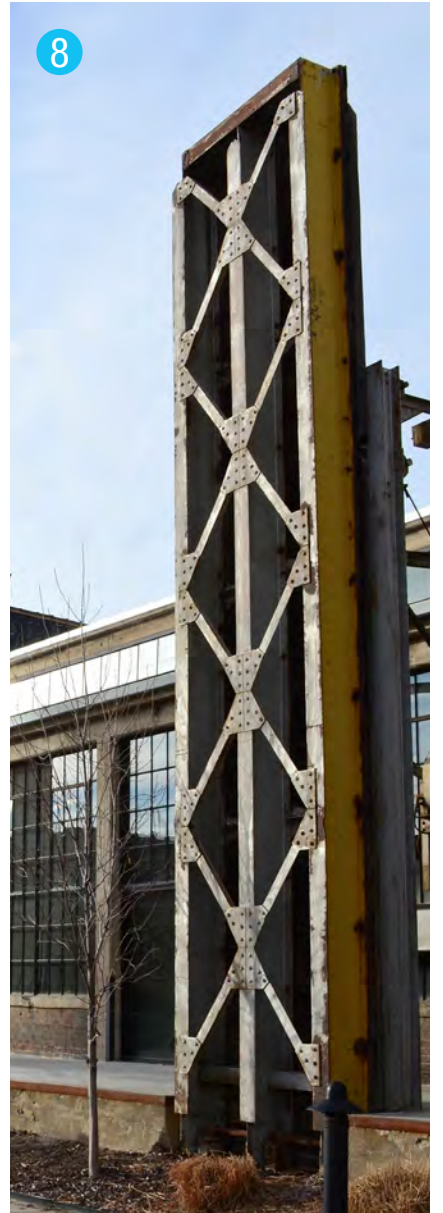
There are no historic buildings on currently existing on the site, and therefore, historic precedents should be considered from around Northern Utah. Precedents should be based on traditional industrial architecture from the early to mid 20th Century that are/ were found in Northern Utah.

The images to the right display images found in Clearfield, as well as nearby cities such as Ogden, Layton, and Kaysville. These are just a few examples of existing and former buildings from the area that should provide inspiration for architects and designers.

PRECEDENT IMAGES

- 1 Administration building at the Clearfield Naval Supply Depot (now Freeport Center)
- 2 Layton Sugar Company
- 3 American Can Company (Ogden)
- 4 DaVinci Academy (Ogden)
- 5 Pillsbury Company (Ogden)
- 6 Warehouse (Ogden)
- 7 Kaysville Flour Mill
- 8 American Can Company (Ogden)





Architectural Style

CONTEMPORARY PRECEDENTS

The images on the following page demonstrate images found throughout the country that achieve the goal of creating a contemporary, modern building that is also rooted in historic industrial architecture. They reflect the character and level of detailing envisioned for the Clearfield Station site.

These examples show a range of examples, from more abstract interpretations, to more traditional recreations. These images should be used for reference and inspiration for new development on the Clearfield Station site.

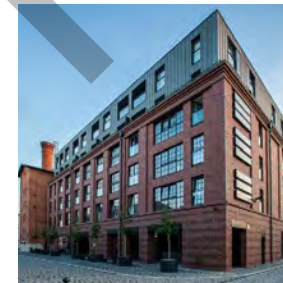
Elements often associated with industrial architecture include, but are not limited to:

- Large volumes that house large-scale industrial activities such as a mill, factory, foundry, refinery or power plant.
- Predominantly brick and steel buildings.
- Specialized building elements and apparatus such as tall chimney

stacks, exposed materials circulation apparatus, hoists and chutes.

- Exposed structural elements.
- High interior spaces with exposed brick, steel and timber.
- Divided light windows.





Materials + Colors

INTENT

To ensure a consistent application of complementary and high quality materials throughout the neighborhood that will reinforce the unique identity and a sense of place.

DESIGN GUIDELINES

- Building materials should reinforce the industrial theme by using brick, steel, timber, and concrete.
- Building materials should be durable, high quality, and authentic materials that have a long life, age well, and reflect a high level of craftsmanship.
- Building materials should add texture, depth, and visual interest to the building's facade.
- Materials should turn corners and incorporate thoughtful transitions between facades, spaces, uses, and structures.
- Materials should generally be limited to one or two predominant materials and one or two accent materials in order to keep buildings visually coherent and uncluttered.
- EIFS stucco and corrugated steel should be limited to no greater than 30% of the building's facade.

COLOR

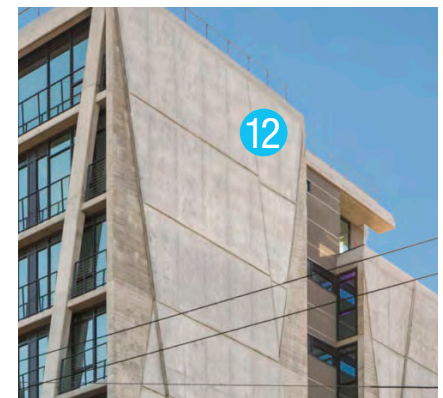
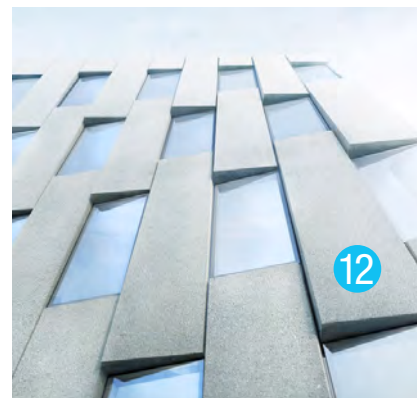
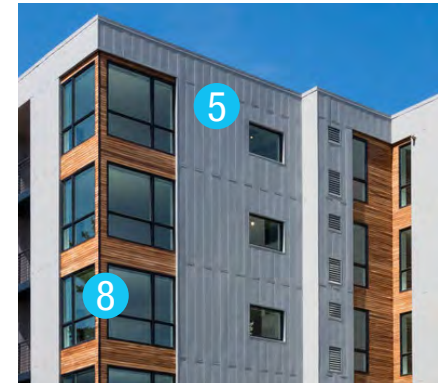
Industrial buildings typically are defined by dark, heavy colors, such as red brick, black steel and dark concrete.

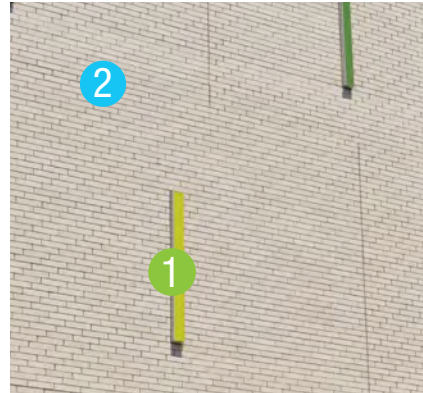
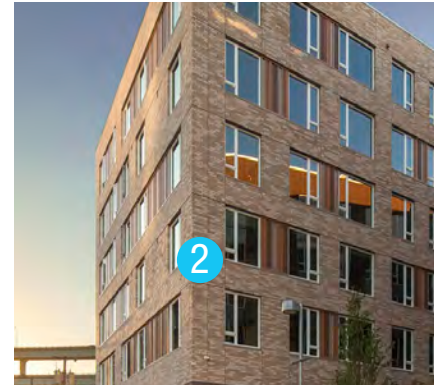
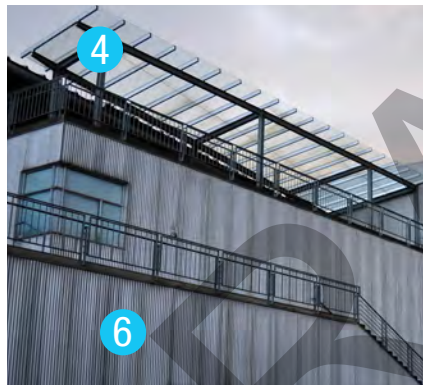
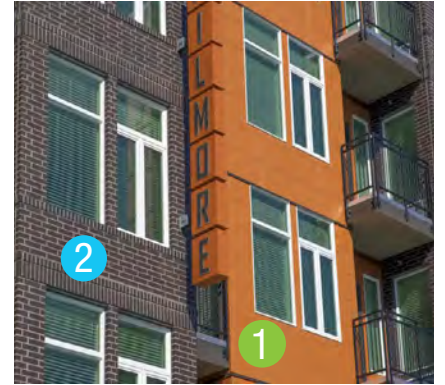
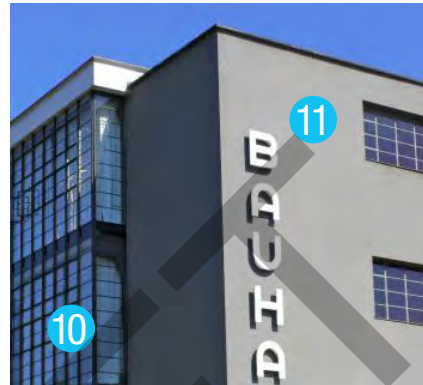
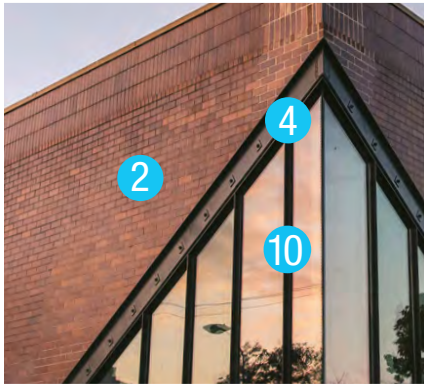
While those colors and materials are appropriate, lighter colors are highly encouraged in order to give the district a more fresh, contemporary look. Pops of color are also encouraged to accent and bring a feeling of excitement and uniqueness to the neighborhood.

- 1 Pop of Color as an Accent

ACCEPTABLE MATERIALS

- 2 Brick
- 3 Tumbled Brick
- 4 Black Steel
- 5 Colored Pre-Finished Metal Panels
- 6 Corrugated or Corten Steel
- 7 Stone
- 8 Wood / Timber
- 9 Curtain Walls Glazing System
- 10 Industrial Sash / Divided Light Windows
- 11 EIFS Stucco
- 12 Concrete





Architectural Massing

INTENT

To facilitate building shapes that fit comfortably within their surroundings, are friendly and unobtrusive to pedestrians, achieve an attractive urban form, and are visually interesting.

The guidelines on pages 56-67 regulate specific elements of architectural massing. This section provides an overview.

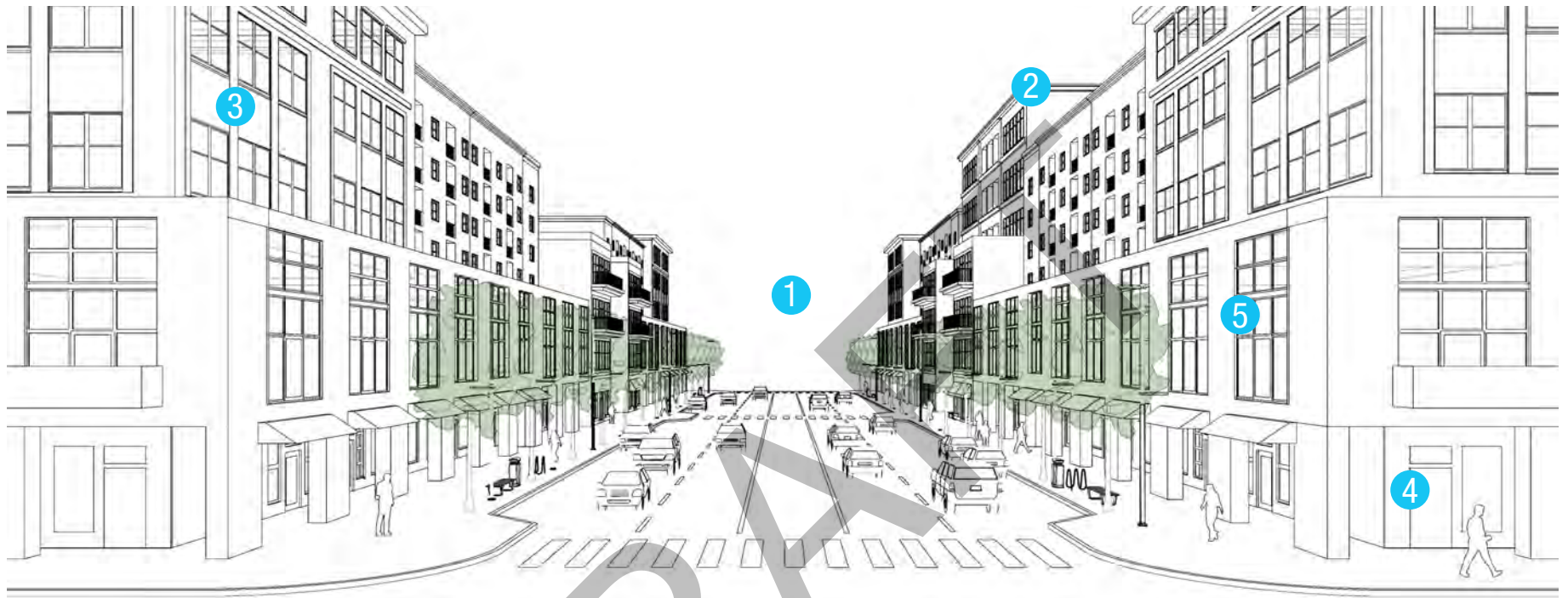
DESIGN GUIDELINES

- The most dense uses and tallest building heights should be located in the neighborhood core district (see district framework on page 37).
- Buildings should be designed to a human scale, with particular attention on the ground floor
- Floorplates should generally be less than 30,000 sf per building, with no minimum floor plate size.
- Buildings should create a consistent streetwall on both sides of the street to create “enclosure.”
- Gaps in the streetwall should be limited as much as possible

PRECEDENTS

- 1 Building has clearly defined top, middle, and base.
- 2 Multiple buildings combine to create a good, pedestrian-scaled streetwall. The buildings also demonstrate a clearly defined top, middle, and base.





ARCHITECTURAL MASSING

Architectural massing is key in creating an inviting pedestrian environment. Care should be taken to understand the form of buildings and their impact on the public realm.

This graphic demonstrates how careful architectural massing creates an interesting and pedestrian friendly urban environment.

- 1 A consistent streetwall on both sides of street, as well as vertical elements such as trees, create a sense of enclosure.
- 2 A variety in building height, scale and bulk creates a dynamic and visually interesting experience.
- 3 Buildings include stepbacks on upper stories in the building facade to ensure pedestrian scale and increase sunlight and air on the street.
- 4 The ground floor of buildings address the street and have a high level of transparency.
- 5 Windows, podium decks and balconies overlook the street.

Facade Articulation

INTENT

To purposefully articulate building facades in order to make the various building functions legible through the massing of the buildings, as well as to reduce the building's apparent mass.

HORIZONTAL ARTICULATION

The first 20 feet of height of building faces should have a rhythm of modules that serve to break down the scale of the building face. A module is defined as a portion of the facade that is differentiated from the adjacent facade by a change in the line of the face of the building, and/or a substantial change in material color or fenestration. Characteristics between modules should relate to one another to achieve a unified composition.

DESIGN GUIDELINES

Modules should generally be no longer than 40 feet.

Building facades should avoid being long, monotonous, and repetitive.

Articulation should be used to create interest and help establish a strong sense of design and identity.

Massing, building details, and entries should be proportionately scaled.



Vertical planes are articulated through massing and add interest to the building



VERTICAL ARTICULATION

The three segments of the building - the base, middle and top - should be articulated by such elements as cornices, string courses, stepbacks, recesses and projections, changes in floor height, and changes in color and material.

DESIGN GUIDELINES

Base Section

- Should relate directly with the street.
- Should “ground” the building.

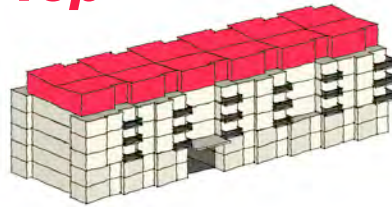
Middle Section

- Should define the principle building facade.
- Should differentiate from the base and top sections through the use of massing, materials, and/or color.

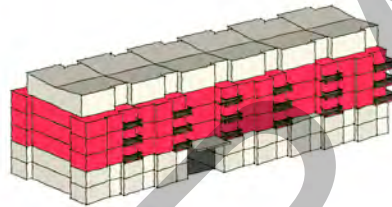
Top Section

- Should define the roof line.
- Stepbacks are encouraged for penthouse units or to otherwise break up the mass and define the building top.
- Incorporate green roofs and other usable roof space where possible.

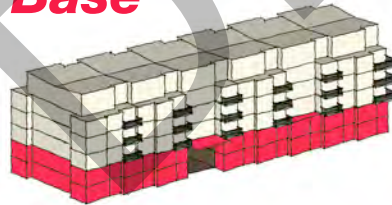
Top



Middle



Base



Setbacks

INTENT

To ensure all buildings consider their relationship with the public right-of-way with the appropriate setback distance for each unique use, and to create a human-scaled, defined streetwall.

DEFINITION

The setback refers to the space between the building facade and the public right-of-way line.

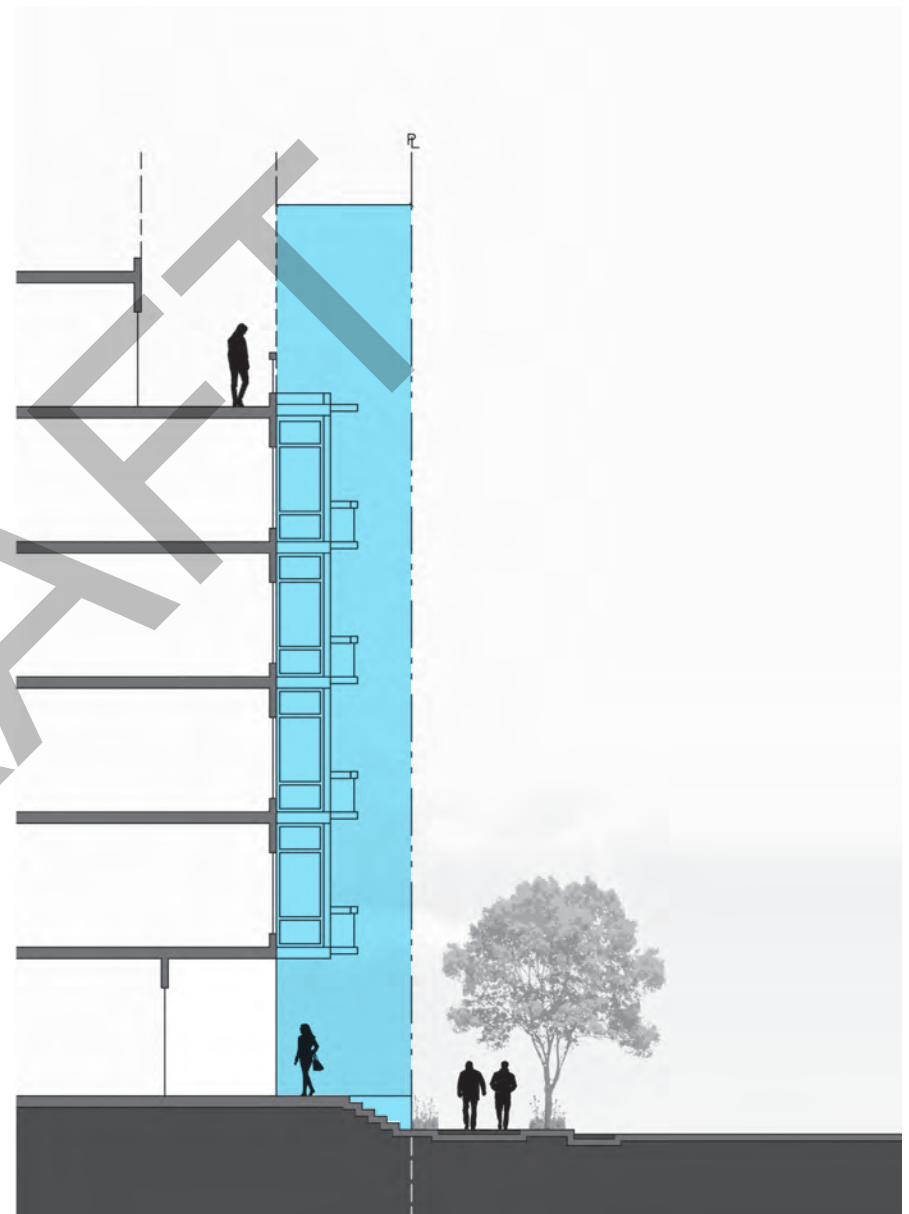
DESIGN GUIDELINES

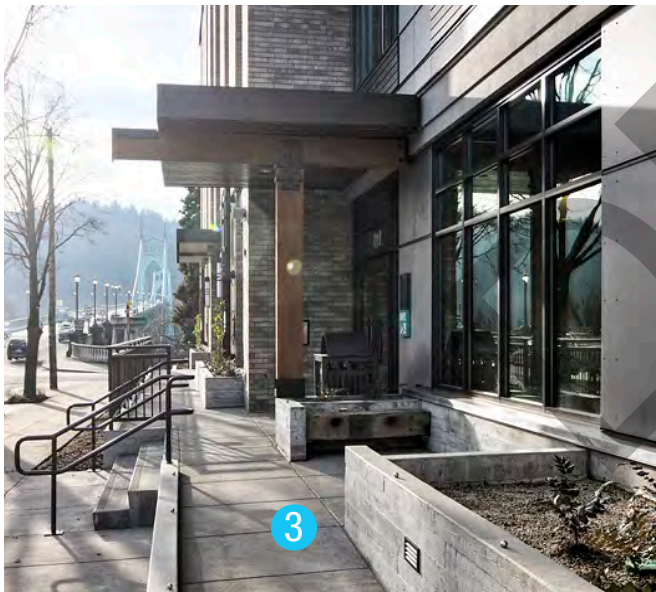
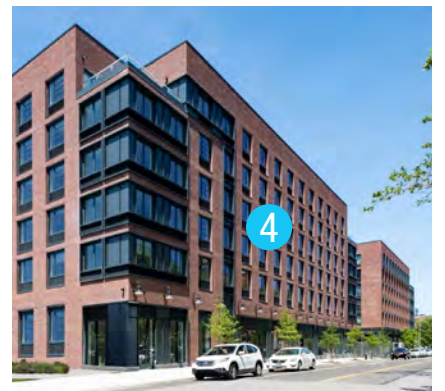
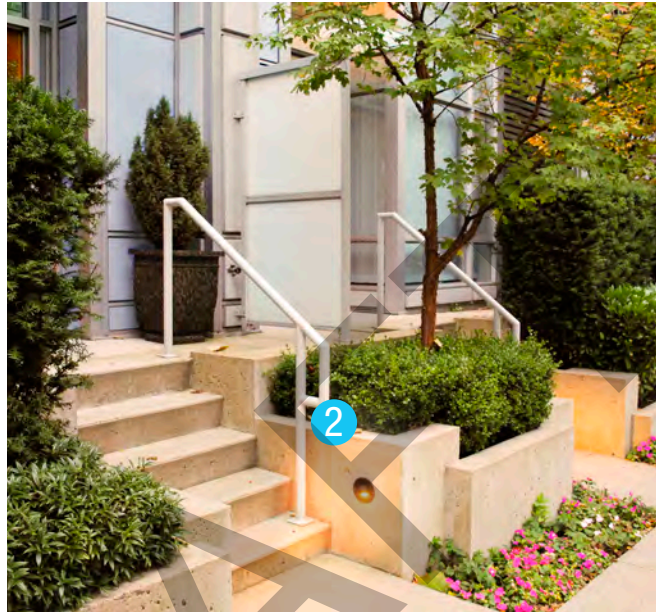
- Maximum setback distance is 15 feet.
- There is no minimum setback distance.
- Generally, setbacks should be no more than 5 feet.
- Setbacks, when used, should enhance the ground level environment and pedestrian experience. Examples include:
 - To create a space for outdoor dining in front of retail/restaurant spaces.
 - To provide landscape and/or a patio/stoop in front of ground level residential entrances.

- To enhance the architectural character of the building facade at street level.
- Entrance courts for office or residential building lobbies.
- To add interest and bring nature into the streetscape through planters and landscape. In-ground planters are only allowed in front of ground-floor residential units.
- Setback may be raised above sidewalk level to create feeling of semi-private space.
- See pages 62 - 65 for ground floor - base activation design guidelines.

PRECEDENTS

- 1 Setback is used for outdoor dining.
- 2 Setback along ground floor residential units contains stoops and landscape.
- 3 Setback is raised to create sense of semi-private space.
- 4 A strongly defined streetwall is created, despite having some setbacks in the building face and at the ground floor.





Projections

INTENT

To encourage facade articulation through habitable and non-habitable projections.

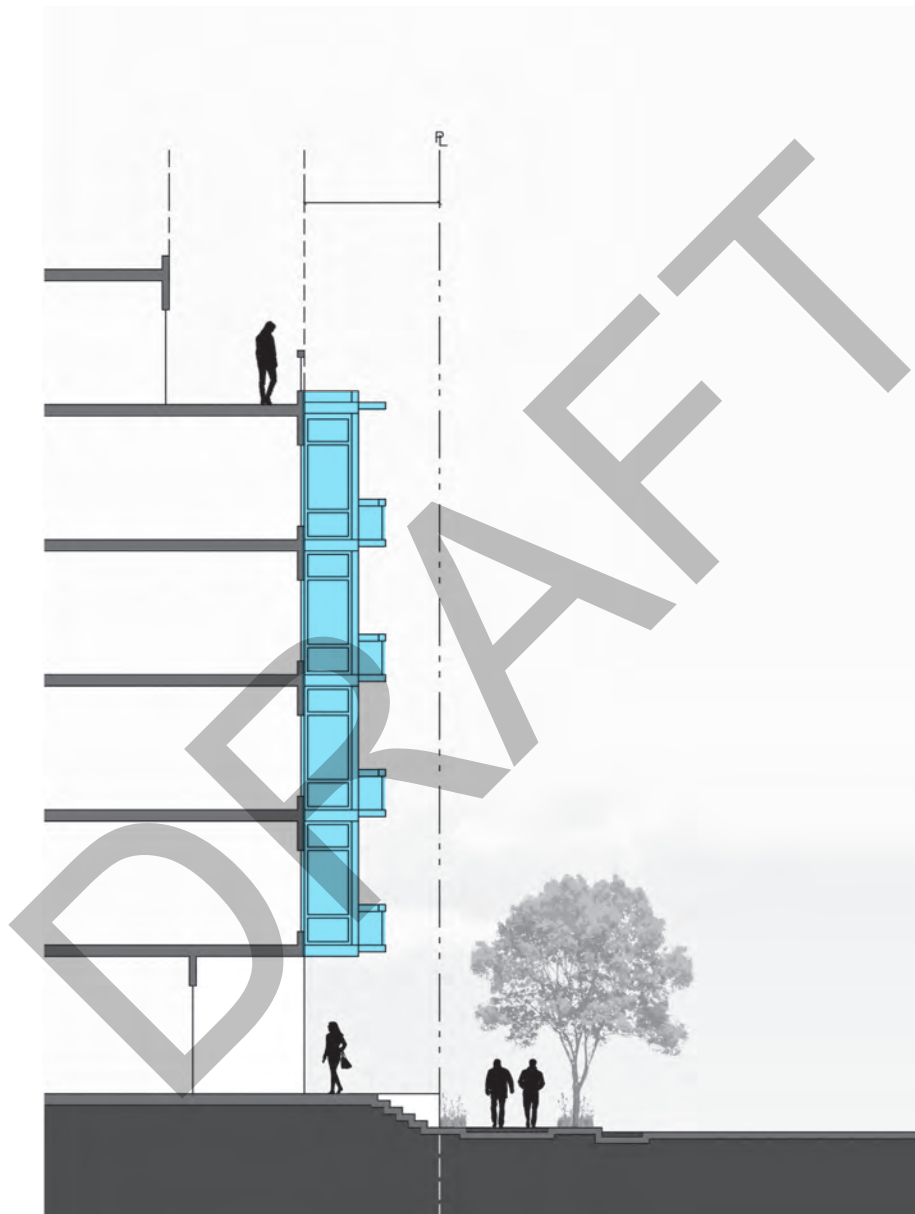
DEFINITION

Habitable projection - a portion of the building enclosed by walls and a roof, such as a bay window, corner element, or other extended bay.

Non-Habitable projection - spaces utilized by residents but not enclosed by walls and a roof, such as balconies.

DESIGN GUIDELINES

- Projections are encouraged to add visual interest to the facade, as well as to add usable balconies as residential amenities.
- Balconies should be at least 3 feet deep.
- Projections should not extend more than 6 feet into setback or common space.
- Projections should not extend more than 3 feet into public right-of-way.
- Decorative elements such as belt courses, cornices, sills and eaves are also encouraged.



Stepback

INTENT

To encourage facade articulation and the creation of usable outdoor space by stepping back the upper floor(s) of a building.

DEFINITION

Stepback is the portion of the building

DESIGN GUIDELINES

- Stepbacks are encouraged to help break down the mass of the building by creating a defined “top,” as well as to add usable green space as residential amenities.
- Roof space created by stepbacks should be designed as usable outdoor space.



Ground Floor - Base Activation

INTENT

To ensure the important interaction between the ground floor of a building and the sidewalk is carefully designed to enhance the pedestrian experience and the overall vitality of the neighborhood.

OVERVIEW

One of the most important aspects of a walkable urban neighborhood is the street level interaction between the building and the street. For a streetscape to facilitate active public life, it is essential buildings address the street on the ground floor.

This page contains general ground floor design guidelines, while the following pages contain specific guidelines for residential and commercial uses.

DESIGN GUIDELINES

- The base of the building should be designed to foster positive activity by orienting and integrating courts, lobbies, entries, and large windows to face streets, public parks, and open spaces to provide more opportunity for interaction and safety.

- Avoid or minimize expansive blank walls at the ground floor.
- Include operable windows, roll up doors, and other features to activate and animate a building.
- Maximize transparency of ground floor commercial facades with windows and doors with visibility into active uses, such as retail spaces, lobbies, etc.
- Highlight entrances to commercial buildings through integrated signage, changes in materials and colors, and/or through changes to the buildings massing.
- Ground Floor heights should be at least 14 feet tall.
- Active uses should have a depth of at least 25 feet from the street frontage.

PRIMARY STREETS

The primary streets, as defined in the Street Hierarchy Section on page 91, are the most important streets where active ground floor uses should address the street. "Primary Street A" (the boulevard) is designed to be the primary retail and walking street in the neighborhood.

"Primary Street B" should also have active uses fronting the street. Retail is encouraged, if it is supported by the market. However, it is anticipated that this street will more likely be lined with active uses such as residential units, lobby spaces, meeting spaces, etc.

Active uses are encouraged on all other streets in the neighborhood to the extent feasible.

ACTIVE USES

Active uses are defined as any use that provides some level of interaction with the public realm. This could include uses such as residential, retail goods establishments, retail service establishments, public service portions of businesses, restaurants, taverns/ brewpubs, bar establishments, art galleries, theaters, performing art facilities and more. Uses must also be allowed by City Ordinance.

PARKING STRUCTURES

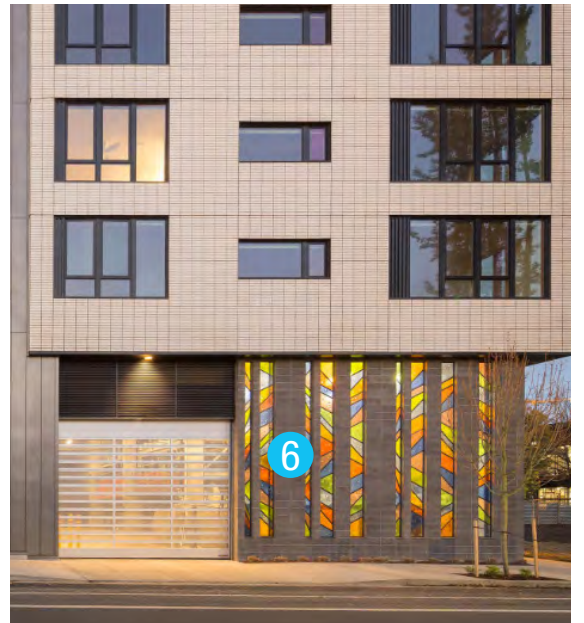
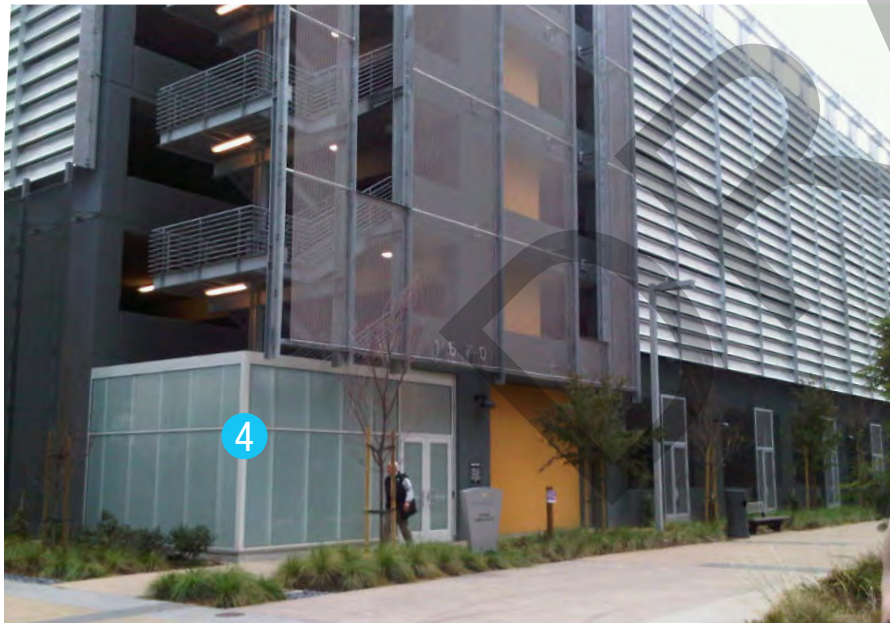
No parking structures are allowed to face "Primary Street A" and any parking structure facing "Primary Street B" should have an active ground floor use.

SCREENING METHODS FOR BLANK WALLS

Where blank walls occur, creative methods should be used to create interest on the streetscape. This could include solutions such as murals, green walls (plants growing on walls), faux windows, and more.

PRECEDENTS

- 1 Entrances at street level combined with high quality landscape buffer activates the street.
- 2 Storefront with high transparency on ground floor, along with outdoor dining, activates the street.
- 3 Roll up doors on ground level blend the indoor/outdoor space and activate the street.
- 4 Faux windows and landscape add visual interest to create feeling of activity on a facade without an active use.
- 5 Planters along blank street wall add interest to an otherwise blank wall.
- 6 Colorful glass adds interest and life to an otherwise blank wall.



Ground Floor Residential

INTENT

Residential buildings without retail or other active uses on the ground floor should activate the ground floor by putting residential units with individual entries that address the street on the ground floor.

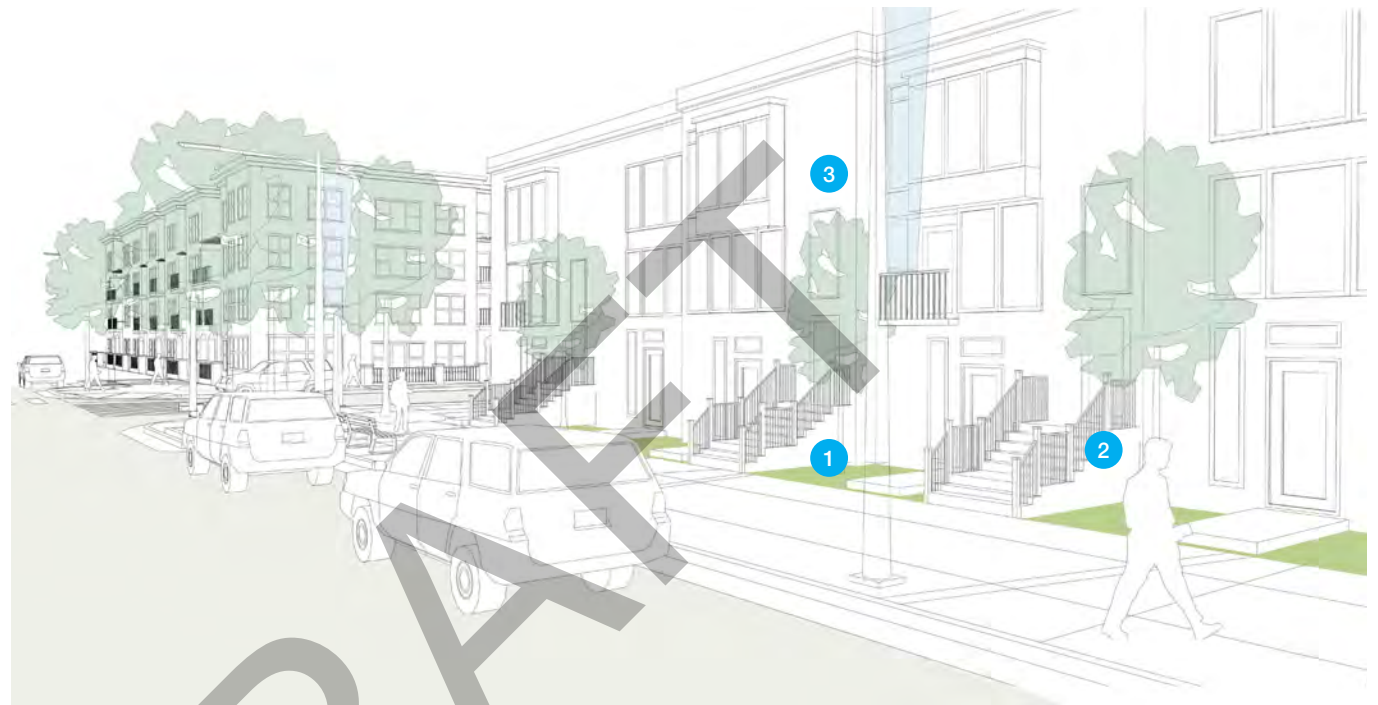
GROUND FLOOR DESIGN ELEMENTS

1 LANDSCAPED SETBACK

Buildings with residential units on the ground floor should provide a setback, typically 10' or less, to provide space for entry steps/stoops and landscape in order to provide adequate space for the public/private transition. The landscape/plants should also be used to screen views from the street into residences (also see diagram on bottom right of this page).

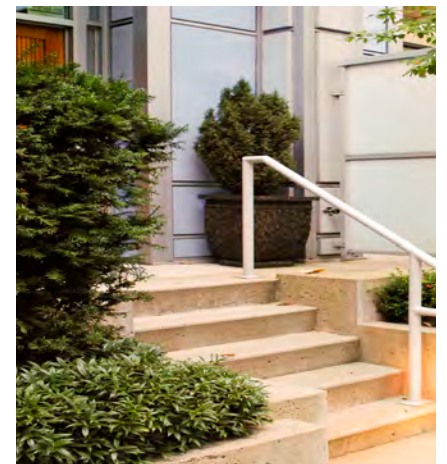
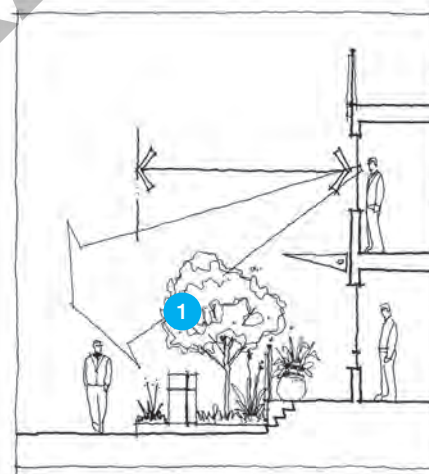
2 RESIDENTIAL ENTRY

Residential units on the ground level should generally be located at least three feet above grade, so that the unit's habitable space is above the eye level of pedestrians for increased privacy.



3 FACADE MODULATION

Buildings are vertically modulated at regular intervals of no greater than 30 feet to express individual ground floor residential units.



Ground Floor Commercial

INTENT

Commercial buildings should activate the ground floor through using retail or other active uses on the ground floor.

GROUND FLOOR DESIGN ELEMENTS

1 SETBACKS + LANDSCAPE

Commercial buildings should not have a consistent setback, but should have articulation zones as specified. Where setbacks do occur, landscape is encouraged to soften the streetscape, add visual interest, and increase the opportunities for experiences with nature in an urban environment. Outdoor Dining or other functional uses that enhance the ground floor use are also encouraged

2 TRANSPARENCY

The ground floor of commercial buildings should be primarily composed of transparent materials in order to reveal activity of the building, as well as to add interest and security to the pedestrians.



3 FACADE MODULATION

Buildings are vertically modulated at intervals that align with the specific ground floor use, generally no greater than 80 feet. For retail uses, intervals should generally be no greater than 50 feet.



Roofs

INTENT

To emphasize the architectural style and to minimize visual impacts.

DESIGN GUIDELINES

- Roofs should be flat or appear flat from street level.
- Building heights and roof lines should modulate to create a visually appealing skyline and add interest to the skyline.
- Mechanical equipment on roofs should be screened from the street view.
- Green roofs are encouraged
- Usable roof terraces are encouraged
- Roof should use high albedo, non-reflective materials to minimize heat island effect



Corners

INTENT

To emphasize important intersections and corners by including special architectural features on buildings that are located in these key locations.

DESIGN GUIDELINES

- Incorporate special design details and architectural treatments that reinforce the corner's importance as a public realm element
- Corners in key locations should be emphasized by utilizing a combination of these measures:
 - A change in the building's massing and/or height
 - A contrasting facade finish
 - Transparency
- Designers/Architects are encouraged to find creative and artful solutions.



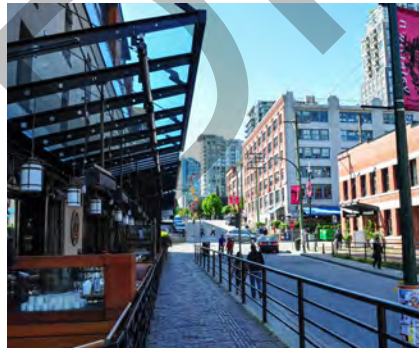
Entrances

INTENT

To emphasize the relationship between buildings and their adjacent streets by prominently featuring major entrances.

DESIGN GUIDELINES

- The main entrance to the building should provide the most important interaction between the pedestrian and building and should be emphasized through design.
- Buildings that front primary streets (as defined on page 91) should have a main entrance facing that street. A building may have an additional main entrance that faces the main parking area or drop-off zone, if applicable.
- Use lighting to highlight entrances.
- Provide canopies, awnings, or other overhead elements to protect users from weather conditions.
- The use of continuous “docks” within the build-to line is permitted to provide a semi-private space for outdoor dining or other uses that activate the streetscape. This mimics the re-purposing of loading docks that is often done on historic industrial buildings.



Fenestration

INTENT

To create a pedestrian friendly and engaging relationship between buildings and streets.

DESIGN GUIDELINES

- The ground floor of commercial buildings should have a high percentage of transparent materials where buildings front streets.
- Buildings maximize windows on upper floors that overlook streets or open spaces to increase “eyes on the street,” which discourages undesirable public behavior.
- Windows should be strategically used next to entrances and open spaces to create prominent indoor/outdoor relationships.
- Industrial sash windows are strongly encouraged to promote the industrial character.
- Mullions and frames are encouraged to project beyond the plane of the glass in windows to create strong shadow lines.



Building Signage

INTENT

To identify the commercial or non-commercial uses within the building with signage that promotes wayfinding, adds interest that fits with the architectural character of the building, and enhances the pedestrian experience.

DESIGN GUIDELINES

- All signs should be scaled appropriately to the size of the building.
- Signs shall be constructed of high quality and durable materials that are consistent with and complement the building materials.
- Building identification signage should be placed on facades that face the primary street(s).
- Signs should be artful and creative and work with a building's architecture to add interest.

RESTRICTIONS

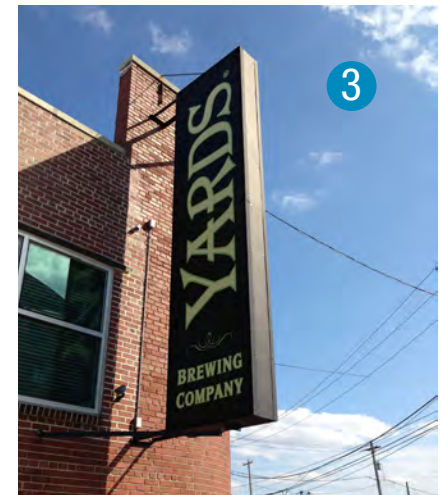
Internally illuminated box signs with more than 30% of the internal area illuminated are not permitted.

Animated, blinking, or flashing signs are not permitted.

ACCEPTABLE SIGN TYPES

The following sign types are acceptable for attached building signs:

- 1 Wall signs** - Wall signs include signs that are attached to the face of a building wall. They should be mounted on the wall facing the public realm.
- 2 Window Signs** - Window signs are painted, placed, or affixed in or on the interior of a window, and intended to be viewed from the outside. Window signs should not obscure views into store or business.
- 3 Projecting Signs + Hanging Signs** - Projecting signs are attached to the building face and project out perpendicular to the building. Hanging signs are similar to projecting signs, except that they are suspended from a marquee or other overhead canopy.
- 4 Awning Signs** - Awning signs are signs that are mounted, printed on, painted on, or otherwise attached to an awning or canopy above a business door or window.
- 5 Mural** - Sign that is painted onto a wall that is visible to the public realm.



Building Lighting

INTENT

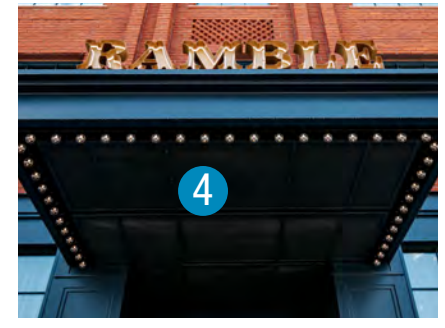
To integrate lighting on buildings into the architectural design to creatively illuminate pedestrian areas and highlight building elements.

DESIGN GUIDELINES

- Pedestrian areas should have adequate illumination for safety.
- Lighting should be sensitive to residential development limiting glare, minimizing spill light, and minimizing light on upper stories of residential buildings.
- Retail buildings should integrate lighting with retail signage, storefront windows, and other building elements to enhance visibility and visual interest.
- Use creative lighting solutions to illuminate outdoor areas and add interest and life to outdoor spaces.

PRECEDENTS

- 1 Ground floor transparency allows internal lighting to illuminate the street and creates a “glow.”
- 2 Lights on building exterior highlight the ground floor retail space and illuminate the street.
- 3 Light illuminates steps to promote pedestrian safety.
- 4 Lights used on canopy and sign add visual interest, as well as highlight the building entrance.
- 5 Overhead lights used to help create an interesting and exciting “place.”



DRAFT



06

OPEN SPACE + PUBLIC REALM

FRAMEWORK + DESIGN GUIDELINES

DRRAFT



Open Space Network

OVERVIEW

In order to create a livable urban neighborhood, a high-quality, comprehensive open space network is essential. Clearfield Station will provide a variety of open space types to ensure there are spaces that will meet the needs of the various residents and visitors of the neighborhood. Open spaces will be developed in a variety of sizes and scales. Most will be public, while some will be private, and they will all provide a unique and specific experience that complement one another.

INTENT

To create a comprehensive open space network that provides a number of unique, yet complementary open spaces throughout the neighborhood.

OPEN SPACE TYPES

The open spaces shown in the Concept Master Plan on the following page are conceptual, but the intent for each open space type shown is discussed on pages 74-81. The site currently contains a large drainage basin in the southwest corner that will remain. Also, the plan calls for a school site, which will include an open space element as part of its program. The following open space types are outlined in this document and should be incorporated into the development:

- Village Square
- Transit Plaza
- Pocket Park/Plaza
- Private Courtyard/ Rooftop Deck
- Park
- Paseo
- Enhanced Streetscape
- Recreation

DESIGN GUIDELINES

- The open space network should provide a variety of open space types that complement one another.
- The open spaces should be integrated into the urban form of the neighborhood.
- Buildings should frame open spaces in a deliberate manner, rather than open spaces just being developed in the “left over” spaces.
- The design and programming of each open space should reflect the latest trends in open space design to provide an experience and aesthetic that fits the wants and needs of the current day.
- Streets should be considered part of the open space network and should be designed in a pedestrian friendly manner that promotes comfort, safety, and provides places to stop and linger.
- Green infrastructure systems and ideas should be incorporated into the open space system.
- Buildings and respective land-uses should work together with adjacent open space to provide uses that complement each other.



Village Square

INTENT

To provide a central open space of approximately 1 acre that is located in a highly visible area in the heart of the neighborhood. It should also become the primary gathering place for civic and social purposes, and should function as the living room for the neighborhood. This should become an iconic regional destination.

DESIGN GUIDELINES

The *Village Square* open space type should include:

- A strong image and identity that helps define the image of Clearfield Station.
- Framed by buildings with active ground floor uses that promote activity on the square.
- Iconic landscape features
- Flexible open gathering space for events
- Public art



Transit Plaza

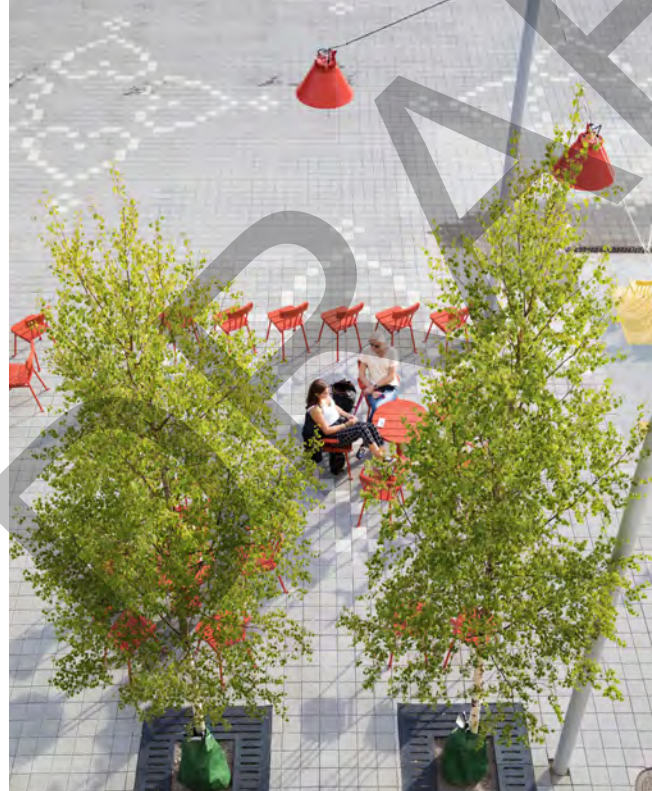
INTENT

To provide an open space adjacent to the commuter rail platform and bus loading zone that is specifically designed to enhance the experience of using public transportation by providing amenities that are geared toward transit users.

DESIGN GUIDELINES

The *Transit Plaza* open space type should include:

- Cafe, restaurant, or other convenient food options
- Public art
- Seating
- Shade
- Landscape features that reinforce the industrial theme for the neighborhood.



Park

INTENT

To provide a public park space that is geared specifically toward residents in the neighborhood and functions like the backyard of the neighborhood where residents can relax and play in an informal environment.

FEATURES + ELEMENTS

The **Park** open space type should include:

- Children's playground and other play elements
- All ages play elements such as ping pong, tennis, bocce, etc.
- Flexible lawn areas for informal active and passive recreation
- Pathway loops for exercise



Pocket Park / Plaza

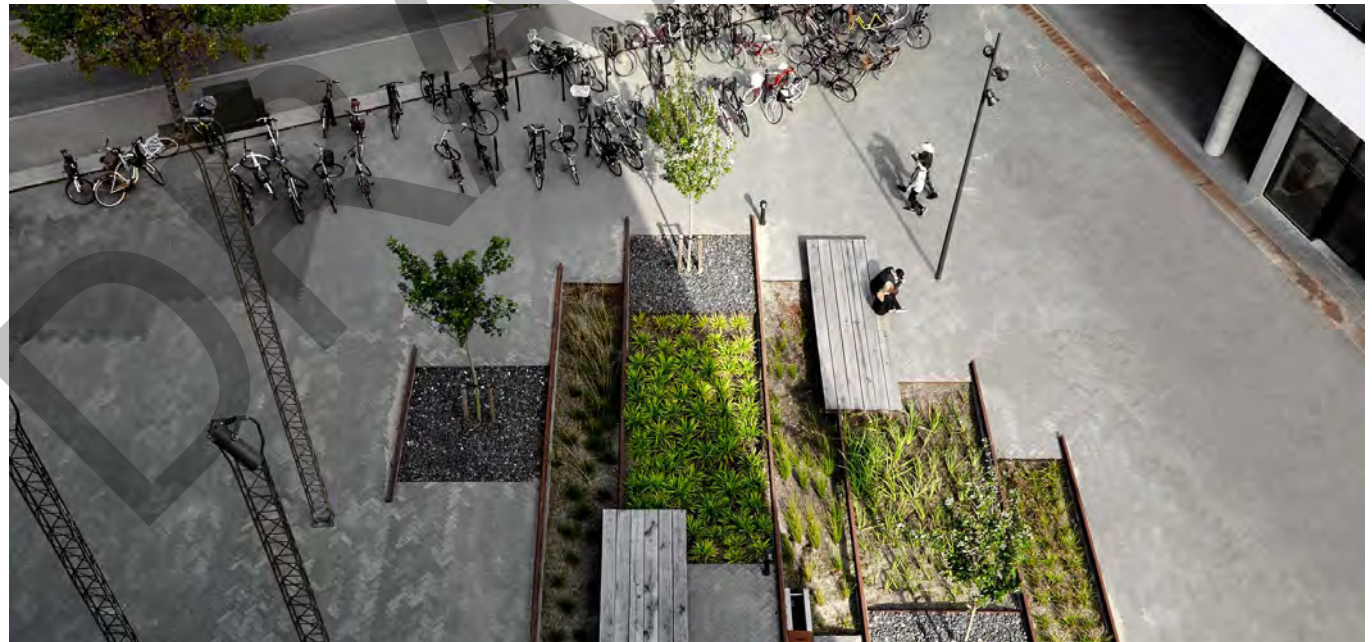
INTENT

To provide a series of smaller parks and plazas that are typically located on small, irregular parcels, and are dispersed throughout the neighborhood. These spaces can serve as extensions of both the streetscape and the building.

FEATURES + ELEMENTS

The *Pocket Park/Plaza* open space type should include:

- Seating
- Interesting landscape design elements such as paving, planting, or other features
- Landscape features that reinforce the industrial theme for the neighborhood
- Outdoor dining seating (if applicable)
- Green space/planting to soften the urban environment



Paseo

INTENT

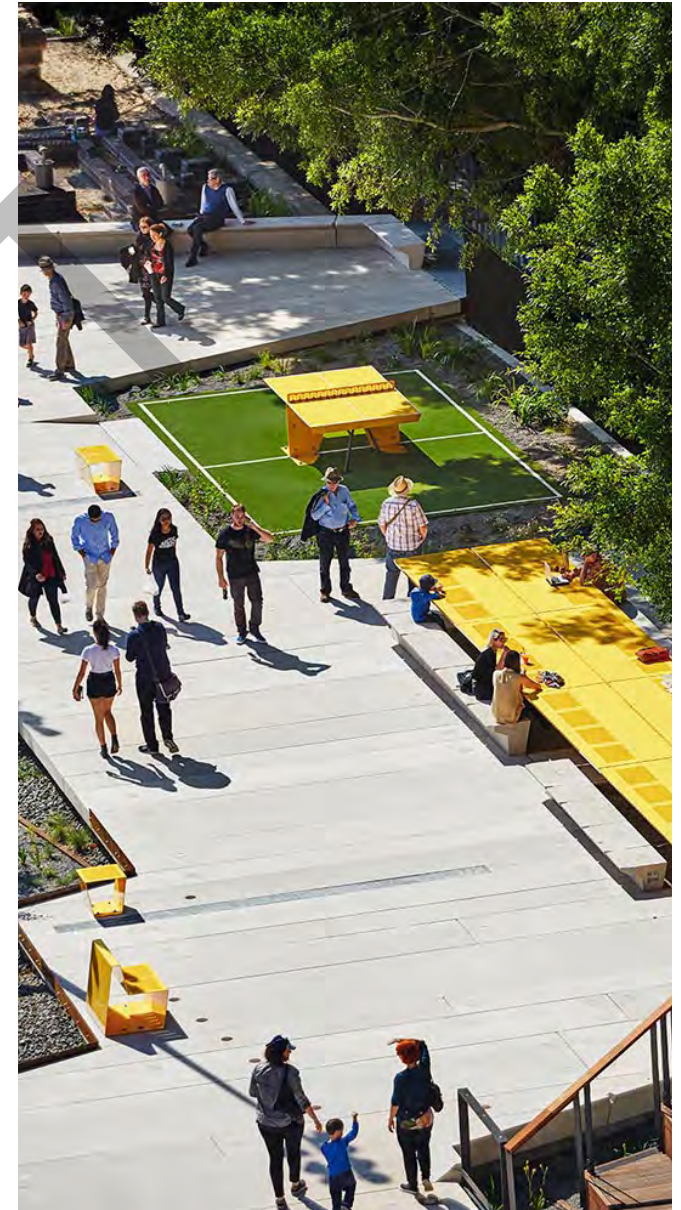
To provide pedestrian passageways and connections through buildings, while also providing open space amenities for both passerby's and adjacent residents.

FEATURES + ELEMENTS

The **Paseo** open space type should include:

- Pathways for pedestrian connections
- Green space and trees
- Seating
- Small recreational activities
- Dedicated space for dogs and/or other pets

Paseo's provide important pedestrian connections, and are therefore also considered part of the transportation network. See Paseo street type guidelines on pages 108-109 for more detail.



Enhanced Streetscape

INTENT

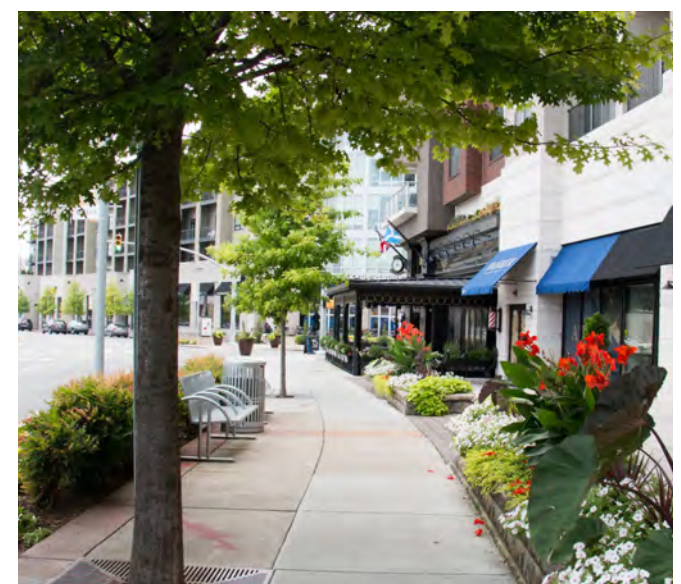
To provide streets that are first and foremost designed to create a friendly pedestrian experience, in part by providing the appropriate pedestrian amenities.

FEATURES + ELEMENTS

The *Enhanced Streetscape* open space type should include:

- Seating
- Outdoor dining seating (where applicable)
- Landscape plantings
- Unique/Interesting paving
- Pedestrian lighting
- Public art integrated into functional streetscapes
- Street furniture such as trash/recycling receptacles, bollards, and more

See streetscape guidelines on pages 98-99 for more detail.



Private Courtyard / Rooftop Deck

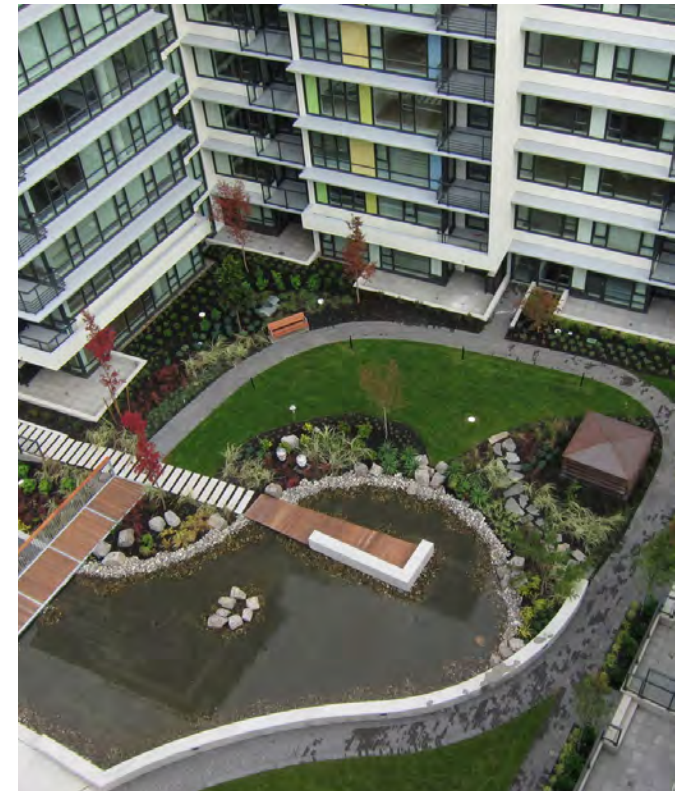
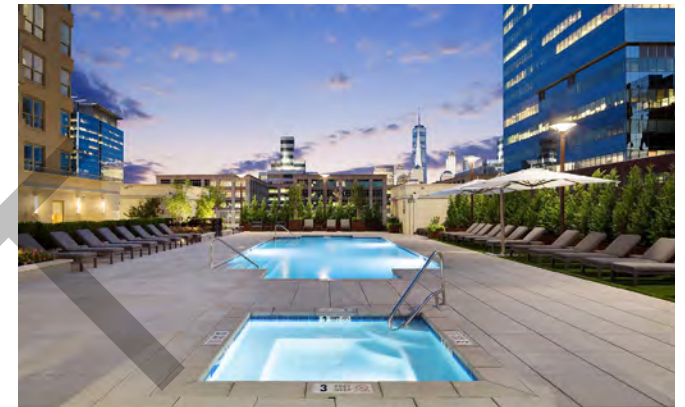
INTENT

To provide private open spaces for residents and/or employees of a building.

FEATURES + ELEMENTS

The **Private Courtyard / Rooftop Deck** open space type should include:

- Lounge and relaxation spaces
- Pools and hot tubs
- Outdoor cooking facilities
- Fire places
- Green space and trees
- Seating
- Small recreational activities
- Small private event gathering spaces



Recreation

INTENT

To provide recreation facilities that offer formal recreational opportunities for residents and visitors.

FEATURES + ELEMENTS

The **Recreation** open space type should include:

- Sports fields
- Seating for spectators



Landscape Design Theme

INTENT

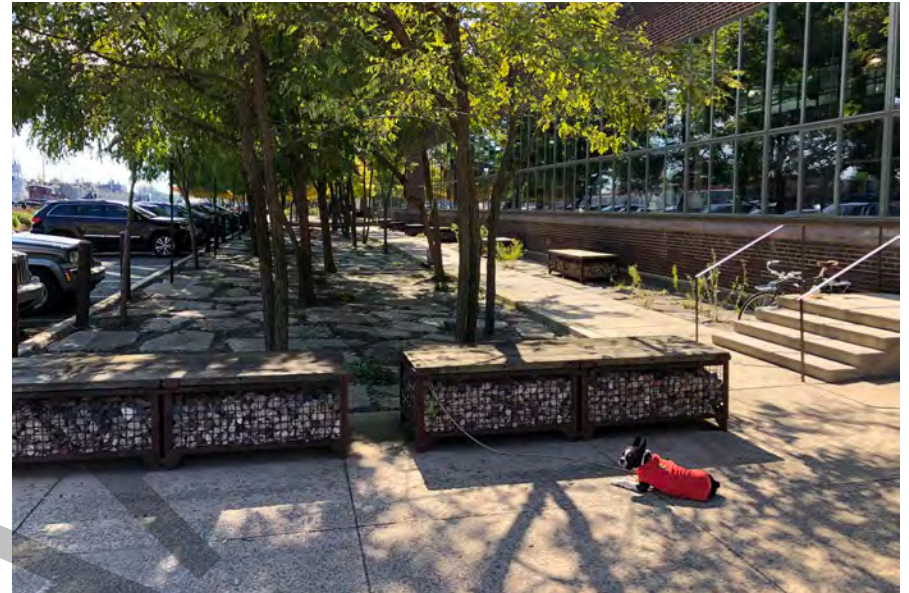
To establish a specific “look and feel” throughout the study area to unify the area by developing a landscape “language” that will help brand the neighborhood with a unique aesthetic that also works with the architectural design.

DESIGN THEME - “CONTEMPORARY INDUSTRIAL”

The landscape design theme for Clearfield Station will mirror the architectural design theme with a contemporary industrial style that is modern, yet is rooted in the industrial character that surrounds the site. This industrial character helps to create a brand for the site and provides a common theme that ties the neighborhood together.

LAWN AREAS

Lawn areas should be used strategically in areas that will become functional gathering places. Lawn areas should be minimized in other areas, and replaced with more water efficient landscape planting.





Materials + Colors

INTENT

To ensure a consistent application of complementary and high quality materials throughout the neighborhood that will reinforce the unique identity and a sense of place.

DESIGN GUIDELINES

- Landscape materials should reinforce the industrial theme by using concrete, steel, timber, brick and stone. See materials images for specific application of these materials.
- Utilize historic industrial remnants from the adjacent railroad, industrial area, and/or the historic navy depot, by integrating them into the landscape, if available.
- Materials are encouraged to have a weathered, industrial feeling. This could be done in various ways, such as using rough cut stone or concrete, or by using tumbled stone or brick. The weathered look should help create a feeling of “authenticity”

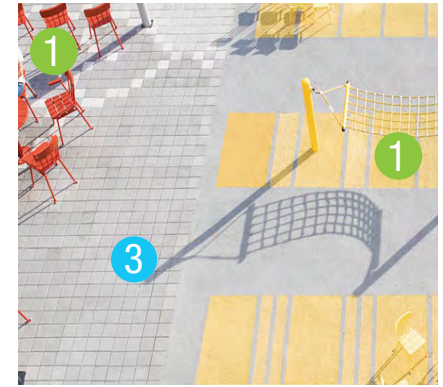
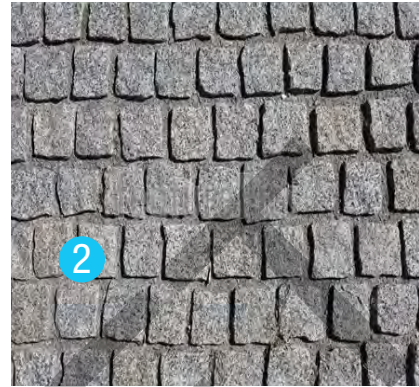
COLOR

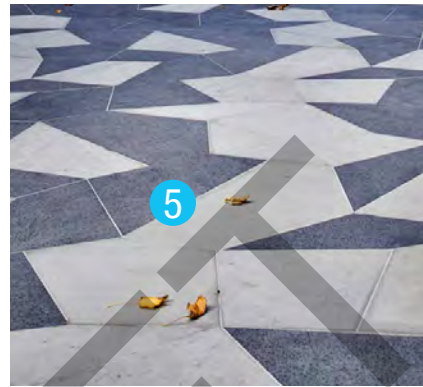
The most prominent color associated with industrial areas is gray, with reds and blacks also playing a large role. These colors should remain as a base for landscape material colors, but should also be supplemented with more modern and interesting colors. Specifically, brighter colors should be strategically added in minimal, but visually prominent ways, to contrast the muted gray tones.

- 1 Pop of Color as an Accent

ACCEPTABLE MATERIALS

- 2 Stone Pavers
- 3 Concrete Pavers
- 4 Broken Industrial Concrete
- 5 Abstract Industrial Broken Concrete
- 6 Decomposed Granite / Crusher Fines
- 7 Rough Cut Stone
- 8 Wood / Timber
- 9 Industrial Remnants (New + Old)
- 10 Steel / Railroad Track
- 11 Asphalt Pavers
- 12 Concrete / Board Form Concrete





Planting

INTENT

To reinforce the unique look and feel of Clearfield Station by utilizing planting in a way that is complementary to the contemporary industrial theme.

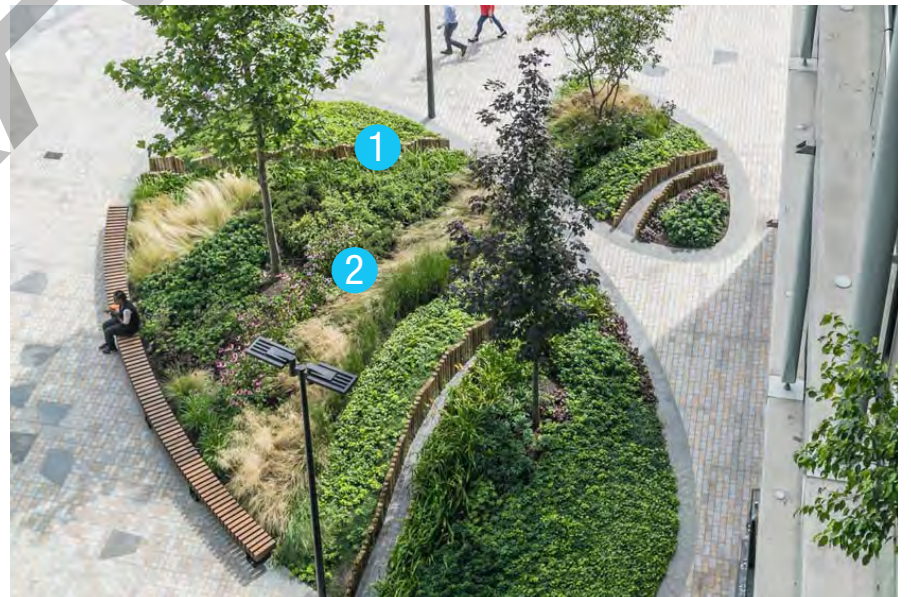
DESIGN GUIDELINES

- Planting areas should generally have an organic feel.
- Planting in groups to create attractive massings is encouraged.
- Lawn areas should be used strategically in areas that will become functional gathering places. Lawn areas should be minimized in other areas, and replaced with more water efficient landscape planting.
- Use perennials, bulbs, and wildflowers to add color to the landscape.
- Choose plants that minimize long-term maintenance costs.

PRECEDENT

- 1 Organic Planting
- 2 Groups of Plants create organized massing
- 3 Wildflowers and perennials add color to the landscape.
- 4 Lawn area appropriately sized for gathering space.
- 5 Trees provide shade





DRAFT



07

TRANSPORTATION + MOBILITY

FRAMEWORK + DESIGN GUIDELINES

DRAFT

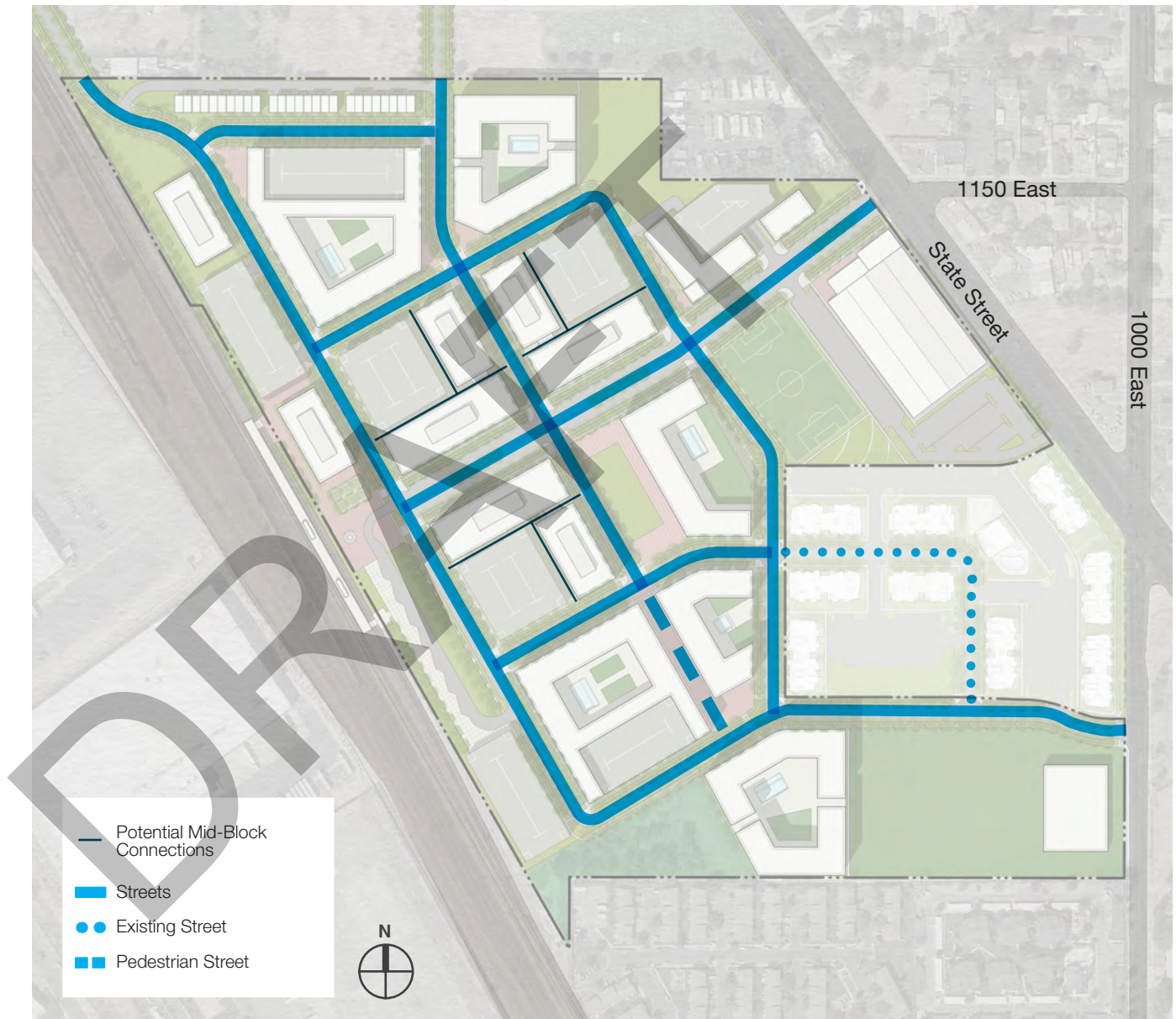


Streets + Blocks

The street layout of Clearfield Station will provide the foundation for the urban form of the area, which will help define the character and performance of the neighborhood. Once established, the street pattern will remain in place as the long-term structure and framework for the area, even as buildings and land-uses may change and evolve over time.

This layout incorporates the following:

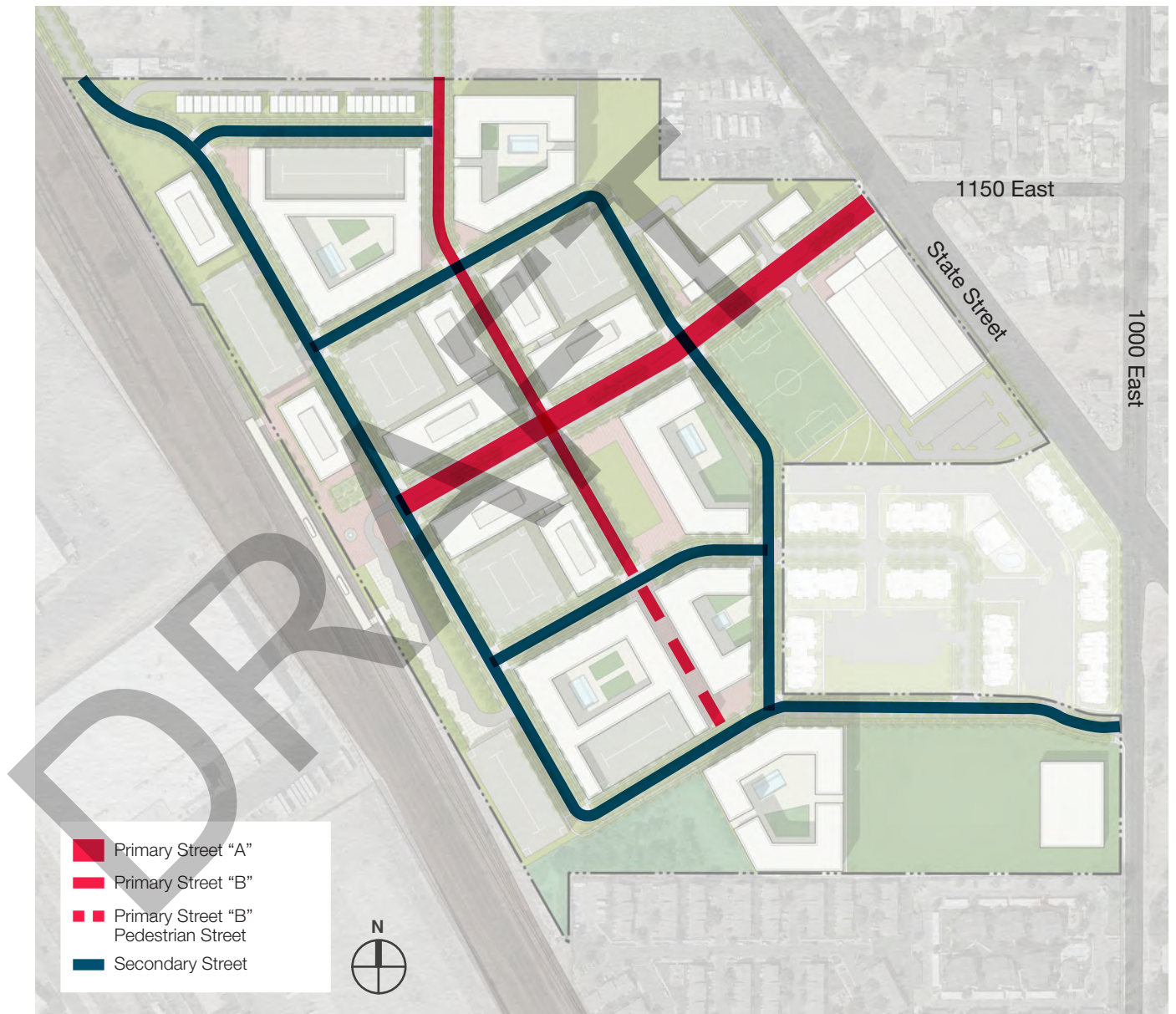
- New streets connect into the existing street pattern to increase connectivity into the site.
- Blocks are between 300' and 350' which is consistent with block sizes in successful, walkable downtowns throughout the country.
- The block size provides a good balance of ensuring good connectivity throughout the site, as well as providing a large enough block that it will allow for a variety of development options.
- Mid-block connections are encouraged to be designed into the site layout of each block, if feasible, to further increase connectivity.



Street Hierarchy

A hierarchy of streets has been established in order to define the most prominent and important streets in the neighborhood. It helps to define the various roles that different streets will play in regards to traffic volumes, modal choices, and pedestrian experience.

The street hierarchy specifically relates to the ground floor treatment of buildings, which is covered in Section 05 Buildings + Architecture of this document.

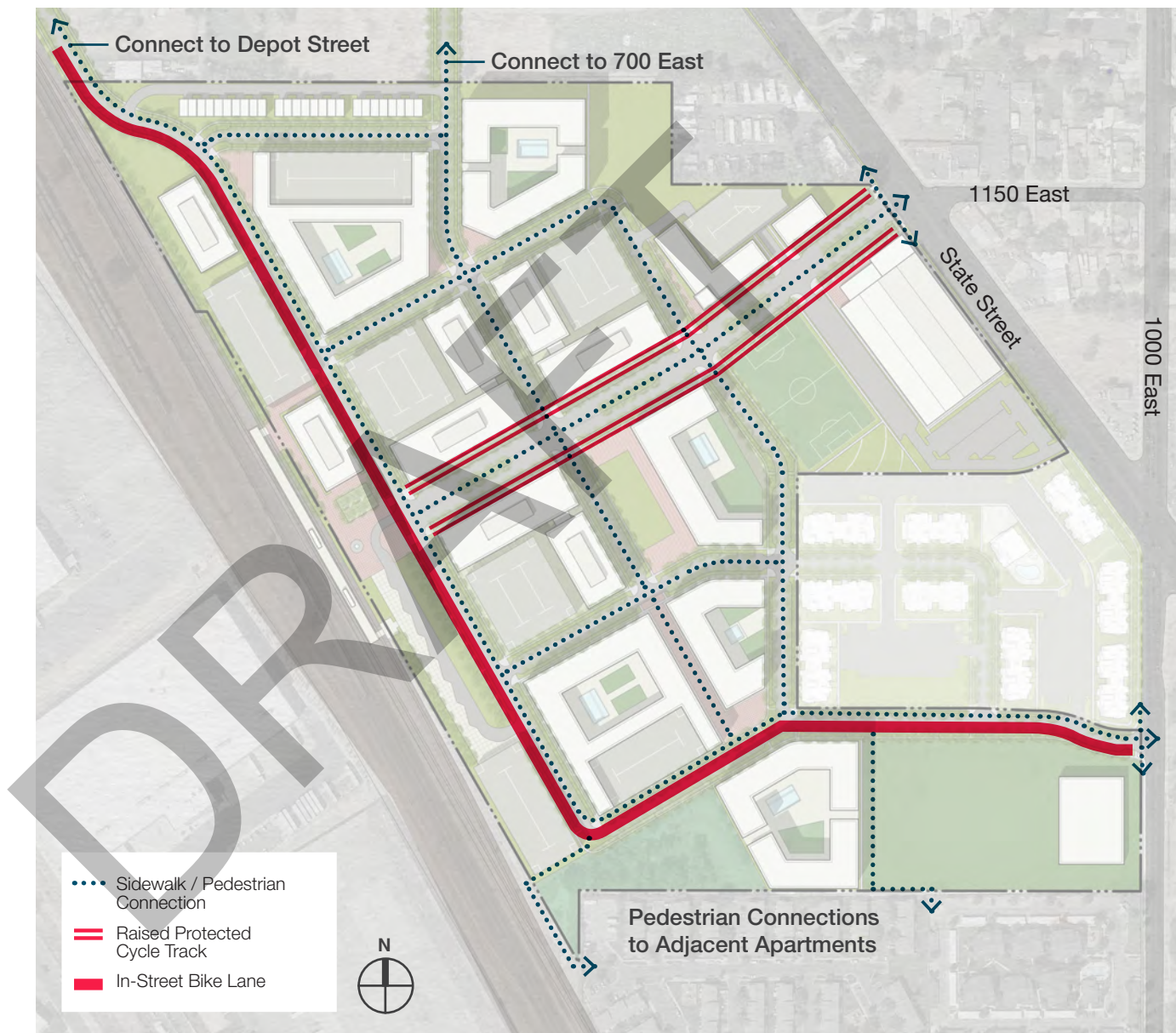


Active Transportation

Active transportation is defined as modes of travel that require physical effort. In Clearfield Station, this is specifically manifested as pedestrian and bicycle transportation.

Active transportation is an essential component of a transit-oriented development, as strong pedestrian and bicycle facilities allow transit users to connect from the train/bus to their destination with relative comfort and safety.

Quality active transportation facilities are also important for encouraging healthy lifestyles and reducing vehicle travel and congestion.



PEDESTRIAN FACILITIES

Clearfield Station will specifically focus on providing pedestrian friendly streets throughout the neighborhood. See street design guidelines on page 102-109.

Special attention should be paid to ensuring highly visible and safe street crossings. Crosswalks should be located at all intersections within the site to enhance pedestrian connectivity.

Bulb-outs (or curb extensions) should also be used throughout the neighborhood to calm vehicular traffic and shorten pedestrian crossings. Street trees should also be used to increase pedestrian comfort and calm traffic.

CYCLING FACILITIES

Cycling facilities are provided on the major streets that connect to existing streets outside of the site. A protected cycle track will be provided on the boulevard that connects State Street to the transit station. An in-street bike lane will run along Depot Street, through the site, and connecting to 1000 East. All other streets in the neighborhood will be designed to allow for a safe mix of cyclists and vehicles in vehicular travel lanes.

PRECEDENTS

- 1 Sidewalk with many elements that add to a comfortable, safe, and interesting pedestrian experience including street trees, planters, brick pavers, ground floor transparency, pedestrian lighting, bike parking, seating, and outdoor dining.
- 2 Bulb-out helps to calm vehicular traffic and shortens pedestrian crossing lengths.
- 3 Highly visible crosswalk with median refuge and signage.
- 4 In-street bike lane with a painted buffer to increase safety.
- 5 Raised Cycle track separates bikes (and other users, such as scooters, skateboarders, etc.) from vehicular traffic lanes. It also separates these users from the pedestrian sidewalk space.



Transit

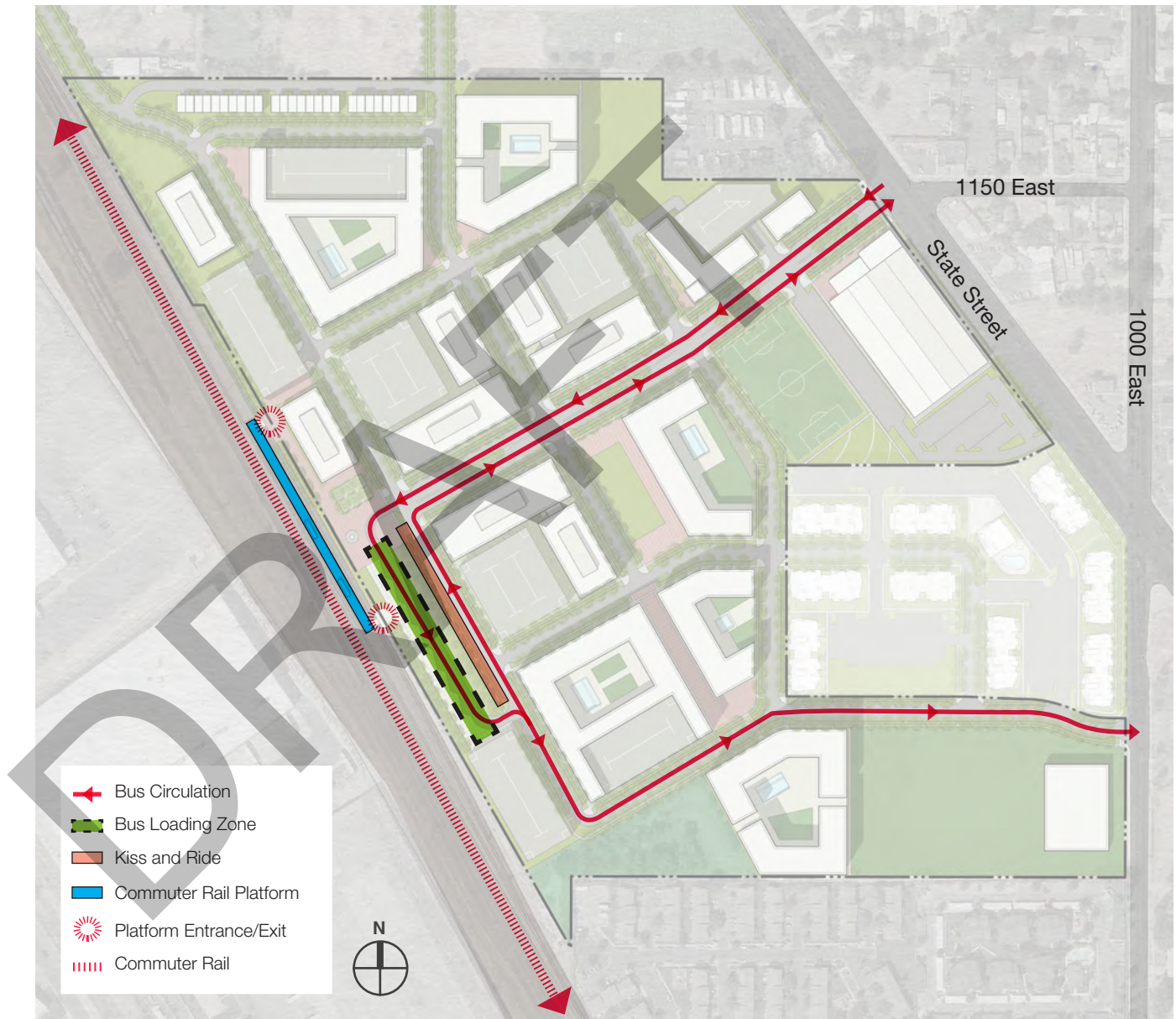
The commuter rail is the central feature of the Clearfield Station site, and the plan for the site is arranged to maximize its use as a method for transporting people to and from the site, which reduces the need for vehicular trips.

The commuter rail platform and entrances will remain as existing. The bus loading zone will mostly remain as existing, but will be expanded to the north to line up better with the new boulevard that connects State Street to the transit station.

Bus traffic will be largely be routed along the boulevard, with an option to exit at 1000 East if applicable.

A kiss and ride area will be established, as shown, to provide transit users from outside the neighborhood with convenient access in close proximity to the commuter rail platform.

Transit facilities shall conform to UTA's design standards.



Vehicular Transportation

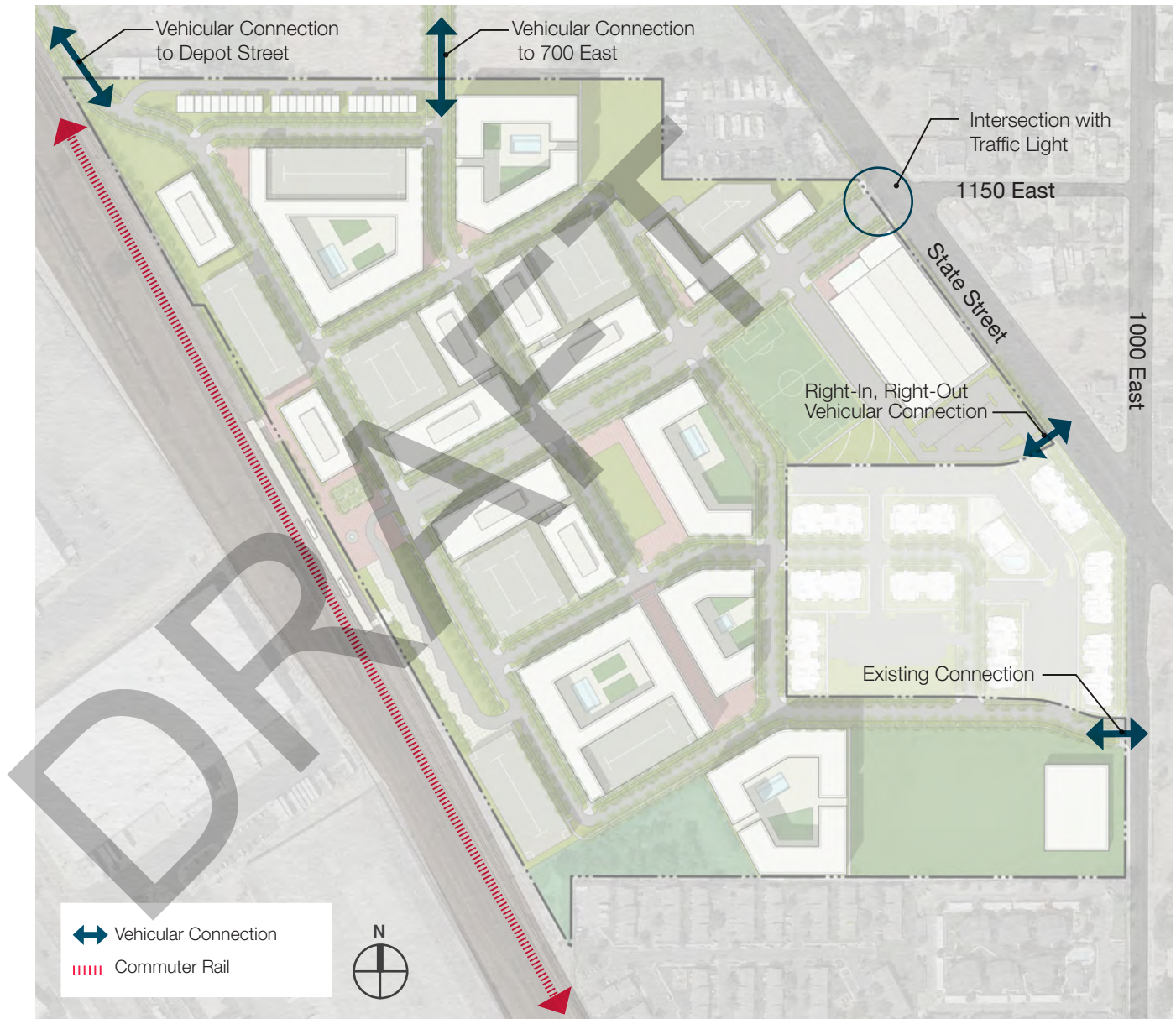
Clearfield Station is intended to be a multi-modal transportation system, with priority given to pedestrians and cyclists. However, vehicular transportation will still be a fundamental element that must be carefully planned to minimize traffic issues. The increase in development, as outlined in this plan, will have significant impacts on traffic, and traffic mitigation efforts must be carefully considered.

New streets should connect into existing streets to increase connections and to disperse traffic flows in and out of the site as much as possible. A connection to Depot Street should be prioritized. A connection to 700 East is also encouraged.

The existing intersection should be relocated to align with 1150 East, at the site's furthest point north on State Street.

This new intersection will likely need a traffic light eventually, and therefore, increasing the distance between the new and existing light at 1000 East is important.

See the Traffic Analysis Section on pages 96-97, as well as in *10 Appendix B: Traffic Analysis* for more information.



Traffic Analysis

A traffic impact analysis for the Clearfield Station Area Plan was done to identify the traffic impacts that the proposed land use scenario for the station will have in the surrounding intersections. For full Traffic Analysis Report, see Appendix B: Traffic Analysis, which is a separate document.

Trip generation for the project was computed using trip generation rates published in the Institute of Transportation Engineers (ITE) Trip Generation, 10th Edition, 2017, and Fehr & Peers' mixed-use development (MXD) methodology via MainStreet, a Fehr & Peers web application that captures the traffic benefits of developments by looking at interactions among the mixture of land uses and patron usage of alternative modes (i.e. transit, bicycling, and/or walking). The MXD trip generation methodology accurately captures the trip-reducing benefits of mixed-use development projects and is used throughout the United States to help developers, agencies, and the public to quantify these trip reductions.

The net external vehicle trips expected to be generated by the Clearfield Station TOD and the percent reductions due to trips that start and end within the development and trips that are done by transit, biking, or walking are shown in Table 1.

The Clearfield Station Area TOD will generate significant traffic to the surrounding intersections and mitigations will be needed to accommodate for the new traffic. This analysis focused on the analysis of four intersections close to the Clearfield Station Area:

- State Street/2000 North
- State Street/1000 East
- State Street/UTA Park-and-Ride Driveway
- State Street/700 South

The operating performance of these intersections is described by the Level of Service (LOS). LOS is measured quantitatively and reported on a scale from A to F, with A representing the best performance and F the worst. See Appendix B: Traffic Analysis for descriptions of each LOS designation.

Using the traffic modeling software Synchro and the HCM 2010 delay thresholds introduced above, the existing and existing plus project AM and PM peak hour LOS were computed for each study intersection. The preliminary results of this analysis are reported in Table 2.

Table 1: MXD Trip Generation and Reduction Estimates

Time Period	Project Gross Trips	Net External Vehicle Trips	Vehicle Trip Reduction
Daily	21,375	18,469	13.5%
AM Peak Hour	1,733	1,399	19.3%
PM Peak Hour	2,256	1,736	23.1%

Table 2: Level of Service Summary

Intersection			Existing	Existing Plus Project	Existing Plus Project Mitigated
ID	Location	Period	LOS & Sec/Veh ¹	LOS & Sec/Veh ¹	LOS & Sec/Veh ¹
1	Main Street / 2000 North	AM	C / 23	C / 30	C / 29
		PM	D / 43	E / 57	D / 44
2	State Street / 1000 East	AM	C / 24	C / 32	C / 29
		PM	E / 59	E / 75	E / 57
3	State Street / UTA Park-and-Ride Driveway	AM	B / 12	F / 88	F / 88
		PM	C / 18	F / <300	F / <300
4	State Street / 700 South	AM	D ² / 55	D ² / 55	D / 45
		PM	F / 87	F / 137	E / 55

1. Overall intersection LOS and average delay (seconds/vehicle) for the signalized intersections and worst movement LOS and average delay for the unsignalized intersections.

2. The threshold for LOS E is 55 sec/veh

ANALYSIS RESULTS

All intersections in the existing conditions operate at acceptable levels during the AM peak hour (LOS D or better); however, the State Street / 1000 East and State Street / 700 South intersections operate at a LOS E and LOS F, respectively, during the PM peak hour. With the addition of the proposed land use scenario for the Clearfield Station Area, the development access onto State Street fails during the AM peak hour, and all intersections operate at a LOS E or F during the PM peak hour. The existing plus project scenario was also mitigated, i.e., the signals were optimized to provide better results. This scenario shows significant improvements for all signalized intersection included in this study, especially State Street / 1000 East and State Street / 700 South intersection during the PM peak hour. Therefore, it is recommended that the signals are optimized when the Clearfield Station Area is developed.

MITIGATION STRATEGIES

Other potential mitigations to alleviate the impact of the development on the surrounding area are:

- **Signalize the development access onto State Street.**

State Street is a road under the jurisdiction of the Utah Department of Transportation (UDOT) and as such, UDOT access management guidelines must be followed. According to the UDOT Access Category Identification Map, State Street requires a signal spacing of 2,640 feet. The proposed access would not meet the signal spacing since it is approximately 930 feet from the nearest signal. In order to signalize the development access onto State Street, the developers will need to negotiate a variance with UDOT.

- **Distribute internal traffic to all development accesses.** The main access to the development will be through State Street. However, three other accesses are proposed for this development: a south access onto 1000 East, and two north accesses, one onto 700 South and one onto 1000 South (a neighborhood

street). Encouraging the use of all development accesses could alleviate the high traffic impact on State Street. However, a signalized access onto State Street might still be needed.

- **Signalize a secondary major access onto 1000 East.** 1000 East is a local road owned by Clearfield City. Adding a secondary major access onto this road will alleviate the traffic using access onto State Street.

- **Follow TOD best practices on parking supply.** Research conducted by the Utah Transit Authority and the University of Utah's Metropolitan Research Center indicates that mixed-use developments at transit stations generally require significantly less parking than similar developments that lack good transit access. The Utah Transit Authority also released Transit Oriented Development guidelines in 2014 that provide standards for parking, although these guidelines provide a greater level of parking than the University of Utah research suggests to be necessary.

- **Establish a Transportation Demand Management (TDM) coordinator.** Having a TDM coordinator for the site would help employees and residents find other means of transportation to/from the TOD beyond driving alone. Examples for TDM measures are incentivizing the use of transit, biking, and walking; having various office hours within the development; etc.

Streetscape

INTENT

To create a cohesive, functional, and safe network of streets and walkways that support a variety of travel modes and connects, attracts, and activates the neighborhood.

DEFINITION

The streetscape is defined in this document as the part of the street between the curb and the building.

DESIGN GUIDELINES

- The streetscape should be considered an important part of the neighborhood open space system, and should provide safe, comfortable travel, as well as provide interesting places that are desirable to spend time.
- Streets should be designed as outdoor rooms with attractive places to sit, stop, gather, and play.
- Streets should provide opportunities for neighbors and visitors to meet one another and create a vibrant community-oriented neighborhood experience.

- Paving materials and patterns should provide interest and excitement, while also being durable, functional, and easy to maintain.
- Changes in paving should be used to differentiate between streetscape zones.
- Curb radii should be minimized on street corners to slow vehicles making turning movements and maximize pedestrian safety.
- Bulb outs should be used at all intersections and mid-block street crossings to calm traffic and minimize the length of pedestrian crossings.
- Green infrastructure may be incorporated into the streetscape in the street zone with stormwater retention systems or other innovative green systems.

BUILDING ZONE

The building zone is the space between the travel zone and the building facade. This zone can be used to display merchandise, enhance entryways, or provide outdoor seating and dining. It should generally be thought of as an extension of the building into the public realm. This space will typically need to require some space from a building setback to provide enough usable space.

TRAVEL ZONE

The travel zone is reserved for unobstructed pedestrian travel. It is located between the building zone and the street zone. This space must remain at least five feet wide.

STREET ZONE

The street zone is the space between the travel zone and the street. This area can be landscape or hardscape, and is where trees and street furniture should be located.

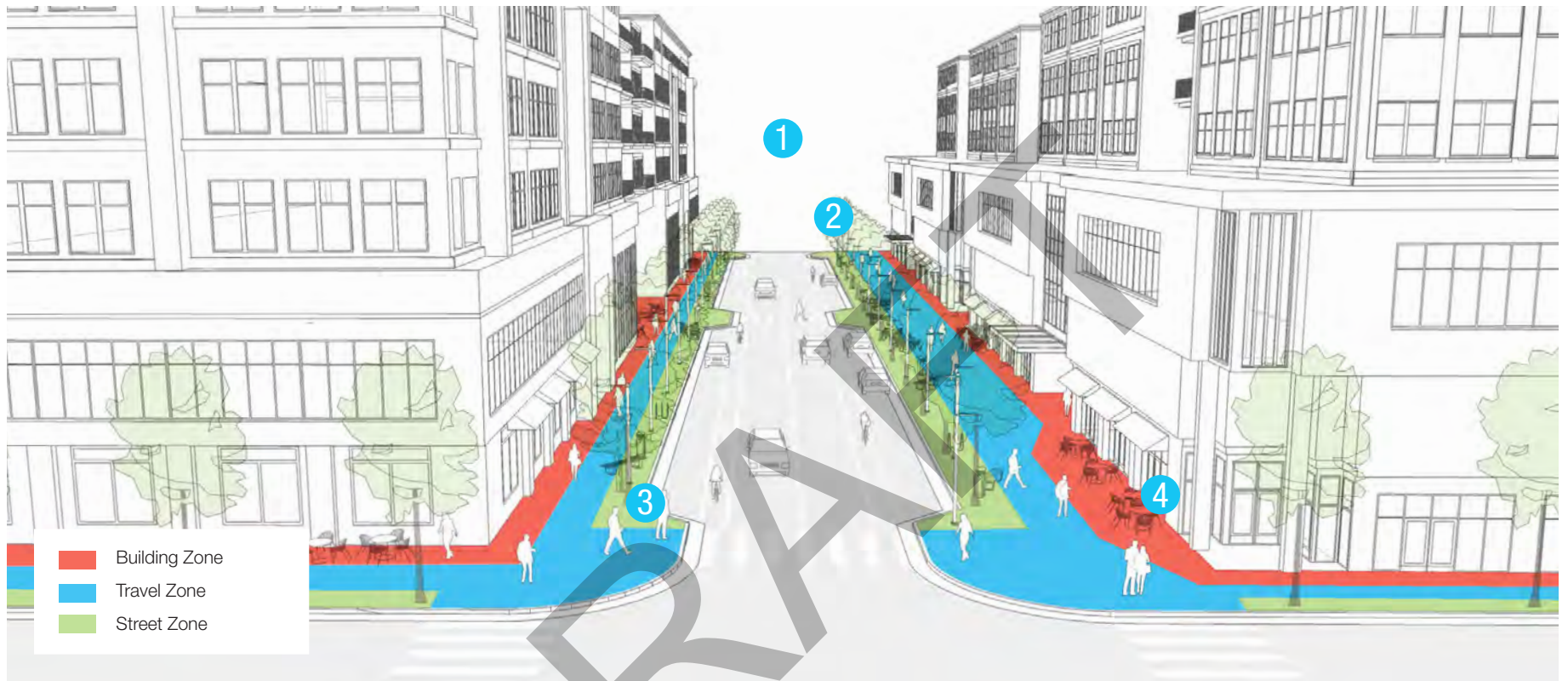
STREET TREES

Street trees are required in regular intervals on all streets in the neighborhood. They should at least be located 30 feet apart.

STREET FURNITURE

Street furniture should be provided as part of the general streetscape design for all streets in the neighborhood. The following list includes street furniture that should be included within the Clearfield Station site. However, not all streets will require all street furniture elements.

- Street Lighting
- Pedestrian Lighting
- Seating / Benches
- Trash / Recycling Receptacles
- Bike Racks
- Wayfinding Signage
- Raised Planters
- Bollards



GENERAL STREETScape ELEMENTS

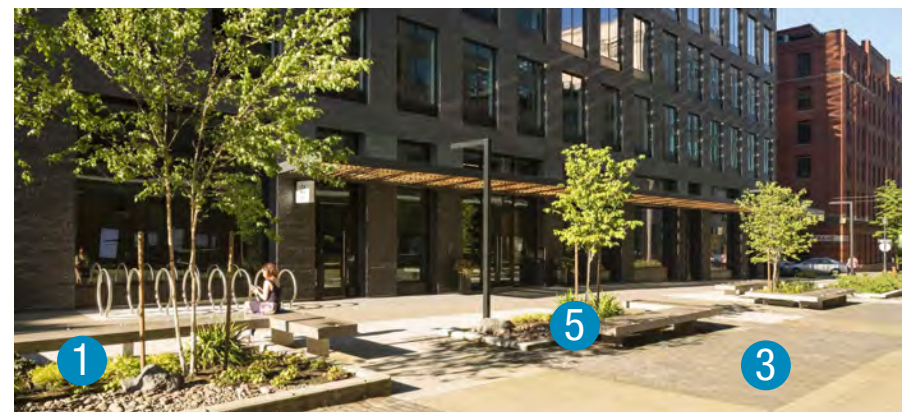
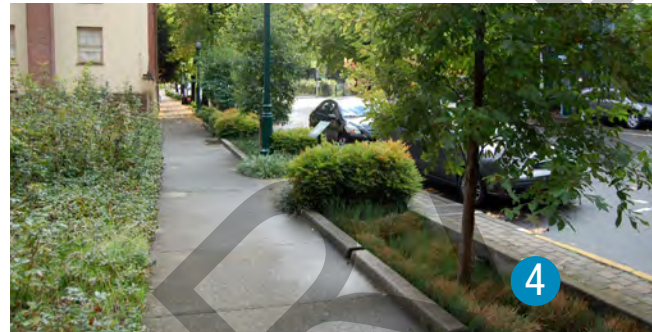
Streetscape design is key in creating an inviting pedestrian environment and a walkable neighborhood.

This graphic demonstrates how the three streetscape zones are broken down, and the simple fundamentals behind effective street design.

- 1 A consistent streetwall on both sides of street, as well as vertical elements such as trees, create a sense of enclosure.
- 2 A consistent row of trees provides a sense of enclosure, protects pedestrians from vehicles, provides shade, and brings nature into the urban environment.
- 3 Street furniture such as lighting, seating, trash receptacles, and bike racks are included in the street zone as pedestrian amenities.
- 4 Seating and outdoor dining is provided in the building zone as an extension of the indoor dining area.

STREETSCAPE PRECEDENTS

- 1 Street zone contains trees, plantings and street furniture.
- 2 Building zone contains pedestrian amenities such as outdoor dining.
- 3 Interesting paving pattern brings excitement and refinement to the street
- 4 Bioretention strip is built in to the street zone of the streetscape to filter stormwater.
- 5 Seating is designed into interesting streetscape planters.



Street Types

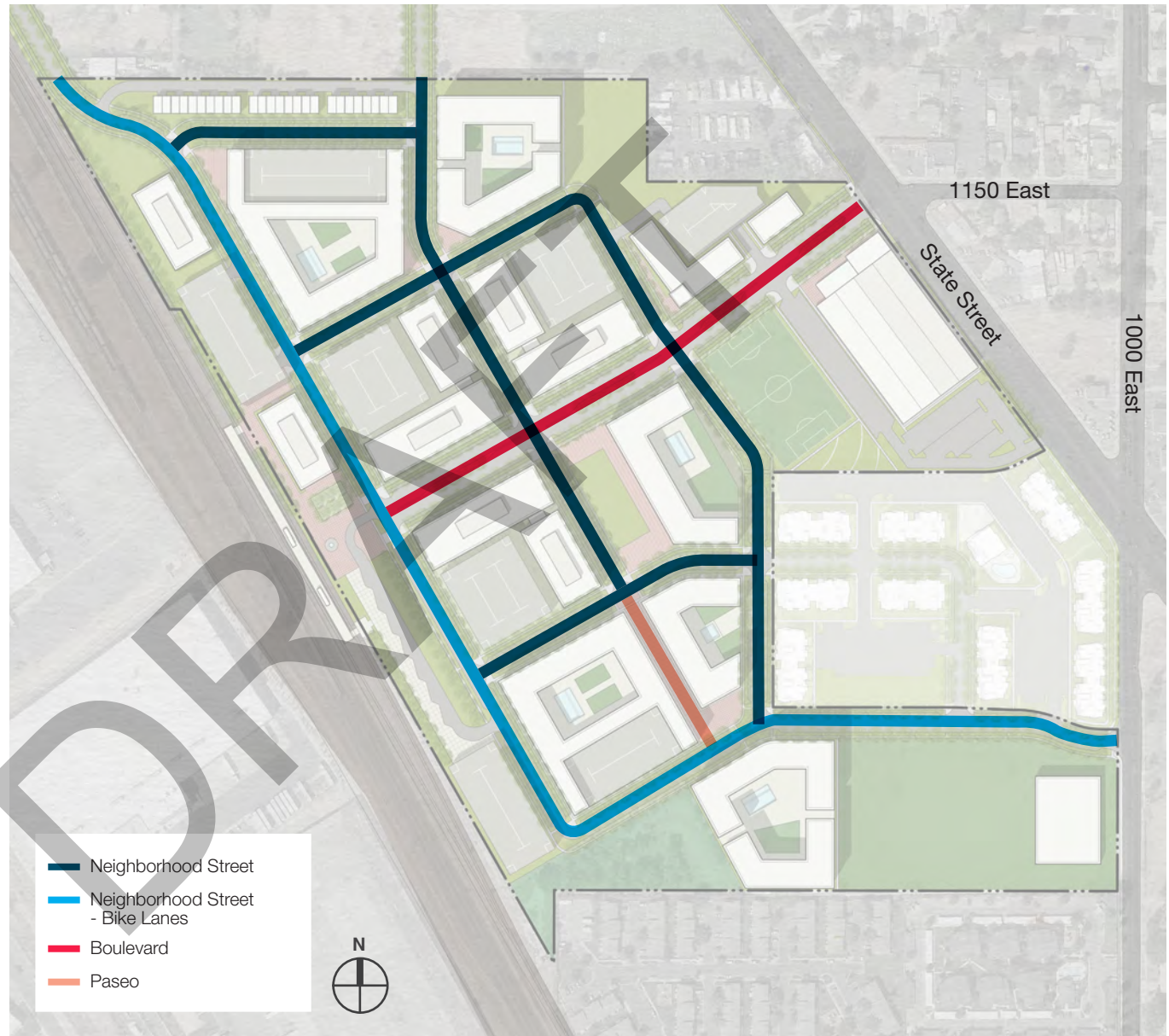
Four street types have been established for the Clearfield Station site.

The *Neighborhood Street* is the default street design, and the most common street in the neighborhood.

The *Neighborhood Street - Bike Lanes* street type is identical to the "Neighborhood Street," but has dedicated in-street bike lanes.

The *Paseo* street type is a pedestrian only street that breaks up a large block with a pedestrian connection, while also providing an inviting space for adjacent residents.

The *Boulevard* street type is established as the primary street in the neighborhood, which connects State Street to the transit station.

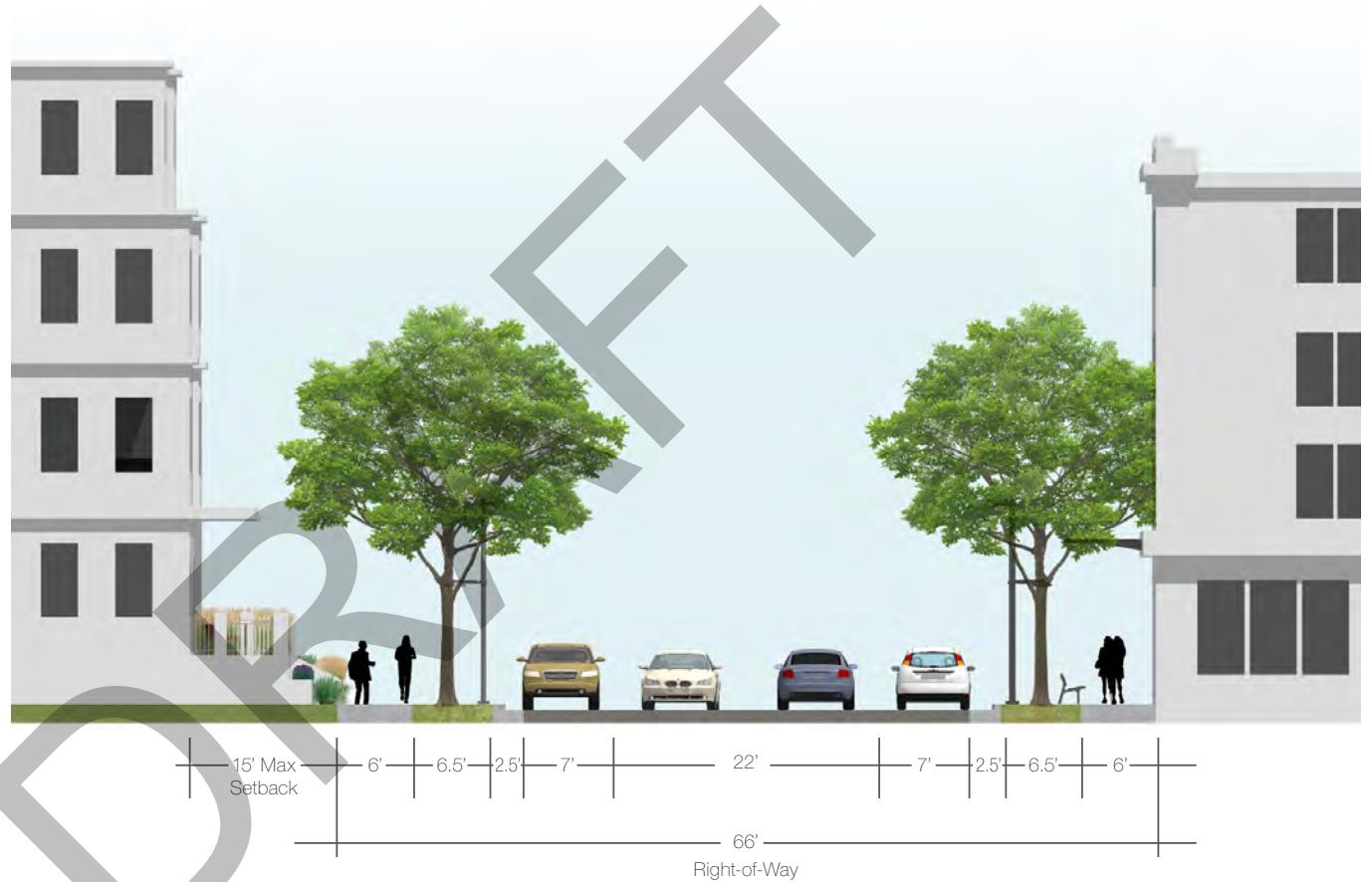


Neighborhood Street Type

The *Neighborhood Street* type is the default street type that will be used at Clearfield Station and will make up the majority of streets in the neighborhood. It is intended to provide access for neighborhoods and function as a livable outdoor space. The design and layout of the street is a simple, time-tested solution that creates safe, walkable, and livable streets.

The neighborhood street type includes on-street parallel parking, street trees, plantings, lighting, benches, and sidewalks.

This street section is designed for a slow speed, which allows bicycles to safely and comfortably share the vehicular lanes.

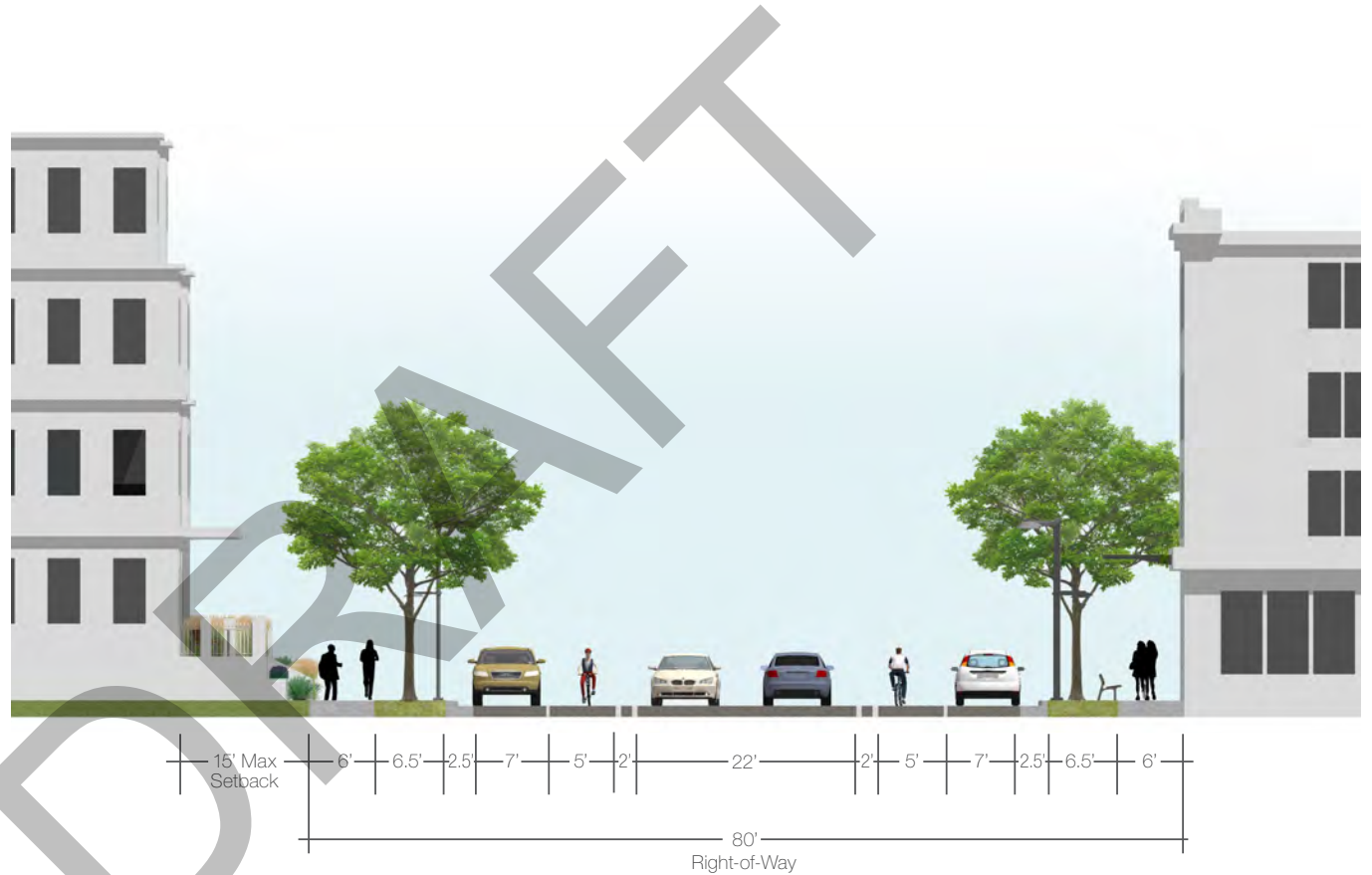




Neighborhood Street - Bike Lanes Street Type

The *Neighborhood Street - Bike Lanes* street type is identical to the *Neighborhood Street* type, with the exception of adding on-street dedicated bike lanes.

The buffered bike lanes on these streets will provide safe and convenient access for bicycles on the streets that connect Clearfield Station to the rest of the City.



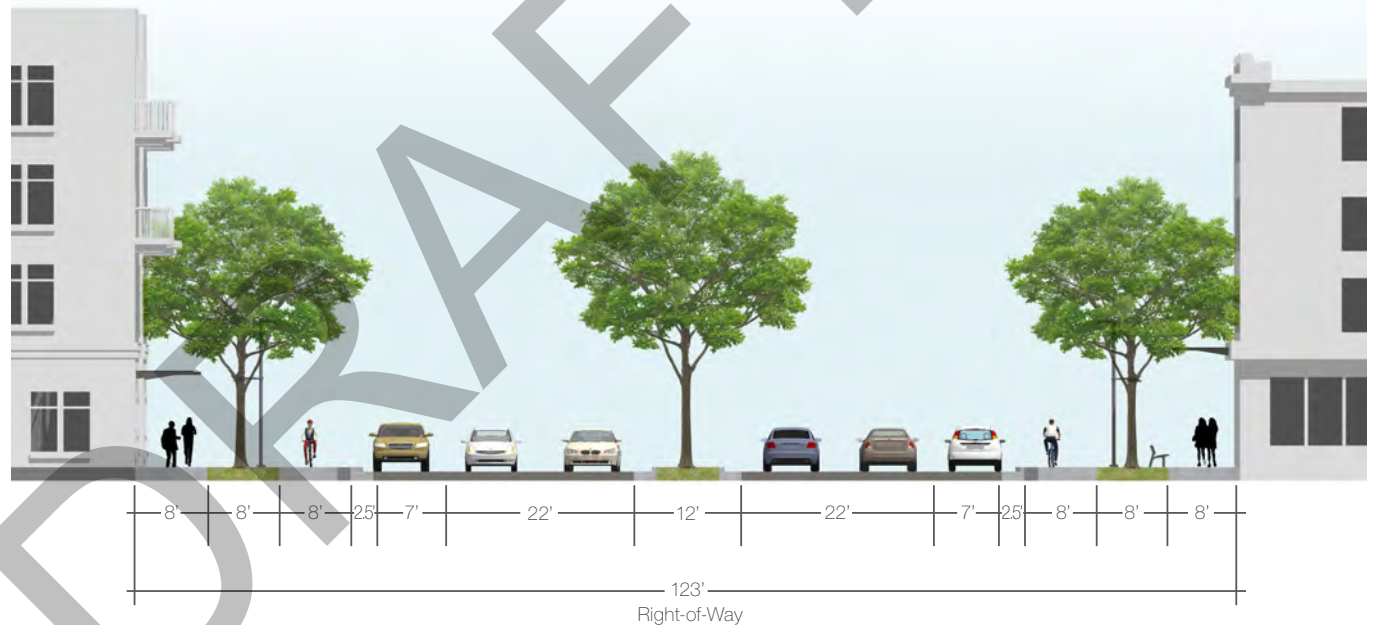


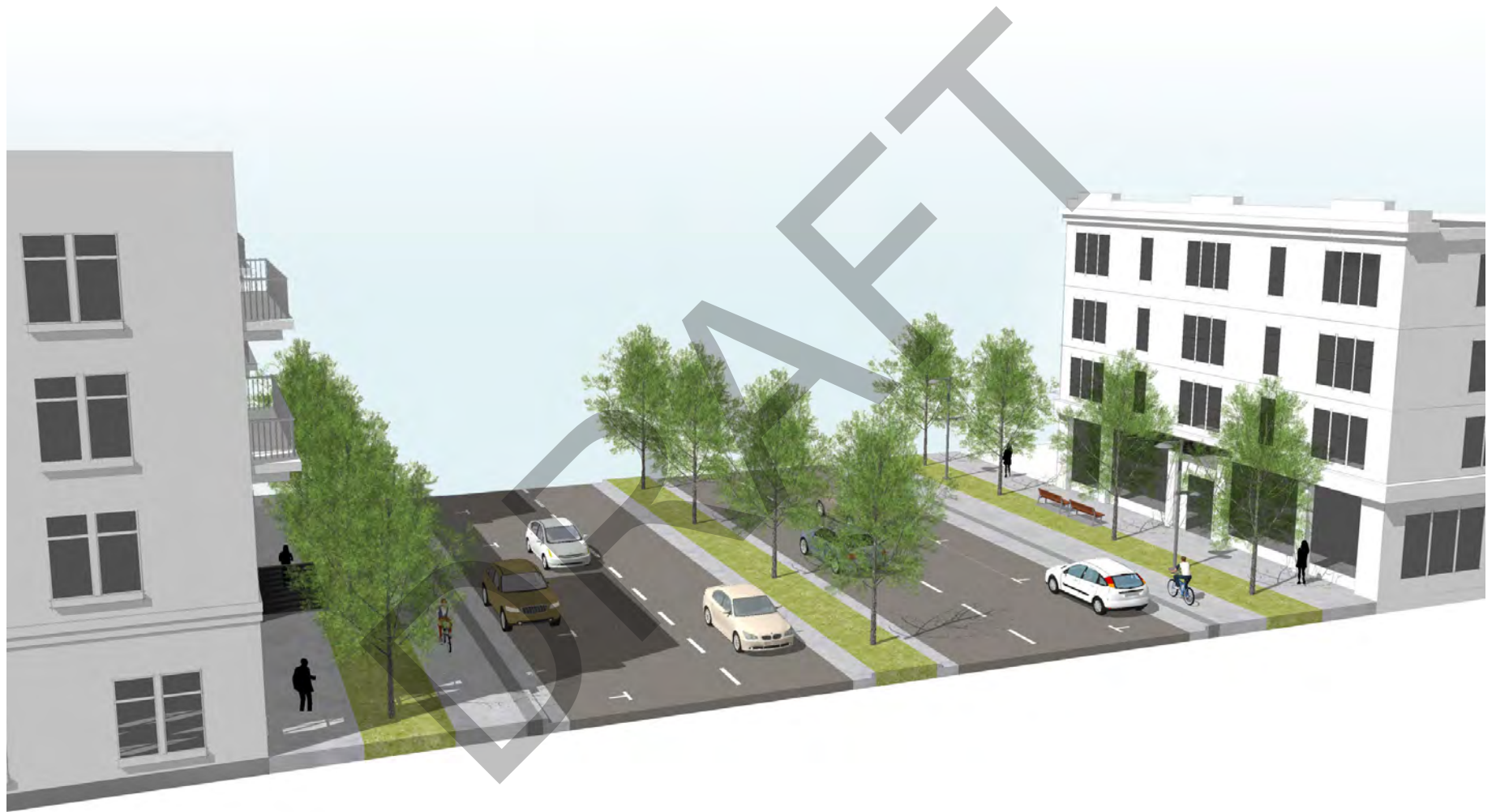
Boulevard Street Type

The *Boulevard* street type is intended to be the primary street in Clearfield Station, connecting State Street to the Transit Station.

The Boulevard should be designed to have a grand, iconic appearance, as it is the main entrance to the neighborhood and the heart of Clearfield Station. It should be designed to be functional, safe, and convenient for multiple modes of travel, including vehicles, bus, bicycles, and pedestrians.

The Boulevard street type includes on-street parallel parking, street trees, plantings, a planted median, sidewalks, lighting, benches, and other street furniture.



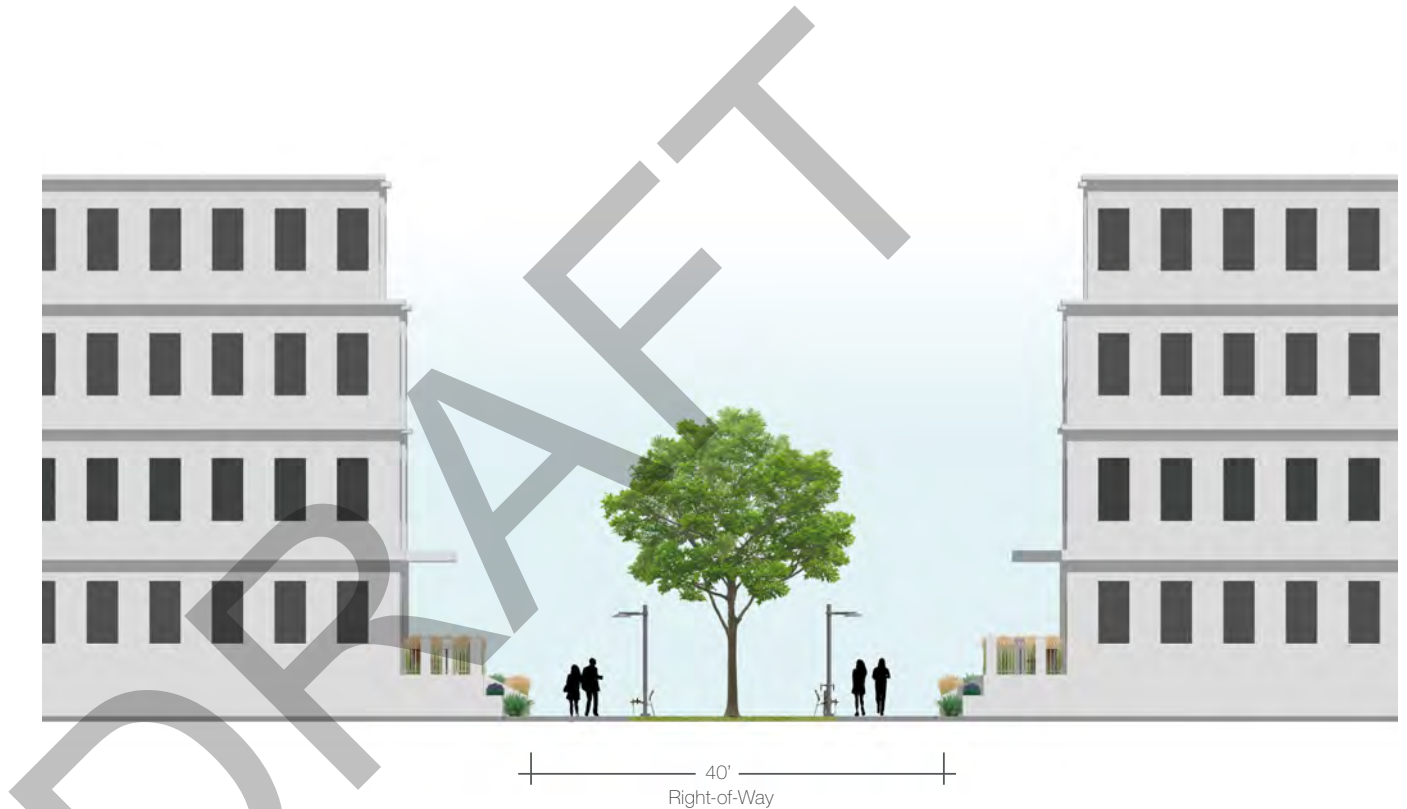


Paseo Street Type

The *Paseo* street type is intended to allow public pedestrian access through a large block.

The right-of-way should be developed with a passageway of at least 10 feet and provide a strong, obvious pedestrian connection.

Paseos should also be treated as an outdoor amenity space for adjacent residents. See the *Paseo* open space type on page 78 for more detail.





Parking

OVERVIEW

A comprehensive strategy to deal with parking is one of the most important aspects of creating a successful, walkable, TOD environment. Nearly all parking at Clearfield Station is intended to eventually be provided in structures or on-street, with the possible exception of parcels near State Street/1000 E that are used for recreation and/or education facilities. Townhouse uses will also be individually parked.

The traffic analysis that was completed as part of this study recommended the number of parking stalls provided to be in the 2,000 - 3,000 range. See Appendix B: Traffic Analysis for more info.

INTENT

To arrange parking in a way that promotes walkability, while still providing convenient and accessible parking.

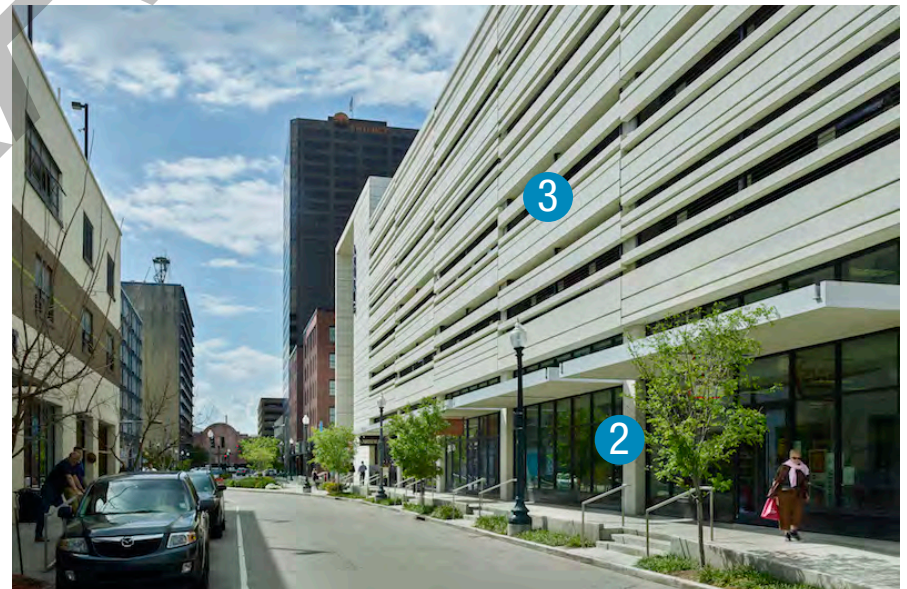
DESIGN GUIDELINES

- Dedicated parking structures will provide parking for park and ride purposes.
- Adequate bike parking should be provided for each building in the neighborhood.

- Parking structures are not allowed on “Primary Street A” as defined on page 91.
- Parking structures facing “Primary Street B,” as defined on page 91, should have active uses on the ground floor.
- All streets in the district should include on-street parking, as defined for each street type on pages 102-107.
- Shared parking strategies are encouraged.

PARKING STRUCTURE PRECEDENTS

- 1 Parking Structure is wrapped by buildings to hide the parking structure from the street and public open spaces.
- 2 Retail uses on the ground level of parking structure activates the street.
- 3 Decorative facade treatment of parking structure adds visual interest to the street.



CONCEPT PLAN PARKING

The concept plan is drawn with a number of parking configurations and strategies that could be used to provide parking on the Clearfield Station site. Some of these include, but are not limited to:

Underground Parking Structure:

Parking structure is located under the building.

Freestanding Parking Structure:

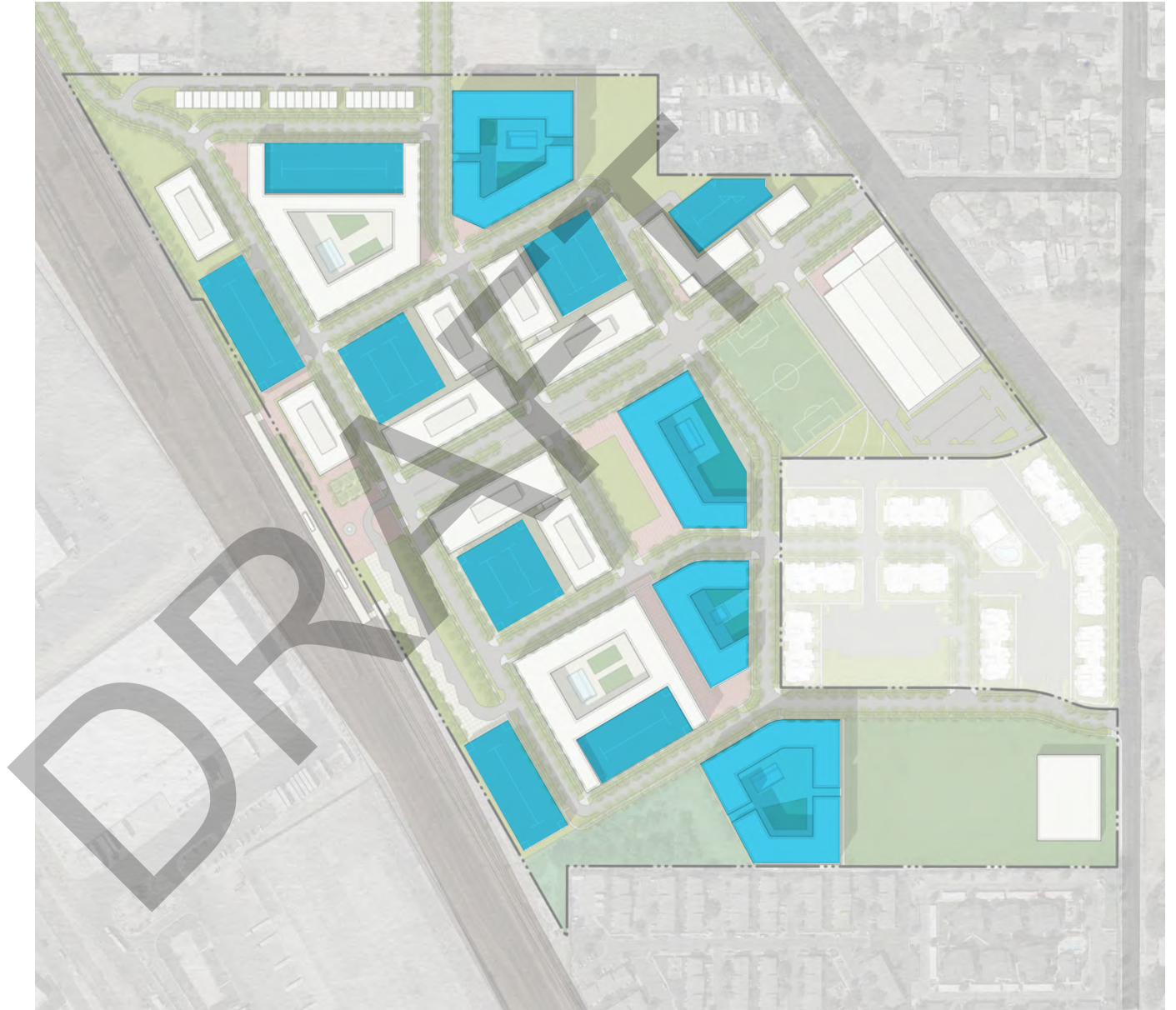
Parking Structure is above ground and not connected to any other building.

Wrapped Parking Structure:

Parking structure is “wrapped” by the building so that the structure is not visible from the street.

Podium Parking Structure:

Parking structure is contained within the building footprint, above grade.



DRAFT



08

***STRATEGIC
RECOMMENDATIONS***

DRAFT



Implementing the Plan

For the vision and objectives laid out in this plan to be realized, it will likely be the result of a long-term process, where residents, City staff, UTA staff, and elected officials have championed the vision and ensured the development of the site that they want to see. This plan presents the vision and illustrative plan for Clearfield Station, but for the type of development this plan envisions to be built, more steps will need to be completed.

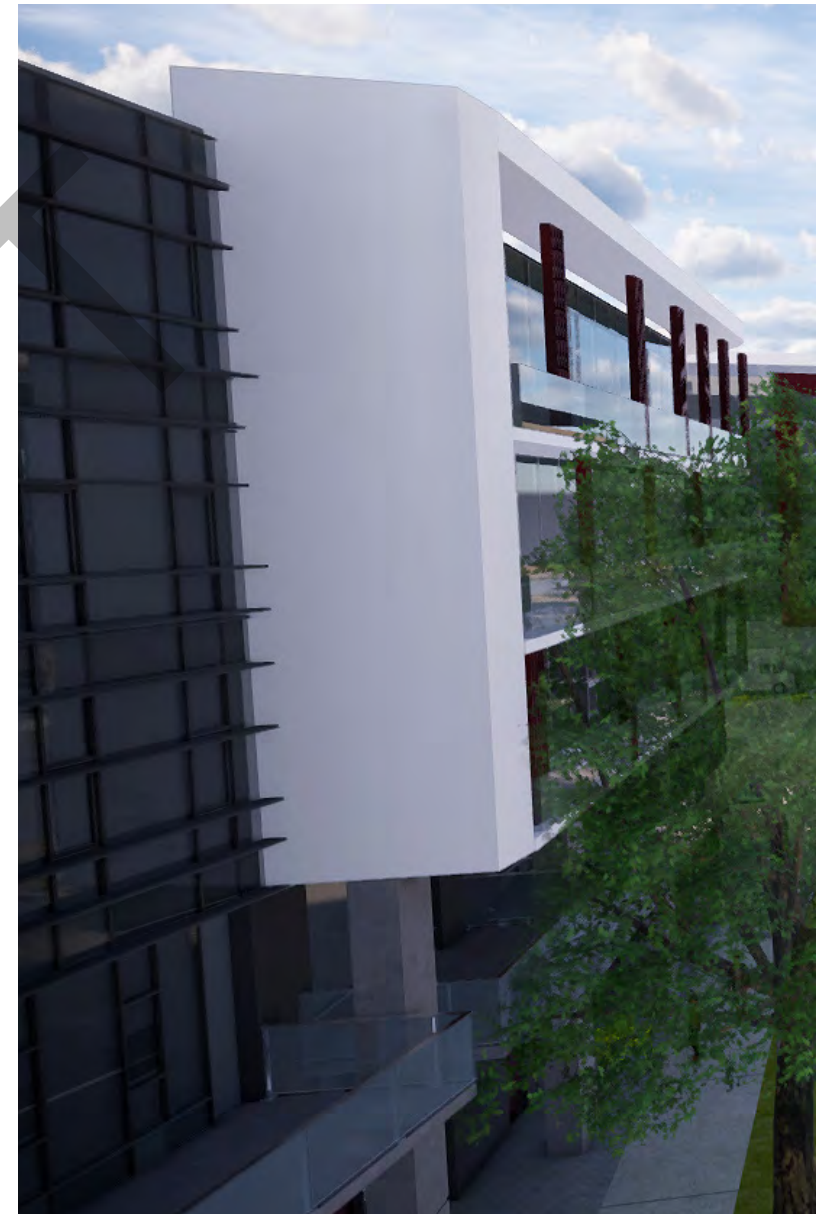
The strategic recommendations outline the next steps for Clearfield Station. They are intended to provide the action items that the City, UTA, or other stakeholders must complete in order to have the site ready for implementation. Not all steps must be completed before development on the site can begin, but each step will need to eventually be completed to ensure the site reaches its potential as outlined in this plan.

The strategic recommendations are broken down into four categories:

- Policy Updates + Plan Amendments
- Economic Development
- Transportation
- Physical Improvements

RENDERING

The image on the following page is a conceptual rendering showing the potential for this site at full buildout.





Policy Updates + Plan Amendments

- Ensure Consistency Between the Clearfield Station Area Plan and All Planning and Regulating Documents**
 - The Clearfield General Plan has been recently updated to support the Creating Downtown Clearfield Plan (2016). This plan supports the development of a TOD on the Clearfield Station site. However, if any inconsistencies are found, these documents should be amended to align with the Clearfield Station Area Plan Vision.
 - The Master Street Plan and Master Trail Plan should be updated to be consistent with the Clearfield Station Area Plan + Design Guidelines.
- Rezone Site**
 - The zoning code for the Clearfield Station Site should be consistent with the Clearfield Station Area Plan + Design Guidelines.
- Update City Transportation Policies to Include/Allow the Street and Transportation Related Design Guidelines as Outlined in this Plan.**
- Develop a Brand for the Site**
 - Create a unique brand that will help create visibility for the site and help it become more attractive to developers, future residents, and employers/employees.

Economic Development

- Consider Formation of a Transportation Reinvestment Zone (TRZ)**
 - This program allows for transportation type improvements with tax increment financing, but most importantly for Clearfield, it would remove the need of setting aside ten percent of the increment for affordable housing. A TRZ would also give UTA a greater say in what happens to the site.
- Reevaluate Retail Buying Power**
 - As new residential product is introduced into the area, the City should consistently reevaluate the retail buying power potential. That actual, or even planned growth, can be translated into specific buying power in terms of real dollars. That information needs to be used in attracting new retailers to the overall site.
- Reevaluate Fiscal Impacts of Use Types**
 - The City should regularly reevaluate the fiscal impacts of use types to reconsider their municipal cost models and make changes as market conditions affect different real estate Sectors.
- Solicit Development Partners and Commercial Tenants**
 - UTA and the City should actively solicit development partners and commercial tenants who share the vision for the Clearfield Station Site.

Transportation

- Request a Transportation Impact Study (TIS) for the final development plan
 - A TIS should be completed when the land use, land use intensity, and developer are ready to build the development
- Develop a Refined Site Plan
 - Develop a site plan describing the physical location of buildings, accesses, and parking within the development. This plan should reflect the finalized design of the development for approval by Clearfield City, UTA, and UDOT once a developer is ready to develop the land.
- Complete an Operational Analysis and Circulation Plan
 - Due to the high-density development of the Clearfield Station Area, an internal operational analysis should be completed to determine the type of traffic control needed within the development (two-way stop control, four-way stop control, free, etc.).
- Obtain a variance with UDOT to build a signal at the development access and State Street
 - If from the TIS a signal is needed at the development access and State Street, a variance should be negotiated with UDOT since their Access Management guidelines do not allow a signal at this location.
- Develop Parking Strategy
 - Develop a strategy for parking on the Clearfield Station site that takes into account opportunities for shared parking, phasing, and other innovative strategies to provide parking for employees, residents, and visitors.

Physical Improvements

- Allocate Tax Increment to Construct Parking Structures Near Station Platform to Provide Park & Ride parking for Transit Users.
- Realign the main intersection on State Street to the location shown in the concept plan.
- Construct the boulevard street that connects the main intersection on State Street to the transit station.
- Extend Depot Street into site and connect to the boulevard street.
- Extend trails and make pedestrian connections into site from surrounding areas.

DRAFT



09

Appendix A

MARKET STUDY + ECONOMICS

ZIONS  PUBLIC FINANCE, INC.

DRAFT



Overall Clearfield

KEY MARKET CHARACTERISTICS

- Sales leakage is notable, with Clearfield only capturing approximately 40 percent of what residents spend. Major benefactor of Clearfield leakage is Layton.
- Median incomes for Clearfield are roughly 35 percent lower than the countywide average, and well below nearby Syracuse and Layton. Consequently, retail buying power is limited.
- Retail is overbuilt in certain areas, and Class B/C space that is vacant will most likely be repurposed. Current returns are insufficient to stimulate much retail use in aged centers that don't have Class A locations.
- Office is experiencing healthy demand in the region, and Clearfield offers few places that can accommodate larger users that need Class A/B space.
- Demand is moderate for flex office and warehousing/distribution/manufacturing space, with users noting that upgraded space is needed in comparison to the Freeport Center.

Clearfield Station

KEY MARKET CHARACTERISTICS

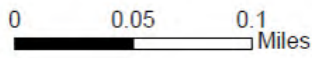
- Clearfield Station represents one of a limited few sites in Davis County with 50+ acres that can support multiple uses in an urban/suburban environment.
- Financial feasibility is greatly improved with the property's designation as an Opportunity Zone. Previously, office and notable retail would not be financially feasible. With the additional tax savings from the Opportunity Zone, those uses at Clearfield Station are now more competitive with other sites in Davis County.
- The inclusion of tax increment financing (an RDA/CRA is in place) additionally aids in making retail and office more feasible.
- Slight premiums are being achieved for properties that are located next to a major transit stop, with Clearfield Station anticipated to see some demand from office users who want proximity to Front Runner and bus options.



Clearfield Station

Total Assessed Value per Acre

- Legend**
- Clearfield Station
 - Total Assessed Value per Acre**
 - \$0 - \$45,000
 - \$45,000 - \$90,000
 - \$90,000 - \$135,000
 - \$135,000 - \$180,000



Market Study

WHAT ARE THE MOST FEASIBLE OPTIONS AT CLEARFIELD STATION IN THE NEXT THREE YEARS?

OFFICE

When coupled with the Opportunity Zone and CDA financing, this use type is financially feasible, is in demand in the submarket, and could be built in the near term. Pure office space would result in roughly one employee per 200 square feet, and would greatly add to the retail appeal with the additional daytime population.

Feasibility of office development is dependent on location (See chart on opposite page). Prime office locations are those with the most desirable visibility and exposure characteristics, as well as those with near access to the station and main thoroughfares. Secondary office locations may be midblock, have limited direct visibility from the main roads and/or station.

Office uses in prime locations are feasible, but the spread is more lower in nearby cities. This means UTA and the City may need to provide incentives to attract the type of desired office development.

RETAIL

Limited retail could currently be added near State Street, particularly with the planned increase in nearby rooftops (based on the ongoing residential project). If office is added, as well as additional, medium to high-density residential uses, retail could be supported at key locations within the subject area. Sites along the bus route, in close proximity to the Frontrunner station, and those which offer strong visibility characteristics will be most demanded for retail use.

APARTMENTS / TOWNHOMES

Medium to high-density apartments and townhomes will continue to be in demand as long as labor costs do not push prices to levels that are not supportable in the area. The area is well suited for high-density residential, due to the proximity of transit, and, major transportation corridors.

Use Type (Location)	Value per Sq.Ft.	Construction Costs Per Sq.Ft.	Spread	Feasible?
Office - Prime	\$210.00 sq.ft.	\$200.00 sq.ft.	\$10 sq.ft.	Yes, but spread is lower than nearby cities
Office - Secondary	\$185.00 sq.ft.	\$200.00 sq.ft.	-\$15 sq.ft.	No, unless notable incentives provided
Retail - Prime	\$190.00 sq.ft.	\$180.00 sq.ft.	\$10 sq.ft.	Yes, for prime sites and smaller uses
Retail - Secondary	\$170.00 sq.ft.	\$180.00 sq.ft.	-\$10 sq.ft.	No, too much concern in retail market about secondary options
Multi-Family	\$175.00 sq.ft.	\$150.00 sq.ft.	\$25 sq.ft.	Yes, investment conditions remain desirable

Economic Incentives

HOW COULD POTENTIAL USES BECOME MORE FEASIBLE AT CLEARFIELD STATION?

- **Opportunity Zone** – This area falls in a designated Opportunity Zone. This is a major investment incentive that creates a superior advantage to most other Front Runner Stations.
 - Significantly increases investment appeal and makes office and retail more financially feasible (investors will accept lower capitalization rates (creating higher values) due to the tax advantages).
- **Funding Incentives** – The area is part of an existing CDA. Available funding incentives should be readily marketed to attract uses the city desires.
 - Additionally, the city and UTA should consider the formation of a Transportation Reinvestment Zone (TRZ), a newly adopted economic development tool that focuses on tax increment financing for transportation specific improvements. This funding option, while very similar to an RDA/ CRA, does not require a ten percent allotment to affordable housing. It also allows for the land owner and city to have greater corroboration regarding what can be built.
- **Increase Daytime Population** – an increase in daytime population will benefit retailers. This can be accomplished by the following:
 - Entertainment draw/attraction
 - Strong office population
- **Motivated UTA Ownership** – UTA wants to see uses consistent with the regional growth vision that will promote ridership (office) and positively benefit neighboring properties. UTA has expressed its desire to be a joint venture partner in any development. The Clearfield Station site will be ranked and compared to competing sites based on its potential to achieve UTA's TOD objectives. Current restrictions result in a very limited number of projects in which UTA can participate.



What are the *Financial* Impacts to Clearfield of Different Uses?

Use Type	Property Tax	Sales Tax (Point of Sale)	Total Property Taxes and Sales Tax
Office - Prime - 10,000 sq.ft	\$3,665	N/A	\$3,665
Office - Secondary - 10,000 sq.ft	\$3,230	N/A	\$3,230
Retail - Prime - 10,000 sq.ft	\$3,315	\$17,500	\$20,815
Retail - Secondary - 10,000 sq.ft	\$2,965	\$11,250	\$14,215
Multi-Family - 10,000 sq.ft	\$1,680	N/A	\$1,680

NOTE:

Also noted is that multi-family uses will incur a population distribution from State sales tax. Currently, roughly \$98.50 is distributed to the city per every resident. If 500 units are added to the Clearfield Station, and roughly 2.5 residents per unit, a total of approximately \$123,000 per year would be generated for multi-family (in addition to property taxes).

What are the *Additional* Impacts to Clearfield of Different Uses?

Use Type	Parking	Employment Change	Population Change
Office - 10,000 sq.ft	45 Spaces	45 Employees	N/A
Retail - 10,000 sq.ft	30 Spaces	20 Employees	N/A
Multi-Family - 10,000 sq.ft	15 Spaces	N/A	25 Residents

NOTE:

The table above highlights the parking, employment, and population impacts from the various use types. City officials should prudently address the cost of providing services to these uses, thereby assessing the overall, total fiscal and neighborhood impact of each use.

Office Development at Clearfield Station

KEY POINTS

- There are limited sites in Davis County that can support large-scale office development.
 - Only Clearfield is positioned around a Front Runner Station.
 - Clearfield Station is part of an Opportunity Zone. This federal designation provides significant tax advantages over most other properties in Davis County and surrounding areas.
- Other, smaller sites along I-15 and other areas of Davis County have desirable visibility characteristics, as well as notable median incomes and retail support options.
 - For Clearfield to be competitive, incentives should be considered via tax increment financing (an CDA already exists).
 - Clearfield should adequately promote its Opportunity Zone to attract strong office development.
 - UTA's participation in joint development is critical to any office success and viability. UTA's participation can notably reduce the initial risk for a developer by "providing" the land. This alleviates initial capital requirements, and thereby decreases the required yield. For the Clearfield site to be competitive with other developments, it may need this UTA "participation" to be feasible.



Multi-Family Development at Clearfield Station

KEY POINTS

- Multi-family remains in high-demand due to solid market fundamentals
 - Returns on multi-family housing are superior to other use types. Limited, perceived risk results in higher values and greater spreads between value and costs
- Population forecasts show strong increases for Davis County over the next 20 to 30 years. According to the Governor's Office of Management and Budget, Clearfield is forecast to add approximately 4,750 residents between 2020 and 2060, representing a 16 percent change in growth during that period. This is relatively nominal for Davis County, and suggests that additional residential growth in Clearfield should be focused in order to attract the best possible results. The following page highlights why consideration should be given for some higher density uses at Clearfield Station.
- Housing affordability is a growing issue. Considering the characteristics of the Clearfield Station site, here are the benefits of providing higher-density options:
 - Limited impact on immediate neighborhoods
 - Access to a major transportation connector
 - Significant vacant land and an opportunity for planning that will address traffic and road issues
 - Proximity to I-15 that lessens traffic on circulator and neighborhood streets in Clearfield
 - Ability to provide obtainable housing in an area that should have higher property values with office and retail options
- Affordable housing may be possible with some funding from the already established CDA. This economic development tool requires ten percent of increment to be dedicated to affordable housing, often times helping to bridge the feasibility gap.



Retail Development at Clearfield Station

KEY POINTS

- Retail conditions in Davis County in 2018 saw record number of store closings, but also historically high numbers of store openings. Net absorption of retail space, however, was negative, as larger stores closed and smaller, more experiential stores, opened. While more space was vacated than leased, this does not necessarily suggest a weak market, but that consumer habits are changing and retail space is largely overbuilt in some areas.
- Currently, the following retail uses in Davis County are doing well, meaning they are expanding, seeing improving sales numbers, and are generally considered healthy market segment types.
 - Grocery stores
 - Automobile services
 - Eateries
 - Experience stores
- The following retail uses have generally fared poorly in Davis County in 2018:
 - Clothing stores
 - Toy stores
 - Jewelry stores
 - Department stores
- Overall, anything competing with online shopping has had to adjust approaches, resulting in stores attempting to provide more services and experiences that can not be replicated online.

HOW IS RETAIL CHANGING IN TODAY'S MARKET?

Retailers are adapting to changing market conditions. The following list outlines some of these adjustments. These are not necessarily encouraged at Clearfield Station, but rather show the general trends currently happening in retail.

- **Concept stores** are increasing in number. These specialized stores create opportunities for customers to have experiences that are not replicated online. The goal is to have products and services come into the hands or lives of consumers in a very interactive and tangible way.
- **Distribution stores** are growing due to delivery needs. These include stores which allow for drop-off deliveries from online services, ultimately resulting in quicker shipping times and reduced costs.
- **Eateries** are adapting to Uber Eats and other delivery services. This is leading to reduced table space and a greater need for pick-up capacities.
- **Grocery Stores** are looking at models that have less “showroom” space and more warehousing/storage area. This allows for cheaper costs and focuses on a growing need to fill pick-up and delivery orders.

RETAILERS WANT THE FOLLOWING

A few of the most significant factors that draw retail include:

- Strong traffic counts – multiple points of vehicular access.
- Growing population counts and healthy median incomes in 0.5, 1.0, 3.0-mile radii.
- Daytime populations – typically requires an office presence or strong entertainment draw.
- Near access to major transportation corridors and transit improvements (those which are heavily utilized).
- Destination locations – customer draws (parks, stadiums, multiple eateries, recreation and entertainment options, etc.).

Clearfield Station provides some of these factors. However, Clearfield does have low median incomes compared to surrounding cities. Also, daytime population near the station is limited, despite the proximity to the Freeport Center, as jobs per square foot are low in that submarket. Clearfield could improve with increasing density of population, more daytime population through offices, and increased volume on transit.



Retail Development Trends

WHAT ARE THE DEMOGRAPHIC REQUIREMENTS FOR SOME TOP RETAILERS IN THE AREA?

- **Olive Garden** – 125,000 population in 15-minute drive time. Average 8,000 square feet, 1.0-2.5 acres, parking at more than 10.0 per thousand
- **Family Dollar** – median incomes below \$60,000 in 1-mile radius, desire grocery-anchored centers, average 8,500 square feet, parking in excess of 3.5 per thousand
- **Costco** – suburb locations with minimum of 75,000 population within five miles. Will look at growing demographics within a 20-mile radius, near access to a major arterial required. Average store sizes of 145,000 square feet, parking typically required at 6.0 per thousand
- **Whole Foods** – minimum population of 200,000 within a 20-minute drive time, higher percentage of college-educated residents than most areas, median incomes above average, visibility characteristics are emphasized. Average store sizes of 25,000 to 50,000 square feet, parking at 5.5 to 6.0 per thousand
- **Jamba Juice** – population more than 45,000 within 2.0 miles – daytime employment greater than 15,000 within 2.0 miles – average age less than 38 within 2.0 miles. Average 1,200 square feet, parking in excess of 5.5 per thousand, end cap, pad, or corner
- **Cabela's** – population minimum of 250,000 in 30-mile radius, minimum 75,000 daily traffic. Minimum of 5.0 acres, parking of 6.0 spaces per thousand

What are the Differences in Sales Tax Dollars to Clearfield from Varying Retailers?

Tenant	Avg. Sales Per Sq.Ft.
Costco	\$5.25
Walgreen's	\$3.80
Outback Steakhouse	\$2.70
Olive Garden	\$2.70
Black Bear Diner	\$2.40
Chili's	\$2.10
Denny's	\$1.65
Wendy's	\$1.40
Papa John's	\$1.00
Burger King	\$0.70
Shopko	\$0.40

This table shows a significant difference in generated sales tax per square foot from the various retailers. For Clearfield, it is important to note the impact of these retailers.

If RDA/CDA funds are being used to incentivize development, the city should consider performance agreements that stipulate a base value for generated sales tax dollars. This will aid in getting the development that the city and residents want, and will create greater sales tax revenues to Clearfield.

What are the Differences in Sales Tax Dollars to Clearfield from Varying Retailers?

Tenant	Avg. Sales Per Sq.Ft.	Avg. Store Size (sq.ft.)	Fiscal Impact to Clearfield *
Olive Garden	\$540	8,000	\$21,600
Denny's	\$330	4,200	\$6,930
Shopko	\$80	96,000	\$38,400
Costco	\$1,050	145,000	\$761,250
Burger King	\$140	3,200	\$2,240
Wendy's	\$280	3,200	\$4,480
Walgreen's	\$760	14,100	\$53,580
Black Bear Diner	\$480	5,300	\$12,720
Outback Steakhouse	\$540	6,200	\$16,740
Chili's	\$420	5,200	\$10,920
Papa John's	\$200	1,300	\$1,300

*** NOTE:**

Sales tax revenue only. Does not include property or other taxes.

Opportunity Zones

CLEARFIELD STATION IS WITHIN A DESIGNATED OPPORTUNITY ZONE, ONE OF 46 APPROVED CENSUS TRACTS AREA IN UTAH. THIS PRESENTS A SIGNIFICANT FINANCIAL BENEFIT FOR THE PROPERTY.

DEFINITION

An economically distressed area where new investments, under select conditions, may be eligible for preferential tax treatment through an established opportunity fund – U.S. Treasury

PURPOSE + INTENT

An economic development tool – to spur economic growth and job creation in distressed communities by providing tax benefits to investors - U.S. Treasury

GENERAL TAX PROVISIONS

- **Temporary deferral** of capital gains taxes until 2026 by allowing investors to put and keep unrealized gains in an opportunity fund
- A **ten percent reduction** on deferred taxes on capital gains if the opportunity fund is held for five years, and another five percent reduction if held for seven years
- A **complete tax exemption** on capital gains on investments made through the opportunity fund as long as the investor holds the investment for ten years



Opportunity Zone - Example

OPTION 1 - OPPORTUNITY ZONE

- \$20,000,000 roll of capital gains into an opportunity fund
- Capital gains tax is not required until year 7 following rollover
 - Capital gains following 15% opportunity zone adjustment = \$3,400,000
- New investment is sold in ten years
 - New value = \$40,000,000
 - New capital gains taxes = \$0
- Total capital gains = \$3,400,000

OPTION 2 - NON-OPPORTUNITY ZONE

- \$20,000,000 roll of capital gains into a NON opportunity zone area
 - Immediate capital gains tax = \$4,000,000
- New investment is sold in ten years
 - New value = \$40,000,000
 - New capital gains taxes = \$4,000,000
- Total capital gains = \$8,000,000

Difference = \$4,600,000

Does not include the gains from debt on the property!



Exhibit B



14 December 2018



CENTRAL STATION AREA PLAN

Salt Lake City, Utah

CENTRAL STATION AREA PLAN

PREPARED FOR

Redevelopment Agency of Salt Lake City
Utah Transit Authority

Nancy Monteith

Salt Lake City Parks and Public Lands Division

FUNDED BY

Wasatch Front Regional Council

Kristin Riker

Salt Lake City Parks and Public Lands Division

CONSULTANT TEAM

Urban Design Associates
Alta Planning & Design
Zions Public Finance

Levi Roberts

Utah Transit Authority

Julianne Sabula

Salt Lake City Transportation Division

Amy Thompson

Salt Lake City Planning Division

PROJECT MANAGEMENT

Megan Townsend
Wasatch Front Regional Council

Jill Wilkerson-Smith

Redevelopment Agency of Salt Lake City

Susan Lundmark

Redevelopment Agency of Salt Lake City

Kevin Leo

Utah Transit Authority



STEERING COMMITTEE

Doug Dansie
Salt Lake City Planning Division



Paul Drake

Utah Transit Authority

Lani Eggertson-Goff

Salt Lake City Housing and Neighborhood Development Division



Amanda Holty

Redevelopment Agency of Salt Lake City



Cara Lindsley

Redevelopment Agency of Salt Lake City

Tom Millar

Salt Lake City Transportation Division



Tony Milner

Salt Lake City Housing and Neighborhood Development Division

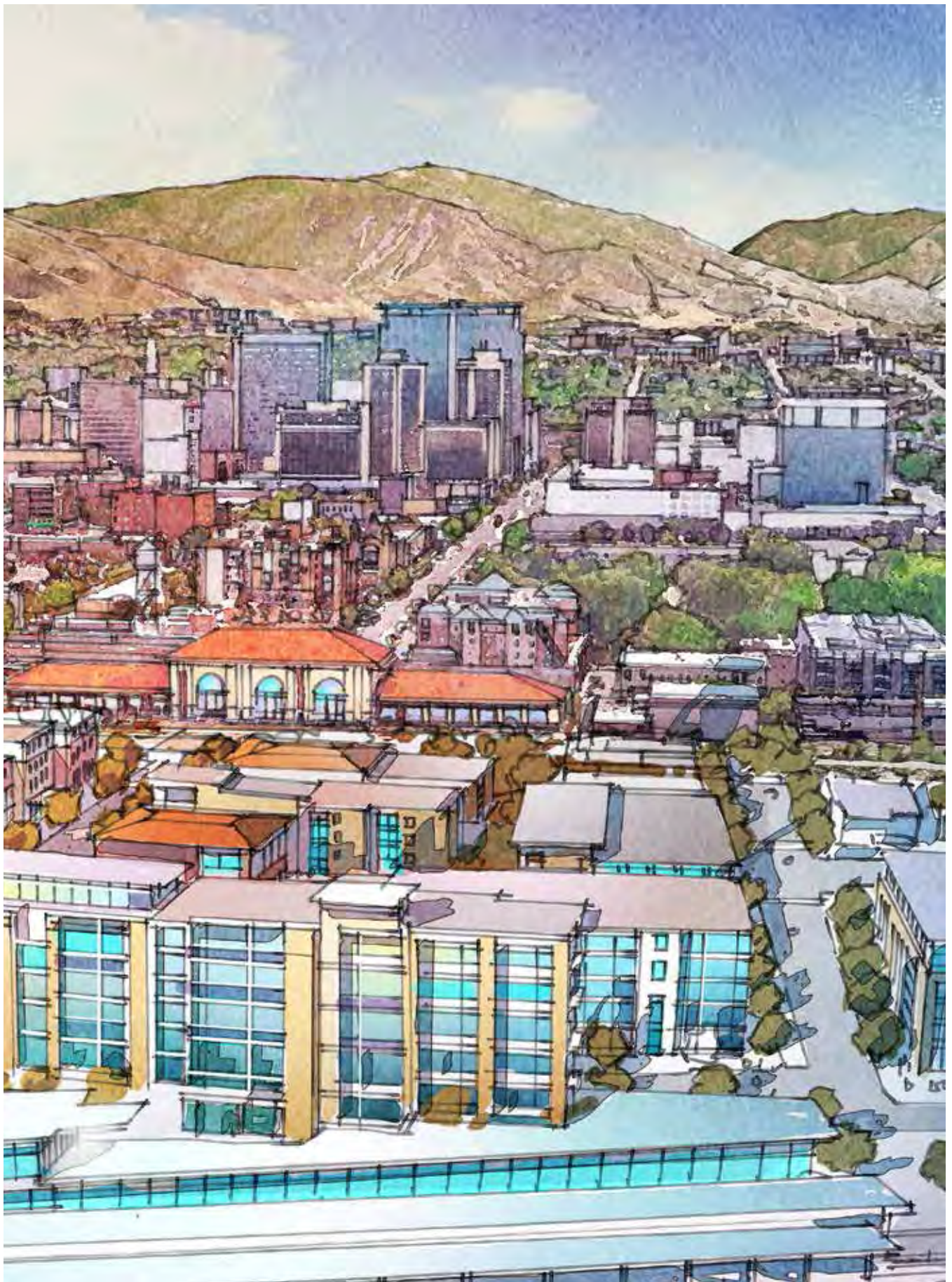


TABLE OF CONTENTS

PLANNING PROCESS		Secondary Study Areas	36
Introduction	2	500 West Park Blocks	36
The Process	4	200 South Improvements	37
Design Principles	6	600 West Improvements (North Of 200 S)	38
Characteristics	6	600 West Improvements (South Of 200 S)	39
		Folsom Trail	40
UNDERSTANDING & ANALYSIS		Arena and Gateway	41
The Neighborhood	10	500 West Connector Under North Temple	42
Previous Planning And Upcoming Projects	12	Sequencing	43
Specific Planning Efforts Within The District	12	Implementation	44
Existing Conditions	14	Public Private Partnerships and Initiatives	44
What We Heard	18	Policy Objectives	46
We Asked 3 Questions	18		
		APPENDIX	
PLAN RECOMMENDATIONS		Highest and Best Use Analysis	50
Precedents	22		
Design Framework	24		
Initiatives To Study	26		
Primary Study Areas	28		
North Temple Station Area	28		
RDA and UTA Blocks	30		
Central Station Area	32		
Secondary Study Areas	34		
Pioneer Park	34		
Rio Grande Depot Connection	35		





PLANNING PROCESS

INTRODUCTION

The Redevelopment Agency of Salt Lake City (RDA) and the Utah Transit Authority (UTA) partnered to study the area in proximity to Salt Lake Central Station.

The Salt Lake City Central Station Area is well-connected to the region through both a transit and street network and consequently, is an excellent opportunity for multi-family housing and mixed-use development. The goal is to provide a master plan for new development that includes current and planned development, input from key stakeholders, transit riders, future users, and future residents. Recommendations within this document include public infrastructure improvements for the Central Station, open spaces and streets, as well as the form and character of architecture within the neighborhood.

While our study area is generally bound by 300 North, 400 South, Interstate 15, and 300 West, particular attention is being given to five specific UTA and RDA sites. Our charge was to develop an Implementation Plan for the RDA and UTA properties around the Central Station.



Salt Lake Central Train Station



Salt Lake Central Station Bus Stop



North Temple Street





The Gateway Center



Study Area

KEY

-  RDA AND UTA SITES
-  STUDY AREA BOUNDARY

THE PROCESS

UDA approached this project in the same manner we work with all cities and neighborhoods. We worked our public engagement process through an authentic process of listening, providing feedback loops, and allowing stakeholders and community members to participate in the decision-making process to develop our recommendations. At each stage, we listen, repeat back, and invite input to be incorporated into the design and policy recommendations.

Step 1: Listening, Learning, and Understanding

- To provide a baseline understanding of the neighborhood background through compiling and reviewing all plans that pertain to either land use or transportation within the Station Area
- To document relevant findings and conclusions of municipal land use, housing plans, transportation, and transit plans
- To create an inventory of key feedback from prior public engagement efforts
- To provide an assessment of which plans/efforts were implemented successfully, unsuccessfully, and not yet implemented

Step 2: Testing

- To translate what we heard into drawings, and meet again with all the stakeholders
- To engage the community with a series of public open houses

Step 3: Deciding

- To recommend specific actions that the public agencies can take to facilitate and implement the preferred alternative

STAKEHOLDERS

- Steering Committee
- UTA Leadership
- Property and Business Owners
- Local Residents and Councils
- Community
- RDA Leadership
- Greyhound Bus Operations
- Steering Committee
 - SLC Planning Division
 - SLC Transportation Division
 - SLC Housing and Neighborhood Development
 - SLC Parks and Public Lands



Final Presentation for Workshop 2



Workshop 2 Location



Meeting with the Steering Committee

TASKS		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Understanding	TASK 1 Project management	■					
	TASK 2 Inventory and summary key points from existing plans and previous public engagement efforts		■	■			
	TASK 3 Existing conditions and area analysis	■	■	■			
	TASK 4 Highest and best use assessment	■	■	■	■		
	TASK 5 Community engagement and public vision				■	■	
Testing	TASK 6 Area alternatives and analysis				■	■	■
Deciding	TASK 7 Station area plan						■
DELIVERABLES/MILESTONES		<ul style="list-style-type: none"> TASK 1 Memo 	<ul style="list-style-type: none"> TASK 2 Memos TASK 3 Memos 	<ul style="list-style-type: none"> TASK 4 Report WORKSHOP 1 TASK 5 Public Vision Document 		<ul style="list-style-type: none"> TASK 3 Deliverables WORKSHOP 2 TASK 6 Deliverables 	<ul style="list-style-type: none"> TASK 7 Deliverables Process Summary Document

PLANNING PROCESS

Workshop 1: Understanding

- Day 1: Kickoff Meeting (Steering Committee)
- Day 2/3:
 - Stakeholder Meetings
 - Planning Meeting
 - City Council Workshop
- Day 4: Presentation

Workshop 2: Testing

- Day 1 : Kickoff Meeting/ Process to Date
- Day 2: Stakeholder Meetings
- Day 3: Workshop and Open House
- Day 4: Final Presentation

DESIGN PRINCIPLES

CHARACTERISTICS

Great transit neighborhoods contain many of the following characteristics:

Connected

- Walkable neighborhood, short walk to open space
- Improve connectivity between Downtown and West Salt Lake City

Value

- Daily needs amenities for current residents
- Address the need for housing, and housing choices for all

Transit

- Locate density and intensity at transit nodes
- Improve the UTA rider experience to increase ridership, attract more people to the neighborhood



ESSENTIAL ELEMENTS

- Mixed-Use
- Diversity of Housing Types and Prices
- Dense with proximity to Open Space

Pedestrian/Bike Experience



Employment



Variety of Housing Types



Access to Transit

Art & Entertainment



Retail

Connectivity



Safe Environment



Education

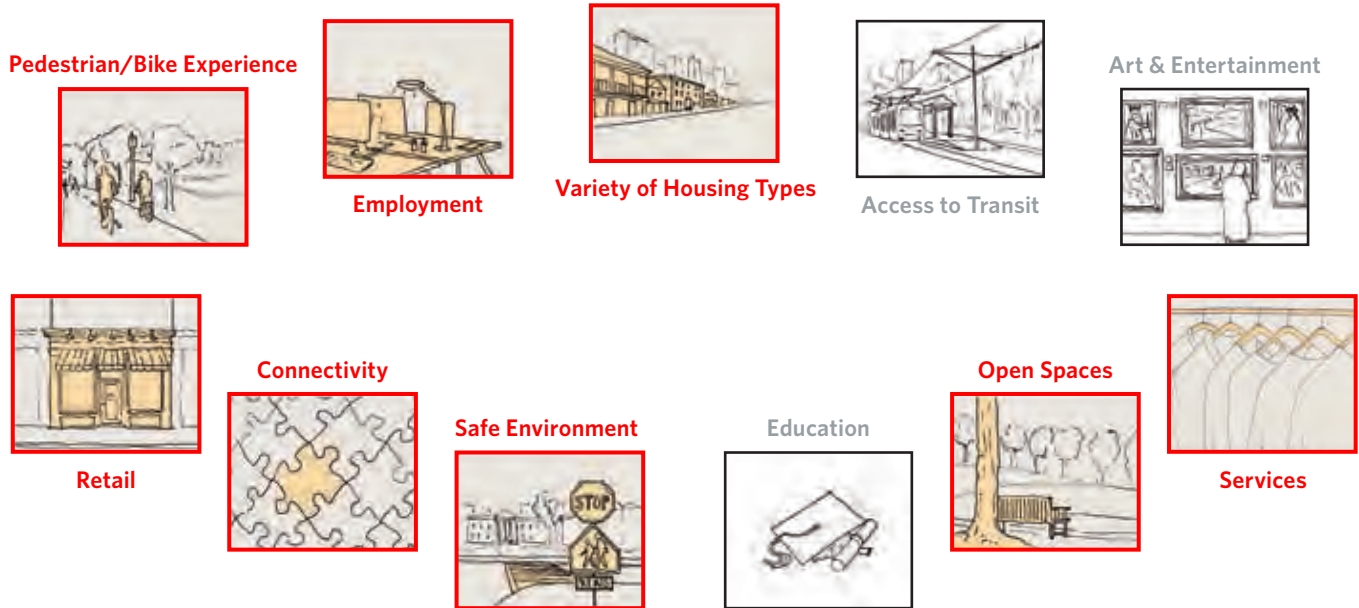


Open Spaces

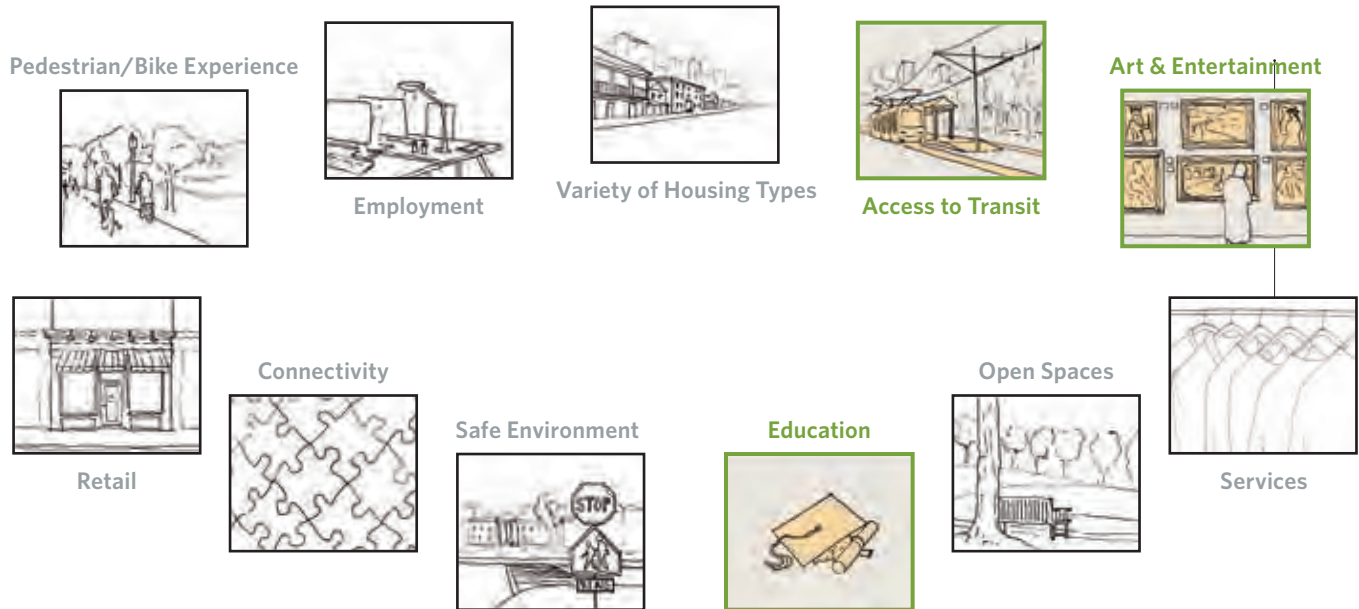


Services

The Components of a Complete Neighborhood (PlanSLC)



What's lacking in the Central Station Area?



What's an underutilized asset in the Central Station Area?



An architectural rendering of a modern, multi-story residential or commercial building. The building features a mix of colors, including terracotta, beige, and white. It has large windows and balconies. In the foreground, there is a courtyard area with a glass-roofed walkway. People are depicted walking, sitting at tables, and riding a scooter, suggesting a vibrant, pedestrian-friendly environment. The sky is blue with some clouds.

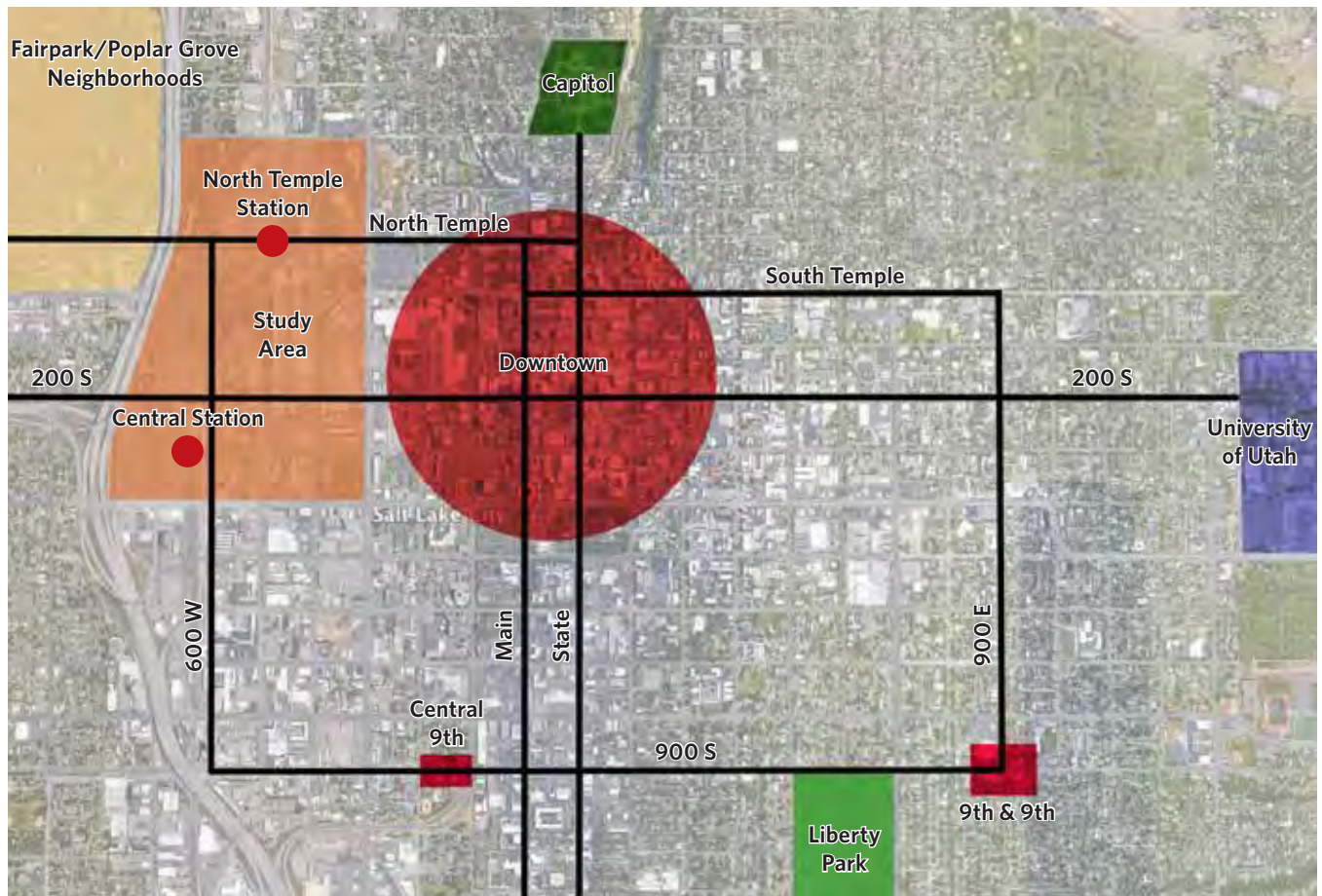
UNDERSTANDING & ANALYSIS

THE NEIGHBORHOOD

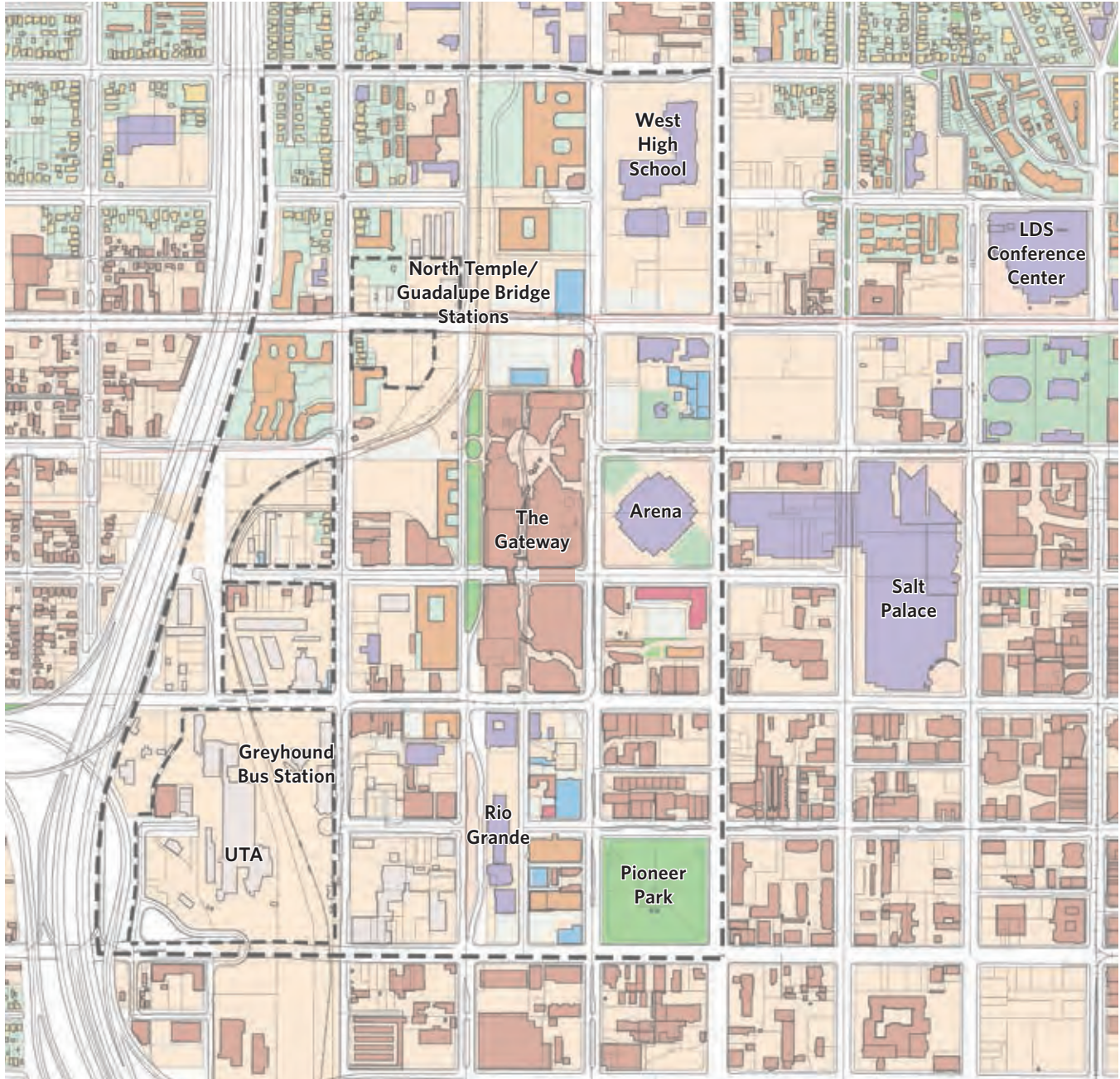
The Central Station Area of Salt Lake City

The Central Station neighborhood is a short walk from Downtown, and contains the two major rail stations that serve downtown Salt Lake City. In addition, these stations are also major hubs for connectivity to greater Salt Lake City and the region through Utah Transit Authority (UTA) Front Runner, Light Rail and Buses. National connectivity is achieved through the neighborhood's Greyhound and Amtrak stations as well as the Guadalupe Bridge Station to the Salt Lake International Airport.

The neighborhood contains several city landmarks including two historical station buildings, the Arena, and the Gateway Center. The site is also home to many existing businesses, key residential properties and the headquarters for UTA.













The regional context



Existing Property and Land Use

USE

 MIXED-USE /COMMERCIAL BUILDING	 RESIDENTIAL LAND	 HOTEL
 NON-RESIDENTIAL LAND	 INDUSTRIAL BUILDING	 INSTITUTIONAL BUILDING
 RESIDENTIAL SINGLE-FAMILY BUILDING	 PARKING LOT	 OPEN SPACE
 RESIDENTIAL MULTI-FAMILY BUILDING	 OFFICE	

PREVIOUS PLANNING AND UPCOMING PROJECTS

SPECIFIC PLANNING EFFORTS WITHIN THE DISTRICT

This site has many key planning efforts underway that will make a substantial impact on the sense of place for the neighborhood.

Hardware Village

A high-density residential neighborhood adjacent to the North Temple Station and West High School.

630 W North Temple

Renovation of a historic brick building on North Temple.

Gateway Reinvestment

Re-investment in the Gateway Center, including new public space improvements and a richer mix of uses.

Wood Partners Gateway

A new, high-density residential property.

Paper Box Redevelopment

A new, mixed-use property on a former industrial site. The project includes the introduction of a mid-block connection, which is a key recommendation of PlanSLC.

Centro Civico Senior Housing

A new, residential property in the district.

UTA Clean Fuels Center

A new office building and fuels center for UTA. This project includes renovation of a landmark historic brick warehouse.

Station Center Redevelopment Plan

A new transit-oriented neighborhood between the UTA Central Station and the historic Rio Grande station building. The neighborhood plan is for mixed-use, including ground-level retail, a new market, a museum, and office space.

GENERAL/DOWNTOWN PLANS REVIEWED

- 2017 Action Plan
- The Downtown Community Plan
- Plan Salt Lake
- Depot District Redevelopment Project Area Plan
- North Temple Boulevard Master Plan

SMALL AREA PLANS RELATED TO THE SITE REVIEWED

- Station Center Design Standards and Guidelines
- Depot District Development Plan
- Creating an Urban Neighborhood

TRANSIT/TRANSPORTATION PLANS REVIEWED

- 300 North RR Bicycle and Pedestrian Bridge
- Salt Lake City Transit Master Plan 2017 Executive Summary
- A Salt Lake City Downtown Transit Study Streetcar Concept Design Set
- Salt Lake City Pedestrian and Bicycle Master Plan

STREETSCAPE AND PARK PLANS REVIEWED

- Station Center — Streetscapes
- Pioneer Park Master Plan Assessment
- Complete Streets Ordinance

HOUSING PLANS REVIEWED

- Growing SLC: A Five-Year Plan



Upcoming Projects in the Neighborhood

PROJECTS

- | | | |
|------------------------------------|--------------------------------|-------------------------------------|
| ① HARDWARE VILLAGE | ④ WOOD PARTNERS GATEWAY | ⑦ UTA CLEAN FUELS CENTER |
| ② 630 WEST NORTH TEMPLE RENOVATION | ⑤ PAPER BOX REDEVELOPMENT | ⑧ STATION CENTER REDEVELOPMENT PLAN |
| ③ GATEWAY REINVESTMENT | ⑥ CENTRO CIVICO SENIOR HOUSING | |

EXISTING CONDITIONS



Building Footprints

Highways, such as I-80 and I-15, and railroad lines clearly divide the larger scale buildings of downtown from the residential neighborhoods to the north and west. The block structure quickly breaks down in much of the study area.

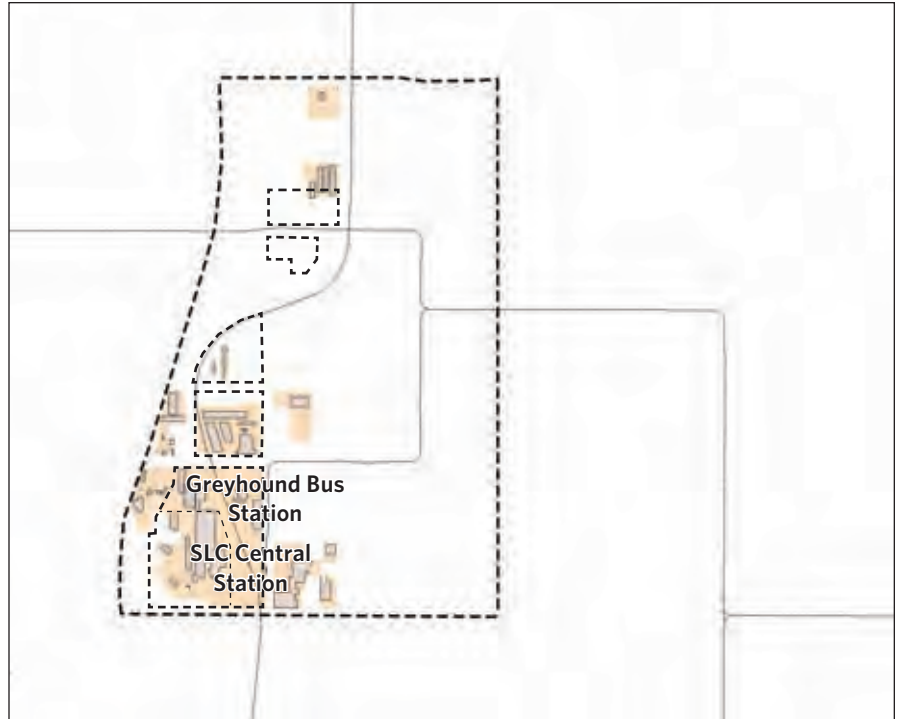


Commercial Uses

The Gateway is the retail core of the study area, but there are restaurants and smaller footprint commercial buildings within the study area. While there are commercial uses both to the west and in downtown to the east, the former is mostly stand-alone commercial, and the latter is mixed-use.

Industrial Uses

Industrial uses are clustered around transit hubs, such as the Greyhound Bus Station and the Central Station. These uses further separate the western neighborhoods from downtown.



Civic and Institutional Uses

The major civic and institutional uses of Salt Lake City, such as the Capitol, Salt Lake Temple, and conventions centers are outside of the study area, but both current and former transit centers are important assets to the neighborhood.



EXISTING CONDITIONS



Open Spaces

The neighborhood lacks open space, especially green open space. The largest green space within the study area is Pioneer Park in the southeast corner, while most other open spaces are hardscaped and adjacent to the Gateway and the arena.



Residential Uses

Single-family neighborhoods comprise most of the city fabric north of downtown, with multi-family acting as a buffer. This diagram clearly shows a lack of multi-family close to downtown and no unified pattern of multi-family neighborhoods.

Thoroughfares

The neighborhood is well connected to the downtown grid. However, the I-15 is a barrier to the west. The only east-west at grade thoroughfare in the study area is 200 S, creating traffic problems and a major connectivity problem for West Salt Lake.

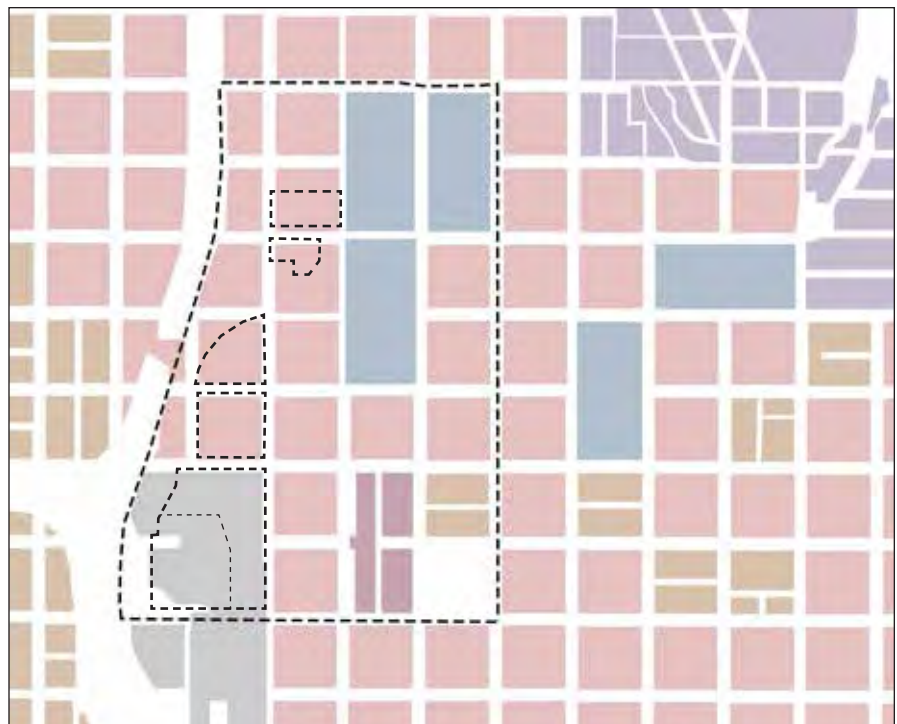
- LOCAL STREET
- ARTERIAL
- HIGHWAY



Blocks

The large Salt Lake City block is often an impediment to walkability. Moreover, the study area includes many double blocks. Thus, this produces pressure on the streets that do connect through to better accommodate the pedestrian.

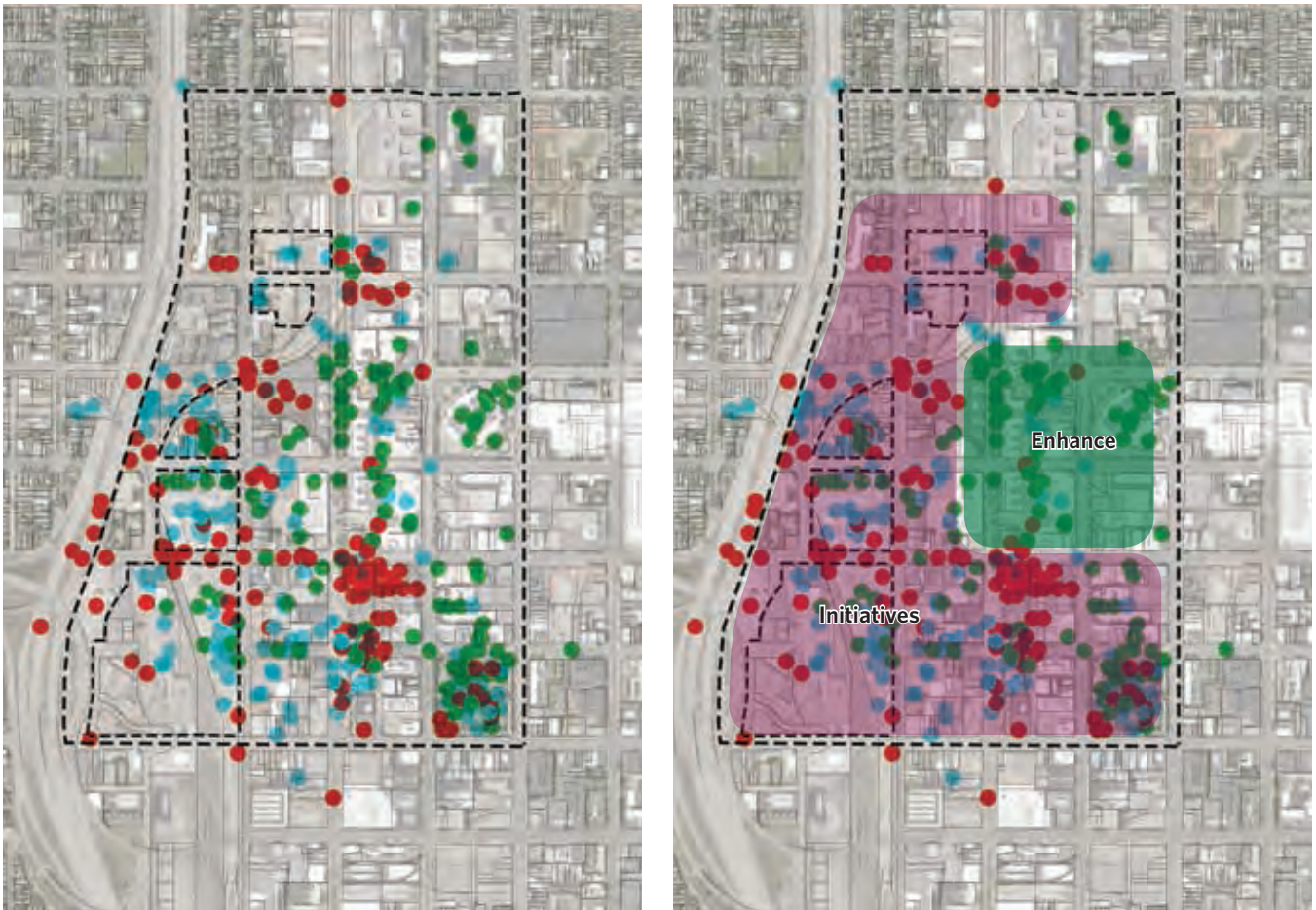
- STANDARD
- MID BLOCK CONNECTIONS
- DOUBLE
- CAPITOL HILL
- INDUSTRIAL
- MISC



WHAT WE HEARD

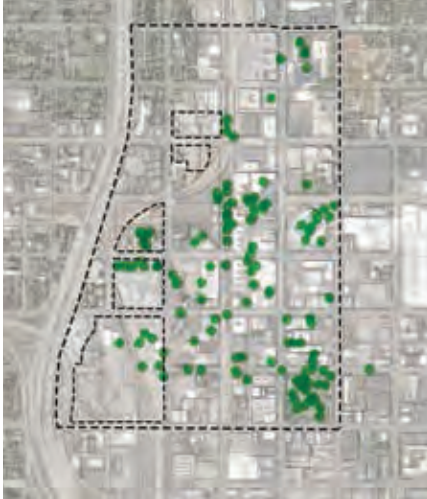
WE ASKED 3 QUESTIONS

1. What are the strengths of the sites? Neighborhood?
2. What are the weaknesses of the sites? Neighborhood?
3. What are the opportunities of the sites? Neighborhood?



Mapping Strengths, Weaknesses, and Opportunities

When superimposed on a single drawing it becomes clear which neighborhood weaknesses also represent opportunities. These areas receive the most focus during the testing workshop and are labeled initiatives. Strengths of the neighborhood are not forgotten but instead are enhanced so that whatever assets they already possess can be enhanced.



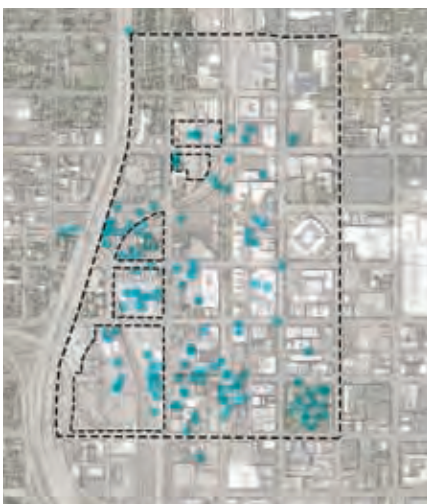
Strengths

- Rich density of transit access, among best in the region
- Opportunity for new development
- Historic significance and landmarks (Rio Grande Depot, Union Pacific Depot)
- Unique character and sense of place
- Arts and creative industries (Green Team Farm, SLC Arts Hub, music)
- Gateway and theaters
- Community arts and entertainment venues
- Arena and destination events
- 500 W park blocks (north of 200 S)
- Pockets of vitality



Weaknesses

- Barriers to connectivity (I-15, Rail crossings, and Rio Grande Depot)
- Lack of connections to Downtown and western neighborhoods
- Issues related to homelessness
- Recent history of drug use and paraphernalia
- Perception that this is not a safe area
- Not enough shade and green, as well as poor air quality along I-15 corridor
- Empty lots and dead areas with no activation
- Lack of neighborhood serving amenities (food and conveniences)
- Existing condition of 200 S
- Lack of activity around North Temple and Central Stations



Opportunities

- Build on the arts and culture and maintain a unique district/destination
- Provide thoughtful open space and programming for a growing area
- Continue to address homelessness
- Improve stations and the transit experience; add density near transit nodes
- Create a great place for bikes and pedestrians
- Address the need for housing and housing choices
- Improve the feeling of safety in the neighborhood; increase the vibrancy
- Build/connect to the Folsom Trail and beyond
- Connect 500 W to the north
- Add value amenities and retail/commercial





PLAN RECOMMENDATIONS

PRECEDENTS

Great transit centers are a key element to a thriving urban community. For years, transit centers have reflected a city's identity as they have welcomed visitors, pedestrians, and commuters, connecting them to the city and the greater region. Salt Lake Central Station has the opportunity to achieve this level of monumentality through the careful consideration of successful and relevant precedents.

1. Sense of Arrival

Tall and well lit spaces welcome pedestrians arriving to and departing from the city. People should be able to easily navigate the station through high quality wayfinding signage.

2. Comfort and Experience

In addition to well designed spaces, amenities such as seating and protection from the elements should be provided.

3. Connectivity

Great transit stations should be easily accessible to pedestrians from the adjacent neighborhood, and integrated into the urban fabric. Transferring to light rail, regional train, and buses should be an effortless experience.

4. Vertically Mixed and Integrated Uses

Vertically mixed and integrated uses increase the financial viability of a transit center. Office and residential uses also create a vibrant and safe environment for the center.

GREAT TRANSIT STATION CHARACTERISTICS

- Sense of Arrival
- Comfort and Experience
- Connectivity
- Vertically mixed and integrated uses





GREAT NEIGHBORHOOD CHARACTERISTICS

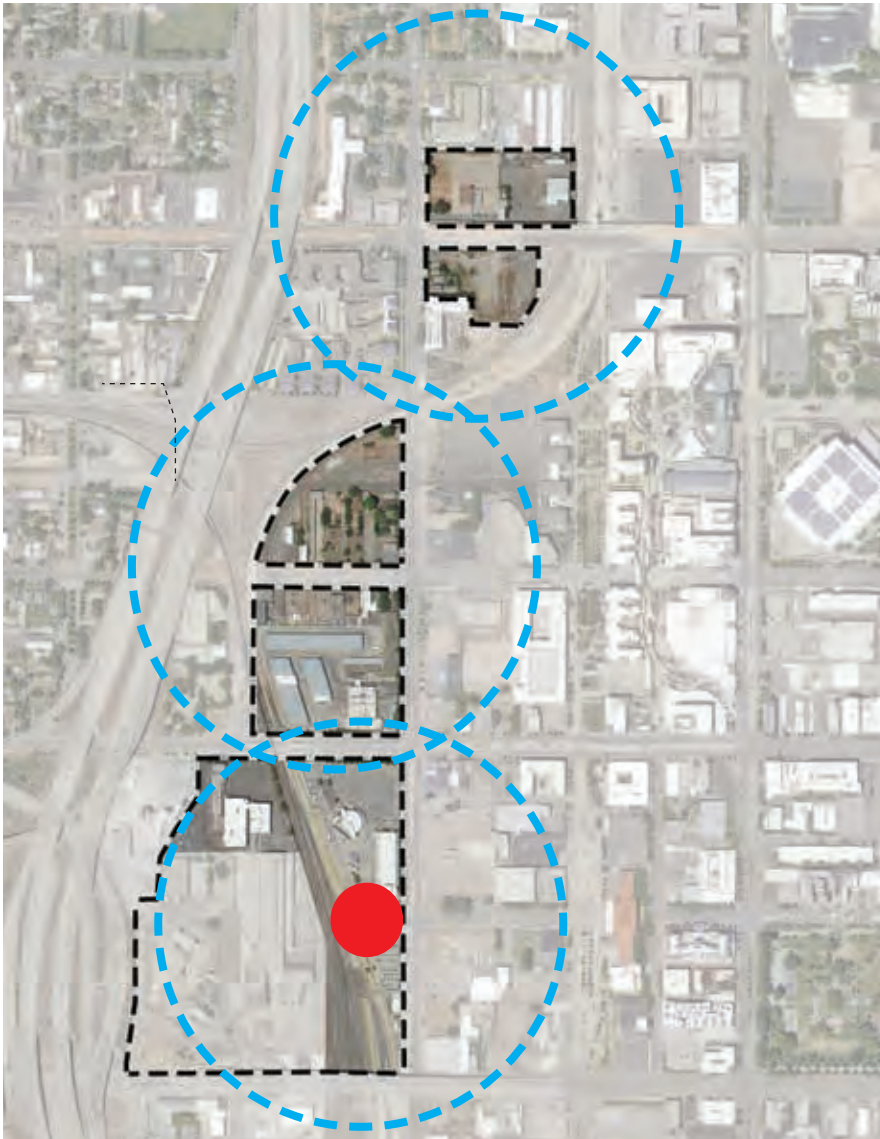
- Safe environment that provides opportunities for social interaction
- Promote parks, natural lands, green-ways, and other public spaces
- Provide vibrant, diverse, and accessible artistic and cultural resources
- Balanced, with access to all



DESIGN FRAMEWORK

The Framework Study organizes the basic elements of neighborhood design which are blocks, thoroughfares, and open spaces. This clearly delineates how to orient buildings, which thoroughfares are more important than others, and how open spaces can be designed so they form networks that are easily accessible to pedestrian, cyclist, and motorist. Particular attention was paid to properties owned by UTA and the RDA as they are key sites within the neighborhood and are critical to the following objectives:

- Creating density and a mix of uses around transit stops
- Bridging the gap between downtown and the western neighborhoods
- Planning mid-block connections, which reduces walking distance



1. North Temple TOD

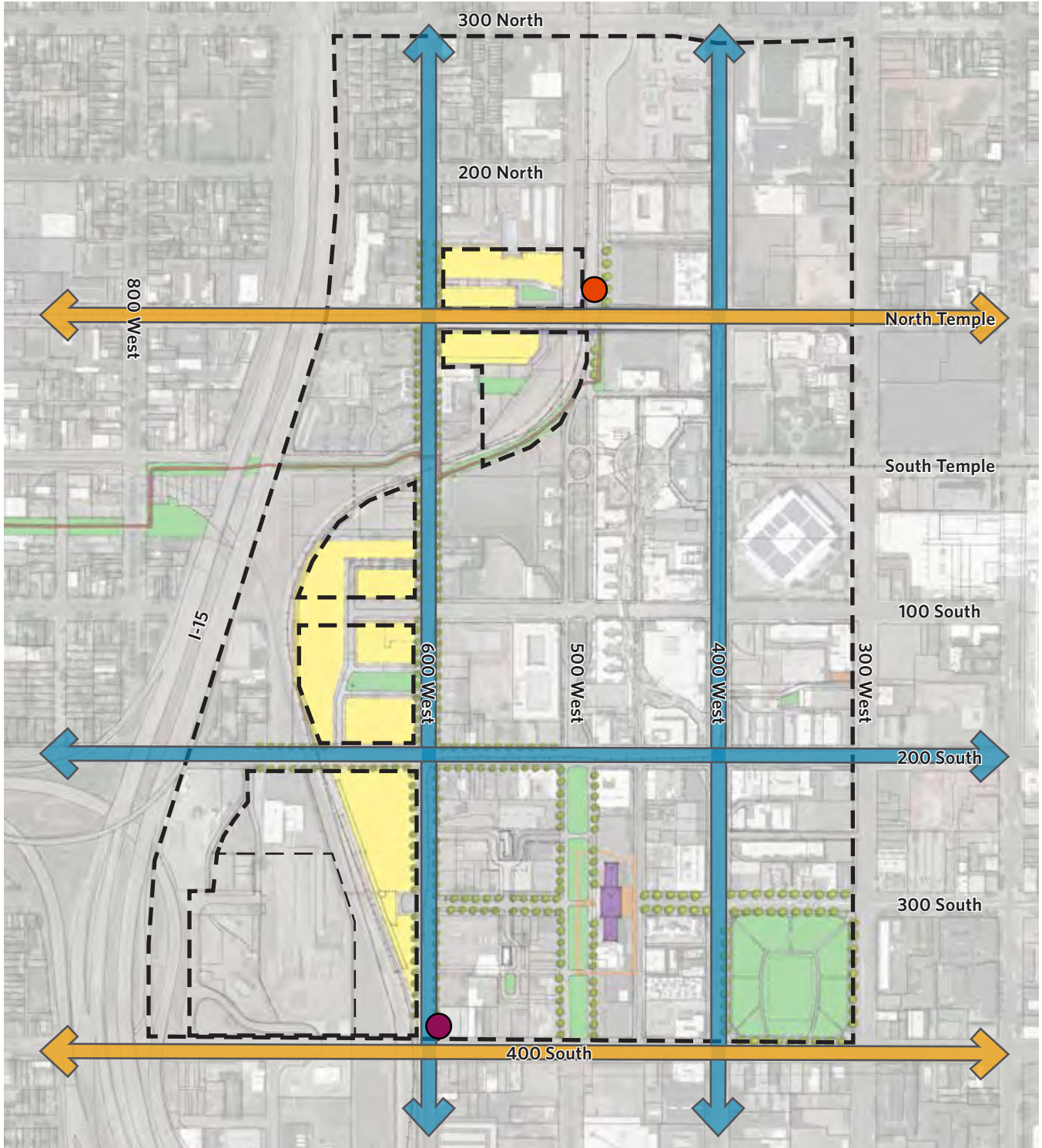
- High-density residential neighborhood

2. 1st & 6th Neighborhood

- Mid-density mixed-use neighborhood

3. Central Station TOD

- High-density office and residential neighborhood focused on transit



PLAN RECOMMENDATIONS

Key Connections Through the District

-  VERTICAL CONNECTION (BRIDGE TO GRADE)
-  POTENTIAL VERTICAL CONNECTION
-  AT GRADE CONNECTION
-  BRIDGE CONNECTION

INITIATIVES TO STUDY

Based on feedback from the stakeholders and City Staff, the following initiatives were reviewed and identified to support the neighborhood in the Secondary Study Area, and to catalyze the development proposed for the Primary Study Areas.

1. Primary Study Areas

- A. Improve North Temple Station Area
- B. Develop RDA and UTA blocks (1st and 6th neighborhood)
- C. Develop Central Station Area

2. Secondary Study Areas

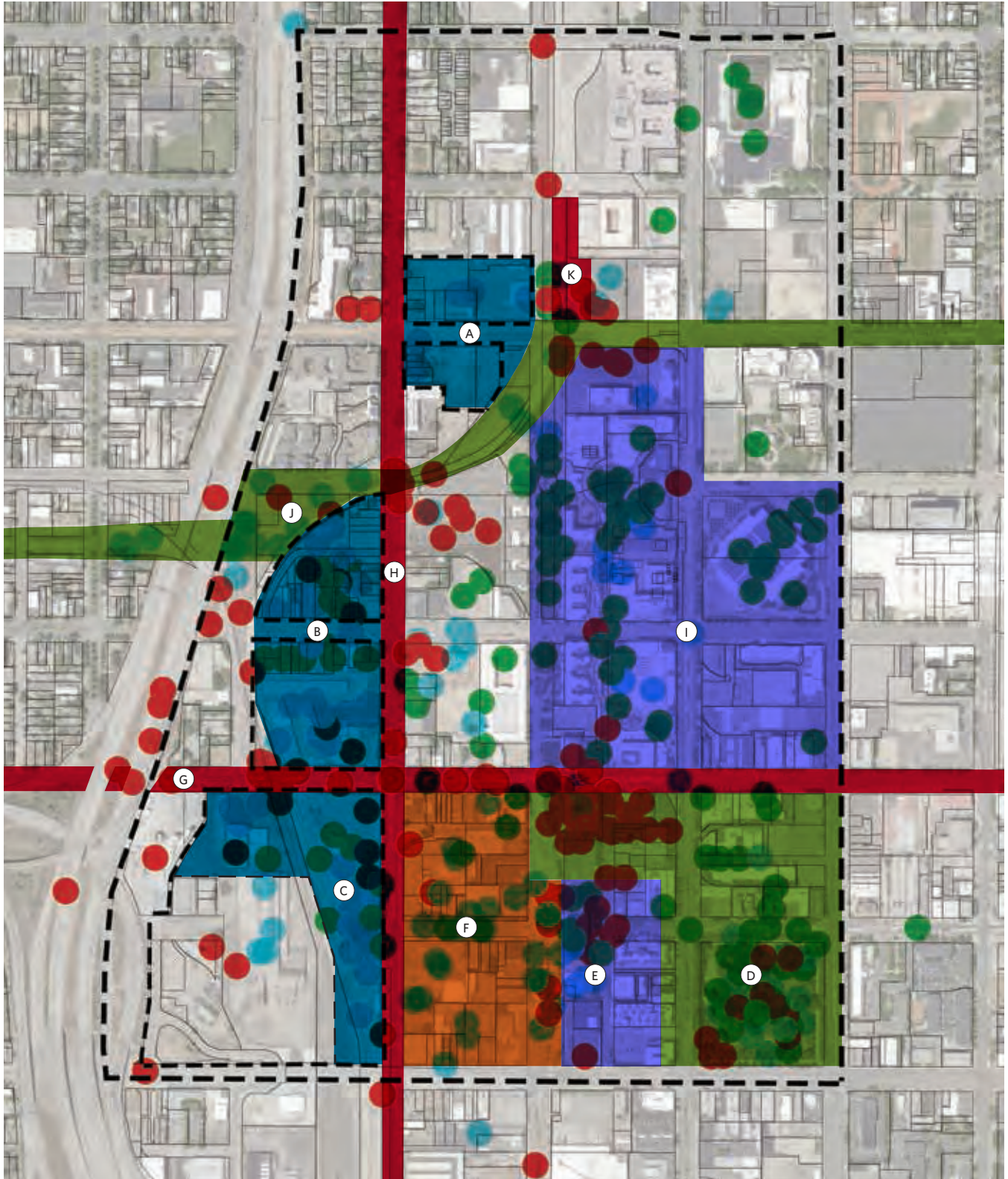
- D. Address programing, homelessness issue, and aesthetics at Pioneer Park
- E. Pursue connection at Rio Grande Depot
- F. Develop the 500 West park blocks and Station Center
- G. Improve 200 South
- H. Improve 600 West
- I. Enhance Arena and Gateway neighborhood
- J. Build and connect to the Folsom Trail
- K. Improve 500 West connector under North Temple



UTA owned site by North Temple Station



Renovation at North Temple and 600 W



PLAN RECOMMENDATIONS

PRIMARY STUDY AREAS

NORTH TEMPLE STATION AREA

These UTA-owned sites are approximately 7 acres and are bisected by the North Temple Street viaduct. This is an ideal location for high-density multi-family development next to the North Temple Station and the North Temple Bridge/Guadalupe Station. The site could be developed in 0 to 3 years.

- Process: Partnership between UTA and developer
- Future Obstacles: Utility locations and unsightly billboard

SIGNIFICANT LANDMARKS

- | | |
|-----------------------------|---|
| ① MULTI-FAMILY RESIDENTIAL | ④ NORTH TEMPLE STATION |
| ② SINGLE-FAMILY RESIDENTIAL | ⑤ NORTH TEMPLE BRIDGE/GUADALUPE STATION |
| ③ THE GATEWAY | |

PROGRAM

- 500+/- Multi-Family Units
 - .85 Parking Spaces / Unit
- 5,000+/- SF of Retail



North Temple Station Study Area





PLAN RECOMMENDATIONS

Proposed North Temple Station Area

USE

- MULTI-FAMILY
- COMMERCIAL
- CIVIC

SIGNIFICANT LANDMARKS

- ① FOLSOM TRAIL
- ② NORTH TEMPLE STATION
- ③ NORTH TEMPLE/GUADALUPE STATION
- ④ STAIRCASE
- ⑤ NORTH TEMPLE STREET
- ⑥ 600 WEST

PRIMARY STUDY AREAS

RDA AND UTA BLOCKS

These UTA and RDA-owned sites are approximately 16 acres and are bisected by 100 South. The area is envisioned as a mid-density mixed-use neighborhood.

- Recommend branding as 1st and 6th neighborhood
- UTA will move operations to Clean Fuel Center in 3 to 5 years, opening up UTA-owned parcels for development
- Full potential requires willing sellers and partnerships between owners

SIGNIFICANT LANDMARKS

- | | |
|----------------------------|-------------|
| ① MULTI-FAMILY RESIDENTIAL | ④ 100 SOUTH |
| ② I-15 | ⑤ 200 SOUTH |
| ③ 600 WEST | |

PROGRAM

- 500+/- Multi-Family Units
 - 1 Parking Space / Unit
- 5,000+/- SF of Retail
- 35,000+/- SF of Office
- 40,000+/- SF of Cultural



RDA and UTA Blocks Study Area





PLAN RECOMMENDATIONS

Proposed RDA and UTA Blocks

USE

- MULTI-FAMILY
- COMMERCIAL
- CIVIC AND/OR CULTURAL
- OFFICE
- ATTACHED SINGLE-FAMILY

SIGNIFICANT LANDMARKS

- ① FOLSOM TRAIL
- ② 100 SOUTH
- ③ 200 SOUTH
- ④ 600 WEST
- ⑤ POTENTIAL CIVIC AND/OR CULTURAL STRUCTURE
- ⑥ SUN TRAPP TO REMAIN
- ⑦ METRO MUSIC HALL TO REMAIN

PRIMARY STUDY AREAS

CENTRAL STATION AREA

These UTA-owned sites are approximately 15 acres and serve as the transportation hub of Salt Lake City. The area is currently underutilized and provides an opportunity to develop a neighborhood focused on transit. High-density office and residential are appropriate surrounding the station.

- Integration between different forms of transportation important
- Opportunity to anchor the terminus of 100 South

SIGNIFICANT LANDMARKS

- | | |
|------------------------------------|-----------------------------|
| ① UTA CLEAN FUEL CENTER (UNDERWAY) | ⑤ SALT LAKE CENTRAL STATION |
| ② I-15 | ⑥ 400 SOUTH |
| ③ GREYHOUND STATION | ⑦ 600 WEST |
| ④ UTA FRONTLINES HEADQUARTERS | |

PROGRAM

- 250+/- Multi-Family Units at Corner
 - .5 Parking Spaces / Unit
- 100+/- Multi-Family Units at Station
 - 0 Parking Spaces / Unit
- 5,000+/- SF of Retail
- 200,000+/- SF of Office
- 100+/- Parking Spaces for Office
- 350+/- Parking Spaces for Park/Ride and/or Potential Office Building



Central Station Study Area





Proposed Central Station Area

USE

- MULTI-FAMILY
- CIVIC
- OFFICE
- PARKING GARAGE

SIGNIFICANT LANDMARKS

- ① POTENTIAL LOCATION FOR OFFICE ABOVE/ADJACENT TO GARAGE
- ② PROPOSED BICYCLE/PEDESTRIAN CONNECTION
- ③ GREYHOUND BUS STATION
- ④ AMTRAK SALT LAKE CENTRAL STATION
- ⑤ FUTURE STATION CENTER REDEVELOPMENT PLAN
- ⑥ 600 WEST
- ⑦ 200 SOUTH
- ⑧ 300 SOUTH

SECONDARY STUDY AREAS

PIONEER PARK

Pioneer Park is the largest open space within the neighborhood, and was identified as a underutilized asset that presents an opportunity to the community. Enhancements started in the fall of 2018. New improvements to better serve this neighborhood and other surrounding neighborhoods will increase the sense of place and quality of life for the residents, as well as add value to the surrounding properties.

- Homelessness is an issue here; however, this requires ongoing County, City, and Statewide coordination effort
- Construction has begun on multi-purpose field
- Current phase improvements: Fall 2018
- Future phases planning: Fall 2019
- Future phase improvements: 3 to 5 years
- Funding needed for future phases

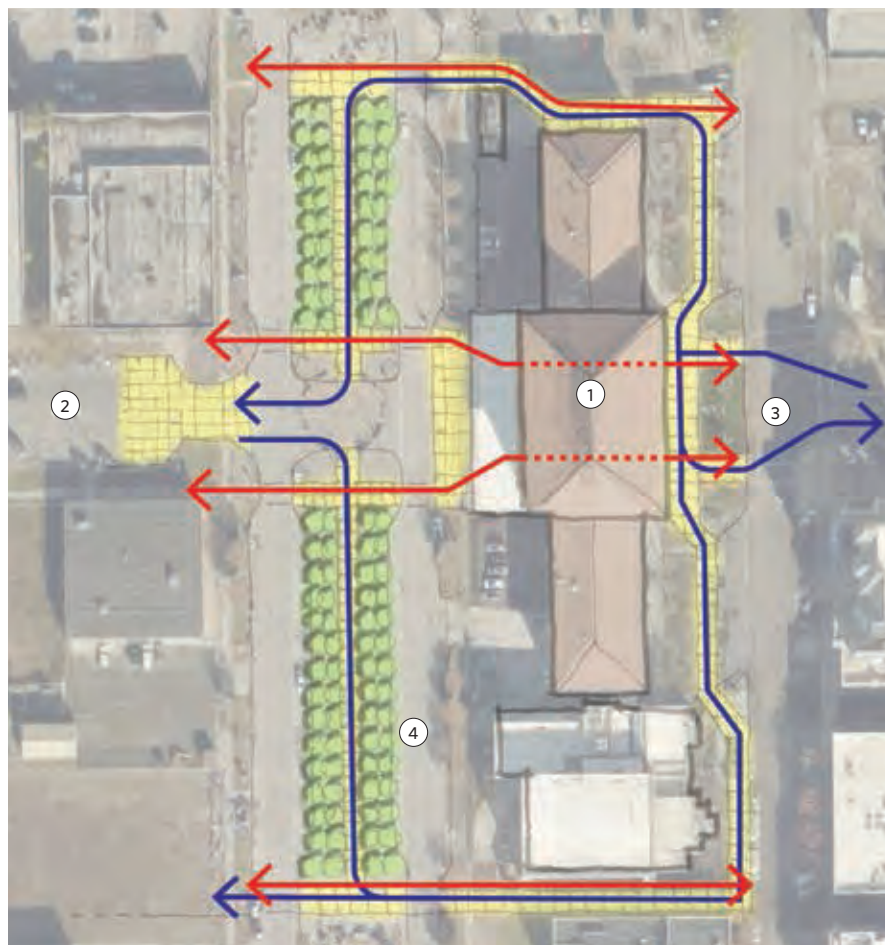


Pioneer Park in the Master Plan

RIO GRANDE DEPOT CONNECTION

The Rio Grande Depot was originally built in 1910 as a train station for the Denver and Rio Grande Railroad. This beautiful landmark ceased functioning as a passenger rail station in 1999 and is now home to the Utah State Historical Society, Rio Gallery, and the Rio Grande Cafe.

- Critical to connection between Pioneer Park and Station Center
- Multiple connections are recommended



CONNECTION TYPES

- ← PROPOSED BICYCLE CONNECTIONS
- ← PROPOSED PEDESTRIAN CONNECTIONS

POINTS OF INTEREST

- ① RIO GRANDE DEPOT
- ② FUTURE FESTIVAL STREET / 300 SOUTH
- ③ RIO GRANDE STREET
- ④ 500 WEST

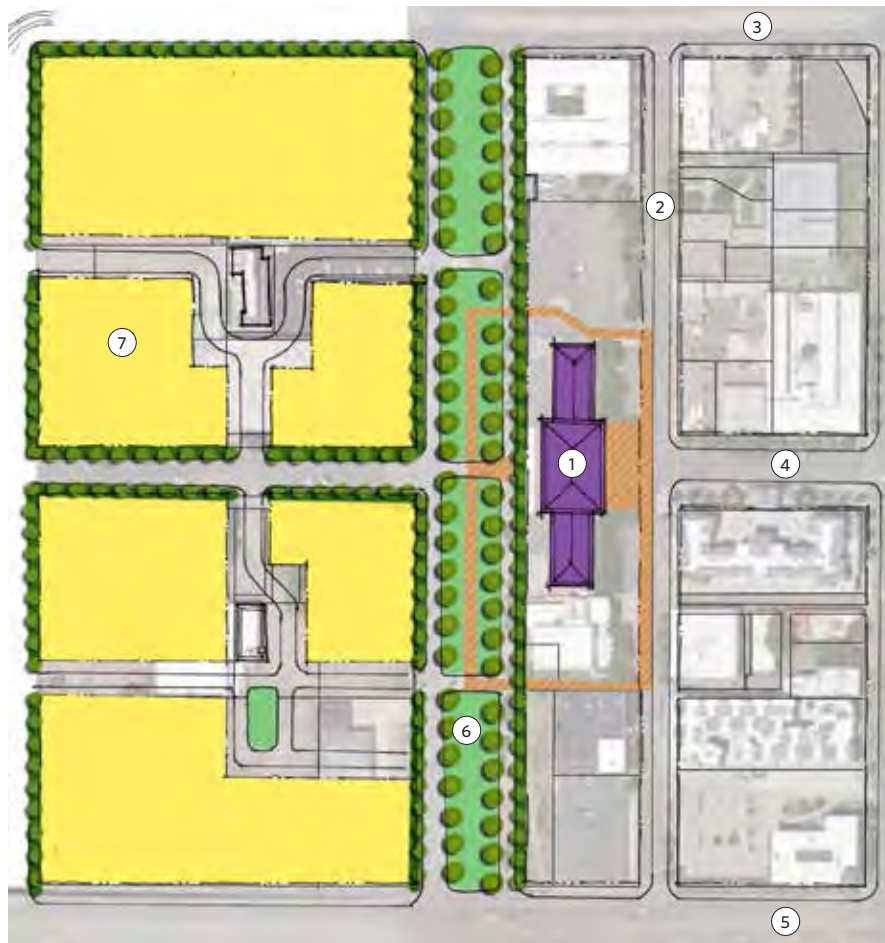
Connections at Rio Grande Depot

SECONDARY STUDY AREAS

500 WEST PARK BLOCKS

The Station Center Blocks, or the area bound by 200 S, 500 W, 400 S, and 600 W, is underutilized today but will become an active neighborhood when the Station Center Plan is realized. The right-of-way on 500 W from 200 S to 400 S will be a key part of this effort.

- Critical to connection between Station Center and Downtown
- Task force reviewed alternatives
- A pedestrian-focused alternative is recommended with an interim, short-term solution
- Funding is required for interim phase 1 (green space) and complete phase 2 (road realignment)
- Phase 1 solution in 3 to 5 years and phase 2 complete solution in 5+ years



POINTS OF INTEREST

- ① RIO GRANDE DEPOT
- ② RIO GRANDE STREET
- ③ 200 SOUTH
- ④ 300 SOUTH
- ⑤ 400 SOUTH
- ⑥ 500 WEST
- ⑦ FUTURE STATION CENTER REDEVELOPMENT PLAN

Park Blocks at Station Center

200 SOUTH IMPROVEMENTS

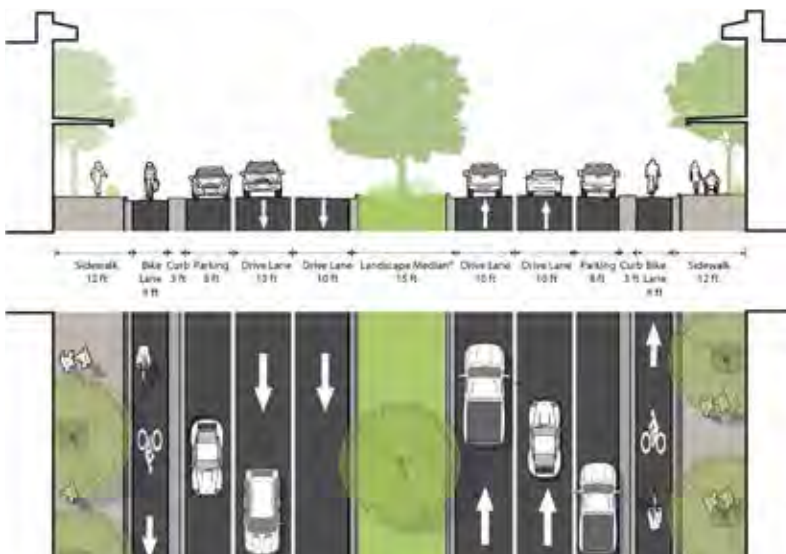
This road is a key connector between Downtown, the study area, and West Salt Lake. However, this street would benefit from a green, more walkable environment. These recommendations should be timed to sync with adjacent development.

- Critical connector between western neighborhoods and Downtown, especially crossing I-15
- The geographic center of this neighborhood
- Requires pedestrian and open space improvements



Existing

- Lack of street trees
- Very little green space
- Intermittent sidewalks



Proposed

- Landscape median
- Street trees in grates
- On-street parking with bike lane

SECONDARY STUDY AREAS

600 WEST IMPROVEMENTS (NORTH OF 200 S)

This major north-south connection, which runs the entire length of the study area, was studied in two typical locations. This particular area is the center of a residential neighborhood and would be a key catalyst in the development of a new, 1st & 6th neighborhood center.

- Design to be led by the City
- Implementation needs to be timed with 1st & 6th neighborhood
- Phasing 4 to 5 years
- Funding needs to be secured



Existing

- Excessive paving width
- Lack of green space
- Too wide for pedestrians to cross



Proposed

- Appropriate paving width
- Increased amount of street trees
- Cycle tracks safer for cyclists

600 WEST IMPROVEMENTS (SOUTH OF 200 S)

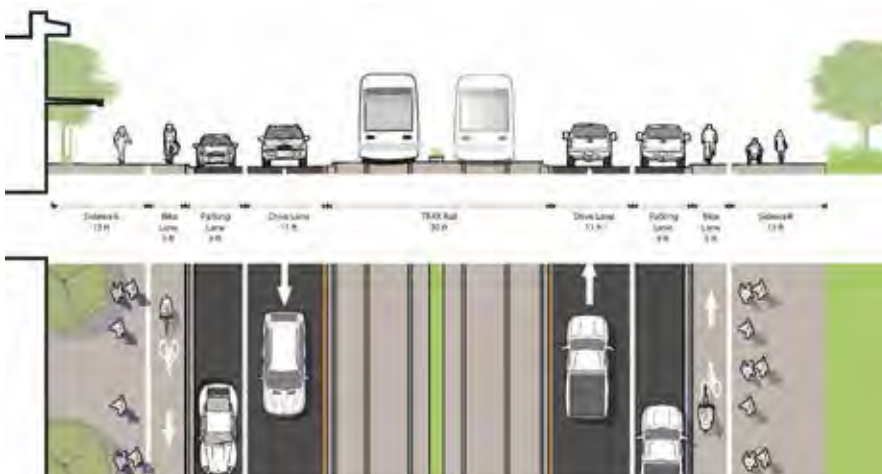
This major north-south connection, which runs the entire length of the study area, was studied in two typical locations. This page describes a section that has a TRAX rail in the center of the right-of-way.

- Design to be led by the City
- Implementation needs to be timed with Central Station development
- Phasing 4 to 5 years
- Funding needs to be secured



Existing

- Intermittent on-street parking
- Complete lack of green space
- Narrow sidewalks



Proposed

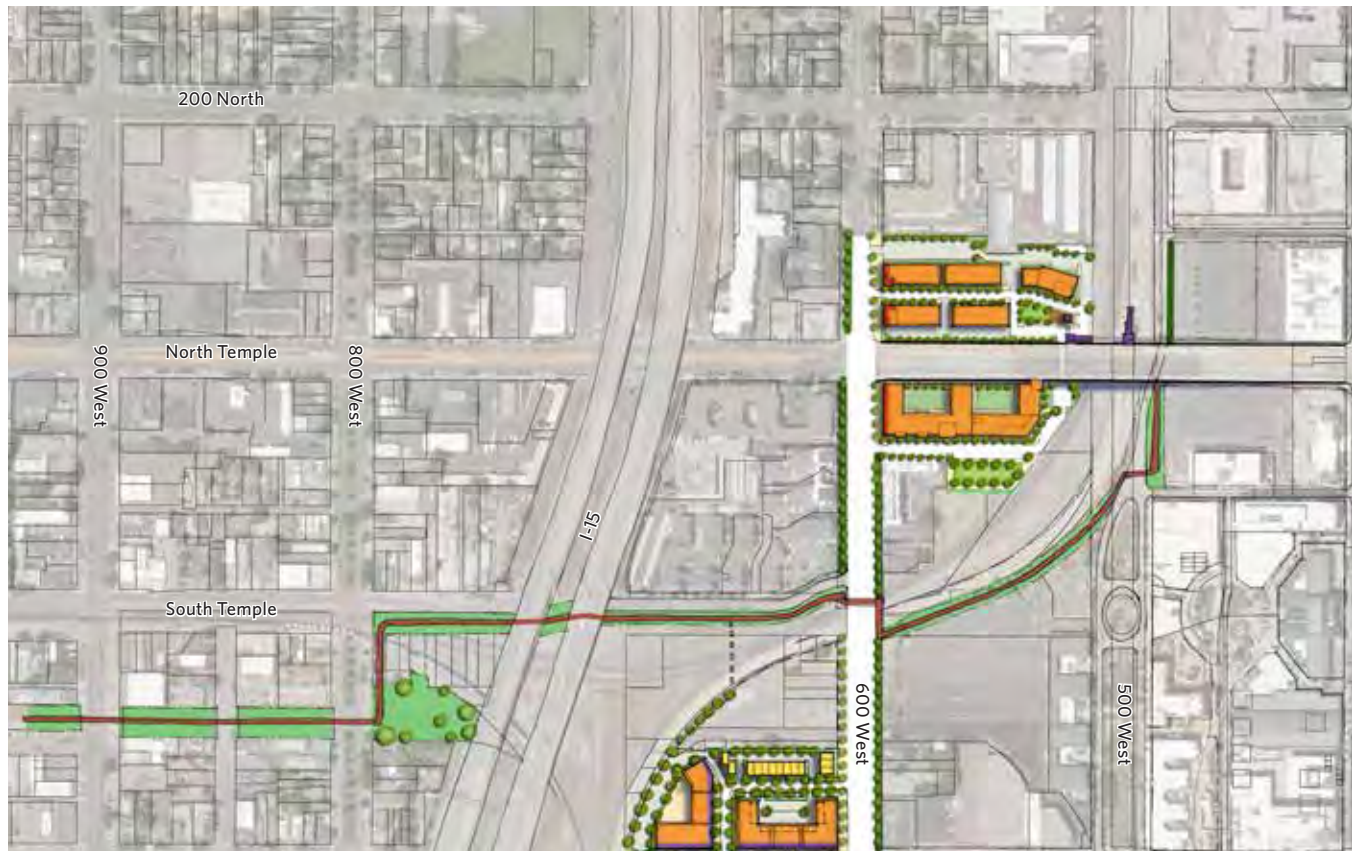
- Consistent on-street parking
- Increased amount of street trees
- Wider sidewalks

SECONDARY STUDY AREAS

FOLSOM TRAIL

This proposed trail is a key connection across the city. An abandoned rail right-of-way will be converted to a 2-mile bicycle and walking trail that will serve as an amenity for the Salt Lake City as a whole, connecting Downtown, this neighborhood, and West Salt Lake. City Creek, an underground culvert, will be day lighted to improve water quality, alleviate stormwater runoff, and create a natural feature that will run alongside the trail.

- Critical Bike/Ped connection between West Salt Lake and Downtown
- TIGER-funded improvement project to construct the trail
- Creek daylighting study is underway and will inform final design
- Anticipated construction by 2022

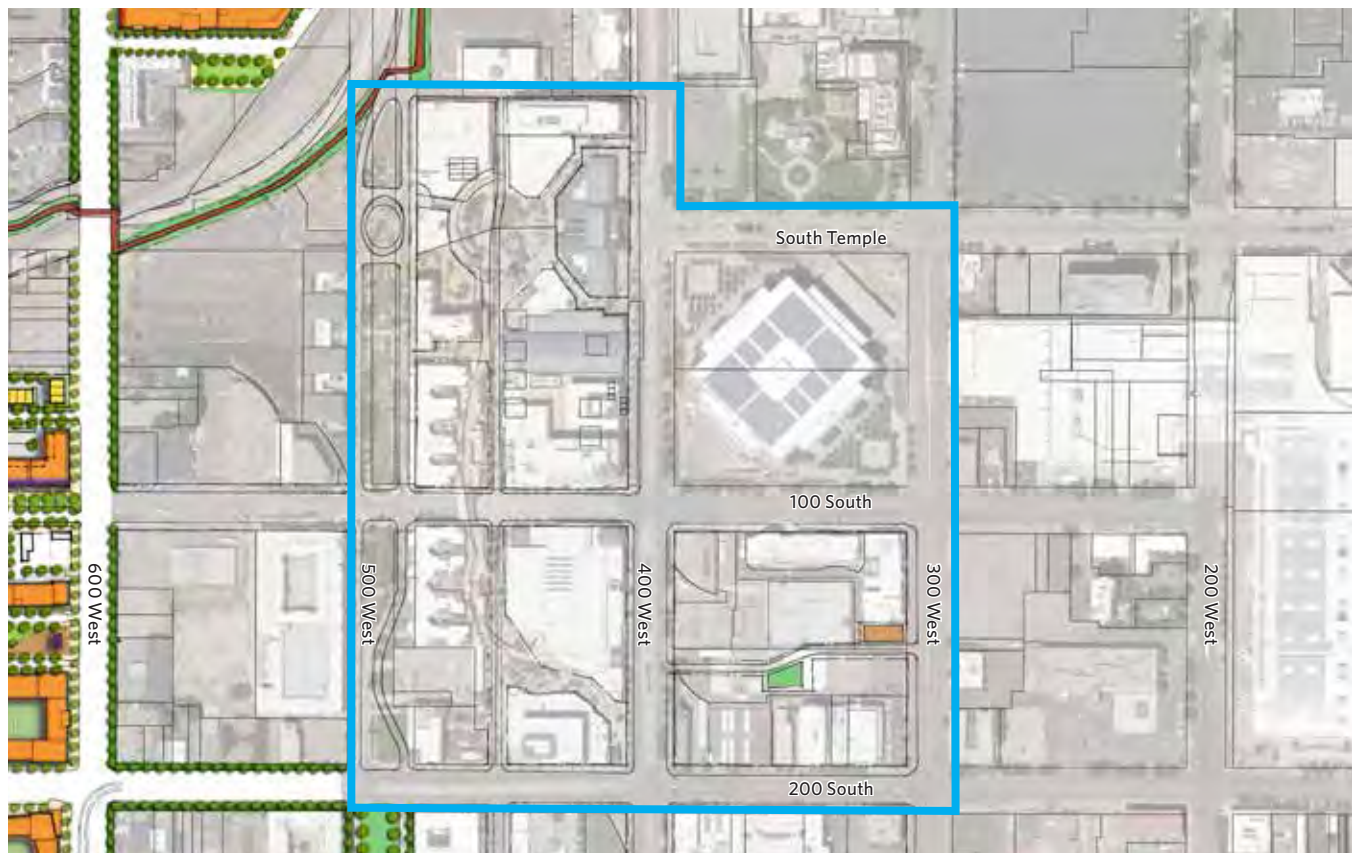


The proposed route of the Folsom Trail

ARENA AND GATEWAY

The Vivint Smart Home Arena, home to the Utah Jazz, and the surrounding Gateway Center are major anchors in this neighborhood. Residents and stakeholders saw them as important strengths to connect to, and embrace. Current development projects, such as the PaperBox lofts, will bring residents to the area and help improve retail and ridership within the neighborhood. This area is underway with enhancements by current owners, and the neighborhood should continue to create one unified neighborhood.

- Enhance the connections between the Gateway and the surrounding neighborhood
- Incorporate complementary uses with the burgeoning arts scene at 1st & 6th neighborhood
- Opportunity for future communications between the Gateway Center and neighboring arts groups



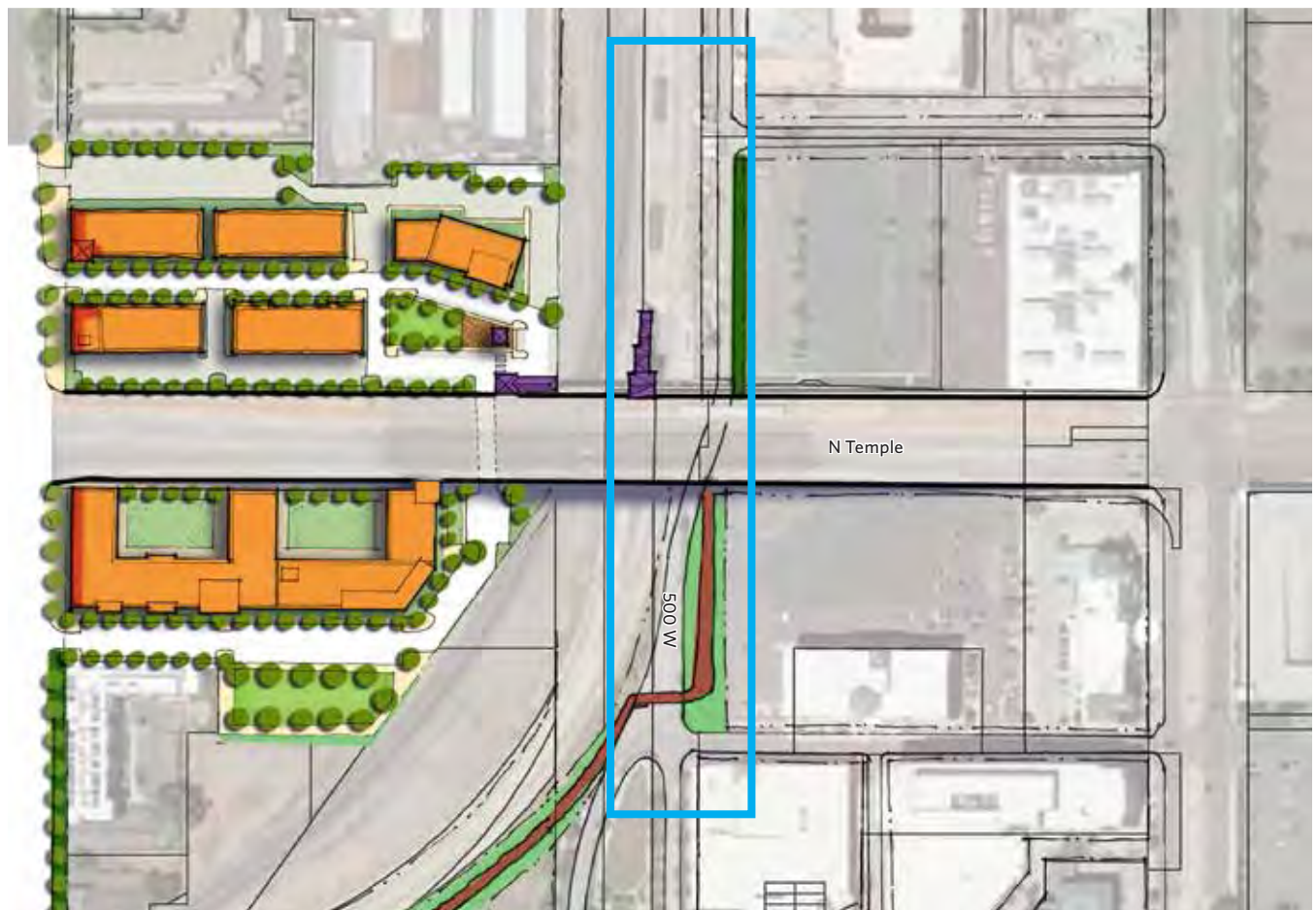
The Gateway and Arena area in context

SECONDARY STUDY AREAS

500 WEST CONNECTOR UNDER NORTH TEMPLE

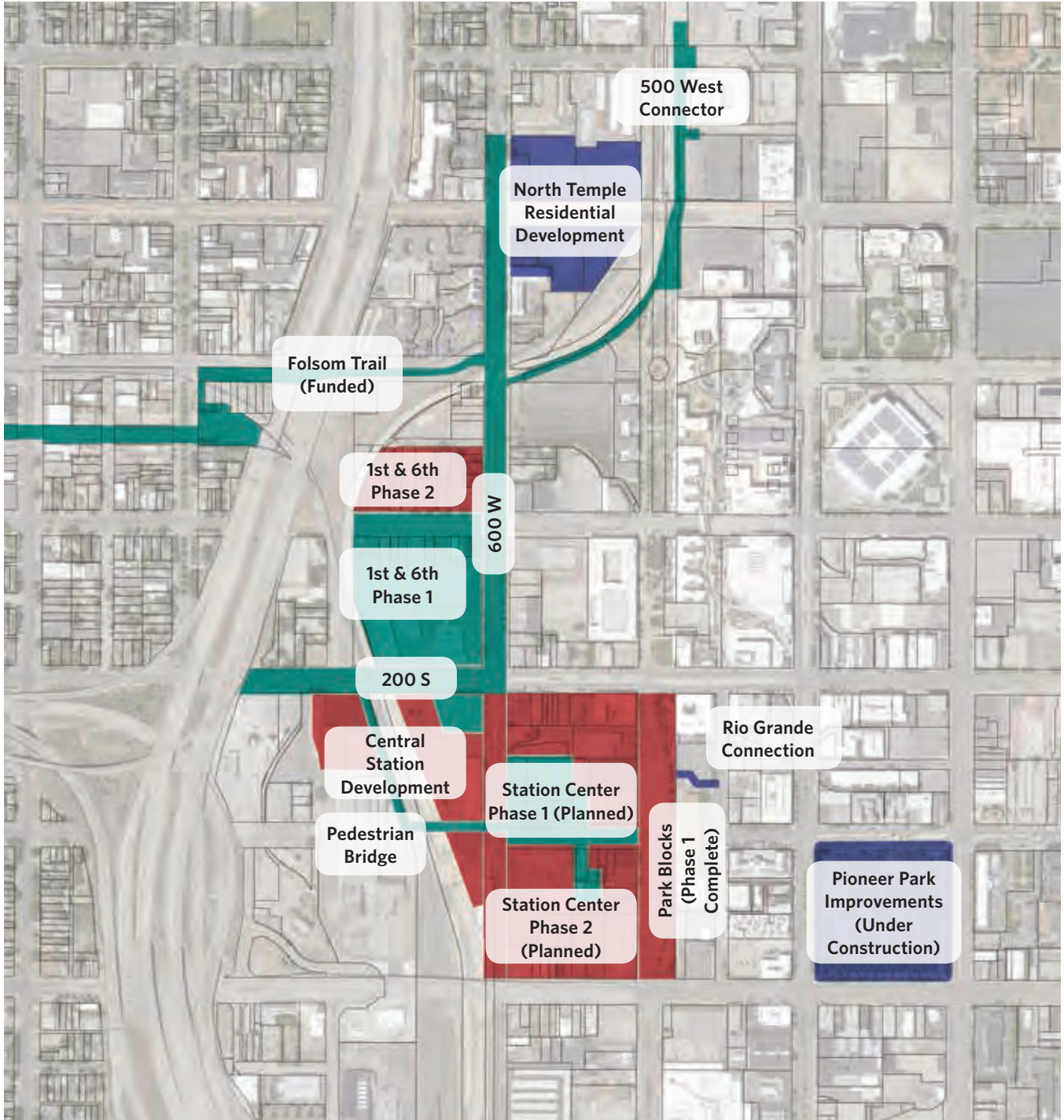
This is a critical pedestrian, cyclist, and vehicular connection between the North Temple Station and the neighborhood to the south. Concept plans have been developed in the North Temple Boulevard Master Plan to improve this connection.

- Must be coordinated with Folsom Trail and bus operations
- Implementation: 3 to 5 years
- Funding needs to be secured
- City, UTA, and 500 W property owners to partner on the implementation



The area immediate adjacent to North Temple Station

SEQUENCING



PLAN RECOMMENDATIONS

Proposed Sequencing

NUMBER OF YEARS

0-3 YEARS

3-5 YEARS

5+ YEARS

IMPLEMENTATION

PUBLIC PRIVATE PARTNERSHIPS AND INITIATIVES

The transformation of the Central Station Area will not be possible without the help and cooperation of many different entities. Often a single initiative will require the lead to use the resources of both the public and private sectors. The following chart and plan further delineate some of the details of the following projects studied in this report.



Proposed Initiatives

 PUBLIC/PRIVATE DEVELOPMENT PARTNERSHIP

 PUBLIC INFRASTRUCTURE INITIATIVES

Implementation Matrix

STUDY AREA	PROJECT	INITIATIVE	LEAD AGENCY	TIME FRAME	PARTNERSHIPS
PRIMARY STUDY AREAS	North Temple Station Area	Residential Development on UTA-owned parcels	UTA	0-3 Years	Private Developer TBD
		New Streets for access through development sites	UTA	0-3 Years	City
		Retail tenant recruitment for 5,000 SF of mixed-use	UTA	0-3 Years	Private Developer TBD
		Vertical circulation connecting development to N. Temple and station	UTA	0-3 Years	Utah DOT/City
	RDA and UTA Blocks (1st & 6th Neighborhood)	Move operations to Clean Fuels Center	UTA	3-5 Years	-
		New street network south of 100 S	City	3-5 Years	UTA
		New neighborhood park south of 100 S	UTA	3-5 Years	Private Developer TBD
		Residential and Office development south of 100 S	UTA	3-5 Years	Private Developer TBD
		Rebuilding of 100 S and new street network north of 100 S	City	5+ Years	UTA
	Central Station Area	Residential and Mixed-Use development north of 100 S	RDA	5+ Years	Private Developer TBD
		Rider comfort improvement at the station (lighting, benches, signage, shade)	UTA	0-3 years	-
		Residential/Mixed-Use development at the corner of 6th West and 200 S	UTA	3-5 years	Private Developer TBD
		Build vertical office development over the current multi-modal transit center, relocate UTA offices	UTA	5+ Years	Private Developer TBD
	SECONDARY STUDY AREAS	Pioneer Park	Build pedestrian bridge over rail	UTA	3-5 years
Programming and multi-purpose field (under construction)			City	0-3 Years	Pioneer Park Coalition
Future phase planning			City	0-3 Years	Pioneer Park Coalition
Fundraising for future improvements and programming			City	0-3 Years	Pioneer Park Coalition
Rio Grande Depot Connection		Future phase improvements	City	3-5 Years	Pioneer Park Coalition
		Identify routes and build enhanced sidewalks for bikes and pedestrians north and south of the Rio Grande Depot	RDA/City	0-3 Years	Utah State Historical Society
		Redesign the plaza immediately west of the depot to integrate with Park Blocks design	RDA/City	3-5 Years	Utah State Historical Society, Task Force
500 West Park Blocks at Station Center		Work to preserve safe, comfortable access through the depot building	City	3-5 Years	Utah State Historical Society
		Interim improvements	City	3-5 Years	Task Force
Station Center		Complete improvements	City	5+ Years	Task Force
		Phase 1 infrastructure and street network	RDA	0-3 Years	City
		Build Market Street along 300 S	RDA	0-3 Years	City
		Phase 1 Mixed-Use development	RDA	3-5 Years	Private Developer TBD
		Phase 2 infrastructure and street network	RDA	5+ Years	City
200 South Improvements	Phase 2 Mixed-Use development	RDA	5+ Years	Private Developer TBD	
	New streetscape, addition of landscaped median and wide sidewalks	City	3-5 Years	-	
600 West Improvements	Street redesign north of 200 S (smaller cartway width, street trees, cycle track, wider sidewalks)	City	Time with 1st & 6th development	UTA/RDA	
	Street redesign south of 200 S (on-street parking, street trees, wider sidewalks)	City	Time with Central Station	UTA	
Folsom Trail	Phase 1 design and construction	City	3-5 Years		
Enhance Arena and Gateway neighborhood	Establish a communication protocol between the Gateway, Vivint Arena and neighborhood around programming	The Gateway	0-3 Years	City	
500 West Connector	Study the ROW and coordination with Folsom Trail and UTA bus operations	City	3-5 Years	UTA, Property Owners	
	Build 5th West Connector infrastructure	City	3-5 Years	UTA, Property Owners	

PLAN RECOMMENDATIONS

IMPLEMENTATION

POLICY OBJECTIVES

To guide the implementation of this effort, the following policy objectives should be adopted by all of the partners. These policy objectives relate to one another, but each represents advancing the sustainability and viability of the Central Station district as a desirable place to live, work, and play.

Substantially Improve the Station Environment for Riders

All early UTA investments should be focused on addressing the deficiencies in the user experience around the TRAX and Frontrunner station area. Based on interviews with over 100 rush hour riders, the most desired amenities include rain/sun coverage, pedestrian-friendly, intuitive signage, and improved walkability. Adding these types of noticeable amenities will signal to riders that people-oriented change is taking place in the station area.

Support Walkability and Cycling Infrastructure

Hand-in-hand with the improvements immediately around the station, extend pedestrian and cycle accommodations from the station into the neighborhood. Every improvement to existing streets and design for new street networks should take into consideration and prioritize the comfort of pedestrians and cyclists. This adds to the desirability of the neighborhood, as well as to the viability of transit as a primary mode of transportation.

Support Reduced Parking Ratios

Reduced parking ratios, either through incentives or maximum parking allowances, will increase affordability of new housing, office, and retail space and incentivize more ridership from residents. City, UTA, and RDA should develop a common policy to support reduced parking ratios for development in the station area. Last mile accommodations (bike share, car share, and curbside rideshare pick up) should be enhanced to balance mobility.

Support Residential uses to Address the Homelessness Crisis

Operation Rio Grande has made measurable progress in helping the homeless population, while mitigating the effects of consolidated services in the Central Station area. The addition of new mixed-income will make the services themselves seem less visible, while discouraging the types of anti-social behaviors outside that stigmatize people and service provider locations.

Build a True New Neighborhood Center at 1st & 6th

New development on RDA and UTA's parcels north and south of 100 S should center around a new retail hub in the city with a unique arts, entertainment, and counter culture character. A funky, interesting mix of tenants that incorporates several existing establishments will add to the draw.

POLICY OBJECTIVES

- Improve the station environment
- Support walkability and cycling infrastructure
- Address homelessness crisis
- Support reduced parking ratios
- Build a true neighborhood center at 1st & 6th
- Leverage TOD to infuse housing options for a mix of incomes



Leverage TOD as an Opportunity to Provide a Range of Housing Options

Transit-oriented development at Central Station provides a timely opportunity to direct the City’s policy around affordable and mixed-income housing. As housing prices in Salt Lake continue to rise and many demographics delay home ownership, rent burden as a percentage of income has increased, while the supply of attainable multi-family housing in the city has been constrained.

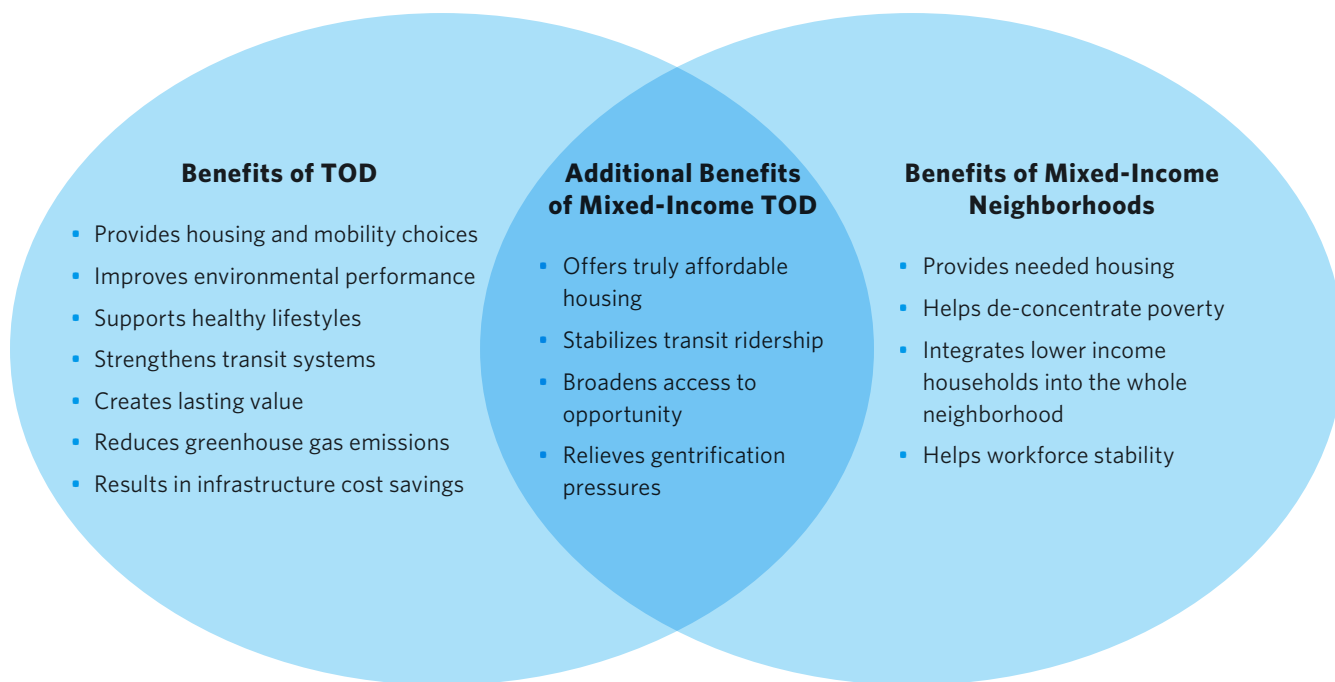
A fair amount of subsidized and workforce housing has begun to be built towards the northern portion of the Station Area. However, during our process, there were mixed opinions about the desirability of building more affordable housing in this part of the city. Despite this discord, there is a critical need. Other cities have seen great success in implementing mixed-income housing strategies in transitional neighborhoods like Central Station. New development sites in the 1st & 6th neighborhood have the potential to become equitable TOD neighborhoods. The Central Station developments could be used as a beta test for putting in place unique incentives for requirements for developers to build 20% of the new housing at affordable to 80-120% of the area’s median income or lower.

Because housing is a relatively market-viable use, in particular on the eastern portions of the station area, those market forces could be harnessed and supplemented using the strategies to the right. This type of inclusionary requirement should be included in any RFPs for developer partners.

STRATEGIES FOR MIXED-INCOME TOD HOUSING

- Inclusive, community-based station area vision and plan
- Public/private partnerships
- Transition Naturally Occurring Affordable Housing (NOAH) units to permanent affordable housing
- Inclusionary housing requirement
- State priority for LIHTC projects located within 1/2 mile of TOD station
- Financial tools (TRIDs, TIF, bonds) dedicated to fund affordable units
- Land acquisition/bank
- Incentive-based zoning (density bonus)
- Reduced parking requirements

PLAN RECOMMENDATIONS



Source: Center for Transit Oriented Development





APPENDIX

HIGHEST AND BEST USE ANALYSIS

Salt Lake Central Station Area
Zions Bank, October 9, 2018

Task 4: Highest and Best Use Considerations

There are four, primary considerations for making highest and best use conclusions. These act as a progressive system of an eventual narrowing of possible uses, ultimately resulting in the maximally productive use of the land. While numerous use types may be feasible from a financial perspective, they may not coincide with physical or legal constraints. The four, primary considerations of highest and best use are discussed below:

- 1) **Physically Possible** – physically possible uses look at what the site can support based on its location, slope, topography, neighboring uses, traffic flow, and visibility and exposure characteristics. Uses that require high visibility and exposure (certain retail), or relatively flat slopes (grocery stores), would be excluded in this step for areas with limited traffic counts and slope constraints. A significant regard in physically possible uses is that of neighboring properties. Consideration for what uses would complement a neighborhood are addressed, realizing that opposition groups can stall a development to the point where it loses some financial feasibility. Consequently, emphasis is made on what is occurring in the immediate area and what new uses have been proposed in the neighborhood.
- 2) **Legally Permissible** – legally permissible uses consider General Plan and zoning designations for a property. While zoning and legal changes (deed restrictions, ownership, etc.) are possible, highest and best use typically considers what can be accomplished under current circumstances, or, what could be done based on recent precedence of similar, nearby sites.
- 3) **Economically Viable** – economically viable uses look at existing and likely future market conditions. This analysis studies absorption rates, vacancy levels, achievable rental rates, expenses associated with various property types, forecasts for future construction, etc.
- 4) **Maximally Productive** – maximally productive uses are the last of the four, primary considerations in highest and best use. Uses that have “passed” the three previous categories are viewed from a financial feasibility perspective. If the costs of development are less than the anticipated value of the finished product, then the use type is considered to be financially feasible. The use which creates the greatest spread between costs and value is ultimately concluded to be the most maximally productive. This is the use type that would most likely be pursued by the open market. It is the use that creates the greatest return to the underlying land, as compared to all other potential uses.

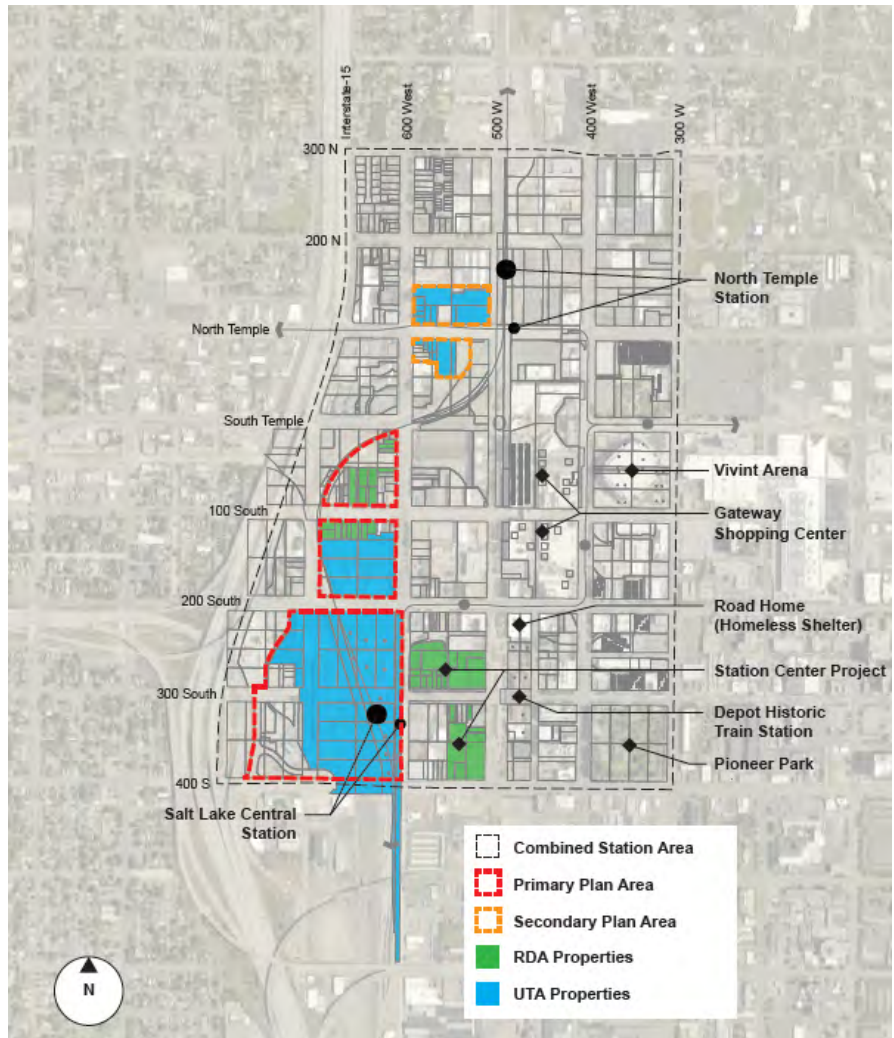
There are additional considerations in highest and best use studies that must be addressed in a sophisticated analysis. While the steps of physically possible and legally permissible consider neighborhood impact, additional emphasis must be made for “social impacts” of the concluded, maximally productive use. For example, affordable housing may not result in the greatest return to the land, but it may have the ability to receive financing or funding mechanisms that result in desirable returns for a developer. A project that does not maximize its allowable density would generally not be considered to be maximally productive. However, if reduced density results in a shortened approval process due to limited neighborhood opposition or required impact studies, then a scaled-back project could be eventually built.

Other considerations in highest and best use include the following:

- 1) Owner motivations – if an owner has held a property for an extended period, their return on the land may be different than what the open market would assume. Some owners also have various reasons for excluding or promoting certain uses (impact to neighboring properties, potential for competition of owner owned properties, etc.).
- 2) Developer interests – some developers who specialize in certain uses will accept a lower rate of return on their specialized use, as opposed to the return of an alternative use. This is due to familiarity with a product type and economies of scale that allow for what appear to the open market as reduced profits. Consequently, highest and best use conclusions may not be built due to these reasons.

In the analysis of Salt Lake Central Station, highest and best use methodologies were employed in detail. The overall area was eventually focused into three study areas: 1) Central Station – primarily UTA owned land surrounding the Front Runner Station, 2) Middle Blocks – RDA and UTA owned properties just north of the Central Station area, and 3) North Temple Station – area surrounding the North Temple Station that includes primarily UTA owned land.

The conclusions presented for the Salt Lake Central Station study focused initially on the four, main criteria for highest and best use, as outlined above. Eventually, owner motivations and developer interests were addressed. These latter factors ultimately ended up being critical, due to the ownership nature of the studied properties and the motivation factors of the associated groups.



Central Station

Highest and best use for the Central Station node first looked at the physically possible and legally permissible uses. That area has a variety of potential uses under these two categories, considering that the land is flat, is well accessed, has major transit options, has flexible zoning, and has multiple uses within the neighborhood. Some existing uses show functional obsolescence, with new development to significantly improve property values of the site and those of surrounding parcels.

Economically viable and maximally productive uses show healthy demand for the properties, assuming certain barriers could be removed. These include freight train delay issues, deed restrictions for residential use (from the railroad entity). Market conditions indicate support for multi-family use, office, and some select retail. Multi-family results in the greatest return to the land, as shown in the valuation and cost comparison analyses.

Additional highest and best use considerations are necessary for the Central Station area. This is due to motivated ownership issues, as UTA desires to see uses at the site that promote ridership. UTA has internally discovered that office properties at their transit-oriented locations have the greatest impact on ridership numbers. UTA is limited on the sites within its system that it can develop. As a result, they must believe that the proposed development at a specific site is not only viable (and potentially more viable and profitable (joint development) than other sites in the UTA system), but that it will maximize ridership.

With consideration of UTA’s motivations, office use makes financial sense for the site. As a joint development partner, UTA could push for office use and provide some incentives to a development partner that would result in the returns being desirous enough that this use type would be pursued. Pure residential use would not likely require incentives but would be discouraged by UTA and would potentially result in the property not being well ranked in the UTA system.

Another consideration in the Central Station analysis is the proposed construction of a clean fuels facility on a major portion of the studied area. This facility will be owned and operated by UTA, and is set for groundbreaking in late 2018. From a market perspective, it is not a use that is considered to be the highest and best use, but is being pursued based on ownership interests. Consequently, it limits the overall site to what can be built. With this consideration, a limited mixture of office and residential is ultimately concluded. Some retail is deemed appropriate, but only if the office and residential can be built at densities that will support population and activity increases in the neighborhood.

The Highest and Best Use conclusions are used to show potential fiscal impacts from the use types. As shown in the table below, the three use types result in a variety of values and corresponding taxable values.

Central Station					
Use Type	Square Feet/Units	Projected Value	Property Tax to Salt Lake City*	Sales Tax to Salt Lake City	Total Tax Revenue**
Multi-Family	335,000 sq.ft./350 units	\$70,000,000	\$165,000	NA	\$165,000
Office	200,000 sq.ft.	\$47,500,000	\$204,000	NA	\$204,000
Retail	4,000 sq.ft.	<u>\$840,000</u>	<u>\$3,600</u>	<u>\$5,500</u>	<u>\$9,100</u>

Total		\$118,340,000	\$372,600	\$5,500	\$378,100
--------------	--	---------------	-----------	---------	------------------

* To Salt Lake City only (does not include county, library, water districts, school district, etc.

**Property and sales tax revenues only

Impacts of the highest and best use conclusions are also addressed from a population, workforce, and vehicle-impact perspective. These are shown in the table below:

Central Station				
Use Type	Square Feet/Units	Potential Residents	Potential Employees	Potential Vehicles
Multi-Family	335,000 sq.ft./350 units	1,125	NA	(if parked at 0.3 per unit) 135
Office	200,000 sq.ft.	NA	1,000	(if parked at 2.0 per 1,000 sq.ft.) 400
Retail	4,000 sq.ft.	<u>NA</u>	<u>40</u>	(if parked at 2.0 per 1,000 sq.ft.) 8
Total		1,125	1,040	543

Middle Blocks

Similar to the analysis performed for the Central Station area, the Middle Blocks (shown on the map as a combination of primarily UTA and RDA-owned properties) were analyzed for highest and best use considerations. The area, as a whole, receives less visibility and exposure than the Central Station study area. Consequently, this suggests some different physically possible conclusions. Transit connections are more limited in this area, indicating that office use may be slightly less financially viable as compared to locations closer to transit. Again, the motivations of UTA are considered, as is the near-term availability of their major site.

The need for affordable housing in the area is also a major consideration for the area. This, as indicated previously, ultimately becomes a “social” reason in highest and best use. Affordable housing would be applauded by the RDA and would likely be well received by most neighborhood groups. Overall, a combination of multi-family units, some office, and limited retail is proposed for the area. This conclusion addresses existing uses, site limitations, proximity to transit, market conditions, and financially feasible uses.

Middle Blocks					
Use Type	Square Feet/Units	Projected Value	Property Tax to Salt Lake City	Sales Tax To Salt Lake City	Total Tax Revenue
Multi-Family	520,000 sq.ft./550 units	\$99,000,000	\$235,000	NA	\$235,000
Office	35,000 sq.ft.	\$7,500,000	\$32,000	NA	\$32,000
Retail	5,000 sq.ft.	<u>\$1,000,000</u>	<u>\$4,300</u>	<u>\$6,900</u>	<u>\$11,200</u>
Total		\$107,500,000	\$271,300	\$6,900	\$278,200

Due to the relatively high number of residential units, impacts from population and potential vehicles in the area are noted to potentially be significant. The table below highlights these considerations:

Middle Blocks				
Use Type	Square Feet/Units	Potential Residents	Potential Employees	Potential Vehicles
Multi-Family	520,000 sq.ft./550 units	1,375	NA	(if parked at 1.0 per unit) 550
Office	35,000 sq.ft.	NA	175	(if parked at 4.0 per 1,000 sq.ft.) 140
Retail	5,000 sq.ft.	<u>NA</u>	<u>50</u>	(if parked at 2.0 per 1,000 sq.ft.) 10
Total		1,375	225	700

North Temple Station

The North Temple station node is now addressed. The surrounding neighborhood is primarily a collection of residential uses, suggesting this type of construction from a physically possible standpoint. Legally

permissible uses include residential, as well as others. From a financial viability standpoint, the greatest returns would be associated with multi-family uses. Office would be viable, although the returns would not be as significant as residential, suggesting that office is not a maximally productive use. Development of an office property could nonetheless occur if ownership motivations suggested as much, or if incentives were available from an Opportunity Zone or RDA option. Retail appears to be viable due to a general lack of commercial uses in the neighborhood. Additionally, the proposed, multi-family additions to the neighborhood will create need for small retail uses.

North Temple Station					
Use Type	Square Feet/Units	Projected Value	Property Tax to Salt Lake City**	Sales Tax To Salt Lake City	Total Tax Revenue
Multi-Family	490,000 sq.ft./515 units	\$122,000,000	\$290,000	NA	\$290,000
Office					
Retail	5,000 sq.ft.	<u>\$1,000,000</u>	<u>\$4,300</u>	<u>\$6,900</u>	<u>\$11,200</u>
Total		\$107,500,000	\$271,300	\$6,900	\$301,200

North Temple Station				
Use Type	Square Feet/Units	Potential Residents	Potential Employees	Potential Vehicles
Multi-Family	490,000 sq.ft./515 units	1,290	NA	(if parked at 0.85 per unit) 438
Office				
Retail	5,000 sq.ft.	<u>NA</u>	<u>50</u>	(if parked at 3.0 per 1,000 sq.ft.) 15
Total		1,290	50	453

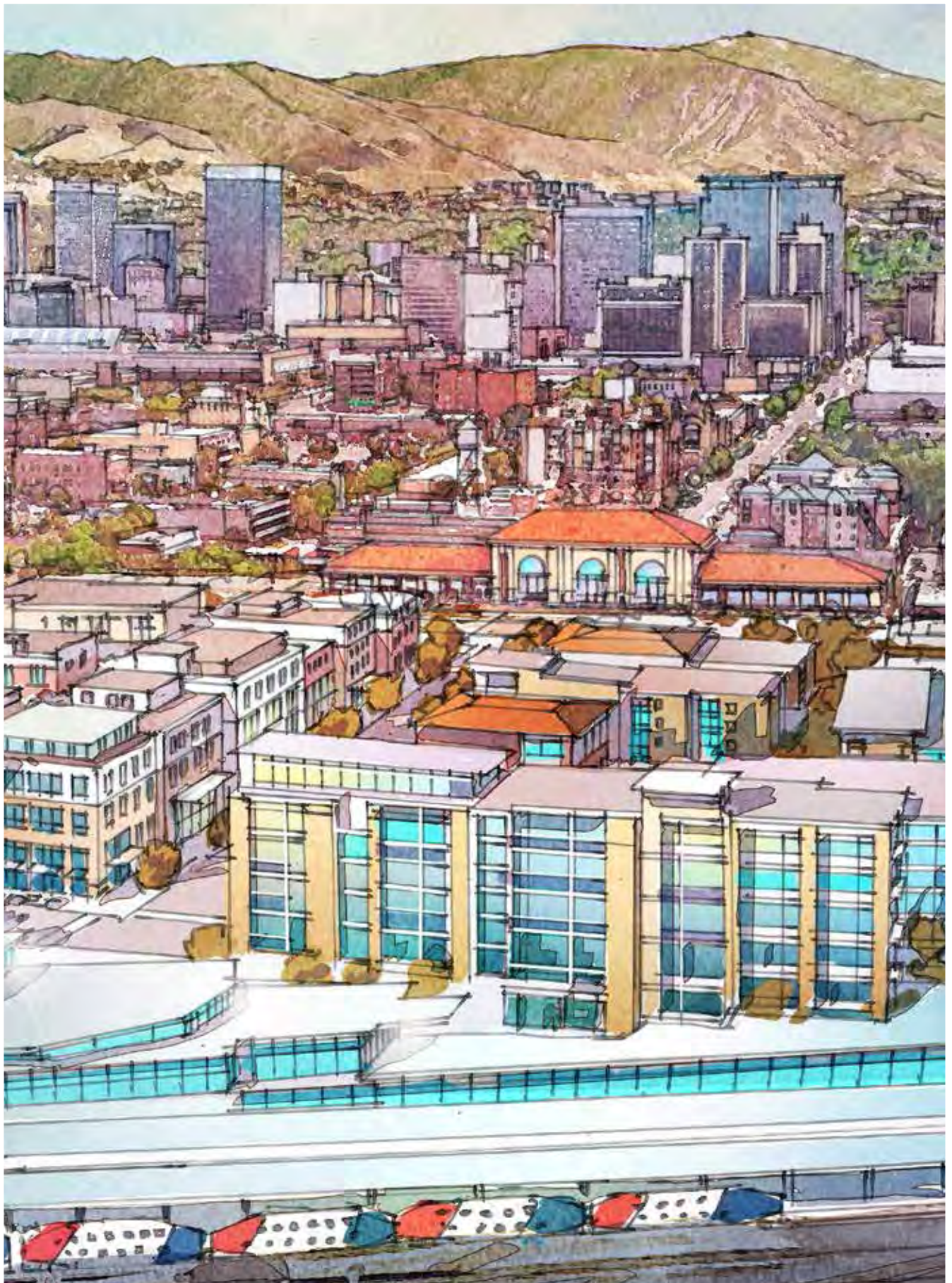
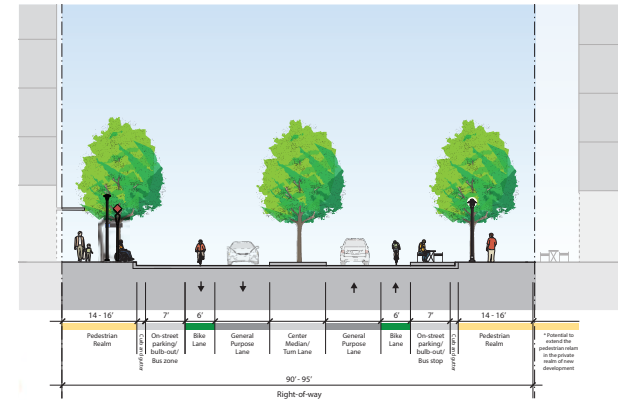
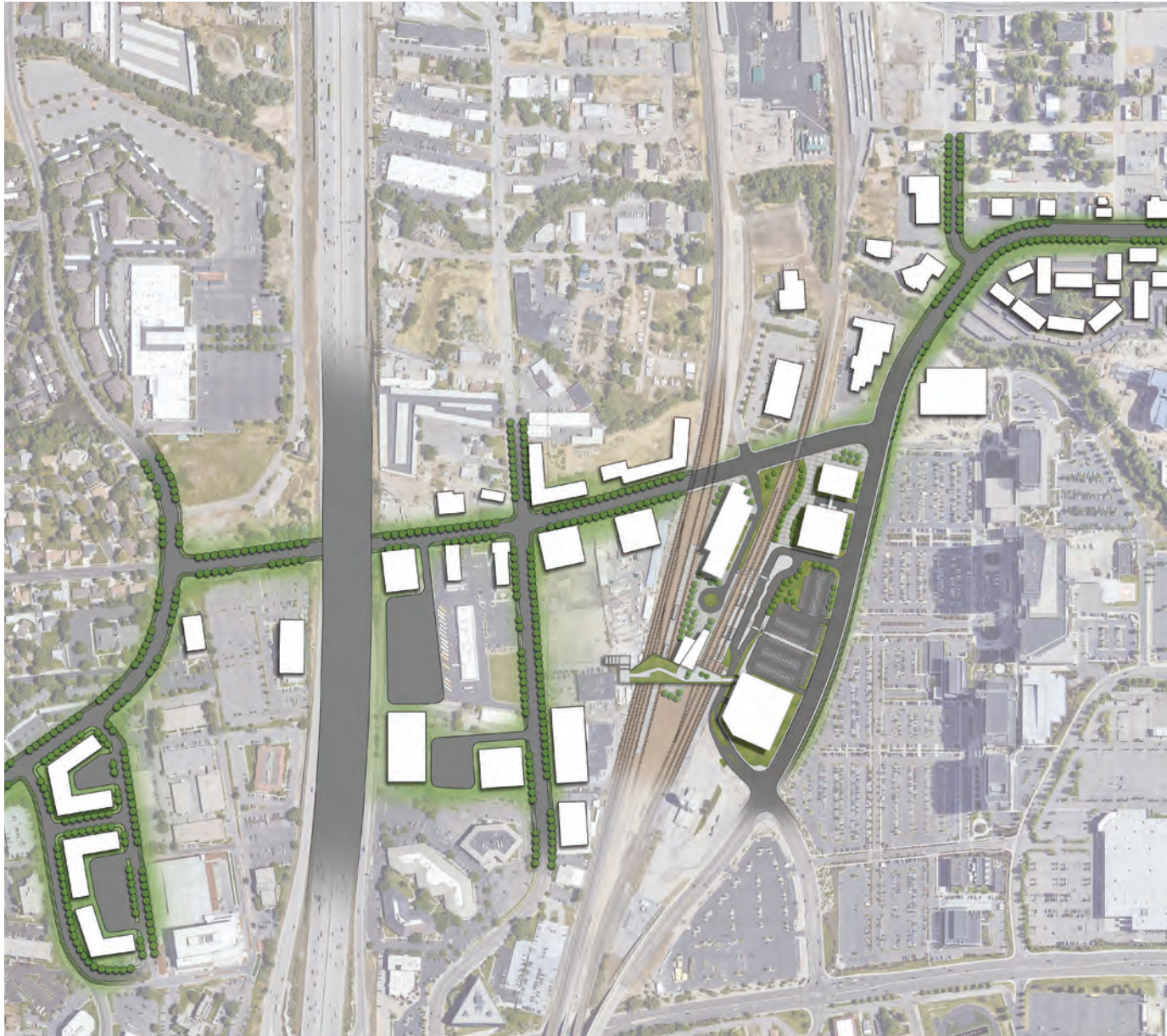


Exhibit C



MURRAY CENTRAL STATION

MASTER PLAN



11.20.18 DRAFT 11.18



Table of Contents

1	INTRODUCTION	3
	<i>Background Setting and Purpose</i>	3
	<i>Overview of Planning Process</i>	4
	<i>Planning Development Principles</i>	5
2	EXISTING CONDITIONS, ANALYSIS & IMPLICATIONS	7
	<i>Environmental</i>	7
	<i>Economics</i>	12
	<i>Transportation</i>	24
	<i>Land Use</i>	42
3	MURRAY CENTRAL STATION MASTER PLAN	47
	<i>Introduction</i>	47
	<i>Vine Street Corridor Concept</i>	49
	<i>Central Station Concept 1</i>	61
	<i>Central Station Concept 2</i>	65
4	DESIGN & IMPLEMENTATION GUIDELINES	69
	<i>Introduction</i>	69
	<i>Design Values</i>	70
	<i>Architecture and Built Form Guidelines</i>	71
	<i>Public Realm Guidelines</i>	75
	<i>Sustainability Goals</i>	83

INTRODUCTION

Background, Setting and Purpose

The Murray Central Station is a place of connections and linkages, where people arrive and depart on their way to destinations near and far. Located in the heart of the Salt Lake Valley, the station and surrounding area is undergoing major transformation and development pressure.

Situated adjacent to the flagship hospital of Intermountain Healthcare and next to downtown Murray, the station is a place where patients, caregivers, business operators, shoppers and residents come together, all in the context of superlative transit opportunities. In fact, the Murray Central Station Area is the only rail location outside of downtown Salt Lake City where TRAX and Frontrunner trains meet, providing unparalleled opportunity to create a superlative transit and mixed-use place. Development interest is spreading from downtown and the fringes of the station area to the center of the district, hinting at the rich role the area will play in the ongoing transformation of the city center.



A general vision for the area was established through recent planning efforts, most notably the recently-adopted *Murray City General Plan (2017)*. This plan embraces the work and vision underlying those efforts while digging deeper to ensure that future development is matched to the opportunities, needs and constraints of the site and its surroundings. This was achieved through detailed research and analysis, as follows:

- Assessment of the study area's built environment, current development patterns and growth potential;
- Understanding of the underlying physical and environmental implication of the area's location within the Smelter Site Overlay District (SSOD), including clarification of the opportunities, constraints and impacts that these conditions have on the potential locations and types of development;
- Clarification of the market potential of the station area, including the synergies of commercial, mixed-use and residential uses as part of creating a viable mixed-use transit district within a redeveloping urban center; and
- Understanding the connections and access to and from the station area for vehicles, transit, pedestrians and cyclists.



1

2

3

4

1

Overview of Planning Process

2

This plan is focused on answering three primary questions:

3

How do contaminated lands affect the Central Station Area?

What are the market potentials of the area?

4

How do you create a great station area with the best possible transportation and land use conditions?

Answers emerged through a process that began by documenting existing conditions, focusing on establishing environmental, economic, transportation and land use conditions and needs. Since a specific area describing the planning area had not been determined, initial research addressed a relatively large area that extended well beyond Murray Central Station (see Figure 1). This area was later reduced, focusing on the Vine Street Corridor from State Street to Murray Boulevard.

Once existing conditions and opportunities were understood, a series of planning alternatives were developed and vetted. Initial outreach efforts focused on working with key stakeholders as part of Technical Committee and Steering Committees composed of city staff, local representatives, property owners, UTA and other project stakeholders. Interviews were also held with Intermountain Medical Center property managers, other key property owners, UTA staff, and local developers. Two alternatives with distinctly different station concepts emerged, each reflecting Planning and Development Principles identified earlier in the process. These were eventually detailed and refined as options to guide future development of the station area, and are both contained in the *Murray Central Station Master Plan* presented here.



Figure 1 - Study Area Map

Planning and Development Principles

1

2

3

4

General

- Align planning and design of the station and station area with the vision contained in the Murray General Plan.
- Balance the creation of a quality station with environmental constraints and other limitations.
- Transform the station from vehicle-oriented to human-oriented places.
- Leverage the power, reach, and investment of the station's transit service to create a vibrant and iconic hub.
- Encourage flexible interpretation of the plan to address emerging and unanticipated opportunities as they arise.

Environmental

- Protect human health and environment
- Accommodate human-scaled uses that are compatible with the environmental status of the site.
- Integrate decisions that were made 20+ years ago related to environmental mitigation and cleanup in the area

Economics

- Create value in the surrounding area by leveraging the enhanced station amenities with new development
- Leverage the existing public and private investment in the area.
- Take the long view when making decisions – not just from an economic perspective, but for all other aspects of the site,
- Create a flexible framework that is responsive to market changes and unforeseen futures.
- Work with development partners to create a funding methodology that works for all parties involved.

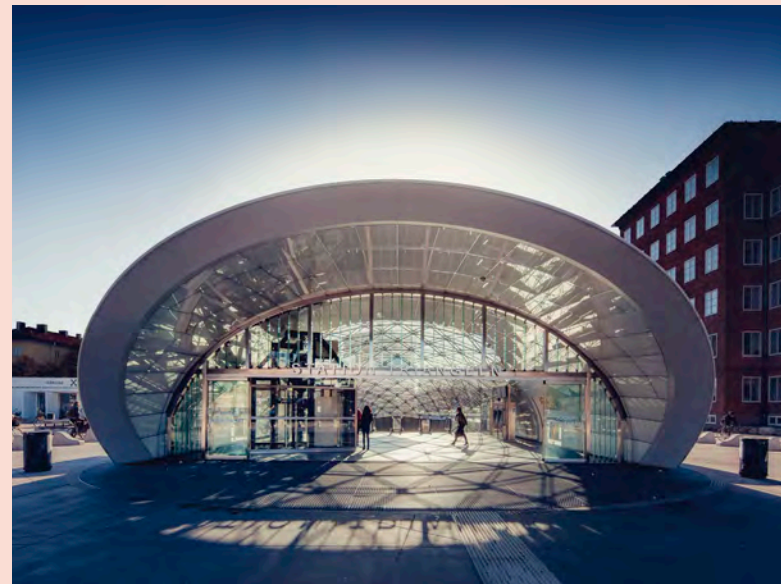
Transportation

- Connect the station to existing and proposed destinations in Murray and the surroundings.
- Create a new public realm that is inherently walkable and easy to navigate.
- Capitalize on the opportunity to transform Vine Street into an activated, multi-modal urban corridor.

- Reconfigure the station's circulation and operations to emphasize walkability and public space.

Land Use / Urban Design

- Acknowledge that the IMC properties are not necessarily aligned with the creation of a better station area.
- Facilitate market-driven changes from light industrial uses to more urban mixed-uses, with residential uses to limited areas outside the SSOD boundary.
- Acknowledge the zone of influence of the station and the need for transitions to adjacent neighborhoods and districts.
- Locate viable uses in the station areas that contribute to the creation of a new station district.
- Do it right – invest in high-quality buildings, pedestrian enhancements and urban spaces.
- Create an iconic/landmark station and associated great spaces to attract attention and help define the area.



Example of an iconic station entrance

EXISTING CONDITIONS, ANALYSIS & IMPLICATIONS

This section of the master plan documents and analyzes key conditions at the Murray Central Station and surrounding areas. **Environmental and Economic** conditions were assessed in the earliest stages of the planning process, providing a baseline of key opportunities and constraints to be considered when transforming the site. **Transportation and Land Use** assessments followed, clarifying current conditions and future opportunities to be considered as part of creating a different type of place.

Environmental

Environmental conditions at the former Murray Smelter Site were analyzed to help clarify the types of land uses and potential markets that can be supported in the area.

History

The Germania Smelter operated on the site from 1872-1902, processing 180 tons of material a day. The smelter was purchased by American Smelting and Refining Company (Asarco) in 1899 and operated until the Murray smelter began operations in 1902. The Murray Smelter processed 1,500 tons of lead and silver ores per day through 1949, eventually closing operations in the early 1950's. Much of slag was used as ballast for railroads and highways in the area. Operations facilities on site included an extensive network of railroad tracks, two smoke stacks, several blast furnaces, ore storage bins and other support facilities.

By the mid 1990's, on-site remnants of the smelter operation included two large smoke stacks, a foundation wall of one building, the old office building and the slag piles. In 1994 the U.S. Environmental Protection Agency (EPA) that the Murray Smelter site be placed on the National Priorities List (NPL). This is the list of hazardous waste sites in the United States that are eligible for long-term remedial action (cleanup) financed under the federal Superfund program. The NPL listing was never finalized and the site was never designated as a Superfund site.

Several studies and site investigations were conducted between 1994 and 1997, describing site contamination. Site investigations noted that lead and arsenic were identified as primary contaminant of concern in soil. Shallow groundwater was also found to be contaminated with arsenic and elevated arsenic concentrations were also measured in Cottonwood Creek. In 1996



Historic photos of the Germania / ASARCO Smelter

1

2

3

4

1

the EPA and Murray City signed a Memorandum of Understanding (MOU), creating a formal role for Murray in the assessment of potential land uses, development of cleanup options, and implementation/enforcement of institutional controls. A working group was formed with Murray, EPA, UDEQ, Asarco, and land/business owners in the area.

2

In 1998 the EPA issued a Record of Decision (ROD) for the selected site remedial action, and Murray City passed an ordinance establishing the Smelter Site Overlay District, or “SSOD.” The establishment of these institutional controls were part of the selected remedial action. The actions were performed from 1998 to 2001, and in 2003 the first EPA 5-year review was performed and findings documented. The results indicate that the remedy is expected to protect human health and the environment, and immediate threats were addressed.

3

In 2008 Asarco settled with the US government after filing for Chapter 11 bankruptcy in 2005, agreeing to pay \$1.79 billion for contamination at the various sites. The funds were allotted to the EPA for cleanup and monitoring at 26 sites around the country, including the Murray Smelter Site.

4

In 2009 the second EPA 5-year review was performed, which indicated that the remedy at the Murray Smelter Site is protective of human health and the environment, that source control measures continue to function, institutional controls are effective, and contaminant levels are consistent with expectations at the time of the ROD. The third and most recent EPA 5-year review was performed in 2014, with similar results to those conducted in 2003 and 2008. Annual monitoring is performed and funded by a trust set up by Asarco.

1998 Record of Decision (ROD)

The EPA issued a Record of Decision (ROD) for the selected site remedial action in 1998. The ROD is a document that describes site characteristics and contamination risks, alternatives for remediation, and the selected the remediation strategy for cleanup. The goals of the selected remedy for the Murray Smelter Site are to protect the aquifer, restore the shallow groundwater, protect Little Cottonwood Creek, and remediate surface soils to levels that are protective of the reasonably anticipated future land use.

A critical piece of the ROD includes a summary of site risks and corresponding Remedial Action Objectives (RAOs). A baseline risk assessment was performed and used to characterize the current and potential threats to human health and the environment as a result of contamination. The baseline risk assessment was used to determine the RAOs which establish the acceptable levels of contamination that protect public health and the environment. The RAOs were determined based on the assumption that future land uses will be commercial and/or light industrial.



Figure 2 - Smelter Site Boundary

The selected remedy for cleanup was described in the 1998 ROD and was subsequently performed between 1998 and 2001. As indicated in the most recent EPA 5-year review, the selected remediation strategy has been effective in meeting the RAOs.

Smelter Site Overlay District (SSOD) Site Overview

The SSOD was established as part of the remedial action described in the 1998 ROD. The SSOD is bounded by 5300 South Street to the south, State Street to the East, Little Cottonwood Creek to the north, and railroad tracks to the west (see Figure 2). The total site is 142 acres.

The purpose of SSOD is to ensure appropriate uses and redevelopment on site as well as protection of cap and barrier system. The SSOD includes zoning to prevent residential and contact-intensive industrial uses within the former smelter operational areas and to require maintenance of the barriers, caps, and controls on excavated subsurface material within this area. Zoning allows for commercial and light industrial land uses. The SSOD also prohibits construction of new wells or use of existing wells. All current and future redevelopment activities in the SSOD must conform to requirements described in Chapter 17.25 of the Murray Municipal code in addition to the overlying zoning which is C-D, a commercial development mixed use district described in Chapter 17.160 of the code.

The four categories of materials defined by the 1998 ROD and referenced in the SSOD development regulations are described below and illustrated in Figure 3. For each category, a description of contamination, remediation, site location of materials, and relevant SSOD regulations on development are provided. In addition, contamination of shallow groundwater and surface water are discussed.

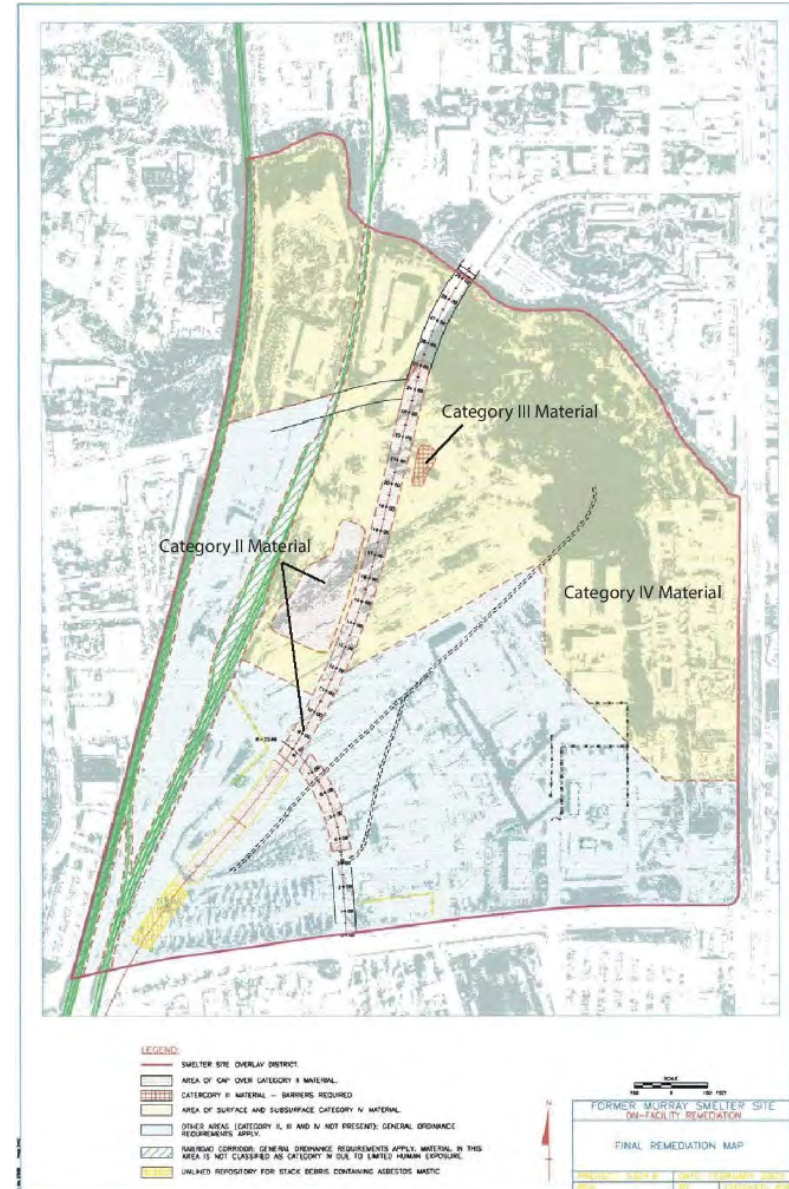
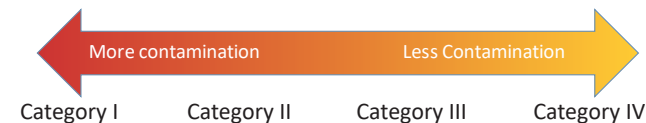


Figure 3 - SSOD Remediation Map



- 1
- 2
- 3
- 4

1

Category I Materials

Description of Contaminated Materials: Residual smelter materials associated with the arsenic trioxide process and considered undiluted flue dust. This material contained the highest arsenic concentrations (average approximately 140,000 mg/Kg). Identified as a potential health risk and as being a major source of arsenic to shallow groundwater.

2

Remediation Performed: Excavation and removal of material (580 tons) to an off site permitted hazardous waste treatment, storage, and disposal facility.

3

Current Location of Category I Materials: There are no Category I materials on site.

4

SSOD Regulations on Development: N/A.

Category II Materials

Description of Contaminated Materials: Residual material associated with smelter flue dust operations (blast furnace flues, bag-house, roasting plant flues and Cottrell electrostatic precipitator) and consisted diluted flue dust. Contains lower arsenic concentrations (average approximately 9,000 mg/Kg) and a total volume of 90,000 cubic yards (from 5-year review; ROD says 68,000 cubic yards). Identified as a potential health risk and as being a source of arsenic to shallow groundwater.

Remediation Performed: Excavation and on-site consolidation of material with screening, crushing, and blending prior to placements in an on-site facility repository system. Cap over Category II materials at fully-encapsulated and lined with geo-membrane. Designed as the base for a new access road. Subsequent, site development (UTA parking lot; road) has occurred over the repository.

Current Location of Category II Materials: Under the length of Cottonwood Street between Little Cottonwood Creek and 5300 South and Woodrow Lane from Cottonwood Street to 5300 South. Also underlies the southern end of the UTA parking facility on the west side of Cottonwood Street.

SSOD Regulations on Development: Excavation or breaks in the cap over Category II materials is prohibited.

Category III Materials

Description of Contaminated Materials: Residual smelter material and contaminated soils that contained arsenic or lead above levels that posed a potential health risk to site workers (arsenic > 1,200 mg/Kg or lead > 5,600 mg/Kg), but were not sources of arsenic to groundwater. Once Category II materials were removed, it was found that relatively small amounts of Category III were present; approximately 600 cubic yards of Category III materials were removed from the rail line area to the west and relocated to the central portion of the on-facility area.

Remediation Performed: Removed materials from the western portion of the site and place in a then undeveloped area with access controls in place. Barrier was placed over Category III materials to prevent direct contact. Material was covered with subsequent redevelopment in 2008 (IMC hospital parking).

Current Location of Category III Materials: East side of Cottonwood Street in an area that currently serves as parking for IMC hospital.

SSOD Regulations on Development: No subsurface soils identified as Category III materials shall be disposed of off site unless a party complies with the appropriate off site rule as set forth in the code of federal regulations.

Category IV Materials

Description of Contaminated Materials: Smelter slag has relatively high levels of lead (8,000 to 16,000 mg/Kg), but is present in a physical form (vitrified iron silicate) that limits the release of metals. Slag was therefore not identified as a source of metals to groundwater or surface water and was not a current human health risk. The slag may have the potential to release metals over the long term if the vitrified materials breaks down due to weathering. Human health risks associated with exposure to slag under a commercial/light industrial scenario were predicted to be within EPA acceptable risk range.

Remediation Performed: Material to be eventually covered as site is redeveloped in the future. Site development resulted in the construction of barriers over the slag ensuring no exposure to slag in the future.

Current Location of Category IV Materials: Largely on the northern and eastern end of the SSOD. See Figure 2. SSOD Regulations on Development: No category IV materials shall be deposited on the surface of the ground.

Groundwater

Description of Contamination: Groundwater is comprised of three distinct aquifers: shallow aquifer, intermediate aquifer, and deep aquifer. Shallow groundwater was found to be contaminated with arsenic and selenium.

Remediation Performed: Monitored natural attenuation to address the residual groundwater contamination within and down-gradient of source areas. Natural attenuation to continue until shallow groundwater achieves Average Contaminant Level (ACL) for dissolved arsenic of 5.0 mg/L. The intermediate aquifer to be monitored to demonstrate continued compliance with the Maximum Contaminant Level (MCL) for dissolved arsenic of .05 mg/L (MCL changed to .01 mg/L in January of 2001).

SSOD Regulations on Development: Construction of new wells prohibited.

Off-Facility Areas

Off-facility areas were established in the 1998 ROD as those residential and commercial areas that surrounded the smelter site where airborne emissions from the smelters impacted the environment or where contamination in shallow ground water may be transported in the future. The off-facility area is comprised of approximately 30 acres to the west of the SSOD, 106 acres to the south and southeast, and a small area to the east of the SSOD.

The RAO for off-facility soils were established as <1,200 mg/kg (range 630-1260) for lead and there was no RAO established for arsenic. For offsite areas where soil RAOs are not met, remediation was performed. Remediation consisted of excavation of the top 18 inches of soil and replacement with clean fill. There are currently no restrictive development regulations in the off-facility areas.

1

2

3

4

ENVIRONMENTAL PLANNING AND DEVELOPMENT PRINCIPLES

- Protect human health and environment
- Accommodate human-scaled uses that are compatible with the environmental status of the site.
- Integrate decisions that were made 20+ years ago related to environmental mitigation and cleanup in the area

What Does this Mean for Future Development?

Based on the 1998 ROD, development is limited to commercial and light industrial within the SSOD. Outside of the SSOD, general zoning applies.

The EPA and UDEQ has indicated that in order to redevelop the site for any land use other than commercial and light industrial, the 1998 ROD must be amended. The 1998 ROD established remediation based on future commercial and light industrial uses. In order to allow other uses (i.e. residential) an updated risk assessment must be performed and new RAOs must be established through the ROD amendment process. Murray does not support residential or other uses that require additional assessments.

Economics

The following summarizes existing and projected economic and demographic conditions in the Murray Central Station Small Area Planning area.

Current Demographics & Employment

The planning area is the area surrounding the Murray Central Station of the TRAX Blue Line and Frontrunner commuter rail. Figure 4 provides current population for the planning area, Murray and Salt Lake County. The study area represents less than ½ half of 1 percent of County-wide population and 8 percent of Murray population. Households in the study area are smaller than those in the County as a whole and the rest of Murray.

Figure 4: Current Demographics - 2018 Estimated

	Population	Households	Employment
Study Area	4,096	1,715	17,332
Murray City	49,295	19,742	54,763
Salt Lake County	1,114,711	390,334	764.669

Source: WFRC/MAG Demand Model V 8.1 - March, 2017

The most important current demographic indicator is employment. The study area is a job rich area of Murray and Salt Lake County. The ratio of jobs to population in the study area is 4.23. By contrast the jobs to population ratio in Murray is 1.11 and 0.69 County-wide. The study area represents 32 percent of Murray City jobs and 2 percent of County jobs.

According to 2015 data, 99 percent of the jobs in the study area are filled by people who live elsewhere either in Murray or other parts of the Wasatch Front. For Murray City as a whole, 93 percent of the jobs are filled by people who live elsewhere. Five percent of the jobs in Murray are filled by people who live in Murray. For the study area, less than 1 percent of the jobs are filled by people who live in the study area.

Figure 5: Worker Profiles Study Area & Murray 2015

	Jobs in the Area	Employed in Area / Live in Area	Employed in Area / Live Elsewhere	Live in Area / Employed Elsewhere
Study Area	12,298	66	12,232	1,386
Murray City	40,803	2,954	37,849	20,416

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015)

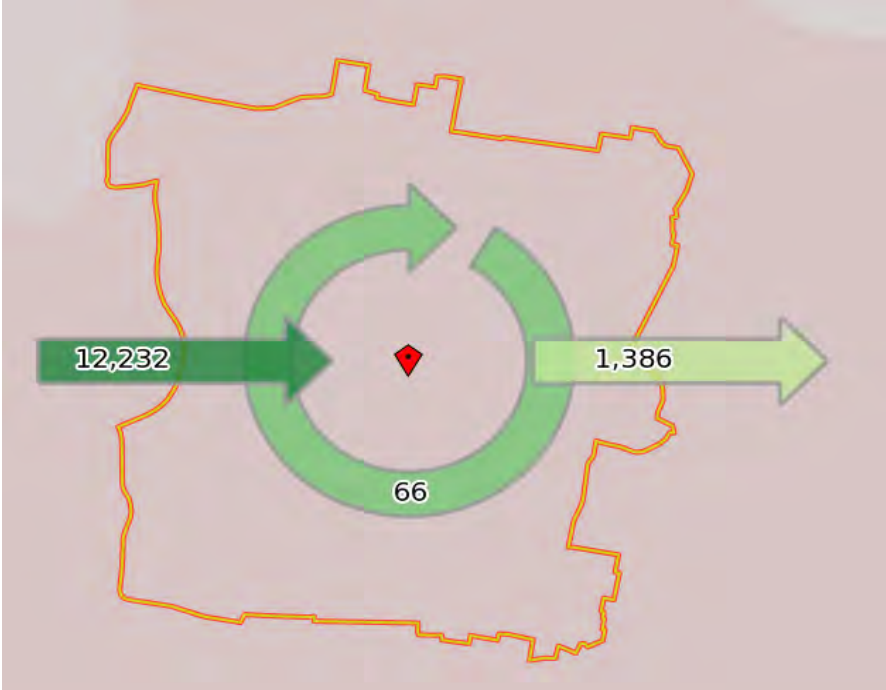


Figure 6 - Live / Work Patterns - Study Area

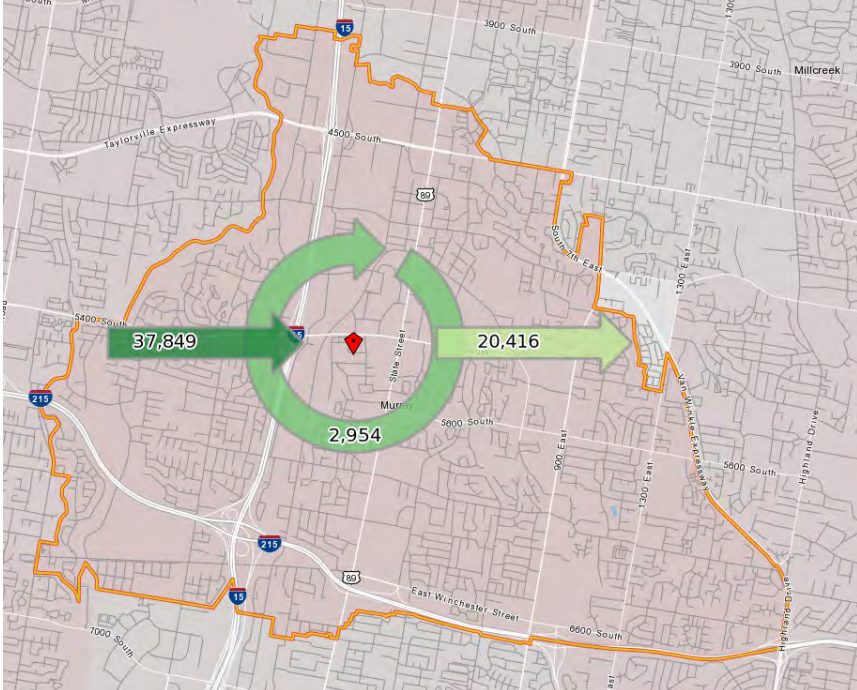


Figure 7 - Live / Work Patterns - Murray

1

2

3

4

Figure 8: Jobs by NAICS Industry Sector Study Area & Murray 2015

	Study Area	% Of Study Area	Murray	% of Murray	Study Area as % of Murray
Agriculture, Forestry, Fishing and Hunting	0	0%	2	0.005%	0%
Mining, Quarrying, and Oil and Gas Extraction	46	0%	49	0.12%	94%
Utilities	50	0%	103	0.25%	49%
Construction	469	4%	2,861	7%	16%
Manufacturing	300	2%	1,807	4%	17%
Wholesale Trade	282	2%	1,807	4%	18%
Retail Trade	985	7%	6,087	15%	16%
Transportation & Warehousing	38	0%	393	1%	10%
Information	192	1%	783	2%	25%
Finance & Insurance	1,777	13%	3,667	9%	48%
Real Estate, Rental & Leasing	280	2%	933	2%	30%
Professional, Scientific, & Technical Services	1,093	8%	3,580	9%	31%
Management of Companies & Enterprises	2	0%	293	1%	1%
Administration & Support, Waste Management & Remediation	690	5%	2,512	6%	27%
Educational Services	1,022	8%	2,002	5%	51%
Health Care & Social Assistance	4,482	34%	9,068	22%	49%



Arts, Entertainment & Recreation	78	1%	261	1%	30%
Accommodation & Food Services	446	3%	2,349	6%	19%
Other Services (excluding Public Administration)	321	2%	1,287	3%	25%
Public Administration	728	5%	1,209	3%	60%
TOTAL	13,281	100%	40,803	100%	33%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015)

Jobs in the health care and social assistance category represent a significant proportion of the jobs in the study area and in Murray. Figure 8 compares jobs by North American Classification Systems (NAICS) category in the study area and Murray as a whole. Although retail jobs represent the second highest category of job in Murray, only 7 percent of study area jobs are in retail. The second highest job category in the study area is finance and insurance, with 48 percent of Murray’s finance and insurance jobs in the study area.

The study area is clearly an important jobs center for Murray.

Projected Growth

Salt Lake County’s population is projected to grow to almost 1.5 million people by 2040, a 33 percent increase over today’s population. The study area population is projected to grow by 75 percent in the same time period. Projected population in the study area represents 13 percent of Murray’s projected future population. This is a 4 percent increase over the percent of current Murray population living in the study area. This means that 41 percent of Murray’s population growth and 36 percent of new households are anticipated to occur in the study area. The projected growth will require an additional 1,500 households within the study area.

Figure 9: Projected Demographics - 2040 Projected

	Population	Households	Employment
Study Area	7,158	3,216	26,890
Murray City	56,786	23,931	70,565
Salt Lake County	1,477,873	572,823	989,728

Source: WFRC/MAG Demand Model V 8.1 - March, 2017

1

Employment is also projected to grow in Salt Lake County, Murray and the study area. Thirty-two percent of Murray’s jobs are currently located in the study area. This is expected to increase to 38 percent by 2040. This means 60 percent of Murray’s projected 15,800 new jobs will be located in the study area. Figure 10 provides a breakdown of future jobs by NAICS category if the area adds jobs in the same categories as are currently found in the study areas.

2

The study area plan will need to identify the appropriate balance of housing and employment to either capture the projected number of households and jobs or to determine the appropriate balance for the area.

3

4

Figure 10: New Jobs by NAICS Category - 2040

	Study Area	Murray	Study Area as % of Murray
Agriculture, Forestry, Fishing and Hunting	0	1	0%
Mining, Quarrying, and Oil and Gas Extraction	33	19	174%
Utilities	36	40	90%
Construction	338	1,108	30%
Manufacturing	216	700	31%
Wholesale Trade	203	603	34%
Retail Trade	709	2,357	30%
Transportation & Warehousing	27	152	18%
Information	138	303	46%
Finance & Insurance	1,279	1,420	90%
Real Estate, Rental & Leasing	201	361	56%
Professional, Scientific, & Technical Services	787	1,286	57%
Management of Companies & Enterprises	2	293	1%

Administration & Support, Waste Management & Remediation	497	973	51%
Educational Services	735	775	95%
Health Care & Social Assistance	3,225	3,512	92%
Arts, Entertainment & Recreation	56	101	56%
Accommodation & Food Services	321	910	35%
Other Services (excluding Public Administration)	231	498	46%
Public Administration	524	468	112%
TOTAL	9,558	15,802	60%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2015)



Area Ownership & Parcels

Figure 11 identifies parcels or groups of parcels in the study area of five acres or greater in single ownership. Much of the area is dominated by small lots with fragmented ownership but there are several areas with the larger developer parcels. The locations outlined in red are currently under development or are in the planning and development pipeline.

The large purple parcel east of the station is owned by Intermountain Health Care and is the location of the Intermountain Medical Center and related medical office and support buildings. IHC’s long-term plans for the area will impact the overall station area.

In addition to parcel size and consolidated ownership another factor in redevelopment opportunities is the current status of the parcel, i.e. vacant or underutilized. Figure 12 is a graphic representation of the building to land ratio on parcels in the study area. Lighter colors indicate land values that are equal to or greater than the value of buildings on the property. The darker colors indicate building values higher than the underlying land values. If a parcel is light green, yellow or white it is ripe for reinvestment or redevelopment.

Of the approximately 920 acres in the study area, 53 are identified as vacant by the Salt Lake County assessor. Figure 14 is a breakdown of vacant acreage by property type. Figure 14 illustrates the properties in the study area with building to land value ratios of 1.0 or lower (light green or yellow properties in Figure 12.)

- 1
- 2
- 3
- 4

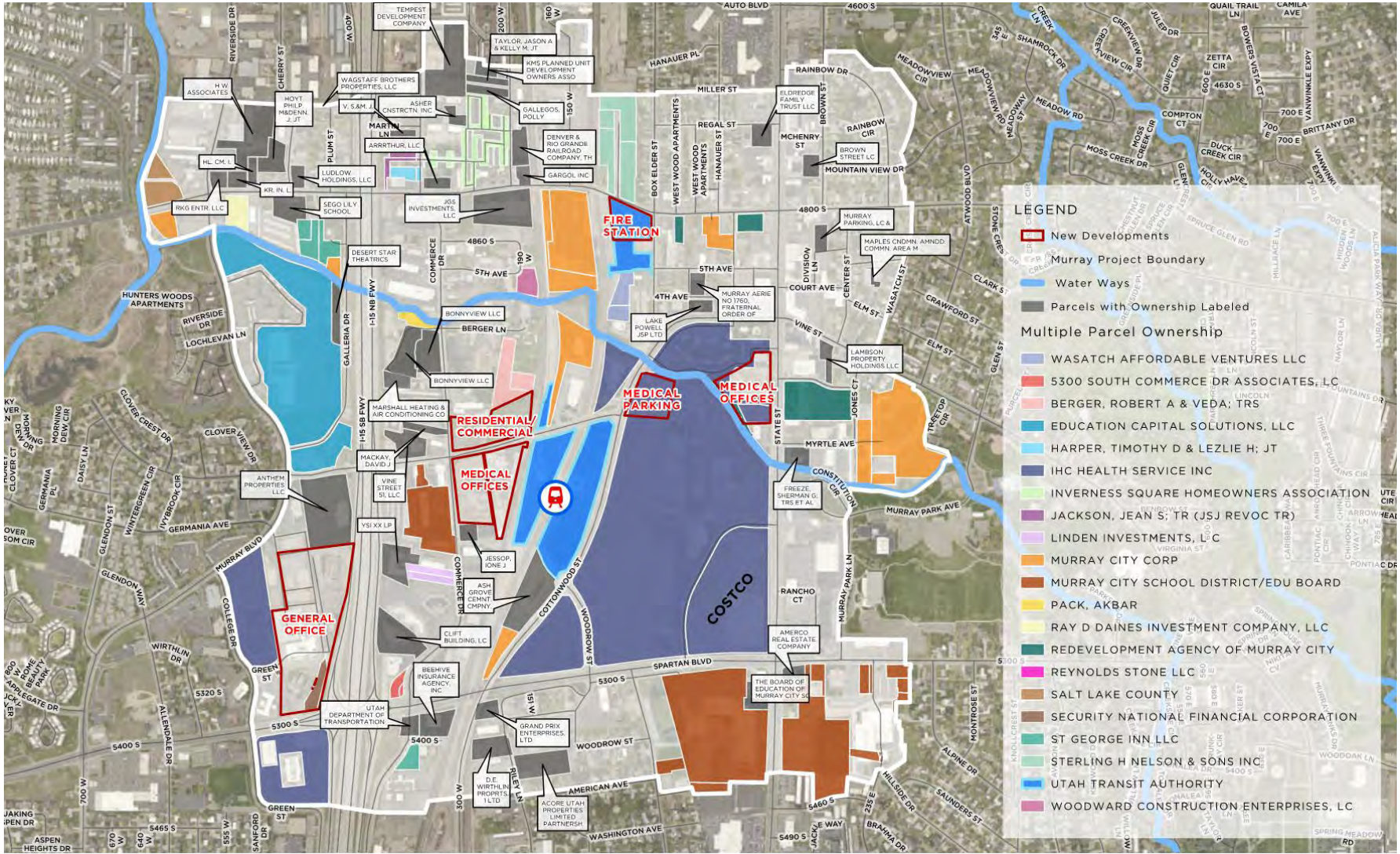


Figure 11 - Murray Central Station Area Property Ownership Map

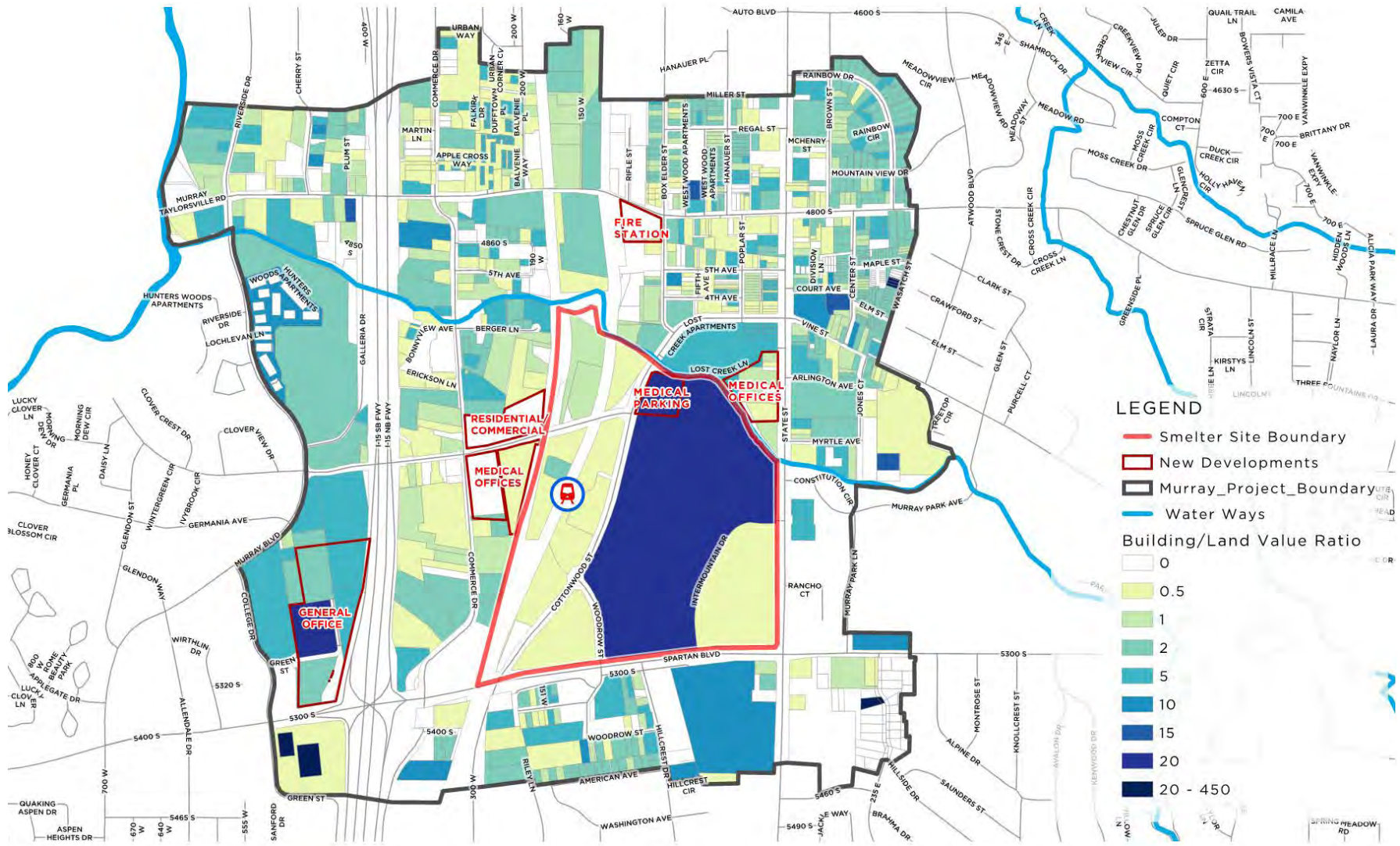


Figure 12 - Murray Central Station Area Underutilized Properties Map

- 1
- 2
- 3
- 4

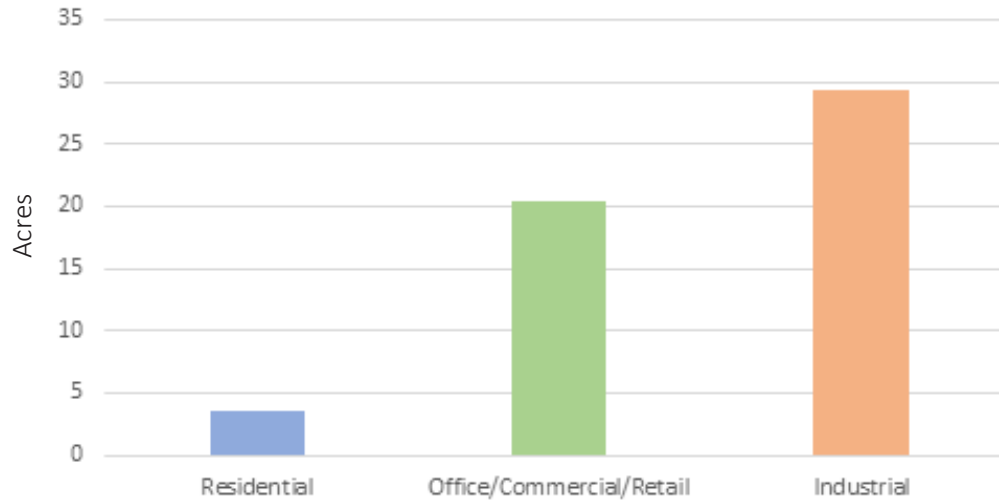


Figure 13 - Murray Central Station Area Vacant Property by Type

Under-Utilized Properties by Type



Figure 14 - Murray Central Station Area Under-Utilized Property Type

The vacant and underutilized properties in the area include almost 20 acres that are owned by UTA. Most of UTA's properties are adjacent to the TRAX and Frontrunner stations. Vacant and underutilized properties represent 42 percent of the 920-acre study area. The current count of vacant and underutilized properties does not include parcels with large parking fields that can be redeveloped into higher performing office, retail and residential buildings.

Real Estate Market

The Murray Central Station area current land uses include residential, institutional, office, medical, retail and industrial.

Residential

The residential market in Salt Lake County has been strong for several consecutive years. All indicators predict that it will continue strong for the foreseeable future. Statewide growth and the related strong household formation has resulted in a housing shortage across most product types and price classes.

Murray is projected to grow by almost 4,200 households by 2040. The study area is projected to capture 1,500 of those units, or 36 percent of the projected new households. County-wide household growth in the same time period is projected to be more than 180,000, meaning Murray City can expect to capture 2 percent of new housing development in the period 2018 through 2040.

Residential property represents 29 percent of the acreage in the study area as of 2017. Of the approximately 268 residential acres, three acres are currently vacant and 80 are undervalued. This provides limited opportunity to develop the needed 1,500 new housing units on existing residential property.

Office

There are a total of 92 acres of commercial office property in the study area. An additional 323 acres are dedicated to institutional uses, including a hospital, schools, and governmental offices. Office-based employment in the study area is estimated at 8,554 in 2015, or 64 percent of the total.

The Intermountain Medical Center (IMC) is the flagship hospital of intermountain Health Care (IHC). The IMC is the primary employer and anchor use in the study area. Its campus is immediately east of the TRAX and Frontrunner stations, creating a natural market for medical office development. The majority of new medical office development is anticipated on the IMC-site although related medical office development will occur in surrounding areas. Currently, there are approximately six acres of medical office development in the study area, almost half of which is owned by IHC Medical Services for a dialysis center.

Office-based employment in the study area is projected to grow by 6,156 jobs by 2040, a 72 percent increase. This will require additional office square footage to accommodate the additional activity. At an average of 200 gross square feet per employee an estimated 1.2 million square feet will be needed, 52 percent of which is anticipated to be medically related.

The Salt Lake County office market averages just under 1 million square feet net absorption annually. The geographic submarket in which the study

1

2

3

4

1

area is located captures approximately 35 percent of the Salt Lake County total. This means an average of 330,000 square feet is absorbed in the central submarket annually. The study area would need to capture approximately 17 percent of the submarket net absorption to meet projections. Future office demand will require between 22 and 46 acres of property, depending on whether structured or surface parking is used.

2

There are currently 20 acres of vacant property identified for commercial office or retail development and an addition 42 acres of undervalued commercial office property.

3

Retail

The retail real estate market is in flux as a result of online shopping and changes in shopper behavior. More emphasis is put on restaurants, entertainment and experiential retail as the key attractors for retail formats. The study area currently represents 16 percent of Murray’s retail jobs and is projected to grow by 72 percent by 2040. At current ratios this represents an additional 56 acres of retail space by 2040. Some of this retail space will come from ground floor retail in mixed use buildings and some will come from stand alone retail development. As indicated above, there are 20 acres of vacant property in the study area identified for commercial office and retail development. In addition, there are approximately 52 acres of undervalued retail property in the area.

4

Opportunities

Although the study area is currently a high-performing area of the City, there are additional opportunities within walking and biking distance of the TRAX and Frontrunner stations. There is also an opportunity to increase the value of existing development through the development of “human-oriented” space such as trails, plazas and gathering places in the vicinity of the two transit stations. Figure 15 illustrates future development opportunities that have emerged as part of the preliminary analysis.

To capitalize on the total opportunity, repurposing approximately 324 acres of current uses is needed. Much of this can occur on UTA-owned “institutional” property immediately adjacent to the TRAX and Frontrunner stations, with the medical office opportunity occurring on IHC Health Services property or other nearby locations.

Figure 15: Study Area Development Opportunity - 2018-2040

Land Use	Current Acres	2040 Acres	New Acres
Residential	268	502	235
Office / Commercial	110	144	34
Retail	78	134	56
Industrial	157	157	0
Institutional	306	306	0
Other	0	0	0
TOTAL	919	1,243	324

Source: WFRC/MAG Demand Model V 8.1 - March, 2017

ECONOMIC PLANNING AND DEVELOPMENT PRINCIPLES

- Create value in the surrounding area by leveraging the enhanced station amenities with new development
- Leverage the existing public and private investment in the area.
- Take the long view when making decisions – not just from an economic perspective, but for all other aspects of the site,
- Create a flexible framework that is responsive to market changes and unforeseen futures.
- Work with development partners to create a funding methodology that works for all parties involved.

1

Transportation

2

The following summarizes the existing conditions for transportation and streets in the Murray Central Station Plan area, analyzing the following conditions:

3

- Transportation context
- Modal networks – transit, pedestrian, bicycle, and vehicle
- Street network
- Public space
- Transportation demand management

4

The analysis concludes with a discussion of major assets, challenges, and opportunities for transportation and streets in the station area.

Context

The transportation context of the Murray Central Station is defined by four main aspects:

- **Existing destinations:** The station is surrounded by many existing (and planned) regional and city-level destinations. It is important to understand how well the station is connected to them, and how well they are connected to one another.
- **The potential for the future fabric of the area:** Much of the station area is likely underutilized in terms of land use when one considers the power of the station – Murray Central provides one-seat, high frequency trips to the major centers of the region, including the three largest downtowns, the state’s two largest universities, other colleges, and many other employment centers. An important transportation consideration is how these underutilized/re-developable areas of the station area can change into urban fabric that complements its destinations and leverages the station investment and power.
- **Two networks:** The interplay between two transportation networks that create two “worlds” – the auto network and the “rideable” network of transit, walking, bicycling and other non-single occupant vehicle modes.
- **The station itself:** There are many elements in play at the station and the configuration of the station itself strongly influences the station area.

These elements set the stage for understanding the best opportunities for a sustainable transportation network in the Murray Central Station area.

Destinations and connections

In many ways this plan is about making quality connections from the station to the many community and regional destinations within a half-mile of it. There are multiple destinations important to the region and the city of Murray within this relatively small area, such as Intermountain Medical Center, Downtown Murray, Murray Park, a major big box/retail area, and Murray High School. Figure 16 identifies these destinations.

These destinations represent thousands of jobs and high visitation rates. This plan aims to strengthen connections to these destinations, especially for active transportation.

Observations:

- Space between the destinations is largely filled with parking lots.
- There are multiple destinations within ½ mile, but only the medical center within ¼ mile.
- Several new projects are creating new destinations in the area west of the station.
- There are major barriers in the area, although there are relatively good connections across them (see pedestrian network section for details).



- 1
- 2
- 3
- 4

Figure 16 - Murray Central Station Area destinations within 1/4 and 1/2 mile radii.

1

Future Fabric

2

As previously established, the Murray Central Station area contains a wide array of uses that are of regional and citywide importance. The station is also important for how it connects people around it with destinations throughout the region.

3

Figure 17 demonstrates the area that is accessible in a one-seat (direct, no transfer) ride from Murray Central within the Salt Lake Valley. Several destinations in Davis, Weber, and Utah counties are also accessible via a direct FrontRunner ride.

4

It is vital to reconsider the use of much of the land in the station area that appears to be underutilized. While the study area contains many existing and planned destinations, it also encompasses a lot of area with vacant land and lower-intensity land uses that could likely be redeveloped.

Key questions encountered are what will this underutilized area be and how will it be connected. Answers to these questions rests on the ability of the land to be redeveloped within the area of environmental constraints.

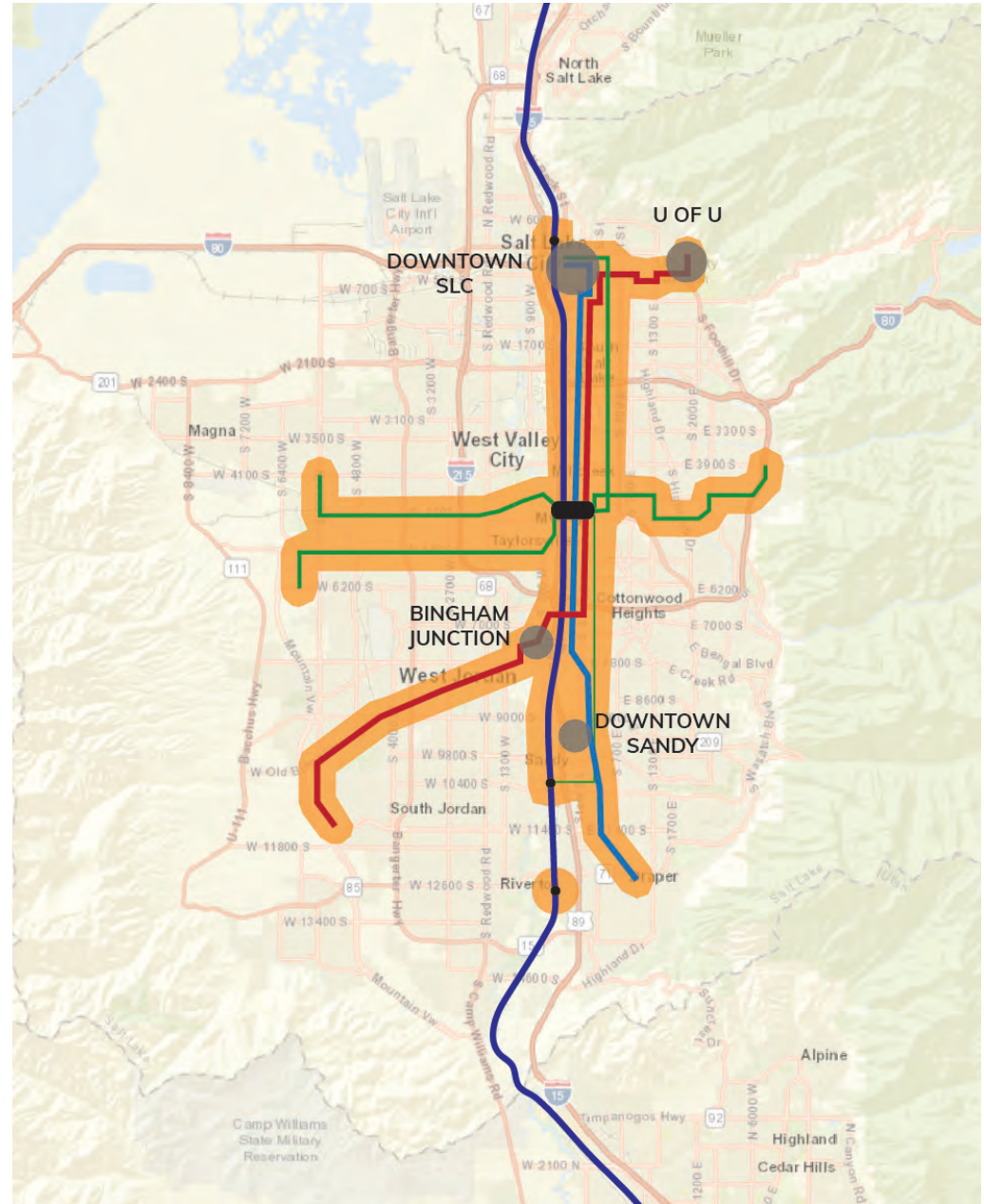
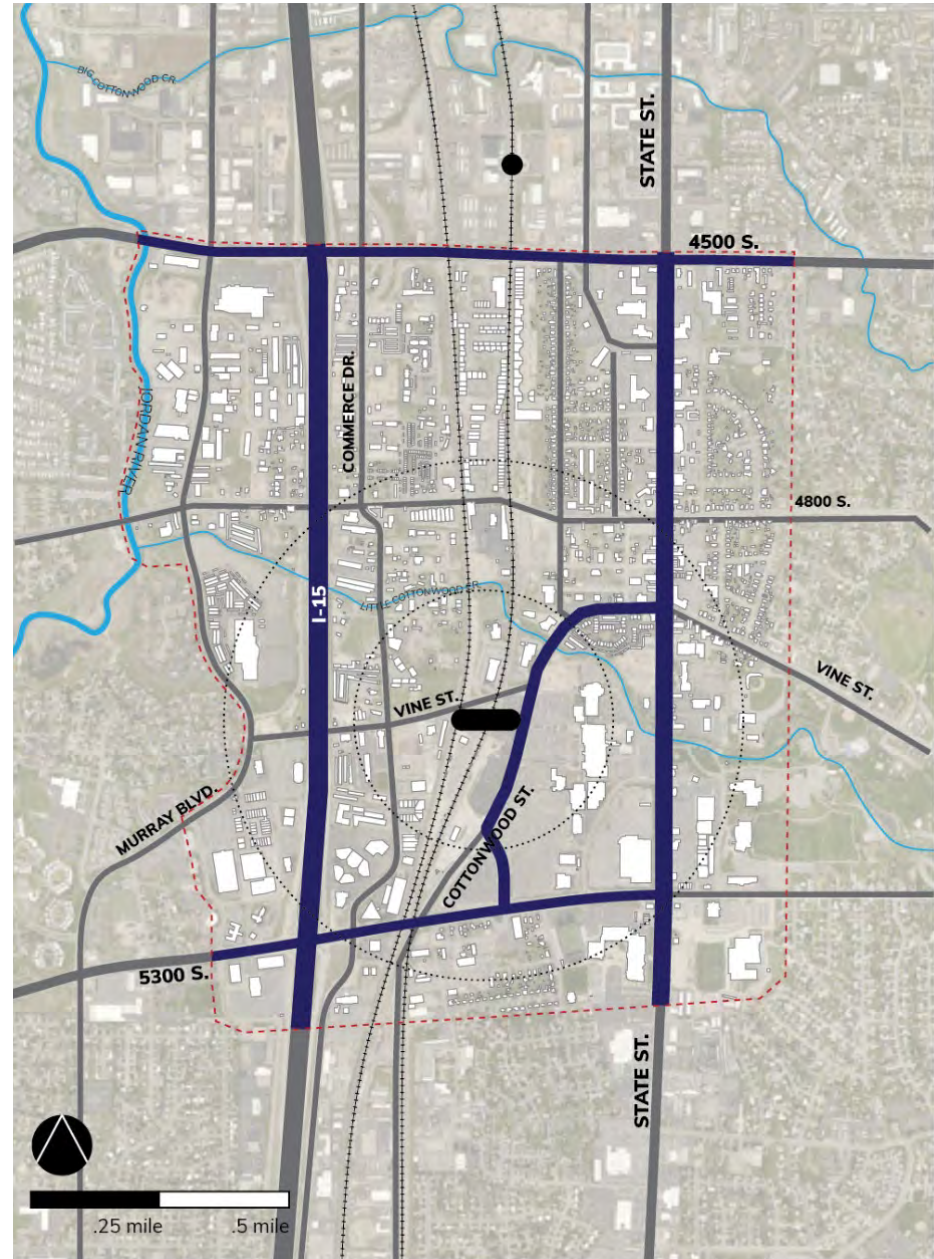


Figure 17 - Area in Salt Lake Valley reached by direct, one-seat ride from Murray Central Station Area and a short (1/2 mile) walk.

Two Networks

When considering how to access the destinations outlined above, redevelop other areas in the station area into complementary urban fabric, and leverage the value of transit station, it is useful to think about two parallel networks functioning in the study area.

The auto network is dominated by single-occupant vehicles driving to destinations in the study area and parking to access their destinations. Since the station area contains the link between the regional freeway network it will remain vital to the conventional auto network. Streets that make up this network are I-15, 5300 South, 4500 South, State Street, and Cottonwood Street and other accessways to IMC.



REGIONAL TRAFFIC NETWORK

Figure 18 - Regional Traffic Network

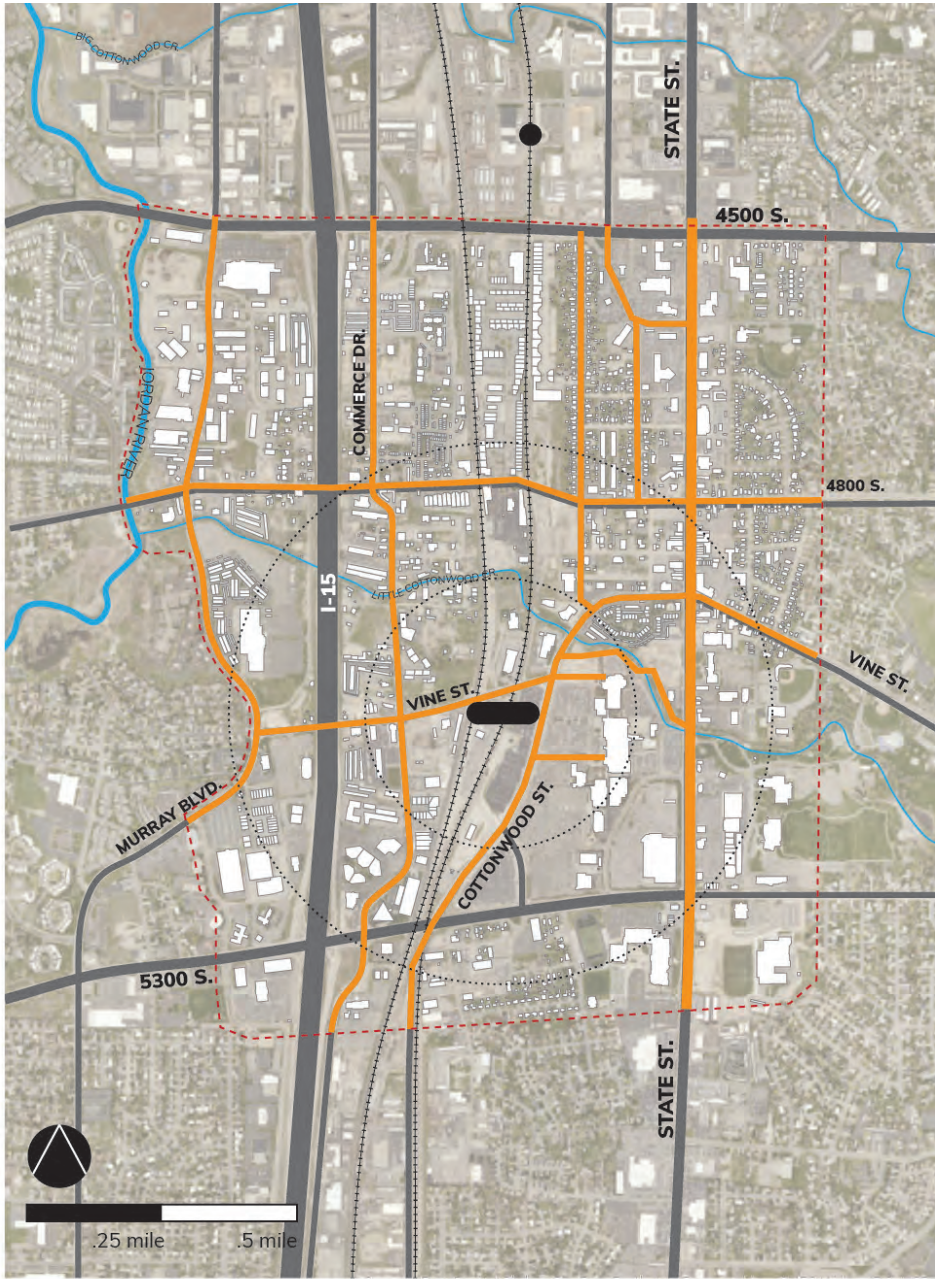
1

2

3

4

- 1
- 2
- 3
- 4



POTENTIAL RIDEABLE NETWORK

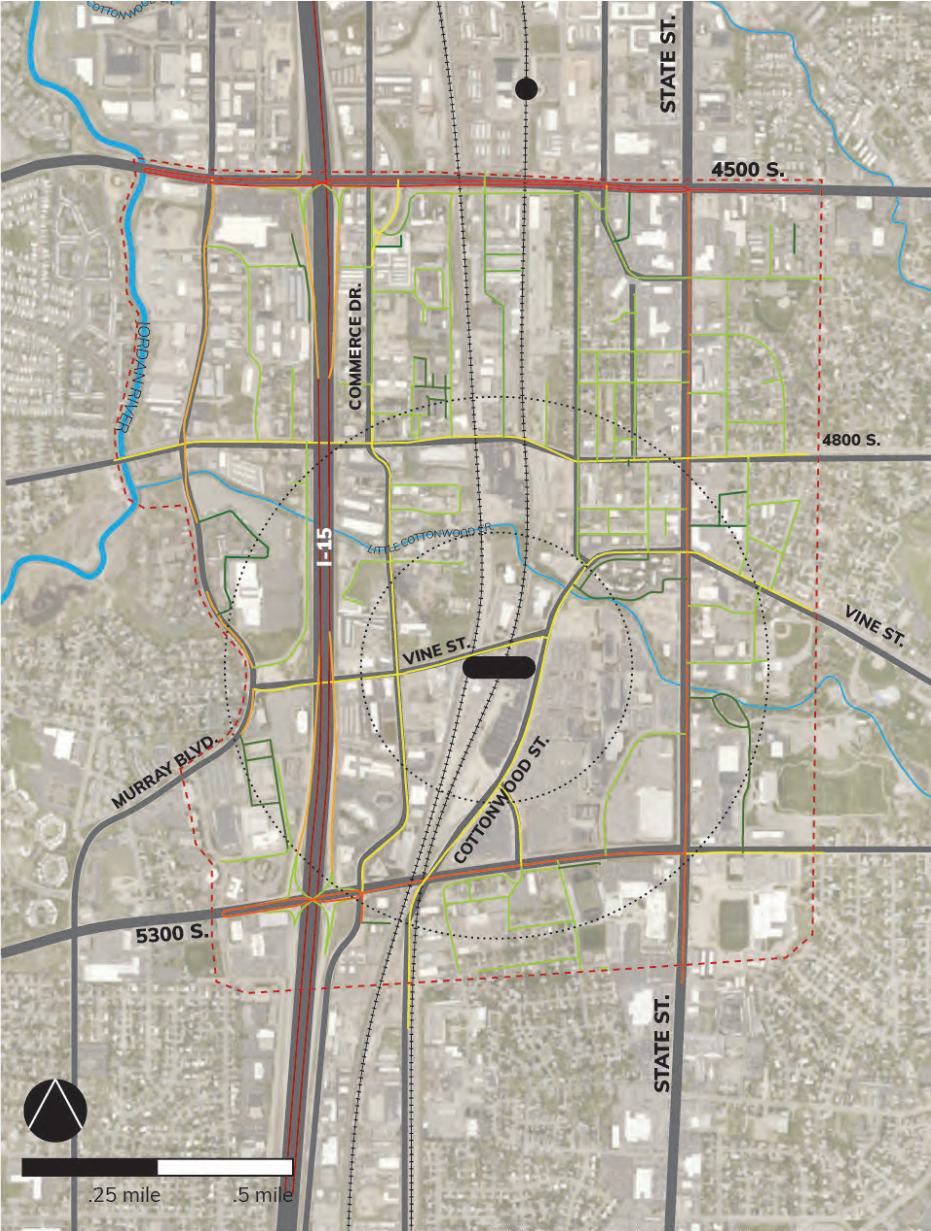
Figure 19 - Potential rideable network of streets in Murray Central Station Area

The station area also contains the potential for another network to complement the auto network: the rideable network (see figure 19). In the station area, there is a large space where the regional auto-focused network is not prioritized. One of the major assets of the station area is a set of collector-level streets that are secondary to the regional auto network. These include 5100 South/Vine Street; Commerce Drive; Murray Boulevard; and 4800 South. This rideable network also needs to include Cottonwood Street and State Street, which are also major auto network priorities.

This idea of a rideable network is critical to this plan as it leverages the station investment and the power of the Murray Central Station by complementing trips to the station with attractive options for connecting trips to area destinations.

- 1
- 2
- 3
- 4

The speed limits provide an idea of the distinction between these two networks. Figure 20 shows the speed limits of station area streets and how many of the collector-level streets have 30 m.p.h. or below speed limits that could be conducive for a slower environment.



SPEED LIMITS

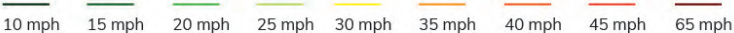


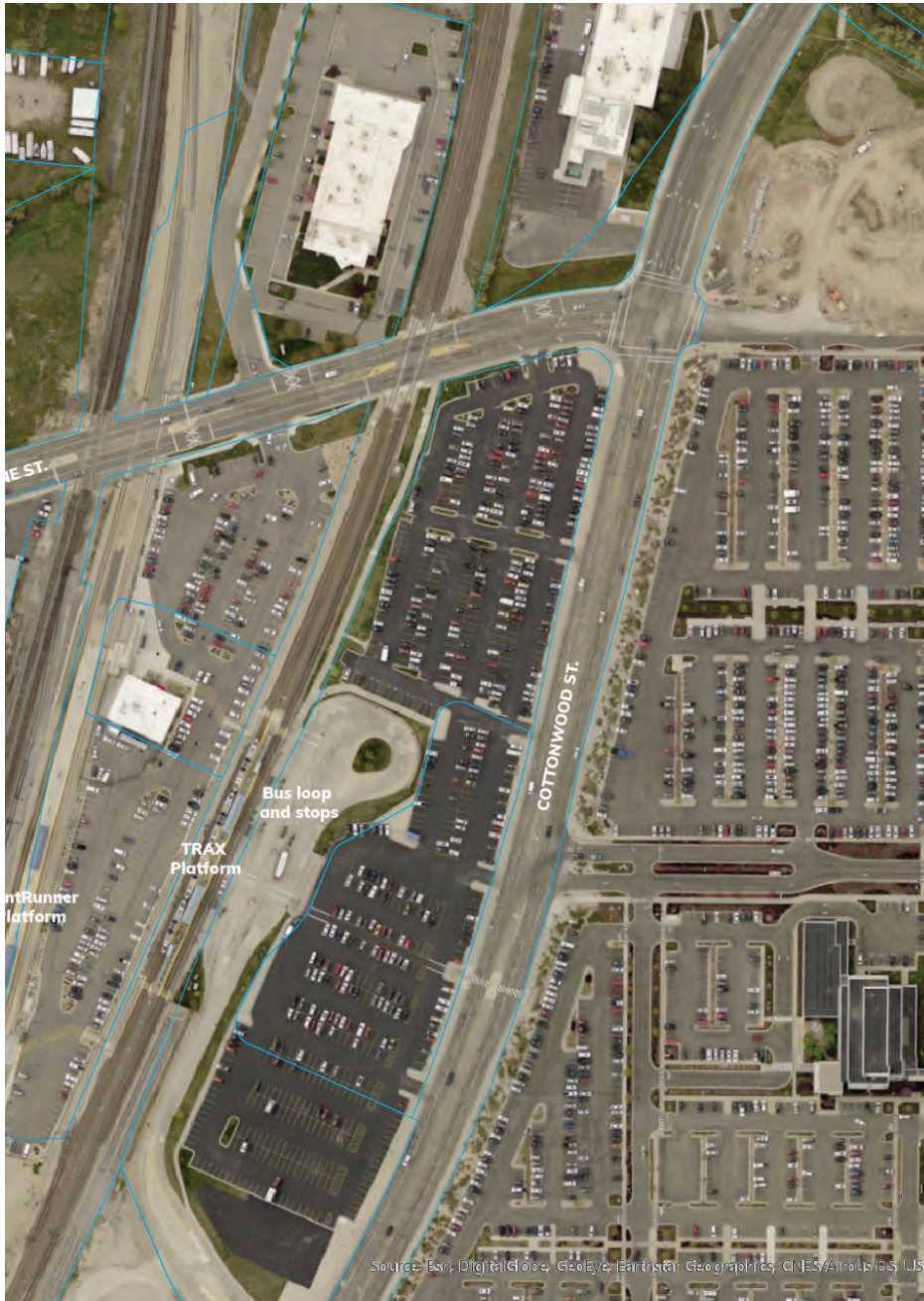
Figure 20 - Speed Limit of Streets in Murray Central Station Area

1

2

3

4



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA

Figure 21 - Murray Central Station

Murray Central Station

Murray Central Station has developed in a patchwork fashion over time, the result of different transportation projects. It is a highly utilitarian place, focused on the narrow mission of people boarding and disembarking the train or bus, parking, and vehicle and pedestrian circulation.

This plan helps clarify the role of the Station in 1) reimagining it as a civic centerpiece and 2) streamlining its overall transportation function and 3) laying the groundwork for a good relationship to transit oriented development around it.

Mode Networks

In order to understand the opportunities related to the fabric, networks and station, it is important to understand the networks for the individual modes: transit, pedestrian, bicycle, and vehicle.

Transit

Station Overview

The Murray Central Station was developed through a series of separate actions by UTA. The first was a TRAX stop on the Blue Line. When the TRAX stop was built, a bus loop was added. When UTA acquired the Union Pacific right-of-way, it built the FrontRunner stop here, due in part to the hospital bus system and because this is one of the rare places where the two mainline tracks are close enough for easy transfers.

When UTA built the FrontRunner station, it built a surface parking lot on the triangular piece of land between the FrontRunner and TRAX stations. As illustrated in Figure 22, the station is now served by two TRAX lines; FrontRunner (running north to Ogden and south to Provo); and several local bus routes heading west (54 and 47); east (45); north (200); and south (201). A bus rapid transit (BRT) line is being planned and designed to connect Murray Central Station with Salt Lake Community College and the West Valley City center via the Taylorsville corridor and 2700 West.

These connections provide the station with significant transit power. A one-seat ride on a frequent (15 minute) service and standard half-mile walk, for example, provides access to much of the region, specifically the key job centers and educational institutions. This means that people living here can access jobs and schools as part of an easy and frequent ride. Conversely, people living on the Wasatch Front can easily access jobs around the Murray Central Station.

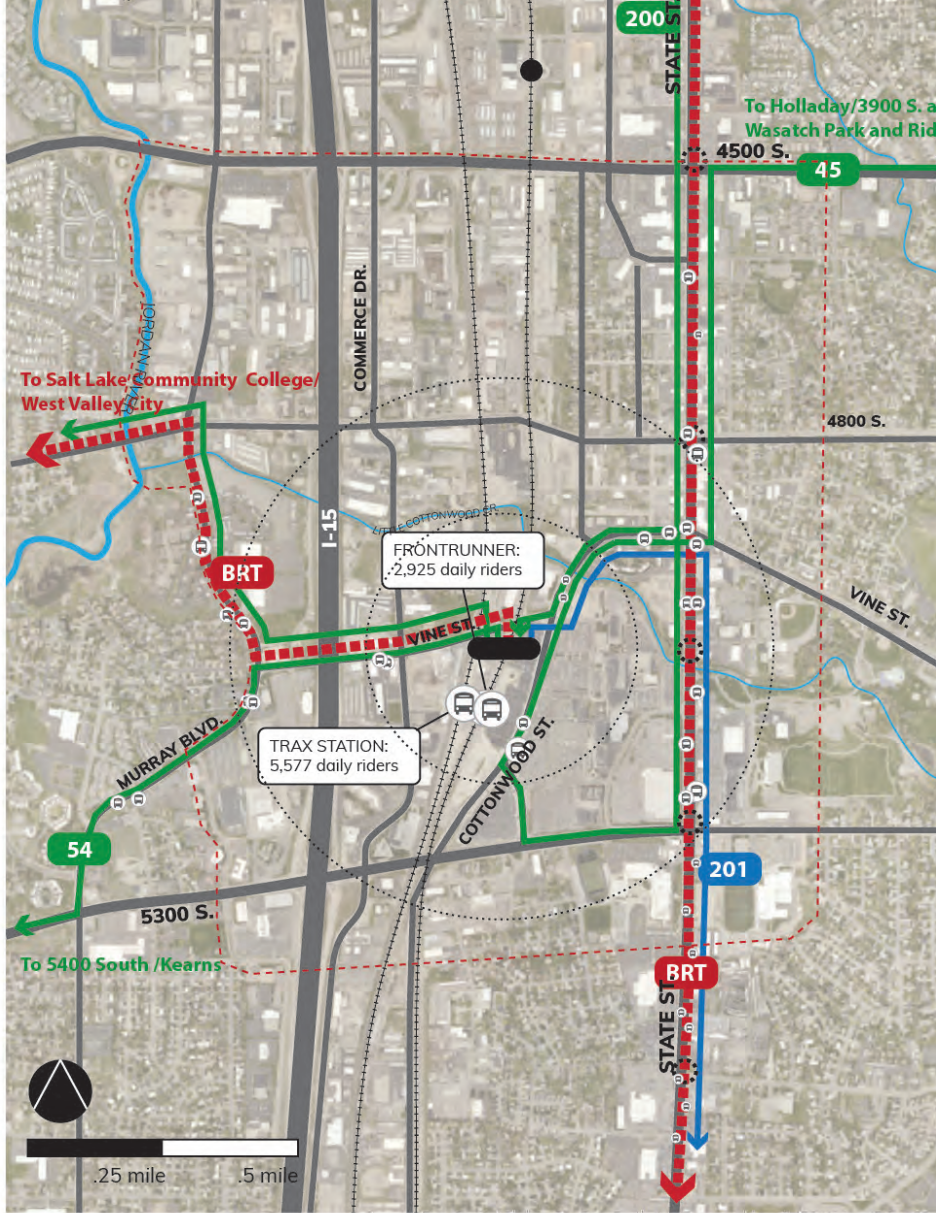


Figure 22 - Transit network of Murray Central Station Area

1

As a result, this is one of the busiest stations in the UTA rail system. Approximately 8,500 TRAX/FrontRunner riders use the station each day.

2

UTA on-board survey data indicates that the Murray Central is an attractive choice for accessing key regional jobs and destinations. Riders at Murray Central Station are about 25 percent more likely to commute to work than the average systemwide rider (51 percent compared to 40 percent). Riders at Murray Central Station are about 33 percent more likely to be “choice” riders (having access to using a car) than systemwide riders (60 percent compared to 46 percent).

3

Connecting Bus Lines

The station is served by five bus lines: the 200, 201, 54, 47, and 45. A few observations about these connecting routes follows:

4

- The bus routes are almost evenly distributed in all cardinal directions. The eastward connection to Taylorsville and Kearns (Route 54) and the westward connection to Holladay (Route 45) provide important connections to places not otherwise served by high frequency transit. The north and south connections (200 and 201) somewhat mimic the service areas of TRAX but are enough removed that they serve a separate corridor along State Street.
- Almost all are high-frequency (15 minute) routes. This means there are high-quality transit connections in all directions.
- No flex/circulator routes serve the station. Considering the number of destinations in the station area, a local circulator could be an opportunity to consider.

Station Program and Design

The station is comprised of two center platforms (one for TRAX, one for FrontRunner), a bus loop with bus waiting and boarding areas, and two parking areas (1,070 stalls) – one to the east of the station (100 stalls are currently being leased to the IMC) and one in between the two platforms. This parking area also includes a UTA police station.

UTA has identified the following issues with the current and future function of the station:

- The triangle parking lot has circulation challenges. There is only one entry / exit point to and from the triangular parking area between the two platforms. This is located on the south side of 5100 South. This lack of multiple ingress/egress causes circulation challenges for people parking, pulling out and dropping off passengers.
- There is a lack of connectivity to the west: The Union Pacific tracks to the west of the FrontRunner tracks form a major barrier to connections westward of the station.
- UTA recently built a pedestrian crossing of the TRAX rails on the south end of the station – the north side crossing was getting congested and the agency wanted to provide another option.
- UTA has identified a need for additional park-and-ride spaces at this station.
- It is unclear how the Taylorsville-Murray Bus Rapid Transit (BRT) line will come into the station and pick up and drop off passengers.
- UTA sees an opportunity to build a TRAX side platform that could be shared with buses on the east side. This could also be a good way to integrate the new BRT line into the station.

Future BRT

The Taylorsville – Murray Bus Rapid Transit (BRT) project is in preliminary design for Phase 1 (from Murray Central Station to Salt Lake Community College). Phase 2 (from the community college to West Valley City Center) is in the planning Stage 1.

Key aspects of the BRT line for this plan is how the line comes into the station area (route, transit priority features, stop locations, and stop design) and 2) how the line terminates at the Murray Central Station (circulation, location and design of stop).

Other Transit Opportunities

In addition to the existing and planned transit, the presence of numerous employers and destinations creates the potential opportunity for a privately run shuttle providing first/last mile connections to these destinations.

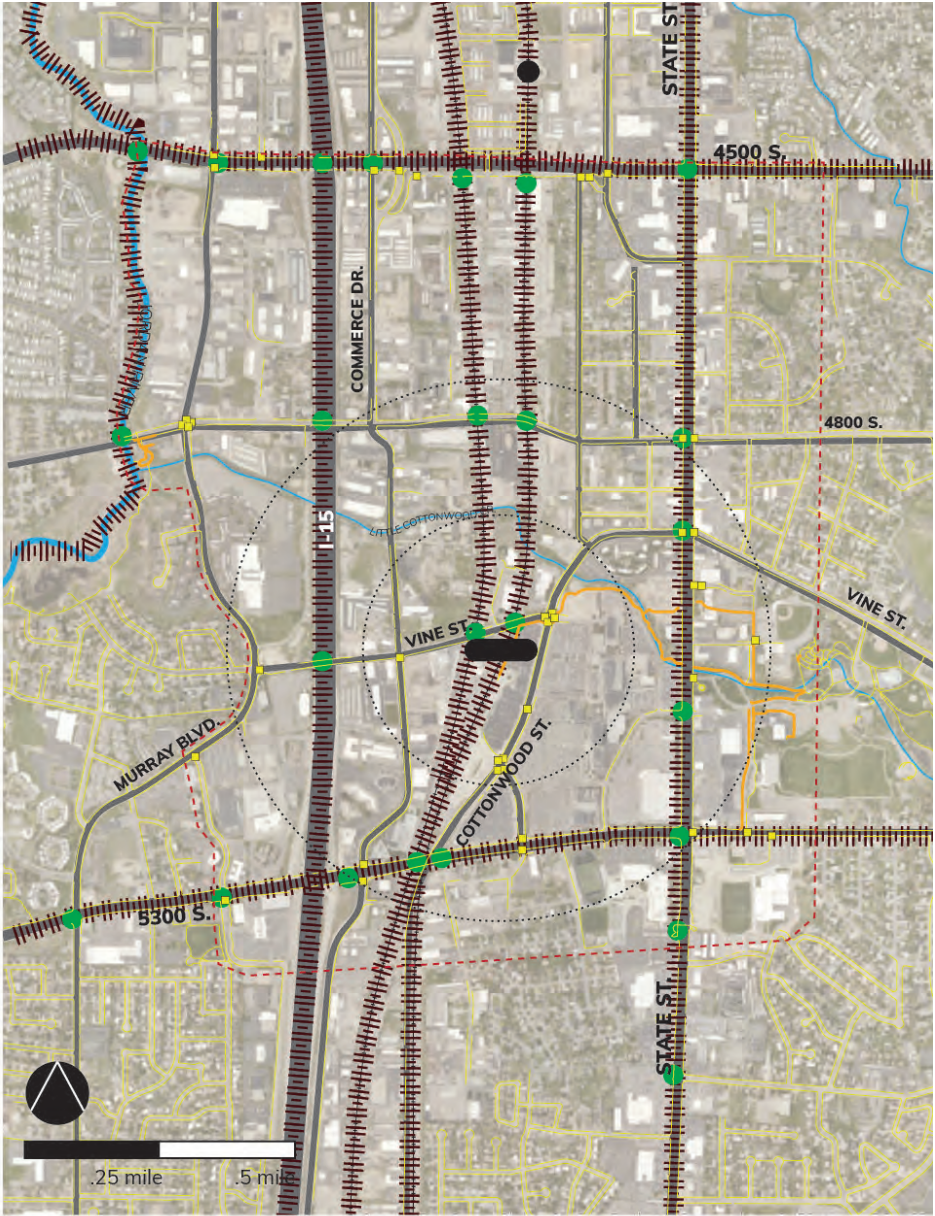
Pedestrian

Being able to walk to, from and around the station is generally the most important transportation aspect of a station area. Approximately 55 percent of people accessing Murray Central Station walk to it.

The Murray Central Station area presents some unique and extreme pedestrian conditions, including large uses not built for pedestrians, major parking lots, and industrial areas built without pedestrians in mind.

Pedestrian Environment Quality

This describes the quality of the areas dedicated to pedestrians, such as sidewalks and paths, buffers from moving traffic, and the character of adjacent areas. While the adjacent parking lot is in opposition to a quality pedestrian environment, the best pedestrian environment in the area is actually on the IMC parking lot drive aisles.

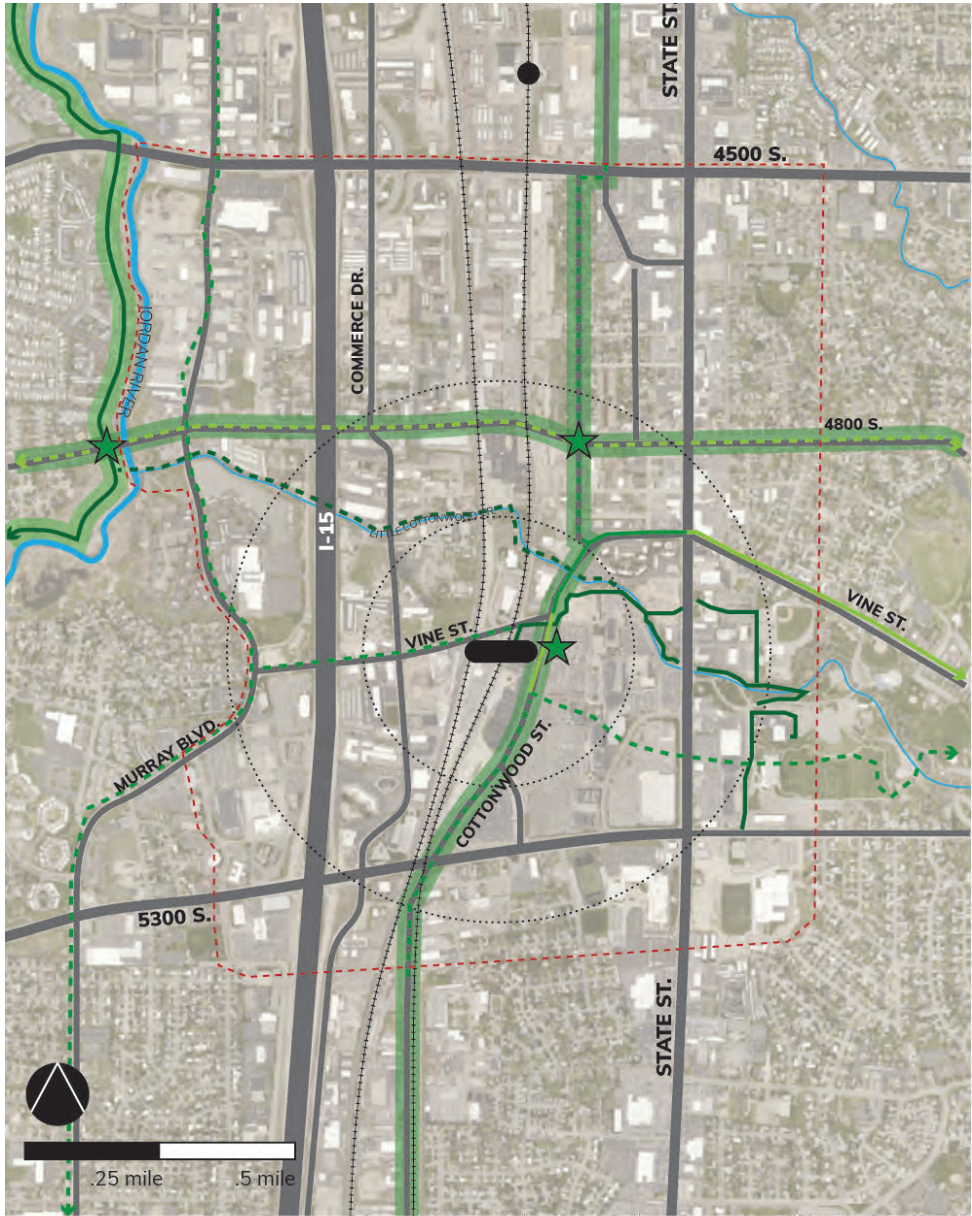


PEDESTRIAN NETWORK

- Sidewalk
- Path
- Crosswalk
- Pedestrian barrier
- Across barrier connection

Figure 23 - Existing pedestrian network of the Murray Central Station Area

- 1
- 2
- 3
- 4



BICYCLE NETWORK

- Existing Class I Path
- Existing Class II Bike Lane
- Existing Class III Bike Route
- Planned pathway
- Planned Bike Lane
- Planned Bike Route
- Regional Bikeway
- Regional Bike Node

Figure 23 - Existing and planned Bicycle network of the Murray Central Station Area

In the potentially rideable network, there is potential to improve the pedestrian realm, since large rights-of-ways and multiple redevelopment areas provide opportunities to create a better pedestrian environment.

Street Crossings

The pedestrian crossings of major streets fall into the following key categories:

- Station crossing of Cottonwood Street: This is a high-quality midblock crossing on the direct path from the station to IMC. The crossing includes a high-visibility crosswalk, a median refuge, and flashing beacon.
- Other Cottonwood Street crossings: At traffic signals - 5100 South/Vine Street and 100 West, which have standard crosswalk markings.
- West side crossings: Pedestrian crossings of streets such as 5100 South/Vine Street and Commerce Street. While relatively lightly trafficked streets with short crossings, these have poor markings and corner environments.
- Arterial crossings: Pedestrian crossings of State Street and 5300 West traverse long distances and have relatively minimal pedestrian infrastructure. There is one unsignalized pedestrian crossing of State Street in downtown Murray.

Barriers and Across Barrier Connections

Murray Central Station lies amid major north-south regional transportation facilities, including I-15, State Street, the U.P. rail line, FrontRunner, and TRAX. This creates major barriers for people walking and bicycling in the area.

Bringing this regional network down to the scale of the pedestrian is necessary for connectivity. A key concern is the balance or decision between improving existing streets as connections to long-term major destinations or addressing pedestrian issues as part of a new type of urban place.

Bicycle

Network

The Murray Central Station is important to the bike network at multiple levels – both regionally and locally. About seven percent of people access the station by bike, more than twice the system average.

Figure 23 indicates the important bike network links running through the plan area. First, the station provides a nearly unparalleled opportunity to connect local cyclists with distant regional destinations. Also, a number of existing and potential regional bike corridors run through and around the station area:

- Main Street/Box Elder/Cottonwood Street corridor, which is an important regional north-south corridor and runs directly to the station.
- The Jordan River Parkway, which runs within $\frac{3}{4}$ to a mile from the station.
- The 4800 South corridor, which connects to Taylorsville in the west and Holladay to the east and runs within about $\frac{1}{2}$ mile of the station.

The corridors above connect with key regional bike nodes, as follows:

- 4800 South/Jordan River Parkway
- 4800 South/Box Elder Street
- Cottonwood Street/Murray Central Station

In addition, both Murray City and the Regional Transportation Plan identify planned bike routes on plan area streets and corridors:

- Cottonwood Street
- Box Elder Street
- 5100 South/Vine Street (West)
- Vine Street (East)
- Murray Boulevard
- Little Cottonwood Creek
- Murray Park

While not identified in plans, Commerce Street presents an opportunity for north-south connectivity between the barriers of I-15 and the rail tracks. Currently, the only routes in the immediate station area with marked and/or dedicated facilities are Cottonwood Street between the intersection with 5100 South and State Street and the pathway along a short segment of Little Cottonwood Creek. However, there are clear ways to connect bicyclists with the station with dedicated facilities and/or marked routes. The local routes can combine with the regional corridors to create a regional bicycle hub that is also useful at the local level.

1

2

3

4

1

Bicycle Environment Quality

The streets in the station area include few dedicated bike facilities. As noted above, the only marked and/or dedicated facilities are a bike lane along Vine Street from Cottonwood Street to State Street and shared lane markings on Cottonwood Street. However, many of the station area streets are lightly trafficked and can provide decent bike environments. Additional planning will need to take place to formalize these street environments.

2

Street crossings

Similar to the area's pedestrian crossings, there are major active transportation barriers in the area.

3

Amenities

The station contains some bicycle amenities to note. For example, both bike racks and bike lockers are available, as is a bike station with a pump and tools.

4

Vehicle

Serving auto traffic is a critical function of the area around the Murray Central Station. This is especially true for the area east and south of the station, the major destinations of IMC, the big box retail cluster and Murray High School. A series of routes in the area are critical links for auto traffic such as I-15, State Street, 5300 South and 4500 South, all of which provide access to most of the destinations. The network of collector-level streets is also important to linking IMC traffic from these arterial streets to the medical center's parking areas.

Driving is also an important aspect of station access – about 37 percent of station users access it by car, although nearly half of those are dropped off, which is much higher than system-wide. The station has a higher (yet still low) rate of carpooling than the system-wide rate of five percent. Based on nine parking utilization surveys conducted by UTA, the 1,070 stalls in the park-and-ride lot are 67 percent full on average.

Traffic volumes

Figure 24 illustrates traffic volumes for most major streets.

Street network

Connectivity

Street connectivity in the Murray Central Station area is inconsistent. On one hand, streets are connected to one another and lead to the station, forming the “bones” of a connected network. Even in the hospital parking area surrounding the IMC, the drive aisles/streets form a connected network around the barrier of the hospital complex. However, the area suffers from two related issues. First, the network has a low density; there are not many streets in the area. Second, the area is dominated by large land uses that, in part, create low density.

In the future, lack of network density should be able to be corrected if new streets can fill in the large areas without streets. Some of the problem will remain because of the number of barriers such as I-15 and the Union Pacific tracks.

Figure 24: Traffic Volumes in Murray Central Station Area

Street Segment	2016 AADT	Estimated Daily Capacity Used at LOS D
State Street	39,000	85%
State Street	36,000	78%
State Street	30,000	65%
5300 South	28,000	61%
4800 South	10,000	89%
Murray Blvd.	9,200	82%
Vine Street	7,700	68%
Commerce Street	4,000	36%
Cottonwood Street	2,100	19%

Source: UDOT

Rideability

Rideability describes the quality of having an attractive choice to the single-occupant vehicle. Rideability is achieved through a rideable network, which leverages and connects several different modes, such as transit, walking, bicycling, private shuttles, ridesharing and connected and autonomous vehicles.

As established, Murray Central Station and the surrounding area has enormous potential for enhancing its rideable network. The station itself creates the foundation for regional rides to and from the study area. This plan can help extend those non-SOV ride trips to and from existing, planned and new destinations in the station area and beyond .

Several existing streets create the structure of a rideable network: Cottonwood Street, 5100 South/Germania, and Commerce Street. These are the primary major streets within ¼ mile of the station and are also critical to the rideability for different reasons. Cottonwood Street provides access to the station from the east side, to transit and to the IMC. 5100 South/Germania provides access to the station across the major station area barriers, to transit trunk lines from the east, and to future redevelopment opportunity. Commerce Street provides north/south connectivity, and redevelopment opportunity.

1

Each of these key links were assessed at a broad level to determine their rideability. This assessment considered a number of factors that generally provide a slower, more human-scaled environment with the service and infrastructure of other modes. Other factors assessed include:

2

- vehicle speed
 - space allocation for other modes
 - pedestrian environment quality
 - pedestrian crossing frequency and quality
 - transit service and infrastructure
 - travel demand management practices
- The results are as follows:
- Cottonwood Street: 45/100 points.
 - Vine Street/5100 South (west of station): 31/100 points
 - Commerce Street: 14/100 points

3

4

Results indicate that there is significant opportunity for improvement on each of these streets. While the speeds on these roads are relatively slow and demonstrate a high level of transit service, they are not designed as a pedestrian environment. They have poor transit waiting environments and poor land use frontage.

Public Space

The station area contains very little public space. The FrontRunner drop-off area and at the bus loop are the main public spaces in the area and both are utilitarian in nature. They have very few pedestrian amenities such as benches and street trees.

IMC is surrounded by parking which challenges the idea of human-scale public space. There are some plaza/garden areas but they are largely inside the medical campus. The major public space in the greater station area is Murray Park. However, opportunities to connect the park with newer retail/food development have been missed and it is quite distant from the station. Other, smaller public spaces include the pathway along Little Cottonwood Creek which is blocked by roads at several locations.

Travel Demand Management (TDM)

Intermountain Medical Center (IMC) has some travel demand management (TDM) in place. These include a discounted transit pass program and a shuttle that runs throughout campus and stops at Murray Central Station.

Transportation and Urban Design Assets, Challenges, and Opportunities

1

2

3

4

Destinations and connections

Assets

- IMC – approximately 20 percent of employees use transit to get work.
- Wide range of diverse, other major destinations
 - Office uses
 - Murray civic uses – park, ice skating, pool, City Hall
 - Murray downtown
 - Big box/major retail – Costco, Best Buy
 - Emerging complementary medical uses
 - Educational uses
 - Murray High
- Little Cottonwood Creek trail – does not exist west of State Street and is highly fragmented
- Nice infrastructure to connect directly to IMC from the station – crossing, streetscape in parking lot
- Direct line of 5100 South/Vine to west from station
- Network within the area is relatively connected – crossings over barriers, such as I-15 and rail lines, are in the right places
- Signalized intersection at State Street to IMC
- Bus lines provide additional connections to destinations, within the study area

Challenges

- Destinations tend to be farther than ¼ mile (walking distance) from the station
- Parking lots are a major use within ¼ mile of station, especially to the east
- Difficult to incorporate crossings to rail tracks
- Little Cottonwood trail only extends for short segments
- IMC is an east-west barrier to pedestrian movement
- Topography, north of the station physically separates the two areas
- Most street connections have poor pedestrian qualities
- The street network is low density
- Parking is free for IMC employees, patients, and visitors, which does not incentivize transit use
- The most desired IMC parking spaces are concentrated in lots in north and east, creating congestion.

1

Opportunities

- Extend Little Cottonwood Creek trail west to the Jordan River – though challenging considering the blockages that will need to be overcome
- Improve crossings on State Street for pedestrians/cyclists
- Leverage Cottonwood, Vine, and Commerce Street as a rideable street network and improve accordingly
- Create transit/shuttle options for first/last mile/longer distance destinations from station
- TDM for large entities – consider the establishment of a single Transit Management Association (TMA)
- Grade-separated, active transportation crossing of tracks from the south end of station
- Explore ways to better overcome topographic challenges at the north end of the area
- Encourage IMC to provide a public connection across State Street to the park and surrounding civic district

2

3

4

Future Fabric

Assets

- Underutilized land uses west of the station
- Cottonwood, Vine, and Commerce as the basis for a connected, urban street/block network
- Little Cottonwood Creek as a placemaking asset

Challenges

- Environmental conditions/contaminated land
- The IMC's parking area is a contingency/reconfiguration zone for the future – not an explicit place for new development
- The area to the west of I-15 is disconnected from the station area
- Rail tracks – Vine Street is the only connection

Opportunities

- Create better urban fabric off of Cottonwood, Commerce, and Vine Street that is denser, better connected and has walkable streets.
- Transit (bus) corridor along 5100 South/Vine
- Consider making quality connections to existing neighborhoods if new station area provides attractive dining/shopping/restaurant destinations
- IMC is expanding vertically; they could provide opportunity to modify parking to create complementary uses and a more active streetscape
- Potential for a great public space by connecting the station with IMC.

Two Networks

Assets

- Key auto links (apart from I-15) appear to be under-capacity
- The inherent strength of Murray Central Station to reach regional destinations
- General separation of auto streets and potentially rideable streets
- Connected network of streets not very important to autos – specifically, Vine and Commerce
- High levels of bus transit

Challenges

- Multiple demands on Cottonwood Street from IMC vehicle access and part of rideable network
- State Street is important auto corridor but also has vision for BRT, is key part of Downtown Murray, and needs better pedestrian crossings
- Potential backbones of rideable network are not very rideable

Opportunities

- Improve key links of potential rideable network for riding
- Create a creative complete street design for Cottonwood Street
- Explore ways to have State Street continue to move traffic while also becoming better for downtown Murray, pedestrian crossing, and future BRT access

The Station Itself

Assets

- High frequency service that provides direct access to a very large part of the region, including the largest job centers and entertainment destinations
- TRAX, FrontRunner and buses are close together geographically

Challenges

- Connections between TRAX, frontrunner and bus are somewhat clumsy
- Parking between TRAX and FrontRunner has circulation/speed issues
- Parking lot between TRAX and FrontRunner precludes opportunity for great people space in this part of the station
- Buses must take a circuitous route to get to the bus drop off loop, especially from the west and north
- UTA believes it needs more parking in the future
- People getting off the train first see a mass of parking
- Institutional materials contribute to lack of sense of place – chain link, etc.
- The Union Pacific rail line to the west of the station is a formidable barrier barrier

Opportunities

- Better use of the area between the stations
- A great public space – possibly between the stations
- Better drop off area for TRAX and FrontRunner
- Grade-separated link across the tracks on south end of station?
- More direct/elegant/connected bus circulation, especially for planned BRT
- Potential to have a shared platform with bus and TRAX to make for more elegant transfers
- Create better view/character than so much parking when one gets off the train.

TRANSPORTATION PLANNING AND DEVELOPMENT PRINCIPLES

- Connect the station to existing and proposed destinations in Murray and the surroundings.
- Create a new public realm that is inherently walkable and easy to navigate.
- Capitalize on the opportunity to transform Vine Street into an activated, multi-modal urban corridor.
- Reconfigure the station's circulation and operations to emphasize walkability and public space.

1

Land Use

A thorough Site Analysis was conducted to ensure the planning and design concepts that emerged are aligned with the opportunities and constraints that currently exist. As illustrated in Figure 25 – Station Area of Influence and Site Analysis Diagram, several conditions were considered as part of understanding the structure and relationships of land uses in the study area.

2

3

4

Existing Land Use

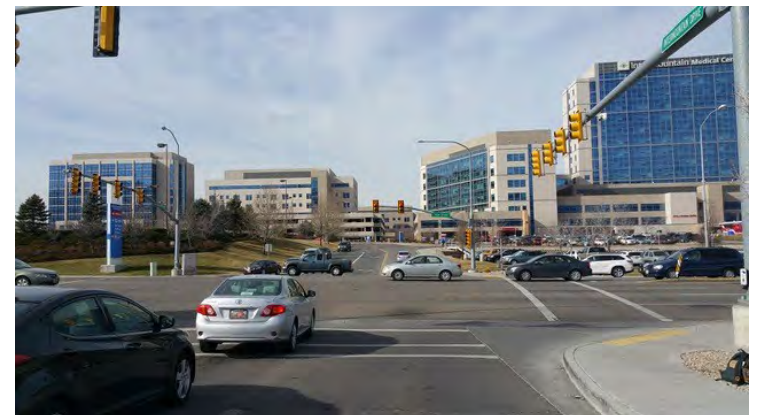
Land uses in the area are predominantly light industrial north, south and west of the station, with a mix of commercial and public service uses to the east. The station area is dominated by large parking lots, which serve the station and IMC to the east near State Street. Discussions with representatives of IMC indicate that the large, sprawling campus is controlled by a separate master plan, and that any changes for improving the relationship between the station and medical campus will be determined outside of this planning effort.

Natural Features

The primary natural features found in the area are Cottonwood Creek, an east-west waterway that joins the Jordan River near the western extents of the study Area. In contrast to several of the other seven waterways associated with the Salt Lake Valley section of the Wasatch Mountain canyons, the creek has not been piped and has open flow conditions at the surface. Unfortunately, the waterway is highly segmented by roadways, rail embankments, the freeway and other blockages, resulting in limited opportunity as a continuous greenway or trail corridor.

Man-made Features

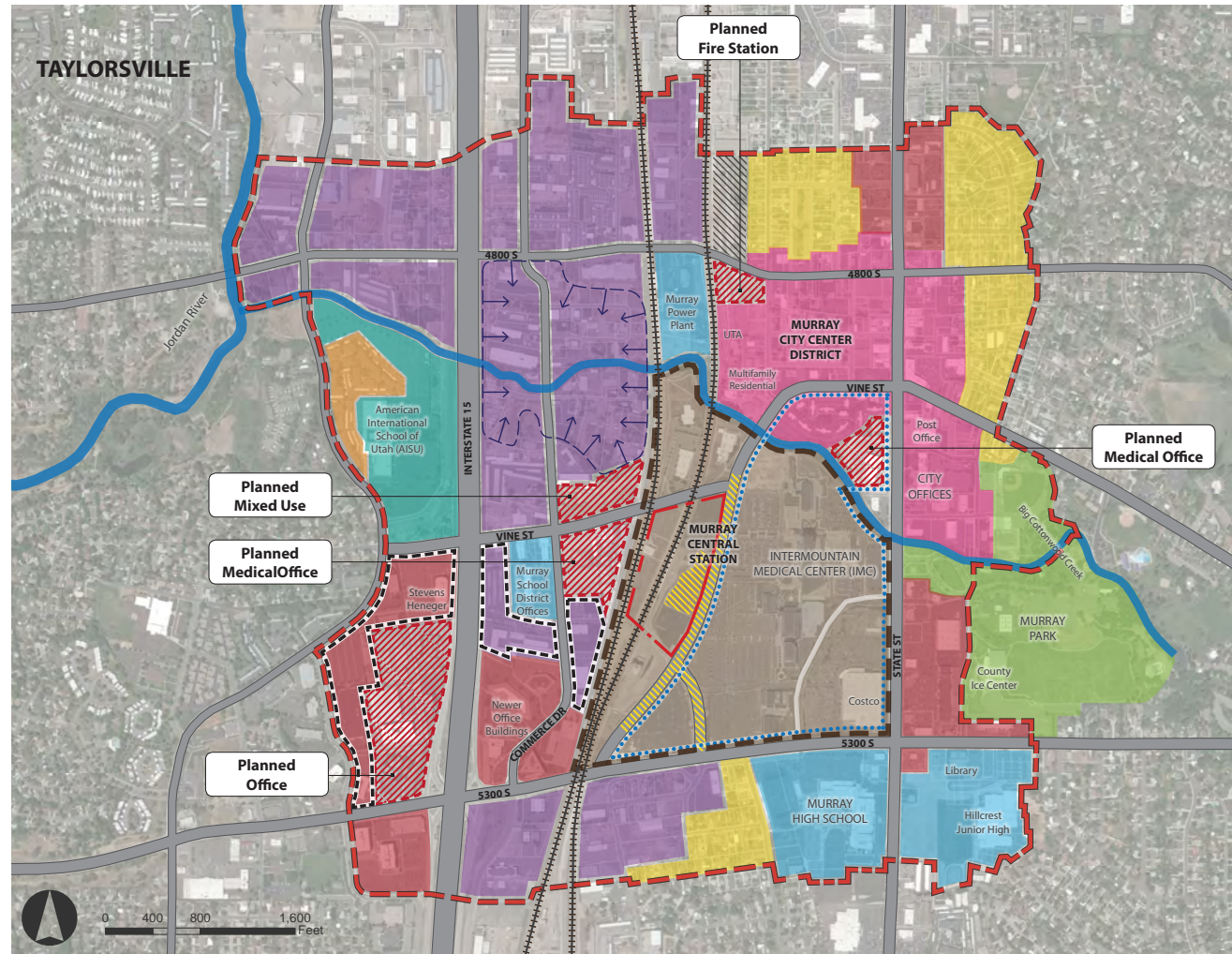
This includes the station itself, a range of buildings and structures of various forms and heights, roadways of different sizes and diverse functions, large and small parking lots, two rail lines and associated embankments, in addition to frequent subsurface infrastructure and utility lines.



MURRAY CENTRAL STATION MASTER PLAN

Central Station Area of Influence and Site Analysis

1
2
3
4



EXISTING LAND USE & ZONING

Commercial/Office	Single-Family Residential
Light Industrial	Institutional
Murray City Center Mixed Use District	AISU Campus
Multifamily Residential	Parks and Open Space

OTHER KEY CONDITIONS AND CONSIDERATIONS

Remediation Zone - Contaminated land impacts opportunity to change or modify uses	"Gully" / Topographic Depression
Remediation Zone - No change or disturbance	Planned Development
Vacant Land	IMC Boundary
Central Station Study Boundary	

Figure 25 - Central Station Area of Influence and Site Analysis

OVERVIEW

A thorough Site Analysis was conducted to ensure planning and design concepts are aligned with existing opportunities and constraints.

The Site Analysis investigated the physical structure of the study area, as follow:

- **Land Use and Zoning**
- **Natural Features** such as creeks and open space corridors
- **Man-made Features** such as buildings and structures, infrastructure and utility lines, roadways and railways
- **Environmental Conditions** with particular emphasis on acknowledging the limitations of contaminated lands and remediation strategies, plans and requirements that are in place
- **Planning and Design Concepts for Adjacent and Outlying Areas** were documented to understand the influence of the Murray Central Station Area and how it relates to adjacent districts
- **Site Impediments and Blockages** such as rail embankments, freeway, fences and steep slopes

Key Findings/Considerations

- Murray Central Station is the heart of the project. Redevelopment of the station area is essential for creating a superlative Central Station District
- Contaminated lands have been remediated according to specific agreements. Change and modification is controlled by those decisions.
- No residential development is allowed in the remediated areas.
- Redevelopment with non-residential uses is possible in much of the remediated area, although it will come at higher costs than at clean sites.
- Specific segments of the remediated land cannot be modified or disturbed and must be incorporated into the planning and design concepts for the area.
- The IMC properties are controlled by a separate planning process. The master plan should maintain positive and mutually-beneficial relationships with the IMC properties as feasible.
- Significant projects have been developed or are planned in proximity to the station. Coordinating these projects and others yet to come is essential for creating a unified station district.
- Vine Street plays a critical role for linking Murray Central Station and the surrounding areas together as part of a discernible district.
- Adjacent neighborhoods and districts have significant residential and mixed use redevelopment potential

1

Environmental Conditions

Environmental conditions associated with the contaminated lands and existing remediation statutes, plans and requirements define the station area and immediate environs. The affected area extends eastward from the TRAX line and station area to encompass the IMC campus, and from Big Cottonwood Creek in the north to 5300 South.

2

3

The light industrial neighborhood north of the station is located in a low-lying area associated with the Big Cottonwood Creek. The neighborhood is surrounded by high embankments of I-15 to the west, a tall rail embankment to the east, and new buildings and development areas to the south, which effectively creates the sense of disconnection and isolation from the station and other nearby uses. The area is indicated as a future mixed-use neighborhood in the Murray General Plan.

4

Planning, Zoning and Design Districts

Planning, Zoning and Neighborhood Districts have been established in the existing Murray City General Plan, each with a particular purpose, vision and function. These include the Murray City Center District northeast of the station, the Murray Park/Civic Center District east of IMC, an educational campus west of I-15 between Vine Street and Big Cottonwood Creek, a mixed-use district northwest of the station, and a small office district west of I-15 and north of 5300 South. Determining where these stop and the station area begins is not clear in many cases.

Site Impediments and Blockages

I-15, the two rail lines and State Street are key physical impediments, effectively limiting connections on either side with access limited to the primary east-west road system. The light industrial neighborhood northwest of the station is located in a low-lying area associated with Big Cottonwood Creek. This area is surrounded by high embankments of I-15 to the west, a tall rail embankment to the east, and new buildings and development areas to the south, resulting in an isolated and disconnected feeling.



Summary of Findings

- Murray Central Station is the heart of the project. Redevelopment of the station area as part of creating a superlative station district is essential for if change is to take place.
- Contaminated lands have been remediated according to specific agreements. Change and modification is controlled by those decisions. As a result, opportunities for modifications and enhancement are limited and highly controlled.
- No residential development will be allowed in the remediated areas. Redevelopment with non-residential uses is possible in much of the remediated area, although it will come at higher costs and is likely to take more time than non-contaminated sites.
- Smaller portions of the remediated land cannot be modified and must be incorporated into the planning and design of the site.
- The IMC properties are controlled by a separate planning process. This master planning effort should maintain positive and mutually-beneficial relationships with the IMC properties as feasible.
- Significant projects have been developed or are planned in proximity to the station. Ensuring that these projects are aligned with this effort is essential for creating a unified station district.
- Vine Street plays a critical role in linking Murray Central Station and the surrounding areas together as part of a discernible district.
- Adjacent neighborhoods and districts have significant residential and mixed use redevelopment potential

1

2

3

4

LAND USE PLANNING AND DEVELOPMENT PRINCIPLES

- Acknowledge that the IMC properties are not necessarily aligned with the creation of a better station area.
- Facilitate market-driven changes from light industrial uses to more urban mixed-uses, with residential uses to limited areas outside the SSOD boundary.
- Acknowledge the zone of influence of the station and the need for transitions to adjacent neighborhoods and districts.
- Locate viable uses in the station areas that contribute to the creation of a new station district.
- Do it right – invest in high-quality buildings, pedestrian enhancements and urban spaces.
- Create an iconic/landmark station and associated great spaces to attract attention and help define the area.

MURRAY CENTRAL STATION MASTER PLAN

Introduction

The opportunities for significant modification and redevelopment are relatively limited due in large part to the decisions that were made more than twenty years ago related to environmental mitigation and cleanup in the station area. Based on the 1998 ROD, future development within the SSOD is limited to commercial and light industrial. The challenges posed by those decisions are further reinforced by other conditions that are beyond the reach of this plan, including the fact that planning of the extensive IMC campus is controlled by independent planning policies that are not necessarily aligned with the creation of a better station area.

As illustrated in Figure 26, the challenging site and management conditions in this area are demonstrated by a Planning Concept that links a redeveloped and intensified Murray Central Station with other contributing uses along Vine Street as part of a Station Boulevard. According to this concept, redeveloping **Murray Central Station** into an iconic destination is essential for creating a superlative station district. Beyond the station, **Vine Street** is transformed into a linear boulevard, linking the station with supportive uses along the roadway from State Street to the west side of I-15. Supporting development efforts along this route will take place as **Primary, Secondary and Tertiary** projects, the hierarchy indicating proximity to the corridor and the relationship each zone has with the corridor and station area.

Since Vine Street links the various uses into a discernible linear district, it is essential that the roadway be planned and designed to support **TOD development and multi-modal traffic movements**, with a distinct shift toward the creation of a pleasant and safe pedestrian and cycling environment. It is assumed that there will be a distinct focus on higher-density residential uses along the street, compensating for the lack of residential development in the environmentally-challenging portions of the site.

1

2

3

4

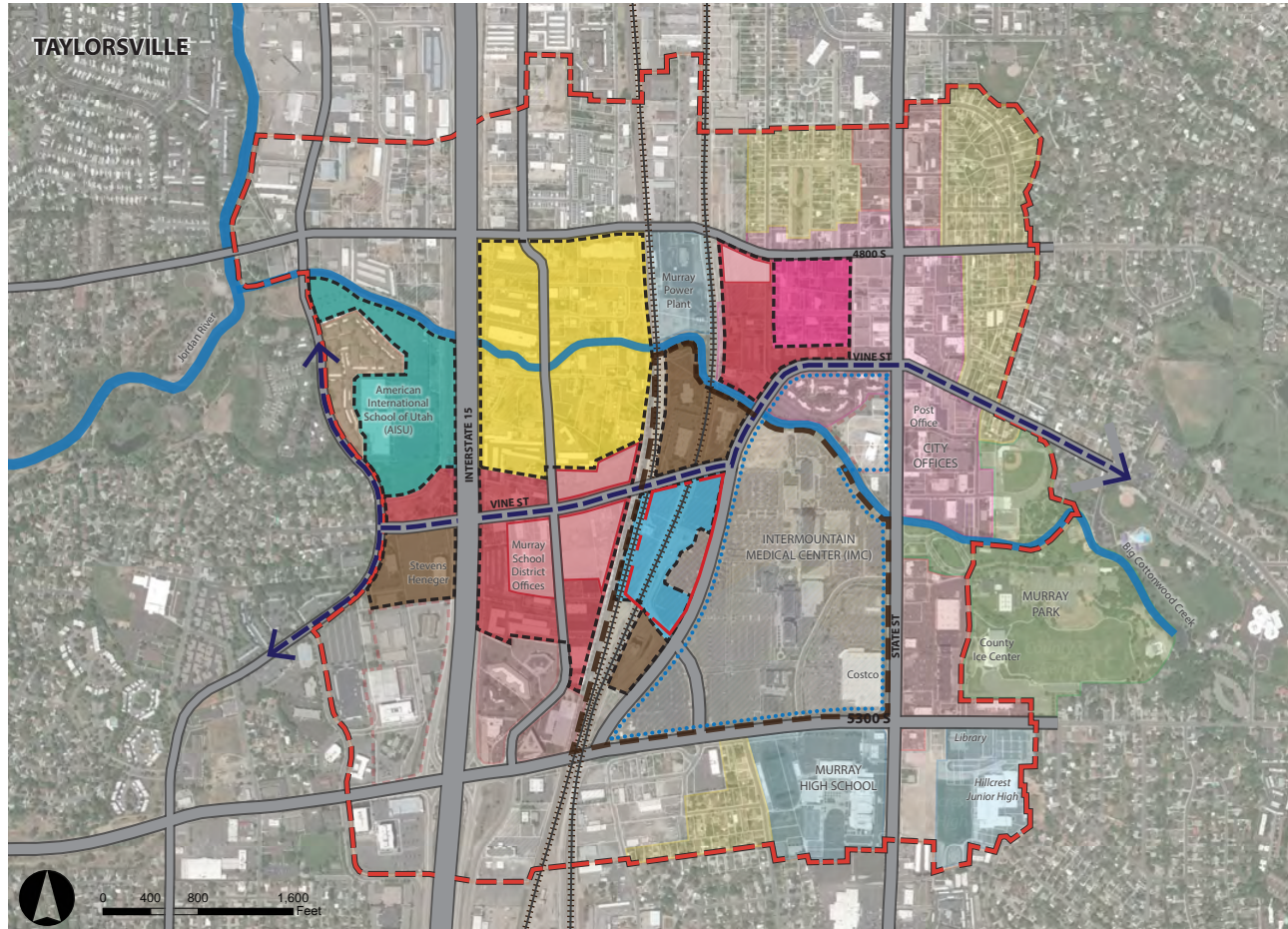


Examples of superlative pedestrian environments that are envisioned along a re-imagined Vine Street Boulevard

- 1
- 2
- 3
- 4

MURRAY CENTRAL STATION MASTER PLAN

Areas of Focus and Planning Concept Diagram



DEVELOPMENT ZONES

- Murray Central Station Redevelopment Area
- Primary Redevelopment Area - Vine Street frontage properties and/or sites with a strong relationship to Murray Central Station
- Secondary Redevelopment Area - Sites in the Murray City Center District adjacent to Vine Street should merge the planning and design principles of both areas
- Secondary Redevelopment Area - Mixed use development area with a focus on higher density residential uses and transit-oriented development
- Secondary Redevelopment Area - AISU campus. Possible intensification of the campus and large parking lot for transit-oriented development
- Tertiary Redevelopment Area - Future development to be aligned with the Murray Central Station District principles

OTHER KEY CONDITIONS AND CONSIDERATIONS

- Projects Currently Planned or Under Development
- Vine Street - Links Murray Central Station and uses fronting the roadway to create a pedestrian friendly boulevard
- Central Station Study Boundary
- IMC Properties - Planned and developed according to a long-term IMC Site Master Plan. The Murray Central Station Master Plan should strengthen and acknowledge the relationship that exists between the IMC site, the station and surrounding uses

OVERVIEW

After thoroughly analyzing the site and surroundings and determining the opportunities and challenges that presently exist, a preferred planning concept emerged that links a redeveloped and intensified Murray Central Station with other contributing uses along Vine Street as part of a Station Boulevard.

The following diagram illustrates this concept and identifies Areas of Focus for realizing the vision.

Key Concepts:

- Murray Central Station is the heart of the project. Redevelopment of the station area is essential for creating a superlative station district is at the core of this study.
- Vine Street is transformed into a linear boulevard, linking the station with supportive uses along and immediately adjacent to the roadway
- Realization of the vision will occur as part of Primary, Secondary and Tertiary projects.
- Because Vine Street links the various uses into a discernible linear district, it is essential that the roadway be planned and designed to support transit-oriented development and multi-modal traffic.

Figure 26 - Areas of Focus and Planning Concept

Detailed planning and design ideas for the Vine Street Corridor and Murray Central Station follow. These include two distinct Station Concepts, each providing achievable redevelopment and implementation ideas.

1

Vine Street Corridor Concept

2

As the central connective corridor for the Murray Central Station area, Vine Street plays a critical role for creating a multi-modal station area. While many of the major streets surrounding the station are high-volume, high-speed arterials important to the regional traffic network (such as 5300 South, State Street, and I-15), Vine Street is the single corridor with good potential to connect through the entire station area in a pedestrian-supportive way. It connects directly to the station and has redevelopment opportunities along it. The main issues along Vine Street are the same that emerge at the station: pedestrian design, public space, connections to existing destinations, cyclist comfort and safety, facilitation of new walkable urban fabric, bus circulation and transfers, bus rapid transit (BRT) station interfaces, and private vehicle drop off and parking.

3

Walkable Street Concept

4

Figure 27 illustrates a generalized concept of a walkable street for a collector-level street such as Vine Street, identifying many of the elements that need to be integrated together if a walkable environment is to be achieved. Transforming Vine Street into a truly walkable street corridor is a complex endeavor, and will require careful design and political-will to be achieved.

Strategies for Vine Street

Figure 28 illustrates the transportation context of the Vine Street corridor, which runs from the historic east side neighborhoods of Murray through Downtown Murray, past the northern edge of the Intermountain Medical Center campus, along the north side of Murray Central Station and across the rail tracks and Interstate 15 to the west side neighborhoods of Murray and the Jordan River Parkway.

The corridor runs through an array of destinations of citywide and regional significance, intersecting with important regional streets such as State Street, encompassing a series of regional bicycle routes and transit routes along the way. The Vine Street Corridor also includes the planned Mid-Valley connector bus rapid transit route.

- 1
- 2
- 3
- 4



Figure 27 - Vine Street: Strategies to create a walkable corridor

1

Pedestrian-oriented intersection design

Vine Street's intersections can support pedestrians with short crossings, bulb-outs when possible, high-visibility crosswalks, and directional or full-corner curb ramps.



2

On-street parking

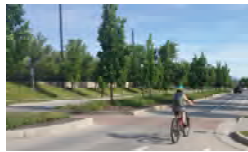
An essential ingredient for walkable streets and should be alternated with bulb-outs, transit stops, and shared mobility zones (see item #9).



3

Planted median

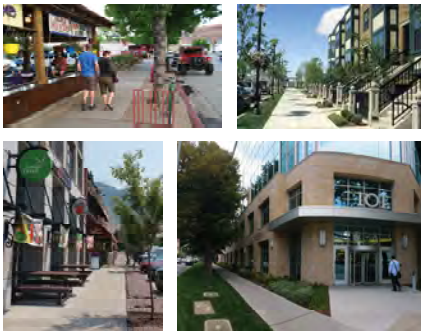
Where practicable, include a planted median to reduce the scale of the street and add life to it.



4

Walkable frontage

Property frontage is walkable when buildings meet the sidewalk with windows, frequent entries, outdoor dining, and entry courts.



5

Small patios, plazas, and other public/semi-public spaces

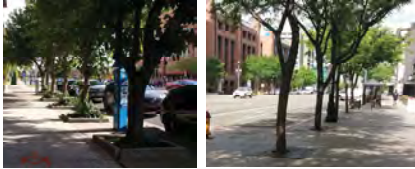
Vine Street can create opportunities for small, dining and gathering spaces in front or to the side of buildings along the street.



6

Street trees

Regularly spaced street trees provide shade, greenery, and help create outdoor "rooms."



7

Right turns/Queue jumps

Allow for places for a right-turn lane or bypass of traffic by buses in a "queue jump" lane; it can also be marked for shared use with cyclists.



8

Design for cyclists and mid-speed mobility

Vine Street can support bicyclists and others traveling in the 5 to 25 mile-per-hour speed range. In this corridor's busy, multi-modal, constrained environment, these users can best be supported by requiring and designing for slow speeds of autos, increasing motorist awareness of these users, marking conflict areas, and, where possible, designating bicycle lanes.



9

Transit and shared mobility zones

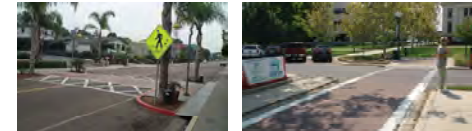
Consider curbside for high quality bus stops and pick-up and drop-off of shared mobility options, including shuttles, shared bikes and scooters, and transportation network companies such as Lyft and Uber.



10

Mid-block crossings

Look for opportunities to connect across the street at key mid-block points, aligned with entries with median pedestrian refuges.



11

Streetscape and pedestrian amenities

Streetscape amenities provide places for seating, bike racks, maps and signs, public art, lighting, and other elements to make the street hospitable.



1

2

3

4

- 1
- 2
- 3
- 4

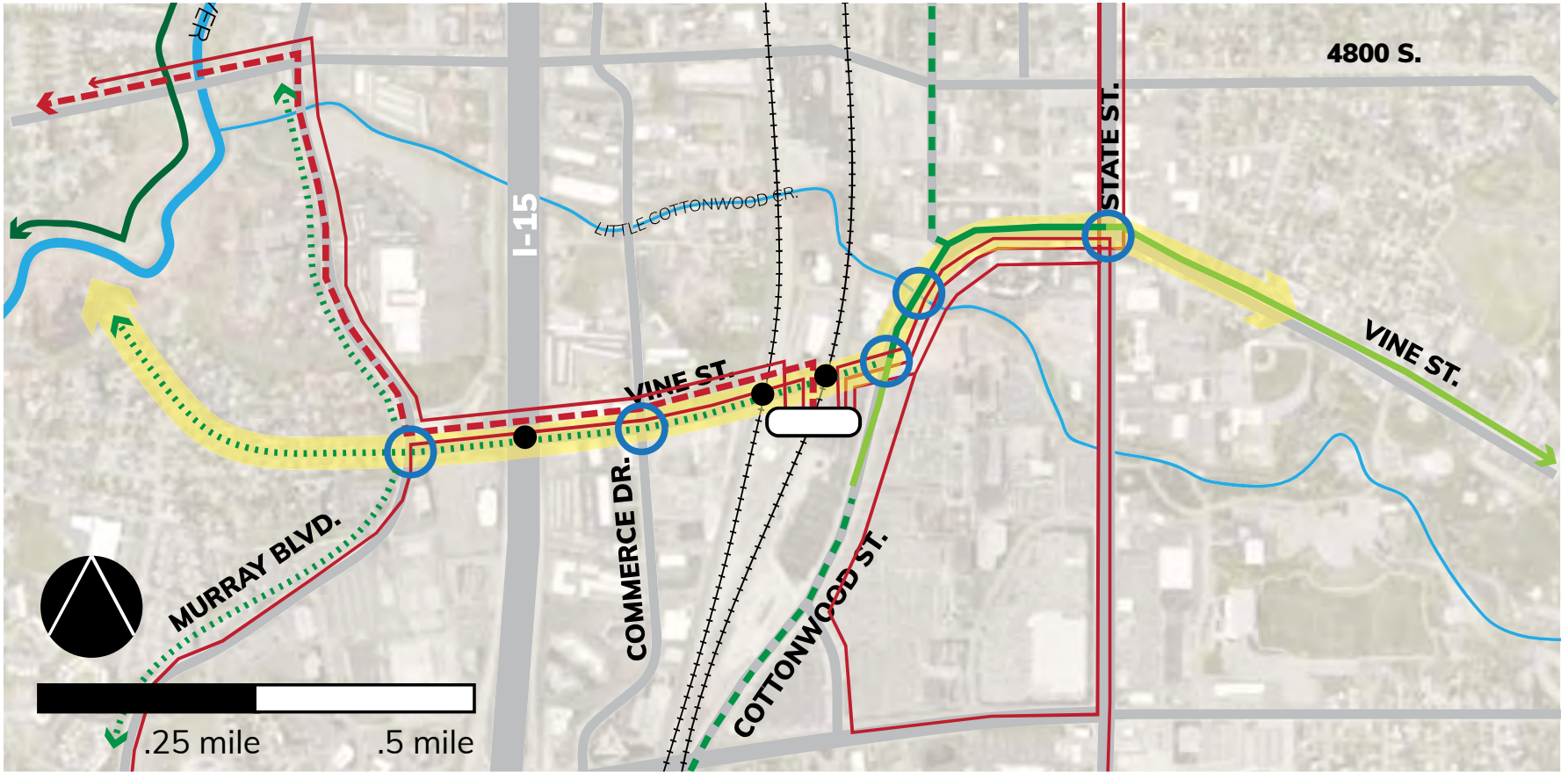


Figure 28 - Vine Street Transportation Concept

Key intersections



Places where Vine Street crosses major barriers such as Interstate 15 and rail tracks



Multi-modal networks

- Existing transit route
- Planned Midvalley Connector bus rapid transit
- Existing bike lane
- Existing bike route
- Planned bike lane
- Proposed bikeway (lane or route)
- Connection westward: Through neighborhood; to Jordan River Parkway.
- Connection eastward: Through downtown and historic Murray neighborhoods.

Proposed Vine Street Segments and Roadway Sections

The mile-long stretch of Vine Street between State Street and Murray Boulevard is envisioned to become a parkway that connects the station to other destinations in the region. At present the Vine Street right-of-way width varies significantly and is generally quite limited. Murray City intends to achieve a future right-of-way width of 90 to 95' throughout the mile-long corridor which will help ensure all movements are met.

The following **segment concepts** illustrate how Vine Street can be modified transform the corridor into a unified and walkable street environment. Since this short length of roadway is marked by a range of conditions, it is divided into four separate segments that indicate characteristics related to right-of-way width, redevelopment opportunities and traffic conditions along the route. They are presented consecutively from west to east, beginning at Murray Boulevard and concluding at State Street.

SEGMENT 1: Murray Blvd. to Commerce Dr. SEGMENT 2: Commerce Dr. to Murray Central Station

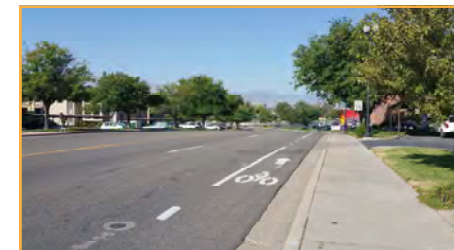


Figure 29 - Proposed Vine Street Segments

SEGMENT 3: Murray Central Station



SEGMENT 4: Cottonwood St. to State St.



- 1
- 2
- 3
- 4

1

Segment 1: Murray Boulevard to Commerce Drive

Constraints: Existing I-15 bridge restricts this segment to three general purpose lanes

Opportunities: Redevelopment opportunities on both sides of I-15 could create section shown below

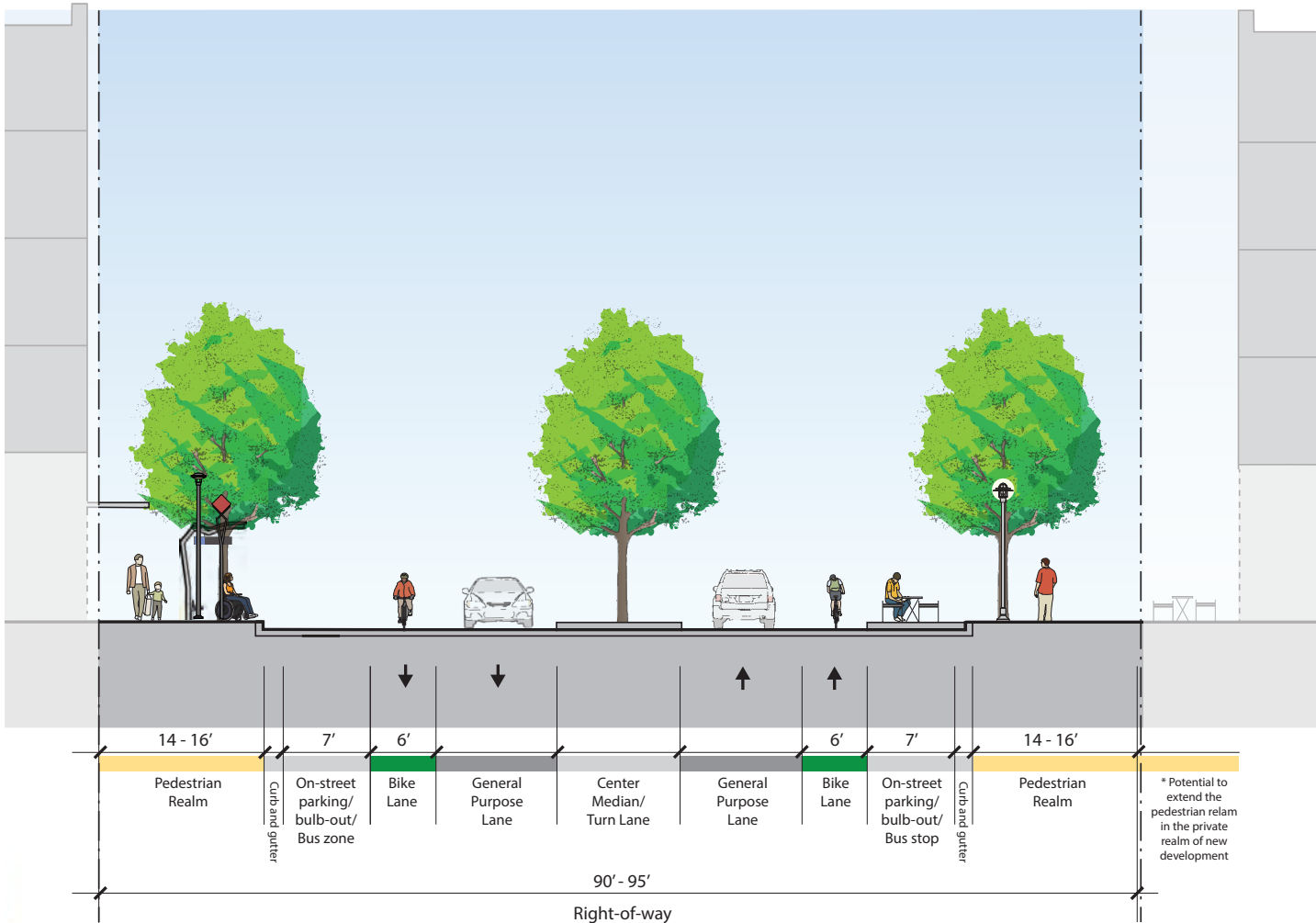
Existing right-of-way: 45' - 60'

2

Potential cross section for Vine Street between Murray Boulevard and Commerce Drive

3

4



* Potential to extend the pedestrian realm in the private realm of new development

Segment 2: Commerce Drive to Murray Central Station

Constraints: High traffic pressure because of Vine’s crossing of rail tracks; Vine Street currently being reconfigured to 5 lanes and 90-foot right-of-way between new Murray Crossing and EMI developments with the cross section below

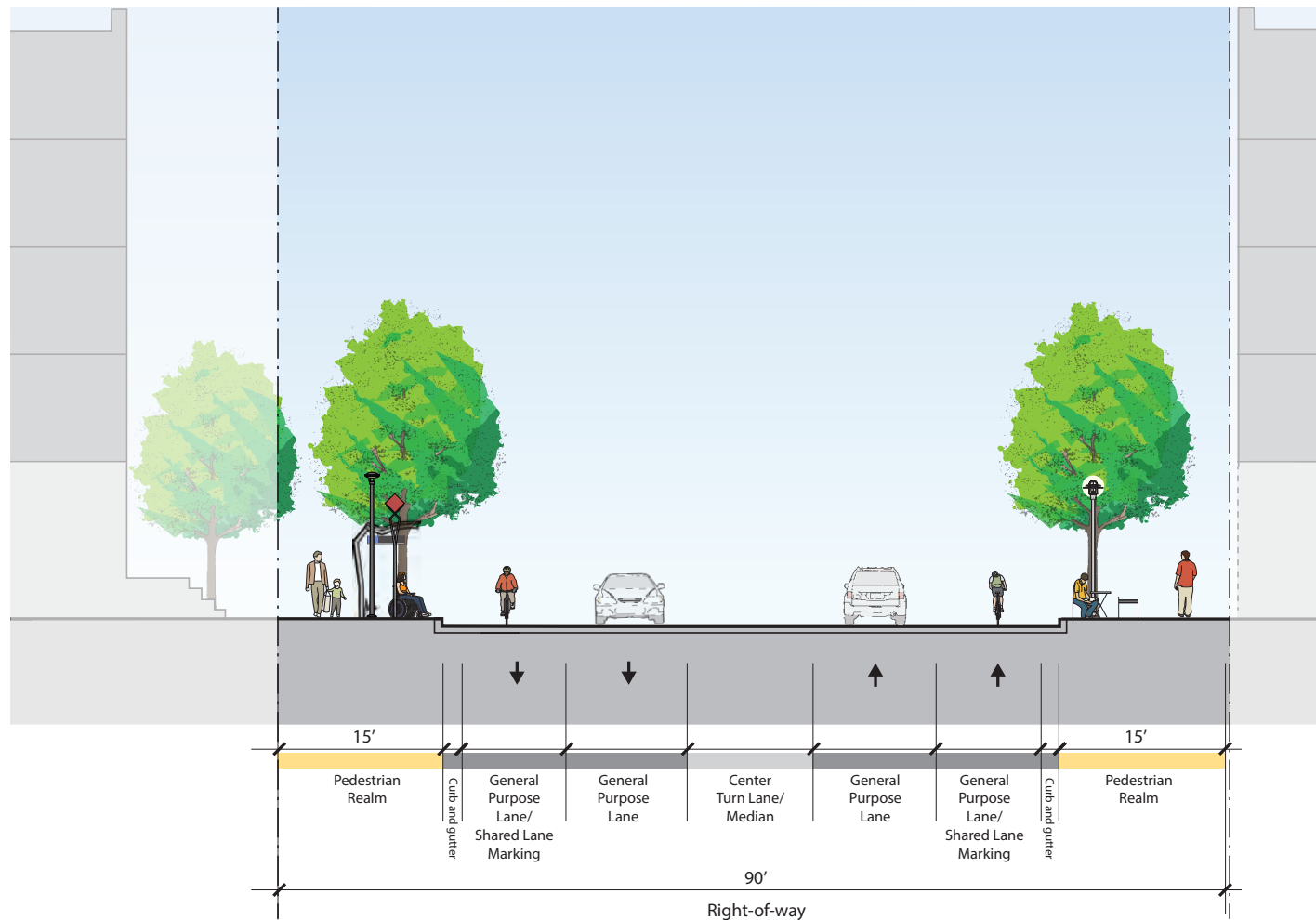
Opportunities: Within 5-lane configuration shown below, can add streetscape amenities and quality transit stops

Existing right-of-way: 60’ - 70’



- 1
- 2
- 3
- 4

Potential cross section for Vine Street between Commerce Drive and Murray Central Station



- 1
- 2
- 3
- 4

Segment 3: Murray Central Station

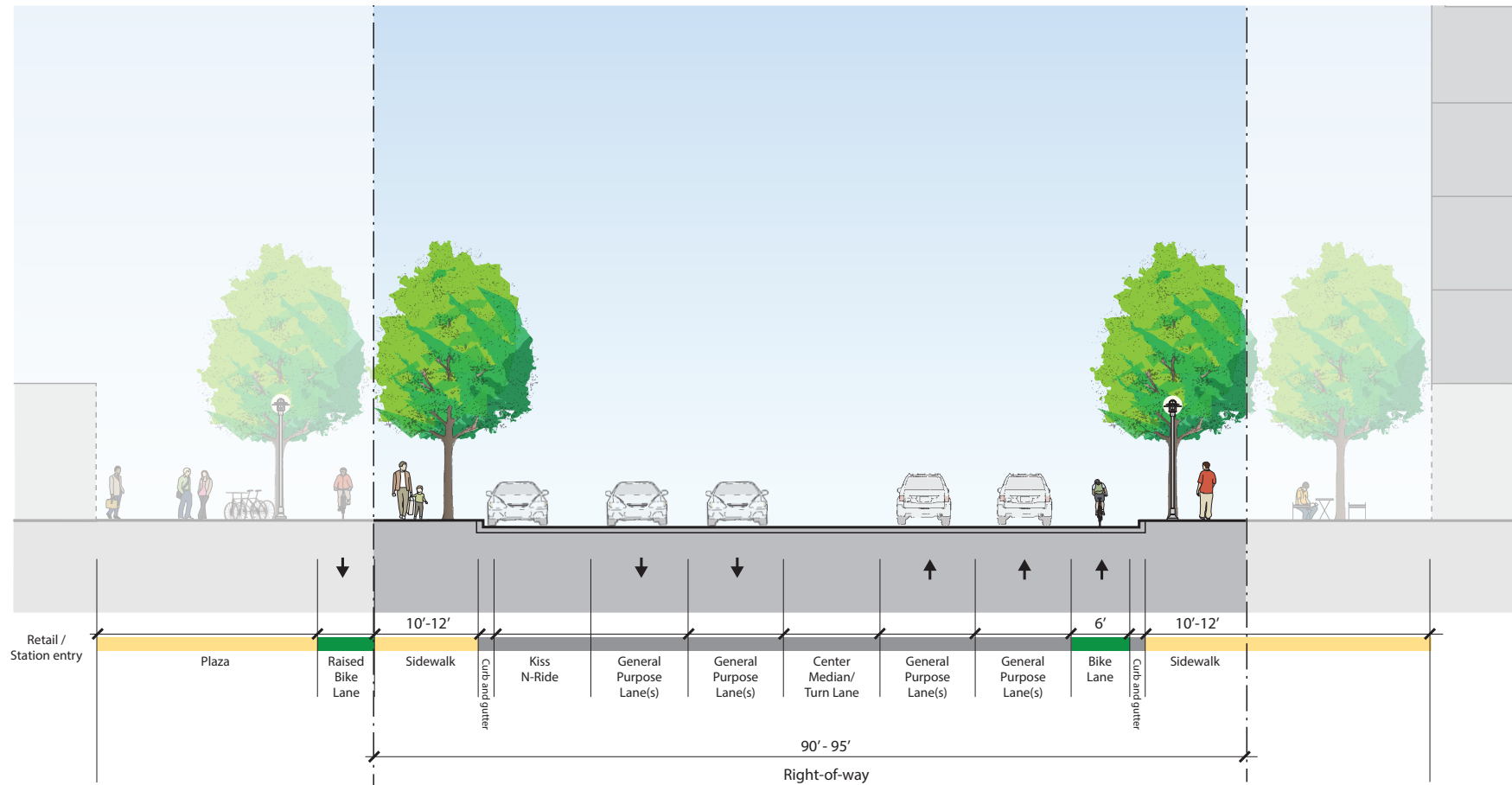
Constraints: Need to stack autos between and on either side of the rail tracks necessitates 4 general purpose lanes. Need for bicyclist access to station and safety as well as pedestrian space and vehicle drop-off creates more elements than there is space for

Opportunities: Increased presence and pedestrian orientation of station on Vine Street creates directive for high quality pedestrian space where station meets street, with complementary pedestrian space on the north side of the street (would happen with redevelopment). Pedestrian space would have to occur on UTA property

Existing right-of-way: 70' - 85'



Potential cross section for Vine Street at Murray Central Station



Segment 4: Cottonwood Street to State Street

Constraints: Desire to maintain flexibility in existing asphalt width

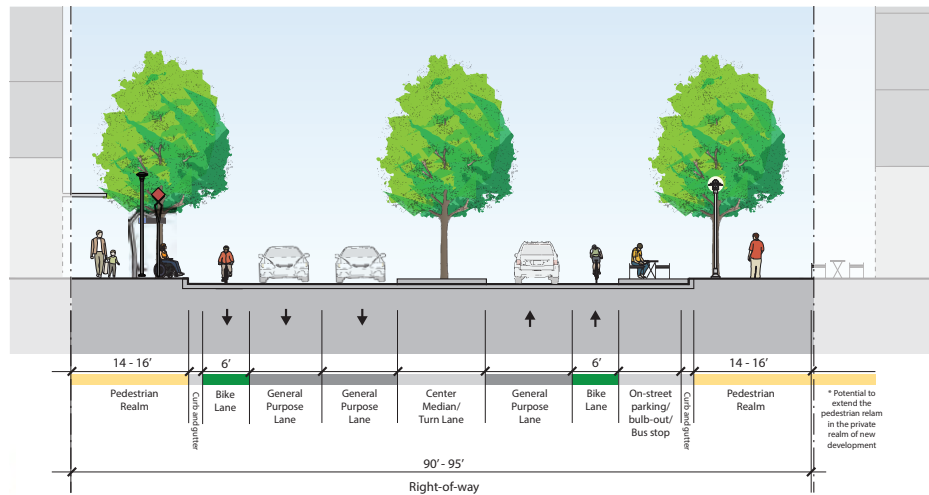
Opportunities: Amount of traffic projected for this segment would allow a reconfiguration to three general purpose lanes, bike lanes, and a parking lane with occasional bulb-outs, within the existing asphalt. Future redevelopment along this segment could help implement a wider, high quality pedestrian realm, which would need an expansion to a 90' - 95' right-of-way

Existing right-of-way: 70' - 90'

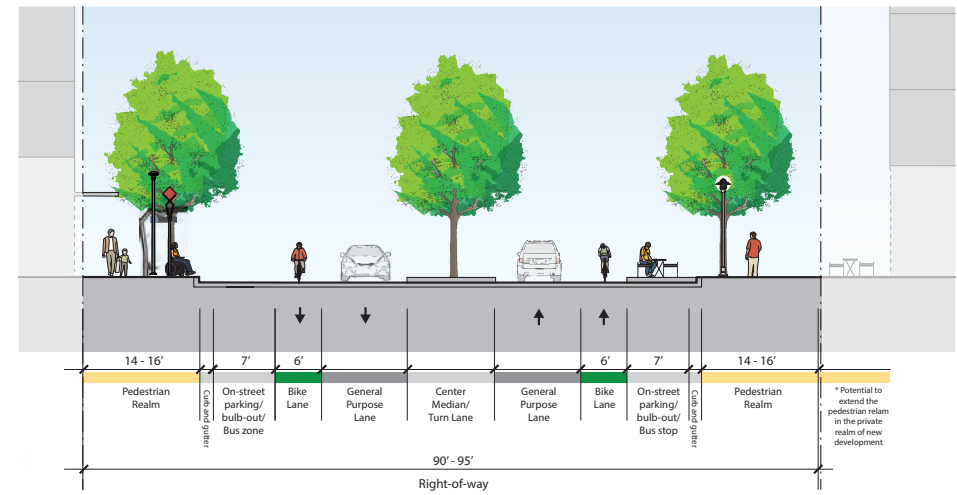


- 1
- 2
- 3
- 4

Cross section options for Vine Street between Cottonwood Street and State Street



Cross section options for Vine Street between Cottonwood Street and State Street



1

Vine Street Corridor Transit Treatment

2

One reason Vine Street is such a good opportunity for the station area is it is the only corridor where a range of bus routes connecting to the station merge – making it a high-frequency transit corridor with connections nearly as diverse as the station itself. In order to meet the intensive transit needs of this area, transit treatments should include:

3

- Upgraded stops
- Bus pullouts in parking lane
- Strategic intersection operational treatments such as transit signal priority or queue jumps
- The incorporation of micro-transit

4

Vine Street Corridor Bicycle Treatment

While most of Vine Street is not a designated as a regional or local bicycle corridor, it is crossed by and links with several important bike corridors, including those on Cottonwood Street/Box Elder Street, Vine Street east of State Street, and along the Jordan River Parkway.

Due to the need for seamless and safe bicycle environment in the area, the Vine Street bicycle treatment should include the following:

- Application of a consistent bike treatment wherever possible, despite the range of conditions and opportunities within each segment of the corridor
- Trade-offs of bike lane on Vine versus shared lane markings (assuming a slow enough traffic speed), with space savings
- Wayfinding for connections to Jordan Parkway and Cottonwood/Box Elder corridor
- Potential bike station/hub near Little Cottonwood Creek

Vine Street nodes

The Vine Street corridor passes through a series of street intersections which are characterized here as “nodes” because of their potential to become integrated places and hubs of activity. Each node presents very different opportunities – the following is a summary of the recommended strategies for each node.

Murray Boulevard

- Bike wayfinding/conflict marking
- District gateway
- Convenient transit stops
- Explore smaller curb radii

Commerce Street

- Major transit stops
- High visibility crosswalks on all segments
- Shorten pedestrian crossings

Cottonwood Street

- Intersection/gateway improvements to emphasize unified Vine
- Consider creation of and IMC Gateway District
- Bike node for north-south regional bicycle corridor

Little Cottonwood Creek

- Connection to IMC path to west
- Consider crosswalk here
- Potential extension of path to west/north

State Street

- Reinforce pedestrian crossings
- Major transit stops

1

2

3

4

General Design and Redevelopment Strategies

Pedestrian Circulation

Pedestrian circulation should be the centerpiece of a re-developed Murray Central Station. Currently, pedestrians must find their way between the motor vehicle parking and circulation areas – both within and adjacent to the station, and extending between the platforms for the two rail services. A new station is envisioned which is predicated on the design of great pedestrian spaces that are generous in scale, comfortable, convenient, and which provide safe connections and clear wayfinding clues for all users.

A Central Plaza and Connections to Platforms

One of the most important transformations envisioned is the creation of a pedestrian space in the wedge-shaped area between the TRAX and FrontRunner platforms. This area is currently used for parking, vehicle circulation, drop-off, and the UTA police, and should instead become a central meeting place for the range of users and visitors passing through the area.

Pedestrian bridges

Crossing the rail track barriers is the challenge for existing station users. While costly, pedestrian bridges are essential infrastructure for safely and elegantly moving people to and from the station and on either side of it. Pedestrian bridges can help unify both rail systems to the station itself. The most critical pedestrian bridge connection is over the Union Pacific tracks at the south end of the station. Providing a crossing in this location would help provide a missing link to the emerging employment uses southwest of the station.

1

Connections to Vine Street

As part of a vision focused on transforming the Vine Street Corridor into a special parkway that links the station to destinations near and far, it is important that a re-designed station includes high-quality pedestrian connections to Vine Street. These should go well beyond utilitarian sidewalks, emerging as linear plazas and pathways with active frontage with new buildings that are emerging and planned for the area.

2

Rail Transit

Rail transit will likely remain relatively unchanged at the re-imagined Murray Central Station. The platforms should remain in the same places, and there is the potential for a second TRAX platform that would be shared with the BRT service. Instead, access to the rail transit and places in and around the station that should change.

3

Bus Transit

Murray Central Station is a busy bus terminal, with five routes reaching all corners of Salt Lake Valley. Bus service is expected to increase in the future. The station's bus hub is currently conveniently located immediately on the east side of the station. The Plan's concepts for a re-designed station area maintains the bus area in the same general location, although it is recommended that some small refinements to bus circulation be made. Currently, buses must run circuitously south to Cottonwood Street to get out of the station. Direct connections to either Vine Street or Cottonwood Street would reduce transit travel times in a way that would not likely overburden those streets. A re-built bus loop should also provide for more bus active bay and layover bay capacity.

4

Mid-Valley Connector Bus Rapid Transit (BRT)

The most important near-future programmatic change at Murray Central Station is the arrival of the Mid-Valley Connector bus rapid transit (BRT) service, which is anticipated to be implemented in the upcoming years and will terminate at the station. The BRT route westward links destinations to the west through Taylorsville and the Salt Lake Community College Redwood road campus, extending north to link with West Valley City center.

The way the Mid-Valley Connector integrates with Murray Central Station is critical to both the BRT service and to the station. From the perspective of this Plan, the BRT station should be well-integrated into both the bus and TRAX rail areas of the station. With BRT often acting as a light rail emulation service, the BRT could benefit from sharing a second TRAX platform with the rail service – this would be the ultimate integration of the BRT into the station.

Vehicles – drop off and parking

Since it is recommended that pedestrian circulation and public space take the central role in Murray Central Station, the following strategies are proposed for reconfiguring parking, circulation and drop-off areas:

- Keep convenient drop-off space and provide an adequate amount of parking
- Transition to structured parking
- Formalize drop-off within the station “wedge”, including looping systems to facilitate access to the station plaza
- Consider moving private vehicle drop-off area to east side of station, next to (but separated from) the bus area
- Consider a small, supplemental drop-off area on Vine Street near the station frontage

As illustrated in more detail for the two station concepts that follow, each drop-off and parking concept should be implemented in a way that complements and does not intrude on the pedestrian circulation and public spaces that will be the centerpiece of a re-designed station.

Shared mobility

Shared mobility refers to the provision of a range of transportation services that offer rides on shared vehicles and infrastructure, which typically include bike share, electric scooter, car share modes. At transportation centers like Murray Central Station, shared mobility can provide critical “first-last mile” links between the station and ultimate origins and destinations. It is critical for a re-designed station to provide places for shared mobility in convenient, integrated ways. In order to enable the widest range of trips through Murray Central Station without a private vehicle, shared mobility infrastructure should be located at different areas of Murray Central Station.

Murray Central Station Concept 1

As illustrated in Figure 30 (Station Concept 1 - Concept Illustrative), Murray Central Station is marked by a new station building near the southern extents, which is linked with an iconic pedestrian bridge structure that links the station to surrounding businesses and pedestrian traffic. The figure also illustrates plan details for the station and surrounding Vine Street Corridor, as well as precedent images for the pedestrian bridge. The design includes a formalized drop-off within the station “wedge”, is supported with structured parking garages skinned with new office and retail buildings, links with buses from Cottonwood Street, and includes small public spaces along the Vine Street interface and near the pedestrian bridge.

Figure 31 (Massing and Square Footage) illustrates the general heights and massing of the various buildings, in addition to square footage that can be supported and the parking that results. It should be noted that both concepts maintain the total number of parking spaces required by UTA through structured parking. A schematic illustration from the pedestrian bridge (Figure 32) indicates the envisioned activities that might occur at the pedestrian bridge, and the forms and the relationship to the surrounding buildings and uses that will result.

1

MURRAY CENTRAL STATION MASTER PLAN

Station Concept One - Concept Illustrative

2

3

4



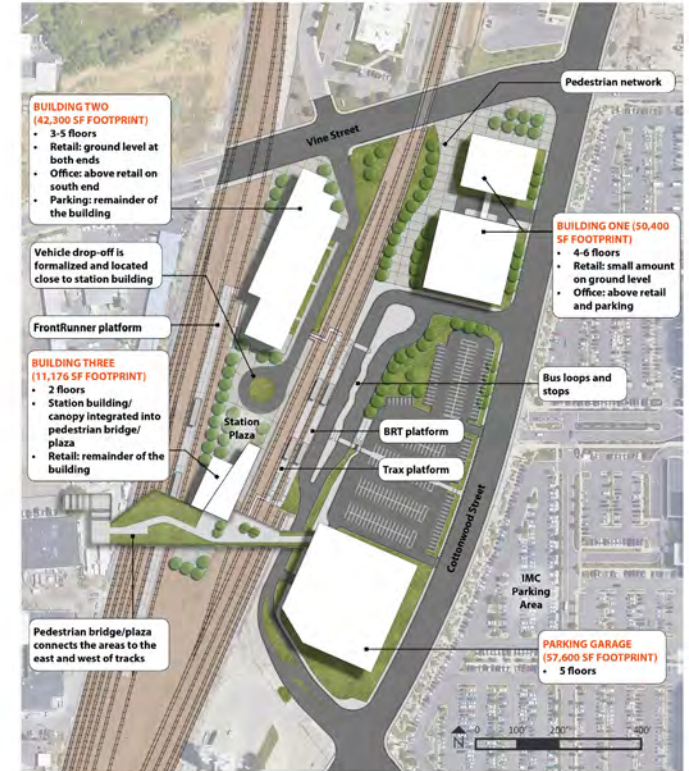
PRECEDENT IMAGES



Figure 30 - Murray Central Station Concept 1

STATION CONCEPT ONE - DETAIL

Major pedestrian bridge/plaza with station building | Formalize vehicle drop-off in station wedge | Link bus access to north | Infill station wedge with parking structure skinned on north and south



MURRAY CENTRAL STATION MASTER PLAN

Station Concept One - Massing and Square Footage

MAJOR PEDESTRIAN BRIDGE/ PLAZA WITH STATION BUILDING | FORMALIZE VEHICLE DROP-OFF IN STATION WEDGE | LINK BUS ACCESS TO COTTONWOOD | INFILL STATION WEDGE WITH PARKING STRUCTURE SKINNED ON NORTH AND SOUTH

PARKING ASSUMPTIONS

1/1	MAINTAIN EXISTING
1/1	UTA PARKING REPLACEMENT
3/1000	RETAIL/COMMERCIAL
3/1000	OFFICE
3/1000	STATION
350	SQFT PER PARKING SPACE

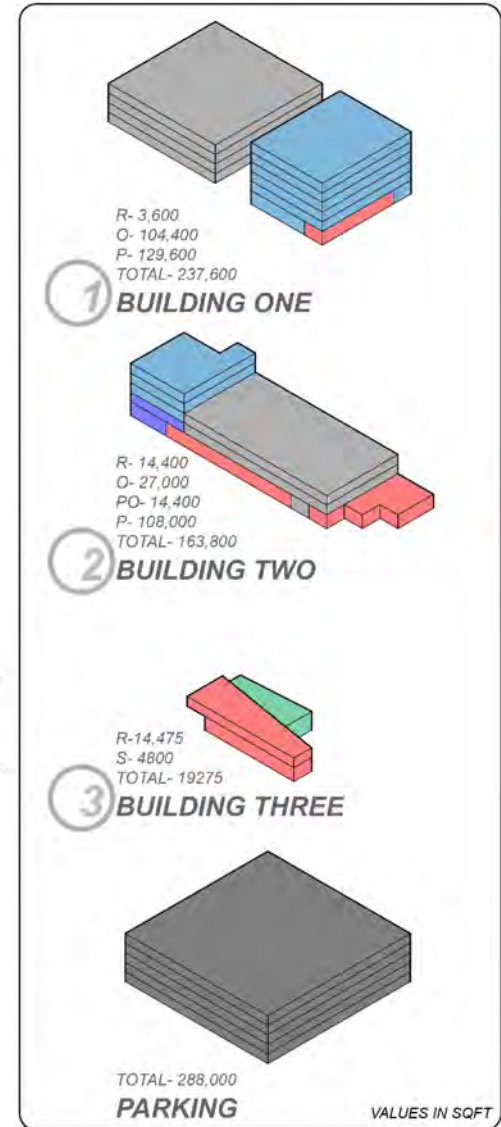
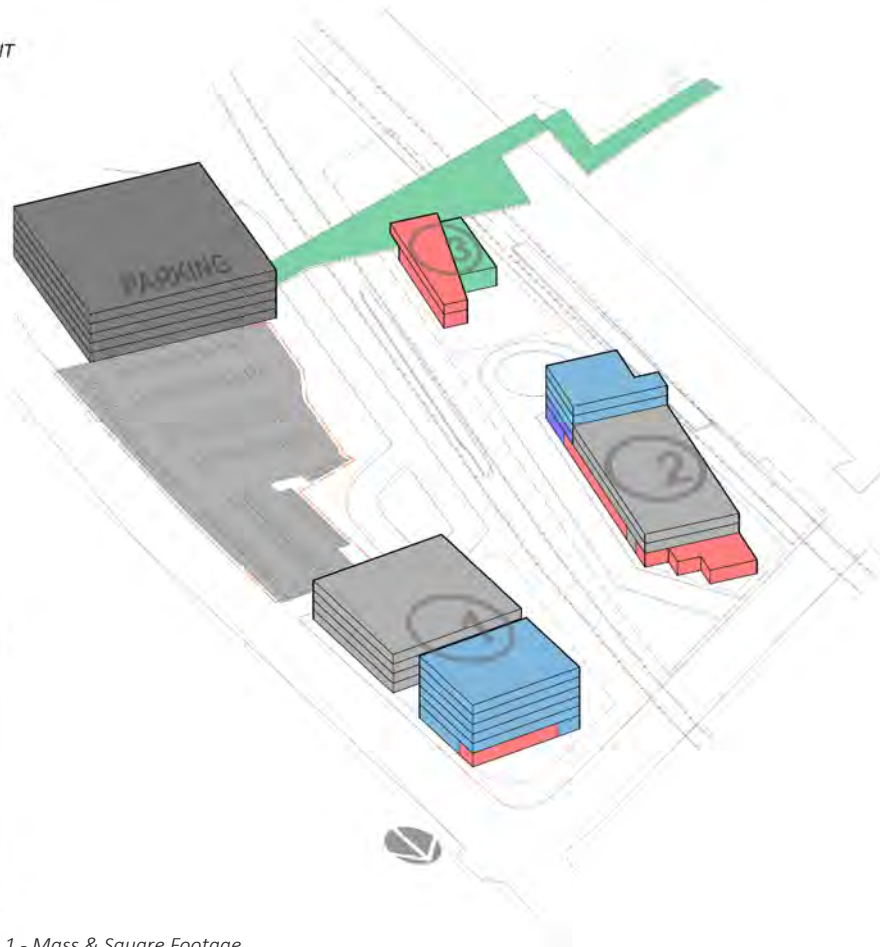
BUILDING FOOTPRINT (sqft)

BUILDING ONE: 50,400
 BUILDING TWO: 42,300
 BUILDING THREE: 11,176
 PARKING: 57,600

TOTAL SQUARE FOOTAGE PER CONCEPT (sqft)

RETAIL/ COMMERCIAL: 32,475
 OFFICE: 131,000
 STATION: 4800
 POLICE: 14,400
 PARKING: 525,600

LEGEND	
	RETAIL - COMMERCIAL (R)
	OFFICE (O)
	POLICE (PO)
	STATION (S)
	PARKING (P)
	REPLACEMENT PARKING
	ENVIRONMENTAL AREA



- 1
- 2
- 3
- 4

Figure 31 - Murray Central Station Concept 1 - Mass & Square Footage

1

2

3

4



Figure 32 - Murray Central Station Perspective - Concept 1: View to West from Pedestrian Bridge

Murray Central Station Concept 2

Figure 33 (Station Concept 2 – Concept Illustrative), conceptualizes the function of a re-imagined station. In contrast to Concept 1, the station building is moved toward Vine Street, providing a direct link with the parkway environment of the roadway and a streetside entrance and drop-off plaza. An iconic canopy links the pedestrian bridge structure, extending the reach of station and related office/retail uses to the east and merging the tracks and lanes as part of a unified station destination. The figure also illustrates plan details for the station and surrounding Vine Street Corridor, as well as precedent images for the pedestrian bridge.

The parking garages and other buildings located on the east edge of the station area are similar to those in Concept 1, with the exception that the parking garage on the south end of the site is shorter and the police station is incorporated into the station building rather than the garage. A utilitarian bridge links the station to the surrounding businesses and pedestrian traffic flows to the south and west. The design includes a formalized drop-off within the station “wedge”, which is supported with structured parking garages “skinned” with new office and retail buildings. Links with buses from Cottonwood Street are also incorporated, in addition to small public spaces along Vine Street that link the streetside plaza with the pedestrian bridge.

Figure 34 (Massing and Square Footage) illustrates the general heights and massing of the various buildings, in addition to square footage that can be supported and the parking that results. It should be noted that both concepts maintain the total number of parking spaces required by UTA as currently exist.

Figure 35 is a perspective concept of the station and surrounding Vine Street Corridor, providing a view from the Vine Street Plaza toward the station. The strong presence of the building, the positive plaza spaces near the street, and the unifying effect of the large canopy combine to create an iconic destination.

1

2

3

4

1

MURRAY CENTRAL STATION MASTER PLAN

Station Concept Two - Concept Illustrative

2

3

4



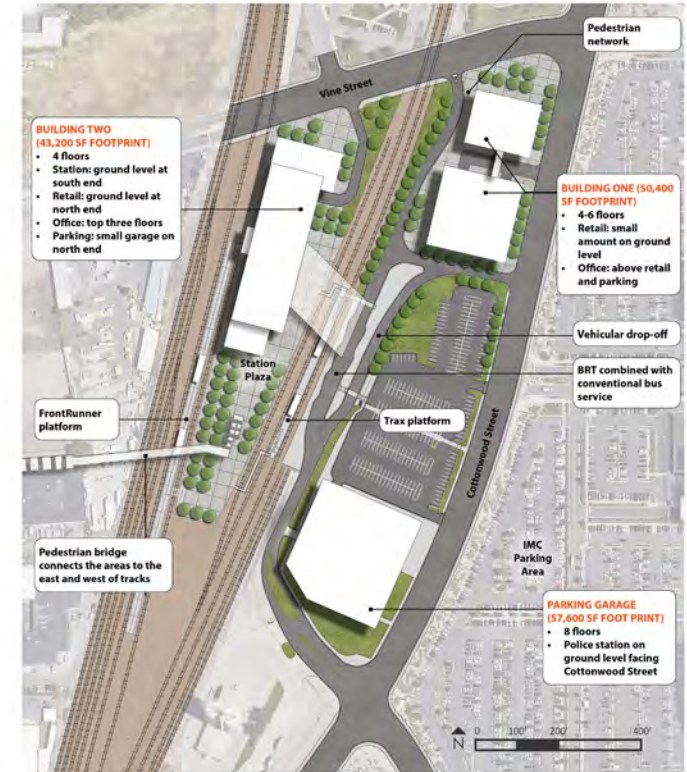
PRECEDENT IMAGES



Figure 33 - Murray Central Station Concept 2

STATION CONCEPT TWO - DETAIL

Bus loop in station wedge | Vehicle drop-off/parking structure on east |
New buildings oriented to Vine



MURRAY CENTRAL STATION MASTER PLAN

Station Concept Two - Massing and Square Footage

BUS AND VEHICLE CIRCULATION ON EAST, IN SEPARATE DRIVES | STATION ORIENTATED TO VINE WITH NEW BUILDING AND PLAZA | CANOPY SYSTEM OVER TRACKS/LANES UNIFYING STATION | PARKING STRUCTURE TO THE SOUTHEAST.

PARKING ASSUMPTIONS

1/1	MAINTAIN EXISTING
1/1	UTA PARKING REPLACEMENT
3/1000	RETAIL/COMMERCIAL
3/1000	OFFICE
3/1000	STATION
350	SQFT PER PARKING SPACE

BUILDING FOOTPRINT (sqft)

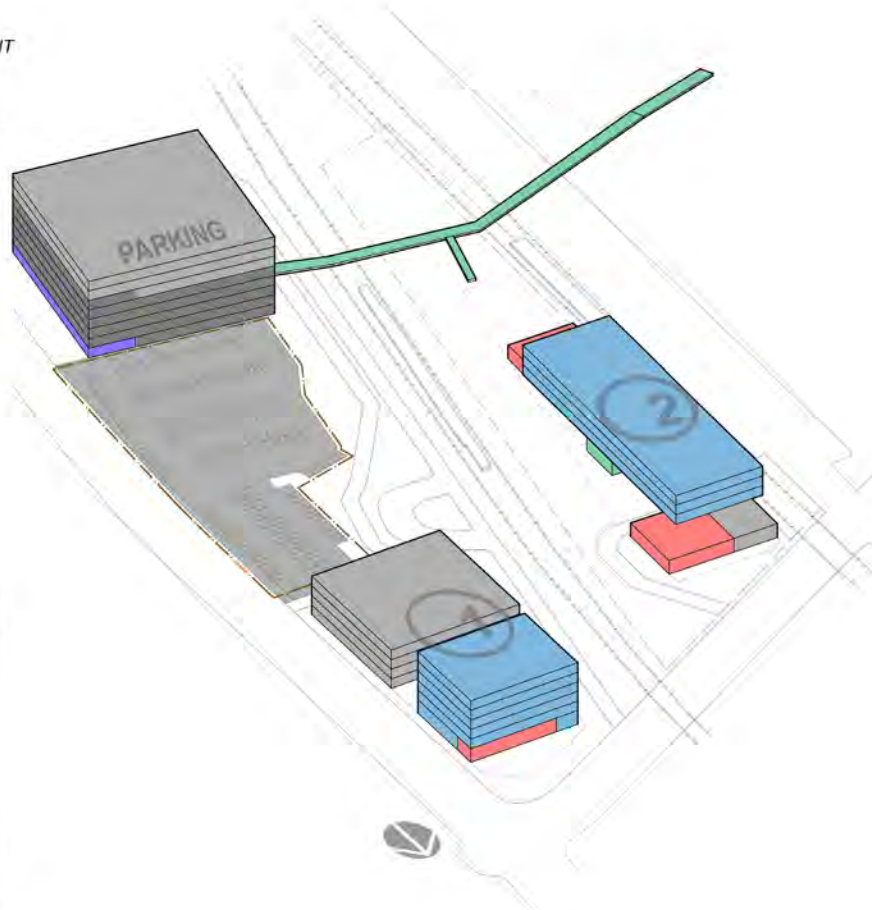
BUILDING ONE: 50,400
 BUILDING TWO: 45,000
 PARKING: 57,600

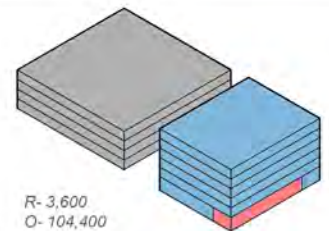
TOTAL SQUARE FOOTAGE PER CONCEPT (sqft)

RETAIL/ COMMERCIAL: 27,900
 OFFICE: 234,000
 STATION: 7,200
 POLICE: 14,400
 PARKING: 589,500

LEGEND

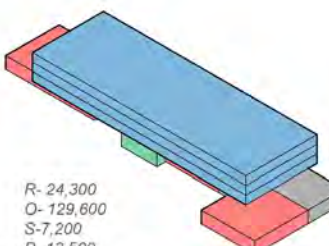
- RETAIL - COMMERCIAL (R)
- OFFICE (O)
- POLICE (PO)
- STATION (S)
- PARKING (P)
- REPLACEMENT PARKING
- ENVIRONMENTAL AREA





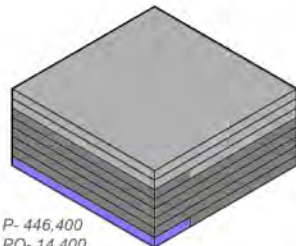
R- 3,600
 O- 104,400
 P- 129,600
 TOTAL- 237,600

1 BUILDING ONE



R- 24,300
 O- 129,600
 S- 7,200
 P- 13,500
 TOTAL- 174,600

2 BUILDING TWO



P- 446,400
 PO- 14,400
 TOTAL- 172,800

PARKING

VALUES IN SQFT

- 1
- 2
- 3
- 4

Figure 34 - Murray Central Station Concept 2 - Mass & Square Footage



Figure 35 - Murray Central Station Perspective - Concept 2: View from Vine Street Plaza to South

DESIGN & IMPLEMENTATION GUIDELINES

Introduction

Murray Central Station area has been influenced and defined by the industry in the area. It was the site of a major smelting operation in the Salt Lake valley, and in 1994 the area was identified by the U.S. Environmental Protection Agency as contaminated at a level requiring remedial action. In 2001 appropriate remedial action was completed in the area for redevelopment into a commercial area.

The Murray Central Station area is now a major medical employment area and the home of Intermountain Health Care's flagship medical facility and related services. The area's environmental past will continue to influence the urban form and redevelopment in the station area, as follows:

- Residential development is not allowed in the immediate station area (as defined by the Murray City's SSOD zoning designation)
- Contaminated materials capped beneath roads and parking lots must be handled in accordance with EPA and UDEQ approved guidelines
- Cottonwood Street and an the existing TRAX station parking lot cannot be disturbed

Within this context there are opportunities for enhancing the Murray Central Station area by providing employment, retail, public space and residential (outside of the SSOD) uses. Developing a new urban district around the existing transit amenities can prioritize the pedestrian experience and provide visual and aesthetic interest. The combination of transportation and employment destination already in place within the Murray Central Station area provides an opportunity to create an iconic station and destination unlike any other within the current transit system that is:

- A regional transit hub bringing together FrontRunner, TRAX and BRT in the center of the valley
- A destination for medical services
- A lively neighborhood for locals and visitors

Future design and development in the Murray Central Station Area should improve the walkable and human scale of the area. Attention to the following design details will ensure that future development will foster pedestrian activity and increase the value of development within the station area.



Example of New Station Area Development

1

2

3

4

Design Values

1

In order for the Central Station area to meet its potential, it is critical to take advantage of community investments in transit and increase values and opportunities in the core of Murray City. The design should accommodate all travel modes, including pedestrian, bicycle, bus, and car. Development should focus on encouraging pedestrian traffic by creating multiple building entrances on the street level and minimize blank walls by including generous planes of glass.

2

3

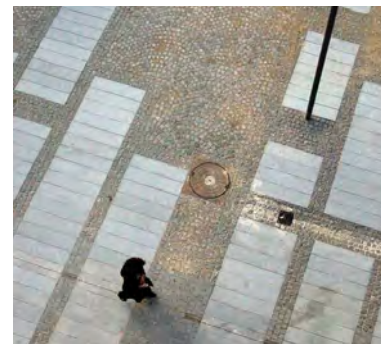
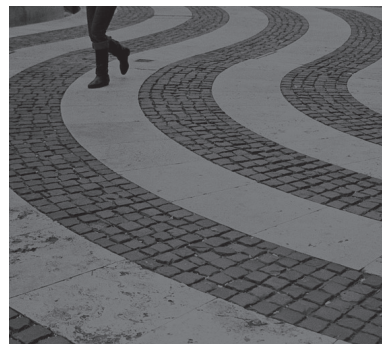
4

All future developments and improvements in the Murray Central Station area should be based on solid urban design principles that create a welcoming pedestrian environment to the Station area. This should be a place designed for people, where uses foster activity on the street and create great and comfortable places. The presence of the FrontRunner and Trax stations, Intermountain Medical Center and nearby stable neighborhoods create a more varied destination. Human-scaled façades and building masses as well as street level interests should be the highest priority for the station area.



The guidelines that follow are intended to help establish the character of the Murray Central Station District as it is implemented. They provide references and ideas for the city, UTA and other stakeholders to consider as future designs, plans, projects and ordinances are developed and implemented. The guidelines provide direction for the treatment of the various buildings, built environments, landscapes, streetscapes and nodes to ensure the site is unified and coordinated.

A unified design and development strategy will enhance the special “sense of place” and character of the project. It should embrace what the existing site offers while incorporating anticipated uses as part of a coordinated plan. In general, the waterways and open spaces affiliated with Big Cottonwood Creek and the Jordan River should be enhanced so they can serve as places for recreation, as connecting greenways, and for visual relief within the intensely developed built environment.



Architecture and Built Form Guidelines

General guidelines and preferences for the architectural character of buildings constructed in the Murray Central Station area help establish a unified look and character for the station area. Well-designed buildings contribute to a “sense of place and arrival”. Key buildings include the new station building and bridge to connect the existing FrontRunner and Trax station area with new office and residential buildings along Vine Street and with activity zones to the east and west. Buildings in the Murray Station development area will reflect the distinctive requirements of that zone. Although specific buildings west and north of the station area are not addressed, it is assumed that they will reflect mixed-use and transit-oriented design principle, creating a transition from the iconic station area to existing neighborhoods and development areas in the west and northwest areas of the City.

Criteria for the station buildings include forms that:

- Create a sense of destination and are identifiable as unique to the station;
- Reflect connectivity of the three transit lines (FrontRunner, Trax & BRT);
- Are visible from beyond the station area;
- Enhance the functionality of the station area by seamlessly connecting the station areas, accommodating passenger flows, and creating new room for commercial spaces; and
- Reflect Murray’s role as a transportation hub in the Salt Lake Valley

New buildings within the station planning area should:

- Orient the front façade of all new buildings to Vine Street or Cottonwood Street;
- Locate parking and vehicle access away from entries, open space and street interactions;
- Create logical and intuitive access corridors for all modes of travel;
- Utilize simple and straightforward building forms and include practical, utilitarian use of space;
- Incorporate pedestrian scale lighting and amenities;
- Provide clear expressions as stand-alone structures surrounded by open space;
- Focus on street-level design and the creation of positive pedestrian connections;
- Incorporate versatile, durable, and long-lasting materials including metal, glass and stone;
- Reflect and respond to existing neighborhood context and vernacular expressions;
- Express an appropriate sense of scale, massing and form that matches the setting of the site; and
- Establish a design relationship with the adjacent medical center that enhances and frame view corridors to the iconic station building.



1

2

3

4

1

Parking Structure Design

These buildings should be skinned with pedestrian-friendly uses to create visual interest from a distance and close-up. Where possible, ground level office or retail uses should be adjacent to pedestrian ways, adhering to building permeability criteria, incorporating human scaled elements on façades and using stair and tower elements as iconic design elements.

2

3

4



Miami, Florida Parking Structure



Columbus, Indiana Parking Structure



Santa Monica, California Parking Structure

Building Permeability

Life on the street and a vibrant pedestrian environment depend on windows and doors at the street level. Building permeability connects businesses to pedestrians. Requiring new and redeveloped spaces to make interiors visible via doors, windows and wall openings significantly reduces the distinction between indoor and outdoor places and activities.



Materials

Materials should be versatile, durable, and long lasting, including metal siding and panels, horizontal and vertical metal siding patterns in prefinished colors, natural metal finishes, including weathered steel, in addition to exposed board-formed concrete, stone and glass.



1

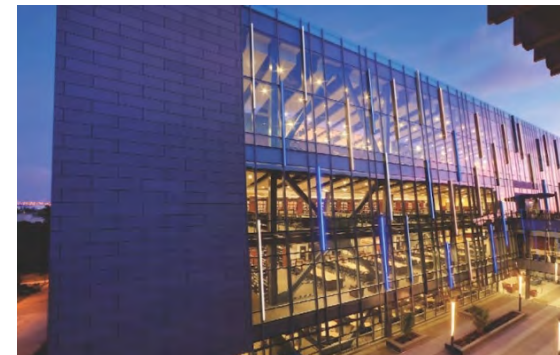
2

3

4

Building Orientation

Building design and siting should consider solar orientation, climatic conditions, wind patterns, and other environmental conditions. Parking should be to the rear and between buildings or provided as part of screened and shared lots. The exterior of buildings should include windows and openings and architectural features that are coordinated on all sides of the building in order to achieve harmony and continuity.



1

Architectural Screening

Roof top and ground level mechanical units, condensing units, electrical equipment and transformers, dumpsters, and service loading areas should be screened from view. Screening for all equipment and dumpsters should be integrated and complementary to the design of the site and buildings. Service and loading areas will need to be considered early on in the site planning process to accomplish effective screening.

2

3

4



Architectural Signage

Building signage on office and iconic structures should create a sense of place and reflect the role of the station area as a regional transit hub. Street level signage plays a critical role in the human scale of an area. The locations and types of signs can establish the personality of an area in a way that will encourage people to return to discover new destinations each time they pass through Murray Central Station.

Correct signage placement is critical for orienting pedestrians, particularly in an area with competing pedestrian flows (like an area with multiple transit platforms.) Businesses need visibility and ease of customer access. Pedestrian focused signage should be scaled and reflect a pedestrian travel speed of approximately three miles per hour. Pedestrian focused signage can include building façade signs.



Public Realm Guidelines

The treatment of the areas surrounding the buildings – the streets, plazas, parking lots, pedestrian bridges and streetscape - should exude a contemporary and refined appearance, which is appropriate for such high activity areas. A limited palette of materials should be used, helping to merge the stations, buildings, plazas, paths and parking lots into a singular place. Trees and vegetation, for example, should typically be laid out in geometric patterns, emphasizing the flow of circulation traffic and helping to direct motorists, pedestrians and cyclists to nearby locations. This will also help merge the landscape with the hard edges of adjacent buildings, providing visual relief while screening the adjacent parking lots and service areas. The use of manicured lawns and other environmentally-challenging and high-maintenance treatments are out-of-character and should be avoided. Shade trees should be located in proximity to sidewalks, and pathways, providing shade and shelter to cyclists and walkers.

Fences, walls and berms should be used sparingly. They should be limited to the edges of exposed parking lots and service areas where screening is desired. When used, they should complement the design concept for the station area as part of creating a unified appearance. Such features should only be as tall as necessary and installed in a craftsman-like fashion, using the palette of materials that matches the look of surrounding buildings and structures.



- 1
- 2
- 3
- 4



1

Streetscapes

2

3

4

The manner in which Vine Street is treated will have significant impact on the establishment of a unified look for the district. The edges of the streets should include a unified system of street lights, furnishings and hardscape treatments and be generously landscaped with trees, vegetation and special landmark treatments at entrances and gateways. In recognition of the differences that exist along the length of the roadway, minor variations in the design, materials, colors and plant species should be encouraged to emphasize those distinctions rather than attempting to deny them. For example, rows of street trees should be planted within the park strips where possible, extending across the street and into the medians where they exist. This will help create a unified “allee” appearance from near and far. Trees and plants should be utilized that are well-suited to the local climate. They should be unified with the landscape treatments of surrounding private developments, and incorporate water-conserving design concepts as detailed in these guidelines.

While additional design input is necessary to determine the final configuration of specific edge treatments, the sidewalks and walkways along the street edge should be highly urban, matching the look and feel of the stations and adjacent plazas. They should be constructed of concrete, unit pavers or similar materials in accordance to specific design needs and functional requirements. Pavement colors should be carefully considered to ensure these facilities fit with the surrounding landscape.



Street Design

New or retrofitted streets in the Murray Central Station area should be carefully designed to be oriented to pedestrians and cyclists. Streets should accommodate motor vehicles as well, but pedestrians and other active modes are the top priorities. Most if not all new and retrofitted streets in the Plan area are expected to be “Local” level streets – with the exception of Vine Street, which is addressed separately.

The following are elements of new streets in the area:

- Comprehensive pedestrian realm: Streets should have foremost a generous, complete pedestrian realm, with:
 - A through zone where people walk;
 - A furnishings zone, for street trees, street furniture, pedestrian-scale lighting. This zone is also used as a buffer for pedestrians from moving traffic.
 - A frontage zone, where the land uses can “spill out” onto the street with outdoor dining, display, seating, plantings or other uses.
- A roadway designed for low vehicle speeds – 25 miles per hour or lower.
- The awareness of cyclists through on-street markings and signage, especially in conflict areas. For the local-level streets that these new streets will be, dedicated bike lanes will likely not be necessary if the traffic speeds of the street can be kept low.
- An on-street parking lane, with bulb-outs and other uses where appropriate, such as pedestrian crossings.
- Segments of curb dedicated to shared mobility such as micro-transit or transportation network companies.



FURNISHING ZONE:

Space acting as a pedestrian buffer from moving traffic and space for amenities such as benches and other street furniture and lighting and utility poles

THROUGH ZONE

Space for people to walk. The Through Zone should be able to accommodate wheelchairs passing, and, depending on the environment and amount of pedestrians, people or pairs of people walking past one another.

FRONTAGE ZONE

Space for things associated with the adjacent land use such as plantings, dining, seating or display.

1

Intersection Design

Intersections are a special area of street design where conflicts between users are usually at their highest potential. Intersections in walkable areas need special design care. Intersections in the Murray Central Station area should emphasize:

- Short pedestrian crossings
- Frequent pedestrian crossings
- High-visibility pedestrian crossings
- Areas with conflicts between bicyclists and motor vehicle traffic, such as right-turn lanes, identified with green paint
- Medians and refuges
- High-quality corner environments, with directional curb ramps



Development Frontage

While streets can establish comfortable, convenient, and safe environments for pedestrians, the nature of the built environment on the adjacent blocks completes the pedestrian environment, especially to create places where people feel comfortable and want to be. In this way, the frontage of development forms a critical complementary piece of the pedestrian environment.

Creating pedestrian-supportive development frontage rests on establishing a human scale that is tailored all aspects of the urban environment. A human scale includes things like comfort, greenery, visual interest, and social encounters. These needs are addressed through elements like trees in the street, lots of windows in buildings, frequent building entries, small courtyards and plazas, places to sit, public art, and details on building facades.

The following are policy and design tools that can be used to create a walkable frontage for development – many, if not all, could be part of a form-based code:

- **Building placement guidelines and standards:** These are design and policy mechanisms that require buildings to be built either directly along a street frontage property line or a maximum distance back of it. This approach is the exact opposite of the conventional building placement approach, which uses minimum distances back, or setbacks, from the street frontage property line. Usually, the requirement is that a minimum percentage of the street frontage property line be built to the build-to line.
- **Active uses:** promote uses on the ground floor of buildings that help to animate the pedestrian environment. These could be a range of uses, from shops to residences to offices. These active uses should extend into the pedestrian realm of the street as much as possible – in the form of dining, seating, goods display or other uses.
- **Transparency and human-scale design:** The facades of the buildings housing the active ground floor should be designed to be inviting, comfortable and interesting to people walking along the street. This means, for example, a minimum required frequency of entries, a minimum percentage of glazing on building facades. This sense of transparency and human scale should also include the spaces in front of and between the buildings.
- **Frontage types:** these which typically consist of a set of coordinated design standards for pedestrian-oriented site frontages for different contexts – such as a “Main Street,” an office environment, multifamily residential, or parks.
- **Vehicular use area placement and design:** The placement and design of vehicular use areas like parking lots can have a major impact on the character of walkable areas. Development standards should require that parking or other vehicular areas be located in the back or to the side of buildings, that driveway curb cuts be minimized on streets, and that street-side vehicular areas be buffered by an acceptable set of walls or landscaping.



1

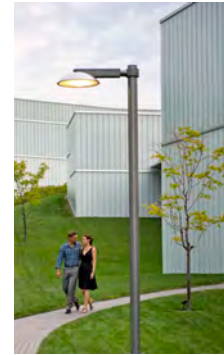
Lighting and Furnishings

2

3

4

Streetlights and furnishings should be coordinated, providing a highly refined and unified look for the corridor while encouraging a sense of individuality at the station area and other destinations along Vine Street. Furnishings should be limited to a select range of benches, bollards, bike racks, trash receptacles and other basic elements appropriate for the active setting. Street lights should complement the look and feel of the stations, with nighttime lighting concepts developed to help establish the station as the primary destination along the route. Specific light fixtures should be selected from a single model-line, the poles, bollards and fixtures complementing the feel of the district. All lighting and furnishing elements should be high quality and “Night Sky” compliant, with powder-coated steel, aluminum and similar durable materials preferred for poles and lighting housings.



Parking Lots and Service Areas

Parking lots and service areas are essential components of the project. The design of these areas should be treated with the same care as the adjacent streets. A well-conceived shading strategy should be developed that provides a level of order and structure that will help transform parking lots into a clearly articulated, safe, comfortable and visually interesting spaces. Wherever possible, parking lots and service areas should be landscaped with a mix of shade trees with heavy canopies to help provide good shade and filter pollutants. The trees and vegetation used in parking areas should be water conserving, avoiding root systems that are likely to heave paving or otherwise difficult to maintain. Parking lot

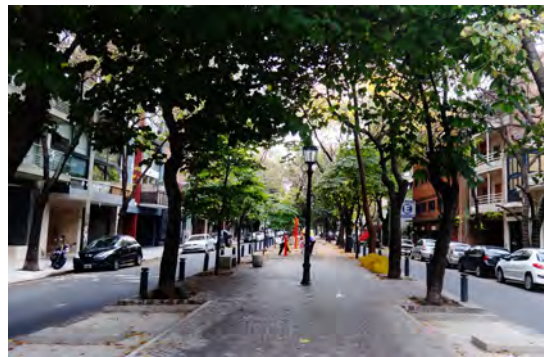
vegetation are typically planted in rows within barrier islands, although clustered groupings of trees may be preferable under special conditions. Where parking is visible from Vine Street and adjacent pedestrian areas, trees should help buffer the visual impact of the parking lots. Lighting should be provided in all parking lots, utilizing poles and fixtures that complement the urban feel of each node.

- 1
- 2
- 3
- 4



Street Trees and Vegetation

A variety of shade trees should be used to transform the station district into a lush and inviting place. In general, shade and street trees should be selected that are large at maturity, since this will reinforce the formation of a pleasant and unified district character. Trees and other vegetation should be selected to meet the specific design and environmental intent of the area, reflecting regionally-appropriate water-wise design and implementation concepts. They should have a broad canopy that helps mitigate wind and summer heat.



1

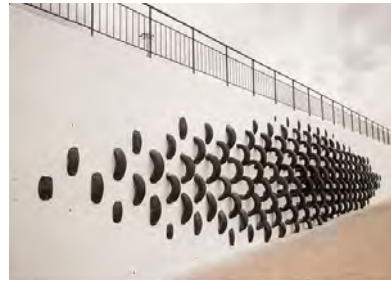
2

3

4

Public Art

Public art brings an air of imagination and creativity to public spaces, encouraging curiosity and at times, interaction. Public art can also provide visual relief and lively energy to otherwise indistinct places. The metered use of public art can help create a unified station expression. It is assumed that such features will be focused at the station and surrounding plazas, at key intersections, corners and near entrances to station buildings as part of facilitating way finding. This will help establish a sense of entry and create a distinct look for the station district. If water features are utilized they should be simple and easy to maintain. Water features such as stylized springs, runnels and mist-producing nozzles can be highly effective and engaging.



Sustainability Goals

The responsible use of resources is an important consideration for this project. As the station area and Vine Street are modified and developed, changes should be made that will make the district a more sustainable place while improving the quality of life and well-being of the area. In order to ensure that design and development efforts are sustainable, it is recommended that an environmental evaluation and rating system be used to ensure implementation matches the environmental benchmarks established for the district and Murray City. Of the various “green building” evaluation and rating systems in use nationwide, two might be considered for the Murray Station Area: Leadership in Energy and Environmental Design (LEED) and the Sustainable Sites Initiative™ (SITES™), both of which are administered by the U.S. Green Building Council (USGBC).

LEED (<http://www.usgbc.org/leed>) has developed guidelines for a wide range of project types, including building design and construction, interior design and construction, building operation and maintenance, neighborhood development, and homes. The LEED system addresses the planning design, and construction process; the location of projects and transportation options; materials and resources; water efficiency; energy and atmosphere; sustainable sites; indoor environmental quality; innovation; regional environmental priorities; neighborhood pattern and design; and green infrastructure and buildings.

While LEED applies primarily to buildings and building systems, the SITES™ Rating System (<http://www.sustainablesites.org/>) focuses on sustainable land design and development. SITES™ is applicable to a full range of project types as well, and evaluates projects in ten categories, including site context; pre-design assessment and planning; water; soil and vegetation; materials selection; human health and well-being; construction; operations and maintenance; education and performance monitoring; and innovation and exemplary performance.

Applied together, the LEED and SITES™ rating systems form a comprehensive system of green development strategies which can help ensure that the Murray Central Station district evolves into a high-quality and attractive place with a thoughtful network of streets, pathways, open spaces, plazas, and corridors.



- 1
- 2
- 3
- 4

Exhibit D

STATION AREA PLAN **PROVO STATION**

July 2018

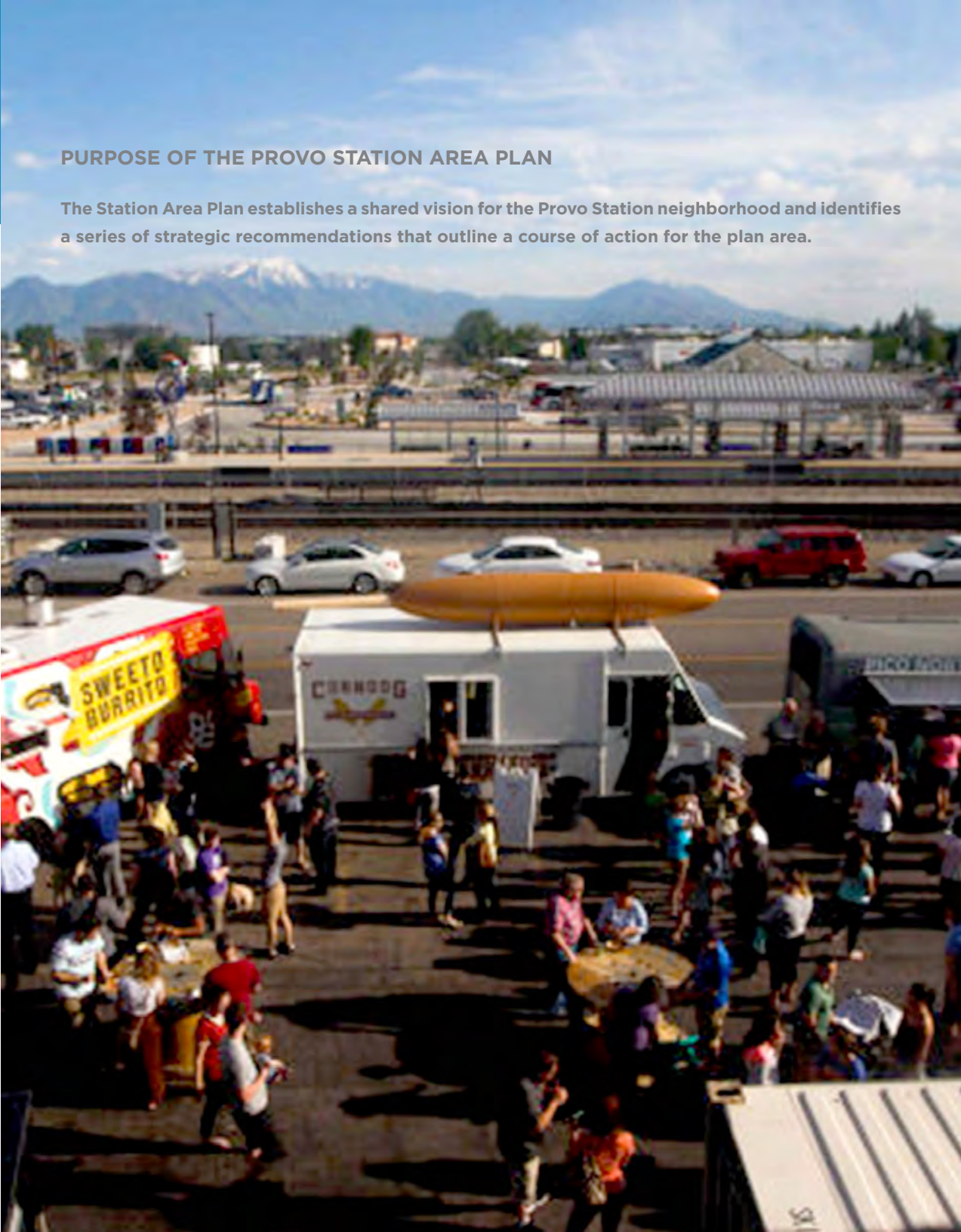


Contents

- Introduction..... 3
- Community/Station Area Profile..... 4
- Planning & Outreach Process..... 7
- Planning Concepts/Preferred Model..... 9
- Key Initiatives & Strategies..... 10
- Station Area Illustrative Concept Plan..... 15
- Station Area Components..... 18
- Acknowledgments..... 27

PURPOSE OF THE PROVO STATION AREA PLAN

The Station Area Plan establishes a shared vision for the Provo Station neighborhood and identifies a series of strategic recommendations that outline a course of action for the plan area.



Introduction

Great neighborhoods, especially those served by transit, result from a thoughtful planning process. **The Provo Station vicinity is a great neighborhood waiting to happen.** The Station Area Plan is one step in a coordinated and sustained effort to plan and manage the transition of the area around Provo Station into a transit-oriented neighborhood. The plan reflects integrative thinking regarding land use, transportation, economic development, and the social and cultural well-being of the Provo Station community.

The Station Area Plan provides a strategic framework for how development of the core station area and surrounding context can occur over the next 20 years and beyond. Community stakeholders, including area residents, property owners, and developers, collaborated with UTA, Provo City staff, and regional partners such as Mountainland Association of Governments (MAG) to capture a vision and direction for the plan. The primary objectives of the Station Area Plan include:

1. Crafting a cohesive & flexible framework for station area development;
2. Making informed decisions & addressing multiple perspectives;
3. Ensuring effective & efficient utilization of land and infrastructure as the area transforms;
4. Developing a distinct environment that reflects the evolution of the station area into a transit-oriented community while respecting established existing neighborhoods and historic resources; and
5. Enhancing the experience of station area users – residents, employees, & visitors.

The plan provides Provo City and UTA the flexibility to strategically manage physical growth, incentivize holistic and opportunistic development, and optimize opportunities for partnerships in the station area vicinity. This cohesive vision framework with supporting initiatives and strategies is a tool to continue an informed and proactive transformation of the station area environment over the next 20 years. If implemented similar to as envisioned, the plan concept for the core station area has the potential to include nearly 900,000 square feet of new development at build out. The illustrative concept in this plan includes approximately 325,000 square feet of residential, 475,000 square feet of office, and 100,000 square feet of small-scale retail in a mixed use context.



Community/Station Area Profile

Home to Brigham Young University and the county seat of Utah County, Provo prides itself on a high quality of life, innovation, and exceptional people. Over 21 percent of the households in Utah County call Provo their home. Access to trails, rivers, mountains, and lakes, along with healthy eating options, bike lanes, and abundant green spaces are all factors contributing to the Provo community's well-being. In 2014, Provo was ranked #2 by *Outside* magazine in their Best Town Ever feature.

Situated on the southern end of Downtown Provo, the station area is located just west of University Avenue at approximately 690 South. The station area has easy access and visibility via University Avenue and Freedom Boulevard and serves as an intermodal hub, with Amtrak and Greyhound Bus service in the vicinity, as well as several UTA bus routes that connect riders to points beyond. With the newly launched Provo-Orem Bus Rapid Transit (BRT) project, the station will expand its intermodal center status. Utah Valley Express (UVX) is a 10.5 mile BRT line connecting the East Bay in Provo to the Orem FrontRunner station. UVX will stop at 18 stations along the route, with approximately 51% of the line traveling in exclusive bus lanes. The Provo Station Area is a great neighborhood, with both new development and revitalization projects helping spark change in the area.

✓ Provo Station Area Stats

791 Park & Ride Lot Spaces

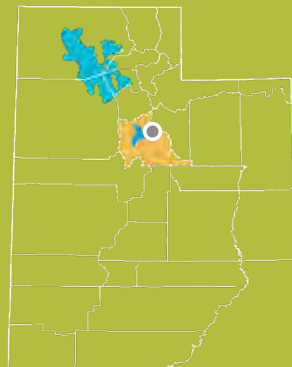
Established in 2012

Pedestrian bridge over rail lines planned w/ First Mile/Last Mile TIGER grant funding

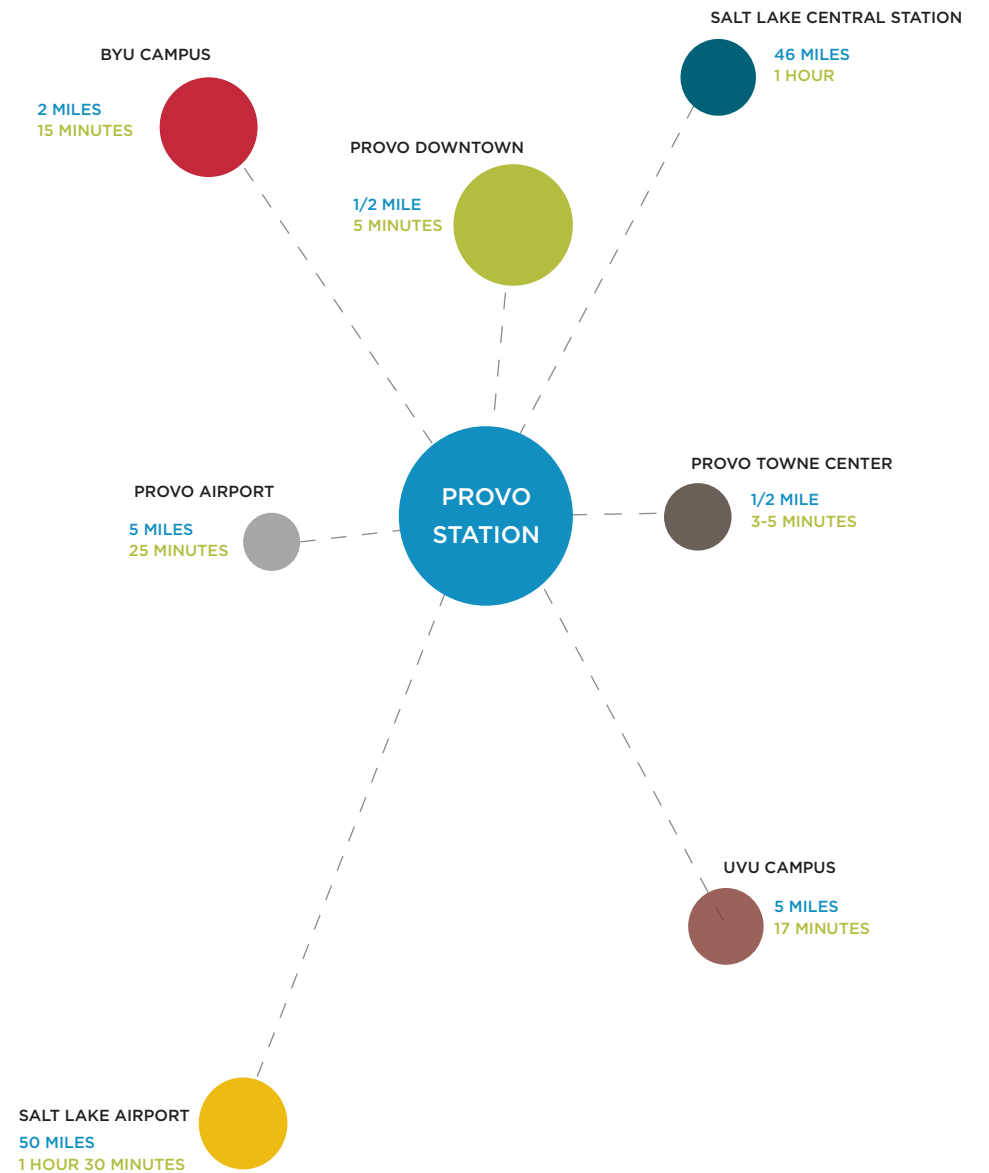
Planned local street connections (750 South)

Served by UVX and 6 bus routes [805, 821, 831, 833, 834, and 850] with 15-30 min. headways

UVX line (Bus Rapid Transit) increases intermodal connections



context & connections



*DISTANCE IN MILES

*TRANSIT/WALK TRAVEL TIME IN MINUTES

The City of Provo and Utah County are major growth hubs for the state of Utah. By 2040, the population of Utah County is projected to exceed 1 million residents. Provo will be home to 152,000 of these residents, and is expected to remain the highest populated city in the county. With a 2017 population estimate of 117,335, this means housing, jobs, and services will need to be provided for approximately 35,000 additional residents. This translates to about 10,700 dwelling units based on the average household size of 3.27 persons per household. With good planning and foresight, some of these can be integrated into the Provo Station neighborhood, connecting both existing and new residents to transportation options.

Established neighborhoods to the north and west provide the station area with a good supporting base of low and medium density residential uses. Retail and office uses are intermingled in these residential neighborhoods in a mixed use pattern consistent with older, central city neighborhoods. The historic grid of 4-acre blocks from Provo's original plat is intact north of the tracks. While some streets extend south of the tracks, the grid of small 4-acre blocks does not and the urban form is less consistent and cohesive. **Residential buildings are a mixture of historic and contemporary, single-family and multi-family. The majority are considered to be of average or great condition, indicating they can provide a solid base for strategic infill and redevelopment in the station focus area.**

To the south and east the urban form and use pattern shifts to a retail and manufacturing focus situated on larger lots and with lower street intersection density and connectivity. Approximately 20 percent of the land in the broader station area is currently occupied by tax exempt entities, such as religious, civic, or non-profit institutions.

The station area vicinity has an estimated daytime population of 3,081 employees, along with 1,124 households and 3,427 residents. The average household size of 3.05 for the station area is lower than Provo City's average, which is lower than the average for Utah County.





Planning & Outreach Process

OVERVIEW

The planning and outreach process for the Provo Station area helped capture past and current understandings of the ideas and concepts for the neighborhood's future. This plan will be used as a policy guide for decision-making regarding the type and intensity of development, infill, and redevelopment in the station neighborhood. It provides a basis for making decisions now and implementing regulatory tools in the future, such as a form-based code, to guide Provo and its partners, such as UTA, toward the long-range vision.

ANALYSIS

Notable construction in the neighborhood has primarily been north of the station, including a mix of multi-family dwelling types and the renovation of the historic Startup Candy Building into an event space and co-working venue. The station area contains a mix of a few vacant parcels, vacant spaces with re-use potential, and underutilized buildings and parcels likely to redevelop due to age and condition. An analysis of the highest and best use for key sites suggests the station area can become an employment hub for Provo, with mid-scale office and additional multi-family housing feasible in the short-term. As both the daytime population of employees and nighttime population of residents increases, retail uses will become more feasible. The Provo Station area provides some good opportunities for development along the BRT route as well, with overall values per acre in the mid-range compared to other stops.

OUTREACH

To gain an informed perspective on the community's vision for the station area, UTA's Transit-Oriented Development team facilitated a community dialogue regarding the future potential for the station area in conjunction with the Provo/Orem Bus Rapid Transit (BRT) study. In 2017, a Community Engagement Committee (CEC) of key stakeholders participated in a series of workshop meetings to understand the market findings regarding the station area, share ideas, and generate conceptual alternatives for the future development pattern in the Provo Station Area. The final concept plan reflects these discussions.

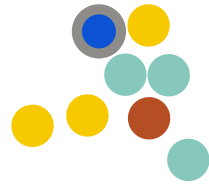




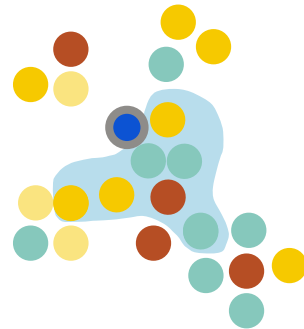
PROVO STATION PLANNING CONCEPTS

- Focus on establishing office uses at key locations adjacent to the station with easy access and good visibility
- Retail will be modest and likely incorporated as small eateries or support services that share ground floor space with office developments
- Continued development of a blend of residential types, including townhomes and individual mid-scale multi-family buildings

SHORT-TERM: STATION AREA OFFICE & RESIDENTIAL



MID TO LONG-TERM: STATION NEIGHBORHOOD



- Link the station area to surrounding neighborhoods via uses and urban form patterns
- Highlight and retain the character and culture of historic neighborhoods
- Look to expand the transit-oriented look, feel, and function to the south and east as the area evolves and changes
- Facilitate a mixture of uses to provide both daytime and nighttime populations, which will increase the feasibility of desired services and amenities in the vicinity

The short-term focus on office, followed by residential, will result in the long-term development of the preferred scenario for the area to become an established transit-oriented neighborhood.

PREFERRED PLANNING MODEL


Conversations about future planning begin around combinations of different functions and uses, called Planning Concept Models/Scenarios. Based on the market analysis, key findings, and a review of previous visioning and current planning documents, a direction for how development in the core station area might occur was established, with office, residential, and mixed use identified for key opportunity locations. Key stakeholders, including city staff and the community engagement committee (CEC) consisting of local residents, evaluated the draft concept plan and provided feedback and insight that led to a preferred planning approach and illustrative concept plan. The concepts evaluated both the short-term and long-term perspectives for the station area.


Short-term: Development projects will focus on establishing office uses at key locations adjacent to the station that offer easy access and good visibility. Residential development will continue incorporating a mix of dwelling types into the station vicinity, including attached single-family and mid-scale multi-family dwelling units.


Mid to Long-term: Short-term projects will catalyze the station area and expand the mixture of uses as well as the extent of the transit-oriented influence area. Increased densities of daytime population from office developments, coupled with the established and expanding residential base, will expand the appeal of the area and increase opportunities for retail and commercial uses in a mixed-use setting.


Four Key Initiatives & Strategies

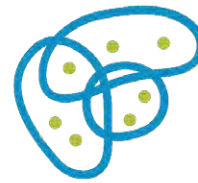
The Station Area Plan's over-arching objective is to create a framework for how development can occur in the core station area. This development framework will facilitate the integration of existing neighborhoods and transform the surrounding context into an active, amenity-rich, transit neighborhood. The following ideas and strategies reflect current recommendations for achieving the preferred planning concept created for the Provo Station Area Plan. The strategic recommendations included describe a course of action for the concept plan area and station vicinity. To achieve this strategic framework, the planning team conducted a comprehensive analysis of past planning efforts and current trends, gathered feedback and knowledge from key stakeholders, and identified key planning issues and desired goals from the community. These strategies are organized under four main focus areas for the station area:

1  **Link the station area and surrounding neighborhoods to create a distinct and diverse transit-oriented district**

2  **Facilitate the creation of an urban office & employment center geared toward multi-modal transportation**

3  **Transform the urban fabric to support social and cultural interactions**

4  **Establish a consistent network of physical and visual connections**



1 Link the station area and surrounding neighborhoods to create a distinct and diverse transit-oriented district

The Provo Station area will function as a link between the historic, central downtown of Provo and the larger-scaled commercial area to the south, providing a framework for expanding the transit-oriented development to the south and transforming the auto-oriented urban form into a more livable, mixed-use neighborhood. **Build off the character and identity of surrounding historic neighborhoods like Franklin; revitalize and enhance these areas as part of the station planning process.** Avoid large-scale redevelopment of these foundation neighborhoods, which contribute to the unique character of downtown Provo and the station area. Target the right partners and prioritize prospects that will most benefit the holistic development of the station area.

STRATEGIES

A **Support the extension of transit-supportive urban form patterns beyond the core station area.** The departure from the street grid of original Provo plat can be seen as opportunity to distinguish the station area neighborhood's urban form while providing connectivity.

B **Recognize and celebrate the distinct neighborhoods within the station area** - identify the unique characteristics of each and ensure future development respects and builds from this foundation rather than ignoring and eclipsing it with non-compatible development.

C Continue evaluating the implementation of a form-based code or hybrid code to **ensure predictability in form and outcome of development types.** Uses may change, but the station area needs to evolve into and remain human oriented in its style and form to be successful and adaptable and support more people without excessive parking.

D **Capitalize on historic properties as landmarks to enhance the identities of distinct districts/areas in the station area.** Recognize the contributing nature of collections of vernacular buildings as well as individual landmarks. These historic properties can be development catalysts and function as unique focal points as the area revitalizes and transforms.



2 Facilitate the creation of an urban office & employment center geared toward multi-modal transportation

The Provo Station area is a potential employment hub for Provo and a key connection for growth in the south Provo and Springville area. The core station area, as well as the surrounding neighborhood, offers significant potential for redevelopment, infill, and revitalization of existing uses. Development for the BRT corridor will be focused on multi-use stations, such as the Provo Station, meaning a greater context of opportunity exists in the Provo station vicinity. With prime accessibility and visibility, key sites near the station and along the BRT route in the station vicinity should be targeted and preserved for office development. Three locations offer great opportunities: the 500 South Block between University Avenue and 100 West; along 750 South adjacent to the station; and the key intersection of University Avenue and 920 South. Some may develop in the short-term, while others may be longer-term opportunities. These office developments will in turn serve to attract and support auxiliary uses nearby and along the gateway road into the station.

UTA as a strategic partner can help establish a positive precedent for a more transit-oriented atmosphere in the station area. **The market conditions are ripe for converting some of UTA's property into office now, and live/work or residential/retail in the future.** Existing UTA surface parking stalls will be integrated into future station area developments through strategic partnerships to maintain current levels of service for park and ride transit users. Provo City and UTA should conduct a targeted parking study to evaluate the right balance of parking needed for the park and ride and future development.

STRATEGIES

A Leverage innovative zoning and strategic public investments to steer optimal office development in key locations. **Capitalize on sites with prime accessibility and visibility to establish anchor employment nodes.** Re-evaluate the 2,500 square feet cap for retail and commercial uses as a permitted use; be more specific and strategic about where/how to allow retail to ensure opportunities exist for small businesses and unique entities that will serve a daytime office population and area residents.

C Encourage public-private partnerships for developing key sites near the station area and prime visibility/accessibility locations. **Facilitate partnerships between Provo City, UTA, BYU, and private developers for developing innovative spaces** for larger employers, as well as business incubation and start-up entities that desire a more urban, multi-modal setting served by transit.

E **Frame development into a cohesive, walkable setting** with clustered retail and support services that will support the growing residential population and daytime population of office workers. Incorporate office and live/work developments in the station area to provide closer options for people to live/work in Provo.

B Engage and blend future office development along University Avenue with the development surrounding the station to **facilitate a more urban, active, and pleasant office/employee experience.** The Provo Station area is well-positioned to catalyze the transformation of the surrounding context into a transit-oriented office/employment setting that will have appeal to a range of employers. Orient development south of the station and along University Ave to ensure it captures both FrontRunner and BRT ridership and does not overlook potential opportunities for connections and enhancements to southern Downtown/Provo East Bay.

D Meet current parking demands for office without compromising the overall urban form for livability & walkability. **Ensure parking requirements are not driving an excessive amount of parking and are right-sized for transit-oriented locations.** Consider re-use potential in regard to the design of structured parking on lower levels of buildings. Front streetscapes with active uses that line the buildings, locating parking areas behind. Incorporate on-street parking into streetscape designs.

STRATEGIES

A Proactively **identify green spaces and public plazas for community gathering places**. Provide opportunities in these open spaces that support the needs of future residents in a higher density context - e.g. dog parklets so people that live in apartments have a shared public place to walk their dog and engage with neighbors; community gardens for residents that don't have their own yard to grow a garden, etc.

B **Ensure regulations promote the creation of smaller, separated parking areas and avoid combining parking into fewer larger lots that are a void in the social fabric of the urban form**. Incorporate on-street parking into streetscape designs and include these spaces in parking ratio calculations. Wrap parking structures with active uses, such as small scale retail or office space and ensure the design of structured parking considers the re-use potential of space as demand decreases over time.

C **Create a climate and built environment oriented to the human scale and activity, with spaces and uses focused on people and social interactions** - sidewalk dining, indoor/outdoor permeability for stores, etc.; Ensure regulations are in place to efficiently and effectively offer these opportunities.

D Provide a **dedicated space/plaza for food trucks to gather** as existing parking lots are redeveloped. Options include the 600 South block north of the station and the back of curb right-of-way along the west side of 100 West (owned by UTA and too shallow for development) as it enters the station area from 920 South.

E Use canal easements and other rights-of-way as opportunities to **formalize organic, mid-block walkways and linear parks**.

F Increase the prominence of historic properties - landmarks and vernacular - through **enhanced public way design, wayfinding**, and integration into neighborhood district identities.



3 Transform the urban fabric to support social and cultural interactions

Establishing and maintaining a strong social fabric can help communities thrive. To facilitate the success of this in the Provo Station Area, it is critical that care and attention is given to how the urban fabric of buildings and streetscape develops. Strong connections and visual permeability with surrounding residential areas will help create a safe, inviting station area environment enhanced with landscaping, streetscape design, and future uses that are oriented to the street and other pathways.

A lively, engaged, and active station environment can be supported by ensuring a comprehensive and hierarchical street network is in place to allow for the closure of certain street segments for special events, such as street festivals, and regular weekly events like the popular food truck round up. Prioritize these events on streets where current or future rights of way may be dedicated for permanent public plazas and gathering spaces, such as the 600 South block north of the station and/or the southbound lane of 100 West between 750 South and 920 South.

Include green space, public plazas as community gathering spots that will enhance the livability and viability of the area. Providing a comfortable setting supports and facilitates use throughout the day by a variety of user types. A focus should be placed on providing opportunities in these shared public open spaces that support the needs of future residents in higher density housing as opposed to each individual development providing private, separated amenities.

STRATEGIES

A Use landscaping and streetscape treatments to **place focus on key gateways into the station area** in the short-term and the placement and orientation of development in the long-term. A tactical urbanism approach can pilot projects and explore options that work best for the mix of uses and pattern of travel. Expand and build projects that have the most impact.

C Establish a **finer-grained street grid** to the areas south of the tracks as the area redevelops to facilitate walkability and provide more street frontage for transit-oriented uses.

B Develop a Complete Streets policy for the station area to **proactively design new streets to safely accommodate multiple modes of transportation** and redesign existing streets as the area redevelops. Include street sections that are right-sized for a multi-modal, human-oriented environment

D Utilize CDA funds to help **enhance streetscapes and add open space and public art in the station area neighborhood**. Cities generally see a return on investment for improvements that create a place where companies want to be.

4 Establish a consistent network of physical and visual connections



Clear connections between the station and the origins and destinations that utilize transit are a top priority for creating a functional station area. Connect major points of origin/destination within the station area through view corridors and safe, friendly connections. Ensure the planned pedestrian crossing over the tracks is located and designed to be of the best benefit possible for new development on both the north and south ends of the bridge.







Station Area Illustrative Concept Plan

OVERVIEW

The station area is comprised of multiple property owners, with parcels ranging from less than one-tenth of an acre to over 9 acres in size. For illustrative purposes, this concept plan demonstrates a potential layout with uses that are considered to be both feasible and desirable for the core station area and outlines a 20 year build-out scenario for creating a cohesive urban form for the Provo Station area. Provo City residents place a high value on retaining the character of their downtown historic residential neighborhoods. At the same time, the community recognizes that additional population and employment growth will need to be accommodated. Doing so in the Station Area Neighborhood allows for a compact development pattern that can access multiple modes of transit to commute to work, school, and nearby services. The plan is illustrative in nature and the building types and their location are based on the analysis and findings from the planning process, as well as ideas and input provided by key stakeholders during the outreach process. The mix and range of density scales reflect the desire for transitions and respect for surrounding neighborhoods' context and history. The concept plan provides a foundation for decision-making, but is intended to be somewhat flexible to allow for the city, UTA, and developers to leverage market feasibility and incentives as development occurs over time.

RIDERSHIP PROJECTIONS

In 2012, FrontRunner South was launched, establishing the anchor for the revitalization of the Provo Station area as a transit-oriented neighborhood. Ridership on FrontRunner is increasing, with 20,000 more riders in April 2018 than one year prior as well as higher average weekday ridership. **Ridership for the Provo Station Area is projected to increase about 20 percent - from 920 total boardings (existing) to 1,095 boardings.** This projected increase is based on active transportation boardings (riders that walk or bike to access the station), which result from the residential and office development outlined in this plan. Ridership projections are calculated using a regression model that estimates boardings based on residential square feet and employment within 1/2 mile of the station and peak bus trips per hour within 1/4 mile of the station.



RESIDENTIAL



OFFICE



RETAIL



MIXED OFFICE/RETAIL



MIXED RESIDENTIAL/RETAIL



LIVE/WORK



PARKING STRUCTURE



EXISTING USES



Station Area Illustrative Concept Plan Site Diagram: Potential 20 Year Build Out



RESIDENTIAL

total # of buildings: 12
estimated total square feet: 303,400
estimated # of dwelling units: 139



OFFICE

total # of buildings: 6
estimated total square feet: 385,760



RETAIL

total # of buildings: 8
estimated total square feet: 47,000



MIXED OFFICE/RETAIL

total # of buildings: 3 (plus parking structure frontage)
estimated total square feet: 114,800



MIXED RESIDENTIAL/RETAIL

total # of buildings: 1
estimated total square feet: 25,200
estimated # of dwelling units: 6



LIVE/WORK

total # of buildings: 1
estimated total square feet: 25,200
estimated # of dwelling units: 6

NORTH





STATION AREA COMPONENT: **RESIDENTIAL TOWNHOUSES**

A range of residential types, including townhomes, will provide transitions between different densities of residential development and offer affordable home ownership options beyond the traditional detached single-family dwelling.

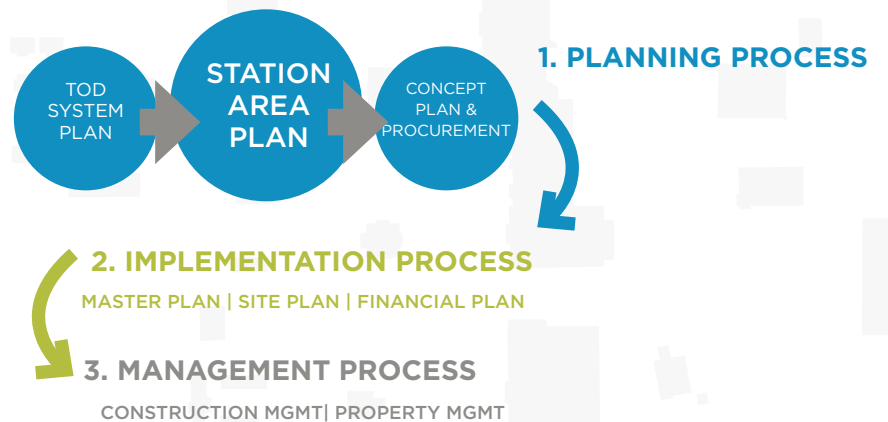




STATION AREA COMPONENT: OFFICE & LIVE/WORK

The current park and ride lot offers opportunities to catalyze development in the Provo Station Area by master planning a larger parcel that considers the long-term transformation of the surrounding context as it relates to the transit station.

This Station Area Plan is part of the Planning stage in UTA's development framework (see below diagram). With the preferred planning scenario in place for Provo Station, UTA can take next steps in considering the development of their property. Due to the smaller size of the property directly adjacent to the station - 2 parcels totaling 13.65 acres - UTA will likely work with a strategic partner to develop the site. As part of the development process, UTA and their partner would incorporate the current park and ride stalls into the office mixed-use project in a structured parking configuration.







STATION AREA COMPONENT: RETAIL/RESTAURANT ROW

The row of retail shops with an enhanced plaza on the west side provide a visual and use gateway into the station area. The shops and plaza, surrounded by residential units to the west and office buildings to the east will take on “village-like” attributes and blend easily into adjacent uses such as the single-family areas to the west. Facilitate the use of the plaza for existing and future community events, such as the food truck roundup.





STATION AREA COMPONENT: MIXED OFFICE/RETAIL

Office is the highest and best use for several key locations in the station area. The first office nodes in the immediate station area will serve as an anchor for the future development of small scale support services and additional office to the south and east along University Avenue.

Office and retail at the south end of the station area can help catalyze the broader station context into becoming a transit-oriented neighborhood by integrating a mixture of uses near the station and expanding the urban office pattern southward as the area evolves beyond its current auto-oriented urban form.





C
A
M
P
4

PROVO

HIDE & FUR BUILDING 1911

Acknowledgments

A special thanks to all those who participated and made the creation of this Station Area Plan possible:

Provo City Leadership

Provo City Planning & Zoning

Citizens of Provo

Key Stakeholders & the Community Engagement Committee

Project Management Team:

Jordan Swain, *UTA (former)*

Kevin Leo, *UTA*

Levi Roberts, *UTA*

Bill Peperone, *Provo City*

Chad Eccels, *MAG*

Consultant Team:

CRSA

ZPFI





Service Planning Implementation

Board of Trustees Executive Limitations Policy No. 2.1.4

Application: Board of Trustees and Local Advisory Board

- I. Purpose: The purpose of this policy is to establish a uniform process for planning, implementing, and managing the Authority's transit service planning to ensure transparency and collaboration with communities, regional partners, and stakeholders.
- II. Definitions:
 - A. Transit Service Planning means the act of identifying, evaluating and implementing public transit services on all modes including bus, demand-response, paratransit and rail.
 - B. Change Day means the three regularly-scheduled dates in April, August and December of each year, at which time the Authority implements changes in transit service.
 - C. Metropolitan Planning Organization ("MPO") means an organization designated to carry out the metropolitan transportation planning process.
- III. Policy: The approval and implementation of the Authority's Service Planning process shall proceed as described below and on Exhibit A.
 - A. Regional Transportation Plans ("RTPs")
 1. RTPs are the plans developed by each of the Wasatch Front MPOs (Wasatch Front Regional Council and Mountainland Association of Governments) that set the direction and long-term vision for the Wasatch Front's transportation system, in coordination with future growth assumptions. Their primary purpose is to phase the implementation of major transportation investments and to guide federal funding priorities.
 2. The RTPs are developed through collaborative processes with input from state, regional, and local leaders. The Authority shall participate in the development of the RTPs by identifying transit needs and providing technical expertise and scenario planning tools.
 3. The RTPs include major roadway, transit, and active transportation projects. Transit projects identified in the RTPs include both rail-based (commuter, light rail) and significant bus enhancements (bus rapid transit, core route). The RTPs do not include local bus, demand-response transit, or paratransit modes, although ongoing funding of capital and operating expenses of these services is assumed and accounted for in the RTP as programmatic elements.
 4. Projects in the RTPs are categorized into funding phases and anticipated timelines. The RTPs rely on assumed new revenues that create a fiscal constraint of what projects can be implemented in each phase. If a project is in the first phase of an RTP, the Authority will begin working with stakeholders to further

evaluate and determine whether the project should move towards funding and implementation.

5. The RTPs are updated every four years and approval authority resides with the MPO technical and policy committees.

B. Five-Year Mobility Plan

1. The Authority will collaborate with counties and local municipalities on a two-year cycle to prepare and update a Five-Year Mobility Plan.
2. The Five-Year Mobility Plan will serve as a rolling, annual work plan that guides the Authority's service planning decisions.
3. The Five-Year Mobility Plan will include all modes within the Authority's portfolio, as well as active transportation initiatives, and will be financially constrained by available funding levels or planned use of committed new revenues.
4. During the Five-Year Mobility Plan phase, the Authority will facilitate a collaborative process in which the counties, local municipalities, and members of the community participate in workshops to establish transit service goals, explore various service network design scenarios, and coalesce around a vision for the Authority's service. This direction will be captured and presented in a Draft Five-Year Mobility Plan.
5. The Authority will conduct a second round of outreach to solicit community feedback on the draft Five-Year Mobility Plan. This step will include consultation with each County within the Authority's service area.
6. Feedback received on the draft Five-Year Mobility Plan will be considered and incorporated, as appropriate, into a final Five-Year Mobility Plan.
7. The Authority's Local Advisory Board will review the Five-Year Mobility Plan, and make a recommendation to the Board of Trustees for approval of the Plan with any suggested revisions.
8. Final approval authority of the Five-Year Mobility Plan lies with the Authority's Board of Trustees.

C. Annual Service Changes

1. The Authority will review the Five-Year Mobility Plan annually to develop implementation plans for changes to its service.
2. Prior to moving forward with any recommended service changes, the Authority will consult with any affected local governments to discuss the Five-Year Mobility Plan and the associated implementation measures being considered. If

substantial concerns or questions are raised, the recommended service changes will be postponed and reconsidered in the next update to the Five-Year Mobility Plan.

3. The Authority will conduct a public hearing on any major service changes in compliance with its policies and federal requirements. If substantial concerns are raised during this phase, the proposed service changes may be modified to address the concerns or may be postponed and reconsidered in the next update to the Five-Year Mobility Plan.
 4. The Authority will conduct a Title VI Service and Fare Equity analysis in compliance with its policies and federal requirements to determine if the proposed service changes pose disproportionate impacts to protected classes. The Board of Trustees will approve the Title VI analysis and determine if the implementation of the proposed service changes should proceed.
 5. If no substantial concerns are raised, the Authority will proceed with a comprehensive production process which includes schedule creation, bus and operator assignments, run-cutting and compliance with collective bargaining agreements, marketing and promotions, bus stop and on-street changes, printed and electronic information.
- D. Service Implementation. Transit service implementation occurs at the designated service Change Days. These Change Days occur three times per year: in April, August, and December. The April and December Change Days are reserved for seasonal ski service. The August Change Day is targeted for all other changes to timing, routing, as well as addition or reductions of service as outlined in the Five-Year Mobility Plan.
- E. Comprehensive System Analysis
1. The Authority will conduct a comprehensive analysis of the entire service network associated with each update to the Five-Year Mobility Plan. This includes evaluation of existing services against the Authority's established Service Design Guidelines to determine if a service is meeting minimum performance thresholds.
 2. At the conclusion of this analysis, the Authority will determine whether a service not meeting minimum standards should be modified, discontinued, or receive additional marketing promotion. Similarly, services meeting or exceeding performance standards will be evaluated to determine if they warrant additional resources, frequency, or span.
 3. Recommendations from the Comprehensive System Analysis will be incorporated into the next update to the Five-Year Mobility Plan.

Cross References:

Revision History:

Local Advisory Board Review	Board of Trustees Review	Resolution	Action

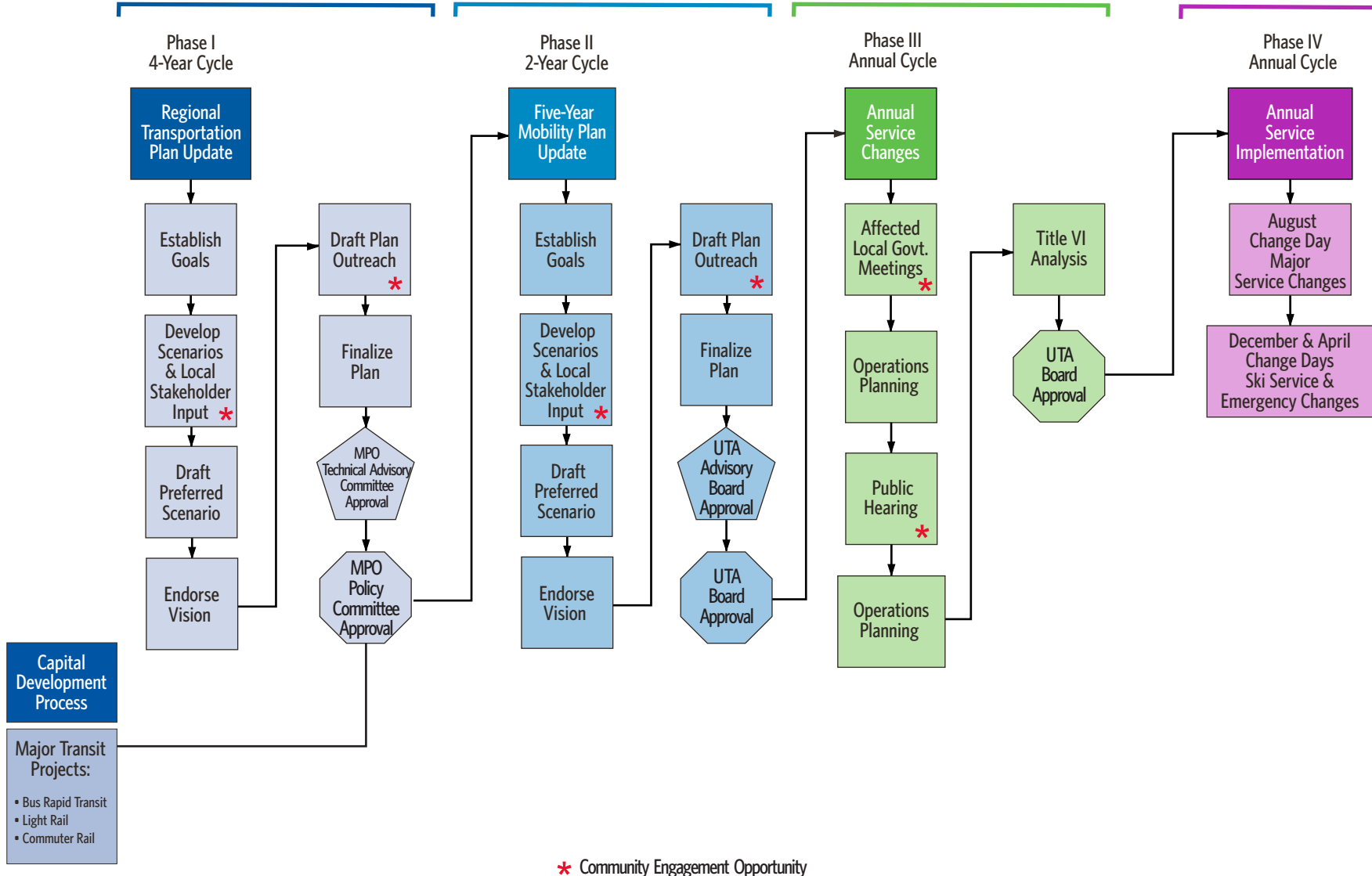
DRAFT

Exhibit A

DRAFT

UTA Service Planning and Implementation Process

Strategic Planning Service Planning Operations Planning Implementation



Capital Development Project Implementation

Board of Trustees Policy No. _____

Application: Board of Trustees and Local Advisory Board

- I. Purpose: This policy establishes how Capital Development projects are advanced from the planning study phase through development and implementation. It also establishes the process by which the Local Advisory Board and the Board of Trustees approve Capital Development projects.

- II. Definitions:
 - A. “Capital Development Project” means a project that creates new assets that:
 1. Expand transit service through construction of new or extended rail lines or bus rapid transit systems (including associated acquisition of new revenue service vehicles); or
 2. Involve the construction of new or replacement transit-related facilities that include structures (e.g. maintenance facilities, pedestrian bridges, parking structures) or other major infrastructure components (intermodal centers, bus hubs); and
 3. Are not transit-oriented development projects.

For purposes of this policy, Capital Development Projects do not apply to ongoing maintenance, state of good repair, safety and security, or information technology projects, unless those projects fit into the definition of Capital Development Projects.
 - B. “Capital Plan” means a plan for a Capital Development Project that includes the following information: project overview, purpose and needs, ridership and benefits, initial cost estimates, and funding potential.

- III. Policy: The planning, construction, and approval of the Authority’s Capital Development projects shall proceed as described below and on Exhibit A.
 - A. Systems Planning. During the systems planning process, the Authority considers the long range regional transportation plans developed by the Metropolitan Planning Organizations (MPOs), local master plans and transportation plans, community needs, and community support for potential capital projects. This visioning effort leads to the identification of specific projects to be studied further.
 - B. Project Study.
 1. During the project study phase, the Authority identifies the purpose of a project and assesses the need for and the benefits of a project. The Authority also evaluates initial cost estimates and funding potential and develops a proposed Capital Project description.

2. The Authority shall present the proposed Capital Project description to the Local Advisory Board and the Board of Trustees for informational purposes as it advances to the development phase.

C. Environmental Analysis.

1. After a proposed Capital Project moves to the development phase, the Authority begins the environmental analysis and conceptual engineering for the project. The environmental process identifies a preferred alternative, including alignment and mode and/or site selection. Capital and operating and maintenance cost estimates are also refined and developed. Public and stakeholder involvement will occur throughout the environmental analysis phase.

2. Once the local partners and the affected MPO each approve the locally-preferred alternative (LPA) for the project, a Capital Project Plan will be prepared.

3. The Capital Project Plan will include the LPA, the project’s impacts, benefits, and costs, and a funding plan that identifies local funding partners, grant opportunities, and other funding sources. The Capital Project Plan will be presented to the UTA Advisory Board for its approval. It will then advance to the UTA Board of Trustees for its approval and to the federal funding agency if federal funding is being sought

D. Funding. Any funding agreements between local partners shall be approved by the UTA Board of Trustees. Applicable grant applications shall be initiated at this time.

E. Procurement.

1. After funding is secured, the Authority may begin procurement efforts, select project designers and contractors, and initiate the purchase of vehicles and equipment.

2. All contracts shall be approved in accordance with the policies of the Board of Trustees.

F. Design/Construction. Once design is underway, the Authority is authorized to acquire necessary rights of way, begin project construction, and commence operation after the appropriate activation steps are completed.

Cross References:

Revision History:

Local Advisory Board Review	Board of Trustees Review	Resolution	Action

Exhibit A

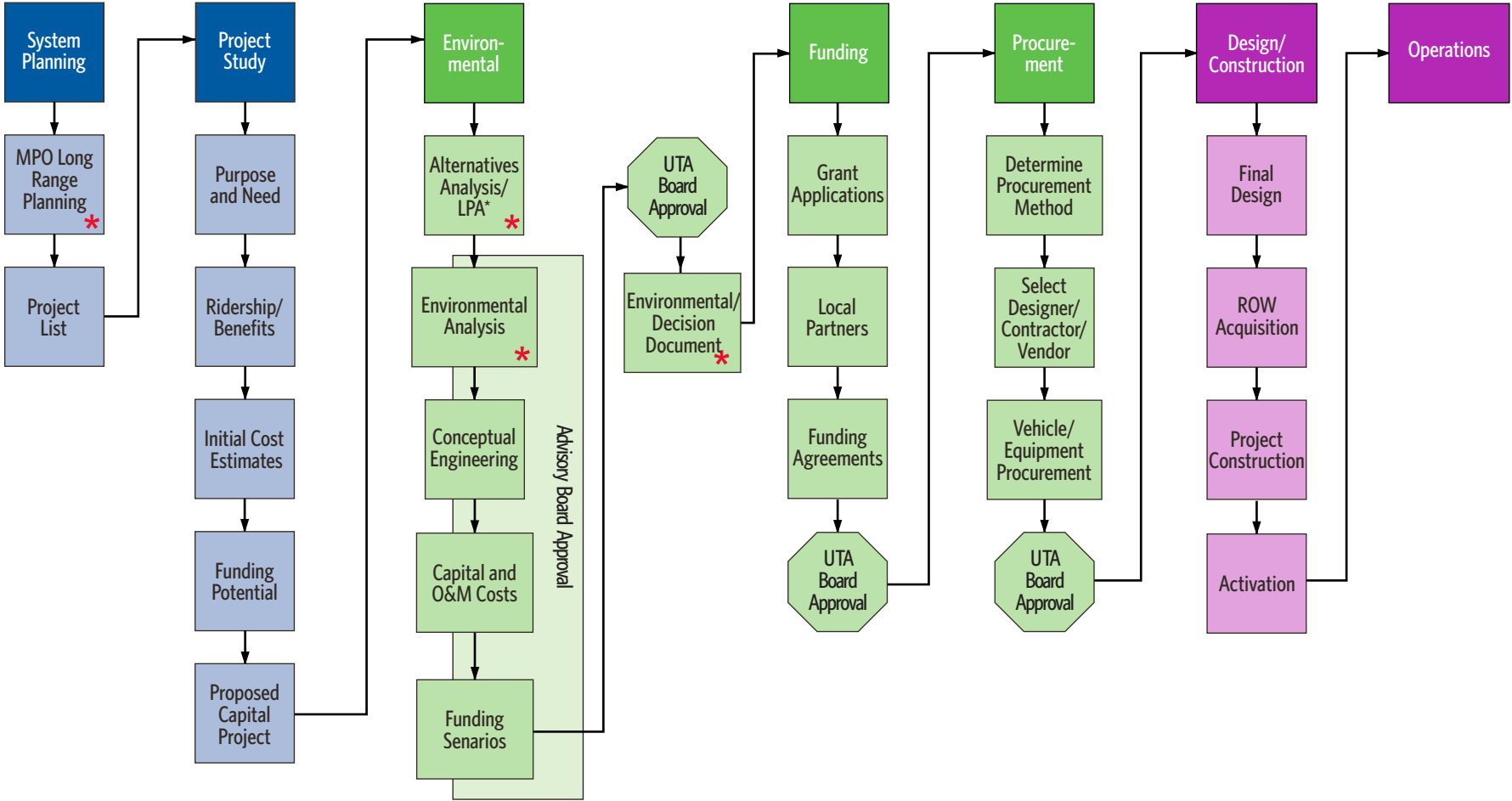
DRAFT

UTA Capital Development Project Implementation Process

Planning

Development

Implementation



* Community Engagement Opportunity

*LPA = Locally Preferred Alternative

