



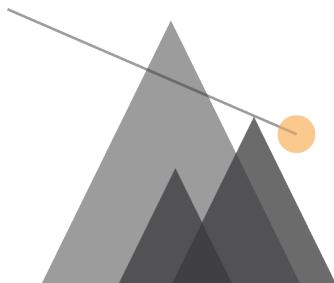
STATE OF UTAH
**POINT OF THE MOUNTAIN
DEVELOPMENT COMMISSION**

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**The Point of the Mountain
Visioning Process
Phase Two: Vision and
Recommendations**
.....
January 22nd, 2018



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STATE OF UTAH
POINT OF THE MOUNTAIN
DEVELOPMENT COMMISSION

Introduction to the Vision

Utah County will almost triple in population by 2065, and Salt Lake County will add another 500,000 people, so that each county will house over 1.6 million people. Most of that growth will be Utahns' own kids and grandkids.

Utah has an unprecedented opportunity to catalyze growth in high-paying jobs while maintaining a high quality of life for generations to come. Taking advantage of this opportunity will require effective decisions across the state, but especially in the rapidly-growing area in southern Salt Lake County and northern Utah County: the Point of the Mountain. With significant available land situated between two growing metropolitan areas with large, well-respected universities, the Point of the Mountain is responsible for a substantial portion of the state's economic growth, and the state's economic future depends to a significant extent on the success of this area.

The Point of the Mountain will fully develop under almost any set of assumptions—the question is how it will grow. With strategic actions, the area can provide tremendous economic and quality of life benefits, but without those actions the outcomes will not be what Utahns want. By taking those strategic actions, Utahns can

enjoy higher-paying jobs—as many as 150,000 additional jobs and a 12% increase in average household income—as well as thriving communities, convenient commutes, and clean air. Those benefits will extend far beyond the Point of the Mountain.

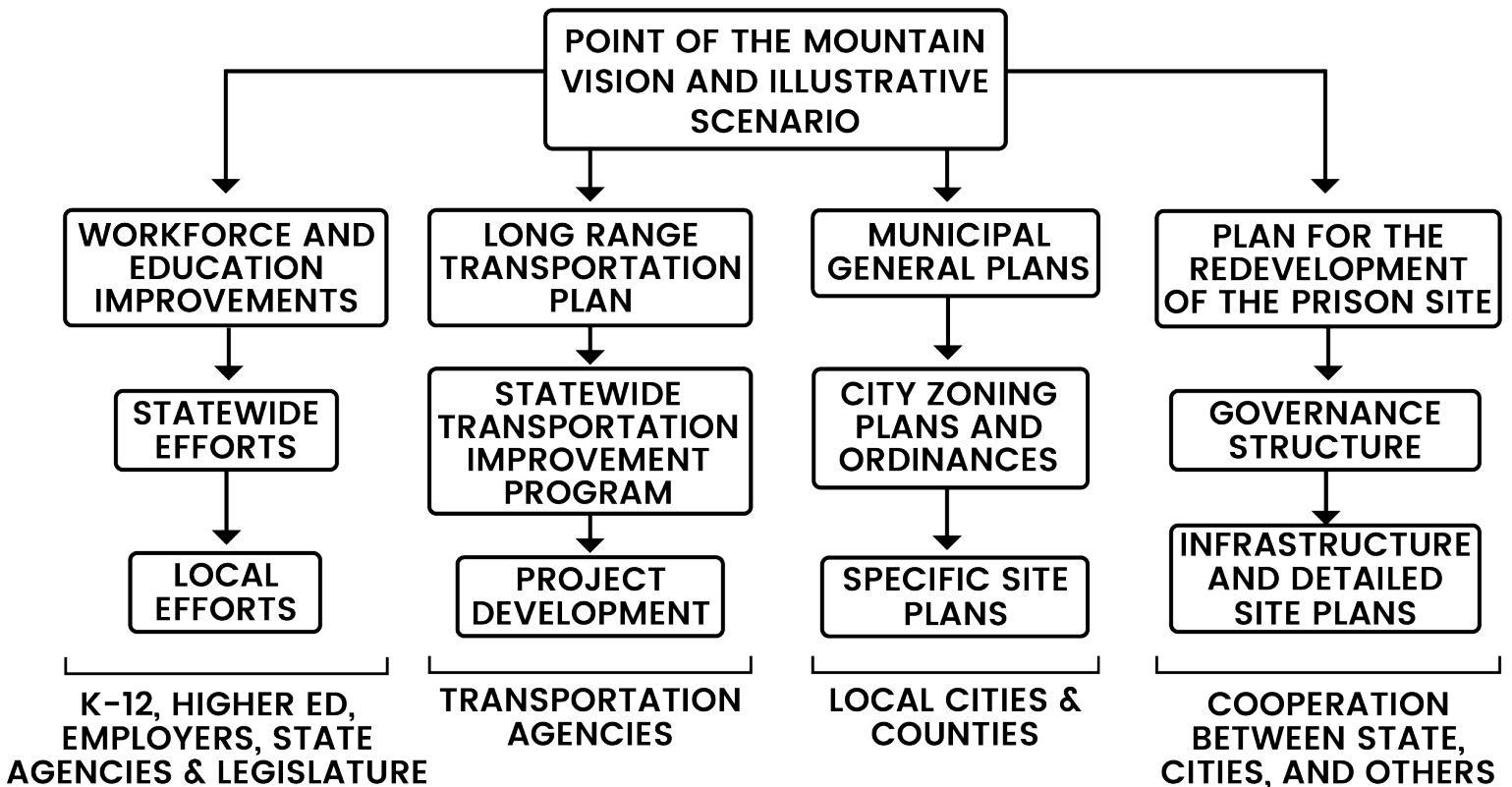
Over 60% of the traffic on I-15 at the county line is just passing through, without beginning or ending the trip in the area from Sandy to Lehi.



With strategic action, the Wasatch Front can enjoy 150,000 additional jobs and a 12% increase in average household income.

For every IT job that leaves Utah or doesn't come in the first place, Utah loses 4 support jobs, 8 other jobs in the community, \$816,000 in annual personal income, and \$17,400 in annual net state revenue.

Research, modeling, and stakeholder engagement have contributed to the outcomes of this visioning effort, but more important are the thousands of Utahns who have participated in creating this vision. The Commission used a scenario planning process to ask Utahns about their priorities, and the result is a vision that matches Utahns' hopes, dreams, and aspirations. Further planning work will need to be conducted by transportation agencies, local governments, and others, but this vision establishes a target towards which decisions can aim.



Implementing the vision requires action at both regional and local scales. The vision includes twelve “signature elements,” along with goals and strategies for implementing those elements. A map depicts how those twelve elements can be organized at the regional scale. A preliminary plan for the redevelopment of the prison site illustrates how those same twelve elements can be implemented at the local scale.

Signature Elements of the Vision

1. Deep, diverse, and highly-trained workforce



The quality of Utah's workforce will largely determine its success in attracting, retaining, and growing a cluster of high-paying "innovation economy" jobs. A strong workforce is one that is diverse and highly educated, especially in high-demand fields. While a portion of this workforce will undoubtedly be generated by attracting employers and workers from out of state—something that will be facilitated by a high quality of life—Utahns can fill the bulk of these jobs if they have the required skills and education.

Goal: Significantly improve the match between the needs of innovation-related companies and the education level and skills of Utah's workforce.

- Establish a strong presence for higher education and research that promotes workforce development, stimulates innovation and entrepreneurship, and attracts and supports innovation-related companies.
- Continue to improve collaboration among K-12, higher education, applied technology, and the business community to ensure educational efforts meet workforce needs.
- Continue to expand pathway programs that train Utahns for in-demand jobs.
- Identify effective efforts to increase the number of STEM graduates (especially women and minorities) and both implement and expand those efforts.
- Address the shortage of teachers generally, and specifically in STEM fields, where the shortage is especially pronounced.
- Foster, expand, and further develop informal education institutions like Loveland Living Planet Aquarium and Thanksgiving Point that provide important education opportunities to the public.
- Identify funding sources to support targeted educational improvement efforts.

Goal: Increase the diversity of Utah's workforce.

- Increase the number of women and minorities who pursue education in STEM fields.
- Improve workplace flexibility and culture in accommodating and fostering the careers of women and minorities.

- Foster an environment and reputation of inclusion, acceptance, and collaboration for people of all backgrounds.
- Promote the development of high quality childcare facilities for working parents.

Goal: Maintain a business environment that stimulates the growth of high-paying jobs in the 21st Century “innovation economy.”

- Strategically utilize incentives to attract and expand marquee employers.
- Provide opportunities for start-up and incubator enterprises to access affordable workspace, assistance and mentoring, and other needs.
- Leverage the existing military and national security presence and the potential for additional federal agency facilities.
- Foster a culture of entrepreneurship and innovation.
- Work collaboratively to stimulate economic growth in ways that benefit a variety of people and geographies in Utah.
- Ensure access to capital investment.
- Facilitate improved technology transfer from the universities to industry in order to translate cutting-edge research into marketable and useable innovations.
- Collaborate to ensure strong branding and marketing.

Goal: Attract and retain world-class talent.

- Maintain the Point of the Mountain as a highly desirable area by making it a vibrant place with urban and outdoor amenities that will attract and retain talent and employers.
- Continue to improve educational outcomes and offerings to attract and retain parents of school-age children.
- Proactively plan for educational needs to get ahead of growth pressures.
- Recruit, grow, and retain marquee companies that attract and retain talent.

2. Improved air quality & reduced natural resource use



Employers and Utahns are increasingly demanding sustainable approaches to the use of natural resources, and a rapidly-growing population requires more efficient use of air, water, and energy. The Point of the Mountain can be a demonstration area for cost-effective environmental sustainability by facilitating electric vehicles, increasing the convenience of non-automobile travel, improving building energy efficiency and emissions, using water-wise landscaping, and implementing new technologies that reduce emissions, water use, and energy consumption.

Goal: Take significant steps to improve air quality and ensure awareness of those efforts.

- Improve the ability for residents to access work, shopping, and other destinations close to where they live and make it convenient to travel without a car (e.g., by walking, biking, or taking public transportation).
- Encourage residents and businesses to use vehicles with high smog ratings and facilitate such decisions by, for example, providing widely available electric vehicle charging infrastructure and preferred parking.
- Provide additional incentive programs to increase electric vehicle utilization.
- Ensure buildings are highly energy efficient and low emission.
- Implement new emission-reducing technologies as they become feasible.
- Explore opportunities for on-site energy generation (solar, ground source, etc.).
- Promote and encourage clean industry.
- Publicize air quality improvement steps and outcomes both within and outside the state.

Goal: Provide high-quality, reliable, low-emission, affordable utilities and use resources in a way that allows future generations to have sufficient resources.

- Promote cost-effective, significant conservation and efficiencies that reduce costs, emissions, water consumption, and other environmental impacts.
- Foster the Point of the Mountain as a laboratory to apply the best ideas and technologies to improve quality of life, save costs, and reduce resource consumption.
- Cooperatively and proactively plan infrastructure needs to anticipate right-of-way needs and reduce costs.
- Promote the use of water-wise landscaping.

3. Connected network of trails, parks, and open space



The Point of the Mountain is already home to extensive open spaces and trails, world-class paragliding, and the Jordan River. Continued implementation of thoughtful and ambitious trail, park, and open space planning can build on existing assets to establish a recreational network that allows travel by people and wildlife throughout the area, connecting two mountain ranges and a major river.

Goal: Leverage Utah's world-class outdoor recreation by maintaining and expanding access to outdoor recreation opportunities.

- Provide an extensive, connected trail system for recreation and travel that includes and connects the Jordan River Parkway, the East Traverse/Corner Canyon trail system, the Bonneville Shoreline Trail, the Murdock Canal Trail, the Lehi historic rail trail, the Draper Porter Rockwell Trail, and a greatly expanded West Traverse trail system.
- Develop trails for a variety of user types, activities, skill levels, and accessibility needs.
- Provide clear trail wayfinding.
- Identify key locations for trailheads, parking, and restroom facilities.
- Improve the ability to utilize the Jordan River as an amenity by improving water quality in storm water runoff, providing appropriate boating access, and exploring other opportunities.
- Maintain and improve access to paragliding opportunities and ensure continued world-class wind patterns.
- Provide an excellent network of connected parks and open space throughout the area.
- Plan parks in advance to reduce costs and maximize accessibility.
- Plan a variety of parks to meet both regional and local needs, with amenities for a wide variety of users.

Goal: Protect beautiful, accessible open spaces.

- Protect substantial open spaces, particularly in mountainous areas and around the Jordan River, and provide access through trails and other means.
- Identify and protect key viewsheds.
- Enhance quality and connectivity of wildlife habitats including the Jordan River corridor and connections between the Wasatch and Oquirrh Mountains.



4. Vibrant urban centers

Urban centers are vibrant places that include housing, jobs, shopping, amenities, and open space. They shorten driving trips and increase the convenience of walking and biking. They also attract those employers and employees who are looking for this kind of environment, while diversifying the communities and housing types that are available. There are key places, such as the prison site, where urban centers can develop at the Point of the Mountain without disrupting existing single-family neighborhoods. Within urban centers, it is important to plan ahead so that the center can evolve as markets and technologies change—for example, by planning for a parking lot to transform into another use.

Goal: Provide vibrant, mixed-use centers.

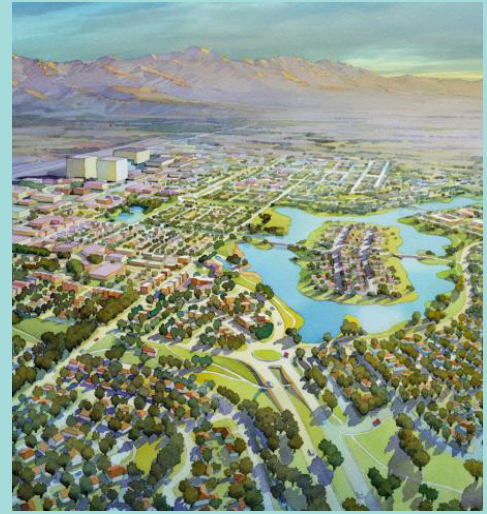
- Promote a mix of uses within job centers so that housing, employment, shopping, and other needs are in close proximity.
- Develop neighborhood, village, and town centers throughout the area, in addition to larger urban centers.
- Include connected street networks, public transportation, and other mobility solutions in centers.
- Design centers to promote walking and biking (e.g., place front doors on the street rather than on parking lots).
- Include civic uses, public spaces, parks, recreation, and entertainment in centers.
- Design centers to evolve in response to market forces and technological changes, by, for example, anticipating conversion of parking to other uses.
- Prioritize investments in infrastructure that will promote the development of urban centers.

Goal: Provide urban amenities, culture, and entertainment.

- Provide indoor recreation centers.
- Protect, promote, and leverage existing amenities such as Thanksgiving Point, Loveland Living Planet Aquarium, Hale Centre Theatre, and Rio Tinto Stadium.
- Promote the establishment of local, non-chain restaurants, including those that serve alcohol.

5. Jobs close to where people live

Developing jobs and housing in close proximity to each other is critical to minimizing commuting distances and reducing traffic volumes in one direction during peak hours. A better jobs-housing balance will help with both north-south and east-west travel, improve air quality, reduce travel expenditures, and enhance quality of life. Housing is needed in proximity to east-side jobs in both counties, and jobs are needed in proximity to west-side housing in both counties. Infrastructure such as the Mountain View Corridor can improve the west side's attractiveness for jobs.



Goal: Provide a balance of jobs and housing throughout the area.

- Promote west-side jobs.
- Maximize housing proximity to east-side job centers.
- Consider the impact on economic development and jobs/housing balance when prioritizing infrastructure investments.
- Reserve land for jobs in appropriate locations.

Goal: Coordinate land use and transportation decisions and ensure infrastructure investment spurs economic development.

- Ensure that infrastructure investment is timed to proactively anticipate growth.
- Prioritize transportation investments to areas of opportunity for job growth and mixed-use development (e.g., the Draper prison site).
- Accelerate public transportation expansion in current and planned economic centers (e.g., the Draper prison site and Thanksgiving Point).
- Ensure development patterns maximize the effectiveness of transportation investments by planning high-intensity land uses in areas of regional transportation importance (e.g., near planned high-capacity transit and roads).

6. Variety of community and housing types

Ensuring housing affordability and a high quality of life requires providing a variety of community and housing types that match what Utahns want and can afford. This variety includes single-family suburbs, walkable suburban communities with a variety of housing types and amenities, and urban centers. Market demand along the Wasatch Front is shifting toward more townhomes and apartments, and maximizing affordability requires providing the options that buyers and renters seek.



Goal: Ensure a mix of housing and communities that matches what Utahns want and can afford.

- Plan for a variety of community types ranging from single-family subdivisions to urban centers that can accommodate a variety of housing types in accordance with market demand and affordability needs.
- Ensure housing supply keeps up with demand.
- Streamline approval processes and regulations to limit the impact on housing affordability.
- Limit the impact of intense development on existing single-family neighborhoods.

7. New north-south boulevard

A new north-south road from Bangerter Highway in Draper to 2100 North in Lehi can serve as a travel alternative to I-15, Mountain View, and Redwood Road for local trips. With the new road functioning as a boulevard or main street that includes public transportation in a dedicated right-of-way, it can stimulate growth of urban centers. A similar, but shorter, road east of I-15 should also be planned.

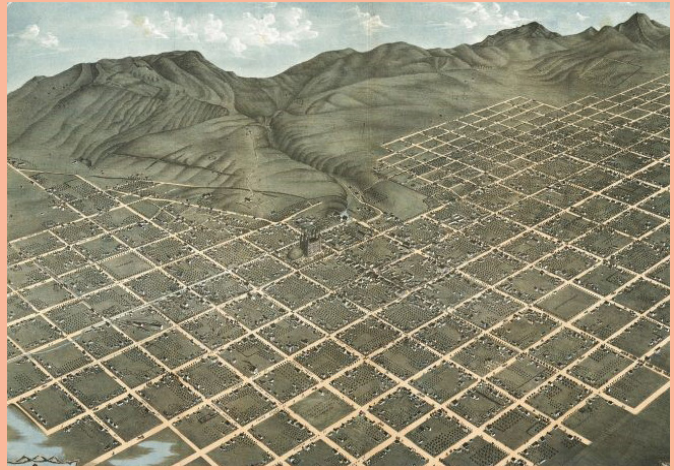


Goal: Establish a new north-south boulevard from Bangerter Highway to Lehi 2100 North.

- Connect Porter Rockwell Boulevard to 600 North at Bangerter Highway.
- Extend a road from Porter Rockwell south to Lehi 2100 North.
- Establish a boulevard cross-section that accommodates safe and convenient walking and biking.
- Include dedicated right-of-way for public transportation in the new boulevard, with connections to the Draper and Lehi FrontRunner stations.
- Plan development along the new boulevard to be conducive to walking, biking, and shorter driving trips.

8. Connected street network

A connected network of streets is the most efficient way to move people and goods. A network of connected arterials, collectors, and local streets provides multiple alternative travel routes and makes walking, biking, and riding public transportation more convenient. This connected network will likely require additional crossings of the Jordan River, I-15, and FrontRunner.



Goal: Ensure a connected network of streets.

- Provide a connected local street network throughout the area.
- Provide additional crossings of I-15 (Triumph Boulevard, near the county line, 13800 South, etc.).
- Ensure a well-connected network of collectors and arterials.
- Reserve corridors for future transportation improvements.
- Explore connecting SR-92 west to Redwood Road.
- Adopt local plans for connected streets and ensure buildout of the network as development approvals are granted.
- In already developed areas like Thanksgiving Point, work with willing landowners to explore ways to create strategic new street connections.

Goal: Plan for convenient walking and biking.

- Provide a connected local street network throughout the area.
- Plan for complete streets that accommodate safe, convenient walking and biking and ensure connectivity of bike lanes and other 'active transportation' infrastructure.
- Design urban centers at the human scale to improve the convenience of walking and biking (e.g., place front doors on the street rather than on parking lots).
- Plan urban centers to include mixed uses that shorten trips.
- Provide a network of off-street trails.
- Provide ways for cyclists and pedestrians to safely and conveniently cross barriers such as I-15.

Goal: Anticipate and adapt to transportation technology changes such as car sharing and autonomous vehicles.

- Plan parking so it can evolve over time as needs change and continually evaluate parking requirements to maximize economic development.
- Accommodate additional drop-off and pick-up needs.
- Design transportation facilities to accommodate new technologies.
- Anticipate changing transit modes and technologies (e.g., strengthen FrontRunner while exploring creative local mobility solutions).

9. World-class public transportation

Public transportation is increasingly necessary not just to move people, address air quality, foster high-quality urban centers reduce congestion, and improve affordability, but to attract “innovation economy” employers and employees. As connected, shared, and autonomous vehicles revolutionize the way Utahns travel, these new technologies can serve as excellent first/last mile solutions, especially as improvements are made to increase FrontRunner train speeds and frequency. Additional light rail and/or “micro-transit” options will improve mobility and air quality and draw employers to the Draper prison site and other key locations. Low or free fares can also promote transit ridership and lead to better outcomes across a spectrum of metrics.



Goal: Expand public transportation offerings.

- Explore “micro-transit” circulators in the Thanksgiving Point and Draper prison site areas.
- Strengthen FrontRunner as the regional transit spine (e.g., increase frequency and speed through double-tracking and electrification).
- Extend TRAX or similar mode through Lehi to Orem; explore a potential alignment west of I-15 in the Sandy/South Jordan/Draper area that serves the prison site and other centers.
- Extend TRAX beyond Daybreak to the new Herriman Salt Lake Community College campus.
- Plan for future high-capacity, high-frequency transit service in the new north-south boulevard from Bangerter to 2100 North with a connection to the Lehi FrontRunner station.
- Explore free or reduced transit fares.
- Explore bus rapid transit, enhanced bus, or similar technology along 12600 South.
- Reserve rights of way for rail or other high-capacity, high-frequency transit to Cedar Valley.
- Increase flexibility to use state transportation funds for high-value infrastructure projects regardless of mode.
- Identify future transit stations and plan transit-oriented development within walking distance.
- Explore a new FrontRunner station between Draper and Thanksgiving Point.

10. North-south and east-west throughput

The topography of the Point of the Mountain limits the number of feasible transportation connections between Salt Lake and Utah counties, which are the state's two most populated counties. As a result, it is important to maximize the carrying capacity of the feasible connections, including Mountain View, Redwood Road, I-15, FrontRunner, and new connections such as light rail. East-west connections are also important, particularly connections between I-15 and Mountain View; 2100 North and Bangerter Highway can serve this purpose, and a new freeway-to-freeway connection closer to the county line should also be explored.



Goal: Improve north-south and east-west throughput.

- Complete the construction of the Mountain View Corridor freeway.
- Expand north-south roadway capacity where feasible (e.g., add additional lanes to Redwood Road and Mountain View Corridor and explore a collector-distributor system on I-15 from Sandy to Lehi).
- Facilitate east-west travel between Mountain View Corridor and I-15 (e.g., study high-speed connections near the county line and between Bangerter and MVC near 13400 South)
- Explore managed motorways, carpooling, traffic demand management, pricing, and other means to manage traffic flow.
- Strengthen FrontRunner as the regional transit spine (e.g., increase frequency through double-tracking).
- Maximize the number of north-south roads across the county line.

11. Catalytic job core & urban center at the prison site

The State of Utah owns close to 700 acres at and around the Draper prison site. This land holds tremendous opportunity for catalyzing growth in high-paying jobs by (1) establishing a nationally-known research and university presence, (2) attracting marquee employers to the site, and (3) creating a great urban center that attracts employers and employees.



Goal: Utilize the prison site to catalyze growth in high-wage jobs.

- Establish a research institution/university presence.
- Strategically use strong marketing and incentives to attract marquee employers to the site.
- Create a vibrant urban center that mixes housing, employment, shopping, and amenities in a walkable setting.
- Provide places both for stand-alone office space and for office space in a walkable urban environment.
- Explore implementation of a “micro-transit” circulator.
- Accelerate the extension of fixed-guideway transit (light rail or a vehicle in its own lane) to the prison site.
- Extend Porter Rockwell Boulevard as part of a major north-south boulevard connecting the 600 West interchange on Bangerter Highway all the way to 2100 North in Lehi, design the boulevard to facilitate walking and biking, and include an envelope for public transportation.
- Identify areas that could be made available in the near term for catalytic job growth, but retain spaces for urban densities to be developed as the market evolves.
- Plan for significant parks and open space, including a trail connection to the Jordan River Parkway.
- Preserve a portion of the existing prison to provide historic context and authenticity; preserve the A-Block and a guard tower, and explore repurposing one or more buildings for incubator, research, classroom, or other space.
- Explore opportunities to significantly reduce net energy use through energy efficiency, on-site generation and storage, ground source heating and cooling, and geothermal water heating.
- Foster use of electric vehicles through steps that could include a variety of charging station types, preferred parking, and electric transit vehicles.
- Explore opportunities to significantly reduce water use through water-wise landscaping, water-efficient fixtures, and other mechanisms.
- Establish design guidelines that ensure visually appealing, authentic, and walkable design.

12. Nationally-recognized research & university presence

One of the keys to catalyzing growth in high-paying jobs is the establishment of a research and university presence that provides a high-quality workforce, spurs business growth through research and technology transfer, and creates a “wow” factor that brands the area and the state as a place to be.



Goal: Establish a strong presence for higher education and research at the Point of the Mountain.

- Establish a university and research presence that (a) provides a high-quality workforce, (b) catalyzes business growth through research and technology transfer, and (c) creates a “wow” factor that brands the area and the state as a place to be.
- Ensure the university and research presence is built upon collaboration and a strategic vision.
- Provide a “one stop” point of contact to respond to industry needs and ideas.
- Provide places and/or mechanisms for collaboration and idea sharing (e.g., shared spaces), start-up/incubation space and resources, amenities that match the needs and desires of key stakeholders and users, student hands-on learning in research and industry, and industry access to student labor.

The Regional Vision Map

The illustrative vision map on the following page identifies approximate locations for mixed-use centers, transportation improvements, open space, trails, and other key spatial features of the vision. While implementation of the vision can take a number of forms, this map conceptually shows one way the area could develop by 2050.



VISION FOR THE POINT OF THE MOUNTAIN



LEGEND	Major Centers		Microtransit Circulator	
	TRAX Line		North-South Boulevard	
	New TRAX Line		Freeways	
	FrontRunner		Major Roads	
	Transit Corridor Preservation		Open Space	
	Rapid Transit		Trail Connections	
	Camp Williams			



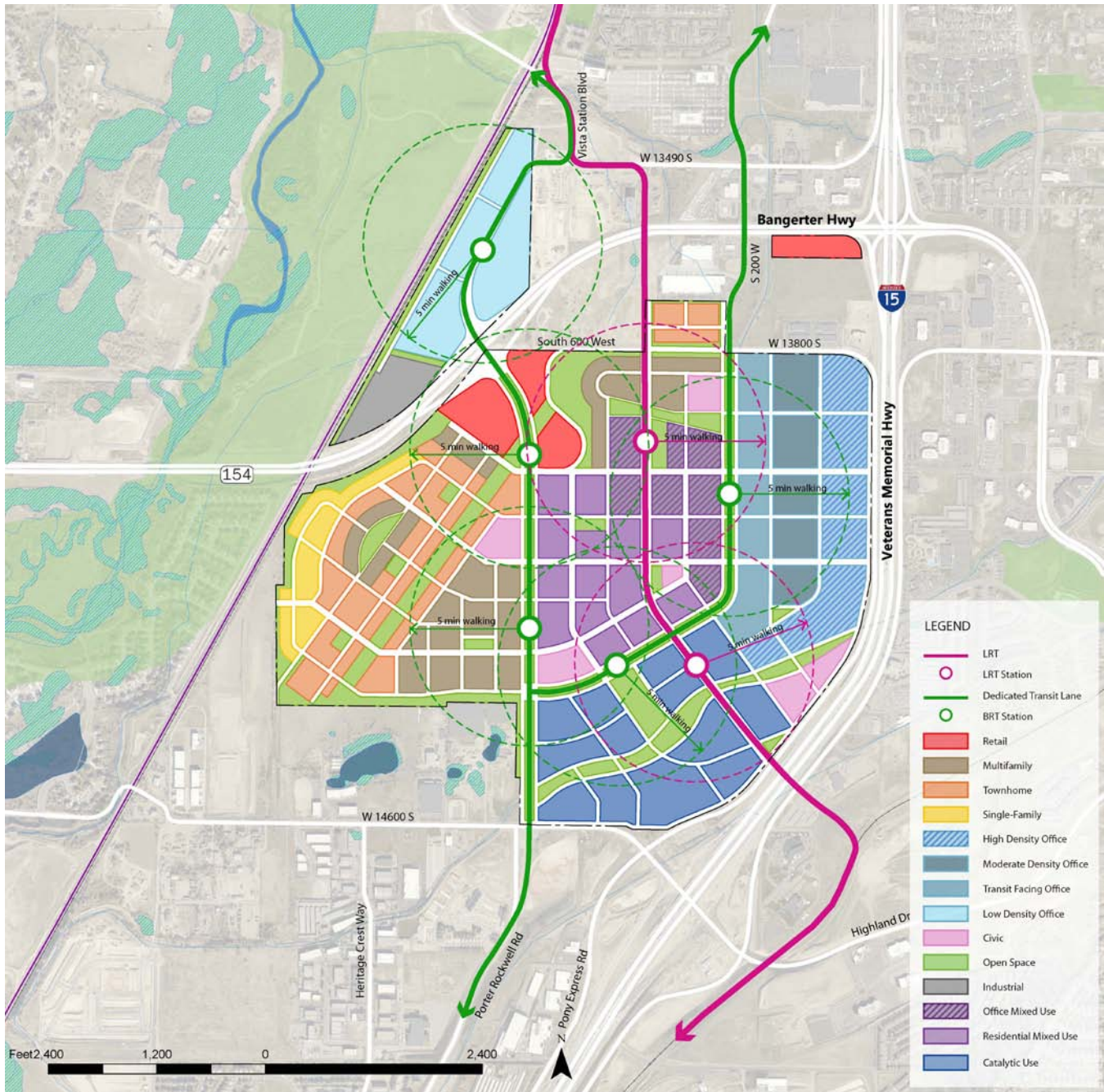
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The Draper Prison Site

An Example of the 12 Signature Elements at a Local Scale

This illustrative plan for the roughly 700 acres of state land in proximity to the Draper prison site depicts how the site could develop over the coming decades as the vision is implemented. The plan, which was informed by market projections and stakeholder input, identifies approximate alignments for transportation improvements, an open space network, and a land use design to form a starting point for more detailed planning. Illustrations that depict what the site could look like.

As the site develops, some portions could be made available in the near term for catalytic and other uses, while certain areas are reserved for higher-value and higher-intensity uses as the market evolves.



An illustrative land use plan for the Draper prison site, including examples of what is within a five minute walk of major transit stations.



HOK's rendering of the Draper prison site from an angled, aerial view.



A rendering of a mixed-use core alongside the Blue TRAX Line at the Point of the Mountain.



An HOK rendering of a bustling office center at the prison site.



A plan view rendering of the vision for the Draper prison site, modeled by HOK.

The Draper prison site, which is less than 4% of the undeveloped land in the area, is an excellent example of how the twelve signature elements can have local-scale impacts throughout the Point of the Mountain:

DEEP, DIVERSE, AND HIGHLY-TRAINED WORKFORCE

- A strong presence for education, including higher education, trains Utahns for the innovation jobs of the future. Industry, school districts, higher education, and others collaborate to maximize impact. Companies have access to student labor, while students can experience hands-on learning in research and industry.

IMPROVED AIR QUALITY & REDUCED RESOURCE USE

- The place becomes a demonstration site for sustainability. Energy efficiency, on-site energy generation and storage, and low-emission appliances improve air quality, along with electric vehicle charging infrastructure and preferred electric vehicle parking. Public transportation, proximity of housing to jobs and amenities, and walkable design reduce the amount of driving that happens. Water-wise landscaping means less water is needed.

CONNECTED NETWORK OF TRAILS, PARKS, AND OPEN SPACE

- Located near two major mountain ranges, Draper's Corner Canyon open space and trail system, and the Jordan River Parkway, the Draper prison site is an ideal meeting point for the diverse recreation that is one of the Point of the Mountain's strongest amenities. A network of parks, trails, and open spaces provides quality of life and allows travel by foot or bicycle. A portion of the existing prison is preserved to provide historic context and authenticity.

VIBRANT URBAN CENTERS

- A vibrant urban area includes jobs, shopping, housing, and amenities in a walkable setting close to public transportation. People can travel conveniently with or without a car and enjoy a vibrant environment for living, working, or playing. The prison site offers a diverse range of housing types, transportation opportunities, and amenities without significant disruption of nearby single-family neighborhoods.

JOBS CLOSE TO WHERE PEOPLE LIVE

- Jobs and housing are close together on the site, and housing in surrounding communities is also proximate and well-connected through roads and public transportation, including existing automobile and FrontRunner corridors and planned TRAX lines.

VARIETY OF COMMUNITY AND HOUSING TYPES

- A number of housing options are available at the prison site, ranging from apartments in an urban environment to townhomes in a less intense setting. Single-family neighborhoods are also nearby, and public transportation and roads provide access from a variety of places. This diversity of housing means people of a variety of backgrounds and incomes can live in places they want and can afford.

NEW NORTH-SOUTH BOULEVARD

- A new boulevard links the Bangerter Highway 600 West interchange to Porter Rockwell Boulevard and continues south to Lehi 2100 North. The road accommodates bicycles, pedestrians, and public transportation and carries local trips without using freeway capacity. This boulevard connects at the prison site, making the site a gateway for this “main street” connection between Utah and Salt Lake counties.

CONNECTED STREET NETWORK

- A dispersed street network promotes walking, biking, and public transportation and provides alternative travel routes. A new road across I-15 at 13800 South improves connectivity to the east, and the new north-south boulevard improves connectivity to the south. This plan for the Draper Prison Site prioritizes a well-connected street network that is easy to understand and navigate for residents, employees, and others who travel to and through the site.

WORLD-CLASS PUBLIC TRANSIT

- Light rail or similar mode connects the site to the TRAX Blue Line, the Draper FrontRunner station, and points north and south. A micro-transit shuttle circulates throughout the site and to the FrontRunner station to provide on-demand, convenient mobility. A vehicle in its own lane runs north and south along the new boulevard.

NORTH-SOUTH AND EAST-WEST THROUGHPUT

- The new north-south boulevard improves throughput by allowing local trips to avoid traveling on a freeway. Access to Bangerter Highway and to I-15 is also excellent.

CATALYTIC JOB CORE & URBAN CENTER AT THE PRISON SITE

- Incentives and other mechanisms are utilized to locate one or more marquee employers on the site. The marquee employers attract other jobs, as well as employees. Sites are available for jobs in urban, mixed-use settings as well as in more campus-style settings. There are also opportunities for start-ups.

NATIONALLY-RECOGNIZED RESEARCH & UNIVERSITY PRESENCE

- A nationally-recognized research presence creates a “wow” factor that attracts employers and employees and contains open space that is appealing and important to residents. Research and technology transfer also boosts job growth, as does the skilled workforce that is trained there. This university presence is clearly visible and accessible from I-15.

Benefits of the Vision

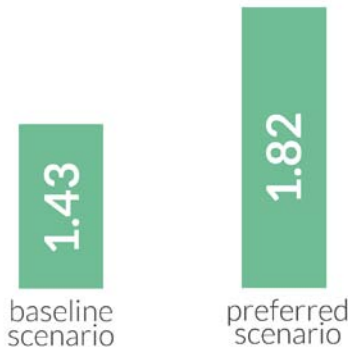
During the scenario evaluation process, a “baseline scenario” (scenario A) was modeled to understand how the area might develop if current trends continue and there is no additional funding for transportation beyond existing sources. An alternative “preferred scenario” was also modeled as one way the vision could be implemented. The purpose of this analysis was to understand the costs and benefits of developing in accordance with the vision. The following assumptions were made for the preferred scenario:

- A deep workforce, a new research/university presence, marquee companies, and a high quality of life catalyze economic growth.
- Development patterns meet market demand for housing and include walkable urban centers.
- Electric vehicle use increases so that 30% of all vehicles have no tailpipe emissions.
- Transportation improvements match those shown on the next page for the preferred scenario.

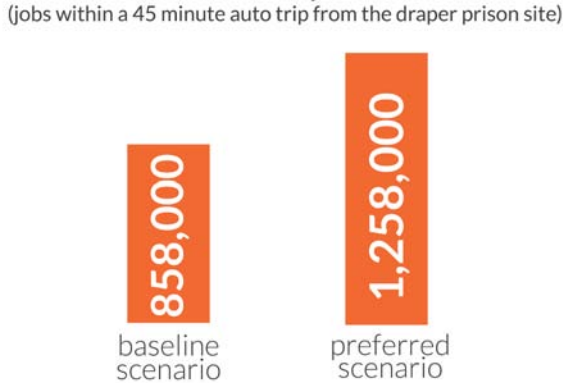
Average Household Income along the Wasatch Front



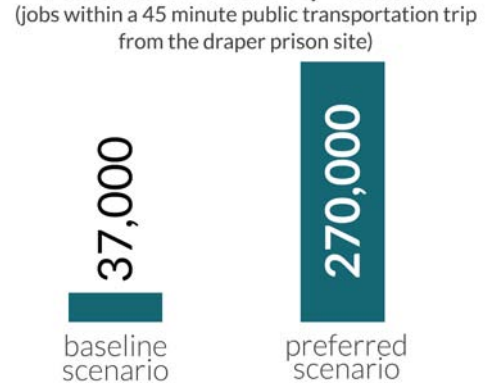
Study Area Daily Trip Internal Capture (in millions of trips captured)



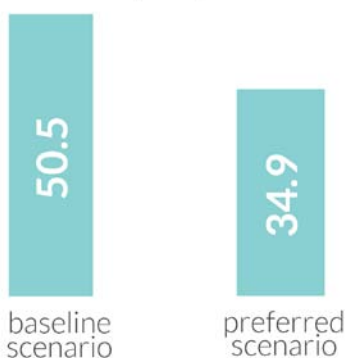
Access to Jobs by Automobile (jobs within a 45 minute auto trip from the draper prison site)



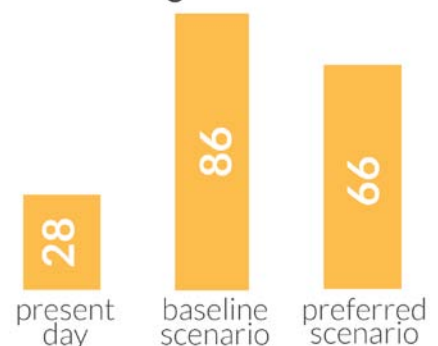
Access to Jobs by Transit (jobs within a 45 minute public transportation trip from the draper prison site)



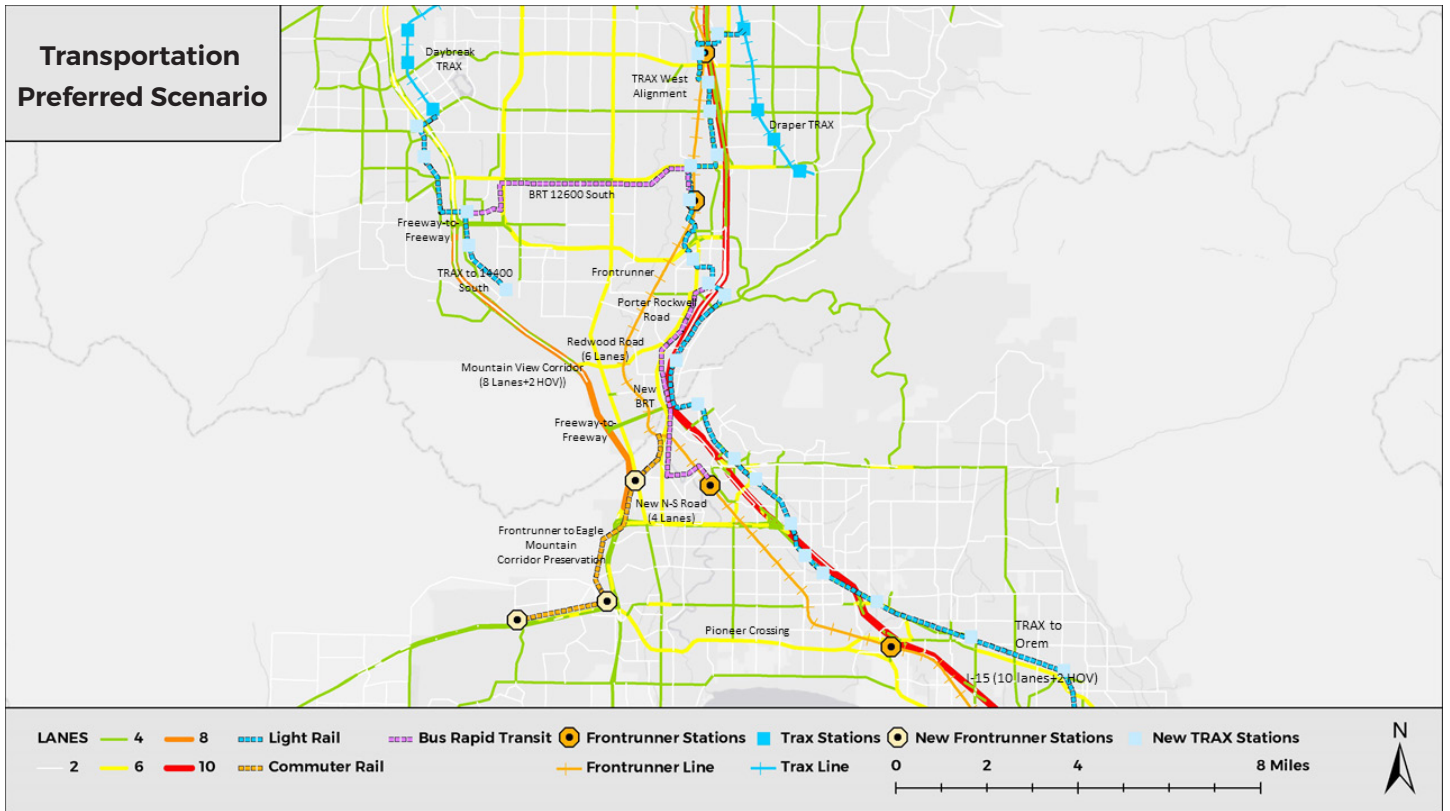
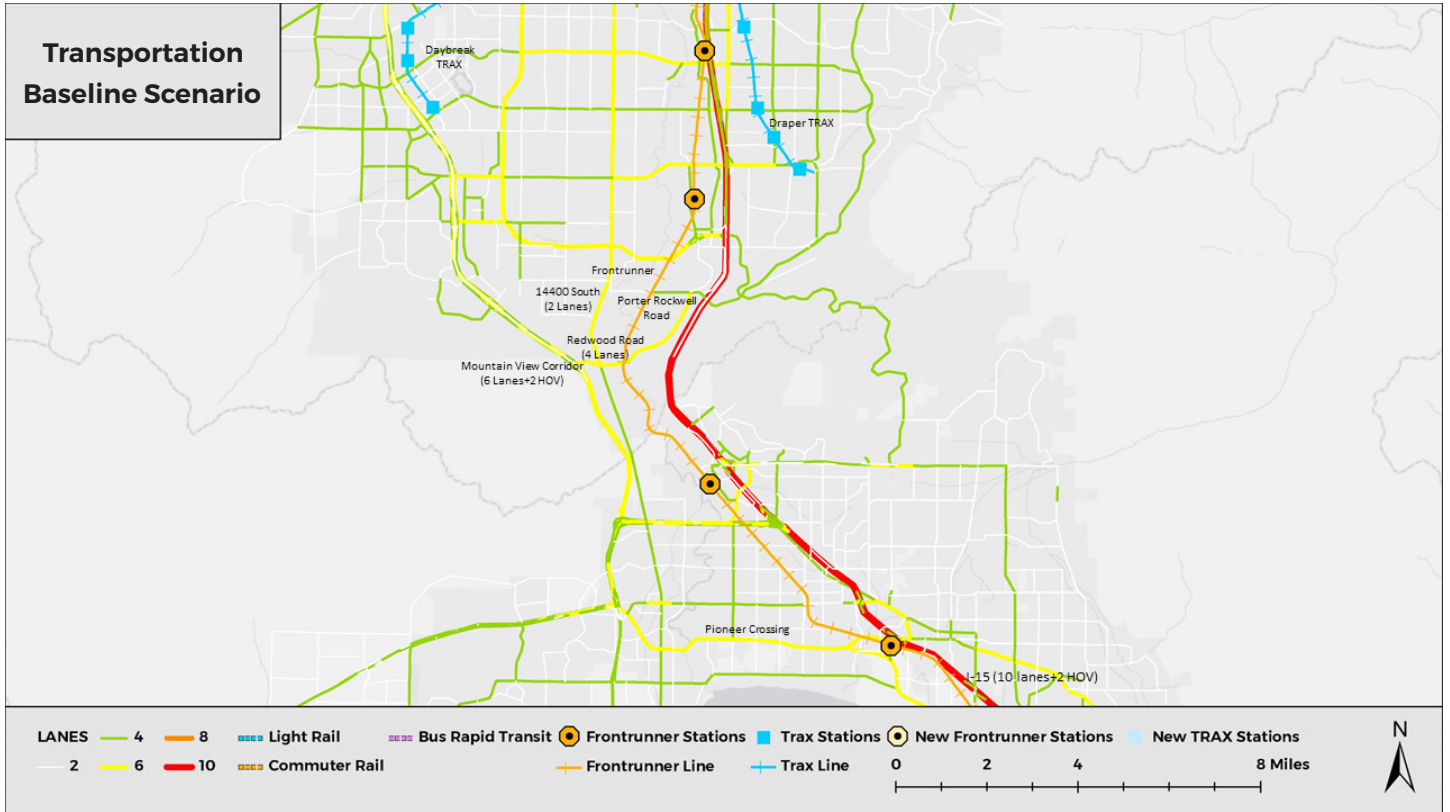
Daily Regional Vehicle Emissions (in total tons of NOX, VOC, and PM2.5 emitted)



Minutes from Draper Prison Site to Provo During PM Peak Time



The following maps compare the street networks and transportation projects of the baseline and preferred scenarios.



Near-Term Recommendations

Implementing this vision will require steps by a multitude of governmental and private actors. To ensure collaborative implementation, further coordination is needed. The following venues for coordination are recommended.

COMPLETE PHASE THREE

The current project is scoped to occur in three phases. Phase 3 involves creating a financing plan for the key infrastructure projects. This work, which is contemplated under the existing Envision Utah contract with the Point of the Mountain Development Commission, will examine multiple financing options and lead to a recommendation.

CONTINUE THE COMMISSION'S WORK BEYOND PHASE THREE

After Phase 3 is completed, the Point of the Mountain Development Commission should continue its work to build on the momentum and collaboration that has been established. This additional work could be accomplished after Phase 3 is completed, or it could begin concurrently. Tasks to be completed include the following:

1. Explore an ongoing forum for collaboration and implementation. Moving the strategic vision forward will require ongoing coordination among key stakeholders. The Commission can serve a vital role in the near term, but it is likely that one or more long-term governance structures will be needed, such as an "innovation district."
2. Coordinate with regional transportation plans. Continued work will be needed with the transportation agencies to ensure the recommended transportation improvements are studied for inclusion in the next update to the regional transportation plans, which will make them eligible for a variety of funding sources and corridor protections.
3. Coordinate decisions in the area around the prison site. The potential of the prison site is substantially dependent on the planning and development of the surrounding area, which will influence the access, visibility, and desirability of the site.
4. Protect corridors. There are several key transportation corridors that could be blocked by development in the near term. Preserving corridors involves coordination with cities, landowners, developers, and transportation agencies to refine alignments and cross-sections, adjust land use and transportation plans, and identify funding for land acquisition where needed.
5. Collaborate with cities as they refine general plans. Effective implementation of the vision will require the key cities (e.g., Draper and Lehi) to modify their general plans to include the transportation network and mixed-use centers of the growth vision.
6. Complete planning and solidify funding for short-term transportation improvements. Establishing public transportation and mobility options in the areas of the prison site and Thanksgiving Point should happen as soon as possible to ensure the ability to attract marquee employers and maximize land use intensity.
7. Ensure street connectivity. Street connectivity is key to an optimized network. A network of connected arterials, collectors, and local streets provide multiple alternative travel routes, relieves pressure on regional facilities, and makes it more convenient to walk, bike, or ride public transportation. Local government transportation plans and ordinances should ensure they promote a fully connected street network.

ESTABLISH A GOVERNANCE STRUCTURE FOR THE DRAPER PRISON SITE

In addition to the area-wide work of the Development Commission, further work needs to be completed on the land owned by the State at and adjacent to the existing prison site. This work includes the following:

1. Establish a governance and planning structure for the prison site and adjacent state-owned land. A deliberate and strategic process and structure will need to be created for making decisions about the future use of the state-owned land at and around the prison.
2. Establish a more detailed plan for the prison site and adjacent state-owned land. Additional planning will be needed to take the strategic vision for that site to a more refined site plan.
3. Explore a university/research presence. Additional collaborative work will be needed to determine the physical needs, governance, design, structure, theme, and other elements of such a presence.
4. Coordinate with local jurisdiction(s). While state-owned land has the ability to be exempt from local zoning regulation, coordination with local government is ideal to ensure a collaborative, constructive partnership.

