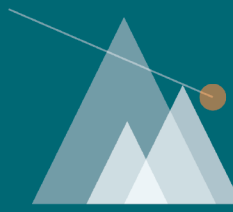
Point of the Mountain Visioning Process

Phase One Report Executive Summary

May 2017



PREPARED FOR THE
STATE OF UTAH
POINT OF THE MOUNTAIN
DEVELOPMENT COMMISSION

The Commission

THE POINT OF THE MOUNTAIN COMMISSION

With the passage of House Bill 318 in the 2016 legislative session, the Utah Legislature created the Point of the Mountain Development Commission (the Commission) to head a process to develop a vision for the future of the area surrounding the border between Salt Lake County and Utah County (the Point of the Mountain).

Name	Organization
Rep. V. Lowry Snow, Co-Chair	Utah State House of Representatives
Christopher M. Conabee, Co-Chair	Governor's Office of Economic Development
Dave Crandall	Summit Academy
Mayor Tom Dolan	Sandy City
Sen. Lincoln Fillmore	Utah State Senate
Theresa Foxley	Economic Development Corporation of Utah
Jonathan Francom	Adobe
Commissioner Greg Graves	Utah County
Vale Hale	Governor's Office of Economic Development
Mayor Ben McAdams	Salt Lake County
Mayor Jim Miller	City of Saratoga Springs
Sen. Jerry W. Stevenson	Utah State Senate
Mayor Troy Walker	Draper City
Mayor Bert Wilson	Lehi City
Rep. Brad Wilson	Utah State House of Representatives

For future process updates, meeting announcements, and full report contents, visit PointOfTheMountainFuture.org

Executive Summary

Utahns have high expectations and ambitious hopes for the area surrounding the border between Salt Lake County and Utah County (the Point of the Mountain). From the rapidly growing cities to the booming tech sector to the beautiful natural surroundings, Utahns want the Point of the Mountain to be **prosperous and thriving**, **accessible and enjoyable**, and **healthy and beautiful**. The Point of the Mountain can lead the way in establishing a 21st Century "innovation economy," providing a convenient and enjoyable lifestyle, and demonstrating sustainable approaches to using natural resources and improving air quality.

Phase 1 - Visioning - Completed

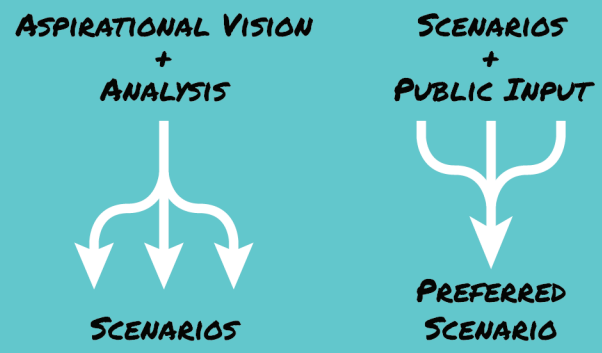
On behalf of the Point of the Mountain Development Commission, Envision Utah and the consultant team has spent significant time and resources during Phase 1 of the project to compile feedback.

- Over One Thousand tech employees told us what they wanted through our employee survey
- Thousands of Utahns participated through online comments, surveys, and workshops
- Hundreds of stakeholders have shared their voices at our public meetings
- We worked with industry experts to identify the opportunities and challenges facing the Point of the Mountain

The feedback was used to create a proposed aspirational vision for the area.

Phase 2 - Scenarios - Late 2017

The aspirational vision and findings from Phase 1 provide a strong launch point for Phase 2, which will examine different ways the area could develop.



These alternative scenarios will be analyzed for their impacts on the key things Utahns said they want to achieve at the Point of the Mountain and shared with stakeholders and the public for their feedback. The results of that feedback will form a preferred scenario.

Phase 3 - Implementation Financing - Early 2018

Phase 3 will explore ways to fund the needed infrastructure and economic development to make the preferred scenario a reality.

Key Findings

Findings from Phase 1 will form the key elements of the scenarios to be explored in Phase 2.

TRANSPORTATION AND INFRASTRUCTURE

Transportation is viewed as the biggest challenge.

- Stakeholder and public comments: transportation was mentioned as a significant concern four to five times more often than anything else (p. 15).
- Public survey: transportation access and mobility are seen as the most important planning outcome (p. 17).
- Stakeholders: transportation is seen as the top issue for economic development (p. 18) .

Infrastructure investment decisions should take into account the impact on economic growth.

- Consultant experts: transportation infrastructure investments create more local jobs. Additional jobs near residential areas will create a jobs-to-housing balance that is critical to reducing transportation congestion. (p. 27).

Utahns and transportation experts place high priority on a connected street network.

- Consultant team and transportation experts: a connected network of local and arterial streets will significantly improve transportation outcomes (p. 27, 29).
- Employee survey: increasing the number of street connections was voted as the top thing people would change about the Point of the Mountain (p. 16).
- Public survey: increasing local street connections is a top transportation solutions (p. 17).

Utahns and employers want greatly expanded public transportation.

- Public workshops: 79% of maps included TRAX extensions to the south (p. 19).
- Public survey: passenger rail is seen as a top transportation solution (p. 17).
- Employers: convenient access to public transportation is a key consideration in where to locate.
- Consultant experts: expanded bus and rail options and increased accessibility to existing facilities is a key solution (p. 29).

Existing utilities planning is generally sufficient for current growth projections through 2050.

- Consultant experts: utilities such as power, water, storm water, and sewer have been adequately planned at the local level, though opportunities exist for better regional coordination and conservation (p. 30-34). Point of the Mountain decisionmakers must be willing to explore the latest developments in telecommunications infrastructure given the demand of evolving technologies in its innovation economy (p. 33).

JOBS AND ECONOMIC DEVELOPMENT

Continued growth of the "innovation economy" will require a larger and a more highly educated workforce.

- Stakeholders: after transportation, an educated workforce is the second most important issue for attracting and creating jobs (p. 18).
- Employers: it is difficult to find enough qualified employees for key positions (p. 23).
- Consultant experts: a "thick labor market," including hyper-specialization of skills, increases efficiency and innovation and improves the ability to compete on a national scale (p. 21).

A national research facility can catalyze economic growth.

- Stakeholders: a nationally-relevant research facility presence is the top "big idea" (p. 15).
- Consultant experts: a large-scale research facility is one of the key factors that could catalyze high-quality job growth (p. 21-22).

Attracting and clustering large employers ensures the continued vibrancy of the innovation economy.

- Consultant experts: large employers tend to stimulate job growth and facilitate the growth of smaller firms (p. 21-22).

QUALITY OF LIFE

Utahns want significant steps taken to reduce emissions and demonstrate sustainability—and these same steps will help attract employers and employees.

- Public survey: reducing air pollution is one of the top two desired outcomes for the Point of the Mountain (p. 18).
- Employee survey: air pollution is the top reason tech employees might move out of the state (p. 16).
- Employers and consultant experts: air quality is a barrier to recruiting employees (p. 41).





Utahns and employers want convenient centers where they can live, work, and play.

- Public workshops: 79% of maps included major live/work/play centers—vibrant places that include housing, jobs, retail, entertainment, and recreation (p. 19).
- Stakeholder and public comments: live/work/play centers or walkable communities was one of the most-mentioned "big ideas" (p. 15).
- Employers: more diverse community offerings are needed to recruit good employees (p. 36).
- Employee survey: employees' ideal communities vary, with almost half choosing something other than a traditional single-family subdivision (p. 17).
- Consultant experts: great, vibrant places are key to growing high-paying jobs and improving transportation outcomes (p. 21).

The Point of the Mountain offers a unique opportunity to connect the Wasatch, Oquirrh, and Traverse Mountains and the Jordan River with a network of trails, parks, and open spaces.

- Stakeholder and public comments: greenspace was one of the most-mentioned "big ideas" (p. 15).
- Public survey: open space and outdoor recreation were rated as important outcomes (p. 18).
- Public survey: trails are the most important recreational focus (p. 18).
- Consultant experts: Utah's recreation opportunities are one of Utah's greatest marketable traits (p. 39).

PRISON SITE

There are significant opportunities to utilize the prison site in achieving these goals. The 700-acre prison site presents a tremendous opportunity to implement many of the ideas and recommendations listed in this report. Utah is fortunate to boast state-owned, available land near substantial infrastructure in a rapidly-growing area between two large population centers (p. 11, 22).

Report Contents

In the full phase one report you'll find:

- A proposed aspirational vision that includes desired outcomes based on Utahns' values, goals that serve those outcomes, and strategies to achieve those goals (p. 7-10).
- Results of extensive outreach to the public and stakeholders (p. 15-19).
- Findings from expert research, including key economic development success factors (p. 21), case studies from other places around the country (p. 36-38), and a market-based scenario that represents one way the Point of the Mountain could develop absent a shared vision (p. 25-27).
- Other key findings pertinent to the visioning process.

THE CONSULTANT TEAM

Envision Utah — How we grow matters.

HORROCKS ENGINEERS

FREGONESE ASSOCIATES

SHERWOOD DESIGN ENGINEERS

FEHR & PEERS

ohnk

RCLCO — ROBERT CHARLES LESSER & CO.

SWCA ENVIRONMENTAL CONSULTANTS

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Point of the Mountain Visioning Process

Phase One Report

May 2017



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The Commission

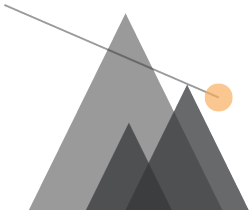
THE POINT OF THE MOUNTAIN COMMISSION

With the passage of House Bill 318 in the 2016 legislative session, the Utah Legislature created the Point of the Mountain Development Commission (the Commission) to head a process to develop a vision for the future of the area surrounding the border between Salt Lake County and Utah County (the Point of the Mountain). HB318 tasks the Commission to:

1. Study and develop strategies to engage the public and collaborate with stakeholders, including providing a public forum to gather insight from citizens, and evaluating the costs and benefits of growth, land use, and economic development strategies.
2. Study and make recommendations regarding future transportation and infrastructure needs within the project area.
3. Study and make recommendations regarding financing economic development of and infrastructure investment in the project area.

The Commission is headed by two co-chairs, Representative V. Lowry Snow and Christopher M. Conabee. The remainder of the Commission is comprised of thirteen members, representing cities in the area, the technology sector, economic development organizations, and other key interests in the region's future.

Name	Organization
Rep. V. Lowry Snow, Co-Chair	Utah State House of Representatives
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Dave Crandall	Summit Academy
Mayor Tom Dolan	Sandy City
Sen. Lincoln Fillmore	Utah State Senate
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Mayor Troy Walker	Draper City
Mayor Bert Wilson	Lehi City
Rep. Brad Wilson	Utah State House of Representatives



STATE OF UTAH
POINT OF THE MOUNTAIN
DEVELOPMENT COMMISSION

The Team

THE ENVISION UTAH CONSULTANT TEAM

After responding to an RFP issued by the Commission, Envision Utah's consultant team was chosen through a competitive process to carry out the visioning effort under the direction of the Commission. This consultant team, comprised of leading experts in many key fields, has been hard at work throughout Phase 1 of the process. The consultant team is as follows:

Company	Field/Focus
Envision Utah	Collaboration, Public Involvement, Land Use, and Overall Management
Fehr & Peers	Transportation Analysis
Fregonese Associates	Regional Planning
HOK	Urban Design
Horrocks Engineers	Infrastructure
RCLCO	Real Estate Markets and Economic Development
Sherwood Engineers	Storm Water Management
SWCA	Environment
Zions Bank	Financing

Introduction

BACKGROUND

The Utah State legislature established the Point of the Mountain Development Commission and outlined **six objectives for the Point of the Mountain** and the state:

- **maximizing job creation;**
- **ensuring a high quality of life for residents in and surrounding the project area;**
- **providing for residential and commercial growth;**
- **preserving natural lands and expanding recreational opportunities;**
- **providing a variety of community and housing types that match workforce needs;**
- **planning for future transportation infrastructure and other investments to enhance mobility and protect the environment.**

There are three phases to the Point of the Mountain Visioning Process. This report presents the team's findings and recommendations from the first phase, which has focused on engaging Utahns, experts, and stakeholders to understand what they want to achieve. These hopes and desires have been synthesized into a single aspirational vision that will be tested in more detail in Phases 2 and 3. In the second phase, multiple scenarios will be developed to show different ways the area can grow, and those scenarios will be evaluated against the goals of the aspirational vision. Those scenarios will be presented to Utahns, stakeholders, and experts. Those groups' feedback regarding those scenarios will result in a preferred scenario or plan, and the third phase will develop an implementation and financing strategy.

ESTABLISHING A GREAT PLACE

Utah has been called a "high-tech mecca" that aspires to rival Silicon Valley. The growth in these innovation industries is happening across the Wasatch Front, but the epicenter is in southern Salt Lake County and northern Utah County: the Point of the Mountain. With significant available land situated between two growing metropolitan areas with large, well-respected universities, the Point of the Mountain is responsible for a substantial portion of the state's economic growth, and the state's economic future depends to a significant extent on the success of this area.

Utah has been among the nation's leaders at establishing and expanding a 21st-Century "innovation economy" with a dynamic and diverse mix of industry sectors that includes high-tech companies and extends to other businesses and sectors across the state. Continued economic prosperity, however, is not assured. The state faces competition from metropolitan areas and regions throughout the country and even the world. Compared to other innovation centers, such as the Bay Area or Boston, the Wasatch Front's scale is small. Continuing to succeed in the global economy will require strategic, collaborative, and sustained effort.

An analysis conducted by RCLCO Real Estate Advisors of the major innovation hubs around the country and world indicates six critical characteristics of vibrant and enduring innovation economies:

- Thick labor markets with a deep pool of talent.
- Research universities with connection to industry.

- ◊ Clustering of large employers.
- ◊ Venture capital finance and support systems.
- ◊ Connections with other innovation centers.
- ◊ Diversity of business sectors.

Additional information on these six characteristics can be found on page 21.

Utah performs well on many of these factors, but the Wasatch Front's relatively small scale creates difficulties in succeeding against larger competitors. Strategically strengthening Utah's position on each of the six success factors will be essential.

Utah has benefited from some unique advantages, including world-class outdoor recreation and scenery, a low cost of living, relatively easy transportation access and lack of congestion, and a young workforce. Maintaining and strengthening these advantages will also be critical.

The Point of the Mountain can play a key role in growing Utah's innovation economy and ensuring a high quality of life. With the right vision and execution, the Point of the Mountain can become an internationally-acclaimed job center, as well as a place with a high quality of life. If the right steps are not taken, today's economic successes may cause tomorrow's challenges and failures. Achieving the area's potential will require proactive, collaborative planning across jurisdictions and sectors to create and implement a shared, holistic vision for the region's future.

Success at the Point of the Mountain will require overcoming the challenge of transportation congestion. The area is a bottleneck connecting the state's two most populous and fastest growing counties. Keeping people and goods moving will be difficult but essential.

Success will also require ensuring the area is a great place to live, work, and play. Key elements of a high-quality place will include access to Utah's amazing outdoor recreation, convenient travel with or without a car, a low cost of living and doing business, and environmentally responsible use of resources.

Growing companies at the Point of the Mountain are applying innovative solutions to issues ranging from insurance to family history. Utah can direct the same ingenuity, science, and best practices to ensure a thriving Point of the Mountain that leads the world in prosperity and quality of life.

THE PROCESS

On behalf of the Point of the Mountain Development Commission, the consultant team has spent significant time and resources during Phase 1 compiling feedback from industry experts, stakeholders, and the public to create a proposed aspirational vision of what the area could be. Thousands of Utahns participated through online comments, surveys, and workshops. Major stakeholders have been involved throughout the process, including cities, counties, transportation agencies, landowners, developers, state government, businesses, and economic development groups. And the consultant team's experts have analyzed key "innovation economy" success factors, real estate market demand, current and future transportation conditions, case studies from other areas, environmental conditions, and utility infrastructure and plans.

The pages that follow describe Utahns' and stakeholders' hopes and desires for the Point of the Mountain, as well as expert research findings. The proposed aspirational vision and findings included in this report provide a strong launch point for Phase 2, which will examine various ways to achieve the vision and lead to a preferred scenario and a refined vision.

Aspirational Vision

UTAHNS ENVISION THE POINT OF THE MOUNTAIN AS A HIGHLY DESIRABLE PLACE THAT IS:

Prosperous & Thriving



Accessible & Enjoyable

Healthy & Beautiful

These are the desired outcomes for the Point of the Mountain based on Utahns' values. Concrete steps to achieve these outcomes are on the following pages.

1. **Prosperous and Thriving.** Utahns envision a place that attracts investment and revenue to the state and local communities, generates a wide variety of good jobs that pay a family-supporting wage, and benefits the entire state's economy. They see the Point of the Mountain leading the country in establishing a 21st Century "innovation economy" that provides goods and services throughout the world.

2. **Accessible and Enjoyable.** Utahns envision a place where they can easily access world-class mountains, trails, parks, river areas, paragliding, ski slopes, and other amenities; where it is convenient to travel, whether by car, foot, bicycle, public transportation, or future modes; and where people of all backgrounds are welcomed and can afford to live and do business. They see the Point of the Mountain leading the country in using technology and wise planning to provide a convenient and enjoyable lifestyle.

3. **Healthy and Beautiful.** Utahns envision a place with significantly improved air quality, that uses resources wisely, and that preserves open space and scenic beauty. They see the Point of the Mountain leading the country in demonstrating sustainable approaches to using natural resources.

PROSPEROUS AND THRIVING

Utahns want to build on the Point of the Mountain's strong history of tech startups and other businesses achieving runaway success. The Point of the Mountain is primed to explore innovative ideas that will leave the world a better place for future generations. Utahns see a bright future for the Point of the Mountain, one where it is renowned across the country and world for its business growth rates and willingness to innovate. They imagine a future where companies, industries, universities, and state and local government all work together to foster a strong industry ecosystem where businesses thrive and workers have unparalleled access to job opportunities.

Business growth goal: Maintain a business environment that stimulates the growth of high-paying jobs in the 21st Century "innovation economy."

- ◊ Utilize key opportunity areas, such as the prison site, to catalyze economic growth (p. 22, 27).
- ◊ Seek to attract one or more large employers (p. 21-22).
- ◊ Foster a diversity of industry sectors (p. 21, 24).
- ◊ Provide opportunities for start-up enterprises to access affordable workspace, assistance and mentoring, and other needs (p. 23).
- ◊ Leverage the existing military and national security presence to attract additional high-paying jobs (p. 23).
- ◊ Foster a culture of entrepreneurship and innovation (p. 20).
- ◊ Work collaboratively to stimulate economic growth in ways that benefit a variety of people and geographies in Utah (p. 21).
- ◊ Ensure access to capital investment (p. 21).

Workforce goal: Attract and retain a world-class workforce that promotes the creation, recruitment, expansion, and retention of 21st-Century "innovation economy" employers.

- ◊ Significantly improve the match between the education level and skills of Utah's workforce and the needs of innovation-related companies (p. 18, 21-23).
- ◊ Establish a strong presence for higher education and research that promotes workforce development, stimulates innovation and entrepreneurship, and attracts and supports innovation-related companies (p. 15, 21).
- ◊ Maintain the Point of the Mountain as a highly desirable place that attracts and retains talent and employers (p. 22, 34).

ACCESSIBLE AND ENJOYABLE

Utah is known for its quality of life, and Utahns want the Point of the Mountain to lead the way in maintaining and enhancing the ability to live an enjoyable, convenient lifestyle. This high quality of life will benefit residents and will also attract a high-quality workforce, which in turn will stimulate job growth and economic development. Utahns see themselves and future generations protecting and expanding on Utah's unparalleled recreation opportunities, maintaining a low cost of living, providing convenient ways to get around, and building vibrant urban centers that include a mix of shops, jobs, housing, and amenities.

Transportation and access goal: Ensure good transportation and mobility for residents, employees, and visitors.

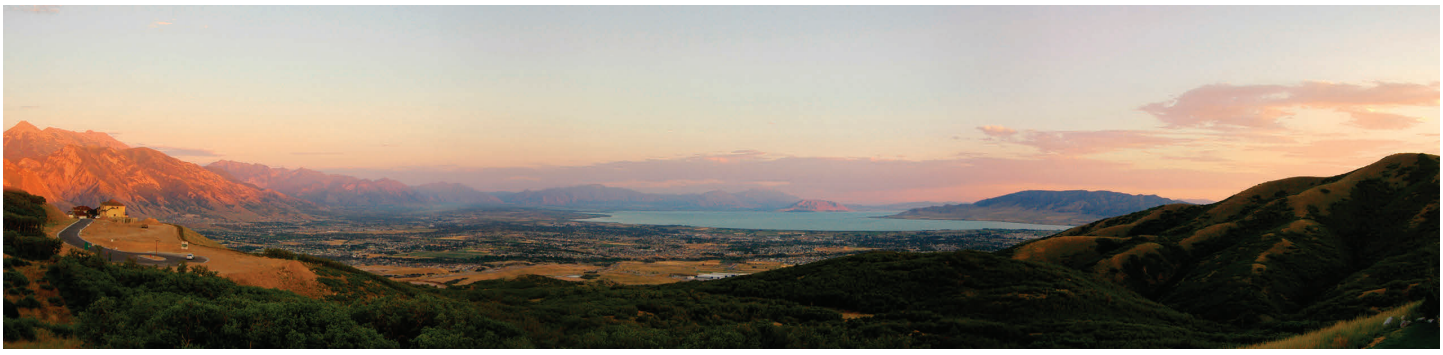
- ◊ Ensure a connected network of streets, including both local streets and higher-level arterial streets and freeways, that disperses traffic, provides alternative travel routes, and promotes walking and biking trips (p. 16-17, 27).
- ◊ Expand public transportation offerings (p. 17, 19, 29).
- ◊ Plan for convenient walking and biking through complete, connected streets, 'human-scale design', and other means (p. 36).
- ◊ Ensure infrastructure funding does not lag behind growth pressures (p. 28).
- ◊ Anticipate and adapt to transportation technology changes (p. 28).

Live/work/play goal: Provide great, affordable places to live, work, and play.

- ◊ Provide a mix of housing and communities that matches workforce wants and needs (p. 17, 34).
- ◊ Establish mixed-use centers at various scales that shorten trips, improve air quality, and provide a vibrant living environment (p. 36).
- ◊ Protect, promote, and leverage existing amenities such as Thanksgiving Point and Loveland Living Planet Aquarium (p. 35).
- ◊ Preserve places of historical significance associated with the Draper Prison Site (p. 35).
- ◊ Promote the establishment of local restaurants, including those that serve alcohol (p. 35).
- ◊ Promote the development of high quality childcare facilities for working parents (p. 36).
- ◊ Allow developers to meet current office and retail demand at densities that minimize costs, but encourage development design that accommodates increases in density over time (p. 35).

Vibrant livable places goal: Leverage Utah's world-class outdoor recreation by maintaining and expanding access to outdoor recreation opportunities and open space.

- ◊ Provide an extensive, connected trail system for recreation and travel that includes and connects the Jordan River Parkway, the East Traverse/Corner Canyon trail system, and a greatly expanded West Traverse trail system (p. 39).
- ◊ Enhance the ability to utilize the Jordan River as an amenity by improving water quality in storm water runoff, providing appropriate boating access, and exploring other opportunities (p. 32, 39).
- ◊ Maintain and improve access to paragliding and hang gliding opportunities and ensure development practices that avoid interference with world-class wind patterns (p. 40).
- ◊ Ensure good access to ski areas (p. 39).
- ◊ Provide an excellent network of parks and open space (p. 39).



HEALTHY AND BEAUTIFUL

Utah is known as a beautiful place with great access to outdoor recreation. Utahns want to preserve that beauty and access and build upon it by improving air quality, reducing resource consumption, and protecting key open spaces. They want the Point of the Mountain to be a model for maintaining a clean, healthy environment to promote quality of life for residents, but also to attract economic development as innovative employers and educated workers increasingly demand actions toward better environmental outcomes.

Air quality goal: Take significant steps to improve air quality.

- ◊ Encourage residents and businesses to use vehicles with high smog ratings and facilitate such decisions by, for example, promoting electric vehicle charging infrastructure (p. 41).
- ◊ Ensure buildings are highly energy efficient and low emission (p. 41).
- ◊ Improve the ability for residents to access work, shopping, and other destinations close to where they live (p. 36).
- ◊ Make it convenient to travel without a car (e.g., by walking, biking, or taking public transportation) (p. 36).
- ◊ Publicize air quality improvement steps and outcomes both within and outside the state (p. 41).

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

- ◊ Promote significant conservation and efficiencies that reduce costs, emissions, water consumption, and other environmental impacts (p. 30-31).
- ◊ Foster the Point of the Mountain's opportunities to apply the best ideas and technologies, improving quality of life, saving costs, and reducing resource consumption (p. 30-32, 34).
- ◊ Cooperatively and proactively plan infrastructure to anticipate right-of-way needs and reduce costs (p. 28).

Open space goal: Protect beautiful open spaces and make them accessible for outdoor recreation.

- ◊ Protect substantial open spaces, particularly in mountainous areas and around the Jordan River, and provide access through trails and other means (p. 39).
- ◊ Identify and protect key viewsheds (p. 40).
- ◊ Preserve high-quality wildlife habitat and corridors, including by connecting the Wasatch Mountains to the Oquirrh Mountains (p. 40).



The Point of the Mountain Area

The Point of the Mountain presents unique opportunities and challenges for Utah. Some of the key opportunities and challenges include the following:

- **Centrally located.** The area is in between two dynamic, growing metro areas, with access to multiple large universities and a growing workforce. Companies who locate in this area can access large pools of employees in two counties. On the other hand, many tech companies and economic development experts are reporting challenges to finding adequate workforce with key education credentials as job growth begins to outpace the number of qualified workers from educational programs.
- **Available land.** Despite its central location, the Point of the Mountain contains over 20,000 undeveloped acres that are available for urban growth, with much of this land in highly desirable locations. The prison site, which will be available for other uses, provides a tremendous opportunity for the state of Utah to catalyze job growth and high-quality development. Other lands, such as the gravel pits, may transition to other uses at a later time and create additional opportunities.
- **Rapid growth.** No part of the state is growing more rapidly and dynamically. Lehi is rivaling downtown Salt Lake City in new office construction, and a large portion of the residential growth along the Wasatch Front is happening in southern Salt Lake County and northern Utah County.
- **Available infrastructure.** The Point of the Mountain is home to substantial infrastructure, including I-15 and FrontRunner. Forward-thinking planning has led to the establishment of the Mountain View Corridor, widening of Redwood Road, and other improvements. However, additional infrastructure and planning efforts will be necessary.
- **Geographic constraints.** The Point of the Mountain is rapidly becoming the worst bottleneck in Utah when it comes to moving traffic. Salt Lake and Utah counties are the two most populated and fastest-growing counties in the state, and the connection between the two is limited to a two-mile neck of land. As a result, it is increasingly difficult to provide the transportation infrastructure sufficient to serve the traffic that moves between the two counties. In addition, the Jordan River and other barriers present challenges when it comes to providing sufficient east-west connections. Continued residential growth in the western part of the Wasatch Front, contrasted with jobs that are concentrated to the east around I-15, make this east-west traffic issue even more challenging.
- **Connection between two mountain ranges.** Nowhere else do the Wasatch Mountains and the Oquirrh Mountains come together. The Traverse Mountains present a tremendous opportunity to provide connections for trails, recreation, and wildlife between the Wasatch and the Oquirrhs. They are also home to one of the best places in the United States for hang gliding and paragliding.



Process to Date

Thousands of Utahns have participated in the Point of the Mountain visioning effort through surveys, workshops, meetings, online comments, and other means. They want a place that is prosperous, connected, and sustainable.

For more information on this section's findings, refer to the Outreach Appendix of this report.

Common themes from the public and stakeholder input include the following:

- Preserve open space and promote access to outdoor recreation, with an emphasis on trails and regional parks.
- Catalyze continued job and economic growth, building on the innovation economy that is already booming in the area.
- Manage transportation access and mobility through additional road connections, expanded rail networks and other public transportation, and more convenient and safer walking and biking routes.
- Build vibrant live/work/play hubs that put work, shopping, restaurants, and amenities close to where people live.
- Reduce air pollution and implement environmental sustainability measures.

Utahns have demonstrated their interest in the future of the Point of the Mountain through their participation. They want the best future possible for themselves and those who come after, and they believe that, with the right steps, the Point of the Mountain can provide long-term benefits to the state and become a model to the world of the best ways to build a community that provides plentiful, good jobs and an exemplary quality of life.

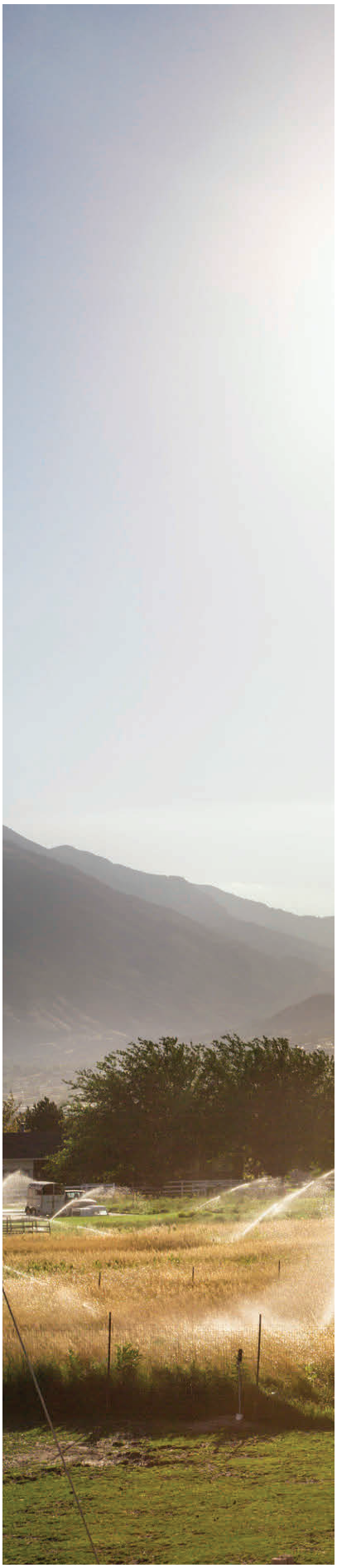


YOUR UTAH, YOUR FUTURE VISION

The input from Envision Utah's *Your Utah, Your Future* provided a starting point for understanding Utahns' values and desires.

The *Your Utah, Your Future* process studied Utahns' values and priorities, brought hundreds of experts together to identify the choices we face and how those choices will affect Utahns' lives, and then engaged over 50,000 Utahns to make their voices heard by selecting different ideal scenarios for eleven key topics that will have a vast impact on how we grow over the next 40+ years. Through *Your Utah, Your Future*, we learned that Utahns envision and desire a future in which their state and communities are safe, close-knit, prosperous (from the statewide economy to their neighborhoods), healthy, beautiful, and clean. More information, including the specific visions for each of the eleven key topics, can be found at YourUtahYourFuture.org.

Much of what we heard from stakeholders, industry experts, and the public throughout the Point of the Mountain visioning process lined



up with the values and desires that came out of the *Your Utah, Your Future* process.

PUBLIC AND STAKEHOLDER MEETINGS

Stakeholder Kickoff: The Point of the Mountain Development Commission officially kicked off the Point of the Mountain visioning process at a large event held on December 19th, 2016, at Adobe's Lehi offices. Over 175 people attended and contributed to discussions regarding different ideas and concerns for the future of the communities around the Point of the Mountain. Envision Utah received more than 100 written comments from industry and government leaders, experts in different fields, landowners, and many other stakeholders from both Utah Valley and Salt Lake Valley.

Topic-Specific Meetings: After stakeholders signed up for small groups during the stakeholder kickoff meeting and through follow-up outreach, Envision Utah held eight small group meetings in January 2017. These meetings brought together key stakeholders, organizations, and experts to talk about topics that must be carefully analyzed and understood when planning for the region's future:

- Transportation & Land Use: January 3
- Jobs, Economy, & Technology: January 3
- Services, Entertainment, & Culture: January 9
- Water, Sewer, & Storm Water: January 10
- Energy Conservation: January 10
- Utilities (Power, Telecom, Gas, etc.): January 17
- Housing: January 18
- Green Infrastructure: January 19

Instant polling or mapping exercises were a part of several of these meetings to better understand which aspects of each topic should be prioritized in scenario creation.

Public Mapping Workshops: To fully involve the public in the visioning process, Envision Utah held two public workshops in February 2017, across two nights, one at the Loveland Living Planet Aquarium in Draper and one at the Ashton Gardens Visitor Center in Lehi. The 160+ people in attendance put their ideas on 19 different maps, participated in instant-result polling exercises, and filled out more than 50 written input sheets.

OTHER MEETINGS

- Before the stakeholder kickoff in December 2016, Envision Utah held a meeting with city staff members from many cities in the region to establish a better understanding of what the cities saw as the Point of the Mountain's major challenges and opportunities.
- In January 2017, Envision Utah held additional meetings with mayors and city staff members from Draper, Lehi, and Bluffdale.

- In February 2017, Envision Utah coordinated with the Wasatch Front Regional Council (WFRC) and Mountainland Association of Governments (MAG) to hold a City and Transportation Agency Coordination Meeting.
- In late 2016 and early 2017, Envision Utah presented to and received input from several economic development groups, including the Lehi Chamber of Commerce's Executive Round Table, the board of the Economic Development Corporation of Utah, the Governor's Economic Council, and the board of the Governor's Office of Economic Development.
- In January 2017, a meeting was held with various university presidents and other representatives of higher education to understand current and potential plans for university and research facilities in the area.
- Various stakeholder discussions and interviews were held in late 2016 and early 2017.

SURVEYS

Online Public Surveys: Envision Utah created and advertised two major public surveys. The first survey collected big ideas and perceived challenges for the Point of the Mountain. The second survey ranked perceived importance of possible outcomes and solutions on a scale from 1 to 10.

Both surveys, as well as consistent news releases following the process so far, have been advertised on the website, **PointOfTheMountainFuture.org**, which had received over 10,750 page views as of February 27, 2017. A number of media stories and editorials also invited the public to participate.

Employee Survey: Working with high-tech companies at the Point of the Mountain, Envision Utah sent out a third survey aimed at tech industry employees to better understand why employees choose Utah, where they live, what they like and dislike about the area, and more. We have received over 1,050 responses so far. Envision Utah partnered with the nonprofit organization that leads Silicon Slopes' branding efforts and business outreach to involve employees from many companies, including Dell EMC, Lucidpress, Ancestry, Adobe, and other major companies.

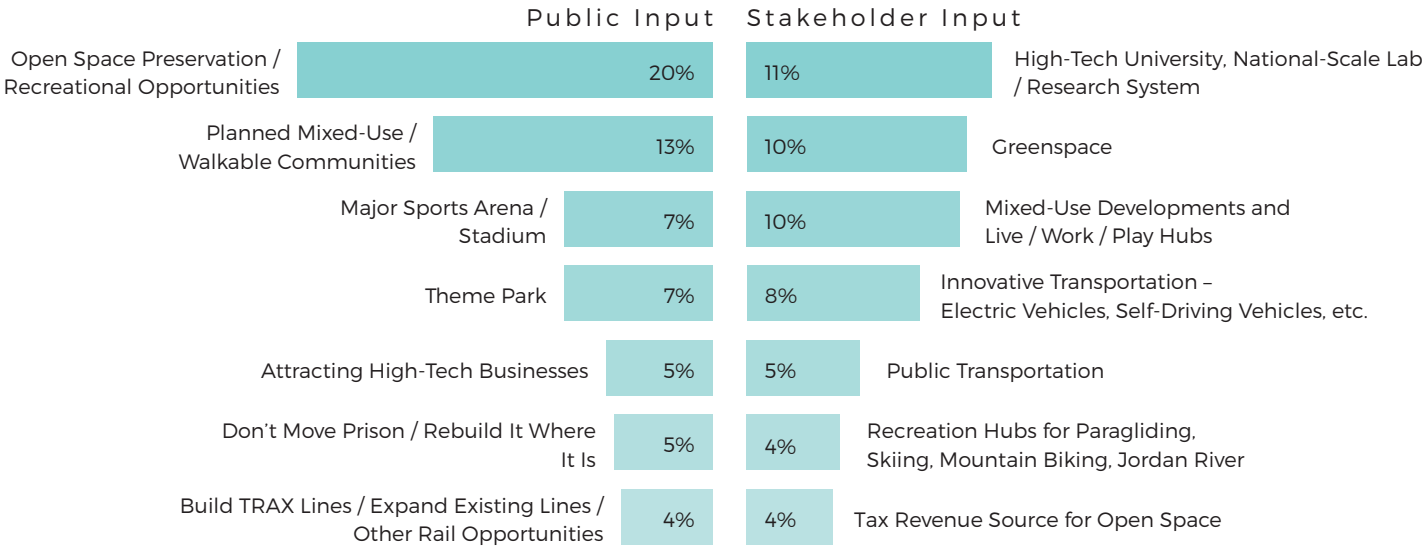
TECHNICAL RESEARCH

To create a foundation of understanding on which to build more detailed planning, the consultant team researched and reported on several topics.

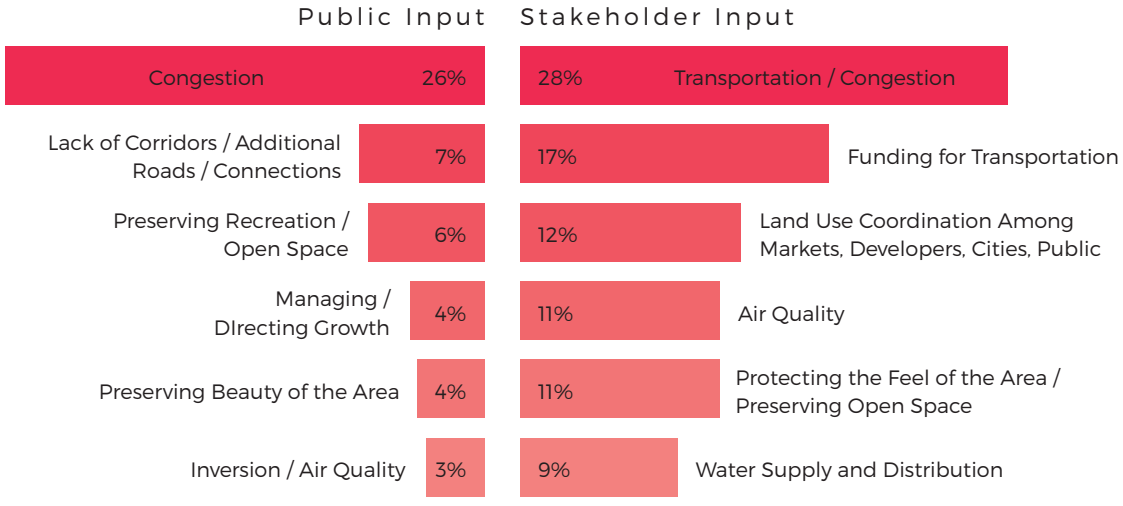
- **Economic Development:** RCLCO, a leading national economic research firm, analyzed the current state of Utah's "innovation economy," compared Utah to other places throughout the country, and identified key success factors for innovation hubs across the country and the globe.
- **Real Estate:** RCLCO projected likely real estate market outcomes for the various real estate sub-markets surrounding the Point of the Mountain to understand the likely magnitude and character of development based on current market trends. RCLCO also provided more detailed projections for seven key sites within the study area.
- **Case Studies:** International urban design firm HOK analyzed several locations around the country to understand key elements for growing a successful hub for innovation jobs. They provided several case studies to inform the planning of the area.
- **Transportation:** National transportation planning leader Fehr & Peers provided preliminary analysis of transportation challenges and potential solutions, as well as the potential for technological disruptions through autonomous vehicles, car sharing, and other new technologies.
- **Environment:** Environmental resource firm SWCA performed an analysis of key environmental and cultural resources in the area.
- **Utilities:** Engineering firms Horrocks and Sherwood analyzed utility plans, issues, and needs.

Outreach Results

BIG IDEAS



CHALLENGES

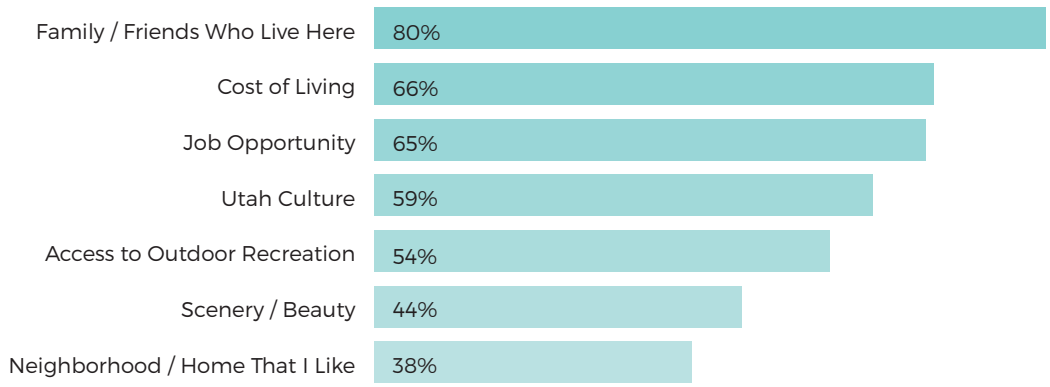


The above percentages to the left refer to how often each was mentioned in the first online public survey, which has 335 responses so far. The numbers on the right refer to how often each topic was flagged in our stakeholder brainstorming activity on December 19th, 2016 out of 261 votes on Big Ideas and 173 votes on Challenges. For more information, refer to the Outreach Appendix of this report.

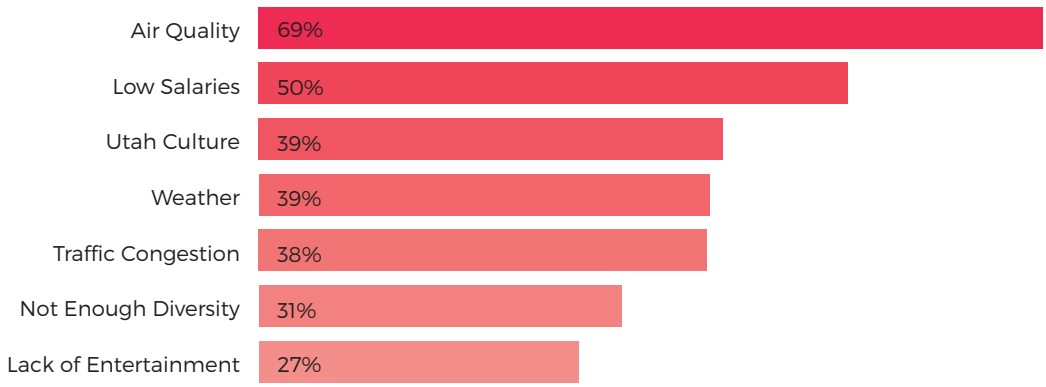
Stakeholders include industry and government leaders, experts in different fields, landowners, and many other interested parties from both Utah Valley and Salt Lake Valley.

EMPLOYEE SURVEY RESULTS

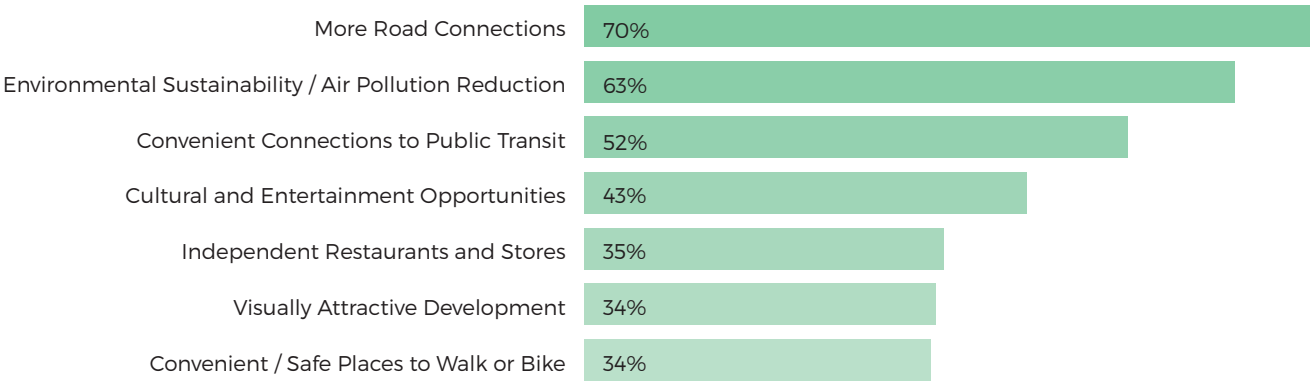
Top Reasons You Chose to Move to / Stay in Utah



Top Reasons You Might Move Away from Utah



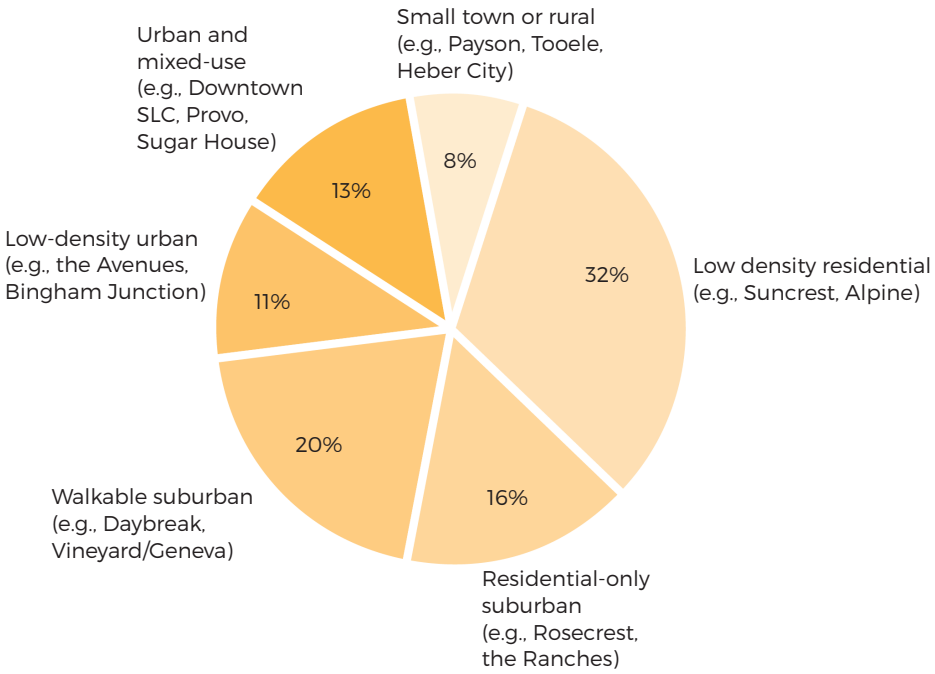
Top Things You Would Change About Point of the Mountain



The above percentages refer to how often each topic was chosen as part of a respondent's 'top 5' out of all possible topics for each category in the survey aimed at high-tech sector employees. There have been 1,078 responses so far. For more information, refer to the Outreach Appendix of this report.

Ideal Housing Choices

Total Votes



The above chart shows the ideal housing choices chosen by respondents to the survey aimed at high-tech sector employees. There have been 1,078 responses so far. For more information, refer to the Outreach Appendix of this report.

ISSUE IMPORTANCE VOTING RESULTS

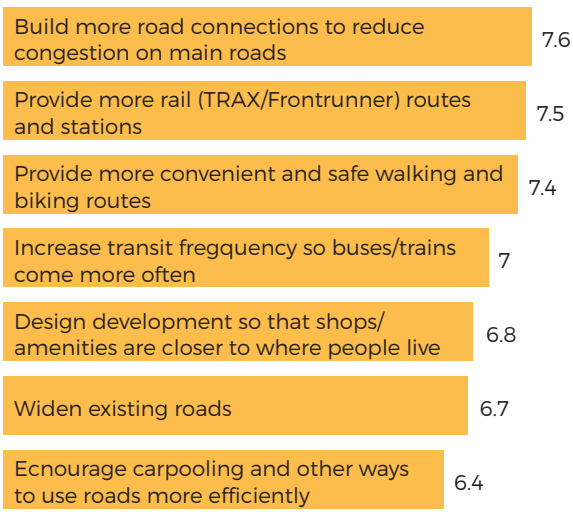
TRANSPORTATION

Importance of Outcomes
(Scale from One to Ten)



TRANSPORTATION

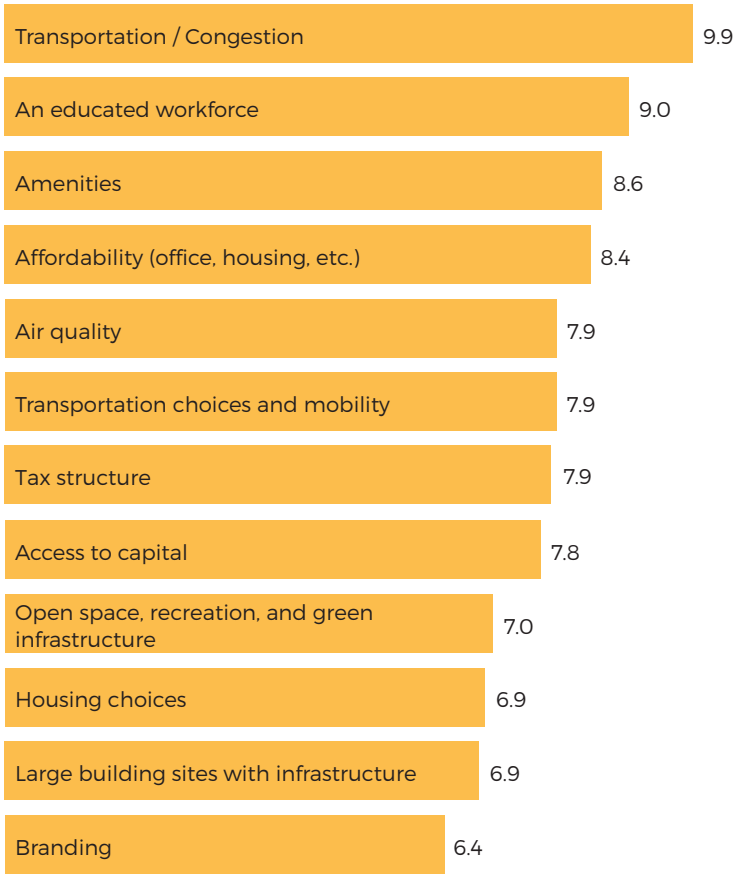
Importance of Solutions
(Scale from One to Ten)



The above results are taken from input from the public workshops on February 15th and 16th, the second public survey (589 responses so far), and several subsequent meetings with stakeholders. For more information, refer to the Outreach Appendix of this report.

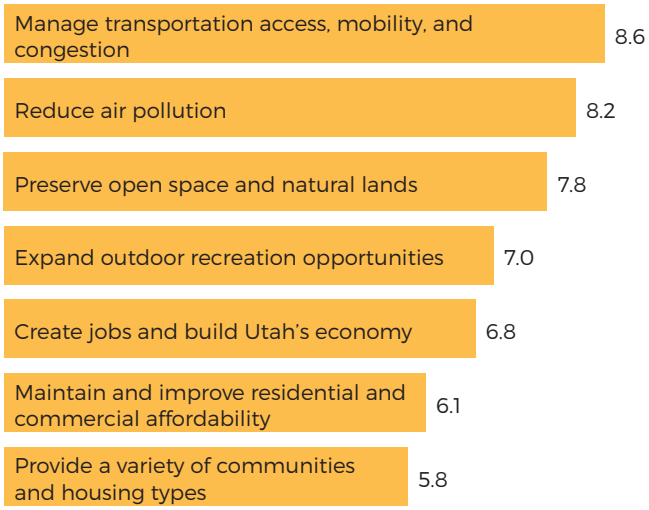
ECONOMIC DEVELOPMENT

Importance of Issues
(Scale from One to Ten)



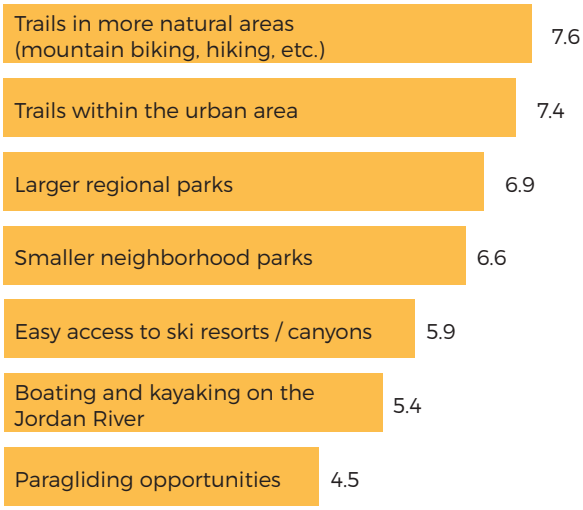
PLANNING & DEVELOPMENT

Importance of Outcomes
(Scale from One to Ten)



RECREATION

Importance of Outcomes
(Scale from One to Ten)



The above results are taken from input from the public workshops on February 15th and 16th, the second public survey (589 responses so far), and several subsequent meetings with stakeholders. For more information, refer to the Outreach Appendix of this report.

PUBLIC WORKSHOP RESULTS

Mapping Activity Big Ideas

Big Ideas	Times Mentioned
Southern TRAX extension(s)	15
Major live / work / play hubs	15
Jordan River corridor protected for recreation	12
Connection between TRAX lines and / or FrontRunner	11
Network of mixed-use centers spread across valleys	10
Hang gliding / paragliding protected	10
More east-west road connections	9
Major parks at gravel pit, prison site, etc.	9
Transit-oriented development centers on TRAX / FrontRunner stops	9
Industrial clusters along Mountain View Corridor	9

The above numbers refer to how many maps (out of 19 total) each idea appeared on during the public workshop mapping activities held on February 15th and 16th.



Implementing the Vision

IMPLEMENTATION PILLARS

Based on feedback from industry experts, stakeholders, and the public, **three implementation pillars** have emerged to guide efforts to realize the vision:

1. **A strong "innovation economy" industry ecosystem**
2. **A robust transportation and infrastructure network**
3. **Vibrant and well-planned places**

INDUSTRY ECOSYSTEM

One of the reasons the Point of the Mountain is successful is because of the **industry ecosystem** that exists there. This area has been successful in creating and drawing dynamic and influential companies that help to catalyze other industries and spur innovation. Continued economic prosperity is not assured, however, because metropolitan areas throughout the country are competing for the same "innovation economy" jobs. We must continue to invest in the region and our workforce in order to remain competitive.

INNOVATION ECONOMY

The most promising path to foster enduring economic development in the Wasatch Front over the next 30 years is the cultivation of an "innovation economy." In the United States, while industries comprising the "innovation sector" today represent only 19% of total jobs, these industries have been responsible for nearly 40% of all jobs created over the last decade.

In the Wasatch Front, the innovation economy has been responsible for nearly half of all job growth over the past decade. These jobs are broader than just "tech" and include ten sectors: Information Technology and Analytical Instruments; Distribution and Electronic Commerce; Aerospace Vehicles and Defense; Communications; Medical Devices; Biopharmaceuticals; Business Services; Education and Knowledge Creation; Financial Services; and Marketing, Design, and Publishing.

The Wasatch Front's economy is already a nationally-relevant innovation hub, with a dynamic and diverse mix of industry sectors, but its overall scale is still small relative to other leading regions such as the Bay Area or Boston. Continued growth will help make this innovation cluster, and the economy overall, more resilient.



#	Top Innovation Hubs	Strong Innovation Sectors		% of Jobs in Innovation
		Total	Primary	
1	Bay Area, CA	9	5	36%
2	Washington, DC	4	1	31%
3	Seattle, WA	4	3	30%
4	Boston, MA	6	3	30%
5	**Salt Lake City, UT**	**6**	**4**	**28%**
6	Raleigh/Durham, NC	3	2	28%
7	Minneapolis, MN	5	2	27%
8	Austin, TX	4	3	27%
9	Atlanta, GA	3	2	26%
10	Philadelphia, PA	4	2	26%
11	Denver, CO	4	2	25%
12	New York, NY	5	2	25%
13	Los Angeles, CA	7	6	25%
14	Dallas, TX	5	3	25%
15	San Diego, CA	7	5	25%

RCLCO ranks the Salt Lake City Metropolitan Area as the fifth strongest innovation hub in the United States, as measured by the percent of jobs that are in innovation-related fields.

The Wasatch Front is well on its way to becoming a top performer, but is much smaller in many aspects relative to other markets. It will be necessary to continue to innovate and grow critical industries in order to continue to compete with these other regions. Literature and RCLCO's own evaluation suggest six critical characteristics of vibrant and enduring innovation economies:

1. **Thick Labor Markets:** A deep pool of talent, particularly in terms of "hyper-specialization" of skills, allows for a better match to jobs, leading to increased efficiency and innovation.
2. **Research Universities with Connection to Industry:** These institutions have symbiotic and reciprocating relationships with industry. Universities can attract top research talent, train the next generation of workers, and organize events that draw together the best in their fields, creating opportunities for "knowledge spillover."
3. **Clustering of Large Employers:** Large companies create an ecology of smaller firms that both support the large business through subcontracting, and siphon talent from the large firms, creating a multiplier effect of innovation.
4. **Venture Capital Finance and Support Systems:** Venture capital is an essential component to an innovation economy, providing support that extends well beyond seed money. These systems promote meritocracy, allowing the best ideas and players to survive, and provide critical guidance in commercializing innovation.
5. **Connections with Other Innovation Centers:** Innovation centers operate in a complex and interconnected ecosystem that includes connections to other regions. Talent, ideas, and capital tend to flow freely between these innovation hubs.
6. **Diversity of Sectors:** Innovation results when different ideas and perspectives intersect and interact, and diverse industry clusters both reinforce each other (one may perform well while another struggles for a time) and seed each other with new creativity.

	Thick Labor Markets	Strong Research Universities	Cluster of Innovation Firms	Venture Capital	Connect to Other Hubs	Diversity of Sectors
Salt Lake City	x	x	x	x	x	X
Bay Area	X	X	X	X	X	X
San Diego	X	X	X	X	X	X
Boston	X	X		X	X	X
Los Angeles	X	X	X	X	X	X
Minneapolis	X	X			X	X
New York	X	X		X	X	X
Seattle	X		X	X	X	X
Dallas	X		X		X	X
Raleigh/Durham		X				
Washington, DC	X			X	X	X
Austin		X			X	X

The Salt Lake City Metropolitan Area is one of a select few areas across the country that have each of the six critical characteristics of vibrant and enduring innovation economies, although many of these characteristics need to be built upon and strengthened.

The Point of the Mountain has emerged as an innovation hub in the Wasatch Front over the past decade, with a diversity of sectors and a cluster of major employers, both locally-grown and attracted from outside the region. Growth depends on continuing to build education and research institutions, supporting larger companies that can bring their headquarters to Utah, and supporting the growth of a local venture capital community.

This suggests three potential opportunities for the Prison Site to play a role in driving or supporting economic development, which should be explored in more detail in future phases of work:

1. Establish or attract a new research university or institution or new campus of an existing institution that can develop strong connections to the region's innovation sectors.
2. Provide economic incentives to attract major employers that will enhance the clustering of important innovation firms at the Point of the Mountain.
3. Create a "great place" that checks all the boxes for major innovation companies considering Utah as a potential new location.

For more information about the innovation economy, refer to RCLCO's Real Estate Analysis Appendix of this report.

INNOVATION CLUSTER

Utah's technology cluster didn't happen by luck or chance, but has been fostered and developed over many decades.

Talent from BYU, the University of Utah, and other institutions helped Utah to pioneer the software/tech industry, establishing notable companies like WordPerfect and Novell in the 1970s. By the 1990s other companies like Ancestry.com, Omniture, and Vivint began to gain prominence. By the 2000s other tech giants like Adobe, eBay, Microsoft, EMC, and IM Flash located offices to the Point of the Mountain. This growth is still happening with many startups popping up and drawing more attention and excitement for the region and Utah as a whole. Employers love Utah's low cost of doing business, the smart and young workforce, and the innovative and hard-working culture that is found here.

From stakeholder and public input, we have found that there is much interest in establishing this area as an innovation district. An innovation district usually has industry leading institutions that are clustered together and which are also connected with startups, business incubators, and business accelerators. These areas are generally physically compact and transit accessible, include

a mix of uses, and have excellent communication infrastructure. While the Point of the Mountain already has some of these elements, there are still improvements that can be made, especially if this place is to be a dynamic live/work/play center where quality of life is a major focus.

There is also interest in establishing a new research institution or a new campus of an existing institution. Such a facility would help Utah to use its competitive advantages and leverage existing capacity and knowledge to help foster the industry clusters here in innovative and dynamic ways. While the area is already strengthened by its close proximity to existing universities as well as a large military installation, a research-focused area that helps nurture ideas into profitable, useful products can help make this area better recognized and attract additional capital and interest.

Economic incentives and a streamlining of regulations can also be helpful to ensure that Utah remains a business-friendly environment for companies. These incentives should not just be for big companies looking to locate here, but should also be targeted to assist existing companies looking to grow, as well as local startups to get off the ground and have a clear path forward for success. These interventions would help encourage businesses to grow and hire Utahns and would also help to show companies that Utah is serious about strengthening its innovation economy.

EDUCATED WORKFORCE

Utah's highly educated workforce has been a key factor in its economic success. Being positioned almost equidistant from high-quality institutions of higher learning means that the Point of the Mountain can draw upon talent from both valleys and provides companies a large supply of bright and motivated workers to count on.

However, discussions with many of these companies revealed that **there is major concern that Utah colleges are not graduating enough students, particularly in key fields, to keep up with the demand for workers.** Because of this, businesses are increasingly finding that they need to bring in talent from out-of-state. This is a systemic problem that requires action at all levels of the education system.

In 2015, a study conducted by the Utah Technology Council found that 70% of companies have difficulty finding qualified candidates from Utah universities to fill open positions.

In order to accomplish this, school-to-workplace employment pathways need to be strengthened. Universities and companies need to work together to better tailor courses, internships, and entry-level jobs so that students have the skills necessary to perform to expectations and for jobs to be available for them to fill when they graduate. And all Utah children need the support that will help them succeed long before they get to college.

Other ideas that could help this area include a workforce development center, a national-scale research facility, and even a new university campus.

BRANDING

Utah has been successful at fostering an environment that helps startups to grow while simultaneously bringing large and influential tech companies to locate offices here. This is due in part to Utah's reputation as a friendly place to do business, a world-renowned recreation hot spot, and a place where a business's dollar stretches further. Efforts are being made to tie Utah more closely to Silicon Valley in California, but this phenomenon is also common with other regions: Oregon (Silicon Forest), Austin (Silicon Hills), Arizona (Desert), Denver (Silicon Mountain), etc., and Utah must find ways to set itself apart from other areas.

In order to successfully compete with other high-tech regions and employment centers across the United States, the Point of the Mountain needs to be viewed as a welcoming and diverse place that is forward-thinking, environmentally progressive, and filled with vibrant, urban places and entertainment options. At the same time, it is important to build on and protect what the area is already known for: world-class outdoor recreation, business-friendly regulations, a low cost of living and doing business, and a family-friendly environment. Key steps and strong branding will be important in achieving this.

Utah's reputation will in many ways hinge on the success of both the companies and communities that are here and how well we are able to market their successes to the world. Utah's innovation industries and the Point of the Mountain's business sector are still small when compared to other innovation powerhouses, and the state must stay vigilant to maintain and grow this sector in an ever-changing and evolving environment. As we continue to grow the innovation economy, we must work to avoid the negatives that other regions have experienced like increased housing prices, cost of living, and cost of doing business. Keeping Utah affordable for both employers and the people who live here is a key element of why companies thrive in this state. Elements of this include building a variety and mix of housing and business space that people want and can afford, providing places that are accessible with a wide variety of transportation choices, and bringing more amenities to the area in order to change any negative perceived notions potential employers and employees may have. Doing these things will help characterize Utah as a place where people can access urban amenities while at the same time allowing people to live comfortably and securely.

DIVERSITY OF JOBS

A diverse economy that is not too heavily dependent on any one industry allows the economy to be resilient to economic downturns and market corrections. Economic diversity also provides a broad spectrum of jobs for all workers.

While much of this visioning project at the Point of the Mountain has been focused on fostering and growing innovative and high-paying jobs, there is concern that other industries and job sectors are not receiving the attention and focus that they deserve. While the tech industry is an essential component of Utah's recent economic success, job growth in all areas and income levels is important as well. Jobs are needed for all skill types and interests and not just for those with computer oriented skill-sets. Being too focused on any one industry can have disastrous impacts on a community if there is a disruption to that industry (e.g. Detroit and the car industry). As efforts are made to bring in technology jobs, it is recommended that Utah not lose sight of past industries that have helped the state get to where it is now.

Doing this will require strategic efforts to identify other ways that job sectors and niche areas can be targeted to utilize the state's competitive advantages to create businesses and industry. It will require entrepreneurs that are innovative and industrious. It will require schools to be able to train students in a wide variety of fields and specialties. It will require community leaders to be visionary and bold. It will require courageous investors. It will require communities that are enjoyable to live in and which help provide opportunities to all. It will also require places that are adaptable so that they are able to weather hardships and struggles and take advantage of future opportunities and new technologies.

INFRASTRUCTURE

Infrastructure is a critical component to the success of the Point of the Mountain. Utahns—both stakeholders and the public—report that transportation is the primary challenge facing the area as it grows. Other types of infrastructure are also essential for both economic development and quality of life. Infrastructure will significantly affect the attractiveness of the area for employers and employees, how much time people spend sitting in traffic, the amount of tax dollars and other revenue that needs to be spent, and many other key goals.

Because of the importance of infrastructure, the Point of the Mountain Development Commission Act requires study and recommendations "regarding future transportation and infrastructure needs within the project area, including: (i) evaluation of projected population, housing, and employment growth; (ii) identification of transportation infrastructure needs, and (iii) evaluation of projected costs related to transportation and other infrastructure."

While a **robust network of transportation options and infrastructure** is one of the most commonly identified requests for the Point of the Mountain, **other infrastructural networks will also be critical to the future of the area.** Key infrastructural networks include power, transportation, water, sewer, storm water, and telecommunications.

MARKET-DRIVEN 2050 FORECAST

RCLCO, a nationally leading real estate analysis firm, forecasts—as one scenario based on current market and demographic trends—demand for approximately 610,000 residential units and 146 million square feet of commercial space in the Wasatch Front between 2017 and 2050. This would result in new single-family detached homes in today's desirable neighborhoods becoming more expensive as these locations move closer to build out. As prices become prohibitive for entry-level households to live in single-family housing close to available jobs, housing will either densify (e.g., more townhomes) or move further out to locations with weaker job access, creating a dynamic where people live in outlying areas, such as southern Utah County, where land remains less expensive, instead choosing to drive longer distances to job centers. This will have an impact on many forms of infrastructure, necessitating the construction and planning of additional power, transportation, water, sewer, storm water, and telecommunications infrastructure.

As mentioned above, a market-driven analysis was commissioned to understand what type of growth could be expected and what development could be feasible over time at the Point of the Mountain based on **current trends** if the market functions without intervention to restrict or catalyze growth. This analysis is intended to be **one of many scenarios** for the future of the Point of the Mountain, to be explored and evaluated by stakeholders and the public throughout Phase 2 of the process. Other scenarios will look to better optimize outcomes.

RCLCO worked in partnership with leading state demographic and economic development organizations, including the Governor's Office of Economic Development, the Economic Development Corporation of Utah, and the Kem C. Gardner Policy Institute, to understand the area's geographic context and general attributes and their implications to the area.

RCLCO's market-driven forecast projects that the Point of the Mountain submarkets could see 150,000 new housing units and 39 million square feet of total new commercial development (office, retail, and industrial) by 2050. This forecast predicts that the I-15 corridor would capture more office development, townhomes, and apartment development, while the Mountainview Corridor would

capture more single family, retail, and small industrial development, unless the corridor is fully constructed sooner than currently planned. This is one potential future for the area, and alternative scenarios will be analyzed in Phase Two.

The following breakdown of the market-driven 2050 forecast identifies the portion of overall growth from Weber to Utah County that will occur at the Point of the Mountain.

	4 County Region	POM Submarkets	Forecasted % Capture	Historical % Capture
Single-family	414,000	77,000	19%	22%
Townhome	61,800	26,760	43%	33%
Multifamily	134,200	47,900	36%	24%
Office	60.7 Million SF	22.8 Million SF	38%	48%
Industrial	30.4 Million SF	2.1 Million SF	7%	11%
Retail	55.0 Million SF	14.7 Million SF	27%	18%
Total Housing (Units)	**609,900**	**151,700**	**25%**	
Total Commercial (SF)	**146.1 Million SF**	**39.6 Million SF**	**27%**	

The above growth projections show that construction in the region may shift from historical trends, with a greater portion of new growth occurring at the Point of the Mountain.

The Point of the Mountain is experiencing unprecedented growth. Coordination between land use and transportation is a key concern as scenarios are developed and explored through the visioning process.

Utah Residential Construction 2010-2015

	Residential Units
Herriman	3,604
Lehi	3,665
South Jordan	4,993
Three-City Total	12,262
State Total	80,593
% Share of State	15.2%

Source: Ivory-Boyer Construction Database

One out of every six new residential units is located in three cities: Herriman, Lehi, and South Jordan.

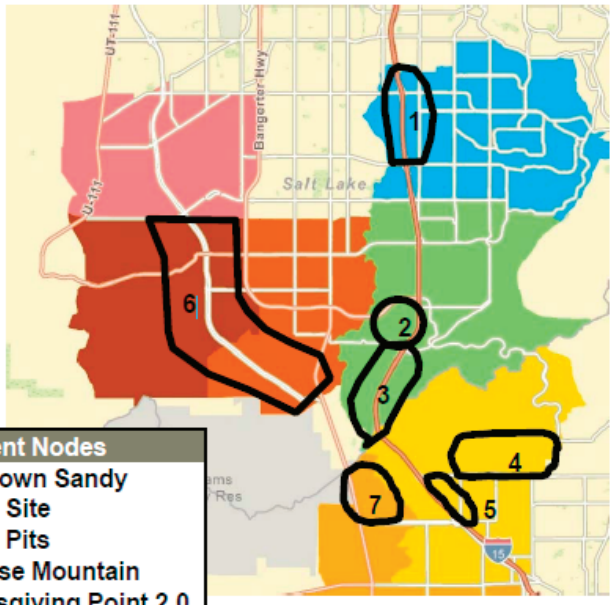
Utah office construction Top five cities 2010-2015

	Value (millions)	Share of State
Salt Lake City	$394.9	25.9%
Lehi	$336.5	22.1%
Provo	$121.3	8.0%
Midvale	$107.7	7.1%
Draper	$95.7	6.3%
State	$1,525.5	100.0%

Source: Ivory-Boyer Construction Database

Lehi ranks second only to Salt Lake City in terms of office construction across the state.

RCLCO identified seven key sites that are likely to become the future activity and employment centers based on their location attributes and remaining development capacity (available land). A market-driven forecast suggests the following development potentials for those sites. This forecast represents only one potential outcome. Other scenarios will be explored in Phase Two.



Market-Driven Development Program by Node	Sandy	Prison Site	Gravel Pits	Thanksgiving Point 2.0	Traverse Mountain	Mountain View Corridor	2100 North
Single-Family Detached	0	430	2,400	0	3,300	10,400	2,000
Townhome	0	1,800	1,000	0	1,460	3,600	450
Multifamily	1,660	4,260	3,600	460	2,500	4,720	1,440
Office	1,253,000	4,527,000	4,182,000	1,790,000	764,000	1,150,000	120,000
Industrial	0	170,000	68,000	175,000	390,000	40,000	0
Retail	170,000	2,027,000	1,163,000	833,000	750,000	1,604,000	403,000
Total Housing (Units)	1,660	6,500	7,000	460	7,200	18,760	3,900
Total Commercial (SF)	1,423,000	6,700,000	5,410,000	2,809,000	1,903,000	2,795,000	523,000
Total Acres of Available Land	86	800	2,400	180	1,408	4,301	724
Timing of Buildout	2030	Ongoing	Ongoing	Ongoing	2050	2050	2040

For more detailed information, refer to the RCLCO's Real Estate Analysis Appendix of this report.

TRANSPORTATION

Stakeholders and the public report that transportation is the biggest challenge for the Point of the Mountain—by far. The area is a geographic bottleneck between the state's two most populous, dynamic, and rapidly growing counties. How to move people and goods through this narrow bottleneck represents a tremendous challenge. Despite extensive planning and improvements, congestion already exists, and preliminary modeling suggests I-15, the Mountain View Corridor, and Redwood Road will all be severely congested by 2040, even without intense development at the prison site or on the gravel pits, and even after construction of numerous improvements that are included in the current regional transportation plans.

There are two aspects to this challenge. The **first** involves the traffic generated by the area itself. Only about a third of the trips through the area begin or end there—the rest is pass-through traffic. Nevertheless, it is critical to reduce the number of local trips that are forced to use major transportation corridors in order to (a) improve local mobility and (b) increase the ability for pass-through trips to utilize those corridors. This can be achieved through connected local street networks—similar to the street grids that exist in Utah's older pioneer communities—as well as land

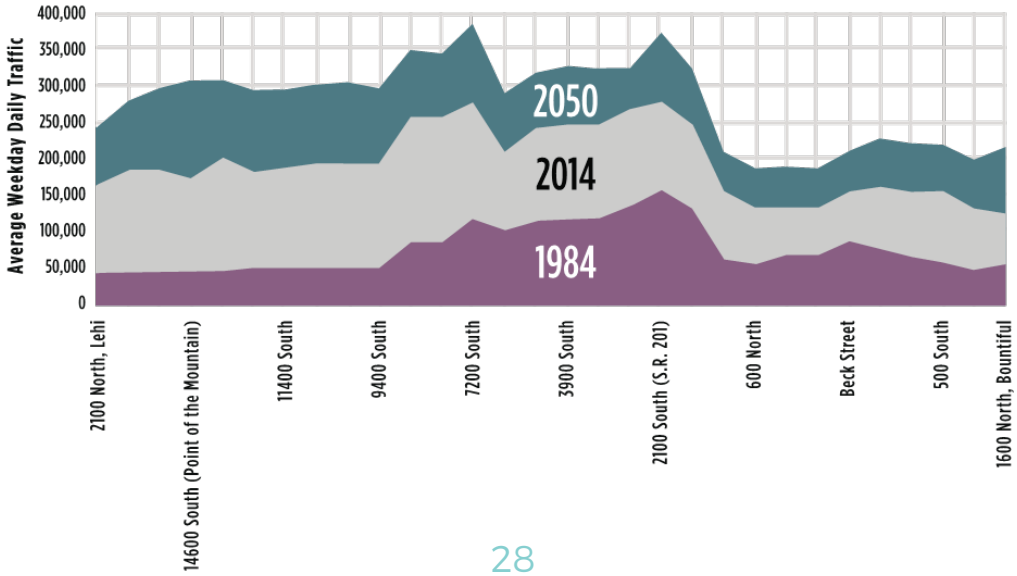
development patterns that mix housing with destinations, improved infrastructure for walking and biking, convenient public transportation, and other options such as bike share systems and alternative parking solutions. Evolving transportation technologies (e.g., autonomous vehicles) also need to be anticipated.

The **second** aspect of this challenge relates to pass-through trips, which represent roughly two-thirds of the trips on the major corridors. Capital construction projects such as the Mountain View Corridor and passenger rail can have an impact, although geographic constraints limit the ability to increase transportation capacities. Managed motorways (e.g., ramp metering) can also improve efficiency. It is also important to look at land use solutions. Ensuring a balance of jobs and housing throughout the Wasatch Front can shorten commuting distances. Steps to attract jobs near residential growth areas, and housing near job centers, can help to reduce the traffic volumes along major corridors like I-15. As decisions are made about the extent and timing of infrastructure investments such as the Mountain View Corridor, the impacts on economic development in current residential areas should be explored.

Currently, **I-15 is the most critical corridor for the Point of the Mountain**. Traffic volumes are increasing and, due to the nature of the tight spaces, capacity increasing opportunities are quite limited. Though I-15's traffic volumes near the Point of the Mountain aren't the highest compared to some points in the corridor, current trends forecast significantly increased traffic in the near future. Current forecasts predict 56% more vehicles on I-15 per day by 2040.

Improving I-15 is a complex problem with many facets and many stakeholders. Many of these agencies have recently completed significant and detailed studies of I-15. The Utah Department of Transportation is currently working to deliver improvements to the I-15 Technology Corridor through a northern Utah County project that will be advertised for construction in 2018. Another recently completed study is the Wasatch Front Central Corridor Study, an effort to gather broad ideas, implementation steps, and transportation solutions for the I-15/FrontRunner corridor. These previous plans and studies address different aspects of the region's long range transportation needs based on rigorous technical processes. However, it should be noted that the Point of the Mountain planning effort will likely point toward different growth and land use assumptions than have been considered to date, meaning careful coordination with transportation agencies will be crucial to the region's future.

There are many plans in place for transportation improvements that alleviate transportation demands on I-15. The Mountain View Corridor will continue south through the east edge of Camp Williams, connecting to 2100 North in Lehi. Porter Rockwell Boulevard is planned to expand and





become a major east-west connection for communities in southern Salt Lake County. Unfunded ideas for additional east-west connections have surfaced in different forms in many plans between these two funded corridors.

TRAX's Blue Line is planned to extend southward through Lehi along existing rail corridors from its current terminus in Draper. Unfunded ideas for TRAX see the Blue Line continuing south to Orem and Provo, and the Red Line leading from its terminus in Daybreak through Riverton to Draper to connect the two rail lines, or the Red Line heading southward along the planned expansion to the Mountain View Corridor.

There are many possible transportation solutions at the Point of the Mountain that can be explored. Public and stakeholder workshops have identified several ideas. The consultant team suggests exploring the viability of the following:

- Additional street connections through a grid-like road system.
- Alternative parking solutions and regulations.
- Expanded bus and rail and increased accessibility to existing lines.
- Regional mixed-use live/work/play hubs near rail stops.
- Land planning and development that mixes uses and seeks an improved balance between jobs and housing.
- More biking opportunities for commuters and residents.
- A bike share system between commercial and office uses and local transit hubs.

For more information on these strategies and many other possible strategies, refer to the Utilities Appendix of this report.

POWER

Power supply and conservation were discussed not only with power companies, but with entire utility stakeholder groups. The consultant team determined that power generation and transmission were well planned and posed no problem to future growth in the area. However, local infrastructure becomes difficult as areas become built out. Current legislation does not allow the power companies to adequately plan or preserve future corridors. As a result, projects must be designed to fit around existing development, which increases that cost of infrastructure and creates delays in design, approval, and installation.

Stakeholders expressed a desire for both power conservation and alternative power sources in the area. They also acknowledge that these elements are largely industry driven (not regulated). As new technology becomes more affordable, it will become more widely used across the industry in home construction and in commuters' transportation choices. There is potential to encourage the use of energy efficient products and technology throughout the study area.

To sustain the area's growth, local infrastructure will be necessary to meet the needs of future development. Long-range transmission infrastructure is in place to meet needs through 2050, assuming population forecasts continue as predicted.

Planning for energy efficiency will require close coordination between lawmakers and power supply experts to set impactful goals and standards. Creating new energy sustainability standards in the region may also serve to attract employers and employees and counter the region's negative air quality branding. It may be advisable to explore new legislation and regulation that will allow for better corridor planning and preservation in the power industry. For additional information, refer to the Utilities Appendix of this report.

WATER

The consultant team solicited stakeholder input regarding water supply to the Point of the Mountain. It was the consensus that water systems throughout the area were planned in anticipation of growth and that there are sufficient water resources to provide both culinary and secondary needs well into the future.



However, several areas of caution were identified. First, both culinary and secondary water regulations are anticipated to change over time, which often leads to an increase in the cost of supplying water. Until the nature of these changes is known, it is difficult to predict their impact on the area's water supply.

Second, municipalities and water agencies in the study area have planned for the growth that has been forecasted by their individual agencies' demographic projections. These projections generally don't model extreme growth scenarios. In our stakeholder outreach, concerns were raised that these extreme scenarios could include high volume water use and a surge in commercial/industrial uses that could lead to water quality challenges in the future.

Finally, there is no regional water planning authority that serves to coordinate regional conditions, plans, and funding of projects for the Point of the Mountain that is as effective as the metropolitan planning organizations' coordination of transportation planning. Each municipality and/or agency has planned its water resources individually per its own needs, and many opportunities exist to become more efficient through a more regional, collaborative planning approach.

Both Salt Lake and Utah Valleys are closed basins and there are no new water rights that can be developed. However, stakeholders believe there are sufficient water rights throughout the area to serve future development if utilized wisely. In the water infrastructure small group meeting it was discussed that broad water conservation efforts would play a major role in ensuring future water availability.

The consultant team agrees that new water sources, storage facilities, and delivery systems will be required to sustain future growth. The team suggests that the best steps to take when it comes to water infrastructure are improving regional collaboration, developing additional funding opportunities for regional water planning, exploring new methods of conservation, and planning for higher growth scenarios. For additional information, refer to the Utilities Appendix of this report.

SEWER

In the stakeholder meetings, it was the consensus that sewer systems throughout the area have been adequately planned for anticipated growth. There is sufficient capacity in the area to provide both sewer collection and treatment to meet future needs, though several points of concern must be kept in mind when planning the Point of the Mountain's sewer infrastructure.

Areas of caution identified for sewer infrastructure include (1) changing regulations with higher effluent standards and (2) that there have been no extreme scenarios vetted. Each municipality and/or agency has planned its water resources to meet its own needs, and this patchwork approach lacks regional continuity and unity. Although facilities are being constructed that anticipate reuse, certain extreme scenarios could create additional sewer capacity needs and/or extreme pollutants that are not currently well planned for.

Another concern raised during stakeholder meetings was that even though sewer systems are prepared to expand to meet future growth, any necessary future expansion projects could take a long time to develop due to lengthy approval processes of existing regulations.

The consultant team suggests that new methods of reuse be explored to reduce the amount of sewer infrastructure needed in the future. We also suggest that growth extremes be modeled and planned for when analyzing needed infrastructure for the region's future. For additional information, refer to the Utilities Appendix of this report.

STORM WATER

The project site extends across two watersheds, two different counties and many different communities, each with its own storm water management plan and objectives. These varying regulations can create barriers to managing storm water. Tributary areas to storm water often ignore these regulated boundaries, so all jurisdictions within a watershed must coordinate with each other to make a substantial impact. It is imperative that the various agencies and stakeholders regulate and manage storm water in a coordinated way to improve storm water quality and mitigate flooding.

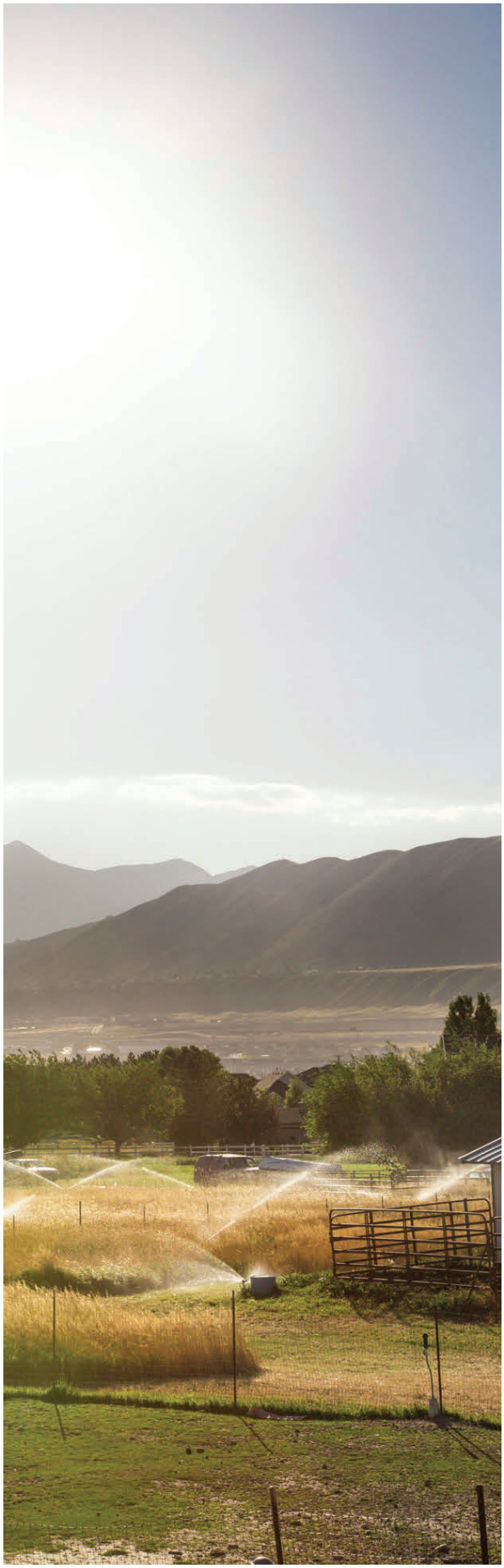
Variable weather patterns and unpredictable storm events in the future make designing storm water infrastructure challenging. Additionally, within the project site there are varying levels of expected storm water flow (e.g., high storm water flow at the base of the mountain versus in the central valley) where different, climate specific and localized management solutions would have to be applied. The proposed storm water strategies will vary depending on the density, location and placemaking aspects of the new development.

In addition to community-specific storm water management plans, guidelines and initiatives have been developed which are promoting proper storm water management, including the Salt Lake County Stormwater Coalition and the Utah County Stormwater Coalition. The Jordan River Commission has formed to maintain and protect the Jordan River and is utilizing Envision Utah's Blueprint Jordan River as a technical resource for planning, restoration, and responsible development along the Jordan River corridor.

The consultant team suggests the following strategies be pursued when planning for the region's storm water infrastructure:

1. Localized storm water treatment.
2. Improved detention and retention.
3. River and creek enhancement.

For more information and specific implementation steps for these three strategies, refer to the Utilities Appendix of this report.



TELECOMMUNICATIONS

Broadband Internet access is a critical asset for every Utah community, particularly at the Point of the Mountain due to a booming innovation industry presence. The region must be on the forefront of new technologies in telecommunications infrastructure to attract businesses and keep up with the area's growth. As the Point of the Mountain Development Commission creates a long-term vision for the area, it is important to consider the role of broadband infrastructure for economic development, education, healthcare, public safety, and general quality of life.

The region extending south from Sandy through Lehi and Saratoga Springs will see tremendous residential and commercial growth in the years to come. Broadband demand will exceed current availability, impacting daily life and impeding the needs of local businesses. The area sits between major universities, likely increasing the demand from students and a generally young population that will be more likely to use multiple internet-connected devices throughout the day. A growing population also puts greater pressure on public safety, and reliable networks are essential for first responders and healthcare professionals. The technological advancements for these public services become more sophisticated each year, and the bandwidth to effectively use the best technology should be available.



In addition, a booming tech sector cannot exist without reliable fiber infrastructure. Utah has more than 50 broadband providers that offer DSL, cable, fiber, and fixed and mobile wireless offerings to homes across the state. Fiber optic cables are the backbone of these technologies and sufficient infrastructure needs to be installed throughout the area to support development of all types of services. Even wireless Internet services rely on fiber infrastructure in the ground to connect towers and antennas. No matter the technology type, high capacity broadband services depend on fiber.

Luckily, the Point of the Mountain is situated between Utah's largest urban areas and it sits along the I-15 corridor where many providers have infrastructure. This proximity will lower the cost for broadband providers, but their investment will also depend on cooperation and access provided by the cities.

The communities at the Point of the Mountain have incredible power and leverage to encourage broadband investment and ensure the quick deployment of infrastructure. This infrastructure should be deployed with the capacity needed to meet the demand of evolving technologies. By actively collaborating with local broadband providers, public-private partnerships will create more robust and redundant services and invite greater capital investment from private businesses.

Cities in the region can implement best practices that cost little to no money, but create significant benefits for private investors. The following best practices will help providers save time and money. These incentives will lead to greater investment because broadband providers can save on capital expenditures while yielding a faster return on investment.

The consultant team suggests the following strategies be pursued when planning for the region's telecommunications infrastructure:

- Use broadband coverage data to plan and locate priority needs.
- Coordinate infrastructure deployment.
- Don't forget about residential developments and multiple dwelling units.
- Implement ongoing Dig-Once policies.
- Create broadband friendly planning documents, policies, and permitting processes.

For more information and specific implementation steps for these five strategies, refer to the Utilities Appendix of this report.

PLACEMAKING

Creating a vibrant place that offers a high quality of life, convenient living, and good access to amenities and outdoor recreation is critical for a successful future of the Point of the Mountain. **Placemaking is important not just for residents, but also for economic development,** building on the competitive advantages that draw employers and employees today.

This includes creating a variety of attractive communities with great access to recreation opportunities as well as walkable centers with shops, jobs, and other amenities. A crucial component in creating vibrant places is an affordable cost of living, particularly with regard to housing costs that are rising as the region develops and becomes more populous. The Point of the Mountain should be a place that attracts and welcomes employees and their families from all over the world.

GREAT, SAFE NEIGHBORHOODS WITH A LOW COST OF LIVING

The current situation at the Point of the Mountain is that housing prices are increasing because builders can't keep up with demand. Lack of labor, lack of affordable land, and regulatory constraints are among builders' primary concerns. Creating a highly desirable place will increase demand and make affordability even more challenging.

Potential solutions include a full range of housing options (apartments, condos, townhomes, small lot, and larger lot single family homes), building a mix of housing that matches workforce incomes, zoning that allows for increased density, and subsidies for affordable housing in mixed-income projects. It is also important to provide a mix of community types to match a variety of

preferences, ranging from walkable urban places to quiet, single-family neighborhoods. All of these steps will serve the goals of housing affordability, cultural diversity, opportunity, and preserving and welcoming new people and businesses to the area.

High-rise construction and parking structures increase costs and are not justified from a market standpoint until land costs become sufficiently high. It is possible to allow builders and developers to meet current office and retail demand at low costs with mid-rise construction and surface parking, while promoting infrastructure and design that encourages development that accommodates increases in density over time. One key to this kind of design is a connected, grid-like street pattern. With proper design, parking lots can become “land banks” for future development.

Great communities also need amenities and entertainment. Existing amenities such as Thanksgiving Point and Loveland Living Planet Aquarium should be protected, promoted, and leveraged. Places of historical significance such as Cell Block A at the Draper Prison Site (the building that was moved to Draper from the original Sugar House Park prison site) should be preserved.

Stakeholders also expressed a desire for more local, non-chain restaurants, including those that serve alcohol.

For more information on these strategies as well as case studies, refer to HOK’s Case Studies Appendix and RCLCO’s Real Estate Analysis Appendix of this report.



WALKABLE URBAN CENTERS

Companies across the United States are moving to and investing in walkable urban locations. This is a key factor in attracting and retaining talented workers. As companies compete for new hires and the best talent, being located in a vibrant community is considered a crucial selling point. An urban location and atmosphere promotes innovation, connectedness, and uniqueness, and allows companies to literally be at the center of things. For many companies, moving to an urban area is a way to set themselves apart from their competitors and to inspire their employees.

Many companies choose centralized urban locations in creative, engaging neighborhoods to help inspire their employees and encourage collaboration among co-workers as well as with employees at other companies or in other industries. Many employers also express a strong preference to locate near a rail station.

The public and stakeholders in our study area report that many current and potential employees want neighborhoods with childcare facilities, restaurants, cafés, cultural institutions, entertainment, and after-work nightlife. Urban centers where people can move around easily without an automobile, whether by walking, cycling, or using public transportation are also important for the Point of the Mountain. Even those who choose not to live or work in an urban center typically enjoy the amenities and convenience they provide.

For more information on this feedback, refer to the Outreach Appendix of this report.

CASE STUDIES

The consultant team examined a variety of case studies from other successful areas where cities, universities, and corporations have helped to play significant roles in contributing—sometimes serving as the driving influences—to their respective economies.

While these places are different from the Point of the Mountain when it comes to land values, development patterns, infrastructure, open space, etc., **there are lessons that can be gleaned from these other developments that can help inform how this area can grow.**

Three main areas within the larger (approximately 20,000 acre) study area were identified for detailed analysis. This analysis factors a range of development from infill projects to “brownfield” redevelopment. The study areas are Thanksgiving Point, the Draper prison site, and the gravel pits (multiple operations adjoined in the same area).

These case studies are intended to stimulate thought about how these local Utah sites could be developed with a positive economic benefit. The following case studies were examined to better understand development possibilities for the three study areas:

Utah Study Sites	Case Study Name/Location
Thanksgiving Point	Cool Springs, Nashville, TN
Draper Prison Site	Stanford University Medical Center, Redwood City, CA Gilead Corporate Campus, Foster City, CA Denver Tech Center and T_REX, Denver, CO
Gravel Pits	Civita/Quarry Falls, San Diego, CA

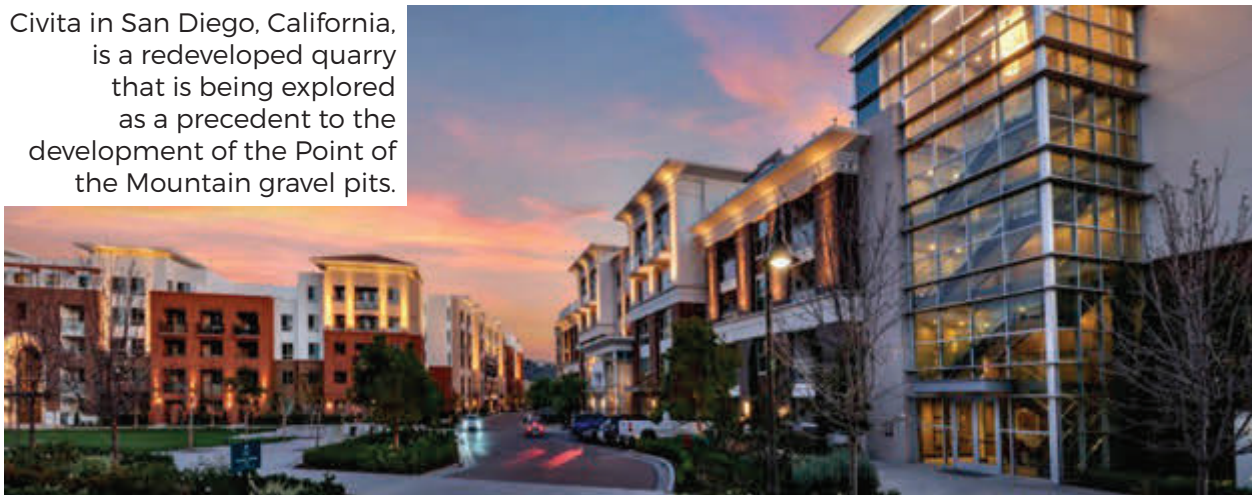


Cool Springs, Tennessee, is being studied as an analogue to development around Thanksgiving Point.



Colorado's Denver Tech Center is being studied as a possible growth outcome for the Draper prison site.

Civita in San Diego, California, is a redeveloped quarry that is being explored as a precedent to the development of the Point of the Mountain gravel pits.



Lessons learned from Cool Springs, Tennessee, for Thanksgiving Point:

- A strong relationship with the federal government through state representation helped pull together a public-private partnership with Nissan that kickstarted the region.
- Market partnerships between downtown Nashville and suburban Cool Springs bring benefits to the entire region. While Cool Springs in Williamson County uses large tax abatements to bring in healthcare industry jobs, Nashville's Davidson County has invested more in bolstering companies with an existing presence in middle Tennessee.
- Using best practice urban design concepts has allowed Cool Springs to comfortably transition from lower densities to more compact and densely designed environments. In doing so, they are protecting their open space from development and enhancing their own flexibility for future development by avoiding further spreading out into the region. This also helps mitigate high infrastructure costs, curbing both initial investments and longer term maintenance.
- Cool Springs is known for its low cost of living and low taxes, but does not position itself solely as the 'lowest cost of business' place. It builds its brand on quality placemaking, lifestyle, and ease of mobility.

Lessons learned from the Denver Tech Center for the Draper Prison Site:

- Coordination in land use planning and zoning in the two abutting jurisdictions leads to a high quality environment of mutual benefit.
- Public transportation was built into the original 1970s master plan and support for it has increased alongside employment growth. Companies located near rail stations have the opportunity for employees to use alternative means of transport to the car, and can efficiently utilize land for something other than parking. Due to this coordinated thinking, Denver has seen vehicle miles traveled (VMT) per capita in the region go down since 2004.
- Simultaneous construction of the highway and the light rail saved taxpayers an estimated $300-$500 million (of increased property taxes) and minimized public inconvenience along the corridor.
- A prime location + good access + well planned transit and infrastructure + quality planning controls = development success.

Lessons learned from San Diego's Civita for the Point of the Mountain gravel pits:

- Thoughtful, innovative planning created a healthy, sustainable environment and unique identity for the community.
- Walkability can be enhanced on a sloping site by a series of terraces, each containing housing and footpaths to and from the site's central park and stream.
- Have a well-defined community plan and regional vision in place so that developments that increase density have supportive design guidelines to help them fulfill community goals.
- The project's social sustainability was increased by a public outreach process that influenced project approvals.

More detailed information on the background, histories, and lessons learned from the studies in this report can be found in the appendix, under HOK's Phase 1 Report.

OPEN SPACE (RECREATION, WILDLIFE, PARKS, TRAILS, ACCESS TO MOUNTAINS)

Utah's open space and recreation opportunities are seen as one of Utah's greatest strengths and are incredibly important to those who live and work at the Point of the Mountain.

Our close access to outdoor recreation contributes to a quality of life that is arguably the best in the United States. This quality of life is attractive to companies and their employees looking to relocate. Stakeholder and public outreach identified a recreation hub as an important asset to the Point of the Mountain. A recreation hub could act as a central connection point that would serve mountain biking, paragliding, hiking, transportation to the ski areas, and a host of other activities that set Utah apart.

The Jordan River was also identified through stakeholder and public outreach as an underutilized asset in the region. Though polluted and neglected for many years, through restoration and cleanup efforts the river is becoming a significant amenity, providing valuable open space and recreation opportunities for communities along its entire stretch. The river is also a major asset for migrating birds passing through the region, as the Great Salt Lake is one of the United States' largest migratory bird flyover locations. The Jordan River also has archaeological value as a source of water that has been a gathering place for as long as humans have lived in Utah.

The Jordan River Commission (established as a continuation of the Blueprint Jordan River process) has been doing tremendous work promoting restoration of the river as it has become an amenity in both Salt Lake and Utah Counties. By continuing to improve our water quality and expanding recreation opportunities along the river, we can continue to establish the Jordan River as one of the region's most important amenities.

The Point of the Mountain has a unique recreation opportunity: establishing and expanding world-class trail systems and better connecting them to other trails and to the people who use them. Draper City has invested in thousands of acres of open space and 90+ miles of trails for cycling, hiking and horseback riding. The trails interconnect and can take you from town up into the foothills of the Wasatch Front. The public and stakeholders in our study area have expressed a strong interest in connecting these Draper trails with the Jordan River trail, trails in Herriman, and future trails surrounding Camp Williams via an east/west Traverse trail system.



The West Traverse Community Partnership is a plan for compatible uses and development at Camp Williams. The plan includes many

elements that are in line with the stakeholder and public goals of the Point of the Mountain project. Goals of the plan include protecting open space, maintaining habitat for wildlife, expanding and connecting trails, and generally fostering compatible land uses on lands that surround Camp Williams.

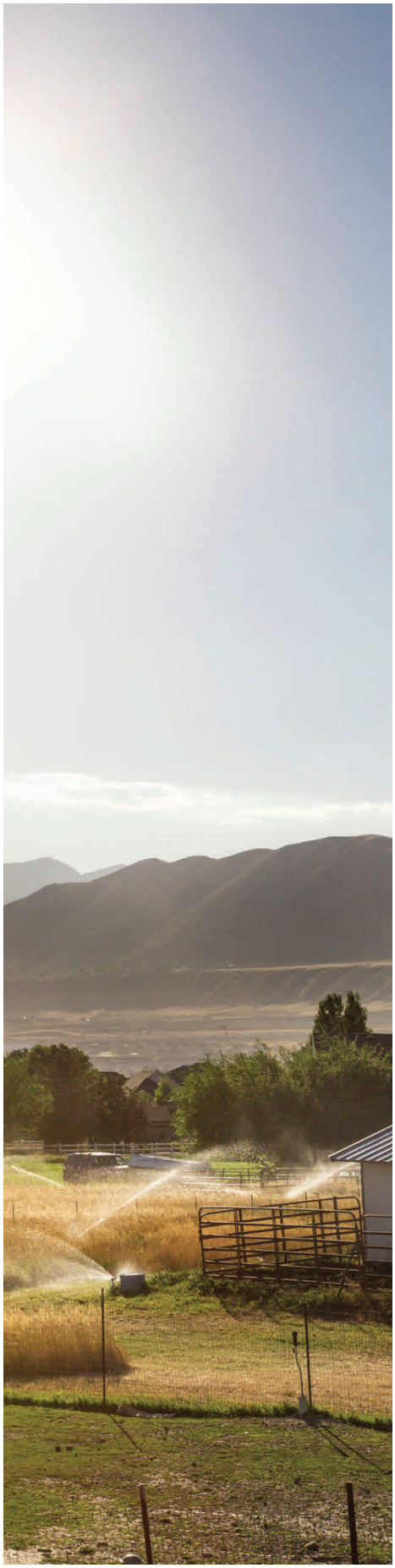
Another unique recreation opportunity at the Point of the Mountain involves the paragliding and hang gliding flight parks, which are known as world class venues for the sport. The area is known as one of the world's most consistent flying sites, with 200+ days a year of flyable conditions. The public and stakeholders in our study area have expressed a strong interest in protecting the flight areas on both the north and south sides of the Point of the Mountain.

From a wildlife perspective, the Point of the Mountain is an important connection between the Oquirrh and Wasatch mountain ranges. It provides a wildlife corridor for migrating animals and is critical for the maintenance of viable wildlife populations. Improving this connection could help wildlife populations thrive.

The consultant team recommends an approach that focuses both on preserving existing recreational amenities and on creating additional green infrastructure opportunities in locations that will have the greatest benefit at the lowest impact. These recommendations include:

- Connecting the mountain ranges for recreation and habitat.
- Connecting trails for recreation and active transportation.
- Enhancing boating access on the Jordan River.
- Maintaining and enhancing paragliding opportunities (e.g., building design to not impede wind).
- Supporting ski resort access.
- Establishing an extensive trail system around Camp Williams, connecting to Herriman, Jordan River trail, Wasatch range, etc.
- Establishing a recreation hub (paragliding, river, trails, ski connections).
- Identifying and protecting key viewsheds, corridors through which people are able to view and appreciate the Point of the Mountain's natural beauty.
- And providing an excellent network of parks and open space throughout the area.

For more information on the environment of the area, refer to the SWCA Environmental Analysis Appendix of this report.



AIR QUALITY

Air quality came up consistently as a major concern in most stakeholder and public outreach efforts. Besides its health impact, air quality is a major challenge to the region's marketability to outside workers and companies looking to relocate, and is considered a challenge to the high quality of life and beautiful scenery we enjoy in Utah. Though there is no one easy fix to achieve clean air in Utah, key steps can be taken at the Point of the Mountain that will help attract companies and employees. The consultant team recommends the following approaches to improve air quality for current and future generations:

- Encourage residents and businesses to use less polluting vehicles (i.e. those with higher smog ratings, electric vehicles, etc.) and facilitate such decisions by, for example, providing widely available electric vehicle charging infrastructure.
- Ensure buildings are highly energy efficient and lower emissions by improving building practices, heating systems, and more.
- Improve the ability for residents to access work, shopping, and other destinations close to where they live.
- Make it convenient to travel without a car (e.g., by walking, biking, or taking public transportation).
- Publicize air quality improvement steps and outcomes both within and outside the state.

Many of the above strategies are detailed in Envision Utah's Provo Clean Air Toolkit, which can be found at ProvoCleanAir.org.



Phase Two Preview

Phase 2 of the Point of the Mountain vision will be guided by the Point of the Mountain Development Commission. The effort is expected to begin in the spring of 2017 and be completed by winter 2017-2018. Envision Utah will serve as the lead consultant to oversee and ensure a transparent process that represents the values of the public and stakeholders.

SCENARIO DEVELOPMENT, ANALYSIS, AND MODELING

Data about existing conditions will be utilized to understand current development, identify vacant land that could be developed, and target underutilized lands that could be redeveloped or intensified. A baseline scenario will be generated that projects current trends forward to understand likely outcomes in the region without a vision. The baseline scenario will illustrate how the area may change over time if current policies and practices continue.

Much of Phase 2 will be dedicated to the development of alternative scenarios that project a variety of ideas for how private development, transportation investments, recreation, and environmental conservation might occur in the future. This task provides an opportunity to study the projected outcomes for each scenario: What will air quality be like? How much traffic congestion will there be? How extensive will development be? What is the mix of housing that is pictured? What will the impacts be on economic development? These benchmark criteria help stakeholders and residents understand the consequences of the strategies embodied in each scenario. This approach also allows the public to compare various measures among all scenarios, including the baseline scenario.

PUBLIC AND STAKEHOLDER EVALUATION OF SCENARIOS

After the scenarios are developed, community outreach meetings will be held where the scenarios will be studied and evaluated by Point of the Mountain stakeholders and residents. These community meetings are opportunities for the Commission and Envision Utah to learn which elements within each scenario have the most public support and make sense for the area. An online website and survey will also be available for the public to learn about the process, evaluate the scenarios, and weigh in. Both in-person meetings and online results will be made available to the public to ensure the process is transparent.

DEVELOP A PREFERRED SCENARIO FOR THE POINT OF THE MOUNTAIN

A preferred scenario will be produced based on scenario feedback and will be presented to the stakeholders for review and refinement. The impacts of the preferred scenario will be modeled and illustrated and should represent a broadly supported picture of the area's future.



