



Point of the Mountain Development Commission

Report to the Governor and Legislature

November 2016

Prepared by:

Office of Legislative Research and
General Counsel

Governor's Office of Economic
Development



STATE OF UTAH
POINT OF THE MOUNTAIN
DEVELOPMENT COMMISSION

Point of the Mountain Development Commission

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Point of the Mountain Development Commission

Overview

The Point of the Mountain Development Commission ("the Commission"), established by the Legislature during the 2016 General Session, has been assigned to construct a vision of growth for the Point of the Mountain area while preserving the state's elevated quality of life. Complex questions of transportation, infrastructure, demographics, business growth, recreation, environment and financing are at the heart of this effort.

Objectives

The Commission's goal is to formulate a strategy to maximize the opportunity provided by the development of the state-owned land that is the current site of the state prison and to incorporate that strategy into a wider vision for the entire Point of the Mountain area. This strategy will seek to identify and understand the needs and concerns of the stakeholders involved and maximize benefits—including economic, quality of life, environmental, and other benefits—to these stakeholders, including taxpayers across the state, local communities, businesses, workers, and commuters.

"The economic development opportunities surrounding the Point of the Mountain area represents a multi-generational opportunity."

Christopher Conabee, Commission Co-chair

As a major landowner in the Point of the Mountain area, the state, through the Commission, will study the possible uses for the state-owned land in the area. Because the development of the state-owned land will have an impact beyond that land, the Commission will solicit community and stakeholder input to develop a shared vision for the site and the

surrounding area and formulate a strategy for implementing that vision. Through engagement and transparency, the process will further expand Utah's reputation and capability as a global destination for business and careers. Most importantly, the Commission aims to improve the communities in this dynamic area and further benefit the entire state of Utah.



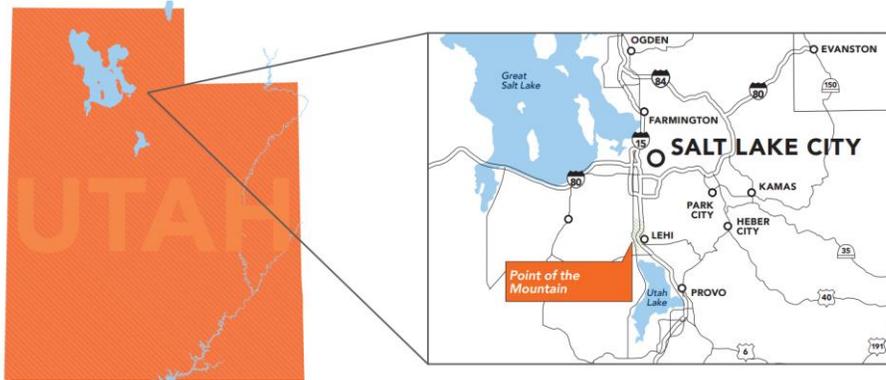
In carrying out its work, the Commission is required by statute to consider the following objectives for the Point of the Mountain area and the state as a whole: maximizing job creation; ensuring a high quality of life for residents in and surrounding the Point of the Mountain area; strategic residential and commercial growth; preservation of natural lands and expansion of recreational opportunities; provision of a variety of community and housing types that match workforce needs; and planning for future transportation, infrastructure, and other investments to enhance mobility and protect the environment.

Point of the Mountain



THE POINT OF THE MOUNTAIN, comprised of 20,000 acres, is a hub of economic activity and the center of Utah's rising tech community, Silicon Slopes. It is one of the hottest commercial markets in the country. The development of the area provides profound

economic and social opportunities impacting multiple communities for future generations. The area provides a once in a generation opportunity for a strategic development that is pivotal to Utah's success.



STATE OF UTAH

GROWTH AND INDUSTRY:

3rd FASTEST

GROWING STATE IN U.S.



No. 3 MOST DIVERSE ECON.

1.6M POPULATION

SALT LAKE & UTAH VALLEY

4 UNIVERSITIES

WITHIN 50 MILES

WHAT'S HERE

A CRITICAL APEX:

25 MILES, 17 CITIES

235,497 TOTAL JOBS

LARGEST INDUSTRIES

IN UTAH CONVERGE HERE

40% OF UTAH JOBS

GROW IN THIS CORRIDOR

20,000 ACRES

DEVELOPABLE SPACE



Consulting Services

In order to achieve the goals laid out by the Legislature, the Commission issued a request for proposals to identify a highly qualified consultant or team of highly qualified consultants with a global perspective and significant experience and expertise to assist the Commission. The Commission anticipates that this work will be divided into three phases. While there will likely be significant overlap between phases, the work of the Commission will be accomplished sequentially as described below.

Phase 1



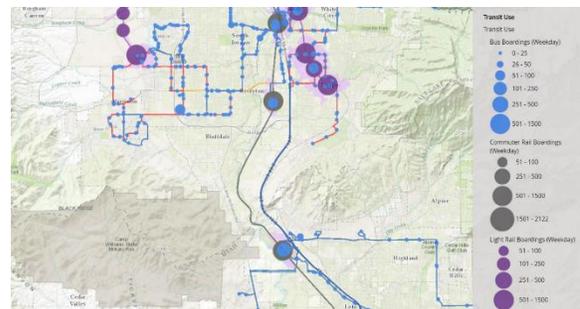
The first phase of the study involves identifying the geographic area that will be the focus of the Commission. It

also involves engaging various stakeholders and the public in identifying the goals for the area and creating a preliminary vision statement based on stakeholder collaboration and public input. This vision statement will guide future development plans.

Additionally, Phase 1 involves: evaluating similar development plans and projects in other locations to identify best practices for this project; gathering and analyzing data on past, current, and projected trends in employment, demographics, and real estate market activity in the area; identifying perceived constraints; evaluating the costs and benefits of growth, land use, and economic development strategies in the area; and assessing the impacts of those strategies on residents of the area and the state.

Phase 2

The second phase of the study involves determining what is needed to make the agreed upon vision come to fruition. This phase will include identifying and planning for future transportation and infrastructure needs for the area based upon development of the area according to the vision and plan developed during Phase 1. It is expected that this work will be accomplished in conjunction with other public organizations that have an interest in or responsibility for public transportation and infrastructure.



Phase 2 will include: a transportation, infrastructure, and land development study analyzing current and future transportation and infrastructure needs and challenges in the area; the development of transportation, infrastructure, and land development alternatives; and a cost- benefit analysis of these alternatives.

Phase 3

The third phase of the study involves identifying strategies for funding the desired development and infrastructure in order to best achieve the goals of the many stakeholders involved. The consultant will be relied upon to identify and evaluate public and private funding options for recommendations from Phases 1 and 2; analyze the costs and benefits of the various funding options; and provide recommendations for a funding strategy that is financially viable, aligns with core values and the vision for the area, and is fiscally sound and responsible.

RFP Response

The request for proposals was made available to potential respondents through a number of national and international postings in order to attract a broad cross section of the most qualified firms in the world. Following a 35 day posting period, the Commission received six responses, two from local firms, two from national firms with Utah offices, and two from national firms with Utah experience. All responders had broad national experience and several had international experience. All proposals also included both in-state and out-of-state subcontractors.

Evaluation Committee

In order to evaluate the responses in a transparent and objective manner, the chairs appointed an evaluation committee comprised of Commission members, stakeholders, and experts in planning, government, and economic development.

Committee Members

Mr. Christopher M. Conabee
Evaluation Committee Chair, Commission Co-Chair, GOED Board Member

Honorable Greg Bell
Former Lieutenant Governor and State Senator

Mr. Jeremy Macdonald
Regional Site Operations Manager, Adobe Systems

Mr. Patrick Putt
Community Development Director, Summit County

Dr. Jeff Steagall
Dean, Goddard School of Business and Economics, Weber State University

Mayor Troy Walker
Commission Member, Draper City Mayor

Evaluation Process

The evaluation committee met several times to complete a three stage evaluation process of the proposals as prescribed by the RFP.

Stage 1 was a technical review to ensure respondents' proposals met the criteria in the RFP. No firms were eliminated in this stage.

In Stage 2, the committee met multiple times to review the written proposals and evaluate them based on the qualifications of each firm and the quality of the proposal and approach. Three firms failed to receive a high enough score in this stage to progress to Stage 3.

In Stage 3, five of the members of the evaluation committee interviewed the three remaining respondents. Some questions focused on the experience the teams had working together on projects, the specific roles each team member would play, the portion of each firm's time that would be devoted to this project, key challenges the firms foresee, and how the firms planned to engage the public in the process.

Following the interviews, teams were rescored based on their written proposals and interviews.

“While reviewing each proposal, the sub-committee was mindful of Utah residents’ best interests. Every responder had broad national experience, and some even had international experience. It was important for us to find a sophisticated partner that is truly invested in improving our communities.”
Mayor Troy Walker, Draper City

Evaluation Scores

Stage 2

	Firm A	Firm B	Firm C*	Firm D*	Firm E	Firm F*
Qualifications, experience, and expertise (55 pts)	33	35	44	47	34	40
Quality of proposal (45 pts)	30	10	34	40	30	39
Total (100 pts)	63	45	78	87	64	79

*Received 65 points required to progress to Stage 3

Stage 3

	Proposal C	Proposal D*	Proposal F
Qualifications, experience, and expertise (40 pts)	34	36	27
Quality of proposal (35 pts)	27	32	29
Quality of interview (25 pts)	18	24	9
Total (100 pts)	79	92	65

*Highest score/recommended firm

Evaluation Committee Recommendation

The recommended proposal was submitted by Envision Utah. Their proposal received the highest score in both Round 2 and Round 3, and was unanimously identified by the evaluation committee as the firm best able to assist the Commission to achieve its objectives.



Envision Utah Team

Envision Utah

Lead firm, Public engagement

HOK

Urban form, Building design

Fehr & Peers

Transportation planning

Fregonese Associates

Land use

RCLCO

Economic Development

Horrocks Engineers

Infrastructure planning

Sherwood Design

Engineering, Resource planning

SWCA Environmental Consultants

Environmental impact

Zions Public Finance

Project funding

Recommendation Details

Qualifications

The Envision Utah team is a highly qualified group of experts with an impressive history of substantial experience in similar projects. Envision Utah has unique experience with Utah planning issues and demonstrates a unique understanding of Utah concerns, values, and needs. The team described in their proposal has the strongest history of working together as a team in comparison to the teams described in other proposals.

Quality of proposal and approach

The Envision Utah proposal was the most well thought out of the submitted proposals and describes a process for helping the Commission fulfill its duties and achieve its goals in a way that best reflects the vision articulated in the RFP. Envision Utah's proposal for public and stakeholder outreach and engagement was particularly insightful and reflects an approach most consistent with the Commission's goals. Envision Utah's approach includes consideration of public-private partnership opportunities as well as a focus on risk analysis.

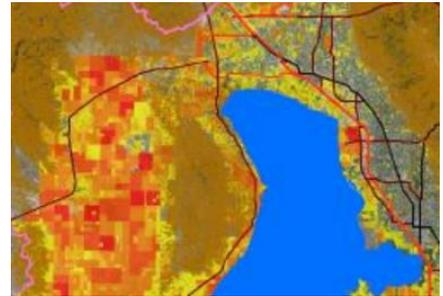
Interview

Envision Utah's interview presentation was excellent. Envision Utah demonstrated an advanced degree of understanding of the challenges and opportunities this project brings and of the unique characteristics of local culture, stakeholders, and government, while still bringing national and international perspective and experience to the project. Envision Utah committed a higher percentage of the time of its principals to this project than the other responders and demonstrated an exceptional history of working with local Utah entities on similar efforts.

Value

While all of the submitted proposals were of high quality, detailing the services that each firm would provide for the fixed consulting fee of \$500,000, the Envision Utah proposal provided the best value to the Commission and the state. All proposals. It was obvious, from both the Envision Utah proposal and the interview with the Envision Utah team, that the responder had taken the time and effort to think through this project's unique characteristics, challenges, risks, and opportunities and had not just superimposed a standard approach on this project.

The team behind the Envision Utah proposal seems the most well-suited to be able to "hit the ground running" and produce results for the Commission within a reasonable amount of time. The evaluation committee and the Point of the Mountain Development Commission are convinced that engaging Envision Utah will result in the best opportunity to help the Commission accomplish the goals laid out by the Legislature and will provide the best value to the Commission and the state of Utah.



The Way Forward

The following tentative timeline for the project has been proposed by Envision Utah. The Point of the Mountain Development Commission will meet with Envision Utah in the coming weeks to

discuss this plan and kickoff the work that will go into laying out a strategy for the development of the Point of the Mountain area to provide a lasting benefit to the area and the state.

