



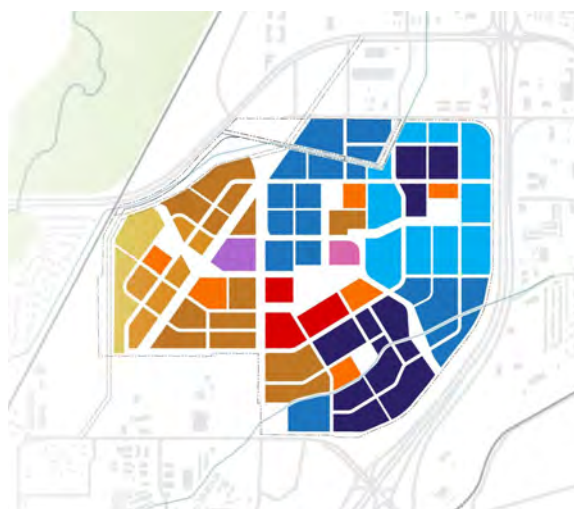
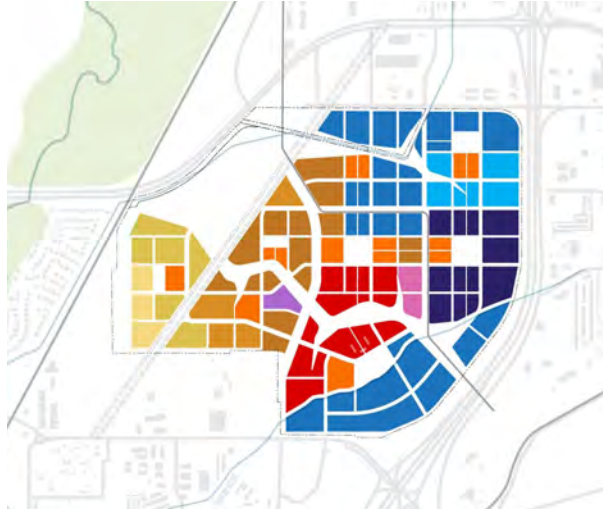
Utah's First 15-Minute City

Stage 3
Board Meeting
April 14, 2021

SOM

Skidmore, Owings & Merrill

Planning Recommendations



Concept 1: **Complete Community**

Concept 2: **Regional Hub**

Concept 3: **Economic Catalyst**

Key Takeaways by Concept



Complete Community

1. Linear Recreational Greenways
2. Distinct Districts with clear centers
3. Green Buffers with Recreational Trails
4. Commitment to Habitat Creation
5. Water Conservation Corridors



Regional Hub

1. River-to-Range (R2R) Greenway & Trail
2. Community Sports Park
3. Jordan River Wetlands
4. Main Street
5. Centralized Development Core
6. Density around Transit



Economic Catalyst

1. Overall Development Program
2. Institutional Anchor
3. Central Park
4. Clear Project Development Hub
5. Density Around Transit
6. Circulator linking to BRT

Recommended Element 1: **A Mixed-Use Business Core**

Rationale:

- Create an address for businesses
- Center of activity and innovation
- Concentrate infrastructure



Recommended Element 2: **Cross-Industry Innovation Accelerator**

Rationale:

- Catalyst for growing innovation industry
- Attract young talent
- Potential connection with K-12 education



Recommended Element 3: **Innovation District with Institutional Presence**

Rationale:

- Potential anchor tenant
- Public-private partnership
- Creation of identity
- Educational component



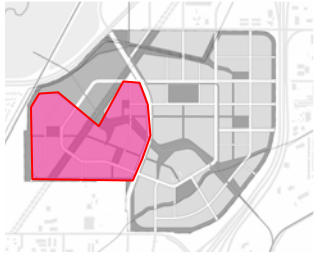
Recommended Element 4: **40-50% Residential Land Use Component***

***Refers to percentage of land area.**

Final percentage to be defined in Stage 3.

Rationale:

- Maintain a robust mix of uses
- Meet daily needs
- Reduce traffic
- Create a live-work community



Recommended Element 5: **Micro-Mobility or AV Circulator Linking to BRT**

Rationale:

- Promote use of public transit
- Accessibility for all
- Reduce project carbon emissions



Recommended Element 6: **Retail & Entertainment Destination**

Rationale:

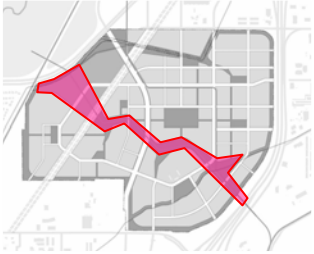
- Create a regional amenity
- Create an iconic identity for the project
- Attract local businesses and residents
- Create job opportunities



Recommended Element 7: **River-to-Range Greenway and Trail**

Rationale:

- Commuter/Transportation
- Recreational Amenity
- Promote healthy living
- Create water management system
- Restore ecological habitat
- Create regional open space amenity



Recommended Element 8: **Jordan River Community Park**

Rationale:

- Regional recreational amenity
- Educational opportunity of local nature
- Stormwater management



Recommended Element 9: **Central Park**

Rationale:

- Civic center for the project
- Opportunity for large regional events and smaller local events
- Public address for adjacent development
- Suggested size: 6-8 acres



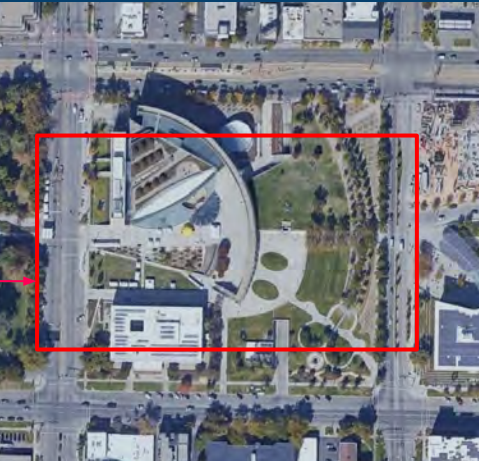
Central Park Scale Comparisons

Currently, The Point's Central Park is approximately 500' x 900', or 10 acres, as indicated by the red rectangle below.

Two scale comparisons with The Point's Central Park overlaid in red are shown at right:

- Bryant Park & New York Public Library (near right)
- Salt Lake City Public Library & Park (far right)
- Dallas' Klyde Warren park (not shown) is 5.2 acres

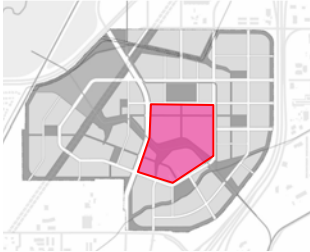
It is recommended the final size of The Point's Central Park is approximately 6-8 acres.



Recommended Element 10: **Pedestrian Priority Zones**

Rationale:

- Design for pedestrians first
- Activation of spaces
- Safe place for pedestrian activity
- Unique environment within the region



Recommended Element 11: **Distinct Districts and Sub-centers**

Rationale:

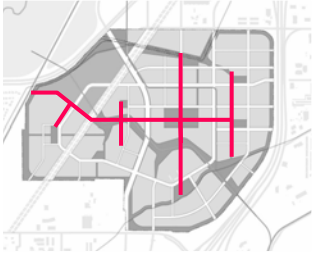
- Clear sense of place
- Sense of community
- Proximity to community amenities
- Community gathering places



Recommended Element 12: **Pedestrian Linkages to Core**

Rationale:

- Prioritize pedestrian connectivity
- Support and promote walking and micro-transit
- Provide everyday community amenities
- Integrate stormwater management system



Recommended Element 13: **Neighborhood Parks**

Rationale:

- Provide central gathering place for each district within walking distance
- Provide safe outdoor environment for families to play
- Promote healthy living



Potential Consolidated Framework Plan

Potential Consolidated Plan

Land Use

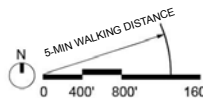
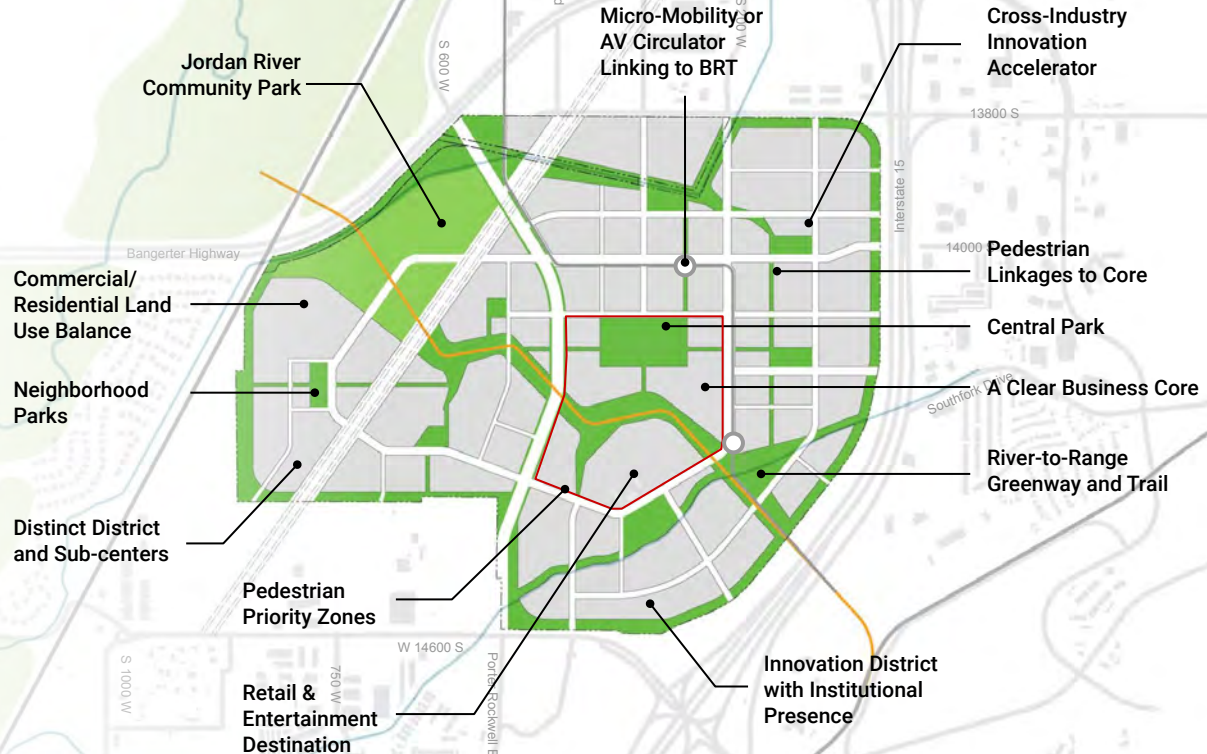
Developable Area
338.6 ac (56% of site area)

Open Space
148.7 (24.5% of site area)

Infrastructure & Roads
118.7 ac (19.5% of Site Area)

Target GFA
15 mill. square feet

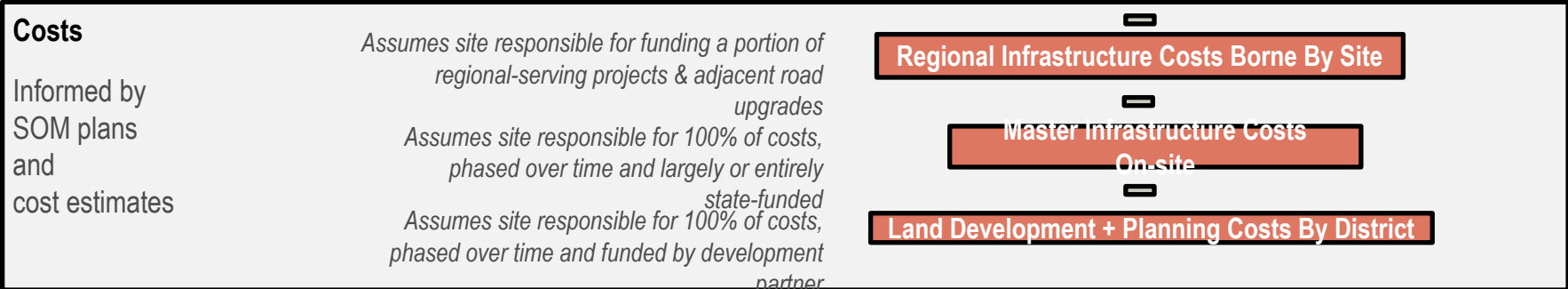
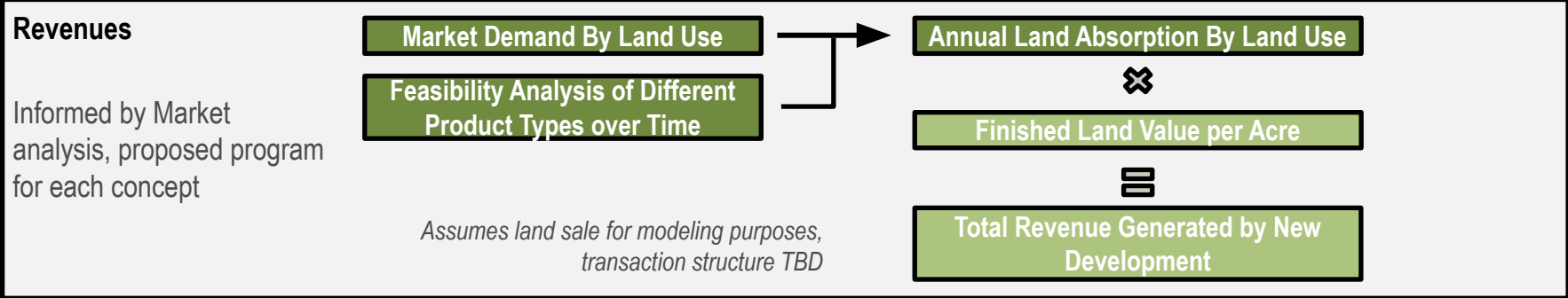
Target FAR
1.0



RCLCO | **Economic Evaluation**

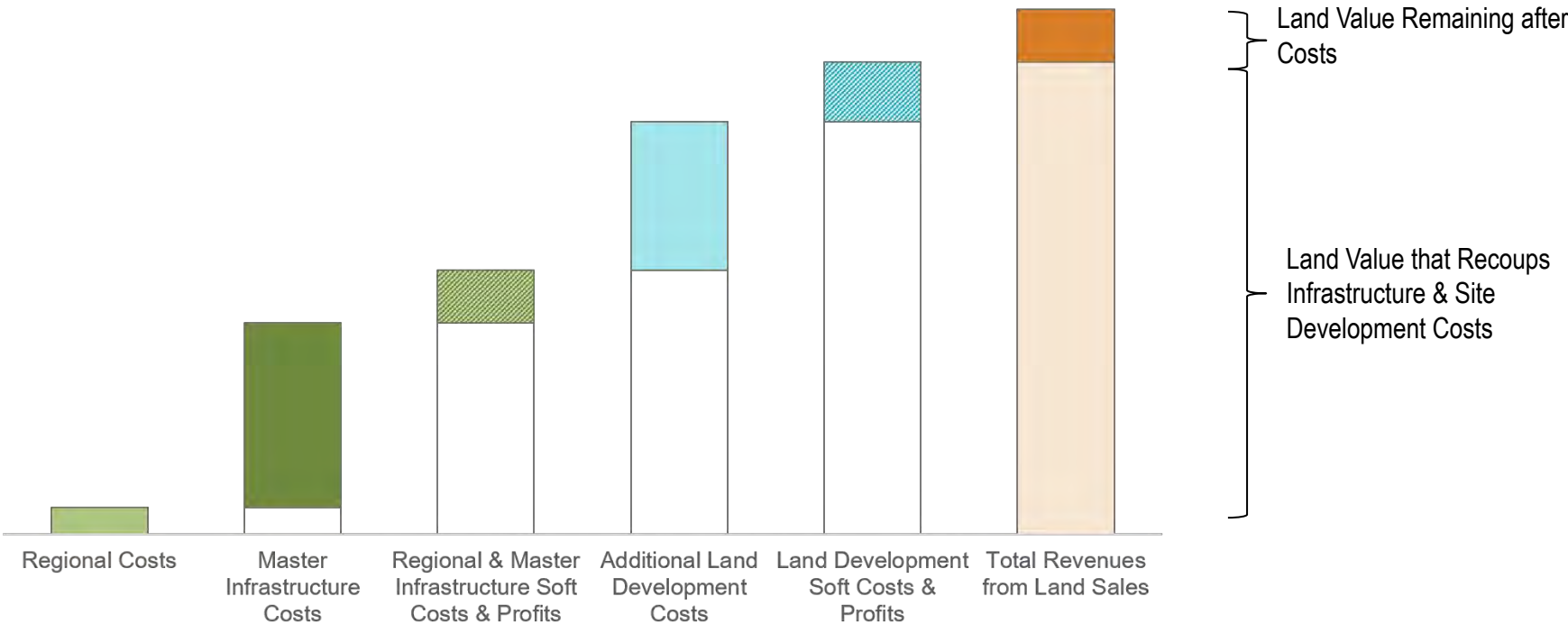
MODEL METHODOLOGY

PROJECT-LEVEL CASH FLOW



Development Net Revenue

CONCEPTUAL ECONOMIC ANALYSIS



HIGH LEVEL ECONOMIC COMPARISON BY SCENARIO

	Concept 1	Concept 2	Concept 3
Net Developable Acres	333	327	364
Total Households	7,200	5,750	5,700
Total Jobs	25,270	31,280	36,420
In Stabilized Year Following Project Completion			
Estimated Total On-Site Retail Spending	\$124M	\$324M	\$198M
Estimated Total Property Value (2020 \$)	\$2.8B	\$3.9B	\$4.2B
Estimated Annual Property Taxes (2020 \$)	\$29M	\$40M	\$42M
Estimated Annual Sales Tax from On-Site Spending (State and County, 2020 \$)	\$9M	\$23M	\$14M

Tax and value numbers are estimates for comparison purposes. Assumptions may be refined in future phases.

KEY CONCLUSIONS

- ▶ All three concepts build out in a similar horizon (2045-2050), about 25 years of development.
- ▶ Total infrastructure and site development costs are slightly lower than RCLCO's preliminary estimate, with limited variance by scenario
 - » Differences mostly driven by acres developed with real estate, quantity of open space, and specific features/concepts
 - » **Limited impact to cost from general urban design and site layout options in any concept**
- ▶ Concepts 1 and 2 have a similar finished land value (prior to costs) per net developable acre
 - » Concept 3 has a lower value per net developable acre, because we are conservatively assuming the 50 acres of anchor use would not generate revenue. If the 50 acres were to "break even" and be valued at cost, Concept 3 would have a similar value per acre to other scenarios.
- ▶ The land value generated by Concept 2 does not cover the total costs because you develop fewer acres and spend more money on parks/infrastructure
 - » Removing the sports park would improve the concept's economics by reducing cost. Developing the sports park acres with additional housing/office would increase the value, making the final result comparable to other options.
- ▶ Concept 3 as a whole is the most economically viable because of the additional land area developed and slightly lower master infrastructure costs.
- ▶ Direct economic impact will be far greater than the land value paid to the state

RECOMMENDATIONS

- ▶ The site should **include an anchor/institutional use as a component of the program** to produce the desired economic development benefits.
 - » Future concepts should test how to integrate it as a component of a broader innovation community or determine if it needs to be a stand-alone “district” to succeed.
- ▶ The proposed 50 acre sports park as shown in Concept 2 is detrimental to the economic success of the site unless it is privately built/operated.
 - » Requires a higher cost to construct than other open space options
 - » Reduces the available developable land. Either the cost should be borne by a third party or **other options to shrink the size or change the program need to be considered.**
 - » Removing the sports park would increase the overall value of Concept 2 by about \$20M (reduce additional cost, generate net new land value with no new master infrastructure)

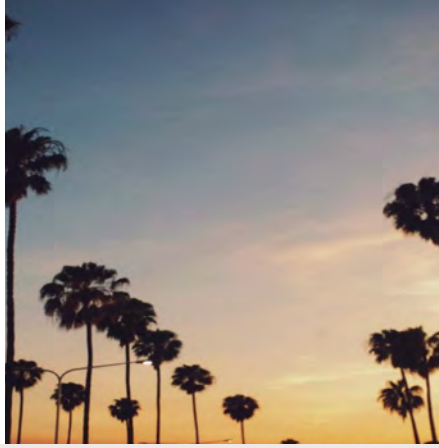
RECOMMENDATIONS

- ▶ A minimum of **55-60% of the site should be reserved for real estate development** to support the open space goals and site-wide infrastructure costs.
 - » Strategies to increase development density while maintaining economic feasibility should be explored in Phase 3
- ▶ **Strategies that reduce parking needs** will have a significantly positive impact on the land value, perhaps as much as \$100k-\$200k/acre.
- ▶ A **balanced land use mix** will be important for the innovation community to succeed and have limited impact to the financial feasibility.
 - » Multifamily and office produce a similar land value per acre in the near and mid-terms.
- ▶ Use **direct economic impact** as an equally important evaluation metric to land value once the development is at least “cost neutral”.



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APPENDIX

MODEL EXAMPLE INFRASTRUCTURE COSTS

HIGH-LEVEL ECONOMIC EVALUATION

HIGH-LEVEL ECONOMIC EVALUATION				ALTERNATIVE 1 333 NET DEVELOPABLE ACRES			ALTERNATIVE 2 327 NET DEVELOPABLE ACRES			ALTERNATIVE 3 364 NET DEVELOPABLE ACRES			
T1	TRANCHE 1: Potential Regional Shared Costs		Assumptions	Units	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost
		Transit	BRT Line + Two Stations	Option 1: 12' Travel Lanes with 4' shoulders	Lump Sum	1	\$21,946,649	\$21,946,649	1	\$24,291,008	\$24,291,008	1	\$26,407,891
	External Bridges (I-15 & Bangerter)		Does not include embankment or walls necessary to place bridge over I-	Lump Sum	1	\$24,408,000	\$24,408,000	1	\$24,327,000	\$24,327,000	1	\$26,554,500	\$26,554,500
	Roads	External Road Upgrades	Modification of existing roads	Lin. Ft.	10,000	\$500	\$5,000,000	10,000	\$500	\$5,000,000	10,000	\$500	\$5,000,000
					SUB-TOTAL, ALT. 1		\$46,354,649	SUB-TOTAL, ALT. 2		\$48,618,008	SUB-TOTAL, ALT. 3		\$52,962,391
T2	TRANCHE 2: Master Developer Costs		Assumptions	Units	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost
	Demolition	Removal of Prison Buildings	One-time contract to remove all buildings and cap utilities	Lump Sum	1	\$5,000,000	\$5,000,000	1	\$5,000,000	\$5,000,000	1	\$5,000,000	\$5,000,000
	Roads	Boulevard (120' ROW)	Assumes 4.5" HMA over 14" Base Course	Lin. Ft.	5,414	\$748	\$4,046,965	5,620	\$748	\$4,200,950	5,288	\$748	\$3,952,780
		Primary Roads (80' ROW)		Lin. Ft.	26,443	\$453	\$11,985,290	12,757	\$453	\$5,782,110	15,410	\$453	\$6,984,583
	Earthwork	Primary Roadway Earthwork	Assumes leveling of roadways	Cu. Yds	82,000	\$40	\$3,280,000	63,000	\$40	\$2,520,000	46,000	\$40	\$1,840,000
		Landscaping Earthwork	50% of OS acreage * 400 cu yards/acre	Cu. Yds	49,500	\$40	\$1,980,000	58,500	\$40	\$2,340,000	37,500	\$40	\$1,500,000
	Utilities	Project Drainage Upgrades	Includes \$20.00/LF for precast structures	Lin. Ft.	42,000	\$125	\$5,250,000	24,000	\$125	\$3,000,000	27,000	\$125	\$3,375,000
		Project Electrical Upgrades		Lin. Ft.	60,000	\$25	\$1,500,000	40,000	\$25	\$1,000,000	43,000	\$25	\$1,075,000
		Substation	Potential cost sharing with parcel developers	Lump Sum	1	\$8,500,000	\$8,500,000	1	\$8,500,000	\$8,500,000	1	\$8,500,000	\$8,500,000
		Project Sewage Upgrades	8"-18" SS Mains Includes \$11.00/LE for Manholes. Excludes off-site trunk line	Lin. Ft.	24,821	\$75	\$1,861,575	18,377	\$75	\$1,378,275	20,698	\$75	\$1,552,350
		Project Water Upgrades	Includes \$25.00/LF for hydrants, valves & fittings	Lin. Ft.	31,857	\$80	\$2,548,560	18,377	\$80	\$1,470,160	20,698	\$80	\$1,655,840
		Project Gas Upgrades	Assumes gas mains are run on one side of the street (not both)	Lin. Ft.	32,000	\$22	\$704,000	18,500	\$22	\$407,000	21,000	\$22	\$462,000
	Landscaping	Naturalized Open Space		Acres	68	\$425,000	\$28,900,000	53	\$425,000	\$22,525,000	43	\$425,000	\$18,275,000
		Parks		Acres	21	\$850,000	\$17,850,000	15	\$850,000	\$12,750,000	27	\$850,000	\$22,950,000
		Sports Fields		Acres	10	\$615,000	\$6,150,000	49	\$615,000	\$30,135,000	5	\$615,000	\$3,075,000
	Sustainable Framework	Certification		Lump Sum	1	\$200,000	\$200,000	1	\$200,000	\$200,000	1	\$200,000	\$200,000
					SUB-TOTAL, ALT. 1		\$99,756,390	SUB-TOTAL, ALT. 2		\$101,208,495	SUB-TOTAL, ALT. 3		\$80,397,553
					Cost/Gross Project Acre		\$164,073	Cost/Gross Project Acre		\$166,461	Cost/Gross Project Acre		\$132,233
					Cost/Net Dev. Acre		\$299,569	Cost/Net Dev. Acre		\$309,506	Cost/Net Dev. Acre		\$220,872

MODEL EXAMPLE

DISTRICT DEVELOPER COSTS (ADDITIONAL LAND DEVELOPMENT)

T3	TRANCHE 3: District Developer Costs		Assumptions	Units	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost	Quantity	Cost Per Unit	Cost		
	Site Infrastructure	Roads and Utilities		Acres	330	\$150,000	\$49,425,000	329	\$150,000	\$49,320,000	363	\$150,000	\$54,450,000		
Earthwork	Earthwork/Mass Grading	50% of net dev. acreage * 500 cu yards/acre	Cu. Yds	83,250	\$40	\$3,330,000	81,750	\$40	\$3,270,000	91,000	\$40	\$3,640,000			
Open Space	Plazas		Acres	5	\$2,500,000	\$12,500,000	5	\$2,500,000	\$12,500,000	4	\$2,500,000	\$10,000,000			
Open Space	Parks		Acres	18	\$850,000	\$15,300,000	20	\$850,000	\$17,000,000	16	\$850,000	\$13,600,000			
SUB-TOTAL, ALT. 1						\$80,555,000		SUB-TOTAL, ALT. 2			\$82,090,000	SUB-TOTAL, ALT. 3			\$81,690,000
Cost/Net Dev. Acre						\$241,906.91		Cost/Net Dev. Acre			\$251,039.76	Cost/Net Dev. Acre			\$224,423.08