

REINVENT STATE STREET



THE FUTURE... Of State Street

(re)CONNECTING COMMUNITY



HISTORY



guiding future growth



FAMILY FRIENDLY

OREM
State Street Corridor
Master Plan

THANK YOU

Involvement



MOUNTAINLAND
ASSOCIATION OF GOVERNMENTS

UTA



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Orem City Council

- Richard Brunst, Mayor
- Hans Anderson
- Margaret Black
- Tom McDonald
- Mark Seastrand
- David Spencer
- Brent Sumner

Orem Planning Commission

- David Moulton, Chair
- Becky Buxton
- Carl Cook
- Carlos Iglesias
- Karen Jeffreys
- Lynette Larsen
- Mike Walker
- Derek Whetten

Community Members & Organizations

- Orem Arts Council
- Orem Beautification Commission
- Orem Public Works Advisory Commission
- Orem Transportation Advisory Commission
- Roger Dudley, Dudley & Associates, Inc.
- Paul Hitzelberger, Del Taco Utah
- Eric Hitzelberger, Del Taco Utah
- Monta Rae Jeppson, Orem Neighborhood in Action Chair
- Rob Kallas, Woodbury Corporation
- Cameron Martin, UVU Vice President
- Karen McCandless, Community Action Utah
- Jayson Newitt, Ritchie Group (Midtown 360)
- Taylor Oldroyd, Utah County Association of Realtors
- Kathy Olson, Woodbury Corporation
- Rona Rahlf, Utah Valley Chamber of Commerce President
- Adam Robertson, SCERA President

- Kelly Salmans, Salmans + Associates
- Mary Street, Resident
- Lynell Smith, Utah County Housing Authority
- Gary Worthington, Kneaders

Steering Committee

- Jamie Davidson, Orem City Manager
- Brenn Bybee, Orem Assistant City Manager
- Bill Bell, Orem Development Services Director
- Chris Tschirki, Orem Public Works Director
- Jason Bench, Orem Planning Division Manager
- Sam Kelly, Orem City Engineer
- Ryan Clark, Orem Economic Development Director
- Paul Goodrich, Orem Transportation Engineer
- Brandon Stocksdaile, Orem Long Range Planner
- Chad Eccles, MAG Transit Program Manager
- Brian Maxfield, Provo City Planning Supervisor
- Brent Schvaneveldt, UDOT Region 3 Program Manager
- Jim McNulty, UTA Strategic Planner

Brand Committee

- Richard Brunst, Orem City Mayor
- Margaret Black, Orem City Councilor
- Becky Buxton, Orem Planning Commissioner
- Carlos Iglesias, Orem Planning Commissioner
- Aaron Orullian, Orem Beautification Commission Chair
- Bill Bell, Orem Development Services Director
- Jason Bench, Orem Planning Division Manager
- Ryan Clark, Orem Economic Development Director
- Steven Downs, Orem Assistant to the City Manager
- Brandon Stocksdaile, Orem Long Range Planner

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VISION & FRAMEWORK



VISION & FRAMEWORK



Introduction

The settlement of Orem is unique compared to most other Utah cities, in that it didn't start out as a grid system, but rather, it grew up along the State Street Corridor. It started with homesteads, farms, and orchards, and by the mid-1900's, had begun to transition to the primarily commercial corridor that exists today, which supports the 90,000 + Orem residents, and the surrounding region.

However, as the current buildings and infrastructure along State Street age, a new wave of development pressure is hitting the corridor, especially the demand for multi-family housing. The State Street Corridor Master Plan presents an opportunity to accommodate this development, while updating the face of State Street, and therefore the face of the City itself. It is the result of significant research, public open houses, online outreach, stakeholder and steering committee meetings, City Council discussion and testing of community inspired design and policy solutions. The Master Plan is intended to be a road map for the residents of Orem to embrace and implement a family-friendly vision for the future of the State Street corridor – a common purpose to guide development and to galvanize the community. The public involvement process resulted in defining the following project vision, goals and design principles.

VISION & FRAMEWORK

VISION STATEMENT

Create a dynamic and incremental framework to guide future growth throughout the State Street Corridor resulting in economic development initiatives, transportation solutions and enhanced community image and identity. The State Street Corridor will promote a family-friendly culture while becoming an attractive, urban lifestyle alternative for residents, businesses and visitors.

DESIGN PRINCIPLES



safety & mobility

State Street will utilize its extensive right-of-way in an efficient and functional way to create a people-friendly street that provides viable transportation options for pedestrians, bikes, transit and vehicles. The addition of new streets between State Street and Orem Boulevard will enhance walkability, traffic flow and improve building frontage.



responsible land-use

A redeveloped, people-friendly State Street will allow and encourage a range of desired land-uses. Growth nodes will be identified and developed at key areas, in coordination with transit stops, which will become unique districts with a distinguished character that will act as catalysts for private investment throughout the corridor.



family friendly urban design

The right mix of mobility and land-use will provide an opportunity to create a “place” and significantly increase the quality of life along State Street and throughout Orem. A network of parks, plazas, and other community space will be strategically located throughout the corridor and link to existing gathering spaces. The aesthetic appearance of State Street will be greatly improved by locating buildings along the street, minimizing visual impacts of parking lots and signage and unifying the streetscape.

MASTER PLAN GOALS

- Provide regional, local and multi-modal transportation solutions
- Lateral approach to a linear corridor connecting adjacent neighborhoods east and west
- Increase building frontage real estate through finer grain street and block network leveraging development opportunities between State Street and Orem Boulevard
- Concentrate density nodes around potential transit system station areas
- Create a complimentary network of character districts to establish sense of place
- Enhance open space system to encourage walkability, community gathering, healthy living and active storefronts
- Improve the aesthetic appearance of the corridor
- Redefine development standards and policies to manage growth
- Maintain bedroom community character while embracing critical and strategically located mixed-use density to preserve existing neighborhoods
- Build on Orem's promise of being the best place in America to raise families



VISION & FRAMEWORK

Planning Process

The City of Orem partnered with the Utah Department of Transportation (UDOT), Mountainland Association of Governments (MAG), Utah Transit Authority (UTA), and the City of Provo, to develop a plan that satisfies the desires of Orem residents, while staying in line with each agency's mission and goals.

A major objective of this plan has been to involve Orem residents throughout the process, both in person and online, in order to gather their thoughts, ideas, and vision for what State Street should be. As public feedback rolled in, it became clear that first and foremost, State Street must remain a key automobile corridor that is effective and efficient at moving vehicles. However, residents strongly voiced the opinion that State Street lacks authenticity, poses a safety threat to pedestrians or bicyclists, appears unattractive and tired and lacks community character, identity or a city center. While most participants see these items as unfortunate current conditions, they also recognize a tremendous potential that exists along the corridor.

Throughout the planning process, City staff, consultants, and the project's steering committee, produced and revised concepts, based on feedback through the MindMixer website and public open houses. This feedback yielded the following general concerns about State Street:

Mobility - There is interest in making the corridor more pedestrian friendly and adding more options for biking and alternative modes of transit.

Aesthetics - The corridor is full of visual clutter and unattractive with too many signs, lack of trees, old buildings and storefronts and generally in need of beautification.

Identity - The corridor is a long commercial strip lacking identity, community character, sense of place and an identifiable center.

Safety - The street is difficult to cross as a pedestrian, unfriendly to bicycles and mixes slow moving and turning local traffic with fast moving through traffic.

Economics - Much of the current development on State Street was constructed in the mid-1900's, and is now reaching the end of its lifespan. Enhancements need to have a clear, long-term, sustained plan and funding for maintenance.

MindMixer Website Stats

Over 35,000 Page Views

Over 11,000 Unique Visitors

Over 800 Active Participants

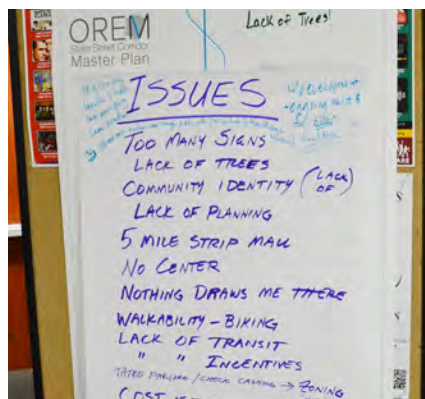
Most topics received 500% to 1,500% more participants than the average MindMixer topic



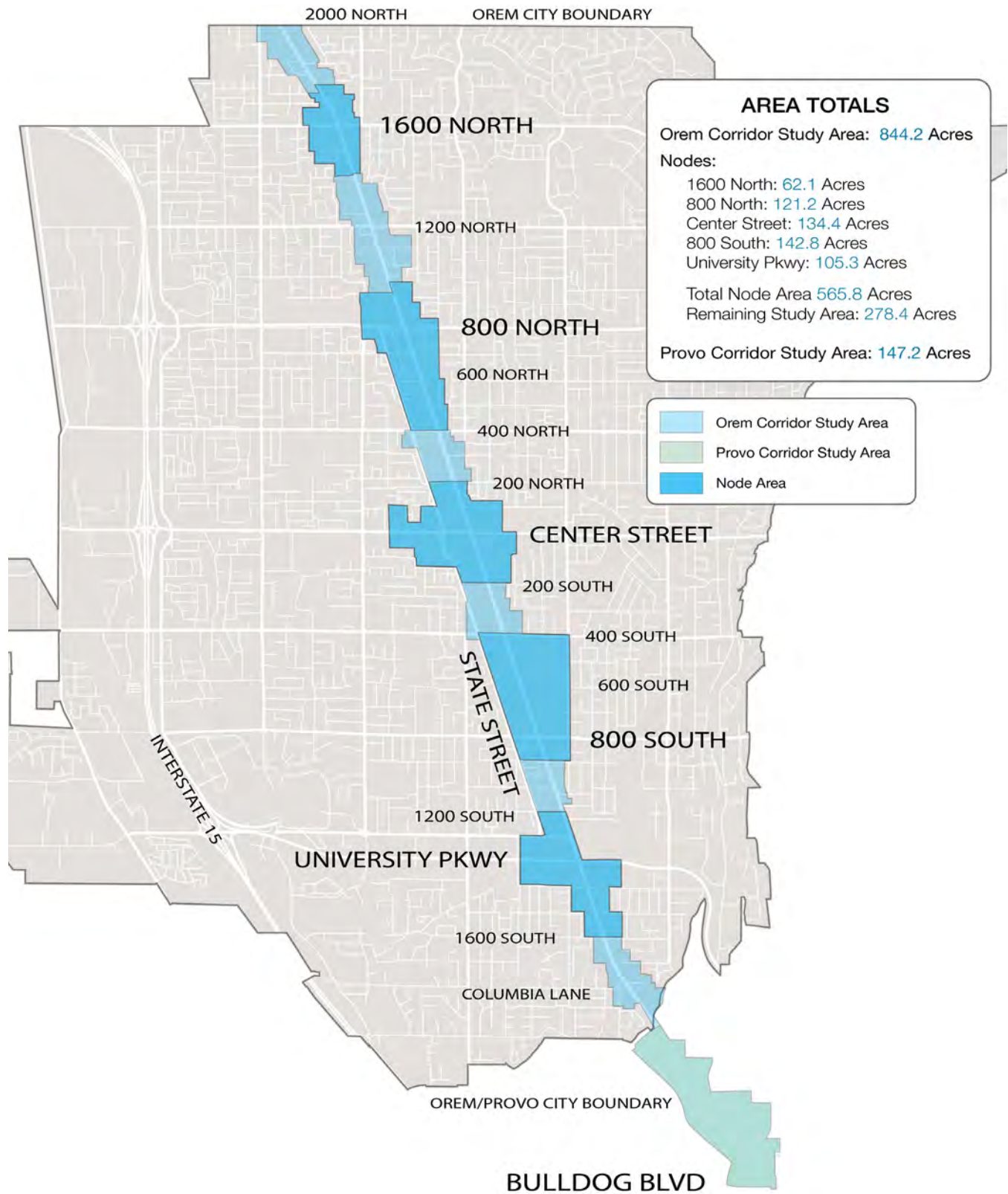
Recognized as MindMixer Client of the Month for successfully generating high resident feedback via the MindMixer website.



Images from Public Outreach Meetings



Overview of Study Area



VISION & FRAMEWORK

State Street Corridor Master Plan Elements

This Vision Plan is organized into six sections. These sections include:

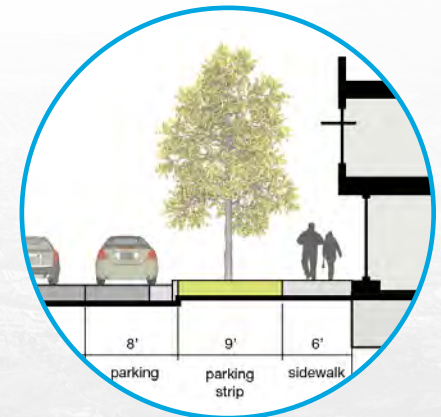
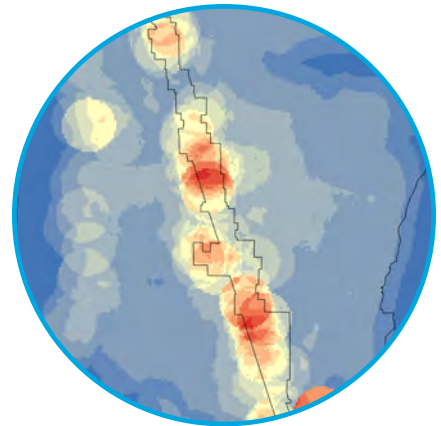
- Vision & Framework
- Mobility
- Land Use
- Urban Design
- Community Image and Identity
- Implementation

These sections also represent the chronological process the planning team and steering committee followed to create the Plan, with guidance from Orem residents, via public workshops that were held for each section of the plan. Public input and feedback was also collected online via the MIndMixer site, through questions, topics, and surveys pertaining to each of the sections.

This format breaks down the plan into elements that individual departments within the city can take ownership of. For example, the Engineering Department can take ownership and responsibility for the Mobility section, ensuring that as time goes by, the City stays true to the vision presented in this plan. At the same time, the Planning Department can become the gatekeepers for the Land-Use Section to ensure the vision is fulfilled. However, while it is outlined in a linear fashion, it is paramount to understand the relationship and impact each element has with each other, and departments should continue to coordinate with one another to ensure a successful outcome.

Key Plan Objectives

The table on the following page lists ten major objectives that were gleaned from the plan. These represent the major action items that summarize the plan's findings and represent the vision Orem residents shared with the planning team.



PLAN OBJECTIVES

- 1 Create a Boulevard on State Street
- 2 Provide Flexibility to Incorporate Future Transit
- 3 Develop a Safe and Complete Bikeway along State Street
- 4 Connect State Street to Orem Boulevard
- 5 Develop Unique and Strategic Growth Areas
- 6 Create an Identifiable Downtown and Center for the Community
- 7 Encourage Economic Development
- 8 Develop a Strong Open Space Network along State Street
- 9 Preserve and Connect Existing Neighborhoods
- 10 Create a Family-Oriented Environment

The objectives correspond with the following sections:

-  Mobility
-  Land Use
-  Urban Design
-  Community Image & Identity

VISION & FRAMEWORK

1 Create a Boulevard on State Street

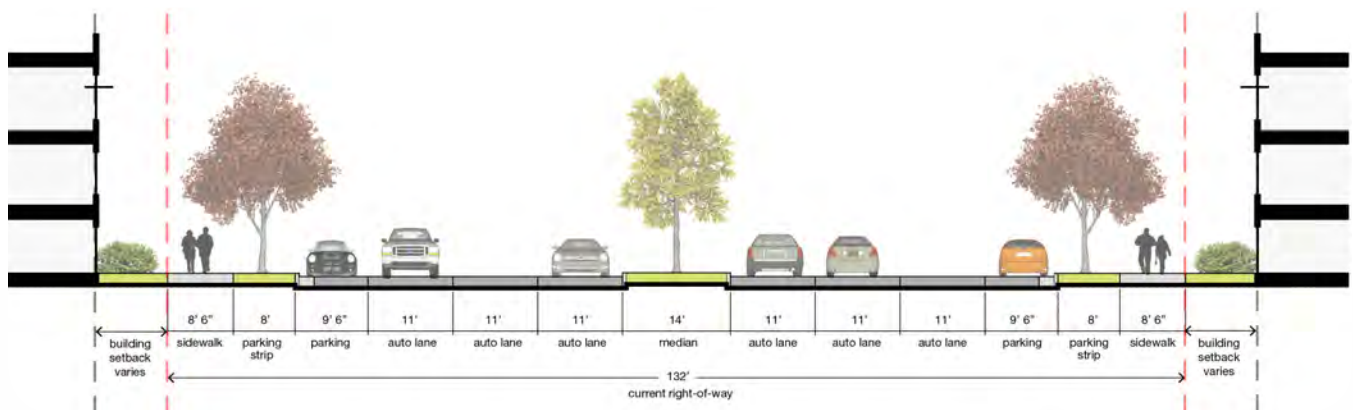
To maintain current traffic capacities

To become more pedestrian friendly and walkable

To beautify the corridor

To increase the safety of corridor through raised medians and separated sidewalks

To improve the image and identity of the City



Typical Boulevard Section



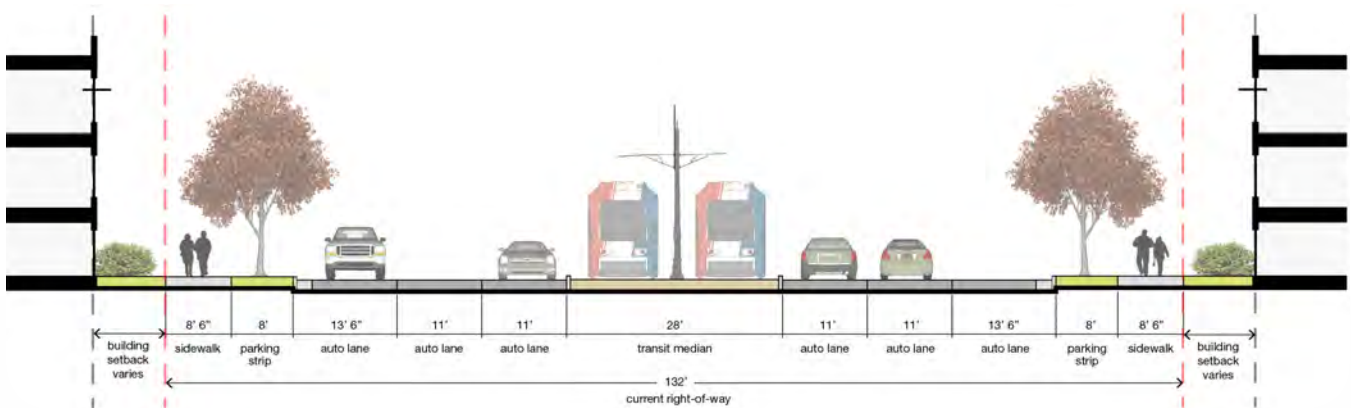
Boulevard Rendering

2 Provide Flexibility to Incorporate Future Transit

To provide the option for bus rapid transit, light rail, or other modes of dedicated transit

To connect the heart of Orem to major employment and education centers, the rest of Utah County, and the Wasatch Front through dedicated transit

To further the goals outlined in this Master Plan by encouraging density around identified growth areas and transit stations



Typical Transit Boulevard Section



Transit Boulevard Rendering

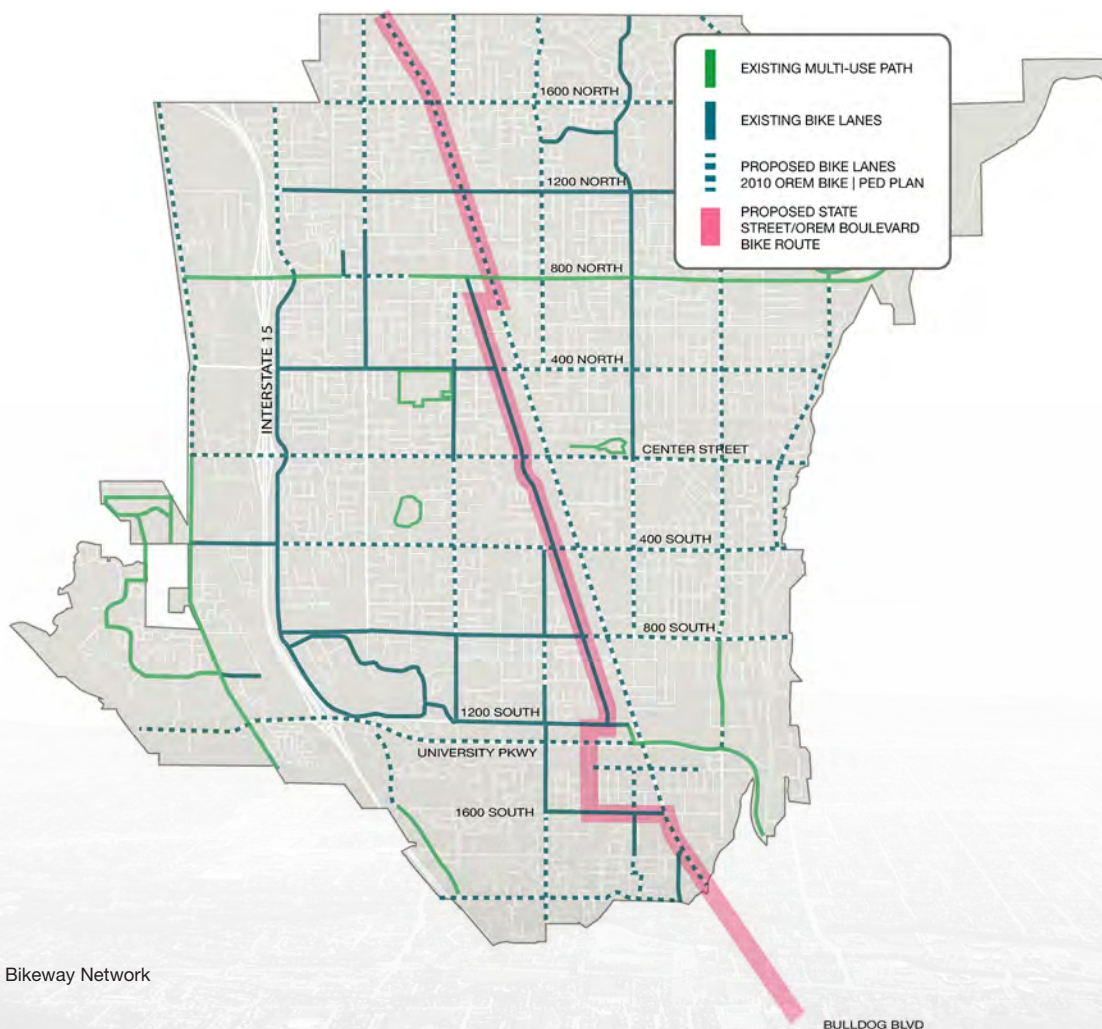
VISION & FRAMEWORK

3 Develop a Safe and Complete Bikeway Along State Street

To create a bike route along the primary transportation corridor in Orem

To separate bikes from fast moving traffic on State Street with a cycle track or buffered bike lane, where possible

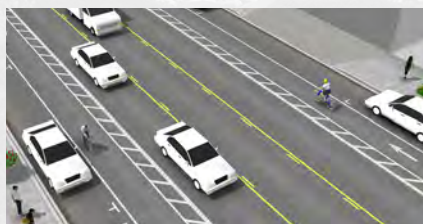
To leverage Orem Boulevard as a bike route, where it parallels State Street, as a more bike friendly street



Bikeway Network



Cycle Track
Separated Bike Lane Options (Images from NACTO Urban Bikeway Design) Guide



Buffered Bike Lane



Raised Cycle Track

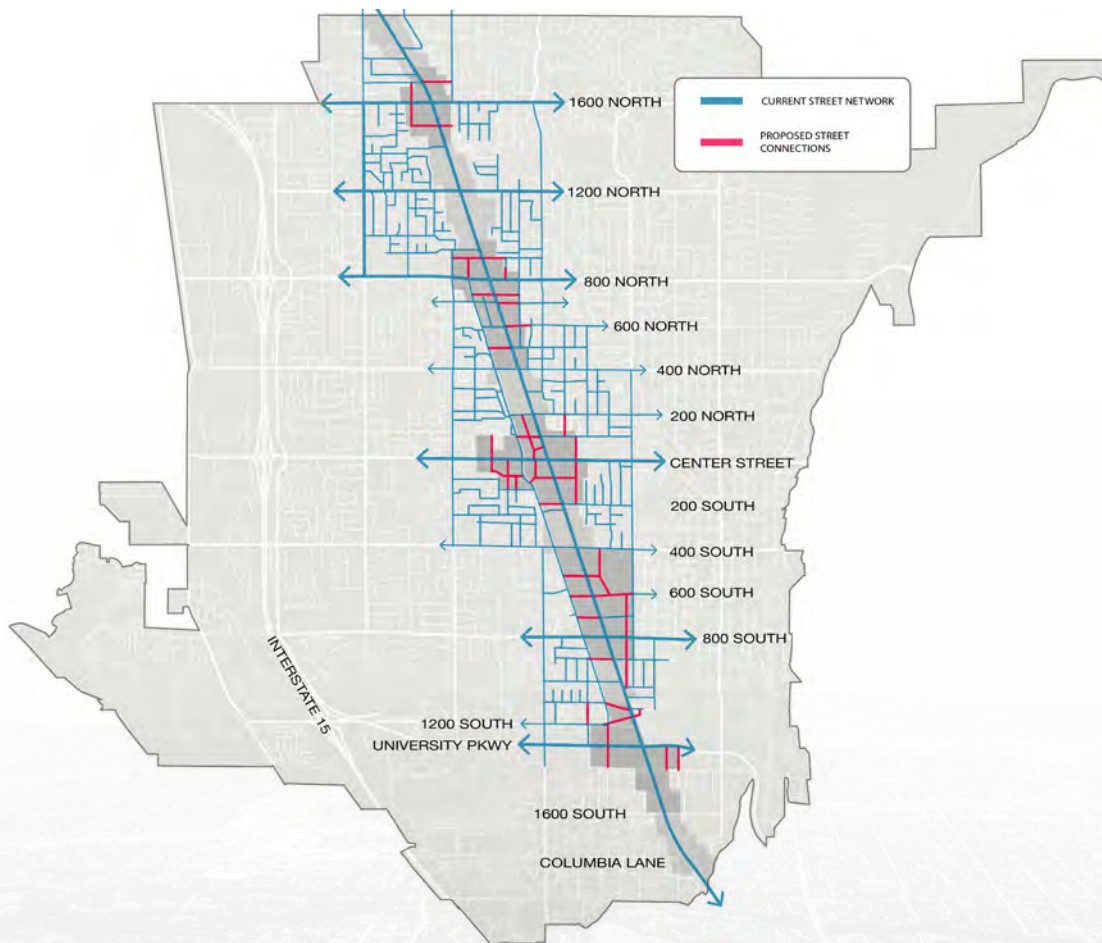
4

Connect State Street to Orem Boulevard

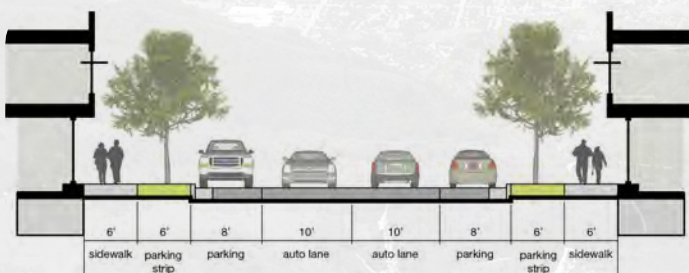
To create smaller, more walkable block pattern where possible throughout the corridor and within Growth Areas

To establish a grid between Orem Boulevard and State Street improving vehicular and pedestrian circulation

To create building street frontage on streets that are more pedestrian friendly than State Street



Proposed Street and Block Network



Typical Local Street Section

VISION & FRAMEWORK

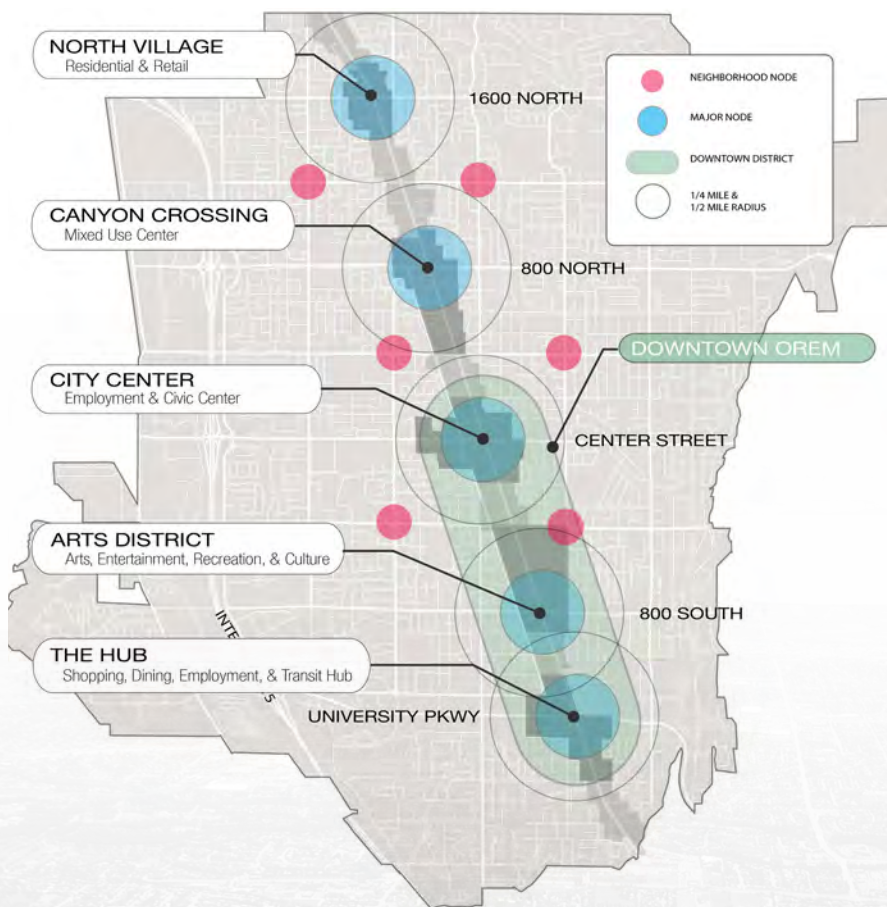
5 Develop Unique and Strategic Growth Nodes

To create growth areas around key intersections and future transit stations to focus development intensity and create “place”

To develop districts that will have unique, yet complementary characters

To develop growth areas with a targeted, strategic mix of land-uses

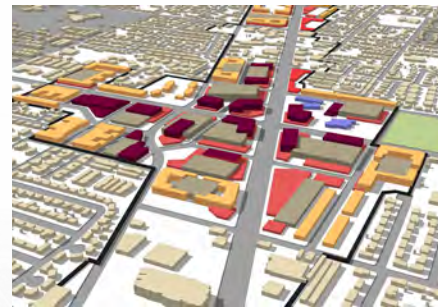
To allow the areas between nodes to maintain traditional development patterns, and current market conditions



Growth Nodes and Downtown Plan



City Center Node [Center Street]
Plan View (2040)



City Center Node [Center Street]
3D Massing (2040)

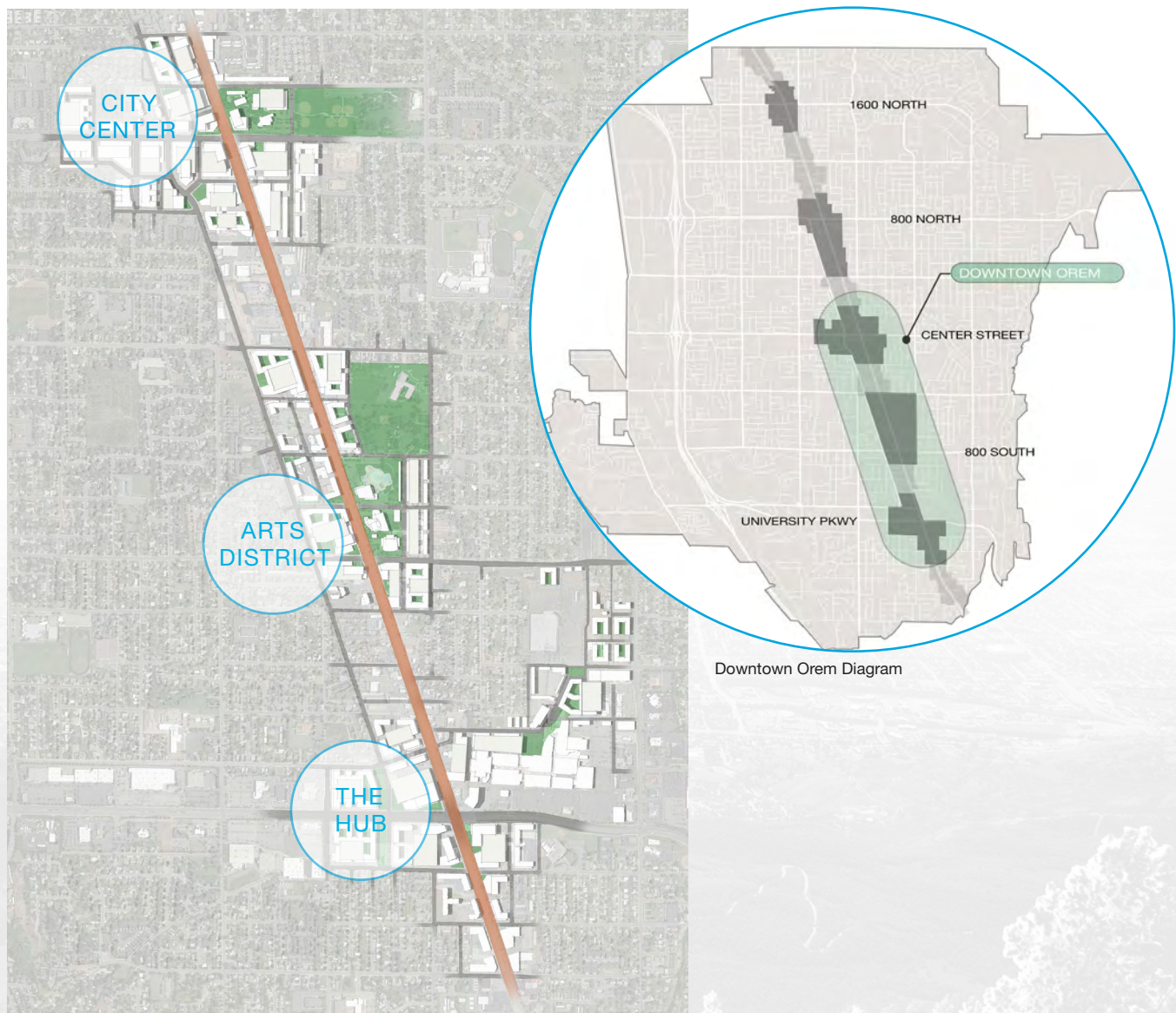
6 Create an Identifiable Downtown and Center for the Community

To give Orem a “Center” and make it a destination

To build upon the synergy of the current assets along State Street, including the City Center, Arts District, and The Hub (retail center)

To anchor the downtown core on the north with civic/employment, on the south with dining/shopping and tie it all together with the arts and culture of the Arts District

Clearly define this area with differentiating uses, treatments, and amenities to identify and celebrate it as Downtown Orem



Downtown Core Includes Three Growth Nodes

VISION & FRAMEWORK

7 Encourage Economic Development

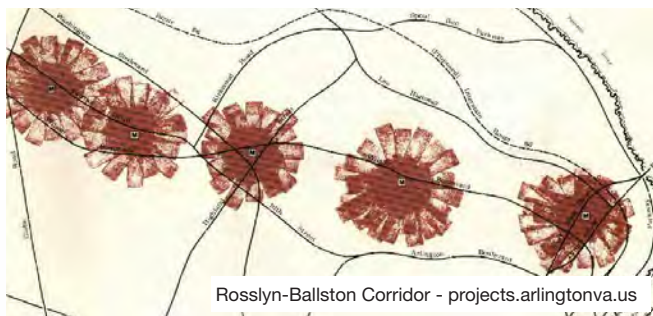
To re-invent State Street and make it an attractive place for private investment

To help Orem compete with surrounding cities for the regions premier jobs

To provide a long term home for Orem's many successful start-ups

To better utilize the land area along State Street to increase land values and tax revenue

To compliment and implement goals and policies outlined in Orem's Economic Development Strategic Plan



The Rosslyn-Ballston Corridor in Arlington, VA. Planning for this corridor began in the 1960's in conjunction with a planned transit system, and envisioned dense urban villages near transit stations. This foresight and coordination of transportation and land-use planning has led to an economically successful corridor.

8 Develop an Open Space Network

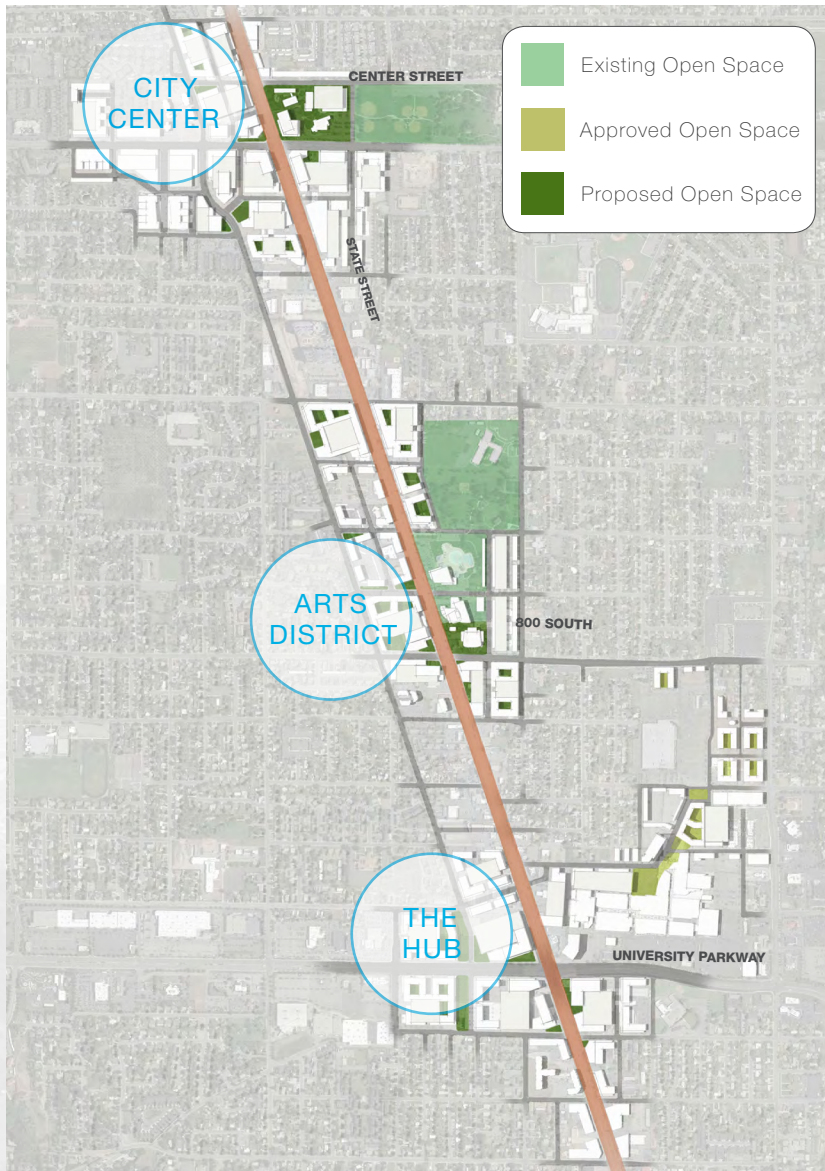
To build upon and connect people to the two major city parks in the corridor (City Center Park and SCERA Park)

To provide a combination and variety of open space sizes and types including plazas, pocket parks, event venues and signature gathering spaces

To utilize a combination of both public and privately-owned public open space

To improve pedestrian safety and connectivity throughout the corridor

To add more family-friendly activities and gathering opportunities



Park



Pocket Park



Square

Images from Template Form-Based Code for Centers & Corridors in the Wasatch Front.

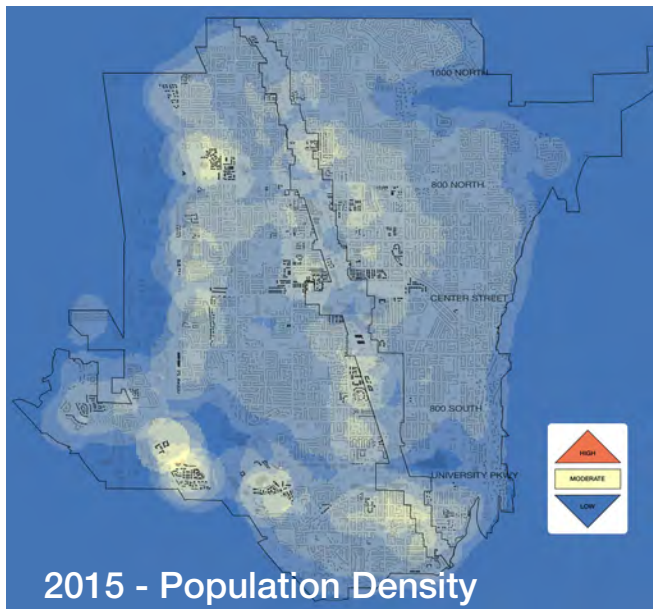
VISION & FRAMEWORK

9 Preserve Existing Neighborhoods

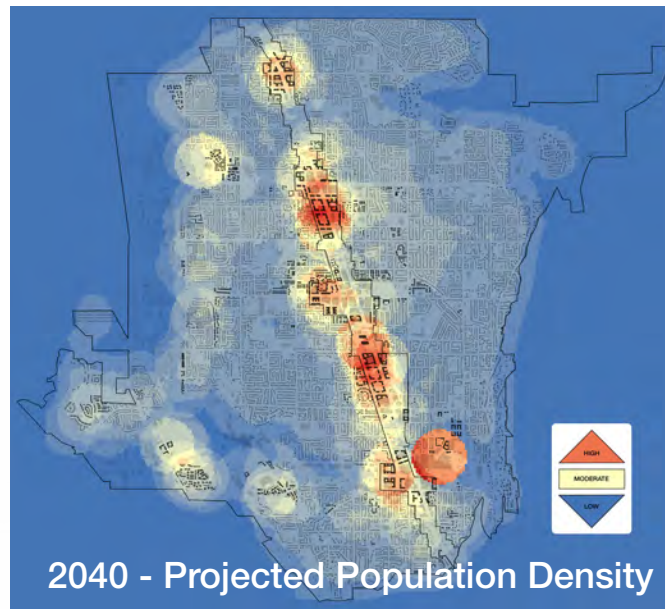
To preserve the integrity of Orem's many residential neighborhoods, by channeling projected future growth into growth nodes along the State Street Corridor

To create high-quality urban places that can accommodate high-density multi-family developments, which can become a long-term asset to Orem City

To add mix of uses and complimentary neighborhood services to improve the connection between State Street and adjacent residents



2015 - Current Population Density



2040 - Projected Population Density Based on Master Plan. Density Shifts to State Street Corridor and Preserves Low-Density Neighborhoods

10 Create a Family-Oriented Environment

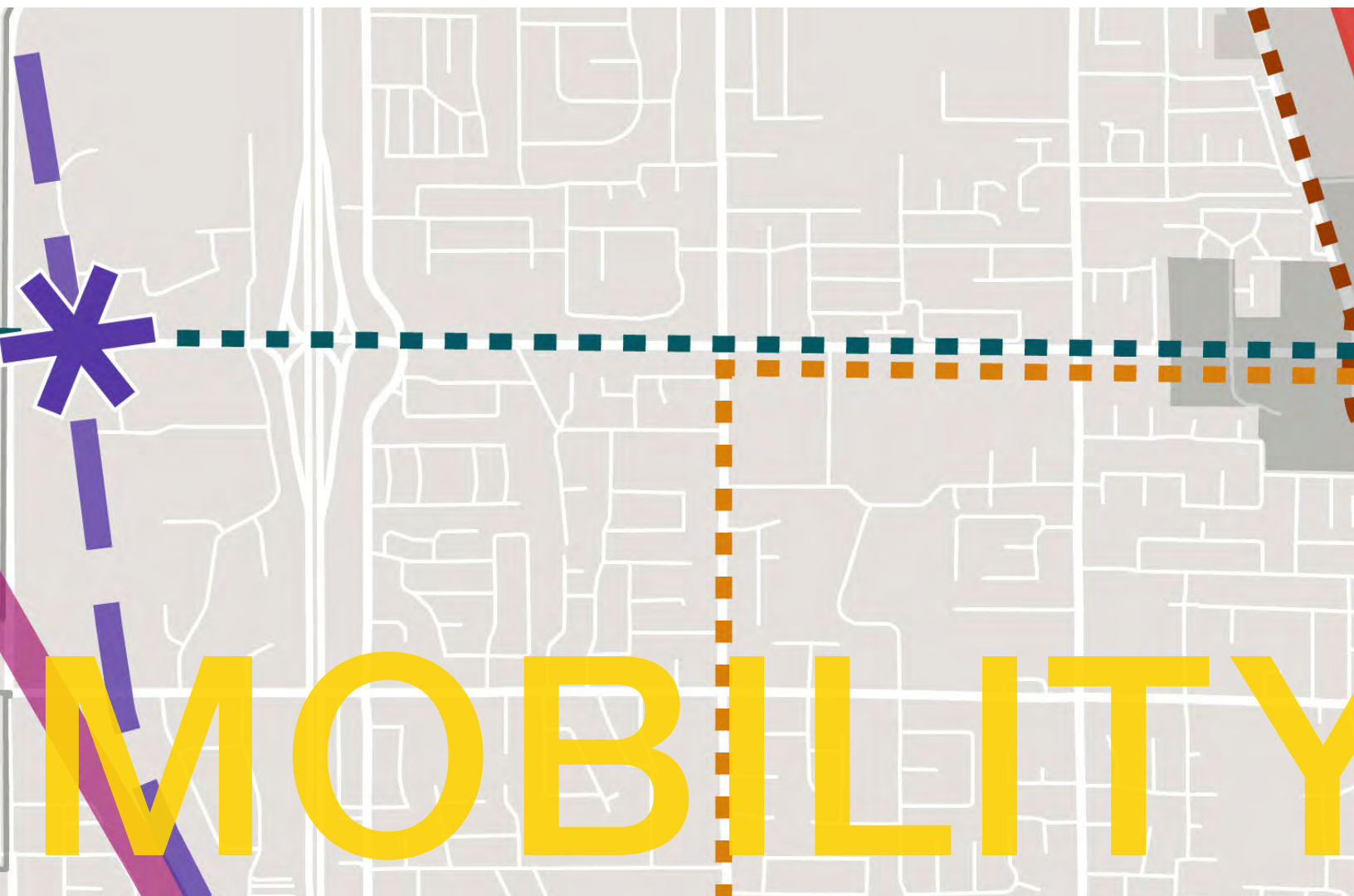
To create centers and gathering places along State Street that will act as exciting, vibrant places for both people living along the State Street Corridor, as well as for residents of the surrounding neighborhoods

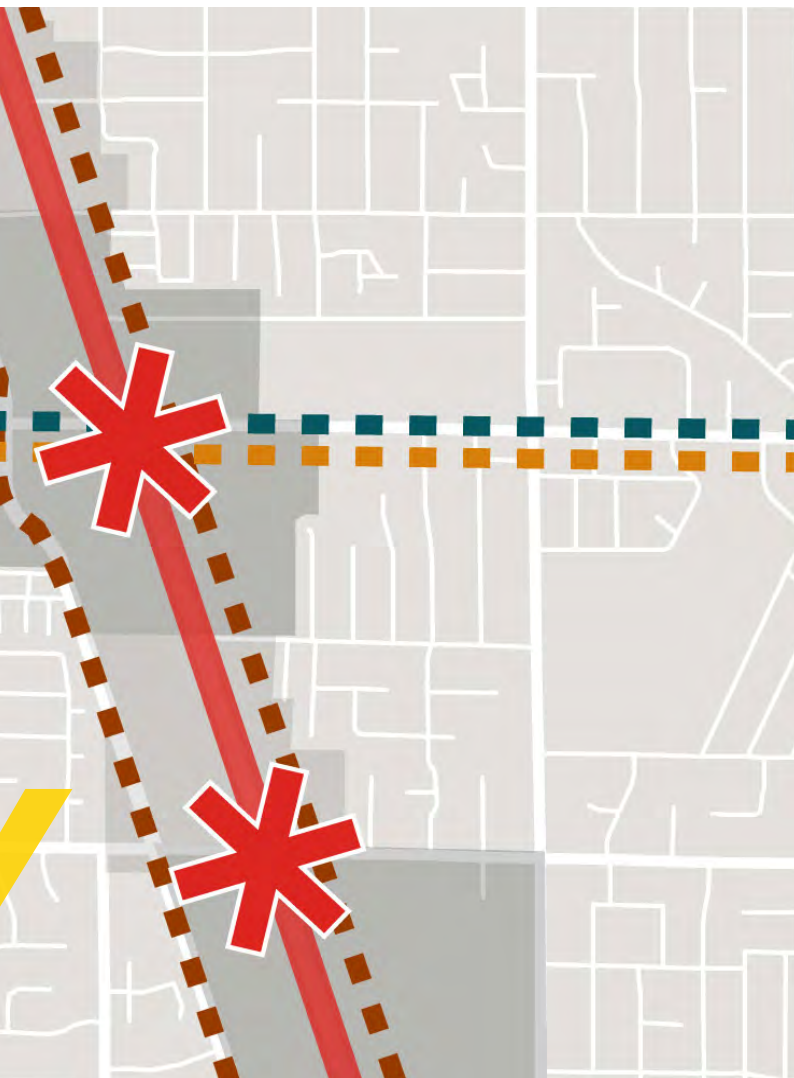
To create high-quality multi-family living options for young families who want to live in Orem, who are not yet able to purchase a single-family house, or who choose to live in a more walkable, compact environment

To create an urban environment that strategically accommodates families, by providing open spaces and play spaces for children, safe streets, community event spaces, and other amenities

To create communities that are inclusive and friendly to people with a variety of backgrounds and incomes







Introduction

The challenges facing State Street are common to similar sized communities across the country are dealing with. Underutilized suburban arterials have become commonplace, with miles of underused parking lots, vehicle-oriented uses, unattractive, unwalkable streets and financially unsustainable pressure on infrastructure and municipal services. The pattern of development along these corridors creates excessive curb cuts and traffic signals with high wait times, which also severely hinders the driving experience.

For many reasons, it is important State Street must continue to function as a major automobile corridor for the foreseeable future. However, it's also clear that residents, businesses and visitors are continuously searching for more economical and environmentally friendly options for transportation. The plan for State Street must respect this need for an automobile focused street, but it must also work to define a logical and meaningful integration of pedestrian, bicycle and transit facilities and alignments. Additionally, the mobility elements of these plans should align with strategic growth and development areas throughout the corridor in order to promote an environment which is less dependent on the automobile resulting in a more concentrated and sustainable growth pattern.



MOBILITY

Traffic & Transportation

The study area for the State Street corridor begins at 2000 North and extends south along State Street to Bulldog Boulevard in the City of Provo (approximately 5.37 miles in Orem, .92 miles in Provo). The existing transportation setting consists of an extensive network of arterial streets, bus transit services provided by the Utah Transportation Authority (UTA), bikeways, and pedestrian paths.

State Street in Orem is an example of a typical American urban/suburban arterial street. These types of arterials have been transformed over time to move automobiles as efficiently as possible through our cities, which usually means dedicating an increasing amount of land to automobiles. They therefore become the main travel corridor, and thus attract significant auto-oriented retail development. However, the typical result (as is the case with Orem), is that it creates a street that no user (car, pedestrian, cyclist) is happy with. Traffic engineer Chuck Marohn has begun calling these types of arterials Stroads. His definitions of a stroad is:

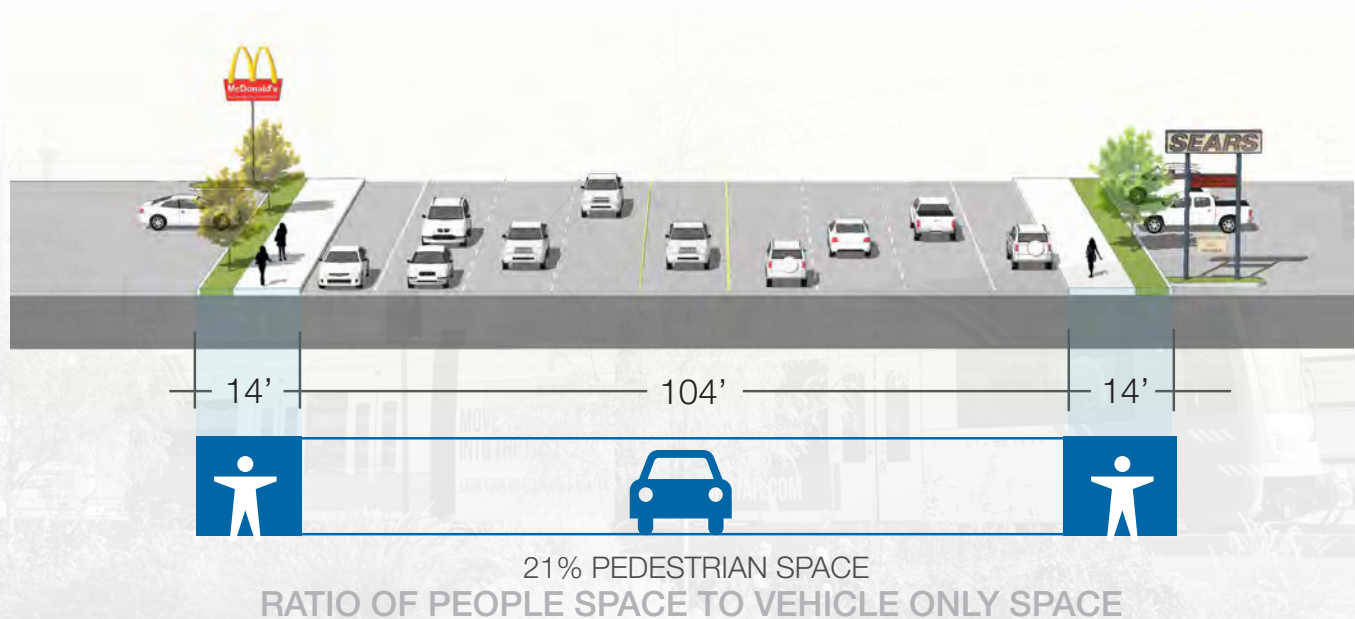
The stroad design - a street/road hybrid - is the fusion of transportation alternatives. Where a fusion is a piece of furniture that serves both as an uncomfortable couch and an uncomfortable bed, a stroad moves cars at speeds too slow to get around efficiently but too fast to support productive private sector investment. The result is an expensive highway and a declining tax base.

Not only is State Street an unpleasant place for pedestrians and cars, it also dangerously mixes pedestrians and cyclists with fast moving traffic, with the vast majority of space solely allocated to automobiles. Crossing the 100 feet of uninterrupted car traffic is also very difficult and dangerous. Adding to the difficulty of crossing the street is the fact that crosswalks are only located every 2,640 feet, which is much further than desired.

Current Plans

State Street is the main north-south road through Orem, and the only one east of I-15 that connects completely through the City. With no other apparent opportunities to create more connections, it's clear State Street must continue to act as the primary vehicular corridor now, as well as the foreseeable future. State Street already has one of the highest traffic volumes in Utah, accommodating between 40,000 and 50,000 vehicles per day (AADT), and is likely to increase with the significant population growth projected in Utah County.

Utah County's massive growth is spurring aggressive transit planning and transit projects, as planners and regional leaders look to provide alternative transportation solutions before traffic delays become significant. UTA recently completed a commuter rail line (FrontRunner), connecting the Wasatch Front, from Utah County to Weber County. A bus rapid transit line is currently in



The Current Configuration of State Street is Not Very Pedestrian Friendly, and Crossing the Street Requires Crossing 100' of Uninterrupted Automobile Traffic

development, and is planned to connect the FrontRunner to the UVU Campus and BYU Campus, via University Parkway. Also, the Mountainland Association of Governments (MAG) is currently planning an extension of the light rail system (TRAX) from Salt Lake County. MAG's current plan is to align the light rail line near the freeway through Orem, with State Street being considered as a potential alternative. In 2010, Orem completed a Bike and Pedestrian Plan, which calls for completing sidewalk networks and extending the bike lane network. This includes bike lanes on Orem Boulevard and State Street.

The Boulevard Plan

In order to achieve the community goals and objectives for the future of the State Street corridor, a boulevard approach is recommended. Because of the length of this corridor, and the diversity of local conditions, this approach includes a combination of boulevards, transit corridors, bicycle facilities and pedestrian connectivity, which will result in a corridor that is community oriented, family-friendly and multifaceted. We believe this strategy will address the project goals and objectives and provide the following benefits.

- Integrate, offer and encourage alternative modes of transportation including pedestrian use, bicycle traffic and transit to reduce automobile trips.
- Consolidate driveway entrances to improve pedestrian safety and vehicular turning conflicts.
- Create catalyst for economic development and growth by creating a more attractive street frontage for diversified land use and growth patterns.
- Beautify the corridor by creating aesthetic enhancement opportunities.

Specifically, the recommended boulevard treatment is as follows:

- Boulevard treatment with dedicated bicycle lane or cycle track from 2000 North to 800 North with no on-street parking (assuming bicycle lanes shift to Orem Boulevard at 800 North).
- Boulevard treatment with future center run transit along the entire length of State Street.
- Addition of new traffic signals at 200 South and 600 South to improve local access connections and left turn movements at quarter mile locations within the "Downtown Orem" district between Center Street and University Parkway.
- Boulevard treatment from 1500 South to Bulldog Boulevard in Provo including future center run transit and bicycle lanes.



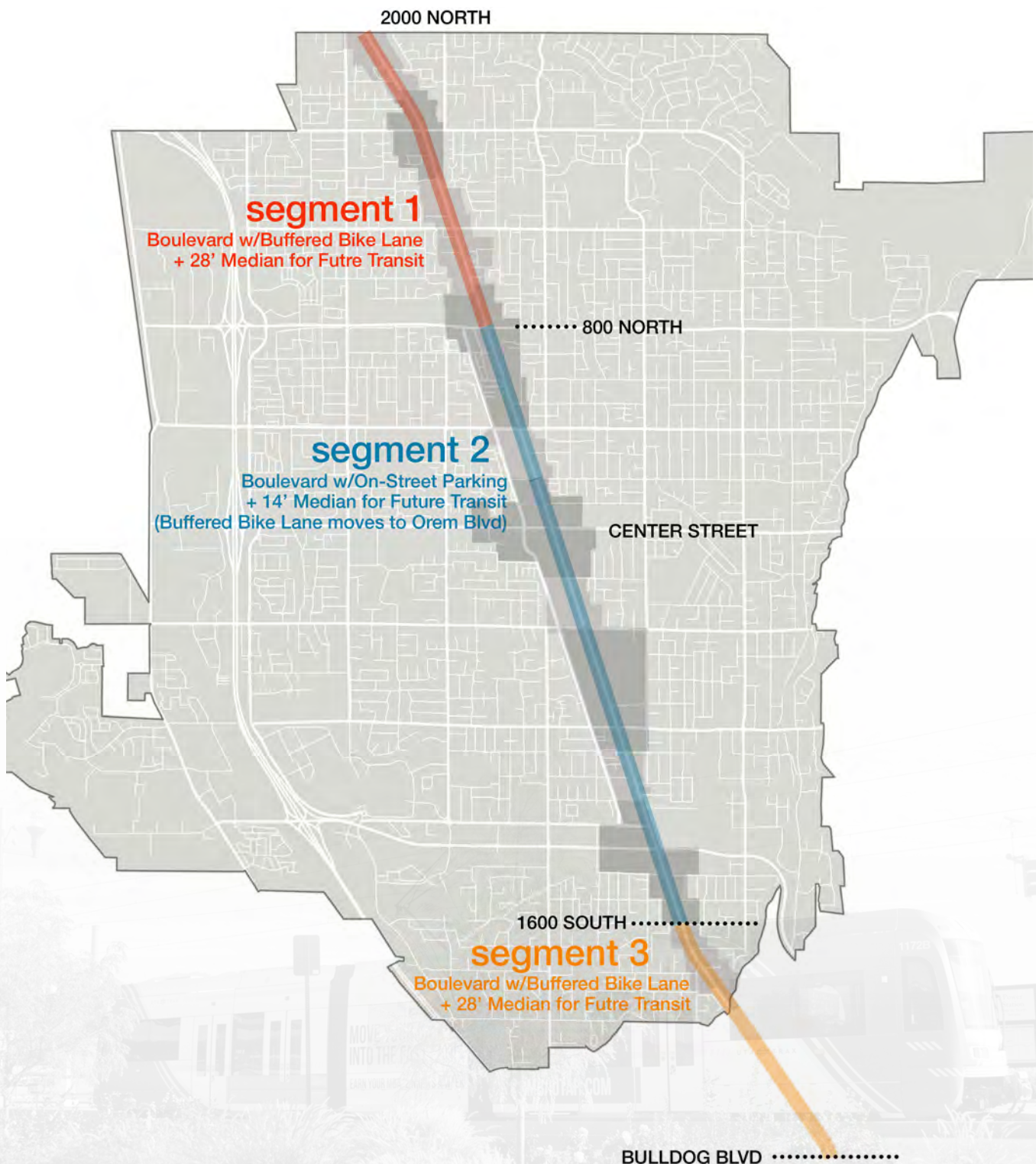
Cycle Track on Rosemead Boulevard in Temple City, CA



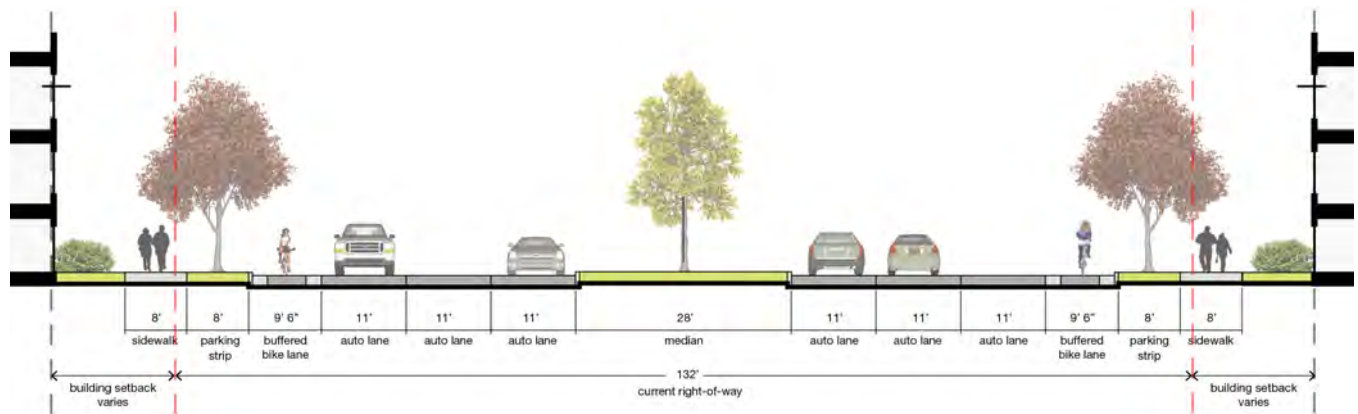
Active Street Frontage on La Jolla Boulevard in San Diego, CA

MOBILITY

Boulevard Plan - Segments

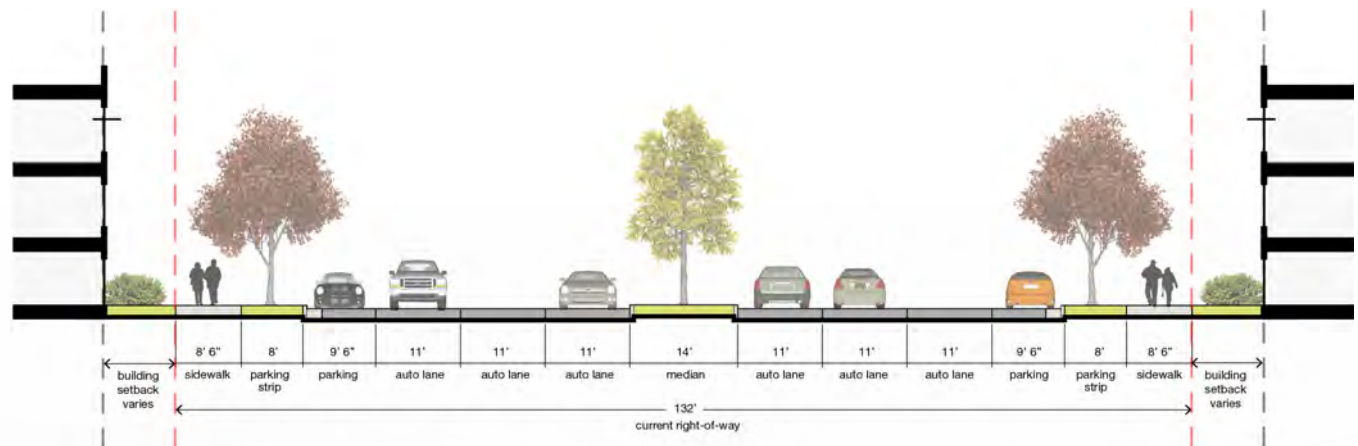


Segment 1 [2000 North (City Limits) to 800 N]



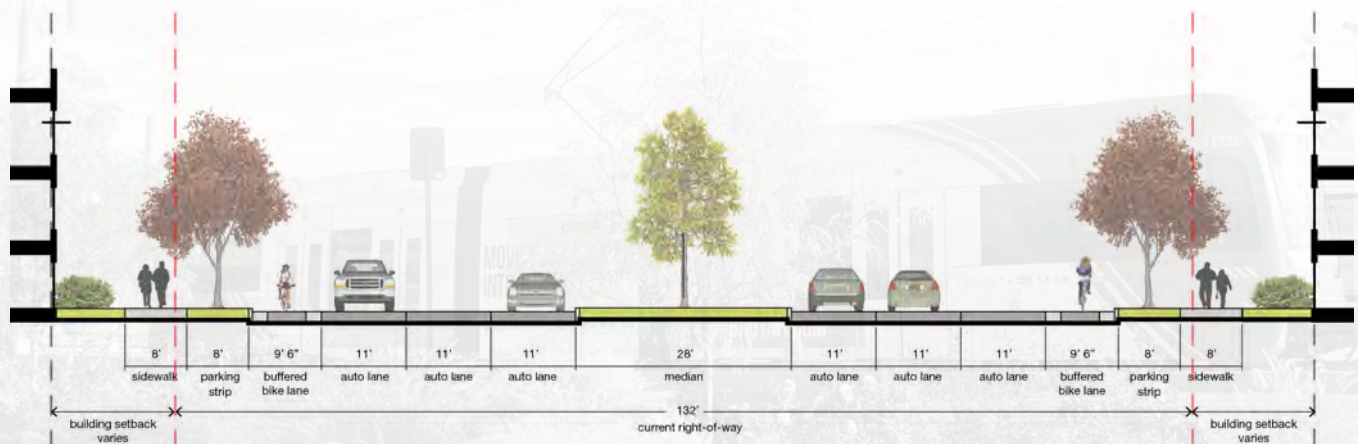
Typical Boulevard with Buffered Bike Lane

Segment 2 [800 N to 1600 S]



Typical Boulevard with On-Street Parking, no Bike Lane

Segment 3 [1600 S to Bulldog Blvd]



Typical Boulevard with Buffered Bike Lane and Median width for future Transit

MOBILITY

Boulevard Phasing



Existing Condition of State Street



Median & Landscape Added - Rendering



Redevelopment Occurs along State Street Rendering



Possible Future Transit added to State Street Rendering

MOBILITY

Connecting State Street to Orem Boulevard, New Streets & Signal Locations

One of the most important elements of a successful urban area is the street pattern. In general, smaller, more fine-grained blocks are more conducive to creating walkable and compact environments. However, the majority of Orem was built in an era where blocks and streets were built to address the needs of automobiles, which resulted in a larger block pattern. Orem should begin to strategically add new streets in the corridor to help break down the scale of the blocks, especially in the designated growth nodes.

As Orem looks to retrofit their existing street network to create a finer-grained street and block system, Orem Boulevard can become a great asset to help accomplish that goal. This street runs parallel to State Street (offset about 600 feet to the West) from 800 North to 1200 South, providing a perfect opportunity to create a grid adjacent to State Street. A priority should be placed on creating east-west streets, connecting Orem Boulevard to State Street as redevelopment of these areas occur. In addition to the Orem Boulevard connections, many opportunities exist to create new streets on both sides of State Street (see figure 1).

New streets will be designed at a pedestrian scale, with pedestrian amenities, to encourage the type of development that is desired in the State Street Corridor, as well as significantly increase the amount of street frontage real estate. This is ideal for creating retail storefronts and allows apartments, condos, and townhouses to be comfortably located on the street (see figures 2a - 2c for appropriate street sections for proposed new streets).

An important element that should accompany a finer-grained block network, is more pedestrian crosswalks on State Street. Currently, signals on State Street are spaced every half-mile, which significantly limits connectivity and walkability. This plan proposes two new signals, both in the Downtown District, which would improve the signal spacing to a quarter-mile. While this distance is still more than double the preferred distance, it will greatly improve pedestrian options and connectivity. Efforts should also be taken to improve the experience and safety of pedestrians crossing the street.

In the future, the City should continue to look for strategic ways increase the number of crosswalks across State Street, balancing the need of pedestrians and auto traffic. This may be done by adding more full intersections or pedestrian HAWK signals.

Adding new streets and traffic signals to State Street will improve pedestrian and vehicular safety, promote economic development, and provide more choices for circulation. Any new signals should be synchronized to maximize traffic flows and limit disruption of current traffic patterns.

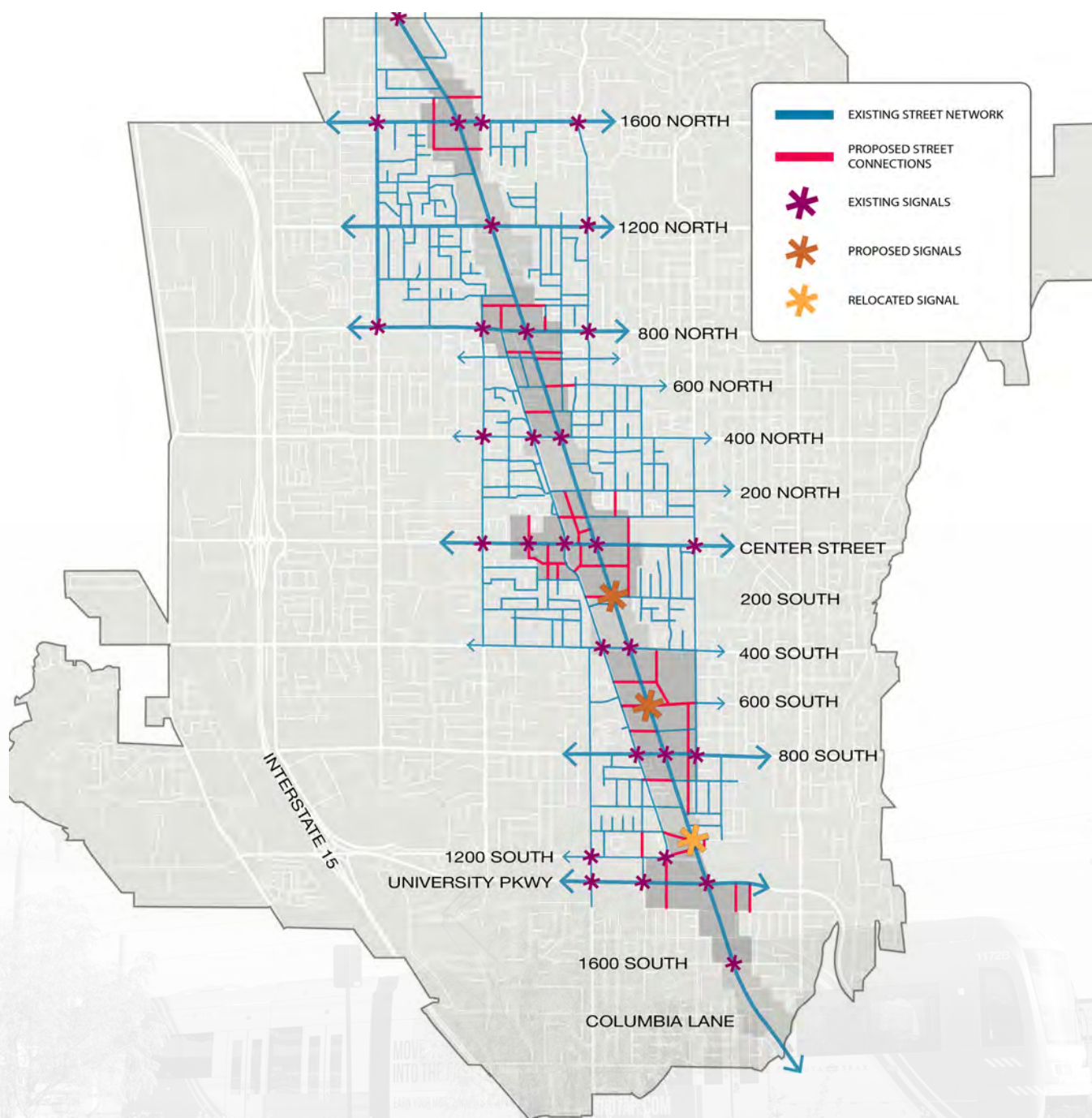


Figure 1: Proposed Street Network and Traffic Signal Locations

MOBILITY

State Street to Orem Boulevard Connections - Street Sections

60' Section Option with Parallel Parking

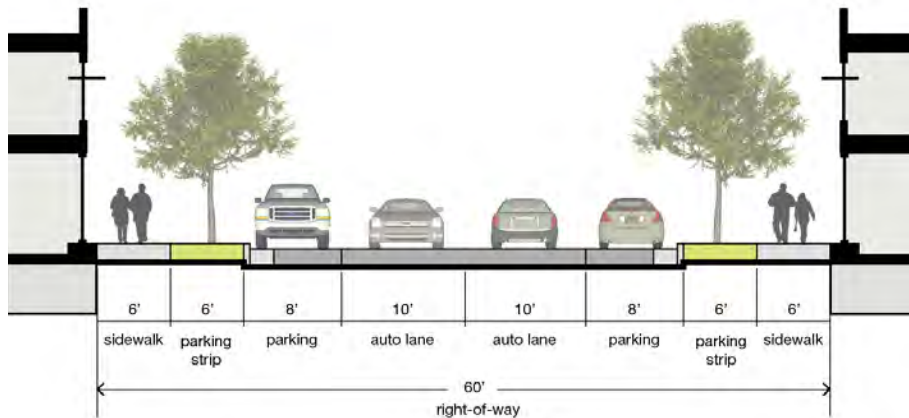


Figure 2a: Typical 60' Street Section

80' Section Option with Angled Parking

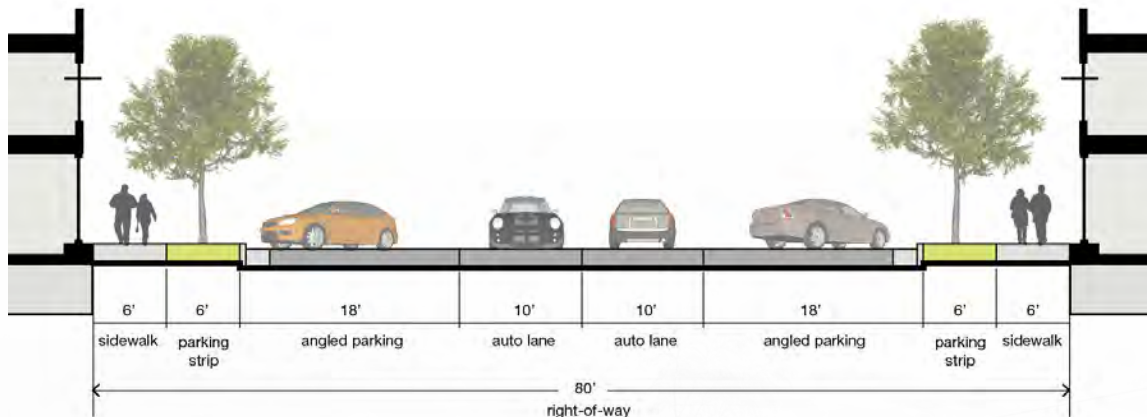


Figure 2b: Typical 80' Street Section with Angled Parking

80' Section Option with Parallel Parking & Median

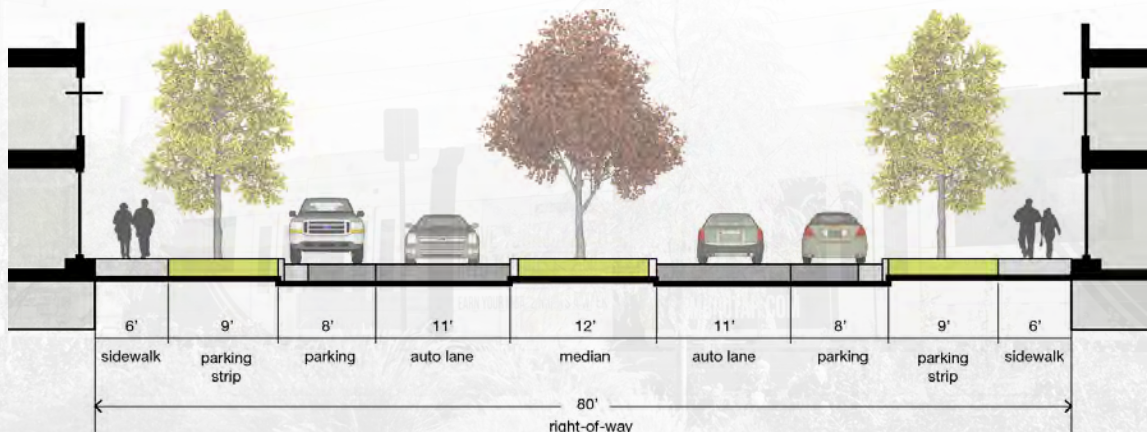
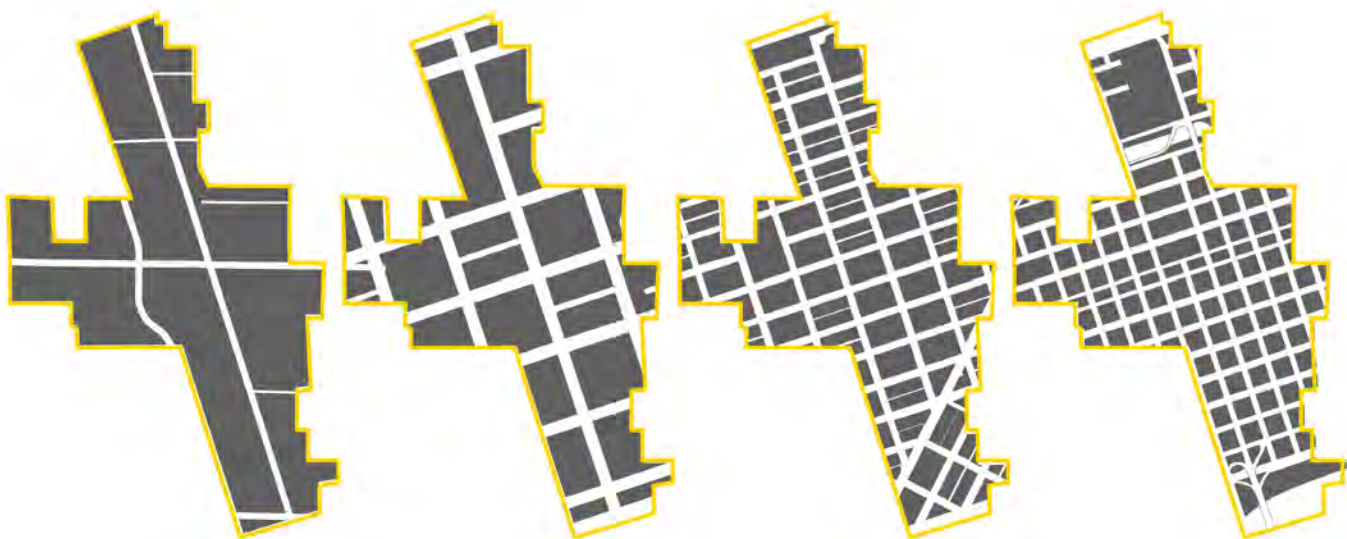


Figure 2c: Typical 80' Street Section with Median

Street Network Case Studies



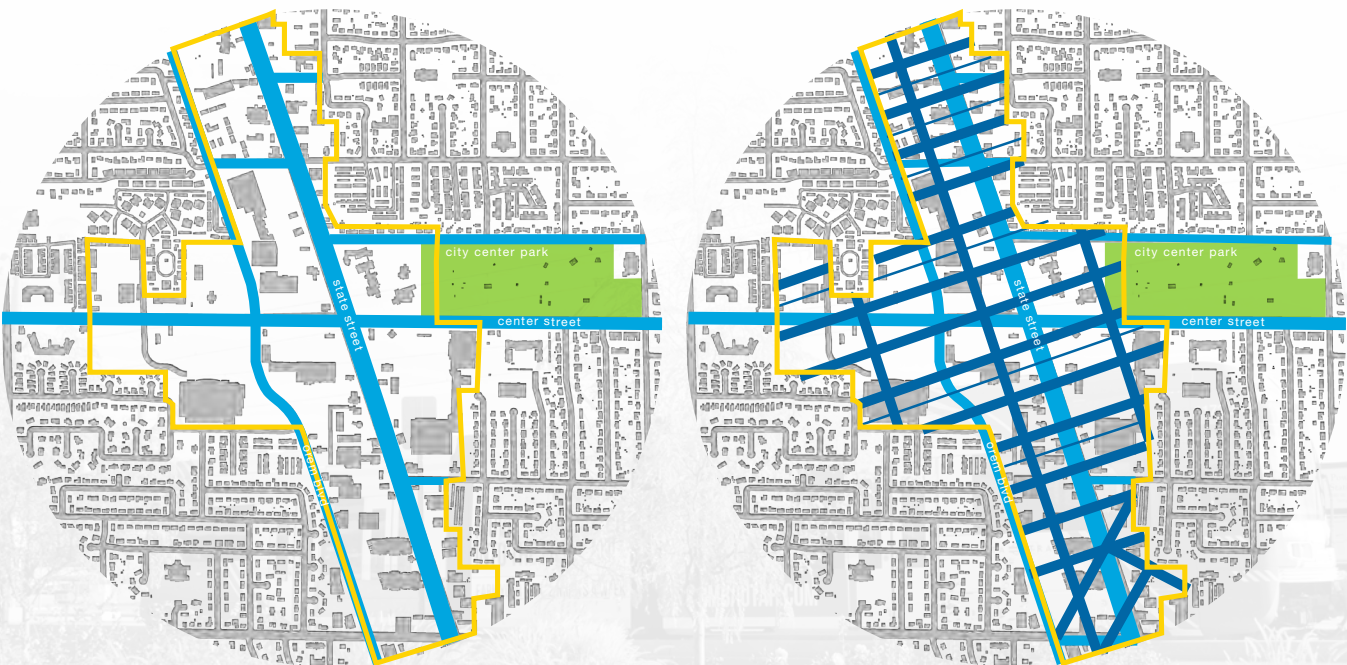
Orem
Undefined

Salt Lake City
660' x 660'

Denver, CO
260' x 400'

Portland, OR
200' x 200'

Case Studies Showing Street Grid and Network Compared to Orem



Current Orem Street Network at Center Street
Graphic Showing Denver, CO Street Grid Overlaid on Orem's Street Network

Denver, CO Street Grid - Overlaid on Orem

MOBILITY

State Street - Future Transit Boulevard

Utah County is rapidly growing, and City and County leaders are already planning for mass transit systems to meet the needs of today, as well as the future. FrontRunner (the commuter rail line) was recently completed, connecting the Wasatch Front from Utah County to Weber County. Additionally, a Bus Rapid Transit line has been planned to connect the FrontRunner to the UVU Campus and BYU campus. One of the upcoming major transit projects that will directly affect Orem is the planned light rail (TRAX) extension from Salt Lake County into Utah County. Current plans from MAG show the TRAX line extension to run along the I-15 corridor.

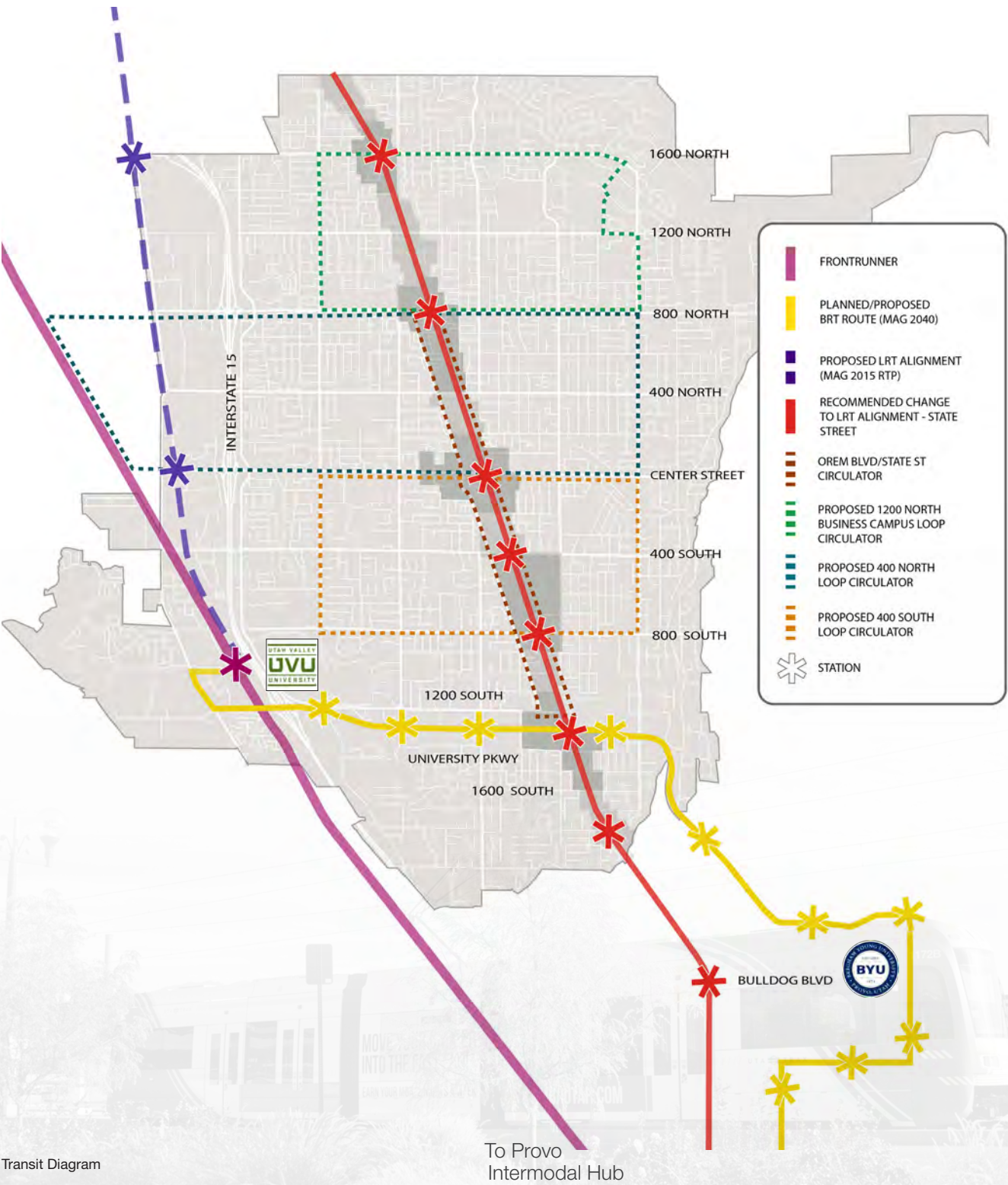
However, for the City of Orem to receive the greatest benefit out of an investment in a light rail line, it should be placed on State Street. An alignment on State Street would bring mass transit into the heart of Orem, connecting it to the entire Wasatch Front. Additionally, this plan envisions growth nodes along State Street where high-density urban districts will form, creating ideal locations for future transit stations. In fact, a light rail alignment on State Street would significantly reinforce the long-term sustainability of this Master Plan.

Another significant benefit of light rail that has been demonstrated throughout the country is the potential to catalyze substantial economic development. However, in order to maximize the economic development potential, its essential that land-use policies and regulations along the line be coordinated to support the type of higher-density development that light rail encourages.

Fortunately, the current right-of-way is large enough to accommodate a dedicated, center-running transit system without reducing travel lanes (it would require removing on-street parking, see figure 3a - 3c). Light rail is the desired transit mode, but bus rapid transit is also a great option to provide similar service at a lower cost, and would also work well on State Street. These conditions make State Street a very viable option to bring transit, and its many associated benefits, directly into the heart of Orem.



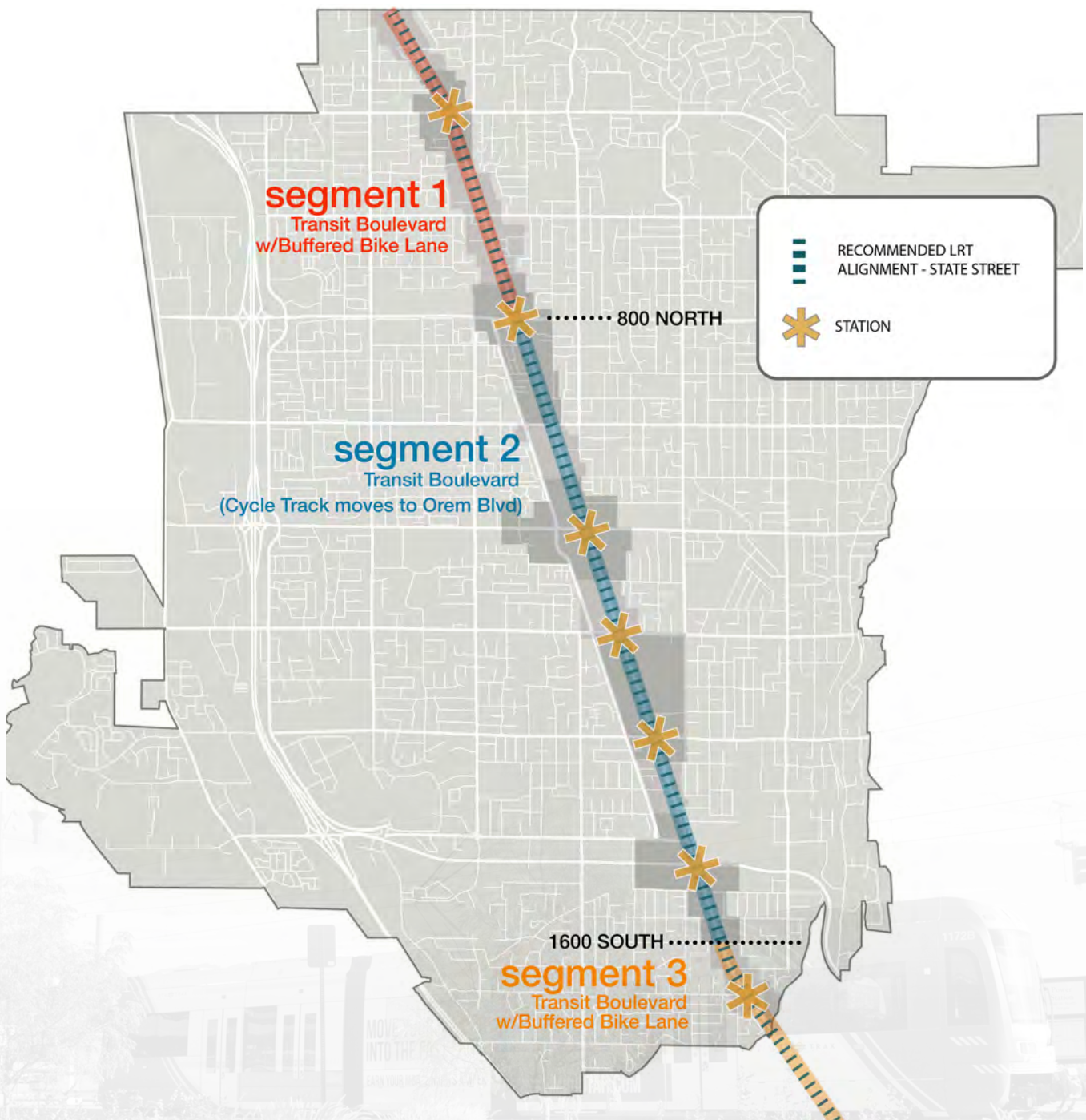
Future Transit Boulevard



Transit Diagram

MOBILITY

Future Transit Boulevard - Segments



Transit Boulevard Segments and Stations

Segment 1 [2000 N (City Limits) to 800 N]

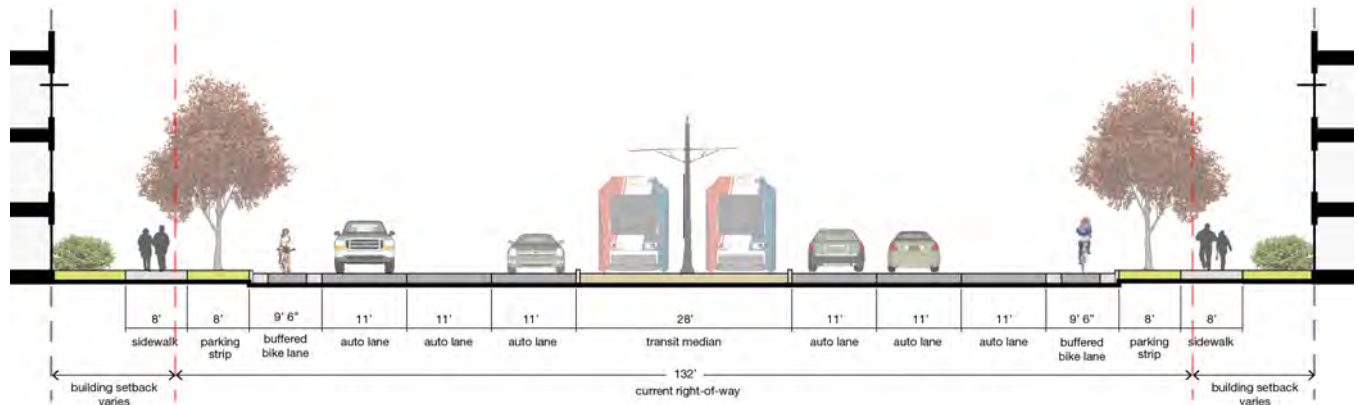


Figure 3a: Typical Transit Boulevard with Buffered Bike Lane

Segment 2 [800 N to 1600 S]

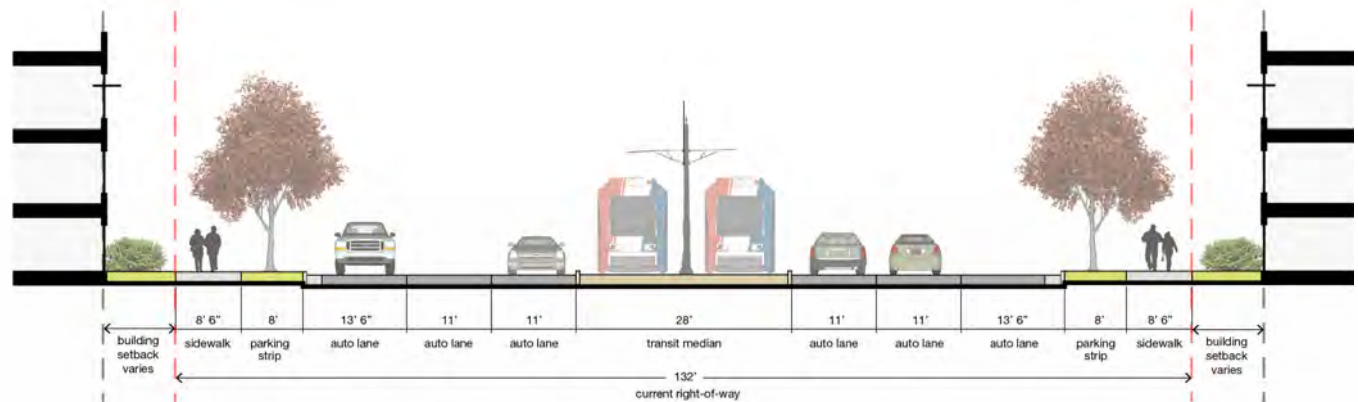


Figure 3b: Typical Transit Boulevard with no Parking, no Bike Lane

Segment 3 [1600 S to Bulldog Blvd]

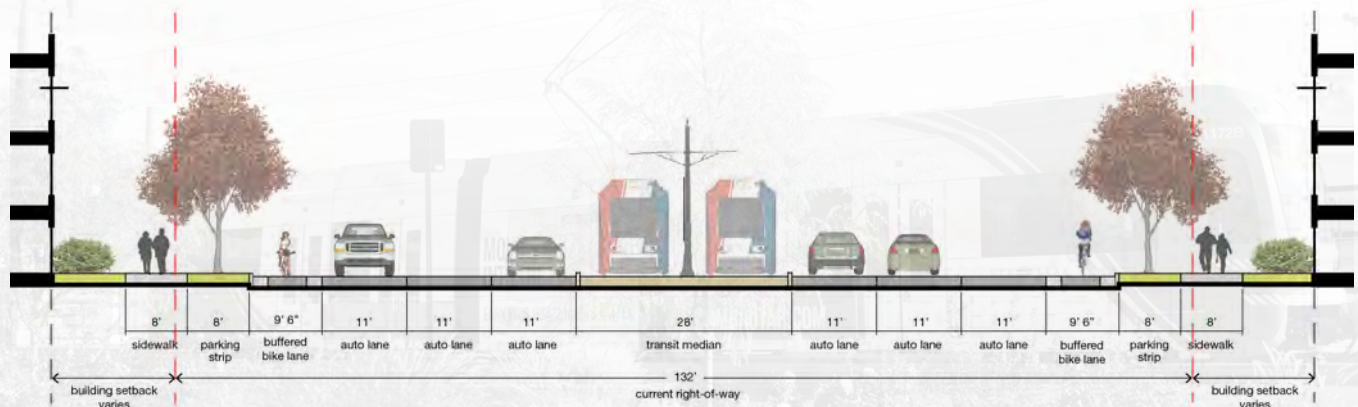


Figure 3c: Typical Transit Boulevard with Buffered Bike Lane

MOBILITY

Bicycle Improvements

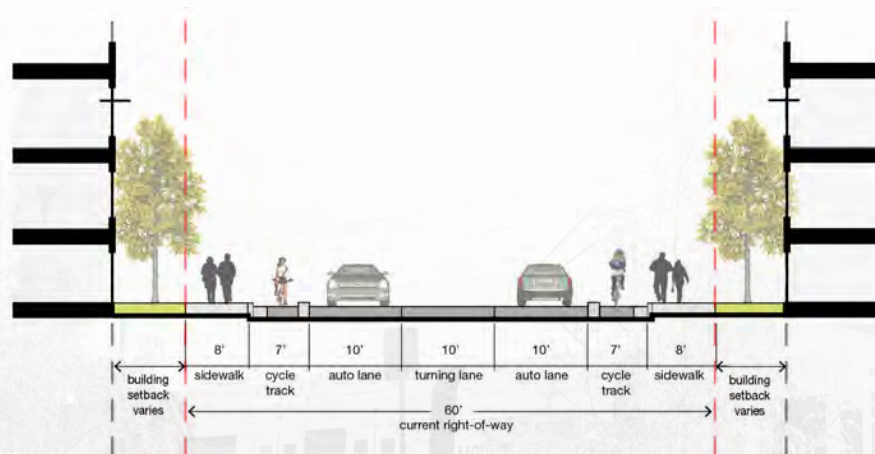
State Street is the primary transportation corridor in Orem, and is principally designed to move vehicles. However, a growing number of cyclists in Orem and Utah County are using State Street, despite it having few accommodations for bicycles, which makes biking on State Street frightening and often dangerous.

Bicyclists in Orem suffer from the same issue that vehicles do, namely, that the State Street Corridor is the only north-south street that connects all the way through the city. Therefore, it is important to provide cyclists a primary transportation route in this corridor as well.

The reality is that mixing bikes with a fast moving highway that has many curb cuts is not ideal. In this corridor, Orem Boulevard (a much more bike-friendly street) provides a great opportunity to utilize as the main bike route, where it exists.

In the rest of the corridor, simple striped bike lanes are not particularly helpful in providing a safe, comfortable lane for cyclists. A type of separated cycle track or buffered bike lane should be constructed, which physically separates bikes from vehicles, or separates with a wide buffer. It should also clearly mark potential conflict areas through paint and signage.

A plan is being considered by UDOT and the City of Orem to create an underpass at University Parkway, where State Street would run underneath University Parkway to reduce congestion at that intersection. In response to this, this plan recommends routing the bike lane around this intersection. However, if the underpass moves forward, it should be studied to determine if bike lanes could be comfortably added through the underpass, in which case that may become the preferred route.



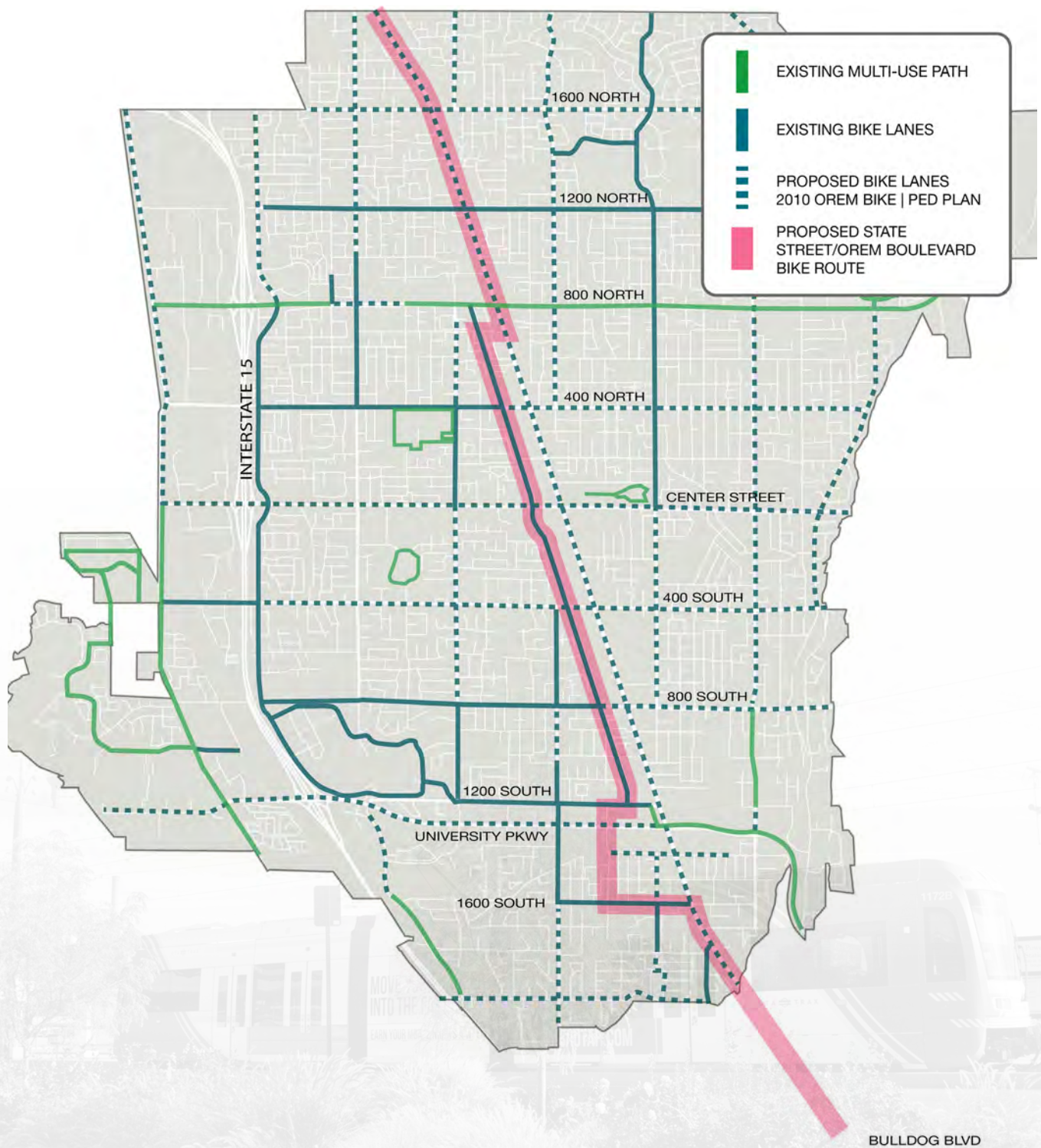
Orem Boulevard with Cycle Track



Buffered Bike Lane



Cycle Track
Images from NACTO Urban Bikeway Design Guide







Introduction

State Street has been Orem's primary commercial center throughout its history, going back to its days as a highway running through farms and orchards. As Orem has built up over time, a few buildings along State Street have become staples, such as the SCERA Theater and the University Mall. Most current buildings however, were constructed with a relatively short life span, not built to last more than 50 years. Also, the majority of buildings were constructed in the second half of the 20th Century, in a time when cities were shaped to accommodate automobile traffic. Today, the result is a corridor with wide streets, oversized parking lots and decaying building stock.

The city is currently experiencing redevelopment pressure along State Street, as many of the current buildings reach the end of their useful life. In particular, a large number of multi-family residential units are under construction, with even more planned. Economic analysis studies show that there is also a strong demand for Class A office space. These issues make it an ideal time to create a vision for the future of State Street, in order to inform and regulate upcoming redevelopment efforts and strategically manage imminent growth.



LAND-USE

Current Housing Inventory and Future Needs

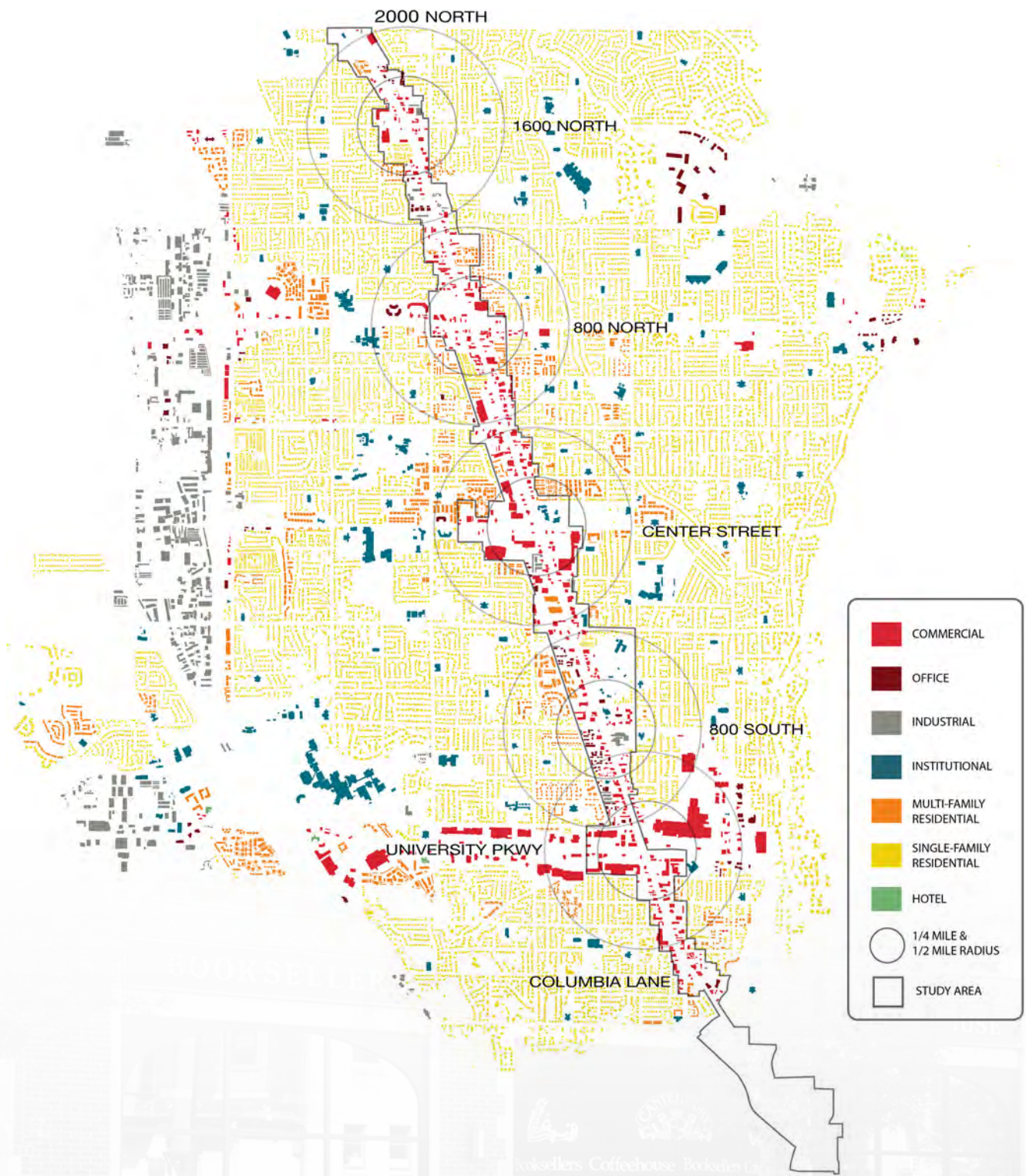
The City of Orem is mostly built-out, with few remaining undeveloped parcels. However, with its high quality of life, strong economy, and great family environment, Orem is, and will likely continue to be, a City that attracts new residents. The Mountainland Association of Governments (MAG) projects that Orem will need to add nearly 25,000 more residents by 2040, and approximately 35,000 more by 2060. Additionally, Orem is home to Utah Valley University, which has the highest enrollment of all the Utah State Public Universities (33,211 Total Headcount in 2015, according to the Utah System of Higher Education), and is projected to grow by 48% by 2022, to nearly 47,000 students (according to Projections by the Utah System of Higher Education).

It's clear that Orem will need to build more housing to meet these future needs, and it appears that the demand for significantly more housing is already here. This has been demonstrated by a number of applications made over the past year by developers looking to build high-density housing in the City, hoping to satisfy the demand. Census data shows that currently, 37.6% of all households in Orem are renter-occupied, higher than the national average of 34.9%. The large student population in Orem likely contributes to that number, but it demonstrates the importance for multi-family housing in Orem, and the growth projections suggest it will only become more important.

Orem has a number of beloved, high-quality, suburban neighborhoods that should be protected from high-density infill development, which is inconsistent with their current character. Therefore, the only realistic locations to accommodate this development are limited to the State Street Corridor and University Parkway Corridor, as well as the I-15 Corridor and areas west of the freeway. The westside will likely see some residential growth, with the recent addition of the FrontRunner train, the future BRT line, the proximity to the UVU main campus (and future campus extension), and the projected growth of the City of Vineyard. State Street and University Parkway are important transportation and commercial corridors, which currently contain few housing units, but hold the potential to bring more residents into the heart of Orem, with access to future mass transit lines. State Street, in particular, provides a great opportunity to create urban district nodes, where neighborhoods can be developed around future transit stops. These nodes also contain enough land area to allow a large enough concentration of development to create successful urban neighborhoods with high-density, mixed-use housing.

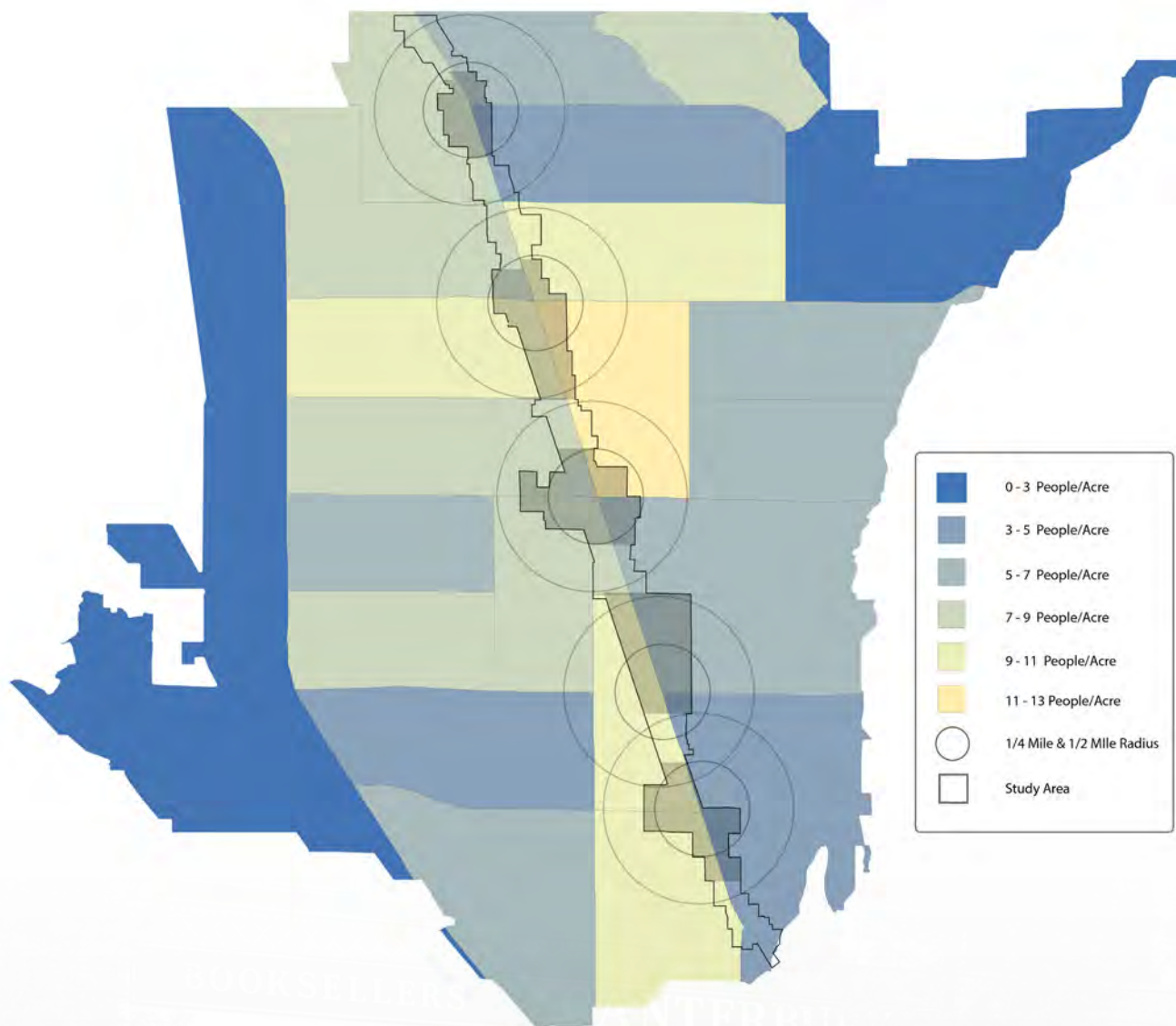


One of the Few Remaining Undeveloped Parcels in Orem



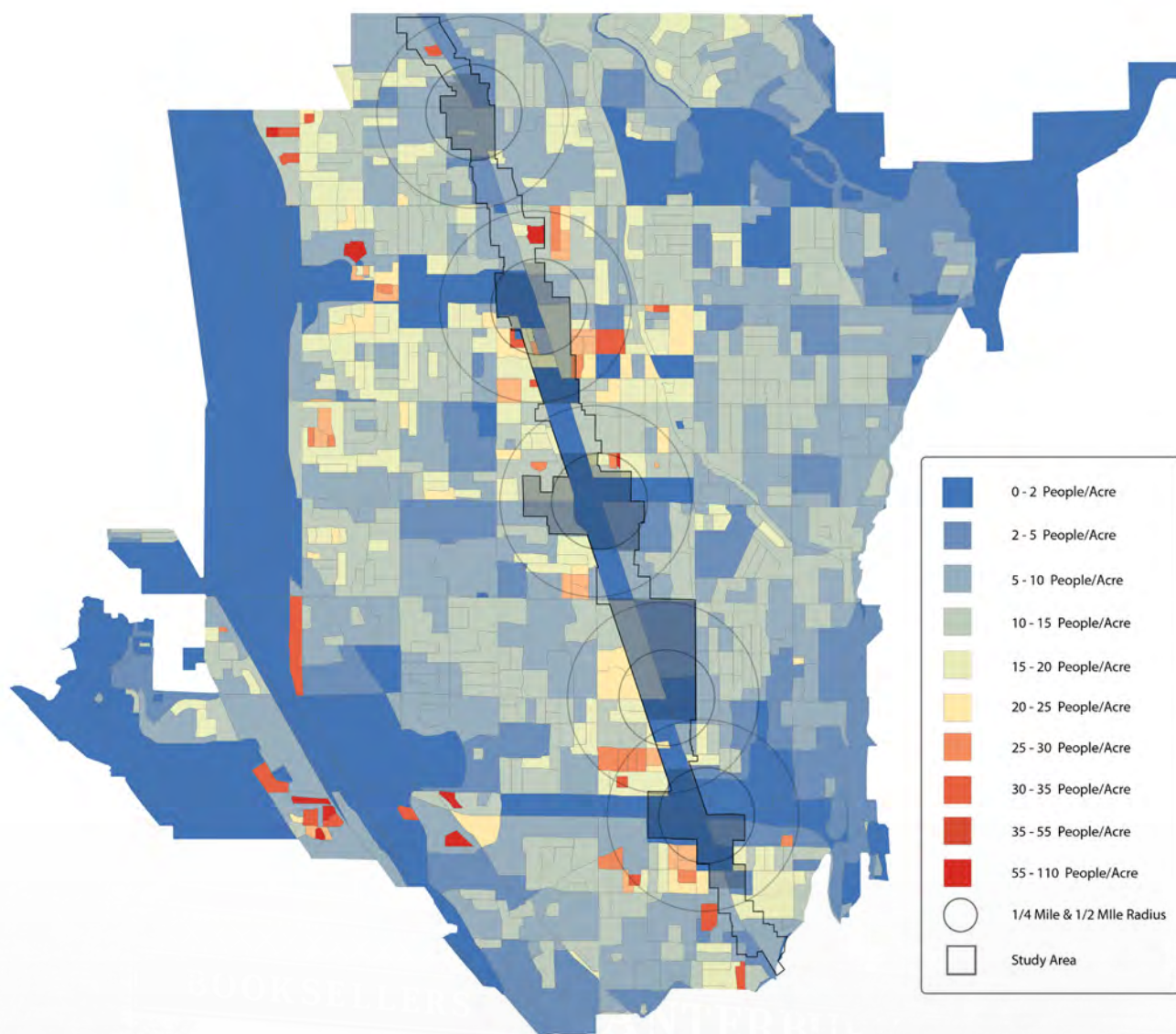
LAND-USE

Current Density [Census Tracts]



2015 Housing Unit Density Based on Census Tracts

Current Density [Census Blocks]



2015 Housing Unit Density Based on Census Blocks

LAND-USE



Figure 4a: Fourplex

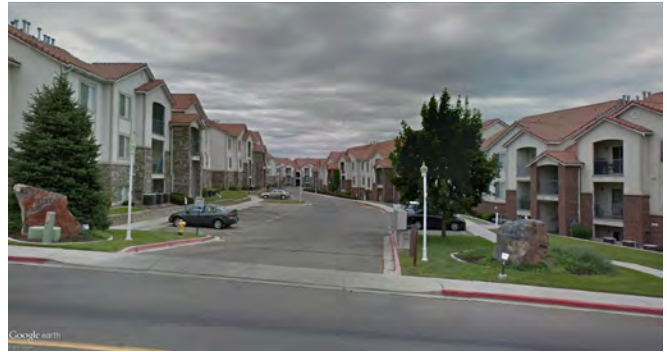


Figure 4b: Garden Apartments/Student Housing



Figure 4c: Townhouses

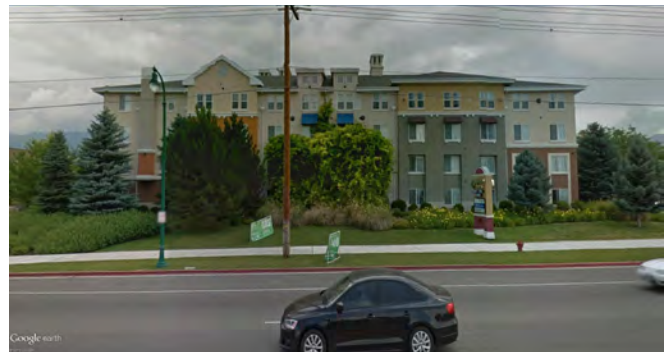


Figure 4d: Garden Apartments/Student Housing

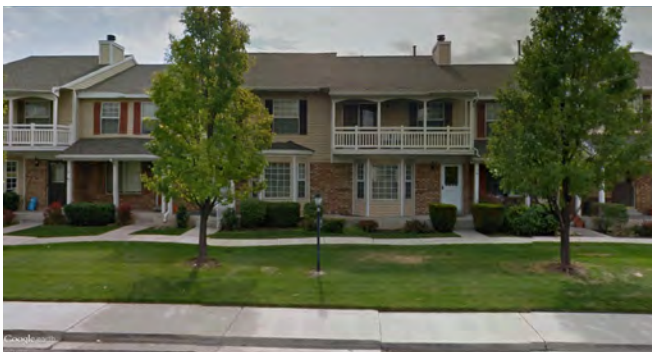


Figure 4e: Townhouses

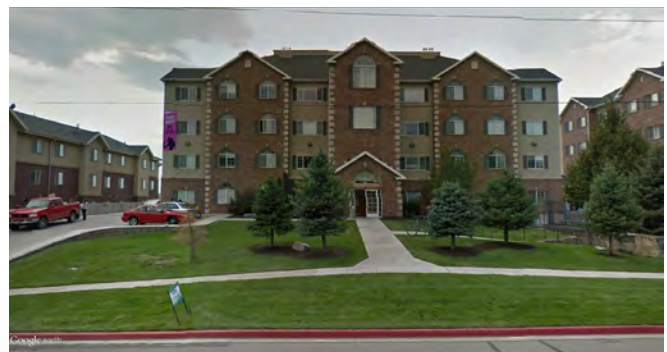


Figure 4f: High-Density Apartments/Student Housing

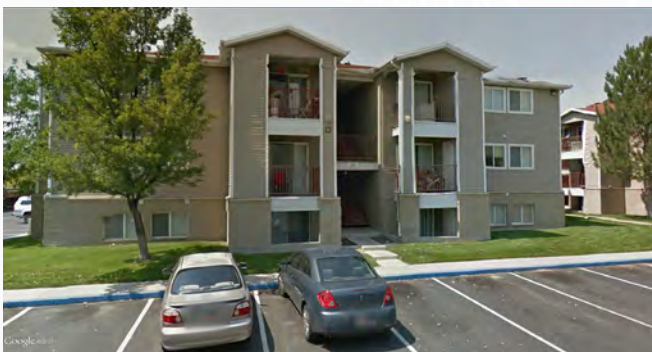


Figure 4g: Garden Apartments



Figure 4h: Mixed-Use High-Density Apartments

Current Multi-Family Housing Types In Orem

These images to the left (figures 4a - 4h) represent typical multi-family housing typologies that exist in Orem.

There are a number of outdated duplexes and fourplexes in the City. These are primarily located within a quarter mile of State Street and other arterials like Center Street. These types blend in well with low-rise suburban neighborhoods.

Another type of multi-family housing found throughout Orem is the townhouse. Most of these have been constructed relatively recently. These also blend in well with low-density single-family neighborhoods. These are typically built to face the street, with parking access through a rear alley.

Garden Apartments are another prominent type of multi-family housing found in Orem. This typology is much more intrusive to low-density neighborhoods, as they are typically built on a medium-to-large scale, needing a big parcel to develop. They are typically 3-4 stories and inward facing (they don't address the street), and they provide abundant surface parking at the doorstep of each apartment.

Another type of multi-family housing that is not yet prevalent, but is gaining traction in Orem, is high-density, 4-6 story buildings that address the street with a stoop(s) or storefront(s). These developments have structured parking in the rear, underground, or built into the building. These types of buildings are often mixed-use, containing other uses besides residential on the ground floor.

Desired Future Housing Types

Of the current building types found in Orem, the townhouse and the mixed-use multi-family buildings are desired for future development, as they are building types that address the street with stoops and/or storefronts. These types can be refined through design to function better in urban environments, and help create interesting and unique places. The photos to the right (figures 5a - 5c) show good examples of urban building types. See the Urban Design section of this report for strategies and principles for creating successful urban districts.



Figure # Urban Townhouses



Figure 5a: Three Story Multi-Family Apartments

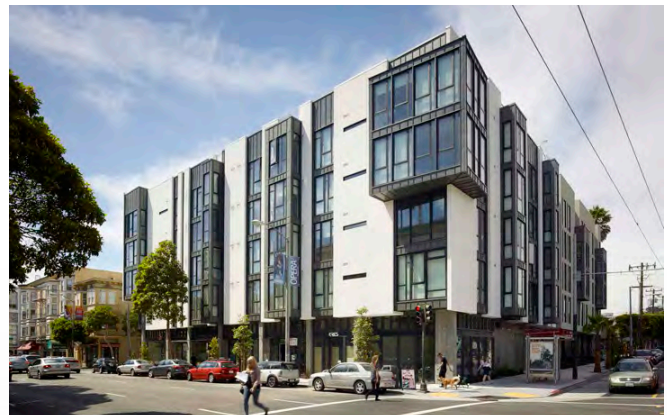


Figure 5b: High-Density Mixed-Use Multi-Family



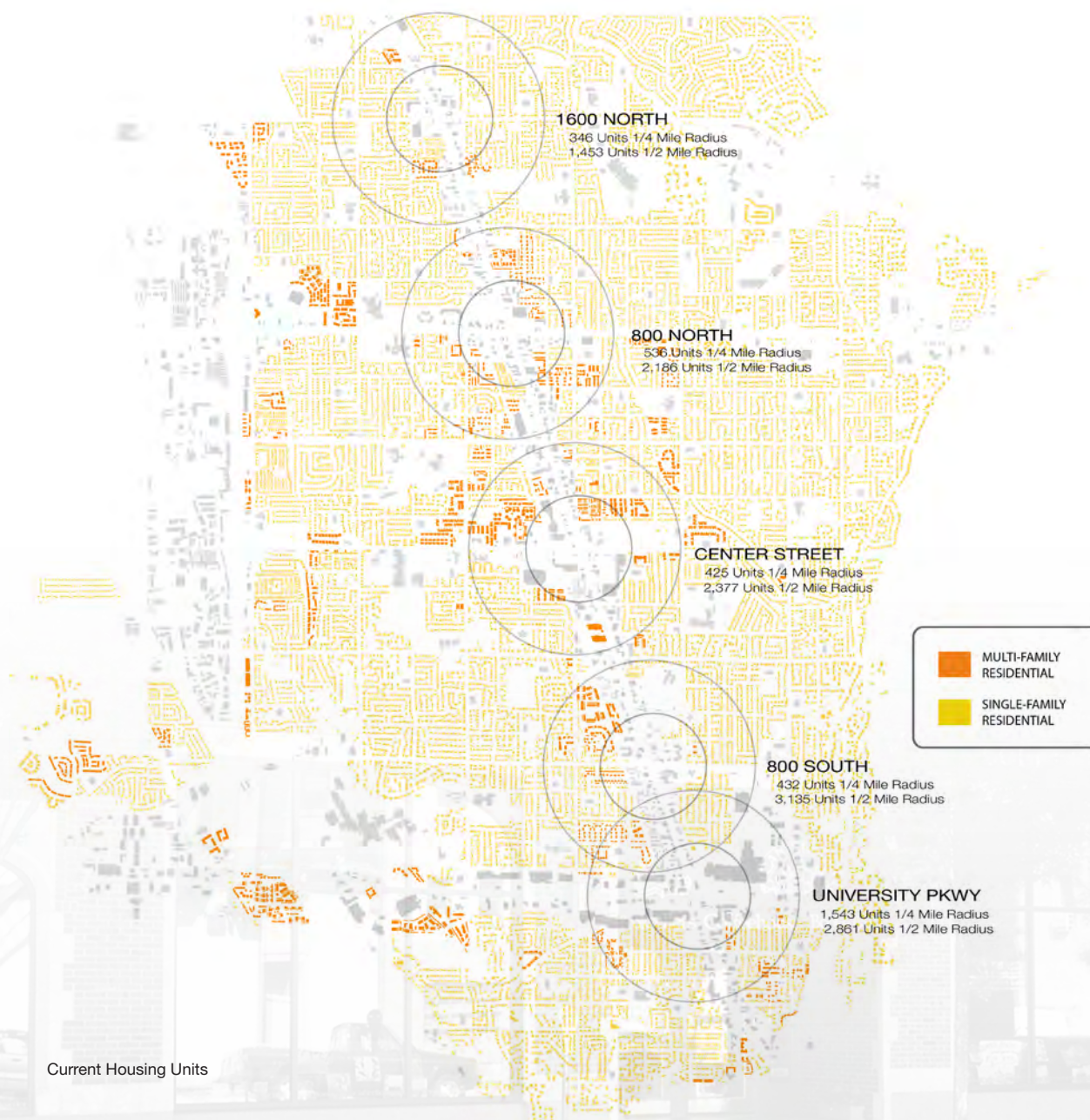
Figure 5c: High-Density Mixed-Use Multi-Family

LAND-USE

Current Housing Units

Location	Housing Units in 1/4 Mile Radius	Housing Units in 1/2 Mile Radius
1600 North (North Village)	346	1,453
800 North (Canyon Crossing)	536	2,186
Center Street (City Center)	425	2,377
800 South (Arts District)	432	3,135
University Parkway (The Hub)	1,543	2,861
Total	3,282	12,030

Table1: Current Housing Units

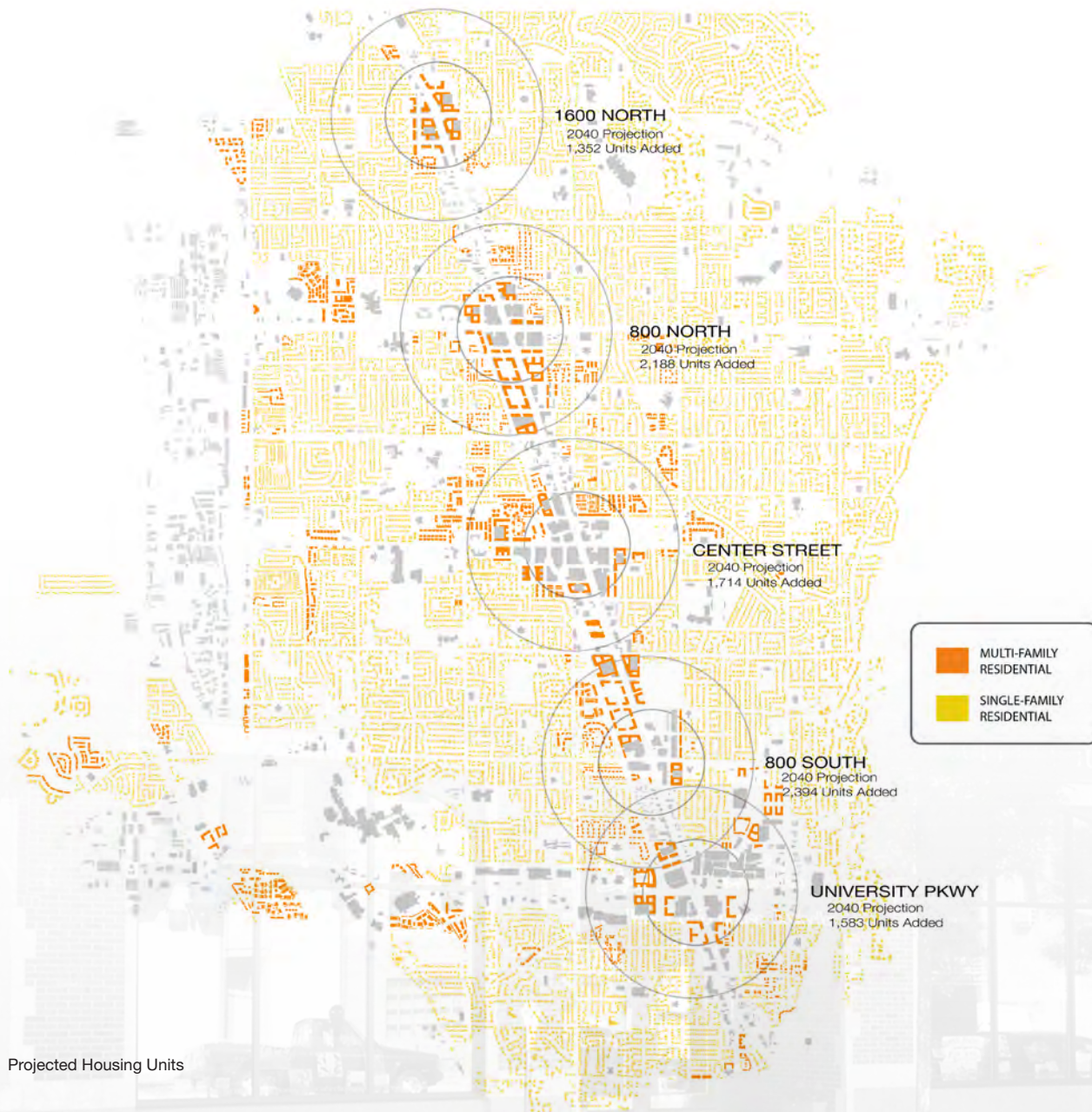


Current Housing Units

Projected Housing Units

Location	2040 Units Added	2040 Total Units (Current + Projected - Displaced Units)
1600 North (North Village)	1,352	2,727
800 North (Canyon Crossing)	2,368	4,554
Center Street (City Center)	1,714	4,091
800 South (Arts District)	2,394	5,258
University Parkway (The Hub)	1,583	4,444
Total	9,411	21,074

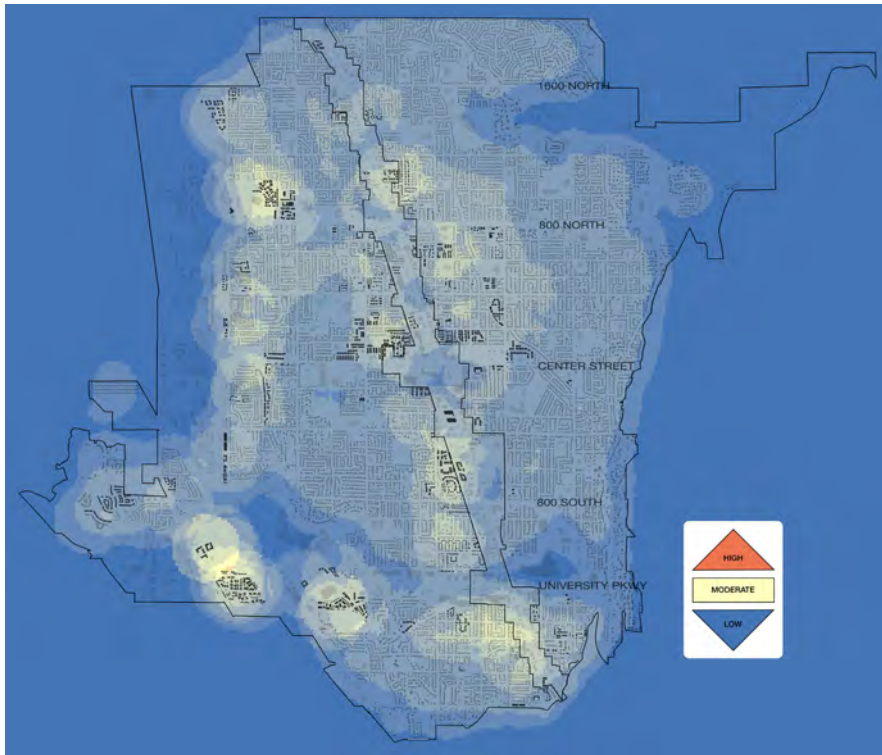
Table 2: Projected Housing Units



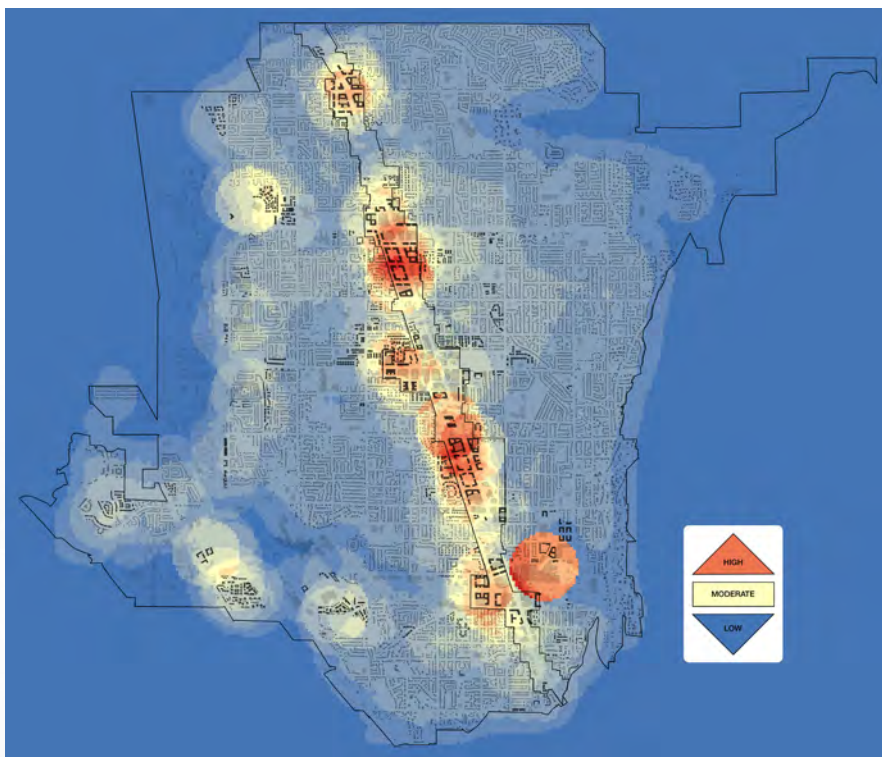
LAND-USE

Housing Unit Growth & Distribution

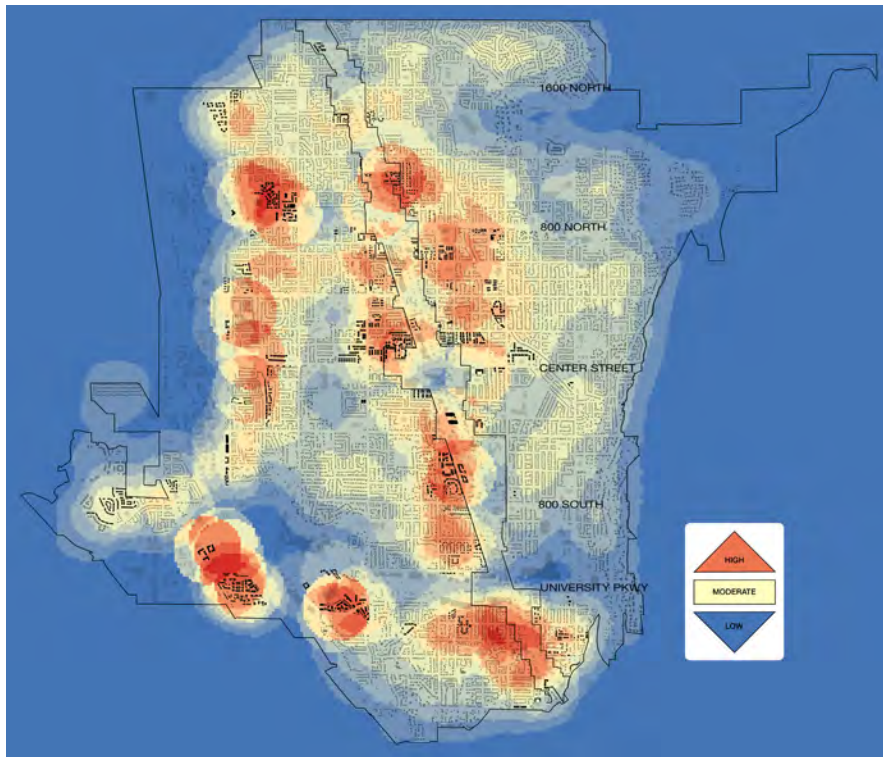
The maps to the left show the current population density and distribution vs the projected (2040) population density. They show how focusing future housing units in the State Street Corridor can allow the majority of Orem to remain in its current, low-density condition, while still accommodating a large percentage of projected growth. These maps are based on projected housing units (table 2) in the corridor, and do not take into account potential growth in other areas of the city.



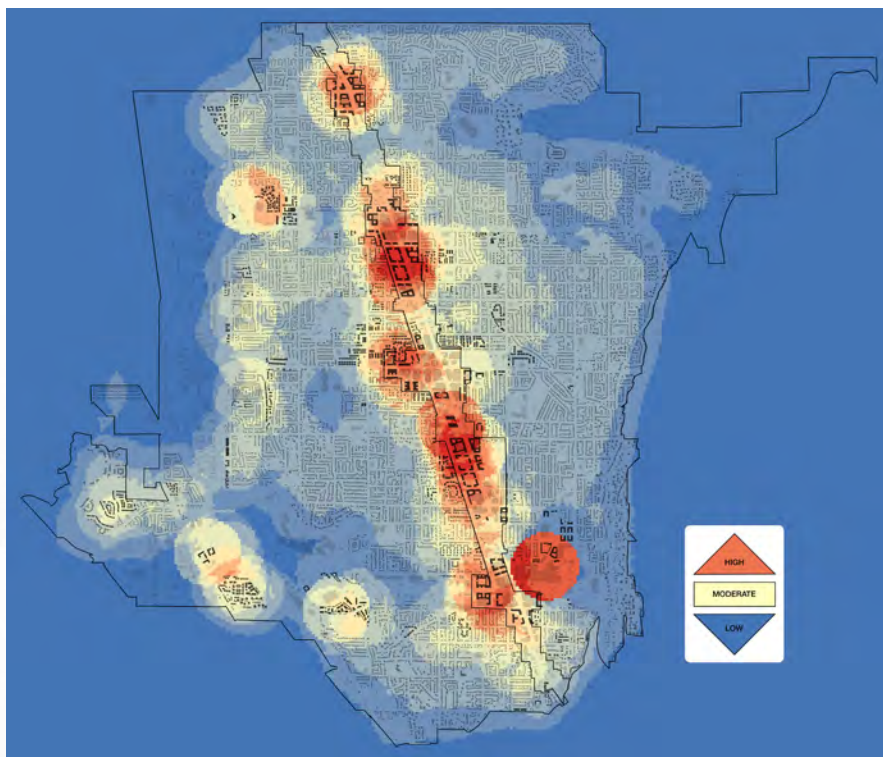
2015 Housing Unit Growth & Distribution



2040 Housing Unit Growth & Distribution



2015 Housing Unit Density & Distribution



2040 Housing Unit Density & Distribution

Housing Unit Density & Distribution

The maps to the left show the current population density and distribution vs the projected (2040) population density. They show that currently, the most dense areas in Orem are generally on the edges of the State Street Corridor, and along the freeway. The 2040 map shows future housing density shifting to State Street. These maps are based on projected housing units (table 2) in the corridor, and do not take into account potential growth in other areas of the city.

LAND-USE

State Street Corridor Existing Conditions

Existing Uses

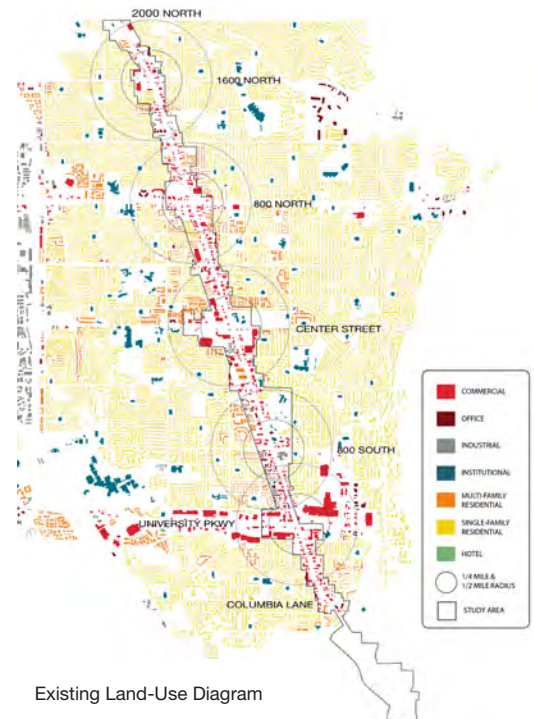
Residential.....	13%
Office.....	7%
Commercial/Retail	68%
Civic	3%
Vacant	9%

Streets & Parcels

Total Parcels.....	677 acres (80%)
Total Streets	167 Acres (20%)

Existing Parcel Breakdown

Building Footprint	142 acres (25%)
Parking/Driveways/Buffer Zones	402 Acres (70%)
Other.....	31 acres (5%)



Existing Land-Use Diagram

The current makeup of the corridor study area is underutilized, with 70% of land area dedicated to parking lots, driveways, buffer zones and residual open space.

Orem State Street Corridor

Existing Uses (2015)

Growth Node	Single Family Residential GSF (Gross Square Footage)	%	Multi Family Residential GSF	%	Office GSF	%	Retail/ Commercial GSF	%	Industrial GSF	%	Subtotal	%
1600 North	37,472	9%		0%	-	0%	312,223	79%	44,941	11%	394,636	9%
800 North	118,700	13%	98,493	10%		0%	721,357	77%		0%	938,550	22%
Center Street		0%	52,453	5%	42,099	4%	900,609	83%	95,709	9%	1,090,870	25%
800 South	71,118	10%	76,053	11%	133,923	19%	336,848	47%	104,409	14%	722,351	17%
University Parkway*	20,089	2%		0%	208,270	18%	903,682	80%		0%	1,132,041	26%
Total for Node Areas	247,379	6%	226,999	5%	384,292	9%	3,174,719	74%	245,059	6%	4,278,448	100%

*Does not include University Place

Economic Summary

The State Street Corridor contains 43% of the City's sales-tax producing businesses, but captures only 32% of the City's taxable sales. This indicates the businesses along State Street are not as vibrant as businesses in other parts of the City and confirms that steps need to be taken to improve the economic health of this corridor.

Due to Orem's strong retail capture rates in nearly every major market category, future emphasis should be placed on business retention and revitalizing infrastructure. The taxable value of commercial and office buildings will have a large impact on the stability of the City's tax income.

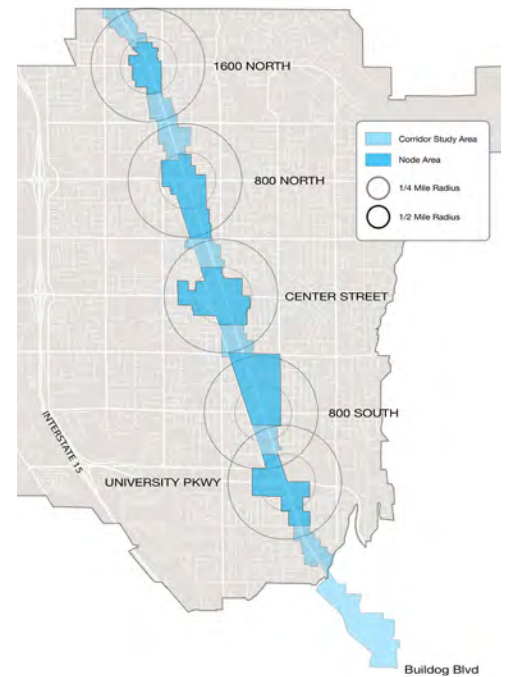
State Street Corridor Projections

Study Area Statistics

1600 North	62.1 acres
800 North	121.3 acres
Center Street	134.4 acres
800 South	142.8 acres
University Parkway	105.3 acres
Total Nodes	565.9 acres (67%)
Other	278.3 acres (33%)
Total Corridor	844.2 acres (100%)

Proposed Streets & Parcels

Total Parcels	599 acres (71%)
Total Streets	245 acres (29%)



Corridor Study Area Boundary and Node Area Boundaries

Orem State Street Corridor

Land Use and Density Projections (2040)

Growth Node	Residential GSF	%	Office GSF	%	Retail/Commercial GSF	%	Subtotal	%
1600 North & State Street	1,352,000	87%	30,000	2%	175,000	11%	1,557,000	11%
800 North & State Street	2,368,000	65%	762,000	21%	536,000	15%	3,666,000	25%
Center Street & State Street	1,720,000	45%	1,511,500	40%	573,500	15%	3,805,000	26%
800 South & State Street	2,393,500	82%	280,000	10%	243,500	8%	2,917,000	20%
University Parkway & State Street*	1,583,000	57%	675,000	24%	525,000	19%	2,783,000	19%
Total For Node Areas	9,416,500	64%	3,258,500	22%	2,053,000	14%	14,728,000	100%
Total For Entire Corridor	9,737,056	59%	3,492,160	21%	3,315,569	20%	16,544,785	100%

*Does not include University Place

Tax Generation Comparison

NODE	Existing Taxable Value	Future Taxable Value	Percent Increase	Existing Taxable Sales	Future Taxable Sales	Percent Increase
1600 North	\$29,856,277	\$82,037,637	174.78%	\$16,437,237	\$43,750,000	166.16%
800 North	\$72,574,066	\$234,394,696	222.97%	\$73,036,381	\$134,000,000	83.47%
Center Street	\$68,213,268	\$275,728,542	304.22%	\$80,082,488	\$143,375,000	79.03%
800 South	\$73,140,070	\$157,326,978	115.10%	\$30,696,014	\$60,875,000	98.32%
University Parkway	\$82,159,856	\$197,239,248	140.13%	\$180,678,741	\$183,750,000	1.7%
Total	\$325,943,537	\$946,781,101	190.47%	\$380,930,861	\$565,750,000	48.52%
Orem City Annual Tax Revenue	\$4,013,669	\$11,658,662	190.47%	\$1,904,654	\$2,828,750	48.52%

WHAT ARE THE IMPACTS?

- Addition of up to 9,400 residential units
- At an average of two residents per unit will add up to 18,800 residents to the population.
- If projected growth in Orem is 25,000 by 2040, the State Street corridor could absorb more than 75% of this growth.
- Addition of up to 4,300 jobs in new office development.
- 48% increase in taxable sales, despite 35% reduction in overall retail square footage, through a shift to more compact and walkable boutique retail users within growth nodes. Maintain existing retail land use pattern between growth nodes.
- 140% increase in tax revenue



Urban Transect

Following the “urban transect” model as defined in the SmartCode (Duany Plater-Zyberk & Company, 2003), the State Street Corridor will have zones that step up in intensity from the existing suburban/low-rise zones, to the mid-rise and high-rise zones near the intersections at each growth node.

This approach helps shield existing neighborhoods from the impacts from higher-density development along the corridor.



Urban Transect. Image: Duany Plater-Zyberk & Company



State Street Corridor Building Height Transect

LAND-USE

1600 North Node [North Village]

Currently, this area does not have a significant economic impact on the rest of the city, as it contains about 3% of the City's businesses, but only 1% of retail sales. It is also the least populated (housing units within 1/2 mile) of any of the identified nodes. However, this district has the most educated residents, and the highest household income of all the districts.

While it is currently not an area of significant economic potential, increasing the number of housing units to the area will create demand for more business, and a synergy between housing and economic development will bolster the district.

Therefore, the North Village is conceived as a mixed-use district, primarily composed of residential uses, with retail supporting new residents and the surrounding neighborhoods.

Existing Uses (2015)

Total Area	62.1 acres
Residential	37,472 sf (9%)
Office	0 sf (0%)
Comm./Retail	312,223 sf (79%)
Industrial	44,941 sf (11%)
Total	394,636 sf (100%)

Proposed Uses (2040)

Total Area	62.1 acres
Residential	1,352,000 sf (87%)
Office	30,000 sf (2%)
Comm./Retail	175,000 sf (11%)
Total	1,557,000 sf (100%)

Parcels & Streets

Total Parcels	52.01 Acres (84%)
Total Streets	10.09 Acres (16%)

Parcels & Streets

Total Parcels	46.2 Acres (74%)
Total Streets	15.9 Acres (26%)

Tax Generation Comparison

NODE	Existing Taxable Value	Future Taxable Value	Percent Increase	Existing Taxable Sales	Future Taxable Sales	Percent Increase
1600 North	\$29,856,277	\$82,037,637	174.78%	\$16,437,237	\$43,750,000	166.16%
800 North	\$72,574,066	\$234,394,696	222.97%	\$73,036,381	\$134,000,000	83.47%
Center Street	\$68,213,268	\$275,728,542	304.22%	\$80,082,488	\$143,375,000	79.03%
800 South	\$73,140,070	\$157,326,978	115.10%	\$30,696,014	\$60,875,000	98.32%
University Parkway	\$82,159,856	\$197,239,248	140.13%	\$180,678,741	\$183,750,000	1.7%
Total	\$325,943,537	\$946,781,101	190.47%	\$380,930,861	\$565,750,000	48.52%
Orem City Annual Tax Revenue	\$4,013,669	\$11,658,662	190.47%	\$1,904,654	\$2,828,750	48.52%



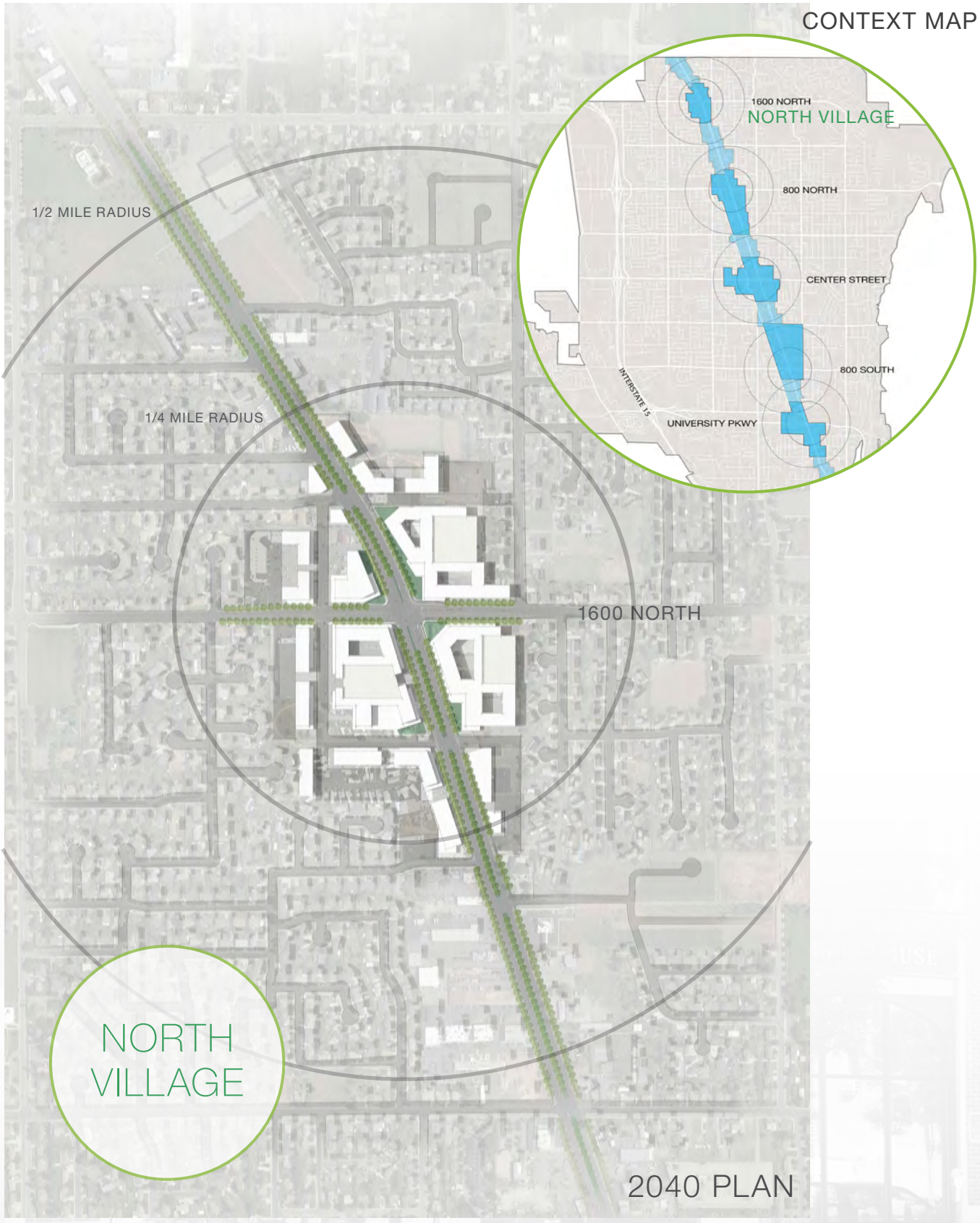
5 Year Build Out



10 Year Build Out



25 Year Build Out



North Village Node - 2040 Plan

LAND-USE

800 North Node [Canyon Crossing]

The 800 North node is a highly visible area, bisected by two major thoroughfares, as 800 North is the major corridor linking I-15 to Provo Canyon. Despite high visibility, the area has struggled economically, and has historically struggled to retain retail tenants.

This district is prime to become a mixed-use neighborhood, with the synergies of each land-use type bolstering each other. It has the ability to absorb a high number of residential units with supporting retail, along with adding office uses on the main intersection. Office uses, in particular, would be significantly bolstered in this node by adding mass transit to the corridor. Further, the addition of office would support current businesses in the area, as well as create more demand for more retail, restaurant, and supporting businesses.

The village can become a thriving district and gateway to Provo Canyon and the Wasatch Back.

Existing Uses (2015)

Total Area	121.3 acres
Residential	217,193 sf (23%)
Office	0 sf (0%)
Comm./Retail	721,357 sf (77%)
Industrial	0 sf (0%)
Total	938,550 sf (100%)

Proposed Uses (2040)

Total Area	121.3 acres
Residential	2,368,000 sf (65%)
Office	762,000 sf (21%)
Comm./Retail	536,000 sf (15%)
Total	3,666,000 sf (100%)

Parcels & Streets

Total Parcels	96.17 Acres (79%)
Total Streets	25.13 Acres (21%)

Parcels & Streets

Total Parcels	81.07 Acres (74%)
Total Streets	40.23 Acres (26%)

Tax Generation Comparison

NODE	Existing Taxable Value	Future Taxable Value	Percent Increase	Existing Taxable Sales	Future Taxable Sales	Percent Increase
1600 North	\$29,856,277	\$82,037,637	174.78%	\$16,437,237	\$43,750,000	166.16%
800 North	\$72,574,066	\$234,394,696	222.97%	\$73,036,381	\$134,000,000	83.47%
Center Street	\$68,213,268	\$275,728,542	304.22%	\$80,082,488	\$143,375,000	79.03%
800 South	\$73,140,070	\$157,326,978	115.10%	\$30,696,014	\$60,875,000	98.32%
University Parkway	\$82,159,856	\$197,239,248	140.13%	\$180,678,741	\$183,750,000	1.7%
Total	\$325,943,537	\$946,781,101	190.47%	\$380,930,861	\$565,750,000	48.52%
Orem City Annual Tax Revenue	\$4,013,669	\$11,658,662	190.47%	\$1,904,654	\$2,828,750	48.52%



5 Year Build Out



10 Year Build Out



25 Year Build Out



Canyon Crossing Node - 2040 Plan

LAND-USE

Center Street Node [City Center]

This district is home to City Hall, the Municipal Court, the Orem Public Library, and other government facilities and the City Center Park. It also has the most sought after office space along State Street, and has developed a number of restaurants and retail that supports this office. This area also has a number of under utilized parcels that are prime for redevelopment.

The district should build on these assets to solidify this area as the City Center and the largest employment hub in the city. A mix of residential uses around the edges gives the district an optimal mix of uses, and provides a good job/housing balance, with retail to support the district and the larger city.

Due to the limited availability of land in this node, height and density will be key to successful redevelopment. The City could also play a role in stimulating development by helping to assemble properties, creating new streets, and incentivizing office and hotel uses.

Existing Uses (2015)

Total Area	134.4 acres
Residential	52,453 sf (5%)
Office	42,099 sf (4%)
Comm./Retail	900,609 sf (83%)
Industrial	95,709 sf (9%)
Total	1,090,870 sf (100%)

Proposed Uses (2040)

Total Area	134.4 acres
Residential	1,720,000 sf (45%)
Office	1,511,500 sf (40%)
Comm./Retail	573,000 sf (15%)
Total	3,805,000 sf (100%)

Parcels & Streets

Total Parcels	113.05 Acres (84%)
Total Streets	21.35 Acres (16%)

Parcels & Streets

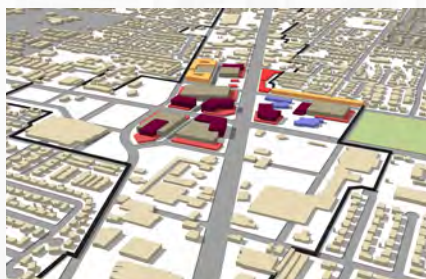
Total Parcels	94.15 Acres (70%)
Total Streets	40.25 Acres (30%)

Tax Generation Comparison

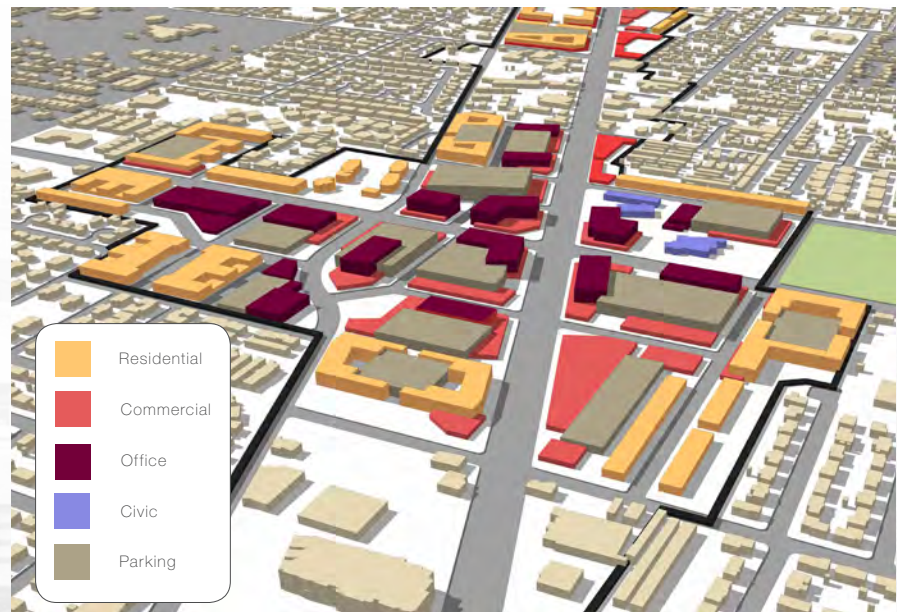
NODE	Existing Taxable Value	Future Taxable Value	Percent Increase	Existing Taxable Sales	Future Taxable Sales	Percent Increase
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5 Year Build Out



10 Year Build Out



25 Year Build Out



City Center Node - 2040 Plan

LAND-USE

800 South Node [Arts District]

The heart of this district is the SCERA Theater, Park and Pool, which is the hub of arts, entertainment, and recreation for all of Orem. This area also currently has the fewest tax-producing businesses of all the identified nodes.

This supports creating an Arts District and urban neighborhood, building upon the arts, entertainment, and open space assets in the area. This district should continue to bolster the area by concentrating more arts and entertainment uses, including theaters, art galleries, and recreation amenities, among others. Other important supporting uses in this district are restaurants, retail, and office. The large, central park perfectly supports a cluster of multi-family housing.

For this area to redevelop in the desired manner, City assistance with parcel assembly may be necessary.

Existing Uses (2015)

Total Area	142.8 acres
Residential	147,171 sf (21%)
Office	133,923 sf (15%)
Comm./Retail	104,409 sf (49%)
Industrial	95,709 sf (0%)
Total	722,351 sf (100%)

Proposed Uses (2040)

Total Area	142.8 acres
Residential	2,393,500 sf (82%)
Office	280,000 sf (10%)
Comm./Retail	243,000 sf (8%)
Total	2,917,000 sf (100%)

Parcels & Streets

Total Parcels	120.47 Acres (84%)
Total Streets	22.33 Acres (16%)

Parcels & Streets

Total Parcels	106.56 Acres (75%)
Total Streets	37.34 Acres (25%)

Tax Generation Comparison

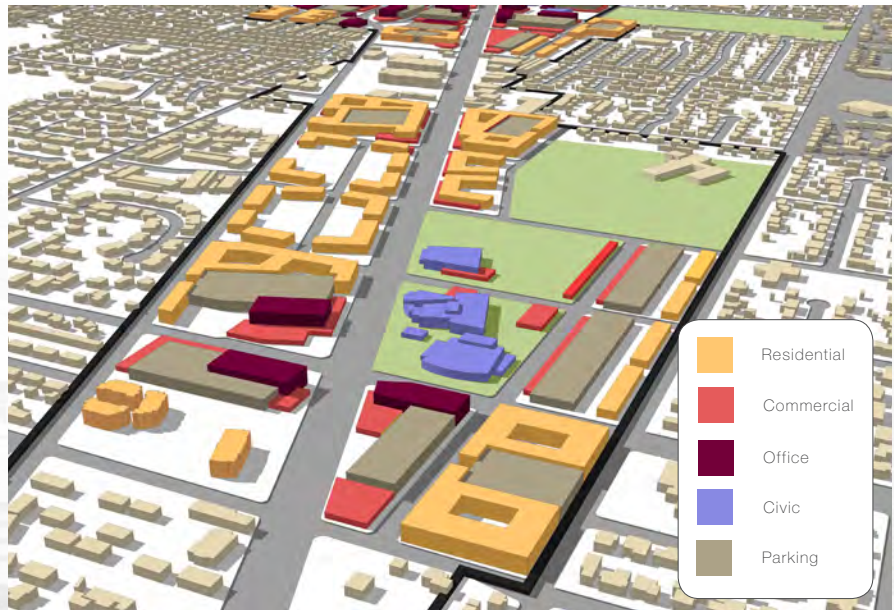
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5 Year Build Out



10 Year Build Out



25 Year Build Out



Arts District Node - 2040 Plan

LAND-USE

University Parkway Node [The Hub]

This district is centered on a highly visible, and very busy intersection at University Parkway. The enormous amount of people traveling through this intersection has helped it become the most economically successful district along State Street

This district is most likely to increase in building heights in order to house the jobs and services needed to accommodate the local population. It should also take advantage of the ongoing University Place redevelopment and capitalize on market synergies and interest that will naturally occur. The city can assist in redevelopment efforts by assembling parcels, particularly to encourage larger-scale development South of University Parkway.

This district is also prime to become a transportation hub, with the potential to have a station for the Provo-Orem Bus Rapid Transit line, State Street Light Rail Line, and a State Street/Orem Boulevard Circulator.

Existing Uses (2015)

Total Area	105.3 acres
Residential	20,089 sf (2%)
Office	208,270 sf (18%)
Comm./Retail	903,682 sf (80%)
Industrial	0 sf (0%)
Total	1,132,041 sf (100%)

Proposed Uses (2040)

Total Area	105.3 acres
Residential	1,583,000 sf (57%)
Office	675,000 sf (24%)
Comm./Retail	525,000 sf (19%)
Total	2,783,000 sf (100%)

Parcels & Streets

Total Parcels	83.38 Acres (79%)
Total Streets	21.92 Acres (21%)

Parcels & Streets

Total Parcels	77.56 Acres (74%)
Total Streets	27.74 Acres (26%)

Tax Generation Comparison

NODE	Existing Taxable Value	Future Taxable Value	Percent Increase	Existing Taxable Sales	Future Taxable Sales	Percent Increase
1600 North	\$29,856,277	\$82,037,637	174.78%	\$16,437,237	\$43,750,000	166.16%
800 North	\$72,574,066	\$234,394,696	222.97%	\$73,036,381	\$134,000,000	83.47%
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Note: This study doesn't include the University Mall or the new University Place.



5 Year Build Out



10 Year Build Out



25 Year Build Out



University Parkway Node - 2040 Plan

LAND-USE

Creating a Downtown in Orem

The 5.3 miles of State Street in Orem has jokingly been called the “longest downtown” in America. While it is the commercial center of Orem, its physical makeup is very different from a typical downtown filled with small, walkable blocks that most cities were founded on. Instead, State Street is currently a spread-out mix of auto-dependant uses, that combined, have most of the elements of a downtown. Just not the intensity of uses to create a true downtown.

However, many great assets exist along the corridor, and have the potential to be the foundation for developing a downtown. Building off of the framework of creating five nodes throughout the corridor, a downtown could be created around the City Center, Arts District, and The Hub (see figure 6), which contain important land-uses and amenities that are essential components of a downtown. City Center is home to the city government offices and library, has a strong retail base, and is prime to become Orem’s employment center and economic center. The Arts District contains the SCERA Theater, and the SCERA park and pool, which are the heart of the district, and center of the Downtown. With the great amount of park space and cultural amenities, this district can provide the arts, entertainment, and cultural experience that a true downtown should include. These uses support residential uses, and this district should therefore accomodate a high-density, urban village to support and utilize these resources. Finally, The Hub area contains one of the regions greatest shopping districts, and is a developing mixed-use district. This area will also likely be a future transit hub. These uses build upon and synergize the current assets along State Street, creating a “place” and a realistic center for Orem.

An important aspect of creating a downtown is to brand it, visually define it, and distinguish it from the rest of the corridor and city. This may be done through special and/or iconic landscaping, signage and wayfinding, building form, building setbacks, and other streetscape improvements.

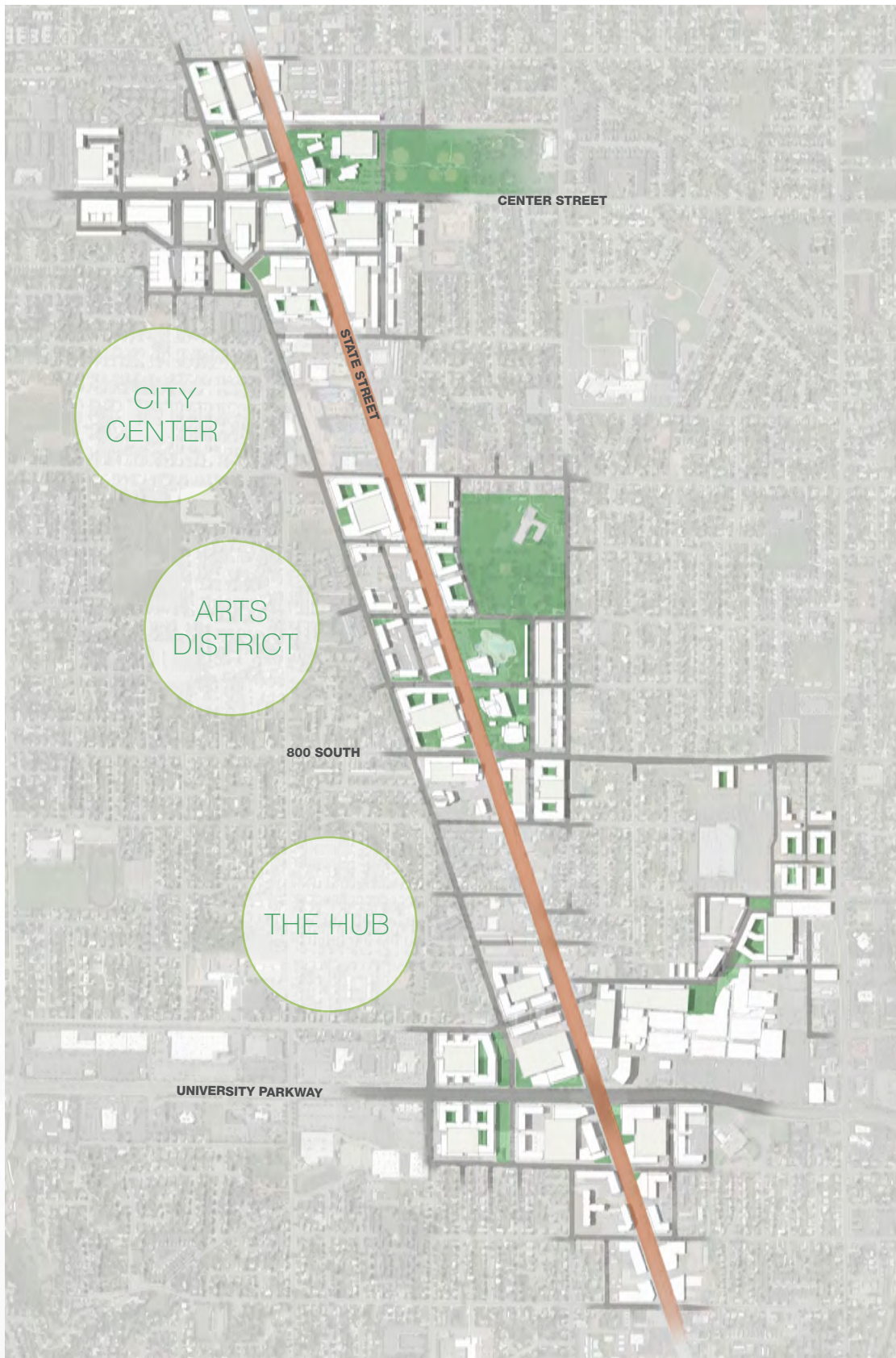


Figure 6: Downtown Orem





Introduction

Urban design considers the comprehensive makeup of a place, with a focus on improving the human experience through things like walkability, safety, and livability. These concepts are demonstrated through qualities like block length, street width, pedestrian amenities, open space, setbacks, building scale, sense of enclosure, and sense of comfort. It is also physically manifested through street trees, landscaping, lighting, signage, parks and plazas, crosswalks, storefronts, and other physical elements of a city.

Urban design draws together the various elements of the built environment, such as planning, mobility and transportation, engineering, architecture, and economics. To achieve good urban design on State Street, it's essential that the goals and policies from mobility and land-use sections align to create a place where these elements work together.



URBAN DESIGN

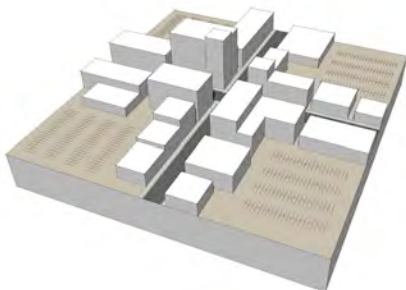
Overview of Urban Design Principles for Successful Urban Districts

Traditionally, development along arterials is wholly concerned with catering to automobiles. This significantly effects the built form, generally producing low-profile buildings with large asphalt parking lots between the street and the building front. The result is the lack of a streetwall and street enclosure, two key components of a walkable area. Pedestrian amenities are then excluded. Signage is designed to be read by cars passing by at 40 mph, and follows a bigger-is-better mentality. A street built with these characteristics often result in a street that becomes an unfriendly and unsafe place.

However, there are several fundamental principles of good urban design that if followed, should result in a successful, resilient, long-lasting urban place. Many of these principles are demonstrated in the land-use and mobility sections, and this overview shows how they must work together to create the desired place. Further, great effort should be taken to achieve each of these principles, as leaving out even one or two, could seriously hamper the ability to create a great urban place.

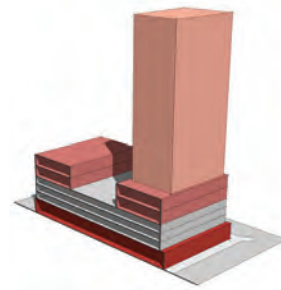
1 COMPACT DEVELOPMENT

To achieve the density and intensity of land uses needed to support future transit and create sustainable and active urban neighborhoods, urban districts should be compact and designed to intensify over time.



2 MIXED-USE DEVELOPMENT

Urban Districts should offer a mix of diverse and complementary high-activity uses rather than segregating uses. Mixed land uses can be organized horizontally or vertically, but the goal of active streetscapes require active uses, such as retail to be located at ground level along primary pedestrian frontages.



3 STREETS & BLOCKS

A grid-based street network is the fundamental building block of an urban district and allows for a diversity of different street types and flexible lot patterns. Blocks should be designed at the human scale with lengths that accommodate pedestrian travel.



4 STREETS & INTERSECTIONS

Streets in urban districts are multi-functional spaces, designed for the safe, convenient, and efficient mobility of all users, pedestrians, bicyclists, motorists, and transit riders. A hierarchy of street and intersection types should allow for consistent travel speeds and minimize conflicts between travel modes.



5 PEDESTRIAN FRIENDLINESS

To make an interconnected network of streets and sidewalks work in an urban district, careful consideration of the interface is needed between the automobile and the pedestrian.



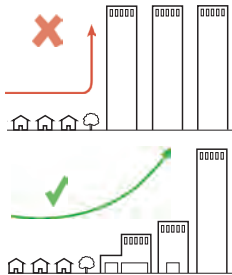
6 BUILDING ORIENTATION & FRONTAGES

Buildings in urban districts should address the street and the pedestrian, with active uses located along the sidewalk and not behind parking lots or blank walls.



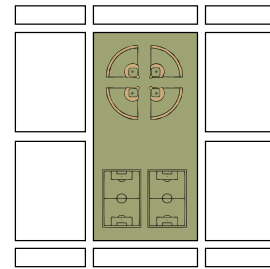
7 SCALE & DENSITY

The densities needed in an urban district to support transit use and an active and diverse street life can be accommodated through a variety of building types and scales. Mid-rise buildings in particular are well suited and often built to similar floor area ratios as towers.



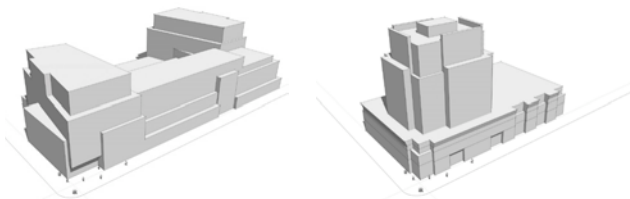
8 OPEN SPACES & CIVIC USES

Urban districts are as much about building community as it is about supporting transportation choice and transit use. A diversity of public places, including open spaces and civic uses, encourages social interaction and community participation.



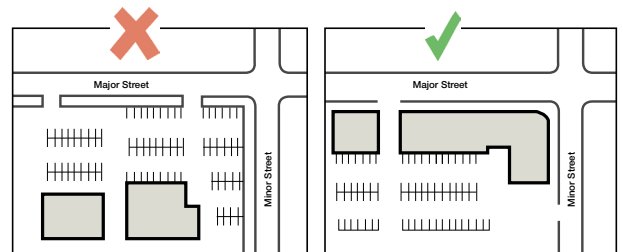
9 ARCHITECTURAL VARIETY

High-quality architectural design, carefully calibrated to reflect and respond to local character, is an important placemaking element of an urban district and an antidote to the repetitive architecture of suburbs. Urban architecture should incorporate visual variation, durable building materials, and design detail.



10 PARKING

Parking should be incorporated into the design of buildings or located behind, or to the side of buildings. They should be prevented from dominating the streetscape or becoming a buffer between pedestrians and the streetfront.



URBAN DESIGN

Streetwall, Setbacks & Parking Lot Locations

The design of State Street, and the form of the buildings that line the street, are perhaps the biggest barrier to creating a comfortable, walkable environment in the corridor. The street right-of-way is 132' wide, and contains six fast-moving travel lanes, which are loud and unfriendly. Also, the distance between buildings fronting State Street is very wide, typically between 175' and 300'. The result is that there is no enclosure on the street, exacerbating the problem. However, there are strategies that can be used to minimize impacts from the high capacity road that can make the experience more friendly.

Generally, successful urban areas do not have setbacks, and buildings should be built to the back of the sidewalk (property line). This requires parking areas to be located behind buildings, or to the side, as shown in figure 7b. Also, to mitigate the negative impacts of State Street, a setback should be utilized to create more space between the buildings and street (on State Street only). To be effective, the setback space should be filled with landscape, trees, and other pedestrian amenities.

One way to increase the space between the street and building is to use the setback to increase landscape space in the parking strip (the area between the street and the sidewalk) and move the sidewalk into the setback area, as shown in figure 7c. This approach provides a nice buffer for both pedestrians and the building.

Another approach is to use a standard setback, with the landscape buffer between the sidewalk and the building as shown in the bottom right photo, as shown in figure 7d. This approach is not as comfortable for pedestrians, but gives the buildings a nice buffer from the busy street.

No matter what setback approach is taken, buildings within the identified nodes along State Street should create a consistent streetwall, with parking located behind the building (ideally) or to the side.

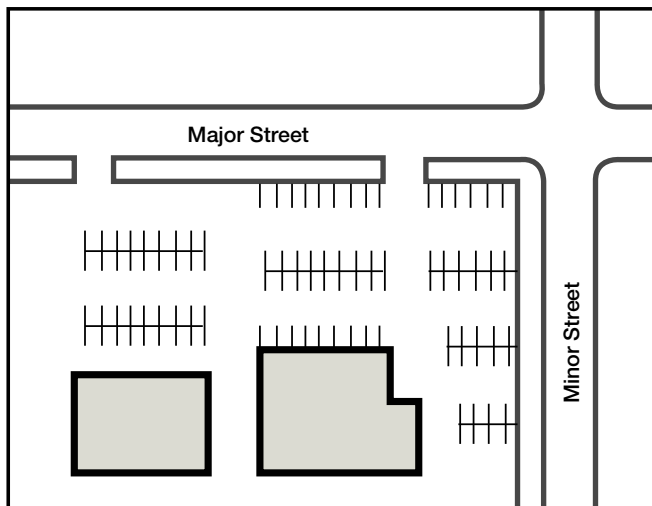


Figure 7a: Parking Lot Layout Typical of Current Conditions on State Street

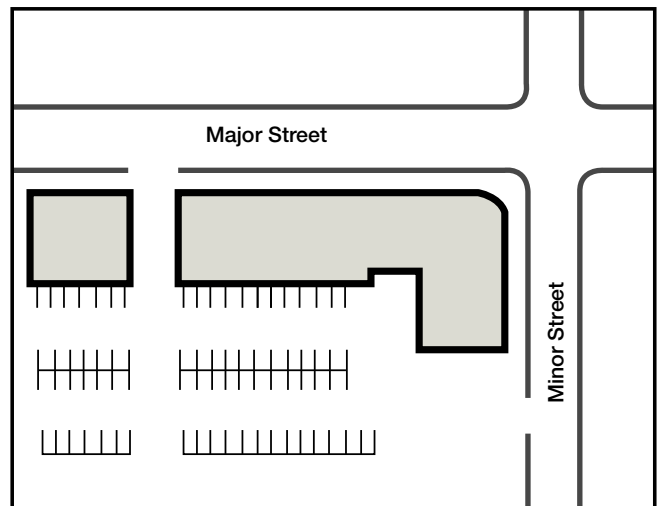


Figure 7b: Preferred Parking Lot Layout to Create Street Wall Along State Street



Figure 7c: Enhanced Streetscape Uses Setback to Increase Landscape Area to Buffer Negative Impacts from Traffic



Figure 7d: Street Features Landscape Setback with Consistent Streetwall

URBAN DESIGN

Open Space Opportunities

Public open space is a key amenity for any city, but is an essential component of a livable, high-quality urban district, and is particularly important in an area of high-density housing intended for families. State Street currently has two significant parks along State Street with City Center Park, SCERA Park, and the new University Place Park, which anchor their respective districts.

New open space should be created to serve the needs of the incoming residents, existing residents, and visitors. This should come in a variety of types and sizes, and should provide a variety of amenities. The open space types should coordinate with the neighboring land uses. For example, a park with play spaces and recreation opportunities should be located near residential areas. A area primarily composed of office, on the other hand, would likely be more suitable for a plaza.

There are also different methods of developing open space, specifically in relation to how they are funded and owned. The major open spaces in the corridor should be publicly owned, but the city should also encourage developers to create open space areas that are publicly accessible, but privately owned. The city should also encourage residential developers to create private, restricted access open space systems within their development, to increase the livability of the corridor, and provide a safe environment for children to play.

Open Space Typologies



Park



Greenway



Green



Pocket Park



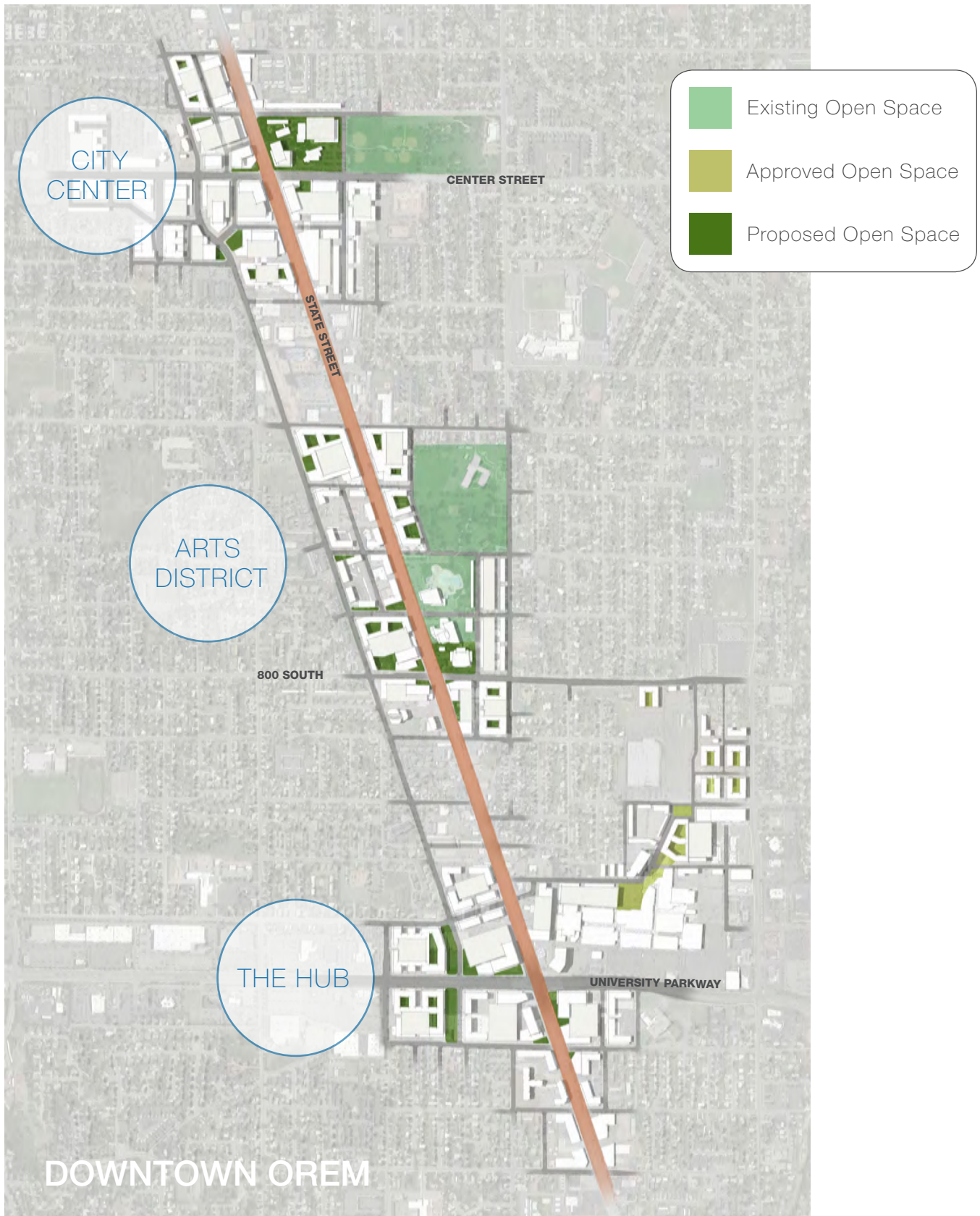
Square



Plaza

Images from Template Form-Based Code for Centers & Corridors in the Wasatch Front.

Images from Wasatch Front Regional Council Form Based Code



Downtown Orem

URBAN DESIGN

Streetscape Elements

The following items are some of the main elements that should be included in an urban district. Streets account for the vast majority of public realm space in cities, and therefore, should include public amenities where appropriate. These streetscape elements add greatly to the district's walkability, and the streets ability to function as a public gathering space. Figures 8b and 8c show streetscape elements with a traditional style, and figures 8d and 8e show them with a contemporary style.

- Benches
- Trash Receptacles
- Lighting
- Bollards
- Tables & Chairs
- Planters
- Bus Stops
- Bike Racks
- Signage
- Public Art



Figure 8a: Streetscape Without improvements or Furnishings

Figure 8a shows a streetscape without any improvements or furnishings. The image below shows the same streetscape with trees, benches, planters, pedestrian lighting, garbage receptacles, etc. The stark difference between the two shows the importance of these streetscape elements in creating an aesthetically pleasing and walkable environment.



Figure 8b: Rendering Showing Street with Traditional Furnishings



Figure 8c: Traditional Style Streetscape Elements



Figure 8d: Contemporary Style Streetscape Elements



Figure 8e: Rendering Showing Street with Contemporary Furnishings

URBAN DESIGN

Signage

As a commercial corridor, signage is one of the most impactful visual aspects of State Street. Signs along these types of corridors are designed for people driving by at 40 mph, and businesses are in constant competition with one another to create a bigger, “louder” sign. This race has led to an intense visual clutter along State Street, and creates a chaotic look of generic commercialization.

Signage issues were consistently found to be a major issue with residents, as communicated through public outreach efforts. A MindMixer poll showed that residents overwhelmingly prefer pedestrian scaled signs that are integrated into the buildings shown in Group 1 (top right). The next clear preference was for custom pylon signs, as shown in Group 2 (middle right). The lowest preference, by far, was for the pole sign types that make up the majority of signs on State Street.

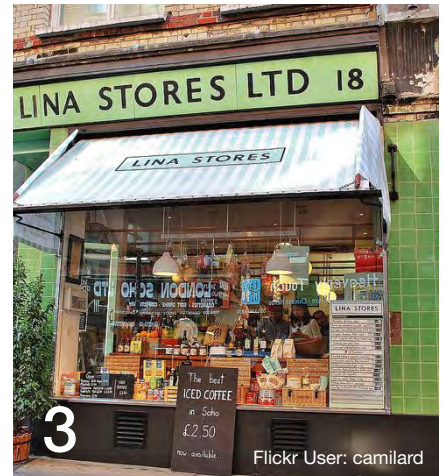
The Mindmixer Results showed the highest preference as 1. Wall Sign (82 Votes), 2. Projecting Sign (69 Votes), 3. Awning Sign (57 Votes), 4 & 5. Pylon Sign (53 Votes), 6. Monument Sign (49 Votes), 7. Pole Sign (26 Votes), 8. Electronic Sign (14 Votes), 9. Pole Sign (12 Votes).



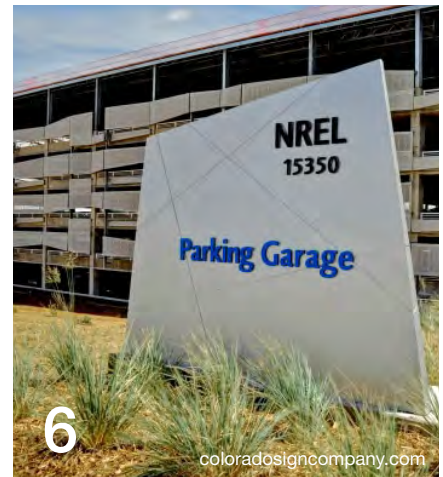
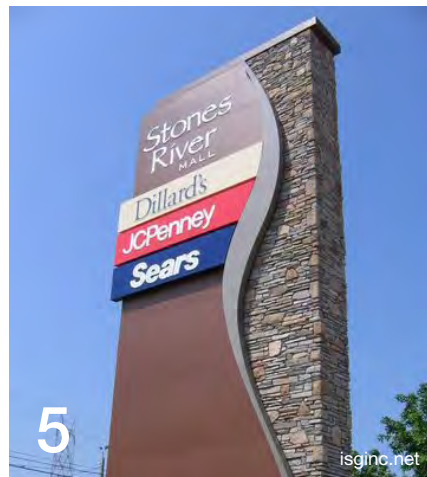
These images represent typical sign types currently on State Street.



Signs on these buildings represent resident's preference to integrate sign types into buildings.



Group 1: Wall signs, projecting signs, awning signs, and other signs integrated into the buildings design are preferred.



Group 2: Custom designed pylon signs and monument signs are preferred over pole signs.



Group 3: Pole signs and animated electronic signs are not preferred.

URBAN DESIGN

Landscape Character

Public outreach feedback made clear that beautifying State Street is a top priority for Orem residents. One of the consistent methods suggested for achieving this was through landscaping and street trees. A survey revealed that residents are unified in their preference for a landscape character and planting strategy that is water-wise, but not a zeroscape (meaning it should have significant plant cover, and not just gravel/hardscape).

Turf grass should be used sparingly and strategically, if necessary, and plants should be water-wise and environmentally appropriate for the Wasatch Front. However, the landscape should still be heavily planted, and designed in conjunction with other materials, such as bark mulch, gravel mulch, stones, pavers, decomposed granite, and other landscape materials. The precedent images below show examples of how this can be applied in a variety of ways. The image on the right shows a rendering of how this might apply to State Street.



These images represent the desired landscape character of the boulevard



Rendering of boulevard showing desired landscape character

URBAN DESIGN

Sustainable Urban Design

Sustainable urban design is being proactive and thoughtful about addressing current and future issues so that as problems arise, the city is prepared for those challenges, and is also more able to adapt to unpredictable challenges. Sustainability is often thought of in terms of the triple bottom line, where a truly sustainable place must account for social, environmental, and economic factors.

One of the biggest issues threatening the sustainability of our communities is the rising costs of energy, and the volatile nature of the energy industry. Another major issue effecting the sustainability of communities is the economic efficiency of the built environment and rising infrastructure and maintenance costs. With regards to social sustainability, cities often lack in a diversity of housing options, which provides options for residents through all phases of their life.

The vision and objectives outlined in this plan address these issues in comprehensive way, by creating compact, walkable districts that feature a range of housing, employment, and retail options. They are supported by mass transit, which reduces the need for residents to own cars, and greatly reduces their amount of vehicle miles traveled (VMT). Housing in these districts support a mix of incomes, and does so without segregating low-income people from higher-income people. When this mixture of elements comes together in a high-quality manner, a more sustainable place is created.

These types of urban districts also enhance the sustainability of the larger city, by providing more jobs in closer proximity to neighborhoods, resulting in more 5 minute commutes, and less 30 minute (or more) commutes. This leads to less vehicle miles traveled, and also increases the amount of free time residents have for family, fun, service, and other more productive ways of spending time.

Another important aspect is economic sustainability of a city. Studies show that infrastructure costs significantly less for compact urban development, compared to less-dense, auto-oriented suburban areas. Also, quality buildings built in urban areas also last much longer than suburban strip mall counterparts, and pay much more in property taxes (see figure 9).



Traditional “blighted” block’s combined tax base =
\$1,136,500*



Traditional Multi-Tenant Main Street

Shiny and new restaurant’s tax base =
\$803,200*



New Single-Tenant Pad Site

*** The old and blighted traditional commercial block still outperforms the new, auto-oriented development by 41%. - The Cost of Auto Orientation , Strong Towns*, 2012**

Figure 9: Economic comparison of development patterns



COMMUNITY IMAGE & IDENTITY





Introduction

All cities and suburbs are unique. No one wants to live in a place that is “just like everywhere else.” But to really understand the “where we are now” and “where we want to be in the future” for Orem, Utah, there truly are some unique factors to outline right at the start.

In a variety of published surveys, Utah County (and often Orem in particular) rank nationally at the very top of several important indices including: “Most Conservative,” “Most Religious,” and “Most Family Friendly.” The comments from Orem residents captured in the Mind Mixer on this project echo these national findings. The question that asked respondents to identify, “What do you want Orem to be known for?” generated 68 different ideas or comments. A simple tally of the main idea of each comment reveals this dualism. The idea of creating / building on our “Family Friendly” image shows up 38/68 times. While more than 12/68 comments specifically focused on wanting Orem to be “known for” having small, efficient and limited local government that “keeps it’s hands out” of local businesses.



COMMUNITY IMAGE & IDENTITY

The Challenge

How do we present this opportunity to the residents of Orem, Utah as a chance to collectively take back our city's main street – State Street – from unplanned growth, less than effective zoning rules, a hands-off local government, and decisions of self interest – all without overwhelming new regulations or big increases in taxes?

We must embrace our core values and accept the need to define a vision to manage the inevitable growth in our community.

The Situation

City Planners and City Residents are different. They may be facing and trying to solve the same problems, and how they approach these problems matters.

The Vision

The following Vision, Guiding Principles and Project Goals were developed through extensive public outreach and community conversations with key stakeholders.

The Vision – Or – How do we, as residents, keep our promise that Orem, Utah is STILL the best City in America for raising families?

As Orem residents, we recognize the need to improve our main commercial artery – Orem State Street. We will work to support the creation of a dynamic and incremental framework to guide future growth throughout the State Street Corridor that will result in a better environment to raise families. Specifically, it will include: guidelines for how we want our State Street to function, how we want it to become a part of our lives, economic development initiatives, transportation solutions and importantly – enhanced community image and identity. The State Street Corridor will be a model of family- friendly culture while becoming an attractive lifestyle component for residents, businesses and visitors.



COMMUNITY IMAGE & IDENTITY

The Brand Messaging & Communications Plan

The revitalization of the State Street Corridor will not happen organically. The curious mix we have here in Orem of laissez faire capitalism, pioneer frugality and conservative / limited government expectations -- have created the State Street that we have today. Clearly, in order to create a better solution for our families and the families that will call Orem home in the future, we are going to need a different approach.

A solution or vision that comes from city government and is “dictated” to the private property owners of Orem will simply not succeed. So how do we make this happen? We need to help the community understand the situation and come to the conclusion that this is a serious issue and that we deserve better. We also need to help them understand that this is an opportunity that we can fix, and that we collectively should want to fix. We as Orem residents, need to begin to see the State Street situation as OUR opportunity. Our responsibility. Not something to hand off to the city council, or the mayor. This is our job. Sure, the folks we elect and pay to represent us through city government need to do their part, but let’s be honest; if we don’t hold each other responsible to make this happen, it won’t.

The next step in the Brand Development Process is to turn the above findings into concise and creative Brand Messages that can be disseminated through a communications plan. The messaging should incorporate visual and verbal messaging to tell the story of Orem’s piece of Hwy 89 and the Brand.

The message development process itself will help refine the messages as the Brand Committee hones in on what resonates most with them and what they want to be presented to the world. Once a group of messages are developed, presenting them in a controlled manner to various test audiences will provide valuable feedback on both whether the creative and stories are easily understood by the audiences and if they are resonating with the audiences.

That feedback will allow the messaging to be refined, and from there it can be used to start the process of introducing the Brand to key target audiences, and subsequently to the public through a comprehensive **communications plan** that will engage the public.

A viable, grass-roots driven, community-building campaign needs to inspire the residents of Orem, Utah to make this happen. Not an advertising campaign – a full-court press, all hands on deck, involve the entire community effort. It will involve great ideas, persuasively shared. It will need inspiring and beautiful images to show what could be possible. We will need to really use social media tools (not just posting things to the city FB page). We will need to identify and utilize influencers, trend-setters, outreach events, PR opportunities, and yes, some paid advertising. Just because it is the right thing to do, doesn't mean it will automatically get done.

Getting this town to OWN this idea, to make it theirs is key. This must be so "Grassroots-up" that it can feel like the movement is catching the city off-guard – pushing the politicians to do the right thing.

This communications plan will include steps and recommendations that will:

- Identify and Recruit Key Influencers
 - Community Leaders, Spokespersons, Advocates
- Develop Key Messages and Imagery
 - Why now? How? Who pays for it? What happens next?
 - What do we call the State Street Corridor?
- Create Community Involvement
 - Making the Case
 - Naming the Growth Nodes
 - Telling Our Neighbors
 - Holding Each Other Responsible
- Identify Success Metrics
- Timetable / Budget
- Launch

Through this process, we will not only identify WHAT messages are necessary to win hearts and minds to this project – and WHO we need as our champions, but we will create a grass-roots communications plan that will roll these messages out from the ground up. Only when the residents of Orem, Utah decide that this project is theirs to own – when it is adopted as being “evidence” that as citizens we mean what we say, and we are willing to hold each other accountable to create the State Street that our city deserves – will we see success.

The good news: It is very doable, and even more worthwhile.

IMPLEMENTATION





ATION

Introduction

If the vision and objectives laid out in this plan are eventually realized, it will likely be the result of a long-term process, where residents, city staff, and elected officials have championed the vision and ensured the change they wanted to see. This plan presents the vision, and establishes the framework for a better State Street, but for any real change to take place, many more steps will need to be completed.

This section outlines those subsequent steps that will need to be taken, including updating and coordinating this Master Plan with the City's General Plan and other adopted plans. It also shows the next planning steps that must be taken in order to get to the level of detail that will guarantee the redevelopment outcomes, beautification, and walkability improvements, and other desires that Orem residents have voiced.

IMPLEMENTATION

Policy Updates & Plan Amendments

- **Adopt State Street Master Plan**
- **Update General Plan** – *Update the City's General Plan to include policy statements that support the State Street Master Plan*
 - Provide regional, local and multimodal transportation solutions
 - Plan for future transit on State Street
 - Provide regional, local and multi-modal transportation solutions
 - Lateral approach to a linear corridor connecting adjacent neighborhoods east and west
 - Increase building frontage real estate through finer grain street and block network leveraging opportunities between State Street and Orem Boulevard
 - Concentrate density nodes around potential transit system station areas
 - Create a complimentary network of character districts to establish sense of place
 - Enhance urban open space system to encourage walkability, community gathering, healthy living and active storefronts
 - Improve the aesthetic appearance of the corridor
 - Redefine development standards and policies to manage growth
 - Maintain bedroom community character while embracing critical and strategically located mixed-use density
 - Build on Orem's promise of being the best place in America to raise families
- **Update Bike and Pedestrian Master Plan** – *Update Bike and Pedestrian Master Plan to reflect the recommendations of the Master Plan.*
 - Increase walkability in the State Street Corridor
 - Improve pedestrian experience and safety crossing State Street and increase number of crosswalks at strategic locations
 - Create major bike route with a separated cycle track on State Street, shifting to Orem Boulevard where it parallels State Street
 - Coordinate with New Neighborhood Plans as they are updated
- **Set Priorities for Redevelopment Areas**
- **Establish Sustainability Policy Associated with State Street**

Further Planning

Multiple Districts/Entire Corridor Plans

- **Traffic Signal Study for New Signals on 200 South and 600 South** – *A study to determine how adding signals at these locations would impact traffic*
- **Median Impact Analysis** – *Study to determine the positive and negative impacts medians will have, if implemented on State Street.*
- **Streetscape/Beautification Plan** – *A streetscape and beautification plan that provides detailed planning and design for streetscape and aesthetic improvements in the State Street Corridor.*
- **Signage Plan** – *A plan to reduce visual clutter from signage along State Street, with a guidelines for an organized, functional, and aesthetically pleasing solution.*
- **Corridor Open Space Plan** – *An open space plan for the corridor that identifies strengths and deficiencies of the existing open space in the city, and how open space in the corridor can bolster the city park system. It should also address the amount and type of open space needed for each node and their unique mix of land-uses.*

City Center [Center Street]

- **Small Area Plan** – *A detailed plan that specifically demonstrates how the vision, goals, and objectives of the State Street Master Plan can be implemented in the district.*
 - **Consolidated Parking Strategy** – *A plan to optimize parking by consolidating parking in the district, rather than requiring each business to provide their own parking.*
- **Implement Corridor & Multiple District Plans into Small Area Plans**
 - Streetscape/Beautification
 - Signage
 - Open Space
- **Create New Streets** - *As redevelopment efforts occur, reconnect, reconfigure, or create new streets to better connect streets in the node.*
 - Connect Orem Boulevard and State Street between Center Street and 200 South
 - Connect Orem Boulevard and State Street between 200 North and Center Street
 - Connect 100 North and Center Street between City Hall and City Center Park
 - Create a Finer Grid in Large Parcel on Southeast Corner of State Street and Center Street, with New Streets

IMPLEMENTATION

- **Regulating Plan** – *A plan that regulates and enforces development to the outcomes desired by the Small Area Plan, i.e. a Form Based Code.*
- **Design Guidelines** – *A set of guidelines that establishes a character and ensures consistent quality of development.*

The Hub [University Parkway]

- **Small Area Plan** – *A detailed plan that specifically demonstrates how the vision, goals, and objectives of the State Street Master Plan can be implemented in the district.*
- **Transit Hub** – *A plan to ensure the multiple modes of transit that converge in this district do so in an efficient manner that is convenient for transit-riders and pedestrians, and can be leveraged for its economic development potential.*
- **Impact Analysis of Potential University Parkway Bridge over State Street** – *An analysis of the potential grade separated intersection to ensure the design encourages street frontage at the intersection, and doesn't inhibit circulation.*
- **Consolidated Parking Strategy** – *A plan to optimize parking by consolidating parking in the district, rather than requiring each business to provide their own parking.*
- **Implement Corridor & Multiple District Plans into Small Area Plans**
 - Streetscape/Beautification
 - Signage
 - Open Space
- **Create New Streets** - *As redevelopment efforts occur, reconnect, reconfigure, or create new streets to better connect streets in the node.*
 - Connect Orem Boulevard and State Street between 1150 South and 1200 South (in conjunction with intersection improvements at University Parkway and State Street)
 - Extend Orem Boulevard by Connecting 1200 South to 1400 South, through University Parkway
- **Regulating Plan** – *A plan that regulates and enforces development to the outcomes desired by the Small Area Plan, i.e. a Form Based Code.*
- **Design Guidelines** – *A set of guidelines that establishes a character and ensures consistent quality of development.*

Arts District [800 South]

- **Small Area Plan** – *A detailed plan that specifically demonstrates how the vision, goals, and objectives of the State Street Master Plan can be implemented in the district.*
- **Consolidated Parking Strategy** – *A plan to optimize parking by consolidating parking in the district, rather than requiring each business to provide their own parking.*

- Plan for Increasing Arts, Entertainment, and Cultural Amenities – *A plan to build on the assets currently in the district, to solidify the district as the center for arts, entertainment and culture in Orem.*
- Create New Streets
 - Connect Orem Boulevard and State Street between Center Street and 200 South
- **Regulating Plan** – *A plan that regulates and enforces development to the outcomes desired by the Small Area Plan.*
- **Design Guidelines** – *A set of guidelines that establishes a character and ensures consistent quality of development.*

Canyon Crossing [800 North]

- **Small Area Plan** – *A detailed plan that specifically demonstrates how the vision, goals, and objectives of the State Street Master Plan can be implemented in the district.*
- Consolidated Parking Strategy – *A plan to optimize parking by consolidating parking in the district, rather than requiring each business to provide their own parking.*
- Create New Streets - *As redevelopment efforts occur, reconnect, reconfigure, or create new streets to better connect streets in the node.*
 - Connect 710 North through to 700 North across State Street
 - Connect 600 North through to State Street
- **Regulating Plan** – *A plan that regulates and enforces development to the outcomes desired by the Small Area Plan, i.e. a Form Based Code.*
- **Design Guidelines** – *A set of guidelines that establishes a character and ensures consistent quality of development.*

The North Village [1600 North]

- **Small Area Plan** – *A detailed plan that specifically demonstrates how the vision, goals, and objectives of the State Street Master Plan can be implemented in the district.*
- Consolidated Parking Strategy – *A plan to optimize parking by consolidating parking in the district, rather than requiring each business to provide their own parking.*
- Create New Streets - *As redevelopment efforts occur, reconnect, reconfigure, or create new streets to better connect streets in the node.*
 - Create a Finer Grid in Large Parcels on West Side of State Street with New Streets
- **Regulating Plan** – *A plan that regulates and enforces development to the outcomes desired by the Small Area Plan, i.e. a Form Based Code.*

IMPLEMENTATION

- **Design Guidelines** – *A set of guidelines that establishes a character and ensures consistent quality of development.*

Branding

- **Brand Development Process** – *Build on the brand architecture that has been established.*
- **Identify and Recruit Key Influencers** - *Community Leaders, Spokespersons, Advocates, and other Interested Stakeholders.*
- **Develop Key Messages and Imagery** - *Why now? How? Who pays for it? What happens next? What do we call the State Street Corridor?*
- **Create Community Involvement**
 - Making the Case
 - Naming the Growth Nodes
 - Telling Our Neighbors
 - Holding Each Other Responsible
 - Identify Success Metrics
 - Establish Timetable / Budget
 - Launch Brand

Economic Development Toolbox

There are many tools and practices that cities can utilize to promote, encourage, and catalyze economic development, in order to help guide and implement the State Street Master Plan. Some of these include:

Redevelopment Areas - These are designated areas that have properties, businesses, and neighborhoods in need of revitalization. These areas use tax increment from project areas to fund renewal projects and programs within the same area. Utah State Code allows three types of project areas, including Urban Renewal Areas (URA), Community Development Area (CDA), and Economic Development Areas (EDA). There are a number of redevelopment areas currently along the State Street Corridor, which overlap with many of the growth nodes. These current RDA areas are set to expire between in 2020 - 2023. A CDA was recently implemented for the University Place development in 2014.

Partnering with Other Organizations/Governments - An important method for continuing planning and physical implementation in the State Street Corridor is to partner with other organizations such as MAG, UDOT, and the federal government. These organizations may provide grants and other funding sources to help implement the State Street Master Plan.

Business District Organizations - An organization that brings together business owners in a defined district (such as each node) to work together, and with the City, to promote their district in a unique, individualized, and interesting manner.

Parking/Infrastructure/Public Realm Improvements - A common method City's often use to encouraging economic development is to improve the infrastructure of the city, which can make the city an attractive place for private companies to invest in. City's should be strategic in the types of investments and improvements they undertake, in order to encourage the type of development they want. Some of these include publicly accessible parking garages, streetscape improvements, utility improvements, and increasing the quantity and quality of parks and other open space.

Tactical Urbanism - This is a recent movement that works towards improving the built environment through small-scale, cheap, and incremental steps. These small efforts are valuable for finding workable solutions through trial & error methods, with little overall risk. This method allows the public to see and experience a project in a preliminary state, in order to get a good feeling for whether or not the project is worthwhile. If these efforts fail, little is lost, but if they succeed, they can be pushed forward and capitalized on, with money going towards projects with a high-likelihood for success. Some examples include creating temporary bike lanes or cycle tracks, and converting parking lots to temporary plazas for food trucks and other events.

Timeline

A timeline has been developed to show the time frame when each implementation task should be completed in order to stay on course for fulfilling the 25 year vision. The timeline for these tasks was based on current market conditions as detailed in the Economic Analysis, which found that the City Center and The Hub nodes are the most prime for redevelopment. The other nodes will likely see development pressure, but do not have the same short-term potential as the City Center and The Hub. The timeline shows similar timeframes for each node. However, if the City chooses to focus resources on one or two nodes to begin with, that may push back the timeline on other nodes.

Development Benchmarks have been identified for each node, based on a conceptual plan for the corridor. These numbers provide a reference point for square footage of new development at 5, 10, and 25 years from now. These numbers will fluctuate based on market realities and individual projects, but may still provide a target to help understand the amount of development needed to fully achieve the 25 year vision.

The timeline should be revisited every five years in order to assess the progress, remove the completed tasks, and reevaluate the timeline based on current market conditions and development pressures.



IMPLEMENTATION

TIMELINE

5 YEARS

Policy Updates & Plan Amendments

Adopt State Street Master Plan

Update General Plan

Update Bike & Pedestrian Master Plan

Establish Sustainability Policy Associated with State Street

Set Priorities for Redevelopment Areas

Further Planning & Plan Implementation for the Entire Corridor

Traffic Signal Study

Median Impact Analysis

Streetscape/Beautification Plan & Design

Signage Plan

Corridor Open Space Plan

Begin Constructing Boulevard in Priority Nodes

Construct Orem Boulevard Cycle Track



	10 YEARS		25 YEARS	
	<p data-bbox="170 1459 446 1543">Construct TRAX Line on State Street</p>			

IMPLEMENTATION

TIMELINE

5 YEARS

City Center [Center Street]

Small Area Plan for Node

Adopt New Regulating Plan (i.e. Form Based Code)

Adopt Design Guidelines for Node

Implement Corridor Streetscape Plan in Node

Implement Signage Plan in Node

Consolidated Parking Strategy

Create New Street Connecting State St. and Orem Blvd
between Center St and 200 N

Create New Street Connecting 100 N and Center St
between City Hall and City Center Park

Development Benchmarks

Residential - 210,000 sf

Office - 300,000 sf

Commercial/Retail - 30,000 sf

LEGEND

- Office
- Residential
- Retail
- Civic
- Parking

5 YEARS



10 YEARS



10 YEARS

Create a Finer Grid in the Large Parcel on Southeast Corner of State St. and Center St., with New Streets

Development Benchmarks

Residential - 260,000 sf

Office - 820,000 sf

Commercial/Retail - 200,000 sf

25 YEARS

Development Benchmarks

Residential - 1,720,000 sf

Office - 1,511,500 sf

Commercial/Retail - 573,000 sf



IMPLEMENTATION

TIMELINE

5 YEARS

The Hub [University Parkway]

Small Area Plan for Node

Adopt New Regulating Plan (i.e. Form Based Code)

Adopt Design Guidelines for Node

Implement Corridor Streetscape Plan in Node

Implement Signage Plan in Node

Consolidated Parking Strategy

Impact Analysis of Potential University Parkway Bridge over State Street

Transit Hub Study

Extend Orem Boulevard by Connecting 1200 S to 1400 S, through University Parkway

Development Benchmarks

Residential - 400,000 sf

Office - 0 sf

Commercial/Retail - 62,500 sf

LEGEND

- Office
- Residential
- Retail
- Civic
- Parking

5 YEARS



10 YEARS



10 YEARS

25 YEARS

Create New Street Connecting State St. and
Orem Blvd between 1150 S and 1200 S

Development Benchmarks

Residential - 500,000 sf

Office - 400,000 sf

Commercial/Retail - 172,500 sf

Development Benchmarks

Residential - 1,583,000 sf

Office - 675,500 sf

Commercial/Retail - 525,000 sf



IMPLEMENTATION

TIMELINE

5 YEARS

Arts District [800 South]

Small Area Plan for Node

Adopt New Regulating Plan (i.e. Form Based Code)

Adopt Design Guidelines for Node

Implement Corridor Streetscape Plan in Node

Implement Signage Plan in Node

Consolidated Parking Strategy

Plan for Increasing Arts, Entertainment, and Cultural Amenities in District

Create New Street Connecting State St. and Orem Blvd between 1200 S and 1400 S

Development Benchmarks

Residential - 100,000 sf

Office - 100,000 sf

Commercial/Retail - 35,000 sf

LEGEND

- Office
- Residential
- Retail
- Civic
- Parking

5 YEARS



10 YEARS



10 YEARS

25 YEARS

Development Benchmarks

Residential - 825,000 sf

Office - 180,000 sf

Commercial/Retail - 70,000 sf

Development Benchmarks

Residential - 2,393,500 sf

Office - 280,000 sf

Commercial/Retail - 243,000 sf



IMPLEMENTATION

TIMELINE

5 YEARS

Canyon Crossing [800 North]

Small Area Plan for Node

Adopt New Regulating Plan (i.e. Form Based Code)

Adopt Design Guidelines for Node

Implement Corridor Streetscape Plan in Node

Implement Signage Plan in Node

Consolidated Parking Strategy

Connect 710 North through to 700 North across State St.

Development Benchmarks

Residential - 340,000 sf

Office - 250,000 sf

Commercial/Retail - 100,000 sf

LEGEND

- Office
- Residential
- Retail
- Civic
- Parking

5 YEARS



10 YEARS



10 YEARS

25 YEARS

Connect 600 North through to State St.

Development Benchmarks

- Residential - 580,000 sf
- Office - 450,000 sf
- Commercial/Retail - 160,000 sf

Residential - 580,000 sf

Office - 450,000 sf

Commercial/Retail - 160,000 sf

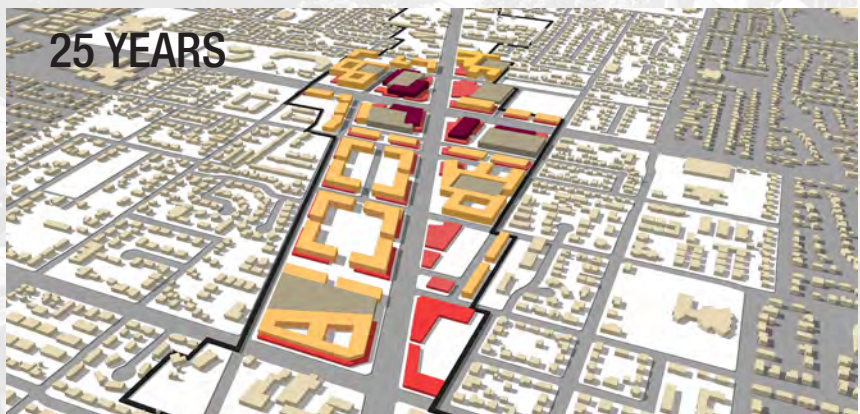
Development Benchmarks

- Residential - 2,368,000 sf
- Office - 762,000 sf
- Commercial/Retail - 536,000 sf

Residential - 2,368,000 sf

Office - 762,000 sf

Commercial/Retail - 536,000 sf



IMPLEMENTATION

TIMELINE

5 YEARS

North Village [1600 North]

Small Area Plan for Node

Adopt New Regulating Plan (i.e. Form Based Code)

Adopt Design Guidelines for Node

Implement Corridor Streetscape Plan in Node

Implement Signage Plan in Node

Consolidated Parking Strategy

Create a Finer
Grid in the
Large Parcels
on West Side
of State St. with
New Streets

Development Benchmarks

Residential - 350,000 sf

Office - 0 sf

Commercial/Retail - 50,000 sf

LEGEND

- Office
- Residential
- Retail
- Civic
- Parking

5 YEARS

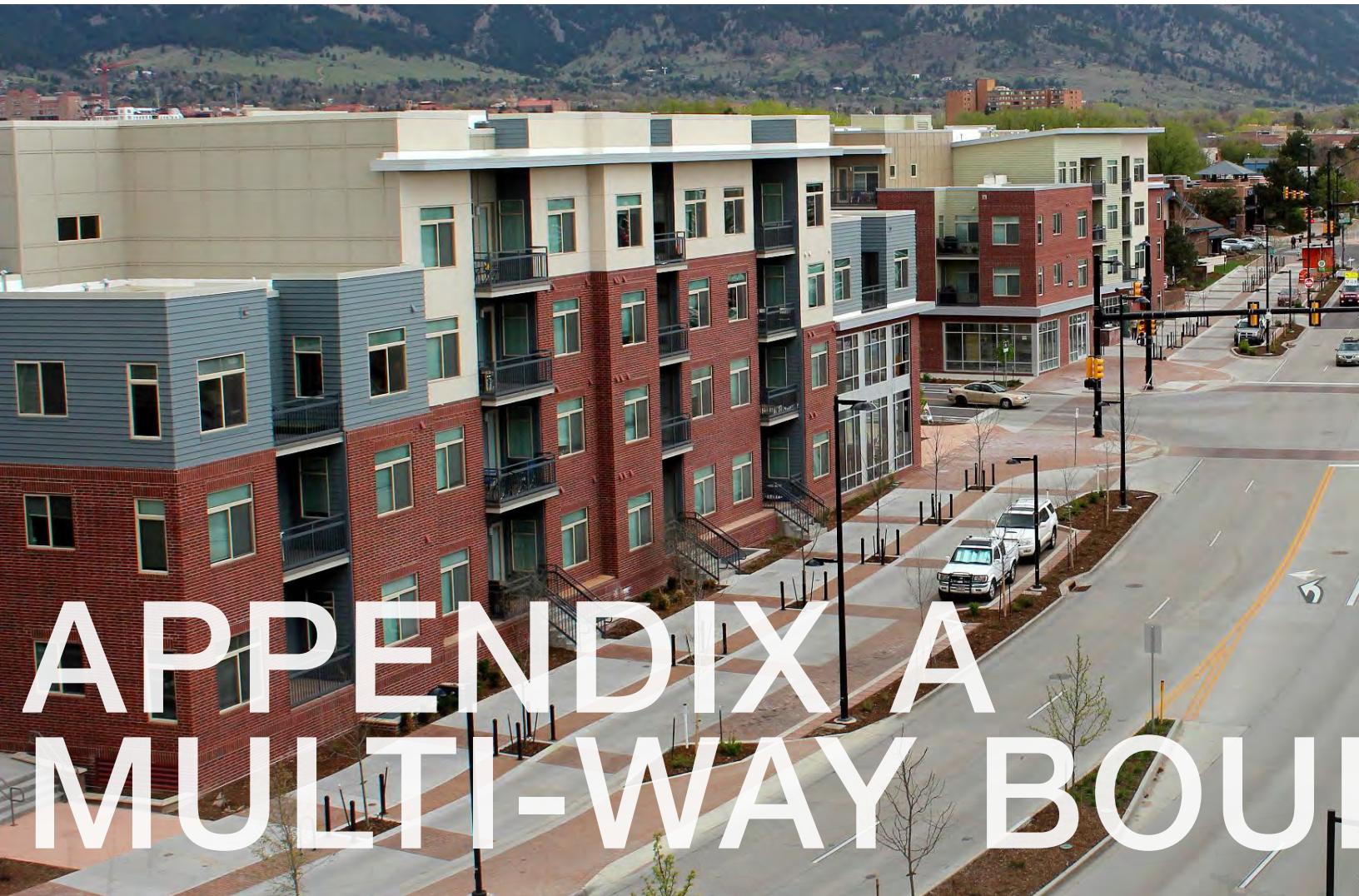


10 YEARS



An aerial, isometric view of a city grid. A prominent orange and red highlighted area, possibly representing a transit corridor or a specific urban development, runs diagonally across the center. The surrounding area is filled with a dense grid of streets and small, uniform building footprints. The highlighted area consists of several large, interconnected blocks, some of which are colored red, while others are orange. The overall perspective is from a high angle, looking down at the city layout.

APPENDIX A: MULTI-WAY BOULEVARD



APPENDIX A MULTI-WAY BOUL





LEVAR



APPENDIX A: MULTI-WAY BOULEVARD

The Multi-Way Boulevard Option

A multi-way boulevard has been demonstrated to be a great option for creating successful, livable urban arterials. A multi-way boulevard is unique because it separates local traffic from through traffic. This allows the center lanes to travel at a higher speeds, while traffic in the local lanes is slowed down to a pedestrian friendly speed. This effectively creates a zone of comfortable pedestrian realm on each side of the street, that combine to make up a larger share of the street than the auto-only portion (see figure 10). This completely changes the nature of the street, giving the street the feeling and experience of a local street, while still accommodating very high traffic volumes.

American multi-way boulevard examples demonstrate this, as most of them are lined with mixed-use buildings, retail storefronts, apartments, townhouses, and other desired building types that directly address the street. These show a stark difference when compared to the standard suburban arterial, which are usually lined with parking lots, and buildings typically have large setbacks.

This plan studied the possibility of utilizing the multi-way boulevard street type on State Street in the Downtown area (between 200 North and 1600 South), in order to create a place along State Street that was truly walkable and could comfortably locate buildings and storefronts on State Street. The multi-way boulevard would also be used to distinguish the downtown area as a “special place” and encourage the type of development desired in a downtown.

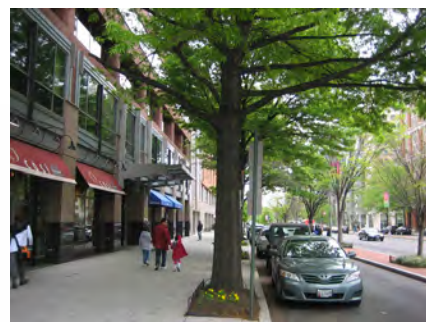
After careful consideration, traffic modeling, and coordination with UDOT, MAG, and UTA, the multi-way boulevard concept was dismissed as an immediate solution for State Street in Orem. Additionally, this solution would require additional right-of-way, most of which could be gained from requiring existing setbacks to become sidewalk area, but would also include the need to purchase additional right-of-way at major intersections. However, travel habits and patterns continue to evolve in the US, and the multi-way boulevard application could eventually become a viable solution, and should therefore be revisited in the future.



Pearl Parkway - Boulder, CO



Octavia Boulevard - San Francisco, CA

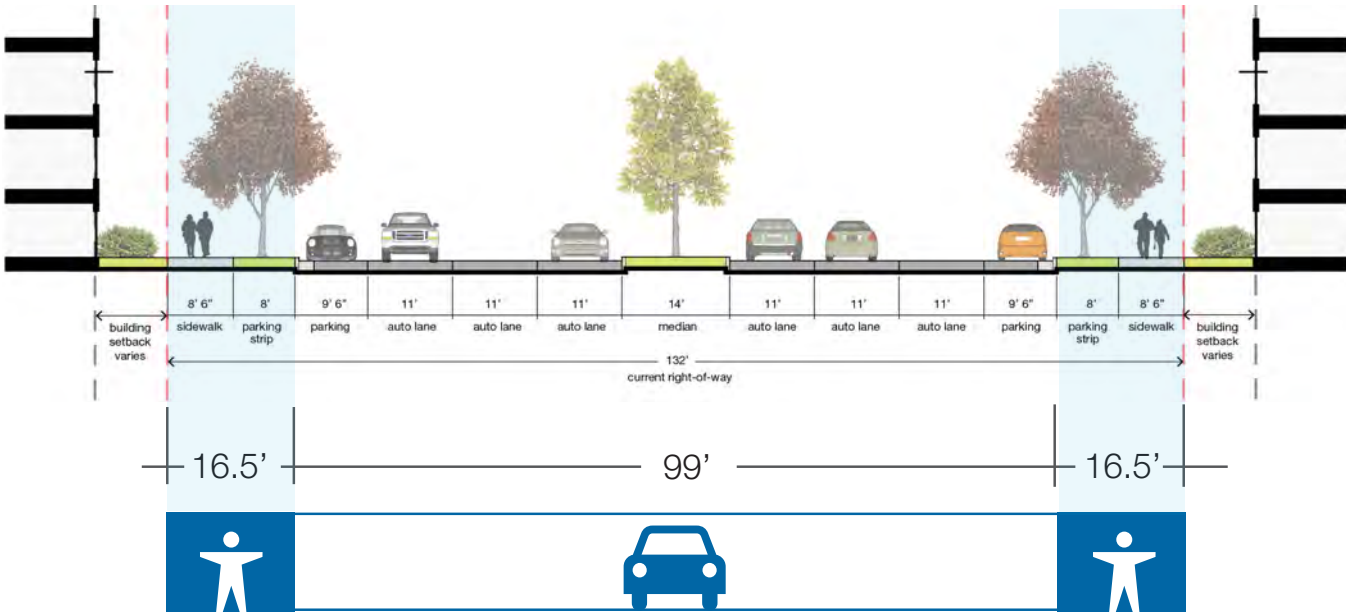


K Street - Washington, DC



Lonsdale Street - Dandenong, Australia

Standard Boulevard

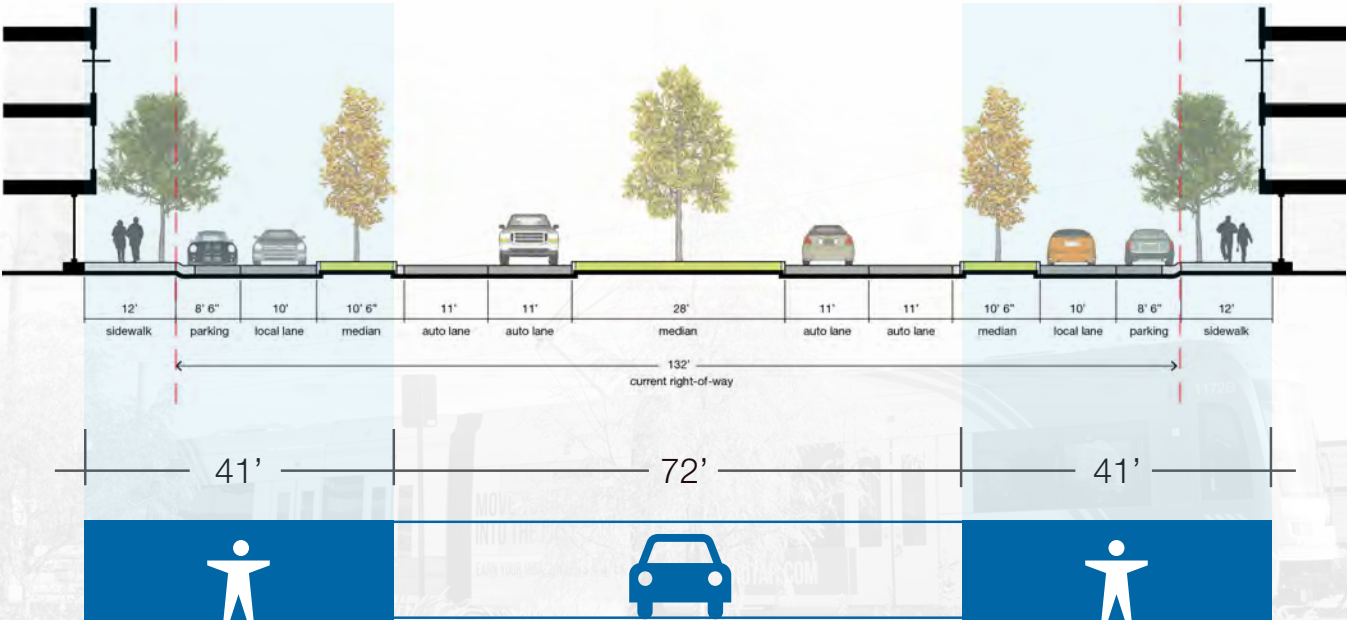


25% PEDESTRIAN FRIENDLY

RATIO OF PEOPLE FRIENDLY SPACE TO VEHICLE ONLY SPACE

Figure 10a: Ratio of people friendly space to vehicle only space - Standard Boulevard

Multi-Way Boulevard



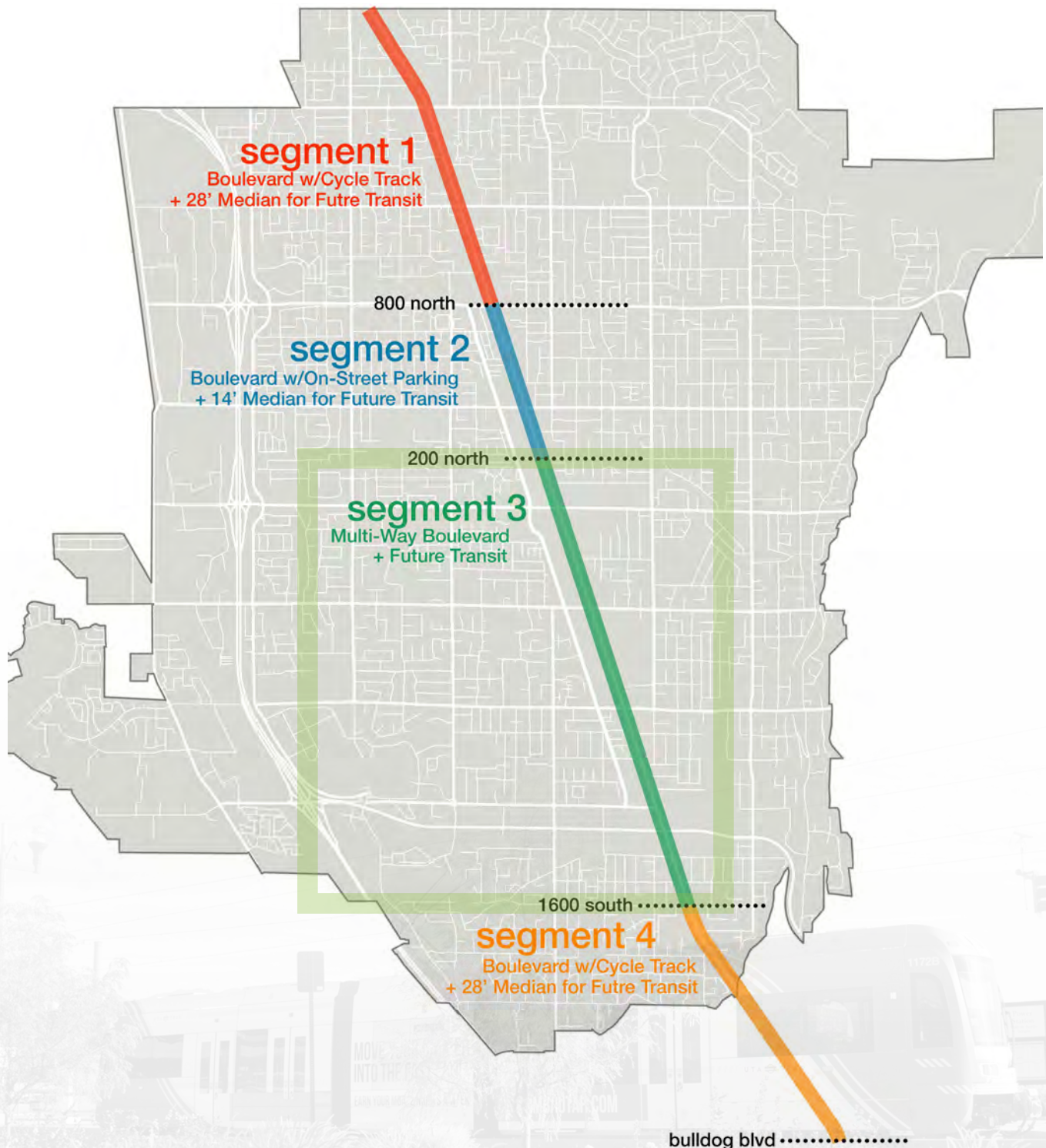
53% PEDESTRIAN FRIENDLY

RATIO OF PEOPLE FRIENDLY SPACE TO VEHICLE ONLY SPACE

Figure 10b: Ratio of people friendly space to vehicle only space - Multi-Way Boulevard

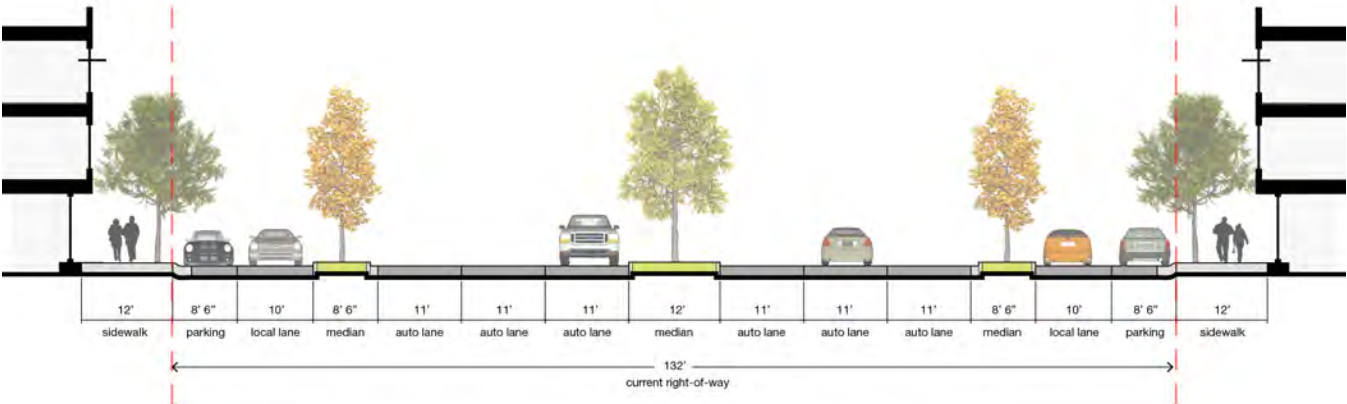
APPENDIX A: MULTI-WAY BOULEVARD

Multi-Way Boulevard Options



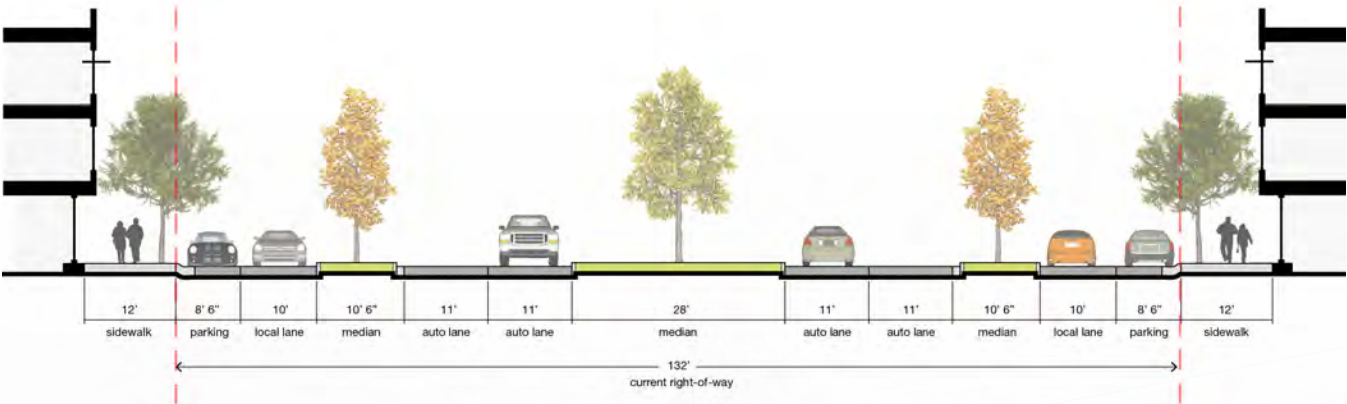
Multi-Way Boulevard Options

8 Lane Multi-Way Boulevard Option



Typical 8 Lane Multi-Way Boulevard

6 Lane Multi-Way Boulevard Option



Typical 6 Lane Multi-Way Boulevard

6 Lane Multi-Way Boulevard Option with Future Transit



Typical 6 Lane Multi-Way Boulevard with Transit

APPENDIX A: MULTI-WAY BOULEVARD

Multi-Way Boulevard Option Phasing



Existing Condition of State Street



Medians & Landscape Added - Rendering



Redevelopment Occurs along State Street Rendering



Possible Future Transit added to State Street Rendering

APPENDIX B: ECONOMIC ANALYSIS



APPENDIX B ECONOMIC AN





ALYIS



Section 1: Executive Summary

The City of Orem was organized in 1919 and was named after Walter C. Orem, President of the Salt Lake and Utah Railroad. According to the 2010 Census, Orem is the 5th largest city in Utah by population. Orem is continuing to expand housing and business opportunities, most notably with the University Place project which will revitalize the area in and around the existing University Mall. Orem's population is now over 90,000 residents.

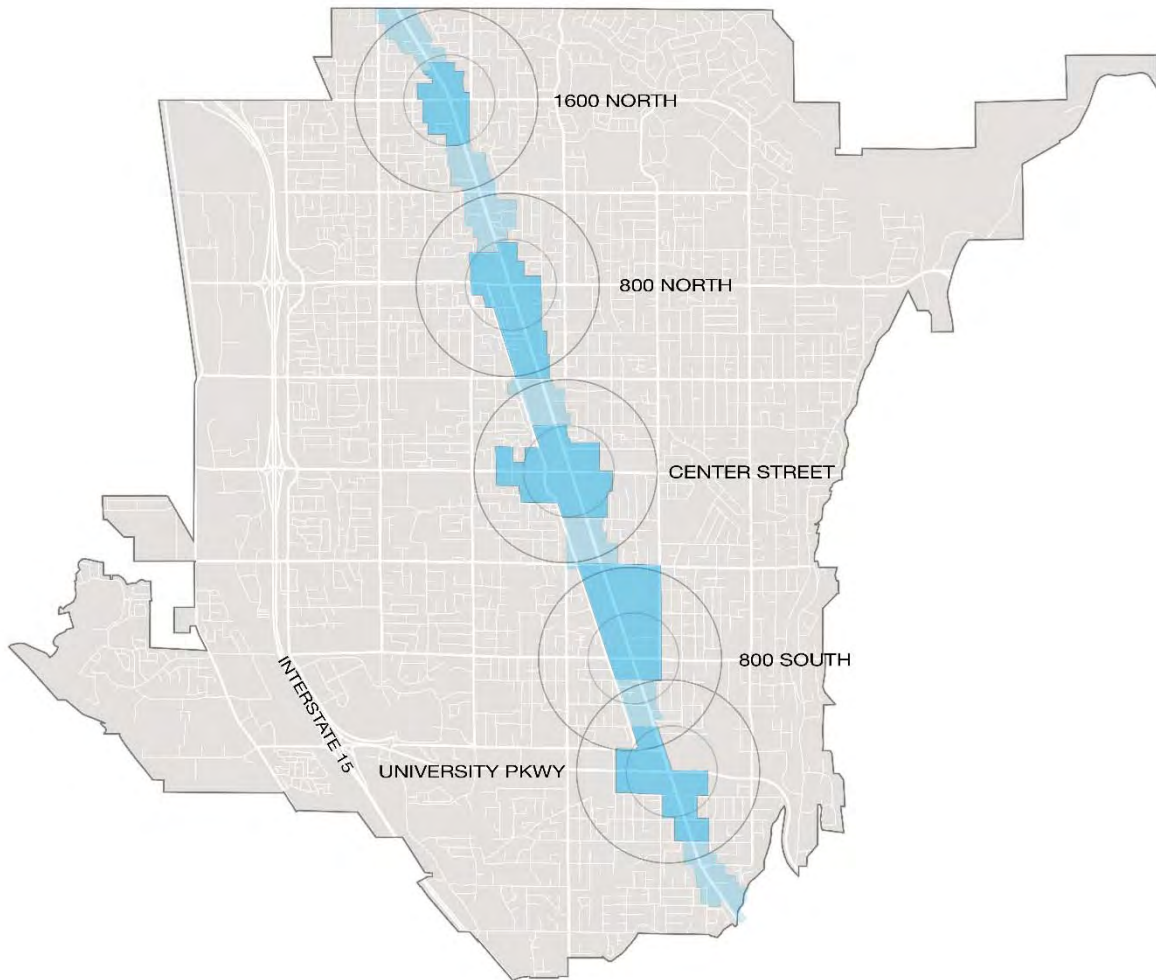
Along with the city's strengths, Orem faces some challenges. One of the significant challenges for the State Street Corridor is the aging commercial infrastructure. The SCERA Theater was built around 1936 and the University Mall was originally built in the late 1960s. Most of the commercial infrastructure along State Street is of similar age. The useful life of a building is about 50 years, which makes this an ideal time for the City of Orem to examine the future of the State Street Corridor and establish a vision for the redevelopment of this area. While the entire corridor is in need of revitalization, the City will be better able to leverage its resources by focusing on key economic districts. By dividing the State Street Corridor into smaller districts, the City will better be able to focus on the unique strengths and opportunities of each area and thus be better positioned for successful economic outcomes.

This report organizes the State Street Corridor into five economic districts, described by the nearest major cross street which intersects State. The economic districts are:

- ☞ North Village (1600 North)
- ☞ Canyon Crossing (800 North)
- ☞ Civic Center (Center Street)
- ☞ Arts District (800 South)
- ☞ The Hub (University Parkway)

Each of these districts serves a unique and important role for the City. One of the purposes of this study is to identify the roles currently played by these districts, evaluate how to capitalize on the strengths of each area, and to fill gaps so that the City can develop a more sustainable economic base and securely establish future economic vitality. Figure 1.1 provides a visual overview of the five economic districts.

Figure 1.1: Illustration of Economic Districts



Summary Recommendations

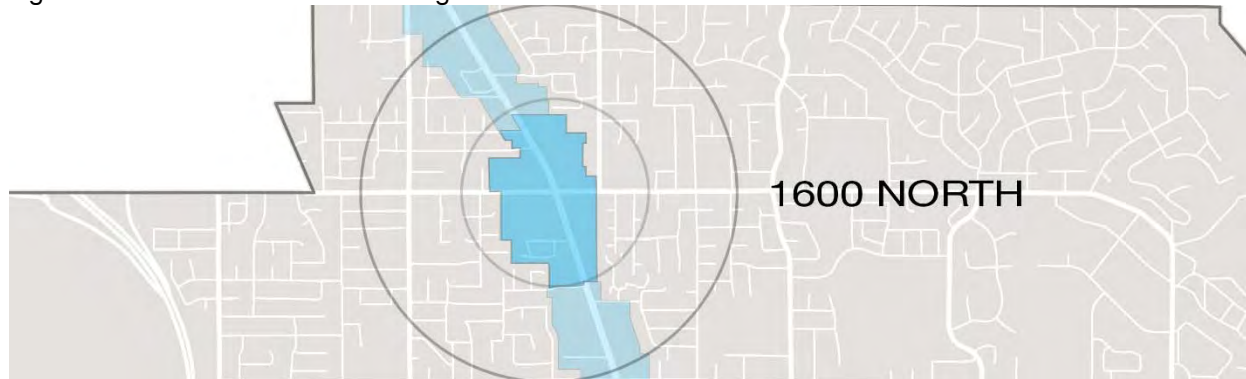
- The State Street Corridor contains 43% of the City's sales-tax producing businesses, but captures only 32% of the City's taxable sales. This indicates the businesses along State Street are not as vibrant as businesses in other parts of the City and confirms that steps need to be taken to improve the economic health of this corridor.
- The North Village Area contains about 3% of the City's businesses, but only 1% of retail sales. This area may gain strength in the long term, but it is not the area of greatest economic potential. The City should focus economic development resources on other development nodes along the corridor for the next 5-10 years and allow this area to naturally mature and gain additional rooftops.
- There is currently little office interest in the Canyon Crossing node, but that would change if mass transportation were built through the area. Office space would help provide workers to the area who would stay for lunch and other ancillary shopping before and after work.
- The Civic Center area has the strongest sales tax generation compared to percent of market share of all the districts in the State Street Corridor. This area has high office demand and the

- potential to redevelop aging commercial infrastructure into higher and better uses. City efforts to promote redevelopment in this area are likely to produce the most cost effective results.
- ☞ City assistance with parcel assembly and demolition of outdated structures will likely be needed in the Arts District to help promote redevelopment and reinforce the arts and entertainment theme needed to give the area character necessary to set it apart from other areas of State Street. A sense of identity is necessary for the long-term health of this area.
 - ☞ The University Parkway area has the largest volume of sales tax contribution along State Street. This area is the most likely to increase building heights in order to house the jobs and services needed to accommodate the local population. Redevelopment of this area will be easier and more successful if done at the same time as the University Place development so the City can take advantage of the market synergy and natural interest in the area at that time.
 - ☞ Due to Orem's strong retail capture rates in nearly every major market category, future emphasis should be placed on business retention and revitalizing infrastructure. The taxable value of commercial and office buildings will have a large impact on the stability of the City's tax income.
 - ☞ Hospitality is the major market category underrepresented by both Orem City and Utah County. Orem would need about 11 new hotels to fully capture the existing leakage in this category.

Section 2: North Village (1600 North)

The North Village economic district is a developing neighborhood commercial area on the north end of State Street at approximately 1600 North.

Figure 2.1: Illustration of North Village Growth Node



Current and Future Tenants

The North Village area has a few neighborhood businesses and restaurants, including a Rite Aid Pharmacy, Ridley's grocery, Coasta Vida, McDonald's, Subway, and Alpine Credit Union. As described below in figure 2.3, this area has only 350 rooftops in a quarter-mile radius and 1,500 in a half-mile radius. The low population makes other sites in the City more attractive to retail developers. A synergy of businesses and a good foundation of rooftops are needed for businesses, and this area is still working to develop these building blocks.

For this area to grow in the future, additional housing units will be needed and small neighborhood businesses which develop traffic and shopping patterns in the local area should be cultivated. Potential businesses to develop in the area are listed in Figure 2.2. Additional information on potential businesses is located in Section 7.

Figure 2.2: Potential Tenants for the North Village Growth Node

POSSIBLE FUTURE TENANTS	
GENERAL TYPE	SPECIFIC BRANDS
Convenience	Dry Cleaning, Gas, Bank
Restaurant/Dining	PizzaRev, Barbacoa, Penny Ann's Café

Demographics

The North Village area contains 1,500 homes in a half-mile radius, which includes current housing units and those entitled and under construction. This is the least populated economic district in the State Street study. Figure 2.4 describes some of the demographics for the North Village area. Of all the economic districts, the North Village residents are the most educated and have the highest household income, but are commuting further to work.

Figure 2.3: Proximity of Rooftops

LOCATION	HOUSING UNITS IN 1/4 MILE RADIUS	HOUSING UNITS IN 1/2 MILE RADIUS
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North Village (1600 North)	346	1,453
Canyon Crossing (800 North)	536	2,186
Civic Center (Center Street)	425	2,377
Arts District (800 South)	432	3,135
The Hub (University Parkway)	1,543	2,861

Figure 2.4: Demographics

LOCATION	HIGH SCHOOL EDUCATION OR HIGHER	BACHELOR DEGREE OR HIGHER	MEDIAN HOUSEHOLD INCOME	COMMUTE LESS THAN 10 MINUTES TO WORK	USE PUBLIC TRANSIT TO WORK
North Village (1600 North)	95.28%	35.88%	\$68,334	14.81%	0.00%
Canyon Crossing (800 North)	87.66%	25.15%	\$48,649	21.65%	0.00%
Civic Center (Center Street)	89.56%	28.18%	\$45,519	19.20%	0.00%
Arts District (800 South)	88.32%	33.55%	\$46,143	21.77%	0.00%
The Hub (University Parkway)	92.20%	27.02%	\$36,498	16.14%	0.00%
Orem City	92.60%	35.30%	\$52,960	20.20%	0.06%

Source: American Community Survey 2013, LYRB

Sales Tax and Business Development

Figure 2.5 shows the distribution of retail businesses in Orem. Each red dot represents a unique tax-producing business. State Street is clearly an economic center for the City, with additional businesses along University Parkway and West of the I-15 corridor. 800 North and Center Street (east of State) are beginning to develop a defined business presence as well. The State Street Corridor contains 43% of Orem's tax-producing businesses, but only 32% of retail sales. This indicates the businesses along State Street are not as vibrant as businesses elsewhere in the City and steps need to be taken to improve the vitality of the corridor.

Figure 2.5: Business Distribution

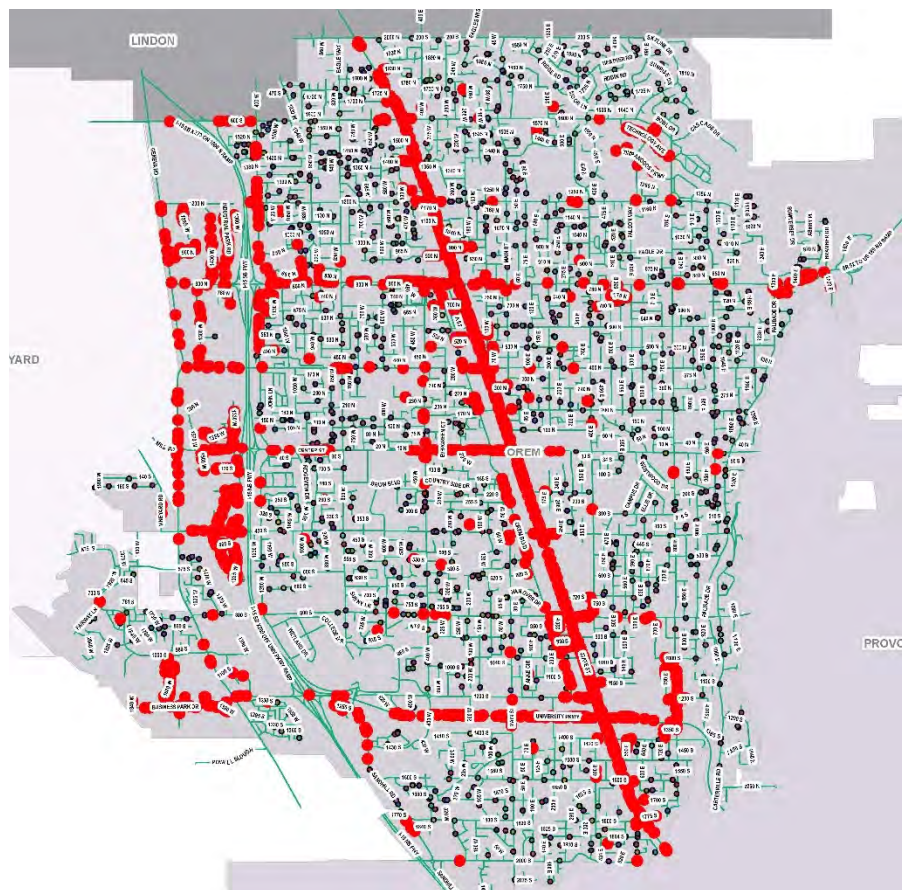


Figure 2.6: Taxable Sales by Area

LOCATION	NUMBER OF TAXABLE BUSINESSES	PERCENT OF TAXABLE BUSINESSES	TOTAL TAXABLE SALES	PERCENT OF CITY-WIDE RETAIL SALES
<i>State Street Corridor</i>	523	43.05%	\$473,437,566	31.96%
North Village (1600 North)	33	2.72%	\$16,437,237	1.11%
Canyon Crossing (800 North)	82	6.75%	\$73,036,381	4.93%
Civic Center (Center Street)	72	5.93%	\$80,082,488	5.41%
Arts District (800 South)	32	2.63%	\$30,696,014	2.07%
The Hub (University Parkway)	181	14.90%	\$180,678,741	12.20%
Other Within Corridor	123	10.12%	\$92,506,705	6.24%
<i>Outside State Street Corridor</i>	692	56.95%	\$1,008,073,350	68.04%
Grand Total	1215	100.00%	\$1,481,510,916	100.00%

Source: Utah State Tax Commission, 2013

Key Findings and Recommendations:

- ☞ The North Village Area contains about 3% of the City's businesses, but only 1% of retail sales. This area may gain strength in the long term, but it is not the area of greatest economic potential.
- ☞ While this area has the highest household income, it has low rooftop density which makes it less able to support commercial development.

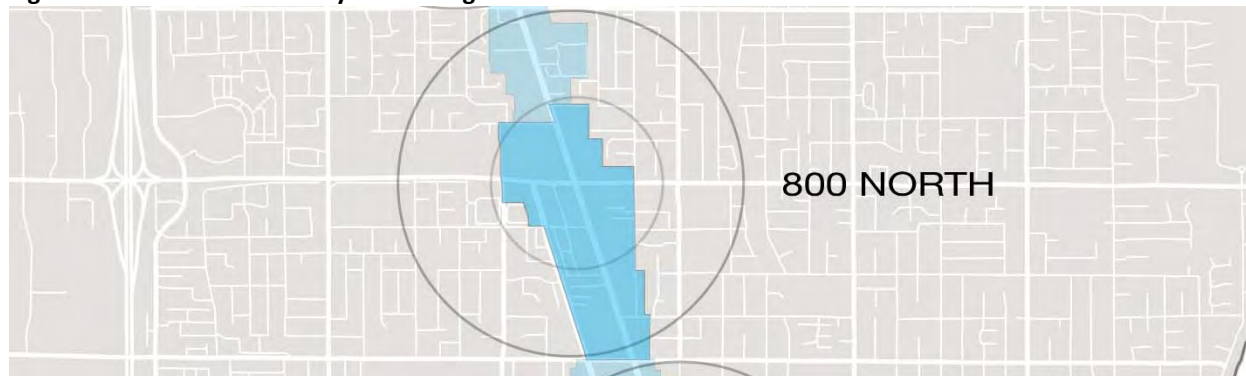


- The City should focus economic development resources on other development nodes along the corridor for the next 5-10 years and allow this area to naturally mature and gain additional rooftops.

Section 3: Canyon Crossing (800 North)

The Canyon Crossing Commercial area is an emerging economic node. According to the Orem Economic Development Strategic Plan, traffic counts are high both on State Street (40,000+ average daily trips) and 800 North/SR 52 (30,000+ average daily trips) in this area. 800 North continues east where it connects with US-189 which enters Provo Canyon. This transportation corridor is one of the few access points through the Wasatch Mountains to the east.

Figure 3.1: Illustration of Canyon Crossing Growth Node



Current and Future Tenants

The Canyon Crossing growth node contains a mix of grocery, car care, and restaurant establishments including Macey's grocery, Jiffy Lube, Monarch Honda, Big O Tires, Patriot Motors, The Scooter Lounge, Arby's, Denny's, and KFC. Although traffic access and counts are good for this area, it has struggled economically. Mass transit would help make the Canyon Crossing area more attractive to office development, although it would still be a second choice to Center Street which has strong office demand. Office workers would provide additional support to the surrounding businesses and would also encourage the development of more restaurant and support businesses. Hotels also like to locate near restaurant and office uses. Additional information on potential businesses is located in Section 7.

Figure 3.2: Potential Tenants for the Canyon Crossing Area

POSSIBLE FUTURE TENANTS	
GENERAL TYPE	SPECIFIC BRANDS
Hospitality	Three or Four Star Hotel, Embassy Suites, Springhill Suites
Restaurant/Dining	Popeyes Louisiana Kitchen, Habit Burger, Wild Zucchini Grill; Freebirds World Burrito
Retail	World Market, Dave's Health & Nutrition, Kid to Kid, Urban Blues

Demographics

The Canyon Crossing area contains nearly 2200 housetops within a half-mile radius. These housing numbers include current homes and those under construction. While Orem has highly educated citizens, this area has the lowest percentage of high school graduates of all the State Street economic districts. Surprisingly, it has the second highest median household income at \$48,649. Nearly 22% of residents in the area commute less

than 10 minutes to work, indicating many of the residents are both living and working in this same neighborhood.

Figure 3.3: Proximity of Rooftops

LOCATION	HOUSING UNITS IN 1/4 MILE RADIUS	HOUSING UNITS IN 1/2 MILE RADIUS
North Village (1600 North)	346	1,453
Canyon Crossing (800 North)	536	2,186
Civic Center (Center Street)	425	2,377
Arts District (800 South)	432	3,135
The Hub (University Parkway)	1,543	2,861

Figure 3.4: Demographics

LOCATION	HIGH SCHOOL EDUCATION OR HIGHER	BACHELOR DEGREE OR HIGHER	MEDIAN HOUSEHOLD INCOME	COMMUTE LESS THAN 10 MINUTES TO WORK	USE PUBLIC TRANSIT TO WORK
North Village (1600 North)	95.28%	35.88%	\$68,334	14.81%	0.00%
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The Hub (University Parkway)	92.20%	27.02%	\$36,498	16.14%	0.00%
Orem City	92.60%	35.30%	\$52,960	20.20%	0.06%

Source: American Community Survey 2013, LYRB

Sales Tax and Business Development

While the Canyon Crossing area has about 7% of the city's businesses by number, it generates only 5% of the retail sales. This area has historically struggled to retain its retail tenants. Adding mass transportation would improve the attractiveness of this location for office development.

Figure 3.5: Taxable Sales by Area

LOCATION	NUMBER OF TAXABLE BUSINESSES	PERCENT OF TAXABLE BUSINESSES	TOTAL TAXABLE SALES	PERCENT OF CITY-WIDE RETAIL SALES
<i>State Street Corridor</i>	523	43.05%	\$473,437,566	31.96%
North Village (1600 North)	33	2.72%	\$16,437,237	1.11%
Canyon Crossing (800 North)	82	6.75%	\$73,036,381	4.93%
Civic Center (Center Street)	72	5.93%	\$80,082,488	5.41%
Arts District (800 South)	32	2.63%	\$30,696,014	2.07%
The Hub (University Parkway)	181	14.90%	\$180,678,741	12.20%
Other Within Corridor	123	10.12%	\$92,506,705	6.24%
<i>Outside State Street Corridor</i>	692	56.95%	\$1,008,073,350	68.04%
Grand Total	1215	100.00%	\$1,481,510,916	100.00%

Source: Utah State Tax Commission, 2013

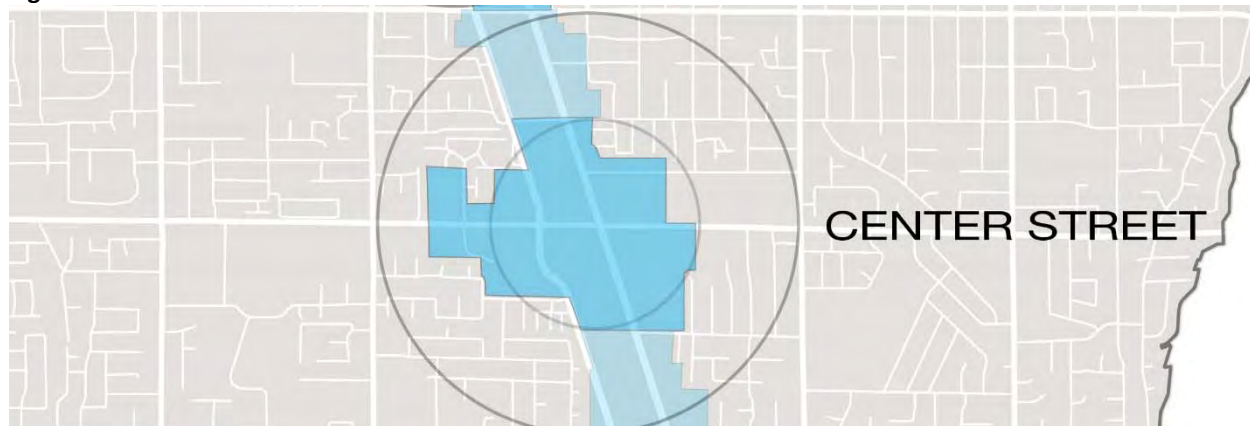
Key Findings and Recommendations:

- The Canyon Crossing area accounts for about 7% of the City's taxable businesses but only 5% of the sales tax generation.
- There is currently little office interest in the area, but that would change if mass transportation were built through the area. Class A office tenants use access to mass transit as one of their preferred site selection criteria.
- Traffic currently passes through the area, but isn't stopping at the businesses in the area as much as it does in other areas of the city. Office space would help provide workers to the area who would stay for lunch and other ancillary shopping before and after work.
- Additional office space and the associated restaurants would also create a better foundation for hotel uses. The medical facilities in the area would also be supportive to additional hotels.

Section 4: Civic Center (Center Street)

The Civic Center is anchored by City Hall, the Municipal Court, and Orem Public Library. According to local commercial real estate brokers this area is also the most highly sought after office space along State Street, especially Center Street to the west. The existing office supports restaurants in the area, which has helped this area of State Street to develop the greatest density and variety of restaurants.

Figure 4.1: Illustration of Civic Center Growth Node



Current and Future Tenants

Civic Center is a growing office and civic center. A variety of restaurants are available, including Café Rio, Chick-fil-A, Jamba Juice, Chuck E. Cheese's, McDonald's, Burger King, Panda Express, Café Zupas, Wallaby's Smokehouse, and Little Caesars. Most of these existing establishments are fast food and are well suited to a quick lunch for office workers in the area, but additional fast casual and sit-down restaurants are needed. Higher end businesses need choices appropriate for business lunches where they can meet and talk with clients. Figure 4.2 lists some possible tenants which would be appropriate to the area.

Little vacant land remains in the area, although there is demand for higher and better uses. This is an area where the City's assistance in assembling parcels and using incentives to mitigate demolition and redevelopment costs could provide significant benefit. The land opposite Shopko on the west of State Street would be a good location for additional office space and possibly a hotel. The current uses (self storage, cash store, and various small retail) are in buildings that are near the end of their lifecycle and could be demolished to provide space for office and hotel uses. The current buildings have a value of about \$34 per square foot. Office value would be closer to \$90 per square foot and hotel around \$75 per square foot. Instead of \$1.6 million in current taxable building value, new hotel and office uses would increase to nearly \$12 million of taxable building value and would provide a higher number of jobs.

Figure 4.2: Potential Tenants for the Civic Center Area

POSSIBLE FUTURE TENANTS	
GENERAL TYPE	SPECIFIC BRANDS
Hospitality	Three or Four Star Hotel, Embassy Suites, Hyatt Place
Restaurant/Dining	Blue Lemon, Pizzeria Limone, Rita's Ice, Moochie's Meatballs and More, DP Cheesesteaks, Longhorn Steakhouse, ParkStone Wood Kitchen
Retail	New Balance Shoes, Buy Buy Baby, Hip and Humble

Demographics

Civic Center contains over 400 rooftops in a quarter-mile radius and nearly 2400 units in a half-mile radius, which include the new high density projects currently under construction. Income and education levels are lower than the City's average and about one in five residents in the area commute less than ten minutes to work.

Figure 4.3: Proximity of Rooftops

LOCATION	HOUSING UNITS IN 1/4 MILE RADIUS	HOUSING UNITS IN 1/2 MILE RADIUS
North Village (1600 North)	346	1,453
Canyon Crossing (800 North)	536	2,186
Civic Center (Center Street)	425	2,377
Arts District (800 South)	432	3,135
The Hub (University Parkway)	1,543	2,861

Figure 4.4: Demographics

LOCATION	HIGH SCHOOL EDUCATION OR HIGHER	BACHELOR DEGREE OR HIGHER	MEDIAN HOUSEHOLD INCOME	COMMUTE LESS THAN 10 MINUTES TO WORK	USE PUBLIC TRANSIT TO WORK
North Village (1600 North)	95.28%	35.88%	\$68,334	14.81%	0.00%
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The Hub (University Parkway)	92.20%	27.02%	\$36,498	16.14%	0.00%
Orem City	92.60%	35.30%	\$52,960	20.20%	0.06%

Source: American Community Survey 2013, LYRB

Sales Tax and Business Development

While the Civic Center still lags slightly in sales tax generation compared to number of businesses in their market share, it is the closest of all the districts in the State Street Corridor, indicating the relative strength of this area. While the area still has aging commercial buildings in need of redevelopment, there is economic vitality to build on and good base demographics for growth. The key to this area will be utilizing density to compensate for the limited availability of land.

Figure 4.5: Taxable Sales by Area

LOCATION	NUMBER OF TAXABLE BUSINESSES	PERCENT OF TAXABLE BUSINESSES	TOTAL TAXABLE SALES	PERCENT OF CITY-WIDE RETAIL SALES
<i>State Street Corridor</i>	523	43.05%	\$473,437,566	31.96%
North Village (1600 North)	33	2.72%	\$16,437,237	1.11%
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The Hub (University Parkway)	181	14.90%	\$180,678,741	12.20%
Other Within Corridor	123	10.12%	\$92,506,705	6.24%
<i>Outside State Street Corridor</i>	692	56.95%	\$1,008,073,350	68.04%
Grand Total	1215	100.00%	\$1,481,510,916	100.00%

Source: Utah State Tax Commission, 2013

Key Findings and Recommendations:

- ☞ The Civic Center area has the strongest sales tax generation compared to percent of market share of all the districts in the State Street Corridor.
- ☞ This area has high office demand and the potential to redevelop aging commercial infrastructure. For example, the land across from Shopko, west of State Street currently has taxable building values of \$1.6 million. If the City were to help assemble these properties, demolish the existing infrastructure, and incentivize the construction of office and hotel uses, the taxable building value could rise to nearly \$12 million. The redevelopment would also create new jobs in Orem.
- ☞ Due to the limited availability of land and the narrow width of the State Street Corridor, height and density will be key to successful redevelopment in this area.

Section 5: Arts District (800 South)

The Arts District is a mix of commercial, industrial, and entertainment uses. SCERA Park, Pool, and Theater create a much needed identity anchor for this area and would be a good identity to build upon during redevelopment. Enhancing the unique “entertainment” identity of this area will help give it a sense of place that will distinguish it from the office development at Civic Center to the North and the University Place development to the South.

Figure 5.1: Illustration of Arts District Growth Node



Current and Future Tenants

The Arts District currently contains a wide mix of development including the Meadow Gold industrial facility, Sunberg-Olpin Mortuary, Larry H. Miller Used Car Supermarket and Collision Center, Piano Gallery, A-1 Driving School, Learning Dynamics Preschool, Napa Autoparts, Utah Community Credit Union, Alpine Credit Union, Winger's and Mad Dog Cycles. The SCERA Pool, Park, and Theater create the anchor that sets this neighborhood apart. With the high density housing being built at both Midtown 360 and University Place, this is a prime area to capture additional entertainment and walkable attractions. The demographic of residents at Midtown and University Place is likely to be the young professional with higher discretionary income and a generational preference for purchasing “experiences” instead of “things.” The City may need to help assemble properties and demolish outdated structures within the Arts District in order to encourage the growth of this area. Great care should be taken to ensure that development facilitated with this tool enhances the identity of the area.

Additional sit-down and fast casual restaurants are needed to compliment the entertainment uses in this area. Small, local shops that compliment a walkable community would pair well with the theme of this neighborhood. Orem Hale Theater would also be an effective entertainment anchor for this area. It already has a loyal local clientele and could grow its influence in the community with a larger facility. Furthermore, an Americans for the Arts study indicates the average arts and culture attendee spends \$13 for meals and refreshments, above the cost of admission. Hale Theater attendees would likely support additional restaurants in the Arts District as well as restaurants in the University Parkway area.

Possible tenants which may be interested in the area and which would fit well with the Arts District atmosphere are described in Figure 5.2.

Figure 5.2: Potential Tenants for the Triple Stop Neighborhood Commercial Area

POSSIBLE FUTURE TENANTS	
GENERAL TYPE	SPECIFIC BRANDS
Entertainment	Live music venue (i.e. The Depot or The Venue), REI/Momentum Indoor Climbing, The wAIRhouse Trampoline Park, The Escape Key, Topgolf, Wonderworks, Orem Hale Theater
Restaurant/Dining	Taqueria 27, Blue Lemon, Pizzeria Limone, Rita's Ice, Wild Zucchini Grill, Maggiano's Little Italy, Setebello, Orange Peel Bubble Tea & Smoothies; The Pie Pizzaria
Retail	Spoons 'n Spice Kitchenware, Hapari, Diviine Modestee, Babinskis Baby, Justice, Urban Blues, Dave's Health & Nutrition, Trader Joe's, World Market

Demographics

While the Arts District only has 400 rooftops in a quarter-mile radius, the half-mile radius captures the new housing development at both Midtown 360 and University Place. While the demographic currently has a lower median household income than Orem's average, the influx of young professionals likely to move into Midtown and University Place should increase the household and discretionary income statistics for the area. The current residents of the Arts District already have the highest percent of people who commute less than 10 minutes to work and this trend is likely to continue and even grow as Midtown and University Place build. This area is the most likely to be successful at creating a "walkable" neighborhood because of the population density and wide mix of business services offered in the area. Entertainment, restaurants, and niche businesses will enhance this existing trend. Providing additional mass transportation for this area will also be an important element to creating the walkable arts and neighborhood feel.

Figure 5.3: Proximity of Rooftops

LOCATION	HOUSING UNITS IN 1/4 MILE RADIUS	HOUSING UNITS IN 1/2 MILE RADIUS
North Village (1600 North)	346	1,453
Canyon Crossing (800 North)	536	2,186
Civic Center (Center Street)	425	2,377
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The Hub (University Parkway)	1,543	2,861

Figure 5.4: Demographics

LOCATION	HIGH SCHOOL EDUCATION OR HIGHER	BACHELOR DEGREE OR HIGHER	MEDIAN HOUSEHOLD INCOME	COMMUTE LESS THAN 10 MINUTES TO WORK	USE PUBLIC TRANSIT TO WORK
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Orem City	92.60%	35.30%	\$52,960	20.20%	0.06%
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Source: American Community Survey 2013, LYRB

Sales Tax and Business Development

The Arts District has the fewest tax-producing businesses of all the nodes. This accentuates the need to create an entertainment theme for the neighborhood to give it identity and set it apart from the other economic districts along State Street.

Figure 5.5: Taxable Sales by Area

LOCATION	NUMBER OF TAXABLE BUSINESSES	PERCENT OF TAXABLE BUSINESSES	TOTAL TAXABLE SALES	PERCENT OF CITY-WIDE RETAIL SALES
<i>State Street Corridor</i>	523	43.05%	\$473,437,566	31.96%
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Grand Total	1215	100.00%	\$1,481,510,916	100.00%

Source: Utah State Tax Commission, 2013

Key Findings and Recommendations:

- ☞ The Arts District has a vast variety of existing businesses and needs to cultivate its entertainment identity to distinguish it from other districts along State Street.
- ☞ City assistance with parcel assembly and demolition of outdated structures may be needed to facilitate redevelopment in this area.

Section 6: The Hub (University Parkway)

The Hub commercial district is the most economically vibrant section of the State Street Corridor. The University Place Mall and new University Place development are not included in this study area, but the economic strength of University Place would only increase the economic statistics.

Figure 6.1: Illustration of University Parkway Growth Node



Current and Future Tenants

The University Parkway district has the strongest State Street restaurant presence with fast, fast casual, and sit-down establishments. Restaurants include Panda Express, Subway, Wendy's, Arby's, Burger King, Noodles & Company, Dickey's Barbecue Pit, J Dawgs, In-N-Out Burger, Smashburger, Outback Steakhouse, Sizzler, Village Inn, Chuck-A-Rama Buffet, and Mi Ranchito Mexican. This district also has a variety of commercial businesses, both large and small. These businesses include Mrs. Cavanaugh's Chocolates, Wells Fargo Bank, Big O Tires, David's Bridal, Office Depot, Ulta Beauty, Best Buy, Michaels, Petersen Medical, Biomat USA, Seagull Book, Big 5 Sporting Goods, U.S. Bank, Missionary Mall, Verizon Wireless, Deseret Book, Barnes & Noble, Staples, Pier 1 Imports, Men's Wearhouse, Discount Tire Store, Fabrick Mill, Alpine Gas Fireplaces, Standard Optical, Brigham Larson Pianos, Nickel City, and Miracle Bowl.

Many of the commercial buildings in the Nickel City and Miracle Bowl area are aging and may be near the end of their useful lives. This will create an opportunity to assemble parcels and redevelop areas into office, retail, and high density residential uses. An important consideration for making redevelopment cost effective and of better tax value to the City will be in achieving greater building heights. Of all the districts along State Street, The Hub area is best positioned to go vertical which will provide more jobs and services for the growing population in a smaller footprint. This will allow more of Orem's single family residential areas to remain intact while still accommodating the natural population growth of local families.

Possible tenants which may be interested in the area and which would fit well with The Hub atmosphere are described in the chart below.

Figure 6.2: Potential Tenants for The Hub Node

POSSIBLE FUTURE TENANTS	
GENERAL TYPE	SPECIFIC BRANDS

Restaurant/Dining	Wood Ranch BBQ & Grill, Twigs Bistro and Martini Bar, Cheesecake Factory, Maggiano's Little Italy
Retail	Crate & Barrel, The Container Store, DSW Shoe Warehouse, J. Jill Women's Apparel, Carter's, Whole Foods Market, Apple Store, Sur Le Table, Red Hanger Cleaners, Country Cleaners

Demographics

The University Parkway area will have over 1,500 housing units in a quarter-mile radius when University Place builds out and over 2,800 rooftops in a half-mile radius. Current demographic data indicates a median household income around \$36,000, but that is likely to change as University Place brings in more office jobs and higher value multifamily housing.

The development of more public transportation would help alleviate some future traffic congestion associated with the area's population. It would also provide residents in the University Parkway area with easier access to services in the Arts District and the State Street Corridor.

Figure 6.3: Proximity of Rooftops

LOCATION	HOUSING UNITS IN 1/4 MILE RADIUS	HOUSING UNITS IN 1/2 MILE RADIUS
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Civic Center (Center Street)	425	2,377
Arts District (800 South)	432	3,135
The Hub (University Parkway)	1,543	2,861

Figure 6.4: Demographics

LOCATION	HIGH SCHOOL EDUCATION OR HIGHER	BACHELOR DEGREE OR HIGHER	MEDIAN HOUSEHOLD INCOME	COMMUTE LESS THAN 10 MINUTES TO WORK	USE PUBLIC TRANSIT TO WORK
North Village (1600 North)	95.28%	35.88%	\$68,334	14.81%	0.00%
Canyon Crossing (800 North)	87.66%	25.15%	\$48,649	21.65%	0.00%
Civic Center (Center Street)	89.56%	28.18%	\$45,519	19.20%	0.00%
Arts District (800 South)	88.32%	33.55%	\$46,143	21.77%	0.00%
The Hub (University Parkway)	92.20%	27.02%	\$36,498	16.14%	0.00%
Orem City	92.60%	35.30%	\$52,960	20.20%	0.06%

Source: American Community Survey 2013, LYRB

Sales Tax and Business Development

The University Parkway node has the most businesses and largest taxable sales of all the areas along State Street. If we were to include the almost 70 additional businesses in and around University Mall which are outside the University Parkway study area, there would be an additional \$215 million in sales.

Figure 6.5: Taxable Sales by Area

LOCATION	NUMBER OF TAXABLE BUSINESSES	PERCENT OF TAXABLE BUSINESSES	TOTAL TAXABLE SALES	PERCENT OF CITY-WIDE RETAIL SALES
<i>State Street Corridor</i>	523	43.05%	\$473,437,566	31.96%
North Village (1600 North)	33	2.72%	\$16,437,237	1.11%
Canyon Crossing (800 North)	82	6.75%	\$73,036,381	4.93%
Civic Center (Center Street)	72	5.93%	\$80,082,488	5.41%
Arts District (800 South)	32	2.63%	\$30,696,014	2.07%
The Hub (University Parkway)	181	14.90%	\$180,678,741	12.20%
Other Within Corridor	123	10.12%	\$92,506,705	6.24%
<i>Outside State Street Corridor</i>	692	56.95%	\$1,008,073,350	68.04%
Grand Total	1215	100.00%	\$1,481,510,916	100.00%

Source: Utah State Tax Commission, 2013

Key Findings and Recommendations:

- ☞ The University Parkway area has the largest volume of sales tax contribution along State Street.
- ☞ This area is the most likely to increase building heights in order to house the jobs and services needed to accommodate the local population.
- ☞ City assistance may be needed to assemble parcels and encourage larger-scale redevelopment in properties to the south of University Parkway.
- ☞ Redevelopment of this area will be easier and more successful if done at the same time as the University Place development so the City can take advantage of the market synergy and natural interest in the area at that time.

Section 7: Possible Brands and Tenants

This section provides a list of possible brands and tenants that would work well in the Orem market and which do not already have a presence in the area. They range from small to large businesses and could provide benefit to Orem's economic market. The notes to the left provide further detail on the businesses or their potential value.

Figure 7.1: Possible Brands to Develop in Orem

Brand	Description
Restaurant	
Barbacoa	Utah company with 10+ locations, mostly in Salt Lake County. The closest location is in Alpine, so Orem would be a good expansion option.
Blue Lemon	Local company just entering the expansion phase. Locations in Salt Lake, Highland, Cottonwood Heights, Gilbert AZ, Sandy, and a new store opening in Ogden. Orem would be a good Utah County location.
DP Cheesesteaks	Local company which has expanded to five locations in Salt Lake City, South Jordan, Lehi, American Fork, and Provo. This is a great lunch restaurant to locate near office buildings.
Freebirds World Burrito	California company with four locations in Utah including Sugarhouse, West Valley, Taylorsville, and Sandy. Orem would be a good Utah County location.
Habit Burger	New to Utah with 5 current locations in Sandy, South Jordan, Salt Lake City, Farmington, and Layton. Orem would be a good additional location.
Longhorn Steakhouse	National company with three new locations in Utah including Midvale, South Jordan, and Ogden. A location near University Place may be the right fit for this brand, especially considering the mix of high end office to be built.
Maggiano's Little Italy	National company by the same group as Chili's Grill & Bar. No current locations in Utah, but there are locations in Colorado, Arizona, Nevada, and California. This may pair well with University Place.
Moochie's Meatballs and More	Local company just entering the expansion phase. Three locations including Downtown SLC, Midvale, and Lehi.
Orange Peel Bubble Tea & Smoothies	Local company with locations in St. George, Springville, and Sandy.
ParkStone Wood Kitchen	Restaurant currently has two locations: Oregon and Farmington, UT (Station Park). This sit-down restaurant may pair well with University Place or the office development at Center Street.
Penny Ann's Café	Local breakfast café with a loyal fan base. Just expanded to two locations (Salt Lake and Draper). The down home/local feel would resonate well in Orem.
PizzaRev	Start-up California company which is expanding into Utah. It currently has two locations in West Valley and is opening a third store in Layton.
Pizzeria Limone	New local company which has recently expanded locations. Current locations in Cottonwood, Downtown SLC, Sandy, South Jordan.
Popeyes Louisiana Kitchen	New to Utah. 5 Stores recently opened (Midvale, West Jordan, Hill AFB, Herriman, Lehi). Orem would be a good location south.
Rita's Ice	New to Utah with 5 new locations (Midvale, Sandy, American Fork, Provo, and Spanish Fork)
Setebello	Authentic Italian pizza with locations in Utah, California and Nevada. They just opened a second Utah location in Station Park, the original Utah location is downtown Salt Lake.

Taqueria27	Local company with three new stores and growing. Current locations include Salt Lake City, Holladay, and Downtown SLC.
The Cheesecake Factory	National company with two locations in Utah: City Creek and Fashion Place malls. University Place would be a good fit for an additional restaurant to serve the southern part of the state.
The Pie Pizzeria	Local company with locations in Salt Lake, Midvale, South Jordan, and Ogden.
Twigs Bistro and Martini Bar	This restaurant has several locations in the West, but only one in Utah (Station Park). They typically locate near malls, and the new University Place would be a good fit with their demographic.
Wild Zucchini Grill	This is a new restaurant from the creators of Café Rio. There is currently one location in American Fork with other expansion locations coming soon.
Wood Ranch BBQ & Grill	California company starting to expand out of state. No current locations in Utah. The new location they are opening in Springfield, VA, is part of a mall renovation project so this restaurant may pair well with University Place.
Retail	
Apple Store	Apple currently has three locations in Utah: Fashion Place, City Creek, and Station Park (Farmington). University Place would be a great location for a Utah County store. Lehi would be too close to the Salt Lake location and the new University Place vibe with high end office and housing would be the right culture for Apple.
Babinskis Baby	Local company with Salt Lake and Sandy locations. Higher end store, but usually locates in a strip mall setting.
Buy Buy Baby	National company with one store in Utah. Current location in Sandy.
Carter's	National company with seven stores in Utah, mostly centered around Salt Lake. Current locations include Lehi, Sandy, Murray, West Jordan, Salt Lake, Park City, and Riverdale. University Place may be a good second location for Utah County.
Country Cleaners	Utah company with two locations in Sandy and South Jordan. A new location near University Mall may be helpful to serve the additional population.
Crate&Barrel	Only one location in Utah. University Place may be a good place to attract a full-size store (not the small version that Fashion Place has) or a Crate&Barrel Outlet store would be a great anchor to niche shopping on Orem Boulevard.
Dave's Health & Nutrition	Local store which has gained a following and the owner just expanded to two stores. Current locations are Salt Lake and West Jordan
Diviine Modestee	Local company with one location in Pleasant Grove.
DSW Shoe Warehouse	National company with two stores in Utah (Midvale and Sandy). University Place, or the surrounding area, would be a good location for an additional store.
Hapari	Local swimwear company. Locations in American Fork and Kaysville.

Hip and Humble	Local company with three locations including Salt Lake, Bountiful, and Sandy.
J. Jill Women's Apparel	National company with one Utah location in City Creek. University Place may be a good location for an additional store.
Justice	National company with nine stores in Utah, but the closest is in American Fork. University Place or a strip mall may be good locations in Orem.
Kid to Kid	National company with 11 stores in Utah. The closest stores are Lindon and Lehi. This brand would capture a more cost-conscious segment of the market which may match well with some of Orem's demographic. A location on the south end of State Street, just north of Provo, may do well.
New Balance Shoes	National company with only two stores in Utah: Midvale and Salt Lake City.
Nickel Mania	Utah company with locations in Murray and Springville. Five cent arcade games may be a good short-term addition to the 400 South entertainment node to build entertainment traffic patterns and habits. It may also bring more college students to the area.
Red Hanger Cleaners	Utah company with 16 locations from Layton to Riverton. A new location near University Mall may be helpful to serve the additional population.
REI/Momentum Indoor Climbing.	National company with two locations in Utah: Salt Lake City and Sandy. The Sandy location is paired with Momentum Indoor Climbing, a Utah company with locations in Sandy, Millcreek, and Lehi. An REI/Momentum combination would be a great addition to the 400 South State Street area with the entertainment node.
Spoons 'n Spice Kitchenware	Local company started in Sugar House. Two locations including Sugar House and Sandy.
Sur Le Table	National company with only one location in Utah at the Gateway. University Place may be a good second location.
The Container Store	Just opened first Utah location in Murray. University Place may be a good location for a second store when they are ready to expand.
The Escape Key	Local Utah company with one location in Salt Lake City. Innovative idea using clues to solve puzzles in order to escape a locked room. Priced well and would fit with the BYU and UVU demographics.
The wAIRhouse Trampoline Park	Local company with one location in South Salt Lake. The unique idea and affordable pricing may work well for the college crowd and families. This type of facility may be a good transition use for a large and vacant space to build entertainment traffic until higher and better uses can be cultivated.
Topgolf	National company with its first Utah location opening in Midvale in early 2016. They offer food, beverage, and group golfing experiences. They fit well with the young professional demographic and would need about 14 acres for their facility.
Urban Blues	Local clothing and accessory company with locations in Millcreek, Draper, and Murray. Would be good at either a strip mall or University Place.

Whole Foods Market	The five current locations are all in the Salt Lake area including Sugar House, Trolley Square, Draper, Cottonwood Heights, and Park City. Orem would be a good Utah Valley location for expansion. Near University Place on the 800 East side may be a good future location to be within walking distance of the planned 1,200 housing units.
World Market	National company with two locations in Utah. Current locations are Cottonwood Heights and Park City.

Section 8: City-Wide Analysis

A stable and diverse economy includes good-paying jobs and a healthy and growing tax base that supports schools, parks, infrastructure, public safety, and other public facilities and services. This section provide further data and analysis that effect development in Orem City and the State Street Corridor as a whole.

Retail Sales Leakage Analysis

A sales gap (aka “leakage”) analysis is conducted in order to identify economic development opportunities for a community by evaluating the total purchases made by residents inside and outside the community (hence, the term “leakage” for sales lost outside the community). The table below details the sales leakage and capture rates for Orem and surrounding communities. Values under 100% represent a leakage of potential sales tax dollars. Values over 100% represent a net capture of sales tax dollars from outside the city.

Figure 8.1: Comparison of Sales Tax Capture Rates in Utah County, 2013

Retail Area	American Fork	Lehi	Lindon	Pleasant Grove	Provo	Spanish Fork	Orem
Motor Vehicle	341%	17%	413%	42%	91%	36%	181%
Furniture & Home Furnishings	69%	31%	116%	116%	80%	39%	317%
Electronics & Appliance	248%	41%	97%	133%	124%	27%	232%
Building Materials & Garden	176%	51%	619%	104%	105%	6%	129%
Food & Beverage	35%	80%	9%	143%	104%	77%	131%
Health & Personal Care	184%	42%	9%	75%	167%	15%	125%
Gasoline Stations	68%	62%	0%	103%	83%	78%	85%
Clothing	148%	140%	12%	115%	86%	18%	257%
Sporting, Hobby & Music	207%	250%	29%	355%	80%	43%	231%
General Merchandise	209%	99%	220%	64%	73%	116%	181%
Miscellaneous Retail	174%	70%	82%	316%	105%	71%	113%
Non-Store Retail	57%	27%	123%	13%	72%	51%	187%
Services							
Arts, Entertainment & Recreation	39%	72%	7%	39%	210%	32%	64%
Accommodation	14%	27%	0%	62%	72%	3%	32%
Food Services	179%	47%	48%	122%	122%	61%	131%
Other	169%	43%	101%	112%	102%	95%	123%
Total	176%	66%	176%	99%	93%	59%	161%

Source: Orem City Economic Development Strategic Plan 2014

Orem City has strong representation in almost all of the retail sales category, especially in home furnishings (317% sales capture) and clothing (257% sales capture). There is room for improvement in the accommodation category, especially related to additional hotels. Orem is only capturing about 32% of the market and the other communities in Utah County are also low in this category, representing an overall void that could be filled by Orem. The Orem City Economic Development Strategic Plan reported a net leakage of over \$28 million dollars per year in hotel and motel accommodations. Given that a typical hotel in the area produces about \$2.5 million in annual revenue, it would take about 11 new hotels to fill this gap.

Due to Orem’s strong retail capture rates in nearly every major market category, future emphasis should be placed on business retention and revitalizing infrastructure. If commercial and retail buildings age too far and are not properly maintained (or replaced), patrons and businesses will move to other locations in the valley.

Also, without reinvestment, property values will decline. This trend would affect both the property and sales tax revenues of the City, which are the two main revenue sources. The taxable value of new commercial and office buildings will have a large impact on the stability of the City's future tax income.

Office Inventory

Orem has about 700,000 SF of existing Class A office development and over 3 million SF of total office development within the city. By far the largest portion of the existing inventory falls into the Class B category. As Orem develops additional office space, it needs to be Class A. This will help attract tenants which pay higher wages and will help diversify the existing inventory. Furthermore, as office buildings age, they typically fall lower in rating (Class A ages into Class B, etc.). In Orem, the average Class A office space is 12 years old, the average Class B space is 20 years old, and the Class C space is an average of 23 years old. With over 2.2 million SF of existing Class B space, no additional Class B or C development is needed in Orem.

According to the Coldwell Banker Commercial 2015 State of the Market Report, Utah County absorbed over 500,000 SF of Class A office space in 2014. Class B space lost tenants, and Class C space absorbed about 50,000 SF. These statistics further reinforce the need for Orem to improve its Class A office space inventory to better retain office jobs and business tenants.

Figure 8.2: Orem Office Inventory

Property Name	Address	Building SF
Class A		668,794
Canyon River Corp 1	727 North 1550 East	87,500
Former Xactware Campus	1426 W. 750 N.	75,172
Center Street Professional Office Building	344 W. Center St.	56,137
Pinnacle Security Building	1290 Sandhill Rd.	51,677
West Tek	1411 W. 1250 S.	41,434
Troon Office Park	574-584 S. State St.	38,000
Pinehurst C	502-518 W. 800 N.	35,127
Fibernet Building D	1145 South 800 East	34,718
Pinehurst A	552-568 W. 800 N.	34,684
Pinehurst B	472-488 W. 800 N.	34,684
UVHBA Housing Center	1443 W. 800 N.	31,703
Bank of American Fork	1280 S. 800 E.	31,523
University Central Plaza	1156-1160 S. State St.	27,947
Harman Business Center	55 W. University Parkway	25,657
Links at Sleepy Ridge	730 S. Sleepy Ridge Dr.	25,000
Orem Office	504 & 506 West 800 North	16,236
1371 West 1250 South	1371 W. 1250 S.	16,180
Canyon Gate	167-169 W. 800 N.	5,415
Class B		2,209,676
Canyon Park Technology Center	1600 N. Technology Way	1,000,000
Canyon Park Technology Center G	550 E. Timpanogos Pky.	110,970
Central Park East & West	1815 & 1875 South State Street	91,299
Northgate 1	811-870 N. 900-980 W.	64,000

Canterbury Park	204-252 N. Orem Blvd.	52,352
Eagle Business Center	450 N. 1500 W.	51,829
560 West 800 North	560 West 800 North	35,126
Cascade Professional Plaza	1375 E. 800 N.	32,066
Response Marketing Call Center	260 S. 1200 W.	26,184
Evergreen Square 4	871-889 S. Orem Blvd.	24,295
Smart Building	720 Timpanogos Parkway	23,000
Arches Academy	280 S. 400 E.	22,833
1365 West Business Park Drive	1365 W. 1250 S.	21,400
Park View Plaza	615 & 625 S. State St.	19,847
1329 Squire Office Park	1329 South 800 East	18,960
Williamsburg Business Park	483 - 503 South Orem Blvd.	18,758
1390 West 400 South	1390 West 400 South	18,684
Cherry Tree C	175 N. 400 W.	16,554
Lincoln Square 7-10	754-768 S. 400 E.	16,384
Sommerset Office Park	1317 - 1385 East 750 North	16,262
703 S. State St.	703 S. State St.	16,016
Fibernet Building C	1155 South 800 East	15,850
Lincoln Square 13-16	374-386 E. 720 S.	15,774
Hanover Park	353-367 W. 1200 S.	15,100
Stratford Park 1	586 E. 800 N.	15,034
Stratford Park 2	532 & 564 E. 800 N.	15,034
Stratford Park 3	498 518 & 528 E. 800 N.	15,034
America First Credit Union	1356 S. Main St.	14,637
J&K Office	253-259 S. Orem Blvd.	13,517
Stratford Park 4	462 & 494 E. 700 N.	12,685
Cherry Tree A	163 N. 400 W.	12,577
Temple View Terrace Building	1325 S. 800 E.	12,570
Cherry Tree B	153 N. 400 W.	12,503
815 West University Avenue	815 West University Avenue	12,342
Evergreen Square 3	901-907 S. Orem Blvd.	12,080
Safford Building	315 E. 1200 S.	11,782
Grant Smith Building	930 South State Street	11,500
Rock Canyon Real Estate	202 E. 800 S.	10,745
Centennial Bank	130 West Center Street	10,320
329 North State Street	329 North State Street	10,000
1068 E. 800 N.	1068 E. 800 N.	9,762
Garden Block Square 3	1291-1297 N. State St.	9,598
Skablelund 2	1123-1125 W. Center St.	9,067
Rocky Mountain Building	972 N. 1430 W.	8,701
Taylor Andrews Academy	539 W. University Pky.	8,569
Taylor Park 1	1425 - 1431 S. 550 E.	8,057
Taylor Park 3	568 E. 1400 S.	8,057
Stratford Park 13 & 14	720-762 N. 530 E.	8,002
Accento Mexicano	709 North 1200 West	8,000

North Meadows 2	485-499 W. 1400 N.	7,966
North Meadows 1	473-479 W. 1400 N.	7,951
Lincoln Square 5 & 6	774-778 S. 400 E.	7,582
Lincoln Square 11 & 12	744-748 S. 400 E.	7,582
Albert Center Office Building	581-585 W. 1600	7,271
Chase Bank	1115 S. 800 E.	6,930
Farmers Building	1180 South 800 East	6,500
Stratford Park 7	553 & 573 E. 770 N.	6,267
Stratford Park 8	531 & 551 E. 770 N.	6,267
Stratford Park 20	473-513 E. 770 N.	6,267
Stratford Park 21	482 & 502 E. 770 N.	6,267
Stratford Park 11 & 12	568-598 E. 770 N.	6,147
195 S. Orem Blvd.	195 S. Orem Blvd.	6,080
1040 E. 800 N.	1040 E. 800 N.	6,042
1800 South	1800 South State	6,000
Stratford Park 17	743-763 N. 530 E.	5,986
420 Commerce Road	420 Commerce Road	5,978
Skablelund 1	1149 W. Center St.	5,806
Turnberry Office Building	825 S. 220 E.	5,760
Bristol Park 2	953-969 S. Orem Blvd.	5,760
Bristol Park 10	245-255 E. 930 S.	5,760
Station Park 3	1041-1049 S. Orem Blvd.	5,760
Keeler Thomas Building	1327 S. 800 E.	5,752
Northgate Village Bank of Utah	1000 W. 800 N.	5,709
Alpine Credit Union	351 E. 800 S.	5,514
Taylor Park 2	552 E. 1400 S.	5,447
Taylor Park 4	1441 S. 550 E.	5,447
Frandsen Dental	165-167 S. Orem Blvd.	5,440
Evergreen Square 1	900-904 S. State St.	5,372
311 North State Street	311 North State Street	5,350



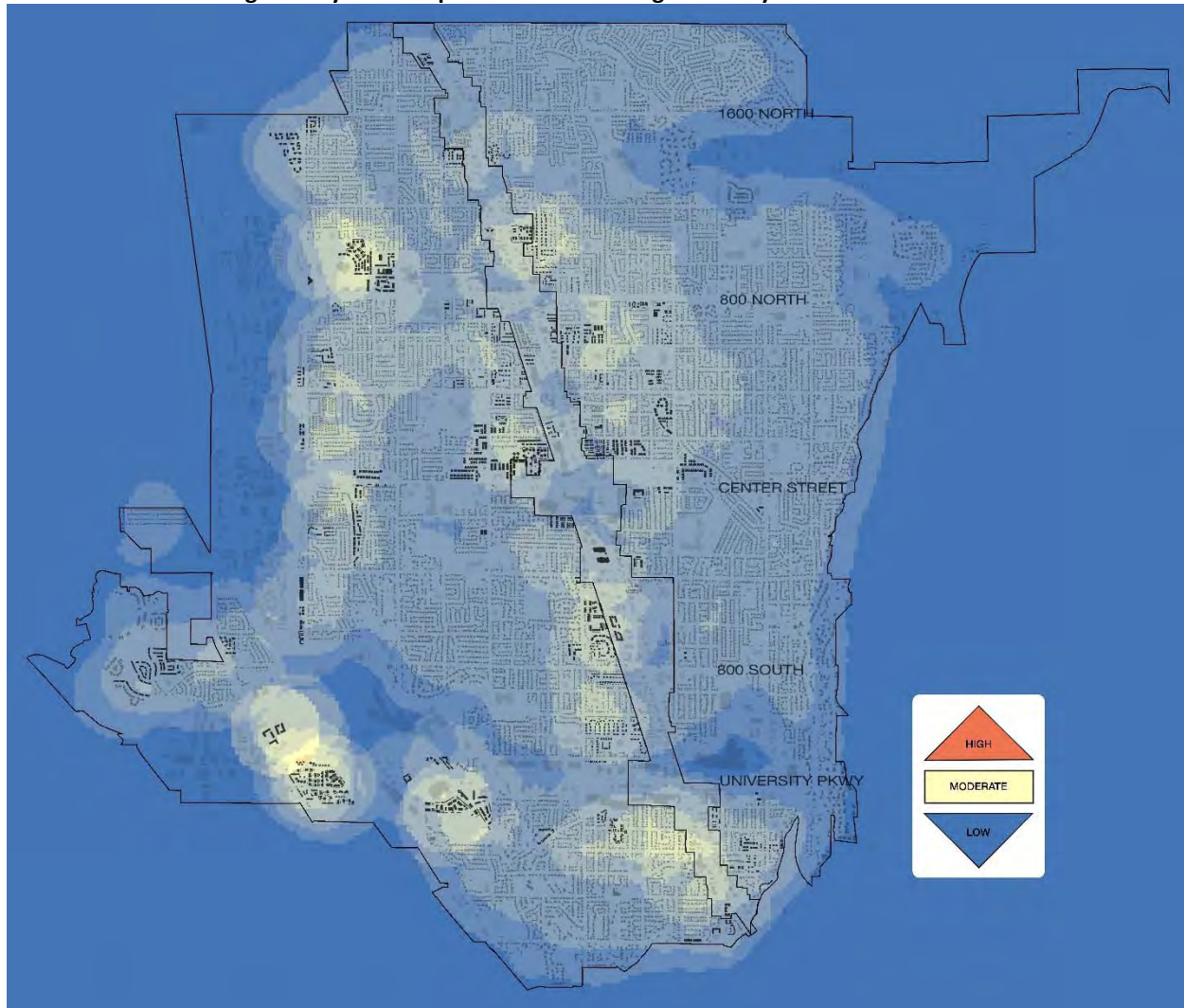
Class C		147,945
Post Office Place	248-284 W. Center St.	48,239
478 South Geneva Road	478 South Geneva Road	18,600
Lincoln Square 1-4	371-385 E. 800 S.	17,152
1776 North State Street	1776 North State Street	11,932
Conifer Building	140 S. Mountain Way Dr.	9,772
Gathering Place	251 East 1200 South	8,400
898 South State Street	898 South State Street	8,385
Canyon Gate Plaza	1145 E. 800 N.	6,750
906-914 S. State St.	906-914 S. State St.	6,679
Springwater Office Suites	420 South Commerce Drive	6,036
920 North 360 West	920 N. 360 W.	6,000
Total		3,026,415

Source: Coldwell Banker Commercial, 2015

Housing Analysis

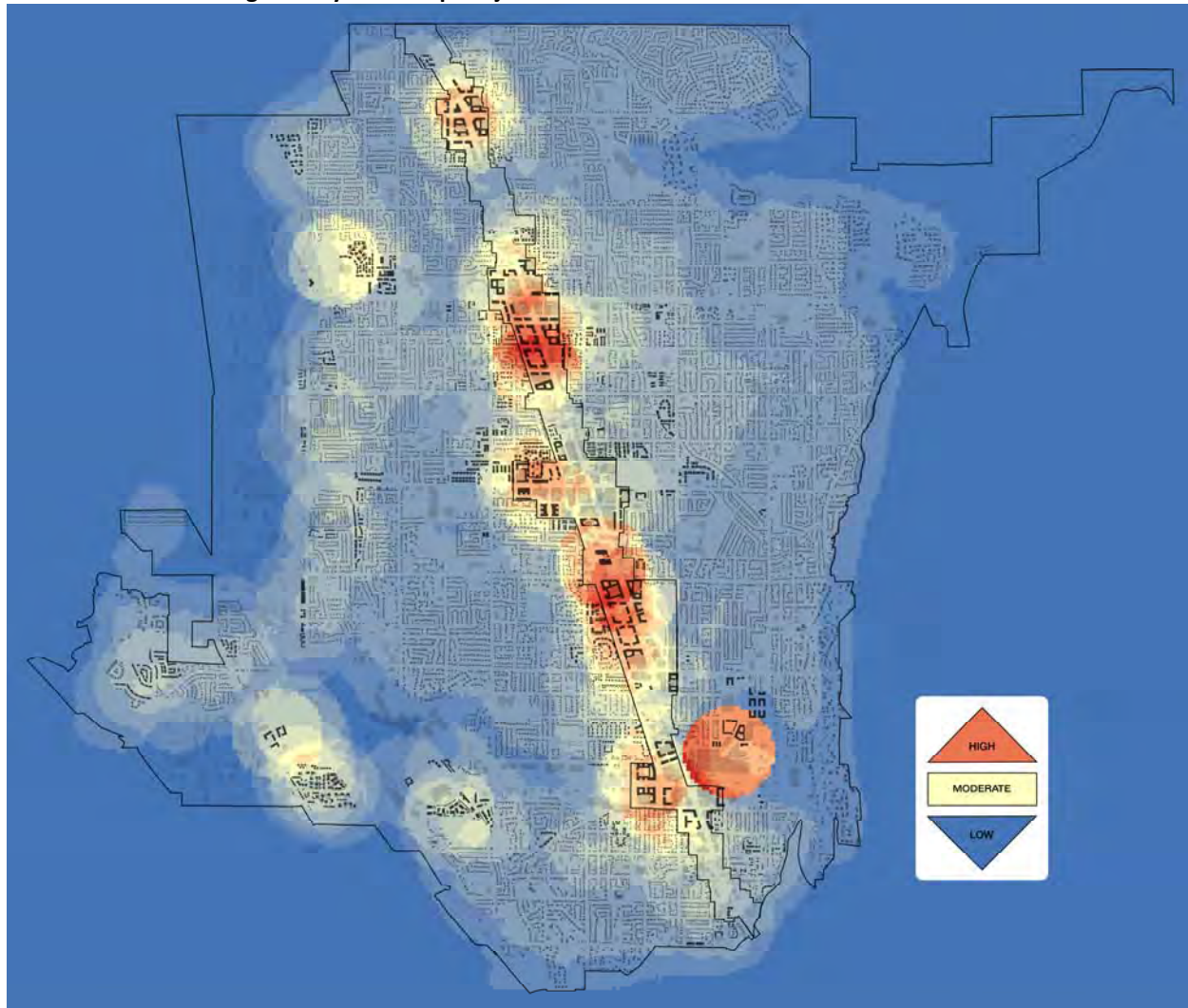
Illustrations 9.3 and 9.4 are heat maps which illustrate the distribution of housing density throughout the City. Illustration 9.3 shows the distribution of the current housing inventory and Illustration 9.4 shows the proposed housing distribution in 2040, including the densities recommended by this Master Plan for the State Street Corridor. Comparison of the two maps shows that current densities are low city-wide, with the emerging density trends focused around the I-15, State Street, and University Parkway corridors.

Illustration 9.3: Housing Density Heat Map for Current Housing Inventory



By 2040, distinct population centers emerge along State Street near 600 North, 600 South, and University Place. Secondary centers immerge along State Street near 1600 North and Center Street, while the rest of the City maintains similar low-density housing patterns to the current inventory. Many long-time Orem residents want to keep the hometown feel of large housing lots and the proposed future housing densities provide a balance between maintaining low-density areas of the City, while still providing housing for future residents. The additional rooftops in close proximity to the commercial corridor will also help support commercial vitality and City sales taxes while minimizing traffic impacts.

Illustration 9.4: Housing Density Heat Map Projected for 2040



Economic Value of Land Use Changes

The land use changes that have been proposed for the State Street Corridor will have a significant economic impact for Orem City. The charts below illustrate the new land uses planned and the change in value from the 2013 property and sales tax generation. With the changes, property tax would increase by 136%, more than doubling the current value. Sales tax would redistribute within the corridor and would increase by nearly 20% overall.

Illustration 9.5: Future Land Use Assumptions by Node

LOCATION	Future Residential Square Feet (SF)	Future Office SF	Future Retail SF
North Village (1600 North)	1,352,000	30,000	175,000
Canyon Crossing (800 North)	2,368,000	762,000	536,000
Civic Center (Center Street)	1,720,000	1,511,500	573,500

Arts District (800 South)	2,393,000	280,000	243,500
University Parkway	1,583,000	675,000	525,000
Total	9,416,500	3, 582,500	2,053,000

Illustration 9.4: Comparison of Current and Future Taxable Property Values

LOCATION	Existing Taxable Property Value	Future Taxable Property Value	Percent Increase (Decrease)
North Village (1600 North)	\$29,856,277	\$82,037,637	174.78%
Canyon Crossing (800 North)	\$72,574,066	\$234,394,696	222.97%
Civic Center (Center Street)	\$68,213,268	\$275,728,542	304.22%
Arts District (800 South)	\$73,140,070	\$157,326,978	115.10%
University Parkway	\$82,159,856	\$197,293,248	140.13%
Total	\$325,943,537	\$946,781,101	190.47%
Orem City Annual Tax Revenue	\$4,013,669	\$11,658,662	190.47%

Illustration 9.6: Comparison of Current and Future Taxable Sales

LOCATION	Existing Gross Taxable Sales	Future Gross Taxable Sales	Percent Increase (Decrease)
North Village (1600 North)	\$16,437,237	\$43,750,000	166.16%
Canyon Crossing (800 North)	\$73,036,381	\$134,000,000	83.47%
Civic Center (Center Street)	\$80,082,488	\$143,375,000	79.03%
Arts District (800 South)	\$30,696,014	\$60,875,000	98.32%
University Parkway	\$180,678,741	\$183,750,000	1.70%
Total	\$380,930,861	\$565,750,000	48.52%
Orem City Annual Tax Revenue	\$1,904,654	\$2,828,750	48.52%

APPENDIX C: BRAND AUDIT/BRAND





BIT



BRAND AUDIT/ BRAND ARCHITECTURE/ NEXT STEPS

OREM, UT (FAMILY CITY, USA) -- BRAND DEVELOPMENT



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3.0 Next Steps - The Mission

The following report is the collaboration of three distinct and uniquely qualified partners – the urban design expertise of IBI Group, the marketing and destination brand insight of Blakeslee Advertising and the personal reflection and local insight of a BYU Adjunct Professor and Orem resident for whom this effort is personal. The narrative is the result of four months of listening, observing, research, interviews and public outreach. The findings and recommendations are remarkably consistent, and importantly, the messages we heard from the community echoes those we received from the city leaders. This agreement on the problem and the solution is a clear indication that the time to act is now. It strikes at the very heart of why we do what we do. We are inspired by the incredible rewards that can come to Orem if we succeed.

1.0 BRAND AUDIT

1.1 AN INTRODUCTION:

All cities and suburbs are unique. No one wants to live in a place that is “just like everywhere else.” But to really understand the “where we are now” and “where we want to be in the future” for Orem, Utah, there truly are some unique factors to outline right at the start.

In a variety of published surveys, Utah County (and often Orem in particular) rank nationally at the very top of several important indices including: “Most Conservative,” “Most Religious,” and “Most Family Friendly.” The comments from Orem residents captured in the Mind Mixer on this project echo these national findings. The question that asked respondents to identify, “What do you want Orem to be known for?” generated 68 different ideas or comments. A simple tally of the main idea of each comment reveals this dualism. The idea of creating / building on our “Family Friendly” image shows up 38/68 times. While more than 12/68 comments specifically focused on wanting Orem to be “known for” having small, efficient and limited local government that “keeps it’s hands out” of local businesses.

Thus we see the challenge in championing any types of improvements in Orem, Utah. The residents know exactly what they want to be – Family City, USA – while at the very same time they are passionate about protecting everyone’s individual and property rights from “bureaucrats and politicians.” Orem, Utah is a city that desperately wants to protect and grow what is working in this community to support families – finding ways to make our streets, neighborhoods and city more family-friendly; but absolutely does not want to rely on increased government intervention, onerous zoning rules, or new regulations to get this done.

Here in Orem, we expect that all our friends and neighbors are taught correct, family-friendly, principles, and then will effectively govern themselves. We live, and let live.



1.2 THE CHALLENGE

How do we present this opportunity to the residents of Orem, Utah as a chance to collectively take back our city's main street – State Street – from unplanned growth, less than effective zoning rules, a hands-off local government, and decisions of self-interest – all without overwhelming new regulations or big increases in taxes?

We must embrace our core values and accept the need to define a vision to manage the inevitable growth in our community.

The Situation

City Planners and City Residents are different. They may be facing and trying to solve the same problems, and how they approach these problems matters.

As mentioned in the introduction, being a city planner in the most conservative city in America is hard work. The reality is that here in Utah County (and Orem in particular), individual rights (property, taxation, etc.) will trump government mandated civic/community regulations every time. How can a city make plans to improve the community without coming into conflict with individual property right issues? They can't.

What the city can do is find those areas where the needs and wishes of the overwhelming majority of residents can become so well-articulated and so well adopted by the community as a whole, that the individual property owners will choose to align their personal interests with that of the community. If the city-planners are responding to a DEMAND from the residents to adopt and promote plans that increase the “family-friendly” vision of Orem, then change can begin.

Orem City Planners want:

- More density for a stronger, more diversified tax base.
- More businesses within city boundaries.
- An increase of low-cost, highly educated employees living and working here.
- Improved traffic flow on State Street.
- A plan or vision to manage growth.

BUT — Residents don't much care about any of those things. They are fine with the big office buildings and Thanksgiving Point being in Lehi, and the County Buildings and downtown festivals being down the hill in Provo, and the transplants from California living in Highland and Alpine. Orem residents are fine with their neighborhood as it is. They have come to accept State Street as simply a reality that is what it is.

Orem Residents want:

- To choose for themselves where and how they live.
- To manage their properties how they choose.
- Things to basically stay the same in their neighborhood.
- Added "Family-Friendly" improvements where possible.

When asked about State Street, we see agreement between Residents and Planners on both the vision and the problem — safety, quality of life, family values, etc.

- 91% of respondents feel crossing State Street is unsafe.
- 78% try to avoid using State Street to walk or bike.
- 79% of respondents believe State Street needs improvements.
- 73% of votes recommend higher quality and variety of retail offerings.

Private Property Owners / Businesses on State Street Want:

- More customers
- More sales revenue for their businesses
- Higher Property Values (higher rents and re-sale)
- Added "Family-Friendly" improvements if possible.

To be successful, the City Government and Economic Development teams will need to reposition the goals of this project to align with the perspective of the residents and private property owners (which are often one and the same). Real leadership on this endeavor will be needed to establish the vision, the rationale and the priorities that appeal to the residents. These are not mutually exclusive goals or audiences – but at present, it appears that none of the sides in this equation truly understands what is important to the others.

While the residents of Orem are asking for beautification and safety – they are not likely to approve new additional funding sources from their pockets. While the property owners exert their personal property rights and complain about zoning, they haven't understood how a re-imagined State Street would produce much higher sales revenue, rental rates and opportunities for them.

It is our job to communicate the opportunity so clearly, so boldly and persuasively that all of the involved parties will come to understand and adopt this vision of a State Street we all deserve.



1.3 COMMUNITY CHARACTER

Through visual listening exercises with the Brand Committee as well as online outreach, the community attributes most highly valued, and expected to be present, throughout the State Street corridor were:

- Family Friendly and Safe
- Beautiful and Attractive
- Business Friendly with Small Government

Specific to the image and identity of the State Street corridor, the general consensus of the public workshops, on-line MindMixer poll results and the Brand Committee outcomes are that State Street lacks authenticity, poses a safety threat to pedestrians or bicyclists, appears unattractive and tired and lacks community character, identity or a city center. While most participants see these items as unfortunate current conditions, they also recognize a tremendous potential that exists along the corridor.

Based on their input, it is clear that the residents of Orem want to beautify and redevelop through good planning and visioning. They “get” the requirement for policy change, and the urgency of having a willingness to enforce a vision. They believe the corridor has the ability to represent key community attributes and to be a place where people want to be. In short, they comprehend the need to create a sense of place for the central corridor in their community. In other words, they intuitively understand the value of a branded destination.

Identifying the existing attributes of a place are an essential first step because they align the authenticity of a place with possibilities for the future. That is not, however, a plan for bringing those possibilities to fruition. There has to be a plan.

It would be nice if creating a “place” was as simple as pointing to a map and saying, “Here we are!” Unfortunately, that is the very definition of an unbranded location – one that people find by happenstance, circumstance, or convenience. Without any real branded identity, a location lacks a reason for people to have a strong desire to go there, or to even be in that particular place. Today’s State Street is a perfect example. If someone were to tell you they were headed out “to State Street,” that would tell you almost nothing about where they were actually going, what they might be doing there, or why they made that choice. Today, the term “State Street,” is simply too big and amorphous of a description to carry any meaning.

Alternatively, a “branded destination” is a specific place where people plan to go, where they want to go, where they aspire to go, where they plan to meet others. Perhaps more importantly, a branded destination is a place where people are excited to be. A place where they will pay a little (or a lot of) extra money to be, and a place where they enjoy the opportunity to partake in what that destination has to offer.

The creation of a branded destination is not the same as creating a branded product. A product does something – it rolls down the street, it tells time, it gets consumed, or it provides entertainment. Many different types of people could buy a particular car, but all are buying something to roll down the street.

A branded destination has a far more complex brand matrix. It's a place where locals like to gather. A place that visitors like to see. It's a place to run a business for a company, or a place to work for an employee. And, it is an enticing place to live. But the “living” is different for singles entering the workforce, for young families with kids, and for empty nesters who want to be close to work, play, and family. Layer that on top of being a place where residents of nearby communities come to shop or dine, or just to enjoy the atmosphere, and the complexities of the matrix begin to reveal themselves.

Critically, all of the levels of the matrix must be compatible with each other. A family won't buy into a place which they are told will be kid-friendly but which they hear is recruiting toxic waste disposal firms, and a woman isn't likely to go shopping next to a biker bar. The biker bar and the waste firm might generate high revenues for the local taxing authorities, but they are completely incompatible with other important desired constituencies, and so they would not work in the matrix.

The process of creating a branded destination makes sure that “it all works together” by establishing guidelines and parameters for what the place should be and how it should portray itself. The purpose of the brand development process is to create a brand for a destination that will attract the multiple target audiences with meaningful enticements for each.

The Brand Architecture, which is delineated in Section 2 of this report, provides the information and background to create the brand story and messaging which will in turn inform the physical architecture, the programming, the marketing, and the offerings for the State Street/Orem Boulevard corridor. Perhaps more importantly, these communications tools will be used to convince private parties – business owners, developers, business relocation specialists, entrepreneurs, and others – to invest in the corridor. They have to believe in the short term and long term vision for them to make that decision.

Creating the brand is not enough, however, to ensure the success of the Branded Destination. Diligent and ongoing brand management throughout the brand cycle is required to make sure the Brand lives up to its potential for decades to come.



1.4 BRANDING COMMITTEE OBJECTIVES

The Brand Committee identified several objectives for the establishment of a brand for the State Street Corridor:

- Encourage Modest and Intelligent Population Growth (Growing in ways that help families succeed.)
- Foster Start-Up and Growth Businesses (Creating jobs that support families.)
- Fill Jobs with University Kids (Who will start families of their own.)
- Create a Vibrant Community (Yep, it all about families.)
- Establish Beautification and Aesthetics as Integral to the Landscape and Development

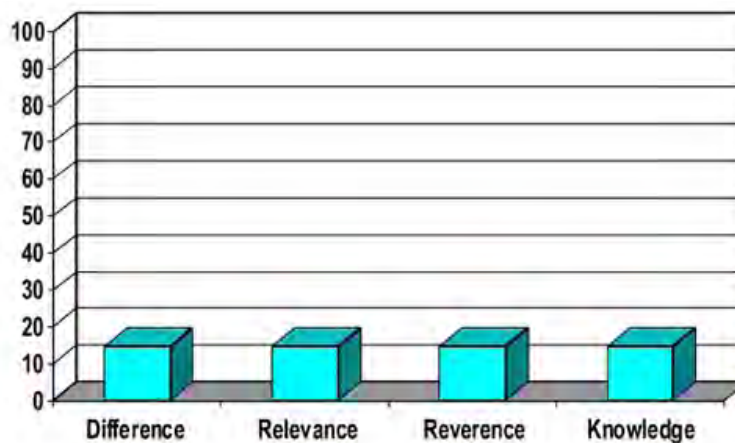
Help Orem Grow Up (If we have what families of all stages are seeking, we retain talent, expand our communities, and our growth as a city allows more families to succeed.)

As identified by the Brand Committee, the target audiences for the State Street Corridor were:

- Residents
 - Orem Families
 - Returning Retirees
 - Young Homebuyers
- Businesses
 - Developers
 - University Start-Ups
 - Existing Businesses in the Corridor
 - Site Selectors for National Businesses
 - Regional Businesses looking to expand
- Consumers
 - Orem Citizens and Workers
 - Visitors from the area and region
 - Shoppers
 - Festival Goers
 - Arts District Patrons

1.5 BRAND CYCLE:

As a yet-to-be launched brand, the Orem State Street Corridor qualifies as an “Unknown” brand, scoring negligible amounts of Differentiation, Relevance, Reverence, and Knowledge. In the destination brand world, the State Street area is the definition of an unbranded place. It’s not a place people aspire to go. They merely end up there for other reasons, and as a result, if one of those other reasons doesn’t exist, they will never plan to come to the area, and they certainly won’t end up there very often.



For the new Orem State Street Corridor’s brand to move from an “Unknown” brand to an “Emerging” brand, Orem’s section of Hwy 89 will have to more firmly define its Brand Architecture, especially its Brand Essence, Brand Values, and Brand Promises, through the creation of its Brand Messages. As part of that, Orem will have to firm up its points of Differentiation so they can be embedded into the design of the State Street Corridor.

As discussed with the Brand Committee, the next step is to create the Brand Messaging for the area’s Brand and then test the messaging with some of the relevant audiences. The objective is to confirm that the differentiating elements, the brand promises, and the brand personality and essence are meaningful for the audiences, and that the messages are resonating.

As a Branded Destination, this area has no stature as of yet, but two of the criteria – knowledge and relevance – apply to most city residents who understand that State Street is the defacto downtown of Orem, and a less-than-healthy-one at that. Since this understanding is what propels us to change, those residents who understand the problem and are open to thinking about solutions, are at a place to start when it is time to disseminate messaging to see how receptive other audiences are to the changed nature of the State Street area and to its new branded messages.

Other message testing should be with day visitors who are already patronizing the State Street area to determine their receptiveness to a rejuvenated destination. These audiences should be queried for motivators, drivers, and price elasticity to help inform the programming and offerings in the area. Ideally, opportunities for brand switching should be explored with residents and visitor who would be queried to determine the ability to move them through the cycle from trial to preference to loyalty and eventually to advocacy, because we need advocates for the plan to succeed.



BRAND VALUE COMPONENTS

To gauge where a brand is in its cycle, four brand value components must be measured in absolute and relative terms. Based on how a destination brand stacks up in these areas, against each of the target audiences, decisions can be made about the physical design of the State Street/Orem Boulevard corridor and the brand messaging. The Brand's position in its Cycle will also inform the incentive messaging put forth to attract the audiences and generate trial.

Differentiation

Since the Brand for the State Street Corridor hasn't been launched, it is impossible to have current points of differentiation. Based on conversations with the Brand Committee, on discussions with the architectural team, and on experienced observations, the area does, however, have the opportunity to promote significant points of difference versus its competition as the destination comes to fruition.

Legitimate existing points of differentiation include:

- Existing groupings for Shopping, Community, Arts and Culture exist along the corridor with I-15 exits corresponding to each node.
- Parallel corridors (I-15 and Orem Blvd.) make improvements along State Street easily accessed and more available.

Aspirational and potential points of differentiation include:

- A culture of starting successful businessesA history of funding and supporting the arts in the community
- A central location (the center of Utah County) at the mouth of Provo Canyon and in the middle of Utah's burgeoning Silicon Slopes
- Immediately proximate to and between two large universities – UVU and BYU
- Landscaping, street-scaping, and open space designs could create unprecedented view corridors
- Real residents living in and nearby the area would provide vital energy to the entire corridor.
- See Section 2.5 for a sense of what the Branding Committee hopes and believes Orem's State Street/Orem Boulevard can and should be like

Relevance

One of the challenges of destination brand development is the multiple audiences the destination has to appeal to, and the requirement that the location's design and offerings must create an environment where those audiences and the enticements for each are compatible. Audiences for the Orem State Street Corridor include:

1. Residents
 - a. Existing residents who would frequent the area to shop and dine

- b. Potential residents who would be enticed into Orem from regional or national locales, including potentially transferred employees from companies looking to open operations in Orem or its surrounds; the attitude of those employees toward the area has tremendous influence on the decision makers

2. Visitors

- a. From neighboring cities who choose State Street as their shopping/dining/event venue of choice; these are likely to be heavy users
- b. From visitors in town/staying in the region on business who would visit for lunch, dinner or activities

3. Businesses

- a. Existing businesses who can grow through increased traffic in the area
- b. New businesses who come to provide their offerings in the corridor
- c. New businesses who might headquarter or open regional offices to take advantage of the educated workforce, easy interstate access, and the lifestyle the area would afford employees

Relevant aspects of the area might include:

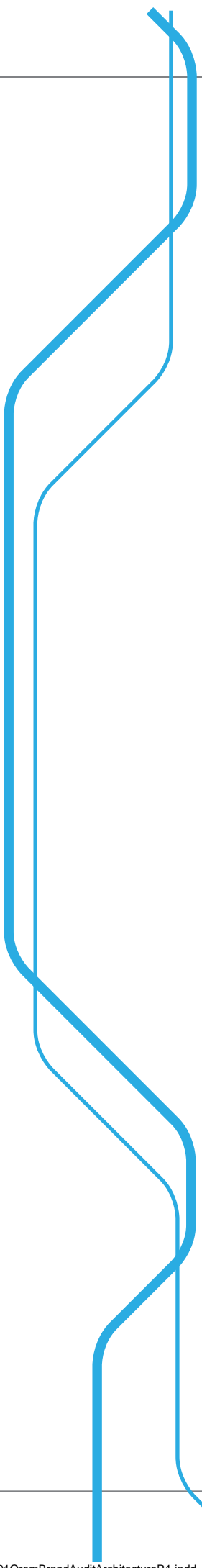
- Easy, multipoint interstate access to the area – connecting local amenities to the region.
- Two world-class universities providing art, culture, and a highly educated work force.
- Proximity to SLC, mountain resorts, Provo Canyon, Utah Lake, etc.
- Expanding businesses and start ups would have major interest in the area because of location, nearby hotel/restaurants, and recreation options
- Businesses will find a high technology culture in the area for hiring workers and a pro-business environment ranking among the top in the country

Reverence

A place's brand reverence is dependent upon its natural beauty, its offerings, and the manner of the delivery of its services and service. On the issue of visual aesthetics, the State Street Corridor is lacking today, but has huge untapped potential. The land planning and architectural design of the Growth Nodes should take as much advantage of this as possible.

How do we connect the commercial vibrancy of the State Street corridor to the natural setting? To the open spaces of Scera Park? To the canyons that empty into the valley and to orchards of yester-year. Our beautiful natural setting needs to be "brought into" the State Street area as much as possible with sight lines to the mountains and lake, landscaping, the connections to our past, and activities in the corridor representative of who we are and where we live.

When creating the Brand for the area, the messaging must be aspirational. It will fail if it is too insular. The objective is not to be exclusionary, but it is to be a step up – an aspirational place that feels like you have arrived someplace special. People want to go to places they can talk about, places their friends wish they had gone.



By creating a Brand that residents and visitors aspire to visit, they will plan for some time to make the trip, and the more aspirational of a place it is, the more they are likely to talk about it to their friends and co-workers, in the process becoming advocates for the Brand. The new State Street area has a long way to go, but given its central artery role in Orem, if we build it – and brand it correctly – they will continue to come, and chose to come more often for more reasons.

Knowledge

Obviously, there is no knowledge of what the State Street Corridor project is yet. Based on the current vision for the area, however, there will be much to tout – about the natural environment, about the existing offerings, about the development to come, and about the brand promises which will make the area a very special place for all of its constituents.

As much as the corridor will have to offer, it will have lots of competition for its various audiences. It will be imperative to adopt and fund a comprehensive, powerful, and ongoing communications program to help those audiences understand the area and its offerings. This will involve a high degree of general awareness, some compelling messaging to motivate trial, and a healthy dose of in-depth communications where the full story can be told so audiences can understand why this area matters to residents and visitors alike. This depth of understanding will create the advocates required to fuel the growth and renown of the area as a Branded location.

- Key points to communicate, if they come to fruition, will include:
- How State Street is not a road through Orem... but instead is OUR Main Street
- That it is so long, and varied, it has different sections or nodes
- That each of the nodes represent growth potential around specific anchors
 - Shopping on the South (12th South)
 - Arts and Culture and Parks (8th South)
 - Civic Center (Center Street)
 - Up Town Commerce (8th North)
 - North Village (16th North)
- The story of the area as a great place to live based on
 - Its family friendliness (safety, healthy lifestyles)
 - Natural beauty
 - Culture of fostering business growth
 - Easy access to the freeway and transportation
 - Easy access to mountain recreation
 - Walkability of and access to activities in various nodes
 - Amazing viewsAn abundance of family friendly activities and spaces
- The story of a suburban redevelopment project and the vision involved

1.6 COMPETITIVE SET:

Everyone lives and works somewhere, so our competitive set is huge. The good news is that while our location puts us right in the heart of Utah County, our position as Family City, USA keeps us connected to the hearts and minds of all those seeking to raise successful families today.

Since a full analysis of each segment is beyond the scope of this report, examples of the competition in each segment are provided herein with the expectation that those lists can be extrapolated as needed. Once the type of competitors are identified, figuring out if a potential addition to any given category is qualified as competition is relatively easy.

Competition as a “Branded Destination”

If Orem’s State Street is simply a collection of stores and restaurants, it will just attract its fair share of retail business vis-à-vis Gateway, City Creek, and even University Mall, but not much more. In order to really succeed, the area will need to have meaningful points of differentiation, compelling messaging to incent trial, and a strong brand around which to build loyalty and advocacy.

Getting people to venture forth for an outing to the area will face the same challenge. Finding ways to integrate technology and tap into a digital community will go a long way towards making the corridor a “cool place” for teens, college students, and young adults. Ensuring that the area is a safe place for everyone from kids to the elderly at all hours of the day is a requisite, and making it a place that people and families think is worth their while, and where they can actually engage more than at home, will make it a more than viable alternative to their own private spaces.

Competition for Residents

- Utah County – Provo / Lehi / Payson / Highland / American Fork / Alpine
- Salt Lake County – Daybreak / Riverton / Draper / Sandy
- Park City / Heber
- National Family Cities – Boulder / Seattle / Madison / Boise /

Competition for Regional Visitors

- Park City
- City Creek
- Gateway
- Thanksgiving Point / Traverse Mountain

Competition for Businesses / Office Space

- Tech: Lehi / Draper / Park City / Provo
- Student Talent: Provo / Salt Lake City
- For Main Street: Park City / City Creek / Provo



2.0 BRAND ARCHITECTURE



2.1 THE NARRATIVE

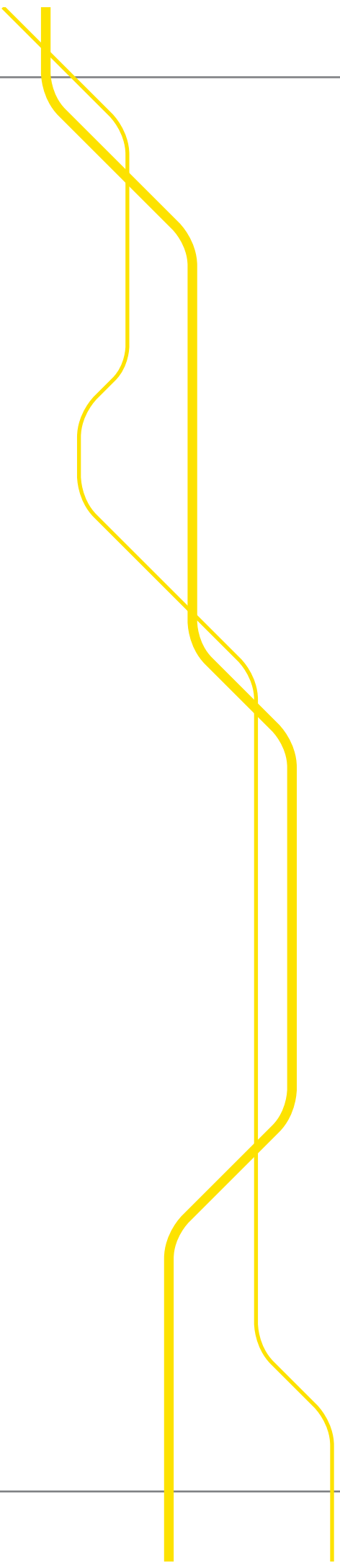
From the Orem resident's point of view, this is not an economic development issue. Nor is it a debate on how we go about moving more businesses into the tax base. It is not about low or high density residential zoning. It is not even primarily about State Street.

It is a conversation about how we, the city of Orem, need to do a better job of keeping our promise to be the best place to raise a family in the United States.

This is about WE and US and OUR. Not about it, or them, or the city. This is not a mandate from city hall to us the residents. It is a call to action from us, the residents of Orem to each other. This is a conversation between moms dropping their kids off at school. This will be what we talk about after church, at dinner tables, at the soccer fields.

Orem is our home. We live here. We choose to raise our children here. These are OUR schools. Our parks. Our neighborhoods. We value family, home, good neighbors, freedom and our faith. These things matter to us. We love that Orem is a place of growth. We know we are growing strong families, strong businesses, and strong connections with each other. It has been said by a well-respected church leader that, "No other success can compensate for failure in the home." We believe this. We act on this charge. We work together to make sure our homes and families succeed. What is our city? It is the sum total of all our families and homes.

We are the heart of Utah County. Orem, Utah. Just look on a map, in the middle of it all.



And Orem State Street, also lovingly called Highway 89, runs right through the heart of Orem. It's our very own downtown (if you can call it that). It is the original route from Southern California to Canada, and it became our main street. Today it is our major North/South commercial strip. The trouble with major arteries (both biological and commercial) is that overtime they can get a little clogged. A little messy. And when the hearts' arteries get messy, bad things happen. This is where we are today. What once ferried goods and services in and out of our town is now a mess. Our main commercial artery, running right through our lovely community, is no longer doing its job.

Pawn shops, tattoo parlors, dilapidated buildings, vacant storefronts, dead-end streets, speeding cars, narrow sidewalks, absent bike lanes, and empty parking lots. Be honest, when friends and family come to visit, is your first suggestion for the group: "Let's all go down to State Street!"? Didn't think so. Right now State Street in Orem doesn't look, feel or act like Family City, USA. We can do better than this. Our families deserve better than this.

Our forefathers had the good sense to make State Street wide enough to turn a whole team of oxen around because that was what was needed. Let's have the good sense today to make sure our State Street is as sound and useful for today's families as it was back then. What does that mean today?

Let's talk about that.



2.2 THE VISION

The following Vision, Guiding Principles and Project Goals were developed through extensive public outreach and community conversations with key stakeholders.

The Vision – Or – How do we, as residents, keep our promise that Orem, Utah is STILL the best City in America for raising families?

As Orem residents, we recognize the need to improve our main commercial artery – Orem State Street. We will work to support the creation of a dynamic and incremental framework to guide future growth throughout the State Street Corridor that will result in a better environment to raise families. Specifically, it will include: guidelines for how we want our State Street to function, how we want it to become a part of our lives, economic development initiatives, transportation solutions and importantly – enhanced community image and identity. The State Street Corridor will be a model of family- friendly culture while becoming an attractive lifestyle component for residents, businesses and visitors.

Guiding Principles

Safety and Mobility – State Street will utilize its extensive right-of-way in an efficient and functional way to create a people-friendly street that provides viable transportation options for pedestrians, bikes, transit and vehicles. The addition of new streets between State Street and Orem Boulevard will enhance walkability, traffic flow and improve building frontage.

Responsible Land-Use – A redeveloped, people-friendly State Street will allow and encourage a range of desired land-uses. Nodes will be identified and developed at key areas, in coordination with transit stops, which will become unique districts with distinguishable characteristics and that will act as catalysts for private investment throughout the corridor.

Family-Friendly Urban Design – The right mix of mobility and land-use will provide an opportunity to create a “place” comprised of a series of places, each of which will significantly increase the quality of life along State Street. A network of parks, plazas, and other community space will be strategically located throughout the corridor and link to existing gathering spaces. The aesthetic appearance of State Street will be greatly improved by locating buildings along the street, minimizing visual impacts of parking lots and signage and unifying the streetscape.

Project Goals

- Provide regional, local and multimodal transportation solutions
- Lateral approach to a linear corridor connecting adjacent neighborhoods east and west
- Increase building frontage real estate through finer grain street and block network leveraging opportunities with Orem Boulevard
- Concentrate density nodes around potential transit system station areas
- Create a complimentary network of character districts to establish sense of place
- Enhance urban open space system to encourage walkability, community gathering, healthy living and active storefronts
- Improve the aesthetic appearance of the corridor
- Redefine development standards and policies to manage growth
- Maintain bedroom community character while embracing critical and strategically located mixed-use density

Metrics -- The following items have been identified as key measurement tools to define the successful implementation of the Master Plan.

Economic Impact

- Enhanced property values
- Catalyst for private investment and redevelopment of underutilized properties
- Commitment and investment into physical and social infrastructure
- Retain existing businesses and attract new businesses

Social Equity Impact

- Improve access to alternative modes of transportation
- Diversify housing stock to provide more options
- Enhance and promote arts and culture

Environmental Impact

- Improve air quality through combination of reduced emissions, heat island effect and additional tree canopy

Quality of Life Impact

- Improve the urban open space network
- Encourage walkability and healthy living
- Build community image and identity
- Improve visual attractiveness



2.3 THE STATE STREET CORRIDOR

To begin with, the opportunity / challenge of the State Street Corridor in Orem is huge. With the population of Utah expected to double by 2050, this opportunity is about thinking big. Stretching more than five miles through Orem, the State Street corridor is simply too long for the whole thing to be considered “Main Street” or “Downtown.” But there is an opportunity to define and categorize different areas of State Street that work together to create complimentary and neighboring spaces that “flow” into one another.

For this purpose it makes sense to look at the State Street Corridor in terms of sections, or “Nodes.”

We have focused on defining the following five “Growth Nodes” to concentrate future development of a more compact, walk-able and energetic land use pattern. Specifically, we are calling these nodes – from north to south – as follows:

- 1600 North (North Village)
- 800 North (Uptown – to slightly differentiate it from “Downtown” as one off)
- Center Street (Civic District)
- 800 South (Arts/Culture District)
- University Parkway (Destination Shopping District – University Place Mall)

With these nodes as outlined, we can also start to see what can be called a more traditional downtown area for Orem. We would propose that “Downtown Orem” be defined by the following areas: State and Center Street – anchored by the Civic Center District on the north and University Parkway Destination Shopping on the South. The “glue” that holds this 1.5 mile walk-able area would be the Arts/Culture District around the 800 South intersection of State Street.

These “Growth Nodes” are being well received in our outreach and conversations with other residents. Importantly, they are defined areas along the corridor that do not infiltrate or impact existing residential neighborhoods, providing some much needed structure and guidance for future infill opportunities replacing, over time, the less desirable elements of the State Street Corridor.

Unfortunately, simply creating a vision for growth, doesn’t make it so. It’s gonna take a plan. And conversations, lots of conversations. We need to think about it, talk about, argue about it and get behind some common-sense ideas. We are going to need to agree that State Street matters. That we will hold each other accountable to make the changes necessary in the types of businesses, public spaces, architecture, pedestrian/ bike-friendly areas, parking lots, etc. that get built in our town. Because it is OUR town.

2.4 BRAND ARCHITECTURE

Brand Positioning Statement for the City of Orem

Orem is Family City, USA. We strive to be the best city in America for raising families.

As we are successful in our efforts to be successful in raising families, other goals and aspirations will be met. For example, for the City of Orem's economic development audience:
Orem provides great value through a low cost of doing business and a quality workforce.
Orem is the epicenter of Utah County, where startup companies, established businesses and developers prosper.

The Brand Architecture will be refined after the messaging is developed and tested, but enough work has been done to define the parameters for the Brand of the State Street Corridor.

Brand Vision

- To build on Orem's promise of being the best place in America to raise families.
- To have a plan to grow and maintain our core transportation and commercial artery as the vibrant and healthy heart of our town.
- To create and manage growth in a healthy and economically desirable manner
- To rally citizens and locally owned businesses to "Take Back" State Street
- To provide opportunities for people to be able move to or continue to reside in Orem with good jobs and nice places to live and be

Brand Mission

- To develop a clear strategy for the State Street Corridor
- To develop a clear – grass-roots driven – plan of adoption ensuring that the needed renovation happens, and in the right way
- To embed the "Brand" into the area in a way that tells its story and ensures its endurance
- State Street is Our Main Street, and Our Families Deserve Better than what has evolved over the years.
- It is our responsibility to hold each other accountable to make this happen.

Brand Position

- Orem is America's Family City – It's our city.
- Orem is a center of commerce – the center of Utah County's growing economy, the center of Utah's burgeoning Silicon Slopes Tech Corridor
- Orem is centrally located with easy access to everything from recreation to transportation

A thick yellow line runs vertically down the left side of the page, with several sharp, angular turns and loops, creating a stylized, abstract shape.

Brand Essence

- Orem is one of the best cities in America for raising families.
- Our backyard is Timpanogos, our main street is right here.
- You're welcome in our home, even if you're just visiting.
- From shopping, to dining, to working, Orem Main Street has it all.

Brand Values

- Family
- Relaxed but not Bohemian (This is BYU Blue after all)
- Safe and Open (Free-range parenting is practiced here)
- Authentic Mountain West Living – Mountain Bikes / Ski Racks / Backpacks
- Always Trying to Make It Better
- We care for our own, and all who may be passing through
- Easy to Get Around

Brand Personality

- The “cool” uncle lives here – the one that takes you skiing...
- Smart (heck, we've got two universities right around the corner from each other)
- Engaging. Vibrant Community Built on Pioneer Stock
- Safe yet Adventurous (we climb, with the right gear)
- Casual but dresses up for church
- Comfortable enough to be yourself

Brand Promises

- We practice what we preach
- We'll treat you like family
- We look out for each other
- Trust
- Easy to get here, even easier to be here

A thick yellow line that starts as a semi-circle on the left and then continues as a series of connected, slightly curved vertical segments on the right side of the page.

2.5 ASPIRATIONS OF THE BRAND

Beyond the formal Brand Architecture, the Brand Committee has put forth a number of tenets that they hope Orem's Section of Hwy 89 can become. These help provide a context and a frame of reference for the development of the brand messaging.

Verbal Aspirations

- "Orem is one of the best city in America for raising families."
- "Our backyard is Mount Timpanogos, our main street is Orem Boulevard."
- "This is our home, and you're welcome here, even if you're just visiting."
- "From shopping, to dining, to working, Orem Main Street has it all."

Visual Aspirations

These images are for contextual reference rather than design guidance. They merely reflect an idea, or an ideal, which the Brand Committee felt represented what they hoped the State Street Corridor and its Brand could become.

Architecture

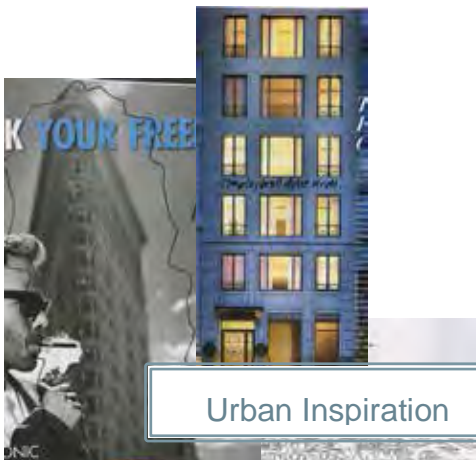
We live in a beautiful place. We want our buildings and public spaces to be beautiful as well



Character & Charm



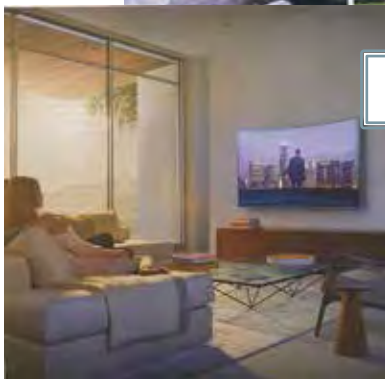
Water Features



Urban Inspiration



Interior Finishes



Family

This is why we are here. Our town is simply a collection of families working together to make life better for each other.



Life

Life is about relationships. It's about how we come together. It's about being together.

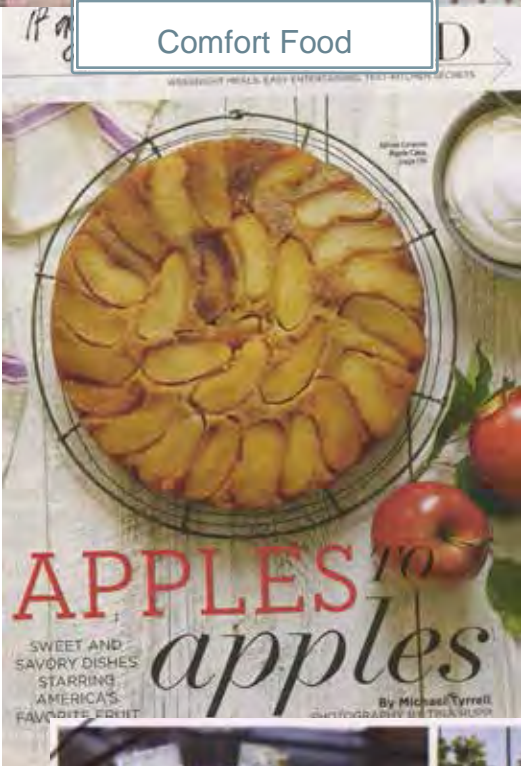


Food

If the kitchen is the most important room in a house, places to find good food must be the most important places in a city.



Comfort Food



A farmstead cheese board is one of the in-room dining options at the Montage Beverly Hills.



The pool at Dorchester Collection's Beverly Hills Hotel, home of the iconic Dolores Fountains.



FOOD & CHAIN REST.

Restaurants



L.A. dwellers flock to the Fairmont Miramar for its market-fresh Fig restaurant.



Livello at L'Ermitage.



Shopping

Raising a family today takes the right gear. We want to be able to find what we need right here at home.



Atmosphere



High Fashion



Indulgent Shopping

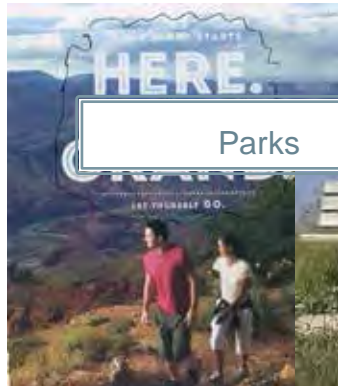


Family Friendly

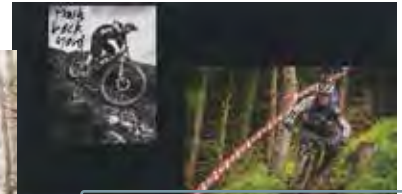


Outdoors

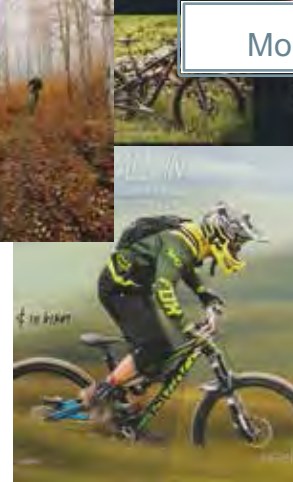
How much do we love the outdoors? Have you seen our backyard?



Parks



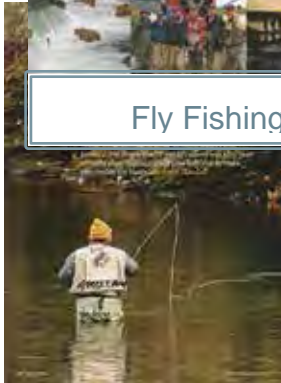
Mountain Biking



Connection to Nature



Fly Fishing



A decorative graphic consisting of a solid green square on the left and a series of interconnected green lines that flow from the top right, loop around the top of the page, and then descend along the left side of the text area.

3.0 NEXT STEPS – THE MISSION

THE BRAND MESSAGING AND COMMUNICATIONS PLAN:

The revitalization of the State Street Corridor will not happen organically. The curious mix we have here in Orem of laissez faire capitalism, pioneer frugality and conservative / limited government expectations -- have created the State Street that we have today. Clearly, in order to create a better solution for our families and the families that will call Orem home in the future, we are going to need a different approach.

A solution or vision that comes from city government and is “dictated” to the private property owners of Orem will simply not succeed. So how do we make this happen? We need to help the community understand the situation and come to the conclusion that this is a serious issue and that we deserve better. We also need to help them understand that this is an opportunity that we can fix, and that we collectively should want to fix. We as Orem residents, need to begin to see the State Street situation as OUR opportunity. Our responsibility. Not something to hand off to the city council, or the mayor. This is our job. Sure, the folks we elect and pay to represent us through city government need to do their part, but let's be honest; if we don't hold each other responsible to make this happen, it won't.

The next step in the Brand Development Process is to turn the above findings into concise and creative Brand Messages that can be disseminated through a communications plan. The messaging should incorporate visual and verbal messaging to tell the story of Orem's piece of Hwy 89 and the Brand.

The message development process itself will help refine the messages as the Brand Committee hones in on what resonates most with them and what they want to be presented to the world. Once a group of messages are developed, presenting them in a controlled manner to various test audiences will provide valuable feedback on both whether the creative and stories are easily understood by the audiences and if they are resonating with the audiences.

That feedback will allow the messaging to be refined, and from there it can be used to start the process of introducing the Brand to key target audiences, and subsequently to the public through a comprehensive **communications plan** that will engage the public.

A viable, grass-roots driven, community-building campaign needs to inspire the residents of Orem, Utah to make this happen. Not an advertising campaign – a full-court press, all hands on deck, involve the entire community effort. It will involve great ideas, persuasively shared. It will need inspiring and beautiful images to show what could be possible. We will need to really use social media tools (not just posting things to the city FB page). We will need to identify and utilize influencers, trend-setters, outreach events, PR opportunities, and yes, some paid advertising. Just because it is the right thing to do, doesn't mean it will automatically get done.

Getting this town to OWN this idea, to make it theirs is key. This must be so “Grass-roots-up” that it can feel like the movement is catching the city off-guard – pushing the politicians to do the right thing.

This communications plan will include steps and recommendations that will:

- Identify and Recruit Key Influencers
 - Community Leaders, Spokespersons, Advocates
- Develop Key Messages and Imagery
 - Why now? How? Who pays for it? What happens next?
 - What do we call the State Street Corridor?
- Create Community Involvement
 - Making the Case
 - Naming the Growth Nodes
 - Telling Our Neighbors
 - Holding Each Other Responsible
- Identify Success Metrics
- Timetable / Budget
- Launch

Through this process, we will not only identify WHAT messages are necessary to win hearts and minds to this project – and WHO we need as our champions, but we will create a grass-roots communications plan that will roll these messages out from the ground up. Only when the residents of Orem, Utah decide that this project is theirs to own – when it is adopted as being “evidence” that as citizens we mean what we say, and we are willing to hold each other accountable to create the State Street that our city deserves – will we see success.

The good news: It is very doable, and even more worthwhile.

APPENDIX D: MEDIAN SAFETY ANALYSIS





ANALYSIS



MEMORANDUM

DATE: APRIL 20, 2015

TO: W. SCOTT JONES, UDOT

FROM: DALLAS WALL, WCEC

RE: BENEFITS OF ADDING LANDSCAPED MEDIANS ON STATE STREET (US-89) IN OREM

On April 7, 2015 Eric Rasband requested a safety benefit analysis for Orem City's proposed landscaped medians on State Street (US-89) from 2000 South to 2000 North. This memo provides that analysis.

Assumptions

The following assumptions were used to determine the safety benefit:

1. Landscaped medians are interrupted only at signalized intersections.
2. Raised medians will be extended to the stop bars at the signalized intersections.
3. Landscaped medians have the same CMF as non-mountable median (as opposed to mountable median or median barrier).
4. Crashes at signalized intersections are not included in the analysis.
5. Mitigatable crashes for landscaped medians include:
 - a. Manner of Collision is:
 - i. Angle
 - ii. Head-on
 - iii. Sideswipe opposite direction
 - b. Vehicle was executing a left turn or U-turn maneuver.

Analysis

Benefit calculations are based on mitigated crashes meeting the criteria above. The 2012-2014 crash history was used. Table 1 identifies the severity distribution of mitigatable crashes.

Table 1 Crash Count by Severity for Mitigatable Crashes (2012-2014)

Crash Severity	Count
Fatality	1
Serious Injury	3
Non-incapacitating Injury	13
Possible Injury	25
Property Damage Only	80
Total	122

Figure 1 shows the distribution of crashes for the area of State Street under consideration. There are two peaks in the crash distribution. The first peak is at mile point 337.8-337.9, which is at the

intersection of State Street and 1400 South. The second peak is at mile point 339.7-339.9 and corresponds to the intersection of State Street and 100 North.

Table 2 shows the safety benefit for each segment between the signalized intersections.

Table 2 Distribution of Crash Count by Severity and Benefit

Segment	Crash Severity					Total	Benefit
	Fatal	Serious Injury	Non-Incapacitating	Possible Injury	Property Damage Only		
Columbia to 1600 South				1	2	3	\$ 68,337.20
1600 South to University Parkway			2	4	19	25	\$ 551,061.67
University Parkway to 1200 South						-	
1200 South to 800 South		1	1	4	10	16	\$ 2,346,177.79
800 South to 400 South			1	3	3	7	\$ 316,890.21
400 South to Center Street	1				3	4	\$ 1,954,602.65
Center Street to 400 North			2	4	20	26	\$ 554,235.53
400 North to 800 North			1	2	6	9	\$ 264,422.32
800 North to 1200 North		1	2	3	10	16	\$ 2,405,588.50
1200 North to 1600 North			4	4	4	12	\$ 746,254.14
1600 North to 2000 North		1			3	4	\$ 1,954,602.65
Total	1	3	13	25	80	122	\$ 11,162,172.66
Note: 1. Benefit based on CMF of 0.80 for non-mountable median. 2. Amortization based on 20-year service life and 3% discount rate.							

Results

The safety benefit of adding landscaped medians on State Street throughout Orem is greater than \$11 million. This includes an expected reduction of 0.27 severe crashes per year.

Mitigatable Crash Distribution: Sate Street (US 89)
2000 South to 2000 North, Orem
(Signalized Intersection Crashes are Not Included)

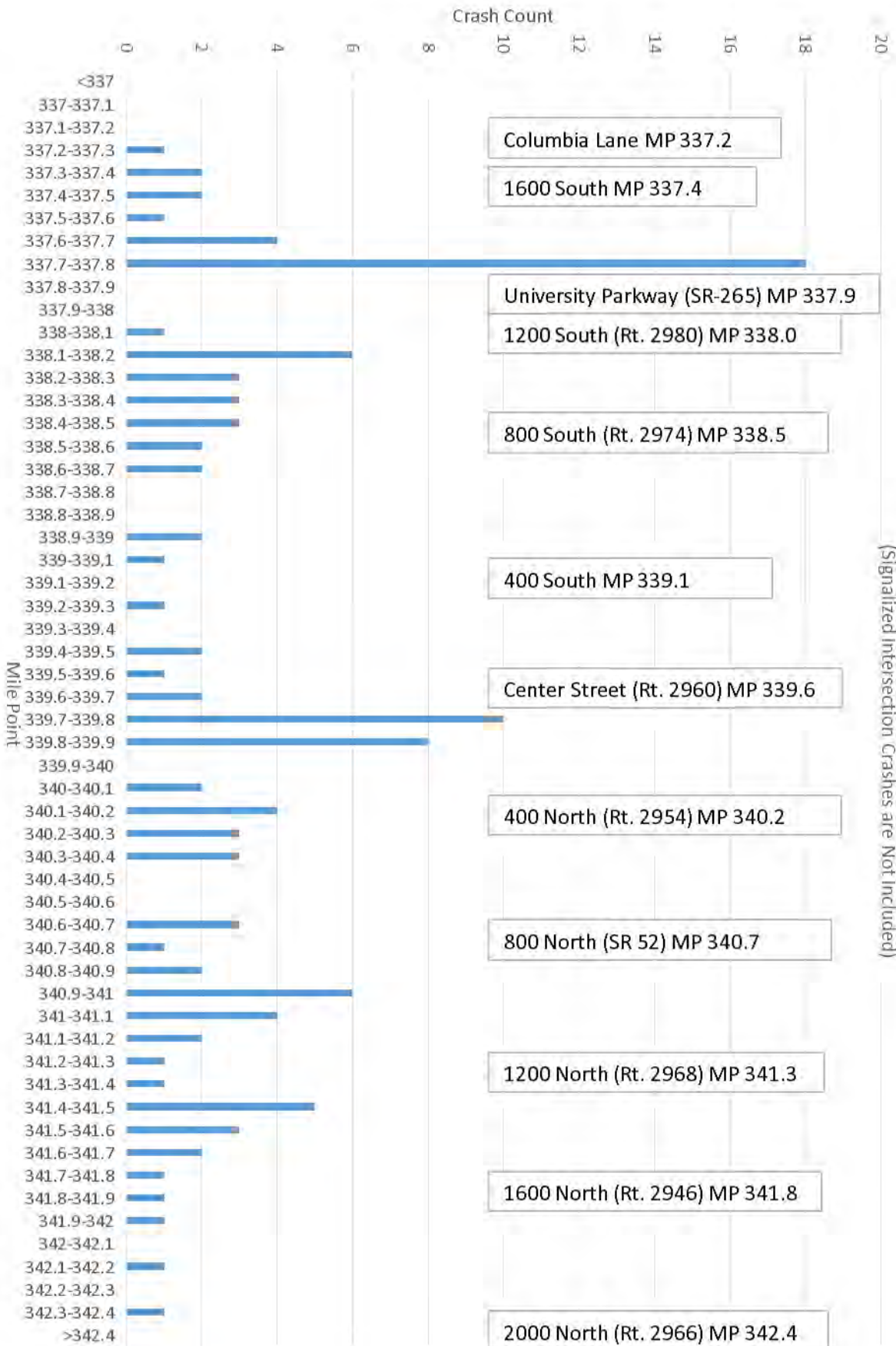


Figure 1 Mitigatable Crashes on State Street in Orem



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