



North Salt Lake General Plan Update 2013



Acknowledgements

Updating the North Salt Lake General Plan was a process that would not have been possible without the support of elected officials and the general plan advisory committee.

This plan was adopted by the North Salt Lake City Council on May 21, 2013.

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1 Introduction and Vision

History

AGRICULTURAL CENTER (1850 TO 1950)

Davis County began as a rich agricultural area. The county's great agricultural potential was recognized quickly by the Mormon pioneers. In 1847 Brigham Young sent settlers north hoping to find pastureland for cattle. As these homesteaders left the Salt Lake Valley and traveled north, they found steaming hot springs and ponds and swampy lands covered in swamp-grass on the West side of the City. To the east, they found hillsides covered in tall grasses. The rocky hillsides were not well suited for crops or cattle, but did produce several sand and gravel excavations.

From its beginning the City of North Salt Lake has had a balance of residential and industrial lands. The first settlers laid claim to property along the spring beds in the lower areas. One of the first settlers of North Salt Lake, John Winegar, built his home of clay from deposits by the Jordan River. Because of the clay deposits, several brickyards were located in the area for a short time.

Farms and orchards grew and stretched up the mountainside, and industry grew with them. Dairy farms, stores, and factories established themselves among the modest homes of their owners. A variety of animals was also raised in the area. In 1879 Samuel S. Howard began the "Bountiful Dairy." Holbrook Dairy was later established near the Salt Lake County line and continued until the late 1950s.



SHIPPING CENTER AND TRADE ROUTE (1890 TO PRESENT)

North Salt Lake has also been a key trade-route since the days of early Pioneer Settlements. As commodities were taken to Salt Lake City from the northern towns, North Salt Lake became a main thoroughfare and a timely stopping place for refreshment and business. Sarah Howard ran a store out of her home, and William Luker created a "Halfway House," a store-restaurant combination where travelers could refresh themselves. The trail along the edge of the hills and above the hot springs turned into a well-traveled road and later became U.S. Highway 89/91.

Businesses began to grow along Highway 89 and the Bamberger Union Pacific Railroad lines. In 1895 Leary and Warren established a business called Salt Lake Union Stockyards. The availability of pastureland and the convenience of the railroad for shipping made cattle important to North Salt Lake. Cattle were shipped into the area and either shipped out again or slaughtered for market at one of the area slaughterhouses.

In 1916 Cudahy Meat Packing Company bought the Intermountain Ice Packing building on Center Street just below the railroad tracks. The success of the plant led the street to be called Cudahy Lane. Cattle were shipped in and processed meats were shipped out to destinations all over the world. The plant was open until 1972.

Today, North Salt Lake continues to be a trucking center, the nexus of multiple important highways and the center for South Davis County corridor connections.

TOWN INCORPORATION (1946)

In roughly 1916, the first housing subdivision took the place of some hillside orchards. Regardless, in 1930 most local residences and businesses were located below Highway 89/91. The sixty-five homes located on the hillside above got their water from the natural springs that flowed directly out of the hillside. The area below the highway received water from the privately owned McDuff and McNeil springs located on the southern hills on the Salt Lake-Davis County border.

In 1946 a developer purchased land on the hillside to build homes. In order to obtain water for his homes he made a purchase agreement with the owners of the McDuff and McNeil springs. Concern grew from landowners below the highway since they were not allowed any additional water from the springs. This concern led to the formation



of a committee to explore City incorporation; 100 residents signed a petition requesting incorporation of a town.

On September 3, 1946 the town of North Salt Lake was established, with an area of 456 acres. Chairman Amasa Howard of the county commission appointed Harold R. Howard, Jack Cummings, Alton Boggess, Harold T. Johnson, and David S. Betts as the Town Board.

North Salt Lake originally took its name from the name of the small post office at the railroad tracks. The old Utah Highway Patrol weigh station was purchased and used as the first town hall. There was only one political party at that time, the North Salt Lake Citizens Party. In 1949 the first election was held, selecting Ray Hatch as mayor of the town. In 1958, the City planned to build a new municipal building housing a fire department on the corner of Main Street and Center Street.

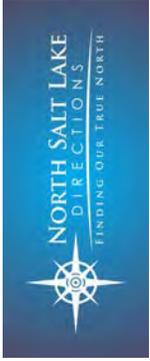
THE FIRST GENERAL PLAN (CIRCA 1950)

In the late 1940s, the Town Board, with the aid of residents of the new town, began developing a general plan to control the use of water as growth occurred. They also projected a plan for annexation, industrial growth and residential subdivisions. The first general plan contemplated a City Center, by changing Cudahy Lane to Center Street and Howard Street to Main Street. The City's first nucleus was contemplated at the intersection of Center and Main.

GROWTH THROUGH THE YEARS

On August 1, 1961 the town of North Salt Lake became a third-class city with a population of 1,655. Fifty years later the population has reached 16,322 according to the 2010 census.

The first wave of residential growth in the town occurred west of Orchard Drive and East of Main Street. This growth generally occurred between 1910 and 1960. In the decades since, growth has moved in two directions. Since about 1960, growth has moved east of Orchard drive moving up the City's foothills. In 1994 the Eaglewood Golf Course was built, ushering in substantial new residential growth surrounding this new recreational amenity. Between 2000 and 2010, a new planned community introduced a new neighborhood on the City's westside: Foxboro. Foxboro incorporates a mix of housing types, parks and trails, and the opportunity for village centers to eventually become a complete community.



Taken together, the variety of neighborhoods in North Salt Lake—spanning many generations – provide residents with an incredible variety of homes, architectural styles, and a mix of amenities to help the City become one of Utah’s most desirable destinations.

*Taken from 1991 North Salt Lake General Plan and the Utah History Encyclopedia written by Susan B. Day,
<http://www.media.utah.edu/UHE/UHEindex.html>*

North Salt Lake Directions

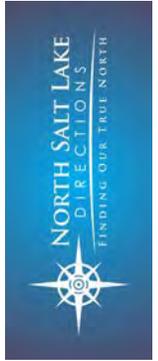
The City of North Salt Lake has a great story to tell. North Salt Lake has always been known as a place where its residents share common values of family and service. Residents of North Salt Lake enjoy their distinctiveness from Salt Lake City while still being close enough to benefit from the amenities it has to offer.

Like many communities within the greater metropolitan region, North Salt Lake is at a pivotal moment in its history. Civic leaders have the opportunity to redefine a lasting legacy—one that embraces a healthy economy with a hopeful future, that cherishes its residents and offers them a sense of place and identity. Providing the foundations for achieving this promising future is the overriding purpose of the General Plan.

The City of North Salt Lake has responded and will continue to respond to challenges. It has recently rebuilt its City Hall and finished Foxboro Regional Park, a beautiful new 13-acre park in the Foxboro North neighborhood. The economy of the City is being strengthened and diversified through proposed development of the property in the northwest quadrant of I-215 and Redwood Road. Further, creation of a Town Center near Center and Highway 89 will strengthen the City’s identity for all residents.

Within this context, directing North Salt Lake’s future is about creating and sustaining a community that appreciates its heritage and is a place of hope, opportunity, and achievement for the future. These aspirations provide the foundation for the North Salt Lake General Plan and provide the impetus for continued community engagement and involvement in improving the North Salt Lake community.

Utah law requires that each city prepare and adopt a general plan to guide the development of the respective cities within the State. State



statutes indicate, "The general plan must be comprehensive, internally consistent, and long-term."

The general plan is a set of policies and programs that form a blueprint for physical development throughout the community. It is a long-term document consisting of written text and diagrams that express how a community should develop, and is a key tool for enhancing its quality of life. The plan is a basis for land use, transportation, and open-space decision-making used by policy decision makers such as the Planning Commission and the City Council.

Why is the General Plan important? In short, because the General Plan sets the land use policy direction for the City for the next 20 years, it is the basis upon which many of the City's day-to-day land use decisions are made. The plan will address a wide range of topics important to residents, property owners, and businesses throughout the City. They include providing a range of housing options, conserving open spaces and natural resources, promoting good access, and attracting and retaining businesses that support the economic growth of the City.

Shaping North Salt Lake Directions

The North Salt Lake General Plan gives direction for the improvement of the community. Such a process requires a vision and active engagement and involvement of City leaders, City staff, residents, property owners, community leaders, the business community, and many other stakeholders.

The City Council appointed a General Plan Advisory Committee made up of a number of leaders in the community, including businesses, community-based organizations, City staff, residents, and others. The purpose of this group was to help form the community principles, values, and priorities that underpin the City's vision. Its broad membership and participation ensured that all community interests were heard. Their work culminated in the preparation of a community vision for North Salt Lake, which was adopted unanimously by City Council and the Planning Commission.

The City held community workshops to zero in on key issues faced by residents. Participants responded to anonymous keypad polling and mapped future development and transportation improvements. They were requested to discuss how the City should respond to its





planning challenges and offered ideas for the General Plan. Residents were excited to be able to share their ideas for the future of the City.

North Salt Lake Speaks

Resident input was received at two community workshops, held in March and May, 2011 as well as through an online questionnaire.

ONLINE QUESTIONNAIRE

An online questionnaire was conducted to reach people that were unable to attend the meetings. 85 people took the online questionnaire. Residents were able to respond to multiple choice and open ended questions to share issues that they personally feel are important to address in the General Plan.

Top Responses to Online Questions:

What do you like best about North Salt Lake?

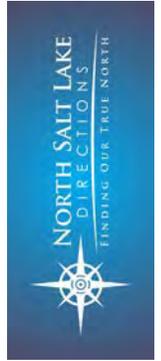
- 1) Proximity to Salt Lake City
- 2) Small Town Feeling
- 3) Freeway Access
- 4) Parks and Trails
- 5) Amenities
- 6) Great People

What is the most important issue facing North Salt Lake today?

- 1) Community Planning and Growth Management
- 2) Lack of local Businesses, Shopping and Entertainment
- 3) Lack of Identity
- 4) Crime and Gangs
- 5) Landslides or Environmental risks
- 6) City Beautification

What is the biggest roadway issue facing North Salt Lake?

- 1) East/West Connections and Bottlenecks
- 2) Lack of Freeway Access
- 3) Inconsistent Street Cross-sections and Speed Limits
- 4) Insufficient Access to Transit
- 5) Lack of Sidewalks and Bike Lanes
- 6) Too many School Zones



WORKSHOPS

Over a hundred residents actively participated in the workshops. Participants broke into groups and used maps to brainstorm specific areas of the City.

Groups were asked to follow these steps:

1. Cross-hatch areas of change and stability
2. Place development type chips on the map
3. Pencil in transportation improvements
4. Explore parks, plazas, and open space
5. Give any additional feedback

DEVELOPMENT CHIPS



Single-Unit Neighborhood



Condo or Apartment



Mixed Residential/Commercial



Town Center



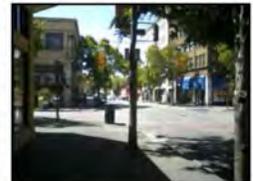
Auto Shopping

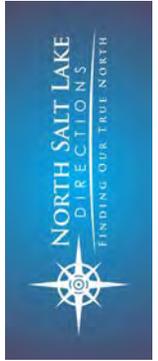


Auto/Ped Shopping



Pedestrian Shopping





Markers:



Cross-hatch areas of potential change with red marker.



Cross-hatch areas of stability with blue marker.



Mark improvements to walking routes with purple marker.



Show areas of problematic traffic with brown marker.

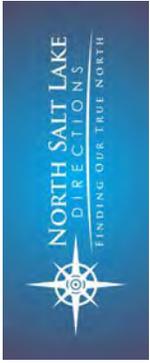


Mark improvements to bike facilities with yellow marker.



Mark parks, plazas and open space with green marker.





KEY MAP THEMES

Eight maps were developed from this group activity. Groups acted independently of each other but many themes were consistent between the eight maps.

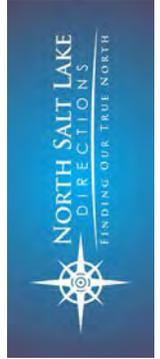
Town Center. One key finding present in all the group maps was a strong desire for the development of a Town Center with a mix of uses, where residents can come together for civic, entertainment, shopping, and other activities.

Shopping on Redwood Road. Maps showed an interest in additional shopping or grocery opportunities on Redwood Road near Foxboro.

Vacant land at I-215 and Redwood Road. Maps emphasized a new destination at the northwest quadrant of I-215 and Redwood Road with a mix of uses including office, retail and housing.

KEY ISSUES FROM THE PUBLIC PROCESS

1. Residents overwhelmingly support growth of a town center around City Hall with pedestrian amenities, a plaza or gathering place, and shopping. Residents support taller buildings and pedestrian oriented building placement in the Town Center and are open to alternative parking solutions.
2. Residents want more local shopping and entertainment options, including grocery options on the west side of town.
3. Residents would like to see connections and flow between the east and west parts of the town improved.
4. Residents want to improve the City's identity and connect different factions of the City.
5. Residents support efforts to improve freeway access.
6. Residents are concerned with the extent of the city that is devoted to industrial uses, the refinery and pollution that may come from those uses.
7. Residents are concerned with decisions and planning for future development and want to actively participate in future planning efforts to decide what they want the City to be like rather than leaving it to chance.
8. Residents are interested in supporting City-wide beautification and cleanup efforts.



9. Residents desire corridor enhancements that include greater selection of retail shops, improved aesthetics, sidewalks, and pedestrian and bicycling amenities.
10. Residents support developing a street tree program and encouraging large trees particularly on Redwood Road.
11. Residents desire more parks and sports facilities and improvement to existing parks.
12. Residents support encouraging a mix of housing including townhouses, apartments and condos on major corridors.
13. Residents support encouraging development that is conducive to and supports pedestrians on major corridors.

The Vision

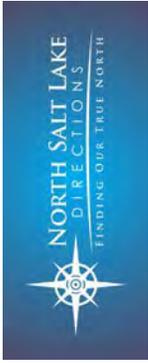
The City Council has adopted a broad vision that guides the General Plan and the guiding principles that clarify the vision. This vision is an anchor for evaluating priorities and programs and dedicating financial and administrative resources to City programs.

North Salt Lake's General Plan vision is defined by fourteen guiding principles.

Guiding Principle 1

IDENTITY: Create a distinct identity for our City

North Salt Lake is the closest city to downtown Salt Lake City and the airport. It is a nexus of freeway interchanges, regional trails and transit. North Salt Lake is a family-friendly community that provides a nurturing environment for children, where people desire to put down roots and build lives. North Salt Lake desires to establish identifiable places for residents to come together from all areas of town.



Guiding Principle 2

COMPLETE COMMUNITY: Strive to be a complete city, providing a broad mix of services

North Salt Lake aspires to be a balanced community that offers stable and beautiful neighborhoods served by ample recreation, shopping and employment opportunities. Grocery shopping and other retail opportunities are desirable in each major subarea of the City. By improving retail opportunities on the west side of town, residents can be better served. North Salt Lake also supports and encourages bringing new quality employment opportunities to the City.

North Salt Lake offers quality community services, police and fire service, parks, and recreation. North Salt Lake supports local schools and the positive role they play in children’s lives. North Salt Lake invests in infrastructure so that adequate water, transportation, and other community services are maintained for future generations. Providing a high quality of life and balanced community will instill pride among residents and denote North Salt Lake as a desirable place to live, work, and enjoy their lives.

Guiding Principle 3

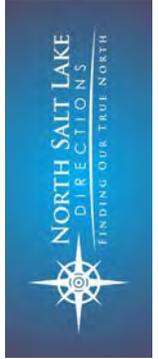
FOCAL POINT: Develop a central focal point

A Town Center can be established as an identifiable place and icon for the City, where residents can gather together for shopping, entertainment and recreation. By allowing a mix of uses in a walkable environment the Town Center can become a destination for residents and the greater region.

Guiding Principle 4

HEALTHY ECONOMY: Enhance the overall economy and tax base

North Salt Lake’s economy provides a tax base for sustaining exemplary services and investment. The economy is based on a large industrial and manufacturing base, quality commercial and retail businesses, and office uses. The North Salt Lake Town Center will be a governmental, cultural, residential and commercial core, linked to the greater metropolitan area. With its strategic location, North Salt



Lake aspires to become a hub of retail, commercial, and business activity.

Guiding Principle 5

JOBS: Provide a broad range of jobs

North Salt Lake is a balanced community that supports a job base that provides ample revenues to support services and the opportunity to achieve a higher standard of living. North Salt Lake supports a broad range of jobs and desires to bring additional quality employment opportunities to the City through encouraging development of office uses in the Redwood Road area and the Town Center. The City supports an entrepreneurial spirit that fosters investment in local business, real estate, and community. North Salt Lake's prosperity depends on its people, their skills, and a competitive and healthy workforce.

Guiding Principle 6

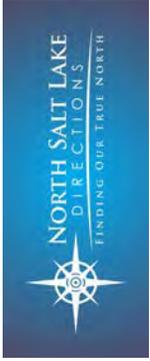
LIVABLE CORRIDORS: Improve the livability of key corridors

North Salt Lake desires improvements to the livability of key corridors. Corridors can provide comfortable travel for multiple modes while providing a safe environment for housing and businesses. By beautifying corridors through a street tree program and design and maintenance standards corridors can be inviting and safe for residents. Walkability, biking, and transit are important aspects of a balanced and complete corridor. Complete street design including large street trees, lighting, sidewalks, park strips, and bike lanes will promote high quality development and beautify the City.

Guiding Principle 7

FREEWAY ACCESS: Improve freeway access

North Salt Lake has three major transportation routes, I-15, I-215, and Legacy Parkway, with Highway 89 and Redwood Road acting as north/south arterials. North Salt Lake desires to improve resident and business access to those routes. The City recognizes the importance of an efficient transportation system to its regional role and future prosperity, and thus supports efforts to maintain and improve the ability and convenience of residents, businesses, visitors,



and workers to travel to and from our community through multiple transportation modes and connections for South Davis County.

Guiding Principle 8

CONNECTIONS: Unify and improve connections between east and west, and all areas of the City

North Salt Lake strives to connect all areas of the City with safe and convenient routes for cars, bikes and pedestrians. Key routes for travel between east and west areas of town are crucial to connecting residents to each other and activities within the City. North Salt Lake seeks to alleviate bottlenecks that impede east and west movement, including the grade separation of roadway and rail at 1100 North. Street trees and park strips, sidewalks and bike lanes will improve the driving experience and act as a link to tie all areas of the City together.

Guiding Principle 9

WALK AND BIKE: Improve the viability of walking and bicycling

North Salt Lake envisions a balanced and integrated multimodal transportation system. This vision embraces the notions that streets should be bicycle and pedestrian friendly, fully accessible to people with disabilities, and provide safe linkages for walking to schools, commercial centers, neighborhood activities, and parks; that traffic on City streets should be effectively managed to reduce adverse impacts to neighborhoods and improve public safety; and that pedestrian and bicycle paths should encourage walking, bicycling, and connections to amenities.

North Salt Lake desires to support street design that is appropriate for all modes of transportation including bicycling and walking, to address missing sidewalk connections, and develop a city-wide bike plan.

Guiding Principle 10

TRANSIT: Enable easier transit use

North Salt Lake envisions a balanced and integrated multimodal transportation system. North Salt Lake is committed to fostering



public transportation choices that increase the availability and use of transit. North Salt Lake supports the development of a High Capacity Transit system on Highway 89, such as BRT, Streetcar or Light Rail. The City will encourage land uses that are supportive of improvements to public transportation facilities and service. North Salt Lake also recognizes that good pedestrian routes are essential to connect residents safely and comfortably with available transit options.

Guiding Principle 11

HOUSING: Meet a broad range of housing choices

North Salt Lake has a broad range of housing options available to residents. North Salt Lake is committed to support and enhance housing options to provide people of all ages and demographics an opportunity to live and stay together. The City anticipates that demographic and housing needs will change demand for new housing. North Salt Lake will seek to identify and meet anticipated long-term housing needs for residents of South Davis County.

Guiding Principle 12

RECREATION: Meet a broad range of recreational needs

North Salt Lake provides access to multiple regional trails including the Jordan River, Legacy Parkway Trail and Bonneville Shoreline Trail. North Salt Lake desires to enhance and improve connections between these trails to enhance the recreational opportunities for residents. Residents can participate in recreational activities at various parks including Hatch Park, Foxboro Regional Park, and many neighborhood parks. North Salt Lake is committed to providing green space and recreation for residents through a balance of parks and open space, a healthy urban forest, and trails and connections between parks. These open space resources will promote a healthy lifestyle for our residents.



Guiding Principle 13

ENVIRONMENT: Promote a healthy environment and diminish negative environmental impacts

North Salt Lake seeks to preserve and protect the natural environment through sustainable development practices. Industrial, extraction, and manufacturing will only be done with sensitivity to the natural landscape. The Legacy Nature Preserve should be protected and maintained. Protection against landslides and erosion is a top priority for the City. This commitment to preserve the environment extends to protecting our neighborhoods from the impacts of urbanization, and the promotion of clean air, water, and soil.

Guiding Principle 14

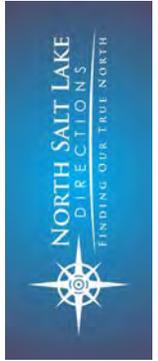
REGIONAL COORDINATION: Enhance and promote relationships with neighboring cities, the County and regional entities

North Salt Lake is affected by decisions made beyond its borders, and values its relationships with neighboring cities, Davis county and metropolitan-area entities. Collaboration is essential in planning for the future of the region. North Salt Lake is committed to working with neighboring jurisdictions on transportation and land use projects to accomplish goals and create a better future for both residents of North Salt Lake and the region.

North Salt Lake recognizes the Wasatch Choice for 2040 vision that has been endorsed by the Regional Council of elected officials that directs the Wasatch Front Regional Council.

The City endorses the Wasatch Choice for 2040 Growth Principles:

- A. Provide public infrastructure that is efficient and adequately maintained.
- B. Provide regional mobility through a variety of interconnected transportation choices.
- C. Integrate local land use with regional transportation systems.
- D. Provide housing for people in all life stages and incomes.
- E. Ensure public health and safety.



- F. Enhance the regional economy.
- G. Promote regional collaboration.
- H. Strengthen sense of community.
- I. Protect and enhance the environment.

Implementing the Vision

The General Plan is all about implementing the City’s 14 Guiding Principles to improve the quality of life in the community. This is accomplished by setting a series of goals, policies, and programs and by consistently and correctly using them in making everyday decisions.

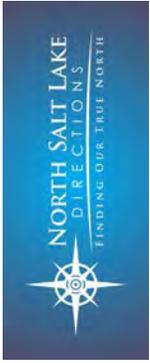
THE ROLE OF THE GENERAL PLAN

The North Salt Lake General Plan is a comprehensive plan, since it applies to and affects all territory within the boundary of the community. It is comprehensive because it addresses a wide range of municipal issues ranging from the City’s physical development, to the provision of services, to other concerns that affect quality of life. Finally, the General Plan is considered a long-term plan because it looks 20 years or more into the future.

The General Plan serves the North Salt Lake community by:

- Defining priorities and the course of action for decision making.
- Balancing the interests of residents, business, and visitors.
- Serving as a tool and guide to evaluate development proposals.
- Helping to allocate resources and manage municipal affairs.
- Furthering the public’s health, welfare, and quality of life.

It has been 20 years since North Salt Lake’s General Plan was last updated in its entirety. Over that time, the City of North Salt Lake has grown by nearly 10,000 residents, the land area has increased, and the economy has undergone several complete cycles. Because of the time between the last update and the changes since then, this General Plan is designed to be a call to action and provide specific



policy direction that will guide the future of North Salt Lake for years to come.

ROLE OF GOALS, POLICIES, AND STRATEGIES

To be effectively implemented, the General Plan must contain clear and specific goals, policies, and implementation strategies. Each element contains at least one goal statement followed by related policy statements, which are further implemented by strategies. Without goals and policies, strategies are simply reacting to a circumstance, and without strategies, goals and policies cannot be implemented. The following provides an example of how each component works.

General Plan goals are the broadest statement of community values. They state generalized ideals to provide direction for action. For example, the following goal envisions a future that is:

GOAL 1: A safe, aesthetically pleasing, and unified community appearance within the context of distinct districts and neighborhoods.

The essence of the General Plan is in its policy statements. Often, the tendency is to look for specific actions or projects to implement to achieve without understanding the role of policies. General Plan policies further refine the goal statements, and guide the course of action the City must take to achieve the goals in the plan. In certain cases, the General Plan will contain policies that appear more prescriptive in nature and are almost strategies for action. For example:

Policy 1.1 Require public landscaping along streets, sidewalks, and property frontages and in public spaces to strengthen the City's identity.

General Plan policies are implemented through strategies that describe steps necessary to achieve a policy and that define the level of commitment to be executed. Strategies provide the basis for establishing priorities, scheduling, and assigning staff and other resources to specific actions needed to implement the policies of the Plan. For example:

Strategy 1.1.1 Create a streetscape plan addressing landscaping, signage, lighting, and special design features.



Putting this altogether, the goal is to create a safe, pleasing, and unified community appearance. Given that public right-of-ways are one of the more visible reminders of community image, a key policy is to require public landscaping along public right-of-ways. To ensure that the public landscaping is beautiful and cohesive, the program is to create a streetscape plan that prescribes how to accomplish the policy along a specific roadway.

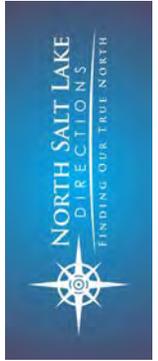
IMPLEMENTING THE PLAN

The Implementation Strategies describe the actions to be taken by the City to carry out the goals and policies defined by the General Plan. They contain numerous programs to support the goals and policies of individual elements and support the 14 Guiding Principles. Although the Implementation Strategies are adopted as part of the North Salt Lake General Plan, they are not mandatory. That is, they are tools and methodologies that should be beneficial to decision-makers, but State law is clear that the Plan is an advisory document rather than a set of required mandates. These strategies, or actions like them, should be implemented in order to maximize the effectiveness of the Plan.

The Implementation Strategies also allow decision makers to understand the importance of different programs and the relative priority in advancing the long-term goals of the community. They inform City decision making for other related planning efforts, such as changes to city ordinances, land development tools and even the annual budgeting process. When used correctly, the General Plan can be the single most powerful tool for effecting long-term change within the community.

AMENDING THE PLAN

As a living document, the General Plan should be reviewed and periodically amended to reflect changes in the housing market, the economy, etc. Should individual chapters require amendments, the proposed changes can be proposed after noticed public hearings.



2 Existing Conditions

The State of the City

As the general plan charts a direction for the coming decades, it is useful to understand where the City is succeeding and where there are opportunities for improvement. The Existing Conditions chapter provides a general overview of current land uses, demographic and economic conditions, transportation needs and parks and open space.

Community Profile and Demographic Characteristics

The City of North Salt Lake is situated at the extreme south end of Davis County, sharing its southern boundary with Salt Lake City and its northern boundary with the cities of Bountiful and Woods Cross. The City extends to the Jordan River on the west and into the foothills of the Wasatch Mountains on the east. North Salt Lake is ten miles from the Salt Lake International Airport, and seven miles from downtown Salt Lake City. North Salt Lake offers the advantages of suburban living, as well as proximity to businesses and recreation in the greater metropolitan area, and a favorable tax base to growing development. The 2010 Census provides the following data:

- **Population**

Total population:	16,322
Male:	8,221
Female:	8,101



- **Age**

Under the age of 18:	5,300	32%
Age 18-24:	1,535	9%
Age 25-34:	3,473	21%
Age 35-49:	2,847	17%
Age 50-64:	2,100	13%
Over the age of 65:	1,067	7%

- **Households**
 - 5,353 households
 - 74.3% are owner occupied
 - Average household size is 3.05
 - Median annual household income \$66,992
 - (Median household income provided by the 2006-2010 American Community Survey)*

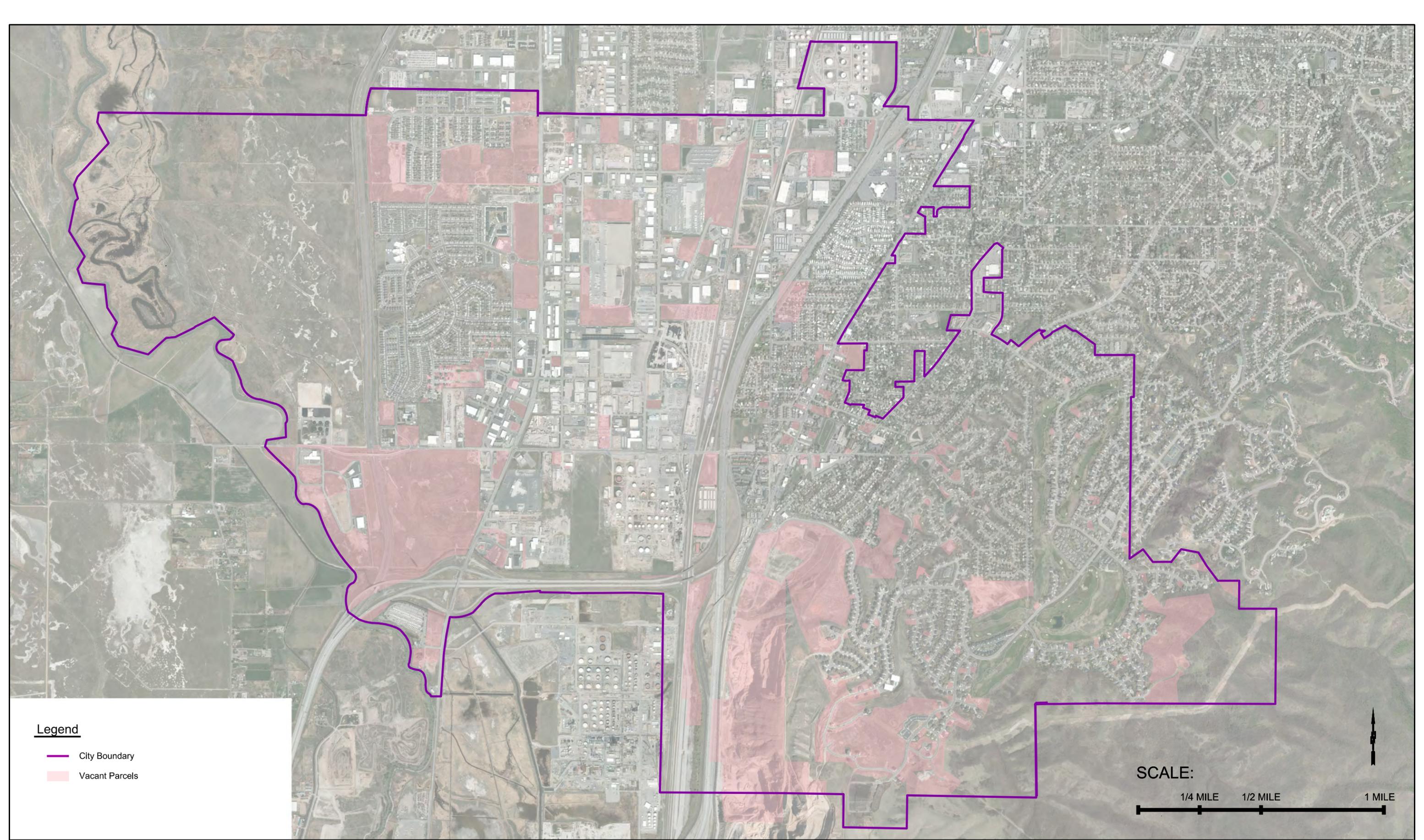
North Salt Lake has a total area of 8.2 square miles with 56 linear miles of paved roads. North Salt Lake is home to approximately 900 registered businesses and is home to a rich residential, commercial, and industrial base. 66% of the workforce works outside Davis County. Of those who travel to work 72.4% travel alone by auto, 13.4% carpool, 5.6% ride public transportation. North Salt Lake has the 4th largest transit ridership in the state.

Land Use

VACANT LAND

There are approximately 1,150 acres of vacant land in the City. Most of the vacant land is comprised of small infill sites located in developed areas. The largest remaining vacant parcels that are not on steep slopes are located along Redwood Road, including the parcel on the Northwest corner of Redwood and I-215. Overall, North Salt Lake is a built-out city; future changes will largely come through reuse of existing land, such as areas near City Hall, along Highway 89, near the I-15 interchange, and lower value industrial sites along Redwood Road.

Fig EC.1: Vacant Parcels



Legend
— City Boundary
■ Vacant Parcels

SCALE:
1/4 MILE 1/2 MILE 1 MILE

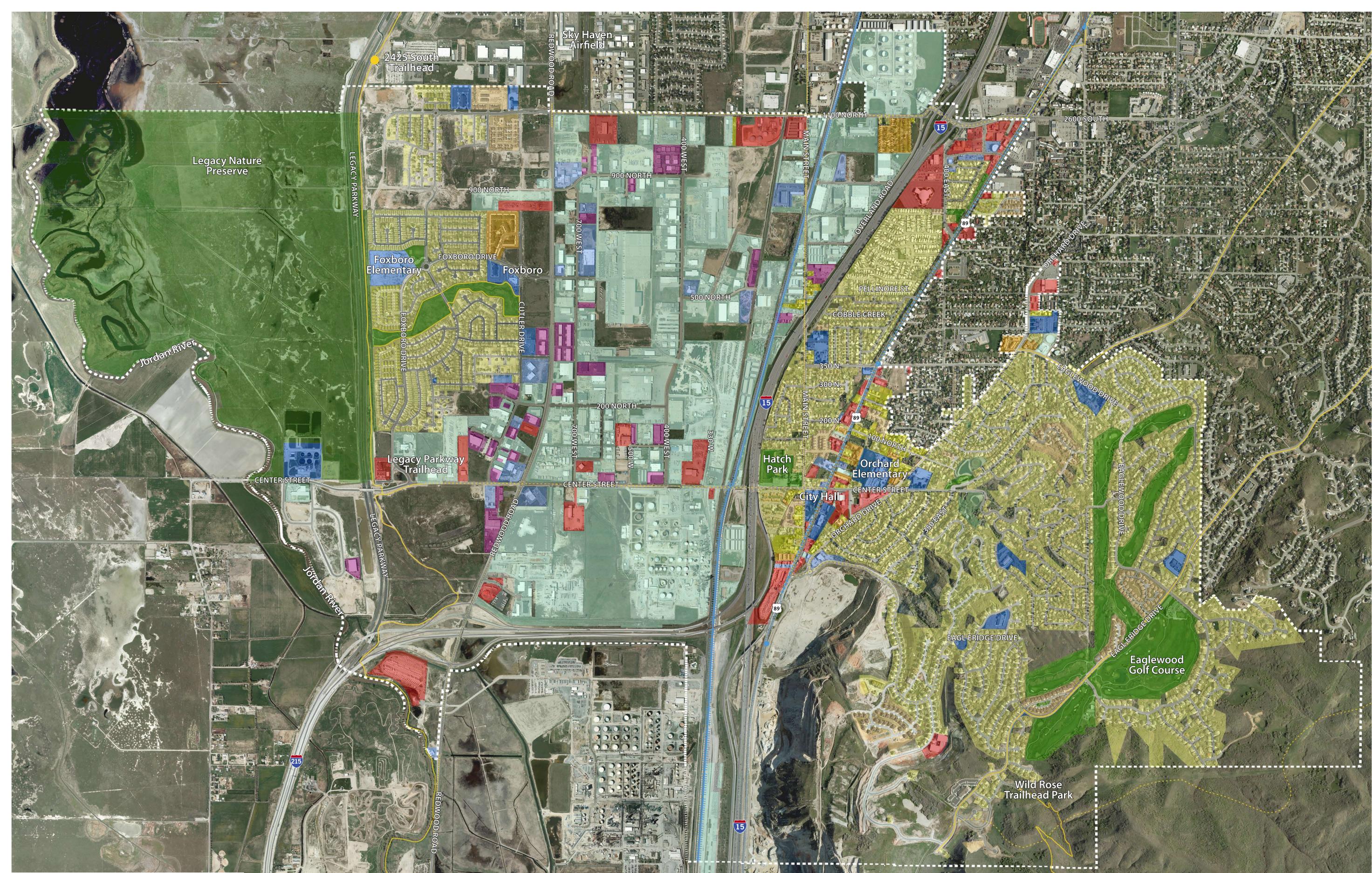
FIGURE EC.1: VACANT PARCELS
MAY 21, 2013



EXISTING LAND USE

North Salt Lake, relative to nearby cities in Davis County, has a stronger focus on industrial lands and relatively less retail or mixed retail with housing areas. Efforts to increase market demand for retail within North Salt Lake will help the City become a more complete community. The mix of housing types and relative amount of open space is discussed elsewhere.

Fig EC.2: Existing Land Use



General Plan Workshop

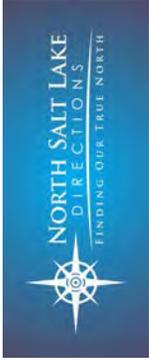
March, 29, 2011

Table _____

- Existing Trails / Bike Routes 
- Proposed Trails / Bike Routes 
- FrontRunner 
- South Davis Transit Corridor 

Existing Land Use

- | | | |
|--|--|--|
| Low Density Residential  | Commercial  | Public/Civic  |
| Medium Density Residential  | Industrial  | Parks and Open Space  |
| High Density Residential  | Office  | Planned  |



Non-Conforming Uses

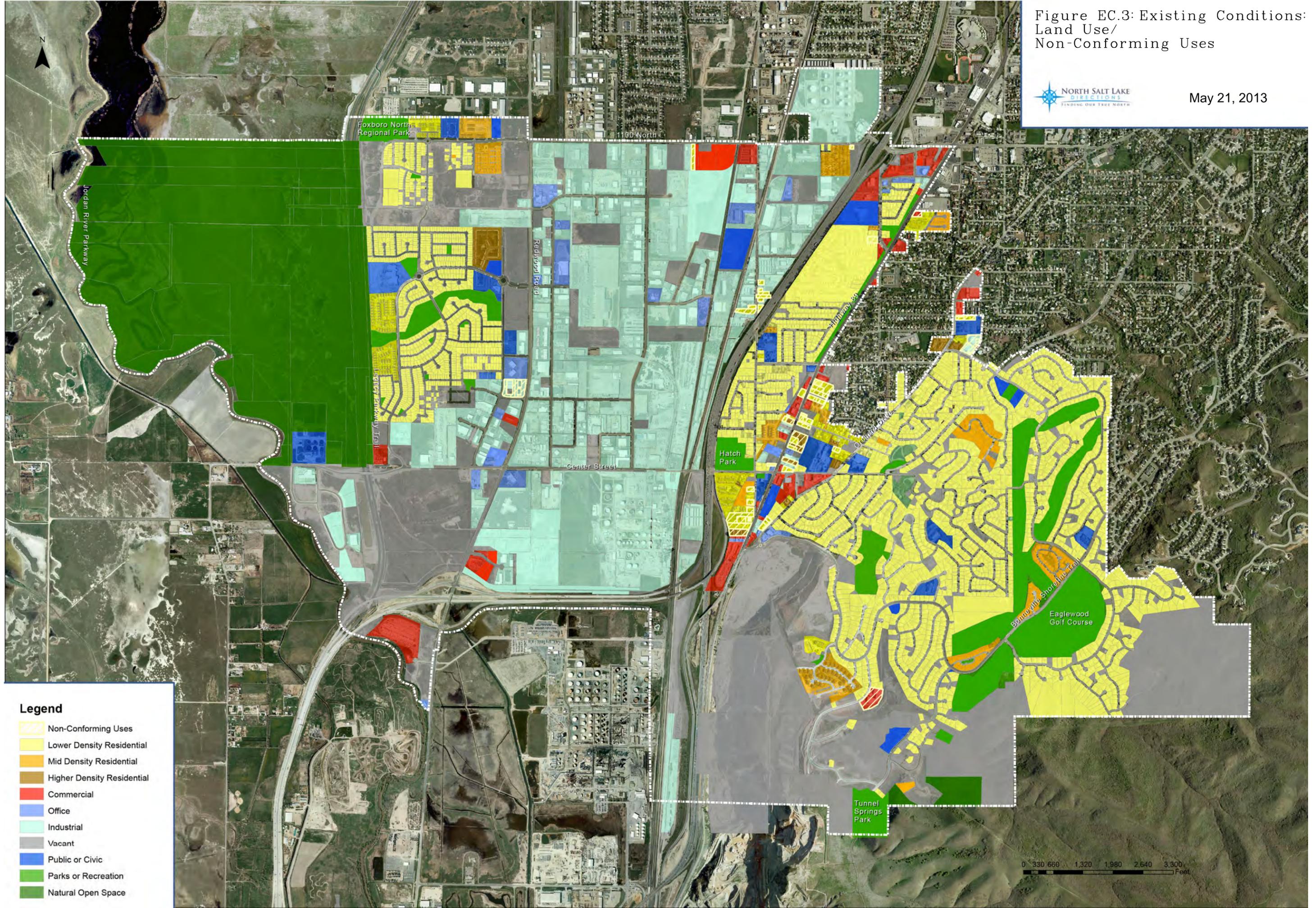
A non-conforming use is one that would not be able to be permitted according to current zoning if the use were to be proposed today. It therefore does not conform to current zoning. The existence of a non-conforming use implies that the character and use of the site does not fit with the vision for the area, as it has been translated into zoning. To be clear, a non-conforming use is still a valued contribution to the city, but does not represent the desired future direction.

Fig EC.3: Existing Conditions: Land Use – Nonconforming Uses

Figure EC.3: Existing Conditions:
Land Use/
Non-Conforming Uses



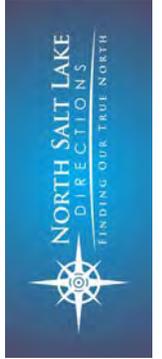
May 21, 2013



Legend

-  Non-Conforming Uses
-  Lower Density Residential
-  Mid Density Residential
-  Higher Density Residential
-  Commercial
-  Office
-  Industrial
-  Vacant
-  Public or Civic
-  Parks or Recreation
-  Natural Open Space

0 330 660 1,320 1,980 2,640 3,300 Feet



REDEVELOPMENT POTENTIAL

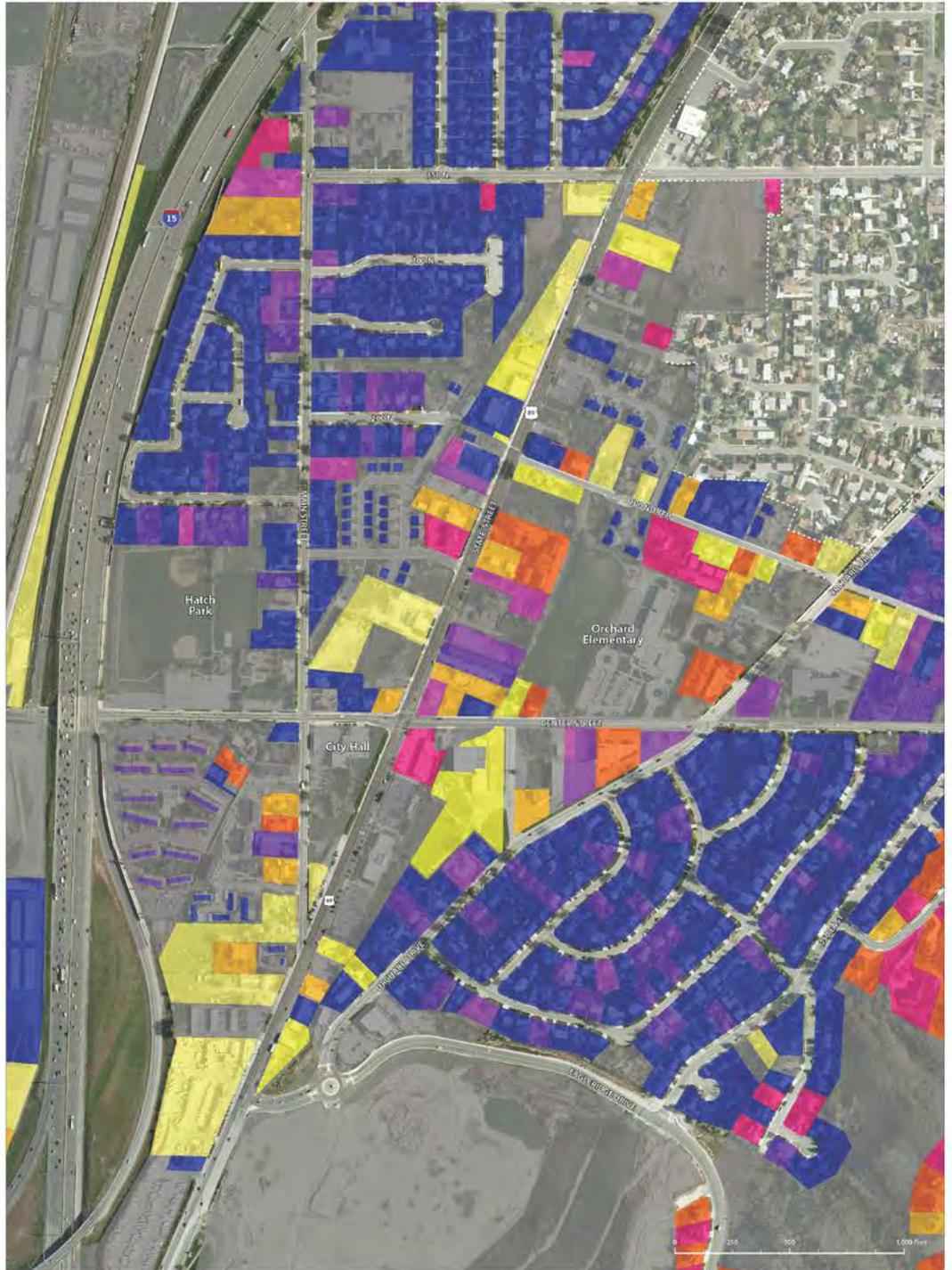
The emergence of a vibrant town center near City Hall will be one focus of the general plan. The map below is provided to help understand how easy or difficult it might be for a landowner to reuse a parcel of land, i.e., to put a new building where an existing building may sit. The map shows the ratio of the assessed value of improvements to the assessed value of the land, on any given parcel. A low ratio of improvement value to land value is an indication of low property utilization and relatively easy land reuse.

This map is not a predictor of where redevelopment activity will occur since that is a private decision. Further, redevelopment projects frequently occupy a few adjacent sites; the total redevelopment potential of any give quarter-block, for example, may be a more salient indication. For this reason, a parcel with a high ratio may still have high redevelopment potential if it is near low ratio parcels.

Overall, the story this map conveys is one of general land reuse opportunity along Highway 89 and in the potential Town Center area.



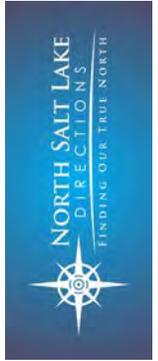
Fig EC.4: Town Center – Improvement to Land Value



Focus Charrette
Town Center Area
July 6, 2011

Improvement to Land Value			
0 - 0.25	0.26 - 0.50	0.51 - 0.75	0.76 - 1.00
1.01 - 1.25	1.26 - 1.50	1.51 - 1.75	1.76 - 2.00
+2.00			

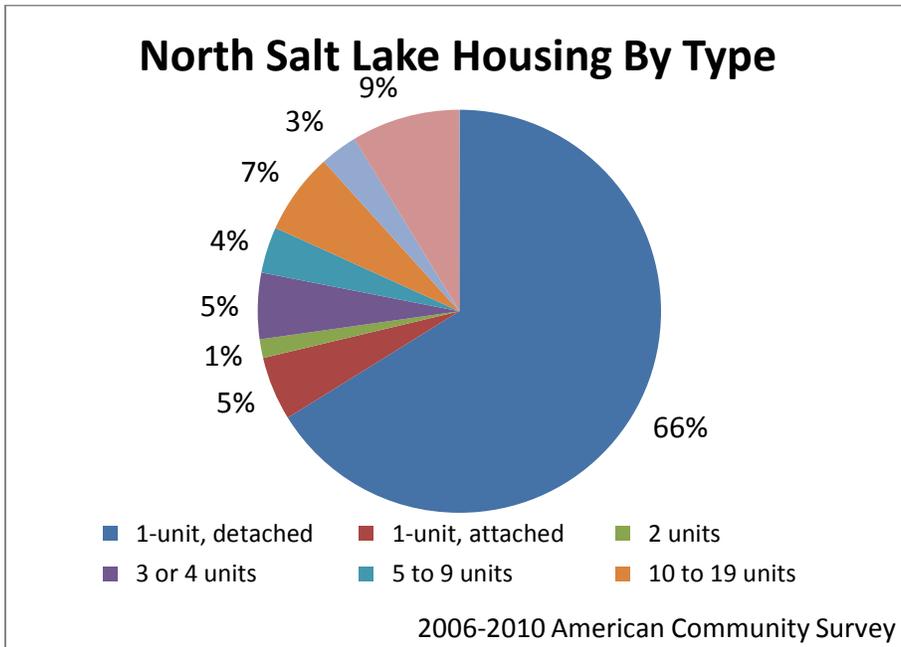




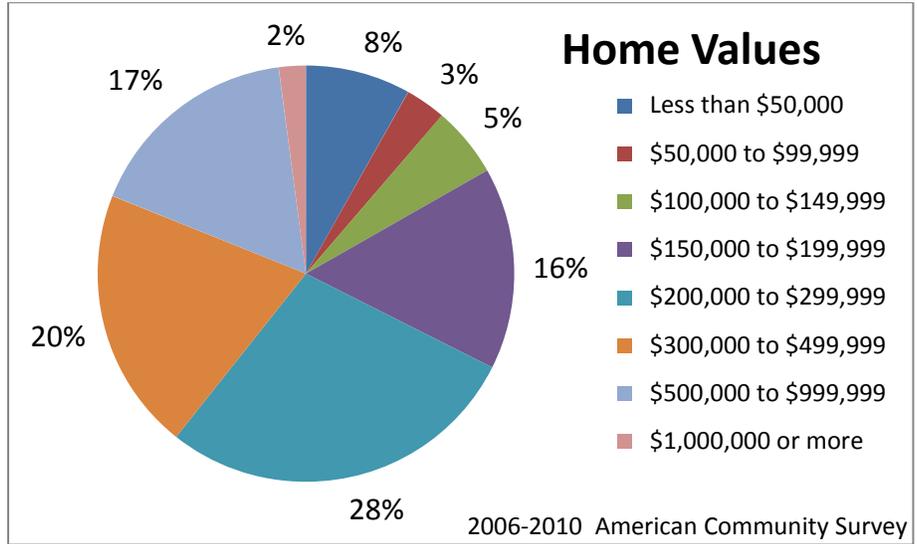
HOUSING CHARACTERISTICS

North Salt Lake is a city with a range of housing types and options available to residents. According to the 2006-2010 American Community Survey conducted by the US Census, the city is composed of approximately 66% single-family homes, 5% townhome or duplex, 20% multi-unit homes and 9% mobile homes.

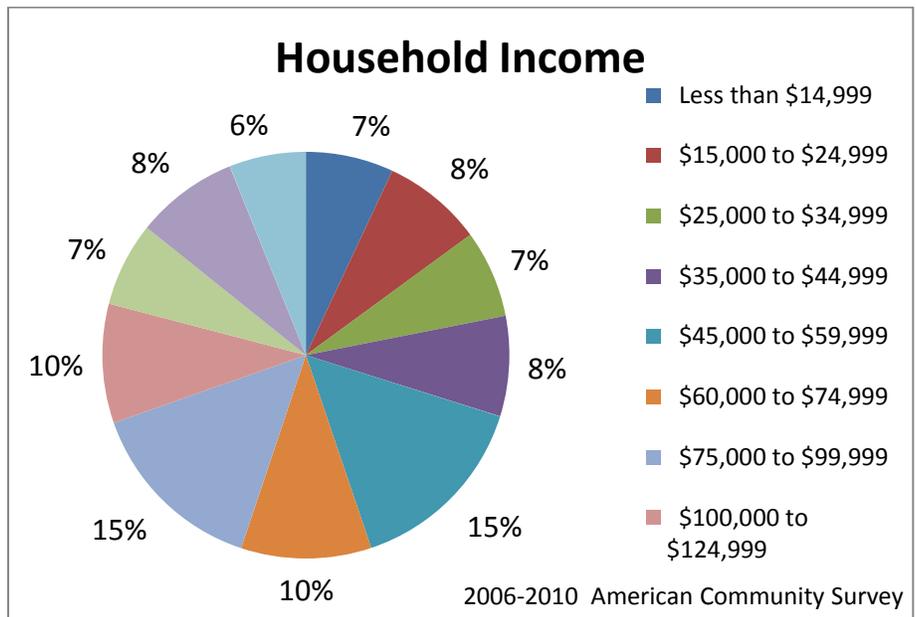
The remaining vacant land, as zoned prior to this general plan update and exclusive of PD parcels, would yield approximately 930 additional single family homes and 50 townhouse or multi-unit homes.



The median house value in North Salt Lake is \$249,300.

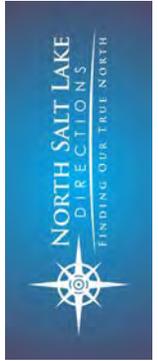


The median household income for North Salt Lake is \$66,992.



HOUSING EXPENSES BURDENS

As of 2010, a third (32%) of city householders were paying more than 30% of their household income on housing; an expense percentage that is considered burdensome. Predictably, the percentage of households that are paying a larger percentage of their income than 30% occurs more often among the less affluent residents of the city.



Household Income	Percent of NSL Residents that spend more than 30% on housing
Less than \$20,000	82%
\$20,001 to \$34,999	38%
\$35,000 to \$49,999	43%
\$50,000 to \$74,999	29%
\$75,000 or more	16%

Source: 2010 American Community Survey

Regional Market Considerations

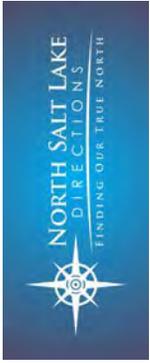
This plan update for North Salt Lake is informed by anticipated regional trends. The context of the region’s housing market, development patterns, and transportation systems will continue to have an important effect on North Salt Lake over the horizon of the general plan.

HOUSING TRENDS

As of 2009, the city is composed of approximately 65% single-family homes. The remaining vacant land, as zoned prior to this general plan update and exclusive of PD parcels, would yield approximately 930 additional single family homes and 50 townhouse or multi-unit homes.

As the general plan considers housing market shifts and demands for the next 20 years, there are a few key considerations.

- Our population is aging. In 2010 15% of households in the Wasatch Front region are headed by a senior. By 2040, that will grow to 28% of all households led by a senior. While this total percentage represents a significant difference: 28% up from 15%, the numerical increase in the size of key demographic characteristics in the Wasatch Front will be substantially more dramatic. Between 2000 and 2040, 78% of the growth in households will be from households without kids. Much of this represents households where kids will leave the house, coinciding with



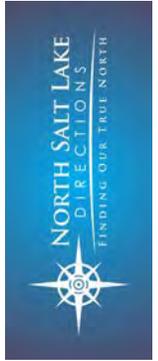
the aging of our population (projections prepared by Chris Nelson, University of Utah and supported by WFRC).

- A 78% increase in households without kids, and from older households largely looking to downsize will be the single biggest housing shift Utah has seen since the 1950s. This will have very significant impacts on the housing market that North Salt Lake needs to prepare for.
- There will be significant growth in demand for ‘downsized’ properties: single-family homes where the yard is very small or the yard space is maintained by an HOA, townhouses, apartments, and condos.
- Housing demand will also grow substantially for housing that is located near services and public transportation. Older households prefer to be closer to shops, libraries, and public transportation because old age reduces the viability of driving him or herself around town.
- North Salt Lake should consider these significant market shifts in the planning and zoning of the city.

BUILD-OUT OF SALT LAKE COUNTY AND SOUTH DAVIS COUNTY

Salt Lake County is approaching initial build-out of large vacant parcels; this build-out will be reach in approximately 30 to 50 years. While this seems like a long time, it means that most vacant land with close proximity to downtown Salt Lake City has been or will be developed in the near future. Meanwhile, South Davis County, including the cities of North Salt Lake, Bountiful, Woods Cross, West Bountiful, and Centerville are also approaching build-out; there is an increasing scarcity of vacant, buildable land.

The lack of vacant land within a 10 mile drive of downtown Salt Lake City and the University of Utah has been and will increasingly exert pressure to reutilize or intensify highly accessible land that is already developed. Wasatch Front Regional Council’s land use projection anticipates 30% of housing growth in the four county region will come through infill and redevelopment between 2010 and 2040. North Salt Lake is well-positioned to benefit from this increasing regional demand for employment and housing growth.



Transportation

REGIONAL PERSPECTIVE, THE CONTEXT OF TRANSPORTATION TO AND THROUGH NORTH SALT LAKE

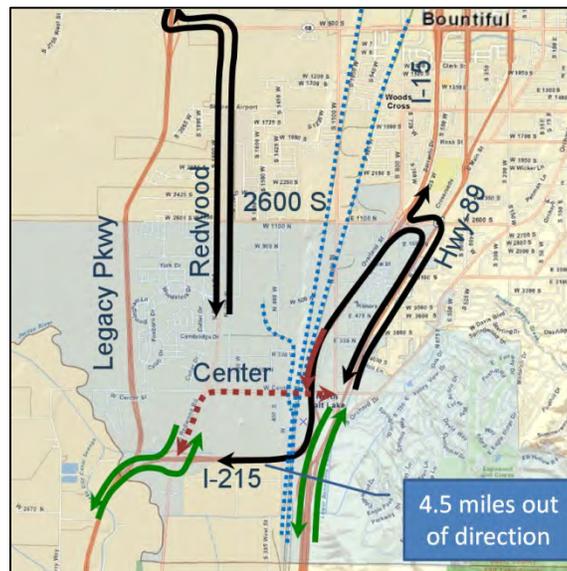
Every weekday, thousands of commuters travel through South Davis on their way to jobs in Salt Lake County. This massive commute contributes to higher than average Vehicle Miles Traveled which contributes to congestion, which in turn creates a need for expensive regional infrastructure projects.

FREEWAY ACCESS CHALLENGES

Though North Salt Lake is nestled in the crossroads of three major highways, freeway access into the city is a major transportation challenge.

The arrangement of 2600 South is awkward and congested. On Legacy Parkway, there are 5 miles between the Bountiful 500 South Interchange, and the 2100 North I-215 interchange in Salt Lake.

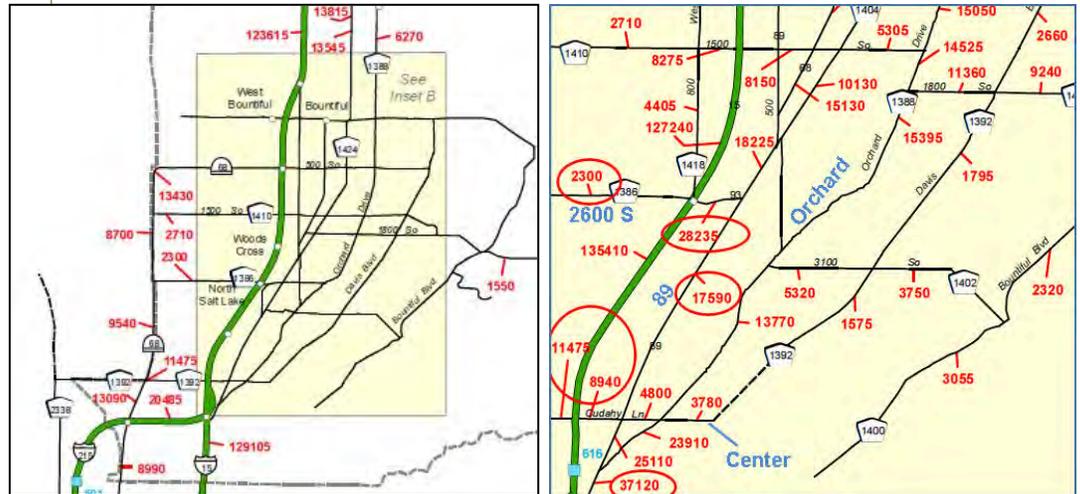
From I-215 to the core of the city is 4.5 miles out-of-direction. Center Street, the alternative east-west route, can be very slow with three tracks to cross and an inefficient four-way stop. From some directions however, accessibility is very good. The following figure shows that to and from the south, access is good from both I-15/Beck Street, and from the Redwood Interchange.





EXISTING TRAFFIC VOLUMES

The following figure is taken from UDOT's 2009 Traffic on Utah Highways and shows the Average Daily Trips (ADT) on roadways in the North Salt Lake area. Volumes on roadways of key interest are circled.



UDOT 2009 traffic volumes showing number of Average Daily Trips

The level of congestion on roadways is typically given a qualitative “Level of Service” similar to a letter grade, where LOS A is “Excellent” and LOS F is “Failing”. Engineers typically strive for LOS D in urban environments, but sometimes settle for less if the environmental or fiscal cost of the remedy is prohibitive.

Roads with good access control and favorable signal green-time will carry more traffic at LOS D than roads that have considerable side friction, or that get less favorable green time. The following table shows the typical range of ADTs at which a roadway can usually be measured at LOS D.

Lanes	Low range	High range
2	11,000	12,000
3	16,000	18,000
4	32,000	36,000
5	35,000	41,000
7	50,000	57,000

Traffic lane capacity by number of Average Daily Trips



Beck Street has 37,000 Average Daily Trips (ADT) as it enters NSL, but it immediately dissipates between Hwy 89 and Orchard. Hwy 89 is currently a 5-lane arterial.

Center Street has 11,500 ADT which is significantly more volume than its surrounding land uses can generate independently. This is because Center Street is the shortest path between I-215 and the eastern half of the City. But while this is the threshold of LOS D, congestion on Center is actually LOS E and often F in part because of its frequent closure for train crossings, but also because the 4-way stop at Center and Main cannot easily accommodate volumes this high.

2600 South’s volumes also fall well below those typical of LOS D, but due to the awkward design, some movements in the interchange are more congested than these numbers would suggest. PM eastbound 2600 South also backs up for several blocks ahead of the interchange, in part because the storage area for various movements on the west side of the interchange is so short. It is also important to note that both 2600 South and the Center Street area have considerable infill and redevelopment potential, which could increase ADT over time.

Redwood Road is not shown on the map, but UDOT records it as carrying 13,000 in 2009 at its busiest section between Center Street and I-215. Even with recent and continued growth Redwood Road will function very well at 5-lanes for a long time to come.

EXISTING RIGHT-OF-WAY ON KEY STREETS

Within the general study area, there are five arterials of primary focus. Highway 89, Main Street, and Redwood Road run north-south, and Center Street and 2600 S/1100 N run east-west. The accompanying table shows the pavement width and complete right-of-way that can typically be measured between the points described.



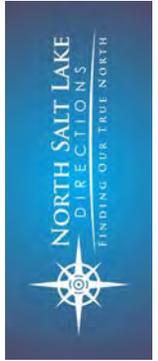
Many of the City’s arterials have sufficient curbside right-of-way to enhance the streetscape and provide additional landscaping.

Location	From	To	Pavement Width	Curbside Width	Total ROW	Comments
Center	Hwy 89	Main	30	22	52	Some sections are wider
Center	Main	I-15	32	34	66	Pretty consistent in this section
Center	Under I-15		43	23	66	Could get another 8-10 feet pillar to pillar
Center	I-15	West of RR Tracks	38	35	73	
Center	West of RR Tracks	Redwood	43	37	80	Nice multi-use trail south side. No sidewalk north side
Center	Redwood	Legacy	36	44	80	
Redwood	I-215	Woods Cross	82-89	24-41	106-140	Some pavement needs, but 82 ft will be typical minimum
Hwy 89	Beck	Eagleridge	70	30	100	Multi-use trail emerging on east side
Hwy 89	Eagleridge	Main	62	14	76	Older properties, no park strip
Hwy 89	Main	350 North	62	22	84	Pedestrian realm typically too narrow for Town Center
Hwy 89	350 North	1100 North	70	26	96	Most of west side has another 60 ft linear park
1100 North	Hwy 89	I-15	84	16	100	Intimidating area for pedestrians
1100 North	Under I-15		65	23	88	Could get a little more width if necessary
1100 North	I-15	RR Tracks	42	24	66	Plenty of space available from adjacent industrial
1100 North	RR Tracks	Redwood	26	40	66	Plenty of space available from adjacent industrial
Main Street	Hwy 89	I-15 overpass	32	22	54	4-ft parkstrip many sections, no sidewalk many sections
Main Street	I-15 overpass	1100 North	43	23	66	

VISUAL EXPERIENCE ON KEY STREETS

The visual experience along most of North Salt Lake’s residential streets is normal and pleasant enough. But the experience along key arterials has room for improvement. Through keypad polling, residents have overwhelmingly expressed the desire for the city is to see a significant improvement in the visual experience of prominent streets.





Economic Development

What follows is a report of city revenues and expenses

NORTH SALT LAKE BUSINESS - REVENUES & EXPENSES

- **Revenues:** Almost 70% of City revenues come from three sources:

Property Tax	25.8% (52% from Single Family)
Sales Tax	25.4% (45% from Auto/Boat/Truck Sales & Construction)
Franchise/Energy	18.5%

- **Expenses:** Over 85% of City expenses go to three areas:

Public Safety	40.7%
Gen Gov't	22.7%
Public Works	21.9%

- **Low property tax rate (based on 2011 Property Tax Rates):**

Bountiful	.001093
North Salt Lake	.001637
West Bountiful	.001997
Layton	.002068
Farmington	.002283
Salt Lake	.004615
South Salt Lake	.002691



Parks, Trails, and Recreation

EXISTING NEEDS

The 2005 Parks, Trails, And Recreation Master Plan and Study included a thorough analysis of recreation need. Standards and level of service established by the National Recreation & Parks Association (NRPA) is discussed with an analysis of where NSL stands relative to NRPA standards. Community needs were assessed through meetings with City Parks and Recreation staff, the Parks and Recreation Advisory Board, a public workshop and survey. The following summary categorizes level of service provided by existing facilities (2005) for the current population of NSL (2005).

- **Exceeds Demand:** Golf
- **Meets Demand:** Skateboarding, rollerblading, bicycling (mountain), sledding, outdoor recreation (hiking, backpacking), recreation and access to natural areas (including existing areas that may not be protected)
- **Beneath Demand:** Walking/jogging (paved paths, trails), dog parks, football, baseball, softball, basketball (outdoor, indoor), volleyball (outdoor, indoor), swimming (lap, play pool, diving), wrestling, tennis, rollerblading (paths), bicycling (road), cross-country skiing, snowshoeing, camping, archery, amphitheater
- **Unknown Demand:** BMX, natural areas, fishing, Frisbee golf, ice skating
- **Little Demand:** Weight training, fitness classes
- **Demand for Facilities Outside City Limits:** Hunting, equestrian, boating, canoeing, motorized recreation (ATV's, motorcycles, snowmobiles)



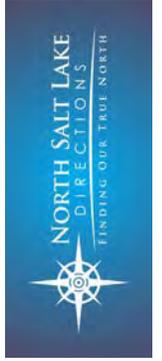
The addition of Legacy Parkway Trail and the Jordan River Parkway Trail has significantly improved the walking/jogging opportunities in the western portions of the City. The 2.8 mile stretch of new paved trails has nearly doubled the amount that existed previously. The Wild Rose Trailhead Park also represents significant improvement to resident’s access of natural opens space and increases the amount of primitive trails available within the City by 2.9 miles.

The following table summarizes the existing recreational facilities within the City.



Parks and Recreation Facilities - Existing 2012			
Type	Name/Location	Acres	Total
<i>Parks</i>			
Mini Parks	Foxboro Pocket Parks (6 parks)	1.52	1.52
Neighborhood Parks	Deer Hollow	1	7.9
	Foxhollow Park	2.6	
	Mathis Park	1.3	
	Palmquist Park	1.5	
	Wild Rose Trailhead Park	1.5	
Community Parks	Foxboro Regional Park	13	49
	Hatch (Main) Park	12	
	Tunnel Springs Park	24	
Non-City Parks	Baseball Fields in Salt Lake County	10.7	<i>not included</i>
	Mills (Mosquito) Park	18.3	
	North Canyon Park	9.6	
Special Use Areas	Eaglewood Golf Course	158.6	<i>not included</i>
Parks Total			58.42
Open Space	City Hall	1	147.5
	City-maintained Beautification Areas	0.3	
	Cottontree Area	0.6	
	Deer Hollow Park	4.8	
	Foxboro Wetlands Park	22	
	Frontage Park	0.5	
	Gregerson Park	15.3	
	Monument Open Space	103	
	Legacy Nature Preserve - Nature Center	70	outside City boundary
	Legacy Nature Preserve	900	not included
US Forest Service	100,000	not included	
Open Space Total			147.5
Trails/Parkways	Bonneville Shoreline Trail	1 mile	11.4
	Center Street Bike Paths	0.8 Miles	
	Eaglewood Village Trail	0.8 miles	
	Foxboro Wetlands Trail	1.5 miles	
	Hatch Park Walking Trail	0.4 miles	
	Highway 89 Parkway	0.8 miles	
	Legacy Trail	3.2 miles	
	Wild Rose Loop	1.4 miles	
	Wild Rose Trail	1.5 miles	
Trails Total			11.4 Miles

In a public workshop held March 29, 2011 many of the participants expressed concern about the lack of athletic fields available within the City for youth programs. We were told that a great number of families travel considerable distances each week to play soccer, baseball, and football in neighboring municipalities. Safe on-street



cycling routes were also a point of concern expressed by residents in the workshop.

PARKS PROXIMITY MEASURES

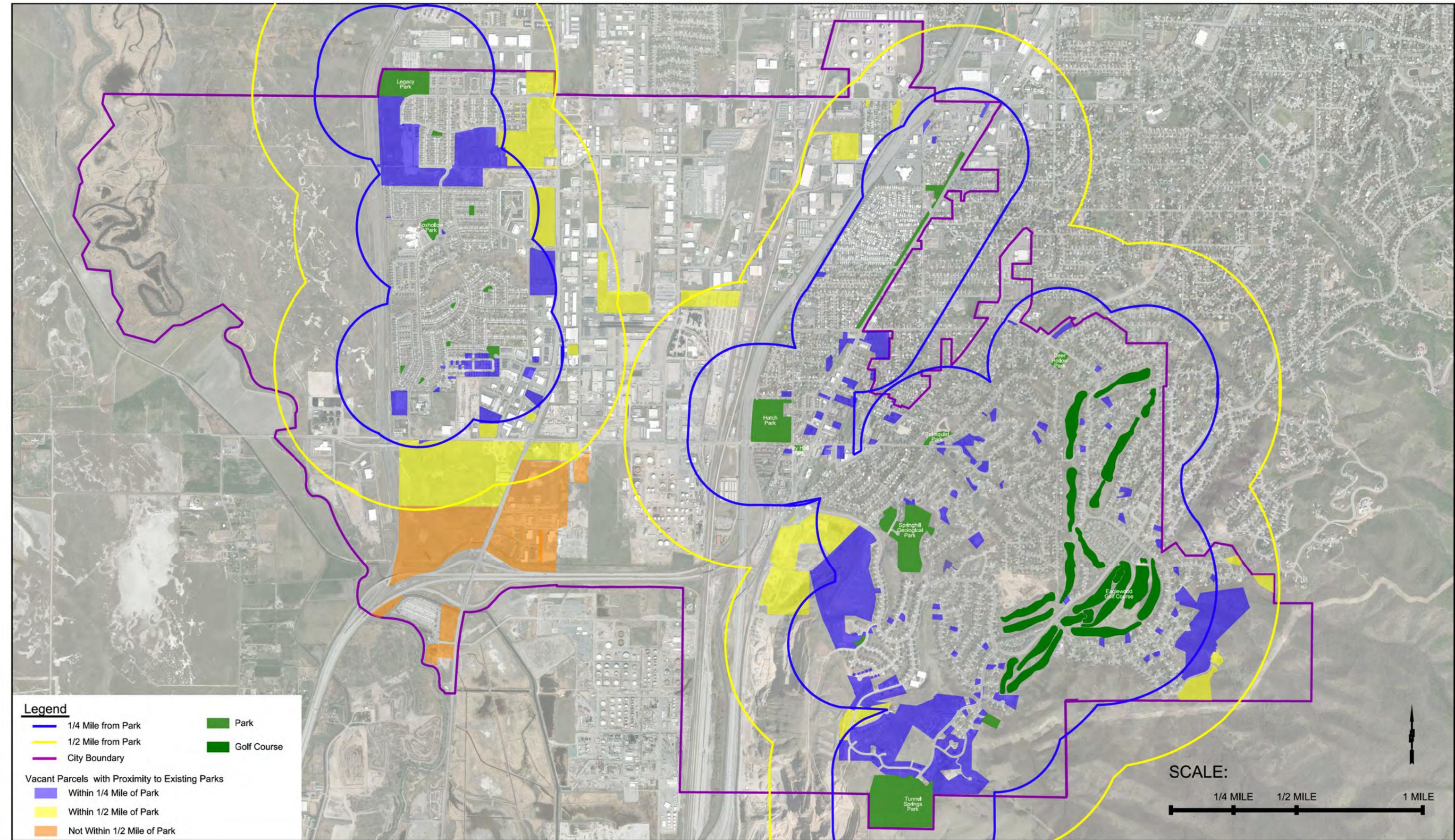
Approximately 3,522 homes are within a ¼ mile of a park

Approximately 1,457 homes are NOT within a ¼ mile of a park

Approximately 414 homes are NOT within a ½ mile of a park

All numbers are based on rough distances as the crow flies, not based on actual walking routes.

Fig EC.5: Proximity to Existing Parks



Legend

- 1/4 Mile from Park
- 1/2 Mile from Park
- City Boundary
- Park
- Golf Course

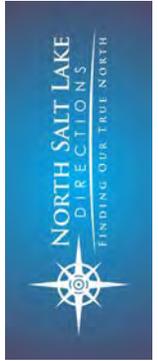
Vacant Parcels with Proximity to Existing Parks

- Within 1/4 Mile of Park
- Within 1/2 Mile of Park
- Not Within 1/2 Mile of Park

SCALE:

1/4 MILE 1/2 MILE 1 MILE

Figure EC.5: Proximity to Existing Parks
MAY 21, 2013



3 Land Use

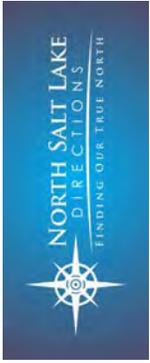
Creating a Complete Community

The Land Use Chapter will guide North Salt Lake toward a complete community of safe and well-designed neighborhoods; a city with quality parks and recreational facilities; a vibrant economic hub with thriving business and employment opportunities; a collection of identifiable districts with unique roles and identities; and a place to call home that inspires pride.

The Land Use Element's goals are:

- *Enhance livability and property values in existing neighborhoods.*
- *Develop a center or focal point for the City.*
- *Compatibility between residential, commercial, and industrial development.*
- *Provide a complete community by creating a balance of land uses.*
- *Enable a supply of housing appropriate for the City's anticipated demographic composition.*
- *Maximize positive land use outcomes by using sites wisely.*

These goals will help the City provide a broad mix of complementary land uses, create an identifiable and distinct place, revitalize and reinvest in the community, and improve the walkability of the City.



Purpose of the Chapter

The Land Use Plan is the most visible component of the General Plan. The Land Use Element is intended to capture, communicate, and further North Salt Lake's vision for the community by determining the location and form of housing, commercial, mixed-use and industrial development throughout the community.

The City's vision for land use is one of balance and quality. A balanced community is evidenced by stable and beautiful neighborhoods, and served by ample parks and recreation opportunities. Quality is evidenced in well-designed housing, commercial, mixed-use and industrial areas, landscaping, urban design, and civic uses. A balanced community supports a strong economy and job base that provide ample revenues to finance a higher quality of services.

Utah State law has a focus on land use. Utah Code Ann. §10-9a-401 states that a general plan is for:

- (a) present and future needs of the municipality; and
- (b) growth and development of all or any part of the land within the municipality.

The Land Use Chapter is closely related to all other chapters of the General Plan it affects and is affected by transportation, parks / recreation, and economic development considerations (among other things). The land use element identifies land use designations and their associated development intensities, locations, and distribution throughout the community with two major exceptions. In North Salt Lake, the two major areas of anticipated and desired change over the coming decades are:

The Town Center, oriented generally between I-15 and Orchard Drive around the Center Street neighborhoods; and

The Redwood District oriented generally around Redwood Road between I-215 and 100 North.

Because of the focus on these two areas, and the need to understand and convey the close relationship between land use and other strategies, these two areas each have a dedicated chapter that



incorporates components that would otherwise fall within each topic-oriented element.

Related Plans and Programs

The North Salt Lake General Plan is implemented through a variety of regulatory documents. Described below, these implementation documents are the City Code, Land Use Ordinance, and Community Development project areas.

CITY CODE AND LAND USE ORDINANCE

The City Code and Land Use Ordinance are the primary tools used to implement the goals and policies of the General Plan. The City Code provides a broad variety of regulations necessary to promote the health, safety, and welfare of residents and businesses. It is comprehensive in scope, covering issues such as City administration, public safety, finance, business regulations, building and safety standards, and other municipal regulations.

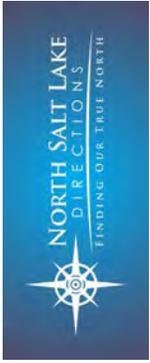
The Land Use Ordinance provides detailed direction related to land uses. Specifically, the Land Use Ordinance specifies:

- Development standards;
- Permitted, conditionally permitted, and prohibited uses;
- Administrative processes related to land development;
- Parking and sign standards; and
- Other miscellaneous zoning powers.

It is important to note that the General Plan provides broad guidance as to the use of land. The Land Use Ordinance provides a detailed listing of specific allowable uses within the general designations set forth in the General Plan.

NORTH SALT LAKE SPEAKS

The City's vision for land use is one of balance. A balanced community is evidenced by stable and beautiful neighborhoods, and served by ample parks and recreation opportunities. Quality is evidenced in well-designed housing, commercial and industrial uses,



landscaping, urban design, and civic uses. A balanced community supports a strong economy and job base that provide ample revenues to finance a higher quality of services.

City outreach programs, community workshops, interviews with elected officials, and discussions with stakeholders identified the key ways to achieve these goals. The Land Use Element addresses:

- ***Balanced Land Uses.*** Ensure a complementary mix of land uses—commercial and industrial businesses, strong neighborhoods and quality housing, parks and recreational amenities, employment centers, and other land uses that create a sustainable community.
- ***Town Center.*** Create a town center as a mixed-use, cultural heart that epitomizes pride and opportunity. Its historical role is augmented by new housing, retail, office, plazas, and cultural facilities.
- ***Corridors.*** Direct the construction of new mixed/multiuse housing along major corridors to protect and preserve single-family neighborhoods, reduce automobile dependence, improve air quality, and revitalize and transition underutilized uses.

Land Use Context

This section describes each category of land use, summarizes the proposed land uses on the Land Use Plan, and then calculates the City's build-out for housing in order to assist in appropriate planning for future infrastructure and services.

LAND USE DESIGNATIONS

Land use designations refer to the allowable amount, type, and nature of development in North Salt Lake. Major land use designations include residential (housing), commercial, industrial, and public facilities (including parks). Each of these land use designations may be divided into further subcategories. Each designation allows for different types, intensities, and densities of development.

Each residential land use designation includes a range of allowable ***densities***, calculated as the number of dwelling units allowed per gross acre. The lower threshold figure for each of these categories represents a guaranteed minimum density, expressed as housing units per acre, provided all other required development conditions



can be met. The higher figure represents a potential maximum density that could be achieved if the proposed development demonstrates high quality design or meets other required standards.

Each commercial, office and industrial category has a range of allowable *intensities* of development. Building intensities for nonresidential uses are measured by floor area ratio (FAR). FAR is the ratio of the total net floor area of a building to the total lot area and describes the intensity of the use on a site. FAR calculations do not include areas within parking structures or outdoor open storage areas. The same FAR can be achieved through a variety of building coverage, orientations, and height configurations.

Site considerations, such as topography or location, and City policies and regulations, such as development standards in the Land Use Ordinance, may place additional requirements on a property that could prevent the site from achieving the maximum density established within this General Plan. Actual density and FAR ranges are determined on a parcel-specific basis. Density and FAR are based on adjusted gross acreage, which subtracts acres associated with right-of-way.

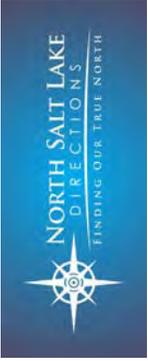
RESIDENTIAL LAND USE DESIGNATIONS

North Salt Lake offers a wide range of housing densities and types to meet the needs of current and future residents. In addition to the housing types and densities shown below, compatible non-residential land uses are also allowed in neighborhoods, such as schools, recreation centers, churches, parks, child care facilities, and public and institutional uses. Centers, such as the Town Center and the Regional Activity Center, may also be the location of future housing mixed with a broad variety of commercial and civic uses.

This includes:

Low Density Residential

The low density residential designation is the most prevalent land use and represents typical single-family detached homes on >1/4 of an acre lots. The majority of these single-family homes are one- or two-story residences set back from the street and separated by yards. This land use designation is implemented by two zoning districts (R1-12, R1-10) that allow from 0.1 to 3.0 residential dwelling units per acre.



Low Density Residential

Single-family detached homes are the most common form of low density residential uses.

Medium Density Residential

Townhomes and planned residential developments are medium density residences.

High Density Residential

Condominiums and apartments are high density residential uses.

Medium Density Residential

Medium density residential is defined as attached and detached single-family homes, attached products (e.g., townhomes) with four or fewer units, and planned developments. This land use designation is implemented by a medium-low density classification and R1-10, R1-7, RM-7 zones, which allow 0.3 to 8.0 housing units per acre.

High Density Residential

This land use designation is reserved for town homes, apartments, planned residential developments, and senior housing near a mix of transportation, shopping, business, public services, and public facilities. High density residential should incorporate adequate open space, landscaping, and parking. This land use designation is implemented by the RM-20 zone, which allows a residential density of 8 dwelling units and above.

COMMERCIAL AND INDUSTRIAL DESIGNATIONS

Commercial, office, and industrial land uses reflect a wide range of densities and intensities of non-residential and mixed-use developments. Some commercial/industrial land use categories preclude residential uses while others contemplate a mix of uses.

This includes:

General Commercial

Areas designated for general commercial allow a wide range of uses to serve the community and the region. Specific uses in this future land use category include a wide range of retail businesses, personal services, food and beverage establishments, hotel and other tourist uses, automotive sales and repair, professional offices, and housing. General commercial uses are primarily located along major corridors. The CG zone implements this designation.

Heavy Industrial

The Heavy Industrial designation allows for a mix of industrial, manufacturing, and processing uses that generate employment, and support the City's tax base. Heavy Industrial uses may have environmental effects such as noises and odors that should be separated from many commercial uses and all residential uses. Heavy Industrial uses are implemented through the MG zone.



Light Industrial

The Manufacturing Distribution designation allows for light industrial and manufacturing, industrial processes, warehousing, and distribution activities that do not produce objectionable environmental effects on adjacent areas. Acceptable uses are implemented through the MD zone.

Village Center

The Village Center designation provides nodes of activity where a combination of businesses, retail commerce and entertainment may be established, maintained and protected to enhance quality of life for nearby neighborhoods while also providing shopping opportunities for patrons outside the vicinity. The CS and VC (Village Center) zones implement this designation.

Town Center

The Town Center allows a range of land uses and development types that create a vibrant mixed-income and multi-use environment. Retail, civic facilities, office, entertainment, transit, hotels, high density residential uses, and public and cultural facilities are allowable uses. The Town Center allows residential densities ranging from 8 to 25 units per acre and commercial intensities ranging from 0.3 to 1.5 Net Floor-To-Area-Ratio.

PUBLIC AND INSTITUTIONAL DESIGNATIONS

The Public and Institutional category covers a wide variety of open space, institutional, governmental, educational, and transportation-related land uses in North Salt Lake that serve residents, visitors, and the business community. Included is public facilities, parks and recreation, and open space.

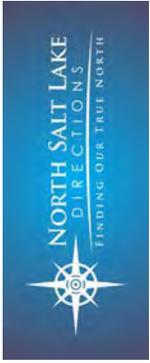
This includes:

Public & Civic

The Public & Civic classification pertains to lands and facilities owned and maintained by governmental agencies (federal, state, and local), non-profit organizations such as organized religions, and public utilities. Public schools, police and fire-related facilities, and City Hall are all public facilities defined by this land use designation.

Parks and Recreation

The Parks and Recreation land use designation refers to areas designated for parks, linear parks and other similar active



recreational uses. It includes areas as diverse as Eaglewood Golf Course, Hatch Park, and Foxboro North Regional Park, pocket parks, plazas, and other gathering places. Recreational facilities are also contemplated within this land use designation.

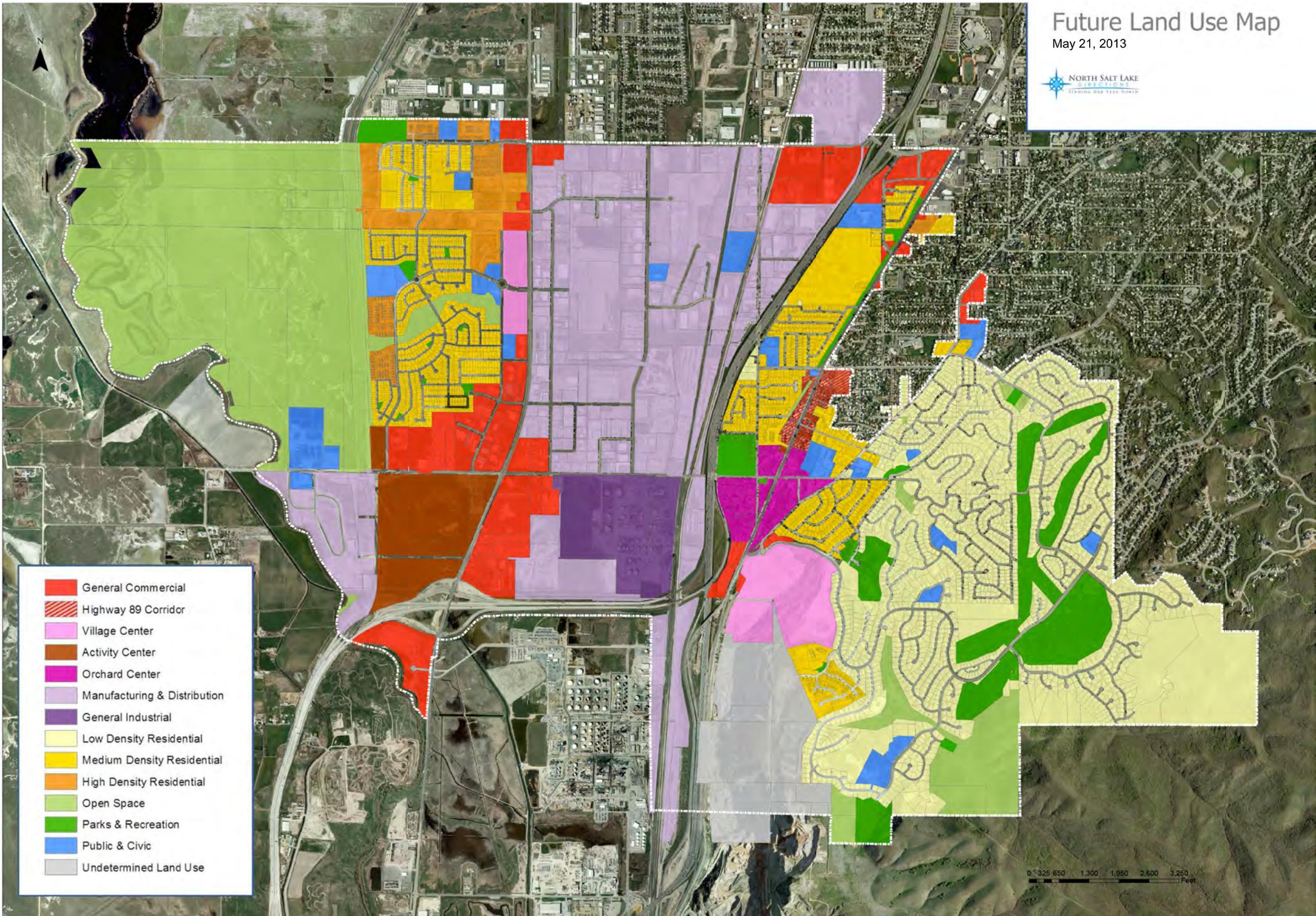
Open Space

The Open Space designation differs from Parks and Recreation in that it refers to areas where passive recreation, habitat, sensitive or critical land protection, are desired in perpetuity.

Fig LU.1: Future Land Use Map

Future Land Use Map

May 21, 2013



- General Commercial
- Highway 89 Corridor
- Village Center
- Activity Center
- Orchard Center
- Manufacturing & Distribution
- General Industrial
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Open Space
- Parks & Recreation
- Public & Civic
- Undetermined Land Use

0 325 650 1,300 1,950 2,600 3,250 Feet



Goals and Policies

This section of the Land Use Chapter describes land use goals and objectives that guide development within North Salt Lake consistent with the City’s vision.

LIVABILITY

Livability is a buzzword, but the concept has immense importance. The neighborhood one lives in can have a big impact on many aspects of life; the variety of homes one can choose from, access to parks or retail, beauty, walkability, bike-ability, return on your mortgage investment, and energy costs associated with residential living to name a few. For residents and prospective residents, North Salt Lake must have livable neighborhoods to be a great place to live.

Goal LU-1

Enhance livability and property values in existing neighborhoods

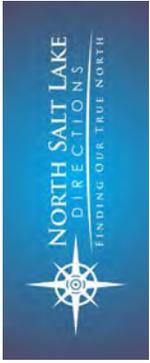
Policies:

LU-1.1 **Housing.** Provide a range of housing options for residents.

A mix of housing aids in neighborhood livability by helping enable residents to stay in their same community even as they move to a different life-stage and experience corresponding changes in their housing wants and needs. A recent AARP poll of seniors found that 86% prefer to stay in their same community even as they downsize.¹ Providing a mix of homes in each community of the City can help residents have this choice.

North Salt Lake is largely built out. The primary means to accomplish this Policy is through the introduction of ‘downsized’ housing types on key corridors near existing neighborhoods; streets such as Highway 89, Redwood Road, and areas like the northwest quadrant of I-215 and Redwood Road.

¹ AARP “Understanding Senior Housing for the 1990s” (Washington, D.C.: AARP, 1990),



Trees cut pollution, cool the air, prevent erosion, muffle sound, and produce oxygen. Then, after all that, they look good.

- Dr. Richard Leakev

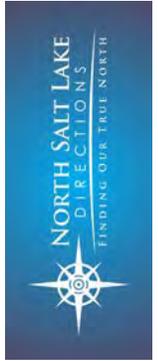
LU-1.2 ***Neighborhood greenery and street trees.*** Increase natural vegetation and quantity of greenery in neighborhoods by adopting a city-wide street tree program.

The visual experience along most of North Salt Lake's residential streets is normal and pleasant, but the experience along larger streets does not reflect positively on the City. Through keypad polling, residents have overwhelmingly expressed a primary desire for significant improvements in the visual experience of prominent streets (encompassing adjacent land uses and the street itself). To many people in the greater region, the refinery is the most visible feature within the entire City. The industrial space between Foxboro and areas east of I-15 divides the City. Though it will be a challenge, North Salt Lake is committed to connect both residential halves of the City together as a unified city that is attractive to live, work, and play.

Around a hundred years ago, early residents of many communities along the Wasatch Front planted large, uniform, stately trees along key thoroughfares such as State Street and Main Street. Today, these trees shade the entire roadway, helping pavement last longer and anchoring an environment regarded as among the most beautiful in the state. It is not easy to remove or rejuvenate blighted businesses, homes, and industrial space and it is expensive to reconfigure roadways for Complete Streets that are appealing for all modes. By comparison, it is extremely affordable to embark on a tree planting program that could act as a buffer in industrial areas, provide a more walkable environment, add to property values and would make a huge difference in the overall attractiveness of the City.

Benefits of large street trees include:

- *Sequester CO2.* Trees pull CO2 from the air, a gas that many residents would like to reduce out of concern for the environment. The larger the tree, the more CO2 it sequesters.
- *Reduce urban heat island effect.* Trees large enough to shade the street result in cooler neighborhoods and reduced energy use for residents on the street.
- *Add character and identity.* A city-wide street tree program would unify and beautify all areas of the City

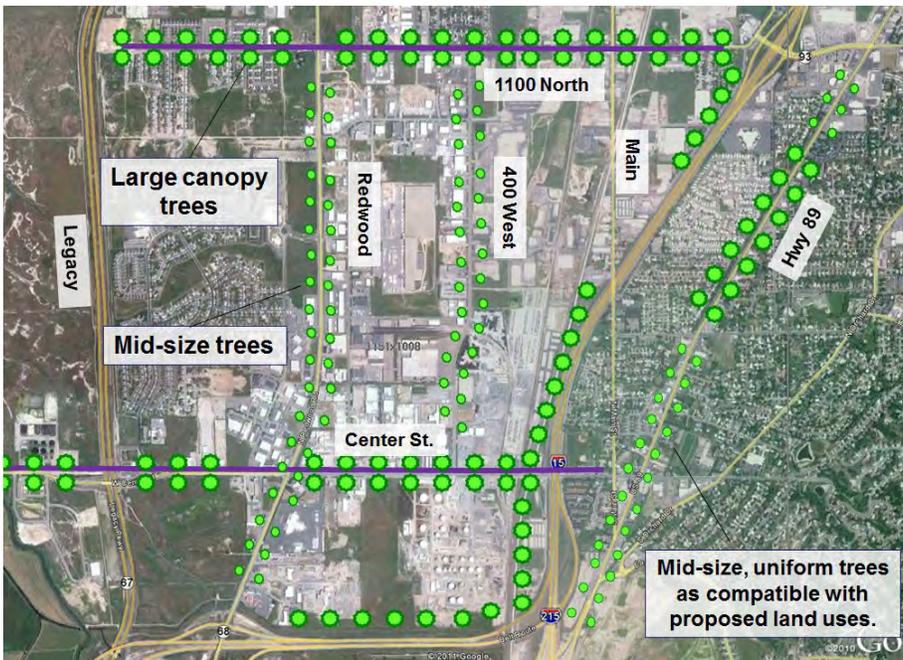


providing an intangible connection as well as improving the physical connection between different areas.

- *Improve pedestrian and bicycle environment.* Pedestrians and bicyclists greatly benefit from the shade provided by large shade trees. Trees in a planting strip also provide a buffer between pedestrians and moving traffic.

Figure LU.2

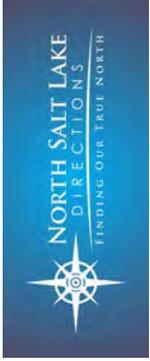
This conceptual diagram delineates where a street tree program should be implemented, along with typical tree sizes in each corridor.



Implementation Strategies:

1.2.1 **Street trees.** Develop a Street Tree Program to improve identity, aesthetics, and to improve property values.

- Study.* Conduct a study to determine the feasibility of a street tree program. Identify appropriate species considering tree height, overhead wires, water needs, and maintenance. Consider species with low water needs to reduce costs and drought concerns. Estimate program costs and identify



funding source for initial planting and ongoing maintenance.

- b. *Phases.* Implement program in two phases starting with areas that require little expense and only minor street modifications to accommodate street trees.

First phase candidates include:

- Center Street
- Highway 89

- c. *Acquire necessary right-of-way or private land* necessary for tree-lawns, sidewalk improvements or street modifications; any actions that will necessitate additional space to accommodate full grown trees or to accommodate a Town Center transit project.

- d. Additional Tree Planning Considerations:

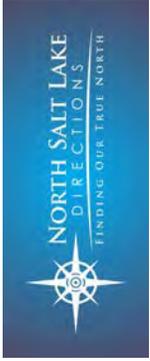
- 1) *Space to expand.* Large trees need space to expand, and a typical 4-foot park strip will not work well even for small trees. On major corridors provide a park strip with a width of 8-12 feet, with variance exceptions on a case-by-case basis. Where space will not allow a uniform pedestrian realm of such widths, try to carve out “notches” for trees, by purchasing just what is needed for each individual tree, or by negotiating a city-maintained easement for the trees on private property.
- 2) *Protect trunks.* All trunks should be wrapped in their early years to protect them from “weed whackers” and other base-level incidents that can damage their bark.
- 3) *Irrigation plan.* Where the water table is high, irrigation may only be required in the first year or two and could be accomplished using a fire engine or water truck during the hottest weeks, thus eliminating the need for automated irrigation.



- 4) **Tree replacement.** Some trees will simply die, so designate a place to grow a few extras in tandem that you can transplant in the spring or fall, so that uniform ages are not broken.
- 5) **Overhead wires.** If trees are selected that will grow to about the same height as overhead wires, then the wires should be masked. Trees that grow higher than the wires run the risk of being disfigured by power maintenance crews. In these circumstances special care should be given to maintain safety and protect trees.
- 6) **Town Center and Redwood Road.** Consider enlisting a landscape architect for assistance on choosing the best trees to fit the character of the district.
- 7) **Fill in gaps.** Consider a program to find areas in established neighborhoods where there is a gap in existing street tree patterns. Consider a program to split the cost of purchasing trees with home owners.
- 8) **New development.** For new development seek to obtain 6-8 foot park strips to accommodate trees. Offset the impact on developers by reducing minimum building setbacks by a similar amount. This will allow those neighborhoods to support slightly larger trees that can shade virtually the entire roadway, resulting in a cooler, more walkable environment and more stable long-term property values.

LU-1.3 Neighborhood walkability. Improve and maintain the safety and desirability of walking and bicycling within neighborhoods.

“Walkability” simply means, “how desirable, viable, convenient, and safe is it to travel about by foot.” Part of what makes walking convenient and viable is that it isn’t just for recreation: it enables a person to fulfill real day-to-day needs like getting to the park, the school, the bus stop, the church, or even the store. A neighborhood that is a good place to walk benefits everyone, not just those that choose to walk. A walkable neighborhood is a safer place to play on or near



the street, tends to be more attractive and pleasing, and enjoys higher property values.²

Implementation Strategies:

1.3.1 Sidewalk completeness

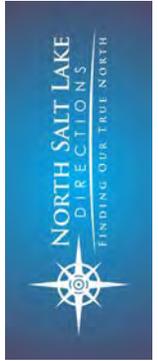
Where there is lack of continuity in sidewalks, push to see that sidewalks are complete. Identify and improve walk/ bike connectivity where it will cost effectively improve the viability of walking.

- a. Map sidewalk gaps.
- b. Prioritize gaps to be improved based on existing and potential pedestrian activity using the following criteria:
 - Priority routes
 - Bus routes
 - Streets with close proximity to schools
 - Streets with close proximity to parks
 - Higher density / small lot residential areas

1.3.2 Street connectivity

North Salt Lake is largely built out. Nonetheless, there are some strategic locations available where planning can ensure a good level of street connectivity that acts to reduce walking distances (travel more as the crow flies), reduces the individual traffic load on trunk-line streets, and also eases traffic movements in the case of an accident.

² On a 100 point scale, a 10 point increase in walkability increases property values by 5 to 8 percent, depending on property type. Effects Of Walkability On Property Values And Investment Returns, Gary Pivo¹ And Jeffrey D. Fisher², Responsible Property Investing Center, Boston College And University Of Arizona Benecki Center For Real Estate Studies, Indiana University, 8/4/2009



Refer to the Transportation Element for a map and additional details on street connectivity.

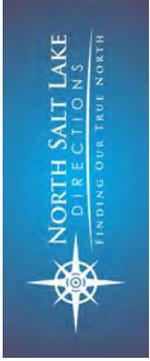
1.3.3 Mix uses.

Mixing uses (as in residential origins and common destinations such as schools, retail, parks), naturally increases the viability of walking by bringing origins and destinations close enough that walking becomes a real option. Mixing uses is typically not enough to create a high quality walking environment: walking routes must be safe and attractive as well.

1.3.4 Pedestrian friendly, in addition to auto-friendly, building design

For residential development, the recipe for walkability is threefold:

- a. Ensure the pedestrian experiences soft landscaping more than a hardscape environment of off-street asphalt or cement.
- b. Human-scaled design: Does the building have elements scaled to human beings clearly visible to the passing pedestrian: windows, doors, awnings. If garage doors or parking bays are the predominant visual component from primary pedestrian routes, the human scaled design elements will be lost and the pedestrian will feel like they are in a predominantly auto-oriented area. To accomplish this, reduce the visual dominance of garages and parking areas for passing pedestrians. Hide parking areas to the side of, or behind multi-unit buildings, keep single-family home garages behind the primary façade or facing sideways.
- c. Pedestrian Safety. Street width can affect the speed drivers naturally travel, which affects pedestrian safety. A street can be perceived as more safe if the street is narrow relative to the height and setback of adjacent structures. To feel safe and slow traffic, a street needs a sense of enclosure. Enclosure is a function of having a



significant percentage of the vertical view (45% or more) encompassed by buildings or trees. Thus a wider street can slow traffic if buildings are correspondingly taller and/or closer to the street. For this reason, design and development standards call for build-to lines to ensure buildings are close to the street.

A CENTER FOR THE CITY

North Salt Lake is a city without a clear center or heart. Residents and leaders want a focal point or town center for the City. Fortunately, the location is obvious since the ingredients for a highly successful center can be found in the vicinity of the Center Street and Highway 89 intersection. Those ingredients include:

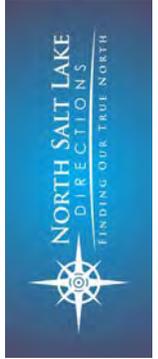
1. Civic uses, including city hall and potential for a library;
2. An outstanding park, Hatch Park, that has potential to become even better;
3. Some sense of history in the Bamberger railroad oriented buildings west of Highway 89;
4. Parcels with the potential to change;
5. The mid-term potential for high quality public transportation;
6. Quick and convenient vehicular access to downtown Salt Lake City.

The following goal and policies promote development of a center for the City of North Salt Lake. Additional details, including goals and policies beyond land use, can be found in the Town Center chapter of the general plan.

Goal LU-2

Develop a center or focal point for the City

Policies and Actions for the Town Center are detailed in Chapter 7: Town Center & Highway 89 Corridor.



LAND USE COMPATIBILITY

North Salt Lake is a diverse community containing a broad mix of residential, industrial, entertainment, office, and commercial land uses. In addition, the community is crossed by major infrastructure systems: freeways, railroad lines, and major arterials. A number of land uses, including industrial, commercial, and transportation facilities, can have potentially adverse effects on residential neighborhoods, schools, and other sensitive land uses. Thus a key goal of the Land Use Element is to ensure the compatibility of land uses.

Achieving land use compatibility in the North Salt Lake community is a delicate process. Due to historical patterns of development and built-out nature, residential land uses are interspersed adjacent to less compatible uses. This is particularly the case for the City’s Industrial District west of I-15, and how it relates to the Foxboro neighborhoods and commercial and potential future residential uses along Redwood Road. Commercial, industrial, and transportation uses vital to North Salt Lake’s economy must be encouraged, yet the impacts of such uses cannot detract from the quality of residential neighborhoods.

Land use compatibility will be more critical as areas transition over time. Certain transportation corridors will begin to transition to mixed/multiuse housing and commercial uses. These uses must be designed to address noise and air quality impacts along corridors and adjacent to industrial uses. In other areas, auto-related uses along Redwood Road and 1100 North will require buffering. Changes in fundamental land uses along Highway 89 and Redwood Road will also require attention to compatibility issues.

The following goal and policies further land use compatibility in North Salt Lake.

Goal LU-3

Improve compatibility between residential, commercial, and industrial development

Policies:

LU-3.1 **Code compliance.** Ensure land use compatibility through adherence to the policies, standards, and regulations in the



City Code, Land Use Ordinance, and other regulations or administrative procedures.

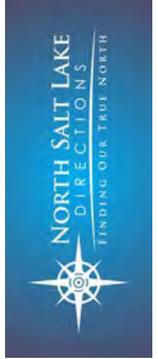
- LU-3.2 **Mitigation.** Require new uses to provide buffers between existing uses where potential adverse impacts could occur, such as decorative walls, setbacks and landscaping, restricted vehicular access, parking enclosures, and lighting control.
- LU-3.3 **Heavy industry.** Within proximity to sensitive land uses, limit development or expansion of industrial, manufacturing, and distribution uses that create toxics, air pollutants, vehicular and truck traffic, or present other public health and safety hazards.
- LU-3.4 **Police safety review.** Require, through the conditional use permit, police department review of uses that may be associated with high levels of noise, nighttime patronage, criminal activity, loitering, or other activities to prevent adverse impacts.
- LU-3.5 **Quality of life.** Prioritize protection of quality of life so that it takes precedence during the review of new projects. Accordingly, the City shall use its available discretion to deny or require mitigation of projects that result in impacts that outweigh public benefits.

A COMPLEMENTARY BALANCE OF LAND USES

The City's vision is underpinned by the guiding principle of developing a complete community, and a balance of land uses is critical to achieving that goal. Quality neighborhoods provide housing for residents of all ages. Commercial and industrial land uses generate tax revenue to support services and infrastructure, provide jobs, and sustain the economy. Open space, parks, and trees provide not only recreational opportunities, but also areas for water recharge, filtering of air pollutants, and beautification.

North Salt Lake does not benefit from a broad mix of balanced land uses. Sit down restaurants, offices, and entertainment uses are some of the types of destinations that are under-represented in the City.

The following goal and policies, supplemented by strategies for focus areas found in the Redwood Road and Town Center Chapters (Chapters 7 and 8), are intended to ensure a complementary balance of land uses that provide adequate opportunities for housing,



economic activity, transportation, parks, and recreation to support an exemplary quality of life and a complete community.

Goal LU-4

Provide a complete community by creating a balance of land uses

Policies:

LU-4.1 ***Economic Development.*** Support the development of office, commercial, and industrial uses, both citywide and in strategic areas, that is consistent with the Economic Development Element and strengthens the economy.

LU-4.2 ***Enhance buying power.*** Retail demand is not sufficient for the land area planned or zoned for retail in the City. Housing and office uses should generally be enabled and encouraged in currently zoned retail areas that are not prime retail locations. This includes areas away from high visibility intersections, away from focused retail nodes such as the town center, and away from freeway interchanges. By adding buying power in these locations, additional desired retail will be enabled to grow in the City.

LU-4.3 ***Create a strong Town Center***

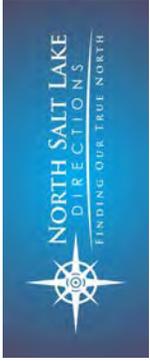
North Salt Lake lacks a strong commercial and civic heart. An appropriate location to develop the center of NSL is near city hall in the vicinity of Highway 89 and Center Street.

Refer to the Town Center Element for Goals, Policies and Strategies to help create a strong Town Center.

LU-4.4 ***Maximize the opportunity of the site at I-215 and Redwood Road***

The northwest quadrant of Redwood Road and I-215 represents the last highly accessible, large, vacant site in the City. Care must be taken to ensure that the development that happens on it is an efficient use of land, provides a strong economic benefit to the City, and overall enhances the quality of life of residents.

Refer to the Redwood Road and Economic Development Chapters for Goals, Policies and Strategies to help shape the future of the site at I-215 and Redwood Road.



LU-4.5 ***Public services and facilities.***

Support community growth and change through the provision and maintenance of quality public services and facilities, including infrastructure and appropriate funding mechanisms to maintain it in good working order.

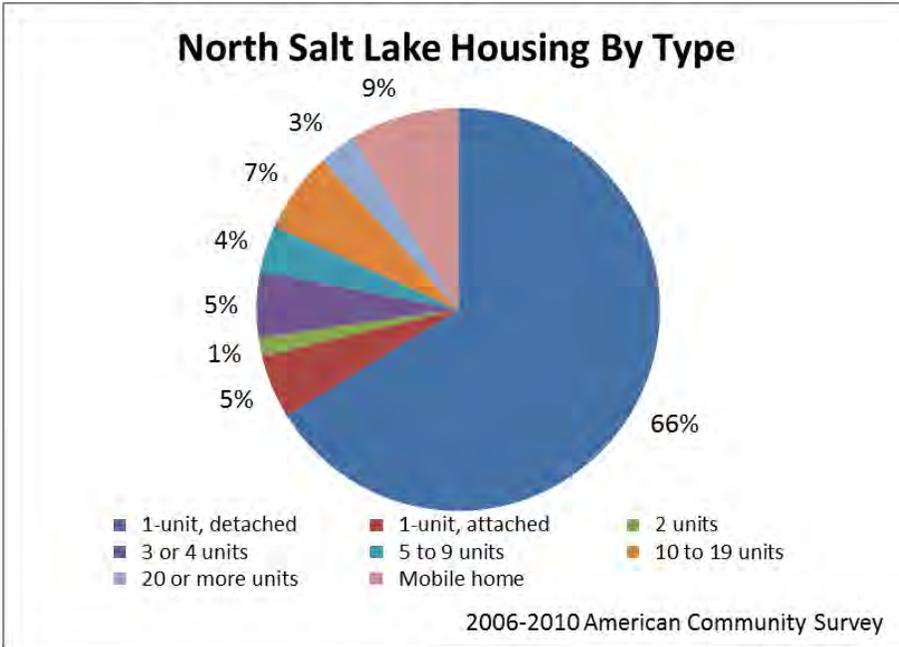
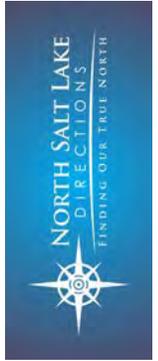
LU-4.6 ***Annexation.***

The City will pursue annexation of locations that are unincorporated in order to provide continuity and efficiency in the delivery of public services. Such areas may include unincorporated neighborhoods east of US89 north of the Town Center or locations in the south part of the City.

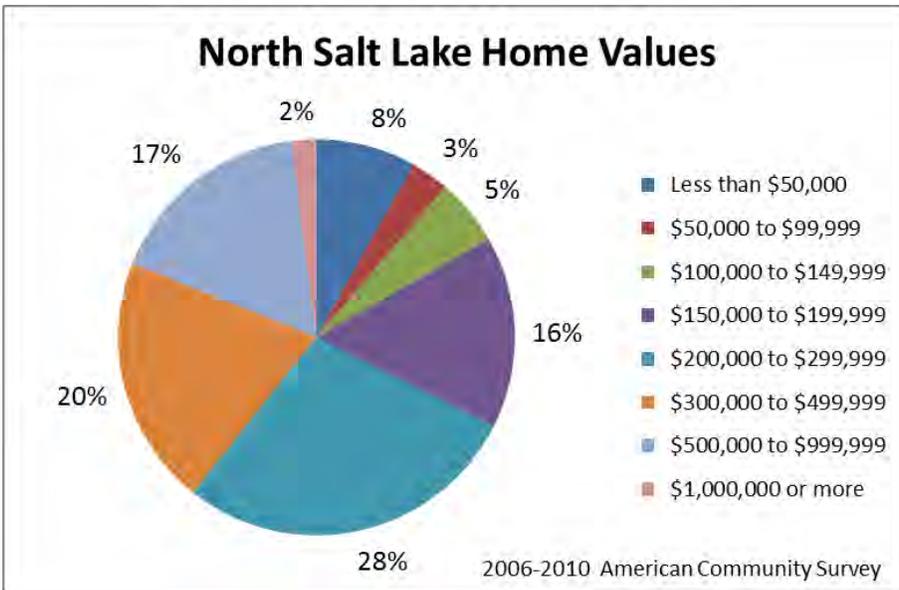
HOUSING

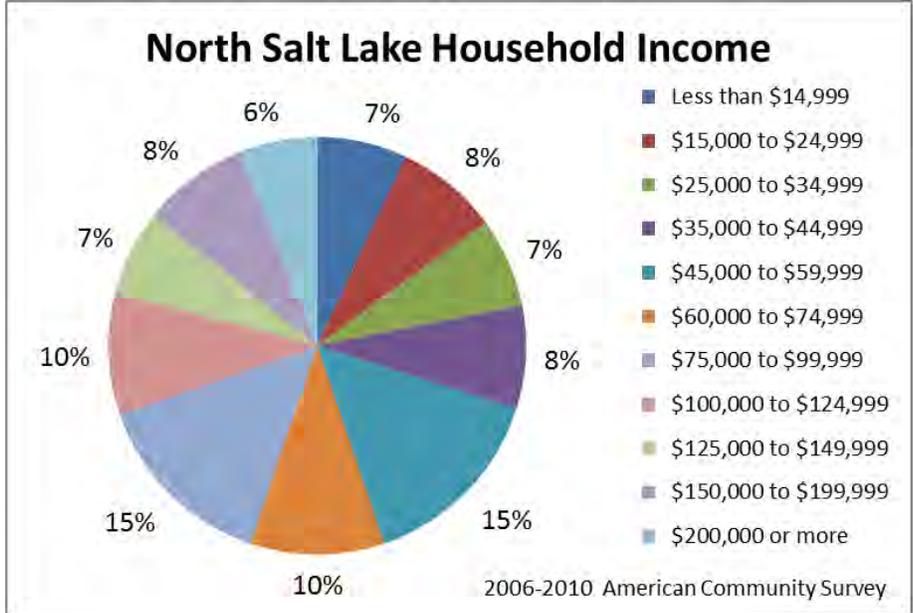
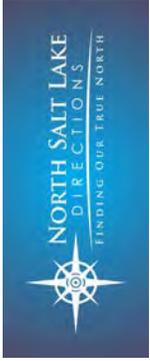
North Salt Lake is a city with a range of housing types and options available to residents. According to the 2006-2010 American Community Survey conducted by the US Census, the City is composed of approximately 66% single-family homes, 5% townhome or duplex, 20% multi-unit homes and 9% mobile homes.

The remaining vacant land, as zoned prior to this general plan update and exclusive of PD parcels, would yield approximately 930 additional single family homes and 50 townhouse or multi-unit homes.



The median house value in North Salt Lake is \$249,300.



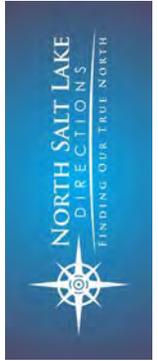


The median household income for North Salt Lake is \$66,992.

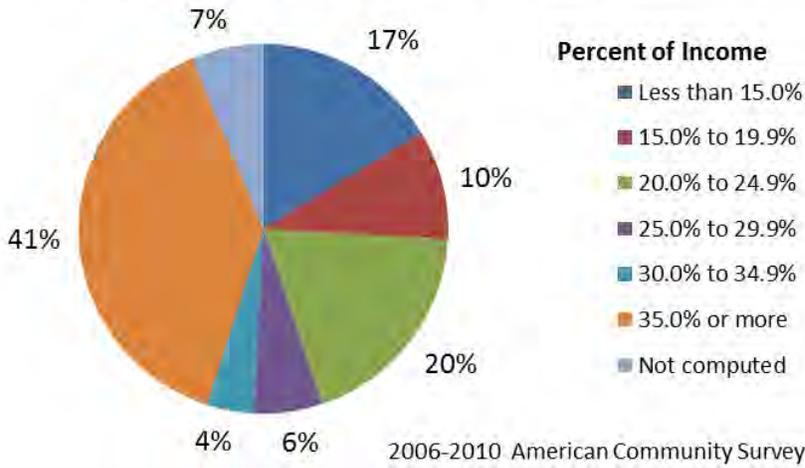
HOUSING AFFORDABILITY IN NORTH SALT LAKE

The following analysis examines how many current residents in NSL pay more or less than a reasonable 30% of their household income on housing.

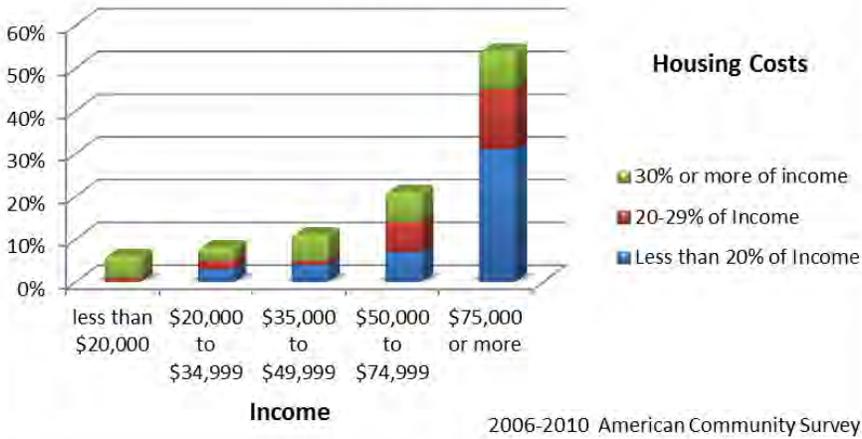
For those residents who own their homes, 30% are paying 30% or more of their income for housing costs. For those who rent, 45% are paying 30% or more of their income for housing costs.



North Salt Lake Gross Rent as a Percentage of Household Income



North Salt Lake Owner Occupied Housing Costs





Those residents that pay above 30% may be doing so because the type of housing they want is simply not available in NSL.

The number of housing expense-burdened households, by Income Category is as follows:

Owner Occupied	Households	Households paying 30% or more of income on housing	
less than \$20,000	229	83%	191
\$20,000 to \$34,999	265	38%	99
\$35,000 to \$49,999	431	55%	235
\$50,000 to \$74,999	807	33%	269
\$75,000 or more	2042	17%	340

Renter Occupied	Households	Households paying 30% or more of income on housing	
less than \$20,000	319	82%	260
\$20,000 to \$34,999	168	38%	63
\$35,000 to \$49,999	216	19%	41
\$50,000 to \$74,999	153	7%	11
\$75,000 or more	109	0%	0

Demographers know that major demographic shifts are expected in the City, the region and the United States -- stemming from the retirement of the baby boom generation.



As the general plan considers housing market shifts and demands for the next 20 years, there are a few key considerations.

- 1) Our population is aging. In 2010 15% of households in the Wasatch Front region are headed by a senior. By 2040, that will grow to 28% of all households led by a senior.
- 2) While this total percentage represents a significant difference: 28% up from 15%, the numerical increase in the size of key demographic characteristics in the Wasatch Front will be substantially more dramatic. Between 2000 and 2040, 78% of the growth in households will be from households without children. Much of this represents households where children will leave the house, coinciding with the aging of our population (projections prepared by Chris Nelson, University of Utah and supported by WFRC).
- 3) Because 78% of the increase in households will be from those without children, and from older households largely looking to downsize, this will have very significant impacts on the housing market.
 - a. Significant growth in demand for ‘downsized’ properties: single-family homes where the yard is very small or the yard space is maintained by an HOA, townhouses, apartments, and condos.
 - b. Growth in demand for housing near services and public transportation. Older households prefer to be closer to services and near transit (old age reduces the viability of driving yourself around town).

Goal LU-5

Enable a supply of housing appropriate for the City’s anticipated demographic composition

Policies:

LU-5.1 *Reduce, mitigate or eliminate local regulatory barriers to moderately-priced housing.* Relative to peer communities in South Davis County, North Salt Lake has fewer regulatory barriers to moderately priced housing. Barriers to keep low or remove if necessary include:



Implementation Strategies:

5.1.1 **Ensure proportionate open space requirements.** Multi-unit areas should have more open space or park requirements than single family areas because there is less private land for play. It is recommended that multi-unit developments not contain more than 20% open space.

5.1.2 **Reduce the risk associated with multi-unit entitlements.** Heavy reliance on uncertain approval processes (e.g., conditional approvals). The NSL Code as of 2012 lists Four-family units and multi-unit developments as conditional for the RM-7 and RM-20 districts, the only two zone districts where these building types are not prohibited.

1) Modify the RM-7 zone to make four-family units a by-right or permitted use. Accompany this zone change with appropriate design standards to ensure quality development for the City, but predictability for landowners.

2) Modify the RM-20 district to make multi-unit buildings a by-right or permitted use. Accompany this zone change with appropriate design standards to ensure quality development for the City, but predictability for landowners.

LU-5.2 *Evaluate actions taken by the City to encourage development of new moderately priced housing.*

LU-5.3 *Evaluate progress made within the City to provide moderately priced housing, as measured by permits issued for townhouses, duplexes, apartments, and condominiums.*

Implementation Strategies:

5.3.1 **Track and report moderately priced housing permits.**

LU-5.4 *Evaluate efforts made by the City to coordinate moderately priced housing plans and actions with neighboring municipalities.*

Implementation Strategies:



- 5.4.1 **Coordinate with cities upon adoption of the general plan.** Send a copy of the report to the Department of Community and Culture and Wasatch Front Regional Council.

LU-5.5 ***Ensure that high-density residential is high quality.***

Implementation Strategies:

- 5.5.1 **Pedestrian-friendly building design.** Require street orientation of buildings; front doors facing the street; a “street” may be an interior private street.
- 5.5.2 **Inconspicuous parking lot location.** Buildings and plazas should generally front streets and pedestrian circulation should be safe and convenient. Parking (unless configured as on-street parking) should be to the rear or side of multi-unit buildings and not between a building’s front façade and the closest public or complete private street.
- 5.5.3 **Attractive colors and materials.** Design standards should establish a color palette and materials designed to enhance the broader neighborhood within which the proposed multi-unit building will be built. Material standards should not add more than minor additional costs to construction.

PARKING

North Salt Lake is largely planned out. The remaining pieces of vacant land are an important resource for the City. NSL should use these spaces wisely by ensuring sites appropriately balance the competing space needs of building footprints, parking, landscaping, and open space in order to optimize economic, environmental, recreational, and quality of life outcomes.

Parking Standard Recalibration

In an effort to calibrate parking standards to anticipated demand, Table LU-7 compares existing NSL parking standards (2011) to observed usage as noted in the Institute of Transportation Engineers (ITE) Parking Generation manual (the 4th edition recently released in 2010). ITE’s Parking Generation is the industry standard document for surveying parking demand as a function of land use.



This analysis does not contrast all land uses delineated in the 2012 Land Use Ordinance. Rather, it compares more common land uses to get a sense of how standards relate to observed demand.

Table LU-7: Parking Requirements Analysis					
Land Use Designation	Current NSL Parking Requirement Text	Current NSL Parking Requirement, Spaces per 1,000 sf	ITE Parking Generation, 4th Edition, Land Use Designation	Average Peak Period Parking Demand (ITE)	Recommended NSL Parking Requirement
On-site Warehouse Storage	2 stalls per 1,000 sf of gross floor area for the first 10,000 sf plus 1 stall per 2,000 sf for the remaining space. Office area parking requirements shall be calculated separately based on office parking ratios.	2	warehousing	0.51	1
Convenience Store	1 stall per 200 sf of floor space plus 3 stacking spaces for drive-up windows	5	convenience market with gasoline pumps	8.38	6
Financial Establishment	3 stalls for every 1,000 sf of floor area	3	drive-in bank, suburban	4	4
Grocery Store	1 stall per every 200 sf of floor area	5	supermarket, suburban, weekday	3.78	4
			supermarket, suburban, Saturday	3.92	
General Office	1 stall per 250 sf for the first 20,000 sf, 1 per 300 sf thereafter, plus 1 stall per company owned vehicle	4	office building, suburban, weekday	2.84	3
Fast Food Restaurant	1 stall per 75 sf of floor area but not less than 5 stalls plus stacked parking for drive-in	13.3	fast-food restaurant with drive-through window, weekday	9.98	10
			fast-food restaurant with drive-through window, Saturday	8.7	
Sit Down Restaurant	1 stall per 100 sf of floor space, plus 5 stalls per employee during highest employment shift	20 (assuming 2 peak employees per 1,000 sf)	high-turnover (sit-down) restaurant (no bar or lounge), suburban, weekday	10.6	12
			high-turnover (sit-down) restaurant (no bar or lounge), suburban, Saturday	13.5	
Apartment/Condo: More than 4 Units/Building	2 stalls per unit, plus .25 stalls per unit for guest parking 2/minimum of 1 covered per unit	2.25 per unit	suburban	1.23	*1.5
			low/mid-rise apartment	per unit	per unit

**This parking recommendation is applicable only to areas of the City that are within 1/2 mile of U.S.-89.*



Goal LU-6

Maximize positive land use outcomes by using sites wisely

Policies:

LU-6.1 ***Just-enough parking.*** Ensure that there is enough, but not too much parking at strategic sites. Too much parking wastes the opportunity for tax-generating development.

Parking occupies a lot of space. We all want a parking space when we get somewhere, but if there are many parking spots sitting vacant a very large percentage of the time it represents a waste of land resources. Parking should be available for a strong majority of patrons during typical peak periods, but having enough parking for the biggest peak of *an entire year* (or even more than that) is wasteful, akin to buying a huge home because you occasionally host a family reunion.

Based on the contrast of 2012 parking requirements for typical land uses compared to ITE surveys of parking demand (see Table LU-7), parking recommendations include the following:

Implementation Strategies:

6.1.1 **Reduce retail parking standards by 25%**

There are some key exception to this reduction including convenience stores, which should have parking requirements increased.

6.1.2 **Reduce required restaurant parking when located in mixed-use areas**

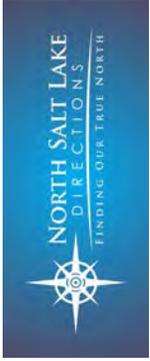
NSL regulations as of 2012 require parking for patrons and for employees. Based on rough calculations in table LU-7, this can lead to parking supply up to 100% greater than likely peak demand. Remove the employee parking requirement and standardize the parking requirement as a function of square footage.

In a walkable area where nearby office or residential patrons are willing to walk to restaurants, many fewer parking spaces are needed. Cities like Ventura, CA have seen restaurant demand multiply when parking requirements are reduced.

The Pros and Cons of Reduced Parking Standards

A reduction in parking standards does not force a developer to provide less parking; a developer can still provide more parking for whatever reason. The public policy question for NSL is this: do the public benefits of artificially high parking standards outweigh the public disadvantages?

Lowering parking standards to be consistent with industry observations may lead to a few occasions where parking occurs on-street, but will simultaneously increase the ratio of either economy-generating building activity or landscaping. The general plan recommends reduced parking standards on the basis that either additional buildings or landscaping are preferable to parking that sits vacant the vast majority of the year.



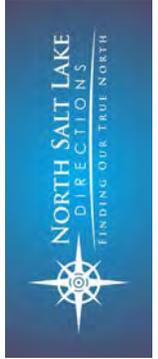
Given the fledgling state of the Town Center, a reduction in restaurant parking requirements could ignite interest in restaurants which, in turn, will stimulate community interest in the Town Center.

6.1.3 Incentivize carpooling

For larger office developments, e.g. 25,000 square feet or more, preferred parking should be provided for carpools/vanpools serving building occupants.

6.1.4 Provide bicycle parking

To facilitate bicycle commuting, secure bicycle storage should be provided at all commercial and multi-unit residential buildings for at least 15% of building occupants.

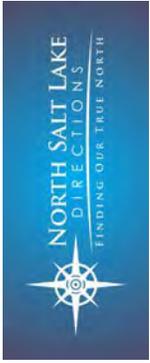


4 Transportation

Creating Great Places and Strong Connections

The purpose of the Transportation Element is to help the City of North Salt Lake achieve the following goals:

- *Establish and maintain a land use pattern and street system that moves traffic efficiently, reduces the need for vehicular trips, maintains good levels of service and contributes positively to the economic health and reputation of the City.*
- *Establish, improve, increase and promote vehicular access opportunities to South Davis County corridor connections on Regional and State transportation facilities.*
- *Pursue and maximize transit opportunities.*
- *Incorporate techniques and development standards that provide for and encourage transportation opportunities for pedestrians and cyclists in the City's trail and street systems and in its approval of future developments.*
- *Incorporate landscaping into the City's streets and path designs in an effort to improve the visual quality and overall aesthetics of the City and its travel corridors.*



Introduction

The Transportation Chapter delineates the goals, policies, and strategies designed to improve transportation in the City, and serves as the policy foundation for the City’s project review process and as a guidance document for all transportation-related planning efforts. It is meant as a reference for decision-makers, planners, engineers, architects, builders and the general public.

Transportation is much more than just making sure we can all drive from point A to point B without serious impedance. Transportation touches every aspect of modern life, and a major objective of this chapter is to enlighten community leaders on what they can do to ensure the transportation system will be aesthetically pleasing, cost effective, and functional and accessible for all modes of transportation.

A major objective of this chapter is to enlighten and educate community leaders on the importance and needs of regional transportation connections that benefit North Salt Lake City and South Davis County.

North Salt Lake Speaks

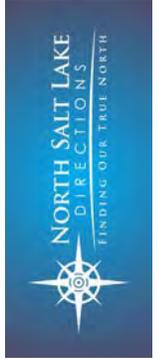
Through the public process, North Salt Lake residents discussed the conditions of Redwood Road and Highway 89 and expressed a desire to improve the aesthetics as well as biking and walking conditions.

WORKSHOP QUESTIONS

Which one of the following would you most like to see improved on Redwood Road?

Top responses:

- Aesthetic appeal of the street 28%
- Aesthetic appeal of buildings along the street 26%
- Selection of retail shops 23%



Which one of the following would you most like to see improved on Highway 89?

Top responses:

- Selection of retail shops 33%
- Aesthetic appeal of buildings along the street 24%
- Aesthetic appeal of the street 17%

To what degree do you support walk/bike improvements on key corridors, even if it means some constraints to auto movement?

- Not worth exploring, I have substantial concerns 3%
- Worth exploring further, but I have major concerns 40%
- Sounds like a good idea, but details need to be addressed 27%
- I strongly support this idea 30%

ONLINE QUESTIONS

What is the biggest traffic or roadway issue facing North Salt Lake?

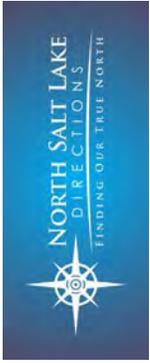
Responses listed in order of popularity:

- a) Freeway access
- b) East/West traffic flow and trains
- c) Intersection of Center St. and Main St.

What is the biggest walking or bicycling issue facing North Salt Lake?

Responses listed in order of popularity:

- a) More/better bike lanes, trails, and sidewalks
- b) Need better sidewalks and bike lanes on Redwood specifically
- c) Safety for pedestrians and cyclists
- d) Speed of traffic



Goals and Policies

This section of the Transportation Chapter describes goals and objectives that guide policy decisions within North Salt Lake consistent with the City's vision.

Creating Concentrated Development

Mix Uses. Promote residential, office, and targeted retail within the Town Center and the northwest quadrant of Redwood Rd. and I-215 area. Providing this mix will establish strong support for transit, and help shorten trip lengths. Infill and redevelopment opportunities along Highway 89 and Redwood Road may also support transit and create additional local employment opportunities.

Develop a tight grid of streets. The city should also support creation of a tighter grid of streets in these areas, and increase the amount of space dedicated to non-auto uses.

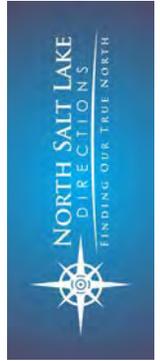
Discourage one story, auto oriented businesses. While we need all kinds of businesses within the Town Center one-story, auto-oriented businesses that consume a lot of land and require a lot of parking should be discouraged.

The Land Use & Transportation Connection

Every weekday, many thousands of commuters from Davis and Weber Counties travel through North Salt Lake on their way to the job centers in Salt Lake County. The disconnect between high concentration of jobs in Salt Lake County and high concentration of homes in Davis and Weber counties contributes to long commutes, congestion, air pollution, high energy consumption, and a need for expensive regional infrastructure projects. A positive jobs balance in Davis County would likely lower the average commute length from Davis County.

In Salt Lake County, Activity Centers with high-density residential buildings, office towers, and ground-level retail shops are emerging in Sugarhouse, South Salt Lake, and West Valley City. The core of Sugarhouse is nearly 4-miles from downtown Salt Lake City; West Valley's core is almost 6-miles. The proposed Town Center for North Salt Lake is about 5.6 miles from downtown and 7.6 miles from the entrance to the airport. A large number of professionals and business owners live in the area and might be interested in locating in an emerging Activity Center in North Salt Lake if an atmosphere change and renewal can gain momentum.

The City has a desire to support job growth and economic activity centers by maintaining an efficient local street system that moves traffic effectively and supports vehicular and other modes of transportation that the public needs in order to circulate in and move throughout North Salt Lake.



Goal T-1

Establish and maintain a land use pattern and street system that moves traffic efficiently, reduces the need for vehicular trips, maintains good levels of service and contributes positively to the economic health and reputation of the City.

Policies related to future land uses:

T-1.1 Create concentrated, mixed use development within the Town Center. Refer to Chapters 7 & 8.

T-1.2 Support infill and re-development opportunities along the Highway 89 and Redwood Road corridors.

Vibrant, active development and re-development in these key sites will improve regional mobility, increase the likelihood of gaining better access to nearby freeways and support the creation of transit options.

Policies related to arterial lane widths:

Lane widths on arterial streets typically range from as narrow as 9-ft in dense urban settings, to a 12-foot standard on freeways and high-speed arterials. When lanes are wide, drivers sense that they have a lot of room for error, and feel comfortable at high speeds – as intended on many streets. When lanes are narrow, drivers sense a need to drive slower. In mixed use high-density environments with many signals, crosswalks, and pedestrians, slower is safer, and reducing lane width is among the best ways to alert drivers that they are entering a sensitive area, and should slow down and remain on high-alert. Reduced lane widths also have the added benefit of saving space, which is vital in a situation where every foot is critical.

US-89 and Redwood Road currently have 12 foot lanes. On US-89, this width harkens back to the days when the highway was vital for long distance travel. With I-15, Legacy Parkway, and Commuter Rail, modeling done as part of this plan demonstrates that US-89 may never again be utilized by high volumes of traffic, and certainly not for high-speed, long distance travel except on rare occasions



when the freeways suffer from serious incidents. Even then, “high speed” is not a fair descriptor of the situation.

Documentation provided in the Appendix suggests that there is no measurable difference in the overall capacity of arterials with 10-ft lanes vs. arterials with 12-foot lanes.

T-1.3 *Center Street, Orchard Drive to I-15* - Reduce travel lane width where possible.

T-1.4 *Redwood Road* - Maintain 12-foot lane widths throughout entire length.

T-1.5 *Highway 89* - Reduce lane widths from 12-feet to 11-foot between 3800 South/350 North and the Beck Street entrance and maintain 2 lanes each direction (see Figure T.1: Highway 89 Cross-sections).

T-1.6 *Highway 89* - Coordinate with UDOT and UTA frequently regarding the ultimate cross-section and point out key benefits of reducing lane widths.

Policies related to parking within the Town Center and along Highway 89:

T-1.7 *Off-Street Parking* - Encourage contributions to public parking in lieu of private parking.

Public parking can be utilized more effectively, and can more easily be converted to garages when densities warrant.

T-1.8 *Side and Back Configuration* - When parking needs cannot fully be met with nearby public lots, encourage parking to the side of or behind buildings.

HIGHWAY 89 IN THE TOWN CENTER

“Highway 89” was once very critical for moving traffic through the region, but since the advent of I-15 and Legacy Parkway, Highway 89 is mostly used for local circulation and not for regional mobility. Within the Town Center area it no longer needs to be a high-speed auto-oriented arterial.



UDOT still believes Highway 89 performs a critical “relief valve” function when I-15 is under construction or otherwise has a problem. But reducing lane widths and travel speeds will not measurably affect its capacity to serve as a relief valve. Alternative Intersection concepts, if implemented, will actually improve average travel times on the street, while at the same time allowing the street to have narrower lanes, traffic calming features, and a reduced maximum speed limit.

The future needs and existing constraints of Highway 89 are complicated and not easy to resolve with simple cross-sectional diagrams. There is a clear need to define not just typical sections that meet the needs of UDOT, UTA, NSL, and other stakeholders, but also to create an ultimate right-of-way footprint that allows space for transit stations and queue-jumper lanes, turn-pockets, bike/pedestrian needs, etc. The city should immediately pursue defining the ultimate needs of Highway 89, but until that can happen, the proposed cross-sections seem to be a good blend of balancing stakeholder desires with existing constraints.

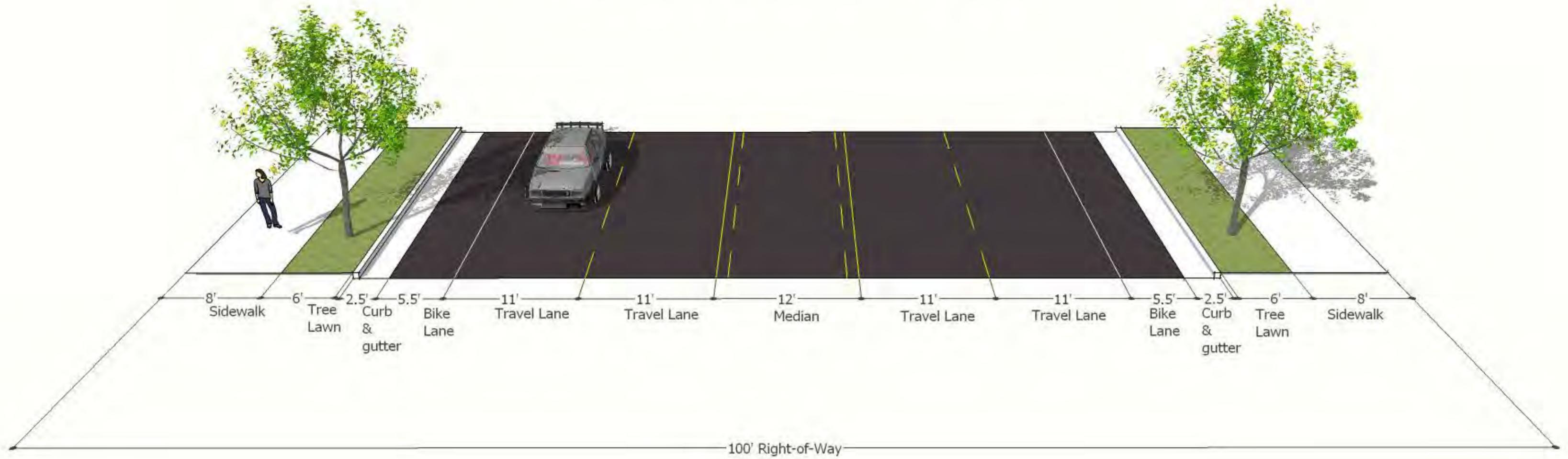
Policy related to Highway 89:

T-1.9 Perform a right-of-way analysis and needs study so that future development and re-development approvals along the corridor include needed adjustments that are in conformance with the City’s long-term objectives related to this corridor.

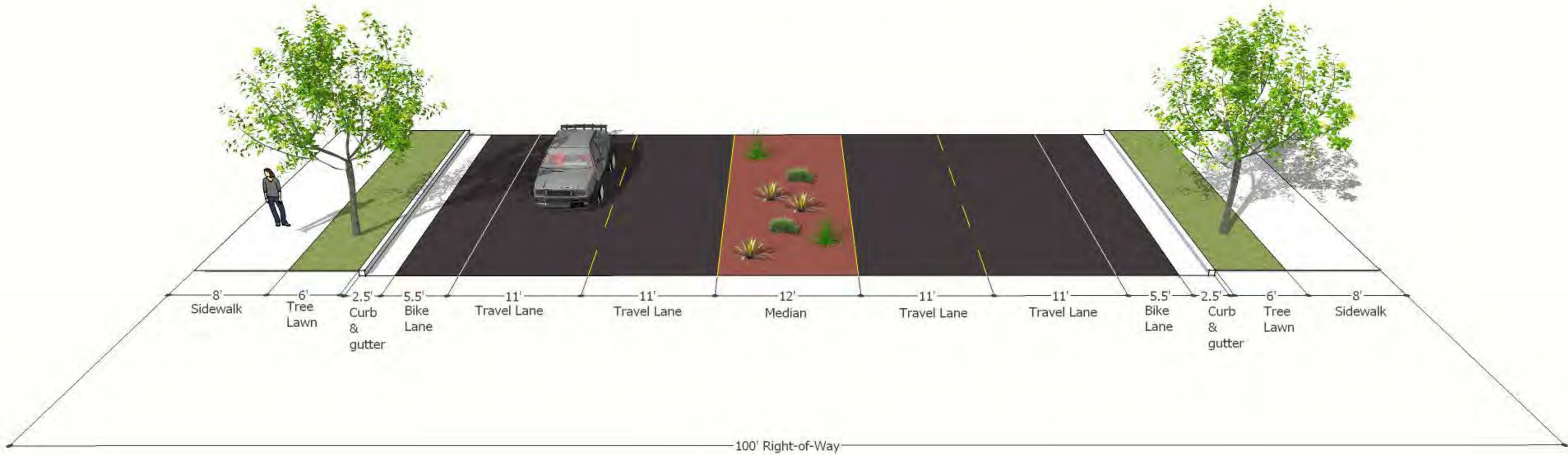
Figure T.1: Highway 89 Cross-sections

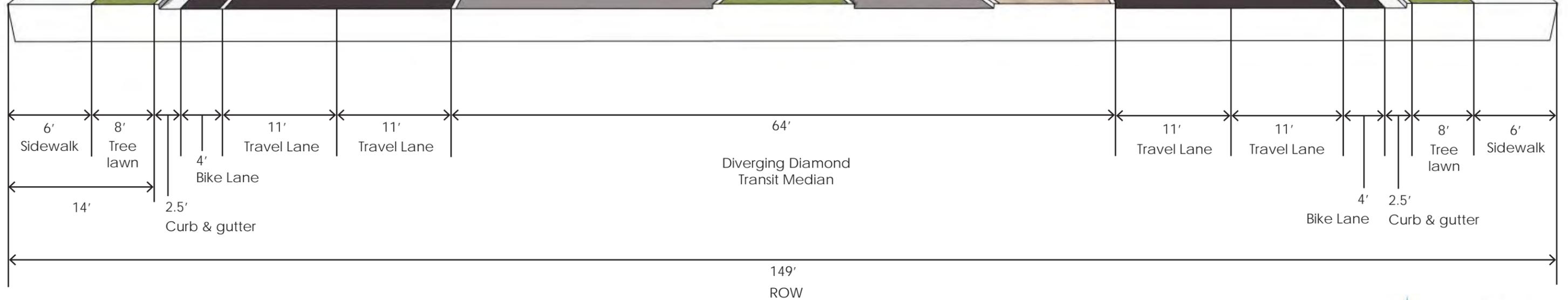
100 foot right-of-way is desired. The 149 foot right of way cross-section is applicable wherever there is an ellipse.

Highway 89: Center Turning Lane



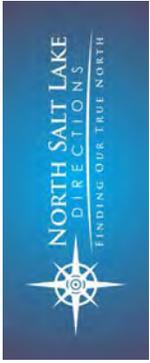
Highway 89: Planted Center Median





US 89 STREET SECTION (149')



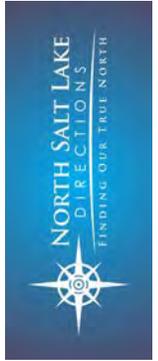


1100 NORTH/2600 SOUTH

The City is fortunate to have freeway access to Interstate 15 at the North end of the City through the 2600 South interchange. However, the inefficient geometry of this interchange and the local street system immediately adjacent to the facility has created large amounts of congestion and dysfunctional routing. At times during the day, particularly in afternoon peak hours, levels of service for this intersection completely fail and it becomes an extremely difficult and time-consuming route for commercial and residential traffic. This is exacerbated at times by the close proximity to at-grade rail crossings, traffic on Main Street and the close proximity of local industrial and residential land uses along the 1100 North corridor. It should be noted that this corridor is also the jurisdictional city limit line for both North Salt Lake on the south side and Woods Cross on the north.

In an effort to correct and upgrade this facility, the 2012 Utah Legislature passed a large transportation funding bill and the reconstruction of the 2600 South/I-15 interchange was included in the list of funded projects. Construction is expected to begin in 2013 and last approximately 12-14 months. This project will reconstruct the street and ramp system that supports the interchange, add left turn ramp lanes, provide for through movements on the west side of the interchange on 1100 North and address traffic entering this area from the north and south frontage roads located on the west side of the freeway. The results of the construction include a new and expanded bridge deck on I-15 and continuous movement of east/west traffic.

In addition to this interchange upgrade, North Salt Lake City was awarded a State transportation allocation for the purpose of reconstructing 1100 North from approximately 100 East (NSL coordinate) to Redwood Road. This project includes a widening of the road and complete re-surfacing. The project will not separate the roadway from the at-grade rail lines, but, when combined with the upgrades at I-15, will result in a vastly improved facility with a significant increase in functionality.



The City has two principal long-term objectives related to 1100 North: 1) add an oversize park strip and trail on the south side of the road; and, 2) accomplish grade separation of the roadbed from the UTA Frontrunner rail lines crossing this roadway.

Policies related to 1100 North:

T-1.10 *Cross-section on 1100 North*– The right-of-way for the area of 1100 North, south of the north curb and gutter for this roadway should be 61.5 feet and includes the following*:

- A 6-foot pedestrian trail
- An 8-foot landscaped park strip with large trees
- 2.5 feet of curb and gutter
- 2 5-foot striped bicycle lanes
- 2 12-foot vehicular travel lanes
- An 11-foot center median

**Sidewalk on the north side of 1100 North is not included in this cross-section since it is located in the corporate limits of Woods Cross City.*

T-1.11 *Grade Separation* – The City will initiate an engineering study to evaluate the technical merits and alternatives to separate 1100 North from the UTA Frontrunner rail corridor.

One of the deficiencies of the regional transportation system in South Davis County is the inability of vehicular traffic to move west of I-15 and east of Legacy Highway without being hampered many times per day by train traffic. While train traffic is vital, it does act as an impediment to the daily functions of regional commerce. North Salt Lake City will invite and promote a transportation concept of regional significance promoting South Davis County connections. A major objective of this effort will be to create a rational methodology and transportation plan which will join together a unified connection plan between I-215, I-15, Legacy Highway and transit plans. A main component of this effort will be to promote the grade separation of 1100 North and to provide funds for its design and construction.



CENTER STREET

Modeling suggests that Center Street will always perform well with just one lane in each direction between Redwood Road and Main Street. There are also few connecting streets or driveways between Redwood Road and I-15. This leads to the conclusion that there is no need to increase pavement widths for additional lanes nor is there a need for a continuous center turn lane. Instead the city should stripe for left turn pockets as needed.

Even if traffic never warrants additional traffic lanes, Center Street is still the most important connection between the network of multi-use trails on the eastern and western edges of the city. It is also the most critical component in creating a sense of connectedness between residents and businesses on each side of the City.

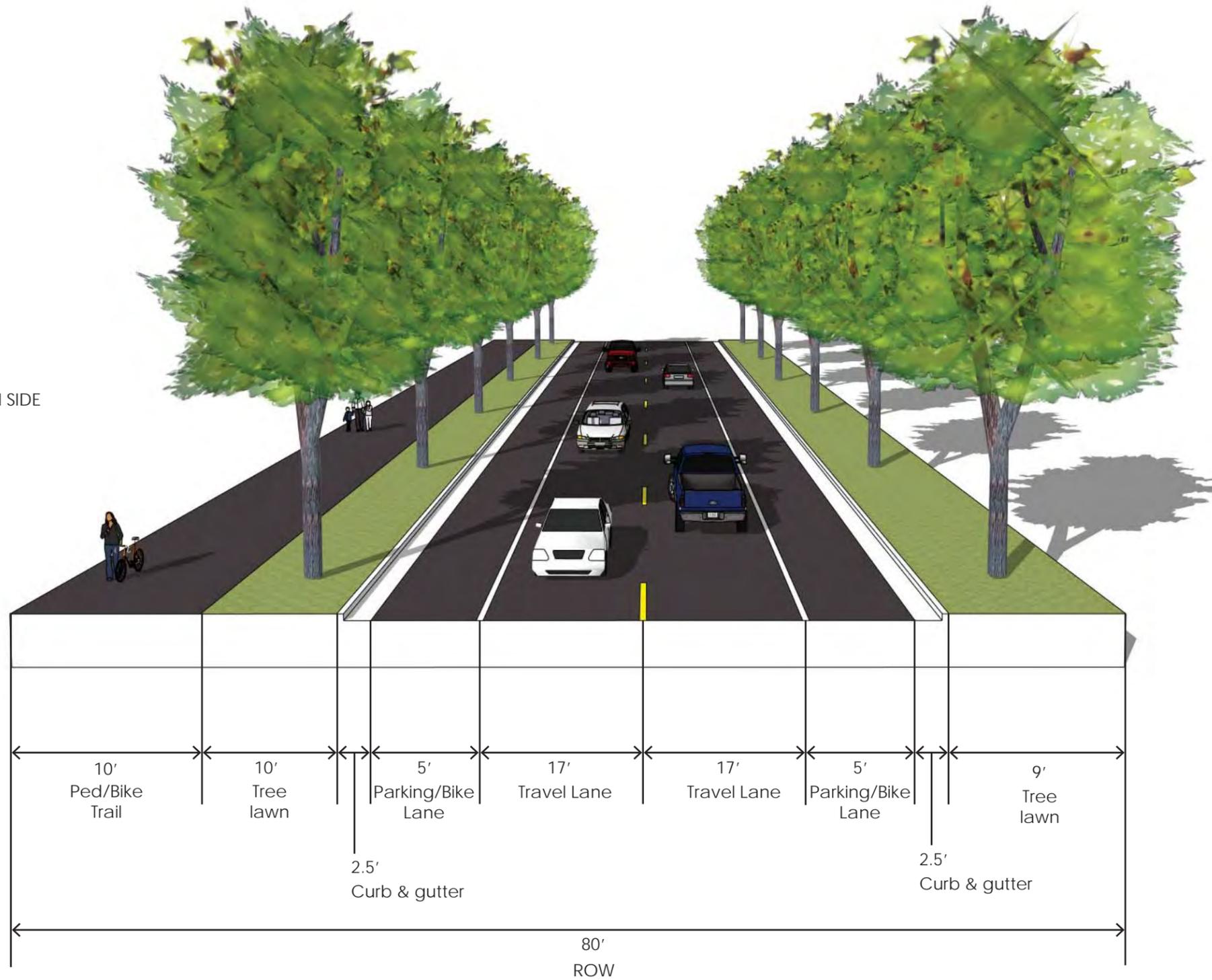
On Center Street, east of 400 West, there are varying widths of pavement. This plan recommends a minimum asphalt width of 40 feet in this location. Also recommended for this section is a 10 foot park strip to be used primarily for the placement of large uniform trees (see Figure T.2) and the 10 foot multi-use trail on the south side of the roadway. Since Center Street has a high share of truck traffic, the City should create the radii needed for trailer tracking on the cross streets and at driveways, rather than directly on Center Street. This may, in certain locations, require that the City have more than 40 feet of right-of-way; however, that should not detract from the overall goal of improving the aesthetic (trees) and function (trail) of this important east-west connector.

Policy related to Center Street:

T-1.13 *Pavement on Center Street* – The City should maintain a 40-foot standard of pavement in order to continue the 10 foot wide asphalt trail and widen the south side park strip in areas west of the rail corridors (approximately 300 West). The City should stripe for turn pockets as necessary at intersections and driveways. Maintain shared parking and bike lane where possible.

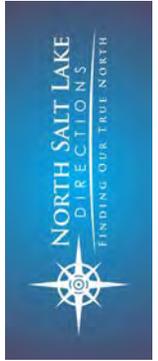
Figure T.2: Center Street Cross-section

SOUTH SIDE



CENTER STREET (82')





INTERSECTION OF REDWOOD ROAD AND CENTER STREET

At the intersection of Redwood Road and Center Street, more lanes are needed to store traffic and to reduce green time needed to clear that storage. Trucks take up a lot of space, and they take a long time to accelerate. With the high number of trucks turning left onto southbound Redwood Road from Center Street, there is a need to identify the best way to accommodate left turns at this intersection.

Policies related to the intersection of Center Street and Redwood Road:

T-1.14 Perform an intersection need and subsequent facility design study to improve storage capacities and turning movements at the intersection of Redwood Road and Center Street.

T-1.15 Coordinate with UDOT to determine how best to accommodate a large number of left-turning movements so that the intersection can serve both autos and trucks relatively quickly. This study should also include the feasibility of a new collector road system located south of Center Street and east of Redwood Road that could have the effect of providing an alternative way to move from Redwood Road to Center Street and vice-versa.

Goal T-2

Establish, improve, increase, and promote vehicular access opportunities to South Davis County corridor connections on Regional and State transportation facilities.

REGIONAL FREEWAY ACCESSIBILITY

The goal of this section is to generate ideas for geometric changes involving freeway access and discuss some of the opportunities and challenges each creates. These ideas can then be studied and evaluated before taking the best ideas to UDOT. The City's preferred concepts are shown in this section. Other potentially viable concepts are in the Appendix, to be referenced if necessary.

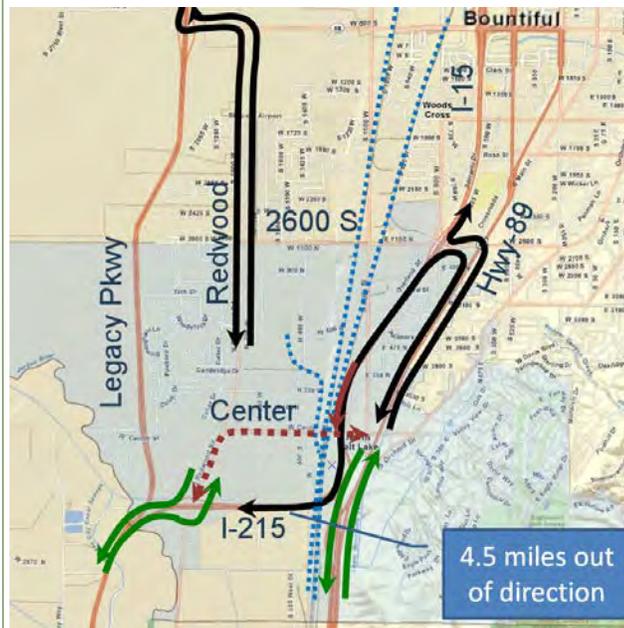


All drawings depict only significant movements. No operational analysis, environmental analysis, or cost analysis has been conducted.

Freeways are a dominant aspect of the city, but ironically poor freeway access is a major factor that is likely impeding the emergence of Activity Centers in North Salt Lake and creating inefficient use of transportation facilities that could otherwise benefit the entire region. I-15, I-215, and Legacy Parkway all run through North Salt Lake, and from some directions accessibility is very good. Figure T.3 shows that to and from the south, access is very good from both I-15/Beck Street, and from the Redwood Interchange. But other directions are circuitous and unintuitive. From I-215 to the core of the city is 4.5 miles out-of-direction, which is why most people instead take Center Street, which with three tracks to cross and a terribly inefficient four-way stop, is both slow and unsightly.

As previously mentioned in this plan, 2600 South is a full interchange, but its arrangement is awkward and there is more congestion than the volumes suggest, mostly due to the dysfunction of the geometry of the current ramps and roads surrounding this interchange.

Figure T.3: Freeway access



ACCESS TO AND FROM I-15 AND I-215 NEAR TOWN CENTER

The City's redevelopment efforts in the Town Center would likely benefit from improved access to the freeway system. Improved access would also reduce congestion and reduce the need for railroad grade separation on Center Street. It would also

Freeway access paths to and from North Salt Lake. Green accesses are relatively good, black is relatively poor. Note that many drivers use the Redwood interchange and travel on Center Street to access the Town Center.



improve driver expectations. This section highlights some of the key arguments in favor of additional access, along with the preferred concept for improved access. Alternative concepts are shown in the Appendix, to be pursued in the event that the preferred concept cannot be built for some reason.

New access would improve driver expectancy

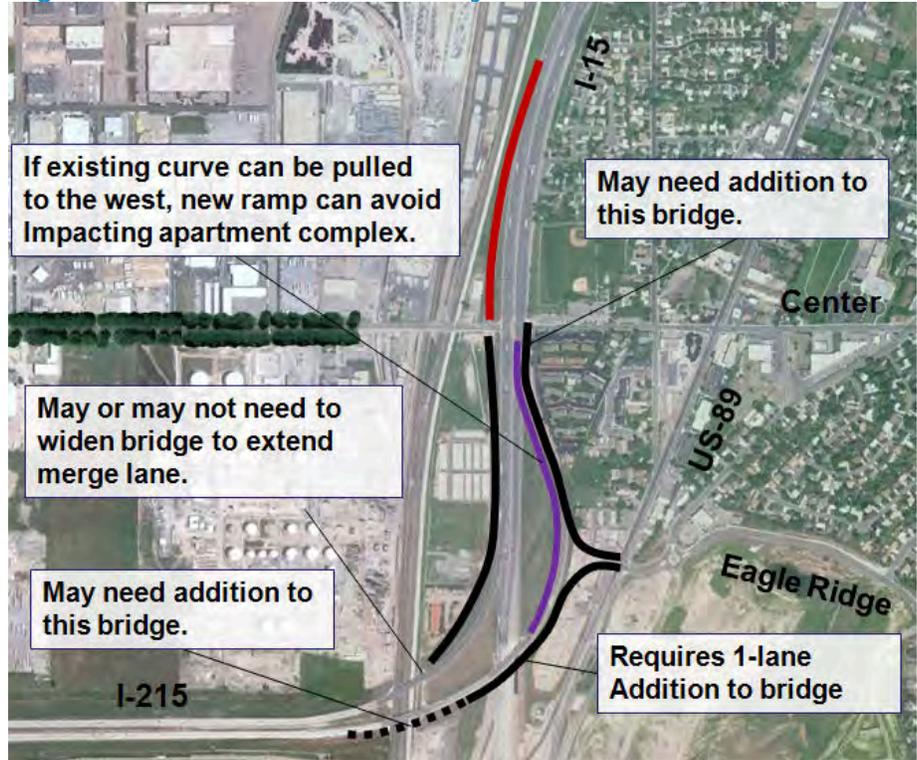
Presently, there is a single off-ramp from I-15 southbound at Center Street. This creates a “driver expectancy” problem that the Federal Highway Administration (FHWA) often seeks to remedy. If drivers can get off the freeway at a certain point, they expect they should be able to get back on for their return trip at the same point. Meeting this driver expectancy is important to the FHWA. Their policy guidance is to accept zero ramps or four ramps, but avoid something in between except under extreme circumstances. There are several potential configurations that would create four ramps, and might be both feasible and relatively low-cost. In our contacts with FHWA for this plan, they have expressed a willingness to consider ideas for constructing three more ramps.

FULL TRUMPET INTERCHANGE AT I-15 AND THE TOWN CENTER

The City’s proposed eastbound off-ramp from I-215 and Highway 89 requires adding 1-lane to the bridge deck over I-15. Because the storage space is very short where cars would exit the freeway and stack on the west side of Highway 89, the deceleration lane may also ultimately need to extend back further, requiring another lane on the bridge deck over the railroad. This may interfere with the location of the existing freeway link for eastbound I-215 transitioning to northbound I-15 (shown in purple on Figure T.4: Town Center Freeway Access). That link may have to be re-located west so that the new northbound on-ramp could fit without impacts to an existing apartment complex. In addition, as vehicle streams merge over Center Street, there may be a need to add to the existing bridge deck. This is not a prohibitively expensive solution, and should definitely be advanced as part of a feasibility study.



Figure T.4: Town Center Freeway Access

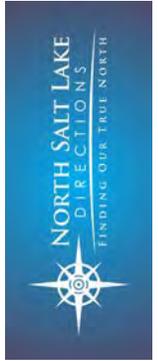


New ramps will reduce regional and commuter traffic volumes on I-15. Presently, drivers on I-215 destined for North Salt Lake must exit at 2600 South, and then come back to their destination via US-89. New ramps near the Town Center would allow them to avoid this congested portion of I-15. Another argument is that many drivers use the Redwood Road exit, and then travel into North Salt Lake via Center Street. This eventually creates significant pressure to grade separate Center Street from three railroad corridors, which will be extremely expensive if it is even feasible. Ramps serving the Town Center would effectively eliminate much of the pressure on Center Street.

Model Results

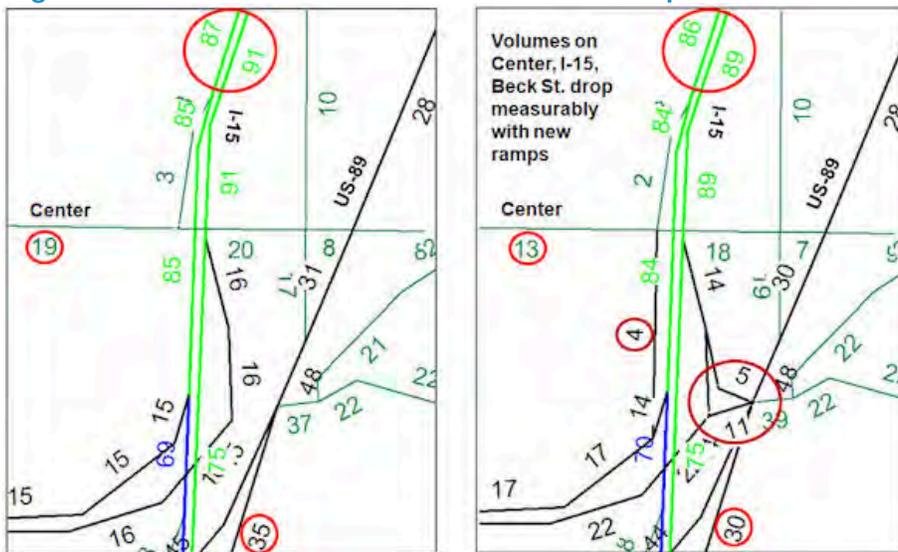
This plan tested what would happen using WFRC’s travel demand model if the preferred Town Center ramp option were built. According to Figure T.5 below, without any new ramps, volumes on Center Street could climb up to 19,000 vehicles per day by 2040.

UDOT’s traffic counts showed just over 11,000 in 2009. With the new ramps, volumes would drop back to 13,000. Even though this



is higher than today's volumes, it would prove more manageable than today's volumes because the PM peak traffic would generally use the new ramps. Notice that the new ramps also reduce volumes on the I-15 mainline. This is because currently, too many people are forced to go to the 2600 South interchange. Opening this relief valve would make it just that much easier to manage I-15 itself.

Figure T.5: Model Results – Town Center Ramps



Three new freeway ramps serving the Town Center would reduce volumes on Center Street from 19,000 vehicles per day in 2040 to 13,000. There were about 11,000 in 2009. They would also reduce volumes on Beck Street and I-15 itself.

Policies related to freeway access for the Town Center:

T-2.1 Pursue a feasibility study to better develop the best ideas in this plan and to more fully understand the feasibility and potential construction costs of access options.

T-2.2 Improve regional access to the Town Center by working with UDOT to advance access ramp options for the Town Center.

T-2.3 Coordinate regularly with UDOT, WFRC and State legislators to meet its objectives related to improvements to and access to freeways and other major transportation facilities.



T-2.4 North Salt Lake should promote ideas and proposals in this Plan as solutions for larger regional transportation-related issues.

A project to improve access to the Town Center is shown on the last phase of WFRC's Long Range Plan (to be built by 2040 in conjunction with the new ramps at I-215 and Legacy Parkway). Eliminating the flyover portion of the project might make it possible to advance the local access ramps to an earlier phase, but it will take considerable political effort if this is to be built any time soon. City personnel and elected officials should meet regularly with UDOT, WFRC, and State Legislators, and remind them of the powerful arguments in favor of the ramps, including the low-cost of constructing ramps, improved driver expectancy, reduced need to grade separate the railroad at Center street, reducing volumes on I-15, supporting the auto-side of Transit Oriented Development, and highlighting the politically supportive community.

FREEWAY ACCESS IN THE SOUTHWEST QUADRANT

As previously established in this chapter, the residents and businesses in the City of North Salt Lake have a need for greatly improved access to highway and freeway systems. The neighborhoods on the west side of the City along the Redwood Road corridor are no exception. The purpose of the City's adopted General Plan document is to identify such deficiencies and propose potential solutions that the City may pursue. This plan will become the guiding set of goals, policies and strategies that the City will pursue in order to improve access to State highways.

This section of the chapter has raised the following issue: what are the best alternatives to provide access to the State's highway system for the southwest quadrant of the City? There are three alternatives that this section of the plan will review:

- 1) Access to Legacy Highway via Center Street.
- 2) Flyover ramps connecting Legacy Highway and I-215.
- 3) Re-construction of the interchange of Redwood Road and I-215.



This section of the plan will explain these alternatives and establish the City's adopted policies which it may pursue in the future to improve access to the highway system.

CENTER STREET AND LEGACY PARKWAY

There is currently no access to Legacy Parkway from within North Salt Lake. As congestion on Redwood Road increases, access at Center Street will become more important. UDOT did not provide ramps at Center Street, because there was almost no demand for them in the models used at the time, and because UDOT was concerned about potential conflicts with future ramps connecting I-215 and Legacy Parkway that were contemplated at the time. With the potential for higher density uses on and near the intersection of Center Street and Redwood Road, and with future development west of Legacy Parkway in Salt Lake County and north of the Salt Lake International Airport, volumes using Center Street ramps may be enough to justify these access points.

For this plan, a 2040 model was run assuming full, aggressive development of the property in the Northwest quadrant of Redwood Rd. and I-215 with a hypothetical 1,000 dwelling units and 1,000 jobs, and also modest 700 residential units west of Legacy and north of the Airport. There is more development potential than this at build-out, but this is a safe assumption for 2040. Under these circumstances, the model suggests each ramp would have between 3,000 and 4,000 vehicles per day. For comparison, ramps at 2600 South are nearly double this amount, but that does not mean the ramps at Center Street are not worth the investment. They would be far from the busiest in the system, but their low cost makes them practical, and it is worth protecting the footprint necessary to build the ramps.

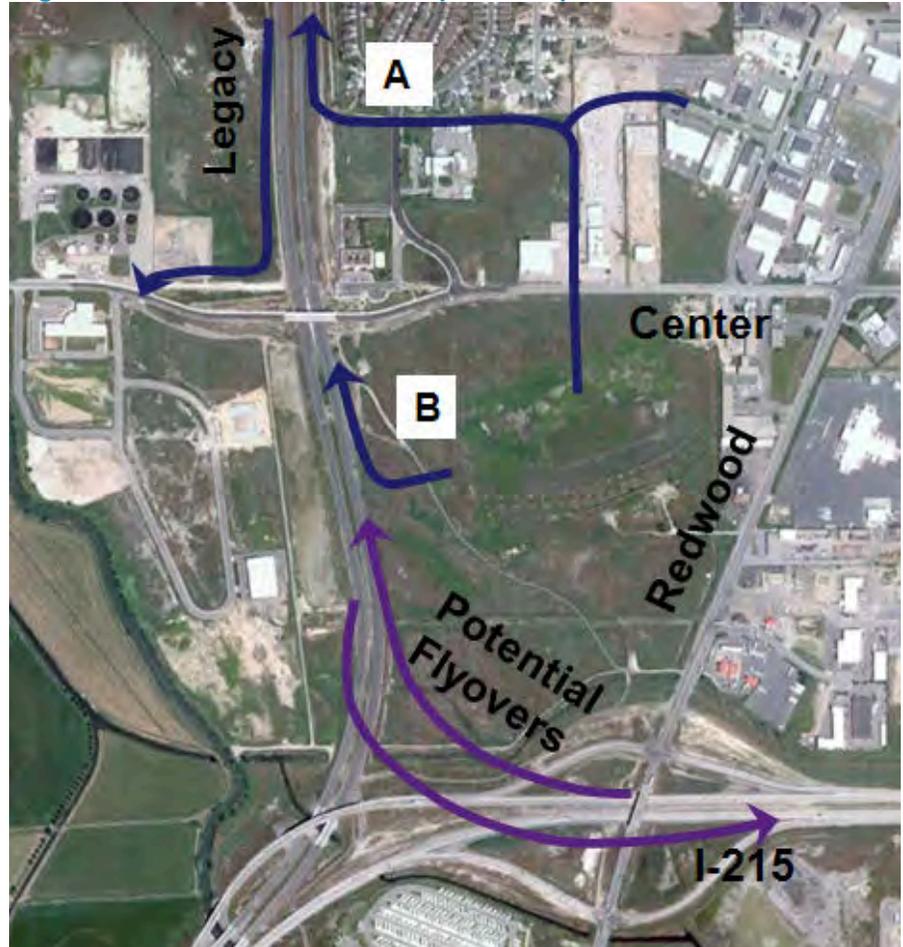
CENTER STREET RAMP CONCEPTS

Two options for creating a northbound interchange on Legacy Parkway appear to be compatible with the existing bridge at Center Street and could be built at relatively minor cost.



In Figure T.6, “half-trumpet” designs are shown as **Options A and B**. **Option A** would not impede UDOT’s ability to widen Legacy Parkway, if needed, in the future. It also helps integrate vacant

Figure T.6: Center Street Ramp Concepts



Half-Trumpet concepts for access to and from the north on Legacy at Center Street

and under-utilized land north of Center Street with land use plans south of Center Street. The more land that can be developed at higher intensity, the more likely UDOT will support access to Legacy.



Option B would require adding a lane under the bridge. There is currently enough room for this lane, but to use this space for the Option B ramp would hinder UDOT’s ability to widen Legacy Parkway to 3-lanes per direction when that time comes. Because this interchange could be difficult for UDOT to support under any circumstance, an insistence on Option B could mean no interchange will ever be built.

Policy related to Center Street access to Legacy Parkway:

T-2.4 Pursue on and off ramps at Center Street and Legacy Parkway as described in this Plan.

The west end of Center Street and surrounding area is highly visible from I-215 and Legacy Parkway, which makes it a good candidate for businesses with a regional customer base. Creating on and off ramps to and from the north on Legacy Parkway, would greatly benefit commercially viable properties in the area. There are potential options that appear compatible with the existing bridge at Center Street and could be built at relatively minor cost.

PROPOSED LEGACY RAMPS

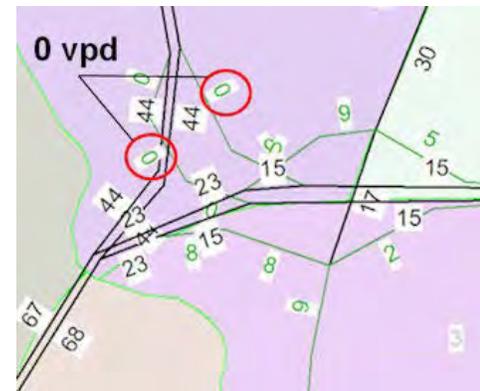
When UDOT designed Legacy Parkway, they obtained environmental clearance to construct system to system flyover ramps from southbound Legacy to eastbound I-215, then again to southbound I-15 (as well as the reverse trip). UDOT opted not to build these ramps with the initial Legacy Parkway construction because they are extremely expensive, and because forecasts at the time suggested they would be very underutilized.

An updated 2040 model was run for this plan to determine volumes on these ramps. The model detected zero vehicles per day would use these flyovers. In reality, there may be one or two thousand vehicles per day, but this cannot justify the hundreds of millions of dollars that may be necessary for these ramps, and their companion ramps at I-15.

Why are these flyover ramps so underutilized?

It is estimated that during periods of normal freeway operations, vehicles traveling on I-15 from Salt Lake into Davis County would

WFRC’s model implies there will be zero vehicles per day on the system to system flyovers that would connect Legacy Parkway to I-215. In reality there may be a thousand or so trips, but hardly enough to warrant the expense of construction, and the general impacts to the City.





not choose to travel west to Legacy Parkway, only to then angle back to the east and join up with I-15 again in Farmington. The only reason to do that is if I-15 has a serious incident, or it is massively congested and cannot be widened any more.

On such days, most people coming into Davis from Salt Lake have the option to first travel over to I-215 using I-80, then transition from I-215 to Legacy. As guidance technology improves, enough people will do this that the flyover ramps in question will truly be redundant and unnecessary.

UDOT recognizes there may never be a need for these ramps, but they currently own the land and may want to keep their options open. The region and entire State of Utah would financially benefit substantially if UDOT never builds this project. Some additional considerations are:

- ***Land for development.*** The project would require a considerable portion of the northwest quadrant of Redwood Road and I-215 property. UDOT already owns this area, but if they could be convinced the project will always have a very poor return on investment, they may agree to sell much of their property in the northwest quadrant of Redwood Road and I-215. The sale of this land could potentially fund the access ramps at Center Street.
- ***Viewshed.*** Flyovers are very high, and add to the sense of industrial overload. They would also make it all the harder to ever construct access ramps to and from the City, both at Center Street and at the Town Center.

Policy related to flyover ramps at I-215 and Legacy Parkway:

T-2.5 *Remove I-215/Legacy Parkway flyovers from regional plans* – The City should work with UDOT and WFRC to remove all intent to construct these flyovers, pointing out that they will have low usage, high costs, and are unnecessary even during major I-15 shutdowns since Legacy Parkway can be accessed from I-215.

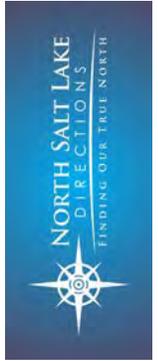


Figure T.7: Redwood Road & I-215 Interchange Concept



Concept for temporarily restriping Redwood

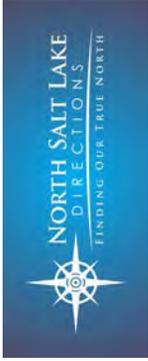
REDWOOD ROAD AND I-215 INTERCHANGE

The Redwood / I-215 Interchange started out as a rural interchange with a narrow bridge deck. The area now has a significant industrial base, attracting truck traffic that congests the interchange, and the area also continues to expand its residential and general commercial base.

This interchange is overloaded now, and will only get worse. The bridge deck needs widening to support 2-lanes in each direction across the deck. This interchange would also be relatively simple to convert into a Diverging Diamond Interchange.

Temporary Restriping of Redwood Road

Redwood Road needs to have a 5-lane cross-section between I-215



and Center Street. It will be necessary to pipe an existing drainage ditch along the eastern edge, or else the entire road must be shifted westward in lieu of piping the ditch.

The striping of Redwood Road is a good temporary solution that would work for 5-7 years. Presently, there is enough room to restripe for 5-lanes by temporarily eliminating the shoulder on the west side.

Policies related to Redwood Road and I-215:

T-2.5 Work with property owners adjacent to Redwood Road between Center Street and I-215 to establish 5 lanes of travel by either temporary striping or more permanent widening where possible and feasible.

T-2.6 Pursue the redevelopment of the freeway interchange at I-215 and Redwood Road.

Goal T-3

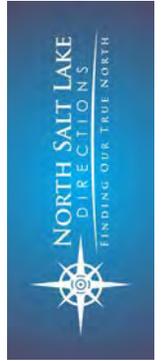
Pursue and maximize transit opportunities.

TRANSIT IN NORTH SALT LAKE

The potential for a major transit investment on Highway 89 is addressed in other contexts throughout this Plan and in many separate studies. This section focuses specifically on the history of transit concepts up to this point, identifies the city’s current position regarding transit, and offers suggestions for helping the City work with UTA to craft a transit project that is timely and can leverage the project in pursuit of the City’s overall objectives for the Town Center.

2008 South Davis County Transit Study

In 2008 UDOT and UTA conducted an alternatives analysis to identify a locally preferred alternative for additional transit in South Davis County. Figure T.8 below is an excerpt from the Executive Summary of that document (their numbering – Tables 4 & 5). That LPA reflected a desire for a rail-based alternative



(Streetcar) between SLC and Parrish Lane in Centerville, and Enhanced Bus north of that. The study acknowledges that an Environmental Impact Statement would have to follow, and Enhanced Bus, BRT, and Streetcar options are all strong options, but that the streetcar was what the local stakeholders preferred at the time.

Since 2008, WFRC's Regional Transportation Plan has since suggested that the prospects of funding Streetcar construction before 2040 are extremely low, and they have recommended phased construction of Bus Rapid Transit that can ultimately transition to a streetcar. For various reasons outlined in this section, North Salt Lake supports this general approach.

WFRC 2011 Regional Transportation Plan

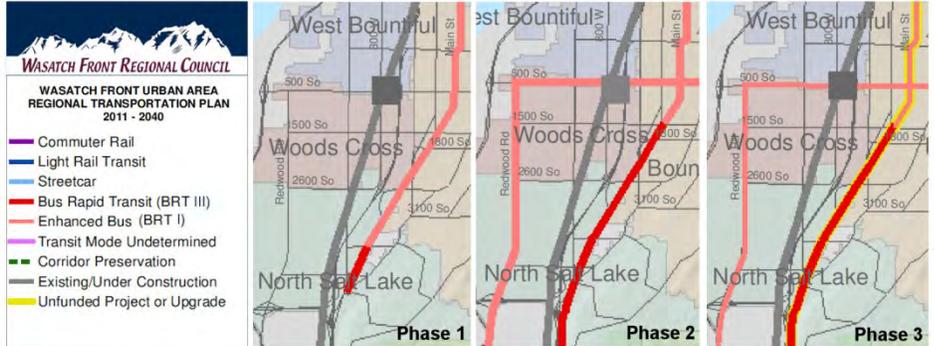
There are two projects shown in WFRC's transit plan that affect North Salt Lake: an enhanced bus on Redwood Road; and a multi-phase project on Highway 89. Figure T.8 shows the phasing sequence, and corresponding table describes the difference between Needed Modes and Funded Modes. Highlighted in yellow are project segments of interest to North Salt Lake, primarily related to premium transit on Highway 89. The table recognizes that the 2008 South Davis Transit Study identified Streetcar as the locally preferred option (shown as needed), but in WFRC's estimate, it cannot be funded until sometime after 2040 (shown as Funded).

Between now and the time when streetcars can be funded, WFRC recommends incrementally constructing a Bus Rapid Transit (BRT) line, with stations that create the look and feel of streetcars, and will in fact be compatible with an upgrade to streetcars. Because BRT is far less expensive than a streetcar, WFRC estimates the portion in North Salt Lake could open yet this decade in Phase 1.

The WFRC, the Utah Transit Authority, the City of North Salt Lake, Bountiful City and Salt Lake City are joint financial participants, along with a federal grant, in a study effort to perform a follow-up analysis that will look at transit options in South Davis County. The expected completion of that study will be the summer of 2013.



Figure T.8: WFRC Transportation Plans for NSL



	PROJECT		LOCATION	
	Needed Mode	Funded Mode	From	To
2011 - 2020	North Ogden - Salt Lake (First of Three Phases)			
	Bus Rapid Transit	Corridor Preservation	4400 South (Roy)	Davis County Line
	Bus Rapid Transit	Corridor Preservation	4400 South (Roy)	Davis County Line
	Bus Rapid Transit	Corridor Preservation	Davis County Line	651 North / SR-126
	Bus Rapid Transit	Bus Rapid Transit	HAFB West Gate	200 North / SR-126
	Bus Rapid Transit	Enhanced Bus	200 North / SR-126	Clearfield FrontRunner Station
	Rail/Bus Rapid Transit	Enhanced Bus	Main Street / Parrish Lane Centerville	3800 South Bountiful / US-89
	Rail/Bus Rapid Transit	Bus Rapid Transit	3800 South Bountiful / US-89	US-89 / Eagleridge Drive
2021 - 2030	North Ogden - Salt Lake (Second of Three Phases)			
	Enhanced Bus	Enhanced Bus	2700 North / Washington Boulevard	12th Street / Washington Boulevard
	Bus Rapid Transit	Bus Rapid Transit	12th Street / Washington Boulevard	Ogden Intermodal Center
	Bus Rapid Transit	Enhanced Bus	Washington Boulevard / 36th Street	4400 South / Bamberger Rail ROW
	Bus Rapid Transit	Bus Rapid Transit	4400 South / Bamberger Rail ROW	Davis County Line
	Bus Rapid Transit	Bus Rapid Transit	Davis County Line	HAFB West Gate
	Bus Rapid Transit	Bus Rapid Transit	200 North / State Street	Clearfield FrontRunner Station
	Bus Rapid Transit	Enhanced Bus	Clearfield FrontRunner Station	Farmington FrontRunner Station
	Enhanced Bus	Enhanced Bus	Farmington FrontRunner Station	Parrish Lane / Main Street
	Rail/Bus Rapid Transit	Bus Rapid Transit	1500 South / Main Street	3800 South Bountiful / US-89
	Rail/Bus Rapid Transit	Bus Rapid Transit	US-89 / Eagleridge Drive	Salt Lake County Line
	Rail/Bus Rapid Transit	Bus Rapid Transit	Salt Lake County Line	Salt Lake Intermodal Center
2040	North Ogden - Salt Lake (Third of Three Phases)			
	Bus Rapid Transit	Bus Rapid Transit	Washington Boulevard / 36th Street	4400 South / Bamberger Rail ROW
	Bus Rapid Transit	Bus Rapid Transit	Clearfield FrontRunner Station	Farmington FrontRunner Station
WITHOUT FUNDING	North Ogden - Salt Lake, South Davis Segment			
	Enhanced Bus	Streetcar	Parrish Lane / Main Street	1500 South / Main Street
	Rail/Bus Rapid Transit	Streetcar	1500 South / Main Street	3800 South Bountiful / US-89
	Rail/Bus Rapid Transit	Streetcar	US-89 / Eagleridge Drive	Salt Lake County Line
	Rail/Bus Rapid Transit	Streetcar	Salt Lake County Line	Salt Lake Intermodal Center

BRT technology is evolving far more quickly than anything else in the industry. Many systems are emerging that create a sense of permanence, reliability, high visibility, and appeal similar to rail. With these features, they attract good ridership – not necessarily as high as rail, but because the cost is so much lower, the return on investment can be much better.

Policies related to Bus Rapid Transit:

T-3.1 *Transit on Highway 89* - The City desires to establish a quality pedestrian environment, new bike lanes on Highway-89, ellipses that aid in general circulation and also serve as transit stops, and potential landscaped medians made possible by the ellipses. The City supports

Queue Jumper Lanes vs. Exclusive Right-of-Way

Queue Jumpers, transit stops in the median of ellipses, and other general enhancements that would be compatible with both high-quality BRT and Streetcar. The City plans to work with UTA to find an ideal transit solution for both UTA and the City.

T-3.2 Transit Stations - The City will pursue implementation of three transit stations along Highway 89: Eaglewood Village, the Center Street area, and the 3800 S./350 N. area.

These locations are roughly ½ mile apart, in keeping with design criteria for BRT and Streetcar, and with the intensity being planned, it makes sense to have all three. Figure TC.2 in the Town Center chapter shows recommended general locations for these stations. The Appendix has useful information in working with UTA on this subject.

T-3.3 Exclusive Transit Lanes on Highway 89 - If funding or space limitations require prioritization, focus transit funding on station-area design and connectivity, queue jumper opportunities, enhancements to the pedestrian realm, and high-quality BRT vehicles that will attract higher-income patrons.

T-3.4 Feasibility Study - The City will perform a feasibility analysis, as needed, of the technical specifications needed for transit stations and queue jumper lanes, the best locations for such improvements and the potential right-of-way needs for these facilities.

T-3.5 Coordination with UTA - The City will share its transit objectives as often as possible with the UTA and other affected agencies and will continue to pursue transit plans in cooperation with all impacted public organizations.



Source: http://en.wikipedia.org/wiki/Queue_jumper
Image licensed for public and commercial use by Andrew Rossi
http://commons.wikimedia.org/wiki/File:Queue_jumper

Queue jumpers allow buses to use right or left-turn pockets to bypass traffic - an effective way to improve speed and reliability when exclusive right-of-way is not an option.

Queue jumper lanes, are a strategy for giving transit a speed advantage when exclusive lanes are not an option. Often intersections will have shoulders, bike lanes, or right-turn pockets that create enough space for a bus to jump past other vehicles queued at a signal, and they only need legal permission to occupy this space, and then proceed through the intersection.

If there is no receiving lane on the opposite side of the intersection, then signals are organized so that if a BRT vehicle is present, it gets a green light long enough to allow it to merge left ahead of other traffic.



Walking for exercise

One of the greatest problems of modern times is obesity, and the desire to fight it drives more and more people all the time to both recreational and commuter exercise. Great trails within attractive “linear parks”, shaded from the hot sun with huge canopy trees, will attract many more users, which in turn extends lives and reduces medical costs.

Goal T-4

Incorporate techniques and development standards that provide for and encourage transportation opportunities for pedestrians and cyclists in the City’s trail and street systems and in its approval of future developments.

Walking is as much a mental activity as a physical activity, and the surroundings make all the difference. To walk a relatively short distance can seem long if the surroundings are dull or monotonous, and conversely, a long distance walk can seem quite short, if it is pleasant and changes frequently.

Improving the safety, convenience and overall desirability of walking and bicycling was a strong finding from the general plan public process. Implementation of other aspects of this plan will by default enhance the bike and pedestrian experience. This section focuses more specifically on other actions the City can pursue to foster greater non-motorized travel, exercise, and recreation.

Biking and jogging have become very popular in recent decades, and will likely be even more popular in the future. NSL has great opportunities to create new trails, and enhance existing trails. If high-priority trails can be developed to a high standard within 3-5 years, they will help catalyze Town Center development.

Class 1, 2, and 3 Bike Facilities

Bicycle paths are graded by the nature of the facility. Class 1 paths are typically trails with their own right-of-way and are separated from traffic. Class 2 paths are usually bike lanes striped onto pavement along side traffic lanes. Class 3 paths are typically just signs identifying a bike route.

Serious bikers who ride long distances for sport or for commuting most often prefer Class 2 paths. Casual bikers who would bike more if they could avoid being right next to high-speed traffic, generally prefer Class 1 paths. Casual riders will appreciate off-street multi-use trails.



Asphalt Paths vs. Concrete Sidewalks

Concrete sidewalks are not always needed on both sides of a road. If a choice must be made, an asphalt multi-use trail instead of a concrete sidewalk is preferred. Over time, sidewalk cracks separate, resulting in a bumpy ride. Joggers also prefer asphalt because concrete is too hard and often results in negative health impacts such as shin-splints.

Policies related to pedestrian and bicycle connections:

T-4.1 Prioritize remaining sidewalk gaps in the City based on demand for pedestrian usage using the following general criteria:

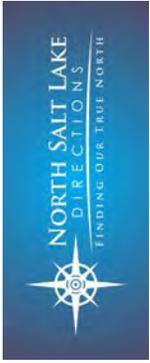
- Priority routes
- Bus routes
- Streets with close proximity to schools
- Streets with close proximity to parks
- Higher density / small lot residential areas

T-4.2 Develop a City bicycle plan for Class 1 multi-use trails.

North Salt Lake has great potential to develop many Class 1 multi-use, asphalt paths. Many of these paths converge at Center Street, making it the most important location in the City for a high-quality non-motorized experience, and the best connection to the Legacy-Jordan system. Figure T.9 shows a high-level view of major paths to be developed. Various sub-elements are discussed next. Class 1 paths should be 10-ft wide, with exception through spaces where it is impossible.

T-4.3 Establish, as much as possible, an 8-foot minimum separation between trails and traffic.

Cyclists, pedestrians, and joggers all feel much safer if they can be far removed from traffic, and the experience is more appealing if there are large trees and quality landscaping between them and traffic. When 8-ft separation is not practical, the use of shrubbery or attractive physical barriers can help.



T-4.4 Improve pedestrian/bike connections at Foxboro. Additional pedestrian / bike-only connections should be planned to further connect Foxboro to Redwood Road. Ideally, these connections would line up with existing perpendicular local streets. Here are two locations, and the City should investigate options for more:

- Between 900 West and Foxboro Drive, tying into the Terrace Apartment Drive.
- Between Foxboro Drive and Cambridge, tying into Somerset Drive.

T-4.5 Maintain pedestrian standards for Redwood Road.

The multi-use trail on the west side of Redwood Road should be continued. Further, the trail should be 8-10 feet wide and occupy a space that is typically 25 feet wide. There should always be at least 8-ft of landscaping between the trail and the curb. On the east side of Redwood Road, grass and uniform trees should typify park strips, and a regular 5-ft sidewalk should be provided. On both sides, break up the view occasionally with artwork, water-features, trees, berms, rock or monuments, building faces that touch the right-of-way, and other features.

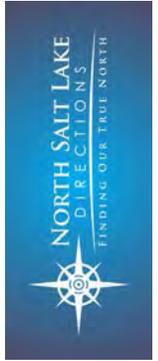
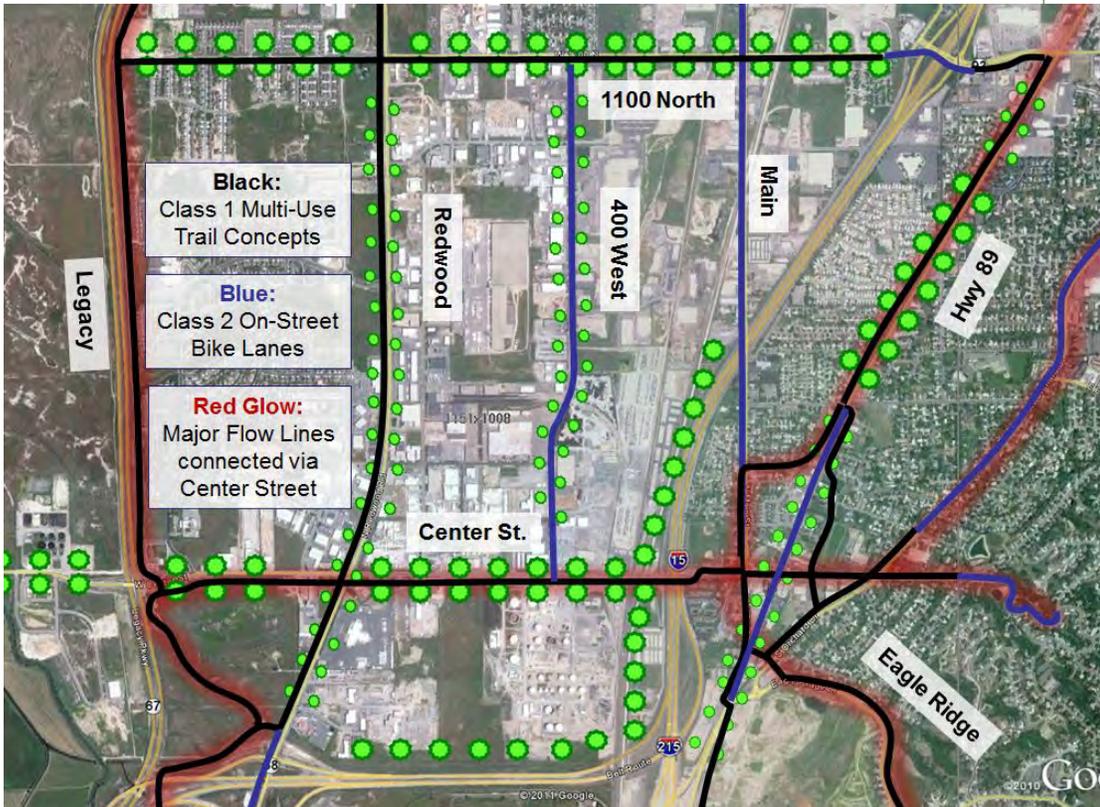


Figure T.9: Trail and Bike Opportunities



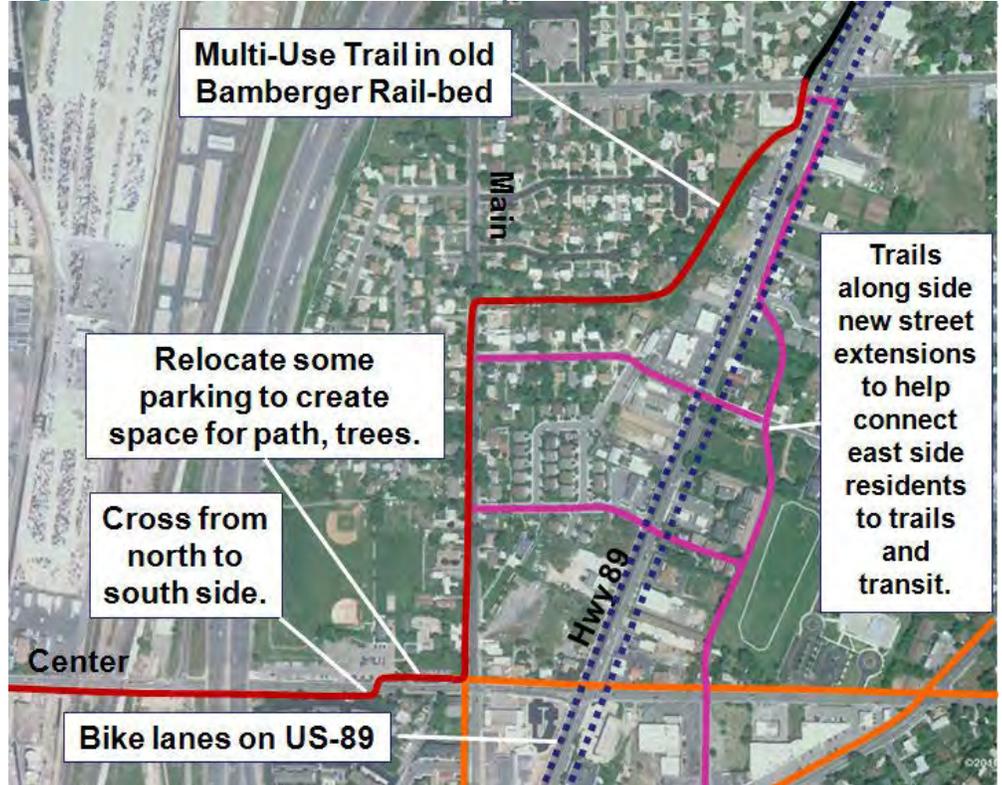
Overview of Class 1 Trail, and Class 2 Bike Lane Opportunities. Black segments are generally already complete, red are the next to complete, then orange, and pink segments as opportunities arise.

CONCEPTS AND POLICIES FOR SPECIFIC FACILITIES

Figure T.10 shows a high-level concept for Class 1 multi-use trails north of Center Street. Black segments are generally already complete. Red are the highest priority to develop next. Develop orange and pink segments as opportunities arise.



Figure T.10: Multi-Use Trail Concepts



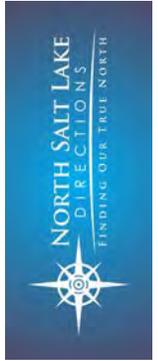
Multi-Use trail concepts in the northern portion of the Town Center. Red paths are the highest priority.

T-4.6 Expand Bamberger Trail, Short-Term (red).

It is critical that the “Linear Park” that exists in the old Bamberger rail bed north of 3800 South, continue south with a multi-use trail to connect to Main Street and “Bamberger Station” (just south of Center). Landscaping could be similar to the linear park on 500 West in SLC, just west of Gateway Plaza (minus the cars), with monuments and historic information

T-4.7 Develop a multi-use trail on Center Street east of Main Street, Mid-Term, (orange).

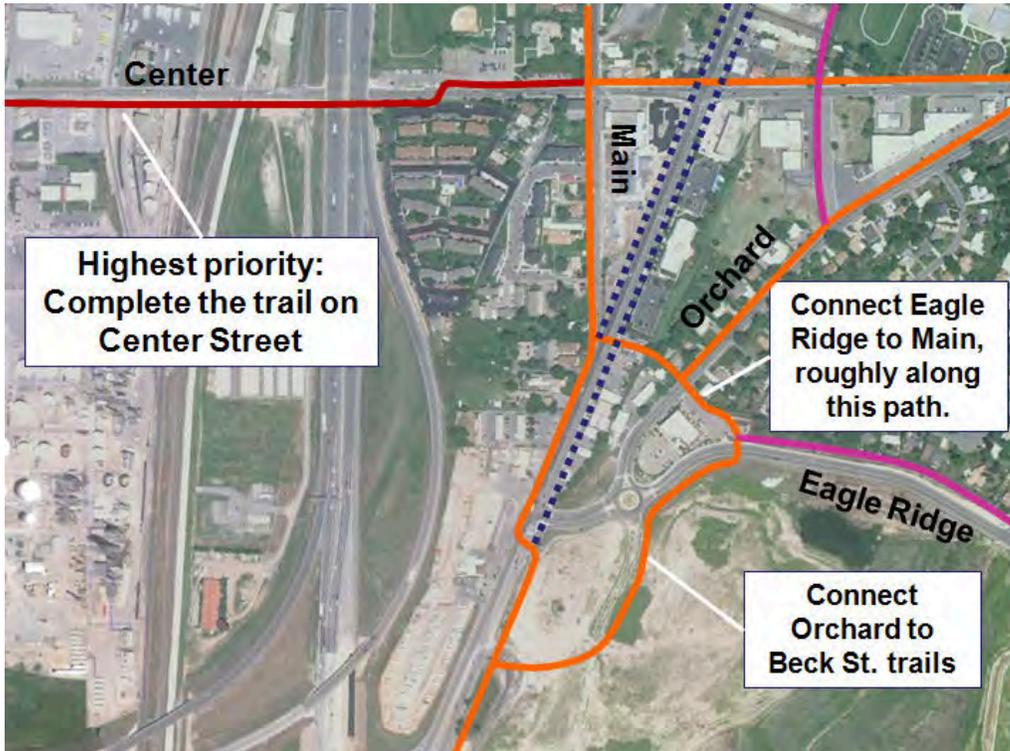
Extend a trail or bike lane on Center Street, into the foothills as far as is practical. Connect the trail to the future Springhill Geologic Park at 350 east.



T-4.8 Improve connectivity with a tighter grid of streets east of Highway 89 (pink).

For development that occurs on the east side of Highway 89, a tighter grid of local streets should be created. This will make it easier to remove driveways and parking lots from directly facing 89. As these streets are built, include a multi-use trail on one side, perhaps in lieu of a traditional sidewalk. This will create connectivity to transit stops, and general non-motorized circulation opportunities throughout the Town Center.

Figure T.11: Multi-Use Trail Concepts



A high-level concept for Class 1 multi-use trails south of Center Street. Develop orange and pink segments as opportunities arise.

T-4.9 Provide trails through the Town Center south of Center Street.

Of the trails shown on Figure T.11, Main to Beck Street is the most important. Besides this, it is not easy to see how



Pedestrian environment in Palm Springs Town Center is a good example of organic Place-Making: Sometimes sidewalks arenarrow, and sometimes quite wide. At every property, the pedestrian space is very different, but each complements the other. You may not always have much pedestrian space, but you can still do great things with the space you have.

to interconnect other paths. This shows one concept, but the City should work to find the most practical connections, considering existing development.

T-4.10 Improve trails on Center Street between Legacy Parkway and Highway-89, Short-Term, (red).

There is an existing asphalt trail along much of the south side of Center Street, west of the railroad tracks. Where it ends, a sidewalk continues, and then there is nothing across the tracks. Sidewalks are not attractive to either cyclists or joggers, so remove the concrete and continue an asphalt trail through to the east side of I-15. Create a landscaped buffer of at least 10 feet between the curb and the trail, and plant large canopy trees in the buffer, to ensure enough shade for pleasant summer-time rides, and to direct eyes away from adjacent industrial uses.

The City has many opportunities within its existing urban environments such as Town Center and along Center Street and during its future land use and development approvals to increase, enhance, accommodate and encourage pedestrian activity and ease of travel.

Policies related to Town Center development standards for pedestrians:

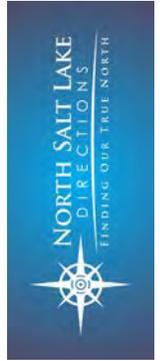
T-4.11 Establish Town Center street standards for pedestrians.

The primary walkway itself should be no less than 6-ft, and should be separated from the curb (excluding gutter) by typically 8-feet for a streetscape zone, and from building faces by at least 4-feet, but more should be allowable depending on the property owner’s proposals for the space.

T-4.12 Allow Town Center street standard exceptions when necessary.

Where an 8-ft streetscape zone will be excessively challenging, a narrower zone can be used provided the quality of the realm is improved through sidewalk overhangs, greenery, ballards, or other creative strategies to better separate pedestrian space from traffic space.

T-4.13 Encourage property owner creativity in pedestrian streetscape.



A large beautification project can create a nice, clean look in front of every property, but still be drab and mundane if it is essentially the same everywhere. When a property redevelops, let the developer or tenants participate in how to make their own front door beautiful.

T-4.14 *Bike lanes on Highway 89* - Include a 5-6 foot shoulder on Highway 89 to be used as a bike lane.

Goal T-5

Incorporate landscaping into the City's streets and path designs in an effort to improve the visual quality and overall aesthetics of the City and its travel corridors.

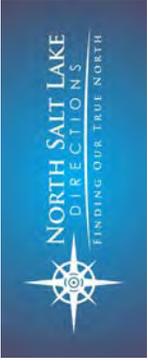
Residents recognize that many sections of their most heavily traveled streets are auto-dominated and visually unappealing. Streets suffer from adjacent blight and poor shoulders, park-strips, and sidewalks. The tree program suggested in the Land Use chapter may be the simplest investment with the best return for improving key segments. But other enhancements need space and on critical corridors like Highway 89 it will be difficult to obtain much more space.

This section elaborates on pedestrian and streetscaping enhancements, along with other general strategies to help arterial streets support the City's overall objectives.

Policies related to landscaping:

T-5.1 *Corridor Vision*- In conjunction with UDOT, UTA, and other stakeholders, the City will develop an overall corridor vision that identifies and prioritizes landscaping opportunities.

T-5.2 *Median planter boxes*- Where center-left medians are necessary on major arterials, the City will use planter boxes in the medians as often as possible.



Policies Related to landscaping along Center Street:

T-5.3 *South Side*- The City will initiate a tree planting program of large canopy trees along the south side of Center Street in a 10-12 foot park strip between the curb and the multi-use trail.

T-5.4 *North Side* - The north side of Center Street should have quality landscaping in a park strip that is not less than 9 feet wide. No trail will be provided or required on the north side of Center Street.



5 Economic Development

Creating Economic Vitality

Why is economic development important? Economic development helps pay the bills. Economic development is about working together to maintain a strong economy by creating and retaining desirable jobs, which provide a good standard of living for individuals.

Increased personal income and wealth increases the tax base, so a community, county or state can provide the level of services residents expect. A balanced, healthy economy is essential for community well-being.

Economic development expenditures are a community investment. Influencing and investing in the process of economic development allows a community to determine its future direction and guide appropriate types of development according to its own values.

This section of the General Plan analyzes the local and regional economy, and recommends actions and implementation steps that can help North Salt Lake to accomplish the following economic development goals:

Employment opportunities. Promote quality employment by expanding and attracting business establishments that pay higher wages and offer career ladder opportunities for local residents.

Tax base. Improve North Salt Lake's fiscal revenues by expanding and attracting businesses that make positive contributions to the tax base.

Redevelopment. Encourage revitalization by engaging in public and private investments in responsible development that maximize the



use of the resident workforce skills, unmet retail demand and North Salt Lake's location and access to transportation through land assembly, removing constraints to development, planning and infrastructure development.

City Identity. Enhance the identity of North Salt Lake as it is perceived by residents, employees and visitors.

North Salt Lake has a terrific opportunity to reshape and expand its economy if revitalization efforts can be targeted for the City Center and Redwood Road areas.

North Salt Lake needs backbone revitalization in order to attract new business prospects and take advantage of the City's strategic location to attract more high paying jobs.

ECONOMIC DEVELOPMENT STRENGTHS

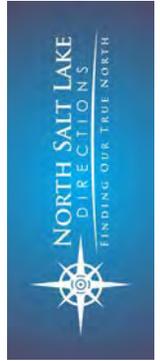
Business expansion and attraction in North Salt Lake will require a marketing effort that capitalizes upon North Salt Lake's strengths listed below:

- Proximity to Salt Lake City
- Strategic location with access to Western Area markets
- Proximity to the Salt Lake airport
- Undeveloped land within the City Center and Redwood Road areas
- Two Interstate interchanges with commercial development opportunities
- Access to highly skilled university graduates, faculty, and researchers located along the Wasatch Front

ECONOMIC DEVELOPMENT CHALLENGES

National and state economic conditions have a direct impact on North Salt Lake's economy and its economic development potential. Within this context, this section of the General Plan presents an economic development strategy that North Salt Lake can pursue independently of the global and national economic trends. Within this context, North Salt Lake's economic development challenges are listed below:

- Lack of a positive business identity



- Lack of shovel ready sites available for new business prospects
- Small population (limits retail growth)
- Retail competition from Bountiful, Woods Cross and Centerville

INDUSTRIAL MARKET CONDITIONS

North Salt Lake can anticipate expanding its job base by 2,500 new jobs during the next decade despite the current national economic downturn. Projected job growth during the next decade will generate a demand for 870,000 square feet of new industrial and business park space on 56 acres of land.

In order to influence the type of jobs to be created, the City should target the recruitment of manufacturing, transportation, wholesale trade, professional services and health care businesses. The recommended industry targets pay higher wages, contribute to the local tax base and offer more career ladder opportunities for local residents.

A detailed analysis of the employment growth potential is presented in the appendix.

RETAIL MARKET CONDITIONS

Market conditions for specific retail opportunities are excellent despite declining housing prices and competition from existing and planned retail space in Bountiful, Woods Cross and Centerville.

Redwood Road targeted retail sector opportunities include:

- General Merchandise Store - At least one store of approximately 90,000 - 120,000 sq ft
- Food and Drink - At least six stores/restaurants/Café/Bars of approximately 5,500 sq ft

Town Center targeted retail sector opportunities include:

- Food and Drink - At least two stores/restaurants/Café/Bars of approximately 4,500 sq ft



A detailed analysis of the shopping potential and gap analysis is presented in the appendix.

North Salt Lake Speaks

Through the public process North Salt Lake residents expressed a desire to improve the economic vitality for North Salt Lake. Key themes include increasing local shopping opportunities, revitalizing and redeveloping key corridors, and improving the image of the city.

WORKSHOP QUESTIONS

What is North Salt Lake's biggest challenge?

Top responses:

- | | |
|--------------------------------------|-----|
| ▪ Lack of shopping opportunities | 42% |
| ▪ Needs a stronger sense of identity | 15% |
| ▪ Improve freeway access | 15% |
| ▪ Needs more job opportunities | 8% |

Which one of the following would you most like to see improved on Redwood Road?

Top responses:

- | | |
|--|-----|
| ▪ Aesthetic appeal of the street | 28% |
| ▪ Aesthetic appeal of buildings along the street | 26% |
| ▪ Selection of retail shops | 23% |

Which one of the following would you most like to see improved on Highway 89?

Top responses:

- | | |
|--|-----|
| ▪ Selection of retail shops | 33% |
| ▪ Aesthetic appeal of buildings along the street | 24% |
| ▪ Aesthetic appeal of the street | 17% |

What is your level of support for increasing the pedestrian friendliness of development along Redwood Road?



- Not worth exploring, I have substantial concerns 0%
- Worth exploring further, but I have major concerns 15%
- Sounds like a good idea, but details need to be addressed 41%
- I Strongly support this idea 44%

ONLINE QUESTION

What do you think is the most important issue facing North Salt Lake today?

Responses listed in order of popularity:

- a) Planning and managing growth and development
- b) Need more local business, shopping, or entertainment
- c) Lack of city identity

Goals and Policies

This section of the Economic Development Chapter describes goals and objectives that guide economic decision making within North Salt Lake consistent with the City's vision.

Goal ED-1

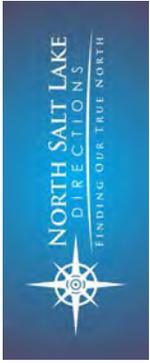
Promote quality employment by expanding and attracting business establishments that pay higher wages and offer more career ladder opportunities for local residents.

Policies:

ED-1.1 *"High yield" targets*. Focus attraction and growth encouragement marketing and recruitment efforts on a few targets that will make the most significant difference to the local economy.

Implementation Strategies:

- 1.1.1 **Focus marketing, promotion, recruitment and expansion efforts on a few "high yield" business establishments that pay higher wages, offer career**



ladder opportunities for local residents, and add to the tax base.

North Salt Lake should encourage existing firms to grow and expand their business operations, and focus business attraction efforts on established firms within the region that may need larger facilities or a new location within the region. Firms with a regional presence are aware of the Interstate 80 and 15 corridor location advantages, and North Salt Lake can take advantage of a strong regional economy.

The market demand for manufacturing and regional transportation/distribution is strong. North Salt Lake is positioned well to take advantage of both a nearby highly skilled labor force and convenient access to I-15, I-80 and the Salt Lake International Airport.

1.1.2 North Salt Lake can retain and grow Redwood Road area employers using several potential tools, including:

- Improved roads and streets
- Incentives for expanding businesses instead of moving
- Technical assistance, planning/zoning incentives and expedited business licenses

ED-1.2 ***Existing firms.*** Focus business attraction efforts on established firms within the region that may need larger facilities or a new location within the region.

ED-1.3 ***Biotech and medical device firms.*** Expend resources to attract more biotechnology firms engaged in research and development, medical device manufacturing, and warehouse and distribution firms attracted by central location, easy freeway access and proximity to the Salt Lake Airport.

ED-1.4 ***Regional and State Economic Development coordination.*** Continue to fund and support GOED, EDCUtah, Davis County Chamber of Commerce and Davis County Community & Economic Development for cooperative business attraction efforts which provide North Salt Lake with an opportunity to attract firms that are normally beyond the City's reach.



ED-1.5 ***Shovel ready sites.*** North Salt Lake should have available promotional materials that clearly identify sites that are ready to be developed with proper zoning and with the backbone infrastructure systems needed to support new business growth.

ED-1.6 ***Make info available.*** Modify and update North Salt Lake’s economic development information available on the web.

Website availability of high quality economic development information is an important tool in successful business attraction efforts.

ED-1.7 ***Marketplace newsletter.*** North Salt Lake should produce and distribute the North Salt Lake Marketplace Newsletter.

An electronic newsletter is a good and inexpensive marketing tool to inform business prospects about North Salt Lake’s current economic conditions, as well as the current events that may impact business location decisions.

ED-1.8 ***Funding.*** Explore, develop, and use alternative funding sources to pay for and provide incentives for economic development activities for which the City lacks sufficient resources.

ED-1.9 ***Performance measures.*** Establish objective measures of economic development, identify performance benchmarks and targets, constantly measure performance, and adjust programs where needed to improve performance.

TAX BASE

City Business - Revenues & Expenses

Revenues - Almost 70% of City revenues come from three sources:

- Property Tax 25.8% (52% from Single Family)
- Sales Tax 25.4% (45% from Auto/Boat/Truck Sales & Construction)
- Franchise/Energy 18.5%

North Salt Lake has a low property tax rate (based on 2011 Property Tax Rates):

Bountiful	.001093
North Salt Lake	.001637



West Bountiful	.001997
Layton	.002068
Farmington	.002283
Salt Lake	.004615
South Salt Lake	.002691

Goal ED-2

Improve North Salt Lake’s fiscal revenues by expanding and attracting businesses that make positive contributions to the tax base

Policies:

ED-2.1 **Revitalization.** The City should consider establishing revitalization areas in strategic locations as needed. These districts should eliminate the barriers that often keep investors and small business owners away: unnecessary red tape, unrealistic expectations and unexpected costs. Typical redevelopment strategies involving tax increment financing can include Urban Renewal Areas (URA), Economic Development Areas (EDA) and/or a Community Development Area (CDA).

The North Salt Lake Redevelopment Agency has the ability to borrow and fund improvements in advance of development. In general, RDA funding can be used to rehabilitate structures, improve community facilities and infrastructure, and acquire and dispose of real estate. RDA funding can help make development happen that would not otherwise occur in a normal marketplace. Some economic development implementation tools available to the North Salt Lake Redevelopment Agency are described below:

- *Land Assembly:* The RDA can purchase fragmented and underutilized properties, and aggregate these properties into larger parcels that can be developed for commercial and industrial uses.
- *Removing Constraints to Development:* The RDA can assist new development by removing regulatory, environmental, and financing roadblocks.



- *Master Planning:* The RDA can fund master planning activities, which can help attract new business prospects to North Salt Lake and encourage the expansion of existing businesses.
- *Infrastructure Development:* The RDA can also invest resources to build roads, install utilities, and improve the City's backbone infrastructure.

The North Salt Lake RDA's ability to raise funds for improvement projects is also limited by legal parameters that limit the total amount of tax increment that can be collected during the life of a project, and the total amount of indebtedness that can be outstanding at any one time. The actual and projected tax increment revenues can fund project area improvements, pay debt service, and secure bond revenues for improvements that will help reduce and eliminate project area blight.

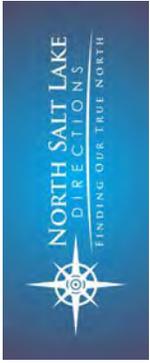
Implementation Strategies:

2.2.1 Create a Redwood Road revitalization area.

The I-215 and Redwood Road area offers exceptional access to the Salt Lake Airport.

Revitalization of the Redwood Road area is dependent on developing the necessary municipal infrastructure to support and facilitate redevelopment of the area and should focus on commercial/retail businesses. With these necessary redevelopment and tax increment tools in place, new commercial and retail developments will begin. The primary focus should be on a very small focused redevelopment district with a secondary focus on the Foxboro and other areas.

The City has initiated, at the time of this writing, a blight survey for the Redwood Road/I-215/Center Street area in anticipation of forming a URA or a CDA. It is believed that the formation of such a project can be of great assistance in completing street improvements, assembling property and potentially collecting tax increment financing in order to pay for several project objectives. One principal target area of this effort is the northwest quadrant of I-215 and



Redwood Road. This land area has over sixty acres of potential development space that could include retail, office and flex space (office/warehouse) that would support the addition of retail services for this part of the City.

2.2.2 Create a Town Center revitalization area.

The Town Center area remains under developed because the property owners have difficulty assembling properties, financing the infrastructure improvements, building improved real estate, and still earning an adequate return on investment. The City's leaders should have accurate information about the required improvement costs and the return on investment that could be earned by private owners. A financial feasibility study could help the City work more closely with property owners to form a public/private partnership and possibly share the costs and returns on investment.

Redevelopment of the Town Center should focus on the building blocks essential in any city - residential housing, commercial businesses, and entertainment offerings. With these firmly entrenched, support retail and restaurants will naturally emerge. The primary focus should be on a very small focused business district with a secondary focus on the Town Center extension areas. Other sections of the General Plan describe in further detail the City's intentions respecting the redevelopment of the Town Center.

Redevelopment efforts should encourage building up by remodeling second stories and encouraging 2, 3 and 4 stories in new construction. Higher density development within the Town Center is the only way to accommodate the number and diversity of businesses and residences needed to create this critical mass. Parking should also be reconsidered. In most cases, less parking, not more is the solution to a more vibrant Town Center. Still, parking needs to be convenient, and as in most small towns, free to support businesses.



North Salt Lake residents make urban infill much more viable and likely. In a similar fashion, the focus must be tightly centered on just the Town Center initially, to create the critical mass and high quality of development to be successful, before spreading out. A critical mass of housing, businesses and retail can happen in the places where their synergy creates the most benefits. Housing in the Town Center keeps the streets lively and provides a captive audience for businesses that locate there. Residents are very important to attracting new businesses—smart entrepreneurs look at the numbers.

With a commercial/retail redevelopment area, people know to expect something exciting coming to the Town Center, which will all be within walking distance. Locating this near entertainment and events (the Town Center attraction and festival area), retailers can then benefit from the influx of people and plan accordingly to stay open for business during these times.

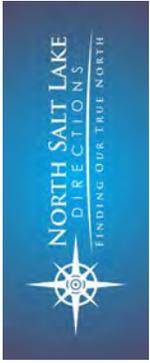
Revitalization areas should have planning and zoning designations that have unique permitted uses and an easier approval process. They also should have different parking requirements to utilize shared parking. Matching grant and loans should be directed only into these areas. The City should initiate a detailed planning process for the Town Center that would result in policies, ordinances and strategies needed to create an economically viable and vibrant Town Center.

ED-2.3 *Auto dealerships.* Focus on auto-dealerships and other "high yield" retail targets.

Focus attraction and growth encouragement marketing and recruitment efforts on a few "high yield" retail targets that are significant sales tax generators. Facilitate the creation of an Auto-Dealership area at 2600 South and I-15.

REDEVELOPMENT

North Salt Lake is primarily built out. However, there are several opportunities for redevelopment and conversion of under-utilized



land, particularly within the Town Center. The central core of the City along Highway 89 has excellent access to downtown Salt Lake City. That fact, combined with the numerous opportunities for improvement and re-use of properties in the central core, create an excellent potential environment for investment in infill and redevelopment.

Goal ED-3

Establish an environment where public and private investment in the City is feasible and realistic due to North Salt Lake's redevelopment opportunities, location and easy access to transportation.

Policies:

ED-3.1 ***Inventory of existing conditions.*** The City should conduct an inventory of existing property conditions within the central core of the City for the purpose of evaluating and understanding infill and redevelopment opportunities. This study should include a database with property sizes, existing land uses, general locations, zoning and any other relevant factors that would allow the City to draw conclusions about redevelopment and investment possibilities.

ED-3.2 ***Private Redevelopment.*** Encourage private redevelopment or infill of blighted or significantly underutilized properties.

Zoning standards affect how big buildings can be built and what land uses may reside inside. These factors affect the potential return on investment that a landowner can expect to achieve if he or she seeks to rebuild on their property. In this way, zoning partially influences private decisions to redevelop land.

Implementation Strategy:

3.2.1 The City should analyze the combined effect of size, land use, parking and any other regulations that affect overall size and use of a building on the potential return on investment of a landowner and adjust its land use ordinances to allow and encourage development and re-development in both the Town Center and Redwood Road neighborhoods.



ED-3.3 **Complete City.** Develop a complete city, offering a wide range of sustainable work opportunities, shopping, housing and entertainment options including additional retail services to the residential areas West of I-15.

Implementation Strategy:

3.3.1 **Encourage small retail and outdoor cafes, etc. in the Town Center**

Encourage unique small retailers that make the Town Center a more pedestrian friendly place and a destination spot for families and travelers. North Salt Lake should focus on locally-owned, niche businesses. Most franchises and large retailers will likely want to locate in the Layton, Market Station or other large regional centers.

The North Salt Lake downtown area currently lacks the retail/restaurant “critical mass” for private redevelopment. Public investment attracts private investment as business owners see a commitment to their success and future. The objective is to revitalize and rejuvenate unproductive, underperforming, blighted, and other targeted areas in the community. It will also help improve the image of North Salt Lake as a place to live, work and shop.

North Salt Lake can offer matching grant programs to:

- Encourage outdoor dining in the City’s on-street and/or sidewalk right-of-way areas
- Encourage existing restaurants, retailers and businesses to perk up their facades and sidewalks.
- This includes awnings and umbrellas, flower boxes, outdoor tables and chairs, heating lanterns for dining in cooler weather, lighting, signs, landscaping, outdoor music and better access.
- Florists could use the money to display flowers outdoors. Markets could do the same with fruits and vegetables. Bookstores could put



racks of books on the sidewalks. A bakery could serve coffee and doughnuts outdoors.

- Make store and restaurant fronts more transparent, with large window or garage door-like openings that will allow patrons to move freely between the indoor and outdoor spaces.
- Consider purchasing outdoor dining furniture to utilize outdoor dining in the City's on-street and/or sidewalk right of-way areas.
- Assigning beat cops (police officers) to walk or bike key areas and park in highly visible locations to establish a sense of security and stewardship. Expand and enhance Hatch Park, including redevelopment of high density housing opportunities adjacent to the park.
- Provide pedestrian connectivity between the Orchard Drive, Bamberger, Eaglewood Village and Main/Center Street neighborhoods through trails and paths, improved streetscapes, increased lighting and innovative public spaces.

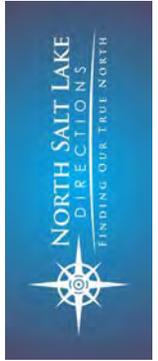
In addition, North Salt Lake can adopt policies and develop technical assistance programs to:

Encourage the following types of businesses (not all inclusive):

- Restaurants
- Outdoor cafes
- Independent and locally owned business
- New retail shops, in targeted sectors, as mentioned in the section on incubator businesses.

Discourage the following types of businesses (not all inclusive):

- Second hand or rummage stores
- Sports card shops
- Pawn shops
- Payday lenders, check cashing, bail bonds



Goal ED-4

Enhance the identity of North Salt Lake as it is perceived by residents, employees and visitors.

NORTH SALT LAKE IDENTITY

North Salt Lake has little identity – residents often need to explain to people that haven’t visited the city just where the city is located, that it is not part of Salt Lake City, and must describe what makes the city a unique and wonderful place to live, work, and visit. North Salt Lake City also has low awareness among business leaders due to competition from its high-profile neighbors.

Some of the basic brand identity issues that need to be addressed:

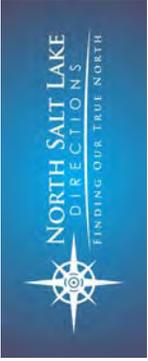
- What is the “competitive identity” of North Salt Lake?
- What is the history, culture, geography and society of North Salt Lake that is its competitive advantage?
- How does NSL become an employment center for the young professionals that live there?

Policies:

ED-4.1 ***District character.*** Promote districts with distinctive characters in high visibility locations. This applies in particular to the Town Center area, but district identity may also be nurtured in the Redwood Road area reflecting differences between the land areas along I-215, Center Street, the Foxboro Village Center, and other commercial nodes along Redwood Road.

ED-4.2 ***Street trees.*** Develop a street tree/ boulevard urban design strategy that includes entry monumentation. Street tree implementation strategies should coordinate with Objective ED-4.1 - Distinctive Character actions to reinforce the identity of districts. This may mean tree selection that coincides with districts and monumentation or signage that reflects different parts of the city.

ED-4.3 ***Geographic unity.*** Improve unity and connection between geographic factions of the City through the following activities:



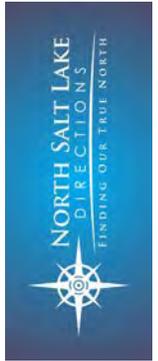
- Hold citywide events in each part of the city. For example, racing events could be designed to traverse both east/west. At least one marquee/ major citywide event should be scheduled in Foxboro each year.
- Highlight each valued quadrant of the city in the city Newsletter.
- Improve connections between the western and eastern parts of the City. Promote bicycling connections. Highlight Center Street with a boulevard identity.

ED-4.4 ***Emphasize trail nexus***

- The ability to travel on bike from the Jordan River to the Bonneville Shoreline is a unique feature to North Salt Lake. This trail nexus should be promoted as a component of what makes the city unique and desirable.

ED-4.5 ***Promote City Location.*** Promote North Salt Lake as a prime location:

- North Salt Lake's prime location close to the Salt Lake International Airport, proximity to downtown Salt Lake (time wise as good as any other city in the region outside of Salt Lake City), and yet distinct and apart from the region's urban center should be celebrated and become a key component of a marketing campaign.



6 Parks, Trails and Recreation

The North Salt Lake Directions General Plan update contemplates the level of service provided by parks and recreation amenities available to residents. This section will review existing conditions and identify amenities that meet and exceed current demand as well as those recreational facilities or activities that are underserved. Recommendations will be presented to address recreational deficiencies.

Recreation Need

The 2005 Parks, Trails, And Recreation Master Plan and Study included a thorough analysis of recreation need. Standards and levels of service established by the National Recreation & Parks Association (NRPA) are discussed with an analysis of where NSL stands relative to NRPA standards. Community needs were assessed through meetings with City Parks and Recreation staff, the Parks and Recreation Advisory Board, a public workshop and survey. The following summary categorizes level of service provided by existing facilities (2005) for the then current population of NSL (2005).

Exceeds Demand:	Golf
Meets Demand:	Skateboarding, rollerblading, bicycling (mountain), sledding, outdoor recreation (hiking, backpacking), recreation and access to natural areas (including existing areas that may not be protected)



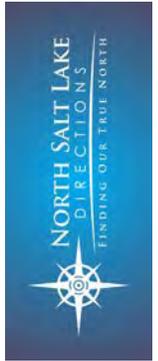
- Beneath Demand:** Walking/jogging (paved paths, trails), dog parks, football, baseball, softball, basketball (outdoor, indoor), volleyball (outdoor, indoor), swimming (lap, play pool, diving), wrestling, tennis, rollerblading (paths), bicycling (road), cross-country skiing, snowshoeing, camping, archery, amphitheater
- Unknown Demand:** BMX, natural areas, fishing, Frisbee golf, ice skating
- Little Demand:** Weight training, fitness classes
- Demand for Facilities Outside City Limits:** Hunting, equestrian, boating, canoeing, motorized recreation (ATV's, motorcycles, snowmobiles)

In a recent public workshop held March 29, 2011 many of the participants expressed concern about the lack of athletic fields available within the City for youth programs. It was expressed that a great number of families travel considerable distances each week to play soccer, baseball, and football in neighboring municipalities. Safe on-street cycling routes were also a point of concern expressed by residents in the workshop.

Recommendations

PARKS:

Since the Parks, Trails, and Recreation Master Plan and Study was adopted in 2005, two additional parks have been added to the City's collection of park land: the Foxboro Regional Park (13 acres) and the Wild Rose Trailhead Park (1.5 acres). Phase 1 of the Tunnel Springs Park (formerly East Bench Park-) has also been completed. The following is an updated list of recommended park projects:



Foxboro South Park	1.1 acres
Foxboro North Mini Park (Plat 11)	0.44 acres
City Hall Park	0.69 acres
Hatch Park Expansion	4.66 acres
Complete Tunnel Springs Park/open space	24.0 acres
<u>Spring Hill Geological Park</u>	<u>19.0 acres</u>
Total:	53.89 acres

Like trails, future locations for parks were contemplated in conjunction with the design charrettes. The expansion of Hatch Park was discussed. Such an expansion would significantly increase the efficiency of the existing facility and provide a unique opportunity to satisfy some of the demand for additional active sports venues currently lacking within the City. Also, the expansion of this park provides a unique tool that could have the effect of revitalizing the neighborhood and Town Center area through re-development of currently under-utilized residential properties.

City officials also discussed the concept of designing a civic plaza or public gathering area in conjunction with the expansion of Hatch Park on the vacant northwest corner parcel adjacent to City Hall. This would be an excellent location for an urban plaza with a small seating and outdoor entertainment area. A formal outdoor civic space does not currently exist in North Salt Lake. Moving forward, such an important civic amenity would be a fine addition to the other planned improvements in the Town Center area.

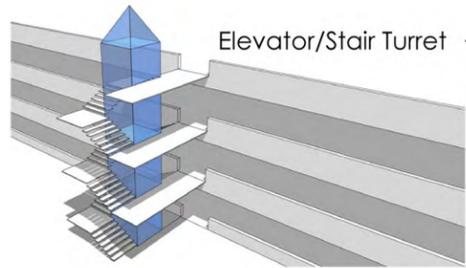
Fig PR.1: Orchard Illustrative Plan

Orchard Center Illustrative Plan



Urban Splash Plaza

NSL Civic Plaza



Elevator/Stair Turret

NSL City Hall

Office Building

U-Turn Ellipse with Diverging Diamond Transit Station

Parking Structure Entrance/Exit

Grand Staircase

Retail/Office Building with Rooftop Plaza

ADA Accessibility Ramps

Stairs

Retail/Office Buildings

Center Street

Existing Gas Station

Stairs to Lower Terrace

Lower Terrace Storefronts (2 Stories)

At-Grade Storefronts (1story)

Orchard Lanes (existing buildings integrated into revised architectural massing when possible)

Parking Structure Entrance/Exit

Reflecting Pool

Sidewalk Cafe/On-Street Dining

Solar Plaza (using solar panels as paving material)

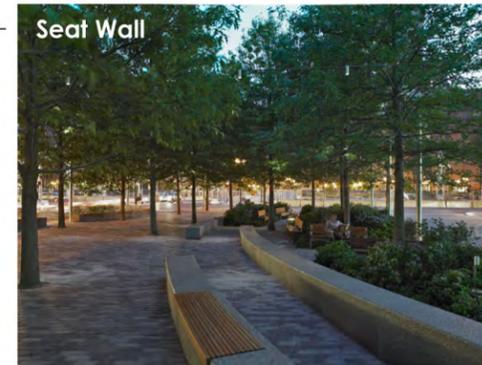


Orchard

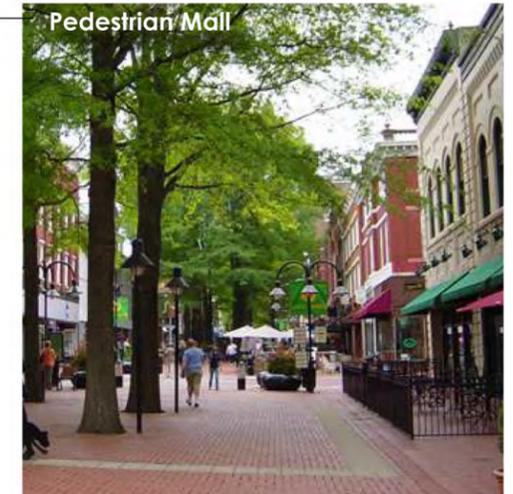
NSL Directions Plaza

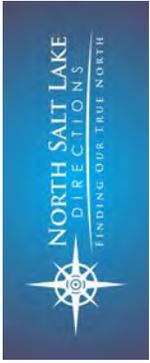
Benches Placed to Maximize Views

Seat Wall



Pedestrian Mall





A potential linear park was discussed on the vacant parcel that runs perpendicular to Main Street at approximately 225 North. This linear park would extend eastward from Main and terminate at the historic Bamberger rail corridor, providing an opportunity for passive recreational activities (see Fig PR.2: Pedestrian Mobility).

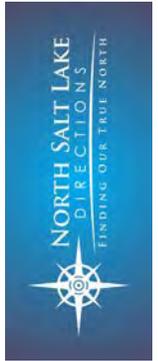
The City has also made progress on some of the planned parks since the adoption of the 2005 plan. First, the City has completed construction on Phase 1 (approximately 9 acres) of the Tunnel Springs Park. This park is located on the high bench in the south part of the City east of the Lakeview gravel pits. This park will include a parking lot, a large pavilion, a full-sized play field, a playground area, tennis courts, restrooms, various paths and trails and a parking lot trailhead for the Bonneville Shoreline Trail.

Second, the City has completed an initial design for the Foxboro South mini park. This park is located at the northeast corner of Chatham and Ashford Drives and is approximately 1.1 acres in size. The City has also allocated funds for the first phase of construction in its 2013 budget.

Finally, the City has planned an open space park located both on the Springhill landslide area (approximately 4 acres) and on property that the City owns east of the slide area (approximately 15 acres). The City obtained two grants from the Federal Emergency Management Agency to complete the Springhill landslide portion of the park and planning and design for the entire property is expected to begin by the start of 2013.

TRAILS:

Since the 2005 adoption of the existing Parks, Trails and Recreation Master Plan, many trails have been completed. The addition of Legacy Parkway Trail and the Jordan River Parkway Trail has significantly improved the walking/jogging opportunities in the western portions of the City. This 2.8 mile stretch of new paved trails has nearly doubled the amount that existed previously. The Wild Rose Trail also represents significant improvement to resident's access of natural opens space and increases the amount of primitive trails available within the City by 2.9 miles. The City also completed an additional 1½ miles of looped trails in the upper foothills as an addition to the Wild Rose Trail segments in 2012. A ½ mile trail was also completed along the hillside of the Eaglewood Village project



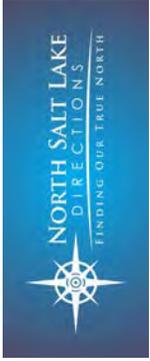
that connects the lower and upper portions of the project. Finally, a Jordan River trail segment running south from I-215 in North Salt Lake and into Salt Lake County known as the “Chevron Mile” was also completed in 2011.

Despite these recent additions trail deficiencies still exist in the City. North Salt Lake is nearly built out and little has changed in the past 6 years to drastically impact the amount of remaining vacant developable land. However, opportunities remain to significantly augment the amount of trails. The 2005 Parks, Trails, and Recreation Master Plan and Study identified six potential trail projects (page 24). Those recommended projects were:

Hwy 89 Trail	1.0 miles
Center Street Trail	2.3 miles
Bonneville Shoreline Trail	0.7 miles
Hwy 89 Parkway Extension Trail	0.5 miles
Redwood Road Trail	2.4 miles
Springhill Geologic Trail	1.0 miles
1100 North Trail	1.2 miles
<u>Commuter Rail Trail</u>	<u>2.8 miles</u>
Total:	9.7 miles

Of those trails, approximately ¾ of a mile of the Center Street Trail has been completed and small portions of the Redwood Road Trail have also been installed in coordination with development activities since 2005. The City has also recently constructed a small portion of the Bonneville Shoreline trail at the Tunnel Springs Park (formerly East Bench Park).

During the North Salt Lake Directions General Plan design charrettes held on July 6th 2011 for the town center area and July 11th 2011 for the Redwood Road area, a variety of new potential trail facilities were identified. In the town center area the following concepts were discussed: the Eaglewood Village trail, reclaiming the historic Bamberger rail alignment as a pedestrian and bicycle trail (0.3 miles), reconfiguring the streetscape along Hwy 89 in the town center vicinity to maximize pedestrian use (0.8 miles), creating a new trail that connects Eagle Ridge Drive to Odell Lane running parallel and east of Hwy 89 (0.5 miles).



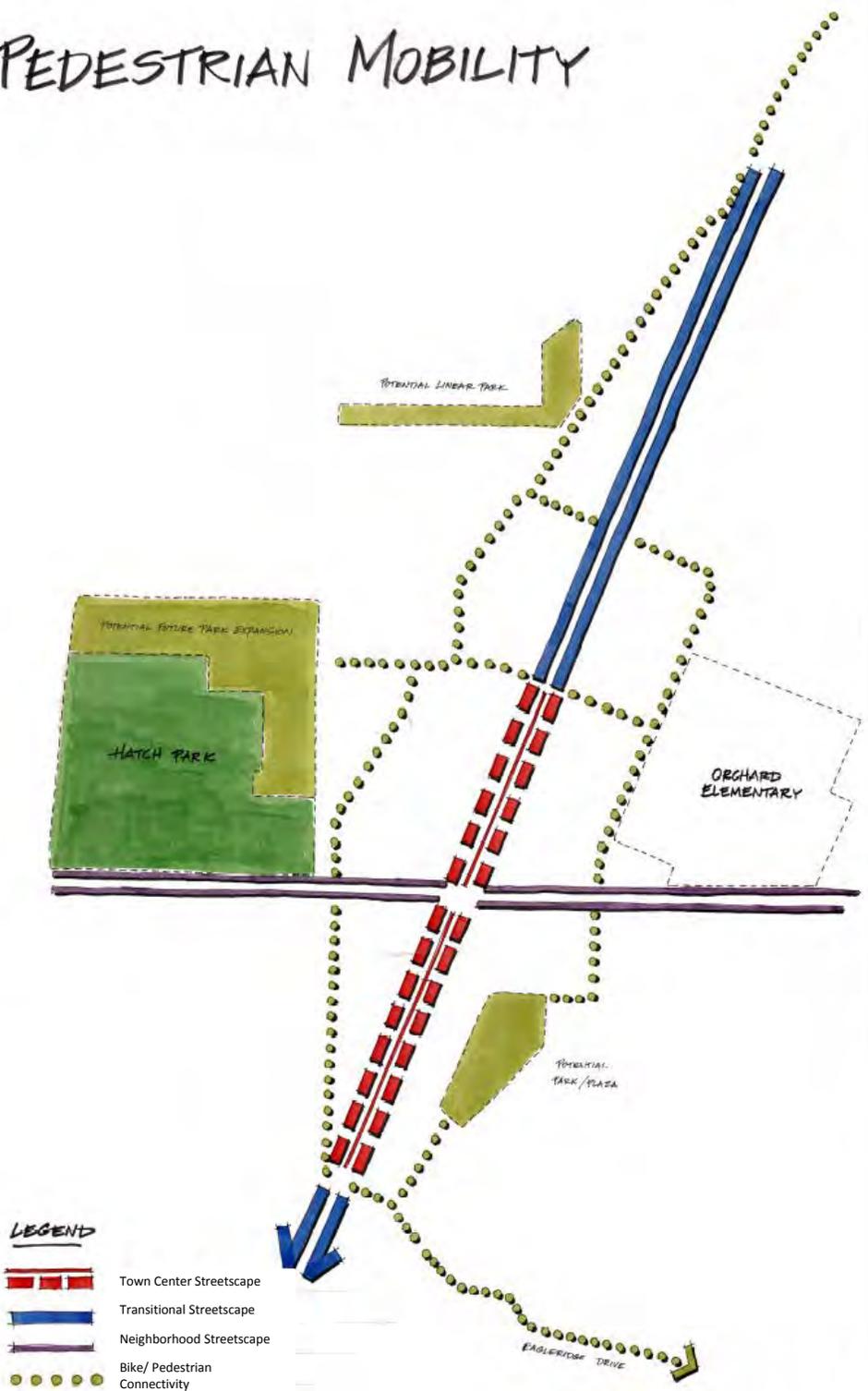
Providing Recreational Opportunities

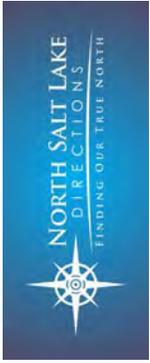
Recreation is a significant factor in how people measure their quality of life. The ability of a city to provide their citizens with adequate parks, trails and recreational opportunities is critical. Communities that enjoy an abundance of quality recreational amenities tend to be cohesive in nature and possess a strong sense of place. North Salt Lake is a City that has a unique opportunity to provide recreational access to very diverse ecosystems; from the foothills of the Wasatch Mountains to the wetlands of the Jordan River corridor and Great Salt Lake. The quantity and quality of parks, trails and recreation in the City should reflect the specific needs of current and future residents. North Salt Lake has the opportunity to establish a high quality recreational system for their citizens.



Fig PR.2: Pedestrian Mobility

PEDESTRIAN MOBILITY





Goals and Policies

This section of the General Plan describes the parks, trails and recreation goals and objectives that guide decision making within North Salt Lake consistent with the City’s vision. These goals are:

- Protect existing parks, trails and recreation facilities and improve future recreational opportunities for all citizens.
- Promote a walkable and bike-able community.
- Encourage sustainable practices within the North Salt Lake parks, trails and recreation system.
- Develop strategies to diversify parks, trails and recreation funding sources.
- Improve the level of service for recreational amenities that are beneath existing demand.

Goal PR-1

Protect existing parks, trails and recreation facilities, and improve future recreational opportunities for all citizens.

Policies:

PR-1.1 ***Build parks, recreational facilities to implement the Parks, Trails and Recreation Master Plan and support City recreation programs.*** The following parks should be planned and constructed to meet the recreational needs of North Salt Lake’s current and future residents:

Foxboro South Park	1.1 acres
Foxboro North Mini Park (Plat 11)	0.44 acres
City Hall Park	0.69 acres
Hatch Park Expansion	4.66 acres
Complete Tunnel Springs Park/open space	24.0 acres
Springhill Geological Park	19.0 acres

PR-1.2 ***Build trails to implement the Parks, Trails and Recreation Master Plan.*** The following trails should be planned and constructed in order to meet the trail needs of North Salt Lake’s current and future residents:



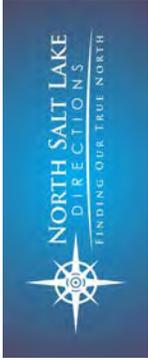
Redwood Road Trail	2.0 miles
Bicycle Flow Trails	as needed
Additional foothill loop trails	3.0 miles
Town Center Trails and Paths	1.6 miles
Completion of Center Street Trail	1.5 miles
Springhill Geologic Trail	1.0 miles
1100 North Trail	1.2 miles

PR- 1.3 ***Protect/enhance existing recreation facilities.*** Continue to maintain existing recreation facilities at a high level and apply resources to enhance/improve facilities that are gentrifying and/or falling into disrepair. Whenever possible, upgrade existing recreational resources to ensure that facilities remain relevant with user demand and changes in demographics.

PR-1.4 ***Expand Hatch Park.*** Perform a detailed planning study for the area around Hatch Park. The study should include a feasibility analysis of expanding Hatch Park’s boundaries to Main Street and 150 North, a comprehensive pedestrian circulation and pathway system, and possible land use scenarios for the re-use of properties around Hatch Park and the Town Center neighborhoods. This study should also explore the creative use of transfer of development rights (TDR) systems in order to incentivize redevelopment of properties near and adjacent to the Park.

PR-1.5 ***Identify a suitable location for a civic plaza.*** Explore an ideal location for a civic plaza. City officials have discussed the concept of designing a plaza or civic gathering area in conjunction with the expansion of Hatch Park or perhaps on the vacant parcel on the corner near City Hall. A formal outdoor civic space does not currently exist in North Salt Lake. This type of civic facility would be a fine addition to the recreational amenities available to citizens.

PR-1.6 ***Vacant lots or under-utilized parcels in residential areas.*** Discuss opportunities with landowners for the City to purchase strategically located vacant and under-utilized parcels for passive recreation parks and trails. When making purchase decisions priority should be given to parcels that would provide increased connectivity to trail systems and/or expand contiguous use of existing city recreation facilities. Vacant parcels are also good candidates for neighborhood



pocket parks if the size of the parcel is large enough to ensure efficient maintenance over time (see Figure PR.3).

PR-1.7 The City will endeavor to create more trail connections between upper trails and urban neighborhoods.

PR-1.8 *Equal geographic distribution of recreation areas within the City.* Analyze the City for geographic voids in recreational coverage. Distribution of facilities should reflect proximity to residences. Future recreational amenities should be scaled and located to maximize use by the highest number of residents. North Salt Lake should strive to establish balanced distribution across the City. See Figure PR.4.

Goal PR-2

Promote a walkable and bike-able community.

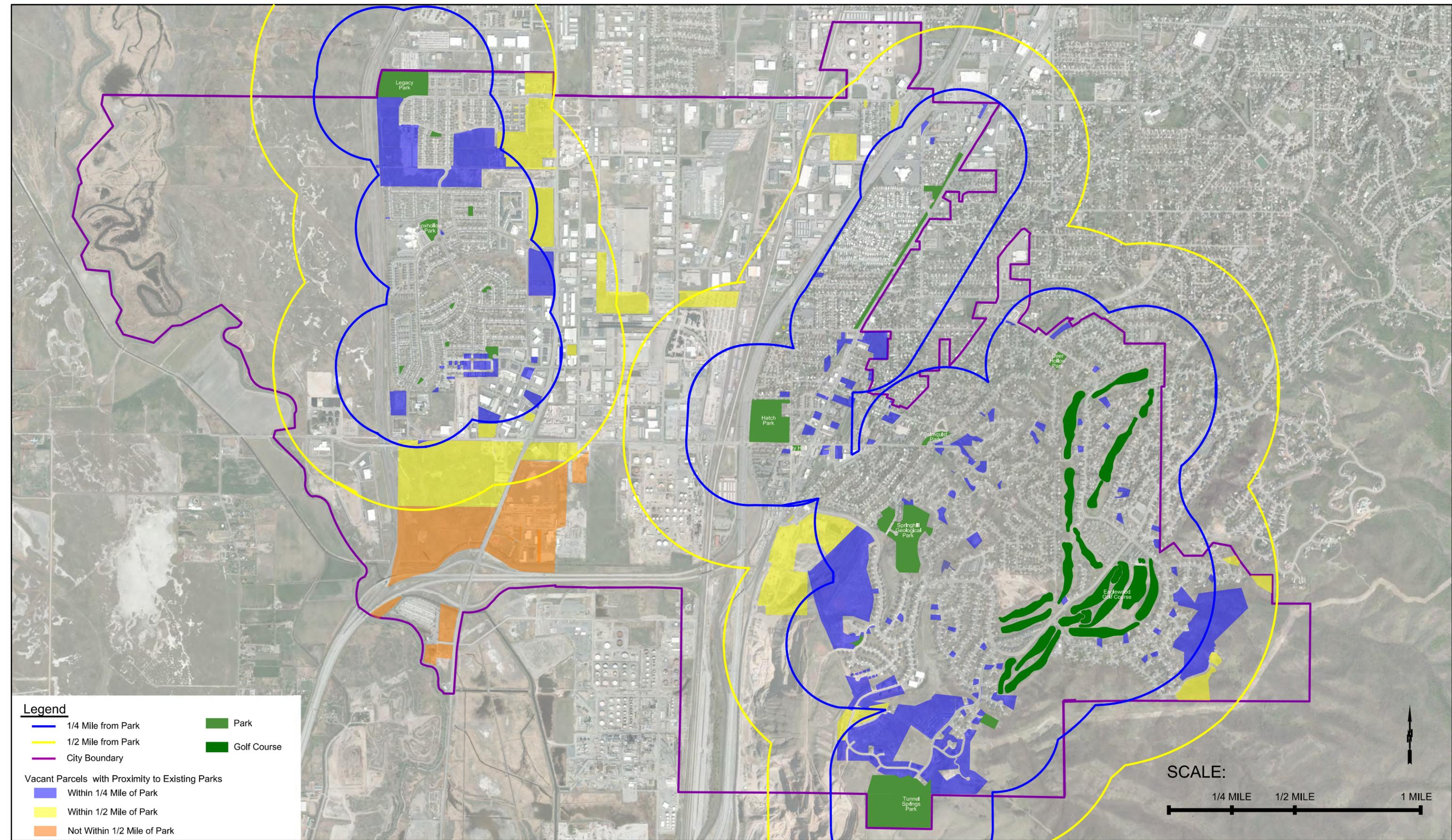
Policies:

PR-2.1 *Expand the city-wide bicycle/pedestrian system.* Analyze sidewalks, trails and bicycle connections throughout the City to ensure that pedestrian mobility and bicycle access to strategic destinations is maximized. Identified voids and obstacles in the system should become a high priority to be addressed by the City. In the Town Center, pedestrian connectivity should meet the highest design considerations as this will likely become a critical pedestrian destination. (See Figure PR.5).

Figure PR.3: Vacant/ Under-utilized Parcels with Potential for Parks/ Open Space

Figure PR.4: Proximity to Existing Parks

Figure PR.5: Recommended Bike and Pedestrian Trails



Legend

- 1/4 Mile from Park
- 1/2 Mile from Park
- City Boundary
- Park
- Golf Course

Vacant Parcels with Proximity to Existing Parks

- Within 1/4 Mile of Park
- Within 1/2 Mile of Park
- Not Within 1/2 Mile of Park

SCALE:

1/4 MILE 1/2 MILE 1 MILE

FIGURE PR.3: VACANT-UNDERUTILIZED PARCELS WITH POTENTIAL FOR PARKS-OPEN SPACE
MAY 2013

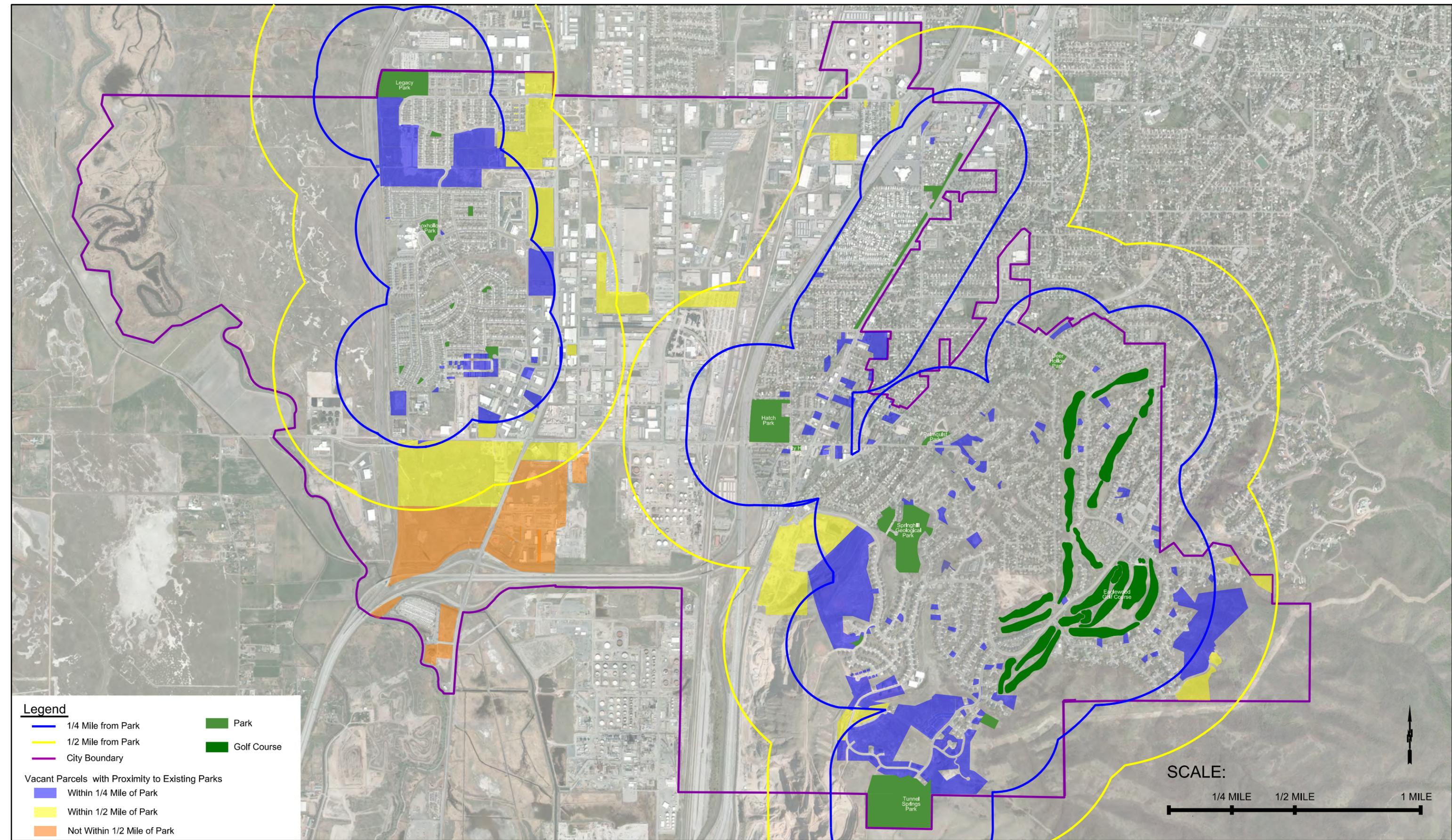


FIGURE PR.4: PROXIMITY TO EXISTING PARKS
MAY 21, 2013

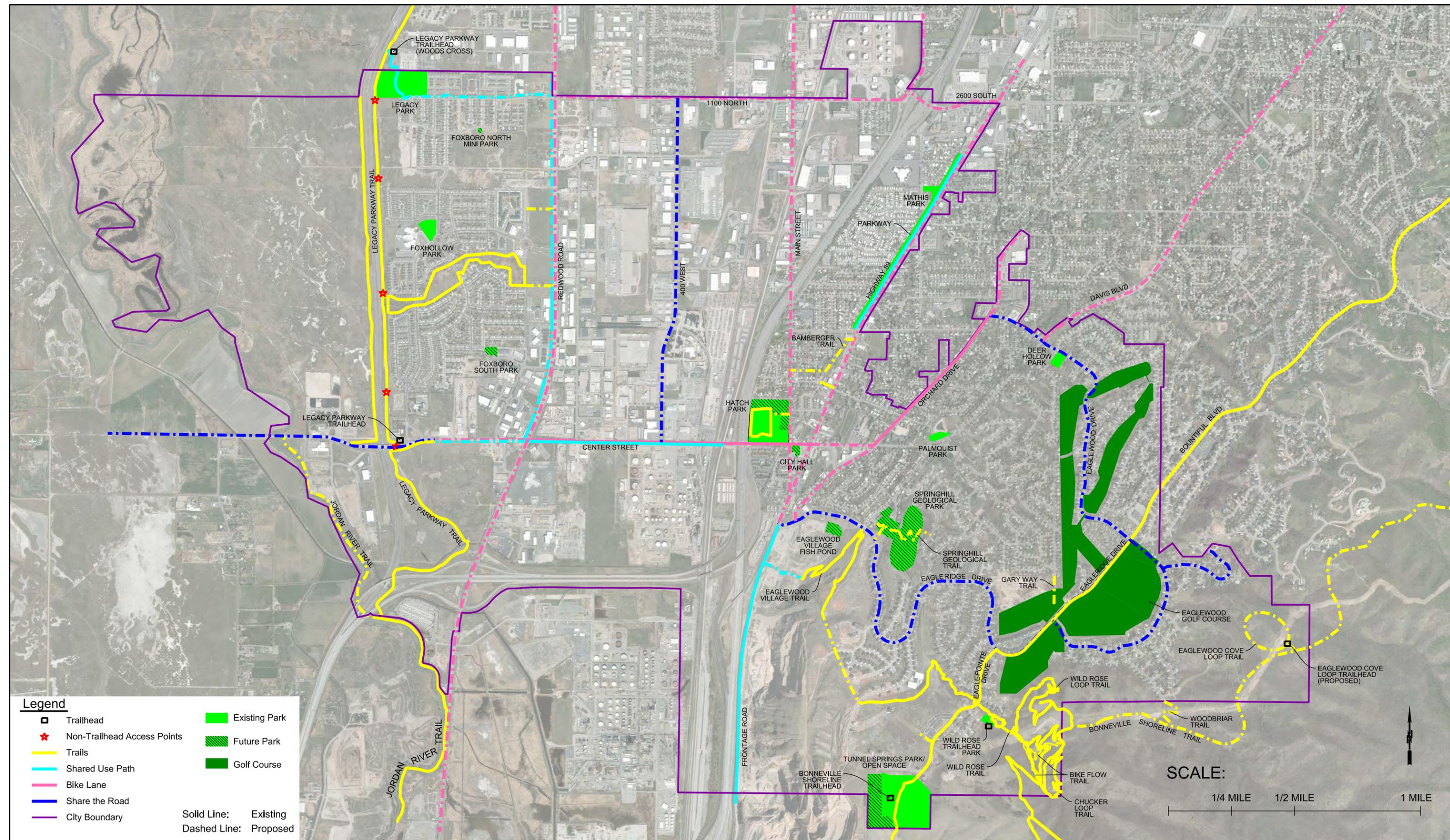
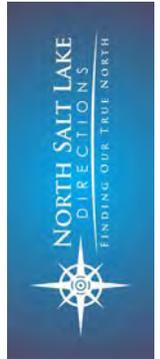
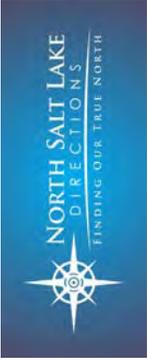


FIGURE PR.5: RECOMMENDED BIKE & PEDESTRIAN TRAILS
MAY 2013



- PR-2.2 ***Maximize connectivity to regional trail facilities.*** North Salt Lake has done a good job in providing access to the Jordan River Parkway regional trail. The City should create and maintain a Bonneville Shoreline Trail that meets the standards set by the regional BST committee. North Salt Lake should also participate in regional trail committees and projects to tie regional projects together (Davis County Trails group, Bonneville Shoreline Trail group, Jordan River Parkway foundation, and Salt Lake County trails groups).
- PR-2.3 ***Re-establish historic connections.*** Growth has disrupted pedestrian opportunities that were historically available to the citizens of North Salt Lake. After the Bamberger rail corridor was abandoned, several sections were sold or claimed by occupancy. The strategic relationship of this historic rail alignment with the Town Center offers a unique opportunity to provide pedestrian access in this area. North Salt Lake should investigate the ability to purchase sections of the corridor that are not currently occupied by structures and those that have a high probability of providing significant pedestrian access to the Town Center.
- PR-2.4 ***Improve streetscapes to enhance the pedestrian experience.*** The existing condition of many streets in the city does not encourage high level of pedestrian use. Focus should be paid to the public realm of City streets to provide an adequate pedestrian habitat. Streetscapes along busy streets should be configured to shield pedestrians from traffic by a landscaped park strip with street trees. Sidewalks in predominantly non-residential areas should be wide enough to accommodate side-by-side walking. Refer to the Transportation chapter for additional recommendations related to enhanced pedestrian facilities.
- PR-2.5 ***Promote trail safety and awareness.*** Mark trails uniformly to help pedestrians know where they are in relation to their destination. Trail and sidewalk use should be segregated by speed. Slow modes should not be required to share the same facility with faster modes (Bikes on streets or in separately designated areas within the facility only). Focus on pedestrian safety at road crossings.
- PR-2.6 ***Encourage diverse modes to use appropriate facilities.*** Support motorized trail use and training at the OHV Park



southwest of the City’s boundaries. Discourage motorized vehicle access and use in the foothills within the City boundary due to the lack of space and compatibility challenges with residences. This can be accomplished by strategic placement of large boulders and signage prohibiting vehicular use. Equestrian use should be discouraged in the foothills due to compatibility issues. Encourage use of the Jordan River as a “water trail” for water craft and fishing enthusiasts.

Goal PR-3

Encourage sustainable practices within the North Salt Lake parks, trails and recreation system.

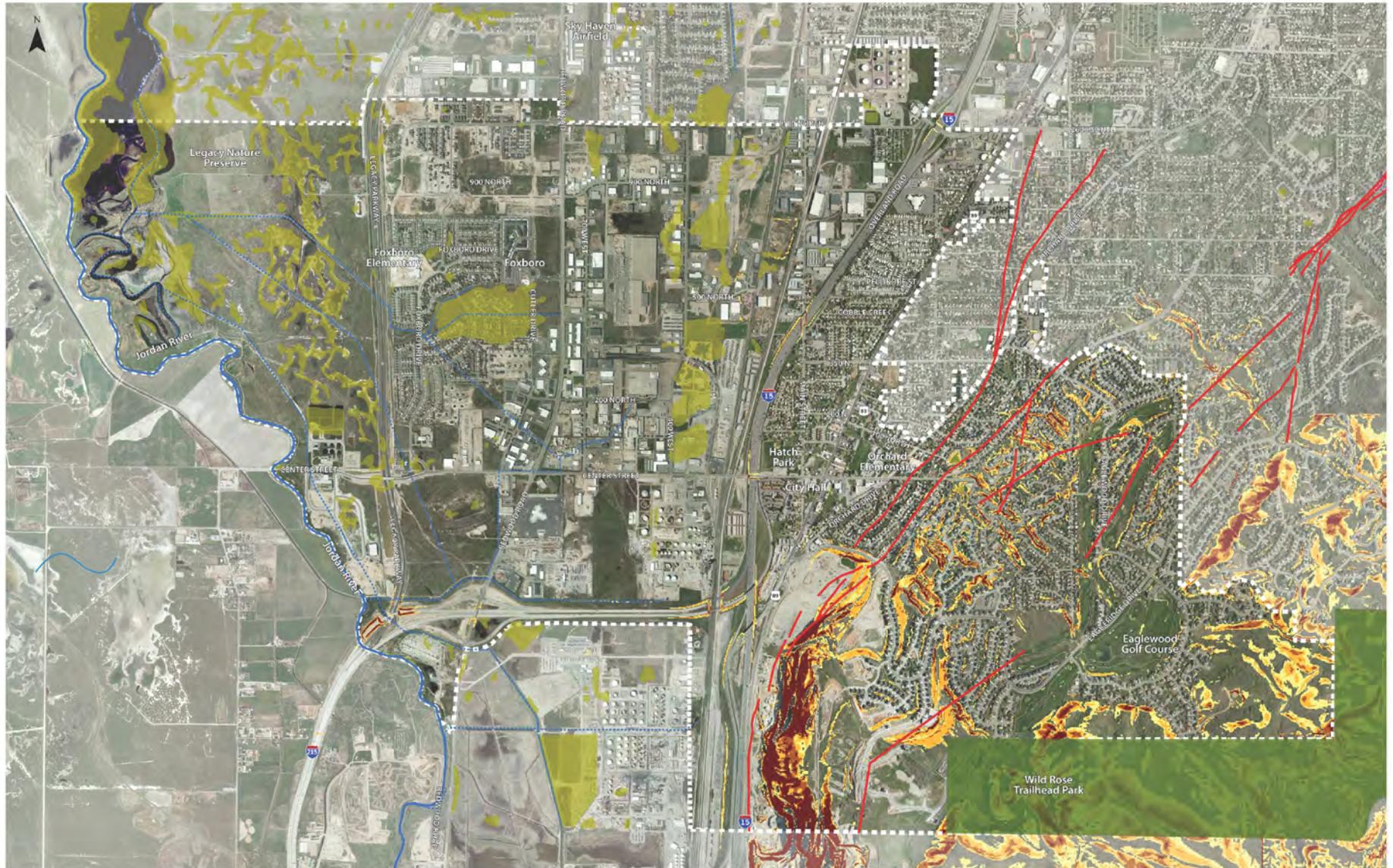
Policies:

PR-3.1 ***Water-wise landscaping ordinances.*** Prepare landscape guidelines and ordinance language that requires drought tolerant plant material that is well adapted to the unique climate and soil conditions that exists in Utah. Establish area percentage maximums for turf grass and other water-loving plant species. Encourage use of native plant species and the responsible use of diverse types of inorganic groundcover.

PR-3.2 ***Non-auto transportation opportunities.*** Increasing mobility options in North Salt Lake will encourage residents to reduce their automobile dependence. Particular emphasis has been placed on improving pedestrian connectivity to the Town Center and other key community amenities by enhancing streetscapes and creating new urban trails. Bicycle lanes along US-89, Center Street, and Redwood Road will support the growing cyclist demand. Extension of bus-rapid transit along US-89 will provide residents with additional mode options. Exploring non-auto transportation opportunities will improve quality of life for residents of North Salt Lake City.

Figure PR.6: Environmental Constraints

May 21, 2013



Environmental Constraints

Fault Lines
Rivers
Streams



Wetlands
Forest Service Boundary



Slope

25-30%	Light yellow box
30-35%	Yellow box
35-40%	Orange box
40-100%	Dark red box

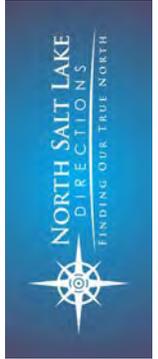


Fig PR.6: Environmental Constraints

Goal PR-4

Develop strategies to diversify parks, trails and recreation funding sources.

Policies:

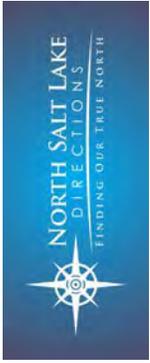
- PR-4.1 ***Parks and recreation land requirements from developers.*** Continue to require developers to include park/recreation land in their development or contribute to their construction through impact fees.
- PR-4.2 ***Impact fees.*** Adjust park impact fees as needed to build projects in growing area of the City
- PR-4.3 ***Explore additional funding mechanisms.*** Seek additional municipal funding sources through bonding or taxation of existing residences and businesses to upgrade recreation facilities for citizens. Seek additional funding from alternative sources – grants, matching funds, private donations, etc.
- PR-4.4 ***Nexus to economic development.*** Look for opportunities to take advantage of the synergistic relationship between recreational demand of citizens and private enterprise.

Goal PR-5

Improve the level of service for recreational amenities that are beneath existing demand.

Policies:

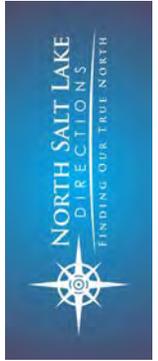
- PR-5.1 ***Improve and/or provide facilities to improve the level of service for the following recreational activities.*** Walking/jogging (paved paths, trails), dog parks, football, baseball, softball, basketball (outdoor, indoor), volleyball



(outdoor, indoor), swimming (lap, play pool, diving), wrestling, tennis, rollerblading (paths), bicycling (road), cross-country skiing, snowshoeing, camping, archery, amphitheater.

PR-5.2 The City will perform an inventory and analysis of its existing parks, trails and open spaces with the objective of identifying and enhancing opportunities for increased levels of service. For example, the City will examine the possibilities of dual use of storm water detention areas for parks or other passive recreation opportunities.

PR-5.3 The City will commit to a program of identifying and maintaining an acceptable level of maintenance for the Legacy Highway trails systems (east and west trails) so that these trail systems may remain viable, useful and safe regional facilities.



7

Town Center & Highway 89 Corridor

Strengthening the Heart of Our City

The Heart of the City bounded by I-15 on the west, Orchard Drive on the East, 350 North on the North and Eaglewood Village on the South.

The purpose of this chapter is to strengthen the heart of the City by advancing the following goals:

Create a distinct and positive identity for the Town Center. Building and improving features to make the Town Center for North Salt Lake special and distinct from nearby commercial districts.

Encourage intensity of activity in the Town Center. The Town Center should become a center of activity and the focal point for the city as a whole.

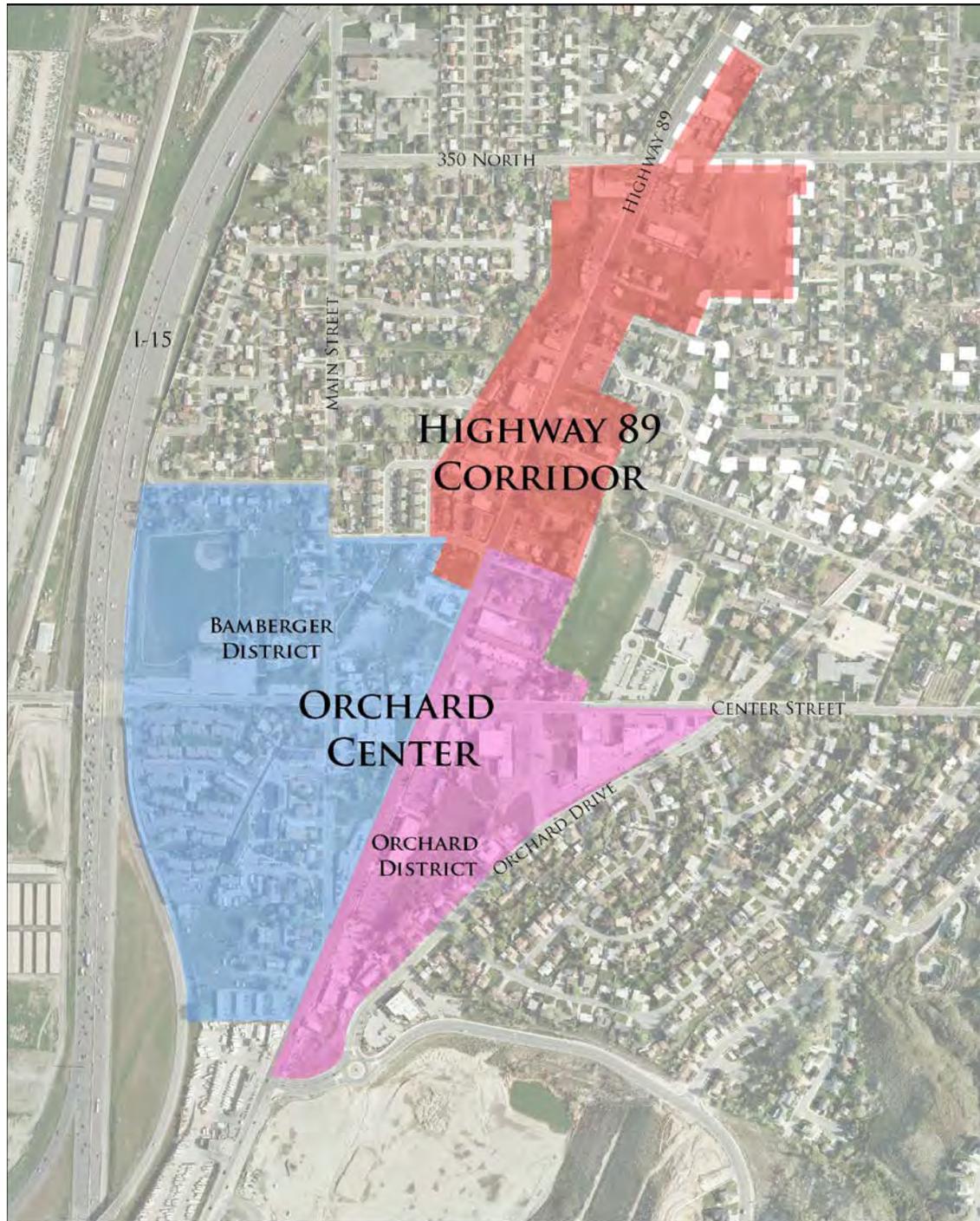
Improve the appearance and enhance the safety of the Town Center and Highway 89 Corridor. Ensure quality appearance and a safer environment through improved maintenance and design standards.

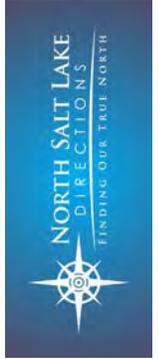
Establish streets that work for multiple modes of transportation. Streets should be safe and welcoming to pedestrians, bicycles, transit vehicles and cars.

Bring high-capacity transit to Highway 89. Work with regional transportation entities to advance planning for more transit options for residents.

Expand multi-family development options around Hatch Park by examining use of transfer of development rights (TDR). Redevelopment of land around Hatch Park is a long-term strategy that will encourage quality residential to locate in the Town Center.

Figure TC.1: Town Center (“Orchard Center”) and Highway 89 Corridor





North Salt Lake Speaks

Through the public process North Salt Lake residents expressed a strong desire for development of a Town Center. Residents visualized a place where the public could gather and enjoy shopping, entertainment, recreation and the arts. Residents recognized how a Town Center could act as a focal point for the city.

WORKSHOP QUESTIONS

How important is it for North Salt Lake to have a traditional town center?

- | | |
|-------------------------|--------|
| a) Not at all important | 1.75% |
| b) Unimportant | 10.53% |
| c) Neutral | 17.54% |
| d) Important | 31.58% |
| e) Very Important | 38.60% |

Roughly 70% of workshop attendees and 60% of online respondents were in favor of a traditional Town Center for North Salt Lake.

ONLINE QUESTION

What are the most important ingredients for a Town Center for North Salt Lake?

Responses listed in order of popularity:

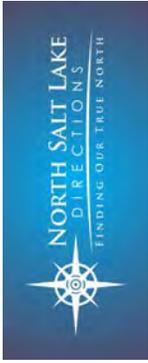
- Central gathering place or plaza
- Pedestrian friendly sidewalks and walkways
- Additional shopping

KEY MAP THEMES

Eight maps were developed through a group activity. Groups acted independently of each other but many themes were consistent between the eight maps.

Town Center. One key finding present in all the group maps was a strong desire for the development of a Town Center with a mix of uses, where residents can come together for civic, entertainment, shopping, and other activities.

Mix of Uses. Residents emphasized the desire for a mix of uses in the Town Center area through the chips they placed on the map.



Desired development included pedestrian oriented shopping, entertainment and restaurant uses, and mixed residential and commercial.

Goals and Policies

The following goals and related policies aim to create a thriving Town Center to enhance the overall image, character, and quality of life of the City.

TOWN CENTER IDENTITY

The Town Center should establish a distinctive identity that helps residents and visitors alike recognize it as the heart of the City.

Goal TC-1

Create a distinct and positive identity for the Town Center

Policies:

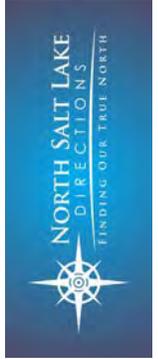
TC-1.1 ***Establish clear entry signals.*** This will help patrons recognize the Town Center district even when other changes are in early stages.

Implementation Strategies:

- 1.1.1 **Create entry/welcome signs** or monuments at the north and south entrances to the Town Center.
- 1.1.2 **Establish district specific signage**, such as wayfinding, parking, parks, and landmark signs that are consistent and help establish a Town Center brand.
 - a) Implement a Town Center promotional campaign to coincide with a ground-breaking, or park improvement.
 - b) Install uniform lighting along major corridors and throughout the Town Center.

TC-1.2 ***Nurture a distinctive sense of place through design of the built and natural environment.***

Implementation Strategies:



- 1.2.1 **Adopt design guidelines.** Establish design guidelines that provide continuity of materials and/or colors while allowing a broad diversity of architectural styles and ornamentation.
- 1.2.2. **Create consistent or complementary landscaping.** Implement a consistent or complementary landscaping program throughout the Town Center in parks, plazas, and civic buildings.
- 1.2.3 **Use street trees to reinforce the overall Town Center and sub-districts.** Require street trees and establish a street-tree program that selects tree varieties as a function of district, adjacent land use (retail, residential, office/civic), and public safety considerations.

TC-1.3 *Create public gathering spaces*

Implementation Strategies:

- 1.3.1 Develop small new public spaces to become civic gathering points.
- 1.3.2 Expand Hatch Park to Main Street and 150 North to enhance its role as the central park space for the City.
- 1.3.3 Encourage redevelopment of properties on the north side of 150 North and the east side of Main Street adjacent to Hatch Park through the possible use of TDR programs that will result in high quality multi-unit development in the Town Center.

TC-1.4 *Establish identity within the Town Center*

Implementation Strategies:

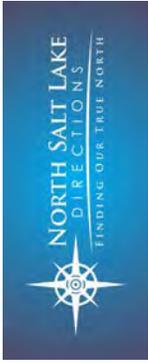
- 1.4.1 **Establish building design and uses compatible with the heart of the Town Center.** While a broad array of land uses are appropriate in the Highway 89 Corridor, buildings and land uses that are not human-scaled or support pedestrian activity do not support the establishment of a distinctive Town Center sense of place.
- 1.4.2 **Locate a Central Focal Point.** Establish the Hatch Park neighborhood as the clear focal point/gathering space in the Town Center.



Source: EPA Smart Growth

The Heart of North Salt Lake

The Town Center must differentiate itself from other commercial areas to be successful. In addition, the goal of the Center is to be the heart of the City, a place in which residents will take pride. Thus, the Town Center should establish clear pedestrian-friendly design standards and should allow land uses that fit the role of an active, walkable, mixed-use gathering place.



- a) Encourage Entertainment Uses. Revitalize the historic Town Center area into an entertainment district to fulfill more of the entertainment needs of area residents. Entertainment uses enhance the market for retail and residential uses and complement the role of the Town Center as the central gathering place for the City.
- b) Use Hatch Park as often as possible and appropriate for public and private civic events and City-sponsored celebrations and activities.

TC-1.5 ***Preserve and promote a historic Bamberger District.*** The Bamberger district includes original buildings utilized when the Bamberger Train was in operation. Historic buildings are relatively scarce in North Salt Lake. Protecting them provides a way to establish some of the distinctiveness needed for a successful Town Center.

Implementation strategies:

- 1.5.1 **Promote the name** for the area and the history of the district. (Bamberger Crossing, Bamberger Square, etc.)
- 1.5.2 **Provide signage** identifying historic Bamberger buildings.
- 1.5.3 **Explore erection of a commemorative monument.** Monuments such as a train-related sculpture on the Boulevard, or somewhere in the Town Center, should be considered.
- 1.5.4 **Increase events** at Hatch Park (farmer’s market, historic themed events, concerts, etc.)
- 1.5.5 **Consider using a part time event coordinator.**

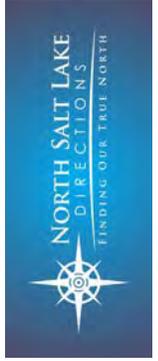
TC-1.6 ***Rebrand Highway 89,*** including consideration of a name change. “Highway” conveys “traveling-through,” and “autos-only.” Given proximity of the Highway 89 Corridor to the Town Center, explore terms that convey “destination,” “walking,” “community.”

Implementation strategies:

- 1.6.1 **Convene a focus group** to generate ideas for a name change and branding and test reaction to existing concepts.



- 1.6.2 **Coincide renaming with a major groundbreaking** or opening to generate interest and awareness of the name change
- 1.6.3 **Coordinate with UDOT** and Davis County regarding a prospective name change.
- 1.6.4 **Construct an entry feature** to the Town Center on Highway 89.



QUALITY AND INTENSITY

The Town Center should become the center of activity and the focal point for the city as a whole.

Goal TC-2

Encourage intensity of activity in the Town Center

Policies:

TC-2.1 **Integrate planning.** Invest in land use, circulation, parks, parking and infrastructure, and integrate these investments. A successful Town Center requires all the pieces to work well together. This is difficult to do if private investments and developments are not coordinated based on a specific plan.

Implementation Strategies

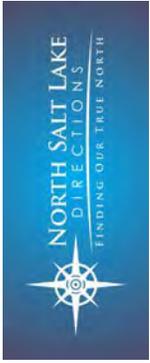
2.1.1 **Specific plan.** Develop a specific plan for the Town Center, identifying specific land uses, location of new plazas, street and right-of-way modifications, amenity improvements, the location of shared parking facilities, etc. A specific plan provides NSL with the ability to custom fit the planning of Town Center to the particular characteristics of the land such as the adjacent land uses (including residential and an elementary school), the character, and the slope and geometry of the parcels. A specific plan can also be the basis for a development agreement with one or more landowners. It can address the appropriate placement or siting criteria for a plaza, and define land uses and densities in more detail than is typically done in a traditional zoning ordinance.



Source: Congress for New Urbanism

The Value of Mixing Uses

Pedestrian-friendly mixed-use buildings encourage walking between homes, business, and entertainment / retail destinations. A mix of uses enables parking to serve more cars per day since the peak time-of-day parking demand varies based on the type of land use. A mix of uses would also enhance the sense of place of the Orchard District, NSL's central gathering place.



TC-2.2 **Create market-flexible regulations.** Create regulations that fit with anticipated market conditions. The Appendix summarizes these policy recommendations.

TC-2.3 **Allow housing by right.** Modify the zoning ordinance to allow housing outright in appropriate areas in the Town Center. Ensure a sufficient level of design so that new housing adds to and does not detract from the goals of the Town Center.

TC-2.4 **Encourage buildings that work for multiple uses.** Encourage buildings that can accommodate a range of land uses, such as housing, office and retail. Buildings such as loft buildings with generous ceiling heights and open floor plans enable buildings to adapt to changing market conditions over time. This will help ensure that the Town Center is adaptable and can respond to changing economic needs and uses.

Implementation Strategies:

2.4.1 **Allow a mix of uses.** The first step is to ensure ordinances allow the desired mix of uses by right.

2.4.2 **Incentivize mixed use development.** If the market is one dimensional, i.e., a strong demand for residential and a relatively small demand for retail, the ordinance can provide a density bonus in exchange for retail space.

2.4.3 **Require a mix of uses.** Conversely, provision of the desired low demand use, i.e., retail, may be a requirement to achieve the existing stated maximum density or FAR of a proposed development. For example, residential square footage may be allowed at a 3 to 1 ratio, for each square foot of retail provided, three square feet of residential will be allowed.

2.4.4 **Create a specific plan.** A specific plan can be used to gauge an appropriate range for the total retail square footage that is envisioned based on current market demand and buildout of the remainder of the specific plan. By doing so, the specific plan can identify appropriate required or incentivized linkages to ensure the desired, yet pragmatic, amount of retail square footage.

TC-2.5 **Encourage pedestrian-friendly uses in the Town Center.** Additional auto-oriented uses such as drive-through



Automobile & Pedestrian-Friendly

Examples of newly constructed auto-oriented land uses that are sited to work well for pedestrians in addition to patrons that arrive by car.

- Top: gas station
- Middle: drug store
- Bottom: drive-through restaurant



restaurants, gas stations, and auto service uses, may sometimes be in conflict with the place-making, development type, and design goals of the Town Center. Fundamentally, the Town Center will compete most effectively with other commercial districts in South Davis County if it differentiates itself; by becoming a destination district. Discourage additional auto-oriented uses inside the Town Center and Bamberger districts, through modifications to the zoning ordinance.

TC-2.6 *Encourage pedestrian-friendly design along the Highway 89 Corridor.* The Highway 89 Corridor will continue to allow auto-oriented uses, but ordinances should emphasize pedestrian-friendly design. Create additional design standards to ensure auto-oriented uses in these districts are compatible with a community-friendly development template.

TC-2.7 *Modify the land uses within the Zoning Ordinance.*

“What attracts people most, it appears, is other people,”

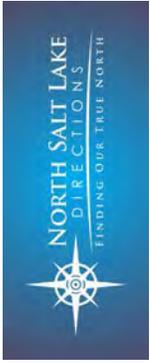
-William H. Whyte, noted researcher of public behavior

TABLE TC-2.7: LAND USE POLICIES		
	Town Center	Highway 89 Corridor
LAND USE		
a. Retail	P	P
b. Residential	P	P
c. Gasoline stations	N	P
d. Drive-thru restaurants	N	P
e. Motor vehicle and parts dealers	N	P
f. Any exterior storage of goods and materials	N	N

TC-2.8 *Fill the Town Center with people.* Nothing attracts patrons to a district like other people. Create a safe, friendly place where people have reasons to congregate and walk.

Implementation Strategies:





The Parking Challenge

Preliminary market analyses show an opportunity for restaurant uses in the Town Center. However, based on Chapter 6 of the NSL Land Use Ordinance, parking requirements in effect in 2011 require that a new 2,000 square foot restaurant have a minimum of 15 parking spaces --- more likely 25 or more spaces. Thus a 2,000 square foot restaurant would require at minimum a parking lot that covers about 6,000 square feet, three times the size of the restaurant itself. Such a requirement will substantially reduce the range of firms or investors willing to explore restaurant space in the Town Center.

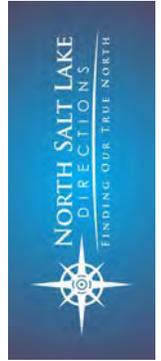
2.8.1 **Encourage residential development.** Loft living spaces and other residences are just as important for the residents of the North Salt Lake Town Center as it is for visitors. Visitors prefer to visit and linger in places with a human presence, and residents of the broad area surrounding the Town Center would enjoy an animated, exciting place.

TABLE TC-2.8 IMPLEMENTATION STRATEGIES			
Area	Town Center: Orchard District	Town Center: Bamberger District	Highway 89 Corridor
STRATEGIES TO ENCOURAGE INVESTMENT			
a. Consider incentives for private development projects, including gap financing through RDA funds, shorter processing timeframes	Yes	Yes	Yes
b. Encourage Land Assembly, e.g., create a minimum lot size for development, create incentives for combining of lots	Yes	Yes	Yes
c. Explore Public Private Partnership	Yes	Yes: Block North of City Hall	Yes: SE Corner of 350 North (3800 S) and Highway 89
d. Conduct a Market Study	Yes		Yes: SE Corner of 350 North (3800 S) and Highway 89
e. Consider City Funds, for reinvestment in property if meeting new city goals	Yes		
f. Consider the formation of RDA/CDA/EDAs	Yes		

2.8.2 **Implement / augment events programming** for all existing and future parks, plazas and public spaces in the Town Center.

2.8.3 **Allow medium and high density residential around Hatch Park.** The streets surrounding Hatch Park could be redeveloped to provide additional housing opportunities. As stated previously, adding population to the Town Center creates a customer base that will live, play and walk in the Town Center. These residents will ultimately be part of the population that makes the Town Center retail, food services and other personal services viable businesses in the City.

TC-2.9 **Enable more building intensity balanced with appropriate scale. High building intensity will help the Town Center be a true center of activity.** Building intensity, measured as the ratio of building square footage to the size of the lot, is limited by maximum building heights, required yard setbacks, the physical extent of required parking, and required landscaping. Through the following approaches a



high intensity of building square footage can be accomplished without utilizing building heights that are out of scale with the broader vicinity:

Implementation Strategies:

- 2.9.1 **Efficient parking strategies**, providing just enough supply for demand
- 2.9.2 **Urban yard setbacks**, that bring buildings near streets and sidewalks, and
- 2.9.3 **Town Center landscaping strategies**, that efficiently cluster usable landscaping into small parks or plazas.

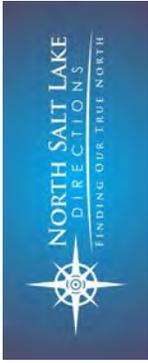
TC-2.10 ***Allow additional reductions in parking supply in the Town Center.*** With the focus in the Town Center on walking and bicycling both to the center and within, it is appropriate for less parking to be provided. Parking generation studies indicate that settings like this tend to experience lower levels of demand per land use square footage. Further, reduced required parking supply levels may help spur investment in the Town Center by increasing the proportion of a site utilized by revenue generating building square footage. Urban locations experience parking demand that is lower than suburban locations, varying by land use. As the Town Center is and will increasingly be the most urban location in North Salt Lake, the recommendation is to reduce parking requirements as outlined in Table TC-2.14, informed by ITE Parking Generation, 4th edition. For example, parking demand from ITE for a high-turnover sit down restaurant in an urban setting is 5.5 spaces per 1,000 square feet (page 319). This is 46% of what is required currently (2011) in NSL, about 12 spaces per 1,000 square feet.

TC-2.11 ***Utilize public parking to serve parking demand in the Town Center.*** Public parking lots tend to be more efficiently utilized given their potential use by patrons of all firms in the vicinity; ie., they tend to be shared more broadly between more firms and destinations.



Visible Height

Taller buildings help increase intensity of the built environment and help lead to a more vibrant Town Center. This objective must also be balanced with maintaining compatibility with surrounding neighborhoods. Rather than the actual height, it is the visible height of buildings that is the key consideration; in particular the visible height of potential buildings from single-family neighborhoods on the East side of Orchard Drive.



Increase Town Center Buying Power

Existing businesses should be cherished and supported. But as new development happens over time, North Salt Lake should encourage housing and office development away from key centers of activity in order to improve the viability of retail uses.

TC-2.12 *Allow developers to provide in-lieu fees in exchange for providing required parking spaces.* In-lieu fees can then be utilized by the City to purchase publicly shared surface parking lots and, over time, potentially fund structured parking improvements to these public parking lots. Public parking lots are more efficiently utilized than private lots meaning fewer spaces are needed to serve the same parking demand.

Area	Town Center: Orchard District	Town Center: Bamberger District	Highway 89 Corridor
a. Required parking (as percentage of standard): Commercial uses	65%	65%	65%
b. Required parking (as percentage of standard): Residential uses	100%	100%	100%
c. Allow adjacent on-street parking spaces to count towards minimum non-residential and visitor parking requirements	Y	N	Y
d. Allow district parking for non-residential parking spaces (parking not necessarily located on the same site)	Y	Y	Y
e. Allow an in-lieu fee program for non-residential parking, replacing up to the following percentage of required parking	100%	100%	50%
f. Residential visitor parking may be counted in shared-parking calculations	Y	Y	Y

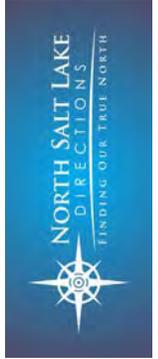
TC-2.13 *Allow district parking strategies.* To enable more efficient use and management of parking, allow district parking strategies. This means that required non-residential parking does not necessarily need to be located on the same individual parcel or block as the parking demand-generating building(s), so long as it is within a short walking distance (e.g., approximately ¼ mile).

TC-2.14 *Establish building heights that balance desired intensity and appropriateness of scale*

Implementation Strategies:

2.14.1 Building heights should increase as the distance from Orchard Drive increases moving from East to West. This will minimize the visible height from the East and utilize the natural slope to reduce visibly apparent building heights.

2.14.2 Allow 4-story development. Given the cost effectiveness of 4-story construction, the majority of the Town Center area should allow 4-stories in height.



TC-2.15 *Encourage clustering of future retail to enable development of additional buying power and ensure high-value retail.* Clustered retail creates nodes of vibrant retail activity at the most visible and viable locations while enabling more buying power, e.g., homes and offices, to be developed between retail clusters.

Implementation Strategy:

2.15.1 Encourage housing and office development and discourage new retail except in the Town Center and Bamberger District, and near the 350 North cross street.

GENERAL APPEARANCE

The Town Center will be a prominent destination in North Salt Lake, shaping overall impressions. Therefore, aesthetic beauty is an important goal.

Goal TC-3

Improve appearance of the Town Center

Policies:

TC-3.1 *Improve maintenance and upkeep.* Adopt maintenance standards on new and existing property. As a minimum, address weeds, rust, paint and siding, parking lot condition, parking lot striping, etc.

TC-3.2 *Reduce visual clutter by standardizing signs* within each District.

Implementation Strategies:

3.2.1 **Town Center:** Revise sign code to allow only wall, window, blade, or monument signs.

3.2.2 **Highway 89 Corridor:** Transition to monument signs for mid block areas using incentives such as Electronic Message Centers (EMCs) as a permitted use but only allowed on monument signs.

3.2.3 **Control temporary signs** in terms of number, size, placement, and allowable duration

3.2.4 **Address window signs** as a percent of window coverage



Decorative Urban Fence

The recommendation calls for either a narrow, but solid 3 foot + hedge or a decorative urban fence. A visual feature like this screens parking from view, gives a pedestrian something attractive to walk next too, and helps visually hold the street wall to provide continuity between buildings. Pedestrians prefer to walk next to something, rather than open space or even grass.



3.2.5 Create signage and development standards for EMCs.

3.2.6 Do not allow pole or monument signs at intersections.

TC-3.3 *Ensure attractive new developments and buildings that line sidewalks with windows and other features of interest.*
Refer to Tables TC-3.3.1 and TC-3.3.2.



Transparency of Street-Facing Facades

This is an example of a newly constructed building that easily meets the transparency recommendations outlined for the Town Center. Ground floor transparency in particular helps a building be more welcoming to walk next to, helps pedestrians feel safer by providing abundant natural surveillance, and overall supports the place-making goals of the Town Center.

TABLE TC-3.3.1 BUILDING SITE POLICIES

	Town Center: Orchard District	Town Center: Bamberger District	Highway 89 Corridor
a. Maximum height (stories)	4	4	4
b. Minimum height (stories)	2	2	-
c. Minimum Net F.A.R.	0.4	-	-
d. Parking lot allowable location	Rear	Rear	Side & Rear
e. Parking lot front yard narrow hedge or decorative urban fence	Required	Required	-
f. Parking lot landscaping buffers	-	-	Required
g. Front setback minimum	6' (2)	6' (2)	8' (2)
h. Front setback maximum	10' (2)	10' (2)	12' (2)
Corner build-to line (for corner parcels fronting two public streets)	10' (2)	10' (2)	10' (2)
j. Landscaping requirement (1)	10%	10%	10%
k. Minimum % tree canopy (at maturity) requirement	n/a	n/a	25%
l. Dedicated pedestrian walkways (primary entrance to primary public walkway)	Required	Required	Required
m. Front yard frontage % with buildings between min and max setback (3)	75%	60%	40%
1) An in-lieu fee may be allowed in exchange for required landscaping			
2) Highway 89-facing setback: Minimum 15' maximum 20'			
3) Helps encourage building mass near the street to create a building-lined promenade			



TABLE TC-3.3.2 DESIGN POLICIES			
	Town Center: Orchard District	Town Center: Bamberger District	Highway 89 Corridor
a. Ground Floor % Transparency (windows and doors) for Primary Public Street-Facing Façade for non-residential and mixed use building (1)	65%	65%	50%
b. Upper floor transparency (windows) for public street-facing facades (2)	40%	40%	30%
c. Front-door direct orientation to one pedestrian accessible street that fronts the parcels (diagonal orientation o.k.)	Yes	Yes	Yes
d. Colors/materials standards (3)	Yes	Yes	-
e. Buildings shall be directly pedestrian accessible from the nearest street sidewalk	Yes	Yes	Yes
f. Horizontal architectural treatment (4)	Yes	Yes	-
g. Pedestrian-protection building features (5)	Yes	Yes	Yes
1) Applies only to the ground floor, i.e., the bottom 10 to 12 feet of a building. Applies only to street facing facades (typically one façade unless a corner building). 2) Applies only to upper floors, i.e. above the bottom 10 to 12 feet of the building. Applies only to street facing facades (typically one façade unless a corner building). 3) Fronts and sides of buildings visible from the public right-of-way shall be non-reflective and shall be of brick, stucco, hardy board, architectural gradestone, or natural wood. All other surfaces shall be non-reflective. 4) Horizontal architectural treatment. Building design is encouraged to provide a foundation or base with changes in volume or material. The top floor of a building that is over two stories should contain a distinctive roof treatment consisting of a cornice or other strong architectural termination. 5) Buildings shall incorporate arcades, roofs, alcoves, porticos and awnings that protect pedestrians from the rain and sun.			



MULTIPLE MODES

Successful centers compete as an overall destination, not just as a collection of individual businesses. People come to the center to accomplish multiple tasks similar to the way they visit a shopping mall. As with a shopping mall, some people will come without a particular shopping need to fulfill, but rather to visit the place that is the sum of all of the buildings, activities, and gathering spaces. A big part of the reason people will spend a significant amount of time in a shopping mall is because the atmosphere is pleasant: storefronts are close to each other, attractively designed, and the walk is pleasant. People in shopping malls will walk sometimes miles in the course of their shopping.

Successful centers follow many of the same strategies that successful shopping malls do. They present a cohesive walking experience to patrons: the walk is not interrupted extensively by inconveniences to pedestrians such as driveways or parking areas. Attention is paid to the look of storefronts. Finally, the individual downtown businesses, similar to a mall’s tenants, cooperate with each other for a unified parking (as well as marketing, signage, and event) strategy. A cohesive center works well for a variety of



modes of transportation: cars, walking, bicycling and public transportation.

Goal TC-4

Establish streets that work for multiple modes of transportation

FOR MORE DETAIL SEE ALSO CHAPTER 4: TRANSPORTATION

Policies:

TC-4.1 ***Improve the pedestrian friendliness of the district.*** See TC-3.3 and associated tables and implement the specific pedestrian path, trail and access plans identified in Goal 4 of the Transportation Chapter.

TC-4.2 ***Manage curb cuts and access***

Implementation Strategies:

4.2.1 **Control access** to avoid pedestrian/ auto conflicts balanced with traffic flow goals. The primary access points to parking lots and facilities shall be from streets other than the primary designated pedestrian route (typically one side of a standard development).

4.2.2 **Discourage curb cuts** across the primary sidewalk.

TC-4.3 ***Modify streetscape for multiple modes.***

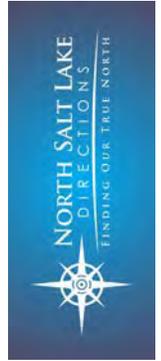
Implementation Strategies:

4.3.1. **Establish new streetscape standards** with a bike and pedestrian emphasis

4.3.2 **Establish bike lanes** on Highway 89, Redwood Road, Orchard Drive, and Center Street in consideration with transit, median, parking and other desired features of the streetscape

4.3.3 **Address areas where sidewalks are lacking or insufficient for pedestrian access and safety.**

4.3.3.1 Reduce poles when practical (restrict pole signs in sign code, minimize light poles on private property, and poles/signs in the public ROW) on Hwy 89.



- 4.3.3.2 Develop an agreement with UDOT and UTA regarding future streetscape improvements on Highway 89.
- 4.3.3.3 Create median landscape plan as applicable to integrate with future transit and traffic operations.
 - Coordinate with UTA and UDOT to avoid conflicts with long-term changes in transit service and any right-of-way modifications.
 - Take care to avoid wasting public investments. For example, a median plan may simply enhance the beauty and landscaping associated with future BRT design.
 - Consider low maintenance requirements but include trees as practicable; e.g., median design will create left turn barrier issues.
 - Address median improvements with Transit in CIP when appropriate.
- 4.3.3.4 Lower the speed limit, if possible.
- 4.3.3.5 Create a Special Assessment Area (SAA). Work with property owners and businesses to create an SAA – consider City participation, identify potential grant sources
- 4.3.3.6 Bamberger District: Reevaluate recent traffic study to address Main/Center street intersection with Town Center Goals in mind (slower traffic)

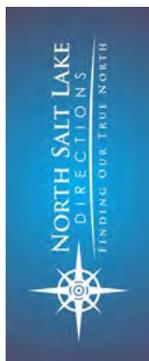
TC-4.4 *Minimize fiscal and property impacts associated with ROW improvements.*

Implementation Strategy:

- 4.4.1 **Work with land owners and UDOT** to accommodate widening of Center Street east of I-15 through strategic shifts in real property.

TRANSIT

The location of the North Salt Lake Town Center is at the junction of multiple bus routes and has the potential for BRT or Streetcar stations. Transit access is a way for the Center to differentiate itself and may enable reductions in parking usage.



Goal TC-5

Bring high-capacity transit to Highway 89

Policies:

TC-5.1 ***Improve the likelihood of public transportation investments.*** Maximize the likelihood and number of transit stations in the Town Center by enabling more potential riders to live and work within walking distance of potential stations. This is accomplished by allowing greater building intensity.

Implementation Strategies:

5.1.1 **Work to establish expectations for three stations:** 350 North, Center Street, and Eaglewood Village

5.1.2 **Reduce parking requirements** within $\frac{1}{4}$ mile of future transit stations.

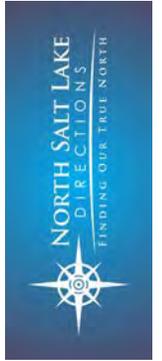
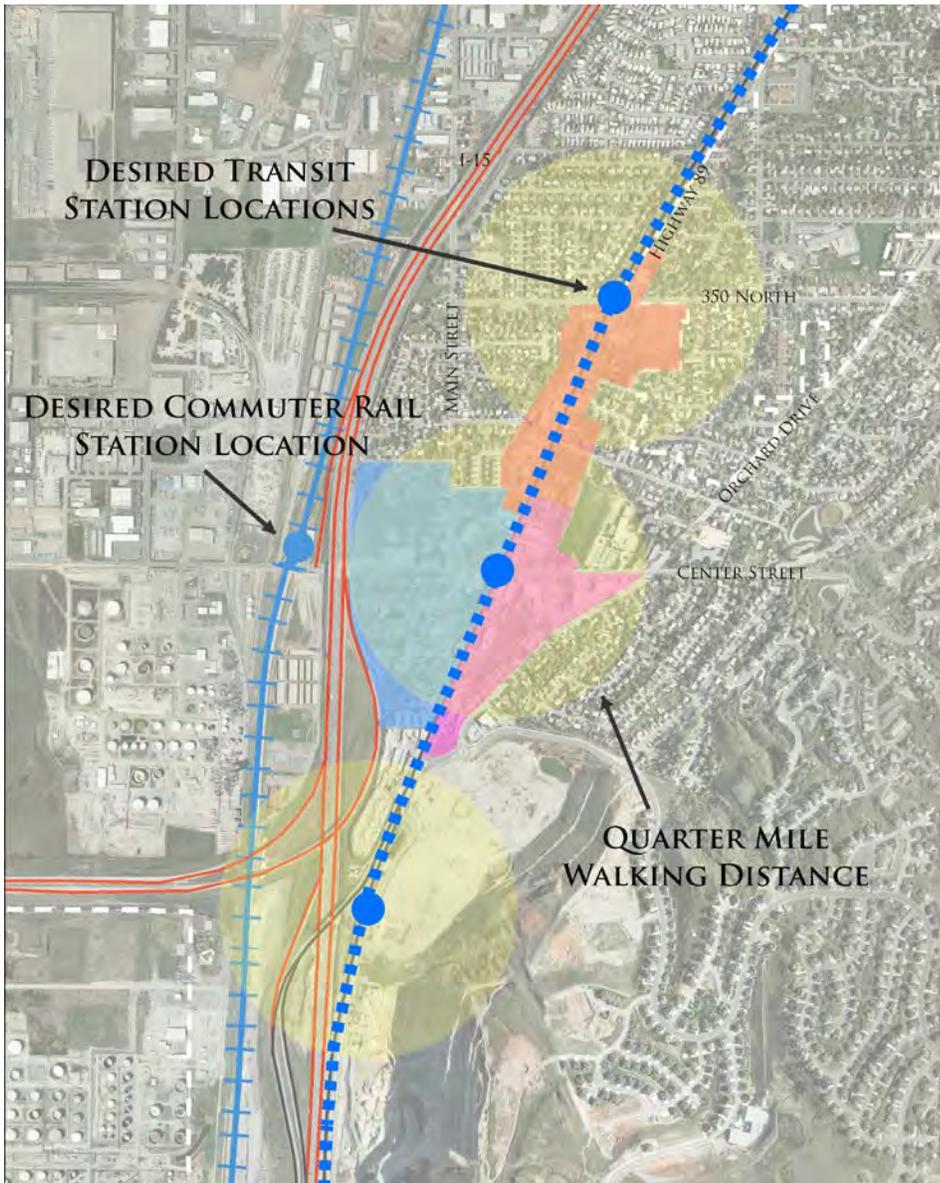
5.1.3 **Work with Bountiful, Davis County and property owners** to create a master plan for a 350 North Village Center.

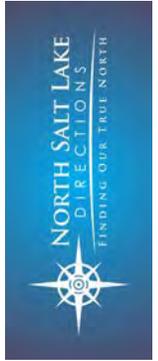
5.1.4 **Eaglewood Village:** Assure the proposed land uses continue to be supportive of transit.

5.1.5 **Improve the likelihood of public transit** by supporting the conclusions of the South Davis County Corridor Study.

TC-5.2 ***Coordinate future transit stations with key Town Center areas of activity.*** Convey to UTA the location and number of desired transit stations.

Figure TC.2: Preferred Future Transit Station Locations





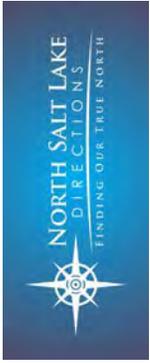
8 Redwood Road District

Creating a Community-Friendly Arterial

The Redwood Road District is located generally between 1100 North, I-215, and running along and near Redwood Road. See Figure R.1 for details

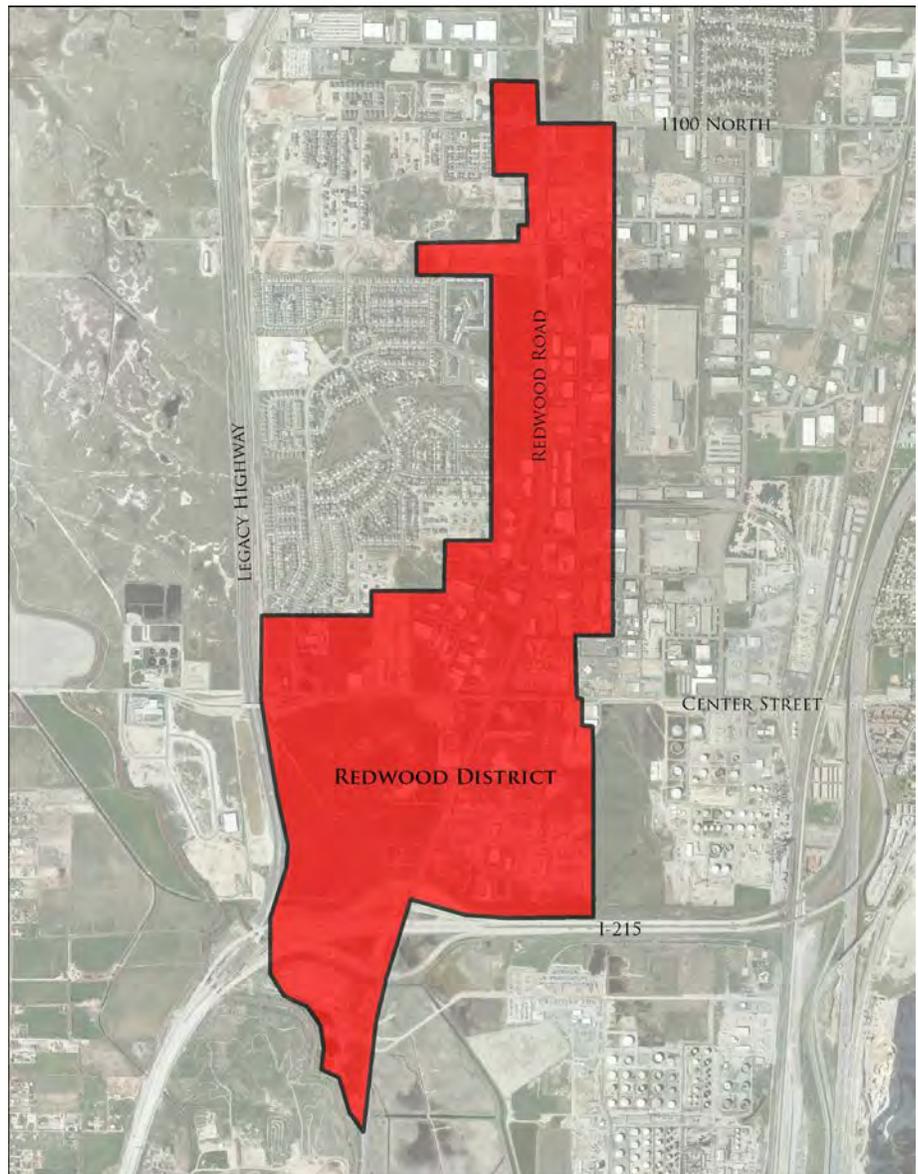
Create community-friendly development in the Redwood Road District by advancing the following goals:

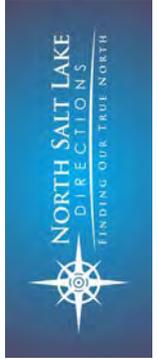
1. ***Encourage quality development and intensity of activity.*** Redwood Road is underutilized and represents an opportunity to help NSL become a more complete community.
2. ***Maximize economic opportunities for the intersection of Redwood Road and I-215.*** Ensuring this key site helps grow the local economy, provide shopping opportunities, and adds to the quality of life of the surrounding areas.
3. ***Create a village identity that ties into the Foxboro community.*** Foxboro's primary entry should be a focal point for the community and be of consistent quality to the rest of the community.
4. ***Improve the appearance of the Redwood Road district.*** Helping NSL become a more attractive city by enhancing the appearance of key corridors including Redwood Road.
5. ***Increase Regional transportation access to the Redwood / Center Street area.*** Improved access to interstates will improve mobility for city residents and employees. It will also improve the attractiveness of development in the Redwood Road district for retail and office buildings.



- 6. ***Enable direct pedestrian and bicycle access.*** This will improve the overall livability of the west side of North Salt Lake.
- 7. ***Ensure general compatibility between buildings and uses in the Redwood District.*** Compatible development helps ensure reduced long-term conflicts for both industrial / commercial owners and users and residents.

Figure R.1: Geography of the Redwood Road District





North Salt Lake Speaks

Through the public process North Salt lake residents expressed the need for additional shopping opportunities west of I-15. Residents also expressed a desire for new development with regional significance in the northeast quadrant of Redwood Road and I-215.

WORKSHOP QUESTIONS

What is your level of initial support for encouraging a mix of uses, such as retail and housing, near Redwood Road?

- Not worth exploring, I have substantial concerns 0%
- Worth exploring further, but I have major concerns 15%
- Sounds like a good idea, but details need to be addressed 63%
- I strongly support this idea 22%

What is your level of support for increasing the pedestrian friendliness of development along Redwood Road?

- Not worth exploring, I have substantial concerns 0%
- Worth exploring further, but I have major concerns 15%
- Sounds like a good idea, but details need to be addressed 41%
- I strongly support this idea 44%

ONLINE QUESTION

What would you most like to see improved on Redwood Road?

Responses listed in order of popularity:

- a) Selection of retail shops
- b) Aesthetic appeal of the street and buildings
- c) Sidewalks and other retail amenities



KEY MAP THEMES

Eight maps were developed through a group activity. Groups acted independently of each other but many themes were consistent between the maps.

New destination in northeast quadrant of Redwood and I-215. One key finding present in all of the group maps was a desire for the new development in the property at the northeast quadrant of Redwood Road and I-215. Residents mapped a mix of uses that varied between the maps, but were consistent in seeing the property as a potential growth area.

Increased shopping opportunities near Foxboro. Residents emphasized the need for additional shopping opportunities west of I-15 to provide for local residents.

Goals and Policies

This section of the Redwood Road Chapter describes goals and objectives that guide policy decisions consistent with the City's vision for Redwood Road and within the area at the northwest quadrant of Redwood Road and I-215.

QUALITY AND VITALITY

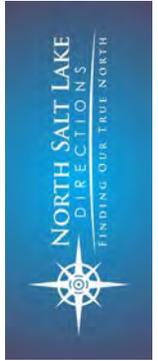
Redwood Road in 2012 has substantial vacant land, low value industrial sites, and a low percentage of the sites are used for retail uses desired by Foxboro residents. Below are Goals, Policies, and Actions intended to steer the Redwood District to a higher level of investment, buildings and their locations that fit with market demands, and a land use pattern that is logical and minimizes jarring incompatibilities.

Goal R-1

Encourage quality development and intensity of activity in the Redwood Road District

Policies:

R-1.1 ***Market-based regulations.*** Create regulations appropriate for market realities.

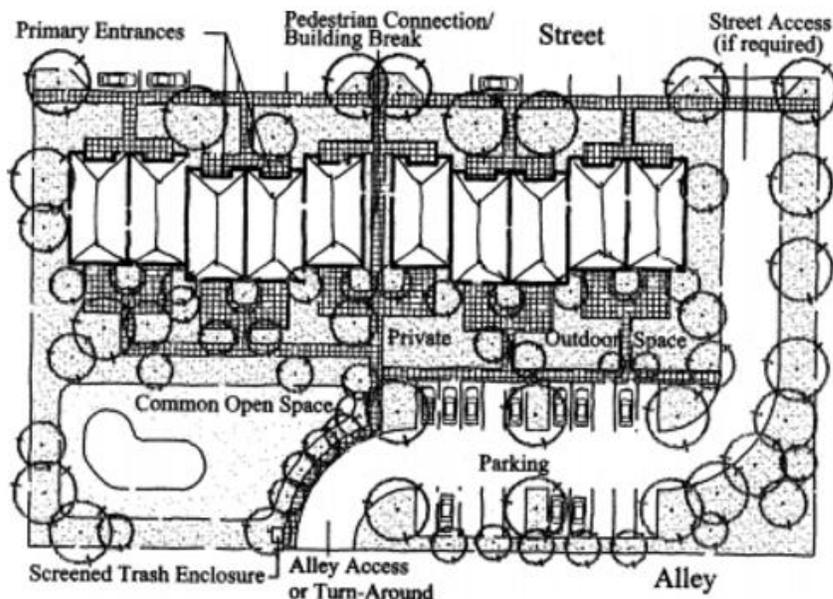


Retail demand is not sufficient for the land area planned or zoned for retail along Redwood road. Meanwhile, housing and office uses should generally be enabled and encouraged in the vicinity of Redwood Road in order to increase buying power which, in turn, enables additional desired retail in the vicinity.

1.1.1 ***Ensure community friendly design.*** Architectural standards should be adopted for housing in the Redwood District to ensure human-scale design, while affording flexibility to use a variety of building styles.

- i. **Building Form.** Long continuous horizontal elements of individual buildings should be broken up.
- ii. **Eyes on the Street.** All building elevations visible from a public street right-of-way shall provide doors, porches, balconies, and/or windows facing that street.
- iii. **Avoid street access to housing from Redwood Road.** This helps traffic flow, ensures landscaping continuity along the street, and improves pedestrian safety. Prohibit residential driveway access on Redwood Road.

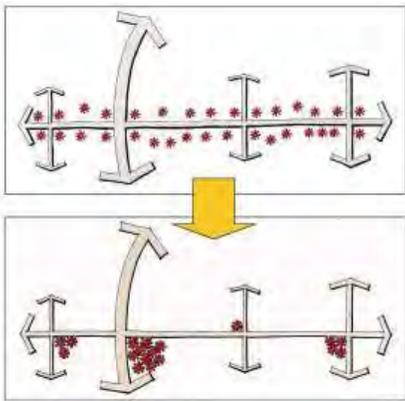
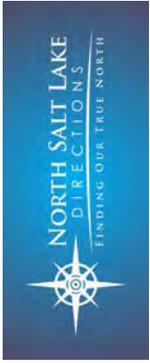
Figure R.2: Redwood Road Housing Recommended Site Design Housing



Redwood Road



An example of new corridor-fronting multi-unit housing that meets the recommendations of this chapter.



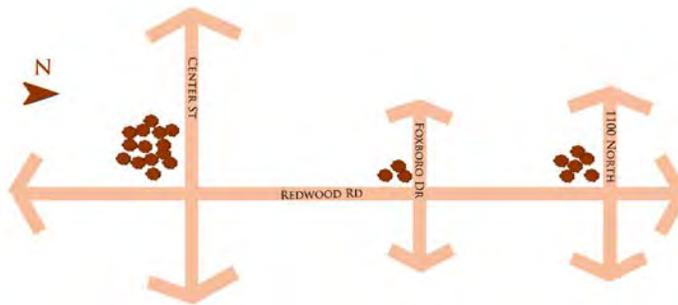
Clustered retail focuses shopping opportunities where they naturally have the most visibility. The space in-between is an opportunity for offices or housing that increases buying power for additional retail.

R-1.2 Cluster future retail. Encourage clustering of future retail.

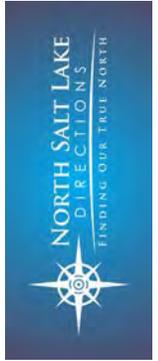
Clustered retail tends to have a stronger draw beyond the immediate vicinity. Because there is a limited market for retail uses, they should be encouraged in the locations that are preferable to retailers.

Locations with excellent transportation access tend to be preferable to retailers, and therefore appropriate to encourage clustering of retail. In the Redwood Road district nodes of retail should be encouraged: near the I-215 freeway interchange, a potential Legacy Highway interchange, and at the intersections of major roads (major collectors and arterials) including Center Street & Redwood, and 1100 North and Redwood (See Figure R.3).

Figure R.3: Encourage Clustered Retail in Redwood Road District



- 1.2.1 Incentivize retail locations at freeway interchanges and major intersections. Provide desired bonuses such as increased density, increased height, decreased parking requirements in exchange for a mix of uses.



GROWING THE REDWOOD DISTRICT ECONOMY

Redwood Road features sites, including the northwest and southwest quadrants of Redwood Road and I-215, that benefit from freeway access, are located on a major inter-county arterial, and feature vacant parcels and significantly underutilized sites. This is one of the last significant areas in the city with substantial potential for economic development.

Goal R-2

Maximize economic opportunities for the intersection of Redwood Road and I-215

Policies:

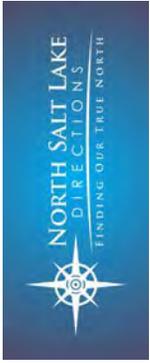
R-2.1 ***Business attraction and expansion.*** North Salt Lake City staff and community leaders should focus their marketing and recruitment efforts on a few "high yield" targets that will make a significant difference to the local economy.

2.1.1. ***Recruit, retain and expand employers.*** North Salt Lake should encourage existing firms to grow and expand their business operations, and focus business attraction efforts on established firms within the region that may need larger facilities or a new location within the region. Firms with a regional presence are aware of the Interstate 80 and 15 corridor location advantages, and North Salt Lake can take advantage of a strong regional economy.

The market demand for regional transportation and distribution is strong, and North Salt Lake is in a good position to take advantage of a nearby highly skilled labor force and convenient access to I-15, I-80 and the Salt Lake International Airport.

North Salt Lake can retain and grow Redwood Road employers through several programs:

- Relocation assistance
- Improved roads and streets



- Incentives to encourage expanding North Salt Lake businesses to remain in NSL instead of moving
- Technical assistance, planning/zoning incentives and expedited business licenses

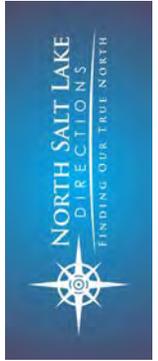
R-2.2 ***Spur revitalization.*** Create a Redwood Road revitalization area.

The City has already initiated a blight survey for several areas surrounding the Redwood Road/I-215 and Center Street intersections. This is one of the last large land areas in the City that could develop into a significant project area. It is believed that this area contains sufficient blight that the City could form an RDA project area, use condemnation authority, if necessary, to assemble property, construct large amounts of missing public infrastructure and in all other ways prepare the area for a high quality mixed use development that would contain office, entertainment, personal services and many other retail uses.

R-2.3 ***Maximize opportunities for the northwest quadrant of Redwood Road and I-215.***

2.3.1 ***New zone district for northwest quadrant of Redwood Road and I-215.*** Develop a new zone to address scale of development and mix of uses in northwest quadrant of Redwood Road and I-215 area.

The CG zone is generally a broad and flexible zone, especially if modified to allow residential uses. Nonetheless, desirable development programs could be explored on the northwest quadrant of Redwood Road and I-215 property that exceed CG height limits, vary setback requirements, and explore a mix of uses that is not expressly contemplated in the CG zone. Further, use of a new zone on the Northwest quadrant of Redwood Road and I-215 property will help simplify the task of modifying the CG zone for application elsewhere in the City; the CG zone excluding the Northwest quadrant of Redwood Road and I-215 vicinity would cover primarily Redwood Road plus the Jerry Seiner property near 1100 North and I-15. Thus modifications to the CG zone would pertain primarily to arterial-focused retail. Exceptions to the CG base zone,



for example in the Foxboro Village Center, would then be more appropriately handled in an overlay zone.

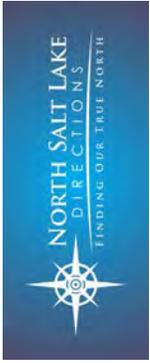
For the Northwest quadrant of Redwood Road and I-215 site, a new zone district is recommended to enable scale, design and use standards to be addressed together in a cohesive manner.

The Planned (PD) district is not recommended. The PD zone specifies that “standards for area, coverage, density, yard requirements, parking and screening for P district uses shall be governed by the standards of the residential, commercial or industrial zoning districts most similar in nature and function to the proposed P district uses...” For the Northwest quadrant of Redwood Road and I-215 there is no existing zone at the time of General Plan adoption that is appropriate for the PD district to be governed by.

2.3.2 Proposed “Planned Area Zoning District” (PAZD)

Below are recommendations for elements of a PAZD. The adopted zoning ordinance modifications should address additional details and tailor recommendations to more specific area-by-area circumstances.

- i. **Uses:** Similar to CG, plus allow townhouse and multi-unit housing types.
- ii. **Maximum height (stories) and bulk:** Allow a 4 story height limit, while limiting overall development intensity to a 1.5 gross FAR (ratio of total building floor area to overall site area). Ordinance modifications should address additional considerations such as quality of soils and emergency service capabilities.
- iii. **Minimum intensity:** Given the strategic location and importance of the Northwest quadrant of Redwood Road and I-215 for North Salt Lake, a minimum intensity standard should be established to ensure the site is well utilized. The recommended minimum gross FAR is approximately 0.3.



Examples of developments that generally meet the recommendations of the new Planned Area Zoning District.

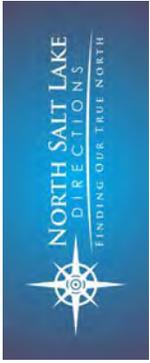


- iv. **Lot coverage:** Allow greater flexibility in lot coverage than currently allowed by the CG zone. Consider removing lot coverage requirement. This allows landscaping to be pooled into certain parcels, leaving others for more pedestrian-oriented site design.
- v. **Landscaping area:** Maintain the 10% required landscaping requirement of the CG zone.
- vi. **Open space:** Require one square foot of plaza, park, or public space for every 10 square feet of gross building floor area.
- vii. **Front yard setbacks/ build-to lines:** allow flexibility in front-yard setbacks and build-to lines.
 - Interior streets and Center Street: 5' front yard minimum setback and 15' front yard maximum setback.
 - Redwood Road: 20' to 80' front yard minimum setback and 40' to 80' front yard maximum setback.
- viii. **Block size standards:** Require the site to be organized into recognizable blocks (the area surrounded on all sides by streets), of no greater than 6 acres per block. Private streets may be assumed to help satisfy the block standards so long as they include sidewalks.
- ix. **Building design:** Require street orientation of buildings; front doors facing the street; a "street" may be an interior private street.
 - Ground floor window standards apply to all street-facing facades. A 35% transparency standard, affecting the ground floor only, can be met with windows, doors, or display areas. Residential-only buildings and big-box format stores should meet a less-stringent ground-floor transparency requirement.

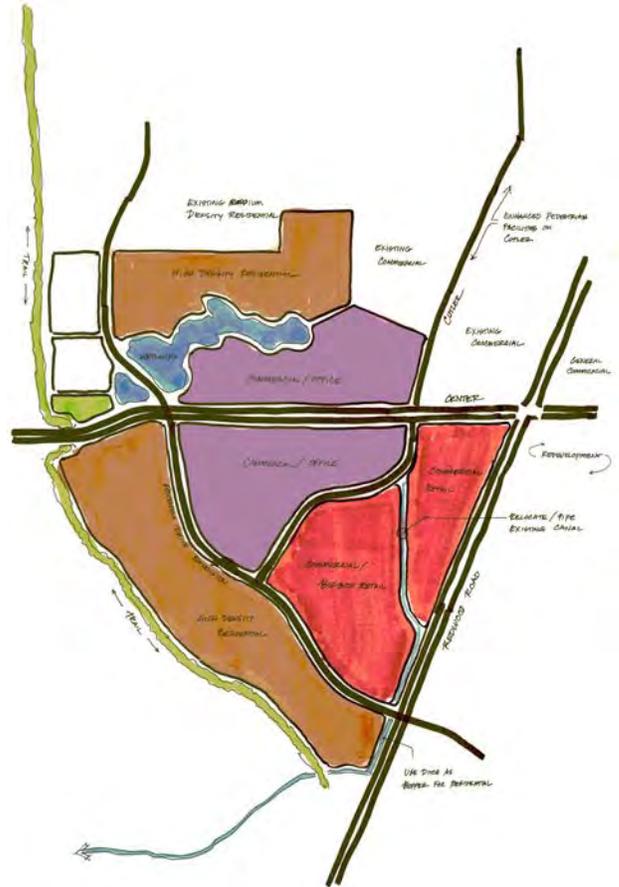
- x. District Parking strategies: to enable more efficient use and management of parking, allow district parking strategies (required parking does not necessarily need to be located on the same individual parcel or block as the parking demand-generating buildings).
- xi. Parking lot location: Buildings and plazas should generally front streets and pedestrian circulation should be safe and convenient. Parking (unless configured as on-street parking) should be to the rear or side of buildings and not between a building's front façade and the closest public or complete private street. Big box buildings should generally be exempt from this standard. All sites should benefit from ample pedestrian walkways such as an 8 foot walkway adjacent to the building.

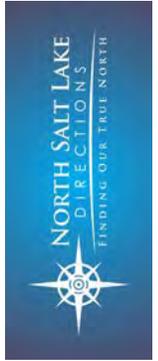
**These recommendations are also included in the Land Use Chapter*





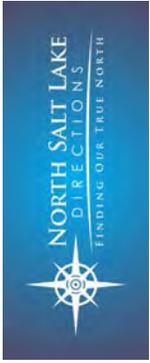
The following sketches are concepts of potential Land Uses for the Planned Area Zoning District. The color red is **commercial/big-box retail**, the color purple is **commercial/office**, the color brown is **high-density residential**, and the color green is **open space/trails**





The following sketches are concepts of potential Land Uses for the Planned Area Zoning District. The color red is **commercial/big-box retail**, the color purple is **commercial/office**, the color brown is **high-density residential**, and the color green is **open space/trails**





VILLAGE IDENTITY

Foxboro is a high quality master planned community. It integrates a variety of housing types, a hierarchy of parks and trails, and effectively brings schools and churches into the community. A small village center would make Foxboro become even more of a complete community. Further, a village center located at the primary entrance to the community -- at Redwood Road and Foxboro Drive -- would help strengthen the overall identity of the community. Conversely, run of the mill design could cast a negative shadow over the Foxboro community.

Goal R-3

Create a village identity that ties into the Foxboro Community.

Policies

- R-3.1 *Establish Foxboro Drive as a quality community gateway.* Create a commercial center at Foxboro Drive that is comfortable for pedestrians and complements the overall Foxboro Community.

Figure R.4: Foxboro Village Overlay Zone





3.1.1 ***Foxboro Village Overlay Zone.*** Establish an overlay zone on CG at the Foxboro Drive entrance to the Foxboro community. The overlay zone should include the following components:

- i. **Sense of arrival.** 2 story height minimums at the Foxboro Drive/ Redwood intersection.
- ii. **Comfortable for pedestrians.** Buildings should avoid having rear facades facing Foxboro Drive. Dedicated pedestrian walkways should connect front doors to public sidewalks. Prohibit the location of parking between buildings and Foxboro Drive and between buildings and Redwood Road.
- iii. **Parking lot placement.** Modify the base zone so parking lots are in the rear or to the side of buildings. This will ensure that pedestrian movement is not impeded by large parking lots. Prohibit parking between the building's primary façade and nearest public sidewalk.
- iv. **Foxboro Village sign or monument.** A Foxboro Village Center sign or monument should be established at the intersection.
- v. **Colors/ materials.** Design standards should establish a color palette and materials designed to be complementary to buildings on Foxboro Drive. Material standards should not add more than minor additional costs to construction.

**Also included in the Land Use Chapter*



The parking lot is located to side and rear of this movie theatre.

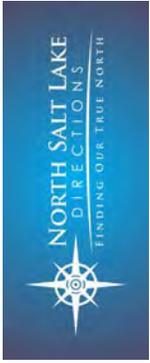
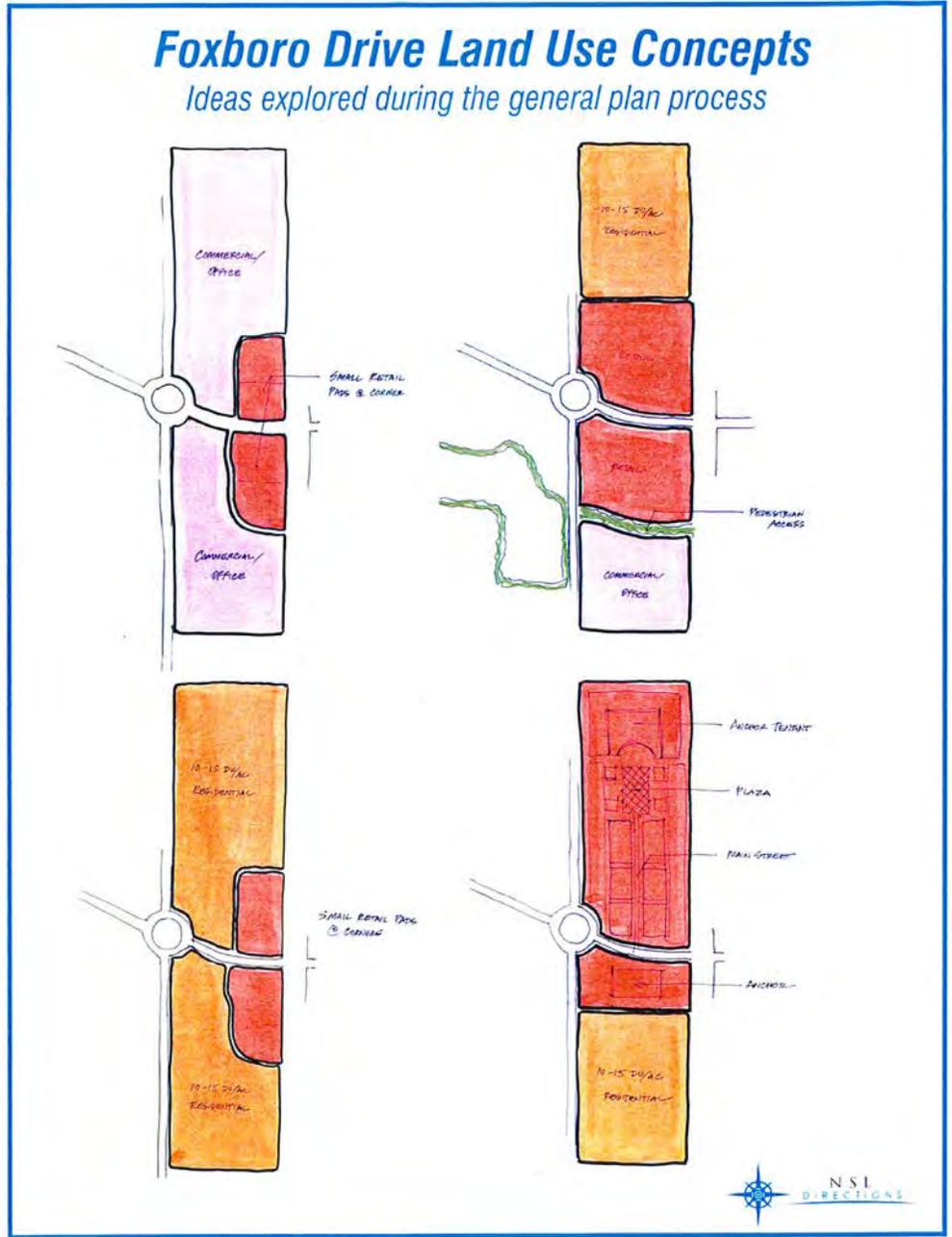
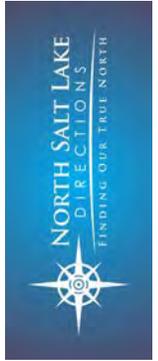


Figure R.5: Foxboro Drive Land Use Concepts

The following sketches are Land Use concepts for the Foxboro Village Center. The red color is retail, purple is commercial/office, and orange is high-density residential.





IMPROVE APPEARANCE

North Salt Lake’s identity is substantially shaped by its arterials. These corridors are highly visible and seen by a large cross section of residents and visitors alike. Improving the visual quality of Redwood Road, defined as the space between front façades on opposing sides of the street, will substantially improve the perception of the Redwood District. Further, ensuring an attractive Redwood Road experience will help imbue a positive identity on the city’s west side and the city overall.

Goal R-4

Improve the appearance of the Redwood Road District

Policies

R-4.1 ***Street Tree Program.*** Establish a street tree program to both act as a buffer to industrial uses and give identity to Redwood Road. Trees should be appropriate for the climate and adjacent land use.

**See the Land Use Chapter for More Details on Street Trees.*

R-4.2 ***Reduce visual clutter.***

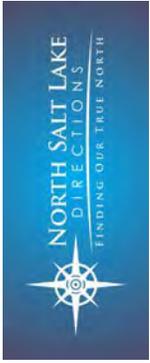
Redwood Road should convey to patrons and potential developers that it is a high quality setting. Unsightly outdoor storage, poorly maintained sites, and existing signs should be addressed to reduce visual clutter.

4.2.1 ***Adopt new property maintenance standards.*** This includes addressing:

- i. Landscaping (weeds) & xeri-scaping
- ii. Peeling/flaking paint
- iii. Rusting or non-maintained signs
- iv. Address parking lot maintenance and striping
- v. Address outdoor storage in commercial areas.



Street trees should be planted along both sides of Redwood Road



Monument signs need not be small; they can be scaled to higher speed arterials such as Redwood Road.

Image Courtesy: I-5 Design and Manufacture

4.2.1 **Outdoor storage non-conformance.** Address non-conforming outdoor storage within the City. Consider techniques such as:

- i. Review existing approvals for consistency with the on-site conditions. Determine if the conditions are illegal as opposed to just non-conforming.
- ii. Enforce any negative conditions within the bounds of the ordinance.

R-4.3 **More attractive signs.** Improve Aesthetic Quality of Signs in the proposed Regional Activity Center and in the Foxboro Village Overlay. Many suburban jurisdictions have regulated the height of signs and restricted pole signs. Pole signs, sometimes taller than the buildings they advertise, place a visual focus away from landscaping and buildings, de-emphasize pedestrian and bicycle orientation of signs, and the pole itself is visually unsightly.

4.3.1 **Transition to monument signs.** Restrict pole signs in the PAZD and Foxboro Village Overlay.

4.3.2 **S-2 boundaries.** Increase the extent of the S-2 sign district to include the proposed Regional Activity Center and the Foxboro Village Overlay, as well as other areas where the future land use is recommended to change from industrial to commercial.

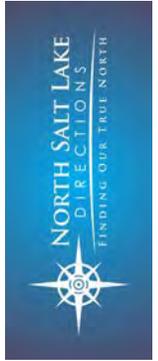
4.3.3 **Temporary signs.** Restrict temporary signs on the basis of number of signs, size, and allowable duration.

4.3.4 **Window signs.** Restrict window signs to a specified percentage of window coverage.

**See the Land Use Chapter for a summary of all sign recommendations.*

R-4.4 **Median improvements to Redwood Road.** Landscaping in the median of Redwood Road would improve the perception of the overall Redwood Road and, given the gateway role the street plays for the City, would reflect positively on North Salt Lake as a whole.

4.4.1 **Study appropriate median locations.** The city should engage in a study to identify appropriate locations for landscaped medians on Redwood Road.



TRANSPORTATION ACCESS

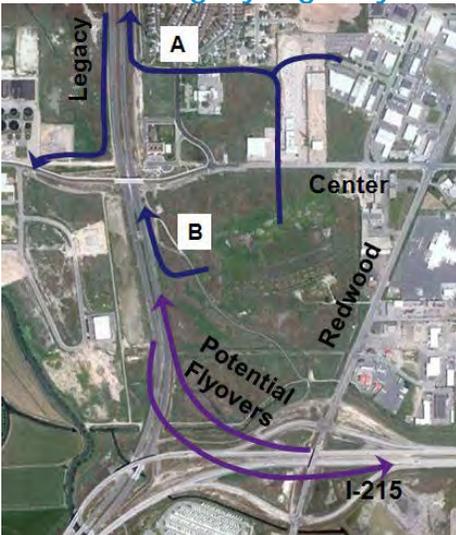
Improved regional transportation access is a critical priority for North Salt Lake to enhance economic development opportunities and provide improved transportation options for residents and employees west of I-15.

The Redwood interchange provides excellent access from the south, but there is poor access from the north via Legacy Parkway. During the Legacy Parkway environmental study, UDOT determined not to build an interchange at Center Street, partly because it is complicated by an existing private school, but also because the development potential in the area was thought to be so modest, that an interchange was not necessary.

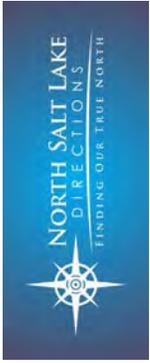
However, the property between Redwood and Legacy has significant development potential, and is highly visible from I-215, Legacy Parkway, and Redwood Road. The property has the potential for businesses that could attract visitors from well beyond the NSL city limits. If it is possible to create on and off ramps to and from the north on Legacy Parkway, commercially viable properties in the area would likely be significantly enhanced, and residents in the area would also enjoy better access.

The transportation chapter elaborates more extensively on access options, but here is a synopsis of what is discussed there:

Figure R.6: Options for Improved Access to Legacy Highway



Two options exist for northbound “trumpet” on-ramps at Center Street (A and B in Figure R.7).



Goal R-5

Increase regional transportation access to the Redwood / Center Street area

Policies:

R-5.1 Coordinate with UDOT on which option they prefer, A or B, then use corridor preservation strategies to ensure that option remains viable until it can garner funding and other support for construction.

PEDESTRIAN AND BIKE ACCESS

Bike and pedestrian use on Redwood Road are desirable and will add to the quality of life of Foxboro residents and the city as a whole. Being enticed to walk or ride a bike to a store along Redwood only happens if the street is more community friendly, more attractive, and safer for bikes and pedestrians. While Redwood needs to first work as a road that is driven on, there are techniques to help it also work well for bicyclists and pedestrians.

Goal R-6

Enable direct pedestrian and bicycle access

Policies:

6.1 ***Improve pedestrian connections.*** Additional pedestrian / bike-only connections should be planned to further connect Foxboro to Redwood Road. Ideally, these connections would line-up with existing perpendicular local streets. The City should investigate options for additional locations:

- i. Between 900 West and Foxboro Drive, tying into the Terrace Apartment drive.
- ii. Between Foxboro Drive and Cambridge, tying into Somerset drive.

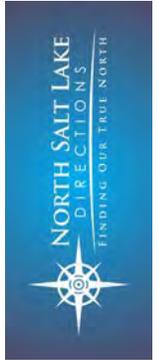


Figure R.7: Approximate Locations for Pedestrian Access to Redwood Road



**Recommendations also included in the Transportation Chapter*

R-6.2 **Enhance the streetscape.** Improve the streetscape for visual appearance, bikability, and walkability

Uses fronting Redwood are expected to be less sensitive to the need for traffic calming measures and pedestrian oriented features. Adjacent uses should still have good design standards and provide pleasant and interesting views, but the public right-of-way itself should be considerably different than Highway 89.

What follows are recommendations for the Redwood Road streetscape:

6.2.1 Pedestrian realm standards. A multi-use trail has been started on the west side of Redwood, and should be continued. It should be 8-10 feet wide, occupy a space that is typically 25 feet wide. There should always be at least 8 feet of landscaping between the trail and the curb. On the



east side, grass and uniform trees should typify park strips, and a regular 5-ft sidewalk should be provided. On both sides, break up the view occasionally with artwork, water-features, trees, burms, rock or monuments, building faces that touch the right-of-way, and other features.

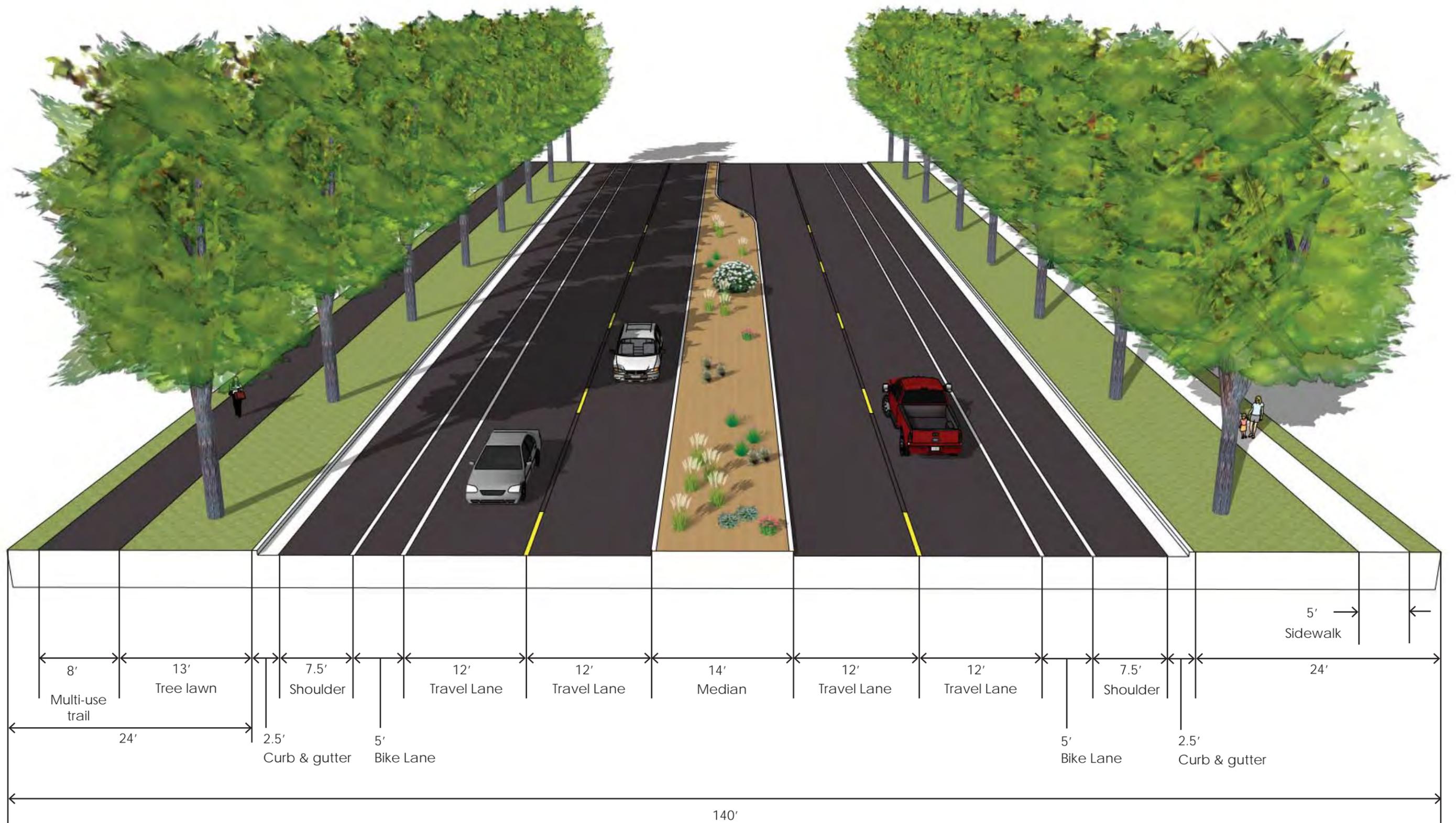
6.2.2 Shoulder area standards. UDOT already has a good space set aside for shoulders and in the overall pavement width currently being established for Redwood Road.

6.2.3 Travel lane standards. Maintain UDOT's 12-foot standard widths along all of Redwood Road.

6.2.4 Median standards. Maintain the existing width of the median. Coordinate with UDOT and seek opportunities to provide a planted median, with occasional breaks for left-turns.

R-6.3 ***Conduct intersection studies.*** Before any work is done that would affect a significant intersection (Center Street, Foxboro Drive, 1100 North), conduct a study to determine the ultimate footprint of that intersection, or plan in advance for the use of Alternative Intersections, described in the Appendix.

Figure R.8: Proposed Redwood Road Cross Section



140'
ROW

REDWOOD ROAD STREET SECTION





COMPATIBILITY

In west North Salt Lake, residential areas in Foxboro are in close proximity to industrial, warehousing, and retail uses. A mix of uses can be accommodated, but jarring incompatibilities of scale and use should be avoided.

Goal R-7

Ensure general compatibility between buildings and uses in the Redwood District

R-7.1 *Appropriate land use transitions.* Between commercial or industrial buildings and low density residential development, there should be a transition in scale or use, or a buffer of open space.



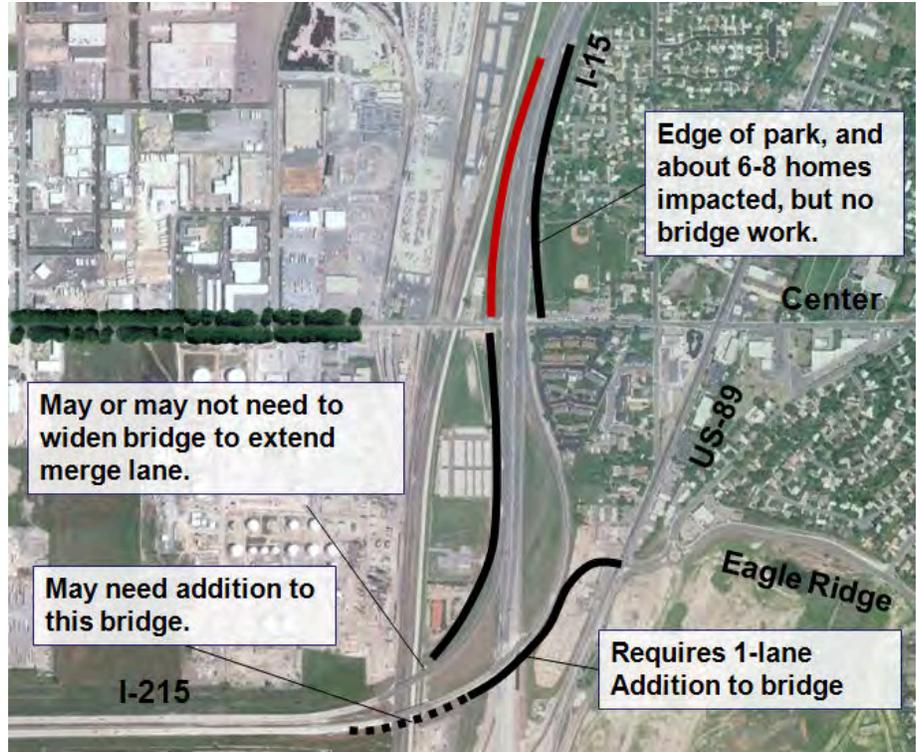
9 APPENDIX

Transportation

Alternative Interchange Improvement Concepts

Half Trumpet Interchange, Town Center

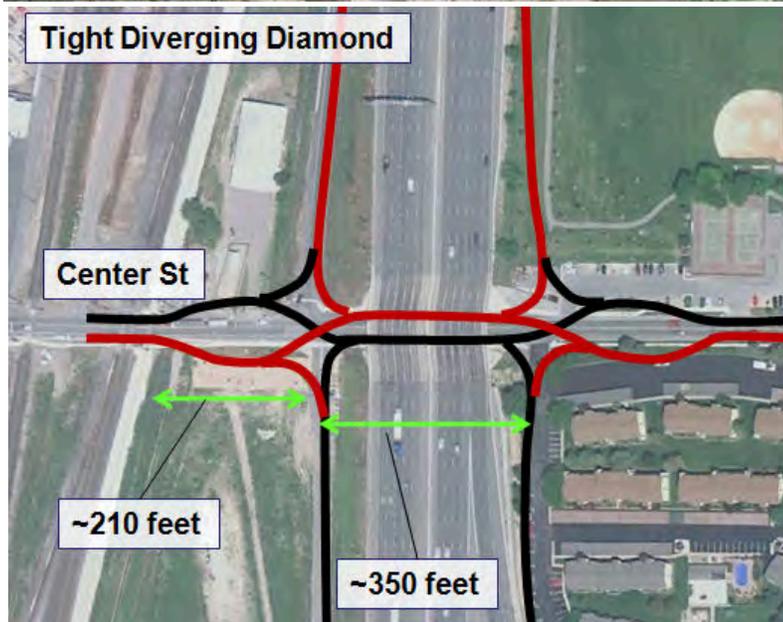
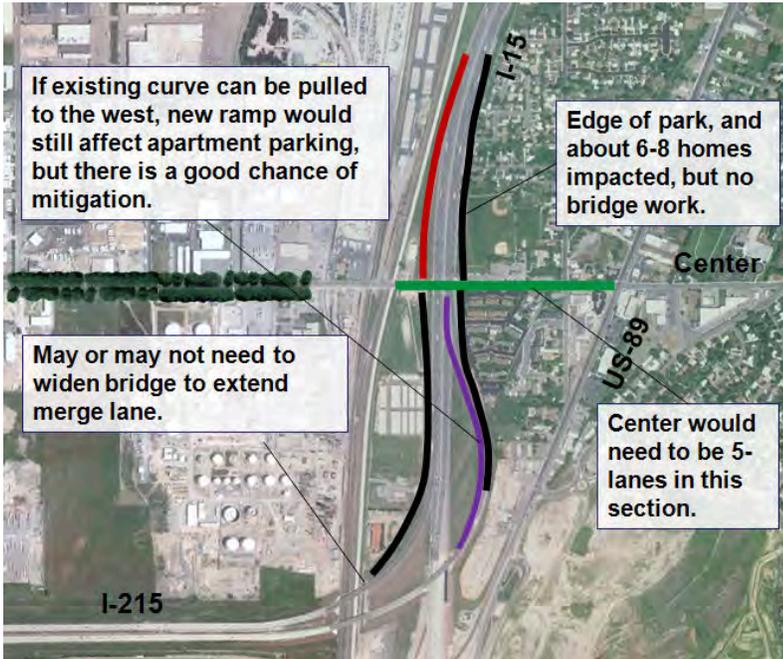
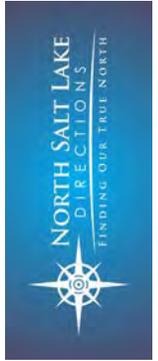
Almost the same as the preferred concept, but moves the NB on-ramp into a tight-diamond configuration that would impact the park and a few homes. It may cost less than the previous design, because the I-215 to I-15 curve would not need realignment, and there would be no additions to the Center Street overpass. It may also be easier to merge on-ramp traffic with I-15, but that would need to be investigated later.



Tight Diamond, or Tight Diverging Diamond

A concept for a tight diamond, and a tight diverging diamond are shown in the drawings below. They both appear to be compatible with the existing bridge under I-15 at Center Street, though both would require removing the slopes under the existing deck and replacing them with vertical retaining walls. It would impact the western driveway to the apartment complex and some of their parking. It would impact the park and some homes just north of the park. There is very short spacing available for everything, and it simply may not work.

Because all of the ramps would be tied directly to Center Street, Center would have to be widened to a 5-lane cross-section, likely across the tracks as well (which does not necessarily imply the railroad would need to be grade separated). While many people could avoid using the Redwood interchange (reducing track crossing), others would be attracted to use Center Street, so it is not clear whether or not the volumes crossing the tracks would actually reduce much. This is an interesting idea, but the City should pursue other options first.



Justification for Three Transit Stops in the Town Center

The City would like to see three stations developed in the Town Center, but should anticipate that UTA may be reluctant to provide



this many. This section outlines why they would be concerned, and arguments the City can use to address their concerns.

Balancing Access and Speed

There is a need to balance the need for high speeds, and the need for frequent access. When transit has many frequent stops, it has great access for more residents and businesses – facts that should increase ridership, but it also becomes slow and unattractive for many users, which will tend to decrease ridership.

Transit is therefore organized by mode and by purpose. Routes designed to attract long-distance commuters, like FrontRunner, may have stops only every 5 miles. Light Rail standards are typically 1-mile spacing in the suburbs, and half-mile spacing or less in Downtown.

Streetcar and BRT often have dual purposes. One is to help transport local area patrons to job centers that might be 5-10 miles away, rather than 10-50 miles away. The other is to provide local circulation within the immediate communities they serve. To meet this dual role, streetcar and BRT stops are usually spaced at third to a half mile, and usually not more than one-mile.

Between 3800 South and the entrance to Beck Street, there is room for North Salt Lake to have 3 stations at roughly ½ mile spacing. With the level of intensity being planned in this area, it makes sense to have all three. In agreeing to the lower-cost streetcar, NSL should insist on having stations at all three locations.

Issues Surrounding Center Street Railroad Crossing

Grade separation improvements at the railroad crossing are extremely problematic and cost prohibitive attention should instead be focused on lowering traffic volumes or easing congestion through other potential improvements.

Center Street is one of just two significant east-west streets that connect the western and eastern portions of the city. Land uses along Center Street generate comparatively low amounts of traffic, but Center has fairly high levels of traffic nonetheless because residents



in the eastern portion of the city are dependent upon the Redwood/I-215 interchange. As the Town Center and the Redwood area each grow, volumes will increase on Center, increasing the need to do something about the railroad crossing, but volumes will probably never be high enough to compel the herculean construction required to grade separate Center from the three railroad crossings.

Factors that make grade separation cost prohibitive

Center Street between I-15 and the three railroad tracks is fraught with challenges. There is about 320 feet between the western edge of the I-15 underpass and the first track. The new bridge over the tracks in Kaysville has about 430 feet from where it first starts to rise until it reaches the first track. To go over the tracks, Center would have to start its rise while still under I-15. It may be possible to lower Center as it starts under I-15, so that it can begin to rise while still under I-15, but that is beyond the scope of this General Plan.

Going under the tracks is the other option. This would require that Center start its descent under the tracks while still under I-15. It is uncertain how deep the excavation under I-15 would be. If very significant, it could require additional effort to stabilize the existing structure. Another major issue with going under the tracks involves groundwater pumping. The excavation would be far below the water table, which means pumps would likely run non-stop to keep the underpass free of water.

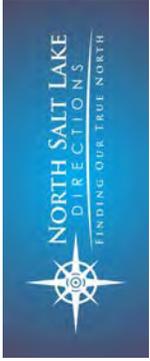
Whether over or under the tracks, there is nearly 600 feet between the three tracks, which involves significant fill and bridge work. There are also driveway accesses to properties between the tracks. In 2011 dollars, a low estimate might be about \$30-million, and costs could run to \$60-million or higher. If Center Street were a high-volume arterial, such expense is easier to justify. But as a collector of modest volume, and a reasonable strategy to lower volumes, this will be difficult to justify within the foreseeable future.

Documented Effects of Lane Widths

A literature search suggests that reducing lane widths from 12 feet to 11 or even 10 feet has a tendency to lower driver’s speeds by 1-3 mph per foot of narrowing, a positive effect on safety for roadways under 45 mph design speed, and has an almost negligible effect on the

FHWA’s July 2007 “Mitigation Strategies for Design Exceptions”

In a reduced-speed urban environment, the safety effects of reduced lane width are positive. On such facilities, the risk of lane-departure crashes is less. The design objective is often how to best distribute limited cross-sectional width to maximize safety for a wide variety of roadway users. Narrower lane widths may be chosen to manage or reduce speed and shorten crossing distances for pedestrians. Lane widths may be adjusted to incorporate other cross-sectional elements, such as medians for access control, bike lanes, on-street parking, transit stops, and landscaping. Lane widths of 10-11 feet in the urban, low-speed environment normally provide adequate flexibility to achieve a desirable urban cross section.



Conserve By Bike Program
Study Final Report, FDOT,
Tallahassee, FL, 2007.

“Measured saturation flow rates are similar for lane widths between 10 and 12 feet, but there is a measurable decrease below 10 feet. “Thus, so long as all other conditions are constant, there is no measurable difference in urban street capacity when lane widths are narrowed from 12 to 10 feet.”

capacity of such roadways. Consider these selections from the literature:

From NCHRP 330, *“Effective Utilization of Street Width on Urban Arterials”*:

“All projects evaluated during the study that consisted exclusively of lane widths of 10 or 11 feet resulted in accident rates that were either reduced or unchanged.” (Referring to urban arterials with speed limits of 45 mph or less).

“Relationship of Lane Width to Safety for Urban and Suburban Arterials” TRB 2007 Annual Meeting:

*“A safety evaluation of lane widths for arterial roadway segments found no indication, except in limited cases, that the use of narrower lanes increases crash frequencies. The lane width effects in the analyses conducted were generally either not statistically significant or indicated that narrower lanes were associated with **lower** rather than higher crash frequencies.”*

Lane Width and Speed

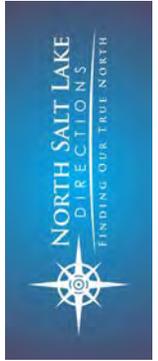
There is no clear consensus in the literature on the relationship between lane width and speed. Some studies have shown speed reductions of as much as 3 mph for every foot of lane narrowing; other studies show a more slight speed reduction of about 1 mph per foot of lane narrowing or no significant effect at all. The studies generally agree that there is wide variability between sites, suggesting that lane width alone is not responsible for the entire speed reduction.

If the street in question is not critically needed for high-speed travel, and there is desire to increase pedestrian-oriented uses, narrowing travel lanes can contribute to an overall context encouraging drivers to reduce their speed.

Lane Width and Capacity

Chapter 16 of the Highway Capacity Manual describes factors that affect the capacity of arterial streets, and it has a 3.33% reduction in capacity for each foot less than 12 feet.

Recent research suggests that narrowing streets may have almost no perceptible impact on flow rates until lane widths drop to 9-feet. A 2007 literature review sponsored by the Florida Department of



Transportation, suggests there may be no perceptible difference in capacity between 10-12 feet.

Alternative Intersection Primer



All over the world, congestion hinders life. Intersections increase to accommodate double, and then triple lefts, leaving no room for anything but cars. Traffic signals are simply asked to do too much.

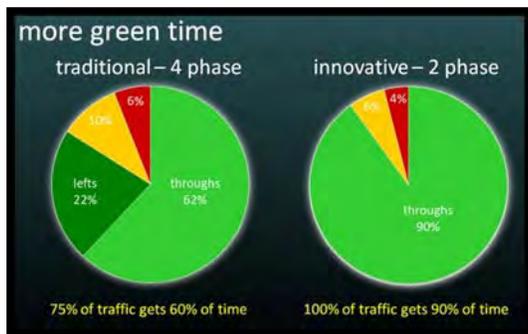
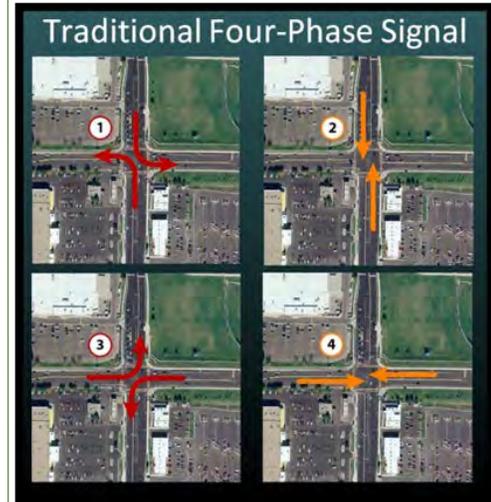
www.alternativeintersections.org

High-Volume, Place-Making Intersections

But what if you could drive slower, travel faster, and have extra space for Complete Streets? A new breed of intersections, collectively known as Alternative Intersections, makes this more possible.

Traditional four-phase intersections have left-turn arrows, and frequently two and now even three left-turn lanes. Arrows reduce intersection efficiency. As a result, you may inch forward watching the light ahead turn green and red several times before you reach the front of the line.

Historically, the next solution is to build a bridge, but bridges are incredibly expensive and may not fit well with the context. Innovative Intersections do not need bridges. Yet like bridges, they eliminate left-turn arrows, serving more vehicles with less delay.



So instead of designing auto-oriented corridors where you race at 45 mph or higher, only to be stopped for several minutes at each signal, now we can design multi-modal complete streets where you might





travel just 30-35 mph through a quality pedestrian environment and still travel faster, because you get more green!

Continuous Flow Intersections

The CFI was first seen in Mexico over 20 years ago, where there are reportedly upwards of 50. They are catching on fast in the United States. The nation's third opened in April 2006 in Baton Rouge, LA for a total cost of \$4.4 million. Where vehicles had been delayed an average of 4-minutes before the project, this was reportedly reduced to below 1-minute after.

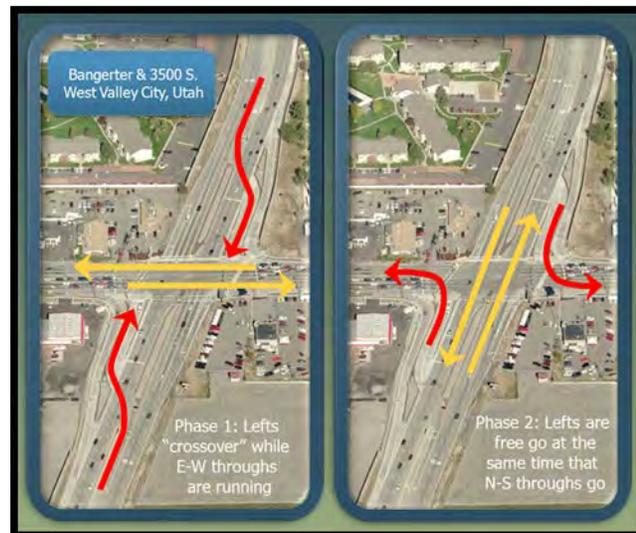
The fourth CFI opened in Salt Lake in 2007, and a month later the fifth opened in St. Louis. Utah's DOT was so impressed, they've since built half a dozen, and have a dozen more in early or advanced planning.

www.continuousflowintersections.org



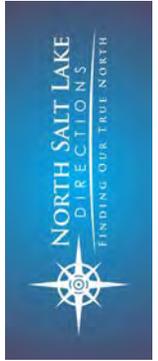
How they work

At a traditional intersection, through traffic must wait while left turns get their "arrow." The magic of a CFI is that it allows opposing lefts and throughs to occur at the same time using one signal at the main intersection, and up to four interconnected mid-block signals (one for each leg with the strategy). For example, while east-west traffic is moving, lefts on the north-south street cross-over oncoming traffic at a mid-block intersection. Then when



north-south signals turn green, both through and left can go at the same time, because lefts are already on the opposite side of oncoming traffic.

It looks complex from the air, but



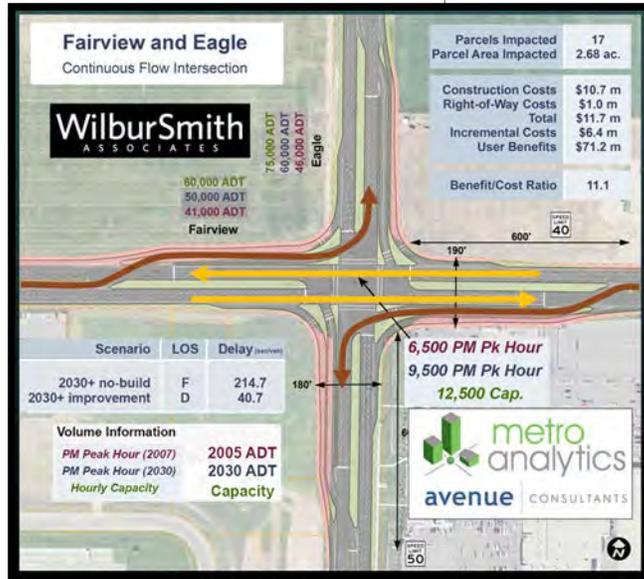
has proven simple for drivers to understand. Controlled simulations suggest that CFIs can reduce intersection delay between 20-90%, depending upon conditions at the site. Capacity or throughput also increases by 15-30% or more. Costs are expected to be about 25-50% higher than building a traditional intersection, excluding right of way costs.

Advantages

- ✚ Improved capacity
- ✚ Reduced delay and travel time
- ✚ May prevent need to add lanes
- ✚ May be lower cost than alternatives
- ✚ Fits with driver expectancy
- ✚ Interim step to freeway interchange

Disadvantages

- ✚ Other choices more ped-friendly
- ✚ Strict access control
- ✚ Often requires extra space
- ✚ Initial driver confusion



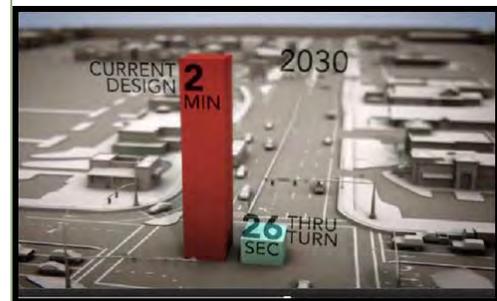
www.ThruTurnIntersections.org

ThrU-Turn Intersections (TTI)

Have you ever tried to turn left from a parking lot onto a busy arterial, and found it so impossible to get a gap in both directions that you instead went right, then made a U-turn? A ThrU-Turn simply formalizes this action.

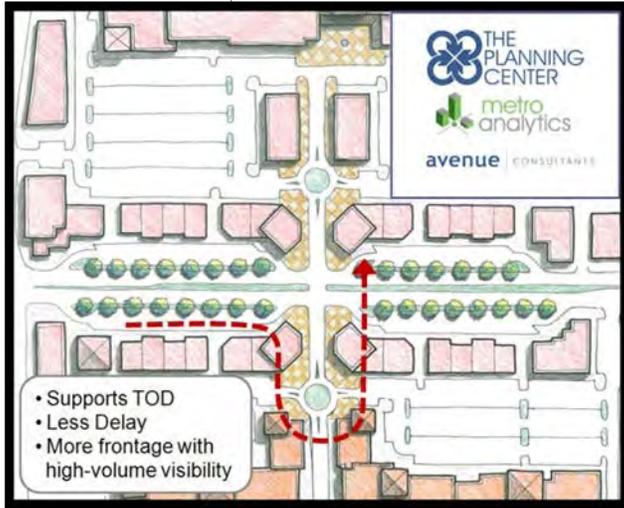
How they work

In the diagrams, some lefts are completed as “right-U-through.” Others are “through-U-right.” Bowties, Loons, Michigan-lefts, Median-U’s, Superstreets, and even roundabouts can be classified in the ThrU-Turn family. A Bowtie (below & right) using an ellipse or





roundabout can be aesthetically very nice with trees, monuments, or a transit station.

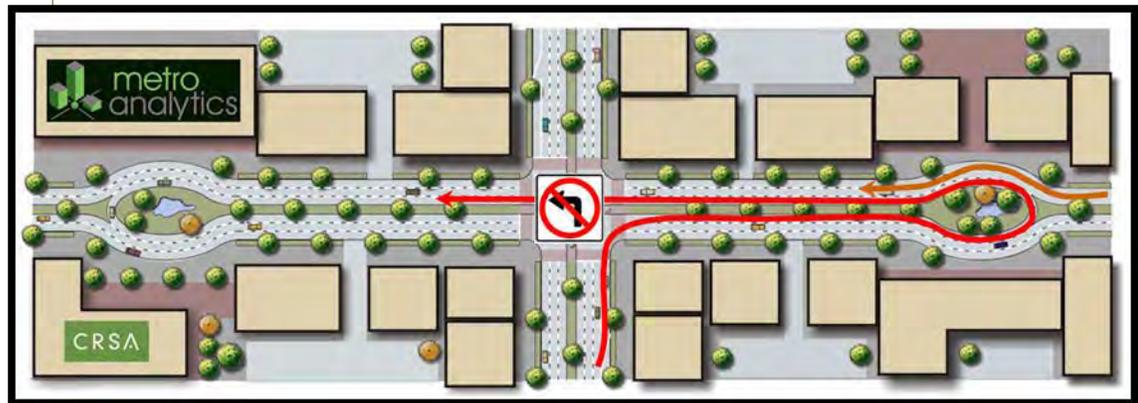


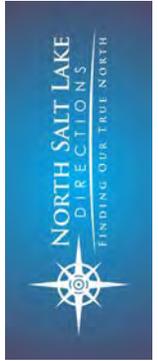
Advantages

- ✚ Impressive capacity gains
- ✚ Better traffic progression
- ✚ Former lefts reclaimed for center-running transit, pedestrian refuge, etc.
- ✚ Safer for both autos and pedestrians
- ✚ Enhances and motivates TOD
- ✚ Often very low cost
- ✚ Can enhance retail frontage
- ✚ Operate as innovative or traditional
- ✚ Facilitates planted medians, access control, local circulation.

Disadvantages

- ✚ Out of direction travel
- ✚ Initial confusion for drivers
- ✚ Space required for bulb-outs
- ✚ Educational effort to win over skeptics





www.Quadrantintersections.org

Quadrant Roadway Intersections

Have you ever seen people cut through a parking lot or take a back-way because congestion was so bad? A quadrant roadway formalizes this creative way to make a left.

There are innumerable intersections across America that can be upgraded to a QRI using existing “back-way” streets, or by developing such streets through existing parking lots.

How they work

The QRI is extremely versatile. It can be operated as a “mini-cloverleaf,” where 3-rights make a left. Or it can be operated similar to a CFI, where people use a mid-block intersection, but instead go behind existing development.

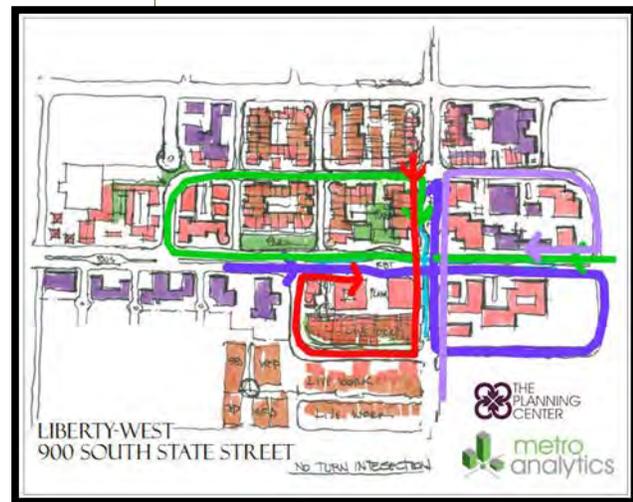
Preserving the Option for Quadrants

Recommendation: for major intersections amidst new development, require a “backage road” on each quadrant, zoned with compatible uses (avoid single-family).

Initially, use them as normal right-in, right-out local streets. In the short term, the streets provide better connectivity. In the long run they are “get out of jail free” cards to be invoked at any time to reroute lefts, reducing congestion and freeing up former turn pockets in support of a stronger Activity Center.

Advantages

- ✚ Impressive capacity gains
- ✚ Former lefts reclaimed for center-running transit, pedestrian refuge, etc.
- ✚ Safer for both autos and pedestrians
- ✚ Expands grid connectivity
- ✚ Enhances and motivates TOD
- ✚ Often very low cost
- ✚ Easy access to retail
- ✚ Back-side auto access





- ✚ Buildings easily front the street
- ✚ Compatible with traditional signals
- ✚ Expands grid within Activity Center

Disadvantages

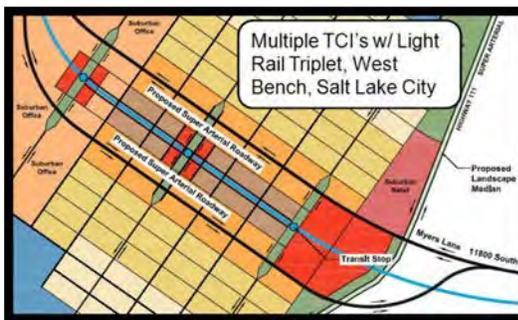
- ✚ Initial confusion for drivers
- ✚ Potential out of direction travel
- ✚ May add signals to corridor
- ✚ Resistance when adding traffic to existing residential backway

Town Center Intersections

A Town Center Intersection occurs when one or both streets is a one-way street. Many New Urbanist communities are taking what would have been a single huge intersection and splitting it up into two or four more manageable intersections at the heart of an Activity Center. A TCI system can include a “triplet”, which is an alignment between couplets, perhaps used for transit, pedestrian mall, and on-street angle parking.

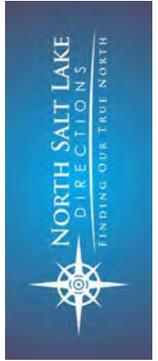
Since each street has half the number of lanes, streets are narrower and easier to cross, and have fewer conflict points. Speed limits can be reduced if desired, but you still travel faster due to better signal coordination and more green time at each intersection!

www.TownCenterintersections.org



How they work

One-way streets allow drivers a free-left turn as well as a free-right. More signals, but each signal has fewer phases and less delay. Crossing is easy because you only need a gap in one direction.



Hot New Mixed-Use Design 🔥

San Diego, Las Vegas, Salt Lake, and others have incorporated this design into several mixes use projects – often paid by developers.

Advantages

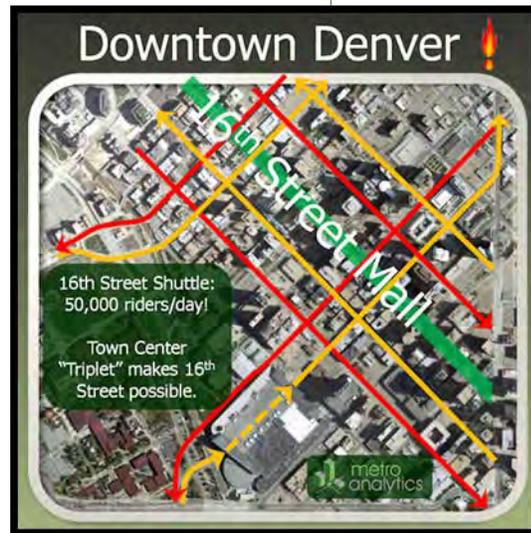
- ✚ Significant new system capacity
- ✚ Drive slower, travel faster
- ✚ Narrower, Complete Streets
- ✚ Safer for both autos and pedestrians
- ✚ Supports very high densities
- ✚ “Free” when built by developers
- ✚ Easy access to retail
- ✚ Expands grid within Activity Center

Hot – but not really so new 🔥

Denver, Portland, Boise, Manhattan – TCIs are much of the reason our highest density urban cores are great, sustainable Places!

Disadvantages

- ✚ Confusion in places with few one-ways
- ✚ Challenge convincing business this is good
- ✚ Minor out of direction travel



www.DivergingDiamond.org

Diverging Diamond Interchanges

What was one of Popular Science's "Top 100 Innovations" for 2009? What traffic innovation was featured in Time Magazine's Feb. 7, 2011 edition? Which project won AASHTO's 2010 Francis B. Francois Award for Innovation? The Diverging Diamond Interchange!!





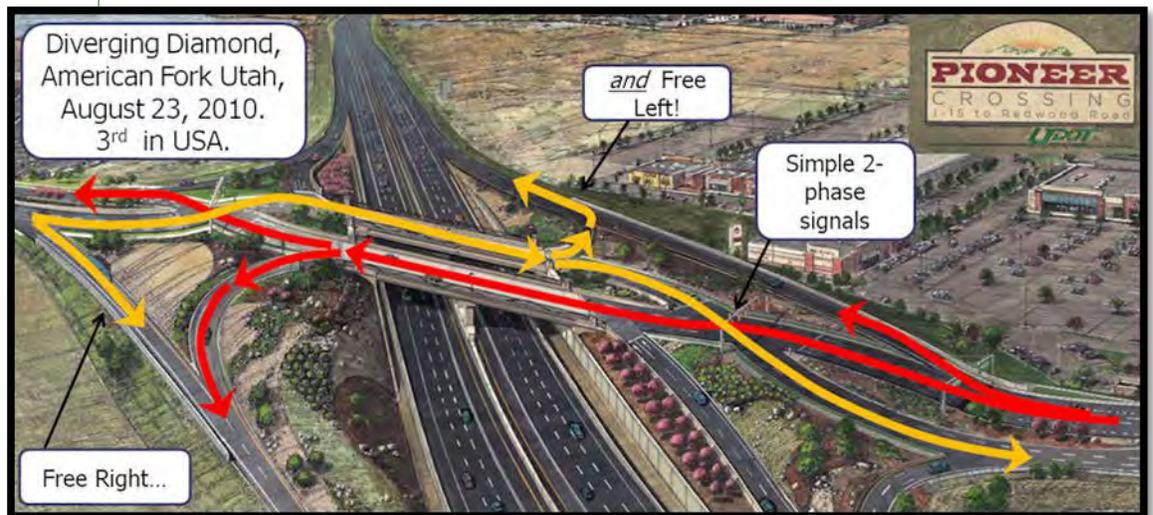
How they work

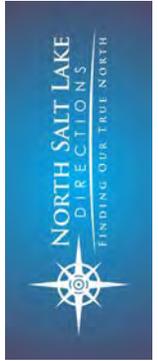
In this diagram of the USA's 3rd DDI, recently opened in Utah, notice the orange stream where a free-right peels off to the south as at a normal diamond interchange. Then the EB and WB streams cross over so that a "free left" can be made, after which the streams cross back to the normal side of road. That free left can greatly reduce congestion, increase capacity, and even reduce construction cost as compared to many conventional designs. It also lowers conflict points, improving safety. In many cases existing diamonds can be modified at low cost without impacting bridge structures or additional right-of-way.

Three DDI's have existed in France for 25 years or more. These older versions lack the signage, route markings, and enhanced geometry that is featured in designs that are advancing rapidly to approval in the United States.

Will drivers be confused by driving on the "wrong side" and end up disastrously in the wrong place at the wrong time? This has not proven to be an issue.

Many older interchanges can be easily converted to a DDI, saving millions. New designs feature great channelization, signs, and markings to make it very difficult for a newcomer to do the wrong thing. Designs can also establish a visual barrier to minimize the sense of being on the wrong side.

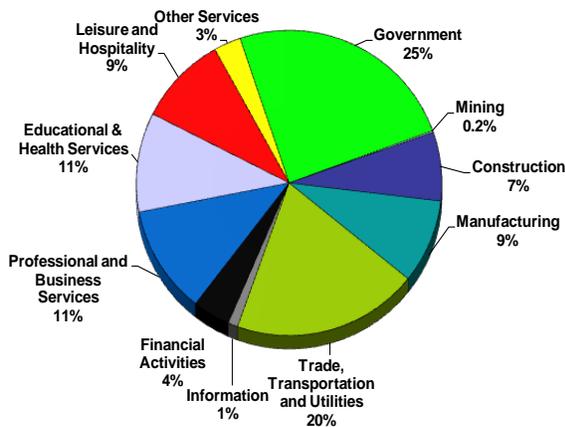




Economic Development

Employment growth potential

Five (5) employment sectors make up 76% of current Davis County employment:



Davis County Jobs

Davis County as of July 2011	
Labor Force	148,096
Employment	137,587
Unemployment	10,509
Unemployment Rate	7.10%

Source: Utah Department of Workforce Services, April 2011

Job Growth - Utah Metro Ten Year Projections

North Salt Lake should target the recruitment of the high growth jobs in the following sectors:

- Transportation
- Health care businesses
- Manufacturing and wholesale trade
- Professional services



The recommended industry targets pay higher wages, contribute to the local tax base and offer more career ladder opportunities.

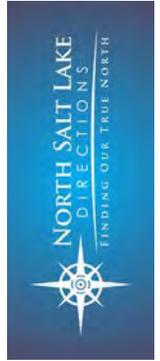
Job Growth Utah Metro 10 Year Projections	Annual Growth Rate	Annual Openings		
		Growth	Replacements	Totals
Transportation and Material Moving Occupations	1.50%	1,150	1,830	2,980
Healthcare Practitioners and Technical Occupations	3.70%	1,870	1,020	2,900
Production Occupations	0.90%	840	1,600	2,440
Installation, Maintenance, and Repair Occupations	1.90%	880	930	1,810
Healthcare Support Occupations	4.90%	1,200	290	1,490
Material Recording, Scheduling, Dispatching, and Distributing Workers	1.40%	410	690	1,100
Engineers	2.10%	260	290	550
Physical Scientists	2.30%	50	60	110
TOTALS		6,660	6,710	13,380

Source: Utah Department of Workforce Services, April 2011

Estimated Davis County Job Growth

Estimated Davis County Ten Year Job Growth @ 7.3%	At 7.3% Capture Rate	At 10% Capture Rate
Transportation and Material Moving Occupations	218	298
Healthcare Practitioners and Technical Occupations	212	290
Production Occupations	178	244
Installation, Maintenance, and Repair Occupations	132	181
Healthcare Support Occupations	109	149
Material Recording, Scheduling, Dispatching, and Distributing Workers	80	110
Engineers	40	55
Physical Scientists	8	11
TOTALS	977	1,338

Source: Utah Department of Workforce Services, April 2011



With aggressive economic development, North Salt Lake can anticipate expanding its job base by 1,000 new jobs during the next decade despite the current national economic downturn.

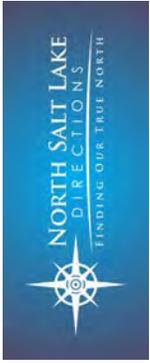
This projected job growth during the next decade will generate a demand for 348,000 square feet of new or converted industrial and business park space on 22.5 acres of land.

In order to influence the type of jobs to be created North Salt Lake should target the recruitment of Transportation, Health care businesses, Manufacturing and wholesale trade and Professional services. These recommended industry targets pay higher wages, contribute to the local tax base and offer more career ladder opportunities for local residents.

Retail growth potential

Town Center Area:

- Section one looks at the Town Center market area and presents key economic and demographic information for 2010 and projects key data to 2015.
- Section two examines the market potential for a Town Center in North Salt Lake and seeks to answer the following key questions:
 - What is the market potential of the North Salt Lake Town Center?
 - Why?
- Section three examines the market potential and seeks to answer the following key questions:
 - Who could or should be establishing a business in the Town Center?
 - Why would they want to establish a business in the North Salt Lake Town Center?
 - How the North Salt Lake Town Center area:
 - Is different from what they will experience from anyone else,
 - Is different from what they already have, and
 - Is something that their customers will value, and
- What is keeping them from establishing a business in the North Salt Lake Town Center?



North Salt Lake Town Center Market Potential

The following commercial market opportunities for a Town Center are defined by:

- Demand - the number of consumers in the defined market area, the income, family size and purchasing characteristics of those potential customers.
- Supply - the current retail sales within the Town Center market area within those categories.
- Gap - the difference between Demand and Supply. Can be a positive number (opportunity for new retail expansion) or negative (possible current retail oversupply).

The commercial market area for the Town Center is defined by the following general customer shopping patterns. For example:

- ***Neighborhood Shopping Primary Market Area.*** A “Neighborhood” center provides for the sale of convenience goods (foods, drugs and sundries) and personal services (laundry, dry cleaning, barbering, shoe repairing, etc.) for the day-to-day living needs of the immediate neighborhood. It is built around a supermarket as the principal tenant. In theory, the neighborhood center has a typical gross leasable area (GLA) of 60,000 square feet. In practice, it may range in size from 30,000 to 150,000 square feet. A Neighborhood center occupies 3-15 acres and has a Five Minute Drive Time market area.
- ***Community Shopping Primary Market Area.*** The “Community” center provides a wider range of facilities for the sale of soft lines (wearing apparel for men, women and children) and hard lines (hardware and appliances). Many are built around a discount apparel store, a home improvement store or a discount department store as the major tenant, in addition to a supermarket. In theory, its typical size is 150,000 square feet of gross leasable area (GLA), but in practice, it may range in size from 100,000 to 350,000 or more square feet. A Community center occupies 10-40 acres and has a ten minute drive time market area. A limited number of businesses were considered relevant for the Town Center.

Regional, Super Regional and other Shopping Primary Market Areas were not considered relevant for the Town Center.



A Primary Market Area is the area from which 60-80% of the center’s sales originate

1. Demographic and Economic Analysis

Five Minute Drive Time Neighborhood Shopping Primary Market Area Demographic Summary

A “Neighborhood” center provides for the sale of convenience goods (foods, drugs and sundries) and personal services (laundry, dry cleaning, barbering, shoe repairing, etc.) for the day-to-day living needs of the immediate neighborhood. It is built around a supermarket as the principal tenant. In theory, the neighborhood center has a typical gross leasable area (GLA) of 60,000 square feet. In practice, it may range in size from 30,000 to 150,000 square feet. A Neighborhood center occupies 3-15 acres and has a five minute drive time market area.

The market areas is predominately owner occupied family households.

Year	2000	2010	2015
Population	18,544	20,541	22,644
Households	6,039	6,894	7,691
Families	4,776	5,361	5,900
Average Household Size	3.05	2.96	2.93
Owner Occupied Housing Units	4,243	4,752	5,362
Renter Occupied Housing Units	1,796	2,142	2,329
Median Age	28.6	29.6	30.0

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.

Forty five (45%) percent of the households in the market area have annual incomes of \$75,000 or greater.



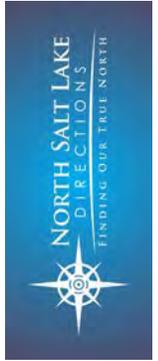
Neighborhood Shopping Market Area Demographic Summary – Five Minute Drive Time	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	377	6.1%	308	4.5%	249	3.2%
\$15,000 - \$24,999	737	12.0%	400	5.8%	321	4.2%
\$25,000 - \$34,999	811	13.2%	528	7.7%	396	5.1%
\$35,000 - \$49,999	1,088	17.7%	1,041	15.1%	635	8.3%
\$50,000 - \$74,999	1,584	25.8%	1,730	25.1%	2,126	27.6%
\$75,000 - \$99,999	660	10.8%	1,213	17.6%	1,346	17.5%
\$100,000 - \$149,999	573	9.3%	1,029	14.9%	1,522	19.8%
\$150,000 - \$199,999	175	2.9%	352	5.1%	676	8.8%
\$200,000+	128	2.1%	293	4.3%	420	5.5%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.

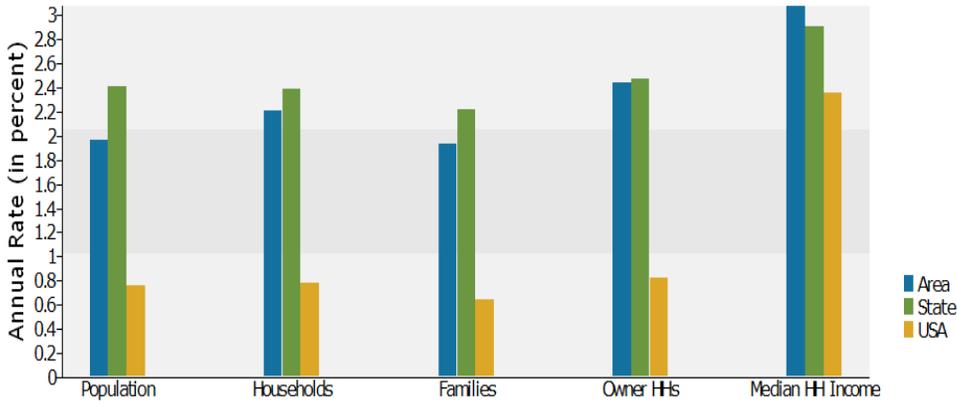
Average household income in the Neighborhood market area is almost \$80,000 and the 2009 median disposable income is \$52,638.

Neighborhood Shopping Market Area Demographic Summary – Five Minute Drive Time	2000	2010	2015
Median Household Income	\$50,597	\$65,829	\$76,595
Average Household Income	\$62,041	\$81,593	\$95,210
Per Capita Income	\$20,779	\$26,631	\$31,310

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.

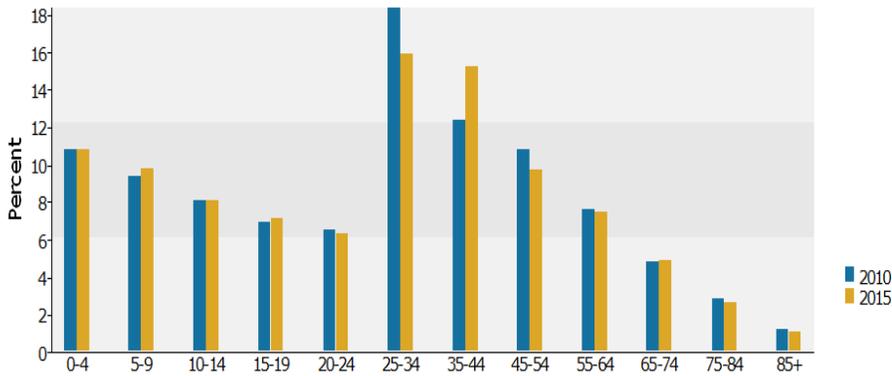


Trends 2010-2015

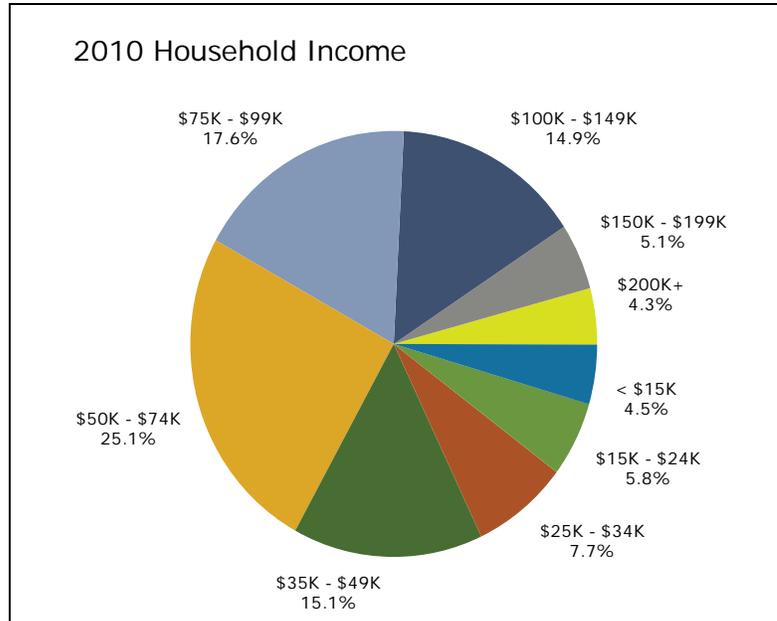


Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.

Population by Age



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2009 and 2014, Bonneville Research 2011.

Summary of Demographic and Economic Findings – Neighborhood (5 min) shopping area:

- The Neighborhood shopping (5 min) market area has excellent income, age and other demographics.
- The growth trends in the market area are excellent.
- The Neighborhood market area is predominately owner occupied family households.
- Forty five (45%) percent of the households in the market area have annual incomes of \$75,000 or greater.
- Average household income in the Neighborhood market area is almost \$80,000 and the 2009 median disposable income is excellent at \$52,638.
- The Neighborhood market area is growing faster than the state and the country as a whole.

2. Neighborhood Shopping Primary Market Area Retail Market Potential Summary



North Salt Lake Town Center Market Potential

The commercial market demand for a Town Center in North Salt Lake is defined by the number of consumers in the defined market area, the income, family size and purchasing characteristics of those potential customers. The following chart presents the retail potential analysis for the five minute - Neighborhood shopping primary market area for The North Salt Lake Town Center.

Section two examines the key market potential for a Town Center and seeks to answer the following key questions:

- What is the market potential for a Town Center in North Salt Lake?
- Why?
- Who could or should be establishing a business in the North Salt Lake Town Center?
- Why would they want to establish a business in the Town Center?
- What is keeping them from establishing a business in Town Center
- How is the Town Center area:
 - different from what they will experience from anyone else,
 - different from what they already have, and
 - something that they will value

Neighborhood Consumer Spending - North Salt Lake Five Minute Drive Time Market Area

Neighborhood Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Neighborhood Consumer Spending	Spending Potential Index	Average Amount Spent per Household	Total Spending
Apparel and Services	83	\$1,981.94	\$13,663,491
Men's	78	\$356.83	\$2,459,953
Women's	73	\$608.22	\$4,193,062
Children's	90	\$360.57	\$2,485,770
Footwear	58	\$241.97	\$1,668,127



	Watches & Jewelry	118	\$228.65	\$1,576,311
	Apparel Products and Services (1)	198	\$185.71	\$1,280,272
Computer				
	Computers and Hardware for Home Use	120	\$230.38	\$1,588,221
	Software and Accessories for Home Use	122	\$34.67	\$239,011
Entertainment & Recreation				
	Fees and Admissions	122	\$757.03	\$5,218,946
	Membership Fees for Clubs (2)	120	\$196.01	\$1,351,277
	Fees for Participant Sports, excl. Trips	123	\$131.01	\$903,190
	Admission to Movie/Theatre/Opera/Ballet	122	\$184.60	\$1,272,605
	Admission to Sporting Events, excl. Trips	126	\$74.90	\$516,352
	Fees for Recreational Lessons	124	\$169.68	\$1,169,764
	Dating Services	109	\$0.84	\$5,758
TV/Video/Audio				
	Community Antenna or Cable TV	113	\$815.17	\$5,619,757
	Televisions	123	\$238.78	\$1,646,177
	VCRs, Video Cameras, and DVD Players	121	\$24.58	\$169,465
	Video Cassettes and DVDs	120	\$63.40	\$437,094
	Video and Computer Game Hardware and Software	126	\$70.39	\$485,301
	Satellite Dishes	125	\$1.57	\$10,819
	Rental of Video Cassettes and DVDs	123	\$50.60	\$348,811
	Streaming/Downloaded Video	119	\$1.67	\$11,494
	Audio (3)	114	\$167.01	\$1,151,388
	Rental and Repair of TV/Radio/Audio	116	\$8.81	\$60,736
	Pets	142	\$612.86	\$4,225,064
	Toys and Games (4)	119	\$173.13	\$1,193,545
	Recreational Vehicles and Fees (5)	108	\$349.22	\$2,407,503
	Sports/Recreation/Exercise Equipment (6)	94	\$170.62	\$1,176,238
	Photo Equipment and Supplies (7)	120	\$124.55	\$858,663
	Reading (8)	113	\$175.41	\$1,209,297
	Catered Affairs (9)	131	\$32.38	\$223,256
Food				
	Food at Home	114	\$5,121.27	\$35,306,020
	Bakery and Cereal Products	114	\$677.41	\$4,670,087
	Meat, Poultry, Fish, and Eggs	114	\$1,186.94	\$8,182,750



	Dairy Products	113	\$563.81	\$3,886,906
	Fruit and Vegetables	114	\$897.74	\$6,189,035
	Snacks and Other Food at Home (10)	115	\$1,795.36	\$12,377,245
	Food Away from Home	119	\$3,815.52	\$26,304,169
	Alcoholic Beverages	120	\$683.88	\$4,714,657
	Nonalcoholic Beverages at Home	115	\$502.95	\$3,467,337
	Financial			
	Investments	104	\$1,815.87	\$12,518,622
	Vehicle Loans	119	\$5,850.57	\$40,333,817
	Health			
	Nonprescription Drugs	111	\$114.29	\$787,941
	Prescription Drugs	106	\$529.72	\$3,651,875
	Eyeglasses and Contact Lenses	116	\$88.99	\$613,499
	Home			
	Mortgage Payment and Basics (11)	125	\$11,681.21	\$80,530,290
	Maintenance and Remodeling Services	120	\$2,374.53	\$16,369,986
	Maintenance and Remodeling Materials (12)	114	\$423.72	\$2,921,131
	Utilities, Fuel, and Public Services	114	\$5,161.11	\$35,580,667
	Household Furnishings and Equipment			
	Household Textiles (13)	118	\$156.42	\$1,078,345
	Furniture	120	\$722.96	\$4,984,102
	Floor Coverings	115	\$86.56	\$596,736
	Major Appliances (14)	115	\$347.37	\$2,394,772
	House wares (15)	105	\$90.04	\$620,726
	Small Appliances	113	\$37.14	\$256,035
	Luggage	121	\$11.23	\$77,435
	Telephones and Accessories	83	\$35.29	\$243,289
	Household Operations			
	Child Care	131	\$606.51	\$4,181,307
	Lawn and Garden (16)	114	\$476.38	\$3,284,179
	Moving/Storage/Freight Express	117	\$70.73	\$487,602
	Housekeeping Supplies (17)	115	\$809.70	\$5,582,040
	Insurance			
	Owners and Renters Insurance	117	\$544.02	\$3,750,445
	Vehicle Insurance	117	\$1,358.51	\$9,365,537
	Life/Other Insurance	114	\$475.23	\$3,276,214
	Health Insurance	110	\$2,120.97	\$14,621,951
	Personal Care Products (18)	119	\$474.32	\$3,269,991
	School Books and Supplies (19)	120	\$128.01	\$882,514



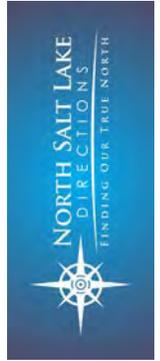
Smoking Products	107	\$457.20	\$3,151,953
Transportation			
Vehicle Purchases (Net Outlay) (20)	119	\$5,229.42	\$36,051,593
Gasoline and Motor Oil	116	\$3,322.20	\$22,903,231
Vehicle Maintenance and Repairs	117	\$1,102.26	\$7,598,999
Travel			
Airline Fares	122	\$560.72	\$3,865,604
Lodging on Trips	118	\$515.50	\$3,553,891
Auto/Truck/Van Rental on Trips	126	\$46.43	\$320,103
Food and Drink on Trips	118	\$512.04	\$3,530,023

Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI, *Bonneville Research 2011*.

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Neighborhood Market Potential - North Salt Lake Five Minute Drive Time Market Area

Neighborhood Market Area Retail Potential shows the Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. North American Industry Classification System (NAICS) is used to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.



Neighborhood Shopping Market Area Industry Summary – Five Minute Drive Time	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Surplus / Leakage Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$215,354,867	\$349,471,655	\$134,116,788	-23.7	173
Total Retail Trade (NAICS 44-45)	\$184,459,091	\$334,822,349	\$150,363,258	-29.0	143
Total Food & Drink (NAICS 722)	\$30,895,776	\$14,649,306	\$16,246,470	35.7	30

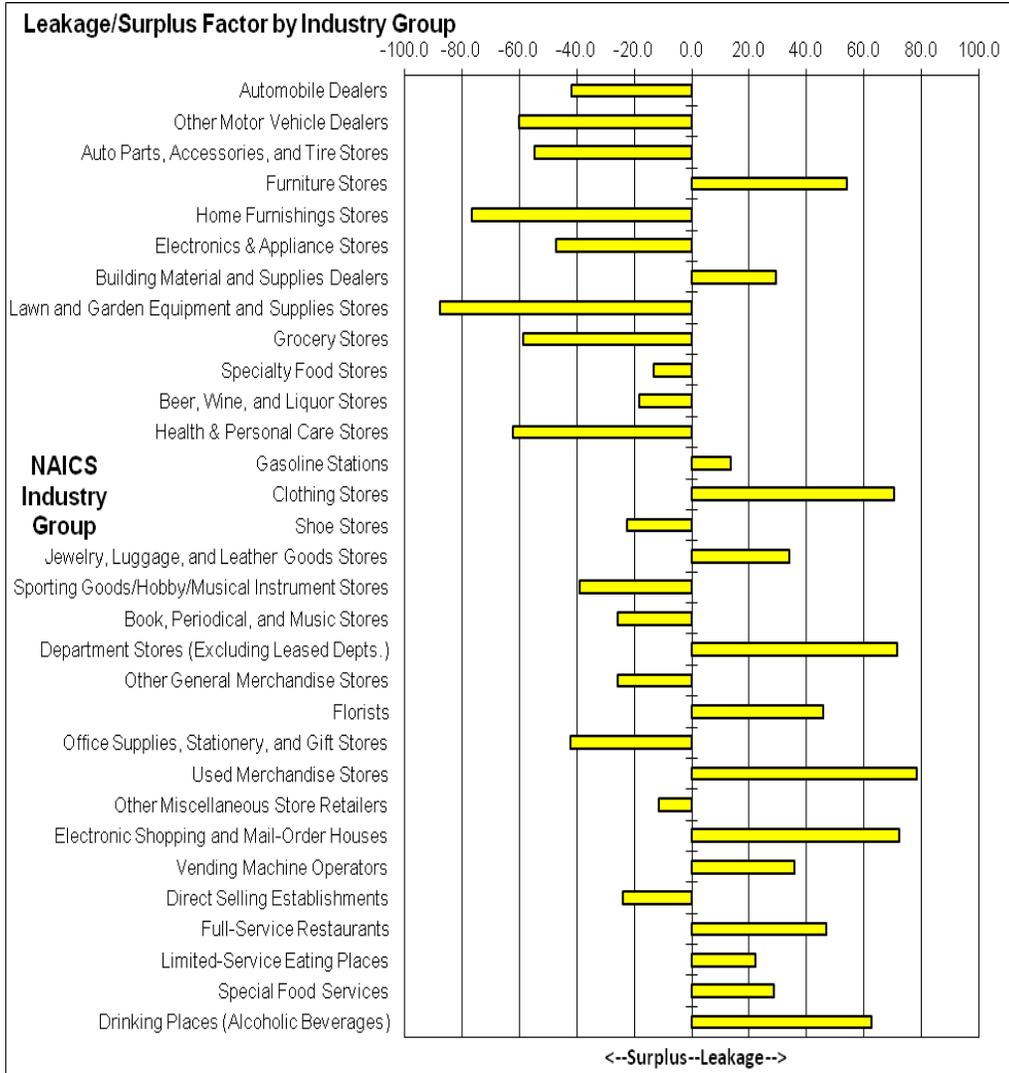
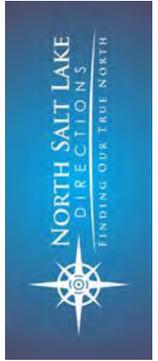
Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI, *Bonneville Research 2011*.

Neighborhood Shopping Market Area Industry Summary – Five Minute Drive Time	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Surplus / Leakage Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$46,253,204	\$120,319,229	\$74,066,025	-44.5	38
Automobile Dealers (NAICS 4411)	\$40,258,269	\$97,965,928	\$57,707,659	-41.7	20
Other Motor Vehicle Dealers (NAICS 4412)	\$3,186,484	\$12,728,293	-\$9,541,809	-60.0	8
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$2,808,451	\$9,625,008	-\$6,816,557	-54.8	10
Furniture & Home Furnishings Stores (NAICS 442)	\$2,889,556	\$9,275,092	-\$6,385,536	-52.5	5
Furniture Stores (NAICS 4421)	\$1,715,684	\$514,159	\$1,201,525	53.9	1
Home Furnishings Stores (NAICS 4422)	\$1,173,872	\$8,760,933	-\$7,587,061	-76.4	4
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,281,022	\$6,338,739	-\$4,057,717	-47.1	11
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$7,670,840	\$13,420,372	-\$5,749,532	-27.3	18
Building Material and Supplies Dealers (NAICS 4441)	\$7,035,969	\$3,857,967	\$3,178,002	29.2	14
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$634,871	\$9,562,405	-\$8,927,534	-87.5	4

North Salt Lake General Plan 2013



Food & Beverage Stores (NAICS 445)	\$33,637,118	\$125,176,265	\$91,539,147	-57.6	13
Grocery Stores (NAICS 4451)	\$31,963,230	\$122,902,118	\$90,938,888	-58.7	5
Specialty Food Stores (NAICS 4452)	\$1,048,202	\$1,371,978	-\$323,776	-13.4	6
Beer, Wine, and Liquor Stores (NAICS 4453)	\$625,686	\$902,169	-\$276,483	-18.1	2
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$1,600,426	\$6,813,613	-\$5,213,187	-62.0	9
Gasoline Stations (NAICS 447/NAICS 4471)	\$30,781,410	\$23,341,696	\$7,439,714	13.7	6
Clothing and Clothing Accessories Stores (NAICS 448)	\$4,761,383	\$1,438,960	\$3,322,423	53.6	8
Clothing Stores (NAICS 4481)	\$4,084,042	\$707,123	\$3,376,919	70.5	6
Shoe Stores (NAICS 4482)	\$367,426	\$578,970	-\$211,544	-22.4	1
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$309,915	\$152,867	\$157,048	33.9	1
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$1,575,263	\$3,271,846	-\$1,696,583	-35.0	11
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,029,252	\$2,348,804	-\$1,319,552	-39.1	8
Book, Periodical, and Music Stores (NAICS 4512)	\$546,011	\$923,042	-\$377,031	-25.7	3



Neighborhood Market Potential - North Salt Lake Five Minute Drive Time Market Area

The following Market Area Retail classifications show a positive retail potential (the Demand exceeds the Supply (retail sales)).



Neighborhood Shopping Market Area Industry Summary – Five Minute Drive Time	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Surplus / Leakage Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$29,559,536	\$16,292,134	\$13,267,402	28.9	2
Department Stores Excluding Leased Depts. (NAICS 4521)	\$22,159,920	\$3,710,736	\$18,449,184	71.3	1
Other General Merchandise Stores (NAICS 4529)	\$7,399,616	\$12,581,398	-\$5,181,782	-25.9	1
Miscellaneous Store Retailers (NAICS 453)	\$2,320,852	\$3,235,111	-\$914,259	-16.5	16
Florists (NAICS 4531)	\$242,774	\$90,643	\$152,131	45.6	1
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$697,631	\$1,717,944	-\$1,020,313	-42.2	5
Used Merchandise Stores (NAICS 4533)	\$272,003	\$33,221	\$238,782	78.2	1
Other Miscellaneous Store Retailers (NAICS 4539)	\$1,108,444	\$1,393,303	-\$284,859	-11.4	9
Non-store Retailers (NAICS 454)	\$21,128,481	\$5,899,292	\$15,229,189	56.3	6
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$18,408,976	\$2,953,482	\$15,455,494	72.3	2
Vending Machine Operators (NAICS 4542)	\$1,280,479	\$604,955	\$675,524	35.8	2
Direct Selling Establishments (NAICS 4543)	\$1,439,026	\$2,340,855	-\$901,829	-23.9	2
Food Services & Drinking Places (NAICS 722)	\$30,895,776	\$14,649,306	\$16,246,470	35.7	30
Full-Service Restaurants (NAICS 7221)	\$15,071,734	\$5,456,366	\$9,615,368	46.8	16
Limited-Service Eating Places (NAICS 7222)	\$11,963,460	\$7,595,141	\$4,368,319	22.3	11
Special Food Services (NAICS 7223)	\$2,175,938	\$1,207,654	\$968,284	28.6	1
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$1,684,644	\$390,145	\$1,294,499	62.4	2

Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI, *Bonneville Research 2011.*



Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI and infoUSA®, *Bonneville Research 2011.*

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector

Summary Neighborhood Shopping (5 min drive time)

		Demand	Supply
Department Stores	\$22,159,920	\$3,710,736	\$18,449,184
Food Services & Drinking Places	\$30,895,776	\$14,649,306	\$16,246,470
Electronic Shopping and Mail-Order	\$18,408,976	\$2,953,482	\$15,455,494
Non-store Retailers	\$21,128,481	\$5,899,292	\$15,229,18
General Merchandise Stores	\$29,559,536	\$16,292,134	\$13,267,402
Full-Service Restaurants	\$15,071,734	\$5,456,366	\$9,615,368
Limited-Service Eating Places	\$11,963,460	\$7,595,141	\$4,368,319
Drinking Places - Alcoholic Beverages	\$1,684,644	\$390,145	\$1,294,499
Special Food Services	\$2,175,938	\$1,207,654	\$968,284

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Vending Machine Operators	\$1,280,479	\$604,955	\$675,524
Used Merchandise Stores	\$272,003	\$33,221	\$238,782
Florists	\$242,774	\$90,643	\$152,131

Translating that retail demand gap into the number of potential retail stores is the next challenge.

The North Salt Lake Town Center Retail Mix

Bonneville Research estimates the potential capture rate of each individual store (there will always be some leakage due to travel, internet, mail-order, and other sales. Using sales per square foot estimates from ICSC and information on typical store sizes the number of potential new retail stores and the retail mix is then estimated.

Neighborhood Shopping Market Area Industry Summary – Five Minute Drive Time - 2010	North Salt Lake Marketplace Retail Potential	Potential Capture Rate	Sales per Sq Ft (ICSC)	Potential Store Size	Typical Store Size	# Potential Retail Stores
Department Stores	\$18,449,184	50%	650	14,192	90,000	0
Food Services & Drinking Places	\$16,246,470	30%	550	8,862	4,500	2
Electronic Shopping and Mail-Order	\$15,455,494	10%	950	1,627	1,500	1
Non-store Retailers	\$15,229,189	10%	950	1,603	1,500	1
General Merchandise Stores	\$13,267,402	15%	850	2,341	90,000	0
Full-Service Restaurants	\$9,615,368	15%	650	2,219	6,500	0
Limited-Service Eating Places	\$4,368,319	20%	650	1,344	4,500	0
Drinking Places - Alcoholic Beverages	\$1,294,499	10%	650	199	4,500	0
Special Food Services	\$968,284	10%	650	149	2,500	0
Vending Machine Operators	\$675,524	10%	\$650	104	3,500	0
Used Merchandise Stores	\$238,782	20%	\$425	112	3,500	0
Florists	\$152,131	70%	\$550	194	1,500	0

Source: ESRI, ICSC, Bonneville Research 2011.

3. Summary of Neighborhood Market Potential Findings – North Salt Lake Town Center Marketplace Retail Mix - 2010.

Who could or should be establishing a business in the North Salt Lake Town Center?

- Food and Drink - At least two stores/restaurants/Café/Bars of approximately 4,500 sq ft



Establishing a business in the North Salt Lake Town Center

Why would someone want to establish a business in the North Salt Lake Town Center?

Locating a business is a big step and North Salt Lake needs to spend a lot of time providing information to potential business on the opportunities and advantages of locating in the Town Center. A business owner will choose to locate in the Town Center because they think they can make more money there than other available sites. It is incumbent on North Salt Lake to be able to demonstrate clearly that the product or service the entrepreneur is contemplating will be more successful by choosing to locate in the North Salt Lake Town Center because:

The North Salt Lake Town Center area is:

- Different from what they will experience from anyone else,
- Different from what they already have, and
- Something that their customers will value and seek out.

Some of the support activities necessary might include the following:

- Advice on business options and opportunities
- Business skills training
- Business planning support
- Start-up funding
- Ongoing support from a mentor
- Access to a wide range of free and discounted products and services.

What is keeping them from establishing a business in the Town Center?

Off Street Parking

One of the issues that seemed to be voiced frequently during the Charrette process was the lack of off-street parking in the Town Center. Bonneville Research therefore has prepared estimates the likely off street parking required for each individual store that likely may be supported in the Town Center.

Because of the limited availability of public transportation in North Salt Lake, no allowance was made for shoppers that use



other transportation than a vehicle. Using parking standard of 3 stalls per 1,000 sq ft of retail space estimates for the number of potential new retail stores and the retail mix is then derived.

North Salt Lake Town Center Marketplace Retail Parking Requirements - 2010

North Salt Lake Marketplace Total Retail Expenditures - 2010	Potential Store Size	Parking Standard @ 3 per 1,000 sq ft	Parking Requirements
Department Stores	14,192	0.003	43
Food Services & Drinking Places	8,862	0.003	27
Electronic Shopping and Mail-Order	1,627	0.003	5
Non-store Retailers	1,603	0.003	5
General Merchandise Stores	2,341	0.003	7
Full-Service Restaurants	2,219	0.003	7
Limited-Service Eating Places	1,344	0.003	4
Drinking Places - Alcoholic Beverages	199	0.003	1
Special Food Services	149	0.003	0
Vending Machine Operators	104	0.003	0
Used Merchandise Stores	112	0.003	0
Florists	194	0.003	1

Source: ESRI, ICSC, Bonneville Research 2011.

Strategies for Encouraging Business Developments in the North Salt Lake Town Center Residential Development

In order to maximize the value of the “North Salt Lake Town Center” brand and to support residential growth, the Town Center needs to create a special critical-mass district of unique residential living units, retail shops and dining venues, supported by events that carry out the brand’s theme.

Whether participating in family outings or engaging in free time activities, residents and visitors want an experience.



Revitalizing the historic North Salt Lake Town Center core into an entertainment district will fulfill that need much better than shopping at the mall or eating at a roadside, chain restaurant.

The top priority should be creation of a Town Center residential district.

Town Center Retail Development

A second priority should be creation of a Town Center dining/entertainment district. Visitors prefer a dining experience, not just eating out. They like a single location restaurant run by the owners with outside dining and signature dishes. Unique retail shops with artisans in residence for the parents and shops for the kids; family events with music and dancing or light recreation all add to the setting. Special Town Center events add to the vitality of the Town Center, for example, classic car shows, or heritage events. We recommend the recruitment of outside event organizers to promote and stage Town Center events.

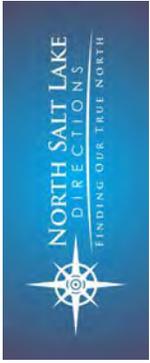
Creating an entertainment district component to the Town Center with a new mix of shops, restaurants, event and performance venues, loft living spaces and resident services is just as important for the residents of North Salt Lake Town Center as it is for the visitors. Visitors do not like to hang out where residents are not present, and the citizens of the greater community deserve to have an animated, exciting place to hang out, meet their friends and be entertained. Other than its people, the heart and soul of any community is its Town Center.

This all adds up to the strong foundation for creating a pedestrian-oriented shopping and dining district that will lure residents and visitors alike. Local household incomes have been rising much faster than inflation. This increased income and demand for retail - especially restaurants, will support a revitalized Town Center.

One of the most important factors influencing a visitor's decision about a destination is convenience. This begins with the ease of planning the trip and extends through the actual experience.

With the North Salt Lake Town Center, the brand needs to be supported by amenities that make the visitor's experience easy and enjoyable. This would include:

- New signage and way finding



- Visitor information/Historical Notes kiosks
- Town Center Wi-Fi
- Convenient parking
- Convenient public restrooms

The forces that have led to this transformation include changing market demands, shifting public policy, new urban design ideas, creative financing solutions, and cultural changes that are occurring as the tastes and attitudes of the Depression-era generation yield to those of baby-boomers, echo boomers, and beyond. This applies to their “quest for community,” and creation of gathering places.

The elements most commonly identified as missing by younger generations are what sociologist Ray Oldenburg has referred to as “third places.”

Third places are the traditional gathering places found outside the home (our “first place”) and the workplace (our “second place”). Third places include cafes, pubs, town squares, small retail shops, village greens, and entertainment venues.

The need for these “third places” is exemplified by the Gen-xers hanging out at the mall and seniors using them for morning walks. Creating a “third place” can put a community on the map and give it a focal point, a heart, and identity. After all, besides its people, the heart and soul of any community is its Center.

Can a redeveloped Town Center compete with existing shopping malls and big box stores? The challenge for the North Salt Lake Town Center is to not compete, but be unique and special.

For the North Salt Lake, what needs to be developed is a Town Center that does not revolve around neighborhood retail, but is instead driven by destination retail, entertainment, events, and an active nightlife all located in a compact, intimate, and beautifully landscaped setting – a true gathering place. A true gathering place is a place where local residents feel safe; a place where visitors have a variety of dining and shopping options; and a place where everyone can congregate after business hours for dining and entertainment.

Successful Town Centers will only succeed, if they follow the same principles used by the best major lifestyle retail developers to satisfy consumer demands:

- Great storefront design with exciting visual appeal (exterior displays, beautification, alcoves, etc.)



- Traffic patterns that guide people to stores
- Strategic tenant mix
- Inviting, clean, beautiful, and secure shopping environment
- Ample and convenient parking
- Regular and generous shopping hours
- High-quality marketing, advertising, and management

What brings people back is the authentic and casual public setting, which a town center provides for meeting, mingling, strolling, and people watching. What fuels the commercial success of a town center is the right mix of tenants, customers, and foot traffic.

The other component of a successful Town Center redevelopment project revolves around experiences.

Experiential draws can be theater, artists in action (art studios, arts incubators), street vendors and entertainers, farmers' markets, and thematic restaurants and retail shops. The recommendations made in this plan will achieve these goals, but patience is required. The average revitalization program takes 10 to 30 years to complete.

The following are the primary infrastructure-related recommendations:

- Creating and identifying off-street parking
- Widening sidewalks
- Planting trees
- Constructing restrooms
- Creating performing arts venues
- Changing street directions
- Applying architectural standards
- Acquiring public art
- Offering free Wi-Fi
- Attracting new businesses with reduced rent and other concessions.

North Salt Lake currently lacks a destination with a mix of retail sufficient to attract locals or to satisfy the expectations of overnight visitors. Tourists will not go where locals are not present, so it is important to make sure residents are active, engaged, and highly visible. How many times have you looked for a place to stop and eat in an unfamiliar town, only to pass by several fine-looking restaurants just because there didn't appear to be many locals inside?



As lease agreements are negotiated, property owners should seek to reach agreements with retailers on specific, consistent business operating hours, including evenings and weekends. It is important to make sure that businesses are open seven days a week and during evening hours. There are a number of programs designed to assist retailers in covering the personnel costs of remaining open for extended hours. One is a job-share program, where part-time workers move from business to business to cover lunch hours and errands.

Even having the right mix of businesses a Town Center will fail, if they are closed during evening hours, events, or haven't created a bustling and vibrant gathering place. In all the cities we have researched, this was not a major problem. People are moving back into centers like never before. This move is being fueled by a baby-boom generation looking to retire, down-size, yet have access to urban amenities and entertainment. These people expect a very high quality residential living environment. Loft apartments and condos are bringing centers back to life across the country.

Demographic and Economic NOTES:

Below are the principal, accessory, and conditional uses permitted in this plan, and uses that are not permitted.

Principal Uses:

- Retail businesses
- Personal service establishments
- Banks and financial institutions on the ground floor, so long as any drive-through window does not have access or egress directly onto North Salt Lake Avenue, is well buffered from adjacent residential areas, and incorporates proper traffic circulation and signage controls
- Food consumption establishments (except drive-in or carry out restaurants)
- Package stores and taverns
- Artist studios and artistic instruction space on all floors except for the ground, street level floor
- Business, professional and governmental offices located above commercial uses, not occupying the ground floor other than "retail or customer service functions" like Post Offices, Auto Registration, etc.
- Residential uses not occupying the ground floor, and which may be located on the same floor with other permitted uses

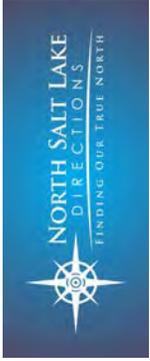


- Public assembly facilities and spaces, theaters and cinemas, where the use is integrated into mixed-use buildings with retail frontage along North Salt Lake Avenue
- Medical professional offices on the ground floor, provided they do not occupy more than 50% of the total ground floor of a building, do not face North Salt Lake Avenue and do not displace or preclude retail frontage along North Salt Lake Avenue.
- Off-street parking and loading spaces
- Fences, walls and hedges
- Satellite dish antenna (receive only)
- Outdoor cafes including temporary outdoor dining on the public sidewalk as long as it does not inhibit pedestrian traffic.
- Sidewalk displays
- Artist studios and artistic instruction space that are accessory to art galleries, art supplies stores and other arts-related retail uses, provided they do not occupy more than 33% of the total area of the ground floor and provided that all windows facing North Salt Lake Avenue or any side street are maintained with a retail display focus
- Public utility facilities required to provide direct service of the utility to the consumers such as transformers and pumping stations, but not warehouses, service or storage and treatment yards

The following uses are expressly prohibited in the North Salt Lake Town Center zone:

Except as otherwise expressly permitted, used and new automobile and truck dealerships and rental agencies thereof.

- "Carry-out" restaurants.
- Any industrial process, manufacture, assembly or treatment.
- Automobile service stations, repair shops and car washes.
- Lumber, fuel and building material storage works and lawn and garden shops over 10,000 sq ft.
- Wholesale laundries, dyeing and cleaning works.
- Arcades and amusement centers where more than ten percent (10%) of the retail floor area is devoted to such use.
- Any process or storage use that may be noxious or injurious by reason of the production or emission of dust, smoke, refuse matter, gas fumes, noise, vibration or similar substances or conditions.



- Billboards or signs painted or mounted upon the exterior side or rear walls of any principal or accessory building or structure and/or freestanding signs.
- All residential, service, commercial or industrial uses not specifically permitted in this zone.
- Except as expressly set forth herein, Automobile “drive-in” or “drive-through” features in connection with any food sales, restaurant, bank or any other food, personal service or business establishment of any kind.
- Adult bookstores and amusement facilities.
- Any exterior storage of goods and materials.

Parking

- A 50% shared parking allowance will be made for combining weekday uses with evening/weekend uses in the same building. Office and general retail uses are considered to be weekday uses, while residential and restaurant uses are considered to be evening/weekend uses. 50% of the parking requirement of the evening/weekend use of the building may be met through parking provided for the weekday use.
- Parking shall not be constructed between buildings and North Salt Lake Avenue, or otherwise fronting North Salt Lake Avenue.
- The primary access points to parking lots and facilities shall be from streets other than North Salt Lake Avenue. Curb cuts across sidewalks along North Salt Lake Avenue are discouraged and shall in no instance exceed one per block (or, if only part of the North Salt Lake Avenue edge of a block is included in the redevelopment area, one per such portion), located centrally to the block face.

Our interviews with the North Salt Lake community and the Charrette processes show that even before the current economic downturn, retail functions in North Salt Lake have been suffering. Vacancies and low-quality retail uses have negatively affected the perceived quality of life, sense of safety and local pride. North Salt Lake civic leaders have responded by constructing the North Salt Lake city Hall in the Town Center Area.

Shifts away from retail is often incremental, when individual units get new, non-retail uses such as for office space or even residential accommodation. Public policy often responds by consolidate and attempts to regenerate the retail offering. There may be cases



however where this may not be possible or even desirable. Adding housing helps to support retail thresholds, but in many cases this will not be sufficient to change the structural trends that underpin long-term retail change. Nor is it realistic to assume that local residents will necessarily support local services.

Strategies for Town Center retail redevelopment generally:

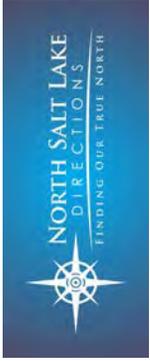
- Attempt to enable imaginative thinking about alternatives such as affordable workspace, adaptable building typologies, social infrastructure or the creation of attractive new residential environments;
- Seek small scale additions and upgrading of individual buildings seeking to revive the character and identity of the retail stock and add residential accommodations;
- Incentivize a new employment, by encouraging needed additional investment, such as in retrofitting of retail centers for affordable employment space.

It is worth considering alternative strategies and tools for those ex-retail spaces to create attractive transformation options. If long-term changes in the operation of the retail market are negatively affecting Town Centers, conceptualizing them as primarily retail-driven places can impede innovative solutions, whereas other Town Center functions (leisure, local services, meeting places, employment space) might offer equal or more potential. There are cases where a more proactive planning approach could actively seek for such alternatives, and acknowledge an ensuing change in the retail hierarchy in planning policy.

Potential barriers in policy should be removed by a review and reconsideration of the role of the Town Center to see if requirements for retail space, associated parking, transportation impact fees, and the maintaining of retail frontages can be reduced. Such an approach needs to be based on detailed analysis reflecting the policies and aspirations of the North Salt Lake Town Center as well as changing trends and emerging opportunities on the ground.

Strengthen the North Salt Lake Town Center

Because of North Salt Lake’s historical growth pattern, there is not always a clear structure of a nodal Center with clearly defined edges. Instead, it is the edge condition itself that is ubiquitous. Different



former ‘commercial areas’ have gradually merged, especially along main thoroughfares which often had retail, manufacturing, showrooms and various other commercial uses. This ‘transition zone’ is the primary site for redevelopment because of retail decline. Intensification often takes place at such edges as low-density lower-value land-uses get replaced by residential development. However the process usually happens in an unplanned manner, through incremental, developer driven projects. Too often, this leads to low quality development with little added value for the locality. It is such small-scale projects that give ‘intensification’ its bad name. It is seen to erode local character and, by failing to provide for new public spaces and social infrastructure. Moreover the distinction between the Center and surrounding suburban areas gets blurred, while the transition to suburban streets is often badly designed.

Our experience in other communities dealing with the transition between Town Centers and more suburban streets show that:

- A strategy can be to accept contraction of retail functions and to invest in alternative uses instead, such as social infrastructure (schools, health or sports facilities, community services) or well-planned workspaces where there is demand. Investing in non-use specific loft buildings with generous ceiling heights could be one way to create an adaptable Town Center edge that can respond to changing economic needs and uses;
- Residential developments must be attractive for families with children or elderly people. The challenges are to create good residential ground floors, to manage the transition to suburban side streets, and imaginatively design;
- Development of small new public spaces which become civic gathering points beyond the retail shopping cores. This includes deliberate strategies for greenery, since loss of green character through edge of Town Center development is often cause for local concern.

This suggests that the edges of Town Centers would profit from more proactive planning and design strategies so that these locations are strengthened, with existing qualities maintained and new qualities added. This is not about fixing or freezing those edges once and for all – the urban process is dynamic and the role of such locations may shift over time. The challenge is to create strategies that reflect the character of these edge areas and encourage a positive intensification process that is open to changing needs.



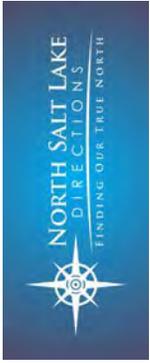
Improvements to social infrastructure such as playgrounds, schools, health facilities and public space investments are an important way to generate tangible 'public value' from the intensification process.

At the moment new residential development and intensification through residential conversions are often associated with adding pressure on existing services rather than their improvement. But it is possible to integrate social infrastructure into the very heart of residential development projects, in conjunction with public space improvements. An increase in numbers of residents can actually improve service levels by helping to sustain or expand the critical mass needed for social infrastructure investment. Integrating social infrastructure provision in the housing intensification process show that:

- strategic use of social infrastructure such as health or sports facilities or schools can be the backbone of regeneration projects, enhancing the public realm in ways that enable increased new housing development – this may include provision for certain target groups such as large families or the elderly;
- this can be the driver to reposition areas on mental maps of North Salt Lake residents and visitors by tapping into emerging lifestyle trends such as the active outdoor leisure economy;
- this requires typologies, designs and strategies that successfully integrate e.g. education, sports and health provision in comprehensive urban design and architectural projects.

This suggests that more daring combinations of social infrastructure with residential accommodation

are technically possible and potentially beneficial. Investments in social infrastructure, whether for community facilities or other public projects need to be linked in the planning and design process, and funding models to further developed to maximize potential in the light of changing economic circumstances. This requires very proactive planning process by municipal and regional planning and economic development authorities.



Barriers to increasing density in North Salt Lake

Even before the current slow-down in building rates, there were concerns about whether the planning system and the development sector would be able to achieve long-term housing growth in line with the ambitions set in targets – both nationally and in North Salt Lake. A range of factors were considered:

- ***An existing low density.*** North Salt Lake’s existing downtown density is generally a lower to moderate density typical of suburban communities. This sets a baseline against which the planning and development systems may be influenced by public sentiment as they assess proposals for higher density housing or mixed use development. Public opinion may be prejudiced against higher density levels may influence planning applications.
- ***Laissez-Faire planning control.*** The property owner driven and laissez-faire approach to development decision making, may clash with a more pro-active public sector driven approach to plan-making and project delivery.
- ***Affordable housing provisions.*** The delivery of affordable housing is often tied to the development of private sector housing, where a proportion of affordable housing is usually required subject to a range of conditions. This is often seen to drive down the viability of new projects. New delivery vehicles for affordable housing in which Local Authorities themselves can take the lead in delivery, may be required.
- ***Competing land-uses and adjacency effects.*** Planning policies include provisions on land use such as Town Center retail or industrial activities. Their underlying assumption is that Town Centers and employment zones play an important role for their local communities, and policy aims to protect and enhance this role. This can prevent some sites from being redeveloped for moderate or higher density housing. In protected employment areas, this might be exacerbated if adjacency effects, such as noise, dust or visual amenity, prevent good quality residential development outside the actual protected area.
- ***Heritage.*** The Town Center area has buildings or areas of historical value which are locally cherished for their contribution to local character and identity. These may or may not be protected through an historical listing designation. Whereas heritage ought to be seen as a



positive ingredient of future area change, sometimes it is unnecessarily seen to cast a policy shadow on surrounding properties, which can be inhibit new development.

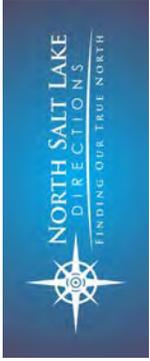
- **Land assembly issues.** Highway 89 is characterized by multiple, fragmented and irregular property ownerships. Assembly among multiple private sector partners is often required to create viable redevelopment sites and the ability to achieve higher density housing development may be limited.

This study contributes to this discussion by an evaluation of the scenarios and analysis of the obstacles to delivering different housing typologies identified in the study.

Parking Lots

The provision of parking is necessary for the commercial district. However, the placement and quantity of parking impact on the sustainability and walk ability of North Salt Lake. The following guidelines describe the location and design of parking facilities, and encourage use of shared parking facilities.

- Shared parking is parking which is available to more than one building or land use. In general, different types of land uses may create different demands for parking throughout the day. For example, restaurants may require more parking in evenings while office buildings need parking during the day. To prevent the wasteful duplication of parking facilities that could serve more than one group of users, shared parking is encouraged. When compatible land uses are within 700’ of each other, parking may be shared, reducing the amount of parking required for each land use and cost for development.
- In general, the preferred location of parking is below or behind buildings.
- Parking lots are required to have clear pedestrian access routes within them and to North Salt Lake Avenue. Pass-through walkways, those connecting parking located behind buildings to the sidewalk, shall be provided to rear parking lots and to pedestrian walks leading to surrounding residential districts. These walks shall have clear signs and markings for orientation and a high degree of passive surveillance, overlooking windows, and adequate lighting for security.



- For office development 25,000 square feet or more, preferred parking shall be provided for carpools/vanpools serving building occupants. (For more information see LEED® Sustainable Sites credit 4.)
- For residential development, secure, sheltered bike parking shall be provided for residents.
- In order to facilitate bicycle commuting, secure bicycle storage shall be provided at all buildings for at least 15% of building occupants.
- Parking lots shall be landscaped with trees to provide shade with one tree for every three parking spaces.
- Subdivide surface parking lots into smaller areas through the use of landscaping and other visual elements. Landscaping shall be hardy and able to withstand soot and gas fumes.
- Landscaping shall be designed to remove contaminants from and encourage infiltration of stormwater runoff according to stormwater BMPs (Best Management Practices), for example, curbs surrounding landscaped areas should be perforated and graded to drain water into the planted areas for filtration.
- Redwood Road Area

Information is presented in two sections:

- Section one looks at the Redwood Road Market Area and presents key economic and demographic information for 2010 and projects key data to 2015.
- Section two examines the Redwood Road market potential and seeks to answer the following key questions:
 - What is the market potential of the North Salt Lake Redwood Road Market Area?
 - What types of retail businesses may be supported?
 - How large could those retail businesses be?

Redwood Road Market Potential

The following commercial market opportunities for the Redwood Road Market Area are defined by:



- Demand - the number of consumers in the defined market area, the income, family size and purchasing characteristics of those potential customers.
- Supply - the current retail sales within the Redwood Road Market Area market area within those categories.



- Gap - the difference between Demand and Supply. Can be a positive number (opportunity for new retail expansion) or negative (possible current retail oversupply).

The following commercial market area is defined by the following general customer shopping patterns. For example:

- The North Salt Lake Redwood Road Market Area was custom drawn based upon known traffic patterns and spacing of other general discount retailers.

A Primary Market Area is the area from which 60-80% of the center's sales originate

1. Demographic and Economic Analysis

Regional Shopping Primary Market Area Demographic Summary

Regional center: Provides shopping goods, general merchandise, apparel, furniture and home furnishings in full depth and variety. It is built around the full-line department store, with a minimum GLA of 100,000 square feet, as the major drawing power. For even greater comparative shopping, two, three or more department stores may be included. In theory a regional center has a GLA of 400,000 square feet, and can range from 300,000 to more than 1,000,000 square feet.



Regional centers in excess of 750,000 square feet GLA with three or more department stores are considered super regional centers.

The market areas is predominately owner occupied family households.

Year	2000	2010	2015
Population	60,722	70,463	76,432
Households	18,769	22,007	24,026
Families	14,846	16,899	18,208
Average Household Size	3.21	3.18	3.16
Owner Occupied Housing Units	13,461	15,566	17,053
Renter Occupied Housing Units	5,308	6,440	6,973
Median Age	28.5	30.2	30.9

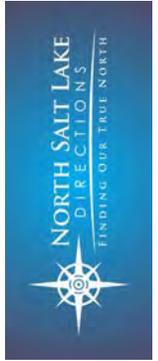
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.

Eighty (80%) percent of the households in the market area have annual incomes of \$35,000 or greater.

Redwood Road Market Area Demographic Summary	2000		2010		2015	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	1,507	8.1%	1,194	5.4%	980	4.1%
\$15,000 - \$24,999	2,330	12.5%	1,449	6.6%	1,157	4.8%
\$25,000 - \$34,999	2,301	12.3%	1,766	8.0%	1,326	5.5%
\$35,000 - \$49,999	3,160	16.9%	3,116	14.2%	2,047	8.5%
\$50,000 - \$74,999	4,351	23.3%	5,199	23.6%	6,136	25.5%
\$75,000 - \$99,999	2,265	12.1%	3,708	16.9%	3,926	16.3%
\$100,000 - \$149,999	1,673	9.0%	3,427	15.6%	5,006	20.8%
\$150,000 - \$199,999	583	3.1%	1,071	4.9%	1,950	8.1%
\$200,000+	518	2.8%	1,076	4.9%	1,498	6.2%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.

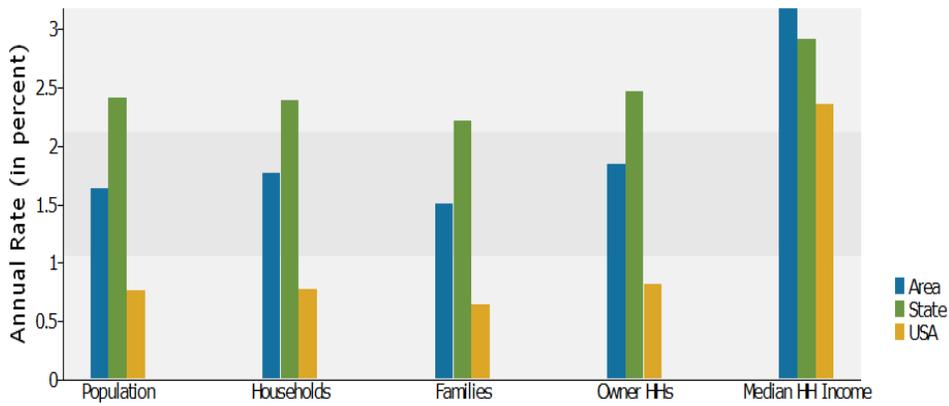
Average household income in the Redwood Road Market Area is almost \$80,000 and the 2009 median disposable income is \$52,638.



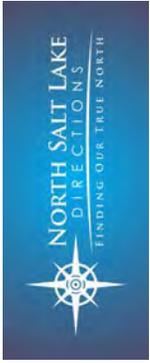
Redwood Road Market Area Demographic Summary	2000	2010	2015
Median Household Income	\$50,183	\$65,619	\$76,722
Average Household Income	\$63,912	\$82,577	\$96,331
Per Capita Income	\$19,950	\$25,821	\$30,292

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.

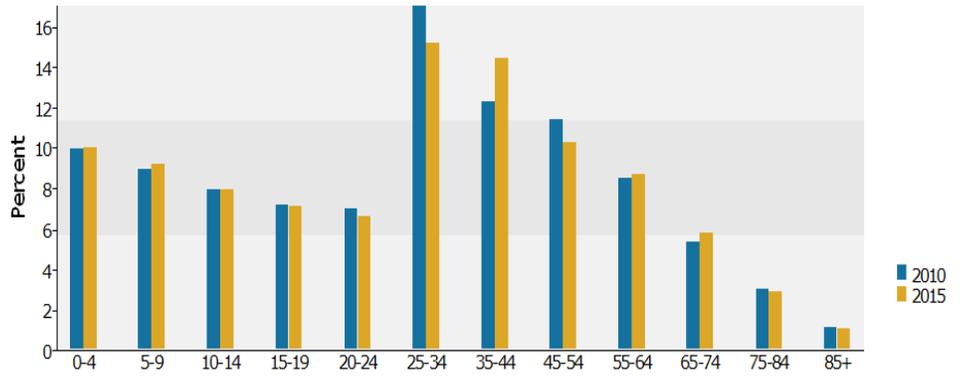
Trends 2010-2015



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.

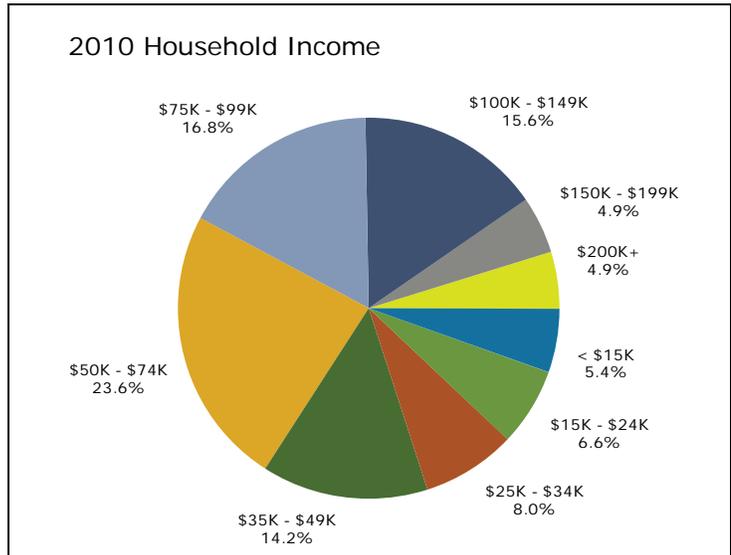


Population by Age



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.

2010 Household Income



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI BIS forecasts for 2010 and 2015, Bonneville Research 2011.



Summary of Demographic and Economic Findings –Redwood Road

Market Area:

- The Redwood Road Market Area has over 70,000 residents.
- The Redwood Road Market Area has excellent income, age and other demographics.
- The growth trends in the market area are excellent.
- The Redwood Road Market Area is predominately owner occupied family households.
- Eighty (80%) percent of the households in the market area have annual incomes of \$75,000 or greater.
- Average household income in the Redwood Road Market Area is over \$82,000 and the 2009 median disposable income is excellent at \$52,638.
- The Redwood Road Market Area is growing faster than the country as a whole.

2. Redwood Road Market Area Retail Potential Summary

North Salt Lake Redwood Road Market Potential

The commercial market demand for the North Salt Lake Redwood Road Market Area is defined by the number of consumers in the defined market area, the income, family size and purchasing characteristics of those potential customers. The following chart presents the retail potential analysis for the five minute - Neighborhood shopping primary market area for The North Salt Lake Redwood Road.

Section two examines the key North Salt Lake Redwood Road market potential and seeks to answer the following key questions:

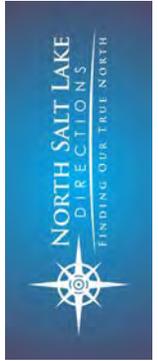
- What is the market potential of the Redwood Road Market Area?
- What types of stores and how big might they be?

Consumer Spending - Redwood Road Market Area

Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.



Redwood Road Market Area Market Area Consumer Spending	
Apparel & Services: Total \$	\$44,205,175
Average Spent	\$2,008.69
Spending Potential Index	84
Computers & Accessories: Total \$	\$5,897,450
Average Spent	\$267.98
Spending Potential Index	122
Education: Total \$	\$32,317,383
Average Spent	\$1,468.50
Spending Potential Index	120
Entertainment/Recreation: Total \$	\$85,187,036
Average Spent	\$3,870.91
Spending Potential Index	120
Food at Home: Total \$	\$115,256,520
Average Spent	\$5,237.27
Spending Potential Index	117
Food Away from Home: Total \$	\$84,912,768
Average Spent	\$3,858.44
Spending Potential Index	120
Health Care: Total \$	\$91,966,809
Average Spent	\$4,178.98
Spending Potential Index	112
Household Furnishings & Equip: Total \$	\$47,753,065
Average Spent	\$2,169.90
Spending Potential Index	105
Investments: Total \$	\$41,899,322
Average Spent	\$1,903.91
Spending Potential Index	109
Retail Goods: Total \$	\$619,041,311
Average Spent	\$28,129.29
Spending Potential Index	113
Shelter: Total \$	\$424,248,290
Average Spent	\$19,277.88
Spending Potential Index	122
TV/Video/Audio: Total \$	\$31,995,263
Average Spent	\$1,453.87
Spending Potential Index	117
Travel: Total \$	\$50,247,043
Average Spent	\$2,283.23
Spending Potential Index	121
Vehicle Maintenance & Repairs: Total \$	\$24,640,928
Average Spent	\$1,119.69



Spending Potential Index	119
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Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI, *Bonneville Research 2011*.

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

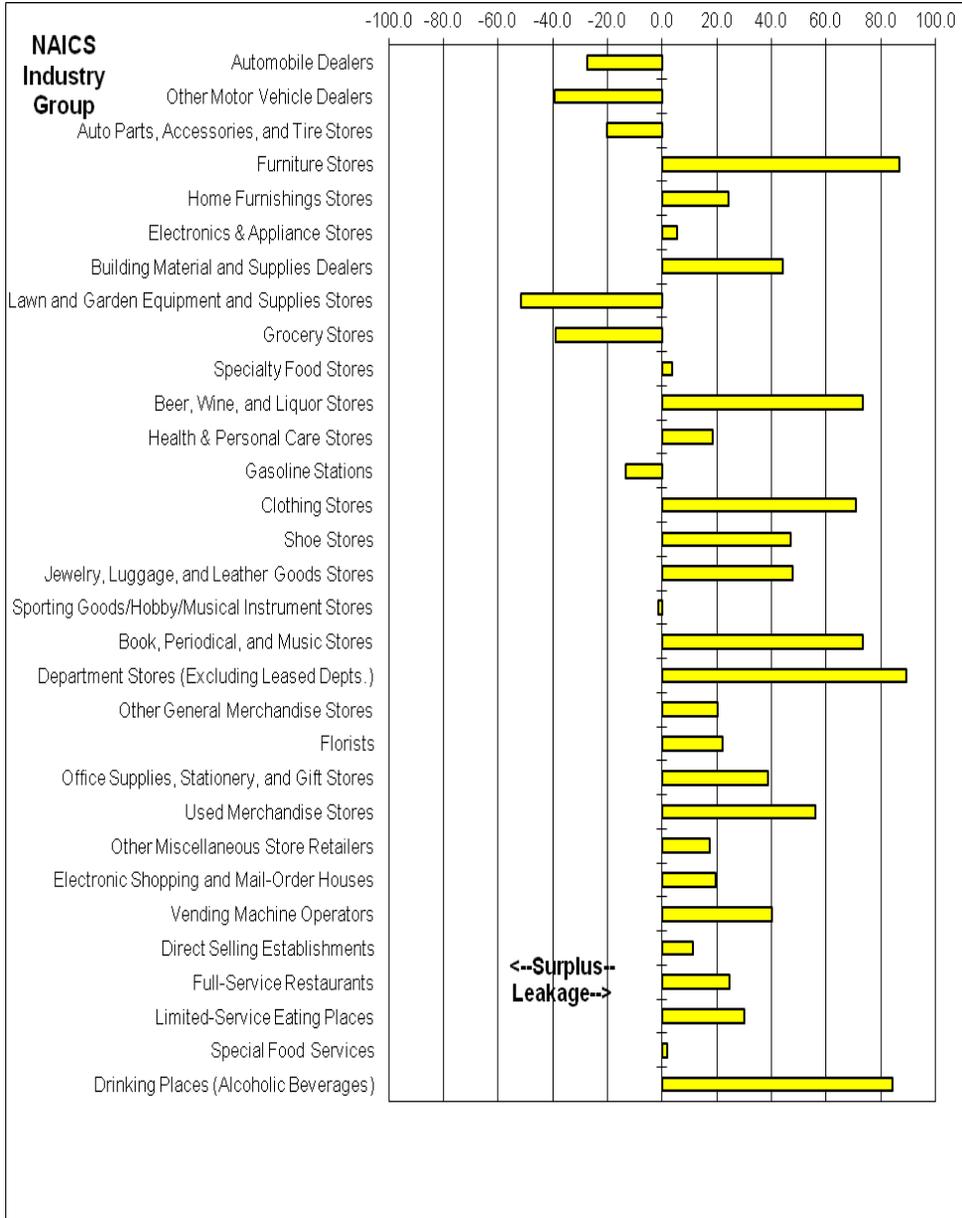
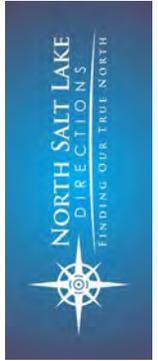
Redwood Road Area Market Potential

The Redwood Road Market Area Retail Potential shows the Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. North American Industry Classification System (NAICS) is used to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Redwood Road Market Area Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Surplus / Leakage Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$91,563,431	\$38,107,021	\$53,456,410	41.2	14
Department Stores Excluding Leased Depts. (NAICS 4521)	\$37,156,522	\$2,082,243	\$35,074,279	89.4	4
Other General Merchandise Stores (NAICS 4529)	\$54,406,909	\$36,024,778	\$18,382,131	20.3	10



Miscellaneous Store Retailers (NAICS 453)	\$10,890,334	\$6,198,703	\$4,691,631	27.5	34
Florists (NAICS 4531)	\$692,611	\$443,361	\$249,250	21.9	7
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$4,718,848	\$2,082,994	\$2,635,854	38.8	6
Used Merchandise Stores (NAICS 4533)	\$406,088	\$114,210	\$291,878	56.1	3
Other Miscellaneous Store Retailers (NAICS 4539)	\$5,072,787	\$3,558,138	\$1,514,649	17.5	18
Non-store Retailers (NAICS 454)	\$20,758,160	\$14,850,053	\$5,908,107	16.6	6
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$7,279,576	\$4,914,063	\$2,365,513	19.4	3
Vending Machine Operators (NAICS 4542)	\$2,203,604	\$944,068	\$1,259,536	40.0	1
Direct Selling Establishments (NAICS 4543)	\$11,274,980	\$8,991,922	\$2,283,058	11.3	2
Food Services & Drinking Places (NAICS 722)	\$97,277,585	\$53,125,165	\$44,152,420	29.4	97
Full-Service Restaurants (NAICS 7221)	\$37,536,470	\$22,680,041	\$14,856,429	24.7	52
Limited-Service Eating Places (NAICS 7222)	\$51,737,348	\$27,790,963	\$23,946,385	30.1	39
Special Food Services (NAICS 7223)	\$2,244,399	\$2,156,179	\$88,220	2.0	2
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$5,759,368	\$497,982	\$5,261,386	84.1	4



Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI and infoUSA®, *Bonneville Research 2011.*

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers



are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector

Summary The Redwood Road Area Shopping Potential

The Redwood Road Shopping Market Area Industry Summary	North Salt Lake Marketplace Retail Potential	(Existing Retail Sales)	Retail Gap
Grocery Store (NAICS 4451)	\$24,360,098	\$51,000,000	-\$26,639,902
General Merchandise Stores (NAICS 452)	\$94,535,081	\$38,107,021	\$56,428,060
Department Stores Excluding Leased Depts. (NAICS 4521)	\$38,362,420	\$2,082,243	\$36,280,177
Other General Merchandise Stores (NAICS 4529)	\$56,172,661	\$36,024,778	\$20,147,883
Miscellaneous Store Retailers (NAICS 453)	\$11,243,775	\$6,198,703	\$5,045,072
Florists (NAICS 4531)	\$715,089	\$443,361	\$271,728
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$4,871,996	\$2,082,994	\$2,789,002
Other Miscellaneous Store Retailers (NAICS 4539)	\$5,237,422	\$3,558,138	\$1,679,284
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$7,515,831	\$4,914,063	\$2,601,768
Total General Merchandise Stores	\$218,654,275	\$93,411,301	\$125,242,974
Food Services & Drinking Places (NAICS 722)	\$100,434,685	\$53,125,165	\$47,309,520
Full-Service Restaurants (NAICS 7221)	\$38,754,699	\$22,680,041	\$16,074,658
Limited-Service Eating Places (NAICS 7222)	\$53,416,460	\$27,790,963	\$25,625,497
Special Food Services (NAICS 7223)	\$2,317,240	\$2,156,179	\$161,061
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$5,946,286	\$497,982	\$5,448,304
Total Food Services & Drinking Places	\$200,869,370	\$106,250,330	\$94,619,040

Translating that retail demand gap into the number of potential retail stores is the next challenge.



The Redwood Road Retail Mix

Bonneville Research estimates the potential capture rate of each individual store (there will always be some leakage due to travel, internet, mail-order, and other sales. Using sales per square foot estimates from ICSC and information on typical store sizes the number of potential new retail stores and the retail mix is then estimated.

The Redwood Road Shopping Market Area Industry Summary	Retail Gap	Potential Capture Rate	Sales per Sq Ft (ICSC)	Potential Store Size	Typical Store Size	# Potential Retail Stores
Grocery Store (NAICS 4451)	-\$26,639,902	50%	650	- 20,492	90,000	0
General Merchandise Stores (NAICS 452)	\$56,428,060	50%	650	43,406	90,000	1
Department Stores Excluding Leased Depts. (NAICS 4521)	\$36,280,177	45%	550	30,401	45,000	0.7
Other General Merchandise Stores (NAICS 4529)	\$20,147,883	45%	950	25,772	5,000	5.2
Miscellaneous Store Retailers (NAICS 453)	\$5,045,072	45%	850	5,765	90,000	0.1
Florists (NAICS 4531)	\$271,728	45%	325	959	6,500	0.1
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$2,789,002	35%	325	5,082	4,500	1.1
Other Miscellaneous Store Retailers (NAICS 4539)	\$1,679,284	35%	590	3,009	2,500	1.2
Electronic Shopping and	\$2,601,768	70%	\$1,503	3,390	1,500	2.3



Mail-Order Houses (NAICS 4541)						
Total General Merchandise Stores	\$125,242,974	46%	\$590	166,015	120,000	1.4
Food Services & Drinking Places (NAICS 722)	\$47,309,520	15%	\$550	26,530	4,500	5.9
Full-Service Restaurants (NAICS 7221)	\$16,074,658	10%	\$550	6,825	5,500	1.2
Limited-Service Eating Places (NAICS 7222)	\$25,625,497	10%	\$550	9,407	3,500	2.7
Special Food Services (NAICS 7223)	\$161,061	10%	\$550	408	3,500	0.1
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$5,448,304	15%	\$550	1,571	3,500	0.4
Total Food Services & Drinking Places	\$94,619,040	10%	\$550	35,374	5,500	6.4

Source: ESRI, ICSC, Bonneville Research 2011.

Summary Redwood Road Marketplace Retail Mix - 2010.

Who could or should be establishing a business in the North Salt Lake Redwood Road Market Area?

- General Merchandise Store - At least one store of approximately 90,000 to 120,000 sq ft
- Food and Drink - At least six stores/restaurants/Café/Bars of approximately 5,500 sq ft

Grocery Store Potential:

Currently there is a surplus of supply of grocery store opportunities in the Redwood Road Market area, but because of freeway, railroad, geologic and other traffic barriers the Redwood



Road area is unique in the number of barriers to normal traffic and gravity demand models.

If the retail potential for the Redwood Road market area is calculated with a 5 minute drive time, and the additional 714 households are added there is still insufficient demand. An exceptionally strong grocery retailer may be able to draw from the Salt Lake City Rose Park area, but there are three existing grocery retailers and likely one would need to close before there is sufficient demand to be able to support a 60,000 to 80,000 sq ft grocery store in the Gun Club/Redwood Road area.