

City Manager
Matt Andrews

City Recorder
Brittany Fowers



Mayor
Ann Jackson

Council Members
Janel Hulbert
Alexis Jackson
Bryon Saxton
Jason Sphar
Diane Wilson

ROY CITY RDA MEETING AGENDA
SEPTEMBER 1, 2026, AT 5:30 P.M.
ROY CITY COUNCIL CHAMBERS, 5051 S 1900 W ROY, UTAH 84067

A. Welcome and Roll Call

B. Consent Items

1. June 16, 2026, Roy City RDA Meeting Minutes

C. Public Comment – limited to 3 minutes per speaker

This is an opportunity to address the Council regarding concerns or ideas. We recognize some topics take more time than others. If you feel your message is complicated and requires more time to explain, you can email the Council at council@royutah.gov.

D. Discussion Items

1. Roy Economic Study Proposal

E. Adjournment

In compliance with the Americans with Disabilities Act, persons needing auxiliary communicative aids and services for these meetings should contact the Administration Department at (801) 774-1020 or by email at admin@royutah.gov at least 48 hours in advance.

Certificate of Posting

The undersigned, duly appointed City Recorder, does hereby certify that the above notice and agenda was posted in a public place within the Roy City limits on this 28th day of August 2026. A copy was also posted on the Roy City website and the Utah Public Notice Website on this 28th day of August 2026.

Visit the Roy City website at www.royutah.gov
Roy City Council Agenda Information – (801) 774-1020

Brittany Fowers
City Recorder

THIS MEETING WILL BE STREAMED LIVE ON THE ROY CITY YOUTUBE CHANNEL.

5051 South 1900 West || Roy, Utah 84067 || Telephone (801) 774-1000 || Fax (801) 774-1030





ROY CITY CORPORATION

RDA Board Meeting Minutes

Date: June 16, 2026

Time: 5:30 p.m.

Roy City Council Chambers, 5051 S 1900 W. Roy, UT 84067

These are the pending minutes that have been prepared in draft form and are subject to change before being approved by the public body that held the open meeting. Notice of this meeting was provided in accordance with Utah Code Ann. § 52-4-203. This meeting was also streamed on YouTube, and the video archive can be found at youtube.com/@RoyCityCorporation.

Appointed Members present:

Chair Ann Jackson
Board Member Hulbert
Board Member Jackson
Board Member Saxton
Board Member Sphar
Board Member Wilson

Legislative Staff present:

City Manager, Matt Andrews
City Recorder, Brittany Fowers

Legal Staff present:

City Attorney, Matt Wilson

Department Directors present: C.E.D Director, Brody Flint

Presenters: N/A

A. Welcome and Roll Call

Chairman Jackson welcomed those in attendance and noted that Board Members Sphar, Jackson, Wilson, Hulbert, and Saxton were in attendance.

B. Consent Items

1. June 17, 2025 Roy City RDA Meeting Minutes

Board Member Jackson asked if she needed to recuse herself from the vote as she was not on the board last year and City Attorney Wilson confirmed she did not need to do so.

Board Member Wilson moved to approve the above consent item. Board Member Sphar seconded the motion, all present members voted in favor.

C. Action Items

1. Consideration of Resolution 26-1; A Resolution of the Redevelopment Agency of Roy, Utah Adopting the 2026-2027 Fiscal Budget Beginning July 1, 2026, and Ending June 30, 2027.

City Manager Andrews presented Resolution 26-1 to adopt the RDA Fiscal Year 2026 Budget. He stated that their total budget was \$1.5 Million. He said that they were receiving \$350,000 in TIF from other taxing agencies. He anticipated that by the end of 2027, the fund balance would be about \$1.8 Million, which he noted was something developers often inquired about when considering Roy City for projects. He asked if there were any questions.



Board Member Jackson asked why developers wanted to know about the budget and expected RDA budget. City Attorney Wilson explained that if the board approved it, they could provide a cushion for projects as they came into Roy City.

Board Member Hulbert asked if they could approve the minutes more quickly in the future and City Manager Andrews replied they could do so.

Public Hearing

Board Member Jackson moved to enter a Public Hearing to receive input on Resolution 26-1. Board Member Wilson seconded the motion. All present members voted “Aye” and the body entered a Public Hearing.

No Public Comments Made

Board Member Wilson moved to exit the Public Hearing for consideration of Resolution 26-1. Board Member Saxton seconded the motion. All present members voted “Aye” and the body exited the Public Hearing.

Board Member Wilson moved to approve Resolution 26-1; Board Member Hulbert seconded the motion to approve. The roll call votes are as follows:

Board Member Hulbert	<u> X </u>	“Aye”	<u> </u>	“Nay”	<u> </u>	“Excused”
Councilmember Jackson	<u> X </u>	“Aye”	<u> </u>	“Nay”	<u> </u>	“Excused”
Board Member Saxton	<u> X </u>	“Aye”	<u> </u>	“Nay”	<u> </u>	“Excused”
Board Member Sphar	<u> X </u>	“Aye”	<u> </u>	“Nay”	<u> </u>	“Excused”
Board Member Wilson	<u> X </u>	“Aye”	<u> </u>	“Nay”	<u> </u>	“Excused”

Resolution 26-1 was Adopted with a vote of 5:0.

D. City Manager and Council Report

E. Adjournment

Board Member Jackson motioned to adjourn the meeting; Board Member Saxton seconded the motion; all present members voted in favor and the meeting adjourned at 9:12 PM.

Ann Jackson, Chair

Attest:



ROY CITY CORPORATION

RDA Board Meeting Minutes

Date: June 16, 2026

Time: 5:30 p.m.

Roy City Council Chambers, 5051 S 1900 W. Roy, UT 84067

Brittany Fowers, Board Secretary

DRAFT

BOARD DISCUSSION WORKSHEET

1900 West Economic Study & Action Plan

Review of Place Builders Proposal for Professional Services

Meeting	Roy City RDA Board Sept 1, 2026
Purpose	Discussion and direction regarding a potential corridor study
Proposer	Place Builders, with Community Development Strategies and Crews & Associates
Proposal	October 2026-June 2027

The purpose of this study is to provide Roy City with reliable data, meaningful analysis, and practical answers regarding the issues facing the 1900 West corridor. The goal is not to produce another plan filled with general observations or aspirational recommendations. The study should identify actual market conditions, development barriers, transportation constraints, economic opportunities, and realistic actions the City and RDA can pursue.

Market and development conditions have changed significantly in recent years. Development costs, financing conditions, retail demand, mixed-use development patterns, transportation needs, and expectations regarding public investment are different today than when the City last studied portions of this area. Those changing conditions make an updated, data-driven evaluation necessary before the City commits additional resources or establishes a long-term redevelopment strategy.

At a minimum, the first three sections of the proposal—project coordination, business and stakeholder engagement, and market analysis, existing conditions, and data collection—are necessary to create a credible foundation for future decisions. Those sections should provide the Board with current information directly from the market, existing property and business owners, prospective developers, and regional partners.

The Board must determine how far the City should proceed beyond that foundational work. The later phases could translate the findings into a corridor vision, investment priorities, incentive strategies, code changes, capital projects, and an implementation plan. Whether to authorize all of those phases now, revise their scope, or proceed incrementally is ultimately a policy and budget decision for the Board.

Regardless of the approach selected, the desired outcome is a clear set of facts and practical paths forward. The study should help City staff, the City Council and RDA Board, property owners, existing businesses, and prospective developers engage in informed discussions based on the same information. It should identify what is feasible, what barriers must be addressed, what actions are within the City's control, and where partnerships or private investment will be necessary to move the 1900 West corridor forward.

1. Question Before the Board

Core question: Should the RDA proceed with a comprehensive 1900 West Economic Study and Action Plan, and if so, what scope, priorities, budget, oversight, and contracting conditions should govern the work?

2. Proposal at a Glance

Task	Principal Work Product	Proposed Cost
1	Project management, coordination, performance measures, bi-weekly meetings	\$10,150
2	Business/property-owner engagement, focus groups, retention and expansion survey	\$12,750
3	Market, sales-tax leakage, transportation, hotel, and regional analyses	\$46,000
4	10- and 20-year corridor vision with stakeholder and board/council input	\$10,000
5	Redevelopment, streetscape, code, incentive, and small-business strategies	\$33,700
6	5- and 10-year actions, CIP list, implementation plan, presentations, marketing	\$26,100
Professional fees		\$138,700
Prime consultant expenses		\$12,684
Subconsultant expenses		\$228
Total not-to-exceed		\$151,612

3. Intended Outcomes

- A market-informed 20-year vision, supported by 0-5 year and 5-10 year action items.
- A fact base addressing retail, housing, office, commercial, hotel, sales-tax leakage, transportation operations, multimodal connections, and regional comparisons.
- A corridor-wide investment strategy rather than reliance solely on project-specific incentives.
- Practical recommendations for parcel assembly, streetscape and public improvements, code changes, incentives, business retention, and small-business support.
- An implementation matrix identifying estimated costs, funding mechanisms, responsible parties, milestones, and a Year 10 reassessment.

4. Why the Study May Be Timely

- Changing development patterns and uncertainty regarding feasible mixed-use and commercial formats.
- Traffic volumes stated in the proposal as exceeding 20,000 AADT and operational changes near 5600 South.
- Need to coordinate 1900 West with the planned 3-Gate Trail, Hill Air Force Base/Falcon Hill connections, UDOT, UTA, WFRC, Weber County, MIDA, and other partners.

- Opportunity to update the City's 2019 hotel study and prior sales-tax leakage work.
- Desire to better support the corridor's existing small-business base and guide future RDA investment.
- Having up to date data and ideas to guide direction and conversation on how to move 1900 West forward.

1900 WEST ECONOMIC STUDY & ACTION PLAN

ROY CITY REDEVELOPMENT AGENCY



PROPOSAL FOR PROFESSIONAL SERVICES

One of our project examples in this proposal highlights the work completed for Garfield County, where Kirby led a transportation master plan, active transportation plan, and a recently adopted general plan. Because of this work, the County has received over \$27 million in additional funding and investment. At the Commission adoption meeting, this is how the public works director described working with Place Builders to the County Commissioners:

“I’ve never worked with a better consultant.”

Dave Dodds,
Garfield County, Utah
Public Works Director
435-238-0935
dave.dodds@garfield.utah.gov

September 1st, 2026

Mr. Flint & RDA Board Members,

PLACE BUILDERS is pleased to submit our proposal for the 1900 West Economic Study and Action Plan. Our team combines our Utah-based expertise in economic development, planning, and transportation with the specialized market and public finance expertise of **Community Development Strategies (CDS)** and **Crews & Associates**. Together, we offer Roy a multidisciplinary team with the experience to connect market realities, corridor planning, transportation, and economic development into an actionable strategy.

CDS brings more than five decades of experience in real estate research, market analysis, and feasibility studies, including extensive hotel and hospitality expertise. **Crews & Associates** brings deep public finance and economic development experience, including tax increment financing, Community Reinvestment Areas, economic feasibility, and capital planning. Their expertise will help Roy evaluate both the market opportunities along 1900 West and how strategic public investment can strengthen the corridor as a whole.

Our team understands that the success of 1900 West will require more than a vision—it will require a realistic plan for implementation. We will work closely with Roy’s businesses, property owners, developers, City leadership, RDA, and regional partners to develop a 20-year vision supported by achievable near- and mid-term actions. Our goal is to provide Roy with a focused, market-informed roadmap that aligns public investment, transportation, policy, incentives, and business support to create lasting economic vitality along 1900 West.

Sincerely,



J. Kirby Snideman, MUP, AICP
Principal / Project Manager
kirby@place.builders
(801) 745-7476



PROJECT UNDERSTANDING & APPROACH



1900 WEST ECONOMIC STUDY & ACTION PLAN

UNDERSTANDING

DEVELOPMENT PATTERNS

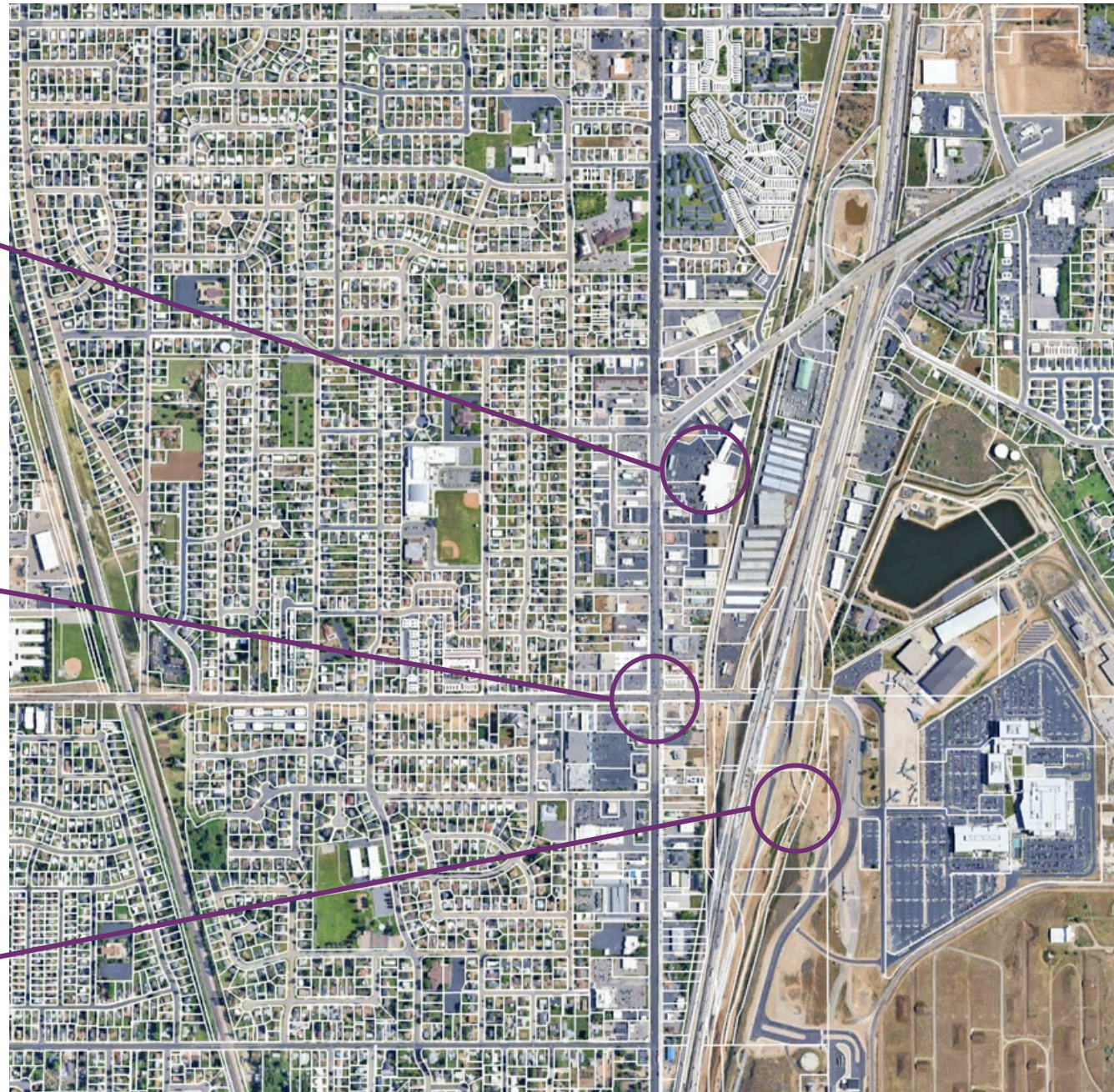
Development patterns are changing, particularly mixed-use development, making an updated market analysis essential to understanding what types of redevelopment are realistically feasible and which market, financial, or development barriers could be strategically addressed through targeted City and RDA incentives.

CORRIDOR CONSTRAINTS

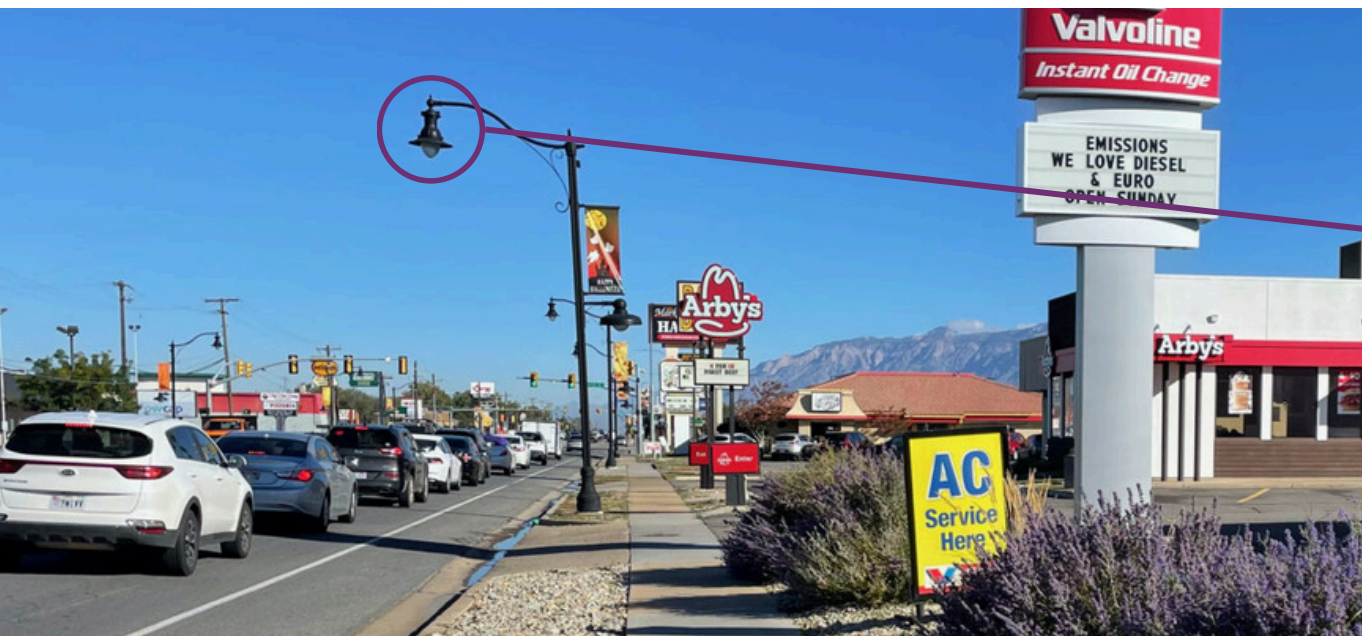
With recent operational changes to 5600 South and traffic volumes on 1900 West exceeding 20k AADT, increased congestion may impede future redevelopment along the corridor. UDOT completed a regional corridor study in 2023 but only identified one improvement in Roy. In coordination with UDOT, a closer analysis would better assess the current and future level of service in Roy and determine when and where improvements will be needed to facilitate redevelopment plans.

3-GATE TRAIL & MULTIMOBILITY

A study is needed to understand how best to integrate Roy's 1900 West commercial center with the upcoming 3-Gate Trail and the region's emerging multimodal network, connecting the corridor to HAFB and nearby neighborhoods serving thousands of residents and employees, while creating new opportunities for businesses and redevelopment.



Aerial view of Roy with parcel boundaries.



1900 West & 5450 South, looking north.

NEW RDA INCENTIVE STRATEGY

Roy's past RDA strategy has primarily focused on directly reducing development costs through incentives to individual projects. A new approach should consider how the RDA can make strategic public investments in streetscape, infrastructure, placemaking, and other corridor-wide improvements that enhance the overall development environment and benefit the 1900 West corridor regardless of whether a one developer moves forward.

SMALL BUSINESS NICHE

Roy's commercial center has a unique economic character, with a higher share of small businesses than many commercial centers in Davis and Weber Counties. Rather than viewing this as a challenge to overcome, the City can build on this strength through a targeted Business Retention and Expansion program that supports existing businesses, encourages expansion and entrepreneurship, and helps strengthen the unique role of 1900 West within the regional economy.

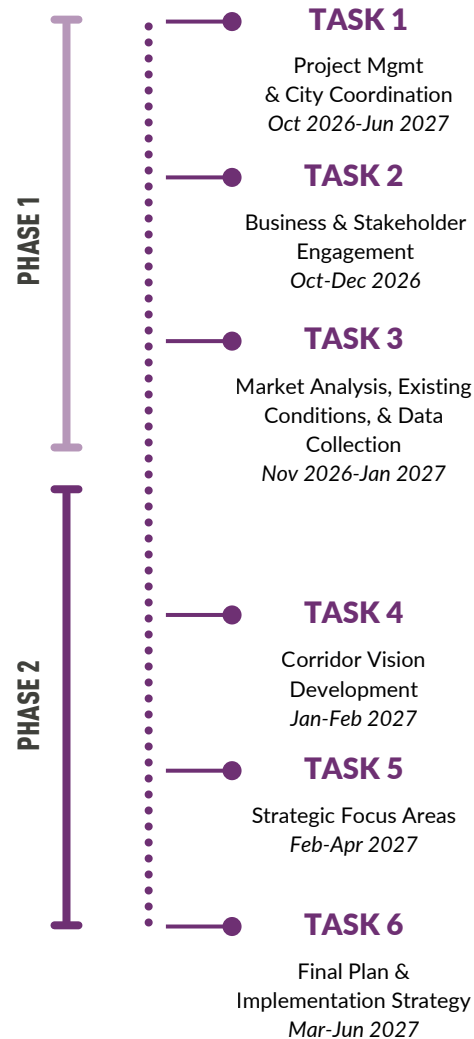
REGIONAL COORDINATION

1900 West does not function in isolation. Coordinating redevelopment plans with regional partners such as UDOT, UTA, WFRM, MIDA, Weber County, and others can reinforce Roy's investments, align local priorities with regional plans, and capitalize on planned regional investments.



1900 West & 5000 South, looking south.

APPROACH



PROJECT OVERVIEW

The goal of the Roy 1900 West Economic Action Plan is to establish a realistic long-term vision for the 1900 West Commercial Corridor, with a clear plan of action outlining how to get there.

To develop the vision the consultant team will collaborate with property and business owners, developers, agency partners, City Council, and the Redevelopment Agency (RDA) Board. The vision will look 20 years into the future, but action items will focus on the short-term (0–5 years) and medium-term (5–10 years). The plan will also include guidance for year 10 to assess the mid-point of the plan’s progress, re-evaluate market conditions, and develop a new action plan for the remaining 10 years to reach the vision.

To develop action items, the consultant team will coordinate closely with city leadership and staff from impacted departments to ensure recommendations can be accomplished within the constraints of city budgets, staffing, and available resources.

Action items will fall into five strategic focus areas:

- Infill, Redevelopment, & Parcel Assembly
- Streetscape, Placemaking, & Public Investment
- Code & Policy Updates
- RDA & City Incentives
- Business Retention, Expansion, & Small Business Support

Presentations and meeting materials will be engaging, highly visual, and accessible to a non-technical audience. The final plan document will provide robust data and technical details to support every action item and deliver necessary depth for city leadership, staff, and project partners.

Realistic long-term vision for 1900 West



Collaborate with businesses & stakeholders; coordinate closely with city leadership and staff



Feasible recommendations to reach the vision in five strategic focus areas



Action plan for reaching vision in Twenty years

DELIVERABLES

- Project Administration and Project Team Coordination
- Establish Performance Measures for Plan w/ Staff
- Bi-weekly Staff Coordination & Review Meetings

TASK 1 - PROJECT MANAGEMENT & CITY COORDINATION

Effective project management and coordination will provide the foundation for a successful 1900 West Economic Study and Action Plan. The consultant team will manage project resources, schedules, deliverables, and budget in close coordination with Roy City leadership and the City's project manager.

At project initiation, we will facilitate a kickoff meeting with City staff to confirm roles and responsibilities, establish a detailed project management plan, and refine the project schedule, milestones, deliverables, and desired outcomes. Throughout the project, we will maintain regular communication through bi-weekly staff coordination and review meetings to report on progress, share information, resolve issues, coordinate upcoming engagement activities and presentations, and ensure that the work remains aligned with City priorities and available resources.

DELIVERABLES

- Business & Stakeholder Participation Plan
- Business & Property Owner Focus Group Meetings
- Business Retention & Expansion Survey

TASK 2: BUSINESS & STAKEHOLDER ENGAGEMENT

Meaningful engagement with businesses, property owners, developers, and regional partners will be central to developing a realistic and actionable strategy for 1900 West. The consultant team will prepare a Business and Stakeholder Participation Plan for review by City staff and the City Council/RDA, identifying where, when, and how stakeholders will participate throughout the study. We will develop and maintain a comprehensive stakeholder list that includes corridor business and property owners, vested and prospective developers, UDOT, UTA, Weber County, WFRM, Hill Air Force Base, UIPA, MIDA, and other relevant partners. Targeted focus groups with key business owners, property owners, and development partners will provide an opportunity to understand first-hand challenges and opportunities for investment and redevelopment in Roy.

In addition, we will develop and distribute a comprehensive Business Retention and Expansion survey to corridor businesses to assess current conditions, identify business needs and barriers, understand future investment plans, and gather feedback on the local business climate. The team will target a 50 percent business participation rate to ensure that the findings represent a meaningful cross-section of corridor businesses.

DELIVERABLES

- Housing, Retail, Office Market Analysis
- Sales Tax Leakage Study Update
- Transportation Corridor Study of 1900
 - Traffic counts and analysis
 - Measure current and future congestion and level of service
 - Review Typical cross sections, future signals, access control
- Hotel Market Study Update
- Regional Benchmarking

TASK 3: MARKET ANALYSIS, EXISTING CONDITIONS, & DATA COLLECTION

The market, demographic, land use, and transportation analysis will establish a fact-based understanding of current conditions and future opportunities along the 1900 West corridor. The consultant team will evaluate housing, retail, office, and general commercial market dynamics to understand demand, absorption capacity, and feasible development formats, including opportunities for mixed-use development. We will update Roy City's sales tax leakage analysis using multiple geographies and years of Utah State Tax Commission data to identify spending patterns, leakage trends, and commercial sectors with the greatest potential for recruitment.

In coordination with UDOT, the team will review UDOT's 2023 corridor study and reassess conditions on 1900 West corridor between 4800 South and 6000 South to understand how potential future development could affect congestion, level of service, and overall corridor operations. This analysis will also consider multimodal infrastructure opportunities, including connections and enhancements to better integrate with the planned 3-Gate Trail, providing additional connections to Hill Air Force Base and the Falcon Hill Project Area. Our team will identify planning-level transportation improvements and cost estimates that will inform the strategy developed in Task 5.

The 2019 Hotel Market Study will be updated by CDS, drawing on their national experience in commercial market analysis and hotel feasibility, through current market research and direct engagement with hotel operators in the Weber-Davis area. The analysis will assess current lodging demand, competitive market conditions, development feasibility, market barriers, and the types of incentives that could improve project viability and support new hospitality development along the 1900 West corridor. This analysis will help determine if this is still a viable 1900 West anchor and if so, how can the RDA best incentivize it.

Finally, Roy's demographics, commercial market, sales tax performance, and 1900 West corridor characteristics will be benchmarked against the broader Weber-Davis regional economy to establish realistic expectations for future growth. Relevant Utah case studies will be used to identify successful commercial revitalization strategies that are comparable to Roy in terms of corridor characteristics, community scale, and available municipal staff and resources.

DELIVERABLES

- Stakeholder Visioning & Plan Alignment
- Vision Development w/ Commission, RDA Board / Council

TASK 4: CORRIDOR VISION DEVELOPMENT

Building on the engagement, market analysis, and existing conditions assessment, the consultant team will work with stakeholders and City leadership to establish a clear and achievable vision for the future of 1900 West. The visioning process will consider both a 10-year and 20-year horizon, with an emphasis on outcomes that are constrained by market conditions, site limitations, adopted City plans and regulations, and the staffing and financial capacity of the City and RDA. Stakeholder input will be used to identify goals for future development, public investment, and transportation improvements that should characterize the corridor over time. Stakeholder input will also inform potential code & policy updates, redevelopment strategies, and economic incentives.

After receiving stakeholder input we will facilitate work sessions with the Planning Commission and RDA / City Council to gather feedback on the emerging vision. Based on this feedback, the corridor vision will be refined with supporting visualizations, a clear narrative, and 10- and 20-year goals that will correspond to the strategic focus areas and supporting recommendations.

DELIVERABLES

- Infill, Redevelopment, Parcel Acquisition & Assembly Strategy
- 1900 West Streetscape, Placemaking, & Investment Strategy
- Code & Policy Update Strategy
- RDA / City Incentive Strategy
- Business Retention & Expansion / Small Business Strategy

TASK 5: STRATEGIC FOCUS AREAS

The study will translate the corridor vision into a focused set of strategies addressing the key barriers and opportunities identified through the economic analysis and vision development process. The consultant team will inventory corridor properties and identify priority areas and parcels for infill, redevelopment, acquisition, and assembly, considering parcel configuration, ownership interests, development potential, surplus UDOT properties, and opportunities for coordinated land acquisition. In coordination with UDOT, we will identify potential gateway treatments, streetscape improvements, pedestrian and multimodal enhancements, public infrastructure, and other investments needed to create a stronger sense of place and support private redevelopment. Working with UDOT, we will also review the 2023 1900 West Corridor study and refine recommendations for operational changes. We will review existing zoning, land use regulations, development standards, and engineering requirements and recommend targeted policy and code changes that better support the corridor vision, including identifying the three highest-priority code updates and developing draft amendments for consideration by the Planning Commission and City Council.

With Crews & Associates public finance expertise, they will reevaluate Roy's current and previous RDA incentive policies and expenditures and develop a coordinated public investment and redevelopment strategy, including potential opportunities and boundaries for new CRAs, expansion of existing areas, or alternative tools such as a Management District. Our team will also develop a business retention and expansion and small business strategy scaled appropriately to Roy's resources, providing practical approaches for supporting existing businesses, encouraging entrepreneurship, improving communication between the City and corridor businesses, and strengthening the long-term economic health of 1900 West.

DELIVERABLES

- 5 & 10 Year Action Items & CIP List
- Draft Action Plan & Review w/ City Departments
- Commission / RDA Board / Council Presentations
- Marketing Materials and Profile Packages

TASK 6: STRATEGIC FOCUS AREAS

The final phase will transform the study findings and strategic recommendations into a practical implementation roadmap that Roy City can use to guide investment and decision-making over the next 10 years and beyond. The consultant team will develop a phased capital improvement plan and implementation matrix identifying short-term actions for Years 0–5 and medium-term actions for Years 5–10, including planning-level cost estimates, potential funding mechanisms, responsible City departments or agency partners, and key implementation milestones. The implementation framework will also establish a Year 10 evaluation process that allows the City to assess progress, reevaluate market conditions and development trends, and establish new priorities for the remaining 10 years of the overall 20-year corridor vision.

These recommendations will be synthesized into a cohesive draft Roy 1900 West Economic Action Plan and reviewed with City leadership and affected departments to ensure that proposed actions are consistent with available budgets, staffing capacity, and operational resources. The consultant team will prepare highly visual presentations and supporting materials for the Planning Commission, RDA Board, and City Council to facilitate review, consensus, and adoption.

To support implementation and ongoing economic development efforts, we will also produce professional marketing and development profile materials targeted to commercial site selectors, regional brokers, and prospective developers, working with City staff to adapt the materials for use on the City's website, social media, and other promotional channels.

PROJECT TEAM & QUALIFICATIONS



1900 WEST ECONOMIC STUDY & ACTION PLAN



PLACE BUILDERS is an economic, transportation, and planning consulting firm committed to helping build better places for our communities. Drawing on decades of public- and private-sector experience, the firm was founded to give clients a responsive, hands-on partner that can serve as a bridge between the work of planning and development. Place Builders does this by integrating engineering principles, economic feasibility, and creativity into every plan and study completed. This interdisciplinary approach ensures that recommendations are industry tested and ready to be applied. Our team of planners brings deep experience in economic development, transportation, land use, and community planning, with extensive experience managing and supporting complex projects throughout Utah. This Utah-based experience provides our team with partner agency relationships and a practical understanding of development patterns, transportation systems, and state regulations, allowing us to develop recommendations that are feasible, regionally compatible, and implementable.



Turning Public Meetings into Community Gatherings



Multimodal Tours



On-site Surveys



Utilizing VR to Envision Plans

At Place Builders public engagement is not only a part of what we do, its our favorite part.



Thinking Outside the Box: Place Builders utilizes creative methods to find solutions, such as allowing stakeholders to build street cross sections in real time to explore options along a constrained corridor.

ECONOMIC & FISCAL ANALYSIS:

- 3-Gate Trail Economic Impact Study, Weber County
- North Temple Economic Action Plan, Salt Lake City
- Reinvestment Zone Capital Investment Plan, Laredo
- City-Wide Moderate-Income Housing Study, Orem
- Parks Impact Fee Facilities Plan & Analysis, Park City
- Fire Impact Fee Facilities Plan & Analysis, Weber Fire District Uta
- Business Recruitment, Expansion, and Retention Analysis, Carbon County
- T.O.D. Housing Alternatives Analysis, Sugar House/UTA
- Multi-Modal Central Station Cost-Benefit Analysis, UTA
- Jail Facility Assessment, Utah Association of Counties
- Retail Market Study and Analysis, West Jordan
- Residential Buildout Analysis, Washington County
- Utility Construction Cost/Benefit Analysis, Orem
- Downtown Improvement Plan, Blanding
- Lake Development Impact Study, Utah Lake Authority

COMMUNITY VISION & STRATEGIC PLANS:

- General Plan Update, Garfield County
- Corridor Study & Downtown Development Plan, Kearns
- Comprehensive Code Update, South Salt Lake
- Regional Inter-Agency Growth Plan, MAG
- Downtown Development Plan, Saratoga Springs
- State Street Corridor & Downtown Master Plan, Orem
- EPA Brownfield Redevelopment Area-Wide Plan, Orem
- Comprehensive General Plan Update, Orem
- Recreation Access Plan, Utah Lake Authority

TRANSPORTATION & ENGINEERING PROJECTS:

- Transportation Utility Fee Implementation Millcreek
- Active Transportation Concepts & Wayfinding, Vineyard
- Residential Traffic Calming Plan, West Jordan
- Regional Active Transportation Plan, Davis County
- County Transportation Master Plan, Garfield County
- SS4A Transportation Safety Action Plan Update, Vernal
- Main Street Solutions Development, Cedar City
- State Street Mobility Study, Orem



J. Kirby Snideman, MUP, AICP Principal / Project Manager

19 Years of Experience | Economic Development, Land Use & Transportation Planning

Education: BS Business, Master of Urban Planning

Kirby is a certified planner and economic municipal consultant with an extensive background working with public and private clients on over two hundred economic development, planning, and transportation projects in over one hundred jurisdictions. In addition to helping cities as a consultant, Kirby has served as a planning director and MPO director, where he learned to bridge the gap between visionary planning and actual implementation.



Chris Wiltsie, MPA Deputy Project Manager

17 Years of Experience | Agency Coordination, Infrastructure Feasibility

Education: BA History & Political Science, Master of Public Administration

Chris has 17 years of planning experience an extensive background working with local governments on planning, transportation, parks, and public infrastructure projects. Previously, he led the 1,000 miles program in which he provided technical assistance to communities throughout Utah to help them build high comfort, high safety bicycle facilities. He has worked across sectors from consulting to local government to non-profits. Chris also has considerable experience with public and stakeholder engagements, and excels coordinating inter-agency plans with UDOT, MPOs, and local governments.



Austin Taylor, MRED, AICP Senior Development Advisor

14 Years of Experience | Redevelopment Administration, Development Feasibility

Education: BS Management, Master of Real Estate Development

Austin is a licensed realtor and development professional whose public sector experience as a city planner, municipal parking manager, and redevelopment manager gives him a deep understanding of local government regulations. Building on this foundation, his work as a development advisor allows him to expertly identify financial drivers that dictate project feasibility. By pairing regulatory mastery with practical development experience, Austin delivers distinct value to clients through rigorous feasibility analyses and actionable implementation strategies.

**Cameron Carter, MCMP, MPP** Transportation Planner

10 Years of Experience | Transportation & Active Transportation Planning

Education: BA Music, Master of Public Policy, Master of City and Metropolitan Planning

Cameron is a transportation planner with 10 years of experience leading planning and transportation projects across Utah. His work focuses on helping small and mid-sized communities create safer, more connected, and people-centered streets and spaces. Cameron is skilled at translating data, community input, and on-the-ground conditions into clear, implementable strategies. His approach emphasizes cost-effective solutions, partnerships across jurisdictions, and a practical understanding of what makes projects feasible from concept through implementation.

**Jacob Brooks** Urban Designer

12 Years of Experience | Urban Design, Graphic Design, 3D Visualization

Education: BS Communications (In Progress)

Jacob is a communications professional and graphic designer focused on community planning and public engagement. He specializes in visual storytelling, interactive media, and survey work that bring complex economic analyses and market data to life. By transforming technical market metrics into clear, compelling messaging, Jacob ensures that elected officials, stakeholders, and the public can clearly evaluate project feasibility, market impacts, and project recommendations.

**Allison Padgen, MST** GIS Planner

8 Years of Experience | ArcGIS Mapping, Certified GIS Technician

Education: BS Env. Science, Master of Science & Technology GIS Focus

Allison is a GIS planner with experience in land-use planning and infrastructure development. Specializing in advanced spatial analysis and cartography, she creates high-quality, intuitive maps and GIS applications that form the backbone of project documentation. She is also highly skilled at organizing primary research in geo-spatial datasets. By translating complex data into clear, accessible maps, Allison ensures that project teams, municipal stakeholders, and the public can easily understand key technical information to make informed decisions.



COMMUNITY DEVELOPMENT STRATEGIES (CDS) is a national real estate research and consulting firm with more than five decades of experience providing market analysis, feasibility studies, and economic and demographic research for public- and private-sector clients. Since its founding in 1971, CDS staff have completed more than 4,000 research and planning studies addressing residential, commercial, industrial, and recreational development. The firm specializes in evaluating market conditions, development potential, competitive supply, demand, and the factors that influence the feasibility and positioning of real estate projects. CDS provides in-depth feasibility studies for a broad range of commercial uses, including retail, office, business parks, mixed-use developments, and hotels. Its hotel and hospitality experience is supported by broader expertise in demographic and economic analysis, competitive market research, site and land use analysis, and development planning, allowing the firm to evaluate lodging opportunities within the context of the broader regional market. CDS combines primary research and field investigation with quantitative market analysis to develop objective, market-driven recommendations regarding development potential, timing, product type, and positioning. This experience makes CDS well suited to update Roy City's hotel market analysis and assess the current feasibility, market demand, competitive environment, and potential strategies and incentives needed to support future hospitality development along the 1900 West corridor.



Ty Jacobsen Managing Director & Senior Market Analyst

18 Years of Experience | ArcGIS Spatial Analysis, Commercial Data & Market Analytics

Education: BS Business

As Managing Director of CDS, Ty is responsible for administration, project management, data and GIS analysis, and conducting both primary and secondary research. He has extensive experience providing commercial market studies and feasibility analyses for communities and clients across the country, with particular expertise in hotel and hospitality feasibility, demographic and market analysis, forecasting, and real estate development research. His work helps clients understand market conditions, evaluate development opportunities, and identify strategies to support investment and economic growth.

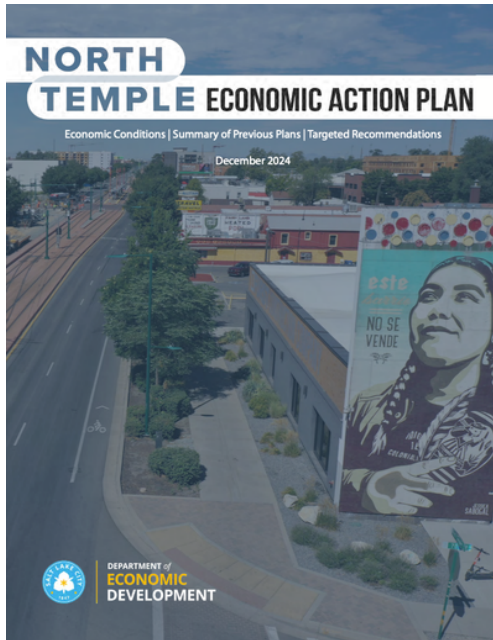


CREWS & ASSOCIATES is a national investment banking and public finance firm with extensive experience providing economic feasibility studies, land use authority analysis and implementation, Community Reinvestment Area creation and financial analysis, utility IFFP/IFA impact fee studies, financial planning for capital improvements and system expansion, revenue requirement analysis and long-term financial projections, and implementation support including board presentations and public hearings.. Its Public Finance team advises governmental and nonprofit clients nationwide, with experience structuring traditional bond issues, private placements, and other financing mechanisms to meet community needs. Through its municipal advisory and public finance services, Crews works closely with local governments to evaluate funding strategies, plan for future capital needs, and structure complex financings that support community investment and growth. This experience provides a strong foundation for evaluating Roy's RDA and tax increment finance strategy, including opportunities to leverage public investment to support corridor redevelopment while maintaining responsible long-term financial management.



Marcus Keller, MBA Managing Director & Financial Advisor
15 Years of Experience | RDA & CRA Creation & Management, Public Finance
Education: BS Business, Master of Business Administration

Marcus Keller is a municipal finance and economic development consultant with 15 years of experience helping local governments plan, finance, and implement economic development and public infrastructure initiatives throughout Utah, Idaho, and Colorado. He specializes in developing practical funding strategies that support redevelopment and private investment while minimizing financial risk to taxpayers. Mr. Keller has advised cities, counties, redevelopment agencies, special service districts, utility providers, and developers on tax increment financing, public infrastructure districts, special assessment districts, public-private partnerships, development agreements, and other public financing tools. As lead advisor on more than 100 public finance and infrastructure projects totaling over \$2 billion in financing, he brings extensive experience translating economic development goals into implementable funding and investment strategies.

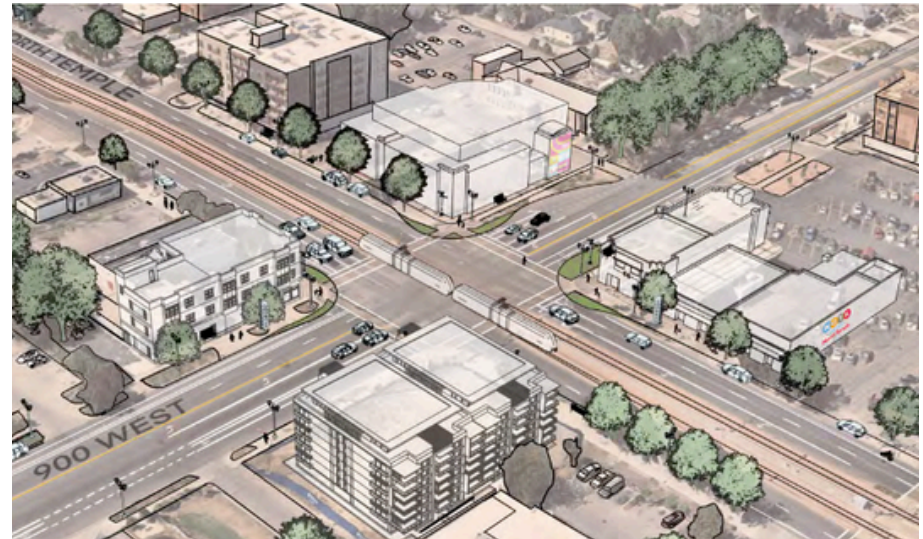


After reviewing this plan the SLC mayor stated how refreshing it was to receive a plan that contained a short list of recommendations that were tested and reviewed by the departments to ensure their feasibility.

SLC NORTH TEMPLE ECONOMIC ACTION PLAN - BUDGET: \$195,000

Reference: Jake Maxwell, Deputy Director, jacob.maxwell@slcgov.com 801-535-7208

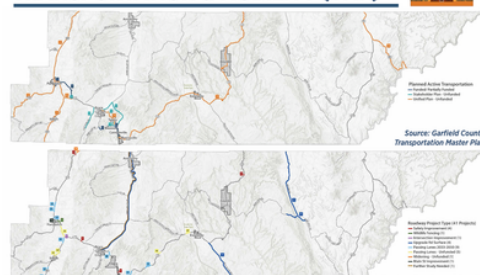
Kirby led a team of consultants to craft an economic action plan for North Temple corridor in SLC. This process involved a large group of stakeholders including businesses, property owners, agency partners (UDOT & UTA), and major developers including representatives from the Miller Group and Power District. A key component of this plan was evaluating the corridor constraints based on future traffic demand and operations. Recommendations focused on small businesses with an RDA sub-leasing program, a management district, placemaking, and short-term peak hour commercial parking. To ensure feasibility, Kirby met with all impacted City departments to review and refine recommendations before presenting to the mayor and council. By design, the list of recommendations was short but each one had a clear plan to move forward.



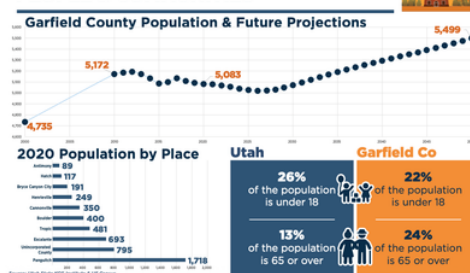
GENERAL PLAN PROCESS & PURPOSE



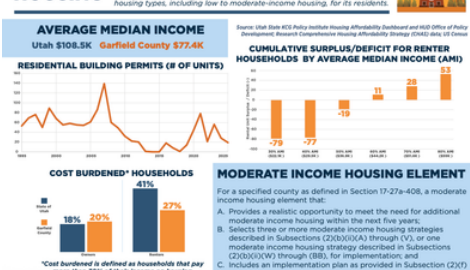
TRANSPORTATION & MOBILITY (TMP)



PEOPLE & COMMUNITIES



HOUSING



GARFIELD COUNTY GENERAL PLAN, TMP, ATP - BUDGET: \$135,000

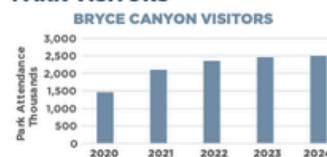
Reference: Kaden Figgins, Planning Director, kaden.figgins@garfield.utah.gov 435-690-9403

Reference: David Dodds, Public Works Director, dave.dodds@garfield.utah.gov 435-238-0935

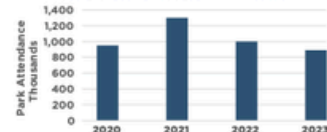
Kirby led a team of consultants to develop a transportation and active transportation plan (TMP & ATP) for Garfield County, Utah. From projects identified in these plans, the County was awarded over \$27 million in funding for trails and roadway improvements. Based on the quality the ATP and TMP, the County direct selected Kirby to complete the Garfield County General Plan update. Place Builders has delivered this project on schedule and under budget. The Planning Commission and County Commission unanimously adopted this plan in August 2026. Throughout this process, the public works and planning directors have repeatedly complimented Kirby's quick responsiveness, budget-sensitive efficiency, and respect for Garfield County's vision. Desiring to maintain this service on a range of projects, the County has retained Place Builders through an on-call contract that extends through 2027.

ECONOMY & TOURISM

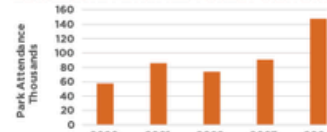
PARK VISITORS



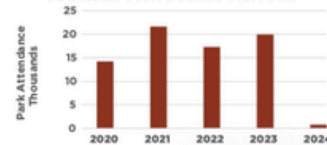
GRAND STAIRCASE VISITORS



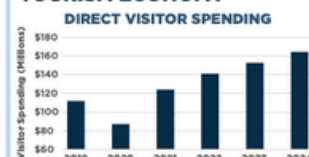
ESCALANTE PETRIFIED FOREST VISITORS



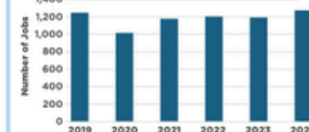
ANASAZI STATE PARK VISITORS



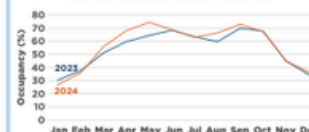
TOURISM ECONOMY



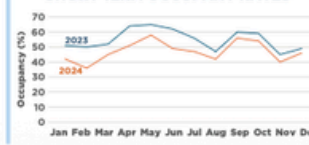
DIRECT TOURISM JOBS



HOTEL OCCUPANCY RATES



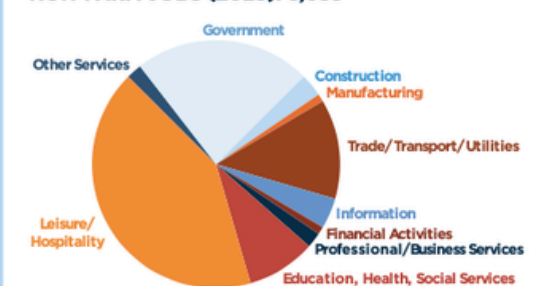
SHORT-TERM OCCUPANCY RATES



GARFIELD COUNTY AGRICULTURE OVERVIEW (2022)

	Total	Change Since 2017
Number of Farms	297	4%
Total Farm Acreage	85,397	3%
Average Farm Acreage	288	0%
Market Value of Products Sold (\$)	\$26,015,000	19%
Per Farm Market Value of Products Sold (\$)	\$87,592	15%
Number of Producers	594	N/A
Number of Hired Workers	208	N/A

NON-FARM JOBS (2025): 3,035



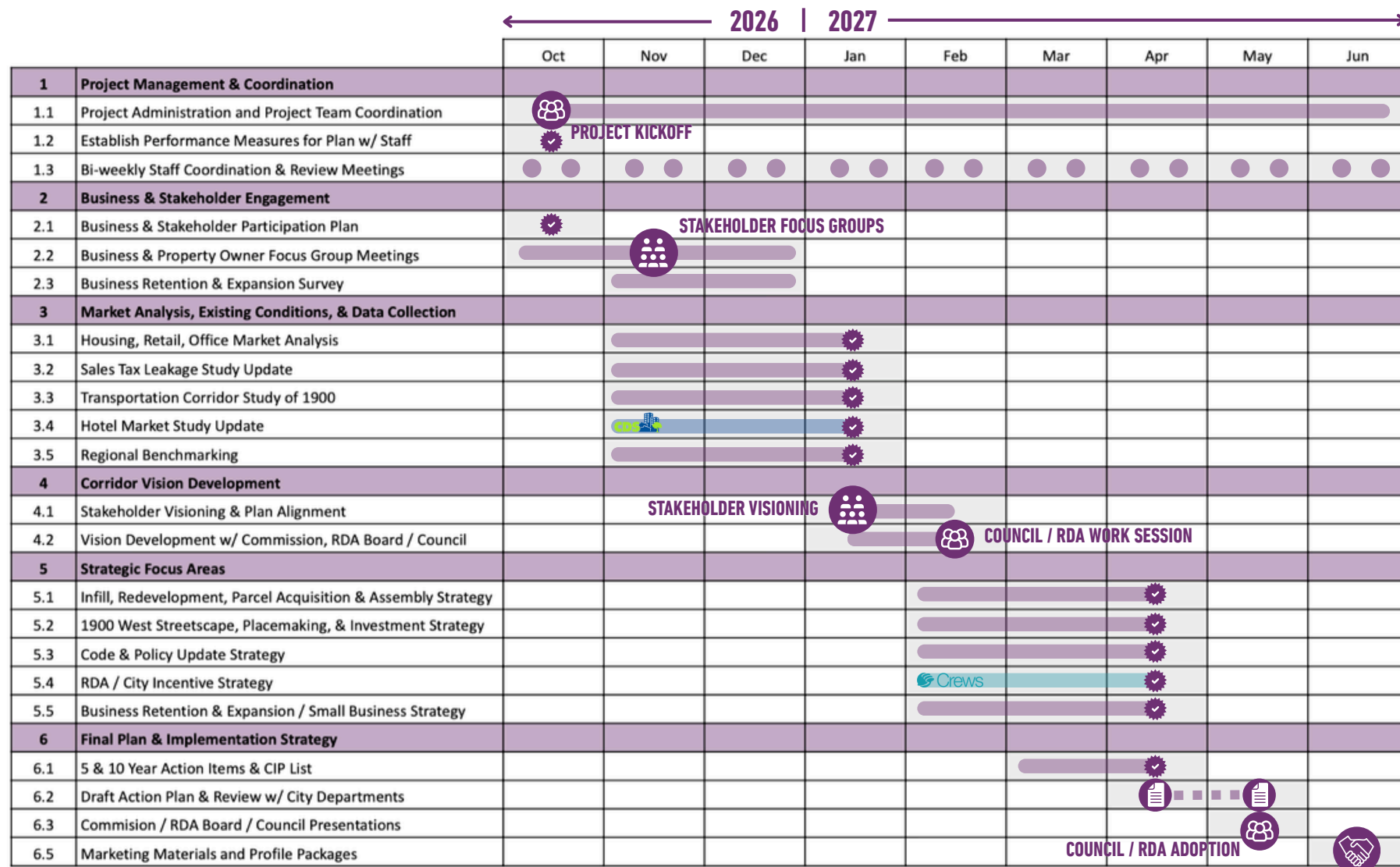
PROPOSED SCHEDULE & BUDGET



1900 WEST ECONOMIC STUDY & ACTION PLAN

SCHEDULE

Our team proposes a 9 months schedule, targetting completion before the end of the fiscal year so that Roy staff and officials can incorporate recommendations into the budget process for FY 2027-28. However, our team is flexible and can adjust the project schedule as determined the RDA / Council. If selected, our team will work with Roy staff to customize our approach and this schedule.



BUDGET

The amount below represents the total “not to exceed” fixed fee to complete all tasks outlined in our proposal. However, we remain flexible and will work with Roy staff to customize the project approach and budget to best fit the needs of the RDA. We prioritize clients over profit by maintaining flexibility before and after contracting to ensure all purposes of the study are met.

		Place Builders		Sub-Consultants		Place Builders Hours	Place Builders Cost	Crews Hours	Crews Cost	CDS Hours	CDS Cost	Total Hours	Total Cost
		PM	Staff	Crews	CDS								
		\$175	\$150	\$200	\$175								
1	Project Management & Coordination	28	20	6	6	48	\$7,900	6	\$1,200	6	\$1,050	60	\$10,150
1.1	Project Administration and Project Team Coordination	12				12	\$2,100	0	\$0	0	\$0	12	\$2,100
1.2	Establish Performance Measures for Plan w/ Staff	4	8			12	\$1,900	0	\$0	0	\$0	12	\$1,900
1.3	Bi-weekly Staff Coordination & Review Meetings	12	12	6	6	36	\$3,900	6	\$1,200	6	\$1,050	48	\$6,150
2	Business & Stakeholder Engagement	18	64	0	0	82	\$12,750	0	\$0	0	\$0	82	\$12,750
2.1	Business & Stakeholder Participation Plan	2	4			6	\$950	0	\$0	0	\$0	6	\$950
2.2	Business & Property Owner Focus Group Meetings	12	36			48	\$7,500	0	\$0	0	\$0	48	\$7,500
2.3	Business Retention & Expansion Survey	4	24			28	\$4,300	0	\$0	0	\$0	28	\$4,300
3	Market Analysis, Existing Conditions, & Data Collection	52	176	0	60	228	\$35,500	0	\$0	60	\$10,500	288	\$46,000
3.1	Housing, Retail, Office Market Analysis	12	48			60	\$9,300	0	\$0	0	\$0	60	\$9,300
3.2	Sales Tax Leakage Study Update	12	24			36	\$5,700	0	\$0	0	\$0	36	\$5,700
3.3	Transportation Corridor Study of 1900	12	80			92	\$14,100	0	\$0	0	\$0	92	\$14,100
3.4	Hotel Market Study Update	4			60	4	\$700	0	\$0	60	\$10,500	64	\$11,200
3.5	Regional Benchmarking	12	24			36	\$5,700	0	\$0	0	\$0	36	\$5,700
4	Corridor Vision Development	16	48	0	0	64	\$10,000	0	\$0	0	\$0	64	\$10,000
4.1	Stakeholder Visioning & Plan Alignment	12	36			48	\$7,500	0	\$0	0	\$0	48	\$7,500
4.2	Vision Development w/ Commission, RDA Board / Council	4	12			16	\$2,500	0	\$0	0	\$0	16	\$2,500
5	Strategic Focus Areas	28	72	90	0	100	\$15,700	90	\$18,000	0	\$0	190	\$33,700
5.1	Infill, Redevelopment, Parcel Acquisition & Assembly Strategy	4	12			16	\$2,500	0	\$0	0	\$0	16	\$2,500
5.2	1900 West Streetscape, Placemaking, & Investment Strategy	8	24			32	\$5,000	0	\$0	0	\$0	32	\$5,000
5.3	Code & Policy Update Strategy	8	24			32	\$5,000	0	\$0	0	\$0	32	\$5,000
5.4	RDA / City Incentive Strategy	4		90		4	\$700	90	\$18,000	0	\$0	94	\$18,700
5.5	Business Retention & Expansion / Small Business Strategy	4	12			16	\$2,500	0	\$0	0	\$0	16	\$2,500
6	Final Plan & Implementation Strategy	36	132	0	0	168	\$26,100	0	\$0	0	\$0	168	\$26,100
6.1	5 & 10 Year Action Items & CIP List	8	24			32	\$5,000	0	\$0	0	\$0	32	\$5,000
6.2	Draft Action Plan & Review w/ City Departments	20	60			80	\$12,500	0	\$0	0	\$0	80	\$12,500
6.3	Commission / RDA Board / Council Presentations	4	12			16	\$2,500	0	\$0	0	\$0	16	\$2,500
6.5	Marketing Materials and Profile Packages	4	36			40	\$6,100	0	\$0	0	\$0	40	\$6,100
Totals		178	512	96	66	690	107,950	96	\$19,200	66	\$11,550	852	\$138,700

Prime Expenses

Description	Rate	Quantity	Cost
Travel (miles)	\$ 0.76	900	\$ 684
Traffic Counts	\$ 1,200	10	\$ 12,000
Total			\$ 12,684

Sub-Consultant Direct Expenses

Description	Rate	Quantity	Cost
Crews	\$ 0.76	300	\$ 228
CDS	\$ 0.75		\$ -
Total			\$ 228

Prime Expenses	\$12,684
Sub Expenses	\$228
Total	\$151,612



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